

**SPECIAL NOTICE ABOUT PROCEDURES FOR THIS ELECTRONIC MEETING - REVISED**

Pursuant to the Governor's Executive Order No. 7B, this meeting will be held remotely without in-person public access but will be live streamed on the Town Website [westportct.gov](http://westportct.gov) (on the website, select the "How Do I" heading, and select "Watch Town Meetings") and shown on Optimum Government Access Channel 79 and Frontier Channel 6020. Comments to be read during the public comment period may be emailed to [BOFcomments@westportct.gov](mailto:BOFcomments@westportct.gov). We will use our best efforts to read public comments if they are received during the public comment period and if they state your full name and address. Meeting material will be available at [westportct.gov](http://westportct.gov) along with the meeting notice posted on the Meeting List & Calendar page.

Public Budget Hearings will be held by the Board of Finance beginning at 7:30 PM each night on TUESDAY, MARCH 9, 2021 (Selectman's Budget), WEDNESDAY, MARCH 10, 2021 (if needed), and THURSDAY, MARCH 11, 2021 (Board of Education Budget Presented by Superintendent Thomas Scarice and BOE Chair Candice Savin), to review the 2021-22 Budget requests of the Town of Westport.

The following is a summary of the Budget requests as presented to the Board of Finance.  
(A complete copy of the Budget is on file in the Town Clerk's office and online [www.westportct.gov](http://www.westportct.gov) under the Finance

**TOWN OF WESTPORT REQUESTED BUDGET FOR THE 2021-22 FISCAL YEAR:**

	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Requested
<b>GENERAL FUND:</b>				
<b>Revenues</b>				
Current Taxes	189,288,801	188,040,333	188,040,333	TBD
Prior Taxes	2,034,582	2,000,000	3,000,000	2,000,000
Education	945,743	1,231,430	1,101,430	1,023,932
Parks & Recreation	4,304,407	6,027,293	6,027,293	6,168,784
Other	12,217,860	10,740,772	9,428,672	10,097,612
Transfers	908,000	208,000	208,000	508,000
<b>Total Revenues:</b>	<b>209,699,393</b>	<b>208,247,828</b>	<b>207,805,728</b>	<b>19,798,328</b>
<b>Expenditures</b>				
01 General Government	6,592,298	6,653,054	6,720,943	6,752,644
02 Public Safety	21,779,223	22,448,674	22,672,603	23,035,177
03 Public Works	9,678,666	11,559,196	11,578,740	11,842,280
05 Human Services	1,272,278	1,399,701	1,422,235	1,404,362
08 Parks & Recreation	5,573,229	6,478,298	6,492,474	6,745,411
09 Pension,OPEB,Insurance & Misc.	18,766,587	20,308,795	20,174,806	20,989,708
10 Debt Service	4,506,975	4,009,426	4,009,426	3,966,245
11 Transfers to Other Funds	1,384,945	2,368,165	2,368,165	2,368,165
Special Appropriations	0	0	0	0
<b>Town Totals:</b>	<b>69,554,201</b>	<b>75,225,309</b>	<b>75,439,392</b>	<b>77,103,992</b>
<b>Board of Education Expenditures</b>				
650 Board of Education	115,906,775	121,936,487	121,936,487	126,942,298
650 BOE Program Expenses	101,734	283,352	283,352	225,854
651 BOE Rental/Reimbursements	100,352	0	0	0
652 Aid to Pvt/Parochial Schools	393,800	484,679	484,679	507,569
654 BOE Debt Service	8,801,108	8,725,430	8,725,430	9,076,758
656 Transfer to Capital Nonrecurring Fund	1,182,505	0	0	0
<b>Total Education</b>	<b>126,486,273</b>	<b>131,429,948</b>	<b>131,429,948</b>	<b>136,752,479</b>
04 Health	583,611	590,811	590,811	590,811
07 Library	4,985,375	5,111,360	5,111,360	5,090,148
907 Earthplace	95,000	95,000	95,000	105,000
915 Westport Transit District	303,901	320,400	320,400	342,000
<b>Total General Fund Expenditures:</b>	<b>202,008,361</b>	<b>212,772,828</b>	<b>212,986,911</b>	<b>219,984,430</b>
<b>RAILROAD PARKING FUND:</b>				
<b>Revenues</b>				
Parking Permits	1,508,358	1,430,000	1,200,000	1,400,000
Daily Parking	489,847	425,000	75,000	375,000
Rent & Miscellaneous	88,635	95,000	85,000	105,000
Interest Income	27,779	40,000	5,000	6,101
<b>Total Revenues:</b>	<b>2,114,619</b>	<b>1,990,000</b>	<b>1,365,000</b>	<b>1,886,101</b>
<b>Expenditures</b>				
219 Railroad Parking	1,782,990	1,946,441	1,948,107	1,886,101
<b>WAKEMAN FARM FUND:</b>				
<b>Revenues</b>				
Wakeman Farm Revenues	258,973	353,000	353,000	392,875
<b>Expenditures</b>				
215 Wakeman Farm	296,986	352,023	352,023	391,395
<b>SEWER FUND:</b>				
<b>Revenues</b>				
Assessments	907,512	980,000	980,000	990,000
Use Charges	3,228,099	3,250,000	3,250,000	3,200,000
Carrying Charges	294,047	325,000	325,000	300,000
Other	295,383	256,056	256,056	233,694
Transfer From Other Funds	368,165	368,165	368,165	368,165
<b>Total Revenues:</b>	<b>5,093,206</b>	<b>5,179,221</b>	<b>5,179,221</b>	<b>5,091,859</b>
<b>Expenditures</b>				
03 Sewage Treatment/Collection	1,728,629	1,985,074	1,990,414	2,145,915
09 Miscellaneous	406,560	483,565	483,565	422,640
10 Debt Service	2,724,889	2,710,582	2,710,582	2,523,304
<b>Total Expenditures:</b>	<b>4,860,078</b>	<b>5,179,221</b>	<b>5,184,561</b>	<b>5,091,859</b>

Brian Stern, Board of Finance Chair



# Westport Board of Finance FY22 Budget Meeting March 9, 2021



# Why We Are Here

## WTD Services are a Public Service and a Westport Asset

- The WTD should be treated as a public service, not as a business. Public transit is heavily subsidized in almost all cases.
- The 2017 Town Plan of Conservation and Development said:

“Westport should strive to preserve the service provided by the [WTD] for those who need it, those who use it because of the convenience it provides, and *for those who like to know the service is available for the situations where they may need it.*” (italics added)

# Why We Are Here

## WTD Services are Desired and Appreciated by Westporters

- As part of the FY20 budget process, numerous Westport residents and organizations expressed support for the commuter shuttle funding. These organizations and individuals included:
  - Commission on People with Disabilities
  - Downtown Merchants Association
  - Downtown Plan Implementation Committee
  - Individual commuters and non-commuters
  - Sustainable Westport
  - Save Westport Now
  - Coalition for Westport
  - Realtors
- Two Town-wide surveys found overwhelming support for the commuter shuttle service.
- Each of the three times the WTD came to the RTM to restore BOF budget cuts (May of 2013, 2015, and 2019), the RTM overwhelmingly restored the funds.

# Wheels2U Westport

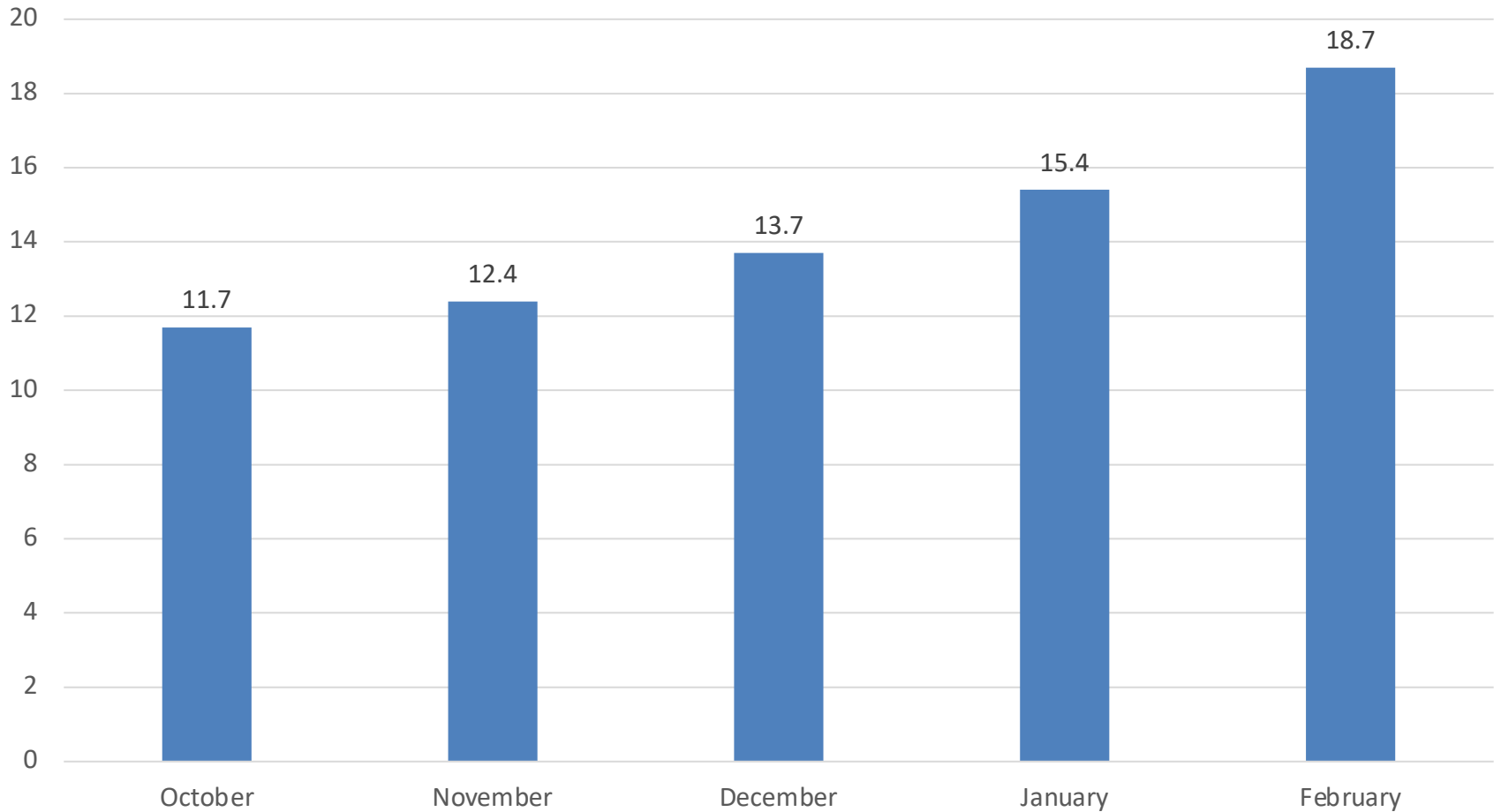
The New Microtransit Operating Model

[Wheels2UWestport.com](http://Wheels2UWestport.com)

# Wheels2U Westport—Financial Benefits

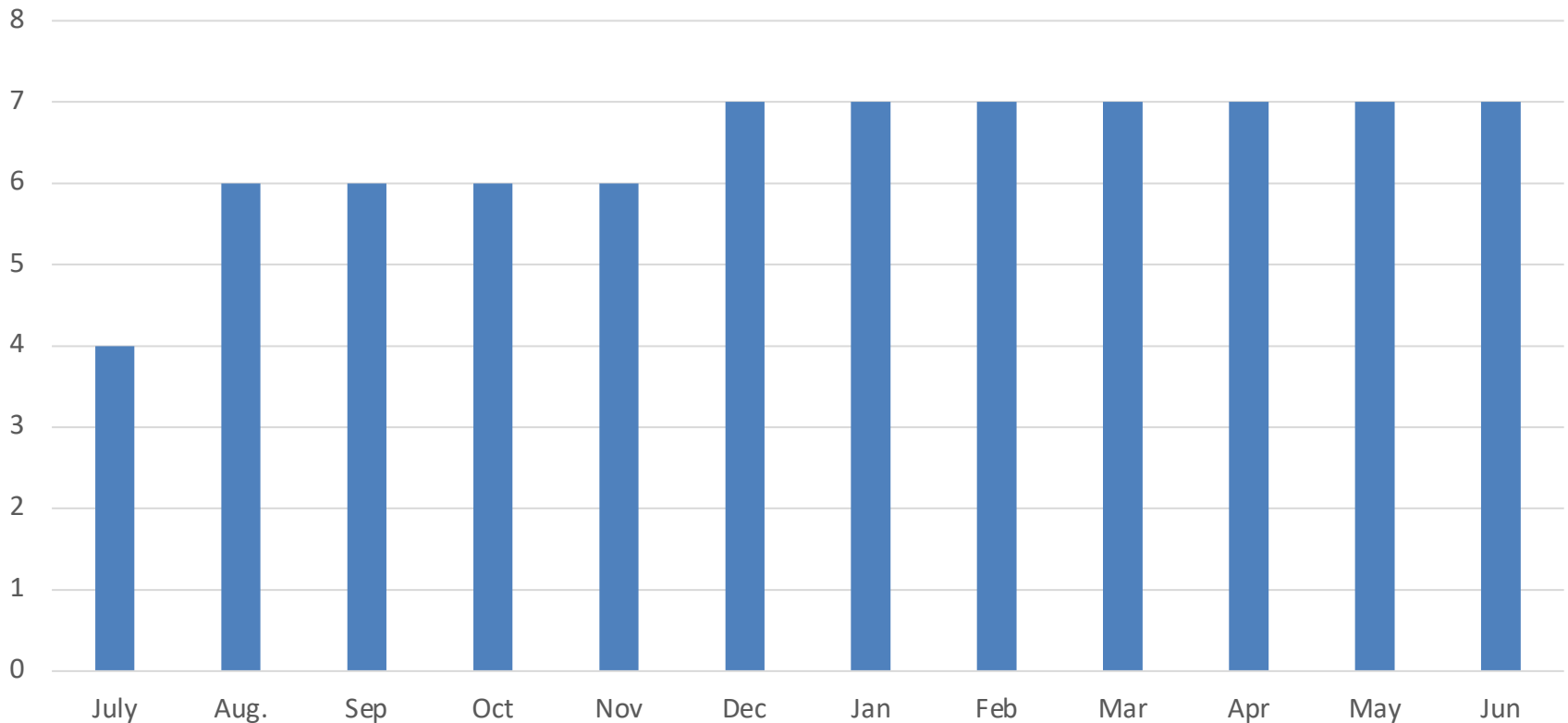
- Conversion of fixed cost structure to semi-fixed cost structure provides an opportunity to more closely match resources with demand and likely increase efficiency.
  - Number of vehicles employed can be scaled up or down three times / year to match demand and control costs.
  - Vehicles travel only where commuters need to go.
    - Lowers the miles traveled, fuel consumption, and cost / trip.
    - Makes the service “greener” with a lower carbon footprint.

# Wheels2U Westport Average Daily Ridership



# Wheels2U Westport

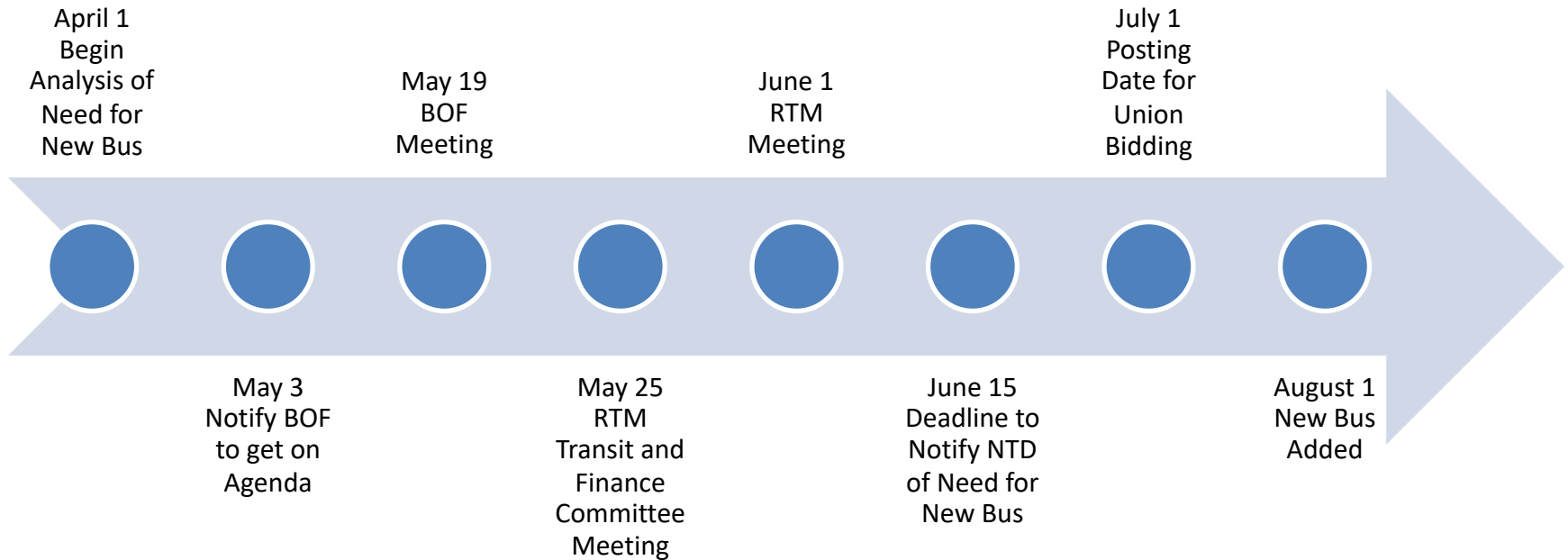
## Maximum Number of Buses Budgeted for FY22



- Assumes ramp up in line with assumed resumption in commuting.
- Average number of buses used is lower than shown above as WTD schedules fewer buses in non-peak periods (e.g., after 8 AM). Usage will be adjusted based on commuting patterns.



# August 1<sup>st</sup> Ramp-Up Timeline Using Supplemental Appropriations



Total elapsed time based on current BOF and RTM meeting schedules: 4 months

# Wheels2U Westport – User Benefits

- Door-to-train platform service eliminates walk from home to old fixed route and from remote parking lots to train platform.
- Greater geographic coverage; Wheels2U shuttles are convenient to more residents, increasing ridership potential.
  - Top Reverse Commuting Destinations
    - Parking Harding Plaza
    - 597 PRE (Westport Apartments)
    - 8 Wright Street
    - Private Home Marion Road
    - Westport Library
    - Mutual Security Credit Union
    - 301 Riverside Ave.
    - Private Home Kings Highway South
- Coverage of more trains during peak commuting hours makes the service more attractive.
  - Previous fixed route service did not meet every train due to resource constraints.

# Wheels2U Westport—User Benefits

- Shorter trips for some commuters addresses a complaint about fixed route system and improves service. Wheels2U shuttles don't need to travel around an entire circular fixed route.
- Increased efficiency of Wheels2U Westport model may enable the WTD to invest in enhancements such as:
  - Possible restoration of after school service.
  - Future extension of evening hours making the service more attractive to commuters who sometimes work later than current operating hours.
  - Expanding the service area to parts of Westport not currently included (e.g., Saugatuck Shores area).
- Step towards possible on-demand door-to-door service for seniors and residents with a disability (vs. current process of arranging ride prior day).

# Wheels2U Westport — Town Benefits

- Shuttles help reduce congestion and parking demand.
- Shuttles help improve environment, especially with future conversion to electric vehicles, help meet Town goals of Net Zero 2050, and are a long-term foundation for “Green” transportation.
- Shuttles support and attract new residents to Town who don’t have a car or who prefer a public transit alternative (e.g., millennials, young families, affordable housing).
  - Shuttles enable residents to not purchase second car for commuting.
  - Shuttles are a motivating factor for many families in choosing Westport and/or their particular residence.
- Shuttles support Westport businesses and economic development by providing cost effective link between train stations, employers and downtown.

# Wheels2U Westport — Town Benefits

- Shuttles differentiate Westport from other towns, supporting the real estate market and enhancing the “Westport brand.”
- Shuttles reduce need for additional parking at train stations (e.g., proposed new lots at Greens Farms), reducing capital and on-going maintenance costs.

# Wheels2U Westport — Opportunities

- Take advantage of flexibility afforded by Wheels2U operating model to adjust service to demand and reduce costs and/or expand services.
- Build off strong Wheels2U start during the pandemic. Wheels2U ridership is currently about 14% of pre-pandemic commuter shuttle level while Metro-North ridership is only about 6.5% of pre-pandemic level.
- Build on high commuter satisfaction with Wheels2U Westport; service consistently gets five star ratings.

# Leverage Wheels2U Westport

- Long interruption in commuting during the pandemic provides opportunity to change commuter behavior away from driving to station.
- Can help meet new and emerging Town needs for transportation.
  - Teens and youth (Westport Youth Commission survey)
  - Seniors
  - Underserved populations
  - Increased use by workforce and reverse commuters
  - Transportation to vaccine distribution clinics
  - Discussions with other Town bodies and organizations regarding transportation needs such as:
    - Human Services Department
    - Homes With Hope
    - Team Westport
    - Downtown Merchants Assn.
    - Westport Housing Authority
    - Parks and Recreation Department
    - Gillespie Shelter
    - Other social service organizations
    - Chamber of Commerce
    - Senior/assisted living facilities

## Ultimate Goal

Integrate WTD's Wheels2U and door-to-door services into the Town's overall strategy for traffic, parking, bicycles, and pedestrians to help meet the Town's transportation goals and needs.



# Wheels2U Measures of Success

- Short-Term
  - Quarterly Wheels2U ridership growth.
  - Continued high level of user satisfaction based on app ratings.
- Intermediate-Term (Metro-North ridership at 80% of pre-pandemic level based on FY19 ridership, last full fiscal year before Covid)
  - Quarterly Wheels2U ridership at least equal to commuter shuttle ridership level in FY19 (the last full fiscal year before COVID), as adjusted for Metro-North ridership change.
  - High level of user satisfaction and Town support as measured by on-line survey, comparable to support in 2018 Town-wide survey.
- Long-Term
  - Leveraging Wheels2U to provide services in addition to commuter shuttle.
  - Cost per ride materially lower than cost for fixed route service, adjusted for inflation.
- Open to other suggestions from the Board of Finance.

# Proposed FY22 Budget

# FY22 Budget Background

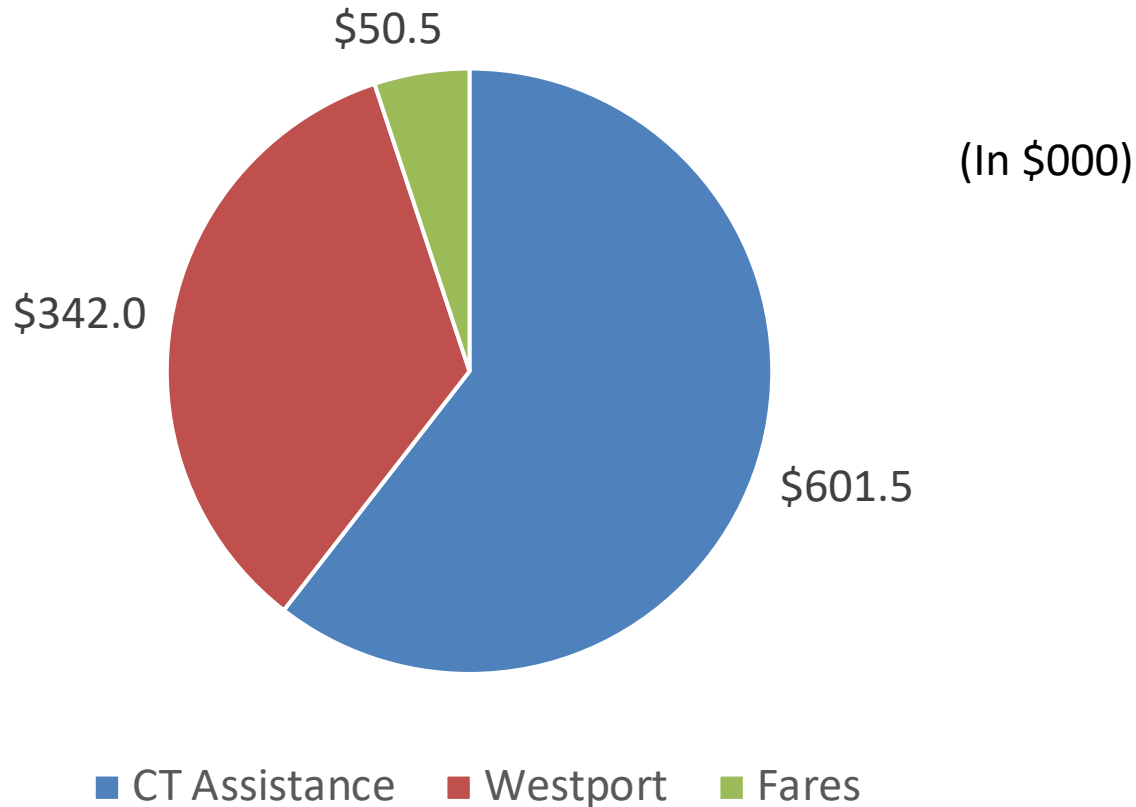
- Commuter shuttle revenues and cost structure based on new Wheels2U Westport microtransit operating model (in place only four months to date).
- Pandemic makes forecasting difficult.
  - Metro-North boardings at Saugatuck during AM service period reduced to about 6.5% of approximately 1,760 per day pre-pandemic level.
  - Commuter shuttle ridership is about 14% of pre-pandemic levels.
  - Wheels2U ridership has been increasing each month since October 12 launch notwithstanding more difficult pandemic conditions and reduction in Metro-North ridership.
  - Door-to-door ridership decreased as people shelter in place and postpone doctor appointments.
  - Timing of ramp up of commuting and door-to-door service is uncertain.

# Key FY 22 Budget Assumptions

- Commuter shuttle ridership of about 21,000 / year, slightly more than half of pre-pandemic level. Door-to-door ridership of 1,958, equal to FY20.
- Single ride fare increased from \$1.75 to \$2.00. Uniticket price assumed to be unchanged. Fare revenue increase will lag cost structure increase due to need to have resources in place to meet possible demand.
- Payroll costs (including benefits) / hour + 2.2% (forecast includes 8% for medical costs and 5% increase in workers' compensation). Fuel, parts and supplies, and overhead +2%.
- Cost inflation offset by reduced fuel use and maintenance expense due to change to microtransit.
- State funding formula remains unchanged.

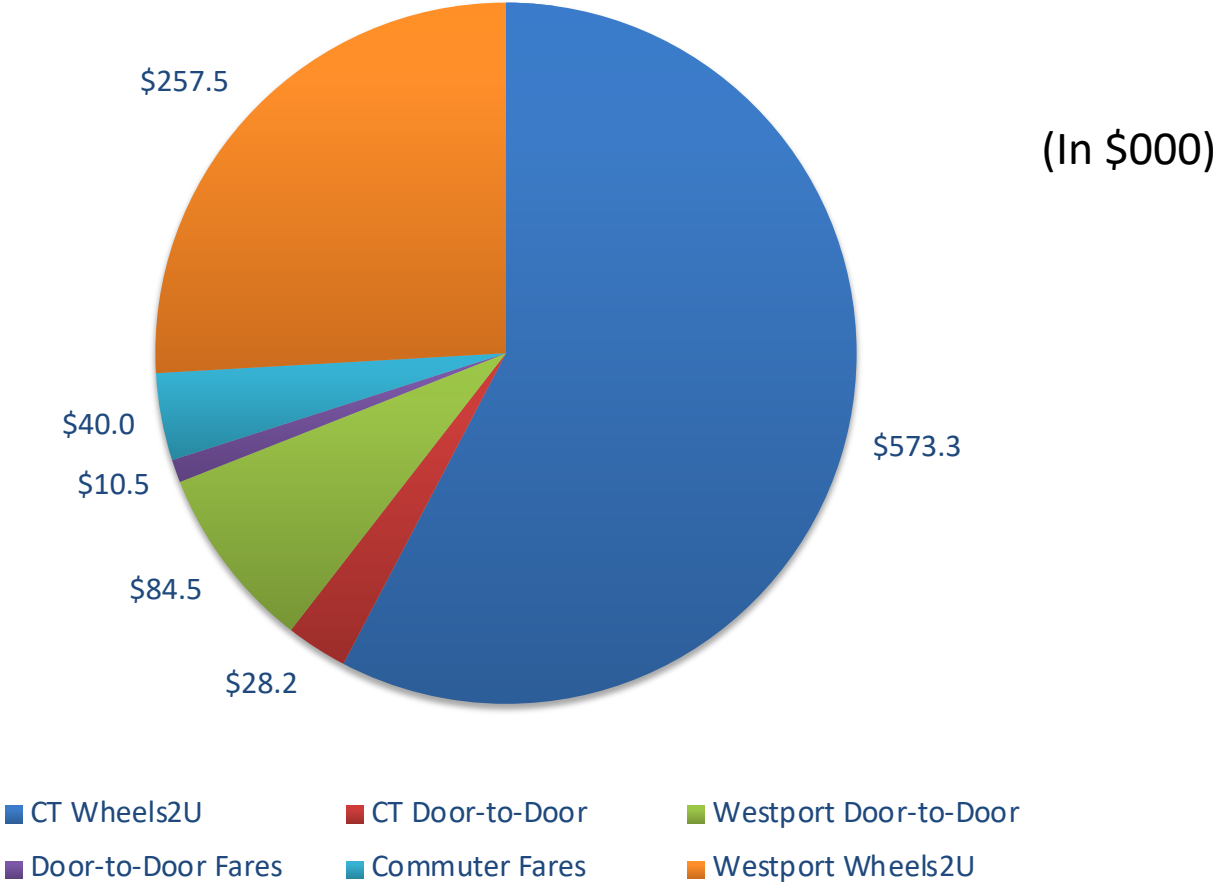
# Westport Assistance to WTD – FY22 Budget

Westport's FY22 requested assistance to the WTD is \$342,000.



Total Town funding for the WTD is only 16/100<sup>th</sup> of 1% (.16%) of the total proposed budget for the Town and the Board of Education.

# FY22 Budget Funding by Service and Source



CT Funding is \$573,300 (65.8%) of the Wheels2U commuter shuttle budget and \$28,200 (22.9%) of the door-to-door service budget.

# Proposed FY22 Westport Assistance to WTD

(\$000)	<u>FY21*</u>		<u>Proposed FY22 Budget</u>
	<u>Budget</u>	<u>2/21F</u>	
Shuttles	\$225.9	\$151.6	\$257.5
Door-to-Door	<u>\$94.5</u>	<u>\$86.3</u>	<u>\$84.5</u>
Total	\$320.4	\$237.9	\$342.0

\*WTD's proposed FY21 budget was \$359.0.

**WESTPORT TRANSIT DISTRICT -- PROPOSED FY21 BUDGET  
CONSOLIDATED<sup>1</sup>**

**Exhibit 1**

(\$000)	FY21			
	<u>FY20 Actual</u>	<u>Approved Budget</u>	<u>2/21 Forecast</u>	<u>Proposed FY22 Budget</u>
Fares	\$61.0	\$83.5	\$12.0	\$50.5
cT Assistance <sup>2</sup>	<u>583.5</u>	<u>581.4</u>	<u>310.2</u>	<u>601.5</u>
<b>Subtotal</b>	<b>644.5</b>	<b>664.9</b>	<b>322.2</b>	<b>652.0</b>
Operating expenses <sup>3</sup>	935.6	965.3	540.0	978.9
Marketing and Other	<u>20.0</u>	<u>20.0</u>	<u>20.0</u>	<u>15.0</u>
<b>Total expenses</b>	<b>955.6</b>	<b>985.3</b>	<b>560.0</b>	<b>993.9</b>
<b>Total Westport Assistance<sup>4</sup></b>	<b><u>\$311.1</u></b>	<b><u>\$320.4</u></b>	<b><u>\$237.9</u></b>	<b><u>\$342.0</u></b>
Shuttles	238.2	225.9	151.6	257.5
Door-to-Door	72.9	94.5	86.3	84.5

<sup>1</sup> FY20 and FY21 operations and results were / are significantly affected by COVID-19.

<sup>2</sup> The FY22 Budget assumes receipt of State funding for Wheels 2U commuter shuttles and door-to-door services based on the current arrangements.

<sup>3</sup> Other Operating Expenses in FY20 results, FY21 forecast and Proposed FY22 Budget include an allocation of certain Norwalk Transit fixed costs not included in the WTD FY21 Budget or previously allocated to the WTD.

<sup>4</sup> WTD Proposed FY21 Budget was \$359.0, comprised of \$253.1 for commuter shuttles and \$105.9 for door-to-door services.



**WESTPORT TRANSIT DISTRICT -- PROPOSED FY22 BUDGET**  
**COMMUTER SHUTTLES**

**Exhibit 2**

	<u>FY20 Actual</u>	<u>FY21</u>		<u>Proposed FY22 Budget</u>
		<u>Approved Budget</u>	<u>2/21 Forecast</u>	
Fares	\$52.8	\$69.0	\$7.0	\$40.0
CT Assistance	<u>550.2</u>	<u>558.2</u>	<u>281.4</u>	<u>573.3</u>
<b>Subtotal</b>	<b>602.9</b>	<b>627.2</b>	<b>288.4</b>	<b>613.3</b>
Salary and fringe	584.2	658.8	350.0	608.8
Other Operating Expenses	236.9	174.3	70.0	246.9
Marketing and Other <sup>1</sup>	<u>20.0</u>	<u>20.0</u>	<u>20.0</u>	<u>15.0</u>
<b>Total expenses</b>	<b>841.1</b>	<b>853.1</b>	<b>440.0</b>	<b>870.7</b>
<b>Westport Assistance for Shuttles <sup>2</sup></b>	<b><u>\$238.2</u></b>	<b><u>\$225.9</u></b>	<b><u>\$151.6</u></b>	<b><u>\$257.5</u></b>

<sup>1</sup> FY20 Actual and FY21 Forecast includes carryover.

<sup>2</sup> The \$38.6 difference between the Proposed FY21 Budget of \$359.0 and the Approved Budget of \$320.4 was allocated between Shuttles and Door-to-Door on a pro rata basis, with the resultant \$27.2 net reduction to the Proposed FY21 Shuttle budget of \$253.1 reflected in Salary and fringe and CT Assistance.

See the Consolidated Budget in Exhibit 1 for additional footnotes

**WESTPORT TRANSIT DISTRICT -- PROPOSED FY22 BUDGET**  
**DOOR-TO-DOOR**

**Exhibit 3**

(\$000)	FY21			
	<u>FY20 Actual</u>	<u>Approved Budget</u>	<u>2/21 Forecast</u>	<u>Proposed FY22 Budget</u>
Fares	\$8.2	\$14.5	\$5.0	\$10.5
CT Assistance	<u>33.4</u>	<u>23.2</u>	<u>28.8</u>	<u>28.2</u>
<b>Total revenues</b>	<b>41.6</b>	<b>37.7</b>	<b>33.8</b>	<b>38.7</b>
Salary and fringe	73.8	91.0	85.0	79.4
Other Operating Expenses	20.2	11.3	22.0	21.7
Purchased transportation	<u>20.5</u>	<u>29.9</u>	<u>13.0</u>	<u>22.1</u>
<b>Total expenses</b>	<b>114.5</b>	<b>132.2</b>	<b>120.0</b>	<b>123.2</b>
<b>Westport Assistance for Door-to-Door <sup>1</sup></b>	<b><u>\$72.9</u></b>	<b><u>\$94.5</u></b>	<b><u>\$86.3</u></b>	<b><u>\$84.5</u></b>
Note: Ridership	1,958	2,850	1,400	1,958

<sup>1</sup> The \$38.6 difference between the Proposed FY21 budget of \$359.0 and the Approved Budget of \$320.4 was allocated between Shuttles and Door-to-Door on a pro rata basis, with the resultant \$11.4 net reduction to the Proposed FY21 Door-to-Door Budget of \$105.9 made by reducing assumed ridership.

See the Consolidated Budget in Exhibit 1 for additional footnotes

February 26, 2021

**WESTPORT TRANSIT DISTRICT**  
**SENSITIVITY ANALYSIS FOR FY22 WHEELS2U VEHICLE DEPLOYMENT**

**Exhibit 4**

(\$000)	<b><u>4 buses at peak</u></b>		<b><u>5 buses at peak</u></b>		<b><u>Proposed FY22 Budget Avg of 6.4 buses at peak</u></b>	
	<b><u>Wheels2U</u></b>	<b><u>Total</u></b>	<b><u>Wheels2U</u></b>	<b><u>Total</u></b>	<b><u>Wheels2U</u></b>	<b><u>Total</u></b>
Fares	\$22.9	\$33.4	\$30.5	\$41.0	\$40.0	\$50.5
CT Assistance	<u>410.0</u>	<u>438.1</u>	<u>478.5</u>	<u>506.7</u>	<u>573.3</u>	<u>601.5</u>
<b>Subtotal</b>	<b>432.8</b>	<b>471.5</b>	<b>509.0</b>	<b>547.7</b>	<b>613.3</b>	<b>652.0</b>
Salary and fringe	447.3		515.0		608.8	
Other Operating Expenses	164.6		199.2		246.9	
Marketing and Other	<u>15.0</u>		<u>15.0</u>		<u>15.0</u>	
<b>Total expenses</b>	<b>626.9</b>	<b>750.1</b>	<b>729.2</b>	<b>852.4</b>	<b>870.7</b>	<b>993.9</b>
<b>Westport Assistance</b>	<b><u>\$194.1</u></b>	<b><u>\$278.6</u></b>	<b><u>\$220.2</u></b>	<b><u>\$304.6</u></b>	<b><u>\$257.5</u></b>	<b><u>\$342.0</u></b>

- (1) Average number of buses used would be lower than numbers included in scenarios above as WTD schedules fewer buses in non-peak periods.  
(2) Ridership increase is assumed to lag vehicle deployment due to need to have resources in place to meet ramp-up of demand, the timing of which is very uncertain. FY22 ridership is assumed to be 12,000 for 4 bus scenario, 16,000 for 5 bus scenario and 21,000 for FY22 Budget (compares to 39,000 rides in FY19, the last fiscal year with a normal operating environment).