

**Town of West Hartford, Connecticut**  
**ANNUAL BUDGET**  
**2023-2024**



**Adopted by the Town Council**

# **Annual Budget**

**Fiscal Year July 1, 2023 - June 30, 2024**

**Adopted by the Town Council**

**West Hartford  
Connecticut**



**WEST  
HARTFORD**



April 25, 2023

Town Council

## Re: Adopted Fiscal Year 2023-2024 Budget

I am pleased to present the fiscal year 2024 General Fund Adopted Budget totaling \$331,190,664. This represents an increase of \$14,108,513 or 4.45% from the fiscal year 2023 Adopted Budget. The municipal services portion of the adopted budget totals \$124,763,220, an increase of \$5,647,548 or 4.74% over the current year Adopted Budget. The Superintendent of Schools' Adopted Budget totals \$190,191,121, an increase of \$9,004,103 or 4.97% over the current year. The capital financing portion of the budget for both municipal and education services totals \$16,236,323, representing a decrease of (\$543,138) or (3.24%) over FY 2023.

### Summary of Expenditures

	<b>FY23</b>	<b>FY24</b>	<b>Increase/</b>	<b>Percent</b>
	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Decrease</u></b>	<b><u>Change</u></b>
Total Town Services	\$119,115,672	\$124,763,220	\$5,647,548	4.74%
Board of Education	181,187,018	190,191,121	9,004,103	4.97%
Total Capital Financing	<u>16,779,461</u>	<u>16,236,323</u>	<u>(543,138)</u>	(3.24%)
Total Expenditures	\$317,082,151	\$331,190,664	\$14,108,513	4.45%

The Adopted budget requires an increase of \$5,188,069 or 1.86% in property tax revenue.

This budget reflects the optimism resulting from our past recovery from the economic impacts of the pandemic, balanced against the uncertainty surrounding global inflationary pressures and rising interest rates. Although challenges remain ahead of us, our strong financial outlook and significant economic development, coupled with the Town's exceptional fiscal policies will allow us to build on our momentum and execute many key initiatives adopted by the Town Council over the past year while strategically investing in key areas with this budget.

### **Budget Policy Objectives**

With the onset of new development, as well as plans for significant future development, it is evident that the Town is growing and along with growth comes the need to maintain service levels. One of the attributes of West Hartford is the high quality of services Town residents and business owners receive. This adopted budget addresses these additional needs with the addition of public safety, public works and planning/inspection personnel. In some cases, such as Public Works, the cost of two additional staff (Streets and Grounds Maintainers) will be offset by the reduction of contractual services and part time payroll. Management believes that with the rising costs of contractual services as well as the rising demand for services, this action reflects the most fiscally prudent approach.

One area that was a potential funding issue was the stabilization of annual contributions to the Town's Pension Fund. On January 26, 2021, the Town Council adopted an ordinance which

established the creation of a Pension Bond Reserve Fund. The intent of this fund is to mitigate any year over year spikes in the annual Actuarially Determined Employer Contributions (ADEC) payments. In FY 2022, a substantial downturn in the economy negatively impacted the Pension Fund resulting in a significant increase in the ADEC for FY 2024. The creation of this fund and the policy for its use, limited the Town's contribution exposure to 5% greater than the current fiscal year with the Pension Bond Reserve Fund contributing the balance. The fund and policy limited the Town increase to \$351,901 while the reserve fund covered the balance of \$2,134,953. As you can see, this mitigated what could have been a substantial increase and liability to the Town.

### **Revenue Outlook**

Fiscal Year 2024 completes the second year of a two year phase in of the 2021 revaluation. The following are the changes in each property class:

	<b><u>Grand List</u></b> <b><u>2021</u></b>	<b><u>Grand List</u></b> <b><u>2022</u></b>	<b><u>Variance</u></b>	<b><u>Final Phase In</u></b> <b><u>2021</u></b>	<b><u>Variance From</u></b> <b><u>2022 GL</u></b>
Real Property	6,371,302,082	6,382,820,619	11,518,537	6,175,573,308	207,247,311
Personal Property	224,438,924	223,817,839	(621,085)	224,362,824	(544,985)
Motor Vehicles	<u>581,542,982</u>	<u>616,308,164</u>	<u>34,765,182</u>	<u>581,602,397</u>	<u>34,705,767</u>
	<b>7,177,283,988</b>	<b>7,222,946,622</b>	<b>45,662,634</b>	<b>6,981,538,529</b>	<b>241,408,093</b>

The adopted budget maintains the current year's property tax collection rate of 99.1%.

For State aid, revenue assumptions are based on the Governor's proposed budget. One significant change regarding State Aid, in fiscal year 2023, the Town adopted a budget utilizing a uniform mill rate for all taxable property. Subsequent to the Town adopting a budget, the State adopted a budget which included a mill rate cap for motor vehicles. This was not included in our adopted revenue but in our revised revenue, the amount received (\$5,186,025).

The total net assessed value of all taxable property prior to Board of Assessment Appeal actions is \$7,222,946,622, representing an increase in the net taxable list of \$45,662,634 or .6% above last year's list. However, in fiscal year 2022-2023, 75% of the real property value was phased in with the balance of 25% to be phased in in fiscal year 2023-2024. Of the \$241,408,093 increase in the Grand List; \$45,662,634 represents overall grand list growth while the balance of \$195,745,459 represents the remainder of the 25% phase in.

For intergovernmental aid, the Governor's Proposed Biennial Budget includes the continuation of the Motor Vehicle Tax Cap which sets the cap at 32.46 mills. As an offset to municipalities whose uniform or single motor vehicle mill rate exceeds that cap, the Governor proposes an offsetting grant for FY 2024, which, for the Town, is \$5,590,704. Additionally his budget recommends an increase of \$774,896 to Education Cost Sharing and an increase of \$162,896 to Property Payment in Lieu of Taxes as well as other minor adjustments.

One other significant area of revenue increase is investment earnings. When the fiscal year 2023 budget was adopted, interest earning for investments was almost non-existent with rates averaging between 10 and 15 basis points. With all of the interest rate increases by the Federal Reserve, we



feel confident that our current conservative investment earnings will increase by \$1,975,000 in FY 2024.

### **Expenditures**

The Town of West Hartford's General Fund budget is comprised of three major components: municipal services, the West Hartford Public Schools budget, and capital financing.

#### **Municipal Services: Overall Increase of \$5,647,548 or 4.74%**

- An increase of \$2,299,166 for wages and salaries. This includes contractual wage increases for Police, Fire and Streets unions. Assumptions for wage settlements for unsettled bargaining units is identified under Contingency. During fiscal year 2023, two new positions (Senior Building Inspector and Senior Planner) were approved in the Community Development department and carry forward to FY 2024. The Assistant Director of Social Services, funded for half of fiscal year 2023, is funded for a full year in 2024. These positions and three (3) new full-time positions (Human Resources Specialist, Street Maintainer I and a Grounds Maintainer) are included in regular payroll. The Street Maintainer I and the Grounds Maintainer wages and benefits costs are offset by reductions in contractual services and part time payroll. Also, in fiscal year 2024, this budget funds three (3) new public safety positions and one existing unfunded Library position. These positions are: two (2) Police Officers, one (1) Fire Inspector and one (1) Librarian II.
- An increase in the MDC Ad Valorem Payment of \$159,865
- An increase of \$112,142 in part time payroll as a result of minimum wage increase and step increases.
- An increase of \$92,142; primarily in Public Safety Overtime
- Increases in the Trash and Recycling contracts totaling \$228,400
- An increase to the West Hartford Bloomfield Health District of \$89,371
- Increases to Town Utility costs of \$136,505
- Increase to the Risk Management of \$1,730,595 for employee health and insurance premiums
- Increase to General Fund Pension Contribution of \$303,258
- Increase to Retiree Health Reserve of \$400,000
- Increase for winter storm equipment, maintenance and repair supplies of \$121,885

#### **West Hartford Public Schools – The FY 2024 education budget totals \$190,191,121, an increase of \$9,004,103 or 4.97%.**

- Salaries, which comprise 66% of the budget, increase \$3,056,036, or 2.49%. This increase reflects rate adjustments required by collective bargaining agreements, as well as current staffing for regular and special education needs. However, this budget represents a net reduction of 32.25 positions from current level staffing. While new certified special education positions are included to meet student needs, they are offset

by reductions achieved through lower anticipated enrollment, scheduling and program efficiencies, administrative and support staff adjustments, and additional use of grant funds.

- Employee benefit expense, which represents 18% of the budget, are increasing by 8.0%. Pension costs for non-certified staff reflect a slight increase of \$71,099 based upon the Board's share of the actuarially determined employer contribution for the Town Pension plan and a prorated share of the debt service on pension obligation bonds issued by the Town. An estimated 8% increase in medical premiums for the State Partnership Plan is included in the budget, offset by use of a health reserve as a means to contain costs. In addition, social security costs increase consistent with wages and changes to the social security base wage rate.
- Transportation, Tuition, and Utilities reflect an increase of 12.2%. Pupil transportation increases \$621,800 due to contractual bus rate increases and additional need for transportation services. Tuition reflects a net increase of \$1,057,590 based upon the number of students placed outside of district to meet their educational needs and an increase in tuition rates, offset by an increase in the State reimbursement rate for excess costs. Also included in the budget are significant increases in utilities, driven by higher anticipated rates and consistent usage.
- The remainder of the district's costs consist of items such as instructional supplies, professional services, copiers, textbooks, technology, maintenance and custodial supplies, rent, and general insurance. The increase for 2023-24 relates primarily to increased professional and contractual services as well as higher general liability insurance costs.

#### **Capital Financing: Overall Decrease of (\$543,138) or (3.24%)**

- The capital financing portion of the budget for both municipal and education services totals \$16,236,323, representing a decrease of (\$543,138) or (3.24%) under the current year plan. Key projects include Wolcott Elementary School Security Improvements (\$3,000,000 Years 1 and 2), Elementary School Air Quality (\$9,054,000 Years 1 and 2), Flood Mitigation (\$7,000,000 Years 1 and 2) Street Reconstruction and Resurfacing (\$8,309,000 Years 1 and 2). No General Fund contribution is requested for Capital Non Recurring Fund (CNRE).

#### **Impact on the Taxpayer**

The FY 2024 Adopted Budget of \$331,190,664 represents an increase of \$14,108,513 or 4.45% over the FY 2023 Adopted Budget. Of this increase amount, \$5,188,069 will be financed by taxes which represents a 1.86% increase and the balance of \$8,920,444 will be financed by non-tax revenue made up predominantly by the State Motor Vehicle Mill Rate Cap grant of \$5,590,704; an increase of \$774,896 from the Education Cost Sharing Grant, an increase of \$162,896 from the Property PILOT and an increase of \$1,975,000 from investment earnings.

Due to the significant increase in non-tax revenue, a mill rate of 40.92 for Real Estate and Personal Property has been adopted. This represents an increase of .24 mills or .59% from the FY 2023 uniform mill rate of 40.68. Also, in accordance with the State Statute that was adopted last year

capping the motor vehicle mill rate, the FY24 Adopted Budget recognizes the motor vehicle mill rate of 32.46 which is the same mill rate as FY 2023.

As this FY 2024 is the second year of a two year phase in for Real Estate and Personal Property, a determination cannot be made regarding what an average tax impact on a homeowner could be as the impact could vary by Town neighborhoods. However, there should be minimal impact on the motor vehicle tax impact as there is no change in that mill rate.

### **Conclusion**

In closing, we believe this budget address the diverse needs of our community while being mindful of our responsibility to our taxpayers. The Adopted FY 2024 Budget is a sound, responsible spending plan designed to provide services that are important to maintaining West Hartford's quality of life and its standing as one of the nation's premier communities.

The preparation of the adopted budget and CIP requires a great deal of time and effort. I would like to thank our directors and the members of the budget team for their patient and thorough work in preparing this submission.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Richard C. Ledwith', with a long horizontal line extending to the right.

Richard C. Ledwith  
Town Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of West Hartford  
Connecticut**

For the Fiscal Year Beginning

**July 01, 2022**

*Christopher P. Morill*

Executive Director

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## A READER'S GUIDE TO THE BUDGET

This budget document is designed to serve as a policy document, a financial plan, an operations guide, and a communication tool. It is organized by department and within each department by the various funds that comprise the financial operations of the Town.

The **Fiscal Policy & Trends** section provides information on the major highlights and fiscal policies of the General Fund budget and a discussion of the trends and influences that affect the environment in which policy decisions regarding spending and taxation are made.

The **Budget Summaries** section summarizes financial and other information by fund and provides a concise overview of the budget for the fiscal year. Included in this section are summaries of revenues and expenditures by department and by category, as well as information on full-time positions and capital outlay.

Each **Departmental** section begins with a mission statement and a budget summary of the department's General Fund budget. The budget summary is classified into four categories:

- **Wages & Salaries** – Payroll costs for full-time and temporary employees.
- **Operating Expense** – Costs incurred for the normal operation and performance of Town services.
- **Equipment** – Payments of a relatively recurring nature to acquire or replace equipment for normal operating purposes with a value greater than \$5,000 and a life expectancy of one to five years.
- **Social Security/Fringe Benefits** – Costs related to social security, insurance, pension, active and retiree health care, and workers compensation expense. Also included are transfers and capital financing costs.

The remaining portion of this section contains a narrative describing budget and program highlights, detail of expenditures by division, performance measures and policy issues where appropriate, authorized positions and source of funds within the department. If the department has operations in a budgeted fund other than the General Fund, information is provided about the purpose of the fund, the strategy of the fund, the historical performance of the fund, the expected performance during the current fiscal year compared to the budgeted performance, and a discussion of the budget for the upcoming year.

The **Capital Budget** section details the Town's capital plan for the next two fiscal years providing financing policy and implications, as well as a detailed summary of each of the planned capital projects.

The **Budget Resolution** section contains the legislative actions for the Town Council to formally establish the budget for the upcoming fiscal year.

A **Glossary** section provides definitions of terms and acronyms used in the budget document and an alphabetized list of the budgeted "Other Funds" included in the budget document.

## TOWN OF WEST HARTFORD ORGANIZATION VALUES

The Town of West Hartford is dedicated to providing quality services, as established by Town policymakers, in a responsive and cost-effective manner. This commitment to quality depends upon a dedicated partnership between residents, elected officials and the employees of the Town.

The Town of West Hartford has certain expectations and values shared by all to ensure organizational excellence and service quality. They are:

### **Getting Close to our Residents (Customers)**

We encourage and promote communication between Town residents and all municipal employees by ensuring friendly, courteous and responsive services. We further encourage and promote resident participation in the development and review of all Town services.

### **Enhancing our Public Image**

We are committed to upholding the highest ideals of professionalism and integrity in performing our responsibilities. We will strive to promote an awareness and understanding of Town programs and services to Town residents, our peers and other communities.

### **Improving Relations Among All Employees**

We are committed to promoting the well-being of employees through professional development, skill building programs, open lines of communication and encouraging organizational participation and teamwork.

### **Being on the Leading Edge of Technology**

We recognize that in order to remain competent and to be leaders in our areas of specialty, we must be committed to incorporating appropriate technological advancements into our delivery of services.

### **Committing to Long Range Fiscal and Administrative Planning**

We are committed to a proactive approach to the issues and challenges confronting the community. We will utilize a wide range of forecasting models and tools to help ensure that the Town will anticipate events and make informed decisions that will help shape the future.



## SIX MAJOR PUBLIC POLICIES FOR THE FUTURE

West Hartford must continually position itself to meet the challenges that lie ahead. There are six major public policies that form the basis of public actions.

- FIRST:** and foremost, West Hartford must be among the safest (personal and property security) in the region.
- SECOND:** West Hartford schools must continue the long tradition of being the State's public education leader by becoming more resourceful, providing quality programs, and being customer (parent) responsive.
- THIRD:** West Hartford's physical appearance must be the best in the area, without exception. This includes not only roads, sidewalks, and other parts of the rights-of-way in residential and commercial areas, but the strict enforcement of housing, zoning and environmental health codes to prevent the appearance of neglect.
- FOURTH:** West Hartford must provide the best customer service. The Town will commit itself to continuous improvement to achieve this.
- FIFTH:** West Hartford will incorporate the market forces of competition and entrepreneurialism while being mindful of the need to maintain public accountability.
- SIXTH:** West Hartford must always strive to be inclusive of its residents in developing public policy, and recognize the importance that strong neighborhoods have in enhancing the image of the community.

## TOWN OF WEST HARTFORD'S ANNUAL BUDGET PROCESS

### **Budget Process Guided by Town Charter/Town Ordinance**

The Town of West Hartford's fiscal year begins on July 1st and ends on June 30th. The budget cycle is determined by the requirements outlined in the Town Charter, Chapter VII, as follows:

1. Not later than 130 days before the end of the fiscal year, each department files a detailed statement of estimated revenues and proposed expenditures for the ensuing fiscal year. The Superintendent of Schools files a similar statement with the Board of Education and Town Manager at least 115 days prior to the end of the fiscal year.
2. Not later than 110 days prior to the end of the fiscal year, the Town Manager submits to the Town Council a recommended operating budget for the fiscal year commencing the following July 1. The operating budget includes proposed expenditures and the means of financing them.
3. Not later than 75 days before the end of the fiscal year, two or more public hearings are conducted at locations throughout the Town to obtain public comments.
4. Not later than 65 days before the end of the fiscal year, the budget is legally enacted through passage of an ordinance.

### **Budget Referendum Process**

Within 25 days from adoption of the budget, Town electors may request that the budget be repealed if 6% of the electors sign a petition. The Town Clerk must certify the petition within five days.

After the Town Clerk's certification of the petition, the question shall be submitted to a referendum of the electors of the town, conducted in accordance with the relevant general statutes. At least ten days prior to such referendum the council shall cause to be published in a newspaper having circulation in the town a notice of such referendum, setting forth the date on which and the hours during which the referendum will be held and the text of the question as it will appear on the voting machines. Such referendum shall be held on a Tuesday.

If the vote to repeal succeeds, the Town Council shall adopt a substitute budget not later than midnight on June 30.

The substitute budget shall be subject to repeal if 6% of the electors sign a petition by July 31.

On the last Tuesday of September the question shall be submitted to a referendum of the electors of the Town. A majority vote of the electors to repeal the budget ordinance shall not become effective unless a total of at least 15% of the electors have voted.

If the vote to repeal succeeds, the council shall, not later than midnight on October 15, adopt a second substitute budget. The second substitute budget is not subject to a referendum.

**Calendar for Fiscal Year 2023-2024 Budget Process**

December 5, 2022	Budget guidelines distributed to departments
December 5 - January 4, 2023	Departments prepare budget submissions
January 5 - March 7, 2023	Town Manager's budget review and production of Proposed Budget
<b>March 8, 2023*</b>	<b>Proposed Budget presented to Town Council by Town Manager</b>
March 9 - April 24, 2023	Council review of budget and two public hearings on budget
<b>April 25, 2023**</b>	<b>Town Council adoption of budget</b>
April 26 - June 16, 2023	Preparation of Adopted Budget documents

\* Deadline, per Town Charter, is March 12<sup>th</sup>.

\*\* Deadline, per Town Charter, is April 26<sup>th</sup>.

**Budget Amendment Process**

Per the Code of the Town of West Hartford, Chapter 18, Article II, section 18-28, the Town Council may make by resolution supplemental appropriations to the operating or capital budgets at any time during the fiscal year.

In order to do this, the Director of Financial Services must certify that there exists in the General Fund balance or in the capital reserve account a sufficient sum which is unencumbered and able to meet such appropriation.

Any additional appropriation that the Council may wish to provide must be embodied in a separate resolution which specifically designates the purpose of such appropriation to some single project or program. The source of revenue must be stated within the resolution.

The Town Council adopts the operating budget by department and appropriates funds into four categories of expense: wages & salaries, operating expense, equipment, fringe benefits and insurance. During the fiscal year, a department may transfer funds from one line item to another to meet unexpected costs. To do this an internal transfer of funds occurs, provided that the funds are transferred within one of the four characters of expense. This type of transfer requires the approval of the Director of Financial Services and the Town Manager. Any transfer between departments or characters of expense requires approval by the Town Council.

## FINANCIAL ORGANIZATION OF ACCOUNTS

The financial operations of the Town of West Hartford are organized into funds, each of which is a separate fiscal and accounting entity. The funds employed by the Town are detailed below, by fund type. Funds denoted in **bold** are budgeted funds and the department responsible for the operations of each fund is in parentheses.

### GOVERNMENTAL FUNDS

Governmental funds are those through which most governmental functions typically are financed. There are five types of governmental funds: the General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Funds and Permanent Funds.

**General Fund** – the primary operating fund of the Town. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property taxes, state and federal grants, licenses, permits, charges for services, fines and forfeitures and interest income. The Pension Bonds Reserve fund is consolidated with the General Fund at year end for financial statement purposes.

*Special Revenue Funds* – account for revenue derived from specific sources (other than major capital projects) that are restricted by legal and regulatory provisions to finance specific activities. The Town's Special Revenue Funds are as follows (funds are listed in department order):

**Technology Investment Fund** (Information Technology) – accounts for a recurring revenue stream dedicated to continued investment in the Town's e-business strategy.

**Police Private Duty Fund** (Police Services) – accounts for revenues generated by police private duty overtime fees and the related costs.

Police Home Ownership Program Fund (Police Services) – accounts for loan activity to assist police officers with closing and down payment costs to encourage them to reside in the Southeast quadrant of West Hartford.

Drug Enforcement Fund (Police Services) – accounts for grant revenue and proceeds from seized property to be used for drug enforcement and education.

**Parking Lot Fund** (Public Works) – accounts for operations of the Town's gated parking lots and parking meters in the Town Center.

**Cemetery Operating Fund** (Public Works) – an expendable trust fund that accounts for donations and other resources provided for the maintenance of Town-owned cemeteries.

Veterans Memorial Fund (Public Works) – accounts for donations to finance construction and maintenance of a community memorial to honor veterans.

**Community Development Block Grant Fund** (Leisure Services & Social Services) – accounts for federal grant revenue from the United States Department of Housing and Urban Development.

**CDBG Housing Rehabilitation Fund** (Leisure Services & Social Services) – accounts for housing rehabilitation activities funded via federal grant monies from the U.S. Department of Housing and Urban Development.

**State Housing and Community Development Fund** (Leisure Services & Social Services) – accounts for state housing funds for community development programs.

**Westmoor Park Fund** (Leisure Services & Social Services) – accounts for income received from an external trust and expenditures to maintain Westmoor Park.

CF Morway Fund (Leisure Services & Social Services) – accounts for trust revenue which may be utilized to purchase park and recreation equipment and facilities.

Affordable Housing Trust Fund (Leisure Services & Social Services) – accounts for loan activity to assist low and moderate income families.

The Town That Cares Fund (Leisure Services & Social Services) – accounts for donations used to provide financial assistance to residents in need.

**West Hartford Library Fund** (Library Services) – accounts for grants and other revenue derived from the Connecticard program, photocopying and computer search activities.

School Cafeteria Fund (Board of Education) – accounts for the operations of the school cafeterias, including sales of food, and state and federal subsidies.

School Interscholastic Sports Fund (Board of Education) – accounts for resources and expenditures related to interscholastic sports at the Town’s high schools.

School Grants Fund (Board of Education) – accounts for state and federal grants used for various education programs.

School Special Programs Fund (Board of Education) – accounts for state grants, federal grants and charges for services to fund education special programs.

School Donations Trust Fund (Board of Education) – accounts for contributions to the school system used to make public school purchases.

**Private School Services Fund** (Non-Departmental) – accounts for a state grant and other funds necessary to provide mandated services to the Town’s non-public schools.

American Rescue Plan Act (ARPA) (Non-Departmental) – accounts for Federal funds received to provide support to local governments in responding to the economic and public health impacts of COVID-19.

*Capital Projects Funds* – used to account for and report on resources that are restricted, committed or assigned to expenditures for capital outlay.

Capital Projects Fund (Capital Financing) – accounts for all financial resources used for the acquisition of capital assets or construction of major capital facilities.

**Capital and Non-Recurring Expenditures Fund** (Capital Financing) – accounts for the resources accumulated for capital projects or equipment acquisition.

*Debt Service Funds* – used to account for and report on resources that are restricted, committed or assigned to expenditures for principle and interest.

Debt Service Fund (Capital Financing) – accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**Blue Back Square Fund** (Non-Departmental) – accounts for the financial activity of the Blue Back Square development project.

*Permanent Funds* – used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the Town’s programs. The Town has one permanent fund:



Private Cemetery Fund (Public Works) – accounts for contributions and trust income used for the maintenance of private cemetery lots.

### PROPRIETARY FUNDS

Proprietary funds are used to account for activities that are similar to those often found in the private sector. These funds are accounted for on the flow of economic resources measurement focus and use the accrual basis of accounting. The Town has two types of proprietary funds:

*Enterprise Funds* – account for operations that are financed in a manner similar to private business enterprises, where the intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**Leisure Services Fund** (Leisure Services & Social Services) – accounts for the operations of the Town’s leisure activities.

West Hartford Center – Special Services District Fund (Non-Departmental) - accounts for the financial activity of the West Hartford Center Special Development District.

*Internal Service Funds* – account for the financing of goods or services provided by one department to other departments or agencies of the Town on a cost-reimbursement basis. The Town has two internal service funds:

Risk Management Fund (Human Resources) – accounts for the cost of the Town’s insured and self-insured risk programs.

Utilities Services Fund (Facilities Services) – accounts for the cost of the Town’s energy usage.

### FIDUCIARY FUNDS

Fiduciary Funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, and other governments. The Town has two types of fiduciary funds:

*Trust Funds* – involve a trust agreement that affects the degree of management involvement and the length of time that resources are held. The Town has two trust funds:

Pension Trust Fund (Human Resources) – accounts for the payment of pension benefits and other costs associated with the operation of the Town’s pension plan.

Other Post-Employment Benefits Fund (Human Resources) – used to report resources that are required to be held in trust for the members and beneficiaries of the Town’s post-employment benefit plan.

*Agency Funds* – are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. The Town has one agency fund:

Student Activity Fund (Board of Education) – accounts for the monies generated by student activities in the West Hartford school system.

**BASIS OF ACCOUNTING**

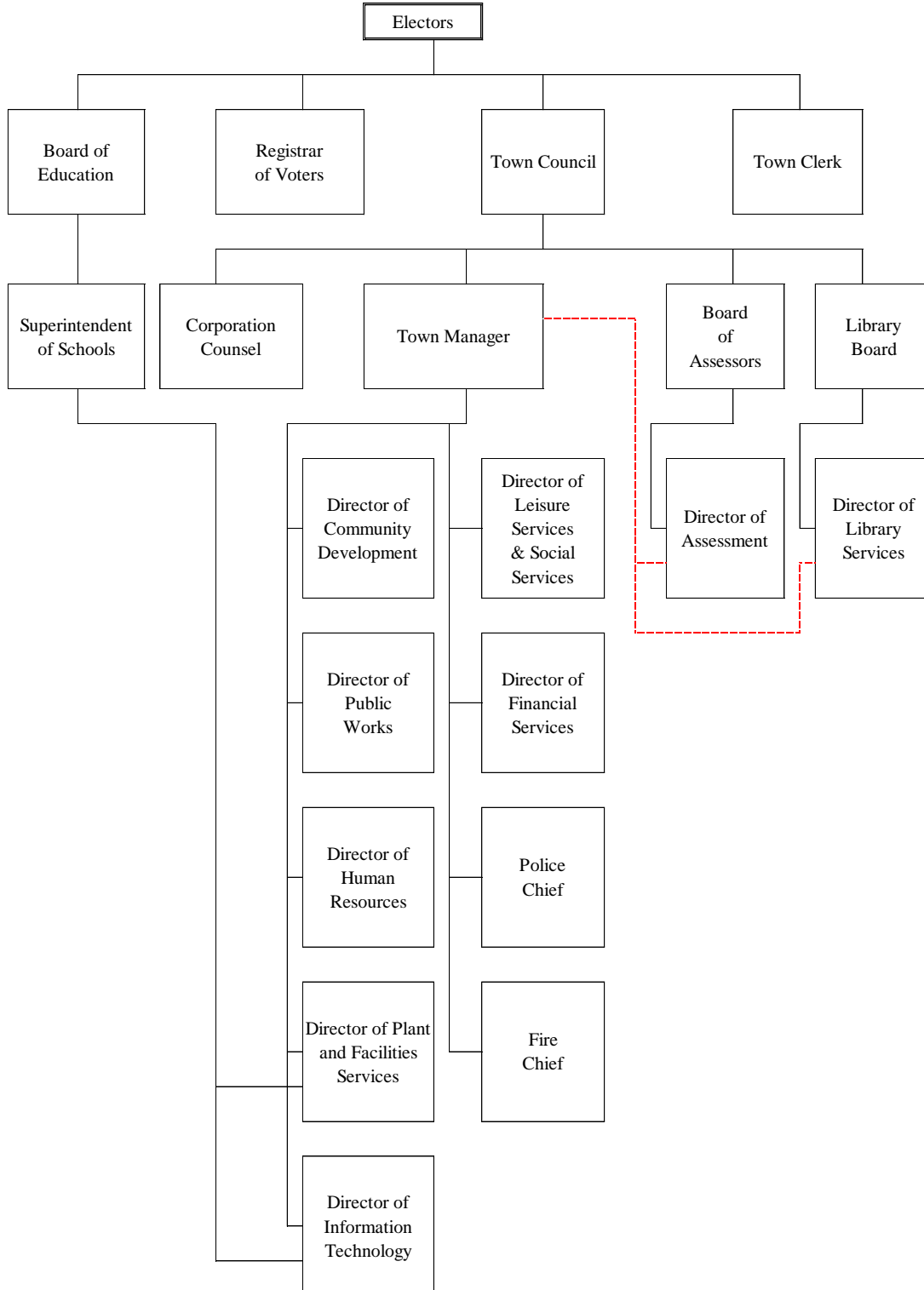
All General and Special Revenue Funds shall be accounted for on the **modified accrual basis**, under which revenues shall be recognized when actually received, or accrued when the Director of Financial Services determines them to be both measurable and available, and commitments of money shall be recorded as soon as they result in contingent liabilities to be met from available appropriations. This shall not apply to interest earnings, which may be recognized on a full-accrual basis, so as not to preclude the Town from maximizing investment earnings through utilization of long-term investments transcending one (1) or more fiscal years. Enterprise and Internal Services Funds utilize a full-accrual system of accounting. The Town shall utilize a full-encumbrance system for all funds in all financial transactions of the town. Salaries and wages of Town employees chargeable against valid personal services appropriations need not be encumbered, except at the close of the fiscal year. At the close of the fiscal year, all salary commitments and related employee benefits, such as social security, group insurance, retirement contributions and other obligations, as evidenced by a valid purchase order or contract accruing to the current accounting period, shall be itemized in a reserve for encumbrances; said itemized encumbrances, at the discretion of the Director of Financial Services, may be met from the aggregate total of the reserve for encumbrances.

This document is prepared on a **budgetary basis**, which follows the modified accrual basis of accounting except:

- a. Encumbrances are recognized as a valid and proper charge against a budget appropriation in the year in which the purchase order is issued and, accordingly, encumbrances outstanding at year-end are reflected in budgetary reports as expenditures in the current year but are shown as reservations of fund balance on a GAAP basis.
- b. The Town accounts for "on-behalf" contributions made by the State of Connecticut to the Connecticut State Teachers' Retirement System as revenue in accordance with GASB Statement No. 24, *Accounting and Financial Reporting for Certain Grants and Other Financial Assistance*. As such, General Fund revenue and expenses on a GAAP basis reflect the recognition of "on-behalf" contributions by the State.

## ORGANIZATIONAL STRUCTURE

TOWN OF WEST HARTFORD, CONNECTICUT



**FISCAL POLICIES SECTION**

The Town's annual budget reflects priorities of the Town Council with respect to maintaining a high level of service to the community, mitigating, to the extent possible, tax increases and looking prospectively to the future in hopes that any and all potential contingencies have been properly addressed.

This Adopted budget is designed to maintain the undesignated fund balance level at 9.2% of General Fund expenditures, with an eye towards incrementally increasing that level based on the approval of a revised fund balance policy which will earmark one third of prior year budgetary surplus to the fund. In addition, this Adopted budget recommends to fully fund the pension Actuarially Determined Employer Contribution (ADEC) through a combination of direct funding by all covered funds along with a contribution from the Pension Bond Reserve (POB) Fund. This fund was created in 2021 to absorb any increases in excess of 5% over the prior year ADEC. Due to the unstable economy in 2022, Pension Investment earnings were negatively impacted, therefore this budget includes a contribution from the POB Fund to mitigate the actuarial losses in investment values.

In addition, the Governor and State Legislature continue to focus on local tax reform as part of their biennial budget. As a result, a state-wide uniform mill rate of 32.46 which was established for motor vehicles last year is not changed. Any City/Town who had adopted a mill rate greater than 32.46 for motor vehicles will receive a grant which will offset that loss in revenue. The Town received a grant in the amount of \$5,186,024 in FY 2023 and the Governor proposed a grant of \$5,590,704 which is included in this Adopted budget.

This Adopted budget also includes a \$400K increase towards Other Post-Employment Benefits (OPEB) liabilities in an effort to gradually improve the OPEB unfunded liability.

Lastly, this Adopted budget also addresses operational needs in public safety, public works, and general government. The following policies are reflected in this budget:

- Continue to assume a property tax collection rate of 99.1%.
- Continue to use conservative revenue estimates in all non-tax and non-municipal aid categories.
- Utilize the Governor's proposed budget for State aid estimates.
- Continue to fully fund the Actuarially Determined Employer Contribution (ADEC) related to Pension liabilities.
- Adhere to planned phase in of ADEC related to Other Post-Employment Benefits (OPEB) liabilities.
- Explore options for service sharing with other municipalities.
- Regular rebidding of contracts for goods and services.
- Continued efforts to modify employee benefit programs to reduce costs.
- Evaluation of best practices for government operations.

The fiscal year Adopted 2024 General Fund budget totals \$331,190,664 and represents an increase of \$14,108,513 or 4.45% from fiscal year 2023. The municipal services portion of the budget totals \$124,763,220; an increase of \$5,647,548 or 4.74%. The education budget totals \$190,191,121, an increase of \$9,004,103 or 4.97%. The capital financing budget for both municipal and education services is \$16,236,323 a reduction of \$(543,138) or (3.24)%. In order to finance the budget, an increase in current year property tax revenue of \$5,188,069 or 1.86% is required. Property taxes are the primary source of revenue for municipalities in Connecticut and increases in property tax revenue are generated from growth in the value of taxable property and increases in the tax rate. As a fully developed community, growth in the Town's taxable property is through

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**ANNUAL BUDGET 2023-2024**

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re-use of existing property. Fiscal Year 2024 completes the second year of a two year phase in of the 2021 revaluation. The following are the changes in each property class:

	<b>Grand List</b>	<b>Grand List</b>		<b>Final Phase In</b>	<b>Variance From</b>
	<b><u>2021</u></b>	<b><u>2022</u></b>	<b><u>Variance</u></b>	<b><u>2021</u></b>	<b><u>2022 GL</u></b>
Real Property	6,371,302,082	6,382,820,619	11,518,537	6,175,573,308	207,247,311
Personal Property	224,438,924	223,817,839	(621,085)	224,362,824	(544,985)
Motor Vehicles	<u>581,542,982</u>	<u>616,308,164</u>	<u>34,765,182</u>	<u>581,602,397</u>	<u>34,705,767</u>
	<b>7,177,283,988</b>	<b>7,222,946,622</b>	<b>45,662,634</b>	<b>6,981,538,529</b>	<b>241,408,093</b>

The 2022 Grand List of taxable and exempt property is finalized effective October 1, 2022 in accordance with Title 12, Chapter 203 of the Connecticut General Statutes. The 2022 Grand List reflects the full implementation of property assessments stemming from the October 1, 2021 town-wide revaluation, all changes in ownership and valuation for each property class. The total net assessed value of all taxable property prior to Board of Assessment Appeal actions is \$7,222,946,622 representing an increase in the net taxable list of \$45,662,634 or .6% above last year's list. However, in fiscal year 2022-2023, 75% of the real property value was phased in with the balance of 25% to be phased in in fiscal year 2023-2024. Of the \$241,408,093 increase in the Grand List; \$45,662,634 represents overall grand list growth while the balance of \$195,745,459 represents the remainder of the 25% phase in.

- The Real Property list increased by \$11,518,537 or .2%. Growth this year is largely the result of our ongoing renovation projects encompassing additions, updates to kitchens and baths, 32 new swimming pools, and other home improvements. Coupled with this are a number of new developments underway; however, only a fraction of their full values contributed to the 2022 Grand List because of the incomplete development stages. Multifamily developments include 10 Berkshire Road with 26 apartments, 27 Park Road with 195 apartments, 920 Farmington Avenue with 48 units, and a medical office building at 136 South Main Street. Other partially completed developments are single family homes at 2664 Albany Avenue, 3 Gledhill Lane, and 2 Gledhill Lane. Finally, 950 Trout Brook Drive went from exempt to taxable as a result of no longer being used for The Children's Museum.
- The Motor Vehicle list increased by \$34,765,182 or 6%. This increase continues to reflect a very strong used car sales market. Although, there are signs this market segment is slowing down due to the ramping up of new car production after the slowdown during the Covid-19 pandemic, and supply chain issues.
- The Supplemental Motor Vehicle List covers vehicles registered during the timeframe of October 2 through July 31. Vehicles registered within this timeframe are subject to a 100% assessment or prorated assessment based upon the month the vehicle is registered.

Tax bills for this list are due in January for each list year. The 2021 net taxable supplemental list totaled \$82,706,259. It increased by \$3,865,562 or 4.9%. A historical chart of the supplemental list is included with the report.

- The Personal Property list decreased by (\$621,085) or (.3) %. Our census of businesses in West Hartford adjusts from one grand list year to the next due to business closures, relocations, and new businesses in town. Of note was the tunnel boring machinery used with the MDC storm water project; it was removed from West Hartford at the completion of that project prior to October 1,

2022. Overall, this activity resulted in a net gain of 8 new businesses from last year's report. Our current business census is 2,698. We continue to experience a healthy level of capital equipment re-investment in furniture, fixtures, and equipment, surpassing annual depreciation on existing assets.

### **SUMMARY OF REVENUES**

	<b><u>FY 2023</u></b> <b><u>Adopted</u></b>	<b><u>FY 2024</u></b> <b><u>Adopted</u></b>	<b><u>Increase/</u></b> <b><u>(Decrease)</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Current Year Property Taxes	\$278,397,250	\$283,585,319	\$5,188,069	1.86%
Other Property Taxes	4,665,000	4,535,350	(129,650)	-2.78%
Intergovernmental Revenue	25,783,244	32,331,426	6,548,182	25.40%
Charges for Services	6,786,357	7,194,185	407,828	6.01%
Miscellaneous Revenue	849,300	2,832,200	1,982,900	233.47%
Transfers from Other Funds	601,000	712,184	111,184	18.50%
<b>Total Revenues</b>	<b><u>\$317,082,151</u></b>	<b><u>\$331,190,664</u></b>	<b><u>\$14,108,513</u></b>	<b><u>4.45%</u></b>

### **Property Taxes**

Approximately 86% of the annual General Fund budget is financed through current year property tax revenue. Increases in property tax revenue are generated from growth in the value of taxable property and increases to the mill rate. As a fully developed community, growth in the Town's taxable property is normally through re-use of existing property. However, as stated earlier, the October 1, 2022 net taxable Grand List reflects significant total growth due to the Town's revaluation of all taxable property. The Grand List totals \$7,222,946,622; an increase of \$241,408,093 or 3.3% over the FY 2023 final 75% phase in Grand List. This growth is primarily due to the completing of the two year revaluation phase in which started in FY 2023 by phasing in 75% and completing in 2024 by phasing in the remaining 25% as well as new growth in developments and investments in residential and commercial properties.

With the increase in the Grand List, the value of a mill has increased. A mill is used to determine local property taxes. One mill equals one-thousandth of a dollar. For each mill levied on your property, your taxes will be \$1 per every \$1,000 of assessed value. This budget will have one mill rate for real and personal property of 40.92 mills; an increase of .24 mills or .59% and 32.46 mills for motor vehicles which was established by the State last year and remains in effect. Based on the mill rate cap for motor vehicles, the Town is expecting to receive an offset grant by the State of \$5,590,704. The successful collection of current year property taxes is a critical element in determining property tax revenues and effectively managing the budget during the fiscal year. The collection of the second installment of real estate property taxes in January 2023 was consistent with experience in prior years. Over the last ten years, the average collection rate for the Town has been 99.2%. The Adopted 2024 Budget maintains a conservative 99.1% collection rate assumption.

### **Intergovernmental Revenue**

Estimated Intergovernmental Revenue for the Adopted fiscal year 2023-2024 budget is detailed below. State Aid revenue assumptions are based on the Governor's proposed budget. One significant change regarding State Aid, in fiscal year 2023, the Town adopted a budget utilizing a uniform mill rate for all taxable property. Subsequent to the Town adopting a budget, the State adopted a budget which included a

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**ANNUAL BUDGET 2023-2024**

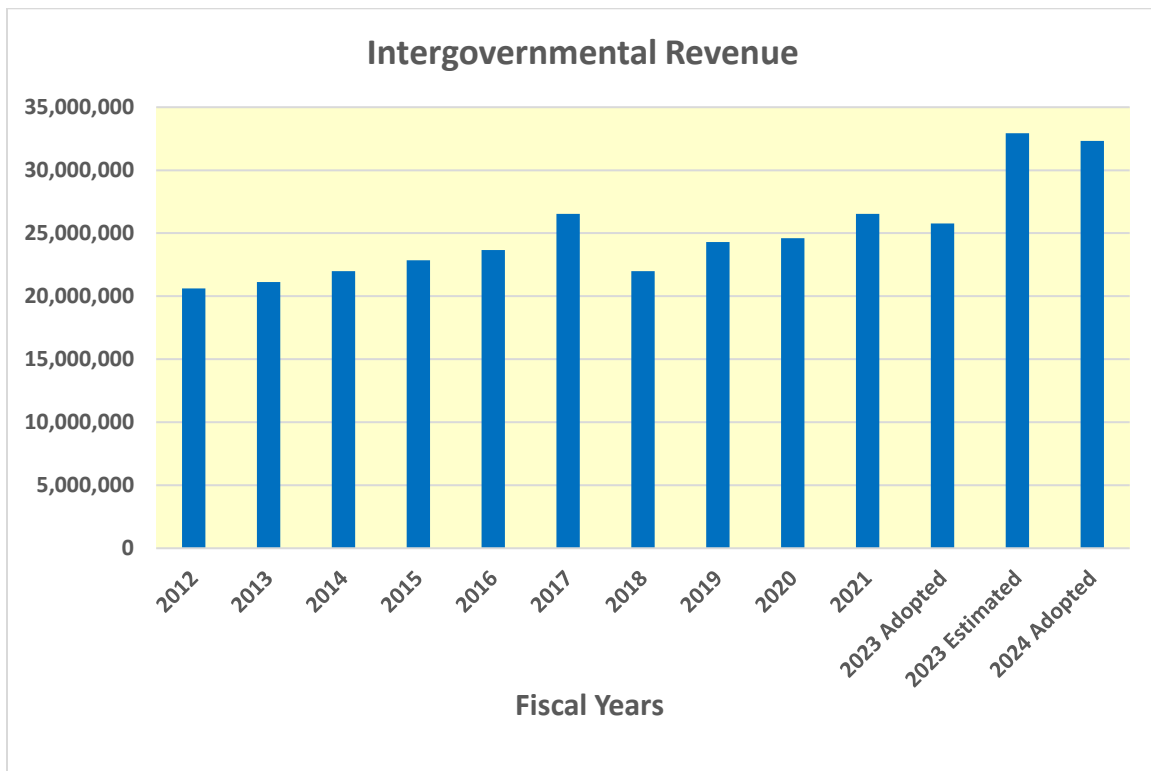
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mill rate cap for motor vehicles. Since this was not included in our adopted revenue but in our revised revenue, the amount received (\$5,186,025) does not appear in the FY 2023 Adopted column. The same grant will appear in the Adopted fiscal year 2024 column.

<b><u>Grant</u></b>	<b><u>FY2023 Adopted</u></b>	<b><u>FY2024 Adopted</u></b>	<b><u>Increase/ Decrease</u></b>
Dial-A-Ride	\$ 84,612	\$ 80,880	\$ (3,732)
<b>Total Federal Revenue</b>	<b>\$ 84,612</b>	<b>\$ 80,880</b>	<b>\$ (3,732)</b>
Motor Vehicle Property Grant	\$ -	\$ 5,590,704	\$ 5,590,704
Education Cost Sharing	22,253,668	23,028,564	774,896
Disabled Property Tax Relief	6,000	6,000	-
Grant for Municipal Projects	805,784	820,784	15,000
Payment in Lieu of Taxes (PILOT) Property	899,745	1,062,641	162,896
Payment in Lieu of Taxes (PILOT) Grant	691,253	691,253	-
Veterans Tax Relief	62,613	62,613	-
Alcohol/Drug Abuse Grant	7,142	7,142	-
Town Aid Road	688,607	691,660	3,053
Emergency 911 Service Grant	141,000	141,000	-
Pequot/Mohegan Fund Grant	27,820	27,820	-
Telephone Grant	<u>115,000</u>	<u>120,365</u>	<u>5,365</u>
<b>Total State Aid</b>	<b>\$ 25,698,632</b>	<b>\$ 32,250,546</b>	<b>\$ 6,551,914</b>



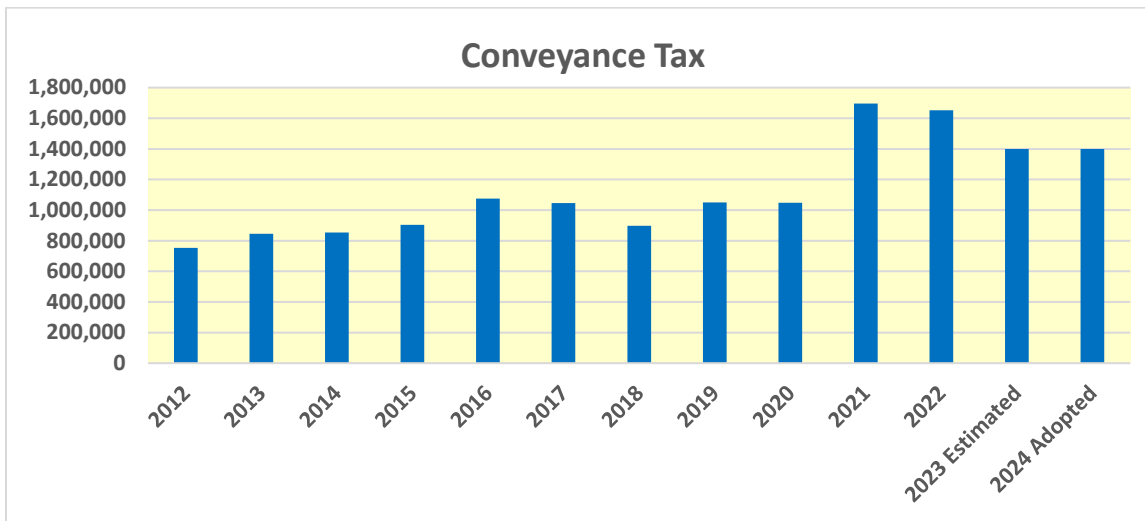
### **Charges for Services**

#### **Building Permits**

Estimated building permit revenue is budgeted at \$2,350,000 for the Adopted fiscal year 2024 budget, exceeding the current year adopted amount by \$450,000. The increase is based on a significant number of existing projects or proposed projects that have not been approved as of this budget submission but are assumed will be at some point this or early next fiscal year. The building permit fee is calculated on the value of new construction or building improvements. The fiscal year 2023 estimate is based on anticipated residential housing and commercial construction projects.

#### **Real Estate Transactions**

The Town receives fees established by the State of Connecticut for real estate transactions. Land records fee revenue is received for the recording of legal documents and conveyance taxes are charged on the transfer of all real estate. The fiscal year 2024 Adopted budget reflects conveyance tax revenue of \$1,400,000 based upon the level of activity in the current fiscal year. The fiscal year 2024 Adopted budget decreases land records fee revenue from \$275,000 to \$175,000.



### **Miscellaneous Revenues**

#### **Investment Income**

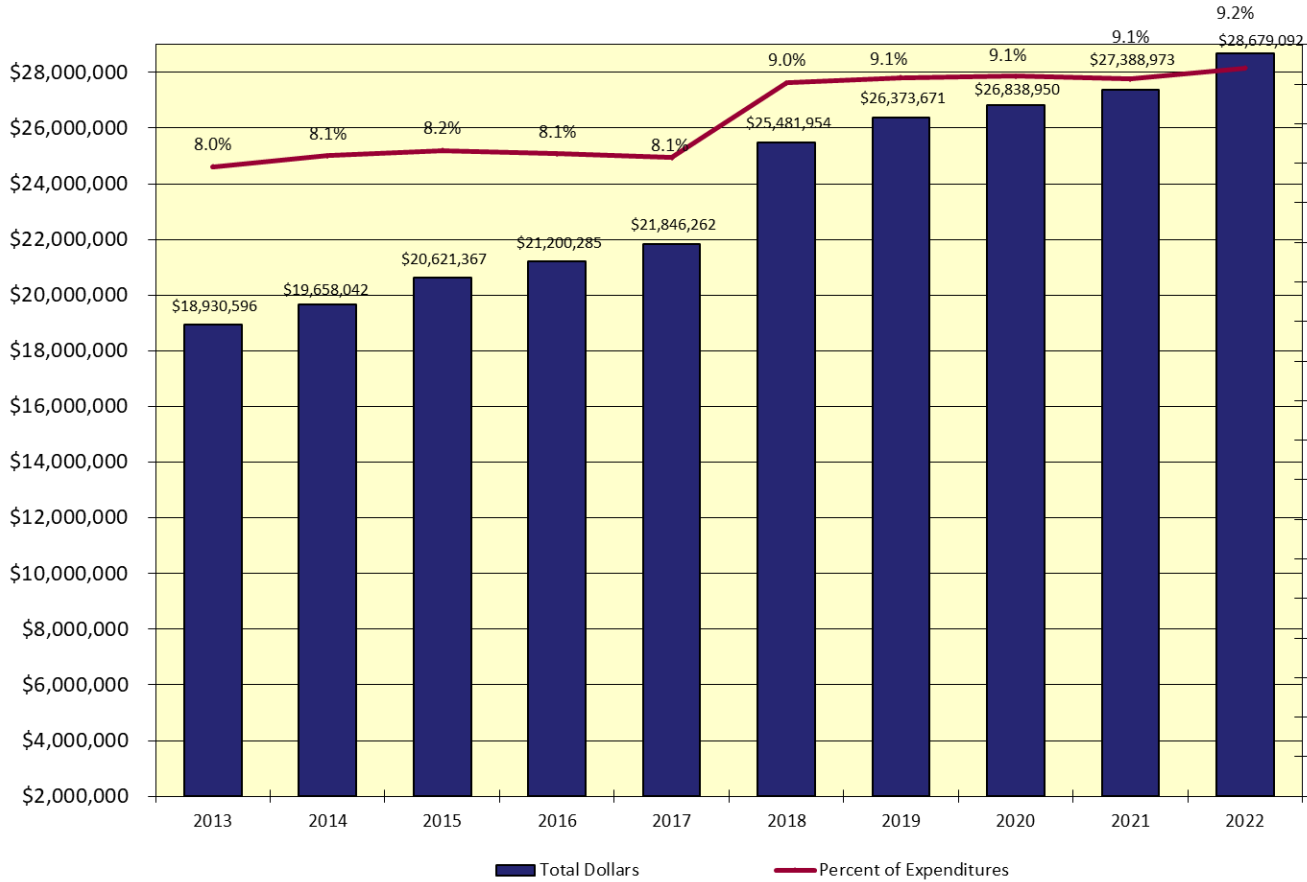
The Town invests available cash to generate interest income, a source of non-property tax revenue in the annual budget. The Adopted fiscal year 2024 interest income budget is much higher than the 2023 adopted budget due to higher interest rates. The Town invests available cash in the State Treasurer's Short-Term Investment Fund (STIF) at current rates between 4.5% and 4.65%. During the Adoption of the fiscal year 2023 budget, STIF rates were ranging from 10 to 15 basis points, which is why there is such a significant increase in the Adopted budget revenue estimate for fiscal year 2024.

#### **Fund Balance**

Fund balance is the amount the Town has accumulated from prior years when revenues exceeded actual expenditures. As of June 30, 2022, the Town's fund balance increased from the prior year ratio of 9.1% to 9.2% for a total of \$28.7M.



## Unassigned Fund Balance



### SUMMARY OF EXPENDITURES

	FY 2023 Adopted	FY 2024 Adopted	Increase/ (Decrease)	Percent Change
Town Services				
Wages & Salaries	\$ 46,561,325	\$ 49,244,491	\$ 2,683,166	5.76%
Operating Expense	28,757,370	29,982,964	1,225,594	4.26%
Fringe Benefits	<u>43,796,977</u>	<u>45,535,765</u>	<u>1,738,788</u>	3.97%
Total Town Services	\$119,115,672	\$124,763,220	\$ 5,647,548	4.74%
Board of Education	\$181,187,018	\$190,191,121	\$ 9,004,103	4.97%
Capital Financing	<u>\$ 16,779,461</u>	<u>\$16,236,323</u>	<u>(543,138)</u>	(3.24%)
<b>Total Expenditures</b>	<b><u>\$317,082,151</u></b>	<b><u>\$331,190,664</u></b>	<b><u>\$14,108,513</u></b>	<b>4.45%</b>

#### Town Services

##### Wages & Salaries

Wages and Salaries total \$49,244,491, an increase of \$2,683,166 or 5.8% from the prior adopted budget. This appropriation represents the wages and salaries associated with all full-time employees, inclusive of paramedic stipends and hazardous material certification stipends. It is important to note that most non-

public safety contracts remain unsettled (except Streets), however applicable merit increases for eligible employees are included. A contingency has been established for potential wage settlements for all the unsettled collective bargaining unit contracts and are not recorded in the regular payroll account. The budget also includes wage settlements for the Police, Fire and the Street contracts. In addition, the settled Fire contract also included a wage equalization. During fiscal year 2023, two new positions (Senior Building Inspector and Senior Planner) were approved in the Community Development department. The Assistant Director of Social Services, funded for half of fiscal year 2023, is funded for a full year in 2024. These positions and six (6) new full-time positions (two (2) Police Officers, a Fire Inspector, Human Resources Specialist, Street Maintainer I and a Grounds Maintainer) are included in regular payroll. The Street Maintainer I and the Grounds Maintainer wages and benefits costs are offset by reductions in contractual services and part time payroll. With anticipated significant increases in contractual services, a determination was made that it is more economical and efficient to have full time employees rather than contract out certain segments of their responsibilities. In addition, funding is provided for one existing previously unfunded Librarian II position.

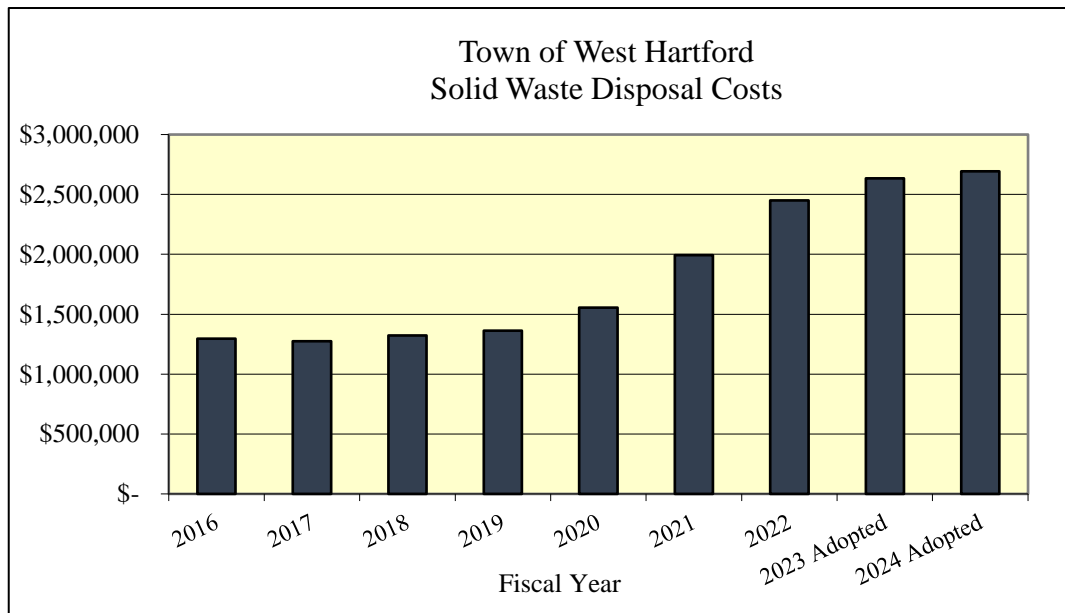
The appropriation for part-time personnel increases \$112,142 or 3.9%. The increase is largely due to the increase in CT minimum wage amount on June 1, 2023, contractual wages and step increases for eligible employees. In addition, an increase can be found in the Leisure and Social Services department due to restoring part-time staff and programming to pre-COVID levels along with adding staff for the summer and school programs.

The overtime appropriation slightly increases by \$92,142 with increases in Police, Fire, and Leisure & Social Services.

### **Operating Expense**

Operating expense totals \$29,982,964, an increase of \$1,225,594 or 4.3% from the 2023 adopted budget. Payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency's adopted budget and apportioned to the member communities based upon the local property tax levy. The appropriation for fiscal year 2024 increases \$159,865 or 1.3% from fiscal year 2023. Operating expenses encompasses a variety of items from office expenses to professional services, utilities and information technology for all Town departments. Office expenses increased by \$53,665 primarily due to supply increases, voter canvassing (\$9,150), employee recognition expenses (\$6,500), and additional supplies required for the 80 additional Citizen's Emergency Response Team (CERT) members in the Emergency Management division of the Fire Department. Increases are included in the Police department training division (\$7,500), K-9 expenses (\$6,800), and a rental car program for the Detective Bureau (\$15,240) along with community outreach supplies (\$4,000). Dues and travel increase by \$6,299 in the Revenue Collection office and the Fire Department for additional registrations for new employees. In addition, Public Works contractual services increased for curbside services related to trash pick-up (\$125,600) and the continuance of a bi-weekly recycling collection program (\$102,800). The Town's refuse disposal contract is calculated based upon the contractual rate increase (\$97.60 per ton @ 19,000 tons) along with a contract for collection and transportation of residential and municipal/Board of Education waste carts and large containers, schools food waste diversion. The increase directly relates to the recycle processing fee (\$30,000) and the increase to yard waste (\$29,000). Further increases include strategic planning for the Social Services division of the Leisure Services & Social Services department (\$15,000).

Office and minor equipment are also included in the operating expense category which is allocated primarily for the Fire, Police, and Public Works Departments. An increase in this account is related to the radio maintenance contract and repairs (\$51,043), less lethal equipment (\$7,440) along with X-Xs lasers and portion of aviation unit for the Police department (\$5,052), and replacement of recycle barrels (\$25,000) and tree crew communications (\$3,935) for the Public Works department. Additional increases are identified in the Fire department with a weather alert subscription (\$10,000), drone sense subscription (\$12,300), and software and iPad replacement (\$14,000). An increase of \$121,885 is primarily related to winter storm equipment, pool maintenance repair and supplies, engineering survey equipment, along with license plate reader and training software in the Police department. In addition \$100,000 is adopted for Legal/Professional services associated with potential tax appeals. General contributions increase \$102,873 related primarily to the costs associated with public health services provided by the West Hartford-Bloomfield Regional Health District and contributions to non-profit agencies serving West Hartford residents. Town-wide utility costs, which are increasing \$136,505, represent the General Fund transfer to the Utility Services Fund (USF) to cover the costs of electricity, street lighting, natural gas, hydrants and water for Town buildings. An increase in the appropriation relates to the market price increase, partially offset by savings for natural gas, electricity, and hydrants and a use of \$398,044 in fund balance. Finally, due to the mild winter and the abundance of material to treat streets, snow removal supplies were reduced by \$78,650.



**Fringe Benefits & Insurance**

Risk management expense represents the cost of employee health benefits, insurance, self-insurance and workers' compensation programs and is allocated amongst the budgets of the BOE, Town and other funds.

The Town's General Fund risk management expense increases \$1,816,845 or 8.8% in fiscal year 2024. Town Health Program expense increases \$1,232,370 reflecting the General Fund's portion of the increase in the contribution for retiree health and an increase in active employee health care costs based upon current year trends. In addition, there has been a substantial increase in insurance premiums on renewals on a number of policies (i.e., property, excess auto, general liability, cyber liability, public official, special events.) The other risk programs are experiencing variances due to claim trends and amortization of accumulated surplus/deficit in each program, as detailed in the Human Resources departmental section.

**Pension Benefits**

On June 24, 2021, the Town issued \$324.3M of Pension Obligation Bonds (POB's). The fiscal year 2024 contribution to the Pension Fund reflects the Town's total Pension Liability which consists of the Debt Service on the Pension Obligation Bonds of \$17,657,415, the actuarially determined employer contribution (ADEC) of \$9,524,865 and the Pension Reserve Fund Contribution of \$2,134,953 which, when combined, equal the total Town Pension liability of \$27,182,280. This reflects an increase of \$2,492,365 over the fiscal year 2023 adopted budget, as discussed more fully in the Human Resources departmental section. This contribution is split amongst the budgets of the Town, Board of Education, and other funds. The impact on the General Fund is an increase of \$303,258.

**Retiree Medical**

In addition to pension benefits, the Town provides medical benefits to retired employees. The total liability for retiree medical benefits, last measured on July 1, 2021, is \$242,528,208. These benefits are paid from a retiree health care reserve fund established in 1984. The General Fund makes a contribution to the reserve fund each year and these funds are invested in fixed income and equity securities. A long range funding plan for the retiree health care reserve fund was implemented in fiscal year 2005 to restore the General Fund contribution to the reserve fund to a level sufficient to preserve the financial viability of the fund. The General Fund contribution to the retiree health care reserve fund increases \$400,000 in fiscal year 2024 resulting in a Town contribution of \$10,872,000.

The Town extended the retirement eligibility for new employees hired after 2003 which significantly lowered the liability associated with retiree health care. An OPEB (Other Post-Employment Benefits) trust fund was established for these employees and the Actuarially Determined Employer Contribution (ADEC) to the trust for the cost of retirement health care benefits earned has been deposited in the fund each year. The Town has also begun phasing in contributions to reach the ADEC for employees hired prior to 2003 over a multi-year period.

**Education**

West Hartford Public Schools – The FY 2024 education budget totals \$190,191,121, an increase of \$9,004,103 or 4.97%.

- Salaries, which comprise 66% of the budget, increase \$3,056,036, or 2.49%. This increase reflects rate adjustments required by collective bargaining agreements, as well as current staffing for regular and special education needs. However, this budget proposes a net reduction of 32.25 positions from current level staffing. While new certified special education positions are included to meet student

needs, they are offset by reductions achieved through lower anticipated enrollment, scheduling and program efficiencies, administrative and support staff adjustments, and additional use of grant funds.

- Employee benefit expense, which represents 18% of the budget, are increasing by 8.0%. Pension costs for non-certified staff reflect a slight increase of \$71,099 based upon the Board's share of the actuarially determined employer contribution for the Town Pension plan and a prorated share of the debt service on pension obligation bonds issued by the Town. An estimated 8% increase in medical premiums for the State Partnership Plan is included in the budget, offset by use of a health reserve as a means to contain costs. In addition, social security costs increase consistent with wages and changes to the social security base wage rate.
- Transportation, Tuition, and Utilities reflect an increase of 12.2%. Pupil transportation increases \$621,800 due to contractual bus rate increases and additional need for transportation services. Tuition reflects a net increase of \$1,057,590 based upon the number of students placed outside of district to meet their educational needs and an increase in tuition rates, offset by an increase in the State reimbursement rate for excess costs. Also included in the budget are significant increases in utilities, driven by higher anticipated rates and consistent usage.
- The remainder of the district's costs consist of items such as instructional supplies, professional services, copiers, textbooks, technology, maintenance and custodial supplies, rent, and general insurance. The increase for 2023-24 relates primarily to increased professional and contractual services as well as higher general liability insurance costs.

### **CAPITAL FINANCING SUMMARY**

The 2024-2035 Capital Improvement Program (CIP) invests \$405,198,000 in the West Hartford community over the next twelve years. These funds will be invested in Town and School buildings, transportation and infrastructure, parks and recreational projects and capital equipment.

While the CIP is comprised primarily of recurring projects whose purpose is to maintain the infrastructure of the Town and prevent expensive repairs, there are also a few non-recurring projects as noted below.

- **Transportation and Circulation:** LaSalle Road Reconstruction Project applies \$2,200,000 of grant funds to improvements from Farmington Avenue to Ellsworth Road including the intersections at Arapahoe Road and Ellsworth Road. Program elements include sidewalk expansions, replacement of sidewalk surfaces, replacement of street trees and tree wells, sidewalk furniture, low impact development drainage improvements, traffic calming improvements, roadway repaving, and new pavement markings.
- **Education:** Wolcott Elementary School's main office is located internally in the building, limiting the ability of staff to safely allow visitors into the school. This project would create a small addition at the front of the building for the main office. This configuration would address the safety concern that currently exists, in addition it would allow for renovation of the existing main office into several small group learning rooms to address the need for additional services. The project has a duration of two years, planned to start in Year 1, and has a total cost of \$3,000,000
- **Town Building Improvements:** installation of a fuel facility will benefit the Town by saving on the retail and operational costs associated with the day to day operations of the Public Works fleet and by providing an emergency fuel source during natural disasters or catastrophic events. The funding (Year 1 \$1,000,000) for this project will be used to install two 10,000 gallon concrete above-

ground fuel storage tanks with secondary containment and vehicle impact and projectile resistance at the Public Works facility. The tanks would have self-mounted fuel dispensers and have an autonomous fuel control and accounting system with a canopy.

- **Miscellaneous Equipment:** Year 1 of the plan includes \$180,000 for a Work Order Management System. This system is critical for the ability to capture and track the progress of all issues assigned to Public Works, record actions taken, provide operational metrics, and report to management by area of responsibility. In addition, it provides proactive information for the servicing of fleet vehicles, helping to minimize reactive maintenance, and capturing parts used and their associated costs for all equipment repaired.

The Town utilizes four main financing sources for projects in the CIP: long-term debt (General Obligation Bonds), the Capital and Non-Recurring Expenditure (CNRE) Fund, State and Federal grants, and “other” funds. Projects being financed via other funds include projects at Rockledge Golf Course, which are financed through capital projects user fees for golfers, projects at Westmoor Park, which are financed through use of the Westmoor Park fund balance, and projects eligible for funding under the Community Development Block Grant program.

## **FUND BALANCE POLICY – GENERAL FUND**

### **TOWN OF WEST HARTFORD**

The Government Finance Officers Association (“GFOA”) recommends that governments establish a formal policy on the level of unrestricted fund balance in the General Fund. Credit agencies are in general agreement with this GFOA recommendation as they carefully monitor levels of unrestricted fund balance in a government’s General Fund in order to properly evaluate a government’s continued creditworthiness. The Town of West Hartford (“Town”) is in agreement and believes that in order to ensure the long-term economic stability of the Town, a policy that requires maintaining a prudent level of financial resources in order to protect against reducing service levels or raising taxes and fees as a result of unforeseen catastrophic events, unexpected revenue shortfalls, or unpredicted one-time expenditures, is necessary. Furthermore, the Town recognizes that the creation of a formal fund balance policy for the General Fund is essential to preserve and maintain our Triple “A” credit rating.

Accordingly, the Town seeks to gradually increase unrestricted fund balance in the General Fund to 16% of expenditures as stated in the General Fund Schedule of Expenditures and Other Financing Uses Budget and Actual (NON-GAAP BUDGETARY BASIS) in the Town’s most recent Comprehensive Audited Financial Report. The Town intends to reach this level over time by committing year end surplus in the following manner:

1. First, depending on the amount of surplus, at a minimum, utilize surplus funds to maintain the current unreserved fund balance ratio.
2. Second, for surplus funds over and above the amount needed to maintain the current fund balance ratio, commit to utilizing one third of that amount to increase the unreserved fund balance.

3. Third, the balance of any surplus, after points 1 and 2 are achieved, will be used to bolster reserves in other funds such as, but not limited to, the Capital Non-Recurring Fund, Utility Services Fund and Risk Management Fund.

As of the adoption of this revised policy, the Town's unreserved fund balance is 9.2%. In the event the unrestricted fund balance falls below 9.2%, the Town will take all necessary steps to restore it to at least 9.2% as soon as practical, which steps may or may not be those set forth above.

The Town intends to limit its unrestricted fund balance in the General Fund to no more than 16% of the audited General Fund Expenditures as stated in the General Fund Schedule of Expenditures and Other Financing Uses Budget and Actual (NON-GAAP BUDGETARY BASIS) in the Town's most recent Comprehensive Audited Financial Report.

Amounts in excess of 16% will be available for appropriation for the following purposes:

1. Tax Relief Purposes: Excess unrestricted fund balance may be used for tax relief purposes. This is permitted only when that tax relief is part of an overall strategy that is intended to smooth out projected tax levy increases over a multiyear period.
2. Unanticipated Operating Expenses: Excess unrestricted fund balance may be used to offset operating budget expenses in extraordinary cases where those expenses are unanticipated and substantial and/or are projected to occur over a multiyear period.
3. Recurring Capital Projects: Excess unrestricted fund balance may be used for recurring capital projects including, but not limited to, Arterial Street Reconstruction, Neighborhood Street Reconstruction, Street Resurfacing and Town Building Improvements.

The Town acknowledges that a drawdown of excess fund balance to mitigate tax increases or to support operations is essentially a one-time source of funding and, therefore, the Town commits to manage any excess fund balance drawdown(s) in a prudent and fiscally responsible manner. When appropriate, drawdowns of excess fund balance will be utilized over a multiyear period. If a significant drawdown of excess fund balance is proposed for a single fiscal year period, the Town Manager will be required to submit a fiscal analysis to the Town Council outlining the impact that one time revenue will have on the following fiscal year's operating budget.

Any recommended usage of excess fund balance must be proposed by the Town Manager and authorized by the Town Council.

Adopted: 12/13/2016 / Revised: 2/14/2023

**TOWN OF WEST HARTFORD, CONNECTICUT**  
**STATEMENT OF GENERAL INVESTMENT POLICY**

**I. Responsibility**

Under Chapter 18 of the West Hartford Code, the Director of Finance is responsible for the custody of Town funds and money. This includes the investment of all town funds of the Town of West Hartford, including the General Fund, Special Revenue Funds, Capital Projects Fund, Proprietary Funds, and Trust and Agency Funds, and any other funds which may be created from time to time. Investment of those funds shall be administered in accordance with the provisions of this policy. This policy does not apply to the Risk Management Fund (and Capital and Nonrecurring Expenditure Fund), equity reserves and designated liability reserves, which are governed by the Statement of Reserve Investment Policy, nor its employee retirement system funds, which are administered separately and governed by the Statement of Pension Plan Investment Policy.

In meeting this responsibility, the Director of Financial Services establishes objectives for the investment of these funds, may select an investment manager, oversees the compliance of the manager with all articles and restrictions on the investment of the funds, and evaluates the performance of the investment manager, if one is selected. The Town Manager approves the contracts and/or fee schedules of the investment manager and the investment custodian and approves the continuation of the business relationships with the investment manager and the custodian.

Town funds are invested under the authority of Section 7-400 of the Connecticut General Statutes (CGS).

**II. Policy Rationale**

The Town believes that prudent investment management requires a statement of investment policies and objectives to guide the investment manager responsible for investing Town assets. Investment objectives should reflect the Town's goal of attaining market rates of return on its investments, consistent with constraints imposed by its safety objectives, cash flow considerations, and state laws that restrict the investment of public funds. All participants in the investment process shall seek to act responsibly as custodians of the public trust.

Inherent in the investment policy statement is the Town's belief that investment strategies should reflect a prudent investor's tolerance for risk. Certain specified investment restrictions are appropriate to help define the degree of risk tolerance acceptable to the Town. The Town believes that diversification is fundamental to the spreading of risk, for example. Fundamental to this diversification is asset allocation, and as indicated below, the Town accepts responsibility for asset allocation decisions, but may delegate asset allocation responsibility to its investment manager.

The Town's rationale for a statement of investment policy is to produce a superior return for the Town through prudent asset allocation and superior investment performance within the designated asset classes.

**III. Objectives**

The primary objective of the investment of Town funds is to earn an annualized return, including both income and changes in market value after management charges, which exceeds the rate of inflation by 2% as periodically expressed in the Consumer Price Index. The Town recognizes that this objective will not be attainable in periods of market adversity, and the Town places its emphasis on measuring attainment over periods long enough to encompass both a peak and a bottom in the appropriate markets.

The secondary objective of the investment fund is to earn an annualized return which ranks it in the top 40% of appropriate populations of funds as tabulated by Piper, SEI, and others. As in the case of the primary objective,



the Town will emphasize standings in these populations for periods long enough to encompass market peaks and valleys, but will nonetheless assess relative performance at least quarterly.

Although these objective standards will be primary in the Town's assessment of manager performance, the Town will make use of other competitive data, as are made available to it.

If the Town selects an investment manager or managers for expertise in a specific class, or classes, of securities, the class objective standard will become primary in the Town's assessment of the particular manager. The Town will assess performance quarterly and will expect that the manager will rank in the top 40% of the appropriate population(s) over periods long enough to encompass both a peak and a bottom in the appropriate markets.

#### **IV. Asset Allocation**

Although asset allocation is finally the responsibility of the Town, the Town may delegate this responsibility or portion thereof to its investment manager, subject to certain restrictions. The Town will strive to give its investment manager the broadest possible mandate to utilize their expertise.

#### **V. Specific Restrictions**

##### **A. General Restrictions on Asset Classes**

Per CGS Sections 7-400, the portfolio may be invested:

- a. In the obligations of the U.S. Government, including the joint and several obligations of the FHLMC, FNMA, GNMA, and FSLIC, the U.S. Postal Service, all federal home loan banks, all federal land banks, all federal intermediate credit banks, the Central Bank for Cooperatives, the Tennessee Valley Authority, or any other agency of the United States government.
- b. In the obligations of any state of the United States or of any political subdivision, authority of agency thereof, provided at the time of investment such obligations are rated within one of the top two rating categories of any nationally recognized rating service or of any rating service recognized by the state commissioner of banking.
- c. In the obligations of the State of Connecticut or of any regional school district, town, city, borough or metropolitan district in the State of Connecticut, provided at the time of investment the obligations of such government entity are rated within one of the top three rating categories of any nationally recognized rating service or of any rating service recognized by the state commissioner of banking.

Other permissible investments include certificates of deposit, commercial paper, savings accounts, and bankers' acceptances, and the State Short Term Investment Fund (STIF).

##### **B. Specific Restrictions**

Unless specifically approved by the Town, all short term securities in the investment fund will be under the management of the Town, a single investment manager or the Town's custodian bank. To the extent that an investment manager elects to leave monies allocated to it in short term investments, these investments will be aggregated with all securities under the manager's responsibility for management fee purposes.

Short term securities are those which have a maturity date within one year at time of purchase. All short term investments must satisfy at least one of the following criteria:

- a. It is an obligation or guaranteed by the U.S. Government.
- b. It is commercial paper rate A-1 or P-1 by Moody's Investors Service or Standard and Poor's Corporation.
- c. It is a certificate of deposit or a banker's acceptance of a commercial bank with assets of at least \$20 billion and permanent capital of at least \$1 billion with the last five years of profitable operation.
- d. It is a repurchase agreement against the collateral of U.S. Treasury or government guaranteed securities with banks meetings requirement c. above and primary government securities dealers.

Because of the need to demonstrate compliance with state statutes, the Town does not permit the pooling of short term investments with those of other accounts under the manager's or the bank's direction.

## **VI. Diversification and Maturities**

Funds of the Town shall be invested in instruments whose maturities do not exceed five years at the time of purchase. Investments shall be diversified to eliminate the risk of loss resulting from overconcentration in a specific maturity, a specific issuer, or a specific class of securities. In establishing diversification strategies, the following general policies shall apply:

- a. Maturities shall be staggered to avoid undue concentration of funds in a specific maturity. Maturities selected shall provide for stability of income and reasonable liquidity.
- b. Liquidity shall be assured through practices ensuring that the next disbursement date and payroll date cash flow needs are covered through maturing investments or marketable U.S. Treasury bills.
- c. At least five (5) percent of the portfolio shall be invested in overnight instruments or in marketable securities which can be converted into cash with one day's notice.

## **VII. Security**

To protect against potential fraud, funds of the Town invested in repurchase agreements or bearer instruments shall be secured through third-party custody and safekeeping procedures. Investment officials shall be bonded to protect the public against possible embezzlement and malfeasance. Collateralized securities such as repurchase agreements shall be purchased using the delivery versus payment procedure. Unless prevailing practices or economic circumstances dictate otherwise, ownership shall be protected through third-party custodial safekeeping.

## **VIII. Investment Coordinator**

The Town's Director of Finance shall serve as the investment coordinator.

## **IX. Investment Custodian**

The Town (shall) may employ an investment custodian to hold or arrange for the holding of the securities in the portfolio and to execute investment transactions in accordance with instruction received from the investment manager. At least annually, the Town will review the fee schedule and performance of the investment custodian and approve the custodian's fees.

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# TOWN OF WEST HARTFORD

## FISCAL YEAR 2023-2024

### BUDGET IN BRIEF

### ALL FUNDS

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
General Fund	\$312,592,314	\$317,082,151	\$320,898,760	\$331,190,664
Blue Back Square Fund	3,647,241	3,673,800	3,673,800	3,656,800
Community Development Block Grant Fund	1,220,977	832,692	1,128,873	678,482
CDBG – Housing Rehabilitation Fund	264,883	200,000	300,290	320,000
State Housing & Community Development Fund				
Westmoor Park Fund	835,167	772,180	848,740	852,740
Leisure Services Fund	4,172,208	4,812,755	5,282,012	5,432,145
Private School Services Fund	2,182,711	2,648,339	2,573,970	2,711,802
West Hartford Library Fund	38,889	15,000	15,000	
Parking Lot Fund	2,250,532	1,538,430	2,026,400	2,397,086
Technology Investment Fund	11,098	10,000	10,000	10,000
Capital & Non-Recurring Expenditure Fund	1,626,248	648,565	683,565	
Police Private Duty Fund	2,121,199	1,900,000	2,000,000	2,000,000
Cemetery Operating Fund	420,063	588,600	585,000	679,000
<b>Total Revenue &amp; Other Resources</b>	<b>\$331,383,530</b>	<b>\$334,722,512</b>	<b>\$340,026,410</b>	<b>\$349,928,719</b>

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
General Fund	\$311,302,193	\$317,082,151	\$318,826,590	\$331,190,664
Blue Back Square Fund	3,658,875	3,654,000	3,654,000	3,637,000
Community Development Block Grant Fund	1,220,977	832,692	1,128,873	678,482
CDBG – Housing Rehabilitation Fund	264,883	200,000	300,290	320,000
State Housing & Community Development Fund				
Westmoor Park Fund	786,854	758,083	774,037	781,950
Leisure Services Fund	4,945,628	4,733,898	4,987,980	4,979,018
Private School Services Fund	2,182,711	2,648,339	2,573,970	2,711,802
West Hartford Library Fund	37,282	15,000	15,000	
Parking Lot Fund	2,661,507	3,050,149	2,830,472	2,923,318
Technology Investment Fund	9,972	10,000	10,000	10,000
Capital & Non-Recurring Expenditure Fund	1,936,659	1,545,000	1,975,319	1,366,000
Police Private Duty Fund	2,123,607	1,795,883	1,803,383	1,845,401
Cemetery Operating Fund	537,757	541,006	570,923	507,443
<b>Total Expenditures &amp; Other Uses</b>	<b>\$331,668,905</b>	<b>\$336,866,201</b>	<b>\$339,450,837</b>	<b>\$350,951,078</b>

CHANGE IN FUND BALANCE	(\$ 285,375)	(\$ 2,143,689)	\$ 575,573	(\$ 1,022,359)
BEGINNING BALANCE	\$ 29,864,253	\$ 29,578,878	\$ 29,578,878	\$ 30,154,451
ENDING BALANCE	\$ 29,578,878	\$ 27,435,189	\$ 30,154,451	\$ 29,132,092

# ANNUAL BUDGET 2023-2024

## Summary of Sources, Uses And Changes in Fund Balances - All Funds

	General Fund	Blue Back Square Fund	CDBG Fund	CDBG Housing Rehab Fund	State Housing Fund	Westmoor Park Fund	Leisure Services Fund
<b><u>Revenues</u></b>							
Property Taxes	\$288,120,669						
Intergovernmental	32,331,426		\$678,482	\$320,000			
Charges for Services	7,194,185	\$19,800				\$414,740	\$5,312,145
Miscellaneous	2,832,200					438,000	50,000
<b>Total Revenues</b>	<b>\$330,478,480</b>	<b>\$19,800</b>	<b>\$678,482</b>	<b>\$320,000</b>	<b>\$0</b>	<b>\$852,740</b>	<b>\$5,362,145</b>
<b><u>Other Resources</u></b>							
Transfers In	\$712,184	\$3,637,000					\$70,000
<b>Total Other Resources</b>	<b>\$712,184</b>	<b>\$3,637,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$70,000</b>
<b>Total Revenue &amp; Other Resources</b>	<b>\$331,190,664</b>	<b>\$3,656,800</b>	<b>\$678,482</b>	<b>\$320,000</b>	<b>\$0</b>	<b>\$852,740</b>	<b>\$5,432,145</b>
<b><u>Expenditures</u></b>							
Town Clerk	\$ 368,612						
Town Council	420,512						
Town Manager	785,338						
Corporation Counsel	514,261						
Registrar of Voters	313,791						
Information Technology	1,342,287						
Financial Services	2,727,317						
Assessor	889,105						
Human Resources	566,160						
Fire Department	14,645,302						
Police Department	18,552,154						
Community Development	3,172,936						
Public Works	13,523,585						
Plant & Facilities Services	2,654,040						
Leisure Services & Social Services	3,829,514		\$678,482	\$320,000		\$781,950	\$4,979,018
Library Services	3,611,759						
Education	190,191,121						
Debt Service	16,236,323						
Non-Departmental	54,816,213	\$3,637,000					
<b>Total Expenditures</b>	<b>\$329,160,330</b>	<b>\$3,637,000</b>	<b>\$678,482</b>	<b>\$320,000</b>	<b>\$0</b>	<b>\$781,950</b>	<b>\$4,979,018</b>
<b><u>Other Uses</u></b>							
Transfers Out	2,030,334						
<b>Total Other Uses</b>	<b>\$2,030,334</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures and Other Uses</b>	<b>\$331,190,664</b>	<b>\$3,637,000</b>	<b>\$678,482</b>	<b>\$320,000</b>	<b>\$0</b>	<b>\$781,950</b>	<b>\$4,979,018</b>
<b>Change in Fund Balance</b>	<b>\$0</b>	<b>\$19,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$70,790</b>	<b>\$453,127</b>
<b>Estimated Fund Balance 7/1/23</b>	<b>\$30,751,264</b>	<b>\$30,187</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,863</b>	<b>\$465,767</b>	<b>(\$4,294,225)</b>
<b>Estimated Fund Balance 6/30/24</b>	<b>\$30,751,264</b>	<b>\$49,987</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,863</b>	<b>\$536,557</b>	<b>(\$3,841,098)</b>

NOTE: Transfers In and Out on this schedule may not balance since some transfers are between budgeted and unbudgeted funds.

# ANNUAL BUDGET 2023-2024

## Summary of Sources, Uses And Changes in Fund Balances - All Funds

	Private School Services <u>Fund</u>	Library <u>Fund</u>	Parking Lot <u>Fund</u>	Technology Investment <u>Fund</u>	Capital & Non- Recurring Expenditure <u>Fund</u>	Police Private Duty Service <u>Fund</u>	Cemetery Operating <u>Fund</u>	Total All Funds <u>Funds</u>
<b>Revenues</b>								
Property Taxes								\$288,120,669
Intergovernmental	\$681,468							34,011,376
Charges for Services			\$1,689,000	\$10,000		\$2,000,000	\$649,000	17,288,870
Miscellaneous			6,500				30,000	3,356,700
<b>Total Revenues</b>	\$681,468	\$0	\$1,695,500	\$10,000	\$0	\$2,000,000	\$679,000	\$342,777,615
<b>Other Resources</b>								
Transfers In	\$2,030,334		\$701,586		\$0			\$7,151,104
<b>Total Other Resources</b>	\$2,030,334	\$0	\$701,586	\$0	\$0	\$0	\$0	\$7,151,104
<b>Total Revenue &amp; Other Resources</b>	\$2,711,802	\$0	\$2,397,086	\$10,000	\$0	\$2,000,000	\$679,000	\$349,928,719
<b>Expenditures</b>								
Town Clerk								\$ 368,612
Town Council								420,512
Town Manager								785,338
Corporation Counsel								514,261
Registrar of Voters								313,791
Information Technology				\$10,000				1,352,287
Financial Services								2,727,317
Assessor								889,105
Human Resources								566,160
Fire Department								14,645,302
Police Department						\$1,720,401		20,272,555
Community Development								3,172,936
Public Works			\$2,923,318				\$507,443	16,954,346
Plant & Facilities Services								2,654,040
Leisure Services & Social Services								10,588,964
Library Services								3,611,759
Education								190,191,121
Debt Service								16,236,323
Non-Departmental	\$2,711,802				\$743,000			61,908,015
<b>Total Expenditures</b>	\$2,711,802	\$0	\$2,923,318	\$10,000	\$743,000	\$1,720,401	\$507,443	\$348,172,744
<b>Other Uses</b>								
Transfers Out					623,000	125,000		2,778,334
<b>Total Other Uses</b>	\$0	\$0	\$0	\$0	\$623,000	\$125,000	\$0	\$2,778,334
<b>Total Expenditures and Other Uses</b>	\$2,711,802	\$0	\$2,923,318	\$10,000	\$1,366,000	\$1,845,401	\$507,443	\$350,951,078
<b>Change in Fund Balance</b>	\$0	\$0	(\$526,232)	\$0	(\$1,366,000)	\$154,599	\$171,557	(\$1,022,359)
<b>Estimated Fund Balance 7/1/23</b>	<b>\$0</b>	<b>\$94,688</b>	<b>(\$673,574)</b>	<b>\$8,834</b>	<b>\$1,758,721</b>	<b>\$491,606</b>	<b>\$1,517,320</b>	<b>\$30,154,451</b>
<b>Estimated Fund Balance 6/30/24</b>	<b>\$0</b>	<b>\$94,688</b>	<b>(\$1,199,806)</b>	<b>\$8,834</b>	<b>\$392,721</b>	<b>\$646,205</b>	<b>\$1,688,877</b>	<b>\$29,132,092</b>

NOTE: Transfers In and Out on this schedule may not balance since some transfers are between budgeted and unbudgeted funds.

# TOWN OF WEST HARTFORD

## FISCAL YEAR 2023-2024

### BUDGET IN BRIEF

### GENERAL FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Current Year Property Taxes	\$267,937,999	\$278,397,250	\$273,211,225	\$283,585,319
Other Property Taxes	4,864,825	4,665,000	4,665,000	4,535,350
Intergovernmental	31,066,154	25,783,244	32,927,686	32,331,426
Charges for Services	7,357,694	6,786,357	6,779,599	7,194,185
Miscellaneous	818,226	849,300	2,714,250	2,832,200
Transfers In	<u>547,416</u>	<u>601,000</u>	<u>601,000</u>	<u>712,184</u>
<b>Total Revenue &amp; Other Resources</b>	<b>\$312,592,314</b>	<b>\$317,082,151</b>	<b>\$320,898,760</b>	<b>\$331,190,664</b>

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Town Council	\$ 404,294	\$ 424,433	\$ 420,321	\$ 420,512
Town Clerk	359,958	361,398	405,746	368,612
Town Manager	595,632	725,982	683,748	785,338
Corporation Counsel	461,243	495,867	500,252	514,261
Registrar of Voters	163,088	299,350	276,346	313,791
Assessor	751,345	871,753	814,030	889,105
Information Technology	1,230,758	1,259,865	1,274,929	1,342,287
Financial Services	2,419,326	2,672,526	2,430,180	2,727,317
Human Resources	530,444	529,920	486,431	566,160
Fire	14,382,237	13,647,079	14,001,759	14,645,302
Police	18,006,678	17,736,960	19,070,477	18,552,154
Community Development	2,548,754	2,877,957	2,873,183	3,172,936
Public Works	11,564,185	12,883,927	13,103,707	13,523,585
Plant and Facilities Services	2,291,035	2,536,291	2,608,134	2,654,040
Leisure Services & Social Services	3,493,913	3,395,877	3,501,456	3,829,514
Library	3,152,636	3,491,934	3,365,804	3,611,759
Education	175,499,160	181,187,018	181,187,018	190,191,121
Capital Financing	17,193,924	16,779,461	16,779,461	16,236,323
Non-Departmental	<u>56,253,583</u>	<u>54,904,553</u>	<u>55,043,608</u>	<u>56,846,547</u>
<b>Total Expenditures &amp; Other Uses</b>	<b>\$311,302,193</b>	<b>\$317,082,151</b>	<b>\$318,826,590</b>	<b>\$331,190,664</b>

CHANGE IN FUND BALANCE	\$ 1,290,121	\$	\$ 2,072,170	\$
BEGINNING BALANCE	\$ 27,388,973	\$ 28,679,094	\$ 28,679,094	\$ 30,751,264
ENDING BALANCE	\$ 28,679,094	\$ 28,679,094	\$ 30,751,264	\$ 30,751,264

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**ANNUAL BUDGET 2023-2024**

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**SUMMARY BY DEPARTMENT  
GENERAL FUND EXPENDITURES AND OTHER USES**

	<b><u>ACTUAL</u></b> <b><u>FY 2021-2022</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2022-2023</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2022-2023</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2023-2024</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
Town Council	\$ 404,294	\$ 424,433	\$ 420,321	\$ 420,512	-0.9%
Town Clerk	359,958	361,398	405,746	368,612	2.0%
Town Manager	595,632	725,982	683,748	785,338	8.2%
Corporation Counsel	461,243	495,867	500,252	514,261	3.7%
Registrar of Voters	163,088	299,350	276,346	313,791	4.8%
Assessor's Office	751,345	871,753	814,030	889,105	2.0%
Information Technology	1,230,758	1,259,865	1,274,929	1,342,287	6.5%
Financial Services	2,419,326	2,672,526	2,430,180	2,727,317	2.1%
Human Resources	530,444	529,920	486,431	566,160	6.8%
Fire	14,382,237	13,647,079	14,001,759	14,645,302	7.3%
Police	18,006,678	17,736,960	19,070,477	18,552,154	4.6%
Community Development	2,548,754	2,877,957	2,873,183	3,172,936	10.2%
Public Works	11,564,185	12,883,927	13,103,707	13,523,585	5.0%
Plant and Facilities Services	2,291,035	2,536,291	2,608,134	2,654,040	4.6%
Leisure Services & Social Services	3,493,913	3,395,877	3,501,456	3,829,514	12.8%
Library	3,152,636	3,491,934	3,365,804	3,611,759	3.4%
Education	175,499,160	181,187,018	181,187,018	190,191,121	5.0%
Capital Financing	17,193,924	16,779,461	16,779,461	16,236,323	-3.2%
Non-Departmental	<u>56,253,583</u>	<u>54,904,553</u>	<u>55,043,608</u>	<u>56,846,547</u>	3.5%
<b>Total Expenditures &amp; Other Uses</b>	<b>\$311,302,193</b>	<b>\$317,082,151</b>	<b>\$318,826,590</b>	<b>\$331,190,664</b>	<b>4.4%</b>



# ANNUAL BUDGET 2023-2024

## GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2021-2022	Adopted 2022-2023	Actual 6 months	Estimated 2022-2023	Adopted 2023-2024	Percent Change
<b>PROPERTY TAXES</b>						
Current Year Taxes	\$267,937,999	\$278,397,250	\$182,000,291	\$273,211,225	\$283,585,319	1.9%
Motor Vehicle Supplement	3,031,903	2,650,000	668,803	2,650,000	2,410,350	-9.0%
Prior Year Taxes	759,066	1,425,000	1,563,807	1,425,000	1,425,000	
Suspense	79,111					
Interest & Lien Fees	994,745	590,000	529,992	590,000	700,000	18.6%
<b>TOTAL PROPERTY TAXES</b>	<b>272,802,824</b>	<b>283,062,250</b>	<b>184,762,893</b>	<b>277,876,225</b>	<b>288,120,669</b>	<b>1.8%</b>
<b>INTERGOVERNMENTAL REVENUES</b>						
<b>Federal</b>						
Dial-A-Ride Assistance	209,448	84,612	30,645	80,880	80,880	-4.4%
American Rescue Plan Act	4,162,552					
FEMA Grant	551,644			268,316		
Miscellaneous Federal	90,257		19,301	7,500		
<b>Total Federal Revenues</b>	<b>5,013,901</b>	<b>84,612</b>	<b>49,946</b>	<b>356,696</b>	<b>80,880</b>	<b>-4.4%</b>
<b>State</b>						
MV Property Grant			5,186,025	5,186,025	5,590,704	100.0%
ECS Grant	22,431,076	22,253,668	5,563,417	22,253,668	23,028,564	3.5%
Sub-Total Education	22,431,076	22,253,668	10,749,442	27,439,693	28,619,268	28.6%
Disabled Property Tax Relief	4,827	6,000	4,822	4,822	6,000	
Municipal Revenue Sharing			1,398,160	1,398,160		
Grant for Municipal Projects	1,282,972	805,784	28,951	1,056,532	820,784	1.9%
Payment in lieu of Taxes (PILOT) Property	908,069	899,745	174	899,745	1,062,641	18.1%
Payment in lieu of Taxes (PILOT) Grant	256,952	691,253	1,590,998	691,253	691,253	
Veterans Tax Relief	46,691	62,613	44,016	62,613	62,613	
Sub-Total Property Tax Relief	2,499,511	2,465,395	3,067,121	4,113,125	2,643,291	7.2%
Alcohol/Drug Abuse Grant	12,750	7,142	11,583	23,000	7,142	
YSB Grant	29,452			12,192		
Sub-Total Human & Cultural	42,202	7,142	11,583	35,192	7,142	
Town Aid Road	688,607	688,607	345,830	691,660	691,660	0.4%
Emergency 911 Service Grant	167,705	141,000	118,066	141,000	141,000	
Emergency Management Grant	57,894					
FEMA-Coronavirus Relief Fund						
Pequot/Mohegan Fund Grant	27,820	27,820	9,273	27,820	27,820	
Telephone Grant	101,354	115,000	49	115,000	120,365	4.7%
Preservation of Historic Documents	36,084		7,500	7,500		
Sub-Total Other State Aid	1,079,464	972,427	480,718	982,980	980,845	0.9%
<b>Total State Revenue</b>	<b>26,052,253</b>	<b>25,698,632</b>	<b>14,308,864</b>	<b>32,570,990</b>	<b>32,250,546</b>	<b>25.5%</b>
<b>TOTAL INTERGOVERNMENTAL</b>	<b>31,066,154</b>	<b>25,783,244</b>	<b>14,358,810</b>	<b>32,927,686</b>	<b>32,331,426</b>	<b>25.4%</b>

# ANNUAL BUDGET 2023-2024

## GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2021-2022	Adopted 2022-2023	Actual 6 months	Estimated 2022-2023	Adopted 2023-2024	Percent Change
<b>CHARGES FOR SERVICES</b>						
<b>Licenses &amp; Permits</b>						
Building Permits	2,355,243	1,900,000	1,141,650	1,900,000	2,350,000	23.7%
Dog Licenses	18,552	11,000	1,902	11,000	12,000	9.1%
Fire Occupancy Fees	132,243	100,000	36,705	100,000	100,000	
Fire Plan Review Fees	411,668	340,000	251,727	340,000	353,340	3.9%
Marriage Licenses	21,562	20,000	11,788	20,000	20,000	
Miscellaneous Permits	720	1,800	1,085	1,800	1,800	
Liquor Permits	1,500	2,000	780	2,000	2,000	
Public Works Permits	161,554	116,500	71,285	116,600	116,500	
Weapons Permits	26,880	20,000	8,305	20,000	20,000	
Engineering Licenses & Permits	74,900	54,500	22,350	54,500	54,500	
Zoning Permits	36,058	35,000	13,848	35,000	35,000	
<b>Total Licenses &amp; Permits</b>	<b>3,240,880</b>	<b>2,600,800</b>	<b>1,561,425</b>	<b>2,600,900</b>	<b>3,065,140</b>	<b>17.9%</b>
<b>Charges for Services</b>						
Alarm Fees	15,051	15,000	17,459	20,010	15,000	
Photo Fees	685	500	68	500	500	
Birth Certificates	21,600	16,000	10,060	16,000	16,000	
Conveyance Taxes	1,652,953	1,400,000	881,537	1,400,000	1,400,000	
Copies	69,142	63,750	25,988	63,300	53,325	-16.4%
Day Care Services	35,172	36,927	18,462	36,927	38,148	3.3%
Death Certificates	53,112	61,600	31,970	61,600	61,600	
General Admissions	62,035	66,000	140,788	158,542	102,000	54.5%
Expedited Fees	420	600		600	600	
Land Records Fee	292,021	275,000	99,655	180,000	175,000	-36.4%
Land Records – Farmland Bill Fees	20,718	21,000	8,733	21,000	18,000	-14.3%
MERS Fee	138,750	150,000	34,941	75,000	75,000	-50.0%
Memberships	63,283	60,000	31,232	56,000	69,000	15.0%
Metal Recycling	8,347	4,000	6,346	7,000	4,000	
Recycling Revenue	1,863	1,000	1,492	1,500	1,000	
Additional Barrel Fees	56,279	52,000		55,000	52,000	
Miscellaneous Charges For Services	30,906	36,000	28,989	39,540	36,000	
Paramedic Services	487,918	760,000	142,435	760,000	760,000	
Paramedic Intercept		150,000				-100.0%
Program Registrations	588,341	465,000	534,058	621,000	665,000	43.0%
Land Leases	138,950	156,060	118,840	156,060	175,752	12.6%
Rental of Facilities	94,065	91,820	50,095	81,820	92,820	1.1%
Special Events	29,692	20,000	16,030	27,000	42,000	110.0%
TPZ/IWW Applications	20,850	17,500	11,628	17,500	17,500	
Zoning Petitions	21,627	20,000	52,989	65,000	25,000	25.0%
<b>Total Charges for Services</b>	<b>3,903,780</b>	<b>3,939,757</b>	<b>2,263,795</b>	<b>3,920,899</b>	<b>3,895,245</b>	<b>-1.1%</b>
<b>Fines &amp; Forfeitures</b>						
Adult Library Fines	20,286	15,000	12,465	15,000	3,000	-80.0%
Moving Vehicle Violations	22,480	20,000	13,165	20,000	20,000	
Ordinance Violations	9,537	8,000	17,761	20,000	8,000	
Parking Violation	158,278	200,000	127,732	200,000	200,000	
Miscellaneous Fines & Forfeitures	2,453	2,800	1,385	2,800	2,800	
<b>Total Fines &amp; Forfeitures</b>	<b>213,034</b>	<b>245,800</b>	<b>172,508</b>	<b>257,800</b>	<b>233,800</b>	<b>-4.9%</b>
<b>TOTAL CHARGES FOR SERVICES</b>	<b>7,357,694</b>	<b>6,786,357</b>	<b>3,997,728</b>	<b>6,779,599</b>	<b>7,194,185</b>	<b>6.0%</b>

West Hartford, Connecticut

# ANNUAL BUDGET 2023-2024

## GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2021-2022	Adopted 2022-2023	Actual 6 months	Estimated 2022-2023	Adopted 2023-2024	Percent Change
<b>MISCELLANEOUS REVENUES</b>						
Miscellaneous Revenue	718	200,000	237,870	336,750	200,000	
Commissions	17,140					
Contributions	12,968	12,800	3,565	7,000	11,700	-8.6%
Private Bequests				9,000	9,000	100.0%
Donations	965	500	335	500	500	
Interest & Investment Income	208,583	275,000	1,534,078	2,000,000	2,250,000	100.0%
Miscellaneous Reimbursements	3,115	1,000	21	1,000	1,000	
Workers Compensation Reimbursements	574,717	360,000	144,751	360,000	360,000	
Refund of Prior Year Expenditures	20					
<b>TOTAL MISC REVENUES</b>	<b>818,226</b>	<b>849,300</b>	<b>1,920,620</b>	<b>2,714,250</b>	<b>2,832,200</b>	<b>100.0%</b>
<b>TRANSFERS IN</b>						
Financial Services (Accounting Services)	72,000	72,000		72,000	72,000	
Human Resources (RMF)	40,000	40,000		40,000	40,000	
Police (PPD)	125,000	125,000		125,000	125,000	
Community Development (CDBG)	34,670	75,000	13,615	75,000	75,000	
Public Works (CNRE)						
Facilities Services (CPF)	275,746	289,000		289,000	289,000	
Social Services (CNRE)						
Non-Departmental					111,184	100.0%
<b>TOTAL TRANSFERS IN</b>	<b>547,416</b>	<b>601,000</b>	<b>13,615</b>	<b>601,000</b>	<b>712,184</b>	<b>18.5%</b>
<b>GENERAL FUND TOTAL REVENUE</b>	<b>\$312,592,314</b>	<b>\$317,082,151</b>	<b>\$205,053,666</b>	<b>\$320,898,760</b>	<b>\$331,190,664</b>	<b>4.4%</b>

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**ANNUAL BUDGET 2023-2024**

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**COMPARISON OF WAGES AND SALARIES, OPERATING EXPENSE,  
EQUIPMENT, AND SOCIAL SECURITY  
GENERAL FUND**

	<b><u>Actual</u> <u>2021-22</u></b>	<b><u>Adopted</u> <u>2022-23</u></b>	<b><u>Estimated</u> <u>2022-23</u></b>	<b><u>Adopted</u> <u>2023-24</u></b>	<b><u>Percent</u> <u>Change</u></b>
<b><u>Town Council</u></b>					
Wages & Salaries	\$134,153	\$148,674	\$145,573	\$138,136	-7.1%
Operating Expense	260,672	264,676	264,676	272,097	2.8%
Social Security	<u>9,469</u>	<u>11,083</u>	<u>10,072</u>	<u>10,279</u>	-7.3%
<b>TOTAL</b>	<b>\$404,294</b>	<b>\$424,433</b>	<b>\$420,321</b>	<b>\$420,512</b>	<b>-0.9%</b>
<b><u>Town Clerk</u></b>					
Wages & Salaries	\$223,101	\$251,389	\$274,855	\$258,099	2.7%
Operating Expense	123,219	91,215	115,213	91,395	0.2%
Social Security	<u>13,638</u>	<u>18,794</u>	<u>15,678</u>	<u>19,118</u>	1.7%
<b>TOTAL</b>	<b>\$359,958</b>	<b>\$361,398</b>	<b>\$405,746</b>	<b>\$368,612</b>	<b>2.0%</b>
<b><u>Town Manager</u></b>					
Wages & Salaries	\$543,327	\$654,216	\$612,603	\$696,326	6.4%
Operating Expense	17,776	24,850	26,665	38,430	54.6%
Social Security	<u>34,529</u>	<u>46,916</u>	<u>44,480</u>	<u>50,582</u>	7.8%
<b>TOTAL</b>	<b>\$595,632</b>	<b>\$725,982</b>	<b>\$683,748</b>	<b>\$785,338</b>	<b>8.2%</b>
<b><u>Corporation Counsel</u></b>					
Wages & Salaries	\$322,953	\$334,928	\$342,613	\$352,215	5.2%
Operating Expense	116,206	135,800	132,500	135,800	
Social Security	<u>22,084</u>	<u>25,139</u>	<u>25,139</u>	<u>26,246</u>	4.4%
<b>TOTAL</b>	<b>\$461,243</b>	<b>\$495,867</b>	<b>\$500,252</b>	<b>\$514,261</b>	<b>3.7%</b>
<b><u>Registrar of Voters</u></b>					
Wages & Salaries	\$131,910	\$211,663	\$179,657	\$216,663	2.4%
Operating Expense	26,114	78,380	91,180	86,330	10.1%
Social Security	<u>5,064</u>	<u>9,307</u>	<u>5,509</u>	<u>10,798</u>	16.0%
<b>TOTAL</b>	<b>\$163,088</b>	<b>\$299,350</b>	<b>\$276,346</b>	<b>\$313,791</b>	<b>4.8%</b>
<b><u>Assessor</u></b>					
Wages & Salaries	\$640,865	\$739,897	\$685,549	\$746,654	0.9%
Operating Expense	64,631	76,684	74,804	87,090	13.6%
Social Security	<u>45,849</u>	<u>55,172</u>	<u>53,677</u>	<u>55,361</u>	0.3%
<b>TOTAL</b>	<b>\$751,345</b>	<b>\$871,753</b>	<b>\$814,030</b>	<b>\$889,105</b>	<b>2.0%</b>

**COMPARISON OF WAGES AND SALARIES, OPERATING EXPENSE,  
EQUIPMENT, AND SOCIAL SECURITY  
GENERAL FUND**

	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
<b><u>Information Technology</u></b>					
Wages & Salaries	\$556,018	\$542,596	\$539,771	\$529,684	-2.4%
Operating Expense	636,451	674,500	694,608	773,000	14.6%
Social Security	<u>38,289</u>	<u>42,769</u>	<u>40,550</u>	<u>39,603</u>	-7.4%
<b>TOTAL</b>	<b>\$1,230,758</b>	<b>\$1,259,865</b>	<b>\$1,274,929</b>	<b>\$1,342,287</b>	<b>6.5%</b>
<b><u>Financial Services</u></b>					
Wages & Salaries	\$1,748,897	\$1,899,603	\$1,882,931	\$1,961,751	3.3%
Operating Expense	554,156	630,141	407,500	623,231	-1.1%
Social Security	<u>116,273</u>	<u>142,782</u>	<u>139,749</u>	<u>142,335</u>	-0.3%
<b>TOTAL</b>	<b>\$2,419,326</b>	<b>\$2,672,526</b>	<b>\$2,430,180</b>	<b>\$2,727,317</b>	<b>2.1%</b>
<b><u>Human Resources</u></b>					
Wages & Salaries	\$383,056	\$390,822	\$344,766	\$411,658	5.3%
Operating Expense	122,628	110,250	116,300	124,500	12.9%
Social Security	<u>24,760</u>	<u>28,848</u>	<u>25,365</u>	<u>30,002</u>	4.0%
<b>TOTAL</b>	<b>\$530,444</b>	<b>\$529,920</b>	<b>\$486,431</b>	<b>\$566,160</b>	<b>6.8%</b>
<b><u>Fire</u></b>					
Wages & Salaries	\$12,698,019	\$11,911,718	\$12,086,593	12,755,268	7.1%
Operating Expense	1,496,651	1,531,938	1,715,892	1,679,976	9.7%
Social Security	<u>187,567</u>	<u>203,423</u>	<u>199,274</u>	<u>210,058</u>	3.3%
<b>TOTAL</b>	<b>\$14,382,237</b>	<b>\$13,647,079</b>	<b>\$14,001,759</b>	<b>\$14,645,302</b>	<b>7.3%</b>
<b><u>Police</u></b>					
Wages & Salaries	\$16,456,181	\$16,262,403	\$17,492,561	\$16,989,227	4.5%
Operating Expense	1,204,919	1,101,178	1,204,537	1,186,605	7.8%
Social Security	<u>345,578</u>	<u>373,379</u>	<u>373,379</u>	<u>376,322</u>	0.8%
<b>TOTAL</b>	<b>\$18,006,678</b>	<b>\$17,736,960</b>	<b>\$19,070,477</b>	<b>\$18,552,154</b>	<b>4.6%</b>
<b><u>Community Development</u></b>					
Wages & Salaries	\$2,141,119	\$2,356,607	\$2,355,428	\$2,619,757	11.2%
Operating Expense	265,176	346,250	344,300	358,200	3.5%
Social Security	<u>142,459</u>	<u>175,100</u>	<u>173,455</u>	<u>194,979</u>	11.4%
<b>TOTAL</b>	<b>\$2,548,754</b>	<b>\$2,877,957</b>	<b>\$2,873,183</b>	<b>\$3,172,936</b>	<b>10.2%</b>

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**ANNUAL BUDGET 2023-2024**

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**COMPARISON OF WAGES AND SALARIES, OPERATING EXPENSE,  
EQUIPMENT, AND SOCIAL SECURITY  
GENERAL FUND**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
<b><u>Public Works</u></b>					
Wages & Salaries	\$4,187,475	\$4,595,198	\$4,666,592	\$4,922,273	7.1%
Operating Expense	6,997,453	7,845,733	7,991,054	8,134,038	3.7%
Social Security	<u>379,257</u>	<u>442,996</u>	<u>446,061</u>	<u>467,274</u>	5.5%
<b>TOTAL</b>	<b>\$11,564,185</b>	<b>\$12,883,927</b>	<b>\$13,103,707</b>	<b>\$13,523,585</b>	<b>5.0%</b>
<b><u>Plant and Facilities Services</u></b>					
Wages & Salaries	\$1,168,923	\$1,316,783	\$1,233,533	\$1,301,750	-1.1%
Operating Expense	1,041,111	1,119,820	1,289,681	1,269,117	13.3%
Social Security	<u>81,001</u>	<u>99,688</u>	<u>84,920</u>	<u>83,173</u>	-16.6%
<b>TOTAL</b>	<b>\$2,291,035</b>	<b>\$2,536,291</b>	<b>\$2,608,134</b>	<b>\$2,654,040</b>	<b>4.6%</b>
<b><u>Leisure Services and Social Services</u></b>					
Wages & Salaries	\$2,048,997	\$2,217,125	\$2,252,409	\$2,487,655	12.2%
Operating Expense	1,336,673	1,059,388	1,131,776	1,203,374	13.6%
Social Security	<u>108,243</u>	<u>119,364</u>	<u>117,271</u>	<u>138,485</u>	16.0%
<b>TOTAL</b>	<b>\$3,493,913</b>	<b>\$3,395,877</b>	<b>\$3,501,456</b>	<b>\$3,829,514</b>	<b>12.8%</b>
<b><u>Library</u></b>					
Wages & Salaries	\$2,364,393	\$2,640,978	\$2,530,917	\$2,752,294	4.2%
Operating Expense	632,743	652,637	655,837	652,637	
Social Security	<u>155,500</u>	<u>198,319</u>	<u>179,050</u>	<u>206,828</u>	4.3%
<b>TOTAL</b>	<b>\$3,152,636</b>	<b>\$3,491,934</b>	<b>\$3,365,804</b>	<b>\$3,611,759</b>	<b>3.4%</b>
<b><u>Board of Education</u></b>					
Board of Education	<u>\$175,499,160</u>	<u>\$181,187,018</u>	<u>\$181,187,018</u>	<u>\$190,191,121</u>	5.0%
<b>TOTAL</b>	<b>\$175,499,160</b>	<b>\$181,187,018</b>	<b>\$181,187,018</b>	<b>\$190,191,121</b>	<b>5.0%</b>
<b><u>Capital Financing</u></b>					
Debt and Sundry	<u>\$17,193,924</u>	<u>\$16,779,461</u>	<u>\$16,779,461</u>	<u>\$16,236,323</u>	-3.2%
<b>TOTAL</b>	<b>\$17,193,924</b>	<b>\$16,779,461</b>	<b>\$16,779,461</b>	<b>\$16,236,323</b>	<b>-3.2%</b>

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**ANNUAL BUDGET 2023-2024**

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**COMPARISON OF WAGES AND SALARIES, OPERATING EXPENSE,  
EQUIPMENT, AND SOCIAL SECURITY  
GENERAL FUND**

	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
<b><u>Non-Departmental</u></b>					
Wages & Salaries	\$26,946	\$86,725	\$101,791	\$105,081	21.2%
Operating Expense	12,856,461	13,013,930	13,115,599	13,267,144	1.9%
Fringe Benefits and Insurance	<u>43,370,176</u>	<u>41,803,898</u>	<u>41,826,218</u>	<u>43,474,322</u>	4.0%
<b>TOTAL</b>	<b>\$56,253,583</b>	<b>\$54,904,553</b>	<b>\$55,043,608</b>	<b>\$56,846,547</b>	<b>3.5%</b>
 <b>TOTAL ALL DEPARTMENTS</b>	 <b>\$311,302,193</b>	 <b>\$317,082,151</b>	 <b>\$318,826,590</b>	 <b>\$331,190,664</b>	 <b>4.4%</b>

**FULL-TIME POSITION SUMMARY**

The following summary aggregates authorized Town positions by department and fund. A detailed position schedule can be found in each departmental section. The fiscal year 2024 budget includes 469 full-time authorized positions.

	<b>Authorized and Funded Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>
<u>General Government</u>					
General Fund	16.0	19.0	22.0	22.0	22.0
<u>Information Technology</u>					
General Fund	4.0	4.5	4.5	4.5	4.5
<u>Financial Services</u>					
General Fund	17.0	17.0	19.0	19.0	19.0
<u>Human Resources</u>					
General Fund	3.2	3.2	3.2	2.8	3.8
Pension Fund	1.6	1.6	1.6	1.6	1.6
Risk Management Fund	<u>3.7</u>	<u>3.7</u>	<u>3.7</u>	<u>3.6</u>	<u>4.6</u>
TOTAL	8.5	8.5	8.5	8.0	10.0
<u>Fire</u>					
General Fund	93.0	93.0	93.0	93.0	94.0
<u>Police</u>					
General Fund	152.0	153.0	153.0	153.0	155.0
Parking Lot Fund	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
TOTAL	154.0	155.0	155.0	155.0	157.0
<u>Community Development</u>					
General Fund	24.0	24.0	24.0	26.0	26.0
<u>Public Works</u>					
General Fund	49.0	49.0	50.0	50.0	52.00
Parking Lot Fund*	10.0	10.0	10.0	10.0	10.65
Cemetery Operating Fund	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>3.35</u>
TOTAL	60.0	60.0	61.0	61.0	66.00



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**ANNUAL BUDGET 2023-2024**

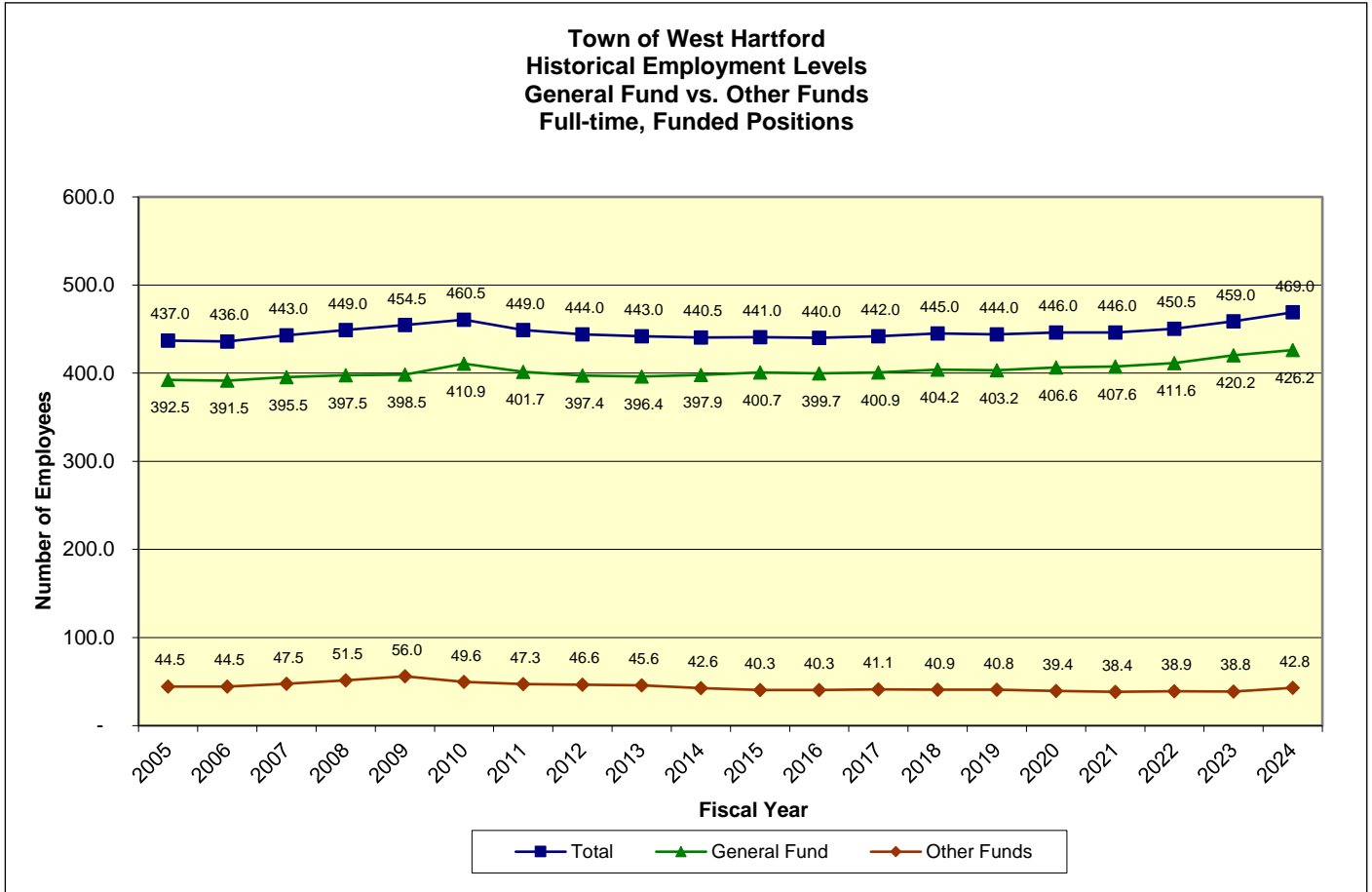
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	<b>Authorized and Funded Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>
<u>Plant and Facilities Services</u>					
General Fund**	9.5	9.5	9.5	9.5	9.5
<u>Leisure Services &amp; Social Services</u>					
General Fund	13.9	14.4	15.4	15.4	15.4
CDBG Fund	2.1	1.6	1.6	1.6	1.6
Westmoor Park Fund	2.1	2.1	2.1	2.1	2.1
Leisure Services Enterprise Fund	<u>7.9</u>	<u>7.9</u>	<u>7.9</u>	<u>7.9</u>	<u>7.9</u>
TOTAL	26.0	26.0	27.0	27.0	27.0
<u>Library Department</u>					
General Fund**	24.0	24.0	24.0	24.0	24.0
<u>Non-Departmental</u>					
General Fund	1.0	1.0	1.0	1.0	1.0
Private School Services Fund	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>
TOTAL	10.0	10.0	10.0	10.0	10.0
 TOTAL ALL FUNDS	 446.0	 450.5	 457.5	 459.0	 469.0

\* Includes three (3) permanent part-time positions.

\*\* One position is unfunded in fiscal years 2023.



**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET  
GENERAL FUND**

<b><u>ADOPTED</u></b>	<b><u>ESTIMATED</u></b>	<b><u>ADOPTED</u></b>	<b><u>PERCENT</u></b>
<b><u>FY 2023</u></b>	<b><u>FY 2023</u></b>	<b><u>FY 2024</u></b>	<b><u>CHANGE</u></b>

**WAGES & SALARIES**

<b>REGULAR PAYROLL</b>	<b>\$38,317,129</b>	<b>\$37,625,628</b>	<b>\$40,616,295</b>	<b>6.0%</b>
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**Comment:** Regular payroll totals \$40,616,295, an increase of \$2,299,166 or 6.0% from the prior adopted budget. This appropriation represents the wages and salaries associated with all full-time employees, inclusive of paramedic stipends and hazardous material certification stipends. It is important to note that most non-public safety contracts remain unsettled (except Streets), however applicable merit increases for eligible employees are included. A contingency has been established for potential wage settlements for all the unsettled collective bargaining unit contracts and are not recorded in the regular payroll account. The budget also includes wage settlements for the Police, Fire and the Street contracts. In addition, the settled Fire contract also included a wage equalization. During fiscal year 2023, two new positions (Senior Building Inspector and Senior Planner) were approved in the Community Development department. The Assistant Director of Social Services, funded for half of fiscal year 2023, is funded for a full year in 2024. These positions and six (6) new full-time positions (Human Resources Specialist, Street Maintainer I, Grounds Maintainer, two (2) Police Officers and one Fire Inspector) are included in regular payroll. In addition, one existing but previously unfunded Librarian II position is also funded in fiscal year 2024.

<b>TEMPORARY PAYROLL</b>	<b>2,882,732</b>	<b>2,737,234</b>	<b>2,994,874</b>	<b>3.9%</b>
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**Comment:** The appropriation for part-time personnel increases \$112,142 or 3.9%. The increase is largely due to the new CT minimum wage amount on June 1, 2023, contractual wages and step increases to eligible employees. In addition, an increase can be found in the Leisure and Social Services department due to restoring part-time staff and programming to pre-COVID levels along with adding staff for the summer and school programs.

<b>OVERTIME</b>	<b>4,159,592</b>	<b>6,174,636</b>	<b>4,251,734</b>	<b>2.2%</b>
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**Comment:** The overtime appropriation slightly increases by \$92,142 with increases in Police, Fire, and Leisure & Social Services.

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET  
GENERAL FUND**

	<b><u>ADOPTED FY 2023</u></b>	<b><u>ESTIMATED FY 2023</u></b>	<b><u>ADOPTED FY 2024</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>WAGES &amp; SALARIES (continued)</u></b>				
<b>HOLIDAY</b>	<b>1,076,238</b>	<b>1,076,238</b>	<b>1,261,494</b>	<b>17.2%</b>
<b>Comment:</b> Holiday pay is budgeted for Police and Fire employees who receive pay in lieu of holidays off. In fiscal year 2024, an additional holiday (Juneteenth) is added totaling 13 paid holidays.				
<b>EDUCATION PREMIUM PAY</b>	<b><u>125,634</u></b>	<b><u>114,407</u></b>	<b><u>120,094</u></b>	<b>-4.4%</b>
<b>Comment:</b> Paid to eligible Police and Fire uniformed employees and Clerical Union employees per union contract, the Education Premium Pay decreased by \$5,540 for FY 2024. Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree. Members of the Police and Fire unions are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; and \$2,000 for 120 college credits or a Bachelor's Degree.				
<b>TOTAL WAGES AND SALARIES</b>	<b>\$46,561,325</b>	<b>\$47,728,143</b>	<b>\$49,244,491</b>	<b>5.8%</b>

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET  
GENERAL FUND**

	<b><u>ADOPTED</u></b> <b><u>FY 2023</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2023</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2024</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
<b><u>OPERATING EXPENSES</u></b>				
<b>OFFICE EXPENSE</b>	<b>\$680,196</b>	<b>\$700,837</b>	<b>\$733,861</b>	<b>7.9%</b>
<b>Comment:</b> Includes copying, postage, office supplies, paper, printing and other miscellaneous costs associated with program operation. Total office expense costs are increased by \$53,665 in fiscal year 2024, primarily due to supply increases, voter canvassing (\$9,150), employee recognition expenses (\$6,500), additional supplies required for the 80 additional Citizen's Emergency Response Team (CERT) members and for the training division (\$7,500), K-9 expenses (\$6,800), and a rental car program for the Detective Bureau (\$15,240) along with community outreach supplies (\$4,000).				
<b>DUES AND TRAVEL</b>	<b>314,339</b>	<b>311,219</b>	<b>320,638</b>	<b>2.0%</b>
<b>Comment:</b> Includes individual employee memberships in professional organizations, the Town's membership in outside agencies, as well as conferences, workshops and related travel expense. Total dues and travel increase by \$6,299 in fiscal year 2024, primarily due to the Revenue Collection office and the Fire Department for additional registrations for new employees.				
<b>TRAINING</b>	<b>138,815</b>	<b>152,965</b>	<b>139,615</b>	<b>0.6%</b>
<b>Comment:</b> This appropriation is used for customer service training programs as well as department specific training. The increase is a direct result of the medic refresher course.				
<b>ADVERTISING</b>	<b>63,702</b>	<b>60,460</b>	<b>55,350</b>	<b>-13.1%</b>
<b>Comment:</b> Budgeted primarily for required public notices related to the business of the Town Council and Town Planning and Zoning Commission, recruitment advertising for new employees and advertising for Leisure Services programs. The decrease in fiscal year 2024 is primarily due to moving away from traditional advertising in newspapers, to more conventional ways to advertising such as online and television ads for employment opportunities.				
<b>PROFESSIONAL SERVICES</b>	<b>794,699</b>	<b>892,062</b>	<b>770,222</b>	<b>-3.1%</b>
<b>Comment:</b> This appropriation funds services provided by outside counsel, consultants and contractual costs such as internal mail, switchboard and copying services. The decrease is primarily related to a reduction to the outside counsel budget for revaluation litigation.				

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET  
GENERAL FUND**

	<b><u>ADOPTED</u></b>	<b><u>ESTIMATED</u></b>	<b><u>ADOPTED</u></b>	<b><u>PERCENT</u></b>
	<b><u>FY 2023</u></b>	<b><u>FY 2023</u></b>	<b><u>FY 2024</u></b>	<b><u>CHANGE</u></b>

**OPERATING EXPENSES** (continued)

<b>CONTRACTUAL SERVICES</b>	<b>3,868,752</b>	<b>3,990,628</b>	<b>4,115,556</b>	<b>6.4%</b>
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**Comment:** This appropriation funds the cost of services provided by contract with outside vendors throughout the Town's departments. This appropriation reflects a net increase of \$246,804. This increase is related to increased costs for curbside services related to trash pick-up (\$125,600) and the continuance of a bi-weekly recycling collection program (\$102,800). Other increases include contractual services related to strategic planning for the Social Services division of the Leisure Services & Social Services department (\$15,000).

<b>SOLID WASTE DISPOSAL</b>	<b>2,700,500</b>	<b>2,700,500</b>	<b>2,759,500</b>	<b>2.2%</b>
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**Comment:** This appropriation reflects the Town's refuse disposal contract with Covanta. The fiscal year 2024 appropriation is calculated based upon the contractual rate increase (\$97.60 per ton @ 19,000 tons) along with a contract for collection and transportation of residential and municipal/Board of Education waste carts and large containers, schools food waste diversion. The increase directly relates to the recycle processing fee (\$30,000) and the increase to yard waste (\$29,000).

<b>OFFICE &amp; MINOR EQUIPMENT</b>	<b>187,920</b>	<b>320,989</b>	<b>286,502</b>	<b>52.5%</b>
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**Comment:** Used to purchase a variety of minor equipment, primarily for the Fire, Police, and Public Works Departments. The increase in fiscal year 2024 is primarily due an increase in the radio maintenance contract and radio repairs (\$51,043), less lethal equipment (\$7,440) along with X-Xs lasers and portion of aviation unit for the Police department (\$5,052), and replacement of recycle barrels (\$25,000) and tree crew communications (\$3,935) for the Public Works department.

<b>MEALS</b>	<b>18,000</b>	<b>20,300</b>	<b>19,000</b>	<b>5.6%</b>
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**Comment:** Meal reimbursement payments are required by collective bargaining agreements, or appropriated for individuals who serve on oral boards.

<b>UNIFORMS &amp; LAUNDRY</b>	<b>342,448</b>	<b>343,071</b>	<b>363,723</b>	<b>6.2%</b>
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**Comment:** This appropriation pays for uniforms for the Fire and Police departments along with uniforms and/or laundry for the Community Development and Public Works departments, per union contracts. In fiscal year 2024, the increase directly relates to anticipated vendor increases and new hires.

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET  
GENERAL FUND**

	<b><u>ADOPTED</u></b> <b><u>FY 2023</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2023</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2024</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
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**OPERATING EXPENSES** (continued)

<b>EDUCATION TUITION REIMBURSEMENT</b>	<b>37,500</b>	<b>40,000</b>	<b>55,000</b>	<b>46.7%</b>
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**Comment:** This appropriation pays for certain approved educational courses through the Human Resources department. Members of the Fire union are contractually covered to 75% of each employee's approved tuition costs up to a cap of \$2,500 per employee and \$25,000 in total (promulgated in the collective bargaining agreement). The variance reflects fluctuation in the number of employees eligible for this payment.

<b>GENERAL CONTRIBUTIONS</b>	<b>1,168,523</b>	<b>1,169,038</b>	<b>1,271,396</b>	<b>8.8%</b>
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**Comment:** This appropriation funds the General Fund portion of costs associated with public health services provided by: the West Hartford-Bloomfield Regional Health District (\$896,325); youth services provided by The Bridge, Inc. (\$204,960); a contractual contribution to the West Hartford Revolver Club (\$1,500); the North Central Mental Health (\$4,485); West Hartford Teen Center (\$13,126); utility costs at Noah Webster House (\$15,000); the Sarah Whitman Hooker House (\$5,000) and the West Hartford Art League (\$15,000). In addition, the Town Council allocates contributions to several non-profit agencies serving West Hartford residents (\$116,000).

<b>INFORMATION TECHNOLOGY RENTAL AND MAINTENANCE</b>	<b>1,357,439</b>	<b>1,170,139</b>	<b>1,424,788</b>	<b>5.0%</b>
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**Comment:** Funds a variety of software and hardware related maintenance costs. Annual software support contracts provide for technical assistance, new software updates and new releases of the software. In fiscal year the increase is primarily for contractual increases along with a weather station (\$10,000), drone sense subscription (\$12,300), and software and iPad replacement (\$14,000).

<b>UTILITIES</b>	<b>1,329,114</b>	<b>1,528,198</b>	<b>1,465,619</b>	<b>10.3%</b>
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**Comment:** This appropriation, which is increasing \$136,505, represents the transfer to the Utility Services Fund (USF) to cover the costs of electricity, street lighting, natural gas, hydrants and water for Town buildings. In fiscal year 2016, the Town began a large-scale capital project devoted to energy improvement which has resulted in significant annual electricity savings. To date, the project has focused primarily on streetlights and school buildings. Town building projects and upgrades are progressing and a virtual net metering solar project is underway, whereby the Town purchases power from a third-party owned solar farm (not on Town property) and receives a credit against electric bills. An increase in the appropriation relates to the market price increased, partially offset by savings for natural gas, electricity, and hydrants and a use of \$398,044 in fund balance.

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET  
GENERAL FUND**

	<b><u>ADOPTED FY 2023</u></b>	<b><u>ESTIMATED FY 2023</u></b>	<b><u>ADOPTED FY 2024</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>OPERATING EXPENSES</u> (continued)</b>				
<b>MDC</b>	<b>11,946,200</b>	<b>11,946,200</b>	<b>12,106,065</b>	<b>1.3%</b>
<b>Comment:</b> Payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency's adopted budget and apportioned to the member communities based upon the local property tax levy. The operating budget for fiscal year 2024 increases \$159,865 or 1.3% from fiscal year 2023.				
<b>TELECOMMUNICATIONS</b>	<b>254,659</b>	<b>258,577</b>	<b>298,665</b>	<b>17.3%</b>
<b>Comment:</b> Maintenance and operating costs for the town wide telephone system, data communications network and radio system. The increase is primarily due to centralizing analog land lines for all departments. The Town relies on these lines due to many legacy systems like security alarms, elevator alarms and some panic dialers.				
<b>VEHICLES &amp; EQUIPMENT EXPENSE</b>	<b>1,066,583</b>	<b>1,203,152</b>	<b>1,172,733</b>	<b>10.0%</b>
<b>Comment:</b> Includes vehicle maintenance and fuel costs for all Town departments. The appropriation for fuel has increased based upon rising rates and estimated consumption. Fuel forecasts indicate an overall increase in gas and diesel costs in addition to the increased cost for repairs to an aging fleet.				
<b>OPERATING EXPENSE – MISCELLANEOUS</b>	<b>45,885</b>	<b>45,610</b>	<b>51,385</b>	<b>12.0%</b>
<b>Comments:</b> Includes expenditures related to small machines or equipment repairs and maintenance as well as miscellaneous costs associated with outdoor pools. The increase is directly related to chemicals for the Town pools.				
<b>MAINTENANCE &amp; REPAIRS</b>	<b>756,373</b>	<b>812,200</b>	<b>878,258</b>	<b>16.1%</b>
<b>Comments:</b> This appropriation includes all Town wide equipment repair and maintenance. Included in this category are sidewalk maintenance, streetlight maintenance, signal and traffic light maintenance and hardware/equipment maintenance. The increase of \$121,885 is primarily related to winter storm equipment, pool maintenance repair and supplies, engineering survey equipment, along with license plate reader and training software in the Police department.				



**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET  
GENERAL FUND**

	<b><u>ADOPTED FY 2023</u></b>	<b><u>ESTIMATED FY 2023</u></b>	<b><u>ADOPTED FY 2024</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>OPERATING EXPENSES</u></b> (continued)				
<b>SUPPLIES</b>	<b>773,582</b>	<b>791,785</b>	<b>741,357</b>	<b>-4.2%</b>
<b>Comments:</b> This category encompasses all type of supplies the Town utilizes. Specifically included in this category are snow, street repair and recreational supplies. The Town utilizes Clearlane to treat Town roads in anticipation of a snow event. Street repair supplies such as cement, sand, bituminous materials and catch basins are also included. In addition, recreational supplies and public safety supplies are also included. The decrease of \$32,225 is primarily related to a decrease in the ice/salt budget (\$79,250) due to the savings from the mild 2023 winter offset by the increased cost bituminous materials used for patching roads (\$16,800), supplies for the Police department (\$39,625) and recreational supplies (i.e., uniforms, lifeguard equipment, first aid supplies, and swim lesson equipment). Itemized items are detailed on each of the department's budget summaries.				
<b>SPECIAL EVENTS</b>	<b>4,960</b>	<b>4,960</b>	<b>5,110</b>	<b>3.0%</b>
<b>Comments:</b> This account funds special event programming at the West Hartford and Elmwood Senior Centers. This expense is offset by program registrations.				
<b>TOWN ASSISTANCE/ADA EXPENSE</b>	<b>337,250</b>	<b>336,250</b>	<b>360,000</b>	<b>6.7%</b>
<b>Comments:</b> This account funds the cost of the Town's Dial-A-Ride contract, bus transportation to and from Kennedy Park for the Hillcrest Camp program, expenditures related to evictions and foreclosures experienced by Town residents and administrative costs of the Probate Court. The increase represents a contractual increase and increased bussing costs related to the Dial-A Ride program.				
<b>RENTALS/LEASES</b>	<b>130,816</b>	<b>130,816</b>	<b>149,506</b>	<b>14.3%</b>
<b>Comment:</b> Various operating equipment and system leases within the Information Technology and Radio Maintenance departments. In fiscal year 2024 the primary increase is related to public wireless to the pools.				
<b>LIBRARY/ELECTRONIC MATERIALS</b>	<b><u>439,115</u></b>	<b><u>442,165</u></b>	<b><u>439,115</u></b>	
<b>Comment:</b> Materials for the public libraries including books, subscriptions, periodicals as well as electronic materials including e-books, e-serial and e-audio and on-line resources, all available to West Hartford patrons. This budget for library/electronic materials remains consistent with prior year.				
<b>TOTAL OPERATING EXPENSES</b>	<b>\$28,757,370</b>	<b>\$29,372,122</b>	<b>\$29,982,964</b>	<b>4.3%</b>

# CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET

## GENERAL FUND

	ADOPTED FY 2023	ESTIMATED FY 2023	ADOPTED FY 2024	PERCENT CHANGE
<b><u>FRINGE BENEFITS, INSURANCE &amp; MISCELLANEOUS</u></b>				
<b>SOCIAL SECURITY</b>	<b>\$1,901,611</b>	<b>\$1,842,964</b>	<b>\$1,971,545</b>	<b>3.7%</b>
<b>Comment:</b> Determined by payroll costs and estimated cost-of-living and merit increases for eligible employees, as well as enrollment of temporary employees in the social security alternative program.				
<b>PENSION</b>	<b>18,187,977</b>	<b>18,187,977</b>	<b>18,491,235</b>	<b>1.7%</b>
<b>Comment:</b> The fiscal year 2024 contribution to the Pension Fund reflects the Town's total Pension Liability which consists of the Debt Service on the Pension Obligation Bonds of \$17,657,415 the actuarially determined employer contribution (ADEC) of \$9,524,865 and the Pension Reserve Fund Contribution of \$2,134,953 which, when combined, equal the total Town Pension liability of \$27,182,280. This reflects an increase of \$2,492,365 over the fiscal year 2023 adopted budget, as discussed more fully in the Human Resources departmental section. This contribution is split amongst the budgets of the Town, Board of Education, and other funds. The impact on the General Fund is an increase of \$303,258.				
<b>RISK MANAGEMENT EXPENSE</b>	<b>20,628,003</b>	<b>20,628,003</b>	<b>22,444,848</b>	<b>8.8%</b>
<b>Comment:</b> Risk management expense represents the cost of employee health benefits, insurance, self-insurance and workers' compensation programs and is allocated amongst the budgets of the BOE, Town and other funds. The Town's General Fund risk management expense increases \$1,816,845 or 8.8% in fiscal year 2024. Town Health Program expense increases \$1,232,370 reflecting the General Fund's portion of the increase in the contribution for retiree health and an increase in active employee health care costs based upon current year trends. In addition, there has been a substantial increase in insurance premiums on renewals on a number of policies (i.e., property, excess auto, general liability, cyber liability, public official, special events.) The other risk programs are experiencing variances due to claim trends and amortization of accumulated surplus/deficit in each program, as detailed in the Human Resources departmental section.				
<b>CONTINGENCY</b>	<b>960,000</b>	<b>960,000</b>	<b>500,000</b>	<b>-47.9%</b>
<b>Comment:</b> The appropriation for fiscal year 2024 reflects potential wage settlements for all of the contract collective bargaining units except Fire, Police and Streets. Fiscal year 2023 budget included a contingency amount for Fire and Streets which had not been settled at time of adoption. The significant reduction reflects an amount appropriated for all unsettled non-public safety unions.				
<b>TRANSFERS OUT</b>	<b><u>2,119,386</u></b>	<b><u>2,140,902</u></b>	<b><u>2,128,137</u></b>	<b>0.4%</b>
<b>Comment:</b> The overall Private School Services Fund subsidy increases \$8,751 to \$2,030,334 for fiscal year 2024. The transfer for the private school transportation program increases \$26,683 due to a contractual rate increase. This is offset by a slight decrease (\$17,932) in the transfer to the private school health program. A transfer of \$97,803 from the Public Works Department to the Board of Education is included for grounds maintainers' health benefits.				
<b>TOTAL FRINGE BENEFITS, INSURANCE &amp; MISC.</b>	<b>\$43,796,977</b>	<b>\$43,759,846</b>	<b>\$45,535,765</b>	<b>4.0%</b>
<b>TOTAL TOWN GENERAL FUND</b>	<b>\$119,115,672</b>	<b>\$120,860,111</b>	<b>\$124,763,220</b>	<b>4.7%</b>

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET  
GENERAL FUND**

	<b><u>ADOPTED FY 2023</u></b>	<b><u>ESTIMATED FY 2023</u></b>	<b><u>ADOPTED FY 2024</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>CAPITAL FINANCING</u></b>				
<b>DEBT ADMINISTRATION</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	
<b>Comment:</b> The cost of legal, financial, administrative and credit rating expenses for the annual bond sale.				
<b>TRANSFER FOR DEBT SERVICE</b>	<b>16,040,896</b>	<b>16,040,896</b>	<b>16,146,323</b>	<b>0.7%</b>
<b>Comment:</b> Funds the debt service on long-term bonds that have been issued by the Town for capital improvements. The principal and interest payments on General Obligation bonds that have already been issued total \$17,896,321 in fiscal year 2024, an increase of \$105,425 from the prior year. Debt service includes principal payments of \$12,780,000 and interest payments of \$3,516,321, which are made out of the Debt Service Fund. Of this total, \$16,146,323 is funded via transfer from the General Fund. The remaining \$1,750,000 is funded by bond premiums received from previous Town bond issuances.				
<b>TRANSFER TO CNRE</b>	<b><u>648,565</u></b>	<b><u>648,565</u></b>		<b>-100.0%</b>
<b>Comment:</b> Annual contribution to the Capital Non-Recurring Expenditure Fund for the financing of capital projects not eligible to be funded via long term financing per the terms of the Town's Capital Financing Policy. In fiscal year 2024, there is no General Fund contribution.				
<b>TOTAL CAPITAL FINANCING</b>	<b>\$16,779,461</b>	<b>\$16,779,461</b>	<b>\$16,236,323</b>	<b>-3.2%</b>
<b><u>BOARD OF EDUCATION</u></b>				
<b>DIRECT APPROPRIATION</b>	<b><u>\$181,187,018</u></b>	<b><u>\$181,187,018</u></b>	<b><u>\$190,191,121</u></b>	<b>5.0%</b>
<b>Comment:</b> Annual direct appropriation to the Board of Education for public schools.				
<b>TOTAL BOARD OF EDUCATION</b>	<b>\$181,187,018</b>	<b>\$181,187,018</b>	<b>\$190,191,121</b>	<b>5.0%</b>
<b>TOTAL GENERAL FUND BUDGET</b>	<b>\$317,082,151</b>	<b>\$318,826,590</b>	<b>\$331,190,664</b>	<b>4.4%</b>

**GENERAL GOVERNMENT OVERVIEW**

The General Government function consists of the following Departments and Offices: Town Council, Town Clerk, Town Manager, Corporation Counsel, Registrar of Voters and Assessor. The Town Clerk and Registrars of Voters are elected officials. The Town Manager and Corporation Counsel are appointed by the Town Council and the Town Assessor is appointed by the Board of Assessors.

<b>BUDGET SUMMARY GENERAL GOVERNMENT</b>					
	<b><u>Actual</u> <u>2021-2022</u></b>	<b><u>Adopted</u> <u>2022-2023</u></b>	<b><u>Estimated</u> <u>2022-2023</u></b>	<b><u>Adopted</u> <u>2023-2024</u></b>	<b><u>Percent</u> <u>Change</u></b>
Town Council	\$404,294	\$ 424,433	\$ 420,321	\$ 420,512	-0.9%
Town Clerk	359,958	361,398	405,746	368,612	2.0%
Town Manager	595,632	725,982	683,748	785,338	8.2%
Corporation Counsel	461,243	495,867	500,252	514,261	3.7%
Registrar of Voters	163,088	299,350	276,346	313,791	4.8%
Assessor	<u>751,345</u>	<u>871,753</u>	<u>814,030</u>	<u>889,105</u>	2.0%
<b>TOTAL</b>	<b>\$2,735,560</b>	<b>\$3,178,783</b>	<b>\$3,100,443</b>	<b>\$3,291,619</b>	<b>3.5%</b>

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**TOWN COUNCIL****MISSION**

This office handles the administrative work of the Town Council which includes: posting and recording agendas and minutes of the Town Council meetings, Standing Committee meetings and Special Services District Meetings; handling routine requests for information from the public and Town Council members; and providing assistance to the Town Council in responding to citizens' requests for information. The office is also responsible for filings of Risk Management claims, Candidate and Committee Financial Reports, Candidate State Filings, Agendas and Minutes for Boards and Commission meetings, administration of Board and Commission Appointments/Resignations, Legal Notices, and Administration of Justices of the Peace. In addition, the Town Council has oversight over dues and contributions to outside agencies and retains an independent accounting firm to audit the financial activity of the Town.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Developed and implemented online application process for Board and Commission appointments.
- ✓ Worked with Commission on the Arts in developing plan for Public Displays in Town Hall.
- ✓ Coordinated training with General Code for Town Departments to learn new capabilities of their software.

<b>BUDGET SUMMARY TOWN COUNCIL</b>						
	<b><u>Actual 2021-22</u></b>	<b><u>Adopted 2022-23</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2022-23</u></b>	<b><u>Adopted 2023-24</u></b>	<b><u>Percent Change</u></b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$134,153	\$148,674	\$64,938	\$145,573	\$138,136	-7.1%
Operating Expense	260,672	264,676	223,612	264,676	272,097	2.8%
Social Security	9,469	11,083	4,526	10,072	10,279	-7.3%
<b>TOTAL</b>	<b>\$404,294</b>	<b>\$424,433</b>	<b>\$293,076</b>	<b>\$420,321</b>	<b>\$420,512</b>	<b>-0.9%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2020-2021</u></b>	<b><u>2021-2022</u></b>	<b><u>2022-2023</u></b>	<b><u>2022-2023</u></b>	<b><u>2023-2024</u></b>
General Fund	1.5	1.5	1.5	1.5	1.5

**BUDGET & PROGRAM HIGHLIGHTS**

The Town Council's budget decreases \$3,921 or -0.9% in fiscal year 2024. Wages and salaries decrease as a result of a retirement and the incumbent hired at a lower level. Operating expense increases slightly due to an increase in the membership fees to Capitol Region Council of Governments (CROG) and the contribution to Interval House. Social security decreases reflect changes to wages and salaries.

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2021-22</u></b>	<b><u>Adopted 2022-23</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2022-23</u></b>	<b><u>Adopted 2023-24</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$134,153	\$148,164	\$64,938	\$145,573	\$138,136	-6.8%
Education Premium Pay		510				-100.0%
Dues	97,720	98,491	98,491	98,491	98,762	0.3%
Professional Services	43,562	44,000	16,490	44,000	44,000	
General Contributions	100,225	108,850	95,550	108,850	116,000	6.6%
Information Technology	19,165	13,335	13,081	13,335	13,335	
Social Security	<u>9,469</u>	<u>11,083</u>	<u>4,526</u>	<u>10,072</u>	<u>10,279</u>	-7.3%
<b>Total Department</b>	<b>\$404,294</b>	<b>\$424,433</b>	<b>\$293,076</b>	<b>\$420,321</b>	<b>\$420,512</b>	<b>-0.9%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-2024</u></b>
Town Clerk	1.0	1.0	1.0	1.0	1.0
Assistant Town Clerk I	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
<b>TOTAL</b>	1.5	1.5	1.5	1.5	1.5

**TOWN COUNCIL– BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The Town Council office is staffed with 1.5 full time positions. A Town/Council Clerk is elected every four years with the salary set by Town Council resolution on a biennial basis. The Assistant Town Clerk I position is shared with the Town Clerk's office. This appropriation in fiscal year 2024 decreases as a result of a retirement and the incumbent hired at a lower level.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree. In fiscal year 2024 this appropriation is eliminated as a result of the retirement.

**Dues:** The Town pays dues to organizations as detailed in the chart below.

<b>Dues to Outside Agencies</b>				
<u>Agency</u>	<u>Actual</u> <u>2022</u>	<u>Adopted</u> <u>2023</u>	<u>Estimated</u> <u>2023</u>	<u>Adopted</u> <u>2024</u>
Capitol Region Council of Governments (CRCOG)	\$46,551	\$46,551	\$46,551	\$46,822
Greater Hartford Transit District (GHTD)	10,123	10,894	10,894	10,894
CT Conference of Municipalities (CCM)	<u>41,046</u>	<u>41,046</u>	<u>41,046</u>	<u>41,046</u>
TOTAL	\$97,720	\$98,491	\$98,491	\$98,762

**Professional Services:** This appropriation funds the cost of the Town Council's annual financial audit. The Town and the Board of Education split the cost of the audit equally.

**General Contribution:** This appropriation funds contributions to not-for-profit organizations as detailed below.

<b>Contributions to Outside Agencies</b>				
<u>Agency</u>	<u>Actual</u> <u>2022</u>	<u>Adopted</u> <u>2023</u>	<u>Estimated</u> <u>2023</u>	<u>Adopted</u> <u>2024</u>
West Hartford Youth League	\$32,300	\$32,300	\$32,300	\$32,300
Noah Webster Foundation	28,500	28,500	28,500	28,500
West Hartford Community Interactive	21,375	30,000	30,000	30,000
West Hartford Art League	4,750	4,750	4,750	4,750
Playhouse on Park	4,750	4,750	4,750	4,750
Interval House	2,850	2,850	2,850	10,000
West Hartford Community Theater	1,900	1,900	1,900	1,900
West Hartford Symphony	<u>3,800</u>	<u>3,800</u>	<u>3,800</u>	<u>3,800</u>
TOTAL	\$100,225	\$108,850	\$108,850	\$116,000

**Information Technology:** This appropriation funds the meeting management system (i.e. CivicClerk).

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.



**PROGRAM PERFORMANCE MEASURES & INDICATORS**

	<b>Town Council</b>				
	<b>(Calendar Year)</b>				
	<b><u>Actual</u></b> <b><u>2018</u></b>	<b><u>Actual</u></b> <b><u>2019</u></b>	<b><u>Actual</u></b> <b><u>2020</u></b>	<b><u>Actual</u></b> <b><u>2021</u></b>	<b><u>Actual</u></b> <b><u>2022</u></b>
Number of Public Hearings	17	20	19	19	24
Number of Town Council Meetings	22	21	27	25	27
Special Services District Meetings	5	5	5	5	8
Standing Committees	48	41	28	37	53
Legal Notices	60	90	59	40	56
Justice of the Peace Appointments*	4	5	141	4	0
Board & Commission Appointments	42	58	40	57	62

\* Justices of the Peace are appointed every four years.

## **TOWN CLERK**

### **MISSION**

Connecticut General Statutes require that every Town elect or appoint a Town Clerk. The mission of the Town Clerk's office is to carry out the duties and responsibilities of this office as prescribed in the Connecticut General Statutes. This is done to ensure uniformity throughout the State and to provide for the proper maintenance of important documents, issuance of various licenses and permits, certifying and recording of documents, and providing accurate information to the public.

### **HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Successful administration of high volume of Absentee Ballot Processing and General Election administration for the 2022 State Primary and CT State Election.
- ✓ Hired and trained new Assistant Town Clerk and Senior Staff Assistant.
- ✓ Wrote and received \$7,500 grant from CT State Library to scan and microfilm Vital Records.
- ✓ Upgraded vault with additional shelving to provide for easier access to Land Records.
- ✓ Coordinated training for staff on processing of Land Records.

### **FISCAL YEAR 2024 GOALS & OBJECTIVES**

- ❖ Participate with CT Town Clerk's Association and the Elections Division of the Secretary of State's office in developing procedures for any Legislative changes regarding Elections. Fiscal year 2024 will include a Municipal Election and Presidential Preference Primary.
- ❖ Participate with the CT Department of Agriculture with the development of new State Dog License Portal estimated to be available Spring of 2024.
- ❖ Continue professional development and training opportunities for newer staff members.

TOWN CLERK

**BUDGET SUMMARY**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Intergovernmental	\$36,084	\$	\$ 7,500	\$ 7,500	\$	
Licenses and Permits	43,074	34,400	15,020	34,400	35,400	2.9%
Charges for Services	<u>2,234,991</u>	<u>1,979,700</u>	<u>1,085,030</u>	<u>1,806,700</u>	<u>1,791,700</u>	-9.5%
<b>TOTAL</b>	<b>\$2,314,149</b>	<b>\$2,014,100</b>	<b>\$1,107,550</b>	<b>\$1,848,600</b>	<b>\$1,827,100</b>	<b>-9.3%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$223,101	\$251,389	\$160,584	\$274,855	\$258,099	2.7%
Operating Expense	123,219	91,215	61,947	115,213	91,395	0.2%
Social Security	<u>13,638</u>	<u>18,794</u>	<u>8,133</u>	<u>15,678</u>	<u>19,118</u>	1.7%
<b>TOTAL</b>	<b>\$359,958</b>	<b>\$361,398</b>	<b>\$230,664</b>	<b>\$405,746</b>	<b>\$368,612</b>	<b>2.0%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<b><u>Full-Time Positions:</u></b>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2022-2023</u>	<u>2023-2024</u>
General Fund	2.5	2.5	3.5	3.5	3.5

**BUDGET & PROGRAM HIGHLIGHTS**

The Town Clerk's budget increases \$7,214 or 2.0% in fiscal year 2024. An increase of \$6,710 in wages and salaries reflect merit increases and salary adjustments along with an Office Assistant position is upgraded to a Senior Staff Assistant. Operating expense remains relatively flat and the social security appropriation reflects budgeted wages.

Revenues in the Town Clerk's office reflect a decrease of \$187,000 or -9.3%. The decrease is primarily in Land Records fee and MERS fee due to the decline in home sales. In addition, the historical document preservation grant (\$7,500) has not yet been awarded for fiscal year 2024.

## ANNUAL BUDGET 2023-2024

### SUMMARY OF REVENUES

<u>Revenues</u>	<u>Actual 2021-22</u>	<u>Adopted 2022-23</u>	<u>Actual 6 Months</u>	<u>Estimated 2022-23</u>	<u>Adopted 2023-24</u>	<u>Percent Change</u>
Intergovernmental						
Revenue	\$36,084	\$	\$ 7,500	\$ 7,500	\$	
Licenses and Permits	43,074	34,400	15,020	34,400	35,400	2.9%
Conveyance Taxes	1,652,953	1,400,000	881,537	1,400,000	1,400,000	
Land Records Fee	292,021	275,000	99,655	180,000	175,000	-36.4%
Charges for Services	<u>290,017</u>	<u>304,700</u>	<u>103,838</u>	<u>226,700</u>	<u>216,700</u>	-28.9%
<b>Total Department</b>	<b>\$2,314,149</b>	<b>\$2,014,100</b>	<b>\$1,107,550</b>	<b>\$1,848,600</b>	<b>\$1,827,100</b>	<b>-9.3%</b>

### SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2021-22</u>	<u>Adopted 2022-23</u>	<u>Actual 6 Months</u>	<u>Estimated 2022-23</u>	<u>Adopted 2023-24</u>	<u>Percent Change</u>
Regular Payroll	\$175,330	\$218,574	\$138,467	\$231,389	\$229,991	5.2%
Temporary Payroll	46,743	31,285	21,335	42,684	28,108	-10.2%
Education Premium Pay	1,028	1,530	782	782		-100.0%
Office Expense	31,368	30,020	24,881	41,020	26,200	-12.7%
Dues and Travel	3,358	3,000	2,030	3,000	3,000	
Advertising	5,970	7,000	3,013	7,000	7,000	
Professional Services	18,778	15,000	9,545	19,000	19,000	26.7%
Office Equipment	24,779	2,195	8,997	11,193	2,195	
Information Technology	38,216	33,000	13,416	33,000	33,000	
Telecommunications	750	1,000	65	1,000	1,000	
Social Security	<u>13,638</u>	<u>18,794</u>	<u>8,133</u>	<u>15,678</u>	<u>19,118</u>	1.7%
<b>Total Department</b>	<b>\$359,958</b>	<b>\$361,398</b>	<b>\$230,664</b>	<b>\$405,746</b>	<b>\$368,612</b>	<b>2.0%</b>

### FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Deputy Town Clerk	1.0	1.0	1.0	1.0	1.0
Clerk of Vital Statistics	1.0	1.0	1.0	1.0	1.0
Assistant Town Clerk I	0.5	0.5	0.5	0.5	0.5
Senior Staff Assistant					1.0
Office Assistant*			<u>1.0</u>	<u>1.0</u>	
<b>TOTAL</b>	<u>2.5</u>	<u>2.5</u>	<u>3.5</u>	<u>3.5</u>	<u>3.5</u>

\* In fiscal year 2023, the Office Assistant position moved from part time to full time and in fiscal year 2024 upgraded to a Senior Staff Assistant.

## TOWN CLERK– BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The appropriation reflects wage adjustments and anticipated merit increases for those eligible and deferred compensation elections. In fiscal year 2024 the Office Assistant position is upgraded to Senior Staff Assistant.

**Temporary Payroll:** The temporary payroll decreases primarily due to the department being fully staffed. This appropriation covers daily responsibilities such as covering lunch hours, vacations, high volume periods and special projects (i.e. elections, dog licensing month).

**Education Premium Pay:** This appropriation is eliminated in fiscal year 2024 due to a retirement.

**Office Expense:** This includes the costs for printing of land record books, absentee ballots for elections, dog license notices, Vital Records and other miscellaneous statutory materials. The department is utilizing the Board of Education print shop when it is deemed cost beneficial. Costs decrease in fiscal year 2024 due to fewer primaries and elections.

**Dues and Travel:** This appropriation maintains membership to the Connecticut Town Clerks Association and attendance at educational training seminars sponsored by the State. These training sessions are required to learn about changes in legislation, policies and procedures as they relate to all functions of the Town Clerk's office.

**Advertising:** This appropriation is for the cost of publishing meeting dates, agendas, ordinances and elections as required under Freedom of Information (FOI) rules.

**Professional Services:** This appropriation is for court reporters and transcription services costs, which are required for many public hearings regarding zoning issues, as well as land record auditing services and services for Hearing Impaired. In fiscal year 2024 the transcription services for Civilian Review and Fair Rent Commission hearings have increased.

**Office Equipment:** Replacement of printers, scanners, toner, ink cartridges, label makers associated with printing and binding land records, vital statistics, and election materials.

**Information Technology:** This appropriation finances the cost of annual software maintenance contracts for the land records system and General Code, as well as the contract for web hosting and the offsite electronic backup system for land records for enhanced security.

**Telecommunications:** This appropriation funds the costs associated with the desktop telephone services.

**Social Security:** Required Federal payments based upon actual wages paid.

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**Town Clerk**

**(Calendar Year)**

	<b><u>Actual</u> <u>2018</u></b>	<b><u>Actual</u> <u>2019</u></b>	<b><u>Actual</u> <u>2020</u></b>	<b><u>Actual</u> <u>2021</u></b>	<b><u>Actual</u> <u>2022</u></b>
Absentee Ballots Processed	4,133	1,678	30,946	1,914	4,488
Annual Births	597	535	592	609	551
Annual Deaths	749	716	833	691	628
Burial/Cremation permits	721	580	663	586	523
Certified Copies Vital Statistics	4,432	4,368	4,075	4,390	4,529
Copies of Land Records	38,888	44,056	53,559	57,167	42,190
Dog Licenses	2,884	2,901	1,842	3,006	3,869
E Search Subscriptions	34	36	387	262	360
Land Records Processed	8,335	8,561	10,957	12,012	8,629
Liquor permits	155	116	40	64	82
Maps	116	232	134	204	166
Marriage Certificates	488	503	277	531	632
Military Discharges Filed	31	39	16	21	35
Notary Commission	152	118	84	110	116
Notary Fees	653	734	132	60	50
Trade Names	138	129	116	141	135

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## **TOWN MANAGER**

### **MISSION**

Under the direction of the Town Council, the Town Manager's primary mission is to provide the leadership, vision, and oversight to ensure the effective delivery of public services. The Manager is appointed by the Town Council and serves as the organization's chief executive officer overseeing the administrative operations of the Town government. In this role, the Manager implements and monitors policies adopted by the Town Council. The Manager's duties include the execution of all laws and ordinances, the development and execution of the annual operating and capital budgets, and communication with the Town Council. The Public Relations Specialist, the Equity Coordinator, the Economic Development Coordinator, and the Economic Development Specialist are assigned to the Town Manager's Office. The Public Relations Specialist functions as the Town's Public Information Officer responsible for public communications and supporting special events, while the Equity Coordinator will focus on designing and implementing equitable and inclusive policy, best practices and initiatives to further advance the Town's mission to be a more diverse, equitable and inclusive organization, as well as promote opportunities for community engagement through diverse and inclusive campaigns and educational programming on the importance of equity and cultural acknowledgment and awareness. The Economic Development Coordinator and Economic Development Specialist work to support the Town's business community, spur commercial and multifamily investment, and promote overall economic vitality.

### **HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Collaborated with staff, restaurateurs and other stakeholders to create the premier outdoor dining experience in State of Connecticut.
- ✓ Continued organizational effort to promote diversity, equity, and inclusion (DEI) in order to make DEI a critical component of daily operations and future decision-making. In collaboration with the Board of Education, promoted Director of Equity Advancement to Executive Director of Equity Advancement and hired the Town's first Equity Coordinator.
- ✓ Completed the feasibility study for the new Elmwood Community Center, Library, Senior Center, and Teen Center for the property located at 100 Mayflower Street.
- ✓ In collaboration with Town Council, finalized ordinance establishing the Town's Transit-Oriented Development Zoning District encouraging development in a predictable, contextual, design focused manner within walking distance of the CTfastrak stations.
- ✓ In collaboration with Town Council, finalized ordinance that regulates the cultivation, production, and sale of cannabis products that prioritizes public health and safety while creating local conditions for the development of new businesses.
- ✓ In collaboration with Town Council and West Hartford's state delegation, secured funding for a portion of the Trout Brook Trail project, Park Road Rehabilitation project and construction of new tennis courts at Conard and Hall High Schools.
- ✓ Finalized North Main Street Road Diet.
- ✓ Coordinated over 100 outdoor concerts at Blue Back Square and 40 special events including the annual Dr. Martin Luther King Jr. celebration, Memorial Day parade and ceremony, Chamber's State of the



Town presentation by Mayor Cantor, Kids Market, Pet Parade, Juneteenth Day, Japan Summer Festival, Park Road Parade, Halloween Stroll, West Hartford Pride, Vietnam War-era Veterans recognition ceremony, Community Preparedness Day, Wellness Fair, Electric Vehicle event, Holiday Stroll, Chanukah Celebration, Hartford Foundation's Half Marathon and Mitten Run, nine charity walks and assisted in the launch of the new Blue Back Farmers Market at Town Hall. Also worked with producers on feature length films including Hallmark's *Ghost of Christmas Always* and *The Skulleton*, and a Connecticut tourism commercial.

- ✓ Coordinated the preparation of over 80 media releases and 241 social media announcements in 2022 by using ConstantContact, Facebook, Twitter, Instagram and Everbridge.
- ✓ Experienced an increase in the Town's social media followers on all fronts. Facebook page likes/followers increased from 3,800 to 4,215, Instagram increased from 2,333 followers to 3,019 and Twitter grew from 4,163 followers to 4,277. Posts range on average from 1,000 views to as much as 12,500. In addition, the Town's email subscriber list increased from 8,442 to 11,065 with the addition of 3,465 business email addresses acquired from the Economic Development Office. On average our messages receive a 58% open rate, up from 41% in 2021 and 22% above the industry standard of 36%. Everbridge citizen opt-in subscribers now total 6,894.
- ✓ Collaborated with West Hartford Chamber of Commerce to manage the WHy West Hartford initiative by creating website and social media content, and increasing the Town's visibility as a top-notch destination for new residents, businesses and visitors.
- ✓ Successfully hired Economic Development Specialist, increasing the Town's capacity to support the business and non-profit community.
- ✓ Focused on our Business Retention and Expansion (BRE) Program, physically visiting with more than 120 small businesses and non-profit organizations to better understand the local business climate, encourage existing businesses to stay and grow in Town, and supporting local jobs and investment.
- ✓ Served as key advisors in attracting and facilitating significant commercial and multifamily investment including over 700 units of new market rate and affordable housing located throughout Town.
- ✓ Oversaw the creation and ongoing management of several American Rescue Plan Act programs and projects including the Small Business & Non-Profit Recovery Grant, the Affordable Housing Development Program, and the Wayfinding Signage initiative.
- ✓ In partnership with the West Hartford Chamber of Commerce: organized an Energy Efficiency webinar for businesses and property owners in collaboration with the Clean Energy Commission, two ARPA Small Business & Non-Profit Recovery informational sessions, and a Community Job and Resource Fair with 26 participating businesses and non-profits spanning a wide array of disciplines that attracted more than 150 job seekers.
- ✓ Supported five business and neighborhood associations as well as the Chamber of Commerce by staffing monthly meetings and providing ongoing assistance with initiatives.
- ✓ Prepared close to 30 communications through ConstantContact including launching the Economic Development Division's 2023 Newsletter Series, and enhanced social media presence through consistent Instagram posting increasing followers from 850 to 1,240 and curating posts that feature 85 West Hartford businesses and non-profit organizations.

**FISCAL YEAR 2024 GOALS & OBJECTIVES**

- ❖ Complete state-mandated affordable housing plan.
- ❖ Adopt Vision Zero Action Plan.
- ❖ Continue to make substantial progress with approved American Rescue Plan Act projects.
- ❖ Encourage growth and retention of existing businesses in Town.
- ❖ Work with Town Council to adopt amended Outdoor Dining Ordinance.
- ❖ Promote the diversification and growth of the Town's tax base.
- ❖ Continue to participate in CT DEEP's initiatives to develop long-term sustainable solutions to improve recycling and reduce municipal solid waste.
- ❖ Continue to seek new ways of engaging with our residents to keep them informed.
- ❖ Continue to collaborate with local, regional and state organizations in the area of workforce development.

**TOWN MANAGER**

**BUDGET SUMMARY**

<b><u>Expenditures:</u></b>	<b><u>Actual</u> <u>2021-22</u></b>	<b><u>Adopted</u> <u>2022-23</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2022-23</u></b>	<b><u>Adopted</u> <u>2023-24</u></b>	<b><u>Percent</u> <u>Change</u></b>
Wages & Salaries	\$543,327	\$654,216	\$245,520	\$612,603	696,326	6.4%
Operating Expense	17,776	24,850	7,450	26,665	38,430	54.6%
Social Security	<u>34,529</u>	<u>46,916</u>	<u>15,492</u>	<u>44,480</u>	<u>50,582</u>	7.8%
<b>TOTAL</b>	<b>\$595,632</b>	<b>\$725,982</b>	<b>\$268,462</b>	<b>\$683,748</b>	<b>\$785,338</b>	<b>8.2%</b>

<b><u>Full-Time Positions:</u></b>	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2020-2021</u></b>	<b><u>2021-2022</u></b>	<b><u>2022-2023</u></b>	<b><u>2022-2023</u></b>	<b><u>2023-2024</u></b>
General Fund	3	5	6	6	6

**BUDGET & PROGRAM HIGHLIGHTS**

The Town Manager's budget increases by \$59,356 or 8.2%. A net increase of \$42,110 in wages and salaries reflects merit increases and fully funding the Economic Development Specialist position. Operating expenses increase due to training and office expenses for the Office of Equity Advancement, started in fiscal year 2023. The increase is partially funded by a reallocation of training funds from Human Resources to Town Manager. Social security is consistent with the variance in wages and salary.

**Fund: General Fund**  
**Department: Town Manager**

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual</u> <u>2021-22</u></b>	<b><u>Adopted</u> <u>2022-23</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2022-23</u></b>	<b><u>Adopted</u> <u>2023-24</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$519,440	\$653,496	\$245,075	\$611,683	\$695,606	6.4%
Temporary Payroll	23,161		139	200		
Education Premium Pay	726	720	306	720	720	
Office Expense	8,661	2,200	3,346	6,450	7,185	100.0%
Dues and Travel	2,426	4,750	1,117	2,750	5,850	23.2%
Training		2,500		2,000	13,500	100.0%
Professional Services	325	10,000	175	10,000	5,775	-42.3%
Office/Minor Equipment	1,564	100		100	100	
Information Technology	4,235	4,800	2,757	4,800	5,520	15.0%
Telecommunications	565	500	55	565	500	
Social Security	<u>34,529</u>	<u>46,916</u>	<u>15,492</u>	<u>44,480</u>	<u>50,582</u>	7.8%
<b>Total Department</b>	<b>\$595,632</b>	<b>\$725,982</b>	<b>\$268,462</b>	<b>\$683,748</b>	<b>\$785,338</b>	<b>8.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-2024</u></b>
Town Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Economic Development Coordinator*		1	1	1	1
Public Relations Specialist	1	1	1	1	1
Special Assistant to Town Manager (Equity Coordinator)*		1	1	1	1
Economic Development Specialist**	<u>        </u>	<u>        </u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>

\* In fiscal year 2022, the Economic Development Coordinator position was transferred from Community Development, and a new position, Special Assistant to Town Manager, renamed Equity Coordinator, was created.

\*\* In fiscal year 2023, the position of Economic Development Specialist moved from part time to full time. In fiscal year 2024, the position is funded for a full year.

## TOWN MANAGER – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This department is staffed with six full-time employees. In fiscal year 2024, the position of Economic Development Specialist is fully funded.

**Temporary Payroll:** Temporary payroll formerly funded an intern who assisted the Economic Development Coordinator. This position moved to full-time in 2023.

**Education Premium Pay:** Non-union employees in administrative classifications are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's degree.

**Office Expense:** This appropriation covers the cost of office supplies, postage, printing and copying. In fiscal year 2024 this appropriation increases due to a reclassification from Professional Services line, as well as additional office expenses for the Office of Equity Advancement.

**Dues and Travel:** This appropriation is for dues to professional organizations and related travel, primarily for the International City/County Management Association (ICMA), and dues for the CT Economic Development Association, professional association events and mileage reimbursement. The increase is due to additional travel costs for the Office of Equity Advancement.

**Training:** This appropriation funds economic development, and diversity, equity, and inclusion training opportunities.

**Professional Services:** This appropriation funds miscellaneous consulting services. In fiscal year 2024 this appropriation decreases due to a reclassification from Professional Services line to both Office Expense and Information Technology.

**Office/Minor Equipment:** An appropriation for office equipment, as needed.

**Information Technology:** This appropriation funds a subscription to online real estate service that will provide additional property information and market data to assist in efforts to retain and attract businesses and investments. In fiscal year 2024 this appropriation increases due to a reclassification from the Professional Services line.

**Telecommunications:** This appropriation funds the cost of desktop telephone services for maintenance, long distance calls and circuits.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**CORPORATION COUNSEL****MISSION**

The Office of Corporation Counsel appears for and protects the rights of the Town in all actions, suits or proceedings brought by or against it or any of its departments, officers, agencies, boards or commissions. Additionally, the Office of Corporation Counsel provides legal advice to the Town Council, the Town Manager, and all Town officers, boards and commissions in all matters affecting the Town, and furnishes written opinions on questions of law involving their respective powers and duties. Upon request, the Office of Corporation Counsel prepares or approves forms of contracts or other instruments to which the Town is a party or in which it has an interest. As provided by ordinance, the Office of Corporation Counsel compromises or settles claims by or against the Town, and advises the Town Council as to the same.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Served as counsel to the Town in transactional matters, including the purchase of property to facilitate the expansion of municipal waste management operations and the lease of land to support long-term affordable housing opportunities for the elderly.
- ✓ Assisted with lease negotiations to preserve the Town's cultural and historic assets such as the Noah Webster House, the Sarah Whitman Hooker House and the West Hartford Art League.
- ✓ Conducted training for Town departments regarding the management, retention and disposition of public records promulgated by the State of Connecticut, Office of the Public Records Administrator.
- ✓ Assisted the Office of Equity Advancement with the development of a nondiscrimination policy and a grievance procedure to comply with federal civil rights laws and to ensure continued eligibility for federal grants.
- ✓ Assisted the ADA Coordinator with the establishment of a complaint and grievance procedure for those accessing Town meetings, services and programs as required by the Americans with Disabilities Act of 1990.
- ✓ Conducted training for all Town Boards and Commissions on the Freedom of Information Act, including the preparation of meeting agendas and minutes and the conduct of public meetings.
- ✓ Drafted multiple ordinances and resolutions, and provided legal counsel to the Town Council and various departments regarding the same.
- ✓ Provided counsel to the Board of Education regarding policy revisions and provided legal opinions on matters involving student privacy, public meetings and statutory authority.
- ✓ Worked closely with outside counsel to achieve favorable results in litigation matters against the Board of Education and the Town. Won dispositive motion dismissing a claim for equitable relief against the Town and Board of Education.
- ✓ Supervised outside counsel representing the Town with regard to various personal injury suits filed against the Town and other complex litigation. Provided legal advice to the Town Council and the Board of Education regarding the same.

**FISCAL YEAR 2024 GOALS & OBJECTIVES**

- ❖ Conduct training sessions for individual Town departments on the Freedom of Information Act, specifically exemptions, exclusions and exceptions to disclosure of public records applicable to each department.
- ❖ Digitize all official opinions of the Corporation Counsel from 1929 to present to improve research capabilities and search results.
- ❖ Maintain and sharpen the skills of staff attorneys through continuing legal education.

**CORPORATION COUNSEL**

<b>BUDGET SUMMARY</b>						
<b><u>Expenditures:</u></b>	<b><u>Actual</u> <u>2021-22</u></b>	<b><u>Adopted</u> <u>2022-23</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2022-23</u></b>	<b><u>Adopted</u> <u>2023-24</u></b>	<b><u>Percent</u> <u>Change</u></b>
Wages & Salaries	\$322,953	\$334,928	\$154,968	\$342,613	\$352,215	5.2%
Operating Expense	116,206	135,800	52,125	132,500	135,800	
Social Security	<u>22,084</u>	<u>25,139</u>	<u>11,256</u>	<u>25,139</u>	<u>26,246</u>	4.4%
<b>TOTAL</b>	<b>\$461,243</b>	<b>\$495,867</b>	<b>\$218,349</b>	<b>\$500,252</b>	<b>\$514,261</b>	<b>3.7%</b>

<b>Authorized Positions</b>				<b><u>Revised</u> <u>2022-2023</u></b>	<b><u>Adopted</u> <u>2023-2024</u></b>
<b><u>Full-Time Positions:</u></b>	<b><u>2020-2021</u></b>	<b><u>2021-2022</u></b>	<b><u>2022-2023</u></b>		
General Fund	2	3	3	3	3

**BUDGET & PROGRAM HIGHLIGHTS**

Overall, the Corporation Counsel's budget is increased by \$18,394 or 3.7% in fiscal year 2024. Wages and salaries increase due to merit increases and salary adjustments. Operating expense remains flat. Social security is consistent with the variance in taxable payroll.



**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2021-22</u></b>	<b><u>Adopted 2022-23</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2022-23</u></b>	<b><u>Adopted 2023-24</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$315,593	\$333,908	\$154,535	\$341,593	\$351,195	5.2%
Temporary Payroll	7,360					
Education Premium Pay		1,020	433	1,020	1,020	
Office Expense	9,439	17,300	4,196	14,200	17,300	
Dues and Travel	2,219	2,500	782	2,300	2,500	
Professional Services	28,436	25,000	2,112	25,000	25,000	
Contractual Services	75,692	90,000	45,000	90,000	90,000	
Telecommunications	420	1,000	35	1,000	1,000	
Social Security	<u>22,084</u>	<u>25,139</u>	<u>11,256</u>	<u>25,139</u>	<u>26,246</u>	4.4%
<b>Total Department</b>	<b>\$461,243</b>	<b>\$495,867</b>	<b>\$218,349</b>	<b>\$500,252</b>	<b>\$514,261</b>	<b>3.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-2024</u></b>
Deputy Corporation Counsel	1	1	1	1	1
Assistant Corporation Counsel	1	1	1	1	1
Legal Assistant	<u>          </u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>

**CORPORATION COUNSEL – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The department is staffed with three full-time positions. Estimated merit increases and salary adjustments are included for eligible personnel.

**Temporary Payroll:** This appropriation has been eliminated with the hiring of a full time Legal Assistant.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate’s Degree or \$1,020 for a Bachelor’s Degree.

**Office Expense:** This appropriation funds office supplies, postage, printing costs and off-site storage facility charges. It also funds court filing fees, marshal fees and subscriptions to legal publications.

**Dues and Travel:** This appropriation funds membership in the Connecticut Association of Municipal Attorneys and the Connecticut Bar Association, seminars required to meet minimum continuing legal education requirements, and reimbursement for mileage and parking expenses in connection with court appearances.

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**ANNUAL BUDGET 2023-2024**

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**Professional Services:** This appropriation represents outside legal services.

**Contractual Services:** This appropriation funds the monthly stipend to the Town's Corporation Counsel.

**Telecommunications:** This appropriation funds the cost of desktop telephone services for maintenance, long distance calls and circuits.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

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**REGISTRAR OF VOTERS****MISSION**

The mission of the Registrar of Voters Office is to fulfill all election statutes and regulations as mandated by Connecticut Secretary of the State. The Registrar of Voters office is charged with ensuring the voting rights of citizens and administering all elections based on current election laws within a safe environment for voters and election workers. Additionally, the Registrars are responsible for conducting an annual voter canvass to maintain an up-to-date list of eligible voters and their permanent addresses. These responsibilities are fulfilled under the guidance of the Secretary of the State.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Executed a successful November General Election with a 65.32% voter turnout rate. West Hartford continued to turnout to vote at a higher rate than the State average.
- ✓ Executed the August Democratic and Republican Primaries. A total of 5,134 voters participated in the primaries with 433 voters casting their votes via absentee ballots.
- ✓ Processed and counted absentee ballots for 3,962 votes for the November General Election.
- ✓ Implemented new polling locations according to West Hartford Town Council's redistricting resolution.
- ✓ Mailed postcards to almost 23,000 households informing voters of their current polling places, both in July and October.
- ✓ Recruited, hired, and trained new poll workers to make up for a shortage in experienced poll workers being able to work on Election Day, and the increased need for poll workers given the increase in polling places.
- ✓ Successfully implemented all directives in Governor Lamont's Executive Orders as they applied to absentee ballots, polling locations, supervised voting, and Election Day Registration.

**FISCAL YEAR 2024 GOALS & OBJECTIVES**

- ❖ Prepare for early voting based on the Connecticut General Assembly's likely passage of early in-person voting as allowed by the 2022 State constitution revision. Early in-person voting will dramatically increase the hours in which voters are able to cast their vote in-person, and also increase our supply, meals, advertising, printing, mailing, and temporary payroll expenses. At this time implementation start date is unknown and highly variable.
- ❖ Successfully conduct the November 2023 Municipal Election.
- ❖ Successfully conduct the April 2024 Democratic and Republican Presidential Preference Primaries.
- ❖ Continue to improve voter experience and awareness of new polling places.
- ❖ Initiate move to electronic file storage in order to decrease printing and paper costs and increase storage space within the Registrars of Voters vault.

**REGISTRAR OF VOTERS****BUDGET SUMMARY**

<b><u>Expenditures:</u></b>	<b><u>Actual</u> <u>2021-22</u></b>	<b><u>Adopted</u> <u>2022-23</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2022-23</u></b>	<b><u>Adopted</u> <u>2023-24</u></b>	<b><u>Percent</u> <u>Change</u></b>
Wages & Salaries	\$131,910	\$211,663	\$118,183	\$179,657	\$216,663	2.4%
Operating Expense	26,114	78,380	66,714	91,180	86,330	10.1%
Social Security	<u>5,064</u>	<u>9,307</u>	<u>2,496</u>	<u>5,509</u>	<u>10,798</u>	16.0%
<b>TOTAL</b>	<b>\$163,088</b>	<b>\$299,350</b>	<b>\$187,393</b>	<b>\$276,346</b>	<b>\$313,791</b>	<b>4.8%</b>

**BUDGET AND PROGRAM HIGHLIGHTS**

The Registrar of Voters' budget increases by \$14,441 or 4.8% in fiscal year 2024. Wages and salaries reflect an increase of \$5,000 due to a minimum wage increase for election workers. Operating expenses have increased \$7,950 from the prior year primarily due to the historical costs of canvassing. Social security changes are reflective of changes in salary.

**Fund: General Fund**  
**Department: Registrar of Voters**

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual</u> <u>2021-22</u></b>	<b><u>Adopted</u> <u>2022-23</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2022-23</u></b>	<b><u>Adopted</u> <u>2023-24</u></b>	<b><u>Percent</u> <u>Change</u></b>
Temporary Payroll	\$131,910	211,663	\$118,183	\$179,657	\$216,663	2.4%
Office Expense	15,709	46,800	47,254	63,600	55,950	19.6%
Dues and Travel	1,311	6,060	3,171	4,060	6,060	
Advertising		500	264	500	500	
Professional Services	60	4,500	110	2,500	3,300	-26.7%
Telecommunications	505	520	45	520	520	
Operating Expense –						
Miscellaneous	8,529	20,000	15,870	20,000	20,000	
Social Security	<u>5,064</u>	<u>9,307</u>	<u>2,496</u>	<u>5,509</u>	<u>10,798</u>	16.0%
<b>Total Department</b>	<b>\$163,088</b>	<b>\$299,350</b>	<b>\$187,393</b>	<b>\$276,346</b>	<b>\$313,791</b>	4.8%

**REGISTRAR OF VOTERS – BUDGET AND PROGRAM HIGHLIGHTS**

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

(Calendar Year)

	<b><u>Actual</u> <u>2018</u></b>	<b><u>Actual</u> <u>2019</u></b>	<b><u>Actual</u> <u>2020</u></b>	<b><u>Actual</u> <u>2021</u></b>	<b><u>Actual</u> <u>2022</u></b>
Percent Voting:					
Special Election- February		15%			
Special Election - April		23%			
Gubernatorial	75%				65%
Municipal		34%		32%	
Presidential			87%		
Presidential Primary			40%		
(Democrat and Republican combined)					
Number of Registered Voters	40,568	40,352	42,891	42,763	41,513
Connecticut Voter Registration System:					
Additions	4,673	2,877	5,888	2,753	2,321
Changes	4,924	3,816	7,547	5,060	2,942

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**ANNUAL BUDGET 2023-2024**

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**Temporary Payroll:** This appropriation funds: the salaries of the Registrars and Deputy Registrars, which are set via Town Council resolution; office staff for the department and election workers. The increase for fiscal year 2024 is related to the minimum wage increase for election workers.

	<b>Actual</b> <b><u>2022</u></b>	<b>Adopted</b> <b><u>2023</u></b>	<b>Estimated</b> <b><u>2023</u></b>	<b>Adopted</b> <b><u>2024</u></b>
Registrars/Deputy Registrars	\$91,209	\$91,350	\$91,350	\$91,350
Office Staff	14,652	30,313	18,307	30,313
Election Workers	<u>26,049</u>	<u>90,000</u>	<u>70,000</u>	<u>95,000</u>
Total Temporary Payroll	\$131,910	\$211,663	\$179,657	\$216,663

**Office Expense:** Office expense includes office supplies, postage and printing/copying costs for the operation of the office, all election costs (including ballots) and the annual State mandated voter canvass. This line has increased in fiscal year 2024 due to the historical costs related to voter canvass.

**Dues and Travel:** This appropriation funds the cost of membership in the Registrar of Voters Association of Connecticut (ROVAC) as well as any travel and registration costs associated with bi-annual ROVAC conference and state-mandated Registrar and moderator certification/recertification.

**Advertising:** This appropriation funds election notices required by State law and has increased due to notifications to residents regarding the two additional polling locations.

**Professional Services:** This appropriation funds training for all of the moderators, as well as other training for staff and poll workers, as deemed necessary. Also, the cost for coding memory cards is reflected in this line item. In fiscal year 2024 there are no new State certification costs for new moderators as reflected in 2023, therefore the appropriation decreases.

**Telecommunications:** This appropriation funds the costs associated with desktop telephone services for maintenance, long distance calls and circuits.

**Operating Expense - Miscellaneous:** This line item funds costs related to the optical scan voting machines including annual maintenance and programming memory cards for each polling location, absentee ballot central counting, and electronic document reader. In addition, this appropriation funds costs associated with State mandated annual canvass of active, registered voters including purchase of National Change of Address (NCOA) reports as well as printing, copying, and mailing of canvass letters.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

## **ASSESSOR'S OFFICE**

### **MISSION**

The mission of the West Hartford Assessor's Office is to produce an annual Grand List for all property classes in accordance with legal mandates in a timely, accurate, and efficient manner, and to provide assessment-related information to the public and governmental agencies in a timely, responsive and courteous manner.

### **HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Completed 116 business personal property audits in-house encompassing the 2017-2020 Grand Lists; capturing 319,990 in escaped assessment value.
- ✓ Completed pricing on 46,039 registered motor vehicles from DMV.
- ✓ Completed pricing on 7,700 Supplemental Motor Vehicles from DMV.
- ✓ Completed processing of 2,711 business personal property declarations.
- ✓ Completed intake of 466 elderly tax relief benefit applications.
- ✓ Use of our online portal for filing annual personal property declarations increased by 1.84% over 2021 Grand List.
- ✓ Created brochures for the Senior Citizens Advisory Commission on Elderly & Veterans benefits.
- ✓ Conducted workshop for the Senior Citizens Advisory Commission on Elderly & Veterans benefits.
- ✓ Settled four real property tax appeals.
- ✓ Completed 108 Personal Property audits capturing 20,000,000 in escaped assessments.
- ✓ Completed the M-35B State report for the Elderly Tax Relief Program.
- ✓ Completed the M-35P State report reporting on reductions in homeowners' benefits.
- ✓ Completed the M-37 State report on State Owned Property in West Hartford.
- ✓ Completed the M-37C&H State report on Colleges & Hospitals.
- ✓ Completed the M-42B State report on Totally Disabled Benefits Program.
- ✓ Completed all of the M-45 State reports concerning real property transfers used in the ENGL calculation.
- ✓ Completed M-59 State report on Additional Veterans' Exemption Program.
- ✓ Completed the October 1, 2022 grand list by the statutory deadline of January 31, 2023.

### **FISCAL YEAR 2024 GOALS & OBJECTIVES**

- ❖ Complete development of Office Procedures Manual in fiscal year 24/25 for improved continuity with staff changeover and overall office administration. (Ongoing project)
- ❖ Update images on all improved parcels in Town by June 30, 2024. (Ongoing project)



### ASSESSOR'S OFFICE

#### BUDGET SUMMARY

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Charges for Services	\$1,650	\$1,000	\$ 359	\$1,000	\$1,000	
<b>TOTAL</b>	<b>\$1,650</b>	<b>\$1,000</b>	<b>\$ 359</b>	<b>\$1,000</b>	<b>\$1,000</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$640,865	\$739,897	\$296,733	\$685,549	\$746,654	0.9%
Operating Expense	64,631	76,684	32,821	74,804	87,090	13.6%
Social Security	<u>45,849</u>	<u>55,172</u>	<u>20,311</u>	<u>53,677</u>	<u>55,361</u>	0.3%
<b>TOTAL</b>	<b>\$751,345</b>	<b>\$871,753</b>	<b>\$349,865</b>	<b>\$814,030</b>	<b>\$889,105</b>	<b>2.0%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<b><u>Full-Time Positions:</u></b>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2022-2023</u>	<u>2023-2024</u>
General Fund	7	7	8	8	8

#### BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2024 budget for the Assessor's Office increases \$17,352, or 2.0%, from the prior year budget. Wages and salaries increase \$6,757 due to anticipated merit increases. Operating expense reflect an increase of \$10,406 for annual software maintenance contracts, a new commercial real estate database subscription, and an increase in motor vehicle pricing guides. Social security is consistent with the changes to wages and salaries.

**ANNUAL BUDGET 2023-2024**

**SUMMARY OF REVENUES**

<b><u>Revenues</u></b>	<b><u>Actual</u> <u>2021-22</u></b>	<b><u>Adopted</u> <u>2022-23</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2022-23</u></b>	<b><u>Adopted</u> <u>2023-24</u></b>	<b><u>Percent</u> <u>Change</u></b>
Copies	\$1,650	\$ 1,000	\$ 359	\$ 1,000	\$ 1,000	
<b>TOTAL</b>	<b>\$1,650</b>	<b>\$ 1,000</b>	<b>\$ 359</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual</u> <u>2021-22</u></b>	<b><u>Adopted</u> <u>2022-23</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2022-23</u></b>	<b><u>Adopted</u> <u>2023-24</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$603,382	\$736,752	\$292,184	\$679,404	\$743,509	0.9%
Temporary Payroll	34,316		2,889	3,000		
Overtime	2,138	2,125	886	2,125	2,125	
Education Premium Pay	1,029	1,020	774	1,020	1,020	
Office Expense	18,711	25,226	10,826	24,726	29,736	17.9%
Dues and Travel	1,303	3,737	1,403	3,587	3,737	
Training	3,686	3,515	1,080	3,515	3,515	
Advertising		200		200	200	
Information Technology	38,445	40,568	18,065	40,568	46,848	15.5%
Telecommunications	1,648	2,384	60	720	2,000	-16.1%
Vehicles & Equipment Expense	838	1,054	1,387	1,488	1,054	
Social Security	45,849	55,172	20,311	53,677	55,361	0.3%
<b>Total Department</b>	<b>\$751,345</b>	<b>\$871,753</b>	<b>\$349,865</b>	<b>\$814,030</b>	<b>\$889,105</b>	<b>2.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2022-23</u></b>	<b><u>Adopted</u> <u>2023-24</u></b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>		
Director of Assessment	1	1	1	1	1
Property Appraiser I**	2			1	1
Property Appraiser II**	2	2	2	1	1
Property Appraiser III*		2	2	2	2
Administrative Assessment Technician	1	1	1	1	1
Assessment Analyst		1	1	1	1
Staff Assistant***	<u>1</u>	<u>      </u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>

\* Two positions were reclassified to Property Appraiser III in fiscal year 2022.

\*\* In fiscal year 2022 a Property Appraiser I was reclassified to a Property Appraiser II. With the retirement of a Property Appraiser II during fiscal year 2023, the position was reclassified back to Property Appraiser I.

\*\*\* A Staff Assistant was funded to begin mid-year in fiscal year 2023.

**ASSESSOR'S OFFICE – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Assessment is staffed with eight full-time positions. Regular payroll reflects anticipated merit increases.

**Temporary Payroll:** This appropriation funded a part time Staff Assistant which was reclassified to a full time position during fiscal year 2023.

**Overtime:** The overtime appropriation provides administrative support for the Board of Assessment Appeals, Board of Assessors, and motor vehicle pricing.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

**Office Expense:** The office expense appropriation covers office supplies, paper products, postage, printing and copying, subscriptions and publications. The increase for fiscal year 2024 results from a new commercial real estate database subscription and an increase to motor vehicle pricing guides.

**Dues & Travel:** Appropriations for dues in the Hartford Area Assessors Association, Connecticut Association of Assessing Officers, International Association of Assessing Officers, and the Appraisal Institute are integral to the core mission of the department, enabling attendance at educational seminars and workshops at discounted rates, which are requisite for maintaining State certification as Certified Connecticut Municipal Assessors and improving assessment practices. In addition, the department maintains membership in the Multiple Listing Service in order to obtain detailed information on properties for sale.

**Training:** This appropriation covers attendance at local workshops, seminars and assessment/appraisal related classes to maintain requisite State certification as Certified Connecticut Municipal Assessors.

**Advertising:** This appropriation funds all State mandated notice requirements.

**Information Technology:** This appropriation funds the annual cost of web hosting for Vision software and software maintenance and support contracts for Vision and Quality Data. The increase in fiscal year 2024 represents contractual increases from vendors.

**Telecommunications:** This appropriation funds the cost for cell phones used by field appraisal staff, as well as desktop telephone services for maintenance, long distance calls and circuits. The slight decrease represents historical costs.

**Vehicle & Equipment Expense:** This appropriation provides for gasoline and vehicle maintenance for the vehicles assigned to the department.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid and reflects the change in budgeted wages.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>(calendar year)</b>				
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	<b><u>(GL 2016)</u></b>	<b><u>(GL 2017)</u></b>	<b><u>(GL 2018)</u></b>	<b><u>(GL 2019)</u></b>	<b><u>(GL 2020)</u></b>
Percent of State reporting deadlines met	100%	100%	100%	100%	100%
Number of business personal property accounts	2,759	2,807	2,730	2,696	2,719
Timeliness of property transfers entered into CAMA system	1 month	1 month	1 month	1 month	1 month
Inspections (Sales and Permits)	2,376	2,871	2,365	3,470	3,702
Real property transfers	1,692	1,400	2,155	2,534	2,066
Elderly, veterans, blind and disability applications	1,025	1,033	1,131	1,012	1,038

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**ANNUAL BUDGET 2023-2024**

DEPARTMENT: GENERAL GOVERNMENT

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2022-23	Adopted 2023-2024
	2020-21	2021-22	2022-23		
<u>GENERAL FUND</u>					
<u>TOWN COUNCIL</u>					
Town Clerk	1	1	1	1	1
Assistant Town Clerk I	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	1.5	1.5	1.5	1.5	1.5
<u>TOWN CLERK</u>					
Deputy Town Clerk	1	1	1	1	1
Clerk of Vital Statistics	1	1	1	1	1
Assistant Town Clerk I	0.5	0.5	0.5	0.5	0.5
Senior Staff Assistant					1
Office Assistant	<u>          </u>	<u>          </u>	<u>1</u>	<u>1</u>	<u>          </u>
TOTAL	2.5	2.5	3.5	3.5	3.5
<u>TOWN MANAGER</u>					
Town Manager	1	1	1	1	1
Special Assistant to the Town Manager (Equity Coordinator)		1	1	1	1
Executive Assistant	1	1	1	1	1
Economic Development Coordinator		1	1	1	1
Public Relations Specialist	1	1	1	1	1
Economic Development Specialist	<u>          </u>	<u>          </u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	5	6	6	6
<u>CORPORATION COUNSEL</u>					
Deputy Corporation Counsel	1	1	1	1	1
Assistant Corporation Counsel	1	1	1	1	1
Legal Assistant	<u>          </u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	3	3	3	3
<u>ASSESSOR'S OFFICE</u>					
Director of Assessments	1	1	1	1	1
Property Appraiser I	2			1	1
Property Appraiser II	2	2	2	1	1
Property Appraiser III		2	2	2	2
Administrative Assessment Technician	1	1	1	1	1
Assessment Analyst		1	1	1	1
Staff Assistant	<u>1</u>	<u>          </u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	8	8	8
TOTAL GENERAL GOVERNMENT	16	19	22	22	22

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**DEPARTMENT OF INFORMATION TECHNOLOGY****MISSION**

The mission of the Information Technology Department is to contribute to the successful operation, performance, and long-term viability of the organization through a technical infrastructure that promotes employee and customer access to information. This mission is accomplished through the cost-effective and efficient delivery of management and maintenance of a wide-area network for voice and data communications and infrastructure for supporting the Town's business applications.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Migrated PowerSchool to the cloud to improve security and reliability;
- ✓ Digitized over 1,000 paper forms resulting in thousands of online submissions for both internal and residential use, inclusive of new online payment options;
- ✓ Installed outdoor wireless for guest use at Rockledge and our outdoor parks;
- ✓ Implemented next-generation firewalls with redundant appliances and dual internet services;
- ✓ Implemented a rapid response lockdown system at Town Hall and the public schools;
- ✓ Implemented a new online portal for our permit system, CityView, to improve customer service;
- ✓ Expanded IP security cameras for all Public Schools, Public Works, Municipal Parking, and the Police Department, based on areas of need;
- ✓ Maintained 99.99% uptime availability of the entire communications infrastructure for the past 12 months;
- ✓ Migrated the Town and Public School's VoIP system to a new carrier to reduce costs;
- ✓ Installed security cameras and card access at all five Fire stations to improve security;
- ✓ Installed card access at all three public library branches;
- ✓ Deployed several thousand new devices as part of the annual technology refresh process;
- ✓ Migrated the West Hartford Bloomfield Health District to a new internet service, saving \$6,000 per year;
- ✓ Closed over 10,000 support tickets while maintaining an average of 4.9 out of 5 stars from customer service survey results.



**FISCAL YEAR 2024 GOALS & OBJECTIVES**

- ❖ 75% of Town facilities that currently have no existing public address system (PA) will have Informacast implemented, a system that will enable a one-way PA over existing VoIP speakerphones;
- ❖ 100% of the Public Schools' network will have a failover internet service provider (ISP) to maintain connectivity in the event of a provider outage, leveraging next-generation firewalls;
- ❖ 75% of our outdoor parks will have an enterprise-class wireless system installed for secure staff access and guest access for public use;
- ❖ Offer formal Cybersecurity training for all staff, and develop a virtual CISO role;
- ❖ Expand IP surveillance cameras to the Public Libraries, remaining Leisure facilities, and key roadway intersections throughout town in partnership with the Police;
- ❖ 100% replacement of core network hardware greater than 15 years old for both Town and Schools;
- ❖ 100% of all Public Schools will have a new rapid response system installed;
- ❖ 50% of antiquated analog POTS lines will be migrated to more current technology to reduce costs;
- ❖ Research Kiosks to be deployed in key locations to improve access to customer service for residents;
- ❖ Research 'Charge Bars' for parking garages, charging lockers for visitors to reserve and charge mobile devices securely;
- ❖ 50% of Town departments will be proficient in the use and capabilities of Office 365 through ongoing trainings;
- ❖ 50% of all 1,000 wireless access points will be replaced at the schools to leverage next-generation wireless capabilities;
- ❖ Continue to apply for grant opportunities to help offset continually rising costs.

## DEPARTMENT OF INFORMATION TECHNOLOGY

BUDGET SUMMARY						
<b><u>Expenditures:</u></b>	<b><u>Actual</u> <u>2021-22</u></b>	<b><u>Adopted</u> <u>2022-23</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2022-23</u></b>	<b><u>Adopted</u> <u>2023-24</u></b>	<b><u>Percent</u> <u>Change</u></b>
Wages & Salaries	\$556,018	\$542,596	\$248,961	\$539,771	\$529,684	-2.4%
Operating Expense	636,451	674,500	472,701	694,608	773,000	14.6%
Social Security	<u>38,289</u>	<u>42,769</u>	<u>18,492</u>	<u>40,550</u>	<u>39,603</u>	-7.4%
<b>TOTAL</b>	<b>\$1,230,758</b>	<b>\$1,259,865</b>	<b>\$740,154</b>	<b>\$1,274,929</b>	<b>\$1,342,287</b>	<b>6.5%</b>

Authorized Positions			Revised	Adopted
<b><u>Full-Time Positions:</u></b>	<b><u>2020-2021</u></b>	<b><u>2021-2022</u></b>	<b><u>2022-2023</u></b>	<b><u>2023-2024</u></b>
General Fund	4	4.5	4.5	4.5

## BUDGET &amp; PROGRAM HIGHLIGHTS

In total, the fiscal year 2024 budget for the Department of Information Technology increases \$82,422 or 6.5%. Wages and salaries decrease \$12,912 or -2.4% primarily due to a resignation and incumbent hired at a lower level. Operating expenses increase \$98,500 or 14.6% primarily due to the consolidation of all department analog lines into a central account (\$40,000), a new backup internet service (\$6,000) and public wireless being added to all outdoor parks and pools (\$18,000), and Town-wide software license agreements (\$30,000). The social security adjustment reflects estimated cost based upon wages and withholdings.

## DEPARTMENT: INFORMATION TECHNOLOGY

## SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$541,061	\$542,596	\$246,995	535,771	\$529,684	-2.4%
Temporary Payroll	14,957		1,966	4,000		
Office Expense	3,336	500	700	1,200	1,000	100.0%
Dues and Travel	799	1,000	496	750	2,000	100.0%
Training	788	5,000	1,707	5,000	5,000	
Professional Services	43,814	37,000	30,343	37,000	40,000	8.1%
Information Technology	383,642	475,000	323,564	481,658	475,000	
Telecommunications	69,286	60,000	50,561	73,000	100,000	66.7%
Rental & Leases	45,866	46,000	20,516	46,000	100,000	117.4%
Information Systems	88,920	50,000	44,814	50,000	50,000	
Social Security	<u>38,289</u>	<u>42,769</u>	<u>18,492</u>	<u>40,550</u>	<u>39,603</u>	-7.4%
<b>TOTAL</b>	<b>\$1,230,758</b>	<b>\$1,259,865</b>	<b>\$740,154</b>	<b>\$1,274,929</b>	<b>\$1,342,287</b>	<b>6.5%</b>

## FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-24</u>
Information Technology Director*	0.5				
Information Technology Manager*		1	1	1	1
Information Technology Specialist	2	2	2	2	2
Network Engineer*	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
<b>TOTAL</b>	<b>4</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>

\* Prior to fiscal year 2022, positions were shared with the Board of Education. In fiscal year 2022, the Information Technology Director was 100% Board of Education funded, and 50% of the Information Technology Manager, previously funded by the Board of Education, returned to the Town. One Network Engineer position remains 50% funded by the Board of Education.

**INFORMATION TECHNOLOGY - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Information Technology is staffed with four and one half full-time employees, one of whom is shared equally with the Board of Education. This appropriation reflects a wage settlement, anticipated merit increases, benefit elections and slightly decreases in fiscal year 2024 due to a resignation and an incumbent hired at a lower level.

**Temporary Payroll:** This appropriation funds an internship program.

**Office Expense:** The office expense appropriation finances laser printing supplies for shared networked printers, paper products for centralized printing jobs, and office supplies and is based on experience.

**Dues and Travel:** This appropriation is used to provide mileage reimbursements to employees for the use of personal vehicles on Town business and provides membership to the Government Chief Information Officer Association.

**Training:** This account finances information technology training for all Town employees.

**Professional Services:** This appropriation for outside consultants funds professional services to maintain and enhance existing applications for business software and the Geographic Information System (GIS) application. It also funds a service agreement for the Town's back-up system, including repair and maintenance if hardware failures occur. The increase is directly related to historical costs.

**Information Technology:** This appropriation finances software licenses used by Town departments. There are also annual license fees associated with software products used to protect and defend the Town's computer network. These software licenses include anti-virus software for desktop computers and servers, web filtering software, and spam firewall. Funding is included for the cost of GIS hosting and Microsoft Office 365 licenses for all Town departments.

**Telecommunications:** The primary purpose of this appropriation is to support the Townwide Voice over Internet Protocol (VoIP) phone system. The balance of the appropriation is for cell phones, mobile communication devices and desktop phones for all Town departments, as well as backup internet services. This appropriation also includes the implementation and maintenance of an Informacast emergency notification system, which will serve as a public address system. In fiscal year 2024, this appropriation increases by \$40,000 due to centralizing analog land lines for all departments. The Town relies on these lines due to many legacy systems like security alarms, elevator alarms and some panic dialers.

**Rental & Leases:** This appropriation funds internet bandwidth services. The increase directly relates to adding internet services (\$6,000), public wireless access for outdoor parks and pools (\$18,000) and software license agreements (\$30,000).

**Information Systems:** This expense is associated with maintaining hardware that provides a wide-area network for voice and data communications. Costs include the network maintenance contract with Cisco SmartNet for routers and switches, and maintenance of servers that host software and communication applications.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Actual FY 2021</u>	<u>Actual FY 2022</u>	<u>Estimated FY 2023</u>
Number of Municipal/School Sites on Town Owned Fiber	46	46	46	46	46
Number of Physical Servers Consolidated to Virtual Servers	141	150	150	156	156
Number of Sites with Building-wide Wireless	32	37	40	45	50
<b><u>IT Helpdesk:</u></b>					
Number of Town Work Orders Received	2,577	2,944	5,593	6,500	4,304
Number of BOE Work Orders Received	9,140	10,438	18,788	20,000	9,000
Percentage Completed	99.9%	96.5%	76.5%	84%	89%
Average Number of Days to Complete	5.25	3.26	13.54	10.5	4.5
<b><u>Website Statistics:</u></b>					
Site Visits to www.westhartfordct.gov	700,602	866,788	945,788	950,000	975,000
Site Visits to West Hartford's GIS Site	12,756	11,046	12,432	15,000	16,000
Use of West Hartford's Online Parking Omit System	20,463	23,000	13,403	3,000	14,000

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

## TECHNOLOGY INVESTMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Charges for Services	\$ 11,098	\$ 10,000	\$ 10,000	\$ 10,000
Total Revenues & Other Resources	\$ 11,098	\$ 10,000	\$ 10,000	\$ 10,000

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Technology Investments	\$ 9,972	\$ 10,000	\$ 10,000	\$ 10,000
Total Expenditures & Other Uses	\$ 9,972	\$ 10,000	\$ 10,000	\$ 10,000

CHANGE IN FUND BALANCE	\$ 1,126	\$	\$	\$
BEGINNING BALANCE	\$ 7,708	\$ 8,834	\$ 8,834	\$ 8,834
ENDING BALANCE	\$ 8,834	\$ 8,834	\$ 8,834	\$ 8,834

**Fund: Technology Investment Fund**  
**Department: Information Technology****PURPOSE**

The Technology Investment Fund was created effective July 1, 2003 to identify a recurring revenue stream dedicated to continued investment in the Town's e-business strategy. Revenues are derived from a surcharge of one dollar on parking tickets, alarm fees and ordinance violations.

**LONG-TERM STRATEGY**

The surcharge revenue will be maintained at the current level in order to provide a consistent revenue stream. Although it is not expected that fund balance will grow significantly, the annual revenue achieved will enable expenditures that support the Town's goal to provide more of its services via the internet to improve customer service.

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
<b><u>Revenues:</u></b>					
Charges for Services	<u>\$12,000</u>	<u>\$15,000</u>	<u>\$12,000</u>	<u>\$9,000</u>	<u>\$11,000</u>
<b>TOTAL REVENUES</b>	<b>\$12,000</b>	<b>\$15,000</b>	<b>\$12,000</b>	<b>\$9,000</b>	<b>\$11,000</b>
<b><u>Expenditures:</u></b>					
Operational	<u>\$</u>	<u>\$</u>	<u>\$26,000</u>	<u>\$4,000</u>	<u>\$10,000</u>
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>\$</b>	<b>\$26,000</b>	<b>\$4,000</b>	<b>\$10,000</b>
<b>OPERATING RESULTS</b>	<b>\$12,000</b>	<b>\$15,000</b>	<b>(\$14,000)</b>	<b>\$5,000</b>	<b>\$1,000</b>
<b>FUND BALANCE</b>	<b>\$ 2,000</b>	<b>\$17,000</b>	<b>\$ 3,000</b>	<b>\$8,000</b>	<b>\$9,000</b>

**FISCAL YEAR 2023 OPERATING RESULTS**

The Fund is projected to earn revenue in the amount of \$10,000 with expenditures of \$10,000 for the fiscal year. Accordingly, fund balance will be approximately \$9,000 by year-end.

**FISCAL YEAR 2024 BUDGET**

The budget for fiscal year 2024 assumes revenues derived from charges for services of \$10,000 with expenditures of an equal amount. This will allow fund balance to stabilize before appropriating additional funds.

DEPARTMENT: INFORMATION TECHNOLOGY

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised	Adopted
	2020-21	2021-22	2022-23	2022-23	2023-24
<u>GENERAL FUND</u>					
Information Technology Director	0.5				
Information Technology Manager		1	1	1	1
Information Technology Specialist	2	2	2	2	2
Network Engineer	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
TOTAL INFORMATION TECHNOLOGY	4	4.5	4.5	4.5	4.5



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**DEPARTMENT OF FINANCIAL SERVICES****MISSION**

The mission of the Financial Services Department is to contribute to the successful operation, performance and long-term viability of the organization through the provision of timely, accurate and meaningful information, and financial analysis and services.

The mission is accomplished through the cost-effective and efficient delivery of the following programs:

- Accurate and timely recording and reporting of the Town's financial transactions.
- Execution of short and long-term investment strategies to maximize the return on available funds.
- Development and execution of the Capital Improvement Program and debt financing plan.
- Accurate and timely execution of payment processes including accounts payable and payroll.
- Development, execution and monitoring of the annual budget.
- Billing, collecting and recording of property taxes, parking tickets and ordinance violations and processing of daily revenue deposits.
- Procurement of goods and services in accordance with applicable laws and best value purchasing.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Received the Certificate for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- ✓ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).
- ✓ Successfully migrated from HTE to Munis Payroll System for active employees.
- ✓ Successfully executed a \$15 million general obligation bond sale.
- ✓ Consistently achieved a tax collection rate higher than adopted.
- ✓ Created a \$26.9m Pension Bond Reserve Fund to mitigate future economic downturn impacts on pension liability.

**FISCAL YEAR 2024 GOALS & OBJECTIVES**

- ❖ Complete the full implementation of the Munis Payroll System for pension retirees.
- ❖ Utilize the Munis Financial System to automate and produce fiscal year 2024 budget documents.
- ❖ Maintain current performance on our exceptional tax collection rates.
- ❖ Continue to assist Pension Board with asset allocation strategy related to Pension Obligation Bonds proceeds.
- ❖ Continue to assist Risk Management Board on strategies related to lowering insurance liability costs.

## DEPARTMENT OF FINANCIAL SERVICES

## BUDGET SUMMARY

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Charges for Services	\$ 46	\$ 50	\$ 16	\$ 50	\$ 50	
Fines & Forfeitures	688	600	210	600	600	
Transfers from Other Funds	<u>72,000</u>	<u>72,000</u>		<u>72,000</u>	<u>72,000</u>	
<b>TOTAL</b>	<b>\$ 72,734</b>	<b>\$72,650</b>	<b>\$ 226</b>	<b>\$ 72,650</b>	<b>\$ 72,650</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,748,897	\$1,899,603	\$844,918	\$1,882,931	\$1,961,751	3.3%
Operating Expense	554,156	630,141	190,268	407,500	623,231	-1.1%
Social Security	<u>116,273</u>	<u>142,782</u>	<u>58,742</u>	<u>139,749</u>	<u>142,335</u>	-0.3%
<b>TOTAL</b>	<b>\$2,419,326</b>	<b>\$2,672,526</b>	<b>\$1,093,928</b>	<b>\$2,430,180</b>	<b>\$2,727,317</b>	<b>2.1%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<b><u>Full-Time Positions:</u></b>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2022-2023</u>	<u>2023-2024</u>
General Fund	17	17	19	19	19

## BUDGET &amp; PROGRAM HIGHLIGHTS

The Department of Financial Services budget reflects an increase of \$54,791 or 2.1% from the current fiscal year. Wages and salaries increase primarily due to contract settlements and merit increases for all eligible employees. A Senior Staff Assistant is reclassified to an Administrative Assistant aligning more with the job functions of the position. Operating expenses decrease slightly. Social security reflects wage and salary changes.

**ANNUAL BUDGET 2023-2024**

**FINANCIAL OPERATIONS DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
NSF Check Fees	\$ 688	\$ 600	\$ 210	\$ 600	\$ 600	
Transfer In	<u>72,000</u>	<u>72,000</u>	<u>—</u>	<u>72,000</u>	<u>72,000</u>	
<b>TOTAL</b>	<b>\$ 72,688</b>	<b>\$ 72,600</b>	<b>\$ 210</b>	<b>\$ 72,600</b>	<b>\$ 72,600</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$891,575	\$1,018,966	\$449,411	\$1,014,317	\$1,078,654	5.9%
Temporary Payroll	27,552		105	105		
Overtime		500		500	500	
Education Premium Pay	2,057	2,040	867	2,040	2,040	
Office Expense	12,244	15,825	3,446	13,302	16,925	7.0%
Dues and Travel	2,364	3,300	1,213	3,000	2,900	-12.1%
Professional Services	1,862	2,000	612	2,000	2,000	
Contractual Services	394	2,500	12	2,500	2,500	
Telecommunications	960	960	80	960	960	
Social Security	<u>61,076</u>	<u>76,973</u>	<u>31,737</u>	<u>73,940</u>	<u>78,786</u>	2.4%
<b>TOTAL</b>	<b>\$1,000,084</b>	<b>\$1,123,064</b>	<b>\$487,483</b>	<b>\$1,112,664</b>	<b>\$1,185,265</b>	<b>5.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Director of Financial Services	1	1	1	1	1
Financial Operations Manager	1	1	1	1	1
Accounting Manager	1	1	1	1	1
Budgets and Grants Manager	1	1	1	1	1
Financial Analyst I*			1	1	1
Accountant Auditor	1	1	1	1	1
Accounting Specialist	1	1	1	1	1
Payroll Coordinator*			1	1	1
Payroll Specialist	1	1	1	1	1
Administrative Assistant**				1	1
Senior Staff Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>—</u>	<u>—</u>
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>10</b>	<b>10</b>

\* In fiscal year 2023, the positions of Payroll Coordinator (formerly titled Payroll Supervisor) and Financial Analyst I were added. The Payroll Coordinator was funded for half of the fiscal year.

\*\* During fiscal year 2023, the Senior Staff Assistant is reclassified to an Administrative Assistant.

**FINANCIAL OPERATIONS - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Financial Operations is staffed with ten full-time positions. The budget reflects contract settlements in addition to estimated merit increases for eligible employees.

**Temporary Payroll:** With the addition of a full time Financial Analyst I, this funding was eliminated in fiscal year 2023.

**Overtime:** The overtime appropriation is used for the processing of payroll during holiday weeks and peak reporting periods (quarterly and year end).

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

**Office Expense:** This appropriation is used for the purchase of paper stock (envelopes, check stock, W-2 forms) and printing supplies associated with the production of payments to employees, as well as the preparation and printing of the annual budget document. The appropriation also funds subscriptions for GASB pronouncements, GAAP updates and payroll updates, annual reports that are produced and forms that are used. For fiscal year 2024, the budget reflects increases in printing supply costs.

**Dues & Travel:** The appropriation funds memberships and attendance at educational seminars that are important to the core mission of the financial operations activity. It funds memberships in the National and Connecticut Government Finance Officers Associations and the American Payroll Association, as well as registration fees and mileage for meetings and educational conferences within the State. For fiscal year 2024, there is a decrease in dues.

**Professional Services:** This appropriation funds the annual application fee to the GFOA Certificate of Achievement for Excellence in Financial Reporting award program and the GFOA Distinguished Budget award program.

**Contractual Services:** This appropriation finances the contract for banking services for the Town. The fee structure is activity based, but an earnings interest credit on available balances held at the bank offsets these fees.

**Telecommunications:** This appropriation funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Fiscal Year)				
	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Actual 2022</u>
<b>Financial Reporting:</b>					
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
GFOA Certificate for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	*
<b>Financial Operations:</b>					
% of FT Employees on Direct Deposit	100%	100%	100%	100%	100%
% of FT Electronic Direct Deposit Stmtts	100%	100%	100%	100%	100%
% of Electronic Payments					
Town	37.2%	39.1%	38.08%	39.13%	40.03%
Board of Education (BOE)	23.5%	24.55%	27.58%	29.07%	29.71%
Fund Balance as a % of General Fund Expenditures	9.0%	9.1%	9.1%	9.1%	9.2%
<b>Investment Strategy:</b>					
Short-Term Investment Fund Return	1.38%	2.30%	1.52%	0.10%	0.30%
Other Investment Vehicle Return	0.91%	1.7%	2.02%	n/a	n/a
<b>Capital Financing:</b>					
Municipal Bond Rating (Moody's/S&P)	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA
Debt Service as a % of General Fund Expenditures (excl. BBS & POBs)	6.2%	6.2%	5.7%	5.9%	5.7%
Debt per Capita	\$2,415	\$2,291	\$2,324	\$2,272	\$2,067
Long Term Bonded Debt to Net Assessed Value (excl POBs)	2.4%	2.2%	2.1%	2.1%	2.1%
WH General Obligation Bond Rate	2.58%	2.65%	1.49%	1.39%	2.0%

\* The Town has applied for the GFOA Certificate for Excellence in Financial Reporting for fiscal year 2022.

**PURCHASING DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<u><b>Actual 2021-22</b></u>	<u><b>Adopted 2022-23</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2022-23</b></u>	<u><b>Adopted 2023-24</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$277,522	\$278,049	\$127,728	\$277,008	\$278,049	
Office Expense	2,696	2,590	638	2,940	3,090	19.3%
Dues and Travel	2,507	3,415	2,019	3,415	3,415	
Training		500		500	500	
Advertising	1,501	4,000	743	4,000	4,000	
Telecommunications	180	240	15	240	240	
Vehicles & Equipment Expense	187	500		500	500	
Social Security	<u>19,500</u>	<u>20,919</u>	<u>9,029</u>	<u>20,919</u>	<u>20,919</u>	
<b>TOTAL</b>	<b>\$304,093</b>	<b>\$310,213</b>	<b>\$140,172</b>	<b>\$309,522</b>	<b>\$310,713</b>	<b>0.2%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u><b>Authorized Positions</b></u>			<u><b>Revised</b></u>	<u><b>Adopted</b></u>
	<u><b>2020-21</b></u>	<u><b>2021-22</b></u>	<u><b>2022-23</b></u>	<u><b>2022-23</b></u>	<u><b>2023-2024</b></u>
Senior Buyer	1	1	1	1	1
Buyer	1	1	1	1	1
Office Operations Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## **PURCHASING - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The Purchasing Division is staffed with three full-time positions. The budget reflects contract settlements in addition to merits for eligible employees.

**Office Expense:** The office expense appropriation reflects the cost of general office supplies, as well as the copying and mailing of procurement notices and specifications. For fiscal year 2024, printing and copying costs have increased.

**Dues & Travel:** Dues and travel appropriations maintain membership in National Institute of Government Purchasing and the costs associated with participating in cooperative purchasing associations including the CRCOG Purchasing Cooperative and the Plymouth County Vehicle Cooperative. The appropriation also includes attendance at various public purchasing meetings and conferences.

**Training:** This account funds miscellaneous staff training.

**Advertising:** This appropriation funds weekly newspaper advertisements directing interested parties to the Town's website to learn about current procurement opportunities.

**Telecommunications:** This appropriation funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits.

**Vehicles & Equipment Expense:** This appropriation funds fuel and maintenance costs for the Town pool car assigned to the division.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.



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**ANNUAL BUDGET 2023-2024**

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**REVENUE COLLECTION DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Copies	\$ 46	\$ 50	\$ 16	\$ 50	\$ 50	
<b>TOTAL</b>	<b>\$ 46</b>	<b>\$ 50</b>	<b>\$ 16</b>	<b>\$ 50</b>	<b>\$ 50</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$284,286	\$324,397	\$146,109	\$316,310	\$323,455	-0.3%
Temporary Payroll	33,915	39,000	13,231	36,000	39,446	1.1%
Overtime	3,850	2,500	897	2,500	2,500	
Education Premium Pay	726	720	306	720	720	
Office Expense	81,272	104,210	13,865	104,060	104,210	
Dues and Travel	445	1,405	498	2,235	3,405	100.0%
Training	195	1,200	560	1,200	1,200	
Advertising	459	800		460	800	
Professional Services	7,646	20,000	600	1,950	2,400	-88.0%
Contractual Services	23,590	30,322	15,162	29,522	29,773	-1.8%
Information Technology	18,180	19,089	19,089	19,089	20,044	5.0%
Telecommunications	430	420	35	420	420	
Maintenance & Repairs	490	350		350	350	
Social Security	<u>19,530</u>	<u>27,505</u>	<u>10,769</u>	<u>27,505</u>	<u>25,027</u>	-9.0%
<b>TOTAL</b>	<b>\$475,014</b>	<b>\$571,918</b>	<b>\$221,121</b>	<b>\$542,321</b>	<b>\$553,750</b>	<b>-3.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Revenue Collector	1	1	1	1	1
Revenue Services Representative	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## REVENUE COLLECTION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The revenue collection office is staffed with four full-time positions. The budget increase reflects contract settlements as well as merit increases for eligible employees.

**Temporary Payroll:** Two part-time positions support the Revenue Collection Office. A Staff Assistant position supports the full-time customer service representatives during peak collection periods and during the absence of any of the full-time employees. An Office Assistant is responsible for the daily processing of cash deposits for the Town.

**Overtime:** The overtime appropriation provides resources for peak collection periods (January and July).

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

**Office Expense:** The office expense appropriation reflects the cost of postage for the mailing of tax bills, the cost of an outside contract to print, stuff and mail the property tax bills, the costs associated with printing, binding and use of the BOE's print shop, and general office supplies.

**Dues & Travel:** The dues and travel appropriation funds membership and education costs associated with the Connecticut Tax Collectors Association, the Hartford Tax Collectors Association and required certification training classes. The increase for fiscal year 2024 reflects required training and dues for newer staff.

**Training:** This account funds Connecticut Tax Collectors courses as needed.

**Advertising:** This appropriation funds legal advertisements in the newspaper for public notice of property tax bills.

**Professional Services:** Prior to fiscal year 2023, this appropriation primarily funded the annual contract with T2 for the management information system and delinquent billing services associated with the parking ticket and ordinance violation collection programs. This cost now comes directly from parking and ordinance violation revenue.

**Contractual Services:** This appropriation finances the portion of banking services used by the Revenue Collection Office and the contract for the hearing officer for parking ticket and ordinance violation appeals. In fiscal year 2024, there is a slight decrease to more accurately reflect costs.

**Information Technology:** This appropriation finances the costs of annual software maintenance for the tax collection and billing software and web hosting software, and increases based upon contractual costs.

**Telecommunications:** This appropriation funds costs associated with the desktop telephone services for maintenance, long distance calls and circuits.

**Maintenance & Repairs:** This appropriation finances the costs associated with the currency counters.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

(Fiscal Year)

	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Actual</u> <u>2021</u>	<u>Actual</u> <u>2022</u>
<b>Revenue Collection:</b>					
Current Year Tax Collection Rate	99.4%	99.3%	99.3%	99.3%	99.3%
% of Parking Tickets Collected	86.0%	74.8%	73.8%	72.7%	73.5%
% Ordinance Violations Collected	38.0%*	44.7%	32.9%	52.6%	49.6%

\* Two violators, now not in operation, accounted for fifty percent of tickets issued.

**Using Technology to Improve the Customer Experience**

Consistent with the habits of individuals, technology continues to be an area of growth in the revenue collection office.

Usage of both the online bill payment and presentment system and the online tax information lookup system are strong and continue to increase yearly. Customers have the option to make a one-time payment or to sign up as a registered user. Registered users have access to advanced features of the system, including storing credit card or bank account information for future use and choosing to receive tax bills in a paperless form via email. The registration process has recently been enhanced, allowing users to create a registered account at any time throughout the year, as opposed to previous years when registration could occur only when there was an open balance on an account.

The online tax information lookup system allows 24/7 lookup of payment information, including open balances and payment history. Continued improvements to the integration of the online lookup system with the bill payment and presentment system has resulted in a more user-friendly customer experience.

**FINANCIAL SYSTEMS DIVISION**

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$227,414	\$233,431	\$106,264	\$233,431	\$236,387	1.3%
Office Expense	421	6,500	3,398	4,500	6,500	
Dues and Travel	998	1,000		1,000	1,000	
Professional Services	2,354	3,000		3,000	3,000	
Information Technology	290,132	301,000	76,537	101,142	308,084	2.4%
Information Systems						
Social Security	<u>16,167</u>	<u>17,385</u>	<u>7,207</u>	<u>17,385</u>	<u>17,603</u>	1.3%
<b>TOTAL</b>	<b>\$537,486</b>	<b>\$562,316</b>	<b>\$193,406</b>	<b>\$360,458</b>	<b>\$572,574</b>	<b>1.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-2024</u></b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>		
Financial Systems Manager	1	1	1	1	1
Financial Systems Analyst II			1	1	1
Financial Systems Analyst I*	<u>1</u>	<u>1</u>	<u>      </u>	<u>      </u>	<u>      </u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

\* The Financial Systems Analyst I was reclassified to Financial Systems Analyst II in fiscal year 2023.

## FINANCIAL SYSTEMS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The division is staffed with two full-time positions. The budget increase reflects contract settlements as well as merit increases for eligible employees.

**Office Expense:** This appropriation covers office supplies, paper products, and printing and copying.

**Dues and Travel:** This appropriation funds membership and training costs for the division.

**Professional Services:** This appropriation is for outside consultants to maintain and enhance existing financial applications.

**Information Technology:** This appropriation finances the costs of annual software maintenance contracts and licenses used by the Department of Finance. For fiscal year 2024, these contracts include: Superion LLC (\$51,673), Tyler MUNIS (\$203,360), Tyler TSM Support (\$51,051), as well as copier maintenance.

**Information Systems:** This appropriation reflects the costs associated with printer maintenance and operations.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

## MAIL &amp; DELIVERY SERVICES DIVISION

## SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Office Expense	\$ 1,787	\$ 1,500	\$ 1,634	\$ 1,700	\$ 1,500	
Professional Services	100,222	103,515	50,112	103,515	103,515	
Office/Minor Equipment	<u>640</u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	
<b>TOTAL</b>	<b>\$102,649</b>	<b>\$105,015</b>	<b>\$ 51,746</b>	<b>\$105,215</b>	<b>\$105,015</b>	

## MAIL &amp; DELIVERY SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

**Office Expense:** This appropriation is for the annual rental of a postage meter used in the mailroom and the caller fee with the US Postal Service.

**Professional Services:** The Town and Board of Education have a joint contract with an outside contractor to provide mailroom and courier services to all facilities, which was renewed in fiscal year 2021 for an additional five years.

DEPARTMENT: FINANCIAL SERVICES

**FULL-TIME POSITION SCHEDULE**

<b>POSITION</b>	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-2024</u></b>
<u>GENERAL FUND</u>					
Director of Financial Services	1	1	1	1	1
Financial Operations Manager	1	1	1	1	1
Accounting Manager	1	1	1	1	1
Budgets and Grants Manager	1	1	1	1	1
Financial Analyst			1	1	1
Accountant Auditor	1	1	1	1	1
Accounting Specialist	1	1	1	1	1
Office Operations Specialist	1	1	1	1	1
Administrative Assistant				1	1
Senior Staff Assistant	1	1	1		
Payroll Coordinator			1	1	1
Payroll Specialist	1	1	1	1	1
Senior Buyer	1	1	1	1	1
Buyer	1	1	1	1	1
Revenue Collector	1	1	1	1	1
Revenue Services Representative	3	3	3	3	3
Financial Systems Manager	1	1	1	1	1
Financial Systems Analyst II			1	1	1
Financial Systems Analyst I	<u>1</u>	<u>1</u>	<u>      </u>	<u>      </u>	<u>      </u>
TOTAL FINANCIAL SERVICES	17	17	19	19	19

**DEPARTMENT OF HUMAN RESOURCES****MISSION**

The Town of West Hartford Human Resources Department has the primary role of supporting the organization by providing human resources management and services to more than 437 full time and 225 part-time, or seasonal employees of the Town. We collaborate with and support internal operating departments. This includes coordination of the recruitment and selection process, employee classification, labor negotiations, workforce diversity administration, employee training, employee recognition, employee benefit and pension administration, and wellness programs.

The Department of Human Resources is committed to providing leadership and expertise in the development and implementation of sound human resource policies, systems, and programs that support employees of the Town of West Hartford in meeting the organization's commitment to the residents of our community.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Hired two new human resource professionals: Human Resources Specialist, Senior Personnel Analyst.
- ✓ Successfully worked with eighteen (18) Department Directors on 28 external recruitments and 19 promotional recruitments. On-boarded 47 new hires, and processed through Frontline our on-line application platform, 461 applications. Utilized alternate recruitment local sites, job fairs, Chamber of Commerce, Constant Contact, and Linked In. The average number of days to fill an open recruitment was 106.
- ✓ Continued working collaboratively with the Police Department to improve our police officer recruitment process. We received 180 applications for the position of police officer. Hired 28 new officers to date. Department staffed at its highest level in years.
- ✓ A Town wide active shooter training took place, led by public safety in coordination with Risk Management.
- ✓ Exit Interviews are distributed for employees leaving employment, or conducted in person.
- ✓ Employee Recognition Committee executed two Town wide events; implemented quarterly recognition of "exceptional employees", via a peer nomination platform.
- ✓ Settled SEIU (2020), Crossing Guards collective bargaining agreement through June 30, 2025; and the Fire Contract June 30, 2025.
- ✓ Implemented the Language Access Plan.

**FISCAL YEAR 2024 GOALS & OBJECTIVES**

- ❖ Finalize union negotiations for six (6) SEIU bargaining units.
- ❖ Continue assessment of onboarding process to include automating benefit enrollment and providing a more global orientation to the organization, its culture, policies and procedure.
- ❖ Expand Leadership Management development.
- ❖ Continue the Diversity, Equity, Inclusion (DEI) initiatives Town wide.
- ❖ Safety Training Review for Staff.



### DEPARTMENT OF HUMAN RESOURCES

#### BUDGET SUMMARY

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Miscellaneous Revenue	\$40,000	\$40,000	\$	\$40,000	\$40,000	
<b>TOTAL</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$</b>	<b>\$40,000</b>	<b>\$40,000</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$383,056	\$390,822	\$181,679	\$344,766	\$411,658	5.3%
Operating Expense	122,628	110,250	31,569	116,300	124,500	12.9%
Social Security	24,760	28,848	10,847	25,365	30,002	4.0%
<b>TOTAL</b>	<b>\$530,444</b>	<b>\$529,920</b>	<b>\$224,095</b>	<b>\$486,431</b>	<b>\$566,160</b>	<b>6.8%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<b><u>Full-Time Positions:</u></b>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
General Fund	3.2	3.2	3.2	2.8	3.8
Risk Management Fund	3.7	3.7	3.7	3.6	4.6
Pension Fund	1.6	1.6	1.6	1.6	1.6
<b>TOTAL</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.0</b>	<b>10.0</b>

#### BUDGET AND PROGRAM HIGHLIGHTS

The budget of the Department of Human Resources reflects an increase of \$36,240, or 6.8%, from the prior year. Wages and salaries increase \$20,836 or 5.3% which represents anticipated merit increases, as well as an additional Human Resources Specialist, offset by the elimination of the Executive Director of Human Resources position. Operating expense increases primarily with costs associated with ongoing union contract negotiations with six bargaining units. Social security is estimated based upon employee withholdings and the social security base wage rate.

## ANNUAL BUDGET 2023-2024

### SUMMARY OF REVENUES

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Transfers In	\$40,000	\$40,000	\$	\$40,000	\$40,000	
<b>TOTAL</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$</b>	<b>\$40,000</b>	<b>\$40,000</b>	

### SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$381,973	\$389,802	\$181,239	\$343,746	\$410,638	5.3%
Education Premium Pay	1,083	1,020	440	1,020	1,020	
Office Expense	4,057	9,750	4,739	10,600	16,250	66.7%
Dues and Travel	1,704	1,500	1,873	3,200	1,500	
Training	28,620	15,000	1,979	15,000	7,500	-50.0%
Advertising	11,199	10,000	450	10,000	7,500	-25.0%
Professional Services	53,301	41,500	13,507	42,500	71,000	71.1%
Contractual Services	5,543	14,000	3,103	14,000	5,000	-64.3%
Meals	3,622	2,000	213	2,000	2,000	
Education Tuition						
Reimbursement	9,171	7,500	5,660	10,000	10,000	33.3%
Information Technology	4,836	8,250		8,250	3,000	-63.6%
Telecommunications	575	750	45	750	750	
Social Security	<u>24,760</u>	<u>28,848</u>	<u>10,847</u>	<u>25,365</u>	<u>30,002</u>	4.0%
<b>Total Department</b>	<b>\$530,444</b>	<b>\$529,920</b>	<b>\$224,095</b>	<b>\$486,431</b>	<b>\$566,160</b>	<b>6.8%</b>

### FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Executive Director of Human Resources*	0.4	0.4	0.4		
Assistant Director of Human Resources**	0.8	0.8	0.8	0.8	
Director of Human Resources**					0.8
Human Resources Specialist**	1	1	1	1	2
Office Operations Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3.2</b>	<b>3.2</b>	<b>3.2</b>	<b>2.8</b>	<b>3.8</b>

\* Position was shared between the Board of Education (0.5), Town (0.4), and the Pension Operating Fund (0.1). In fiscal year 2024 the position is eliminated.

\*\* In fiscal year 2024, the Assistant Director of Human Resources is reclassified to Director of Human Resources and an additional Human Resources Specialist is added.

## BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The department is staffed with 3.8 full-time equivalent positions. Regular payroll reflects anticipated merit increases and an additional Human Resources Specialist. The Assistant Director of Human Resources is reclassified to Director of Human Resources. The Executive Director of Human Resources position is eliminated.

**Education Premium Pay:** Non-union employees in administrative classifications are eligible for education attainment payments of \$720 for an Associate's Degree and or \$1,020 for a Bachelor's Degree.

**Office Expense:** This budget funds office supplies, postage, and the costs associated with printing, employment forms, and materials. It also funds subscriptions to the Connecticut Conference of Municipalities Municipal Labor Relations Data Service, CT Employee Law Updates and the CT Human Relations Report Newsletter. In fiscal year 2024, it also funds our Employee Recognition programs.

**Dues & Travel:** This budget will be utilized for memberships in the Society for Human Resource Management (SHRM), Connecticut Personnel Labor Relations Association (PELRA) and International Public Management Administration (IPMA). In addition, funds for attendance at various professional workshops, seminars and training sessions have been included in the budget.

**Training:** The appropriation maintains the existing allocation of funds for Town-wide staff training to accommodate leadership development, supervisory training, and other legally mandated training. The decrease is due to a reallocation of funds to the Town Manager training budget for the Office of Equity Advancement.

**Advertising:** This appropriation funds advertising for recruitments. More online advertising sites with associated fees are being utilized.

**Professional Services:** This appropriation is for legal counsel on complex employment or labor issues and other professional consultants as required. In fiscal year 2024 this also includes the cost of language interpretation.

**Contractual Services:** This appropriation licenses the Town to issue testing and assessment products, in both on-line and paper testing processes. It also includes agencies which conduct our recruitment screenings (i.e. background checks), medical examinations required for employees. The decrease relates to the Town no longer utilizing Wonderlic screening.

**Meals:** This appropriation pays for the meals associated with panel members brought in to assist in promotional and open competitive recruitment processes.

**Education Tuition Reimbursement:** This appropriation funds the tuition reimbursement policy for Town employees pursuing advanced educational degrees. Of note, is that the tuition reimbursement is directed by collective bargaining agreements, and for non-union personnel by Town policy, the amount has been increased to \$3,000 per year.

**Information Technology:** This request finances the software maintenance contract for FrontLine, the on-line application system.

**Telecommunications:** This appropriation funds the costs associated with the desktop telephone services for maintenance, long distance calls, and circuits, and is reduced consistent with experience.

**Social Security:** Required Federal payments based upon actual wages paid.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>Fiscal Year</b>				
	<b><u>Actual</u></b> <b><u>2018</u></b>	<b><u>Actual</u></b> <b><u>2019</u></b>	<b><u>Actual</u></b> <b><u>2020</u></b>	<b><u>Actual</u></b> <b><u>2021</u></b>	<b><u>Actual</u></b> <b><u>2022</u></b>
<b><u>Applications Processed</u></b>					
Police Officer	121	129	119	105	178
Open Competitive	481	791	694	352	374
Promotional	<u>86</u>	<u>36</u>	<u>100</u>	<u>37</u>	<u>119</u>
Total Applications Processed	688	956	913	494	671
<b><u>New Hires</u></b>					
Public Safety	11	25	33	14	35
Non-Public Safety	<u>14</u>	<u>25</u>	<u>22</u>	<u>10</u>	<u>21</u>
Total New Hires	25	50	55	24	56
<b><u>Terminations</u></b>					
Public Safety	23	24	25	26	18
Non-Public Safety	<u>17</u>	<u>19</u>	<u>24</u>	<u>13</u>	<u>19</u>
Total Terminations	40	43	49	39	37
<b><u>Reason for Separation (All Personnel)</u></b>					
Retirement	27	30	25	29	22
Resignation	10	11	23	9	13
Dismissal	1	2	0	1	2
Layoff	0	0	*	0	0
Death	<u>2</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
Total	40	43	49	39	37

\* Layoffs in Library and Leisure Services due to COVID-19 shutdown.

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### RISK MANAGEMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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**TOWN PROGRAM**

Employee Benefit Contributions	\$ 1,234,452	\$ 1,063,975	\$ 1,063,975	\$ 1,063,975
Interest on Investment	(846,190)	132,000		132,000
Amortization		1,002,000		85,000
Subrogation/Recoveries	79,345	25,000	100,961	25,000
Transfer In	23,996,995	24,753,365	24,753,365	27,032,549
Use of Fund Balance				<u>1,000,000</u>
Total Revenues & Other Resources	<u>\$24,464,602</u>	<u>\$26,976,340</u>	<u>\$25,918,301</u>	<u>\$29,338,524</u>

EXPENSES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Administration-Human Resources	\$ 287,942	\$ 280,490	\$ 274,022	\$ 330,639
Town Program Expense	<u>25,376,247</u>	<u>26,695,850</u>	<u>29,292,418</u>	<u>29,007,885</u>
Total Expenses & Other Uses	<u>\$25,664,189</u>	<u>\$26,976,340</u>	<u>\$29,566,440</u>	<u>\$29,338,524</u>

# ANNUAL BUDGET 2023-2024

## RISK MANAGEMENT FUND

### MISSION

It is the mission and purpose of the Risk Management Fund to finance both current and future obligations of employee benefit programs, as well as casualty and property risks for the Town and Board of Education. The Risk Management Fund operates as an internal service fund, and is an unbudgeted fund independent from the General Fund. Information on the Risk Management Fund is included to provide support for expenditures in budgeted funds. There are six programs: workers' compensation, Town health benefits, heart and hypertension, self-insured, insured and Board of Education health benefits (which is included in the BOE budget).

### BUDGET SUMMARY DEPARTMENT OF HUMAN RESOURCES

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Wages & Salaries	\$ 208,788	\$ 241,853	\$ 234,642	\$ 284,814	17.8%
Operating Expense	25,385,709	26,668,120	29,264,238	28,982,305	8.7%
Fringe Benefits	69,692	66,367	67,560	71,405	7.6%
<b>TOTAL</b>	<b>\$25,664,189</b>	<b>\$26,976,340</b>	<b>\$29,566,440</b>	<b>\$29,338,524</b>	<b>8.8%</b>

### FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Exec. Director of Human Resources*	0.1	0.1	0.1		
Director of Human Resources (formerly Assistant Director)*	0.1	0.1	0.1	0.1	0.1
Risk Manager	1	1	1	1	1
Safety Analyst	1	1	1	1	1
Risk Coordinator**					1
Human Resources Specialist	0.5	0.5	0.5	0.5	0.5
Senior Personnel Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>	<b>3.6</b>	<b>4.6</b>

\* During fiscal year 2023, the Assistant Director is reclassified to the Director of Human Resources and the Executive Director position is eliminated.

\*\* A Risk Coordinator is added in fiscal year 2024.

### SUMMARY OF EXPENSES BY PROGRAM

<u>Program</u>	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Risk Management					
Administration	\$ 287,942	\$ 280,490	\$ 274,022	\$ 330,639	17.9%
Workers' Compensation	4,665,895	2,980,000	3,003,000	3,152,000	5.8%
Health Program	18,563,237	20,760,646	22,784,680	22,185,385	6.9%
Heart and Hypertension	(265,770)	220,000	217,000	187,000	-15.0%
Self-Insured Program	786,057	1,118,000	1,078,108	1,314,000	17.5%
Insured Program	<u>1,626,828</u>	<u>1,617,204</u>	<u>2,209,630</u>	<u>2,169,500</u>	<u>34.2%</u>
<b>TOTAL</b>	<b>\$25,664,189</b>	<b>\$26,976,340</b>	<b>\$29,566,440</b>	<b>\$29,338,524</b>	<b>8.8%</b>

**Fund: Risk Management**  
**Department: Human Resources**

Beginning in fiscal year 2024, the Risk Manager, Safety Analyst and Risk Coordinator report to the Department of Financial Services.

**Risk Management Administration**

The Risk Management Administration budget includes the salary of the Risk Manager, Safety Analyst and Risk Management Coordinator. All workers' compensation, heart and hypertension, liability, and property claims are administered by this staff. The Risk Manager also reviews all bid specifications, requests for proposals, and Town and Board contracts for compliance with insurance and indemnification requirements and purchases all insurance coverage. Risk Management Administration expenses are allocated to each program in order to determine the inter-fund transfer required.

<b>SUMMARY OF EXPENSES RISK MANAGEMENT ADMINISTRATION</b>					
<b><u>Expenses</u></b>	<b><u>Actual 2021-22</u></b>	<b><u>Adopted 2022-23</u></b>	<b><u>Estimated 2022-23</u></b>	<b><u>Adopted 2023-24</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$208,788	\$217,538	\$214,642	\$284,814	30.9%
Temporary Payroll		24,315	20,000		-100.0%
Office Expense	3,974	3,300	2,900	3,400	3.0%
Preventative Health	4,200				
Dues and Travel	1,018	3,850	3,800	3,900	1.3%
Training	40,150	5,000	5,000	7,000	40.0%
Telecommunications	120	120	120	120	
Social Security	14,653	16,328	17,521	21,366	30.9%
Transfers Out	<u>15,039</u>	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	
<b>TOTAL</b>	<b>\$287,942</b>	<b>\$280,490</b>	<b>\$274,022</b>	<b>\$330,639</b>	<b>17.9%</b>

**Fund: Risk Management**  
**Department: Human Resources**

**Workers' Compensation Program**

The workers' compensation program requires a contribution from other funds of \$3,532,256 in fiscal year 2024, an increase of \$179,060 from the current year. This is a result of an increase in projected claims and excess insurance.

<b>WORKERS' COMPENSATION PROGRAM</b>					
	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
<b><u>Revenues</u></b>					
Interest on Investments	(\$270,218)	\$ 50,000	\$	\$ 50,000	
Use of Fund Balance				500,000	100.0%
Subrogation	<u>6,507</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	
<b>Total Revenues</b>	<b>(\$263,711)</b>	<b>\$ 75,000</b>	<b>\$ 25,000</b>	<b>\$575,000</b>	<b>100.0%</b>
<b><u>Expenses</u></b>					
Professional Services	\$ 8,377	\$ 15,000	\$ 10,000	\$ 15,000	
Claims Administration	124,000	132,000	132,000	132,000	
Insurance Services	44,323	25,000	25,000	10,000	-60.0%
Excess Insurance	279,157	261,000	286,000	290,000	11.1%
WC Assessments-State	116,243	122,000	125,000	135,000	10.7%
Workers' Compensation Claims	<u>4,093,795</u>	<u>2,425,000</u>	<u>2,425,000</u>	<u>2,570,000</u>	6.0%
<b>Total Expenses</b>	<b>\$4,665,895</b>	<b>\$2,980,000</b>	<b>\$3,003,000</b>	<b>\$3,152,000</b>	<b>5.8%</b>
<b><u>Other</u></b>					
Allocation of Administration Expense	\$115,177	\$112,196	\$109,609	\$132,256	17.9%
Program Amortization		(164,000)		323,000	-100.0%
Operating Income/(Loss)	<u>(2,295,177)</u>		<u>(234,413)</u>		
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$2,749,606</b>	<b>\$2,853,196</b>	<b>\$2,853,196</b>	<b>\$3,032,256</b>	<b>6.3%</b>



**Fund: Risk Management**  
**Department: Human Resources**

**Health Benefits Program**

Health Claims Cost

The net contribution to this program from other funds totals \$20,248,410, an increase of \$1,382,739 or 7.3%. The contribution to the retiree health care reserve for fiscal year 2024 is \$10,872,000, an increase of \$400,000 from the current fiscal year. The appropriation for claims expense increases \$1,310,362 or 15.5% based upon experience. Amortization of an accumulated surplus totals \$348,000 for fiscal year 2024.

<b>HEALTH BENEFITS PROGRAM</b>					
	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>	<b><u>Change</u></b>
Interest on Investments	(\$184,335)	\$ 25,000	\$	\$ 25,000	
Subrogations/Miscellaneous	72,838		75,961		
Employee Contributions	1,234,452	1,063,975	1,063,975	1,063,975	
Use of Fund Balance				500,000	100.0%
<b>Total Revenues</b>	<b>\$1,122,955</b>	<b>\$1,088,975</b>	<b>\$1,139,936</b>	<b>\$1,588,975</b>	<b>45.9%</b>
<b><u>Expenses</u></b>					
Regular Payroll	\$141,340	\$167,888	\$153,188	\$157,907	-5.9%
Education Premium	726	720	720	720	
Office Expense	887	2,800	2,650	2,800	
Dues and Travel	219	500	500	500	
Active Employee Claims	7,521,192	8,470,631	10,525,723	9,780,993	15.5%
Normal Retirement Cost	10,072,000	10,472,000	10,472,000	10,872,000	3.8%
Life/Long-term Disability	306,027	313,291	382,512	382,512	22.1%
Program Expense	303,299	1,042,000	1,040,000	757,000	-27.4%
Stop Loss Insurance	168,296	238,187	156,034	179,439	-24.7%
Social Security	9,251	12,629	11,353	11,514	-8.8%
Transfer Out	40,000	40,000	40,000	40,000	
<b>Total Expenses</b>	<b>\$18,563,237</b>	<b>\$20,760,646</b>	<b>\$22,784,680</b>	<b>\$22,185,385</b>	<b>6.9%</b>
<b><u>Other</u></b>					
Program Amortization		(806,000)		(348,000)	-56.8%
Operating Income/(Loss)	856,133		(2,779,073)		
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$18,296,415</b>	<b>\$18,865,671</b>	<b>\$18,865,671</b>	<b>\$20,248,410</b>	<b>7.3%</b>

**Fund: Risk Management**  
**Department: Human Resources**

Risk Management Health Reserve

In addition to pension benefits, the Town provides medical benefits to retired employees. The total liability for retiree medical benefits, last measured on July 1, 2021, is \$242,528,208. These benefits are paid from a retiree health care reserve fund established in 1984. The annual General Fund budget makes a contribution to the reserve fund each year and these funds are invested in fixed income and equity securities. A long range funding plan for the retiree health care reserve fund was implemented in fiscal year 2005 to restore the General Fund contribution to the reserve fund to a level sufficient to preserve the financial viability of the fund. The General Fund contribution to the retiree health care reserve fund increases \$400,000 in fiscal year 2024 resulting in a Town contribution of \$10,872,000.

The Town extended the retirement eligibility for new employees hired after 2003 which significantly lowered the liability associated with retiree health care. An OPEB (Other Post-Employment Benefits) trust fund was established for these employees and the actuarially determined employer contribution (ADEC) to the trust for the cost of retirement health care benefits earned has been deposited in the fund each year. The Town has also begun phasing in contributions to reach the ADEC for employees hired prior to 2003 over a multi-year period.

**Fund: Risk Management**  
**Department: Human Resources**

**Heart and Hypertension Program**

The heart and hypertension program is a self-insured program which provides benefits to public safety employees who incur heart disease or hypertension. The benefits provided include payment of medical bills, a percentage of the employee's average weekly wages and permanent partial incapacity awards for loss of function and death benefits, as determined by the Workers' Compensation Commission. A transfer of \$170,064 from other funds is required to support this program in fiscal year 2024, a decrease of \$95,985. This decrease is a result of lower claims expense and the amortization of a positive fund balance.

<b>HEART AND HYPERTENSION PROGRAM</b>					
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
<b><u>Revenues</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>	<b><u>Change</u></b>
Interest on Investments	(\$113,377)	\$25,000	\$	\$25,000	
<b>Total Revenues</b>	<b>(\$113,377)</b>	<b>\$25,000</b>	<b>\$</b>	<b>\$25,000</b>	
<b><u>Expenses</u></b>					
Medical Exams	\$ 6,736	\$10,000	\$10,000	\$20,000	100.0%
Insurance Services	1,146	8,000	4,000	4,000	-50.0%
Claims Administration	2,828	2,000	3,000	3,000	50.0%
Claims Expense	(276,480)	200,000	200,000	160,000	-20.0%
<b>Total Expenses</b>	<b>(\$265,770)</b>	<b>\$220,000</b>	<b>\$217,000</b>	<b>\$187,000</b>	<b>-15.0%</b>
<b><u>Other</u></b>					
Allocation of Administration					
Expense	\$28,794	\$28,049	\$27,402	\$33,064	17.9%
Program Amortization		43,000		(25,000)	-100.0%
Operating Income/(Loss)	419,251		21,647		
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$295,652</b>	<b>\$266,049</b>	<b>\$266,049</b>	<b>\$170,064</b>	<b>-36.1%</b>

**Fund: Risk Management**  
**Department: Human Resources**

**Self-Insured Program**

The Town utilizes a Self-Insured Retention (SIR) program for general liability, automobile liability and law enforcement liability with a retention level of \$250,000. The Town purchases excess insurance to cover core catastrophic losses. Claims for the SIR program are administered by an outside claims administration firm and actuarial services are procured. The self-insured program's required interfund transfer for fiscal year 2024 is \$879,256, decrease of \$293,940 from the prior year. This increase results from an increase in claims and claims administration expense. In order to protect the Town from an unknown liability, the stated goal of the Self-Insurance program is to maintain reserved retained earnings of approximately \$1,000,000.

<b>SELF-INSURED PROGRAM</b>					
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
<b><u>Revenues</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>	<b><u>Change</u></b>
Interest on Investments	(\$278,260)	\$ 32,000	\$ _____	\$ 32,000	
<b>Total Revenues</b>	<b>(\$278,260)</b>	<b>\$ 32,000</b>	<b>\$ _____</b>	<b>\$ 32,000</b>	
<b><u>Expenses</u></b>					
Professional Services	\$ 26,359	\$ 54,000	\$54,000	\$ 54,000	
Claims Administration Expense	148,971	174,000	174,108	176,000	1.1%
Claims Expense	<u>610,727</u>	<u>890,000</u>	<u>850,000</u>	<u>1,084,000</u>	21.8%
<b>Total Expenses</b>	<b>\$786,057</b>	<b>\$1,118,000</b>	<b>\$1,078,108</b>	<b>\$1,314,000</b>	<b>17.5%</b>
<b><u>Other</u></b>					
Allocation of Administration Expense	\$115,177	\$112,196	\$109,609	\$132,256	17.9%
Program Amortization		(25,000)		(535,000)	100.0%
Operating Income/(Loss)	<u>(293,324)</u>	_____	<u>(14,521)</u>	_____	
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$886,170</b>	<b>\$1,173,196</b>	<b>\$1,173,196</b>	<b>\$879,256</b>	<b>-25.1%</b>

**Fund: Risk Management**  
**Department: Human Resources**

**Insured Program**

The insured program includes premiums paid for insurance coverages that are in excess of the self-insured retention. The insured program also includes premiums paid for coverage that the Town and Board of Education elect not to self-insure. These include special events, cyber, sports accidents, surety bonds, and property. An interfund transfer of \$2,702,564 will be required in fiscal year 2024 to meet the rising costs of the insured program, an increase of \$1,107,311 or 69.4%. This variance is due to the estimated cost of property insurance, excess general and auto liability, school leader and public official insurance, as well as the amortization of the accumulated deficit in this program of \$500,000.

<b>INSURED PROGRAM</b>					
	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Expenses</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>	<b><u>Change</u></b>
Purchased Insurance	\$1,626,828	\$1,617,204	\$2,209,630	\$2,169,500	34.2%
<b>Total Expenses</b>	<b>\$1,626,828</b>	<b>\$1,617,204</b>	<b>\$2,209,630</b>	<b>\$2,169,500</b>	<b>34.2%</b>
<b><u>Other</u></b>					
Allocation of Administration					
Expense	\$28,794	\$28,049	\$27,402	\$33,064	17.9%
Program Amortization		(50,000)		500,000	-100.0%
Operating Income/(Loss)	<u>113,530</u>		<u>(641,779)</u>		
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$1,769,152</b>	<b>\$1,595,253</b>	<b>\$1,595,253</b>	<b>\$2,702,564</b>	<b>69.4%</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### PENSION OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Employee Contributions	\$ 3,503,050	\$ 3,209,000	\$ 3,538,081	\$ 3,573,461
Interest Income	314			
Pension Buyback				
Trust Fund Contribution	36,700,000		29,900,827	27,833,719
Pension Reserve Fund Contribution				2,134,953
Transfer In		29,834,006		
ADEC		<u>7,248,000</u>	<u>7,038,011</u>	<u>7,389,912</u>
Total Revenues & Other Resources	\$40,203,364	\$40,291,006	\$40,476,919	\$40,932,045

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Human Resources –				
Administration	\$ 818,129	\$ 763,215	\$ 772,431	\$ 830,762
Regular Payments	37,606,802	38,002,791	38,179,488	38,576,283
Survivor Payments	1,509,746	1,500,000	1,500,000	1,500,000
Pension Refunds	<u>156,166</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Total Expenditures & Other Uses	\$40,090,843	\$40,291,006	\$40,476,919	\$40,932,045

**DEPARTMENT OF HUMAN RESOURCES**

**PENSION OPERATING FUND**

**MISSION**

It is the mission of the Pension Fund to provide for the pension payments earned by employees according to the individual provisions of their union contract and other Employee/Town agreements. The Pension Fund operates as a trust fund, and is an unbudgeted fund independent from the General Fund. Information on the Pension Fund is included to provide support for expenditures in budgeted funds. The Fund is actuarially evaluated on an annual basis to ensure that it has adequate assets to meet the current and future needs of the Pension Plan.

**BUDGET SUMMARY  
DEPARTMENT OF HUMAN RESOURCES**

	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>6 Months</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>	<b><u>Change</u></b>
Wages & Salaries	\$ 141,365	\$ 144,100	\$ 72,209	\$ 153,854	\$ 157,137	9.0%
Operating Expense	529,074	483,860	98,902	482,805	483,800	
Fringe Benefits	39,420,404	39,663,046	20,487,053	39,840,260	40,291,108	1.6%
<b>TOTAL</b>	<b>\$40,090,843</b>	<b>\$40,291,006</b>	<b>\$20,658,164</b>	<b>\$40,476,919</b>	<b>\$40,932,045</b>	<b>1.6%</b>

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
<b><u>Full-Time Positions:</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-2024</u></b>
Director of Human Resources (formerly Assistant Director)	0.1	0.1	0.1	0.1	0.1
Human Resources Specialist	0.5	0.5	0.5	0.5	0.5
Senior Personnel Analyst	1	1	1	1	1
<b>TOTAL</b>	<b>1.6</b>	<b>1.6</b>	<b>1.6</b>	<b>1.6</b>	<b>1.6</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The fiscal year 2024 Pension Fund budget increases \$641,039, or 1.6%, over the prior year. This increase is primarily the result of anticipated benefit payments to retired employees under the terms of the Town's Pension Plan. Operating expenses remain relatively flat. The budget reflects estimated merit and cost-of-living adjustments for full-time employees.

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**ANNUAL BUDGET 2023-2024**

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**Fund: Pension Operating Fund**  
**Department: Human Resources**

**SUMMARY OF REVENUES**

<b><u>Revenues:</u></b>	<b><u>Actual 2021-22</u></b>	<b><u>Adopted 2022-23</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2022-23</u></b>	<b><u>Adopted 2023-24</u></b>	<b><u>Percent Change</u></b>
Employee Contributions	\$3,503,050	\$3,209,000	\$1,719,260	\$3,538,081	\$3,573,461	11.4%
Interest Income	314					
Pension Buyback						
Trust Fund Contribution	36,700,000			29,900,827	27,833,719	100.0%
Pension Reserve Fund Contribution					2,134,953	
Transfer In		29,834,006				
ADEC		<u>7,248,000</u>	<u>3,519,006</u>	<u>7,038,011</u>	<u>7,389,912</u>	2.0%
<b>Total Department</b>	<b>\$40,203,364</b>	<b>\$40,291,006</b>	<b>\$5,238,266</b>	<b>\$40,476,919</b>	<b>\$40,932,045</b>	<b>1.6%</b>

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures:</u></b>	<b><u>Actual 2021-22</u></b>	<b><u>Adopted 2022-23</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2022-23</u></b>	<b><u>Adopted 2023-24</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$140,498	\$143,080	\$72,209	\$153,854	\$157,137	9.8%
Temporary Payroll						
Education Premium Pay	867	1,020				
Office Expense	2,051	3,550	944	3,550	3,550	
Dues and Travel		800	229	800	800	
Professional Services	525,135	475,500	97,729	475,500	475,500	
Office/Minor Equipment		2,000		1,000	2,000	
Meals	43	50		50	50	
Information Technology	1,785	1,900		1,900	1,900	
Telecommunications	60	60		5		-100.0%
Social Security	10,039	10,793	4,880	11,310	11,514	6.7%
Pension Payments	39,286,621	39,528,916	20,438,458	39,704,488	40,101,283	1.4%
Pension Expense	57,042	57,042	29,083	58,167	61,103	7.1%
Risk Management Expense	29,671	29,264	14,632	29,264	80,177	100.0%
Transfer Out	<u>37,031</u>	<u>37,031</u>		<u>37,031</u>	<u>37,031</u>	
	<b>\$40,090,843</b>	<b>\$40,291,006</b>	<b>\$20,658,164</b>	<b>\$40,476,919</b>	<b>\$40,932,045</b>	<b>1.6%</b>



**Fund: Pension Operating Fund****Department: Human Resources**Pension Trust Fund

The ultimate cost, or liability, of a pension plan is directly correlated with the level of benefits promised by the plan. The benefits and expenses paid by the plan are offset by employee contributions and investment earnings to determine the net cost to the Town. The actuarial valuation measures this cost and distributes it over the working lifetime of current plan participants. The process utilized to determine the projected cost involves allocating costs to past and future years, as well as the current year. The valuation determines the Actuarially Determined Employer Contribution (ADEC), which is the amount the Town must contribute to the plan in a particular fiscal year.

On January 26, 2021 the Town Council authorized the issuance of not to exceed \$365M in Pension Obligation Bonds (POB) and the creation of a Pension Bonds Reserve Fund. The reserve fund would be used to shield the Town from contribution volatility by absorbing any year-over-year increase in the ADEC of more than 5%. For example, a year over year ADEC increase of 4% would mean that the Town's budgeted contribution would increase by 4%. A year over year ADEC increase of 6% would trigger the use of the reserve fund and the Town's budgeted contribution would increase by 5% and the reserve fund would contribute the balance due for the ADEC payment that year. As long as the pension plan remains modestly overfunded (up to 150% funded ratio) the Town would continue to fund the ADEC on an annual basis. If the funded ratio in the pension trust were to ever exceed 150%, the pension reserve fund policy would identify what action could be taken, which could include paying down a portion of the bond principal or offsetting a portion of the annual ADEC.

On June 24, 2021, the Town issued \$324.3M of POB's resulting in a fully funded pension plan. The bond repayment schedule is based on level principal and interest, therefore eliminating any future fluctuation based on higher coupon rates in later years. The TIC (True Interest Cost) achieved, on a taxable basis, was 2.539%. Based on preliminary information provided by the Town's Actuary, Milliman, the infusion of the POB proceeds in to the pension trust resulted in a projected actuarial value of assets of \$592.6M. The actuarial liability projected is \$584.1M, resulting in an excess of \$8.5M or a funded ratio of 101.5%. The bond repayment schedule and the pension liability amortization period are both 25 years.

The fiscal year 2024 Pension Fund increases by \$641,039 over the prior year. This increase represents adjustments to anticipated benefits to retired employees and pension administration expenses. While the overall expenditures reflect an increase of 1.6%, it is important to note that the overall Actuarially Determined Employee Contribution (ADEC) increased from \$7,038,011 in fiscal year 2023 to \$9,524,865 or \$2,486,854. The ADEC represents contributions from the Town, Board of Education and covered non-general fund programs that have employees that fall under the Town's Pension umbrella. The \$9,524,865 is comprised of Town, BOE and other covered programs contributions of \$7,389,912 and a contribution from the Pension Bond Reserve Fund of \$2,134,953. In June of 2021, the Town sold Pension Obligation Bonds (POB's) in order to fully fund the Town's pension liability. The Town also created a Pension Bond Reserve Fund along with a policy that stated how this reserve fund could be used. The policy stipulates that the funding sources (Town, BOE and covered non-general fund programs) would be limited to contribute not more than 105% of the prior year ADEC. If the ADEC for the subsequent year was higher, the balance would come from a contribution from the POB reserve fund. For FY 2024, the ADEC will be considerably higher at \$9,524,865. The offset will consist of the prior year ADEC (\$7,038,011) plus 5% as stated in the

POB reserve fund policy (\$351,901) for a total of \$7,389,912 and the POB reserve fund will contribute \$2,134,953. This process was put in place to mitigate year over year significant increases in the ADEC. If the POB reserve fund and reserve fund policy were not created, the ADEC would have increased by \$2,486,854 or 35.3% as opposed to \$351,901 or 5%. The significant increase in the ADEC was due to Pension Fund investment losses in 2022 related to the significant downturn in the economy at that time.

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### PENSION BOND RESERVE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Interest Income	(\$ 422,526)	\$ 250,000	(\$ 280,000)	\$ 926,000
Transfer In	<u>26,919,077</u>			
Total Revenues & Other Resources	\$26,496,551	\$ 250,000	(\$ 280,000)	\$ 926,000

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Transfer Out	\$ _____	\$ _____	\$ _____	<u>\$ 2,134,953</u>
Total Expenditures & Other Uses	\$ _____	\$ _____	\$ _____	\$ 2,134,953
CHANGE IN FUND BALANCE	\$26,496,551	\$ 250,000	(\$ 280,000)	(\$1,208,953)
BEGINNING BALANCE	\$ _____	\$26,496,551	\$26,746,551	\$26,466,551
ENDING BALANCE	\$26,496,551	\$26,746,551	\$26,466,551	\$25,257,598

**Fund: Pension Reserve Fund**  
**Department: Human Resources**

**PURPOSE**

As discussed earlier, on January 26, 2021 in conjunction with the Town Council's authorization of the issuance of Pension Obligation Bonds, the Pension Bonds Reserve Fund was established. On June 24, 2021, the Town issued \$324.3M of POB's resulting in a fully funded pension plan. The purpose of the Pension Bond Reserve Fund is to mitigate potential increases in the required annual appropriation of the ADEC in the Pension Operating Fund by absorbing any year-over-year increase in the ADEC of more than 5.0%.

**LONG TERM STRATEGY**

Earnings on the investment of funds will be credited and retained in the fund.

**FISCAL YEAR 2024 BUDGET**

The fiscal year 2024 budget anticipates revenues from investment income of \$926,000. A contribution from the Pension Bond Reserve Fund of \$2,134,953 will be made to the Pension Operating Fund to mitigate the impact of the General Fund's contribution for POB for the increase in the ADEC.

DEPARTMENT: HUMAN RESOURCES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2022-23	Adopted 2023-2024
	2020-21	2021-22	2022-23		
<u>GENERAL FUND</u>					
Executive Director of Human Resources	0.4	0.4	0.4		
Director of Human Resources (formerly Assistant Director)	0.8	0.8	0.8	0.8	0.8
Human Resources Specialist	1	1	1	1	2
Office Operations Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL GENERAL FUND	3.2	3.2	3.2	2.8	3.8
<u>PENSION FUND</u>					
Director of Human Resources (formerly Assistant Director)	0.1	0.1	0.1	0.1	0.1
Human Resources Specialist	0.5	0.5	0.5	0.5	0.5
Senior Personnel Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL PENSION FUND	1.6	1.6	1.6	1.6	1.6
<u>RISK MANAGEMENT FUND</u>					
Executive Director of Human Resources	0.1	0.1	0.1		
Director of Human Resources (formerly Assistant Director)	0.1	0.1	0.1	0.1	0.1
Risk Manager	1	1	1	1	1
Safety Analyst	1	1	1	1	1
Risk Coordinator					1
Human Resources Specialist	0.5	0.5	0.5	0.5	0.5
Senior Personnel Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL RISK MANAGEMENT FUND	3.7	3.7	3.7	3.6	4.6
TOTAL HUMAN RESOURCES	8.5	8.5	8.5	8.0	10.0

**FIRE DEPARTMENT****MISSION**

The mission of the West Hartford Fire Department is to provide superior emergency services to the citizens of West Hartford. This mission will be accomplished by utilizing industry best-practices, training that meets current hazards, effective resource management to address community risks, and sound fiscal policy.

The Fire Department's primary goals are to improve the quality of life for the citizens and visitors of West Hartford through:

- Proactive community risk reduction, fire investigation, and code enforcement.
- Public education and outreach to our unique and diverse community in an equitable and accessible manner.
- High-quality and compassionate emergency medical response at the basic and advanced life support (paramedic) levels of care.
- Rapid fire suppression, technical rescue, and all-hazards response through modern strategies and tactics.
- Using prevention, mitigation, preparedness, response, and recovery best practices to ensure community resiliency.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ At year-end, we responded to 9,845 emergency incidents and several high-impact weather events with a high-degree of customer satisfaction. (1.8% increase from 2021)
- ✓ Completed multiple training evolutions throughout town with the multiple town departments for active shooter/hostile events.
- ✓ Maintained a very successful and innovative Public Safety COVID 19 testing program that expanded to critical key Town employees and developed a rapid testing strategy for the upcoming year.
- ✓ Completed negotiations with American Medical Response (AMR) to obtain a contract to provide ambulance service with expectations, metrics, and an improved revenue recovery agreement.
- ✓ Continued to remove barriers to applicants and recruited a larger and more diverse applicant pool which allowed the department to reach full staffing.
- ✓ Added off road and water rescue capabilities through the purchase and deployment of a boat and UTV.
- ✓ With the assistance of an external compliance firm, conducted a HIPAA audit for the fire department to ensure compliance with medical privacy and implemented programs to enhance security and meet industry best-practices.
- ✓ Delivered over 3,360 hours of certified fire officer development training, made possible through a significant federal grant (~\$365k), reducing the fiscal impact on the Town.
- ✓ Continued recruitment and training of the Town Citizen Emergency Response Team (CERT) with several classes given with over 52 residents and 19 high school students completing basic training and then delivering over 1,800 hours of donated time.
- ✓ Expanded training in hands-only CPR and Stop the Bleed to community members through "pop up" events.
- ✓ Assisted with multiple community events to provide EMS stand by, public education, and home safety equipment.

- ✓ In collaboration with Information Technology, had a permanent FTE staff member assigned to the fire department which significantly advanced IT capabilities and addressed needs.
- ✓ Secured grant funding for emergency decontamination equipment and completed several training evolutions with the Department of Emergency Management and Homeland Security (DEMHS) to prepare West Hartford as one of five host communities for evacuees in the event of a radiological emergency.
- ✓ In coordination with WHPS, worked to secure a preparedness capstone project based on the CERT training curriculum.
- ✓ Improved communication with the public for preparedness and recovery ahead of disasters and weather events.

### **FISCAL YEAR 2024 GOALS & OBJECTIVES**

- ❖ Continue to increase the number of statutorily required inspections, especially for residential occupancies.
- ❖ Reduce the number of follow up inspections, especially at licensed facilities, by educating facilitators and managers about required testing and documentation maintenance.
- ❖ Remove outdated and hazardous firefighting foam, decontaminate apparatus, and replace with a modern DEEP-approved foam.
- ❖ Continue to build on the Town's Emergency Management Program and expand the use of the CERT Team.
- ❖ Improve hiring strategies to diversify the candidate pool, and invest in longer-term strategies to find and attract employees.
- ❖ After emergence from the pandemic, reinvigorate in-person fire prevention programs and public engagement.
- ❖ Continue planning for and executing a drill of the Host Community Program.
- ❖ Revise and update the Local Emergency Operations Plan.
- ❖ Improved administrative redundancy by hiring a part-time position for office operations and clerical responsibilities.

## FIRE DEPARTMENT

## BUDGET SUMMARY

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Intergovernmental	\$312,521	\$	\$	\$383,569	\$	
Licenses & Permits	543,911	440,000	288,432	440,000	453,340	3.0%
Charges for Services	487,917	910,000	147,960	765,525	760,000	-16.5%
Miscellaneous Revenue		250		250	250	
<b>TOTAL</b>	<b>\$1,344,349</b>	<b>\$1,350,250</b>	<b>\$436,392</b>	<b>\$1,589,344</b>	<b>\$1,213,590</b>	<b>-10.1%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$12,698,019	\$11,911,718	\$5,699,716	\$12,086,593	\$12,755,268	7.1%
Operating Expense	1,496,651	1,531,938	891,477	1,715,892	1,679,976	9.7%
Social Security	187,567	203,423	90,350	199,274	210,058	3.3%
<b>TOTAL</b>	<b>\$14,382,237</b>	<b>\$13,647,079</b>	<b>\$6,681,543</b>	<b>\$14,001,759</b>	<b>\$14,645,302</b>	<b>7.3%</b>

	<u>Authorized Positions</u>			<u>Revised</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-2024</u>
<b><u>Full-Time Positions:</u></b>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>		
General Fund	93	93	93	93	94

## BUDGET &amp; PROGRAM HIGHLIGHTS

Overall, the Fire Department's budget increases \$998,223 or 7.3% in fiscal year 2024. Wages and salaries increase \$843,550. The increase represents contractual obligations, a general attrition assumption, wage equalization, and estimated merits for eligible employees. For fiscal year 2024, a new Fire Inspector position is also added. Also included in wages and salaries are four existing part-time employees and a slight increase in overtime to improve outreach efforts and training. Operating expenses reflect an increase of \$148,038. The increases are primarily related to registrations/subscriptions (\$12,900), iPad replacements (\$6,000), drone and a drone subscription (\$12,300), new software programs (\$8,000), weather alert subscription (\$10,000), supplies throughout department (\$30,163), diesel costs (\$42,000), education tuition reimbursement as per collective bargaining agreement (an increase of \$15,000), additional supplies for 80 new CERT members in the Emergency Management division (\$6,500) and an increase in utility expenses. Expenses for information technology and telecommunications within all divisions were transferred into the Management division for tracking purposes, along with the office expense from the Station Operations and Maintenance division. The Social Security adjustment reflects estimated cost based upon wages and withholdings.



**MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$ _____	\$ 250	\$ _____	\$ 250	\$ 250	
<b>TOTAL</b>	<b>\$ _____</b>	<b>\$ 250</b>	<b>\$ _____</b>	<b>\$ 250</b>	<b>\$ 250</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$426,310	\$395,715	\$192,650	\$395,484	\$410,368	3.7%
Temporary Payroll	2,545	18,000	109	18,000	27,000	50.0%
Overtime	1,568	2,500	239	2,500	2,500	
Education Premium Pay	726	720	306	720	720	
Office Expense	9,887	13,111	5,805	13,951	16,611	26.7%
Dues and Travel	2,456	6,535	1,254	3,035	13,035	99.5%
Professional Services	23,812	76,150	67,779	80,000	78,550	3.2%
Uniforms & Laundry	1,496	2,250	2,363	2,500	2,250	
Information Technology	57,448	41,371	22,433	41,371	152,747	269.2%
Telecommunications	19,255	27,083	6,601	20,000	60,846	124.7%
Maintenance & Repairs	160					
Social Security	<u>26,415</u>	<u>30,373</u>	<u>12,012</u>	<u>30,373</u>	<u>30,463</u>	0.3%
<b>TOTAL</b>	<b>\$572,078</b>	<b>\$613,808</b>	<b>\$311,551</b>	<b>\$607,934</b>	<b>\$795,090</b>	<b>29.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Fire Chief	0.8	1	1	1	1
Assistant Fire Chief	1	1	1	1	1
Office Operations Specialist		1	1	1	1
Executive Assistant*	<u>1</u>				
<b>TOTAL</b>	<b>2.8</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

\* In fiscal year 2022 the Executive Assistant position was reclassified to Office Operations Specialist.

## MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation funds the Fire Chief, an Assistant Fire Chief and an Office Operations Specialist.

**Temporary Payroll:** This appropriation was added in fiscal year 2023 to support administrative functions. Fiscal year 2024 includes a transfer of an Emergency Management Coordinator from the Emergency Management division.

**Overtime:** Funding for overtime for the Department's Office Operations Specialist to ensure the administrative functions are performed in a timely manner, especially those associated with payroll and financial information in a significant department with only one administrative staff position.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

**Office Expense:** This appropriation funds all office supplies, printing costs and postage for the Management division. In fiscal year 2024 this appropriation has increased due to the transfer from the Station Operations and Maintenance division.

**Dues and Travel:** This budget covers professional memberships in order to maintain access to professional knowledge and certifications. Also included is the cost of required certification and professional training. In fiscal year 2024 the increase is due to additional registrations.

**Professional Services:** This budget is for required entry and annual physicals (OSHA required physicals, hazardous material team physicals, annual respiratory exams and DOT required exams). This line also finances new employee hiring costs such as background investigations and psychological exams. The increase represents additional memberships in the National Fire Protection Association (NFPA).

**Uniforms & Laundry:** This appropriation covers uniform repair and maintenance costs for the Fire Chiefs.

**Information Technology:** This budget is for the software maintenance costs for Nexgen and Priority Dispatch software. Additionally, this line finances a staffing program (Telestaff) which increases the efficiency of daily hiring practices and provides for more analysis and tracking of personnel activity. In fiscal year 2024, the software appropriations from all divisions were transferred to the Management division. In addition to the transfer, this appropriation includes: Adobe (\$2,000); BlueBeam (\$1,100); My Sidewalk for Prevention division (\$5,000); Weather Station (\$10,000); a Drone (\$6,000) and a Drone Sense subscription (\$6,300), replacement iPads, miscellaneous equipment and repairs.

**Telecommunications:** This appropriation funds costs associated with the desktop telephone services for maintenance and circuits and cell phone costs. In fiscal year 2024 the appropriations for all cell phones and land lines from all divisions were transferred to the Management division.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**EMERGENCY MANAGEMENT DIVISION****SUMMARY OF REVENUES**

	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Intergovernmental	\$117,655	\$	\$	\$115,253	\$	
<b>TOTAL</b>	<b>\$117,655</b>	<b>\$</b>	<b>\$</b>	<b>\$115,253</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$10,178	\$	\$	\$	\$	
Temporary Payroll	102,017	103,868	84,491	103,868	87,638	-15.6%
Overtime	3,178		881			
Office Expense	7,750	8,400	4,209	8,950	13,900	65.5%
Office Equipment	61,744	2,000	7,152	117,253	3,000	50.0%
Uniforms & Laundry					500	100.0%
Information Technology	19,160	20,000	19,765	20,650		-100.0%
Telecommunications	1,150	3,400		1,200		-100.0%
Social Security	2,865	7,946	1,253	3,000	2,701	-66.0%
<b>TOTAL</b>	<b>\$208,042</b>	<b>\$145,614</b>	<b>\$117,751</b>	<b>\$254,921</b>	<b>\$107,739</b>	<b>-26.0%</b>

**EMERGENCY MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** In fiscal year 2022, a portion of the Fire Chief's position was transferred to the Management Division.

**Temporary Payroll:** This appropriation funds the emergency management preparedness planning. Included in temporary payroll is a part-time Emergency Management Program Specialist (Deputy Emergency Manager) and two Emergency Management Program Coordinators. In fiscal year 2024 one part-time Coordinator was transferred to the Management division. The Town has not yet received notification of Emergency Management Preparedness Grant funding; however, if received, the Town would apply for 50% reimbursement.

**Office Expense:** This appropriation covers the office supplies, printing and postage costs for the division. The increase in fiscal year 2024 represents additional supplies for the 80 new Citizen Emergency Response Team (CERT) members.

**Office Equipment:** This appropriation is for minor office equipment for emergency management. The increase in fiscal year 2024 represents expenses related to the additional CERT members.

**Uniforms & Laundry:** This appropriation covers uniform repair and maintenance costs for emergency management staff. Prior to fiscal year 2024 this was funded in other accounts.

**Information Technology:** The appropriation is for the maintenance of the Everbridge Notification System, used for citizen and employee notifications. The decrease in fiscal year 2024 is related to the appropriation being transferred to the Management division.

**Telecommunications:** This appropriation funds the costs associated with the desktop telephone services for maintenance and circuits, cell phone costs, and call back. The decrease in fiscal year 2024 is related to the appropriation being transferred to the Management division.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**ANNUAL BUDGET 2023-2024**

**FIREFIGHTING DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$	\$	\$5,525	\$ 5,525	\$	
Intergovernmental	<u>194,866</u>	<u>      </u>	<u>      </u>	<u>268,316</u>	<u>      </u>	
<b>TOTAL</b>	<b>\$194,866</b>	<b>\$</b>	<b>\$5,525</b>	<b>\$273,841</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$7,508,667	\$7,824,421	\$3,644,699	\$7,809,627	\$8,290,241	6.0%
Overtime	3,156,075	2,121,612	1,328,087	2,321,612	2,157,754	1.7%
Holiday	491,428	468,283	5,455	468,283	573,981	22.6%
Education Premium Pay	24,141	19,000	12,033	19,000	26,000	36.8%
Office Expense	837	2,000	682	1,000	2,000	
Training	10,656					
Professional Services	21,504					
Minor Equipment	13,623	31,500	13,607	30,500	31,500	
Uniforms & Laundry	129,642	159,820	58,119	156,320	164,620	3.0%
Education Tuition Reimbursement	10,000	10,000	4,864	10,000	25,000	150.0%
Utilities	195,020	201,260	100,630	201,260	208,200	3.4%
Operating Expense-Misc.		4,110	582	4,110	2,110	-48.7%
Maintenance & Repairs	80	14,500		14,500	7,500	-48.3%
Miscellaneous Supplies	9,202	7,500	1,799	7,500	7,500	
Social Security	<u>147,864</u>	<u>154,337</u>	<u>69,688</u>	<u>154,337</u>	<u>163,031</u>	5.6%
<b>TOTAL</b>	<b>\$11,718,739</b>	<b>\$11,018,343</b>	<b>\$5,240,245</b>	<b>\$11,198,049</b>	<b>\$11,659,437</b>	<b>5.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u> <u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Revised</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-2024</u>
Fire Deputy Chief (formerly Battalion Chief)	4	4	4	4	4
Fire Captain	5	5	5	5	5
Fire Lieutenant	15	15	15	15	15
Apparatus Operator	20	20	20	20	20
Firefighter	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>
<b>TOTAL</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>

## **FIREFIGHTING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** This appropriation funds Firefighting division positions, as detailed, and includes merit increases, as applicable. This increase includes contractual obligations.

**Overtime:** This appropriation covers overtime costs in the firefighting division. Overtime is incurred for various reasons such as for training or personnel and administrative assignments but is predominately used to cover vacant positions from either retirement or the use of accrued leave. A larger driver of overtime is the minimum daily staffing provision in the collective bargaining contract (21) in comparison to the amount of FTE fire personnel scheduled and assigned to shifts (21). In fiscal year 2024 this appropriation slightly increases to improve outreach efforts and training along with a summer camp program.

**Holiday Pay:** Reflects the cost of thirteen (13) days of holiday pay per employee in lieu of actual days off. The increase in holiday pay is directly related to one (1) additional day. Previously holiday pay was twelve days.

**Education Premium Pay:** Members of the union are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; or \$2,000 for 120 college credits or a Bachelor's Degree.

**Office Expense:** Reflects level funding for office supplies.

**Minor Equipment:** Includes funding for hazardous materials equipment, rescue equipment, hose and hand line supply equipment, and miscellaneous firefighting equipment as needed.

**Uniforms & Laundry:** This appropriation funds the cost of small safety items such as gloves, flash hoods, and safety goggles. Additionally, the bulk of this line funds the initial and replacement costs of personal protective equipment needed for each firefighter (bunker coats, bunker pants and helmets). Further, this line accounts for repair of protective equipment, contractually required safety shoes as well as uniform procurement and repair. This appropriation represents an anticipated CPI increase.

**Education Tuition Reimbursement:** Represents contractual funding to cover 75% of each employee's approved tuition costs up to a cap of \$2,500 per employee and \$25,000 in total (promulgated in the collective bargaining agreement). In fiscal year 2024 the contractual increase is a result of the upcoming collective bargaining agreement.

**Utilities:** This appropriation represents the cost of maintaining approximately 1,388 hydrants through a service agreement with the Metropolitan District Commission (MDC).

**Operating Expense-Miscellaneous:** This appropriation covers unanticipated costs in firefighting operations.

**Maintenance & Repairs:** Covers small equipment repair on items such as meters, monitors, and various electronic data processing devices.

**Miscellaneous Supplies:** This appropriation funds miscellaneous supplies, as necessary.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

<b>PROGRAM PERFORMANCE MEASURES AND INDICATORS</b>					
<b>(Calendar Year)</b>					
<b><u>Fire Call Volume</u></b>	<b><u>Actual 2018</u></b>	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>	<b><u>Actual 2021</u></b>	<b><u>Actual 2022</u></b>
Number of Fire Related Calls	184	183	176	165	201
Number of Emergency Medical/ Rescue Calls	6,360	7,101	6,284	6,381	6,739
Number of False Alarms	909	847	833	976	892
Mutual Aid	15	15	20	13	15
Number of Hazardous Material Calls	420	532	698	188	191
Number of Other Calls for Service	<u>1,618</u>	<u>1,357</u>	<u>1,271</u>	<u>1,947</u>	<u>1,807</u>
<b>Total Calls</b>	<b>9,506</b>	<b>10,035</b>	<b>9,282</b>	<b>9,670</b>	<b>9,845</b>

**EMERGENCY MEDICAL SERVICES DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$487,917	\$760,000	\$142,435	\$760,000	\$760,000	
Paramedic Intercept	_____	150,000	_____	_____	_____	-100.0%
<b>TOTAL</b>	<b>\$487,917</b>	<b>\$910,000</b>	<b>\$142,435</b>	<b>\$760,000</b>	<b>\$760,000</b>	<b>-16.5%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	62,806	\$101,387	\$47,122	\$101,487	\$111,009	9.5%
Stipends	272,437	160,932	87,735	160,932	213,606	32.7%
Overtime	9,569	40,900	32,982	45,700	40,900	
Holiday	5,842	6,571		6,571	8,048	22.5%
Office Expense	1,113	2,000		1,500	2,000	
Dues and Travel	4,185	8,680	3,562	8,680	8,680	
Training	15,345	30,375	9,450	30,375	34,375	13.2%
Professional Services	120,184	115,667	44,442	115,667	115,667	
Information Technology		24,862		24,862		-100.0%
Telecommunications	1,470	5,600	118	5,600		-100.0%
Maintenance & Repairs	5,348	16,457		10,000	9,457	-42.5%
Miscellaneous Supplies	160,477	148,079	115,491	160,000	165,704	11.9%
Social Security	<u>2,377</u>	<u>2,203</u>	<u>2,658</u>	<u>3,000</u>	<u>2,398</u>	8.9%
<b>TOTAL</b>	<b>\$661,153</b>	<b>\$663,713</b>	<b>\$343,560</b>	<b>\$674,374</b>	<b>\$711,844</b>	<b>7.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Fire Lieutenant – EMS Officer (formerly Support Services)	1	1	1	1	1
<b>TOTAL</b>	1	1	1	1	1



**EMERGENCY MEDICAL SERVICES DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** This appropriation funds the salary of a Lieutenant – EMS Officer (formerly Support Services).

**Stipends:** This appropriation funds paramedic stipends based upon the anticipated number of paramedics and the appropriate step payment, per the collective bargaining agreement. In addition, contractual stipends for hazardous material certification for Fire Inspectors are budgeted in this line.

**Overtime:** Funding for overtime is included to fund annual paramedic recertification.

**Holiday Pay:** Reflects the cost of thirteen (13) days of holiday pay in lieu of actual days off.

**Office Expense:** This appropriation funds supplies and office equipment for the EMS division.

**Dues and Travel:** This appropriation funds the re-licensure training costs for paramedics.

**Training:** These funds provide the required annual re-licensure training costs and allow participation in regional collaborative training which includes a simulation center. In fiscal year 2024 the Medic Refresher course increases for services provided by the New Britain Emergency Medical Service.

**Professional Services:** This line funds the costs for a contracted billing service based on anticipated revenue, as well as maintenance and service contracts for equipment specific to the paramedic program. In addition, this line funds an existing contract with a consultant who provides quality assurance and review relative to the Town's paramedic services program.

**Information Technology:** Funds ESO Solutions fire and EMS (patient) reporting software. The decrease in fiscal year 2024 is a result of transferring the appropriation to the Management division.

**Telecommunications:** This appropriation funds the mobile internet service cost for tablets (patient care reporting) and modems for electrocardiograms. The decrease in fiscal year 2024 is related to the appropriation being transferred to the Management division.

**Maintenance & Repairs:** Includes funding for paramedic equipment maintenance and repairs. The decrease in 2024 is based on prior year actuals.

**Miscellaneous Supplies:** Reflects funding for medical supplies and medications, oxygens and gases, and medical waste costs. In fiscal year 2024 the increase is due to actual expenses in prior years.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**PREVENTION DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Fire Occupancy/Use Permits	\$132,243	\$100,000	\$36,705	\$100,000	\$100,000	
Fire Plan Review Fees	<u>411,668</u>	<u>340,000</u>	<u>251,727</u>	<u>340,000</u>	<u>353,340</u>	3.9%
<b>TOTAL</b>	<b>\$543,911</b>	<b>\$440,000</b>	<b>\$288,432</b>	<b>\$440,000</b>	<b>\$453,340</b>	<b>3.0%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$308,596	\$338,990	\$135,856	\$338,990	\$476,916	40.7%
Temporary Payroll	27,556	25,096	12,466	25,096	28,080	11.9%
Overtime	7,023	30,000	1,882	15,000	30,000	
Education Premium Pay	817	2,500	850	2,500	2,000	-20.0%
Office Expense	6,814	11,509	3,302	9,809	12,509	8.7%
Dues and Travel	533	1,280	155	1,280	1,500	17.2%
Training		2,150		2,150	2,150	
Office Equipment	1,150	4,000	1,607	4,000	4,000	
Uniforms & Laundry	1,877	4,500	1,270	4,500	6,000	33.3%
Information Technology		200		200		-100.0%
Miscellaneous Supplies	5,724	13,000	4,800	7,500	7,500	-42.3%
Social Security	<u>4,487</u>	<u>4,853</u>	<u>2,054</u>	<u>4,853</u>	<u>7,552</u>	55.6%
<b>TOTAL</b>	<b>\$364,577</b>	<b>\$438,078</b>	<b>\$164,242</b>	<b>\$415,878</b>	<b>\$578,207</b>	<b>32.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Assistant Fire Chief	1	1	1	1	1
Deputy Fire Marshal	1	1	1	1	1
Fire Inspector*	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>

\* In fiscal year 2024 an additional Fire Inspector position is authorized.

## PREVENTION DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Reflects salaries and benefit elections for an Assistant Chief, one Deputy Fire Marshal and two Fire Inspector positions. In fiscal year 2024, a new Fire Inspector position is added.

**Temporary Payroll:** This appropriation includes funding for hours necessary to administer Fire Occupancy/Use Permits.

**Overtime:** This appropriation funds overtime needed for fire investigations, fire inspection and fire prevention education activities.

**Education Premium Pay:** Members of the union are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; or \$2,000 for 120 college credits or a Bachelor's Degree.

**Office Expense:** This appropriation covers office supplies, printing/copying and postage costs. In addition, new handbooks, codes, and code subscriptions will be purchased.

**Dues and Travel:** This appropriation is for dues for fire prevention professional organizations. The increase is related to providing four (4) certified staff in the Fire Marshal's office with professional development opportunities.

**Training:** These funds provide the required annual re-licensure training costs and allow participation in regional collaborative training which includes a simulation center.

**Office Equipment:** The appropriation is used to purchase fire investigation supplies and evidence collection equipment. The purchase of prevention equipment such as fire extinguisher refills, four (4) gas meters, tools, and batteries are also included in this appropriation.

**Uniforms & Laundry:** This appropriation covers employee uniform repair and maintenance costs and is increased to provide for a fully-staffed office.

**Information Technology:** In fiscal year 2024, this appropriation is transferred to the Management division.

**Miscellaneous Supplies:** This line funds the purchase of online NFPA access to codes (required for Fire Marshal activities) and updated professional material for fire safety education programs. In fiscal year 2024, the decrease is based on prior year actuals.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**PROGRAM PERFORMANCE MEASURES AND INDICATORS**

(Fiscal Year)

	<u><b>2018</b></u>	<u><b>2019</b></u>	<u><b>2020</b></u>	<u><b>2021</b></u>	<u><b>2022</b></u>
<u>Total Cases</u>	1,542	1,018	1,328	1,446	1,473
<u>Statutory Inspections</u>					
Annual	133	93	227	606	415
Licensing	157	134	134	153	209
Re-inspections	71	42	24	23	21
Consultations	92	31	103	47	49
Modifications	30	45	3	2	
Complaints	25	12	41	52	59
Court	<u>13</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>
	521	357	532	883	753
<u>New Construction</u>					
Plans Review	431	337	378	315	416
Inspections	142	97	100	72	135
Cert. of Occ.	<u>50</u>	<u>47</u>	<u>22</u>	<u>26</u>	<u>—</u>
	623	481	500	413	551
<u>Miscellaneous</u>	398	180	296	150	169

## STATION OPERATIONS & MAINTENANCE DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Office Expense	\$	\$ 2,500	\$	\$ 2,500	\$	-100.0%
Utilities	100,733	109,696	54,847	115,655	116,086	5.8%
Telecommunications	28,169	21,000	16,287	28,000		-100.0%
Building/Grounds Maintenance	<u>40,261</u>	<u>48,500</u>	<u>21,845</u>	<u>48,500</u>	<u>52,000</u>	7.2%
<b>TOTAL</b>	<b>\$169,163</b>	<b>\$181,696</b>	<b>\$92,979</b>	<b>\$194,655</b>	<b>\$168,086</b>	<b>-7.5%</b>

## STATION OPERATIONS & MAINTENANCE – BUDGET AND PROGRAM HIGHLIGHTS

**Office Expense:** This appropriation funds supplies necessary for each of the five fire stations. In fiscal year 2024 this appropriation was transferred to the Management division.

**Utilities:**     **Electricity** – The contribution to the Utilities Services Fund for the cost of electrical service to each of the five fire stations is revised based upon consumption and rates.

**Natural Gas** – This appropriation covers the cost of natural gas at all stations, and is revised based upon consumption and rates.

**Water** – Covers the cost of water service to each of the five fire stations.

**Telecommunications:** Covers the cost of telephone service to fire stations. In fiscal year 2024 this appropriation was transferred to the Management division.

**Building/Grounds Maintenance:** This appropriation covers the cost of maintenance (door repair, furnace repairs, etc.), and the cost of expendable supplies used in the stations (paper products, cleaners, etc.). A CPI increase is included.

**EQUIPMENT OPERATIONS & MAINTENANCE DIVISION**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$79,230	\$98,351	\$45,557	\$98,351	\$105,174	6.9%
Overtime	2,611	12,000	1,836	12,000	12,000	
Office Expense	58	500	26	500	500	
Training	50	2,500		2,500	1,000	-60.0%
Minor Equipment	4,636	6,000	3,400	6,000	6,000	
Vehicles & Equipment Expense	320,795	236,129	196,920	280,000	278,129	17.8%
Social Security	<u>1,022</u>	<u>1,652</u>	<u>626</u>	<u>1,652</u>	<u>1,699</u>	2.8%
<b>TOTAL</b>	<b>\$408,402</b>	<b>\$357,132</b>	<b>\$248,365</b>	<b>\$401,003</b>	<b>\$404,502</b>	<b>13.3%</b>

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Fire Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**EQUIPMENT OPERATIONS & MAINTENANCE DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Reflects salary for the Fire Mechanic position.

**Overtime:** This appropriation covers call backs due to alarm support activity and emergency repairs to fire apparatus during non-business hours.

**Office Expense:** This appropriation covers office supplies, printing/copying and postage costs. In addition, new handbooks, codes, and code subscriptions will be purchased.

**Training:** These funds provide continuing education and training costs for the Mechanic. The reduction in fiscal year 2024 is directly related to prior year actuals.

**Minor Equipment:** An appropriation for tools, jacks and diagnostic equipment for the maintenance division.

**Vehicle & Equipment Maintenance:** This appropriation covers the costs for fuel (\$103,000) and vehicle maintenance (\$175,129) for all department vehicles.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**TRAINING DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<u><b>Actual 2021-22</b></u>	<u><b>Adopted 2022-23</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2022-23</b></u>	<u><b>Adopted 2023-24</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$153,293	\$125,669	\$61,361	\$125,669	\$134,491	7.0%
Overtime	22,227	5,000	2,269	5,000	5,000	
Holiday Pay	17,162	8,203		8,203	9,842	20.0%
Education Premium Pay	2,017	2,000	850	2,000	2,000	
Office Expense	3,286	2,550	3,763	5,100	3,550	39.2%
Training	62,749	48,000	64,734	65,000	48,000	
Professional Services		12,000	2,500	12,000	12,000	
Office Equipment	1,623	3,300	9,471	10,000	3,300	
Information Technology	15,189	19,914	15,843	19,914		-100.0%
Social Security	<u>2,537</u>	<u>2,059</u>	<u>2,059</u>	<u>2,059</u>	<u>2,214</u>	7.5%
<b>TOTAL</b>	<b>\$280,083</b>	<b>\$228,695</b>	<b>\$162,850</b>	<b>\$254,945</b>	<b>\$220,397</b>	<b>-3.6%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u><b>Authorized Positions</b></u>			<u><b>Revised</b></u>	<u><b>Adopted</b></u>
	<u><b>2020-21</b></u>	<u><b>2021-22</b></u>	<u><b>2022-23</b></u>	<u><b>2022-23</b></u>	<u><b>2023-2024</b></u>
Deputy Chief – Training (formerly Battalion Chief)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**TRAINING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Reflects the salary for the Deputy Chief (formerly Battalion Chief) of Fire Training.

**Overtime:** This appropriation covers the cost of overtime for required night or weekend training programs and alarm activity.

**Holiday Pay:** Reflects the cost of thirteen (13) days of holiday pay in lieu of actual days off.

**Education Premium Pay:** Members of the union are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate’s Degree; \$1,500 for 90 college credits; and \$2,000 for 120 college credits or a Bachelor’s Degree.

**Office Expense:** This appropriation covers office supplies, printing/copying training documents and postage costs. In fiscal year 2024 the increase represents rising costs.

**Training:** This appropriation reflects expenditures related to maintaining the skill levels of firefighting personnel including leadership, general firefighting, apparatus operation, emergency medical training, hazardous material training, and extrication skills.

**Professional Services:** This line item covers the cost of outside expert instruction in emergency medical services, other technical skill areas and emergency medical technician refreshers.

**Office Equipment:** Funding for minor training equipment (tools and appliances).

**Information Technology:** This appropriation funds software costs for online training. In fiscal year 2024 this appropriation was transferred to the Management division.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.



DEPARTMENT: FIRE

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised	Adopted
	2020-21	2021-22	2022-23	2022-23	2023-2024
<u>GENERAL FUND</u>					
Fire Chief	1	1	1	1	1
Assistant Fire Chief	2	2	2	2	2
Office Operations Specialist		1	1	1	1
Executive Assistant	1				
Fire Deputy Chief (formerly Battalion Chief)	4	4	4	4	4
Fire Captain	5	5	5	5	5
Deputy Fire Marshal	1	1	1	1	1
Fire Lieutenant	15	15	15	15	15
Apparatus Operator	20	20	20	20	20
Firefighter	40	40	40	40	40
Fire Lieutenant – EMS Officer (formerly Support Services)	1	1	1	1	1
Fire Inspector	1	1	1	1	2
Fire Deputy Chief – Training (formerly Battalion Chief)	1	1	1	1	1
Fire Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL FIRE	93	93	93	93	94

**POLICE DEPARTMENT****MISSION**

The West Hartford Police Department, in active collaboration with our community, will enforce all laws and work to improve the quality of life. We will treat every individual with fairness and respect. We will accomplish this mission by providing professional, high quality police services.

The Police Department's primary goals are:

- To provide prompt and professional response to medical emergencies, vehicular accidents or crimes reported in West Hartford.
- To work in cooperation with residents, business owners, interest groups and other Town agencies to maintain the high standards for which this community is known.
- To further the professionalism of law enforcement as a whole.
- To deliver a high level of service in the most cost efficient manner possible.
- To maintain the perception of safety among residents and visitors to the Town.

**HIGHLIGHTS & ACCOMPLISHMENTS 2022-2023****Program Analysis**

The West Hartford Police Department (WHPD) reviewed the programs and services provided to the community. As the primary law enforcement agency, all activities are either directly related to public safety or part of an effort to reduce crime and enhance public confidence in the department. An ongoing review of the agency policies and procedures has been underway during the 2022-2023 fiscal year to ensure compliance with statewide mandates and the pursuit of Tier II State Accreditation. Two department members have been selected to assist the Police Officer Standards and Training Council with the Statewide Police Accreditation process for other agencies, consistent with our goal of improving and furthering the professionalism of law enforcement in the State of Connecticut. The department Drone program was expanded to include supporting large scale town events, serious accident scenes and crime scene investigation applications. With the statewide increase in car thefts and car break-ins, the department joined a regional violent crime/auto theft task force which proved to be very successful in criminal arrests and stolen vehicle recovery in West Hartford and the surrounding towns.

Significant efforts were undertaken during the 2022-2023 fiscal year in developing protocols to comply with HB6004 /Public Act No.20-1, as such, West Hartford Police Department implemented the new body worn and vehicle dash camera systems. The mandated drug and psychological testing for sworn personnel is ongoing. The new Citizen Police Review Board provided a full year of review and oversight of the police department internal investigations.

During fiscal year 2023, a Town wide traffic camera program was implemented. The initiative resulted in 13 License Plate Reader (LPR) cameras in highly traveled locations within the town of West Hartford.

**Pandemic Operations**

Due to the reality and continued concern of the Covid-19 Pandemic, and to curb the transmission of disease, many of the department protocols, services and responses were adjusted to provide for enhanced safety of our personnel and the community we serve. Such measures included constant personal protective equipment (PPE) use, decontamination of vehicles and facilities, as well as increased utilization of technology.

- ✓ The department continues its own PCR COVID testing program in conjunction with the Health Department, Fire Department, and Jackson Laboratory.

**Additional Revenue**

- ✓ Awarded over \$150,197 in grant funding for DUI & Distracted Driving and Seat Belt Enforcement.
- ✓ As of the first eleven months of 2022, the department's Supernumerary Program, the Town has realized a net revenue of \$333,214.
- ✓ Awarded \$25,000 in grant funding for a new police motorcycle to aid in community policing strategies as well as gang/group crime response.

**Community Outreach**

- ✓ Even with a difficult holiday season, the department collected over 800 toys and \$1,000 in cash donations for the community.
- ✓ Continued the department video sharing program with the community to improve solvability of crimes. The program is still an excellent tool under Community Relations and is active. People are still able to register via the WHPD website.
- ✓ As of December 2022 our Prescription Drug Box Program has collected 288.1 lbs. thus far this fiscal year.
- ✓ Introduced the pilot HANOC project - (20) West Hartford students, grades 3 – 8, participated in a four week youth and police engagement program.

**Social Media**

- ✓ The Police Department's Facebook page has gained 700 new followers, bringing the total up to 8,100. Our Instagram interaction is up 66% and we have gained 224 new followers in the last 3 months. We have had an increase of 344 followers on Twitter in the last year, bringing the total to 5,024.

**Accreditation**

- ✓ Completed Tier I State Accreditation process and pursuing Tier II.

**FISCAL YEAR 2024 GOALS & OBJECTIVES**

**Anticipated Trends and Key Issues:**

- ❖ Department will continue to face challenges in recruitment. Multiple retirements are upcoming which will heighten the problem.
- ❖ Anticipated that we will continue to see an issue with juvenile crime.
- ❖ Continue to see challenges in staffing private duty and overtime assignments.
- ❖ Neighborhoods continue to express strong concerns over traffic related issues (speeding, congestion and unsafe driving).
- ❖ Increased visitors to, as well as more pedestrian friendly events in, Blue Back Square and The Center requires frequent reassessment of police services to continue to ensure safety and security for all. This is accomplished by working in concert with various private businesses, civic groups, and other Town Departments.
- ❖ Anticipated increase in population and population density throughout the Town requires reassessment of deployment of police services and staffing.

**GOALS 2023-2024:**

**Recruitment and Retention**

- ❖ Strive towards recruiting and hiring more diverse police personnel.
- ❖ Attempt to retain senior department personnel.

**Increased Community Outreach**

- ❖ HANOC Project- continue during fiscal year 2023-2024, with an anticipated expansion to a 6 week program.
- ❖ Reconstitute the WHPD Police Cadet Program.
- ❖ Continue to increase the Department's Social Media footprint.

**Training**

- ❖ Implement and train personnel on de-escalation techniques.
- ❖ Continue to train all sworn personnel on the new use of force guidelines implemented by POSTC.
- ❖ Build and implement a new virtual reality training center.
- ❖ Build and implement a modern intelligence center to provide investigators with timely and relevant information.

**Health and Safety**

- ❖ Mitigate the continued impact of the Covid Pandemic on department personnel and operations.
- ❖ Continue with the mandated drug testing and psychological evaluation for all sworn personnel.

**SMART Goals:** (Specific, Measurable, Achievable, Relevant, Time bound)

- ❖ Acquire Tier II State accreditation process by fiscal year 2023 -2024.
- ❖ Increase Department's social media community outreach and recruitment by 20%.
- ❖ Acquisition of new digital forensic technology for improved investigative access to mobile devices.
- ❖ Enhance police officer safety and wellness programs.
- ❖ Recruit persons of color and women, to better reflect the Town demographics by 30% of annual hiring.
- ❖ Expand our network of partnerships with new public and private community agencies.
- ❖ Augment training and professional development programs to enhance department succession planning.
- ❖ Complete new annual Police Officers Standards Training Council (POSTC) department wide use of force training prior to calendar year 2023-2024.
- ❖ Installation of training de-escalation simulator to be utilized by various Town departments, WHPD College Academy, Citizens Police Academy and the Civilian Police Review Board.

**POLICE DEPARTMENT**

<b>BUDGET SUMMARY</b>						
<b><u>Revenues:</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>6 Months</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>	<b><u>Change</u></b>
Intergovernmental						
Revenues	\$293,792	\$141,000	\$138,309	\$149,750	\$141,000	
Licenses & Permits	27,245	21,900	9,515	22,000	21,900	
Charges for Services	38,621	33,500	30,157	39,710	33,500	
Fines & Forfeitures	190,730	230,200	159,834	242,200	230,200	
Miscellaneous Revenue	<u>125,000</u>	<u>125,000</u>		<u>125,000</u>	<u>125,000</u>	
<b>TOTAL</b>	<b>\$675,388</b>	<b>\$551,600</b>	<b>\$337,815</b>	<b>\$578,660</b>	<b>\$551,600</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$16,456,181	\$16,262,403	\$7,654,057	\$17,492,561	\$16,989,227	4.5%
Operating Expense	1,204,919	1,101,178	613,910	1,204,537	1,186,605	7.8%
Social Security	<u>345,578</u>	<u>373,379</u>	<u>161,205</u>	<u>373,379</u>	<u>376,322</u>	0.8%
<b>TOTAL</b>	<b>\$18,006,678</b>	<b>\$17,736,960</b>	<b>\$8,429,172</b>	<b>\$19,070,477</b>	<b>\$18,552,154</b>	<b>4.6%</b>

<b>Full-Time Positions:</b>	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-2024</u></b>
General Fund	152	153	153	153	155
Parking Lot Fund	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>154</b>	<b>155</b>	<b>155</b>	<b>155</b>	<b>157</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The Police Department's fiscal year 2024 budget increases \$815,194, or 4.6%. Wages and salaries increase \$726,824, or 4.5%. The increase is primarily due to contractual obligations and estimated merits for eligible employees, along with an increase of \$50,000 in overtime for projects and special events. In addition, two Police Officer positions were added in fiscal year 2024. Operating expenses increase \$85,427, or 7.8%, which consists of uniforms, operating supplies and equipment, recruitment & training, software maintenance agreements, and polygraph school training. This increase incorporates all divisions' operating costs and additional requests which are highlighted in each division. The social security appropriation reflects budgeted wages.

**ANNUAL BUDGET 2023-2024**

**POLICE MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$27,245	\$21,800	\$9,315	\$21,800	\$21,800	
Alarm Fees	15,051	15,000	17,459	20,010	15,000	
<b>TOTAL</b>	<b>\$42,296</b>	<b>\$36,800</b>	<b>\$26,774</b>	<b>\$41,810</b>	<b>\$36,800</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,010,758	\$964,381	\$456,597	\$980,161	\$972,746	0.9%
Overtime	26,360		4,793	20,122		
Holiday Pay	16,664	11,465		11,465	12,389	8.1%
Education Premium Pay	1,529	1,020	1,284	2,794	3,020	196.1%
Office Expense	11,367	11,200	3,620	11,200	11,200	
Dues and Training	2,784	58,509	4,198	58,509	24,509	-58.1%
Boards & Commissions	4,031	8,000	4,964	8,000	6,000	-25.0%
Education Tuition Reimbursement	3,367	20,000	2,000	20,000	20,000	
Maintenance & Repairs	3,925	6,700		6,700	27,940	317.0%
Social Security	44,165	56,183	17,426	56,183	53,063	-5.6%
<b>TOTAL</b>	<b>\$1,124,950</b>	<b>\$1,137,458</b>	<b>\$494,882</b>	<b>\$1,175,134</b>	<b>\$1,130,867</b>	<b>-0.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Chief of Police	1	1	1	1	1
Assistant Chief of Police	2	2	2	2	2
Police Captain	1	1	1	1	1
Police Sergeant		1	1	1	1
Police Officer	1				
Information Technology Specialist	1	1	1	1	1
Office Operations Specialist*		1	1	1	1
Administrative Assistant*	1				
Senior Staff Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

\* The Administrative Assistant was reclassified to an Office Operations Specialist in fiscal year 2022.

## **POLICE MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Mission:** The mission of this division is to manage the Police Department, which consists of 157 full-time and 4 part-time employees. This division also manages 41 crossing guards working for the Board of Education.

**Regular Payroll:** This appropriation funds eight (8) FTE positions: Police Chief, two (2) Assistant Police Chiefs, Police Captain, Police Sergeant, Information Technology Specialist, Office Operations Specialist and Senior Staff Assistant. Estimated merit increases are included, where applicable.

**Overtime:** This appropriation was eliminated in fiscal year 2021. However, funds were used for various special projects and is eligible in the Police Union contract.

**Holiday Pay:** Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 13 holidays that fall each year or grant them additional leave time considered as “holiday days”.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate’s Degree or \$1,020 for a Bachelor’s Degree. In order to attract the most qualified applicants and to encourage officers to continue their education, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. Officers can earn \$2,000 a year for a Bachelor’s degree or \$1,000 a year for an Associate’s degree.

**Office Expense:** This covers office expenses such as paper, toner, envelopes and various office supplies.

**Dues and Training:** This account provides executive training and dues for management within the department. This account also funds an enhanced recruitment, retention and promotion diversity program, consistent with CT General Statutes Chapter 104, Sec. 7-291a (June Sp. Sess. P.A. 15-4, S. 3.), to develop and implement guidelines for recruitment, retention and promotion of minority police officers with the goal of achieving racial, gender and ethnic diversity within law enforcement. The reduction in fiscal year 2024 is based on prior year actuals.

**Boards and Commissions:** This budget represents funding to the West Hartford Police Cadets. The Police Cadets provide support services to the Town at events such as Cruise Nights, Park Road Parade, Memorial Day Parade, Celebrate West Hartford and walkathons. The funds are spent on uniforms and an annual week-long summer training camp.

**Education Tuition Reimbursement:** As part of the collective bargaining agreement with the West Hartford Police Officer Association, officers are entitled to a partial reimbursement for law enforcement related college courses. This is capped at \$20,000 by contract.

**Maintenance & Repairs:** These funds are allocated for the maintenance of the Police Department’s Simplex camera security system. In fiscal year 2024, an additional \$21,240 is added to the appropriation for License Plate Reader (LPR) software.



**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

<b>PROGRAM PERFORMANCE MEASURES AND INDICATORS</b>					
<b>Police Management Division</b>					
	<b>(Fiscal Year)</b>				
	<b><u>Actual</u></b> <b><u>2018</u></b>	<b><u>Actual</u></b> <b><u>2019</u></b>	<b><u>Actual</u></b> <b><u>2020</u></b>	<b><u>Actual</u></b> <b><u>2021</u></b>	<b><u>Actual</u></b> <b><u>2022</u></b>
Reported Town Ordinance Violations	1,311	1,272	1,267	889	1,103
Medical Calls	5,256	6,361	6,057	5,680	2,767
Motor Vehicle Accidents	2,866	2,428	2,247	1,632	2,445
Number of Motor Vehicle Stops	6,053	6,169	5,476	2,156	2,722
Total Calls for Service	45,287	45,745	49,440	45,866	48,922
Number of Criminal Arrests	1,174	1,220	1,303	1,175	1,314
Number of Motor Vehicle Arrests	4,728	4,769	5,030	1,232	2,875
Number of DUI Arrests	73	96	77	54	73

**PROFESSIONAL STANDARDS DIVISION (PREVIOUSLY SPECIAL INVESTIGATIONS)**

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$417,114	\$443,631	\$201,939	\$438,444	\$448,848	1.2%
Overtime	14,331	22,614	8,896	22,614	22,614	
Holiday	15,042	20,268		20,268	22,132	9.2%
Education Premium Pay	4,892	5,000	1,275	2,775	3,000	-40.0%
Office Expense	1,394	8,100	1,088	8,100	8,100	
Professional Services	19,650	10,300	4,950	10,300	10,300	
Uniforms	634	4,440	4,520	4,520	4,440	
Social Security	<u>6,124</u>	<u>7,057</u>	<u>2,861</u>	<u>7,057</u>	<u>7,130</u>	1.0%
<b>TOTAL</b>	<b>\$479,181</b>	<b>\$521,410</b>	<b>\$225,529</b>	<b>\$514,078</b>	<b>\$526,564</b>	<b>1.0%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-2024</u></b>
Police Lieutenant	1	1	1	1	1
Police Detective	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## PROFESSIONAL STANDARDS – BUDGET AND PROGRAM HIGHLIGHTS

**Mission:** This division investigates allegations of misconduct made against employees of the West Hartford Police Department, conducts internal investigations, ensures proper procedures and policies are followed, and conducts background investigations when necessary. In addition, this division has oversight of the Polygraph Unit.

**Regular Payroll:** This budget accounts for the salary of one Police Lieutenant and three Detectives.

**Overtime:** Overtime for this unit is strictly limited to members of the unit working overtime on investigations and background checks.

**Holiday Pay:** Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 13 holidays that fall each year or grant them additional leave time considered as “holiday days.”

**Education Premium Pay:** In order to attract the most qualified applicants and to encourage officers to continue their education, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. Officers can earn \$2,000 a year for a Bachelor’s degree or \$1,000 a year for an Associate’s degree.

**Office Expense:** This appropriation is used to cover the purchase of supplies for polygraph examiners and for the digital and video recording devices.

**Professional Services:** Police Officer applicants are subjected to a rigorous background investigation, which includes a complete physical and psychological testing. This appropriation pays for those examinations.

**Uniforms:** Due to the nature of the work, the detectives and supervisor of this unit work in plain clothes, which are purchased by the officer. Per union contract they are paid a “uniform allowance”.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**ANIMAL CONTROL DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Dog Pound Fees	\$1,330	\$1,200	\$965	\$1,200	\$1,200	
<b>TOTAL</b>	<b>\$1,330</b>	<b>\$1,200</b>	<b>\$ 965</b>	<b>\$1,200</b>	<b>\$1,200</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$173,643	\$184,467	\$84,778	\$189,400	\$192,262	4.2%
Temporary Payroll	42,527	47,351	20,543	47,351	34,362	-27.4%
Overtime	25,367	16,978	13,391	29,184	16,978	
Holiday	7,825	8,456		8,456	9,319	10.2%
Education Premium Pay	2,017	2,000	850	2,000	2,000	
Office Expense	11,530	10,200	5,003	10,200	15,200	49.0%
Advertising	187	650	1,186	1,500	650	
Office Equipment	454	2,000		2,000	2,000	
Social Security	3,420	6,688	4,273	6,688	3,676	-45.0%
<b>TOTAL</b>	<b>\$266,970</b>	<b>\$278,790</b>	<b>\$130,024</b>	<b>\$296,779</b>	<b>\$276,447</b>	<b>-0.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Animal Control Officer	1	1	1	1	1
Assistant Animal Control Officer	1	1	1	1	1
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## ANIMAL CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

**Mission:** The mission of the Animal Control Division is to balance the health, public safety, and welfare needs of people and animals within the community of West Hartford by humanely enforcing animal related laws; investigating cases where proper animal care is questionable; educating the public about responsible pet ownership and promoting peaceful coexistence with animals; providing care and a safe environment for unwanted, stray, abused and impounded animals; and finding new homes for homeless animals. The department has an Animal Control Officer working on weekdays and weeknights and during the day on Saturdays and Sundays.

**Regular Payroll:** This budget accounts for the salary of an Animal Control Officer and an Assistant Animal Control Officer.

**Temporary Payroll:** This appropriation accounts for the salary of one part-time Animal Control Officer to work on weekends, and one part-time kennel assistant who cleans and feeds the impounded animals.

**Overtime:** Overtime for this unit is used to pay Animal Control Officers to work overtime on investigations and to cover for Animal Control Officers due to training, vacation or illness.

**Holiday Pay:** Since animal complaints continue to come in on holidays and impounded animals need to be cared for 7 days a week, Animal Control Officers are often required to work on holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay Animal Control Officers for the 13 holidays that fall each year or grant them additional leave time considered as “holiday days.” This budget reflects the amount paid to officers for their holiday pay.

**Education Premium Pay:** In order to attract the most qualified applicants and to encourage officers to continue their education the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. Officers can earn \$2,000 a year for a Bachelor’s degree or \$1,000 a year for an Associate’s degree.

**Office Expense:** This appropriation is used to cover the costs of disposing of dead animals removed from Town streets, vet expenses, food and supplies, and euthanizing unclaimed and unwanted animals that the Animal Control Officers impound. It also includes printing costs for required forms, publications and notices. In fiscal year 2024, it is anticipated that the cost of veterinary bills will increase.

**Advertising:** This budget is used to place notices for stray animals found by the department in accordance with State law. If no one claims these animals, they are placed for adoption.

**Office Equipment:** This appropriation is for the purchase of minor equipment as needed to fulfill the needs of the division.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**RECORDS CONTROL DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$	\$ 100	\$ 200	\$ 200	\$ 100	
Charges for Services	19,429	18,000	11,589	18,000	18,000	
Fines & Forfeitures	<u>435</u>	<u>1,000</u>	<u>210</u>	<u>1,000</u>	<u>1,000</u>	
<b>TOTAL</b>	<b>\$19,864</b>	<b>\$19,100</b>	<b>\$11,999</b>	<b>\$19,200</b>	<b>\$19,100</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$344,454	\$339,083	\$155,475	\$335,553	\$335,267	-1.1%
Temporary Payroll	22,372		4,745	4,745		
Overtime		1,000	710	1,900	1,000	
Office Expense	29,138	37,500	18,636	37,675	37,500	
Maintenance & Repairs	104,834	93,701	42,930	93,701	100,501	7.3%
Social Security	<u>25,858</u>	<u>25,711</u>	<u>11,478</u>	<u>25,711</u>	<u>24,823</u>	-3.5%
<b>TOTAL</b>	<b>\$526,656</b>	<b>\$496,995</b>	<b>\$233,974</b>	<b>\$499,285</b>	<b>\$499,091</b>	<b>0.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Police Records Supervisor	1	1	1	1	1
Assistant Police Records Supervisor	1	1	1	1	1
Staff Assistant	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

## RECORDS CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

**Mission:** The mission of the Records Division is the efficient maintenance and dissemination of all Police Department records according to State Statute, Town Ordinance, Freedom of Information (FOI), State Librarian retention schedule, and department policy. In addition, the Records Division stores, destroys and returns lost property and evidence, maintains the prescription drug drop off program, fingerprints citizens, conducts records checks, issues permits and responds to general questions from the public on Police Department services and functions. This division is responsible for payroll, the tracking of leave time and scheduled step increases, and maintaining personnel records of all current and past employees. They work in close association with other Town departments and State agencies. Many of the functions that the Records Division accomplishes are time sensitive (such as payroll, court reports, and FOI requests) and must be completed in an expedient manner.

**Regular Payroll:** This budget accounts for the salary of a Records Division Supervisor, an Assistant Records Supervisor and three Staff Assistants. It includes estimated merit increases for eligible employees.

**Temporary Payroll:** This appropriation was eliminated in 2021, however it was necessary to hire temporary employees to cover the workload demand.

**Overtime:** The overtime budget is used to pay clerical staff to come in on weekends or holidays to process payroll, as needed.

**Office Expense:** This appropriation is used to cover the cost of supplies for the Police Department. In addition to the normal office expenses (paper, pens, envelopes) there are some unique purchases, such as parking ticket books and prisoner food. This appropriation is also used to pay for printing costs of certain internal forms and business cards for officers.

**Maintenance & Repairs:** This appropriation pays for upkeep of the Police Department software, hardware, networking equipment, and in-vehicle computers, including maintenance costs associated with a Cogent Livescan finger printing machine, TeleStaff schedule and payroll program, NexGen CAD and RMS system, and CAPTAIN in-vehicle computer communication system. In fiscal year 2024, the increase is due to increased software costs and training software.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**EQUIPMENT OPERATIONS DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Telecommunications	\$5,472	\$5,472	\$	\$4,142	\$5,472	
Vehicles & Equipment Expense	<u>322,620</u>	<u>235,000</u>	<u>194,479</u>	<u>325,164</u>	<u>235,000</u>	
<b>TOTAL</b>	<b>\$328,092</b>	<b>\$240,472</b>	<b>\$194,479</b>	<b>\$329,306</b>	<b>\$240,472</b>	

**EQUIPMENT OPERATIONS – BUDGET AND PROGRAM HIGHLIGHTS**

**Mission:** This division is administered by the Department of Public Works on behalf of the Police Department to maintain the police fleet in good operating condition and to purchase fuel.

**Telecommunications:** Funds the cost of cellular service for the vehicle maintenance program.

**Vehicles & Equipment:** This appropriation pays for gas, oil, and other supplies for the Police fleet of vehicles. In addition, it funds the costs for service, routine washing and minor repairs. It is also used to replace lights, sirens, flashlights or other safety equipment that is damaged or has failed. All vehicle towing costs are paid from this account, whether they are cruisers or civilian cars towed due to criminal investigation.



**UNIFORMED PATROL DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Intergovernmental Grants	\$13,337	\$	\$6,958	\$7,500	\$	
Charges for Services	<u>2,125</u>	_____	<u>1,041</u>	<u>1,200</u>	_____	
<b>TOTAL</b>	<b>\$15,462</b>	<b>\$</b>	<b>\$7,999</b>	<b>\$8,700</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$6,427,352	\$7,367,067	\$3,174,986	\$7,041,526	\$7,885,014	7.0%
Overtime	2,206,978	1,023,223	1,015,970	2,195,892	1,073,223	4.9%
Holiday	269,347	338,645	600	338,645	384,997	13.7%
Education Premium Pay	35,700	33,000	13,242	33,000	30,000	-9.1%
Office Expense	36,581	31,700	25,823	31,700	33,500	5.7%
Office Equipment	7,918	15,100	3,000	15,100	20,152	33.5%
Uniforms	130,600	84,123	2,584	84,123	84,123	
General Contributions	1,500	1,500	1,500	1,500	1,500	
Maintenance & Repairs	5,425	4,000		4,000	4,000	
Miscellaneous Supplies	42,867	32,218	39,017	41,000	51,218	59.0%
Social Security	<u>123,474</u>	<u>130,918</u>	<u>55,096</u>	<u>130,918</u>	<u>137,707</u>	5.2%
<b>TOTAL</b>	<b>\$9,287,742</b>	<b>\$9,061,494</b>	<b>\$4,331,818</b>	<b>\$9,917,404</b>	<b>\$9,705,434</b>	<b>7.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Police Captain	1	1	1	1	1
Police Lieutenant	3	3	3	3	3
Police Sergeant	9	9	9	9	9
Police Officer* **	<u>69</u>	<u>68</u>	<u>69</u>	<u>71</u>	<u>73</u>
<b>TOTAL</b>	82	81	82	84	86

\* During fiscal year 2023, two Police Officer positions were transferred to the Uniformed Patrol division (one from Community Relations and one from the Traffic Control division).

\*\* In fiscal year 2024, two additional Police Officer positions are added.

## UNIFORMED PATROL – BUDGET AND PROGRAM HIGHLIGHTS

**Mission:** The mission of the Patrol Division of the West Hartford Police is to provide comprehensive public safety services to citizens, residents, and visitors to the community. The largest division within the police department, the Patrol Division provides 24 hour, 7 days a week emergency response to the community to provide visibility and deterrence to crime.

**Regular Payroll:** This budget accounts for the salaries of one Police Captain, three Patrol Lieutenants, nine Patrol Sergeants, and seventy-three Officers, two of which are added in the fiscal year 2024 budget. During the summer months, two officers are reassigned from the Patrol Division to staff Police Bicycle Patrols, and the department has two K-9 Officers. In addition, the fiscal year 2024 budget includes contractual cost of living and merit increases.

**Overtime:** This appropriation pays for officers who work overtime on investigations, fill in for staff shortages due to position vacancies, and to cover for officers that are training, ill, or on other authorized leave. The increase in fiscal year 2024 represents projects and special events.

**Holiday:** Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. The Town of West Hartford is contractually obligated to either pay police officers for the 13 holidays that fall each year, or grant them additional leave time considered as “holiday days.”

**Education Premium Pay:** To attract the most qualified applicants, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. This is subject to change as new officers are hired to fill vacancies.

**Office Expense:** This appropriation encompasses miscellaneous patrol items such as medical supplies, oxygen, flares, prisoner blankets, radio supplies, interpreters, etc. A slight increase in fiscal year 2024 represents K-9 Unit supplies.

**Office Equipment:** This appropriation is utilized for minor equipment required in the course of duty. In fiscal year 2024, the primary increase represents Xs-X Lasers (\$3,850).

**Uniforms:** Police Officers are required to work outside in all types of adverse weather conditions. The Town provides the officers with a variety of gear to protect them while they are working. The Town does not pay for laundry service for officers. This appropriation also covers badges, replacement holsters and reimbursement for damaged personal property.

**General Contributions:** This is a contractual contribution to the West Hartford Police Revolver team.

**Maintenance & Repairs:** These funds pay for the upkeep of police equipment, including maintenance costs associated with a Cogent Livescan finger printing machine.

**Miscellaneous Supplies:** This budget funds the SWAT Team, Scuba Team, Bike Squad, K9, and a contractual contribution for bullet proof vests. In fiscal year 2024, the primary increase includes: Illuminators (\$9,000); Colt M4 Continuation – replacement of rifles for ESU team (\$7,000); and the yearly lease for the low profile night vision goggles (\$3,000).

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**POLICE COMMUNICATIONS DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
E-911 Grant	\$167,704	\$141,000	\$118,065	\$141,000	\$141,000	
<b>TOTAL</b>	<b>\$167,704</b>	<b>\$141,000</b>	<b>\$118,065</b>	<b>\$141,000</b>	<b>\$141,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$952,219	\$1,002,434	\$460,691	\$999,065	\$1,014,676	1.2%
Overtime	121,892	38,400	54,344	136,134	38,400	
Holiday	39,886	40,498		40,498	50,416	24.5%
Office Expense	389	1,000		1,000	1,000	
Professional Services	57,298	57,330	60,818	60,818	63,973	11.6%
Office Equipment	3,870	5,000		5,000	6,212	24.2%
Telecommunications	57,578	51,500	20,013	51,500	51,500	
Social Security	79,217	79,526	35,358	79,526	81,262	2.2%
<b>TOTAL</b>	<b>\$1,312,349</b>	<b>\$1,275,688</b>	<b>\$631,224</b>	<b>\$1,373,541</b>	<b>\$1,307,439</b>	<b>2.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
ERC Manager	1	1	1	1	1
Public Safety Dispatchers*	12	13	13	13	13
<b>TOTAL</b>	13	14	14	14	14

\* In fiscal year 2022 an additional Public Safety Dispatcher was added per the bargaining unit contract.

## **POLICE COMMUNICATIONS – BUDGET AND PROGRAM HIGHLIGHTS**

**Mission:** The mission of the Emergency Reporting Center (ERC) is to answer telephone calls received each year from citizens reporting emergencies, requesting aid or needing information. These calls are either handled directly by the ERC staff or entered into the West Hartford Police Department Computer Aided Dispatch (CAD) system so that a police officer can be dispatched. ERC also provides dispatching service for the West Hartford Fire Department and makes notification to a variety of agencies requesting a response for a specialized skill or piece of equipment. In addition, the dispatchers communicate with medical personnel and coordinate necessary responses. The dispatchers have received specialized training in the handling of emergency calls.

**Regular Payroll:** This budget accounts for the salaries of thirteen Public Safety Dispatchers (PSD) and a Public ERC Manager. Merit increases are budgeted for eligible positions.

**Overtime:** This appropriation is used to pay Public Safety Dispatchers to cover staff shortages when other Public Safety Dispatchers are absent due to training, holiday, vacation, sick or other leave time.

**Holiday Pay:** Since the ERC is open 24 hours a day and 7 days a week, dispatchers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay dispatchers for the 13 holidays that fall each year, or grant them additional leave time considered as “holiday days.”

**Office Expense:** This budget is used to cover the cost of Hill Donnelly Reference Books, a directory of listings by address or phone number for the Hartford area.

**Professional Services:** This appropriation funds the annual assessment from the North Central CT Emergency Medical Services Council, Inc., the company that operates the paramedic communications network. The annual cost is based on a per capita rate of one dollar (\$1.00) and has increased per the Town’s population of 63,973.

**Office Equipment:** This budget covers the cost of yearly replacement of chairs for the three work stations within the division, which receive 24 hour usage, 7 days a week. In fiscal year 2024 the slight increase is related to the 9-1-1 workstation maintenance fees.

**Telecommunications:** This appropriation is used to cover the cost of the Police Department’s phone system and cellular phones.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**JUSTICE ASSISTANCE GRANT****SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Justice Assistance Grants	\$25,000	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$25,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Office/Minor Equipment	\$25,000	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$25,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

**JUSTICE ASSISTANCE GRANT – BUDGET AND PROGRAM HIGHLIGHTS**

**Mission:** In fiscal year 2022 the Town was awarded monies under the Edward Byrne Memorial State and Local Law Enforcement Grant program, administered by the U.S. Department of Justice. This is a partnership among Federal, State, and local governments to create safer communities. Grants are awarded to States and units of local government to improve the functioning of the criminal justice system. Grants were used to provide personnel, equipment, training, technical assistance, and information systems for more widespread apprehension, prosecution, adjudication, detention, and rehabilitation of offenders who violate State and local laws. The Town has not been notified of any grant funding under this program in fiscal year 2023 and 2024; therefore, no revenue and expenditure appropriations have been included.

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**ANNUAL BUDGET 2023-2024**

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**DETECTIVE BUREAU**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$ 686	\$ 500	\$ 68	\$ 500	\$ 500	
<b>TOTAL</b>	<b>\$ 686</b>	<b>\$ 500</b>	<b>\$ 68</b>	<b>\$ 500</b>	<b>\$ 500</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$2,038,142	\$2,205,278	\$965,777	\$2,109,782	\$2,253,164	2.2%
Overtime	321,381	135,058	170,141	468,504	135,058	
Holiday	93,044	101,044		101,044	111,417	10.3%
Education Premium Pay	19,279	27,500	9,029	20,279	24,000	-12.7%
Office Expense	21,047	23,000	12,491	23,000	38,240	66.3%
Dues & Travel		835		835	835	
Office Equipment		500		500	500	
Uniforms	4,812	19,370	16,950	19,370	19,370	
Maintenance & Repairs	10,359	10,570	5,456	10,570	10,570	
Miscellaneous Supplies	4,089	5,000		5,000	5,000	
Social Security	33,178	35,553	16,963	35,553	36,344	2.2%
<b>TOTAL</b>	<b>\$2,545,331</b>	<b>\$2,563,708</b>	<b>\$1,196,807</b>	<b>\$2,794,437</b>	<b>\$2,634,498</b>	<b>2.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Police Captain	1	1	1	1	1
Police Lieutenant*	1				
Police Sergeant	3	3	3	3	3
Police Detective	13	13	13	13	13
Police Officer	2	4	4	4	4
<b>TOTAL</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>

\* During fiscal year 2022, a Police Lieutenant was transferred to the Community Relations Division.

## DETECTIVE BUREAU – BUDGET AND PROGRAM HIGHLIGHTS

**Mission:** It is the mission of the West Hartford Police Detective Division to conduct initial and follow up criminal investigations by interviewing witnesses, victims and suspects and by collection, preservation and analysis of physical evidence. This division works closely with Federal, State and other local law enforcement agencies as well as with the court system. Detectives are highly trained in crime scene processing, interviewing and criminal investigations. The Detective Division also specializes in youth-related offenses and works closely with other juvenile agencies and handles the pistol permit process for Town residents. The division is also responsible for maintaining the deadly weapons offender registry and the sexual offender registry. This division also includes the Community Support Unit, which is responsible for addressing neighborhood complaints and quality of life issues, vice, narcotics, and liquor investigations.

**Regular Payroll:** This budget accounts for the salary of a Captain, three Sergeants, thirteen Detectives and four Officers. The Detective Bureau is available from Monday through Friday and both day and evening shifts are worked.

**Overtime:** This appropriation is used to pay for Detectives who are working over their shift or have been recalled on an investigation. One detective receives a 4 hour stipend to be on call each Sunday.

**Holiday:** The Town of West Hartford is contractually obligated to either pay Police Officers for the 13 holidays that fall each year, or grant them additional leave time considered as “holiday days.”

**Education Premium Pay:** In order to attract the most qualified applicants and to encourage officers to continue their education, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. The variance reflects officers assigned to this division who are eligible for this payment.

**Office Expense:** This appropriation is used to cover the cost of certain supplies for the Detective Bureau, such as fingerprint powders and ink, evidence tags, bags and boxes, photographic supplies, blood test kits, gun powder residue test kits and other miscellaneous evidence supplies. In fiscal year 2024 the increase includes a Covert Car Rental Program (\$15,240).

**Dues & Travel:** Detectives occasionally have to travel out of state and overnight in connection with various criminal investigations. Any such travel is approved by the Chief of Police and the Town Manager.

**Office Equipment:** This account is used to cover the cost of repair and maintenance on various evidence collection devices used by the division. This equipment includes black lights, a “Total Station” (used in measuring distances at crime scenes and accidents for diagrams), ventilation hood (which removes harmful and noxious fumes from the lab area), metal detectors, and a variety of surveillance devices.

**Uniforms:** Due to the nature of their work, the detectives and supervisors of this unit work in plain clothes, purchased by the officers. Since they are not in uniform, per union contract they are paid a “uniform allowance”.

**Maintenance & Repairs:** This account pays for the upkeep of police equipment, including maintenance costs associated with a Cogent Livescan finger printing machine, computer recording system and computer forensics costs.

**Miscellaneous Supplies:** This budget is used to cover photography requests, as well as supplies for the Bomb Squad.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**POLICE COMMUNITY RELATIONS DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$605,165	\$708,290	\$310,154	\$622,390	\$678,645	-4.2%
Overtime	25,475	37,549	25,632	74,212	37,549	
Holiday	29,005	28,988		28,988	29,311	1.1%
Education Premium Pay	7,325	7,000	2,975	6,475	8,000	14.3%
Office Expense	11,062	11,000	7,763	11,000	15,000	36.4%
Office Equipment		500		500	500	
Uniforms & Laundry	2,244	6,420	1,130	6,420	6,420	
Maintenance & Repairs	45	1,500	1,307	1,500	1,500	
Social Security	<u>12,562</u>	<u>15,903</u>	<u>6,289</u>	<u>15,903</u>	<u>15,615</u>	-1.8%
<b>TOTAL</b>	<b>\$692,883</b>	<b>\$817,150</b>	<b>\$355,250</b>	<b>\$767,388</b>	<b>\$792,540</b>	<b>-3.0%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-2024</u></b>
Police Lieutenant***		1	1	1	1
Police Officer* ****	7	6	6	5	5
Social Worker**		<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<u>7</u>	<u>8</u>	<u>8</u>	<u>7</u>	<u>7</u>

\* In fiscal year 2020 one Police Officer was funded by the Parking Lot Fund. In fiscal year 2021 and 2022, the second officer was transferred back to the Parking Lot Fund.

\*\* In fiscal year 2022 a Social Worker position was added.

\*\*\* During fiscal year 2022, a Police Lieutenant was transferred from the Detective Division to the Community Relations Division

\*\*\*\* During fiscal year 2023, one Police Officer was transferred from Community Relations to Uniformed Patrol.



## **POLICE COMMUNITY RELATIONS – BUDGET AND PROGRAM HIGHLIGHTS**

**Mission:** The mission of the Community Relations Division is to improve the efficiency of policing by providing a variety of diverse educational programs and services to the community. Focusing on crime prevention, awareness, and safety, the division provides instruction in all public schools, grades K-12, as well as to numerous private schools and day care programs throughout West Hartford. The division provides group specific presentations on topics such as elderly safety, internet safety, drug and alcohol abuse, and programs to increase the safety and well-being of West Hartford residents. This division also provides a School Resource Officer to both of the Town's high schools.

**Regular Payroll:** This budget accounts for the salary of one Lieutenant, two Beat Officers, two School Resource Officers, one Community Relations Officer and one Social Worker.

**Overtime:** This budget is limited to members of the unit working overtime on investigations.

**Holiday Pay:** Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 13 holidays that fall each year or grant them additional leave time considered as "holiday days."

**Education Premium Pay:** In order to attract the most qualified applicants and to encourage officers to continue their education the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. The variance reflects officers assigned to this division who are eligible for this payment.

**Office Expense:** This appropriation is used to cover the purchase of handouts and other items to be used during presentations to students and residents. The slight increase in fiscal year 2024 is related to Community Outreach supplies.

**Office Equipment:** This appropriation pays for the purchase of various supplies needed for equipment used during presentations and to purchase specialized equipment used in criminal investigations.

**Uniforms:** Officers with a plain clothes assignment are given a uniform allowance which is budgeted here, if applicable.

**Maintenance & Repairs:** This appropriation is for the upkeep of the Police Department's exercise room equipment.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

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**ANNUAL BUDGET 2023-2024**

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**POLICE TRAINING DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Intergovernmental	\$6,379	\$	\$ 941	\$1,250	\$	
<b>TOTAL</b>	<b>\$6,379</b>	<b>\$</b>	<b>\$ 941</b>	<b>\$1,250</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$331,073	\$306,048	\$135,932	\$308,436	\$318,487	4.1%
Overtime	36,050	11,409	23,916	50,793	11,409	
Holiday	13,523	13,975		13,975	15,726	12.5%
Education Premium Pay	1,100	2,500		1,500	1,500	-40.0%
Office Expense	102,031	94,700	43,824	94,700	94,700	
Dues and Training	149,129	87,500	65,991	88,650	115,500	32.0%
Office Equipment	695	10,640		10,640	18,080	69.9%
Social Security	<u>7,173</u>	<u>4,792</u>	<u>1,863</u>	<u>4,792</u>	<u>4,990</u>	4.1%
<b>TOTAL</b>	<b>\$640,774</b>	<b>\$531,564</b>	<b>\$271,526</b>	<b>\$573,486</b>	<b>\$580,392</b>	<b>9.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Police Lieutenant	1	1	1	1	1
Police Officer	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	3	3	3	3	3

## **POLICE TRAINING – BUDGET AND PROGRAM HIGHLIGHTS**

**Mission:** The mission of the Training Division is to enhance officer safety, improve officer performance, increase inter-agency contacts and cooperation, and maintain mandatory certifications, which ultimately improves productivity, increases citizen satisfaction and diminishes civil liability. The Training Division provides training to members of the department and maintains training and certification records. In addition, this unit coordinates annual regional in-service training for more than 500 officers from 18 local and State agencies by pooling resources, facilities and instructors from the participating agencies and securing the services of outside instructors. This division also researches and tests new equipment for the Police Department. The training division also conducts recruitment fairs and open houses.

**Regular Payroll:** This budget funds the salary of a Training Lieutenant and two Training Officers.

**Overtime:** Training classes for officers are required to last for a full 8 hours. Accordingly, the training division officers often have to start their day early or end late to prepare for class and to clean up. This appropriation is used to pay for Training Officers that are working over their shift.

**Holiday:** Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 13 holidays that fall each year, or grant them additional leave time considered as “holiday days.”

**Education Premium Pay:** In order to attract the most qualified applicants and to encourage officers to continue their education, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement.

**Office Expense:** This appropriation is used to purchase ammunition, targets, medical and other supplies for training, including automated external defibrillators and tasers, as well as the associated service contracts.

**Dues and Training:** This account is used to pay for training for officers throughout the department. The Town is charged for training at the Police Academy for new recruits and continuing education for current officers. Dues are for officers and detectives to belong to a variety of organizations. These include the International Association of Arson Investigators, International Police Mountain Bike Association, American Association of Police Polygraphers, International Association for Law Enforcement Firearms Instructors, International Association of Dive Rescue, New England State Police Information System, Capitol Region Chiefs of Police Association and Narcotics Enforcement Officers Association. These organizations are either a requirement for certification purposes or provide specialized training. In fiscal year 2024 the increase represents additional training (\$2,000 priority dispatch training, \$13,000 virtual reality training and \$13,000 direct action training).

**Office Equipment:** This appropriation is used to pay for miscellaneous minor equipment and funds the cost of replacing the range blocks at the indoor Pistol Range located on Brixton Street, which need to be replaced at least annually due to the frequency of shooting. In fiscal year 2024 an increase relates to less lethal equipment.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**TRAFFIC CONTROL DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual 2021-22</u>	<u>Adopted 2022-23</u>	<u>Actual 6 Months</u>	<u>Estimated 2022-23</u>	<u>Adopted 2023-24</u>	<u>Percent Change</u>
Intergovernmental	\$65,504	\$	\$13,286	\$	\$	
DUI Enforcement	15,868		944			
Moving Vehicle Violations	22,480	20,000	13,165	20,000	20,000	
Ordinance Violations	9,537	8,000	17,762	20,000	8,000	
Parking Violations	158,278	200,000	127,732	200,000	200,000	
Transfer In	<u>125,000</u>	<u>125,000</u>		<u>125,000</u>	<u>125,000</u>	
<b>TOTAL</b>	<b>\$396,667</b>	<b>\$353,000</b>	<b>\$172,889</b>	<b>\$365,000</b>	<b>\$353,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual 2021-22</u>	<u>Adopted 2022-23</u>	<u>Actual 6 Months</u>	<u>Estimated 2022-23</u>	<u>Adopted 2023-24</u>	<u>Percent Change</u>
Regular Payroll	\$600,846	\$650,837	\$260,262	\$577,136	\$695,778	6.9%
Overtime	106,141	81,604	73,768	174,726	81,604	
Overtime – DUI Enforcement	15,868					
Holiday	30,966	29,842		29,842	33,916	13.7%
Education Premium Pay	3,529	4,500	1,362	2,487	1,000	-77.8%
Office Expense	847	2,200	1,294	2,200	2,200	
Contractual Services	1,036	1,700	567	1,700	1,700	
Office Equipment	7,110	30,500	16,808	30,500	30,500	
Social Security	<u>10,407</u>	<u>11,048</u>	<u>9,598</u>	<u>11,048</u>	<u>11,712</u>	6.0%
<b>TOTAL</b>	<b>\$776,750</b>	<b>\$812,231</b>	<b>\$363,659</b>	<b>\$829,639</b>	<b>\$858,410</b>	<b>5.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised 2022-23</u>	<u>Adopted 2023-2024</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>		
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Police Officer*	<u>7</u>	<u>6</u>	<u>6</u>	<u>5</u>	<u>5</u>
<b>TOTAL</b>	9	8	8	7	7

\* During fiscal year 2023, one Police Officer was transferred from Traffic Control to Uniformed Patrol.

## TRAFFIC CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

**Mission:** The mission of the Traffic Division is to respond to and investigate motor vehicle accidents that occur in West Hartford each year, to conduct traffic enforcement in order to reduce the number and severity of accidents in West Hartford, and to supervise the school crossing guard program, which is funded by the Board of Education. This division provides logistical support for the many community events held throughout the year. The traffic division works closely with the Town Engineering Department on all traffic/construction matters. This division also responds to calls for service to assist the Patrol Division.

**Regular Payroll:** This appropriation funds the salary of one Traffic Lieutenant, one Traffic Sergeant, and five Traffic Officers.

**Overtime:** This budget is used to pay traffic officers when they are required to work overtime or recalled to investigate an accident. Overtime will also be used to hire extra officers to work during times of inclement weather (such as ice storms), in which there is a higher than normal accident rate, or to cover for shortages due to illness, training, vacation or other leave time.

**Overtime – DUI Enforcement:** Overtime incurred under eligible State traffic grants is accounted for in this line item. If grants are received in fiscal 2023, they will be appropriated when notice of award is received.

**Holiday:** Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 13 holidays that fall each year, or grant them additional leave time considered as “holiday days.”

**Education Premium Pay:** In order to attract the most qualified applicants and to encourage officers to continue their education, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement.

**Office Expense:** This appropriation is used to purchase replacement parts for radar and laser guns.

**Contractual Services:** This appropriation is used to pay for repair and certification of radar and laser guns.

**Office Equipment:** This budget funds the purchase of miscellaneous office equipment and the annual maintenance contract (FARO) for the precise 3D measurement, imaging and public safety analytics.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### POLICE PRIVATE DUTY SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Charges for Services	<u>\$2,121,199</u>	<u>\$1,900,000</u>	<u>\$2,000,000</u>	<u>\$2,000,000</u>
Total Revenues & Other Resources	\$2,121,199	\$1,900,000	\$2,000,000	\$2,000,000

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Private Duty Pay	\$1,404,996	\$1,369,575	\$1,369,575	\$1,425,000
Operating Expense	160,307	17,500	25,000	25,000
Pension Expense	433,304	283,808	283,808	270,401
Transfer Out	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>
Total Expenditures & Other Uses	\$2,123,607	\$1,795,883	\$1,803,383	\$1,845,401

CHANGE IN FUND BALANCE	(\$ 2,408)	\$ 104,117	\$ 196,617	\$ 154,599
BEGINNING BALANCE	\$ 297,397	\$ 294,989	\$ 294,989	\$ 491,606
ENDING BALANCE	\$ 294,989	\$ 399,106	\$ 491,606	\$ 646,205

**Fund: Police Private Duty Fund**  
**Department: Police**

**PURPOSE**

The Police Private Duty Service Fund was created on July 1, 1993 to account for revenues and expenditures related to police private duty services. Police personnel are hired by private and non-profit entities to provide services, primarily at construction sites in the public right-of-ways.

**LONG-TERM STRATEGY**

The Fund was established to ensure that revenues charged for private duty services were sufficient to cover the cost of the services and that the general taxpayer was not subsidizing these activities. The rates charged are calculated to include salary, benefit and administrative costs associated with the services and are adjusted annually. It is anticipated that fund balance will be maintained at approximately its current level. Annual transfers to cover benefit and administrative costs will be made to the Pension Fund, Risk Management Fund and General Fund, as appropriate.

**FUND PERFORMANCE**

Five Year History of Operating Results					
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b><u>Revenues:</u></b>					
Charges for Services	\$2,007,000	\$1,674,000	\$1,935,000	\$2,360,000	\$2,121,000
<b>TOTAL REVENUES</b>	<b>\$2,007,000</b>	<b>\$1,674,000</b>	<b>\$1,935,000</b>	<b>\$2,360,000</b>	<b>\$2,121,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$2,112,000	\$1,612,000	\$1,792,000	\$2,030,000	\$2,123,000
<b>TOTAL EXPENDITURES</b>	<b>\$2,112,000</b>	<b>\$1,612,000</b>	<b>\$1,792,000</b>	<b>\$2,030,000</b>	<b>\$2,123,000</b>
<b>TRANSFERS TO OTHER FUNDS</b>			(\$125,000)	(\$125,000)	
<b>OPERATING RESULTS</b>	<b>(\$105,000)</b>	<b>\$62,000</b>	<b>\$18,000</b>	<b>\$205,000</b>	<b>(\$2,000)</b>
<b>FUND BALANCE</b>	<b>\$12,000</b>	<b>\$74,000</b>	<b>\$92,000</b>	<b>\$297,000</b>	<b>\$295,000</b>

**Fund: Police Private Duty Fund****Department: Police****REVIEW OF PERFORMANCE**

The Police Private Duty rates charged for the program cover direct program costs including a reimbursement to the General Fund for costs associated with administering the program and to the Pension Fund for benefit costs. The Fund had an accumulated fund balance of \$294,989 as of June 30, 2022.

**FISCAL YEAR 2023 OPERATING RESULTS**

Operating revenues are projected to total \$2,000,000 with anticipated expenditures for the current fiscal year of \$1,803,383, inclusive of a \$283,808 transfer to the Pension Fund and a \$125,000 transfer to the General Fund to reimburse administrative costs.

**FISCAL YEAR 2024 BUDGET**

The fiscal year 2024 budget reflects a continued demand for private duty officers with estimated revenue of \$2,000,000. Operating expenses consist of private duty pay to officers and gasoline expense, with \$270,401 transferred to the Pension Fund and \$125,000 transferred to the General Fund. Fund balance is estimated to total approximately \$646,205 at June 30, 2024.



DEPARTMENT: POLICE

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised	Adopted
	2020-21	2021-22	2022-23	2022-23	2023-2024
<u>GENERAL FUND</u>					
Chief of Police	1	1	1	1	1
Assistant Chief of Police	2	2	2	2	2
Police Captain	3	3	3	3	3
Police Lieutenant	7	7	7	7	7
Police Sergeant	13	14	14	14	14
Police Detective	16	16	16	16	16
Police Officer	87	85	85	85	87
Emergency Response Center Manager	1	1	1	1	1
Animal Control Officer	1	1	1	1	1
Assistant Animal Control Officer	1	1	1	1	1
Public Safety Dispatcher	12	13	13	13	13
Information Technology Specialist	1	1	1	1	1
Police Records Supervisor	1	1	1	1	1
Assistant Police Records Supervisor	1	1	1	1	1
Social Worker		1	1	1	1
Administrative Assistant	1	1	1	1	1
Senior Staff Assistant	1	1	1	1	1
Staff Assistant	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL GENERAL FUND	152	153	153	153	155
<u>PARKING LOT FUND</u>					
Police Officer	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL PARKING LOT FUND	2	2	2	2	2
TOTAL POLICE – ALL FUNDS	154	155	155	155	157

## **DEPARTMENT OF COMMUNITY DEVELOPMENT**

### **MISSION**

The mission of the Community Development Department is for the Engineering Division to design infrastructure improvements for all users and for the Building Inspection and Planning & Zoning Divisions to ensure the quality of private development in the community through a system of building inspection, zoning enforcement and land-use planning.

The Community Development Department's primary goals are:

- To develop, maintain and improve those assets of the Town, referred to as infrastructure, which are essential to the health, safety, transportation and development of the community.
- To promote and support community planning as a guide for resource allocation.
- To protect the general public's health, safety and welfare by enforcing building codes, developing and enforcing subdivision regulations and zoning ordinances.

### **HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ In addition to the typical inspection work, the Building Inspection Division successfully managed the significant increase of plan reviews and inspections associated with the large construction sites at 1 Park Road and 540 New Park Avenue.
- ✓ The Planning Division lead a comprehensive public engagement and planning initiative to support and enhance development and investment around the Town's CTfastrak stations through the creation of the new Transit-Oriented Development zoning district, which was unanimously adopted by the Town Council.
- ✓ An online CityView upgrade was successfully launched, which allows customers to apply and pay for Building Inspection, Engineering, and Planning & Zoning licenses and permits.
- ✓ The Engineering Division successfully implemented the North Main Street Road Diet.
- ✓ The Engineering Division completed the section of the Trout Brook Trail from Fern Street to Farmington Avenue.

### **FISCAL YEAR 2024 GOALS & OBJECTIVES**

- ❖ Complete and implement recommendations from the West Hartford Center Infrastructure Master Plan.
- ❖ Complete a Public Roadway Safety Study and assist the Vision Zero Task Force to improve traffic safety for all users.
- ❖ Complete the section of the Trout Brook Trail from Duffield Drive to Fern Street.
- ❖ Continue to work with the Town Council, Town Planning & Zoning Commission and various Boards and Commissions on the implementation of the Plan of Conservation and Development's strategies and action items. Prioritize strategies and action items that encourage availability and access to a diversity of housing types and costs; that promote an integrated and balanced transportation system, including enhanced traffic calming efforts, improved pedestrian mobility and bicycle access; and that preserve, protect, and enhance the Town's open space and fragile natural systems.

- ❖ Implement procedural improvements to the Building Inspection Division's operation with online inspection scheduling and electronic plan review.

**SMART Goals (Specific, Measurable, Achievable, Relevant, Time bound)**

- ❖ As much as possible, work towards a paperless Department. Scan and electronically store the Department's legacy documents, which will be remotely available to staff and the public. This will create office space and improve staff productivity by eliminating the time lost finding, reproducing, and filing documents.
- ❖ Use our Department webpages to a greater extent. The Building Inspection, Engineering, and Planning & Zoning webpages should be updated as necessary to provide greater information access to our customers regarding each Division's roles, projects, and legacy records. This will save staff time with calls and emails.

## DEPARTMENT OF COMMUNITY DEVELOPMENT

BUDGET SUMMARY						
	Actual <u>2021-22</u>	Adopted <u>2022-23</u>	Actual <u>6 Months</u>	Estimated <u>2022-23</u>	Adopted <u>2023-24</u>	Percent <u>Change</u>
<b><u>Revenues:</u></b>						
Licenses & Permits	\$2,466,201	\$1,989,500	\$1,177,848	\$1,989,500	\$2,439,500	22.6%
Charges for Services	42,807	38,200	64,751	82,750	42,775	12.0%
Miscellaneous Revenue	<u>34,670</u>	<u>75,000</u>	<u>8,237</u>	<u>75,000</u>	<u>75,000</u>	
<b>TOTAL</b>	<b>\$2,543,678</b>	<b>\$2,102,700</b>	<b>\$1,250,836</b>	<b>\$2,147,250</b>	<b>\$2,557,275</b>	<b>21.6%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$2,141,119	\$2,356,607	\$1,030,842	\$2,355,428	\$2,619,757	11.2%
Operating Expense	265,176	346,250	117,358	344,300	358,200	3.5%
Social Security	<u>142,459</u>	<u>175,100</u>	<u>72,563</u>	<u>173,455</u>	<u>194,979</u>	11.4%
<b>TOTAL</b>	<b>\$2,548,754</b>	<b>\$2,877,957</b>	<b>\$1,220,763</b>	<b>\$2,873,183</b>	<b>\$3,172,936</b>	<b>10.2%</b>

FULL-TIME POSITION SCHEDULE					
	Authorized Positions			Revised	Adopted
<b>Full-Time Positions:</b>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
General Fund	<u>24</u>	<u>23</u>	<u>24</u>	<u>26</u>	<u>26</u>
<b>TOTAL</b>	<b>24</b>	<b>23</b>	<b>24</b>	<b>26</b>	<b>26</b>

## BUDGET & PROGRAM HIGHLIGHTS

The Community Development Department budget reflects an increase of \$294,979 or 10.2% from the prior fiscal year. Wages and salaries increase \$263,150 or 11.2% primarily due to a Senior Planner and Senior Building Inspector being added during fiscal year 2023, along with merit increases for eligible employees. Operating expenditures increase \$11,950 or 3.5% due to contractual obligations, CityView and associated BlueBeam software application, in addition to GPS survey equipment. The change in social security is consistent with wages and withholdings.

**MANAGEMENT DIVISION**

**SUMMARY OF EXPENDITURES**

	<u><b>Actual</b></u> <u><b>2021-22</b></u>	<u><b>Adopted</b></u> <u><b>2022-23</b></u>	<u><b>Actual</b></u> <u><b>6 Months</b></u>	<u><b>Estimated</b></u> <u><b>2022-23</b></u>	<u><b>Adopted</b></u> <u><b>2023-24</b></u>	<u><b>Percent</b></u> <u><b>Change</b></u>
Regular Payroll	\$96,517	\$244,274	\$109,696	\$249,891	\$256,309	4.9%
Education Premium Pay			425	935	1,020	100.0%
Office Expense	2,239	1,400	331	650	850	-39.3%
Dues and Travel	166	600	88	500	700	16.7%
Training		200	41	100	100	-50.0%
Information Technology		68,500	57,366	68,500	72,000	5.1%
Telecommunications	345	800	321	800	800	
Vehicles & Equipment Expense	11,426	11,000	6,138	11,000	11,000	
Social Security	<u>6,649</u>	<u>16,877</u>	<u>6,521</u>	<u>17,314</u>	<u>18,674</u>	10.6%
<b>TOTAL</b>	<b>\$117,342</b>	<b>\$343,651</b>	<b>\$180,927</b>	<b>\$349,690</b>	<b>\$361,453</b>	<b>5.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u><b>Authorized Positions</b></u>			<u><b>Revised</b></u>	<u><b>Adopted</b></u>
	<u><b>2020-21</b></u>	<u><b>2021-22</b></u>	<u><b>2022-23</b></u>	<u><b>2022-23</b></u>	<u><b>2023-2024</b></u>
Director of Community Development***	1	1	1	1	1
Economic Development Coordinator*	1				
Office Operations Specialist**	—	—	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	2	1	2	2	2

\* Position moved to Town Manager's office in fiscal year 2022.

\*\* Position moved from Engineering Division to the Management Division in fiscal year 2023 and reclassified from an Administrative Assistant.

\*\*\* Position was authorized but unfunded in fiscal year 2022 and reinstated in fiscal year 2023.

## MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Management Division of Community Development is charged with supervising the functions of the Building Inspection, Engineering, and Planning & Zoning divisions.

**Regular Payroll:** The Management Division is staffed by the Director of Community Development and an Office Operations Specialist (previously funded in Engineering division as an Administrative Assistant). In fiscal year 2022, the Director position was unfunded and in fiscal year 2023 it was reinstated.

**Office Expense:** This appropriation is used for postage, printing and copying, and general office supplies for the division.

**Dues & Travel:** This reflects professional association events and mileage reimbursement.

**Training:** This funds training opportunities for staff.

**Information Technology:** This funds the annual maintenance fee for the CityView and associated BlueBeam software packages. These software packages automate the issuance and management of Building Inspection, Engineering and Planning & Zoning permits and provide remote connectivity to inspectors in the field. In fiscal year 2023, this appropriation was moved from the Building Division to the Management Division.

**Telecommunications:** This line item funds the costs associated with the desktop and cellular telephone services.

**Vehicle & Equipment Expense:** This appropriation is for gasoline and maintenance of vehicles assigned to the department.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

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**ANNUAL BUDGET 2023-2024**

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**ENGINEERING DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$74,900	\$ 54,500	\$ 22,350	\$ 54,500	\$ 54,500	
Copies	35	50	24	50	25	-50.0%
<b>TOTAL</b>	<b>\$74,935</b>	<b>\$ 54,550</b>	<b>\$ 22,374</b>	<b>\$ 54,550</b>	<b>\$ 54,525</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$947,187	\$923,571	\$397,035	\$898,612	\$950,126	2.9%
Temporary Payroll		49,118	7,056	49,118	25,000	-49.1%
Office Expense	6,632	5,800	2,167	5,800	5,800	
Dues and Travel	2,073	2,000	1,710	2,000	2,000	
Training		5,000	4,710	5,000	500	-90.0%
Contractual Services	131,008	175,000	24,600	175,000	175,000	
Uniforms & Laundry	655	1,000	626	1,000	2,500	100.0%
Information Technology	1,537	4,300	530	4,300	4,300	
Telecommunications	5,566	4,500	1,852	4,500	4,500	
Field Operations	3,439	3,000	497	3,000	25,000	100.0%
Social Security	62,174	72,990	29,138	69,623	72,927	-0.1%
<b>TOTAL</b>	<b>\$1,160,271</b>	<b>\$1,246,279</b>	<b>\$469,921</b>	<b>\$1,217,953</b>	<b>\$1,267,653</b>	<b>1.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Town Engineer	1	1	1	1	1
Assistant Town Engineer	1	1	1	1	1
Civil Engineer II	3	2	2	2	2
Civil Engineer I**		1	1	1	1
Survey Crew Chief	1	1	1	1	1
Construction Inspection Manager			1	1	1
Engineering Technician II***	1	1			
Engineering Technician I	2	2	2	2	2
Administrative Assistant*	1	1			
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>9</b>

\* This position moved to the Management Division in fiscal year 2023 and was reclassified to an Office Operations Specialist.

\*\* With a number of promotions in fiscal year 2022, one Civil Engineer II was reclassified to a Civil Engineer I.

\*\*\* In fiscal year 2022, the Engineering Technician II was promoted to Construction Inspection Manager and the Engineering Technician II position was eliminated.

## ENGINEERING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Engineering Division focuses on the physical condition and appropriate operation of the Town's streets, sidewalks, and traffic control systems (signs, traffic signals, pavement markings). These systems are monitored, records kept, and actions taken in accordance with Federal, State and Town regulations and practices. Staff investigates and documents circumstances of vehicular crashes and looks for ways to make roads safer.

In preparation for larger Town projects, the Engineering Division prepares surveys, design plans, specifications and cost estimates for capital improvements which include streets, sidewalks, storm drainage, curbs, culverts, bridges, parking lots, and other Town-owned property improvements. Additionally, staff reviews plans for private development projects and inspects Town infrastructure projects.

**Regular Payroll:** The Engineering Division is staffed with 9 full-time employees. This includes estimated merit increases for eligible employees. In fiscal year 2023, the Administrative Assistant position was reclassified to an Office Operations Specialist and transferred into the Management division.

**Temporary Payroll:** This appropriation is for temporary staff to assist during construction season including a part-time Engineering Technician and an Engineering Intern.

**Office Expense:** This appropriation is used for postage, printing, copying and general office supplies.

**Dues & Travel:** The budget provides funding for all State of Connecticut engineering and surveying licenses required for the division.

**Training:** This appropriation funds training opportunities for staff. In fiscal year 2023, this funded AutoCAD training not needed in 2024.

**Contractual Services:** This appropriation funds \$175,000 for water sampling and testing in compliance with the State's permit for Municipal Separate Storm Sewer Systems (MS4) requirements. The Town's permit requires dry and wet weather testing of all of the Town's storm water outfalls over the period of the permit. It is also our obligation to investigate illicit discharges found in the Town's drainage system.

**Uniforms & Laundry:** Provides for the replacement of safety shoes for the division, as well as the purchase of jackets to identify employees to the public.

**Information Technology:** This appropriation funds the traffic software maintenance of Synchro 11.

**Telecommunications:** This item funds the costs associated with the desktop and cellular telephone services.

**Field Operations:** This account funds survey field equipment and supplies. This increase represents the cost to purchase Global Positioning System (GPS) survey equipment, allowing survey work to be done by one staff person.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.



**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**Engineering Division**

**(Calendar Year)**

	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>	<b><u>Actual 2021</u></b>	<b><u>Actual 2022</u></b>	<b><u>Estimated 2023</u></b>
Street Excavation and Driveway Permits Issued	1,061	1,000	767	1,000	1,200
Linear Miles of Street Resurfaced	6.92 miles	8.38 miles	7.30 miles	7.17 miles	7.50 miles
Lane Miles of Street Resurfaced	13.84 miles	9.05 miles	7.80 miles	9.22 miles	15.0 miles
Number of Properties Impacted	830	790	740	800	950
Linear Miles of Street Reconstructed	0.98 miles	0.98 miles	1.53 miles	1.26 miles	1.35 miles
Lane Miles of Street Reconstructed	1.96 miles	0.98 miles	3.07 miles	1.26 miles	2.70 miles
Number of Properties Impacted	120	90	205	200	200
Total Linear Miles	7.90 miles	9.36 miles	8.83 miles	8.43 miles	8.85 miles
Total Lane Miles	15.80 miles	10.03 miles	10.87 miles	10.48 miles	17.70 miles
Sidewalk Repairs – Number of Properties Impacted	535	500	300	400	400
Private Development Plan Reviews	96	40	31	50	125

**BUILDING INSPECTION DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Building Permits	\$2,355,243	\$1,900,000	\$1,141,650	\$1,900,000	\$2,350,000	23.7%
Copies	108	250	40	100	50	-80.0%
Transfers from Other Funds	<u>34,670</u>	<u>75,000</u>	<u>8,237</u>	<u>75,000</u>	<u>75,000</u>	
<b>TOTAL</b>	<b>\$2,390,021</b>	<b>\$1,975,250</b>	<b>\$1,149,927</b>	<b>\$1,975,100</b>	<b>\$2,425,050</b>	<b>22.8%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$650,387	\$682,660	\$317,286	\$709,635	\$786,028	15.1%
Temporary Payroll	75,930	45,173	26,315	35,000	40,000	-11.5%
Overtime	2,378	1,000	4	1,000	1,000	
Office Expense	1,735	4,200	4,170	6,700	4,200	
Dues and Travel	1,335	1,650	870	1,650	1,650	
Training	340	2,000		2,000	2,000	
Advertising		250		250	250	
Uniforms & Laundry	1,426	1,750	866	1,750	1,750	
Information Technology	52,280					
Telecommunications	5,359	4,200	2,017	4,200	4,200	
Emergency Supplies		5,000		5,000	2,000	-60.0%
Social Security	<u>48,409</u>	<u>54,622</u>	<u>24,367</u>	<u>55,907</u>	<u>61,643</u>	12.9%
<b>TOTAL</b>	<b>\$839,579</b>	<b>\$802,505</b>	<b>\$375,895</b>	<b>\$823,092</b>	<b>\$904,721</b>	<b>12.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector*	1	1	1	2	2
Building Inspector	3	4	4	4	4
Staff Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>

\* During fiscal year 2023, a Senior Building Inspector was added.

**BUILDING INSPECTION DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

The Building Inspection Division administers the permitting of residential and commercial construction in conformance with national, state and local building and zoning codes. The goal is to improve public safety by ensuring that new construction adheres to existing building codes. Inspectors work collaboratively with Zoning Enforcement, the Fire Department and the West Hartford-Bloomfield Health District to protect life and property.

**Regular Payroll:** The Building Inspection Division is staffed with nine full time employees. The appropriation includes anticipated merit increases. A Senior Building Inspector was added during fiscal year 2023.

**Temporary Payroll:** This appropriation funds a part-time Building Inspector.

**Overtime:** This account funds overtime as needed in peak season or as other circumstances require.

**Office Expense:** This account funds office supplies, postage, printing and copying, advertising and subscriptions.

**Dues & Travel:** This appropriation is for State of Connecticut Building Inspector licenses, which are required for all inspectors. Additionally, membership in the International Code Council is required by State building officials.

**Training:** The division provides training for employees to stay current with codes and regulations.

**Advertising:** This appropriation funds legal notices in the newspaper for public notice.

**Uniforms & Laundry:** Provides for the replacement of safety shoes and the purchase of shirts and jackets to identify employees to the public.

**Information Technology:** This appropriation is moved to the Management division.

**Telecommunications:** This item funds the costs associated with the desktop telephone and cellular telephone services.

**Emergency Supplies:** This appropriation funds the cost of items needed in emergency situations for structures deemed unsafe.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**(Fiscal Year)**

	<b>Actual <u>2018</u></b>	<b>Actual <u>2019</u></b>	<b>Actual <u>2020</u></b>	<b>Actual <u>2021</u></b>	<b>Actual <u>2022</u></b>	<b>6 Months Actual <u>2023</u></b>
<b><u>Building Permits &amp; Inspections</u></b>						
Number of total permits	6,321	5,945	5,599	6,197	6,868	3,177
Value of Permits (in 000's)	\$88,272	\$91,838	\$90,254	\$87,728	\$136,535	\$71,292
Inspections made	11,122	10,909	9,601	9,821	11,061	5,591
Average turnaround time on inspection requests	7-10 days	6-9 days	7-10 days	7-10 days	10-15 days	10-15 days
Frequency of re-inspections to total inspections	17%	17%	16%	15%	15%	15%
Inspections made per Inspector	2,472	1,486	2,133	2,178	2,011	1,182
Average value per permit	\$13,966	\$15,488	\$16,119	\$14,317	\$19,880	\$22,440
Average value of construction per Inspector (in 000's)	\$19,616	\$20,409	\$20,056	\$16,132	\$24,825	\$14,258

**PLANNING & ZONING DIVISION**

**SUMMARY OF REVENUES**

	<b>Actual</b> <b><u>2021-22</u></b>	<b>Adopted</b> <b><u>2022-23</u></b>	<b>Actual</b> <b><u>6 Months</u></b>	<b>Estimated</b> <b><u>2022-23</u></b>	<b>Adopted</b> <b><u>2023-24</u></b>	<b>Percent</b> <b><u>Change</u></b>
Zoning Permits	\$36,058	\$ 35,000	\$13,848	\$ 35,000	\$ 35,000	
TPZ Applications	20,850	17,500	11,628	17,500	17,500	
Zoning Petitions	21,627	20,000	52,989	65,000	25,000	25.0%
Other Charges for Services	<u>187</u>	<u>400</u>	<u>70</u>	<u>100</u>	<u>200</u>	-50.0%
<b>TOTAL</b>	<b>\$78,722</b>	<b>\$72,900</b>	<b>\$78,535</b>	<b>\$117,600</b>	<b>\$77,700</b>	<b>6.6%</b>

**SUMMARY OF EXPENDITURES**

	<b>Actual</b> <b><u>2021-22</u></b>	<b>Adopted</b> <b><u>2022-23</u></b>	<b>Actual</b> <b><u>6 Months</u></b>	<b>Estimated</b> <b><u>2022-23</u></b>	<b>Adopted</b> <b><u>2023-24</u></b>	<b>Percent</b> <b><u>Change</u></b>
Regular Payroll	\$368,720	\$410,811	\$173,450	\$411,237	\$560,274	36.4%
Office Expense	10,395	11,500	4,139	9,000	11,500	
Dues and Travel	1,043	1,500		1,500	1,500	
Training	355	2,000	100	2,000	1,000	-50.0%
Advertising	15,548	11,000	3,969	10,000	10,000	-9.1%
Contractual Services	9,450	17,500		17,500	12,500	-28.6%
Telecommunications	824	600	250	600	600	
Social Security	<u>25,227</u>	<u>30,611</u>	<u>12,537</u>	<u>30,611</u>	<u>41,735</u>	36.3%
<b>TOTAL</b>	<b>\$431,562</b>	<b>\$485,522</b>	<b>\$194,445</b>	<b>\$482,448</b>	<b>\$639,109</b>	<b>31.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-2024</u></b>
Town Planner	1	1	1	1	1
Senior Planner**				1	1
Associate Planner	1	1	1	1	1
Zoning Enforcement Officer	1	1	1	1	1
Asst. Zoning Enforcement Officer*	1	1	1	1	1
Planning and Zoning Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>

\* Position was authorized but unfunded in fiscal year 2022 and reinstated mid-year in fiscal year 2023.

\*\* Position was approved during fiscal year 2023.

## PLANNING & ZONING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Planning and Zoning Division has four primary functions: plan review and permitting; code enforcement; administrative and technical support to the Town Council and various land use boards and commissions; and land use planning.

**Regular Payroll:** The Planning and Zoning Division is staffed with six full-time employees. This appropriation includes merit increases for all eligible employees and the addition of a Senior Planner during fiscal year 2023.

**Office Expense:** Office expenses are comprised of office supplies, postage, printing and copying costs for the division.

**Dues & Travel:** This appropriation provides for one American Planning Association and three Connecticut Association of Zoning Enforcement Official's professional memberships, as well as mileage reimbursement for staff.

**Training:** This provides staff development and training, and certification for the Zoning Enforcement Officer and Planning Technician positions.

**Advertising:** This Division is required by State statute and local ordinance to publish legal and public notices associated with land use applications for the Town Planning and Zoning /Inland Wetlands and Watercourses Agency (TPZ/IWWA) and Zoning Board of Appeals (ZBA).

**Contractual Services:** This appropriation is for transcription services and the cost for a consultant for Wetland Application Review and technical assistance.

**Telecommunications:** This funds the costs associated with the desktop telephone and cellular services.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

(Calendar Year)

**Planning & Zoning Applications**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Site Plan	8	8	9	9	12
Special Use Permit	15	28	3	19	24
Inland Wetland and Watercourse	32	44	31	52	41
Lot Line Revision	6	1	3	9	10
Lot Split	3	4	3	2	3
Special Development District	14	9	10	15	13
Subdivision	0	1	0	1	1
Honorary/Historic Street Renaming**					2
Zoning Board of Appeals	23	18	15	13	25
Zoning Permits	<u>268</u>	<u>266</u>	<u>279</u>	<u>319</u>	<u>318</u>
Total	369	379	353	439	449

**Board/Commission Meeting Information**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Town Planning & Zoning Commission					
Number of Meetings	18	37*	15	15	14
Number of Hours	32.5	94.4*	29.6	28.4	42.4
Zoning Board of Appeals					
Number of Meetings	10	11	7	8	9
Number of Hours	7	7.6	6.5	6.5	7.7
Design Review Advisory Board					
Number of Meetings	13	12	8	10	21
Number of Hours	<u>14</u>	<u>17</u>	<u>9.5</u>	<u>13.5</u>	<u>34.25</u>
Total Number of Meetings	41	60	30	33	44
Total Number of Hours	53.5	119	45.6	48.4	84.35

\* Staff support of/at Town Council related meetings is not included in the Board and Commission meetings noted above.

\*\* Honorary & Historic Street Renaming is a new application type. TP&Z designated as the review/approval authority.

DEPARTMENT: COMMUNITY DEVELOPMENT

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2022-23	Adopted 2023-2024
	2020-21	2021-22	2022-23		
<u>GENERAL FUND</u>					
Director of Community Development	1	1	1	1	1
Economic Development Coordinator	1				
Town Engineer	1	1	1	1	1
Assistant Town Engineer	1	1	1	1	1
Civil Engineer II	3	2	2	2	2
Civil Engineer I		1	1	1	1
Survey Crew Chief	1	1	1	1	1
Construction Inspection Manager			1	1	1
Engineering Technician II	1	1			
Engineering Technician I	2	2	2	2	2
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector	1	1	1	2	2
Building Inspector	3	4	4	4	4
Town Planner	1	1	1	1	1
Senior Planner				1	1
Associate Planner	1	1	1	1	1
Planning Technician	1	1	1	1	1
Zoning Enforcement Officer	1	1	1	1	1
Asst. Zoning Enforcement Officer	1	1	1	1	1
Office Operations Specialist			1	1	1
Administrative Assistant	1	1			
Staff Assistant	2	2	2	2	2
TOTAL COMMUNITY DEVELOPMENT DEPARTMENT	24	24	24	26	26



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**DEPARTMENT OF PUBLIC WORKS****MISSION**

The mission of the Public Works Department (DPW) is to provide the highest quality public works services to the public and other Town departments, balanced through efforts to maintain a cost effective operation and to provide these services in a responsible and efficient manner. This is accomplished through the prudent use of resources, technology, innovation, teamwork, and coordination with other service providers in the Town.

**VALUES****Excellence**

- We demonstrate a high degree of competency.
- We provide services effectively and efficiently.
- We prepare for today and plan for tomorrow.
- We pursue innovation.

**Integrity**

- We highly respect and value the public's trust.
- We are available and responsive.
- We are committed to respectful, open and transparent processes.
- We are dedicated to inclusiveness and accessibility.

**Stewardship**

- We preserve the health and safety of employees and the community.
- We protect public investments.
- We work toward social equity, environmental enhancement and economic prosperity.
- We are fiscally accountable.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ During FY23 the following items were purchased to replace severely aging or scrapped vehicles and equipment:
  - Leisure Services - 2022 Ford F250, replaces 2007 Ford Ranger
  - BOE Transportation - Two 2022 Ford Transit passenger vans replacing two 2006 Ford Club Vans
  - Parking – 2022 Ford Transit Connect van; old vehicle reassigned to Plant & Facilities
  - DPW – 2022 Ford F250 to replace 2011 pickup, old vehicle reassigned to general light duty
  - DPW – Three (3) 2022 Ford F350 Flatbed w/plow to replace three (3) 2007 Ford F350 pickups
  - DPW – Three (3) 2022 Ford F450 dump truck w/plow to replace three (3) 2006 Ford F350
  - Gray Manufacturing WLPS-190 mobile column truck lifts (2) for Fleet maintenance

- ✓ DPW managed multiple aspects of severe weather activities including road closures, assistance to Eversource and clearing debris from roadways.
- ✓ DPW completed 9,712 work orders in fiscal year 2022. A 14% increase over FY21.
- ✓ Repaired or replaced 250 catch basins, and cleaned an additional 585 to meet DEEP requirements.
- ✓ DPW performed culvert reconstruction projects on Fairfield Road and Wendy Lane.
- ✓ Removed 5.5 miles of old asphalt curbing and replaced with concrete curbing for road repaving projects.
- ✓ DPW implemented a food scrap pilot to determine the viability of additional waste diversion to lower the Town's environmental footprint.
- ✓ Grounds division tree replacement planting program of 50 + trees planted on school, park, and cemetery grounds.
- ✓ Twenty-four (24) tennis courts at Hall and Conard High Schools were reconstructed including new fencing and hitting walls.
- ✓ Parking Services upgraded 21 kiosks on LaSalle Road and Farmington Ave to touch screens reducing operating costs.
- ✓ Parking Services supported Outdoor Dining, restaurant curbside pick-up, the Farmers Market, Summer in the Square, Harvest Fair, Election Parking, Holiday Stroll, Mitten Run, Fire & Ice, and other social service programs.
- ✓ Parking Services, working with Library Services, worked to promote children's artistic talents and produced 24 banners displayed on Main Street.
- ✓ DPW outreach programs touched over 72,000 Facebook, Instagram, and Twitter users. In addition, communications continue to grow through local media channels including TV and publications.

### **FISCAL YEAR 2024 GOALS & OBJECTIVES**

- ❖ DPW will continue to maintain and repair all Town infrastructure aligned with its scope of work. This includes seasonal activities aligned to roads, public venues and athletic areas.
- ❖ DPW will begin constructing a new Materials Service Center to better serve the public, improve operational efficiency and to support waste reduction and separation activities.
- ❖ DPW will build a fuel filling station for Town vehicles to reduce operational costs and increase efficiency. This will assure vehicles remain in service during times of power outages to meet public needs.
- ❖ DPW will select and begin implementation of a new Asset / Work Management system to enhance operations and increase productivity.
- ❖ DPW will work with a consultant to design and develop Electric Vehicle Service Equipment (EVSE) for Town implementation.
- ❖ DPW will continue its efforts to meet the permit requirements of the Municipal Separate Storm Sewer System (MS4) plan by sweeping streets a minimum of once per year, while sweeping designated business areas and main roads to mitigate the effects of heavy pollutant loads on the storm sewer system. DPW will also inspect, clean, and maintain catch basins in accordance with the requirements of the permit.

**DEPARTMENT OF PUBLIC WORKS**

<b>BUDGET SUMMARY</b>						
	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Intergovernmental	\$688,607	\$688,607	\$345,830	\$797,860	\$706,660	2.6%
Licenses & Permits	160,094	115,000	70,535	115,000	115,000	
Charges for Services	103,693	87,320	28,004	93,820	89,820	2.9%
Miscellaneous Revenue	<u>1,961</u>	<u>2,000</u>	<u>2,995</u>	<u>3,500</u>	<u>2,000</u>	
<b>TOTAL</b>	<b>\$954,355</b>	<b>\$892,927</b>	<b>\$447,364</b>	<b>\$1,010,180</b>	<b>\$913,480</b>	<b>2.3%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$4,187,475	\$4,595,198	\$1,999,024	\$4,666,592	\$4,922,273	7.1%
Operating Expense	6,997,453	7,845,733	3,276,676	7,991,054	8,134,038	3.7%
Fringe Benefits	<u>379,257</u>	<u>442,996</u>	<u>137,671</u>	<u>446,061</u>	<u>467,274</u>	5.5%
<b>TOTAL</b>	<b>\$11,564,185</b>	<b>\$12,883,927</b>	<b>\$5,413,371</b>	<b>\$13,103,707</b>	<b>\$13,523,585</b>	<b>5.0%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>
<b><u>Full-Time Positions:</u></b>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>		
General Fund	49	49	50	50	52.00
Parking Lot Fund	10	10	10	10	10.65
Cemetery Fund	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>3.35</u>
<b>TOTAL</b>	<b>60</b>	<b>60</b>	<b>61</b>	<b>61</b>	<b>66.00</b>

**BUDGET & PROGRAM HIGHLIGHTS**

Overall, the Department of Public Works' budget is increased \$639,658 or 5.0% for fiscal year 2024. Wages and salaries increase \$327,075, or 7.1%, primarily due to fully funding all authorized positions that were unfunded in fiscal year 2023, wage settlements, merit/step adjustments for eligible employees and minimum wage increases for part time/temporary employees. Two additional positions were added in fiscal year 2024 (Street Maintainer I and Grounds Maintainer) and are included in wage and salaries. In addition, two Grounds Maintainer positions are added to the Cemetery Fund and a new Staff Assistant is added to both the Cemetery Fund (35%) and the Parking Lot Fund (65%). Operating expense increases \$288,305, or 3.7%, primarily due to the increased cost for refuse and bi-weekly collection and yard waste (\$199,150), the disposal of recyclable materials (\$59,000), along with the purchase of recycle barrels (\$25,000). There have also been rising costs for parts and services. The change in social security is consistent with wages.

**PUBLIC WORKS MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Highway Town Aid Grant	\$688,607	\$688,607	\$345,830	\$691,660	\$691,660	
<b>TOTAL</b>	<b>\$688,607</b>	<b>\$688,607</b>	<b>\$345,830</b>	<b>\$691,660</b>	<b>\$691,660</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$360,805	\$357,910	\$176,199	\$364,828	\$380,266	6.2%
Temporary Payroll	17,763	20,000	8,209	20,000	20,000	
Overtime	1,762	4,000	775	4,001	4,000	
Education Premium Pay	1,029	1,020	433	1,020	1,020	
Office Expense	5,297	8,820	1,779	6,820	9,000	2.0%
Dues and Travel	17,998	500	1,714	1,850	600	20.0%
Training	8,104	10,000	8,989	10,000	11,000	10.0%
Professional Services	10,488					
Contractual Services	1,202	14,000		10,000	14,000	
Meals	1,320	10,000	8,824	10,000	11,000	10.0%
Uniforms & Laundry	40,590	45,025	30,781	47,350	52,560	16.7%
Information Technology	2,289	46,750	50,159	52,000	52,710	12.7%
Telecommunications	17,624	20,520	7,930	17,520	21,375	4.2%
Operating Expense	5,064	1,000		1,000	1,000	
Land Lease	32,200	32,200	32,200	32,200		-100.0%
Social Security	<u>26,492</u>	<u>28,509</u>	<u>12,129</u>	<u>28,509</u>	<u>30,167</u>	5.8%
<b>TOTAL</b>	<b>\$550,027</b>	<b>\$600,254</b>	<b>\$340,121</b>	<b>\$607,098</b>	<b>\$608,698</b>	1.4%

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>		
Director of Public Works	1	1	1	1	1
Business Operations Manager	1	1	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	3	3	3	3	3

**PUBLIC WORKS MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The Management Division is staffed with three (3) full-time positions. During fiscal year 2023, the Business Operations Manager position was upgraded. The budget also reflects anticipated merit increases for eligible employees.

**Temporary Payroll:** The appropriation funds office clerical staff who assist with resident inquiries, the yard waste program, inventory and various other administrative staff.

**Overtime:** The appropriation is for telephone coverage during snow operations, adverse weather events.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

**Office Expense:** This appropriation funds paper, postage, copying and office supplies for the department and increases slightly due to postage, printing, and copying fees.

**Dues & Travel:** This appropriation covers the cost of annual dues for the American Public Works Association which provides useful information on activities, programs and innovations of public works departments throughout the country.

**Training:** This appropriation funds the University of Connecticut sponsored Road Master/Road Scholar training program, CDL training, and annual certifications directly related to on-the-job work tasks. The increase is due to a new federal statute that necessitates moving CDL training from in-house to the DMV.

**Professional Services:** This appropriation is moved to contractual services in fiscal year 2023.

**Contractual Services:** This appropriation funds the participation in the CDL drivers drug and alcohol testing program through Connecticut Conference of Municipalities as well as hearing tests for employees.

**Meals:** This appropriation funds the contractual meal allowance paid to eligible full-time employees in the AFSCME Union, plus costs during extreme weather events. In fiscal year 2024 the increase is to align with historical trends.

**Uniforms & Laundry:** This appropriation is for the laundering, repair and replacement of uniform pants and shirts provided by contract to full-time staff, as well as the annual purchase of work safety shoes. The increase is due to additional staff and rising costs.

**Information Technology:** This appropriation funds the cost of the department's work order system (Asset Essentials), Weatherworks and Easy Clocking Time Clock. The increase is directly related to the Asset Essential work management software contract.

**Telecommunications:** Reflects the operating costs for desk and cellular telephone services, as well as wireless costs for tablets and other devices used by the department.

**Operating Expense:** This appropriation includes miscellaneous office, storm and operating expenses not covered in other appropriations.

**Land Lease:** The department is leasing land to store materials at a cost of \$32,200 per annum. In fiscal year 2024 this appropriation has decreased to zero due to the lease ending in fiscal year 2023, and the land is now considered tax exempt.

**Social Security:** This appropriation is for required Federal payments based on actual wages paid.

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**ANNUAL BUDGET 2023-2024**

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**CONTRACTUAL SERVICES DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Intergovernmental	\$	\$	\$	\$106,200	\$15,000	100.0%
Bulky Waste/Recycling Permits	154,769	110,000	70,460	110,000	110,000	
Metal Recycling	8,347	4,000	6,346	7,000	4,000	
Recycling Rebate	1,864	1,000	1,492	1,500	1,000	
Refuse Hauling Licenses	5,325	5,000	75	5,000	5,000	
Additional Refuse Barrel	56,279	52,000		55,000	52,000	
Miscellaneous Revenue	<u>355</u>	<u></u>	<u>75</u>	<u></u>	<u></u>	
<b>TOTAL</b>	<b>\$226,939</b>	<b>\$172,000</b>	<b>\$78,448</b>	<b>\$284,700</b>	<b>\$187,000</b>	<b>8.7%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$49,937	\$	\$	\$	\$	
Temporary Payroll	57,396	48,000	27,966	49,285	63,000	31.3%
Overtime	2,910					
Office Expense	919	13,000	241	13,000	13,000	
Advertising	4,912	9,000	1,300	9,000	7,000	-22.2%
Professional Services	16,812	19,000	2,055	19,000	19,000	
Contractual Services	2,396,393	2,488,350	1,096,401	2,505,350	2,687,500	8.0%
Solid Waste Disposal	1,935,888	2,633,000	1,079,128	2,633,000	2,692,000	2.2%
Office/Minor Equipment	14,144				25,000	100.0%
Social Security	<u>4,380</u>	<u>3,672</u>	<u>478</u>	<u>3,672</u>	<u>4,820</u>	31.3%
<b>TOTAL</b>	<b>\$4,483,691</b>	<b>\$5,214,022</b>	<b>\$2,207,569</b>	<b>\$5,232,307</b>	<b>\$5,511,320</b>	<b>5.7%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>
Public Works Manager*	<u>0.35</u>	<u>0.35</u>	<u></u>	<u></u>	<u></u>
<b>TOTAL</b>	<b>0.35</b>	<b>0.35</b>			

\* In fiscal year 2023, this portion of the Manager was transferred to Streets Division.

**CONTRACTUAL SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The Environmental Services program staff was transferred 100% to the Streets Division in fiscal year 2023.

**Temporary Payroll:** The appropriation funds part-time hours to enforce the Town's refuse and recycling regulations.

**Overtime:** Overtime for the bagged leaf collection program was moved to the Streets Division in 2021.

**Office Expense:** This line item is for the printing cost of skip tags, which are used when bags are presented improperly, and for residential recycling permits.

**Advertising:** This appropriation funds advertising costs for the leaf collection program, announcements of special collections for electronics, small metal and household hazardous waste and any other special collections that might be instituted as a result of heavy rain, ice storms, high winds or flooding.

**Professional Services:** This budget reflects the costs for Recollect Platform Service Renewal direct waste programming, Safety Clean/Clean Harbors waste oil disposal; misc. environmental services waste cleanup and posters, support materials and professional services related to the recycling program.

**Contractual Services:** The appropriation reflects an increase in curbside services (\$1,615,700), a bi-weekly recycling collection (\$812,800) and a yard waste collection (\$256,000). Contractual price increases are included in the appropriation for fiscal year 2024. Also included in the appropriation is a credit card processing fee for Resident purchasing of permits and fee based services (\$3,000).

**Solid Waste Disposal:** This appropriation reflects the Town's refuse and recycling disposal contract. The current contract for solid waste disposal expires on June 30, 2024. This appropriation is based on the current contractual rate of \$97.60 per ton. Also included in this appropriation is the disposal of recyclable materials at \$90 per ton, bi-weekly yard waste material disposal and processing (\$44,000) and a management fee (\$141,000).

**Office/Minor Equipment:** This appropriation is directly related to purchasing recycling barrels, which were last replaced in 2008.

**Social Security:** This appropriation is for required Federal payments based on actual wages paid.



**PROGRAM PERFORMANCE MEASURES & INDICATORS****Contractual Services**

	<b><u>Actual</u></b> <b><u>FY 2018</u></b>	<b><u>Actual</u></b> <b><u>FY 2019</u></b>	<b><u>Actual</u></b> <b><u>FY 2020</u></b>	<b><u>Actual</u></b> <b><u>FY 2021</u></b>	<b><u>Actual</u></b> <b><u>FY 2022</u></b>
Volume of leaves collected (cubic yards)	5,750	6,074	4,880	6,075	5,100
Tons of leaves collected	1,438	1,518	1,224	1,519	1,275
Tons of Waste Recycled	7,269	7,042	6,445	9,727	8,835
Percent of Total Waste Recycled	28.0%	27.8%	25.7%	33.5%	32.5%
Tons of Refuse Collected	18,674	18,246	18,617	19,338	18,333

**STREET MAINTENANCE DIVISION**

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,210,285	\$1,333,802	\$604,752	\$1,369,600	\$1,423,646	6.7%
Temporary Payroll	8,940					
Overtime	215,112	302,400	28,717	306,610	314,400	4.0%
Contractual Services	127,260	142,000	2,921	142,000	64,158	-54.8%
Solid Waste Disposal	56,465	67,000	3,326	67,000	67,000	
Minor Equipment	21,403	12,800	5,861	12,800	16,300	27.3%
Uniforms & Laundry	5,181	4,025	2,131	4,025	5,500	36.6%
Telecommunications	2,383	2,550	1,446	2,550	2,754	8.0%
Vehicles & Equipment Expense	29,770					
Maintenance & Repairs	16,886	19,200	12,547	21,700	38,700	101.6%
Snow Removal Supplies	430,946	382,000	13,410	382,000	303,350	-20.6%
Street Maintenance	135,635	120,200	45,008	120,200	135,000	12.3%
Sidewalk Maintenance		25,600	20,403	25,600	24,200	-5.5%
Rental/Leases	1,503	3,300	863	3,300		-100.0%
Social Security	<u>95,993</u>	<u>122,981</u>	<u>40,990</u>	<u>124,699</u>	<u>130,917</u>	6.5%
<b>TOTAL</b>	<b>\$2,357,762</b>	<b>\$2,537,858</b>	<b>\$782,375</b>	<b>\$2,582,084</b>	<b>\$2,525,925</b>	<b>-0.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-24</u>
Public Works Manager**	1.65	1.65	2.00	2.00	2.00
Crew Leader Streets Division	3.00	3.00	3.00	3.00	3.00
Street Maintainer I* ** *** ****	8.00	9.00	9.00	9.00	10.00
Street Maintainer II** ***	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
<b>TOTAL</b>	15.65	16.65	17.00	17.00	18.00

\* One Streetlight Technician position from Traffic Division was reallocated to a Street Maintainer I in the Streets Division during fiscal year 2022.

\*\* In fiscal year 2023, 35% of a Public Works Manager was transferred from Contractual Services Division.

\*\*\* In fiscal year 2023, with the adoption of the Streets Union Contract, the Equipment Operators were renamed Street Maintainers.

\*\*\*\* In fiscal year 2024, one additional Street Maintainer I is added.

## STREET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Street Maintenance operation is staffed with 18 full-time positions. In fiscal year 2024, one (1) Street Maintainer I is added. The budget reflects contractual obligations and anticipated merit increases for eligible employees.

**Temporary Payroll:** This appropriation which was for part-time labor for seasonal help has been eliminated.

**Overtime:** This appropriation is for emergency and planned road maintenance, special events, snow and ice control, storm sewer work, and street sweeping outside of normal working hours. The increase in fiscal year 2024 is to cover the additional hours for the sweeps in the Town business areas.

**Contractual Services:** This appropriation funds the services of snow removal contractors used to plow Town streets. DPW utilizes up to fifteen contractors to supplement Town staff during a plowing operation. The decrease is a direct result of adding additional full time staff to acquire some of the snow routes reducing the number of contractors needed.

**Solid Waste Disposal:** This appropriation reflects the estimated disposal cost of materials vacuumed from catch basins and swept from Town streets under the MS4 program.

**Minor Equipment:** This appropriation represents minor equipment purchases for the street maintenance program, such as mark out paint, cones, caution tape, work zone safety equipment, pumps, compaction equipment, and small engine equipment. The increase in fiscal year 2024 represents a transfer from Rental/Leases.

**Uniforms & Laundry:** This appropriation represents the costs for safety equipment including ear plugs, safety glasses, goggles, hard hats, safety vests and gloves used by staff in the field.

**Telecommunications:** The department has a wireless internet and cable television subscription to monitor snow operations.

**Vehicles & Equipment Expense:** This line item has been transferred to Maintenance & Repairs in fiscal year 2023.

**Maintenance & Repairs:** This line item reflects costs for snowplow damage repairs (seed and topsoil). The primary increase in fiscal year 2024 represents repairs/replacement of tools (\$3,000). Also in fiscal year 2024 there is a transfer from Street Maintenance (\$10,000) and a transfer from Snow Removal (\$5,000).

**Snow Removal Supplies:** The appropriation reflects the estimated cost of Clearlane to treat streets for 15 snow events annually. Clearlane is a pre-treatment product and saves the department labor and equipment costs in sweeping streets, cleaning catch basins and cleaning of storm water lines, ponds and streams where sand normally collects. In fiscal year 2024, the decrease is primarily related to the mild winter season and the supplies on hand during fiscal year 2023 therefore needing less supplies in next fiscal year.

**Street Maintenance:** This appropriation is for bituminous materials for paving and patching roads, crushed stone for road base, as well as pipe, pre-cast basins, basin tops, cement, sand, and basin brick and block for the maintenance and repair of the storm water collection system. Fiscal year 2024 reflects rising costs.

**Sidewalk Maintenance:** This appropriation is for emergency sidewalk repairs. The slight decrease in fiscal year 2024 represents a transfer to Maintenance & Repairs.

**Rental/Leases:** This appropriation funds the annual cost for monthly basic cable service for monitoring weather forecasts and emergencies and for the rental of a container to store equipment. In fiscal year 2024 the decrease represents a transfer to Minor Equipment.

**Social Security:** This appropriation is for required Federal payments based on actual wages paid.

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

	<b><u>Actual FY 2018</u></b>	<b><u>Actual FY 2019</u></b>	<b><u>Actual FY 2020</u></b>	<b><u>Actual FY 2021</u></b>	<b><u>Actual FY 2022</u></b>
Number of sanding & plowing operations	17	12	5	12	16
Percent of snowstorms cleared within 8 hours	100%	100%	100%	100%	100%
Number of instances employees called in to work	49	44	38	44	47
Number of pothole work orders completed	839	1,269	744	550	567

**FLEET MAINTENANCE DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u> <u>2021-22</u></b>	<b><u>Adopted</u> <u>2022-23</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2022-23</u></b>	<b><u>Adopted</u> <u>2023-24</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$539,571	\$650,922	\$309,923	\$651,142	\$710,667	9.2%
Temporary Payroll	15,154	28,500	5,797	28,500	28,500	
Overtime	19,003	20,000	14,758	20,025	20,000	
Office Expense	1,428	2,200		2,200	2,420	10.0%
Contractual Services	91,242	109,000	45,586	109,000	114,600	5.1%
Information Technology	3,746	8,640	50	8,640	8,640	
Telecommunications	12,547	16,000		16,000	17,500	9.4%
Vehicles & Equipment Expense	602,752	575,000	337,697	576,500	637,300	10.8%
Maintenance & Repairs	98,830	59,100	34,472	64,733	69,000	16.8%
Social Security	<u>41,389</u>	<u>52,475</u>	<u>23,831</u>	<u>52,475</u>	<u>56,675</u>	8.0%
<b>TOTAL</b>	<b>\$1,425,662</b>	<b>\$1,521,837</b>	<b>\$772,114</b>	<b>\$1,529,215</b>	<b>\$1,665,302</b>	<b>9.4%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>
Public Works Manager	1	1	1	1	1
Mechanic*	<u>6</u>	<u>6</u>	<u>7</u>	<u>7</u>	<u>7</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>

\* In fiscal year 2023, an additional Mechanic was added to the Fleet Division.

**FLEET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The Fleet Maintenance activity is staffed with eight full-time positions; one Manager and seven Mechanics. The budget reflects contractual obligations and anticipated merit increases for eligible employees.

**Temporary Payroll:** This appropriation reflects the cost for two part-time positions. These positions are responsible for keeping the shop and shop floor clean, shuttling cars between the DPW and other Town facilities as needed.

**Overtime:** This appropriation is used to address preventive vehicle maintenance deferred during the snow season when the workforce is participating in snow and ice control operations. It is also used to respond to emergency repairs when public safety vehicles break down outside of normal working hours.

**Office Expense:** Subscriptions and publications required for diagnostic and repair inquiries. Fiscal year 2024 reflects rising costs.

**Contractual Services:** This appropriation includes a contract with an Integrated Business Solution (\$111,600) to manage parts and inventory. This program significantly frees up the administrative time of the employees related to parts ordering, returning and overall management, thus increasing productivity. A hazardous waste vendor (KleenHarbors) is utilized for the disposal of toxic materials (\$3,000).

**Information Technology:** This appropriation reflects the annual software maintenance support costs of the fleet maintenance software system.

**Telecommunications:** This account funds cellular service for the Samsara GPS system in use by the Fleet division for vehicle monitoring and tracking. In fiscal year 2024, additional GPS units are included.

**Vehicles & Equipment Expense:** This appropriation reflects the cost of parts and equipment used to repair and maintain the Public Works vehicle fleet which consists of approximately 140 vehicles, 50 plows and 35 sanders. The appropriation also includes gas, motor oil and fuel used to operate and service the Town fleet, exclusive of Police and Fire vehicles. As the fleet has aged, more repairs are necessary. The budget for vehicle maintenance increases based upon actual usage and prevailing fuel costs.

**Maintenance & Repairs:** This appropriation funds shop supplies, tools and equipment. It also reflects the costs to repair and maintain shop equipment used for tire mounting, brake drum and rotor repair, vehicle lifts, cranes and compressors.

**Social Security:** This appropriation is for required Federal payments based on actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Actual FY 2021</u>	<u>Actual FY 2022</u>
Number of vehicle maintenance work orders completed	1,526	1,021	1,175	1,647	1,967
Number of instances employees called in to work	1	6	5	1	7

**TRAFFIC SAFETY CONTROL DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$37,203	\$30,320	\$20,166	\$30,320	\$32,820	8.2%
<b>TOTAL</b>	<b>\$37,203</b>	<b>\$30,320</b>	<b>\$20,166</b>	<b>\$30,320</b>	<b>\$32,820</b>	<b>8.2%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$477,605	\$420,774	\$189,008	\$427,426	\$445,073	5.8%
Overtime	24,280	22,000	10,970	26,948	22,000	
Contractual Services	63,958	63,100	11,752	63,100	64,900	2.9%
Solid Waste Disposal	116	500		500	500	
Office Equipment	2,120	2,000	528	2,000	2,400	20.0%
Uniforms & Laundry	6,210	4,800	1,784	6,243	8,640	80.0%
Maintenance & Repairs	92,558	105,150	69,778	121,429	110,120	4.7%
Vehicle & Equipment Expense	3,160					
Information Technology		1,000		1,000	1,200	20.0%
Rental/Leases	801	3,530	168	3,530	3,720	5.4%
Social Security	33,585	33,357	18,250	33,888	35,133	5.3%
<b>TOTAL</b>	<b>\$704,393</b>	<b>\$656,211</b>	<b>\$302,238</b>	<b>\$686,064</b>	<b>\$693,686</b>	<b>5.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-24</u>
Public Works Manager	1	1	1	1	1
Signal Support Technician	1	1	1	1	1
Streetlight Technician*	2	1	1	1	1
Sign Maintenance Lead	1	1	1	1	1
Sign Maintenance Worker	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	6	5	5	5	5

\* One Streetlight Technician position was reallocated to a Street Maintainer in the Streets Division during fiscal year 2022.

**TRAFFIC SAFETY CONTROL DIVISION - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The Traffic Safety operation is staffed with 5 full-time positions. The budget reflects contractual obligations and merit increases for eligible staff.

**Overtime:** This line item funds overtime for problems with traffic signals, street sign and streetlight knockdowns, and the Town's fiber optic network that occur outside normal business hours, as well as overtime for special events.

**Contractual Services:** This appropriation funds updates and charges for the Call Before You Dig mark out service and on-street pole transfers by Eversource. The increase reflects the projected annual costs.

**Solid Waste Disposal:** This appropriation funds disposal costs in the street lighting program for bulbs and other electrical items that cannot otherwise be recycled.

**Office Equipment:** This budget is for minor equipment such as tools, parts and equipment for installing and maintaining signals, streetlights, signs and work on the fiber optic network. The increase in fiscal year 2024 represents a CPI increase.

**Uniforms & Laundry:** This appropriation funds safety equipment used in the performance of electrical and sign maintenance operations and reflects increased costs.

**Maintenance & Repairs:** This appropriation reflects specialized maintenance repairs and services on the signal maintenance equipment, speed monitoring devices and streetlights, including contractual services for setting or re-setting poles, building foundations for traffic signal controllers and re-setting and re-stringing fiber optic cable. This appropriation is also used by the Sign Shop as the primary supply account for sign materials, cones and barricades.

**Vehicle & Equipment Expense:** This appropriation was eliminated in fiscal year 2022.

**Information Technology:** This appropriation will be used to purchase fiber optic supplies for traffic signal cabinets.

**Rental/Leases:** This appropriation funds the leasing of a storage container to store sign and signal materials.

**Social Security:** This appropriation is required for Federal payments based upon actual wages paid.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b><u>Actual FY 2018</u></b>	<b><u>Actual FY 2019</u></b>	<b><u>Actual FY 2020</u></b>	<b><u>Actual FY 2021</u></b>	<b><u>Actual FY 2022</u></b>
Number of street light work orders completed	256	316	189	158	142
Number of instances employees called in to work	25	23	29	28	23



**GROUNDS MAINTENANCE DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$1,606	\$ 2,000	\$ 2,920	\$ 3,500	\$ 2,000	
<b>TOTAL</b>	<b>\$1,606</b>	<b>\$ 2,000</b>	<b>\$ 2,920</b>	<b>\$ 3,500</b>	<b>\$ 2,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$974,255	\$1,141,870	\$522,185	\$1,151,635	\$1,280,701	12.2%
Temporary Payroll	80,979	139,000	40,026	139,000	99,000	-28.8%
Overtime	130,689	105,000	59,306	106,572	110,000	4.8%
Contractual Services	199,295	199,400	104,897	241,576	200,765	-7.0%
Minor Equipment	31,087	36,260	13,563	37,703	40,195	10.9%
Utilities	235,442	279,818	139,909	299,917	292,261	4.4%
Maintenance & Repairs	213,485	250,395	87,075	287,718	286,170	14.3%
Social Security	79,615	104,199	41,993	105,015	111,759	7.3%
Transfer Out	<u>97,803</u>	<u>97,803</u>	<u>      </u>	<u>97,803</u>	<u>97,803</u>	
<b>TOTAL</b>	<b>\$2,042,650</b>	<b>\$2,353,745</b>	<b>\$1,008,954</b>	<b>\$2,466,939</b>	<b>\$2,518,654</b>	<b>7.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-24</u>
Public Works Manager	1	1	1	1	1
Crew Leader*	3	3	3	3	3
Equipment Mechanic – Grounds	1	1	1	1	1
Senior Tree Trimmer		1	1	1	1
Tree Trimmer	2	1	1	1	1
Grounds Maintainer**	6	6	6	6	7
BOE Grounds Foreman	1	1	1	1	1
BOE Grounds Maintainer	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>18</b>

\* One Crew Leader position was authorized but unfunded in fiscal year 2022 and reinstated in fiscal year 2023.

\*\* In fiscal year 2024 an additional Grounds Maintainer is added.

## GROUNDS MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The grounds division, which is staffed with 17 full-time positions, maintains the grounds at all Town and Board facilities. A position was authorized and unfunded in fiscal year 2023 and fully funded in fiscal year 2024. In addition one (1) Grounds Maintainer position is added. The appropriation reflects estimated step/merit increases for eligible staff.

**Temporary Payroll:** The appropriation funds permanent and seasonal part-time help to help augment summer maintenance of athletic fields and Town parks. The primary reason for the decrease in fiscal year 2024 is the addition of full time staff to offset part time staff.

**Overtime:** Overtime is used for peak ball field maintenance periods, spring and fall clean-ups, emergency call-ins for tree work, weekend trash pick-up in the parks, and for special events such as Celebrate! West Hartford. In fiscal year 2024 the increase is primarily due to increased workload.

**Contractual Services:** This appropriation reflects the cost for contractors to perform channel maintenance and roadside mowing, fence repairs, irrigation repairs and servicing, supplemental tree work not done by Town tree crews, athletic field maintenance services such as over-seeding and topdressing, and all other contractual work performed for Town and school grounds. In fiscal year 2024, the decrease is a direct result of adding additional full time staff to offset some of the contracted work.

**Minor Equipment:** This appropriation reflects the purchase of small power equipment used for the mowing and trimming of turf and plants, snow removal equipment for sidewalks and bridges, tree maintenance equipment such as chain saws, ropes and pruning tools, as well as equipment for athletic field line painting, fertilizing and pesticide spraying equipment. In fiscal year 2024 the increase represents the tree crew communication system replacement.

**Utilities:** This appropriation reflects a contribution to the Utilities Services Fund for electricity, natural gas and water at five Town parks (Beachland, Fern, Eisenhower, Kennedy and Wolcott). The budget is used for lighting the parks, operating the pool facilities, running athletic field irrigation systems, and a lighted tennis court, basketball court and baseball field at Wolcott Park. The natural gas cost is for heat at the Beachland and Fern Park facilities. This appropriation increases or decreases based upon rates and the amortization of the Utility Services Fund prior years gains and losses.

**Maintenance & Repairs:** This appropriation reflects costs for minor interior and exterior repairs at Town park facilities such as garage door repairs, electrical and plumbing repairs and general carpentry repairs. This budget also funds the purchase of annuals, perennials and woody ornamentals, topsoil, mulch, seed, trees, irrigation supplies, supplies used for park bench repairs and trash containers, signs and sign repairs, and all general grounds maintenance needs for parks and grounds at Town buildings. The repair and preventive maintenance of power equipment that is not registered and plated is also funded here. This includes mowing and trimming equipment, leaf and snow removal equipment, tree maintenance equipment, athletic field maintenance equipment and all power hand tools. This appropriation also funds the purchase of fertilizers, pesticides, drying agents, ball field mixes and other supplies used for athletic field maintenance at both Town and BOE fields. In addition, it covers line painting material, pitching rubbers and home plates, soccer goals and netting, and all materials used in the set-up of athletic fields. Finally, it includes the costs associated with the maintenance and repair of the synthetic athletic fields at both of the

Town's high schools. In fiscal year 2024 the increase primarily relates to flood channel maintenance, athletic field pesticide, fence repairs and sidewalk and trail repair.

**Social Security:** This appropriation is for required Federal payments based on actual wages paid.

**Transfer Out:** Reimbursement of the cost of benefits paid by the Public Schools for the four Board of Education Grounds Maintainers.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b><u>Actual FY 2018</u></b>	<b><u>Actual FY 2019</u></b>	<b><u>Actual FY 2020</u></b>	<b><u>Actual FY 2021</u></b>	<b><u>Actual FY 2022</u></b>
Number of tree issue work orders completed	323	312	306	637	372
Number of instances employees called in to work	4	9	10	9	8

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### PARKING LOT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Charges for Services	\$1,582,827	\$1,280,000	\$ 1,609,000	\$1,609,000
Management Fee – BBS	587,357	211,730	331,000	701,586
Fines & Forfeitures	80,005	43,750	80,000	80,000
Interest Income	<u>343</u>	<u>2,950</u>	<u>6,400</u>	<u>6,500</u>
Total Revenues & Other Resources	\$2,250,532	\$1,538,430	\$2,026,400	\$2,397,086

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Municipal Parking Operations	\$ 1,863,055	\$ 2,149,753	\$1,924,253	\$1,861,014
BBS Parking Operations	<u>798,452</u>	<u>900,396</u>	<u>906,219</u>	<u>1,062,304</u>
Total Expenditures & Other Uses	\$ 2,661,507	\$ 3,050,149	\$2,830,472	\$2,923,318

CHANGE IN FUND BALANCE	(\$ 410,975)	(\$1,511,719)	(\$ 804,072)	(\$ 526,232)
BEGINNING BALANCE	\$ 541,473	\$ 130,498	\$ 130,498	(\$ 673,574)
ENDING BALANCE	\$ 130,498	(\$1,381,221)	(\$ 673,574)	(\$1,199,806)

**Fund: Parking Lot Fund**  
**Department: Public Works**

**PURPOSE**

A budgeted fund established on July 1, 1995 to account for revenue and expenditures related to gated off-street parking services in West Hartford Center. The scope of the fund has since been expanded to include on-street parking management and Town-center business support activities. The purpose of the fund is to isolate the costs and revenues associated with these operations. These costs include daily operations, equipment and grounds maintenance, and the cost of full-time employees devoted to the lots. The Town leases the land for the lots from private owners. In addition, beginning in fiscal year 2008 the fund provides parking operation services for the West Hartford Center-Special Services District and receives a management fee equal to the cost of said services.

**LONG-TERM STRATEGY**

The goal of the fund is to cover all operating costs and contribute an amount to fund balance each year to be used as a reserve for capital expenditures. In this way, the General Fund is not required to fund capital purchases related to parking services.

**FUND PERFORMANCE**

	<b>Five Year History of Operating Results</b>				
	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
<b><u>Revenues:</u></b>					
Charges for Services	\$1,977,000	\$1,958,000	\$1,288,000	\$1,088,000	\$1,664,000
Management Fee	1,211,000	1,105,000	63,000	383,000	587,000
Interest Income	<u>14,000</u>	<u>31,000</u>	<u>33,000</u>	<u>1,000</u>	<u>      </u>
<b>TOTAL REVENUES</b>	<b>\$3,202,000</b>	<b>\$3,094,000</b>	<b>\$1,384,000</b>	<b>\$1,472,000</b>	<b>\$2,251,000</b>
<b><u>Expenditures:</u></b>					
Operational	<u>\$2,864,000</u>	<u>\$3,069,000</u>	<u>\$2,691,000</u>	<u>\$2,328,000</u>	<u>\$2,662,000</u>
<b>TOTAL EXPENDITURES</b>	<b>\$2,864,000</b>	<b>\$3,069,000</b>	<b>\$2,691,000</b>	<b>\$2,328,000</b>	<b>\$2,662,000</b>
<b>OPERATING RESULTS</b>	<b>\$ 338,000</b>	<b>\$ 25,000</b>	<b>(\$ 1,307,000)</b>	<b>(\$ 856,000)</b>	<b>(\$ 411,000)</b>
<b>FUND BALANCE</b>	<b>\$2,679,000</b>	<b>\$2,704,000</b>	<b>\$1,397,000</b>	<b>\$ 541,000</b>	<b>\$ 130,000</b>

**Fund: Parking Lot Fund**  
**Department: Public Works****REVIEW OF PERFORMANCE**

In fiscal year 2008 the fund assumed responsibility for managing and operating the two parking garages in the West Hartford Center-Special Services District, in addition to the existing municipal lots. Doing so required the addition of personnel, the cost of which is shared between the municipal parking operations and the garage operations. In theory, the Parking Lot Fund is paid a management fee from the West Hartford Center-Special Services District in an amount equal to the expenditures to operate and manage the garage operations. The Parking Lot Fund has accumulated fund balance of \$130,498 as of June 30, 2022.

**FISCAL YEAR 2023 OPERATING RESULTS**

The fiscal year 2023 budget was based on the conditions that were observed in prior year:

- Reduced on-street inventory to accommodate outdoor dining.
- Reduced on-street and lot inventory to accommodate pick-up/take-out.
- Reduction of monthly parking permits as professional employees are working from home.
- Reduction in indoor occupancy for restaurants and businesses.
- Reduction of business traffic (e.g. closed gym, movie theater and restaurants)
- Reduced consumer confidence in public settings (e.g. restaurants, shopping, etc.)

As the year unveils, July through December of 2022 performance demonstrated to be a recovering period for the central business district. Midyear revision for Parking Lot Fund projects revenue collection of \$2,026,400, a major improvement from the initial forecast of \$1,538,430.

BBS parking operations also sees similar improvements in revenues albeit with modest performance. BBS operations continue to receive a transfer annually from the Parking Lot fund to pay for operating expenses and debt obligations. A number of projects, deferred in fiscal year 2021 due to the economic stress induced by the pandemic, are now being executed. The initiatives include implementing a permit management system, continuing structural maintenance of the garages, upgrading parking kiosks to comply with wireless communication protocols.

The fund expects to have a deficit of \$804,072 for the year, resulting in fund balance of (\$671,176).

**FISCAL YEAR 2024 BUDGET**

Fiscal year 2024 projects further decline in fund balance with revenue assumptions still below historical averages. Town parking assets are aging and require higher maintenance to meet industry and safety standards.

The fund expects to have a deficit of \$585,017 for the year, resulting in fund balance of (\$1,258,591).

**PARKING LOT FUND**

The mission of the Parking Lot Fund is to operate the Town's municipal parking operations, which include metered parking lots and on-street parking meters, and provide parking operation services for the West Hartford Center-Special Services District in exchange for a management fee equal to the cost of said services.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF PUBLIC WORKS</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>6 Months</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>	<b><u>Change</u></b>
Charges for Services	\$1,582,827	\$1,280,000	\$917,054	\$1,609,000	\$1,609,000	25.7%
Management Fee – BBS	587,357	211,730		331,000	701,586	100.0%
Fines & Forfeitures	80,005	43,750	63,876	80,000	80,000	82.9%
Interest Income	343	2,950	3,206	6,400	6,500	100.0%
<b>TOTAL</b>	<b>\$2,250,532</b>	<b>\$1,538,430</b>	<b>\$ 984,136</b>	<b>\$2,026,400</b>	<b>\$2,397,086</b>	<b>55.8%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$762,789	\$871,039	\$358,377	\$844,611	\$883,758	1.5%
Operating Expense	1,082,483	1,378,660	429,288	1,183,942	1,226,674	-11.0%
Equipment						
Fringe Benefits	816,235	800,450	396,099	801,919	812,886	1.6%
<b>TOTAL</b>	<b>\$2,661,507</b>	<b>\$3,050,149</b>	<b>\$1,183,764</b>	<b>\$2,830,472</b>	<b>\$2,983,318</b>	<b>-4.2%</b>

	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>
Public Works Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Accounting Specialist**	1	1	1		
Senior Staff Assistant				1	1
Staff Assistant					0.65
Senior Parking Monitor	1	1	1	1	1
Parking Monitor	2	2	2	2	2
Grounds Maintainer	1	1	1	1	1
Parking Lot Gate Attendant*	3	3	3	3	3
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10.65</b>

\* Permanent part-time positions, 1500 hours per annum.

\*\* This position was authorized but unfunded in fiscal year 2022 and reclassified to a Senior Staff Assistant during the year.

**BUDGET & PROGRAM HIGHLIGHTS**

The budget for the Parking Lot Fund is decreased \$126,831 or -4.2% for fiscal year 2024. Wages and salaries remain equivalent to prior fiscal year. In fiscal year 2024, there is a decrease in rental/leases as per state ordinance that non-profit operations (Town) are now exempt from property tax.

**Fund: Parking Lot Fund**  
**Department: Public Works**

SUMMARY OF EXPENDITURES						
<u>Expenditures</u>	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$615,177	\$668,909	\$297,986	\$650,869	\$692,725	3.6%
Temporary Payroll	65,062	67,000	28,671	67,000	22,028	-67.1%
Overtime	71,470	116,250	31,149	116,250	158,000	35.9%
Holiday	8,472	16,860		8,472	8,985	-46.7%
Education Premium Pay	2,609	2,020	571	2,020	2,020	
Office Expense	18,837	23,500	15,229	23,500	25,500	8.5%
Dues and Travel	1,976	4,000	1,200	4,000	4,000	
Training	275					
Professional Services	1,266	5,000		5,000	5,000	
Contractual Services	635,269	908,600	326,969	931,231	952,800	4.9%
Office Equipment	3,341	5,000	275	5,000	5,000	
Meals	600					
Uniforms and Laundry	1,811	4,000	952	4,000	4,000	
Utilities	134,885	121,644	60,822	118,035	121,924	0.2%
Telecommunications	2,029	2,450	821	2,450	2,450	
Vehicles & Equipment Exp	9,250	5,000	4,458	10,000	10,000	100.0%
Maintenance & Repairs	47,692	60,000	18,562	79,726	95,000	58.3%
Snow Removal Supplies		6,000		1,000	1,000	-83.3%
Rental/Leases	225,252	233,466				-100.0%
Operating Equipment						
Social Security	40,638	53,615	22,682	55,084	53,340	-0.5%
Pension	334,942	331,430	165,715	331,430	359,948	8.6%
Risk Management Expense	440,655	415,405	207,702	415,405	399,598	-3.8%
<b>Total Department</b>	<b>\$2,661,508</b>	<b>\$3,050,149</b>	<b>\$1,183,764</b>	<b>\$2,830,472</b>	<b>\$2,923,318</b>	<b>-4.2%</b>



# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### CEMETERY OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Charges for Services	\$336,768	\$ 385,000	\$ 350,000	\$ 380,000
Sale of Lots	79,291	200,000	200,000	269,000
Interest Income	4,004	3,600	35,000	30,000
Transfer In				
Total Revenues & Other Resources	\$420,063	\$ 588,600	\$ 585,000	\$ 679,000

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Cemetery Operations	<u>\$ 537,757</u>	<u>\$ 541,006</u>	<u>\$ 570,923</u>	<u>\$ 507,443</u>
Total Expenditures & Other Uses	\$ 537,757	\$ 541,006	\$ 570,923	\$ 507,443

CHANGE IN FUND BALANCE	(\$ 117,694)	\$ 47,594	\$ 14,077	\$ 171,557
BEGINNING BALANCE	\$ 1,620,937	\$1,503,243	\$ 1,503,243	\$ 1,517,320
ENDING BALANCE	\$ 1,503,243	\$1,550,837	\$ 1,517,320	\$ 1,688,877

**Fund: Cemetery Operating Fund**  
**Department: Public Works**

**PURPOSE**

A budgeted fund created to account for donations, sale of lots, and other resources provided for the care and maintenance of Town owned and operated cemeteries. Operating revenues and fund balance are utilized for operating expenses and capital improvements.

**LONG-TERM STRATEGY**

The fund will generate sufficient revenue to cover annual operating expense and utilize fund balance solely for capital equipment or improvements.

**FUND PERFORMANCE**

Five Year History of Operating Results					
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b><u>Revenues:</u></b>					
Charges for Service	\$407,000	\$304,000	\$351,000	\$423,000	\$416,000
Interest Income	14,000	26,000	25,000	3,000	4,000
<b>TOTAL REVENUES</b>	<b>\$421,000</b>	<b>\$330,000</b>	<b>\$376,000</b>	<b>\$423,000</b>	<b>\$420,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$391,000	\$376,000	\$410,000	\$501,000	\$538,000
<b>TOTAL EXPENDITURES</b>	<b>\$391,000</b>	<b>\$376,000</b>	<b>\$410,000</b>	<b>\$501,000</b>	<b>\$538,000</b>
<b>TRANSFERS (TO)/FROM OTHER FUNDS</b>	<b>(\$3,000)</b>	<b>\$97,000</b>	<b>(\$3,000)</b>	<b>(\$3,000)</b>	<b>(\$3,000)</b>
<b>OPERATING RESULTS</b>	<b>\$27,000</b>	<b>\$51,000</b>	<b>(\$37,000)</b>	<b>(\$78,000)</b>	<b>(\$118,000)</b>
<b>FUND BALANCE</b>	<b>\$1,687,000</b>	<b>\$1,738,000</b>	<b>\$1,701,000</b>	<b>\$1,623,000</b>	<b>\$1,505,000</b>

**Fund: Cemetery Operating Fund****Department: Public Works****REVIEW OF PERFORMANCE**

The Cemetery Operations program uses a blended workforce, with Town employees performing the administration, customer service and grave opening/closing functions and a private contractor performing the grounds maintenance function. As of June 30, 2022 fund balance inclusive of the Permanent Reserve account totaled \$1,503,242.

**FISCAL YEAR 2023 OPERATING RESULTS**

The budget for fiscal year 2023 estimates revenue of \$550,000 (excluding interest income), revised midterm to reflect actual collection from July through December 2022. There has been a decline in lot sales due to the limited options available for inground burials. Plans are underway to propose a development of 390 full burial graves near the entrance of Fairview. The expansion will afford the Town to better service its residents with a full suite of options for memorial interment ranging from upright monuments, flush markers and cremation graves.

The Cemetery Fund is operating at a loss in spite of the revenue schedule designed to shore up its balance sheet and position it to support perpetual maintenance. The fund is burdened by an ongoing worker's compensation case approaching 36 months in duration. Fund balance will turn the corner when the Town is able to bring the case to its conclusion.

It is estimated that revenues of \$585,000 will be achieved in fiscal year 2023 with corresponding expenditures of \$570,923 resulting in a slight surplus of \$14,077. As of June 30, 2023, fund balance inclusive of the Permanent Reserve account is estimated to be \$1,517,320.

**FISCAL YEAR 2024 BUDGET**

Fiscal 2024 budget is projected with the preface that a parcel at the entrance of Fairview Cemetery will be developed to offer 390 full burial graves. The budget for fiscal year 2024 estimates revenue of \$679,000 with corresponding expenditures of \$521,034, resulting in a surplus of \$171,557. It is anticipated that fund balance inclusive of the Permanent Reserve account will total \$1,688,877 by June 30, 2024.

**Fund: Cemetery Operating Fund**  
**Department: Public Works**

**CEMETERY OPERATING FUND**

The mission of the Cemetery Operating Fund is to provide care and maintenance of Town owned and operated cemeteries in a manner which balances needs against available resources.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF PUBLIC WORKS</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b>Revenues:</b>	<b>2021-22</b>	<b>2022-23</b>	<b>6 Months</b>	<b>2022-23</b>	<b>2023-24</b>	<b>Change</b>
Cemetery Service Charges	\$336,768	\$385,000	\$ 156,909	\$350,000	\$380,000	-1.3%
Sale of Lots	79,291	200,000	59,745	200,000	269,000	34.5%
Interest on Investment	4,004	3,600	19,544	35,000	30,000	733.3%
<b>TOTAL</b>	<b>\$420,063</b>	<b>\$588,600</b>	<b>\$236,198</b>	<b>\$585,000</b>	<b>\$679,000</b>	<b>15.4%</b>
<b>Expenditures:</b>						
Wages & Salaries	\$202,180	\$144,989	\$ 62,702	\$153,392	\$278,494	92.1%
Operating Expense	153,660	201,442	131,640	222,956	101,256	-49.7%
Fringe Benefits	181,917	194,575	95,401	194,575	127,693	-34.4%
<b>TOTAL</b>	<b>\$537,757</b>	<b>\$541,006</b>	<b>\$289,743</b>	<b>\$570,923</b>	<b>\$507,443</b>	<b>-6.2%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b>Full-Time Positions:</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>	<b>2023-24</b>
Crew Leader	1	1	1	1	1.00
Grounds Maintainer					2.00
Staff Assistant					0.35
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3.35</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The Cemetery Operating Fund budget decreases \$33,563 or -6.2% for fiscal year 2024. Wages and salaries reflect anticipated cost-of-living increases and merit increases, the addition of a Staff Assistant shared with the Parking Lot Fund and the addition of two Grounds Maintainers. These positions will result in a decrease in operating expense (contractual services) as the maintenance of the Town's Cemeteries will be done by Town staff in fiscal year 2024. Fringe benefit costs decrease based upon required contributions to the Town's Risk Management and Pension Funds. Based upon revenues of \$679,000, the Fund is expected to experience a surplus of \$171,557.

**Fund: Cemetery Operating Fund**  
**Department: Public Works**

SUMMARY OF EXPENDITURES						
<b><u>Expenditures</u></b>	<b><u>Actual 2021-22</u></b>	<b><u>Adopted 2022-23</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2022-23</u></b>	<b><u>Adopted 2023-24</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$153,849	\$74,989	\$35,890	\$87,989	\$224,514	100.0%
Temporary Payroll	44,095	45,000	19,672	45,384	28,980	-35.6%
Overtime	4,236	25,000	7,140	20,019	25,000	
Office Expense	179	1,600	259	1,600	1,600	
Professional Services	5,126	10,000	426	1,000	20,000	100.0%
Contractual Services	108,039	115,000	70,913	143,430		-100.0%
Office Equipment	480	1,000	240	1,000	1,000	
Meals	600			300		
Utilities	19,953	15,842	10,511	15,126	17,656	11.5%
Telecommunications	338					
Vehicles and Equipment	5,049	5,000	2,009	5,000	5,000	
Maintenance & Repairs	13,896	53,000	47,282	55,500	56,000	5.7%
Social Security	10,365	10,600	3,413	10,600	20,739	95.7%
Pension	41,354	41,440	20,720	41,440	45,877	10.7%
Risk Management Expense	126,974	142,535	71,268	142,535	61,077	-57.1%
Transfer Out	3,224					
<b>TOTAL</b>	<b>\$537,757</b>	<b>\$541,006</b>	<b>\$289,743</b>	<b>\$570,923</b>	<b>\$507,443</b>	<b>-6.2%</b>

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**ANNUAL BUDGET 2023-2024**

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DEPARTMENT: PUBLIC WORKS

**FULL-TIME POSITION SCHEDULE**

	Authorized Positions			Revised	Adopted
	2020-21	2021-22	2022-23	2022-23	2023-2024
<u>GENERAL FUND</u>					
Director of Public Works	1	1	1	1	1
Business Operations Manager	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Public Works Manager	4	4	4	4	4
Crew Leader-Streets	3	3	3	3	3
Street Maintainer I	8	9	9	9	10
Street Maintainer II	3	3	3	3	3
Signal Support Technician	1	1	1	1	1
Sign Maintenance Worker	1	1	1	1	1
Sign Maintenance Lead	1	1	1	1	1
Streetlight Technician	2	1	1	1	1
Fleet Manager	1	1	1	1	1
Mechanic	6	6	7	7	7
Crew Leader-Grounds	3	3	3	3	3
Equipment Mechanic-Grounds	1	1	1	1	1
Senior Tree Trimmer		1	1	1	1
Tree Trimmer	2	1	1	1	1
Grounds Maintainer	6	6	6	6	7
BOE Grounds Foreman	1	1	1	1	1
BOE Grounds Maintainer	3	3	3	3	3
TOTAL GENERAL FUND	49	49	50	50	52
<u>PARKING LOT FUND</u>					
Public Works Manager	1	1	1	1	1.00
Crew Leader	1	1	1	1	1.00
Accounting Specialist	1				
Administrative Assistant				1	1.00
Senior Staff Assistant		1	1		
Staff Assistant					0.65
Senior Parking Monitor	1	1	1	1	1.00
Parking Monitor	2	2	2	2	2.00
Grounds Maintainer	1	1	1	1	1.00
Parking Lot Gate Attendant	3	3	3	3	3.00
TOTAL PARKING LOT FUND	10	10	10	10	10.65
<u>CEMETERY FUND</u>					
Crew Leader	1	1	1	1	1.00
Grounds Maintainer					2.00
Staff Assistant					0.35
TOTAL CEMETERY FUND	1	1	1	1	3.35
TOTAL PUBLIC WORKS-ALL FUNDS	60	60	61	61	66.00

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**West Hartford, Connecticut**

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**DEPARTMENT OF PLANT & FACILITIES SERVICES****MISSION**

The mission of the Department is to enhance the public appearance of the Town and preserve assets via cost effective maintenance, facility operation and capital improvements.

This mission is accomplished through the following programs:

- Daily service program addressing routine operation and upkeep of Town buildings.
- A program of planned maintenance of building equipment and systems.
- Unplanned maintenance program to respond to unexpected and emergency repairs.
- A capital improvement program to enhance the physical appearance of public spaces, preserve building infrastructure and upgrade mechanical systems.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Contained operating costs such as overtime and maintenance costs while continuing to provide satisfactory service levels.
- ✓ Continued to respond to and modify building operations in response to the pandemic.
- ✓ Accurately estimated energy budget and continue to secure future favorable electricity supply pricing.
- ✓ Continued to monitor and reduce electricity consumption for both the BOE and Town.
- ✓ Improved retention of part-time custodial staff.
- ✓ Oversaw numerous capital improvement projects including flooring replacements, roof replacements, and improvements to building mechanical systems.
- ✓ Energy conservation achievements included 100% offset of electricity use with Green-e certified Renewable Energy Credit purchase; participated with four buildings in Eversource/ISO-NE's electricity demand response programs, and achieved silver-level certification with the Sustainable CT program.

**FISCAL YEAR 2024 GOALS & OBJECTIVES**

- ❖ Continue to improve customer communication and develop customer service metrics.
- ❖ Continue energy efficiency efforts through improvements in daily operations, capital projects and education of our co-workers.
- ❖ Continue to assess and plan for building and operational efficiencies for all Town and BOE buildings.



## DEPARTMENT OF PLANT &amp; FACILITIES SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Miscellaneous Revenue	\$ 475	\$	\$	\$	\$	
Transfers from Other Funds	<u>275,746</u>	<u>289,000</u>	<u>      </u>	<u>289,000</u>	<u>289,000</u>	
<b>TOTAL</b>	<b>\$276,221</b>	<b>\$289,000</b>	<b>\$</b>	<b>\$289,000</b>	<b>\$289,000</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,168,923	\$1,316,783	\$569,858	\$1,233,533	\$1,301,750	-1.1%
Operating Expense	1,041,111	1,119,820	579,634	1,289,681	1,269,117	13.3%
Social Security	<u>81,001</u>	<u>99,688</u>	<u>38,358</u>	<u>84,920</u>	<u>83,173</u>	-16.6%
<b>TOTAL</b>	<b>\$2,291,035</b>	<b>\$2,536,291</b>	<b>\$1,187,850</b>	<b>\$2,608,134</b>	<b>\$2,654,040</b>	<b>4.6%</b>

	<u>Authorized Positions</u>			<u>Revised</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>
<b><u>Full-Time Positions:</u></b>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>		
General Fund	9.50	9.50	9.50	9.50	9.50

## BUDGET &amp; PROGRAM HIGHLIGHTS

The fiscal year 2024 budget for the Department of Plant & Facilities Services is increased \$117,749 or 4.6% from the prior year. Wages and salaries decrease \$15,033 or -1.1%, primarily due to a decrease in overtime. Operating expense increases \$149,297, primarily as a result of rising utility and contractual costs. The social security appropriation is consistent with budgeted wages.

The transfer in from the Capital Projects Fund reimburses wages, social security and benefits for the Capital Projects Manager and Administrative Assistant positions.

# ANNUAL BUDGET 2023-2024

## FACILITIES SERVICES DIVISION

### SUMMARY OF REVENUES

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$ 475	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$ 475</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

### SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$486,429	\$538,779	\$222,636	\$517,925	\$539,006	
Temporary Payroll	418,951	466,251	187,395	405,943	481,806	3.3%
Overtime	52,886	100,000	28,455	100,000	80,000	-20.0%
Office Expense	145	325	46	375	325	
Dues and Travel		100		100	100	
Contractual Services	281,782	250,000	148,030	250,000	280,000	12.0%
Meals	2,841	6,000	1,457	5,000	6,000	
Uniforms & Laundry	3,102	3,750	2,762	3,750	3,750	
Utilities	648,808	734,245	367,123	906,056	843,542	14.9%
Telecommunications	3,831	5,600	1,673	5,600	5,600	
Building Maintenance	98,895	105,000	57,131	105,000	115,000	9.5%
Vehicles & Equip. Exp.	1,228	3,950	1,171	3,950	3,950	
Maintenance & Repairs		8,250		8,250	8,250	
Miscellaneous Supplies	269	1,500		500	1,500	
Social Security	<u>66,454</u>	<u>83,756</u>	<u>30,885</u>	<u>68,095</u>	<u>68,159</u>	-18.6%
<b>TOTAL</b>	<b>\$2,065,621</b>	<b>\$2,307,506</b>	<b>\$1,048,764</b>	<b>\$2,380,544</b>	<b>\$2,436,988</b>	<b>5.6%</b>

### FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Director of Plant & Facilities Services*	0.50	0.50	0.50	0.50	0.50
Service Response Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Building Maintenance Technician I**	4	4	2	2	2
Building Maintenance Technician II****			2	2	2
Plumber***	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>

\* This position is shared with the Board of Education.

\*\* One position was authorized but unfunded in fiscal year 2020 and half funded in fiscal year 2021.

\*\*\* This position was authorized and half-funded in fiscal year 2021, and unfunded in fiscal years 2022, 2023 and 2024.

\*\*\*\* In fiscal year 2023, two (2) positions are reclassified to Building Technician II.

**West Hartford, Connecticut**

## FACILITIES SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Regular payroll funds the wages for full-time positions involved in the daily maintenance and operation of Town buildings and facilities, as detailed on the previous page. In addition, a Board of Education HVAC Mechanic who maintains town buildings is budgeted in this division. In fiscal year 2024, a Plumber position is authorized but unfunded.

**Temporary Payroll:** Temporary payroll includes the wages for part-time custodians and security for Town Hall. Part-time employees work no more than 20 hours per week and have limited benefits. Contractual step increases and wage adjustments due to minimum wage increases are included in the appropriation.

**Overtime:** Overtime is utilized to pay for labor of hourly employees outside of their normal work hours. Overtime is used for emergencies, to perform building maintenance tasks that cannot be performed when there are other employees or the public is present in a building, and to provide event support to Leisure Services (Town Hall Auditorium, Elmwood Community Center, Bishops Corner Senior Center) and the Libraries.

**Office Expense:** Office expenses include office supplies such as copy paper, copier rental and postage.

**Dues and Travel:** The appropriation represents mileage reimbursement, as needed.

**Contractual Services:** This appropriation is for specialized services provided by contractors that our in-house employees are unable to perform. These services include fire alarm testing and monitoring services, sprinkler system testing, elevator maintenance and inspection, plumbing, electrical work, water treatment for boilers and air conditioning systems, and boiler tune-ups.

**Meals:** Meal allowances are obligated under union contracts when employees work extended shifts on their regular work day or during overtime situations.

**Uniforms and Laundry:** Uniforms and laundry includes the rental of uniforms and the purchase of safety shoes as provided by contract to the following employees: Building Maintenance Crew Leader, five Technicians, an HVAC Mechanic and the part-time Custodians.

**Utilities:** This appropriation represents the transfer to the Utility Services Fund (USF) to cover the costs of electricity, natural gas and water for Town buildings, as well as streetlights and traffic signals. The fiscal year 2024 budget reflects a reduction of available surplus to amortize in the USF, and an increase in electricity, natural gas and water use.

**Electricity** – The electricity budget assumes consistent use and rates; however, the overall cost increases due to the amortization of less surplus available than in the prior year.

**Natural Gas** – The Town and Board of Education continuously monitor market conditions and prices between third party marketers and the local utility. The budget for fiscal year 2024 is based upon normal historical usage patterns, a slight increase in anticipated rates, and reduced amortization of accumulated surplus.

**Water** – Water services are provided by the Metropolitan District Commission, which anticipates an incremental rate increase for 2024.

**Streetlights and Traffic Signals** – In fiscal year 2024 this allocation and historical data have been combined with Electricity.

**Telecommunications:** The telecommunications budget pays for seven land-based telephones, four pagers and four cell phones used by Plant and Facilities Services staff. Also, seven phone lines are required for fire alarm monitoring systems and emergency telephones in elevators.

**Building Maintenance:** Building maintenance funding is used to purchase supplies and items used in the daily maintenance and repair of Town buildings. Supplies include paper towels, toilet paper, cleaning products, and parts for plumbing and HVAC repairs. Minor capital items are also purchased under this account and include motors and other small fixed equipment used in building systems. The increase is due to rising prices.

**Vehicles and Equipment Expense:** The vehicles and equipment appropriation is used to pay for operating costs and repairs to the vehicles assigned to Plant and Facilities Services. The vehicles, which include two vans and two pick-up trucks, are utilized by staff in traveling from building to building and for moving supplies and equipment.

**Maintenance & Repairs:** This appropriation funds the repair of tools and equipment used by the Plant and Facilities Services staff.

**Miscellaneous Supplies:** Funding is included for employee training and development in order to meet annual OSHA training requirements and development of employee skills.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid and varies depending upon participation in the alternative social security program.

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**ANNUAL BUDGET 2023-2024**

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**CAPITAL PROJECTS MANAGEMENT DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Transfer from Other Funds	\$275,746	\$289,000	\$	\$289,000	\$289,000	
<b>TOTAL</b>	<b>\$275,746</b>	<b>\$289,000</b>	<b>\$</b>	<b>\$289,000</b>	<b>\$289,000</b>	

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$209,629	\$210,733	\$130,101	\$207,645	\$199,918	-5.1%
Overtime			753	1,000		
Education Premium Pay	1,028	1,020	518	1,020	1,020	
Office Expense	140	300	236	300	300	
Dues and Travel	10	50		50	50	
Training		500		500	500	
Telecommunications	60	250	5	250	250	
Social Security	<u>14,547</u>	<u>15,932</u>	<u>7,473</u>	<u>16,825</u>	<u>15,014</u>	-5.8%
<b>TOTAL</b>	<b>\$225,414</b>	<b>\$228,785</b>	<b>\$139,086</b>	<b>\$227,590</b>	<b>\$217,052</b>	<b>-5.1%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Capital Projects Manager	1	1	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**CAPITAL PROJECTS MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** This appropriation funds a Capital Projects Manager and an Administrative Assistant. The budget includes estimated merit increases for eligible employees. The appropriation decreased in fiscal year 2024 primarily due to a resignation and an incumbent hired at a lower level.

**Overtime:** This appropriation was eliminated in fiscal year 2021. However, in fiscal year 2023, funds were used for various special projects and is eligible in the Clerical Union contract.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

**Office Expense:** Appropriation for postage and office supplies for the division, as well as miscellaneous printing as needed.

**Dues and Travel:** Appropriation for mileage reimbursement for employees.

**Training:** This appropriation is for training for capital project management staff, as needed.

**Telecommunications:** This line item funds the costs associated with land line and cellular phone service for divisional employees.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### UTILITIES SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Interest Income	\$ 122	\$ 5,000	\$ 5,000	\$ 5,000
Contributions from Other Funds	<u>4,431,783</u>	<u>4,168,539</u>	<u>4,168,539</u>	<u>5,027,117</u>
Total Revenues & Other Resources	\$4,431,905	\$4,173,539	\$4,173,539	\$5,032,117

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Energy Management Services	\$ 173,213	\$ 100,000	\$ 100,000	\$ 100,000
Utilities Expense	<u>4,596,173</u>	<u>4,691,026</u>	<u>5,062,092</u>	<u>5,330,161</u>
Total Expenditures & Other Uses	\$ 4,769,386	\$4,791,026	\$ 5,162,092	\$5,430,161

CHANGE IN FUND BALANCE	(\$ 337,481)	(\$ 617,487)	(\$ 988,553)	(\$ 398,044)
BEGINNING BALANCE	\$ 1,788,265	\$1,450,784	\$ 1,450,784	\$ 462,231
ENDING BALANCE	\$ 1,450,784	\$ 833,297	\$ 462,231	\$ 64,187

**Fund: Utilities Services Fund**

**Department: Plant and Facilities Services**

**PURPOSE**

The Utilities Services Fund was created to manage the volatility of energy costs. This internal service fund centralizes the process of receiving and paying utility bills and ensures they are recorded into an energy management system and reviewed for accuracy by both an outside consultant and the Town's Energy Specialist. This centralization assists in the identification of energy usage trends and anomalies and creation of the annual budget. During the fiscal year, monthly transfers are made from the utility budget line items to the internal service fund. Any volatility in energy costs is absorbed by the internal service fund and amortized in the subsequent year's budget. Led by the Energy Specialist, Town and BOE staff work cooperatively with the purchasing office in the competitive procurement of energy suppliers and negotiation of supply agreements. The Energy Specialist also works closely with the facility management operation to identify patterns of energy usage and opportunities to reduce energy consumption.

**LONG-TERM STRATEGY**

The Utility Services Fund was established with funding of \$876,310 received in fiscal year 2007 from Eversource, formerly Northeast Utilities, for overcharging the Town for street lighting costs. The Energy Specialist is funded from the Utilities Services Fund. Actual versus expected utility costs are analyzed each year and any variance is amortized over a two year period in order to maintain fund balance while managing the volatility of energy costs. Estimated costs were developed for the current fiscal year and used as the basis for developing estimates for the budget. These estimates are then adjusted for consumption patterns and anticipated pricing changes.

Utility Costs Summary						
	Actual <u>FY 2019</u>	Actual <u>FY 2020</u>	Actual <u>FY 2021</u>	Actual <u>FY 2022</u>	Estimated <u>FY 2023</u>	Adopted <u>FY 2024</u>
<b><u>TOWN</u></b>						
Electricity**	\$1,005,742	\$ 955,517	\$ 959,890	\$1,027,143	\$ 976,800	\$1,012,572
Natural Gas	231,546	195,326	203,698	254,341	355,715	408,705
Fuel Oil	11,275	7,676	5,847	16,488	17,000	20,000
Water		311,731	307,273	333,831	392,400	382,396
Hydrants*	<u>594,383</u>	<u>190,485</u>	<u>2,800</u>	<u>191,520</u>	<u>201,260</u>	<u>208,200</u>
<b>TOTAL</b>	<b>\$1,842,946</b>	<b>\$1,660,735</b>	<b>\$1,479,508</b>	<b>\$1,823,323</b>	<b>\$1,943,175</b>	<b>\$2,031,873</b>
<b><u>PUBLIC SCHOOLS</u></b>						
Electricity	\$1,837,380	\$1,472,819	\$1,469,249	\$1,618,487	\$1,638,843	\$1,674,406
Natural Gas	759,392	605,332	706,552	968,713	1,131,917	1,301,705
Water	<u>224,478</u>	<u>226,529</u>	<u>294,300</u>	<u>251,857</u>	<u>348,157</u>	<u>322,177</u>
<b>TOTAL</b>	<b>\$2,821,250</b>	<b>\$2,304,680</b>	<b>\$2,470,101</b>	<b>\$2,839,057</b>	<b>\$3,118,917</b>	<b>\$3,298,288</b>
<b>TOTAL UTILITIES</b>	<b>\$4,664,196</b>	<b>\$3,965,415</b>	<b>\$3,949,609</b>	<b>\$4,662,380</b>	<b>\$5,062,092</b>	<b>\$5,330,161</b>

\*In fiscal years 2017-2019 Water and Hydrants were reported as one number.

\*\* Street & traffic lighting was combined with Electricity.

The fiscal year 2024 budget reflects a planned use of \$398,044 of fund balance accumulated in prior years (Energy Management Services - \$95,000; Town - \$128,000; Board of Education - \$175,044).



**Fund: Utilities Services Fund****Department: Plant & Facilities Services****Energy Management Strategy**

An enhanced energy management strategy was implemented in fiscal year 2008 consisting of an internal service fund for managing utility costs, a billing auditing and energy use monitoring system, improved expertise for energy procurements, and energy audits of facilities to identify opportunities for energy conservation investments, which are funded with an annual appropriation in the Capital Improvement Program. The following narrative provides a summary of the status of each component.

**▪ Internal Service Fund**

Since the Fund was established in fiscal year 2008, operating budgets have been protected from volatility in utility costs. Utility estimates are developed based upon current year experience and amortization of the cumulative surplus/deficit since the Fund's inception over a two year period. The Fund encourages energy conservation by returning savings in energy consumption to cost centers over a two year period. The part-time Energy Specialist is also financed from the Utilities Services Fund.

**▪ Billing Auditing & Tracking System**

Capturis (a ConService company) provides monthly bill auditing services and a utility bill tracking system for the Town. The Town's electric, water and natural gas bills are redirected to Capturis to audit charges on the bill, resolve any disputes, enter the bill into a web-based utility bill tracking system, and provide a weekly electronic interface file for the Town's accounts payable system.

**▪ Procurement Strategy**

The Town and Board of Education utilize the services of an energy broker to analyze forward buying pricing and find opportunities for the Town and BOE to lock in favorable rates for the future. For December 2020-2023, a 3-supply contract for electricity supply was executed with Constellation Energy at 7.57 cents for all electricity accounts. Starting in December 2023, all accounts will move to rate of 7.19 cents for one additional year also with Constellation Energy. The Town continues to buy natural gas supply from the utility provider, Connecticut Natural Gas (variable pricing), which continues to be the most favorable option despite record-high gas prices. Forward buying opportunities in both electricity and natural gas continue to be evaluated. The Town has six solar electric power purchase agreements (PPAs) on Bristow Middle School, Bishops Corner Library/Senior Center, Conard High School, Aiken Elementary School, Town Hall, and King Philip Middle School. The Town will consider additional solar photovoltaic projects. The PPA on Department of Public Works Brixton Street facility was terminated, in mutual agreement, and panels removed in 2022 due to a reroofing event. Solar projects which generate free electricity for the Town and BOE are on Charter Oak International Academy, Wolcott Elementary School, Conard High School, Hall High School, and Westmoor Park. The Town also participates in a virtual net metering solar contract, whereby the Town purchases power from a third-party owned 2.4 MW solar farm (not on Town property) and receives a credit against electric bills. The Town entered into a second virtual net metering contract under Eversource's *provisional* virtual net metering program which may yield additional savings starting in 2023. Four buildings with high electricity demand were identified in 2021 and enrolled in Eversource and ISO-NE's electricity demand response programs. The Town receives financial payments if these buildings are able to curtail electricity use during designated peak events. The Town offsets 100% of its municipal electricity use with an annual Green-e certified Renewable Energy Credit purchase.

▪ **Energy Conservation Investments**

In 2016, a substantial investment in energy conservation was made to fund the implementation of energy projects identified in an Investment Grade Audit conducted by Ameresco. They included street lighting, interior and exterior lighting, steam trap replacements, and upgraded or expanded building control systems in multiple Town and BOE buildings. Favorable pricing on these upgrades, as well as higher than anticipated utility incentives due to comprehensive “bundling” of electric and gas-saving projects, allowed the Town to implement additional LED lighting projects and realize additional savings. Over \$5 million of energy efficiency projects have been completed with a combined payback of about 4 years.

COVID has had a significant impact on energy use – especially in schools. In fiscal year 2020, energy use was lower during shutdown, but increased significantly with reopening. In fiscal year 2022, electricity use for the Town and BOE was 16.8 million kWh, similar to pre-COVID levels; however, natural gas use rose to 950,000 ccf, or about 10% over pre-COVID levels, due to increased, State-mandated COVID ventilation requirements. A combined focus on energy efficiency, fresh air/ventilation, and maintenance must be maintained to avoid a significant increase in energy consumption going forward. Some of these investments will require larger capital projects.

The Town continues to implement smaller, cost-effective energy projects and looks for ways to incorporate energy efficiency into planned capital improvement projects. Benchmarking of facility energy consumption to identify lowest performing facilities, as well as operational and maintenance cost tracking, help to guide energy conservation projects. Utility rebates are used to offset project costs or fund additional energy conservation investments. Additional focus will be on water conservation projects and other cost saving strategies, as Metropolitan District Commission rates and fees continue to increase. Leaks in aging water pipes and irrigation have played a significant role in increased water use at some facilities such as Rockledge, Fairview Cemetery, and Hall High School.

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**ANNUAL BUDGET 2023-2024**

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DEPARTMENT: PLANT &amp; FACILITIES SERVICES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2022-23	Adopted 2023-24
	2020-21	2021-22	2022-23		
<u>GENERAL FUND</u>					
Director of Plant & Facilities Services	0.50	0.50	0.50	0.50	0.50
Service Response Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Building Maintenance Technician I	4	4	2	2	2
Building Maintenance Technician II			2	2	2
Plumber	1	1	1	1	1
Capital Projects Manager	1	1	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL PLANT & FACILITIES SERVICES	9.50	9.50	9.50	9.50	9.50

**DEPARTMENT OF LEISURE SERVICES AND SOCIAL SERVICES****MISSION**

The mission of the Leisure Services & Social Services Department is to enrich the lives of all citizens through the creation and coordination of healthy lifestyle initiatives, park preservation and enhancement, and programs that encourage civic engagement. In addition, through its Division of Social Services the department offers assistance to residents in the program areas of case management, crisis intervention, and counseling.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Collaborated with Capital Projects and Public Works on improvements to various facilities and playfields, including new post-tension tennis/pickleball courts at the Buena Vista Recreation Complex and basketball courts at Kennedy Park; bleacher replacement at Cornerstone Aquatics Center; and gaga pit installation at Elmwood Community Center.
- ✓ Oversaw design team for Eisenhower Pool and Bathhouse, the construction of which was delayed due to high costs.
- ✓ Continued work with numerous community groups on sustainability projects, including the West Hartford Tree Project, Tree Action Group, West Hartford Garden Club, Roots2Rise and Friends of West Hartford Parks. Projects included a new bird sanctuary garden at Spicebush Swamp.
- ✓ Hired Assistant Director of Social Services to assess administration of programmatic operations, policies and procedures to ensure that practices are created and followed to maximize municipal resources; to deepen community partnerships; and to leverage additional resources to address community needs effectively.
- ✓ Continued to provide support to low- and moderate-income residents in the community through expanded Food Pantry options, housing stability programs, and other support measures.
- ✓ Facilitated the Feasibility and Programmatic Study phase for the new Elmwood Community Center/Library/Senior Center/Teen Center facility; worked with Tecton Architects to organize meetings with community, advisory committee, and staff to complete programmatic design study.
- ✓ Welcomed the successful return of Celebrate West Hartford to the community in June 2022.

**FISCAL YEAR 2024 GOALS & OBJECTIVES**

- ❖ Continue to manage and improve operations to maximize delivery of recreation programs in an efficient and effective way.
- ❖ Continue to facilitate the new Elmwood Community Center design team and Advisory Committee to conduct robust community outreach throughout feasibility and programmatic study phase.
- ❖ Continue to oversee and administer Capital Improvement Program, with focus on safety, accessibility, cost-saving measures or improving quality of life. Plans include the construction of Eisenhower Pool, renovation of Kennedy Park bathhouse, and reconstruction of the Wolcott Park restroom.

- ❖ Continue to engage in sustainability initiatives, including the Ten Minute Walk, Tree Action Group, pollinator and rain gardens, and community education to address equitable access to parks and healthy green space throughout Town.
- ❖ Strategically assess social services functions to enhance and improve operation and delivery of the department's community services.
- ❖ Continue to act in cooperation with regional entities to address panhandling and housing instability.
- ❖ Prepare Community Development Block Grant Five-Year Consolidated Plan for FY 2024-2025.
- ❖ Develop and implement prevention programs utilizing funding from national opioid settlement funds and other resources.

**DEPARTMENT OF LEISURE SERVICES AND SOCIAL SERVICES**

<b>BUDGET SUMMARY</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b>Revenues:</b>	<b>2021-22</b>	<b>2022-23</b>	<b>6 Months</b>	<b>2022-23</b>	<b>2023-24</b>	<b>Change</b>
Intergovernmental	\$ 222,198	\$ 91,754	\$ 42,228	\$ 116,072	\$ 88,022	-4.1%
Charges for Services	826,217	704,427	764,863	944,284	971,148	37.9%
Miscellaneous Revenue	<u>14,022</u>	<u>13,050</u>	<u>3,900</u>	<u>16,250</u>	<u>20,950</u>	60.5%
<b>TOTAL</b>	<b>\$1,062,437</b>	<b>\$ 809,231</b>	<b>\$ 810,991</b>	<b>\$1,076,606</b>	<b>\$1,080,120</b>	<b>33.5%</b>
<b>Expenditures:</b>						
Wages & Salaries	\$2,048,997	\$2,217,125	\$1,182,320	\$2,252,409	\$2,487,655	12.2%
Operating Expense	1,336,673	1,059,388	561,196	1,131,776	1,203,374	13.6%
Social Security	<u>108,243</u>	<u>119,364</u>	<u>55,287</u>	<u>117,271</u>	<u>138,485</u>	16.0%
<b>TOTAL</b>	<b>\$3,493,913</b>	<b>\$3,395,877</b>	<b>\$1,798,803</b>	<b>\$3,501,456</b>	<b>\$3,829,514</b>	<b>12.8%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b>Full-Time Positions:</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>	<b>2023-2024</b>
General Fund	13.9	14.4	15.4	15.4	15.4
Leisure Services Fund	7.9	7.9	7.9	7.9	7.9
CDBG Fund	2.1	1.6	1.6	1.6	1.6
Westmoor Park Fund	<u>2.1</u>	<u>2.1</u>	<u>2.1</u>	<u>2.1</u>	<u>2.1</u>
<b>TOTAL</b>	<b>26.0</b>	<b>26.0</b>	<b>27.0</b>	<b>27.0</b>	<b>27.0</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The fiscal year 2024 budget for the Department of Leisure Services & Social Services increases \$433,637 or 12.8% from the prior year. Wages and salaries increase \$270,530 or 12.2%. This is primarily due to a contract settlement, minimum wage increase for part-timers, merit increases budgeted for eligible employees, programs increased to pre-pandemic status and a fully funded Assistant Director of Social Services position. A \$143,986 increase to operating expense is primarily due to a contractual agreement (\$6,352), a strategic plan in the Case Management division (\$15,000), and the Dial-A-Ride program is expected to increase (\$20,000); programs are anticipated to increase to pre-pandemic enrollments (\$99,872) along with an increase in supplies to support these programs. The State of Connecticut Department of Transportation is slightly decreasing funding for the Dial-A-Ride program. The social security variance reflects wage and salary adjustments.

**LEISURE SERVICES & SOCIAL SERVICES MANAGEMENT DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<u><b>Actual 2021-22</b></u>	<u><b>Adopted 2022-23</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2022-23</b></u>	<u><b>Adopted 2023-24</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$268,133	\$282,459	\$120,106	\$271,234	\$273,377	-3.2%
Temporary Payroll	12,034	15,000	3,308	15,000	15,300	2.0%
Overtime	413					
Education Premium Pay	785	714	298	1,020	714	
Office Expense	2,678	3,350	2,519	4,300	3,800	13.4%
Dues and Travel	790	1,100	867	1,700	1,593	44.8%
Training	829	1,050	685	800	1,000	-4.8%
Advertising	429	1,852	757	9,200	9,200	100.0%
Professional Services	13,163	14,145	10,048	18,000	16,150	14.2%
Contractual Services	50,457	37,000	19,162	38,000	38,000	2.7%
Information Technology	37,500	45,000	37,683	45,000	45,000	
Telecommunications	600	750	50	600	700	-6.7%
Vehicles & Equipment Expense	765	250	453	500	250	
Social Security	<u>18,719</u>	<u>23,096</u>	<u>7,818</u>	<u>19,279</u>	<u>20,424</u>	-11.6%
<b>TOTAL</b>	<b>\$407,295</b>	<b>\$425,766</b>	<b>\$203,754</b>	<b>\$424,633</b>	<b>\$425,508</b>	<b>-0.1%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u><b>Authorized Positions</b></u>			<u><b>Revised</b></u>	<u><b>Adopted</b></u>
	<u><b>2020-21</b></u>	<u><b>2021-22</b></u>	<u><b>2022-23</b></u>	<u><b>2022-23</b></u>	<u><b>2023-2024</b></u>
Director of Leisure & Social Services	0.85	0.85	0.85	0.85	0.85
Office Operations Specialist	0.70	0.70	0.70	0.70	0.70
Recreation Specialist	0.50	0.50	0.50	0.50	0.50
Leisure Services Manager	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
<b>TOTAL</b>	<b>2.55</b>	<b>2.55</b>	<b>2.55</b>	<b>2.55</b>	<b>2.55</b>

**LEISURE SERVICES & SOCIAL SERVICES MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** This appropriation funds 85% of the Director of Leisure Services & Social Services position, 50% of the Leisure Services Manager, 70% of an Office Operations Specialist and 50% of a Recreation Specialist. The slight decrease in fiscal year 2024 is related to a transfer and a new hire at a lower level.

**Temporary Payroll:** Funds for part-time employees who provide office administrative assistance and support. This appropriation has increased primarily due to minimum wage increases.

**Overtime:** This appropriation was eliminated in fiscal year 2023.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

**Office Expense:** This appropriation funds office supplies, paper, postage, and printing/copying, and in fiscal year 2024 interpreter costs have increased.

**Dues & Travel:** This budget maintains registrations in the National, New England, and Connecticut Recreation/Parks Associations. These memberships are necessary to stay current with industry trends and maintain access to national and local databases. In fiscal year 2024 this appropriation has increased primarily for dues increasing.

**Training:** This appropriation provides training funds for local workshops and other professional development programs to maintain staff certifications.

**Advertising:** This budget funds a portion of the Leisure Services Program Guide. This guide is also partially funded by the Enterprise Fund. In fiscal year 2024 brochure printing was transferred from Elmwood Community Center and the Outdoor Pools division to the Management division and has slightly increased due to brochure changes.

**Professional Services:** The expense is associated with a portion of the cost of a graphic designer for the department and the recreation program brochures. The increase represents increased graphic designer costs.

**Contractual Services:** This appropriation pays for bank fees related to customer credit card purchases. The point of sale system requires on-line registration. The allocation is based on the volume of transactions.

**Information Technology:** This appropriation funds annual software costs for the point of sale system for Leisure Services.

**Telecommunications:** Funds desktop telephone services including maintenance, long-distance and circuits for the department's main office.

**Vehicle & Equipment Expense:** These funds are included for costs associated with gasoline for Town vehicles assigned to the department.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.



**ANNUAL BUDGET 2023-2024**

**CASE MANAGEMENT DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Intergovernmental	\$12,750	\$ 7,142	\$11,583	\$35,192	\$ 7,142	
Charges for Services	5,000	5,000	5,000	5,000	5,000	
Transfer In				<u>9,000</u>	<u>9,000</u>	100.0%
<b>TOTAL</b>	<b>\$17,750</b>	<b>\$12,142</b>	<b>\$16,583</b>	<b>\$49,192</b>	<b>\$21,142</b>	<b>74.1%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$470,077	\$543,322	\$252,655	\$543,322	\$632,152	16.3%
Temporary Payroll	68,386	84,229	27,678	84,229	84,708	0.6%
Office Expense	6,086	6,300	2,474	6,050	5,950	-5.6%
Dues and Travel	2,652	2,470	430	2,220	2,270	-8.1%
Training	1,431	1,550	100	1,550	1,000	-35.5%
Advertising		750		750	750	
Professional Services	12,837	16,142	4,802	16,142	16,142	
Contractual Services				23,000	15,000	100.0%
Office Equipment	450	500	525	500	500	
General Contributions	207,044	216,219	89,348	216,734	222,571	2.9%
Information Technology	5,288	4,860	1,299	4,860	4,860	
Telecommunications	900	950	1,346	2,000	1,968	107.2%
Vehicle & Equipment Expense	142	50	69	100	100	100.0%
Town Assistance	194,947	20,600	7,265	20,600	20,500	-0.5%
ADA Expenditures	114	250	110	250	750	200.0%
Social Security	<u>36,145</u>	<u>40,354</u>	<u>18,258</u>	<u>40,354</u>	<u>47,430</u>	17.5%
<b>TOTAL</b>	<b>\$1,006,499</b>	<b>\$938,546</b>	<b>\$406,359</b>	<b>\$962,661</b>	<b>\$1,056,651</b>	<b>12.6%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-2024</u></b>
Assistant Director of & Social Services			1.0	1.0	1.0
Social Services Manager	0.95	1.0	1.0	1.0	1.0
Social Worker	2.5	3.0	3.0	3.0	3.0
Senior Staff Assistant	0.9	1.0	1.0	1.0	1.0
Community Partnership Manager	<u>0.6</u>	<u>.45</u>	<u>.45</u>	<u>.45</u>	<u>.45</u>
<b>TOTAL</b>	<b>4.95</b>	<b>5.45</b>	<b>6.45</b>	<b>6.45</b>	<b>6.45</b>

## CASE MANAGEMENT - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation funds the positions detailed on the previous page. The appropriation includes merit increases for eligible employees along with the Assistant Director of Social Services. In fiscal year 2023 this position was funded utilizing ARPA funds (50%) and General Fund (50%). In fiscal year 2024 this position is fully funded by the General Fund.

**Temporary Payroll:** This appropriation funds two part-time social workers (900 hours each), a part-time Volunteer Coordinator (450 hours).

**Office Expense:** This account is for office supplies, paper, printing/copying and postage.

**Dues & Travel:** This appropriation funds license fees for licensed clinical social workers and a licensed substance abuse counselor. It also reflects dues for C.L.A.S.S., the statewide professional organization for social service administrators.

**Training:** Licensed social workers and the substance abuse counselor are required to attend training and earn continuing education credits and will take advantage of on-line courses to control costs.

**Advertising:** This appropriation funds notices.

**Professional Services:** Home Health Care Services are provided on a short-term basis to assist the elderly and fund emergency response systems to enable the elderly to live safely in their homes. Also funded via a State grant (Amplify) to support local substance abuse prevention activities of the West Hartford Prevention Council.

**Contractual Services:** In fiscal year 2023, this appropriation funded a one time, pass through grant to the Bridge. In fiscal year 2024 it will fund strategic planning for the Social Services department.

**Office Equipment:** Used for the purchase of minor equipment, as needed.

**General Contributions:** This appropriation funds the Town's contractual agreement with Bridge Family Services for all youth services and the teen center and includes a 3% contractual increase over the prior year.

**Information Technology:** This appropriation funds software maintenance costs for a system that manages social services client data.

**Telecommunications:** This account funds desktop telephone services including maintenance, long-distance and circuits and is increased based upon experience.

**Vehicle & Equipment Expense:** These funds are included for the cost associated with gasoline for Town vehicles assigned to the department. Primary use of this vehicle is for the Police Liaison's Social Worker.

**Town Assistance:** This account is for expenditures related to evictions and foreclosures experienced by Town residents and is increased due to relocation expenses.

**ADA Expenditures:** This account reflects funding for the occasional need for ADA-required services, including any need for a deaf interpreter for the Persons with Disabilities Commission meetings. The increase in fiscal year 2024 reflects anticipated trainings and accommodations.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>Case Management</b>					
<b>(Fiscal Year)</b>					
	<b><u>Actual</u></b> <b><u>2018</u></b>	<b><u>Actual</u></b> <b><u>2019</u></b>	<b><u>Actual</u></b> <b><u>2020</u></b>	<b><u>Actual</u></b> <b><u>2021</u></b>	<b><u>Actual</u></b> <b><u>2022</u></b>
Number of information and referral inquiries	4,346	4,762	7,435	4,810	6,899
Number of geriatric residents receiving case management	330	535	207	157	117
Number of Juvenile Review Board referrals	35	65	37	33	39
Number of Community Court interviews/referrals	108	85	49	0	73

## COMMUNITY &amp; NEIGHBORHOOD SERVICES DIVISION

## SUMMARY OF REVENUES

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Greater Hartford Transit						
District Dial-A-Ride Grant	\$209,448	\$22,152	\$11,055	\$22,110	\$22,110	-0.2%
Expanded Dial-A-Ride		62,460	19,590	58,770	58,770	-5.9%
Dial-A-Ride Contributions	<u>13,821</u>	<u>9,500</u>	<u>3,885</u>	<u>4,200</u>	<u>10,000</u>	5.3%
<b>TOTAL</b>	<b>\$223,269</b>	<b>\$94,112</b>	<b>\$34,530</b>	<b>\$85,080</b>	<b>\$90,880</b>	<b>-3.4%</b>

## SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
General Contributions	\$ 32,381	\$ 35,000	\$ 11,667	\$ 35,013	\$ 35,000	
Dial-A-Ride Transportation	256,612	275,000	114,565	275,000	295,000	7.3%
Expanded Dial-A-Ride	_____	_____	_____	_____	_____	
<b>TOTAL</b>	<b>\$288,993</b>	<b>\$310,000</b>	<b>\$126,232</b>	<b>\$310,013</b>	<b>\$330,000</b>	<b>6.5%</b>

## COMMUNITY &amp; NEIGHBORHOOD SERVICES – BUDGET AND PROGRAM HIGHLIGHTS

**General Contributions:** This appropriation funds utility costs for three Town facilities operated by non-profit organizations: Sarah Whitman House (\$5,000), West Hartford Art League (\$15,000), and Noah Webster (\$15,000).

**Dial-A-Ride Transportation:** This line funds door-to-door transportation for West Hartford residents who are elderly or disabled. In fiscal year 2024 a contractual increase (\$20,000) is included.

**Expanded Dial-A-Ride:** This State Department of Transportation grant helps fund expanded Dial-A-Ride services.

**ANNUAL BUDGET 2023-2024**

**ELMWOOD COMMUNITY CENTER**

**SUMMARY OF REVENUES**

	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Day Care Rental	\$35,172	\$36,927	\$18,462	\$36,927	\$38,148	3.3%
General Admissions	5,601	6,000	45,019	48,542	12,000	100.0%
Program Revenue	477,540	365,000	471,765	523,000	535,000	46.6%
Rental of Facilities	<u>33,188</u>	<u>24,000</u>	<u>20,965</u>	<u>32,000</u>	<u>40,000</u>	66.7%
<b>TOTAL</b>	<b>\$551,501</b>	<b>\$431,927</b>	<b>\$556,211</b>	<b>\$640,469</b>	<b>\$625,148</b>	<b>44.7%</b>

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$193,795	\$194,009	\$89,903	\$193,259	\$197,499	1.8%
Temporary Payroll	283,389	322,120	233,544	357,410	391,560	21.6%
Overtime	1,645	2,000	153	500	2,000	
Office Expense	1,788	2,000	547	1,352	1,550	-22.5%
Dues and Travel	276	400	35	400	400	
Training	211	5,000	105	3,000	5,000	
Advertising	5,238	7,700	279	600	700	-90.9%
Professional Services		150		150	150	
Contractual Services	144,082	120,500	125,124	166,700	170,400	41.4%
Telecommunications	940	2,000	75	1,000	1,000	-50.0%
Operating Expense – Miscellaneous	220	1,000	145	1,000	1,000	
Recreational Supplies	26,004	19,500	12,282	23,500	24,400	25.1%
Social Security	<u>20,980</u>	<u>22,900</u>	<u>11,291</u>	<u>22,900</u>	<u>30,601</u>	33.6%
<b>TOTAL</b>	<b>\$678,568</b>	<b>\$699,279</b>	<b>\$473,483</b>	<b>\$771,771</b>	<b>\$826,260</b>	<b>18.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-2024</u></b>
Facility Supervisor	1	1	1	1	1
Senior Staff Assistant	1	1	1	1	1
Recreation Specialist	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
<b>TOTAL</b>	2.5	2.5	2.5	2.5	2.5

## ELMWOOD COMMUNITY CENTER - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** For fiscal year 2024, this appropriation funds one Facility Supervisor position, one Senior Staff Assistant position and 50% of a Recreation Specialist. Regular payroll includes estimated merits, when applicable.

**Temporary Payroll:** This appropriation funds part-time employees who provide staffing for office management, on- and off-site programs, program and clerical support, and fitness programs. In addition, a Program Coordinator, Recreation Coordinators (2) and Playground Leaders (10) work directly with special needs children and adults. The increase in fiscal year 2024 reflects program expansion to pre-pandemic levels and minimum wage increases.

**Overtime:** This appropriation funds overtime for Facilities custodial staff who handle special events.

**Office Expense:** This account funds all office supplies, postage, printing/copying and paper for programs and newsletters.

**Dues & Travel:** This budget includes dues to two professional organizations, the National Recreation and Park Association and the Connecticut Recreation and Park Association, and mileage reimbursement for off-site meetings.

**Training:** The training appropriation funds professional development programs and training opportunities for staff along with CPR training.

**Advertising:** This appropriation funds the cost associated with promoting camps and programs, as well as notices of summer job openings. In fiscal year 2024 the brochure printing (\$7,000) has been transferred to the Management division.

**Professional Services:** This budget had funded marketing services provided by an outside consultant.

**Contractual Services:** This appropriation reflects costs for instructors, musicians, dancers and entertainers to perform at events throughout the year, and instructors for special programs. The increase in fiscal year 2024 represents monthly camera security charges along with added and resumed events to pre-COVID levels. The increase is offset by corresponding program revenue.

**Telecommunications:** This appropriation funds desktop telephone services for the Elmwood Community Center as well as staff cell phones for camps and bus trip emergencies.

**Operating Expense - Miscellaneous:** This appropriation covers supplies and materials, equipment, refreshments, prizes, decorations and paper products for Special Events.

**Recreational Supplies:** This budget covers supplies for programs, classes, and camps, as well as camp staff shirts, first-aid supplies, and sports and fitness equipment. A CPI increase along with additional supplies for the added programs are included for fiscal year 2024.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**PROGRAM PERFORMANCE MEASURES & INDICATORS****Elmwood Community Center  
(Fiscal Year)**

	<b><u>Actual</u></b> <b><u>2018</u></b>	<b><u>Actual</u></b> <b><u>2019</u></b>	<b><u>Actual</u></b> <b><u>2020</u></b>	<b><u>Actual</u></b> <b><u>2021</u></b>	<b><u>Actual</u></b> <b><u>2022</u></b>
Number of instructional programs	254	359	294	92	302
Number of program registrations	3,865	2,568	2,468	876	3,154
Number of registrations for special events and trips	233	1,235	712	0	433

**ANNUAL BUDGET 2023-2024**

**ELMWOOD SENIOR CENTER**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Memberships	\$16,745	\$15,000	\$7,136	\$15,000	\$18,000	20.0%
Program Registration	41,985	30,000	21,173	30,000	40,000	33.3%
Rental of Facilities	405	2,000	270	2,000	2,000	
Special Events	231	5,000	1,853	5,000	7,500	50.0%
Contributions/Commissions	<u>201</u>	<u>1,800</u>	<u>15</u>	<u>1,300</u>	<u>200</u>	-88.9%
<b>TOTAL</b>	<b>\$59,567</b>	<b>\$53,800</b>	<b>\$30,447</b>	<b>\$53,300</b>	<b>\$67,700</b>	<b>25.8%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$58,355	\$60,922	\$27,576	\$60,922	\$63,331	4.0%
Temporary Payroll	63,542	72,235	46,827	72,235	87,768	21.5%
Office Expense	1,579	6,650	720	5,450	6,650	
Dues and Travel	494	745		745	895	20.1%
Training		275		275	275	
Advertising	3,615	4,000	1,103	4,000	4,000	
Contractual Services	27,202	30,000	17,305	30,000	34,000	13.3%
Office Equipment	830	2,825	305	2,300	2,825	
Telecommunications	652	1,270	290	600	1,270	
Recreational Supplies	533	1,685		1,685	1,685	
Special Events	1,179	2,500	978	2,500	2,500	
Transportation		500		250	500	
Social Security	<u>7,004</u>	<u>6,934</u>	<u>3,925</u>	<u>6,934</u>	<u>5,938</u>	-14.4%
<b>TOTAL</b>	<b>\$164,985</b>	<b>\$190,541</b>	<b>\$99,029</b>	<b>\$187,896</b>	<b>\$211,637</b>	<b>11.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u> <u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Revised</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-2024</u>
Program Supervisor	1				
Recreation Specialist		1	1	1	1
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>



## ELMWOOD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation is for the full-time Recreation Specialist position and includes anticipated merit increases.

**Temporary Payroll:** This appropriation funds two Office Assistants, one Program Coordinator, one Nutrition Coordinator, and two Facility Supervisor positions for the Senior Fitness Center.

**Office Expense:** This appropriation funds all office supplies, printing/copying and postage for the Elmwood Senior Center. Included is printing and mailing of monthly newsletters for the Squires and Regents Men's Clubs, quarterly mailing of the Senior Bulletin, and membership cards and applications for the Senior Center and Senior Fitness Center and is reduced based upon anticipated need. Also, Board of Education print shop prints the Senior Center's Creative Writing Booklet, Senior Housing Fair programs, Health and Wellness Fair Programs and Town forms.

**Dues & Travel:** This account funds dues for the Connecticut Association of Senior Center Personnel, Connecticut Recreation and Park Association, National Council on Aging, and National Recreation and Park Association. In addition, mileage reimbursement is included in this appropriation.

**Training:** This appropriation is for staff first aid/CPR training.

**Advertising:** This appropriation supports advertisements in local newspapers for special events and programs such as the Fitness Center Open House, Health and Wellness Fair and Senior Housing Fair.

**Contractual Services:** This appropriation is the fee for a Fitness Consultant to manage the Senior Fitness Center, as well as all instructor fees for all instructional classes at the Elmwood Senior Center. In fiscal year 2024 the increase represents pre-COVID levels of programming.

**Office Equipment:** This appropriation funds the replacement of computers in the senior computer training room, minor office equipment, and replacement weights for the fitness center.

**Telecommunications:** This appropriation funds the cost of telephone service and cable television for the Senior Center and internet access for the Computer Training Center, and is reduced based upon experience.

**Recreational Supplies:** Supplies related to numerous programs and activities (such as billiards, table tennis, volleyball, basketball, and arts and crafts) are purchased with this appropriation.

**Special Events:** This account funds program support, supplies, entertainment, and refreshments for special events.

**Transportation (previously Town Assistance):** This appropriation funds Senior trips.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**PROGRAM PERFORMANCE MEASURES & INDICATORS****Elmwood Senior Center****(Fiscal Year)**

	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
Number of members	842	837	702	474	625
Number of instructional programs	147	146	114	29	182
Number of program registrations	1,125	1,378	830	514	1,830
Number of recreational, special events and trip visitations	41,197	39,514	26,344	0	0

**WEST HARTFORD SENIOR CENTER**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Memberships	\$18,688	\$ 15,000	\$9,276	\$ 15,000	\$ 21,000	40.0%
Program Registration	48,873	40,000	25,320	40,000	60,000	50.0%
Rental of Facilities	5,928	24,000	2,704	6,000	9,000	-62.5%
Special Events	12,324	5,000	6,367	12,000	22,000	100.0%
Contributions	_____	<u>1,750</u>	_____	<u>1,750</u>	<u>1,750</u>	
<b>TOTAL</b>	<b>\$85,813</b>	<b>\$85,750</b>	<b>\$43,667</b>	<b>\$74,750</b>	<b>\$113,750</b>	<b>32.7%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$126,714	\$90,267	\$40,160	\$90,267	\$91,450	1.3%
Temporary Payroll	102,621	80,502	42,681	80,502	90,000	11.8%
Overtime		1,000		1,000	1,000	
Office Expense	2,267	5,785	1,321	4,085	5,785	
Dues and Travel	140	1,110		1,110	1,635	47.3%
Training	731	500		500	500	
Advertising	2,663	3,000	495	3,000	2,800	-6.7%
Contractual Services	34,076	32,880	19,691	32,880	61,000	85.5%
Office Equipment	872	4,800	332	4,000	4,800	
Telecommunications	618	280	179	280	280	
Operating Expense – Misc.		275			275	
Recreational Supplies	165	500	352	500	500	
Special Events	1,865	1,860	617	1,860	1,860	
Social Security	9,745	10,553	5,196	10,553	13,693	29.8%
Transfers Out	<u>121</u>	_____	_____	_____	_____	
<b>TOTAL</b>	<b>\$282,598</b>	<b>\$233,312</b>	<b>\$111,024</b>	<b>\$230,537</b>	<b>\$275,578</b>	<b>18.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-2024</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>		
Facility Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## WEST HARTFORD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The West Hartford Senior Center is staffed with one full-time Supervisor who oversees management for both Senior Center branches.

**Temporary Payroll:** The temporary payroll appropriation funds part-time clerical staff who coordinate key components of the daily operation of the Senior Center including office duties, volunteer recruitment and monitoring, special event assistance, fitness center monitoring, bulletin production and other day-to-day issues that arise.

**Overtime:** This account funds facilities maintenance overtime as necessary.

**Office Expense:** Office supplies, printing/copying and postage for mailing bulletins, flyers and other informational publications to the senior members are charged to this account.

**Dues & Travel:** This appropriation is used to fund dues to the statewide senior organization, licenses to show movies at the Senior Center and mileage reimbursements between Bishop's Corner Senior Center and Elmwood Community Center. The slight increase in fiscal year 2024 is primarily related to dues increasing.

**Training:** These funds are used for professional training for staff.

**Advertising:** The Senior Center advertises the fitness center, rental opportunities, and produces a senior bulletin.

**Contractual Services:** This appropriation funds the contract with the Senior Fitness Center consultant and for instructors that teach the many and varied classes offered by the West Hartford Senior Center. In fiscal year 2024 the increase represents pre-COVID levels of programming.

**Office Equipment:** This account funds the Center's annual fitness maintenance contract and equipment, as required.

**Telecommunications:** This account funds telephone, cable and internet services.

**Operating Expense – Misc.:** This account funds unanticipated office and operating expenses, as needed.

**Recreational Supplies:** This account funds supplies, such as game components or movie rentals, for classes and activities to better serve the patrons of the Senior Center.

**Special Events:** Expenditures for special events at the Senior Center which are offset by revenue from the programs.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

**Transfers Out:** This appropriation has been eliminated in fiscal year 2023.

**PROGRAM PERFORMANCE MEASURES & INDICATORS****West Hartford Senior Center****(Fiscal Year)**

	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
Number of members	922	849	716	519	639
Number of instructional programs	240	215	155	42	203
Number of program registrations	1,878	1,633	1,368	538	1,792
Number of recreational, special events and trip visitations	71,872	70,989	51,029	0	0

**PARKS & GYMS DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Charges for						
Services	\$1,001	\$ 1,000	\$1,400	\$1,815	\$1,000	
Rental of Facilities	<u>19,310</u>	<u>8,000</u>	<u>1,765</u>	<u>8,000</u>	<u>8,000</u>	
<b>TOTAL</b>	<b>\$20,311</b>	<b>\$9,000</b>	<b>\$3,165</b>	<b>\$9,815</b>	<b>\$9,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$68,550	\$65,518	\$32,541	\$69,999	\$83,668	27.7%
Temporary Payroll	29,217	70,514	33,129	68,000	70,514	
Overtime	10,682	2,500	980	2,500	11,500	100.0%
Office Expense		50		50	50	
Dues & Travel	255	160		160	1,200	100.0%
Professional Services	27	500		500	500	
Contractual Services	7,904	8,000	240	8,500	10,000	25.0%
Uniforms & Laundry	761	600	284	600	650	8.3%
Telecommunications	2,634	2,600	1,543	2,600	2,600	
Vehicles & Equipment						
Expense	2,400	2,250	790	2,250	2,250	
Maintenance & Repairs	10,505	4,500	4,550	4,550	4,700	4.4%
Recreational Supplies	926	1,800	1,166	1,800	1,800	
Transportation	6,605	7,500	5,132	10,000	10,000	33.3%
Social Security	<u>5,964</u>	<u>6,909</u>	<u>2,787</u>	<u>6,909</u>	<u>8,061</u>	16.7%
<b>TOTAL</b>	<b>\$146,430</b>	<b>\$173,401</b>	<b>\$83,142</b>	<b>\$178,418</b>	<b>\$207,493</b>	<b>19.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Facility Supervisor**	0.45	0.45	0.45	0.45	0.85
Crew Leader*			0.40	0.40	
Grounds Maintainer	<u>0.40</u>	<u>0.40</u>			
<b>TOTAL</b>	<b>0.85</b>	<b>0.85</b>	<b>0.85</b>	<b>0.85</b>	<b>0.85</b>

\* In fiscal year 2024, 40% of the Crew Leader was transferred from the Parks & Gyms division to the Outdoor Pool division.

\*\* In fiscal year 2024, 40% of the Facility Supervisor was transferred from the Outdoor Pools division to the Parks & Gyms division.

## PARKS & GYMS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation funds a Facility Supervisor (0.85). In fiscal year 2024 (0.40) of the Facility Supervisor was transferred from the Outdoor Pools division and (0.40) of the Crew Leader was transferred from the Parks & Gyms division to the Outdoor Pools division. The budget reflects applicable merit increases for eligible employees.

**Temporary Payroll:** This appropriation funds staff at Camp Hillcrest, park supervision and winter gym supervisors.

**Overtime:** Labor costs associated with weekend operation, emergency call backs and spring set-ups are included in this account. The cost of overtime has increased due to the reduction in the youth league contribution.

**Office Expense:** The Board of Education's print shop is used for the printing of staff manuals, handbooks for parents, and flyers for Camp Hillcrest.

**Dues & Travel:** This funds required certifications and licenses. Every four (4) years the Playground Safety Certification is required to be renewed. The increase in fiscal year 2024 is related to this certification.

**Professional Services:** This appropriation funds an outside marketing consultant.

**Contractual Services:** This appropriation funds the set-up of the Har-Tru tennis courts at Fernridge Park in the spring. In fiscal year 2024 the increase represents the cost of maintaining the tennis courts.

**Uniforms & Laundry:** In accordance with union contracts, uniforms and safety equipment are provided to staff.

**Telecommunications:** This appropriation funds the cost of cable and internet.

**Vehicles & Equipment Expense:** This account is used for gasoline for trucks and equipment utilized in the parks operation.

**Maintenance & Repairs:** Playground repairs and minor equipment repairs (such as tennis court nets) are funded with this appropriation. The slight increase in fiscal year 2024 is related to increased cost of repairs.

**Recreational Supplies:** This appropriation is for first aid supplies, arts and crafts supplies, and sports equipment for Camp Hillcrest.

**Transportation (previously Town Assistance):** This appropriation pays for bus transportation to and from Kennedy Park for the Hillcrest Camp program. In fiscal year 2024 the bussing costs increase therefore causing an increase in the appropriation.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

### PROGRAM PERFORMANCE MEASURES & INDICATORS

#### Parks & Gyms (Fiscal Year)

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Actual <u>2021</u>	Actual <u>2022</u>
Park permits issued	20	19	20	2	2
Field uses scheduled (prior calendar year)	18,900	18,848	18,500	18,500	18,500

**OUTDOOR POOLS DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<u><b>Actual</b></u> <u><b>2021-22</b></u>	<u><b>Adopted</b></u> <u><b>2022-23</b></u>	<u><b>Actual</b></u> <u><b>6 Months</b></u>	<u><b>Estimated</b></u> <u><b>2022-23</b></u>	<u><b>Adopted</b></u> <u><b>2023-24</b></u>	<u><b>Percent</b></u> <u><b>Change</b></u>
General Admission	\$56,434	\$60,000	\$95,769	\$110,000	\$90,000	50.0%
Memberships	27,850	30,000	14,820	26,000	30,000	
Miscellaneous Charges for Services		2,500			2,500	
Program Registration	<u>19,942</u>	<u>30,000</u>	<u>15,799</u>	<u>28,000</u>	<u>30,000</u>	
<b>TOTAL</b>	<b>\$104,226</b>	<b>\$122,500</b>	<b>\$126,388</b>	<b>\$164,000</b>	<b>\$152,500</b>	<b>24.5%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<u><b>Actual</b></u> <u><b>2021-22</b></u>	<u><b>Adopted</b></u> <u><b>2022-23</b></u>	<u><b>Actual</b></u> <u><b>6 Months</b></u>	<u><b>Estimated</b></u> <u><b>2022-23</b></u>	<u><b>Adopted</b></u> <u><b>2023-24</b></u>	<u><b>Percent</b></u> <u><b>Change</b></u>
Regular Payroll	\$92,567	\$89,207	\$43,256	\$90,403	\$83,803	-6.1%
Temporary Payroll	188,695	235,607	176,327	235,607	302,311	28.3%
Overtime	9,397	5,000	11,198	15,000	5,000	
Office Expense	340	1,500	116	1,350	1,600	6.7%
Dues and Travel		325		325	325	
Advertising	629	3,000				-100.0%
Contractual Services	182,190	42,000	41,260	42,000	43,260	3.0%
Uniforms & Laundry	581	575	284	600	650	13.0%
Telecommunications	3,600	3,300	2,494	3,200	1,400	-57.6%
Vehicles & Equipment Expense	238	900	764	1,200	1,200	33.3%
Operating Expense – Miscellaneous	20,640	19,500	11,036	19,500	27,000	38.5%
Maintenance & Repairs	4,234	5,500	2,671	6,000	7,500	36.4%
Recreational Supplies	5,869	10,000	362	10,000	10,000	
Social Security	<u>9,565</u>	<u>8,618</u>	<u>6,012</u>	<u>10,342</u>	<u>12,338</u>	43.2%
<b>TOTAL</b>	<b>\$518,545</b>	<b>\$425,032</b>	<b>\$295,780</b>	<b>\$435,527</b>	<b>\$496,387</b>	<b>16.8%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u><b>Authorized Positions</b></u>			<u><b>Revised</b></u> <u><b>2022-23</b></u>	<u><b>Adopted</b></u> <u><b>2023-2024</b></u>
	<u><b>2020-21</b></u>	<u><b>2021-22</b></u>	<u><b>2022-23</b></u>		
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Facility Supervisor**	0.40	0.40	0.40	0.40	
Crew Leader*			0.40	0.40	0.80
Grounds Maintainer*	<u>0.40</u>	<u>0.40</u>			
<b>TOTAL</b>	<b>1.05</b>	<b>1.05</b>	<b>1.05</b>	<b>1.05</b>	<b>1.05</b>

\* The Grounds Maintainer is reallocated to a Crew Leader in fiscal year 2023. In fiscal year 2024, 40% of the Crew Leader was transferred from Parks & Gyms division to Outdoor Pools division.

\*\* In fiscal year 2024, 40% of the Facility Supervisor was transferred from the Outdoor Pools division to the Parks & Gyms division.



## OUTDOOR POOLS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation funds portions of a Leisure Services Manager position and a Crew Leader position. Merit increases are included where applicable. In fiscal year 2024 (0.40) of the Facility Supervisor was transferred to the Parks & Gyms division and (0.40) of the Crew Leader was transferred to the Outdoor Pools division from the Parks & Gyms division.

**Temporary Payroll:** This appropriation covers staff at outdoor pools including Managers, Assistant Managers, Water Safety Instructors, Lifeguards, Swim Team Coaches, and Cashiers. In addition, it funded four seasonal maintenance positions used for setting up the pools, maintaining the pools throughout the season, and providing grounds maintenance and event support. The increase in fiscal year 2024 represents staffing of four (4) pools. In the prior years there were only three (3) pools staffed.

**Overtime:** The overtime appropriation is used for set up of the pool facilities and splash pads, as well as maintaining a seven day a week operation throughout the summer season. In addition, these funds are used for emergency pool coverage.

**Office Expense:** The cost of staff manuals, daily revenue sheets and internet connectivity are funded via this appropriation, as well as minor printing and binding.

**Dues & Travel:** This appropriation covers the mileage reimbursement for program coordinators, as well as certification courses necessary to maintain licenses for full-time staff.

**Advertising:** This appropriation funds advertising for the outdoor pool programs in the departmental brochure. In fiscal year 2024 this appropriation has been transferred to the Management division.

**Contractual Services:** This appropriation is for the cost of American Red Cross lifeguard safety programs. In addition, this appropriation funds the contract with Health Fitness to manage outdoor pool operations. In fiscal year 2024 the Health Fitness contract increases.

**Uniforms & Laundry:** In accordance with union contracts, uniforms and safety equipment are provided to staff. The fluctuation within this account is directly related to the staff assigned to this division and eligible by union contract.

**Telecommunications:** This account funds telephone service at the outdoor pools and Beachland House.

**Vehicles & Equipment Expense:** The cost of fuel and general maintenance for one pickup truck used for transportation between pool locations is charged to this account.

**Operating Expense - Miscellaneous:** This account funds seasonal pool chemicals such as chlorine, calcium chloride, stabilizer, etc. in order to ensure that all pools are safe for public use. In fiscal year 2024 the increase is directly related to the cost of pool chemicals.

**Maintenance & Repairs:** This appropriation funds custodial supplies (paper products and cleaning chemicals), light bulbs, keys, minor hardware items, sensors for water monitoring and minor electrical supplies. Repairs and maintenance of a larger scale are funded via the Capital Non-Recurring Expenditure Fund. In fiscal year 2024 a CPI increase is included.

**Recreational Supplies:** This appropriation covers all supplies associated with the outdoor pools including first aid and safety equipment, uniforms and supplies.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>Outdoor Pools</b>					
<b>(Fiscal Year)</b>					
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
Number of instructional programs	204	203	275	0	274
Number of swim lesson registrations	1,312	1,227	1,944	0	1,776

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### LEISURE SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Charges for Services	\$ 4,054,356	\$ 4,702,755	\$ 5,158,273	\$ 5,312,145
Westmoor Park Contribution	20,000	20,000	20,000	20,000
Miscellaneous Revenue	47,852	40,000	53,739	50,000
Transfer In	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
Total Revenues & Other Resources	\$ 4,172,208	\$ 4,812,755	\$ 5,282,012	\$ 5,432,145
EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Community Programming	\$ 737,012	\$ 665,582	\$ 778,157	\$ 761,841
Skating Rink Services	972,118	951,620	1,022,657	986,918
Rockledge Golf Course	1,556,786	1,552,576	1,563,373	1,577,226
Buena Vista Golf Course	145,340	190,009	206,809	180,610
Cornerstone Pool Operations	1,323,804	1,184,021	1,243,918	1,282,094
WH Meeting & Conference Center	23,848	38,532	29,653	30,839
Celebrate West Hartford	<u>186,720</u>	<u>151,558</u>	<u>143,413</u>	<u>159,490</u>
Total Expenditures and Other Uses	\$ 4,945,628	\$ 4,733,898	\$ 4,987,980	\$ 4,979,018
CHANGE IN FUND BALANCE	(\$ 773,420)	\$ 78,857	\$ 294,032	\$ 453,127
7/1 OPERATIONAL BALANCE	(\$3,285,506)	(\$4,108,926)	(\$4,108,926)	(\$3,864,894)
6/30 OPERATIONAL BALANCE	(\$4,108,926)	(\$4,080,069)	(\$3,864,894)	(\$3,461,767)
7/1 DEBT SERVICE BALANCE	(\$ 529,331)	(\$ 479,331)	(\$ 479,331)	(\$ 429,331)
6/30 DEBT SERVICE BALANCE	(\$ 479,331)	(\$ 429,331)	(\$ 429,331)	(\$ 379,331)
TOTAL 6/30 FUND BALANCE	(\$4,588,257)	(\$4,509,400)	(\$4,294,225)	(\$3,841,098)

**Fund: Leisure Services Enterprise Fund**  
**Department: Leisure Services & Social Services**

**PURPOSE:**

This fund was established to account for all the costs associated with the Town's leisure services programs, which currently include a skating rink, two golf courses, an indoor aquatic facility, a conference center, community programs, and the Town's annual Celebrate! West Hartford event. The purpose of the fund was to isolate the costs and revenues associated with the programs for accounting purposes while granting the program managers greater flexibility to allow them to better respond to customer demands for programs and to increase opportunities to be more entrepreneurial in their program offerings.

**LONG TERM STRATEGY:**

The Town's strategic plan for Leisure Services recommended a restructuring to align the department in order to focus on two key areas: Civic Engagement and Active & Healthy Lifestyle. Several of the programs subsidized by the General Fund budget were transferred to the General Fund beginning in fiscal year 2009. The intent was to eliminate the annual subsidy to the Leisure Services Fund and enable the department to focus on the operating results of the "self-supporting" leisure programs.

**FUND PERFORMANCE:**

Five Year History of Operating Results					
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b><u>Revenues:</u></b>					
Charges for Service	\$3,785,000	\$3,685,000	\$3,142,000	\$2,943,000	\$4,054,000
Miscellaneous	29,000	9,000	125,000	23,000	48,000
<b>TOTAL REVENUES</b>	<b>\$3,814,000</b>	<b>\$3,694,000</b>	<b>\$3,267,000</b>	<b>\$2,966,000</b>	<b>\$4,102,000</b>
<b><u>Expenses:</u></b>					
Operational	\$4,243,000	\$4,527,000	\$3,892,000	\$3,383,000	\$4,945,000
<b>TOTAL EXPENSES</b>	<b>\$4,243,000</b>	<b>\$4,527,000</b>	<b>\$3,892,000</b>	<b>\$3,383,000</b>	<b>\$4,945,000</b>
<b>CONTRIBUTED CAPITAL ADJUSTMENT</b>	<b>--</b>	<b>--</b>	<b>30,000</b>	<b>20,000</b>	<b>20,000</b>
<b>TRANSFERS FROM OTHER FUNDS</b>	<b>20,000</b>	<b>270,000</b>	<b>70,000</b>	<b>50,000</b>	<b>50,000</b>
<b>OPERATING RESULTS</b>	<b>(\$409,000)</b>	<b>(\$563,000)</b>	<b>(\$585,000)</b>	<b>(\$347,000)</b>	<b>(\$773,000)</b>
<b>FUND BALANCE</b>	<b>(\$2,320,000)</b>	<b>(\$2,883,000)</b>	<b>(\$3,468,000)</b>	<b>(\$3,815,000)</b>	<b>(\$4,588,000)</b>

**Fund: Leisure Services Enterprise Fund****Department: Leisure Services & Social Services****REVIEW OF PERFORMANCE:**

The Leisure Services Fund has traditionally struggled to achieve an operating profit. The pandemic also negatively impacted the fiscal year 2022 budget. In fiscal year 2022, the Fund earned \$4,172,208 in operating revenues including a \$20,000 contribution from Westmoor Park. In addition, a transfer of \$50,000 was made from the Debt Service Fund to reduce the accumulated deficit in the fund related to debt payments on Veterans Memorial Skating Rink. Expenditures totaled \$4,945,628, a reduction of \$773,420 in fund balance, bringing the fund deficit to \$4,588,257 at June 30, 2022.

**FISCAL YEAR 2023 OPERATING RESULTS:**

The adopted budget anticipated a surplus of \$78,857 for fiscal year 2023. However, a current estimate indicates a probable gain of \$294,032 for the year as programs begin to recover from the pandemic. Operating results by program are detailed on the next page.

**FISCAL YEAR 2024 BUDGET:**

The fiscal year 2024 budget estimates revenues of \$5,432,145 with expenditures of \$4,979,018, resulting in a surplus of \$453,127. A transfer from the Debt Service Fund in the amount of \$50,000 is anticipated to partially offset the outstanding debt service liability from Fiscal Years 2001-2004. These debt service payments were made on bonds issued to renovate Veterans Memorial Skating Rink. It is not the Town's practice to charge debt service to individual operating divisions, nor was the operating revenue earned by the Leisure Services Fund sufficient to cover these expenditures.

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**ANNUAL BUDGET 2023-2024**

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<b>Town of West Hartford Leisure Services Fund Operating Results by Facility</b>				
	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>
	<b><u>2021-2022</u></b>	<b><u>2022-2023</u></b>	<b><u>2022-2023</u></b>	<b><u>2023-2024</u></b>
<b>Community Programming</b>				
Revenue	\$ 513,897	\$ 661,905	\$ 932,012	\$ 879,105
Expenditures	<u>737,012</u>	<u>665,582</u>	<u>778,157</u>	<u>761,841</u>
Operating Income (Loss)	(223,115)	(3,677)	153,855	117,264
<b>Veterans Skating Rink</b>				
Revenue	1,020,775	1,056,900	1,023,900	1,091,900
Expenditures	<u>972,118</u>	<u>951,620</u>	<u>1,022,657</u>	<u>986,918</u>
Operating Income (Loss)	48,657	105,280	1,243	104,982
<b>Rockledge Golf Course</b>				
Revenue	1,312,167	1,463,600	1,564,100	1,688,140
Expenditures	<u>1,556,786</u>	<u>1,552,576</u>	<u>1,563,373</u>	<u>1,577,226</u>
Operating Income (Loss)	(244,619)	(88,976)	727	110,914
<b>Buena Vista Golf Course</b>				
Revenue	185,742	216,000	223,000	232,000
Expenditures	<u>145,340</u>	<u>190,009</u>	<u>206,809</u>	<u>180,610</u>
Operating Income (Loss)	40,402	25,991	16,991	51,390
<b>Cornerstone Aquatics</b>				
Revenue	911,037	1,200,000	1,306,000	1,326,000
Expenditures	<u>1,323,804</u>	<u>1,184,021</u>	<u>1,243,918</u>	<u>1,282,094</u>
Operating Income (Loss)	(412,767)	15,979	62,082	43,906
<b>WHMCC</b>				
Revenue	39,097	45,000	63,000	45,000
Expenditures	<u>23,848</u>	<u>38,532</u>	<u>29,653</u>	<u>30,839</u>
Operating Income (Loss)	15,249	6,468	33,347	14,161
<b>Celebrate! West Hartford</b>				
Revenue	189,493	169,350	170,000	170,000
Expenditures	<u>186,720</u>	<u>151,558</u>	<u>143,413</u>	<u>159,490</u>
Operating Income (Loss)	2,773	17,792	26,587	10,510
<b>Total</b>				
Revenue	<b>4,172,208</b>	<b>4,812,755</b>	<b>5,282,012</b>	<b>5,432,145</b>
Expenditures	<b><u>4,945,628</u></b>	<b><u>4,733,898</u></b>	<b><u>4,987,980</u></b>	<b><u>4,979,018</u></b>
Operating Income (Loss)	<b>\$ (773,420)</b>	<b>\$ 78,857</b>	<b>\$ 294,032</b>	<b>\$ 453,127</b>

**LEISURE SERVICES ENTERPRISE FUND**

The Leisure Services Enterprise Fund was established to provide the flexibility needed to maintain, improve and expand services to meet the continuously evolving needs of the community. The fund diminishes Leisure Service reliance on the General Fund, requiring that programs and services become self-supporting on a yearly basis.

**BUDGET SUMMARY  
DEPARTMENT OF LEISURE SERVICES**

	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>6 Months</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>	<b><u>Change</u></b>
Charges for Services	\$4,054,356	\$4,702,755	\$2,629,995	\$5,158,273	\$5,312,145	13.0%
Westmoor Park Contribution	20,000	20,000		20,000	20,000	
Miscellaneous Revenue	47,852	40,000	7,739	53,739	50,000	25.0%
Transfer In	<u>50,000</u>	<u>50,000</u>		<u>50,000</u>	<u>50,000</u>	
<b>TOTAL</b>	<b>\$4,172,208</b>	<b>\$4,812,755</b>	<b>\$2,637,734</b>	<b>\$5,282,012</b>	<b>\$5,432,145</b>	<b>12.9%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,306,914	\$1,345,549	\$685,474	\$1,378,311	\$1,348,088	0.2%
Operating Expense	2,894,203	2,627,284	1,470,706	2,839,793	2,867,913	9.2%
Fringe Benefits	<u>744,511</u>	<u>761,065</u>	<u>380,035</u>	<u>769,876</u>	<u>763,017</u>	0.3%
<b>TOTAL</b>	<b>\$4,945,628</b>	<b>\$4,733,898</b>	<b>\$2,536,215</b>	<b>\$4,987,980</b>	<b>\$4,979,018</b>	<b>5.2%</b>

	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Adopted</b>
<b>Full-Time Positions:</b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>
Director of Leisure Services & Social Services	0.10	0.10	0.10	0.10	0.10
Office Operations Specialist	0.30	0.30	0.30	0.30	0.30
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1.00	1.00	1.00	1.00	1.00
Facility Supervisor	0.05	0.05	0.05	0.05	0.05
Recreation Specialist	1.00	1.00	1.00	1.00	1.00
Golf Course Superintendent	1.00	1.00	1.00	1.00	1.00
Assistant Golf Course Superintendent	1.00	1.00	1.00	1.00	1.00
Crew Leader		0.70	0.70	0.70	0.70
Grounds Maintainer	2.20	1.50	1.50	1.50	1.50
Equipment Mechanic	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>TOTAL</b>	<b>7.90</b>	<b>7.90</b>	<b>7.90</b>	<b>7.90</b>	<b>7.90</b>

The fiscal year 2024 Leisure Services Fund budget increases \$245,120 or 5.2% from the prior year. Wages and salaries reflect estimated merit increases for full-time employees. Operating expenses increase \$240,629 primarily due to increasing programs to pre-pandemic levels and the increased utility costs.

**Fund: Leisure Services Enterprise Fund**  
**Department: Leisure Services & Social Services**

**SUMMARY OF EXPENDITURES BY PROGRAM**

<b><u>Program</u></b>	<b><u>Actual 2021-22</u></b>	<b><u>Adopted 2022-23</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2022-23</u></b>	<b><u>Adopted 2023-24</u></b>	<b><u>Percent Change</u></b>
Community Programming	\$ 737,012	\$ 665,582	\$ 495,068	\$ 778,157	\$ 761,841	14.5%
Skating Rink Services	972,118	951,620	561,584	1,022,657	986,918	3.7%
Rockledge Golf Course	1,556,786	1,552,576	720,534	1,563,373	1,577,226	1.6%
Buena Vista Golf Course	145,340	190,009	75,468	206,809	180,610	-4.9%
Cornerstone Pool Operations	1,323,804	1,184,021	654,645	1,243,918	1,282,094	8.3%
WH Meeting & CC	23,848	38,532	15,939	29,653	30,839	-20.0%
Celebrate West Hartford	<u>186,720</u>	<u>151,558</u>	<u>12,977</u>	<u>143,413</u>	<u>159,490</u>	5.2%
<b>TOTAL</b>	<b>\$4,945,628</b>	<b>\$4,733,898</b>	<b>\$2,536,215</b>	<b>\$4,987,980</b>	<b>\$4,979,018</b>	<b>5.2%</b>

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**Leisure Services Enterprise Fund**

**(Fiscal Year)**

	<b><u>Actual 2018</u></b>	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>	<b><u>Actual 2021</u></b>	<b><u>Actual 2022</u></b>
Total number of instructional programs offered	2,415	5,266	2,689	379	707
Total number of instructional program registrations for all programs	16,277	21,750	15,814	2,162	9,661
Value of subsidized use of recreational facilities	\$377,380	\$373,663	\$337,212	\$226,000	\$321,459
Public session attendance at Skating Rink	22,551	22,978	24,500	10,565	27,176
Number of golf rounds – Rockledge	37,337	32,978	34,337	47,772	39,086
Number of golf rounds – Buena Vista	10,884	8,381	10,083	18,202	13,961



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**ANNUAL BUDGET 2023-2024**

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**Fund: Leisure Services Enterprise Fund**  
**Department: Leisure Services & Social Services**

**SUMMARY OF EXPENDITURES**

	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>6 Months</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>	<b><u>Change</u></b>
Regular Payroll	\$612,328	\$654,072	\$279,897	\$667,078	\$634,955	-2.9%
Temporary Payroll	649,842	637,298	379,955	659,100	659,154	3.4%
Overtime	44,407	53,873	25,494	51,980	53,673	-0.4%
Education Premium Pay	337	306	128	153	306	
Office Expense	8,514	14,610	10,375	16,074	12,440	-14.9%
Dues and Travel	7,627	8,530	3,495	8,330	8,530	
Advertising	14,148	25,775	2,081	18,600	19,900	-22.8%
Professional Services	140,454	146,983	75,798	148,083	153,113	4.2%
Contractual Services	1,452,675	1,236,545	870,965	1,435,505	1,407,512	13.8%
Office Equipment	1,780	5,200		4,200	5,500	5.8%
Uniforms & Laundry	6,313	5,650	1,290	5,650	5,650	
General Contributions	1,052	200		200	200	
Information Technology	5,506	7,111	639	7,111	7,111	
Utilities	464,411	483,653	212,753	513,799	560,573	15.9%
Telecommunications	8,827	6,685	2,148	5,935	5,585	-16.5%
Vehicles & Equipment Expense	40,448	36,300	19,875	38,300	36,300	
Operating Expense – Misc.	262,597	173,215	99,671	198,000	198,965	14.9%
Depreciation	5,966	22,386		8,504	8,504	-62.0%
Merchandise for Resale	39,253	55,100	25,670	42,392	35,600	-35.4%
Maintenance & Repairs	234,624	208,700	106,022	205,800	202,700	-2.9%
Recreational Supplies	18,776	44,811	31,120	41,980	44,300	-1.1%
Special Events	95,857	38,200	2,350	33,700	35,000	-8.4%
Transportation	8,212	7,500	6,454	7,500	7,500	
Rental/Leases	77,163	100,130		100,130	112,930	12.8%
Social Security	59,079	63,567	31,287	73,023	62,468	-1.7%
Pension	266,642	290,279	145,139	289,634	249,529	-14.0%
Risk Management Expense	<u>418,790</u>	<u>407,219</u>	<u>203,609</u>	<u>407,219</u>	<u>451,020</u>	10.8%
<b>TOTAL</b>	<b>\$4,945,628</b>	<b>\$4,733,898</b>	<b>\$2,536,215</b>	<b>\$4,987,980</b>	<b>\$4,979,018</b>	<b>5.2%</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### COMMUNITY DEVELOPMENT BLOCK GRANT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Community Development Block Grant	\$1,139,310	\$ 832,692	\$ 1,128,873	\$ 678,482
CDBG – Coronavirus (CV) Funds	<u>81,667</u>			
Total Revenues & Other Resources	\$1,220,977	\$ 832,692	\$ 1,128,873	\$ 678,482

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Housing Rehabilitation Services	\$ 159,683	\$ 297,844	\$ 261,484	\$ 219,885
Code Enforcement*	134,670			
Public Service	113,349	127,623	123,575	149,240
Public Facility Improvements	590,188	231,512	530,483	118,889
CDBG Administration	141,420	175,713	196,301	190,468
CDBG – Coronavirus (CV) Funds	<u>81,667</u>		<u>17,030</u>	
Total Expenditures & Other Uses	\$1,220,977	\$ 832,692	\$ 1,128,873	\$ 678,482

\* In fiscal year 2023, Code Enforcement transferred to Housing Rehabilitation Services.

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

**Fund: Community Development Block Grant Fund**
**Department: Leisure Services & Social Services**
**PURPOSE**

Two segregated funds account for Federal grant revenues from the US Department of Housing and Urban Development (HUD). A budget is adopted each year for the current year grant authorization. Guidelines from HUD place limits on the amount of funding each year that can be used for administration, social service and local option programs and restrict the utilization of funds to low and moderate income beneficiaries.

**LONG-TERM STRATEGY**

The Town provides Housing Services and Public Services through this fund. Leisure Services and Social Services Department is responsible for both Housing Services and Public Services. The Town will continue to appropriate its annual grant authorization to fund these services.

**FUND PERFORMANCE**

	<b>Five Year History of Operating Results</b>				
	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
<b><u>Revenues:</u></b>					
Intergovernmental	\$866,000	\$959,000	\$1,036,000	\$911,000	\$1,221,000
<b>TOTAL REVENUES</b>	<b>\$866,000</b>	<b>\$959,000</b>	<b>\$1,036,000</b>	<b>\$911,000</b>	<b>\$1,221,000</b>
<b><u>Expenditures:</u></b>					
Grant Activities	\$866,000	\$959,000	\$1,036,000	\$911,000	\$1,221,000
<b>TOTAL EXPENDITURES</b>	<b>\$866,000</b>	<b>\$959,000</b>	<b>\$1,036,000</b>	<b>\$911,000</b>	<b>\$1,221,000</b>
<b>OPERATING RESULTS</b>	--	--	--	--	--
<b>FUND BALANCE</b>	--	--	--	--	--

<b>CDBG HOUSING REHAB</b>					
<b>FUND BALANCE</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>

<b>COMBINED FUND</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>
<b>BALANCE</b>					

**Fund: Community Development Block Grant Fund****Department: Leisure Services & Social Services****REVIEW OF PERFORMANCE**

The Community Development Block Grant Fund is a formula grant from the Federal government that supports eligible public service activities, housing rehabilitation projects and other construction. While two separate funds are utilized to segregate these activities, the source of funding is one Federal grant from HUD. The CDBG Housing Rehabilitation Fund is used to account for grants and loans made to eligible homeowners as well as loan repayments. In order to accurately present fund balance, both funds must be combined and viewed as one. A fiscal year may end with a negative balance only because the drawdown from HUD lags expenditures. Expenditures are shown on a budgetary basis and include end of year encumbrances.

**FISCAL YEAR 2023 OPERATING RESULTS**

The current year budget is projected to be fully expended. This could fluctuate depending upon actual expenditures and grant reimbursements received prior to the close of the fiscal year. Any remaining balance will be carried over through a budgetary amendment.

**FISCAL YEAR 2024 BUDGET**

The grant entitlement award for fiscal year 2024 has not yet been announced. As such, it is assumed that the grant award will be consistent with the current year. Beginning in fiscal year 2020, responsibility for CDBG grant activities is centralized in the department of Leisure and Social Services. Allocation of grant funds between program activities is detailed below.

<b>Community Block Grant Entitlement</b>		
<b><u>Fund</u></b>	<b><u>Program</u></b>	<b><u>FY 2024 Adopted</u></b>
CDBG	Housing Rehabilitation Services	\$ 219,885
CDBG	Public Service	149,240
CDBG	Public Facility Improvements	118,889
CDBG	CDBG Administration	190,468
CDBG Housing Rehab	Housing Rehabilitation Grants / Loans	<u>320,000</u>
	<b>TOTAL</b>	<b>\$ 998,482</b>

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**ANNUAL BUDGET 2023-2024**

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**Fund: Community Development Block Grant Fund**

**Department: Leisure Services & Social Services**

**SUMMARY OF EXPENDITURES BY PROGRAM**

<b><u>Program</u></b>	<b><u>Actual 2021-22</u></b>	<b><u>Adopted 2022-23</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2022-23</u></b>	<b><u>Adopted 2023-24</u></b>	<b><u>Percent Change</u></b>
Housing Rehabilitation Services	\$159,683	\$297,844	\$72,493	\$261,484	\$219,885	-26.2%
Code Enforcement	134,670					
Public Service	113,349	127,623	61,577	123,575	149,240	16.9%
Public Facility Improvements	590,188	231,512	516,869	530,483	118,889	-48.6%
CDGB Administration	141,420	175,713	60,851	196,301	190,468	8.4%
CDBG-CV Funds	81,667		12,375	17,030		
<b>TOTAL</b>	<b>\$1,220,977</b>	<b>\$832,692</b>	<b>\$724,165</b>	<b>\$1,128,873</b>	<b>\$678,482</b>	<b>-18.5%</b>

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2021-22</u></b>	<b><u>Adopted 2022-23</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2022-23</u></b>	<b><u>Adopted 2023-24</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$165,695	\$158,972	\$74,354	\$159,535	\$164,305	3.4%
Temporary Payroll	100,135	91,563	45,416	105,563	78,265	-14.5%
Office Expense	1,005	2,020	231	1,955	1,925	-4.7%
Dues and Travel	35			75	100	100.0%
Training		600		600	600	
Advertising	1,265	1,900	152	1,900	1,900	
Professional Services				13,450	40,000	100.0%
Contractual Services	9,449	50,000	10,365	50,000	50,000	
General Contributions	107,000	125,000		82,000	82,000	-34.4%
Utilities	3,314	4,300	1,531	4,129	4,750	10.5%
Telecommunications	420	610	35	610	610	
Operating Expenses	43,941		229	230		
Maintenance & Repairs	6,354	4,005	652	4,005	4,505	12.5%
Special Events		2,750	294	2,750	1,850	-32.7%
Rental/Leases	4,225	4,225	4,225	4,225	4,310	2.0%
Social Security	14,296	16,250	8,978	14,763	13,532	-16.7%
Pension	63,852	63,852	31,926	63,852	63,619	-0.4%
Risk Management Expense	75,133	75,133	15,294	75,133	47,322	-37.0%
Transfer Out	624,858	231,512	530,483	544,098	118,889	-48.6%
<b>TOTAL</b>	<b>\$1,220,977</b>	<b>\$832,692</b>	<b>\$724,165</b>	<b>\$1,128,873</b>	<b>\$678,482</b>	<b>-18.5%</b>

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**ANNUAL BUDGET 2023-2024**

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**Fund: Community Development Block Grant Fund**

**Department: Leisure Services & Social Services**

<b>Full-Time Positions:</b>	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>
Director of Leisure Services & Social Services	0.05	0.05	0.05	0.05	0.05
Community Partnership Manager	0.40	0.55	0.55	0.55	0.55
Construction Coordinator*					
Community Programs (CDBG) Coordinator	1.00	1.00	1.00	1.00	1.00
Social Services Manager	0.05				
Social Worker	0.50				
Senior Staff Assistant	<u>0.10</u>	<u>      </u>	<u>      </u>	<u>      </u>	<u>      </u>
<b>TOTAL</b>	2.10	1.60	1.60	1.60	1.60

\* Position was reassigned to the Community Programs (CDBG) Coordinator.

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### CDBG – HOUSING REHABILITATION FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Community Development Block Grant	\$ 264,883	\$ 200,000	\$ 300,290	\$ 320,000
Loan/Grant Repayments				
Interest Income				
Miscellaneous				
Total Revenues & Other Resources	\$ 264,883	\$ 200,000	\$ 300,290	\$ 320,000

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Housing Rehabilitation Activities	\$ 264,883	\$ 200,000	\$ 300,290	\$ 320,000
Total Expenditures & Other Uses	\$ 264,883	\$ 200,000	\$ 300,290	\$ 320,000

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

**Fund: CDBG – Housing Rehabilitation Fund**  
**Department: Leisure Services & Social Services**

**PURPOSE**

The CDBG Housing Rehabilitation Fund is one of two funds that receive Federal grant monies from the U.S. Department of Housing and Urban Development. Through this fund, grants and loans are made to eligible homeowners and loan repayments are recorded.

**LONG-TERM STRATEGY**

The fund will continue to offer loans and grants to eligible homeowners to the extent that Federal grant monies from Housing and Urban Development and loan repayment funds are available.

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
<b><u>Revenues:</u></b>					
Intergovernmental	\$	\$	\$	\$	\$
Loan/Grant Repayments	187,000	130,000	205,000	115,073	201,957
Interest	40,000	24,000	46,000	39,339	62,496
Miscellaneous				270	430
<b>TOTAL REVENUES</b>	<b>\$227,000</b>	<b>\$154,000</b>	<b>\$251,000</b>	<b>\$154,682</b>	<b>\$264,883</b>
<b><u>Expenditures:</u></b>					
Grant Activities	227,000	154,000	251,000	154,682	264,883
<b>TOTAL EXPENDITURES</b>	<b>\$227,000</b>	<b>\$154,000</b>	<b>\$251,000</b>	<b>\$154,682</b>	<b>\$264,883</b>
<b>OPERATING RESULTS</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>FUND BALANCE</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

**FISCAL YEAR 2023 OPERATING RESULTS**

The CDBG entitlement grant and repayments are projected to be fully expended in fiscal year 2023. This could fluctuate depending upon actual expenditures and grant reimbursements received prior to the close of the fiscal year.

**FISCAL YEAR 2024 BUDGET**

The total expected grant amount to be used for housing rehabilitation for fiscal year 2024 is \$320,000. These funds, as well as any carryover funds and loan repayments, will be used for loans and grants to low income residents.



**Fund: CDBG – Housing Rehabilitation Fund**  
**Department: Leisure Services & Social Services**

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>CDBG – Housing Rehabilitation Fund</b>					
<b>(Fiscal Year)</b>					
	<b><u>Actual</u></b> <b><u>2018</u></b>	<b><u>Actual</u></b> <b><u>2019</u></b>	<b><u>Actual</u></b> <b><u>2020</u></b>	<b><u>Actual</u></b> <b><u>2021</u></b>	<b><u>Actual</u></b> <b><u>2022</u></b>
Total Housing Rehabilitation Projects	10	3	4	4	6
Elderly Assistance Projects (subset)	2	0	1	2	4
Number of Applications Approved	12	4	4	3	11
Number of Applications Denied/ Withdrawn	4	5	4	3	0
Number of Inquiries	25	9	4	27	33
Number of Projects Completed	12	4	4	4	6
Housing Rehabilitation Dollars Spent*	\$147,871	\$27,013	\$47,001	\$17,255	\$42,725
Elderly Assistance Dollars Spent*	\$7,070	\$0	\$5,064	\$56,734	\$64,529
Warranty Dollars Spent*	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Dollars Spent	\$154,941	\$27,013	\$52,065	\$73,989	\$107,254
Number of Full Time Positions	1	1	1	1	1
Average Cost Per Housing Rehabilitation Project *	\$16,430	\$9,004	\$13,016	\$18,497	\$17,876
Average Cost Per Elderly Assistance Program Project *	\$3,535	\$0	\$5,064	\$24,712	\$16,132

\*The method to calculation changed in 2019.

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### STATE HOUSING AND COMMUNITY DEVELOPMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Interest Income	\$	\$	\$	\$
Loan/Grant Repayments	\$	\$	\$	\$
Total Revenues & Other Resources	\$	\$	\$	\$
EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Transfer Out	\$	\$	\$	\$
Total Expenditures & Other Uses	\$	\$	\$	\$
CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$ 3,863	\$ 3,863	\$ 3,863	\$ 3,863
ENDING BALANCE	\$ 3,863	\$ 3,863	\$ 3,863	\$ 3,863

**Fund: State Housing and Community Development Fund****Department: Leisure Services & Social Services****PURPOSE**

This fund was created to meet state requirements to account for housing rehabilitation and development programs.

**LONG-TERM STRATEGY**

The State Housing and Community Development Fund will continue to receive loan repayments and fund services as fund balance permits.

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
<b><u>Revenues:</u></b>					
Interest on Investment	\$	\$	\$	\$	\$
Loan/Grant Repayments		27,000			
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>\$27,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>TRANSFERS TO OTHER FUNDS</b>	<b>(\$9,000)</b>		<b>(\$27,000)</b>		
<b>OPERATING RESULTS</b>	<b>(\$9,000)</b>	<b>\$27,000</b>	<b>(\$27,000)</b>	<b>\$</b>	<b>\$</b>
<b>FUND BALANCE</b>	<b>\$</b>	<b>\$27,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

**REVIEW OF PERFORMANCE**

The fund balance in the State Housing and Community Development Fund has varied based upon grant repayments and transfers to the General Fund to offset the cost of Social Services programs.

**FISCAL YEAR 2023 OPERATING RESULTS**

There is no estimated revenue for 2023.

**FISCAL YEAR 2024 BUDGET**

The budget for fiscal year 2024 assumes no budgeted revenue, as loan/grant repayments will come solely from clients who sell their homes and pay-off their loans.

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

# BUDGET IN BRIEF

## WESTMOOR PARK FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Charges for Services	\$ 364,182	\$ 410,180	\$ 405,740	\$ 414,740
Trust Income	453,416	350,000	420,000	420,000
Interest Income	1,157	2,000	7,000	2,000
Miscellaneous Revenue	16,412	10,000	16,000	16,000
Transfer In				
Total Revenues & Other Resources	\$835,167	\$ 772,180	\$ 848,740	\$ 852,740

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Park Operations	\$ 517,388	\$ 469,770	\$ 489,076	\$ 482,396
Park Programs	115,447	131,189	128,489	136,072
Park Summer Camp	<u>154,019</u>	<u>157,124</u>	<u>156,472</u>	<u>163,482</u>
Total Expenditures & Other Uses	\$ 786,854	\$ 758,083	\$ 774,037	\$ 781,950
CHANGE IN FUND BALANCE	\$ 48,313	\$ 14,097	\$ 74,703	\$ 70,790
BEGINNING BALANCE	\$ 342,751	\$ 391,064	\$ 391,064	\$ 465,767
ENDING BALANCE	\$ 391,064	\$ 405,161	\$ 465,767	\$ 536,557

**Fund: Westmoor Park Fund**
**Department: Leisure Services & Social Services**
**PURPOSE**

A budgeted fund to account for income received from the Hunter Trust Fund and expenditures necessary to operate and maintain Westmoor Park, an environmental park located in West Hartford. The Fund pays for all operating expenses, maintenance costs and capital improvement costs associated with the facility. Revenue is received primarily from the Hunter Trust Fund, program revenues and donations, as well as interest income on fund balance.

**LONG-TERM STRATEGY**

The financial goal of the Fund is to cover all operating expenses with revenues and to utilize fund balance for capital investments. In this way, the operations of Westmoor Park are self-sufficient and do not rely on the General Fund.

**FUND PERFORMANCE**

	<b>Five Year History of Operating Results</b>				
	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
<b><u>Revenues:</u></b>					
Charges for Services	\$320,000	\$326,000	\$423,000	\$365,000	\$364,000
Interest Income	3,000	6,000	5,000	1,000	1,000
Trust Income	379,000	368,000	369,000	345,000	454,000
Miscellaneous Revenue	<u>          </u>	<u>          </u>	<u>          </u>	<u>23,000</u>	<u>16,000</u>
<b>TOTAL REVENUES</b>	<b>\$702,000</b>	<b>\$700,000</b>	<b>\$797,000</b>	<b>\$734,000</b>	<b>\$835,000</b>
<b><u>Expenditures:</u></b>					
Operational	<u>\$651,000</u>	<u>\$663,000</u>	<u>\$887,000</u>	<u>\$695,000</u>	<u>\$787,000</u>
<b>TOTAL EXPENDITURES</b>	<b>\$651,000</b>	<b>\$663,000</b>	<b>\$887,000</b>	<b>\$695,000</b>	<b>\$787,000</b>
<b>TRANSFERS TO OTHER FUNDS</b>	<b>(\$28,000)</b>	<b>(\$78,000)</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>OPERATING RESULTS</b>	<b>\$23,000</b>	<b>(\$41,000)</b>	<b>(\$90,000)</b>	<b>39,000</b>	<b>48,000</b>
<b>FUND BALANCE</b>	<b>\$435,000</b>	<b>\$394,000</b>	<b>\$304,000</b>	<b>\$343,000</b>	<b>\$391,000</b>

**Fund: Westmoor Park Fund****Department: Leisure Services & Social Services****REVIEW OF PERFORMANCE**

The fund has struggled in the past to achieve its goal of earning revenues sufficient to cover all operating expenses (excluding capital outlay). However, for the past several fiscal years the fund achieved an operating surplus, prior to transfers to other funds. Fund balance at June 30, 2022 was \$391,064. During the pandemic, program registrations and visitations have remained strong.

**FISCAL YEAR 2023 OPERATING RESULTS**

The fund is expected to generate revenues of \$848,740 with corresponding expenditures of \$774,037, resulting in an increase to fund balance of \$74,703. Fund balance at June 30, 2023 will be approximately \$465,767.

**FISCAL YEAR 2024 BUDGET**

The fiscal year 2024 budget anticipates revenues of \$852,740 with corresponding expenditures of \$781,950, resulting in a surplus of \$70,790. This may vary depending upon trust income generated by the Hunter Trusts.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>Westmoor Park Fund</b>					
<b>(Fiscal Year)</b>					
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
Number of instructional programs	543	450	269	169	473
Number of instructional program registrations	9,717	8,005	4,733	2,656	7,698
Number of Group tours/birthday parties	158	149	128	18	53
Program attendance-public classes/services	2,710	3,316	2,091	2,357	3,211
Program attendance-groups attending	7,727	5,857	3,142	299	5,613

**WESTMOOR PARK FUND**

**MISSION**

The mission of Westmoor Park is to promote, through interpretive programs, the acquisition of knowledge, attitudes, and a lifelong commitment to stewardship of the environment. In addition, it is expected that operating and capital costs will be paid by revenues from the Hunter Trust, Westmoor Park Fund and program fees.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF LEISURE SERVICES</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>6 Months</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>	<b><u>Change</u></b>
Charges for Services	\$364,182	\$410,180	\$ 86,061	\$405,740	\$414,740	1.1%
Trust Income	453,416	350,000	175,514	420,000	420,000	20.0%
Interest Income	1,157	2,000	5,400	7,000	2,000	
Miscellaneous Revenue	<u>16,412</u>	<u>10,000</u>	<u>10,123</u>	<u>16,000</u>	<u>16,000</u>	60.0%
<b>TOTAL</b>	<b>\$835,167</b>	<b>\$772,180</b>	<b>\$277,098</b>	<b>\$848,740</b>	<b>\$852,740</b>	<b>10.4%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$383,835	\$419,250	\$224,502	\$419,450	\$431,821	3.0%
Operating Expense	122,392	115,286	66,110	130,217	122,827	6.5%
Fringe Benefits	<u>280,627</u>	<u>223,547</u>	<u>127,435</u>	<u>224,370</u>	<u>227,302</u>	1.7%
<b>TOTAL</b>	<b>\$786,854</b>	<b>\$758,083</b>	<b>\$418,047</b>	<b>\$774,037</b>	<b>\$781,950</b>	<b>3.1%</b>

	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>
Park Naturalist	1.0	1.0	1.0	1.0	1.0
Assistant Park Naturalist	1.0	1.0	1.0	1.0	1.0
Parks and Facility Supervisor	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
<b>TOTAL</b>	<b>2.1</b>	<b>2.1</b>	<b>2.1</b>	<b>2.1</b>	<b>2.1</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The fiscal year 2024 Westmoor Park Fund budget reflects revenue of \$852,740 with corresponding expenditures totaling \$781,950. In total, expenditures increase \$23,867 or 3.1% primarily due to contractual obligations and the increased cost for supplies.

**Hunter Trust Income**

The Hunter Trust Fund provides for the majority of this fund's annual operational revenue. Based on the terms of the trust fund, 50% of the annual interest earned in the Hunter Trust (which is managed by Bank of America) goes to the Westmoor Park Fund. In fiscal year 2024, this amount is estimated to be \$420,000. In accordance with the Hunter Trust, if revenues exceed annual operating costs, the surplus remains in the Westmoor Park Fund.

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**ANNUAL BUDGET 2023-2024**

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**Fund: Westmoor Park Fund**

**Department: Leisure Services & Social Services**

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual</u> <u>2021-22</u></b>	<b><u>Adopted</u> <u>2022-23</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2022-23</u></b>	<b><u>Adopted</u> <u>2023-24</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$164,728	\$165,269	\$75,287	\$165,269	\$165,811	0.3%
Temporary Payroll	218,230	252,871	148,913	252,871	264,700	4.7%
Overtime	877	1,110	302	1,310	1,310	18.0%
Office Expense	2,311	4,250	1,198	3,650	4,050	-4.7%
Dues and Travel	488	600	40	600	600	
Training	280	600		600	600	
Advertising	4,155	6,400	658	2,000	2,000	-68.8%
Professional Services	8,672	8,000	6,351	10,000	8,000	
Contractual Services	13,591	11,400	6,383	10,700	14,500	27.2%
Office/Minor Equipment	1,290	1,000	2,388	2,500	1,000	
Utilities	19,591	17,636	8,818	23,367	24,777	40.5%
Telecommunications	1,058	1,100	321	1,100	1,100	
Vehicles & Equipment Expense	3,493	2,100	1,584	3,200	3,000	42.9%
Operating Expense – Miscellaneous	3,292	1,500	213	1,500	1,500	
Merchandise for Resale		500		500	500	
Maintenance & Repairs	45,489	38,100	23,358	42,100	38,100	
Miscellaneous Supplies	7,313	11,100	5,451	12,000	12,100	9.0%
Program Expenses	11,369	11,000	3,973	11,000	11,000	
Rental/Leases			5,374	5,400		
Social Security	15,283	13,077	7,967	13,825	16,476	26.0%
Pension	67,796	68,844	34,422	68,844	65,346	-5.1%
Risk Management Expense	116,623	113,311	56,656	113,311	117,090	3.3%
Transfers Out	<u>80,925</u>	<u>28,315</u>	<u>28,390</u>	<u>28,390</u>	<u>28,390</u>	0.3%
<b>Total Department</b>	<b>\$786,854</b>	<b>\$758,083</b>	<b>\$418,047</b>	<b>\$774,037</b>	<b>\$781,950</b>	<b>3.1%</b>



DEPARTMENT: LEISURE SERVICES & SOCIAL SERVICES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised	Adopted
	2020-21	2021-22	2022-23	2022-23	2023-24
<u>GENERAL FUND</u>					
Director of Leisure Services & Social Services	0.85	0.85	0.85	0.85	0.85
Assistant Director of Social Services			1.00	1.00	1.00
Office Operations Specialist	0.70	0.70	0.70	0.70	0.70
Social Services Manager	0.95	0.95	1.00	1.00	1.00
Social Worker	2.50	3.00	3.00	3.00	3.00
Leisure Services Manager	0.75	0.75	0.75	0.75	0.75
Facility Supervisor	2.85	2.85	2.85	2.85	2.85
Program Supervisor	1.00	1.00			
Recreation Specialist	1.00	1.00	2.00	2.00	2.00
Crew Leader			0.80	0.80	0.80
Grounds Maintainer	0.80	0.80			
Senior Staff Assistant	1.90	1.90	2.00	2.00	2.00
Community Partnerships Manager	<u>0.60</u>	<u>0.60</u>	<u>0.45</u>	<u>0.45</u>	<u>0.45</u>
TOTAL GENERAL FUND	13.90	14.40	15.40	15.40	15.40
<u>LEISURE SERVICES FUND</u>					
Director of Leisure Services & Social Services	0.10	0.10	0.10	0.10	0.10
Office Operations Specialist	0.30	0.30	0.30	0.30	0.30
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1.00	1.00	1.00	1.00	1.00
Facility Supervisor	0.05	0.05	0.05	0.05	0.05
Recreation Specialist	1.00	1.00	1.00	1.00	1.00
Golf Course Superintendent	1.00	1.00	1.00	1.00	1.00
Assistant Golf Course Superintendent	1.00	1.00	1.00	1.00	1.00
Crew Leader	0.50	0.50	0.70	0.70	0.70
Grounds Maintainer	1.70	1.70	1.50	1.50	1.50
Equipment Mechanic	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL LEISURE SERVICES FUND	7.90	7.90	7.90	7.90	7.90

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**ANNUAL BUDGET 2023-2024**

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DEPARTMENT: LEISURE SERVICES & SOCIAL SERVICES (continued)

POSITION	Authorized Positions			Revised	Adopted
	2020-21	2021-22	2022-23	2022-23	2023-24
<u>COMMUNITY DEVELOPMENT BLOCK</u>					
<u>GRANT FUND (CDBG)</u>					
Director of Leisure Services & Social Services	0.05	0.05	0.05	0.05	0.05
Community Partnerships Manager	0.40	0.55	0.55	0.55	0.55
Community Programs (CDBG) Coordinator	1.00	1.00	1.00	1.00	1.00
Social Services Manager	0.05				
Social Worker	0.50				
Senior Staff Assistant	<u>0.10</u>	—	—	—	—
TOTAL CDBG FUND	2.10	1.60	1.60	1.60	1.60
<u>WESTMOOR PARK FUND</u>					
Park Naturalist	1.00	1.00	1.00	1.00	1.00
Assistant Park Naturalist	1.00	1.00	1.00	1.00	1.00
Facility Supervisor	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>
TOTAL WESTMOOR PARK FUND	2.10	2.10	2.10	2.10	2.10
 TOTAL LEISURE SERVICES & SOCIAL SERVICES DEPARTMENT	 26.00	 26.00	 27.00	 27.00	 27.00

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**DEPARTMENT OF LIBRARY SERVICES****MISSION**

Welcoming all, the West Hartford Public Library (WHPL) brings people, information and ideas together to enrich lives and strengthen our diverse community.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Along with Leisure Services, Facilities Services, and the Town Manager, worked with Tecton Architects to develop a Feasibility Study for the new community center, senior center, and library project. Promoted the project, provided input, and sought feedback from community members to develop the vision and identify priorities for the new facility.
- ✓ Launched a new strategic planning process to establish the vision and goals of the library for the next several years.
- ✓ The Mayor's Youth Council's second year provided area teens an opportunity to learn about local government, identify issues important to teens, and develop service projects to support their community. The MYC helped to launch West Hartford Immigrant Teens, a peer-to-peer group focusing on socializing, community service, and advocacy. They also participated in the library's 6<sup>th</sup> annual Kindness Project, collecting hygiene items for community members in need.
- ✓ Expanded programs and services out of our new digital maker space, Studio 20 South. Patrons have used the studio to film audition reels, record podcasts, design board games, create homemade gifts, convert old recordings to digital files, and so much more.
- ✓ Launched our new "Welcome Baby" program to increase awareness of and participation in literacy skill formation for infants. We registered 39 new babies for library cards in the first 6 months of this program.
- ✓ Restored public hours to the Local History Room at the Noah Webster Library. After being closed for several years, the room is now open 3 days a week and every other Saturday.
- ✓ Brought back Faxon Fun for the first time since the pandemic. Faxon Fun is a four-week program held at the Faxon Library to provide a positive, enriching, and structured experience for children who did not have access to other summer activities due to financial and/or logistical considerations. Faxon Fun was funded by the Hartford Foundation for Public Giving.
- ✓ Hosted Celebrate All of Us, a year-long initiative celebrating cultures around the world. Celebrate All of Us featured 15 programs with dancing, singing, crafting, storytelling, and more. The program series was funded through the West Hartford Library Foundation Thomas F. Kilfoil Bequest.
- ✓ Launched a tech help program with volunteers who assist patrons with technology questions. Through the first half of the year, 124 hours of tech assistance were provided to patrons, including help with mobile devices and various software programs.

**FISCAL YEAR 2024 GOALS & OBJECTIVES**

- ❖ Eliminate overdue fines to decrease barriers and provide more equitable access to library collections and services.
- ❖ Help lead the design of the new Community Center, Senior Center, and Library building to develop a facility that supports our diverse community now and for generations to come.
- ❖ Finalize and implement a new strategic plan, developed in partnership with Library staff, stakeholders, and West Hartford community members.
- ❖ Through promotion and outreach, increase patron visits to the Local History room by 5%.
- ❖ Implement collection analysis software to inform selection decisions and expand reader's advisory services to increase circulation of library materials by 10%.
- ❖ Partner with West Hartford Food Pantry to offer the 7<sup>th</sup> year of the Kindness Project by collecting and delivering hygiene supplies to underserved populations in the community.

## DEPARTMENT OF LIBRARY SERVICES

BUDGET SUMMARY						
	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2021-22</u>	<u>2022-23</u>	<u>6 Months</u>	<u>2022-23</u>	<u>2023-24</u>	<u>Change</u>
Fines & Forfeitures	\$20,286	\$15,000	\$12,465	\$15,000	\$3,000	-80.0%
<b>TOTAL</b>	<b>\$20,286</b>	<b>\$15,000</b>	<b>\$12,465</b>	<b>\$15,000</b>	<b>\$3,000</b>	<b>-80.0%</b>
<u>Expenditures:</u>						
Wages & Salaries	\$2,364,393	\$2,640,978	\$1,157,979	\$2,530,917	\$2,752,294	4.2%
Operating Expense	632,743	652,637	362,062	655,837	652,637	
Social Security	<u>155,500</u>	<u>198,319</u>	<u>81,356</u>	<u>179,050</u>	<u>206,828</u>	4.3%
<b>TOTAL</b>	<b>\$3,152,636</b>	<b>\$3,491,934</b>	<b>\$1,601,397</b>	<b>\$3,365,804</b>	<b>\$3,611,759</b>	<b>3.4%</b>

	Authorized Positions			Revised	Adopted
<u>Full-Time Positions:</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
General Fund	24	24	24	24	24

## BUDGET &amp; PROGRAM HIGHLIGHTS

With locations in each of the Town's three primary business centers, the West Hartford Public Library creates multifaceted opportunities for learning and connecting in-person and online. The libraries support, on average, over 6,300 library service interactions each day. The West Hartford Public Library serves the community through access to current and popular collections, research assistance, and programs for every age. Residents enjoy computer access, digital collections, current event and book discussions, conversation groups for speakers of other languages, technology assistance, and a wide variety of online learning opportunities.

The budget for fiscal year 2024 reflects an increase of \$119,825, or 3.4%. Wages and salaries increase \$111,316 or 4.2% primarily due to contract settlements, estimated merit increases for eligible employees and minimum wage increases for temporary and part time employees. In addition, one existing but previously unfunded Librarian II position is fully funded in fiscal year 2024. Operating expenses are consistent with the prior year, although funds have been reallocated to account for rising costs in some areas and also meet changing priorities. Social security is adjusted in accordance with wage changes and participation in the social security alternative program.

In fiscal year 2024, the Library is proposing to go fine-free to provide more equitable services to all residents. The anticipated fines collected have been reduced by \$12,000. The proposed \$3,000 represents the estimated replacement fees for lost items.

**ADMINISTRATIVE SERVICES DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Library Fines	\$20,286	\$15,000	\$12,465	\$15,000	\$3,000	-80.0%
<b>TOTAL</b>	<b>\$20,286</b>	<b>\$15,000</b>	<b>\$12,465</b>	<b>\$15,000</b>	<b>\$3,000</b>	<b>-80.0%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$532,235	\$617,069	\$280,463	\$613,965	\$705,669	14.4%
Temporary Payroll	166,407	210,139	93,862	213,759	235,048	11.9%
Overtime	1	1,860	152	2,060	1,860	
Education Premium Pay	3,812	3,780	1,607	3,780	3,780	
Office Expense	45,401	50,025	23,749	51,125	45,425	-9.2%
Dues and Travel	5,089	7,997	2,003	7,997	7,397	-7.5%
Professional Services	4,778	5,700	2,854	5,800	6,700	17.5%
Contractual Services	1,479	1,500	1,252	1,600	1,500	
Office Equipment	150	400	150	400	400	
Information Technology	109,988	127,000	101,640	127,000	128,500	1.2%
Telecommunications	4,388	6,000	445	6,000	6,000	
ADA Expenditures		1,500		750	1,500	
Social Security	44,987	62,297	26,221	57,344	71,039	14.0%
<b>TOTAL</b>	<b>\$918,715</b>	<b>\$1,095,267</b>	<b>\$534,398</b>	<b>\$1,091,580</b>	<b>\$1,214,818</b>	<b>10.9%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Director of Library Services*	1	1	1	1	1
Librarian II**	3	3	3	3	3
Office Operations Specialist	1	1	1	1	1
Library Specialist	2	2	2	2	2
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

\* This position was unfunded for the first half of fiscal year 2022 and fully funded in fiscal year 2023.

\*\* The funding for one authorized Librarian II position is restored in fiscal year 2024.

## ADMINISTRATIVE SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

Administrative Services is made up of staff who provide essential services to the library system as a whole: administration, collections services, programs and community outreach, and technology services. All full-time staff members in this division assist with public service on a regular basis.

**Regular Payroll:** Administrative Services is staffed by eight full-time positions: the Director, Office Operations Specialist, three Librarians II, two Library Specialists and one Library Assistant. Estimated merit increases are included for these positions, where applicable. One existing but previously unfunded Librarian II position is funded in fiscal year 2024.

**Temporary Payroll:** Temporary payroll funds part-time catalogers, publicity and program support, and information technology support.

**Overtime:** This appropriation is used for the taking of minutes at the monthly Library Board meeting.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

**Office Expense:** This appropriation covers the cost of office supplies that are shared across the system. Supplies are purchased using discounted pricing through the Town, CT Library Consortium, and State Department of Administrative Services. Ordering is processed centrally in order to maximize discounts and minimize shipping and handling fees. Supplies include envelopes and mailers, copy paper for internal use, toner, stationery, and library specific products. This appropriation also finances the costs associated with printing done by the Board of Education's print shop including forms such as library card applications, flyers for programs, and other printing that is unique to the Library.

**Dues & Travel:** The appropriation for dues and travel maintains memberships in library-related organizations and attendance at workshops, such as those sponsored by the State Library and CT Library Association, and for several staff to attend the annual Connecticut and New England Library Association conferences. Workshops aid in skill building, updating understanding of information technologies and their application to Library work. Many staff are now able to attend "webinars" or online workshops for free or reduced prices that allow them to maintain their skills, particularly in working with technology. When appropriate, these are held in the learning lab so several staff can attend at the same time.

**Professional Services:** This appropriation is used for hiring presenters for programs open to the public as well as staff training. Funding is used to bring workshop presentations, webinars, and other training opportunities to the library, enabling the library to provide in-house training for the entire staff at one time. It has also been used to hire consultants to help with planning, updating of technology, etc., in cases where that capacity does not exist on the staff. This also funds presentations to the public, programs for all ages from preschoolers through seniors, including author talks, discussions of local theater and art exhibits, puppetry and science programs for children, writing contests for teens, film series, and lectures on topics of interest. A CPI increase is included.

**Contractual Services:** This appropriation is for banking service fees related to credit card revenues.



**Office Equipment:** This appropriation allows for the purchase and/or replacement of office equipment that has aged or fallen into disrepair.

**Information Technology:** This appropriation covers costs of software and platforms for a variety of Library operations such as the integrated library system (ILS) for cataloging and circulation of materials, access to the national interlibrary loan and catalog system, online library calendar, and employee scheduling software. A CPI increase is included.

**Telecommunications:** This funds desktop telephone services and faxes at the Library's three locations, for maintenance, long distance calls and circuits.

**ADA Expenditures:** This appropriation is to fund sign language interpretation or similar services as requested under ADA.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid and is adjusted based upon wage and salary modifications.

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**Library Services – Administrative Services**

**(Fiscal Year)**

	<b><u>Actual 2018</u></b>	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>	<b><u>Actual 2021</u></b>	<b><u>Actual 2022</u></b>
<b><u>Library Customer Services:</u></b>					
Library Visitors	437,580	448,164	299,419	56,124	185,754
Curbside Pickup Appointments	n/a	n/a	n/a	28,380	2,094
Library Website Visitors	315,289	308,641	283,992	229,379	257,056
Program and Museum Pass Attendance	29,632	31,642	22,493	7,281	14,674
Preschool Literacy Program Attendance	11,113	12,263	10,191	1,124	4,930
Card Holders	27,008	26,426	25,538	26,383	20,922
Instagram, Facebook and Twitter Followers	10,896	11,104	11,631	12,960	13,365
Newsletter Views	214,151	204,944	237,924	220,029	295,181
Number of Print Book & Media Loans	597,763	725,852	511,623	304,655	500,660
Number of Electronic Book & Media Loans	59,238	87,809	133,955	131,616	137,679
Loans per Capita	10.4	12.9	10.3	7.0	10.0
Reference Inquiries	74,902	81,189	64,425	52,328	64,547
Electronic Information Retrievals	444,368	388,721	414,705	427,057	445,289
Wireless (WIFI) Usage Sessions	94,820	101,539	68,350	23,492	45,080
Number of Computer Sessions	47,528	46,560	32,167	4,041	17,340

**ADULT SERVICES DIVISION**
**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$453,380	\$462,493	\$210,040	\$455,393	\$465,400	0.6%
Temporary Payroll	165,411	208,587	81,524	161,754	208,922	0.2%
Overtime	3,207	3,930	62	3,372	3,930	
Education Premium Pay	1,678	1,740	731	1,740	720	-58.6%
Office Expense	1,322	2,000	145	2,000	1,500	-25.0%
Library Materials	301,318	280,300	153,150	282,900	278,300	-0.7%
Social Security	<u>42,879</u>	<u>50,767</u>	<u>21,263</u>	<u>44,675</u>	<u>50,989</u>	0.4%
<b>TOTAL</b>	<b>\$969,195</b>	<b>\$1,009,817</b>	<b>\$466,915</b>	<b>\$951,834</b>	<b>\$1,009,761</b>	

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-2024</u></b>
Librarian III	1	1	1	1	1
Librarian II	1	1	1	1	1
Librarian I	2	2	2	2	2
Library Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

**ADULT SERVICES – BUDGET AND PROGRAM HIGHLIGHTS**

The Adult Services staff consists of reference librarians and circulation staff delivering a variety of programs and services while maintaining a high level of consistent customer service for all library users. Full-time staff operate from a “home-base” at one of the three libraries, but cover service points in each library location as needed, providing reference and information services, curating physical and electronic collections, and developing and leading programs on a wide variety of topics.

**Regular Payroll:** The Adult Services Division is staffed by six full-time positions who are based out of the Noah Webster Library. The appropriation reflects estimated merit increases offset by the filling of a vacancy at the start of the pay range.

**Temporary Payroll:** In order to cover customer services during all open hours, allocation is made for clerical and professional staff to cover public service desks at the Noah Webster Library when full-time staff are assigned to other locations or activities.

**Overtime (Sunday Hours):** This appropriation is made to pay wages for full-time staff who volunteer to work Sunday hours in addition to their normal work week. By contract, professional staff are paid their normal hourly rate plus a differential of \$30 per Sunday. Clerical Staff are paid time and a half for Sunday hours. Two full-time staff members are used on Sundays, rather than rely solely on part-time employees.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's degree or \$1,020 for a Bachelor's Degree.

**Office Expense:** This appropriation covers the cost of supplies required for circulation services. In fiscal year 2024 this appropriation has decreased due to historical costs.

**Library Materials:** This appropriation is for the purchase of library materials in all formats for the adult collection at the Noah Webster Library. It includes books, periodicals and newspapers, large-type materials, music CDs, audio books (including books on CD, and digital audio books) and movies in DVD and Blu-Ray format. The Library builds as broad a collection of materials as possible, adhering to a collection development policy approved by the Library Board. Most items are ordered with negotiated discounts for library purchases; titles are discounted up to 46.5% off the list price and are shipped to the library at no cost. Also included are e-book, e-serials and e-audio collections for adults and the online research resources available 24/7 to West Hartford residents. In fiscal year 2024 a decrease represents a shift from Adult Services to Children Services.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

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**ANNUAL BUDGET 2023-2024**

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**FAXON BRANCH LIBRARY**

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$226,188	\$229,778	\$106,371	\$229,586	\$234,997	2.3%
Temporary Payroll	52,703	96,043	25,981	69,504	73,208	-23.8%
Education Premium Pay	1,029	1,020	434	1,020	1,020	
Office Expense	1,337	1,500	450	1,500	1,500	
Library Materials	40,640	47,900	18,958	47,900	47,900	
Social Security	<u>18,653</u>	<u>24,506</u>	<u>8,764</u>	<u>21,185</u>	<u>23,143</u>	-5.6%
<b>TOTAL</b>	<b>\$340,550</b>	<b>\$400,747</b>	<b>\$160,958</b>	<b>\$370,695</b>	<b>\$381,768</b>	<b>-4.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-2024</u></b>
Librarian II	1	1	1	1	1
Librarian I	1	1	1	1	1
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**FAXON BRANCH LIBRARY – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The Faxon Library, located in the Elmwood neighborhood, is staffed by three full-time positions, a Community Engagement Librarian II, a Librarian I who provides outreach programming to students in the West Hartford pre-school and elementary schools in addition to general reference services to all ages, and a Circulation Library Assistant. Branch operations, for both branch libraries are overseen by a Librarian III who spends 14-16 hours per week in each location. The budget includes estimated merit increases, where applicable.

**Temporary Payroll:** This allocation covers professional, clerical and page positions who provide direct customer service. In fiscal year 2024 the decrease represents the reallocation of staff to the Children's Services division.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's degree or \$1,020 for a Bachelor's Degree.

**Office Expense:** This appropriation covers the cost of office and library supplies that are needed at each branch location.

**Library Materials:** This appropriation is for the purchase of library materials for all age-groups in all physical formats: books, audio-recordings, magazines, and DVDs. Each branch collection is geared to the interests of the neighborhood community it serves.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid and participation of temporary employees in the social security alternative program.

**BISHOPS CORNER BRANCH LIBRARY**

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$244,474	\$248,671	\$115,672	\$248,411	\$254,269	2.3%
Temporary Payroll	71,906	105,197	38,378	77,391	100,349	-4.6%
Education Premium Pay	1,029	1,020	434	1,020	1,020	
Office Expense	796	1,500	266	1,000	1,500	
Library Materials	46,024	50,100	22,302	50,100	50,100	
Social Security	<u>17,956</u>	<u>26,897</u>	<u>10,993</u>	<u>22,930</u>	<u>26,862</u>	-0.1%
<b>TOTAL</b>	<b>\$382,185</b>	<b>\$433,385</b>	<b>\$188,045</b>	<b>\$400,852</b>	<b>\$434,100</b>	<b>0.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Librarian III	1	1	1	1	1
Librarian II		1	1	1	1
Librarian I	1				
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**BISHOPS CORNER BRANCH LIBRARY - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The Bishops Corner Branch Library is staffed by three full-time positions: a Librarian III Branch Operations Manager who spends 14-16 hours per week in each of the two branch libraries; a Children's Librarian I who also serves as a member of the Children's Services team; and a Circulation Library Assistant. This appropriation reflects estimated merit adjustments, where applicable.

**Temporary Payroll:** This allocation covers professional, clerical and page positions who provide direct customer service. This appropriation reflects the reallocation of part-time staff between divisions to meet staffing and programming needs. In fiscal year 2024 the decrease represents the reallocation of staff to the Children's Services division.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's degree or \$1,020 for a Bachelor's Degree.

**Office Expense:** This appropriation covers the cost of office and library supplies that are needed at each branch location.

**Library Materials:** This appropriation is for the purchase of library materials for all age-groups in all physical formats: books, audio-recordings, magazines, and DVDs. Each branch collection is geared to the interests of the neighborhood community it serves.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.



**CHILDREN'S SERVICES DIVISION**

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$254,103	\$248,111	\$112,935	\$246,563	\$250,276	0.9%
Temporary Payroll	77,067	79,746	34,876	81,981	89,908	12.7%
Overtime	2,906	3,930		2,870	3,930	
Office Expense	3,680	3,500	1,942	3,600	4,000	14.3%
Professional Services	2,882	3,000	1,233	3,000	3,500	16.7%
Library Materials	48,917	45,350	25,442	45,800	47,915	5.7%
Social Security	<u>23,714</u>	<u>24,946</u>	<u>10,353</u>	<u>24,823</u>	<u>25,884</u>	3.8%
<b>TOTAL</b>	<b>\$413,269</b>	<b>\$408,583</b>	<b>\$186,781</b>	<b>\$408,637</b>	<b>\$425,413</b>	<b>4.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>
Librarian III	1	1	1	1	1
Librarian I	1	1	1	1	1
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## CHILDREN'S SERVICES – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Children's Services Division is staffed by three full-time positions who are based out of the Noah Webster Library but deliver programs and/or services in both branch libraries as needed.

**Temporary Payroll:** Part-time librarians, clerical staff and pages work in the Children's Division to provide programming, reference and reader's advisory service, circulate library materials, and maintain collections. In fiscal year 2024 the increase represents the reallocation of part-time staff to the Children's Services division from other divisions due to the time necessary to deliver programs and/or services.

**Overtime (Sunday Hours):** This appropriation is for full-time staff who volunteer to work Sunday hours in addition to their normal work week. By contract, professional staff are paid their normal hourly rate plus a differential of \$30 per Sunday. Clerical Staff are paid time and a half for Sunday hours.

**Office Expense:** This appropriation covers the cost of office supplies as well as items that are specific to the children's area such as craft supplies that complement program themes and art materials to create room displays. In fiscal year 2024 an increase represents a shift in materials from Adult Services to Children's Services.

**Professional Services:** This appropriation is used to fund presentations to the public in the rare instances that they are not available at no charge. Several grants fund special program series such as Sunday concerts for children.

**Library Materials:** This appropriation is for the purchase and replacement of library materials, in all formats, for the Children's collection at the Noah Webster Library. This includes books, periodicals and newspapers, DVD's and Blu Ray, and music CD's, as well as the purchase of electronic books and media.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

### Youth Services

Library services for West Hartford's youth are provided by experienced staff in each of the three libraries, who welcome children, teens and families each day to engaging and age-appropriate spaces focused on literacy and cooperative learning. Librarians who specialize in working with specific age groups develop book and media collections as well as programs for infants through high school students. Age-appropriate databases and Internet resources enhance the collections and staff assist teens, children and parents in using these 21<sup>st</sup> century tools.

### TEEN SERVICES DIVISION

#### SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$86,189	\$87,356	\$40,792	\$88,653	\$91,313	4.5%
Temporary Payroll	20,668	30,508	13,665	28,095	26,675	-12.6%
Office Expense	920	800	407	800	1,500	87.5%
Professional Services	1,050	1,100	900	1,100	2,600	136.4%
Library Materials	12,584	15,465	4,774	15,465	14,900	-3.7%
Social Security	<u>7,311</u>	<u>8,906</u>	<u>3,762</u>	<u>8,093</u>	<u>8,911</u>	0.1%
<b>TOTAL</b>	<b>\$128,722</b>	<b>\$144,135</b>	<b>\$64,300</b>	<b>\$142,206</b>	<b>\$145,899</b>	<b>1.2%</b>

#### FULL-TIME POSITION SCHEDULE

	<u>2020-21</u>	<u>Authorized Positions</u> <u>2021-22</u>	<u>2022-23</u>	<u>Revised</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>
Librarian I	1				
Librarian II	—	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## TEEN SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Although Teen Services is a separate division serving a unique audience, the Teen Services Librarian works under the direction of the Children's Services Manager and serves as an additional member of both the Adult and Children's Services teams, while focusing on developing programs and collections of interest to middle and high school age customers. Estimated merit increases are included in this appropriation.

**Temporary Payroll:** This appropriation covers the cost of Library Assistants who assist with teen programs and provide adult supervision of teens using the Teen Room at the Noah Webster Library. In fiscal year 2024 the decrease represents the reallocation of staff to the Children's division.

**Office Expense:** This appropriation covers the cost of supplies that are specific to the teen area and teen programs. In fiscal year 2024 the increase is related to the cost of supplies necessary for the teen programs to support the Mayor's Youth Council Services.

**Professional Services:** This appropriation is used to hire presenters for programs open to the public such as author talks, songwriter/performers, etc. The increase in this appropriation is for additional presenters from prior year (post COVID) along with an increase from the presenters.

**Library Materials:** This appropriation is for the purchase of library materials for the Teen collection at the Noah Webster Library, including the purchase of electronic books and media, music, movies, television shows, comics and graphic novels for patrons. The Teen Services Librarian works with staff at the branches to coordinate purchases for branch teen collections.

**Social Security:** This appropriation is for required Federal payments based upon actual wages paid.

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### WEST HARTFORD LIBRARY FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Library Grant	\$30,739			
Charges for Copies	7,926	\$ 15,000	\$ 15,000	\$
Interest Income	<u>224</u>	<u>          </u>	<u>          </u>	<u>          </u>
Total Revenue & Other Resources	\$ 38,889	\$ 15,000	\$ 15,000	\$

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Library Operations	<u>\$37,282</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$</u>
Total Expenditures	\$37,282	\$ 15,000	\$ 15,000	\$

CHANGE IN FUND BALANCE	\$ 1,607	\$	\$	\$
BEGINNING BALANCE	\$ 93,081	\$ 94,688	\$ 94,688	\$ 94,688
ENDING BALANCE	\$ 94,688	\$ 94,688	\$ 94,688	\$ 94,688

**Fund: West Hartford Library Fund**  
**Department: Library**

**PURPOSE**

A budgeted fund used to account for the DeliverIT-CT (formerly Connecticard) Program which is funded via State grant. In prior years other programs accounted for in this fund included the operation of the Library's copiers, which were supported by user charges, as well as other State grants and private foundation grants. In fiscal year 2024, this has been transferred to the General Fund.

**LONG-TERM STRATEGY**

This fund maintains a minimal fund balance as grant revenues and charges for service are utilized on an annual basis to fund operating expenditures and capital equipment needed for the libraries.

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
<b><u>Revenues:</u></b>					
Intergovernmental	\$ 8,000	\$ 30,000	\$ 16,000	\$ 7,400	\$31,000
Charges for Copies	18,000	16,000	13,000	2,200	8,000
Interest Income	1,000	1,000	1,000	200	200
<b>TOTAL REVENUES</b>	<b>\$27,000</b>	<b>\$47,000</b>	<b>\$30,000</b>	<b>\$ 9,800</b>	<b>\$39,200</b>
<b><u>Expenditures:</u></b>					
Library Operations	\$ 19,000	\$ 39,000	\$ 17,000	\$ 9,800	\$37,300
<b>TOTAL EXPENDITURES</b>	<b>\$ 19,000</b>	<b>\$ 39,000</b>	<b>\$ 17,000</b>	<b>\$ 9,800</b>	<b>\$37,300</b>
<b>OPERATING RESULTS</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 13,000</b>	<b>\$ -</b>	<b>\$ 2,000</b>
<b>FUND BALANCE</b>	<b>\$ 72,000</b>	<b>\$ 80,000</b>	<b>\$ 93,000</b>	<b>\$93,000</b>	<b>\$95,000</b>

**REVIEW OF PERFORMANCE**

Fund balance of the Library Fund increased to \$95,000 at June 30, 2022.

**FISCAL YEAR 2023 OPERATING RESULTS**

In fiscal year 2023, it is expected that the fund will earn \$15,000 in charges for copies. Estimated expenditures total \$15,000 resulting in fund balance rounded to \$95,000 at June 30, 2023.

**FISCAL YEAR 2024 BUDGET**

In the fiscal year 2024 budget, the copier revenue and corresponding copier supply expense is transferred to the General Fund. The DeliverIT-CT State Grant Fund amount is not known before budget adoption.

DEPARTMENT: LIBRARY

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2022-23	Adopted 2023-24
	2020-21	2021-22	2022-23		
<u>GENERAL FUND</u>					
Director of Library Services	1	1	1	1	1
Office Operations Specialist	1	1	1	1	1
Librarian III	3	3	3	3	3
Librarian II	5	6	6	6	6
Librarian I	6	5	5	5	5
Library Specialist	2	2	2	2	2
Library Assistant	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
TOTAL LIBRARY	24	24	24	24	24

**EDUCATION****WEST HARTFORD PUBLIC SCHOOLS****MISSION**

To inspire and prepare all students to realize their potential and enhance our global community.

**DISTRICT GOALS**

Goal One: Advance achievement for all students and reduce disparity between and among groups.

Goal Two: Nurture the intellectual, physical and emotional well-being of students and create a safe and respectful learning community where all students are held to high expectations.

Goal Three: Attract, retain and develop high quality staff by providing professional development, resources and appropriate learning environments.

**BUDGET SUMMARY  
EDUCATION SERVICES**

	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
<b><u>Revenues</u></b>					
Education Cost Sharing Grant	\$22,431,076	\$22,253,668	\$22,253,668	\$23,028,564	3.5%
<b>TOTAL</b>	<b>\$22,431,076</b>	<b>\$22,253,668</b>	<b>\$22,253,668</b>	<b>\$23,028,564</b>	<b>3.5%</b>

**BUDGET SUMMARY  
EDUCATION SERVICES**

	<b><u>Actual</u></b> <b><u>2021-22</u></b>	<b><u>Adopted</u></b> <b><u>2022-23</u></b>	<b><u>Estimated</u></b> <b><u>2022-23</u></b>	<b><u>Adopted</u></b> <b><u>2023-24</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
<b><u>Expenditures</u></b>					
Education	\$175,499,160	\$181,187,018	\$181,187,018	\$190,191,121	5.0%
<b>TOTAL</b>	<b>\$175,499,160</b>	<b>\$181,187,018</b>	<b>\$181,187,018</b>	<b>\$190,191,121</b>	<b>5.0%</b>



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**NON-DEPARTMENTAL OVERVIEW**

This section of the budget contains those program expenditures that are not identified with a specific department for oversight and/or management purposes.

<b>BUDGET SUMMARY NON-DEPARTMENTAL</b>						
	<u><b>Actual 2021-22</b></u>	<u><b>Adopted 2022-23</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2022-23</b></u>	<u><b>Adopted 2023-24</b></u>	<u><b>Percent Change</b></u>
Wages & Salaries	\$ 26,946	\$ 86,725	\$ 47,699	\$ 101,791	\$ 105,081	21.2%
Operating Expense	12,856,461	13,013,930	6,542,461	13,115,599	13,267,144	1.9%
Fringe Benefits	<u>43,370,176</u>	<u>41,803,898</u>	<u>19,547,929</u>	<u>41,826,218</u>	<u>43,474,322</u>	4.0%
<b>TOTAL</b>	<b>\$56,253,583</b>	<b>\$54,904,553</b>	<b>\$26,138,089</b>	<b>\$55,043,608</b>	<b>\$56,846,547</b>	<b>3.5%</b>

	<u><b>Authorized Positions</b></u>			<u><b>Revised 2022-23</b></u>	<u><b>Adopted 2023-2024</b></u>
<b>Full-Time Positions:</b>	<u><b>2020-21</b></u>	<u><b>2021-22</b></u>	<u><b>2022-23</b></u>		
Communication Systems					
Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**SUMMARY OF EXPENDITURES BY PROGRAM**

<u><b>Program</b></u>	<u><b>Actual 2021-22</b></u>	<u><b>Adopted 2022-23</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2022-23</b></u>	<u><b>Adopted 2023-24</b></u>	<u><b>Percent Change</b></u>
Probate Court	\$ 31,891	\$ 45,260	\$ 12,494	\$ 41,594	\$ 45,260	
General Fund Contingency	559,241	960,000		960,000	500,000	-47.9%
Radio System Maintenance	86,905	158,576	136,617	279,780	232,480	46.6%
Private School Health Services	804,210	1,040,135		969,678	1,022,203	-1.7%
Non-Public School						
Transportation	640,751	981,448		936,672	1,008,131	2.7%
Revaluation Litigation	27,462	150,000	22,320	150,000	100,000	-33.3%
Health District Payment	757,707	806,954	435,368	806,954	896,325	11.1%
Employee Benefits						
Contributions:						
Health/Other Insurance	20,870,089	20,628,003	10,314,002	20,628,003	22,444,848	8.8%
Pension	19,660,059	5,170,741	2,591,787	5,182,549	5,453,842	5.5%
Pension Obligation Debt Serv.		13,017,236	6,502,201	13,005,428	13,037,393	.2%
Metropolitan District	11,872,200	11,946,200	5,986,550	11,946,200	12,106,065	1.3%
Transfer Out	900,000		136,750	136,750		
COVID-19	<u>43,068</u>					
<b>Total Department</b>	<b>\$56,253,583</b>	<b>\$54,904,553</b>	<b>\$26,138,089</b>	<b>\$55,043,608</b>	<b>\$56,846,547</b>	<b>3.5%</b>

**Probate Court Support:**

The Town of West Hartford is liable for payment of administrative expenses for the operation of the Probate Court. Based upon historical experience, these costs are expected to total \$45,260 for fiscal year 2024.

**General Fund Contingency:**

This appropriation reflects a contingency for unsettled union contracts. At the time of budget production, the Police, Fire and Streets contracts are current; all other union contracts remain in negotiation.

**Radio System Maintenance:**

The cost of maintaining and operating the town-wide radio communications system is \$232,480 for fiscal year 2024. The Town has installed a new radio system which will include maintenance costs of \$44,043 for the first year.

**Private School Services Fund Subsidy:**

Included in the fiscal year 2024 budget is a subsidy of \$2,030,334 to the Private School Services Fund which represents the non-reimbursable cost of providing health (\$1,022,203) and transportation (\$1,008,131) services to the resident and non-resident children in West Hartford private schools. The subsidy for transportation services increases \$26,683 in fiscal year 2024 due to contractual increases. The subsidy for providing private school health decreases \$17,932. This reflects merit increases for eligible school nurses, additional temporary payroll and increases in the pension and risk allocations, offset by nurses hired at lower amounts than their predecessors.

**Revaluation Litigation:**

A total of \$100,000 is appropriated for costs associated with new or pending tax appeals of property assessments.

**Health District Payment:**

The Town's payment to the West Hartford/Bloomfield Regional Health District (WHBHD) totals \$896,325 for fiscal year 2024 based upon the district's adopted budget.

**Employee Benefits Contributions:**

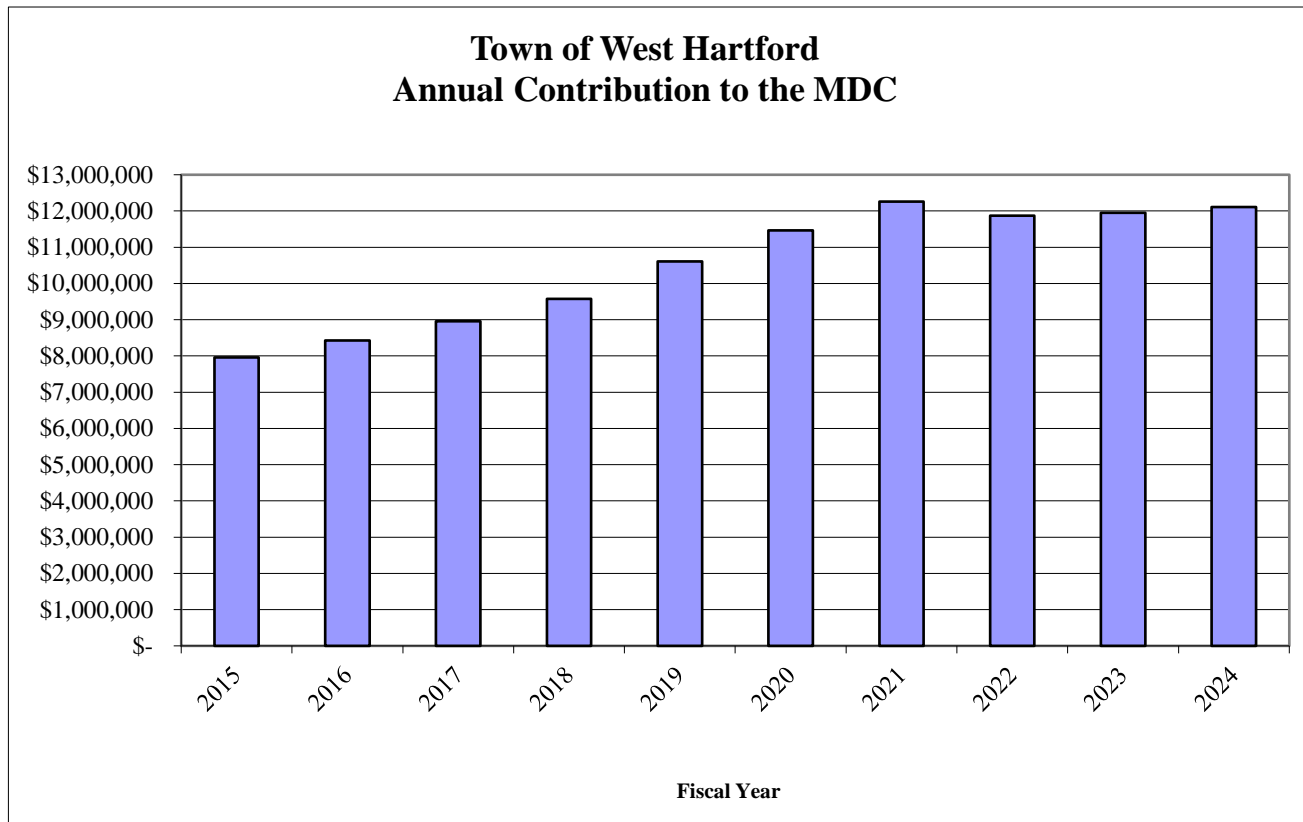
This appropriation represents the General Fund's contributions to the Town's Pension Fund and Risk Management Fund, an internal service fund used to account for the Town's risk management programs: workers' compensation, Town health, heart and hypertension, self-insured and insured. The appropriation is driven by three factors. First, the Town's total pension liability increases from \$24,699,915 in fiscal year 2023 to \$27,182,280 in fiscal year 2024. This increase is based on a higher Actuarially Determined Employer Contribution (ADEC) contribution and a slightly decreased debt service payment on Pension Obligation Bonds (POB's) as discussed further. This total liability is allocated to Town funds and the Board of Education based upon the percentage of covered payroll. Second, the Town continues its commitment to fund its Retiree Health Reserve, which pays for medical care for retirees. The Town's contribution for fiscal year 2024 is \$10,872,000, an increase of \$400,000. Finally, the Town's General Fund contribution to the Risk Management Fund increases as the cost of healthcare and other insurance premiums continue to rise. More detail on the Pension Fund and Risk Management Fund can be found in the Human Resources departmental section.

**Pension Obligation Debt Service:**

This amount reflects the Town's portion of debt service related to the issuance of Pension Obligation Bonds (POB's). Since this liability is related to employee benefits and not capital improvements, it is being shown in this section of the budget document. The overall POB debt service of \$17,657,415 is being charged proportionately to the Town, BOE and Grant funded programs to employees who are members and contribute to the pension fund. In addition, the Pension Reserve Fund will contribute \$2,134,953 to POB debt service in fiscal year to mitigate the year over year increase to the ADEC. The \$13,037,393 represents approximately 74% of the overall POB debt service.

**Metropolitan District Commission (MDC):**

The payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency's adopted budget and apportioned to the member communities based upon the local property tax levy. The budget for fiscal year 2024 increases \$159,865 or 1.3% from the prior year.



# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### PRIVATE SCHOOL SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Intergovernmental	\$ 737,751	\$ 626,756	\$ 740,059	\$ 681,468
Charges for Services				
Transfer In	<u>1,444,960</u>	<u>2,021,583</u>	<u>1,833,911</u>	<u>2,030,334</u>
Total Revenues & Other Resources	\$2,182,711	\$2,648,339	\$2,573,970	\$2,711,802

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Medical Care Services	\$1,541,960	\$1,666,891	\$1,637,298	\$1,703,671
Non-Public School Transportation	<u>640,751</u>	<u>981,448</u>	<u>936,672</u>	<u>1,008,131</u>
Total Expenditures & Other Uses	\$2,182,711	\$2,648,339	\$2,573,970	\$2,711,802

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

**Fund: Private School Services Fund**  
**Department: Non-Departmental**

**PURPOSE**

A budgeted fund whose purpose is to account for all services provided by the Town to private and parochial schools in West Hartford. These services include the busing of local students to non-public schools in West Hartford and health services to these schools. The Town receives a State grant to partially offset the cost of these services and a transfer from the General Fund is made each year representing the local costs of the program.

**LONG-TERM STRATEGY**

This fund maintains no fund balance as funding from State grants and the subsidy from the General Fund are designed to match annual operating expenditures.

**FUND PERFORMANCE**

Five Year History of Operating Results					
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$559,000	\$688,000	\$663,000	\$721,000	\$738,000
<b>TOTAL REVENUES</b>	<b>\$559,000</b>	<b>\$688,000</b>	<b>\$663,000</b>	<b>\$721,000</b>	<b>\$738,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$2,159,000	\$2,414,000	\$2,219,000	\$2,135,000	\$2,183,000
<b>TOTAL EXPENDITURES</b>	<b>\$2,159,000</b>	<b>\$2,414,000</b>	<b>\$2,219,000</b>	<b>\$2,135,000</b>	<b>\$2,183,000</b>
<b>TRANSFERS FROM OTHER FUNDS</b>	<b>\$1,600,000</b>	<b>\$1,726,000</b>	<b>\$1,556,000</b>	<b>\$1,414,000</b>	<b>\$1,445,000</b>
<b>OPERATING RESULTS</b>	-	-	-	-	-
<b>FUND BALANCE</b>	-	-	-	-	-

**REVIEW OF PERFORMANCE**

The General Fund costs to support the programs provided by the Private School Services Fund have varied over the five years presented, reaching a high of \$1,726,000 in fiscal year 2019. The reimbursement from the State of Connecticut for health services to non-public schools has been capped due to State budget constraints.

**FISCAL YEAR 2023 OPERATING RESULTS**

Operating results for the current fiscal year are projected to result in a transfer from the General Fund of \$1,833,911. This is an increase as busing levels are reverting to prepandemic levels as students return to in person learning.

# ANNUAL BUDGET 2023-2024

**Fund: Private School Services Fund**

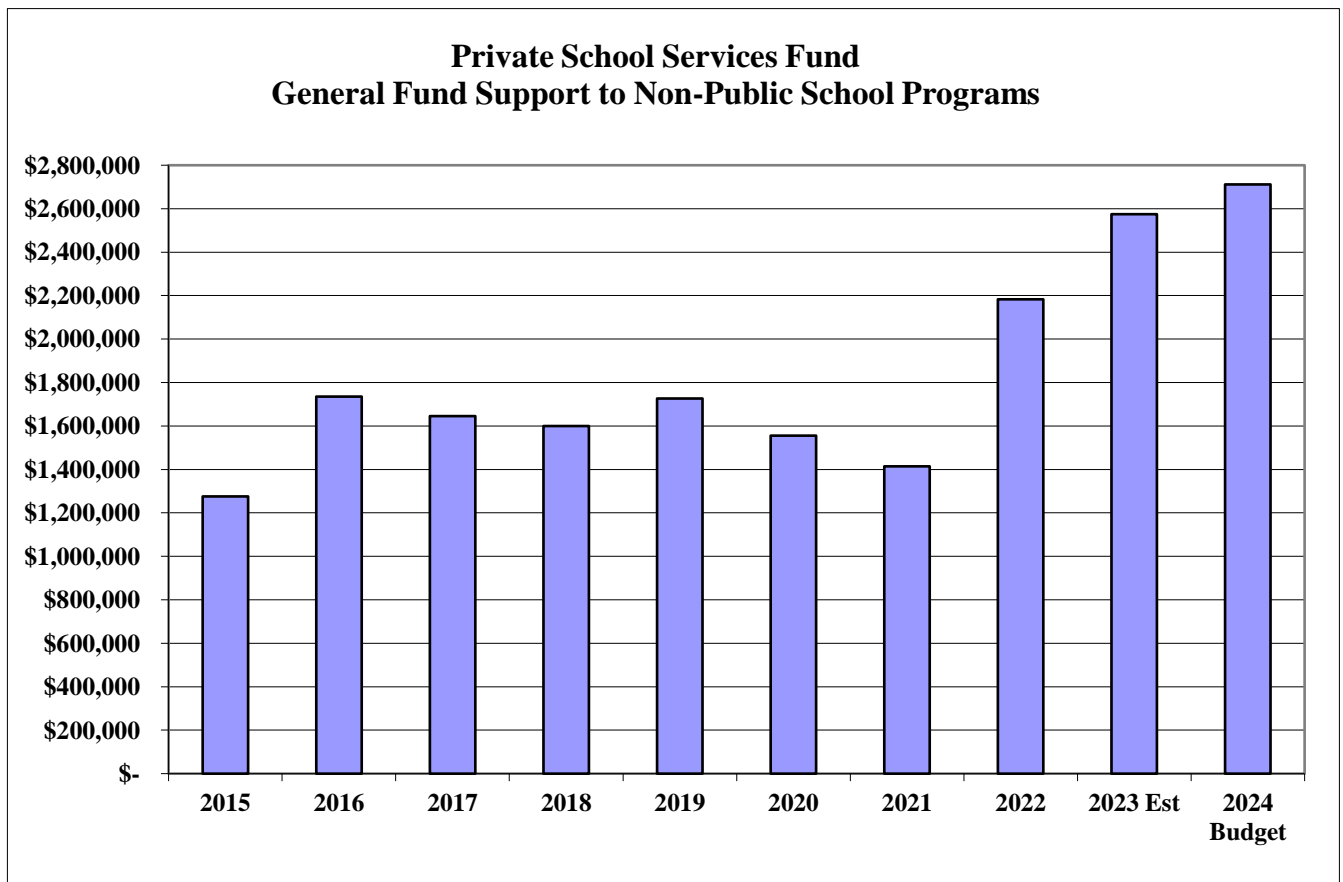
**Department: Non-Departmental**

## FISCAL YEAR 2024 BUDGET

Expenditures are projected to increase \$63,463 in fiscal year 2024. Private school transportation increases due to contractual increases. The cost of medical services for non-public schools increases due to wage adjustments and increases in risk costs. The State reimbursement percentage for health services is budgeted at approximately 50%, versus the 80% the Town should receive under existing State statutes.

<b>BUDGET SUMMARY</b>						
<b>PRIVATE SCHOOL SERVICES FUND</b>						
	<u>Actual</u> <u>2021-22</u>	<u>Adopted</u> <u>2022-23</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2022-23</u>	<u>Adopted</u> <u>2023-24</u>	<u>Percent</u> <u>Change</u>
Wages & Salaries	\$ 863,810	\$ 975,927	\$ 359,060	\$ 942,403	\$ 978,762	0.3%
Operating Expense	615,048	969,247	262,784	924,531	993,690	2.5%
Fringe Benefits	703,853	703,165	346,606	707,036	739,350	5.1%
<b>TOTAL</b>	<b>\$2,182,711</b>	<b>\$2,648,339</b>	<b>\$ 968,450</b>	<b>\$2,573,970</b>	<b>\$2,711,802</b>	<b>2.4%</b>

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2022-23</u>	<u>2023-2024</u>
Senior Nurse	1	1	1	1	1
Nurse	8	8	8	8	8
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>



# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### BLUE BACK SQUARE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Rental of Facilities	\$ 19,799	\$ 19,800	\$ 19,800	\$ 19,800
Interest Income	2			
Transfer In	<u>3,627,440</u>	<u>3,654,000</u>	<u>3,654,000</u>	<u>3,637,000</u>
Total Revenues & Other Resources	\$ 3,647,241	\$ 3,673,800	\$ 3,673,800	\$ 3,656,800

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Capital Financing	\$ <u>3,658,875</u>	\$ <u>3,654,000</u>	\$ <u>3,654,000</u>	\$ <u>3,637,000</u>
Total Expenditures & Other Uses	\$ 3,658,875	\$ 3,654,000	\$ 3,654,000	\$ 3,637,000

CHANGE IN FUND BALANCE	(\$ 11,634)	\$ 19,800	\$ 19,800	\$ 19,800
BEGINNING BALANCE	\$ 22,021	\$ 10,387	\$ 10,387	\$ 30,187
ENDING BALANCE	\$ 10,387	\$ 30,187	\$ 30,187	\$ 49,987



**Fund: Blue Back Square Fund**  
**Department: Non-Departmental**

**PURPOSE**

A fund created to account for the financial activity of the Blue Back Square (BBS) development project. This activity includes capital financing for public improvements and revenues generated from property taxes, Special Services District taxes, and parking operations.

**LONG-TERM STRATEGY**

The Blue Back Square Fund will fund the debt service on the \$48.82 million in general obligation bonds issued to fund public improvements within the Blue Back Square project. These public improvements included the purchase of two parking garages, renovations to the Town Hall and Noah Webster Library, and public infrastructure improvements. The net revenue generated from the operation of the parking garages and on-street parking and the Special Services District (SSD) taxes levied on the taxable property within the Blue Back Square development, as well as interest income generated within the fund is expected to fund the annual debt service costs.

**REVIEW OF PERFORMANCE**

In fiscal year 2010, the BBS capital project accounts were closed as the development was deemed complete. Remaining balances totaling \$475,437 were transferred to the BBS Fund and added to the reserve for capital projects to be used for maintenance and/or improvements to the garages. In addition, during fiscal year 2010, the Town refunded its long-term debt on the Blue Back Square project to take advantage of a favorable interest environment. This refunding will save the Town \$3,041,867 in debt service over the life of the bonds. As of June 30, 2022, the BBS fund had a balance of \$10,386 inclusive of the Capital Projects Reserve of \$125,721.

**FISCAL YEAR 2023 OPERATING RESULTS**

The estimate for fiscal year 2023 includes rental of facilities income of \$19,800 and a transfer of \$3,654,000 from the WHC-SSD Fund. This represents SSD taxes of \$1,714,000 and net proceeds from parking operations of \$1,940,000. Capital financing expenditures of \$3,654,000 represent interest and principal payments due in fiscal year 2023 on long-term debt.

**FISCAL YEAR 2024 BUDGET**

The budget for fiscal year 2024 includes rental of facilities revenue of \$19,800 and a transfer of \$3,637,000 from the WHC-SSD Fund, representing SSD taxes of \$1,706,586 and net proceeds from parking operations of \$1,930,414. Capital financing expenditures of \$3,637,000 are budgeted and represent interest and principal payments due in fiscal year 2024 on the fund's long-term debt.

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

#### WEST HARTFORD CENTER – SPECIAL SERVICES DISTRICT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Special Services District Tax	\$ 1,703,531	\$1,714,000	\$1,714,000	\$ 1,706,586
Parking Revenue	2,422,337	2,105,000	2,160,000	2,520,000
Parking Violation Revenue	80,005	43,750	80,000	80,000
Interest Income	<u>8,923</u>	<u>2,980</u>	<u>31,000</u>	<u>32,000</u>
Total Revenues & Other Resources	\$ 4,241,796	\$3,865,730	\$3,985,000	\$ 4,338,586

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Parking Operations	\$ 587,356	\$ 211,730	\$ 331,000	\$ 701,586
Transfer Out	<u>3,627,439</u>	<u>3,654,000</u>	<u>3,654,000</u>	<u>3,637,000</u>
Total Expenditures & Other Uses	\$ 4,214,796	\$3,865,730	\$3,985,000	\$ 4,338,586

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

**Fund: WHC – Special Services District Fund**  
**Department: Non-Departmental**

**PURPOSE**

The West Hartford Center-Special Services District Fund is a component unit of the Town. Information on the Fund is included to provide support for expenditures in budgeted Town funds. The District is responsible for collecting a Special Services District Tax and operation of parking garages and surface lots within the Blue Back Square Development on behalf of the Town, the owner of said facilities. This fund contracts with the Parking Lot Fund to provide such services and pays a management fee to the Parking Lot Fund. Net proceeds of the WHC-Special Services District Fund are transferred to the Town at year-end.

**LONG-TERM STRATEGY**

This fund will account for activities of the Special Services District, but maintain no fund balance as annual net proceeds are transferred to the Town and deposited in the Blue Back Square Fund.

**FISCAL YEAR 2023 OPERATING RESULTS**

For fiscal year 2023, the fund expects to earn Special Services District Tax of \$1,714,000 and parking revenue, parking violation revenue and interest income of \$2,271,000. An estimated management fee of \$331,000 will result in a transfer of \$3,654,000 to the BBS Fund.

**FISCAL YEAR 2024 BUDGET**

The budget for fiscal year 2024 assumes Special Services District taxes of \$1,706,586 and parking revenue, parking violation revenue and interest income of \$2,632,000. The WHC-SSD Fund contracts with the Parking Lot Fund for the daily operations of the parking facilities with an estimated cost in fiscal year 2023 of \$701,586. These assumptions result in a net transfer to the BBS Fund of \$3,637,000 for fiscal year 2024.

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

# BUDGET IN BRIEF

## AMERICAN RESCUE PLAN ACT (ARPA) FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Federal Grant Revenue	\$ 5,092,121	\$6,681,036	\$6,681,036	\$ 2,350,000
Total Revenues & Other Resources	\$ 5,092,121	\$6,681,036	\$6,681,036	\$ 2,350,000

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
Wages & Salaries	\$ 27,552	\$	\$	\$
Operating Expenses	4,142,841			
Capital Outlay	<u>921,728</u>	<u>6,681,036</u>	<u>6,681,036</u>	<u>2,350,000</u>
Total Expenditures & Other Uses	\$ 5,092,121	\$6,681,036	\$6,681,036	\$ 2,350,000

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

**Fund: American Rescue Plan Act of 2021 (ARPA)****Department: Non-Departmental****PURPOSE**

On March 11, 2021, the American Rescue Plan Act (ARPA) was signed into law. This program is intended to provide support to State, territorial, local and Tribal governments in responding to the economic and public health impacts of COVID-19 and in their efforts to contain impacts on their communities, residents and businesses.

**LONG-TERM STRATEGY**

The ARPA funds are intended to provide governments with the resources needed to respond to the pandemic and its economic effects and to build a strong, more equitable economy during recovery. The economic recovery has made tremendous progress but faces continued risks from the disease and the disruptions it has caused. Therefore, the Town Manager and the Town Council has effectively allocated these funds to specific projects that will benefit the community in years to come.

Four statutory eligible uses include: responding to the COVID-19 public health emergency or its negative economic impacts; providing premium pay to eligible workers; a provision of government services (reduction in revenue); and investments in water, sewer or broadband infrastructure.

The Town has been allocated an entitlement share of \$25,004,570 and a county share of \$12,230,213 to be obligated by December 31, 2024 and expended by December 31, 2026.

**FISCAL YEAR 2022 OPERATING RESULTS**

The Town Council approved (during the fiscal year 2022 budget adoption) \$4,135,000 for the use of revenue reduction. In addition, \$9,606,972 was approved for various municipal projects using the entitlement share of ARPA funds. Projects include, but not limited to, flood mitigation, police body cameras, West Hartford Center infrastructure master plan, town surveillance cameras, cybersecurity initiatives, a mobile command vehicle and a small business/non-profit recovery grant.

**FISCAL YEAR 2023 BUDGET**

The Town Council approved \$6,681,036 in additional projects utilizing the entitlement share of ARPA funds. The primary projects include, but not limited to, affordable housing, wayfinding signage and sustainability projects.

**FISCAL YEAR 2024 BUDGET**

The budget for fiscal year 2024 includes funding for the LaSalle Street Reconstruction capital improvement project (\$2,200,000) as part of the West Hartford Center Infrastructure Master Plan. In addition, preparation for a traffic study for the Vision Zero initiative (\$150,000) is included.

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**ANNUAL BUDGET 2023-2024**

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DEPARTMENT: NON-DEPARTMENTAL

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2022-23	Adopted 2023-2024
	2020-21	2021-22	2022-23		
<u>GENERAL FUND</u>					
Communications System Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL GENERAL FUND	1	1	1	1	1
<u>PRIVATE SCHOOL SERVICES FUND</u>					
Senior School Nurse	1	1	1	1	1
School Nurse	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
TOTAL PRIVATE SCHOOL SERVICES FUND	9	9	9	9	9
 TOTAL NON-DEPARTMENTAL – ALL FUNDS	 10	 10	 10	 10	 10

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**CAPITAL FINANCING**

This program is responsible for developing and administering the capital financing program for the Town and Board of Education.

<b>BUDGET SUMMARY CAPITAL FINANCING</b>						
	<b><u>Actual 2021-22</u></b>	<b><u>Adopted 2022-23</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2022-23</u></b>	<b><u>Adopted 2023-24</u></b>	<b><u>Percent Change</u></b>
Debt Administration	\$40,364	\$ 90,000	\$	\$ 90,000	\$ 90,000	
Transfer for Debt						
Service (CIP)	15,553,560	16,040,896	16,040,896	16,040,896	16,146,323	0.7%
Transfer to CNRE	<u>1,600,000</u>	<u>648,565</u>	<u>648,565</u>	<u>648,565</u>		-100.0%
<b>Total Department</b>	<b>\$17,193,924</b>	<b>\$16,779,461</b>	<b>\$16,689,461</b>	<b>\$16,779,461</b>	<b>\$16,236,323</b>	<b>3.2%</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The budget for capital financing includes four components: a transfer to the Debt Service Fund for principal and interest payments on General Obligation bonds that have already been issued; a transfer to the Debt Service Fund for principal and interest payments on General Obligation Pension Bonds; debt administration costs for the issuance of new debt; and, a transfer to the Capital Non-Recurring Expenditure (CNRE) Fund to finance capital projects that are not financed via long-term debt (per the guidelines of the Town's capital financing policy).

Bonded debt service is \$17,874,283 for fiscal year 2024. Of this amount, \$16,146,323 is appropriated in the General Fund and will be transferred to the Town's Debt Service Fund. This bonded debt consists of two categories; regular tax exempt bonded debt that supports the Town's ongoing Capital Improvement Plan and Pension Obligation bonded debt.

In June, 2021, the Town sold \$324.3M in taxable General Obligation Pension Bonds. These bonds were used to fully fund the past service cost of the Town's outstanding pension liability. Since the bonds were used to fully fund the Town's pension liability, which is an employee benefit and not a capital improvement, the debt service for those bonds is identified in the Non-Departmental Section of this budget.



# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### DEBT SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Use of Bond Premium	\$ 2,304,426	\$ 1,750,000	\$ 1,750,000	\$ 1,727,960
Transfer In	15,553,560	16,040,896	16,040,896	16,146,323
Total Revenues & Other Resources	\$17,857,986	\$17,790,896	\$17,790,896	\$17,874,283

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Debt Service (CIP)	\$ 17,857,986	\$17,790,896	\$17,790,896	\$17,874,283
Transfer to Leisure Services Fund	50,000	50,000	50,000	50,000
Total Expenditures & Other Uses	\$ 17,907,986	\$17,840,896	\$17,840,896	\$17,924,283

CHANGE IN FUND BALANCE	(\$ 50,000)	(\$ 50,000)	(\$ 50,000)	(\$ 50,000)
BEGINNING BALANCE	\$ 344,893	\$ 294,893	\$ 294,893	\$ 244,893
ENDING BALANCE	\$ 294,893	\$ 244,893	\$ 244,893	\$ 194,893

## **Debt Service Fund**

### **PURPOSE**

A fund established in fiscal year 2010 to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs in support of the Town's Capital Improvement Plan.

### **LONG-TERM STRATEGY**

This fund will be used to accumulate resources for the payment of long-term debt in order to reduce the financial impact of these obligations on the General Fund.

### **REVIEW OF PERFORMANCE**

The initial funding for the Debt Service Fund came from a bond premium from a previous debt issuance and \$2,758,897 of proceeds received by the Town for a litigation settlement. These proceeds were used to reduce the General Fund appropriation based upon the Town's capital financing model. All bond premiums received subsequently have been recorded as deferred revenue and are being used to offset debt service over a multi-year period.

### **FISCAL YEAR 2023 OPERATING RESULTS**

The budget for fiscal year 2023 reflects a transfer in from the General Fund of \$16,040,896 and use of \$1,750,000 in bond premium from previous debt issuances to fund debt service payments of \$17,790,896.

In addition, a transfer of \$50,000 will be made to the Leisure Services Fund to reduce the accumulated deficit in the fund related to debt payments on Veterans Memorial Skating Rink.

### **FISCAL YEAR 2024 BUDGET**

In fiscal year 2024, a transfer from the General Fund of \$16,146,323 and a use of \$1,727,960 in bond premiums from prior bond sales provides funding for debt service payments for the Town's ongoing Capital Improvement Plan.

In addition, a transfer of \$50,000 will be made to the Leisure Services Fund to reduce the accumulated deficit in the fund related to debt payments on Veterans Memorial Skating Rink.

Debt Service related to the Pension Obligation Bonds is identified in the Non-Departmental Section of this budget.

# TOWN OF WEST HARTFORD

## Fiscal Year 2023-2024

### BUDGET IN BRIEF

### CAPITAL NON-RECURRING EXPENDITURE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Interest Income	\$ 17,180	\$	\$ 25,000	\$
Sale of Assets	6,382		10,000	
Transfer In	<u>1,602,686</u>	<u>648,565</u>	<u>648,565</u>	<u>          </u>
Total Revenues & Other Resources	\$1,626,248	\$ 648,565	\$ 683,565	\$

EXPENDITURES AND OTHER USES	ACTUAL 2021-2022	ADOPTED 2022-2023	ESTIMATED 2022-2023	ADOPTED 2023-2024
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Capital Outlay	\$ 993,989	\$ 850,000	\$ 630,319	\$ 743,000
Transfer Out	<u>942,670</u>	<u>695,000</u>	<u>1,345,000</u>	<u>623,000</u>
Total Expenditures & Other Uses	\$ 1,936,659	\$ 1,545,000	\$ 1,975,319	\$ 1,366,000

CHANGE IN FUND BALANCE	(\$ 310,411)	(\$ 896,435)	(\$ 1,291,754)	(\$ 1,366,000)
BEGINNING BALANCE	\$ 3,360,886	\$ 3,050,475	\$ 3,050,475	\$ 1,758,721
ENDING BALANCE	\$ 3,050,475	\$ 2,154,040	\$ 1,758,721	\$ 392,721

## Capital & Non-Recurring Expenditure Fund

### PURPOSE

A budgeted fund created pursuant to CGS Section 7-360 to account for resources accumulated for capital projects or equipment purchases.

### LONG-TERM STRATEGY

The Fund is a critical element of the Town's capital financing strategy. The Capital & Non-Recurring Expenditure (CNRE) Fund is utilized to facilitate transfers from the General Fund to be appropriated for capital projects and to accumulate proceeds from unexpended balances in capital project accounts after projects have been completed. The Fund makes a contribution each year to the capital improvement program for project financing. A transfer out represents the CNRE Fund's contribution to the Capital Projects Fund.

### FUND PERFORMANCE:

Five Year History of Operating Results					
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$ 497,000	\$ 254,000	\$ 203,000	\$	\$
Miscellaneous	38,000	84,000	83,000	14,000	23,000
<b>TOTAL REVENUES</b>	<b>\$ 535,000</b>	<b>\$ 338,000</b>	<b>\$ 286,000</b>	<b>\$ 14,000</b>	<b>\$ 23,000</b>
<b><u>Expenditures:</u></b>					
Capital Outlay	497,000	1,030,000	840,000	113,000	994,000
<b>TOTAL EXPENSES</b>	<b>\$ 497,000</b>	<b>\$ 1,030,000</b>	<b>\$ 840,000</b>	<b>\$ 113,000</b>	<b>\$ 994,000</b>
<b><u>Transfers:</u></b>					
Transfers In	\$3,900,000	\$2,390,000	\$2,243,000	\$ 790,000	\$1,603,000
Transfers Out	(3,828,000)	(1,865,000)	(1,839,000)	(2,486,000)	(943,000)
<b>NET TRANSFERS</b>	<b>72,000</b>	<b>525,000</b>	<b>404,000</b>	<b>(1,696,000)</b>	<b>660,000</b>
<b>OPERATING RESULTS</b>	<b>110,000</b>	<b>(167,000)</b>	<b>(150,000)</b>	<b>(1,795,000)</b>	<b>(311,000)</b>
<b>FUND BALANCE</b>	<b>\$5,473,000</b>	<b>\$5,306,000</b>	<b>\$5,156,000</b>	<b>\$3,361,000</b>	<b>\$3,050,000</b>

**Fund: Capital & Non-Recurring Expenditure Fund**  
**Department: Non-Departmental**

**REVIEW OF PERFORMANCE**

The Town has been successful in accumulating funds for capital projects and equipment purchases in the CNRE Fund. This has been accomplished through sale of assets and transfers of year-end surplus from the General Fund. At June 30, 2022, the CNRE fund had unreserved, undesignated fund balance of \$3,050,475.

**FISCAL YEAR 2023 OPERATING RESULTS**

Sale of assets is expected to generate \$10,000 and interest income will total \$25,000. A transfer in from the General Fund totals \$648,565. During the year, a resolution authorizing the use of CNRE fund balance for the purchase of Police and Fire vehicles totaling \$630,319 in the aggregate. Capital outlay is estimated at \$630,319 and transfers to fund capital projects are \$1,345,000. The Fund will have a fund balance of approximately \$1,758,721 as of June 30, 2023.

**FISCAL YEAR 2024 BUDGET**

The budget reflects no transfer to the Capital Projects Fund from the General Fund. A use of \$1,366,000 CNRE fund balance is planned, leaving approximately \$392,721 as of June 30, 2024.

## CAPITAL FINANCING SUMMARY

The 2024-2035 Capital Improvement Program (CIP) invests \$405,198,000 in the West Hartford community over the next twelve years. These funds will be invested in Town and School buildings, transportation and infrastructure, parks and recreational projects and capital equipment.

While the CIP is comprised primarily of recurring projects whose purpose is to maintain the infrastructure of the Town and prevent expensive repairs, there are also a few non-recurring projects as noted below.

- **Transportation and Circulation:** LaSalle Road Reconstruction Project applies \$2,200,000 of grant funds to improvements from Farmington Avenue to Ellsworth Road including the intersections at Arapahoe Road and Ellsworth Road. Program elements include sidewalk expansions, replacement of sidewalk surfaces, replacement of street trees and tree wells, sidewalk furniture, low impact development drainage improvements, traffic calming improvements, roadway repaving, and new pavement markings.
- **Education:** Wolcott Elementary School's main office is located internally in the building, limiting the ability of staff too safely allow visitors into the school. This project would create a small addition at the front of the building for the main office. This configuration would address the safety concern that currently exists, in addition would allow for renovation of the existing main office into several small group learning rooms to address the need for additional services. The project has a duration of two years, planned to start in Year 1, and has a total cost of \$3,000,000
- **Town Building Improvements:** installation of a fuel facility will benefit the Town by saving on the retail and operational costs associated with the day to day operations of the Public Works fleet and by providing an emergency fuel source during natural disasters or catastrophic events. The funding (Year 1 \$1,000,000) for this project will be used to install two 10,000 gallon concrete above-ground fuel storage tanks with secondary containment and vehicle impact and projectile resistance at the Public Works facility. The tanks would have self-mounted fuel dispensers and have an autonomous fuel control and accounting system with a canopy.
- **Miscellaneous Equipment:** Year 1 of the plan includes \$180,000 for a Work Order Management System. This system is critical for the ability to capture and track the progress of all issues assigned to Public Works, record actions taken, provide operational metrics, and report to management by area of responsibility. In addition, it provides proactive information for the servicing of fleet vehicles helping to minimize reactive maintenance, capturing parts used and their associated costs for all equipment repaired.

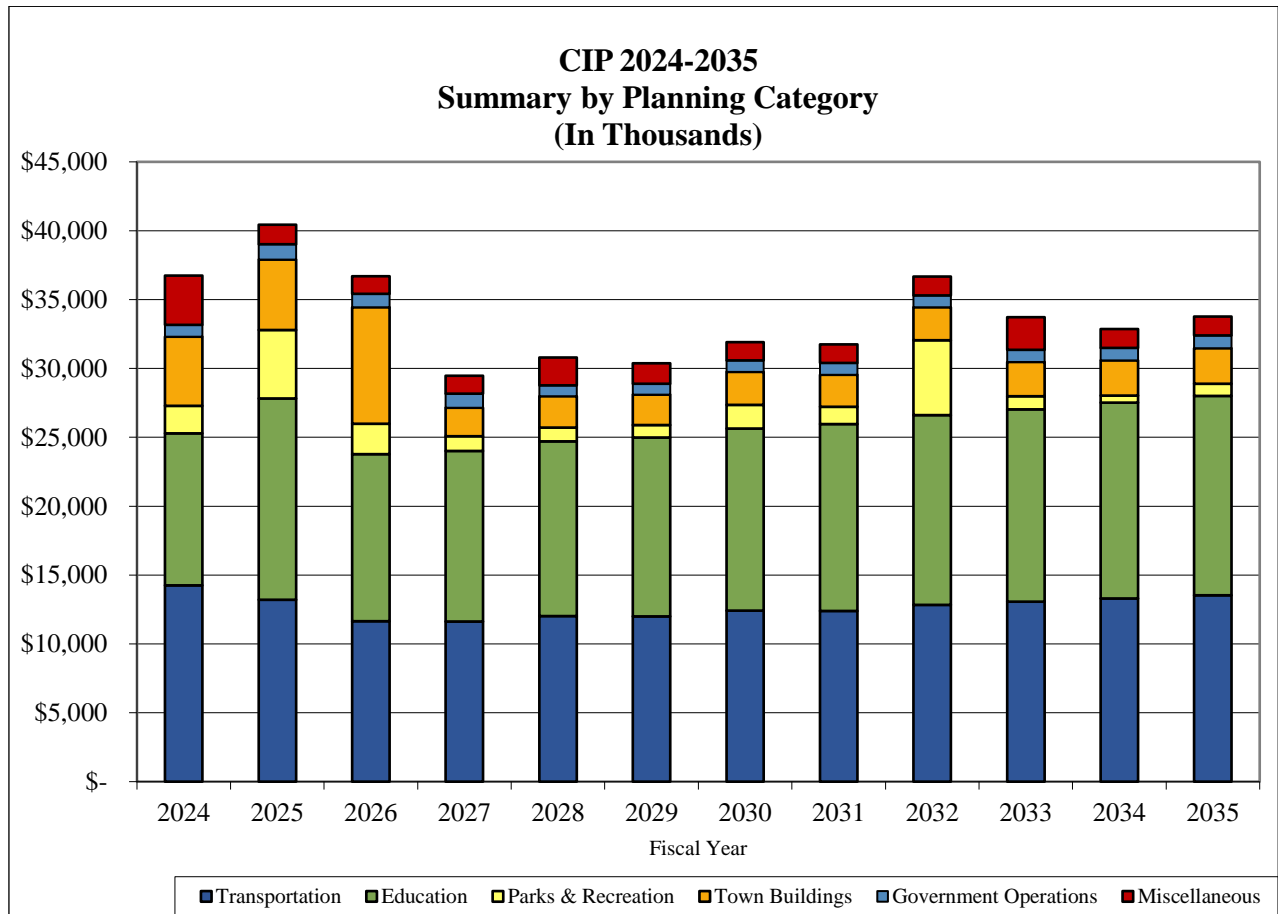
The Town utilizes four main financing sources for projects in the CIP: long-term debt (General Obligation Bonds), the Capital and Non-Recurring Expenditure (CNRE) Fund, State and Federal grants, and "other" funds. Projects being financed via other funds include projects at Rockledge Golf Course, which are financed through capital projects user fees for golfers, projects at Westmoor Park, which are financed through use of the Westmoor Park fund balance, and projects eligible for funding under the Community Development Block Grant program.

Twelve-year summaries of the Capital Improvement Plan by planning category and by financing source are found on the following pages.

# ANNUAL BUDGET 2023-2024

## Town of West Hartford Capital Improvement Plan 2024-2035 Summary by Planning Category (In Thousands)

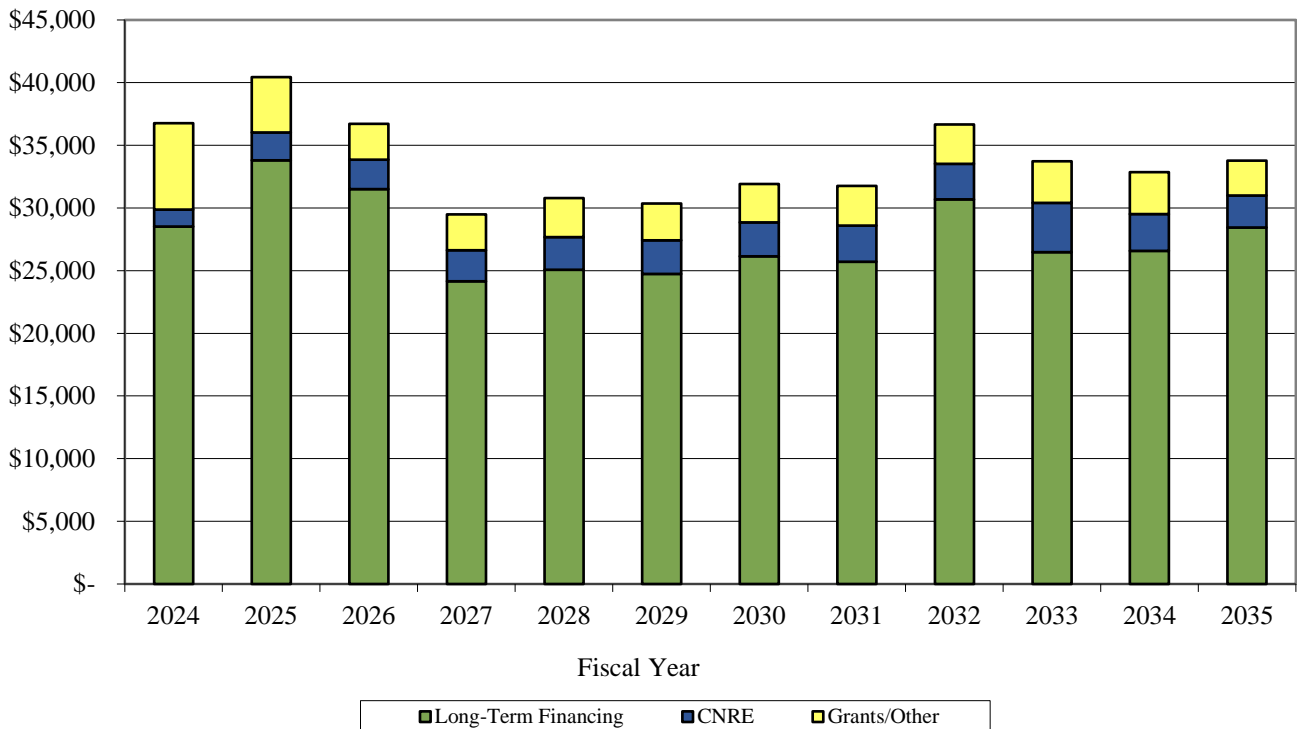
Fiscal Year	Transportation & Infrastructure	Education	Parks & Recreation	Town Buildings	Government Operations	Rolling Stock & Misc. Equipment	Total
2024	14,243	11,047	2,000	5,018	861	3,583	36,752
2025	13,214	14,615	4,975	5,112	1,110	1,405	40,431
2026	11,639	12,140	2,195	8,468	987	1,275	36,704
2027	11,620	12,390	1,070	2,076	1,010	1,310	29,476
2028	12,012	12,690	995	2,285	783	2,020	30,785
2029	11,997	12,990	910	2,196	806	1,470	30,369
2030	12,406	13,240	1,700	2,409	831	1,320	31,906
2031	12,399	13,565	1,260	2,324	856	1,345	31,749
2032	12,829	13,790	5,425	2,409	856	1,355	36,664
2033	13,059	13,965	970	2,482	882	2,363	33,721
2034	13,295	14,215	525	2,557	908	1,371	32,871
2035	<u>13,538</u>	<u>14,465</u>	<u>885</u>	<u>2,589</u>	<u>922</u>	<u>1,371</u>	<u>33,770</u>
TOTAL	152,251	159,112	22,910	39,925	10,812	20,188	405,198



Town of West Hartford  
Capital Improvement Plan 2024-2035  
Summary by Financing Source  
(In Thousands)

<u>Fiscal Year</u>	<u>Long-Term Debt</u>	<u>CNRE</u>	<u>Grants</u>	<u>Other</u>	<u>Total</u>
2024	28,512	1,366	6,674	200	36,752
2025	33,798	2,214	4,419	-	40,431
2026	31,495	2,360	2,799	50	36,704
2027	24,146	2,486	2,844	-	29,476
2028	25,079	2,607	2,899	200	30,785
2029	24,743	2,672	2,954	-	30,369
2030	26,133	2,714	3,009	50	31,906
2031	25,698	2,897	3,054	100	31,749
2032	30,685	2,830	3,099	50	36,664
2033	26,486	3,923	3,157	155	33,721
2034	26,580	2,926	3,215	150	32,871
2035	<u>28,454</u>	<u>2,552</u>	<u>2,764</u>	<u>-</u>	<u>33,770</u>
<b>TOTAL</b>	<b>331,809</b>	<b>31,547</b>	<b>40,887</b>	<b>955</b>	<b>405,198</b>

**CIP 2024-2035**  
**Summary by Financing Source**  
(In Thousands)

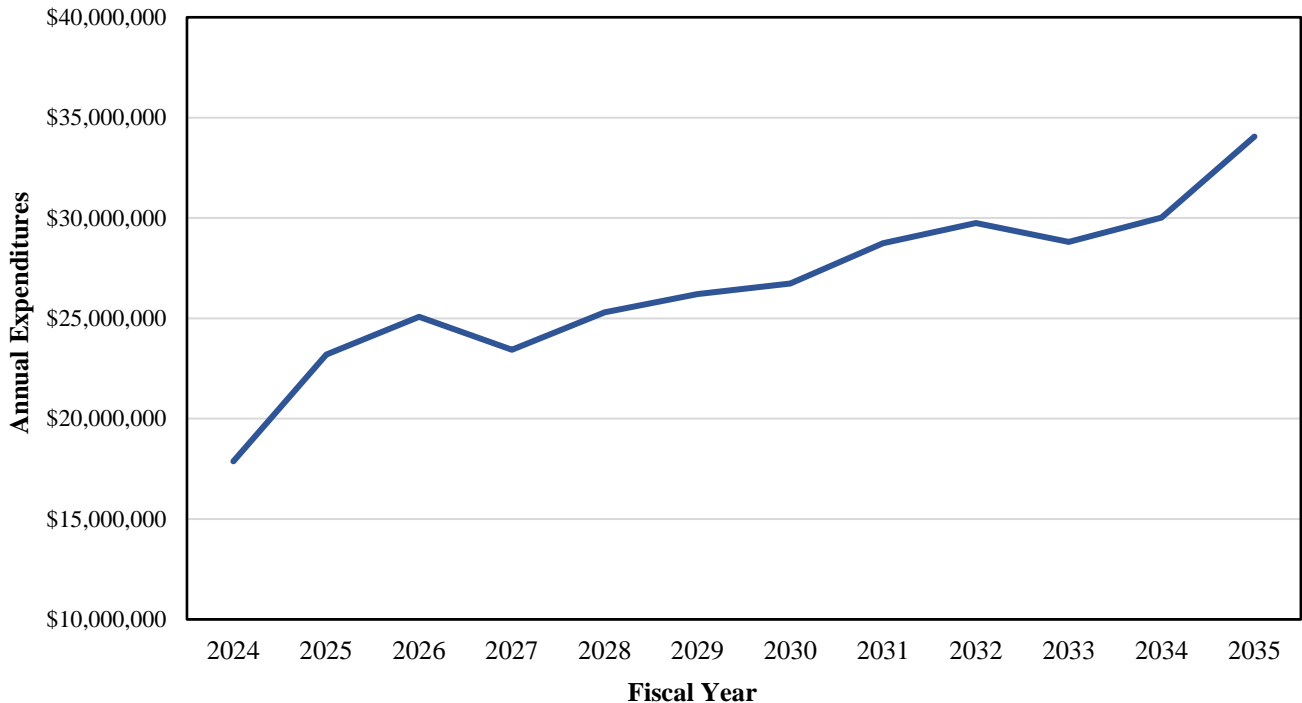




In order to ensure the CIP adheres to the Town’s Capital Financing Guidelines, a capital financing model is maintained. This model utilizes project cost, timing and financing information from the CIP and develops information as to the timing and amount of bond issuances, anticipated debt service costs, and the financial impact on the General Fund. In addition, financial debt indicators such as debt service as a percentage of General Fund expenditures, percentage of principal repaid within ten (10) years, and outstanding debt per capita are computed in this model. These indicators are then reviewed to ensure that the Town is in compliance with its capital financing guidelines.

Based upon the CIP presented, it is expected that debt service, excluding the Blue Back Square (BBS) issuance being repaid by special services district revenues, will vary from a low of \$17,874,323 in fiscal year 2024 to a high of \$34,055,242 in fiscal year 2035. These figures assume a general obligation bond interest rate of 3.05% in fiscal year 2024, with an increase of 0.25% to the rate every three years thereafter and an average term of 15 years, consistent with the type of projects being financed. The Town issued \$15,000,000 in general obligation bonds with a 15 year term in February 2023 at a rate of 3.05% Debt service (exclusive of BBS) totals \$17,874,323 for fiscal year 2024, \$16,040,896 of which will be funded via a transfer from the General Fund. The remaining \$1,727,960 will be financed by planned usage of bond premiums from prior bond sale issuances.

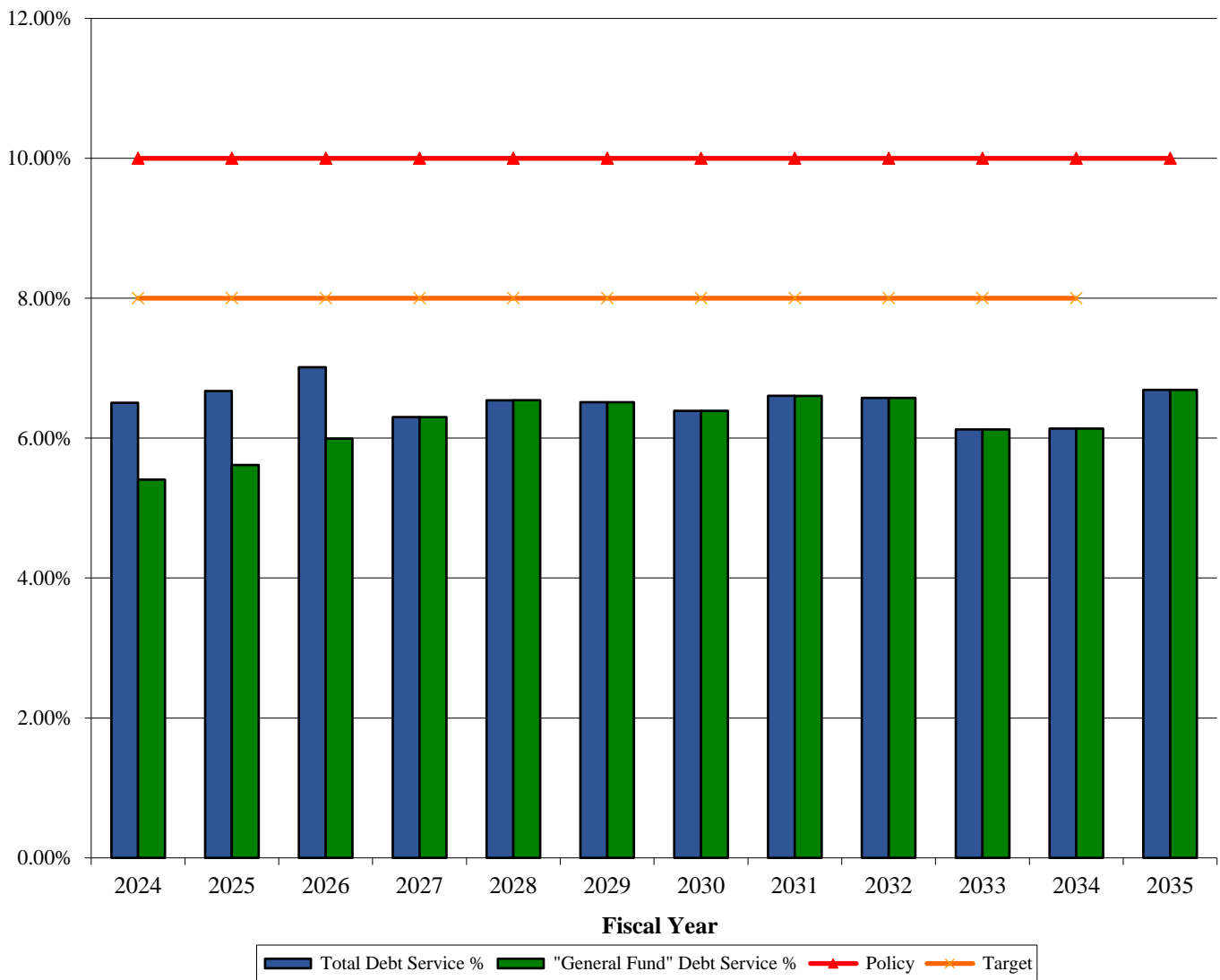
**General Fund - Debt Service Projection  
(Excludes Blue Back Square)**



The Town's Capital Financing Guidelines state that debt service as a percentage of General Fund expenditures shall not exceed 10% and is targeted to be 8% or less. The CIP is in compliance with the 10% policy and 8% target over the entire twelve-year period.

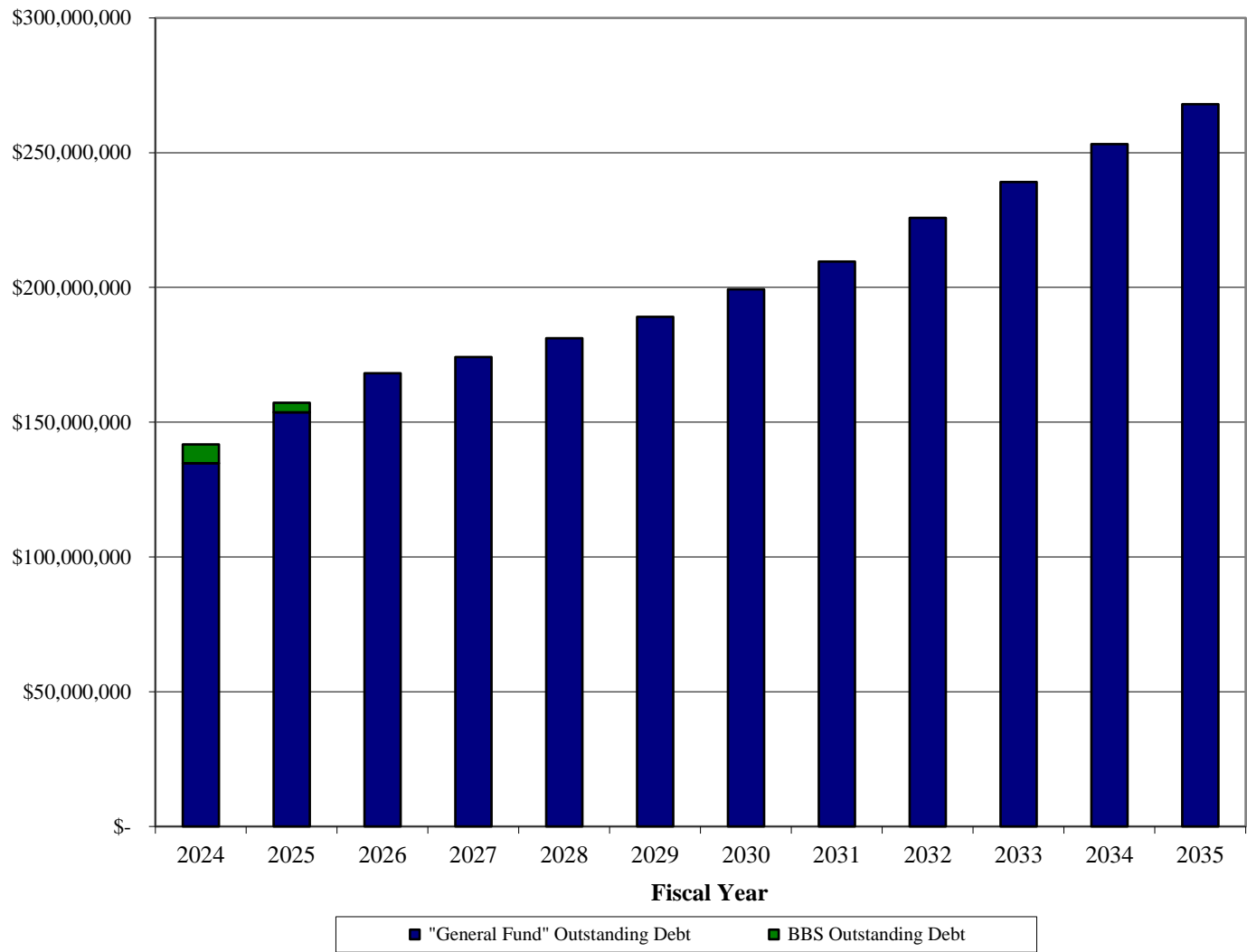
Note: The final payment on general obligation bonds for the BBS development will be made in fiscal year 2026.

**Town of West Hartford**  
**Debt Service as a Percent of Projected General Fund Expenditures**

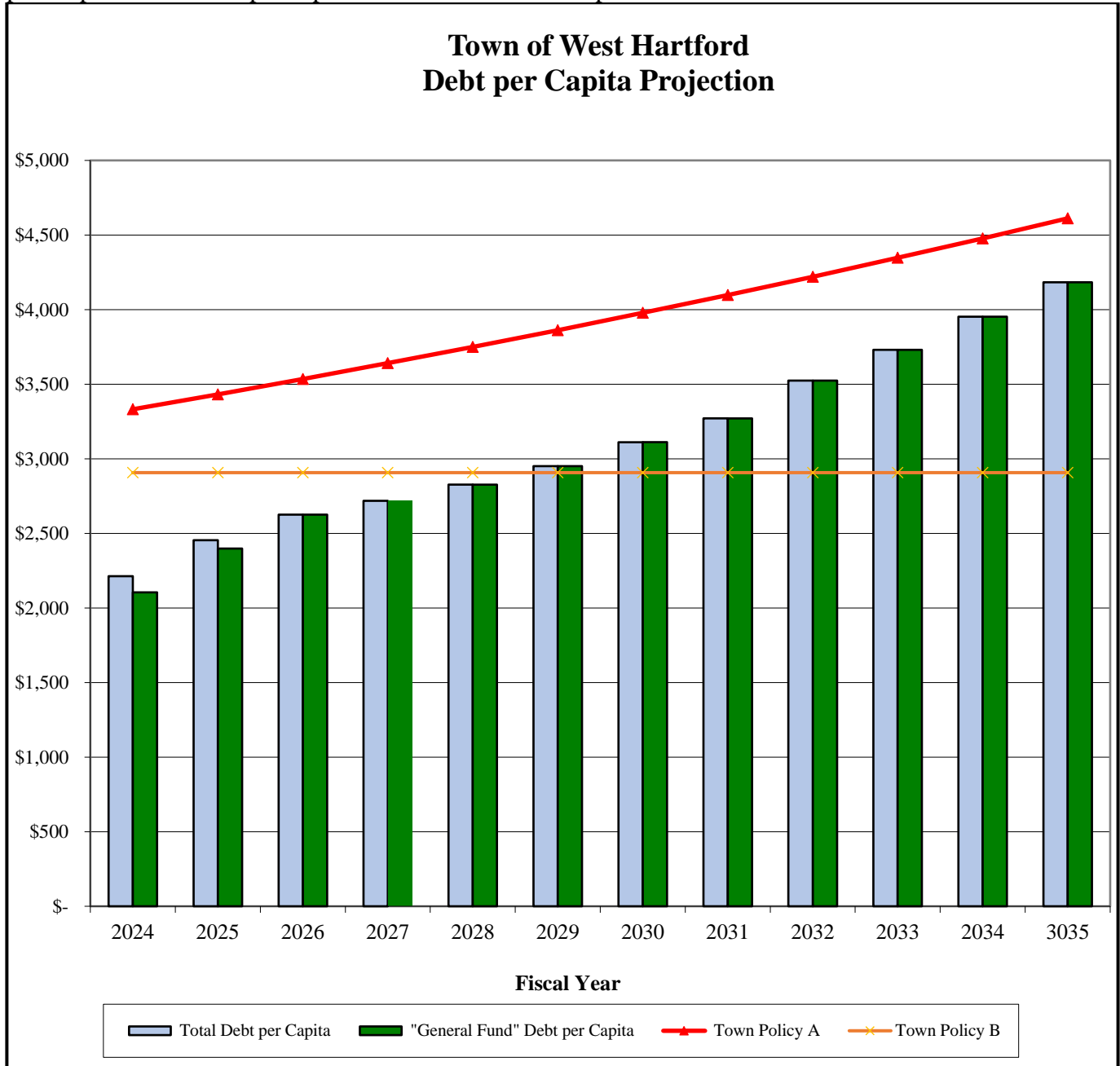


Total outstanding debt peaks at \$268,183,334 by the end of fiscal year 2035.

**Town of West Hartford  
Outstanding Debt Projection**



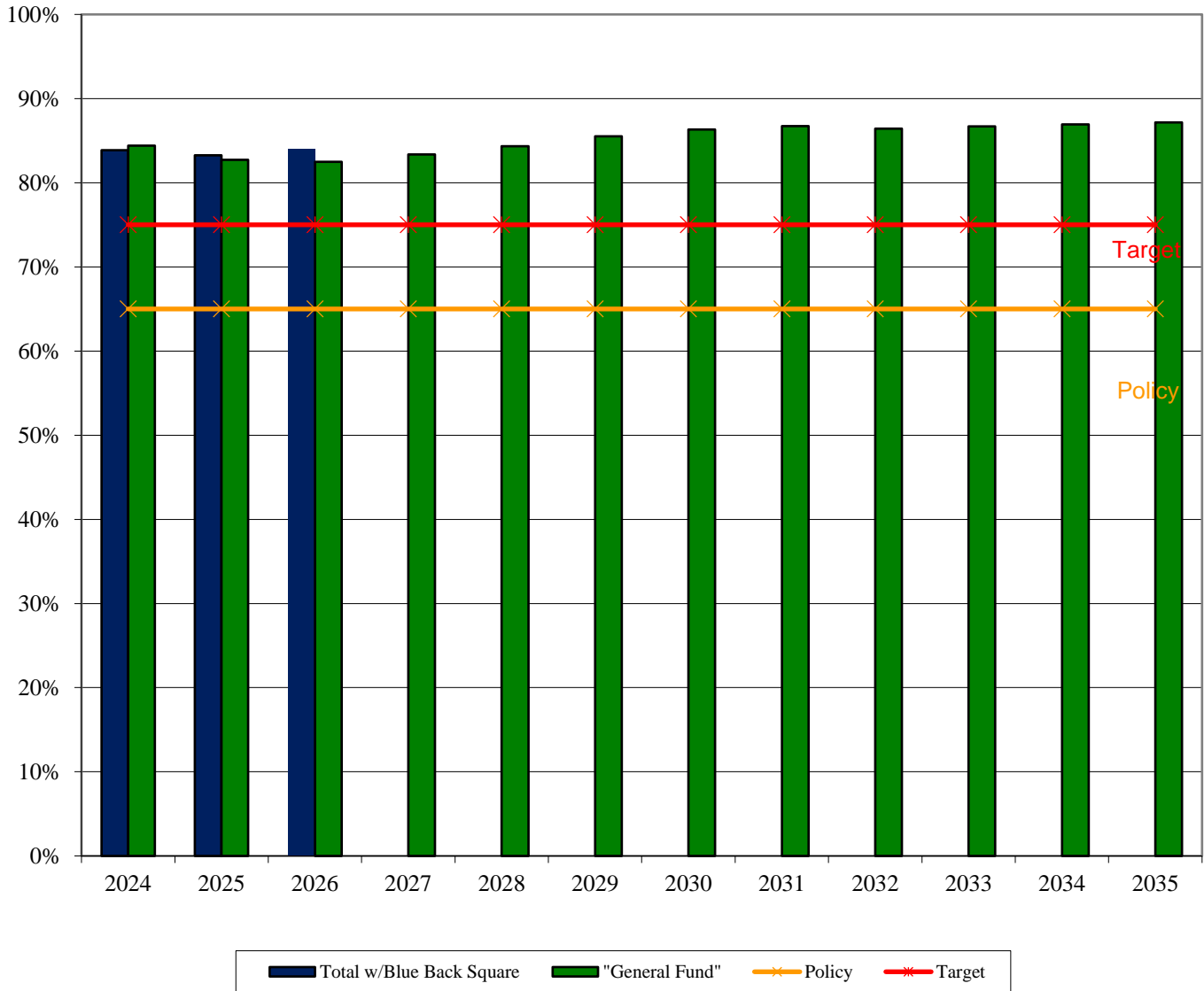
Per the Capital Financing Guidelines, debt per capita should not exceed an amount equal to \$3,432 in 2024 dollars (adjusted 3% annually for inflation) or 5% of per capita income, currently \$2,907. As detailed in the graph below, the Town's debt per capita excluding the BBS issuance is within this parameter over the time period presented. Debt per capita for total debt is in compliance as well.



Note: The final payment on general obligation bonds for the BBS development will be made in fiscal year 2026.

The Capital Financing Guidelines state that principal retired within 10 years shall be 65% or higher and is preferred to be above 75%. As detailed in the chart below, the CIP adheres to the policy and meets the target for all years.

**Town of West Hartford  
Principal Retired within Ten Years**



The Capital Improvement Plan presented continues the Town’s investment in the infrastructure of the community, while adhering to the Town’s Capital Financing Guidelines and balancing such improvements against the financial health and stability of the Town.

## **Town of West Hartford, Connecticut**

### **Comprehensive Capital Financing Policy**

**General Policy:** The policy of the Town Council is that the development of a comprehensive Capital Improvement Plan is based primarily on economic considerations of affordability and the establishment of capital development needs and priorities. As such, this policy statement is designed to:

- (1) make a strong commitment to the strategic management of our capital financing process,
- (2) to delineate the acceptable parameters of debt issuance and management, and
- (3) to provide a framework for monitoring capital financing practices and results.

### **Strategic Management Policies:**

1. In order to minimize debt service expenditures, the Town shall take the appropriate actions to maintain its "Aaa/AAA" credit rating.
2. For each capital project submitted for consideration, the Town shall identify potential financing methods available, making use of long-term debt the option of last choice.
3. Capital projects financed through the issuance of general obligation bonds shall be financed, when practical, for a period which does not exceed the useful life of the asset.
4. Flexibility should be maintained when determining general obligation bond issuance amounts, maturities and market timing, with consideration given to the existing and future bond market in order to obtain the most advantageous net interest rate.
5. The capital financing amounts shall be determined for each year of the Capital Improvement Plan based upon the policies relating to debt indicators adopted in the general obligation debt section of this policy. The development of the financial plan shall be based solely on financial capacity without regard to program need.
6. The Capital Improvement Plan shall present programmatic needs and priorities and will present a twelve (12) year plan that is divided into three sections:
  - A. Years 1-3 will contain specific individual project and financial plans. Council will adopt the first two years of the CIP for implementation and year three for final plan preparation.
  - B. Years 4-6 will present individual and aggregate costs and financing of projects during this three-year period and present them according to five categories of projects: Transportation and Circulation; Education; Town Building Improvements; Parks and Recreation; and Miscellaneous Improvements. Council review of the project priorities will determine which projects emerge from the 4-6 year period to create the New Year 3 of the CIP.
  - C. Years 7-12 will present allocated costs and financing for each year by project categories rather than individual projects. The capital financing model will produce the funding amounts available each year and these amounts will be allocated by category of projects. Review and discussion of these projects shall identify those projects that will enter the 4-6 year period for more detailed planning and design.

**General Obligation Debt Policies**

1. Annual debt service as a percentage of General Fund expenditures shall not exceed 10%, and is targeted to be 8% or less.
2. Debt per capita should not exceed \$2,907 in FY 2024 (adjusted 3% annually for inflation) or 5% of per capita income.
3. Authorized but unissued debt will decrease below \$5,000,000 by fiscal year 2011 and remain below \$5,000,000 thereafter.
4. Principal retired within 10 years shall be 65% or higher and is preferred to be above 75%.
5. All projects with a useful life of 10 or more years will be bonded with 10-year maturities except major building renovations and additions, street reconstruction and roofing & masonry construction, which will be reviewed to determine the duration based on their useful life and bond financing regulations.
6. All projects with a useful life of less than 10 years or a cost of less than \$100,000 should not, whenever possible, be financed with long-term debt and in any case shall be financed for a period which does not exceed the useful life of the asset.
7. The Town may use short-term financing in the form of bond anticipation notes (BANS) to provide temporary financing for capital projects. BANS will be retired either through cash reserves or through the issuance of long-term bonds as soon as market conditions permit, or otherwise in accordance with sound financial planning.
8. The Town shall not fund current operations from the proceeds of general obligation funds. The use of Town or Board of Education employees for capital projects will be minimized and directly related to a capital project. The Town Manager will determine if it is more cost effective to use such employees for a particular project.
9. The Town will issue bonds in book entry form only; to avoid the expense of certificated issues.
10. The Town will follow a policy of full disclosure in every financial report and official financing statement.
11. The Town will comply with all federal regulations for tax-exempt status and will utilize permissible exclusions from federal regulations on the issuance of tax-exempt debt when advantageous to the Town.

**Capital and Non-Recurring Expenditure (CNRE) Fund Policies**

1. CNRE shall be used for two primary purposes:
  - A. For planning, construction, reconstruction or acquisition of any capital improvement project that is non-recurring, has a useful life of less than 10 years, or a cost of less than \$100,000.
  - B. For the acquisition of any specific item of equipment.
2. The Town shall not fund current operations from CNRE funds. The Town or Board of Education employees will not be used for CNRE funded capital projects unless the Town Manager determines that it is most cost effective to use such employees for a particular project.
3. Receipts into the CNRE Fund include, but are not limited to:
  - A. transfers of General Fund cash;
  - B. a transfer of surplus cash from any other reserve for capital expenditures;
  - C. any reimbursement of expense for any capital project that has been closed;
  - D. proceeds from the sale of Town property;
  - E. unexpended balances of completed projects in the Capital Projects Fund;
  - F. interest on investments; and,
  - G. a specific tax levy not to exceed four (4) mills.
4. CNRE funds shall be invested in accordance with the Connecticut General Statutes Section 7-362.

### **Budgeting and Accounting Guidelines**

The following are a list of specific budgeting and accounting practices related to CIP, debt and CNRE Fund transactions:

1. On the first day of the fiscal year, the General Fund appropriation to the CNRE Fund will be transferred, if applicable.
2. On the first day of the fiscal year, the CNRE Fund transfer to the Capital Projects Fund will be executed.
3. All bond proceeds will be deposited directly into the Capital Projects Fund, with the exception of the bond proceeds relating to Blue Back Square which will be transferred to the Capital Projects Fund as expenditures are incurred.
4. Proceeds from the sale of Town property will be deposited directly into the CNRE Fund upon receipt.
5. Interest earned by the Capital Projects Fund for the entire fiscal year will be transferred to the CNRE Fund on the last day of the fiscal year, if applicable.
6. School construction grant reimbursements for projects approved by the General Assembly of the State of Connecticut before 7/1/96 will be deposited as revenue into the General Fund.
7. School construction progress payments for projects approved by the General Assembly of the State of Connecticut after 7/1/96 will be deposited into the Capital Projects Fund.
8. All debt service payments and debt issuance costs will be paid from the General Fund and/or Debt Service Fund, with the exception of the debt service payments and debt issuance costs relating to Blue Back Square, which will be paid via the Blue Back Square Fund.
9. All capital projects expenditures will be paid directly from the Capital Projects Fund.

### **STATEMENT OF DEBT LIMITATION**

**Legal Debt Margin** – Section 7-374 of the Connecticut General Statutes provides for limitation of debt that can be issued by the Town. On June 30, 2021, the Town's debt base was \$267,923 and its limitation and margin, for which future bonded debt may be issued, is as follows:

<b>Purpose Limit</b>	<b>% of Base</b>	<b>Limitation (000's)</b>	<b>Margin (000's)</b>
General Public Improvements	225%	\$602,827	\$470,390
Schools	450	1,205,654	1,130,654
Sewers	375	1,004,711	826,229
Urban Renewal	325	870,750	870,750
Pension Deficit	300	803,769	479,494

### **Summary of Long-Term Bonded Indebtedness** – As of June 30, 2022

<b>Purpose</b>	<b>Interest Rates</b>	<b>Amount (000's)</b>
General Public Improvements	0.35 – 5.00%	\$132,437
Schools	0.35 – 5.00%	75,000
Sewers		178,482
Pension Deficit		<u>324,275</u>
<b>Total Bond Indebtedness</b>		<b>\$710,194</b>



**FISCAL YEAR 2023-2024 and 2024-2025 CAPITAL BUDGETS**

The following section of the budget represents the capital improvement needs of the Town for fiscal years 2024 and 2025. This section includes a description of each of the capital projects which constitute program years one and two of the Town's Program for Capital Improvement, 2024-2035. Of the \$77,183,000 in capital project funding for program years one and two, \$62,310,000 or 81% is to be funded via bonds. An additional \$3,580 or 5% is to be funded through the Capital and Non-Recurring Expenditure Fund, and \$11,293,000 or 14% is to be funded from grants/other.

As part of the review of the CIP the Town Council adopts the first two years of the CIP to improve the ability to plan and execute projects. Project funding will be released over the two-year period according to the capital financing policy.

The Capital Improvement Program for fiscal years 2024 and 2025 continues a long-term commitment to the maintenance of public schools, roads, storm sewers, parks and other public infrastructure. In addition, it addresses a few non-recurring projects such as Farmington Avenue Reconstruction (\$1,650,000), Wolcott Security Improvements (year 1 - \$500,000; year 2 - \$2,500,000), Rockledge Golf Club – Driving Range Renovation (\$700,000), and a Public Works Work Order Mgmt System (\$180,000).

The capital financing plan necessary to fund the projects included in the Capital Improvement Program meets the standards established by the Town Council for debt limits, repayment and debt servicing costs. The Town's capital program is a financially driven program that carefully considers the community's ability to pay along with the assessment of the Town's capital needs.

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**ANNUAL BUDGET 2023-2024**

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The tables below summarize the fiscal years 2024 and 2025 Capital Budgets by financing source and by planning category. Detailed project descriptions for 2024 and 2025 projects are also included in this section.

**PROGRAM YEARS 1 – 2****FINANCING SUMMARY**

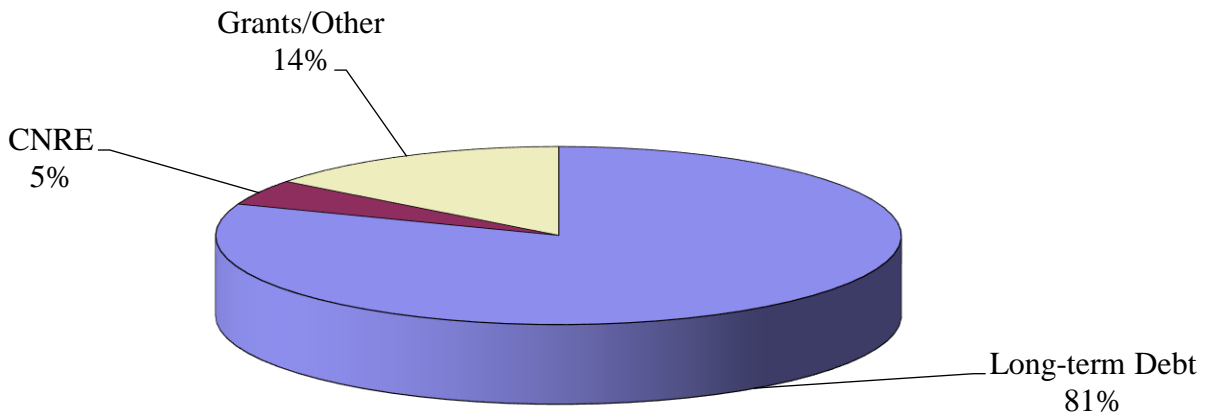
	<b><u>2024</u></b>	<b><u>2025</u></b>	<b><u>Total</u></b>
Long-Term Debt Funding	\$28,512,000	\$33,798,000	\$ 62,310,000
CNRE	1,366,000	2,214,000	3,580,000
Grants	6,674,000	4,419,000	11,093,000
Other	<u>200,000</u>	<u>-</u>	<u>200,000</u>
<b>TOTAL</b>	<b>\$36,752,000</b>	<b>\$40,431,000</b>	<b>\$77,183,000</b>

**PROGRAM YEARS 1 – 2****PLANNING SUMMARY**

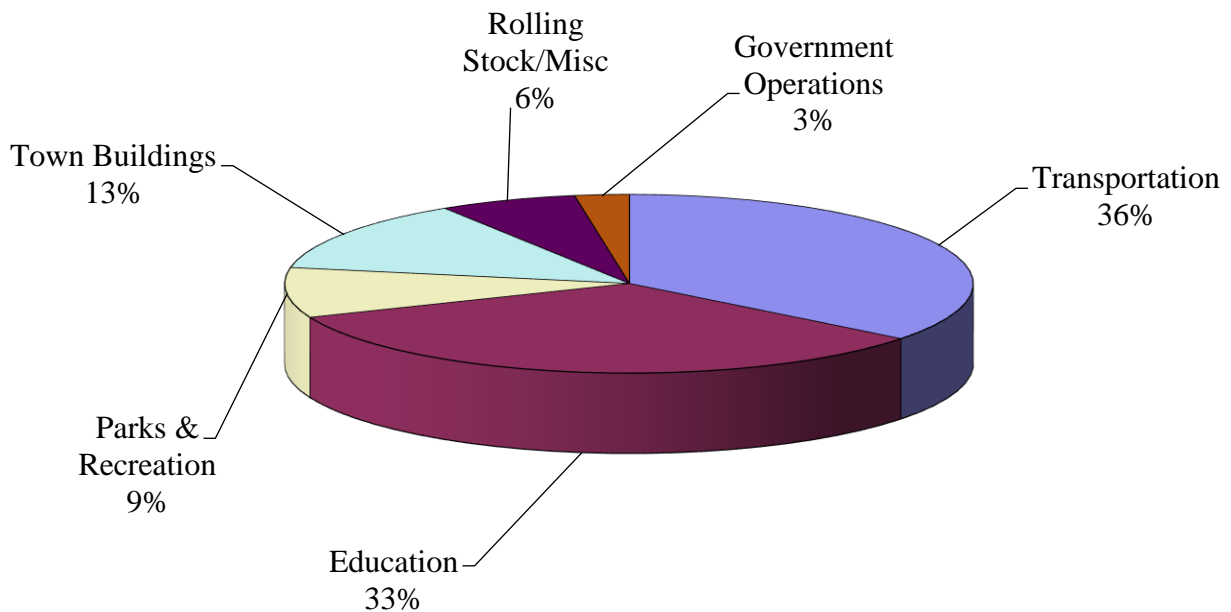
	<b><u>2024</u></b>	<b><u>2025</u></b>	<b><u>Total</u></b>
Transportation & Circulation	\$14,243,000	\$13,214,000	\$ 27,457,000
Education	11,047,000	14,615,000	25,662,000
Parks & Recreation	2,000,000	4,975,000	6,975,000
Town Building Improvements	5,018,000	5,112,000	10,130,000
Government Operations	861,000	1,110,000	1,971,000
Rolling Stock/ Miscellaneous Equipment	<u>3,583,000</u>	<u>1,405,000</u>	<u>4,988,000</u>
<b>TOTAL</b>	<b>\$36,752,000</b>	<b>\$40,431,000</b>	<b>\$77,183,000</b>

# Fiscal Years 2024 & 2025 Capital Budget Summary

## By Financing Source



## By Planning Category



**TOWN COUNCIL ADOPTED CIP BUDGET**  
**CAPITAL IMPROVEMENTS BY PROJECTS AND FUNDING SOURCES**  
**PROGRAM YEAR 1 - FISCAL YEAR 2023-2024**  
**(\$ IN THOUSANDS)**

	<u>BONDS</u>	<u>CNRE</u>	<u>GRANTS</u>	<u>OTHER</u>	<u>TOTAL</u>
<b><u>TRANSPORTATION &amp; CIRCULATION</u></b>					
Pedestrian & Bicycle Management	1,108	-	-	-	1,108
Storm Water Management	812	-	-	-	812
Street Reconstruction	2,000	-	-	-	2,000
Street Resurfacing	2,094	-	431	-	2,525
Park Road Rehabilitation	-	-	1,500	-	1,500
Traffic System Management	600	98	150	-	848
Flood Mitigation Infrastructure Improvements	2,000	-	-	-	2,000
Sedgwick Road Pavement Rehabilitation	250	-	1,000	-	1,250
LaSalle Road Reconstruction	-	-	2,200	-	2,200
<b>Sub-Total</b>	<b>8,864</b>	<b>98</b>	<b>5,281</b>	<b>-</b>	<b>14,243</b>
<b><u>EDUCATION</u></b>					
Asbestos Removal	200	-	100	-	300
Computer Infrastructure	-	100	-	-	100
Exterior School Building Improvements	1,382	-	743	-	2,125
Furniture & Equipment Replacement	-	50	-	-	50
Heating & Ventilation Systems	900	-	-	-	900
Interior School Building Improvements	1,400	-	350	-	1,750
Site and Athletic Field Improvements	500	-	-	-	500
Stage & Auditorium Renovations	200	-	-	-	200
Elementary School Air Quality	4,622	-	-	-	4,622
Wolcott Security Improvements	500	-	-	-	500
<b>Sub-Total</b>	<b>9,704</b>	<b>150</b>	<b>1,193</b>	<b>-</b>	<b>11,047</b>
<b><u>PARKS &amp; RECREATION</u></b>					
Outdoor Pool Improvements	-	50	-	-	50
Kennedy Park Improvements	400	-	-	-	400
Park & Playfield Improvements	400	-	-	-	400
Park & Playscape Management	-	50	-	-	50
Rockledge Improvements	-	-	-	50	50
Westmoor Park Improvements	-	-	-	150	150
Kennedy Playscape	-	-	200	-	200
Rockledge Golf Club – Driving Range Renovation	700	-	-	-	700
<b>Sub-Total</b>	<b>1,500</b>	<b>100</b>	<b>200</b>	<b>200</b>	<b>2,000</b>
<b><u>TOWN BUILDING IMPROVEMENTS</u></b>					
Town Building Improvements	1,818	300	-	-	2,118
Fire Training Tower	750	-	-	-	750
Town Facilities Paving	150	-	-	-	150
Townwide Generators	1,000	-	-	-	1,000
Fueling Facility	1,000	-	-	-	1,000
<b>Sub-Total</b>	<b>4,718</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>5,018</b>
<b><u>GOVERNMENTAL OPERATIONS</u></b>					
Communications Infrastructure	386	225	-	-	611
Document Digitization Project	250	-	-	-	250
<b>Sub-Total</b>	<b>636</b>	<b>225</b>	<b>-</b>	<b>-</b>	<b>861</b>
<b><u>ROLLING STOCK/MISC EQUIPMENT</u></b>					
Fire Apparatus	2,090	-	-	-	2,090
Public Works Rolling Stock	600	-	-	-	600
Public Works Work Order Management Syst.	180	-	-	-	180
Fire Miscellaneous Equipment	-	90	-	-	90
Grounds Skid Steer Excavators	130	-	-	-	130
Large Area Mowers	90	-	-	-	90
Police Vehicle Replacement	-	117	-	-	117
Public Works Miscellaneous Equipment	-	146	-	-	146
Police Radio Equipment	-	40	-	-	40
Police Pistol Replacement	-	100	-	-	100
<b>Sub-Total</b>	<b>3,090</b>	<b>493</b>	<b>-</b>	<b>-</b>	<b>3,583</b>
<b>Program Year 1 - Grand Total</b>	<b><u>28,512</u></b>	<b><u>1,366</u></b>	<b><u>6,674</u></b>	<b><u>200</u></b>	<b><u>36,752</u></b>

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Pedestrian and Bicycle Management			
<b>Department</b> Community Development		<b>Expected Life</b> 25 Years	
<b>Category</b> Transportation & Circulation		<b>Funding Schedule</b> Program Year 1: \$1,108,000	
<b>Fiscal Year</b> 2023-2024		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$1,108,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,108,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

This capital program addresses the needs of the pedestrians and bicyclists throughout the Town. The Town of West Hartford maintains an extensive system of 300 miles of sidewalks. These sidewalks provide a safety benefit to pedestrians in lieu of walking in the street. The sidewalk system also provides a neighborhood enhancement and benefits school children, business patrons throughout town, and recreational users. The Engineering Division refers to the Town's Sidewalk Policy for consideration of adding sidewalk sections to eliminate sidewalk gaps in the Town's sidewalk network.

In addition to the sidewalk system, the Engineering Division will continue to design and construct on and off-street bicycling options across the Town. For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways in accordance with the Town's Complete Streets Policy, especially the Bicycle Facility Plan.

With additional funding and multiple contractors, the Town reduced from over 2,000 to approximately 1,050 total sidewalk work order requests. We annually average 200 new work order requests and address 225 work orders.

## Town of West Hartford Capital Improvement Program

Project Title				Storm Water Management					
Department			Community Development			Expected Life		50 Years	
Category			Transportation & Circulation			Funding Schedule		Program Year 1: \$812,000	
Fiscal Year			2023-2024			Prior Year(s):		-	
Project Duration			Recurring			Total Cost:		\$812,000	
Ongoing Operational Costs					Funding Source(s)				
Personnel Services		\$		Bonds			\$812,000		
Contractual Services		\$		Grants			\$		
Non-personnel Services		\$		CNRE Fund			\$		
Other		\$		Special Revenue Fund			\$		

### Description & Justification

This capital program maintains the complex, Town-wide drainage system, which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 175 miles of pipe.

Most of the Town's bridges and some of the Town's culverts are inspected every two years by the State of Connecticut, Department of Transportation. The Engineering Division performs periodic inspections of the remaining bridges and culverts.

Some inspections of the Town's storm pipes occur annually on an as-needed basis to investigate flooding, pavement failures, or in advance of a road repaving project. These annual video inspections cost approximately \$50,000. Inevitably, the pipe inspections lead to necessary pipe replacements, which average \$300,000 per year.

Town of West Hartford Capital Improvement Program			
Project Title		Street Reconstruction	
Department	Community Development	Expected Life	30 Years
Category	Transportation & Circulation	Funding Schedule	Program Year 1: \$2,000,000
Fiscal Year	2023-2024	Prior Year(s):	-
Project Duration	Recurring	Total Cost:	\$2,000,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$2,000,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This Capital Improvement Program (CIP) provides the funding necessary to address the reconstruction needs of any Town roadway in order to keep them operational for the public.</p> <p>Street Reconstruction involves the following: coordination with utility companies to ensure underground facilities are not in need of repair or replacement; evaluation for complete street components; replacement of curb; replacement of failing concrete or paver sidewalk; replacement of concrete or asphalt driveway aprons; replacement of drainage structures; re-establishment of the roadway base material; roadway repaving; pavement markings; traffic signage; and traffic control services during construction.</p> <p>Planned 2023-2024 roadway reconstructions include: Avalon Road, Brattle Street, Lynn Court, Meriline Avenue, St. Augustine Street, and Vincent Street.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Street Resurfacing			
<b>Department</b>		<b>Expected Life</b>	
Community Development		20 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year 1:     \$2,525,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$2,525,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$2,094,000
Contractual Services	\$	Grants	\$431,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The Town strives to repave 10 or more miles of roadway each year, via this Capital Improvement Program. Due to the escalating cost of asphalt and current staffing levels, the Town has only been able to resurface an average of 8.5 miles over the past five years.

The streets selected for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 24 percent or 52 miles are in poor or extremely poor condition. Selections are also based on geographical considerations to balance the repaving throughout Town. The Street Resurfacing Program includes: milling to partially remove the existing pavement; sweeping the roadway clean; paving the roadway; and traffic control services during construction. In most cases, bituminous curbing and driveway aprons are also replaced. Also, \$50,000 from this program is used for pavement crack sealing on roadways that were repaved approximately five years prior. The Town also coordinates all work with the utility companies.

The Public Works Department and the Town's drainage contractor replace catch basins in conjunction with the street resurfacing program. On average, 240 catch basins are replaced every year at a cost of approximately \$360,000.



## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Park Road Rehabilitation			
<b>Department</b>		<b>Expected Life</b>	
Community Development			
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year 1:     \$1,500,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Non-Recurring		\$1,500,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$1,500,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The Park Road Rehabilitation project will focus on the section of Park Road from Quaker Lane South to Prospect Avenue. The project will include an infrastructure renewal with pedestrian and bicyclist improvements. Specifically, the project will include repaving the roadway with an evaluation of bicycle lanes. The sidewalk surfaces will be replaced as needed and sidewalk amenities will be incorporated such as benches, street trees, bicycle hitches, and wayfinding signage. Traffic calming elements such as raised crosswalks will be added. If possible, business directories and a community event board will be added. The project is estimated to cost \$1.5 Million with construction planned in Fiscal Year 2024.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Traffic System Management			
<b>Department</b> Community Development		<b>Expected Life</b> 30 Years Infrastructure 5 Years Pavement Markings	
<b>Category</b> Transportation & Circulation		<b>Funding Schedule</b> Program Year 1: \$848,000	
<b>Fiscal Year</b> 2023-2024		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$848,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$600,000
Contractual Services	\$	Grants	\$150,000
Non-personnel Services	\$	CNRE Fund	\$98,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

This Capital Improvement Program addresses the improvement or replacement of the Town's 62 traffic signals, 1,200 traffic control signs, 30 miles of pavement markings, two miles of guiderail, and the Town's street lighting system. Proper operating maintenance of these traffic control devices greatly improves safety to the mobile public. This Program provides funding to install traffic calming measures and intersection traffic safety improvements.

Of the Town's 62 traffic signals, five remain that are approaching the end of their useful life at 25 years or older. The goal of this program is to replace one traffic signal every other year, make necessary traffic signal improvements such as pedestrian signal upgrades to add exclusive pedestrian signal phases and/or accessible pedestrian signal equipment, and to replace all necessary pavement markings affected by the repaving program and replenish others throughout Town. Guiderail, traffic signage, and street lighting are replaced as necessary.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Flood Mitigation Infrastructure Improvements			
<b>Department</b>		<b>Expected Life</b>	
Community Development		50 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year 1:     \$2,000,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$2,000,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$2,000,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
<p><b>Description &amp; Justification</b></p> <p>Due to repetitive street and property flooding, three drainage studies were completed to evaluate and recommend improvements to the Town's street drainage system to reduce the frequency and impact from flooding after heavy rain events. These studies covered approximately 10 percent of the Town's street drainage system in the center of the Town spreading from Mohawk Drive (North), Farmington Avenue (South), Walbridge Road (East), and Pleasant Street (West).</p> <p>Several areas within these studies were identified as in need of larger storm pipes, storm pipe extensions, and drainage connections from private properties to the Town's storm drainage system.</p> <p>Funding in this program year is for the construction of the first year of a multi-year program to improve the Town's storm drainage infrastructure to mitigate flooding impacts. The Engineering Division is seeking grants to fund the construction of these improvements.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Sedgwick Road Pavement Rehabilitation			
<b>Department</b>		<b>Expected Life</b>	
Community Development		20 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year 1:     \$1,250,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
		\$1,250,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$250,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$1,000,000
Other	\$	Other	\$
<p><b>Description &amp; Justification</b></p> <p>The Sedgwick Road Pavement Rehabilitation project will repave Sedgwick Road from Wardwell Road to South Main Street. The project will also include several complete streets improvements such as stamped asphalt crosswalks across Sedgwick Road at the intersections with Wardwell Road and Lemay Street/Westminster Drive to improve motorist awareness of pedestrian activity near the adjacent schools. Bike lanes will be installed from Wardwell Road to Four Mile Road. A two-way center left turn lane will be installed within the project limits to improve left turn accommodations. Lastly, the South Main Street at Park Road/Sedgwick Road traffic signal will receive pedestrian signal upgrades.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		LaSalle Road Reconstruction	
Department	Community Development	Expected Life	30 Years
Category	Transportation & Circulation	Funding Schedule	Program Year 1: \$2,200,000
Fiscal Year	2023-2024	Prior Year(s):	-
Project Duration	Non-Recurring	Total Cost:	\$2,200,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$2,200,000
Other	\$	Other	\$
<p><b>Description &amp; Justification</b></p> <p>This program includes Complete Streets improvements to LaSalle Road from Farmington Avenue to Ellsworth Road including the intersections at Arapahoe Road and Ellsworth Road. Program elements include sidewalk expansions, replacement of sidewalk surfaces, replacement of street trees and tree wells, sidewalk furniture, low impact development drainage improvements, traffic calming improvements, roadway repaving, and new pavement markings.</p> <p>This project will be utilizing ARPA funds.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Asbestos Removal			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 1:       \$300,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$300,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$100,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

Asbestos Containing Material (ACM) has been found throughout the district in locations documented in the Board of Education's Asbestos Management Plan. The annual appropriation is used to support many other recurring projects, such as boiler replacement. Ideally, the removal precedes the designated recurring construction activity. These funds pay for asbestos removal project specifications, diagrams, hygienists, actual removals, testing results, and final reports.

Inert asbestos containing material can be encapsulated rather than removed. Construction and/or renovation activities, however, often make inert materials friable and removal provides for safer, more predictable working conditions. Additionally, when asbestos containing materials are encountered on a work site, all activities must cease until the removal of the asbestos has been completed. Therefore, we are better able to project construction/renovation schedules and cost with the asbestos removed in advance.

Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements, and heating improvements.

## Town of West Hartford Capital Improvement Program

Project Title			
Computer Infrastructure			
Department		Expected Life	
Public Schools		3-5 Years	
Category		Funding Schedule	
Education		Program Year 1: \$100,000	
Fiscal Year			
2023-2024		Prior Year(s): -	
Project Duration			
Recurring		Total Cost: \$100,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$100,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

All West Hartford Public Schools are connected to a fiber-optic metropolitan area network (MAN). The internal connections at each school consists of layer 2 switches and layer 3 routers to bring the network and internet resources to all offices and classrooms. Servers, switches, telecommunications equipment and other appliances will require proactive replacement to improve mean time between failures and reduce mean time to recovery. Additionally, these funds are used to annually replace the oldest computers in the district for newer models capable of meeting the demands of current administrative and educational software. These funds, combined with funding in the operating budget, constitute our technology investment in the schools.

The ongoing investment in educational and administrative computing is a critical element in providing what has become basic functionality in today's technology reliant education environment.

This program supports the computer fleet at all 16 public schools and administrative offices. In order to stay current with software requirements and phase out the oldest hardware that is past its usable life and out of warranty coverage, maintenance of an annual technology refresh schedule of 1,500 devices on average is required. This program ensures a reliable device fleet that is able to support computer based testing mandates.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Exterior School Building Improvements			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 1:      \$2,125,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$2,125,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,382,000
Contractual Services	\$	Grants	\$743,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

With 16 buildings of varying age, exterior school improvements are an annual requirement. Exterior school improvements may include roofing, masonry, window upgrades and exterior door replacement, as well as other structural improvements. Re-roofing includes removal of existing materials, and in many cases, insulating with thicker, denser materials to provide for increased energy conservation. It also includes the installation of necessary flashings, counter flashings, drainage improvements and related masonry repairs. A systematic re-roofing program addresses the fact that building materials decay, while it ensures the useful life of the building and protects a significant capital asset. Masonry includes restoration and re-pointing of building facades. Window upgrades replace single pane windows with energy efficient window systems.

The desirability of maintaining roofs in a good state of repair represents a prudent approach to building maintenance. Deterioration of roofing surfaces and exterior building envelopes, left unchanged, exposes buildings to water damage and long-term structural damage.

This year's appropriation will be dedicated to partial roof replacement at Breaburn and masonry repairs at Hall and Sedgwick.



## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Furniture and Equipment Replacement			
<b>Department</b>		<b>Expected Life</b>	
Public Schools		10-30 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 1:       \$50,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$50,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$50,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

The Furniture and Equipment Replacement program provides for the periodic replacement of furniture and equipment district-wide as the inventory becomes worn out, unable to be repaired, or unsafe. There are five categories of items included in this replacement program.

**Classrooms and Laboratories**– There are approximately 617 classrooms in the 16 schools that comprise the district. Classroom and laboratory furniture have a life span of approximately 20 years. This category of furniture includes student desks and chairs, teacher desks and chairs, laboratory tables and chairs. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools as needed. Adjustable desks are specified for the elementary schools so that furniture can be transferred to different grade levels within an elementary school.

**Administrative** – Each of the 16 schools have main offices along with support staff operations that have furniture requirements including desks, chairs, tables, filing cabinets, and permanent dividing walls. Office furniture has a typical life span of 20 years.

**Cafeteria** – Each of the 16 schools has a cafeteria that requires tables and chairs for students. In many instances, these spaces are also used for additional classroom space, assemblies and meetings. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools. Cafeteria furniture has a typical life span of 15 years.

**Equipment** – Items in this category include appliances and folding dividing walls. Appliances have a life span of between 10 and 15 years and dividing walls have a typical life span of approximately 30 years.

**Lockers** – Element of the school building design which is subject to excessive wear and tear as generations of students make use of these temporary storage receptacles. Because certain lockers cannot be repaired further, there is a need for lockers district-wide for the next several years. New lockers are specified to be wider and deeper than existing ones, and they are usually specified to have a more limited number of moving components, thereby limiting our future repairs and maintenance.

Furniture has a limited useful life. Much of the Town's inventory has been pushed well beyond that life span. As many older pieces become obsolete, the Town can no longer obtain repair parts. Finally, as educational methods change, furniture needs change.

This funding will go toward the replacement of furniture, equipment, and lockers throughout the system.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Heating and Ventilation Systems			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 1:       \$900,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$900,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$900,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

This program provides for the replacement of existing boilers and upgrades to existing HVAC systems some of which have performed well beyond their useful life. Replacement boilers are typically more energy efficient and include a greater amount of programmable auxiliary controls. Reconfigured piping is often necessary. New temperature-controlled gas burners are included, as are requisite improvements to the gas piping. Associated breeching, dampers and needed chimney repairs are included.

Good preventive maintenance practice dictates that major building components be repaired or replaced, if necessary, before problems arise. Few components of a building are as essential as a dependable boiler. Boiler failures can cause major problems to the educational process as well as unanticipated major expenses during the middle of a fiscal year.

This funding will go toward the replacement of the boilers at Sedgwick.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Interior School Building Improvements			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 1:      \$1,750,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$1,750,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,400,000
Contractual Services	\$	Grants	\$350,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

School building improvements consist of facility needs that are not specifically outlined as a separate capital project. These expenditures include replacement of fire alarm systems, handicap accessibility improvements, lighting system upgrades, HVAC control system replacements, and building and fire code related improvements.

The school system has 11 elementary schools, three middle schools, and two high schools that together comprise more than 1.75 million square feet of educational facilities. These facilities require regular investment to maintain their existing infrastructures and upgrade their systems. This appropriation continues the Town's reinvestment in its schools and commitment to maintain them in good condition.

Improvements this year will include flooring replacement and painting at Norfeldt, Whiting Lane, and King Philip, entrance security improvements at Duffy, exterior door replacement at Hall and continued renovations of restrooms at Sedgwick.

Town of West Hartford Capital Improvement Program			
Project Title		Site and Athletic Field Improvements	
Department	Public Schools	Expected Life	
Category	Education	Funding Schedule Program Year 1: \$500,000	
Fiscal Year	2023-2024	Prior Year(s): -	
Project Duration	Recurring	Total Cost: \$500,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$500,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The school fields and site infrastructure have experienced significant wear and tear. Most of these facilities were originally constructed more than fifty years ago. Funding is used to upgrade facilities to ensure their continued usefulness.</p> <p>West Hartford's athletic fields have been intensively used to a point where facilities have become inadequate or are beginning to show signs of deterioration. Much of the site infrastructure is also in need of replacement. The purpose of these improvements is to provide safe playing and pedestrian conditions. A long-term athletic field and site infrastructure improvements program is needed to prevent further deterioration and to preserve these important community resources.</p> <p>The funding will go toward paving at King Philip.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Stage & Auditorium Renovations	
<b>Department</b>	Public Schools	<b>Expected Life</b>	
<b>Category</b>	Education	<b>Funding Schedule</b>	
		Program Year 1:	\$200,000
<b>Fiscal Year</b>	2023-2024	<b>Prior Year(s):</b>	
		-	
<b>Project Duration</b>	Recurring	<b>Total Cost:</b>	
		\$200,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

Every school facility in West Hartford has an auditorium and all but Smith School have a type of traditional stage. Many of the stage components and systems have outlived their useful life and are either non-functional or have been made inoperable due to safety concerns. Furthermore, many stages have lighting panels which require updating by code.

The West Hartford Public Schools curriculum has been distinguished by its emphasis on excellence in academics, athletics and the arts. Theater, acting and stagecraft are all part of the curriculum. Our auditoria are the scene of many Town-wide events, such as the Pops and Jazz Concerts and the winter concerts. Furthermore, the safety of the stages as well as their versatility is important to those renting our facilities. The middle schools offer a full program of artistic events to their communities year round. The fact that many of our stages require significant repairs limits the kinds of productions we can offer the community and the teaching experiences we can offer our students.

Funding will be allocated this year for auditorium seating replacement at Wolcott.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Elementary School Air Quality Improvements			
<b>Department</b> Public Schools		<b>Expected Life</b>	
<b>Category</b> Education		<b>Funding Schedule</b> Program Year 1: \$4,622,000	
<b>Fiscal Year</b> 2023-2024		Prior Year(s): 3,093,000	
<b>Project Duration</b> Program Enhancement – Year 2 of 15		Total Cost: \$7,715,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$4,622,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The majority of our elementary schools were built prior to 1964 and lack modern fresh air ventilation, air conditioning and have their original single-pane glass window systems. The single-pane glass window systems were intended by design to leak air as a means of providing fresh air. Modern building standards require fresh air to be provided via mechanical air handlers in which outside air is brought in, filtered to remove contaminants, and mixed with existing air with a certain percentage being expelled to the outside and the remaining air being recirculated into the building based upon carbon dioxide levels. Many studies have shown that proper fresh air and comfort is a substantial benefit to student success in a learning environment.

Two of our elementary schools have building-wide fresh air and air conditioning systems (Charter Oak International Academy and Smith), two elementary schools have building-wide fresh air systems with limited air conditioning (Braeburn and Wolcott), and the remaining seven elementary schools have limited fresh air and air conditioning along with single-pane window systems. In the 1970s, many of the single-pane window systems were in-filled with sheetrock and insulation in order to help save energy. While this action did save on energy costs, it reduced the number of operable windows in the building, reduced the amount of fresh air entering the building, and also reduced the amount of natural light.

As part of the school reopening process necessitated by the COVID-19 pandemic, a retro-commissioning project was conducted by a mechanical engineering consultant to assess and recommend repairs and/or adjustments to our existing HVAC systems in all 16 schools to increase fresh air ventilations and improve air filtration levels where feasible. This project has provided the district with a solid starting point to evaluate and make improvements to improve fresh air quality in the schools.

This program enhancement provides funding over a 15-year period to make improvements at the nine elementary schools that lack modern fresh air, air conditioning, and modern window systems. This funding is for the second year of the project at Duffy.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Wolcott Security & Office Improvements			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 1:       \$500,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Program Enhancement –Year 1 of 2		\$500,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$500,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The main office at Wolcott is located internally in the building, limiting the ability of staff to safely allow visitors into the school. This project would create a small addition at the front of the building for the main office, adjacent to the library/media center, and replace the entry canopy. This configuration would address the safety concern that currently exists. In addition, Wolcott has been experiencing a dramatic increase in the number of students requiring additional services beyond the standard classroom, requiring space that is appropriate to provide these services. Currently, several classrooms have been converted to host multiple small groups at one time but this configuration is not conducive to effectively providing these services. There is also one classroom located on the lower level of the building that is not handicapped accessible. The proposed addition would allow for renovation of the existing main office into several small group learning rooms to address the need for additional services and eliminate the classroom in the lower level.</p> <p>Funding in the first year will be utilized to perform the design for this project and for pre-construction activities.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Outdoor Pool Improvements			
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services		10 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year 1:           \$50,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$50,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$50,000
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The money for this project will be used to repair filtration systems, underground pipes, and concrete decks where necessary. This is an ongoing program to address facility issues within our neighborhood pools.</p> <p>This project will allow for improvements at the Town's five outdoor pools and four spray decks. Funding under this program will assist the department in maintaining visitor safety as well as upgrading the appearance of the outdoor pools by completing minor projects not addressed through the operating budget.</p> <p>The outdoor pool season is a summer program of limited duration. This program will allow the Town to minimize downtime at the outdoor pools, thus assuring the community has use of their pools during the summer months.</p>			



## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Kennedy Park Improvements			
<b>Department</b>		<b>Expected Life</b>	
Leisure Services		30-50 years	
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year 1:      \$400,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024			
<b>Project Duration</b>		<b>Total Cost:</b>	
Non Recurring		\$400,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$400,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>Improvements to Kennedy Park have been implemented over the course of several years with a variety of funding. The \$400,000 requested in FY 23-24 would cover parking lot improvements and access road design and installation. The design of the work will be covered by other funding sources.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Park & Playfield Improvements			
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services		25-30 years	
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year 1:       \$400,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$400,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$400,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

West Hartford's parks and athletic fields are intensively used by youth leagues, some to a point where facilities have become inadequate or are beginning to show signs of deterioration. The purpose of park and playfield improvements is to provide safe playing conditions so that interscholastic and youth league injuries can be minimized. The program also covers tennis and basketball courts in parks. A long-term athletic field improvements program, developed in conjunction with the Department of Public Works, prioritizes field maintenance to prevent further deterioration and to preserve these community resources within Town parks.

Attention will be focused on the renovation of Sedgwick Baseball Field. Irrigation would be installed, as well as CMU dugouts. If funds allow, regrading may be accomplished at Beachland's soccer field. Regrading will ensue in FY25 if not completed in FY 24.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Park & Playscape Management			
<b>Department</b> Leisure Services & Social Services		<b>Expected Life</b> 10-15 Years	
<b>Category</b> Parks & Recreation		<b>Funding Schedule</b> Program Year 1: \$50,000	
<b>Fiscal Year</b> 2023-2024		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$50,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$50,000
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

Funds for this project will be used to repair and/or replace existing playscapes and playground equipment at Town parks. This is a recurring program to address facility improvements. The ongoing maintenance of existing equipment will provide for accessible playgrounds, improve safety, and better serve the needs of neighborhoods.

This year's appropriation will fund various fencing replacements and ongoing maintenance repairs of park playground structures and equipment. In addition, park rules signage will be replaced system wide.

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Rockledge Improvements	
<b>Department</b> Leisure Services & Social Services		<b>Expected Life</b>	
<b>Category</b> Parks & Recreation		<b>Funding Schedule</b> Program Year 1: \$50,000	
<b>Fiscal Year</b> 2023-2024		Prior Year(s): -	
<b>Project Duration</b> Recurring		Total Cost: \$50,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$50,000
<p><b>Description &amp; Justification</b></p> <p>This project will address the renovation of greens or other golf course upgrades at Rockledge Golf Club based upon condition and need, and address equipment needs. It will be funded via the capital projects user fee included in the rates at Rockledge.</p> <p>The facility’s aging irrigation system requires a systematic replacement schedule. Part of this funding would pay for a redesign of the system in advance of FY25 implementation.</p>			

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Westmoor Park Improvements	
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services			
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year 1:       \$150,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Non-Recurring		\$150,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$150,000
<p><b>Description &amp; Justification</b></p> <p>Westmoor Park intends to replace the brown garden shed on the property. The shed houses garden equipment, the hay wagon, utility carts and program supplies for summer camp and school programs. The existing shed was built without a foundation. A new shed would be a simple structure designed to blend in with the existing, rustic aesthetic of the park. Funds from the Westmoor Park Fund would cover the cost.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Kennedy Park Playscape			
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services		15 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year 1:      \$200,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Non-Recurring		\$200,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$200,000
Other	\$	Other	\$
<p><b>Description &amp; Justification</b></p> <p>As part of an ongoing renovation of Kennedy Park amenities, the replacement of the playscape would improve the quality of life of the park's neighbors. The playscape was originally installed in 2000 and is at the end of its lifespan. Funding would be recommended through CDBG, pending HUD approval and availability.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Rockledge Golf Club – Driving Range Renovation			
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services			
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year 1:       \$700,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Non Recurring		\$700,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$700,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
<p><b>Description &amp; Justification</b></p> <p>The driving range at Rockledge Golf Club is an underperforming asset with enormous potential for revenue. It currently generates \$70,000 annually. A build-out of the driving range area would include 15 covered stalls with wind protection and Top Tracer technology. Wi-Fi and electricity costs are included in the estimate. A similar driving range in the region increased revenue from \$70,000 to \$500,000 annually.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Town Building Improvements			
<b>Department</b>		<b>Expected Life</b>	
Facilities Services			
<b>Category</b>		<b>Funding Schedule</b>	
Building Improvements		Program Year 1: \$2,118,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$2,118,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,818,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$300,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

Town building improvements are facility needs not addressed under other capital projects and include the categories of heating, ventilation and cooling (HVAC) systems, roofing and masonry, interior finishes, fixtures and furnishings, and code compliance. This program allows for improvements to the Town's municipal buildings, such as completing minor projects and replacing equipment and building amenities, and to maintain and upgrade the systems and appearance of the buildings.

**Heating, Ventilation and Cooling (HVAC) Systems** - HVAC systems provide heating, cooling and air circulation to users of buildings. Air temperature and indoor air quality are important issues to building occupants in regard to their personal comfort and health. The periodic replacement of boilers, furnaces, chillers, cooling towers, air handlers, and ventilation systems is required as these systems wear out and/or become obsolete. New HVAC systems also provide the Town an opportunity to install more energy efficient equipment and to install modern direct digital controls, which provide greater control and will lower operating costs.

**Roofing and Masonry** - Proper maintenance of the exterior building shell is required to prevent water and air penetration into the building. Water damage can cause significant damage to a building and potential health hazards to building occupants. Air penetration causes heating and cooling losses and interferes with the proper operation of HVAC equipment and can lead to excessive wear and tear of the equipment and higher operating costs. Building roofs have a life span of approximately 20 to 25 years.

**Interior Finishes, Fixtures and Furnishings** - Interior finishes include wall, floor and ceiling surfaces; fixtures include restroom toilets, sinks, partitions, and kitchen sinks; furnishings include appliances such as stoves, ovens, refrigerators, and water fountains, benches and other miscellaneous items that are permanently installed in buildings.

**Code Compliance** - Code compliance includes fire and life safety, handicap accessibility, elevator and public health codes in Town buildings. Codes periodically change, or if it is discovered that we are not in compliance with the code, we must make repairs, enhance systems, or modify buildings to meet the requirements of the code.



## Town of West Hartford Capital Improvement Program

Project Title				Fire Training Tower			
Department			Fire	Expected Life			10 years
Category			Building Improvements	Funding Schedule			Program Year 1: \$750,000
Fiscal Year			2023-2024	Prior Year(s):			-
Project Duration			Non-Recurring	Total Cost:			\$750,000
Ongoing Operational Costs				Funding Source(s)			
Personnel Services		\$		Bonds		\$750,000	
Contractual Services		\$		CNRE Fund		\$	
Non-personnel Services		\$		Grants		\$	
Other		\$		Other		\$	

### Description & Justification

This project will rebuild and/or relocate the fire training tower facility to another portion of the Brixton Street Facility to free up space for Public Works purposes, upgrade the fire training tower, and add classroom space as part of the facility. As part of the fiscal year 2017 facility study that was conducted to analyze and evaluate the strengths and weaknesses of the current facilities located at the Town's Brixton Street site, the best solution for the fire training tower was determined. These funds will be utilized to implement that solution.

The Training Tower costs were estimated by a previous fire administration. 2-3 years later and coupled with the Training Tower budget being deferred, it is appropriate to request an estimate change. The allocation should be increased, given benchmarks of other recently constructed training facilities and construction challenges associated with the pandemic.

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b> Town Facilities Paving			
<b>Department</b> Facilities Services		<b>Expected Life</b>	
<b>Category</b> Building Improvements		<b>Funding Schedule</b> Program Year 1: \$150,000	
<b>Fiscal Year</b> 2023-2024		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$150,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$150,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<b>Description &amp; Justification</b> This project will repair and repave parking lots at Town facilities that are deemed in poor condition. The goal of the project is to improve safety and accessibility in the Town's parking lots.			

Town of West Hartford Capital Improvement Program			
Project Title		Townwide Generators	
Department Facilities Services		Expected Life 25 Years	
Category Building Improvements		Funding Schedule Program Year 1: \$1,000,000	
Fiscal Year 2023-2024		Prior Year(s): \$2,000,000	
Project Duration Year 2 of 2		Total Cost: \$3,000,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,000,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<b>Description &amp; Justification</b> This project would fund the installation of permanent generators at major town and school facilities as part of the overall emergency preparedness plan for the town. The project implementation schedule has been developed as follows:  FY 2022-2023 – Town Hall, Conard HS, Hall HS, Fire Station #1 (Prospect Avenue)  FY 2023-2024 – Bishops Corner Senior Center & Library, Cornerstone Aquatics Center			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Public Works Fueling Facility			
<b>Department</b>		<b>Expected Life</b>	
Public Works		25 years	
<b>Category</b>		<b>Funding Schedule</b>	
Building Improvement		Program Year 1: \$1,000,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
2 of 2 years		\$1,000,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,000,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The installation of a fuel facility will benefit the Town by saving on the retail and operational costs associated with the day to day operations of the Public Works fleet and by providing an emergency fuel source during natural disasters or catastrophic events.

Public Works has 149 pieces of equipment ranging from heavy-duty diesel plow trucks to small gas power equipment that would utilize the facility on a daily basis. The fuel fill station could also serve our fire apparatus, police vehicles, and town pool cars.

The funding for this project will be used to install two (2) 10,000 gallon concrete above-ground fuel storage tanks with secondary containment and vehicle impact and projectile resistance at the Public Works facility. The tanks would have self-mounted fuel dispensers and have an autonomous fuel control and accounting system with a canopy.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Communications Infrastructure			
<b>Department</b> Information Technology Services		<b>Expected Life</b>	
<b>Category</b> Miscellaneous		<b>Funding Schedule</b> Program Year 1: \$611,000	
<b>Fiscal Year</b> 2023-2024		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$611,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$386,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$225,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

This project represents the continued investment in the organization's communications infrastructure supporting voice and data communication for Town departments and public schools. The maintenance of the infrastructure requires annual investments to replace obsolete hardware and software, and enhancements are required to maintain the performance of the infrastructure to support the continued and expanded utilization of voice and data communications. This project also finances investments in hardware and software for all Town departments.

The communications infrastructure supports applications that utilize voice and data communications to improve organizational performance. Improved performance is the result of extending access to information throughout the organization, making employees independent in accessing resources to solve problems and provide customer service. The communications infrastructure supports applications that provide customers direct access to electronic services, eliminating their dependencies on employees to receive customer service. Continued investment is required to maintain the infrastructure to support new applications and increased utilization while maintaining the security integrity of the infrastructure.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Document Digitization Project			
<b>Department</b> Information Technology Services		<b>Expected Life</b> 50+ Years	
<b>Category</b> Miscellaneous		<b>Funding Schedule</b> Program Year 1 : \$250,000	
<b>Fiscal Year</b> 2023-2024		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Year 1 of 4		<b>Total Cost:</b> \$250,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$250,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

Information Technology plans to create as close to a paperless work environment as possible for the Town and Board of Education. For example, the Community Development Department (Building, Engineering, and Planning & Zoning Divisions) currently requires paper submissions for most of its license and permit applications. The general office workspaces in this Department are overwhelmed by paper document storage. There are a total of 110 standing file cabinets, 30 flat file cabinets for large plans, and 3 plan racks for the temporary storage of large plans. In addition, there are more documents stored in the Building and Engineering Division vaults, which are located in Town Hall outside of the work areas.

The ongoing CityView license and permit upgrade will allow electronic document submissions. This will stop the need to store paper documents, but leave the many file cabinets, boxes, racks, and piles of paper documents. These documents should be scanned and stored electronically. Once completed, the office will be free of these documents, which will create office space that can be repurposed.

The Information Technology (IT) Department will work with Community Development and other departments to ensure on premise or a cloud storage solution will be available as the main document repository. The IT department will ensure the documents are searchable and categorized so they can be easily retrieved.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Fire Apparatus			
<b>Department</b>		<b>Expected Life</b>	
Fire		15-20 years	
<b>Category</b>		<b>Funding Schedule</b>	
Rolling Stock\Miscellaneous Equipment		Program Year 1:     \$2,090,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Non- Recurring		\$2,090,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$2,090,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
<p><b>Description &amp; Justification</b></p> <p>The Town has an inventory of seven fire vehicles, including three quints and four pumper trucks. The CIP assumes periodic replacement of fire apparatus based upon a planned replacement cycle. Manufacturers are estimating 24-month lead times on delivery.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Public Works Rolling Stock			
<b>Department</b> Public Works		<b>Expected Life</b> 15- 20 years	
<b>Category</b> Rolling Stock		<b>Funding Schedule</b> Program Year 1:       \$600,000	
<b>Fiscal Year</b> 2023-2024		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$600,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	BONDS	\$600,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The Department of Public Works utilizes a variety of rolling stock to perform a diverse array of community maintenance services. Equipment in good repair is critical to the productive use of the Department's resources. The Town has developed a multi-year plan to replace rolling stock based upon the condition of existing inventory and expected useful life. Timely replacement of rolling stock contributes to the efficiency and effectiveness of community maintenance services while providing safe and compliant equipment for use by Department of Public Works staff.

Updating the Town's fleet relieves regulatory pressure to meet pollution and fuel economy standards associated with an aging fleet. Replacing needed equipment enhances the public image when vehicles and equipment are in good repair. Safe, reliable equipment which provides necessary functionality also improves relations with employees. Improved engineering and technological advances in updated equipment provides better management of resources. Onboard electronics systems and telematics enable better monitoring of daily operations and performance and provides the ability to manage application rates such as salt application rates. It also improves the ability to monitor and schedule preventative maintenance activities, and helps with workforce productivity.

Using Diesel Emissions Reduction Act grants where applicable will be used in conjunction with CIP funding.



## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Work Order Management System			
<b>Department</b> Public Works		<b>Expected Life</b> 10 Years	
<b>Category</b> Miscellaneous Equipment		<b>Funding Schedule</b> Program Year 1: \$180,000	
<b>Fiscal Year</b> 2023-2024		<b>Prior Year(s):</b> \$0	
<b>Project Duration</b> Non-Recurring		<b>Total Cost:</b> \$180,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	BONDS	\$180,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The oversight and tracking of town infrastructure installation and maintenance, repair of town fleet vehicles and capturing incidents and request of town residents is centric to Public Works. Utilization of a work order management system is critical for the ability to capture and track the progress of all issues assigned to Public Works, record actions taken, provide operational metrics, and report to management by area of responsibility. In addition, it provides proactive information for the servicing of fleet vehicles helping to minimize reactive maintenance, capturing parts used and their associated costs for all equipment repaired. The current system is technically inefficient causing frustration for field technicians, to the point of not wanting to use the system, plus considerable back-office man-hours to get the basics of information captured.

The implementation of a technically advanced system with direct interface to the towns part supplier and GPS tracking system assure real time information and proactive maintenance of fleet vehicles. Its robust mobile user interface encourages technician usage with easy to navigate technology, filtering, and the ability to share information with managers when needed. It will provide management with the metrics and analytics to determine inventory usage, ongoing problem areas and where resources need to be best allocated. It also provides clear communication to town residents on the status, actions taken and resolution of requests submitted via the Public Works portal, eliminating an ongoing pain point. This project provides for the purchase of one (1) high efficiency work order management system including installation, transfer of historical data, implementation, and training.

This project funds the replacement of one (1) inefficient and labor-intensive work order management system. Funding for the replacement totals \$180,000.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Fire Miscellaneous Equipment			
<b>Department</b> Fire Department		<b>Expected Life</b>	
<b>Category</b> Rolling Stock / Miscellaneous Equipment		<b>Funding Schedule</b> Program Year 1: \$90,000	
<b>Fiscal Year</b> 2023-2024		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$90,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	BONDS	\$
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$90,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

Miscellaneous Equipment in good condition is critical to the safety and productivity of Town departments. The Town has developed a multi-year plan to replace these items based upon the condition of existing inventory and expected useful life. Timely replacement of Miscellaneous Equipment contributes to the efficiency and effectiveness of a Town department.

The Fire Department is requesting to purchase a gear washer and dryer, electrocardiogram machine (ECG), Rescue Tool, Lucas chest compression device, SCBA Packs and bottles, “Bail-out” kits, Thermal imaging cameras for staff, Replacement Ladder Belts and one capital EMS item per year (video laryngoscope, IV pump, AED, etc.).

The Department is always looking to maintain and improve the safety and cancer-reduction of their members. Cancer rates are increasing, and there is an urgent need for the department to provide equipment to combat these rates. Safety needs change, but are constantly present, and annual funding will be effective in immediately addressing issues.

Funds will also be used towards repairing currently licensed AM radio station for use by emergency management personnel in communicating preparedness information and information in emergencies, a new Griphoist System for pulling 4 tons, and to update Paratech Rescue Strut System.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Grounds Skid Steer Excavators			
<b>Department</b> Public Works		<b>Expected Life</b> 12 Years	
<b>Category</b> Rolling Stock / Miscellaneous Equipment		<b>Funding Schedule</b> Program Year 1:       \$130,000	
<b>Fiscal Year</b> 2023-2024		Prior Year(s):       \$110,000	
<b>Project Duration</b> Year 2 of 2		Total Cost:       \$240,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	BONDS	\$130,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The trees, parks and recreational areas throughout Town are highly valued assets admired by surrounding communities and cherished by its residents. Maintaining these large areas is a considerable task needing to be completed effectively and efficiently to assure residents' health and safety. Versatile equipment designed for the renovation of athletic fields, clearing of storm related tree damage, and snow clearing are critical to maintaining the town infrastructure.

The use of specialized skid steer excavators is critical to meeting not only daily maintenance but also storm related issues and snow clearing operations. Currently two skid steer excavators have reached the end of their life cycles amassing long years of use and run time. Continuing to maintain them has become cost prohibitive. In addition, given their age, their emission output is far beyond environmental standards. Newer designs and technology will greatly reduce the Town's emission footprint. This project provides for the purchase of two (2) higher efficiency skid steer excavators with all associated hardware. Year one (1) of this project purchased one of the two (2) skid steers. Timely replacement of the excavators will assure lower emissions, and reduced maintenance costs while being more efficient and effective to meet the Town's grounds management efforts.

This project funds the replacement of the second skid steer excavator at the end of its life expectancy. Funding for the second replacement totals \$130,000 in FY24.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Large Area Mowers			
<b>Department</b>		<b>Expected Life</b>	
Public Works		10 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Miscellaneous Equipment		Program Year 1: \$90,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		90,000	
<b>Project Duration</b>		<b>Total Cost:</b>	
Year 2 of 2		\$180,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	BONDS	\$90,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The recreational areas, parks and Board of Education (BOE) athletic fields are a cornerstone of the Town admired by surrounding communities and cherished by its residents. Maintaining these large areas of pristine lawn is a considerable task needed to be completed effectively and efficiently to support the needs of residents, teams and athletic clubs.

The use of large area mowers is critical to meeting ever growing recreational demand. Currently two large area mowers have reached the end of their life cycle amassing long years of use and run time. Continuing to maintain them has become cost prohibitive. In addition, given their age, their emission output is far beyond environmental standards. Newer designs and technology will greatly reduce the Town's emission footprint. This project provides for the purchase of two (2) higher efficiency 12' large area mowers with all associated hardware. Timely replacement of the large area mowers will assure lower emissions, and reduced maintenance costs while being more efficient and effective to meet the Town's large area grounds management efforts.

This project funds the replacement of the second of two 16' large area mowers at the end of its life expectancy. Both mowers have been funded and purchased using an advance of FY24 dollars in FY23. This was necessitated due to long lead times of acquisition. Funding for the second replacement totals \$90,000.

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b> Police Vehicle Replacement			
<b>Department</b> Police		<b>Expected Life</b>	
<b>Category</b> Rolling Stock/Miscellaneous Equipment		<b>Funding Schedule</b> Program Year 1: \$117,000	
<b>Fiscal Year</b> 2023-2024		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Non Recurring		<b>Total Cost:</b> \$117,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$117,000
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>Police Vehicles in good condition are critical to the safety and productivity of the Police Departments. A review of the current fleet shows the following vehicles are in need of replacement. Following this plan will refresh many of the unmarked and special service vehicles, most of which range from 13 to 19 years old. Please consider funds will be needed at a minimum of 40 weeks prior to placing these orders or they run the risk of cancellation.</p> <p>1 – K9 Patrol Utility Vehicle 1 – Detective Vehicle</p>			

Town of West Hartford Capital Improvement Program			
Project Title Public Works Miscellaneous Equipment			
Department Public Works		Expected Life 10-15 Years	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 1: \$146,000	
Fiscal Year 2023-2024		Prior Year(s): \$0	
Project Duration Non Recurring		Total Cost: \$146,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$146,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The services provided by Public Works are dependent on having the right equipment, in good working order to assure efficiency, timeliness and safety to the work performed and to the resources using the equipment. All equipment used is utilized to maximize life expectancies but at some point needs replacement. Years of continuous hard work requires higher equipment maintenance costs and eventual replacement due to age and wear.</p> <p>The timely replacement of worn and high use equipment assures safety to its users, greater efficiency, and enhanced outcome attributable to newer technologies for residents. Considerable investments have been made in parks, athletic fields, signage, and roadways. Maintaining them to the levels expected by both industry standards and town residents is centric to Public Works' mission. This project requests the replacement of numerous pieces of equipment, with associated hardware, which have reached the end of their useful life span.</p> <p>The project requests the allocation of \$146,000 for the purchase a Sign Truck Chassis, Laminate Roller Table, and Athletic Laser Grader.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Radio Equipment			
<b>Department</b>		<b>Expected Life</b>	
Police			
<b>Category</b>		<b>Funding Schedule</b>	
Rolling Stock/Miscellaneous Equipment		Program Year 1:	\$40,000
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2023-2024		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Non Recurring		\$40,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$40,000
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The radio is the Police Department's most efficient means of communications. It serves not only as a means of receiving and transmitting, but can also be used to summon assistance, broadcast alarms, and coordinate field activities. Having the appropriate tools allows the department to be more proficient. These funds will be used to purchase:

- Tait Mobile Radios: Two of these are necessary to outfit the mobile command vehicle, one is a necessary back up for the PD fleet when repairs are required.
- Tri-Band Mobile Radio: This will be necessary for interoperable communications in the mobile command vehicle which is currently being built.
- Portable Radios PD Personnel: These are portables to outfit new PD personnel, mitigating the shortages due to ongoing repairs and reassignments.
- UHF Keys to 10 Existing Radios: The addition of the UHF keys to existing radios make communications in other municipalities possible, which for K9 officers is a regular occurrence, also very beneficial for support units.
- VP Gate Servers: Have not been updated in 5 years and have a high potential for failure. Failure would mean that ERC is unable to identify any town units that call on the radio, creating a safety issue.
- Tait Portable Radios: These are required to fill the shortages for support units for Police (private duty), also will be utilized for mass response incidents with surrounding agencies and for mobile command vehicle when needed.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Police Pistol Replacement			
<b>Department</b> Police Department		<b>Expected Life</b> 10 Years	
<b>Category</b> Rolling Stock/Miscellaneous Equipment		<b>Funding Schedule</b> Program Year 1: \$100,000	
<b>Fiscal Year</b> 2023-2024		<b>Prior Year(s):</b>	
<b>Project Duration</b> Non Recurring		<b>Total Cost:</b> \$100,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$100,000
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The West Hartford Police Department is requesting \$100,000 for the replacement of the sworn police officer(s) duty pistols. The current issued firearms are nearing 8 years of service with a life expectancy of 10 years depending on rounds fired.

Some recent developments have focused on officer proficiency, targeting and efficiency in lethal situations. The review of shooting situations, including the Bristol Police Department incident, demonstrates that officers need a more accurate targeting system on their pistols to stop active shooters.

In an effort to be fiscally responsible, and with the looming replacement of current weapons on the horizon combined with a more accurate weapon system, department personnel have been tasked with investigating possible replacement scenarios.



**TOWN COUNCIL ADOPTED CIP BUDGET**  
**CAPITAL IMPROVEMENTS BY PROJECTS AND FUNDING SOURCES**  
**PROGRAM YEAR 2 - FISCAL YEAR 2024-2025**  
**(\$ IN THOUSANDS)**

	<u>BONDS</u>	<u>CNRE</u>	<u>GRANTS</u>	<u>OTHER</u>	<u>TOTAL</u>
<b><u>TRANSPORTATION &amp; CIRCULATION</u></b>					
Pedestrian & Bicycle Management	684	-	-	-	684
Storm Water Management	733	-	-	-	733
Street Reconstruction	1,500	-	-	-	1,500
Street Resurfacing	2,715	-	431	-	3,146
Traffic System Management	200	101	-	-	301
Flood Mitigation Infrastructure Improvements	5,000	-	-	-	5,000
Farmington Avenue Reconstruction	-	-	1,650	-	1,650
Infrastructure Improvement Project	<u>200</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>200</u>
Sub-Total	<b>11,032</b>	<b>101</b>	<b>2,081</b>	-	<b>13,214</b>
<b><u>EDUCATION</u></b>					
Asbestos Removal	200	-	100	-	300
Computer Infrastructure	-	400	-	-	400
Exterior School Building Improvements	1,415	-	760	-	2,175
Furniture & Equipment Replacement	-	200	-	-	200
Heating & Ventilation Systems	900	-	-	-	900
Interior School Building Improvements	1,480	-	370	-	1,850
Site and Athletic Field Improvements	550	-	-	-	550
Stage & Auditorium Renovations	200	-	-	-	200
Elementary School Air Quality	4,432	-	1,108	-	5,540
Wolcott Security Improvements	<u>2,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,500</u>
Sub-Total	<b>11,677</b>	<b>600</b>	<b>2,338</b>	-	<b>14,615</b>
<b><u>PARKS &amp; RECREATION</u></b>					
Outdoor Pool Improvements	-	50	-	-	50
Park & Playfield Improvements	400	-	-	-	400
Eisenhower Pool and Bathhouse Replacement	2,000	-	-	-	2,000
Park & Playscape Management	-	125	-	-	125
Rockledge Irrigation Replacement	<u>2,400</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,400</u>
Sub-Total	<b>4,800</b>	<b>175</b>	-	-	<b>4,975</b>
<b><u>TOWN BUILDING IMPROVEMENTS</u></b>					
Heavy Equipment/Truck Storage Facility	200	-	-	-	200
Various Police Department Improvements	1,200	-	-	-	1,200
Materials Solution Center Modernization	1,750	-	-	-	1,750
Town Building Improvements	1,462	400	-	-	1,862
Energy Conservation	<u>-</u>	<u>100</u>	<u>-</u>	<u>-</u>	<u>100</u>
Sub-Total	<b>4,612</b>	<b>500</b>	-	-	<b>5,112</b>
<b><u>GOVERNMENTAL OPERATIONS</u></b>					
Communications Infrastructure	350	260	-	-	610
Document Digitization Project	250	-	-	-	250
Time & Attendance System	<u>250</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>250</u>
Sub-Total	<b>850</b>	<b>260</b>	-	-	<b>1,110</b>
<b><u>ROLLING STOCK/MISC EQUIPMENT</u></b>					
Public Works Rolling Stock	600	-	-	-	600
Town Vehicles	-	160	-	-	160
Grounds MadVac EV	227	-	-	-	227
Fire Miscellaneous Equipment	-	225	-	-	225
Fire Support Fleet	-	165	-	-	165
Public Works Miscellaneous Equipment	<u>-</u>	<u>28</u>	<u>-</u>	<u>-</u>	<u>28</u>
Sub-Total	<b>827</b>	<b>578</b>	-	-	<b>1,405</b>
Program Year 2 - Grand Total	<b><u>33,798</u></b>	<b><u>2,214</u></b>	<b><u>4,419</u></b>	<u>-</u>	<b><u>40,431</u></b>

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Pedestrian and Bicycle Management			
<b>Department</b> Community Development		<b>Expected Life</b> 25 Years	
<b>Category</b> Transportation & Circulation		<b>Funding Schedule</b> Program Year 2: \$684,000	
<b>Fiscal Year</b> 2024-2025		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$684,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$684,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

This capital program addresses the needs of the pedestrians and bicyclists throughout the Town. The Town of West Hartford maintains an extensive system of 300 miles of sidewalks. These sidewalks provide a safety benefit to pedestrians in lieu of walking in the street. The sidewalk system also provides a neighborhood enhancement, and benefits school children, business patrons throughout town, and recreational users. The Engineering Division refers to the Town's Sidewalk Policy for consideration of adding sidewalk sections to eliminate sidewalk gaps in the Town's sidewalk network.

In addition to the sidewalk system, the Engineering Division will continue to design and construct on and off-street bicycling options across the Town. For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways in accordance with the Town's Complete Streets Policy, especially the Bicycle Facility Plan.

With additional funding and multiple contractors, the Town reduced from over 2,000 to approximately 1,050 total sidewalk work order requests. We annually average 200 new work order requests and address 225 work orders.

## Town of West Hartford Capital Improvement Program

Project Title				Storm Water Management					
Department			Community Development			Expected Life		50 Years	
Category			Transportation & Circulation			Funding Schedule		Program Year 2: \$733,000	
Fiscal Year			2024-2025			Prior Year(s):		-	
Project Duration			Recurring			Total Cost:		\$733,000	
Ongoing Operational Costs					Funding Source(s)				
Personnel Services		\$			Bonds		\$733,000		
Contractual Services		\$			Grants		\$		
Non-personnel Services		\$			CNRE Fund		\$		
Other		\$			Special Revenue Fund		\$		

### Description & Justification

This capital program maintains the complex, Town-wide drainage system, which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 175 miles of pipe.

Most of the Town's bridges and some of the Town's culverts are inspected every two years by the State of Connecticut, Department of Transportation. The Engineering Division performs periodic inspections of the remaining bridges and culverts.

Some inspections of the Town's storm pipes occur annually on an as-needed basis to investigate flooding, pavement failures, or in advance of a road repaving project. These annual video inspections cost approximately \$50,000. Inevitably, the pipe inspections lead to necessary pipe replacements, which average \$300,000 per year.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Street Reconstruction			
<b>Department</b>		<b>Expected Life</b>	
Community Development		30 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year 2:     \$1,500,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$1,500,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,500,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This Capital Improvement Program (CIP) provides the funding necessary to address the reconstruction needs of any Town roadway in order to keep them operational for the public.</p> <p>Street Reconstruction involves the following: coordination with utility companies to ensure underground facilities are not in need of repair or replacement; evaluation for complete street components; replacement of curb; replacement of failing concrete or paver sidewalk; replacement of concrete or asphalt driveway aprons; replacement of drainage structures; re-establishment of the roadway base material; roadway repaving; pavement markings; traffic signage; and traffic control services during construction.</p> <p>Planned 2025 roadway reconstructions include: Ardmore Road, Highland Street, King Philip Drive (Tumblebrook Lane to Fuller Drive), Pleasant Street, and Warwick Street.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Street Resurfacing			
<b>Department</b>		<b>Expected Life</b>	
Community Development		20 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year 2:	3,146,000
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$3,146,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$2,715,000
Contractual Services	\$	Grants	\$431,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The Town strives to repave 10 or more miles of roadway each year, via this Capital Improvement Program. Due to the escalating cost of asphalt and current staffing levels, the Town has only been able to resurface an average of 6.8 miles over the past five years.

The streets selected for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 24 percent or 52 miles are in poor or extremely poor condition. Selections are also based on geographical considerations to balance the repaving throughout Town. The Street Resurfacing Program includes: milling to partially remove the existing pavement; sweeping the roadway clean; paving the roadway; and traffic control services during construction. In most cases, bituminous curbing and driveway aprons are also replaced. Also, \$50,000 from this program is used for pavement crack sealing on roadways that were repaved approximately five years prior. The Town also coordinates all work with the utility companies.

The Public Works Department and the Town's drainage contractor replace catch basins in conjunction with the street resurfacing program. On average, 240 catch basins are replaced every year at a cost of approximately \$360,000.

## Town of West Hartford Capital Improvement Program

Project Title				Traffic System Management			
Department		Community Development		Expected Life		30 Years Infrastructure 5 Years Pavement Markings	
Category		Transportation & Circulation		Funding Schedule		Program Year 2:       \$301,000	
Fiscal Year		2024-2025		Prior Year(s):		-	
Project Duration		Recurring		Total Cost:		\$301,000	
Ongoing Operational Costs				Funding Source(s)			
Personnel Services	\$			Bonds		\$200,000	
Contractual Services	\$			Grants		\$	
Non-personnel Services	\$			CNRE Fund		\$101,000	
Other	\$			Special Revenue Fund		\$	

### Description & Justification

This Capital Improvement Program addresses the improvement or replacement of the Town's 62 traffic signals, 1,200 traffic control signs, 30 miles of pavement markings, two miles of guiderail, and the Town's street lighting system. Proper operating maintenance of these traffic control devices greatly improves safety to the mobile public. This Program provides funding to install traffic calming measures and intersection traffic safety improvements.

Of the Town's 62 traffic signals, five remain that are approaching the end of their useful life at 25 years or older. The goal of this program is to replace one traffic signal every other year, make necessary traffic signal improvements such as pedestrian signal upgrades to add exclusive pedestrian signal phases and/or accessible pedestrian signal equipment, and to replace all necessary pavement markings affected by the repaving program and replenish others throughout Town. Guiderail, traffic signage, and street lighting are replaced as necessary.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Flood Mitigation Infrastructure Improvements			
<b>Department</b>		<b>Expected Life</b>	
Community Development		50 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year 2:     \$5,000,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		2,000,000	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$7,000,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$5,000,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
<p><b>Description &amp; Justification</b></p> <p>Due to repetitive street and property flooding, three drainage studies were completed to evaluate and recommend improvements to the Town's street drainage system to reduce the frequency and impact from flooding after heavy rain events. These studies covered approximately 10 percent of the Town's street drainage system in the center of the Town spreading from Mohawk Drive (North), Farmington Avenue (South), Walbridge Road (East), and Pleasant Street (West).</p> <p>Several areas within these studies were identified as in need of larger storm pipes, storm pipe extensions, and drainage connections from private properties to the Town's storm drainage system.</p> <p>Funding in this program year is for the construction of the second year of a multi-year program to improve the Town's storm drainage infrastructure to mitigate flooding impacts. The Engineering Division is seeking grants to fund the construction of these improvements.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Farmington Avenue Reconstruction			
<b>Department</b>		<b>Expected Life</b>	
Community Development		30 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year 2:     \$1,650,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Non-Recurring		\$1,650,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$1,650,000
Other	\$	Other	\$
<p><b>Description &amp; Justification</b></p> <p>This program includes Complete Streets improvements on Farmington Avenue from Walden Street to Main Street including the intersections at Walden Road, LaSalle Road, and the Municipal Parking Lot Driveway. Program elements include sidewalk expansions, replacement of sidewalk surfaces, replacement of street trees and tree wells, sidewalk furniture, low impact development drainage improvements, traffic calming improvements, roadway repaving, and new pavement markings.</p> <p>This project will be utilizing ARPA funds.</p>			



<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b> Infrastructure Improvement Project			
<b>Department</b> Community Development		<b>Expected Life</b> 20 Years	
<b>Category</b> General		<b>Funding Schedule</b> Program Year 2: \$200,000	
<b>Fiscal Year</b> 2024-2025		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$200,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
<b>Description &amp; Justification</b> This program funds the replacement of public infrastructure that involves multiple departments. Examples of infrastructure eligible for this program include, but are not limited to: Trout Brook Trail, Town parking lots, Webster Walk area, and Memorial and Isham parking garage.			

Town of West Hartford Capital Improvement Program			
Project Title Asbestos Removal			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 2: \$300,000	
Fiscal Year 2024-2025		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$300,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$100,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>Asbestos Containing Material (ACM) has been found throughout the district in locations documented in the Board of Education’s Asbestos Management Plan. The annual appropriation is used to support many other recurring projects, such as boiler replacement. Ideally, the removal precedes the designated recurring construction activity. These funds pay for asbestos removal project specifications, diagrams, hygienists, actual removals, testing results, and final reports.</p> <p>Inert asbestos containing material can be encapsulated rather than removed. Construction and/or renovation activities, however, often make inert materials friable and removal provides for safer, more predictable working conditions. Additionally, when asbestos containing materials are encountered on a work site, all activities must cease until the removal of the asbestos has been completed. Therefore, we are better able to project construction/renovation schedules and cost with the asbestos removed in advance.</p> <p>Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements, and heating improvements.</p>			

## Town of West Hartford Capital Improvement Program

Project Title				Computer Infrastructure			
Department			Public Schools	Expected Life		3-5 Years	
Category			Education	Funding Schedule		Program Year 2: \$400,000	
Fiscal Year			2024-2025	Prior Year(s):		-	
Project Duration			Recurring	Total Cost:		\$400,000	
Ongoing Operational Costs				Funding Source(s)			
Personnel Services		\$		Bonds		\$	
Contractual Services		\$		Grants		\$	
Non-personnel Services		\$		CNRE Fund		\$400,000	
Other		\$		Special Revenue Fund		\$	

### Description & Justification

All West Hartford Public Schools are connected to a fiber-optic metropolitan area network (MAN). The internal connections at each school consists of layer 2 switches and layer 3 routers to bring the network and internet resources to all offices and classrooms. Servers, switches, telecommunications equipment and other appliances will require proactive replacement to improve mean time between failures and reduce mean time to recovery. Additionally, these funds are used to annually replace the oldest computers in the district for newer models capable of meeting the demands of current administrative and educational software. These funds, combined with funding in the operating budget, constitute our technology investment in the schools.

The ongoing investment in educational and administrative computing is a critical element in providing what has become basic functionality in today's technology reliant education environment.

This program supports the computer fleet at all 16 public schools and administrative offices. In order to stay current with software requirements and phase out the oldest hardware that is past its usable life and out of warranty coverage, maintenance of an annual technology refresh schedule of 1,500 devices on average is required. This program ensures a reliable device fleet that is able to support computer based testing mandates.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Exterior School Building Improvements			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 2:      \$2,175,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$2,175,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,415,000
Contractual Services	\$	Grants	\$760,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

With 16 buildings of varying age, exterior school improvements are an annual requirement. Exterior school improvements may include roofing, masonry, window upgrades and exterior door replacement, as well as other structural improvements. Re-roofing includes removal of existing materials and in many cases, insulating with thicker, denser materials to provide for increased energy conservation. It also includes the installation of necessary flashings, counter flashings, drainage improvements and related masonry repairs. A systematic re-roofing program addresses the fact that building materials decay, while it ensures the useful life of the building and protects a significant capital asset. Masonry includes restoration and re-pointing of building facades. Window upgrades replace single pane windows with energy efficient window systems.

The desirability of maintaining roofs in a good state of repair represents a prudent approach to building maintenance. Deterioration of roofing surfaces and exterior building envelopes, left unchanged, exposes buildings to water damage and long-term structural damage.

This year's appropriation will be dedicated to partial roof replacement at Hall.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Furniture and Equipment Replacement			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 2: \$200,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$200,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$200,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

The Furniture and Equipment Replacement program provides for the periodic replacement of furniture and equipment district-wide as the inventory becomes worn out, unable to be repaired, or unsafe. There are five categories of items included in this replacement program.

**Classrooms and Laboratories**— There are approximately 617 classrooms in the 16 schools that comprise the district. Classroom and laboratory furniture have a life span of approximately 20 years. This category of furniture includes student desks and chairs, teacher desks and chairs, laboratory tables and chairs. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools as needed. Adjustable desks are specified for the elementary schools so that furniture can be transferred to different grade levels within an elementary school.

**Administrative** – Each of the 16 schools have main offices along with support staff operations that have furniture requirements including desks, chairs, tables, filing cabinets, and permanent dividing walls. Office furniture has a typical life span of 20 years.

**Cafeteria** – Each of the 16 schools has a cafeteria that requires tables and chairs for students. In many instances, these spaces are also used for additional classroom space, assemblies and meetings. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools. Cafeteria furniture has a typical life span of 15 years.

**Equipment** – Items in this category include appliances and folding dividing walls. Appliances have a life span of between 10 and 15 years and dividing walls have a typical life span of approximately 30 years.

**Lockers** – Element of the school building design which is subject to excessive wear and tear as generations of students make use of these temporary storage receptacles. Because certain lockers cannot be repaired further, there is a need for lockers district-wide for the next several years. New lockers are specified to be wider and deeper than existing ones, and they are usually specified to have a more limited number of moving components, thereby limiting our future repairs and maintenance.

Furniture has a limited useful life. Much of the Town's inventory has been pushed well beyond that life span. As many older pieces become obsolete, the Town can no longer obtain repair parts. Finally, as educational methods change, furniture needs change.

This funding will go toward the replacement of furniture, equipment, and lockers throughout the system.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Heating and Ventilation Systems			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 2:      \$900,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$900,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$900,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This program provides for the replacement of existing boilers and upgrades to existing HVAC systems some of which have performed well beyond their useful life. Replacement boilers are typically more energy efficient and include a greater amount of programmable auxiliary controls. Reconfigured piping is often necessary. New temperature-controlled gas burners are included, as are requisite improvements to the gas piping. Associated breeching, dampers and needed chimney repairs are included.</p> <p>Good preventive maintenance practice dictates that major building components be repaired or replaced, if necessary, before problems arise. Few components of a building are as essential as a dependable boiler. Boiler failures can cause major problems to the educational process as well as unanticipated major expenses during the middle of a fiscal year.</p> <p>This funding will go toward the replacement of the boilers at Hall.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Interior School Building Improvements			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 2:      \$1,850,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$1,850,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,480,000
Contractual Services	\$	Grants	\$370,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

School building improvements consist of facility needs that are not specifically outlined as a separate capital project. These expenditures include replacement of fire alarm systems, handicap accessibility improvements, lighting system upgrades, HVAC control system replacements, and building and fire code related improvements.

The school system has 11 elementary schools, three middle schools, and two high schools that together comprise more than 1.75 million square feet of educational facilities. These facilities require regular investment to maintain their existing infrastructures and upgrade their systems. This appropriation continues the Town's reinvestment in its schools and commitment to maintain them in good condition.

Improvements this year will include flooring replacement and painting at King Philip and Wolcott, restroom renovations at Aiken and exterior door replacement at Sedgwick.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Site and Athletic Field Improvements			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 2:      \$550,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$550,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$550,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The school fields and site infrastructure have experienced significant wear and tear. Most of these facilities were originally constructed more than fifty years ago. Funding is used to upgrade facilities to ensure their continued usefulness.</p> <p>West Hartford's athletic fields have been intensively used to a point where facilities have become inadequate or are beginning to show signs of deterioration. Much of the site infrastructure is also in need of replacement. The purpose of these improvements is to provide safe playing and pedestrian conditions. A long-term athletic field and site infrastructure improvements program is needed to prevent further deterioration and to preserve these important community resources.</p> <p>The funding will go toward paving at Braeburn.</p>			



## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Stage & Auditorium Renovations	
<b>Department</b>	Public Schools	<b>Expected Life</b>	
<b>Category</b>	Education	<b>Funding Schedule</b>	
		Program Year 2:	\$200,000
<b>Fiscal Year</b>	2024-2025	<b>Prior Year(s):</b>	
			-
<b>Project Duration</b>	Recurring	<b>Total Cost:</b>	
			\$200,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

Every school facility in West Hartford has an auditorium and all but Smith School have a type of traditional stage. Many of the stage components and systems have outlived their useful life and are either non-functional or have been made inoperable due to safety concerns. Furthermore, many stages have lighting panels which require updating by code.

The West Hartford Public Schools curriculum has been distinguished by its emphasis on excellence in academics, athletics and the arts. Theater, acting and stagecraft are all part of the curriculum. Our auditoria are the scene of many Town-wide events, such as the Pops and Jazz Concerts and the winter concerts. Furthermore, the safety of the stages as well as their versatility is important to those renting our facilities. The middle schools offer a full program of artistic events to their communities year round. The fact that many of our stages require significant repairs limits the kinds of productions we can offer the community and the teaching experiences we can offer our students.

Funding will be allocated for auditorium lighting and sound improvements at Whiting Lane, Bugbee, Duffy, and Wolcott.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Elementary School Air Quality Improvements			
<b>Department</b> Public Schools		<b>Expected Life</b>	
<b>Category</b> Education		<b>Funding Schedule</b> Program Year 2: \$5,540,000	
<b>Fiscal Year</b> 2024-2025		Prior Year(s): 7,715,000	
<b>Project Duration</b> Program Enhancement – Year 3 of 15		Total Cost: \$13,255,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$4,432,000
Contractual Services	\$	Grants	\$1,108,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The majority of our elementary schools were built prior to 1964 and lack modern fresh air ventilation, air conditioning, and have their original single-pane glass window systems. The single-pane glass window systems were intended by design to leak air as a means of providing fresh air. Modern building standards require fresh air to be provided via mechanical air handlers in which outside air is brought in, filtered to remove contaminants, and mixed with existing air with a certain percentage being expelled to the outside and the remaining air being recirculated into the building based upon carbon dioxide levels. Many studies have shown that proper fresh air and comfort is a substantial benefit to student success in a learning environment.</p> <p>Two of our elementary schools have building-wide fresh air and air conditioning systems (Charter Oak International Academy and Smith), two elementary schools have building-wide fresh air systems with limited air conditioning (Braeburn and Wolcott), and the remaining seven elementary schools have limited fresh air and air conditioning along with single-pane window systems. In the 1970s, many of the single-pane window systems were in-filled with sheetrock and insulation in order to help save energy. While this action did save on energy costs, it reduced the number of operable windows in the building, reduced the amount of fresh air entering the building, and also reduced the amount of natural light.</p> <p>As part of the school reopening process necessitated by the COVID-19 pandemic, a retro-commissioning project was conducted by a mechanical engineering consultant to assess and recommend repairs and/or adjustments to our existing HVAC systems in all 16 schools to increase fresh air ventilations and improve air filtration levels where feasible. This project has provided the district with a solid starting point to evaluate and make improvements to improve fresh air quality in the schools.</p> <p>This program enhancement provides funding over a 15-year period to make improvements at the nine elementary schools that lack modern fresh air, air conditioning, and modern window systems. The funding this year will go to Webster Hill.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Wolcott Security & Office Improvements			
<b>Department</b> Public Schools		<b>Expected Life</b>	
<b>Category</b> Education		<b>Funding Schedule</b> Program Year 2: \$2,500,000	
<b>Fiscal Year</b> 2024-2025		Prior Year(s): \$500,000	
<b>Project Duration</b> Program Enhancement –Year 2 of 2		Total Cost: \$3,000,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$2,500,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The main office at Wolcott is located internally in the building, limiting the ability of staff to safely allow visitors into the school. This project would create a small addition at the front of the building for the main office, adjacent to the library/media center, and replace the entry canopy. This configuration would address the safety concern that currently exists. In addition, Wolcott has been experiencing a dramatic increase in the number of students requiring additional services beyond the standard classroom, requiring space that is appropriate to provide these services. Currently, several classrooms have been converted to host multiple small groups at one time but this configuration is not conducive to effectively providing these services. There is also one classroom located on the lower level of the building that is not handicapped accessible. The proposed addition would allow for renovation of the existing main office into several small group learning rooms to address the need for additional services and eliminate the classroom in the lower level.

Funding in the second year would be utilized to perform the construction and renovation work.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Outdoor Pool Improvements			
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services		10 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year 2:           \$50,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$50,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$50,000
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The money for this project will be used to repair filtration systems, underground pipes, and concrete decks where necessary. This is an ongoing program to address facility issues within our neighborhood pools.</p> <p>This project will allow for improvements at the Town's five outdoor pools and four spray decks. Funding under this program will assist the department in maintaining visitor safety as well as upgrading the appearance of the outdoor pools by completing minor projects not addressed through the operating budget.</p> <p>The outdoor pool season is a summer program of limited duration. This program will allow the Town to minimize downtime at the outdoor pools, thus assuring the community has use of their pools during the summer months.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Park & Playfield Improvements			
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services			
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year 2: \$400,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$400,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$400,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

West Hartford's parks and athletic fields are intensively used by youth leagues, some to a point where facilities have become inadequate or are beginning to show signs of deterioration. The purpose of park and playfield improvements is to provide safe playing conditions so that interscholastic and youth league injuries can be minimized. The program also covers tennis and basketball courts in parks. A long-term athletic field improvements program, developed in conjunction with the Department of Public Works, prioritizes field maintenance to prevent further deterioration and to preserve these community resources within Town parks.

Post tension concrete projects have been implemented in several public parks to date. Investment in this technology saves on long-term upkeep costs. This year, if funds did not allow in FY 24 regrading will be accomplished at Beachland's soccer field. Attention will be focused on the installation of post tension courts (\$330,000) at the Eisenhower basketball site. Remaining funds would be used to install CMU dugouts at Eisenhower Park baseball field (\$60,000); the remainder (\$10,000) will address field improvements at various sites.

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Eisenhower Pool and Bathhouse Replacement	
<b>Department</b> Leisure Services & Social Services		<b>Expected Life</b>	
<b>Category</b> Parks & Recreation		<b>Funding Schedule</b> Program Year 2:      \$2,000,000	
<b>Fiscal Year</b> 2024-2025		Prior Year(s):      2,400,000	
<b>Project Duration</b> Year 2 of 2		Total Cost:      \$4,400,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$2,000,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
<p><b>Description &amp; Justification</b></p> <p>West Hartford supports community pools in four parks. Community pools offer many benefits to the physical, mental, emotional and social health of our community. The renovation of Eisenhower Pool and Bathhouse is a critical infrastructure improvement. The funding in place (\$2.4M) was not sufficient to meet the cost of construction. An estimated additional \$2M is required to fund the project fully.</p> <p>The construction schedule is expected to be August 21, 2023 to May 31, 2024.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Park & Playscape Management			
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services		10-15 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year 2:      \$125,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$125,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$125,000
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>Funds for this project will be used to repair and/or replace existing playscapes and playground equipment at Town parks. This is a recurring program to address facility improvements. The ongoing maintenance of existing equipment will provide for accessible playgrounds, improve safety, and better serve the needs of neighborhoods.</p> <p>This year's appropriation will fund the replacement of various fencing replacements and ongoing maintenance repairs of park playground structures and equipment.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Rockledge Irrigation Replacement			
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services		20-25 years	
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year 2:     \$2,400,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Non- Recurring		\$2,400,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$ 2,400,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
<p><b>Description &amp; Justification</b></p> <p>Rockledge Golf Course’s irrigation system was originally installed in 1981 with a 20-year lifespan. It is long overdue for a replacement. In order to protect the investment of the course, save money on repairs and water leaks, and increase efficiency, this replacement is required. The irrigation system is important to maintain quality golf; all greens, tees and most fairways are irrigated. Components include the irrigation ponds (fed by wells); a pump station, water distribution pipes, control valves, control lines (with controllers) and sprinkler heads. Irrigation complements fertilizer and Integrated Pest Management, allowing for judicious use and increased use of organic treatments. It also helps control algae and heat stress. An automated system would allow remote adjustments.</p>			



## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Heavy Equipment/Truck Storage Facility			
<b>Department</b>		<b>Expected Life</b>	
Public Works		30 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Building Improvement		Program Year 2: \$200,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		\$0	
<b>Project Duration</b>		<b>Total Cost:</b>	
Year 1 of 2		\$200,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$

### Description & Justification

The Public Works facility located on Brixton Street supports the Town's infrastructure and facility maintenance operations. The Brixton Street location is responsible for housing all Street, Fleet, Traffic Safety, Grounds, BOE Grounds, Town Plant & Facility, and BOE Facility maintenance operations and their supporting employees. The current storage facility at this location is inadequate to support the core operational needs of Public Works. The current facility is undersized and non-conforming with today's safety and operational effectiveness standards. This was exacerbated when the Town's Grounds, Facility, BOE Grounds, and BOE Facility maintenance operations and employees were relocated to the Public Works location over the last 10 years. The site is currently working to develop a master plan which is required to support its operational needs.

The existing storage facility, designed and built in 1998, is inadequate to support the volume, storage, and operational maintenance for critically valued trucks, construction equipment, and collateral equipment. The current building design limits operational effectiveness and presents serious OSHA challenges with the mobilization of the units that use the facility. Access to collateral equipment and high-valued materials is challenging and limited. Supporting operational equipment and vehicles have evolved considerably over the last two decades, and the Public Works facility has grown its operational utilization by other departments as they have relocated to the Brixton Street location over the last 10 years. The facilities can no longer adequately support the demand for space, size and configuration of the units intended to be stored. This leaves valuable vehicles and equipment exposed to weather and other environmental conditions, creating a negative impact on operational readiness and life expectancy of equipment.

A new and repositioned storage facility is required to improve day-to-day maintenance and control of valued equipment and vehicles. The facility will support the storage of seasonal equipment such as plows and material-spreading apparatus, provide secure and environmentally-controlled storage, plus improved storage for smaller yet vital equipment and tools such as portable saw, compressors, and support units. Most importantly, a revised facility will improve the effectiveness and efficiency of the site while maintaining regulatory safety requirements for all employees performing day-to-day operations.

The requested funding will support hiring professional services for design, feasibility analysis, and project specifications for a construction project.

Town of West Hartford Capital Improvement Program			
Project Title		Various Police Department Improvements	
Department Facilities		Expected Life 50 years	
Category Building Improvements		Funding Schedule Program Year 2: \$1,200,000	
Fiscal Year 2024-2025		Prior Year(s): -	
Project Duration Non-Recurring		Total Cost: \$1,200,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,200,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
<p><b>Description &amp; Justification</b></p> <p>Police Department is requesting the following projects:</p> <p>Lab Improvements</p> <p>Patrol/Traffic Office Reconfiguration</p> <p>General Building Improvements</p> <p>ERC Extra Station</p> <p>Professional Standards &amp; Patrol Furniture</p> <p>Community Relations Offices</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Materials Solution Center Modernization	
Department	Public Works	Expected Life	25 years
Category	Building Improvements	Funding Schedule	Program Year 2: \$1,750,000
Fiscal Year	2024-2025	Prior Year(s):	\$0
Project Duration	Non-Recurring	Total Cost:	\$1,750,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$1,750,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	OTHER	\$
<p><b>Description &amp; Justification</b></p> <p>The property at 25 Brixton Street is owned by the Town and serves as the Town's Yard Waste and Recycling Center. Phase one of this project was completed in 2019 with the demolition of the incineration building to support a more efficient use of the property and for a redesign of the Yard Waste and Recycling Center to better serve the public and improve Public Works' operational efficiency. The lot is 15.78 acres, 8.61 of which is utilized for a transfer station and volume reduction facility.</p> <p>The ash landfill is now used as a quasi-public organic volume reduction and composting operation. The organic management operation receives both commercial and municipal green waste such as woody vegetation, leaves, and other organic landscaping waste.</p> <p>The redevelopment and modernization of this site supports the State of Connecticut Department of Energy and Environmental Protection's (DEEP) Comprehensive Materials Management Strategy and their 60% waste diversion goals by 2024. Using grant and CIP funding, the Town completed the Environment Assessment and Remedial Action Plan in 2018. In fiscal year 2021, funds were allocated for redesign and construction of a modern Materials Solution Center for recycling and waste diversion.</p> <p>FY24 funding encompasses the capping of the current landfill to meet DEEP requirements, and the construction of new facilities to address the towns current and future requirements of MSW, recycling and yard waste management.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Town Building Improvements			
<b>Department</b>		<b>Expected Life</b>	
Facilities Services			
<b>Category</b>		<b>Funding Schedule</b>	
Building Improvements		Program Year 2:      \$1,862,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$1,862,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,462,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$400,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

Town building improvements are facility needs not addressed under other capital projects and include the categories of heating, ventilation and cooling (HVAC) systems, roofing and masonry, interior finishes, fixtures and furnishings, and code compliance. This program allows for improvements to the Town's municipal buildings, such as completing minor projects and replacing equipment and building amenities, and to maintain and upgrade the systems and appearance of the buildings.

**Heating, Ventilation and Cooling (HVAC) Systems** - HVAC systems provide heating, cooling and air circulation to users of buildings. Air temperature and indoor air quality are important issues to building occupants in regard to their personal comfort and health. The periodic replacement of boilers, furnaces, chillers, cooling towers, air handlers, and ventilation systems is required as these systems wear out and/or become obsolete. New HVAC systems also provide the Town an opportunity to install more energy efficient equipment and to install modern direct digital controls, which provide greater control and will lower operating costs.

**Roofing and Masonry** - Proper maintenance of the exterior building shell is required to prevent water and air penetration into the building. Water damage can cause significant damage to a building and potential health hazards to building occupants. Air penetration causes heating and cooling losses and interferes with the proper operation of HVAC equipment and can lead to excessive wear and tear of the equipment and higher operating costs. Building roofs have a life span of approximately 20 to 25 years.

**Interior Finishes, Fixtures and Furnishings** - Interior finishes include wall, floor and ceiling surfaces; fixtures include restroom toilets, sinks, partitions, and kitchen sinks; furnishings include appliances such as stoves, ovens, refrigerators, and water fountains, benches and other miscellaneous items that are permanently installed in buildings.

**Code Compliance** - Code compliance includes fire and life safety, handicap accessibility, elevator and public health codes in Town buildings. Codes periodically change, or if it is discovered that we are not in compliance with the code, we must make repairs, enhance systems, or modify buildings to meet the requirements of the code.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Energy Conservation			
<b>Department</b>		<b>Expected Life</b>	
Facilities Services			
<b>Category</b>		<b>Funding Schedule</b>	
Building Improvements		Program Year 2:        \$100,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$100,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	BONDS	\$
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$100,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This project will fund energy conservation improvements to Town and school buildings as part of the Town's overall energy management strategy. Each year, capital improvements will be identified based upon recommendations of the Town's energy specialist that will reduce the consumption and cost of energy. Based upon a priority ranking and payback schedule, those improvements that will have the best return will be implemented. Improvements may include more efficient equipment, energy management control systems, financial incentive programs for improvements from the utility companies, implementing separate heating and cooling systems within buildings, and taking advantage of new technologies.</p> <p>Natural gas, electricity, and water costs are projected to increase for the foreseeable future. Investments need to be made that reduce the consumption of energy and water to manage energy costs. This dedicated project for energy conservation improvements establishes these investments as a priority rather than competing with other building improvement projects and priorities.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Communications Infrastructure			
<b>Department</b> Information Technology Services		<b>Expected Life</b>	
<b>Category</b> Miscellaneous		<b>Funding Schedule</b> Program Year 2: \$610,000	
<b>Fiscal Year</b> 2024-2025		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$610,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$350,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$260,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

This project represents the continued investment in the organization's communications infrastructure supporting voice and data communication for Town departments and the public schools. The maintenance of the infrastructure requires annual investments to replace obsolete hardware and software, and enhancements are required to maintain the performance of the infrastructure to support the continued and expanded utilization of voice and data communications. This project also finances investments in hardware and software for all Town departments.

The communications infrastructure supports applications that utilize voice and data communications to improve organizational performance. Improved performance is the result of extending access to information throughout the organization, making employees independent in accessing resources to solve problems and provide customer service. The communications infrastructure supports applications that provide customers direct access to electronic services, eliminating their dependencies on employees to receive customer service. Continued investment is required to maintain the infrastructure to support new applications and increased utilization, while maintaining the security integrity of the infrastructure.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Document Digitization Project			
<b>Department</b> Information Technology Services		<b>Expected Life</b> 50+ Years	
<b>Category</b> Miscellaneous		<b>Funding Schedule</b> Program Year 2 : \$250,000	
<b>Fiscal Year</b> 2024-2025		<b>Prior Year(s):</b> \$250,000	
<b>Project Duration</b> Year 2 of 4		<b>Total Cost:</b> \$500,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$250,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

Information Technology plans to create as close to a paperless work environment as possible for the Town and Board of Education. For example, the Community Development Department (Building, Engineering, and Planning & Zoning Divisions) currently requires paper submissions for most of its license and permit applications. The general office workspaces in this Department are overwhelmed by paper document storage. There are a total of 110 standing file cabinets, 30 flat file cabinets for large plans, 3 plan racks for temporary storage of large plans. In addition, there are more documents stored in the Building and Engineering Division vaults, which are located in Town Hall outside of the work areas.

The ongoing CityView license and permit upgrade will allow electronic document submissions. This will stop the need to store paper documents, but leave the many file cabinets, boxes, racks, and piles of paper documents. These documents should be scanned and stored electronically. Once completed, the office will be free of these documents, which will create office space that can be repurposed.

The Information Technology (IT) Department will work with Community Development and other Departments to ensure on premise or a cloud storage solution will be available as the main document repository. The IT department will ensure the documents are searchable and categorized so they can be easily retrieved.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Time & Attendance System			
<b>Department</b> Financial Services/Public Works		<b>Expected Life</b>	
<b>Category</b> Miscellaneous		<b>Funding Schedule</b> Program Year 2: \$250,000	
<b>Fiscal Year</b> 2024-2025		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Non Recurring		<b>Total Cost:</b> \$250,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$250,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$

### Description & Justification

The capture of Town personnel hours worked, PTO, sick time, and compensation are done manually using paper time sheets. The outdated process requires tracking down missing time sheets and verifying paper content due to handwriting challenges. This paper information is then entered manually into the Munis payroll system utilizing valuable time of department staff.

This Capital Improvement Program provides the funding necessary to implement time and attendance software. As part of the Town's continued goals to reduce technology infrastructure costs, improvement process and increase overall organizational effectiveness, the Financial Services and Public Works departments will put into operation time and attendance software. A time and attendance solution will provide improved accuracy of pay, manage time off requests, track expenses, automate and track time keeping and simplify scheduling.

Automated time tracking software will efficiently track, manage and control employee time and attendance while reducing costs. The software will nicely align with the recently implemented Munis Financial and Munis Human Capital Management system. This allocation will be used for implementation of a time & attendance system, which will meet the Public Works & Town departments scheduling and time tracking needs.



## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Public Works Rolling Stock			
<b>Department</b> Public Works		<b>Expected Life</b> 15- 20 years	
<b>Category</b> Rolling Stock		<b>Funding Schedule</b> Program Year 2: \$600,000	
<b>Fiscal Year</b> 2024-2025		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$600,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	BONDS	\$600,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The Department of Public Works utilizes a variety of rolling stock to perform a diverse array of community maintenance services. Equipment in good repair is critical to the productive use of the Department's resources. The Town has developed a multi-year plan to replace rolling stock based upon the condition of existing inventory and expected useful life. Timely replacement of rolling stock contributes to the efficiency and effectiveness of community maintenance services provided by the staff of the Department of Public Works.

Updating the Town's fleet relieves regulatory pressure to meet pollution and fuel economy standards. Replacing needed equipment enhances the public image when vehicles and equipment are in good repair. Safe, reliable equipment which provides necessary functionality also improves relations with employees. Improved engineering and technological advances in updated equipment provides better management of resources. Onboard electronics systems and telematics enable better monitoring of daily operations and performance and provides the ability to manage application rates such as salt application rates. It also improves the ability to monitor and schedule preventative maintenance activities, and helps with workforce productivity.

Using a Diesel Emissions Reduction Act grant and CIP funding.

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Town Vehicles	
<b>Department</b> Public Works		<b>Expected Life</b>	
<b>Category</b> Miscellaneous Equipment		<b>Funding Schedule</b> Program Year 2: \$160,000	
<b>Fiscal Year</b> 2024-2025		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$160,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	BONDS	\$
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$160,000
Other	\$	Special Revenue Fund	\$
<b>Description &amp; Justification</b> Rolling Stock and Miscellaneous Equipment in good condition is critical to the safety and productivity of Public Works. Public Works has developed a multi-year plan to replace these items based upon the condition of existing inventory and expected useful life. Timely replacement of Rolling Stock/Miscellaneous Equipment contributes to the efficiency and effectiveness of the department. Funding for the replacement of Rolling Stock and Miscellaneous equipment totals \$160,000 from the CNRE Fund.			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> MadVac Compact Litter Vacuum			
<b>Department</b> Public Works		<b>Expected Life</b> 10 Years	
<b>Category</b> Rolling Stock / Miscellaneous Equipment		<b>Funding Schedule</b> Program Year 2: \$226,500	
<b>Fiscal Year</b> 2024-2025		<b>Prior Year(s):</b> \$0	
<b>Project Duration</b> Non Recurring		<b>Total Cost:</b> \$226,500	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	BONDS	\$226,500
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The town center, Trout Brook Trail and local parks are a destination for residents as well as surrounding communities. There are expectations these areas will be kept clean and welcoming. Keeping these high visibility areas fresh is a challenge, and the use of large sweepers is not physically possible. The alternative is the use of large amounts of manpower which is inefficient and not practical.

The utilization of an Electric Vehicle (EV) based mid-size sweeper / vacuum designed specifically for tight streets, paved trails, and parking lots provides the ability to consistently clean high visibility areas while enhancing constituents' impression of West Hartford. Being EV based it helps meet the Town's goals of reduced carbon emissions and significantly lowers noise output. More importantly, it lowers labor costs by reducing man-hours associated with center and trail cleaning, and allows those hours to be redirected to activities they were intended to address.

This project funds the purchase of one (1) multi-functional EV based mid-size street sweeper with all attachments at a cost of \$226,500.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Fire Miscellaneous Equipment			
<b>Department</b>		<b>Expected Life</b>	
Fire Department			
<b>Category</b>		<b>Funding Schedule</b>	
Rolling Stock / Miscellaneous Equipment		Program Year 2:        \$225,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2024-2025		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$225,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	BONDS	\$
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$225,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

Miscellaneous Equipment in good condition is critical to the safety and productivity of Town departments. The Town has developed a multi-year plan to replace these items based upon the condition of existing inventory and expected useful life. Timely replacement of Miscellaneous Equipment contributes to the efficiency and effectiveness of a Town department.

The Fire Department is requesting to purchase a gear washer and dryer, electrocardiogram machine (ECG), Rescue Tool, Lucas chest compression device, SCBA Packs and bottles, “Bail-out” kits, Thermal imaging cameras for staff, Replacement Ladder Belts and one capital EMS item per year (video laryngoscope, IV pump, AED, etc.).

The Department is always looking to maintain and improve the safety and cancer-reduction of their members. Cancer rates are increasing, and there is an urgent need for the department to provide equipment to combat these rates. Safety needs change, but are constantly present, and annual funding will be effective in immediately addressing issues.

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b> Fire Support Fleet			
<b>Department</b> Fire		<b>Expected Life</b>	
<b>Category</b> Rolling Stock\Miscellaneous Equipment		<b>Funding Schedule</b> Program Year 2: \$165,000	
<b>Fiscal Year</b> 2024-2025		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$165,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$165,000
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
<b>Description &amp; Justification</b> Four (4) light vehicles per year to support a replacement cycle for Fire Department.			

Town of West Hartford Capital Improvement Program			
Project Title Public Works Miscellaneous Equipment			
Department Public Works		Expected Life 10 Years	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 2: \$28,000	
Fiscal Year 2024-2025		Prior Year(s): \$0	
Project Duration Non Recurring		Total Cost: \$28,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$28,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>West Hartford contains over 9,000 street, facility, and safety signs. These signs require regular inspection to insure they meet required reflective requirements. When they do need replacement, the Public Works Traffic Safety department must create new signs, which are up to current highway traffic safety standards, in a timely manner. Currently, the sign shop generates signs using high tech printers, yet cuts the signs out on a 15-year-old homemade cutting table using basic razor blades. This process slows sign generation as well as increases the potential for personal injury.</p> <p>The creation of signs, new or replacement, is critical to businesses, resident, and emergency first responders. Generating signs in a timely, accurate, and efficient manner is a cornerstone to the sign shop. This project provides for the purchase of one (1) plotter cutting table to automate the cutting of signs generated by printers, while removing the use of laser blades and reducing potential personal injury. The timely implementation of this equipment will assure increased efficiency and greater accuracy of output.</p> <p>This project funds the purchase of one (1) Sign Ship Plotter Cutting Table with a cost of \$28,000.</p>			

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**ANNUAL BUDGET 2023-2024**

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**ORDINANCE CONCERNING APPROPRIATIONS FOR THE FISCAL YEAR BEGINNING JULY 1, 2023****BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD:**

**THAT**, from the revenues derived from the property tax levy on the list of October 1, 2022 and other miscellaneous revenues estimated to be received in the fiscal year July 1, 2023 to June 30, 2024 as shown in the revenue section of the budget document, the following are hereby appropriated to the General Fund:

	<u>Personal Services</u>	<u>Non-Personal Expense</u>	<u>Capital Outlay</u>	<u>Sundry Expense</u>	<u>Total</u>
Town Clerk	\$ 258,099	\$ 91,395		\$ 19,118	\$ 368,612
Town Council	138,136	272,097		10,279	420,512
Town Manager	696,326	38,430		50,582	785,338
Corporation Counsel	352,215	135,800		26,246	514,261
Registrar of Voters	216,663	86,330		10,798	313,791
Information Technology	529,684	773,000		39,603	1,342,287
Financial Services	1,961,751	623,231		142,335	2,727,317
Assessor	746,654	87,090		55,361	889,105
Human Resources	411,658	124,500		30,002	566,160
Fire	12,755,268	1,679,976		210,058	14,645,302
Police	16,989,227	1,186,605		376,322	18,552,154
Community Development	2,619,757	358,200		194,979	3,172,936
Public Works	4,922,273	8,134,038		467,274	13,523,585
Facilities Services	1,301,750	1,269,117		83,173	2,654,040
Leisure Services & Social Services	2,487,655	1,203,374		138,485	3,829,514
Library	2,752,294	652,637		206,828	3,611,759
Education				190,191,121	190,191,121
Debt Service/Capital Financing				16,236,323	16,236,323
Payments to Probate		45,260			45,260
Contingency				500,000	500,000
Radio Maintenance	105,081	119,494		7,905	232,480
Private School Health Services				1,022,203	1,022,203
Revaluation Litigation		100,000			100,000
Health District		896,325			896,325
Private School Transportation				1,008,131	1,008,131
Risk Management/Pension Contributions				27,898,690	27,898,690
Pension Obligation Debt Service				13,037,393	13,037,393
Metropolitan District Commission		12,106,065			12,106,065
<b>TOTALS</b>	<b>\$49,244,491</b>	<b>\$29,982,964</b>		<b>\$251,963,209</b>	<b>\$331,190,664</b>

And further, that allocated debt and sundry overhead expenses appropriated to municipal departments and the school department are not available for discretionary expenditure, but are under the exclusive jurisdiction of the Town Treasurer for the sole purpose of meeting the indicated debt and sundry costs, either as direct budgetary expenditures or as transfers to such funds established in accordance with Chapter 18 Section 37 of the Code of Ordinances;



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**ANNUAL BUDGET 2023-2024**

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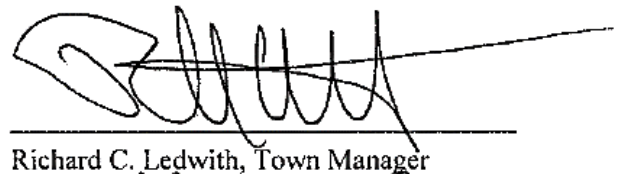
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And further, that from revenues to be derived from other funds as shown in the budget document the following is hereby appropriated:

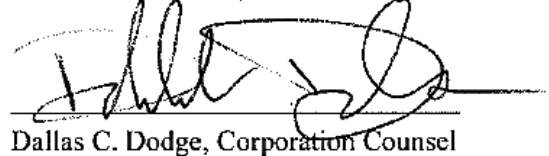
Separately Appropriated <u>Special Funds</u>	<u>Personal Services</u>	<u>Non-Personal Expense</u>	<u>Capital Outlay</u>	<u>Sundry Expense</u>	<u>Total</u>
Blue Back Square Fund	\$	\$	\$	\$3,637,000	\$3,637,000
Community Development Block Grant Fund	242,570	269,701		166,211	678,482
CDBG – Housing Rehabilitation Fund		320,000			320,000
State Housing & Community Development Fund					
Westmoor Park Fund	431,821	122,827		227,302	781,950
Leisure Services Fund	1,348,088	2,867,913		763,017	4,979,018
Private School Services Fund	978,762	993,690		739,350	2,711,802
West Hartford Library Fund					
Parking Lot Fund	883,758	1,226,674		812,886	2,923,318
Technology Investment Fund		10,000			10,000
Capital & Non-Recurring Expenditure Fund			1,366,000		1,366,000
Police Private Duty Fund	1,425,000	25,000		395,401	1,845,401
Cemetery Operating Fund	278,494	101,256		127,693	507,443

ATTEST:

  
Leon S. Davidoff, Town Clerk

  
Richard C. Ledwith, Town Manager

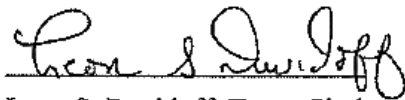
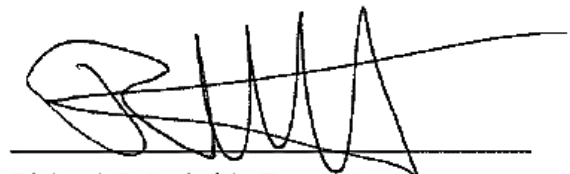
Approved as to form and legality:

  
Dallas C. Dodge, Corporation Counsel

## RESOLUTION CONCERNING TAX LEVY ON THE LIST OF OCTOBER 1, 2022

**BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD THAT** on the Town Assessment List of October 1, 2022, there be and is hereby granted to be levied upon the ratable estate of the Town of West Hartford, of the inhabitants of said Town and of all others liable to pay taxes therein, including all estate situated or taxable within territory added to the limits of the Town by any acts or resolutions of the General Assembly heretofore passed, a tax of forty and ninety two hundredths (40.92) mills on the dollar for Real and Personal Property and thirty two and forty six hundredths (32.46) for Motor Vehicles. Said taxes shall become due on July first, two thousand twenty three (July 1, 2023) and payable on said date in whole or in equal semi-annual installments from that date, namely: July first, two thousand twenty three (July 1, 2023), and January first, two thousand twenty four (January 1, 2024) except that any tax of less than fifty (\$50) dollars and, any tax on motor vehicles shall be due and payable in full on the first business day of July, two thousand twenty three (July 1, 2023). If any installment of such tax shall not be paid on or before the first day of the month next succeeding that in which it shall be due and payable, the whole or such part of such installment as is unpaid shall thereupon be delinquent and shall be subject to the addition of interest at the rate and in the manner provided for in the General Statutes of the State of Connecticut. Any person may pay the total amount of any such tax for which he is liable at the time when the first installment thereof shall be payable.

ATTEST:

  
Leon S. Davidoff, Town Clerk  
Richard C. Ledwith, Town Manager

ORDINANCE DEAUTHORIZING \$3,540,000 FOR PROJECTS AUTHORIZED IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2023-2024, APPROPRIATING FUNDS FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2023-2024, APPROPRIATING FUNDS FOR THE PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2024-2025 AND AUTHORIZING THE ISSUANCE OF BONDS OF THE TOWN TO FINANCE THE APPROPRIATIONS AND PENDING THE ISSUANCE THEREOF THE MAKING OF TEMPORARY BORROWINGS FOR SUCH PURPOSE

BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD:

Section 1. The sum of \$3,540,000 previously appropriated to meet the estimated costs of various town improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2023-2024, is hereby deauthorized as follows:

<u>Town Projects</u>	<u>2023-2024</u>
Transfer Station Facility	1,750,000
Heavy Equipment/Truck Storage Facility	200,000
Communications Infrastructure	50,000
Park Road Rehabilitation	1,500,000
Large Area Mowers	<u>40,000</u>
Total	<u>\$3,540,000</u>

Section 2. The sum of \$5,176,000 is hereby appropriated to meet the estimated costs of various town and school improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2023-2024, as follows, said appropriations to be inclusive of administrative, legal and financing costs and costs of issuance related thereto, and any and all State grants-in-aid for the projects:

<u>Town Projects</u>	<u>2023-2024</u>
Pedestrian & Bicycle Management	\$ 450,000
Storm Water Management	100,000
Street Resurfacing	300,000
Traffic Management System	200,000
Sedgwick Road Pavement Rehabilitation	250,000
Rockledge – Driving Range Renovation	700,000
Public Works Work Order Mgmt Syst.	180,000
Fire Apparatus	590,000
Grounds Skid Steer Excavators	<u>20,000</u>
Subtotal	\$2,790,000
<u>School Projects</u>	
Wolcott Security Improvements	\$ 500,000
Exterior School Building Improvement	450,000
Elementary School Air Quality	<u>1,436,000</u>
Subtotal	<u>\$2,386,000</u>
Total	<u>\$5,176,000</u>

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**ANNUAL BUDGET 2023-2024**

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Section 3. The sum of \$36,136,000 is hereby appropriated to meet the estimated costs of various town and school improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2024-2025, as follows, said appropriations to be inclusive of administrative, legal and financing costs and costs of issuance related thereto, and any and all State grants-in-aid for the projects:

<u>Town Projects</u>	<u>2024-2025</u>
Pedestrian & Bicycle Management	\$ 684,000
Storm Water Management	733,000
Street Reconstruction	1,500,000
Street Resurfacing	2,715,000
Traffic System Management	200,000
Flood Mitigation Infrastructure Improvements	5,000,000
Infrastructure Improvement Project	200,000
Park & Playfield Improvements	400,000
Eisenhower Pool and Bathhouse Replacement	2,000,000
Rockledge Irrigation Replacement	2,400,000
Heavy Equipment/Truck Storage Facility	200,000
Various Police Department Improvements	1,200,000
Materials Solution Center Modernization	1,750,000
Town Building Improvements	1,462,000
Communications Infrastructure	350,000
Document Digitization Project	250,000
Time & Attendance System	250,000
Public Works Rolling Stock	600,000
Grounds MadVac EV	<u>227,000</u>
Town Total	\$22,121,000
 <u>School Projects</u>	
Asbestos Removal	\$ 300,000
Exterior School Building Improvements	2,175,000
Heating & Ventilation Systems	900,000
Interior School Building Improvements	1,850,000
Site and Athletic Field Improvements	550,000
Stage & Auditorium Renovations	200,000
Elementary School Air Quality	5,540,000
Wolcott Security Improvements	<u>2,500,000</u>
School Total	\$14,015,000
 Total	<u>\$36,136,000</u>
 Grand Total	<u>\$37,772,000</u>

Section 4. To meet said appropriations and in lieu of a tax therefor, bonds, notes or temporary notes of the Town shall be issued pursuant to Chapter VII of the Town's Charter and Chapter 109 of the General Statutes of Connecticut, as amended, or any other provision of law thereto enabling, in an amount not to exceed \$37,772,000, or so much thereof as shall be necessary after deducting grants or other sources of funds available for such purpose.

Section 5. The bonds shall be issued, maturing not later than the maximum maturity permitted by the General Statutes of Connecticut, as amended. Said bonds may be issued in one or more series and the amount of bonds of each series to be issued shall be fixed by the Town Manager and the Director of Financial Services in the amount necessary to meet the Town's share of the cost of the projects determined after considering the estimated amounts of the State grants-in-aid for the town and school projects, or the actual amounts thereof if this be ascertainable, and the anticipated times of the receipt of the proceeds thereof, provided that the total amount of bonds to be issued shall not be less than an amount which will provide funds sufficient with other funds available for such purpose to pay the principal of and the interest on all temporary borrowings in anticipation of the receipt of the proceeds of said bonds outstanding at the time of the issuance thereof, and to pay for the costs of issuance for such bonds. The bonds shall be in the denomination of \$5,000 or a whole multiple thereof, be issued in bearer form or in fully registered form, be executed in the name and on behalf of the Town by the facsimile or manual signature of the Town Manager and the manual signature of the Director of Financial Services, bear the Town seal or a facsimile thereof, be certified by and be made payable at a bank or trust company, which bank or trust company may also be designated the registrar and transfer agent, and be approved as to their legality by nationally recognized bond counsel. The bonds shall be general obligations of the Town and each of the bonds shall recite that every requirement of law relating to its issue has been duly complied with, that such bond is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the principal thereof and interest thereon. The aggregate principal amount of the bonds of each series to be issued, the annual installments of principal, redemption provisions, if any, the certifying, registrar and transfer agent and paying agent, the date, time of issue and sale and other terms, details and particulars of such bonds, including the approval of the rate or rates of interests, shall be determined by the Town Manager and the Director of Financial Services.

Section 6. The bonds shall be sold by the Town Manager and Director of Financial Services in a competitive offering or by negotiation, in their discretion. If sold in a competitive offering, the bonds shall be sold at not less than par and accrued interest on the basis of the lowest net or true interest cost to the Town.

Section 7. The Town Manager and Director of Financial Services are authorized to make temporary borrowings in anticipation of the receipt of the proceeds of said bonds. Notes evidencing such borrowings shall be executed in the name and on behalf of the Town by the facsimile or manual signature of the Town Manager and the manual signature of the Director of Financial Services, bear the Town seal or a facsimile thereof, be certified by and be payable at a bank or trust company, which bank or trust company may also be designated the registrar and transfer agent, and be approved as to their legality by nationally recognized bond counsel. The notes shall be issued with maturity dates which comply with the provisions of the General Statutes of Connecticut, as amended, governing the issuance of such notes. The notes shall be general obligations of the Town and each of the notes shall recite that every requirement of law relating to its issue has been duly complied with, that such note is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the principal thereof and the interest thereon. The net interest cost on such notes, including renewals thereof, and the

expense of preparing, issuing and marketing them, to the extent paid from the proceeds of such renewals or said bonds, shall be included as a cost of the projects included in Sections 2 or 3. Upon the sale of the bonds, the proceeds thereof, to the extent required, shall be applied forthwith to the payment of the principal of and the interest on any such notes then outstanding or shall be deposited with a bank or trust company in trust for such purpose.

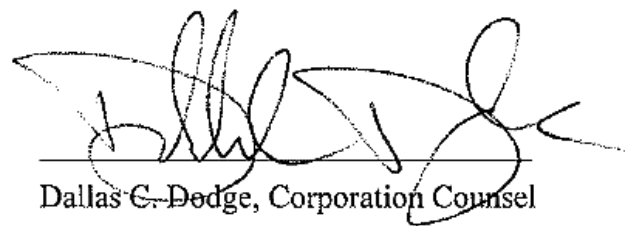
Section 8. Any of the estimated amounts set forth for projects not required to meet the actual cost of any such project may be transferred by the Town Manager and the Director of Financial Services to meet the actual cost of any other project set forth in Sections 2 or 3. The proceeds of any bonds not transferred in accordance herewith may be deposited in the Capital Reserve Account of the Capital and Non-Recurring Expenditure Fund.

Section 9. While it is anticipated that the bonds will qualify as tax-exempt bonds, the Town Manager and the Director of Financial Services are authorized, upon the advice of bond counsel, to issue all or any portion of the bonds as bonds the interest on which is includable in the gross income of the owners thereof for federal income tax purposes, and it is hereby found and determined that the issuance of any such bonds is in the public interest.

Section 10. The Town hereby expresses its official intent under Treasury Regulation Section 1.150-2 of the Internal Revenue Code of 1986, as amended, that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized for the project; that the Town Manager and Director of Financial Services are authorized to bind the Town pursuant to such representations and agreements as they deem necessary or advisable in order to ensure and maintain the continued exemption from Federal income taxation of interest on the bonds, notes or temporary notes authorized by this resolution, if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

Section 11. The Town Manager and the Director of Financial Services are hereby authorized, on behalf of the Town, to enter into agreements or otherwise covenant for the benefit of bondholders or noteholders to provide information on an annual or other periodic basis to the Municipal Securities Rulemaking Board or any other nationally recognized municipal securities information repositories (the "Repositories") and to provide notices to the Repositories of material events enumerated in Securities and Exchange Commission Rule 15c2-12, as amended, as may be necessary, appropriate or desirable to effect the sale of the bonds and notes authorized by this ordinance. Any agreements or representations to provide information to Repositories made prior hereto are hereby confirmed, ratified and approved.

Approved as to form and legality:



Dallas G. Dodge, Corporation Counsel

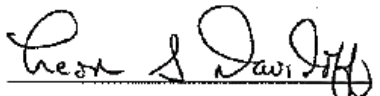
ORDINANCE CONCERNING AN APPROPRIATION TO AND IN THE CAPITAL  
IMPROVEMENT FUND FOR THE FISCAL YEAR BEGINNING JULY 1, 2023

BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD:

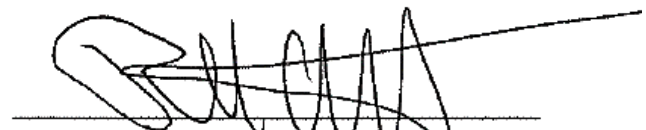
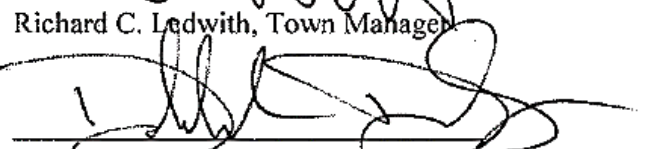
THAT, the following amount is hereby appropriated from the Capital and Non-Recurring Expenditure Fund to the Capital Improvement Fund for appropriation to the following projects:

<u>Capital Non-Recurring Projects</u>	<u>Amount</u>
<u>Transportation</u>	
Traffic System Management	\$ 98,000
<u>Education</u>	
Computer Infrastructure	100,000
Furniture & Equipment Replacement	50,000
<u>Parks &amp; Recreation</u>	
Outdoor Pool Improvements	50,000
Park & Playscape Management	50,000
<u>Town Building</u>	
Town Building Improvements	300,000
<u>Government Operations</u>	
Communications Infrastructure	225,000
<u>Rolling Stock/Misc Equipment</u>	
Fire Miscellaneous Equipment	90,000
Police Pistol Replacement	100,000
Police Vehicle Replacement	117,000
Public Works Misc Equipment	146,000
Police Radio Equipment	40,000
TOTAL CNRE	<u>\$1,366,000</u>

ATTEST:

  
Leon S. Davidoff, Town Clerk

Approved as to form and legality:

  
Richard C. Ledwith, Town Manager  
  
Dallas C. Dodge, Corporation Counsel

**RESOLUTION APPROPRIATING AMERICAN RESCUE PLAN ACT GRANT FUNDS**

**WHEREAS**, the federal government has awarded the Town of West Hartford a Town Entitlement of \$25,004,570 in American Rescue Plan Act of 2021 (ARPA) funds which funds must be obligated for eligible uses by December 31, 2024; and

**WHEREAS**, the Town Council, by resolutions adopted on May 25, 2021 (\$4,135,000), December 14, 2021 (\$6,267,971), January 25, 2022 (\$1,339,000), June 28, 2022 (\$2,000,000), September 13, 2022 (\$541,035.70), October 25, 2022 (\$140,000) and December 13, 2022 (\$6,000,000) has committed an aggregate amount of \$20,423,006.70 in ARPA funds for various municipal projects; and

**WHEREAS**, the Town Manager, after consultation with Town staff, recommends that two projects be considered for ARPA funds, specifically the next phase of the West Hartford Center Infrastructure Master Plan and the Vision Zero Task Force; and

**WHEREAS**, the West Hartford Center Infrastructure Master Plan project involves the reconstruction of LaSalle Street, which includes the expansion of sidewalks; replacement of street trees and tree wells; installation of sidewalk furniture; construction of low impact development drainage improvements; and the creation of traffic calming measures; and

**WHEREAS**, the Vision Zero Task Force project involves the preparation of a traffic study to assist with the development of a comprehensive plan to eliminate fatalities and injuries on Town streets; and

**WHEREAS**, both projects are eligible uses of ARPA funds and will be reported under the negative economic impact category and the revenue replacement category (government services) respectively.

**NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF WEST HARTFORD THAT** the grant funds are hereby accepted and allocated in the fiscal year 2023-2024 budget of the Capital Projects Fund as follows:

**FUND 41 - CAPITAL PROJECTS FUND**Increased Estimated Revenues:

41-89225582-9048	ARPA - Federal Grant	\$2,200,000
41-87244483-9048	ARPA – Federal Grant	<u>150,000</u>
	Total	\$2,350,000

Increased Estimated Appropriations:

41-89225582-3414	ARPA – Center Revitalization Master Plan (LaSalle Road Reconstruction)	\$2,200,000
41-87244483-3999	ARPA - Vision Zero Task Force	<u>150,000</u>
	Total	\$2,350,000

(LEDWITH)  
April 25, 2023



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## **Town of West Hartford**

The Town of West Hartford is located in central Connecticut, adjacent to and west of the City of Hartford, the state capital. The towns of Bloomfield, Newington, Farmington, and Avon border the Town. West Hartford is approximately 100 miles southwest of Boston and approximately 100 miles northeast of New York City. The Town, a residential suburb in the Hartford metropolitan area, encompasses a total of 22.2 square miles and has a population of 63,360. West Hartford was settled as an agricultural community in the early 1700s and was incorporated as a town in 1854.

West Hartford has access to the two major highways in central Connecticut: Interstate Routes 91 and 84, the latter of which has exits in the Town. The Town is also served by U.S. Routes 6 and 44 and State Routes 4, 173, 185, and 218. Amtrak provides passenger rail service for the area. Bradley International Airport is 20 miles north of the center of West Hartford. Public transportation is provided by the CT Department of Transportation. The two largest public utilities are Eversource Energy and Connecticut Natural Gas.

West Hartford is primarily comprised of property with single-family, owner occupied, mid to upper price range homes. The Town has eleven public elementary schools, three public middle schools and two public high schools. West Hartford also has seven parochial schools, seven private schools and two universities.

There are three branch post offices and a public library system with three branch locations. Additionally, the Town has 36 public parks and playgrounds, one playhouse, and 24 churches and synagogues. West Hartford has 217 miles of streets, 300 miles of sidewalks, and is almost fully sewered.

In 1919, the Town became the first in the State to appoint a Town Manager, and it presently operates with a Council-Manager form of government. The legislative function is performed by the nine-member council, which is elected biennially. The Council formulates policies for the administration of the Town. The Town Manager is appointed by the Council to serve as the Town's Chief Executive Officer, with appointive and removal authority over department directors and other employees of the Town. The Town Manager is responsible for the implementation of policies established by the Council. An elected seven-member Board of Education appoints a Superintendent of Schools, who administers the education system of the Town.

### **Principal Municipal Officials**

<b><u>Office</u></b>	<b><u>Town Council</u></b>	<b><u>Manner of Selection and Length of Service</u></b>
Mayor/President of Council	Shari G. Cantor	Appointed 12/04-11/05 Elected 11/05-11/23
Deputy Mayor/Vice President of Council	Liam Sweeney	Elected 11/17-11/23
Minority Leader	Mary Fay	Elected 11/17-11/23
	Carol Blanks	Elected 11/19-11/23
	Alberto Cortes	Elected 11/21-11/23
	Leon S. Davidoff	Elected 11/07-11/23
	Debra Polun	Appointed 11/22-11/23
	Ben Wenograd	Elected 11/15-11/23
	Mark Zydanowicz	Elected 11/21-11/23
	<b><u>Other Elected Officials</u></b>	
Town Clerk	Essie Labrot	Elected 11/08-11/24
Registrar of Voters	Beth Kyle	Elected 11/15-11/23
	Elizabeth Rousseau	Elected 11/21-11/23
	<b><u>Board of Education</u></b>	
Chairperson	Dr. Lorna Thomas-Farquharson	Elected 11/17-11/25
Vice-Chairperson	Ari Steinberg	Elected 11/19-11/23
	Jason Oliver Chang	Appointed 7/20-11/21 Elected 11/21-11/23
	Clare Neseralla	Elected 11/21-11/25
	Dr. Gayle Harris	Elected 11/21-11/25
	Ethan Goldman	Appointed 11/21-11/23
	Dr. Renée Kamauf	Appointed 12/22-11/23

Principal Taxpayers				
(Amounts Expressed in Thousands)				
Name of Taxpayer		Nature of Business	Value at October 1, 2021	Percent of Total*
1	Connecticut Light & Power	Utility	\$62,101	0.89%
2	Corbins Corner Shopping Center LLC	Shopping Center	47,160	0.68%
3	West Farms Mall LLC	Mall	44,371	0.64%
4	Blue Back Capital Partners LLC	Retail, Office, Apartments, Residential	37,648	0.54%
5	Town Center West Associates	Office, Retail	29,502	0.42%
6	SF WH Property Owner LLC	Shopping Center/Hotel	28,901	0.42%
7	Steele Road LLC	Apartments	26,141	0.38%
8	ALNIC LLC	Supermarket	23,129	0.33%
9	E&A Northeast Limited Partnership	Shopping Center	21,772	0.31%
10	ER West Hartford LLC	Apartments	21,124	0.30%
			\$341,849	4.91%

\*Percent of total based on 10/1/2021 Net Taxable Grand List of \$6,945,682.

Note: Assessments include Real Property, Personal Property and Motor Vehicles.

Source: Assessor's Office.

<b>Major Employers</b>		
<b>Employer</b>	<b>Business</b>	<b>Number of Employees</b>
University of Hartford	Education	2,000-2,999
Town of West Hartford	Government	1,100-2,250
Hartford Healthcare At Home	Home Health Service	500-999
Hospital at Hebrew Health Care	Hospital	500-999
Triumph Engine Control Systems	Aircraft Component-Manufacturers	250-499
Connecticut Veterinary Ctr	Animal Hospital	250-499
Cheesecake Factory	Restaurant	250-499
Constructive Workshops Inc	Rehabilitation Services	250-499
West Hartford Health & Rehab	Convalescent Homes	100-249
Stop & Shop Supermarket	Grocers-Retail	100-249
Total		5,300-9,741

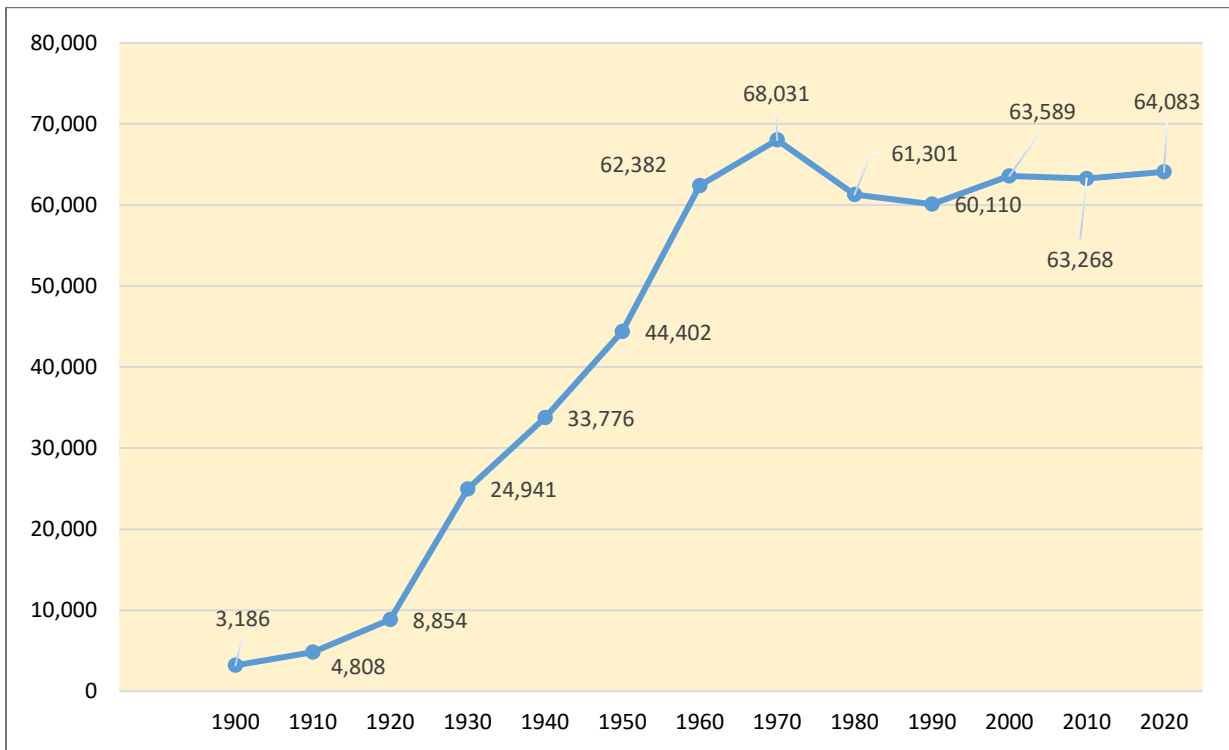
Source: Connecticut Department of Labor, 2022.

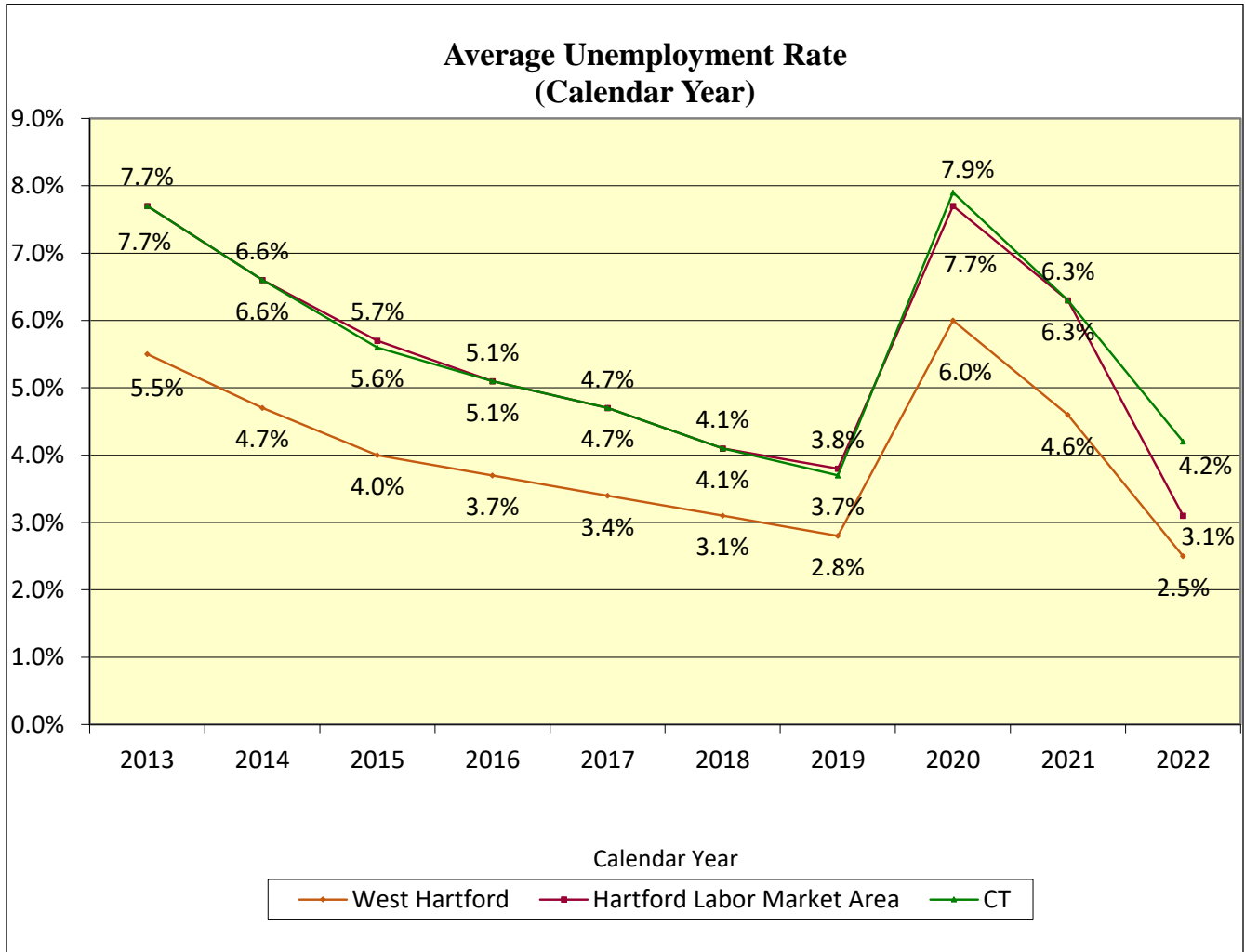
### West Hartford: Census Data

<u>CATEGORY</u>	<u>2010</u>	<u>2020</u>	<u>Percent Change</u>
Total Population	63,268	64,083	1.3%
Male	29,365	30,568	4.1%
Female	33,903	33,515	-1.1%
Median Age	41.5	40.7	-1.9%
Percent 65 And Older	17.1%	18.4%	7.6%
Number of Households	25,258	24,726	-2.1%
Average Household Size	2.42	2.47	2.1%
Average Family Size	3.06	3.13	2.3%
Number of Housing Units	26,396	26,437	.2%
Per Capita Income	\$43,998	\$56,692	29.9%
Median Household Income	\$77,156	\$104,281	35.2%

Source: U.S. Census Bureau.

### History of West Hartford Population





## Municipal Profile

As of June 30, 2022

Date of Incorporation	May 3, 1854
Form of Government	Council-Manager
First Charter Adopted	November 2, 1920
Present Charter Amended	November 5, 1996
Area of Town	22.2 Square Miles
<b>Public Works Information</b>	
<b>Miles of Street</b>	<b>Municipal Parking</b>
Town Streets 217	Metered 2,468
Private Streets 16	Leased 393
State Highways 17	Parking Garages 2
Miles of Sidewalks 300	
Number of Catch Basins 7,650	
Miles of Curbs 229	
Miles of Storm Sewers 170	
<b>Parks and Recreation Information</b>	<b>Elections Information</b>
Senior Centers 2	Registered Voters (as of 2022) 41,513
Community Centers 1	
Neighborhood Parks 7	<b>Percent of voters voting in</b>
Acres of Park Land 1,182	Last national election (2020) 87%
Neighborhood Playgrounds 29	Last state election (2022) 35%
Golf Courses 2	Last municipal election (2021) 32%
Aquatic Facilities 5	
Indoor Skating Rink 1	<b>Police Protection</b>
Tennis Courts/Pickleball Courts 40/6	Police Cars 77
Athletic Fields 92	Employees 155
Basketball Courts (2 lighted) 9	
Municipal Cemeteries 3	<b>Fire Protection</b>
	Stations 5
	Pieces of Equipment 10
	Employees 93
<b>Education System Information</b>	<b>Library</b>
Students:	Branches 3
Senior High Schools (2) 2,898	Employees (full-time) 24
Middle Schools (3) 1,996	
Elementary Schools (11) 3,918	<b>Town Employees</b>
	Town Funded 455
	Federally Funded 2
	Board of Education 1,590

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## GLOSSARY OF TERMS

**ACCOUNTING BASIS** - all general and special revenue funds shall be accounted for on the **modified accrual basis**, under which revenues shall be recognized when actually received, or accrued when the Director of Financial Services determines them to be both measurable and available, and commitments of money shall be recorded as soon as they result in contingent liabilities to be met from available appropriations. This shall not apply to interest earnings, which may be recognized on a full-accrual basis, so as not to preclude the Town from maximizing investment earnings through utilization of long-term investments transcending one (1) or more fiscal years. Enterprise and internal service funds utilize a full accrual system of accounting. The Town shall utilize a full encumbrance system for all funds in all financial transactions of the Town. Salaries and wages of Town employees chargeable against valid personal services appropriations need not be encumbered, except at the close of the fiscal year. At the close of the fiscal year, all salary commitments and related employee benefits, such as social security, group insurance, retirement contributions and other obligations, as evidenced by a valid purchase order or contract accruing to the current accounting period, shall be itemized in a reserve for encumbrances; said itemized encumbrances, at the discretion of the Director of Financial Services, may be met from the aggregate total of the reserve for encumbrances.

The **budgetary basis** follows the modified accrual basis of accounting except:

- a. Encumbrances are recognized as a valid and proper charge against a budget appropriation in the year in which the purchase order is issued and, accordingly, encumbrances outstanding at year-end are reflected in budgetary reports as expenditures in the current year but are shown as reservations of fund balance on a GAAP basis.
- b. The Town accounts for "on-behalf" contributions made by the State of Connecticut to the Connecticut State Teachers' Retirement System as revenue in accordance with GASB Statement No. 24, *Accounting and Financial Reporting for Certain Grants and Other Financial Assistance*. As such, General Fund revenue and expenses on a GAAP basis reflect the recognition of "on behalf contributions by the State."

**ACTIVITY CLASSIFICATION** - a grouping of expenditures on the basis of specific functions performed by an organizational unit. Examples of activities are street services, refuse collection, traffic regulation, housing services, property assessment, etc.

**APPROPRIATION** - an authorization granted by a legislative body to make expenditures and incur obligations for specific purposes, and which is usually limited in amount and to the time during which it may be expended.

**APPROPRIATION ORDINANCE** - the ordinance by which appropriations are enacted into law by the legislative body. This gives legal authority to spend.

**ASSESSED VALUATION** - a valuation set upon real estate or other property by a government as a basis for levying taxes.



**BUDGET** - a plan of financial operation containing an estimate of proposed expenditures for a single fiscal year (July 1 through June 30) and the proposed means of financing them.

**BUDGET DOCUMENT** - as defined by the Charter of the Town of West Hartford, not later than 110 days before the end of the fiscal year, the Manager shall present to the Council a budget consisting of: A budget message outlining the financial policy of the Town government which describes the important features of the plan indicating major changes from the current year and clearly summarizes the contents. This includes:

- Actual revenues and expenditures in the last two fiscal years, the first six months of the current fiscal year, total estimated revenues and expenditures for the entire current fiscal year, and the Manager's recommendation of itemized revenues to be collected and amounts to be appropriated for the ensuing fiscal year.
- Summary of principal sources of anticipated revenues and a clear summary of detailed budget estimates.
- Statistical information to aid evaluation of proposed programs to determine appropriate levels of service.
- Appropriation and revenue ordinances and resolutions to carry out the adopted budget.

**BUDGETARY BASIS** - the budgeting and accounting policies of the Town of West Hartford conform to generally accepted accounting principles as applicable to government units. The modified accrual basis of accounting is followed by the governmental funds and expendable trust and agency funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recognized under modified accrual accounting when the related fund liability is incurred.

**CAPITAL BUDGET** - a plan of proposed capital projects and the means of financing them for a current fiscal period.

**CAPITAL EXPENDITURE** – payment to acquire or replace equipment for normal operating purposes with a value greater than \$5,000 and a life expectancy of more than one year.

**CDBG** – the Community Development Block Grant (CDBG) is a Federal grant awarded annually from the Department of Housing and Urban Development. It is primarily used for housing rehabilitation and other grant eligible activities. (For a description of the CDBG Fund see “Description of Funds” at the end of the Glossary.)

**CHARACTER OF EXPENDITURE** - a grouping of expenditures on the basis of the nature of goods or services purchased, as follows:

- **Personal Services** - direct payment to employees of wages and salaries through normal payroll procedures.
- **Non-Personal Expense** - payment of ordinary and recurring operating expenses not otherwise classified.
- **Capital Outlay** - payments of a relatively recurring nature to acquire or replace equipment for normal operating purposes, of value of \$5,000 or more, with a life expectancy of one year or more.
- **Sundry Expense** - payments for employee benefits, insurance, debt service and payments to outside organizations.

**DEBT SERVICE** - the amount of money required to pay the interest and principal on outstanding debt.

**ENCUMBRANCES** - obligations in the form of purchase orders or contracts which are chargeable to an appropriation and for which that part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability for payment is recorded.

**EXPENDABLE TRUST FUND** - a trust fund whose principal, interest earnings, or both must be used for a public purpose. A pension fund is an example of such a fund.

**EXPENDITURE** - this term designates the costs of goods delivered or services rendered, whether paid or unpaid, as well as provision for debt retirement and capital outlay.

**FISCAL YEAR** - a twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and result of its operations. The fiscal year for the Town of West Hartford begins July 1 and ends on June 30.

**FUNCTION** - a group of related activities aimed at accomplishing a major service or program for which a governmental unit is responsible. Examples of functions are: General Government, Public Safety, and Community Maintenance.

**FUND** - an independent fiscal and accounting entity with a self-balancing set of accounts, in which are recorded cash and/or other resources together with all related liabilities, obligations, reserves and equities. All funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. Annual budgeted funds are described in the "Description of Funds" section at the end of the Glossary.

**FUND BALANCE** - the difference between resources and obligations at a particular point in time, for example the end of the fiscal year. When obligations exceed resources, the result is a negative fund balance. When resources exceed obligations, the result is a positive fund balance.

**GENERAL FUND** - the chief operating fund which accounts for all resources used for financing the general administration of the Town and all resources not otherwise accounted for in other funds. In West Hartford, the General Fund is supported primarily with revenues derived from local property taxes.

**GRAND LIST** - the basis upon which the property tax levy is allocated among the property owners in a jurisdiction with taxing powers. Also known as the assessment roll, cadastre, assessment list, abstract of ratables and rendition.

**INTERFUND LOANS OR TRANSFERS** - loans or transfer amounts made from one fund to another.

**INTERGOVERNMENTAL REVENUE** - revenue received from other governments (State, Federal) in the form of grants, shared revenues, or payments in lieu of taxes.

**INTERNAL SERVICES FUND** - a fund separate from the General Fund used to account for the financing of goods and services provided by one department to other departments on a cost-reimbursement basis, e.g. the Risk Management Fund and the Utilities Services Fund.

**LEVY** - the total amount of taxes imposed by a governmental unit.

**LoCIP** - a local capital improvement grant program administered by the State. Towns apply annually for reimbursement of expenditures up to a formula generated entitlement amount.

**MILL** - the amount of tax paid for each \$1,000 of assessed value. A mill is one-tenth (1/10th) of a penny or \$1.00 of tax for each \$1,000 of assessed value.

**MILL RATE** - the rate applied to assessed valuation to determine property taxes. The mill rate sets the amount of taxes that must be paid for every \$1,000 of assessed value of property.

**MISSION** – the chief function or responsibility of an organization.

**MODIFIED ACCRUAL BASIS** - the basis of accounting under which expenditures are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for available revenues which should be accrued to properly reflect revenues earned.

**OBJECT** - as used in expenditure classifications, this term applies to the article purchased or the service obtained, such as contractual services, utilities, clothing allowance, medical supplies, advertising, etc.

**OBLIGATIONS** - amounts which a governmental unit may be legally required to meet out of its resources. This includes actual liabilities and unliquidated encumbrances.

**ORDINANCE** - a formal legislative enactment by the Council or governing body of a municipality which has full force and effect of law within the boundaries of the municipality to which it applies. A resolution differs from an ordinance in that it requires less legal formality and carries lower legal status. Imposing taxes and special assessments universally require ordinances.

**PROGRAM** – a cost center designed to capture the specific activities of a department.

**PROGRAM PERFORMANCE MEASURE** – a numeric indicator representing the performance of a specific process or service delivery activity.

**PROPERTY TAX** - a locally levied tax based on the market value of property assessed at 70% during a given year by the local municipality. The revenues from property taxes represent the largest funding source for West Hartford municipal expenditures. By State law, all municipalities must revalue the market value of property every five years.

**PROPERTY TAX EXEMPTION** - a statutory provision that excuses certain types of property uses (e.g. religious, industrial uses) or property owners (e.g. veterans & elderly) from property tax, either partially or completely.

**RESERVE** - an account which records a portion of fund balance which is legally segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

**REVENUE** - this term designates additions to assets which do not increase any liability, do not represent the recovery of an expenditure, and do not represent contributions of fund capital.

**SPECIAL REVENUE FUND** - used to account for the proceeds of specific revenue sources that are restricted to expenditures for specified purposes. For example, the Parking Lot Fund was created specifically to account for revenues and expenditures generated by the parking lots in West Hartford Center.

**SUBSIDY** - an appropriation of funds from a government to aid in establishing or maintaining a service deemed advantageous to the public.

**TOWN AID ROAD** - an annual formula grant from the State to be used for local road, bridge and sewer reconstruction. The amount of the grant is based on population, road miles and other demographic factors.

**TRUST FUND** - a fund separate from the General Fund used to account for assets held by the Town in a trustee capacity, e.g. the Pension Operating Fund.

**VALUES** – the social principles, goals, or standards held or accepted by the government.

## **ABBREVIATIONS/ACRONYMS**

The following abbreviations and acronyms used throughout the budget document.

ADA – Americans with Disabilities Act of 1990  
ADEC – Actuarially Determined Employer Contribution  
AFSCME – American Federation of State, County and Municipal Employees  
ALS – Advanced Life Support  
AMR – American Medical Response  
ARPA – American Rescue Plan Act of 2021  
BANS – Bond Anticipation Notes  
BBS – Blue Back Square  
BOE – Board of Education  
CAD – Computer Aided Dispatch  
CAMA – Computer-Assisted Mass Appraisal  
CCM – Connecticut Conference of Municipalities  
CDBG – Community Development Block Grant  
CDL – Commercial Driver’s License  
CERT – Citizen Emergency Response Team  
CGS – Connecticut General Statutes  
CIP – Capital Improvement Program  
CISO – Chief Information Security Officer  
CLASS – Connecticut Local Administrators of Social Services  
CNRE – Capital and Non-Recurring Expenditure Fund  
COVID – CO (Corona) VI (Virus) Disease  
CPF – Capital Projects Fund  
CPI – Consumer Price Index  
CPR – Cardiopulmonary Resuscitation  
CRCOG – Capital Region Council of Governments  
CSEA – Connecticut State Employees Association  
CSU – Community Support Unit  
CV – Coronavirus  
CY – Current Year  
DAR – Dial-A-Ride  
DEEP – Department of Energy and Environmental Protection  
DEI – Diversity, Equity and Inclusion  
DEMHS – Department of Emergency Management and Homeland Security  
DMV – Department of Motor Vehicle

DOT – Department of Transportation  
DPW – Department of Public Works  
DR – Disaster Recovery  
DSF – Debt Service Fund  
DUI – Driving Under the Influence  
EAP – Employee Assistance Program  
ECS – Education Cost Sharing  
EMD – Emergency Medical Dispatch  
EMS – Emergency Medical Service  
ENGL – Equalized Net Grand List  
ERC – Emergency Reporting Center  
ESU – Emergency Services Unit  
EVSE – Electric Vehicle Service Equipment  
FEMA – Federal Emergency Management Association  
FOI – Freedom of Information  
FTE – Full-time equivalent  
FY – Fiscal year  
GAAP – Generally Accepted Accounting Principles  
GASB – Government Accounting Standards Board  
GFOA – Government Finance Officers Association  
GHTD – Greater Hartford Transit District  
GIS – Geographic Information System  
GPS – Global Positioning System  
HANOC – Hillcrest Area Neighborhood Outreach Center  
HDHP – High Deductible – Health Plan  
HIPAA – Health Insurance Portability and Accountability Act  
HR – Health Resources  
HSA – Health Savings Account  
HUD – United States Department of Housing and Urban Development  
HVAC – Heating, Ventilation and Air Conditioning  
ICMA – International City/County Management Association  
ICS – Incident Command System  
ILS – Integrated Library System  
IMSA – International Municipal Signal Association  
IP – Internet Protocol  
IPMA – International Public Management Administration  
ISP – Internet Service Provider  
IT – Information Technology  
IWWA – Inland Wetlands and Watercourses Agency

LoCIP – Local Capital Improvement Grant Program  
LPR – License Plate Reader  
LSF – Leisure Services Fund  
MDC – Metropolitan District Commission  
MS4 – Municipal Separate Storm Sewer System  
MV – Motor Vehicle  
NCAAA – North Central Area Agency on Aging  
NCOA – National Change of Address  
NFPA – National Fire Protection Association  
OPEB – Other Post-Employment Benefits  
OSHA – Occupational Safety and Health Administration  
PA – Public Address System  
PCR – Polymerase Chain Reaction  
PELRA – Connecticut Personnel Labor Relations Association  
PLF – Parking Lot Fund  
POB – Pension Obligation Bonds  
POCD – Plan of Conservation and Development  
POSTC – Police Officers Standards Training Council  
POTS – Plain Old Telephone Service  
PPA – Power Purchase Agreement  
PPD – Police Private Duty Fund  
PPE – Personal Protective Equipment  
PRI – Primary Rate Interface  
PSD – Public Safety Dispatch  
RMF – Risk Management Fund  
ROVAC – Registrar of Voters Association of Connecticut  
SHCDF – State Housing and Community Development Fund  
SHRM – Society for Human Resource Management  
SIP – Session Initiated Protocol  
SIR – Self-Insured Retention  
SSD – Special Services District  
STIF – State of Connecticut’s Short-Term Investment Fund  
SWAT – Special Weapons and Tactics  
TIC – True Interest Cost  
TOD – Transit-Oriented Development  
TPZ – Town Planning and Zoning  
TRU – Telephone Response Unit  
USF – Utility Services Fund  
UTV – Utility Task Vehicle

VoIP – Voice over Internet Protocol  
WC – Workers’ Compensation  
WHBHD – West Hartford/Bloomfield Regional Health District  
WHC – West Hartford Center  
WHC-SSD – West Hartford Center – Special Services District  
WHFD – West Hartford Fire Department  
WHHA – West Hartford Housing Authority  
WHMCC – West Hartford Meeting and Conference Center  
WHPD – West Hartford Police Department  
WHPL – West Hartford Public Library  
WHPS – West Hartford Public Schools  
YSB – Youth Service Bureau  
ZBA – Zoning Board of Appeals



## **DESCRIPTION OF FUNDS**

In addition to the General Fund, there are other funds administered by the Town and included in the budget. The following funds are listed in alphabetical order.

American Rescue Plan Act Fund – a fund created to account for Federal and State funds received to provide support in responding to the economic and public health impacts of COVID-19.

Blue Back Square Fund - a fund created to account for the financial activity of the Blue Back Square development project, including the capital financing associated with such project and the revenues derived from Special Services District tax, facility rental and parking operations. Specific budget information can be found in the Non-Departmental section.

Capital and Non-Recurring Expenditure Fund (CNRE) - a fund, created pursuant to Section 7-360 of the Connecticut General Statutes, to account for the resources accumulated for capital projects or equipment acquisition. Summary information on this fund can be found in the Capital Budget section.

Cemetery Operating Fund - an expendable trust fund created by West Hartford Code 67-2 to account for donations and other resources provided for the care and maintenance of Town-owned cemeteries. Specific budget information can be found in the Public Works section.

Community Development Block Grant Fund (CDBG) - a special revenue fund to account for federal grant revenues from the U.S. Department of Housing and Urban Development. Specific budget information can be found in the Leisure Services & Social Services section.

CDBG Housing Rehabilitation Fund - a special revenue fund to account for housing rehabilitation activities funded via the CDBG federal grant monies. Specific budget information can be found in the Leisure Services & Social Services section.

Debt Service Fund - a fund used to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs. Specific budget information can be found in the Capital Financing section.

General Fund - the chief operating fund for West Hartford that accounts for all the resources used for financing the general administration of the Town and a fund that accounts for all resources not otherwise accounted for in other funds. It is the largest and most important fund in the Town of West Hartford's budget. In West Hartford, the General Fund is supported primarily with revenues derived from local property taxes.

Leisure Services Fund – an enterprise fund created to account for the leisure service activities of the Town. This fund can be found in the Leisure Services & Social Services section.

Parking Lot Fund - a special revenue fund established in fiscal year 1996 utilized to ensure that revenues generated by gated parking lots and parking meters in the Town Center cover operational costs with no taxpayer subsidy. In addition, this fund receives a management fee to run the operations of the Blue Back Square parking garages. Specific budget information can be found in the Public Works section.

Pension Operating Fund - a pension trust fund used to account for the payment of current pension benefits and other costs associated with the operation of the Town's pension plan. Specific budget information can be found in the Human Resources section. This fund is not subject to appropriation.

Pension Reserve Fund - a fund established to mitigate potential increases in the required annual appropriation of the ADEC in the Pension Operating Fund by absorbing any year-over-year increase in the ADEC of more than 2.5%.

Police Private Duty Fund - a special revenue fund established in fiscal year 1994 to ensure that revenues generated by police private duty overtime fees cover costs with no taxpayer subsidy. Specific information can be found in the Police Services section.

Private School Services Fund - a special revenue fund to account for a State grant or other funds used to fund services provided by the Town to non-public schools. Specific budget information can be found in the Non-Departmental section.

Risk Management Fund - an internal service fund to account for the cost of the Town's insured and self-insured programs. Specific budget data can be found in the Human Resources section. This fund is not subject to appropriation.

State Housing and Community Development Fund - a special revenue fund created pursuant to state requirements to account for state housing funds for community development programs. Specific budget data can be found in the Leisure Services & Social Services section.

Utilities Services Fund - an internal service fund used to account for the energy and utility costs of the Town and Board of Education. Specific budget information can be found in the Facilities Services section.

Technology Investment Fund – a special revenue fund established July 1, 2003 to identify a recurring revenue stream dedicated to continued investment in the Town's e-business strategy. This fund is detailed in the Information Technology section.

West Hartford Center – Special Services District Fund - a fund created to account for the financial activity of the West Hartford Center Special Services District. The District is responsible for collecting Special Services District Tax and operation of the parking garages and surface lots of the Blue Back Square Development on behalf of the Town, the owner of said facilities. This fund contracts with the Parking Lot Fund to provide such services. Specific budget information can be found in the Non-Departmental section. This fund is not subject to appropriation.

West Hartford Library Fund - a special revenue fund to account for grants and other receipts received by the library through the Connecticard Program, interlibrary loan program, photocopying and computer search activities. Specific budget information can be found in the Library Services section.

Westmoor Park Fund - a special revenue fund to account for income received from an external trust and expenditures to maintain Westmoor Park. Specific budget information can be found in the Leisure Services & Social Services section.

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