



TOWN OF WESTPORT

SELECTMAN'S RECOMMENDED BUDGET

FOR THE FISCAL YEAR JULY 1, 2019 – JUNE 30, 2020

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Guide to Budget Documents:

This year, the budget book is formatted into 5 sections. Below is a breakdown of the contents.

1. Expense Budget Summary

- Budget summary expense report shows the expenses by function for General Fund, Railroad Operating Parking Fund, Wakeman Fund and Sewer Fund
- Budget summary expense pie chart shows a visual at a high level
- Budget summary detail expense report shows the budget at a department level.

2. Revenue Budget Summary

- General Fund revenue report by type
- General Fund revenue report by department
- Wakeman, Railroad Operating and Sewer Funds revenue reports

3. Expense Budget Detail Report

- Summary of major budget changes as we move through each level of the budget process
- Detailed budget expense report by department

4. Management reports and Personnel Info

- Management reports for each department
- Salary detail for each department

5. 5 Year Capital Forecast

- 5 Year Capital Forecast Spreadsheet

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*Note "PS" indicates salary related, while "OTPS" refers to other expenditures.

List of Departments by Dept Code

<u>CODE</u>	<u>DESCRIPTION</u>	<u>SHORT DESC</u>	<u>CODE</u>	<u>DESCRIPTION</u>	<u>SHORT DESC</u>
General Government:			Public Works:		
110	R T M	RTM	310	Engineering	ENG
120	Selectmen	SEL	320	Highway	HWY
132	Probate Court	PROB	321	Equipment Maintenance	EQMT
140	Registrars	REG	322	Road Maintenance	RDMT
142	Elections	ELE	324	Street Lighting	STLT
150	Board of Finance	BOF	330	Sewage Treatment-Sewer Fund 22	SWGT
151	Finance Department	FIN	331	Sewage Collection-Sewer Fund 22C	SWGC
152	Audit	AUD	332	Solid Waste Disposal	SOL
153	Personnel	PER	350	Building Maintenance	BDMT
154	Assessor	ASR	352	Building Custodians	CUST
155	Central Communications	COM	360	Property Maintenance	PRMT
156	Tax Collector	TAX	361	P&R Property Maintenance	PRPR
157	Information Technology	INF	370	Tree Maintenance	TREE
158	Board of Assessment Appeals	BOAA	Health District:		
165	School Building Committee	SBC	410	Health District	HLTH
170	Town Attorney	ATT	412	Health Services	HLSV
180	Town Clerk	TC	Human Services:		
181	Historic District	HD	510	Youth Services	YOU
182	Conservation	CON	520	Social Services	SOC
185	Planning & Zoning	P&Z	530	Senior Services	SEN
187	Zoning Board of Appeals	ZBA	Board of Education:		
Public Safety:			650	Board of Education	BOE
210	Police	POL	651	BOE Rentals/Reimbursements	BOER
214	Police Vehicle Maintenance	POLVEH	652	Aid to Pvt & Parochial Schools	PVT
216	Dog Warden	DOG	653	BOE Pensions	BOEPension
218	Emergency Medical Services	EMS	654	Debt Service-Long Term	DBT
219	Railroad Parking Fund 210	RRP	655	Debt Serv-Bond Antic. Notes	BANS
220	Fire Department	FIR	656	BOE Transfers to Other Funds	BOETranOtr
221	Water Service-Fire	WAT	Library:		
225	Building Inspection	BLD	750	Library Board	LIB
235	Public Site & Building	PSB	751	Library Pension Fund	LIBP
250	Emergency Management	EM			

List of Departments by Dept Code

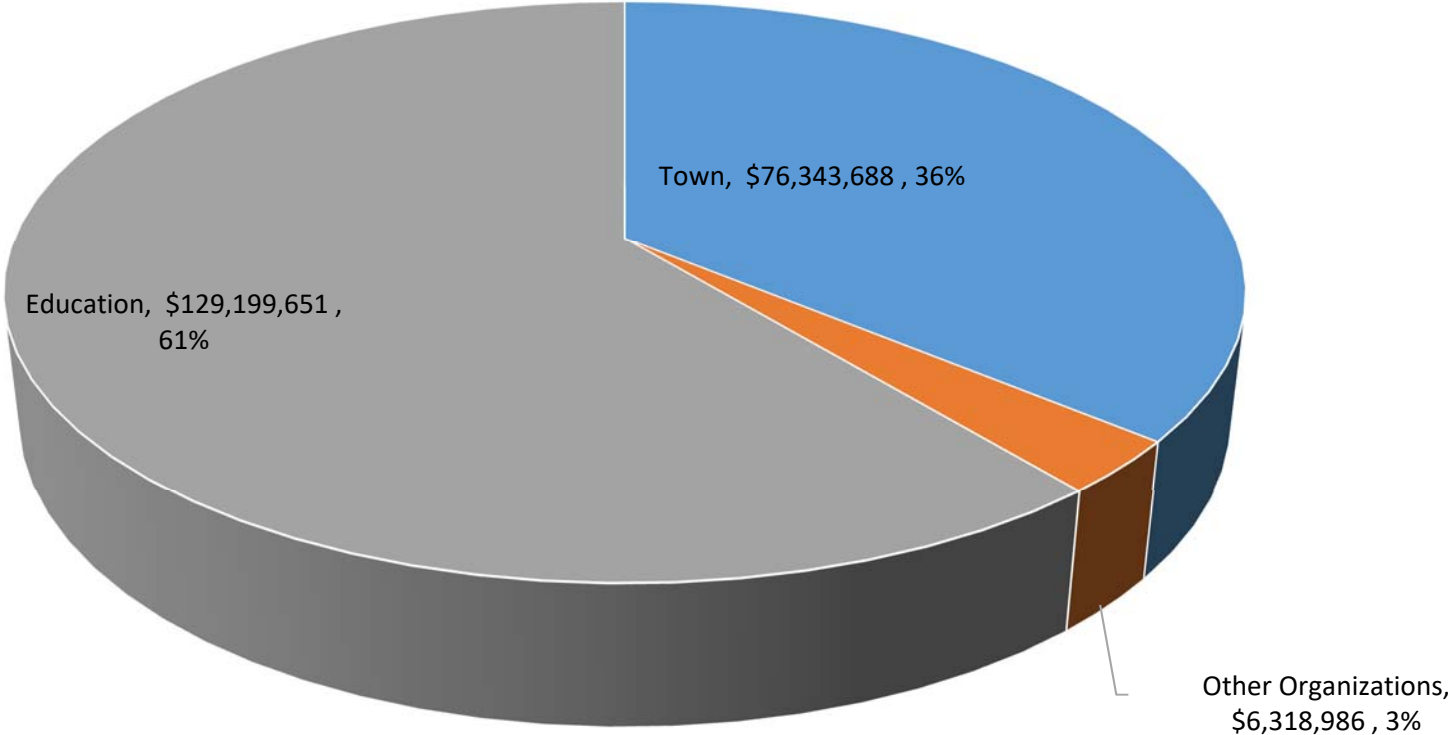
CODE	DESCRIPTION	SHORT DESC
Parks and Recreation:		
810	P&R Administration	P&R
812	Guest Services	GST
820	Maintenance Administration	Maintenanc
830	Boating	BOAT
831	Parks Maintenance	PKS
832	Golf	GOLF
833	Athletic Fields Maintenance	ATH
834	Tennis	TEN
835	Skate Park	SKT
836	Beach & Pool	B&P
838	Recreation Programs	RecProgrms
840	Memorial & Veterans Days	VET
850	Wakeman Farm Fund 215	WakemanFm
Pension, OPEB, Insurance, MISC.:		
901	Pensions	PEN
902	Insurance	INS
903	Social Security	FICA
905	Unemployment Compensation	UNEMP
907	Earthplace	EAR
911	Miscellaneous	MISC
915	Transportation Service	TRN
917	Reserve: Salary Adjustments	ADJ
921	Employee Productivity	EMP
925	Accrued Vacation	VCN
Other Financing Uses:		
941	Transfer to Sewer Fund	TR2SEW
942	Transfer to Other Funds	TR2OTR
Debt Service:		
951	Interest on Bonds	INT
953	Bond Principal Payments	PRI
999	Special Appropriations	SpecApprop

Town of Westport
Selectman's Recommended Budget FY2020
Expense Summary by Function

ACCOUNTS FOR:	2018	2019	2019	2020	PCT	DOLLAR
	ACTUAL	ORIG BUD	REVISED BUD	SELECTMAN'S RECOMMENDED BUDGET	CHANGE	CHANGE
101 General Fund						
01 General Government	5,895,080	6,066,044	6,200,615	6,379,438	2.88%	178,823
02 Public Safety	21,199,720	21,292,134	21,394,975	21,990,149	2.78%	595,174
03 Public Works	9,854,517	10,143,062	10,170,409	10,679,334	5.00%	508,925
05 Human Services	1,147,465	1,188,423	1,218,358	1,287,436	5.67%	69,078
08 Parks and Recreation	5,527,472	6,170,343	6,191,775	6,397,379	3.32%	205,604
09 Pension, OPEB, Insurance, & Misc	24,713,289	24,310,284	24,171,250	24,593,963	1.75%	422,713
10 Debt Service	3,292,006	3,238,284	3,971,575	3,647,824	-8.15%	(323,751)
11 Other Financing Use	1,889,144	1,868,165	1,868,165	1,368,165	-26.76%	(500,000)
14 Special Appropriation	41,113	0	0	0	0.00%	0
TOTAL TOWN	73,559,806	74,276,739	75,187,121	76,343,688	1.54%	1,156,566
13 Facilities Management	0	0	0	200,000	100.00%	200,000
04 Health	547,789	578,111	578,111	583,611	0.95%	5,500
07 Library	4,900,096	4,871,703	4,871,703	5,085,375	4.39%	213,672
907 Earthplace	95,000	95,000	95,000	95,000	0.00%	0
915 Westport Transit District	278,617	358,300	358,300	355,000	-0.92%	(3,300)
TOTAL OTHER ORGANIZATIONS	5,821,501	5,903,114	5,903,114	6,318,986	7.04%	415,872
(650) School Security	1,011	0	0	0	0.00%	0
(650) Board of Education	113,915,981	116,173,800	116,173,800	118,500,464	2.00%	2,326,664
(650) Program Expense	144,941	124,225	124,225	140,713	13.27%	16,488
(651) BOE Rentals/Reimbursements	139,207	0	0	0	0.00%	0
(652) Aid To Pvt/Parochial schools	368,636	386,995	386,995	393,800	1.76%	6,805
(654) Debt Service	11,053,555	10,628,162	10,628,162	9,556,912	-10.08%	(1,071,250)
(656) Tr. to C&NE Fund	250,000	0	0	0	0.00%	0
Teacher Retirement System Contribution	0	0	0	607,762	0.00%	607,762
TOTAL EDUCATION	125,873,331	127,313,182	127,313,182	129,199,651	1.48%	1,886,469
						0
Grand Total	205,254,638	207,493,035	208,403,417	211,862,325	1.66%	3,458,907

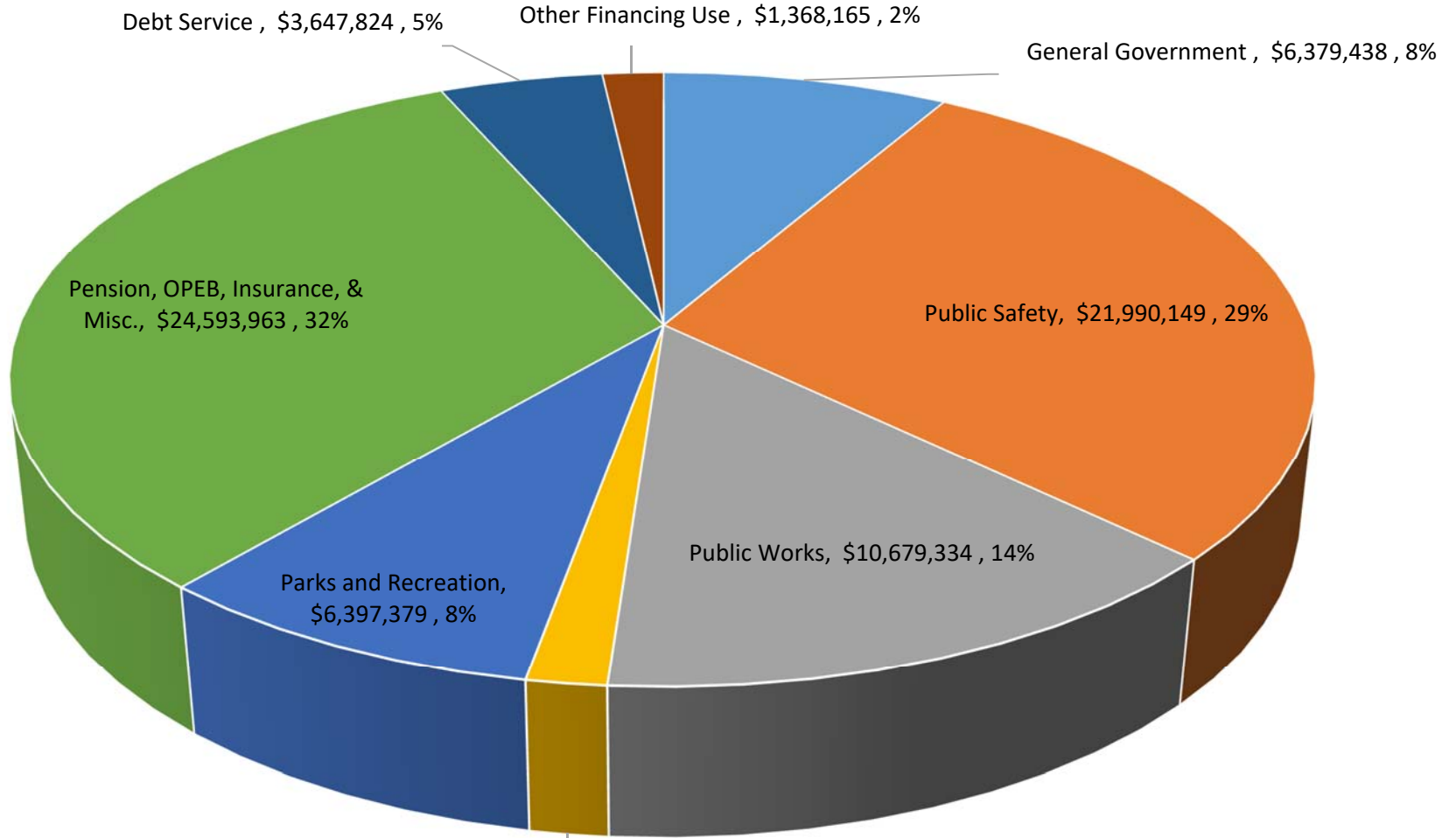
Selectman's 2020 Budget \$211,862,325

Total 2020 Budget \$211,862,325



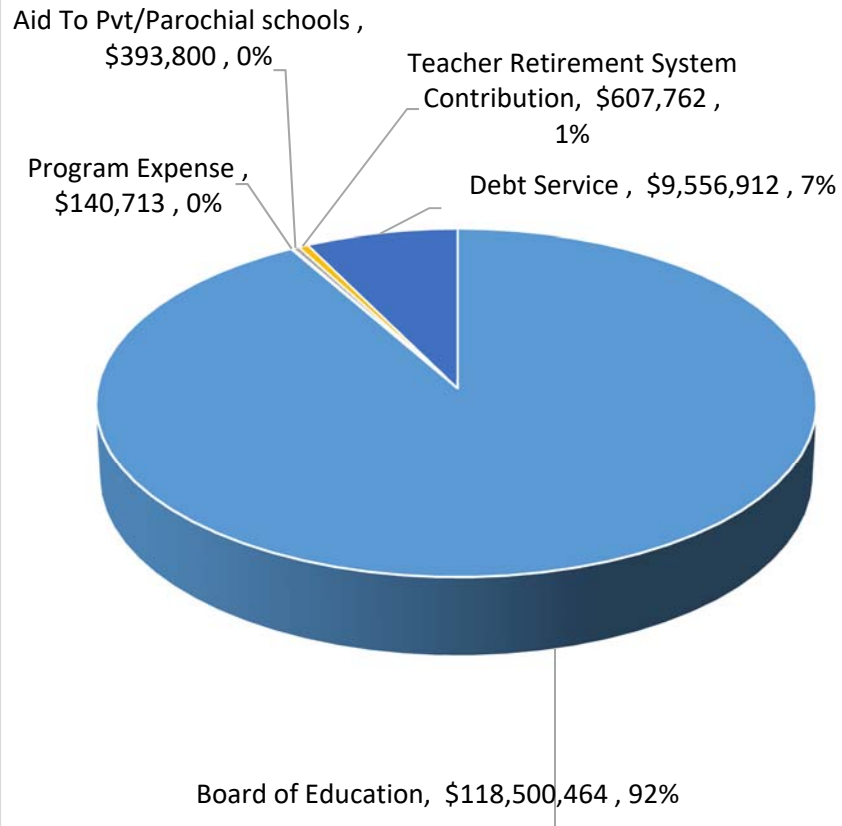
■ Town ■ Other Organizations ■ Education

Town Budget \$76,343,688



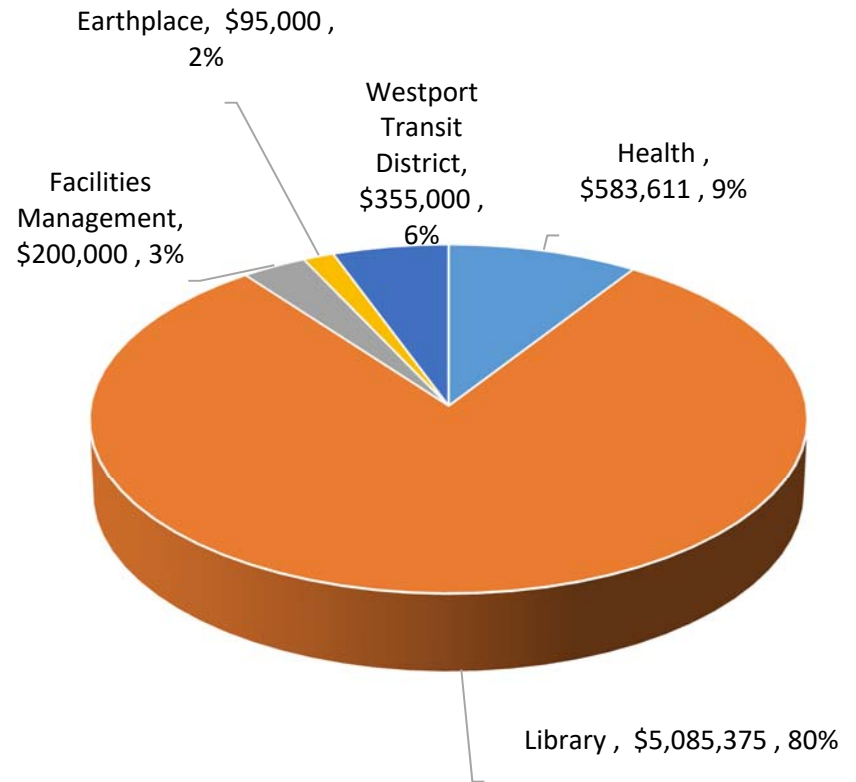
- General Government
- Public Safety
- Public Works
- Human Services
- Parks and Recreation
- Pension, OPEB, Insurance, & Misc.
- Debt Service
- Other Financing Use

Total Education 2020 Budget \$129,199,651



- Board of Education
- Program Expense
- Aid To Pvt/Parochial schools
- Teacher Retirement System Contribution
- Debt Service

Other Organizations 2020 Budget \$6,318,986



- Health
- Library
- Facilities Management
- Earthplace
- Westport Transit District

TOWN OF WESTPORT
SELECTMAN'S RECOMMENDED BUDGET FY2020
EXPENSE SUMMARY BY DEPARTMENT

ACCOUNTS FOR:	2018	2019	2019	2020	PCT	PCT
101 General Fund	ACTUAL	ORIG BUD	REVISED BUD	SELECTMAN'S BUDGET	CHANGE	DOLLAR
110 R T M	47,797	49,797	51,857	47,464	-8.47%	(4,393)
120 Selectmen	368,710	371,550	376,375	423,025	12.39%	46,650
132 Probate Court	11,877	14,000	14,000	14,000	0.00%	0
140 Registrars	105,617	127,468	127,468	129,358	1.48%	1,890
142 Elections	59,494	127,399	127,399	135,933	6.70%	8,534
150 Board of Finance	2,589	2,500	2,500	2,500	0.00%	0
151 Finance Department	807,430	795,247	829,386	817,757	-1.40%	(11,629)
152 Audit	158,069	152,900	152,900	159,000	3.99%	6,100
153 Personnel	359,130	359,613	364,350	383,074	5.14%	18,724
154 Assessor	515,314	511,641	525,273	535,253	1.90%	9,980
156 Tax Collector	332,097	339,224	355,262	354,730	-0.15%	(532)
157 Information Technology	850,941	885,468	892,320	1,057,842	18.55%	165,522
158 Board of Assessment	1,505	2,125	2,125	2,125	0.00%	0
170 Town Attorney	754,317	764,853	765,322	750,322	-1.96%	(15,000)
180 Town Clerk	431,518	456,088	468,977	414,465	-11.62%	(54,512)
181 Historic District	76,126	74,183	75,846	78,675	3.73%	2,829
182 Conservation	393,377	393,558	409,770	399,526	-2.50%	(10,244)
185 Planning & Zoning	590,664	610,682	630,333	644,507	2.25%	14,174
187 Zoning Board of Appeals	28,507	27,748	29,153	29,882	2.50%	729
980 Storms	0	0	0	0	0.00%	0
01 General Government	5,895,080	6,066,044	6,200,615	6,379,438	2.88%	178,823

Updated 2/28/19

**TOWN OF WESTPORT
SELECTMAN'S RECOMMENDED BUDGET FY2020
EXPENSE SUMMARY BY DEPARTMENT**

ACCOUNTS FOR:	2018	2019	2019	2020	PCT	PCT
101 General Fund	ACTUAL	ORIG BUD	REVISED BUD	SELECTMAN'S BUDGET	CHANGE	DOLLAR
210 Police	8,444,662	8,622,188	8,678,347	8,845,150	1.92%	166,803
214 Police Vehicle Maintenance	316,130	356,124	356,124	356,524	0.11%	400
216 Dog Warden	151,713	147,549	153,191	155,998	1.83%	2,807
218 Emergency Medical	1,190,934	1,268,378	1,268,378	1,264,238	-0.33%	(4,140)
220 Fire Department	9,429,618	9,127,193	9,150,855	9,630,382	5.24%	479,527
221 Water Service-Fire	1,169,391	1,211,284	1,211,284	1,172,364	-3.21%	(38,920)
225 Building Inspection	447,424	484,062	500,862	487,248	-2.72%	(13,614)
250 Emergency Management	49,848	75,356	75,933	78,245	3.04%	2,312
02 Public Safety	21,199,720	21,292,134	21,394,975	21,990,149	2.78%	595,174
310 Engineering	841,339	864,314	882,248	891,381	1.04%	9,133
320 Highway	2,123,657	1,874,598	1,879,098	1,860,906	-0.97%	(18,192)
321 Equipment Maintenance	411,976	383,547	383,547	383,747	0.05%	200
322 Road Maintenance	2,210,637	2,283,575	2,283,575	2,245,000	-1.69%	(38,575)
324 Street Lighting	240,000	240,000	240,000	240,000	0.00%	0
332 Solid Waste Disposal	1,786,038	2,162,232	2,162,636	2,664,579	23.21%	501,943
350 Building Maintenance	1,198,642	1,270,135	1,273,745	1,321,500	3.75%	47,755
352 Building Custodian	359,415	344,936	345,835	337,148	-2.51%	(8,687)
360 Property Maintenance	28,521	25,500	25,500	37,800	48.24%	12,300
361 P&R Property Maintenance	344,610	378,800	378,800	370,500	-2.19%	(8,300)
370 Tree Maintenance	309,681	315,425	315,425	326,773	3.60%	11,348
03 Public Works	9,854,517	10,143,062	10,170,409	10,679,334	5.00%	508,925
13 Facilities Management	0	0	0	200,000	100.00%	200,000

**TOWN OF WESTPORT
SELECTMAN'S RECOMMENDED BUDGET FY2020
EXPENSE SUMMARY BY DEPARTMENT**

ACCOUNTS FOR:	2018	2019	2019	2020	PCT	PCT
101 General Fund	ACTUAL	ORIG BUD	REVISED BUD	SELECTMAN'S BUDGET	CHANGE	DOLLAR
410 Health District	544,089	574,411	574,411	579,911	0.96%	5,500
412 Health Services	3,700	3,700	3,700	3,700	0.00%	0
04 Health	547,789	578,111	578,111	583,611	0.95%	5,500
510 Youth Services	265,631	272,899	277,835	293,195	5.53%	15,360
520 Social Services	430,398	435,430	446,744	448,918	0.49%	2,174
530 Senior Services	451,436	480,094	493,779	545,323	10.44%	51,544
05 Human Services	1,147,465	1,188,423	1,218,358	1,287,436	5.67%	69,078
650 Board of Education	113,915,981	116,173,800	116,173,800	118,500,464	2.00%	2,326,664
650 Program Expenses	144,941	124,225	124,225	140,713	13.27%	16,488
650 School Security	1,011				0.00%	0
651 BOE Rentals/Reimbursements	139,207	0	0	0	0.00%	0
652 Aid to Pvt & Parochial	368,636	386,995	386,995	393,800	1.76%	6,805
654 Debt Service-Long Term Debt	11,053,555	10,628,162	10,628,162	9,556,912	-10.08%	(1,071,250)
656 BOE Transfers to Other Funds	250,000	0	0	0	0.00%	0
Teacher Retirement System Contribution	0	0	0	607,762	0.00%	607,762
06 Education	125,873,331	127,313,182	127,313,182	129,199,651	1.48%	1,886,469
750 Library Board	4,542,851	4,532,739	4,532,739	4,798,829	5.87%	266,090
751 Library Pension Fund	357,245	338,964	338,964	286,546	-15.46%	(52,418)
07 Library	4,900,096	4,871,703	4,871,703	5,085,375	4.39%	213,672

Updated 2/28/19

**TOWN OF WESTPORT
SELECTMAN'S RECOMMENDED BUDGET FY2020
EXPENSE SUMMARY BY DEPARTMENT**

ACCOUNTS FOR:	2018	2019	2019	2020	PCT	PCT
101 General Fund	ACTUAL	ORIG BUD	REVISED BUD	SELECTMAN'S BUDGET	CHANGE	DOLLAR
810 P&R Administration	584,552	600,883	622,315	636,499	2.28%	14,184
812 Guest Services	285,874	328,926	304,035	299,831	-1.38%	(4,204)
820 Maintenance Administration	1,196,033	1,218,982	1,219,882	1,410,971	15.66%	191,089
830 Boating	381,082	392,391	416,382	470,707	13.05%	54,325
831 Parks Maintenance	278,678	418,992	418,992	392,693	-6.28%	(26,299)
832 Golf	1,122,603	1,245,900	1,245,900	1,264,075	1.46%	18,175
833 Athletic Fields Maintenance	134,722	130,500	130,500	101,500	-22.22%	(29,000)
834 Tennis	137,155	120,016	120,016	122,802	2.32%	2,786
835 Skate Park	18,462	32,314	32,314	23,380	-27.65%	(8,934)
836 Beach & Pool	339,179	455,237	455,237	461,720	1.42%	6,483
838 Recreation Program	1,039,632	1,216,702	1,216,702	1,203,701	-1.07%	(13,001)
840 Memorial & Veteran	9,500	9,500	9,500	9,500	0.00%	0
08 Parks and Recreation	5,527,472	6,170,343	6,191,775	6,397,379	3.32%	205,604

Updated 2/28/19

**TOWN OF WESTPORT
SELECTMAN'S RECOMMENDED BUDGET FY2020
EXPENSE SUMMARY BY DEPARTMENT**

ACCOUNTS FOR:	2018	2019	2019	2020	PCT	PCT
101 General Fund	ACTUAL	ORIG BUD	REVISED BUD	SELECTMAN'S BUDGET	CHANGE	DOLLAR
901 Pensions	13,635,089	11,529,483	11,537,462	12,368,162	7.20%	830,700
902 Insurance	9,772,249	11,262,792	11,263,649	10,672,792	-5.25%	(590,857)
903 Social Security	1,189,955	1,215,000	1,227,605	1,245,000	1.42%	17,395
905 Unemployment Compensation	35,619	38,000	38,000	38,000	0.00%	0
907 Earthplace	95,000	95,000	95,000	95,000	0.00%	0
911 Miscellaneous	75,078	83,009	83,009	83,009	0.00%	0
915 Westport Transit District	278,617	358,300	358,300	355,000	-0.92%	(3,300)
917 Reserve: Salary Adjustments	-976	175,000	14,525	180,000	1139.26%	165,475
921 Employee Productivity	6,275	7,000	7,000	7,000	0.00%	0
09 Total Pension, OPEB, Insurance, Misc	25,086,906	24,763,584	24,624,550	25,043,963	1.70%	419,413
951 Interest on Bonds	633,166	748,598	877,641	760,921	-13.30%	(116,720)
953 Bond Principal Payments	2,658,840	2,489,686	3,093,934	2,886,903	-6.69%	(207,031)
10 Debt Service	3,292,006	3,238,284	3,971,575	3,647,824	-8.15%	(323,751)
941 Transfer to Sewer	368,165	368,165	368,165	368,165	0.00%	0
942 Transfer to Other	1,520,979	1,500,000	1,500,000	1,000,000	-33.33%	(500,000)
11 Other Financing Use	1,889,144	1,868,165	1,868,165	1,368,165	-26.76%	(500,000)
999 Special Appropriation	41,113	0	0	0	0.00%	0
TOTAL 101 General Fund	205,254,638	207,493,035	208,403,417	211,862,325	1.66%	3,458,907

Updated 2/28/19

**TOWN OF WESTPORT
 SELECTMAN'S RECOMMENDED BUDGET FY2020
 EXPENSE SUMMARY BY DEPARTMENT**

ACCOUNTS FOR: 101 General Fund	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 SELECTMAN'S BUDGET	PCT CHANGE	PCT DOLLAR
Railroad Parking Fund						
219 Railroad Parking	1,623,019	1,832,990	1,944,464	2,071,049	6.5%	126,585
TOTAL 210 Railroad Parking Fund	1,623,019	1,832,990	1,944,464	2,071,049	6.5%	126,585

**TOWN OF WESTPORT
 SELECTMAN'S RECOMMENDED BUDGET FY2020
 EXPENSE SUMMARY BY DEPARTMENT**

ACCOUNTS FOR: 101 General Fund	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 SELECTMAN'S BUDGET	PCT CHANGE	PCT DOLLAR
Wakeman Farm Fund						
850 Wakeman Farm	182,280	199,728	199,728	263,840	32.1%	64,112
TOTAL 215 Wakeman Farm Fund	182,280	199,728	199,728	263,840	32.1%	64,112

**TOWN OF WESTPORT
SELECTMAN'S RECOMMENDED BUDGET FY2020
EXPENSE SUMMARY BY DEPARTMENT**

ACCOUNTS FOR: 101 General Fund	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 SELECTMAN'S BUDGET	PCT CHANGE	PCT DOLLAR
Sewer Fund						
330 Sewage Treatment	1,230,673	1,287,244	1,301,301	1,306,315	0.4%	5,014
331 Sewage Collection	451,916	527,099	527,099	579,415	9.9%	52,316
901 Pensions	162,387	157,243	157,243	157,243	0.0%	0
902 Insurance	278,625	278,625	278,625	278,625	0.0%	0
951 Interest on Bonds	538,121	554,540	554,540	579,839	4.6%	25,299
953 Bond Principal Pay	1,963,021	1,978,872	1,978,872	2,145,144	8.4%	166,272
TOTAL 220 Sewer Fund	4,624,743	4,783,623	4,797,680	5,046,581	5.2%	248,901

	2017-18	2018-19	2018-19	2019-20
GENERAL FUND REVENUES AND TRANSFERS:	ACTUAL	Budget	PROJECTED	Selectman's Recommended
GENERAL PROPERTY TAXES				
Current List	184,580,054	185,283,509	185,283,509	TBD
Prior Levies	1,369,206	1,500,000	2,350,000	1,500,000
TOTAL PROPERTY TAXES:	185,949,260	186,783,509	187,633,509	1,500,000
EDUCATION REVENUES				
Staples Trust Fund	47,775	17,000	17,000	17,000
State Education Grants	380,517	0	472,954	491,635
Misc. State Grants	0	0	102,298	0
BOE Rentals/Reimbursements	139,207	141,000	141,000	141,000
Tuition	302,836	269,167	269,167	274,000
TOTAL EDUCATION REVENUES:	870,335	427,167	1,002,419	923,635
PARKS AND RECREATION				
Debt Recovery	542,850	545,136	545,136	545,136
Operations	4,688,735	5,431,676	5,281,676	5,345,001
TOTAL PARKS & RECREATION REVENUES:	5,231,585	5,976,812	5,826,812	5,890,137
<u>OTHER REVENUES</u>				
LICENSES AND PERMITS				
Building Inspection	1,414,066	1,200,000	1,800,000	1,500,000
Burglar Alarms	43,193	50,000	50,000	50,000
Raffle/Bingo Permits	408	800	800	500
Fire Department Permits, etc.	951	1,000	1,000	1,000
Conservation Commission	128,686	138,000	138,000	130,000
Planning and Zoning	625,525	549,000	549,000	620,000
Zoning Board of Appeals	22,706	25,000	25,000	25,000
Town Clerk Conveyance Tax	2,029,626	1,800,000	1,800,000	1,800,000
Town Clerk Licenses	25,710	25,325	25,325	26,600
TOTAL LICENSES AND PERMITS:	4,290,868	3,789,125	4,389,125	4,153,100
FINES AND PENALTIES				
Police Fines	167,341	200,000	200,000	200,000
Tax Collector - Interest Lien	945,652	1,150,000	1,150,000	1,200,000
TOTAL FINES AND PENALTIES:	1,112,993	1,350,000	1,350,000	1,400,000

Updated 2/28/19

	2017-18	2018-19	2018-19	2019-20
GENERAL FUND REVENUES AND TRANSFERS:	ACTUAL	Budget	PROJECTED	Selectman's Recommended
FROM USE OF MONEY				
Interest - General Fund	378,940	200,000	575,000	650,000
FROM STATE OF CONNECTICUT				
Additional Veterans' Exemption	6,744	0	0	0
Elderly Tax Grant	0	0	0	0
Historical Preservation Grant	15,000	5,000	5,000	5,000
In-Lieu-of-Taxes State Property	321,741	0	305,404	305,404
Municipal Stablization	21,130	0	66,133	66,133
In-Lieu-of-Taxes Hospitals	56,818	0	96,952	96,952
Miscellaneous State Grants	19,257	10,000	10,000	10,000
Pequot Indian Grant	26,431	0	0	0
State Aid on School Construction	601,500	220,655	0	0
State Reimbursements	3,285	0	0	0
	<u>1,071,905</u>	<u>235,655</u>	<u>483,489</u>	<u>483,489</u>
TOTAL FROM STATE OF CONNECTICUT:				
CURRENT SERVICES CHARGES				
Bulky Waste Charges	20,300	20,000	20,000	20,000
Solar Energy Savings	(500)	44,000	0	0
Cell Tower Rentals	125,232	289,000	289,000	320,000
DPW Refuse Collection Permits	18,130	20,000	20,000	20,000
Recycling Rebate	0	0	0	0
EMS Reimbursements	1,026,681	1,000,000	1,000,000	1,000,000
Fire Dept Commercial Plan Review	190,234	150,000	150,000	200,000
Housing Authority Canal St. PILOT	40,449	40,000	40,000	40,000
Housing Authority Loan Repayment	0	0	0	0
Police Vehicle Reimb. (Outside Contractors)	20,320	23,000	23,000	23,000
Public Works Permits, etc.	59,640	38,600	38,600	55,000
Rental of Facilities	919,942	945,300	945,300	955,000
Solid Waste Tipping Fees	356,007	325,300	325,300	350,000
Town Attorney Reimbursement	131	500	500	500
Town Clerk Recording Fees	283,729	329,400	329,400	247,900
	<u>3,060,295</u>	<u>3,225,100</u>	<u>3,181,100</u>	<u>3,231,400</u>
TOTAL CURRENT SERVICES CHARGES:				

Updated 2/28/19

	2017-18	2018-19	2018-19	2019-20
GENERAL FUND REVENUES AND TRANSFERS:	ACTUAL	Budget	PROJECTED	Selectman's Recommended
MISCELLANEOUS REVENUES				
Bond Proceeds	287,846	0	0	0
Insurance Reimbursements	22,483	15,000	625,000	20,000
Others	14,799	12,000	12,000	15,000
Sale of Surplus Property	26,146	35,000	35,000	35,000
Telephone Access Lines Grant	85,022	100,000	80,000	90,000
TOTAL MISCELLANEOUS REVENUES:	436,296	162,000	752,000	160,000
TOTAL OTHER REVENUES:	10,351,297	8,961,880	10,730,714	10,077,989
TRANSFERS FROM OTHER FUNDS				
From Debt Service Fund	187,000	187,000	187,000	187,000
Insurance Reserve Fund	0	300,000	300,000	300,000
Public Protection Outside Duty Reimb.	700,000	700,000	700,000	700,000
TOTAL TRANS. FROM OTHER FUNDS:	887,000	1,187,000	1,187,000	1,187,000
GEN. FUND REVENUES & TRANSFERS	203,289,477	203,336,368	206,380,454	19,578,761
General Fund Balance Applied	4,250,000	3,600,000	3,600,000	
Capital and Operation Savings	(623,410)	(66,743)	(66,743)	
Turnbacks		623,410	623,410	
	206,916,067	207,493,035	210,537,121	19,578,761
Revenues other than Current year Taxes	18,709,423	18,052,859	21,096,945	19,578,761

Updated 2/28/19

NEXT YEAR BUDGET HISTORICAL COMPARISON

GENERAL FUND - REVENUE

PROJECTION: 2019 FY2018-2019 BUDGET

ACCOUNTS FOR: 101 General Fund	2016 ACTUALS	2017 ACTUALS	2018 ACTUALS	2019 REV BUDGET	2020 PROPOSED BUDGET
120 Selectmen					
(RG) Lic, Fees & Permits	0	150	0	0	0
(RL) Other Revenue	5,360	5,525	3,360	49,500	5,000
120 Selectmen	5,360	5,675	3,360	49,500	5,000
140 Registrars					
(RH) Charges for Service	156	46	17	0	0
140 Registrars	156	46	17	0	0
151 Finance Department					
(57) Interest	0	(208)	(500)	0	0
(RC) Investment Income	129,918	92,038	401,420	200,000	650,000
(RE) Intergovt. Rev.-Other	684,252	919,108	454,914	5,000	478,489
(RL) Other Revenue	1,395,964	2,610,520	1,493,555	1,427,800	1,469,082
(RM) Interfund Transfers	437,039	437,056	887,178	1,187,000	1,187,000
151 Finance Department	2,647,173	4,058,514	3,236,568	2,819,800	3,784,571
154 Assessor					
(RL) Other Revenue	3,266	2,849	1,171	3,000	918
154 Assessor	3,266	2,849	1,171	3,000	918

Updated 2/28/19

NEXT YEAR BUDGET HISTORICAL COMPARISON

GENERAL FUND - REVENUE

PROJECTION: 2019 FY2018-2019 BUDGET

ACCOUNTS FOR: 101 General Fund	2016 ACTUALS	2017 ACTUALS	2018 ACTUALS	2019 REV BUDGET	2020 PROPOSED BUDGET
156 Tax Collector					
(RA) Property Taxes - Current Year					TBD
(RA) Property Taxes	183,888,532	183,408,352	185,949,260	186,783,509	1,500,000
(RF) Fines & Penalties	1,339,048	1,118,715	945,652	1,150,000	1,200,000
(RG) Lic, Fees & Permits	0	0	0	0	0
156 Tax Collector	185,227,581	184,527,067	186,894,912	187,933,509	2,700,000
170 Town Attorney					
(RL) Other Revenue	5,001	325	131	500	500
170 Town Attorney	5,001	325	131	500	500
180 Town Clerk					
(RE) Intergovt. Rev.-Other	532	603	491	0	0
(RG) Lic, Fees & Permits	2,016,629	1,913,373	2,055,335	1,825,325	1,826,600
(RH) Charges for Service	265,235	263,027	238,332	283,400	201,900
(RL) Other Revenue	52,928	301,890	45,397	46,000	46,000
180 Town Clerk	2,335,323	2,478,893	2,339,556	2,154,725	2,074,500
181 Historic District					
(RE) Intergovt. Rev.-Other	0	5,000	15,000	10,000	5,000
(RL) Other Revenue	192	375	230	0	0
181 Historic District	192	5,375	15,230	10,000	5,000

Updated 2/28/19

NEXT YEAR BUDGET HISTORICAL COMPARISON

GENERAL FUND - REVENUE

PROJECTION: 2019 FY2018-2019 BUDGET

ACCOUNTS FOR: 101 General Fund	2016 ACTUALS	2017 ACTUALS	2018 ACTUALS	2019 REV BUDGET	2020 PROPOSED BUDGET
182 Conservation					
(RG) Lic, Fees & Permits	115,327	133,863	120,614	130,000	122,000
(RL) Other Revenue	16,264	7,561	8,072	8,000	8,000
182 Conservation	131,591	141,424	128,686	138,000	130,000
185 Planning & Zoning					
(RG) Lic, Fees & Permits	629,872	517,637	607,243	529,000	600,000
(RL) Other Revenue	24,496	18,295	18,282	20,000	20,000
185 Planning & Zoning	654,368	535,932	625,525	549,000	620,000
187 Zoning Board of Appeals					
(RG) Lic, Fees & Permits	27,432	21,587	22,706	25,000	25,000
187 Zoning Board of Ap	27,432	21,587	22,706	25,000	25,000
210 Police					
(RF) Fines & Penalties	195,387	191,954	167,341	200,000	200,000
(RG) Lic, Fees & Permits	49,266	32,665	43,601	50,800	50,500
(RL) Other Revenue	25,325	23,249	20,320	23,000	23,000
210 Police	269,978	247,867	231,261	273,800	273,500
218 Emergency Medical Services					
(RH) Charges for Service	939,655	1,031,237	1,026,681	1,000,000	1,000,000
218 Emergency Medical	939,655	1,031,237	1,026,681	1,000,000	1,000,000

Updated 2/28/19

NEXT YEAR BUDGET HISTORICAL COMPARISON

GENERAL FUND - REVENUE

PROJECTION: 2019 FY2018-2019 BUDGET

ACCOUNTS FOR: 101 General Fund	2016 ACTUALS	2017 ACTUALS	2018 ACTUALS	2019 REV BUDGET	2020 PROPOSED BUDGET
220 Fire Department					
(RG) Lic, Fees & Permits	402,066	152,089	191,185	151,000	201,000
220 Fire Department	402,066	152,089	191,185	151,000	201,000
225 Building Inspection					
(RG) Lic, Fees & Permits	2,100,949	1,201,145	1,414,066	1,200,000	1,500,000
(RL) Other Revenue	1,159	940	929	0	0
225 Building Inspectio	2,102,107	1,202,085	1,414,995	1,200,000	1,500,000
310 Engineering					
(RF) Fines & Penalties	0	90	0	0	0
(RG) Lic, Fees & Permits	28,360	19,515	21,890	18,600	20,000
(RL) Other Revenue	16,922	21,276	37,750	20,000	35,000
310 Engineering	45,282	40,881	59,640	38,600	55,000
332 Solid Waste Disposal					
(RG) Lic, Fees & Permits	18,300	18,650	18,130	20,000	20,000
(RH) Charges for Service	326,673	244,129	376,307	345,300	370,000
332 Solid Waste Dispos	344,973	262,779	394,437	365,300	390,000

Updated 2/28/19

NEXT YEAR BUDGET HISTORICAL COMPARISON

GENERAL FUND - REVENUE

PROJECTION: 2019 FY2018-2019 BUDGET

ACCOUNTS FOR: 101 General Fund	2016 ACTUALS	2017 ACTUALS	2018 ACTUALS	2019 REV BUDGET	2020 PROPOSED BUDGET
650 Board of Education					
(RD) IntergovRev-Education	2,324,094	712,316	731,128	286,167	782,635
(RE) Intergovt. Rev.-Oth	526,347	260,768	601,500	220,655	0
(RL) Other Revenue	0	(15)	0	0	0
650 Board of Education	2,850,441	973,070	1,332,628	506,822	782,635
651 BOE Rentals/Reimbursements					
(RL) Other Revenue	147,951	140,592	139,207	141,000	141,000
651 BOE Rentals/Reimbursements	147,951	140,592	139,207	141,000	141,000
810 P&R Administration					
(RJ) P&R Programs	3,164,235	3,105,664	3,137,865	3,631,312	3,435,137
(RL) Other Revenue	(147,805)	(93,482)	(128,922)	(124,500)	(124,500)
810 P&R Administration	3,016,430	3,012,182	3,008,943	3,506,812	3,310,637
830 Boating					
(RJ) P&R Programs	718,229	725,490	717,130	722,000	786,000
(RL) Other Revenue	198,844	175,124	216,423	203,000	200,500
830 Boating	917,073	900,614	933,553	925,000	986,500
832 Golf					
(RJ) P&R Programs	1,016,939	1,131,401	1,236,263	1,480,000	1,530,000
(RL) Other Revenue	(16,906)	(19,987)	(23,981)	(22,000)	(23,000)
832 Golf	1,000,033	1,111,414	1,212,282	1,458,000	1,507,000

Updated 2/28/19

NEXT YEAR BUDGET HISTORICAL COMPARISON

GENERAL FUND - REVENUE

PROJECTION: 2019 FY2018-2019 BUDGET

ACCOUNTS FOR: 101 General Fund	2016 ACTUALS	2017 ACTUALS	2018 ACTUALS	2019 REV BUDGET	2020 PROPOSED BUDGET
834 Tennis					
(RJ) P&R Programs	43,116	45,952	42,829	43,000	44,000
834 Tennis	43,116	45,952	42,829	43,000	44,000
836 Beach & Pool					
(RJ) P&R Programs	25,949	24,009	20,901	29,000	27,000
836 Beach & Pool	25,949	24,009	20,901	29,000	27,000
838 Recreation Programs					
(RJ) P&R Programs	13,116	12,606	13,077	15,000	15,000
838 Recreation Program	13,116	12,606	13,077	15,000	15,000
TOTAL REVENUE	203,155,612	200,935,063	203,289,478	203,336,368	19,578,761

Updated 2/28/19

Railroad Parking Fund
Police Department

TOWN OF WESTPORT 2019-2020 BUDGET

210 - RAILROAD PARKING

Schedule of Revenues (BUDGET BASIS)

Description	Explanation	Actual 2017/18	Projected 2018/19	Estimated 2019/20
Miscellaneous	Annual Parking Permits	1,475,744	1,400,000	1,450,000
Miscellaneous	Daily Parking Fees	454,759	550,000	500,000
Miscellaneous	Rents, etc.	82,930	82,000	90,000
Miscellaneous	Interest and Reimbursement	235	500	500
Miscellaneous	Transfer from other Funds	36,678	-	-
TOTAL REVENUES		2,050,346	2,032,500	2,040,500

WAKEMAN TOWN FARM 2019-2020 BUDGET

Fund 215

Operating Budget Revenue

Description	Actual 2017/18	Projected 2018/19	Estimated 2019/20
Logo Sales	800	0	0
Program Fees	151,501	153,500	154,275
Harvest Fest/Donations	69,405	60,000	90,000
Special Events	25,317	35,100	50,400
Credit Card Processing	(4,901)	(6,765)	(6,171)
	<u>242,122</u>	<u>241,835</u>	<u>288,504</u>

TOWN OF WESTPORT 2019-2020 BUDGET

SEWER FUND REVENUE SUMMARY

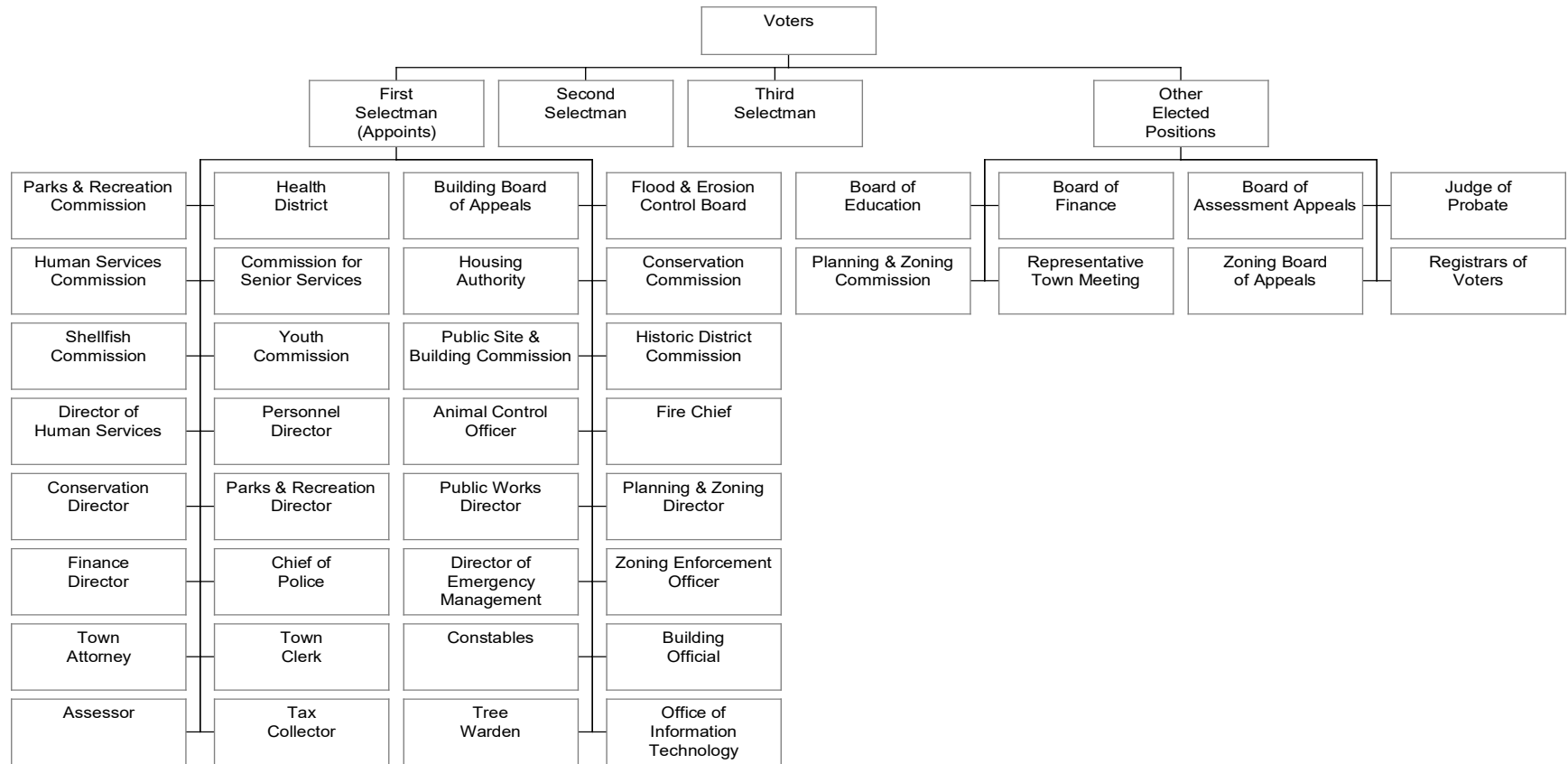
	2017-18 Actuals	2018-19 Budgeted	2018-19 Projected	2019-20 Estimated
Assessments	936,595	900,000	950,000	975,000
Use Charges	3,191,742	3,160,000	3,160,000	3,250,000
Carrying Charges	260,737	300,000	300,000	300,000
Interest and Liens	92,017	64,000	64,000	100,000
Sewer Permits	13,653	60,000	15,000	15,000
Nitrogen Credit	52,128	125,000	50,000	50,000
Transfer From Other Funds	368,165	368,165	368,165	368,165
Total Revenues:	4,915,037	4,977,165	4,907,165	5,058,165

**WESTPORT CONNECTICUT**FINANCE DEPARTMENT
110 MYRTLE AVENUE
WESTPORT, CT 06890**Summary of Major Budget Changes**

DEPARTMENT	Amount	Reason
Selectman's Preliminary Budget-Town	\$76,354,818	
Changes +/-:		
Fire-Water Service	(\$80,813)	Annual Fee released from Aquarion
Road Maintenance-Overlay	(\$100,000)	Reduction per Selectman
Solid Waste Disposal-MSW Tip Fees	\$203,683	Increase to due RFP results
Solid Waste Disposal-Contract Services	\$5,000	New contract
P&R Police Services	(\$24,000)	Reduction per P&R
P&R Recreation Programs-Youth Basketball	(\$5,000)	Reduction per P&R
P&R Recreation Programs-Tot N Play	(\$10,000)	Reduction per P&R
	<hr/>	
Selectman's Recommended Budget-Town	\$76,343,688	
Selectman's Preliminary Budget-Other Organizations	\$6,116,786	
Changes +/-:		
Facilities Management	\$200,000	Newly created department
Westport Weston Health District	\$5,500	Updated per MERS
Westport Transit District	(\$3,300)	Final Budget Submission
	<hr/>	
Selectman's Recommended Budget-Other Organizations	\$6,318,986	
Selectman's Preliminary Budget-BOE	\$129,375,305	
Changes +/-:		
Board of Education	(\$783,416)	Reduction per BOE
Board of Education	\$607,762	Teacher Retirement System Contribution
	<hr/>	
Selectman's Recommended Budget-BOE	\$129,199,651	
Grand Total Selectman's Recommended Budget	\$211,862,325	

Note, in an effort to save paper, the "Expense Detail Report by Department," which immediately follows this page will not be reprinted. The updated numbers for this level will be available on the Town's website as part of the Selectman's Recommended Budget PDF.

Town of Westport, Connecticut



Town of Westport
 Selectman's Recommended Budget FY 2020
 Expense Detail Report by Department

	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
110 R T M							
03 EH & OT	44,766.62	44,897.00	46,957.05	41,664.00	41,664.00		-11.3%
19 Contract Services	1,712.10	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
33 Advert & Print	197.79	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
34 Postage	747.39	1,200.00	1,200.00	1,100.00	1,100.00		-8.3%
41 Supplies	373.25	700.00	700.00	700.00	700.00		0.0%
CF Computers	0.00	0.00	0.00	1,000.00	1,000.00		0.00%
110 R T M	47,797.15	49,797.00	51,857.05	47,464.00	47,464.00		-8.5%
120 Selectmen							
01 Salaries	330,936.63	340,050.00	344,875.00	343,475.00	343,475.00		-0.4%
03 EH & OT	0.00	2,000.00	2,000.00	0.00	0.00		-100.0%
15 Trans. Allowance	5,363.98	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
18 Fees & Services	21,502.99	15,000.00	15,000.00	65,000.00	65,000.00		333.3%
25 Telephone	1,793.29	1,800.00	1,800.00	1,800.00	1,800.00		0.0%
26 Equip Maint/Oper	664.84	750.00	750.00	750.00	750.00		0.0%
34 Postage	457.38	450.00	450.00	500.00	500.00		11.1%
41 Supplies	3,377.32	4,000.00	4,000.00	4,000.00	4,000.00		0.0%
59 Education & Exp.	4,613.53	2,500.00	2,500.00	2,500.00	2,500.00		0.0%
120 Selectmen	368,709.96	371,550.00	376,375.00	423,025.00	423,025.00		12.4%

Town of Westport
 Selectman's Recommended Budget FY 2020
 Expense Detail Report by Department

	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
132 Probate Court							
60 PaymentsToAgency/Or	11,876.92	14,000.00	14,000.00	14,000.00	14,000.00		0.0%
132 Probate Court	11,876.92	14,000.00	14,000.00	14,000.00	14,000.00		0.0%
140 Registrars							
01 Salaries	86,223.84	92,128.00	92,128.00	92,128.00	92,128.00		0.0%
03 EH & OT	8,576.41	17,940.00	17,940.00	18,330.00	18,330.00		2.2%
15 Trans. Allowance	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00		0.0%
19 Contract Services	3,529.71	5,500.00	5,500.00	5,500.00	5,500.00		0.0%
33 Advert & Print	1,479.34	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
41 Supplies	1,802.40	3,500.00	3,500.00	3,500.00	3,500.00		0.0%
59 Education & Exp.	2,604.88	5,000.00	5,000.00	6,500.00	6,500.00		30.0%
140 Registrars	105,616.58	127,468.00	127,468.00	129,358.00	129,358.00		1.5%
142 Elections							
03 EH & OT Town Clerk Elections	0.00	0.00	3,000.00	3,000.00	3,000.00		0.0%
03 EH & OT	32,176.65	49,888.00	49,888.00	45,678.00	45,678.00		-8.4%
18 Fees & Services	9,513.65	7,400.00	7,400.00	10,275.00	10,275.00		38.9%
22 Primaries - Dem	0.00	51,436.00	51,436.00	59,930.00	59,930.00		16.5%
25 Telephone	0.00	375.00	375.00	1,250.00	1,250.00		233.3%
41 Supplies	17,803.55	18,300.00	15,300.00	15,800.00	15,800.00		3.3%
142 Elections	59,493.85	127,399.00	127,399.00	135,933.00	135,933.00		6.7%

Town of Westport
 Selectman's Recommended Budget FY 2020
 Expense Detail Report by Department

	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
150 Board of Finance							
33 Advert & Print	2,589.31	2,500.00	2,500.00	2,500.00	2,500.00		0.0%
150 Board of Finance	2,589.31	2,500.00	2,500.00	2,500.00	2,500.00		0.0%
151 Finance Department							
01 Salaries	661,249.37	654,247.00	688,386.01	628,387.00	628,387.00		-8.7%
03 EH & OT	0.00	1,000.00	1,000.00	28,570.00	28,570.00		2757.0%
18 Fees & Services	129,700.54	120,000.00	120,000.00	140,000.00	140,000.00		16.7%
25 Telephone	659.04	900.00	900.00	700.00	700.00		-22.2%
26 Equip Maint/Oper	1,387.10	1,600.00	1,600.00	1,400.00	1,400.00		-12.5%
34 Postage	2,985.96	3,200.00	3,200.00	3,200.00	3,200.00		0.0%
41 Supplies	4,251.68	4,800.00	4,800.00	4,500.00	4,500.00		-6.3%
59 Education & Exp.	6,717.06	9,500.00	9,500.00	11,000.00	11,000.00		15.8%
CD Office Equipment	479.61	0.00	0.00	0.00	0.00		0.00%
151 Finance Department	807,430.36	795,247.00	829,386.01	817,757.00	817,757.00		-1.4%
152 Audit							
18 Fees & Services	67,943.82	60,000.00	60,000.00	60,000.00	60,000.00		0.0%
19 Contract Services	90,125.00	92,900.00	92,900.00	99,000.00	99,000.00		6.6%
152 Audit	158,068.82	152,900.00	152,900.00	159,000.00	159,000.00		4.0%

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 Expense Detail Report by Department

	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
153 Personnel							
01 Salaries	326,442.61	325,413.00	330,150.19	335,149.00	335,149.00		1.5%
03 EH & OT	323.03	1,500.00	1,500.00	500.00	500.00		-66.7%
15 Trans. Allowance	3,418.26	1,500.00	1,500.00	1,500.00	1,500.00		0.0%
18 Fees & Services	12,085.87	18,000.00	18,000.00	33,725.00	33,725.00		87.4%
33 Advert & Print	141.77	500.00	500.00	500.00	500.00		0.0%
34 Postage	941.93	1,200.00	1,200.00	1,200.00	1,200.00		0.0%
41 Supplies	1,913.68	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
59 Education & Exp.	4,423.63	7,500.00	7,500.00	8,000.00	8,000.00		6.7%
CD Office Equipment	9,439.00	2,000.00	2,000.00	500.00	500.00		-75.0%
153 Personnel	359,129.78	359,613.00	364,350.19	383,074.00	383,074.00		5.1%

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 Expense Detail Report by Department

	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
154 Assessor							
01 Salaries	455,774.09	450,326.00	463,958.15	463,542.00	463,542.00		-0.1%
03 EH & OT	12,956.85	2,500.00	2,500.00	5,000.00	5,000.00		100.0%
14 Uniform Allowance	0.00	800.00	800.00	800.00	800.00		0.0%
15 Trans. Allowance	592.71	600.00	600.00	700.00	700.00		16.7%
18 Fees & Services	31,488.09	40,115.00	40,115.00	47,841.00	47,841.00		19.3%
25 Telephone	681.23	1,350.00	1,350.00	1,350.00	1,350.00		0.0%
26 Equip Maint/Oper	1,711.16	1,850.00	1,850.00	1,850.00	1,850.00		0.0%
27 Veh. Maint/Oper	1,569.31	1,450.00	1,450.00	1,480.00	1,480.00		2.1%
34 Postage	3,677.08	4,500.00	4,500.00	4,500.00	4,500.00		0.0%
41 Supplies	3,471.79	3,750.00	3,750.00	3,790.00	3,790.00		1.1%
59 Education & Exp.	3,391.85	4,400.00	4,400.00	4,400.00	4,400.00		0.0%
154 Assessor	515,314.16	511,641.00	525,273.15	535,253.00	535,253.00		1.9%

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 Expense Detail Report by Department

	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
156 Tax Collector							
01 Salaries	268,521.31	247,849.00	263,886.62	271,230.00	271,230.00		2.8%
03 EH & OT	2,718.46	15,375.00	15,375.00	7,500.00	7,500.00		-51.2%
18 Fees & Services	29,421.54	35,000.00	35,000.00	35,000.00	35,000.00		0.0%
26 Equip Maint/Oper	723.96	1,500.00	1,500.00	1,500.00	1,500.00		0.0%
33 Advert & Print	374.85	500.00	500.00	500.00	500.00		0.0%
34 Postage	19,848.74	25,000.00	25,000.00	25,000.00	25,000.00		0.0%
41 Supplies	8,488.09	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
59 Education & Exp.	2,000.00	4,000.00	4,000.00	4,000.00	4,000.00		0.0%
156 Tax Collector	332,096.95	339,224.00	355,261.62	354,730.00	354,730.00		-0.1%
157 Information Technology							
01 Salaries	253,263.20	251,263.00	258,115.29	258,116.00	258,116.00		0.0%
03 EH & OT	47,781.34	54,075.00	54,075.00	51,750.00	51,750.00		-4.3%
18 Fees & Services	254,062.22	273,000.00	273,000.00	425,600.00	425,600.00		55.9%
25 Telephone	167,185.52	167,130.00	167,130.00	182,126.00	182,126.00		9.0%
41 Supplies	2,883.64	3,000.00	3,000.00	3,250.00	3,250.00		8.3%
59 Education & Exp.	603.00	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
CF Computers	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00		0.0%
CG Software	75,162.10	77,000.00	77,000.00	77,000.00	77,000.00		0.0%
157 Information Technology	850,941.02	885,468.00	892,320.29	1,057,842.00	1,057,842.00		18.5%

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 Expense Detail Report by Department

	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
158 Board of Assessment Appeals							
01 Salaries	600.00	600.00	600.00	600.00	600.00		0.0%
03 EH & OT	676.16	450.00	450.00	450.00	450.00		0.0%
33 Advert & Print	0.00	125.00	125.00	125.00	125.00		0.0%
34 Postage	0.00	300.00	300.00	300.00	300.00		0.0%
41 Supplies	179.29	300.00	300.00	300.00	300.00		0.0%
59 Education & Exp.	50.00	350.00	350.00	350.00	350.00		0.0%
158 Board of Assessment Appeals	1,505.45	2,125.00	2,125.00	2,125.00	2,125.00		0.0%
170 Town Attorney							
01 Salaries	151,046.59	153,853.00	154,322.05	154,322.00	154,322.00		0.0%
19 Contract Services	504,722.14	510,000.00	510,000.00	510,000.00	510,000.00		0.0%
21 Negotiation Service	86,188.25	90,000.00	90,000.00	75,000.00	75,000.00		-16.7%
41 Supplies	660.47	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
64 Miscell. Expenses	11,699.61	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
170 Town Attorney	754,317.06	764,853.00	765,322.05	750,322.00	750,322.00		-2.0%

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 Expense Detail Report by Department

	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
180 Town Clerk							
01 Salaries	355,976.53	345,533.00	358,421.57	347,660.00	347,660.00		-3.0%
18 Fees & Services	27,730.34	34,455.00	34,455.00	36,305.00	36,305.00		5.4%
33 Advert & Print	7,859.31	9,200.00	9,200.00	8,500.00	8,500.00		-7.6%
34 Postage	3,194.25	3,500.00	3,500.00	3,300.00	3,300.00		-5.7%
41 Supplies	5,392.87	6,000.00	6,000.00	5,900.00	5,900.00		-1.7%
55 Licenses & Fees	28,194.08	54,100.00	54,100.00	9,500.00	9,500.00		-82.4%
59 Education & Exp.	3,170.59	3,300.00	3,300.00	3,300.00	3,300.00		0.0%
180 Town Clerk	431,517.97	456,088.00	468,976.57	414,465.00	414,465.00		-11.6%
181 Historic District							
01 Salaries	66,508.08	66,508.00	68,170.69	66,000.00	66,000.00		-3.2%
15 Trans. Allowance	0.00	50.00	50.00	50.00	50.00		0.0%
18 Fees & Services	8,500.00	5,000.00	5,000.00	10,000.00	10,000.00		100.0%
33 Advert & Print	215.36	500.00	500.00	500.00	500.00		0.0%
34 Postage	50.48	225.00	225.00	225.00	225.00		0.0%
41 Supplies	632.27	1,500.00	1,500.00	1,500.00	1,500.00		0.0%
59 Education & Exp.	220.00	400.00	400.00	400.00	400.00		0.0%
181 Historic District	76,126.19	74,183.00	75,845.69	78,675.00	78,675.00		3.7%

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 Expense Detail Report by Department

	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
182 Conservation							
01 Salaries	369,385.67	364,529.00	380,471.33	370,099.00	370,099.00		-2.7%
03 EH & OT	4,472.37	6,529.00	6,798.37	6,677.00	6,677.00		-1.8%
14 Uniform Allowance	800.00	800.00	800.00	800.00	800.00		0.0%
15 Trans. Allowance	264.60	300.00	300.00	450.00	450.00		50.0%
18 Fees & Services	5,779.41	7,500.00	7,500.00	7,500.00	7,500.00		0.0%
19 Contract Services	1,250.00	1,500.00	1,500.00	1,500.00	1,500.00		0.0%
25 Telephone	284.72	375.00	375.00	375.00	375.00		0.0%
26 Equip Maint/Oper	1,201.00	1,200.00	1,200.00	1,200.00	1,200.00		0.0%
27 Veh. Maint/Oper	980.67	850.00	850.00	850.00	850.00		0.0%
33 Advert & Print	2,032.85	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
34 Postage	2,502.46	2,700.00	2,700.00	2,700.00	2,700.00		0.0%
41 Supplies	3,913.00	4,275.00	4,275.00	4,275.00	4,275.00		0.0%
59 Education & Exp.	510.00	1,000.00	1,000.00	1,100.00	1,100.00		10.0%
182 Conservation	393,376.75	393,558.00	409,769.70	399,526.00	399,526.00		-2.5%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
185 Planning & Zoning							
01 Salaries	529,264.80	537,782.00	557,432.66	569,757.00	569,757.00		2.2%
03 EH & OT	23,961.00	24,200.00	24,200.00	24,200.00	24,200.00		0.0%
14 Uniform Allowance	800.00	800.00	800.00	800.00	800.00		0.0%
15 Trans. Allowance	186.76	1,150.00	1,150.00	500.00	500.00		-56.5%
18 Fees & Services	17,621.47	19,000.00	19,000.00	24,500.00	24,500.00		28.9%
25 Telephone	398.70	450.00	450.00	450.00	450.00		0.0%
27 Veh. Maint/Oper	338.08	1,400.00	1,400.00	500.00	500.00		-64.3%
33 Advert & Print	4,239.08	4,500.00	4,500.00	6,300.00	6,300.00		40.0%
34 Postage	2,393.09	4,200.00	4,200.00	4,000.00	4,000.00		-4.8%
41 Supplies	5,922.00	7,050.00	7,050.00	7,500.00	7,500.00		6.4%
59 Education & Exp.	4,039.17	6,650.00	6,650.00	4,500.00	4,500.00		-32.3%
CD Office Equipment	0.00	2,000.00	2,000.00	0.00	0.00		-100.0%
CG Software	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00		0.0%
185 Planning & Zoning	590,664.15	610,682.00	630,332.66	644,507.00	644,507.00		2.2%
187 Zoning Board of Appeals							
01 Salaries	28,507.45	27,748.00	29,153.00	29,882.00	29,882.00		2.5%
187 Zoning Board of Ap	28,507.45	27,748.00	29,153.00	29,882.00	29,882.00		2.5%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
210 Police							
01 Salaries	6,920,612.26	7,126,611.00	7,182,770.02	7,303,182.00	7,303,182.00		1.7%
03 EH & OT	959,364.09	914,000.00	914,000.00	945,000.00	945,000.00		3.4%
14 Uniform Allowance	74,908.36	65,200.00	65,200.00	65,175.00	65,175.00		0.0%
18 Fees & Services	27,384.00	15,000.00	15,000.00	16,000.00	16,000.00		6.7%
20 Employee Medical	43,434.00	40,000.00	40,000.00	40,000.00	40,000.00		0.0%
25 Telephone	37,722.14	40,000.00	40,000.00	40,000.00	40,000.00		0.0%
26 Equip Maint/Oper	118,052.93	141,377.00	141,377.00	145,793.00	145,793.00		3.1%
34 Postage	4,881.96	4,000.00	4,000.00	4,000.00	4,000.00		0.0%
41 Supplies	17,877.57	17,000.00	17,000.00	17,000.00	17,000.00		0.0%
50 Supplies - Det.	38,981.14	44,000.00	44,000.00	44,000.00	44,000.00		0.0%
51 Supplies-Ammo/Targe	16,337.46	18,000.00	18,000.00	18,000.00	18,000.00		0.0%
52 Supplies Training	4,550.56	4,000.00	4,000.00	4,000.00	4,000.00		0.0%
53 Supply-Accidnt/Emer	8,891.73	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
59 Education & Exp.	24,477.09	25,000.00	25,000.00	25,000.00	25,000.00		0.0%
63 Program Expenses	(2,600.00)	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
CE Vehicles	132,000.00	140,000.00	140,000.00	150,000.00	150,000.00		7.1%
CF Computers	7,930.16	8,000.00	8,000.00	8,000.00	8,000.00		0.0%
CP Equipment-Police	9,856.69	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
210 Police	8,444,662.14	8,622,188.00	8,678,347.02	8,845,150.00	8,845,150.00		1.9%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
214 Police Vehicle Maintenance							
01 Salaries	123,444.48	130,047.00	130,047.00	130,047.00	130,047.00		0.0%
03 EH & OT	2,627.54	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
14 Uniform Allowance	796.60	400.00	400.00	800.00	800.00		100.0%
26 Equip Maint/Oper	7,999.68	8,000.00	8,000.00	8,000.00	8,000.00		0.0%
27 Veh. Maint/Oper	181,261.33	215,677.00	215,677.00	215,677.00	215,677.00		0.0%
214 Police Vehicle Maintenance	316,129.63	356,124.00	356,124.00	356,524.00	356,524.00		0.1%
216 Dog Warden							
01 Salaries	120,603.74	117,199.00	122,841.00	126,548.00	126,548.00		3.0%
03 EH & OT	18,757.77	15,000.00	15,000.00	14,000.00	14,000.00		-6.7%
14 Uniform Allowance	785.68	800.00	800.00	800.00	800.00		0.0%
19 Contract Services	891.00	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
25 Telephone	1,150.67	1,800.00	1,800.00	1,800.00	1,800.00		0.0%
27 Veh. Maint/Oper	3,674.32	3,500.00	3,500.00	3,500.00	3,500.00		0.0%
41 Supplies	1,533.33	1,600.00	1,600.00	1,600.00	1,600.00		0.0%
45 Heating Fuel	1,046.98	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
46 Electricity	2,450.00	3,450.00	3,450.00	3,450.00	3,450.00		0.0%
48 Water	669.78	700.00	700.00	800.00	800.00		14.3%
59 Education & Exp.	150.00	500.00	500.00	500.00	500.00		0.0%
216 Dog Warden	151,713.27	147,549.00	153,191.00	155,998.00	155,998.00		1.8%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
218 Emergency Medical Services							
01 Salaries	409,513.56	480,299.00	480,299.00	481,053.00	481,053.00		0.2%
03 EH & OT	122,246.40	103,100.00	103,100.00	90,000.00	90,000.00		-12.7%
14 Uniform Allowance	3,602.11	4,975.00	4,975.00	4,975.00	4,975.00		0.0%
18 Fees & Services	168,390.06	176,478.00	176,478.00	175,192.00	175,192.00		-0.7%
19 Contract Services	463,434.76	475,276.00	475,276.00	484,768.00	484,768.00		2.0%
20 Employee Medical	2,670.00	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
29 Veh. Oper.	17,172.99	18,200.00	18,200.00	18,200.00	18,200.00		0.0%
34 Postage	155.50	300.00	300.00	300.00	300.00		0.0%
41 Supplies	1,584.41	1,750.00	1,750.00	1,750.00	1,750.00		0.0%
59 Education & Exp.	2,164.00	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
64 Miscell. Expenses	0.00	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
218 Emergency Medical Services	1,190,933.79	1,268,378.00	1,268,378.00	1,264,238.00	1,264,238.00		-0.3%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
220 Fire Department							
01 Salaries	6,241,478.66	6,802,441.00	6,826,103.78	7,155,850.55	7,155,850.55		4.8%
03 EH & OT	2,293,122.57	1,585,600.00	1,585,600.00	1,688,807.33	1,688,807.33		6.5%
14 Uniform Allowance	75,044.68	76,025.50	76,025.50	76,926.00	76,926.00		1.2%
18 Fees & Services	3,000.00	4,200.00	4,200.00	4,200.00	4,200.00		0.0%
25 Telephone	49,631.55	49,000.00	49,000.00	49,000.00	49,000.00		0.0%
26 Equip Maint/Oper	101,171.72	94,203.00	94,203.00	106,950.00	106,950.00		13.5%
28 Veh. Maint.	102,673.43	100,738.00	100,738.00	100,738.00	100,738.00		0.0%
29 Veh. Oper.	40,093.18	46,668.00	46,668.00	54,308.00	54,308.00		16.4%
42 Maint. Supplies	100,734.78	106,092.00	106,092.00	92,452.00	92,452.00		-12.9%
59 Education & Exp.	187,720.17	137,050.00	137,050.00	154,500.00	154,500.00		12.7%
CE Vehicles	5,327.01	0.00	0.00	0.00	0.00		0.00%
CF Computers	7,582.67	5,000.00	5,000.00	6,300.00	6,300.00		26.0%
CG Software	4,806.14	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
CJ Equip.-Fire	1,258.19	3,600.00	3,600.00	3,600.00	3,600.00		0.0%
CK Equip-Fire Maintenance	2,059.18	16,000.00	16,000.00	26,500.00	26,500.00		65.6%
CL Equip-FireSuppRescue	165,775.40	64,325.00	64,325.00	74,000.00	74,000.00		15.0%
CM Equip.-Fire Rescue	39,388.25	22,500.00	22,500.00	22,500.00	22,500.00		0.0%
CN Equip-Haz Materials	8,750.00	8,750.00	8,750.00	8,750.00	8,750.00		0.0%
220 Fire Department	9,429,617.58	9,127,192.50	9,150,855.28	9,630,381.88	9,630,381.88		5.2%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
221 Water Service-Fire							
48 Water	1,169,391.24	1,211,284.00	1,211,284.00	1,253,176.76	1,172,363.76		-3.2%
221 Water Service-Fire	1,169,391.24	1,211,284.00	1,211,284.00	1,253,176.76	1,172,363.76		-3.2%
225 Building Inspection							
01 Salaries	411,866.32	403,110.00	419,910.47	429,059.00	429,059.00		2.2%
03 EH & OT	16,303.50	29,342.00	29,342.00	25,000.00	25,000.00		-14.8%
14 Uniform Allowance	1,350.00	1,350.00	1,350.00	1,350.00	1,350.00		0.0%
15 Trans. Allowance	24.53	208.00	208.00	208.00	208.00		0.0%
18 Fees & Services	192.35	0.00	0.00	0.00	0.00		0.00%
25 Telephone	2,126.38	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
26 Equip Maint/Oper	945.76	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
28 Veh. Maint.	2,455.80	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
29 Veh. Oper.	2,656.98	5,132.00	5,132.00	5,132.00	5,132.00		0.0%
33 Advert & Print	0.00	208.00	208.00	208.00	208.00		0.0%
41 Supplies	3,802.43	3,901.00	3,901.00	3,200.00	3,200.00		-18.0%
49 Other Material/Supp	819.74	1,091.00	1,091.00	1,091.00	1,091.00		0.0%
59 Education & Exp.	2,855.23	3,220.00	3,220.00	3,000.00	3,000.00		-6.8%
CD Office Equipment	284.99	0.00	0.00	8,000.00	8,000.00		0.00%
CE Vehicles	0.00	25,500.00	25,500.00	0.00	0.00		-100.0%
CF Computers	1,740.30	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
CG Software	0.00	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
225 Building Inspection	447,424.31	484,062.00	500,862.47	487,248.00	487,248.00		-2.7%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
250 Emergency Management							
01 Salaries	13,357.74	28,700.00	29,277.00	30,000.00	30,000.00		2.5%
25 Telephone	607.68	1,000.00	1,000.00	1,250.00	1,250.00		25.0%
26 Equip Maint/Oper	1,786.46	6,700.00	6,700.00	5,500.00	5,500.00		-17.9%
41 Supplies	2,125.58	3,745.00	3,745.00	1,800.00	1,800.00		-51.9%
49 Other Material/Supp	2,780.00	2,780.00	2,780.00	2,800.00	2,800.00		0.7%
59 Education & Exp.	300.00	1,000.00	1,000.00	3,300.00	3,300.00		230.0%
CJ Equip.-Fire	28,890.38	31,431.00	31,431.00	33,595.00	33,595.00		6.9%
250 Emergency Management	49,847.84	75,356.00	75,933.00	78,245.00	78,245.00		3.0%
310 Engineering							
01 Salaries	799,814.29	812,314.00	830,247.67	838,231.00	838,231.00		1.0%
03 EH & OT	1,652.79	7,400.00	7,400.00	7,400.00	7,400.00		0.0%
14 Uniform Allowance	3,103.03	3,000.00	3,000.00	2,750.00	2,750.00		-8.3%
15 Trans. Allowance	170.95	200.00	200.00	200.00	200.00		0.0%
18 Fees & Services	12,361.84	11,200.00	11,200.00	12,100.00	12,100.00		8.0%
25 Telephone	3,846.05	4,500.00	4,500.00	4,500.00	4,500.00		0.0%
26 Equip Maint/Oper	2,216.47	4,200.00	4,200.00	4,200.00	4,200.00		0.0%
29 Veh. Oper.	6,587.94	8,500.00	8,500.00	9,000.00	9,000.00		5.9%
41 Supplies	5,394.83	6,000.00	6,000.00	6,000.00	6,000.00		0.0%
59 Education & Exp.	4,191.24	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
CF Computers	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
310 Engineering	841,339.43	864,314.00	882,247.67	891,381.00	891,381.00		1.0%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
320 Highway							
01 Salaries	1,033,243.17	1,105,998.00	1,110,497.56	1,090,381.00	1,090,381.00		-1.8%
03 EH & OT	108,136.06	90,000.00	90,000.00	90,000.00	90,000.00		0.0%
14 Uniform Allowance	9,100.00	9,100.00	9,100.00	11,025.00	11,025.00		21.2%
20 Employee Medical	4,597.85	6,000.00	6,000.00	6,000.00	6,000.00		0.0%
25 Telephone	2,386.59	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
29 Veh. Oper.	72,173.66	75,000.00	75,000.00	75,000.00	75,000.00		0.0%
31 Rental Equip.	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00		0.0%
42 Maint. Supplies	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
59 Education & Exp.	474.58	1,500.00	1,500.00	1,500.00	1,500.00		0.0%
63 Program Expenses	860,164.92	500,000.00	500,000.00	500,000.00	500,000.00		0.0%
CS Equipment-DPW	14,379.83	65,000.00	65,000.00	65,000.00	65,000.00		0.0%
320 Highway	2,123,656.66	1,874,598.00	1,879,097.56	1,860,906.00	1,860,906.00		-1.0%
321 Equipment Maintenance							
01 Salaries	154,897.92	154,897.00	154,897.00	154,897.00	154,897.00		0.0%
03 EH & OT	23,822.68	32,000.00	32,000.00	32,000.00	32,000.00		0.0%
14 Uniform Allowance	1,650.00	1,650.00	1,650.00	1,750.00	1,750.00		6.1%
27 Veh. Maint/Oper	227,905.21	190,000.00	190,000.00	190,000.00	190,000.00		0.0%
59 Education & Exp.	500.00	500.00	500.00	600.00	600.00		20.0%
CS Equipment-DPW	3,200.00	4,500.00	4,500.00	4,500.00	4,500.00		0.0%
321 Equipment Maintenance	411,975.81	383,547.00	383,547.00	383,747.00	383,747.00		0.1%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
322 Road Maintenance							
18 Fees & Services	80,231.38	79,550.00	79,550.00	85,000.00	85,000.00		6.9%
42 Maint. Supplies	154,574.09	148,500.00	148,500.00	146,000.00	146,000.00		-1.7%
49 Other Material/Supp	1,975,831.62	2,055,525.00	2,055,525.00	2,114,000.00	2,014,000.00		-2.0%
322 Road Maintenance	2,210,637.09	2,283,575.00	2,283,575.00	2,345,000.00	2,245,000.00		-1.7%
324 Street Lighting							
47 Street Lights	240,000.06	240,000.00	240,000.00	240,000.00	240,000.00		0.0%
324 Street Lighting	240,000.06	240,000.00	240,000.00	240,000.00	240,000.00		0.0%
332 Solid Waste Disposal							
01 Salaries	197,239.92	203,807.00	203,807.00	203,807.00	203,807.00		0.0%
03 EH & OT	68,048.90	77,265.00	77,669.06	77,000.00	77,000.00		-0.9%
14 Uniform Allowance	1,681.76	2,150.00	2,150.00	2,225.00	2,225.00		3.5%
18 Fees & Services	1,371,248.56	1,518,010.00	1,518,010.00	1,696,864.00	1,900,547.00		25.2%
19 Contract Services	107,607.68	320,000.00	320,000.00	435,000.00	440,000.00		37.5%
25 Telephone	339.13	500.00	500.00	500.00	500.00		0.0%
27 Veh. Maint/Oper	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
30 Facility Maint.	15,403.21	15,000.00	15,000.00	15,000.00	15,000.00		0.0%
33 Advert & Print	500.00	500.00	500.00	500.00	500.00		0.0%
42 Maint. Supplies	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00		0.0%
46 Electricity	15,968.86	17,000.00	17,000.00	17,000.00	17,000.00		0.0%
332 Solid Waste Disposal	1,786,038.02	2,162,232.00	2,162,636.06	2,455,896.00	2,664,579.00		23.2%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
350 Building Maintenance							
01 Salaries	452,750.58	450,450.00	454,060.00	451,450.00	451,450.00		-0.6%
03 EH & OT	20,001.36	15,635.00	15,635.00	15,000.00	15,000.00		-4.1%
14 Uniform Allowance	3,147.38	3,150.00	3,150.00	3,150.00	3,150.00		0.0%
18 Fees & Services	82,110.92	87,800.00	87,800.00	87,800.00	87,800.00		0.0%
25 Telephone	1,822.49	2,100.00	2,100.00	2,100.00	2,100.00		0.0%
26 Equip Maint/Oper	15,665.76	12,000.00	12,000.00	12,000.00	12,000.00		0.0%
30 Facility Maint.	170,951.87	160,000.00	160,000.00	160,000.00	160,000.00		0.0%
45 Heating Fuel	106,172.98	148,000.00	148,000.00	148,000.00	148,000.00		0.0%
46 Electricity	254,180.90	280,000.00	280,000.00	280,000.00	280,000.00		0.0%
48 Water	28,550.09	29,000.00	29,000.00	30,000.00	30,000.00		3.4%
59 Education & Exp.	1,103.20	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
CA Buildings	62,184.43	80,000.00	80,000.00	80,000.00	80,000.00		0.0%
CE Vehicles	0.00	0.00	0.00	50,000.00	50,000.00		0.0%
350 Building Maintenance	1,198,641.96	1,270,135.00	1,273,745.00	1,321,500.00	1,321,500.00		3.7%
352 Building Custodians							
01 Salaries	224,796.80	227,311.00	228,210.32	217,523.00	217,523.00		-4.7%
03 EH & OT	24,657.74	21,475.00	21,475.00	21,475.00	21,475.00		0.0%
14 Uniform Allowance	2,134.86	2,150.00	2,150.00	2,150.00	2,150.00		0.0%
19 Contract Services	89,125.45	75,000.00	75,000.00	77,000.00	77,000.00		2.7%
41 Supplies	18,700.43	19,000.00	19,000.00	19,000.00	19,000.00		0.0%
352 Building Custodian	359,415.28	344,936.00	345,835.32	337,148.00	337,148.00		-2.5%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
360 Property Maintenance							
19 Contract Services	13,710.00	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
42 Maint. Supplies	14,811.33	15,500.00	15,500.00	27,800.00	27,800.00		79.4%
360 Property Maintenance	28,521.33	25,500.00	25,500.00	37,800.00	37,800.00		48.2%
361 P&R Property Maintenance							
18 Fees & Services	35,043.96	36,000.00	36,000.00	36,000.00	36,000.00		0.0%
25 Telephone	1,270.67	1,500.00	1,500.00	1,500.00	1,500.00		0.0%
30 Facility Maint.	51,170.16	65,000.00	65,000.00	65,000.00	65,000.00		0.0%
45 Heating Fuel	30,705.75	57,500.00	57,500.00	50,000.00	50,000.00		-13.0%
46 Electricity	153,923.24	165,000.00	165,000.00	165,000.00	165,000.00		0.0%
CB Building Renovation	72,496.58	53,800.00	53,800.00	53,000.00	53,000.00		-1.5%
361 P&R Property Maintenance	344,610.36	378,800.00	378,800.00	370,500.00	370,500.00		-2.2%
370 Tree Maintenance							
03 EH & OT	91,947.81	92,025.00	92,025.00	102,603.00	102,603.00		11.5%
15 Trans. Allowance	0.00	6,000.00	6,000.00	6,000.00	6,000.00		0.0%
19 Contract Services	217,732.91	217,400.00	217,400.00	218,170.00	218,170.00		0.4%
370 Tree Maintenance	309,680.72	315,425.00	315,425.00	326,773.00	326,773.00		3.6%
399 Facilities Management							
Facilities Management	0.00	0.00	0.00	0.00	200,000.00		100.0%
410 Health District							
60 PaymentsToAgency/Or	544,089.00	574,411.00	574,411.00	574,411.00	579,911.00		1.0%
410 Health District	544,089.00	574,411.00	574,411.00	574,411.00	579,911.00		1.0%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
412 Health Services							
60 PaymentsToAgency/Or	3,700.00	3,700.00	3,700.00	3,700.00	3,700.00		0.0%
412 Health Services	3,700.00	3,700.00	3,700.00	3,700.00	3,700.00		0.0%
510 Youth Services							
01 Salaries	202,571.86	202,123.00	207,059.01	221,450.00	221,450.00		7.0%
03 EH & OT	7,199.64	11,000.00	11,000.00	11,000.00	11,000.00		0.0%
15 Trans. Allowance	350.00	350.00	350.00	350.00	350.00		0.0%
18 Fees & Services	17,620.50	19,105.00	19,105.00	19,105.00	19,105.00		0.0%
19 Contract Services	34,109.94	35,136.00	35,136.00	36,190.00	36,190.00		3.0%
30 Facility Maint.	1,020.00	2,500.00	2,500.00	2,500.00	2,500.00		0.0%
33 Advert & Print	74.82	100.00	100.00	100.00	100.00		0.0%
34 Postage	88.33	100.00	100.00	100.00	100.00		0.0%
41 Supplies	2,030.51	2,185.00	2,185.00	2,100.00	2,100.00		-3.9%
59 Education & Exp.	565.21	300.00	300.00	300.00	300.00		0.0%
510 Youth Services	265,630.81	272,899.00	277,835.01	293,195.00	293,195.00		5.5%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
520 Social Services							
01 Salaries	372,027.50	373,059.00	384,373.27	385,969.00	385,969.00		0.4%
03 EH & OT	10,217.32	10,631.00	10,631.00	10,631.00	10,631.00		0.0%
15 Trans. Allowance	625.00	1,125.00	1,125.00	1,125.00	1,125.00		0.0%
18 Fees & Services	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00		0.0%
26 Equip Maint/Oper	2,303.46	2,554.00	2,554.00	2,554.00	2,554.00		0.0%
33 Advert & Print	913.91	1,580.00	1,580.00	1,580.00	1,580.00		0.0%
34 Postage	1,316.48	1,800.00	1,800.00	1,800.00	1,800.00		0.0%
41 Supplies	3,523.32	3,350.00	3,350.00	3,350.00	3,350.00		0.0%
59 Education & Exp.	3,484.48	4,265.00	4,265.00	4,265.00	4,265.00		0.0%
62 Public Assistance	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00		0.0%
CD Office Equipment	1,164.59	1,693.00	1,693.00	1,693.00	1,693.00		0.0%
CG Software	13,822.08	14,373.00	14,373.00	14,951.00	14,951.00		4.0%
520 Social Services	430,398.14	435,430.00	446,744.27	448,918.00	448,918.00		0.5%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
530 Senior Services							
01 Salaries	337,095.96	334,934.00	348,618.62	391,207.00	391,207.00		12.2%
03 EH & OT	41,918.34	67,019.00	67,019.00	16,940.00	16,940.00		-74.7%
15 Trans. Allowance	1,000.00	500.00	500.00	500.00	500.00		0.0%
18 Fees & Services	24,188.21	31,354.00	31,354.00	82,389.00	82,389.00		162.8%
30 Facility Maint.	5,172.18	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
33 Advert & Print	8,115.93	8,321.00	8,321.00	8,321.00	8,321.00		0.0%
34 Postage	3,567.51	3,500.00	3,500.00	3,500.00	3,500.00		0.0%
41 Supplies	2,660.67	3,130.00	3,130.00	11,130.00	11,130.00		255.6%
49 Other Material/Supp	14,625.62	13,836.00	13,836.00	13,836.00	13,836.00		0.0%
59 Education & Exp.	1,091.42	500.00	500.00	500.00	500.00		0.0%
62 Public Assistance	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00		0.0%
CD Office Equipment	0.00	0.00	0.00	0.00	0.00		0.0%
530 Senior Services	451,435.84	480,094.00	493,778.62	545,323.00	545,323.00		10.4%
650 Board of Education							
61 Board of Education	113,915,981.24	116,173,800.00	116,173,800.00	119,283,880.00	118,500,464.00		2.0%
63 Program Expenses	144,940.71	124,225.00	124,225.00	140,713.00	140,713.00		13.3%
CH Equipment-Other	1,010.75	0.00	0.00	0.00	0.00		0.0%
650 Board of Education	114,061,932.70	116,298,025.00	116,298,025.00	119,424,593.00	118,641,177.00		2.0%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
651 BOE Rentals/Reimbursements							
63 Program Expenses	139,207.15	0.00	0.00	0.00	0.00		0.0%
651 BOE Rentals/Reimbursements	139,207.15	0.00	0.00	0.00	0.00		0.0%
652 Aid to Pvt & Parochial Schools							
63 Program Expenses	368,636.01	386,995.00	386,995.00	393,800.00	393,800.00		1.8%
652 Aid to Pvt & Parochial Schools	368,636.01	386,995.00	386,995.00	393,800.00	393,800.00		1.8%
654 Debt Service-Long Term							
56 Principal	9,180,500.00	9,091,000.00	9,091,000.00	8,264,931.00	8,264,931.00		-9.1%
57 Interest	1,873,055.11	1,537,162.00	1,537,162.00	1,291,981.00	1,291,981.00		-16.0%
654 Debt Service-Long Term	11,053,555.11	10,628,162.00	10,628,162.00	9,556,912.00	9,556,912.00		-10.1%
656 BOE Transfers to Other Funds							
67 Transfer2Other Fund	250,000.00	0.00	0.00	0.00	0.00		0.0%
656 BOE Transfers to Other Funds	250,000.00	0.00	0.00	0.00	0.00		0.0%
657 Teacher Retirement System Contribution							
Teacher Retirement System Contribution	0.00	0.00	0.00	0.00	607,762.00		100.0%
750 Library Board							
60 PaymentsToAgency/Or	4,542,851.00	4,532,739.00	4,532,739.00	4,798,829.00	4,798,829.00		5.9%
750 Library Board	4,542,851.00	4,532,739.00	4,532,739.00	4,798,829.00	4,798,829.00		5.9%
751 Library Pension Fund							
09 Pensions	357,245.00	338,964.00	338,964.00	286,546.00	286,546.00		-15.5%
751 Library Pension Fund	357,245.00	338,964.00	338,964.00	286,546.00	286,546.00		-15.5%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
810 P&R Administration							
01 Salaries	517,095.91	514,258.00	535,690.16	539,224.00	539,224.00		0.7%
03 EH & OT	15,037.43	15,175.00	15,175.00	15,725.00	15,725.00		3.6%
15 Trans. Allowance	2,279.86	4,600.00	4,600.00	4,600.00	4,600.00		0.0%
18 Fees & Services	3,133.84	4,000.00	4,000.00	4,000.00	4,000.00		0.0%
25 Telephone	21,819.47	28,500.00	28,500.00	28,500.00	28,500.00		0.0%
33 Advert & Print	8,120.69	8,850.00	8,850.00	8,850.00	8,850.00		0.0%
34 Postage	4,394.21	4,500.00	4,500.00	4,600.00	4,600.00		2.2%
41 Supplies	8,219.49	11,000.00	11,000.00	11,000.00	11,000.00		0.0%
59 Education & Exp.	2,450.74	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
CF Computers	2,000.00	5,000.00	5,000.00	15,000.00	15,000.00		200.0%
810 P&R Administration	584,551.64	600,883.00	622,315.16	636,499.00	636,499.00		2.3%
812 Guest Services							
01 Salaries	4,272.03	0.00	0.00	0.00	0.00		0.0%
03 EH & OT	247,898.78	312,871.00	288,879.75	256,851.00	256,851.00		-11.1%
14 Uniform Allowance	2,414.00	2,500.00	1,600.00	2,500.00	2,500.00		56.3%
49 Other Material/Supp	13,289.41	13,555.00	13,555.00	16,480.00	16,480.00		21.6%
CU Equipment-P&R	18,000.00	0.00	0.00	24,000.00	24,000.00		0.0%
812 Guest Services	285,874.22	328,926.00	304,034.75	299,831.00	299,831.00		-1.4%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
820 Maintenance Administration							
01 Salaries	543,509.61	639,071.00	639,071.00	685,896.00	685,896.00		7.3%
03 EH & OT	283,977.81	176,861.00	176,861.00	285,000.00	285,000.00		61.1%
14 Uniform Allowance	6,599.20	8,950.00	9,850.00	10,175.00	10,175.00		3.3%
18 Fees & Services	89,067.34	107,600.00	107,600.00	138,400.00	138,400.00		28.6%
26 Equip Maint/Oper	71,047.33	76,500.00	76,500.00	76,500.00	76,500.00		0.0%
27 Veh. Maint/Oper	34,527.72	36,000.00	36,000.00	41,000.00	41,000.00		13.9%
31 Rental Equip.	959.89	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
48 Water	133,414.98	140,000.00	140,000.00	140,000.00	140,000.00		0.0%
49 Other Material/Supp	29,397.94	30,000.00	30,000.00	30,000.00	30,000.00		0.0%
59 Education & Exp.	3,531.09	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
820 Maintenance Administration	1,196,032.91	1,218,982.00	1,219,882.00	1,410,971.00	1,410,971.00		15.7%
830 Boating							
01 Salaries	56,531.55	60,726.00	60,726.00	63,762.00	63,762.00		5.0%
03 EH & OT	67,727.01	75,134.00	99,125.25	147,995.00	147,995.00		49.3%
14 Uniform Allowance	1,315.50	1,500.00	1,500.00	1,500.00	1,500.00		0.0%
30 Facility Maint.	28,172.54	30,095.00	30,095.00	30,850.00	30,850.00		2.5%
54 Items for Resale	192,980.41	200,000.00	200,000.00	200,000.00	200,000.00		0.0%
CU Equipment-P&R	34,355.33	24,936.00	24,936.00	26,600.00	26,600.00		6.7%
830 Boating	381,082.34	392,391.00	416,382.25	470,707.00	470,707.00		13.0%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
831 Parks Maintenance							
18 Fees & Services	101,616.03	125,950.00	125,950.00	133,450.00	133,450.00		6.0%
30 Facility Maint.	43,032.10	65,000.00	65,000.00	65,000.00	65,000.00		0.0%
42 Maint. Supplies	34,672.11	42,300.00	42,300.00	43,500.00	43,500.00		2.8%
60 PaymentsToAgency/Or	8,500.00	9,500.00	9,500.00	9,500.00	9,500.00		0.0%
CC Facility Improvements	37,858.12	50,000.00	50,000.00	90,000.00	90,000.00		80.0%
CE Vehicles	25,000.00	115,242.00	115,242.00	0.00	0.00		-100.0%
CU Equipment-P&R	28,000.00	11,000.00	11,000.00	51,243.00	51,243.00		365.8%
831 Parks Maintenance	278,678.36	418,992.00	418,992.00	392,693.00	392,693.00		-6.3%
832 Golf							
18 Fees & Services	1,064,815.75	1,142,100.00	1,142,100.00	1,159,575.00	1,159,575.00		1.5%
26 Equip Maint/Oper	1,942.05	7,500.00	7,500.00	7,500.00	7,500.00		0.0%
42 Maint. Supplies	2,596.43	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
49 Other Material/Supp	5,680.86	11,300.00	11,300.00	12,000.00	12,000.00		6.2%
CC Facility Improvements	47,567.51	75,000.00	75,000.00	75,000.00	75,000.00		0.0%
832 Golf	1,122,602.60	1,245,900.00	1,245,900.00	1,264,075.00	1,264,075.00		1.5%
833 Athletic Fields Maintenance							
18 Fees & Services	24,852.56	25,000.00	25,000.00	6,000.00	6,000.00		-76.0%
42 Maint. Supplies	63,709.05	68,500.00	68,500.00	69,500.00	69,500.00		1.5%
CU Equipment-P&R	20,941.22	11,000.00	11,000.00	0.00	0.00		-100.0%
CX Systems/Projects	25,219.31	26,000.00	26,000.00	26,000.00	26,000.00		0.0%
833 Athletic Fields Maintenance	134,722.14	130,500.00	130,500.00	101,500.00	101,500.00		-22.2%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
834 Tennis							
03 EH & OT	55,994.45	53,016.00	53,016.00	50,802.00	50,802.00		-4.2%
14 Uniform Allowance	0.00	500.00	500.00	500.00	500.00		0.0%
30 Facility Maint.	30,691.70	33,000.00	33,000.00	34,000.00	34,000.00		3.0%
42 Maint. Supplies	20,973.57	23,500.00	23,500.00	27,500.00	27,500.00		17.0%
CC Facility Improvements	29,495.10	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
834 Tennis	137,154.82	120,016.00	120,016.00	122,802.00	122,802.00		2.3%
835 Skate Park							
03 EH & OT	13,887.27	21,814.00	21,814.00	12,880.00	12,880.00		-41.0%
14 Uniform Allowance	90.00	500.00	500.00	500.00	500.00		0.0%
30 Facility Maint.	4,485.00	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
835 Skate Park	18,462.27	32,314.00	32,314.00	23,380.00	23,380.00		-27.6%
836 Beach & Pool							
03 EH & OT	241,250.69	368,233.00	368,233.00	391,283.00	367,283.00		-0.3%
14 Uniform Allowance	3,569.00	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
19 Contract Services	25,910.00	27,094.00	27,094.00	28,177.00	28,177.00		4.0%
20 Employee Medical	1,749.95	1,750.00	1,750.00	4,150.00	4,150.00		137.1%
30 Facility Maint.	27,945.45	17,000.00	17,000.00	17,000.00	17,000.00		0.0%
42 Maint. Supplies	23,262.83	23,500.00	23,500.00	24,500.00	24,500.00		4.3%
CU Equipment-P&R	15,490.60	12,660.00	12,660.00	15,610.00	15,610.00		23.3%
836 Beach & Pool	339,178.52	455,237.00	455,237.00	485,720.00	461,720.00		1.4%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
838 Recreation Programs							
01 Salaries	129,663.12	129,663.00	129,663.00	131,662.00	131,662.00		1.5%
03 EH & OT	670,257.77	820,117.00	820,117.00	820,117.00	805,117.00		-1.8%
14 Uniform Allowance	4,702.00	5,142.00	5,142.00	5,142.00	5,142.00		0.0%
18 Fees & Services	45,609.03	56,650.00	56,650.00	56,650.00	56,650.00		0.0%
41 Supplies	189,399.86	205,130.00	205,130.00	205,130.00	205,130.00		0.0%
838 Recreation Program	1,039,631.78	1,216,702.00	1,216,702.00	1,218,701.00	1,203,701.00		-1.1%
840 Memorial & Veterans Days							
63 Program Expenses	9,500.00	9,500.00	9,500.00	9,500.00	9,500.00		0.0%
840 Memorial & Veteran	9,500.00	9,500.00	9,500.00	9,500.00	9,500.00		0.0%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
901 Pensions							
523100 Municipal Pension	1,836,082.00	1,409,032.00	1,409,032.00	1,248,889.00	1,248,889.00		-11.4%
523200 Police Pension	2,692,656.00	2,200,000.00	2,200,000.00	2,113,493.00	2,113,493.00		-3.9%
523300 Fire Pension	2,120,720.00	1,300,000.00	1,300,000.00	1,675,058.00	1,675,058.00		28.9%
523400 Public Works Pension	114,086.00	67,685.00	67,685.00	23,387.00	23,387.00		-65.4%
523500 NUS Pension	521,213.00	542,012.00	542,012.00	599,858.00	599,858.00		10.7%
523600 NUN Pension	535,581.00	597,638.00	597,638.00	649,847.00	649,847.00		8.7%
523770 OPEB Plan Funding	5,167,641.00	4,935,000.00	4,935,000.00	5,271,714.00	5,271,714.00		6.8%
523810 Def Cont Town	70,340.41	83,000.00	90,979.00	94,000.00	94,000.00		3.3%
523820 Def Cont BoE	117,762.49	165,000.00	165,000.00	220,000.00	220,000.00		33.3%
523830 Def Cont Library	26,638.85	41,100.00	41,100.00	42,000.00	42,000.00		2.2%
523840 Def Cont DPW	20,775.60	30,100.00	30,100.00	32,000.00	32,000.00		6.3%
523850 Def Cont Fire	0.00	0.00	0.00	39,000.00	39,000.00		0.0%
531000 Fees & Services	402,670.47	150,000.00	150,000.00	350,000.00	350,000.00		133.3%
588000 Program Expense	8,922.36	8,916.00	8,916.00	8,916.00	8,916.00		0.0%
901 Pensions	13,635,089.18	11,529,483.00	11,537,462.00	12,368,162.00	12,368,162.00		7.2%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
902 Insurance							
07 Group Insur-MED	7,752,166.00	8,900,000.00	8,900,000.00	8,400,000.00	8,400,000.00		-5.6%
08 Group Insur-LIFE	64,551.50	65,500.00	65,500.00	65,500.00	65,500.00		0.0%
11 EmpAss'tProgram	2,677.90	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
12 Workers Comp.	1,133,442.82	1,365,000.00	1,365,857.00	1,250,000.00	1,250,000.00		-8.5%
13 H & H Reserve	156,463.98	270,000.00	270,000.00	230,000.00	230,000.00		-14.8%
36 Ins-Bldg & Liab	459,379.68	465,000.00	465,000.00	530,000.00	530,000.00		14.0%
37 Ins-Auto & Liab	124,670.59	115,000.00	115,000.00	115,000.00	115,000.00		0.0%
38 PubOfficialsLiab	78,000.00	78,000.00	78,000.00	78,000.00	78,000.00		0.0%
39 Surety Bonds	897.00	1,292.00	1,292.00	1,292.00	1,292.00		0.0%
902 Insurance	9,772,249.47	11,262,792.00	11,263,649.00	10,672,792.00	10,672,792.00		-5.2%
903 Social Security							
05 Social Security	1,189,955.36	1,215,000.00	1,227,605.00	1,245,000.00	1,245,000.00		1.4%
903 Social Security	1,189,955.36	1,215,000.00	1,227,605.00	1,245,000.00	1,245,000.00		1.4%
905 Unemployment Compensation							
06 Unemp. Comp.	35,619.00	38,000.00	38,000.00	38,000.00	38,000.00		0.0%
905 Unemployment Compe	35,619.00	38,000.00	38,000.00	38,000.00	38,000.00		0.0%
907 Earthplace							
60 PaymentsToAgency/Or	94,999.68	95,000.00	95,000.00	95,000.00	95,000.00		0.0%
907 Earthplace	94,999.68	95,000.00	95,000.00	95,000.00	95,000.00		0.0%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
911 Miscellaneous							
531049 CT Conf. of Mun	17,709.00	17,709.00	17,709.00	17,709.00	17,709.00		0.0%
551000 Advertising & P	588.31	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
582006 Licenses & Fees	114.00	250.00	250.00	250.00	250.00		0.0%
586002 Arts Advisory Council	17,068.56	15,250.00	15,250.00	15,250.00	15,250.00		0.0%
586003 Celebrate Westport	0.00	6,050.00	6,050.00	6,050.00	6,050.00		0.0%
586004 First Night	7,050.00	7,050.00	7,050.00	7,050.00	7,050.00		0.0%
586005 Levitt Pavilion	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00		0.0%
588090 Architectural Review Board	1,314.00	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
588091 Town Functions	229.18	1,600.00	1,600.00	1,600.00	1,600.00		0.0%
588092 Flood & Erosion	749.70	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
588093 Harbormaster	4,819.17	5,600.00	5,600.00	5,600.00	5,600.00		0.0%
588097 Historic Societ	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00		0.0%
589000 Miscellaneous Expenses	9,935.64	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
911 Miscellaneous	75,077.56	83,009.00	83,009.00	83,009.00	83,009.00		0.0%
915 Transportation Service							
33 Advert & Printing	12,522.72	20,000.00	20,000.00	20,000.00	20,000.00		0.0%
60 PaymentsToAgency/Or	266,093.92	338,300.00	338,300.00	338,300.00	335,000.00		-1.0%
915 Transportation Service	278,616.64	358,300.00	358,300.00	358,300.00	355,000.00		-0.9%
917 Reserve: Salary Adjustments							
04 Adjustment-SAL	(976.12)	175,000.00	14,524.80	180,000.00	180,000.00		1139.3%
917 Reserve: Salary Adjustments	(976.12)	175,000.00	14,524.80	180,000.00	180,000.00		1139.3%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
921 Employee Productivity							
16 Awards	6,275.00	7,000.00	7,000.00	7,000.00	7,000.00		0.0%
921 Employee Productivity	6,275.00	7,000.00	7,000.00	7,000.00	7,000.00		0.0%
941 Transfer to Sewer Fund							
67 Transfer2Other Fund	368,165.00	368,165.00	368,165.00	368,165.00	368,165.00		0.0%
941 Transfer to Sewer	368,165.00	368,165.00	368,165.00	368,165.00	368,165.00		0.0%
942 Transfer to Other Funds							
67 Transfer2Other Fund	1,520,979.34	1,500,000.00	1,500,000.00	1,000,000.00	1,000,000.00		-33.3%
942 Transfer to Other	1,520,979.34	1,500,000.00	1,500,000.00	1,000,000.00	1,000,000.00		-33.3%
951 Interest on Bonds							
57 Interest	633,165.87	748,598.00	877,641.00	760,921.00	760,921.00		-13.3%
951 Interest on Bonds	633,165.87	748,598.00	877,641.00	760,921.00	760,921.00		-13.3%
953 Bond Principal Payments							
56 Principal	2,658,840.33	2,489,686.00	3,093,934.00	2,886,903.00	2,886,903.00		-6.7%
953 Bond Principal Payments	2,658,840.33	2,489,686.00	3,093,934.00	2,886,903.00	2,886,903.00		-6.7%
980 Storms							
03 EH & OT	0.00	0.00	0.00	0.00	0.00		0.0%
980 Storms	0.00	0.00	0.00	0.00	0.00		0.0%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
999 Special Appropriations							
UNDEFINED CHAR	35,509.50	0.00	0.00	0.00	0.00		0.0%
63 Program Expenses	3,797.60	0.00	0.00	0.00	0.00		0.0%
CR Town Security Progr	1,805.96	0.00	0.00	0.00	0.00		0.0%
999 Special Appropriat	41,113.06	0.00	0.00	0.00	0.00		0.0%
TOTAL 101 General Fund	205,254,638.13	207,493,034.50	208,403,417.22	211,846,908.64	211,862,324.64		1.7%

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	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
210 Railroad Parking Fund							
01 Salaries	119,208.97	119,258.00	122,067.00	128,762.00	128,762.00		5.5%
03 EH & OT	498,813.68	551,962.00	551,962.00	556,336.00	556,336.00		0.8%
05 Social Security	5,422.99	14,290.00	14,290.00	14,290.00	14,290.00		0.0%
14 Uniform Allowance	650.00	900.00	900.00	900.00	900.00		0.0%
18 Fees & Services	136,538.85	136,680.00	136,680.00	138,600.00	138,600.00		1.4%
25 Telephone	8,750.41	9,000.00	9,000.00	9,000.00	9,000.00		0.0%
29 Veh. Oper.	10,999.43	11,000.00	11,000.00	11,000.00	11,000.00		0.0%
30 Facility Maint.	52,585.86	55,000.00	55,000.00	55,000.00	55,000.00		0.0%
34 Postage	1,894.21	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
35 Insurance	287,280.00	282,280.00	282,280.00	282,280.00	282,280.00		0.0%
41 Supplies	9,776.54	10,500.00	10,500.00	10,500.00	10,500.00		0.0%
45 Heating Fuel	2,638.15	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
46 Electricity	74,122.20	76,000.00	76,000.00	76,000.00	76,000.00		0.0%
48 Water	6,323.79	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
56 Principal	0.00	155,605.00	155,605.00	160,548.00	160,548.00		3.2%
57 Interest	0.00	55,228.00	55,228.00	52,546.00	52,546.00		-4.9%
63 Program Expenses	175,729.37	150,000.00	150,000.00	150,000.00	150,000.00		0.0%
64 Miscell. Expenses	62,232.96	66,450.00	66,450.00	66,450.00	66,450.00		0.0%
68 OPEB	48,242.00	48,242.00	48,242.00	48,242.00	48,242.00		0.0%
CC Facility Improvemen	85,348.88	44,995.00	153,660.15	292,995.00	292,995.00		90.7%
CE Vehicles	35,000.00	28,000.00	28,000.00	0.00	0.00		-100.0%
CF Computers	1,461.08	1,600.00	1,600.00	1,600.00	1,600.00		0.0%
210 Railroad Parking Fund	1,623,019.37	1,832,990.00	1,944,464.15	2,071,049.00	2,071,049.00		6.5%

Town of Westport
 Selectman's Recommended Budget FY 2020
 Expense Detail Report by Department

	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
215 Wakeman Farm Fund							
01 Salaries	20,886.14	53,640.00	53,640.00	107,800.00	107,800.00		101.0%
03 EH & OT	58,251.80	48,932.00	48,932.00	35,560.00	35,560.00		-27.3%
05 Social Security	4,483.65	6,333.00	6,333.00	6,569.00	6,569.00		3.7%
18 Fees & Services	24,347.68	20,000.00	20,000.00	30,000.00	30,000.00		50.0%
30 Facility Maint.	32,303.90	29,923.00	29,923.00	31,711.00	31,711.00		6.0%
33 Advert & Print	5,335.59	6,200.00	6,200.00	6,500.00	6,500.00		4.8%
44 Utilities	2,353.18	2,000.00	2,000.00	3,500.00	3,500.00		75.0%
46 Electricity	5,410.44	6,000.00	6,000.00	6,500.00	6,500.00		8.3%
48 Water	2,026.56	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
56 Principal	0.00	21,000.00	21,000.00	21,000.00	21,000.00		0.0%
63 Program Expenses	26,880.97	23,700.00	23,700.00	32,700.00	32,700.00		38.0%
215 Wakeman Farm Fund	182,279.91	220,728.00	220,728.00	284,840.00	284,840.00		29.0%

Town of Westport
 Selectman's Recommended Budget FY 2020
 Expense Detail Report by Department

	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
220 Sewer Fund							
330 Sewage Treatment							
01 Salaries	541,252.52	538,194.00	552,251.12	540,935.00	540,935.00		-2.0%
03 EH & OT	34,647.69	35,000.00	35,000.00	35,000.00	35,000.00		0.0%
14 Uniform Allowance	3,102.00	3,150.00	3,150.00	3,200.00	3,200.00		1.6%
18 Fees & Services	192,061.36	206,000.00	206,000.00	215,000.00	215,000.00		4.4%
25 Telephone	2,994.10	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
27 Veh. Maint/Oper	12,166.47	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
30 Facility Maint.	47,464.37	53,000.00	53,000.00	53,000.00	53,000.00		0.0%
31 Rental Equip.	675.00	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
43 Oper. Supplies	42,327.05	49,000.00	49,000.00	55,000.00	55,000.00		12.2%
45 Heating Fuel	31,117.87	36,000.00	36,000.00	40,000.00	40,000.00		11.1%
46 Electricity	265,000.00	260,000.00	260,000.00	265,000.00	265,000.00		1.9%
48 Water	5,243.90	6,000.00	6,000.00	6,000.00	6,000.00		0.0%
59 Education & Exp.	6,744.71	8,000.00	8,000.00	8,000.00	8,000.00		0.0%
CT Equipment-Sewer	45,876.09	76,900.00	76,900.00	69,180.00	69,180.00		-10.0%
330 Sewage Treatment	1,230,673.13	1,287,244.00	1,301,301.12	1,306,315.00	1,306,315.00		0.4%

Town of Westport
 Selectman's Recommended Budget FY 2020
 Expense Detail Report by Department

	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
331 Sewage Collection							
01 Salaries	146,165.34	174,849.00	174,849.00	181,465.00	181,465.00		3.8%
03 EH & OT	22,516.87	32,500.00	32,500.00	32,500.00	32,500.00		0.0%
14 Uniform Allowance	1,788.68	2,250.00	2,250.00	2,250.00	2,250.00		0.0%
19 Contract Services	24,979.56	26,000.00	26,000.00	26,000.00	26,000.00		0.0%
27 Veh. Maint/Oper	3,896.83	7,500.00	7,500.00	7,500.00	7,500.00		0.0%
30 Facility Maint.	65,506.78	65,000.00	65,000.00	72,000.00	72,000.00		10.8%
43 Oper. Supplies	28,866.95	33,000.00	33,000.00	45,000.00	45,000.00		36.4%
45 Heating Fuel	2,562.18	4,500.00	4,500.00	4,700.00	4,700.00		4.4%
46 Electricity	144,149.16	140,000.00	140,000.00	142,000.00	142,000.00		1.4%
48 Water	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
CT Equipment-Sewer	10,483.75	40,500.00	40,500.00	65,000.00	65,000.00		60.5%
331 Sewage Collection	451,916.10	527,099.00	527,099.00	579,415.00	579,415.00		9.9%
901 Pensions							
09 Pensions	100,522.00	95,378.00	95,378.00	95,378.00	95,378.00		0.0%
68 OPEB	61,865.00	61,865.00	61,865.00	61,865.00	61,865.00		0.0%
901 Pensions	162,387.00	157,243.00	157,243.00	157,243.00	157,243.00		0.0%
902 Insurance							
07 Group Insur-MED	144,940.00	144,940.00	144,940.00	144,940.00	144,940.00		0.0%
08 Group Insur-LIFE	1,355.00	1,355.00	1,355.00	1,355.00	1,355.00		0.0%
12 Workers Comp.	37,830.00	37,830.00	37,830.00	37,830.00	37,830.00		0.0%
36 Ins-Bldg & Liab	94,500.00	94,500.00	94,500.00	94,500.00	94,500.00		0.0%
902 Insurance	278,625.00	278,625.00	278,625.00	278,625.00	278,625.00		0.0%
951 Interest on Bonds							

Town of Westport
 Selectman's Recommended Budget FY 2020
 Expense Detail Report by Department

	2018 ACTUAL	2019 ORIG BUD	2019 REVISED BUD	2020 DEPT RQST	2020 SEL RQST	2020 BOF PROP	PCT CHANGE
57 Interest	538,120.70	554,540.00	554,540.00	579,839.00	579,839.00		4.6%
951 Interest on Bonds	538,120.70	554,540.00	554,540.00	579,839.00	579,839.00		4.6%
953 Bond Principal Payments							
56 Principal	1,963,020.98	1,978,872.00	1,978,872.00	2,145,144.00	2,145,144.00		8.4%
953 Bond Principal Pay	1,963,020.98	1,978,872.00	1,978,872.00	2,145,144.00	2,145,144.00		8.4%
TOTAL 220 Sewer Fund	4,624,742.91	4,783,623.00	4,797,680.12	5,046,581.00	5,046,581.00		5.2%

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110 - RTM BUDGET 2019-2020

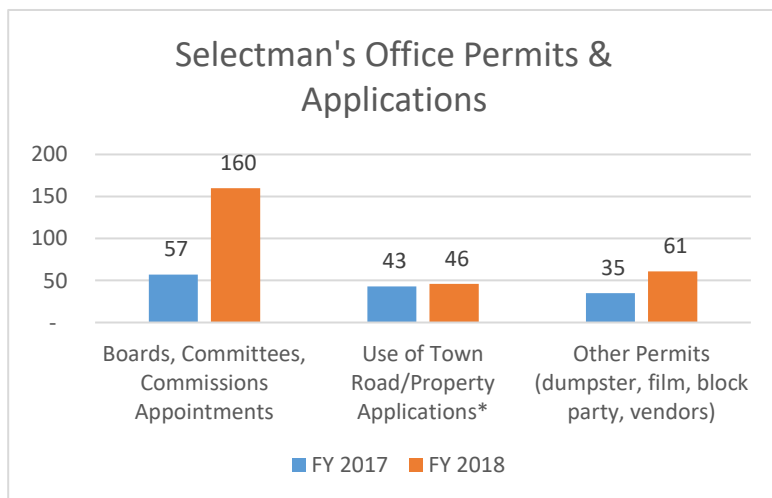
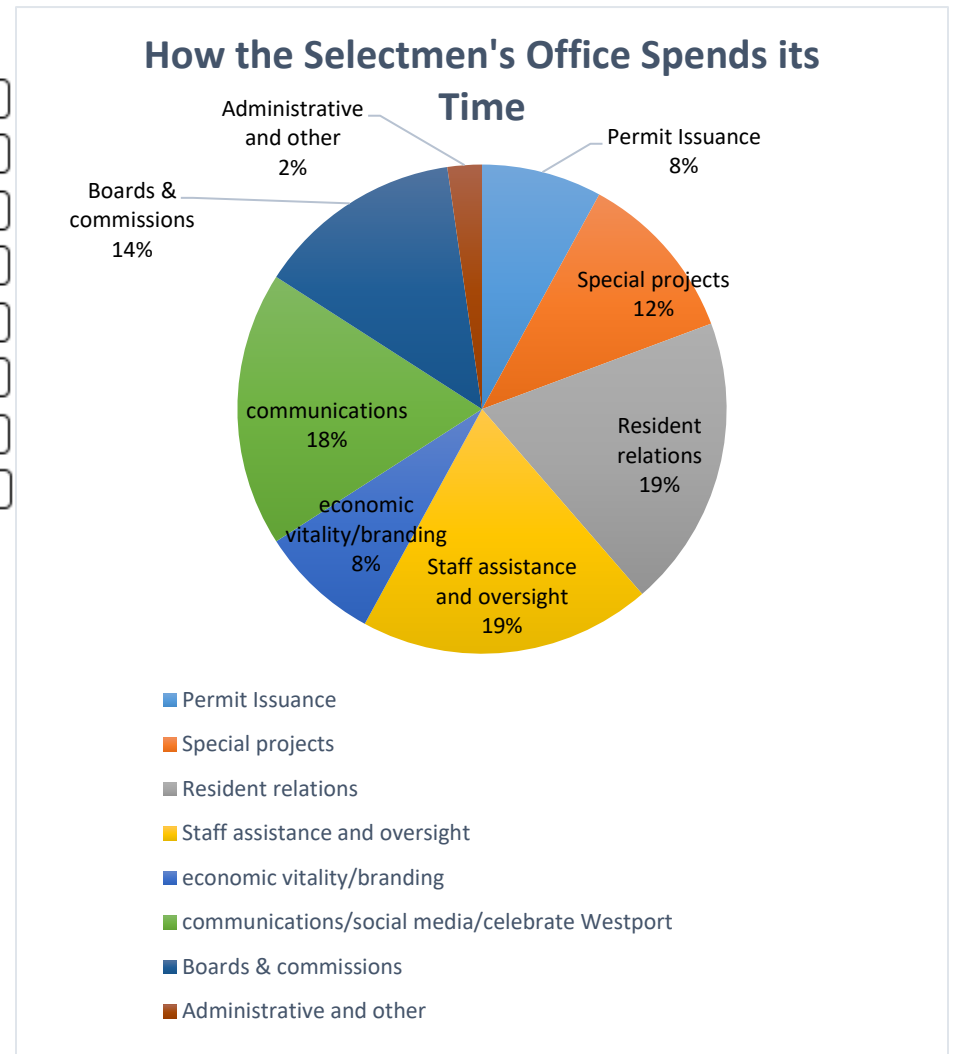
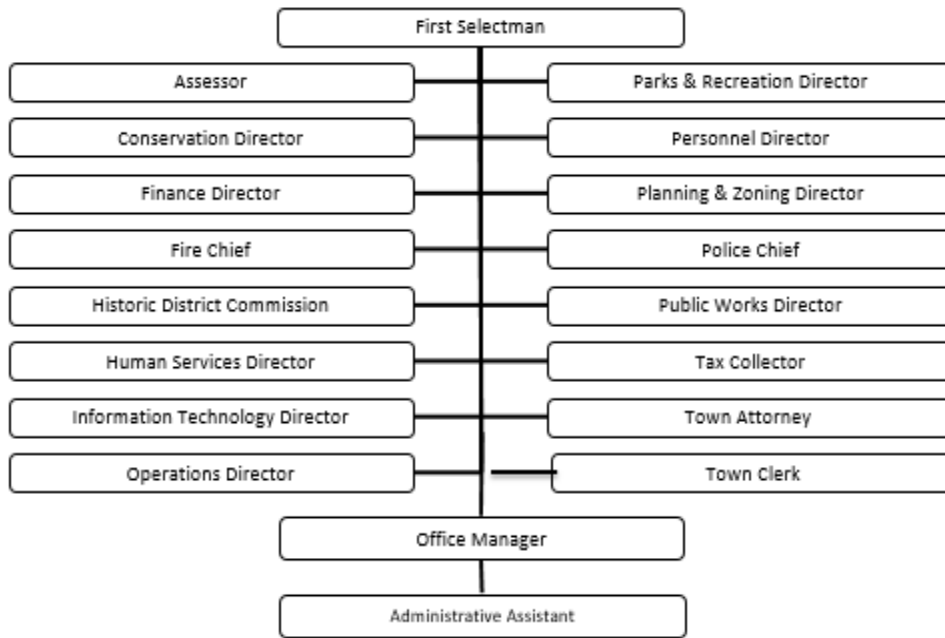
EXTRA HELP & OVERTIME

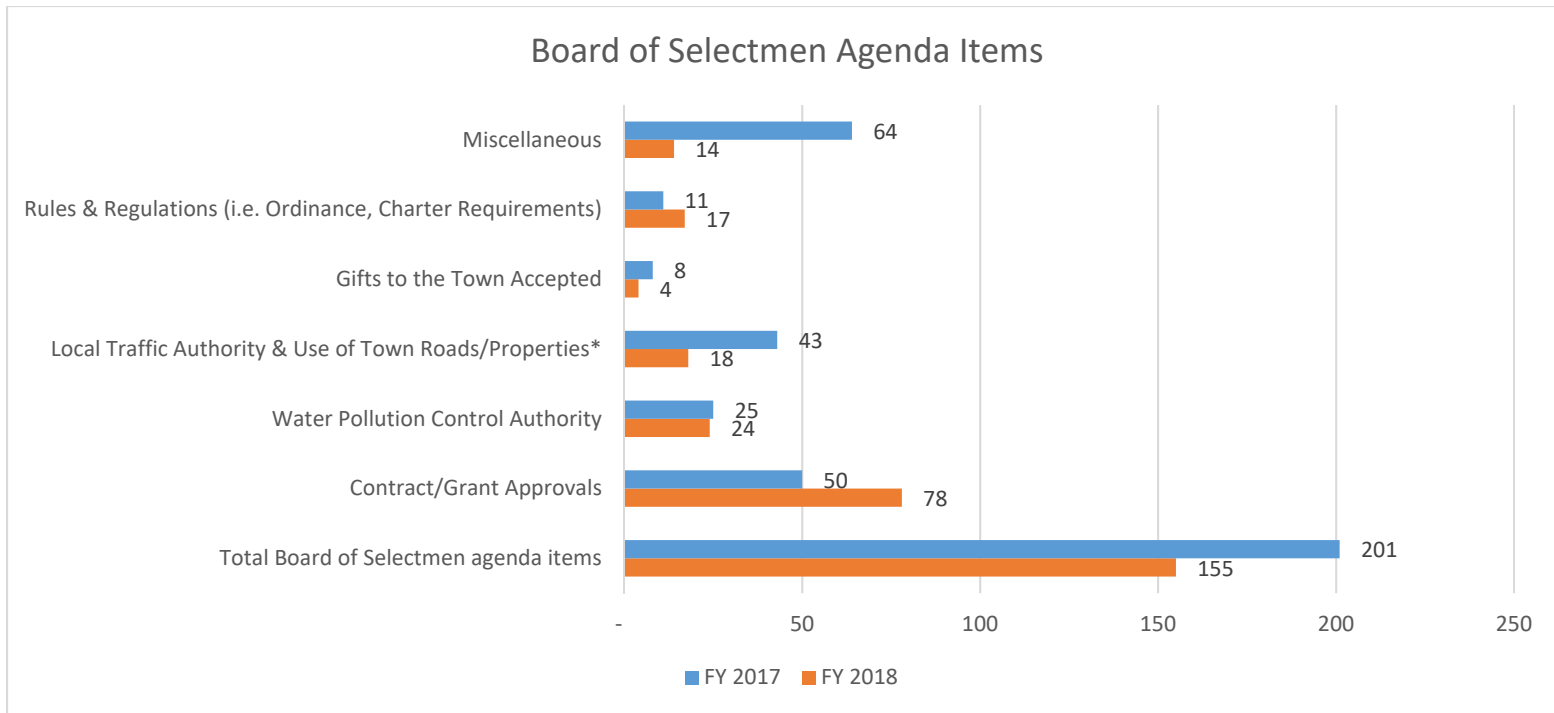
qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
0.25	Asst Town Clerk (75% in 180)	VI-4			61,900	17,477	15,475
0.36	Service Assistant I (64% in 180)	IV-3			49,167	20,990	17,700
1.00	RTM Clerk				8,489	8,489	8,489
	Custodial					0	0
1.61	TOTAL EXTRA HELP & OVERTIME:					46,956	41,664

120 - FY 2020 Selectman's Office Management Report

DEPARTMENTAL MISSION

As specified in chapter 4 of the town Charter, the First Selectman shall be the Chief Executive Officer of the Town and shall superintend the affairs of the Town, direct the administration of all departments and officers and be responsible for the faithful execution of all laws and ordinances governing the Town.

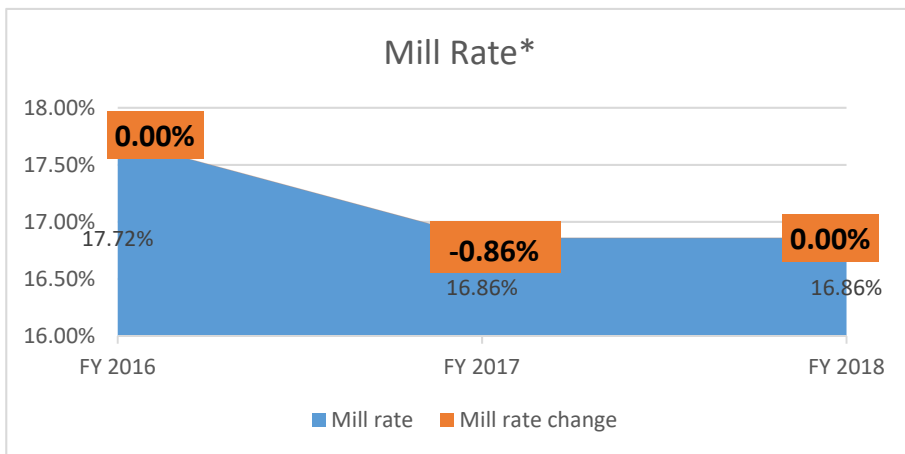




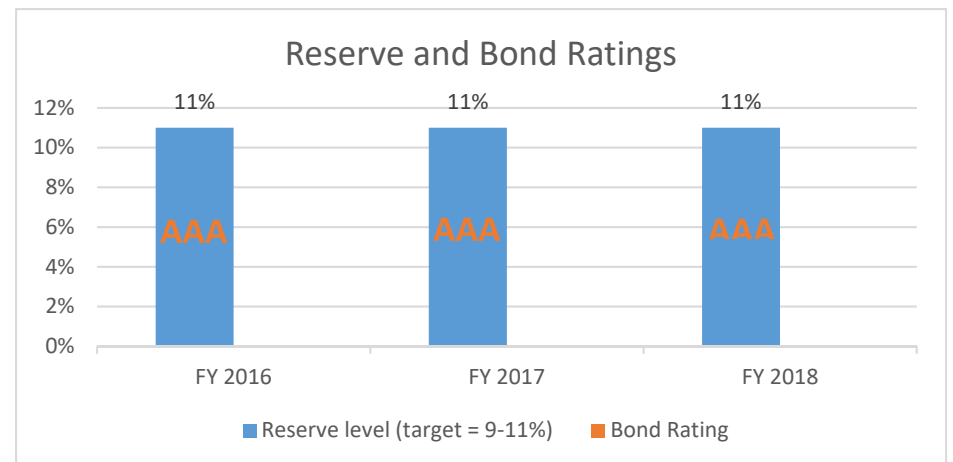
* Staff level review of certain road use applications was implemented in FY 2018. Fewer Board of Selectman review of road use applications is needed.

KEY PERFORMANCE INDICATORS

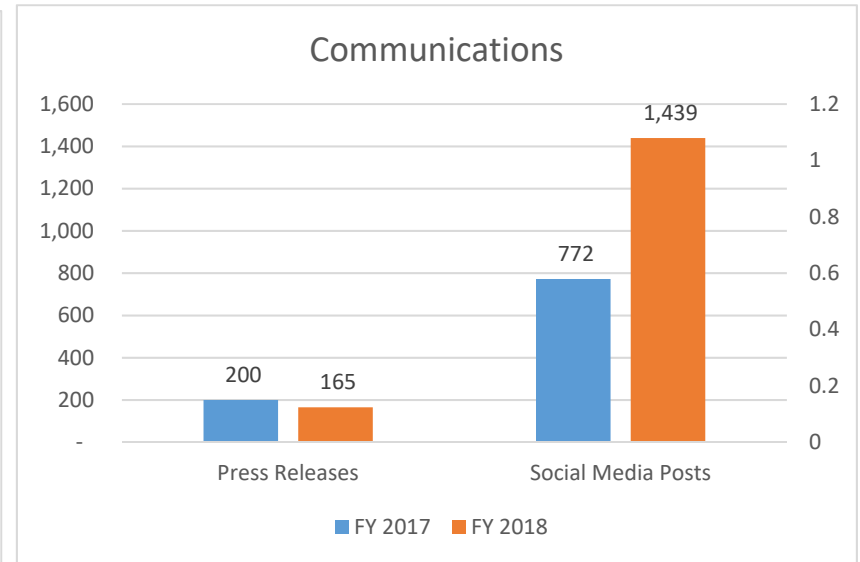
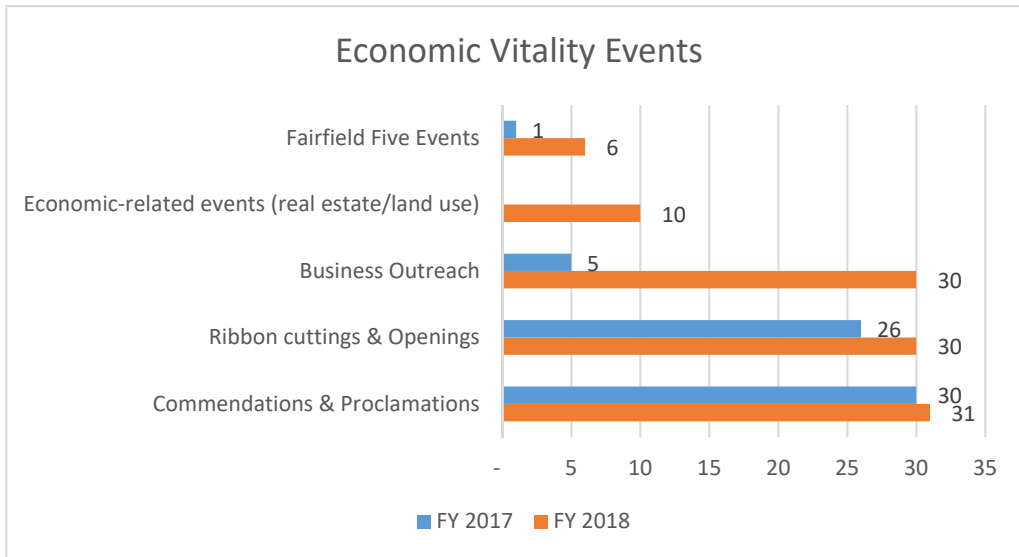
1. Fiscal stability of the town as evidenced by the mill rate, bond rating and reserve level:



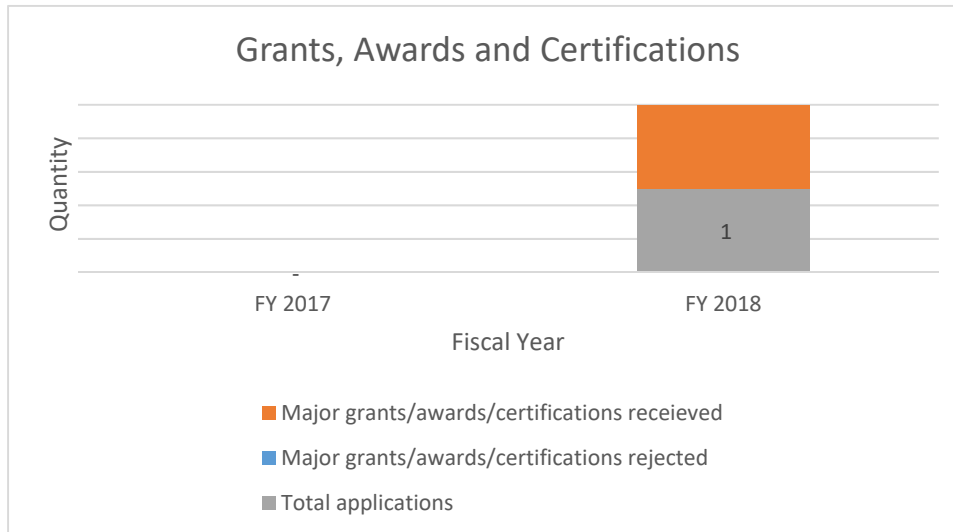
* A revaluation was completed in 2017



2. Economic vitality and communications:



3. The number of major grant and other applications achieved for the Town of Westport. In FY 2018, Westport was designated as a certified sustainable CT community from the Sustainable CT program out of 22 other communities:

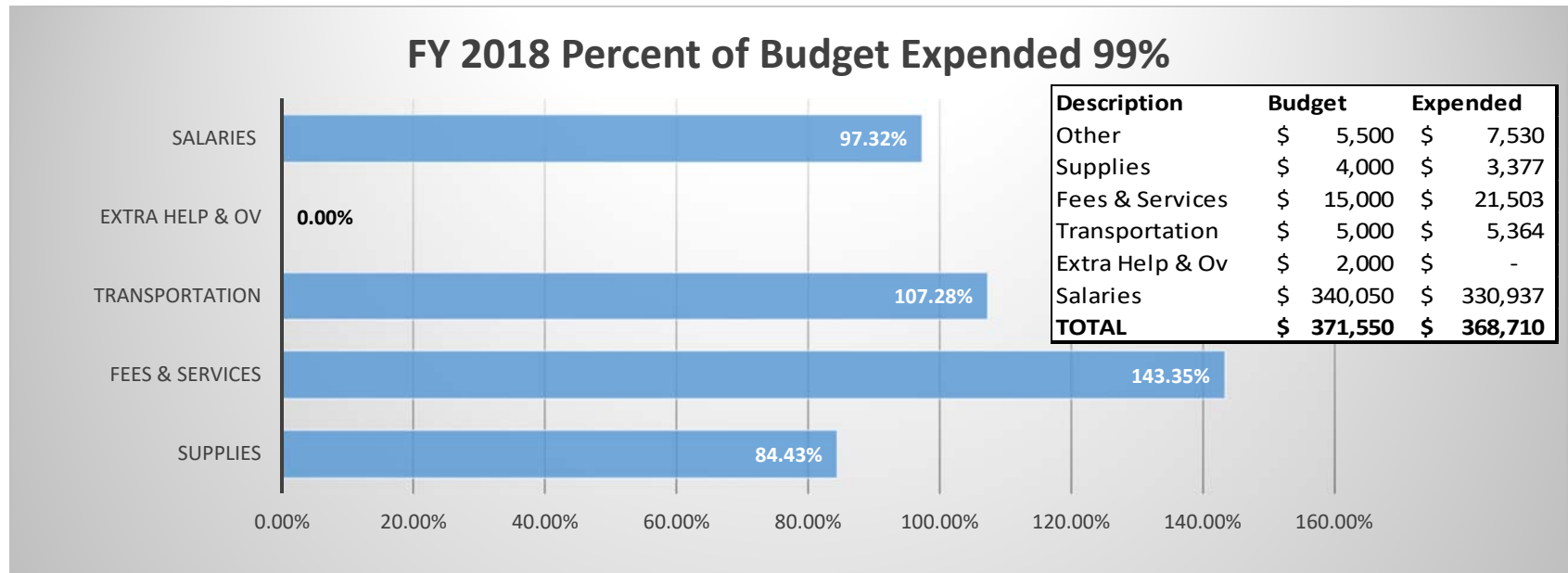


- A total of two grants have already been awarded in 2019



SCORECARD OF FY 2018

1. Stay within budget:



2. Met prior year goals:

Fiscal Health & Operational Savings

- ✓ Advanced the multi-community **public safety dispatch** center project with the Town of Fairfield and Sacred Heart University.
- ✓ Contracted with the National Executive Service Corp. consultants to explore **shared services with the Board of Education**.
- ✓ Completion of general government metrics for all town departments as basis for budget process and **department performance assessment**.
- ✓ The application for at least one significant **grant or certification: Sustainable CT**
- ✓ Began implementation of the **land use permit processing software**.

Economic Vitality & Quality of Life

- ✓ Advanced a town-wide strategy for **economic development and vitality** that builds the Westport brand.
- ✓ Expanded **outreach to existing businesses** to better understand existing needs and provide programs, services, events.
- ✓ Collaborated with **the library** on its transformation to establish a shared role in supporting small business initiatives.
- ✓ Re-established the **Selectman’s Real Property Committee**.

TRAFFIC

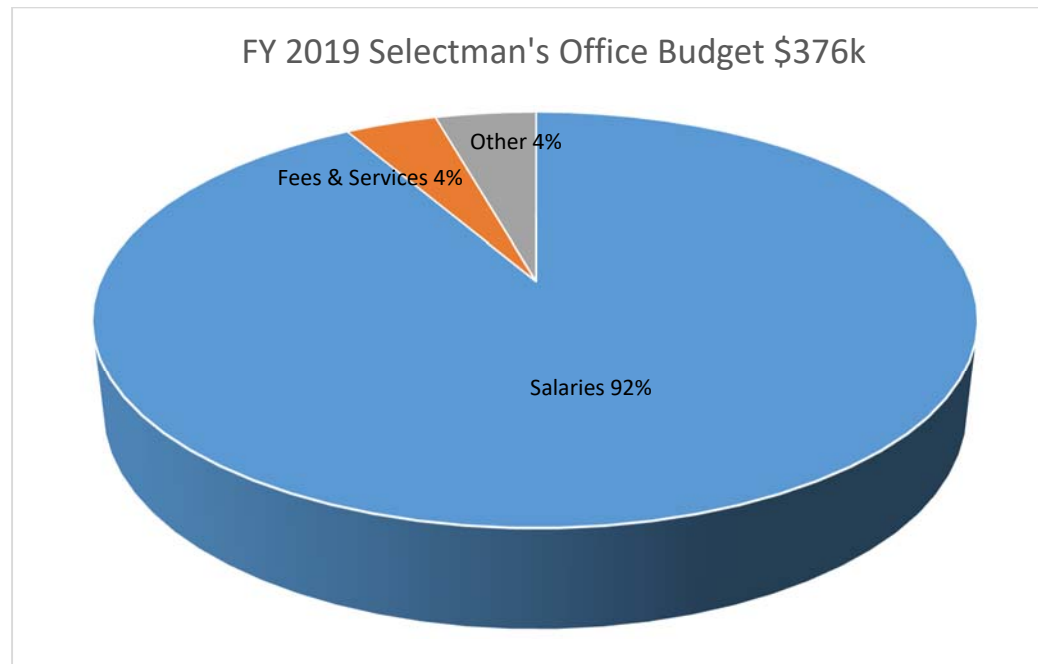
- ✓ Continued conversations with the DOT to begin the improvement of **problematic intersections**.
- ✓ Began the **Main to Train study** to update traffic flow data along Post Road and Riverside Avenue.
- ✓ Established the mission of a new **Transportation Strategy Committee**.



Salary Related: \$346,875 including 4 staff and \$2,000 in extra help & overtime

Other Expenditures: \$29,500

Total Budget: \$376,375



Budget Changes: None

Goals:

Collaborating with BOE leadership to address issues generated by Coleytown Middle School closure. Leadership roles in:

1. **Community Advisory Council**
2. **Peer Review**
3. **CMS Task Force**
4. **School Building Committee**
5. **RFP/RFQ for Design/Build contractor**
Advance the Citizen Centric Agenda
6. Reconstitute the **Levitt Governing Committee**
7. Construction of ADA accessible restrooms, walkway and picnic pads at **Compo South Beach**.
8. Launch the new mobile friendly **WestportCT.Gov webpage** with enhanced design, site map and messaging.

9. Enhance the Town's **social media** presence to ensure that more viewers are engaged in the town's page particularly in the case of an emergency.
10. Provided mediation support for residents being impacted by the **Aquarion water tanks** on North Avenue.
11. COMPLETE: Opened the new wing in the Westport **Center for Senior Activities**.
 - Operational Efficiencies*
 - 12. Establish procedures for a **town-wide property maintenance** protocol in light of CMS closure.
 - 13. Completed analysis and recommendations to move from quarterly to **semi-annual tax billing**. Present to the RTM.
 - 14. Allow the acceptance of **credit card processing** with the land use departments and the Town Clerk's office.
 - 15. COMPLETE: analysis of **budget process** and recommendations to budget narratives, layout and process. Continue to explore making the budget more transparent and user friendly.
 - Downtown*
 - 16. **Elm Street** property exchange.
 - 17. New **trash compactors at Parker Harding** Plaza
 - 18. Continued work on the **downtown master plan**, including Avery/Baldwin lots and the redesign of Myrtle, Evergreen and Post Rd. intersections.
 - 19. **LED lighting** replacement of downtown street lights.
 - 20. Working with the Downtown property owners to draft a **Downtown Special Services District** ordinance.
 - 21. Initiated the project to design a downtown **wayfinding** system for pedestrians and motorists.
 - 22. Held several **information sessions** and meetings on downtown vibrancy.
 - Business Services*
 - 23. Work with a group of volunteers to run a campaign to expose the **Westport brand** to outsiders and businesses.
 - 24. Develop an **infrastructure and amenity investment plan** that considers the needs of Westport's business community.
 - 25. COMPLETE: Published the online **guide to opening a restaurant** in Westport
 - Transportation*
 - 26. Participation in **Cribari Bridge Project Advisory Committee**
 - 27. Establish the new **Transportation Strategy Committee**. Appoint members and begin scheduling.
 - 28. Continue to explore moving the **school bus parking** from its current location on Post Road.
 - 29. Implement the **Main to Train** study recommendations
 - 30. COMPLETE: Negotiate with the **Federal Railroad Administration** to remove the reference to the Greens Farms station in the Record of Decision (ROD) for the Northeast Corridor FUTURE Plan.
 - Sustainability*
 - 31. Reconstitute and rebrand the **Green Task Force**
 - 32. Elevate **Sustainable CT** designation from bronze to silver
 - 33. Establishing **net zero by 2015 action planning** to emphasize long-term sustainability and reduction of carbon footprint.

PLANS FOR FY 2020

Budget Changes: Additional \$50k for short term lower cost appropriations such as: 1) peer reviews or studies, 2) economic development events.

Goals:

1. Have a leadership role in **rehabilitating and completion of CMS reconstruction.**
2. Establish **town wide facilities maintenance management.**
3. Relocate our **public safety dispatch center** to Sacred Heart University in collaboration with the Town of Fairfield.
4. Work towards an overall reduction in **Town and Board of Education** operating costs resulting from consolidation or shared services initiatives.
5. Implement the new citizen access portal to the Accela online **land use permitting software.**
6. Secure final approvals to **dredge the Saugatuck River** in collaboration with the Army Corp of Engineers and seek funding.
7. Hire a construction management firm to plan, design and oversee **renovations at the Coleytown Middle School.**
8. Continue to revise the **budget book**, management reports to enhance budget transparency.
9. Research **budget, public engagement and complaint tracking software** products
10. Work with the various town departments to release an RFP for a **fiber network build out** that meets public safety needs.
11. Clarify the process and policies to obtaining **Selectman's Office permits.** Explore the use of Accela online permitting.

Capital Projects: The capital budget reflects the goal of acquiring new and improving existing town facilities. The Selectman's Office also oversees the entire list of town capital projects.

STATEMENT OF FIVE-YEAR GOAL

The Selectman's Office five-year goal is to continue making Westport the most attractive community in the tristate area to move to, live in and work for residents and businesses. We will continue to support enhancements to the brand of Westport, improvements to our quality of life and overall fiscal stability.

As such, over the next five years, the Selectman's Office will work towards minimizing the mill rate increases through finding efficiencies and collaborating with other municipalities. We will be navigating Westport through the implementation and impact of state legislative mandates, changes in funding and losses of revenue. From an operational standpoint, this office will assist the departments in achieving their 5-year capital plans. We will work to automate more services and cross train staff so as to continue on a digital transformation that allows for a leaner service-oriented Town Hall.

120 - SELECTMEN'S BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20	2018-19	2019-20
					Salary Rate	Salaries	Salary Totals
1.00	First Selectman	n/a	n/a	n/a	101,475	101,475	101,475
1.00	Operations Director	n/a	n/a	n/a	100,000	100,000	100,000
2.00	Selectmen	n/a	n/a	n/a	2,000	4,000	4,000
1.00	Office Manager	n/a	n/a	n/a	82,000	82,000	82,000
1.00	Administrative Assistant	n/a	n/a	n/a	56,000	57,400	56,000
6.00	TOTAL SALARIES:					344,875	343,475

EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2019-20	2018-19	2019-20
				EH&OT Rate	EH&OT	EH&OT Totals
1.00	Clerical Help(Coverage)	\$25.00	80	0	2,000	0
1.00	TOTAL EXTRA HELP & OVERTIME:				2,000	0

120 – SELECTMEN

<u>Account</u>	<u>Description</u>
<i>Fees and Services</i>	Economic Development, Fairfield Five(\$50,000), Land Record Audit – Index Checkers (\$6,000), Green Energy Task Force (\$750)
<i>Education & Expenses</i>	Meetings/Conferences; Dues/Subscriptions; Educational Supplies

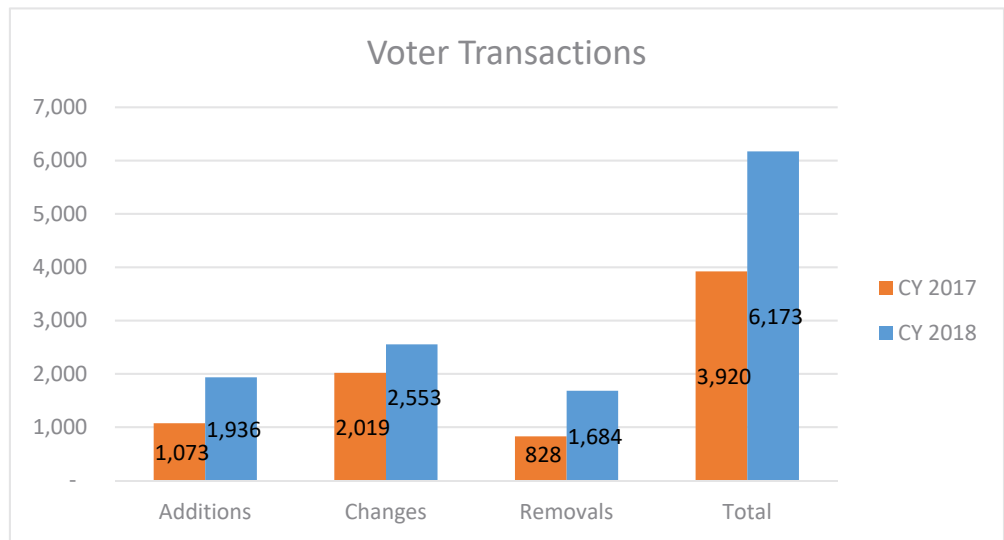
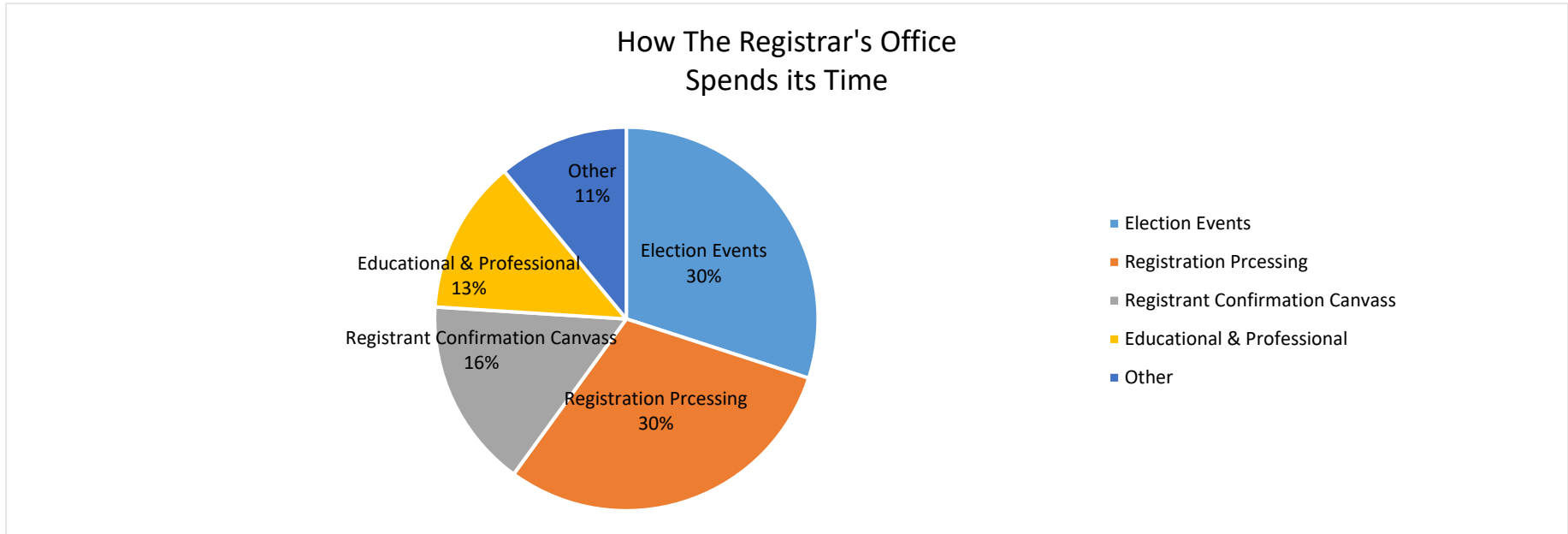
132 – PROBATE COURT BUDGET 2019-2020

<u>Account</u>	<u>Description</u>
<i>Payments to Agencies/Organizations</i>	Probate Court Expenses (estimated as follows): Microfilming = \$8,000 Microfilm Storage (record security) = \$1,000 Computer Communications and Phone Line Use = \$2,000 Office Supplies (including lease of copier) = \$8,000 Subtotal: \$19,000 – \$5,000 (26% paid by Weston) = \$14,000

FY 2020 Registrar's Office Management Report

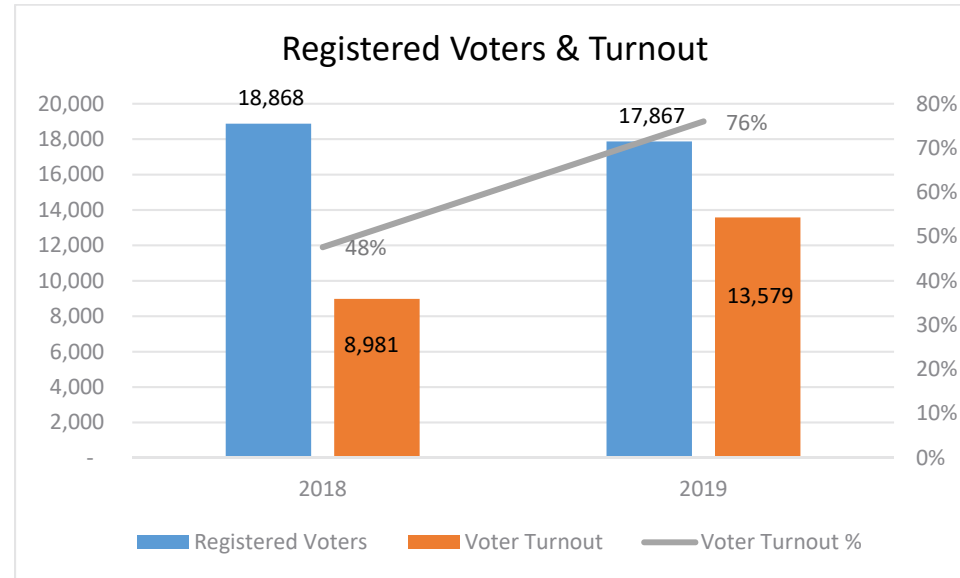
DEPARTMENTAL MISSION

The mission of the Registrars of Voters Department is to conduct fair elections - general, primary, and referenda, for Westport's registrants and to maintain the voter registry. All functions of the office are conducted and accounted for in a strictly non-partisan manner.

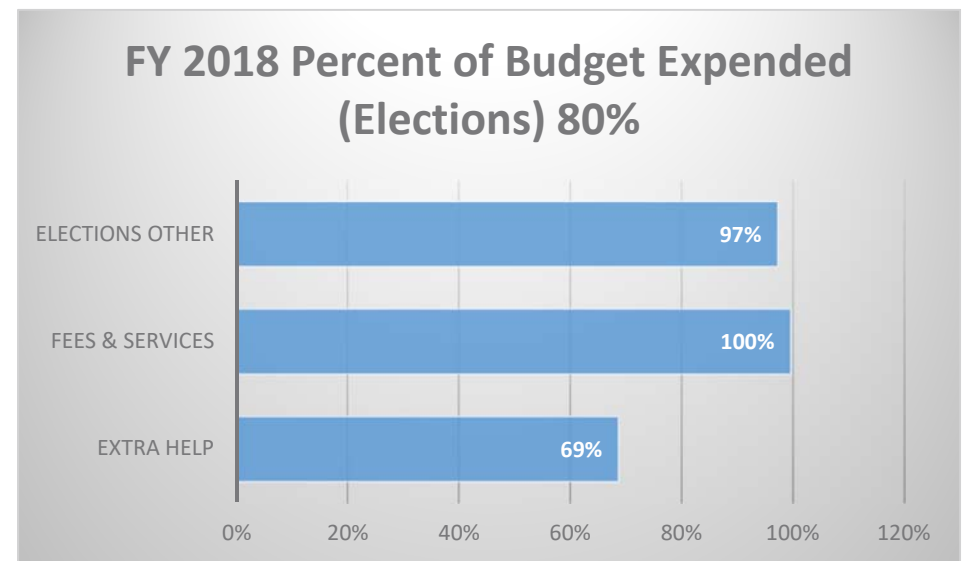
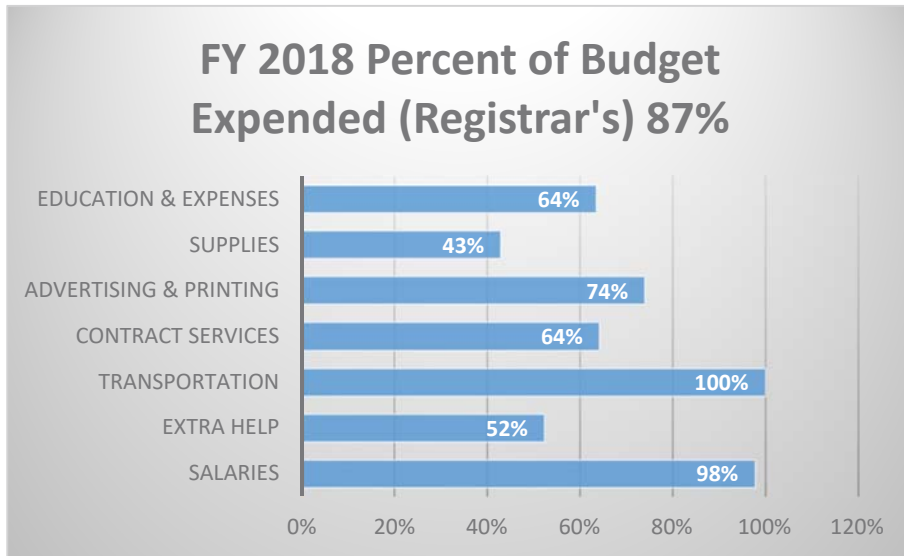


KEY PERFORMANCE INDICATORS

1. The number of registered voters and the percentage of voter turnout.



1. Stay within budget:



NOTE: The Elections budget includes election related expenditures born by the Town Clerk

2. Met prior year goals:

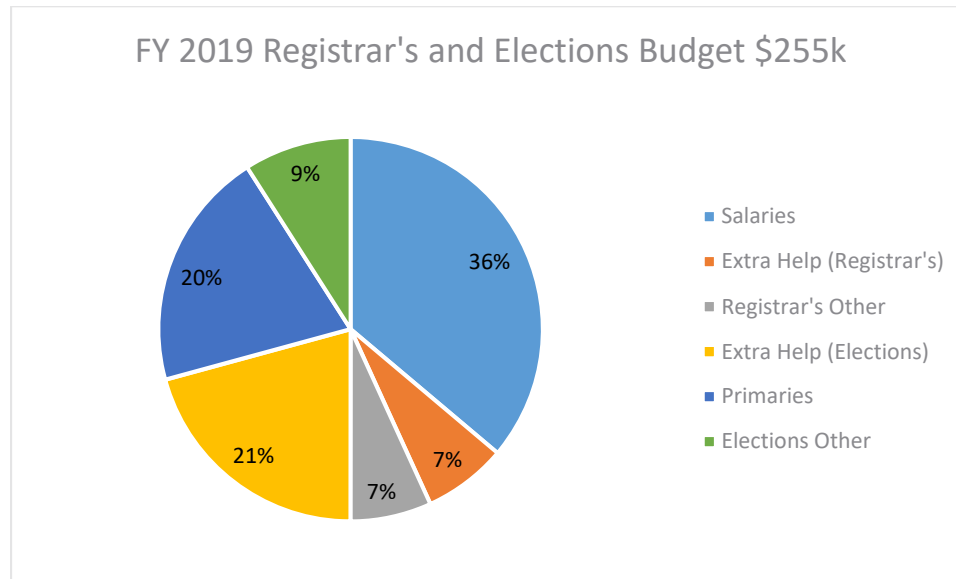
- ✓ Recruited and trained additional workers.
- ✓ Reduced mailing costs by coordinating with the Secretary of the State's office to exempt certain minor changes from confirmation.
- ✓ Lobbied the Secretary of the State's office to increase efficiency by adding Poll Worker Staffing capability to Election Management System.
- ✓ Completed Registration Confirmation Canvass to over 1,200 voters.
- ✓ Revaluated Emergency Preparedness Plan due to relocations of District 9 to Town Hall and Coleytown Middle to Elementary Schools.
- ✓ Completed continuing education requirements for Registrar Certification.



PS: \$162,956 including 1.5 staff and \$71,000 in extra help

OTPS: \$91,911

Total Budget: \$254,867



Budget Changes: None

- Goals:
1. Develop tutorial for voters on how to use the town website and statewide voter system to determine if and how they are registered and where they vote. Conduct hands-on sessions for interested electors.
 2. Conduct Voter Registration Canvass to keep Voter Registry database accurate.
 3. Reevaluate Emergency Preparedness Plan with consideration of Westport Library and Coleytown Middle School.
 4. Complete classes for new registrar and two new deputies for Registrar Certification.
 5. Conduct High School registration drive.

PLANS FOR FY 2020

Budget Changes: Complete certification process for new registrar and two new deputies. Continue lobbying for IT changes that reduce costs and increase efficiency.

Goals:

1. Implement outreach program.
2. Recruit and train additional Election Day workers necessary due to attrition.
3. Continue lobbying Secretary of the State's office regarding updates to state registration system to reduce costs and create efficiencies
4. Evaluate activity leading up to 2020 Presidential Primary to predict whether voter activity/expected turnout will require adjustments to the 2021 budget for the Presidential Election.

Capital Projects: Evaluate purchase of electronic voter check-in system (pollbooks) for Westport usage (Secretary of the State required to certify acceptable vendors first).

STATEMENT OF FIVE-YEAR GOAL

The Registrar's Office will plan and prepare for State/Federal redistricting in 2022 and local in 2023, as well as evaluate IT solutions for utilization. We will continue to work with the Secretary of the State's office on identifying IT solutions to decrease costs and increase efficiency through upgrades to the state voter systems. This will include the following:

- Automate update of voters not responding to registration confirmation canvass
- Automate process of inputting records of voters receiving absentee ballots
- Add prescreen of online/DMV registrations to eliminate duplicate processing
- Add Poll Worker Staffing Module to Election Management System
- Introduce self-check into election reporting in Election Management System

The Registrar's Office will also monitor the status of CT voter initiatives such as ballot mailing, early and/or extended polling dates. We will influence the process to balance voter service and costs, coordinate with other Westport departments to implement changes, monitor other legislative initiatives (State/Federal/Local) and evaluate/implement and changes necessary.

140 - REGISTRARS BUDGET 2019-20

SALARIES

FTE	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals	Increase /Decrease
1.20	Registrar of Voters	n/a			92,128	92,128	92,128	0.00%
0.00	Service Assistant I (F.T.)	IV-2			0	0	0	0.00%
1.20	TOTAL SALARIES:				92,128	92,128	92,128	0.00%

EXTRA HELP & OVERTIME

FTE	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018-19 EH&OT Totals	2019-20 EH&OT Totals	Increase /Decrease
0.20	Deputy Registrar of Voters (P.T.)	n/a	\$23.50	416	9,776	9,568	9,776	2.17%
0.20	Special Projects - Temp. Office Help	n/a	\$23.50	364	8,554	8,372	8,554	2.17%
	TOTAL EXTRA HELP & OVERTIME:					17,940	18,330	2.17%

140 – REGISTRARS OF VOTERS

Account	Description	2018-19	2019-20	Increase /Decrease
528900	Transportation ROV vehicle usage reimbursement	1,400	1,400	0.00%
532000	Contract Services For Equipment and Non-Election Mailings (Canvass, Registration Confirmations)	5,500	5,500	0.00%
551000	Advertising & Printing Copier, printing, advertising	2,000	2,000	0.00%
561000	Supplies Office supplies, paper (lists), mailing labels and envelopes	3,500	3,500	0.00%
585000	Education & Expenses ROV conferences, meetings, trainings & certification	5,000	6,500	30.00%
TOTAL OTHER		17,400	18,900	8.62%
TOTAL REGISTRARS OF VOTERS		127,468	129,358	1.48%

TOTAL OFFICE & ELECTIONS	2013-14	2014-15 (A)	2015-16 (A)	2016-17 (A)	2017-18 (A)	2018-19 (A)
	183,221	177,665	187,783	191,974	191,524	198,431

140 SALARIES

Account	Description
Registrars of Voters	
Deputy Registrars	Utilized throughout the year to assist with office duties & for succession planning purposes
Special Project - Temp. Office Help	Deputy Registrars with various personnel used for office coverage only when one of the deputies is not available

(A) Not reflective of over \$40,000 in savings from reorganization to nonstaff office model.

142 - ELECTIONS BUDGET 2019-2020

EXTRA HELP & OVERTIME -513001

qty	Position	Hourly Rate	No. of Hours	Rate	2018-19 Totals	2019-20 Totals	Selectman Change	BOF Change
12	Instruction: Assistant Registrars			50	900	600		
9	Instruction: Ballot Monitors			25	325	225		
5	Instruction: Security Monitors			25	175	125		
9	Instruction: Official Checkers			25	325	225		
5	Instruction: Optical Scanner Tenders			25	175	125		
9	Instruction: Floaters & On-Call			25	275	225		
1	Instruction: Absentee Ballot Moderator			50	50	50		
1	Instruction: Absentee Ballot Deputy Moderator			50	50	50		
8	Instruction: Absentee Counters			16	120	128		
5	Instruction: Moderators			50	350	250		
2	Instruction: Transport Workers			25	50	50		
2	Instruction: Pretraining for EDR	\$18.00	8.00		288	288		
5	Instruction: EDR Workers			25	125	125		
2	Election Day Workers: Registrars			1,000	2,000	2,000		
1	Election Day Workers: Head Moderator			350	350	350		
5	Election Day Workers: Moderators			300	2,100	1,500		
10	Election Day Workers: Assistant Registrars			275	3,850	2,750		
2	Election Day Workers: EDR Assistant Registrars			275	550	550		
5	Election Day Workers: EDR			200	1,000	1,000		
9	Election Day Workers: Ballot Monitors			200	2,600	1,800		
5	Election Day Workers: Security			200	1,400	1,000		
9	Election Day Workers: Official Checkers			200	2,600	1,800		
5	Election Day Workers: Optical Scanner Tenders			200	1,400	1,000		
5	Election Day Workers: Floaters			200	1,400	1,000		
1	Election Day Workers: Absentee Ballot Moderator			300	300	300		
1	Election Day Workers: Deputy AB Moderator			275	275	275		
8	Election Day Workers: Absentee Counters			200	1,600	1,600		
4	Election Day Workers: EMS Reporters			20	80	80		
2	Election Day Workers: Transport Workers			200	400	400		
3	Election Day Workers: Disassemble Workers			200	600	600		
2	Audit/Recount Workers: Registrars			300	600	600		
16	Audit/Recount Workers: Counters	\$19.00	10.00		3,040	3,040		
2	Prep Workers: Election	\$23.50	350	16,450	16,100	16,450		
8	Absentee Ballot Recording	\$14.75	5		1,180	590		
8	Poll Setup Crew	\$16.00	9		960	1,152		
25	Training Fees: Moderators	\$14.75	5	135	2,295	3,375		
TOTAL EXTRA HELP:					49,888	45,678	-8.44%	

		2018-19	2019-20	
142 – ELECTIONS 513002				
	Election Day Workers: Police	0	0	
	Election Day Workers: DPW	0	0	
	TOTAL OVERTIME:	0	0	0.00%
<u>Account</u>	<u>Description</u>			
531000	<u>Fees & Services</u>			
	Post Office Service (election reminders), Mailings to Poll Workers	\$700	\$2,200	
	Software Licenses		\$875	
	Tabulator Card Programming	\$2,500	\$3,000	
	Annual Tabulator Maintenance	\$4,200	\$4,200	
		<u>\$7,400</u>	<u>\$10,275</u>	38.85%
541000	<u>Accessible Voting System</u>			
	Programming for Local Elections	<u>\$1,250</u>	<u>\$1,250</u>	
561000	<u>Supplies</u>			
	Ballot Printing & Forms	\$6,000	\$6,500	
	Food for Election Day Workers	\$3,000	\$3,000	
	Machine Ink and Paper Tape; Voting Signs, Registration Card Signs, Pens, Magnifying Sheets, Election Day Miscellaneous Expenses, Folders, Moderator Returns, Enlarged ballots; Polls Supplies, Storage Containers, Rental of Election Day Van, Moving Van KHS-Library & CMS-CES, ADA Compliance Supplies	\$4,300	\$4,300	
		<u>\$13,300</u>	<u>\$13,800</u>	3.76%
	TOTAL ELECTIONS	<u>\$71,838</u>	<u>\$71,003</u>	-1.16%

142 - PRESIDENTIAL PREFERENCE PRIMARY BUDGET 2019-2020

EXTRA HELP & OVERTIME -513001

qty	Position	Hourly Rate	No. of Hours	Rate	2018-19 Totals	2019-20 Totals	Selectman Change	BOF Change
12	Instruction: Assistant Registrars			50	600	600		
10	Instruction: Ballot Monitors			25	0	250		
5	Instruction: Security Monitors			25	125	125		
10	Instruction: Official Checkers			25	350	250		
5	Instruction: Optical Scanner Tenders			25	125	125		
7	Instruction: Floaters & On-Call			25	175	175		
1	Instruction: Absentee Ballot Moderator			50	50	50		
1	Instruction: Absentee Ballot Deputy Moderator			50	50	50		
8	Instruction: Absentee Counters			15	120	120		
5	Instruction: Moderators			50	250	250		
2	Instruction: Transport Workers			25	50	50		
0	Instruction: Pretraining for EDR	\$18.00	8.00		0	0		
0	Instruction: EDR Workers			25	0	0		
2	Election Day Workers: Registrars			1,000	2,000	2,000		
1	Election Day Workers: Head Moderator			350	350	350		
5	Election Day Workers: Moderators			300	1,500	1,500		
10	Election Day Workers: Assistant Registrars			275	2,750	2,750		
0	Election Day Workers: EDR Assistant Registrars			275	0	0		
0	Election Day Workers: EDR			200	0	0		
10	Election Day Workers: Ballot Monitors			200	0	2,000		
5	Election Day Workers: Security			200	1,000	1,000		
10	Election Day Workers: Official Checkers			200	2,800	2,000		
5	Election Day Workers: Optical Scanner Tenders			200	1,000	1,000		
5	Election Day Workers: Floaters			200	1,400	1,000		
1	Election Day Workers: Absentee Ballot Moderator			300	300	300		
1	Election Day Workers: Deputy AB Moderator			275	275	275		
8	Election Day Workers: Absentee Counters			200	800	1,600		
4	Election Day Workers: EMS Reporters			20	80	80		
2	Election Day Workers: Transport Workers			200	400	400		
3	Election Day Workers: Disassemble Workers			200	600	600		
2	Audit/Recount Workers: Registrars			300	600	600		
8	Audit/Recount Workers: Counters	\$19.00	10.00		1,520	1,520		
2	Prep Workers: Election	\$23.50	325	15,275	14,950	15,275		
8	Absentee Ballot Recording	\$14.75	10		266	1,180		
8	Poll Setup Crew	\$16.00	10		960	1,280		
TOTAL EXTRA HELP:					35,446	38,755	9.34%	

2018-19 2019-20

142 – ELECTIONS 513002

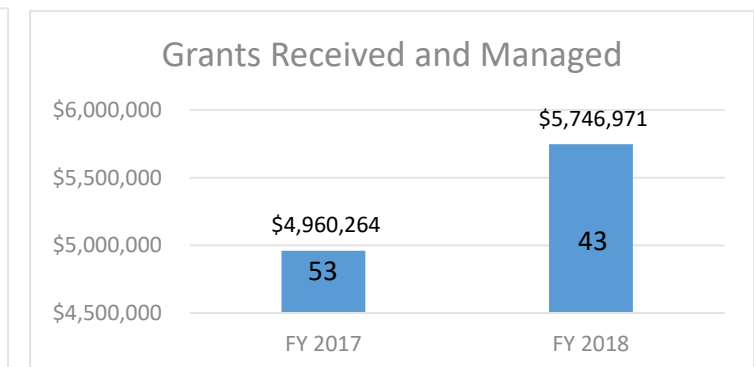
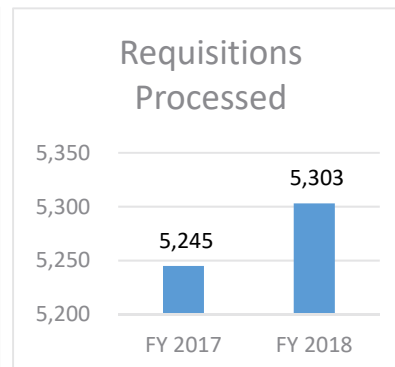
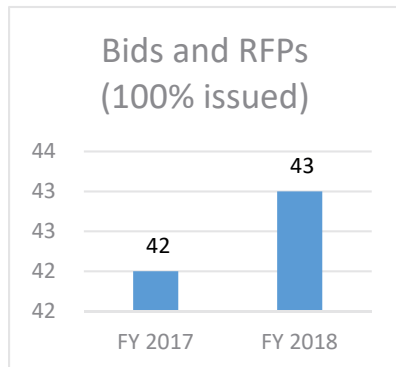
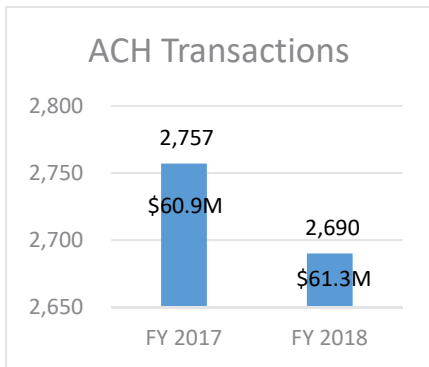
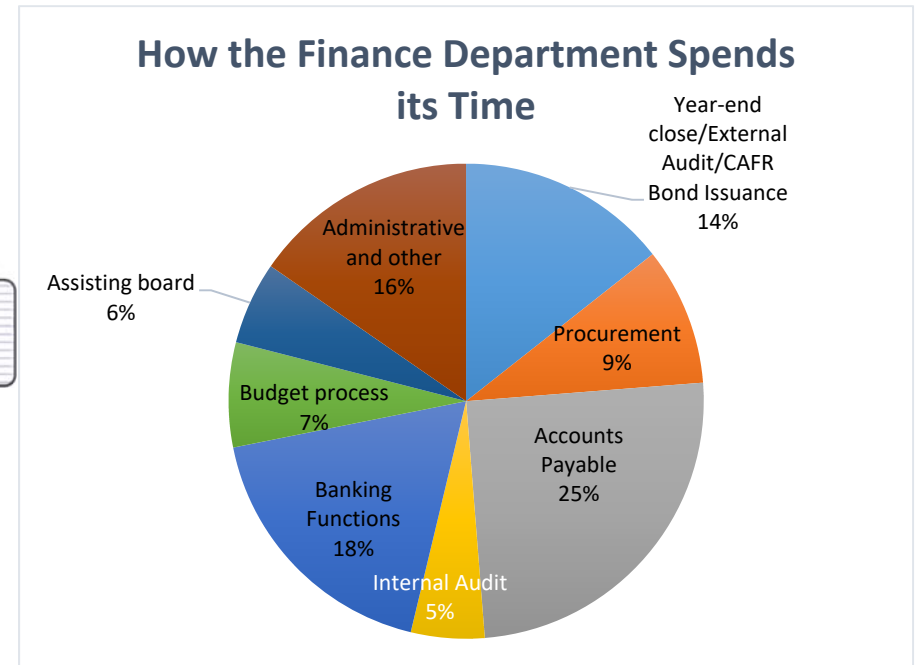
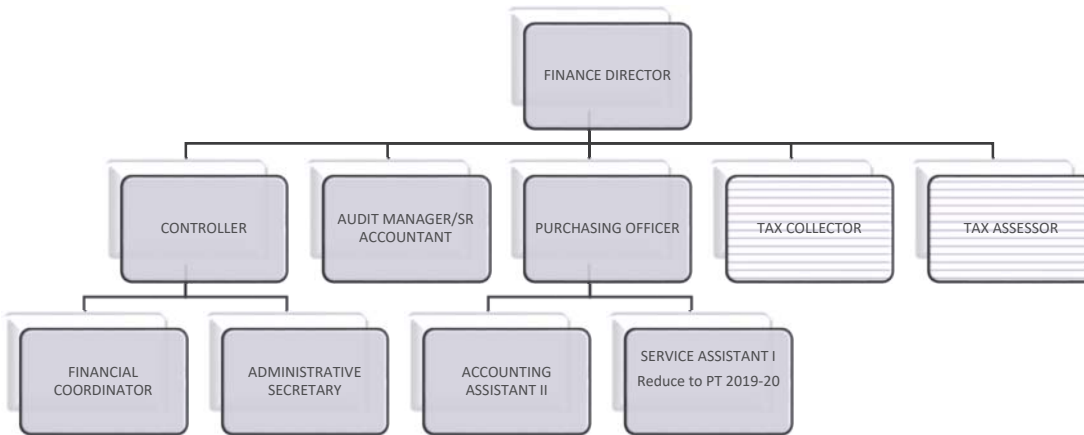
Election Day Workers: Police	0	3,300	
Election Day Workers: DPW	0	0	
TOTAL OVERTIME:	0	3,300	0.00%

<u>Account</u>	<u>Description</u>			
531000	<u>Fees & Services</u>			
	Post Office Service (election reminders), Mailings to Poll Workers	\$700	\$800	
	Tabulator Card Programming	\$2,500	\$2,500	
	Annual Tabulator Maintenance	\$4,200	\$4,200	
		<u>\$7,400</u>	<u>\$7,500</u>	1.35%
541000	<u>Accessible Voting System</u>			
	Programming for Local Elections	<u>\$375</u>	<u>\$375</u>	
561000	<u>Supplies</u>			
	Ballot Printing & Forms	\$6,000	\$3,500	
	Food for Election Day Workers	\$3,000	\$3,000	
	Machine Ink and Paper Tape; Voting Signs, Registration Card Signs, Pens, Magnifying Sheets, Election Day Miscellaneous Expenses, Folders, Moderator Returns, Enlarged ballots; Polls Supplies, Storage Containers, Rental of Election Day Van, Moving Van KHS to Library, ADA Compliance Supplies	\$4,300	\$3,500	
		<u>\$13,300</u>	<u>\$10,000</u>	-24.81%
	TOTAL ELECTIONS	<u>\$56,521</u>	<u>\$59,930</u>	6.03%

151 - FY 2020 Finance Department Management Report

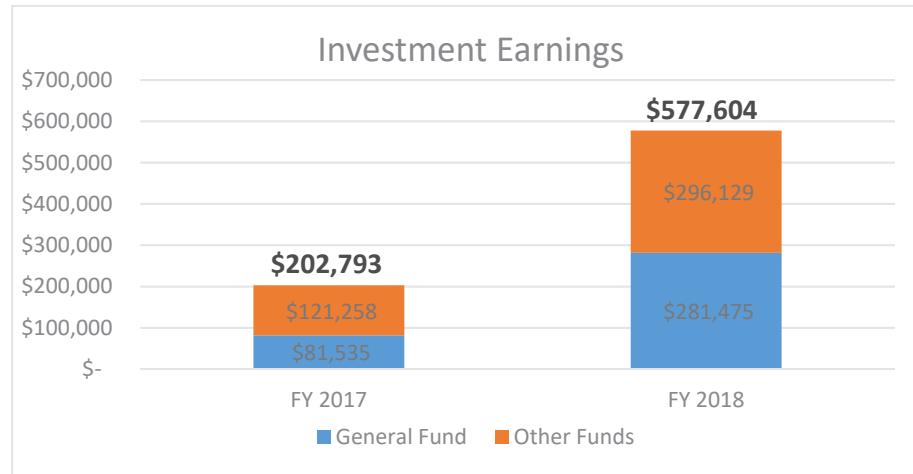
DEPARTMENTAL MISSION

Under Chapter 12 of the Town of Westport Charter, the Finance Director shall be the head of the Finance Department and shall be responsible for overseeing all of the financial activities of the Town, and shall supervise all of the following positions and activities: maintenance of the accounting and other books and records of the Town, the cash management, Controller, all treasury and cash functions, the purchasing and internal audit functions, the Tax Collector and Assessor, and such other duties as specified by the First Selectman or as specified in this Charter.

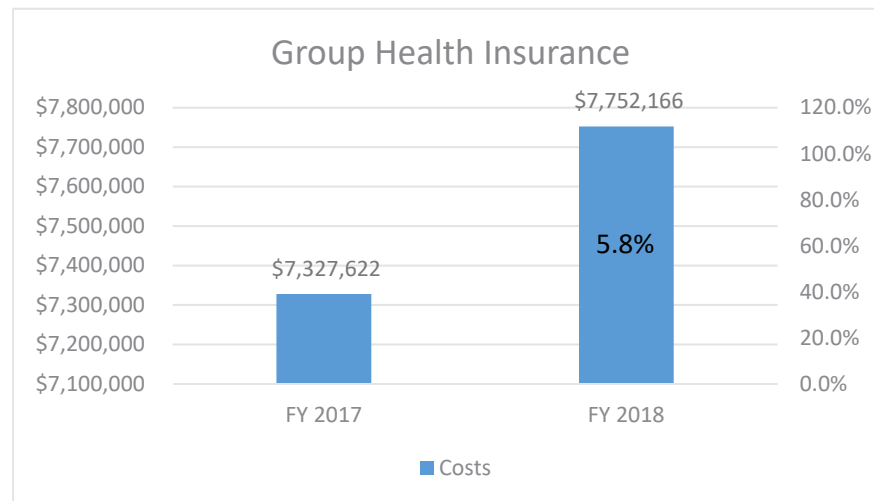


151 - FY 2020 Finance Department Management Report

1. Cost savings through streamlining accounting and banking functions and increased investment returns through disciplined investments including laddering and a low risk balanced portfolio for Non General Fund accounts:

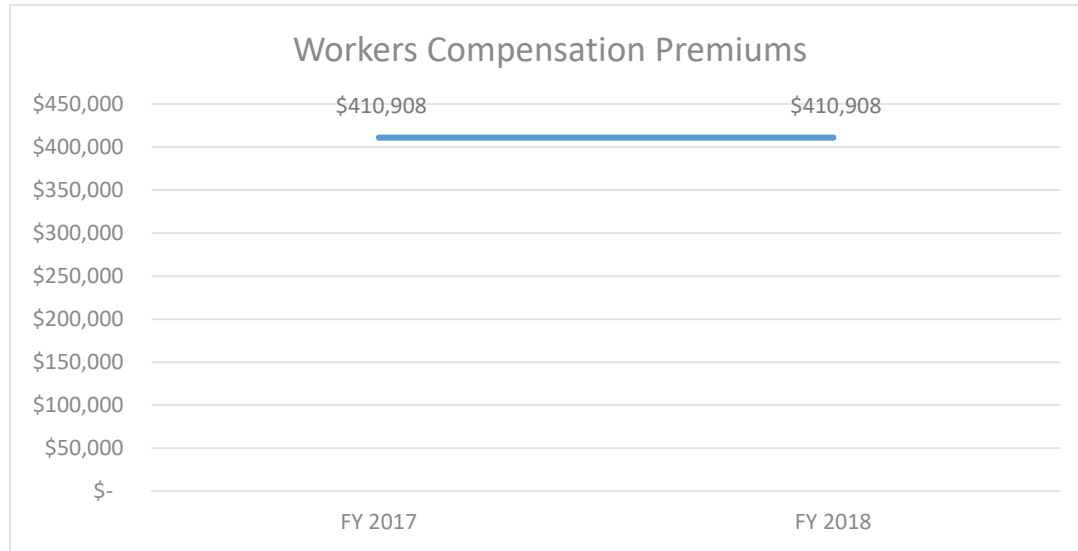


2. Insurance plan design changes have resulted in lower insurance costs relative to peers and national average:

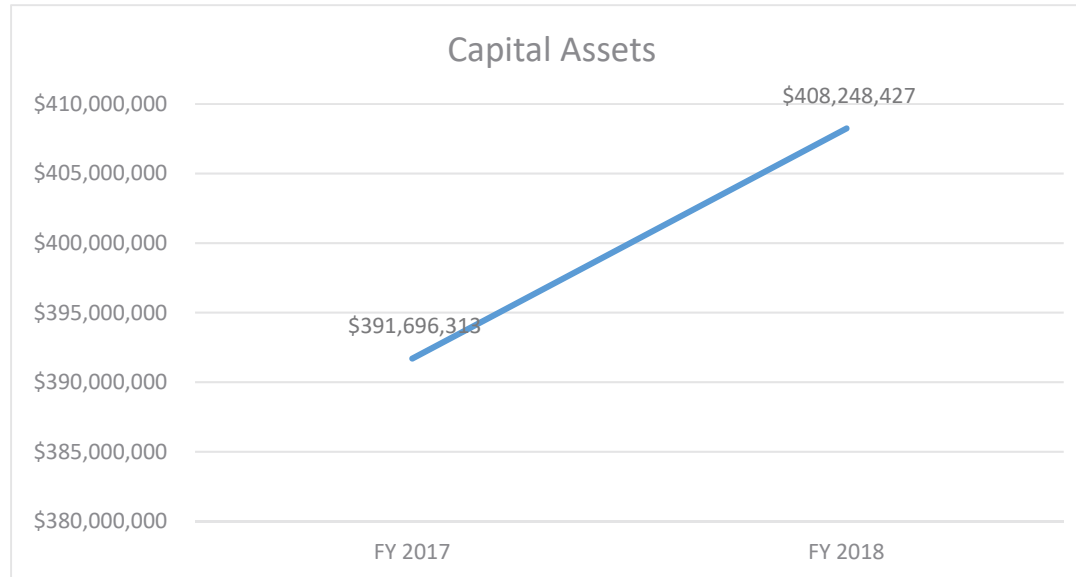


151 - FY 2020 Finance Department Management Report

3. Risk Management best practices are keeping worker's compensation premiums stable or at minimum growth:



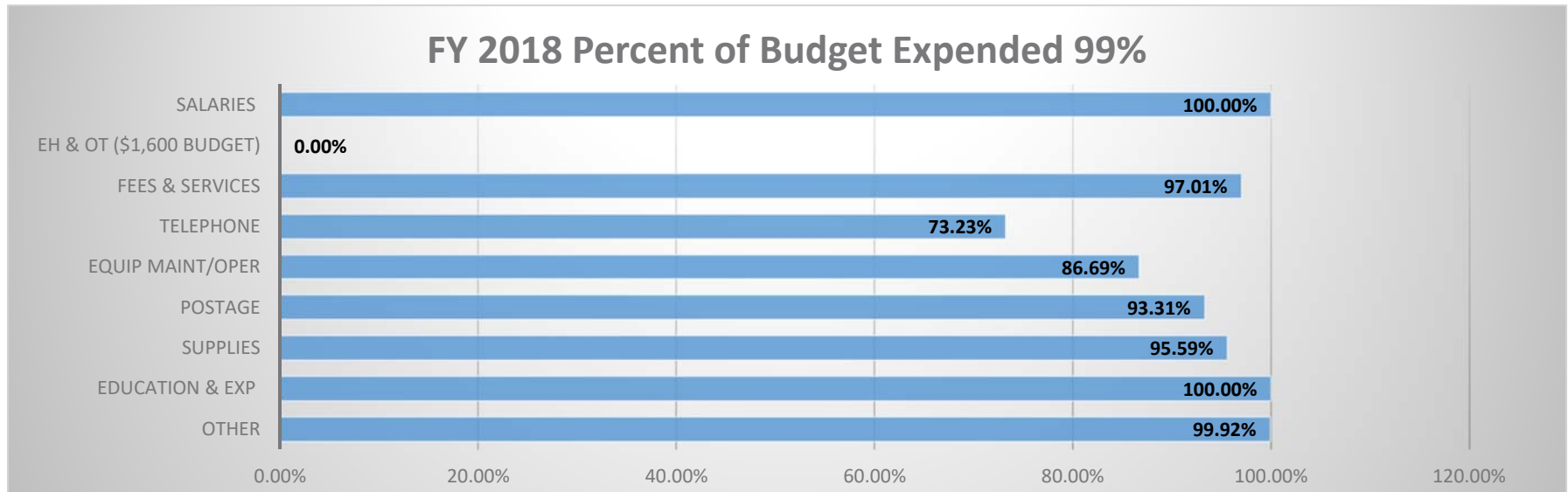
4. Growing value of capital assets:



151 - FY 2020 Finance Department Management Report

SCORECARD OF FY 2018

1. Stay within budget:



2. Generate target revenue: The Finance Department does not generate any revenues from operations, but rather manages investing Town funds to generate revenue in addition to overseeing the administration and collection of funds generated from the rental of Town property such as the Inn at Longshore and cell tower rental revenues.

Finance Revenue			
		FY 2018	% of plan
Investment income plan	\$	160,000	
Actual investment income	\$	378,937	237%
Intergovt Rev plan	\$	85,000	
Actual intergovt reve	\$	454,914	535%
Other plan	\$	1,399,500	
Actual other revenue	\$	1,493,555	107%
Interfund transfers plan	\$	887,000	
Actual interfund revenue	\$	887,178	100%
Total revenue plan	\$	2,531,500	
Total actual revenue	\$	3,214,585	127%

151 - FY 2020 Finance Department Management Report

3. Met prior year goals:

- ✓ Completed Pension negotiations with Police and Fire unions which will result in savings in excess of \$80 million over the next 20 years.
- ✓ Awarded the 2018 Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association.
- ✓ Built the Town's Health Benefits Fund net asset balance and will be reducing reserves which will freeze the net cost again for Health Insurance for the 2019-2020 and 2020-2021 budgets with a planned drawdown.
- ✓ Completed the Energy Performance Contract with NORESKO. Expected Savings are in excess of \$750k per year and positive cash flow after lease payments. Currently working on the final punch list Measurement and Verification (M&V) audit for guaranteed savings.
- ✓ Awaiting approval for DPW negotiations for both Pensions and bargaining agreements. Final offer has made significant gains over the Union's original offer and we have avoided arbitration.
- ✓ Worked with the Operations Director to improve the Annual Budget presentation streamlining the process for a more readable, user friendly comprehensive Budget Book.
- ✓ Working with the Library on reducing costs and possible staff reduction by consolidating payroll operations to the Town.
- ✓ Renegotiated banking terms bringing in new vendors resulting in increased investment earnings of \$400,000.

4. Provide quality customer service:

- ✓ Improved Monthly financial reporting to Board of Finance (monthly updates of Pension and OPEB performance, Fund Balance position and indebtedness along with monthly updates on State funding status of programs and PILOT's).

STATUS OF FY 2019

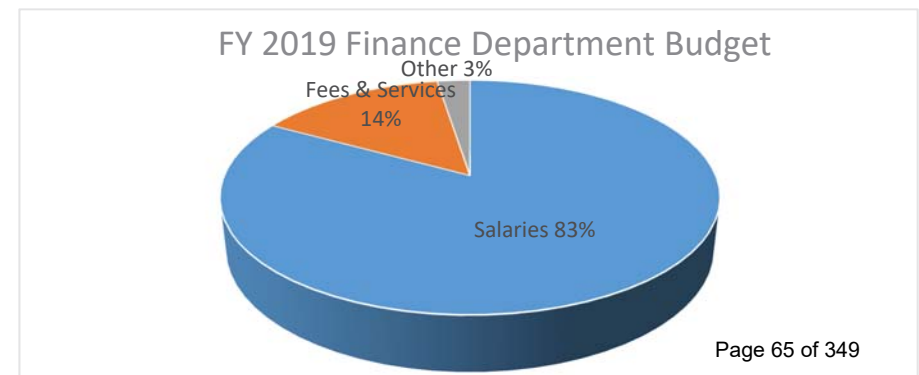


Salary Related: \$689,386 including 8 staff

Other Expenditures: \$140,000

Total Budget: \$829,386

Budget Changes: None



151 - FY 2020 Finance Department Management Report

Goals:

1. Produce the Annual Audit and CAFR for Town review by December 2019.
2. As a result of a Finance Department member's retirement, we will be reducing a full time position to part time by implementing a document management system which also reduces research and audit time spent on retrieving records. This will eliminate the need for duplicate documents produced by all departments which in turn reduces our carbon footprint.
3. Continue to coordinate with BOE to streamline functions regarding benefits and contract negotiations in addition to joint projects on energy and purchasing.
4. Continue to reach out to vendors to receive payment via ACH thus reducing printing, mailing eliminating lost or missing checks. Average savings is in excess of \$10.00 per ACH.
5. Continue to implement policies on tighter internal controls and paperless processing.
6. Continue with the momentum of our Safety teams to reduce accidents and injuries to produce Workers Compensation claims savings by bringing in a safety consultant. The current forecast for 2019-2020 is a 2.5% reduction in premiums.

PLANS FOR FY 2020

Budget Changes: The elimination of one full time staff in replacement of one-part time.

Goals:

1. Complete implementation of Content Management software and implement in all departments.
2. Continue to reach out to vendors to receive payment via ACH thus reducing printing, mailing eliminating lost or missing checks. Average savings is in excess of \$10.00 per ACH.
3. Continue to implement policies on tighter internal controls and paperless processing.
4. Continue with the momentum of our Safety teams to reduce accidents and injuries to produce Workers Compensation claims savings by bringing in a safety consultant. The current forecast for 2019-2020 is a 2.5% reduction in premiums.

Capital Projects: None

STATEMENT OF FIVE-YEAR GOAL

- Stress the need to reduce paper documents.
- All payments to new vendors will be via ACH or Direct Deposit. We are reaching out to all vendors to get them paid electronically.
- Full integration of Financial and HR modules within the Munis System with links from the BOE HR system for Valuation reporting.
- Have all new employees in a Defined Contribution or Hybrid Plan.

151 - FINANCE DEPARTMENT BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
1.00	Finance Director				177,433	177,433	177,433
1.00	Controller				115,569	115,569	115,569
1.00	Senior Accountant/Audit Manager				108,235	108,235	108,235
1.00	Purchasing Officer				93,366	93,366	93,366
1.00	Financial Coordinator				75,000	71,453	75,000
1.00	Accounting Assistant II	VII-7			78,466	76,552	78,466
1.00	Accounting Assistant II	VI-7			71,657	69,910	71,657
1.00	Service Assistant I	IV-7			0	58,306	0
	401(k)/DC Plan Tax effected Payment				5,861	5,316	5,861
	Special Funds Allocation (Sewer/RRP)				(97,200)	(94,825)	(97,200)
8.00	TOTAL SALARIES:					681,315	628,387

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018--19 EH&OT	2019-20 EH&OT Totals
	Professional Accounting/ System Modifications					1,600	1,400
	Service Assistant I	Part time					27,170
	TOTAL EXTRA HELP:					1,600	28,570

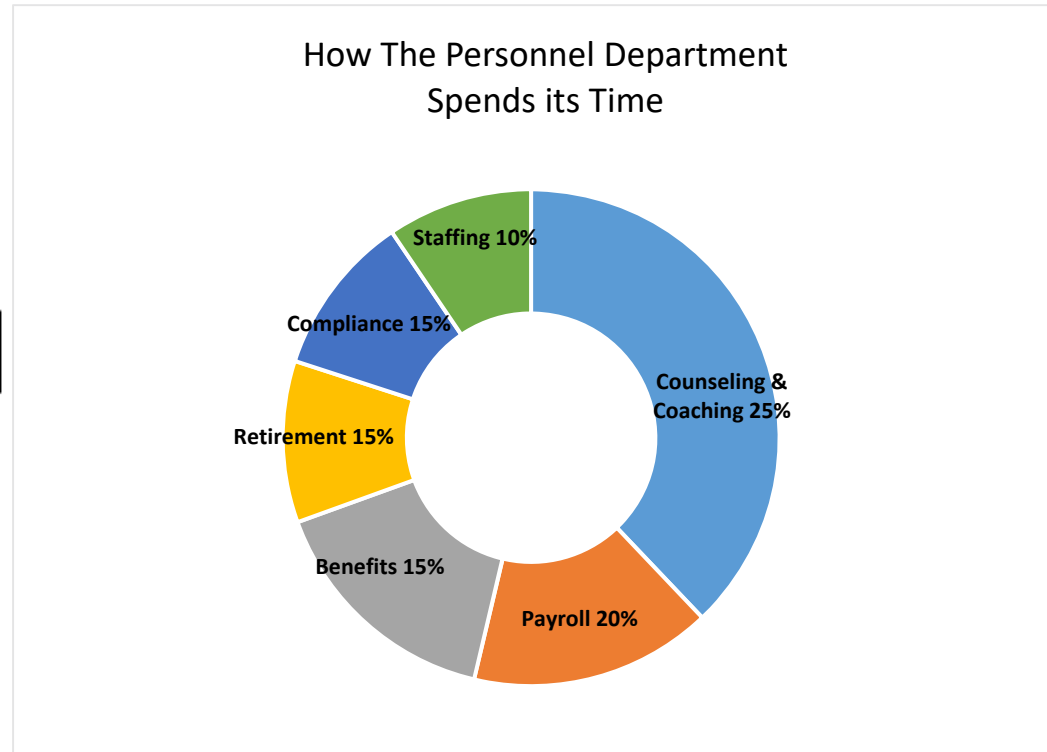
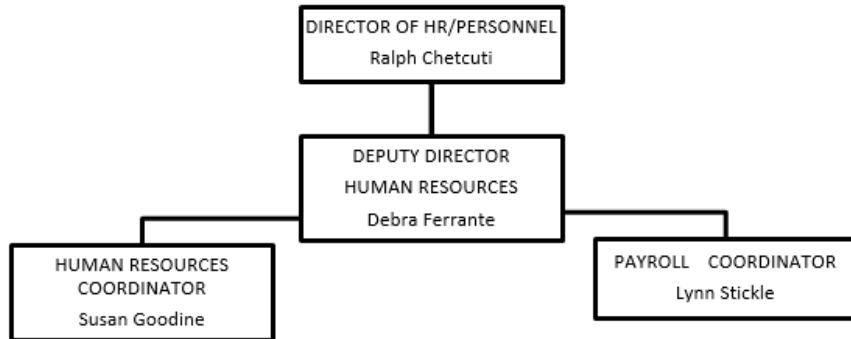
151 – FINANCE DEPARTMENT

<u>Account</u>	<u>Description</u>
<i>Fees & Services</i>	MUNIS Maintenance Fees for HR (per 3-Year Contract)
<i>Equipment Maint./Operation</i>	Check Signers, Printers, Copier
<i>Supplies</i>	Office Supplies, Forms and Binders, Small Printers
<i>Education & Expenses</i>	Publications, Dues, Conferences, and Professional & IT Training, Tuition Reimbursement
<i>Office Equipment</i>	Office Fixtures & Furniture

153 - FY 2020 Personnel Management Report

DEPARTMENTAL MISSION

Chapter 36 of the Town Charter establishes the Personnel Department. The Personnel Director is responsible for providing the Board of Selectmen with the classifications and descriptions of all Town positions on the basis of their powers, duties and responsibilities and is responsible for the efficiency, discipline and good conduct of the Department.



STAFFING

- Recruiting
- Orientation
- Exit Management
- Training
- Succession Planning
- Leadership Development

COMPLIANCE

- Labor Relations
- Safety/Worker's Compensation
- Job Descriptions
- Records Maintenance
- Policies /Procedures
- Record Keeping
- OSHA-Compliance & Reporting

RETIREMENT

TOWN/BOE

- * Defined Benefit
- * Defined Contribution
- Correspondance & Communication
- Wells Fargo
- Return of Contributions (ROCS)-TOWN/BOE

BENEFITS

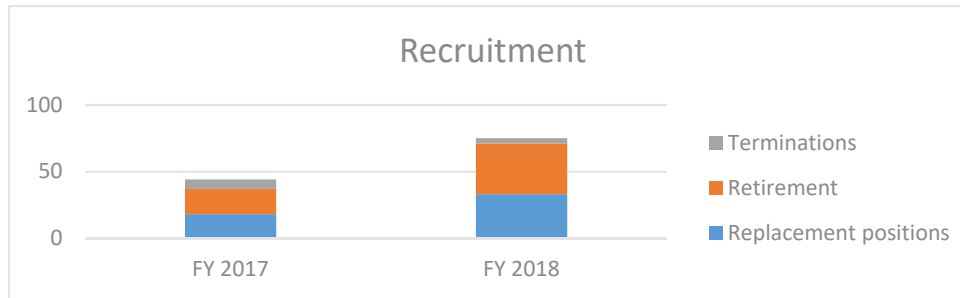
- Benefits Administration
- Medical/Dental/Rx
- Pension/Retirement
- Compensation
- FMLA
- 401(k)
- Medicare

PAYROLL

- Payroll Processing
- Time & Attendance
- W-2-TOWN
- W-2 Reporting-TOWN/BOE
- 941 – Taxes – TOWN/BOE

COUNSELING & COACHING

- Performance Management
- Conflict Resolution
- Career/Expectations
- Discipline
- Communication
- Performance Evaluations
- Employee Relations



KEY PERFORMANCE INDICATORS

1. The successful recruitment, hiring and completion of probation period of all replacement positions. A major emphasis is placed on the education, certification and experiences a candidate would bring to the Town of Westport.

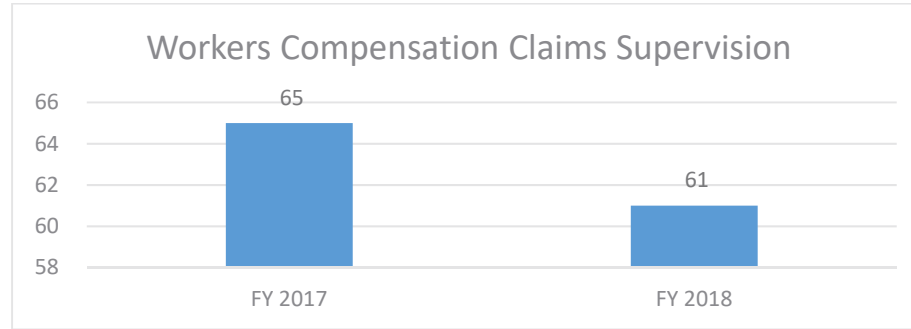
FY 2018

- Average days from position posting to start date: 44
- Percent of new hires that completed probation: 100%

2. Savings from the agreement with CIRMA to process all Workers Compensation and Heart and Hypertension with the Town’s Anthem discount.

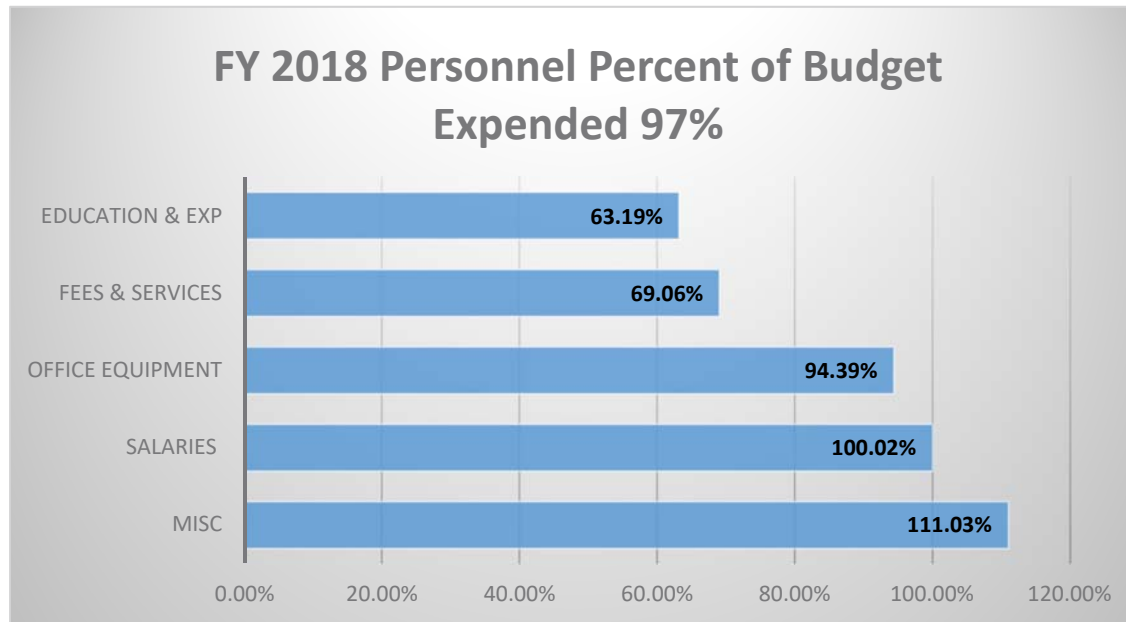


3. Accelerated claims processing and return to work on all Workers Comp and Heart & Hypertension claims.



SCORECARD OF FY 2018

1. Stay within budget:



2. Met prior year goals:

- ✓ Work with the Board of Education, Library and Health District to explore shared Human Resources and Payroll services
- ✓ Complete Anti-Sexual Harassment Training for all departments
- ✓ Conduct "Brown Bag Lunch Programs" for various topics to interest to the employees
- ✓ Expand the number of informational meetings by Wells Fargo regarding the Defined Contribution and 401(k) plans.
- ✓ Fulfilling our fiduciary responsibilities for all independent Medical Examinations relating to disability retirement requests.
- ✓ Train employees in Customer Services, including Public Works
- ✓ Institute employee wellness programs such as yoga and lunchtime walking.
- ✓ Expand and improve the Health and Wellness Fair to attract more employees including those of the BOE
- ✓ Install NOVA Time Time and Attendance program
- ✓ Successfully negotiate a new Collective Bargaining Agreement with Local 1303-387, WMEU employees.
- ✓ Successfully negotiate a new Collective Bargaining Agreement with Local 1303-385, Public Works Department employees.
- ✓ Train personnel in each department in using the MUNIS Time and Attendance procedures.
- ✓ Expand use of MUNIS for all Human Resource functions and eliminate the use of paper forms.
- ✓ Roll out on-line safety classes for all departments.
- ✓ Continue to reduce prescription costs by working with PBIRX to expand the use of generic drugs where feasible.
- ✓ Reduce expenses by developing a uniform process for annual Fit for Duty physical examinations for Police and Fire personnel and for CDL requirements for Public Works employees. Negotiate with one medical organization to reduce the fees to conduct all the physicals.

3. Find efficiencies:

- ✓ Eliminate the duplication of OPEB and Census Reporting.
- ✓ Automated medical premium tables for yearly increases.
- ✓ Automated processing for Terminations, COBRA and Return of Contributions.

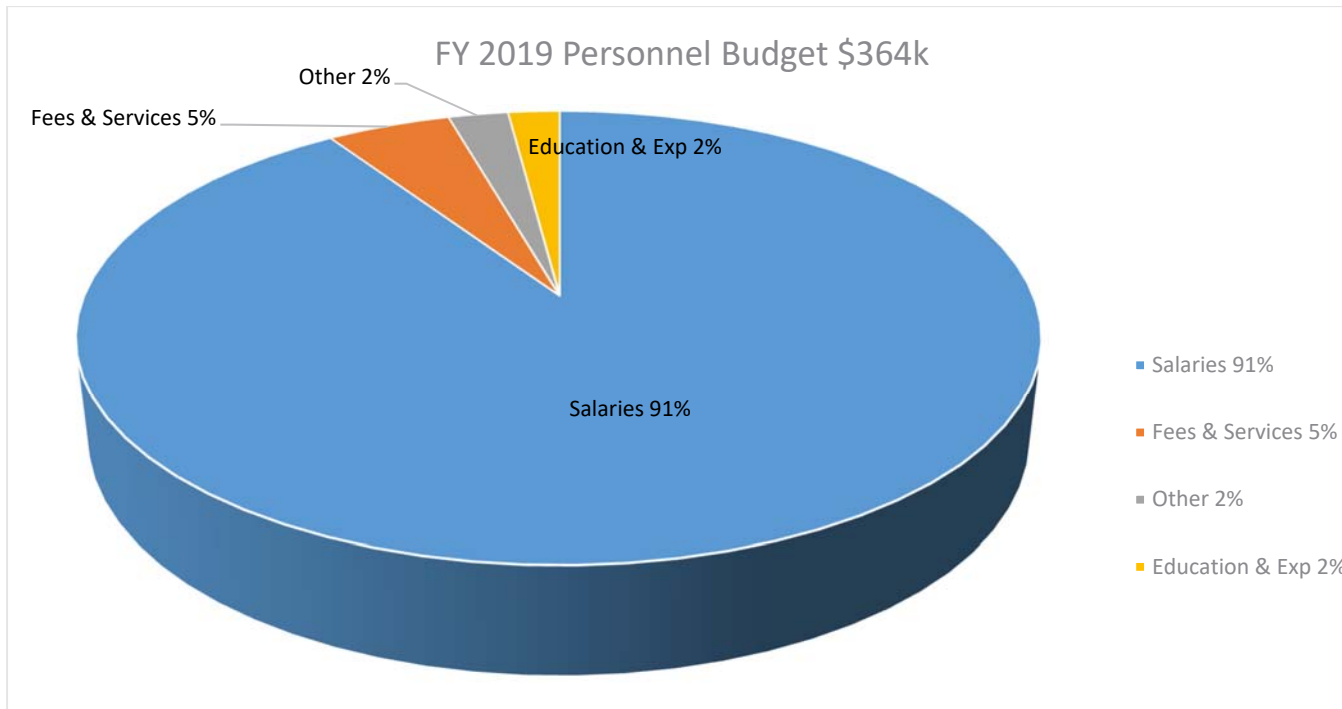
STATUS OF FY 2019



PS: \$330,150 including 4 staff

OTPS: \$34,200

Total Budget: \$364,350



Budget Changes: Annual subscription cost of the NOVATime software, which will result in departmental personnel savings due to the automation of timekeeping processes.

Goals:

1. Expansion of the NOVATime software services
2. Work with the Library to combine payroll services
3. Informational meetings by Wells Fargo on 401k and Defined Contribution
4. Negotiate a new CBA with Local 1303-194, Parks and Recreation employees
5. Negotiate a new CBA with Local 2080, Police Department

PLANS FOR FY 2020

Budget Changes: None

Goals:

1. Update all Pension Plan and Defined Contribution Plan documents
2. Present “Active Shooter” raining for Town employees in conjunction with the Police Department. *delayed from 2018*

3. Revise Employee Handbook and create one for union represented employees. *delayed from 2018*

Capital Projects: None

STATEMENT OF FIVE-YEAR GOAL

The Personnel Department will explore shared services with the Board of Education, particularly related to payroll and benefits processing. The Department's goal is to officially provide these services for the BOE. We will establish and implement succession planning goals that work for the Town of Westport, while continuing to recruit highly qualified candidates. The Personnel Department will also reduce prescription costs by working with PBlrx to expand the use of generic drugs.

153 - PERSONNEL DEPARTMENT BUDGET 2019-20

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
1.00	Personnel Director	n/a	n/a	n/a	133,365	133,365	133,365
1.00	Deputy Director Human Resources	n/a	n/a	n/a	86,000	84,000	88,000
1.00	Human Resources Coordinator	n/a	n/a	n/a	57,784	57,784	57,784
1.00	Payroll Coordinator	n/a	n/a	n/a	56,000	56,000	56,000
4.00	TOTAL SALARIES:					331,149	335,149

EXTRA HELP & OVERTIME

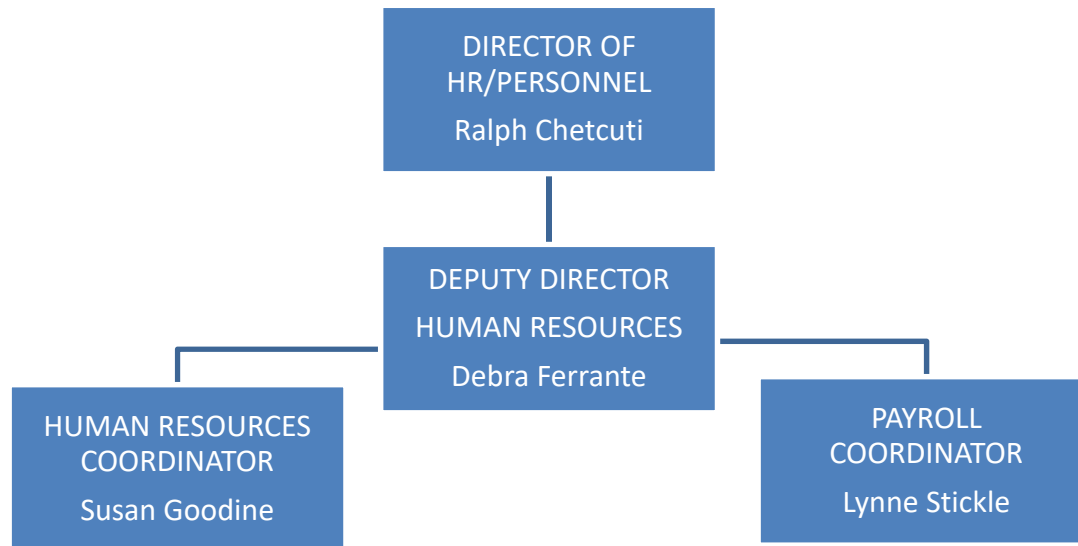
qty	Position	Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018-19 EH&OT	2019-20 EH&OT Totals
		\$15.00	33	500	1,500	500
0.00	TOTAL EXTRA HELP & OVERTIME:				1,500	500

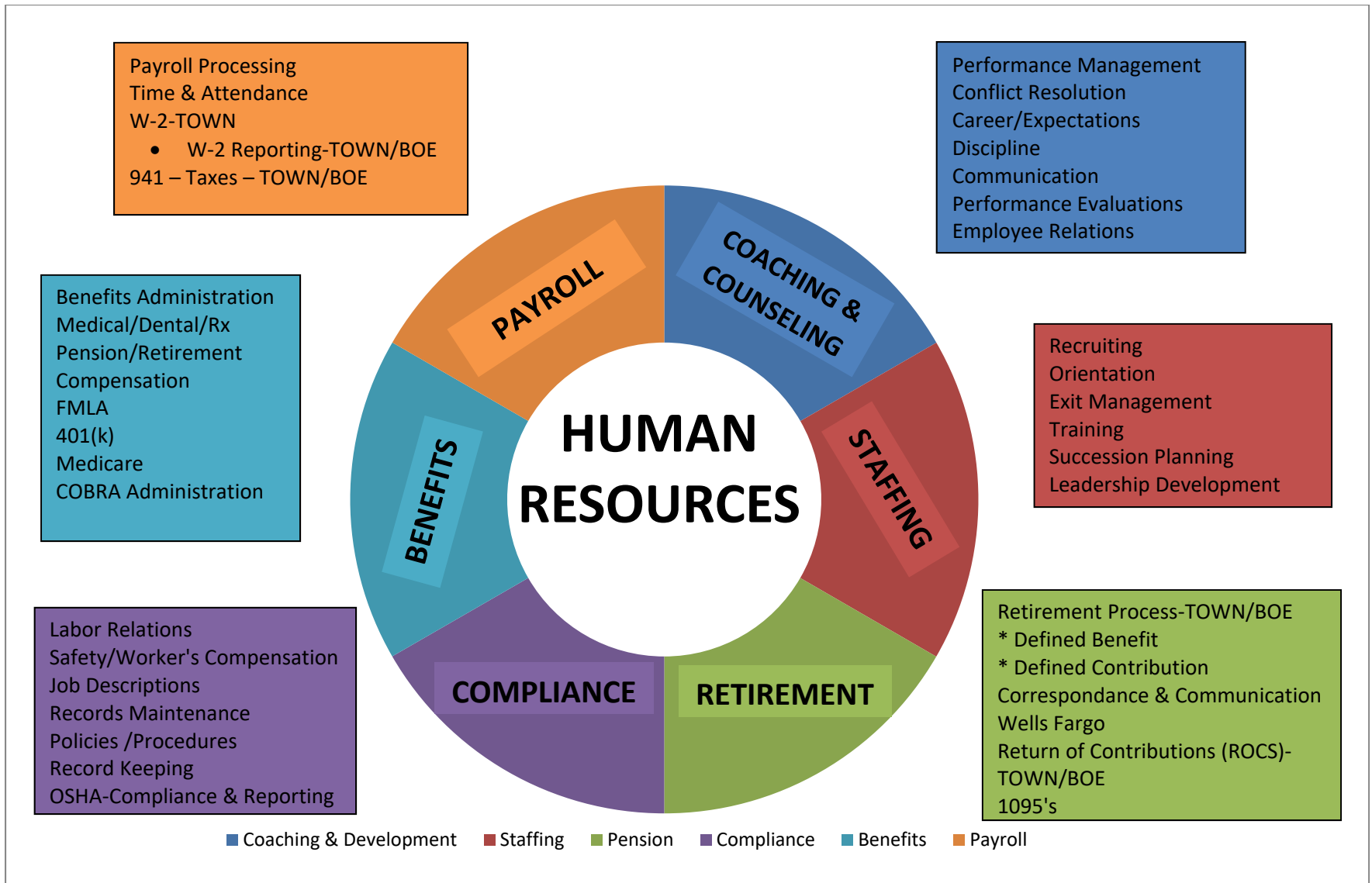
153 – PERSONNEL

Account
Fees & Services

Description
Arbitration and Mediation Fees
Medical Exams for disability pensions
MIRA subscription
Salary Surveys
Consultants for contract negotiations
Medical Consultants for Anthem appeals
Service Agreement for office equipment
CCM Municipal Labor Relations Data Service
Labor Relations Transcript
MUNIS Software Support
Employee Training
Conferences

HR/PERSONNEL

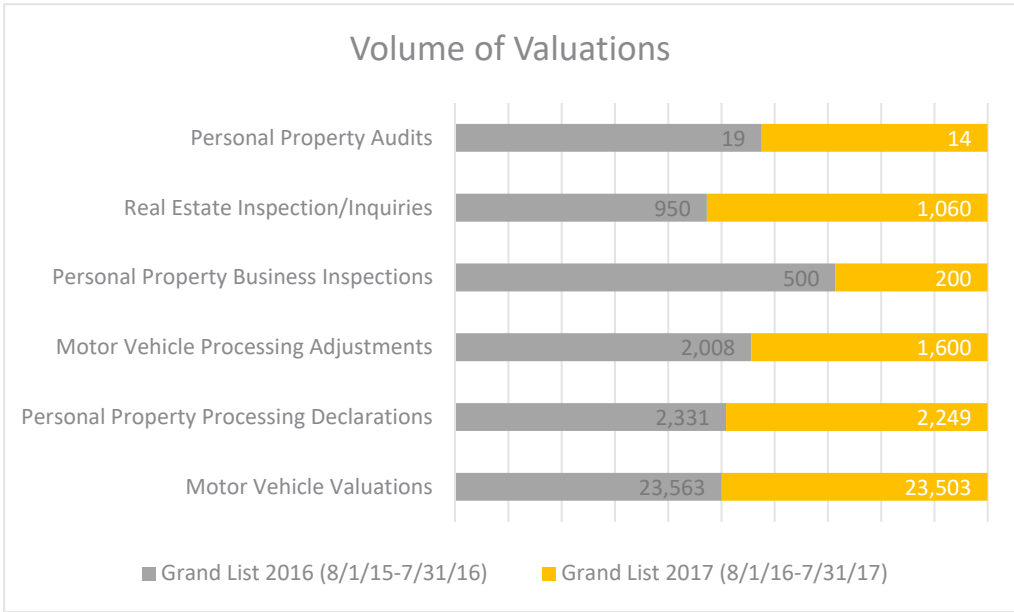
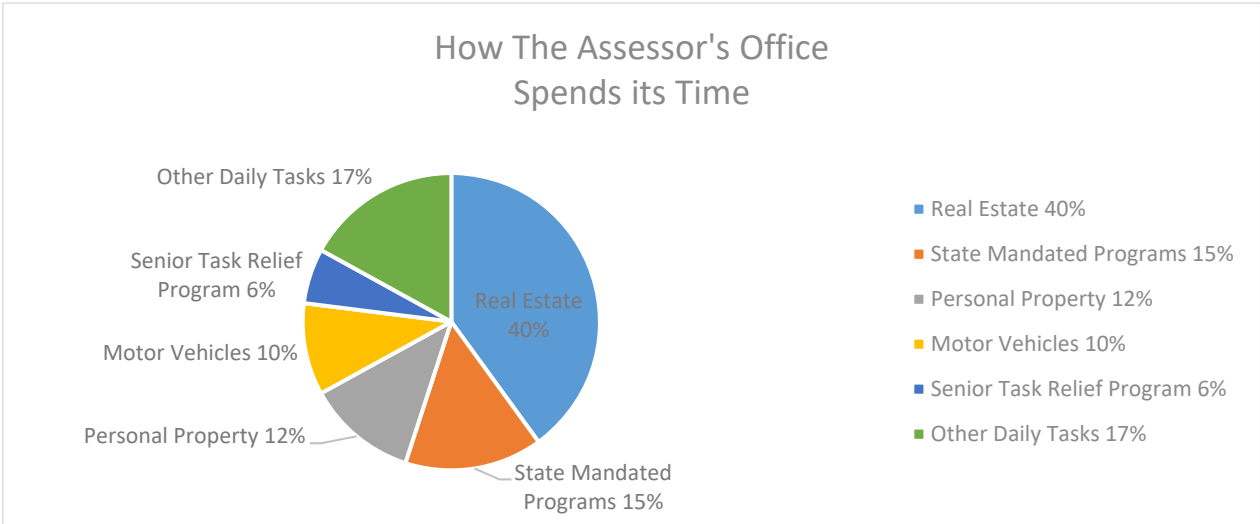
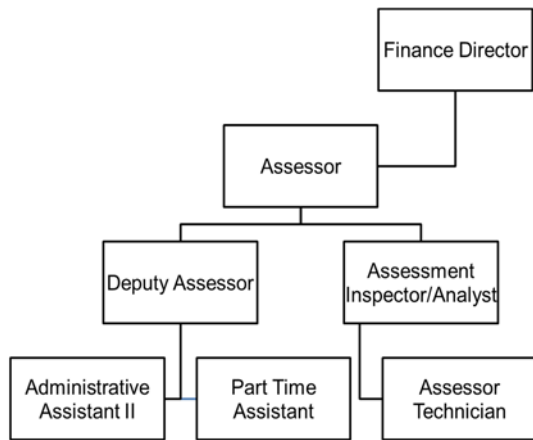




FY 2020 Assessor's Office Management Report

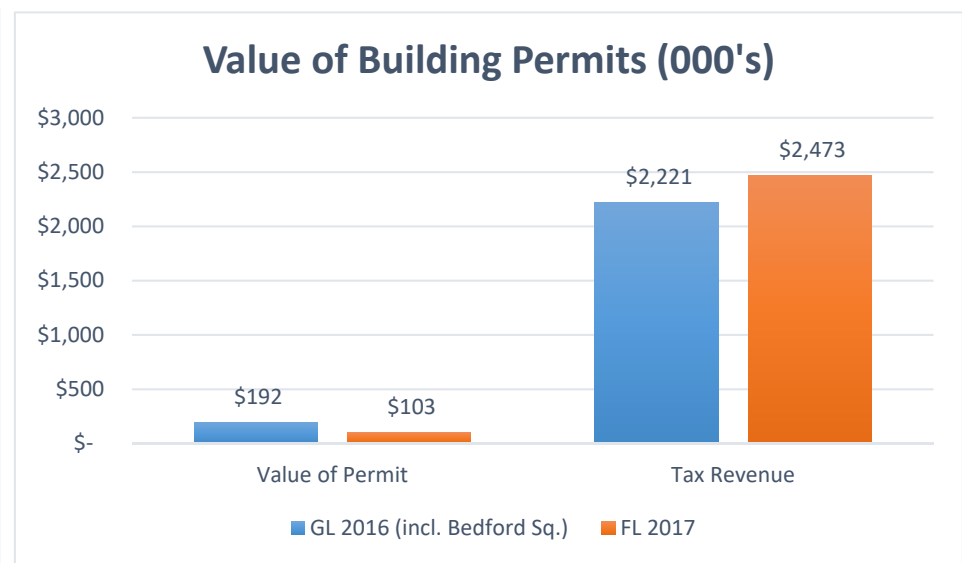
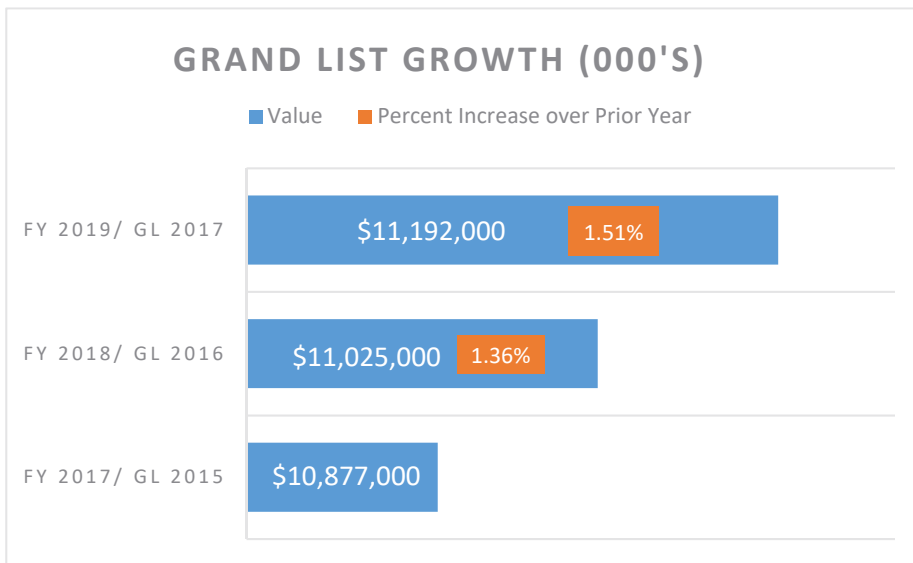
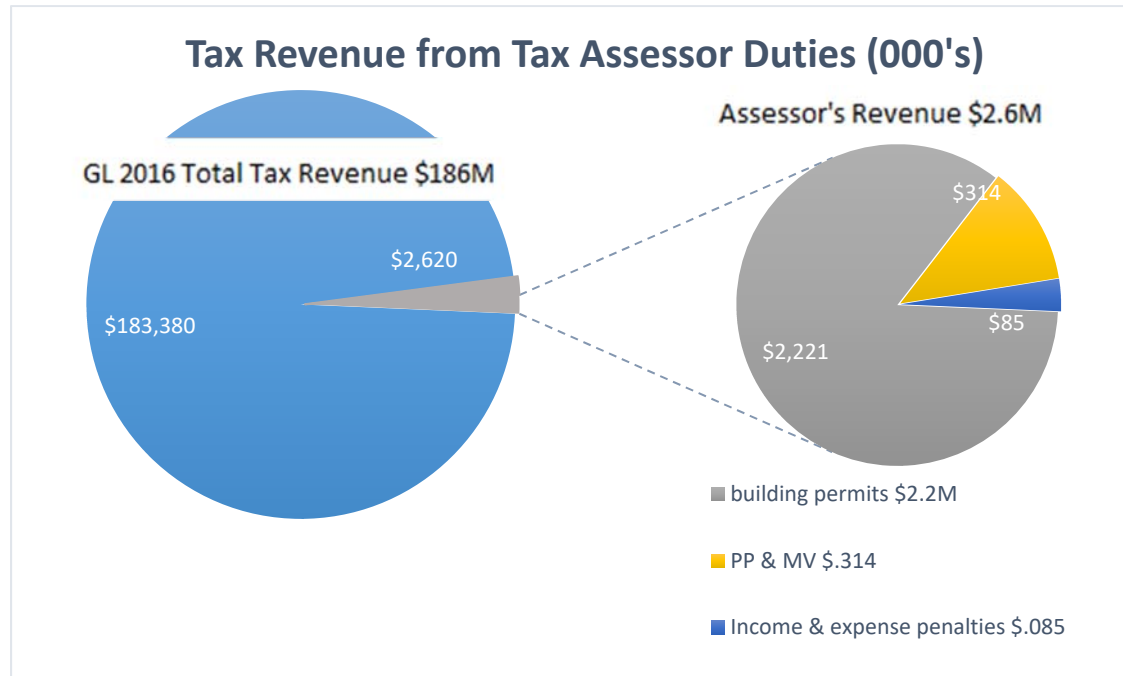
DEPARTMENTAL MISSION

Under Section C12-9 of the Town of Westport Charter, the powers and duties of the Assessor are conferred. Connecticut State Statues Section 12-55 requires the Assessor's Office to publish the town's annual Grand List on or before January 31st. The Assessor's Office's mission is to ensure that all taxable property in town is assessed in accordance with applicable laws so that each owner bears an appropriate share of the tax burden.

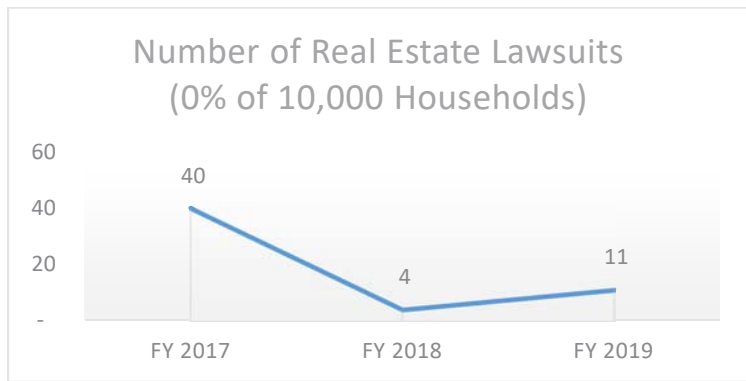


KEY PERFORMANCE INDICATORS

1. Contribute to tax revenue collections through evaluations, audits and penalties.

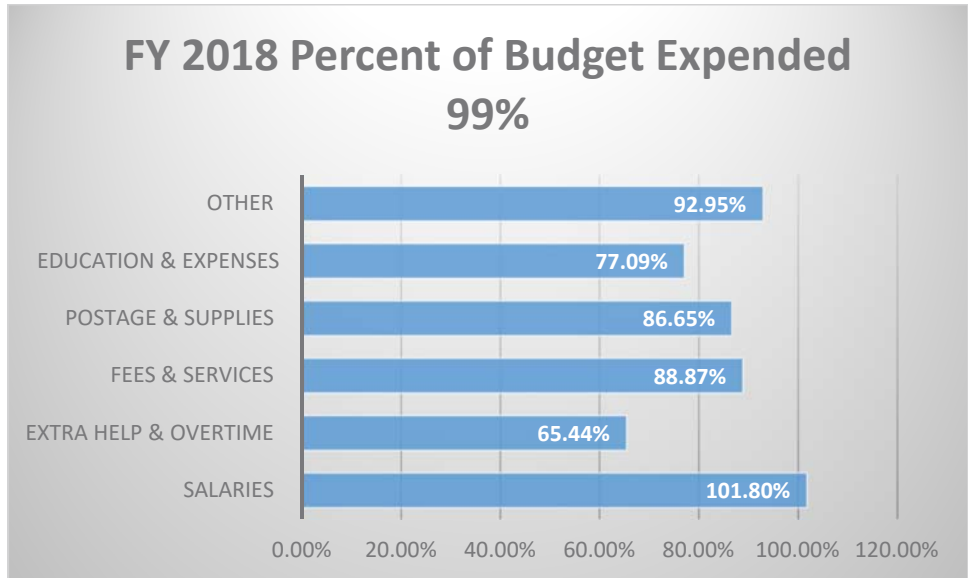


2. Contribute to grand list growth by completing valuations of all building permits by the time the Grand List is signed. In FY 2018, 98 percent were complete.
3. Conduct successful revaluations evidenced by low numbers of BAA hearings and fewer real estate lawsuits. Overall average value decrease resulting from lawsuits is only three percent.



SCORECARD OF FY 2018

1. Stay within budget:



2. Generate target revenue:

Tax Assessor - Other Revenue		
	FY 2018	% of plan
Revenue plan	\$ 3,000	
Actual revenue	\$ 1,171	39%

3. Met prior year goals:

- ✓ Completed the NESC study in developing efficiencies for the Assessor and Tax Collector Offices
- ✓ Expanded the process of collecting commercial tenant lease data for more accurate Personal Property assessments
- ✓ Updated building permit inspection procedures for a timelier process
- ✓ Collected high quality building and income data for accurate future revaluations

4. Provide quality customer service:

- ✓ Online public access to field cards
- ✓ Expanded use of online personal property declarations to all new business accounts

5. Find efficiencies:

- ✓ Fewer in-person field card and map requests due to online public access to field
- ✓ Building Department permit software interface for immediate access to permit changes

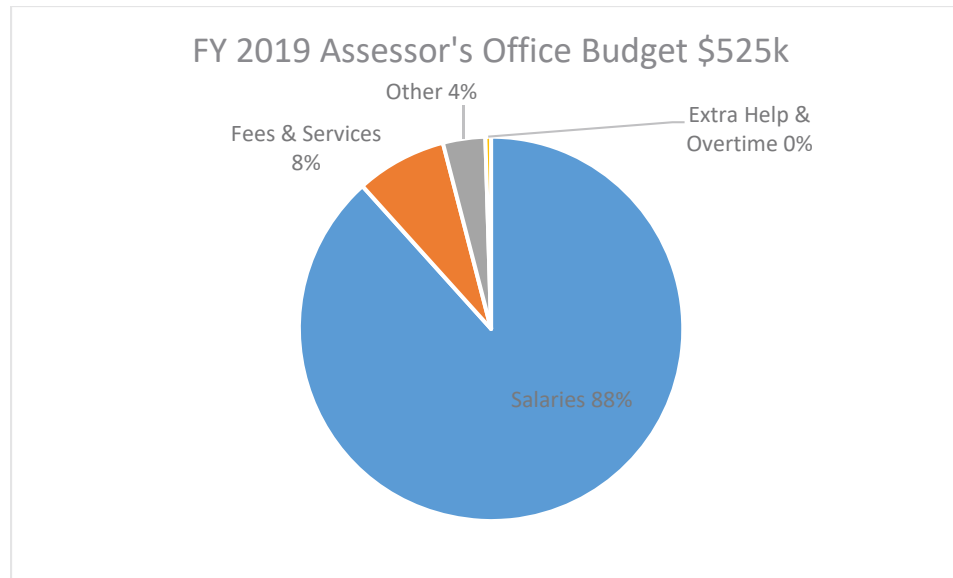
STATUS OF FY 2019



PS: \$466,458 including 5.5 staff and \$2,500 in overtime

OTPS: \$58,815

Total Budget: \$525,273



Budget Changes: None

Goals:

1. Continue to work closely with the Tax Collector to further develop efficiencies by assisting the Assessor's Office with administrative clerical work. Efficiencies will accelerate when departments are in closer proximity.
2. Expand the process of contacting commercial property owners to obtain precise tenant lease data to use in the development of more accurate Personal Property assessments and commercial revaluation figures.
3. Start initial development of the RFP for the 2020 revaluation.

PLANS FOR FY 2020

Budget Changes: Increased cost for Vision software cost for cloud hosting (+\$8k). A reduction in personal property audit expenditures (-\$2k) due to improved compliance.

Goals:

1. Research and select a vendor that has the ability to identify expired and out of state motor vehicles.
2. Assist with the implementation of the new Accela land use permitting software program.
3. Upgrade to the new Vision V8 CAMA software.
4. 2020 revaluation

Capital Projects: The Assessor's Office will commence the 2020 revaluation of all real estate in Westport with an estimated cost of \$425,000. After writing the RFP and the selection of the revaluation company, the Assessor's Office is in charge of maintaining two real estate databases, the quality and application

of the data the revaluation company is using to determine value. This includes all commercial income and expense, a detailed review of sales data and changes to commercial and residential values. The office is in charge of fostering good relations with and the education of Westport taxpayers. In addition, the Assessor's office makes sure that the project is on time and on budget. Work will start in January of 2020 and won't be complete until the Board of Assessment Appeal hearings in March of 2021.

Implementation of the new Vision software that transitions from Oracle-based to Sequel Server (\$35,000). The new product will be easier to use, offer more reporting and integrates with the new Accela land use software.

STATEMENT OF FIVE-YEAR GOAL

Within the first year of the next five-year cycle, the Assessor's Office expects to have successfully installed the Vision 8 software and its full integration with Accela and the new GIS system. This will allow the Assessor's Office to share and access data critical to enhancing the real estate development process. Furthermore, it will allow the Assessor's Office to assist in real time changes to the Westport GIS mapping system. During this time, the office expects closer collaboration with the Tax Collector to culminate in the departments being physically located closer and a sharing of services. The progress of this will depend on factors such as Town Hall renovations, physical proximity of the two departments and other staffing and programming needs that may occur.

154 - ASSESSOR DEPARTMENT BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals	
1.00	Assessor	n/a			129,258	129,258	129,258	
1.00	Deputy Assessor	n/a			81,000	84,081	81,000	
1.00	Assessment Analyst/Inspector	n/a			77,000	81,375	77,000	
1.00	Assessor Technician	VI-7			71,657	69,910	71,657	
1.00	Accounting Assistant I	VI-6			68,245	63,844	68,245	
1.00	Part Time	n/a			36,382	35,490	36,382	
6.00	TOTAL SALARIES:						463,958	463,542

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018-19 EH&OT	2019-20 EH&OT Totals	
1.00	Staff Overtime	n/a			5,000	2,500	5,000	
1.00	TOTAL OVERTIME:						2,500	5,000

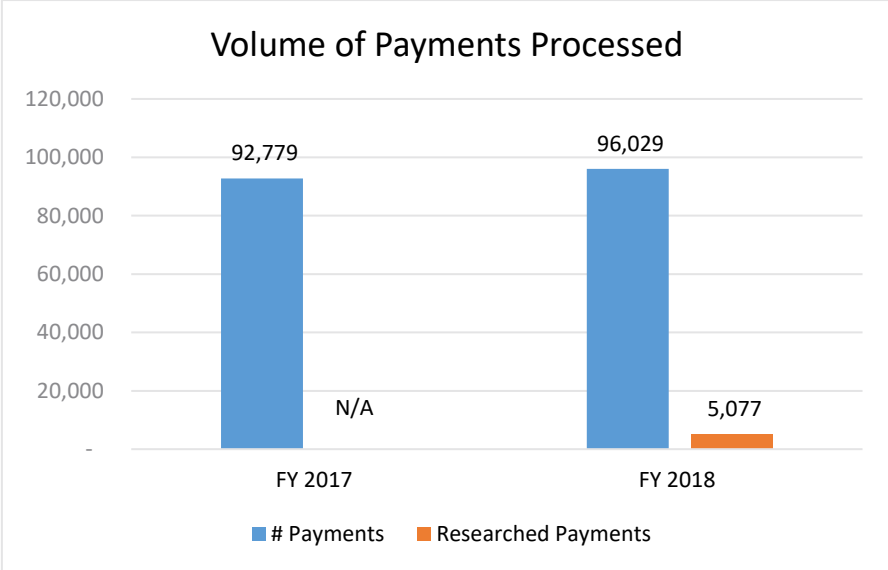
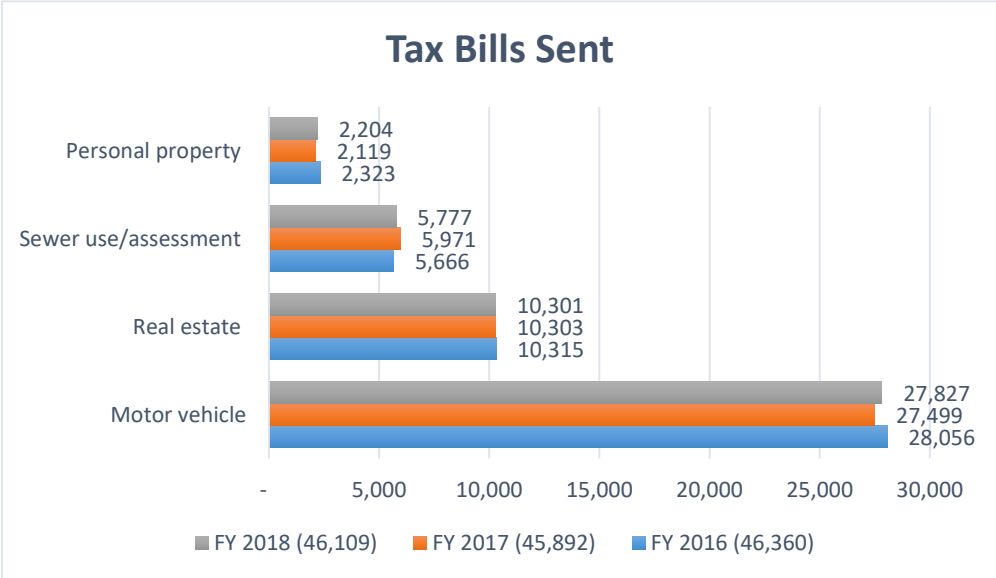
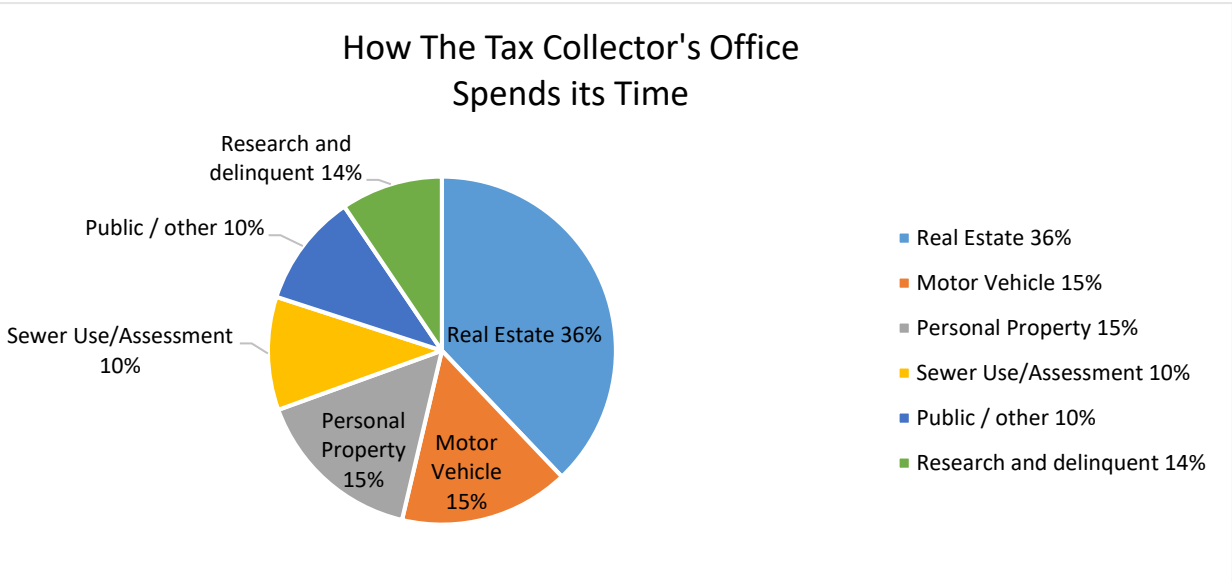
154 – ASSESSOR

<u>Account</u>	<u>Description</u>
<i>Extra help & overtime</i>	Assist with seasonal work and inspector transition period.
<i>Fees & Services</i>	Technical Support and Licensing Fee for QDS System (\$13,160) Personal Property Audits (\$8,000) Vision Maintenance Fees, Web Hosting & Field Cards (\$23,811) Legal Notices (\$50) Appraisal Licensing & Real Estate Fees (\$1,350) NADA Motor Vehicle Pricing Guides (\$470) Senior application audits (\$1,000)
<i>Telephone</i>	Telephone Service and iPad Data Usage
<i>Equipment Maint./Operation</i>	Leasing of copiers and maintenance of printers and office equipment
<i>Transportation Allowance</i>	Mileage for traveling on Town business
<i>Vehicle Maint./Operation</i>	Fuel and Repairs for Inspection Vehicles
<i>Postage</i>	Postage and mailing costs for Declarations, Elderly Mailings, Increase Notices, Inspection postcards and Income and Expense Forms
<i>Supplies</i>	Copy Paper, Mailing Envelopes, Toner, Typical Office Supplies
<i>Education & Expenses</i>	Continuing Education Seminars and Classes for Assessor and staff

FY 2020 Tax Collector's Office Management Report

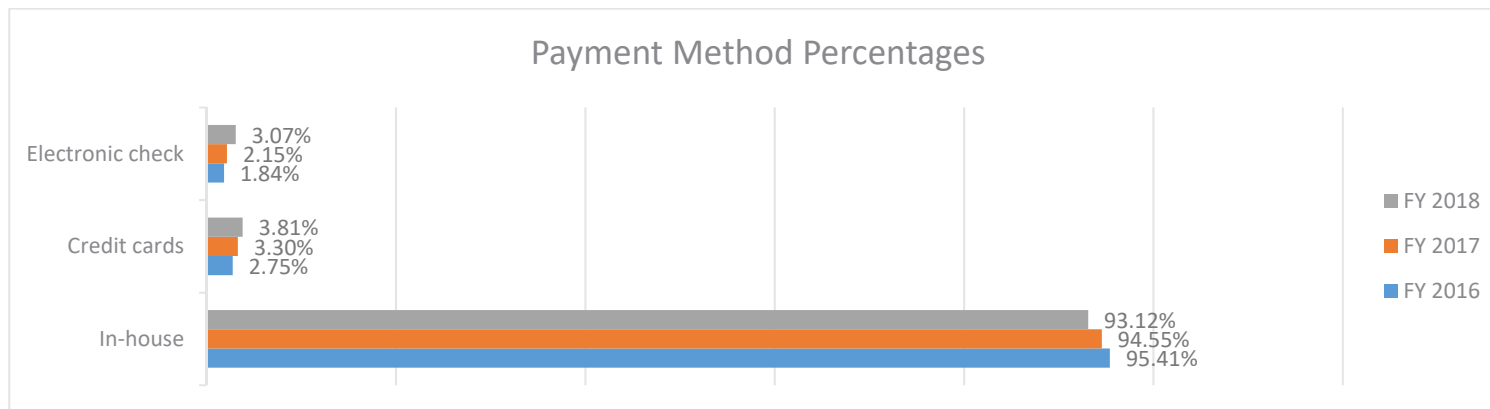
DEPARTMENTAL MISSION

The mission of the Tax Collector's Department is to collect all taxes and other debts owed to the Town of Westport, and to properly account for them in a timely manner. In addition, the Tax Collector's Department applies all state and local statutes equally, without favoritism or prejudice to its citizens. This high level of integrity instills confidence in the citizens we serve.

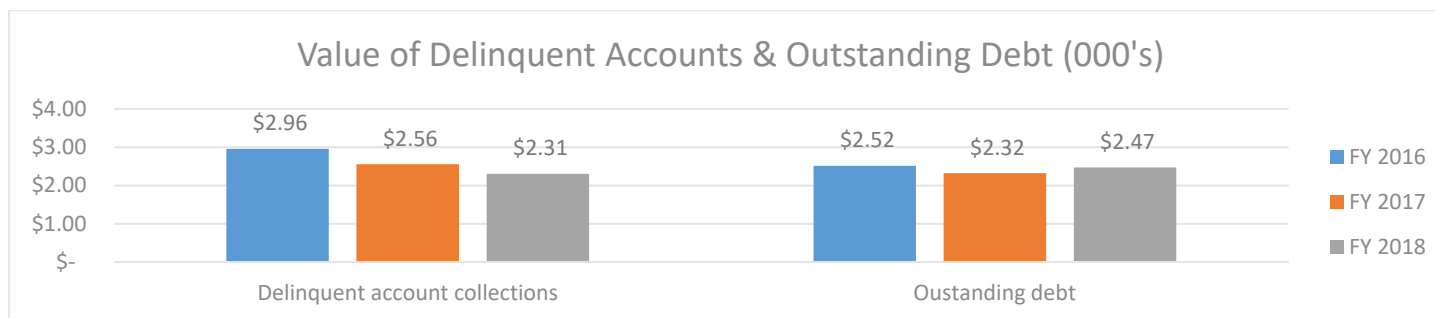


KEY PERFORMANCE INDICATORS

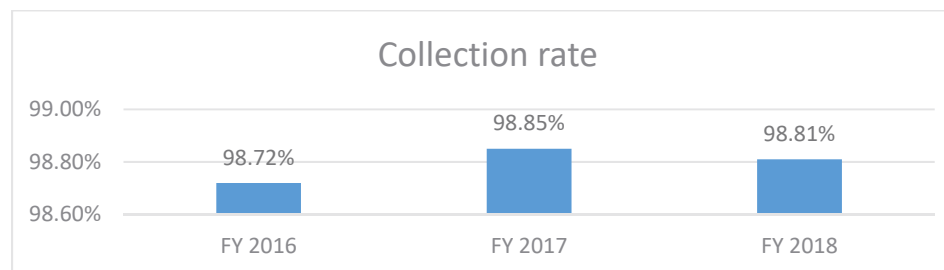
1. An increase in online payments and a corresponding decrease in mailed or in-person transactions



2. The amount collected from delinquent accounts and the amount of outstanding debt reduced

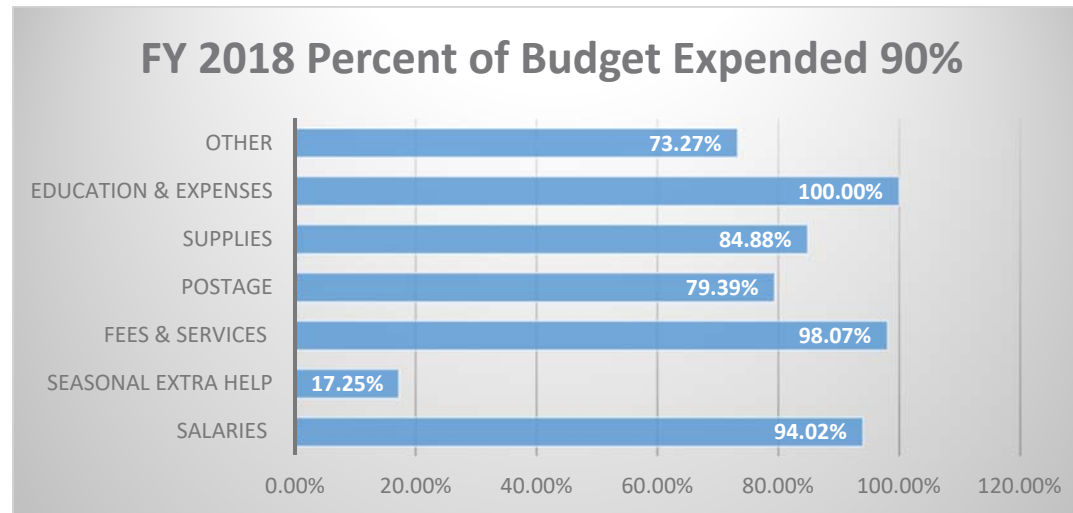


3. A collection rate above 98 percent, and in the top ten percent in the State collection rate



SCORECARD OF FY 2018

1. Stay within budget:



2. Generate target revenue:

Tax Collector Revenue		
	FY 2018	% of plan
Property Tax plan	\$ 185,142,131	
Actual property tax revenue	\$ 185,949,260	100%
Fines & penalties plan	\$ 1,250,000	
Actual fine & penalties	\$ 945,652	76%
Total revenue plan	\$ 186,392,131	
Total actual revenue	\$ 186,894,912	100%

3. Met prior year goals

- ✓ Educate taxpayers to the use of on-line tax information and payment options
- ✓ Explore revising the collection of taxes and sewer accounts from quarterly to semi-annually
- ✓ Investigate using a lock box to collect taxes year round
- ✓ Look at the installation of a kiosk station with access to the QDS system and the web.
- ✓ Continue to implement further cross training among the staff. This will include daily, weekly and monthly processes.
- ✓ Send two Tax Clerks to Certified CT Municipal Collector’s training. They have completed 3 of 4 courses towards CCMC.

4. Provide quality customer service

- ✓ Processed an additional 9,000 more payments in December due to the elimination of the SALT tax deduction

- ✓ Lowered fees on Point and Pay system from \$2.00 per e-check transaction to \$0.95.

5. Find efficiencies

- ✓ Implemented consistent messaging in written and online documentation to reflect that the preferred method of payment is made online.
- ✓ Over 1,500 more payments made online, saving tax payers a trip to Town Hall.
- ✓ Completed analysis and recommendations to propose semi-annual tax billing to the RTM in May, 2019.
- ✓ Began working with TD Bank for estimated lock box cost and process.

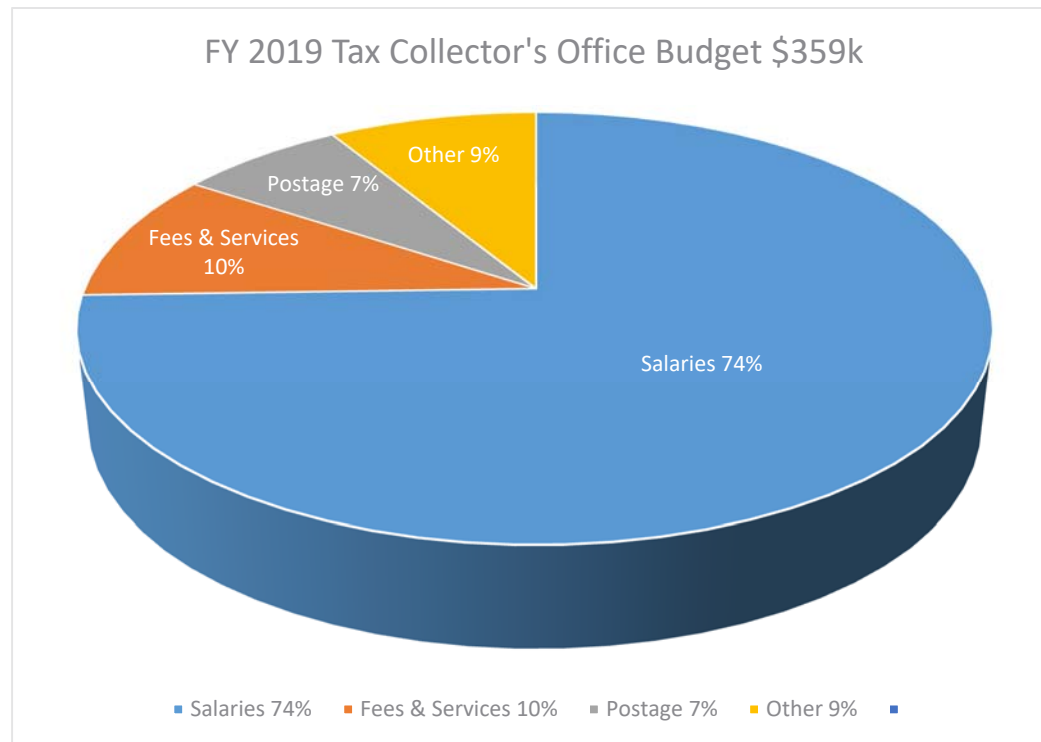
STATUS OF FY 2019 BUDGET



PS: \$282,629 including 5.0 staff and \$15,375 in overtime

OTPS: \$76,000

Total Budget: \$358,629



Budget Changes: None

Goals:

1. Assist in implementation of the Accela land use permitting software implementation so our office approval is required for permit issuance process
2. Continue to promote on-line payments by educating customers
3. Meet with Foreclosure Committee to review top 50 delinquent taxpayers. At these meetings it will be determined what action will be taken to collect the delinquent taxes with Foreclosure as the next step.
4. Get all tax staff certified as Certified Connecticut Municipal Collectors.
5. Explore using a lock box. Determine if there is a real cost savings, if so, issue an RFP, and implement. Lock Box would be used quarterly, July, October, January, and April. If collections were to be changed to semi-annual Lock Box would be used for July and January installments.

PLANS FOR FY 2020

Budget Changes: None

Goals:

1. If approved by the RTM, begin a public education campaign about semi-annual billing
2. Review delinquent accounts with Foreclosure Committee to determine if foreclosure is an option on delinquent taxpayers
3. If cost effective, begin use of lock box to receive payments to reduce mail and improve quality controls

Capital Projects: None

STATEMENT OF FIVE-YEAR GOAL

From a staff efficiency perspective, the Tax Collector's Office will cross train the entire staff by job sharing and getting all staff CCMC certified. We will train our part-time staff for succession planning. This will allow the Tax Collector's office continue excellent customer service. The office will also look to work with the Tax Assessor when possible to learn about shared service opportunities and explore a consolidation if the two departments can be physically adjacent. Regarding technology, we will also look to understand more functions in the QDS software that we do not use right now. The goal of increasing online payments is ongoing and our office will continue to educate and inform customers about the benefit. Relatedly, we will also investigate statement billing and sending tax bills electronically.

156 - TAX COLLECTOR BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salary Totals	2019-20 Salary Totals
1.00	Tax Collector	n/a			97,497	97,497	97,497
1.00	Deputy Tax Collector	n/a			0	0	0
1.00	Accounting Assistant I	VI-7			71,657	69,910	71,657
1.00	Service Assistant I	IV-7			59,763	58,306	59,763
1.00	Service Assistant I	IV-7			59,763	58,306	59,763
1.00	Service Assistant I	IV-5			54,207	50,367	54,207
	SUBTOTAL					334,386	342,887
	LESS: Allocation to Sewer Collection for sewer billing/collection					(69,910)	(71,657)
6.00	TOTAL SALARIES:					264,476	271,230

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018-19 EH&OT Totals	2019-20 EH&OT Totals
1.00	Extra Help (P.T.)	n/a	\$15.00	500	7,500	15,375	7,500
	TOTAL EXTRA HELP:					15,375	7,500

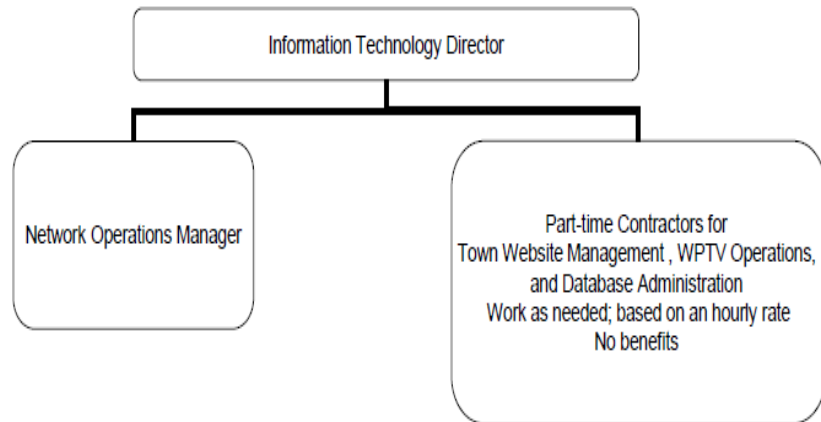
156 – TAX COLLECTOR

<u>Account</u>	<u>Description</u>
<i>Fees & Services</i>	Quality Data Services, Rate Book Printings, License Support (\$35,000)
<i>Equipment Maint/Operation</i>	Service Contracts and Repairs (\$1,500)

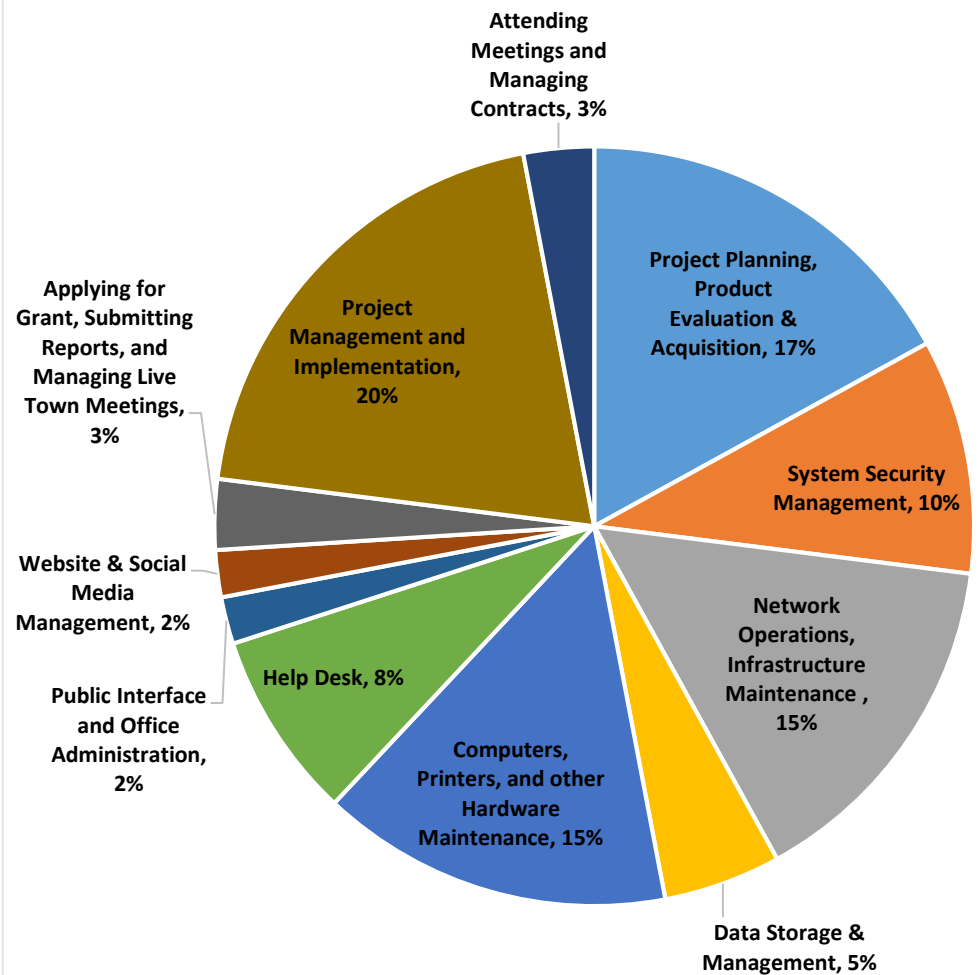
157 - FY 2020 Information Technology's Management Report

DEPARTMENTAL MISSION

The mission of the Office of Information Technology is to provide vision, leadership, and strategies to build a strong and secure system that continuously advances information technology and delivers quality services to Westport's employees, residents, businesses, and visitors.

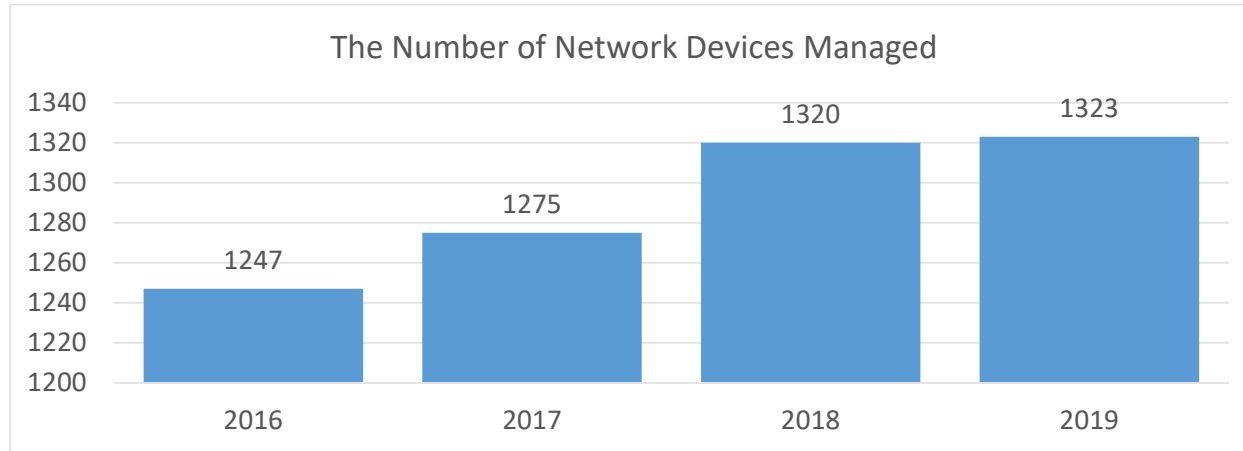


How The Information Technology Department Spends its Time

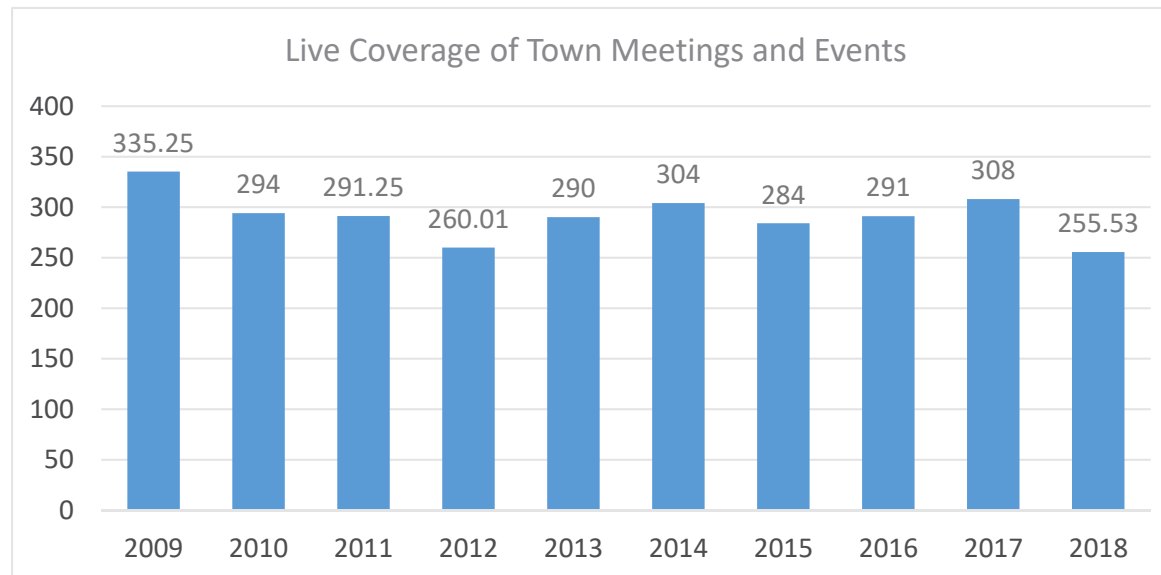


KEY PERFORMANCE INDICATORS

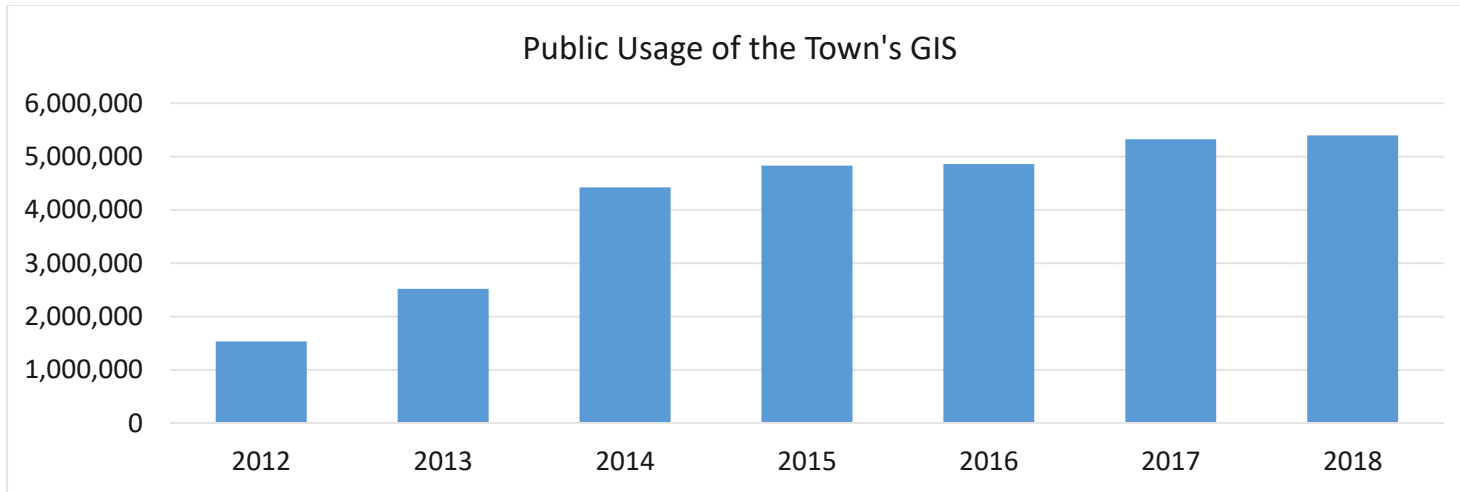
1. IT manages the town network infrastructure including the fiber network ring, data storage, physical servers, virtualized servers, network devices (Routers, Switches, Firewalls, Wi-Fi Access Points, and Berts), printers, desktop computers, notebooks, tablets, and VoIP phones.



2. Working with part-time contractors, we are maintaining and continually expanding the town’s government TV channels 79 (Cablevision) and channel 6020 (Frontier) in support of open government. **The town received a total \$9,070.00 grant from the Area Nine Cable Council in 2018.** The following chart shows the town’s live coverage of town meetings and other events on Cablevision Channel 79 and Frontier Channel 6020. We logged a total of 256 hours airtime in 2018.

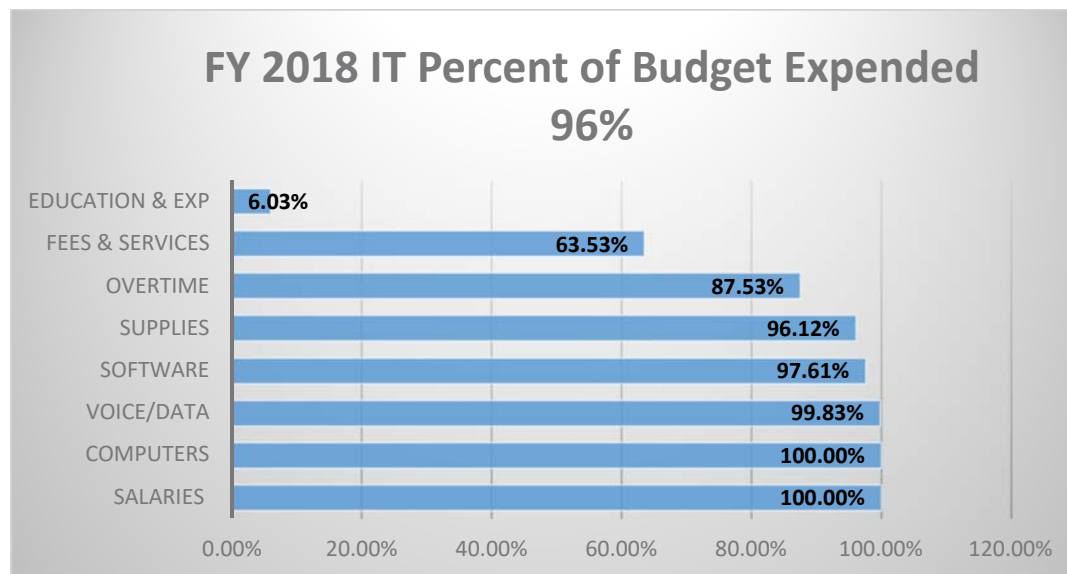


3. The Office of IT budgets the town's GIS annual cost. The DPW Engineering Department manages the town's Geographic Information System, (GIS). The following chart demonstrates the growing annual GIS portal usage.



SCORECARD OF FY 2018

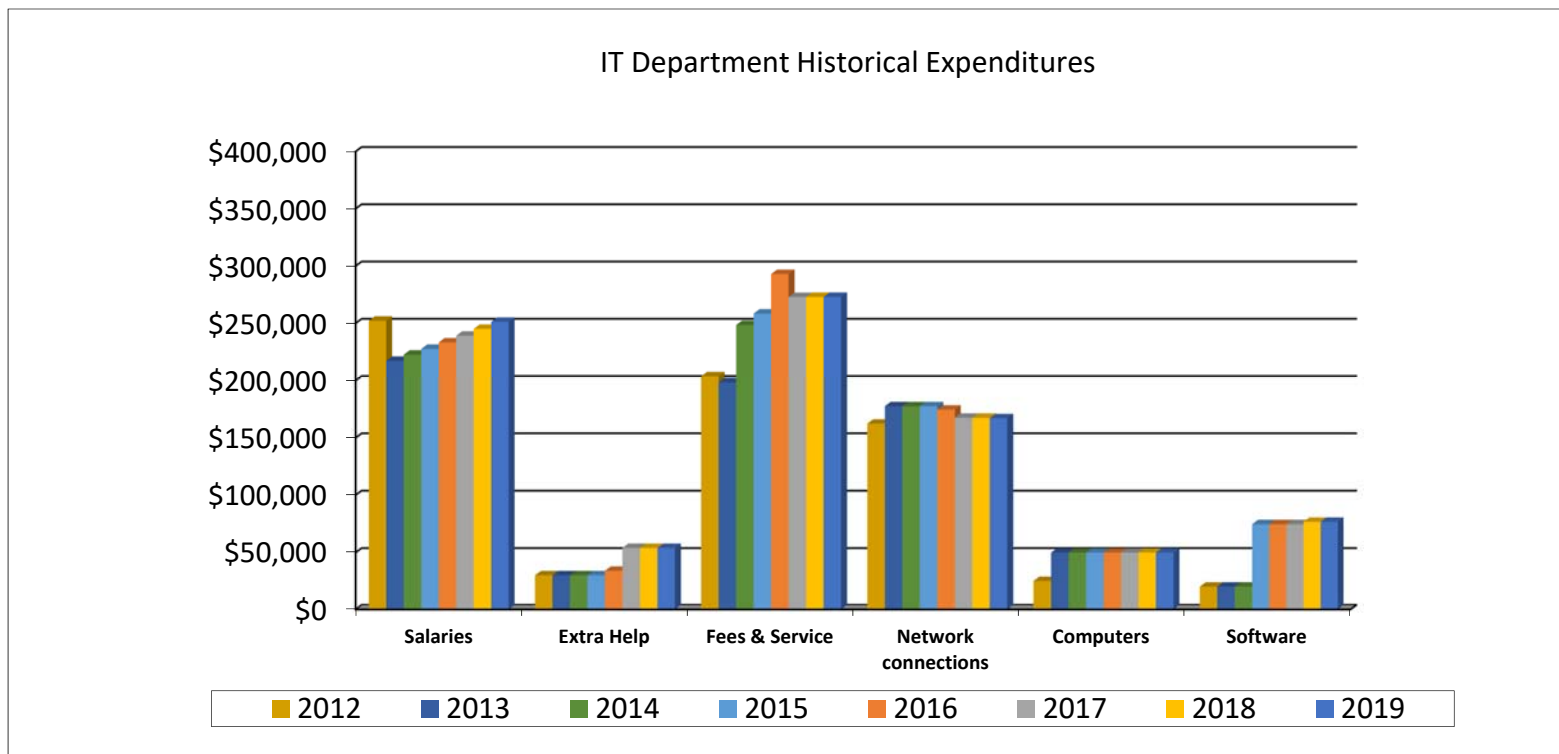
1. Stay within budget:



2. Met prior year goals:

- ✓ Upgrade all town computers to Microsoft Windows 10 operating system and Office 2016. We have finished 50% of the project. It will be completed at the end of the year 2019.
- ✓ Wi-Fi access expanded at Compo Beach and other town facilities.
- ✓ Upgrade the core network infrastructure with 10GB. 99% finished. The final cutover will be in February 2019
- ✓ Redesign the town’s website to improve the usability and accommodating the ever-growing mobile device needs. *Underway in 2019*
- ✓ Implement the town-wide e-permitting system. *Underway in 2019*
- ✓ Explore the possibility of transferring production data to Amazon, Datto, and Microsoft environments. *Underway in 2019*

3. Efficient operations with two full-time staff and minimal cost increases:



4. Other IT accomplishments:

- ✓ Expended the network infrastructure at the Center for Senior Activities new building.
- ✓ Completed 10 major software upgrades and implementations that are used by IT, Finance, Assessor, Town Clerk, and P&Z Departments.
- ✓ Replaced 25 of obsolete Wi-Fi Access Points (AP) and added 10 additional new APs to improve the Wi-Fi coverage throughout the town.

- ✓ Replaced 28 of 10-year old Cisco/HP switches with HP high capacity switches to improve the security and increase the throughput to 10GB speed between all town buildings.
- ✓ Upgraded 118 computers to Windows 10 and Office 2016 to improve the security and reliability.
- ✓ Conducted the town-wide IT Systems Assessment and Evaluation Audit and the Security and Vulnerability Assessment Audit.
- ✓ Implemented the EnCodePlus online digitization of Zoning & Subdivision Regulations.
- ✓ Negotiated contracts with Accela online permitting system and its implementation partner, Vision 33.
- ✓ Renegotiated website upgrade contract with new vendor Granicus and MUNIS finance system service agreement.

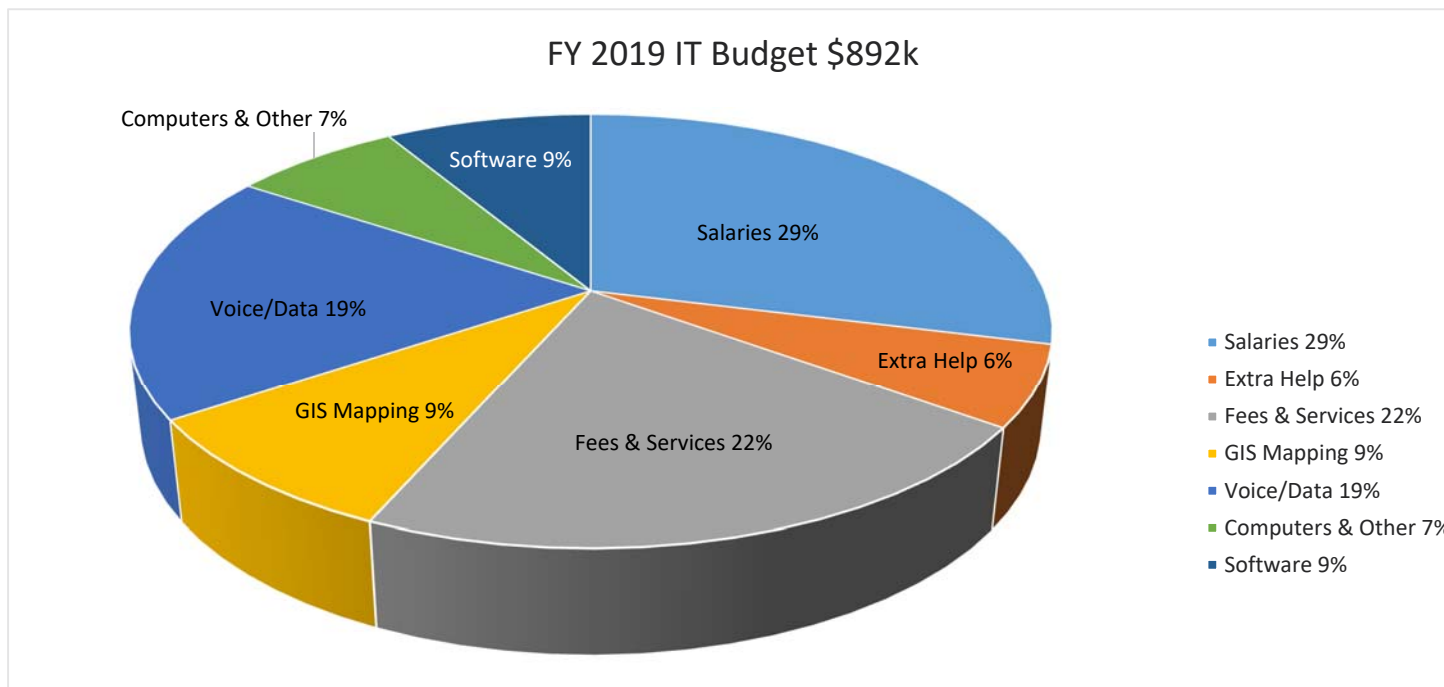
STATUS OF FY 2019



Salary Related: \$258,115 including 2 staff

Other Expenditures: \$634,205

Total Budget: \$892,320



Budget Changes: None

Goals:

1. Implement online credit card payment capabilities for land use departments.
2. Upgrade the core network infrastructure with 10GB.
3. Work with Town Attorney and Operations Director to establish a social media policy.
4. Redesign the town's website to improve the usability and accommodating the ever-growing mobile device needs.
5. Implement the town-wide e-permitting system.
6. Install the new network infrastructure at the Center for Senior Activities.
7. Conduct the town-wide IT Systems Assessment and Evaluation Audit and the Security and Vulnerability Assessment Audit.
8. Upgrade all town computers to Microsoft Windows 10 operating system and Office 2016
9. Expand the Wi-Fi access at Compo Beach and other town facilities.

PLANS FOR FY 2020

Budget Changes: None

Goals:

1. Work with the Board of Education on a shared IT helpdesk.
2. Implement the Accela online permitting software.
3. Work with the Police, Fire and Public Works Departments to expand the town fiber network.
4. Deploy the Intelligent Business Continuity appliance and monitoring service.
5. Upgrade the town-wide network servers and storage infrastructure
6. Partner with Altice and Verizon to understand their fiber projects in town
7. Expand credit card payment processing capabilities town-wide

Capital Projects identified in the five-year capital forecast: The capital budget reflects funding for the :

1. Investigating, identifying, and implementing a town-wide (Town, BOE, and Library) Digital Imaging and Archiving System. Estimated: \$700,000
2. Expanding the town's fiber network to meet public safety needs. Estimated total cost: 1,500,000 in three years

STATEMENT OF FIVE-YEAR GOAL

It is the goal of the IT Department to expand cloud platform services, offer residents more Wi-Fi capabilities and work efficiently and effectively. The IT Department will continue to evaluate all possibilities that the cloud platform can offer by following the Federal and State government's guidelines and policies for deploying cloud platform services. We will continue to collaborate with the private sector and state agencies to expand Wi-Fi access throughout the town. Finally, in an effort to continue efficient services, IT will work with other government agencies to share funds, network infrastructure, and purchasing power to provide the public with more effective services.

157 - INFORMATION TECHNOLOGY BUDGET 2019-2020

157 – INFORMATION TECHNOLOGY

<u>Account</u>	<u>Description</u>
Salaries	(see next page breakdown)
Fees and Services	(see next page breakdown)
Telephone	(see next page breakdown)
Supplies	Office Supplies
Education and Expenses	IT Related Professional Development and Employee Training Courses
Computers	Server, Storage, and Computer Replacements
Software	Town-wide Microsoft Windows Servers, SQL Servers and Office Licenses

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
1.00	IT Director	n/a	n/a	n/a	140,551	140,551	140,551
1.00	Network Operations Manager	n/a	n/a	n/a	117,565	117,565	117,565
2.00	TOTAL SALARIES:					258,116	258,116

EXTRA HELP (Part-time)

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018-19 EH&OT	2019-20 EH&OT Totals
1.00	Database Admin/Report Writer (P.T.)	n/a	\$55.00	650	35,750	20,075	35,750
1.00	Broadcast Coordinator (P.T.)	n/a	\$50.00	320	16,000	10,000	16,000
2.00	TOTAL EXTRA HELP & OVERTIME:					30,075	51,750

157 - INFORMATION TECHNOLOGY BUDGET 2019-2020

FEES AND SERVICES

Network and Operating Costs	2018-19	2019-20
Professional Assistance: consultants for development and implementation of new project	30,000	30,000
eGovernment Coordinator/Digital Content Specialist	24,000	54,600
Hardware Maintenance: Data storage, servers, computers, printers, and firewalls	30,000	30,000
Software License annual subscription: VMWare, anti-virus, and backup software	32,000	32,000
Public meeting broadcasting equipment upgrade and service	10,000	10,000
Equipment upgrade and maintenance: routers, switches, memories, hard drive, UPS batteries	15,000	18,000
Town website hosting/maintenance/upgrading, Video stream hosting service, domain name, and public email service fees. Hosted social media archiving and website quality control software service fees.	41,000	41,000
Cyber Security Monitoring and Data Protection Service		42,000
Microsoft Gov cloud email hosting service	35,000	35,000
TOTAL NETWORK AND OPERATING:	217,000	292,600
Town-wide GIS Mapping and Online permit hosting service		
GIS Hosting and Development of Digital Mapping	40,000	30,000
Accela Online Permit Hosting Service	40,000	103,000
TOTAL GIS MAPPING AND ONLINE PERMITS:	80,000	133,000
TOTAL FEES AND SERVICES	297,000	425,600

COMMUNICATIONS

	2018-19	2019-20
Cisco VoIP Phone System Equipment Maintenance and Support	60,000	63,000
HP Equipment Upgrade	40,000	40,000
Fiber Network Maintenance	30,000	30,000
State CEN Fiber Internet Service Fees	13,200	13,200
Town Hall Verizon PRIs and DIDs	12,000	12,000
Analog Lines for Security Alarms and Backup Lines for VoIP phone system	8,200	9,396
Optimum Internet Connection for public Wi-Fi service	1,810	1,810
20 field inspection iPads annual communication fees		10,800
Cell Phone Service	1,920	1,920
TOTAL COMMUNICATIONS	167,130	182,126

158 - BOARD OF ASSESSMENTS APPEALS BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
3.00	Board Member (as required by statute)				200	600	600
3.00	TOTAL SALARIES:				200	600	600

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018-19 EH&OT	2019-20 EH&OT Totals
	Secretarial Services (for preparing correspondence copies of Assessor's documents and administrative functions at Board Meetings)				450	450	450
	TOTAL EXTRA HELP & OVERTIME:				450	450	450

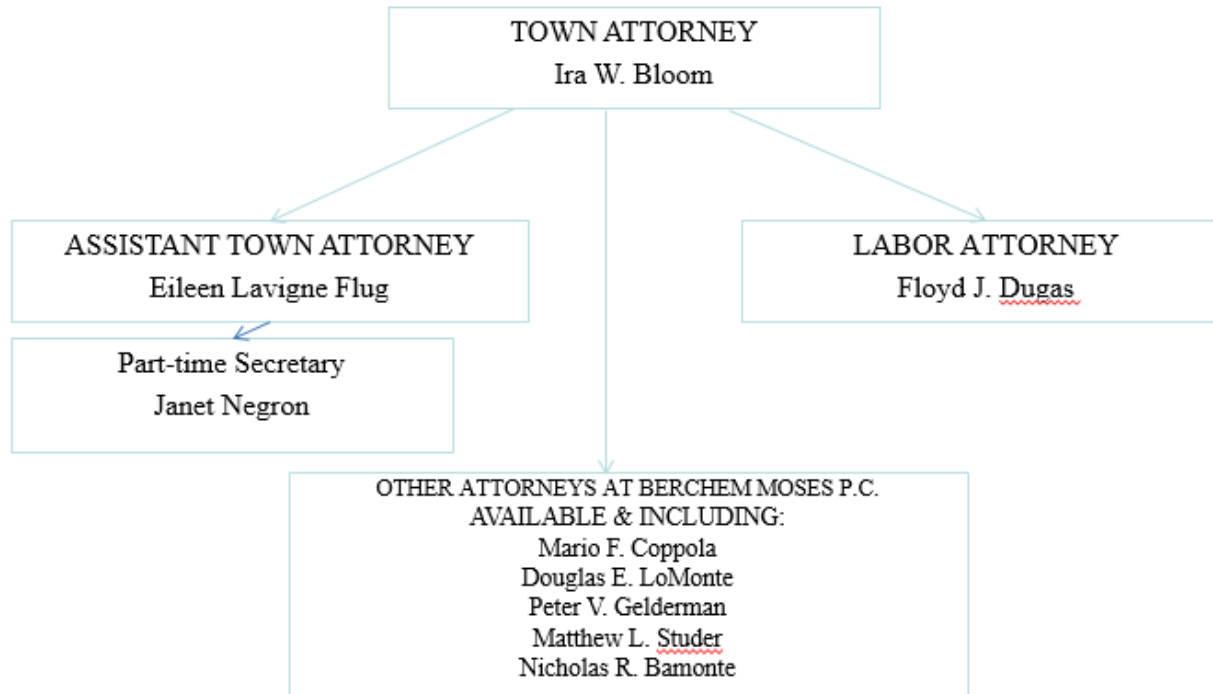
158 – BOARD OF ASSESSMENT APPEALS

<u>Account</u>	<u>Description</u>
<i>Advertising and Printing</i>	Publishing Statutory Notices of Meetings, Printing Petitions and Instructions (\$125)
<i>Postage</i>	Mailing Correspondence and Notices of Decisions (\$300)
<i>Supplies</i>	Copying of Appeal Documents, Assessor Records, and Supporting Data (\$300)
<i>Education & Expenses</i>	Tuition (for 1 member) for UConn Tax Assessors/Appraisers School (\$350)

FY 2020 Town Attorney Management Report

DEPARTMENTAL MISSION

The Town Attorney's Office handles all the legal matters of the Town (excluding those matters which are covered by the Town's insurance providers and excluding the Board of Education). We serve the First Selectman, boards and commissions and individual departments.

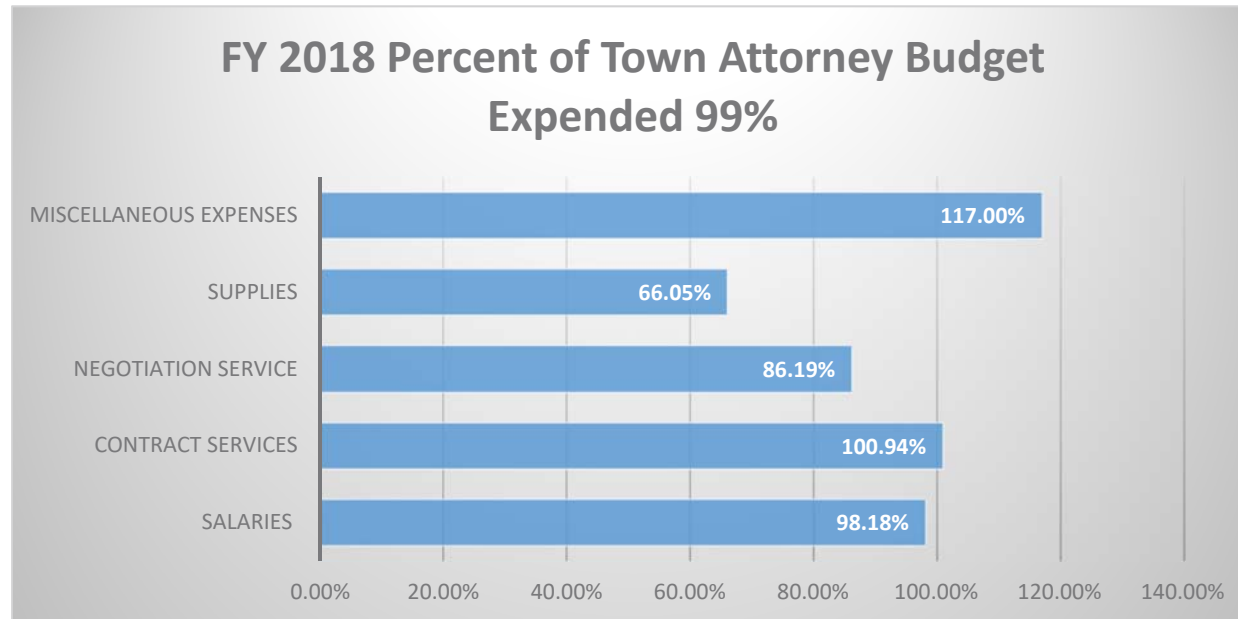


KEY PERFORMANCE INDICATORS

1. We strive to reduce the legal exposure of the Town in all possible ways through careful training and advice to staff, boards and commissions.
2. In fact, the Town has had relatively few monetary judgments assessed against it and few Freedom of Information claims over the years.
3. The number of land use appeals which we currently have remains low.
4. Our labor negotiations continue to be an increasingly important aspect of our total services.

SCORECARD OF FY 2018

1. Stay within budget:



2. Generate target revenue:

- ✓ The Town Attorney's office has no direct sources of revenue, but our services have a very direct impact on tax assessments and tax collections. By favorably negotiating settlements or achieving court judgments in our tax assessment appeals, we enhance the collection of tax revenues significantly. Similarly, the Foreclosure Review Committee has successfully raised and maintained the tax collection rate to a high level.

3. Meet annual service goals

- ✓ Successfully resolved land use cases through final judgment or settlements.
- ✓ Successfully resolved a significant number of our tax assessment appeals in a favorable manner. Some commercial cases remain pending.
- ✓ Successfully completed a number of labor matters including recent police arbitration.

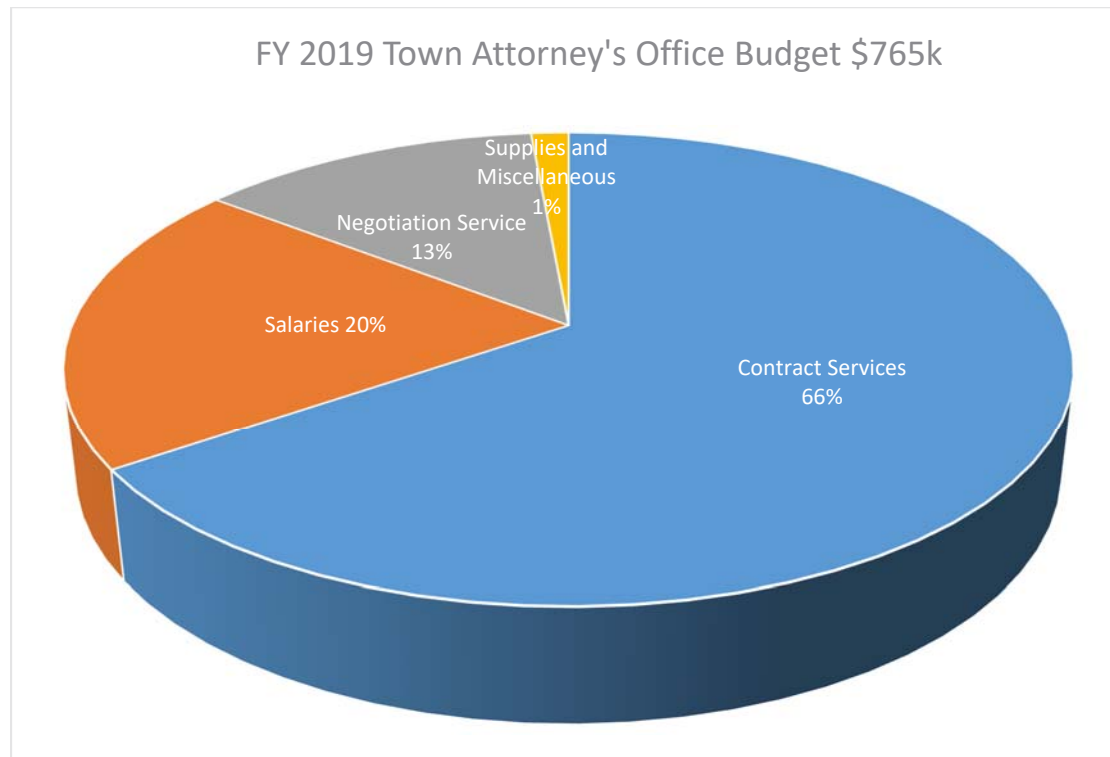
STATUS OF FY 2019 BUDGET



PS: \$154,322 including 1.5 staff

OTPS: \$611,000

Total Budget: \$765,322



Budget Changes: None to date

PLANS FOR FY 2020

Budget Changes: The Negotiation Services line in 2019-2020 budget is being lowered from \$90,000 to \$75,000 to reflect the completion of all labor union negotiations.

Capital Projects: None

Goals:

1. Reduce the amount of pending litigation through careful advance advice and training of staff, boards and commissions.
2. Work closely with First Selectman, Board of Finance and RTM in labor matters and negotiations.
3. Maintain high level of service to First Selectman, boards and commissions, and departments.

STATEMENT OF FIVE-YEAR GOAL

The goals of our department continue to be the same over the next five-year period. We seek to reduce litigation, reduce exposure of the Town to costly judgments, to successfully negotiate fair and favorable contacts, and to provide quality legal advice at all times.

170 - TOWN ATTORNEY BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-2020	2018-19	2019-2020
					Salary Rate	Salaries	Salary Totals
1.00	Town Attorney (Retainer)				44,514	44,514	44,514
1.00	Assistant Town Attorney				87,400	87,400	87,400
1.00	Secretary P/T		\$23.16	947	22,408	22,408	22,408
3.00	TOTAL SALARIES:					154,322	154,322

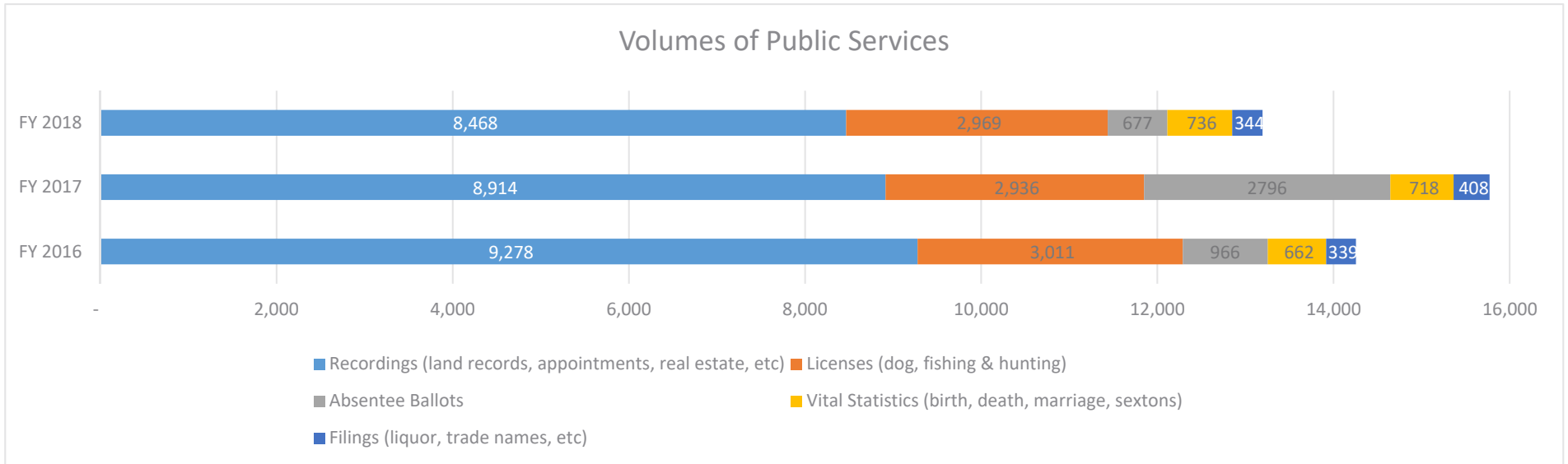
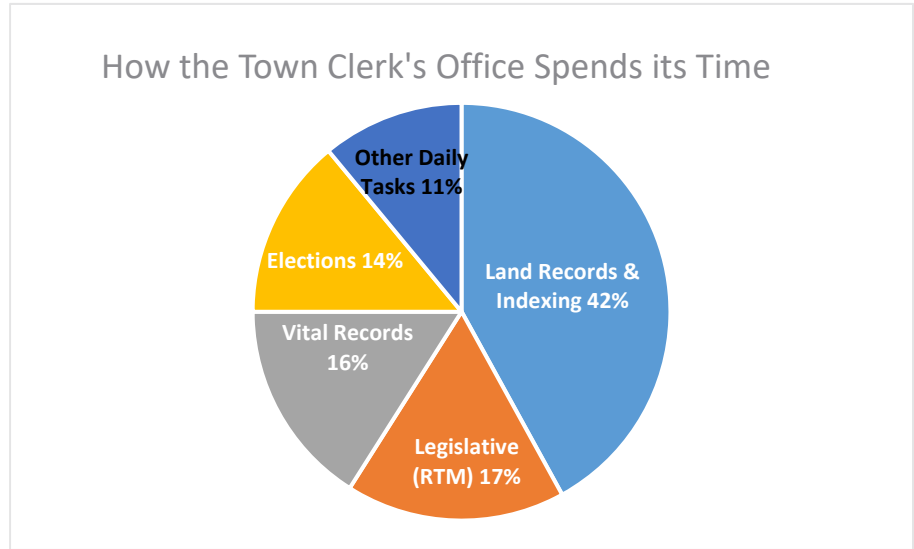
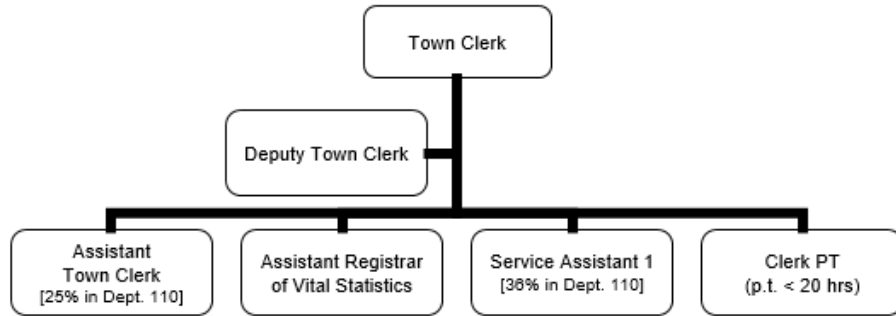
170 – TOWN ATTORNEY

<u>Account</u>	<u>Description</u>
<i>Contract Services</i>	Litigation (\$510,000)
<i>Negotiation Services</i>	Labor (Negotiation Services) – includes 5 bargaining units (negotiations/grievances) Services
<i>Supplies</i>	Office Supplies, Stationery, Copying, Printing
<i>Education & Expenses</i>	Dues, Library/Periodicals, Seminars/Conferences
<i>Miscellaneous Expenses</i>	Disbursements for: Sheriff Fees, Witness Fees, Trial Transcripts, Attorney Tax

FY 2020 Town Clerk Management Report

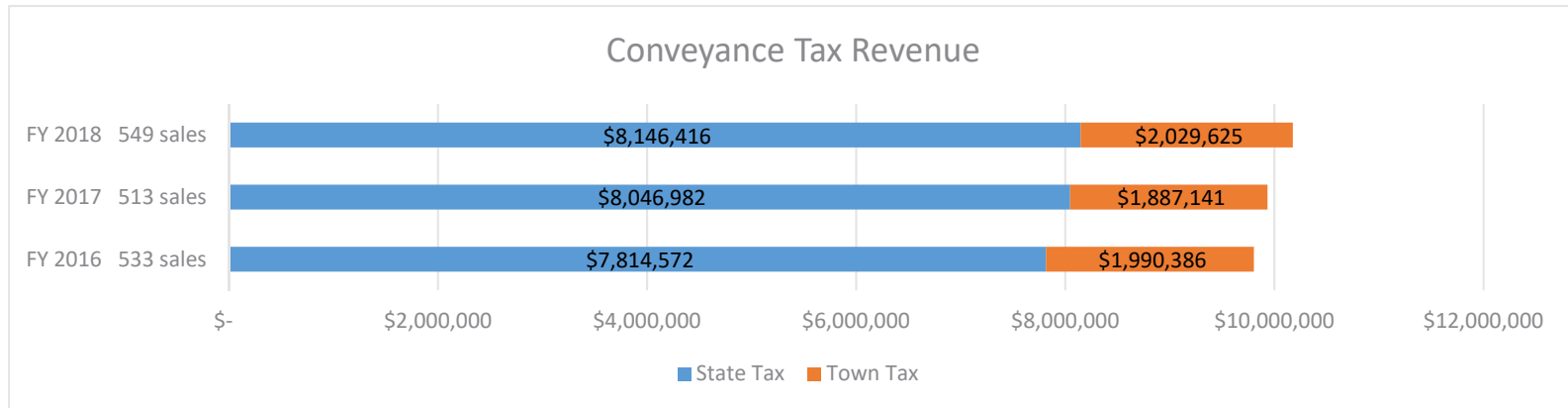
DEPARTMENTAL MISSION

The mission of the Westport Town Clerk's Office is to provide a wide range of licensing and recording services to the public in a courteous, efficient and cost effective manner, while preserving and protecting town records. The Town Clerk's Office is one of neutrality and impartiality, rendering equal service to all in a professional manner while carefully following applicable state and local laws.

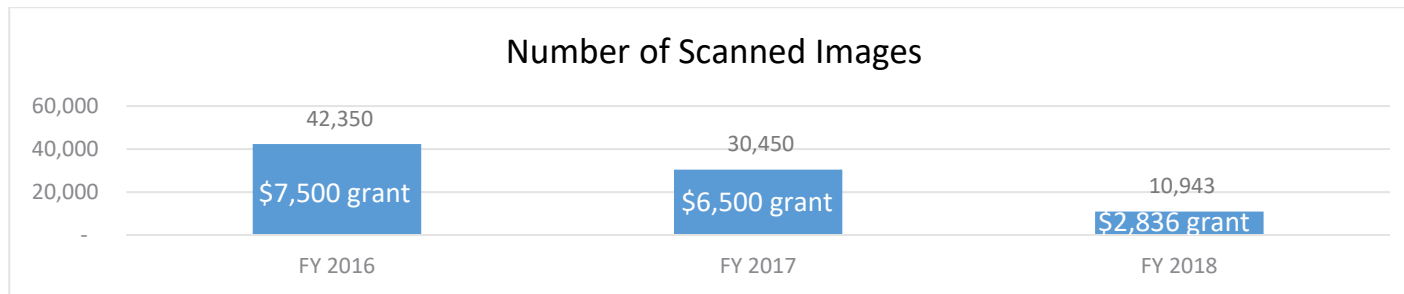


KEY PERFORMANCE INDICATORS

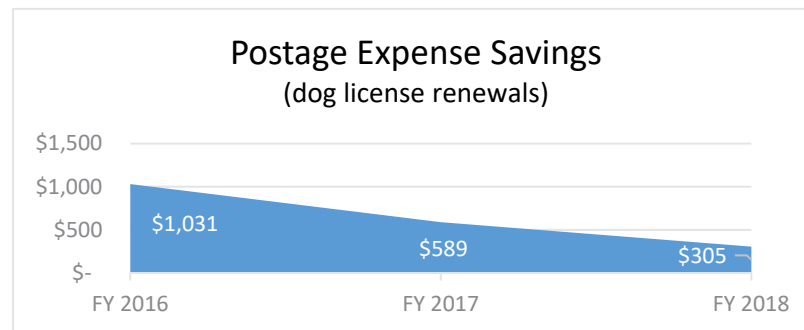
1. Conveyance tax revenue collections for the State and the town are a reflection of real estate transaction activity that the Town Clerk must process.



2. The number of public documents electronically viewable by continuing to back-scan land records and vital records. The number of images is based on the amount of grant funding received.

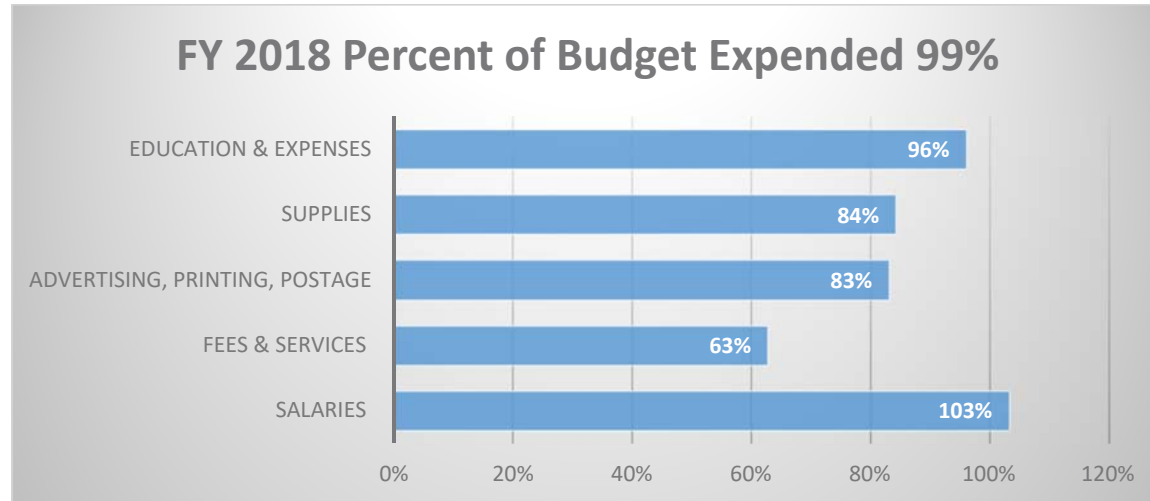


3. Reduced dog license renewal notice expense by eliminating mailed postcards and replacing with emailed reminders.



SCORECARD OF FY 2018

1. Stay within budget:



2. Generate target revenue:

Town Clerk Revenue		
	Column1	Column2
	FY 2018	% of plan
License, fees & permits plan	\$ 1,825,325	
Actual license, fees & permits	\$ 2,055,335	113%
Charges for services plan	\$ 283,400	
Actual charges for services	\$ 238,332	84%
Other plan	\$ 46,000	
Actual other revenue	\$ 45,397	99%
Total revenue plan	\$ 2,154,725	
Total actual revenue	\$ 2,339,064	109%

3. Met prior year goals

- ✓ Present state legislators with cost of living increase recommendation for filing fees
- ✓ Increase copy revenue by continuing the back-scanning project of land records
- ✓ Explore the idea of “piggy-backing” on the Railroad Parking Permit software to develop an online dog licensing renewal program with Complus.

- 4. Provide quality customer service
 - ✓ Participate with the Department of Public Health to develop an online statewide death registry. *This was postponed at the State level.*
 - ✓ Link town land records to the town GIS system- centralizing online property information.

- 5. Find efficiencies
 - ✓ Accept town conveyance tax electronically when DRS authorizes state conveyance tax electronically. *Delayed until Summer 2019*

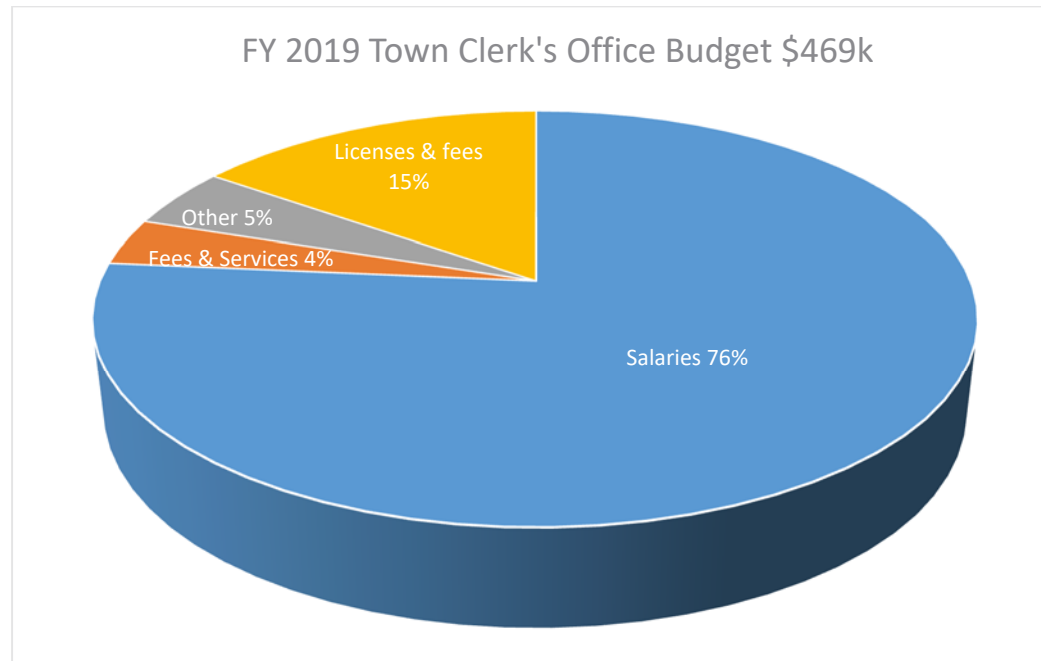
STATUS OF FY 2019



PS: \$358,422 for 5 staff

OTPS: \$110,555

Total Budget: \$468,977



Budget Changes: A salary line reduction of approximately \$15k due to staffing reorganization

Goals:

1. Raise filing fees through legislative action at the State level.
2. Continue the back-scanning project of land records to reach 40 years of e-records.
3. Train new staff in new positions.

PLANS FOR FY 2020

Budget Changes: None

Goals:

1. Assist the Department of Public Health to develop an online, statewide death registry system. *Postponed at the State level from FY 2018*
2. Accept conveyance tax payments electronically when the approved Department of Revenue Services program is launched. *Delayed from FY 2018*
3. Successfully convert current Resolution 3 indexing software to Record Hub/Record Room upgrade
4. Automate dog licensing with the Accela software
5. Continue the back-scanning project of land records expanding to other collections

Capital Projects: None

STATEMENT OF FIVE-YEAR GOAL

Over the next five years, the Town Clerk's office expects to begin accepting credit cards for all transactions and continue more digitization records and automating processes. As a long term cost savings measure, the Town Clerk will research electronic means for transcribing verbatim meeting minutes, as well as the availability of maintaining audio tapes of meetings as permanent records versus written paper minutes. Our department will also look to renovate its vault area to increase storage and provide suitable flooring. Improved service to the public will be provided with online computer access to our visitors. This project is contingent upon the renovation of Town Hall.

180 - TOWN CLERK BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20	2018-19	2019-20	
					Salary Rate	Salaries	Salary Totals	
1.00	Town Clerk				110,796	110,796	110,796	
1.00	Deputy Town Clerk				81,977	81,977	81,977	
0.75	Asst Town Clerk (25% in 110)	VI-4			61,900	52,433	46,425	
1.00	Asst Reg of Vital Stats	V-7			65,440	63,844	65,440	
0.64	Service Assistant I (36% in 110)	IV-3			49,167	37,316	31,467	
1.00	Clerk P/T		\$24.69	468	11,555	11,555	11,555	
5.39	TOTAL SALARIES:						357,921	347,660

180 – TOWN CLERK

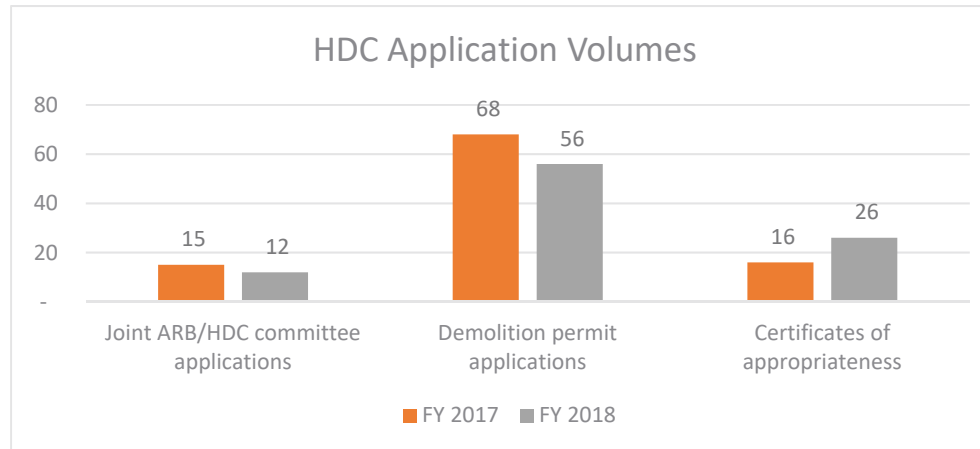
<u>Account</u>	<u>Description</u>	
<i>Fees & Services</i>	Cott Indexing Software & Support	17,805
	Historic Documents Preservation (offset by revenue) Per PA00-146, P17-2 Sec 7-34a(d)	11,000
	Historic Preservation Grants (offset by revenue)	<u>7,500</u>
		36,305
<i>Licenses & Fees</i>	State Fees: LPAHHP (offset by revenue) Per PA05-228 Sec 7-34a(e)	5,500
	Town Clerk Fee-MERS- offset by revenue	<u>4,000</u>
		9,500

FY 2020 Historic District Commission's Office Management Report

DEPARTMENTAL MISSION

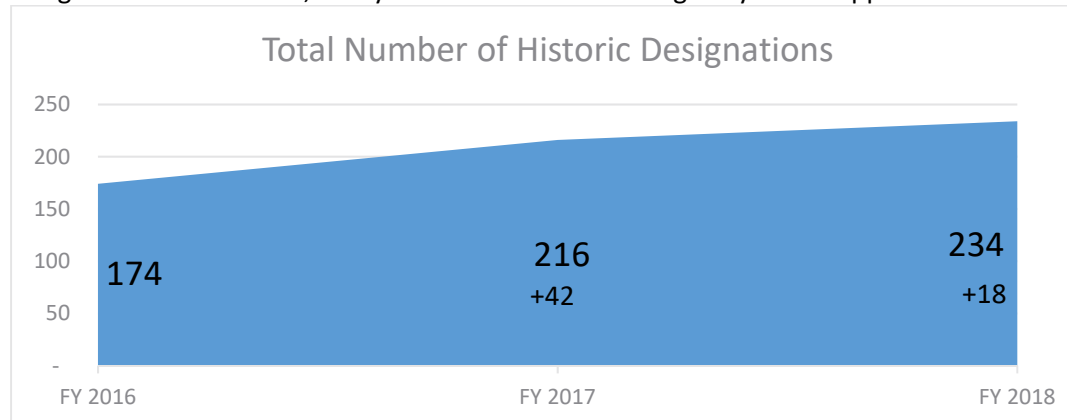
As a Certified Local Government (CLG) The town of Westport is partnered with the State Historic Preservation Office and the National Park Services in a commitment to the preservation and protection of our nation's historic resources. To maintain its status as a CLG, the town has agreed to integrate the HDC into the services and structure of town government and to provide full time staff assistance dedicated to that purpose.

Due to staff transition, the HDC will hold on inputting complete metrics into this management report until FY 2020.

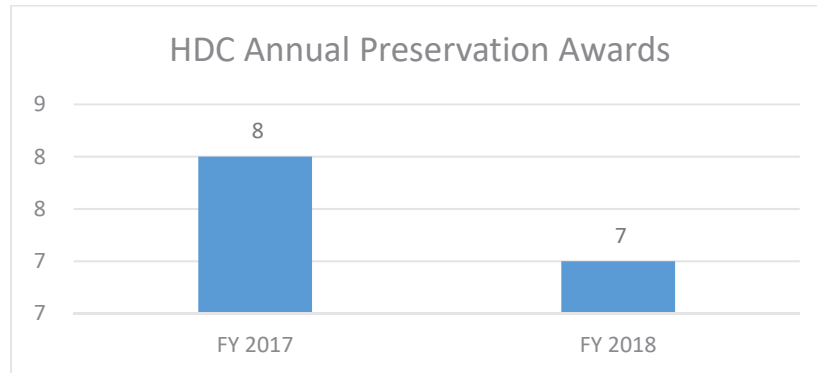


KEY PERFORMANCE INDICATORS

1. A growing number of historic designations. In FY 2018, 15 Hyatt Lane and 39 Cross Highway were supported and administered.

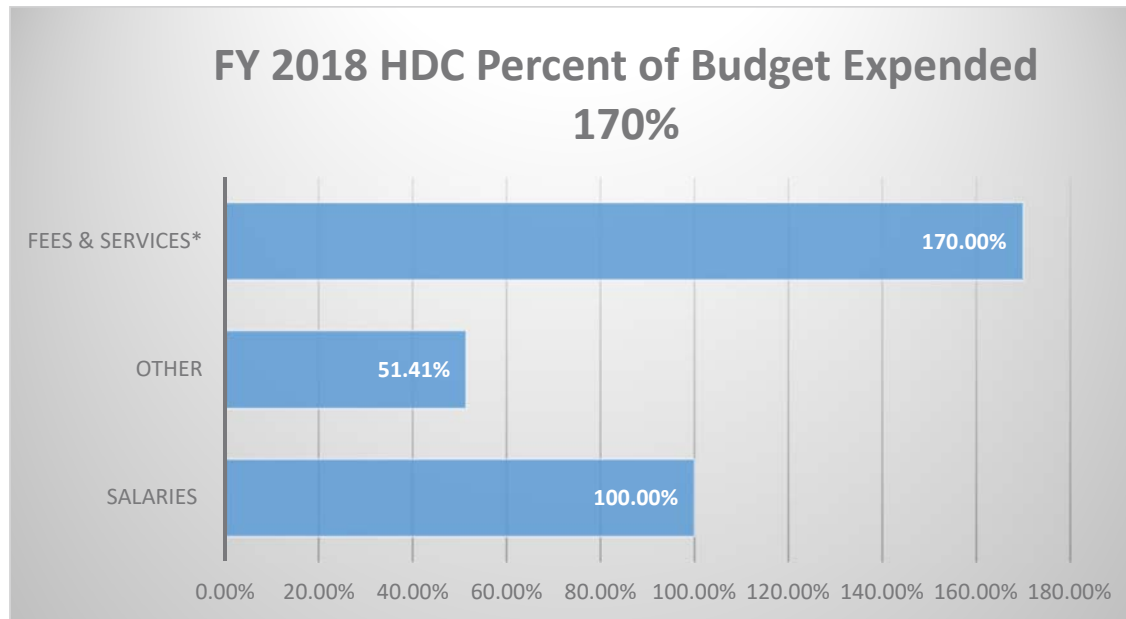


2. Number of Annual Preservation Awards:



SCORECARD OF FY 2018

1. Stay within budget:



* Fees & Services reflect two payments to PAL for the Bridge St National Register nomination. Funding was carried over from FY 2017.

2. Generate target revenue:

Historic District Revenue		
	FY 2018	% of plan
Intergovernmental revenue plan	\$ 15,000	
Intergovernmental revenue actual	\$ 15,000	100%
Other revenue plan	\$ -	
Other revenue actual	\$ 230	0%
Total revenue plan	\$ 15,000	
Total actual revenue	\$ 15,230	102%

3. Met prior year goals:

- ✓ Seek CLG enhancement grant funding in the amount of \$15,000 for consulting fees.

4. Provide quality customer service:

- ✓ Provided collaboration on two proposed designations (Cable’s Landing & Lincoln St). Efforts are ongoing.
- ✓ One conditions assessment completed to avoid demolition (26 Morningside Drive).
- ✓ National Park Service historic district listing of Bridge Street

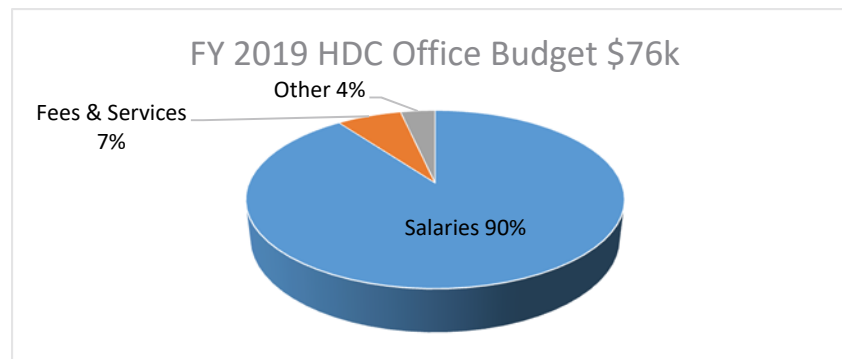
STATUS OF FY 2019



PS: \$68,171 for 1 staff

OTPS: \$7,674

Total Budget: \$75,845



Budget Changes: None

Goals:

1. Prepare a Policy and Procedures Manual for HDC and public reference.
2. Review and revise HDC By-Laws.
3. Review and revise handout documents.
4. Review possible revisions to the demolition delay ordinance.
5. Establish a process for National Register requests from general public
6. Raise awareness of preservation management issues and promote an understanding of alternatives to demolition of historic homes.

PLANS FOR FY 2020

Budget Changes: None.

Goals:

1. Work collaboratively with P&Z Commission to expand Special Permit for Residential Structures to include historic commercial properties.
2. Establish a study committee for future amendments to the regulation including incentives for non-residential properties.

Capital Projects: None.

STATEMENT OF FIVE-YEAR GOAL

Within the next five years, the Town of Westport will need to have another, full Historic Resources Inventory completed which, hopefully, will be funded by a successful grant application to SHPO. Alongside that, HDC Will undertake a re-evaluation of potential Local Historic Districts. The Town will need to be assessed by the State Archaeologist for archaeologically sensitive areas so as to watch for any construction work that may destroy or disrupt archaeological resources and actively try to preserve through designation or by archaeological intervention. Finally, HDC will address ideas of streetscape standards for historic districts – for instance, the Westport Center District.

181 - HISTORIC DISTRICT BUDGET 2019-20

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salary Totals	2019-20 Salary Totals
1.00	HDC Administrator/CLG Coordinator		n/a	n/a	66,000	63,221	66,000
1.00	TOTAL SALARIES:					63,221	66,000

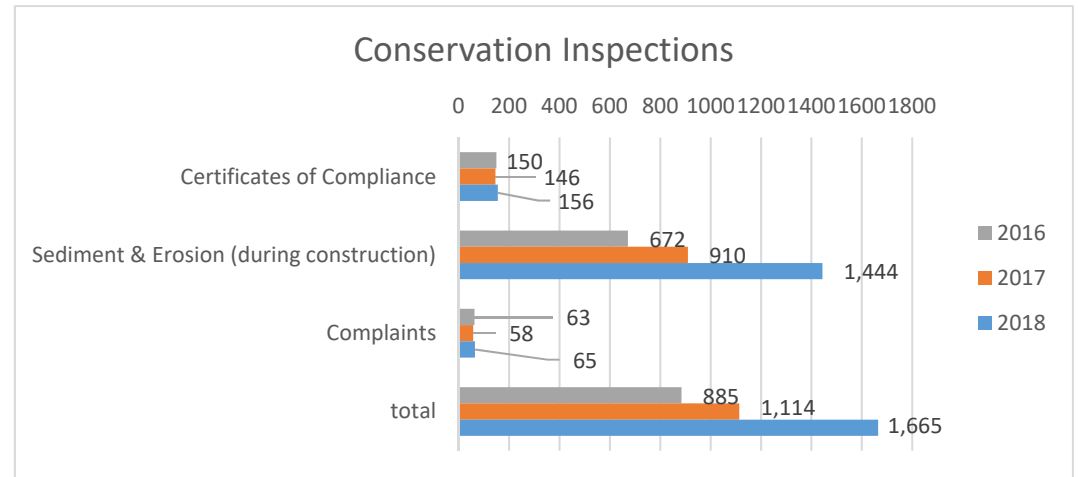
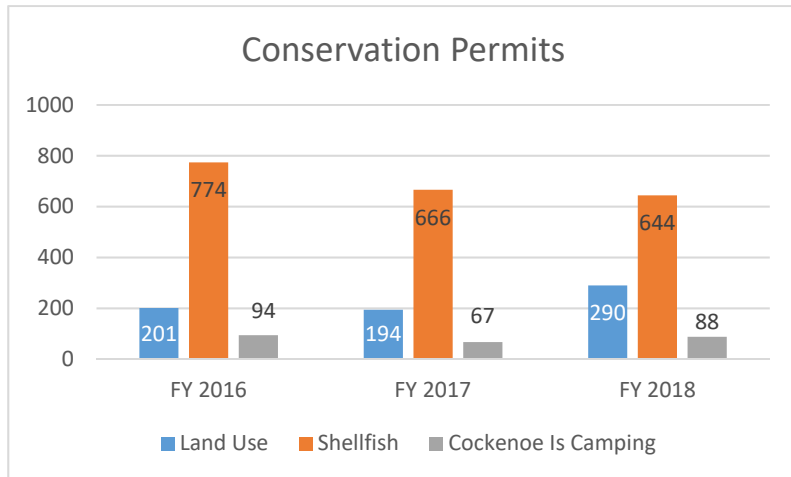
181 – HISTORIC DISTRICT

<u>Account</u>	<u>Description</u>
<i>Fees & Services</i>	CLG Grant Application (\$10,000)
<i>Advertising & Printing</i>	Legal Notices (\$500)
<i>Postage</i>	Mailings (\$225)
<i>Supplies</i>	Office Supplies (\$1,500)
<i>Education & Expenses</i>	Membershiop & Publications (\$400)

FY 2020 Conservation Department Management Report

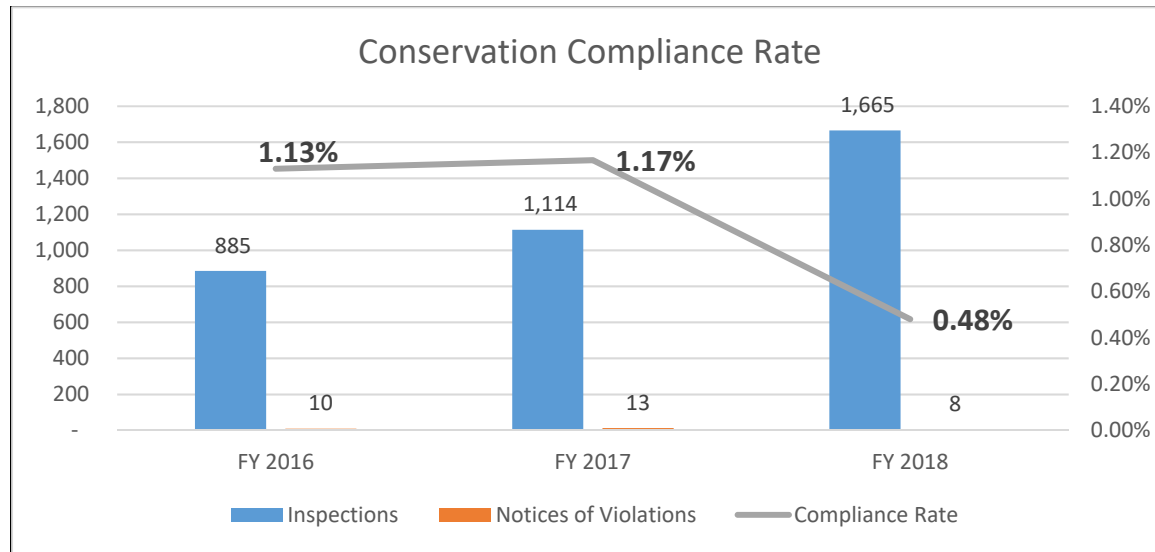
DEPARTMENTAL MISSION

The Conservation Department serves as the environmental division of Westport town government. Its goal is to protect, preserve and improve the town's natural resources particularly its water resources. The Department administers and enforces the Inland Wetland and Watercourse Regulations and the Waterway Protection Line Ordinance (WPLO) of the Town Code. It also works with the Shellfish Commission to administer the town's recreational shell fishing program and manages Cockenoe Island.

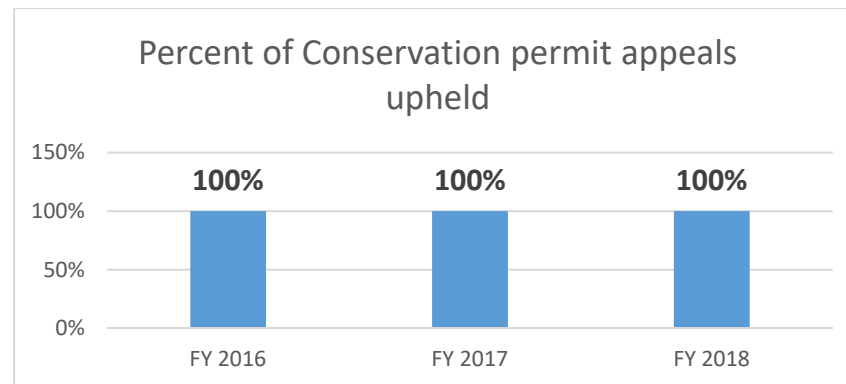


KEY PERFORMANCE INDICATORS

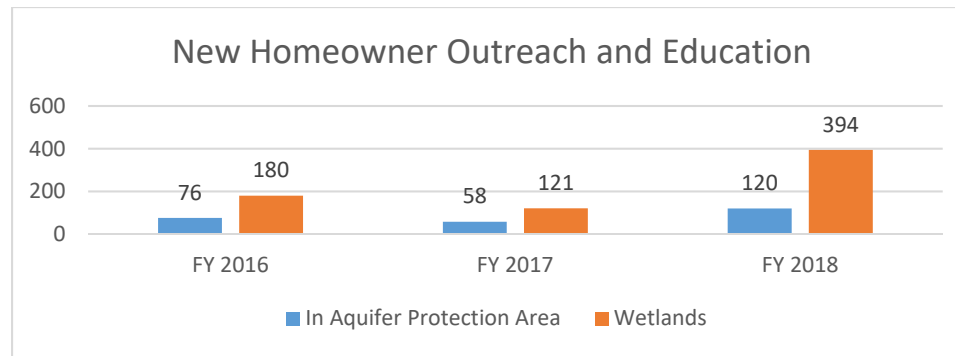
1. Average number of days to issue a staff-level Conservation land use permit: **FY 2018: 5-7 business days (data to be tracked quarterly going forward)**
2. A low percentage of violations issued per inspection indicates that most land use permit applicants are operating in compliance, or instructed to remedy, as opposed to given a notice of violation



3. Conservation decisions are precise and are upheld in court 100 percent of the time

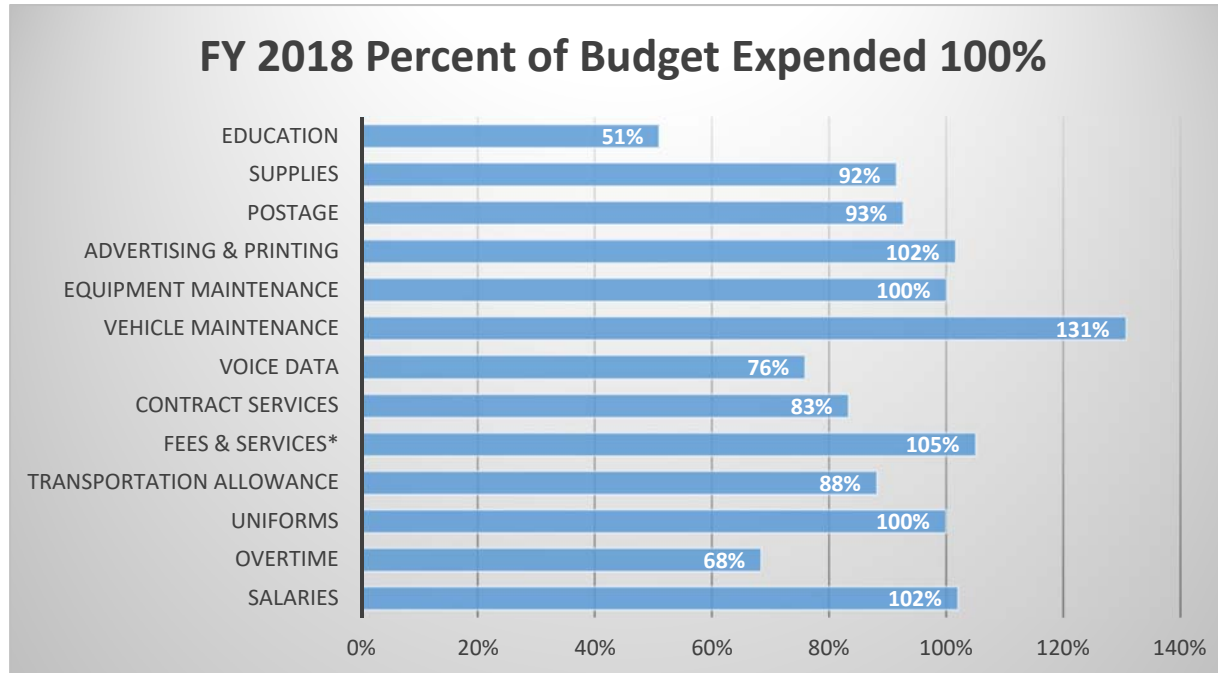


4. New homeowner outreach and education to those in the aquifer protection area and properties with wetlands.



SCORECARD OF FY 2018

1. Stay within budget:



*fees & services include the cost of an independent soil scientist, which is fully offset by application fee revenue (\$4,500 in FY 2018)

2. Generate target revenue:

Conservation Revenue		
	FY 2018	% of plan
Lic, fees & permits plan	\$ 130,000	
Actual lic, fees & permits	\$ 120,614	93%
Other revenue plan	\$ 9,000	
Actual revenue	\$ 8,072	90%
Total revenue plan	\$ 139,000	
Total actual revenue	\$ 128,686	93%

*Not including shellfish commission revenue (special reserve funds)

3. Met prior year goals:

- ✓ Amend the WPLO language **delayed, but accomplished in FY 2019**

4. Provide quality customer service:

- ✓ Provided public with a kiosk for GIS access
- ✓ No complaints on the land use satisfaction survey

5. Find efficiencies

- ✓ Completed review of all major projects that came through Conservation

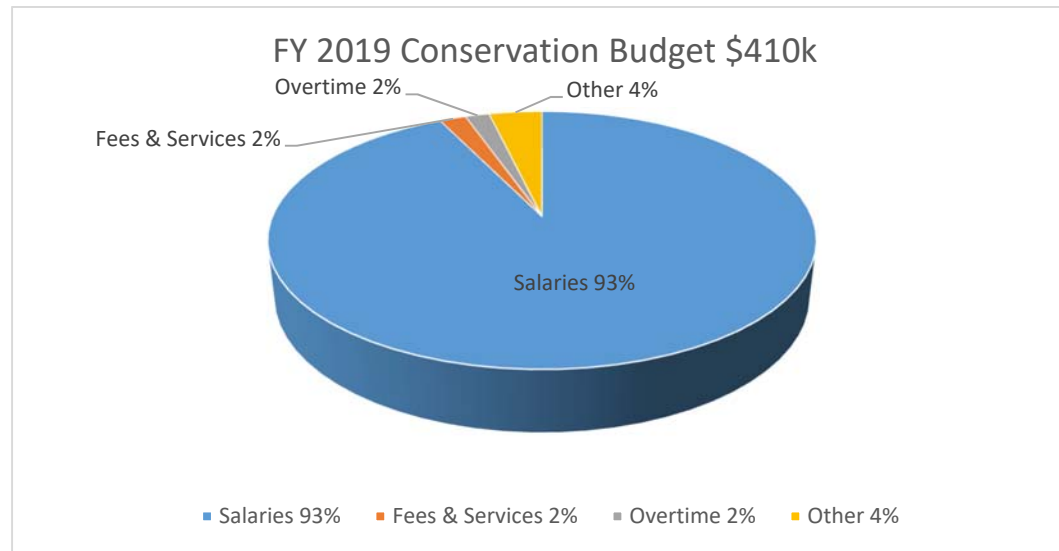
STATUS OF FY 2019



PS: \$387,270 5.25 staff \$6,529 in overtime

OTPS: \$22,500

Total Budget: \$409,770



Budget Changes: None

- Goals:**
1. New: Begin implementation of the Accela land use permitting software and explore staffing and productivity improvements 2018 continued goal: Amend the Inland Wetland and Watercourse Regulations pending revisions to State model regulations
 2. New: work with the State DEEP and residents to understand funding options and plans to restore the Bulkley Pond
 3. 2018 continued goal: Re-evaluate Tree Spraying Ordinance with the RTM pending RTM
 4. 2018 continued goal: Amend the regulations to address dogs on Cockenoe Island

PLANS FOR FY 2020

Budget Changes: None

- Goals:**
1. Implement the new Accela land use software with improved productivity
 2. Engage in Bulkley Pond restoration
 3. Establish an invasive plant removal volunteer group
 4. Additional enforcement and construction oversight of large development projects heard in 2018

Capital Projects: None

STATEMENT OF FIVE-YEAR GOAL

The new Accela software program should make the process of obtaining land use permits more efficient to the average client. However, the Conservation Department expects to be spending an increased amount of time overseeing the construction of larger development projects. Staff will also be working to manage the restoration of the Bulkley Pond wetland after a recent dam breach.

182 - CONSERVATION BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals	
1.00	Conservation Director				110,159	110,159	110,159	
1.00	Conservation Analyst	VIII-7			85,919	83,823	85,919	
1.00	Conservation Compliance Officer	VII-2			61,480	57,125	61,480	
1.00	Administrative Assistant II	V-7			55,624	54,267	55,624	
1.00	Administrative Assistant I	IV-6			56,917	55,529	56,917	
4.00	TOTAL SALARIES:						360,903	370,099

EXTRA HELP & OVERTIME

qty	Position	17-18 Grade& Step	Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018-19 EH&OT	2019-2020	
0.50	Sediment & Erosion Control Inspector		\$23.00	200	4,600	4,600	4,600	
1.00	Conservation Analyst	n/a	\$62.94	33	2,077	2,077	2,077	
1.50	TOTAL EXTRA HELP & OVERTIME:						6,677	6,677

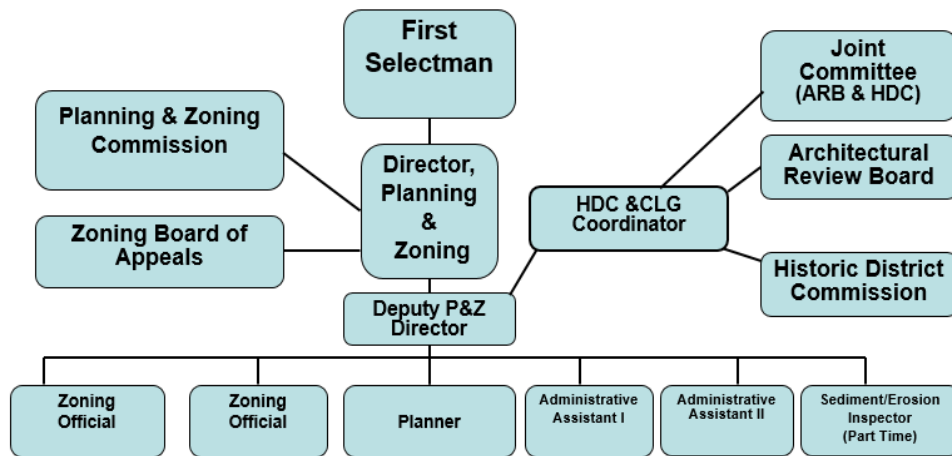
182 – CONSERVATION

<u>Account</u>	<u>Description</u>
<i>Salaries</i>	Fifteen percent (15%) of the Administrative Assistant II position's salary is paid by the Shellfish Commission
<i>Fees & Services</i>	Sixty percent (60%) of Fees & Services costs go towards the hiring of outside consultants primarily soil scientists (\$4,500) and are directly offset by application fee revenue. The remaining forty percent (40%) is for water quality testing services provided by HarborWatch (\$3,000).
<i>Contract Services</i>	Conservation Properties: Teuscher and Cockenoe Island (\$250) Southwest Conservation District (\$1,250)
<i>Equipment Maint./Operation</i>	Copier Service Contract
<i>Postage</i>	General correspondence, Commission packets, public outreach/education efforts
<i>Supplies</i>	Office Supplies (\$2,275), Environmental Water Quality Testing Supplies (\$2,000)
<i>Education & Expenses</i>	Staff and Commission
<i>Computers</i>	

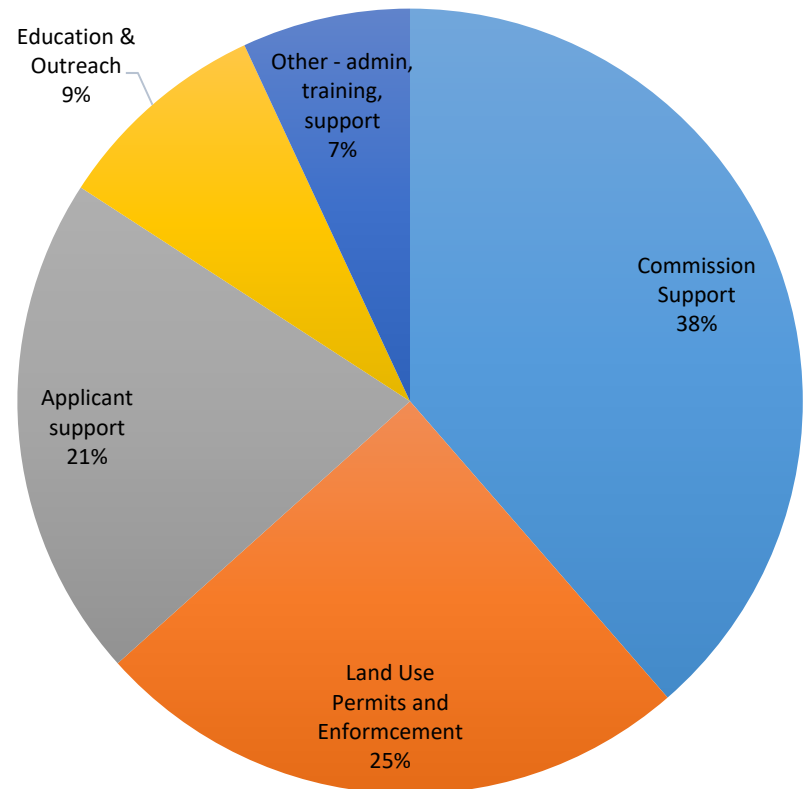
185 - FY 2020 Planning & Zoning Management Report

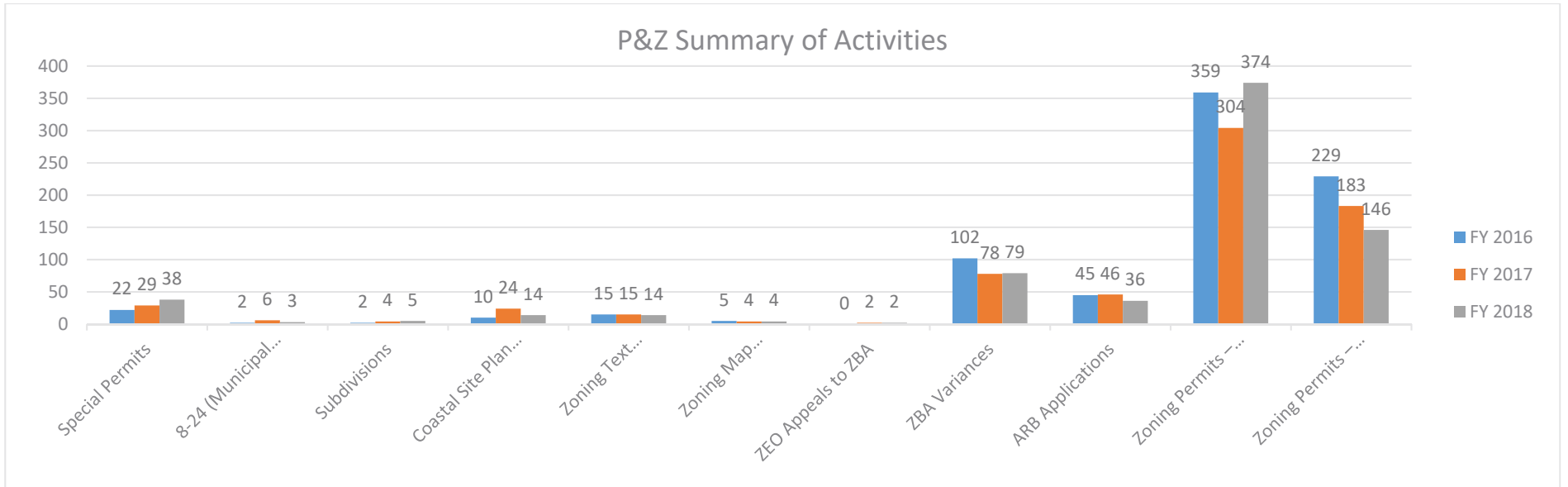
DEPARTMENTAL MISSION

The Planning and Zoning Dept. serves to enhance the orderly development of the town; maintain the quality of the residential neighborhoods and economic vitality of the business districts; administer and enforce the Zoning and Subdivision Regulations; support 2 elected (regulatory) boards, 1 appointed (regulatory) board, and 3 (appointed) advisory boards; and process land use permits for improvements to private and publicly owned property.



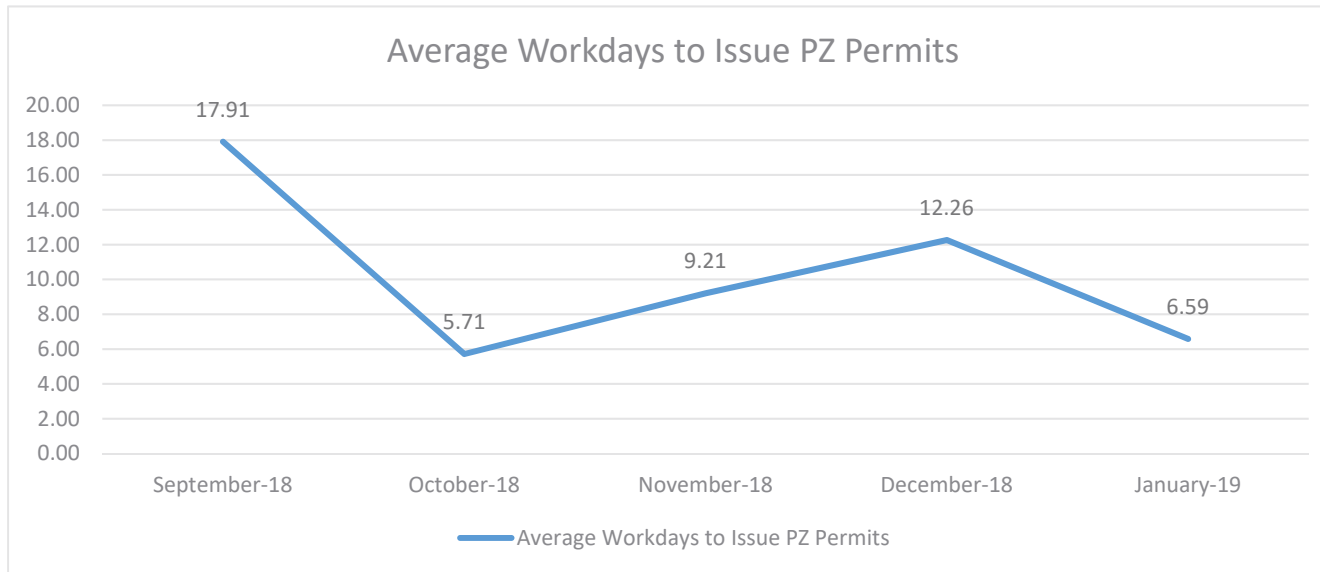
How the Planning & Zoning Department Spends its Time



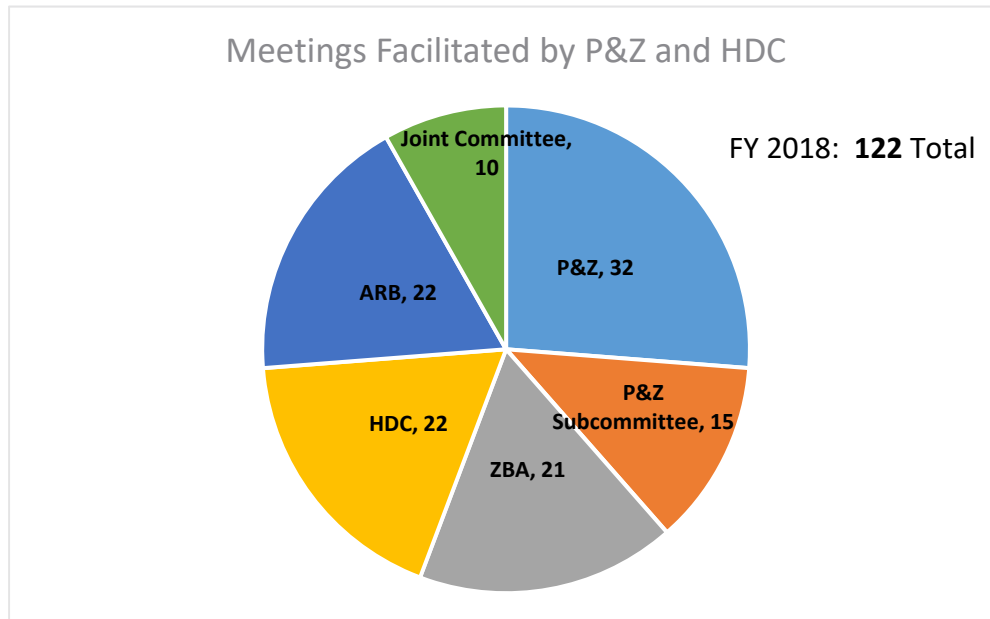


KEY PERFORMANCE INDICATORS

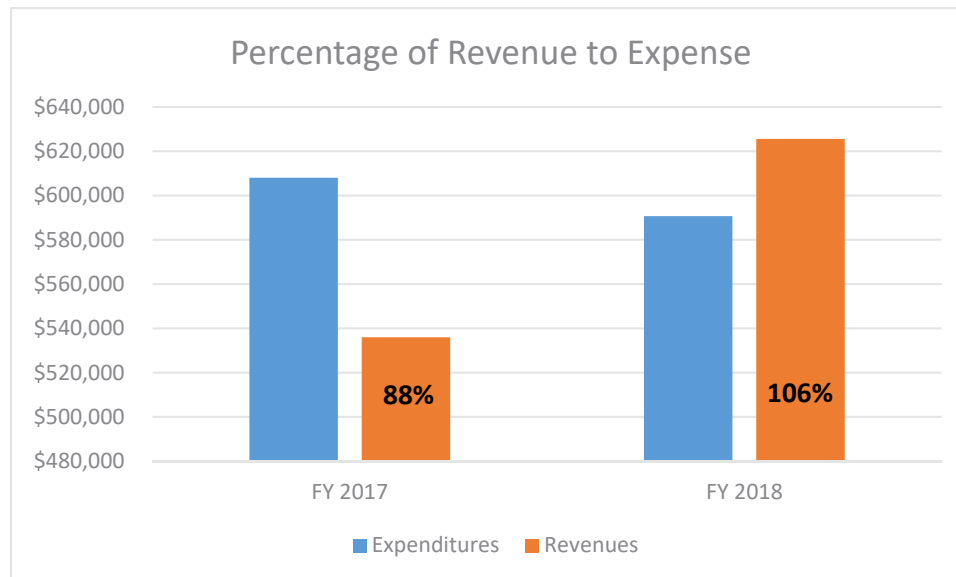
1. Average number of days to issue a zoning permit (*data to be tracked quarterly going forward*):



2. Number of meetings facilitated by the P&Z Department:

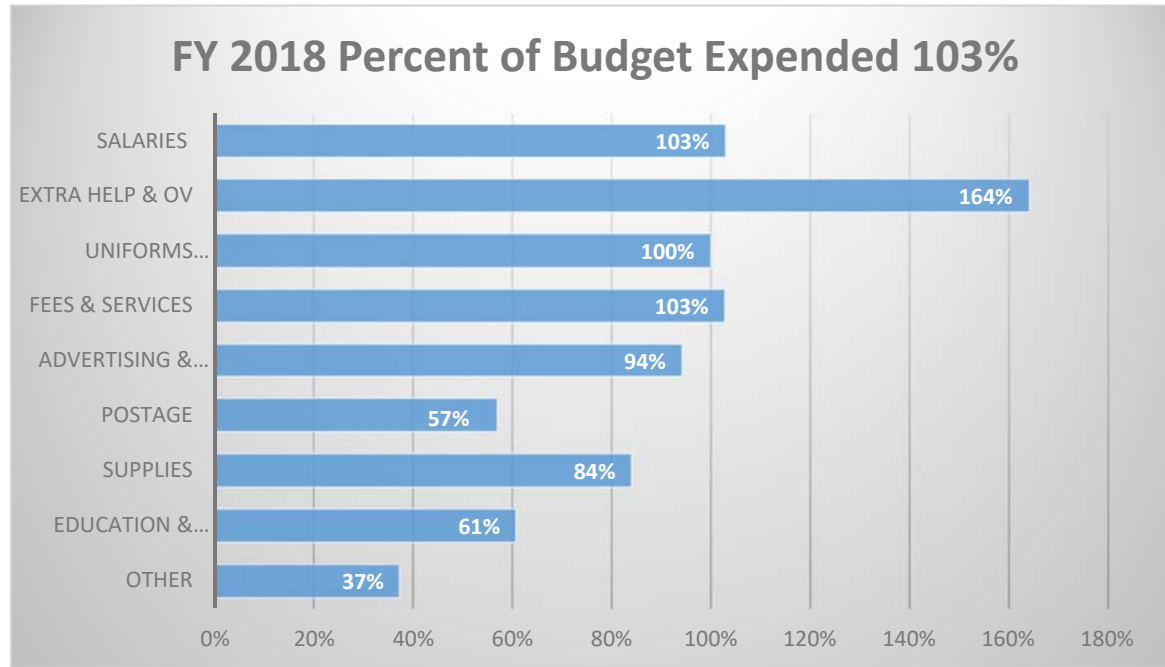


3. The amount of revenue should meet or exceed the cost of running the P&Z Department:



SCORECARD OF FY 2018

1. Stay within budget:



2. Generate target revenue:

Planning & Zoning Revenue		
	FY 2018	% of plan
License, fees & permits plan	\$ 497,540	
Actual license, fees & permits	\$ 607,243	122%
Other revenue plan	\$ 20,890	
Actual other revenue	\$ 18,282	88%
Total revenue plan	\$ 518,430	
Total actual revenue	\$ 625,525	121%

3. Met prior year goals:

- ✓ Re-establish the P&Z Process Efficiency Subcommittee to better streamline the regulatory approval process.
- ✓ Modify the Zoning Regulations to provide opportunities for improvements that is not dependent upon variances being granted.
- ✓ Initiate implementation of the 2017 Westport Plan of Conservation and Development.
- ✓ Continue to implement the 2015 Downtown Master Plan.
- ✓ Continue to provide greater public access to pending applications by posting development applications on the Town’s website other ideas under discussion by the P&Z Communications Subcommittee.
- ✓ Continue to work with the Building Department and other Land Use Departments to reduce redundancy and to provide cross-training.
- ✓ Continue coordination with the Operations Director to improve the land use approval process across all Land Use Departments and implement recommendations contained in the Land Use Audit.

4. Reached new goal:

- ✓ Converted Zoning and Subdivision Regulations into Encode, a customer-based software format. The new user-friendly Zoning and Subdivision Regulations system has the following features:
 - Formatting for both mobile devices and desktop computers
 - Accessible web content WCAG 2.0 for ADA compliance
 - Attractive print formatting and instant PDF generation
 - Pop-up definitions with hyperlinks to all definitions
 - Liberally hyperlinked cross-references to chapters and sections both within and external to the code
 - A comment/response feature allowing receipt, cataloging, and a historical record of comments (from password-protected reviewers) and responses on draft amendments
 - A cloud-based library for storing draft amendments, ordinances, staff reports, and other documents that can be linked within the code and retrieved via ordinance number, date, or keywords
 - In-line code graphics maintained in an organized graphics library
 - Fully formatted, in-line and dynamic tables
 - Quick links to popular titles, chapters, and sections, as well as often-used tables
 - Automatic archiving of code amendments providing a retrievable electronic record of previous versions of the code

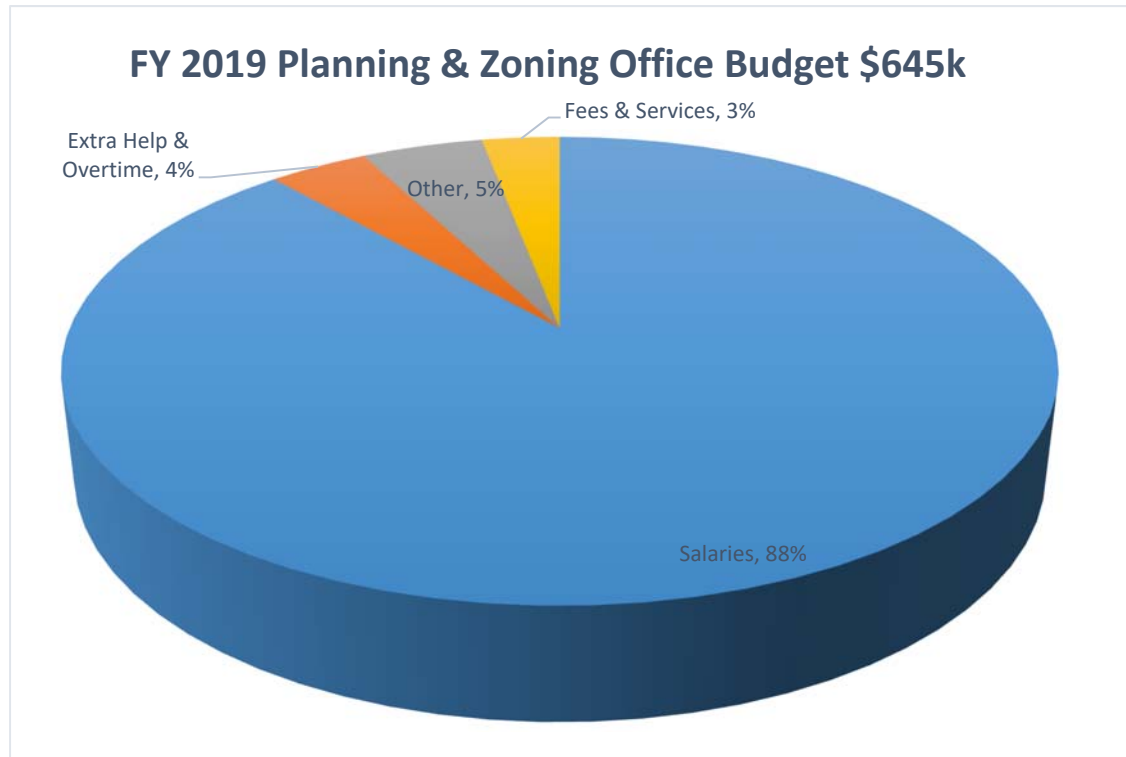
STATUS OF FY 2019



Salary Related: \$569,757, including 7 staff and 2 part-time staff (or 8 staff)

Other Expenditures: \$74,750

Total Budget: \$644,507



Budget Changes:

The proposed budget represents a 2.2% increase in comparison to FY18-19 to compensate for leasing equipment (copier), software licenses and hosting fees, and salaries.

Goals:

1. Continue to operate without funding the Land Use Coordinator position.
2. Continue coordination with the Operations Director to replace and upgrade the current Cartegraph Land Use Permit system. *Delayed from 2018*
3. Establish the amount of time it takes to issue permits and applications through the use of an online permitting software. *Delayed from 2018*
4. Obtain a first or second Certificate of Affordable Housing Completion from the State of CT Department of Housing so as to gain a second 4-year moratorium on having to process multi-family housing applications.

PLANS FOR FY 2020

Budget Changes: None

Goals:

1. Continue to operate without funding the Land Use Coordinator position.
2. Raise the ranking of the Town's CRS community rating from 8 to 7 and create a program for public involvement.
3. Implement many of the 20+ goals and recommendations directed to the Planning and Zoning Commission contained in the 2017 POCD, including:
 - A. Help maintain the vitality of existing commercial areas:
 - Encourage a comprehensive approach to business zoning to provide a clear picture of what is permitted where.
 - Discourage a site-based approach to business zoning unless there are good public policy reasons for doing so.
 - Review the uses allowed in business zones to see if there are opportunities to expand the uses to be allowed in some areas to promote appropriate economic development.
 - B. Revisit the residential zoning standards and consider:
 - Revisiting town-wide standards for setbacks, coverage, height and other standards which are based on the size of the lot rather than the zone, or
 - Establishing a "Beach Residential" district with dimensional standards based on the prevailing lot sizes in the Saugatuck Shores and Compo Beach areas.
 - C. To help maintain and enhance community character, draft zoning regulations to incentivize historic preservation of commercial buildings.

Capital Projects: A comprehensive zoning regulation update including revising/updating and attending PZC Public Hearings) for \$100k over 2 years.

STATEMENT OF FIVE-YEAR GOAL

The Planning & Zoning Department will create a more streamlined process efficient for both the applicants and the staff. We plan to continue to review, and where appropriate revise, various processes carried out by the elected and appointed boards, staff and applicants for the purpose of making such processes less time consuming and resource intensive. Indicators of success will include:

- A better alignment of responsibility for various processes (e.g., commission vs. staff);
- Revised zoning regulations and internal policies;
- Preservation of an appropriate level of review/oversight of relevant processes so as to minimize the risk of having unintended consequences resulting from any changes; and
- Public perception of the changes are made while maintaining sufficient transparency.

185 - PLANNING & ZONING BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20	2018-19	2019-20
					Salary Rate	Salary Totals	Salary Totals
1.00	P&Z Director	n/a	n/a	n/a	126,690	126,690	126,690
1.00	Deputy Director	n/a	n/a	n/a	92,000	86,151	92,000
1.00	Planner	VIII-7	n/a	n/a	85,919	84,050	85,919
1.00	Zoning Official	VII-7	n/a	n/a	78,466	76,552	78,466
1.00	Zoning Official	VII-7	n/a	n/a	78,466	76,552	78,466
1.00	Land Use Coordinator	VI-4	n/a	n/a	-	-	-
1.00	Administrative Assistant II	V-7	n/a	n/a	63,844	63,844	63,844
0.50	Administrative Assistant I	IV-7	n/a	n/a	59,763	29,153	29,882
0.50	Part Time Planner	n/a	42.00	345	14,500	14,490	14,490
8.00	TOTAL SALARIES:					557,482	569,757

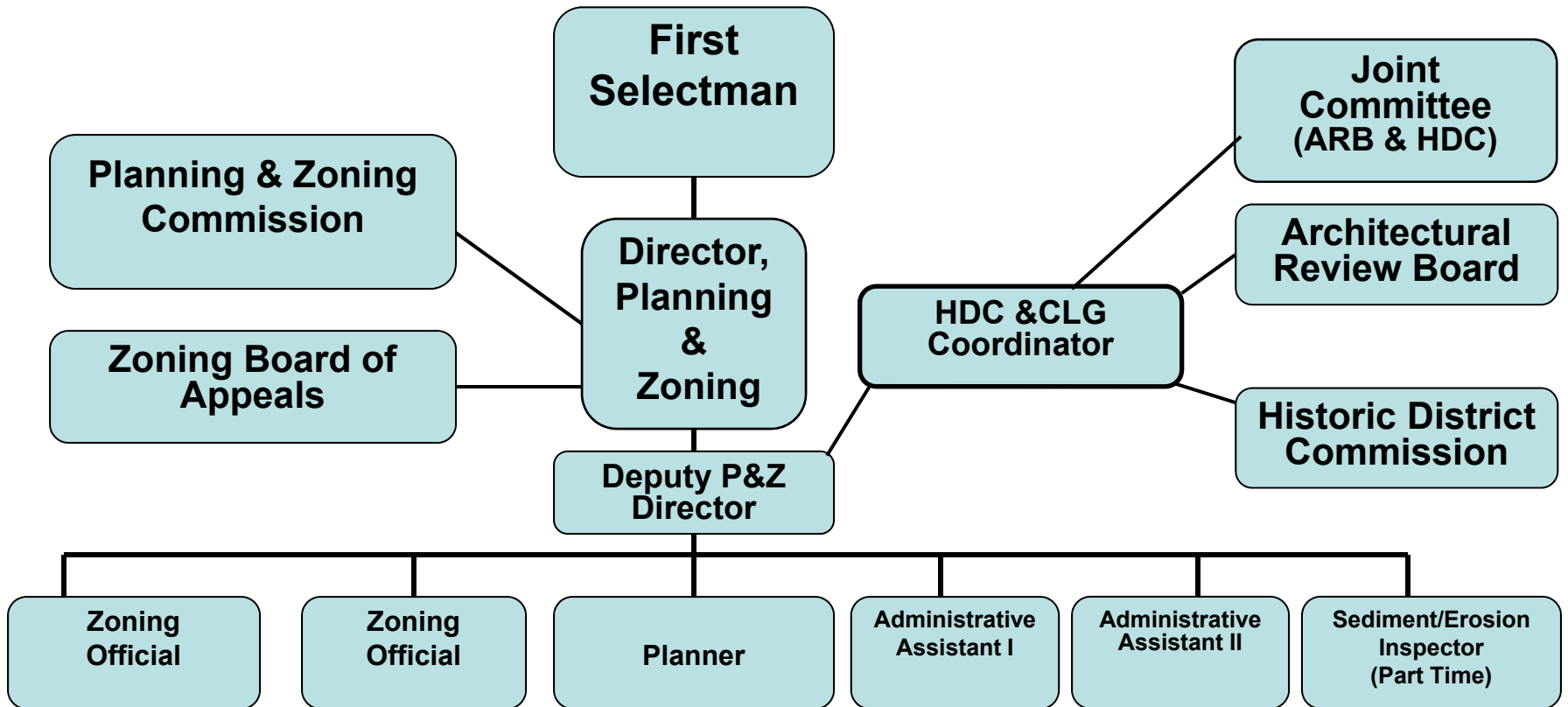
EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-2020	2018-2019	2019-2020
					EH&OT Rate	EH&OT Totals	EH&OT Totals
	Secretary	n/a	\$30.00	140	4,200	4,200	4,200
	TOTAL EXTRA HELP:					4,200	4,200
	Zoning Official	n/a	\$43.00	200	8,600	8,600	8,600
	Clerical	n/a	\$15.00	180	2,691	2,691	2,691
	Custodial	n/a	\$41.76	30	1,253	1,253	1,253
0.60	Sediment & Erosion Control Inspector (200 hours in Budget 182)	n/a	\$23.00	350	8,050	8,050	8,050
	TOTAL OVERTIME:					20,594	20,594

185 – PLANNING AND ZONING

<u>Account</u>	<u>Description</u>
Fees & Services	WESTCOG – Encode Plus-Court Fees - Cartograph
Vehicle Maint./Operation	Gas, Oil & Repairs
Advertising & Printing	Advertising, Printing and Maps Costs, Copying and Copier Lease (\$3,825 current annual lease)
Supplies	Office Supplies
Education & Expenses	Publications/Seminars/Professional Fees

Town of Westport Planning & Zoning 2019-2020 Organizational Chart



187 - ZONING BOARD OF APPEALS BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
0.50	Administrative Assistant I	IV-7	n/a	n/a	59,763	29,153	29,882
0.50	TOTAL SALARIES:					29,153	29,882

DEPARTMENT: POLICE DEPARTMENT

DEPARTMENT SERVICES OVERVIEW:

The Westport Police Department provides protection of life and property, enforcement of local and state laws and ordinances, and other associated police services within the Town of Westport 24 hours a day, 365 days a year. In addition, the Police Department is the Town's primary First Responder for all medical emergencies. The Police Department's law enforcement functions include road patrol, investigative services, parking and traffic enforcement, records management and emergency communications as well as the overseeing the Fleet Maintenance division, Emergency Medical Services, Animal Control and Railroad Parking.

FY 2019 ACCOMPLISHMENTS:

- Maintained Tier 1 State Accreditation (creates and maintains clear and precise policies which ultimately reduces exposure to insurance liabilities and departmental discipline)
- Anticipating Tier 2 and Tier 3 State Accreditation by June 2019
- Two new entry-level Police Officers have successfully completed the Police Academy
- July 2018 hired one lateral Police Officer who deferred medical insurance benefits
- Both Fairfield and Westport Towns have signed a long term lease with Sacred Heart University to proceed with the regionalization of the Police and Fire Department Communications Center
- Towns of Westport/Fairfield CT Emergency Communications Center Relocation and Consolidation Project Study completed and submitted December 2018
- Greens Farms Railroad Station Lot 3 repaving project funded and approved for spring of 2019
- Filled full-time and part-time Emergency Medical Technicians (EMT's) positions anticipating a savings of +/- \$20,000 in over-time costs
- In 2018 the Westport Volunteer EMS received a \$80,000 grant to purchase a new cardiac monitor/defibrillator and to help fund the purchase of a new paramedic fly car
- New 5 year Norwalk Paramedic contract approved in 2018 with minimal increase
- Currently have two explosive detection canines. The second one assigned to a part-time police officer (canine program continues to be funded by private funding donations)
- Incorporated School Resource Officer at Staples High School
- The Juvenile Review Board is no longer partnered with the Norwalk JRB and is now a function of both the Westport Human Services Department and the Westport Police Department
- The Police Department in conjunction with the Human Services Department has implemented a voluntary registry for Westport residents with disabilities. The registry is intended to provide first responders with additional information on these individuals in the event they are called to their residence
- The Police Department introduced on-line video training for its officers through PowerDMS as part of its accreditation and Post Certification
- Received \$200,000 donation towards the Westport Police men's and women's locker rooms which covered 60% of the overall expense. Anticipated completion date, February 2019
- Received in excess of \$60,000 through the Westport Police Foundation towards the purchase of two robots to be used by the Regional Emergency Response Team which consists of Westport and six other towns and the purchase of a drone with thermal imaging and FLIR capabilities to be used for search and rescue operations

- Continue to upgrade our body cameras working within our budget
- Successfully upgraded and relocated the Police Department's fuel pumps and gas storage with Public Works
- In 2018 there was a 14.8 % decrease in reported motor vehicle accidents on Westport public roads

FY 2019 SERVICE LEVEL GOALS:

- Continue department participation with other Town agencies to address neighborhood traffic issues (Westport Cribari Bridge Project Advisory Committee, Phase 2 Corridor Study, Downtown Plan Implementation Committee, Wayfinding Committee)
- Complete Tier 2 and Tier 3 accreditation from State of Connecticut June 2019
- In the process of hiring one new officer to fill a vacancy
- Rebuild the permit and hourly parking on Franklin Street, reconstruction of the Lot 7 retaining walls and parking lot
- Complete extension of Greens Farms Station Lot 1 parking lot. Looking to add 20-30 new parking spaces
- Within the next year complete consolidation of police and fire emergency dispatch

PERFORMANCE MEASURES:

- Reduce traffic crashes by at least 5% (This can only be accomplished by full staffing. Awarding of grants by the State of Connecticut for distracted driving and seatbelt enforcement)
- Increase traffic enforcement by at least 5% (high visibility traffic enforcement reduces traffic crashes and deters motor vehicle and criminal activity)
- Continue to decrease the number of people on the Railroad parking permit waiting list by 5% (this can only be accomplished by increasing the amount of parking spaces and the constant monitoring of the railroad parking lots on a daily basis to ensure maximum usage)

5 YR GOALS:

- Maintain accreditation standards for Tier 1, 2 & 3
- Work with the Board of Education to increase school security
- Replace elevators at the Saugatuck RR Station
- Repave Greens Farms RR Station (Lot 1 & 2 and Post Office Lane project with DPW)
- Replace older model and out of warranty body cameras with new and updated units (currently 40 Police Officers use body cameras, based on usage and technology, estimated life of body cameras is 3 years)
- Starting to research replacement of duty weapons
- Review maintenance and replacement cost for conducted energy weapons

REVENUE SUMMARY:

- Parking ticket and EMS revenue remains consistent with previous FY
- RR Parking fee revenue increased due to property rentals, online wait list fees and second vehicle additional fee
- Began collecting raffle, bazaar and bingo permit fees which was formally shared with State of CT

BUDGET NOTES:

- CBA for sworn officers ratified 2017 with 2.5% increase, WMEU employee salaries increase 2.5%, eliminated higher classification Paramedic position and replaced with one full-time EMT Crew Chief and one part-time EMT Crew Chief Westport EMS in 2018
- Established Westport Juvenile Review Board in 2018
- CBA (WMEU) for records and administrative personnel signed May 2018
- Greens Farms Station LED light upgrades (\$9,000)
- License plate reader/facial recognition software maintenance \$8,000

DEPARTMENT: POLICE DEPARTMENT
Budget Division: Police Department (210)

Division Overview:

The Westport Police Department provides protection of life and property, enforcement of local and state laws and ordinances, and other associated police services within the Town of Westport 24 hours a day, 365 days a year, including Long Island Sound. In CY 2018, the Department logged 27,355 incidents, a 1.5% increase over CY 2017. A call for service reflects one incident, not the number of officers that respond and includes officer-initiated activity.

The Police Department was funded for 64 sworn officers in FY18/19 as well as 8 civilian employees (which include three civilian dispatchers). In 2018, certified police officer from another municipality filled one vacancy. The Police Department is currently in the process of filling one existing vacancy. FY19/20 headcount remains at 64 sworn officers and 8 civilians. The Police Department is organized into two divisions (Professional Standards and Operations). Professional Standards functions include Records Management and Communications. Operations include the entire patrol function as well as the investigative functions of the department. The Professional Standards office investigates civilian complaints and oversees accreditation and training functions.

Partial Description of Accounts:

- EH & OT Based on analysis of previous three years usage
- Fees & Services Includes system maintenance fees, regional fees for tactical team and computer crime unit
- Medical Fit for duty annual physicals, drug testing program, wellness program
- Telephone Includes equipment and data access costs for police vehicle computer systems
- Equipment Maintenance CAD system maintenance, software service contracts, radio maintenance, marine division maintenance
- Supplies Office supplies, department forms
- Detective Supplies Specialized detective bureau supplies/tools/equipment, search warrant fees, prisoner meals
- Ammunition Includes all firearms/weapon systems parts/maintenance
- Program expenses Used for grant cost-sharing expenses

Detail Operating Capital Requests:

- \$150,000 - Replacement of four police cars whose replacement cycle was extended to 3+ years. New vehicles under state contract pricing.
- \$8,000 - for workstation computers and printers

Budget Notes:

- Sworn staff reflects increases due to CBA contract, full step increases for 18 officers (+/- \$100,000)
- Negotiated CBA provided increased incentive for Mater Officer program pay for each officer
- CBA (WMEU) for records and administrative personnel signed May 2018
- Detective Supply also funds new Juvenile Review Board which is used jointly by Police Department and schools (100% funded by PD)

210 - POLICE BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-2020 Salary Rate	2019-20 Salary Subtotals	2018-19 Salaries	2019-20 Salary Totals	
1.00	Chief of Police	C-1			158,075	158,075	158,075	158,075	
1.00	Deputy Police Chief	C-1			146,307	146,307	146,307	146,307	
2.00	Captain	C-1			137,806	275,612	275,612	275,612	
5.00	Lieutenant	C-1			129,305	646,525	646,525	646,525	
6.00	Sergeant	A-2			107,772	646,632	525,720	646,632	
0.00	Sergeant	A-1			0	0	100,139	0	
5.00	Desk Officer	A-7			95,945	479,725	374,420	479,725	
0.00	Desk Officer	A-6.5			0	0	88,983	0	
0.00	Desk Officer	A-6			0	0	0	0	
0.00	Desk Officer	A-5.5			0	0	0	0	
5.00	Detective	A-7			95,945	479,725	468,025	479,725	
3.00	Staff Corporal	A-7			93,714	281,142	274,284	281,142	
6.00	Corporal	A-7			91,482	548,892	535,506	548,892	
16.00	Officer	A-7			89,251	1,428,016	1,393,184	1,428,016	
5.00	Officer	A-6.5			80,898	404,490	253,071	404,490	
1.00	Officer	A-6			83,680	83,680	81,639	83,680	
2.00	Officer	A-5.5			80,898	161,796	236,775	161,796	
3.00	Officer	A-5			78,116	234,348	228,630	234,348	
0.00	Officer	A-4.5			0	0	73,479	0	
1.00	Officer	A-4			72,517	72,517	141,496	72,517	
2.00	Officer	A-3.5			69,732	139,464	0	139,464	
0.00	Officer	A-3			0	0	0	0	
0.00	Officer	A-2			0	0	62,000	0	
1.00	Administrative Assistant II	V-7			65,440	65,440	63,844	65,440	
3.00	Dispatcher	V-7			65,440	196,320	191,532	196,320	
1.00	Service Assistant I	IV-7			59,763	59,763	58,306	59,763	
2.00	Clerical Assistant	III-3			44,901	89,802	106,494	89,802	
71.00	SUBTOTAL SALARIES:							6,484,046	6,598,271

210 - POLICE BUDGET 2019-2020

SALARIES

qty	Position	2018-19 Salaries	2019-20 Salary Totals
	College Credits	42,000	43,400
	Holiday Pay (13 Days per Officer/Contract)	339,235	348,074
64.00	Master Officers Program	190,310	195,000
64.00	Officers Weapon Allowance	68,640	67,640
23.00	Officers EMT Awards	18,400	18,400
	Shift Differential	176,172	179,000
	Traffic Agents/School Xing Guards	80,000	80,000
	Railroad Parking Reimbursement	(224,295)	(226,603)
SUBTOTAL SALARIES:		690,462	704,911
GRAND TOTAL SALARIES:		7,174,508	7,303,182

EXTRA HELP & OVERTIME

qty	Position	2018-19 EH&OT	2019-20 EH&OT Totals
	Extra Help and Overtime	133,000	140,000
	Court Time	15,000	15,000
	Marine Patrol	22,000	22,000
	Funeral Leave	6,000	6,000
	Injury Leave	40,000	40,000
	School/Training Replacement	110,000	110,000
	Sick Replacement	80,000	80,000
	Vacation Replacement	315,000	335,000
	Special Detective Services	95,000	95,000
	Emergency Callback/Special Events	98,000	102,000
TOTAL EXTRA HELP & OVERTIME:		914,000	945,000

210 - POLICE BUDGET 2019-2020

210 - POLICE

Account

Fees & Services

Description

COLLECT system maintenance = \$4,000

FFLD CTY Police Chiefs Radio = \$3,000

SWRERT = \$5,000

SWCT Computer Crime Technichal Group = \$4,000

Employee Medical

Annual and Entry Level Physicals, Drug Testing Program

Equipment Maint./Operation

Copier, Microfilm, Computer repairs

CAD System Maintenance Contract = \$43,000

Additional software service contract = \$44,293

Marine Division: painting, maintenance, fuel, oil, hauling/launching = \$20,000

Radio Maintenance: repairs, reinstallations, batteries = \$30,000

Special Operations (Dive Rescue, Tactical, K9 & Drone Operations): equipment, repairs = \$8,500

Supplies

Printing supplies, forms, envelopes, tickets, supplies = \$16,000

Detective Supplies

Prisoner meals, composites, investigative materials & tools, fees, supplies, SRO supplies &

Internet search warrant fees = \$16,000

Camera repairs and upgrades = \$8,000

Accident/Emerg. Supplies

Accident prevention/traffic calming supplies

Vehicles

4 marked police cars (new 2020 model will require new police equipment) = \$150,000

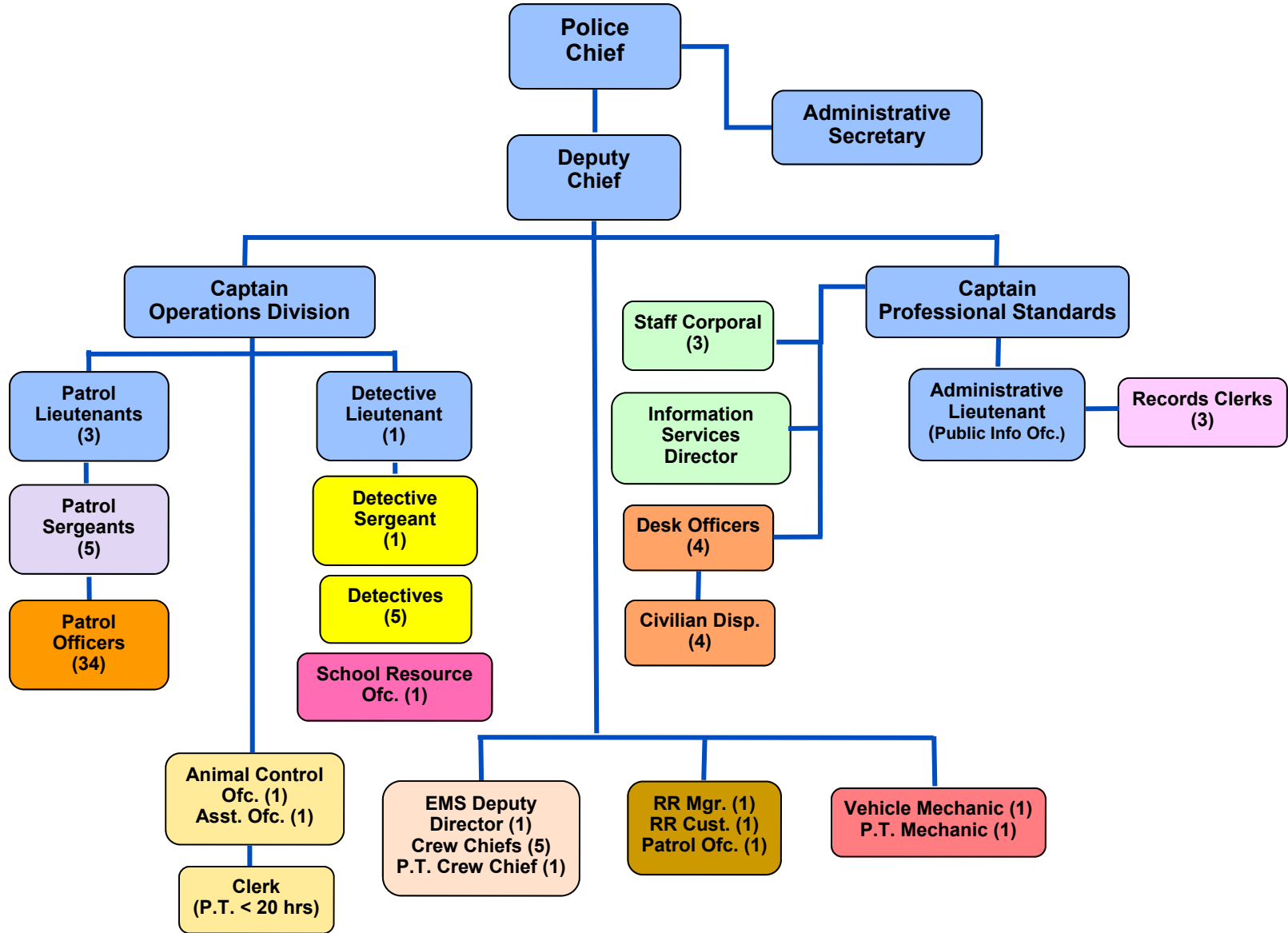
Computers

Workstations and printer replacement = \$8,000

Police Equipment

Continued program for bullet resistant vests = \$5,000 grant program

POLICE DEPARTMENT 2019/2020 Organization Chart



DEPARTMENT: POLICE DEPARTMENT
Budget Division: Fleet Maintenance (214)

Division Overview:

The Fleet Maintenance division is responsible for both preventative maintenance and repairs on the Police Department vehicles. It is staffed with one F/T mechanic and one P/T mechanic. In addition to vehicle maintenance, the mechanics are also used during storms, emergencies and major events to move and install barricades when needed. The Police Department performs vehicle maintenance for the Westport EMS, Board of Education and Town Hall, reducing their costs, in addition to providing vehicle maintenance for the Easton Police Department. These agencies are charged for these services on a per-use basis. All front line patrol cars are now 6-cylinder, with remaining 8-cylinder cars in support roles.

Description of Accounts:

- Salaries Employee salaries
- EH & OT Based on prior years' usage – limited mainly to storm emergency callbacks (i.e., snowstorms)
- Equipment Maintenance Traffic radar/lidar/LED radar signs recertification and repair costs
- Vehicle Maintenance Fuel, motor oil and parts for police vehicles

Budget Notes:

- CBA expires June 30, 2019
- Gasoline costs are biggest variable, fuel usage remains consistent at or near 51,000 gallons annually (old contract that expires in 6/19 is at \$2.29 per gallon, the new contract 7/19 - 6/20 is at \$2.15 per gallon)
- Radar LED service contracts are now included in the radar maintenance line

214 - POLICE VEHICLE MAINTENANCE BUDGET 2019-20

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20	2018-19	2019-20	
					Salary Rate	Salaries	Salary Totals	
1.00	Police Mechanic	A-IV-7			73,809	73,809	73,809	
1.00	Assistant Mechanic	A-III-7	\$36.05	1,560	56,238	56,238	56,238	
2.00	TOTAL SALARIES:						130,047	130,047

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20	2018-19	2019-20	
					EH&OT Rate	EH&OT	EH&OT Totals	
1.00	Mechanic Overtime					2,000	2,000	
	TOTAL EXTRA HELP & OVERTIME:						2,000	2,000

214 - POLICE VEHICLE MAINTENANCE

<u>Account</u>	<u>Description</u>
<i>Equipment Maint. & Operation</i>	Radar Maintenance/Certification [now includes LED radar signs f/210] (\$8,000)
<i>Vehicle Maint. & Operation</i>	Fuel, Oil, Parts & Supplies (estimated fuel consumption of 51,000 gallons) Based on contract 7/19-6/20 at \$2.15/gallon, is a decrease of \$7,140 for fuel Tires, brakes, motor oil and miscellaneous parts (\$215,677)
<i>Capital Requests</i>	None

DEPARTMENT: POLICE DEPARTMENT
Budget Division: Animal Control (216)

Division Overview:

The Animal Control division is responsible for enforcing both the animal control statutes of the State of Connecticut as well as the local ordinances of the Town of Westport. The division is staffed by two F/T Animal Control Officers who provide coverage seven days a week from 8AM until 6PM. Emergencies after hours are handled on an overtime basis through callbacks. A part-time clerk position has been privately funded for the past several years.

The paid staff is assisted by a volunteer group (Westport Animal Shelter Advocates) who help with walking and caring for impounded dogs and raise funds for various improvements and amenities not covered in the operating budget. This allows for a reduction in overtime.

Description of Accounts:

- Salaries Employee salaries
- EH & OT Based on prior years use
- Uniforms Required uniforms supplied per CBA
- Vehicle Maintenance Fuel, motor oil and parts for animal control van, work performed by police mechanics
- Telephone VoIP phone service and police Records Management access provided through cable hookup. Alarm system monitoring fees

Detail Operating Capital Requests:

- none

Budget Notes:

- CBA provides for holiday pay similar to other full-time employees required to work holidays
- CBA (WMEU) for Animal Control personnel signed May 2018
- Increase in water and electric accounts for continued use of new water heater for sanitation of kennels

216 - ANIMAL CONTROL BUDGET 2019-20

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
1.00	Animal Control Officer	V-7			65,440	63,844	65,440
1.00	Assistant Animal Control Officer	III-7			54,578	53,247	54,578
2.00	SUBTOTAL SALARIES:				120,018	117,091	120,018
	Holiday Pay (per CBA)				6,530	5,750	6,530
0.00	TOTAL SALARIES:				126,548	122,841	126,548

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018-19 EH&OT	2019-20 EH&OT Totals
	Vacation Replacement				11,000	12,000	11,000
	Callbacks				3,000	3,000	3,000
	TOTAL EXTRA HELP & OVERTIME:				14,000	15,000	14,000

216 - ANIMAL CONTROL BUDGET 2017-18

<u>Account</u>	<u>Description</u>
<i>Equipment Maint. & Operation</i>	Contract services and voice data (\$1,800), office supplies (\$800), operating supplies (\$800)
<i>Utilities</i>	Heating fuel (\$2,000), electricity (\$3,450), water (\$800)
<i>Fees & Services</i>	Education Expenses (\$500)
<i>Vehicle Maintenance & Operation</i>	Animal Control Vehicle (\$3,500)
<i>Capital Requests</i>	None

DEPARTMENT: POLICE DEPARTMENT
Budget Division: EMS (218)

Division Overview:

Westport EMS provides Advanced Life Support-level emergency medical services for the Town of Westport. The division is staffed with 6 F/T employees and one P/T employee (4 paramedics and 2.5 EMT-I's). The division is supported by the Westport Volunteer Emergency Medical Services, a volunteer organization, which provides thousands of hours of coverage at the Basic Life Support level as well as providing nearly all the capital equipment used by the division.

In addition, the Town contracts with Norwalk Hospital to provide 24/7/365 paramedic coverage. In effect, this allows Westport EMS to handle two simultaneous ALS calls most of the time without calling for mutual aid.

Description of Accounts:

- Salaries Employee salaries
- EH & OT Based on prior years use – costs affected by volunteer coverage
- Uniforms Required uniforms supplied per CBA
- Contract Services Maintenance of medical equipment, fees to CMED for dispatch services, software support contracts
- WVEMS fees Share of fees paid from revenue to WVEMS
- WVEMS Awards Incentives paid to volunteer EMT's
- Paramedic Contract Annual contract with Norwalk Hospital – 5-year contract signed (July 1, 2018 – June 30, 2023)
- Billing/Collection Fees paid for outsourced patient billing – cost offset by revenue
- Medical Fit for duty physicals for paid staff
- Vehicle Maintenance Fuel and oil costs – major mechanical work is paid for by WVEMS
- Education Professional conferences, certification costs
- Refunds Refunds due for overpayments by patients

Detail Operating Capital Requests:

- None

Budget Notes:

- CBA for EMS employees expires June 30, 2019
- New 5-year Norwalk Paramedic Contract reflects +/- \$9,500 increase per year
- In 2018 we reduced 1 F/T paramedic position to 1 F/T EMT and 1 P/T EMT positions to reduce paramedic OT and to supplement volunteer coverage
- High cost “Extra Duty” ambulance assignments are charged out to offset overtime costs when volunteers not available
- Most costs continue to be offset by revenue (including mileage charges)
- Medication replacement cost to Norwalk Hospital for used and expired medication
- Westport Volunteer EMS received an \$80,000 grant to purchase both a cardiac monitor/defibrillator (\$30,000) and \$50,000 towards the replacement of a new paramedic fly car.
- Fit for duty physicals

218 - EMS BUDGET 2019-20

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
1.00	EMS Deputy Director				86,764	86,764	86,764
3.00	Paramedic				79,034	237,102	237,102
1.00	Crew Chief EMT (grandfathered position)				77,497	77,497	77,497
1.00	Crew Chief EMT (new position)				49,036	49,036	49,036
1.00	Crew Chief EMT (25 hr part-time)		\$23.58	1,300	30,654	29,900	30,654
7.00	TOTAL SALARIES					480,299	481,053

EXTRA HELP & OVERTIME

qty	Position	2019-20 EH&OT Rate	2018-19 EH&OT	2019-20 EH&OT Totals
	Vacation, Callback, Late Calls & Training Replacement	90,000	103,100	90,000
	TOTAL EXTRA HELP & OVERTIME:	90,000	103,100	90,000

218 – EMS

<u>Account</u>	<u>Description</u>
<i>Extra Help & Overtime</i>	Callback and volunteer replacement due to fewer volunteer crew chief replacements
<i>Fees & Services</i>	Service Contract for LifePak12 (\$7,500) CMED Radio Contract (\$33,692) includes \$3,000 for EMS radio maintenance SWEMS Council Fees (\$1,500) Fees to WVEMS – Share of Ambulance Revenue (\$85,000) Service contracts for software (\$2,000) WVEMS Awards Program - highest possible cost (\$35,000)
<i>Vehicle Operation</i>	Fuel based on 3yr average fuel usage (\$18,200)
<i>Contract Services</i>	New 5-year (7/1/18-6/30/23) Paramedic Contract with Norwalk Hospital (\$399,768) increase of \$9,492 Billing and Collection Outsourcing Fees-offset by revenue (\$85,000) Medication Replacement cost to Norwalk Hospital (\$10,000) Introduced July 2017
<i>Capital Expenses</i>	None

DEPARTMENT: FIRE DEPARTMENT: FIRE 220

FIRE DEPARTMENT OVERVIEW

The Westport Fire Department operates out of four fire stations and responded to 3988 emergency incidents last year. The department provides protection to Westport's 27,055 residents, 829 commercial properties, L.I. Sound, Saugatuck River, I-95, Merritt Pkwy, and the Metro North right-of-way. With our sworn and civilian staff, the department provides fire prevention and education services, code compliance inspections, fire investigation, and emergency management for the Town of Westport, as well as responding to emergency medical, heavy rescue, hazardous materials and all types of fire incidents. The department is led by Chief Robert Yost and operates 4 shifts of emergency personnel, a Fire Prevention Division and Office of Emergency Management. Each shift is commanded by an Assistant Fire Chief who leads a platoon of 14 officers and firefighters. The Westport Fire Department is an all-hazard response organization providing fire suppression, rescue, hazardous materials response, fire prevention, code enforcement and fire prevention education.

FIRE DEPARTMENT PRODUCTIVITY

Training:

- The core of the fire departments ability to respond to a handle emergencies is training. The department's Chief of Training works with all for shifts and the department's administrative staff to meet these goals. In 2018 the Chief of training meet with all members to develop a long term training plan as part of the department's ongoing professional development plan as recommended by the Matrix Study (2017) and the Department Strategic Plan (2007). As part of that the Insurance Services Office (ISO), National Fire Protection Agency (NFPA) and the Occupational Safety and Health Administration along with other regulatory agencies set minimum hours for firefighter and officer training which is approximately 280 hours a year per member. In 2018 the department averaged 236.25 hours of training per member.

2016; 186.90 average hours per member

2017; 232.35 average hours per member

2018; 236.24 average hours per member

Grants:

- The department submitted and received an Assistance to Firefighter Grant (AFG) for \$25,025 (\$28,814) to purchase and equip all firefighters and officers in Operations with a Firefighter Personal Escape System or what is commonly referred to as a "Bailout System". The equipment has been purchased, training was conducted and the system has been deployed to all members.

Administration:

- In 2018 the received a new Type 1 Engine placed in-service as Engine 2 at Fire Headquarters replacing a 1995 unit which was sold to a fire department in the Dominican Republic.
- A new 16' inflatable boat was purchased and placed in-service replacing a 2002 unit. It is a similar unit to the one the police department has streamlining training and operations for both agencies.
- The department is up to full staffing, all 11 vacancies from 2017 have been filled and those members are transitioning off of probation at this time.
- The departments now has a social media program that is coordinated with the departments and emergency management's mass notification system Nixle and press releases. During the March 2018 Sever Weather/Snow Storms the department had approximately 28,000 looks at public safety notifications and information posts on Facebook, Instagram and Twitter. The program is designed to keep the public engaged and following the department so that when critical information needs to be communicated it can be done to the largest possible audience.

Operations: Calls/volume and type

- In 2018 the department responded to 3988 incidents which is increase of 18.27% over 2017's 3372 total number of incidents. One of the largest increases is in response to significant sever weather related events such as the March 2018 Nor'easters, the numerous Coastal Flooding events and the increase in Flash Flooding events. Westport did respond to Brookfield for the May 15 2018 Sever Weather Outbreak at the request of the Statewide Fire Rescue Disaster Plan Mutual Aid, although only 3 incidents with in

our numbers, Westport units responded to approximately 25-30 incidents in Brookfield during a 3 day period. Response to Severe Weather and Flooding Events has become more frequent for the Westport Fire Department. Rescue and Emergency Medical calls continue to be the largest number of response; 27.48% of all responses which is statistically lower than the national average of 75-80% when compared to other fire departments. Response to Interstate 95 and the Merritt Parkway have remained consistent representing 5.55% of the total call volume.

Response by District	Count	%
Headquarters District	1257	31.52%
Station 4	960	24.07%
Station 5	922	23.12%
Station 6	814	20.41%
Wilton	13	0.33%
Fairfield	8	0.20%
Norwalk	5	0.13%
Brookfield	3	0.08%
Easton	2	0.05%
New Canaan	2	0.05%
Stratford	1	0.03%
Weston	1	0.03%
	3988	100.00%

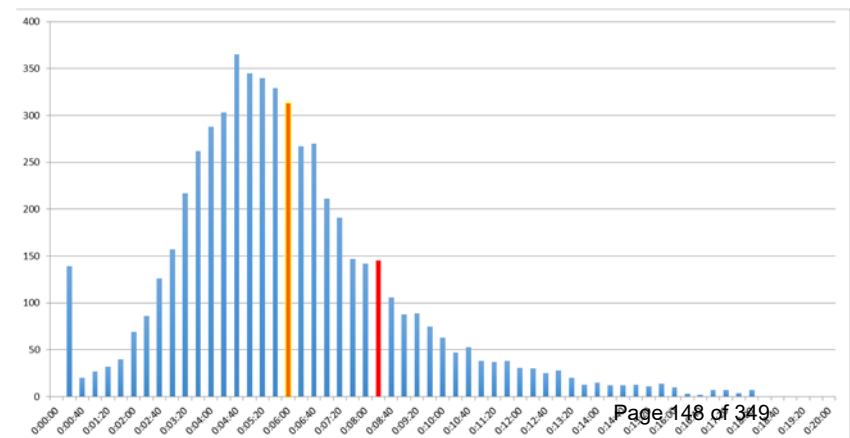
Incident Type Summary	Count	%
1 Fire	82	2.06%
2 Overpressure Rupture, Explosion, Overheat	13	0.33%
3 Rescue & Medical Service	1096	27.48%
4 Hazardous Condition	630	15.80%
5 Service Call	610	15.30%
6 Good Intent Call	409	10.26%
7 Fire Alarms (No Fire) & False Call	1103	27.66%
8 Severe Weather & Natural Disaster	34	0.85%
9 Special Incident Type Other	7	0.18%
Other	4	0.10%
	3988	100.00%

Operations: Turnout and response times

- Among the Matrix Study Recommendations was the department should adopt a service level of 60 second dispatch processing time and an 80 second turnout time for 90% of emergency calls. This is the industry standard as recommended by National Fire Protection Agency (NFPA) 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments for dispatch processing time and turnout time.
 - In 2018 the Westport Fire Dispatch met 60 second call processing time only 50% of the time for 6002 dispatches, this is large part due to the out dated system we are currently. The 5 year average is 30% of the time for 28,250 dispatches.
 - In 2018 the Westport Fire Department met the 80 second turnout time 70% of the time for 6803 responses, the 5 year average is also 70% of the time for 30968 responses.
- In 2018 the average response time (from dispatch to arrival) was 5:48 with the 5 year average 5:44. This graph represents all responses for 2018. NFPA 1710 recommends 8:20 as the time for all fire unit to arrival at report structure fire 90% of the time and this is used a minimum standard for all responses. In 2018 the Westport Fire Department met the 8:20 goal 84.33% of the time. The 5 year is 85.41%.

Fire Prevention:

- Inspections and re-inspections for 2018 was 751, this is down from the previous year in part to two of the three members in the Fire Marshal’s Office were out for portion of the year, one was receiving their initial training as required by the state and the other was in building official school. When the Fire marshal’s Office is up to full staffing and training they average approximately 1475 inspections and re-inspections a year.



- Investigations for 2018 was a 154, this number is up significantly in part to better tracking of daily activities. All fires are investigated by the Fire marshal's Office.
- Public Education returned to the public schools in 2017 and continued again 2018. The department is now tracking the number of programs delivered and the number of contacts. In 2018 there were 16 formal fire prevention programs reaching approximately 500 individuals.

DEPARTMENT PRIORITIES AND GOALS:

- The department has received Capital Funding for Architectural Services as part of the departments need to address long term capital infrastructure needs. A Request for Qualifications for the Architectural Service will go out during the winter of 2019. The end product will provide the department with an assessment of existing facilities, renovation vs new assessment, conceptual designs and an opinion of real costs for the 4 existing facilities. This will be used to develop a real long term plan that will meet the need of the department today and for the next 50-65 years. This will allow the department to plan and build the space necessary to purchase the Quint as recommended in the Matrix Study from 2017.
- The department is continuing its effort to not only consolidate dispatch with the Westport Police but to regionalize with Fairfield's Emergency Communication Center at facility to be located at Sacred Heart University. We are planning and working towards a January 2020 date for this project to occur.
- The department will continue to pursue Assistance to Firefighter Grants (AFG) to bolster our Operational Capabilities.
- Fire Prevention
 - Expanded Public Fire education program to add all Westport 2nd grader students and to the Westport Center for Senior Activities
 - Implementation of the new Accela permit software with other town agencies. The Matrix Study had recommend an online permitting and applications process this will fulfill this recommendation.
 - Continue working with Planning and Zoning on fire safe and fire smart town development
 - Increase the number of fire inspections
 - Formalize a professional development plan that includes training and continuing education that is required by the State and take advantage of training and education programs through National Fire Academy.

RISK ANALYSIS:

The Matrix Study has recommended that department conduct a full risk assessment of the community to identify the risks faced along with an assessment of the likelihood of an emergency to occur. This will in the long term help the department plan to deal with emerging issues that not only effect day to day operations but will be budgetary strain. The department has started this process. Currently two emerging threats that continue to strain the department now are sever weather events such as the flash flooding that accrued in September 2018 and uncontrolled or unexpected residential development in town.

REVENUE SUMMARY:

- Permit Fees for commercial plan review by the Fire Marshal's Office has generated \$190,234.00 for FY 17/18 which is above the 10 year average and year to date for the current fiscal year it is \$178,160 which approximately \$20,000 above the 10 year average.
- The Department also receives approximately \$78,000 in fees from New Canaan Fire Department for dispatching services.
- The Department received \$25,025 from FEMA for Assistance to Firefighters Grant (AFG), the departments match for the grant was \$3,789

DESCRIPTION OF ACCOUNTS:

Salaries -	The salaries increase reflects the CBA agreement with Local 1081.
EH & OT -	The Extra Help and Overtime budget has been continually adjusted to reflect actual budget experience, several lines have been increased or decreased accordingly. Overall the EH&OT budget has increased by 7.62%, Miscellaneous OT from \$1,585,600 to \$1,711,307. This is large part due to the fact a wage and step increase for all firefighters and the addition of 180 vacation days as all the members of the department will be off probation and be entitled to vacation time. Also included in this amount is the cost of coverage for one member being deployed with the National Guard for a year; as of January 15 th his orders had canceled but not confirmed.
Uniform Allowance -	Uniforms for Firefighters, Fire Inspectors, and Fire Officers.
Fees & Services -	Used to reimburse Volunteer Firefighters for service rendered in lieu of local tax reduction.
Telephone, Cellular-	Used to pay Fire Department's share of telephone circuits, network costs, as well as monthly fees for department cell phones and wireless modems for mobile data system.
Equipment Maint/Operation-	Breathing Apparatus, Fixed Equipment, Radios, Extinguishers, Medical Supplies, Oxygen, Safety Equipment, Turnout Gear.
Vehicle Maintenance -	Used for maintenance of Fire Apparatus, Staff Vehicles and Large Fixed Equipment.
Vehicle Operation -	Diesel: 12,287 gallons @ \$1.62/gal and Gasoline: 8249 gallons @ \$1.67/gal.
Maintenance Supplies -	Cartage, House Equipment, Laundry, House Supplies, Office Supplies, Maintenance Contract, Haz-Mat Dues.
Educations & Expenses -	Used for Training Programs, Fire Academy Tuition, Physicals, Prevention Dues, Periodicals, Fitness Program.

Detail Operating Capital Requests:

Fire Suppression -	Fire Hose: \$10,000 Fire Turnout Gear: \$54,000; Fire Foam: \$3,000
Rescue Equipment -	\$22,500: planned upgrades of equipment that is at end of life and no longer serviceable.
Hazardous Materials -	Survey Meters, Sensors: \$8,750
Breathing Apparatus -	Continue maintenance and repairs of department's self-contained breathing apparatus

220 Fire Budget-2019-2020

SALARIES

qty	Position	Grade & Step	2017-18 Salaries	2018-19 Salaries	2018-19 Salaries	2019-20 Salaries	2019-20 Salaries
1	Chief		\$145,794.00	\$154,919.00	\$158,074.00	\$159,074.00	\$159,074.00
1	Deputy Chief		\$136,592.00	\$141,547.00	\$144,368.00	\$144,368.00	\$144,368.00
1	Fire Marshal		\$134,717.00	\$141,547.00	\$144,368.00	\$144,368.00	\$144,368.00
1	Assistant Chief T/O		\$122,841.00	\$128,533.00	\$124,533.00	\$131,667.00	\$131,667.00
4	Assistant Chief		\$475,364.00	\$124,553.00	\$498,212.00	\$127,667.00	\$510,668.00
2	Inspector		\$199,694.00	\$104,646.00	\$209,292.00	\$107,262.00	\$214,524.00
4	Lieutenant E2		\$362,296.00	\$94,927.00	\$379,708.00	\$97,300.00	\$389,200.00
4	Lieutenant E4		\$362,296.00	\$94,927.00	\$379,708.00	\$97,300.00	\$389,200.00
4	Lieutenant T1		\$362,296.00	\$94,927.00	\$379,708.00	\$97,300.00	\$389,200.00
23	Firefighter	7	\$2,363,370.00	\$82,565.00	\$1,898,995.00	\$84,629.00	\$1,946,467.00
4	Firefighter	6	\$221,532.00	\$0.00	\$0.00	\$79,328.00	\$317,312.00
2	Firefighter	5	\$275,736.00	\$72,247.00	\$288,988.00	\$74,053.00	\$148,106.00
4	Firefighter	4	\$0.00	\$67,071.00	\$134,142.00	\$68,748.00	\$274,992.00
11	Firefighter	3	\$236,312.00	\$61,917.00	\$247,668.00	\$63,465.00	\$698,115.00
0	Firefighter	2	\$112,526.00	\$58,967.00	\$294,835.00	\$60,441.00	\$0.00
0	Firefighter	1	\$53,583.00	\$57,563.00	\$345,378.00	\$57,562.00	\$0.00
1	Accounting Aide	V	\$60,768.00	\$63,844.00	\$63,844.00	\$65,440.00	\$65,440.00
1	Accounting Aide	V	\$60,768.00	\$63,844.00	\$63,844.00	\$65,440.00	\$65,440.00
1	Dispatcher	V-7	\$60,768.00	\$63,844.00	\$63,844.00	\$65,440.00	\$65,440.00
1	Dispatcher	V-7	\$69,228.00	\$63,844.00	\$63,844.00	\$65,440.00	\$65,440.00
1	Dispatcher	V-5	\$49,995.00	\$55,151.00	\$55,151.00	\$59,356.00	\$59,356.00
1	Dispatcher	V-6	\$47,613.00	\$55,119.00	\$55,119.00	\$62,324.00	\$62,324.00
1	Fleet Mechanic		\$83,577.00	\$104,646.00	\$104,646.00	\$107,262.00	\$107,262.00
73	SUBTOTAL SALARIES:		\$5,997,666.00		\$6,098,269.00		\$6,347,963.00

SALARIES

Position	Rate	2017-2018 Salary	2018-2019 Salary	2019-2020 Salary
		Subtotals	Subtotals	Subtotals
College Credits		\$26,900.00	\$34,700.00	\$36,350.00
Holiday Pay		\$425,602.00	\$433,925.00	\$473,751.55
EMT Certifications @		\$53,600.00	\$53,600.00	\$53,600.00
Master Firefighter/Officer		\$177,000.00	\$196,000.00	\$234,500.00
Stand-by		\$9,686.00	\$9,686.00	\$9,686.00
SUBTOTAL SALARIES:		\$692,788.00	\$727,911.00	\$807,887.55
GRAND TOTAL SALARIES:		\$692,788.00	\$6,826,180.00	\$7,155,850.55

Updated 2/28/19

220 Fire Budget-2019-2020

EXTRA HELP & OVERTIME

<u>Position</u>	2017-2018 EH & OT Totals	2018-2019 EH & OT Totals	2019-2020 EH & OT Totals
FLSA Callbacks	\$50,000.00	\$50,000.00	\$25,000.00
FLSA Funeral Leave	\$12,996.00	\$12,996.00	\$12,000.00
FLSA Injury Leave	\$170,000.00	\$170,000.00	\$170,000.00
FLSA Military Leave	\$62,483.00	\$60,598.00	\$60,000.00
FLSA Miscellaneous Overtime	\$68,045.00	\$50,000.00	\$50,000.00
FLSA Shift Holdover	\$25,000.00	\$25,000.00	\$25,000.00
FLSA Sick Leave	\$183,002.00	\$183,002.00	\$183,000.00
FLSA Time and One-Half	\$10,000.00	\$10,000.00	\$10,000.00
FLSA Training Days	\$70,723.00	\$70,000.00	\$70,000.00
FLSA Union Leave	\$4,000.00	\$4,000.00	\$4,000.00
FLSA Training Leave/ Replacement	\$79,348.00	\$75,000.00	\$75,000.00
FLSA Vacation Leave	\$714,259.00	\$709,872.00	\$835,807.33
FLSA Firefighter Open Position	\$117,216.00	\$100,000.00	\$100,000.00
Non-FLSA Dispatcher Sick Leave/Open Position	\$55,132.00	\$55,132.00	\$55,000.00
Non-FLSA Mechanic Overtime	\$4,758.00	\$4,000.00	\$5,500.00
Non-FLSA Personal Leave	\$4,291.00	\$4,000.00	\$4,000.00
Non-FLSA Secretarial Overtime	\$1,636.00	\$1,000.00	\$2,000.00
Non-FLSA Training Assistance	\$2,000.00	\$1,000.00	\$2,500.00
EH/OT Regional Dispatch	\$0.00	\$0.00	\$0.00
TOTAL EXTRA HELP & OVERTIME:	\$1,634,889.00	\$1,585,600.00	\$1,688,807.33

<u>Account</u>	<u>Description</u>
<i>Fees & Services</i>	Vol. Firefighter Awards - used to reimburse Volunteer Firefighters for service rendered in lieu of local tax reduction.
<i>Telephone</i>	Cellular Telephone - used for monthly fees for department cell phones and wireless modems for mobile data system.
<i>Telephone</i>	Monthly Service - used to pay Fire Department's share of telephone circuits, network costs and long assistance charges.
<i>Equipment Operation</i>	Breathing Apparatus, Fixed Equipment, Radios, Extinguishers, Medical Supplies, Oxygen, Safety Equipment, Turnout Gear
<i>Vehicle Operation</i>	Diesel (12677 gallons @ \$2.68/gallon=\$33,948.01)
<i>Vehicle Operation</i>	Gasoline (8346 gallons @ \$2.51/gallon=\$20,948.46)
<i>Computers</i>	Computers/supplies
<i>Software</i>	Computer software upgrades-\$5000
<i>Equip. -Maint.</i>	Maintenance of station equipment at our four fire stations.
<i>Rescue Equipment</i>	\$22,500 Replacement of Thermal Imaging Cameras and other rescue equipment
<i>Fire Suppression</i>	Fire Hose-\$10,000 Protective Turnout Gear-\$54,000, Firefighting Foam-\$3,000
<i>Hazardous Materials</i>	Hazardous Gas Detection Meters-\$8,750
<i>Education & Expenses</i>	Physicals, Prevention Dues, Training, Periodicals, Fitness Program

Updated 2/28/19

220 - Fire Department

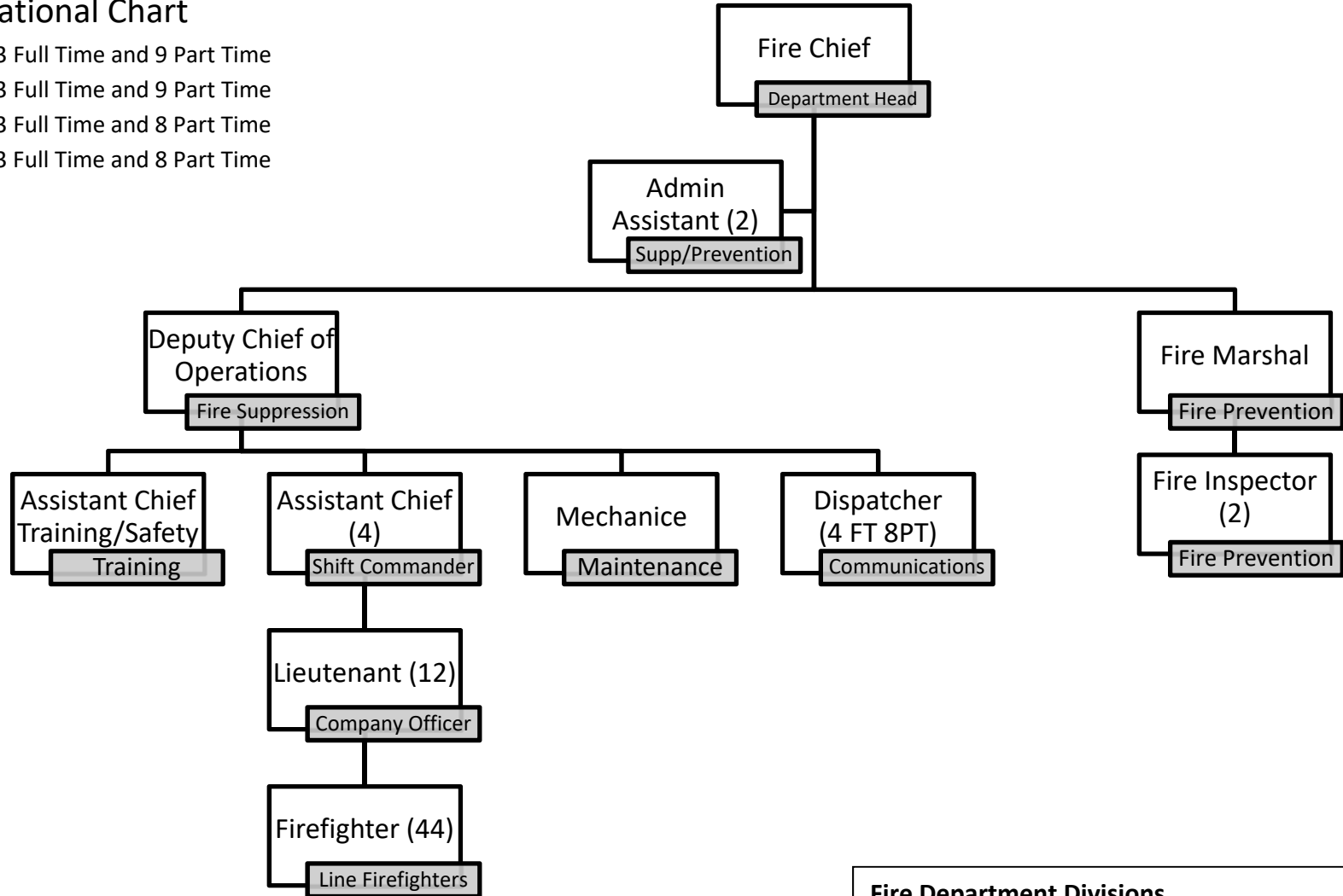
Organizational Chart

2016/17: 73 Full Time and 9 Part Time

2017/18: 73 Full Time and 9 Part Time

2018/19: 73 Full Time and 8 Part Time

2019/20: 73 Full Time and 8 Part Time



Fire Department Divisions

- Fire Suppression/Admin: 64 Full Time
- Fire Prevention: 4 Full Time & 0 Part Time
- Communications: 4 Full Time & 8 Part Time
- Fleet Maintenance: 1 Full Time

DEPARTMENT: BUILDING AND PSBC

DEPARTMENT SERVICES OVERVIEW

- The Westport Building Departments mission is to ensure building safety and quality of construction through education and enforcement. Connecticut General Statutes require towns to enforce the Connecticut Building Code for all residential, commercial and municipal construction projects. Plans are reviewed in the office and permits are issued followed by numerous field inspections in all phases of construction to ensure code compliance. The Dept. also enforces the town demolition of structures over 50 years old. The Building Department is staffed with one Department Head, two Inspectors and one Administrative Assistant & one Building Assistant and 1 additional part-time support staff.
- The Public Site and Building Commission (PSBC) shall have control of those building projects specifically assigned to it by the First Selectman and may assist in planning all other building projects of the Town of Westport and in supervision of construction of such projects. Contracts in connection with all building projects shall be authorized by the Board of Selectmen.
- The Blight Enforcement Officer enforces Anti-Blight provisions of the Town Ordinance.

FYE 2018 ACCOMPLISHMENTS:

- Continued to expand Building Code awareness with Norwalk Community College Students, Tradesmen, Builders, Architects & Engineers.
- As requested by Fire Dept., continue to provide construction analysis due to increase of car into buildings, tree collapses and flooding. Home and Business owners rely on advice when emergency arises.
- More than 12,600 Certificates of Occupancy have been digitized and we are working with IT to make these accessible to the public.
- *Finish What You Started* added to Building Department's town website to encourage residents to check to see if they have open permits. Continue to be proactive in notifying homeowners, realtors, and attorneys of open permits and follow up with inspections and permit closures.
- Continued monitoring of PSBC Library and Senior Center projects.
- Investigated 10 Blight Claims. Remediated 5. Five additional claims were successfully remediated without going on the agenda. Levied fine on blighted property and collected \$44,000 in fines.
- Implemented Green Task Force Westport Green Building Award and presented 1 commercial and 2 residential awards.
- Assist in selecting a software vendor that will provide software application with integrated permitting to support and connect all our land use departments.
- Added EV Charging Station work type to permitting system to efficiently track increase in electrical vehicle use in Town.

FY 2019 SERVICE LEVEL GOALS:

- Maintain quick response to process permits and inspections on all projects.
- Currently monitoring Library project. Senior Center expansion projects completed on time and on budget. Assist Town departments with their capital construction projects. Offer guidance in selecting Architects, Construction Manager & Contractors. The goal of staying within budget and quality control is a priority.
- Work with Accela, the new permitting software system, to provide input to customize the technology of new software to make the plan review, permitting and inspection processes more efficient, working in conjunction with other Town land use departments.
- Digitize underground oil tank and abandonment and removal documentation and make available for public access.

PERFORMANCE MEASURES:

- Maintain quick response to process permits and inspections on all projects. Inspections are completed in less than 2 days, and critical inspections in less than 24 hours.
- Reviewed and issued 1,352 total permits, which included new houses, alterations, commercial, solar panels, sub and miscellaneous. Reviewed and issued 72 Demolition permits.

REVENUE SUMMARY:

- Revenues continue to exceed operating expenses and the Building Department collected a total of \$1,413,080 in fees during FY 2017 – 2018.

DESCRIPTION OF ACCOUNTS:

- Salaries - 5 FT Employees – 4 under a union contract. Administrative Assistant portion of salary coming out of FD.
- Overtime – pay for emergency callbacks of the Deputy & Assistant Bldg Official when structure stability is in question ie fires/car into building/tree on house and for extra hours needed to keep up with and expanding workload (administrative) for Building & Blight
- Uniform Allowance – reimbursement for clothing purchases per union contract
- Fees & Services - State Marshal – delivers summons to owners of blighted properties
- Voice/Data – phones/service/data
- Equipment Maintenance & Operations – copier
- Vehicle Maintenance – used for service and parts needed to keep cars running
- Vehicle Operations – gas
- Software & Software Maintenance
- Supplies – paper, pens, notepads, file folders, copy paper, ink
- Reference Material – building code books
- Office Equipment – file cabinets
- Education & Expenses – reimbursement for coursework & seminar fees for continuing education mandated by the state

DETAIL OPERATING CAPITAL RQUESTS:

BUDGET NOTES:

- Salaries – personnel to remain the same but the salaries are dictated by the union contract
- Extra Help & Overtime – Extra help - utilize part-time Building Inspectors from the area to keep up with increased permit activity. Overtime - as needed for call backs & office workload. Fill in for Building Official when working on municipal projects. Closing out of old open permits.
- Create conference room to use permit software to review plans.

225 - BUILDING DEPARTMENT BUDGET 2019 - 2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-2019	2019-2020
					Salary Totals	Salary Totals
1.00	Building Official	n/a			128,800	128,800
2.00	Assistant Building Official	IX-7			183,576	188,164
1.00	Building Assistant	V-7			63,844	65,440
0.75	Administrative Assistant I	IV-5			37,776	40,655
1.00	Blight Officer	n/a			6,000	6,000
5.75	TOTAL SALARIES:				419,996	429,059

EXTRA HELP & OVERTIME

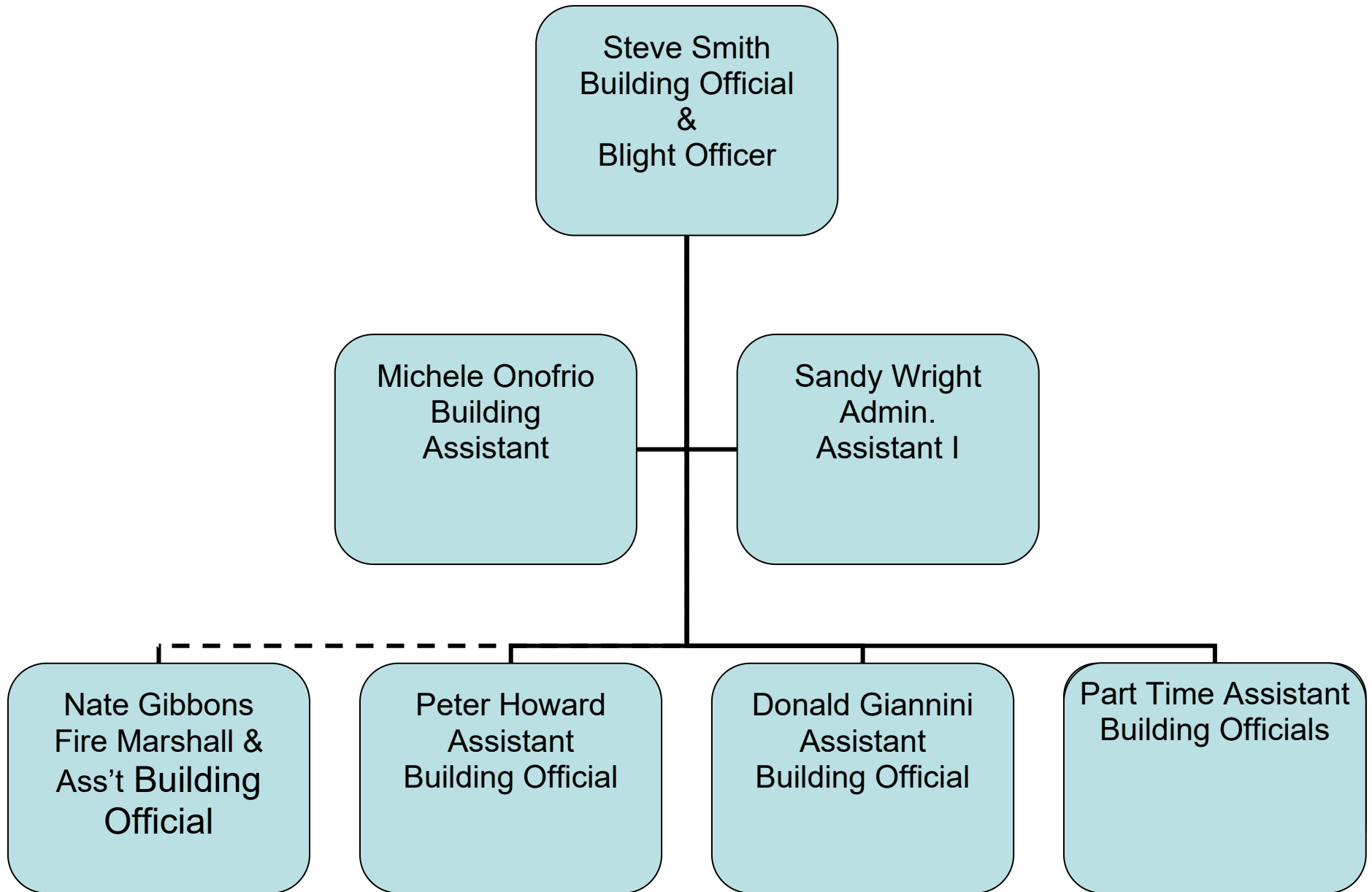
qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-2019	2019-2020
					EH&OT Rate	EH&OT Totals
2.00	Assistant Building Official Callbacks	IX-7			20,000	20,000
1.00	Building Assistant				9,342	5,000
	TOTAL EXTRA HELP & OVERTIME:				29,342	25,000

225 - BUILDING DEPARTMENT

<u>Account</u>	<u>Description</u>
Computers	Dept. Laptop(s) with Microsoft Office - \$2,000
Equipment Maint/Operation	Copier Maintenance (\$1,000)
Extra Help & Overtime	Bldg Inspectors \$20,000/Bldg Admins \$5,000 /
Fees & Services	State Marshal (0)
Office Equipment	File Cabinets (0)
Software Maintenance	System Maintenance (\$2,000)
Electronic Plan Review Room	\$8,000

Westport Building Department

Organizational Chart



DEPARTMENT: FIRE DEPARTMENT
Budget Division: EMERGENCY MANAGEMENT 250

Division Overview:

The Office of Emergency Management headed by Emergency Management Director Robert Yost is enabled by Town Charter Article 3 Section 26-51 and Title 28, Chapter 517, of the General Statutes of Connecticut as amended. The division functions provide for the direction and control and the continuity of government in disaster situations, to provide for the integration of resources and capabilities of town government and the private sector for hazard mitigation, survival and recovery operations when any disaster threatens or occurs. To maximize survival of people, prevent or minimize injuries, and preserve property and resources in the Town of Westport by coordinating equipment and resources from all town departments and agencies in the event of natural, human caused, or national security emergency or disaster.

Description of Accounts:

Salaries-EM (511000) - (1) Part-time clerical, this position is shared with the Building Department

Voice/Data-EM (541000) - Satellite phone, used in the event the phone system inoperable during or after a disaster

Equip Maint. & Operation-EM (542000) - Covers the cost maintaining and operating the Emergency Operations Center

Supplies-EM (561000) - Covers the cost of consumable commodities

Medical Supplies/Miscellaneous (575100) - Medical supplies and miscellaneous commodities

Fire Equipment-EM (575100) - Ongoing projects and new equipment

Education & Expenses-EM (585000) - Training and education expenses

2018 Accomplishments:

- Stop Bleed Kits purchase for the Fire Department and Emergency Medical Service. Fire Department conducted training and have used two of these kits on incidents, one with days of being deployed.
- Change from CodeRED to Nixle mass notification system. Not only was there a cost savings, the new system is integrated with the fire departments social media accounts, it can be done mobile in the field and the both the Fire and Police Departments have their own accounts.

2019 Goals:

- Begin updating the Westport Local Emergency Operations Plan for the spring of 2020
- Renew the towns StormReady® designation with the National Weather Service
- Participate in the State's Department of Emergency Management annual Emergency Preparedness Drill

Detail Operating Capital Requests:

\$10,000 - Nixle System notification system (575100); covers the cost of both Fire and Police Departments accounts.

\$10,000 - UASI Radio System (575100); this is a regional shared radio system, covers the maintenance and operation of the system.

\$7,500 - Saugatuck River Tidal Gauge (575100); annual service agreement cost with the USGS.

\$5,000 - Hyper-Wall maintenance fees, this is to cover the cost of the hyper-wall in the EOC.

\$5,000 - C.E.R.T. Team Training and Equipment (575100), cover the cost of training and equipment for the CERT.

250 Emergency Management-2019-2020

ACCOUNT	ACCOUNT DESCRIPTION	Projects	FY18 APPROP	FY19 APPROP	FY20 Requests
101-02-22-250-00000-511000-	Salaries-EM	Salary for Administrative Assistant (12.5% of BD Admin)	\$28,700.00	\$28,700.00	\$30,000.00
10102250-511090	Workers Compensation		\$0.00	\$0.00	\$0.00
10102250-511091	Workers Compensation Offset		\$0.00	\$0.00	\$0.00
101-02-22-250-00000-541000-	Voice/Data-EM	Satellite Phone Service/TV/Internet Service	\$2,000.00	\$1,000.00	\$1,250.00
101-02-22-250-00000-542000-	Equip Maint. & Operation-EM	Hyper wall Maintenance Fees (\$5,000)	\$6,700.00	\$6,700.00	\$5,500.00
101-02-22-250-00000-561000-	Supplies-EM		\$3,745.00	\$3,745.00	\$1,800.00
101-02-22-250-00000-569002-	Medical Supplies/Miscellaneous	Stop Bleed Medical Supplies/Medical Supplies for Disaster Kits	\$2,780.00	\$2,780.00	\$2,800.00
101-02-22-250-00000-575100-	Fire Equipment-EM	Nixle Notification System (\$10,000) UASI Radio System (\$10,000) CERT Equipment and Training (\$5,000) Saugatuck River Tidal Flood Gauge (\$7,500) Weater Station for Station 4 (\$1,095)	\$31,157.00	\$31,431.00	\$33,595.00
101-02-22-250-00000-585000-	Education & Expenses-EM		\$300.00	\$1,000.00	\$3,300.00
Total 10102250 Emergency Management			\$75,382.00	\$75,356.00	\$78,245.00

Salaries-EM Covers the 12.5% of one Administrative assistant in the Building Department that handles FEMA mitigation grants

Voice/Data-EM Covers the cost of department Satellite Phone Service/TV/Internet Service for the emergency operations center at fire headquarters

Equip Maint. & Operation-EM Hyper wall Maintenance Fees (\$5,000)

Supplies-EM Miscellaneous consumable supplies used during disasters and emergencies

Medical Supplies/Miscellaneous Stop Bleed Medical Supplies/Medical Supplies for Disaster Kits

Fire Equipment-EM Nixle Notification System (\$10,000) UASI Radio System (\$10,000) CERT Equipment and Training (\$5,000) Saugatuck River Tidal Flood Gauge (\$7,500) Weater Station for Station 4 (\$1,095)

Education & Expenses-EM Covers the cost of training related to emergency management, planned 2020 Hurrincance Conference

250 - Emergency Management

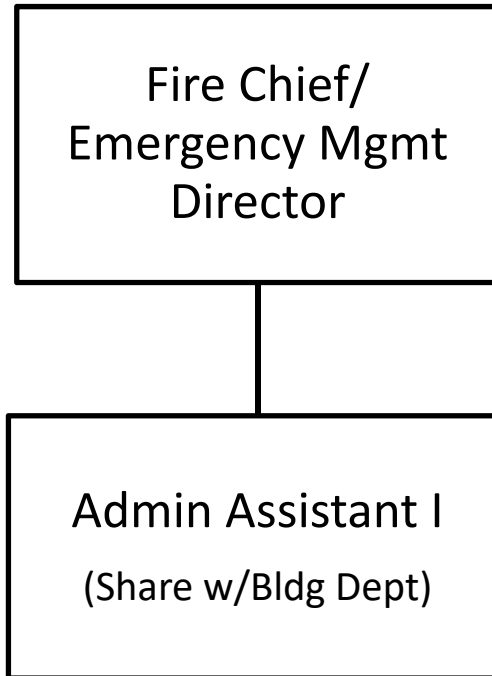
Organizational Chart

2016/17: 0.5 Full Time

2017/18: 0.5 Full Time

2018/19: 0.5 Full Time

2019/20: 0.5 Full Time



Emergency Management

- Fire Chief/EMD: (220 Budget)
- Secretary: 0.5 Full Time

DEPARTMENT: PUBLIC WORKS

DEPARTMENT SERVICES OVERVIEW:

The Department of Public Works is responsible for maintenance of the town infrastructure which consists of 123 miles of roadway, 24 miles of sidewalk, 71 buildings, 50 pieces of rolling stock, 15,000 tons of municipal solid waste, 3,500 tons of recyclables, 2,750 tons of yard waste, 95 miles of sanitary sewer gravity line, 16 miles of pressure sewer, 18 pump stations and a 3.4 million gallon per day water pollution control facility. The Department of Public Works consists of 47 full time and 4 part-time employees representing seven (7) staffed divisions. The tree warden and his associated budget also comes under the Public Works Department.

FY JULY '17 – JUNE '18 ACCOMPLISHMENTS:

- *Completed Compo Channel Dredging*
- *Completed replacement of Saugatuck Island Bridge*
- *Designed and permitted Canal Road Culvert replacement*
- *Reconstructed Fire Headquarters Parking Lot*
- *Initiated construction of Contract #70: Loren Lane / Sniffen Rd*
- *Elevated pavement OCI from 69 to 70*
- *completed large Line Truck fleet with 1 additional freightliner and 3 LoPro trucks to maintain our total fleet of 14 trucks*
- *Initiated Parker Harding Dumpster replacement with closed compactor units*
- *Completed Parks and Recreation Compo Pavilion and bathroom projects in time for summer opening*

FY JULY '19- JUNE '20 SERVICE LEVEL GOALS:

- *Maintain a Pavement OCI (Overall Condition Index) of 71.0.*
- *Continue infrastructure improvements to downtown – Complete Elm Street sidewalks and streetscape; Complete burial of Parker Harding utilities*
- *Reconstruct Myrtle Ave Sidewalks and improve intersections for pedestrian safety, and repave Myrtle Ave*
- *Complete upgrades to pump station #2*
- *Complete Loren Lane/ Sniffen Road sewer Contract #70*
- *Initiate construction of Bayberry Lane Bridge; Kings Highway Bridge*
- *Complete Bathrooms and new sidewalk at Compo Beach*
- *Reconstruct upper Main Street sidewalk using LOTCIP funds; Initiate design of Riverside Avenue Reconstruction using LOTCIP funds*
- *Design and construct a sidewalk on Hillspoint Road using RSA funds*
- *Reconstruct Baldwin Parking lot*
- *Implement measures toward reducing Solid Waste Budget*

PERFORMANCE MEASURES:

- *Provide service within established budget and when possible return a surplus.*
- *Provide a sounding board for citizen requests, providing timely service.*
- *Provide support to various town departments/agencies as requested*

5 YR GOALS: *Greater inter-departmental and inter-municipal co-operation leading to greater efficiency and less duplication of effort
*Maintain Pavement OCI at a stable level of 70-72
*Purchase Town's streetlights, replace with LED's, and establish a maintenance program in-house.

REVENUE SUMMARY: * Major revenue generated is for commercial solid waste disposal which is a direct offset for cost of disposal. Tipping fee to be increased for FY20

BUDGET NOTES:

*FY18 Solid Waste stream has seen an increase in the commercial waste component.
*FY 20 Solid Waste Budget for Contract Services heavily impacted by worldwide Recycling crisis
*Aggressive road maintenance program showing benefit of increasing OCI.

DEPARTMENT: PUBLIC WORKS

Budget Division: ENGINEERING

Division Overview: *The Engineering Division provides the overall public works administration (Director, Deputy Director and Accounting) functions for the entire department as well as the highly technical services of the Town Engineer and the Town surveyor. Additional personnel provide engineering review for the Planning and Zoning Department and Conservation Department as well as the mapping requirements for the Town Clerk, Assessor, Registrar of Voters, and other land use agencies. Staff from this office is also responsible for construction inspection services and oversight of utility operations within the town right-of-way.*

Description of Accounts:

<i>Salaries</i>	<i>Employee salaries – higher due to personnel changes, employee advancements and steps</i>
<i>EH & OT</i>	<i>Seasonal Extra Help summer intern and overtime for construction supervision</i>
<i>Uniform Allowance</i>	<i>Replacement work and safety clothing as per contract</i>
<i>Trans Allowance</i>	<i>Reimbursement for mileage to training sessions</i>
<i>Fees & Services</i>	<i>Specialized outside services such as borings, wetland delineation, appraisals or deed research</i>
<i>AutoCad</i>	<i>License fees for the proprietary software used in the Eng. Division</i>
<i>Telephone</i>	<i>Annual fees</i>
<i>Equip Maint/Oper</i>	<i>Service contracts and repairs for office equipment. Service contract for copier</i>
<i>Supplies</i>	<i>Copier supplies, ink for plotter, general office supplies for the department.</i>
<i>Education</i>	<i>Registration, mileage reimbursement for educational conferences or tutorials</i>

Detail Operating Capital Requests:

Office Computers – Annual allocation of \$2000 to upgrade or replace specialized departmental computers.

Budget Notes:

This divisions' budget is changed primarily due to changes in staff and corresponding salary levels. Overall a 1.0% increase.

The Engineering Division has been reduced by two staff positions in the past ten years; one administrative secretary and one engineer. With the loss of the engineer, we now contract out most of the design work.

310 - ENGINEERING BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20	2018-19	2019 -20
					Salary Rate	Salaries	Salary Totals
1.00	Director of Public Works	C-61-1			150,000	150,000	150,000
1.00	Deputy Director	C-63-1			135,000	135,000	135,000
1.00	Town Engineer	C-65-1			96,000	96,000	96,000
1.00	Engineer II	VIII-4			74,220	69,000	74,220
1.00	Engineer I	C-60-1			87,364	87,364	87,364
1.00	Engineer II / GIS	VIII-3			70,685	65,768	70,685
1.00	Engineering Assistant	V - 7			65,440	63,844	65,440
1.00	Administrative Assistant II	V - 7			65,440	63,844	65,440
1.00	Engineer I - Surveyor	IX - 7			94,082	83,823	94,082
9.00	TOTAL SALARIES:					814,643	838,231

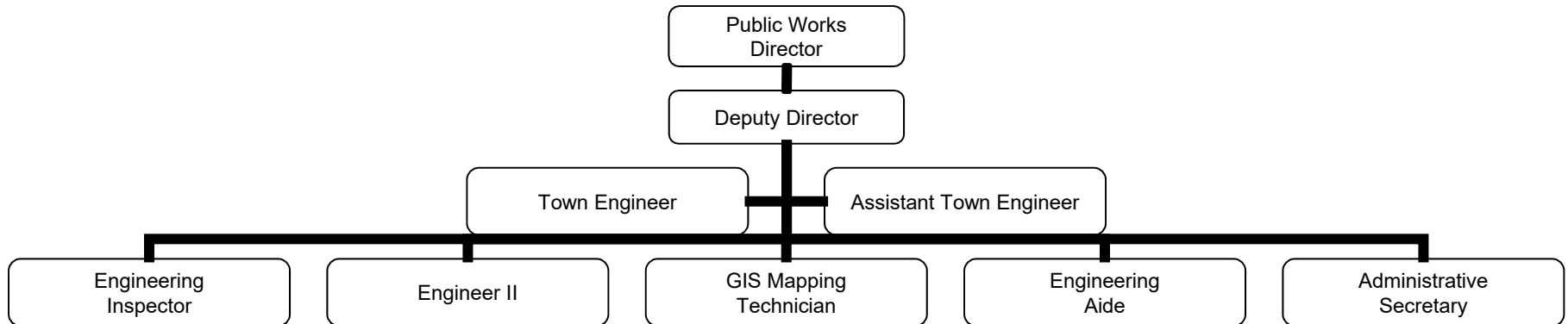
EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2019-20	2018-19	2019-20
				EH&OT Rate	EH&OT	EH&OT Totals
1.00	Overtime			7,400	7,400	7,400
	TOTAL EXTRA HELP & OVERTIME:				7,400	7,400

310 -ENGINEERING

<u>Account</u>	<u>Description</u>
<i>Fees & Services</i>	Specialized subcontracting services, lab work & analysis, wetland delineation, postage (\$4,100) Autocad/Hydrocad Software Maintenance and technical support (\$8,000)
<i>Equip. Maint/Operation</i>	Service Contracts: Office Equipment (\$1000), Copier (\$2,200), Test/Calibrate Survey Equipment (\$1000)
<i>Vehicle Operating</i>	Fuels and lubricants (\$9,000)
<i>Supplies</i>	Printer Supplies (\$1,000), HP Plotter Supplies (\$2,500), General Office Supplies (\$2,500)
<i>Capital:</i>	
<i>Computers</i>	Annual upgrade and reconfiguration of computers (\$2,000)
<i>Education and Expense</i>	AVC Information & Cartograph Training, Professional Licenses & Association Fees (\$5,000)

310 – ENGINEERING
2019/2020 Organization Chart
2018/19: 9 Full Time / 2019/20 : 9 Full Time



DEPARTMENT: PUBLIC WORKS
Budget Division: HIGHWAY

Division Overview: *The Highway Division is responsible for the maintenance of the 123 miles of town right-of-way. Responsibility extends beyond the care and maintenance of pavement to include drainage structures and vegetation control on the shoulders. State mandated street sweeping and basin cleaning is imperative to maintenance of water quality standards. Where necessary for proper street drainage, curbing and driveway aprons are also included. Safety considerations often dictate traffic signage and/or painted street lines, traffic lights and guide rails. Sidewalk maintenance is also included in this budget.*

Description of Accounts:

<i>Salaries</i>	<i>Employee salaries – There is a decrease in salary resulting from contractual negotiations and personnel changes.</i>
<i>EH & OT</i>	<i>Seasonal Extra Help in summer addresses coverage for vacations, increased seasonal work load, and clerical duties</i>
<i>Uniform Allowance</i>	<i>Replacement work and safety clothes as per contract</i>
<i>Employee Medical</i>	<i>Provides for routine random drug testing as required by the CDL license</i>
<i>Telephone</i>	<i>Annual fees</i>
<i>Veh Oper</i>	<i>Fuels and lubricants for the entire public works department.</i>
<i>Rental Equip</i>	<i>Rental of specialized equipment as necessary</i>
<i>Maint. Supplies</i>	<i>Routine supplies such as shovels, rakes, chain saw parts, barricades, etc.</i>
<i>Education & Exp</i>	<i>Registration, mileage reimbursement and training materials</i>
<i>Program Expenses</i>	<i>Storm expenses provides for the costs associated with any storm emergency throughout the year – hurricanes, snow storms, etc. A four-year rolling average has been used in the past, we decided to use a figure of \$500k, same as the current year.</i>

Detail Operating Capital Requests:

New Mid-size Cab and Chassis \$65,000 for vehicle, will reuse existing dump body

Budget Notes:

The Highway Division budget shows an increase of 2.3% which reflects replacement of existing capital equipment, additional safety gear and training programs. This budget supports a work force of 15 men that maintain 123 miles of roadway representing 8.2 miles per man. This compares favorably to similar sized municipalities. This small of a work force does force us to contract out many functions that were formerly performed in – house. We now contract out most of our catch basin cleaning, center line painting, and catch basin re-building.

320 - HIGHWAY BUDGET 2019-2020

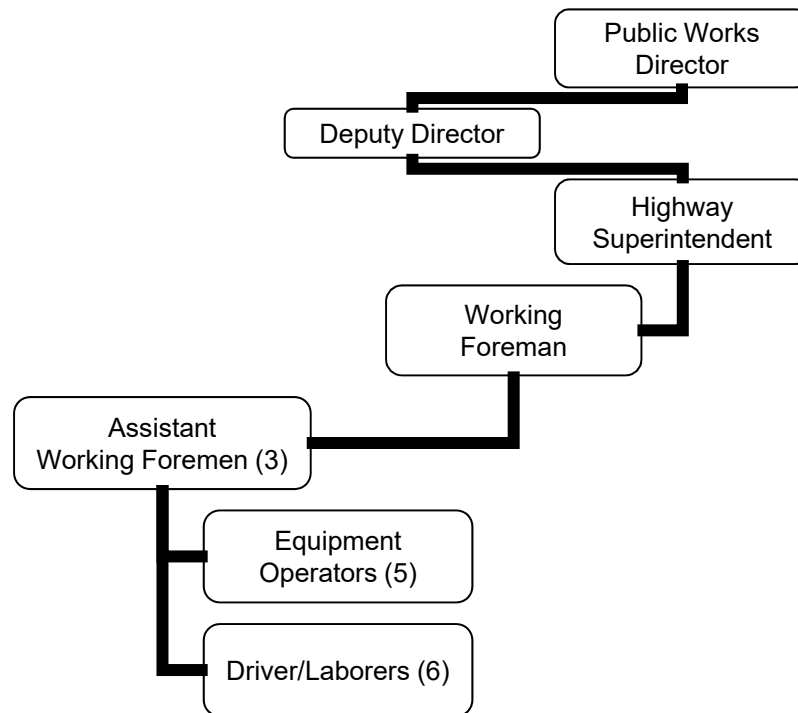
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019 -20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
1.00	Highway Superintendent	C-69-1			121,945	121,945	121,945
1.00	Working Foreman	B-VI			84,087	84,087	84,087
3.00	Assistant Working Foremen	B-V			72,283	216,849	216,849
5.00	Equipment Operator	B-III-7			67,445	337,225	337,225
0.00	Driver Laborer	B-II-7			64,079	0	0
1.00	Driver Laborer	B-II-6			61,027	58,120	61,027
1.00	Driver Laborer	B-II-5			58,120	55,356	58,120
2.00	Driver Laborer	B-II-4			55,356	105,436	110,712
0.00	Driver Laborer	B-II-3			52,718	0	0
2.00	Driver Laborer	B-II-2			50,208	95,628	100,416
0.00	Driver Laborer	B-II-1			47,814		0
16.00	TOTAL SALARIES:					1,074,646	1,090,381

320 - HIGHWAY

<u>Account</u>	<u>Description</u>	
<i>Telephone</i>	Regular and Cellular Service (\$3,000)	
<i>Vehicle Operation</i>	Fuels: Unleaded gasoline and diesel (59,000) Fleet Maintenance: supplies and lubricants (\$16,000)	
<i>Rental of Equipment</i>	Rental of various machines and equipment as needed (\$9,000)	
<i>Program Expenses</i>	Storm Expenses – Based on rolling 3 year average (\$500,000)	
 <i>Capital Equipment</i>		
	Replacement Cab and Chassis	<u>\$65,000</u>
	total	<u>\$65,000</u>

320 – HIGHWAY
2019/2020 Organization Chart
2018/19: 16 Full Time / 2019/20: 16 Full Time



DEPARTMENT: PUBLIC WORKS
Budget Division: EQUIPMENT MAINTENANCE

Division Overview: *The Equipment Division is responsible for the maintenance of 50 pieces of rolling stock used within the Public Works Department. The two mechanics comprising the Equipment Division also provide support to the Parks and Recreation Department in the maintenance of their heavy equipment, garbage trucks and excavator. Since they are also CDL licensed operators, manpower from this division is also utilized as necessary within the Highway Division.*

Description of Accounts:

<i>Salaries</i>	<i>Employee Salaries – There is no increase in salary.</i>
<i>EH & OT</i>	<i>Overtime is used as necessary to keep the equipment available, maximize employee production, additional clerical for parts inventory, maintenance history, and preventative maintenance scheduling is included.</i>
<i>Uniform Allowance</i>	<i>Replacement work and safety clothes as per contract</i>
<i>Veh Maint/Oper</i>	<i>Costs for parts for in-house service and outside contractors to service and repair the departmental equipment.</i>
<i>Education & Exp</i>	<i>Training materials</i>

Detail Operating Capital Requests:

<i>Equipment: Shop Safety Improvements</i>	<i>\$2,000</i>
<i>Equipment: Shop Tools</i>	<i>\$2,500 replacement automotive tools</i>

Budget Notes:

The Equipment Division budget reflects no change in funding level.

321 - EQUIPMENT MAINTENANCE BUDGET 2019-2020

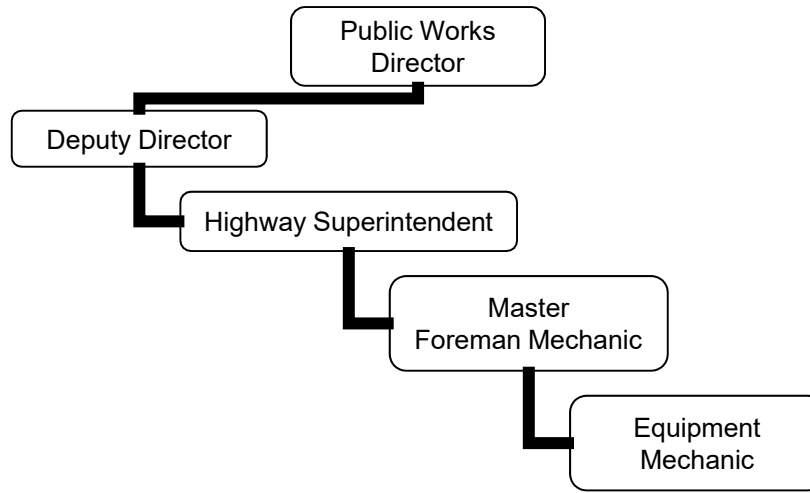
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20	2018 -19	2019 -20
					Salary Rate	Salaries	Salary Totals
1.00	Master Mechanic / Foreman	B-VI			84,087	84,087	84,087
1.00	Equipment Mechanic	B-IV-7			70,810	70,810	70,810
2.00	TOTAL SALARIES:					154,897	154,897

321 - EQUIPMENT MAINTENANCE

<u>Account</u>	<u>Description</u>	
<i>Vehicle Maint/Operation</i>	Repair of Public Works Fleet (\$190,000)	
<i>Capital Equipment</i>	Shop Tools	2,500
	Safety improvements	<u>2,000</u>
	Total:	4,500

321 – EQUIPMENT MAINTENANCE
2019/2020 Organization Chart
2018/19: 2 Full Time / 2019/20: 2 Full Time



DEPARTMENT: PUBLIC WORKS
Budget Division: ROAD MAINTENANCE

Division Overview: *The Road Maintenance Division has no staff and represents the funding mechanism for maintenance of the town road right-of-ways.*

Description of Accounts:

- Fees & Services* *Cost for hiring of outside contractors to meet DEEP mandated water quality sampling, proprietary software for processing work orders, traffic control during road maintenance operations. Continuing increases in activities associated with stormwater program and traffic control costs*
- Maint. Supplies* *Funds for the performance of routine road maintenance functions: cleaning catch basins, repairing guard rails, repairing sidewalks, traffic signals, road signs, annual repainting of street markings, and TAME supplies for traffic speed control. Increased costs associated with stormwater program and road stripping expenses.*
- OtherMat/Supplies* *Primary source of road maintenance funds. Major categories include drainage expenses for repair/replacement of old structures, pavement of parking lots, asphalt for routine patching by the highway division, patching of school parking lots, and the largest portion for asphalt road materials placed by outside contractors and disposal of asphalt millings.*

Detail Operating Capital Requests:

None

Budget Notes:

The Road Maintenance Division is seeking a change of 2.7% over the current year funding. This increase consists of a cost increase in roadway paving operations. Other accounts will support continued efforts to produce clean sidewalks and clearly marked roadways by maintaining our sidewalk sweeping and traffic / lane marking programs on roadways.

The Department maintains 123 miles of roadway. The Department treats 10 miles of roadway a year which provides a schedule of treatment every 12 years. Pavement life of a Primary roadway is approximately 10 years while cul-de-sacs will go 15 – 18 years between paving. During the two years that the paving budget was severely reduced, the pavement index dipped down below 65. Over the last few years the index has increased approximately 2 points per year. We are currently at 71.

322 – ROAD MAINTENANCE BUDGET 2019-2020

<u>Account</u>	<u>Description</u>
<i>Fees and Services</i>	ESRI Software (\$6,800) Storm Water laboratory testing- DEP mandated Sampling / Permitting (\$30,000) Cartograph Work Order Program (\$12,750) Traffic Control (\$35,450)
<i>Maintenance Supplies</i>	Catch Basin Cleaning – Contract Service as bid (\$30,000) - Extra Cleaning Maintenance Bridge / Guide Rails – Annual Maintenance Program (\$2,000) Maintenance Sidewalks – Annual Maintenance Program (\$25,000) - Extra Sweeping Maintenance Traffic Signals – Lamps and repairs (\$1,000) Road Signs Stock – Replacement signs (\$18,000) - New Reflectivity Regulations Street Marking – Contract Service as bid (\$70,000) - Establish white gutter lines
<i>Other Materials/Supplies</i>	Drainage Improvements: Overlay Program (\$90,000) Parking Lots Maintenance (\$80,000) School Roads /Parking Lots – Maintenance (\$4,000) Town Highway Asphalt: \$79,000 Road Materials: 6 Mi Mill / Pave @ \$226,752/Mi = \$1,360,512 0.5 Mi Reconstruction @ \$438,900 / Mi = \$219,500 4 Mi Surface Treatments @ \$70,250 / Mi = <u>\$281,000</u> Total : \$1,861,000

24-Jan-19

DEPARTMENT: PUBLIC WORKS
Budget Division: STREET LIGHTING

Division Overview: *The Street Lighting Division has no staff and represents the funding mechanism for the street lights and traffic lights within the town of Westport exclusive of those within the state right-of-way.*

Description of Accounts:

Street Lights *Electric utility costs for street lights and traffic lights*

Detail Operating Capital Requests:

None

Budget Notes:

There are no changes anticipated in electrical use or charges for FY 2020.

DEPARTMENT: PUBLIC WORKS
Budget Division: SOLID WASTE

Division Overview: *The Solid Waste Division includes a staff of three workers that are supervised by the Highway Superintendent. The major factors affecting this budget are municipal solid waste, recyclable materials, and yard waste.*

Description of Accounts:

<i>Salaries</i>	<i>Employee Salaries – There is no increase in salaries.</i>
<i>EH & OT</i>	<i>Overtime is built into the position to provide coverage at the transfer station on Saturdays and holidays.</i>
<i>Uniform Allowance</i>	<i>Replacement work and increased safety gear as per contract</i>
<i>Fees & Services</i>	<i>Covers cost for disposal of municipal solid waste, running the transfer station, disposal of bulky waste, and hazardous waste.</i>
<i>Contract Services</i>	<i>Covers cost of recycling, yard waste disposal, construction/demolition disposal, and various other recycle streams</i>
<i>Telephone</i>	<i>Annual service for alarms</i>
<i>Veh Maint/Oper</i>	<i>Cost allocation for use of front-end loader at yard waste site</i>
<i>Fac. Maintenance</i>	<i>Costs for maintenance of the transfer station and the yard waste site at Bayberry Lane</i>
<i>Advert & Print</i>	<i>Printing cost for refuse licenses and dump tickets</i>
<i>Maint Supplies</i>	<i>Costs for supplies used at the transfer station and yard waste site to include odor control agents, lubricants, paper and ink for the scale house printer</i>
<i>Electricity</i>	<i>Electric service to operate the transfer station</i>

Detail Operating Capital Requests:

None

Budget Notes:

The Solid Waste Division is showing an increase due to a higher volume of waste in our overall waste stream. The increase in tonnage can be associated with the economy and the price we currently charge our commercial haulers (\$90/ton). This Department will recommend a higher commercial tonnage tip fee (\$95) for FY 20. Overall a Solid Waste Division increase of 13.6% has been proposed.

The Solid Waste budget is dictated by the cost of disposal of solid waste, cost/rebate for recyclables, and the amount of waste generated.

The cost of solid waste disposal is a cost negotiated by a 10 Town interlocal agreement. The 10 year contract provides cost stability for the next 4 years.

Recycling is handled under a separate contract negotiated by a separate 14 Town interlocal. The recycling contract is currently expired as of July 1 2018 and is being negotiated. The new contract should be finalized by February and will run for 5 years to July of 2023. Rebates for recyclables are no longer a given, as overseas markets have shut their doors. For FY 2020 we expect that we will need to pay a tip fee to dispose of the grand majority of our recyclables.

332 - SOLID WASTE DISPOSAL BUDGET 2019-2020

SALARIES

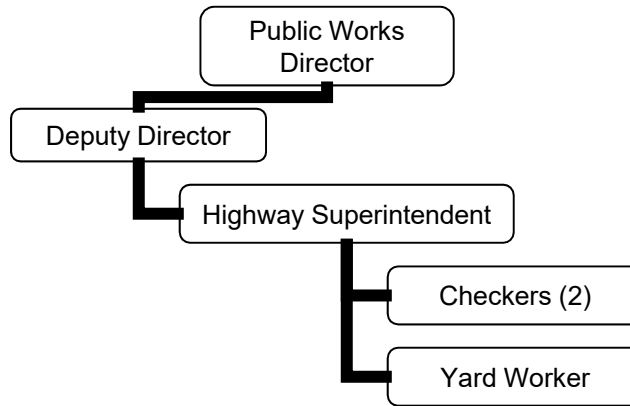
qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018 -19 Salaries	2019-20 Salary Totals
1.00	Checker (Assist. W.F.)	B-V			72,283	72,283	72,283
1.00	Checker	B-III-7			67,445	67,445	67,445
1.00	Yardworker	B-II-7			64,079	64,079	64,079
3.00	TOTAL SALARIES:					203,807	203,807

332 - SOLID WASTE DISPOSAL

<u>Account</u>	<u>Description</u>	
<i>Fees and Services</i>	Bulky Waste/Demolition (\$8,000)	
	Hazardous Waste – Annual Collection day (\$14,000)	
	MSW Tip Fees and Station Operation:17,410 tons @ \$107.90 /ton (\$1,878,547), Refuse(\$20,914)	
<i>Contract Services</i>	Recycling, Yard waste Disposal, Construction Waste Processing	440,000
<i>Facility Maintenance</i>	Maintenance of Transfer Station (\$15,000)	
<i>Electricity</i>	Operation of Transfer Station (\$17,000)	

Updated 2/22/2019

332 – SOLID WASTE DISPOSAL
2019/2020 Organization Chart
2018/19: 3 Full Time / 2019/20 : 3 Full Time



DEPARTMENT: PUBLIC WORKS
Budget Division: BUILDING MAINTENANCE

Division Overview: *The Building Maintenance Division is responsible for the maintenance of 71 town buildings, 28 of which are funded under the Parks and Rec building maintenance division. Included in this division are 11 emergency generators to keep critical structures functional during a power outage. The Building Maintenance Division includes a staff of five maintenance mechanics and a superintendent.*

Description of Accounts:

<i>Salaries</i>	<i>Employee salaries – There is no change currently.</i>
<i>EH & OT</i>	<i>Overtime is necessary to address emergency maintenance issues such as equipment malfunction or security calls.</i>
<i>Uniform Allowance</i>	<i>Replacement work and safety clothes as per contract</i>
<i>Fees and Services</i>	<i>Outside contracts for regular preventive maintenance, HVAC service, boiler service, security alarms, elevator service, etc.</i>
<i>Telephone</i>	<i>Annual fees</i>
<i>Equip Maint/Oper</i>	<i>Expenses for the operation of the three vehicles plus maintenance of equipment such as vacuums, pumps, snow blowers, etc</i>
<i>Facility Maint</i>	<i>Expenses for parts for in-house repairs as well as expenses for contractors to complete necessary building repairs.</i>
<i>Heating Fuel</i>	<i>Heating oil, propane and natural gas for heating of the town buildings except Parks and Rec and WPCF</i>
<i>Electricity</i>	<i>Electricity use in the town buildings except Parks and Rec and WPCF</i>
<i>Water</i>	<i>Water use in the town buildings except Parks and Rec and WPCF</i>
<i>Education</i>	<i>Registration, mileage reimbursement and training materials</i>

Detail Operating Capital Requests:

<i>Generator Replacement: Public Works Center</i>	<i>\$75,000</i>
<i>Carpet Replacement at town Hall</i>	<i>\$ 5,000</i>
	<i>\$80,000</i>

Budget Notes:

The Building Maintenance budget shows an increase of 3.7% which is primarily the result of Operating Capital requests.

The Building Maintenance Division consists of 5 Building Mechanics that are responsible for the 71 Town building. The Division relies heavily on outside contract services. Service contracts are bid for HVAC, Boilers, Elevators, Generators, Security Systems, and Sprinklers.

350 - BUILDING MAINTENANCE BUDGET 2019-2020

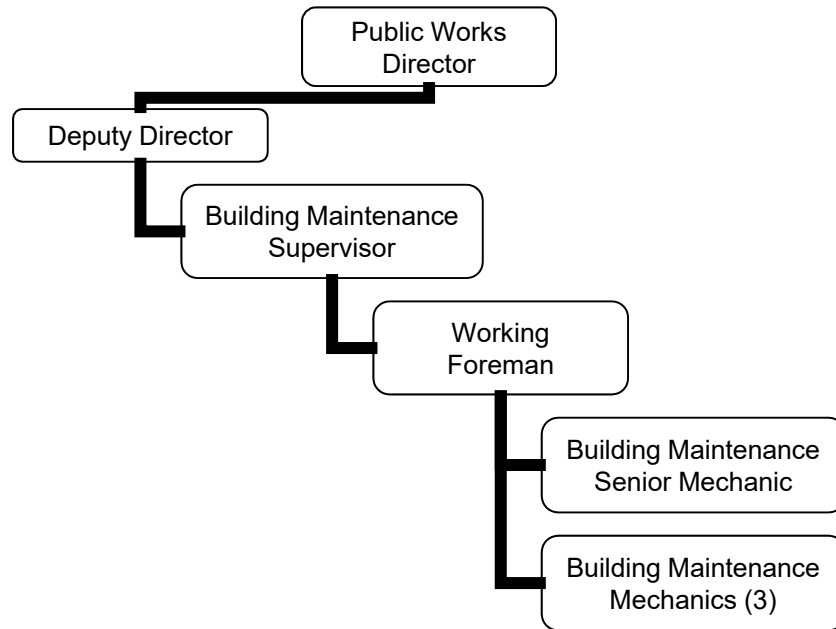
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019 -20 Salary Totals
1.00	Superintendent	C-73-1			102,000	102,000	102,000
1.00	Working Foreman	B-VI			76,305	76,305	76,305
1.00	Senior Mechanic	B-IV-7			70,810	70,810	70,810
3.00	Mechanic	B-III-7			67,445	202,335	202,335
6.00	TOTAL SALARIES:					451,450	451,450

350 - BUILDING MAINTENANCE

<u>Account</u>	<u>Description</u>	
<i>Fees and Services</i>	Contract services, HVAC, sprinklers, alarms, boilers: Town wide (\$72,500) Senior Center (\$15,300)	
<i>Facility Maintenance</i>	Parts and services beyond routine service contracts (\$160,000)	
<i>Heating Fuel</i>	#2 fuel oil (47,000 gals), propane (300 gals), natural gas	
<i>Electricity</i>	CL &P and TransCanada Electrical costs, diesel for generators	
<i>Buildings (Capital)</i>		
	Town Hall carpet replacement	5,000.00
	Public Works Center generator replacement	<u>75,000.00</u>
	Total:	80,000.00

350 – BUILDING MAINTENANCE
2019/2020 Organization Chart
2018/19 : 6 Full Time / 2019/20 : 6 Full Time



DEPARTMENT: PUBLIC WORKS
Budget Division: BUILDING CUSTODIANS

Division Overview: *The Building Custodian Division is comprised of three full time and two part time custodians that report to the Building Maintenance Superintendent. Custodial services are provided to Town Hall, Police Headquarters and the Senior Center. Outside cleaning services are used to clean the Public Works Center, Police Headquarters, and the Senior Center.*

Description of Accounts:

<i>Salaries</i>	<i>Employee salaries show a decrease due to a retirement.</i>
<i>EH & OT</i>	<i>Overtime required to cover the buildings when open for special event, particularly the theater</i>
<i>Uniform Allowance</i>	<i>Replacement work and safety clothes as per contract</i>
<i>Contract Services</i>	<i>Outside cleaning services used to clean public works center, Police Headquarters and Senior Center. Also used to clean windows and carpeting when warranted</i>
<i>Supplies</i>	<i>Cleaning and sanitary supplies used in town buildings</i>

Detail Operating Capital Requests:

None

Budget Notes:

The Building Custodian Budget shows a 2.5% decrease next fiscal year.

352 - BUILDING CUSTODIANS BUDGET 2019 - 2020

SALARIES

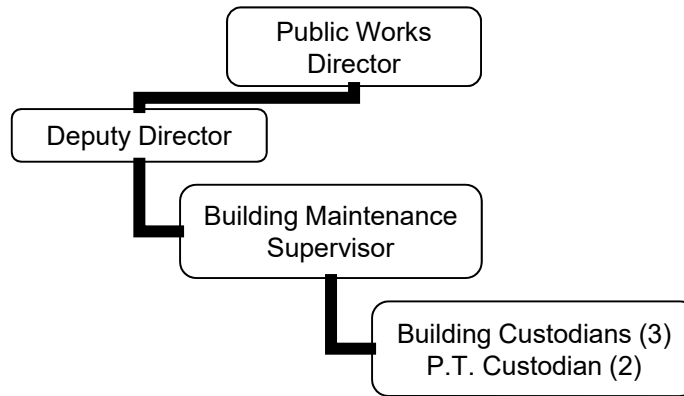
qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019 - 20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
2.00	Custodians	I-7			63,762	124,488	127,524
1.00	Custodian	I-2			49,961	47,582	49,961
1.00	Custodian (part time)			988	20.65	19,908	20,402
1.00	Custodians (part time)			988	19.87	19,147	19,632
TOTAL SALARIES:						211,126	217,519

18-Jan-19

352 – BUILDING CUSTODIANS

2019/2020 Organization Chart

2018/19 : 3 Full Time & 2 Part Time / 2019/20 : 3 Full Time & 2 Part Time



DEPARTMENT: PUBLIC WORKS
Budget Division: PROPERTY MAINTENANCE

Division Overview: *The Property Maintenance Division is a catchall account for four distinct areas: The Beautification Committee, bike paths, parking lot lights, and tide gates. Each budget represents a specific task or tasks that require annual maintenance and dedicated funds.*

Description of Accounts:

Contract Services *Funds are provided to the Beautification Committee for local projects*
Maint. Supplies *Funds provided for maintenance of the bike paths, parking lot lights, and an increase for tide gate repair / replacement due to changing weather patterns.*
Tide Gates *Funds provide for replacement of tide gates throughout Town*

Detail Operating Capital Requests:

<i>Parker Harding Light pole</i>	<i>\$2,300</i>
<i>Mill Pond Tide Gate Actuator</i>	<i>\$10,000</i>

Budget Notes:

There is an increase requested for this division due to capital requests.

DEPARTMENT: PUBLIC WORKS
Budget Division: P&R PROPERTY MAINTENANCE

Division Overview: *The P&R Property Maintenance Division is more correctly called the P&R Building Maintenance division. This division is responsible for funding the maintenance of 28 parks and recreation buildings. This division does not have any associated staff since the work is performed by the Building Maintenance Division and is overseen by the Superintendent of Building Maintenance.*

Description of Accounts:

<i>Fees & Services</i>	<i>Outside contracts for regular preventive maintenance, HVAC service, boiler service, security alarms, sprinkler, etc</i>
<i>Telephone</i>	<i>Annual alarm fees</i>
<i>Facility Maint.</i>	<i>Expenses for parts for in-house repairs as well as expenses for contractors to complete necessary building repairs</i>
<i>Heating Fuel</i>	<i>Heating oil, propane, and natural gas for heating P&R buildings</i>
<i>Electricity</i>	<i>Electricity use in P&R buildings</i>

Detail Operating Capital Requests:

<i>Cabin 10 -</i>	<i>\$12,000 to replace roof.</i>
<i>Compo Pavilion -</i>	<i>\$30,000 to replace roof.</i>
<i>Longshore Admin. Bldg -</i>	<i>\$11,000 to Upgrade lighting system.</i>

Budget Notes:

The P&R Property Maintenance Division shows a slight decrease.

361 - Park and Recreation Property Maint. 2018 - 2019

361 - Park & Recreation Property Maintenance

Buildings - Capital

Cabin #10: Roof Replacement	\$12,000.00
Administration Building Lighting upgrade	\$11,000.00
Compo Pavilion Roof Replacement	<u>\$30,000.00</u>
total:	\$53,000.00

18-Jan-19

DEPARTMENT: PUBLIC WORKS
Budget Division: TREE MAINTENANCE

Division Overview: *The Tree Maintenance Division is responsible for the care and maintenance of the trees located within the town right-of-way. The budget provides for the service of a full-time tree warden who reports to the Director of Public Works. The tree warden is responsible for coordinating with a licensed tree contractor for the pruning and removal of hazardous trees. The Tree Warden also provides oversight to passive Open Space and coordinates tree maintenance and removal on Parks and school property as necessary.*

Description of Accounts:

<i>EH & OT</i>	<i>The tree warden will be paid on an hourly contract basis at an estimated budget of \$102,600</i>
<i>Trans. Allowance</i>	<i>The tree warden will be compensated for mileage traveled in town estimated at \$6,000</i>
<i>Contract Services</i>	<i>A licensed tree contractor is hired to prune or remove hazardous trees at the direction of the tree warden</i>

Detail Operating Capital Requests:

None

Budget Notes:

The Department request proposes an increase to this budget.

The Tree Warden has been spending an increasing amount of time within the Parks and on Open Space. As the Open Space Coordinator, the Tree Warden has developed the Lillian Wadsworth Arboretum on two successive grants and countless hours of volunteer help.

370 Tree Maintenance 2019 - 20

DEPT			2019 -20	2018-19	2019-20
qty	Position	Grade & Step	Account Totals	Account total	Account Totals
1.00	Extra Help and Overtime	N/A	102,603	98,025	102,603

18-Jan-19



Westport Weston
Health District

Calendar Year Activity Levels

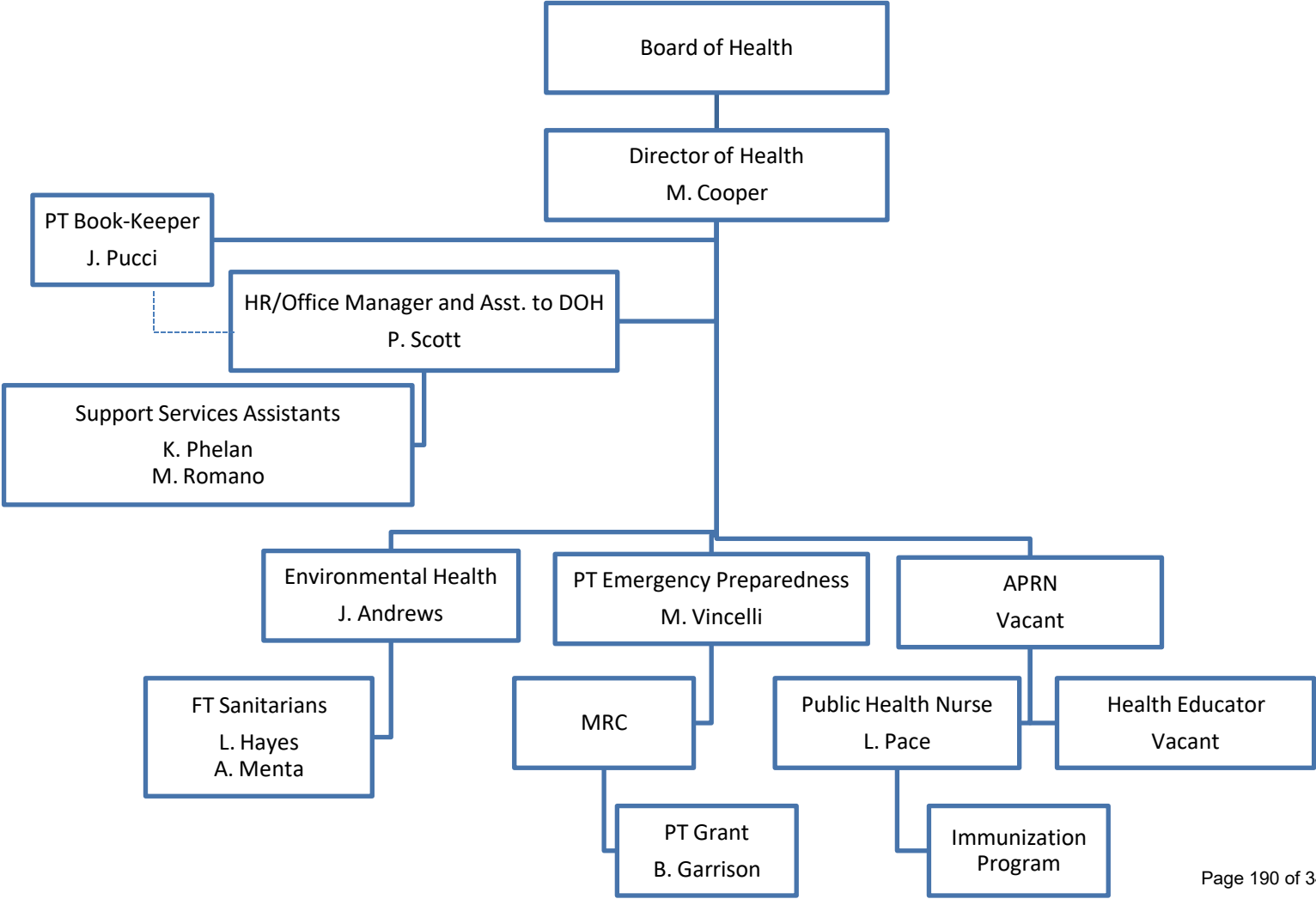
2008 to 2018

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Building addition plan reviews	n/a	220	190	122	160	173	143	172	159	139	138
Beach water samples collected	n/a	n/a	107	100	97	88	94	99	99	85	90
Cosmetology facilities	n/a	60	76	78	75	72	72	92	88	113	114
Flu vaccinations	1891	2300	2329	1260	973	1285	1208	1642	1158	1241	1209
Food service plan reviews	12	25	25	31	41	50	33	41	36	33	22
Food service facilities permitted	210	222	202	222	205	228	228	231	233	228	239
Food service temporary events	44	205	187	209	192	192	197	207	203	211	230
Geothermal Wells	n/a	n/a	87	43	82	7	6	43	31	22	5
New Home plan reviews	n/a	32	49	52	50	74	79	54	41	44	41
Home Bound Health Checks	n/a	166	172	199	202	243	322	254	291	239	216
Non-habitable addition plan reviews	n/a	81	89	89	84	84	90	85	78	81	106
Nuisance compliant investigations	81	83	82	43	57	39	48	35	56	40	72
Rabies specimen testing (+ = positive)	47 (3+)	61 (0+)	40 (5+)	28 (6+)	21 (5+)	27 (4+)	25 (3+)	37 (3+)	34 (5+)	27 (5+)	32 (+3)
Selected Reportable Diseases											
Campylobacter	6	11	14	6	18	11	8	14	18	7	10
Chlamydia	14	13	21	36	34	33	32	28	40	67	43
Giardia	12	4	4	3	5	3	3	2	3	1	7
Other Sexually Transmitted Diseases	8	4	7	2	0	4	2	8	6	15	8
Salmonella	8	5	5	3	4	0	5	3	6	2	2
Hep C	n/a	n/a	n/a	n/a	107	5	6	10	5	7 new 24 chronic	10 4
HepB	n/a	n/a	n/a	n/a	40	0	7	1	0	4	3
Lyme	n/a	n/a	n/a	n/a	n/a	11	21	16	45	59	93
Septic system installations (new)	n/a	52	70	71	55	95	93	82	73	62	49
Septic system installations (repair)	n/a	54	98	81	106	74	64	71	82	45	65
Septic System inspections	n/a	101	107	159	110	94	111	107	113	91	103
Soil test applications	n/a	161	158	159	188	216	239	190	144	123	106
Travel Clinic Clients	867	776	645	676	809	848	1008	753	769	713	668
Water Supply Wells	n/a	18	22	27	17	25	21	26	31	15	22
Wellness Clinics (visits)	n/a	578	630	515	553	423	348	340	341	244	285

Westport Weston Health District

Organizational Chart

2019



DEPARTMENT: HUMAN SERVICES BUDGET NARRATIVE FOR FY 2019 - 20 (500)

DEPARTMENT SERVICES OVERVIEW: Westport's Department of Human Services (DHS) is organized into three service areas: Youth Services, Social Services & Senior Services with 12 full-time and 3 part-time staff members. DHS serves residents of all ages utilizing strategies that promote Positive Youth Development (PYD), Family-School-Community partnerships, enhanced accessibility to local/state/federal programs, increased self-sufficiency and the identification of resources that will support residents' ability to age in place. In addition to direct services including clinical case work, programs and fundraising, significant staff time is dedicated to working closely with four DHS Town commissions whose role is to advise program development and provide a forum for public input. Collaboration with other service providers, community organizations and funding sources are essential to the success of our department's ability to address the social, emotional, and basic needs of residents.

FY 17-18 ACCOMPLISHMENTS: Advanced local/ regional resources addressing access to health care, housing, transportation, substance abuse prevention & education, emergency preparedness and mental health.

- Strengthened interagency collaborations to enhance programs and meet the growing needs of residents. Ex. include AARP Tax Prep Assistance, SWCAA Choices (Medicare Assistance Program) & Protective Services, PYD Partnership, the new Westport Juvenile Review Board, Truancy Council & the formation of the Westport Prevention Coalition
- Refined collaboration with Police, Fire, EMT, Westport/Weston Health District, Red Cross, WPS personnel and health professionals to participate in the Emergency Management Team Preparedness Initiatives, Blight and Safer Homes Committees, and established new registration/database for emergency evacuation assistance and Voluntary Registry for People with Disabilities serving Westport's most vulnerable populations.
- Provided ongoing staff support and increased knowledge of community resources for four DHS Commissions and assisted in the establishment of a new project called C.A.P.E. (Creating Acceptance through Purposeful Employment) which recently incorporated into a 501c3 with the Westport Cinema Initiative.
- Leveraged donations, goods and services that increased residents' ability to participate in community offerings. In FY18, DHS collected cash donations, grants and fees totaling \$581,039.95 (FY18) with a realized value \$1.3 in goods and services delivered because of community collaborations, scholarships and in-kind services.
- Recipient of the 2017-20 Community Development Block Grant (CDBG) Small Cities funding in the amount of \$363,791 for a Homeless Shelter Diversion Program which is providing 5 additional Diversionary Specialist positions to our region. This is the first municipal grant of its kind to benefit the Fairfield County Coordinated Access Network serving the homeless in CT.
- Established a new Westport-based Juvenile Review Board and Truancy Council managed by DHS staff and receiving referrals from the Police Department and Public Schools to address the need for more localized supports and interventions for at-risk youth and families.

SOCIAL SERVICES:

- Continued income assessments and casework support for qualifying individuals, seniors and families (FY18) to access programs including Energy Assistance (CEAP and Westport Warm-up/Operation Fuel/Salvation Army) assisting 276 households with \$150,008 in benefits. Family Programs provided 276 children from 133 unduplicated families with free or reduced childcare and enrichment activities and other financial supports throughout the year, an 11% increase
- Utilized Client Track database system to manage enrollments and statistics to programs while increasing staff efficiencies.
- Enhanced prevention activities through partnership with Positive Directions and AmeriCorps to bring opioid/prescription drug education & Narcan trainings to community.
- Established online donation portal entitled "We Care Westport" to more efficiently accept community donations that directly benefit vulnerable Westport residents.

YOUTH SERVICES:

- Toquet Hall diversified weekly program offerings and hours (approx. 45 hrs./wk.) with consistent student usage for FY18 of 3,567 weekend visits/57 events
- WYC developed and maintained town-wide initiatives to support local business, youth-adult partnerships and youth enrichment activities.
- Provided over 250 students (FY18), representing a 100% increase from FY17 with leadership and civic skills training through various outreach programs.
- Established new Westport Juvenile Review Board and co-managed \$10,000 WPD grant through the OJJDP to enhance police-youth relations.
- Positive Youth Development – Coordinated and organized 10 parenting presentations throughout the 2017-2018 school year reaching 600+ parents including facilitation of newly established Westport Prevention Coalition and social media promotion to 1,265 families / individuals to notify community of upcoming programs & resources.

SENIOR SERVICES:

- Completed 3.9M WCSA Renovation resulting in additional programming space, increased capacity and enhanced offering while partnering with the Friends of the Senior Center to raise an additional \$300,000+ for Furniture, Fixtures and Equipment for the new space.
- The WCSA has continued to be open 55 hours per week with the same level of staff during FY18.
- WCSA continues to offer high quality congregate meal program meals to center participants (FY18: 8,945 meals) and homebound seniors (FY18: 10,139 Home Delivered Meals) utilizing volunteers and leveraging state and federal funding.
- WCSA staff fostered numerous community collaborations to provide programming that addresses the social, emotional, and physical health of seniors.
- Coordinates and hosts a monthly Coordinating Committee of those who work with seniors to build community relations, network and to establish and promote working relations with all professionals and volunteers who work with seniors in Westport.

FY 2019 SERVICE LEVEL GOALS:

- Continued leveraging of programs and efficiencies with collaborating partners in order to address the diverse needs of Westport residents.
 - ***SOCIAL SERVICES:*** Continue collaboration and resource development that collectively addresses the top presenting issues of all populations including housing, food, heat, transportation, substance abuse and mental health issues. Increase outreach to new low & median income residential developments.
 - ***YOUTH SERVICES:*** Enhance training and program development for juvenile justice needs of school-aged population;
 - ***SENIOR SERVICES:*** Continue resource development for seniors to age in place while benefitting from WCSA and other senior services supports.

PERFORMANCE MEASURES:

- Number of Westport residents who access benefits and services as result of community outreach and casework efforts,
 - Ex. completed energy & heating assistance for 276 households (identifying 30 new eligible households since FY 17) with beneficiaries realizing \$150,008 in financial assistance and leveraged scholarships & financial assistance through family programs for 276 children/133 households in FY18, an 11% increase.
- Program participation and quantitative/qualitative evaluations for programs and services delivered.
- Increased caseload analysis, reporting capabilities and efficiencies realized from refinement of Client Track database

5-YR GOALS:

- Enhanced leveraging and continued relationship building of community resources to engage in community needs assessments, program development, and awareness of available programs for individuals, seniors, youth & families and people with disabilities.
- Enhance fundraising efforts to assist department in continuing to offer financial assistance to at risk residents to increase self-sufficiency and improve quality of life
 - ***SOCIAL SERVICES:*** Improve awareness, access and advocacy efforts for residents of all ages;
 - ***YOUTH SERVICES:*** Increase youth engagement and advocacy across all programs & trends involving youth and families.
 - ***SENIOR SERVICES:*** monitor increased usage and plan accordingly which may include increased hours to meet community needs and possibly additional staff.

REVENUE SUMMARY: While revenues to the General Fund from this department are modest, the value of community donations (FY 18: \$581,040) and resources that directly benefit residents is substantial as evidenced by the realization of over 1.3M in value of goods and services rendered to income-eligible clients. This value of goods and services closely matches the town's investment in department operations.

BUDGET NOTES: Every effort is being made to maintain expenses at a current level and to collaborate with community organizations to support new and existing programs in the face of state and federal cuts. In addition, there are several unfunded state mandates that necessitate creative solutions for program access and longevity with limited staff resources. Resident/client needs have become more complex. In addition to financial burdens, access to health care, an uptick in new residential units, and significant mental health & substance abuse issues and an aging population, clinical staff have found that each case requires additional management hence increased contact hours to address these issues. DHS provides essential services such as income verification and application assistance for local, state, & federal programs including Energy Assistance, Renter's Rebates, Tax Abatement, and Department of Social Services programs like SNAP, cash assistance and state health insurance. In addition, state cuts and legislation have cast an additional burden on municipalities to provide juvenile justice, substance abuse and mental health programs to residents.

DEPARTMENT: HUMAN SERVICES
Budget Division: Youth Services Narrative Detail (510)

Division Overview: Westport Youth Service Bureau (YSB) /Positive Youth Development (PYD) initiatives include the coordination and implementation of programming to support children and families. Town programs provide opportunities and resources that encourage social and emotional growth & develop student leadership skills. Programs are facilitated by professional staff located at Toquet Hall & in the Student Outreach Counselor Office at Staples High School in collaboration with our clinical staff at Town Hall. School-community partnerships are coordinated under PYD prevention and education programs, facilitated by Social Services staff at Town Hall. Staff serve on several local and state community boards and manage an online Community Resource Directory.

- **Toquet Hall Teen Center:** Management of day-to-day operation and maintenance of Toquet Hall including facility rental, and non-school hour programs. Continued active usage in FY18 (3,567 weekend visits/57 events) and enhanced programming/community outreach hub for community/business collaborative programs (SHS Clubs, Private schools, TOW Departments, Local Non-Profits, Merchants, and Community Agencies). Toquet is designated as a Kids in Crisis safety zone in addition to referral source for at-risk youth. Middle (MTGB) & high school (TGB) teen governing advisory boards & first CT chapter of Earth Guardians. Completed 2/3 of planned enhancements through the Downtown Plan Initiative including fundraising, sourcing, and implementation. Nearing completion of the final phase with snack bar renovation.
- **The Westport Youth Commission** initiatives (FY18) include the Westport iMentor Program reaching over 450 middle school students, Student Discount Program (40 participating merchants); Police Partnerships (w/ TAG & WPD), Student Creation Market (showcasing 14 student vendors and attracting 300+ visitors downtown), Bacharach Award recognizing student volunteer service to Westport & other social research projects.
- **Collaborative programs with Westport Public Schools (WPS)** and other partners focus on the positive development of young people in their homes, at school and in the community and include:
 - Community Service Corps (CSC)* (FY18) placed 45 6th-8th grade student volunteers to assist 8 agencies;
 - Juvenile Review Board (JRB) in collaboration with the Norwalk Youth Services, DHS staff work with the WPS and WPD to address youth behaviors and divert young people from the Juvenile Justice System (FY18).
 - Community Based Diversion Initiative (Truancy): Per recommendations by the State (CT) Department of Education, the YSB serves as the community hub for truancy referrals. DHS staff accept referrals from WPS, conduct intakes and strategize resources and options for families of truant students.
- **Westport Police-Youth Club** - collaboration w/WPD and Westport YSB, funded by second annual \$10,000 grant from the CT Office of Policy & Management Juvenile Justice Division (OJJDP), to enhance police-youth community building & conduct community service.
- **Student Outreach Counselor (SOC):** provides professional counseling support and short-term crisis intervention to Westport youth/students & their families and clinical consultation for mental health and substance abuse prevention & intervention issues including group and individual counseling to the community (FY18) 235 referrals/1986 client contacts;

**Department of Human Services (500)
FY 2019-2020 Proposed Organization Chart**

(14 Full Time/ 2 Part Time Staff)

Four sites: Town Hall, WCSA, Toquet, SHS

**Department of Human Services
Director**

(1/3 from each 510, 520, 530)

Youth Services / Toquet (510)

- Youth Services Program Director
 - Toquet Hall
 - JRB
- SHS Student Outreach Counselor
- *Youth Services Program Assistant (PT to FT)

Social Services, Room 200 (520)

- Finance Manager
- Administrative Assistant
- Social Worker - Seniors
- Social Worker - Youth/Families
- Family Program Specialist (PT)
- PYD Program Mgr. (PT)

Senior Services/ WCSA (530)

- Director, WCSA
- Administrative Assistant
- Receptionist
- Sr. Nutrition Program Coordinator
- WCSA Program Manager
- *WCSA Program Assistant (new position FT)

DHS (500) Salary Budget Detail
19-20

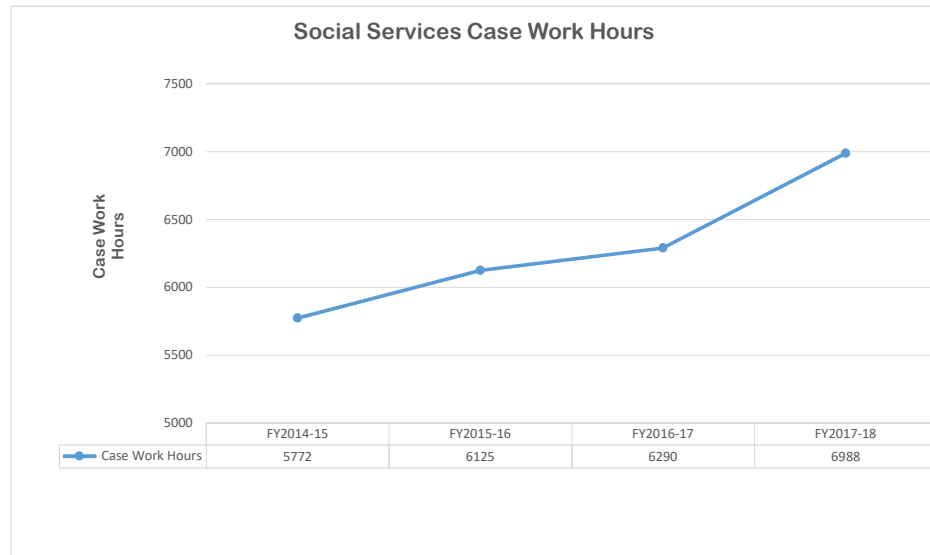
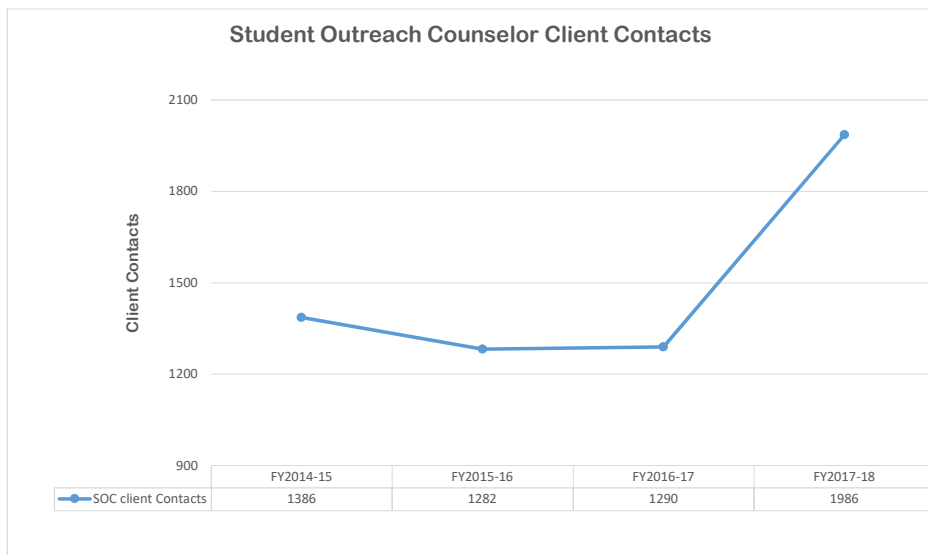
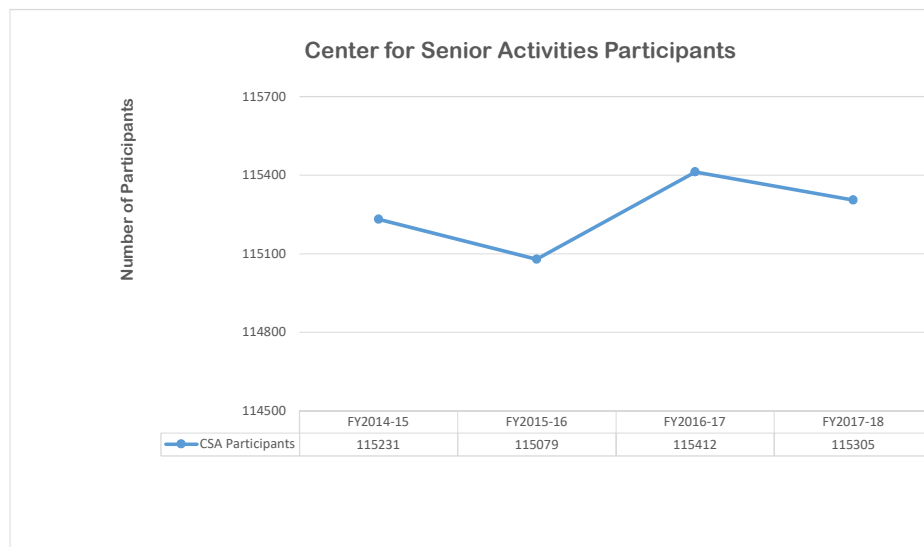
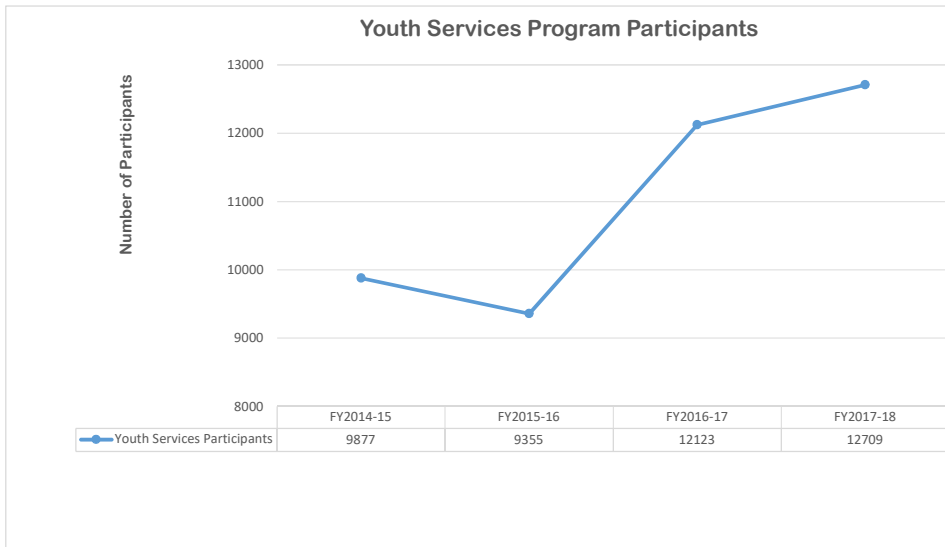
510 - YOUTH SERVICES BUDGET 2018-2020

SALARIES							
qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Actuals	% Change	2019-20 Requests
0.33	Director (1/3 Salary)				\$38,000	0.0%	\$ 38,000
1.00	Student Outreach Counselor, SHS				\$73,800	0.0%	\$ 73,800
1.00	Youth Services Program Director				\$75,000	0.0%	\$ 75,000
4.00	Youth Services Program Assistant		20	988	\$20,259		\$ -
1.00	*PYD/Youth Services Prog Assist		\$22.50	35	\$0		\$ 34,650
3.33	TOTAL SALARIES:				\$207,059	6.95%	\$ 221,450

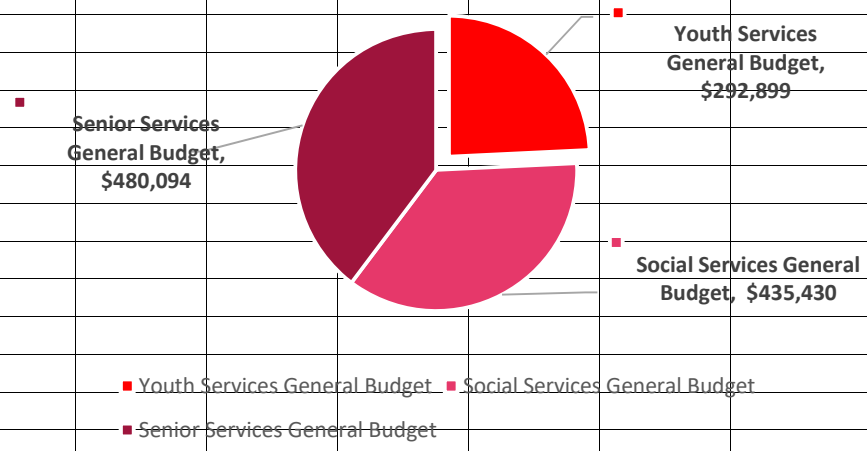
EXTRA HELP & OVERTIME							
qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT	% Change	2019-20 EH&OT
	Staff Event Supervision (P.T.)				\$ 10,000	0.0%	\$ 10,000
	TOTAL EXTRA HELP:				\$ 10,000	0.0%	\$ 10,000
1.00	Police Security for special events				\$ 1,000	0.0%	\$ 1,000
	TOTAL OVERTIME:				\$ 1,000	0.0%	\$ 1,000
	TOTAL EXTRA HELP & OVERTIME:				\$ 11,000		\$ 11,000

510 - YOUTH SERVICES		
Account	Description	
\$ 221,450	Salary	2 Full-time, master's level staff and upgrading *Part-time program assistant to Full-time
\$ 11,000	Extra Help	Part time/per diem staff to assist with weekend events (\$12,000) & police (\$1,000)
	Overtime	
\$ 350	Transportation	Travel expense for professional meetings, program development (\$350)
\$ 19,105	Fees & Services	Includes: Eversource (\$8,390), SGC (\$1,551), HVAC (\$720), Alarm/security (\$780), Cable (\$1,028) Elevator Maintenance & Safety Certification (\$804), Cleaning Service (\$5,808), Website fees (\$120), ASCAP fees (\$341), SESAC fees (\$793), BMI Fees (\$336)
\$ 36,190	Contract Services	Toquet Hall rent - 3% annual increase per lease
\$ 2,500	Facility Maintenance	\$2,500 per Public Works
\$ 100	Advertising & Printing	Toquet Hall Brochures (\$100)
\$ 100	Postage	General correspondence, Youth Commission, program information/announcements (\$100)
\$ 2,100	Supplies	Office Supplies (\$2,000), Toquet Hall Snack Bar (\$100)
\$ 300	Education & Expenses	Professional Membership & Staff Development, Conference Fees (\$300)
\$ 293,195	TOTAL REQUEST	

Department of Human Services Programs Utilization 2014-18

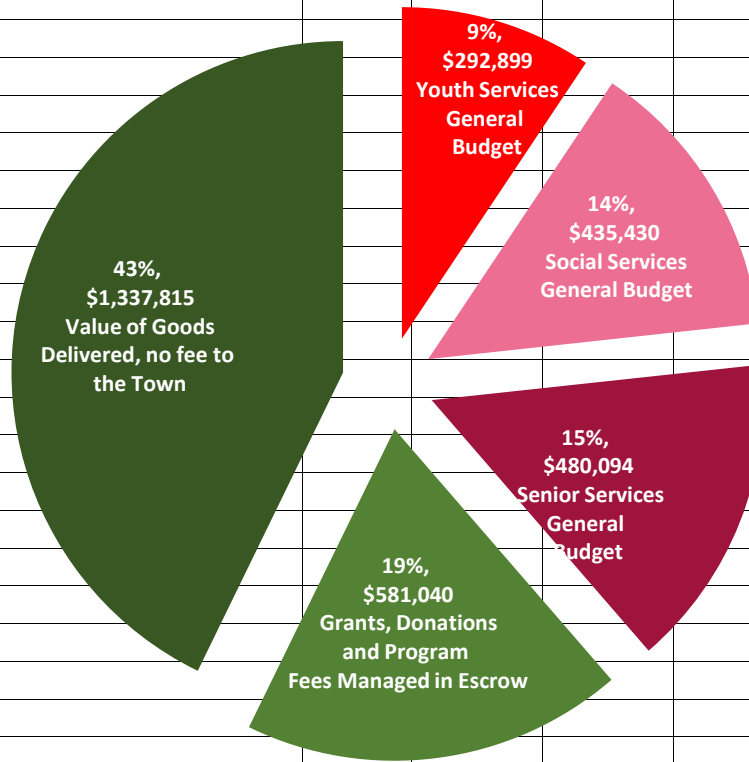


**Dept. of Human Services
FY17-18 General Budget**



Department of Human Services FY17-18 General Budget, Donation, and Value of Goods Distributed Comparison

Further explanation of Value of Goods Delivered, see detailed pie chart on next page.



DEPARTMENT: HUMAN SERVICES
Budget Division: Social Services Narrative Detail (520)

Division Overview: The Social Services budget covers salaries for the professional services of four Masters level professionals, two part-time Program Coordinators, and an Administrative Assistant. The services provided utilize a collective impact approach to address the needs of a diverse population of Westport residents to gain financial stability, self-sufficiency, personal fulfillment and community supports.

Services provided include:

- **Information, assessment, counseling & referral services** for residents of all ages include, but are not limited to:
 - **Technical assistance** for residents to determine eligibility and provide access to local, state and federal programs including DSS, SNAP, Medicare/Medicaid, Social Security, disability, health insurance, housing and other benefit programs.
 - **Prevention and intervention services** in collaboration with Positive Directions, police, fire, medical providers, schools and private individuals;
 - **Social services assessment and case management** for residents to insure access to resources;
 - **Ongoing support services** for program beneficiaries to increase capacity building for individuals/families at risk; perform financial assessment for many town programs including Parks & Rec., Continuing Ed, Little League, Soccer, Family Y and others;
 - **Collaboration and resource development** with partnering agencies to enhance supports during non-school hours: financial assistance, counseling services, mentor program coordination, holiday program & scholarships to improve the odds for residents to establish cradle to career skills like health and wellness, enhanced enrichment opportunities and leverage financial resources to maintain stable housing and meet basic needs.
- **Casework:** (FY18) 2,018 Case contacts with approximately 7,000 direct contact hours, identifying 30 new households meeting income guidelines for financial assistance, an 11% increase from last FY
 - **Energy Assistance including CEAP and Westport Warm-up/Operation Fuel/Salvation Army** assisting 276 households (FY18) with \$150,008 in benefits.
 - **Renter's Rebate** (FY18) 91 households receiving \$40,492 valued benefits and
 - **Tax Relief** (FY18) processing 8 applications for homebound residents with realized value of \$22,850.
 - **Emergency food & financial assistance** (FY18) managing 182 requests for emergency food including WWC groceries and \$5,540 in donated gift cards and emergency financial assistance to 67 residents totaling \$20,000 from Town Emergency Assistance and Winter Fuel Funds.
 - **Family Programs** raised funds and distributed goods & services to 276 income eligible individuals valued over \$205,289 (FY18)
 - **Westport Juvenile Review Board & Truancy Council** has resulted in an increase of youth interventions and subsequent new households seeking clinical case work support and staff time to provide appropriate resources & referrals.
- **AARP Tax Assistance Program:** (FY18) 704 tax returns for low/moderate income households returning almost \$350,800 to residents. **CT Works Career Coach:** (FY18) offered 11 free monthly instructional computer classes at Town Hall to employed & under employed residents valued at \$7,700
- **Westport Prevention Coalition:** (est. FY18) new partnership with Positive Directions to develop a five-year strategic plan to address substance abuse prevention and intervention across the age span. Utilizing the State of CT's Strategic Prevention Framework, agency partners include the Southwest Regional Mental Health Board, the Mid-Fairfield Substance Abuse Coalition, Positive Directions, Positive Youth Development, Silver Hill Hosp. and AmeriCorps (RYASAP).
- **Collaborative projects** with all four DHS commissions, and several other community partners addressing community social service needs.
- **Emergency management:** Planning & participation in state, regional and local emergency services with special concern for families, seniors and populations with special needs. Training and management of emergency shelter/warming stations in collaboration with WPD, WFD, Public Works, WW Health District & Red Cross.

DHS (500) Salary Budget Detail
19-20

SALARIES						
qty	Position	Hourly Rate FY 18-19	Hours	2018-19 Actuals	% Change	2019-20 Requests
0.33	Director (1/3 salary)			\$ 38,000	0.00%	\$ 38,000
1.00	Finance Manager			\$ 86,020	0.00%	\$ 86,020
1.00	Administrative Assistant II			\$ 63,844	2.50%	\$ 65,440
1.00	Social Worker (LCSW)			\$ 72,239	0.00%	\$ 72,239
1.00	Social Worker (LMFT)			\$ 58,220	0.00%	\$ 58,220
1.00	Human Services Program Specialist			-		-
1.00	Family Program Coordinator	\$ 38.88		\$ 38,433	0.00%	\$ 38,433
1.00	PYD/Grants Manager	\$ 25.75		\$ 27,617	0.00%	\$ 27,617
7.33	TOTAL SALARIES:			\$ 384,373.00	0.42%	\$ 385,969

EXTRA HELP & OVERTIME						
qty	Position	Hourly Rate	No. of Hours	2018-19 & OT	EH % Change	2019-20 EH & OT
1.00	Secretarial	\$ 11	988	\$ 10,631	0.00%	\$ 10,631
	TOTAL EXTRA HELP:					\$ 10,631

520 - SOCIAL SERVICES	
Account	Description
\$ 385,969	<i>Salaries</i> 6 FT staff members/2 PT: 4 Master's Level (NCC, MBA, LCSW, LMFT), 1 Admin Assist. & 2 PT program manager/coordinators
\$ 10,631	<i>Extra help & Overtime</i> Part time/per diem secretarial assistance (\$10,631)
\$ 1,125	<i>Transportation</i> Travel expense for prof. meetings, casework (\$1,125); increase due to location of regional collaborators
\$ 13,000	<i>Fees & Services</i> Homes With Hope Inc. (\$13,000)
\$ 2,554	<i>Equipment Maintenance</i> Copier (lease & usage charges) and Printer Cartridges (\$2,554)
\$ 1,580	<i>Advertising & Printing</i> Department brochures, envelopes, letterhead, business cards (\$1580)
\$ 1,800	<i>Postage</i> Program announcements/information (\$1800)
\$ -	<i>General correspondence</i>
\$ 1,693	<i>Office Equipment</i> For necessary office equip maintenance & upgrades (\$1,693)
\$ 3,350	<i>Supplies</i> Office Supplies, Meeting Supplies (\$3,350)
\$ 14,951	<i>Computer Software</i> Client Track licensing fees ,web-based client database per contract 4% increase per yr
\$ 4,265	<i>Education & Expenses</i> Professional Development Seminars and Conferences for staff (\$4,265)
\$ 8,000	<i>Public Assistance/Emergency Assist.</i> Response to resident's needs for emergency assistance (\$8,000)
\$ 448,918	TOTAL REQUEST

DEPARTMENT: HUMAN SERVICES
Budget Division: Senior Services Narrative Detail (530)

Division Overview: Senior Services operates the **Center for Senior Activities** and the **Senior Nutrition Program** including **Congregate** and **Home Delivered Meals**; daily social, recreational and enrichment programs for seniors; **Information and Referrals** to assist senior population access available resources and supports; **Increased use of volunteers and enhanced partnership with agencies** to provide programming & assistance to older population.

Casework services provided under the Social Services (520) budget division in close collaboration with WCSA include **short-term Counseling and Protective Services**; **Tax Relief and Renter's Relief Programs**; **Energy Assistance, Information & Referral and General Assistance** (e.g. alternative housing resources, transportation, Medicare Part D, Social Security, SNAP, legal services, adult daycare),

A New Perspective, a twice yearly newsletter available online, and a **Directory of Resources for Older Adults**.

- The **Westport Center for Senior Activities** offers recreational, cultural, social and educational programs averaging (FY18) 26 programs per day; 3,420 seniors ages 60 – 100+ are registered in database; Weekly Constant Contact messages sent to 1,545 persons.
- The **Friends of the WCSA**, a 501C3, offers additional monthly cultural programs on Sun afternoons and other complementary supports to the WCSA. They are also fundraising for the Enhancement project.
- The **Senior Nutrition program** served 8,945 café meals and 10,139 Home Delivered Meals (FY 18)

- The WCSA is the **Town's official community warming/cooling center and emergency shelter for the disabled, frail or elderly in the event of emergencies**. Westport's first responders also utilize WCSA during weather emergencies.

- **Operation of the WCSA requires:**
 - Management of 121 volunteers and 57 paid instructors (FY 18);
 - Management of facility usage, operation and maintenance; coordination with P&R for outside space;
 - Intergenerational programs with Westport Public Schools (Community Service Corps, interns from Staples High School, volunteers from middle and high-school throughout the year, community service hours through court system, National Charity League, Westport House, Abilis, S.L.O.B.S., local girl, boy and cub scouts and more)
- Continued and enhanced coordination and collaboration with SWCAA (CHOICES), AARP, the Westport Art Center, Westport Historical Society, Westport Country Playhouse, Westport Community Theater, Westport/Weston Health District, Westport Public Library, Quick Center and the Music Theater of CT facilitating diverse program offerings at no fee or a nominal rate.
- WCSA Enhancement Committee successfully completed its mission with the ribbon cutting ceremony which took place in January, 2019.

DHS (500) Salary Budget Detail
19-20

530 - SENIOR SERVICES BUDGET 2018-2020							
SALARIES							
qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Actuals	% Change	2019-20 Requests
0.33	Director (1/3 Salary)	n/a			38,000	0.00%	38,000
1.00	CSA Director	n/a			95,596	0.00%	95,596
1.00	Administrative Assistant I	IV-7			58,306	2.50%	59,763
1.00	Clerical Assistant	III-7			53,247	2.50%	54,578
1.00	CSA Program Manager	n/a			63,103	0.00%	63,103
1.00	Nutrition Program Coordinator	n/a			40,127	0.00%	40,127
4.00	Senior Program Coordinator (P.T.)	n/a	\$ 32				
4.00	Human Services Program Specialist (P.T.)	n/a	\$ 35				
	*Assistant Prog Manager		\$ 22	35			\$ 40,040.00
7.33	TOTAL SALARIES:				348,619	12.22%	\$ 391,207

EXTRA HELP & OVERTIME							
qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT	% Change	2019-2020 EH & OT
	Temp HDM Staff				\$ -		\$ -
	Weekends at WCSA				\$ 8,000	0.00%	\$ 8,000
	Extended hours at WCSA				\$ 7,500	0.00%	\$ 7,500
	Custodial	n/a	\$ 30	48	\$ 1,440	0.00%	\$ 1,440
4.00	Chef				\$ 36,000	-100.00%	\$ -
4.00	Dishwasher				\$ 14,079	-100.00%	\$ -
	TOTAL EXTRA HELP:				\$ 67,019		\$ 16,940

Fees & Services							
1.00	Chef				\$ -		\$ 36,000
1.00	Dishwasher				\$ -		\$ 14,668
	Instructor Fees				\$ 17,500	0.00%	\$ 17,500
	Scholarships				\$ 4,500	0.00%	\$ 4,500
	equipment maintenance				\$ 7,121	4.92%	\$ 7,471
	Kitchen maintenance				\$ 2,250	0.00%	\$ 2,250
	Total Fees & Services				31,371		\$ 82,389

530 - SENIOR SERVICES		Account	Description
\$ 391,207		Salaries	Staff salaries for 7 staff members at WCSA (incl. request for 1 new *FT Program Assistant position), including union increases (\$391,207)
\$ 16,940		Extra Help	Reduction in Extra Help line is result of moving Congregate Meal Program Chef & Dishwasher from Extra Help to Fees and Services contracted help.
\$ 500		Transportation	Travel expense for professional meetings, casework (\$500)
\$ 82,389		Fees & Services	Instructor Fees (\$17,500) - covers cost for classes offered @no charge; Scholarship (\$4,500) - program fees for income eligible residents Fitness Equipment Annual Maintenance (\$2,500), CSA Copier (\$2,371), Cablevision (\$2,250); Kitchen Maintenance (\$2,000);Senior Express (\$250) - annual maintenance & support for HDM software program
\$ 5,000		Facilities Maintenance	CSA annual maintenance expense per Public Works (\$5,000)
\$ 8,321		Advertising & Printing	Perspective-2 issues layout & printing (\$2,720); Westport Warm Up (\$2777); Dept. brochures, letterhead, etc. \$2824)
\$ 3,500		Postage	Adm. (\$1200), Bulk Permit (\$220), Warm Up Fund mailing (\$1500) +Misc (\$580)
\$ 11,130		Supplies	Adm. Supplies (\$3,130)- Includes CSA Printer Cartridges (\$500) & Grab-n-go (\$7,500)
\$ 13,836		Other Materials & Supplies	CSA Program/Event Supplies (\$13,836) class supplies and refreshments
\$ 500		Education & Expenses	Professional Membership & Staff Development, Conference Fees (\$500)
\$ 12,000		Public Assistance/Winter Fuel	Emergency assistance to residents for fuel expenses (\$12,000)
\$ 545,323		TOTAL REQUEST	

**WESTPORT PUBLIC SCHOOLS
BOARD OF EDUCATION'S FY 2019-2020 PROPOSED BUDGET**

Line Item Budget

2015-2016 Year-End Expense	2016-2017 Year-End Expense	2017-2018 Year-End Expense	2018-2019 BUDGET	2018-2019 Projected Expense (2Q)	DESCRIPTIONS	FY 2019-20			2019-2020 PROPOSED BUDGET	DIFF ADOPTED 18-19 BUD	% CHG 19-20 TO 18-19 BUD	
						CURRENT SERVICES	ENROLL- MENT	CHANGE TO PROGRAM				
72,062,440	74,143,314	74,839,033	76,898,331	76,537,138	100 TOTAL SALARIES	78,640,368	(770,847)	(156,051)	77,713,470	815,139	1.06%	
17,328,620	16,033,609	17,229,838	18,414,310	18,921,115	200 TOTAL BENEFITS	18,920,975	(210,000)	(40,000)	18,670,975	256,665	1.39%	
1,471,054	1,685,688	1,985,555	1,960,699	2,164,127	300 TOTAL PURCHASED SVCS	2,013,270	-	(500)	2,012,770	52,071	2.66%	
5,768,207	6,307,593	6,076,919	5,661,992	5,803,550	400 TOTAL PROPERTY SVCS	6,043,680	-	-	6,043,680	381,688	6.74%	
8,082,040	8,931,586	9,486,559	9,082,273	9,457,794	500 TOTAL OTHER PURCH SVCS	9,684,853	-	-	9,684,853	602,580	6.63%	
2,716,296	2,787,007	2,698,290	2,613,625	2,627,886	600 TOTAL SUPPLIES, ETC.	2,695,039	-	-	2,695,039	81,414	3.11%	
1,802,765	1,471,782	1,161,611	1,005,981	1,030,432	700 TOTAL EQUIPMENT	1,085,587	-	(34,270)	1,051,317	45,336	4.51%	
506,373	530,233	498,338	536,589	536,589	800 TOTAL OTHER	628,360	-	-	628,360	91,771	17.10%	
\$ 109,737,799	\$ 111,890,812	\$ 113,976,141	\$ 116,173,800	\$ 117,078,630	TOTAL	\$ 119,712,132	\$ (980,847)	\$ (230,821)	\$ 118,500,464	\$ 2,326,665	2.00%	
					CMS Town pending:	\$ (289,321)	DOLLAR DIFFERENCE	\$ 3,538,332	\$ (980,847)	\$ (230,821)	\$ 2,326,664	
					Acct 210 - Health Insurance:	\$ (555,357)	PERCENT CHANGE	3.05%	-0.84%	-0.20%	2.00%	
					Modulars & Related Services:	\$ (111,530)						
						<u>\$ 116,122,422</u>						
					CMS Town reimbursed YTD:	\$ (684,568)						

Updated 3/4/19

**WESTPORT PUBLIC SCHOOLS
2019-2020 REVENUE OFFSET BUDGETS**

		# Students	Project Return & Special Ed	# Students	Pre-School	Total Revenue Offset Budgets
PROJECTED REVENUE			\$ -		\$ 140,713	\$ 140,713
Tuition Type	Est. Tuition					
Project Return/Special Ed						
Partial Self Contained		-	\$ -			\$ -
PRE-SCHOOL						
5 days per week	\$ 6,692			11	\$ 73,614	73,614
Extended Day	\$ 10,323			6	\$ 61,937	61,937
Employee Extended Day	\$ 2,581			2	\$ 5,161	5,161
APPROPRIATION REQUESTED		0	\$ -	19	\$ 140,713	\$ 140,713
BUDGETED EXPENDITURES						
STAFF						
Teacher				0.20	21,336	21,336
Paraprofessionals				1.00	\$ 36,065	36,065
BENEFITS						
Health					\$ 20,000	20,000
Social Security/Medicare					\$ 3,068	3,068
CONTRACTED SERVICES						
(OT/PT, Consultations, Evals, Other)						60,243
PROJECTED EXPENDITURES		0	\$ -	1.20	\$ 80,469	\$ 140,713
Revenue generated but no appropriation requested for:						
Non Resident Tuition	\$ -					
Employee Tuition	\$ 133,350					
	\$ 133,350					

**WESTPORT PUBLIC SCHOOLS
PRIVATE SCHOOL BUDGET**

Object Code	Description	2015-2016 Year-End Expenditures	2016-2017 Year-End Expenditures	2017-2018 Year-End Expenditures	2018-2019 PROPOSED BUDGET	2019-2020 PROPOSED BUDGET
109	Special Ed Teacher	54,063	51,057	51,823	52,601	53,390
126	Nurses	46,525	48,640	49,613	50,605	51,870
155	Non-Certified Subs	-	-	-	-	
210	Health Insurance	14,628	14,628	15,374	17,357	19,440
220	FICA/Med	4,222	4,312	4,385	4,634	4,742
510	Pupil Transportation	195,449	213,038	223,691	238,048	238,233
517	Pupil Transp - Fuel, Buses	27,528	25,663	23,750	23,750	26,125
	TOTAL	\$ 342,415	\$ 357,338	\$ 368,636	\$ 386,993	\$ 393,800

**WESTPORT PUBLIC SCHOOLS
ESTIMATE REVENUES FOR 2019-2020**

Description	2014-2015 Revenue Actual	2015-2016 Revenue Actual	2016-2017 Revenue Actual	2017-2018 Revenue Actual	2018-2019 Revenue Estimate	2019-2020 Revenue Estimate	2019-2020 Increase/ (Decrease)
STATE REVENUE							
Educational Cost Sharing Grant	1,990,079	1,997,431	454,422	380,517	472,954	472,954	-
Transportation Grant	287	252	-	-	-	-	-
Special Education Grant - Equity	-	-	-	-	-	-	-
	\$ 1,990,366	\$ 1,997,683	\$ 454,422	\$ 380,517	\$ 472,954	\$ 472,954	\$ -
TUITION REVENUES							
Stepping Stones Pre-School	133,979	148,287	157,878	145,499	124,225	140,713	16,488
Project Return & Special Ed	28,277	13,210	-	-	-	-	-
Tuition Out-of-District	123,387	140,446	136,666	157,337	144,942	144,942	-
	\$ 285,643	\$ 301,943	\$ 294,544	\$ 302,836	\$ 269,167	\$ 285,655	\$ 16,488
MISCELLANEOUS REVENUES							
Staples Trust Fund	22,924	24,111	23,664	20,000	20,000	20,000	-
School Construction Grants	279,412	268,753	251,973	601,500	-	-	-
Rentals & Reimbursements	148,566	147,951	140,592	139,207	141,000	141,000	-
Miscellaneous Revenues	4,606	-	-	-	-	-	-
	455,508	440,815	416,229	760,707	161,000	161,000	-
	\$ 2,731,517	\$ 2,740,441	\$ 1,165,195	\$ 1,444,060	\$ 903,121	\$ 919,609	\$ 16,488

THE WESTPORT LIBRARY

OPERATING BUDGET REQUEST FOR 2019-2020

The Library Transformation Project is on budget and on time for a reopening in June. This means that the Library will be operating in its full space in 2019-20 for the first time since 2016-17.

For virtually all of 2018-19, the Library has been functioning in approximately 20% of its usual space; but that space has been fully utilized. Between July and December 2018, 115,108 people visited the Library, 75% of the number of visitors in the prior year. Thanks to outstanding community support, the Library was able to run about 70% of the number of programs run the year before, using locations all around Westport.

The support provided by the Town has been crucial to the success of the Transformation Project. Once it was clear that the Town was committed, private donations picked-up significantly and the Library's capital campaign is now over 95% of its total fundraising goal. In addition, a generous donor agreed to fund a major renovation of the Children's Library, which was not in the original transformation budget, so the community will benefit without additional cost to the Town. Similarly, another private donation will cover the cost of replenishing the book collection, also without cost to the Town.

Here are some of the ways that the community will see a return on their investment in the Transformation:

- ▶ A flexible 6,600 square foot Forum with a stage and video wall will accommodate audiences of up to 600 people, far more than the 140 capacity of the McManus Room, which will enable many more people to enjoy our major programs.
- ▶ Additional programming spaces will enable the Library to host multiple programs simultaneously.
- ▶ Audio and video studios will build upon the success of the Maker Space and create new opportunities for learning and developing relevant skills for Westporters of all ages.
- ▶ Seven small Meeting/Study Rooms suitable for 4 to 6 people will provide facilities for small groups to collaborate.
- ▶ Nine large conference rooms of various sizes equipped with optimal functionality that community members can customize to their exact needs.
- ▶ A new, enhanced Maker Space will provide a wider variety of equipment and tools for innovation and creativity.

- ▶ Separation of quiet and more active spaces, something our patrons have been requesting, will enable community members to better use the Library as they see fit.
- ▶ Assisted listening systems for the hearing impaired will be available in multiple locations, including the Forum.
- ▶ Greater access to power outlets throughout the Library better support patrons' use of their electronic devices.
- ▶ The Library's Collection will be updated and refreshed and will include an expanded digital collection.
- ▶ A larger café with outside terrace and separate entrance useable for program space and activities outside normal Library hours.
- ▶ An entire level dedicated to library stacks with comfortable chairs and study tables, warmed by natural light and large windows facing the Saugatuck River & Jesup Green.
- ▶ A completely renovated Children's Department that is more functional, flexible and fun with visible activity areas that provide enjoyable views of the River and Jesup Green.
- ▶ The possibility of after hour access to segregated portions of the main floor of the Library will provide opportunities for the community to make even greater use of the space, while also creating the possibility of increasing the Library's non-public funding.
- ▶ A three-fold increase in the amount of open-seating available throughout the Library, in both quiet and interactive areas.
- ▶ New furniture, fixtures, and equipment throughout the Library will be selected for more efficient use of the Library's space, and will offer flexibility and the capability for collaborative work.

The new transformed space will provide a world-class environment for innovating and updating skills for free. At the same time, these new and creative spaces provide an opportunity to attract more revenue and/or funding for activities outside the normal Library operation.

As explained in recent budget presentations, the Library has operated with a reduced budget during the past two years with the understanding that operations will ramp back up the Library is back in its full three-story space. This year's budget was approached from a zero-based perspective, with a goal of doing much more with 'the same' level of resource as in 2016-17 when the Library was fully operational.

BUDGET HIGHLIGHTS COMPARED TO FY 2016/2017

(The last fiscal year that Library operations encompassed all three floors)

- ▶ The Library is requesting a \$4,798,829 appropriation from the Town. This is an increase of 3.9% or \$180,978 over FY 2016-17, which was the last fiscal year that the Library operated on all three floors.
- ▶ The Library's proposed operating budget for FY 2020 totals \$6,074,998. This represents an increase of \$282,052 or 4.9% over FY 2016-17. This increase principally reflects restoration of staffing levels to support patron services, replenishment of the Collection, and expanded café and retail operations.
- ▶ As was discussed last fiscal year, full time equivalent (FTE) positions will return to 52.7, the same as FY 2017 in order to support a return to operating on all three floors.
- ▶ Compared to FY 2016-17 the requested increases are well below the 5.7% increase in the CPI over the same period.
- ▶ Overall Library contributions from fund-raising and operations are projected to increase by 8.6% over FY 2016-17, or 43.3% over the current fiscal year.

Beyond that, a great deal of effort went into identifying savings to offset contractually mandated increases in staffing costs and healthcare. Since 2016-17 the CPI has increased 5.7% and union staffing cost has increased 7.5%. In contrast, the Library's requested increase in the Town appropriation for 2019-20 compared with 2016-17 is 3.9%, and overall budget request is 4.9%, both less than the increase in inflation. Plans do not anticipate additional staff, but leveraging and repurposing existing headcount to do more.

Funding for repair & maintenance costs, primarily for the mechanical systems are expected to drop 63% from FY 2017 as new mechanical, elevator and electrical systems will be online and under warranty for most of the year. Projected costs for heating and electricity are reduced 17% from FY 2017 due to the new, more efficient HVAC system and use of LED lighting. However, because the Library wants to improve the daily cleaning of the Library and protect the Town's investment, we are projecting an increase of \$23,000 in the cost of janitorial/custodial services inside, and maintaining the plantings and grounds outside, the Library.

Both the Town and Library have embarked on a project to virtualize IT services by moving our network infrastructure to the "Cloud", reducing reliance on in-house hardware. As a result, the Library and Town are sharing the costs of this effort and saving money on virtual servers and cloud storage. The Library is moving forward with this as part of the Transformation Project. In the coming

fiscal year and further into the future we won't need to purchase expensive servers and future hardware purchases will be less expensive and require less staff time for maintenance, and less physical space will be required for racks and hardware. There should be less downtime and it will be easier to access files from anywhere at any time. The goal is to install and implement a close-to cutting edge digital infrastructure to support the Library's growing array of digital services and offerings by this June. The Library's Integrated Library System (ILS), Polaris, currently resides on a seven-year-old server, and this too will migrate to the Cloud. This strategy will provide an approach that will give the Library the agility and flexibility to change and adjust rapidly when circumstances change. These actions have contributed to the proposed reduction of \$49,016 or 13.5% in the Innovation & Technology Services proposed operating budget for FY 2020.

**WESTPORT LIBRARY NOMINATED FOR THE 2019
IMLS**

National Medal for Museum and Library Services

The Library has been nominated to receive the 2019 Institute of Museum and Library Services (IMLS) National Medal for Museum and Library Services. This is America's highest honor for museums and libraries across the country.

To be recognized by IMLS out of the many thousands of libraries and museums in the United States is a testament to the power of our vision for the future of our Library. It also speaks directly to the value this community places on the Library's impact on the quality of life for our customers.

The winners will be announced in the spring of 2019 from a select pool of finalists. If you want to learn more about the award and stories from last year's winners you can visit this link <https://www.ims.gov/news-events/events/2018-national-medal-museum-and-library-service>.

Library will strengthen and maintain relationships made over the past four years, focusing on annual giving, special programming and services. The transformed Library will be more appealing to donors and provides opportunities to monetize spaces for ticketed events and linking large gifts to support special program offerings. We also anticipate more opportunities for grant and foundation funds.

A major focus of the Library will be to use all our new spaces to achieve our goals of increasing participation and broadening our programming. Our statistics demonstrate that programming is one of our largest growth areas. The Library plans to reach out to engage a broader demographic and to develop programming to meet their specific needs. The new physical space will provide us with the infrastructure to enable to do so.

Income from Library fees and charges are projected to increase 62% or \$62,400. This increase is primarily due to a projected increase in program and meeting room revenues. Additional conference rooms and the design of the transformed Library will allow us to rent out meeting or program rooms, or other portions of the library, for private events outside the regular hours of operation. Such rentals are projected to bring in new net revenue of \$20,000. We also plan to introduce after-hours ticketed events that have the potential to be a new and profitable revenue source, estimated at \$6,800 for the introductory year.

Even though the Transformation Project is nearing completion fundraising activities continue to be vibrant. The new and flexible spaces will significantly enhance and diversify ways for the Library to increase outside income. The Library is developing a strategic plan for enhancing its revenue generating capacity. Once the Capital Campaign ends the

The space for the café and Library store will be larger in the Transformed building. Over the past year, the Retail Manager has been developing a strategic plan to increase the revenues generated by the café and retail store. Café and retail income are projected to increase 48%, or \$97,000 over FY 2017 revenues. The net revenue increase due to extended hours and broader café offerings is projected to be \$29,332. The retail store has proven to be a very popular and successful venture, we anticipate that this will continue and generate a net revenue of \$36,000.

The nature of the support the Library provides to patrons has changed over time. Interactions have increasingly evolved from being transactional to being more focused on adding value. Our statistics show that patrons are increasingly coming to the Library for human interactions, including collaborating with others, attending programs, using the Library as a co-working space, and seeking reference assistance. Value-added and more personalized services are more time-intensive and require more staff attention. The Library has been aligning staff responsibilities and organizational structure in order to meet the above needs.

A larger portion of the total budget is focused on direct services to patrons, and reductions in expenses in certain areas, resulting from increased efficiencies. The number of programs offered continues to increase with an emphasis on coding, science, technology, engineering and math (STEM) skills, the skills generally recognized as necessary for the 21st century. In addition, we are focused on creating content through our programs and other means using our new audio and video studios for future broadcast and enhancing opportunities for collaboration between members of the community.

Public libraries continue to witness, and be an integral, supportive part of, a revolutionary transition from 20th century learning to 21st century learning. The public library has become the de facto daily learning center for the out-of-school population and for an increasingly wide range of students of all ages. On any given day, a broad range of community residents, from toddlers to school-age students to senior citizens, fill the Library. They come to study or conduct research, to enjoy a concert or lecture, or for entrepreneurial support. The Library has always been, and continues to be, committed to empowering the individual and strengthening the community through dynamic interaction, free services and programs, and the lively exchange of ideas. The Library serves as a catalyst for supporting innovation and entrepreneurship in Westport. By acting as a leader in participatory learning among public libraries, the Library enhances the reputation of the Town of Westport.

IMPROVEMENTS IN PRODUCTIVITY AND EFFICIENCIES

The Library's budget reflects the intended productivity improvements and efficiencies:

- New, modern mechanical systems including heating, ventilation and air conditioning systems (HVAC) and indoor and outdoor LED lighting.
- Moving the Library network infrastructure to the Cloud and sharing the cost with the Town thereby avoiding the cost of IT hardware purchases. This will also require less physical space requirements and less time spent on maintenance.

- Enhanced program offerings without an associated increase headcount.
- The new conference rooms can be used by the Town Boards and other community groups and reduce pressure for similar space at Town Hall.
- There will be greater opportunities for new fundraising opportunities in the Transformed Library.
- The Library will offer expanded hours without any additional staffing costs.

RISKS ANALYSIS

Identified risks:

- Potential loss of \$25,000 of revenue in Connecticard funding from the State Library. The risk is low. If the funding were eliminated, the Library would raise the additional revenue to cover the cost or reduce the number of programs offered.
- The Library may not achieve its fundraising goals. This is a medium risk. There could be donor fatigue from the past four years of the capital campaign. Declining economic conditions could have an adverse impact on fundraising. The Library may not be able to generate income from the rental of conference or other spaces within the Library. Because the Library is broadening and diversifying its sources of revenue, we would attempt to offset the loss of one source of revenue with a different revenue stream. Alternatively, we could reduce the number of programs offered.

CONCLUSION

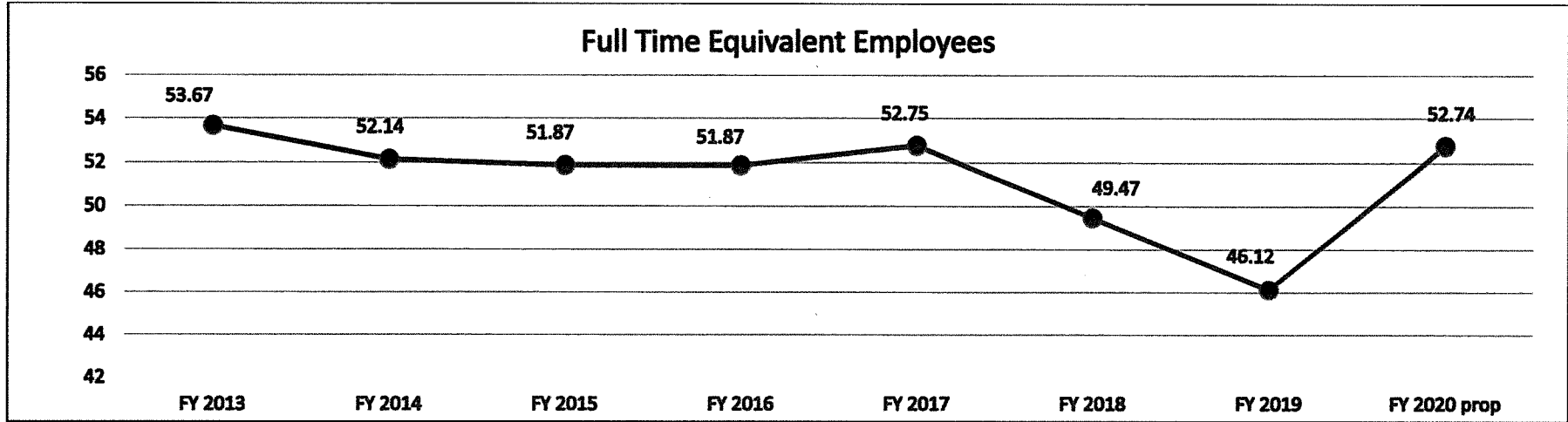
To fulfill our commitments to the community, we are submitting a conservative, forward-looking budget request that is based on the details above. The Library's proposed operating budget for FY 2019-2020 totals \$6,074,998, which represents an overall increase of 4.9% over FY 2016-2017, the last full year the Library operated on three floors. As described above, we are projecting an increase in Library-generated revenues of 8.6% over FY 2016-17, and 43.3% or \$282,052 over the current fiscal year. Therefore, our appropriation request from the Town is \$4,798,829, or 79% of the total budget, representing a 3.9% or \$180,978 increase over FY 2016-2017. As noted above, this is much lower than the increase in the CPI over the same period and is indicative of efficiencies expected to be realized as a result of the Transformation, the Library's efforts to control costs, and plans to increase revenues.

The Westport Library trustees and staff have never believed in "business as usual" and are constantly working to ensure that we are meeting and exceeding the needs and expectations of the various constituencies that make up our community. We do this

through our experiential learning activities, unique, high quality and varied programs, support to the business community, the “Maker Space” and related activities, and relevant and fresh audio/visual, book, magazine, and digital collections.

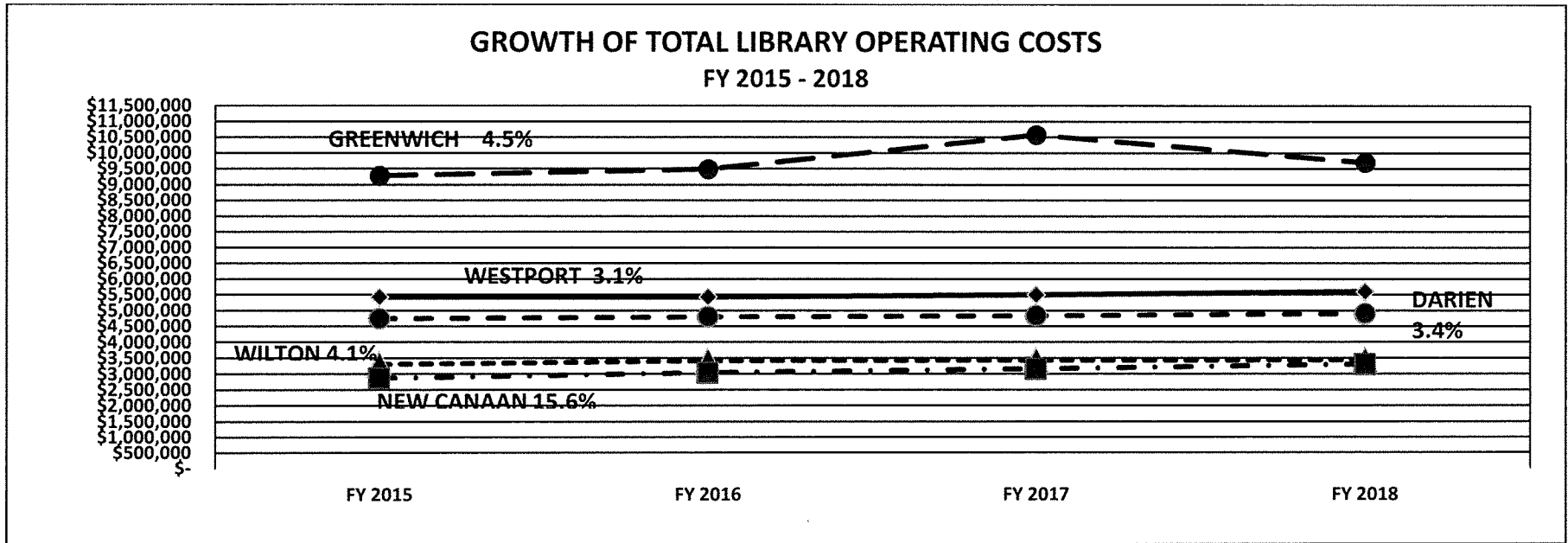
The Library is used extensively by Town residents, those who work in Westport, as well as by people from the surrounding towns. The fact that the Library provides services that are valued by local businesses helps support the Town’s employment and tax bases. The Library is open to the public seven days per week 69 hours per week, 52 weeks per year. Our on-line databases are available 24/7. We are constantly looking for opportunities for greater efficiency. The Library recognizes the value of using both public and private funds effectively and efficiently to bring real value to the Community and to be responsible stewards of Town resources.

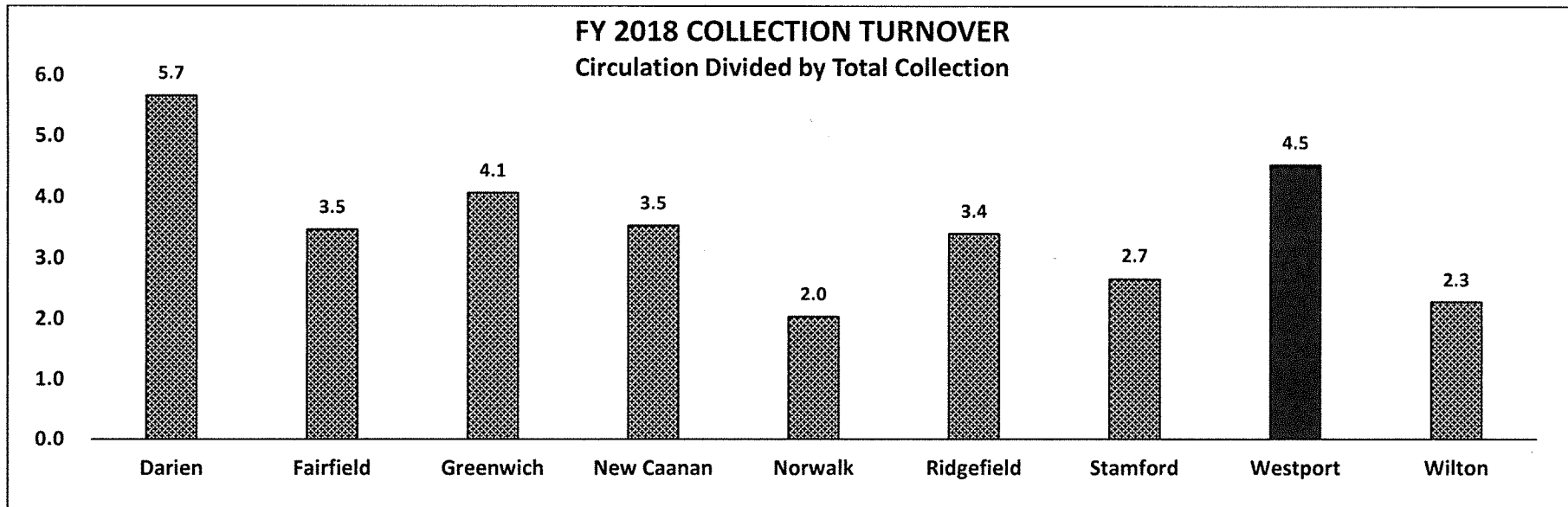
METRICS



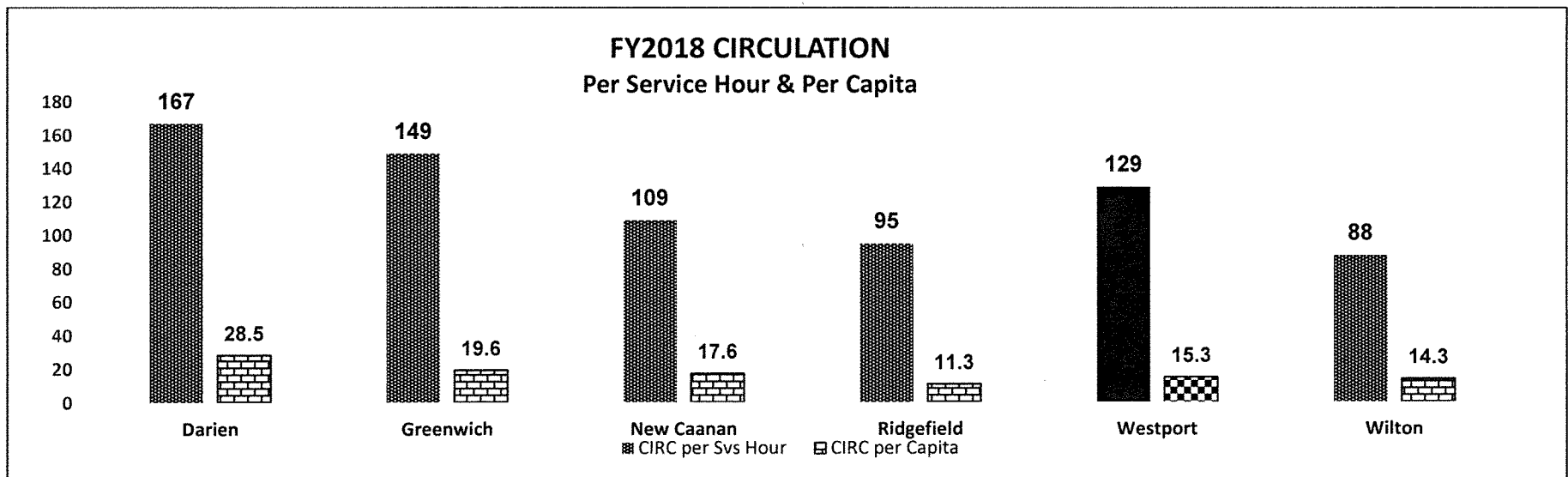
As proposed, the size of the Library's workforce, in terms of FTE's, would return to the level in FY 2016 when the Library was operating on three floors.

The Westport Library had the slowest growth rate in its operating costs among its peer libraries.

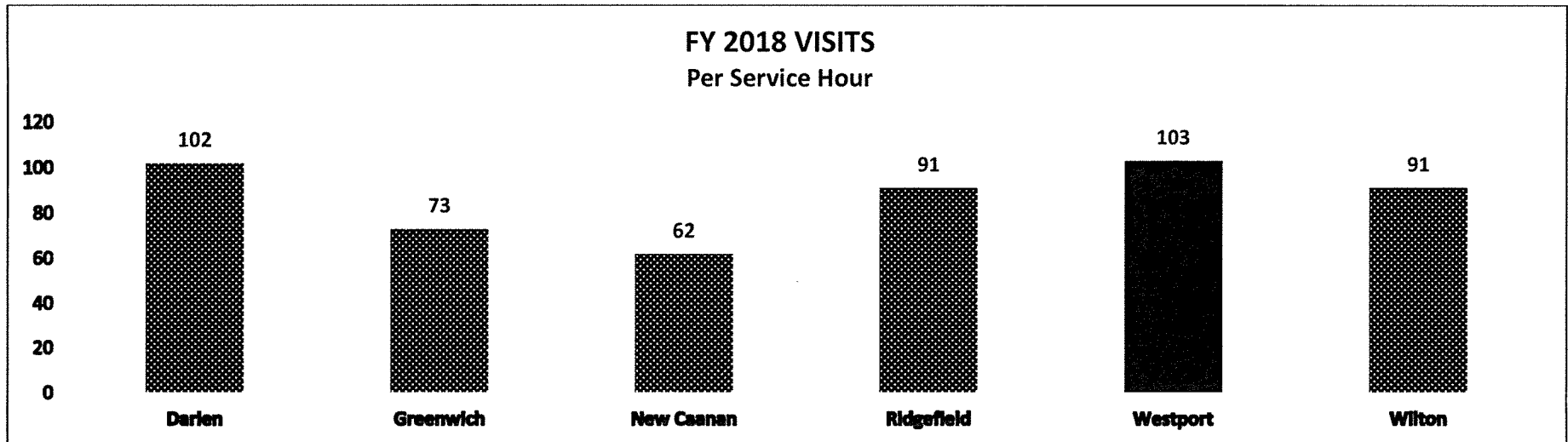




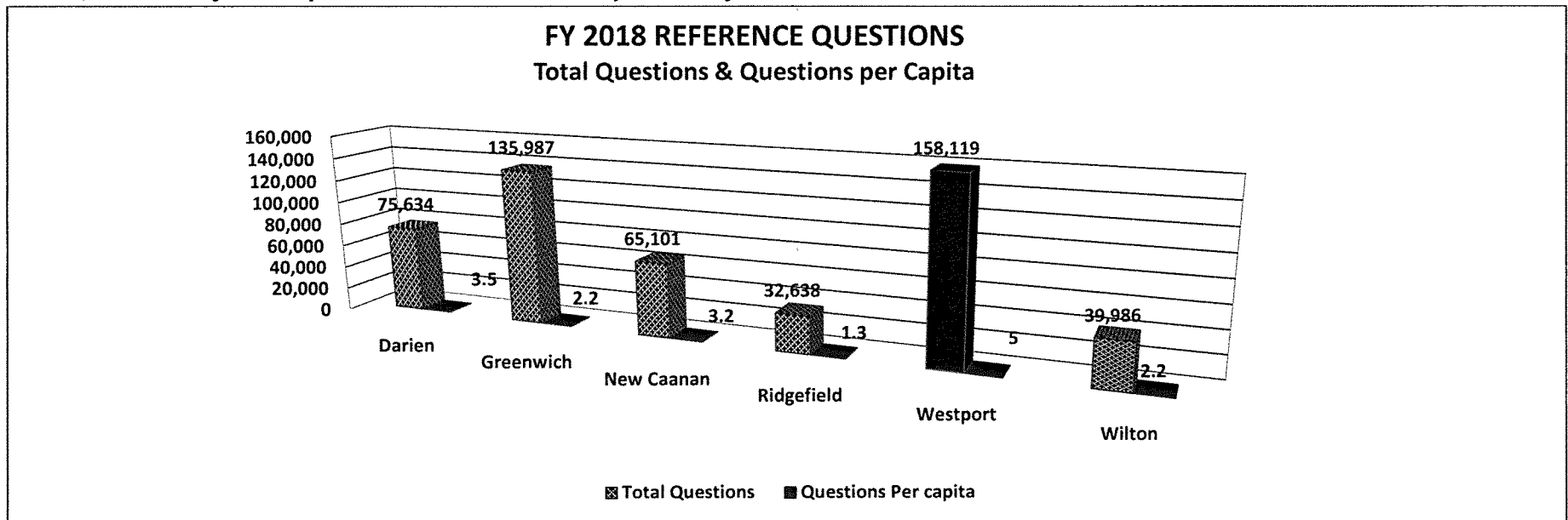
Even in our reduced space, The Westport Library is second among its peers in Fairfield County in the number of times the collection turned over in the past year.



The Westport Library was third among our peer libraries in circulation per service hour (129) and fourth on a per capita basis (15.3). This is during the time we were operating only on the Riverwalk Level. Last year we were 2nd and 3rd respectively. This is indicative of a high level of activity, despite the significantly reduced space we operated within.

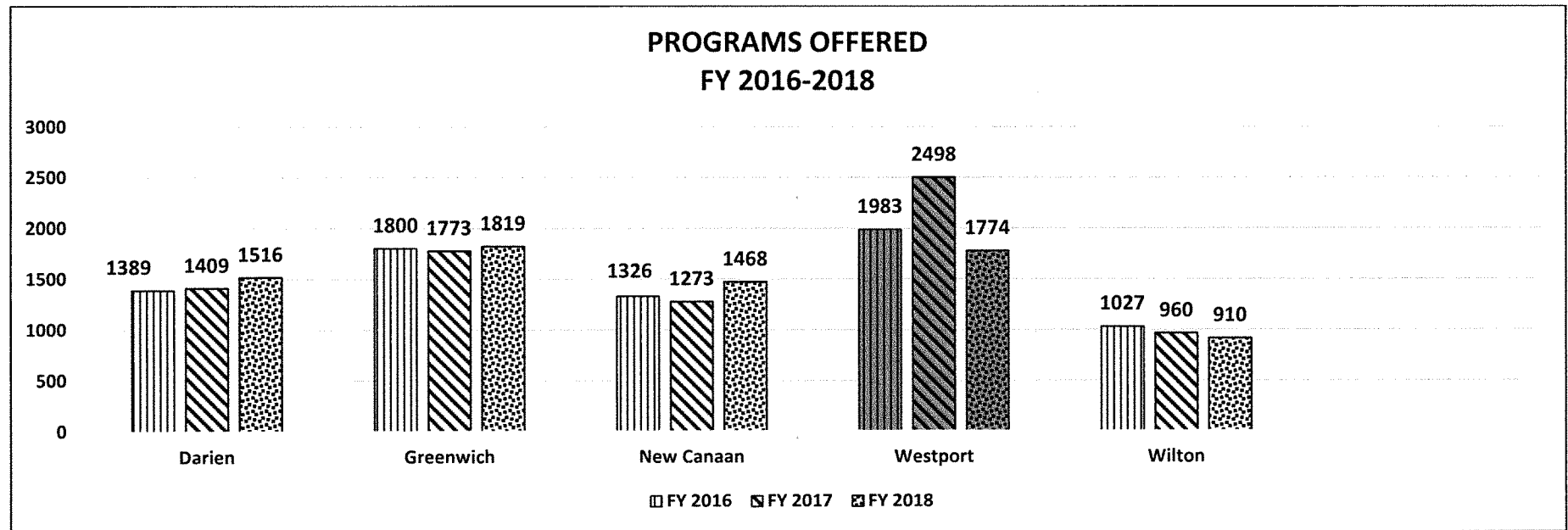
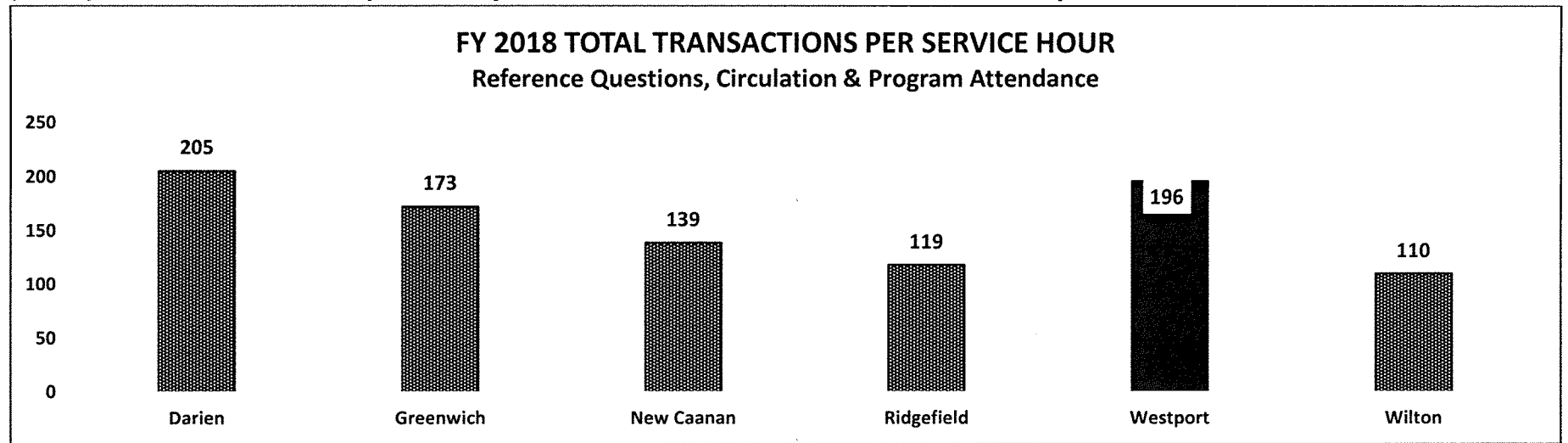


The Westport Library had the highest number of visits per service hour among our peer libraries in Fairfield County. At 103, this is only 3 less per service hour than the previous year.

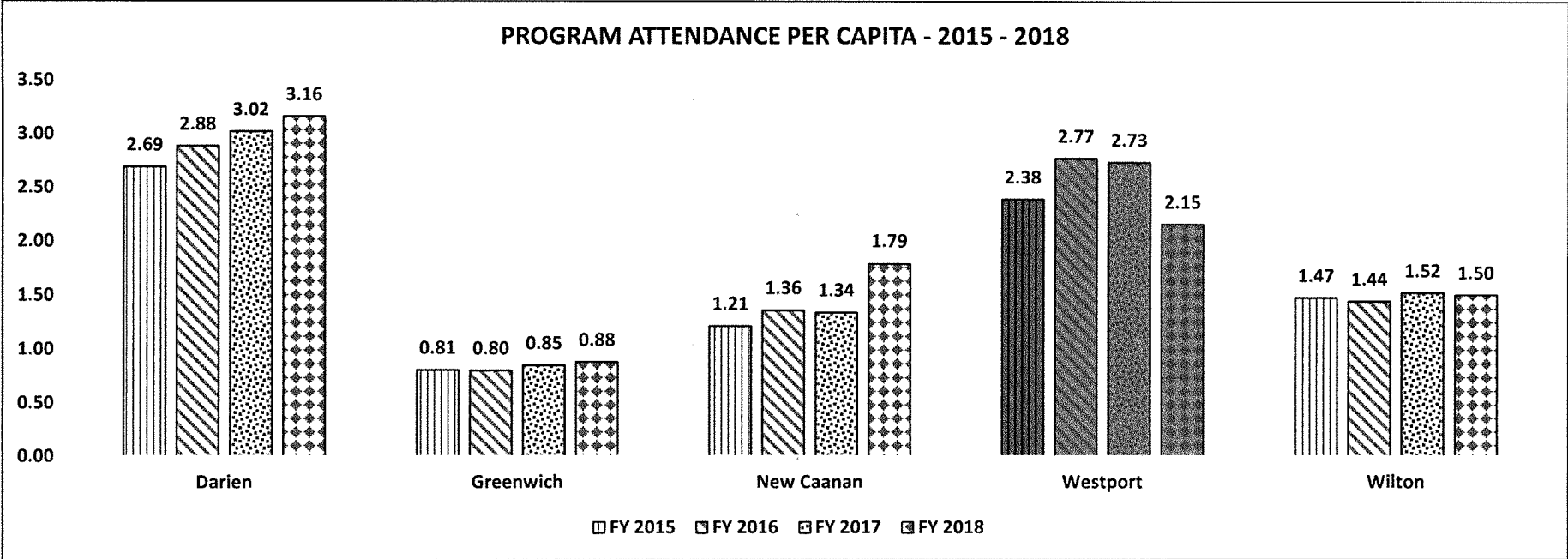


Patrons of the Westport Library asked more questions per capita than any of our peer libraries with the staff responding to 158,119 reference questions. We also had the highest number of questions per capita compared to our peers.

Despite being in reduced space and holding many programs outside the Library, the number of total transactions per service hour (below), indicate that the Westport Library staff were much busier than all but one of our peer libraries.



Over the past three years the Westport Library offers more programs than any of our peer libraries. This is remarkable, in the face of the challenges that had to be overcome during this past year of construction.

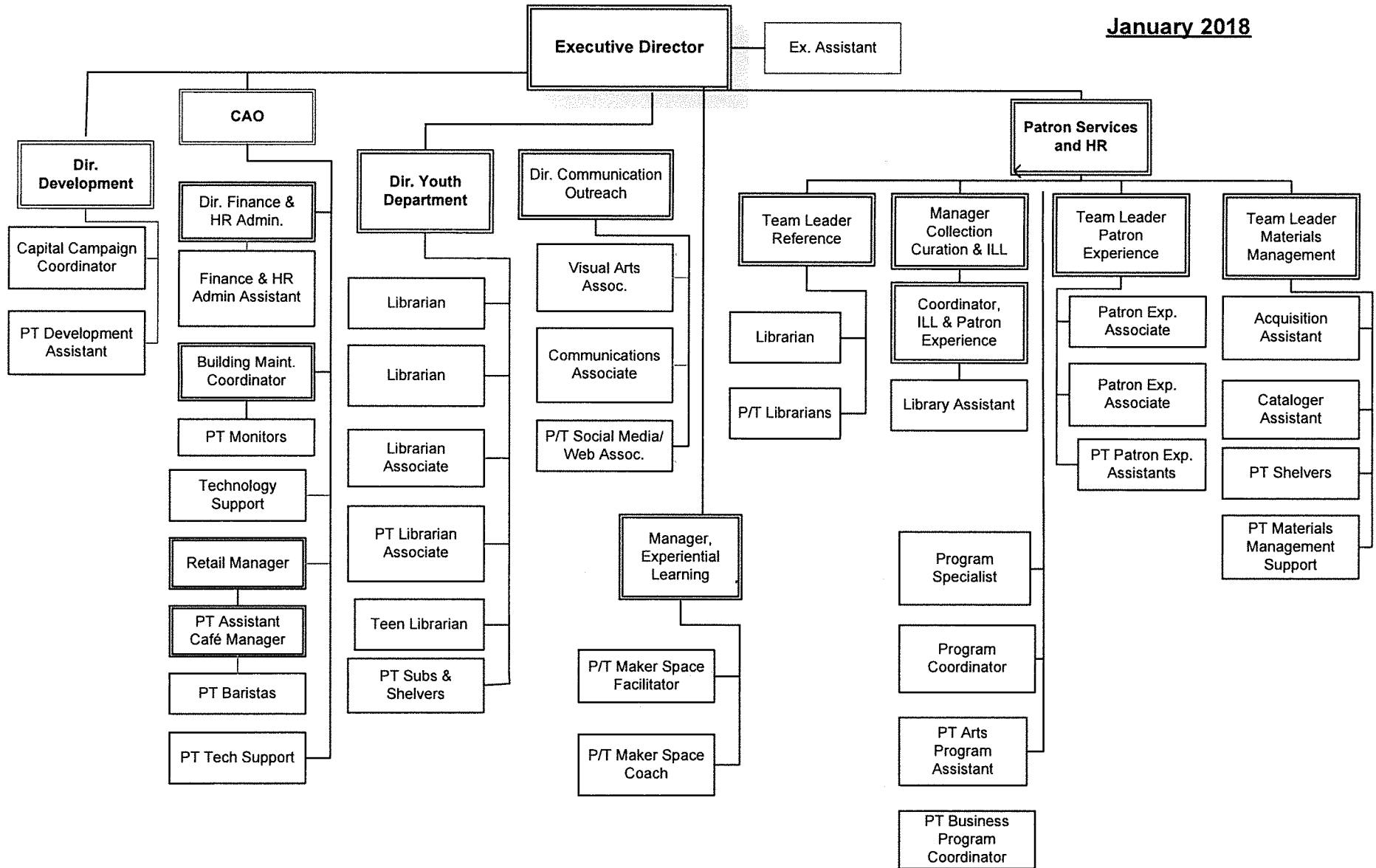


The Westport Library had the second highest per capita attendance among our peer libraries. 60,367 people attended Library programs in the previous year. The programs were held throughout locations in Town.

COMMUNITY GROUPS SUPPORTED BY THE LIBRARY

The Library delivers on its mission by collaborating with a myriad of community partners and individuals to identify the needs and interests of our community and to deliver programs and services to meet those needs. The Library has worked with the following community partners for this purpose.

AARP of Connecticut	CT State Button Society	National Alliance for Mental Health	Terrificon	Westport Department of Health and Human Services
Alzheimer's Association	Earthplace	National Holocaust Museum	The Brookstone	Westport Downtown Merchants Association
Archie Comics	Epic!	Neighbors & Newcomers of Westport	The Conservative Synagogue of Westport	Westport Farmers Market
Aroyga Tea	Fairfield County Association of Executive Women	New Paige Press	The Editing Company/Write Yourself Free	Westport Green Task Force
ArtSmart	Fairfield County Makers Guild	News 12	The Fairfield County Film Club of the CT Society for Psychoanalytic Psychology	Westport Historical Society
Aw Yeah Comics	Fairfield Scribes	Norwalk Community College	The Federation for Jewish Philanthropy of Upper Fairfield County	Westport Police Department (as a location for events)
Barnes & Noble	Fairfield University	Play With Your Food	The Interfaith Clergy of Westport/Weston	Westport Prevention Coalition
Bay Street, Village & Willows Pediatrics	Flame Tree Press	Positive Directions	The Japan Society of Fairfield County	Westport Public Schools
Beechwood Arts	Flat Squirrel Productions	Quick Center for the Arts	The Tick-borne Disease Alliance	Westport Public Schools Innovation Fund
Black Spot Books	Guillespie Center	Ray Bradbury Experience Museum	The Town of Westport's Department of Human Services	Westport Weston Health District
Book Trib	Homes with Hope	Remarkable Steam	The Westport Garden Club	Westport Woman's Club
Brain Boost	Hoops 4 Hope	Rolnick Observatory	The Westport Historical Society	Westport Writers Workshop
Bridgeport Hospital	Image Comics	Saugatuck Church	The Writer's Group – Bridgeport	Westport Young Woman's Club
Caroline House	ITNCoastalCT	Saugatuck Rowing Club	Toquet Hall Teen Center	Westport Chamber of Commerce
Christ and Holy Trinity	Jewish Book Council	SCORE	Veracious Brewing	WNET/Friends of Thirteen
Classical Studies Magnet Academy	Jewish Partisan Educational Foundation	Shake Shack	VFW #339	Women's Business Development Council
Connecticut Library Association	League of Women Voters	SHS Club Green	Wakeman Town Farm	Woodhall Press
Connecticut Library Consortium	Level Up Village	Source Coffeehouse	We Rise Storytelling Collective	Woodworkers Club of Norwalk, The
Connecticut Writing Project	MD Anderson Cancer Center	St. Vincent's Medical Center	Westport Art Advisory Committee	Y's Women
CT Association for the Gifted (Minds in Motion)	Meryl Moss Media	Stamford Museum and Nature Center	Westport Artist Collective	Yale Club of Eastern Fairfield County
CT Free Shakespeare	My Comic Shop History Podcast	Staples High School Culinary Program	Westport Astronomical Society	YMCA
CT Money School	Myrmidon Battle Gamers	Suzuki Music School	Westport Center for Senior Activities	Ys Men
CT Public Television	Myrmidon Dagohir	TEAM Westport	Westport Cinema Initiative	
CT Society of the Sons of the American Revolution	Mystery Writers of America	Temple Israel	Westport Country Playhouse	



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	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Request	FY 19/20 vs. FY 18/19	Percent Change	FY 19/20 vs. FY 16/17	Percent Change
Summary By Department/Category								
Revenues								
Town Appropriation								
	\$4,617,851	\$4,542,851	\$4,532,739	\$4,798,829	\$266,090	5.9%	\$180,978	3.9%
Non-Town Sources - Library Development Contribution	\$832,799	\$834,657	\$739,150	\$780,540	\$41,389	5.6%	(\$52,259)	-6.3%
Non-Town Sources - Library Fees & Charges	\$101,384	\$112,040	\$82,230	\$163,800	\$81,570	99.2%	\$62,416	61.6%
Non-Town Sources - Café & Retail Income	\$200,780	\$187,613	\$35,388	\$298,000	\$262,612	742.1%	\$97,220	48.4%
Non-Town Sources - State & Other Public Funds	\$40,132	\$34,167	\$33,537	\$33,829	\$292	0.9%	(\$6,303)	-15.7%
Total Revenues	\$5,792,946	\$5,711,328	\$5,423,044	\$6,074,998	\$651,953	12%	\$282,052	4.9%
Expenses								
Administration	\$1,299,645	\$1,304,313	\$1,148,829	\$1,170,139	\$21,310	1.9%	(\$129,506)	-10.0%
Patron Experience Services	\$451,552	\$404,926	\$378,061	\$496,153	\$118,092	31.2%	\$44,601	9.9%
Facility Operation & Maintenance	\$520,746	\$503,262	\$395,236	\$449,478	\$54,241	13.7%	(\$71,268)	-13.7%
Development & Fundraising	\$445,773	\$499,048	\$327,124	\$553,672	\$226,548	69.3%	\$107,899	24.2%
Youth Services	\$736,509	\$705,852	\$731,878	\$796,660	\$64,782	8.9%	\$60,151	8.2%
Materials Management	\$600,179	\$558,674	\$511,304	\$599,717	\$88,413	17.3%	(\$461)	-0.1%
Information Services	\$632,302	\$534,919	\$505,921	\$673,874	\$167,953	33.2%	\$41,572	6.6%
Innovation & Technology Services	\$363,797	\$320,637	\$321,714	\$314,781	(\$6,932)	-2.2%	(\$49,016)	-13.5%
Programs and Experiential Learning	\$272,874	\$332,631	\$470,860	\$522,709	\$51,849	11.0%	\$249,835	91.6%
Content Advisory Services	\$169,496	\$181,924	\$224,319	\$177,536	(\$46,783)	-20.9%	\$8,040	4.7%
Communication Outreach	\$300,074	\$365,144	\$407,797	\$320,278	(\$87,519)	-21.5%	\$20,204	6.7%
Total Expenses	\$5,792,946	\$5,711,328	\$5,423,044	\$6,074,998	\$651,954	12.0%	\$282,052	4.9%
Revenues vs. Expenses	\$0	\$0	\$0	\$0	\$0		\$0	
Town Appropriation as Percentage of Library Budget	79.7%	79.5%	83.6%	79.0%				

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	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Request	<i>FY 19/20 vs. FY 18/19</i>	<i>Percent Change</i>	FY 19/20 vs. FY 16/17	Percent Change
Revenues								
Town Appropriation	\$4,617,851	\$4,542,851	\$4,532,739	\$4,798,829	\$266,090	5.9%	\$180,978	3.9%
Transfer from Perm Restricted Fund	\$37,541	\$38,269	\$38,614	\$39,887	\$1,273	3.3%	\$2,346	6.2%
Transfer from Board Restricted Fund	\$79,750	\$79,413	\$77,522	\$77,653	\$131	0.2%	-\$2,097	-2.6%
Transfer from Temp. Restricted Fund	\$19,608	\$21,075	\$16,500	\$18,000	\$1,500	9.1%	-\$1,608	-8.2%
Transfer from Annual Appeal	\$354,300	\$354,300	\$301,155	\$325,000	\$23,845	7.9%	-\$29,301	-8.3%
Transfer from Fundraising Events	\$241,600	\$241,600	\$205,360	\$220,000	\$14,640	7.1%	-\$21,600	-8.9%
Book Sale Events contribution	\$100,000	\$100,000	\$100,000	\$100,000	\$0	0.0%	\$0	0.0%
Total Library Development Contribution	\$832,799	\$834,657	\$739,150	\$780,540	\$41,389	5.6%	-\$52,259	-6.3%
Copy Machine	\$2,578	\$2,359	\$3,290	\$3,500	\$210	6.4%	\$922	35.8%
Fines & Fees	\$56,630	\$47,103	\$54,500	\$62,000	\$7,500	13.8%	\$5,370	9.5%
Internet Printing	\$8,275	\$6,002	\$6,300	\$9,000	\$2,700	42.9%	\$725	8.8%
Meeting Room Fees	\$2,944	\$2,125	\$1,000	\$30,000	\$29,000	2900.0%	\$27,056	919.1%
Program Income	\$22,396	\$22,035	\$11,200	\$49,800	\$38,600	344.6%	\$27,404	122.4%
Interest Income	\$1,382	\$3,258	\$540	\$3,000	\$2,460	455.6%	\$1,618	117.1%
Membership - out of Town users	\$0	\$0	\$0	\$500	\$500	100.0%	\$500	100.0%
Miscellaneous Income	\$7,179	\$29,158	\$5,400	\$6,000	\$600	11.1%	-\$1,179	-16.4%
Total Library Fees & Charges	\$101,384	\$112,040	\$82,230	\$163,800	\$81,570	99.2%	\$62,416	61.6%
Cafe	\$112,695	\$98,462	\$21,752	\$180,000	\$158,248	727.5%	\$67,305	59.7%
Daily Book Sale	\$16,278	\$12,395	\$3,054	\$28,000	\$24,946	816.8%	\$11,722	72.0%
Retail Income	\$71,807	\$76,756	\$10,582	\$90,000	\$79,418	750.5%	\$18,193	25.3%
Total Café & Retail Income	\$200,780	\$187,613	\$35,388	\$298,000	\$262,612	742.1%	\$97,220	48.4%
Westport School Contribution	\$7,560	\$8,537	\$8,537	\$8,829	\$292	3.4%	\$1,269	16.8%
Connecticard Reimbursement	\$32,572	\$25,630	\$25,000	\$25,000	\$0	0.0%	-\$7,572	-23.2%
State Grant	\$0	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%
Total State & Other Public Funds	\$40,132	\$34,167	\$33,537	\$33,829	\$292	0.9%	-\$6,303	-15.7%
Total Revenues	\$5,792,946	\$5,711,328	\$5,423,044	\$6,074,998	\$651,953	12.0%	\$282,052	4.9%
Total Library's Contributions	\$1,175,095	\$1,168,477	\$890,305	\$1,276,169	\$385,863	43.3%	\$101,074	8.6%

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ADMINISTRATION

Prepares and implements the Library's strategic and operational plans. Develops and implements policies and procedures, prepares reports to meet internal and external reporting requirements, maintains financial controls, administers Library contracts, ensures efficient and effective Human Resources management.

6.0 FY 16/17 Approved FTEs

6.2 FY 19/20 Proposed FTEs

FY 2019-2020 Department Goals

Ensures successful opening and optimal functionality of Transformed Library

Ensures staff understand vision, mission and updated strategic plan, and that they know what is expected of them and are receiving feedback and support to achieve their goals.

Ensure delivery of services and programs consistent with the needs of the Library's patrons and the community at large.

Maintain the Library's position as a leader in the future direction of libraries.

FY 2019-2020 Major Budget Changes

The change in personnel and benefits cost is due to increases in salary and health insurance costs since FY 2017.

The change in supplies & materials is due to expecting more office supplies now that the renovation has been completed.

The change in other expenses is due to anticipated reduced needs for capital purchases and maintenance reserve.

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Request	FY 19/20 vs. FY 18/19	Percent Change	FY 19/20 vs. FY 16/17	Percent Change
Administration								
Personnel & Benefits	\$917,640	\$952,546	\$943,378	\$938,051	-\$5,327	-0.6%	\$20,411	2.2%
Supplies & Materials	\$9,352	\$7,285	\$10,016	\$12,000	\$1,984	19.8%	\$2,648	28.3%
Other Expenses	\$372,652	\$344,482	\$195,435	\$220,088	\$24,653	12.6%	-\$152,564	-40.9%
Total Administration	\$1,299,645	\$1,304,313	\$1,148,829	\$1,170,139	\$21,310	1.9%	-\$129,506	-10.0%

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PATRON EXPERIENCE

- Anticipates and responds to patron needs in order to meet and exceed their expectation for excellent service.
- Provides readers advisory support and satisfies patrons information needs unless those needs can be better supported by the Reference Team.
- Gives input into selection, services, and programing decisions.
- Helps patrons manage their Library accounts and assists them with their Library transactions.
- Educate patrons about, and promote, self service options e.g. self-check, online renewals and holds.
- Ensure that staff understand and are demonstrating the Library's standards for excellent customer service.
- Seek out opportunities for meaningful interactions with patrons to enhance connections between the Library and patrons and between patrons themselves in order to help engender greater engagement with the Library.

8.6 FY 16/17 Approved FTEs
9.6 FY 19/20 Proposed FTEs

FY 2019-2020 Department Goals

- Broaden the patrons experience , connecting them to events and services in the Library as well as in town.
- Through patron interactions, develop opportunities for patrons to provide input on services, events and with bringing their passions to the Library.
- Support the development of customer service standards that underlie all Library interactions.

FY 2019-2020 Major Budget Changes

The change in personnel & benefits costs is due to increase part-time staff to meet the needs of the Library patrons when that we are operating on 3 levels, the negotiated changes in the collective bargaining agreement since FY 2017, and the increase in health insurance cost.
Change in supplies & materials is due to an expected decrease in supplies for the coming year.

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Request	FY 19/20 vs. FY 18/19	Percent Change	FY 19/20 vs. FY 16/17	Percent Change
Patron Experience Services								
Personnel & Benefits	\$444,774	\$397,927	\$374,061	\$491,153	\$117,092	31.3%	\$46,379	10.4%
Supplies & Materials	\$6,778	\$6,999	\$4,000	\$5,000	\$1,000	25.0%	-\$1,778	(26.2%)
Other Expenses	\$0	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%
Total Patron Experience Services	\$451,552	\$404,926	\$378,061	\$496,153	\$118,092	31.2%	\$44,601	9.9%

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FACILITY OPERATION & MAINTENANCE

Responsible for ensuring that the physical plant and property of the Library are managed and maintained in such a manner that the facility is environmentally safe, clean and ready for use by staff and the public. Provide room set-up and take down before and after meeting and program events.

2.0 FY 16/17 Approved FTEs

2.1 FY 19/20 Proposed FTEs

FY 2019-2020 Department Goals

Plan for and oversee the long term maintenance of the Library's new HVAC mechanical systems and security & fire protection systems.
 Prepare an issue an RFP for custodial services to maintain the interior infrastructure of the renovated Library to assure a clean, safe, and welcoming environment.
 Develop and manage procedures for managing all building systems and arrange for appropriate training as necessary or required.

FY 2019-2020 Major Budget Changes

The change in personnel & benefit costs are due to a negotiated changes in the collective bargaining agreement since FY 2017.
 The change in supplies and materials is the result of returning to 8 restrooms vs 3 during construction, the increased cost of building custodial supplies over time, offset by an expected reduction in need for restrooms due to the modernization of the restrooms.
 The change in other expenses is due to an anticipated reduction in utility costs as a result of having a new and more efficient HVAC system; less maintenance and repair costs; offset by an anticipated increase in custodial services in order to properly maintain the newly renovated space.

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Request	FY 19/20 vs. FY 18/19	Percent Change	FY 19/20 vs. FY 16/17	Percent Change
Facility Operation & Maintenance								
Personnel & Benefits	\$88,538	\$90,930	\$102,851	\$112,452	\$9,601	9.3%	\$23,914	27.0%
Supplies & Materials	\$11,934	\$8,574	\$10,000	\$13,000	\$3,000	30.0%	\$1,066	8.9%
Other Expenses	\$420,274	\$403,758	\$282,385	\$324,026	\$41,641	14.7%	-\$96,248	-22.9%
Total Facility Operation & Maint.	\$520,746	\$503,262	\$395,236	\$449,478	\$54,241	13.7%	(\$71,268)	-13.7%

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DEVELOPMENT & FUNDRAISING

The Development Department manages all fund-raising activities, including donor development, annual appeals, major fundraising events, and special capital funding efforts, and integrates all of the Library's fundraising needs into a well thought out plan and budget, and works directly with relevant consultants, the BOT, and staff related to specific fundraising activities. The Westport Library Café sells snacks and refreshments to patrons and upon request provides food services for organizations using meeting rooms. The Westport Library Store offers for sale a range of distinctive items and toys, greeting cards, and an array of useful items such as reading glasses and flash drives, these services are aimed at enhancing the overall experience of patrons and helping fund Library services.

- 4.3 FY 16/17 Approved FTEs
- 4.7 FY 19/20 Proposed FTEs

FY 2019-2020 Department Goals

- Increase fundraising revenue through appeals, events and grants writing.
- Promote program sponsorship opportunities to corporations and community organizations.
- Continue to grow Planned Giving revenues.
- Feature the Café as the place to enjoy local, healthy products. Provide varied food options to attract new customers.
- Promote the Café, Store and daily book sales via social media, with up to date specials, for greater growth and visibility.

FY 2019-2020 Major Budget Changes

- The change in personnel & benefits cost in Development is due to salary and health benefit increases.
- Change in supplies & materials in development is due to projected increase in office supplies.
- Other expenses in development increased due to expected use of outside expertise to assist in grant writing.
- The personnel and benefits for the café increased due to planning for extended hours serving patrons.
- Change in supplies & materials in the café & retail is due to anticipated extended café service hours requiring additional supplies.
- The change in other expenses is due to the possibility of renting out meeting rooms or portions of the Library for private events.

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Request	FY 19/20 vs. FY 18/19	Percent Change	FY 19/20 vs. FY 16/17	Percent Change
Development								
Personnel & Benefits	\$267,753	\$272,482	\$275,243	\$286,003	\$10,760	3.9%	\$18,250	6.8%
Supplies & Materials	\$0	\$0	\$0	\$1,000	\$1,000	100.0%	\$1,000	100.0%
Other Expenses	\$14,720	\$77,453	\$22,500	\$46,000	\$23,500	104.4%	\$31,280	212.5%
Total Development	\$282,473	\$349,935	\$297,743	\$333,003	\$35,260	11.8%	\$50,530	17.9%
Café & Retail Services								
Personnel & Benefits	\$45,239	\$42,937	\$7,860	\$64,668	\$56,809	722.8%	\$19,429	42.9%
Supplies & Materials	\$117,060	\$105,176	\$20,521	\$145,000	\$124,479	606.6%	\$27,940	23.9%
Other Expenses	\$1,000	\$1,000	\$1,000	\$11,000	\$10,000	1000.0%	\$10,000	1000.0%
Total Café & Retail Services	\$163,300	\$149,113	\$29,380	\$220,668	\$191,288	651.1%	\$57,369	35.1%
Total Development & Fundraising	\$445,773	\$499,048	\$327,124	\$553,672	\$226,548	69.3%	\$107,899	24.2%

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YOUTH SERVICES

Responsible for providing current, relevant information on children's issues ranging from early literacy skills to screen time to mindfulness; reviewing and selecting materials for children and teens including books, audio books, e-books and manipulatives; plans and implements programs for children from birth through twelfth grade as well as for adult care givers. Coordinates other Library services for children and teens; answers reference questions, provides readers advisory to children, teens and adults. Supports the curriculum of local schools and helps to prevent "summer slide" with the summer reading club. Maintains the children's and teen pages on the website.

7.9 FY 16/17 Approved FTEs
7.7 FY 19/20 Proposed FTEs

FY 2019-2020 Department Goals

Adapt programming and collections to maximize utilization of renovated space.
Continue maker programs and collaboration between local schools, community groups, and youth services.
Continue and expand outreach to underserved communities and populations, including services for neuro-diverse patrons.
Deliver convenient and innovative Library services that respond to changing community needs and demographics.
Continuously analyze programs and look for opportunities to enhance effectiveness and efficiency.

FY 2019-2020 Major Budget Changes

The change in personnel & benefit costs are due to a negotiated changes in the collective bargaining agreement, increase in part time staff hours to meet patrons needs, and to the increase on health insurance costs.
The change in supplies & materials is due to increased number of materials available to patrons, the general increase in the cost of books, in addition to the cost of restocking books to accommodate the increased shelf space after renovation.

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Request	FY 19/20 vs. FY 18/19	Percent Change	FY 19/20 vs. FY 16/17	Percent Change
Youth Services								
Personnel & Benefits	\$674,543	\$652,720	\$673,429	\$717,451	\$44,022	6.5%	\$42,908	6.4%
Supplies & Materials	\$61,966	\$53,132	\$58,449	\$79,209	\$20,760	35.5%	\$17,243	27.8%
Other Expenses	\$0	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%
Total Youth Services	\$736,509	\$705,852	\$731,878	\$796,660	\$64,782	8.9%	\$60,151	8.2%

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MATERIALS MANAGEMENT

Manages efficient systems and processes to ensure shelf ready physical and digital materials are purchased, received and available to patrons in a timely manner.
Manages the relationship between the Library and all its materials vendors.
Generates reports to inform selection and deaccession decisions and to meet Library reporting and analysis needs.
Manages the Library's Integrated Library System Software (ILS/Polaris) ensuring data integrity and system optimization.

6.0 FY 16/17 Approved FTEs
4.5 FY 19/20 Proposed FTEs

FY 2019-2020 Department Goals

Ensure that all new materials are received efficiently and are integrated with current collection.
Ensure that all materials are accurately entered in the system, and correctly catalogued.
Work wit IT department to implement new ILS/Polaris software upgrade.
Continue to develop and improve reports to help meet all analytical needs.

FY 2019-2020 Major Budget Changes

The reduction in personnel & benefits costs is due to a projected increase in wages and health costs offset by reallocating staff to other departments.
The change in supplies & materials is due to the increased materials available to patrons, and the general increase in the cost of books.
The change in other expenses is due to eliminating outside resources assisting in collection management used during FY 16/17.

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Request	FY 19/20 vs. FY 18/19	Percent Change	FY 19/20 vs. FY 16/17	Percent Change
Materials Management								
Personnel & Benefits	\$306,748	\$329,348	\$240,558	\$246,610	\$6,052	2.5%	-\$60,138	-19.6%
Supplies & Materials	\$255,465	\$202,400	\$243,746	\$323,107	\$79,361	32.6%	\$67,642	26.5%
Other Expenses	\$37,965	\$26,926	\$27,000	\$30,000	\$3,000	11.1%	-\$7,965	-21.0%
Total Materials Management	\$600,179	\$558,674	\$511,304	\$599,717	\$88,413	17.3%	-\$461	-0.1%

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INFORMATION SERVICES

Responsible for working side by side with patrons in order to connect them with the best resources to meet their needs and to provide innovative offerings.
Select content to keep the community updated on the latest trends and topics to meet learning and discovery needs.

6.3 FY 16/17 Approved FTEs

6.8 FY 19/20 Proposed FTEs

FY 2019-2020 Department Goals

Proactively work with Library colleagues to understand our community information needs and develop innovative and creative ways to meet those needs.
Help ensure the Library's materials and database offerings are meeting patrons viewing, reading, and listening preferences.
Ensure all reference staff are meeting Library's customer service standards to ensure positive patrons experiences and to support their engagement with the Library.

FY 2019-2020 Major Budget Changes

The change in personnel & benefit costs are due to a negotiated changes in the collective bargaining agreement, increase in part time staff hours to meet patrons needs, and to the increase on health insurance costs.
Change in supplies & materials is due to reclassifying the cost of database to other expenses line.
Change in other expenses is due to expected purchases of additional database systems to better serve patrons.

Information Services

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Request	FY 19/20 vs. FY 18/19	Percent Change	FY 19/20 vs. FY 16/17	Percent Change
Personnel & Benefits	\$536,778	\$450,730	\$432,259	\$574,322	\$142,063	32.9%	\$37,544	7.0%
Supplies & Materials	\$48,991	\$42,257	\$30,289	\$35,500	\$5,211	17.2%	-\$13,491	-27.5%
Other Expenses	\$46,532	\$41,932	\$43,373	\$64,052	\$20,679	47.7%	\$17,519	37.6%
Total Information Services	\$632,302	\$534,919	\$505,921	\$673,874	\$167,953	33.2%	\$41,572	6.6%

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INNOVATION & TECHNOLOGY SERVICES

Responsible for planning, coordinating, implementing and managing the Library's technology systems in order to maximize efficiency and effectiveness.
Provide main support for the Library's efforts to be a leader in offering 21st century technology and digital content to support changing needs.
Provide support to patrons and staff with their use of technology. Trains and coaches staff in the use of technology as appropriate.

1.8 FY 16/17 Approved FTEs

1.9 FY 19/20 Proposed FTEs

FY 2019-2020 Department Goals

Use technology efficiently and effectively in order to reduce staff time spent on repetitive tasks.
Anticipate, develop and enhance staff's technology skills .
Using multiple strategies, increase public access to technology within the Library.
Provide direction and assistance in the delivery of innovative Library services that anticipates community needs.

FY 2019-2020 Major Budget Changes

The change in personnel & benefit costs are due to a negotiated changes in the collective bargaining agreement since FY 2017.
The decrease in supplies and materials are due to expenses for technology in FY 2017 for the Maker Space that do not need to be repeated in FY 2020.
The decrease in other expenses is due to less hardware purchases, offset by an increase in costs to move to the "Cloud", and reclassifying expenses in FY 2017.

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Request	FY 19/20 vs. FY 18/19	Percent Change	FY 19/20 vs. FY 16/17	Percent Change
Innovation & Technology Services								
Personnel & Benefits	\$131,699	\$136,603	\$133,901	\$141,995	\$8,095	6.0%	\$10,296	7.8%
Supplies & Materials	\$62,318	\$42,640	\$26,000	\$24,000	-\$2,000	-7.7%	-\$38,318	-61.5%
Other Expenses	\$169,780	\$141,394	\$161,813	\$148,786	-\$13,027	-8.1%	-\$20,994	-12.4%
Total Innovation & Technology	\$363,797	\$320,637	\$321,714	\$314,781	-\$6,932	-2.2%	-\$49,016	-13.5%

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PROGRAMS AND EXPERIENTIAL LEARNING

Responsible for creating and offering a diverse range of over 1600 programs throughout the year to engage, entertain, and support learning for patrons of all ages; developing and maintaining relationships with community partners to ensure that the Library has a presence and that we are meeting community needs.

This year the Library's MakerSpace has been incorporated into the Programs department. The MakerSpace supports instruction, programming and out reach in the field of experiential learning with an emphasis on Hands-on pedagogy. The MakerSpace encompasses a broad range of high technology and low-tech craft activities, with the broader goal of introducing, teaching and enhancing all technical skills in a safe and supportive environment.

3.5 FY 16/17 Approved FTEs

5.2 FY 19/20 Proposed FTEs

FY 2019-2020 Department Goals

Work with a broader range of partners to fully understand their unique programming needs and collaborate with them to develop programs and experiential learning opportunities that are responsive to those needs.

Develop an integrated process that ensures we are proactively working with partners to determine their needs, developing high quality responsive programs, evaluating whether those programs are having the intended impact and using that evaluation as input which informs future program development.

Develop and deliver best-in-class video, audio and broadcast communications to increase user engagement with the Library and to develop new engaging content.

Develop and delivers workshops to train users on the Library's audio-visual equipment, editing suites and MakerSpace equipment.

FY 2019-2020 Major Budget Changes

The change in personnel & benefit costs are due to a negotiated changes in the collective bargaining agreement, increase in part time staff hours to meet patrons needs, and to the increase on health insurance costs.

The increase in supplies & materials is due to new programs and events planned offset by anticipated revenues.

Other expenses increased due to expected use of outside expertise to assist in providing new program ideas and events.

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Request	FY 19/20 vs. FY 18/19	Percent Change	FY 19/20 vs. FY 16/17	Percent Change
Programs and Experiential Learning								
Personnel & Benefits	\$196,084	\$279,623	\$410,066	\$423,201	\$13,134	3.2%	\$227,117	115.8%
Supplies & Materials	\$40,823	\$32,271	\$27,794	\$53,509	\$25,715	92.5%	\$12,686	31.1%
Other Expenses	\$35,967	\$20,737	\$33,000	\$46,000	\$13,000	39.4%	\$10,033	27.9%
Total Programs & Experiential Learning	\$272,874	\$332,631	\$470,860	\$522,709	\$51,849	11.0%	\$249,835	91.6%

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CONTENT ADVISORY SERVICES

Manages the selection of Library materials and ensures that the Library is meeting the community's reading, viewing and listening needs and interests. Actively works to connect patrons with materials they might enjoy through visual displays, Readers Advisory services, reading groups, on-line recommendations, and providing support to book groups.

2.6 FY 16/17 Approved FTEs
2.0 FY 19/20 Proposed FTEs

FY 2019-2020 Department Goals

Enhance the relationship between the Library and book groups by working with them to closely assess their needs and implement new services and programs that meet those needs.
Ensure that the Library is offering a refreshed and expanded collection when the Library reopens on all 3 levels.
Actively solicit community input into selection decisions beyond patron purchase requests.
Implement new and efficient systems for managing InterLibrary loans.

FY 2019-2020 Major Budget Changes

The increase in personnel and benefits is due to anticipated wage increases; and increase in health insurance costs.
Minor increase in supplies budget to accommodate the increase in services to book groups.

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Request	FY 19/20 vs. FY 18/19	Percent Change	FY 19/20 vs. FY 16/17	Percent Change
Content Advisory								
Personnel & Benefits	\$169,237	\$181,924	\$223,819	\$177,036	-\$46,783	-20.9%	\$7,800	4.6%
Supplies & Materials	\$259	\$0	\$500	\$500	\$0	0.0%	\$241	92.7%
Other Expenses	\$0	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%
Total Content Advisory Services	\$169,496	\$181,924	\$224,319	\$177,536	-\$46,783	-20.9%	\$8,040	4.7%

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COMMUNICATION OUTREACH

Responsible for ensuring continuous, effective, and meaningful communication internally and externally using written materials, conversation, and electronic means so that the Westport Library is viewed as a valuable, accessible, progressive resource in the community for people of all ages.

3.8 FY 16/17 Approved FTEs

2.0 FY 19/20 Proposed FTEs

FY 2019-2020 Department Goals

Increase the Library's visibility in the community to ensure its programs, and services reach all segments of the community.
Manage and continuously improve the Library's website so that it is user friendly, comprehensive in its content and better able to extract and share information through the latest digital technology.

FY 2019-2020 Major Budget Changes

The decrease in the personnel and benefits is due to a reduce salary for one position, offset by anticipated wage increases, and increased medical insurance and FICA costs.
Minor increase in supplies budget to match the needs of the department.
Other expenses increased due to expected use of outside expertise to assist in implementing new marketing ideas and events.

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 19/20 Request	FY 19/20 vs. FY 18/19	Percent Change	FY 19/20 vs. FY 16/17	Percent Change
Communication Outreach								
Personnel & Benefits	\$261,915	\$300,921	\$331,717	\$194,558	-\$137,159	-41.3%	-\$67,357	-25.7%
Supplies & Materials	\$416	\$460	\$1,000	\$1,000	\$0	0.0%	\$584	140.5%
Other Expenses	\$37,743	\$63,763	\$75,080	\$124,720	\$49,640	66.1%	\$86,977	230.4%
Total Communication Outreach	\$300,074	\$365,144	\$407,797	\$320,278	-\$87,519	-21.5%	\$20,204	6.7%

DEPARTMENT: PARKS AND RECREATION

Department Services Overview:

The Westport Parks and Recreation Department supports over 300+ acres of parks and open spaces, including 4 public beaches, a championship public golf course, 2 marinas (supporting 593 boats in water and 307 in dry stall), 4 tennis facilities (23 courts), 2 pickleball courts, 2 hybrid pickleball/tennis courts (included in tennis court count), 2 platform tennis courts, a skate park, a swimming pool complex, 35 athletic fields and over 100 youth recreational programs. There are 21 regular (16 full time, 1 PT Regular, 4 ten month) and 450+ seasonal employees.

The department is organized by division with Administration that provides supervision and support for Maintenance (Maintenance Administration, Parks Maintenance, Athletic Field Maintenance), Operations (Guest Services, Boating, Tennis, Skating, Beach and Pool), Golf, and Recreation Programs (Programs, Memorial Day).

Parks and Recreation anticipates generating approximately \$5.7 million in annual revenue. (See Revenue Summary)

FY 2018 Major Accomplishments:

- Completed Longshore Golf Course bunker renovation
- Completed dredging of navigation channel into Ned Dimes Marina at Compo Beach
- Completed new pavilion roof and renovation of pavilion restrooms at Compo Beach
- Improvements to Compo Beach including relocation of main gate, implementation of designated daily parking lot with limit of 100 cars per day, enhanced staffing, new signage and police presence.
- Completed rehabilitation of Soundview Lot
- Improved beach access at Compo Beach with the addition of Mobi-Mat on the east beach

FY 2020 Service Level Goals:

- Completion of Staples Stadium turf field and track and Wakeman B field replacements
- Replacement of Ginny Parker and PJ Romano fields in progress
- Complete phase I improvements at Riverside Park
- Complete drainage on 16 remaining greens on Longshore Golf Course
- Complete tee box improvements on Longshore Golf Course
- Upgrade irrigation control system for Longshore Golf Course
- Dredging of silted in area at ER Strait Marina at Longshore Club Park
- Implement design of Baron's South property
- Continuation of Longshore Club Park Master Plan

Performance Measures:

- Operating Expenses of \$6.4m
- Department Revenue of \$5.8m

Department Handpass & Emblem Transactions (on-line vs. in person)

2016	Online 10,146 (41%)	In Person 14,488 (59%)	Total 24,634
2017	Online 10,824 (45%)	In Person 13,343 (55%)	Total 24,167
2018*	Online 10,650 (46%)	In Person 12,540 (54%)	Total 23,190

*The 2018 emblem sales were impacted due to the fee increases, especially in regard to the Weston and Non-Resident emblems. Non-resident emblem sales were limited to 350, down from 600.

Department Program Registration Transactions (on-line vs. in person)

2016	Online 6,875 (74%)	In Person 2,435 (26%)	Total 9,310
2017	Online 6,680 (74%)	In Person 2,323 (26%)	Total 9,003
2018*	Online 6,448 (78%)	In Person 1,807 (22%)	Total 8,255

*The 2018 camp enrollment was impacted by the school season running late, therefore causing the first week of camp to be shortened, resulting in lower enrollment.

Golf Rounds

2016	Rounds 35,050	Revenue \$1,045,163
2017	Rounds 32,815	Revenue \$973,751
2018	Rounds 31,805	Revenue \$863,597

*The 2018 season was very wet which impacted rounds. In comparison to other surrounding courses, we were on par. In addition, there was construction on the golf course in the spring which, as expected, also contributed to a drop in rounds. Additionally, due to the construction, greens fees were discounted in the spring months which impacted revenue.

Beach Emblem Sales (fiscal year)

2015/2016	# Sold 17,507	Revenue \$1,054,184
2016/2017	# Sold 17,645	Revenue \$1,061,655
2017/2018	# Sold 17,101	Revenue \$1,187,800

Due to a change in policy, fewer non-resident beach emblems were available for sale and fees for beach emblems were increased for the 2017/2018 fiscal year. While there was a reduction in the number of beach emblems sold, the higher fees offset the revenue.

Daily Beach Fee Vehicles (Vehicles paying daily fee – no emblem)

2016	Vehicles 8,760	Revenue \$340,215
2017	Vehicles 8,473	Revenue \$336,535
2018	Vehicles 5,163	Revenue \$248,550

Due to resident concerns of overcrowding, traffic and parking issues in 2017, the number of daily passes to be sold was limited to 100 per day resulting in a reduction in vehicles and revenue for the 2018 season. Fees were increased in an effort to offset the reduction in vehicles but this may have also impacted usage due to the higher prices. The season was also wet resulting in lower usage.

Total Pool Attendance & Pool Daily Fees

	Attendance	Daily Pool Fees
2016	23,758	\$18,671
2017	16,923	\$14,036
2018	16,353	\$15,429

Attendance and Daily Pool Fees are weather dependent. In 2018 there were 19 bad weather days resulting in no attendance at the pool versus 13 days in 2017 and 6 days in 2016.

Number of Recreation Program Participants

2016	9,282	(school enrollment 5,592)
2017	9,407	(school enrollment 5,628)
2018	9,390	(school enrollment 5,541)

Field Usage

	# of Fields	Field Usage (#of users)	# of Hours of Use
2015	35	7,198	17,172
2016	35	7,164	18,766
2017	35	7,501	21,786
2018	35	7,039	21,786

5 yr. Goals:

- Complete Longshore Master Plan to determine proper location of facilities, best lease of Inn at Longshore, and potentially use of Waterside Terrace property and begin implementation of plan
- Interconnect parks, facilities and significant town resources through the creation of pedestrian greenways (aka “emerald necklace”)
- Creation and implementation of utilization plan for Town Open Space properties
- Improve quality of park facilities

Revenue Summary:

There has been a decline in revenue, most significantly due to the increase in beach emblem fees, beach daily fees and poor weather during the summer season. We anticipate beach revenue to increase slightly as sticker shock from the increased fees wears off, but is heavily dependent upon weather. Golf course revenue is anticipated to increase due to improved course conditions from completed \$1m Bunker Improvement Project, but is heavily dependent upon weather. Revenues from recreation program fees continue to be fairly steady. Gas Resale revenue is anticipated to be steady.

Budget Notes:

- The Department is currently reviewing a variety of processes and procedures and areas of priority. There is a continued need to improve the maintenance of facilities and address what appear to be items that have been deferred. We are making progress in these areas; however, this is a multi-year endeavor. This will continue to be a fluid and ongoing process.

Westport Parks and Recreation Department
 Summary of Financial Operating Analysis by Cost Center
 2019-20

Cost Center	Total Expenses*	Total Revenues	Surplus/(Subsidy)	%
Beach and Pool	498,720	1,820,995	1,322,275	265.1%
Boating	665,475	922,500	257,025	38.6%
Tennis	144,916	167,500	22,584	15.6%
Skating	36,380	41,000	4,620	12.7%
General Admin	645,999	28,800	(617,199)	-95.5%
Golf	1,566,329	1,690,300	123,971	7.9%
Programs	1,218,701	1,155,042	(63,659)	-5.2%
Guest Services	299,831		(299,831)	-100.0%
Maintenance Admin	1,410,971		(1,410,971)	-100.0%
Parks	392,693		(392,693)	-100.0%
Athletic Fields	101,500		(101,500)	-100.0%
Total	6,981,515	5,826,137	(1,155,378)	-16.5%

* Includes Debt Service repayment

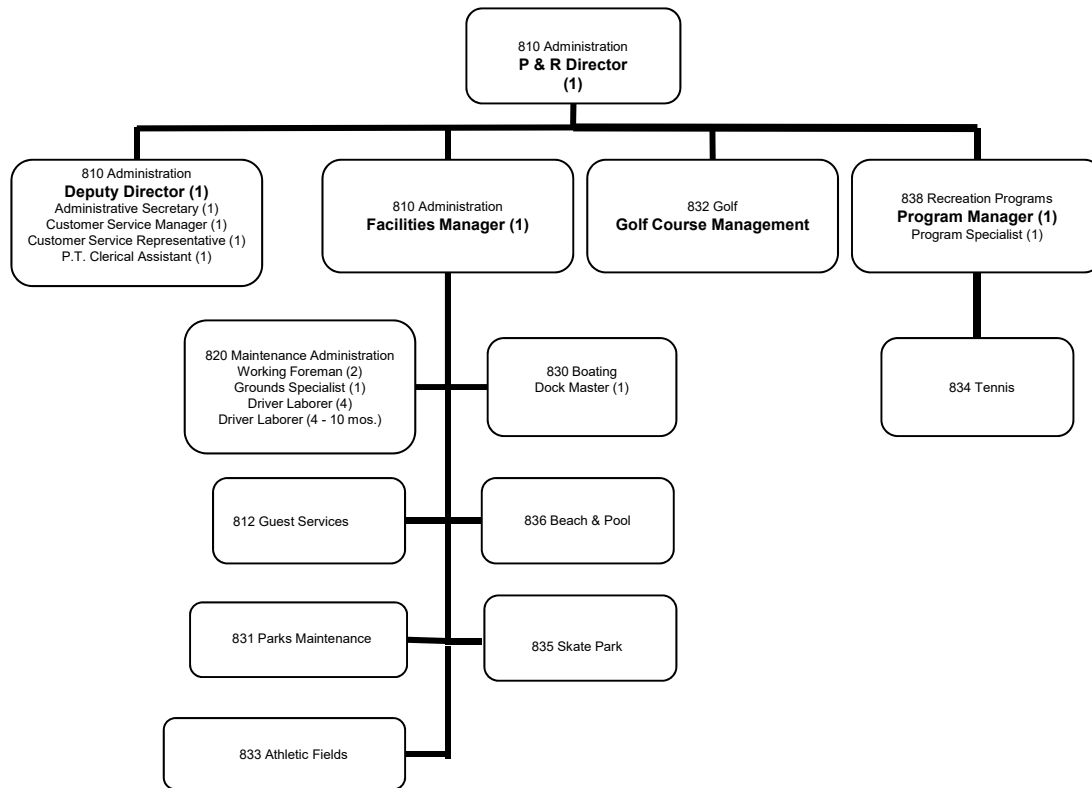
Total \$545,136

Prepared by Rick Giunta 2/5/2019

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 Cost Center Summary

810-842 – PARKS AND RECREATION 2019/2020 Organization Chart

2018/19: 15 Full Time, 5 – 9 Month and 1 Part Time / 2019/20: 16 Full Time, 4 – 10 Month, 1 Part Time



<u>Fiscal Year</u>	<u>Head Count</u>
14/15	18
15/16	18
16/17	19
17/18	19
18/19	21
19/20	21

DEPARTMENT: PARKS AND RECREATION
Budget Division: Administration (810)

Administration: Administration is responsible for personnel management of 21 full time and 450 seasonal employees, the supervision and management of all Parks and Recreation divisions, customer service including issuance of handpass sales, parking emblems and program registration; revenue collection and management of all parks and rec programs and facilities: application software support of the Active System which is used for all program and membership registrations, application software support of the golf reservation and cash management systems, management and content update of the Parks and Recreation website. In addition, Administration provides support for the Parks and Recreation Commission, Golf Advisory Committee, Boating Advisory Committee, Parks Advisory Committee, Racquets Advisory Committee, Sherwood Mill Pond Preserve Committee, Levitt Pavilion, Wakeman Town Farm Committee and support for the use of our facilities by residents and various non-profit organizations for charity events, service projects and resident use.

Description of Accounts:

Salaries	Full-time Employee Salaries
EH and OT	Seasonal Extra Help and Full Time Overtime – Seasonal office staff and Full time OT related to secretarial support for Parks and Recreation Commission meetings.
Fees and Services	Professional Fees and Outside Contract Services – lease cost of copier, support and training related to the Active System
Telephone	Telephone and cable service to all locations and employee cell phone expenses
Advertising	Advertising for public meeting notices and help wanted ads
Printing	Contract printing of passes, internal printing costs, maintenance copiers and printers
Supplies	General office supplies for all divisions
Postage	Cost of postage
Education and Exp	Reimbursement of employee expenses and attendance at professional conferences
Transportation	Mileage Reimbursement

Detail Operating Capital Requests:

\$15,000 Computers – at the recommendation of the IT Director

Budget Notes:

- 4 Supervisory Employees salary adjustment not included

810 - P&R ADMINISTRATION BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
1.00	Director	n/a			129,223	129,223	129,223
1.00	Facilities Manager	n/a			98,339	98,339	98,339
1.00	Deputy Director	n/a			94,766	94,766	94,766
1.00	Customer Service Manager	n/a			65,265	65,265	65,265
1.00	Administrative Assistant II	V-5			62,324	57,909	62,324
1.00	Clerical Assistant - PT	III-4			35,100	32,855	35,100
1.00	Service Assistant	IV-4			54,207	50,367	54,207
7.00	TOTAL SALARIES:				539,224	528,724	539,224

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018-19 EH&OT	2019-20 EH&OT Totals
	Clerical Extra Help	n/a	\$16.50	788	13,002	12,805	13,002
	Full-time OT	n/a			2,723	2,370	2,723
	TOTAL EXTRA HELP & OVERTIME:				15,725	15,175	15,725

810 - ADMINISTRATION

Account

Fees & Services

Advertising & Printing

Supplies

Education & Expense

Description

Machine - Service fees for office equipment

Online Enrollment - Software support and training

Advertising for seasonal help and Public Notices

General Office Supplies

Reimbursements, education, attendance at professional conferences

DEPARTMENT: PARKS AND RECREATION

Budget Division: Guest Services (812)

Guest Services: The Guest Services department is staffed by part-time, seasonal employees under the direction of the Facilities Manager. Guest Services provides parking and traffic control for all Parks and Recreation facilities, including Compo and Burying Hill Beach, Longshore Club Park, and Old Mill/Compo Cove. Guest Services provides access control, trash and litter collection, regulation enforcement and management of dry stall boat areas. In addition, Guest Services provides support and staffing for the variety of nonprofit events that use Parks and Recreation Department facilities.

Description of Accounts:

Other Materials/Supplies Operating supplies including Traffic Control Devices, Radio Maintenance, Identifying and regulatory signs

Detail Operating Capital Requests:

N/A

Budget Notes:

EH & OT –

- Marina Security staff funds were moved out of guest Services and into Boating (830)
- Skate Park staff funds moved out of Skate Park and into Guest Services (812)
- In order to be competitive with surrounding communities, hourly rates have been increased as it is difficult to get qualified staff

812 - GUEST SERVICES BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018-19 EH&OT	2019-20 EH&OT Totals
	Supervision		\$32.00	1,553	49,680	48,000	49,680
	<u>Beaches</u>						
	Supervisors	n/a	\$16.00	3,318	45,600	37,865	45,600
	Attendants	n/a	\$12-\$13	13,738	71,818	48,075	71,818
	<u>Marinas</u>	n/a	\$14.00	4,004		56,056	0
	<u>Longshore</u>						
	Supervisors	n/a	\$16.00	240	3,840	2,880	3,840
	Attendants	n/a	\$13.00	1,586	20,618	17,446	20,618
	Skate Park	n/a	\$14.00	586	8,204		8,204
	Special Events	n/a	\$14.00	700	9,800	9,800	9,800
	Clean-Up Crews	n/a	\$14.00	2,806	39,284	34,550	39,284
	Longevity	n/a	\$0.50	16,014	8,007	10,199	8,007
TOTAL EXTRA HELP & OVERTIME:					256,851	264,871	256,851

812 – GUEST SERVICES

<u>Account</u>	<u>Description</u>
<i>Other Materials/Supplies</i>	Operating supplies including Traffic Control Devices, Radio Maintenance, Identifying and regulatory signs

DEPARTMENT: PARKS AND RECREATION
Budget Division: Maintenance Administration (820)

Maintenance Administration: The Parks and Recreation Department maintains a fleet of 18 vehicles and various tractor/loaders, mowers and small engine machines for the maintenance of all Town of Westport properties including around town buildings, parks, beaches, town and school athletic fields and Longshore. Gas and oil to operate this equipment, as well as, all metered water in these facilities for drinking, irrigation and pool operations are included. Uniforms provided are covered by contractual agreement. Rental equipment for specialty uses and dues and education for departmental managers and staff are included, as well as, paper goods and cleaning supplies for custodial service.

All maintenance staff are identified in this division as individuals often cross divisions with their work. There are 7 full time and 4 nine-month Union employees in this division who report to the Facilities Manager.

Description of Accounts:

Fees & Services	Professional Fees and Outside Contract Services
Equipment Maint/Operation	Vehicle and Equipment Repairs, Fuel and Lubricants
Water	Water for all Parks and Recreation properties
Other Material/Supplies	Operating Supplies
Education & Expense	Professional Dues, attendance at professional conferences

Detail Operating Capital Requests:

N/A

Budget Notes:

\$25,000 Increase in Fees and Services for park planning/design services

Increase in EH&OT due to omission of EH&OT from one cost center when Maintenance Administration, Parks Maintenance and Athletic Field Maintenance were combined

Salaries & EH&OT: While there is no increase in head count, in order to accommodate department needs, one 9-month (March –Nov) position will become a 12-month position, the remaining 9-month positions will become 10-month (March-Dec) positions.

Note: Maintenance Administration, Parks Maintenance and Athletic Field Maintenance function as a single division and share resources to meet departmental priorities.

820 - P&R MAINTENANCE ADMINISTRATION BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	FTE %	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
2.00	Working Foreman	B-VII			78,956	157,912	157,912
1.00	Grounds Specialist	B-III-7			70,294	70,294	70,294
2.00	Driver Laborer	B-II-7			66,949	133,898	133,898
2.00	Driver Laborer	B-II-6			63,760	60,726	127,520
1.00	Driver Laborer (10 months)	B-II-7	.833		66,949	50,212	55,769
1.00	Driver Laborer (10 months)	B-II-6	.833		63,760	91,089	53,112
2.00	Driver Laborer (10 months)	B-II-2	.833		52,456	74,940	87,392
11.00	TOTAL SALARIES:				463,124	639,071	685,896

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Average Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018-19 EH&OT	2019-20 EH&OT Totals
	Regular Overtime	n/a	\$39-\$76				
	Seasonal Employees		\$13-\$19				
	Total			6,400	285,000	176,861	285,000
	TOTAL EXTRA HELP & OVERTIME:				285,000	176,861	285,000

820 – MAINTENANCE & DEVELOPMENT

<u>Account</u>	<u>Description</u>
<i>Fees & Services</i>	Professional Fees and Outside Contract Services
<i>Equipment Maint/Operation</i>	Vehicle and Equipment Repairs, Fuel and Lubricants
<i>Water</i>	Water for all Parks and Recreation Properties
<i>Other Material/Supplies</i>	Operating Supplies
<i>Education & Expense</i>	Education reimbursements, attendance at professional conferences

Updated 2/28/19

DEPARTMENT: PARKS AND RECREATION
Budget Division: Boating (830)

Boating: The Boating division is responsible for the management of 593 In-Water and 307 Dry-stall Boats in 2 Marinas, the Ned Dimes Marina adjacent to Compo Beach and the E.R. Strait Marina located in Longshore Club Park.

The marinas offer in-water slips, as well as, dry stalls for trailered boats, dinghies, hobie cats, sunfish, kayaks, and windsurfers, restroom facilities, boat launch ramp and parking. The period of berthing is from April 1 to Nov. 30 with no services the months of April and November.

Marinas support boats from 12 – 40 ft. Boat slip rentals vary in price by size of boat from \$400 to \$2,450. The fees for slips are set by the Parks and Recreation Commission.

Each marina has dock attendants that assist boaters with docking and sell gas, ice and oil. The marinas provide water and limited electricity. The dock attendants also maintain the docks, piers, slips and gangways. They provide maintenance and supervision of the boat launching facilities at each marina.

The marinas are overseen by a Dockmaster who supervises staff, assists with boating assignments, supervises the mooring service contractor, assists marine police in boating or water related emergencies, and provides storm related preparation and response. The Dockmaster is responsible for general repairs and maintenance issues that arise.

All litter collection and landscape maintenance in the marina area is provided by marina staff.

Description of Accounts:

Items for Resale Gas, Ice, Oil and dock guards for resale to boaters

Detail Capital Operating Requests:

\$ 3,400 Replace 4 drystall racks

\$12,000 Upgrade older power centers to comply with GFI requirements

\$ 6,750 Replace fuel line at Ned Dimes Marina

\$ 4,000 Storage shed

Budget Notes:

- Resale figure reflects gross cost of gasoline purchased for resale. Corresponding gross revenues from sales can be found in the Boating revenue section
- 1 full time staff member
- EH&OT – Marina Security has been moved from Guest Services (812) to Boating (830) under the direction of the Dockmaster as it is a function of marina operations.

830 - P&R BOATING BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
1.00	Dockmaster	B-IV-4			63,762	60,726	63,762
1.00	TOTAL SALARIES:				63,762	60,726	63,762

EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018-19 EH&OT	2019-20 EH&OT Totals	
	Assistant	\$16.00	1,260	20,160	16,380	20,160	
	Senior Attendants	\$14.00	1,512	21,168	18,144	21,168	
	Attendants	\$12.00	2,889	34,668	31,779	34,668	
	Marina Security	\$14.00	4,369	61,166		61,166	
	Overtime			6,000	6,000	6,000	
	Longevity	\$0.50	9,665	4,833	2,831	4,833	
	Attrition				0		
	TOTAL EXTRA HELP & OVERTIME:				147,995	75,134	147,995

830 – BOATING

<u>Account</u>	<u>Description</u>
<i>Items For Resale</i>	Gas, Ice, Oil and dock guards for resale

DEPARTMENT: PARKS AND RECREATION
Budget Division: Parks Maintenance (831)

Parks Maintenance: There are over 300+ acres of parks in Westport that are maintained by the Parks Maintenance division. The division provides grounds maintenance, tree and shrub maintenance, ornamental tree planting and maintenance, and the maintenance and replacement of parks fixtures i.e. grills, signage, etc, for all parks.

The Parks Maintenance division also collects all municipal trash and recycling including at the public beaches, recreation buildings, downtown Westport, Saugatuck and Greens Farms Metro North stations, all parks, athletic fields, and the Levitt Pavilion.

Additionally, the Parks Maintenance division provides custodial service for various facilities.

- Parks Maintenance includes town building grounds and 30 park properties.
- One seasonal gardener maintains all foundation plantings around town buildings as well as multiple gardens at Veterans Green, Longshore and Compo Beach.

Description of Accounts:

Fees & Services	Professional Fees and Outside Contract Services Baron's South Property Maintenance by Contractor
Facility Maintenance	Contract Tree Maintenance (includes Golf Course)
Maintenance Supplies	Operating supplies
Payments to Agencies/Org	Reimbursement for maintenance of cemeteries provided by others

Detail Capital Operating Requests:

\$51,243 – Beach rake to replace current equipment

Budget Notes:

\$5,000 – Fees & Services for Tree Warden Services

\$90,000 – Facility Improvements line increased for improvements to Riverside Park, Lillian Wadsworth Arboretum and misc. park improvements

Note: Maintenance Administration, Parks Maintenance and Athletic Field Maintenance function as a single division and share resources to meet Departmental priorities.

831 - P&R PARKS MAINTENANCE BUDGET 2019-2020

831 – PARKS MAINTENANCE

<u>Account</u>	<u>Description</u>
<i>Fees & Services</i>	Professional Fees and Outside Contract Services Baron's South Property Maintenance – Contract Services
<i>Facility Maintenance</i>	Contract Tree Maintenance
<i>Maintenance Supplies</i>	Operating supplies
<i>Payments to Agencies/Org</i>	Reimbursement for maintenance of cemeteries provided by others
<i>P&R Equipment</i>	Capital – see attached

DEPARTMENT: PARKS AND RECREATION
Budget Division: Golf (832)

Golf: Maintenance and Operation of 18-hole Longshore Club Park Golf Course. BrightView Golf Course Maintenance manages the maintenance of the 190-acre golf course under a contract reflecting significant savings to the Town in the area of employee benefits.

The Town receives all revenues in connection with the golf course, carts and driving range and pays the Golf Pro a management fee. The Town has no staff associated with the golf course.

Course conditions continue to improve since 2013. In fact, Golfweek ranked Longshore as #8 in Connecticut on their list of Best Places to Play in 2017. The bunker improvement project was completed in June 2018. The Department continues to work on golf course improvements. The Golf Advisory Committee continues an ongoing review of policies in an attempt to increase market share while maintaining priority access for Westport residents.

In 2018, a dog service was contracted to lessen the impact of Canada Geese on the course. Feedback has been positive and the service continues to have a positive impact on course conditions.

Description of Accounts:

Salaries	No salaried employees as a result of contract
EH and OT	No Seasonal employees and full time weekend overtime as a result of contract
First Tee	With change in structure, cost now responsibility of Head Golf Professional
Fees & Services	Contract services including BVGCM, golf cart lease, head golf pro, website management services, pump service, portable toilet service, Canada Geese control dog service
Fees & Services Prof	Fees related to automated tee reservation and point of sale software
Equipment Maint/Oper	Equipment maintenance and repairs over the contract threshold
Maintenance Supplies	Irrigation repairs over the contract threshold, improvements not covered by contract
Other Material/Supplies	First Tee Supplies, scorecards, golf balls for driving range, misc. driving range needs, etc.

Detail Capital Operating Requests:

\$75,000 Capital improvements and equipment replacement to be determined in conjunction with contractor and Golf Advisory Committee.

Budget Notes:

Related expenses including water and tree maintenance included in other budgets.

The BrightView maintenance contract extension expires at the end of 2019. The contract will be put out to bid. Fees for 2020 are unknown so CPI increase was used for budget purposes.

832 - P&R GOLF BUDGET 2019-2020

832 – GOLF

<u>Account</u>	<u>Description</u>
<i>Fees & Services</i>	Professional Fees and Outside Contract Services
<i>Equipment Maint/Oper</i>	Vehicle and Equipment Repairs
<i>Maintenance Supplies</i>	Operating supplies, seed, fertilizer, pesticides, course supplies
<i>Other Material/Supplies</i>	First Tee Supplies
<i>Facilities Improvements</i>	Facilities improvements

DEPARTMENT: PARKS AND RECREATION
Budget Division: Athletic Field Maintenance (833)

Athletic Field Maintenance: The Parks and Recreation Department maintains a full inventory of athletic fields to support the community's athletic program. Four artificial turf fields and 31 grass fields play host to thousands of youth and adult practices and contests each season.

Under policy of the Parks and Recreation Commission, town fields are open for play from April 1 through Dec. 1 (weather permitting). All fields are subject to closure due to inclement weather. When not reserved for organized activities, fields are available to residents.

The athletic field maintenance includes turf maintenance, preparation of the fields for games, and maintenance of irrigation systems, backstops fencing, bleachers and field equipment, trash collection and management of portable toilet facilities.

Grooming and lining of 15 baseball/softball infields takes place on a daily basis from April thru October. Weekly markings on 19 athletic fields for Soccer, Lacrosse, Rugby, Field Hockey, Track and Field and Football March thru Dec.1. Field preparation includes all school fields and includes special services required to serve the 10 varsity sports from Staples High School that utilize athletic fields. Note: Loeffler Field at Staples High School is routinely recognized as the finest natural grass field in the FCIAC.

In addition to the fields maintained by the town, Westport Little League provides maintenance for 7 Little League fields at Coleytown Elementary School and Town Farms.

Description of Accounts:

Fees & Services	Professional Fees and Outside Contract Services
Maintenance Supplies	Operating supplies – soil, seed, fertilizer, clay, paint etc.

Detail Capital Operating Requests:

N/A

Budget Notes:

- Our enhanced turf management program continues
- We continue to upgrade our baseball and softball fields

Note: Maintenance Administration, Parks Maintenance and Athletic Field Maintenance function as a single division and share resources to meet Departmental priorities.

833 - P&R ATHLETIC FIELDS MAINTENANCE BUDGET 2018-2019

833 – ATHLETIC FIELDS MAINTENANCE

<u>Account</u>	<u>Description</u>
<i>Fees & Services</i>	Professional Fees and Outside Contract Services
<i>Maintenance Supplies</i>	Operating supplies – Soil Seed fertilizer, clay, paint etc.

DEPARTMENT: PARKS AND RECREATION
Budget Division: Tennis (834)

Tennis: Longshore Club Park hosts nine Har-Tru tennis courts with lights for evening play. Court reservations are available and fees apply. Additionally, 14 all-weather courts are available for open play and tennis instruction at Doubleday behind Saugatuck Elementary School, Staples High School and Town Farms.

Maintenance of the 2 platform tennis courts at Longshore Club Park, 2 pickleball courts at Compo Beach and 2 hybrid tennis/pickleball courts at Doubleday are including in this cost center.

The attendants at Longshore courts provide reservation services, court scheduling and collection of fees. In 2016, the addition of the Chelsea System was included to allow for online tennis court reservations. In addition, the staff provides daily maintenance of the har-tru courts.

Description of Accounts:

Facility Maintenance	Annual contract resurfacing of courts
Maintenance Supplies	Operating materials and court supplies

Detail Capital Operating Requests:

N/A

Budget Notes:

N/A

834 - P&R TENNIS BUDGET 2019-2020

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
	Director			0	0	0	0
	Maint Supervisor		\$16.00	672	10,752	38,343	10,752
	Assistant Supervisor		\$14.00	0	0	6,300	0
	Tennis Supervisor		\$21.00	650	13,650	10,120	13,650
	Attendants		\$15.00	1,760	26,400	26,400	26,400
	Longevity		\$0.50	2,432	1,216	445	1,216
TOTAL EXTRA HELP & OVERTIME:					52,018	81,608	52,018

834 – TENNIS

<u>Account</u>	<u>Description</u>
<i>Facility Maintenance</i>	Annual contract resurfacing of courts
<i>Maintenance Supplies</i>	Operating materials and court supplies

DEPARTMENT: PARKS AND RECREATION
Budget Division: Skate Park (835)

Skating: The Compo Beach In-Line / Skateboard Skate Park is an area developed to provide a safe and enjoyable area for skaters of all ages. As an alternative to street skating, this skating facility offers rails, ramps, and two half pipes for enthusiastic skaters. The area is open from May to October, is supervised and maintained and offers different programs throughout the season.

Description of Accounts:

Facility Maintenance Maintenance materials and supplies

Detail Capital Operating Requests:

None – to be part of Compo Master Plan Improvements

Budget Notes:

EH&OT – Supervision of Skate Park staff funding moved under Guest Services (812)

835 - P&R SKATE PARK BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
	Maintenance Supervisor		\$20.00	104	0	2,080	0
	Director		\$20.00	28	0	560	0
	Attendants		\$10.25	614	0	6,294	0
	Skate Camp		\$18-\$20	700	12,880	12,880	12,880
TOTAL EXTRA HELP & OVERTIME:					12,880	21,814	12,880

835 – SKATING

<u>Account</u>	<u>Description</u>
<i>Facility Maintenance</i>	Maintenance materials and supplies

DEPARTMENT: PARKS AND RECREATION
Budget Division: Beach and Pool (836)

Beach and Pool: This budget provides lifeguard services for Compo Beach, Burying Hill Beach and Longshore Pool and for the Community Swim Program at Staples High School. Additionally, it provides for the maintenance of the Longshore pool facilities and the annual regrading of Compo Beach, Burying Hill Beach and Old Mill Beach.

Beach lifeguard services are provided at Burying Hill Beach and on the east beach at Compo Beach from Memorial Day to Labor Day, 10 a.m. to 6 p.m. (except as posted).

The Longshore Pool complex offers handicap accessible locker rooms with showers, family bathrooms, and a full service concession stand with outdoor seating and picnic tables. The Longshore Pool complex consists of two swimming pools and a wading pool. Pool hours vary with mid summer hours for lifeguard staff from 8 am to 8 pm.

The staff is also responsible for the daily maintenance of the pools and pool access administration. In addition, the staff provides First Aid for guests, litter patrol, maintenance of radio communication with guest services and the marina police.

All Lifeguard staff are certified in Life Saving, CPR and First Aid. In-Service training is provided by senior staff on an ongoing basis throughout the season.

Description of Accounts:

Contract Services	Annual Beach Regrading
Employee Medical	Required Hepatitis Vaccinations and Blood Borne Pathogens Education
Facility Maintenance	Contract services to open and close pool for the season
Maintenance Supplies	Operating Supplies

Detail Capital Operating Requests:

\$15,660 Rescue Board, Radios, Pool Equipment

Budget Notes:

Lifeguard hourly rates are being increased in order to be competitive with the surrounding area as we have difficulty getting enough lifeguards to staff all of our facilities for the duration of the summer season.

836 - P&R BEACH & POOL BUDGET 2019-2020

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018-19 EH&OT	2019-20 EH&OT Totals
	Police Services				85,000	109,000	85,000
	Pool Gate		\$11.00	1,078	11,858	11,050	11,858
	Co-Waterfront Director		\$21.00	600	12,600	12,000	12,600
	Co-Waterfront Director		\$21.00	560	11,760	11,200	11,760
	Beach Captains		\$16.00	1,470	23,520	20,580	23,520
	Beach Lifeguards		\$14.00	7,350	102,900	95,550	102,900
	Pool Director		\$30.00	700	21,000	21,000	21,000
	Asst Pool Director		\$17.00	600	10,200	10,200	10,200
	Pool Captains		\$16.00	896	14,336	12,544	14,336
	Pool Guards		\$14.00	3,724	52,136	44,688	52,136
	Staples Pool Supervisor		\$20.00	406	8,120	8,120	8,120
	Staples Pool guards		\$13.00	406	5,278	4,872	5,278
	Longevity		\$0.50	17,150	8,575	8,575	8,575
	Attrition					0	
TOTAL EXTRA HELP & OVERTIME:					367,283	369,379	367,283

836 – BEACH AND POOL

<u>Account</u>	<u>Description</u>
<i>Contract Services</i>	Annual Beach Regrading
<i>Employee Medical</i>	Required Hepatitis vaccinations
<i>Facility Maintenance</i>	Contract services to open and close pool
<i>Maintenance Supplies</i>	Operating Supplies and Pool Chemical Supplies

Updated 2/28/19

DEPARTMENT: PARKS AND RECREATION
Budget Division: Recreation Programs (838)

Recreation Programs: The program division plans, develops, and promotes year round recreational programs for all ages of residents in the Westport community. There are 2 full time employees and over 200 seasonal staff supporting the programs. With 61 different program offerings, and over 400 program sessions we anticipate approximately 10,000 program registrations. Program revenues are projected at \$1,108,242. The staff works closely with the Human Services Department in providing approximately \$30,000 in program financial aid to over 250 Westport residents in need.

The department administers and manages the town's youth basketball program serving over 1,700 participants and 150 volunteer coaches. Additionally, the program manager functions as the youth sports administrator for community youth sports providers for 11 sports offered in the Westport community through 5 different providers, including coordination of public facility use and educational training for more than 1,000 volunteer coaches serving some 6,000 participants annually.

The department provides and administers after school programming, summer and vacation camps for the K-8 population and summer sports camps through use of contract vendors. The department also coordinates, administers and/or assists in many community activities such as the Memorial Day Parade and Halloween Parade.

Detail Capital Operating Requests:

None

Budget Notes:

- 1 Supervisory Employee, 1 Non-Union non supervisory employee. Salary adjustments not included.
- The department finds that there is increasing competition with our current programs and sports camps.
- We continue to create new program offerings to better serve the changing needs of our residents.

838 - P&R RECREATION PROGRAMS BUDGET 2019-2020

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
1.00	Program Manager	n/a			81,949	81,949	81,949
1.00	Program Specialist	n/a			49,713	49,713	49,713
2.00	TOTAL SALARIES:				131,662	131,662	131,662

838 - MISCELLANEOUS PROGRAMS

Recreation Program Details

<u>PROGRAM</u>	<u>EH & OT</u>	<u>F & S</u>	<u>SUPPLIES</u>	<u>UNIFORMS</u>	<u>TOTAL EXPENSE</u>	<u>PARTICIPANT #S</u>	<u>REVENUE</u>	<u>Program Surplus/(Subsidy)</u>
Adult Programs	2,146	0	0	50	2,196	155	2,300	104
Age Group Track	4,723	0	900	146	5,769	550	5,085	(684)
Camp Compo	123,067	6,000	28,290	1,290	158,647	960	140,200	(18,447)
Golf	0	11,600	0	0	11,600	200	18,192	6,592
Special Events	0	1,950	1,345	0	3,295	0	500	(2,795)
Ice Skating	27,000	0	33,120	300	60,420	330	61,050	630
Karate	0	6,100	0	0	6,100	57	7,300	1,200
Levitt Pavilion	0	20,000	0	0	20,000	0	0	(20,000)
Platform Tennis	4,680	0	400	50	5,130	64	5,920	790
Program Development	4,600	5,000	1,000	60	10,660	50	7,625	(3,035)
REcing Crew	146,216	6,000	100,465	840	253,521	1417	245,255	(8,266)
Road Runners	9,698	0	870	120	10,688	0	14,390	3,702
Special Needs	9,690	0	250	0	9,940	30	2,998	(6,942)
Sports Camps	78,813	0	200	0	79,013	642	142,303	63,290
Supervision	22,500	0	0	120	22,620		23,071	451
Swim Instruction	38,158	0	1,360	900	40,418	845	49,420	9,002
Tennis Instruction	156,930	0	11,055	672	168,657	1856	169,355	698
Tot'n Play	28,212	0	0	0	28,212	203	47,765	19,553
Youth Basketball	141,820	0	25,375	544	167,739	1705	185,815	18,076
Pickleball	6,864	0	500	50	7,414	136	10,352	2,938
SUBTOTALS	805,117	56,650	205,130	5,142	1,072,039	9,200	1,138,896	
Scholarships							30,654	
TOTALS	805,117	56,650	205,130	5,142	1,072,039	9,200	1,108,242	36,204

Updated 2/28/19

Town of Westport							
2019-2020 Projection							
Fiscal Year	2015-16	2016-17	2017-18	2018-19	2018-19	2019-2020	
	Actual	Actual	Actual	Budget	Projected	Budget	
Paid Claims							
Medical	\$5,829,538	\$5,862,189	\$6,899,356	\$7,394,396	\$6,655,288	\$7,062,266	
Rx	2,462,835	2,591,936	2,800,863	3,123,948	3,039,232	3,225,084	
Dental	346,160	331,043	327,010	354,831	336,034	349,445	
	\$8,638,533	\$8,785,168	\$10,027,229	\$10,873,175	\$10,030,554	\$10,636,795	
	1.5%	1.7%	14.1%	8.4%	-7.7%	-2.2%	
Enrollment							
Medical	467	485	589	490	491	490	
Dental	489	498	498	497	499	497	
Plan Expenses							
Medical/Rx Admin Fees	\$89,832	\$93,295	\$64,261	\$59,110	\$54,619	\$57,389	
Network Access Fee	257,015	247,441	227,911	257,015	237,140	227,911	
Dental Admin Fees	33,506	35,139	23,860	23,856	23,952	23,856	
Stop-Loss Premiums	555,522	499,589	549,105	652,736	588,081	567,596	
PCORI Fee	2,196	2,196	2,402	2,553	2,550	2,402	
ACA Reinsurance Fee	37,659	14,841	0	0	0	0	
Buyout of Plan	0	0	80,250	0	85,000	85,000	
Consulting fees, PBlrx Mgmt fee	\$109,000	\$145,003	\$76,000	\$76,000	\$76,000	\$76,000	
	\$1,084,730	\$1,037,504	\$1,023,789	\$1,071,270	\$1,067,342	\$1,040,154	
Town HSA Contribution	\$369,000	\$461,000	\$467,916	\$464,000	\$475,000	\$485,000	
Total Self-funded Health Plan Cost	\$10,092,263	\$10,283,672	\$11,518,934	\$12,408,445	\$11,572,896	\$12,161,949	
Change from 2015 Projected	1.8%	1.9%	12.0%	7.7%	-6.7%	-2.0%	
Oxford & Anthem Insured Premiums	\$613,636	\$417,808	\$228,853	\$240,000	\$240,000	\$240,000	
Total Health Plan Expenditures	\$10,705,899	\$10,701,481	\$11,747,787	\$12,648,445	\$11,812,896	\$12,401,949	
	2.0%	0.0%	9.8%	7.7%	-6.6%	-1.9%	
Income							
Rx Rebates	(\$116,832)	(\$262,338)	(\$191,757)	(\$214,482)	(\$215,000)	(\$214,482)	
RDS Medicare Part D Rebate	(\$75,611)	(\$123,341)	(\$140,182)	(\$106,329)	(\$135,000)	(\$135,000)	
Employee Contributions	(\$617,001)	(\$736,313)	(\$668,935)	(\$825,000)	(\$735,000)	(\$810,000)	
Retiree Contributions	(\$1,056,631)	(\$1,233,641)	(\$1,293,919)	(\$1,300,000)	(\$1,300,000)	(\$1,350,000)	
Library Reimbursement	(\$620,038)	(\$276,191)	(\$718,937)	(\$355,000)	(\$355,000)	(\$355,000)	
Sewer Contribution	(\$257,000)	(\$250,000)	(\$144,940)	(\$250,000)	(\$250,000)	(\$260,000)	
RR Parking	(\$208,000)	(\$122,387)	(\$112,108)	(\$122,387)	(\$122,387)	(\$130,000)	
Interest	(\$34,747)	(\$92,438)	(\$77,615)	(\$30,000)	(\$35,000)	(\$35,000)	
Total Income	(\$2,985,860)	(\$3,096,649)	(\$3,348,393)	(\$3,203,198)	(\$3,147,387)	(\$3,289,482)	
Net Insurance Cost	\$7,720,039	\$7,604,831	\$8,399,394	\$9,445,247	\$8,665,509	\$9,112,467	
Change from Prior Year		-1.5%	10.4%	12.5%	-8.3%	-3.5%	
Draw on Fund Balance	\$389,756	\$277,751	\$649,493	\$545,247	\$565,509	\$712,467	
Net General Fund Expenditure	\$6,759,125	\$7,327,080	\$7,749,901	\$8,900,000	\$8,100,000	\$8,400,000	
	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2019	6/30/2020	
Fund Balance	\$3,068,104	\$2,790,353	\$2,140,860	\$1,595,613	\$1,575,351	\$862,884	
Fund Balance as a Percentage of Ex	28.7%	26.1%	18.2%	12.6%	13.3%	7.0%	

**Town of Westport
Appropriation Request
Fiscal Year 2020**



**10 Woodside Lane
Westport, CT 06880
203-557-4400**

www.earthplace.org

January 9, 2019

To: Hon. Jim Marpe, First Selectman, Town of Westport
Gary G. Conrad, Finance Director, Town of Westport

As we look ahead to Fiscal Year 2020 and beyond, we see a rising level of demand for nature education and environmental understanding. We are proud of the role Earthplace plays in the community discourse and plan to continue to invest program dollars in these critical areas. In fact, over the past five years, we have seen our program expenditures increase 49%, rising from \$1.37M in 2014 to \$2.04M in 2019. Finding the revenues to match our mission and keep up with expenses has historically been a challenge, but with steady public and private funding support, we are pleased that the operating budget continues to be near breakeven.

Earthplace turned 60 this past year making it one of the oldest continually operating nature centers in the country. Like many others, Earthplace is part of the fabric of our local community, and is deeply involved in public awareness and education on nature and the environment. For FY 2020, we are requesting a \$95,000 appropriation representing **no increase** over the last six years. In return, we will continue to find ways to deliver value to Westport residents including maintaining one of the town's largest, publically accessible open spaces, monitoring local waterways for pollution sources, and actively participating in the town's agenda for a sustainable future.

Who We Are Today

Earthplace is a community center for nature discovery and environmental learning whose purpose is to build passion and respect for the natural world, and a more sustainable future for our community.

What We Do for the Community

Earthplace blends science, conservation, and education into pathways for experiencing and learning about the natural world: for young children we use discovery and fun to build awareness and connection to the outdoors; for school age youth we promote learning through science and an understanding of the role humans play in our ecosystems; and for all ages we encourage individual growth and actions that can lead to a more sustainable community.

Overview of FY 2018

In the fiscal year that ended on June 30th 2018, we finished with a small operating surplus! (one tenth of 1%). We were pleased to see growth in individual and corporate contributions, representing early returns from recent investments in marketing, development and community outreach. Those successes were offset by the clean-up efforts from winter storms, and a June 2018 lightning strike.

Operating Highlights and Challenges:

- Our core childhood educational programs, Summer Camp and Harbor Watch all had strong years.
- The expanded reach of our nature programming and inclusion of a record number of children with special needs demonstrated further program success.
- Weather events were a challenge throughout the year with a winter storm and five day loss of power in March causing \$11,000 in tree work and lost revenue. In Late June we were hit by a powerful lightning strike which destroyed three electrical panels, fire and security alarm systems, and, after going to ground, opened three cracks in our water main of which \$16,598 was not covered by insurance.

Financial Highlights:

- Audited results, show an operating surplus of \$2,075 before depreciation, based on revenues of \$2.28 million.
- These results do not include \$222,125 of non-recurring revenue items related to an insurance payment for the 2017 fire, and funds for the Harbor Watch equipment loan program for Long Island Sound monitoring. Also not included were non-recurring expenses of \$57,130 related to the fire and the lightning strike.
- The start-up for the Nest, our 0-2 childcare program, was postponed until FY 2019, and scaled back to fit a smaller existing venue.
- Our earned income was up 5% year-over-year, and 75% of our expenses were allocated to program delivery—slightly less than last year.

Overview of Current FY 2019

Operating Highlights and Challenges:

- The Preschool, Harbor Watch, and Nature Programs are on or ahead of plan so far this year. Our summer camp was successful overall, but a very strong June enrollment, which fell into the last fiscal year, hurt this year's budget.
- The delayed launch of "The Nest" until September put it under budget for the year, but we are delighted to get under way with five out of 8 spots filled, all are from existing preschool families and staff members.
- In 2017 we successfully won the bid to operate the new preschool program, "Little Wreckers" at Staples High School which launched in September, 2018, with nine 3 & 4 year-olds, all children of Westport school district teachers and staff. They are well received at Staples and enjoy Earthplace programs including regular animal visits.
- We built and officially launched a new playground featuring a nature inspired climbing course designed for 5-12 year-olds. This playground serves all Westport residents, specifically those families who live west of the Post Road. The installation was privately funded through cash donations and in-kind contributions. The overall project will include additional parking and compostable toilets.

Financial Highlights:

- After six months, we are showing an operating surplus of \$38,801 on revenues of \$1.3 million. We expect to end the year with a small surplus of \$13,193 before depreciation on revenues of \$2.56 million.
- Items unfavorable to plan include a short fall in Nest revenues, and after-school and summer camp enrollment. On the expense side, we incurred unexpected flood damage from the October rain storm (\$10,077).
- Items favorable to budget are staff salaries due to the timing of new programs and new hires.

Overview of FY 2020

- A new area of focus for 2019-20 will be **Science and Nature Conservation research programs**. We have identified several projects that involve middle and high school students and community volunteers, including these four studies:
 - *A study on how coastal salt marshes are affected by nitrogen (from fertilizer, our land use, and other sources), and trying to better understand if areas with too much nitrogen might be unable to keep up with sea-level rise.*
 - *We are working with other local groups to improve salt marsh restoration by studying the impact of using plants from out of state (i.e., non-local) greenhouses to restore degraded ecosystems.*
 - *Two studies on the effects on local forests from suburban development. One is the loss of trees and native shrubs due to land clearing, the second evaluates changes in forest growth due to deer over-grazing.*
- We also plan to increase our **Community Engagement** on environmental initiatives and the effects of climate change. We now collaborate with many community organizations on sustainability initiatives around energy, waste, and water management.
- Our **Early Childhood Education** programs are expected to grow and thrive next year. Preschool enrollment for the 2019-20 school year is very strong with a solid waiting list, and the Nest, Little Wreckers, and Afterschool programs have room to expand in all age groups.
- We expect **Harbor Watch** to have another strong year, especially with municipal contract assignments to track-down sewage leaks. The State and federal grant outlook is less predictable but many grants for next year have already been secured.

Preliminary Budget for FY 2020

- We anticipate ending the year with an operating surplus of \$38,537 on revenues of \$2.66 million. Even with improved operating results over the past few years, we expect our cash position to remain extremely tight through the funding cycle as we start paying down debt used to finance the launch of the Nest program.
- This budget reflects 4% growth in revenue from 2019 and includes full year results from our two new Preschool programs.
- Our 2020 budget includes a \$95,000 appropriation from the town which is critical to our continued financial stability. Town financial support for Earthplace, dating back to 1963, has steadily decreased on a percentage basis to just over 4% today.

2019-2020 Capital Support

To complete the new public playground project, we plan to accommodate public access by adding nine parking spaces and two outdoor compostable toilets. The parking spaces will utilize pervious paving stones to improve overall drainage, and the toilets will accommodate visitors who are not members of Earthplace. We are currently finalizing the design and construction needs and anticipate a maximum project cost of \$45,000 not including in-kind contributions offered by community members.

On the accompanying pages you will find:

- Statement of Revenues and Expenses for FY 2019 and expected year-end
- Budget Projection for FY 2020 through 2024
- Current Balance Sheet
- Earthplace 2018-2019 Objectives
- Earthplace by the Numbers
- Harbor Watch Program support to the Town
- Current Organizational Charts

I look forward to answering any questions you may have, and thank you in advance for your support.

Respectfully submitted by:



Tony McDowell
Executive Director, Earthplace

Earthplace, Inc.
Statement of Revenue & Expenses
Actual FY06/17& 06/18; Budget, Actual, & Estimated FYE06/19

	ACTUAL FYE 06/17	ACTUAL FYE 06/18	BUDGET FYE 06/19	YTD 07/01-12/31/18	EST. FYE 06/19
REVENUE					
Contributions	175,460	173,412	221,280	77,717	200,000
Municipalities	95,000	95,000	95,000	47,500	95,000
Grants	323,731	292,120	242,646	70,277	264,000
Museum Admission	14,154	12,149	15,000	8,701	12,500
Membership Dues	34,187	29,895	30,000	11,002	30,000
Pre-School Tuition	855,201	883,876	1,068,940	657,644	1,067,644
The Nest	0	0	149,500	42,491	123,626
After School Enrichment	100,936	114,439	120,200	44,013	100,513
Summer Camp Tuition	352,538	376,236	373,700	222,181	340,181
Programs	59,756	55,929	62,212	26,511	62,212
Fee for Service	33,457	42,169	50,000	32,043	60,000
Fundraisers	130,250	125,719	145,000	59,825	134,000
Other Operating Revenue	22,062	20,505	7,636	3,625	7,636
Rental Income	69,448	39,120	62,200	29,100	59,900
Income from Investments	43,328	25,548	0	(19,451)	0
Other - Non-recurring Revenue/Capital	0	222,125*	0	0	0
TOTAL REVENUE	2,309,508	2,508,242	2,643,314	1,313,179	2,557,212
EXPENSES					
Payroll	1,523,392	1,548,991	1,873,284	868,746	1,795,926
Worker's Compensation	14,441	12,880	12,150	3,407	12,150
Payroll Taxes	112,386	111,945	131,130	62,894	125,394
Unemployment	11,312	9,133	5,400	4,521	9,561
Employee Benefits	92,346	93,658	116,051	78,369	138,369
Background Checks	1,566	1,634	2,000	1,246	1,720
Program	97,044	97,502	93,031	63,525	93,031
Development & Marketing	38,466	16,763	38,000	11,109	19,741
Fundraising	36,629	32,345	40,000	11,837	28,872
Professional Fees	39,434	48,739	38,438	28,164	38,438
Administration	30,436	46,526	44,530	25,181	44,530
Dues, Licenses, Permits	4,838	2,228	3,550	2,138	3,100
Transportation & Meetings	52,864	61,327	61,284	23,143	59,150
Insurance	42,027	31,237	33,674	19,784	33,674
Occupancy	91,998	109,678	92,593	40,816	92,593
Repairs & Maintenance	29,587	19,427	25,370	16,991	25,370
Other	53,403	40,029	13,598	12,507	22,400
Other - Non-recurring Expenses	0	57,130**	0	0	0
TOTAL EXPENSES	2,272,169	2,341,172	2,624,083	1,274,378	2,544,019
NET OPERATING REVENUE / (EXPENSE) BEFORE NON-RECURRING ITEMS	37,339	167,070	19,231	38,801	13,193
NET OPERATING AFTER NON-RECURRING ITEMS	37,339	2,075	19,231	38,801	13,193
DEPRECIATION	190,299	167,409	175,000	87,500	175,000
NET REVENUE/(EXPENSE) AFTER DEPRECIATION	(152,960)	(339)	(155,769)	(48,699)	(161,807)

* Non-Recurring Revenue - \$102,125 UWS & \$115,000 Insurance Fire Recovery

** Non-Recurring Expenses - \$40,532 Fire clean-up & \$16,598 Lightening strike

Earthplace, Inc.
Statement of Revenue & Expenses
Budgets FYE 06/20, 06/21, 06/22, 06/23, 06/24

	EST. FYE 06/19	FORECAST FYE 06/20	FORECAST FYE 06/21	FORECAST FYE 06/22	FORECAST FYE 06/23	FORECAST FYE 06/24
REVENUE						
Contributions	200,000	210,000	218,400	226,044	233,956	242,144
Municipalities	95,000	95,000	95,000	95,000	95,000	95,000
Grants	264,000	254,000	262,890	272,091	281,614	291,471
Museum Admission	12,500	13,125	13,584	14,060	14,552	15,061
Membership Dues	30,000	30,000	31,050	32,137	33,262	34,426
Pre-School Tuition	1,067,644	1,126,805	1,126,805	1,149,341	1,149,341	1,172,328
The Nest	123,626	145,100	155,100	158,202	158,202	161,366
After School Enrichment	100,513	114,000	114,000	116,280	116,280	118,606
Summer Camp Tuition	340,181	352,000	364,320	377,071	390,269	403,928
Programs	62,212	63,000	65,205	67,487	69,849	72,294
Fee for Service	60,000	60,000	62,100	64,274	66,523	68,851
Fundraisers	134,000	134,000	138,690	143,544	148,568	153,768
Other Operating Revenue	7,636	7,866	8,141	8,426	8,721	9,026
Rental Income	59,900	53,800	55,683	57,632	59,649	61,737
TOTAL REVENUE	2,557,212	2,658,696	2,710,969	2,781,589	2,825,786	2,900,006
EXPENSES						
Payroll	1,795,926	1,830,024	1,866,624	1,903,957	1,942,036	1,980,877
Worker's Compensation	12,150	12,800	13,056	13,317	13,583	13,855
Payroll Taxes	125,394	128,102	130,664	133,277	135,943	138,661
Unemployment	9,561	9,750	9,945	10,144	10,347	10,554
Employee Benefits	138,369	150,369	153,376	156,444	159,573	162,764
Background Checks	1,720	2,000	2,040	2,081	2,122	2,165
Program	93,031	93,000	94,860	96,757	98,692	100,666
Development & Marketing	19,741	38,000	38,760	39,535	40,326	41,132
Fundraising	28,872	30,000	30,600	31,212	31,836	32,473
Professional Fees	38,438	36,000	36,720	37,454	38,203	38,968
Administration	44,530	45,600	46,512	47,442	48,391	49,359
Dues, Licenses, Permits	3,100	3,350	3,417	3,485	3,555	3,626
Transportation & Meetings	59,150	61,000	62,220	63,464	64,734	66,028
Insurance	33,674	34,684	35,378	36,085	36,807	37,543
Occupancy	92,593	93,180	95,044	96,944	98,883	100,861
Repairs & Maintenance	25,370	28,500	29,070	29,651	30,244	30,849
Other	22,400	23,800	27,448	27,997	28,557	29,128
TOTAL EXPENSES	2,544,019	2,620,159	2,675,734	2,729,249	2,783,834	2,839,510
NET OPERATING REVENUE / (EXPENSE) BEFORE DEPRECIATION	13,193	38,537	35,235	52,340	41,952	60,496
DEPRECIATION	175,000	175,000	175,000	175,000	175,000	175,000
NET OPERATING REVENUE / (EXPENSE) AFTER DEPRECIATION	(161,807)	(136,463)	(139,765)	(122,660)	(133,048)	(114,504)

Earthplace, Inc.
Balance Sheet
As of December 31, 2018

	As of December 31, 2018
ASSETS	
<u>Current Assets</u>	
Total Current Assets	\$ 923,397
<u>Fixed Assets (net of Depreciation)</u>	
Total Fixed Assets	\$ 2,543,876
<u>Other Assets</u>	
Museum Collections	\$ 103,390
Construction in Progress	\$ 48,506
Loan Closing Costs	\$ 4,972
TOTAL ASSETS	<u><u>\$ 3,624,141</u></u>
LIABILITIES	
Total Current Liabilities	<u>\$ 947,909</u>
TOTAL LIABILITIES	\$ 947,909
NET ASSETS	
<u>Unrestricted Net Assets</u>	
Total Unrestricted Net Assets	\$ 2,828,317
<u>Temporarily Restricted Net Assets</u>	
Total Temp. Restricted Net Assets	\$ 131,263
<u>Permanently Restricted Net Assets</u>	
Total Perm. Restricted Net Assets	<u>\$ 63,719</u>
TOTAL NET ASSETS	\$ 2,676,232
TOTAL LIABILITIES & NET ASSETS	<u><u>\$ 3,624,141</u></u>

Earthplace 2018-2019 Objectives

1. Achieve organizational **sustainability**

To Earthplace, this means improving our financial strength by maximizing program enrollment, identifying a donor base that supports Earthplace regardless of program participation or history, and meeting our overall fundraising target.

2. Provide **access** to nature exploration for all ages and abilities

Earthplace recognizes both the physical and emotional benefits of time spent in nature. We will meet this objective by increasing programs for urban youth, increasing enrollment and further integrating children with special needs into all program areas, launching an early care and learning program for children aged 6 weeks to two years, and delivering a premier nature-based curriculum and infrastructure. Earthplace aims to be the antidote to our over-connected, over-stimulated, stressful world.

3. **Inspire** a conscious regard for nature and the environment

Earthplace will achieve this objective by delivering an annual calendar of environmental learning presentations, providing stimulating nature exhibitions and hands-on nature programs and improving public understanding of science. Earthplace aims to be a resource for science-based educational content and resources.

4. Create a positive **impact** through science and conservation

Earthplace will achieve this objective by generating scientific data and knowledge, improving local water quality through regular testing, monitoring and reporting, demonstrate best practices of nature conservation and promoting efficient use of natural resources (energy, waste and water). We will aim to be a leader in environmentally-friendly practices that our community can incorporate into their homes and everyday lives.

5. Be a **great place** to work, visit and volunteer

Earthplace aims to be a great place to work by prioritizing talent retention, creating a fun, green, safe and healthy environment, fostering a positive and supportive culture, and increasing volunteer engagement.

EARTHPLACE BY THE NUMBERS

HARBOR WATCH

- Monitored **20** rivers in **17** towns across Fairfield County
- Observed **437** unique monitoring sites, **100** more than last year.
- Processed over **2500** water samples for **16** different water quality indicators.
- Trained **48** high school and college students in field and laboratory techniques.

ANIMAL HALL

- 13** Mammals
 - 17** Birds and Raptors
 - 14** Reptiles
 - 9** Amphibians
- Newest Additions to the Animal Hall:**
- **Squiggles**, the 11 Ft. Burmese Python
 - **Aloha & Chao**, the Chinchillas
 - **Usher & Lenore**, the American Crows
 - **Coco**, the Cuban Tree Frog
 - **Thanos**, the Purple Tree Spider

PRESCHOOL & CAMP

- **9** Little Wreckers (Earthplace was awarded the contract to run the preschool program for the children of employees of the Westport Public Schools, Based at Staples High School, the program is called "Little Wreckers.")
- **9** Sessions of Summer Camp with **9** age groups for a total of **911** Summer Campers.

TRAILS & GROUNDS

- **New** flora planted in the beneficial pollinator garden:
 - Flowering dogwood
 - Little Bluestem
 - Winterberry
 - Oak Leaf Hydrangea
- **3** New interpretive signs explaining unique habitat features:
 - Frog Hollow Pond
 - Raccoon Swamp (Wetland)
 - Goldenrod Meadow

NATURE PROGRAMS

- **4,479** visitors attended animal and birds of prey feedings, story times and special programs.
- **5,122** K – 8 students attended school programs on topics ranging from seeds to watersheds to animal homes to soil, all designed to enrich local science curriculums.
- **18** school districts from across the state: Bridgeport, Norwalk, Meriden, Westport, Easton, Newtown, Washington, Darien, West Haven, Danbury, Wallingford, New Haven, Wilton, New Fairfield, Fairfield, New Milford, Derby, and Stamford were represented in our school program visits.
- **2,020** attendees at canoe paddles, campfires, outdoor movies, and other family events.

Harbor Watch Program in 2018

- Evaluated 20 rivers in 17 towns across Fairfield County, 6 of which were located in Westport.
- Conducted weekly or biweekly dissolved oxygen profile surveys in 6 harbors, including Saugatuck Harbor.
- Sampled 441 unique monitoring locations; 40% increase over 2017.
- Provided volunteer opportunities for 19 Westport adult residents who assisted with operations and data collection
- Hosted a Water Quality Symposium which was attended by 100 local residents and municipal officials. Students and staff presented data through 9 different posters on Muddy Brook, Indian River, Stony Brook, and our fish study. This program provides key training to students looking to pursue the natural sciences in a professional capacity.

Harbor Watch Program Support to the Town of Westport in 2018

Services provided:

- Monitored 6 waterbodies in Westport
- Tested for 11 different water quality indicators (bacteria, dissolved oxygen, conductivity, salinity, water temperature, hardness, pH, iron, phosphorous, ammonia, and chlorophyll)
- Collected a total of 331 Westport samples for *E. coli*
- Conducted a weekly dissolved oxygen profile survey of Saugatuck Harbor
- Hosted 4 education programs for high school students in which 6 Westport students participated (14% of enrollment)
- Provided volunteer opportunities for 19 Westport adult residents who assisted with operations and data collection
- Hosted a Water Quality Symposium which was attended by 100 local residents and municipal officials. Students and staff presented data through 9 different posters on Muddy Brook, Indian River, Stony Brook, and our fish study. This program provides key training to students looking to pursue the natural sciences in a professional capacity.

Value of services provided to the Town of Westport:

Program	Value to Westport
River monitoring (May through December)	\$ 13,144.30
Senior Internship Program (May through June)	\$ 5,651.23
Fish Study (June through October)	\$ 1,028.25
Dissolved oxygen study of Saugatuck Harbor (May through September)	\$ 4,325.31
River Research Program (September through December)	\$ 3,726.63
Total Cost	\$ 27,875.73

Summary of findings from the 2018 Fairfield County River Report published by Harbor Watch:

Deadman’s Brook is a tributary to the Saugatuck River located in Westport, CT. It meets the Saugatuck River between our study sites “Saugatuck 0.5” and “Saugatuck 0.25” in downtown Westport. While Harbor Watch has done intermittent studies of Deadman’s Brook over the past several years as part of our student education programs, 2018 was the first year in which a comprehensive study was conducted during the summer monitoring season. Unfortunately, all but the 2 northernmost sites failed either one or both of the state bacteria criteria in 2018, indicating that Deadman’s Brook may be contributing to the elevated bacteria levels observed in the lower Saugatuck River. Track-down work to locate sources of this pollution will be initiated in partnership with the Town of Westport.

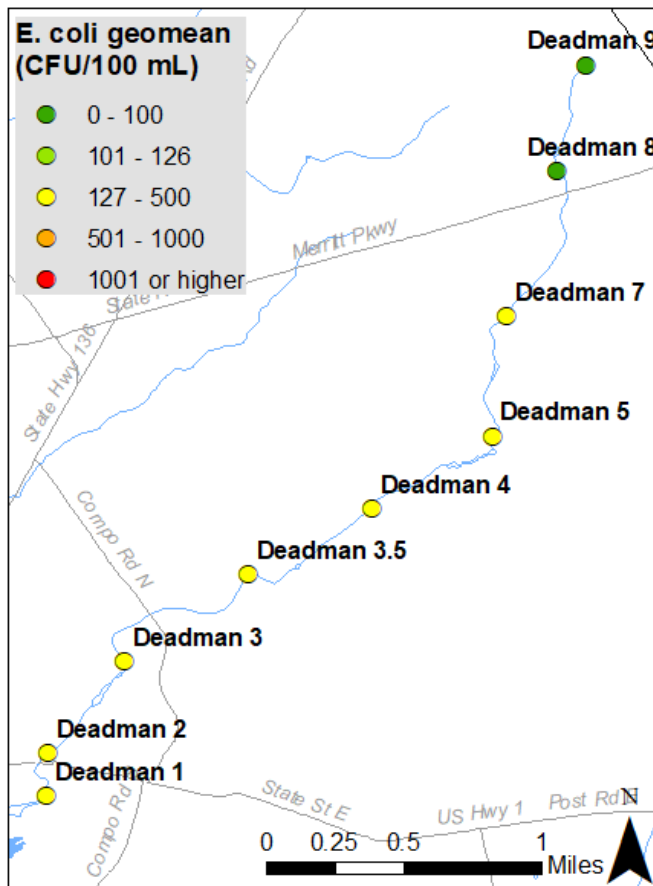


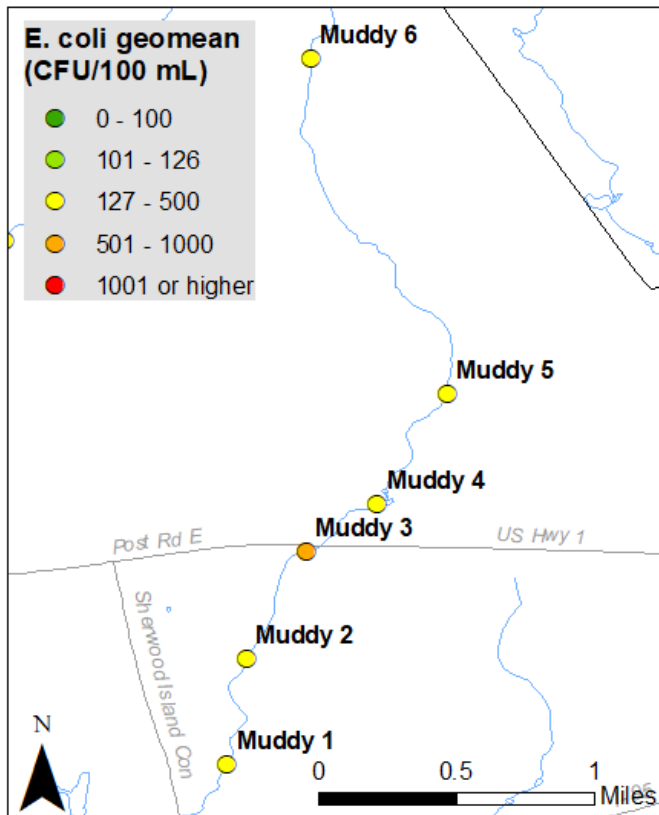
Figure 1. 2018 geometric mean of *E. coli* concentrations at each site.

Site	Bacteria Failed?	DO Failed?
Deadman 1	Yes	No
Deadman 2	Yes	No
Deadman 3	Yes	No
Deadman 3.5	Yes	No
Deadman 4	Yes	No
Deadman 5	Yes	No
Deadman 7	Yes	Yes
Deadman 8	No	No
Deadman 9	No	Yes

Table 1. Which sites failed either of the two state criteria for *E. coli* and the criterion for dissolved oxygen levels.

Muddy Brook is part of the CT DEEP designated “Southwest Shoreline sub-regional basin” which is 2.8 square miles and discharges into Sherwood Island Mill Pond. Muddy Brook is located entirely in Westport, CT. The land use for the Southwest Shoreline sub-regional basin consists of 45% developed areas, 27% turf and grasses, 24% forests, and 4% agriculture, wetlands, utility right of ways (CT DEEP).

Harbor Watch has monitored Muddy Brook in the past, but often sampling occurred from September through April when colder temperatures and reduced bacteria concentrations were observed. 2017 marked the first year that Harbor Watch conducted a study of Muddy Brook during the May through September monitoring season. The brook is of interest to the Town of Westport because its discharge point is the Sherwood Island Mill Pond, a historic area known for its swimming and shellfishing activities in prior decades. All sites exceeded at least one of the CT DEEP *E. coli* criteria. Continued monitoring is suggested in order to identify potential sources of pollution.

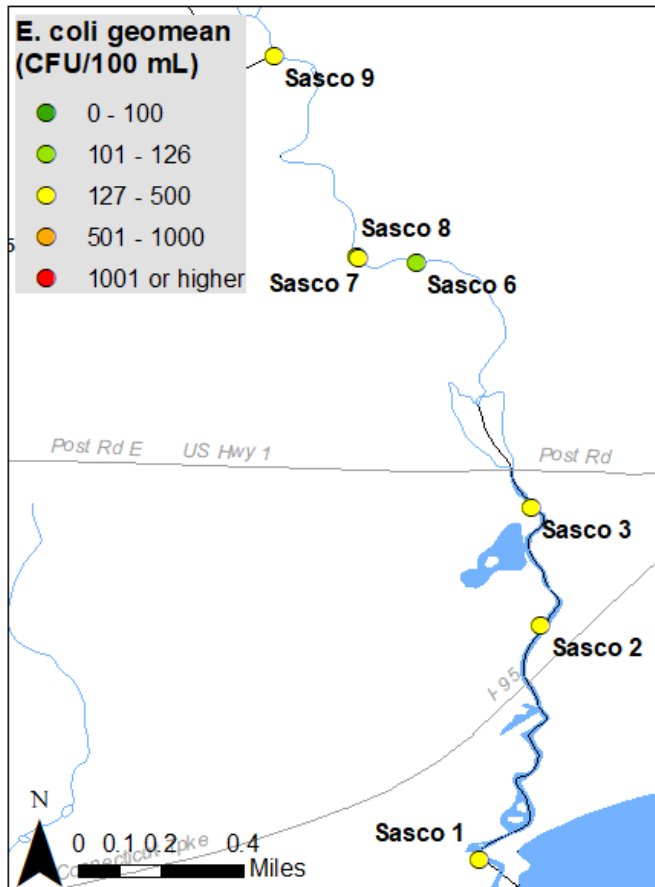


Site	2017 Geomean	2018 Geomean	Change
Muddy 1	273	357	Worse
Muddy 2	525	480	Better
Muddy 3	515	583	Worse
Muddy 4	277	494	Worse
Muddy 5	160	227	Worse
Muddy 6	299	251	Better

Site	Bacteria Failed?	DO Failed?
Muddy 1	Yes	No
Muddy 2	Yes	No
Muddy 3	Yes	No
Muddy 4	Yes	No
Muddy 5	Yes	No
Muddy 6	Yes	No

Figure 2. (Far left) 2018 geometric mean of *E. coli* concentrations at each site. **Table 2.** (Left, top) Geometric mean by site from 2017-2018. **Table 3.** (Left, bottom) Which sites failed either of the two state criteria for *E. coli* concentrations and the criterion for dissolved oxygen levels.

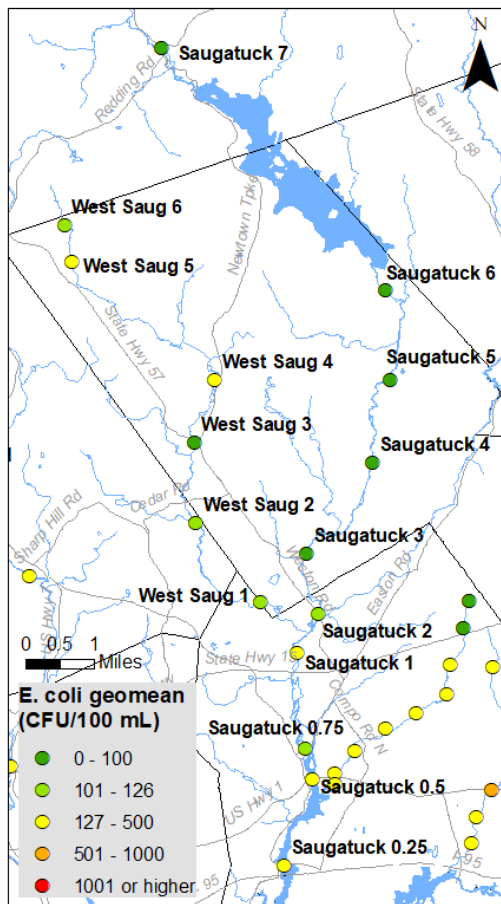
The Sasco Brook watershed falls within Westport, Fairfield, and Easton, CT. The watershed is approximately 6,600 acres. The land use consists of residential housing on 2+ acres of land, private farms (horses, sheep, llamas), a golf course (Patterson Country Club), wildlife preserves (Brentwood Park, Audubon Society), and the Fairfield County Hunt Club. Residential housing at the southern end of the watershed near the Route 1 corridor is on smaller properties consisting of 0.5 acres, and is on the municipal sewer system. Most of the housing in the Sasco Brook watershed, however, is on septic systems. Sasco Brook discharges into Long Island Sound at Southport Beach. Harbor Watch monitored Sasco Brook most recently from 2011-2016. In 2018, all but 2 of the sites failed the CT DEEP criteria for bacteria, but all sites met the criterion for dissolved oxygen.



Site	Bacteria Failed?	DO Failed?	2016 Geomean	2018 Geomean
Sasco 1	Yes	No	32	165
Sasco 2	Yes	No	144	292
Sasco 3	Yes	No	566	394
Sasco 6	No	No	71	102
Sasco 7	Yes	No	165	150
Sasco 8	No	No	159	117
Sasco 9	Yes	No	147	142

Figure 3. (Left) 2018 geometric mean of *E. coli* concentrations at each site. **Table 4.** (Above) Which sites failed either of the two state criteria for *E. coli* concentrations and the criterion for dissolved oxygen levels, and site *E. coli* geomean values for 2016 and 2018.

The Saugatuck River watershed is located in Danbury, Ridgefield, Bethel, Redding, Wilton, Weston, Easton, Westport, and Norwalk, CT. The watershed is approximately 38,704 acres (60.5 mi²) and is defined by 2 main drainage basins and a tributary: the Saugatuck River, the West Branch of the Saugatuck River, and Poplar Plains Brook. The land use is a combination of protected preserve around the Saugatuck Reservoir, residential, and light commercial. The Saugatuck River discharges into Long Island Sound at Saugatuck Harbor. Harbor Watch has monitored the Saugatuck River for over 10 years. Bacteria concentrations from 2017 were slightly improved over 2016. In 2018, 5 sites failed the CT DEEP bacteria criteria, and none of the sites failed the dissolved oxygen criterion. Of the 20 rivers studied by Harbor Watch in 2018, this river had the lowest percentage of sites failing the bacteria criteria. Three new sites added in 2018 revealed higher bacteria levels near the mouth of the river than were observed in the more upstream sites. High levels of bacteria in Deadman’s Brook (see Chapter 4) may be a contributing factor and Harbor Watch is working with the Town of Westport on the location of potential pollution sources.

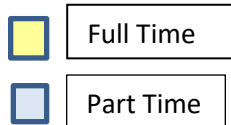
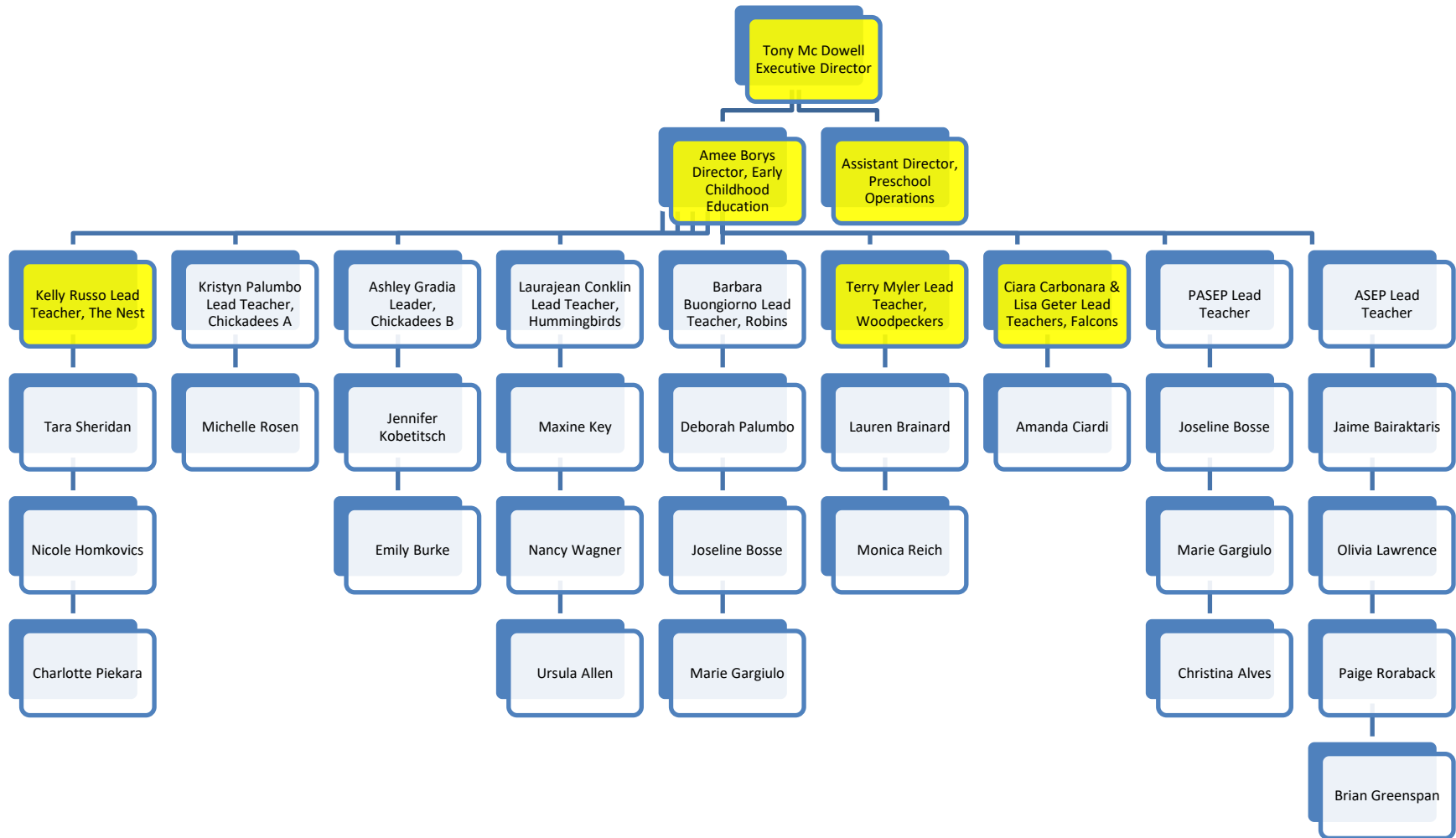


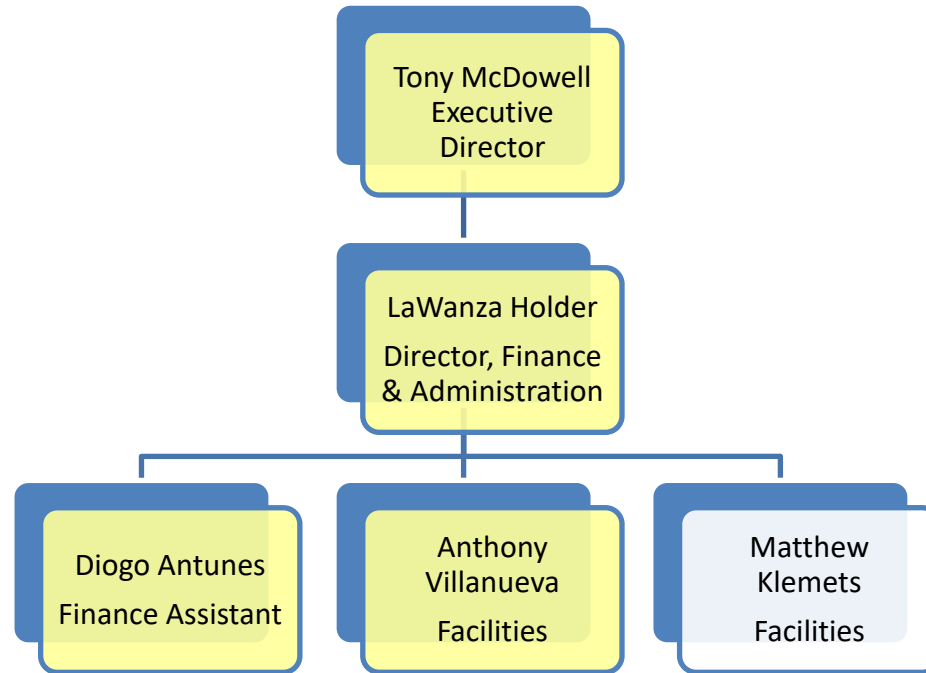
Site	Bacteria Failed?	DO Failed?	2016 Geomean	2017 Geomean	2018 Geomean
Saugatuck 0.25	Yes	No	-	-	225
Saugatuck 0.5	Yes	No	-	-	237
Saugatuck 0.75	No	No	-	-	112
Saugatuck 1	Yes	No	211	171	152
Saugatuck 2	No	No	145	109	101
Saugatuck 3	No	No	90	56	82
Saugatuck 4	No	No	114	58	71
Saugatuck 5	No	No	103	62	56
Saugatuck 6	No	No	10	6	6
Saugatuck 7	No	No	71	84	92
West Saug 1	No	No	97	114	106
West Saug 2	No	No	92	91	110
West Saug 3	No	No	49	27	55
West Saug 4	Yes	No	60	53	202
West Saug 5	Yes	No	177	157	128
West Saug 6	No	No	269	86	119

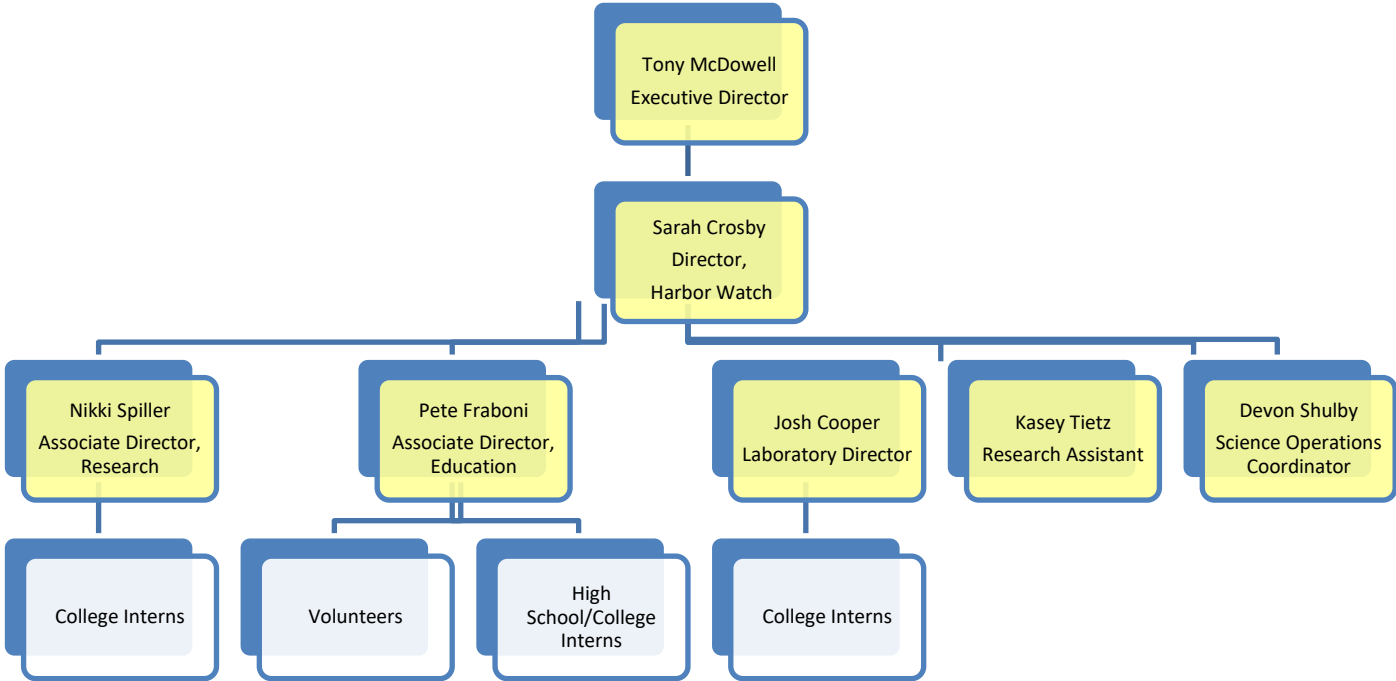
Figure 4. (Far left) 2018 geometric mean of *E. coli* concentrations at each site. **Table 5.** (Left) Which sites failed either of the two state criteria for *E. coli* concentrations and the criterion for dissolved oxygen levels, and site *E. coli* geomean values for 2016-2018.


Earthplace Early Childhood Education Organization Chart

2019

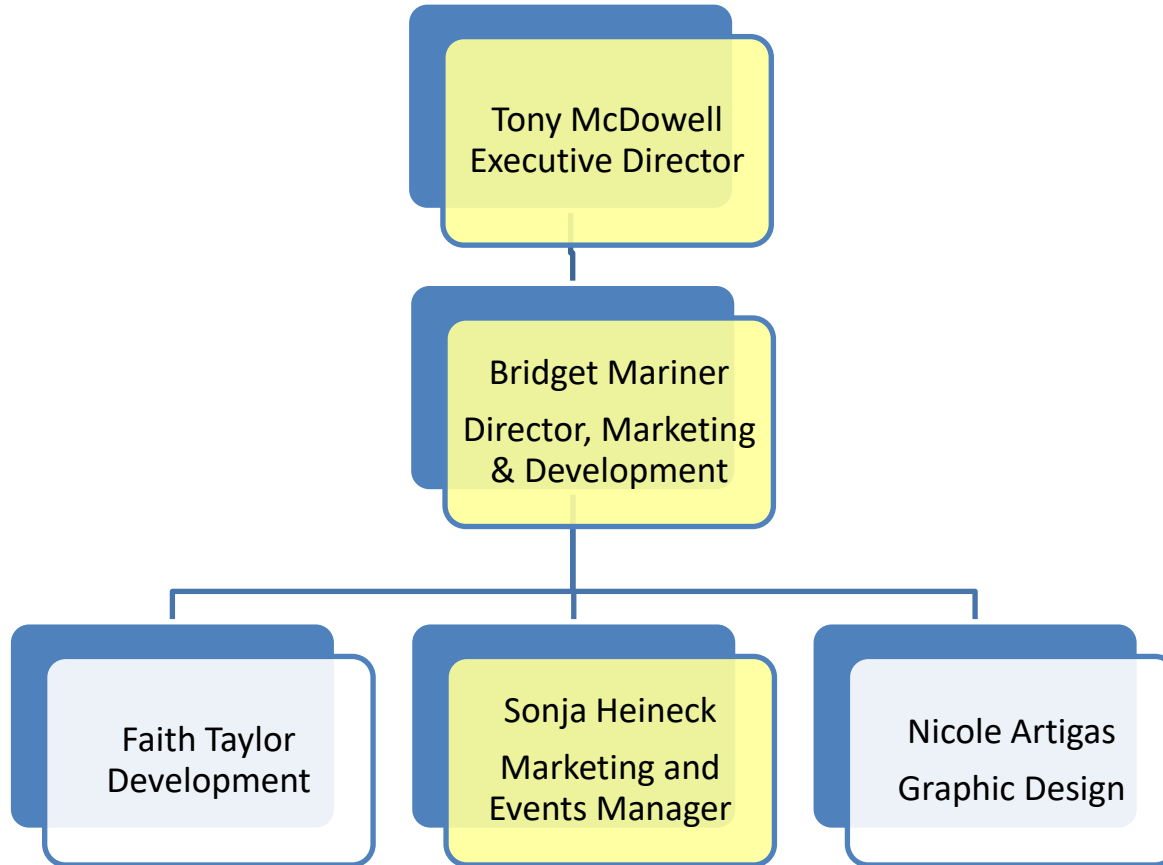








 Full Time

 Part Time

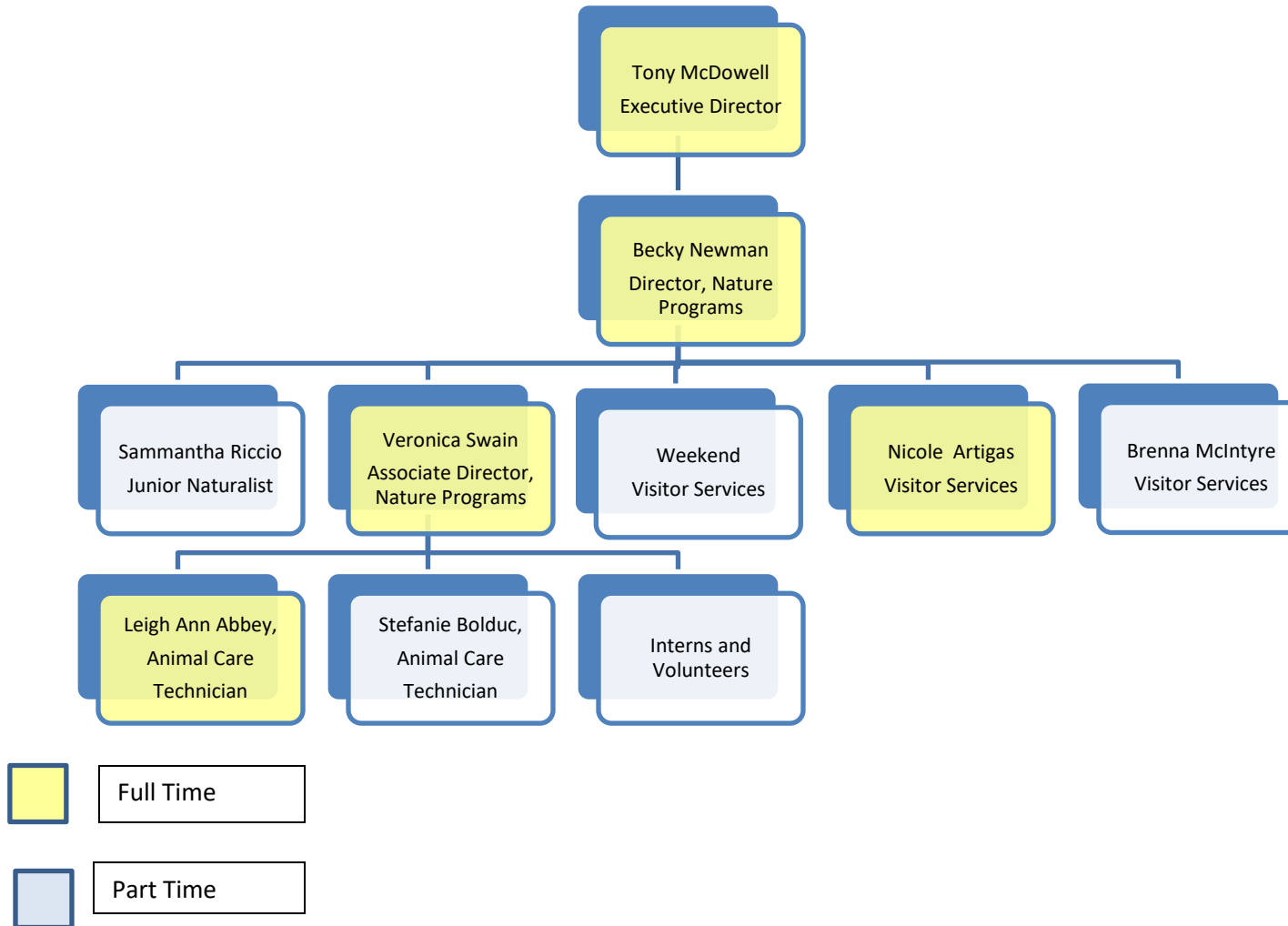


 Full Time

 Part Time

Nature Programs Organization Chart

2019



951 - INTEREST ON BONDS (GEN. FUND) BUDGET 2019-2020

Bonds	2018-19 Interest	2019-20 Interest
Interest on Outstanding Long Term Debt Obligations	877,641	760,921
TOTAL OPERATING EXPENSES	877,641	760,921

953 - BOND PRINCIPAL PAYMENTS (GEN. FUND) BUDGET 2019-2020

Bonds	2018-19 Principal	2019-20 Principal
Principal Payments Due on Outstanding Long Term Debt Obligations	3,093,934	2,886,903
TOTAL OPERATING EXPENSES	3,093,934	2,886,903

DEPARTMENT: POLICE DEPARTMENT
Budget Division: Railroad Parking (219)

Division Overview:

Under a lease agreement with Connecticut DOT, the Railroad Parking division is funded through user fees – specifically daily parking fees, annual parking permits and rental revenue. This division manages rail station operations at Greens Farms and Saugatuck– facilities, parking lots, and ticketing, and rail parking permits. Deputy Police Chief and Patrol Officer within the Police Department handle daily oversight. In addition, an agreement with the police union allows commuter traffic posts to be handled by traffic agents assigned to RRP duties, with those shifts extended to allow traffic coverage along with daily fee ticket issuance.

Most maintenance work is outsourced to outside contractors – CT DOT continues to push maintenance formerly done by them to the RR Parking Division. The ticketing system, permit issuance and the wait list programs continue to be outsourced to Complus Data Innovations, which has increased the majority of ticket payments and permit renewals online. Although new and renewed permits are handled by mail from Complus, there are still many customers who prefer to receive theirs in person. The new contract negotiated with Complus increases RRP revenue.

Description of Accounts:

- | | |
|----------------------------|---|
| • Salaries | Employee salaries |
| • EH & OT | OT costs for weekend custodial work (in lieu of hiring a second custodian) |
| • RR Administration | Salary allocations for various police and town hall employees doing RRP staff work |
| • RR Security | Security coverage 365 days/year from 3PM to 2AM (replaces 3 F/T officers with benefits) |
| • Contracted Fees/Services | Includes fees to Complus, offset by revenue |
| • Facility Maintenance | Landscape costs, parking lot cleanups, general repairs, technology fees & services |
| • Insurance costs | For F/T personnel |
| • Utilities | Water, heat, electricity for parking lot lighting, cable modem fees |
| • Program Expenses | Snow removal from lots and platforms |

Detail Operating Capital Requests:

- Repainting Saugatuck RR Station parking lots 2 & 3 and miscellaneous locations +/- \$12,000
- Expansion of Greens Farms RR Station lot 1 parking lot +/- \$100,000
- License plate reader/facial recognition software maintenance \$13,995
- Greens Farms RR Station LED light upgrades (\$9,000)

Budget Notes:

- Reimbursement to Police Budget \$226,603 (Deputy Chief Arciola 30% of \$151,567 for a total of \$45,620, Staff Corporal D’Amura 25% of \$99,474 for a total of \$24,868, Desk Officer Sampson 20% of \$100,705 for a total of \$20,141, Officer Sember 100% of \$95,011, Admin Clerk Swix 25% of \$44,901 for a total of \$11,225 and Admin Clerk Figueroa 50% of \$59,763 for a total of \$29,888)
- Continue to utilize smart parking technologies with MobileNow!

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- Facility Maintenance Landscape costs, parking lot cleanups, general repairs, technology fees & services
- Insurance costs For F/T personnel
- Utilities Water, heat, electricity for parking lot lighting, cable modem fees
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Budget Notes:

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- Continue to utilize smart parking technologies with MobileNow!

219 - RAILROAD PARKING BUDGET 2019-20

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019-20 Salary Rate	2018-19 Salaries	2019-20 Salary Totals
1.00	RR Operations Manager				65,000	58,306	65,000
1.00	Custodian	I-7			63,762	63,762	63,762
2.00	TOTAL SALARIES:					122,068	128,762

EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2019-20 EH&OT Rate	2018-19 EH&OT	2019-20 EH&OT Totals	
	Custodian Extra Help - Weekends	\$45.98	360	16,553	16,553	16,553	
	Vacation Replacement - 15 days	\$30.00	120	3,600	1,680	3,600	
	Admin: Officer Sember (100% of \$95,011)			95,011	92,834	95,011	
	Admin: Officer D'Amura (25% of \$99,474)			24,868	24,297	24,868	
	Admin. DO Sampson IT (20% of \$100,705)			20,141	19,896	20,141	
	Admin: D/C Arciola (30% of \$151,567)			45,470	44,803	45,470	
	Admin: Clerk Swix (25% of \$44,901)			11,225	13,312	11,225	
	Admin: Clerk Figueroa (50% of \$59,763)			29,888	29,153	29,888	
	Traffic Agent (hourly)	\$14.00	3,302	46,228	46,228	46,228	
	<u>Evening Security</u>						
	Patrol Officer - 3PM-2AM		3,632	266,952	254,240	266,952	
	<u>Commuter Traffic Control:</u>						
	Patrol Officer (1 AM post, 1 PM posts)		0	0	0	0	
	TOTAL EXTRA HELP & OVERTIME:					542,996	559,936

219 - RAILROAD PARKING

<u>Account</u>	<u>Description</u>
<i>Fees & Services</i>	Fees to Complus for collection and software (\$135,000)
<i>Program Expense</i>	Storm Expense (\$150,000)
<i>Miscellaneous Expenses</i>	Town Hall administration, Transit Subsidy and Sales Tax (\$3,000), Refuse Collection (\$25,000)
<i>Capital Expense</i>	Greens Farms Station LED light upgrades (\$9,000)
	License plate reader/facial recognition software (\$13,995)
	DVR and camera maintenance (\$8,000)
	Repainting Saugatuck parking lots (\$12,000)

DEPARTMENT: Wakeman Town Farm Special Revenue Fund

Department Services Overview: The mission of Wakeman Town Farm is to serve the community as an educational demonstration center for sustainable living. The Farm provides a unique place for the public to experience hands-on homesteading practices, encompassing time-honored and cutting-edge methods, such as composting, succession gardening, and pasture rotation. A wide array of education programs in agriculture, land stewardship, farm-to-table cooking, and animal husbandry unites the community around shared values, including promoting a healthy environment and a sustainable future.

The Special Revenue Fund is a self-sustaining enterprise based on revenues, educational programming and contributions from the community.

FY 2017-2018 Major Milestones:

- WTF had a stellar year with the support of the Town of Westport and the Parks and Rec Department and our dedicated volunteers.
- We added numerous new classes and programs for all ages in both the kitchen and the on the Farm with record-breaking attendance at events. We had expanded attendance and revenues at Family Fun Day and most other events, as well as blockbuster attendance (90 adults) at a recent Composting class, telling us that our programming is “on point” and tapping a nerve in the community.
- We introduced our first "Eggstravaganza," which was a huge success which brought more than 1,200 people to the Farm for good, old-fashioned Easter Egg fun. Next year, we are planning to hold a number of "shifts" based on a child's age because it was so popular with families who had smaller children.
- Introduced two new Beer Garden events, with live music, kids' activities and vendors, adding a new revenue stream to our events calendar.
- Made a renewed commitment to sustainability, hosting a Food Rescue event in conjunction with Food Rescue US, Westport Farmers' Market, local sustainable chefs, and other key organizations and sustainability experts.
- Solidified relationships with local organizations by opening our space up for collaborative events via low-fee rentals and collaborations. (See chart below).
- Continued to live up to our name as a “community farm” by recruiting additional committee and support members who spearheaded the creation of a number of groups of dedicated volunteers (adults and high school) to care for the animals, gardens, farm stand, and the grounds to support our farm steward.
- Managed 60 beds of vegetables under cultivation, created the most robust farm stand ever, made weekly produce donations to food pantries, and integrated seasonal farm produce into culinary programming.
- And/or seniors to work in our gardens with greater access and no stooping. We also applied for grant to put up bird houses and structures for pollinators throughout the property.
- Installed a new stone walkway to make farm entry safer and more visible. Working to improve grading and drainage at walkways as well as improving lighting in key points around the property for greater visibility.

- Our team also made substantial improvements to the grounds, including expanding irrigation, gardens and animal areas, making the new facility and grounds/landscape more accessible, functional and beautiful...and not a moment too soon.
- Raised more than \$25,000 from a private donor to install an AV and sound system to make it easier to communicate at large events and to provide the ability to allow renters to show films, PowerPoint presentations, etc.
- Raised more than \$20,000 from a private donor to install an educational project that includes an outdoor Pizza Piazza, complete with a professional-grade pizza oven, to provide a draw for teen presentations and community events and fundraisers, as well as an outdoor cooking facility to be used for classes, events and private rentals. Installation: Spring 2019.
- Worked hand in glove with the Westport Garden Club to create beautiful pollinator gardens with native plants. In addition, we recently learned that these gardens garnered two prestigious horticulture awards!
- Worked with a company called Green Goats to bring in goats to “mow” a.k.a. devour overgrown weeds around the reservoir adjacent to the Farm for potential future use as a pathway.
- Created a team and strategy to bring more sponsorship dollars into the Farm to cover expenses for events and align local businesses with the Farm.

FY 2018-2019 Major Accomplishments:

What a difference a year makes! The 2017 renovation completely upgraded the public areas of the aging farmhouse, turning a former chicken-plucking room with poor insulation, faulty plumbing, and a leaky roof into a gorgeous, fully functional year-round indoor classroom space and teaching kitchen. Tim’s Kitchen was the center of non-stop action this year, hosting more than \$25,000 in income-generating events from January through December 2018, plus a large number of free or low-cost programs with community organizations, serving 2,628 people throughout the community, as well as a record number of scholarship students. That is on top of our successful camp and culinary programs for kids!

We experienced record-breaking fundraising through our largest annual fundraiser, Harvest Fest. It was a roaring success, selling more than 240 tickets and raising more than \$100,000 in combined ticket sales and silent and live auctions. We also reported record attendance at farm events in 2018, including more than 1,200 for our first annual Eggstravaganza and two new Beer Garden events.

We are proud to note that our new native landscape plantings, which were purchased and planted through the generosity of our friends at the Westport Garden Club, recently earned the project The Habitat for Humanity Landscape Design Award and the Cornelia Williamson Watson Award for Historic Preservation. The Westport Garden Club sponsored these improvements with a \$5,000 grant, and lots of labor and vision. The Wakeman property has never looked more beautiful. The native plantings have also attracted all manner of pollinators to the gardens, including Monarchs, honeybees and hummingbirds. Other improvements this year include a redesigned, safer entranceway, upgraded farm signage, and cleanouts of the barns and basements to provide more storage space. Finally, we repaired and improved our Chicken Coop, and built and installed a mobile Chicken Tractor to allow our flock to graze safely around the property through a grant from the Westport Woman’s Club. We continue to explore alternative methods of providing an enhanced grazing environment for our larger animals.

We identified a number of projects for the grounds that are not in the budget, as we are planning on a major Capital Campaign and applied for a number of grants to pay for these improvements. The main project includes redoing our main garden. We are planning to make it ADA-compliant by creating larger aisles and adding tabletop gardens that will allow people in wheelchairs

We recently spearheaded "The Pollinator Pathway Initiative" in Westport. In this collaborative project, we are working with regional organizations, including Earthplace, the Westport Garden Club, Friends of Sherwood Island and other synergistic organizations to educate businesses and the general population on the importance of pollinators and to encourage individuals, municipalities and companies to pledge to put in pollinator gardens and discontinue use of pesticides and herbicides, thereby creating safe pathways for pollinators to thrive.

This Fall, we also forged a partnership with the BOE, our Town Conservation Department, and the Police Department test the concept of using goats to control the invasive weeds around the retention pond adjacent to the Farm's back fence. We partnered with "Green Goats," a landscape company that rents goats as a natural way to control invasive species. The company has herds in six states. The goats made incredible progress in September and October, when they were taken home for the winter. Currently the BOE spends \$10,000 twice a year to keep that retention pond manageable. That cost can be eliminated. Over just two seasons, the goats will consume invasives down to the roots, allowing friendly native plants to emerge. This spring we plan to use our own goats to do this work. We are installing a gate between the properties and will add this area to our grazing land. Our Master Gardeners and their friends spent hours identifying and plotting the 44 types of invasive plants that were within this approximately one acre parcel of land. This is the type of collaboration that is good for the farm and for the community as a whole.

Switching gears to Tim's Kitchen, we have witnessed the opening of the popular classroom kitchen in July 2017, we have hosted/held/coordinated numerous community events, cooking classes, and dinner parties with local restaurants and synergistic food operations, such as Tavern on Main, Bar Sugo, Match, Fairfield Cheese Co., and Cask Republic. In addition to events that raise revenues, we also added a significant number of free or low-fee agricultural programs on top of expanding our cooking classes, events and other community activities. These low or no-cost opportunities allowed us to forge partnerships with local businesses, such as Melissa & Doug, and create opportunities for them to fall in love with the Farm. In many cases, these partnerships have borne fruit on top of providing good will. For instance, after offering Melissa & Doug the opportunity to do a photo shoot in Tim's Kitchen for kids with special needs, the company went on to both host a paid company picnic at the Farm for their employees and then further went on to become a sponsor at our Family Fun Day, offering us a free Melissa & Doug Kids' Zone with an incredible array of free goods and activities for young attendees.

A summary of these activities for January through December 2018 includes:

**Wakeman Town Farm
Rentals
January - December 2018**

<u>Date</u>	<u>Memo/Description</u>	<u>Amount</u>
-------------	-------------------------	---------------

01/10/2018	Holiday Luncheon	1,700.00
01/10/2018	Michelle & Co Holiday Event	500.00
02/01/2018	Westport Garden Club meeting	0.00
02/05/2018	Event space rental	150.00
03/19/2018	Library Breakfast Rental	75.00
04/11/2018	Rental Income	500.00
	Private culinary birthday party	
04/21/2018	4/21/18	-330.00
05/07/2018	birthday party rental	800.00
05/07/2018	birthday party rental	100.00
	A Child's Place fundraising	
05/19/2018	event	800.00
05/21/2018	Birthday party	700.00
05/21/2018	Girl Scout troop cooking class	500.00
06/08/2018	Tiger Scouts troop meeting	100.00
	Catering supplied by Mia	
06/10/2018	Cucina - birthday party 6/10/18	-231.78
06/25/2018	Private Birthday - Bazille	600.00
	Adder Anniversary/Birthday	
06/25/2018	Party	300.00
	Adder Anniversary/Birthday	
06/25/2018	Party	500.00
	Bridgeport Family Childcare	
06/27/2018	Providers Picnic & Tour	0.00
07/07/2018	Private Event Check	650.00
07/07/2018	Private party check #1	500.00
07/07/2018	private party	600.00
07/07/2018	Private Party check #2	300.00
	Private Event - Saugatuck	
07/16/2018	Rowing Club member party	700.00
07/16/2018	private event rental	300.00
07/16/2018	Graduation Party	200.00

07/16/2018	An EP Experience 6/30/2018	150.00
07/30/2018	Private Event	1,350.00
07/31/2018	Engagement Party - Susan Mihalik 7/1/2018 deposit	500.00
07/31/2018	Balance Due - 7/1 engagement party	300.00
07/31/2018	party fees	150.00
07/31/2018	party fees	50.00
08/05/2018	Bridgewater Softball Event: 8/1/2018	1,100.00
08/14/2018	Fagan party 7/27/2018	500.00
08/14/2018	Donahue Event	300.00
08/14/2018	Fagan Party 7/27/2018	300.00
08/27/2018	private event	700.00
09/04/2018	private event rental fee	800.00
09/04/2018	private event 9/14/18	950.00
09/04/2018	private event 8/31/18	700.00
10/08/2018	private event	100.00
10/16/2018	Moss / Londear Rehearsal Dinner	570.00
10/16/2018	Moss / Landau Rehearsal dinner	380.00
10/16/2018	space rental / NFP	200.00
10/16/2018	CHJ event Sukkot	100.00
10/26/2018	Catering for private dinner FactSet	-600.00
11/02/2018	Women's Empowerment Program	350.00
11/16/2018	Fall Gardening workshop	15.00
11/28/2018	Private event - Women's Compass Event 11/28/18	300.00
11/30/2018	12/3/18 Private Event	725.00
12/17/2018	Private event - Holiday party	225.00

		Columbine Holiday Party	
	12/18/2018	12/18/18	800.00
Rentals - Private Events			<u>\$ 24,728.22</u>

**Farm & Kitchen Community Events/Low or No Cost
October 12th, 2017 to December 31st, 2018**

10/12/2017	24	"Curated" Women's Media Event/Ria Rueda
10/23/2017	30	Women's Empowerment - B.I.G "Believe, Inspire, Grow"
10/24/2017	34	Children's Environmental Defense Luncheon
11/13/2017	24	Garden Club/Halloween Event
12/6/2017	40	Library Cookbook Club
12/7/2017	200	WTF Holiday Tree Lighting
12/12/2017	220	Westport Front Porch - Artisan Holiday Fair
1/13/2018	50	Anti-Bullying Mom's Event
2/1/2018	25	Westport Garden Club Meeting
2/5/2018	37	Cookbook Club w Westport Public Library -Yamani
2/11/2018	20	WTF Committee Retreat
2/26/2018	24	Westport Garden Club Meeting
3/4/2018	20	Donor Thank-You Dinner
3/6/2018	10	Melissa & Doug special needs photo shoot
4/1/2008	154	Maker Faire - Aquaponics Instruction
4/17/2018	156	Chamber - Maker Faire Aquaponics Instruction
4/19/2018	35	Women's Business Development Council
4/30/2018	10	Mobile Yoga
4/31/18	156	Chamber - Maker Faire Aquaponics Instruction
5/3/2018	45	Kids & Anxiety Talk - Epidemic Answers
5/21/2018	10	Girl Scouts
5/31/2018	30	Gault Corp Event
6/9/2018	155	Rotary Duck Race

6/27/2018	36	Bridgeport Family Childcare providers' picnic/tour /All Our Kin
8/30/2018	100	Gault Picnic
9/4/2018	154	Lunch Rotary - Guest Speaker
9/30/2018	60	Sukkot Event
10/5/2018	153	Elementary Schools Luncheon Visits
10/9/2018	152	Greens Farms AcademyGuest Speaker, panel discussion at GFA Westport Chamber of Commerce- Westoberfest (kids
10/13/2018	151	crafts
10/13/2018	10	Peonies
10/13/2018	24	Boyscout Campfire
10/25/2018	150	Suny Purchase - Guest Speaker
10/27/2018	40	All Our kin-Bridgeport childcare agency event
10/30/2018	45	Westport Public Schools "Workshop" Debate
11/1/2018	33	Staples Horticulture
11/2/2018	30	BIG Life After Divorce Event
11/2/2018	33	The BIG Girlfriend's Guide to Divorce
11/2/2018	12	Winter Animal Care
11/5/2018	42	Cookbook Club -WP Library
11/10/2018	149	Westport Pubic Schools - Colettown El Community Day Westport Public Schools - Preschool animal encounter
11/17/2018	157	visit
11/17/2018	30	CT Basket Brigade-Food Rescue US Thanksgiving Basket Prep
12/7/2018	220	Holiday Tree Lighting
12/8/2018	12	Reading Labels - GMO
Holiday		Al's Angels Holiday Toy Drive Site
various	10	STAR Cooking Classes - 10 participants / 20 sessions

Total2,628

Additional agricultural programs/activities include:

- Both a K-5 and Middle School after-school program focusing on agriculture education
- Several Vacation Day Camp programs allowing students to spend the day off from school at the Farm participating in educational programming
- Multiple adult education workshops focused on gardening and landscaping
- A life skills development partnership with Giant Steps School in Southport, CT
- A youth program during the course of the spring school break and during the last weeks in June when school is out.

Kitchen Programs and Activities:

As you will note in the charts above, our new kitchen has been a hub of activity since the first day of opening, beginning with sold-out weeks of kids' culinary summer camps. Following this, we have hosted a nonstop stream of programs and events for both children and adults, from Cooking Around the World and Farm Table 101 Classes to seasonal baking classes for kids. For adults, we have hosted numerous classes with local chefs on everything from cheese making to holiday baking, from holiday hors d'oeuvres to Asian cooking to making Greek meatballs and Indian Sag Paneer.

In addition, we have hosted a variety of events, retreats and meetings with local businesses. We are also proud to host a variety of community events with synergistic community organizations, such as a luncheon to promote children's health, an anti-bullying discussion, meetings with the Westport Garden Club, and a bi-monthly Cookbook Club with the Westport Library, as well as a collaboration with Food Rescue US to prepare more than 100 complete Thanksgiving Meals to the needy. In addition to this, the facility has enabled us to host a variety of private parties and events with local restaurants and catering operations who also support local farms and food artisans. At each of these events, we are able to promote local small businesses, and share the Farm's ethos and mission and introducing new audiences to one of the Town's only remaining farms, while providing an additional revenue stream to help the Farm sustain educational programming.

FY 2019-2020 Service Level Goals:

Continue to build on our tremendous success and:

- Continue to provide traditional spring, summer, and fall youth education programs with increased emphasis on food/cooking classes that integrate farm produce and teach culinary skills and homesteading arts..
- Increase public events, such as our new Eggstravaganza, an event featuring a community Easter Egg Hunt, a visit with live bunnies and chicks and an egg toss, in addition to our traditional events, such as Farm Open Houses, Family Fun Day, a spring and fall Beer Garden, and our Holiday Tree Lighting, to foster community involvement, while promoting the Farm's vast array of offerings. This year, we are in talks to bring back our popular Pancake Breakfast and add a Toddler Birds & Bees Tea Party and a host of Pollinator Pathway events to raise awareness about the importance of saving bees and butterflies from extinction.
- Offer birthday and private parties to accommodate high demand expressed by the public

- Continue to seek out other synergistic organizations, such as women’s groups, gardening groups, preschools, Westport Public Schools, senior centers, and environmental, gardening, and agricultural groups to build relationships and community bonds.
- Increase the activity and involvement of our newly developed Wakeman Town Farm Student Council, featuring teens from Staples High School.
- Host a series of Farm-to-Table Dinners that showcase local chefs, restaurants, farms and artisanal purveyors.
- Increase promotional efforts, outreach, and advertising targeting prospective program participants in local schools and pre-schools, and continue developing and expanding farm programs to accommodate school field trips and organizational groups, such as scouts and students from underserved urban areas, like Norwalk and Bridgeport.

Performance Measures:

- Operating Revenues of \$288,504
- Operating Expenses of \$263,840
- Net Operating Income of \$ 24,664
- Debt Service \$ 21,000
- Surplus \$ 3,664

5 yr Goals:

- Continue to increase and improve educational program offerings to fully utilize the year-round indoor space and teaching kitchen resulting from the renovation.
- Incorporate more sustainable practices and technology, such as solar energy, composting, recycling, and rain water collection, which are in keeping with our mission to promote sustainability.
- Explore restoring barn to function as a second meeting space for Barn Dances and other functions.
- Continue to build relationships with area schools, so that the Farm facility can be used to enhance school curriculum objectives. Explore vocational agricultural program with Staples High School.
- Improve and build our animal husbandry program at the Farm to provide higher quality education and increased visitor experience at the Farm.
- Continue to build relationships with local community organizations such as B3, Westport Community Gardens, Earthplace, the Westport Library, Westport Farmers’ Market, The Westport Woman’s Club, the Westport Garden Club, the Westport Senior Center, the Westport Historical Society, The Westport Library, and others.
- Continue to work with special populations, including area hospitals, the Gillespie Center, Project Return and students in underprivileged areas as well as students in Westport who cannot afford to attend programs by providing scholarships and opportunities to attend farm programs. Explore agriculture programs between the Farm and Staples High School.

Revenue Summary:

Now that the building and grounds are operational, we have begun functioning 12 months a year, versus the five to six months we have been limited to in the past. While we will continue to run our tried-and-true programming, we anticipate adding a host of new educational programs through the fall, winter, and spring seasons.

These include "Little Farmers," "Mini Sous Chefs," new week-long baking classes for preschool kids, healthy cooking and globally inspired culinary programs, vacation day camps, adult cooking classes, and additional school break programs offered in April and June, among others. Beyond such programming that focuses on youth, we also anticipate adding more adult cooking classes, new adult homesteading workshops and a variety of farm-to-table events featuring local chefs and artisans. We also intend to continue offering parties and other special events, for which there has been high public demand, and will continue offering the space to local organizations and groups who seek a meeting or event space.

These proposed changes represent a major increase in our programming/events, which, in turn, means significant increases in both the Farm's revenues and expenditures. The new programming requires increased hours for instructors and the purchase of new materials and supplies, as well as more cleanings. We have made conservative projections for the second year as a 12-month facility, but we do not have a crystal ball. While the budget increases are significant to cover the potential increase in programming, we are not asking the Town or taxpayers to pay for any of these projected increases. Naturally, any increases in the Farm's expenditures will be offset by increases in revenues. Conversely, if enrollment and revenues are lower than projected, we will correspondingly reduce our expenses (fewer teachers, fewer supplies, etc.)

It should be noted that with the explosion of new programming and frequent use of the new facility, we have determined that the budget must cover a full-time Director to manage and run the facility, which is a hub of activity, day and night. This includes planning and overseeing classes and programs, working with visiting chefs, arranging farm dinners, doing all the paperwork and administration, meeting and interfacing with clients on rentals, setting up a variety of room configurations for lectures, retreats, parties, etc. This individual is also tasked with doing time-intensive PR and marketing, updating The Farm's website, inputting all new programming into ticketing websites and community calendars, stocking cleaning supplies and overseeing the facility's cleaning/maintenance schedule after events, and much more.

After a full year running the Farm with a new steward and a new team, we have recognized a need to re-jigger the Farm's structure to accommodate a full-time Director of Events/Programming in Tim's Kitchen. We also recognize a need to restructure the way the Farm grounds/house/facility/outdoor programs are run. We see a need to put a mature and responsible caretaker in the residence to act as a "homeowner" would. This individual will keep the grounds tidy and report to the Farm Co-Chairs and identify and report maintenance issues to the Committee, lock up and do a nighttime closedown procedure in the facility and check on the animals every morning and evening, and generally serve as the official caretaker of the premises while living in the Farmhouse. In lieu of payment, this individual will live in the house with his/her family, a value of approximately \$6,000 month, and be able to send any children to the Westport Schools. We will then employ a seasonal Farm Educator/Administrator to handle the seasonal farm hiring of camp counselors and staff, oversee and create curriculum with the Committee and perform other administrative tasks related to farm tours, classes, interns, and volunteers. We will also hire a farm assistant to help the Garden Committee execute the group's vision regarding planting, maintenance and care of the vegetable beds, as well as grounds and animal care.

The budget represents an optimistic version of what we see as possible for FY 18-19. In any case, the actuals may fall below these projections, but budgeting for less would limit our ability to grow and expand our programs if such possibilities present themselves. Again, it is difficult to accurately predict exactly how this New Year and new structure will shake out, but we have done our best to make predictions based on the current level of interest in our programming, which has been extremely high.

While the actual P&L may be lower than the budgeted values, we are confident that revenues will once again exceed our expenditures, providing a net surplus and enabling us to pay back the bond and operate as a self-sustaining entity.

Because of the expected dramatically increased scale of operation at the new facility, the FY 2017-2018 budget including certain services deemed necessary in order to smoothly run the new operation. These services included coordination and management of kitchen use and activities, certain administrative duties, and certain bookkeeping activities. Wages for these services have been paid for by the addition of new programming and through use of the new kitchen renovation. These services are budgeted to continue in FY2019

Given the new facility and attendant 'buzz' surrounding the new farm spaces, we are confident that there will be an uptick in the interest in the Farm that will translate into a significant rise in revenues and program enrollment for the coming year and into the future.

**Wakeman Town Farm Performance 7/1/13
through 011119 and FY 2019-2020 Budget**

	Actuals 7/1/12- 6/30/13	Actuals 7/1/13- 6/30/14	Actuals 7/1/15 - 6/30/16	Actuals 7/1/16 - 6/30/17	Actuals 7/1/17 - 6/30/18	Proposed 2018 -2019 Budget	Actuals 7/1/19 - 1/11/19	Proposed 2019 -2020 Budget
Programming Fees								
Sub Account Farm Programs						105,275		105125
Sub Account Kitchen Programs						43,225		49150
Sub Account Tours						5,000		4600
460801 Total Programming Fees	46,225	61,708	56,261	87,974	149,601	153,500	41,812	158,875
479803 Less Online Registration Fee	(1,802)	(3,573)	(2,719)	(3,930)	(4,901)	(6,765)	(2,253)	(6,171)
460802 CSA Fees	519	1,703		0	1,900	0	5,715	0
450801 Membership	3,310	100	0	0	0	0	0	0
Special Classes and Events								
Sub Account Farm Special Events	1,715	3,076	707	109	0	6,500		
Sub Account Kitchen Classes and Events				0	0	28,600		
450802 Total Special Events	1,715	3,076	707	109	25,317	35,100	0	45,800
479801 Harvest Fest	60,263	42,070	70,111	86,508	69,405	60,000	84,335	90,000
479802 Logo Sales	(19)	0	0	900	800	0	20,145	0
Total Revenues	110,211	105,084	124,361	171,561	242,122	241,835	149,754	288,504
Expenses:								
511000 Steward Salary	6,150	6,210	6,600	6,600	10,443	12,000	6,500	12,000
Program Administration								
Sub Account Program Administration - Farm	4,800	6,000	6,600	6,600	10,443	12,000	6,500	33,100
Sub Account Summer Camp Director and Assistant								
Sub Account Program Administration - Kitchen						29,640		60,000
511020 Total Program Administration	4,800	6,000	6,600	6,600	10,443	41,640	6,500	93,100
Program Staff /Extra Help and Overtime								
Sub Account Farm Programs						24,575		22,160
Sub Account Camp Director and Assistant						3,000		
Sub Account Farm Instructors								2,700
Sub Account Student Council & Camp Orientation								
Sub Account Kitchen Instructors						14,870		13,400
Sub Account Kitchen - Site supervisors						1,350		
Sub Account Kitchen Cleaning Now in Building Maintenance						5,137		
513000 Total Program Staff/Extra Help and Overtime	11,530	10,740	20,580	38,728	58,252	48,932	43,130	38,260
513002 CSA Manager	788	839	600	0	0	0	0	0
521000 Social Security	1,780	1,799	2,470	3,839	4,484	6,333	3,611	6,569
Educational Programming Supplies Expense								
Sub Account Farm Programs						6,300		5,700
Sub Account Kitchen Programs						7,850		10,050
588000 Total Educational Programming Supplies	10,444	3,568	3,355	2,659	23,811	14,150	9,946	15,750

**Wakeman Town Farm Performance 7/1/13
through 011119 and FY 2019-2020 Budget**

	Actuals 7/1/12- 6/30/13	Actuals 7/1/13- 6/30/14	Actuals 7/1/15 - 6/30/16	Actuals 7/1/16 - 6/30/17	Actuals 7/1/17 - 6/30/18	Proposed 2018 -2019 Budget	Actuals 7/1/19 - 1/11/19	Proposed 2019 -2020 Budget
551000 Communications and Advertising		460	100	673	5,336	6,200	1,083	6,500
Building Maintenance								
Appliance Repair and Mainenance						2,000		4,000
General Kitchen Supplies						900		1,500
Cleaning								7,850
Kitchen Seasonal Decorations						600		2,000
						1,500		
545000 Total Building Maintenance	1,487		846	2,593	9,263	5,000	5,000	15,350
Farm Grounds Maintenance & Animals								
Animals						8,423		8,100
Snowplowing						1,000		1,000
Garbage								1,500
Farm Seasonal Decorations						500		600
Farm Gardens and Grounds						7,500		1,900
Maintenance Equipment						7,500		3,261
545010 Total Farm & Animal Maintenance	3,839	9,795	11,016	22,352	23,041	24,923	12,392	16,361
566101 Propane Gas/Natural Gas	2,979	4,043	2,927	1,390	2,353	2,000	2,000	3,500
566200 Electricity	2,843	2,999	3,500	2,695	5,410	6,000	5,000	6,500
566400 Water	647	254	2,292	1,080	2,027	3,000	3,000	3,000
531802 Harvest Fest Expense	11,420	22,151	19,481	21,643	24,228	20,000	27,375	30,000
Special Event and Community								
Farm Community Events						2,400		10,950
Kichen Special Classes and Events						7,150		6,000
588094 Total Special Event and Community	3,514	1,484	2,209	1,033	3,190	9,550	6,700	16,950
Total Expenses	62,221	70,340	82,575	111,885	182,280	199,728	132,236	263,840
Net Operating Income	47,990	34,744	41,786	59,676	59,842	42,108	17,518	24,664
Capital Improvements and Interest								
572100 Building Improvements	12,707	21,244	469	17,939	0	0	0	0
572105 Grounds Improvements	0	0	0	0	0		0	0
583100 Debt Payment (P&I)	0	0	0	0	25,000	21,000	0	21000
	35,282	13,500	41,317	41,737	34,842	21,108	17,518	3,664
Cumulative Surplus	65,849	79,349	158,476	200,213	235,055			

DEPARTMENT: PUBLIC WORKS
Budget Division: WPCF TREATMENT

Division Overview: *The WPCF (Water Pollution Control Facility) Treatment Division provides for the maintenance and operation of the 3.4 Million gallon per day plant located at 8 Elaine Road. This facility receives all the effluent from the 18 pump stations located throughout the town and is responsible for treatment of such effluent consistent with state and federal permits prior to discharge to the Saugatuck River. The WPCF Treatment Division includes a staff of four reporting to the Treatment Plant Superintendent. Funding for this division is from the Sewer Fund.*

Description of Accounts:

<i>Salaries</i>	<i>Employee salaries includes the five individuals directly responsible for the operation of the plant and an allocation for staff time from the Tax Collectors Office</i>
<i>EH & OT</i>	<i>Overtime is necessary to address regular scheduled work on weekends and holidays as well as emergency maintenance issues such as equipment malfunction</i>
<i>Uniform Allowance</i>	<i>Replacement work and safety clothes as per contract</i>
<i>Fees & Services</i>	<i>Disposal of thickened sludge, permit fees and routine testing</i>
<i>Telephone</i>	<i>Annual fees</i>
<i>Veh Maint/Oper</i>	<i>Fuel costs and maintenance for the operation of the two vehicles routinely operated by plant staff</i>
<i>Facility Maint.</i>	<i>Maintenance costs for the routine repairs or replacement of pumps, motors, switches, etc at the plant</i>
<i>Rental Equip</i>	<i>Funds available for the rental of specialized equipment not owned by the Town of Westport</i>
<i>Oper. Supplies</i>	<i>Purchase of supplies used in the treatment of the effluent such as polymers, cleaning agents, lubricants, UV bulbs.</i>
<i>Heating Fuel</i>	<i>Heating oil used to heat the treatment facilities</i>
<i>Electricity</i>	<i>Electricity used on site</i>
<i>Water</i>	<i>Water used on site</i>
<i>Education & Exp</i>	<i>Funds for training modules as required for maintenance of state licenses</i>

Detail Operating Capital Requests:

<i>Replacement of Sludge return pump</i>	<i>\$29,500</i>
<i>Replacement of UV Lamps</i>	<i>\$15,000</i>
<i>Upgrade Main Plant Modicon PLC's</i>	<i><u>\$24,680</u></i>
	<i>\$69,180</i>

Budget Notes:

*The proposed budget for the WPCF Treatment Division shows a **0.4%** increase which is primarily related to capital requests.*

330 - SEWAGE TREATMENT BUDGET 2019-2020

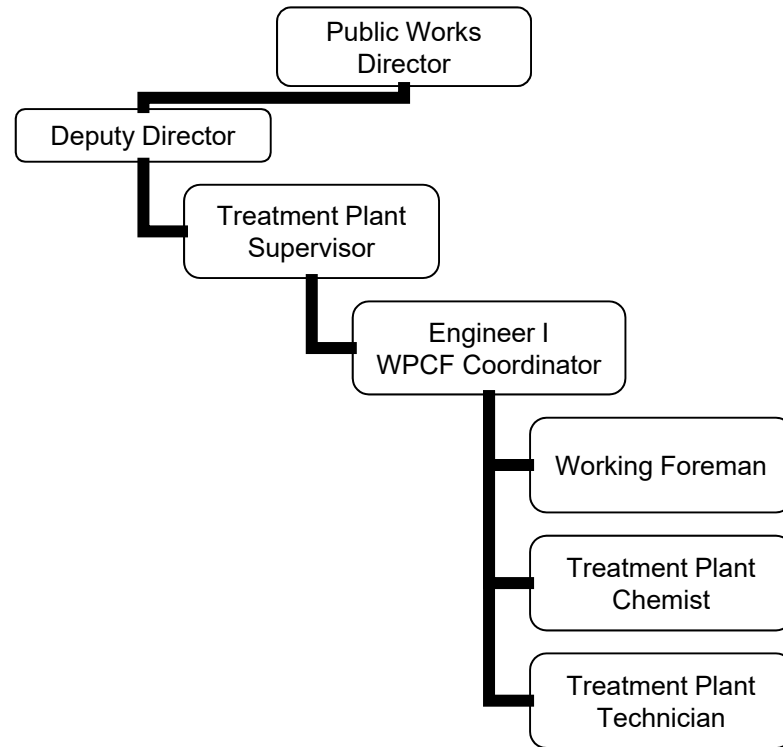
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2019 -20	2018-19	2019 -20
					Salary Rate	Salaries	Salary Totals
1.00	Treatment Plant Supervisor	B-0-1			112,375	112,375	112,375
1.00	Engineer I	IX-7			91,000	91,000	91,000
1.00	Working Foreman	B-VI			76,305	76,305	76,305
1.00	Treatment Plant Chemist	B-IV-7			70,810	70,810	70,810
1.00	Treatment Plant Operator	B-III-7			67,445	67,445	67,445
	Sewer Billing and Collection - Tax Collector					66,625	66,625
	Sewer Accounting and Financial Reporting					56,375	56,375
5.00	TOTAL SALARIES:					540,935	540,935

330 - SEWAGE TREATMENT

<u>Account</u>	<u>Description</u>	
<i>Fees & Services</i>	Disposal of thickened sludge, Permit Fees, Routine Testing (\$215,000)	
<i>Operating Supplies</i>	Chemicals and Lubricants (\$55,000)	
<i>Capital Equipment</i>	Sludge return pump	29500
	Upgrade main plant Modicon PLC's	24680
	Replace U.V. lamps	<u>15000</u>
	Total:	69,180

330 – SEWAGE TREATMENT
2019/2020 Organization Chart
2018/19: 5 Full Time / 2019/20 : 5 Full Time



DEPARTMENT: PUBLIC WORKS
Budget Division: WPCF COLLECTION

Division Overview: *The WPCF Collection Division is responsible for the operation and maintenance of 18 sanitary sewage pump stations, 95 miles of gravity sewer lines and 16 miles of pressure sewer. This Division has a staff of three operators who report to the WPCF Superintendent funded within the WPCF Plant Division. Support to this division is provided by the WPCF Division, as well as any of the other Public Works Divisions.*

Description of Accounts:

<i>Salaries</i>	<i>Employees salaries for the three operators assigned to this division</i>
<i>EH & OT</i>	<i>Overtime is necessary to address emergency maintenance issues such as equipment malfunction or severe weather events.</i>
<i>Uniform Allowance</i>	<i>Replacement work and safety clothes as per contract</i>
<i>Contract Services</i>	<i>Specialized work efforts typically outside of the scope of in-house labor; such as TV inspection of sewer lines, complex electrical repairs at pump stations, cleaning of wet wells, smoke testing for leaks, etc</i>
<i>Veh. Maint/Oper</i>	<i>Fuel and maintenance for three vehicles assigned to this division</i>
<i>Facility Maint</i>	<i>Parts and labor to maintain 18 pump stations</i>
<i>Oper. Supplies</i>	<i>Primarily chemicals for odor control or lubricants for pumps and motors</i>
<i>Heating Fuel</i>	<i>Fuel oil or propane for the heating of 18 pump stations</i>
<i>Electricity</i>	<i>Electrical use at the 18 pump stations</i>
<i>Water</i>	<i>Water used at the 18 pump stations</i>

Detail Operating Capital Requests:

<i>Replacement Pumps Station 7</i>	<i>\$25,000</i>
<i>Stations 5 & 8 Generator Upgrades</i>	<i><u>\$40,000</u></i>
	<i>\$65,000</i>

Budget Notes:

The WPCF Collection Division budget reflects an increase due to capital requests and salary step adjustments.

331 - SEWAGE COLLECTION BUDGET 2018-2019

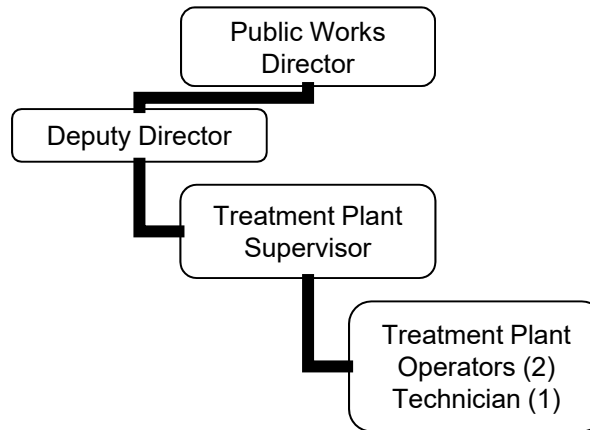
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19	2017-18	2018-19	
					Salary Rate	Salaries	Salary Totals	
1.00	Treatment Plant Operator	B-III-7			67,445	67,445	67,445	
1.00	Treatment Plant Operator	B-III-5			61,173	58,261	61,173	
1.00	Treatment Plant Operator	B-III-2			52,847	49,143	52,847	
0.00	Treatment Plant Operator	B-III-4			58,261	0	0	
0.00	Treatment Plant Operator	B-III-1			49,143	0	0	
3.00	TOTAL SALARIES:						174,849	181,465

331 - SEWAGE COLLECTION

<u>Account</u>	<u>Description</u>	
<i>Contract Services</i>	Generator service, Alarms, Specialized services (TVing, etc), High pressure Cleaning, Truck mounted vacuum service (\$26,000)	
<i>Facility Maintenance</i>	Maintenance of 18 pumping stations and sewer lines (\$72,000)	
<i>Operating Supplies</i>	Odor Control chemicals, lubricants, replacement parts, labor and equipment (\$45,000)	
<i>Capital Equipment</i>	Generator Station 5	40000
	Replacement Pumps Sttation 7	<u>25000</u>
		total
		65000
18-Jan-19		

331 – SEWER COLLECTION
2019/2020 Organization Chart
2018/19: 3 Full Time / 2019/20 : 3 Full Time



951 - INTEREST ON BONDS (SEWER FUND) BUDGET 2019-2020

Bonds Issued	2018-19 Interest	2019-20 Interest
Long Term Debt Service Payment on Outstanding Debt Issues	554,540	579,839
TOTAL OPERATING EXPENSES	554,540	579,839

953 - BOND PRINCIPAL PAYMENTS (SEWER FUND) BUDGET 2019-2020

Bonds	2018-19 Principal	2019-20 Principal
Long Term Debt Service Principal Payments Due on Outstanding Issues	1,978,872	2,145,144
TOTAL OPERATING EXPENSES	1,978,872	2,145,144

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	A	B	C	D	E	F	G	Y	Z	AA	AC	AE	AF	AG	AI	AK	AM	AN	AO	AQ	AS	AT
1	Five Year Capital Forecast for the Years 2019-2024																					
2				New																	2019-2024	
3	Department		Project Name	Project	Category	Source of Funds	2018-2019	QTY	2019-2020	QTY	2020-2021	QTY	2021-2022	QTY	2022-2023	2023-2024	Total	Comments				
4							Yellow Signifies Approved															
5			Town																			
6	Town IT		Digitizing Town, BOE & Library Records (State Pilot)	Revised	EXPAND	CNR			500,000		200,000										700,000	Previously Grant
7	Town IT		Web Based Town wide Permit Processing System	Revised	EXPAND	CNR	350,000														0	Up from \$200k
8	Town IT		Upgrade Fiber Network for Schools and Public Safety		MAINT	Bond			500,000		500,000		500,000								1,500,000	
9	Gen'l Govt		2019 Revaluation		LEGAL	CNR			225,000		200,000										425,000	
10	Gen'l Govt		Real Property Acquisitions		EXPAND	Bond			4,000,000												4,000,000	
11	Gen'l Govt		Renovation of Acquired Property		EXPAND	Bond			1,500,000												1,500,000	
12	Gen'l Govt		Longshore Inn Renovations (Town Portion)		MAINT	Bond					3,000,000										3,000,000	
13	Gen'l Govt		Longshore Inn Renovations (Private Portion)		MAINT	Private					3,000,000										3,000,000	
14	Gen'l Govt		Town Hall Space Planning Design & Renovation (50% for ADA Compliance)	Revised	EXPAND	Bond			348,000		2,500,000		2,000,000								4,848,000	Added \$48k
15	Gen'l Govt		Assessment and Restoration Plan for Portico Columns - Town H	New	MAINT	CNR	33,000														0	
16	Gen'l Govt		Town Hall Exterior Repairs & Painting		MAINT	Bond							600,000								600,000	
17	Gen'l Govt		Replace Town Hall Elevator		MAINT	Bond	325,000														0	
18	Gen'l Govt		Town Hall Handicapped Ramp Replacement		LEGAL	Bond			200,000												200,000	
19	Gen'l Govt		Town Hall Boiler Replacement	Revised	MAINT	Bond	200,000														0	
20	Gen'l Govt		Senior Center -reconstruct parking lot		MAINT	Bond			190,000												190,000	Reduced from \$350k due to gas line
21	Town Finance		Town Hall Power Redundancy Computer Room	New	SFTY/SEC	CNR	100,000														0	
22	Gen'l Govt		Town Buildings Security Upgrade & Town Clerk Vault Update		SFTY	CNR			100,000												100,000	
23	Gen'l Govt		Comprehensive Zoning Regulation Update (Revise/Re-Organize/Update & Attend PZC Public Hearings)	Chapter 17 POCD 2017	NEW MAINT	CNR			50,000		50,000										100,000	
24	Earthplace		Public Playground (Public/Private Funding) & Compostable Toilets	New	MAINT	Operating/Private Funds			45,000												45,000	
25			Total Town				1,008,000		7,658,000		9,450,000		3,100,000		-	-					20,208,000	
26																						
27																						
28			Saugatuck Transit Oriented Design Implementation																			
29	TODI Plan		Railroad Place Streetscape - Lane Improvements and Signal Timing Optimization/Signal Equipment Upgrade	SA2	NEW EXPAND	Bond			400,000												400,000	
30	TODI Plan		East Gateway at Bridge St. - Roadway and sidewalk improvements, gateway sign and lighting, pavers, plantings, furnishings (excludes round-a-bout option)	G2	NEW EXPAND	Bond			250,000												250,000	
31	TODI Plan		Charles St & Park St & Riverside Signal Streetscape - Roadway and sidewalk improvements, streetscape plantings, lighting, furnishings	S4, 98 B, S1C, S1	NEW EXPAND	Bond					1,675,000										1,675,000	
32	TODI Plan		Landscaped Roundabout at Riverside Ave. and Riverside North and Bridge Street - Roadway and sidewalk improvements, circulation reconfiguration, drop-off, lighting, plantings, furnishings	G3, 98C, S1C, S1	NEW EXPAND	Bond			1,575,000												1,575,000	
33																						
34			Total Saugatuck Transit Oriented Design Implementation				-		2,225,000		1,675,000		-		-							3,900,000
35																						
36			Downtown Master Plan (All New Projects)																			
37	Downtown		Pedestrian Bridge across Saugatuck - Design	P7	EXPAND	Private Developer										84,000					84,000	
38	Downtown		Combine & Co-manage Public/Private Parking Lots (Avery Baldwin)	PK2&3	EXPAND	Bond			1,300,000												1,300,000	
39	Downtown		Redesign Myrtle, Evergreen and Post Road Intersections REVISED	M4	EXPAND	CNR, State, Private	380,000														0	moved to 18-19
40	Downtown		Design Wayfinding System for Pedestrians and Motorists	M5	EXPAND	CNR	50,000														0	
41	Downtown		Town Wide Bike Plan	M10	EXPAND	CNR			10,000												10,000	
42	Downtown		Reconstruct-Elm St	M11	EXPAND	Bond															0	this request is current
43	Downtown		Create a new street - Library Lane & Upper Police and Library Lot	M12	EXPAND	Grant			100,000		100,000		1,100,000								1,300,000	Reduced \$100k
44	Downtown		Design and construct Bridge to Imperial Lot	M13	EXPAND	Grant					100,000				1,000,000						1,100,000	
45	Downtown		Design Jesup Road	M14	EXPAND	Grant					50,000										50,000	
46	Downtown		Construct Jesup Road	P11	EXPAND	Grant							1,430,000								1,430,000	
47	Downtown		Transform Parker Harding	P10	EXPAND	Bond			70,000		2,400,000										2,470,000	
48	Downtown		Transform Parker Harding	P10	EXPAND	Grant					1,330,000										1,330,000	
49	Downtown		Redesign Taylor Street into 'Shared Street'	P13	EXPAND	Bond									50,000						50,000	
50	Downtown		Improve Appearance & Safety of Imperial Lot	PK6	EXPAND	Bond									220,000						220,000	
51	Downtown		Replace Existing Culverts and Pipes	W3	EXPAND	Bond			250,000												250,000	800k in downtown plan

	A	B	C	D	E	F	G	Y	Z	AA	AC	AE	AF	AG	AI	AK	AM	AN	AO	AQ	AS	AT
1	Five Year Capital Forecast for the Years 2019-2024																					
2				New																	2019-2024	
3	Department		Project Name	Project	Category	Source of Funds	2018-2019	QTY	2019-2020	QTY	2020-2021	QTY	2021-2022	QTY	2022-2023	2023-2024	Total	Comments				
52	Downtown		Implement/Install Standard Streetscapes throughout Town	P17	EXPAND	Bond			275,000													275,000
53			Total Downtown				512,500		2,005,000		3,980,000		2,530,000		1,354,000	0	9,869,000					
54			Library																			
55	Library		Library Book Sale Annex	New	EXPAND	CNR	141,000															0
56			Total Library	Total			141,000		-		-		-		-							0
57																						
58			Police																			
59	Police		Marine 2 Police Boat Replacement		SFTY/SEC	CNR									1	200,000						200,000
60	Police		Police Station Heating and HVAC Upgrade	Revised	MAINT	Bond	876,000															0
61	Police		Police Station Renovations		MAINT	Bond					600,000											600,000
62	Public Works		Police Dept - Reconstruct lower Parking Lot		MAINT	Bond					200,000											200,000
63	Police		Marine 2 Police Boat Replacement		SFTY/SEC	CNR									1	200,000						200,000
64			Total Police				876,000		-		800,000		-		400,000	-	1,200,000					
65																						
66			Fire																			
67	Fire		Fire Pumper		SFTY/SEC	Bond	650,000	1														0
68	Fire		Quint Fire Apparatus		SFTY/SEC	Bond										975,000						975,000
69	Fire		Architectural Services, Facilities Evaluation and Reconditions Study	New	NES/EXPAND	Bond	150,000															0
70	Fire		Staff Cars (SUV)		MAINT	CNR	175,000		58,500													58,500
71	Fire		Shift Command Unit	New	MAINT	CNR					95,500											95,500
72	Fire		Renovate Fire Headquarters/Building Department		NES/EXPAND	Bond				1	3,000,000											3,000,000
73	Fire		Saugatuck Fire Station Renovation		NES/EXPAND	Bond						1	2,200,000									2,200,000
74	Fire		Fire Pumpers (replace 2001 units)		SFTY/SEC	Bond								1	750,000							750,000
75	Public Works		Fire Headquarters - reconstruct parking lot		MAINT	Bond	110,000															0
76	Fire		Coleytown Fire Station Renovation (2023-2024)	New	NES/EXPAND	Bond																2,200,000
77	Fire		Rescue Truck (2023-2024)	New	SFTY	Bond																710,000
78			Total Fire				1,085,000		58,500		3,095,500		2,200,000		1,725,000	2,910,000	9,989,000					
79																						
80			Emergency Management																			
81	Emerg. Mgt.		Town wide Public Safety Radio System Replacement	New		Grant					3,000,000											3,000,000
82	Emerg. Mgt.		Replace 6x6 Army Truck with (new used unit)		SFTY/SEC	Grant										120,000						120,000
83			Total Emergency Management				-		-		3,000,000		-		120,000	-	3,120,000					
84																						
85			Public Works																			
86	Public Works		Dredge Saugatuck River and Jesup Boat Docks - Town Portion		MAINT	Bond/Private			80,000				3,000,000									3,080,000
87	Public Works		Sidewalk Rehabilitation		MAINT	Bond	200,000				250,000											250,000
88	Public Works		Underground Storage Tank Replacement		SFTY/SEC	CNR			200,000		400,000											600,000
89	Public Works		Old Road @ Sasco Creek - Design with FFLD		MAINT	Bond					100,000											100,000
90	Public Works		Old Road @ Sasco Creek - Design (50% FFLD)		MAINT	Bordering Town					100,000											100,000
91	Public Works		Old road @ Sasco Creek - Const With FFLD		MAINT	Bond										350,000						350,000
92	Public Works		Old road @ Sasco Creek - Const (50% FFLD)		MAINT	Bordering Town										350,000						350,000
93	Public Works		Jesup Seawall Repair		MAINT	CNR			100,000													100,000
94	Public Works		Parker Harding Seawall Repair		MAINT	CNR					125,000											125,000
95	Public Works		Maple Ave So Drainage		MAINT	Bond					300,000											300,000
96	Public Works		Deadman's Brook Culvert at Myrtle Ave - Construction		MAINT	Bond																350,000
97	Public Works		Deadman's Brook Culvert at Myrtle Ave - Const (50% Grant)		MAINT	Grant																350,000
98	Public Works		Willow Brook at Kings Highway - Construction		MAINT	Bond			1,750,000													1,750,000
99	Public Works		Willow Brook at Kings Highway		MAINT	Grant			750,000													750,000
100	Public Works		Willow Brook Culvert @ Little Weston Rd		MAINT	Bond									125,000							125,000
101	Public Works		Willow Brook Culvert @ Little Weston Rd		MAINT	Bond																350,000
102	Public Works		Greens Farms Bridge @ Sasco Creek Replacement: Design (50% FFLD)		MAINT	Bond					100,000											100,000
103	Public Works		Greens Farms Bridge @ Sasco Creek Replacement: Design (50%FFLD)		MAINT	Bordering Town					100,000											100,000
104	Public Works		Greens Farm Bridge @ Sasco Creek - Const (50% FFLD)		MAINT	Bond																250,000
105	Public Works		Greens Farm Bridge @ Sasco Creek - Const (50% FFLD)		MAINT	Bordering Town																250,000

	A	B	C	D	E	F	G	Y	Z	AA	AC	AE	AF	AG	AI	AK	AM	AN	AO	AQ	AS	AT
1	Five Year Capital Forecast for the Years 2019-2024																					
2				New																	2019-2024	
3	Department		Project Name	Project	Category	Source of Funds	2018-2019	QTY	2019-2020	QTY	2020-2021	QTY	2021-2022	QTY	2022-2023	2023-2024	Total	Comments				
106	Public Works		Bayberry Lane Ext. Bridge @ Aspetuck River - Design - FLBP Grant 80/20 - Fed Share		MAINT	Grant	426,000														0	
107	Public Works		Bayberry Lane Ext. Bridge @ Aspetuck River - Design - FLBP Grant 80/20 - Town Share		MAINT	Bond	100,000														0	This project is current
108	Public Works		Bayberry Lane Ext. Bridge @ Aspetuck River - Const -FLBP 80/20 - Fed Share		MAINT	Bond			2,200,000												2,200,000	
109	Public Works		Bayberry Lane Ext. Bridge @ Aspetuck River - Const - FLBP 80/20 Town Share		MAINT	Grant			500,000												500,000	
110	Public Works		Cavalry Road Bridge over West Br. Of the Saugatuck-Design (FLBP Grant 80/10/10 Fed		MAINT	Bond/Grant	400,000														0	
111	Public Works		Cavalry Road Bridge over West Br. Of the Saugatuck-Design (FLBP Grant 80/10/10 Weston		MAINT	Bond/Grant	50,000														0	
112	Public Works		Cavalry Road Bridge over West Br. Of the Saugatuck-Des (FLBP Grant 80/10/10 Westport		MAINT	Bond	50,000														0	
113	Public Works		Cavalry Road Bridge over West Br. Of the Saugatuck-CON(FLBP Grant 80/10/10 Fed		MAINT	Grant			2,200,000												2,200,000	
114	Public Works		Cavalry Road Bridge over West Br. Of the Saugatuck-CON(FLBP Grant 80/10/10 Weston		MAINT	Bordering Town			250,000												250,000	
115	Public Works		Cavalry Road Bridge over West Br. Of the Saugatuck CON(FLBP Grant 80/10/10 Westport		MAINT	Bond			250,000												250,000	
116	Public Works		Hulls Farm Road Bridge 50/25/25 SLB	New	MAINT	Bond										100,000		600,000			700,000	
117	Public Works		Hillandale road box culvert	New	MAINT	Bond			120,000		400,000										520,000	
118	Public Works		Pump Station #2 Sewer Line Replacement Design & Const.		MAINT	Sewer Reserve	250,000		1,500,000												1,500,000	
119	Public Works		Pump Station #5 Force Main and Equipment		MAINT	Sewer Reserve			650,000												650,000	
120	Public Works		Pump Station #3 Force Main and Pumps		MAINT	Sewer Reserve					750,000										750,000	
121	Public Works		Pump Station #8 Rebuild		MAINT	Sewer Reserve							300,000								300,000	
122	Public Works		Bar Screens at WPCF		MAINT	Sewer Reserve	196,000				220,000										220,000	
123	Public Works		Replace 1998 and 2004 Elgin Sweepers		MAINT	CNR		1	220,000						1	250,000					470,000	
124	Public Works		Replace 20-yr old Lo Pro Truck		MAINT	Bond	155,000														0	
125	Public Works		Replace Bucket Truck		MAINT	Bond		1	150,000												150,000	
126	Public Works		Replace Front End Bucket Loader		MAINT	Bond		1	220,000							280,000					500,000	
127	Public Works		Replace Sewer Utility Crane Truck #65		MAINT	Sewer Reserve				1	120,000										120,000	
128	Public Works		Replace 4x4 truck #60 if not in oper. Budget	New					120,000												120,000	
129	Public Works		Replace Mechanics Truck #34		MAINT	CNR		1			120,000										120,000	
130	Public Works		Replace 4 X 4 Plow Truck #38 and Excavator		MAINT	Bond								1	250,000						250,000	
131	Public Works		Replace Rack Body Truck and lift - #35	New	MAINT	CNR													170,000		170,000	
132	Public Works		Bobcat Yard Machine	New	MAINT	CNR														45,000	45,000	
133	Public Works		Replace 15 Yard Heavy Duty Compactor - Solid Waste Facility		MAINT	CNR	305,000														350,000	
134	Public Works		REPLACE TEMPORARY SHELTER & INST GARAGE DOORS ON BAYS	New	MAINT	CNR			65,000					45,000							110,000	
135	Public Works		Replace 710 Backhoe	New	MAINT	CNR															250,000	250,000
136	Public Works		Bury Utility lines - Main Street to Gorham Island		EXPAND	Bond	328,000														0	
137	Public Works		Buy out Street lights from eversource and replace with LED's (5 yr payback)		Maint	Bond	1,000,000														0	
138	Public Works		9 Bridge study - Structural evaluation, preservation design, and cultural assessment		Maint	CNR	110,000														0	
139	Public Works		9 Bridge study - Preservation Implementation, (Construction)		Maint	Bond			300,000												300,000	
140	Public Works		Streetscan global roadway re-evaluation (Full re-evaluation of 125 Miles of Pavement)		Maint	CNR			75,000												75,000	
141	Public Works		Replace 5 Tide gates at Compo Basin	New	Maint	CNR			150,000												150,000	
142			Total Public Works				3,570,000		11,850,000		3,085,000		3,720,000		2,745,000	1,550,000					22,950,000	
143																						
144			Parks & Recreation																			
145	Parks & Rec		Greens Farms Softball Light Replacement		MAINT	CNR			275,000												275,000	
146	Parks & Rec		Longshore Club Park Master Plan		EXPAND	CNR	75,000														0	
147	Parks & Rec		Burying Hill Beach Jetty Design and Permitting		EXPAND	CNR	50,000														0	
148	Parks & Rec		Compo South Beach Restrooms		MAINT	CNR	840,000														0	
149	Parks & Rec		Walkway and Picnic Pads along S. Beach at Compo		MAINT	CNR	270,000														0	
150	Parks & Rec		Compo South Beach Skate Park Replacement		MAINT	CNR/Private					250,000										250,000	
151	Parks & Rec		Design Fees - Pro Shop, Parking and Practice Facilities		EXPAND	Bond					100,000										100,000	
152	Parks & Rec		Golf Pro Shop, Clubhouse, Parking and Practice Facilities		EXPAND	Private							750,000			3,250,000					4,000,000	

	A	B	C	D	E	F	G	Y	Z	AA	AC	AE	AF	AG	AI	AK	AM	AN	AO	AQ	AS	AT			
1	Five Year Capital Forecast for the Years 2019-2024																								
2				New																	2019-2024				
3	Department		Project Name	Project	Category	Source of Funds	2018-2019	QTY	2019-2020	QTY	2020-2021	QTY	2021-2022	QTY	2022-2023	2023-2024	Total	Comments							
153	Parks & Rec		Replace Bulkhead at Longshore Marina		SFTY/SEC	Bond															350,000	350,000			
154	Parks & Rec		Compo Retaining Wall - North Side		SFTY/SEC	Bond					50,000		300,000									350,000			
155	Parks & Rec		Burying Hill Beach Jetty Construction		EXPAND	Bond			250,000													250,000			
156	Parks & Rec		Longshore Tennis Courts Renovation		MAINT	CNR			100,000		80,000											180,000			
157	Parks & Rec		Park Master Plan		EXPAND	CNR			75,000													75,000			
158	Parks & Rec		Dredge Longshore Marina channel		SFTY/SEC	Bond/Assess			500,000													500,000			
159	Parks & Rec		Replace Fuel Tank at Longshore Marina		MAINT	CNR														75,000		75,000			
160	Parks & Rec		Replace Fuel Dock at Compo Marina		MAINT	CNR					100,000											100,000			
161	Parks & Rec		Refurbish Bulkhead at ER Straight Marina		MAINT	CNR			65,000													65,000			
162	Parks & Rec		Replace 18 Fingers (F Dock)		MAINT	CNR							128,000									128,000			
163	Parks & Rec		Replace North & Main Piers at Ned Dimes		MAINT	CNR			50,000													50,000			
164	Parks & Rec		Parks Maintenance Facility		MAINT	Bond													1,200,000			1,200,000			
165	Parks & Rec		Parks & Open Space Improvements		MAINT	CNR			250,000				250,000								250,000	750,000			
166	Parks & Rec		Baron's South - Plan implementation		EXPAND	Bond			800,000													800,000			
167	Parks & Rec		Athletic Field Renovations Artificial Turf Long Lots	Revised	MAINT	Bond							1,000,000									1,000,000	Was \$750K		
168	Parks & Rec		Athletic Field Renovations Artificial Turf Coleytown Middle	Revised	MAINT	Bond			0												1,000,000	1,000,000	Was \$750K		
169	Parks & Rec		Athletic Field Installation Wakeman E Artificial Turf	Revised	MAINT	Bond			0											1,500,000		1,500,000	Was \$1.2 million was \$1.3 million but no track in prior Fc'st		
170	Parks & Rec		Replace Artificial Turf Fields (Wakeman and Staples & Staples Track)	Revised	MAINT	Bond			3,050,000													3,050,000	Was \$1.3 million		
171	Parks & Rec		Replace Artificial Turf Fields (Romano and Parker)		MAINT	Bond					2,200,000											2,200,000	Was \$1.3 million		
172	Parks & Rec		Compo Beach/Burying Hill Beach Restoration		MAINT	CNR					0										300,000	300,000			
173	Parks & Rec		Longshore Pool Improvements		MAINT	CNR					375,000											375,000			
174	Parks & Rec		68 Compo Road south Building Repairs (Baron's South)		MAINT	CNR							300,000									300,000			
175	Parks & Rec		Compo Beach Entrance		MAINT	CNR			100,000													100,000			
176	Parks & Rec		Drainage - Longshore Golf Course Greens		MAINT	CNR			180,000													180,000			
177	Parks & Rec		Longshore Golf Course Irrigation		MAINT	CNR			100,000													100,000			
178	Parks & Rec		Tee Box Improvements Longshore Golf Course	New	MAINT	CNR			40,000													40,000			
179			Total Parks & Recreation						1,235,000				5,835,000									19,643,000			
180																									
181																									
182			Board Of Education																						
183																									
184			The BOE Capital Forecast is in Process pending Colleytown Outcome																						
185	BOE		District Wide																						
186	BOE		Portable Classrooms	New	MAINT	Lease			1,000,000													1,000,000			
187	BOE		Long Lots Elementary School																						
188	BOE		Locker Room to Classroom Conversion		MAINT	Bond							1,400,000									1,400,000			
189	BOE		Staples High School																						
190	BOE		Roof Replacement Fieldhouse Area A		MAINT	Bond							385,000									385,000			
191	BOE		Staples High School																						
192	BOE		Field House Floor Resurface		MAINT	Bond			172,312													0			
193	BOE		Kings Highway Elementary School																						
194	BOE		Casework Replacement (Lead Remediation required)		MAINT	Bond			600,000													600,000			
195	BOE		Staples High School																						
196	BOE		Replace 1998 Roofs (106,000 square Feet)		MAINT	Bond			1,400,000													1,400,000			
197	BOE		Long Lots Elementary School																						
198	BOE		Casework Replacement		MAINT	Bond			225,000													0			
199	BOE		Technology Center																						
200	BOE		Exterior Renovation		MAINT	Bond																0			
201	BOE		Saugatuck Elementary School																						
202	BOE		Partial Roof Replacement		MAINT	Bond							976,700									976,700			
203	BOE		District Wide																						
204	BOE		Asphalt R&R Coleytown Middle, Bedford Middle, Greens Farm Elementary		MAINT	Bond															500,000	500,000			
205																									
206			Board of Education						397,312				2,000,000								500,000	0	5,261,700		
207																									
208			Total Town and Board of Education						8,824,812				31,631,500								29,217,200	16,063,000	12,794,000	6,435,000	96,140,700

Budget Narrative FY 2019 – 2020



Westport Weston
Health District

The Health District has seen steady growth in its building and permit related activities. Additionally, Community Health efforts of communicable and reportable disease monitoring continue to demand staff efforts, the most recent example of which is watching for the spread of measles.

In 2018 the Health District was able to reduce staff by 1.5 FTEs because of the retirement of four long time staff members. Job descriptions were revised and important tasks reassigned to existing positions.

Working with the Towns of Westport and Weston to address professional liability insurance concerns, the Health District has made some structural and programmatic changes which will result in significant savings in the long run. Starting in January of 2019 the Health District no longer employs physicians, as a medical advisor or to Travel Clinic Docs. By no longer having physicians on the payroll the Health District and towns have significantly less potential professional liability, eliminating the need for umbrella insurance coverage. In the short term, the Health District has had to purchase additional insurance tail coverage, which after three years, will no longer be needed. This additional tail coverage is an added cost to the Health District.

The structural change to no longer employ physicians has also resulted in a temporary loss of revenue from the Health District's Community Health and Travel Clinic vaccination programs. The Health District cannot administer vaccinations until an advanced practice registered nurse (APRN) can be hired to provide the standing orders and over-site necessary to operate the clinics. A staff APRN will be covered by the Health District's current CIRMA professional liability insurance and will not increase insurance costs. Additionally, an APRN will allow the Health District to consider new Community Health opportunities to increase revenues.

Similar to last year, the State Legislature is expected to consider Bills to consolidate public health jurisdictions across the state in much larger, state crafted associations. This has created renewed and locally coordinated efforts to have area towns consider joining the WWHD ahead of the state's push to consolidate local health jurisdictions into mega districts controlled by the state. Having additional towns join the Westport Weston Health District would result on a lower per capita cost for each member town. Potential cost saving ultimately dependent on the increased population (per capita) that an enlarged Westport Weston Health District would serve.

There are two huge challenges for FY2020. The state has sent out a notice that the Connecticut Municipal Employees Retirement System mandatory contribution is going up from 11.74% of payroll to 14.22%. This equates to an increase of about \$21,443. To add a little insult to the injury, the notice also indicates the CMERS increases will continue to increase 2 – 2.5% each of the next four years to top off at 21.79% in 2024.

There are other legislative proposals this session that may result in additional unfunded mandates that will require significant resources currently not available.

The Town of Westport's current FY 2019 Health Assessment is \$574,411. An increase of 0.09% or \$5,500 to \$579,911 is requested to offset the increased insurance and CMERS increases.

Thank you for your consideration.

Mark A.R. Cooper, Director of Health

Westport Weston Health District

180 Bayberry Lane Westport, Connecticut, 06880-2855 Tel. 203.227.9571

Westport Weston Health District
 FY20 Budget
 Preliminary Draft Of Town Assessments

Revenues	FY 19 Approved Amounts	FY 20 Proposed Amounts	% Change FY19 to FY20
Towns			
Weston	\$223,370	\$225,520	+.09% (+2,150)
Westport	\$574,411	\$579,911	+.09% (+5,500)
Totals	\$797,781	\$805,431	

Proposed preliminary town assessments contingent upon minimal Health Insurance increase and no additional general insurance surprises. Awaiting final estimates from Westport and insurance carriers.



Westport Board of Finance FY20 Budget Meeting

February 14, 2019

Westport Transit District services

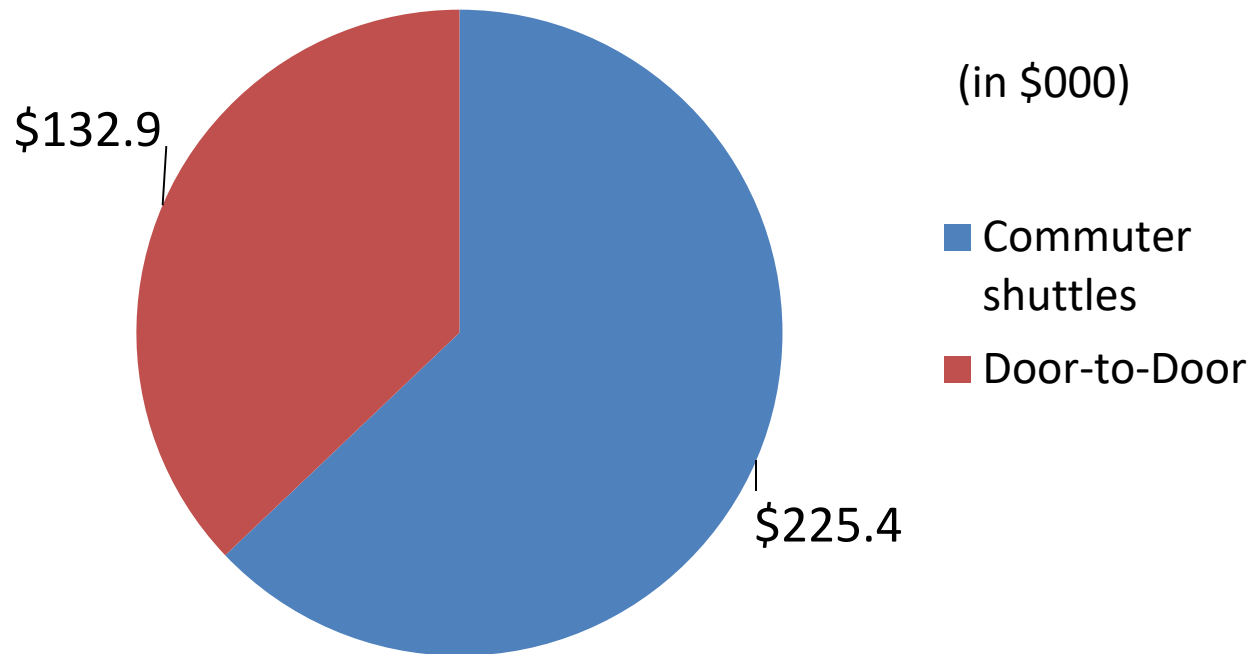
- Commuter shuttles to and from Saugatuck and Greens Farms train stations
- Door-to-Door transportation for seniors and residents with disabilities “within Westport”
- Door-to-Door transportation for residents with disabilities between Westport and Fairfield County communities to our west (“Town-to-Town”)
- Services are provided under subcontract arrangement with Norwalk Transit, which supports the WTD in a number of ways.
 - The WTD determines scope of operations after considering input of elected officials and the public, oversees arrangements with Norwalk Transit and manages activities such as marketing and budgeting.

Commuter shuttle route structure



Westport Assistance to WTD – FY19 Budget

- The Town of Westport's FY19 budgeted assistance to the WTD is \$358,300, or 0.17% of its \$210 million annual budget.



Note: In addition, the WTD forecasts CT funding of \$562.4K and \$31.6K for the Commuter shuttles and Door-to-Door services, respectively.

Major initiatives

Commuter shuttle marketing program

- November 2016 WTD survey highlighted commuters' low familiarity with the commuter shuttles.
 - 42% of Westport's Metro-North train riders (other than shuttle riders) had no or only "slight familiarity" with the shuttle service.
- WTD recruited Rob Feakins, an award-winning advertising exec, to develop a new marketing campaign highlighting key benefits of taking the shuttles and the new myStop App. Westport RR Parking division has been assisting the WTD.
- Integrated campaign components:
 - Series of 8 email messages sent to RR parking permit holders, people on permit waiting list and Parks and Rec email lists

Commuter shuttle marketing program (cont'd)

- New billboards and posters installed at RR stations.
- “Take One” cards placed at train stations, Saugatuck coffee shops, library, Town Hall, real estate agencies and other locations.
- Worked with management of selected apartment buildings to place WTD Take One cards in prominent locations (e.g. 1177 Post Road E).
- Flashing banner ad placed on WestportNow for one month.
- Positive publicity about campaign launch in local media
- Campaign generated close to 1,000 additional visits to WTD website.
- The 2018 WTD survey shows an increase in commuter awareness and familiarity with the commuter shuttles.

Other Initiatives to enhance service / ridership

- Evaluating potential application of “microtransit” to Westport commuter transit.
 - Studying test of possible replacement of an evening shuttle route with Door-to-Door service from train station using App
 - Working with NTD to determine process and service parameters.
- Working with Human Services department to determine feasibility of possible “shopping bus” route developed by WTD.
- Addressing “last mile” transit needs of commuters into Westport:
 - Changed route of two S1 trips to accommodate employees of investment firm that moved to downtown location (and others).
 - Refined S1 evening schedule to better accommodate reverse commuters.

Other initiatives (cont'd)

- Discussed utilization of commuter shuttles with Property manager of Greens Farms Road office complex (required hours of service not compatible with nearby WTD route).
- Developing commuter shuttle email marketing campaign for in-town employees / employers to be delivered in coordination with Chamber of Commerce and Downtown Merchants.

Commuter shuttles

Evaluation of commuter shuttles

Excerpt from March 13, 2018 WTD Budget presentation to Board of Finance:

- In December 2016 Town-wide survey (1,500 respondents): 59% supported Town funding of shuttles and 29% opposed.
 - WTD will commission a new survey in the Fall to measure citizen opinions about shuttles based on 2018 facts.
- WTD plans to solicit input from RTM Transit Committee and the full RTM on future strategy for shuttles in November / December.

2018 Town-wide WTD survey

- As planned, in July 2018 the WTD engaged Beresford Research to do a new survey to ascertain current Westport resident perspectives about public transportation taking into account 2018 information. The survey objectives were:
 - Measure the perceived importance of WTD services to the community and attitudes about funding
 - Quantify the level of satisfaction with the commuter shuttle services
 - Measure awareness of the WTD services
 - Elicit citizen input on possible new services.
- The survey was in the field from 10/22/18 to 11/2/18. Participation was excellent: 1,704 responses (compared to 1,421 responses from Westport residents in 2016, out of 1,500 total).

Summary of 2018 WTD survey results

- Three-fifths of Westport residents (61%) “strongly” or “somewhat” agree that the commuter bus service should receive financial support from the Town of Westport, given current facts and circumstances (26% disagree).
 - Results virtually identical to the 2016 results, in which 59% agreed (29% disagreed).
- Should Connecticut’s fiscal challenges result in a \$100,000 reduction in state support of the bus system, 40% of residents believe that Westport should provide the additional funding, and another 24% would support a \$50,000 increase in Town funding. (There is no indication at this point that such a reduction would occur.)
- Commuter bus rider satisfaction is high (62% “strongly” satisfied and 30% “somewhat” satisfied), with reliability the most cited reason for high satisfaction.

Summary of 2018 WTD survey results (cont'd)

- Awareness and familiarity with the commuter bus service among train riders who don't take the bus ("Other train riders") increased over the last two years.
 - The proportion of Other train riders who are aware of the commuter bus service increased from 85% in 2016 to 93% in 2018.
 - The fraction of Other train riders who have "no" or "slight" familiarity with WTD's minibus system decreased from 41% in 2016 to 32% in 2018.
- Support for a possible "microtransit" group door-to-door service to and from the train station is mixed, with an equal number (39%) believing that the Town of Westport should and should not support such a service.
 - 16% of Other train riders are "considerably" or "extremely" interested in using a "microtransit" service.
 - Two-thirds of commuter bus riders (67%) prefer the existing fixed route service to the microtransit alternative.

December 3, 2018 RTM Committees meeting

- RTM Transit, Long-Range Planning and Finance Committees held a public meeting to discuss the commuter shuttles. Brian Stern and Nancie Dupier of the Board of Finance, Jim Marpe, First Selectman, and members of the public also participated.
- Peter Gold, Chair of RTM Transit Committee, reviewed the history of the WTD and noted that “the purpose of this meeting is to provide the BOF with a sense of what the three most relevant RTM committees feel about the continuation of the WTD commuter shuttles.”
- WTD gave a presentation about commuter shuttle operations.
- Beresford Research reviewed results of the 2018 WTD survey.

December 3 RTM Committees meeting (cont'd)

- There was a thorough discussion among the RTM members and BOF members present, the First Selectman and others about the benefits, challenges and opportunities of the shuttles.
- At end of the meeting, all the RTM members present gave their opinions about the shuttles. While there were concerns expressed about the viability of the WTD shuttles, particularly given its reliance on uncertain funding from the State, “the general consensus was one of strong support for the WTD’s commuter shuttles.” (quote from meeting minutes)
- Please refer to the minutes of the meeting for a more detailed summary of the discussion.

Key characteristics of commuter shuttles today

- WTD commuter shuttles are a Westport asset.
 - Provides Westport residents with convenient, dependable, cost-effective transportation to and from the train stations.
 - Helps new residents with transportation to the train station before they secure permits – supporting real estate market.
 - Transports employees from train station to their jobs in-town.
 - Reduces parking demand and congestion.
 - “Green” transportation
 - Differentiates Westport from other communities.
- Riders are very happy with the commuter shuttles.
 - 92% of riders said they are somewhat or strongly satisfied with the service in the WTD’s 2018 survey.

Key characteristics of commuter shuttles today

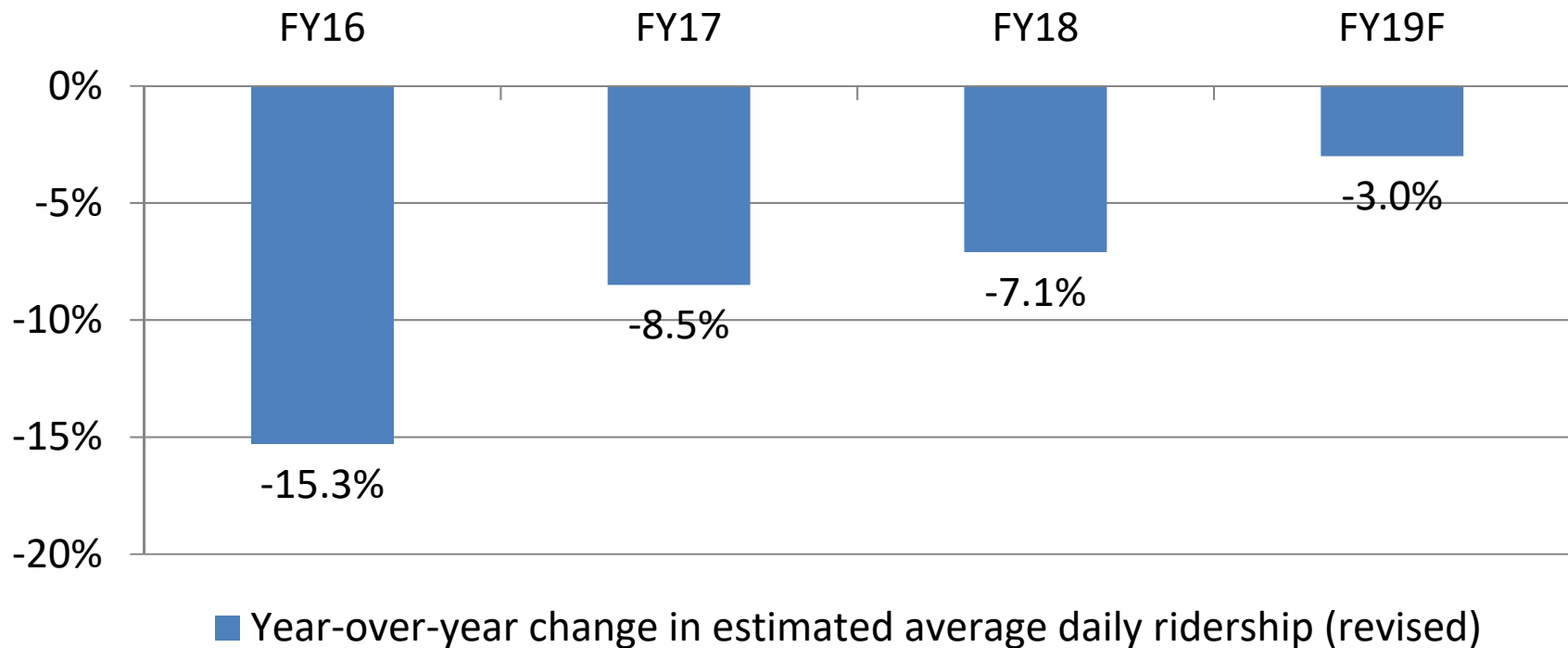
- Ridership has been negatively impacted in recent years by:
 - Increase in parking permits issued and reduction in waiting list – facilitating more commuter driving to station
 - Increase in Metro-North trip duration, making commuters less tolerant of (1) real or perceived longer trip time of shuttles vs. driving and/or (2) an additional mode of public transit
 - Increase in telecommuting
 - Until recently, lack of awareness-building marketing.
- Ridership has stabilized since early 2018.
- Due to low ridership, cost per passenger is high (about \$22/trip, of which about \$6 / trip is paid by Westport).

Commuter shuttle ridership

- Estimated 39,000 trips in FY18; Average of 155 one-way trips/day.
- There are typically about 100-110 riders on a peak day morning. Ridership is lower in evenings and on Fridays and holiday/vacation periods.
- WTD estimates there are 100-125 regular commuter shuttle users, with an estimated 20-25 of these reverse commuters. More people use the service occasionally.
- (Estimated ridership statistics are somewhat different than those included in some prior presentations due to new information.)

Annual shuttle ridership trends (% change)

- Ridership decreased by an estimated cumulative 28% from FY15 to FY18.
 - RR parking waiting list has decreased by 38% since FY15.



Funding of the Westport Transit District

FY19 Budget update

- Westport's FY19 contribution to the WTD is currently forecast to be about \$303K vs. \$358K Budget.
- CT funding for Shuttles and Door-to-Door was maintained.
 - WTD followed NTD in not implementing planned fare increase.
- Unusually low Door-to-Door ridership
 - FY18 and FY19F average of about 2,900 trips / year vs. FY15-17 average of 4,300
- FY19 Payroll and fuel expense are higher than Budget.
 - Adverse workers comp and FMLA experience

State funding of the WTD

- CT reimburses the WTD for 67% of shuttle operating costs, subject to a cap.
- Going into the last two budget cycles (FY18 and FY19), CT DOT indicated that funding for municipal-sponsored transit districts would be significantly reduced, which didn't occur.
 - DOT has also discussed implementing productivity standards for fixed route services, which could be problematic for the WTD shuttles.
- WTD has historically received \$31.6K in State funding for Door-to-Door services. There is no info yet on continuation of this program into FY20.
- FY20 WTD Budget assumes receipt of about \$575K in State funding for the commuter shuttles and \$31.6K for Door-to-Door services.
- Given CT fiscal challenges, State support continues to be an area of uncertainty and risk to the WTD, although recently passed Special Transportation Fund "lockbox" is a positive.

Key FY20 Budget Assumptions

- Revenues and cost structure based on existing services
 - WTD may make TBD changes to services.
- Commuter shuttle ridership unchanged from FY19 forecast. Door-to-Door ridership of 3,500 vs. estimated 2,900/year in FY18-19 and 4,300/year in FY15-17
- No increases to fares
- Payroll cost / hour + 2% vs. FY19F. Fuel, parts and supplies + 3% vs. FY19F. Budget includes an assumption for the increased costs associated with a new allocation system for Door-to-Door.
- State funding arrangements unchanged

Proposed FY20 Westport Assistance to WTD

(\$000)	<u>FY19</u>		Proposed <u>FY20 Budget</u>
	<u>Budget</u>	<u>2/19F</u>	
Shuttles	\$225.4	\$226.6	\$237.7
Door-to-Door	<u>132.9</u>	<u>76.2</u>	<u>117.3</u>
Total	\$358.3	\$302.8	\$355.0

Some WTD Next steps

- Continuing evaluation of productivity metrics, route structure, schedules and alternative service models
 - Possible TBD route and / or schedule changes
- Preparation for possible microtransit test
- Collaborate with Westport Human Services and other organizations to consider additional or alternative services to support Westport population.
- Expansion of shuttle marketing campaign to in-town employees / employers in coordination with Chamber of Commerce and Downtown Merchants.
- Refresh of shuttle marketing campaign toward outbound commuters (new messages focusing on mechanics of using the system; replacement of Saugatuck station house poster)

WESTPORT TRANSIT DISTRICT -- PROPOSED FY20 BUDGET
COMMUTER SHUTTLES

Exhibit 1

(\$000)	<u>FY19</u>			Proposed
	<u>FY18 Actual</u>	<u>Budget</u>	<u>2/19 Forecast</u>	<u>FY20 Budget</u>
Fares	\$75.1	\$82.1	\$65.5	\$65.5
CT Assistance (1)	<u>534.7</u>	<u>498.3</u>	<u>562.5</u>	<u>574.8</u>
Subtotal	609.8	580.4	628.0	640.3
Salary and fringe	641.0	646.3	679.6	693.2
Fuel, parts and supplies	157.0	139.5	160.0	164.8
Marketing and Other (2)	<u>20.0</u>	<u>20.0</u>	<u>15.0</u>	<u>20.0</u>
Total expenses	818.0	805.8	854.6	878.0
Westport Assistance for Shuttles	<u>\$208.2</u>	<u>\$225.4</u>	<u>\$226.6</u>	<u>\$237.7</u>

(1) FY19 Budget assumed a \$28.2 reduction in CT funding from existing arrangements. As it turned out, the full State funding was received for FY19. The FY20 Budget assumes a continuation of the current funding formulas. Should this level of funding not be received, the WTD would probably need a supplemental appropriation.

(2) Includes carryover

February 14, 2019

WESTPORT TRANSIT DISTRICT -- PROPOSED FY20 BUDGET
DOOR-TO-DOOR

Exhibit 2

(\$000)	<u>FY19</u>			Proposed
	<u>FY18 Actual</u>	<u>Budget</u>	<u>2/19 Forecast</u>	<u>FY20 Budget</u>
Fares	\$16.6	\$23.1	\$14.9	\$18.0
CT Assistance (1)	<u>31.6</u>	<u>31.6</u>	<u>31.6</u>	<u>31.6</u>
Total revenues	48.2	54.7	46.5	49.6
Salary and fringe	78.6	116.3	75.8	102.6
Fuel, parts and supplies	12.2	18.9	11.8	16.1
Purchased transportation	<u>34.9</u>	<u>52.4</u>	<u>35.2</u>	<u>48.1</u>
Total expenses	125.7	187.5	122.7	166.8
Westport Assistance for Door-to-Door	<u>\$77.5</u>	<u>\$132.9</u>	<u>\$76.2</u>	<u>\$117.3</u>
Note: Ridership	2,983	4,000	2,900	3,500

(1) The FY20 budget assumes receipt of the State Matching Grant. Since there isn't any information yet on the continuation of the program into FY20, such funding is uncertain. Should this funding not be received, the WTD would probably need a supplemental appropriation.

**WESTPORT TRANSIT DISTRICT -- PROPOSED FY20 BUDGET
CONSOLIDATED**

Exhibit 3

(\$000)	<u>FY19</u>			Proposed FY20 Budget
	<u>FY18 Actual</u>	<u>Budget</u>	<u>2/19 Forecast</u>	
Fares	\$91.7	\$105.2	\$80.4	\$83.5
CT Assistance (1)	<u>566.3</u>	<u>529.9</u>	<u>594.1</u>	<u>606.4</u>
Subtotal	658.0	635.1	674.5	689.8
Operating expenses	923.7	973.3	962.3	1,024.8
Marketing and Other (2)	<u>20.0</u>	<u>20.0</u>	<u>15.0</u>	<u>20.0</u>
Total expenses	943.7	993.3	977.3	1,044.8
Total Westport Assistance (1)	<u>\$285.7</u>	<u>\$358.3</u>	<u>\$302.8</u>	<u>\$355.0</u>
Shuttles	208.2	225.4	226.6	237.7
Door-to-Door	77.5	132.9	76.2	117.3

(1) The FY20 Budget assumes receipt of State funding for the Shuttle and Door-to-Door services based on the current arrangements. Should this funding not be received, the WTD would likely need a supplemental appropriation.

(2) Includes carryover

**REPORT OF THE JOINT MEETING OF THE
RTM TRANSIT, LONG-RANGE PLANNING, AND FINANCE COMMITTEES
ON THE
WESTPORT TRANSIT DISTRICT COMMUTER SHUTTLES**

The RTM Transit, Long-Range Planning, and Finance Committees met on December 3, 2018 at 7 PM in room 201/201A of Town Hall to discuss the Westport Transit District's commuter shuttles.

Transit Committee Members Present

Peter Gold, Chair

Jessica Bram

Charles Carey

Amy Kaplan

Lisa Parrelli Gray  

Jeff Wieser

Long-Range Planning Committee Members Present

Lisa Parrelli Gray, Chair

Arline Gertzoff

Peter Gold

Jack Klinge

Matt Mandell

Kristin Purcell

Finance Committee Members Present

Jeff Wieser, Chair

Greg Kraut

Christine Meiers Schatz

Lauren Soloff

Board of Finance Members Present

Brian Stern, Chair

Nancie Dupier

Westport Transit District Members Present

Patsy Cimarosa, Director

Marty Fox, Director

Town Elected and Appointed Officials and Employees Present

Jim Marpe, First Selectman

Deputy Police Chief Sam Arciola
Jim Ross, Chair, Commission on People With Disabilities, former Chair, Citizen's Transit Committee

Members of the Public Present

Jennifer Johnson, former Director, Westport Transit District
Sal Liccione
Pravid Mahesh

Background

The Westport Transit District (WTD) was created by the RTM in 1968 for the purpose of providing public transportation in Westport. It grew to a peak ridership of 700,000 in 1977, receiving national recognition as a leader in providing transportation services in a suburban community. In 1992, following multiple years of Federal funding cutbacks, an aging bus fleet and Town space and budget constraints, the operation of the WTD's services was subcontracted to the Norwalk Transit District. Today, the WTD continues to oversee the shuttle services provided in Westport by the Norwalk Transit District.

For many years a number of Board of Finance (BOF) members have been concerned about the amount of the Town's subsidy of the WTD commuter shuttles relative to the commuter shuttle's small number of riders and declining ridership. In addition, some BOF members thought there may be less expensive transportation alternatives.

These concerns led the BOF to cut \$37,714 budgeted for marketing and planning from the WTD FY 2015-2016 budget. The RTM unanimously restored these funds by a vote of 34 to 0. This was the last time the RTM as a whole had any substantive discussion on the WTD.

Door-to-door services for the elderly and persons with disabilities provided by the WTD were not an issue then and are not an issue today.

Since 2015, the BOF has been supportive of the WTD and approved the WTD budgets but has continued to express concern regarding the cost of the commuter shuttles.

The BOF sees its role as the overseer of the Town's finances, not a policy making body. As part of the FY 2018-19 budget process, the BOF and WTD Directors discussed asking the RTM, as the elected body most representative of the Town's citizens, to provide its guidance on the future of the WTD commuter shuttles.

The purpose of this meeting was to provide the BOF with a sense of what the three most relevant RTM committees feel about the continuation of the WTD commuter shuttles.

Marty Fox, a Director of the WTC presented the attached report summarizing the WTD's commuter shuttle operations. This was followed by a presentation by Julian Beresford of Beresford Research highlighting the most important points from the recent Town-wide survey of Westport residents commissioned by the WTD. A complete copy of the survey report was distributed at the meeting and is attached though not all slides in that report were presented at the meeting. The RTM and BOF members present asked numerous questions and offered comments throughout both presentations.

First Selectman Jim Marpe said the commuter shuttles are part of the Westport “brand” and help distinguish us from other towns when competing for businesses and new residents. He commented that the relatively small cost for Westport’s share of the commuter shuttles is essentially an investment in marketing in addition to providing support of the transportation services provided to Westport residents by the shuttles.

While no vote was taken, at the end of the meeting each RTM member expressed his or her feelings about the commuter shuttles. While there was some concern about the viability of the WTD given its reliance on uncertain funding from the State and a favorable arrangement with the Norwalk Transit District, the general consensus was one of strong support for the WTD’s commuter shuttles. The main points made by the various RTM members are summarized below in no particular order. Several of the points were made by several different people.

- The commuter shuttle business model is a failed model since it depends to a very large extent on an uncertain state subsidy and a favorable arrangement with Norwalk Transit, both of which could end at any time.
- The money Westport spends on the commuter shuttles could be put to better use providing door-to-door services for the elderly and persons with disabilities.
- The commuter shuttles are part of what Westport should be and reflect our values; they encourage diversity and permit middle class families to live here.
- Southwest Connecticut has some of the worst air quality in the nation. The commuter shuttles help reduce air pollution and, therefore, are less at risk of losing state funding than might otherwise be the case.
- Surplus funds in the Railroad Parking account can be used to help reduce the amount Westport pays for the shuttles. However, future capital projects at the train station may use up some or all of the surplus.
- The commuter shuttles are not the sole answer to the town’s traffic and congestion problems and parking problems at the train stations, but they are part of the solution.
- Ending the shuttles would result in the probable permanent loss of state funding. We should continue the shuttles to keep the state funding but evolve the system to make it better serve Westport’s needs.
- The commuter shuttles are valuable and should be expanded. If we lose them now we will never get them back.
- The commuter shuttles are useful because they permit people to move to town and commute while waiting for a railroad parking permit.
- The shuttles should be expanded; too many people take Uber.
- While the total cost of a shuttle ride is high, Westport’s subsidy per ride is only a fraction of the total cost per ride because the majority of the cost is paid by CT DOT and passenger fares.
- The shuttles are the right thing to do from an environmental perspective. “Green” concerns are important.
- The focus should be on the infinitesimal portion of the town budget for the commuter shuttles, not the cost per ride. The bus service is great; investing in the buses is the best marketing we can do.
- The shuttles are part of the Westport “brand” and are one of the special things that make Westport Westport.
- The more you cut service, the more riders you lose. The WTD ‘s shuttles are a victim of the “starve the beast syndrome.”
- Many people in town other than the elderly or persons with disabilities rely on the WTD as their main means of transportation.
- We need to support public transportation.
- The WTD should do additional marketing of its services; many people still have problems getting information on fares, routes and schedules. More marketing of the services should bring in more riders.
- Marketing won’t increase ridership—as a community we like to drive and this will probably not change. Despite this, the shuttles should be continued, at least with respect to the routes that are “useful”.
- It is foolish for the town to turn down state funding for the shuttles for as long as the funding lasts.

- The WTD commuter shuttles are a valuable service for the community, we should “double down” on it.
- The shuttles don’t reduce congestion. Most of the traffic in town is east-west traffic and the shuttle routes run north-south.
- Congestion is due to Waze routing drivers through local streets, it’s not due to commuters.
- The shuttles are necessary to have, especially for reverse commuters.
- The WTD’s services should be expanded; they should not be expected to be fully self-supporting or to make a profit. It would be worth taking a loss as a business model.
- Shuttle hours and routes have to change and it has to be easier for riders to pay for the shuttle. The shuttles could be a good service but they have to be made as easy to use and as convenient as Uber or else they will fail.
- There is a need for service on week-ends as well as during the week.

After listening to the discussion among the RTM members, the Board of Finance members in attendance made the following points:

- There should be some way to use technology to provide the same service as the shuttles and get commuters to the train more effectively and more efficiently; State funding won’t last forever.
- The WTD’s focus should be on services for the elderly. Demographics favor this as the town’s population is getting older.
- The shuttles are good for the Westport “brand, yet the service is not sustainable, even if ridership doubled.
- Creative solutions are needed because State funding will probably go away in the future and the favorable arrangement with the Norwalk Transit District could end at some point.

Submitted December 3, 2018 by

Peter Gold
Chair, RTM Transit Committee
December 3, 2018

Lisa Parrelli Gray
Chair, RTM Long-Range Planning Committee