

TOWN OF WESTPORT

BOARD OF FINANCE RECOMMENDED BUDGET



**WESTPORT**

FOR THE FISCAL YEAR JULY 1, 2021 – JUNE 30, 2022

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# Guide to Budget Documents:

This year, the budget book is formatted into 16 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.-15. Expense Budget Detail for General Government thru Sewer Fund

- Management reports for each department
- Detailed budget expense report by department
- Salary detail for each department

## 16. 5 Year Capital Report

- 5 Year Capital Report Spreadsheet

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Historic District	106	Westport Transit District	384 &
Human Services	251		after 438
Information Technology	80	**Five Year Capital Forecast	
Library	279		

List of Departments by Dept Code

<b>CODE</b>	<b>DESCRIPTION</b>	<b>SHORT DESC</b>	<b>CODE</b>	<b>DESCRIPTION</b>	<b>SHORT DESC</b>
<b>General Government:</b>			<b>Public Works:</b>		
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	<b>Health District:</b>		
165	School Building Committee	SBC	410	Health District	HLTH
170	Town Attorney	ATT	412	Health Services	HLSV
180	Town Clerk	TC	<b>Human Services:</b>		
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	<b>Board of Education:</b>		
<b>Public Safety:</b>			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	<b>Library:</b>		
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

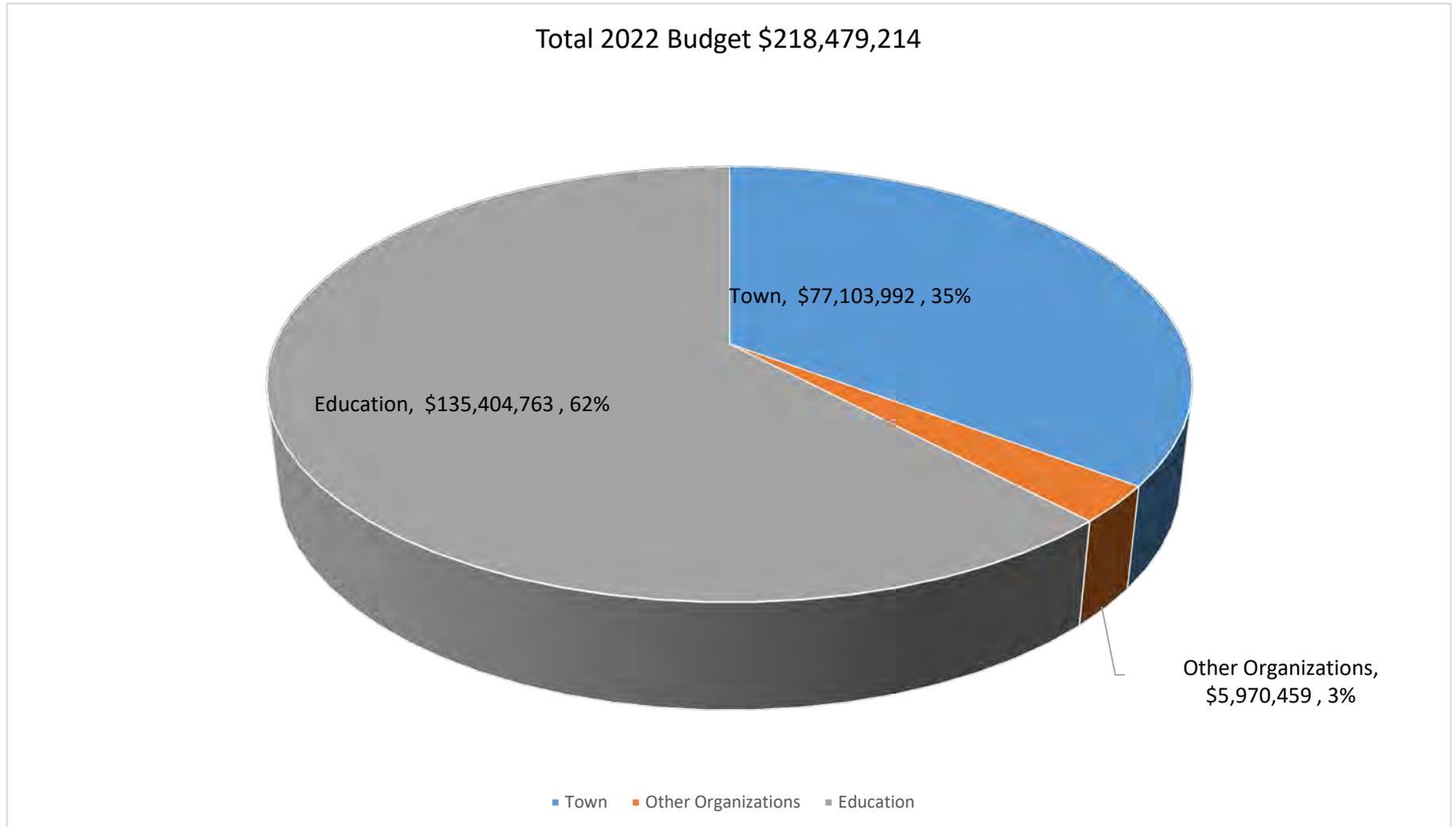
<b>CODE</b>	<b>DESCRIPTION</b>	<b>SHORT DESC</b>
<b>Parks and Recreation:</b>		
810	P&R Administration	P&R
812	Guest Services	GST
820	Maintenance Administration	Maintenanc
830	Boating	BOAT
831	Parks Maintenance	PKS
832	Golf	GOLF
833	Athletic Fields Maintenance	ATH
834	Tennis	TEN
835	Skate Park	SKT
836	Beach & Pool	B&P
838	Recreation Programs	RecProgrms
840	Memorial & Veterans Days	VET
850	Wakeman Farm Fund 215	WakemanFm
<b>Pension, OPEB, Insurance, MISC.:</b>		
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
<b>Other Financing Uses:</b>		
941	Transfer to Sewer Fund	TR2SEW
942	Transfer to Other Funds	TR2OTR
<b>Debt Service:</b>		
951	Interest on Bonds	INT
953	Bond Principal Payments	PRI
999	Special Appropriations	SpecApprop

**Town of Westport**  
**Board of Finance Recommended Budget FY2022**  
**Expense Summary by Function**

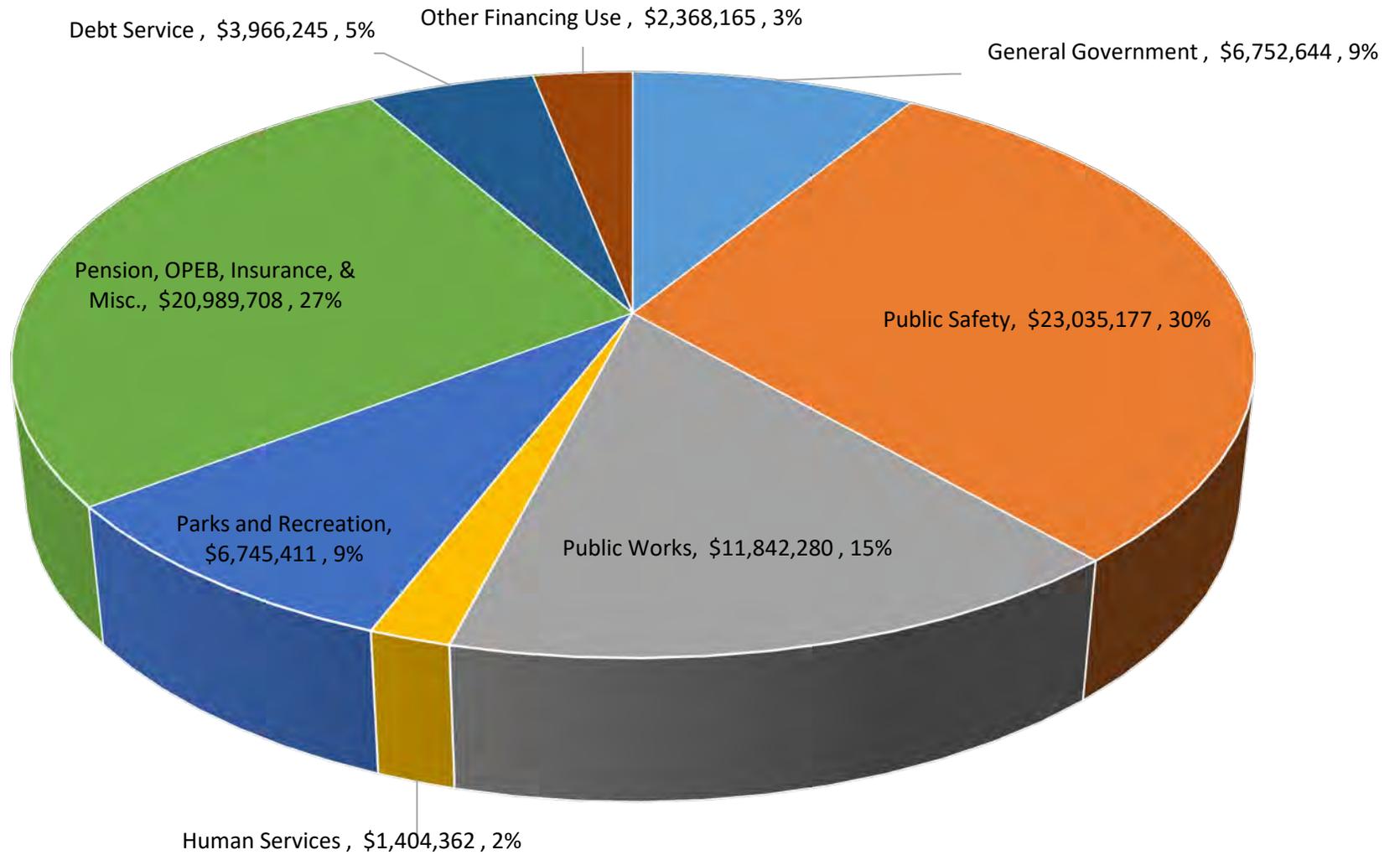
UPDATED 4/7/21

ACCOUNTS FOR:	2020	2021	2021	2022	BOARD OF FINANCE	BOARD OF FINANCE	BOARD OF FINANCE	BOARD OF FINANCE	PCT	DOLLAR
101 General Fund	ACTUAL	ORIG BUD	REVISED BUD	SELECTMAN'S BUDGET	RECOMMENDED	PROPOSED BUDGET	RESTORATIONS	RECOMMENDED BUDGET	CHANGE	CHANGIE
					CHANGES					
01 General Government	6,592,298	6,653,054	6,720,943	6,752,644		6,752,644		6,752,644	0.47%	31,701
02 Public Safety	21,779,223	22,448,674	22,672,603	23,035,177		23,035,177		23,035,177	1.60%	362,574
03 Public Works	9,678,666	11,559,196	11,578,740	11,842,280		11,842,280		11,842,280	2.28%	263,540
05 Human Services	1,272,278	1,399,701	1,422,235	1,404,362		1,404,362		1,404,362	-1.26%	(17,873)
08 Parks and Recreation	5,573,229	6,478,298	6,492,474	6,745,411		6,745,411		6,745,411	3.90%	252,937
09 Pension, OPEB, Insurance, & Misc	18,766,587	20,308,795	20,174,806	20,989,708		20,989,708		20,989,708	4.04%	814,902
10 Debt Service	4,506,975	4,009,426	4,009,426	3,966,245		3,966,245		3,966,245	-1.08%	(43,181)
11 Other Financing Use	1,384,945	2,368,165	2,368,165	2,368,165		2,368,165		2,368,165	0.00%	0
14 Special Appropriation	0	0	0	0		0		0	0.00%	0
<b>TOTAL TOWN</b>	<b>69,554,201</b>	<b>75,225,309</b>	<b>75,439,392</b>	<b>77,103,992</b>	<b>0</b>	<b>77,103,992</b>	<b>0</b>	<b>77,103,992</b>	<b>2.21%</b>	<b>1,664,600</b>
04 Health	583,611	590,811	590,811	590,811		590,811		590,811	0.00%	0
07 Library	4,985,375	5,111,360	5,111,360	5,090,148		5,090,148		5,090,148	-0.41%	(21,212)
907 Earthplace	95,000	95,000	95,000	105,000		105,000		105,000	10.53%	10,000
915 Westport Transit District	303,901	320,400	320,400	342,000	(157,500)	184,500		184,500	-42.42%	(135,900)
(650) Board of Education	115,906,775	121,936,487	121,936,487	126,942,298	(1,347,716)	125,594,582		125,594,582	3.00%	3,658,095
(650) Program Expense	101,734	283,352	283,352	225,854		225,854		225,854	-20.29%	(57,498)
(651) BOE Rentals/Reimbursements	100,352	0	0	0		0		0	0.00%	0
(652) Aid To Pvt/Parochial schools	393,800	484,679	484,679	507,569		507,569		507,569	4.72%	22,890
(654) Debt Service	8,801,108	8,725,430	8,725,430	9,076,758		9,076,758		9,076,758	4.03%	351,328
(656) Tr. to C&NE Fund	1,182,505	0	0	0		0		0	0.00%	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>	<b>(1,347,716)</b>	<b>135,404,763</b>	<b>0</b>	<b>135,404,763</b>	<b>3.02%</b>	<b>3,974,815</b>
<b>Grand Total</b>	<b>202,008,361</b>	<b>212,772,828</b>	<b>212,986,911</b>	<b>219,984,430</b>	<b>(1,505,216)</b>	<b>218,479,214</b>	<b>0</b>	<b>218,479,214</b>	<b>2.58%</b>	<b>5,492,303</b>

# Board of Finance Recommended 2022 Budget \$218,479,214

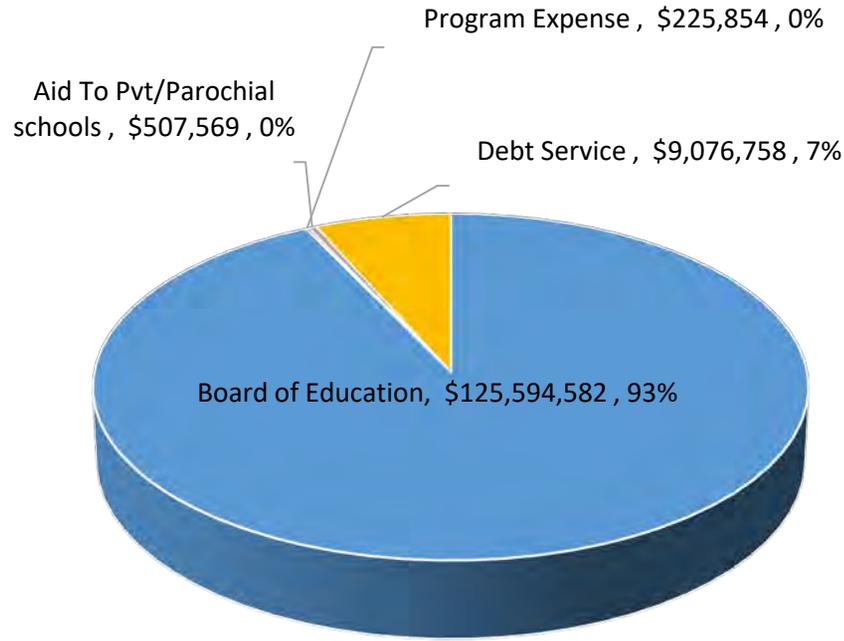


### Town Budget \$77,103,992



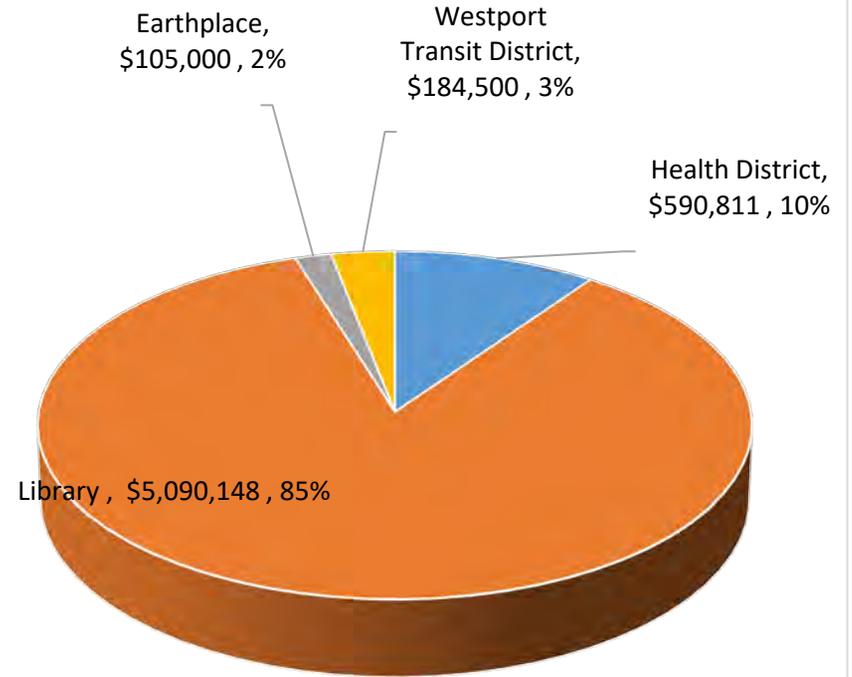
- General Government
- Public Safety
- Public Works
- Human Services
- Parks and Recreation
- Pension, OPEB, Insurance, & Misc.
- Debt Service
- Other Financing Use

**Total Education 2022 Budget \$135,404,763**



- Board of Education
- Program Expense
- Aid To Pvt/Parochial schools
- Debt Service

**Other Organizations 2022 Budget \$5,970,459**



- Health District
- Library
- Earthplace
- Westport Transit District

**TOWN OF WESTPORT  
BOARD OF FINANCE RECOMMENDED BUDGET FY2022  
EXPENSE SUMMARY BY DEPARTMENT**

<b>ACCOUNTS FOR: 101 General Fund</b>	<b>2020 ACTUAL</b>	<b>2021 ORIG BUD</b>	<b>2021 REVISED BUD</b>	<b>2022 BOF RECOMMENDED BUDGET</b>	<b>PCT CHANGE</b>	<b>PCT DOLLAR</b>
110 R T M	46,711	48,963	48,963	49,994	2.11%	1,031
120 Selectmen	366,152	429,225	440,025	440,025	0.00%	0
132 Probate Court	12,584	14,000	14,000	14,000	0.00%	0
140 Registrars	130,105	135,148	135,148	140,531	3.98%	5,383
142 Elections	90,513	156,347	156,347	126,832	-18.88%	(29,515)
150 Board of Finance	2,500	2,500	2,500	2,750	10.00%	250
151 Finance Department	816,758	844,975	862,083	856,638	-0.63%	(5,445)
152 Audit	123,258	154,350	154,350	156,250	1.23%	1,900
153 Personnel	400,501	393,953	399,368	392,442	-1.73%	(6,926)
154 Assessor	521,012	553,836	561,098	560,844	-0.05%	(254)
156 Tax Collector	312,242	367,271	369,771	369,771	0.00%	0
157 Information Technology	1,039,588	1,211,696	1,221,310	1,291,933	5.78%	70,623
158 Board of Assessment	1,288	2,225	2,225	2,075	-6.74%	(150)
170 Town Attorney	865,210	750,322	750,914	752,186	0.17%	1,272
180 Town Clerk	409,451	429,645	434,874	418,717	-3.72%	(16,157)
181 Historic District	63,962	80,705	80,705	80,705	0.00%	0
182 Conservation	385,679	403,262	406,085	416,585	2.59%	10,500
185 Planning & Zoning	602,839	647,039	653,585	652,774	-0.12%	(811)
187 Zoning Board of Appeals	29,954	27,592	27,592	27,592	0.00%	0
<b>01 General Government</b>	<b>6,220,306</b>	<b>6,653,054</b>	<b>6,720,943</b>	<b>6,752,644</b>	<b>0.47%</b>	<b>31,701</b>

UPDATED 4/7/21

**TOWN OF WESTPORT  
BOARD OF FINANCE RECOMMENDED BUDGET FY2022  
EXPENSE SUMMARY BY DEPARTMENT**

<b>ACCOUNTS FOR: 101 General Fund</b>	<b>2020 ACTUAL</b>	<b>2021 ORIG BUD</b>	<b>2021 REVISED BUD</b>	<b>2022 BOF RECOMMENDED BUDGET</b>	<b>PCT CHANGE</b>	<b>PCT DOLLAR</b>
210 Police	8,842,481	9,092,112	9,301,292	9,265,719	-0.38%	(35,573)
214 Police Vehicle Maintenance	350,685	366,695	366,695	370,157	0.94%	3,462
216 Dog Warden	144,255	158,718	158,718	198,718	25.20%	40,000
218 Emergency Medical	1,232,228	1,304,849	1,304,849	1,325,714	1.60%	20,865
220 Fire Department	9,377,198	9,770,368	9,781,818	9,986,048	2.09%	204,230
221 Water Service-Fire	1,293,950	1,178,366	1,178,366	1,300,000	10.32%	121,634
225 Building Inspection	482,947	497,065	500,365	505,321	0.99%	4,956
250 Emergency Management	55,480	80,500	80,500	83,500	3.73%	3,000
<b>02 Public Safety</b>	<b>21,779,223</b>	<b>22,448,674</b>	<b>22,672,603</b>	<b>23,035,177</b>	<b>1.60%</b>	<b>362,574</b>
310 Engineering	892,337	924,919	936,921	953,561	1.78%	16,640
320 Highway	1,688,773	2,022,308	2,025,846	2,067,602	2.06%	41,756
321 Equipment Maintenance	365,065	450,388	450,388	454,728	0.96%	4,340
322 Road Maintenance	2,167,161	2,656,000	2,656,000	2,658,500	0.09%	2,500
324 Street Lighting	172,384	100,000	100,000	110,000	10.00%	10,000
332 Solid Waste Disposal	2,301,863	2,756,474	2,756,888	2,877,999	4.39%	121,111
350 Building Maintenance	1,123,021	1,362,745	1,365,359	1,366,668	0.10%	1,309
352 Building Custodian	312,725	349,117	350,094	357,668	2.16%	7,574
360 Property Maintenance	31,003	52,800	52,800	53,800	1.89%	1,000
361 P&R Property Maintenance	318,127	352,500	352,500	342,000	-2.98%	(10,500)
370 Tree Maintenance	306,207	331,945	331,945	399,754	20.43%	67,809
399 Facilities Management	0	200,000	200,000	200,000	0.00%	0
<b>03 Public Works</b>	<b>9,678,666</b>	<b>11,559,196</b>	<b>11,578,740</b>	<b>11,842,280</b>	<b>2.28%</b>	<b>263,540</b>

UPDATED 4/7/21

**TOWN OF WESTPORT  
BOARD OF FINANCE RECOMMENDED BUDGET FY2022  
EXPENSE SUMMARY BY DEPARTMENT**

<b>ACCOUNTS FOR: 101 General Fund</b>	<b>2020 ACTUAL</b>	<b>2021 ORIG BUD</b>	<b>2021 REVISED BUD</b>	<b>2022 BOF RECOMMENDED BUDGET</b>	<b>PCT CHANGE</b>	<b>PCT DOLLAR</b>
410 Health District	579,911	587,111	587,111	587,111	0.00%	0
412 Health Services	3,700	3,700	3,700	3,700	0.00%	0
<b>04 Health</b>	<b>583,611</b>	<b>590,811</b>	<b>590,811</b>	<b>590,811</b>	<b>0.00%</b>	<b>0</b>
510 Youth Services	299,064	327,404	331,797	345,069	4.00%	13,272
520 Social Services	430,752	490,711	502,048	495,955	-1.21%	(6,093)
530 Senior Services	542,461	581,586	588,389	563,338	-4.26%	(25,051)
<b>05 Human Services</b>	<b>1,272,278</b>	<b>1,399,701</b>	<b>1,422,235</b>	<b>1,404,362</b>	<b>-1.26%</b>	<b>(17,873)</b>
650 Board of Education	115,906,775	121,936,487	121,936,487	125,594,582	3.00%	3,658,095
650 Program Expenses	101,734	283,352	283,352	225,854	-20.29%	(57,498)
651 BOE Rentals/Reimbursements	100,352	0	0	0	0.00%	0
652 Aid to Pvt & Parochial	393,800	484,679	484,679	507,569	4.72%	22,890
654 Debt Service-Long Term Debt	8,801,108	8,725,430	8,725,430	9,076,758	4.03%	351,328
656 BOE Transfers to Other Funds	1,182,505	0	0	0	0.00%	0
<b>06 Education</b>	<b>126,486,273</b>	<b>131,429,948</b>	<b>131,429,948</b>	<b>135,404,763</b>	<b>3.02%</b>	<b>3,974,815</b>
750 Library Board	4,698,829	4,817,653	4,817,653	4,817,653	0.00%	0
751 Library Pension Fund	286,546	293,707	293,707	272,495	-7.22%	(21,212)
<b>07 Library</b>	<b>4,985,375</b>	<b>5,111,360</b>	<b>5,111,360</b>	<b>5,090,148</b>	<b>-0.41%</b>	<b>(21,212)</b>

UPDATED 4/7/21

**TOWN OF WESTPORT  
BOARD OF FINANCE RECOMMENDED BUDGET FY2022  
EXPENSE SUMMARY BY DEPARTMENT**

<b>ACCOUNTS FOR: 101 General Fund</b>	<b>2020 ACTUAL</b>	<b>2021 ORIG BUD</b>	<b>2021 REVISED BUD</b>	<b>2022 BOF RECOMMENDED BUDGET</b>	<b>PCT CHANGE</b>	<b>PCT DOLLAR</b>
810 P&R Administration	599,583	631,357	642,308	740,064	15.22%	97,756
812 Guest Services	348,344	351,977	351,977	355,330	0.95%	3,353
820 Maintenance Administration	1,306,077	1,436,341	1,436,341	1,507,636	4.96%	71,295
830 Boating	438,432	484,811	484,811	501,016	3.34%	16,205
831 Parks Maintenance	191,767	331,450	331,450	315,450	-4.83%	(16,000)
832 Golf	1,141,124	1,246,100	1,246,100	1,237,100	-0.72%	(9,000)
833 Athletic Fields Maintenance	65,592	88,500	88,500	88,500	0.00%	0
834 Tennis	96,188	118,380	118,380	125,660	6.15%	7,280
835 Skate Park	12,739	10,000	10,000	10,000	0.00%	0
836 Beach & Pool	427,399	458,135	458,135	480,780	4.94%	22,645
838 Recreation Program	944,984	1,311,747	1,314,972	1,374,375	4.52%	59,403
840 Memorial & Veteran	1,000	9,500	9,500	9,500	0.00%	0
<b>08 Parks and Recreation</b>	<b>5,573,229</b>	<b>6,478,298</b>	<b>6,492,474</b>	<b>6,745,411</b>	<b>3.90%</b>	<b>252,937</b>

UPDATED 4/7/21

**TOWN OF WESTPORT  
BOARD OF FINANCE RECOMMENDED BUDGET FY2022  
EXPENSE SUMMARY BY DEPARTMENT**

<b>ACCOUNTS FOR: 101 General Fund</b>	<b>2020 ACTUAL</b>	<b>2021 ORIG BUD</b>	<b>2021 REVISED BUD</b>	<b>2022 BOF RECOMMENDED BUDGET</b>	<b>PCT CHANGE</b>	<b>PCT DOLLAR</b>
901 Pensions	8,230,751	10,198,636	10,235,003	10,697,099	4.51%	462,096
902 Insurance	9,136,142	8,632,100	8,632,100	8,686,700	0.63%	54,600
903 Social Security	1,260,206	1,162,000	1,164,639	1,291,500	10.89%	126,861
905 Unemployment Compensation	76,865	50,000	50,000	50,000	0.00%	0
907 Earthplace	95,000	95,000	95,000	105,000	10.53%	10,000
911 Miscellaneous	58,431	79,059	79,059	73,409	-7.15%	(5,650)
915 Westport Transit District	303,901	320,400	320,400	184,500	-42.42%	(135,900)
917 Reserve: Salary Adjustments	(1,542)	180,000	7,005	185,000	2540.88%	177,995
921 Employee Productivity	5,735	7,000	7,000	6,000	-14.29%	(1,000)
<b>09 Total Pension, OPEB, Insurance, Misc</b>	<b>19,165,488</b>	<b>20,724,195</b>	<b>20,590,206</b>	<b>21,279,208</b>	<b>3.35%</b>	<b>689,002</b>
951 Interest on Bonds	1,024,495	1,017,031	1,017,031	1,146,155	12.70%	129,124
952 Bond Anticipation	90,578	0	0	0		
953 Bond Principal Payments	3,391,903	2,992,395	2,992,395	2,820,090	-5.76%	(172,305)
<b>10 Debt Service</b>	<b>4,506,975</b>	<b>4,009,426</b>	<b>4,009,426</b>	<b>3,966,245</b>	<b>-1.08%</b>	<b>(43,181)</b>
941 Transfer to Sewer	368,165	368,165	368,165	368,165	0.00%	0
942 Transfer to Other	1,016,780	2,000,000	2,000,000	2,000,000	0.00%	0
<b>11 Other Financing Use</b>	<b>1,384,945</b>	<b>2,368,165</b>	<b>2,368,165</b>	<b>2,368,165</b>	<b>0.00%</b>	<b>0</b>
980 COVID	371,992	0	0	0	0.00%	0
<b>TOTAL 101 General Fund</b>	<b>202,008,361</b>	<b>212,772,828</b>	<b>212,986,911</b>	<b>218,479,214</b>	<b>2.58%</b>	<b>5,492,303</b>

UPDATED 4/7/21

**TOWN OF WESTPORT  
BOARD OF FINANCE RECOMMENDED BUDGET FY2022  
EXPENSE SUMMARY BY DEPARTMENT**

<b>ACCOUNTS FOR: 101 General Fund</b>	<b>2020 ACTUAL</b>	<b>2021 ORIG BUD</b>	<b>2021 REVISED BUD</b>	<b>2022 BOF RECOMMENDED BUDGET</b>	<b>PCT CHANGE</b>	<b>PCT DOLLAR</b>
219 Railroad Parking	1,782,990	1,946,441	1,948,107	1,886,101	-3.18%	(62,006)
<b>Total</b>	<b>1,782,990</b>	<b>1,946,441</b>	<b>1,948,107</b>	<b>1,886,101</b>	<b>-3.18%</b>	<b>(62,006)</b>
850 Wakeman Farm	296,986	352,023	352,023	391,395	11.18%	39,372
<b>Total</b>	<b>296,986</b>	<b>352,023</b>	<b>352,023</b>	<b>391,395</b>	<b>11.18%</b>	<b>39,372</b>
<b>SEWER FUND</b>						
330 Sewage Treatment	1,226,770	1,273,266	1,348,600	1,392,217	3.23%	43,617
331 Sewage Collection	501,859	711,808	641,814	753,698	17.43%	111,884
901 Pensions	127,935	115,880	115,880	54,955	-52.58%	(60,925)
902 Insurance	278,625	367,685	367,685	367,685	0.00%	0
951 Interest on Bonds	579,745	540,671	540,671	664,554	22.91%	123,883
953 Bond Principal Pay	2,145,144	2,169,911	2,169,911	1,858,750	-14.34%	(311,161)
<b>Total</b>	<b>4,860,078</b>	<b>5,179,221</b>	<b>5,184,561</b>	<b>5,091,859</b>	<b>-1.79%</b>	<b>(92,702)</b>

UPDATED 4/7/21

	2019-20	2020-21	2020-21	2021-22
<b>GENERAL FUND REVENUES AND TRANSFERS:</b>	<b>ACTUAL</b>	<b>Budget</b>	<b>PROJECTED</b>	<b>Board of Finance Recommended</b>
<b>GENERAL PROPERTY TAXES</b>				
Current List	189,288,801	188,040,333	188,040,333	TBD
Prior Levies	2,034,582	2,000,000	3,000,000	2,000,000
<b>TOTAL PROPERTY TAXES:</b>	<b>191,323,383</b>	<b>190,040,333</b>	<b>191,040,333</b>	<b>2,000,000</b>
<b>EDUCATION REVENUES</b>				
Staples Trust Fund	0	20,000	40,000	20,000
State Education Grants	526,903	507,728	507,728	507,728
School Construction Grants	0	150,000	0	0
BOE Rentals/Reimbursements	100,352	137,000	137,000	137,000
Tuition	318,488	416,702	416,702	359,204
<b>TOTAL EDUCATION REVENUES:</b>	<b>945,743</b>	<b>1,231,430</b>	<b>1,101,430</b>	<b>1,023,932</b>
<b>PARKS AND RECREATION</b>				
Debt Recovery	545,136	550,130	550,130	568,634
Operations	3,759,271	5,477,163	5,477,163	5,600,150
<b>TOTAL PARKS &amp; RECREATION REVENUES:</b>	<b>4,304,407</b>	<b>6,027,293</b>	<b>6,027,293</b>	<b>6,168,784</b>
<b>OTHER REVENUES</b>				
<b>LICENSES AND PERMITS</b>				
Building Inspection	1,125,639	1,500,000	1,500,000	1,650,000
Burglar Alarms	35,733	50,000	40,000	40,000
Raffle/Bingo Permits	465	500	200	0
Fire Department Permits, etc.	288	1,000	500	500
Conservation Commission	138,677	135,000	135,000	135,000
Planning and Zoning	596,941	650,000	655,000	680,000
Zoning Board of Appeals	29,014	25,000	25,000	25,000
Town Clerk Conveyance Tax	1,778,115	1,800,000	2,400,000	2,000,000
Town Clerk Licenses	23,348	27,240	27,240	21,980
<b>TOTAL LICENSES AND PERMITS:</b>	<b>3,728,219</b>	<b>4,188,740</b>	<b>4,782,940</b>	<b>4,552,480</b>
<b>FINES AND PENALTIES</b>				
Police Fines	108,807	200,000	35,000	75,000
Tax Collector - Interest Lien	1,226,611	1,400,000	1,400,000	1,300,000
<b>TOTAL FINES AND PENALTIES:</b>	<b>1,335,418</b>	<b>1,600,000</b>	<b>1,435,000</b>	<b>1,375,000</b>

	2019-20	2020-21	2020-21	2021-22
<b>GENERAL FUND REVENUES AND TRANSFERS:</b>	<b>ACTUAL</b>	<b>Budget</b>	<b>PROJECTED</b>	<b>Board of Finance Recommended</b>
<b>FROM USE OF MONEY</b>				
Interest - General Fund	769,598	800,000	200,000	225,000
<b>FROM STATE OF CONNECTICUT</b>				
Veterans' Exemption	6,643	6,643	6,643	6,643
Historical Preservation Grant	0	0	0	0
In-Lieu-of-Taxes State Property	305,404	305,404	305,404	305,404
Municipal Stablization	66,133	66,133	66,133	66,133
In-Lieu-of-Taxes Hospitals	96,952	96,952	96,952	96,952
Miscellaneous State Grants	12,186	11,000	11,000	12,000
Police Intergovernmental Revenue	59,820	30,000	10,000	10,000
Fire Intergovernmental Revenue	0	2,000	0	0
	547,138	518,132	496,132	497,132
<b>TOTAL FROM STATE OF CONNECTICUT:</b>				
<b>CURRENT SERVICES CHARGES</b>				
Bulky Waste Charges	13,078	22,500	12,100	12,100
Cell Tower Rentals	392,487	395,000	395,000	356,000
DPW Refuse Collection Permits	16,675	20,000	20,000	20,000
EMS Reimbursements	908,662	1,000,000	1,000,000	1,000,000
Fire Dept Commercial Plan Review	156,792	200,000	125,000	150,000
Housing Authority Canal St. PILOT	93,406	90,000	90,000	90,000
Police Records	15,888	18,000	18,000	20,000
Police Vehicle Reimb. (Outside Contractors)	3,353	2,000	2,000	3,000
Public Works Permits, etc.	24,204	40,000	30,000	30,000
Rental of Facilities	707,487	940,000	56,000	950,000
Solid Waste Tipping Fees	362,839	500,000	350,000	400,000
Town Attorney Fees	48	200	200	100
Town Clerk Recording Fees	312,061	259,200	259,200	311,800
	3,006,979	3,486,900	2,357,500	3,343,000
<b>TOTAL CURRENT SERVICES CHARGES:</b>				

	2019-20	2020-21	2020-21	2021-22
<b>GENERAL FUND REVENUES AND TRANSFERS:</b>	<b>ACTUAL</b>	<b>Budget</b>	<b>PROJECTED</b>	<b>Board of Finance Recommended</b>
<b>MISCELLANEOUS REVENUES</b>				
Bond Proceeds	2,713,455	0	0	0
Insurance Reimbursements	0	10,000	0	0
Others	9,440	7,000	7,000	7,000
Senior Center Café	4,060	5,000	100	3,000
Sale of Surplus Property	24,617	35,000	60,000	15,000
Telephone Access Lines Grant	78,935	90,000	90,000	80,000
<b>TOTAL MISCELLANEOUS REVENUES:</b>	<b>2,830,508</b>	<b>147,000</b>	<b>157,100</b>	<b>105,000</b>
<b>TOTAL OTHER REVENUES:</b>	<b>12,217,860</b>	<b>10,740,772</b>	<b>9,428,672</b>	<b>10,097,612</b>
<b>TRANSFERS FROM OTHER FUNDS</b>				
From Wakeman Town Farm Fund Loan	21,000	21,000	21,000	21,000
From Debt Service Fund	187,000	187,000	187,000	187,000
Insurance Reserve Fund	200,000	0	0	100,000
Public Protection Outside Duty Reimb.	500,000	0	0	200,000
<b>TOTAL TRANS. FROM OTHER FUNDS:</b>	<b>908,000</b>	<b>208,000</b>	<b>208,000</b>	<b>508,000</b>
<b>GEN. FUND REVENUES &amp; TRANSFERS</b>	<b>209,699,393</b>	<b>208,247,828</b>	<b>207,805,728</b>	<b>19,798,328</b>
General Fund Balance Applied	4,350,000	4,450,000	4,450,000	0
Capital and Operation Savings	(180,196)	(175,000)	(175,000)	0
Turnbacks	250,000	250,000	250,000	0
<b>TOTAL REVENUES AND TRANSFERS</b>	<b>214,119,197</b>	<b>212,772,828</b>	<b>212,330,728</b>	<b>19,798,328</b>
Revenues other than Current year Taxes	20,410,592	20,207,495	19,765,395	19,798,328

NEXT YEAR BUDGET HISTORICAL COMPARISON  
GENERAL FUND - REVENUE  
PROJECTION: 2022 FY2021-2022 BUDGET

ACCOUNTS FOR: 101 General Fund	2016 ACTUALS	2017 ACTUALS	2018 ACTUALS	2019 ACTUALS	2020 ACTUALS	2021 REV BUDGET	2022 PROPOSED BUDGET
<b>120 Selectmen</b>							
(RG) Lic, Fees & Permits	0	150	0	0	300	0	0
(RL) Other Revenue	5,360	5,525	3,783	3,480	3,738	5,000	4,000
<b>120 Selectmen</b>	<b>5,360</b>	<b>5,675</b>	<b>3,783</b>	<b>3,480</b>	<b>4,038</b>	<b>5,000</b>	<b>4,000</b>
<b>140 Registrars</b>							
(RH) Charges for Service	46	17	17	0	0	0	0
<b>140 Registrars</b>	<b>46</b>	<b>17</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>151 Finance Department</b>							
(57) Interest	0	(208)	(500)	(500)	(3,423)	0	0
(RC) Investment Income	129,918	92,038	401,420	870,316	773,021	800,000	225,000
(RE) Intergovt. Rev.-Other	684,252	919,108	454,914	485,835	486,830	485,532	486,632
(RL) Other Revenue	1,395,964	2,610,520	1,493,555	2,550,627	4,018,140	1,565,000	1,495,500
(RM) Interfund Transfers	437,039	437,056	887,178	1,233,267	908,246	208,000	508,000
<b>151 Finance Department</b>	<b>2,647,173</b>	<b>4,058,514</b>	<b>3,236,568</b>	<b>5,139,545</b>	<b>6,182,815</b>	<b>3,058,532</b>	<b>2,715,132</b>
<b>154 Assessor</b>							
(RL) Other Revenue	3,266	2,849	1,171	736	494	1,000	500
<b>154 Assessor</b>	<b>3,266</b>	<b>2,849</b>	<b>1,171</b>	<b>736</b>	<b>494</b>	<b>1,000</b>	<b>500</b>

NEXT YEAR BUDGET HISTORICAL COMPARISON

GENERAL FUND - REVENUE

PROJECTION: 2022 FY2021-2022 BUDGET

ACCOUNTS FOR: 101 General Fund	2016 ACTUALS	2017 ACTUALS	2018 ACTUALS	2019 ACTUALS	2020 ACTUALS	2021 REV BUDGET	2022 PROPOSED BUDGET
<b>156 Tax Collector</b>							
<b>(RA) Property Taxes - Current Year</b>							<b>TBD</b>
(RA) Property Taxes	183,888,532	183,408,352	185,949,260	189,461,761	191,323,383	190,040,333	2,000,000
(RF) Fines & Penalties	1,339,048	1,118,715	945,652	1,358,642	1,226,611	1,400,000	1,300,000
(RG) Lic, Fees & Permits	0	0	0	0	0	0	0
<b>156 Tax Collector</b>	<b>185,227,581</b>	<b>184,527,067</b>	<b>186,894,912</b>	<b>190,820,403</b>	<b>192,549,994</b>	<b>191,440,333</b>	<b>3,300,000</b>
<b>170 Town Attorney</b>							
(RL) Other Revenue	5,001	325	131	75,683	48	200	100
<b>170 Town Attorney</b>	<b>5,001</b>	<b>325</b>	<b>131</b>	<b>75,683</b>	<b>48</b>	<b>200</b>	<b>100</b>
<b>180 Town Clerk</b>							
(RE) Intergovt. Rev.-Other	532	603	491	563	488	600	500
(RG) Lic, Fees & Permits	2,016,629	1,913,373	2,055,335	1,817,815	1,801,463	1,827,240	2,021,980
(RH) Charges for Service	265,235	263,027	238,332	230,633	265,059	212,200	264,800
(RL) Other Revenue	52,928	301,890	45,397	43,037	47,002	47,000	47,000
<b>180 Town Clerk</b>	<b>2,335,323</b>	<b>2,478,893</b>	<b>2,339,556</b>	<b>2,092,048</b>	<b>2,114,012</b>	<b>2,087,040</b>	<b>2,334,280</b>
<b>181 Historic District</b>							
(RE) Intergovt. Rev.-Other	0	5,000	15,000	0	0	0	0
(RL) Other Revenue	192	375	230	98	15	0	0
<b>181 Historic District</b>	<b>192</b>	<b>5,375</b>	<b>15,230</b>	<b>98</b>	<b>15</b>	<b>0</b>	<b>0</b>

NEXT YEAR BUDGET HISTORICAL COMPARISON

GENERAL FUND - REVENUE

PROJECTION: 2022 FY2021-2022 BUDGET

ACCOUNTS FOR: 101 General Fund	2016 ACTUALS	2017 ACTUALS	2018 ACTUALS	2019 ACTUALS	2020 ACTUALS	2021 REV BUDGET	2022 PROPOSED BUDGET
<b>182 Conservation</b>							
(RG) Lic, Fees & Permits	115,327	133,863	120,614	122,659	123,547	125,000	125,000
(RL) Other Revenue	16,264	7,561	8,072	10,684	15,130	10,000	10,000
<b>182 Conservation</b>	<b>131,591</b>	<b>141,424</b>	<b>128,686</b>	<b>133,343</b>	<b>138,677</b>	<b>135,000</b>	<b>135,000</b>
<b>185 Planning &amp; Zoning</b>							
(RG) Lic, Fees & Permits	629,872	517,637	607,243	717,886	580,671	630,000	655,000
(RL) Other Revenue	24,496	18,295	18,282	19,995	16,270	20,000	25,000
<b>185 Planning &amp; Zoning</b>	<b>654,368</b>	<b>535,932</b>	<b>625,525</b>	<b>737,881</b>	<b>596,941</b>	<b>650,000</b>	<b>680,000</b>
<b>187 Zoning Board of Appeals</b>							
(RG) Lic, Fees & Permits	27,432	21,587	22,706	25,238	29,014	25,000	25,000
<b>187 Zoning Board of Ap</b>	<b>27,432</b>	<b>21,587</b>	<b>22,706</b>	<b>25,238</b>	<b>29,014</b>	<b>25,000</b>	<b>25,000</b>
<b>210 Police</b>							
(RE) Intergovt. Rev.-Other	0	0	0	0	59,820	30,000	10,000
(RF) Fines & Penalties	195,387	191,954	167,341	170,064	108,807	200,000	75,000
(RG) Lic, Fees & Permits	49,266	32,665	43,601	51,472	36,198	50,500	40,000
(RL) Other Revenue	25,325	23,249	20,320	17,774	19,241	20,000	23,000
<b>210 Police</b>	<b>269,978</b>	<b>247,867</b>	<b>231,261</b>	<b>239,310</b>	<b>224,066</b>	<b>300,500</b>	<b>148,000</b>
<b>218 Emergency Medical Services</b>							
(RH) Charges for Service	939,655	1,031,237	1,026,681	964,226	908,662	1,000,000	1,000,000
<b>218 Emergency Medical</b>	<b>939,655</b>	<b>1,031,237</b>	<b>1,026,681</b>	<b>964,226</b>	<b>908,662</b>	<b>1,000,000</b>	<b>1,000,000</b>

NEXT YEAR BUDGET HISTORICAL COMPARISON

GENERAL FUND - REVENUE

PROJECTION: 2022 FY2021-2022 BUDGET

ACCOUNTS FOR: 101 General Fund	2016 ACTUALS	2017 ACTUALS	2018 ACTUALS	2019 ACTUALS	2020 ACTUALS	2021 REV BUDGET	2022 PROPOSED BUDGET
<b>220 Fire Department</b>							
(RE) Intergovt. Rev.-Other	0	0	0	0	0	2,000	0
(RG) Lic, Fees & Permits	402,066	152,089	191,185	236,255	157,080	201,000	150,500
<b>220 Fire Department</b>	<b>402,066</b>	<b>152,089</b>	<b>191,185</b>	<b>236,255</b>	<b>157,080</b>	<b>203,000</b>	<b>150,500</b>
<b>225 Building Inspection</b>							
(RG) Lic, Fees & Permits	2,100,949	1,201,145	1,414,066	1,505,751	1,125,639	1,500,000	1,650,000
(RL) Other Revenue	1,159	940	929	1,032	954	1,000	1,000
<b>225 Building Inspectio</b>	<b>2,102,107</b>	<b>1,202,085</b>	<b>1,414,995</b>	<b>1,506,783</b>	<b>1,126,593</b>	<b>1,501,000</b>	<b>1,651,000</b>
<b>310 Engineering</b>							
(RF) Fines & Penalties	0	90	0	0	0	0	0
(RG) Lic, Fees & Permits	28,360	19,515	21,890	18,560	18,305	25,000	25,000
(RL) Other Revenue	16,922	21,276	37,750	15,857	5,899	15,000	5,000
<b>310 Engineering</b>	<b>45,282</b>	<b>40,881</b>	<b>59,640</b>	<b>34,417</b>	<b>24,204</b>	<b>40,000</b>	<b>30,000</b>
<b>332 Solid Waste Disposal</b>							
(RG) Lic, Fees & Permits	18,300	18,650	18,130	18,260	16,675	20,000	20,000
(RH) Charges for Service	326,673	244,129	376,307	466,654	375,917	522,500	412,100
<b>332 Solid Waste Dispos</b>	<b>344,973</b>	<b>262,779</b>	<b>394,437</b>	<b>484,914</b>	<b>392,592</b>	<b>542,500</b>	<b>432,100</b>

NEXT YEAR BUDGET HISTORICAL COMPARISON

GENERAL FUND - REVENUE

PROJECTION: 2022 FY2021-2022 BUDGET

ACCOUNTS FOR: 101 General Fund	2016 ACTUALS	2017 ACTUALS	2018 ACTUALS	2019 ACTUALS	2020 ACTUALS	2021 REV BUDGET	2022 PROPOSED BUDGET
<b>650 Board of Education</b>							
(RD) IntergovRev-Education	2,324,094	712,316	731,128	826,884	845,391	944,430	886,932
(RE) Intergovt. Rev.-Oth	526,347	260,768	601,500	102,298	0	150,000	0
(RL) Other Revenue	0	(15)	0	0	0	0	0
<b>650 Board of Education</b>	<b>2,850,441</b>	<b>973,070</b>	<b>1,332,628</b>	<b>929,182</b>	<b>845,391</b>	<b>1,094,430</b>	<b>886,932</b>
<b>651 BOE Rentals/Reimbursements</b>							
(RL) Other Revenue	147,951	140,592	139,207	131,502	100,352	137,000	137,000
<b>651 BOE Rentals/Reimbursements</b>	<b>147,951</b>	<b>140,592</b>	<b>139,207</b>	<b>131,502</b>	<b>100,352</b>	<b>137,000</b>	<b>137,000</b>
<b>810 P&amp;R Administration</b>							
(RJ) P&R Programs	3,164,235	3,105,664	3,137,865	2,924,660	2,129,422	3,346,593	3,566,124
(RL) Other Revenue	(147,805)	(93,482)	(128,922)	(126,358)	(111,815)	(500)	(125,140)
<b>810 P&amp;R Administration</b>	<b>3,016,430</b>	<b>3,012,182</b>	<b>3,008,943</b>	<b>2,798,302</b>	<b>2,017,607</b>	<b>3,346,093</b>	<b>3,440,984</b>
<b>830 Boating</b>							
(RJ) P&R Programs	718,229	725,490	717,130	730,471	785,409	841,000	863,100
(RL) Other Revenue	198,844	175,124	216,423	223,357	236,048	224,700	224,700
<b>830 Boating</b>	<b>917,073</b>	<b>900,614</b>	<b>933,553</b>	<b>953,827</b>	<b>1,021,456</b>	<b>1,065,700</b>	<b>1,087,800</b>
<b>832 Golf</b>							
(RJ) P&R Programs	1,016,939	1,131,401	1,236,263	1,301,791	1,227,176	1,531,500	1,598,000
(RL) Other Revenue	(16,906)	(19,987)	(23,981)	(26,599)	(27,775)	0	(25,000)
<b>832 Golf</b>	<b>1,000,033</b>	<b>1,111,414</b>	<b>1,212,282</b>	<b>1,275,193</b>	<b>1,199,401</b>	<b>1,531,500</b>	<b>1,573,000</b>

NEXT YEAR BUDGET HISTORICAL COMPARISON

GENERAL FUND - REVENUE

PROJECTION: 2022 FY2021-2022 BUDGET

ACCOUNTS FOR: 101 General Fund	2016 ACTUALS	2017 ACTUALS	2018 ACTUALS	2019 ACTUALS	2020 ACTUALS	2021 REV BUDGET	2022 PROPOSED BUDGET
<b>834 Tennis</b>							
(RJ) P&R Programs	43,116	45,952	42,829	50,281	43,043	43,000	43,000
<b>834 Tennis</b>	<b>43,116</b>	<b>45,952</b>	<b>42,829</b>	<b>50,281</b>	<b>43,043</b>	<b>43,000</b>	<b>43,000</b>
<b>836 Beach &amp; Pool</b>							
(RJ) P&R Programs	25,949	24,009	20,901	21,652	16,011	24,000	24,000
<b>836 Beach &amp; Pool</b>	<b>25,949</b>	<b>24,009</b>	<b>20,901</b>	<b>21,652</b>	<b>16,011</b>	<b>24,000</b>	<b>24,000</b>
<b>838 Recreation Programs</b>							
(RJ) P&R Programs	13,116	12,606	13,077	17,700	6,889	17,000	0
<b>838 Recreation Program</b>	<b>13,116</b>	<b>12,606</b>	<b>13,077</b>	<b>17,700</b>	<b>6,889</b>	<b>17,000</b>	<b>0</b>
<b>TOTAL REVENUE</b>	<b>203,155,502</b>	<b>200,935,034</b>	<b>203,289,901</b>	<b>208,671,998</b>	<b>209,699,393</b>	<b>208,247,828</b>	<b>19,798,328</b>

Railroad Parking Fund  
Police Department

## TOWN OF WESTPORT 2021-2022 BUDGET

210 - RAILROAD PARKING

### Schedule of Revenues (BUDGET BASIS)

Description	Explanation	Actual 2019/20	Projected 2020/21	Estimated 2020/21	Proposed 2021/22
Miscellaneous	Annual Parking Permits	1,508,358	1,430,000	1,200,000	1,400,000
Miscellaneous	Daily Parking Fees	489,847	425,000	75,000	375,000
Miscellaneous	Rents, etc.	88,635	95,000	85,000	105,000
Miscellaneous	Interest	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>

# WAKEMAN TOWN FARM 2021-2022 BUDGET

Fund 215

## Operating Budget Revenue

Description	Actual 2019/20	Projected 2020/21	Estimated 2021/22
Logo Sales	2,108	5,000	7,500
Program Fees	90,218	200,000	230,000
Donations	127,362	115,000	120,000
Community Events	36,742	40,000	42,500
Interest/Credit Card Processing	2,544	(7,000)	(7,125)
	<u>258,973</u>	<u>353,000</u>	<u>392,875</u>

**TOWN OF WESTPORT 2021-2022 BUDGET**

**SEWER FUND REVENUE SUMMARY**

	<b>2019-20 Actuals</b>	<b>2020-21 Budgeted</b>	<b>2020-21 Projected</b>	<b>2021-22 Budgeted</b>
<b>Assessments</b>	907,512	980,000	980,000	990,000
<b>Use Charges</b>	3,228,099	3,250,000	3,250,000	3,200,000
<b>Carrying Charges</b>	294,047	325,000	325,000	300,000
<b>Interest and Liens</b>	74,603	86,000	86,000	90,500
<b>Sewer Permits</b>	57,821	50,000	50,000	50,000
<b>Nitrogen Credit</b>	162,959	120,056	120,056	93,194
<b>Transfer From Other Funds</b>	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>

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>110 R T M</b>							
03 EH & OT	41,463.68	43,913.00	43,913.00	45,694.00	45,694.00	45,694.00	4.1%
19 Contract Services	2,052.62	2,250.00	2,250.00	2,500.00	2,500.00	2,500.00	11.1%
33 Advert & Print	811.71	1,000.00	1,000.00	500.00	500.00	500.00	-50.0%
34 Postage	505.27	1,000.00	1,000.00	500.00	500.00	500.00	-50.0%
41 Supplies	686.44	800.00	800.00	800.00	800.00	800.00	0.0%
CF Computers	1,191.75	0.00	0.00	0.00	0.00	0.00	0.00%
<b>110 R T M</b>	<b>46,711.47</b>	<b>48,963.00</b>	<b>48,963.00</b>	<b>49,994.00</b>	<b>49,994.00</b>	<b>49,994.00</b>	<b>2.1%</b>

110 - RTM BUDGET 2021-2022

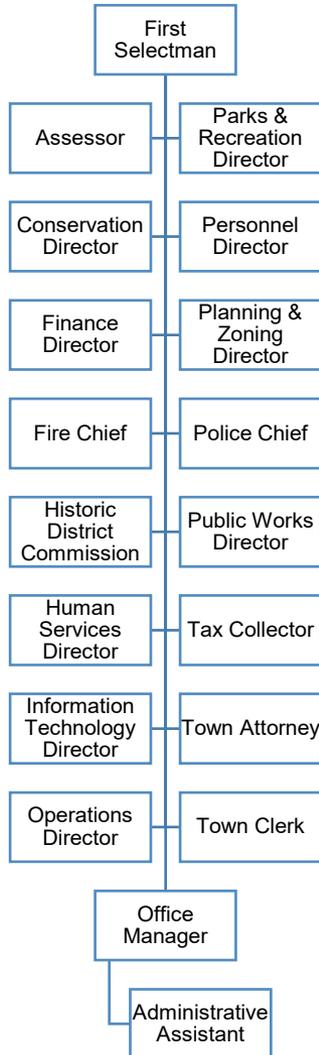
EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22 Salary Rate	2020-21 Salaries	2021-22 Salary Totals	
0.25	Asst Town Clerk (75% in 180)	VI-7			73,449	17,488	18,362	
0.36	Service Assistant I (64% in 180)	IV-4			52,916	18,143	19,050	
1.00	RTM Clerk				8,282	8,282	8,282	
	Custodial					0	0	
1.61	TOTAL EXTRA HELP & OVERTIME:						43,913	45,694

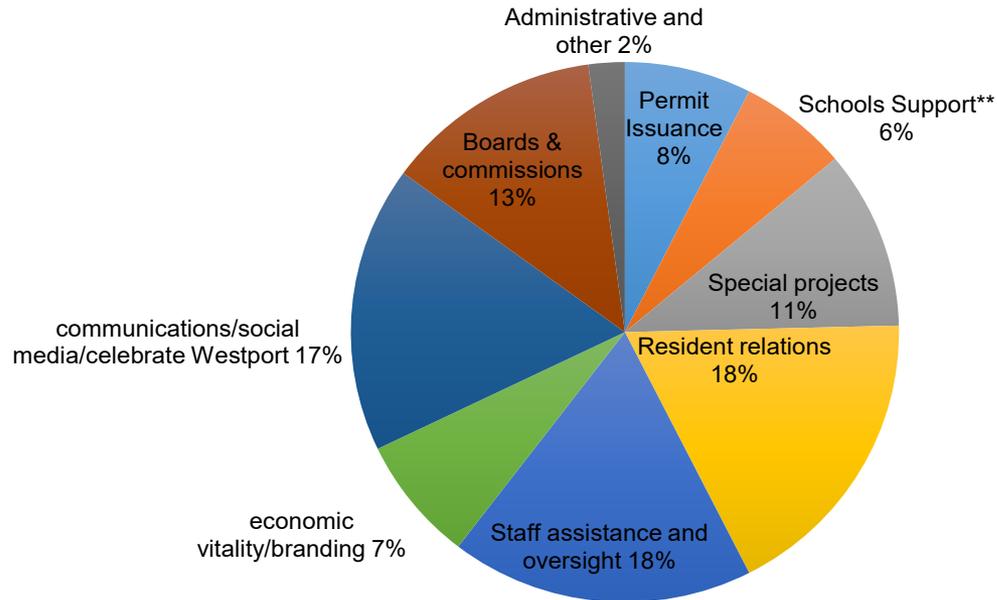
# 120 - FY 2020 Selectman's Office Management Report

## 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.



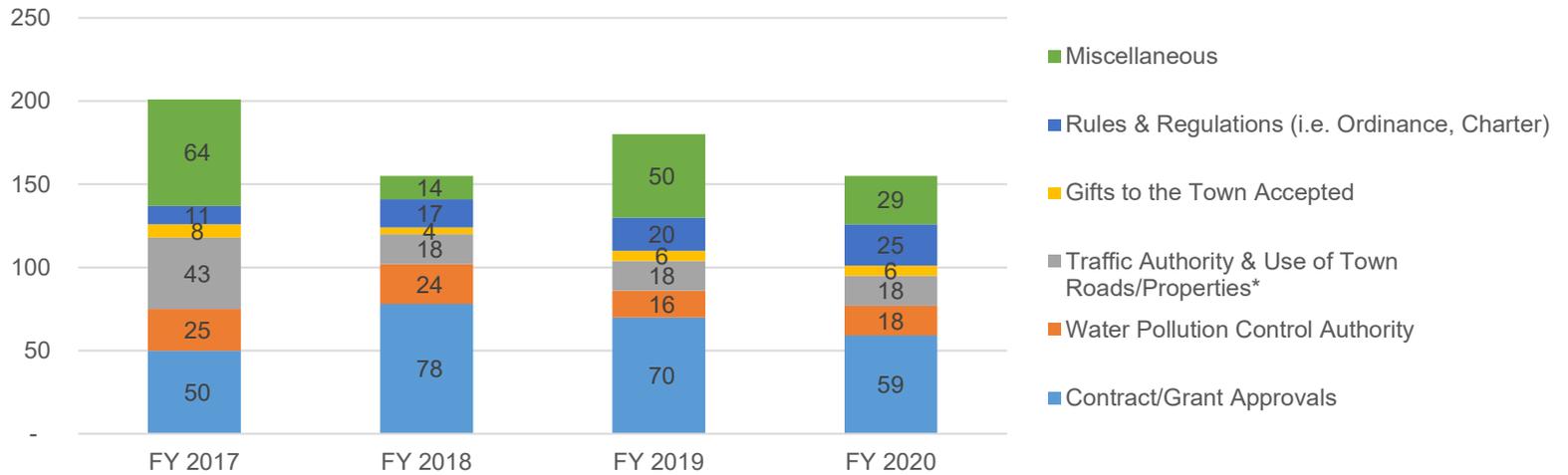
How the Selectmen's Office Spends its Time\*



NOTE: Since COVID, the department spends over 70% of its time on communications and resident relations combined. All other activities have been reduced.

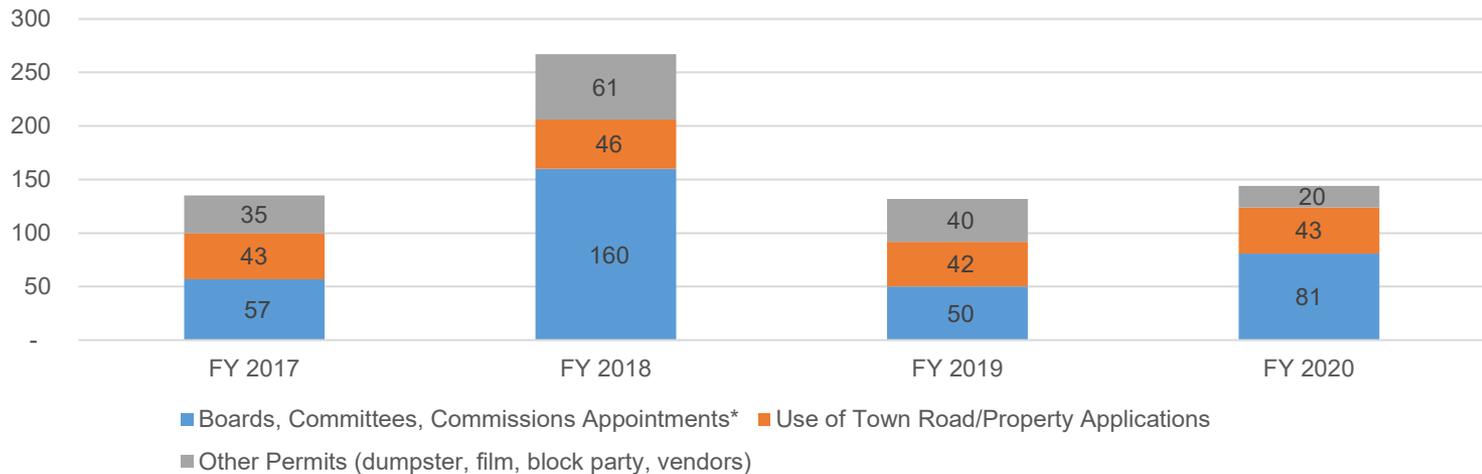
NOTE: Schools Support is a new category in FY 2019 to reflect time spent on CMS, shared services and capital planning.

## Board of Selectmen Agenda Items



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

## Selectman's Office Permits & Applications



**NOTES:**

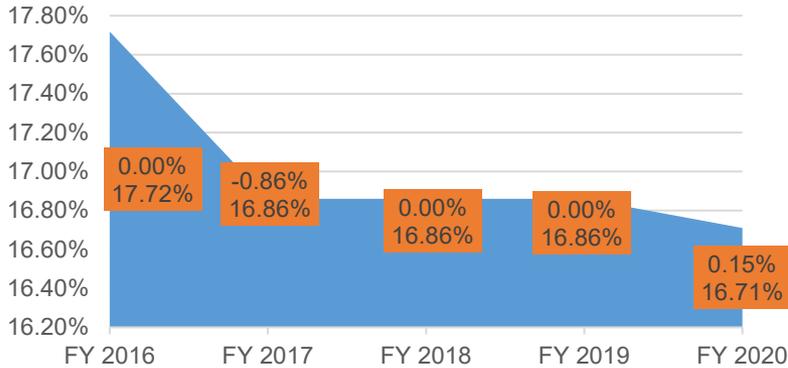
\* There was a push in 2018 to get all boards and commission appointments filled.

\*\* FY 2020 other permit volumes reflect a reduction due to the COVID-19 shutdown beginning in March 2020 and lasting through the end of the fiscal year.

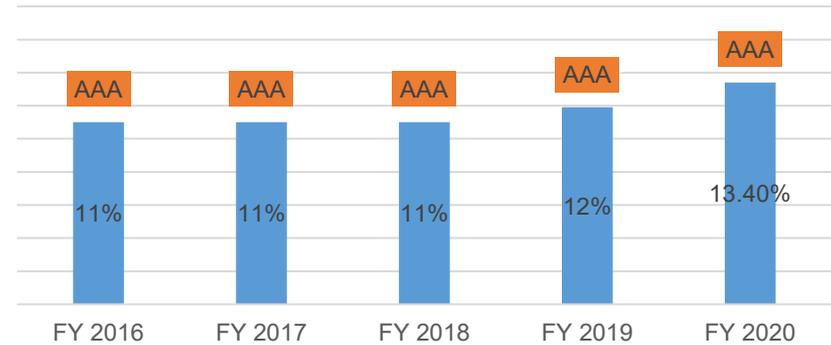
# KEY PERFORMANCE INDICATORS

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

### Mill Rate



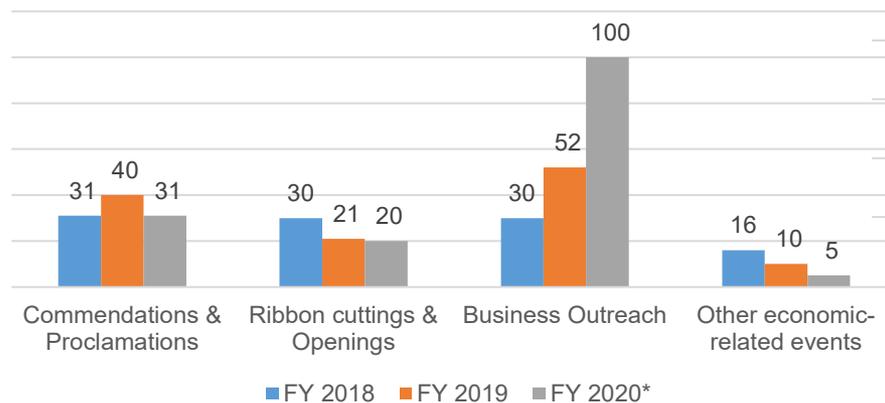
### Reserve and Bond Rating



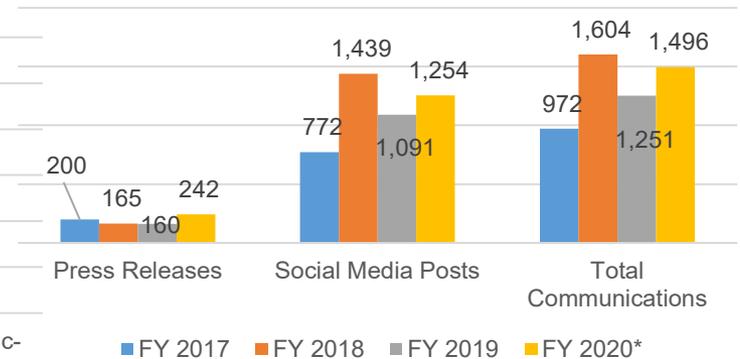
NOTE: FY 2020 mill rate reduction is due to a surplus resulting from favorable tax collections, debt refunding, OPEB and lower insurance costs due to COVID. Increase in reserve due to policy change by auditors.

## 2. Economic vitality and communications:

### Economic Vitality Events



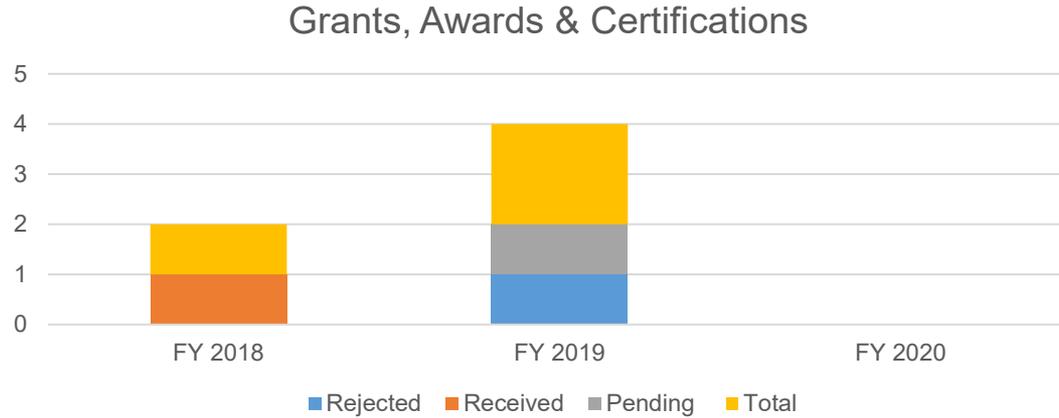
### Communications



NOTE: COVID-19 increased the need for more and more complex communications. Does not account for communications made in response to emails and phone calls, which were also voluminous, but are not tracked.

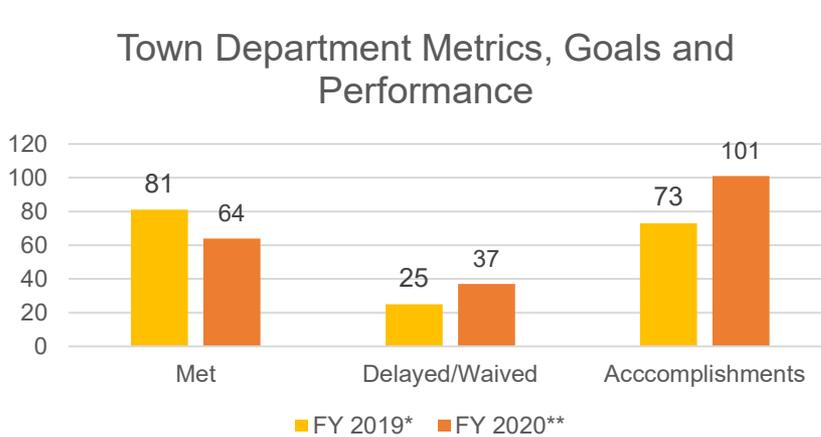
NOTE: 2020 economic events were reduced, while business outreach was increased due to emphasis on COVID-19 and working with businesses on pandemic response.

3. The number of major grant, other applications and awards completed by the Operations Director



No applications filed in FY 2020 due to time spent as Public Information Officer during COVID.

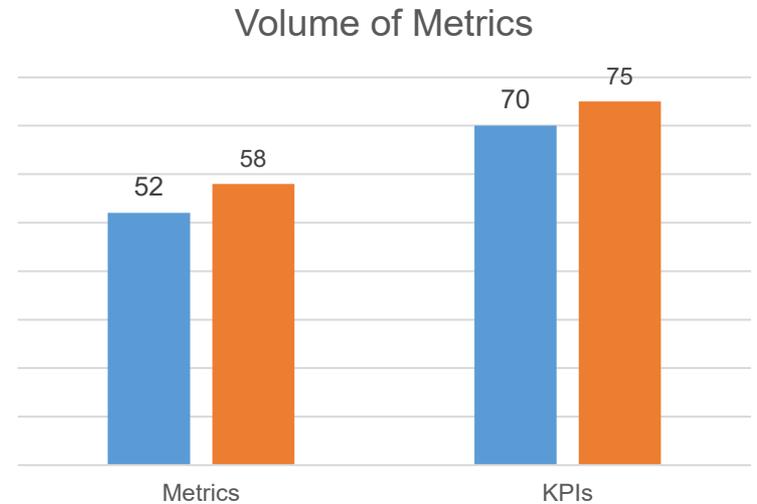
4. The number of town-wide performance metrics tracked, and the percentage of departmental goals achieved\*.



**NOTE**

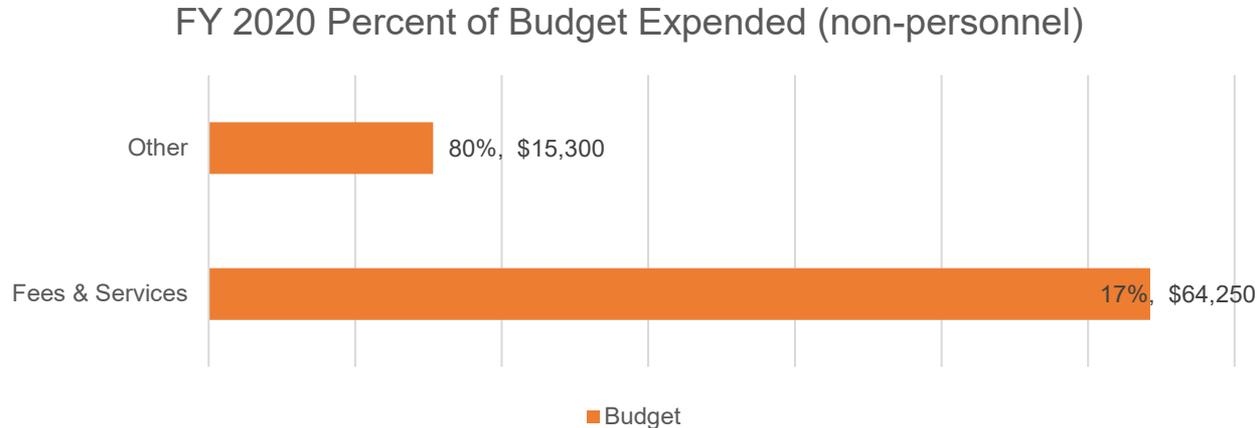
\* Excludes Finance Department data.

\*\* Excludes Fire and Finance data.



## SCORECARD OF FY 2020

### 1. Stay Within Budget:



NOTE: Fairfield Five marketing funds (“Fees & Services”) were rolled into FY 2021 due to delay commencing a marketing program.

### 2. Met Prior Year Goals:

- Approached the CT Department of Transportation for use of State-owned property to address affordable housing
- Improvements at Longshore, Riverside Park and the Lillian Wadsworth Arboretum
- Launched the “Zero Food Waste Challenge” with Sustainable Westport
- Launched “Westport Together” alliance to strengthen the health and well-being of Westport’s youth
- Had a leadership role in rehabilitating and completing CMS reconstruction
- Launched “Westport Means Business” panel discussions and monthly podcasts (2 out of 3 completed)
- Established a Census Complete Count Committee to encourage participation and awareness in the 2020 Census
- Worked on a regional team to explore the benefits and health impacts of 5G technology

### 3. Deferred or waived goals:

- HOLD: Host 1 RTM district public meetings with Police and Public Works Departments to address neighborhood issues. Others were scheduled but did not occur due to COVID-19
- IN PROGRESS: Procure a marketing campaign to expose Westport and the Fairfield Five to outsiders and businesses
- HOLD: Establish town wide facilities maintenance management with the Westport Public Schools
- IN PROGRESS: Relocate public safety dispatch center to Sacred Heart University in collaboration with the Town of Fairfield
- IN PROGRESS: Implement the new citizen access portal to the Accela online land use permitting software
- IN PROGRESS: Secure final approvals to dredge the Saugatuck River in collaboration with the Army Corp and seek funding
- HOLD: Institute a formal Selectman's Office summer internship program

### 4. Other Accomplishments:

#### Emergency Response - COVID

- Issued Executive Orders and interpreted State Executive Orders for local guidance
- Worked closely with our State and Local Emergency Response teams and Health District to implement COVID-19 protocols
- Went live on a remote work model and successfully provided all town services during pandemic
- Rolled out Zoom technology and later decentralized scheduling and hosting
- Maintained extensive communications with the public regarding Executive Orders, policies, best practices and resources during COVID-19
- Worked with local organizations and non-profits to implement creative community events during the pandemic
- Offered a tax deferment program to residents and businesses with hardship due to COVID-19
- Spearheaded the Local Business Advisory Program assisting local business
- Established the Reopen Westport Advisory Team and worked with private sector representatives
- Worked with restaurants on outdoor dining permitting and COVID-19 protocol compliance

- Established an internal emergency communications protocol
- Created and used several communications campaigns, vignettes and hashtags
- Handled a large volume of resident questions and concerns regarding reopen, beaches, recreation, COVID-19 protocols and enforcement during the pandemic

### Emergency Response - Isaias

- Responded to Storm Isaias that left 97% of the town without power
- Handled an extremely large volume of call and emails to various town departments due to poor communications from the utility companies
- Completed a detailed After-Action report for public comment regarding Storm Isaias
- Testified at CT General Assembly and PURA hearings regarding Storm Isaias

### Sustainability

- Worked with Sustainable Westport to transition to a 501c3 under Earthplace with fundraising capabilities.
- Launched the Transit District Wheels to You program
- Selected a Community Liaison for the North Avenue water tank project, which is underway

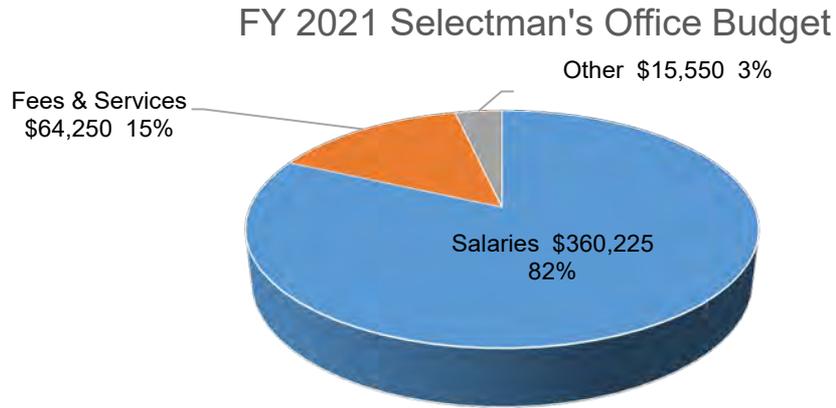
### Diversity, Equity & Inclusion

- Made police policy and training standards available for public review
- Removed the Town Hall plaque
- Attending to racial matters in the private sector and worked with TEAM Westport and the Police Department
- Participated in several seminars on affordable housing and equity matters
- Further diversified town new hires
- Instituted a Civilian Review Panel to oversee complaints and hiring within the Public Safety Departments

### Government Operations

- Completed Ginny Parker and PJ Romano artificial turf refurbishment
- Replaced Greens Farm field lights
- Completed phase 1 improvements for Riverside Park
- Paved over 10 miles of roadway
- New management at the Inn at Longshore
- Completed the Presidential election registration and election using mail-in ballots
- Worked with the Census to educate and remind residents of their duties to complete the 2020 census
- Underwent a revaluation in the Assessor's Office
- Kept the Coleytown Middle School advancing to completion during pandemic
- Completed the new management reports with metrics for the budget process
- Launched "Westport Together" alliance to strengthen the health and well-being of Westport's youth
- Worked with five interns on research projects spanning various topics

<b>Selectman's Office Staffing</b>	
<b>Title</b>	<b>Quantity</b>
First Selectman	1
Selectpersons	2
Operations Director	1
Office Manager	1
Administrative Assistant	1
<b>Total</b>	<b>6</b>



**Budget Changes:** None

**Goals:**

**Capital Projects**

1. Monitor capital projects with the Parks Department - Longshore Site Plan, Riverside Park and bulkhead at Longshore marina
2. Monitor capital projects with Public Works – including paving, bridges and sewer pump stations
3. Complete Kings Highway Bridge replacement
4. Go-live with the online portal for permits

**Government Operations**

5. Roll out COVID-19 vaccine to employees and Westporters and offer employee surveillance testing
6. Reopen Town Hall for in-person appointments
7. Improve and organize informational materials for new Westport residents
8. Add plaques to Town Hall and 22 ½ Main St. that acknowledge blacks and Indigenous history in Westport
9. Deploy an email marketing solution that improves the quality of public information
10. Complete the full adoption of the town logo on all printed materials
11. Consolidate and clarify emergency preparedness guidance on the town's website

## PLANS FOR FY 2022

**Budget Changes:** None

**Goals:**

1. Complete a marketing campaign for the Town of Westport
2. Enhance diversity, equity and inclusivity goals in town operations and town affairs
3. Work with Emergency Management Team to revise the town's Emergency response plan
4. Work with Sustainable Westport on the Sustainable CT silver designation

**IT/Cybersecurity/MIS**

5. Decide and implement a solution to control the rollout of 5G in Westport
6. Rollout the online portal for additional online services – HDC, Selectman's Office, other
7. Expand the online work order feature in Accela and deploy a public facing work order request application
8. Work with a private company to enhance the town's wireless and fiber infrastructure
9. Create a cybersecurity response plan
10. Begin departmental efforts to digitally archive paper records and reduce printing and paper use
11. Procure and implement a transparency software for budget and operations

**Capital Projects:** See capital plan

## STATEMENT OF FIVE-YEAR GOAL

Over the past year, the Selectman's Office has utilized strong leadership and technology to prepare for and respond to risks that could not be mitigated. While priorities and goals shifted, no workdays, productivity or major finances were forsaken. The Town of Westport will bounce back from the pandemic with a more skilled, efficient, diverse and capable workforce. We will also work closely with town staff to support and overcome technical challenges, while maintaining excellent relations with the public it serves. Work will be done within the framework of diversity, equity and inclusivity for the town overall. The Selectman's Office five-year goal is to return focus to economic vitality initiatives and support to our local businesses. Our capital projects will continue to be prioritized for their impact to Westporters. We will continue to research and deploy leading technology that enhance our ability to communicate with residents and businesses. The Selectman's Office is dedicated to improving the brand of Westport and getting the word out that Westport is a great place to live and operate a business.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	<b>2020 ACTUAL</b>	<b>2021 ORIG BUD</b>	<b>2021 REVISED BUD</b>	<b>2022 SEL RQST</b>	<b>2022 BOF PROP</b>	<b>2022 BOF REC</b>	<b>% CHANGE OVER REV BUDGET</b>
<b>120 Selectmen</b>							
01 Salaries	344,696.85	349,425.00	360,225.00	360,225.00	360,225.00	360,225.00	0.0%
15 Trans. Allowance	4,986.02	5,250.00	5,250.00	5,250.00	5,250.00	5,250.00	0.0%
18 Fees & Services	9,419.76	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.0%
25 Telephone	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.0%
26 Equip Maint/Oper	300.00	750.00	750.00	750.00	750.00	750.00	0.0%
34 Postage	203.44	500.00	500.00	500.00	500.00	500.00	0.0%
41 Supplies	2,383.96	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.0%
59 Education & Exp.	2,362.07	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.0%
<b>120 Selectmen</b>	<b>366,152.10</b>	<b>429,225.00</b>	<b>440,025.00</b>	<b>440,025.00</b>	<b>440,025.00</b>	<b>440,025.00</b>	<b>0.0%</b>

**120 - SELECTMEN'S BUDGET 2021-22**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22	2020-21	2021-22
					Salary Rate	Salaries	Salary Totals
1.00	First Selectman	n/a	n/a	n/a	104,925	104,925	104,925
1.00	Operations Director	n/a	n/a	n/a	108,000	108,000	108,000
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	90,000	90,000	90,000
1.00	Administrative Assistant	n/a	n/a	n/a	53,300	53,300	53,300
6.00	<b>TOTAL SALARIES:</b>					360,225	360,225

**EXTRA HELP & OVERTIME**

qty	Position	Hourly Rate	No. of Hours	2021-22	2020-21	2021-22
				EH&OT Rate	EH&OT	EH&OT Totals
1.00	Clerical Help(Coverage)	\$25.00	80	0	0	0
1.00	<b>TOTAL EXTRA HELP &amp; OVERTIME:</b>				0	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 (\$6,500), DATTCO (\$2,000)
<i>Education &amp; Expenses</i>	Meetings/Conferences; Dues/Subscriptions; Educational Supplies

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>132 Probate Court</b>							
60 PaymentsToAgency/Or	12,583.90	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	0.0%
<b>132 Probate Court</b>	<b>12,583.90</b>	<b>14,000.00</b>	<b>14,000.00</b>	<b>14,000.00</b>	<b>14,000.00</b>	<b>14,000.00</b>	<b>0.0%</b>

**132 – PROBATE COURT BUDGET 2021-2022**

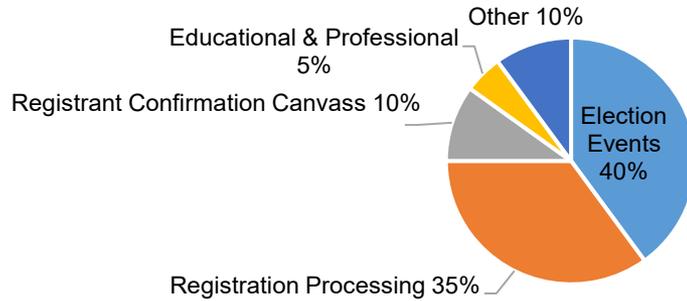
<u>Account</u>	<u>Description</u>
<i>Payments to Agencies/Organizations</i>	Probate Court Expenses (estimated as follows): Microfilming = \$8,000 Microfilm Storage (record security) = \$1,000 Computer Communications and Phone Line Use = \$2,000 Office Supplies (including lease of copier) = \$8,000  Subtotal: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

# 140 - FY 2020 Registrar's Office Management Report

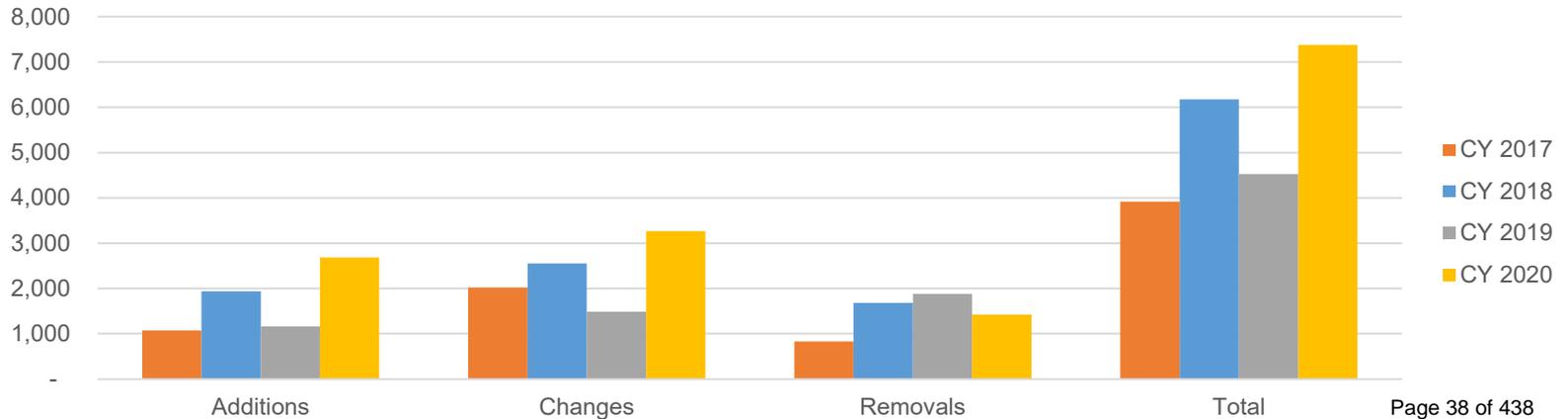
## DEPARTMENTAL MISSION

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. To prevent, mitigate and prepare for election interference, all functions of the office are conducted and accounted for in a strictly non-partisan manner.

### How The Registrar's Office Spends its Time

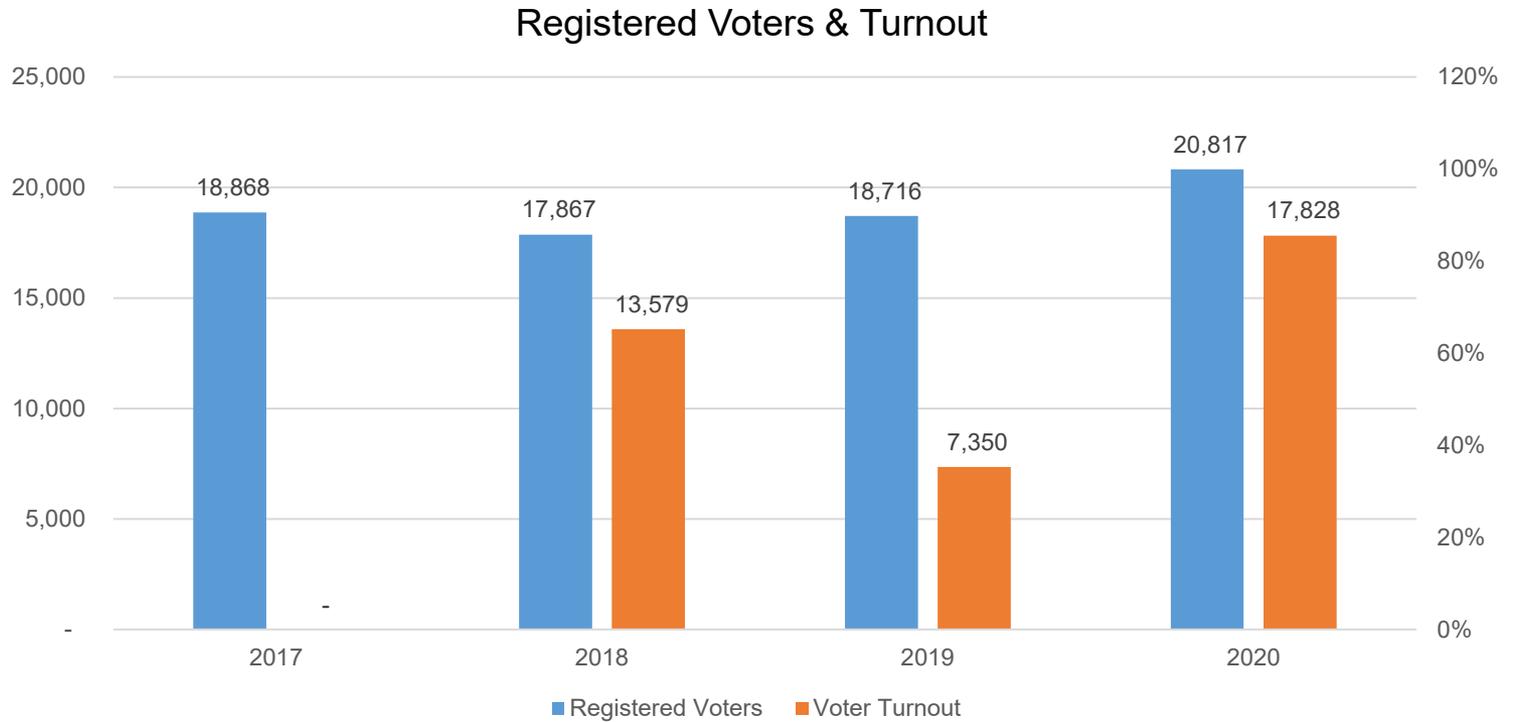


### Voter Transactions



## KEY PERFORMANCE INDICATORS

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



## SCORECARD OF FY 2020

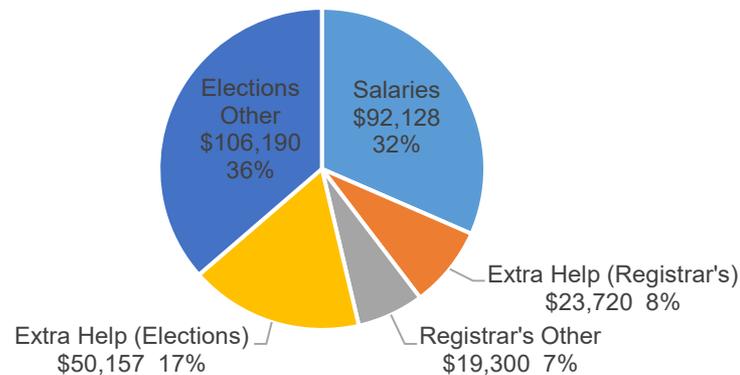
### 1. Stay within budget:

FY 2020 Percent of Registrar's Budget Expended (non-personnel)		
FY 2020 Budget	\$	37,230
FY 2020 Actual	\$	37,977
Over/under	\$	747
Percent of Budget Expenditure		102%

FY 2020 Percent of Election's Budget Expended (non-personnel)		
FY 2020 Budget	\$	135,933
FY 2020 Actual	\$	90,513
Over/under	\$	(45,420)
Percent of Budget Expenditure		67%

## STATUS OF FY 2021

### FY 2021 Registrar's and Elections Budget \$291k



Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>140 Registrars</b>							
01 Salaries	92,127.84	92,128.00	92,128.00	94,431.00	94,431.00	94,431.00	2.5%
03 EH & OT	29,231.01	23,720.00	23,720.00	26,800.00	26,800.00	26,800.00	13.0%
15 Trans. Allowance	700.00	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00	0.0%
19 Contract Services	4,800.95	7,900.00	7,900.00	7,900.00	7,900.00	7,900.00	0.0%
33 Advert & Print	1,134.91	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
41 Supplies	748.31	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.0%
59 Education & Exp.	1,361.89	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.0%
<b>140 Registrars</b>	<b>130,104.91</b>	<b>135,148.00</b>	<b>135,148.00</b>	<b>140,531.00</b>	<b>140,531.00</b>	<b>140,531.00</b>	<b>4.0%</b>
<b>142 Elections</b>							
03 EH & OT Town Clerk Elections	2,034.00	4,000.00	4,000.00	3,000.00	3,000.00	3,000.00	-25.0%
03 EH & OT	47,931.30	50,157.00	50,157.00	50,157.00	50,157.00	50,157.00	0.0%
18 Fees & Services	9,577.00	11,375.00	11,375.00	11,375.00	11,375.00	11,375.00	0.0%
22 Primaries	14,983.38	73,515.00	73,515.00	45,000.00	45,000.00	45,000.00	-38.8%
41 Supplies	15,987.15	17,300.00	17,300.00	17,300.00	17,300.00	17,300.00	0.0%
<b>142 Elections</b>	<b>90,512.83</b>	<b>156,347.00</b>	<b>156,347.00</b>	<b>126,832.00</b>	<b>126,832.00</b>	<b>126,832.00</b>	<b>-18.9%</b>

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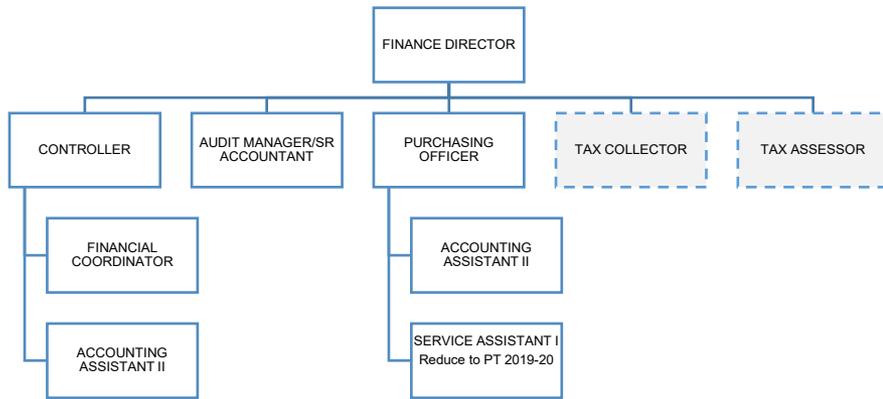
Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>150 Board of Finance</b>							
33 Advert & Print	2,500.00	2,500.00	2,500.00	2,750.00	2,750.00	2,750.00	10.0%
<b>150 Board of Finance</b>	<b>2,500.00</b>	<b>2,500.00</b>	<b>2,500.00</b>	<b>2,750.00</b>	<b>2,750.00</b>	<b>2,750.00</b>	<b>10.0%</b>

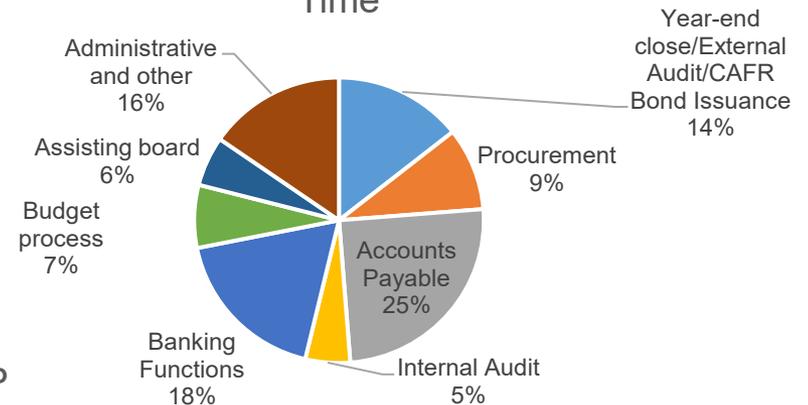
# 151 - FY 2020 Finance Department Management Report

## DEPARTMENTAL MISSION

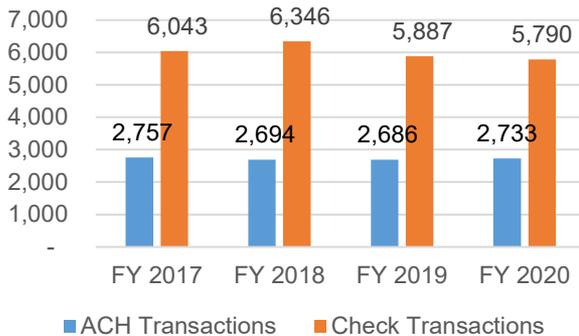
Under Chapter 12 of the Town of Westport Charter, The Finance Director shall be the head of the Finance Department, be responsible for overseeing all of the financial activities of the Town and shall supervise all of the following positions and activities: maintenance of the accounting and other books 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.



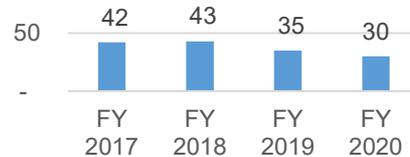
## How the Finance Department Spends its Time



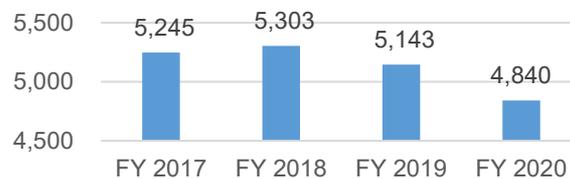
## Volume of Transactions



## Bids and RFP Issued



## Requisitions Processed

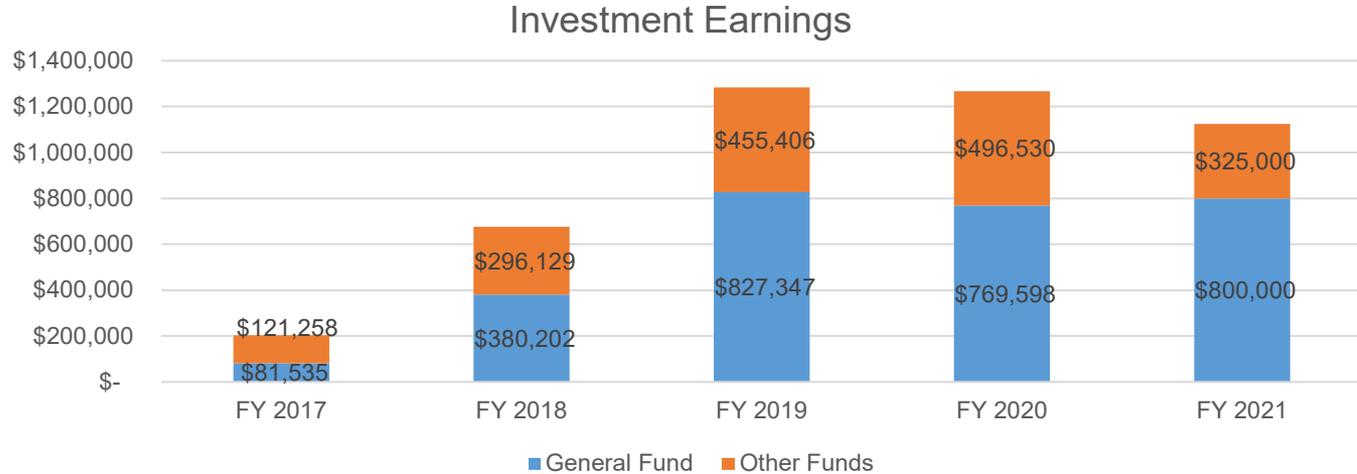


## Grants Received and Managed

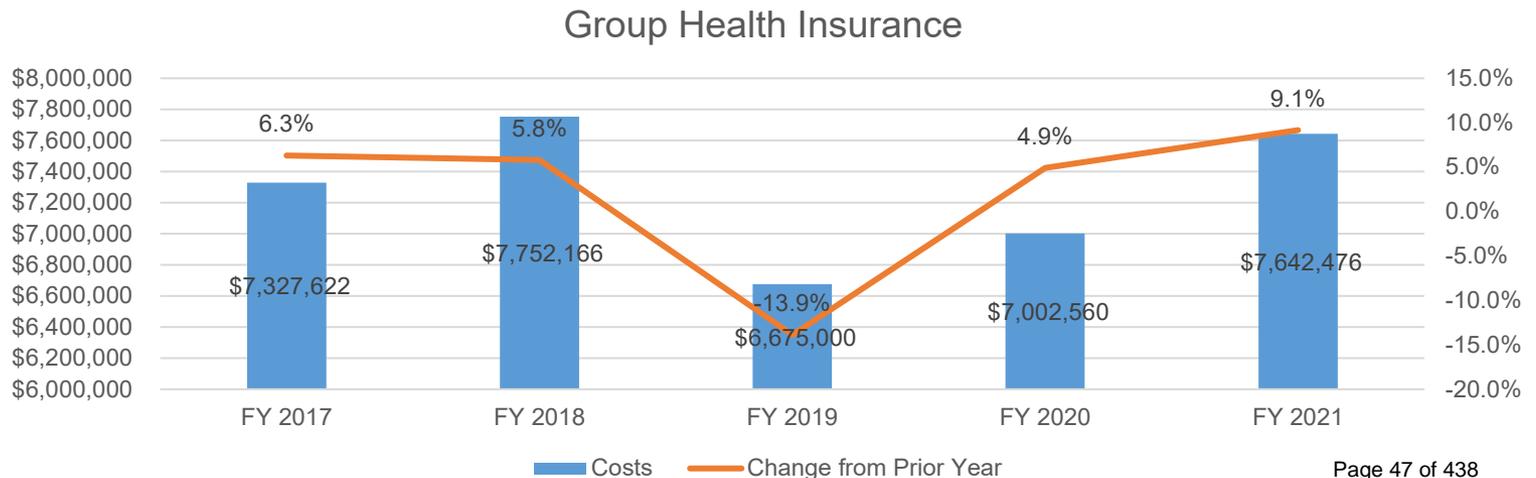


## KEY PERFORMANCE INDICATORS

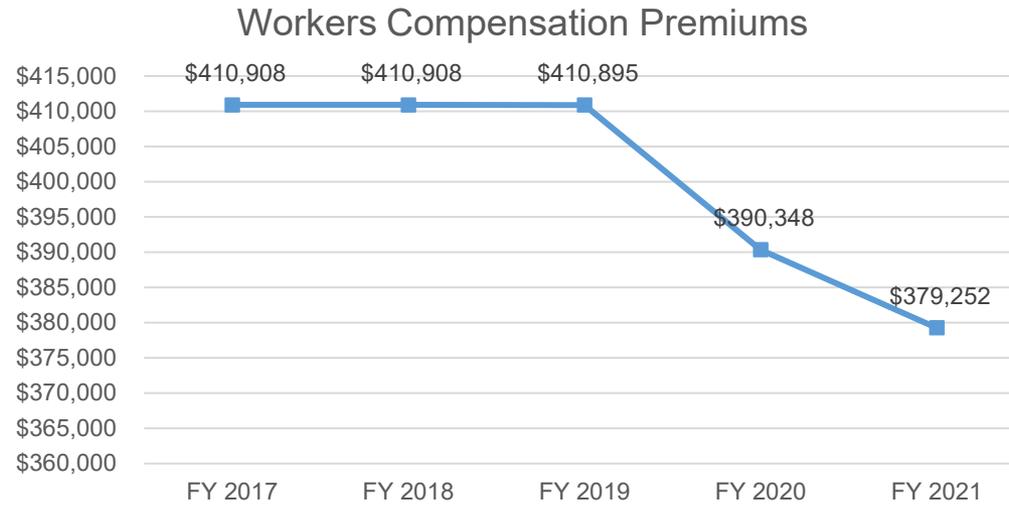
1. Cost savings through streamlining accounting and banking functions and increased investment returns through disciplined investments including laddering and a low risk balanced portfolio for Non General Fund accounts:



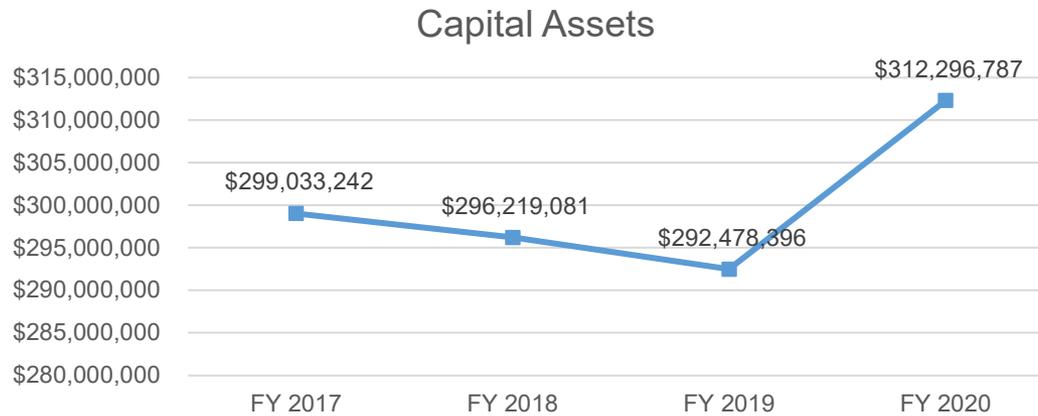
2. Insurance plan design changes have resulted in lower insurance costs relative to peers and national average:



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



4. Growing value of capital assets:



Coleytown Middle School major construction project underway in FY2020

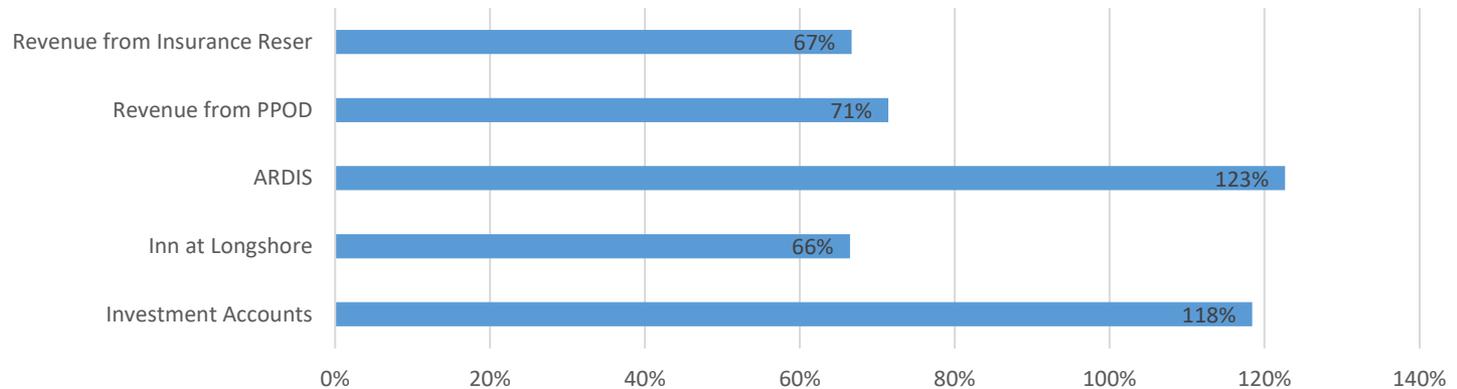
## SCORECARD OF FY 2020

### 1. Stay within budget:

<b>FY 2020 Percent of Budget Expended (non-personnel)</b>	
FY 2020 Budget	\$ 189,370
FY 2020 Actual	\$ 171,890
Over/Under	\$ (17,480)
Percent of Budget Expended	91%

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.

### FY 2020 Percent of Budget Revenue Collected 177% of \$2.964M



3. Met prior year goals:

- Reached out to vendors to receive payment via ACH saving over \$10 per ACH.
- Implemented policies on tighter internal controls and paperless processing.
- Utilize a safety consultant to accidents and injuries to produce Workers Compensation claims savings

4. Deferred or waived goals:

- Implementation of scanning and document management.

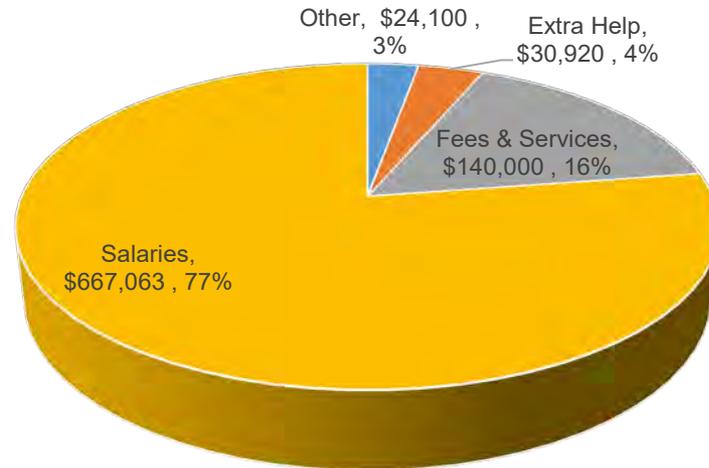
5. Other accomplishments:

- Issued \$34.4 million general obligation bonds at an interest rate of 1.94% for Board of Education and Town capital projects.
- Awarded LOCIP grant of \$323k from State for ACCELA project.
- Completed FY20 external financial audit timely to meet Dec. 31 deadline.
- Finance Staff pivoted to remote working seamlessly while continuing to provide services to departments and vendors during COVID pandemic.

**STATUS OF FY 2021**

<b>Finance Staffing</b>	
<b>Title</b>	<b>Full Time Equivalent</b>
Finance Director	1
Controller	1
Audit Manager/Senior Accountant	1
Purchasing Officer	1
Financial Coordinator	1
Accounting Assistant II	2
Service Assistant - Part time	0.5
<b>Total</b>	<b>7.5</b>

**FY 2021 Finance Department  
Budget \$862k**



**Budget Changes:** No Changes

**Goals:**

- Reduce expenses in education and travel as we will use frequent flyer points earned on Town purchases.
- Reach out to the RTM to approve a plan change which allows seasonal and certain part-time employees to be in a 457 savings plan in lieu of paying into Social Security, Savings \$100,000.
- Implement a lease program for 2021-2022 for Town vehicles that saves \$31,000 in the first year and increases every year after.
- Implement Artificial Intelligence (AI) solutions for accounts payable.

## PLANS FOR FY 2022

**Capital Projects:** Document Management Software Solution for Finance, HR and purchasing. Coordinate with Land Use for expansion into permitting process.

## STATEMENT OF FIVE-YEAR GOAL

Over the next five years, the Finance Department will renegotiate three union bargaining agreements and one pension agreement. Finance will also renegotiate with credit card providers for better rates. The department expects to further implement artificial intelligence in Finance and Purchasing, as well as reduce the department's footprint by remote working and shared space.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>151 Finance Department</b>							
01 Salaries	644,867.76	650,675.00	667,062.55	673,618.00	673,618.00	673,618.00	1.0%
03 EH & OT	29,677.74	30,200.00	30,920.00	30,920.00	30,920.00	30,920.00	0.0%
18 Fees & Services	127,224.37	140,000.00	140,000.00	135,000.00	135,000.00	135,000.00	-3.6%
25 Telephone	664.45	700.00	700.00	700.00	700.00	700.00	0.0%
26 Equip Maint/Oper	1,421.00	1,700.00	1,700.00	1,700.00	1,700.00	1,700.00	0.0%
34 Postage	3,004.50	3,200.00	3,200.00	3,500.00	3,500.00	3,500.00	9.4%
41 Supplies	4,162.62	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.0%
59 Education & Exp.	5,735.17	14,000.00	14,000.00	5,000.00	5,000.00	5,000.00	-64.3%
CF Computers	0.00	0.00	0.00	1,700.00	1,700.00	1,700.00	
<b>151 Finance Department</b>	<b>816,757.61</b>	<b>844,975.00</b>	<b>862,082.55</b>	<b>856,638.00</b>	<b>856,638.00</b>	<b>856,638.00</b>	<b>-0.6%</b>
<b>152 Audit</b>							
18 Fees & Services	30,757.50	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.0%
19 Contract Services	92,500.00	94,350.00	94,350.00	96,250.00	96,250.00	96,250.00	2.0%
<b>152 Audit</b>	<b>123,257.50</b>	<b>154,350.00</b>	<b>154,350.00</b>	<b>156,250.00</b>	<b>156,250.00</b>	<b>156,250.00</b>	<b>1.2%</b>

**151 - FINANCE DEPARTMENT BUDGET 2021-2022**

**SALARIES**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22 Salary Rate</b>	<b>2020-21 Salaries</b>	<b>2021-22 Salary Totals</b>
1.00	Finance Director				184,442	184,442	184,442
1.00	Controller				125,000	121,419	125,000
1.00	Senior Accountant/Audit Manager				113,715	113,715	113,715
1.00	Purchasing Officer				98,093	98,093	98,093
1.00	Financial Coordinator				85,000	82,000	85,000
1.00	Accounting Assistant II	VII-7			80,428	80,428	80,428
1.00	Accounting Assistant II	VII-7			80,428	80,428	80,428
	401(k)/DC Plan Tax effected Payment				6,142	6,046	6,142
	Special Funds Allocation (Sewer/RRP)				(99,630)	(99,630)	(99,630)
7.00	<b>TOTAL SALARIES:</b>					666,941	673,618

**EXTRA HELP & OVERTIME**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22 Salary Rate</b>	<b>2020-21 EH&amp;OT</b>	<b>2021-22 EH&amp;OT Totals</b>
	Professional Accounting/ System Modifications				1,400		1,400
	Service Assistant I	Part time	\$30.75	960	29,520	29,520	29,520
	<b>TOTAL EXTRA HELP:</b>					29,520	30,920

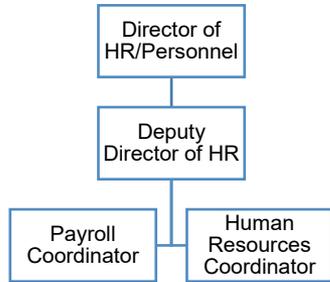
**151 – FINANCE DEPARTMENT**

<u>Account</u>	<u>Description</u>
<i>Fees &amp; 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 &amp; Expenses</i>	Publications, Dues, Conferences, and Professional & IT Training, Tuition Reimbursement
<i>Office Equipment</i>	Office Fixtures & Furniture

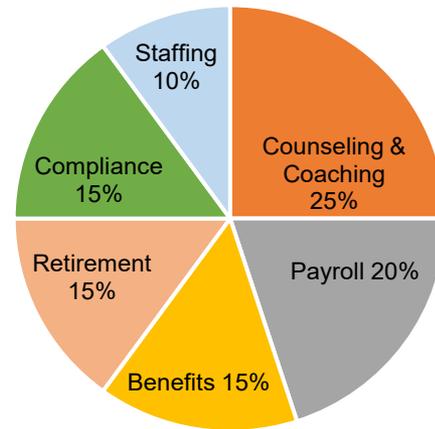
# 153 - FY 2020 Personnel Management Report

## 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 and duties and is responsible for the efficiency, discipline and good conduct of the Department.



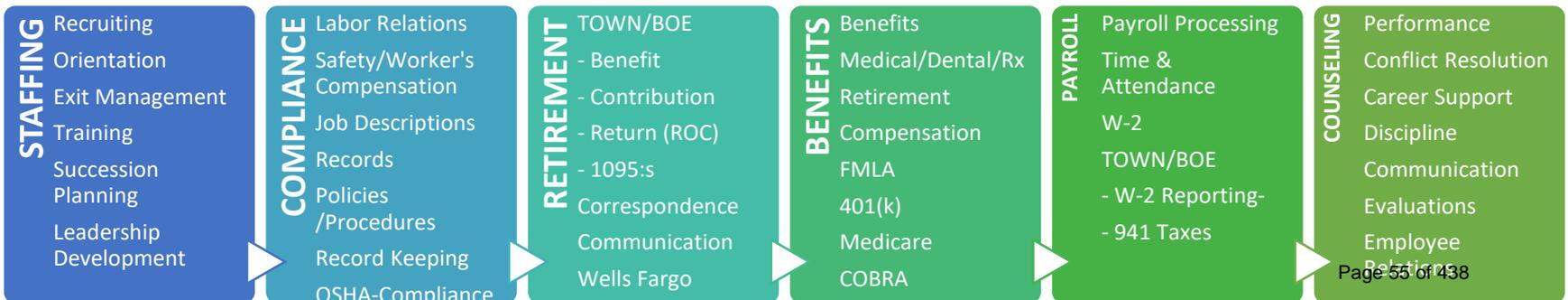
How the Personnel Department Spends its Time



Recruitment

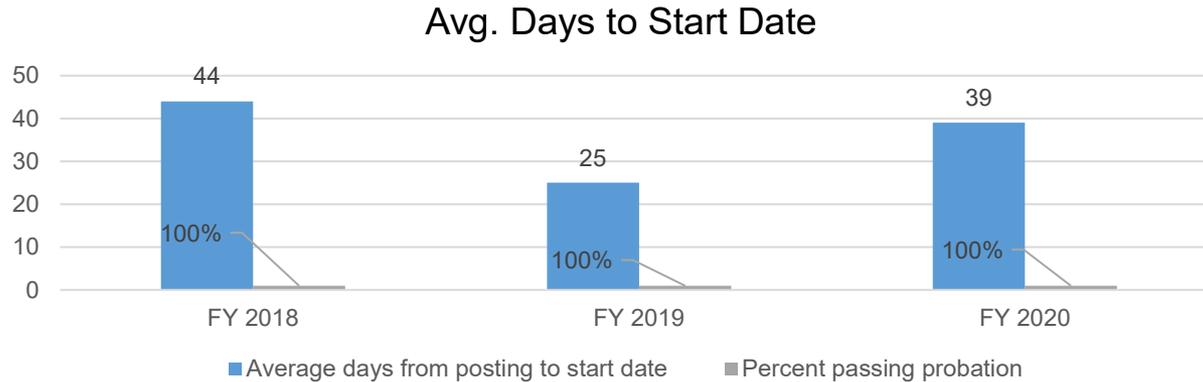


## Personnel Processes:

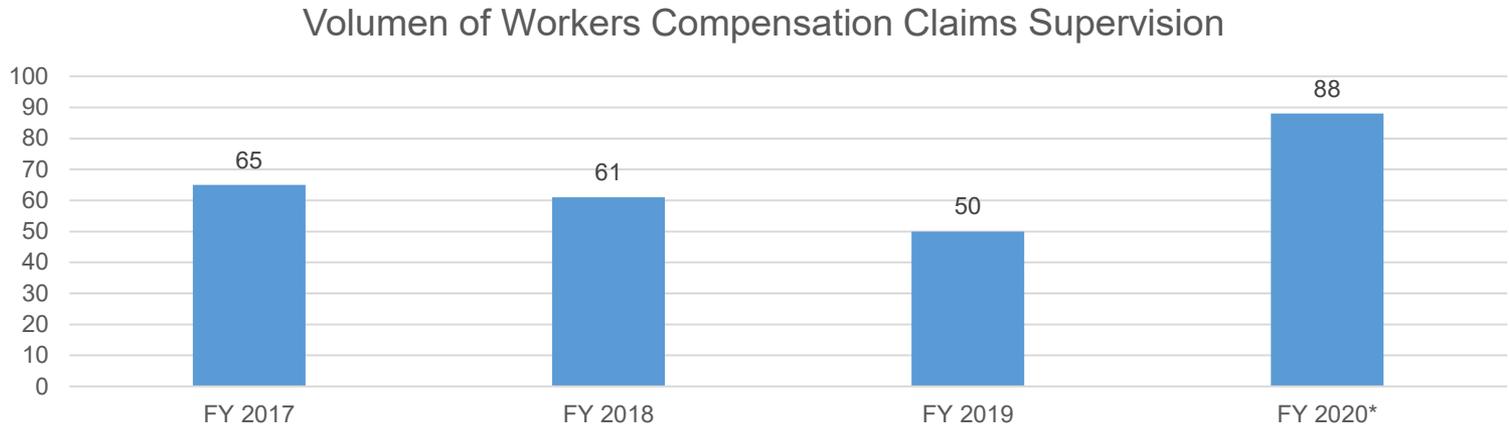


## KEY PERFORMANCE INDICATORS

- 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.



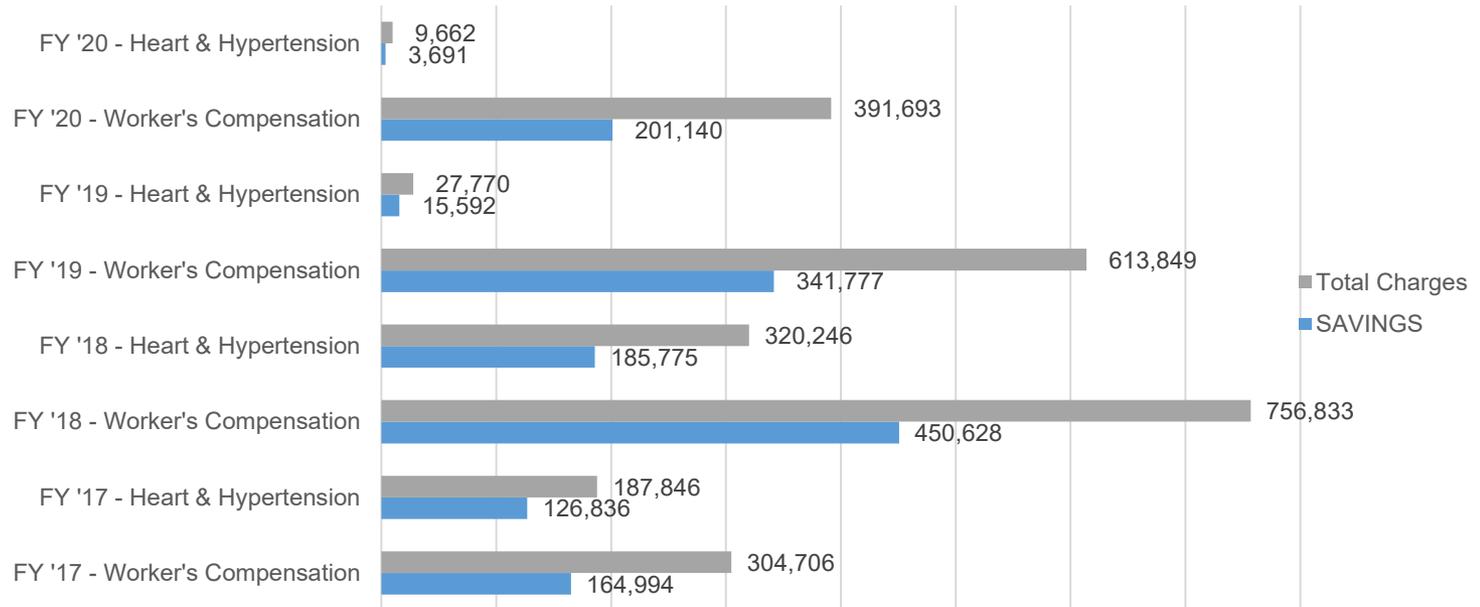
- Accelerated claims processing and return to work on all Workers Comp and Heart & Hypertension claims. all claims processed on the first day of receiving the injury notice.



NOTE: In FY 2020, there was a larger than normal report of claims due to employees filling out a claim for possible exposures to COVID. These are not actual cases only possible exposures.

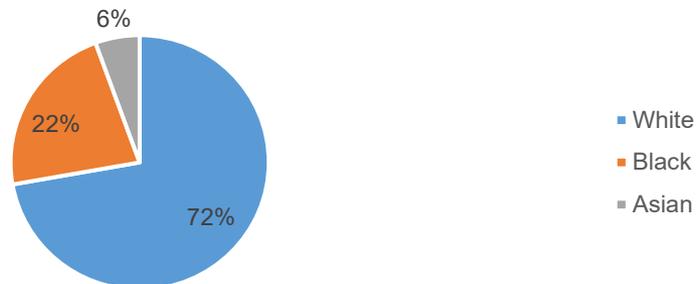
3. Savings from the agreement with CIRMA to process all Workers Compensation and Heart and Hypertension with the Town's Anthem discount

Claims Savings



4. Replacement hiring of diverse candidates

FY 2020 New Employee Diversity



## SCORECARD OF FY 2020

### 1. Stay within budget:

<b>Percent of Budget Expended (non-personnel)</b>		
FY 2020 Budget	\$	47,925
FY 2020 Actuals	\$	47,332
Over/Under	\$	(593)
Percent of budget		99%

### 2. Met prior year goals:

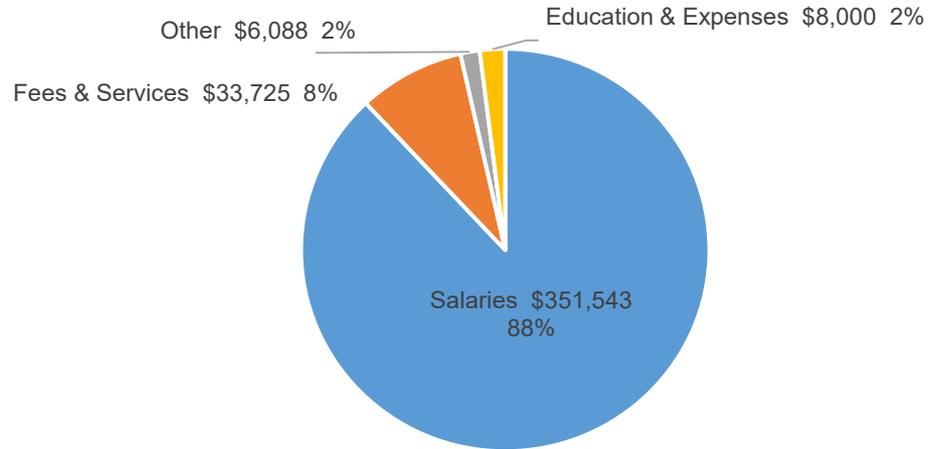
- Implement exit interviews for all exiting employees
- Implement the NOVAtime time and attendance system
- Update all Pension Plan and Defined Contribution Plan documents

### 3. Deferred or waived goals:

- Present “Active Shooter” training for Town employees in conjunction with the Police Department
- Revise Employee Handbook and create one for union represented employees

**FY 2021 Personnel Department's Budget \$399k**

<b>Personnel Staffing</b>	
<b>Title</b>	<b>Full Time Equivalent</b>
Director	1
Deputy Director	1
Payroll Coordinator	1
Human Resources Coordinator	1
<b>Total</b>	<b>4</b>



**Budget Changes:**

**Goals:**

1. Update all Pension and Beneficiary Information under the WMEU Pension Plan for Town and BOE employees
2. Assist with all Department Heads in establishing remote work procedures

## PLANS FOR FY 2022

**Budget Changes:** None

**Goals:**

1. Negotiate WMEU, Fire and Police CBA
2. Negotiate WMEU CBA and Pension Contracts
3. Include P&R in the NOVA Time system
4. Develop an intranet site for employee transactions and information
5. Develop a program to improve the diversity of the Town workforce
6. Reschedule Wells Fargo Informational meetings
7. Update all job descriptions

**Capital Projects:** None

## STATEMENT OF FIVE-YEAR GOAL

As a strategic department for the Town of Westport, we a group of professionals who strive to perform at the highest level of competence with efficiency and self-respect for all employees. We will continue to build on the solid foundation that we have established. The key areas of focus during the next five years will include: (1) driving HR excellence and innovation, (2) recruitment, and retention strategies, (3) developing a more diverse workforce, (4) investing in our employees' development and (5) enhancing the employee experience.

We have begun discussions with an organization that will assist us in developing a program to attract a more diverse pool of applicants for open positions. Also, we are in discussions with a consultant who will also assist in developing programs to expand our candidate pool.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>153 Personnel</b>							
01 Salaries	353,168.84	346,128.00	351,542.70	344,617.00	344,617.00	344,617.00	-2.0%
03 EH & OT	0.00	500.00	500.00	500.00	500.00	500.00	0.0%
15 Trans. Allowance	1,864.78	1,700.00	1,700.00	1,700.00	1,700.00	1,700.00	0.0%
18 Fees & Services	32,266.23	33,725.00	33,725.00	33,725.00	33,725.00	33,725.00	0.0%
33 Advert & Print	355.45	500.00	500.00	500.00	500.00	500.00	0.0%
34 Postage	722.78	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00	0.0%
41 Supplies	3,964.89	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.0%
59 Education & Exp.	8,158.30	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.0%
CD Office Equipment	0.00	500.00	500.00	500.00	500.00	500.00	0.0%
<b>153 Personnel</b>	<b>400,501.27</b>	<b>393,953.00</b>	<b>399,367.70</b>	<b>392,442.00</b>	<b>392,442.00</b>	<b>392,442.00</b>	<b>-1.7%</b>

**153 - PERSONNEL DEPARTMENT BUDGET 2021-22**

**SALARIES**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>2021-22 Salary Rate</b>	<b>2020-21 Salaries</b>	<b>2021-22 Salary Totals</b>
1.00	Personnel Director	n/a	140,117	140,117	140,117
1.00	Deputy Director Human Resources	n/a	93,500	93,500	93,500
1.00	Human Resources Coordinator	n/a	48,000	48,000	48,000
1.00	Payroll Coordinator	n/a	63,000	63,000	63,000
4.00	<b>TOTAL SALARIES:</b>			344,617	344,617

**EXTRA HELP & OVERTIME**

<b>qty</b>	<b>Position</b>	<b>2021-22 EH&amp;OT Rate</b>	<b>2020-21 EH&amp;OT</b>	<b>2021-22 EH&amp;OT Totals</b>
		500	500	500
0.00	<b>TOTAL EXTRA HELP &amp; OVERTIME:</b>		500	500

**153 – PERSONNEL**

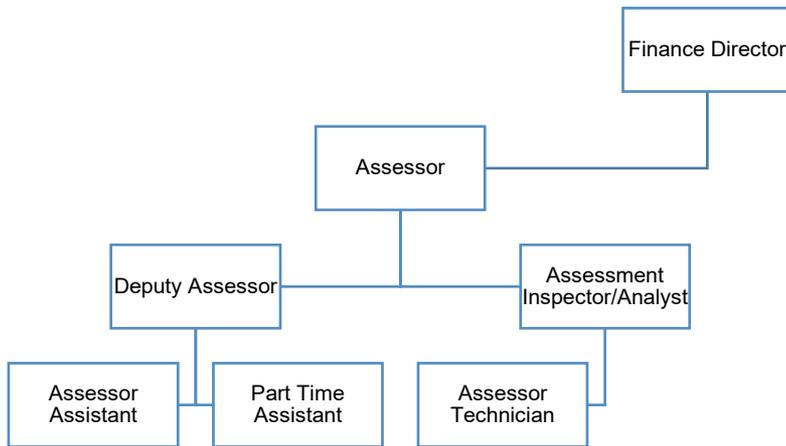
Account  
*Fees & Services*

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  
     NOVAtime  
     Employee Training  
     Conferences

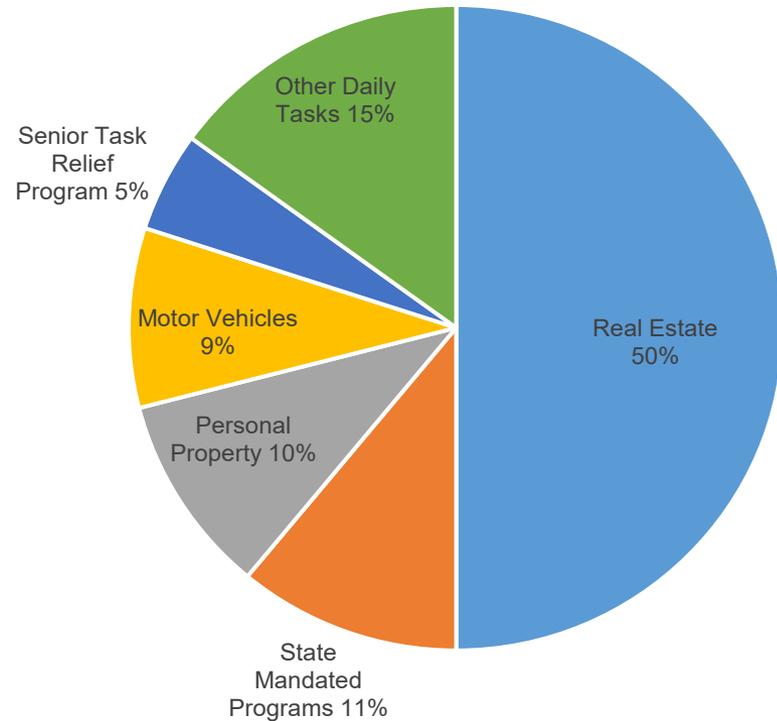
# 154 - FY 2020 Assessor's Office Management Report

## DEPARTMENTAL MISSION

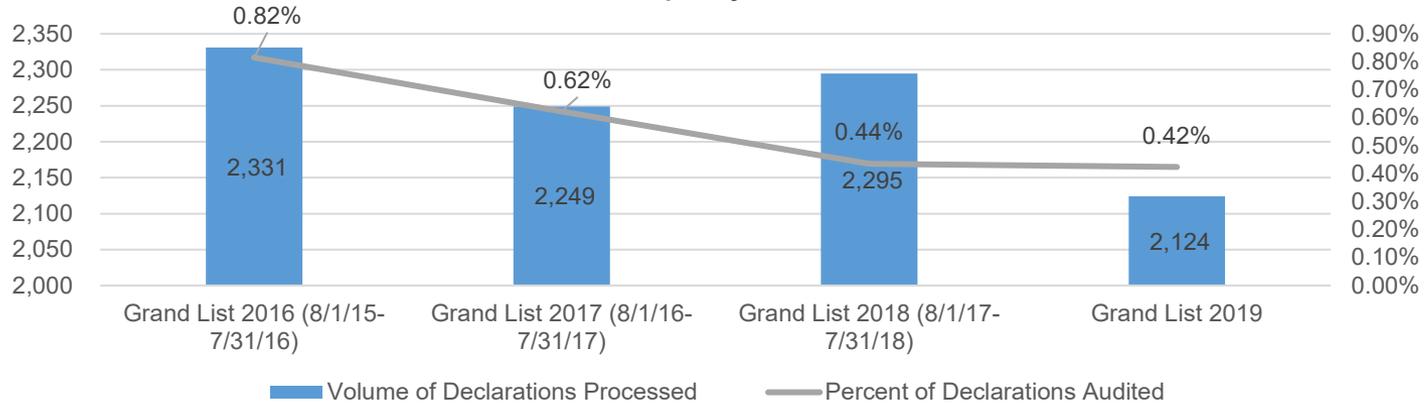
Under Section C12-9 of the Town of Westport Charter, the powers and duties of the Assessor are conferred. Connecticut State Statutes Section 12-55 requires the Assessor's Office to publish the town's annual Grand List on or before January 31st. The Assessor's Office's mission is to ensure that all taxable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



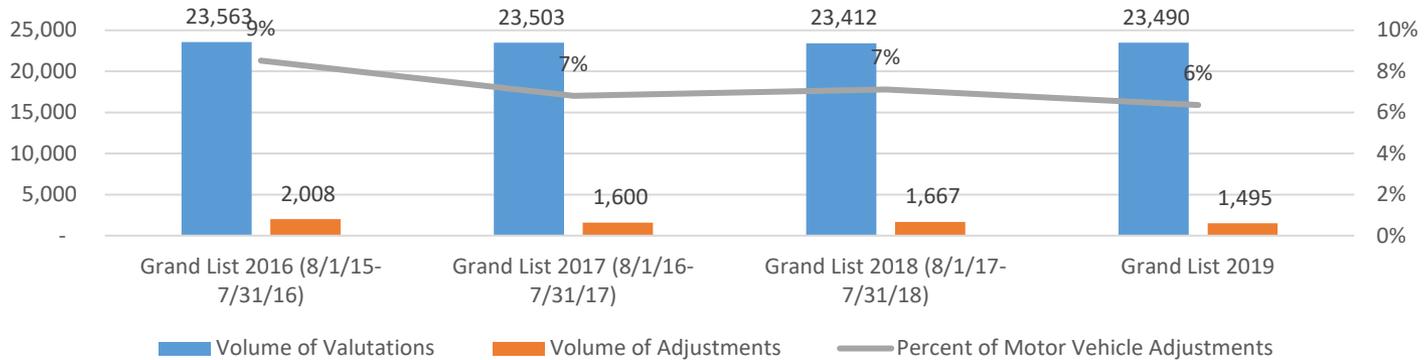
### How The Assessor's Office Spends its Time



## Personal Property Declarations



## Motor Vehicle Valuations

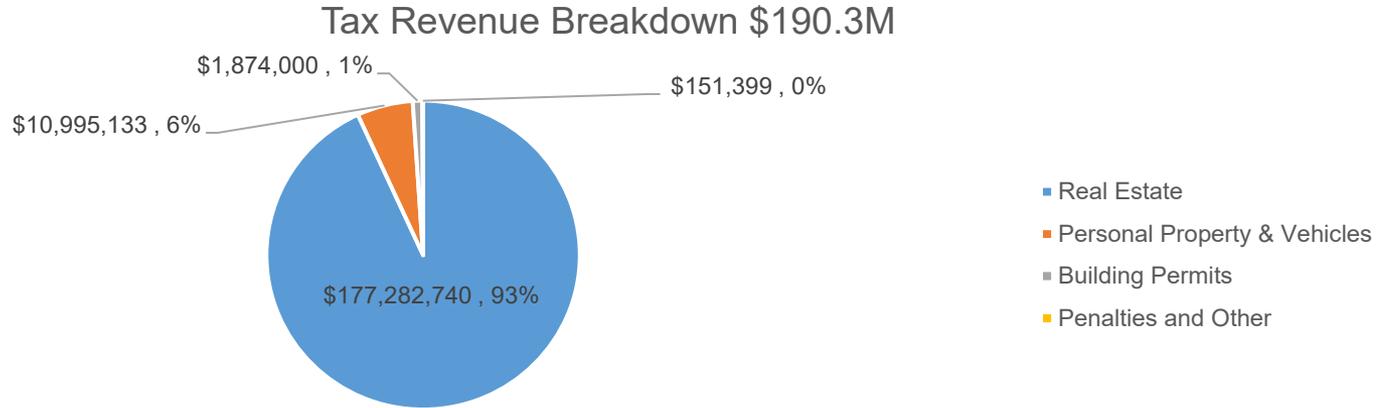


## Volume of Inspections

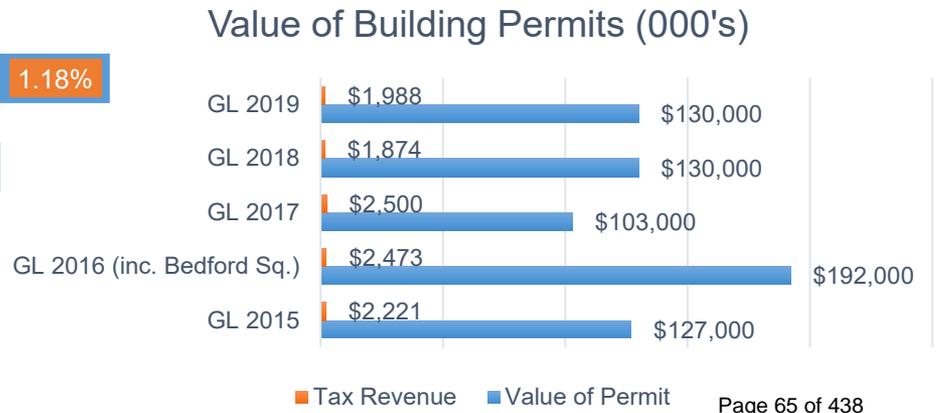
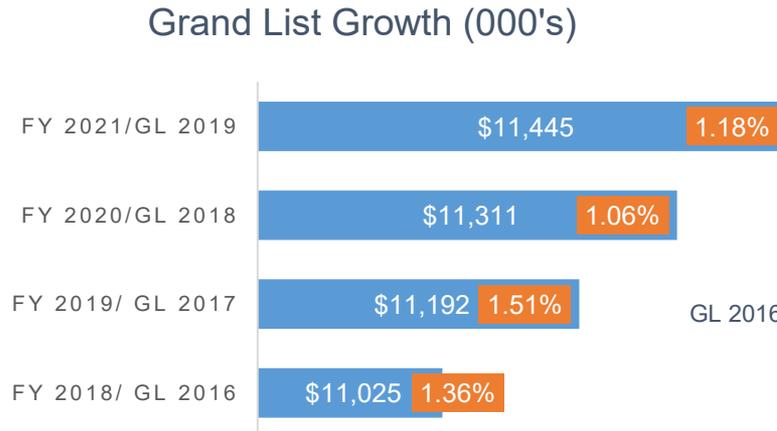


# KEY PERFORMANCE INDICATORS

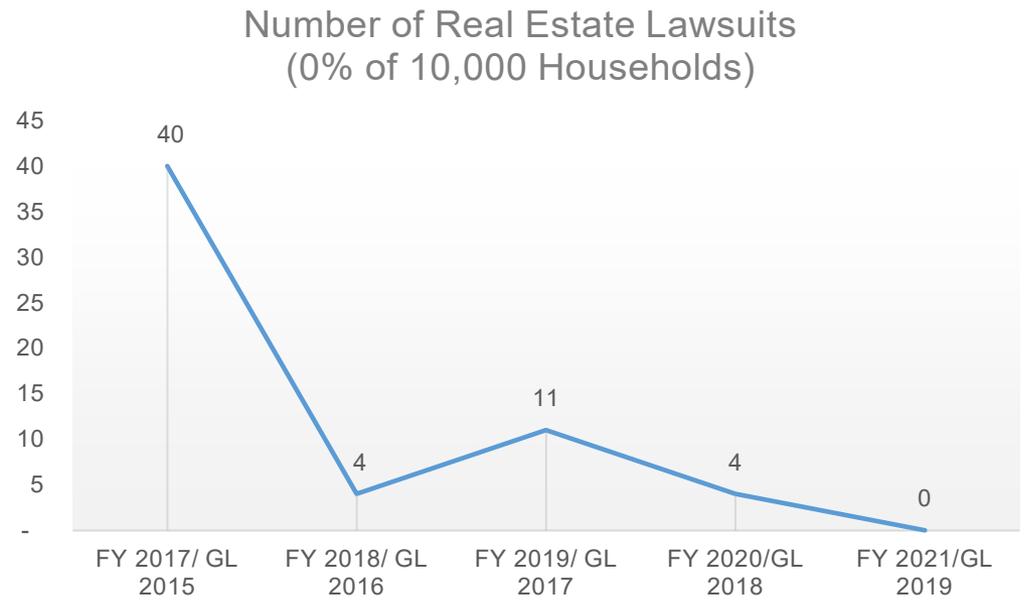
1. Contribute to tax revenue collections through evaluations, audits, and penalties:



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:



## SCORECARD OF FY 2020

### 1. Stay within budget:

<b>FY 2020 Percent of Budget Expended (non-personnel)</b>		
FY 2020 Budget	\$	23,870
FY 2020 Actual	\$	19,757
Over/Under	\$	(4,113)
Percent of Budget Expended		83%

### 2. Met prior year goals:

- Assisted with the implementation of the new Accela land use permitting software program
- Upgraded to the new Vision V8 CAMA software
- Successful 2020 revaluation

### 3. Deferred or waived goals:

- Research and select a vendor that has the ability to identify expired and out of state motor vehicles

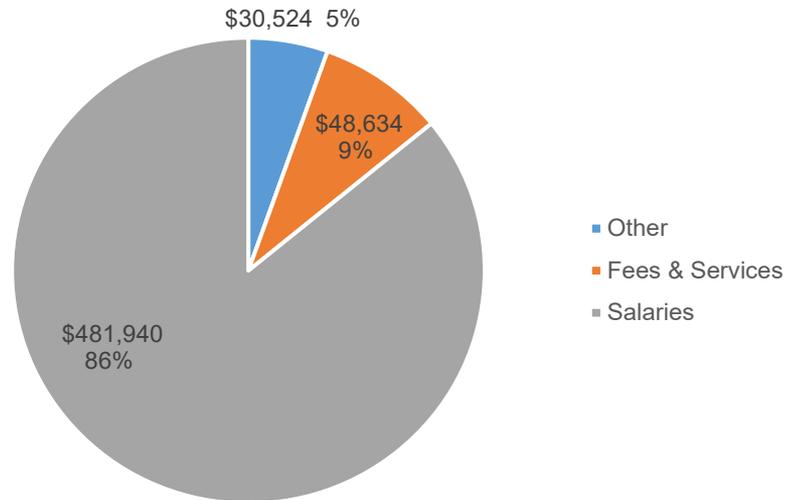
### 4. Other accomplishments:

- Worked with Finance Department and Tax Collector to implement a COVID-19 tax deferment program
- Offered all Business Personal Property filers the opportunity to file their declarations online
- Successfully transitioned to a remote based office

**STATUS OF FY 2021 (2021 RTM Adopted Budget)**

FY 2021 Assessor's Office Budget \$561k

Assessor Staffing	
Title	Full Time Equivalent
Assessor	1
Deputy Assessor	1
Assessment/Inspection Analyst	1
Assistant Assessor	1
Part Time Assistant	0.5
Assessor Technician	1
<b>Total</b>	<b>5.5</b>



**Budget Changes:** No significant budget changes

**Goals:**

1. Work with taxpayers on explaining changes from the revaluation and guide them through the appeal process
2. Continue to have office staff function both in Town Hall and remotely
3. Complete additional responsibilities associated with the revaluation

## PLANS FOR FY 2022

**Budget Changes:** None

**Goals:**

1. Defend our revaluation figures during the appeal process and through court proceedings.
2. Complete a renovation of the Assessor's Office.
3. Increase participation in the online filing of Personal Property Declarations.
4. Work on a program that will allow commercial property owners to file their Income and Expense reports electronically.

**Capital Projects:** None

## STATEMENT OF FIVE-YEAR GOAL

Over the next five years, this office will be working to take advantage of any new technologies and work methods that will allow us to be more efficient and increase our productivity.

One beneficial outcome of COVID is that it showed that we can use technology to serve the public more efficiently by accomplishing tasks without the inconvenience of having a face-to-face meeting or by them physically coming to Town Hall. We will continue to increase our use of video inspections for homes and as well as electronically transferring data and documents.

Work with staff members to broaden their experience and knowledge within the office so that they have more professional flexibility among them.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>154 Assessor</b>							
01 Salaries	469,864.09	474,678.00	481,940.24	482,873.00	482,873.00	482,873.00	0.2%
03 EH & OT	6,159.83	5,000.00	5,000.00	4,250.00	4,250.00	4,250.00	-15.0%
14 Uniform Allowance	621.74	800.00	800.00	800.00	800.00	800.00	0.0%
15 Trans. Allowance	185.11	700.00	700.00	700.00	700.00	700.00	0.0%
18 Fees & Services	31,390.73	48,634.00	48,634.00	50,731.00	50,731.00	50,731.00	4.3%
25 Telephone	1,350.00	2,004.00	2,004.00	1,300.00	1,300.00	1,300.00	-35.1%
26 Equip Maint/Oper	1,091.40	1,850.00	1,850.00	1,850.00	1,850.00	1,850.00	0.0%
27 Veh. Maint/Oper	828.33	1,480.00	1,480.00	1,000.00	1,000.00	1,000.00	-32.4%
31 Rental Equipment	0.00	0.00	0.00	4,750.00	4,750.00	4,750.00	
34 Postage	4,907.16	4,500.00	4,500.00	4,400.00	4,400.00	4,400.00	-2.2%
41 Supplies	3,330.20	3,790.00	3,790.00	3,790.00	3,790.00	3,790.00	0.0%
59 Education & Exp.	1,283.00	4,400.00	4,400.00	4,400.00	4,400.00	4,400.00	0.0%
CE Vehicles	0.00	6,000.00	6,000.00	0.00	0.00	0.00	
<b>154 Assessor</b>	<b>521,011.59</b>	<b>553,836.00</b>	<b>561,098.24</b>	<b>560,844.00</b>	<b>560,844.00</b>	<b>560,844.00</b>	<b>0.0%</b>

**154 - ASSESSOR DEPARTMENT BUDGET 2021-2022**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22	2020-21	2021-22
					Salary Rate	Salaries	Salary Totals
1.00	Assessor	n/a			135,802	135,802	135,802
1.00	Deputy Assessor	n/a			83,025	83,025	83,025
1.00	Assessment Analyst/Inspector	n/a			78,924	78,924	78,924
1.00	Assessor Technician	VI-7			73,449	73,449	73,449
1.00	Accounting Assistant I	VI-7			73,449	73,449	73,449
1.00	Part Time	n/a			38,224	37,292	38,224
6.00	<b>TOTAL SALARIES:</b>				<b>482,873</b>	<b>481,941</b>	<b>482,873</b>

**EXTRA HELP & OVERTIME**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22	2020-21	2021-22
					EH&OT Rate	EH&OT	EH&OT Totals
1.00	Staff Overtime	n/a			4,250	4,500	4,250
1.00	<b>TOTAL OVERTIME:</b>				<b>4,250</b>	<b>4,500</b>	<b>4,250</b>

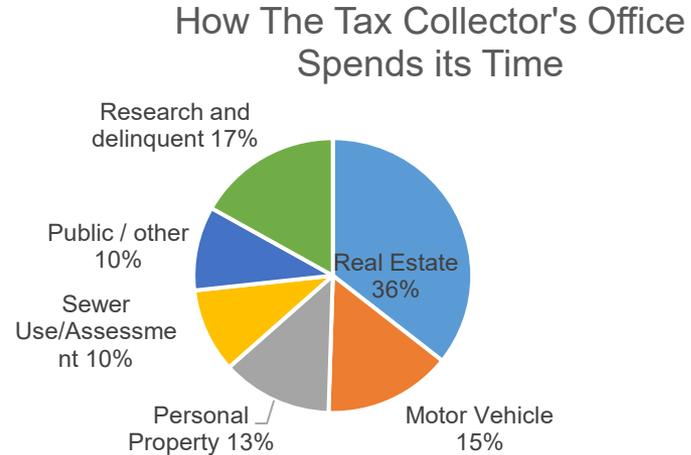
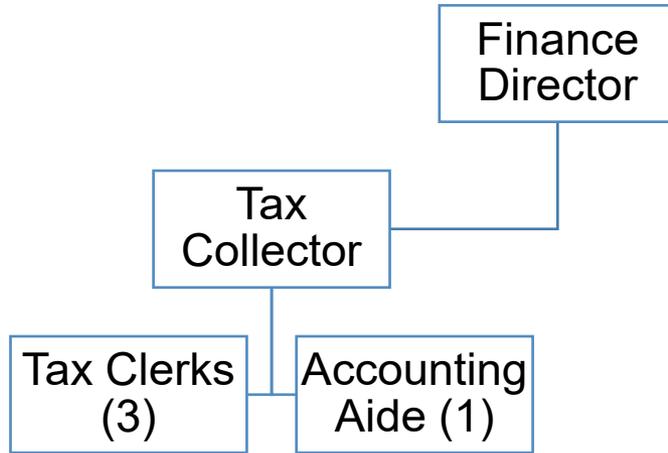
**154 – ASSESSOR**

<u>Account</u>	<u>Description</u>
<i>Extra help &amp; overtime</i>	Assist with seasonal work (\$4,250)
<i>Uniform Allowances</i>	Clothing and work shoes for two inspectors. (\$800)
<i>Transportation Allowance</i>	Mileage for traveling on Town business (700)
<i>Fees &amp; Services</i>	Technical Support and Licensing Fee for QDS System (\$14,194) Personal Property Audits (\$7,000) Vision Maintenance Fees, Web Hosting & Field Cards (\$26,727) Legal Notices (\$50) Appraisal Licensing & Real Estate Fees (\$1,310) NADA Motor Vehicle Pricing Guides (\$550) Senior application audits (\$900)
<i>Voice/Data</i>	Telephone, iPad Data & New Phone (\$1,300)
<i>Equipment Maint./Operation</i>	Leasing of copiers and maintenance of printers and office equipment (\$1,850)
<i>Vehicle Maint./Operation</i>	Fuel and Repairs for Inspection Vehicles (\$1,000)
<i>Vehicle Lease</i>	Annual lease payment for Inspection Vehicle (\$4,750)
<i>Postage</i>	Postage and mailing costs for Declarations, Elderly Mailings, Increase Notices, Inspection postcards and Income and Expense Forms (\$4,400)
<i>Supplies</i>	Copy Paper, Mailing Envelopes, Toner, Typical Office Supplies (\$3,790)
<i>Education &amp; Expenses</i>	Continuing Education Seminars and Classes for Assessor and staff

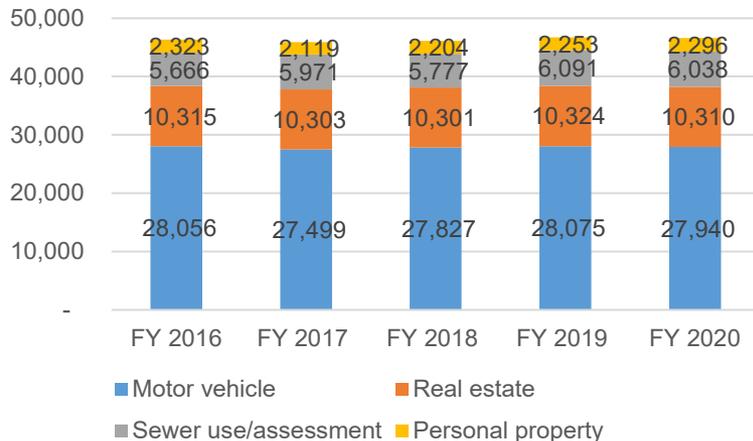
# 156 - FY 2020 Tax Collector's Office Management Report

## DEPARTMENTAL MISSION

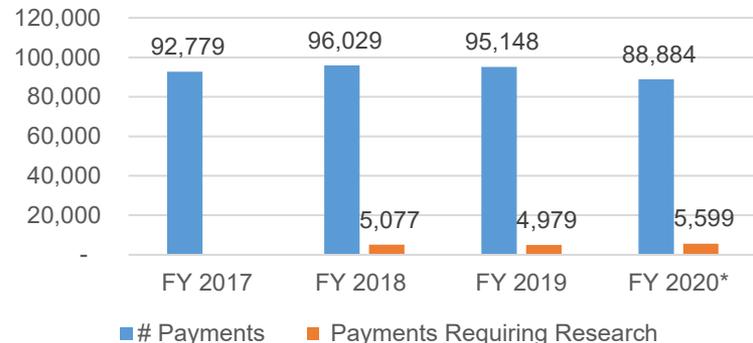
The mission of the Tax Collector's Department is to collect all taxes and other debts owed to the Town of Westport, and to properly account for them in a timely manner. In addition, the Tax Collector's Department applies all state and local statutes equally, without favoritism or prejudice to its citizens.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



### Tax Bills Sent



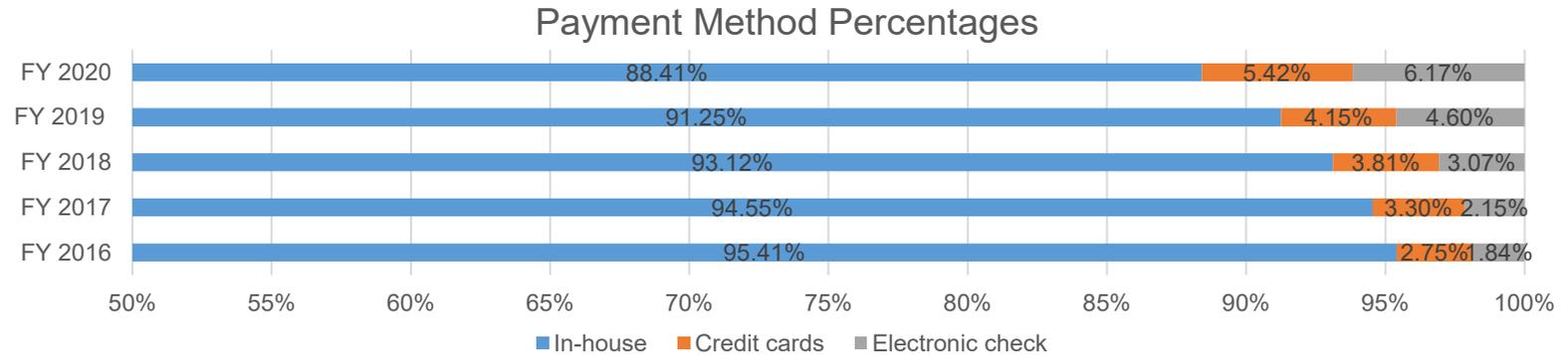
### Volume of Payments



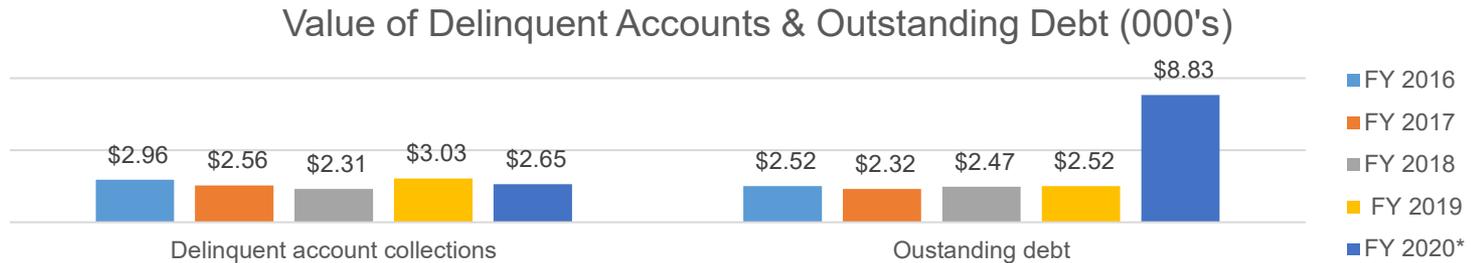
NOTE: The tax deferral program delayed payments that would normally be made in May and June of 2020.

## KEY PERFORMANCE INDICATORS

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

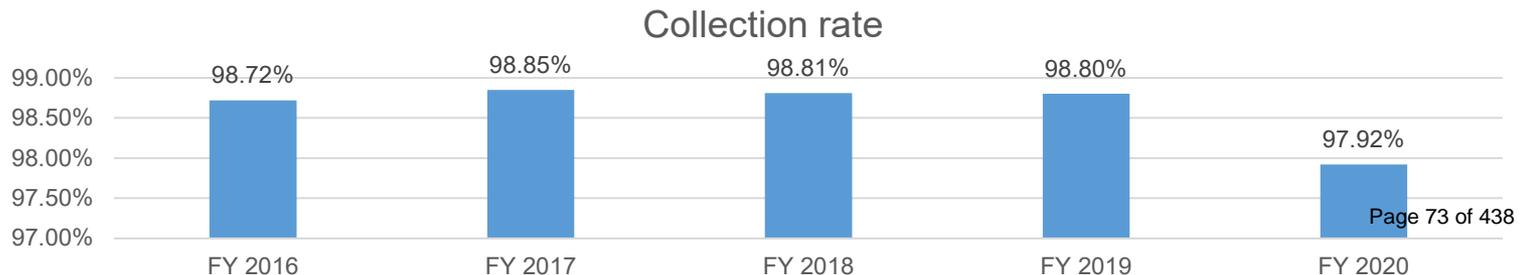


2. The amount collected from delinquent accounts and the amount of outstanding debt reduced.



NOTE: In 2020, the outstanding debt increased, and the collection rate declined. Normally, 'Intent to Lien' statements are sent in May of any year. This year because of the Governor's Executive Order to defer payments until July 1, 2020, payments normally made in May and June were received in July. July is a different tax year.

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



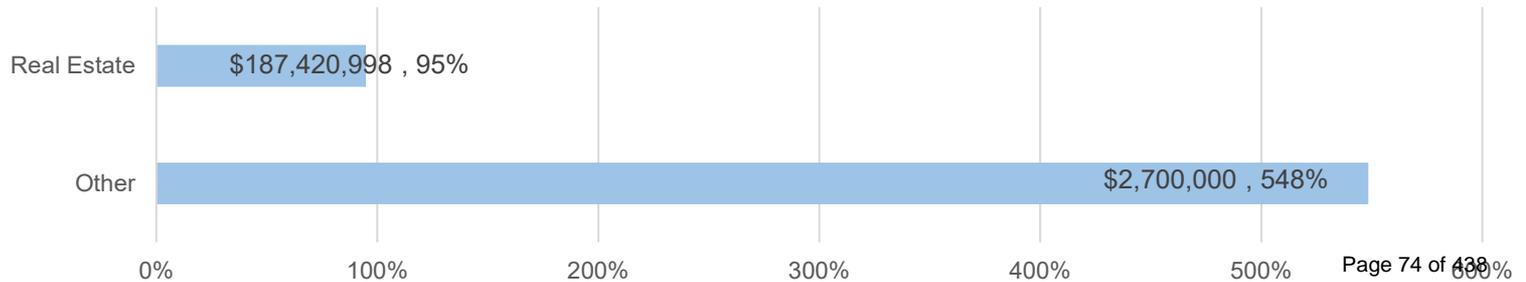
# SCORECARD OF FY 2020

1. Stay within budget:

<b>FY 2020 Percent of Budget Expended (non-personnel)</b>	
FY 2020 Budget	\$ 83,500
FY 2020 Actual	\$ 34,569
Over/Under	\$ (48,931)
Percent of Budget Expended	41%

2. Generate target revenue:

FY 2020 Percent of Budget Revenue Collected 101% of \$190.12M



3. Met prior year goals:

- Determine the course of action to be taken to collect the delinquent taxes with Foreclosure Committee
- Lowered credit card fees on Point and Pay online payment system
- Two tax staff certified as Certified Connecticut Municipal Collectors
- Continued to file UCC-1 liens with the Secretary of State to collect delinquent Personal Property taxes from businesses
- Continued to work with Health District to review and determine permits revocation/suspension due to delinquent taxes

4. Deferred or waived goals:

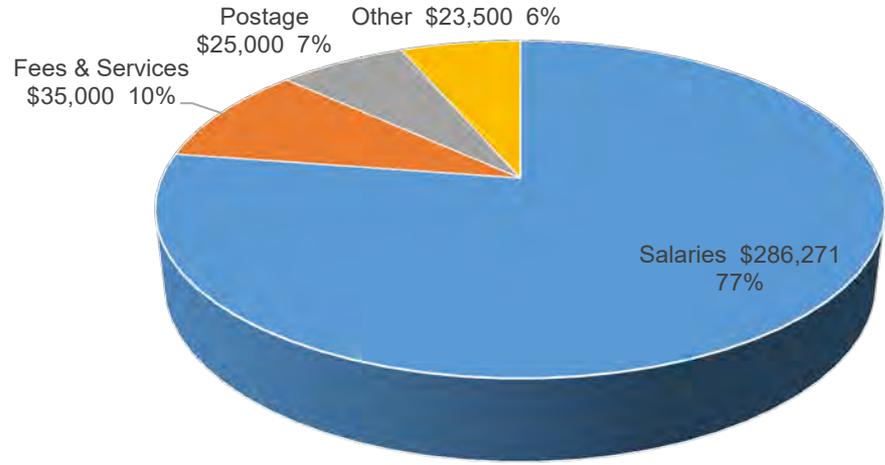
- Get all tax staff certified as Certified Connecticut Municipal Collectors
- Continue to work with Health District to review and determine permits revocation/suspension due to delinquent taxes

5. Other Accomplishments:

- Successfully worked with other departments to install changes for COVID-19
- Worked with Finance Department and Tax Assessor to implement a tax deferment program
- Changed schedules for sending 'Intent To Lien' statements
- Reduced records going into 'suspense' from \$172,839 to \$126,687

**FY 2021 Tax Collector's Office Budget \$370k**

<b>Tax Collector Staffing</b>	
<b>Title</b>	<b>Full Time Equivalent</b>
Tax Collector	1
Tax Clerks	3
Accounting Aide	1
<b>Total</b>	<b>5</b>



**Budget Changes:** None

**Goals:**

1. Continue to work with Foreclosure Committee to collect delinquent taxes
2. Review all fees charged by Point and Pay online payment system
3. Get remaining tax staff certified as Certified Connecticut Municipal Collectors
4. Work with Health District to review and determine permits revocation/suspension due to delinquent taxes for delinquent: spas, restaurants and barber shops
5. Continue to file UCC-1 liens with the Secretary of State to collect delinquent Personal Property taxes from businesses

## PLANS FOR FY 2022

**Budget Changes:** None

**Goals:**

1. Continue to promote on-line payments by educating customers
2. Explore a notification system to Taxpayers when taxes are due
3. Turnover delinquent personal property accounts to TaxServ for collection in order to eliminate delinquent mailing expenses
4. Compile a list of the top 50 delinquent personal property taxes for Town Attorney litigation

**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. Currently, there is one(1) Tax Collector staff member that needs to be certified. This will allow the Tax Collector's office to 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. We will also investigate online notifications to residents as to when taxes are due.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>156 Tax Collector</b>							
01 Salaries	277,673.13	283,771.00	286,271.00	286,271.00	286,271.00	286,271.00	0.0%
03 EH & OT	5,401.90	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.0%
18 Fees & Services	3,872.99	35,000.00	35,000.00	37,500.00	37,500.00	37,500.00	7.1%
26 Equip Maint/Oper	804.12	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.0%
33 Advert & Print	134.99	500.00	500.00	500.00	500.00	500.00	0.0%
34 Postage	17,606.18	25,000.00	25,000.00	22,500.00	22,500.00	22,500.00	-10.0%
41 Supplies	4,793.13	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
59 Education & Exp.	1,955.45	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.0%
<b>156 Tax Collector</b>	<b>312,241.89</b>	<b>367,271.00</b>	<b>369,771.00</b>	<b>369,771.00</b>	<b>369,771.00</b>	<b>369,771.00</b>	<b>0.0%</b>

**156 - TAX COLLECTOR BUDGET 2021-2022**

**SALARIES**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22 Salary Rate</b>	<b>2020-21 Salary Totals</b>	<b>2021-22 Salary Totals</b>
1.00	Tax Collector	n/a			102,500	102,500	102,500
1.00	Deputy Tax Collector	n/a			0	0	0
1.00	Accounting Assistant II	VI-7			80,428	80,428	80,428
1.00	Service Assistant I	IV-7			61,257	61,257	61,257
1.00	Service Assistant I	IV-7			61,257	61,257	61,257
1.00	Service Assistant I	IV-7			61,257	61,257	61,257
	<b>SUBTOTAL</b>					366,699	366,699
	<b>LESS: Allocation to Sewer Collection for sewer billing/collection</b>					(80,428)	(80,428)
6.00	<b>TOTAL SALARIES:</b>					286,271	286,271

**EXTRA HELP & OVERTIME**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22 EH&amp;OT Rate</b>	<b>2020-21 EH&amp;OT Totals</b>	<b>2021-22 EH&amp;OT Totals</b>
1.00	Extra Help (P.T.)	n/a	\$15.00	500	7,500	7,500	7,500
	<b>TOTAL EXTRA HELP:</b>					7,500	7,500

**156 – TAX COLLECTOR**

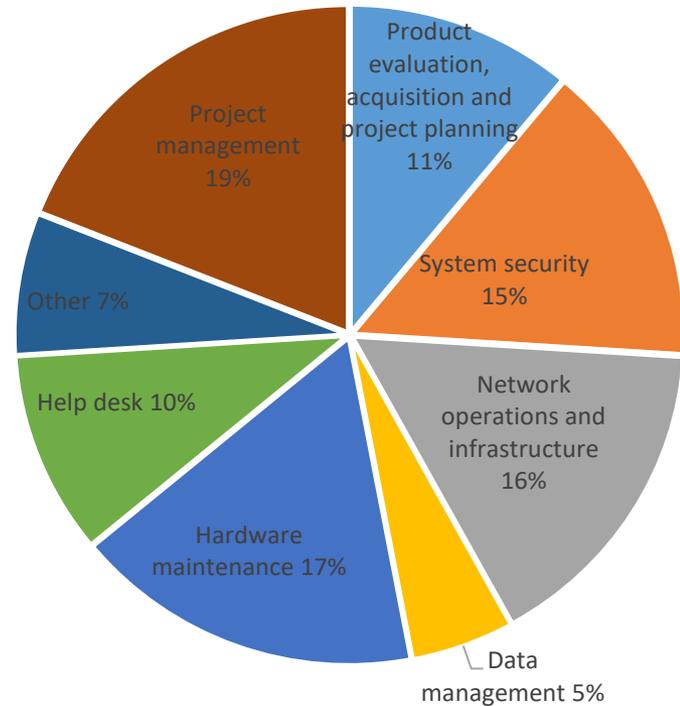
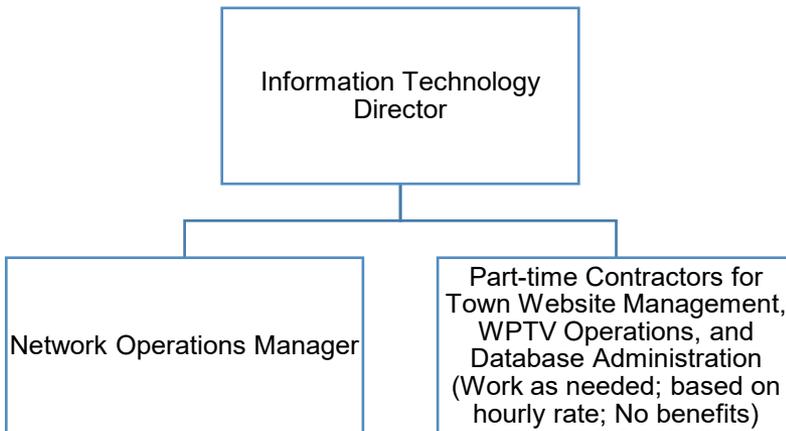
<u>Account</u>	<u>Description</u>
<i>Fees &amp; Services</i>	Quality Data Services, Rate Book Printings, License Support (\$37,500)
<i>Equipment Maint/Operation</i>	Service Contracts and Repairs (\$1,500)

# 157 - FY 2020 Information Technology Department'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.

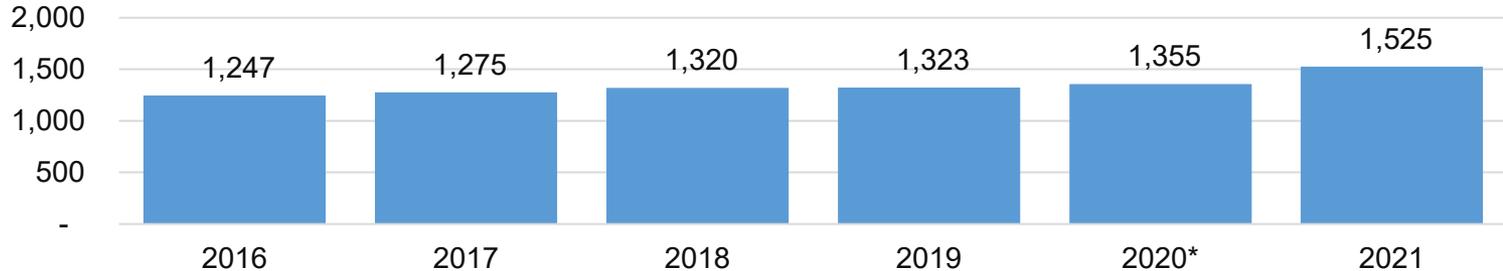
### How The Information Technology Department Spends its Time



## KEY PERFORMANCE INDICATORS

1. IT manages the town network infrastructure including the fiber network ring, data storage, physical servers, virtualized servers, network devices, printers, desktop computers, notebooks, tablets, and VoIP phones.

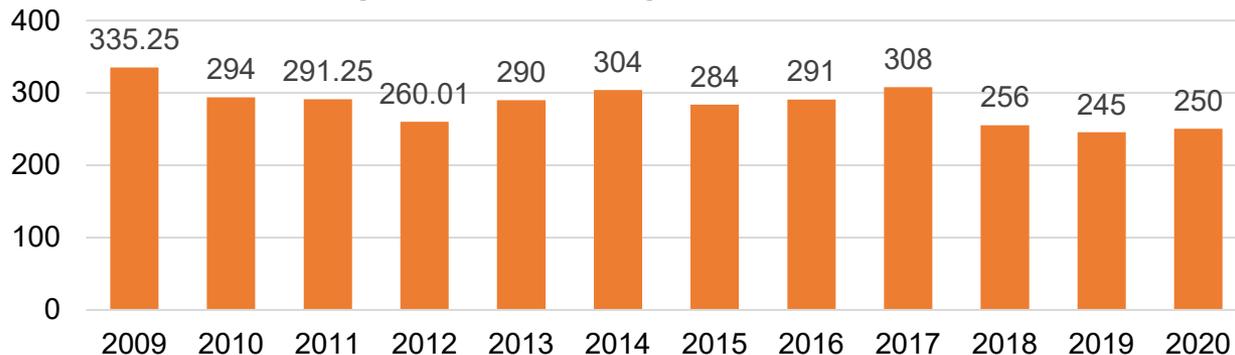
The Number of Network Devices Managed



NOTE: The number of devices managed increased in 2020 due to staff working remotely during the pandemic.

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.

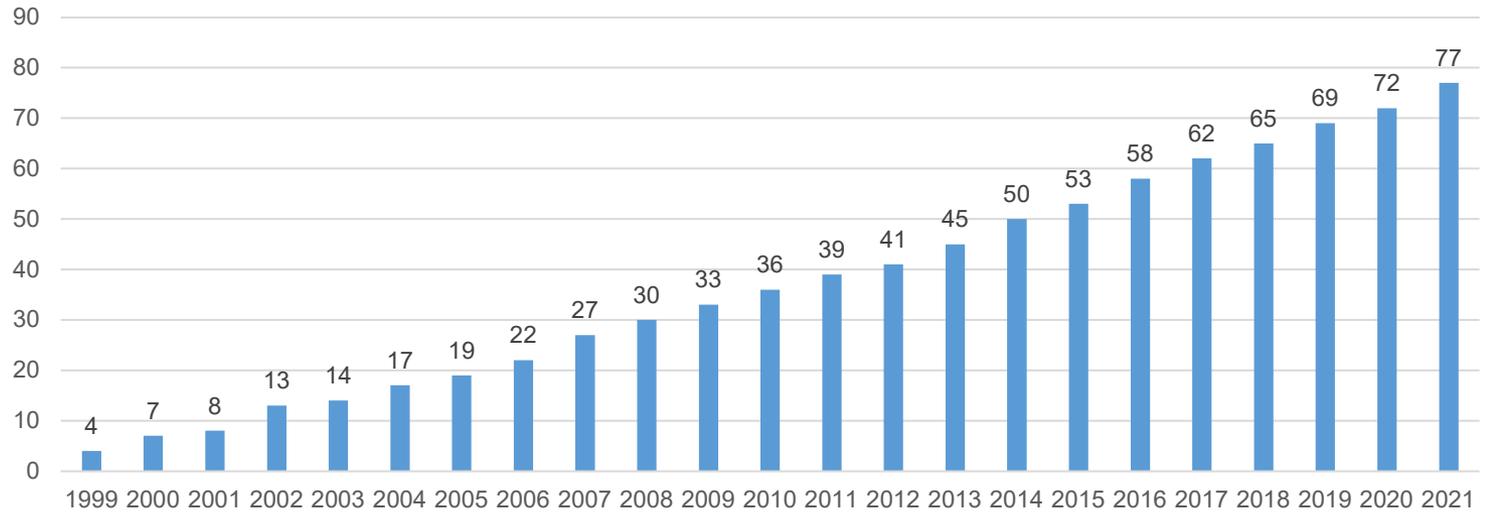
Live Coverage of Town Meetings and Events



NOTE: The amount of televised meetings have actually increased despite the reduction in hours. This is due to new personnel no longer tracking live air time, but only streaming time.

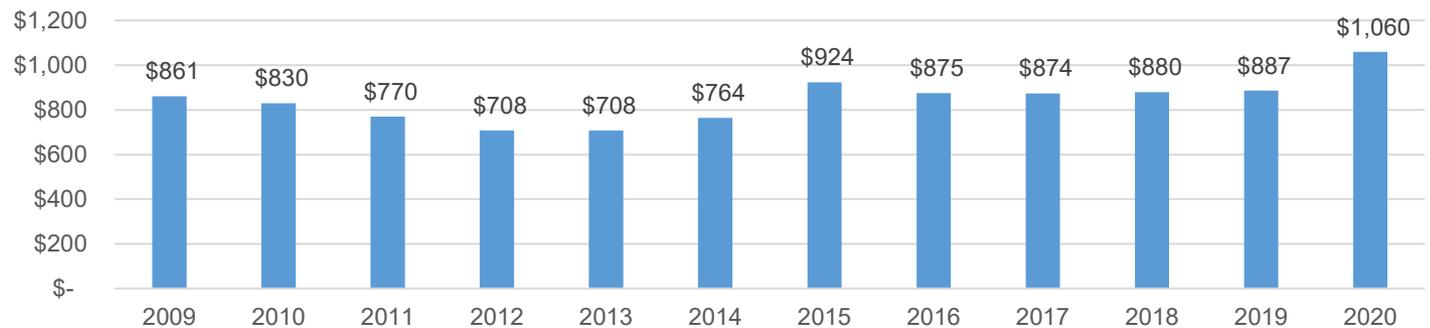
- Cloud hosted data is secure and requires less maintenance than locally hosted data. The IT Department's goal is to move all data to the cloud.

Digital Transformation of Town Business Processes (cumulative)



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

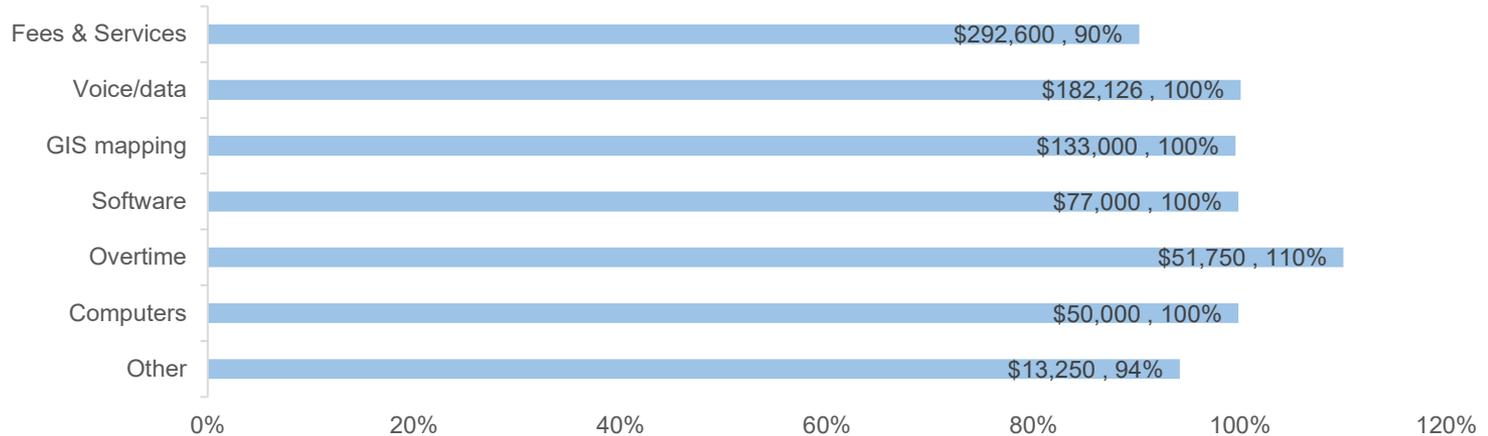
IT Department Historical Spending (000's)



## SCORECARD OF FY 2020

### 1. Stay within budget:

FY 2020 IT Percent of Budget Expended (non-personnel) \$800k



### 2. Met prior year goals:

- Implemented the Accela online permitting software to improve workflow efficiency and public service
- Implemented online credit card payment capabilities for land use departments, WWHD and the Town Clerk
- Implemented all security and vulnerability audit recommendations, including multi-level authentication for all users
- Upgraded all town computers to Microsoft Windows 10 operating system
- Implemented Office 365 and Teams in the Microsoft hosted Gov Cloud to improve security and efficiency
- Deployed the intelligent business continuity and security monitoring service
- Upgraded the town-wide network servers and storage infrastructure software to the latest version for network security

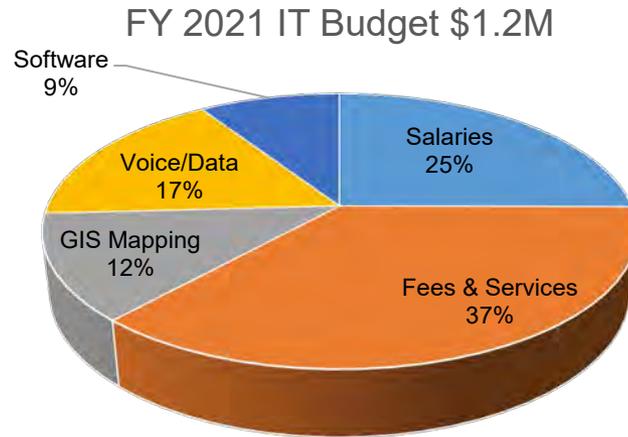
### 3. Deferred or waived goals:

- None

### 4. Other accomplishments:

- Created a secure network environment for town employees to work from home due to the pandemic
- Worked with Town Clerk and Registrars' on the State required Cyber Resilience Review Report (CRR) to ensure a secure election processing
- Worked with the Department of Public Works to install a centralized UPS system at Town Hall
- Upgraded town-wide Cisco VoIP phones and Unified Communications Manager (Call Manager) software
- Worked with the Human Service Department to implement "MySeniorCenter.com" online classes/events registration service for the Westport Center for Senior Activities
- Upgraded the live streaming equipment to enable archived town meetings to be downloaded by the public
- Worked with Public Works to deploy a hosted service live feed to HD TVs in the Town Hall lobby

<b>IT Department Staffing</b>	
<b>Title</b>	<b>Full Time Equivalent</b>
Director	1
Network Operations Manager	1
<b>Total</b>	<b>2</b>



**Budget Changes:** None

**Goals:**

1. Expand the Accela online permitting/licensing software functions to other town departments
2. Expand credit card payment processing capabilities town-wide
3. Deploy the Intelligent Business Continuity appliance and monitoring service
4. Investigate, identify and implement a Digital Imaging and Archiving System

## PLANS FOR FY 2022

**Budget Changes:** Increases in Overtime, Fees & Services, Software and hardware maintenance.

**Goals:**

1. Work with the Westport and Fairfield PD/FD to finish the new consolidated dispatch project
2. Work with Town Attorney and Operations Director to establish an up-to-date town cybersecurity policy
3. Implement a town-wide (Town, BOE, and Library) Digital Imaging and Archiving System
4. Continue to transform the town's virtualized computers and servers' environment into a private-public GovCloud hybrid environment for efficiency and resilience
5. Work with the Operations Director, Police, Fire and Public Works Departments to expand the town fiber network to meet the public safety needs

**Capital Projects:**

- Fiber network upgrade with public safety and schools.
- Implement a Digital Imaging and Archiving System.

## 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 and secure services.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>157 Information Technology</b>							
01 Salaries	264,568.56	264,568.89	274,183.11	274,183.00	274,183.00	274,183.00	0.0%
03 EH & OT	56,933.77	65,500.00	65,500.00	68,250.00	68,250.00	68,250.00	4.2%
18 Fees & Services	396,436.02	535,590.00	535,590.00	603,473.00	603,473.00	603,473.00	12.7%
25 Telephone	182,246.94	182,787.00	182,787.00	182,777.00	182,777.00	182,777.00	0.0%
41 Supplies	2,476.70	3,250.00	3,250.00	3,250.00	3,250.00	3,250.00	0.0%
59 Education & Exp.	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
CF Computers	49,925.83	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.0%
CG Software	77,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.0%
<b>157 Information Technology</b>	<b>1,039,587.82</b>	<b>1,211,695.89</b>	<b>1,221,310.11</b>	<b>1,291,933.00</b>	<b>1,291,933.00</b>	<b>1,291,933.00</b>	<b>5.8%</b>

**157 - INFORMATION TECHNOLOGY BUDGET 2021-2022**

**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**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2020-21 Salary Rate</b>	<b>2020-21 Salaries</b>	<b>2021-22 Salary Totals</b>
1.00	IT Director	n/a	n/a	n/a	147,666	147,666	147,666
1.00	Network Operations Manager	n/a	n/a	n/a	123,517	123,517	123,517
2.00	<b>TOTAL SALARIES:</b>					271,183	271,183

**EXTRA HELP (Part-time)**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2020-21 EH&amp;OT Rate</b>	<b>2020-21 EH&amp;OT</b>	<b>2020-21 EH&amp;OT Totals</b>
1.00	Application Support/Report Writer (P.T.)	n/a	\$55.00	950	52,250	35,750	52,250
1.00	Broadcast Coordinator (P.T.)	n/a	\$50.00	320	16,000	16,000	16,000
2.00	<b>TOTAL EXTRA HELP &amp; OVERTIME:</b>					51,750	68,250

**157 - INFORMATION TECHNOLOGY BUDGET 2021-2022**

**FEES AND SERVICES**

<b>Network and Operating Costs</b>	<b>2020-21</b>	<b>2021-22</b>
Professional Assistance: consultants for development and implementation of new project	50,000	50,000
eGovernment Coordinator/Digital Content Specialist	58,500	65,000
Outsourced tech support	40,000	40,000
Hardware Maintenance: Data storage, servers, computers, printers, and firewalls	40,000	40,000
Software License annual subscription: VMWare and data backup software	45,000	58,700
Public meeting broadcasting equipment upgrade and service	10,000	10,000
Equipment upgrade, maintenance, and AP software licenses renewal: routers, switches, Wi-Fi Aps, memories, hard drive, UPS batteries	18,000	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.	43,000	47,000
Hosted data protection licenses and cyber security monitoring service	42,000	42,000
Annual Microsoft Gov cloud hosting fees for Office 365, Email, Archiving, Teams, and Mobile Security Service	55,000	93,500
<b>TOTAL NETWORK AND OPERATING:</b>	<b>401,500</b>	<b>464,200</b>
<b>Town-wide GIS Mapping and Online permit hosting service</b>		
GIS hosting and development of digital mapping	30,000	30,000
Accela online permit and business licenses hosting service	106,090	109,273
<b>TOTAL GIS MAPPING AND ONLINE PERMITS:</b>	<b>136,090</b>	<b>139,273</b>
<b>TOTAL FEES AND SERVICES</b>	<b>537,590</b>	<b>603,473</b>

**COMMUNICATIONS**

	<b>2020-21</b>	<b>2021-22</b>
Cisco VoIP phone system equipment maintenance, software licenses, and support	63,000	63,000
HP equipment upgrade	40,000	40,000
Fiber network maintenance	30,000	30,000
State CEN fiber internet service fees	13,200	15,000
Town Hall Verizon PRIs and DIDs	12,000	12,000
Analog lines for security alarms and backup lines for VoIP phone system	10,057	10,057
Optimum internet connection for public Wi-Fi service	1,810	
20 field inspection iPads annual communication fees	10,800	10,800
Cell phone service	1,920	1,920
<b>TOTAL COMMUNICATIONS</b>	<b>182,787</b>	<b>182,777</b>

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>158 Board of Assessment Appeals</b>							
01 Salaries	600.00	600.00	600.00	600.00	600.00	600.00	0.0%
03 EH & OT	497.10	450.00	450.00	450.00	450.00	450.00	0.0%
33 Advert & Print	0.00	125.00	125.00	125.00	125.00	125.00	0.0%
34 Postage	61.91	400.00	400.00	300.00	300.00	300.00	-25.0%
41 Supplies	129.02	300.00	300.00	250.00	250.00	250.00	-16.7%
59 Education & Exp.	0.00	350.00	350.00	350.00	350.00	350.00	0.0%
<b>158 Board of Assessment Appeals</b>	<b>1,288.03</b>	<b>2,225.00</b>	<b>2,225.00</b>	<b>2,075.00</b>	<b>2,075.00</b>	<b>2,075.00</b>	<b>-6.7%</b>

**158 - BOARD OF ASSESSMENTS APPEALS BUDGET 2021-22**

**SALARIES**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22 Salary Rate</b>	<b>2020-21 Salaries</b>	<b>2021-22 Salary Totals</b>
3.00	Board Member (as required by statute)				200	600	600
3.00	TOTAL SALARIES:				200	600	600

**EXTRA HELP & OVERTIME**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22 EH&amp;OT Rate</b>	<b>2020-21 EH&amp;OT</b>	<b>2021-22 EH&amp;OT Totals</b>
	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

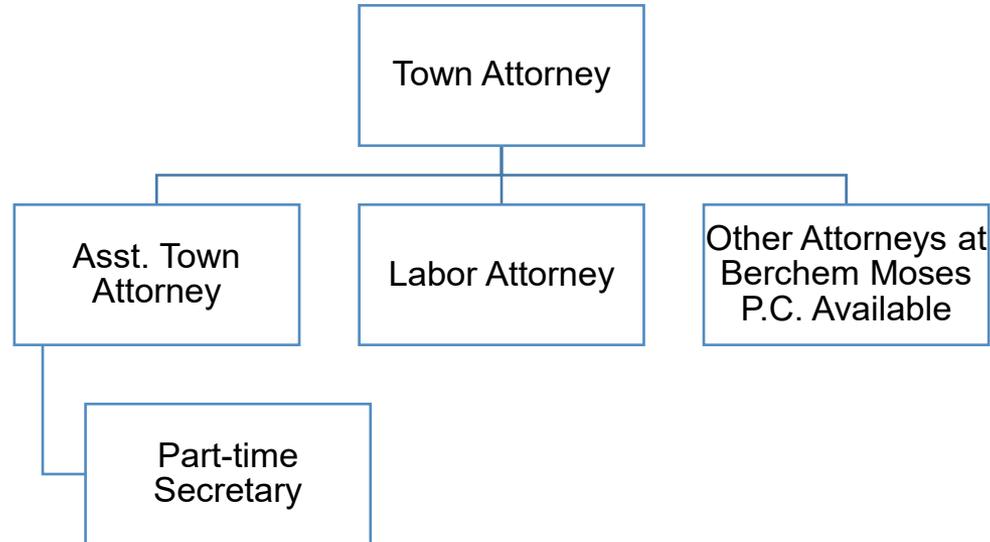
**158 – BOARD OF ASSESSMENT APPEALS**

<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 (\$250)
<i>Education &amp; Expenses</i>	Tuition (for 1 member) for Tax Assessors/BOA Class (\$350)

# 170 - FY 2020 Town Attorney's Office 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.



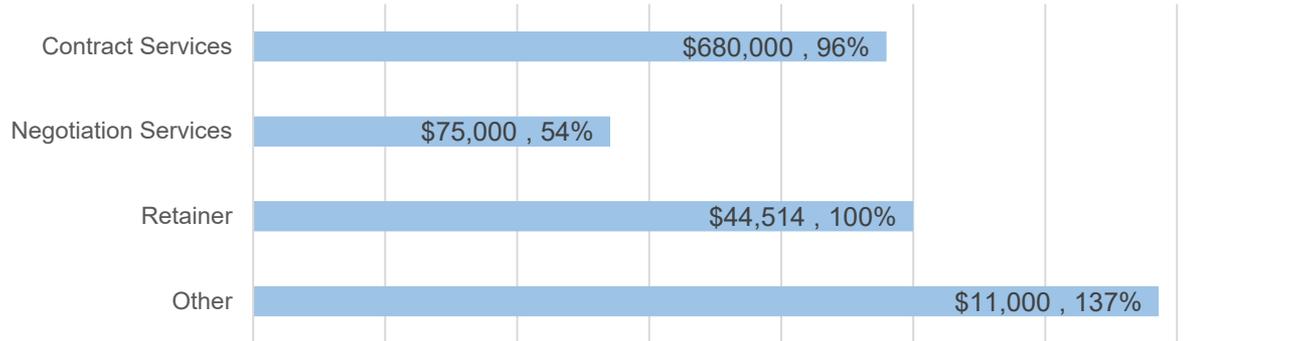
## KEY PERFORMANCE INDICATORS

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. 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 2020

### 1. Stay within budget:

#### FY 2020 Percent of Town Attorney Budget Expended (non-personnel)



### 2. Met annual goals:

- By favorably negotiating settlements or achieving court judgments in our tax assessment appeals, we enhance the collection of tax revenues significantly.
- Worked closely with First Selectman, Board of Finance and RTM in labor matters and negotiations.
- Maintained high level of service to First Selectman, boards and commissions, and departments.

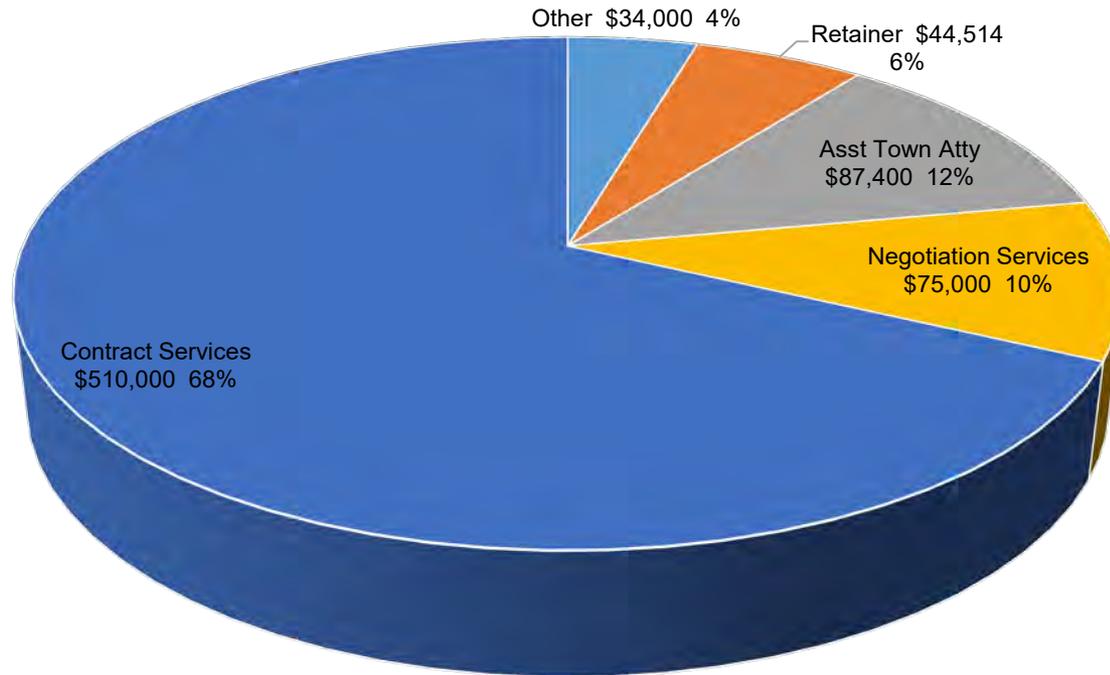
### 3. Other Accomplishments:

- Filed successful petition for Certification with the Appellate Court seeking an appeal from a case at Cross & Lincoln Streets. Appeal is pending.
- Successfully advised town boards, commissions and employees on the Governor's COVID-19 Executive Orders.

1.5 Staff



FY 2020 Town Attorney's Office Budget \$751k



Budget Changes: None

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>170 Town Attorney</b>							
01 Salaries	157,038.96	154,322.00	154,914.00	156,186.00	156,186.00	156,186.00	0.8%
19 Contract Services	652,503.42	510,000.00	510,000.00	510,000.00	510,000.00	510,000.00	0.0%
21 Negotiation Service	40,575.25	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	0.0%
41 Supplies	727.75	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
64 Miscell. Expenses	14,365.08	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
<b>170 Town Attorney</b>	<b>865,210.46</b>	<b>750,322.00</b>	<b>750,914.00</b>	<b>752,186.00</b>	<b>752,186.00</b>	<b>752,186.00</b>	<b>0.2%</b>

**170 - TOWN ATTORNEY BUDGET 2021-2022**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-2022	2020-21	2021-2022
					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		\$25.63	947	24,272	24,272	24,272
3.00	TOTAL SALARIES:					156,186	156,186

**170 – TOWN ATTORNEY**

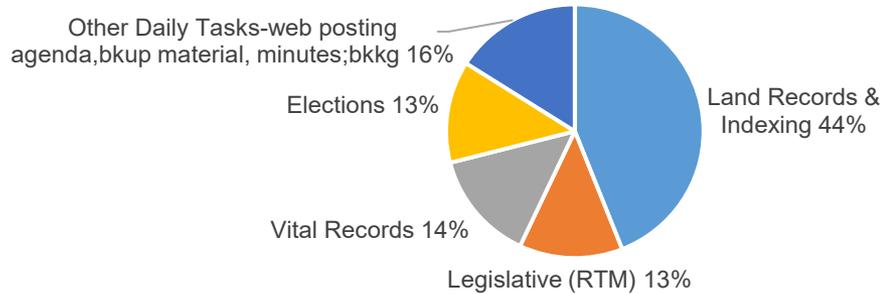
<u>Account</u>	<u>Description</u>
<i>Contract Services</i>	Litigation (\$)
<i>Negotiation Services</i>	Labor (Negotiation Services) – includes 5 bargaining units (negotiations/grievances) Services
<i>Supplies</i>	Office Supplies, Stationery, Copying, Printing
<i>Education &amp; Expenses</i>	Dues, Library/Periodicals,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

# 180 - FY 2020 Town Clerk's Office Management Report

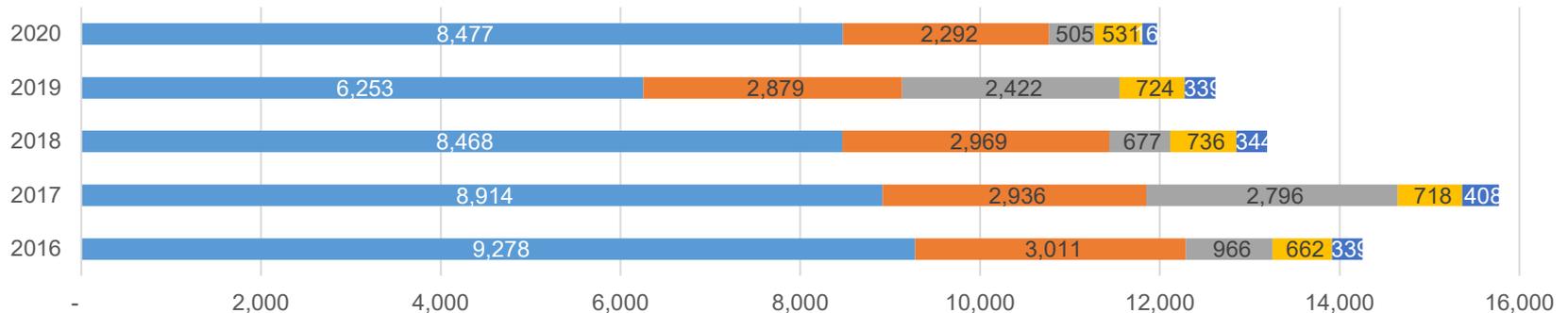
## DEPARTMENTAL MISSION

The mission of the Westport Town Clerk's Office is to manage and preserve the official records of the Town; to provide licensing and recording services; to assist the public in accessing town records and information; to act as clerk to the RTM; to administer all Elections held in the Town; and to provide these services in a professional manner that is high quality, efficient, fair and courteous while carefully following applicable federal, state and local laws.

### How the Town Clerk's Office Spends its Time

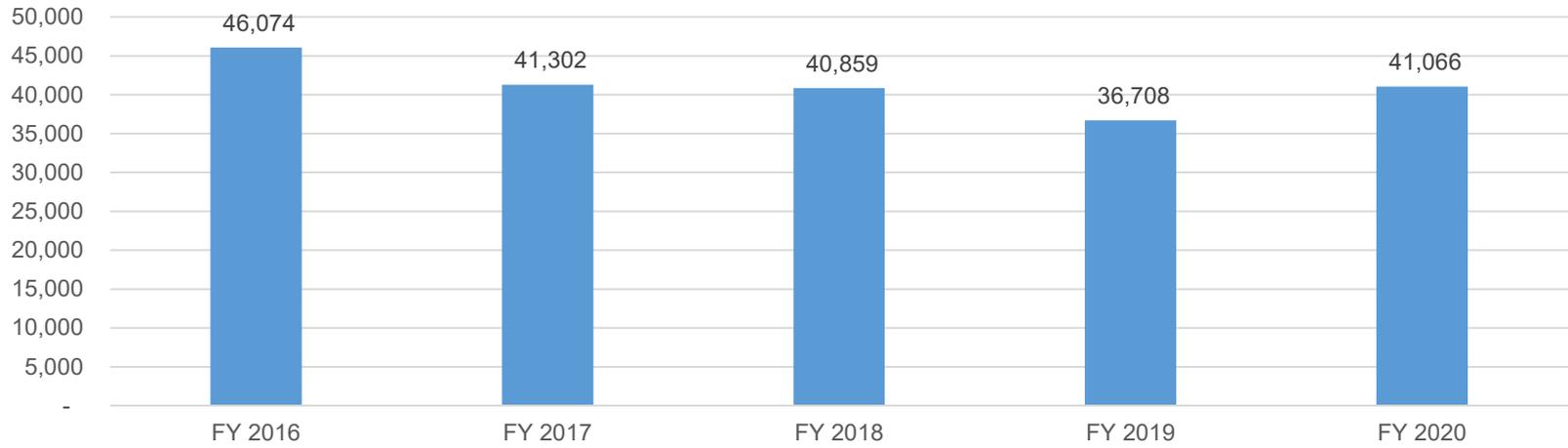


### Volumes of Public Services (by Fiscal Year)



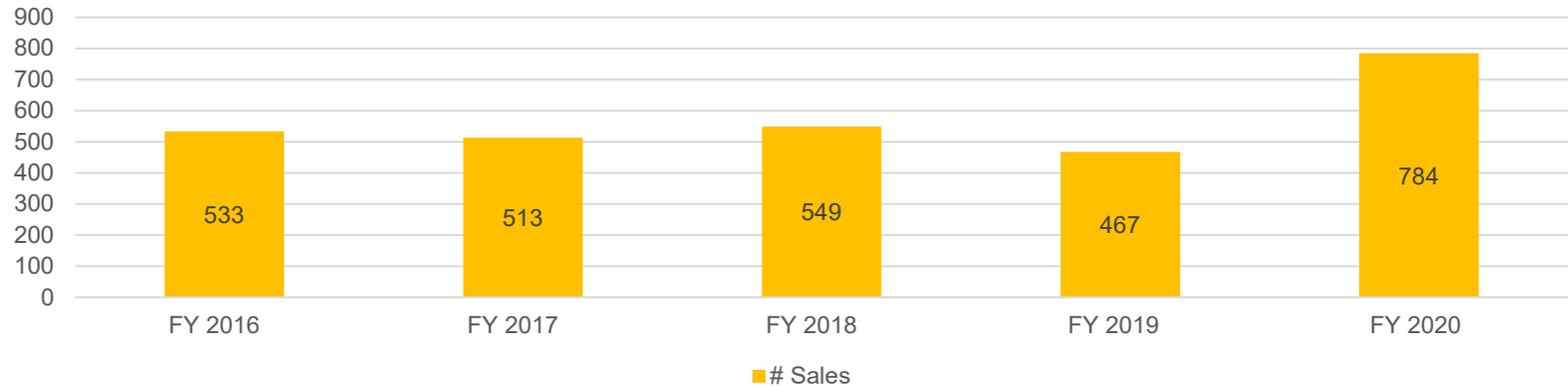
- Recordings (land records, appts, real estate, etc)
- Licenses (dog, fishing & hunting)
- Absentee Ballots
- Vital Statistics (birth, death, marriage, sextons)
- Filings (liquor, trade names, etc)

## Number of Copies



1.

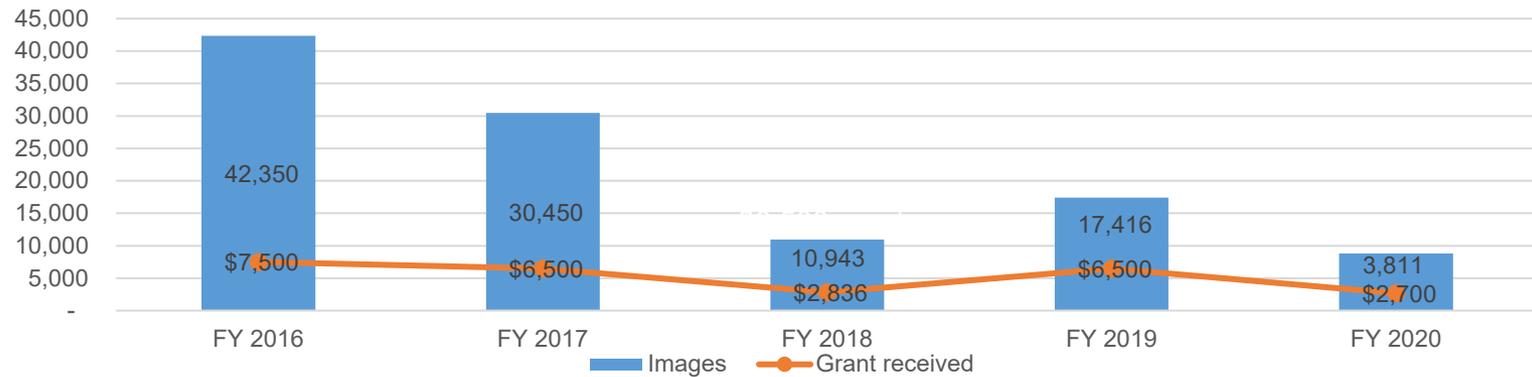
## Property Sales



## KEY PERFORMANCE INDICATORS

- 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.

### Number of Scanned Images vs. Grant Received



NOTE: FY 2019 & FY 2020 includes brittle records that require more manual handling before scanning.

- The number of land records that are accepted electronically require less mailing, postage and staff time.

### Number of Electronic Land Recordings



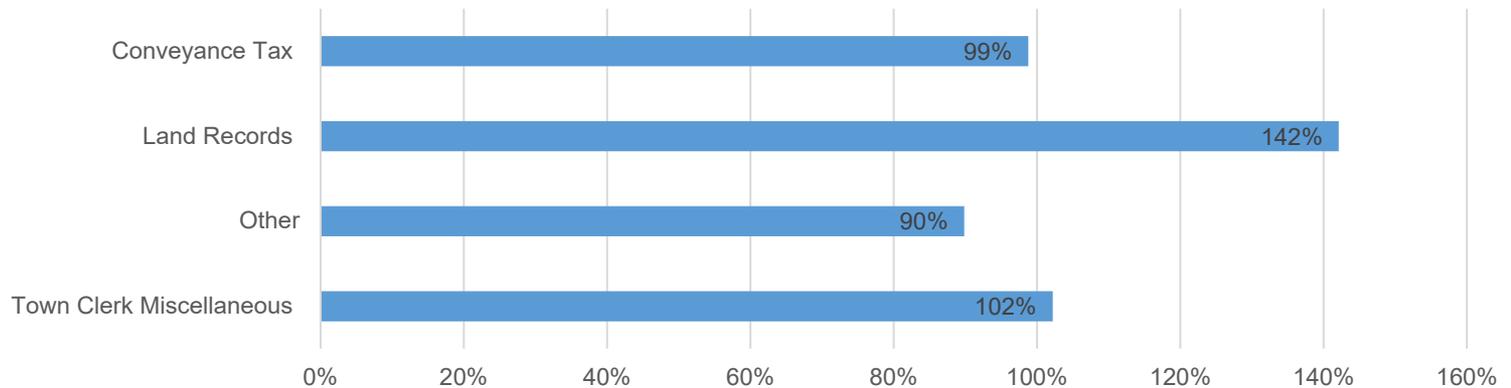
# SCORECARD OF FY 2020

1. Stay within budget:

FY 2020 Percent of Budget Expended (non-personnel)		
FY 2020 Budget	\$	66,805
FY 2020 Actual	\$	56,147
Over/Under	\$	(10,658)
Percent of Actual		84%

2. Generate target revenue:

FY 2020 Percent of Budget Revenue Collected 102% of \$2.075M



\* FY 2019 fee increase for Vital Statistics

### 3. Met prior year goals:

- Successfully upgraded records management system from Res3 to RecordHub.
- Successfully moved records management system to cloud hosting freeing up our in-house IT server space.
- Continued to manage the 36-member RTM legislative body and completed updating and distributing new member communication information.

### 4. Deferred and waived goals:

- Still working with DPH to develop an online, statewide death registry system.
- Should begin processing dog licenses online in FY 2021.

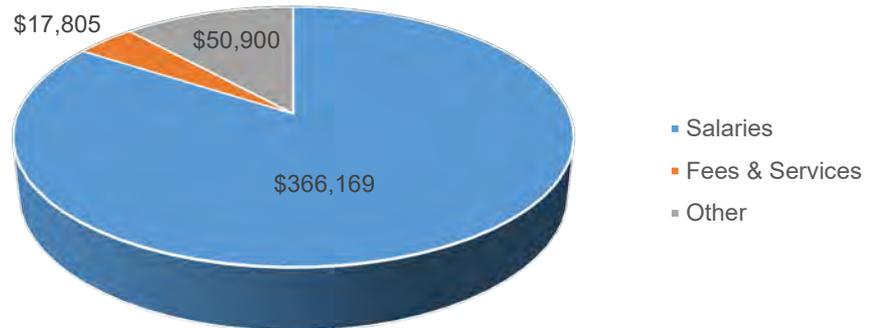
### 5. Additional Accomplishments:

- Hosted all town zoom meetings at the inception of Covid-19, reduced now to only RTM committee meetings.
- Added posting backup material and minutes to the town web calendar along with all meeting notices and agendas.
- Redesigned daily office workflow to control social distancing; separated staff to allow working from home.
- Began posting RTM packets online only, eliminated paper packets saving time, paper, and postage.

**STATUS OF FY 2021 (2021 RTM Adopted Budget)**

Town Clerk Staffing	
Title	Full Time Equivalent
Town Clerk	1
Deputy Town Clerk	1
Assistant Registrar of Vital Statistics	1
Service Assistant I	1
Assistant Town Clerk	1
<b>Total</b>	<b>5</b>

FY 2021 Town Clerk's Office Budget \$435k



**Budget Changes:** At the retirement of existing town clerk, hire a new town clerk.

**Goals:**

- Allow for the new town clerk to attend as many educational programs offered by the State Town Clerks Association and other outside organizations

## PLANS FOR FY 2022

**Budget Changes:** None

**Goals:**

- Complete installation of additional storage space for the Town's permanent record collections
- Execute all Town Clerk duties for the 2021 Municipal primaries/election
- Apply for State Library grant funding to continue back scanning of land records
- Focus efforts on improving access to records through technology
- Assist with efforts to educate voters on the latest voting options, i.e. mail-in voting.

**Capital Projects:** Remove carpet from vault area replacing with rubber tile.

## STATEMENT OF FIVE-YEAR GOAL

No changes from last year. Over the next five years, the Town Clerk expects to work on efforts of redistricting following the completion of the 2020 census. We will assist with Federal/State redistricting planned in 2022 and local redistricting in 2023. Our office will also expand the use of payment by credit card for all transactions after successfully implementing the use of Accela payment processing for online registration of dog licensing.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>180 Town Clerk</b>							
01 Salaries	353,304.28	360,940.00	366,168.81	348,712.00	348,712.00	348,712.00	-4.8%
18 Fees & Services	30,556.50	36,305.00	36,305.00	36,305.00	36,305.00	36,305.00	0.0%
33 Advert & Print	4,415.57	8,500.00	8,500.00	9,000.00	9,000.00	9,000.00	5.9%
34 Postage	3,329.53	4,400.00	4,400.00	4,400.00	4,400.00	4,400.00	0.0%
41 Supplies	5,307.69	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.0%
55 Licenses & Fees	9,357.08	10,000.00	10,000.00	11,000.00	11,000.00	11,000.00	10.0%
59 Education & Exp.	3,180.43	3,500.00	3,500.00	3,300.00	3,300.00	3,300.00	-5.7%
<b>180 Town Clerk</b>	<b>409,451.08</b>	<b>429,645.00</b>	<b>434,873.81</b>	<b>418,717.00</b>	<b>418,717.00</b>	<b>418,717.00</b>	<b>-3.7%</b>

**180 - TOWN CLERK BUDGET 2021-22**

**SALARIES**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22- Salary Rate</b>	<b>2020-21 Salaries</b>	<b>2021-22 Salary Totals</b>	
1.00	Town Clerk				95,000	116,405	95,000	
1.00	Deputy Town Clerk				86,128	86,128	86,128	
0.75	Asst Town Clerk (25% in 110)	VI-7			73,449	52,463	55,087	
1.00	Asst Reg of Vital Stats	V-7			67,076	67,076	67,076	
0.64	Service Assistant I (36% in 110)	IV-4			52,916	32,253	33,866	
1.00	Clerk P/T		\$24.69	468	11,555	11,555	11,555	
5.39	<b>TOTAL SALARIES:</b>						365,880	348,712

**180 – TOWN CLERK**

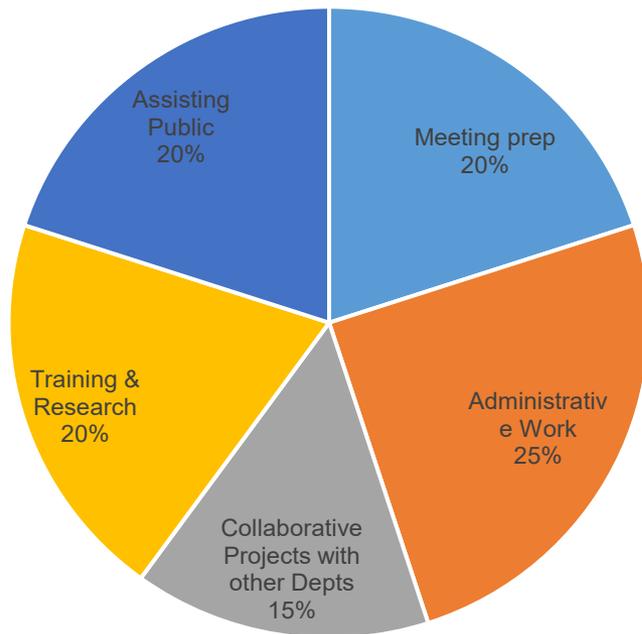
<u>Account</u>	<u>Description</u>	
<i>Fees &amp; Services</i>	Cott Indexing Software & Support	17,805
	Historic Documents Preservation (offset by revenue) Per PA00-146, P17-2 Sec 7-34a(d)	11,000
	Historic Preservation Grants (offset by revenue)	<u>7,500</u>
		36,305
<i>Licenses &amp; Fees</i>	State Fees: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

# 181- FY 2020 Historic District Commission's Office Management Report

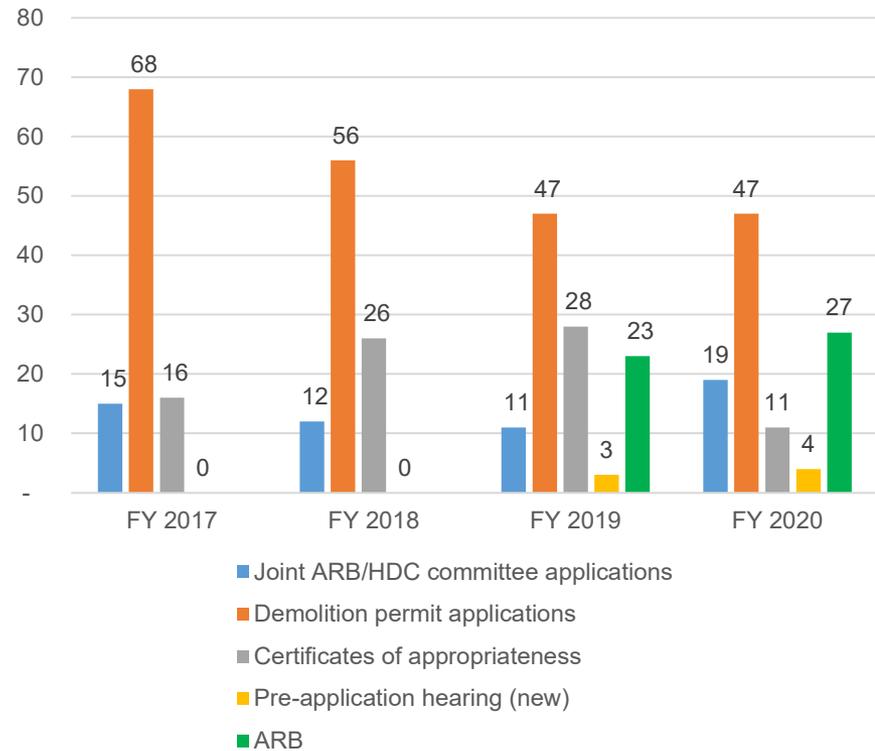
## DEPARTMENTAL MISSION

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.

Historic District Commission Coordinator Spends its Time



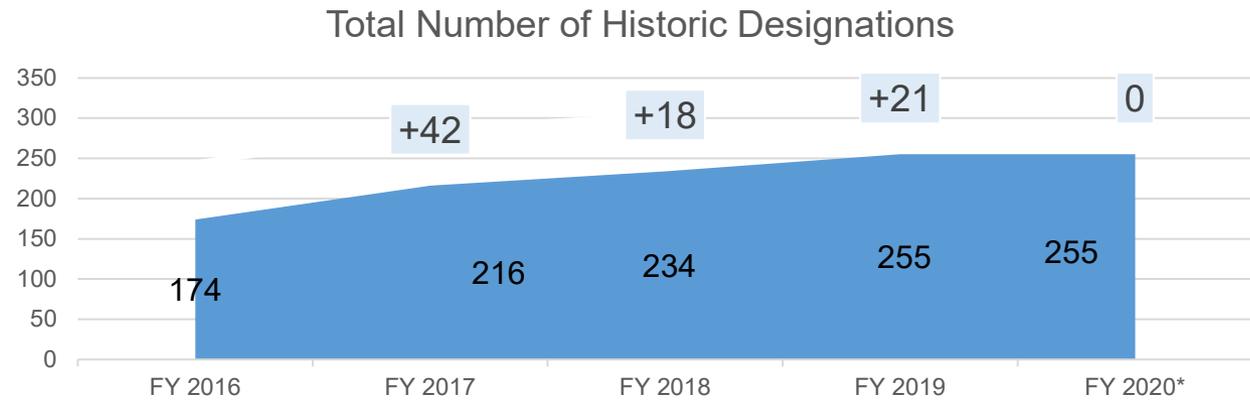
HDC Application Volumes



NOTE: Data for ARB not tracked prior to 2019

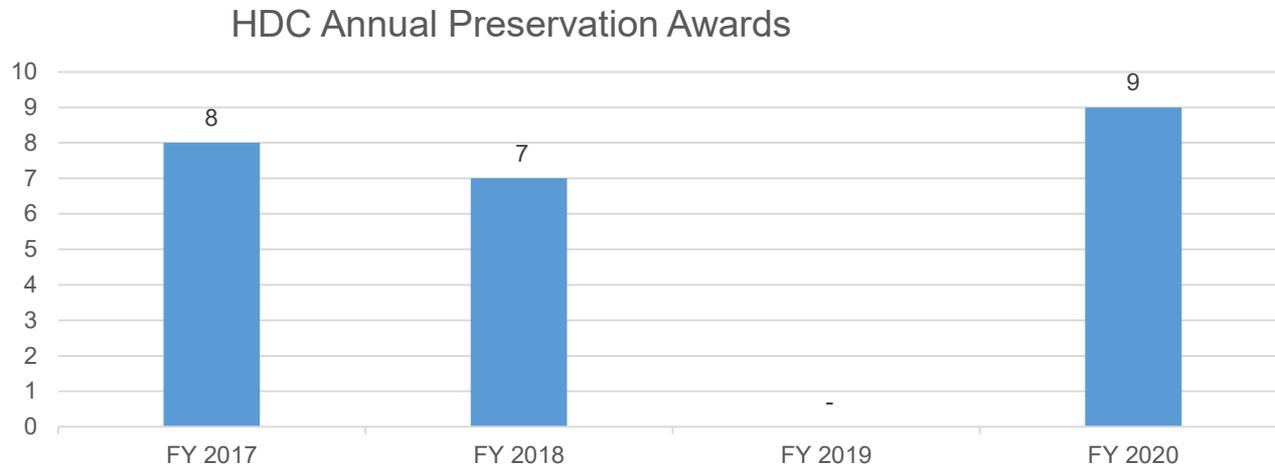
## KEY PERFORMANCE INDICATORS

### 1. A growing number of historic designations:



NOTE: None were pursued in 2020 likely due to pandemic

### 2. Number of Annual Preservation Awards:



NOTE: Preservation awards were delayed in 2019 to mimic the State's preservation award dates.

**SCORECARD OF FY 2020**

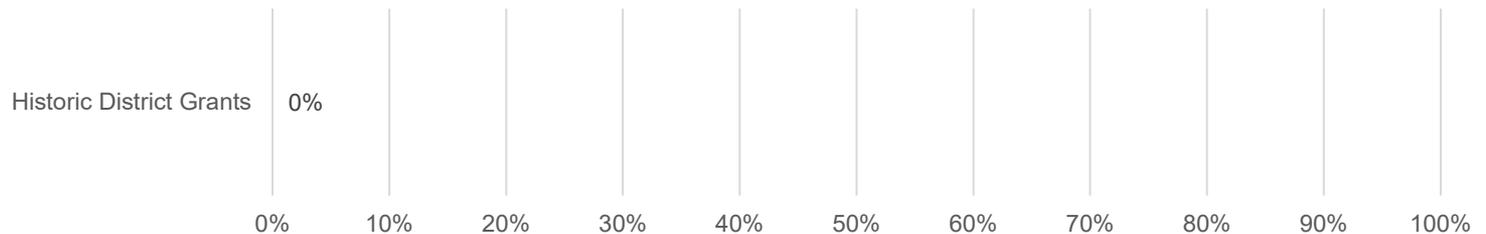
1. Stay within budget:

<b>FY 2020 Percent of Budget Expended (non-personnel)</b>	
FY 2020 Budget	\$ 12,675
FY 2020 Actuals	\$ (4,018)
Over/Under	\$ (8,657)
Percent of Budget Expended	-32%

NOTE: HDC had a \$5,000 carryforward PO in from 2019 that was not used. It was carried over again to 2021. HDC is planning to use the funds in FY 2021.

2. Generate target revenue:

**FY 2020 Percent of Budget Revenue Collected 0% of \$5k**



NOTE: HDC Specialist did not apply for a grant in FY 2020.

3. Met prior year goals:

- Filed backlogged State annual reports required to maintain Certified Local Government (CLG) status
- Reorganized and update pre-existing Historic Resource Inventory forms

4. Deferred or waived goals:

- IN PROGRESS: Streamline demolition application process with the use of the Accela land use permitting software
- IN PROGRESS: Work with tax assessor and GIS departments to correct building dates in Vision and provide better historic information on GIS
- Overhaul the HDC webpages and provide better links for the public

5. Additional achievements:

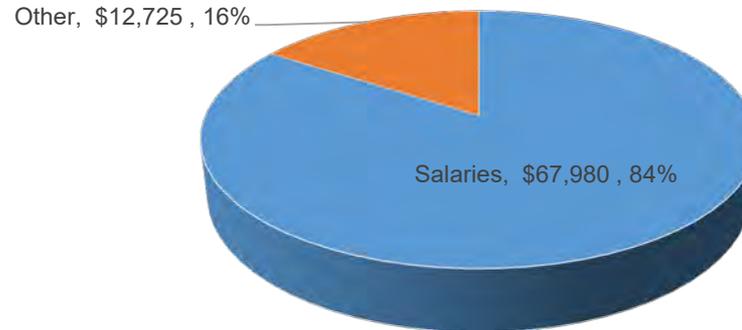
- Further streamlined office processes
- Created a subcommittee to update the Policy and Procedures Manual for HDC and public reference
- Completed list of all Historic Resource Index (HRI) updates needed and reorganized files, complete with a new master list that is usable for all departments with all designations for every property
- Worked with State Historic Preservation Office on requests for nominations
- Wrote grant application for Lee's Canal

## STATUS OF FY 2021 (2021 RTM Adopted Budget)



1 Staff: Historic Preservation Coordinator

FY 2021 Historic District Commission Budget \$81k



**Budget Changes:** None

**Goals:**

1. Employee transition from Specialist to Coordinator position
2. Streamline demolition application process with the use of the Accela land use permitting software
3. Work with tax assessor and GIS departments to correct building dates in Vision and provide better historic information on GIS
4. Overhaul the website and provide better links for the public
5. Complete 55 HRIs using contracted employee
6. Apply for grant funding for Lee's Canal historic district and hire contracted employee to do study

## PLANS FOR FY 2022

**Budget Changes:** None

**Goals:**

1. Reexamine the 32-18 preservation easement with the Planning & Zoning Department and Town Attorney's Office
2. Hire contracted employee to complete a study of bridges
3. Host annual preservation award ceremony
4. Go live on automated process for public applications
5. Establish annual processes to maintain files and data

**Capital Projects:** None

## STATEMENT OF FIVE-YEAR GOAL

The goal of the Historic Commission Office is to create a thorough and detailed preservation plan for the Town of Westport. This will help the HDC more adequately define and understand their own long-term goals as well as allow this office to assess the current standing of and maintain requirements of its CLG status. This preservation plan will include hiring contracted help for studies and research that support the office and the Commission. Additional research or studies will be necessary to create said preservation plan. The ultimate goal is to provide a good preservation plan to the state and place it in the next revision of the Plan of Conservation & Development.

Continue to provide support to the Commission, conduct and arrange HDC training sessions for Commission members and keep up with the CLG status by maintaining the CLG requirements.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>181 Historic District</b>							
01 Salaries	67,980.00	67,980.00	67,980.00	67,980.00	67,980.00	67,980.00	0.0%
15 Trans. Allowance	72.45	100.00	100.00	100.00	100.00	100.00	0.0%
18 Fees & Services	(4,957.50)	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
33 Advert & Print	166.56	500.00	500.00	500.00	500.00	500.00	0.0%
34 Postage	25.73	225.00	225.00	225.00	225.00	225.00	0.0%
41 Supplies	484.50	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.0%
59 Education & Exp.	190.00	400.00	400.00	400.00	400.00	400.00	0.0%
<b>181 Historic District</b>	<b>63,961.74</b>	<b>80,705.00</b>	<b>80,705.00</b>	<b>80,705.00</b>	<b>80,705.00</b>	<b>80,705.00</b>	<b>0.0%</b>

**181 - HISTORIC DISTRICT BUDGET 2021-22**

**SALARIES**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22 Salary Rate</b>	<b>2020-21 Salary Totals</b>	<b>2021-22 Salary Totals</b>
1.00	HDC Administrator/CLG Coordinator		n/a	n/a	56,000	59,950	56,000
1.00	<b>TOTAL SALARIES:</b>					59,950	56,000

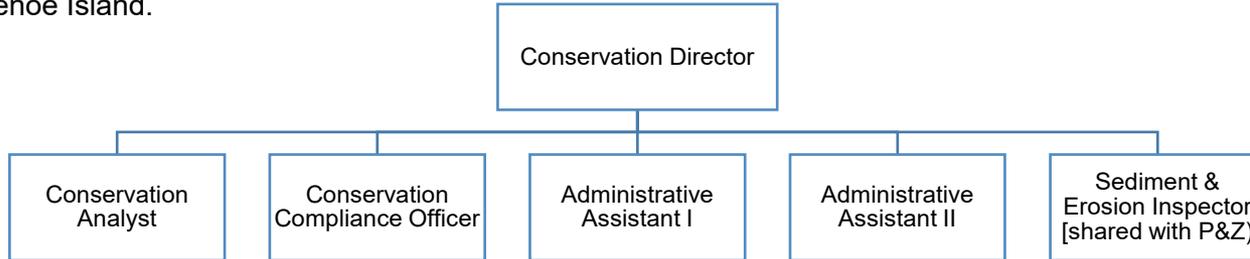
**181 – HISTORIC DISTRICT**

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

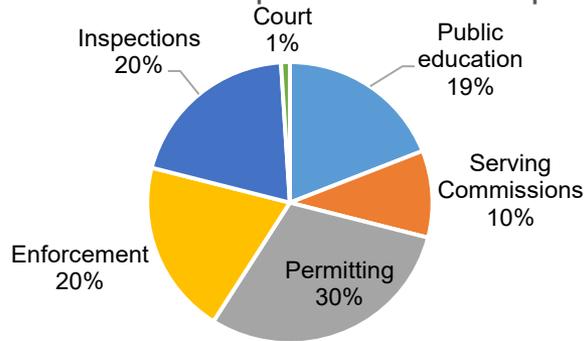
# 182 - FY 2020 Conservation Department Management Report

## 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 shellfishing program and manages Cockenoe Island.



### Conservation Department Time Spent

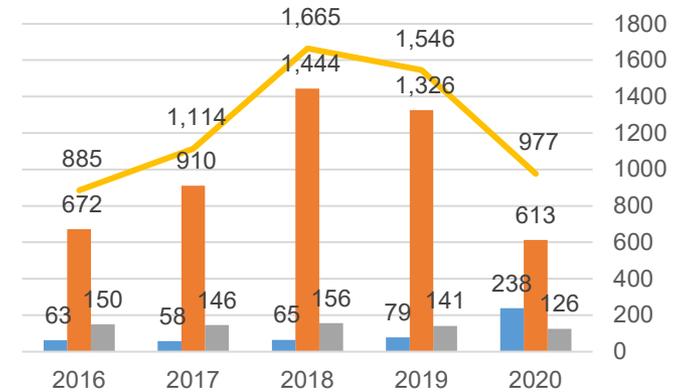


### Conservation Commission Hearings

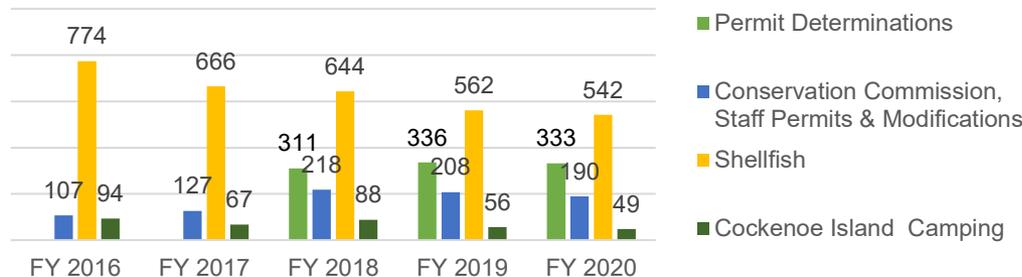


### Conservation Inspections\*

S+E inspector not hired until May 2020



### Conservation Permits

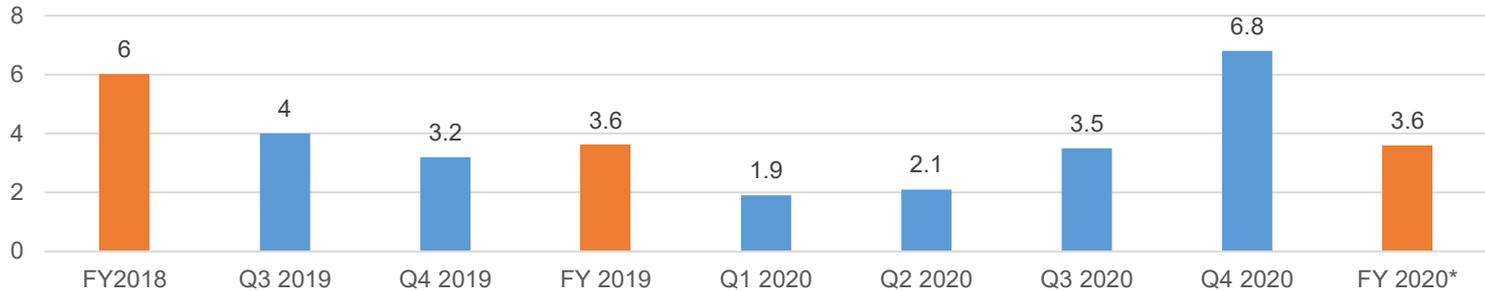


NOTE: Includes enforcement of the tree spraying, retail plastic bag and single use plastics ordinances.

## KEY PERFORMANCE INDICATORS

1. Average number of days to issue a staff-level Conservation land use permit:

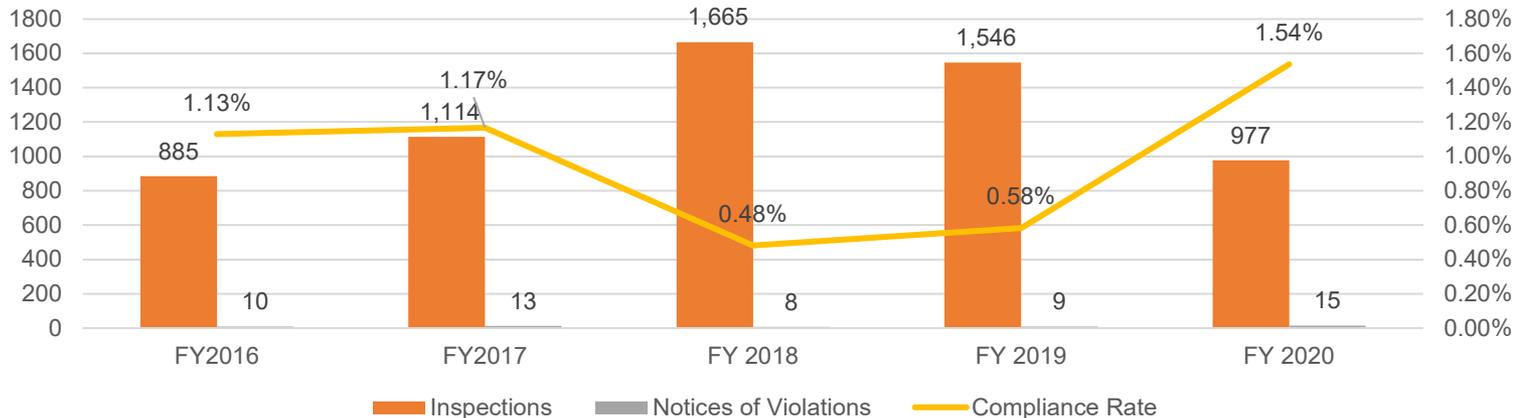
Average Number of days to issue a staff-level land use permit



NOTE: Process times improved due to work being done remotely. Land use permitting software usage began in Q1 2020. Q4 2020 reflects an increase in applications due to the upswing in construction and generator permits.

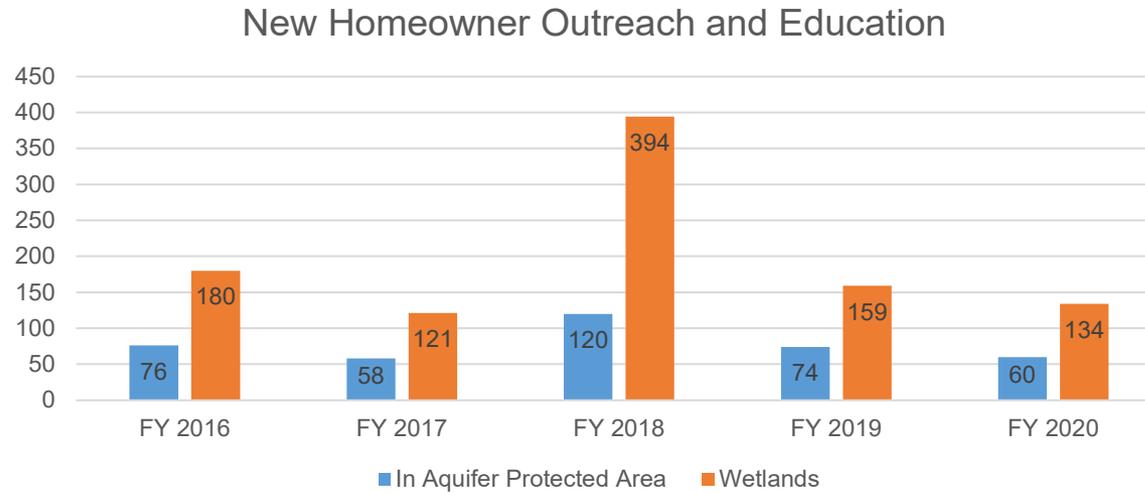
2. A low percentage of violations issued per inspection indicates that most land use permit applicants are operating in compliance, or instructed to remedy, as opposed to given a notice of violation:

Conservation Non-Compliance Rate



NOTE: NOV rate will increase without Sediment & Erosion Inspector's routine inspections and field presence.

3. New homeowner outreach and education to those in the aquifer protection area and properties with wetlands. Mailings go out based on the property transfer list.\*



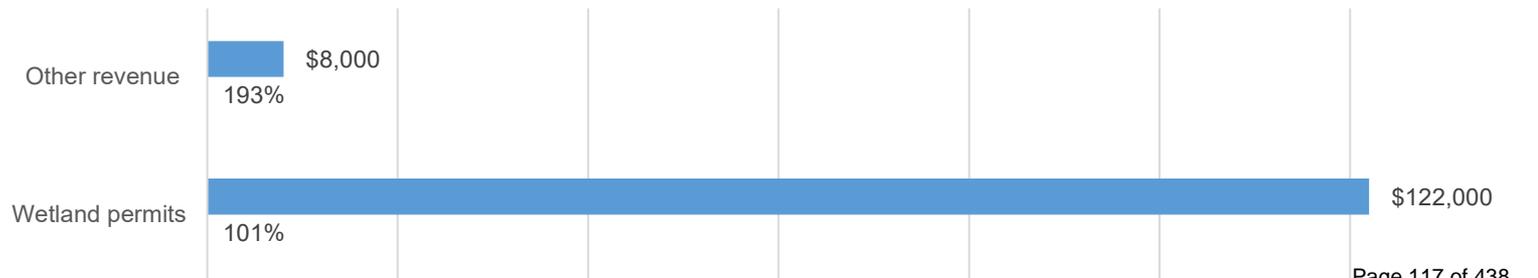
**SCORECARD OF FY 2020**

1. Stay within budget:

<b>FY 2020 Percent of Budget Expended (non personnel)</b>	
FY 2020 Budget	\$ 29,427
FY 2020 Actuals	\$ 23,688
Over/Under	\$ (5,739)
Percent of Budget Expended	80%

2. Generate target revenue:

FY 2020 Percent of Budget Revenue Collected 107% of \$130k



### 3. Met prior year goals:

- Employed full education and enforcement responsibility of the single-use plastics ban ordinance
- Implemented the new Accela land use software with improved productivity
- Helped to secure funding for Bulkley Pond restoration
- Conducted additional enforcement and construction oversight of large development projects approved in prior years
- A Sediment and Erosion Control Inspector was hired in May 2020 and completed 80 inspections by the end of the fiscal year

### 4. Deferred or waived goals:

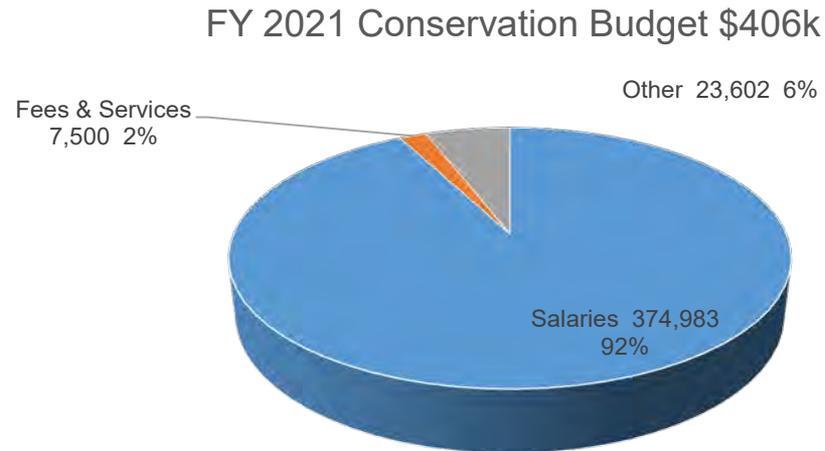
- HOLD: Re-evaluate the Single Use Plastics Ordinance to determine if changes are needed. Supply chain for acceptable reusable materials have resulted in severe shortages. Therefore, active enforcement has been delayed.
- HOLD: Amending the ordinance governing Cockenoe Island to address dogs
- HOLD: A second environmental summit with all environmental protection and town groups
- WAIVED: Repeal of the Tree Spraying Ordinance

### 5. Other accomplishments:

- Implemented a remote work from home model and kept up with permitting and inspection demands
- Completed oversight work for three major projects: the Westport-Weston Family Y, 793 Post Rd. East and 1141 Post Rd East
- Held 13 virtual Conservation Commission meetings and reviewed 37 development applications
- One Conservation Commission decision that had been appealed was settled

## STATUS OF FY 2021

Conservation Staffing	
Title	Full Time Equivalent
Director	1
Analyst	1
Compliance Officer	1
Administrative Assistant II	1
Administrative Assistant II	1
Sediment & Erosion Inspector	0.25
<b>Total</b>	<b>5.25</b>



**Budget Changes:** None

### Goals:

1. Continue to work with the Administration to implement and manage online permitting
2. Revisit application fees
3. Continue to attain wetland boundary information for records and accurate GIS information for public use
4. Continue to cull department files for storage and/or destruction
5. Work to release long-term performance bonds being held as condition of permit approval
6. Continue the partnership with the Aspetuck Land Trust to formalize the Bulkley pond dam breach and restore the wetland system
7. Work with Sustainable Westport to achieve its goals
8. Work with S.T.E.M teacher at Bedford Middle School to create a 3-D topographic relief map of Westport

## PLANS FOR FY 2022

**Budget Changes:** Lease of a new vehicle and temporary request for overtime to handle increase in permit applications

### Goals:

1. Assist in adoption of the updated Hazard Mitigation Plan due in 2021 and help establish a Hazard Mitigation Sub-committee of the P&Z Commission to work toward meeting the goals in the plan
2. Assist the Planning and Zoning Department in working to achieve a Class 7 rating of the National Flood Insurance Program to save the community 15% on their flood insurance costs.
3. Partner with other non-government organizations in Westport to sponsor a second environmental summit with all environmental protection and management town groups
4. Establish a volunteer group to remove invasive plants on Town and private property where practical
5. Educate the Board of Realtor membership and other interested parties on how to use the Town's GIS tool

**Capital Projects:** None

## STATEMENT OF FIVE-YEAR GOAL

The Conservation Department intends to continue its efforts to update regulations that will improve permit efficiency and wetland protection. At the same time, we intend to strengthen existing and formalize new partnerships with other Town Departments and non-government organizations to achieve common goals.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>182 Conservation</b>							
01 Salaries	361,990.88	372,160.00	374,982.83	380,691.00	380,691.00	380,691.00	1.5%
03 EH & OT	4,575.50	6,927.00	6,927.00	8,389.00	8,389.00	8,389.00	21.1%
14 Uniform Allowance	800.00	800.00	800.00	800.00	800.00	800.00	0.0%
15 Trans. Allowance	352.32	700.00	700.00	700.00	700.00	700.00	0.0%
18 Fees & Services	7,355.00	7,500.00	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	1,500.00	0.0%
25 Telephone	346.12	375.00	375.00	525.00	525.00	525.00	40.0%
26 Equip Maint/Oper	926.75	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.0%
27 Veh. Maint/Oper	708.16	1,100.00	1,100.00	250.00	250.00	250.00	-77.3%
31 Rental Equipment	0.00	0.00	0.00	4,730.00	4,730.00	4,730.00	0.0%
33 Advert & Print	1,530.94	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
34 Postage	1,541.69	2,700.00	2,700.00	2,000.00	2,000.00	2,000.00	-25.9%
41 Supplies	3,396.45	4,800.00	4,800.00	4,800.00	4,800.00	4,800.00	0.0%
59 Education & Exp.	905.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.0%
<b>182 Conservation</b>	<b>385,678.81</b>	<b>403,262.00</b>	<b>406,084.83</b>	<b>416,585.00</b>	<b>416,585.00</b>	<b>416,585.00</b>	<b>2.6%</b>

**182 - CONSERVATION BUDGET 2021-22**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22 Salary Rates	2020-21 Salary Totals	2021-22 Salaries	
1.00	Conservation Director				115,736	115,736	115,736	
1.00	Conservation Analyst	VIII-7			88,067	88,067	88,067	
1.00	Conservation Compliance Officer	VII-4			69,477	66,168	69,477	
1.00	Administrative Assistant II	V-7			57,015	57,015	57,015	
1.00	Administrative Assistant I	IV-3			50,396	47,997	50,396	
4.00	<b>TOTAL SALARIES:</b>						374,983	380,691

**EXTRA HELP & OVERTIME**

qty	Position	17-18 Grade& Step	Hourly Rate	No. of Hours	2021-22 EH&OT Rate	2020-21	2021-22 EH & OT	
0.50	Sediment & Erosion Control Inspector		\$21.00	200	4,200	4,000	4,200	
1.00	Conservation Analyst	n/a	\$66.54	60	3,992	2,928	3,992	
1.00	Administrative Assistant II	N/A	\$54.88	60	3,293		3,293	
2.50	<b>TOTAL EXTRA HELP &amp; OVERTIME:</b>						6,928	11,485

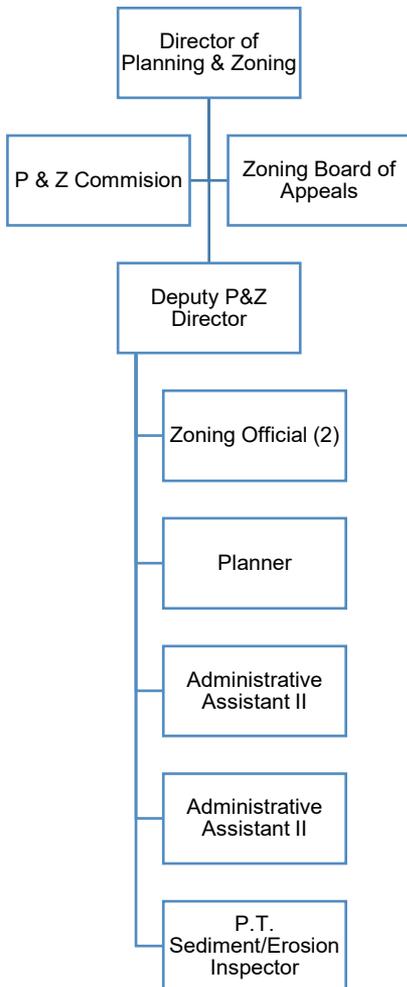
**182 – CONSERVATION**

<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>Extra Help &amp; Overtime</i>	Conservation Analyst - overtime hours increased due to the number of extra meetings anticipated to handle permits or permit applications before the Commission. Admin Assistant II - assistance for Conservation Commission Zoom meetings. This expense will be eliminated once the Governor rescinds the Executive Order for in person meetings.
<i>Fees &amp; Services</i>	Sixty percent (60%) of Fees & Services costs go towards the hiring of outside consultants primarily soil scientists (\$) 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 (\$2,800), Environmental Water Quality Testing Supplies (\$2,000)
<i>Education &amp; Expenses</i>	Staff and Commission
<i>Computers</i>	

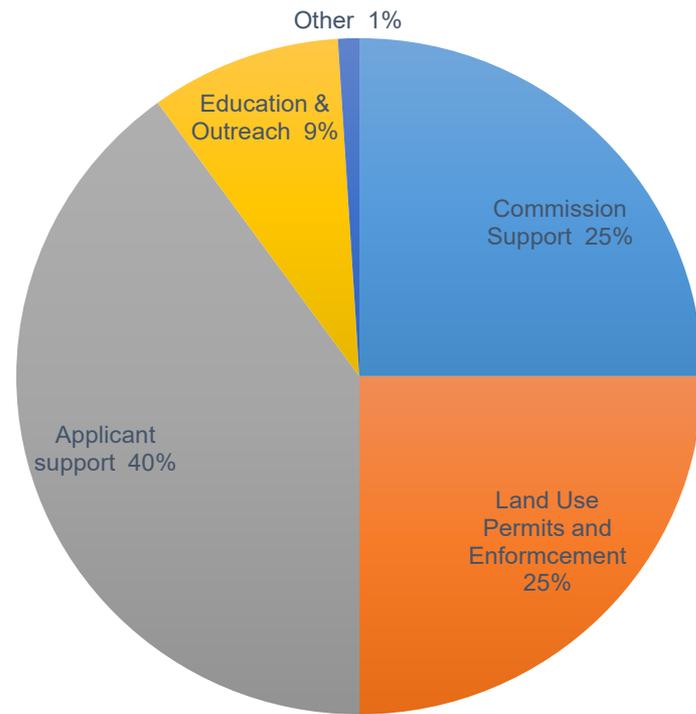
# 185 - FY 2020 Planning & Zoning Department's Management Report

## DEPARTMENTAL MISSION

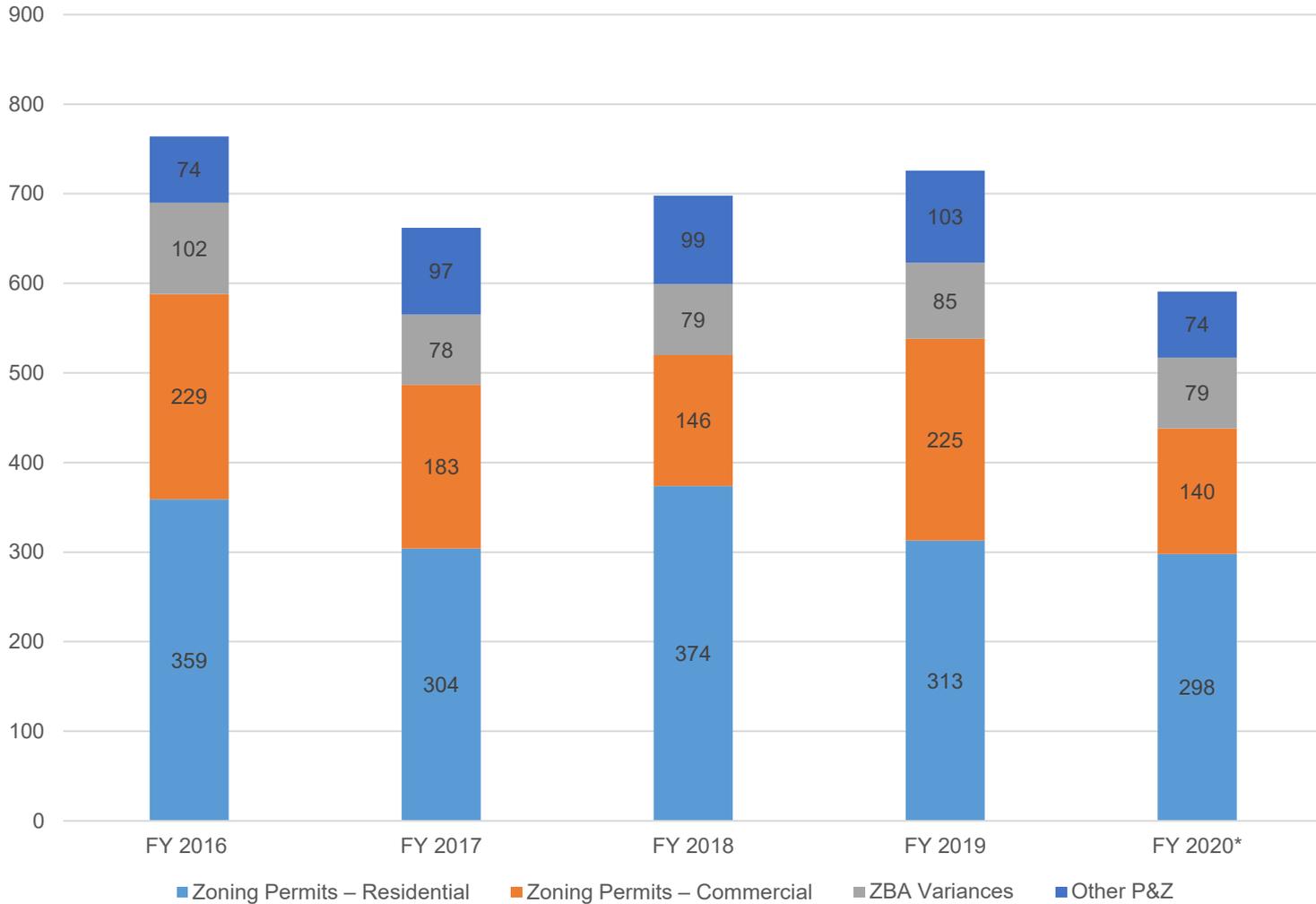
The Planning and Zoning Dept. serves to enhance the orderly development of the town; maintain the quality of the residential neighborhoods and economic vitality of the business districts; administer and enforce the Zoning and Subdivision Regulations; support 2 elected (regulatory) boards, 1 appointed (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

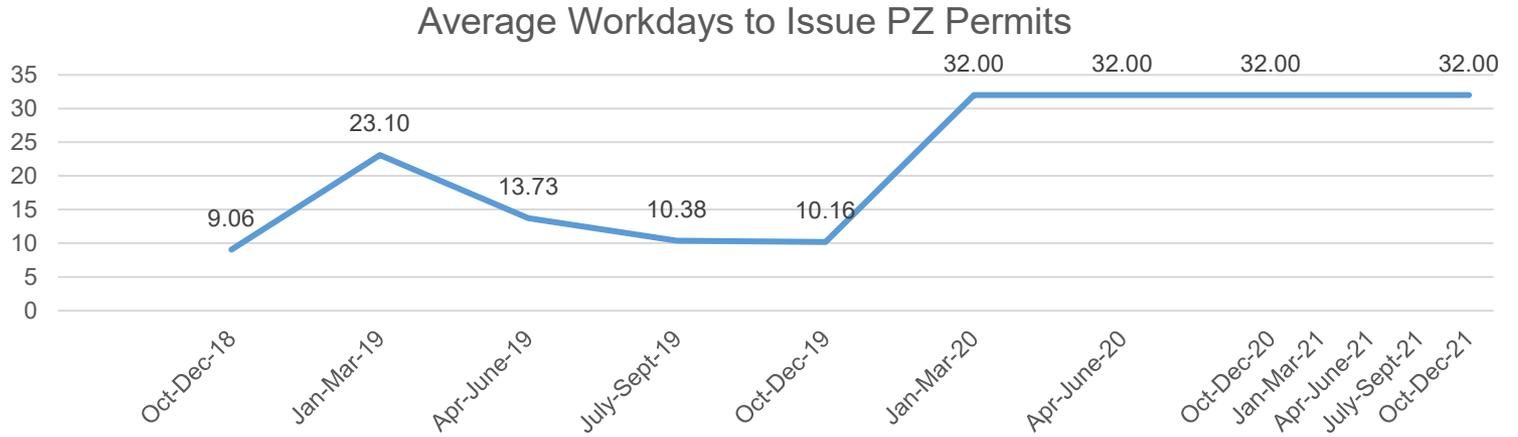


### P&Z Volume of Activities



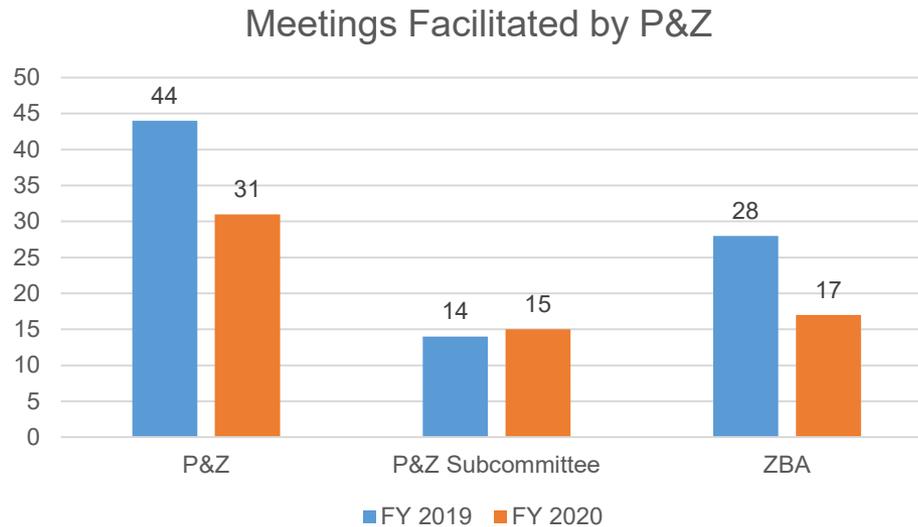
# KEY PERFORMANCE INDICATORS

## 1. Average number of days to issue a zoning permit:

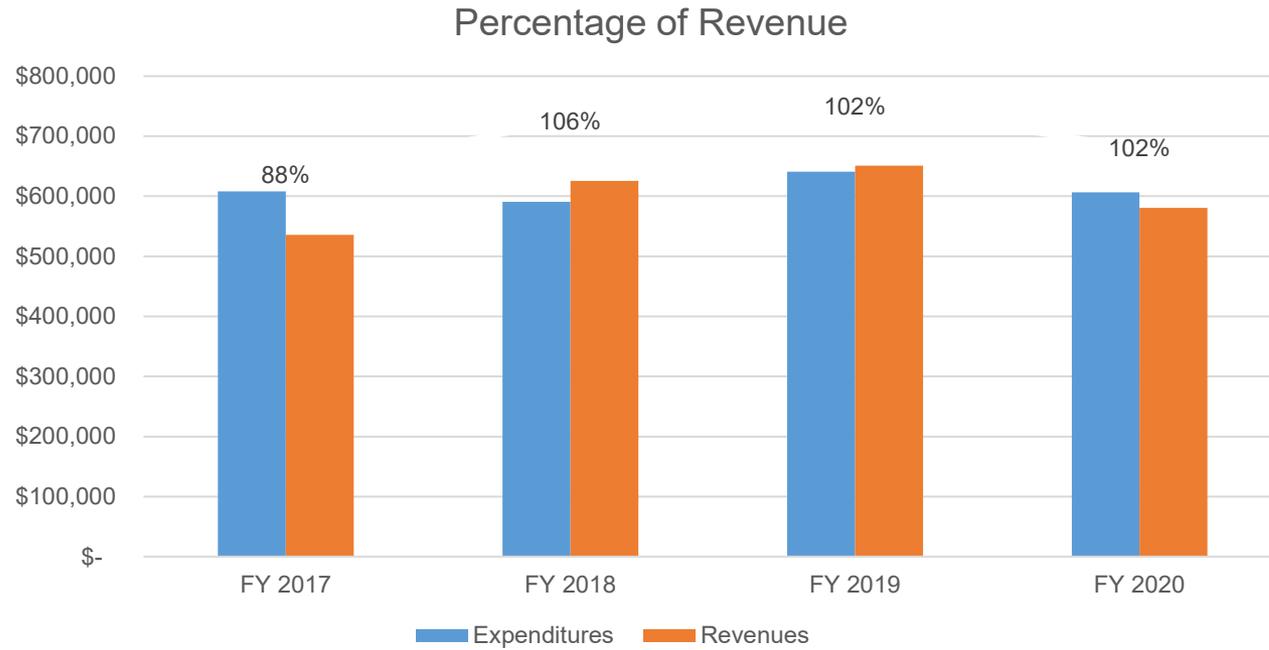


The complexity of the project determines how long a permit takes to process. Permits range from small singular projects to larger projects, such as the YMCA development

## 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:

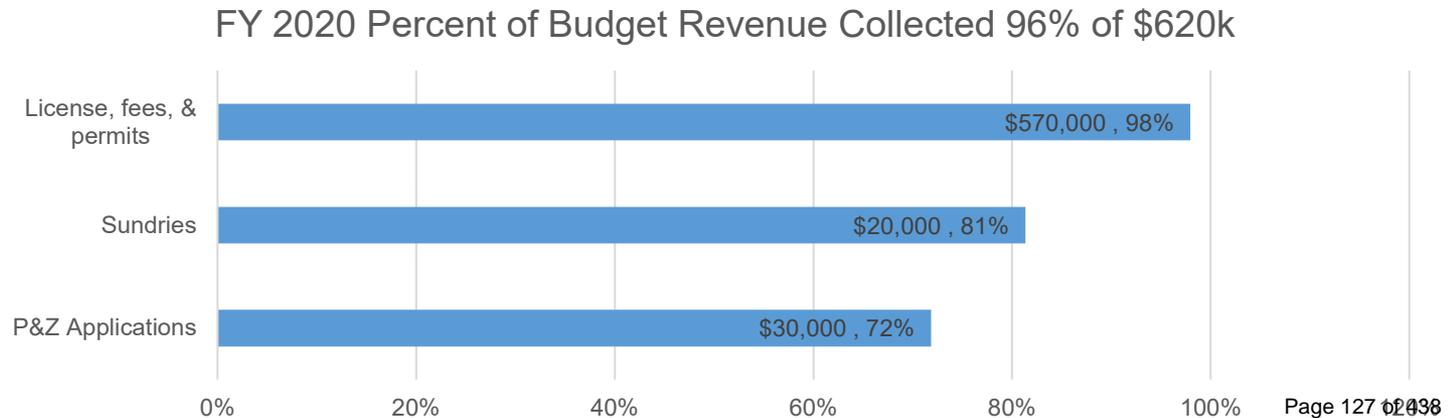


## SCORECARD OF FY 2020

### 1. Stay within budget:

FY 2020 Percent of Budget Expended (non-personnel)	
FY 2020 Budget	\$ 74,750
FY 2020 Actual	\$ 52,288
Over/Under	\$ (22,462)
Percent of Budget Expended	70%

### 2. Generate target revenue:



### 3. Met prior year goals:

- Pro-actively work to create affordable housing at a scale and density that can be supported locally at
  - **1480 Post Road East:** A redevelopment project approved by the Planning and Zoning Commission on July 25, 2019 using the §32-12 regulations allowing for 7 affordable units or 22% of the 32 units approved to be rented to families whose income does not exceed 80% of the state median income.
  - **20 Ketchum Street/518 Riverside Avenue:** A redevelopment project approved by the Planning and Zoning Commission on Oct. 17, 2019 using the §24A, GBD/S regulation allowing for 3 affordable units or 20% of the 17 units approved, to be rented to families whose income does not exceed 80% of the state median income.
  - Adopted §32-27 to the Zoning Regulations creating opportunities for **Special Needs Housing**; allowing for Multi-Family dwelling units (100% Affordable) for Special Needs Individuals on property improved with an existing building, owned by the Town of Westport; and located within the Residence A district, see §32-27 (effective 6/3/20).

### 4. Delayed or waived goals:

- HOLD: Raise the Town's Community Rating System from 8 to 7 and create a program for public involvement.
- HOLD: Work with the P&Z Commission on either amending or implementing aspects of the 2017 POCD.
- IN PROCESS: Revisit the residential zoning standards for setbacks and a "Beach Residential" district.
- IN PROCESS: Draft zoning regulations to incentivize historic preservation of commercial buildings.

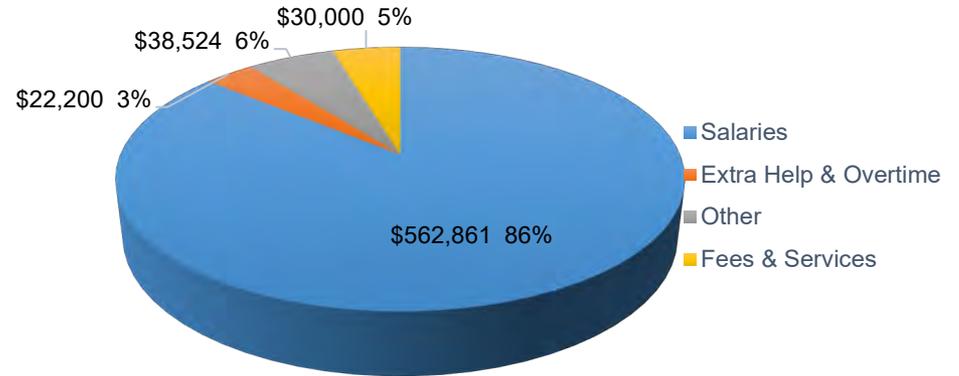
### 5. Other accomplishments:

- Restored Certified Floodplain Coordinator role to P&Z Dept. upon staff earning federal certification.
- Restored daily "walk-in" hours each morning for Zoning Officials to be available to respond to questions.

# STATUS OF FY 2021

Planning & Zoning Staffing	
Title	Full Time Equivalent
Director of Planning & Zoning	1
Deputy Director of Planning & Zoning	1
Zoning Official	2
Planner	1
Administrative Assistant	2
Sediment & Erosion Inspector	0.5
<b>Total</b>	<b>7.5</b>

FY 2021 Planning & Zoning Office Budget \$654k



**Budget Changes:** None

**Goals:**

1. Hire part-time Affordable Housing Administrator to improve annual affordable housing data
2. Maintain existing Certification of Affordable Housing Completion (4-year moratorium)
3. Obtain a 2<sup>nd</sup> Certification as defined and described in CGS §8-30g
4. Go live with the public online licensing portal

## PLANS FOR FY 2022

**Budget Changes:** Various budget item reorganization to appropriate account line items. Reduced vehicle maintenance budget due to completed maintenance service. OT increase for special

**Goals:** projects.

1. Accept payment up front rather than after the fact for zoning permits so work completed is compensated. To date, too much work has gone without payment when applicants opt out of completing their zoning permits.

**Capital Projects:** Hire consultant to work with Planning and Zoning Commission to prepare Municipal Affordable Housing Plan per state mandate (CGS §8-30g)

## STATEMENT OF FIVE-YEAR GOAL

P&Z strives facilitate the needs of Westport residents and Westport's elected officials in a cooperative manner using forums all can access, to realize the collective land use goals of the Town. As such, P&Z will continue to digitize its land use permitting process for both the ease of the public use, transparency and efficiency. P&Z will also work with the IT Department to obtain software to digitize and make "searchable" existing archived paper documents.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>185 Planning &amp; Zoning</b>							
01 Salaries	550,551.19	556,315.00	562,861.43	550,498.00	550,498.00	550,498.00	-2.2%
03 EH & OT	12,974.39	32,200.00	32,200.00	47,200.00	47,200.00	47,200.00	46.6%
14 Uniform Allowance	800.00	800.00	800.00	852.00	852.00	852.00	6.5%
15 Trans. Allowance	689.06	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.0%
18 Fees & Services	21,001.28	30,000.00	30,000.00	25,000.00	25,000.00	25,000.00	-16.7%
25 Telephone	346.36	0.00	0.00	0.00	0.00	0.00	0.0%
27 Veh. Maint/Oper	201.64	2,500.00	2,500.00	500.00	500.00	500.00	-80.0%
33 Advert & Print	4,071.43	6,300.00	6,300.00	11,300.00	11,300.00	11,300.00	79.4%
34 Postage	2,466.57	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
41 Supplies	6,411.91	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.0%
59 Education & Exp.	3,325.34	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
CD Office Equipment	0.00	2,424.00	2,424.00	2,424.00	2,424.00	2,424.00	0.0%
CG Software	0.00	1,500.00	1,500.00	0.00	0.00	0.00	-100.0%
<b>185 Planning &amp; Zoning</b>	<b>602,839.17</b>	<b>647,039.00</b>	<b>653,585.43</b>	<b>652,774.00</b>	<b>652,774.00</b>	<b>652,774.00</b>	<b>-0.1%</b>
<b>187 Zoning Board of Appeals</b>							
01 Salaries	29,953.55	27,592.00	27,592.00	27,592.00	27,592.00	27,592.00	0.0%
<b>187 Zoning Board of Ap</b>	<b>29,953.55</b>	<b>27,592.00</b>	<b>27,592.00</b>	<b>27,592.00</b>	<b>27,592.00</b>	<b>27,592.00</b>	<b>0.0%</b>

**185 - PLANNING & ZONING BUDGET 2021-2022**

<b>SALARIES</b>							
<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22 Salary Rate</b>	<b>2020-21 totals</b>	<b>2021-22 Salary Totals</b>
1.00	P&Z Director	n/a	n/a	n/a	133,103	133,103	133,103
1.00	Deputy Director	n/a	n/a	n/a	94,300	94,300	94,300
1.00	Planner	VIII-7	n/a	n/a	88,067	88,067	88,067
1.00	Zoning Official	VII-7	n/a	n/a	80,428	80,428	80,428
1.00	Zoning Official	VII-3	n/a	n/a	80,428	80,428	66,168
0.00	Land Use Coordinator	VI-	n/a	n/a	-	-	-
1.00	Administrative Assistant II	V-5	n/a	n/a	57,943	57,943	60,840
1.00	Administrative Assistant II	V-3	n/a	n/a	27,592	26,278	27,592
0.00	Administrative Assistant I	IV-	n/a	n/a	-	-	-
0.00	Part Time Planner	n/a	-	-	-	-	-
7.00	<b>TOTAL SALARIES:</b>				<b>561,861</b>	<b>560,547</b>	<b>550,498</b>

**EXTRA HELP & OVERTIME**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22 Salary Rate</b>	<b>2020-21 totals</b>	<b>2021-22 Salary Totals</b>
	Secretary	n/a	-	-	4,200	4,200	4,200
0.60	Sediment & Erosion Control Inspector	n/a	\$20.50	300	8,000	8,000	8,000
	<b>TOTAL EXTRA HELP:</b>					<b>12,200</b>	<b>12,200</b>
	Zoning Official	n/a	\$43.00	380	16,340	16,340	16,340
	Clerical	n/a	\$15.50	362	5,602	5,602	11,606
	Custodial	n/a	\$35.00	30	1,050	1,050	7,054
0.60	Sediment & Erosion Control Inspector (200 hours in Budget 182)	n/a	\$20.50	0	0	-	0
	<b>TOTAL OVERTIME:</b>				<b>22,992</b>	<b>22,992</b>	<b>35,000</b>

**185 – PLANNING AND ZONING**

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

**187 - ZONING BOARD OF APPEALS BUDGET 2021-2022**

**SALARIES**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22 Salary Rate</b>	<b>2020-21 totals</b>	<b>2021-22 Salary Totals</b>
1.00	Administrative Assistant II	V-3	n/a	n/a	27,592	26,278	27,592
0.00	Administrative Assistant I	IV-	n/a	n/a	-	-	-
1.00	<b>TOTAL SALARIES:</b>				27,592	26,278	27,592

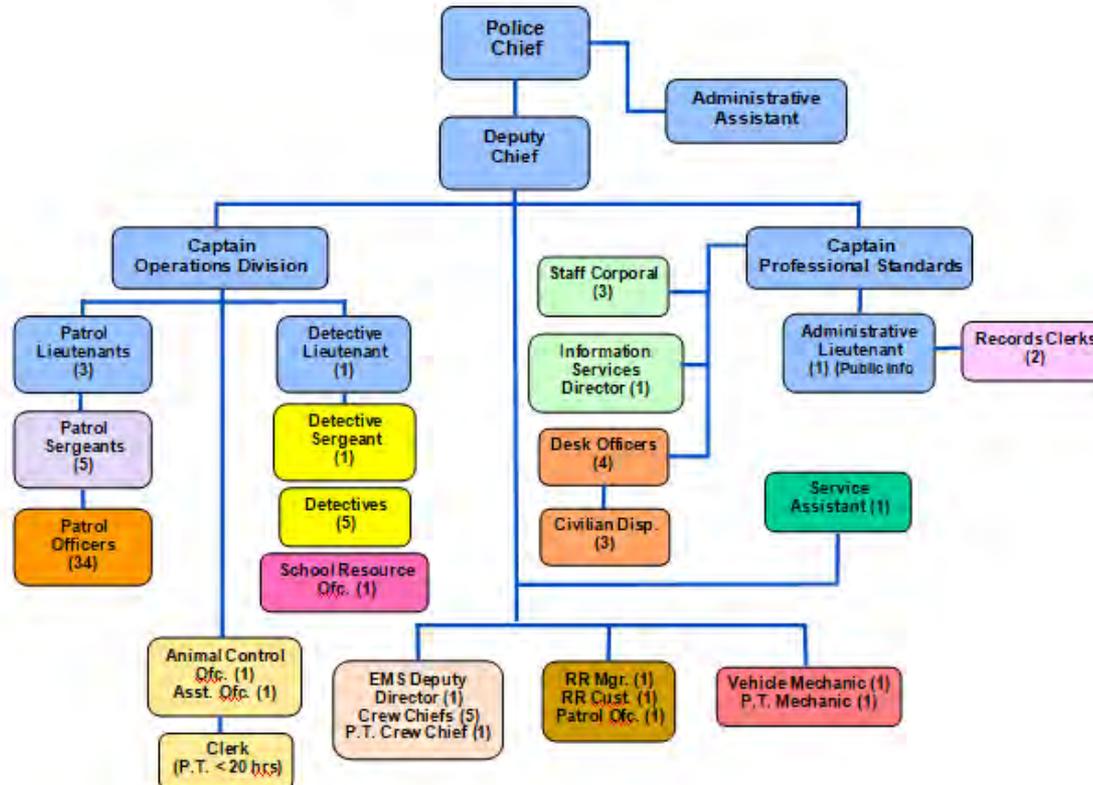
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# 210-218 - FY 2020 Police Department Management Report

## DEPARTMENTAL MISSION

Enabled by the Town Charter Chapter 22-1, the Police Department provides protection of life and property, enforcement of local and state laws and ordinances, and other associated police services. 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 running the Fleet Maintenance division, Emergency Medical Services, Animal Control and Railroad Parking division.

**POLICE DEPARTMENT  
2019/2020 Organization Chart**

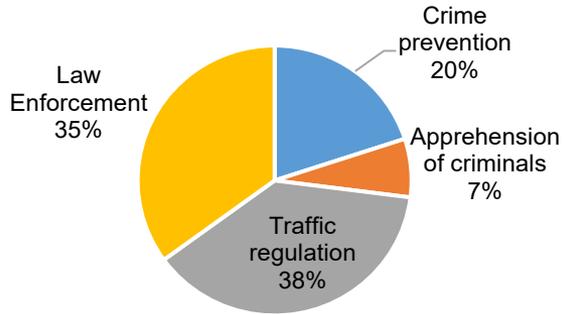


# 210 - Police Department – Police Department Division

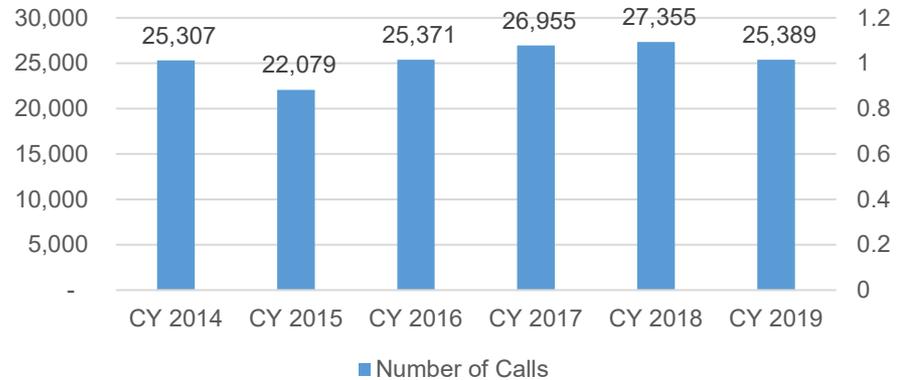
## DIVISIONAL MISSION

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.

How the Police Department Division Spends its Time

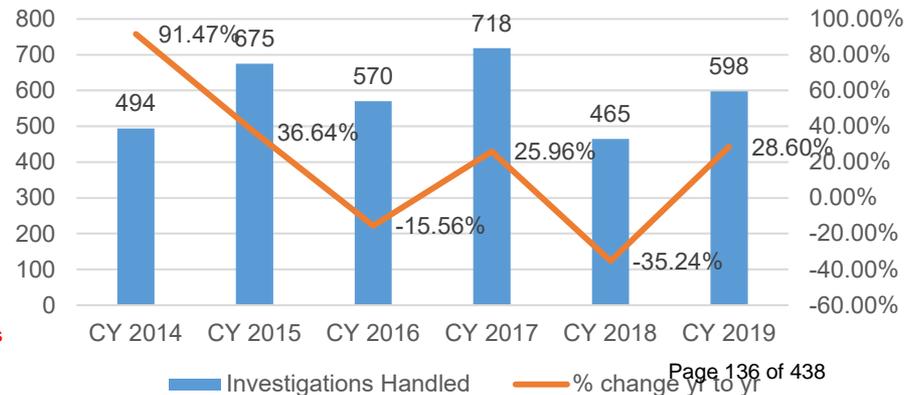


Total Calls for Service



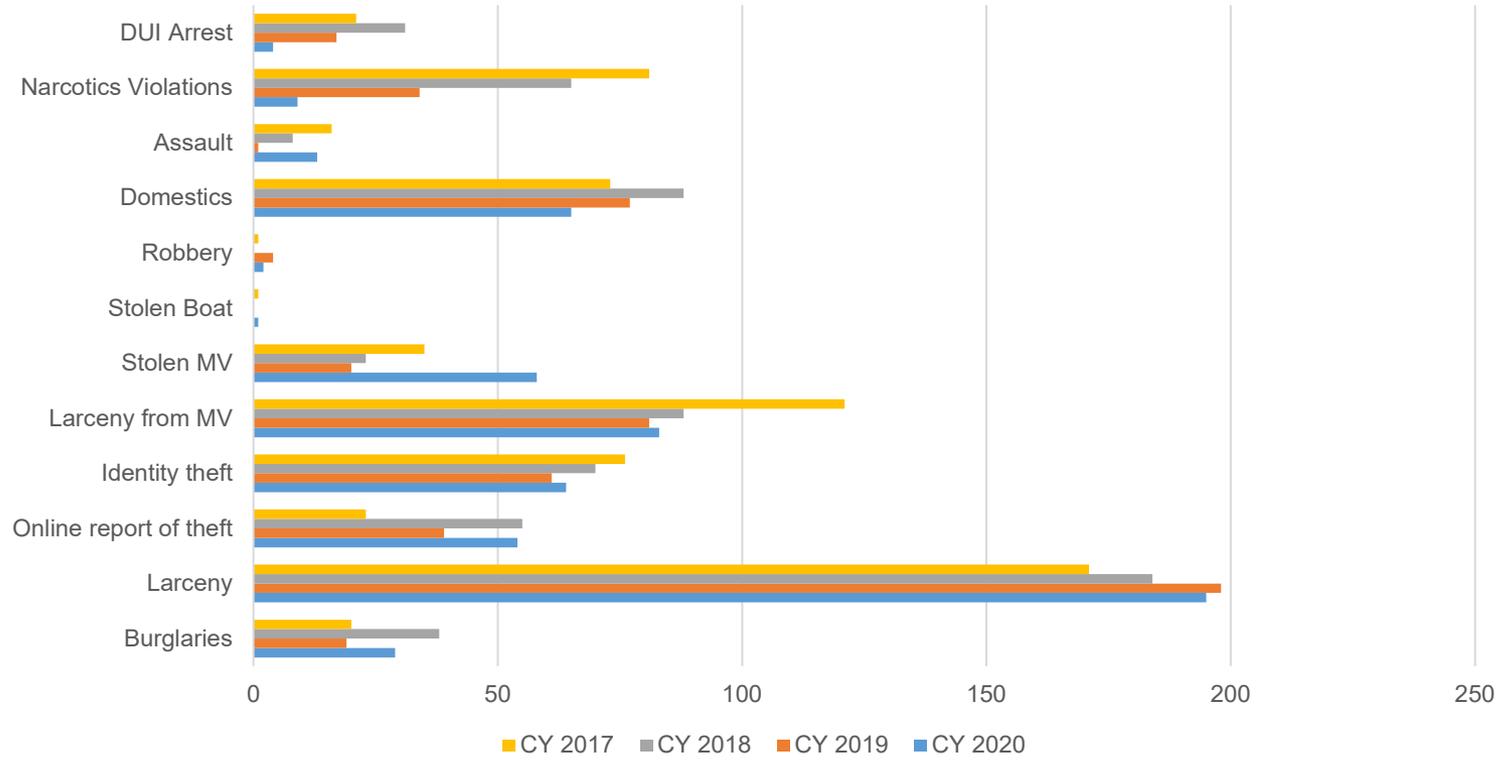
Police Division Headcount	
Title	Count
Police Officer	64
Civilian Staff	7
Traffic Agents	15
Crossing Guards	3
<b>Total Police Department Division</b>	<b>89</b>

Investigations Handled by Detective Bureau

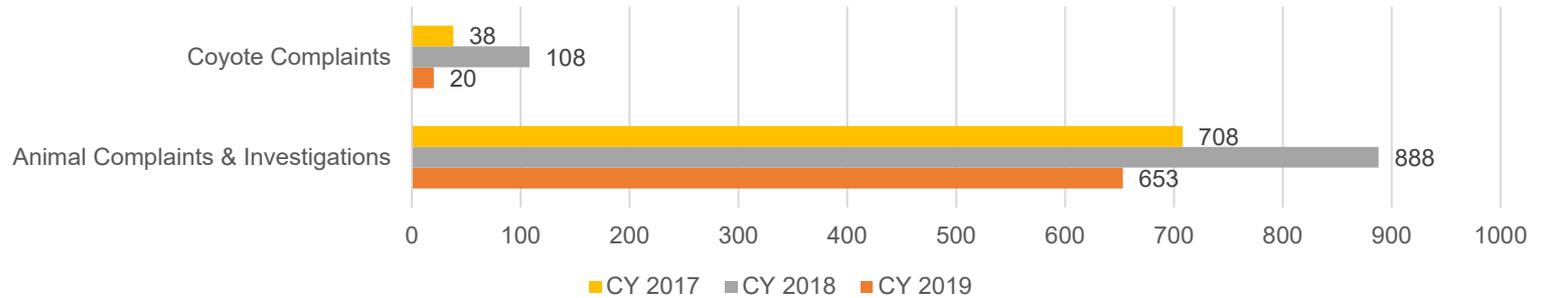


PD collects data by calendar year for its accreditation statistics. If 2020 data is available, it is included.

## Police Crimes

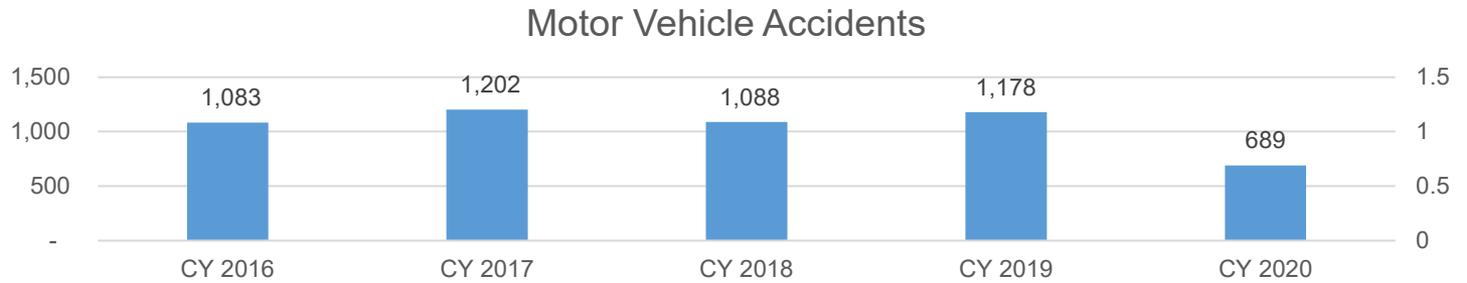


## Animal Control Incidents

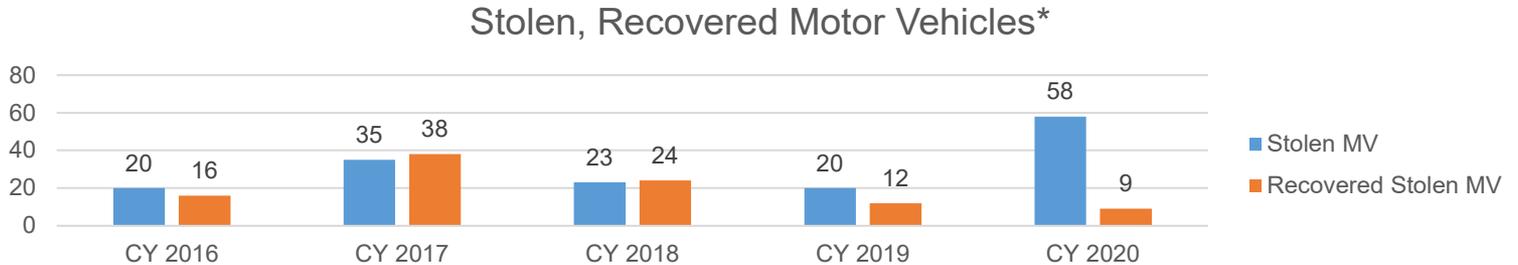


# DIVISIONAL KEY PERFORMANCE INDICATORS

## 1. Upheld motor vehicle safety:

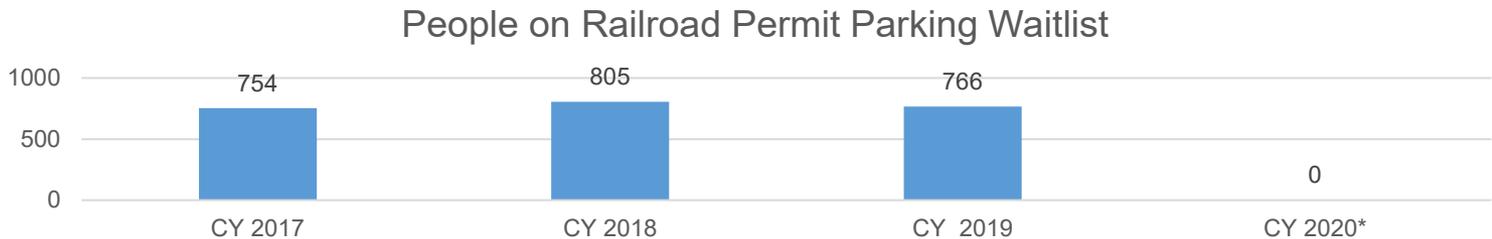


## 2. Resolved stolen motor vehicle incidents through recovery:



NOTE: Includes stolen vehicles dumped in our community from other jurisdictions.

## 3. Managed railroad parking permit waiting list:

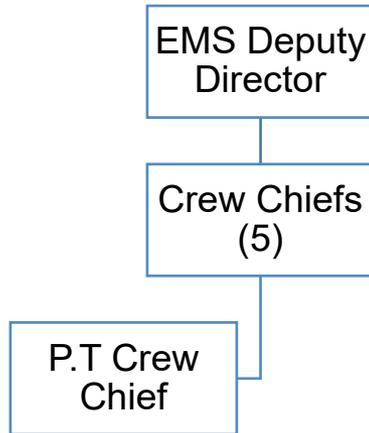


NOTE: During the COVID 19 pandemic, there was a decrease in railroad parking permit renewals. As a result, parking permits were offered to all on the waiting list.

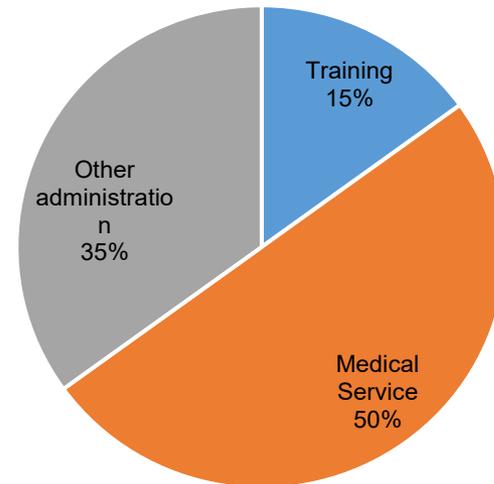
# 218 - Police Department – Emergency Medical Services Division

## DIVISIONAL MISSION

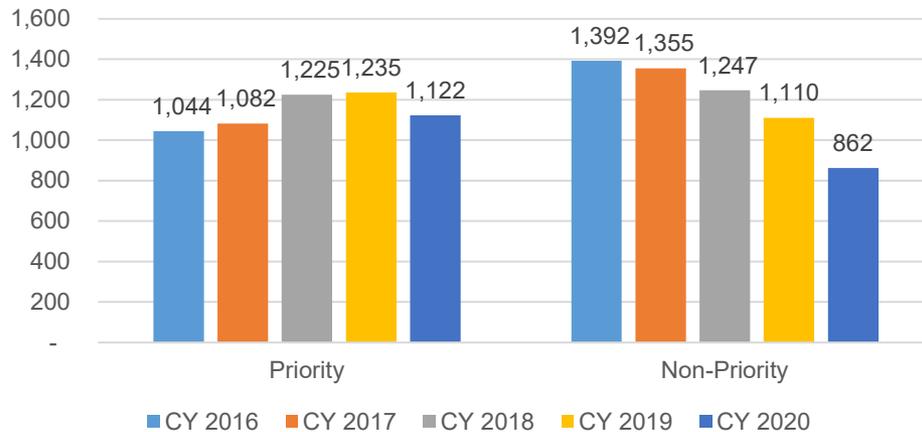
Westport EMS provides Advanced Life Support-level emergency medical services for the Town of Westport. The division is supported by the Westport Volunteer Emergency Medical Services. In addition, the Town contracts with Norwalk Hospital to provide 24/7/365 paramedic coverage.



How the Emergency Medical Services Division Spends its Time

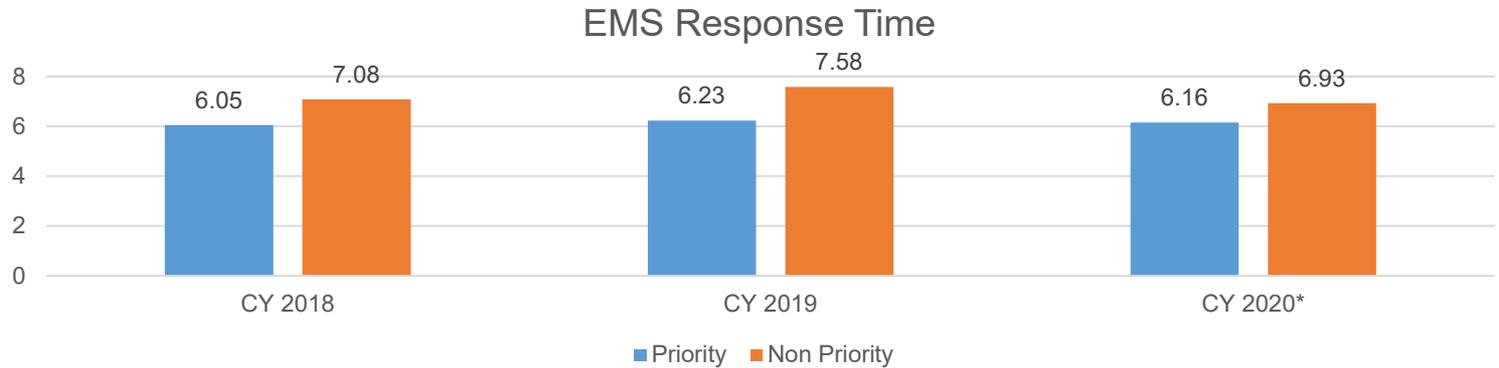


Ambulance Calls



# DIVISIONAL KEY PERFORMANCE INDICATORS

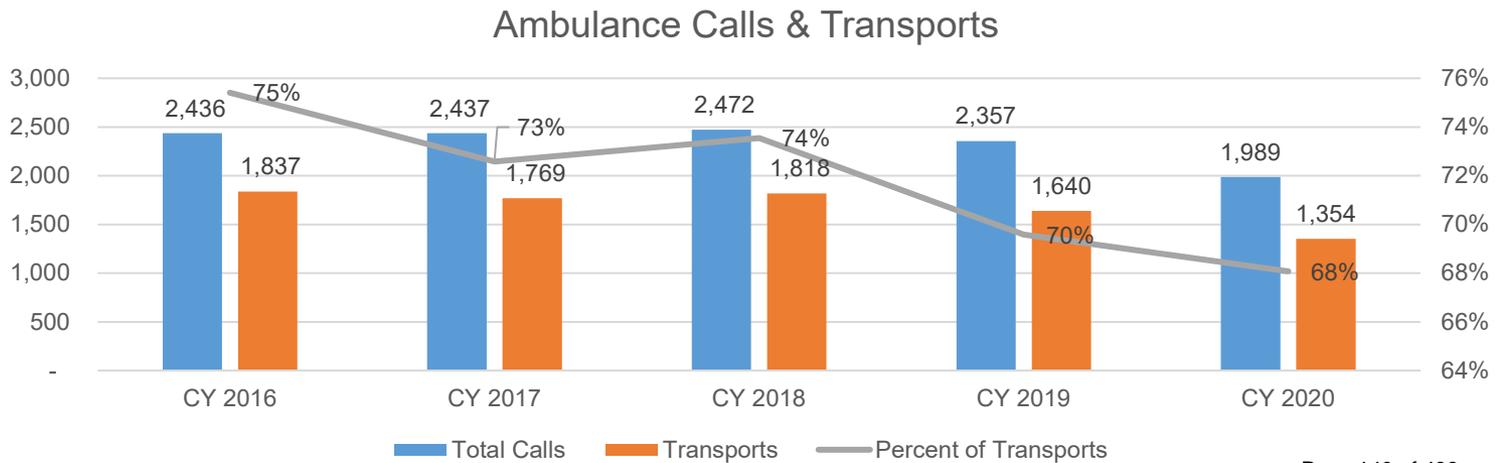
## 1. Maintained quick response time to all calls:



NOTE: Unable to obtain comparable data from other communities. Data is either private or based out of hospitals. Requests for information was not provided.

NOTE: Due to COVID-19, there were fewer traffic accidents in 2020 both locally and on the highway, which attributed to a decrease in EMS call volume.

## 2. Percentage of ambulance calls that result in transportation:

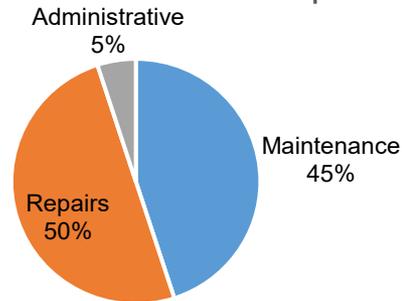


## 214 - Police Department – Vehicle Maintenance

### DIVISIONAL MISSION

The Fleet Maintenance division is responsible for both preventative maintenance and repairs on the Police Department vehicles. In addition to vehicle maintenance, the mechanics are also used during storms, emergencies and major events to move and install barricades when needed.

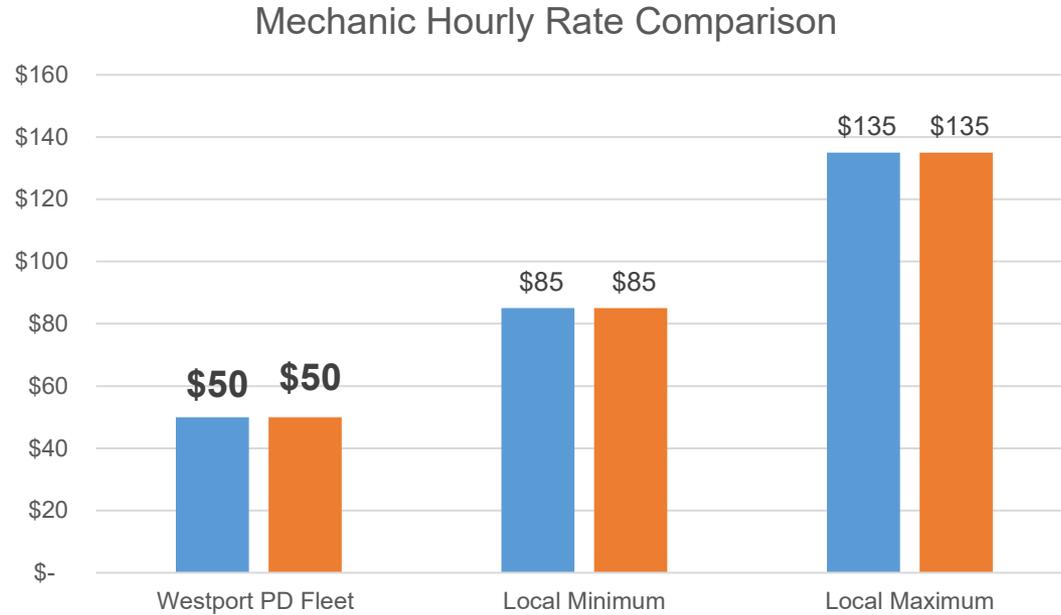
How the Fleet Maintenance Division Spends its Time



Vehicles Managed by Type	CY 2020	CY 2019	CY 2018	CY 2017
Police Department Fleet	50	50	50	50
EMS Fleet	8	8	8	8
Easton Police Fleet	12	12	12	12
Board of Education	12	12	12	12
Town Hall	4	4	4	4
Police Boats	4	4	4	4
Emergency Managemnt MV's	4	4	3	3
Police/EMS Trailers w/equip	11	9	9	9
<b>Total</b>	<b>105</b>	<b>103</b>	<b>102</b>	<b>102</b>

## DIVISIONAL KEY PERFORMANCE INDICATORS

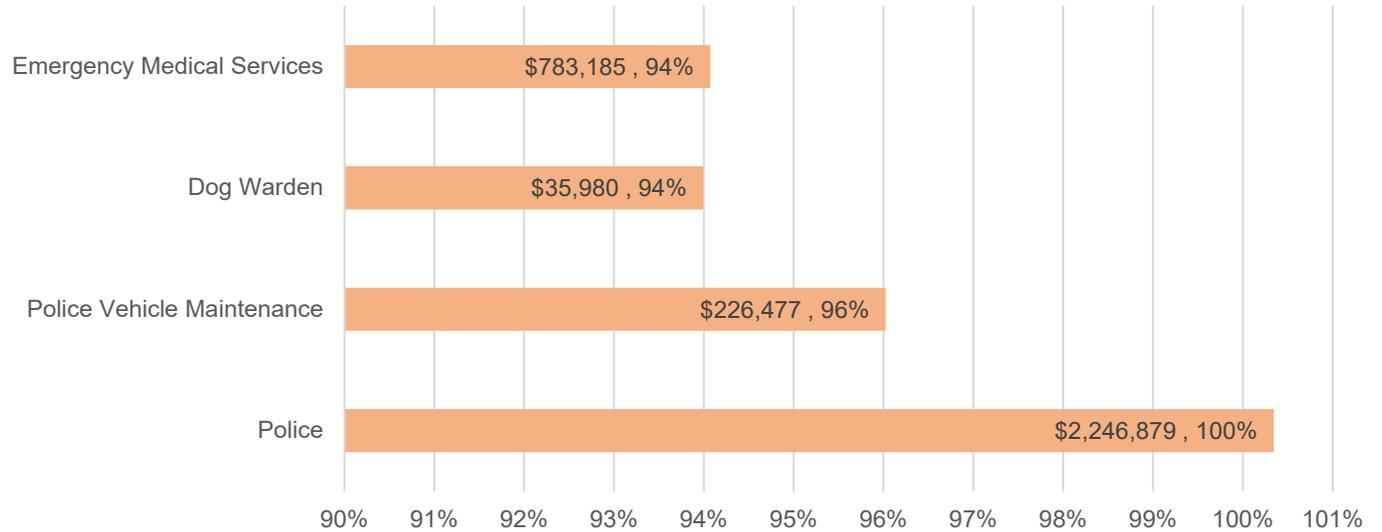
1. Save costs by maintaining fleet vehicles for Police Department, Board of Education, Town Hall and the Easton Police Department at competitive rate:



# DEPARTMENTAL SCORECARD OF FY 2020

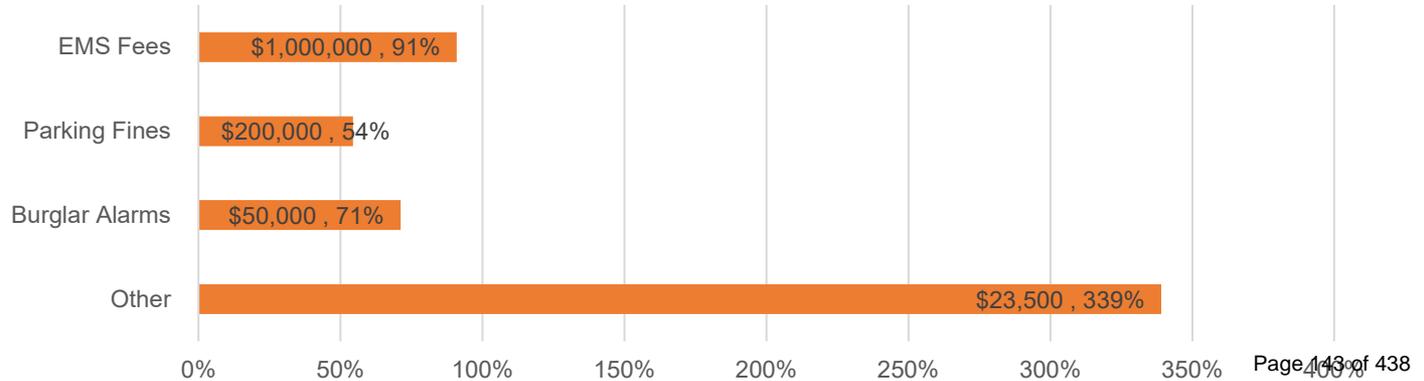
## 1. Stay within budget:

### FY 2020 Percent of Budget Expended (non-personnel) 98% of \$3.3M



## 2. Generate target revenue:

### FY 2020 Percent of Budget Revenue Collected 89% of \$1.274M



3. Met prior year goals:

- Completed the new Computer Aided Dispatch (CAD) Report Management System (RMS) upgrade.
- Continued department participation with other Town agencies to address neighborhood traffic issues.
- Completed Tier 2 accreditation in 2020.
- Completed Phase 1 of the Greens Farms Station Lot 1 parking lot extension.
- Filled Police officer vacancies.

4. Delayed and waived goals:

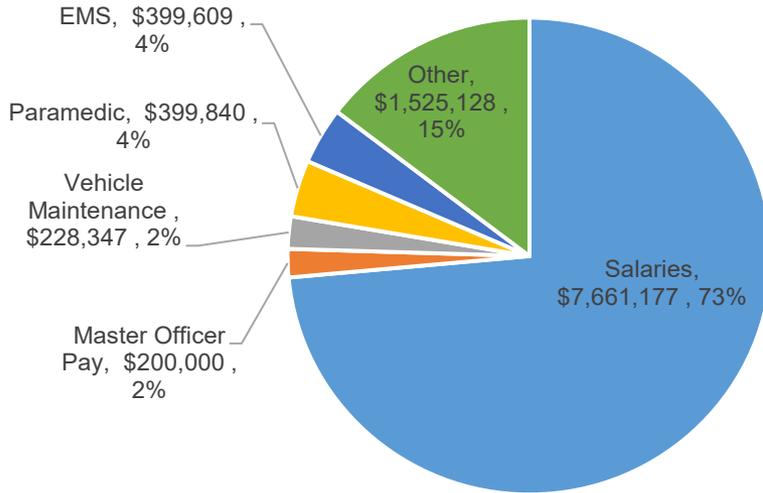
- Police/Fire Regional Dispatch Center delayed. Completion anticipated in summer 2021

5. Other accomplishments:

- Received \$35,500 in grants from CT DOT for both Distracted Driving and Seatbelt enforcement
- Completed Tier 2 State Accreditation.
- Replaced old and outdated Electric Charging stations at Lot 3 in Saugatuck and Lots 1 and 2 at the Greens Farms Railroad Station.

**DEPARTMENTAL STATUS OF FY 2021**

**FY 2021 Police Department Budget \$11.132M**



Police Department FTE's	
Title	Count
Police Department Division	89
EMS	6.5
Animal Control	2.5
Fleet Maintenance	1.5
Railroad Parking	2
<b>Total</b>	<b>101.5</b>

**Budget Changes:** None

**Goals:**

1. Work with the Selectman’s Civilian Review Panel on complaints and hiring.
2. Continue the Police Recruitment effort to diversify the composition of the department.
3. Continue department participation with other Town agencies to address neighborhood traffic issues.
4. Continue to update policies and procedures to meet strict State and National standards as part of Tier 2 accreditation.

## DEPARTMENTAL PLANS FOR FY 2022

**Budget Changes:** None

**Goals:**

1. Complete the consolidation of the Police/Fire Regional Dispatch Center
2. Continue to maintain Tier 1 and Tier 2 Accreditation standards for clear precise and policies which reduces exposure to insurance liabilities.
3. Continue department participation with town agencies to address neighborhood traffic issues.
4. Continue the Police Recruitment effort to diversify the composition of the department.

**Capital Projects:** Purchase new in-car and body cameras to meet the State mandate and requirements under Public Act No. 20-1 “An Act Concerning Police Accountability” (House Bill No. 6004)

## DEPARTMENTAL STATEMENT OF FIVE-YEAR GOAL

The Westport Police Department will continue to update our policies and procedures to meet strict State and National standards for maintaining Tier 1 & 2 accreditation standards. We will work with the Board of Education to increase school security. Major improvements projects will include the replacement of the elevators at the Saugatuck RR station, repaving of the Saugatuck RR Lot 4 parking lot and the Greens Farms RR Station Lot 2 and Post Office Lane and completion of the Greens Farms Lot 1 parking lot extension when CT DOT finishes Beachside Avenue bridge replacement project.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>210 Police</b>							
01 Salaries	7,289,900.39	7,448,331.00	7,630,808.59	7,673,638.00	7,673,638.00	7,673,638.00	0.6%
03 EH & OT	1,014,291.49	965,000.00	991,702.18	975,000.00	975,000.00	975,000.00	-1.7%
14 Uniform Allowance	59,600.05	65,175.00	65,110.00	65,175.00	65,175.00	65,175.00	0.1%
18 Fees & Services	13,425.55	16,000.00	16,000.00	16,000.00	16,000.00	16,000.00	0.0%
20 Employee Medical	37,459.31	8,000.00	8,000.00	16,850.00	16,850.00	16,850.00	110.6%
25 Telephone	41,128.53	69,000.00	69,000.00	69,000.00	69,000.00	69,000.00	0.0%
26 Equip Maint/Oper	127,623.80	143,751.00	143,751.00	149,756.00	149,756.00	149,756.00	4.2%
34 Postage	5,625.52	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.0%
41 Supplies	16,971.05	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00	0.0%
50 Supplies - Det.	28,273.69	47,300.00	47,365.00	47,300.00	47,300.00	47,300.00	-0.1%
51 Supplies-Ammo/Targe	11,507.58	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	0.0%
52 Supplies Training	3,587.21	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.0%
53 Supply-Accidnt/Emer	4,379.34	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
59 Education & Exp.	24,999.98	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.0%
63 Program Expenses	(4,275.00)	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
CE Vehicles	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	0.0%
CF Computers	7,982.97	91,555.00	91,555.00	15,000.00	15,000.00	15,000.00	-83.6%
CP Equipment-Police	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
<b>210 Police</b>	<b>8,842,481.46</b>	<b>9,092,112.00</b>	<b>9,301,291.77</b>	<b>9,265,719.00</b>	<b>9,265,719.00</b>	<b>9,265,719.00</b>	<b>-0.4%</b>

**210 - POLICE BUDGET 2021-2022**

**SALARIES**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-2022 Salary Rate</b>	<b>2021-22 Salary Subtotals</b>	<b>2020-21 Salaries</b>	<b>2021-22 Salary Totals</b>
1.00	Chief of Police	C-1			168,001	168,001	168,001	168,001
1.00	Deputy Police Chief	C-1			154,463	154,463	154,463	154,463
2.00	Captain	C-1			144,782	289,564	289,564	289,564
5.00	Lieutenant	C-1			135,851	679,255	679,255	679,255
6.00	Sergeant	A-2			110,466	662,796	662,796	662,796
0.00	Sergeant	A-1			0	0	0	0
5.00	Desk Officer	A-7			98,343	491,715	491,715	491,715
0.00	Desk Officer	A-6.5			0	0	0	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			98,343	491,715	491,715	491,715
3.00	Staff Corporal	A-7			96,056	288,168	288,168	288,168
6.00	Corporal	A-7			93,769	562,614	562,614	562,614
26.00	Officer	A-7			91,482	2,378,532	1,921,122	2,378,532
0.00	Officer	A-6.5			0	0	177,254	0
2.00	Officer	A-6			85,772	171,544	257,316	171,544
1.00	Officer	A-5.5			82,921	82,921	0	82,921
0.00	Officer	A-5			0	0	240,207	0
0.00	Officer	A-4.5			0	0	77,200	0
1.00	Officer	A-4			74,330	74,330	0	74,330
0.00	Officer	A-3.5			0	0	0	0
0.00	Officer	A-3			0	0	0	0
0.00	Officer	A-2			0	0	0	0

**210 - POLICE BUDGET 2021-2022**

1.00	Accounting Assistant I	VI-7	73,449	73,449	73,449	73,449
2.00	Dispatcher	V-7	67,076	134,152	134,152	134,152
1.00	Dispatcher	V-5	60,840	60,840	57,943	60,840
1.00	Administrative Assistant II	V-7	67,076	67,076	67,076	67,076
2.00	Clerical Assistant	III-6	53,279	106,558	101,482	106,558
<hr/>						
71.00	SUBTOTAL SALARIES:				6,895,492	6,937,693

**SALARIES**

<b>qty</b>	<b>Position</b>	<b>2020-21 Salaries</b>	<b>2021-22 Salary Totals</b>
	College Credits	43,200	43,200
	Holiday Pay (13 Days per Officer/Contract)	362,818	362,818
64.00	Master Officers Program	200,000	213,500
64.00	Officers Weapon Allowance	67,640	67,640
23.00	Officers EMT Awards	18,400	18,400
	Shift Differential	183,978	183,978
	Traffic Agents/School Xing Guards	84,500	84,500
	Railroad Parking Reimbursement	(232,810)	(238,091)
<hr/>			
	SUBTOTAL SALARIES:	727,726	735,945
<hr/>			
	GRAND TOTAL SALARIES:	7,623,218	7,673,638

**EXTRA HELP & OVERTIME**

<b>qty</b>	<b>Position</b>	<b>2020-21 EH&amp;OT</b>	<b>2021-22 EH&amp;OT Totals</b>
	Extra Help and Overtime	140,000	140,000
	Court Time	15,000	15,000

**210 - POLICE BUDGET 2021-2022**

Marine Patrol	22,000	22,000
Funeral Leave	6,000	6,000
Injury Leave	50,000	50,000
School/Training Replacement	110,000	110,000
Sick Replacement	80,000	80,000
Vacation Replacement	345,000	355,000
Special Detective Services	95,000	95,000
Emergency Callback/Special Events	102,000	102,000
<b>TOTAL EXTRA HELP &amp; OVERTIME:</b>	<b>965,000</b>	<b>975,000</b>

**210 - POLICE**

<u>Account</u>	<u>Description</u>
<i>Fees &amp; Services</i>	COLLECT system maintenance = \$4,000 FFLD CTY Police Chiefs Radio = \$3,000 SWRERT = \$5,000 SWCT Computer Crime Technichal Group = \$4,000
<i>Employee Medical</i>	Entry Level Physicals, Drug Testing Program, Mental Health Wellness checks = \$16,850
<i>Equipment Maint./Operation</i>	Printers, Microfilm, Computer repairs CAD System Maintenance Contract = \$28,500 Additional software service contract = \$56,751 All Traffic Solutions Messaging Sing Software = \$6,005 Voice Data: smart phones for all Police Officers = \$69,000 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
<i>Supplies</i>	Printing supplies, forms, envelopes, tickets, supplies = \$16,000

**210 - POLICE BUDGET 2021-2022**

<i>Detective Supplies</i>	Prisoner meals, composites, investigative materials & tools, fees, supplies, SRO supplies & Internet search warrant fees = \$16,000 Camera repairs, upgrades, copier leases = \$11,300
<i>Accident/Emerg. Supplies</i>	Accident prevention/traffic calming supplies = \$5,000
<i>Vehicles</i>	4 marked police cars (new 2021 models require new police equipment) = \$150,000
<i>Computers</i>	Workstations & printer replacement (\$15,000)
<i>Police Equipment</i>	Continued program for bullet resistant vests = \$5,000 grant program

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>214 Police Vehicle Maintenance</b>							
01 Salaries	133,209.68	138,348.00	138,348.00	141,810.00	141,810.00	141,810.00	2.5%
03 EH & OT	2,000.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.0%
14 Uniform Allowance	800.00	1,170.00	1,170.00	1,170.00	1,170.00	1,170.00	0.0%
26 Equip Maint/Oper	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.0%
27 Veh. Maint/Oper	206,674.84	215,677.00	215,677.00	215,677.00	215,677.00	215,677.00	0.0%
<b>214 Police Vehicle Maintenance</b>	<b>350,684.52</b>	<b>366,695.00</b>	<b>366,695.00</b>	<b>370,157.00</b>	<b>370,157.00</b>	<b>370,157.00</b>	<b>0.9%</b>

**214 - POLICE VEHICLE MAINTENANCE BUDGET 2021-22**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22	2020-21	2021-22
					Salary Rate	Salaries	Salary Totals
1.00	Master Mechanic - Foreman	VII			85,026	82,952	85,026
1.00	Assistant Mechanic	A-III-7	\$36.40	1,560	56,784	55,396	56,784
2.00	TOTAL SALARIES:					138,348	141,810

**EXTRA HELP & OVERTIME**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22	2020-21	2021-22
					EH&OT Rate	EH&OT	EH&OT Totals
1.00	Mechanic Overtime					2,000	3,500
	TOTAL EXTRA HELP & OVERTIME:					2,000	3,500

**214 - POLICE VEHICLE MAINTENANCE**

<u>Account</u>	<u>Description</u>
<i>Equipment Maint. &amp; Operation</i>	Radar Maintenance/Certification [now includes LED radar signs f/210] (\$8,000)
<i>Vehicle Maint. &amp; Operation</i>	Fuel, Oil, Parts & Supplies (estimated fuel consumption of 51,000 gallons) Based on contract 7/20-6/21 at \$2.10/gallon, is a decrease of \$2,550 for fuel Tires, brakes, motor oil and miscellaneous parts (\$215,677)
<i>Capital Requests</i>	None

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>216 Dog Warden</b>							
01 Salaries	113,121.63	129,218.00	129,218.00	129,218.00	129,218.00	129,218.00	0.0%
03 EH & OT	19,996.10	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	0.0%
14 Uniform Allowance	800.00	850.00	850.00	850.00	850.00	850.00	0.0%
19 Contract Services	669.17	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
25 Telephone	1,386.47	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.0%
27 Veh. Maint/Oper	3,625.67	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.0%
41 Supplies	1,598.47	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.0%
45 Heating Fuel	563.29	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
46 Electricity	2,153.80	3,450.00	3,450.00	3,450.00	3,450.00	3,450.00	0.0%
48 Water	265.63	800.00	800.00	800.00	800.00	800.00	0.0%
59 Education & Exp.	75.00	500.00	500.00	500.00	500.00	500.00	0.0%
CE Vehicles	0.00	0.00	0.00	40,000.00	40,000.00	40,000.00	
<b>216 Dog Warden</b>	<b>144,255.23</b>	<b>158,718.00</b>	<b>158,718.00</b>	<b>198,718.00</b>	<b>198,718.00</b>	<b>198,718.00</b>	<b>25.2%</b>

**216 - ANIMAL CONTROL BUDGET 2021-22**

**SALARIES**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22 Salary Rate</b>	<b>2020-21 Salaries</b>	<b>2021-22 Salary Totals</b>
1.00	Animal Control Officer	V-7			67,076	67,076	67,076
1.00	Assistant Animal Control Officer	III-7			55,942	55,942	55,942
2.00	SUBTOTAL SALARIES:				123,018	123,018	123,018
	Holiday Pay (per CBA)				6,200	6,200	6,200
0.00	TOTAL SALARIES:				129,218	129,218	129,218

**EXTRA HELP & OVERTIME**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22 EH&amp;OT Rate</b>	<b>2020-21 EH&amp;OT</b>	<b>2021-22 EH&amp;OT Total</b>
	Vacation Replacement				11,000	11,000	11,000
	Callbacks				3,000	3,000	3,000
	TOTAL EXTRA HELP & OVERTIME:				14,000	14,000	14,000

**216 - ANIMAL CONTROL BUDGET 2020-21**

<u>Account</u>	<u>Description</u>
<i>Equipment Maint. &amp; 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 &amp; Services</i>	Education Expenses (\$500)
<i>Vehicle Maintenance &amp; Operation</i>	Animal Control Vehicle (\$3,500)
<i>Capital Requests</i>	New Vehicle (\$40,000)

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>218 Emergency Medical Services</b>							
01 Salaries	495,463.83	505,400.00	505,400.00	535,541.00	535,541.00	535,541.00	6.0%
03 EH & OT	91,368.46	90,000.00	90,000.00	90,000.00	90,000.00	90,000.00	0.0%
14 Uniform Allowance	3,736.73	4,975.00	4,975.00	4,975.00	4,975.00	4,975.00	0.0%
18 Fees & Services	151,122.02	176,353.00	176,353.00	177,208.00	177,208.00	177,208.00	0.5%
19 Contract Services	464,869.27	484,840.24	484,840.24	484,840.00	484,840.00	484,840.00	0.0%
20 Employee Medical	1,906.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
25 Telephone	0.00	2,900.00	2,900.00	2,900.00	2,900.00	2,900.00	
29 Veh. Oper.	18,902.58	18,200.00	18,200.00	18,200.00	18,200.00	18,200.00	0.0%
34 Postage	129.14	300.00	300.00	300.00	300.00	300.00	0.0%
41 Supplies	1,730.42	1,750.00	1,750.00	1,750.00	1,750.00	1,750.00	0.0%
59 Education & Exp.	3,000.00	3,000.00	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	3,000.00	0.0%
CF Computers	0.00	12,131.00	12,131.00	2,000.00	2,000.00	2,000.00	
<b>218 Emergency Medical Services</b>	<b>1,232,228.45</b>	<b>1,304,849.24</b>	<b>1,304,849.24</b>	<b>1,325,714.00</b>	<b>1,325,714.00</b>	<b>1,325,714.00</b>	<b>1.6%</b>

**218 - EMS BUDGET 2021-22**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22 Salary Rate	2020-21 Salaries	2021-22 Salary Totals
1.00	EMS Deputy Director				93,498	91,156	93,498
3.00	Paramedic				85,207	249,105	255,621
1.00	Crew Chief EMT (grandfathered position)				83,456	81,420	83,456
1.00	Paramedic (step 1)				69,959	0	69,959
1.00	Crew Chief EMT (new position)				0	51,518	0
1.00	Crew Chief EMT (25 hr part-time)		\$25.39	1,300	33,007	32,201	33,007
7.00	TOTAL SALARIES					505,400	535,541

**EXTRA HELP & OVERTIME**

qty	Position	2021-22 EH&OT Rate	2020-21 EH&OT	2021-22 EH&OT Totals
	Vacation, Callback, Late Calls & Training Replacement	90,000	90,000	90,000
	TOTAL EXTRA HELP & OVERTIME:	90,000	90,000	90,000

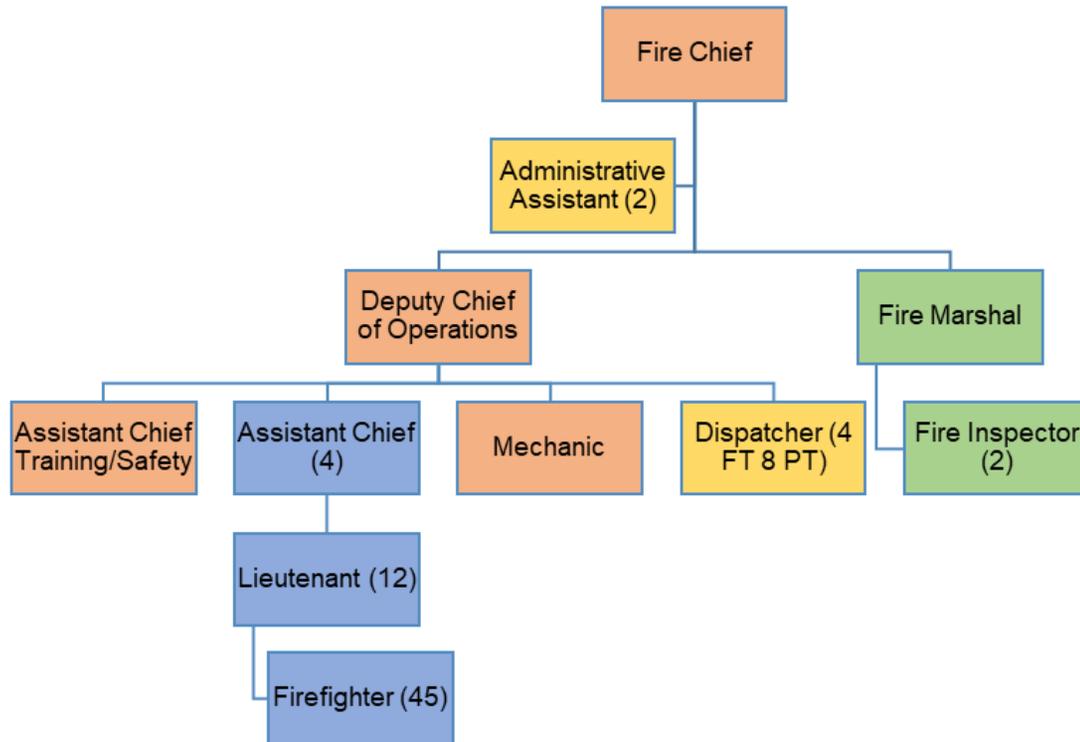
**218 – EMS**

<u>Account</u>	<u>Description</u>
<i>Extra Help &amp; Overtime</i>	Callback and volunteer replacement due to fewer volunteer crew chief replacements
<i>Fees &amp; Services</i>	Service Contract for LifePak12 (\$7,500) CMED Radio Contract (\$35,708) 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) FirstNET - wireless service for MDT's for 6 vehicles - (\$2,900)
<i>Vehicle Operation</i>	Fuel based on 3yr average fuel usage (\$18,200)
<i>Contract Services</i>	Five-year (7/1/18-6/30/23) Paramedic Contract with Norwalk Hospital (\$399,840) 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
<i>Computers</i>	Work station and printer replacement (\$2,000)

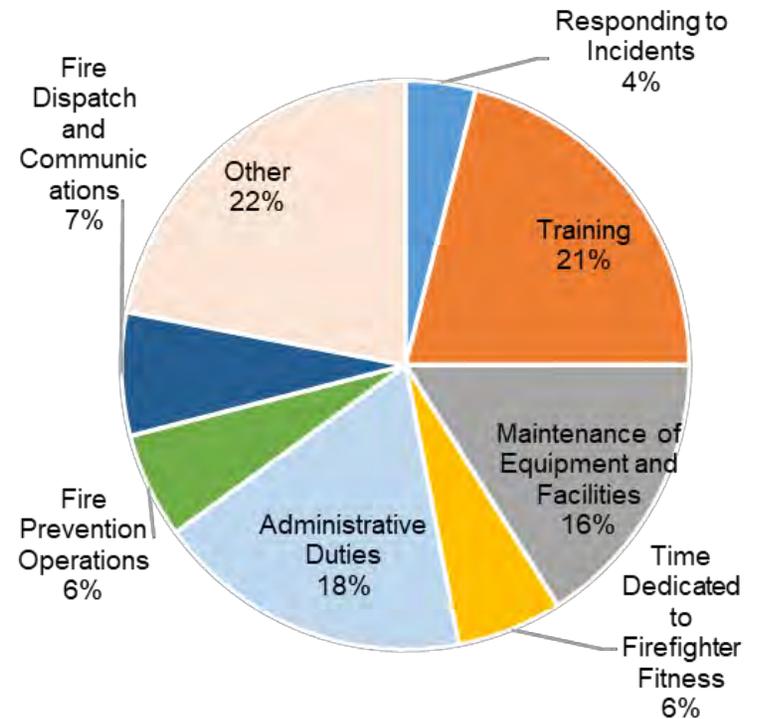
# FIRE DEPARTMENT MANAGEMENT REPORT

## DEPARTMENT MISSION

Under Section C23-1 of the Town Charter, the Westport Fire Department is responsible for the protection of life and property within the Town from fire and enforcement of laws, ordinances and regulations relating to fire prevention and fire safety. The department operates from 4 fire stations and responded to 3799 emergency incidents last year. 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 the Office of Emergency Management. Each shift is commanded by an Assistant Fire Chief who leads a platoon of 14 officers and firefighters.



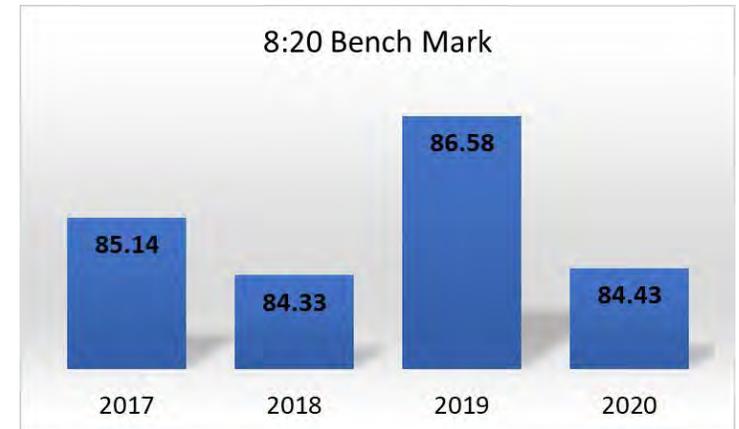
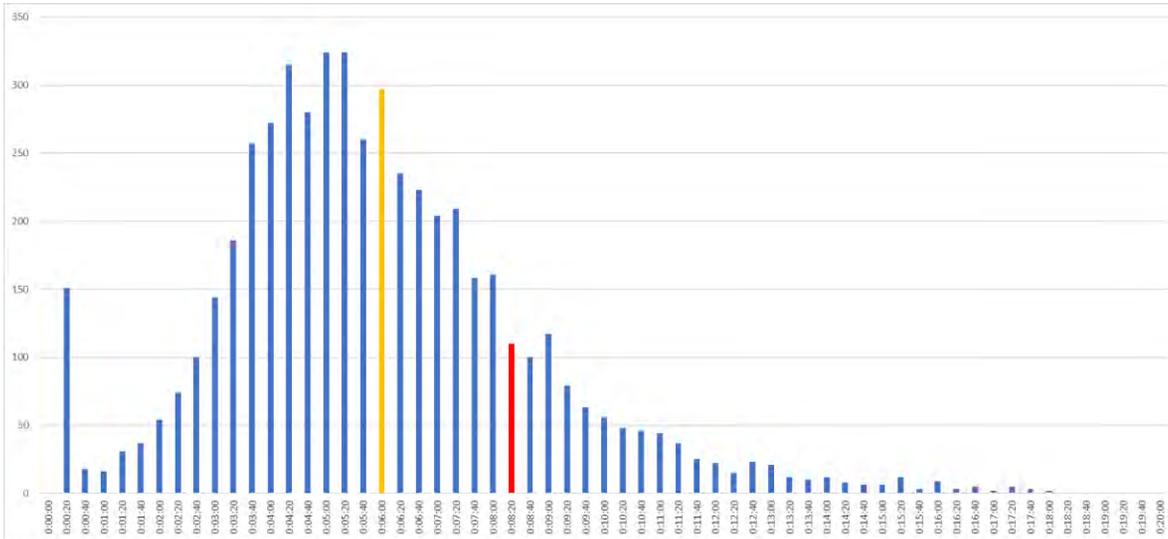
How the Fire Department Spends its Time



## EMERGENCY RESPONSE

2020 saw a slight increase in calls over 2019. Overall Covid-19 did not impact the type or number of calls the department responded to as the responses were consistent with past patterns. Significant severe weather events are occurring more frequently and challenge how the department and town responds. The department's call volume increased substantially during Tropical Storm Isaias, a storm that included a tornado that struck the Saugatuck Shores area. Thunderstorms, coastal flooding, and wind events also kept the department very busy with emergency responses throughout 2020. Simultaneous calls during these weather events quickly stripped resources, delaying responses to the next emergency.

The 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 sets the bench mark standard that a fire department should have its full first alarm assignment for a building fire on scene with 8 minute 20 seconds 90% of the time. The Westport Fire Department met that standard 84.43% of the time in 2020, the red line. The yellow line represents 6 minutes, that is the maximum time for Cardiopulmonary Resuscitation (CPR) to be started to be effective; we met that 59.99% of the time in 2020.

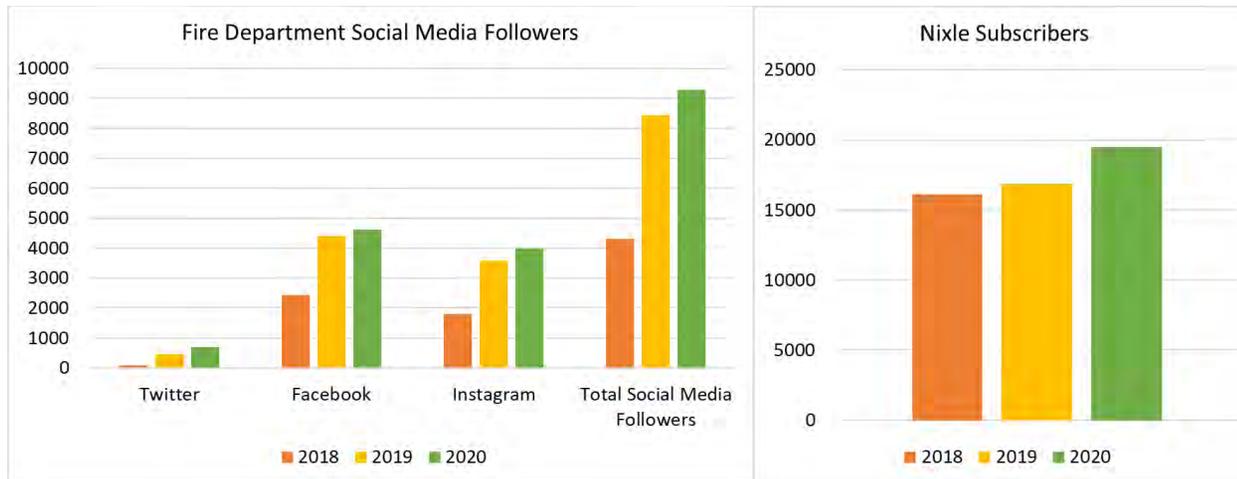


Responses by District	Count	%
Station 4	990	26.06%
Station 5	888	23.37%
Station 6	726	19.11%
Headquarters	1121	29.51%
Easton	1	0.03%
Field Comm 1	1	0.03%
Fairfield	5	0.13%
Hazmat 1	1	0.03%
New Canaan	1	0.03%
Norwalk	7	0.18%
Weston	4	0.11%
Wilton	10	0.26%
Other Location	44	1.16%
	3799	100.00%

Incident Type Summary	Count	%
1. Fire	91	2.40%
2. Overpressure Rupture, Explosion, Overheat	8	0.21%
3. Rescue and Medical Service	1043	27.45%
4. Hazardous Condition	577	15.19%
5. Service Call	500	13.16%
6. Good Intent Call	348	9.16%
7. Fire Alarm Calls	1126	29.64%
8. Severe Weather & Natural Disaster	25	0.66%
9. Special Incident Type	37	0.97%
Other Incident Not Classified	44	1.16%
	3799	100.00%

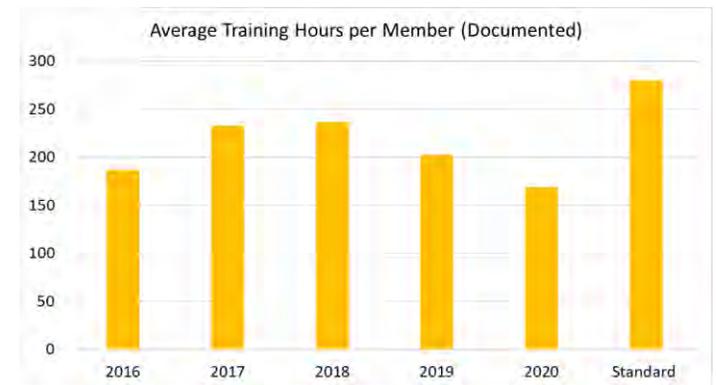
## EMERGENCY NOTIFICATIONS

Emergency notification systems are quintessential to ensure public safety in the event of an emergency or disaster. The Westport Fire Department uses a combination of social media and a mass emergency notification system, Nixle, to communicate with the public during these events. Effectiveness of public communication efforts can be measured by the number of residents that engage with our social media accounts and the number of Nixle subscribers. The social media accounts are about engaging the public regularly through posts about minor incidents, fire training, fire prevention messaging, and emergency alerts. The mass emergency notification system Nixle is used sparingly to ensure residents are notified when appropriate to ensure that public doesn't unsubscribe due to overuse. The Nixle product is set up to automatically alert the public 24 hours a day 365 days a year for Flash Flood Warnings, 911 Telephone Outages, Coastal Flood Warnings, Tornado Warnings, Hurricane Warnings and Tsunami Warnings.



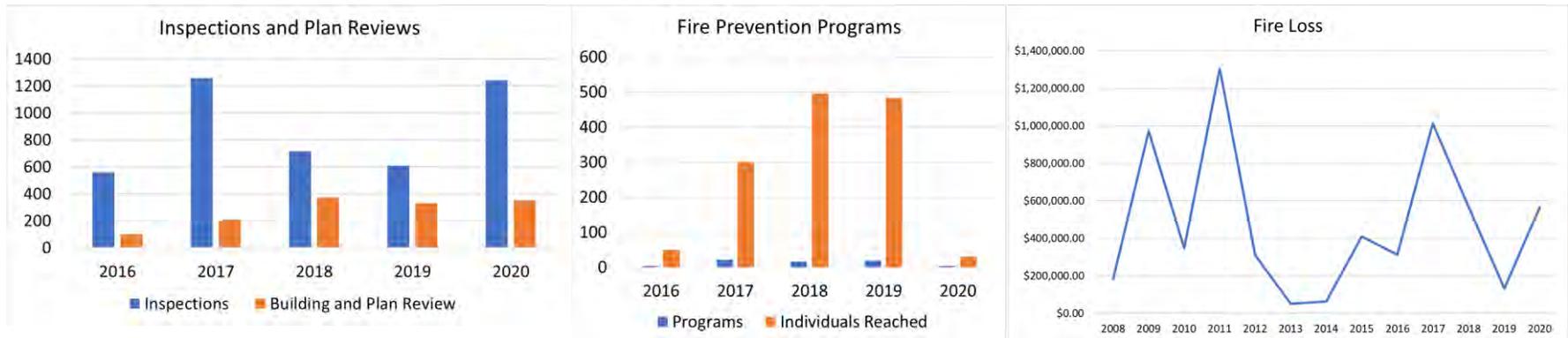
## TRAINING

Training Standards are set through a combination of organizations including the Insurance Services Office (ISO), National Fire Protection Agency (NFPA), and the Occupational Safety and Health Administration. The minimum hours for firefighter and officer training are approximately 280 hours a year per member. Training enables firefighters to respond more efficiently, reducing the property damage caused by fires, and save lives. This is essential in situations of substantial fire damage to the community. Training provides firefighters with needed experience that is sometimes difficult to get on the job. Training and Education for firefighters and officers is ongoing and never ends. In 2020, the average hours of training per member was 169 (a drop from 2019 which was 202 per member). The drop was in part to Covid-19 and the restrictions both externally and internally on training. The Connecticut Fire Academy was closed for most of the 2020 calendar year and only recently reopened for limited training. Despite Covid-19, the in-house training continued with mitigations in place to ensure the readiness of the department to respond. The department has formalized and scheduled leadership and professional development for the lieutenants, which was a recommendation from the 2016 Matrix Study.



## FIRE PREVENTION AND CODE ENFORCEMENT

Fire Prevention and Code Enforcement for 2020 was a challenge because of Covid-19. A reduction in fire prevention delivered due to school closures and a limited access to properties for fire inspections over concerns of spreading the virus. Also, fire inspections and re-inspections for 2020 dropped from 2019 due to the restrictions. The Fire Marshal was assigned the responsibility enforcing state orders related to Covid-19. Covid-19 inspections totaled 255 for Outdoor Dining Applications and 290 Covid-19 enforcement inspections. Fire investigations 2020 totaled 101 incidents. All fires are investigated by the Marshal's office as required by state law.



## 2020 ACCOMPLISHMENTS

- The Fire Department was able to maintain and improve its Public Protect Classification from the Insurance Services Office (ISO).
- Working with Human Services the department was able to support with staff and logistics the Farmers to Families Food Box Distribution Program which helped supply food to families affected by the Covid-19.
- The Police/Fire Dive Rescue Team added 4 new fire department members and was able to provide a 40-hour dive rescue training program for all members to ensure operational readiness.
- New 2019 Spartan Marion Engine placed in service as Engine 6 in June 2020
- 2018 Spartan Marion Engine returned to service after being damaged in an accident during the fall of 2019. The rear half of the unit was replaced after being rear-ended; the damage was not repairable.
- Field Comm 1, a regional asset, underwent a grant funded upgrade of all the non-radio technology; radios are also being upgrade as part of the same grant funding program and should be completed in the spring of 2021.
- Though regular department operating funds, all the Thermal Imaging Cameras on front line fire apparatus were replaced and (2) additional inflatable boats where purchased and deployed on fire apparatus to effect water rescues.

## **2021-2022 PRIORITIES AND GOALS**

- Funding for a new Public Safety Radio System has been approved and the project is in engineering. The buildout of the system should be completed by the end of 2021. This new system will be an improvement over our existing system and will allow for more interagency communication during emergencies. Concurrently, the Regional Dispatch Center project with Fairfield should start construction in the Spring 2021. Once completed, the department will transition to the new center that will have the new radio system installed, and a new computer aid dispatch system with mobile data. This will be significant improvement in dispatch and communications that will require updated policies and procedures for all users and training in the new system.
- Develop Long Term Facilities Program: the department has received the Fire Station Study from Mitchell Associates Architects and will be working with the Town Administration to develop a long-term plan to address current and future needs of the department.
- Department Training: continue to improve department training programs not only to meet industry standards and hours, but to address emerging threats to our community.
- Continue Professional Development across all ranks taking advantage of National Fire Academy Programs.
- When Covid-19 has passed, return to the public schools to provide, and expand fire prevention and life safety education programs.
- Continue to implement recommendations from the 2016 Matrix Study
- Continue to update the towns emergency operations plans with all cooperating departments and conduct training and a full-scale exercise.

## **5 YEAR DEPARTMENT GOALS**

- The department will continue to update polies and procedures to meet state requirements and industry standards.
- Ensure the department’s response capabilities are matched to address emerging threats. The department is currently developing plans for training and equipping firefighters to respond to and rescue people from flash flooding and moving water.
- Begin the evaluation and selection process to find a new records management software system for the fire department. Current software is being phased out by the vendor. The new software system will need to be compatible with state reporting requirements and the new computer aid dispatch software in the new regional dispatch center.
- Assess and develop a long-term plan to maintain and upgrade the traffic preemption control system at every intersection with a traffic light. The existing system and its components are more than 20 years old and need repair or replacement. The system was original deployed only for the fire department and any future improvements should include police, emergency medical service and public works.
- Begin planning and work to obtain grants and other funding to address long-term critical infrastructure improvements that may be required to address problem and concerns related to climate change.

## **2021-2022 RISK ANALYSIS AND THREAT ASSESSMENT**

As 2021 starts, the Westport Fire Department is still operating with challenges of the pandemic. Unlike other departments, the fire department cannot work remotely and has essential “congregate living” amongst the members. The department was well equipped to respond Covid-19 early on and has been able to secure the additional PPE supplies and equipment needed to respond and protect the residents and members. Operationally, training has suffered the most

during the pandemic; training with other agencies has been pushed back until conditions improve. Training and education through the Regional, Connecticut and National Fire Academies has been limited or postponed and may require supplementary funds in the future to complete.

Severe weather continues to be a significant and increasing threat to the area. The Fire Department may need to reorientate training, equipment, and monies to respond. Particularly, response to flash flooding and rescue of individuals that are trapped by moving water, will require equipment and training the department currently does not have.

The Connecticut Occupational Safety & Health has begun to meet with our department to ensure we meet all federal and state regulatory laws for workplace safety which may require the department to make changes in our operations.

The change in development patterns in town will have effects on the department. With the increases in residential apartments and assisted living facilities in town, both built and proposed, the need to inspect these buildings annually will tax an already stretched thin fire prevention bureau. Operationally, these buildings will require a larger commitment of firefighting forces even for minor incidents.

## **2021-2022 PLANNED OPERATING CAPITAL REQUESTS**

### **Rescue Equipment:**

Planned upgrade of portable gasoline powered extrication tools that are at end of life and are functionally obsolete. Units would be replaced with battery operated equipment and placed on the Engines at Headquarters and Coleytown. \$57,500.

### **Fleet:**

Planned Replacement of 2009 Reserve Shift Commander Unit; 2009 unit would be disposed of; current 2015 unit would be moved to reserve status: \$100,000, includes vehicle cost and up fitting for fire department use.

Planned Replacement of 2009 Staff Car, unit currently serves as reserve unit to cover when there are breakdowns or services planned, for firefighters to travel to schools and as additional unit to be deployed during storms and other days with high incident volume: \$65,000, includes vehicle cost and up fitting for fire department use.

Planned Replacement of 1996 Ford Ambulance used as Dive Rescue Unit. Unit would be replaced with a Commercial Contractor type truck and up fitted for use by the Dive Team. \$125,000, includes the cost of the vehicle and up fitting.

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Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>220 Fire Department</b>							
01 Salaries	7,068,372.27	7,391,774.08	7,403,223.61	7,570,491.00	7,570,491.00	7,570,491.00	2.3%
03 EH & OT	1,738,478.35	1,545,107.73	1,545,107.73	1,593,920.00	1,593,920.00	1,593,920.00	3.2%
14 Uniform Allowance	72,268.99	76,899.50	76,899.50	78,000.00	78,000.00	78,000.00	1.4%
18 Fees & Services	2,873.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
25 Telephone	48,085.59	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.0%
26 Equip Maint/Oper	67,078.90	118,350.00	118,350.00	118,400.00	118,400.00	118,400.00	0.0%
28 Veh. Maint.	99,690.00	104,500.00	104,500.00	104,500.00	104,500.00	104,500.00	0.0%
29 Veh. Oper.	44,932.50	52,500.00	52,500.00	50,000.00	50,000.00	50,000.00	-4.8%
42 Maint. Supplies	76,029.65	93,952.00	93,952.00	94,052.00	94,052.00	94,052.00	0.1%
59 Education & Exp.	69,601.86	154,635.00	154,635.00	154,635.00	154,635.00	154,635.00	0.0%
CF Computers	2,259.42	6,300.00	6,300.00	6,300.00	6,300.00	6,300.00	0.0%
CG Software	1,329.97	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
CJ Equip.-Fire	3,514.72	3,600.00	3,600.00	4,000.00	4,000.00	4,000.00	11.1%
CK Equip-Fire Maintenance	22,272.98	25,000.00	25,000.00	26,000.00	26,000.00	26,000.00	4.0%
CL Equip-FireSuppRescue	37,323.19	105,000.00	105,000.00	93,000.00	93,000.00	93,000.00	-11.4%
CM Equip.-Fire Rescue	14,812.77	22,500.00	22,500.00	22,500.00	22,500.00	22,500.00	0.0%
CN Equip-Haz Materials	8,273.75	12,250.00	12,250.00	12,250.00	12,250.00	12,250.00	0.0%
<b>220 Fire Department</b>	<b>9,377,197.91</b>	<b>9,770,368.31</b>	<b>9,781,817.84</b>	<b>9,986,048.00</b>	<b>9,986,048.00</b>	<b>9,986,048.00</b>	<b>2.1%</b>

## 220 Fire Budget 2021-2022

### SALARIES

qty	Position	Grade & Step	2019-20 Salaries	2020-21 Salaries	2020-21 Salaries	2021-22 Salaries	2021-22 Salaries
1	Chief		\$159,074.00	\$163,026.00	\$163,026.00	\$163,026.00	\$163,026.00
1	Deputy Chief		\$144,368.00	\$148,977.00	\$148,977.00	\$148,977.00	\$148,977.00
1	Fire Marshal		\$144,368.00	\$148,977.00	\$148,977.00	\$148,977.00	\$148,977.00
1	Assistant Chief T/O		\$131,667.00	\$134,858.00	\$134,858.00	\$134,858.00	\$134,858.00
4	Assistant Chief		\$510,668.00	\$130,858.00	\$523,432.00	\$130,858.00	\$523,432.00
2	Inspector		\$214,524.00	\$109,944.00	\$219,888.00	\$109,944.00	\$219,888.00
4	Lieutenant E2		\$389,200.00	\$99,733.00	\$398,932.00	\$99,733.00	\$398,932.00
4	Lieutenant E4		\$389,200.00	\$99,733.00	\$398,932.00	\$99,733.00	\$398,932.00
4	Lieutenant T1		\$389,200.00	\$99,733.00	\$398,932.00	\$99,733.00	\$398,932.00
27	Firefighter	7	\$1,946,467.00	\$86,745.00	\$2,342,115.00	\$86,745.00	\$2,342,115.00
4	Firefighter	6	\$317,312.00	\$81,311.00	\$325,244.00	\$81,311.00	\$325,244.00
11	Firefighter	5	\$148,106.00	\$75,905.00	\$834,955.00	\$77,905.00	\$856,955.00
0	Firefighter	4	\$274,992.00	\$70,466.00	\$0.00	\$70,466.00	\$0.00
3	Firefighter	3	\$698,115.00	\$65,052.00	\$195,156.00	\$65,052.00	\$195,156.00
0	Firefighter	2	\$0.00	\$61,952.00	\$0.00	\$61,952.00	\$0.00
0	Firefighter	1	\$0.00	\$59,001.00	\$0.00	\$59,001.00	\$0.00
1	Accounting Assistant I	7	\$65,440.00	\$73,449.00	\$73,449.00	\$73,449.00	\$73,449.00
1	Administrative Assistant II	7	\$65,440.00	\$67,076.00	\$67,076.00	\$67,076.00	\$67,076.00
1	Civillian Dispatcher	7	\$65,440.00	\$67,076.00	\$67,076.00	\$67,076.00	\$67,076.00
1	Civillian Dispatcher	7	\$65,440.00	\$67,076.00	\$67,076.00	\$67,076.00	\$67,076.00
1	Civillian Dispatcher	7	\$59,356.00	\$67,076.00	\$67,076.00	\$67,076.00	\$67,076.00
1	Civillian Dispatcher	3	\$62,324.00	\$63,882.00	\$63,882.00	\$55,184.00	\$55,184.00
1	Fleet Mechanic		\$107,262.00	\$109,944.00	\$109,944.00	\$109,944.00	\$109,944.00
74	<b>SUBTOTAL SALARIES:</b>		<b>\$6,347,963.00</b>		<b>\$6,749,003.00</b>		<b>\$6,762,305.00</b>

### SALARIES

	2020-2021 Salary Subtotal	2021-2022 Salary Subtotal
College Credits	\$38,100.00	\$39,300.00
Holiday Pay	\$489,051.08	\$494,800.00
EMT Certifications @	\$53,600.00	\$54,400.00
Master Firefighter/Officer	\$234,500.00	\$210,000.00
Stand-by	\$9,686.00	\$9,686.00
<b>SUBTOTAL SALARIES:</b>	<b>\$824,937.08</b>	<b>\$808,186.00</b>
<b>GRAND TOTAL SALARIES:</b>	<b>\$7,573,940.08</b>	<b>\$7,570,491.00</b>

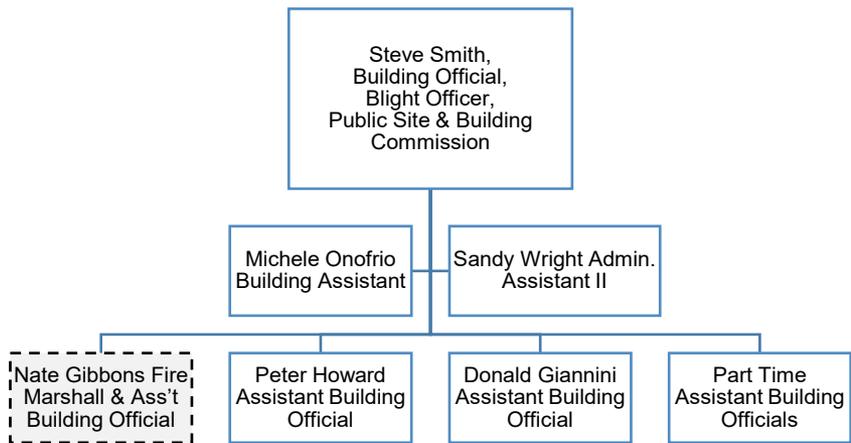
**EXTRA HELP & OVERTIME**

<u>Position</u>	2020-2021 EH & OT Totals	2021-2022 EH & OT Totals
FLSA Callbacks	\$25,000.00	\$25,000.00
FLSA Funeral Leave	\$12,000.00	\$12,000.00
FLSA Injury Leave	\$170,000.00	\$170,000.00
FLSA Military Leave	\$40,000.00	\$40,000.00
FLSA Miscellaneous Overtime	\$60,000.00	\$60,000.00
FLSA Shift Holdover	\$25,000.00	\$25,000.00
FLSA Sick Leave	\$183,000.00	\$110,000.00
FLSA Time and One-Half	\$10,000.00	\$5,000.00
FLSA Training Days	\$75,000.00	\$80,000.00
FLSA Union Leave	\$4,000.00	\$4,000.00
FLSA Training Leave/ Replacement	\$80,000.00	\$80,000.00
FLSA Vacation Leave	\$864,107.73	\$913,920.00
FLSA Firefighter Open Position	\$100,000.00	\$0.00
Non-FLSA Dispatcher Sick Leave/Open Position	\$55,000.00	\$55,000.00
Non-FLSA Mechanic Overtime	\$5,500.00	\$5,500.00
Non-FLSA Personal Leave	\$4,000.00	\$0.00
Non-FLSA Secretarial Overtime	\$2,000.00	\$5,000.00
Non-FLSA Training Assistance	\$3,500.00	\$3,500.00
EH/OT Regional Dispatch	\$0.00	\$0.00
<b>TOTAL EXTRA HELP &amp; OVERTIME:</b>	<b>\$1,718,107.73</b>	<b>\$1,593,920.00</b>

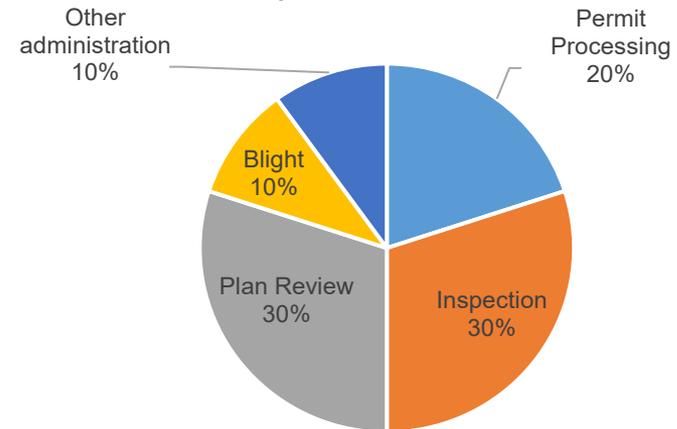
# 225- FY 2020 Building Department's Management Report

## DEPARTMENTAL MISSION

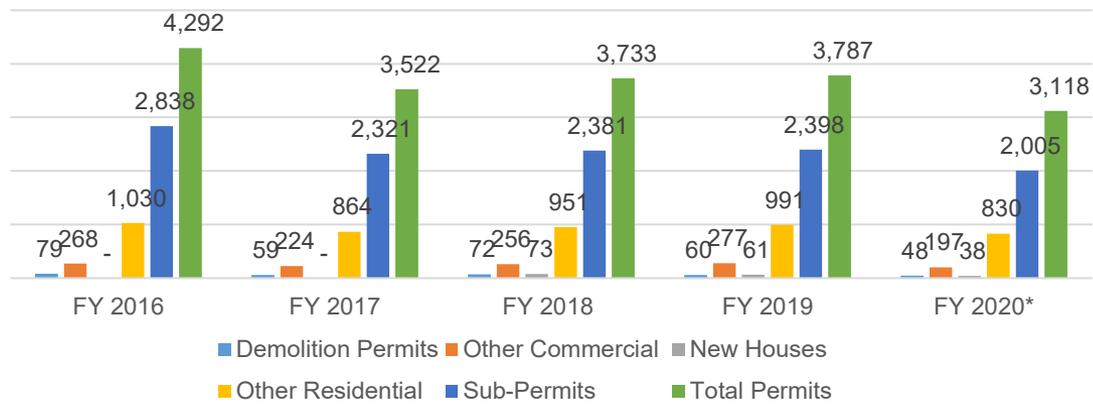
As stated in Section C20-1, the primary task of the building department is to administer the Building Codes. The Building Official or Assistant Building Official, in the interest of public safety, passes upon the mode, manner of construction and materials to be used in the erection or alteration of buildings, pursuant to applicable provisions of the State Building Code and the State Board of Materials. The Public Site and Building Commission shall have control of those building projects specifically assigned to it by the First Selectman.



### How the Building Department Spends Its Time

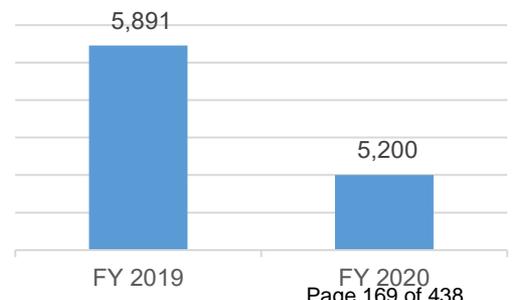


### Building Department Permits



NOTE: Covid slowed the economy initially

### Annual Building Inspections\*

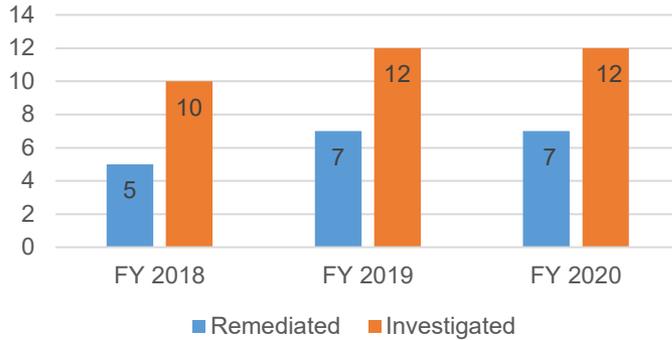


NOTE: Data started being tracked in 2019.

# KEY PERFORMANCE INDICATORS

## 1. Investigated and remediated blight claims; collected fines related to blight claims:

### Blight Claims



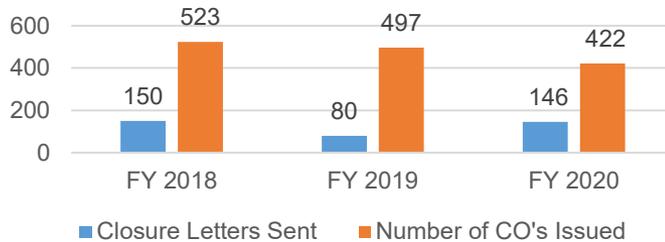
### Blight Fines Collected



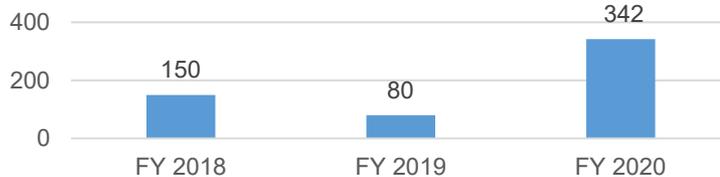
NOTE: Fines were accruing in 2019 but not collected until 2020. The blight board tries to gain compliance without fines whenever possible

## 2. Educate on the importance of closing permits and remind the public to obtain their Certificates of Occupancy:

### Certificates of Occupancy



### Number of Closed Permits



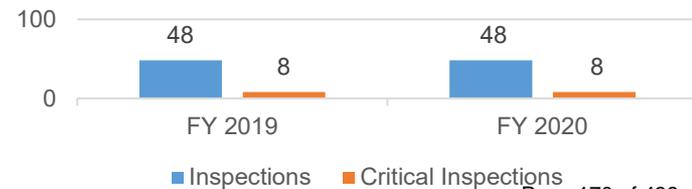
## 3. Maintained quick response to process permits and inspections on all projects:

### Averaged Time for Permits Processed (in hours)



NOTE: COVID permits require an extra step by having a zoom meeting, the permit is then issued the next day.

### Averaged Time for Inspections (in hours)\*

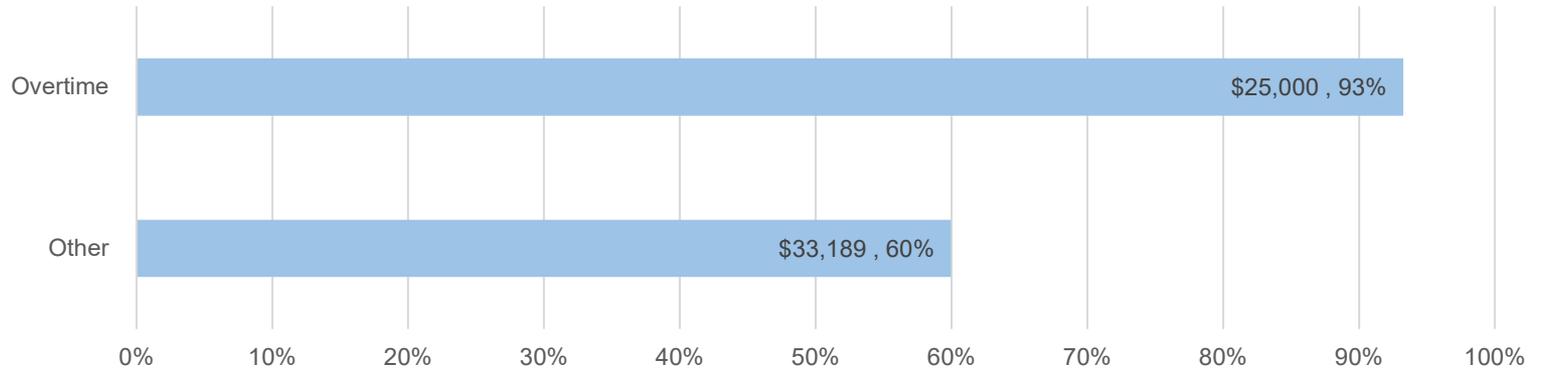


NOTE: 2020 included inspections on Zoom

# SCORECARD OF FY 2020

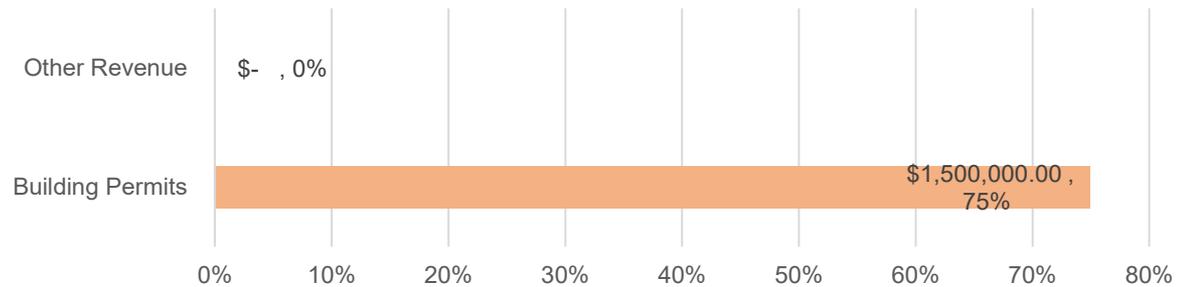
## 1. Stay within budget:

### FY 2020 Percent of Budget Expended (non-personnel)



## 2. Generate target revenue:

### FY 2020 Percent of Budget Revenue Collected 75% of \$1.5M



### 3. Met prior year goals:

- Digitized underground oil tank and abandonment and removal documentation and make available for public access

### 4. Deferred or waived goals:

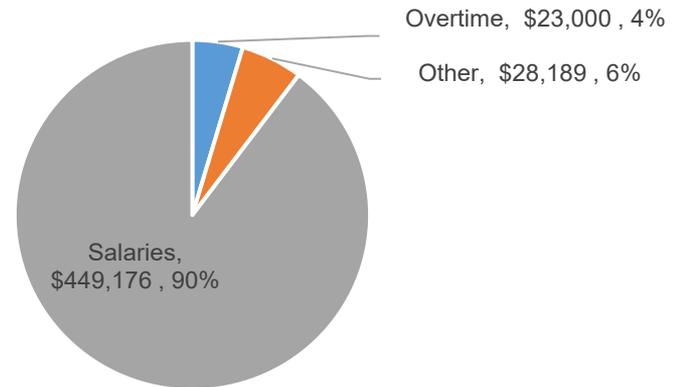
- Go live with the Accela permitting software system
- Compile list of public electric vehicle charging stations for the Town website
- Digitize Certificates of Occupancy as they are issued and make available for public access

### 5. Other accomplishments:

- Developed system to process permits and conduct inspections using technologies during COVID-19
- Streamlined permitting process for restaurant tent installations to meet COVID-19 requirements

**FY 2021 Building Department Budget \$500k**

<b>Building Department Staff</b>	
<b>Title</b>	<b>Full Time Equivalent</b>
Building Official	1
Building Assistant	1
Administrative Assistant II	1
Assistant Building Officials	2
PT Assistant Building Official	0.5
<b>Total</b>	<b>5.5</b>



**Budget Changes:** None

**Goals:**

1. Implement new software to facilitate permit issuance, inspections, and permit closure
2. Continue to digitize documents to reduce paper storage
3. Continue to provide excellent customer service during COVID restrictions
4. Make new software and digitized building department records available to the public on-line

## PLANS FOR FY 2022

**Budget Changes:** None

**Goals:**

1. Continue to configure the Building Department workflow in Accela software for optimal use and efficiency
2. Oversee alterations of Gillespie Center assigned to Public Site and Building Commission
3. Continue to digitize Certificates of Occupancy and underground storage tank removal documentation

**Capital Projects:** None

## STATEMENT OF FIVE-YEAR GOAL

The Building Department will continue work on the permitting system to make the most efficient use of staff time and coordination between the land use departments. The department will be observing changes to its processes that get brought upon by digitizing its workflow, which will have significant impacts on the way staff work and the ways that the public interfaces with our office. The department is committed to efficiency and customer service during this process. The launch of the public facing software will demand more transparency as the town works towards a streamlined process from beginning to the end. We will look for technical solutions to overcoming concerns such as open Certificates of Occupancies and interdepartmental coordination. We will also look to continue the efficiencies found during COVID such as online meetings and inspections.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>225 Building Inspection</b>							
01 Salaries	439,740.25	445,876.00	449,176.05	451,571.00	451,571.00	451,571.00	0.5%
03 EH & OT	23,311.91	23,000.00	23,000.00	23,000.00	23,000.00	23,000.00	0.0%
14 Uniform Allowance	1,089.00	1,350.00	1,350.00	1,350.00	1,350.00	1,350.00	0.0%
15 Trans. Allowance	0.00	208.00	208.00	0.00	0.00	0.00	-100.0%
25 Telephone	2,381.15	6,000.00	6,000.00	8,400.00	8,400.00	8,400.00	40.0%
26 Equip Maint/Oper	951.93	1,000.00	1,000.00	2,000.00	2,000.00	2,000.00	100.0%
28 Veh. Maint.	1,398.15	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.0%
29 Veh. Oper.	3,050.33	5,132.00	5,132.00	5,000.00	5,000.00	5,000.00	-2.6%
33 Advert & Print	78.00	208.00	208.00	0.00	0.00	0.00	-100.0%
41 Supplies	3,172.02	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.0%
49 Other Material/Supp	942.02	1,091.00	1,091.00	1,000.00	1,000.00	1,000.00	-8.3%
59 Education & Exp.	1,802.43	3,000.00	3,000.00	2,800.00	2,800.00	2,800.00	-6.7%
CD Office Equipment	1,032.01	500.00	500.00	500.00	500.00	500.00	0.00%
CF Computers	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
CG Software	1,997.38	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
<b>225 Building Inspection</b>	<b>482,946.58</b>	<b>497,065.00</b>	<b>500,365.05</b>	<b>505,321.00</b>	<b>505,321.00</b>	<b>505,321.00</b>	<b>1.0%</b>

**225 - BUILDING DEPARTMENT BUDGET 2021-2022**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	2021-2022 Salary	2020-2021 Salary Totals	2021-2022 Salary Totals
1.00	Building Official	n/a		135,320	135,320	135,320
2.00	Assistant Building Official	IX-7		192,868	192,868	192,868
1.00	Building Assistant	V-7		67,076	67,076	67,076
0.75	Administrative Assistant II	V-6		50,307	47,912	50,307
0.00	Blight Officer	n/a		6,000	6,000	6,000
4.75	TOTAL SALARIES:			451,571	449,176	451,571

**EXTRA HELP & OVERTIME**

qty	Position	Grade & Step	Hourly Rate	2021-2022 EH&OT	2020-2021 EH&OT Totals	2021-2022 EH&OT Totals
1.00	Assistant Building Official Callbacks	IX-7		18,000	18,000	18,000
1.00	Building Assistant			5,000	5,000	5,000
	TOTAL EXTRA HELP & OVERTIME:			23,000	23,000	23,000

**225 - BUILDING DEPARTMENT**

<u>Account</u>	<u>Description</u>
Computers	Computer Hardware
Equipment Maint/Operation	Copier Maintenance (\$2,000)
Extra Help & Overtime	Bldg Inspectors \$18,000/Bldg Admins \$5,000 / PSBC Min.
Office Equipment	Furniture (\$500)
Software Maintenance	System Maintenance (\$2,000)

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>221 Water Service-Fire</b>							
48 Water	1,293,949.70	1,178,366.14	1,178,366.14	1,300,000.00	1,300,000.00	1,300,000.00	10.3%
<b>221 Water Service-Fire</b>	<b>1,293,949.70</b>	<b>1,178,366.14</b>	<b>1,178,366.14</b>	<b>1,300,000.00</b>	<b>1,300,000.00</b>	<b>1,300,000.00</b>	<b>10.3%</b>
<b>250 Emergency Management</b>							
01 Salaries	14,901.89	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.0%
25 Telephone	630.85	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.0%
26 Equip Maint/Oper	3,195.15	7,800.00	7,800.00	7,800.00	7,800.00	7,800.00	0.0%
41 Supplies	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.0%
49 Other Material/Supp	2,549.26	2,800.00	2,800.00	2,800.00	2,800.00	2,800.00	0.0%
59 Education & Exp.	548.77	3,300.00	3,300.00	3,300.00	3,300.00	3,300.00	0.0%
CJ Equip.-Fire	31,853.66	33,500.00	33,500.00	36,500.00	36,500.00	36,500.00	9.0%
<b>250 Emergency Management</b>	<b>55,479.58</b>	<b>80,500.00</b>	<b>80,500.00</b>	<b>83,500.00</b>	<b>83,500.00</b>	<b>83,500.00</b>	<b>3.7%</b>

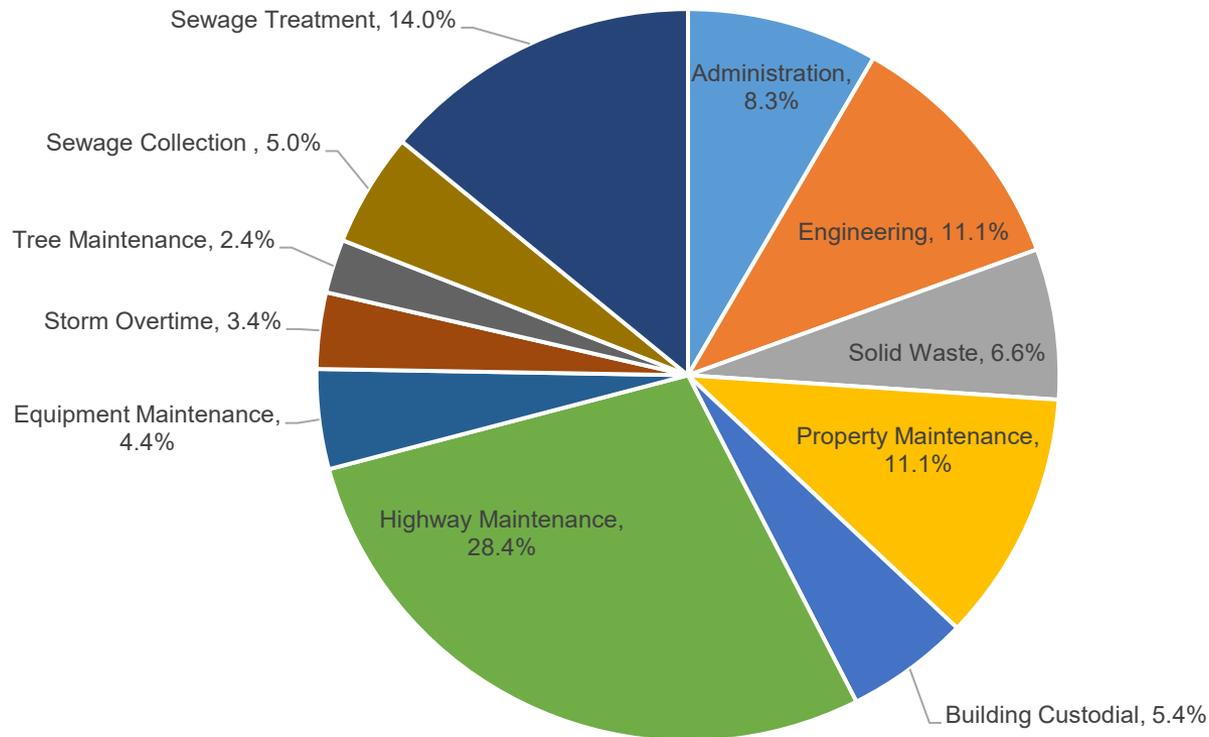
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# 310 - 370 - FY 2020 Public Works Department Management Report

## DEPARTMENTAL MISSION

Enabled by the Town Charter Chapter 19, The Public Works Department shall administer the construction and maintenance of highways, bridges, parking areas and all appurtenances thereof, dams, facilities for the disposal of sewage and other waste, public buildings, public works, public equipment and all other physical properties and facilities of the Town as may be directed by the First Selectman, except property and equipment under the jurisdiction of the Board of Education. The Public Works Department shall render assistance to the Tree Warden as the First Selectman may direct.

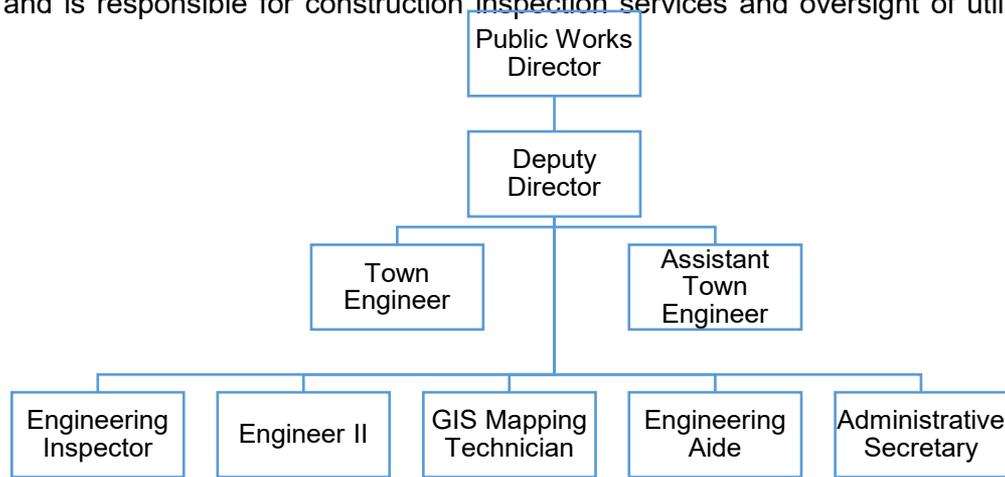
### How the Department of Public Works Spends its Time



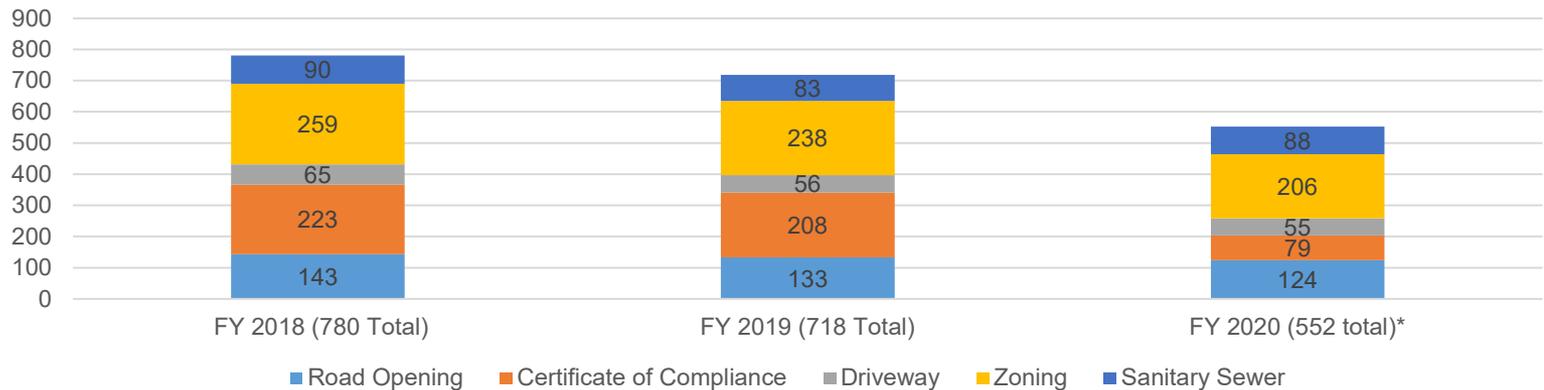
# 310 – Public Works Department – Engineering Division

## DIVISIONAL MISSION

- The Engineering Division includes the highly technical services of the Town Engineer and the Town Surveyor, provides administration functions for the entire department, engineering review for land use departments as well as the mapping requirements and is responsible for construction inspection services and oversight of utility operations within the town right-of-way.

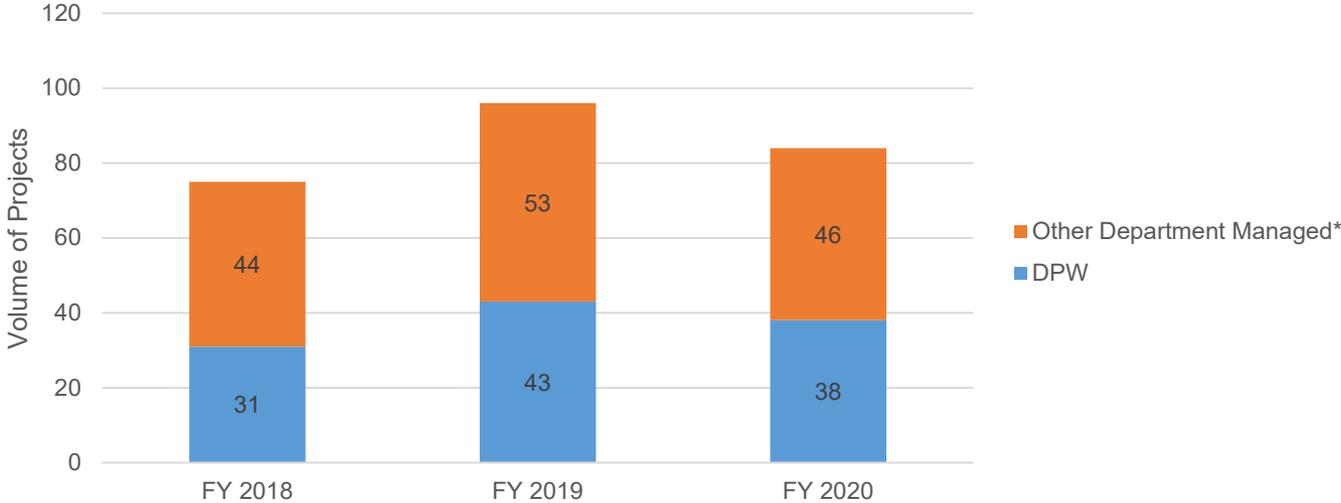


Volume of Land Use Permits

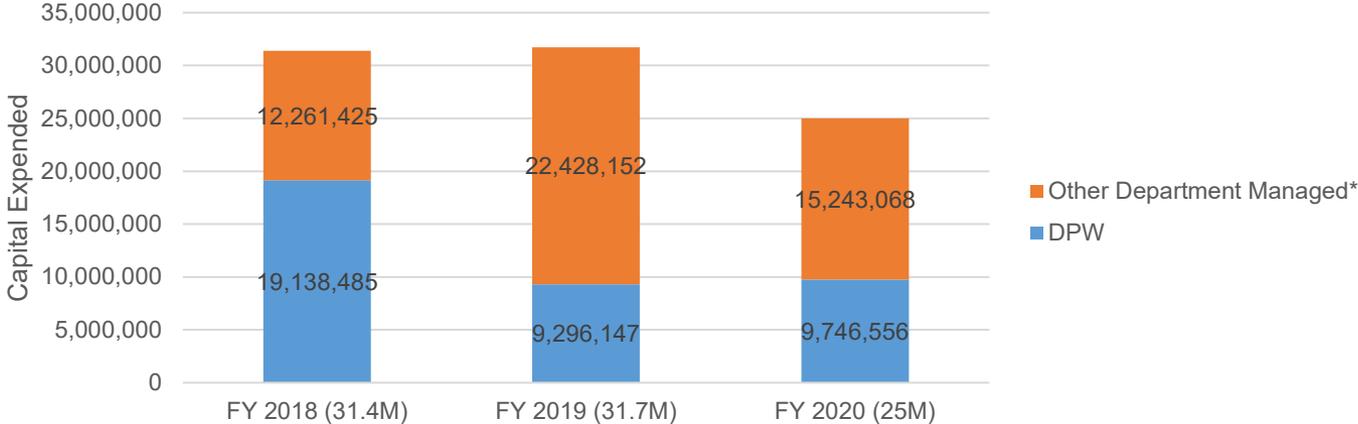


NOTE: Permits were down in 2020 due to COVID in the early spring and occupying a good portion of Engineering staff time for much of the remainder of the fiscal year. In addition, while in lock down, the permit activity dropped substantially. Our personnel were involved in gathering donations, setting up a PPE warehouse at the Baron's property, and providing logistical support for Emergency Management.

### Capital Project Support (Project Volumes)

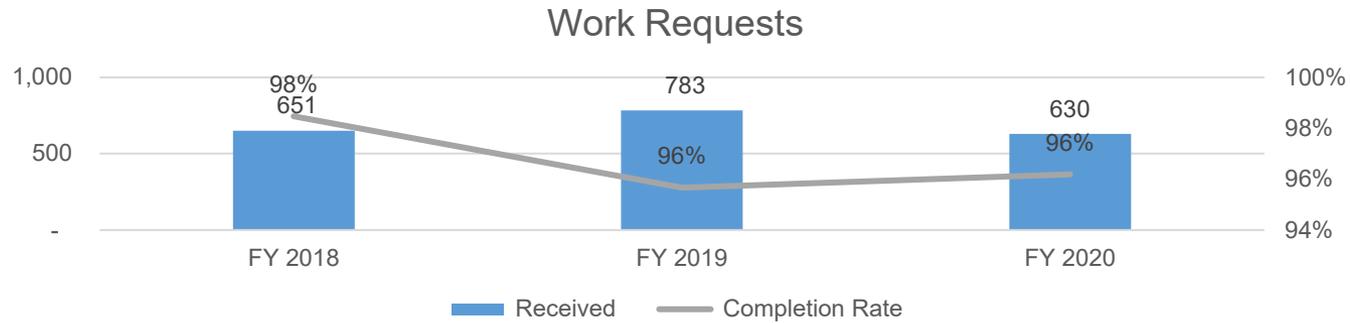


### Capital Project Support (expended funds)

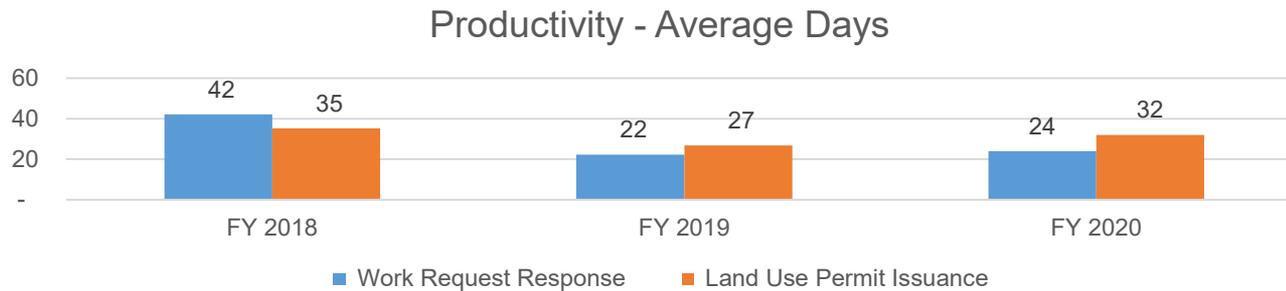


## DIVISIONAL KEY PERFORMANCE INDICATORS

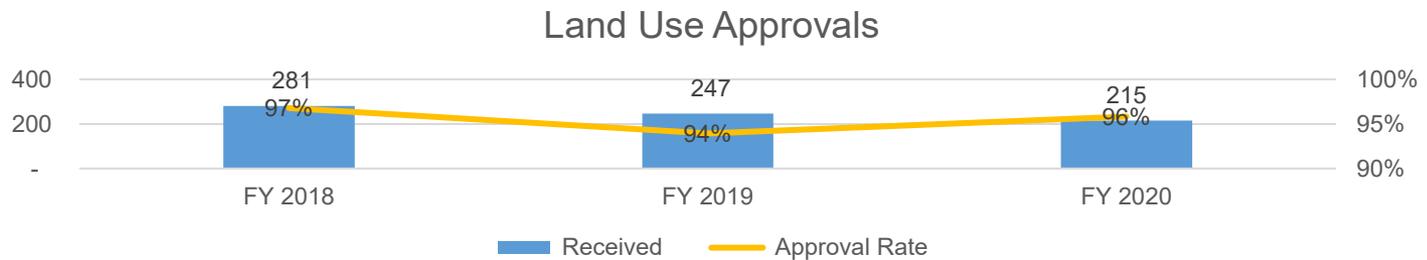
1. A high completion rate to resident work requests:



2. Quick turnaround time for work requests and land use permits:



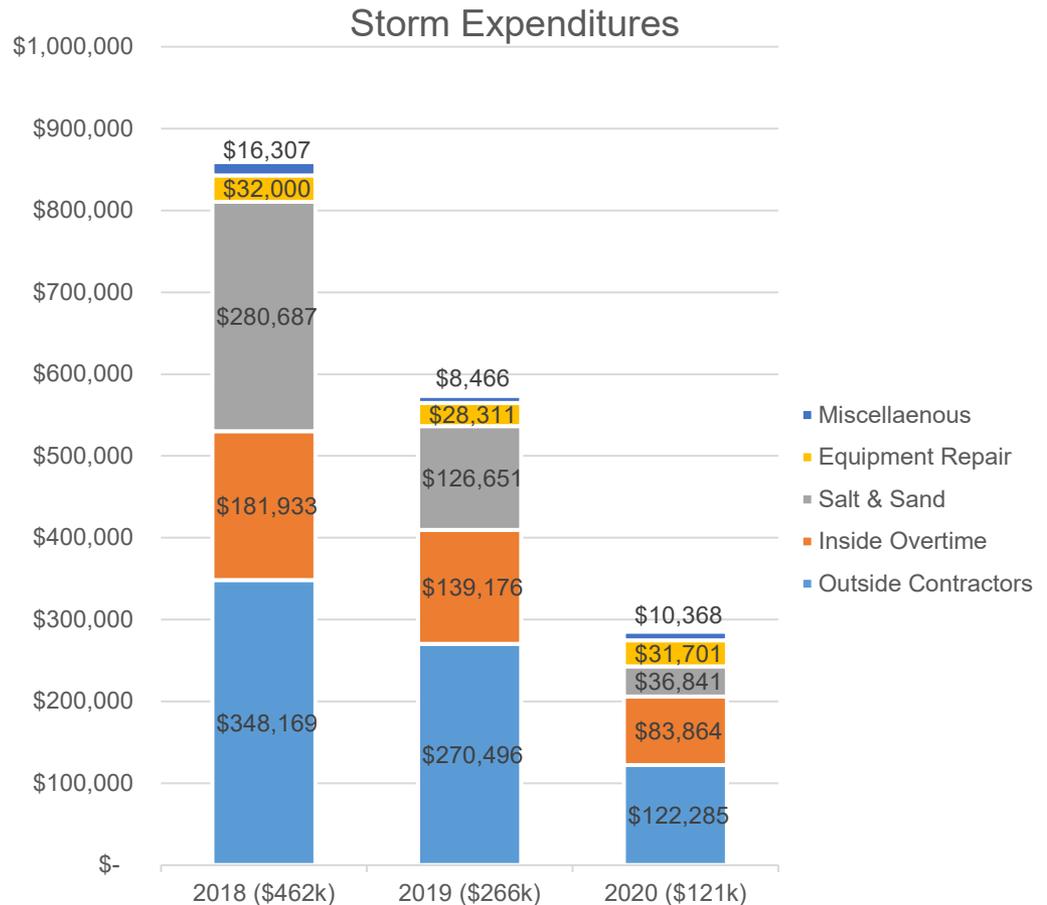
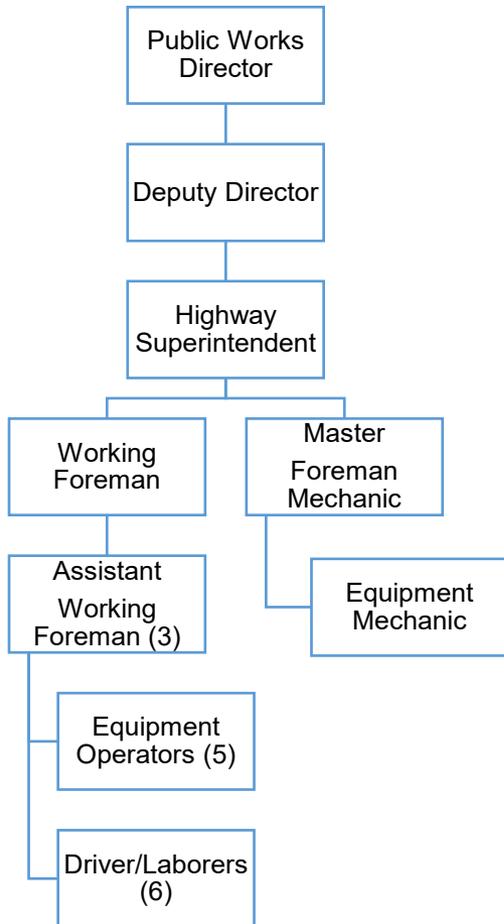
3. High approval rating on land use projects received by other departments:



# 320 - 322 – Public Works Department – Highway, Equipment and Road Maintenance Divisions

## DIVISIONAL MISSION

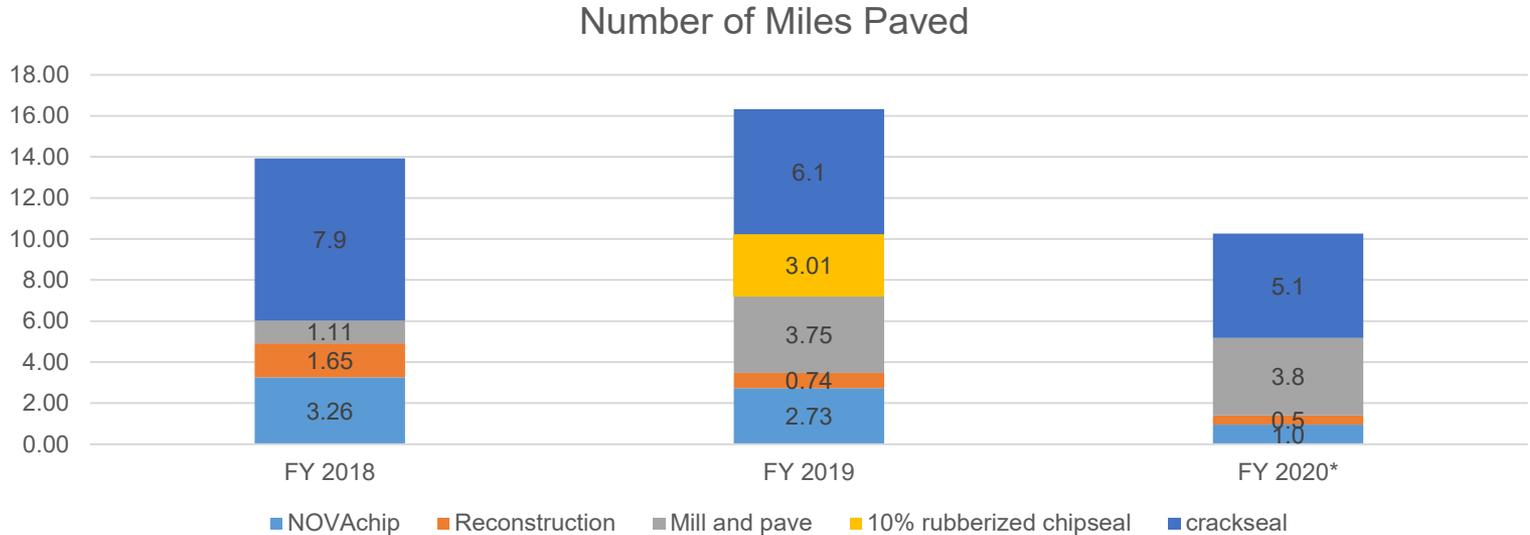
The Highway Division is responsible for the maintenance of 123 miles of town right-of-way, including pavement, drainage and vegetation control. Responsibilities also include State mandated street sweeping, basin cleaning, curbing, driveway aprons, traffic signage, painted street lines, traffic lights, guide rails and sidewalks. The Equipment Division is responsible for the maintenance of 54 pieces of DPW and DPR rolling stock.



NOTE: FY 2020 the storm expenditures reflect our response to a summer windstorm in July of 2019, and 6 mostly ice events throughout the winter of 2019-2020. Compared to FY 2019 when we had several summer windstorms and 9 storm winter storm events beginning in November 2018 and going all the way to March 2019.

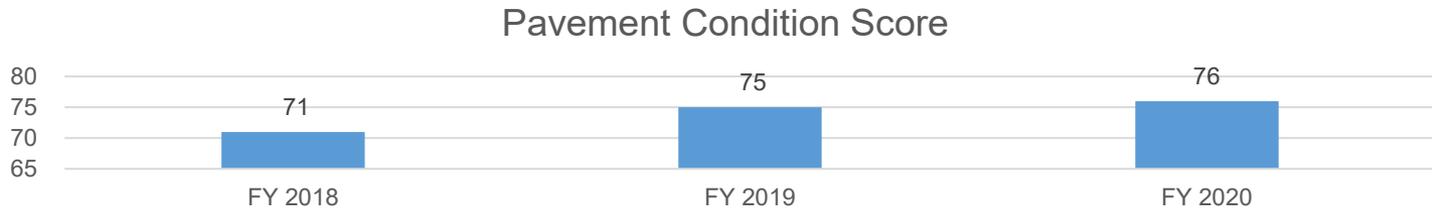
# HIGHWAY, EQUIPMENT & ROAD MAINTENANCE DIVISIONAL KEY PERFORMANCE INDICATORS

1. Maintain goal of paving 10 miles of roadway per year:



NOTE: In FY 2018 the reconstruction projects used up most of the funds. Reconstruction is when an entire roadway is reclaimed to its full depth and repaved. This is at least two times as expensive as milling and paving. In FY 2020, DPW missed the spring paving program due to the COVID pandemic

2. The condition of Westport’s pavements is a reflection of funding, weather conditions and use. Westport strives for a good PCI.\*

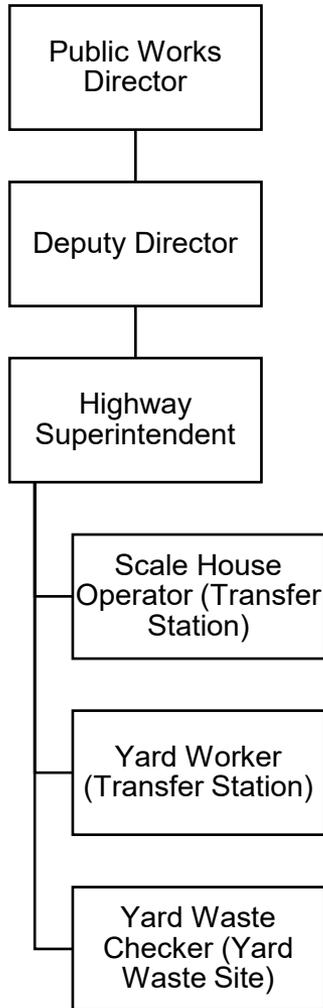


NOTE: The Pavement Condition Index is an asset index based on a multi-element evaluation of road distress factors, such as cracking, rutting, ride quality, raveling, etc. It is a scale of 1-100 with 100 being new, 80 being good, 65 is fair and <50 bad.

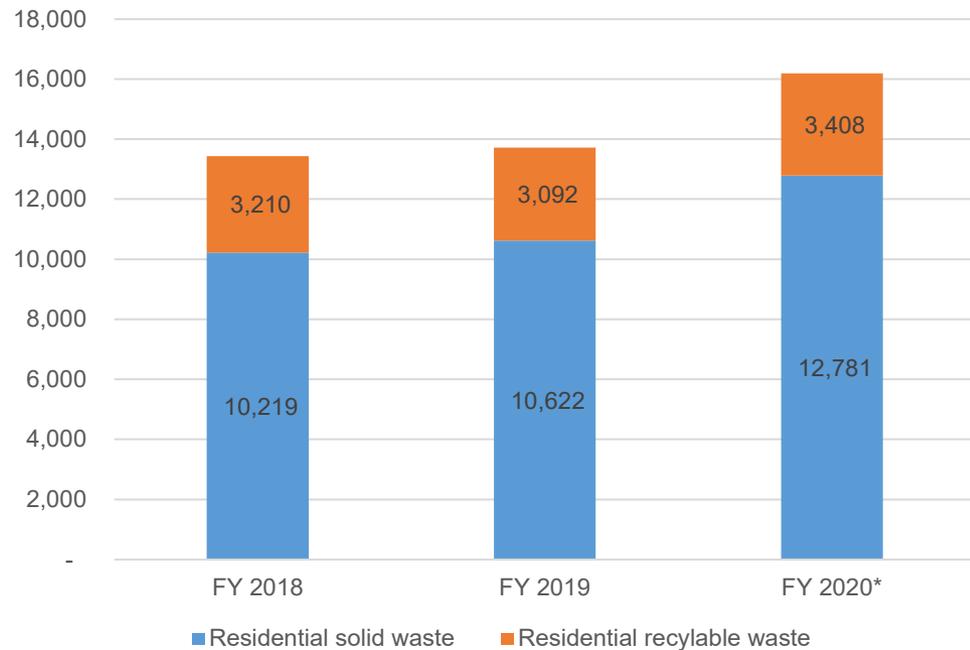
## 332 – Public Works Department – Solid Waste Disposal

### DIVISIONAL MISSION

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.



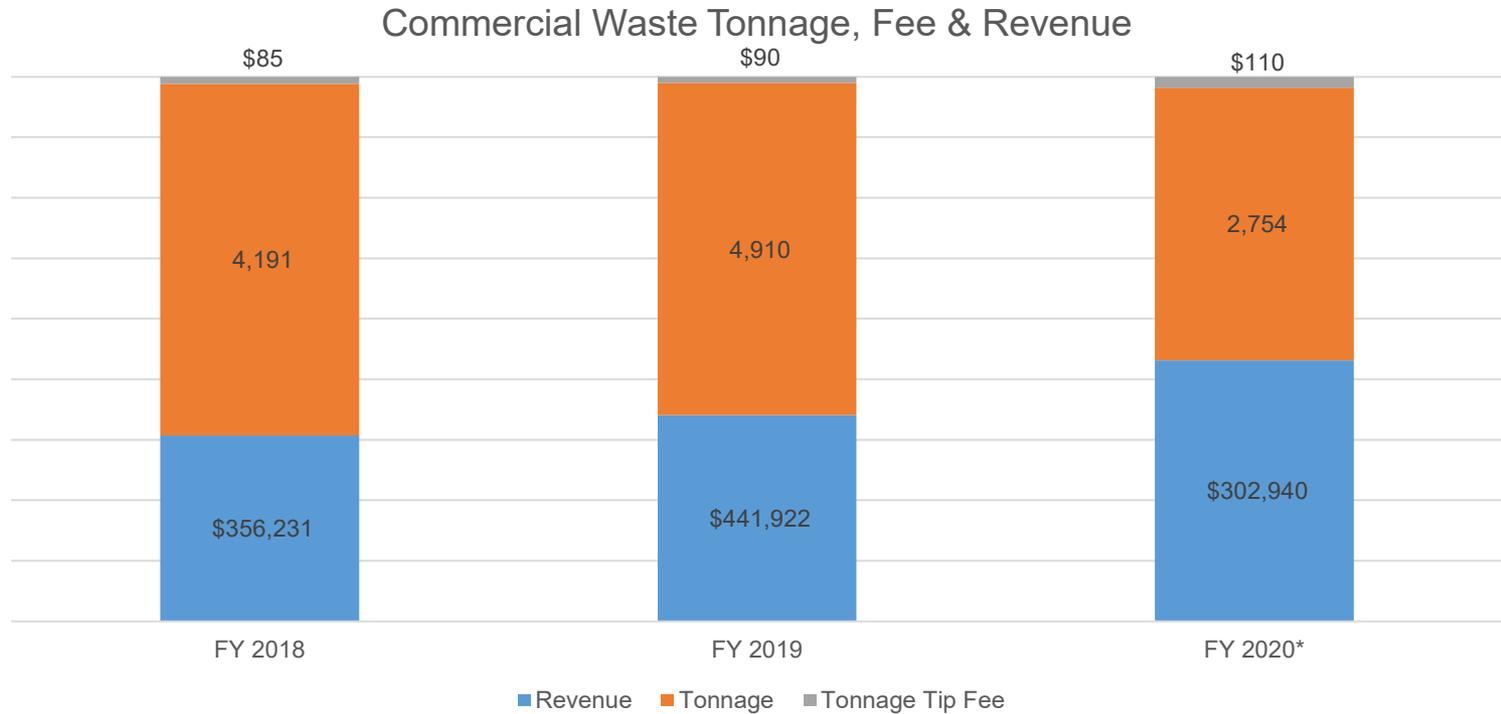
### Solid Waste Tonnage Processed



NOTE: In FY 2020 Residential Solid Waste and Recycling increased, likely due to people being confined to home and increasing discharge of both in Westport as opposed to at work.

## DIVISIONAL KEY PERFORMANCE INDICATORS

- Commercial Tipping fee revenue is optimized when the fee does not discourage tonnage to be diverted from Westport.

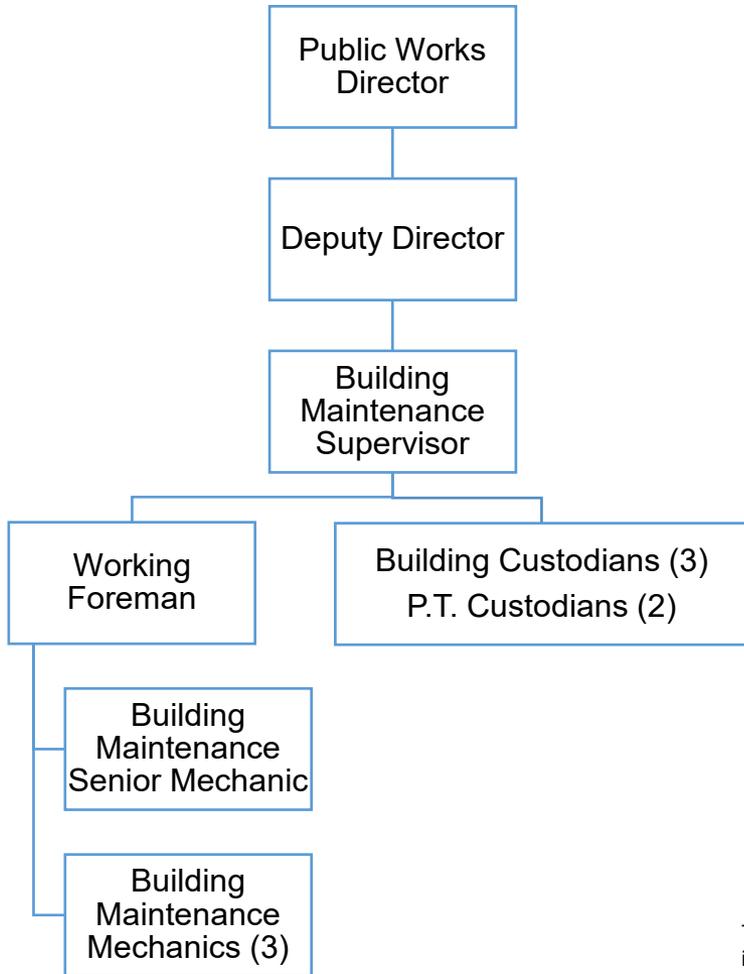


NOTE: In FY 2020 Commercial Solid Waste was down primarily due to tip fees and possibly due to less usage at office buildings and retail establishments.

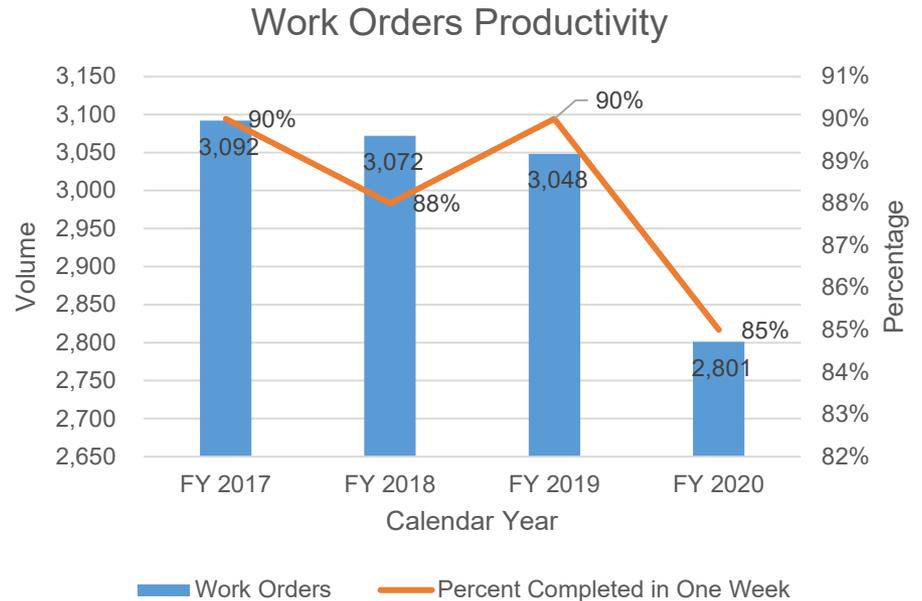
# 350 - 361 – Public Works Department – Building Maintenance & Custodians Divisions

## DIVISIONAL MISSION

The Maintenance Division is responsible for the maintenance of 71 towns buildings and 11 emergency generators. Custodial services are provided to Town Hall, Police Headquarters and the Senior Center.



## DIVISIONAL KEY PERFORMANCE INDICATOR



The productivity decline is not really that much of a decline as much as a timing issue. If you look at the same fiscal years and change the metric to Percent completed in 30 days, you will see that consistently run 96-97% completed. FY 2020 we had a higher percentage of work orders that involved more than one weeks' worth of work. See attached printouts from Facility Dude

# 370 – Public Works Department – Tree Maintenance Division

## DIVISIONAL MISSION

The Tree Maintenance Division is responsible for the care and maintenance of the trees located within the town right-of-way. The Tree Warden is responsible for coordinating a licensed tree contractor for the pruning, removal of hazardous trees, provides oversight to passive Open Space, and coordinates tree maintenance and removal on park and school properties.

## TREE MAINTENANCE DIVISIONAL KEY PERFORMANCE INDICATORS

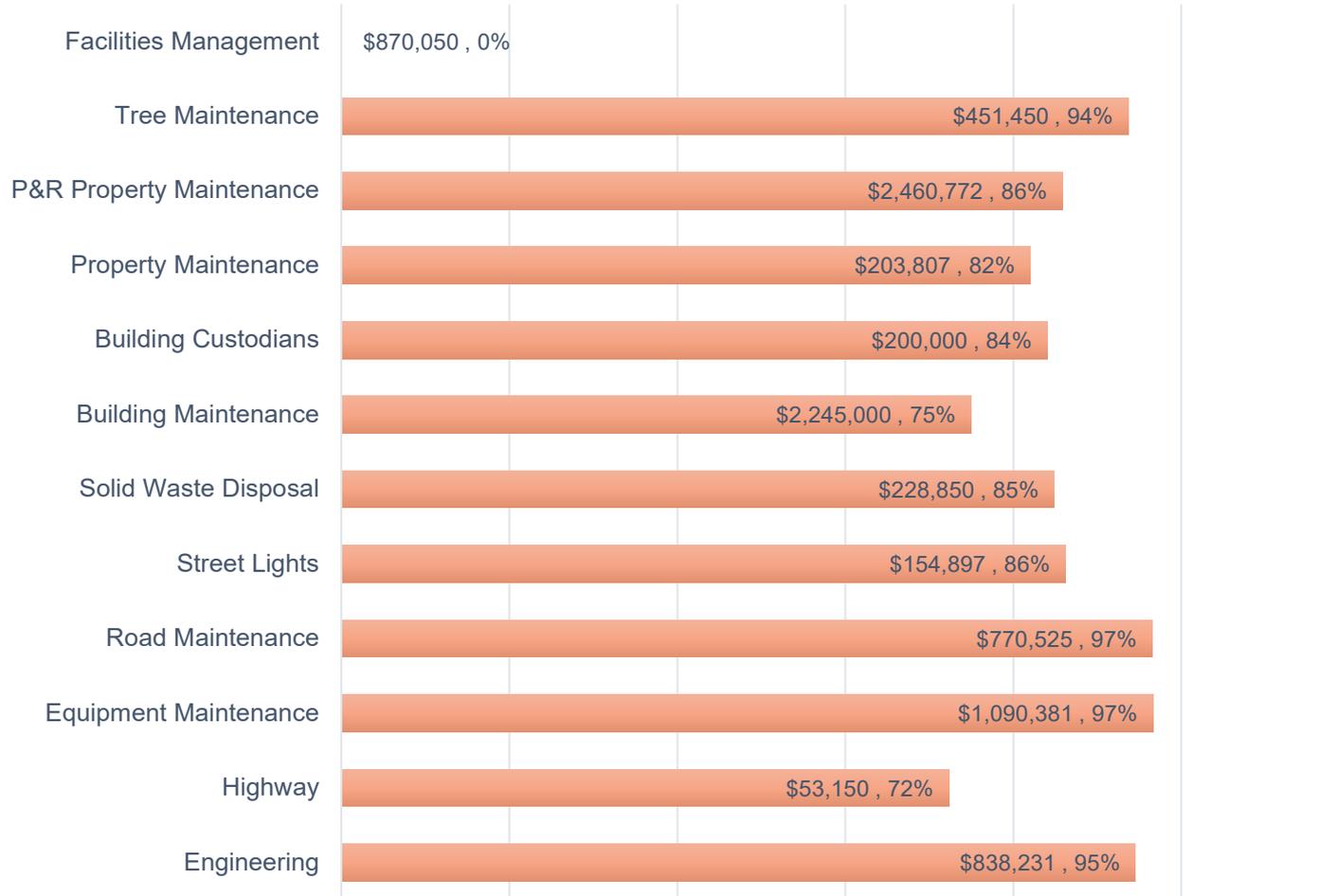
1. Full utilization of Licensed Tree Contractor work for pruning and removal managed by the Tree Warden.



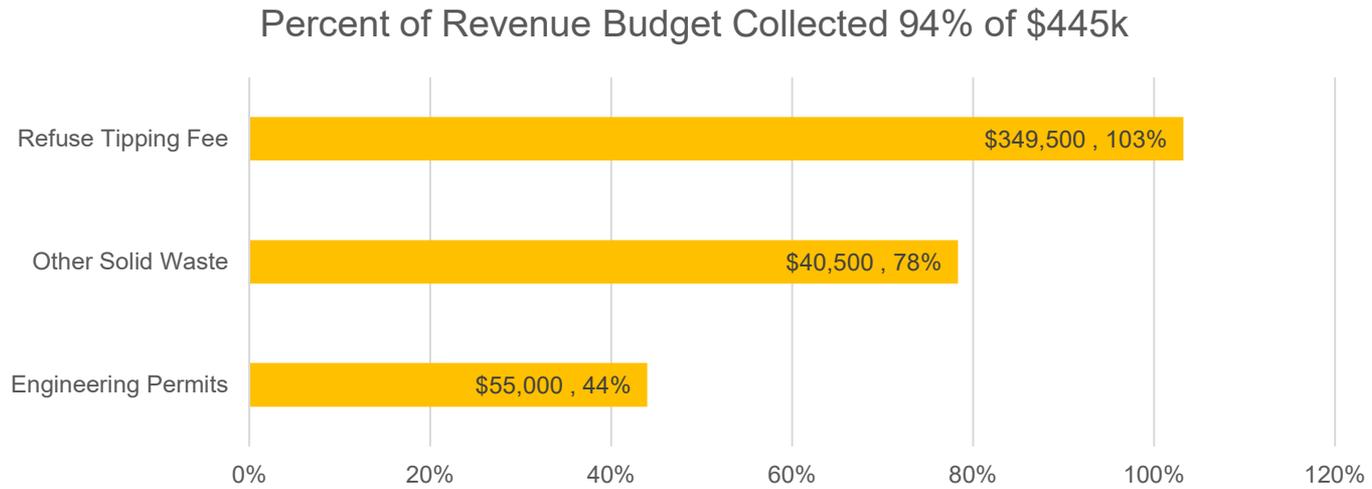
# DEPARTMENTAL SCORECARD OF FY 2020

## 1. Stay within budget:

### Percent of Budget Expended (non-personnel) 86% of \$7.9M



## 2. Generate target revenue:



3. Met prior year goals:

- Go live with Accela land use permitting software
- Accept service requests online with the new Accela software
- Provide the necessary project oversight for on-time and on-budget completion of CMS reconstruction
- Begin pilot program for food waste separation from solid waste stream
- Work with Sustainable Westport on net zero action planning
- Complete installation of all new LED streetlights
- Begin replacement of the Kings Highway Bridge

4. Delayed and waived goals:

- Delayed: Performed pavement maintenance on more than 10 miles of road
- Partially complete: Improvement to the Pavement Condition Index. Score improved two points to 77
- Partially complete: Implement the Main to Train study recommendations
- Waived: Establish town wide facilities capital planning with the Westport Public Schools

5. Other accomplishments:

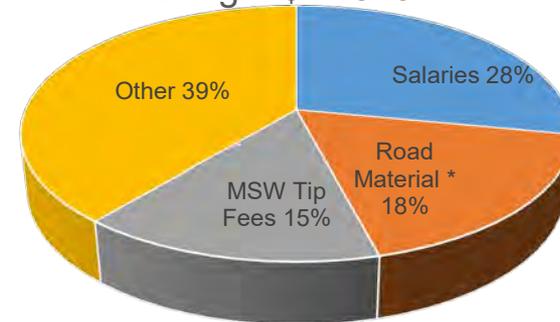
- Kept CMS Building Committee and project on budget despite COVID delays
- Finished Town Hall Elevator Replacement
- Reconstructed North Ave Sidewalk and constructed Maple Ave North Sidewalks
- Began Myrtle Avenue Sidewalk Project
- Finished Elm Street streetscape project
- Successfully reacted to COVID logistics and still accomplished most of our spring initiatives
- Managed the design of two major bridges
- Lobbied the State DOT to design two Federal Aid bridges utilizing State funds for the design.
- Made improvements to two railroad parking lots in Greens Farms and lower Women's Club Parking lot
- Completed two of four Artificial Turf Field Replacements for Parks and Recreation
- Worked with Aquarion to implement water main replacements to upgrade flow capacity
- Managed water line extensions at Broad St. & Elwil Dr. into contaminated ground water
- Initiated process for dealing with contaminated fill at Baron's South Property

**DEPARTMENTAL STATUS OF FY 2021**

DPW Full Time Equivalents by Division	
Division	Count
Engineering	9
Highway, Equipment & Road Maintenance	19
Solid Waste	4
Building Maintenance	6
Custodial Services	3
Sewage Treatment	5
Sewage Collection	3
<b>Total</b>	<b>49</b>

NOTE: Does not include 4 part time positions

FY 2021 Public Works Department  
Budget \$11.579M



NOTE: Road Material includes traffic control, police, line striping, drainage and other miscellaneous expenditures. It is often used to offset overages in other line items.

**Budget Changes:** Engineering – Increase extra help and OT line to account for increased OT usage  
Street Lighting – Increase budget by \$10k to account for unknowns previously assumed

**Goals:**

1. Finish Power redundancy project and Town Hall COVID/Security upgrades
2. Implement a robust Spring Paving program to accomplish 10 Miles of Road Maintenance in FY21
3. Continue to try to Implement the Main to Train study recommendations.
4. Double the volume of food waste separation from solid waste stream.
5. Implement a Glass Separation program working with Oak Ridge Recycling
6. Establish town wide facilities capital planning with the Westport Public Schools
7. Pave Senior Center, Library, and Baldwin Parking Lots
8. Finish replacement of the Kings Highway Bridge over Willow Brook.
9. Begin replacement of Cavalry Road Bridge
10. Finish Burying utilities from Avery Place to Gorham Island
11. Reconstruct Pump Station #5 and force main

## DEPARTMENTAL PLANS FOR FY 2022

**Budget Changes:** 1) The material and labor costs of paving seem to be leveling off. 2) Additional overtime funds of approximately \$8k is needed to meet permit, storm water quality, GIS and recycling needs. 3) Recycling costs are expected to ease slightly this year due to overseas demand. 4) Solid waste costs will increase 4.5% due to contractual requirements.

### Goals:

1. Maintain/replace 2.5 – 3 miles of sidewalk
2. Maintain 10 Miles of Road
3. Improve process for easement acquisition and in-house processing
4. Implement the town wide capital planning process with the Westport Public Schools
5. Continue to Implement recommendations to the Transfer Station as listed in the Assessment of Transfer Station
6. Finish Main Street Streetscape project
7. Work with the Selectman's Office to secure final approvals to dredge the Saugatuck River
8. Reconstruct Pump Station #3 force main and pumps

**Capital Projects:** 22 DPW projects (including Bayberry & Calvary Bridges) and support on other departmental projects. See 5-year capital plan.

## DEPARTMENTAL STATEMENT OF FIVE-YEAR GOAL

The Department of Public Works will continue striving to maintain its existing level of efficiencies including newly learned lessons from the COVID pandemic. Its divisions will meet the needs of Westport by increasing its project management output, while maintaining current staff levels and continuing to value customer service and quality. DPW will also leverage grant funding where it makes sense to departmental functions.

Specific initiatives over the next five years include the integration of BOE Capital facilities projects into our five-year capital plan including oversight of contractual staff, software and/or other related process changes; the improvement of pedestrian and bicycle accessibility through Capital project work; and the addressing of the existing backlog in bridge replacement and bridge safety projects.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>310 Engineering</b>							
01 Salaries	842,082.38	866,613.00	878,614.83	866,055.00	866,055.00	866,055.00	-1.4%
03 EH & OT	10,134.93	12,000.00	12,000.00	20,000.00	20,000.00	20,000.00	66.7%
14 Uniform Allowance	2,988.92	3,306.00	3,306.00	4,506.00	4,506.00	4,506.00	36.3%
15 Trans. Allowance	0.00	200.00	200.00	200.00	200.00	200.00	0.0%
18 Fees & Services	9,802.87	12,100.00	12,100.00	12,100.00	12,100.00	12,100.00	0.0%
25 Telephone	3,478.27	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.0%
26 Equip Maint/Oper	4,200.00	4,200.00	4,200.00	4,200.00	4,200.00	4,200.00	0.0%
29 Veh. Oper.	9,000.99	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.0%
31 Rental Equipment	0.00	0.00	0.00	20,000.00	20,000.00	20,000.00	0.0%
41 Supplies	5,481.50	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.0%
59 Education & Exp.	3,167.05	5,000.00	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	2,000.00	0.0%
<b>310 Engineering</b>	<b>892,336.91</b>	<b>924,919.00</b>	<b>936,920.83</b>	<b>953,561.00</b>	<b>953,561.00</b>	<b>953,561.00</b>	<b>1.8%</b>

**310 - ENGINEERING BUDGET 2021-2022**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22	2020-21	2021 -22
					Salary Rate	Salaries	Salary Totals
1.00	Director of Public Works	C-61-1			157,594	157,594	157,594
1.00	Deputy Director	C-63-1			141,835	141,835	141,835
1.00	Town Engineer	C-65-1			100,860	100,860	100,860
1.00	Engineer II	VIII-6			83,873	79,879	83,873
1.00	Engineer II	VIII-4			76,075	72,453	76,075
0.00	Engineer I	C-60-1			0	0	0
1.00	Engineer II / GIS	VIII-5			79,879	76,075	79,879
1.00	Engineering Assistant	V - 7			67,076	67,076	67,076
1.00	Administrative Assistant II	V - 7			67,076	67,076	67,076
1.00	Engineer I - Inspector	IX - 7			91,787	91,787	91,787
9.00	<b>TOTAL SALARIES:</b>					854,635	866,055

**EXTRA HELP & OVERTIME**

qty	Position	Hourly Rate	No. of Hours	2021-22	2020-21	2021-22	
				EH&OT Rate	EH&OT	EH&OT Totals	
1.00	Overtime			20,000	12,000	20,000	
	<b>TOTAL EXTRA HELP &amp; OVERTIME:</b>					12,000	20,000

**310 -ENGINEERING**

<u>Account</u>	<u>Description</u>
<i>Fees &amp; 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)

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>320 Highway</b>							
01 Salaries	1,145,695.74	1,238,064.00	1,241,601.83	1,291,158.00	1,291,158.00	1,291,158.00	4.0%
03 EH & OT	88,028.44	90,000.00	90,000.00	90,000.00	90,000.00	90,000.00	0.0%
14 Uniform Allowance	11,564.81	12,944.00	12,944.00	12,944.00	12,944.00	12,944.00	0.0%
20 Employee Medical	5,235.74	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	0.0%
25 Telephone	2,806.05	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
29 Veh. Oper.	73,021.66	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	0.0%
31 Rental Equip.	6,000.00	9,000.00	9,000.00	13,000.00	13,000.00	13,000.00	44.4%
42 Maint. Supplies	8,254.81	10,000.00	10,000.00	1,000.00	1,000.00	1,000.00	-90.0%
59 Education & Exp.	539.65	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.0%
63 Program Expenses	282,915.96	504,300.00	504,300.00	503,500.00	503,500.00	503,500.00	-0.2%
CS Equipment-DPW	64,709.94	58,000.00	58,000.00	56,000.00	56,000.00	56,000.00	-3.4%
<b>320 Highway</b>	<b>1,688,772.80</b>	<b>2,022,308.00</b>	<b>2,025,845.83</b>	<b>2,067,602.00</b>	<b>2,067,602.00</b>	<b>2,067,602.00</b>	<b>2.1%</b>

**320 - HIGHWAY BUDGET 2021-2022**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021 -2022	2020-2021	2021 - 22
					Salary Rate	Salaries	Salary Totals
1.00	Highway Superintendent	C-69-1			128,119	128,119	128,119
1.00	Working Foreman	B-VI			92,590	90,332	92,590
3.00	Assistant Working Foremen	B-V			79,592	232,953	238,776
4.00	Equipment Operator	B-III-7			74,265	289,816	297,060
1.00	Mechanic Operator	B-IV-7			77,970	76,069	77,970
3.00	Driver Laborer	B-II-7			70,559	68,838	211,677
2.00	Driver Laborer	B-II-6			67,198	131,118	134,396
0.00	Driver Laborer	B-II-5			63,997	124,872	0
0.00	Driver Laborer	B-II-4			60,954	0	0
0.00	Driver Laborer	B-II-3			58,049	0	0
2.00	Driver Laborer	B-II-2			55,285	0	110,570
0.00	Driver Laborer	B-II-1			51,365	102,730	0
17.00	<b>TOTAL SALARIES:</b>					<b>1,244,847</b>	<b>1,291,158</b>

**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 (\$13,000)	
<i>Program Expenses</i>	Storm Expenses – Based on rolling 3 year average (\$503,500)	
<i>Capital Equipment</i>	20 Ton Trailer	\$30,000
	Towable Air Compressor	\$23,000
	Chainsaws, weed wackers, brooms	\$3,000
Equipment - Public Works		
	total	\$56,000

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Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>321 Equipment Maintenance</b>							
01 Salaries	143,957.24	151,524.00	151,524.00	158,364.00	158,364.00	158,364.00	4.5%
03 EH & OT	33,449.70	36,000.00	36,000.00	36,000.00	36,000.00	36,000.00	0.0%
14 Uniform Allowance	1,864.00	1,864.00	1,864.00	1,864.00	1,864.00	1,864.00	0.0%
27 Veh. Maint/Oper	180,878.83	190,000.00	190,000.00	190,000.00	190,000.00	190,000.00	0.0%
59 Education & Exp.	419.20	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.0%
CF Computers	0.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
CS Equipment-DPW	4,495.80	67,500.00	67,500.00	65,000.00	65,000.00	65,000.00	-3.7%
<b>321 Equipment Maintenance</b>	<b>365,064.77</b>	<b>450,388.00</b>	<b>450,388.00</b>	<b>454,728.00</b>	<b>454,728.00</b>	<b>454,728.00</b>	<b>1.0%</b>

**321 - EQUIPMENT MAINTENANCE BUDGET 2021-2022**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22	2020 -21	2021 -22	
					Salary Rate	Salaries	Salary Totals	
1.00	Master Mechanic / Foreman	B-VIII			92,590	90,332	92,590	
1.00	Equipment Mechanic	B-V-2			65,774	61,192	65,774	
2.00	<b>TOTAL SALARIES:</b>						151,524	158,364

**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>	Storage System	7,500
	Parts Washer, misc hand tools	7,500
	Garage Doors for open bays	<u>50,000</u>
	Total:	65,000

Town of Westport  
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Expense Detail Report by Department

	<b>2020 ACTUAL</b>	<b>2021 ORIG BUD</b>	<b>2021 REVISED BUD</b>	<b>2022 SEL RQST</b>	<b>2022 BOF PROP</b>	<b>2022 BOF REC</b>	<b>% CHANGE OVER REV BUDGET</b>
<b>322 Road Maintenance</b>							
18 Fees & Services	59,614.31	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	0.0%
42 Maint. Supplies	143,524.78	187,000.00	187,000.00	189,500.00	189,500.00	189,500.00	1.3%
49 Other Material/Supp	1,964,022.10	2,384,000.00	2,384,000.00	2,384,000.00	2,384,000.00	2,384,000.00	0.0%
<b>322 Road Maintenance</b>	<b>2,167,161.19</b>	<b>2,656,000.00</b>	<b>2,656,000.00</b>	<b>2,658,500.00</b>	<b>2,658,500.00</b>	<b>2,658,500.00</b>	<b>0.1%</b>

**322 – ROAD MAINTENANCE BUDGET 2021-2022**

<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 (\$45,000) - Extra Cleaning Maintenance Bridge / Guide Rails – Annual Maintenance Program (\$3,000) Maintenance Sidewalks – Annual Maintenance Program (\$30,000) - Extra Sweeping, maintenance Maintenance Traffic Signals – Lamps and repairs (\$1,000) Road Signs Stock – Replacement signs (\$18,000) - New Reflectivity Regulations Street Marking – Contract Service as bid (\$90,500) - Establish white gutter lines
<i>Other Materials/Supplies</i>	Drainage Improvements: Overlay Program (\$100,000) Parking Lots Maintenance (\$120,000) School Roads /Parking Lots – Maintenance (\$4,000) Town Highway Asphalt: \$90,000  Road Materials:  6 Mi Mill / Pave @ \$279,500/Mi = \$1,677,000 0.5 Mi Reconstruction @ \$438,900 / Mi = \$219,500 2.6 Mi Surface Treatments @ \$70,250 / Mi = <u>\$173,500</u> Total : \$2,070,000

13-Jan-21

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Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>324 Street Lighting</b>							
47 Street Lights	172,384.32	100,000.00	100,000.00	110,000.00	110,000.00	110,000.00	10.0%
<b>324 Street Lighting</b>	<b>172,384.32</b>	<b>100,000.00</b>	<b>100,000.00</b>	<b>110,000.00</b>	<b>110,000.00</b>	<b>110,000.00</b>	<b>10.0%</b>

Town of Westport  
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Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>332 Solid Waste Disposal</b>							
01 Salaries	213,602.40	267,746.00	267,746.00	283,271.00	283,271.00	283,271.00	5.8%
03 EH & OT	74,774.24	104,000.00	104,414.00	104,000.00	104,000.00	104,000.00	-0.4%
14 Uniform Allowance	2,395.76	3,228.00	3,228.00	3,228.00	3,228.00	3,228.00	0.0%
18 Fees & Services	1,531,885.79	1,759,000.00	1,759,000.00	1,851,000.00	1,851,000.00	1,851,000.00	5.2%
19 Contract Services	439,910.33	575,000.00	575,000.00	585,000.00	585,000.00	585,000.00	1.7%
25 Telephone	418.58	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
27 Veh. Maint/Oper	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
30 Facility Maint.	14,371.14	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	0.0%
33 Advert & Print	0.00	500.00	500.00	500.00	500.00	500.00	0.0%
42 Maint. Supplies	6,504.69	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.0%
46 Electricity	17,000.00	18,000.00	18,000.00	22,000.00	22,000.00	22,000.00	22.2%
<b>332 Solid Waste Disposal</b>	<b>2,301,862.93</b>	<b>2,756,474.00</b>	<b>2,756,888.00</b>	<b>2,877,999.00</b>	<b>2,877,999.00</b>	<b>2,877,999.00</b>	<b>4.4%</b>

**332 - SOLID WASTE DISPOSAL BUDGET 2021-2022**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22	2020 -21	2021-22
					Salary Rate	Salaries	Salary Totals
1.00	Checker (Assist. W.F.)	B-V			79,592	77,651	79,592
1.00	Checker	B-III-7			77,970	72,454	77,970
1.00	Yardworker	B-II-7			70,559	68,838	70,559
1.00	Yardworker	B-II-2			55,150	51,245	55,150
4.00	<b>TOTAL SALARIES:</b>					270,188	283,271

**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 (\$18,000)	
	MSW Tip Fees and Station Operation:15,560 tons (\$1,801,585), Refuse(\$23,415)	
<i>Contract Services</i>	Recycling, Yard waste Disposal, Construction Waste Processing	585,000
<i>Facility Maintenance</i>	Maintenance of Transfer Station (\$18,000)	
<i>Electricity</i>	Operation of Transfer Station (\$22,000)	

Town of Westport  
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Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>350 Building Maintenance</b>							
01 Salaries	470,652.31	479,953.00	482,566.75	475,876.00	475,876.00	475,876.00	-1.4%
03 EH & OT	16,934.65	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.0%
14 Uniform Allowance	3,356.59	3,492.00	3,492.00	3,492.00	3,492.00	3,492.00	0.0%
18 Fees & Services	79,303.61	94,000.00	94,000.00	94,000.00	94,000.00	94,000.00	0.0%
25 Telephone	2,022.07	5,300.00	5,300.00	5,300.00	5,300.00	5,300.00	0.0%
26 Equip Maint/Oper	8,570.78	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	0.0%
30 Facility Maint.	153,023.96	160,000.00	160,000.00	160,000.00	160,000.00	160,000.00	0.0%
31 Rental Equipment	0.00	0.00	0.00	8,000.00	8,000.00	8,000.00	
45 Heating Fuel	94,202.22	148,000.00	148,000.00	148,000.00	148,000.00	148,000.00	0.0%
46 Electricity	186,036.83	280,000.00	280,000.00	280,000.00	280,000.00	280,000.00	0.0%
48 Water	28,883.28	35,000.00	35,000.00	30,000.00	30,000.00	30,000.00	-14.3%
59 Education & Exp.	950.56	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
CA Buildings	79,083.85	88,000.00	88,000.00	133,000.00	133,000.00	133,000.00	51.1%
CE Vehicles	0.00	40,000.00	40,000.00	0.00	0.00	0.00	0.0%
<b>350 Building Maintenance</b>	<b>1,123,020.71</b>	<b>1,362,745.00</b>	<b>1,365,358.75</b>	<b>1,366,668.00</b>	<b>1,366,668.00</b>	<b>1,366,668.00</b>	<b>0.1%</b>

**350 - BUILDING MAINTENANCE BUDGET 2021-2022**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22	2020 -21	2021 -22
					Salary Rate	Salaries	Salary Totals
1.00	Superintendent	C-73-1			107,164	107,164	107,164
1.00	Working Foreman	B-VII-1			84,021	81,972	84,021
1.00	Senior Mechanic	B-IV-7			77,970	76,069	77,970
2.00	Mechanic	B-III-7			74,265	144,908	148,530
1.00	Mechanic	B-III-2			58,191	52,793	58,191
6.00	<b>TOTAL SALARIES:</b>					462,906	475,876

**350 - BUILDING MAINTENANCE**

<u>Account</u>	<u>Description</u>	
<i>Fees and Services</i>	Contract services, HVAC, sprinklers, alarms, boilers: Town wide (\$78,000) Senior Center (\$16,000)	
<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
	Bayberry Lane Generator	43,000.00
	Saugatuck Fire Roof	<u>85,000.00</u>
	Total:	133,000.00

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	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>352 Building Custodians</b>							
01 Salaries	212,198.17	229,137.00	230,114.00	237,688.00	237,688.00	237,688.00	3.3%
03 EH & OT	10,219.65	21,000.00	21,000.00	21,000.00	21,000.00	21,000.00	0.0%
14 Uniform Allowance	1,960.49	2,480.00	2,480.00	2,480.00	2,480.00	2,480.00	0.0%
19 Contract Services	69,488.40	77,000.00	77,000.00	77,000.00	77,000.00	77,000.00	0.0%
41 Supplies	18,857.99	19,500.00	19,500.00	19,500.00	19,500.00	19,500.00	0.0%
<b>352 Building Custodian</b>	<b>312,724.70</b>	<b>349,117.00</b>	<b>350,094.00</b>	<b>357,668.00</b>	<b>357,668.00</b>	<b>357,668.00</b>	<b>2.2%</b>

**352 - BUILDING CUSTODIANS BUDGET 2021 - 2022**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021 - 22	2020-21	2021-22
					Salary Rate	Salaries	Salary Totals
2.00	Custodians	I-7			68,665	133,980	137,330
1.00	Custodian	I-4			59,315	55,115	59,315
1.00	Custodian (part time)			988	21.18	20,416	20,926
1.00	Custodians (part time)			988	20.36	19,626	20,117
<b>TOTAL SALARIES:</b>						<b>229,137</b>	<b>237,688</b>

13-Jan-21

Town of Westport  
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Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>360 Property Maintenance</b>							
19 Contract Services	5,198.02	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
42 Maint. Supplies	25,805.11	42,800.00	42,800.00	43,800.00	43,800.00	43,800.00	2.3%
<b>360 Property Maintenance</b>	<b>31,003.13</b>	<b>52,800.00</b>	<b>52,800.00</b>	<b>53,800.00</b>	<b>53,800.00</b>	<b>53,800.00</b>	<b>1.9%</b>

Town of Westport  
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Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>361 P&amp;R Property Maintenance</b>							
18 Fees & Services	35,064.55	36,000.00	36,000.00	33,000.00	33,000.00	33,000.00	-8.3%
25 Telephone	1,424.21	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.0%
30 Facility Maint.	58,095.85	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.0%
45 Heating Fuel	25,779.21	50,000.00	50,000.00	35,000.00	35,000.00	35,000.00	-30.0%
46 Electricity	144,794.80	170,000.00	170,000.00	161,000.00	161,000.00	161,000.00	-5.3%
70 Levitt Pav Expenses	0.00	0.00	0.00	24,500.00	24,500.00	24,500.00	0.0%
CB Building Renovation	52,968.83	30,000.00	30,000.00	22,000.00	22,000.00	22,000.00	-26.7%
<b>361 P&amp;R Property Maintenance</b>	<b>318,127.45</b>	<b>352,500.00</b>	<b>352,500.00</b>	<b>342,000.00</b>	<b>342,000.00</b>	<b>342,000.00</b>	<b>-3.0%</b>



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	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>370 Tree Maintenance</b>							
03 EH & OT	95,233.07	105,945.00	105,945.00	108,454.00	108,454.00	108,454.00	2.4%
15 Trans. Allowance	2,671.19	6,000.00	6,000.00	6,300.00	6,300.00	6,300.00	5.0%
19 Contract Services	208,302.52	220,000.00	220,000.00	285,000.00	285,000.00	285,000.00	29.5%
<b>370 Tree Maintenance</b>	<b>306,206.78</b>	<b>331,945.00</b>	<b>331,945.00</b>	<b>399,754.00</b>	<b>399,754.00</b>	<b>399,754.00</b>	<b>20.4%</b>

370 Tree Maintenance 2021 - 22

DEPT			2021 -22	2020-21	2021-22
qty	Position	Grade & Step	Account Totals	Account total	Account Totals
1.00	Extra Help and Overtime	N/A	108,454	105,945	108,454

13-Jan-21

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>399 Facilities Management</b>							
18 Fees & Services	0.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	0.0%
<b>399 Facilities Management</b>	<b>0.00</b>	<b>200,000.00</b>	<b>200,000.00</b>	<b>200,000.00</b>	<b>200,000.00</b>	<b>200,000.00</b>	<b>0.0%</b>



## Budget Narrative FY 2021 – 2022

The past fiscal year presented a number of challenges, the most significant being the COVID19 Pandemic. The world of public health changed with the first call of suspected COVID19 the morning of March 11, 2020. It was reported that someone who had been at a house party about 6 days before had been diagnosed with COVID19 upon returning to their home country. On March 12<sup>th</sup>, the Health District's clinical staff set up Connecticut's first drive through COVID19 testing station for what was believed to be the extent of the potential contacts. The number of cases and associated close contacts has been on the rise ever since. To respond to the pandemic locally, WWHD has used volunteers as much as possible, and hired additional per diem and temporary part time staff as needed to conduct contact tracing (2576 individuals since May 2020), responding to numerous telephone inquiries, the setting up of vaccination clinics and inoculation lines.

The other significant development has been the negotiation to bring full time public health services to the Town of Easton. Concerns over COVID19 spread and the Governor's Directives restricting person to person contact has prevented Easton from having the required Town Meeting to formally join the Health District. Once a Town Meeting can be held and Easton officially joins, the WWHD will be eligible for additional state funding (about \$76,000) that will help lower the cost of public health service to both Westport and Weston. In the meantime, services are being provided via a contractual agreement which produces revenue in excess of the cost of providing service.

As a result of COVID19, the WWHD's traditional Community Health and Travel Clinic revenues took a steep decline and have not recovered. However somewhat surprisingly, other permit activity has skyrocketed to levels never seen before. Environmental plan reviews traditionally have averaged about 100 plans per month. In the last quarter of 2020 calendar year, that average is now closer to 200 plan reviews per month. The added revenue from plan reviews, state grants earmarked for COVID response activities, plus the savings from cutting expenditures such as not having to purchase travel clinic vaccines, have helped balance the budget.

Once again, there has been an increase in the Connecticut Municipal Employees Retirement System mandatory contribution; going up from 16.22% of payroll to 18.22%. According to the State, these CMERS increases are expected to continue to increase 2 to 2.5% each of the next few years to top off at 21.79% in 2024.

The CDC projects that COVID19 will remain a challenge throughout 2021 due to the number of people needing to be vaccinated, limited vaccine availability, and the number of new COVID variants being identified. The most significant issue is the national COVID19 vaccine shortage which has limited WWHD's supply to about 100 doses per week. This will hopefully increase as other sources of vaccine become available. The WWHD has been working closely with local government and school administrators from Westport Weston and Easton, day care providers, restaurants, and citizens to comply with mandated mitigation strategies to stop the spread of COVID. However, the CDC's and CT-DPH's policies remain in a very fluid state of seemingly constant evolution and change.

I am requesting a Public Health Assessment be the same as last year; no change at \$587,111.

Thank you for your consideration.

Mark A.R. Cooper, Director of Health  
Westport Weston Health District

**WESTPORT WESTON  
HEALTH DISTRICT**

**FINANCIAL STATEMENTS  
AS OF JUNE 30, 2020**

**TOGETHER WITH  
INDEPENDENT AUDITOR'S REPORT  
AND  
SUPPLEMENTAL REPORT**

**Costello Company, LLC**  
*Certified Public Accountant and Consultants*  
15 Wall Street, Hebron, CT 06248  
(860) 228-2822, fax (860) 228-2866

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## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors  
Westport Weston Health District  
Westport, Connecticut

### **Report on the Financial Statements**

I have audited the accompanying financial statements of the governmental activities and each major fund, of the Westport Weston Health District (the District), as of and for the year ended June 30, 2020, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents.

#### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

#### ***Auditor's Responsibility***

My responsibility is to express opinions on these financial statements based on my audit. I conducted my audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, I express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinions.

#### ***Opinions***

In my opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information of the District, as of June 30, 2020, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## ***Other Matters***

### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis, pages 2A through 2C, budgetary comparison information on page 8 and , pension schedules on pages 9 through 11 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. I have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to my inquiries, the basic financial statements, and other knowledge I obtained during my audit of the basic financial statements. I do not express an opinion or provide any assurance on the information because the limited procedures do not provide me with sufficient evidence to express an opinion or provide any assurance.

### ***Supplementary and Other Information***

My audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the District's basic financial statements. The supplementary schedule is presented of purposes of additional analysis and are not a required part of the basic financial statements.

The schedules are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In my opinion, the combining and individual non-major fund financial statements and the schedules are fairly stated in all material respects in relation to the basic financial statements as a whole.

## ***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, I have also issued my report dated December 10, 2020, on my consideration of the District's internal control over financial reporting and on my tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of my testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control over financial reporting and compliance.

Hebron, Connecticut  
December 10, 2020

## MANAGEMENT'S DISCUSSION & ANALYSIS

Our discussion and analysis of the Westport Weston Health District's financial performance provides an over view of the District's financial activity for the year ended June 30, 2020. Please review it in conjunction with the District's basic financial statements, which begin on page 3.

### Using This Annual Report:

This annual report consists of a series of financial statements. The Statement of Net Position and the Statement of Activities (pages 3-4) provide information about the activities of the District as a whole and present a longer term view of the District's finances.

Fund financial statements start on page 5. These statements tell how services were financed in the short term as well as what remains for future spending. They contain more detailed information than the government wide statements by providing data for the District's more financially significant funds.

The notes to the Financial Statements provide additional information that is essential to a full understanding of the data provided in the governmental wide and fund financial statements, and can be found on pages 7A – 7E.

The required supplementary information is found on page 8. Information in this schedule pertains to comparative budget data.

### Financial Highlights:

	<u>2020</u>	<u>2019</u>
Net Assets:		
Current Assets	\$ 864,726	\$ 732,918
Net Capital Assets	40,287	48,127
Total Assets	905,013	781,045
Deferred Outflows of Resources	371,880	586,129
Total Liabilities	1,039,499	1,204,772
Deferred Inflows of Resources	172,240	51,330
<u>Total Net Position</u>	<u>\$ 65,154</u>	<u>\$ 111,072</u>
Program Revenue	\$ 1,396,228	\$1,347,654
General Revenue	10,812	12,635
Total Revenue	1,407,040	1,360,289
Total Expenses	1,452,958	1,267,861
Increase (decrease) in Net Position	\$ <u>(45,918)</u>	\$ <u>92,428</u>

2A

Reporting the District as a Whole  
 The Statements of Net Position and Activities:

One of the most important questions asked about our finances is “Is the District, as a whole, better off or worse as a result of the year’s activities?” The Statements of Net Position and Activities help to answer this question. Over time, increases or decreases in the net position are an important indicator of the financial health of the District.

Net position decreased by \$45,918 for the year ended 6/30/20.

Reporting the District’s Funds  
 Fund Financial Statements:

The Balance Sheet and Statement of Revenues, Expenditures and Changes in Fund Balances report the assets and operations of the Governmental Funds. These funds are comprised of the General Fund, Reserves for Capital Replacement, Unemployment and Emergency Response and Special Program Funds.

The District’s basic services are reported in the general fund, the focus of which is on how money flows into and out of the fund and the balance available at the end of the year.

The District receives Federal and State grant money to conduct district wide health programs. The Emergency Preparedness, including Pandemic Influenza, and Public Health Block grant resources are accounted for in Special Program or Revenue Funds.

General Fund Budgetary Highlights:

	<u>Budgeted Amounts</u>	
	<u>Original</u>	<u>Final</u>
Total Revenue	\$ 1,356,031	\$1,356,031
Total Expenditures	<u>1,356,031</u>	<u>1,356,031</u>
Projected Change in Net Position	\$ <u>(-----)</u>	\$ <u>(-----)</u>

Capital Assets:

Given the strain on District finances, capital spending has been sharply reduced with no major additions to the District’s capital assets. Further, we have suspended our usual contribution to our capital equipment replacement fund. We do not expect to resume contributions in FY20.

Economic Factors:

There is some evidence that the housing market is stabilizing, as the District has seen a higher level of building activity in the summer of 2019 and the spring of 2020.

Additionally, it is anticipated that because of the State's fiscal difficulties, there will be less support for local public health initiatives and grants. The District's board of directors and the member towns may need to re-evaluate the breadth and level of services being offered to the public, and mechanisms to increase District revenues.

Request for Information

Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

The Director of Health  
Westport Weston Health District  
180 Bayberry Lane  
Westport, CT 06880-2855

**WESTPORT WESTON HEALTH DISTRICT**  
**STATEMENT OF NET POSITION**  
**JUNE 30, 2020**

**ASSETS**

## Current Assets:

Cash and Cash Equivalents	\$ 840,216
Inventory	12,210
Accounts receivable	12,300
Total Current Assets	<u>864,726</u>

## Non Current Assets:

Capital Assets	364,158
Accumulated Depreciation	323,871
Net Capital Assets	<u>40,287</u>

TOTAL ASSETS 905,013

## DEFERRED OUTFLOWS OF RESOURCES

Deferred outflows related to pension 371,880

Total Assets and Deferred Outflows of Resources 1,276,893

## LIABILITIES:

## CURRENT LIABILITIES

Accounts Payable	749
Accrued Expenses	76,328
Total Current Liabilities	<u>77,077</u>

## NONCURRENT LIABILITIES

Compensated Absences	71,190
Net Pension Liability	891,232
Total Noncurrent Liabilities	<u>962,422</u>

Total Liabilities 1,039,499

## DEFERRED INFLOWS OF RESOURCES

Deferred inflows related to pension 172,240

Total Liabilities and Deferred Inflows of Resources 1,211,739

## NET POSITION:

Invested in Capital Assets	40,287
Unrestricted Net Assets	<u>24,867</u>

TOTAL NET POSITION \$ 65,154

*See accompanying notes to the financial statements.*

**WESTPORT WESTON HEALTH DISTRICT**  
**STATEMENT OF ACTIVITIES**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2020**

	<u>Expenses</u>	<u>Program Revenue</u>		<u>Net (Expense) or Revenue &amp; Changes in Net Position</u>
		<u>Charges for Services</u>	<u>Operating Grants and Support</u>	
<u>Functions/Programs</u>				
Governmental activities				
Health services	<u>1,452,958</u>	<u>535,718</u>	<u>860,510</u>	(56,730)
General Revenues:				
Interest and Investment Earnings				<u>10,812</u>
Total General Revenues				<u>10,812</u>
Change in Net Position				(45,918)
Net Position - Beginning of year				<u>111,072</u>
Net Position - Ending				<u>\$ 65,154</u>

*See accompanying notes to the financial statements.*

**WESTPORT WESTON HEALTH DISTRICT  
BALANCE SHEET - GOVERNMENTAL FUNDS  
JUNE 30, 2020**

	GENERAL FUND	CAPITAL REPLACEMENT FUND	EMERGENCY RESPONSE FUND	UNEMPLOYMENT INSURANCE FUND	GRANT FUNDS	TOTAL GOVERNMENTAL FUNDS
<b>ASSETS</b>						
Cash & Cash Equivalents	\$ 479,580	\$ 121,256	\$ 200,000	\$ 39,380	\$ -	\$ 840,216
Inventory	12,210	-	-	-	-	12,210
Accounts receivable	12,300	-	-	-	-	12,300
Due From Other Funds	-	-	-	-	-	-
<b>TOTAL ASSETS</b>	<b>\$ 504,090</b>	<b>\$ 121,256</b>	<b>\$ 200,000</b>	<b>\$ 39,380</b>	<b>\$ -</b>	<b>\$ 864,726</b>
<b>LIABILITIES AND FUND BALANCES</b>						
Accounts Payable	\$ 749	\$ -	\$ -	\$ -	\$ -	\$ 749
Accrued Expenses	76,328	-	-	-	-	76,328
Due to Other Funds	-	-	-	-	-	-
<b>TOTAL LIABILITIES</b>	<b>77,077</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>77,077</b>
Deferred inflows or resources	-	-	-	-	-	-
Unearned revenues -time restrictions	-	-	-	-	-	-
<b>FUND BALANCES</b>	<b>427,013</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>427,013</b>
Unassigned	-	121,256	200,000	39,380	-	360,636
Assigned	427,013	121,256	200,000	39,380	-	787,649
<b>TOTAL FUND BALANCES</b>	<b>427,013</b>	<b>121,256</b>	<b>200,000</b>	<b>39,380</b>	<b>-</b>	<b>787,649</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>	<b>\$ 504,090</b>	<b>\$ 121,256</b>	<b>\$ 200,000</b>	<b>\$ 39,380</b>	<b>\$ -</b>	<b>\$ 864,726</b>

See accompanying notes to the financial statements.

**WESTPORT WESTON HEALTH DISTRICT**  
**Reconciliation of Fund Balance**  
**To Net Position of Governmental Activities**  
June 30, 2020

The amounts reported for Governmental Activities in the Statement of Net Position (Exhibit A) are different from the Governmental Fund Balances. The details of this difference are as follows:

Total Fund Balance (Exhibit C, page 5-A)	\$ 787,649
Capital assets used in Governmental Activities are not financial resources and so are not reported in the funds.	
Capital Assets net of Depreciation	40,287
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the funds.	
Deferred outflows related to pension	371,880
Net pension liability	(891,232)
Deferred inflows related pension	(172,240)
Compensated absences	(71,190)
<b>TOTAL NET POSITION OF GOVERNMENTAL ACTIVITIES</b> (Exhibit A, page 3)	<b><u>\$ 65,154</u></b>

*See accompanying notes to the financial statements.*

**WESTPORT WESTON HEALTH DISTRICT**  
**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2020**

	GENERAL FUND	CAPITAL REPLACEMENT FUND	EMERGENCY RESPONSE FUND	UNEMPLOYMENT INSURANCE FUND	GRANT FUNDS	TOTAL GOVERNMENTAL FUNDS
<b>REVENUE</b>						
Intergovernmental Grants	\$ -	\$ -	\$ -	\$ -	\$ 55,079	\$ 55,079
Local Revenue	805,431	-	-	-	-	805,431
Permits, Fees & Services	535,718	-	-	-	-	535,718
Interest Income	10,812	-	-	-	-	10,812
<b>TOTAL REVENUE</b>	<b>1,351,961</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55,079</b>	<b>1,407,040</b>
<b>EXPENDITURES</b>						
Salaries & Wages	688,373	-	-	-	49,097	737,470
Employee Benefits	278,291	-	-	-	3,529	281,820
Outside Services	50,851	-	-	-	990	51,841
Insurance	32,350	-	-	-	-	32,350
Supplies & Equipment	87,328	-	-	-	270	87,598
Printing & Publications	644	-	-	-	-	644
Travel	11,773	-	-	-	190	11,963
Office & Miscellaneous	48,543	-	-	-	1,003	49,546
Building Expenses	6,858	-	-	-	-	6,858
<b>TOTAL EXPENDITURES</b>	<b>1,205,011</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55,079</b>	<b>1,260,090</b>
<b>EXCESS REVENUES OVER EXPENSES</b>	<b>146,950</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>146,950</b>
<b>OTHER FINANCIAL SOURCES (USES)</b>						
Transfer In (out)	-	-	-	-	-	-
<b>FUND BALANCES JUNE 30, 2019</b>	<b>\$ 280,063</b>	<b>\$ 121,256</b>	<b>\$ 200,000</b>	<b>\$ 39,380</b>	<b>\$ -</b>	<b>\$ 640,699</b>
<b>FUND BALANCES JUNE 30, 2020</b>	<b>\$ 427,013</b>	<b>\$ 121,256</b>	<b>\$ 200,000</b>	<b>\$ 39,380</b>	<b>\$ -</b>	<b>\$ 787,649</b>

See accompanying notes to the financial statements.

**WESTPORT WESTON HEALTH DISTRICT**  
**Reconciliation of Changes in Fund Balance**  
**to Changes in Net Position of Governmental Activities**  
June 30, 2020

The changes reported for Governmental Activities in the Statement of Activities (Exhibit B) are different from the changes in Governmental Fund Balances. The details of these differences are as follows:

NET CHANGE IN FUND BALANCE (Exhibit D, page 6A)	\$ 146,950
---	------------

Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their useful lives and reported as depreciation expense.

Depreciation Expense	( 7,840)
----------------------	----------

Some expenses reported in the statement of activities do not require the use of current financial resources and, therefore are not reported as expenditures in governmental funds, including the change in:

Increase in Compensated Absences Liability	( 25,525)
Pension liability and related deferred outflows	<u>(67,667)</u>

CHANGE IN NET POSITION OF GOVERNMENTAL ACTIVITIES (Exhibit B)	<u>\$ (45,918)</u>
---	--------------------

*See accompanying notes to the financial statements.*

**WESTPORT WESTON HEALTH DISTRICT**  
**Notes to Financial Statements**  
June 30, 2020

1. Summary of Significant Accounting Policies

The general purpose financial statements of the District have been prepared in accordance with generally accepted accounting principles (GAAP) as applied to governmental units. The Governmental Accounting Standards Board (GASB) is the authoritative standard setting body for the establishment of governmental accounting and financial reporting principles. The more significant of these accounting policies follow.

A. Reporting Entity

The Westport Weston Health District (the District) was established as the Aspetuck Valley Health District on November 2, 1965. On January 1, 1983 the District changed its name to the Westport Weston Health District to identify the towns which it serves.

The purpose of the District is to promote and enhance public health. The District is committed to enforcing the State Public Health Code and to working with other providers of health to plan and coordinate programs which promote healthful living and prevent disease.

This report includes all of the services provided by the District to residents and businesses within its boundaries. The accompanying general purpose financial statements comply with the provisions of GASB Statement No. 14, "The financial Reporting Entity", in that the financial statements include all organizations, activities, and functions that comprise the District. In evaluating the District's reporting entity all applicable guidance was considered including financial accountability and the nature and significance of the relationship. The district is a single legal entity with no component units.

B. Government Wide and Fund Financial Statements

The government wide financial statements (the statement of net position and the statement of activities) report information on all of the activities of the District.

The statement of activities demonstrates the direct expenses of the District. Program revenues include charges for services and grants and contributions that are restricted to meeting the operational or capital requirements. Other items not properly included among program revenues are reported as general revenues. Major governmental funds are reported as separate columns in the fund financial statements.

C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

The government wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of the related cash flows. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

**WESTPORT WESTON HEALTH DISTRICT**  
**Notes to Financial Statements, *continued***  
June 30, 2020

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. With this measurement focus, only current assets and current liabilities and fund balances are included on the balance sheet. Operating statements of these funds present net increases and decreases in current assets.

Under the modified accrual basis of accounting revenues are recognized when they are both measurable and available and it recognizes expenditures in the accounting period in which the fund liability is incurred, as long as it is measurable.

Revenues from local sources consist primarily of town allocations and fees collected from immunizations and permits. These revenues are recognized using accrual principles of accounting.

Grant funds are considered to be earned to the extent of expenditures made under the provisions of the grant. Accordingly, when such funds are received, they are recorded as deferred revenue until related and authorized expenditures have been made. At the end of the grant period unused funds are refunded.

#### Fund Accounting

The District uses funds to maintain its financial records during the year. A fund is defined as a fiscal and accounting entity with a self balancing set of accounts. The District only uses governmental funds.

The governmental funds include the General Fund, Special Program Funds, & funds set aside for specific purposes. These include Capital Asset Replacement and Unemployment funds. The general fund is used to account for the general operations of the District. The Special Program Funds are used to account for assets set aside for Bio Terrorism Response and Public Health Block grant programs. The difference between governmental fund assets and liabilities is reported as fund balance.

The District divides its fund balance is divided into two classifications, in conformity with GASB 54. The classifications are as follows:

Unassigned - The unassigned fund balance includes excess resources that are not nonspendable.

Assigned – The assigned fund balance represents board designated fund balance set aside for future major capital improvements.

#### Budget Process and Basis of Budgeting

The annual budget is prepared by February and presented to the Board in April. Public notice is given and a hearing held. The final budget is adopted by July 1.

**WESTPORT WESTON HEALTH DISTRICT**  
**Notes to Financial Statements, *continued***  
 June 30, 2020

D. Use of Estimates  
 The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

E. Capital Assets  
 General capital assets result from expenditures in the governmental funds. These assets are reported in the governmental activities column of the government wide statement of net position but are not reported in the fund financial statements. Purchased assets are capitalized at cost or estimated historical cost, and updated for additions and retirements during the year. Donated assets are recorded at fair value on the date donated. The District maintains a capitalization threshold of \$250. Improvements are capitalized; the cost of normal maintenance and repairs that do not add to the value of the asset or materially extend the assets life are expensed in the year incurred. Capital assets are depreciated using the straight-line method. When capital assets are sold the resulting gain or loss is recorded in operations.

Estimated useful lives, in years, for depreciable assets are as follows:

Furniture	7
Office Equipment	5
Computer Equipment	5
Computer Software	3
Leasehold Improvements	25

F. Net Position  
 Net Position present the difference between assets and liabilities in the statement of net position. Net position invested in capital assets are reduced by the outstanding balances of any borrowed funds used for the acquisition or improvements of those assets. Net position are reported as restricted when there are legal, grantor or creditor limitations and/or restrictions placed on their use.

G. Deferred Revenue  
 Deferred revenue consists of fees and/or grant funds received within the reporting period for services to be performed in the subsequent period.

**WESTPORT WESTON HEALTH DISTRICT**  
**Notes to Financial Statements, *continued***  
June 30, 2020

2. Deposits and Investments

The deposit of public funds is controlled by the Connecticut General Statutes. Deposits may be placed with any qualified public depository. At June 30, 2020 the bank balance was of \$840,216 all of which was covered by Federal depository Insurance. Due to higher cash flows at certain times during the year the balances may exceed the amount covered by such insurance. Additional protection against loss is provided for deposits in excess of federally insured amounts by the Connecticut General Statutes. The statutes require every qualified public depository to maintain segregated collateral equal to at least three percent of the average public deposits held by the depository. Such amounts are available to the State Banking Commissioner to meet losses in excess of deposit insurance. It cannot be determined how much of the excess deposits of the District are covered by such provision.

The District invests in the Connecticut State Treasurer's Short-Term Investment Fund. This approved investment is reported at cost plus appreciation, which is its market value and may be liquidated as needed. The District owns an undivided beneficial interest in the assets of the pool. Interest earned on this investment totaled \$10,812 for the year ended June 30, 2020.

3. Capital Assets

A summary of changes in capital assets, related depreciation and net capital assets is as follows:

	Balance 7/1/19	Additions and Current Expense	Disposals and Related Depreciation	Balance 6/30/20
Capital Assets Depreciation				
Furniture	\$ 46,330	\$ -	\$ -	\$ 46,330
Equipment	167,913			167,913
Leasehold Improvements	143,225			143,225
Mobile Center	6,690			6,690
	<u>364,158</u>	<u>-</u>	<u>-</u>	<u>364,158</u>
Accumulated Depreciation	<u>(316,031)</u>	<u>( 7,840)</u>	<u>-</u>	<u>(323,871)</u>
Ending Capital Assets	<u>\$ 48,127</u>	<u>\$( 7,840)</u>	<u>\$ -</u>	<u>\$ 40,287</u>

4. Employee Retirement, Deferred Compensation & Section 125 Health Plans

Connecticut Municipal Employees Retirement System

Plan Description

All employees of the District participate in the Connecticut Municipal Employees Retirement System (CMERS). CMERS is a cost-sharing, multiple employer public employee retirement system (PERS) established by the State of Connecticut and administered by the State Commission to provide pension benefits for the employees of participating municipalities.

**WESTPORT WESTON HEALTH DISTRICT**  
**Notes to Financial Statements, *continued***  
 June 30, 2020

4. Employee Retirement, Deferred Compensation & Section 125 Health Plans

Connecticut Municipal Employees Retirement System (*Continued*)

CMERS is considered to be a part of the State of Connecticut's financial reporting entity and is included in the State's financial reports as a Pension Trust Fund. The CMERS issues a publicly available financial report that includes financial statements and required supplementary information for the System. That report may be obtained by writing to the State of Connecticut Retirement and Benefit Services Division, Office of the State Controller, 55 Elm Street, Hartford, CT 06106.

*Plan Provisions*

Plan provisions are set by statute of the State of Connecticut. CMERS provides retirement benefits, as well as death and disability benefits. All normal or early retired members receive a cost of living increase adjustment effective July 1<sup>st</sup> of each year ranging from 2.5% to 6%. Annual cost of living increases between 3% and 5% are paid to disabled members. All benefits vest after 5 years of continuous service. Members who retire after age 55 with 5 years of continuous service or after 25 years of service, irrespective of age, are entitled to an annual retirement benefit, payable monthly for life.

The pension amount paid to employees is on the following:

2% of the average of earnings for the 3 highest paid years of service multiplied by length of service.

*Funding Policy*

Covered employees are required by state statute to contribute 2.75% of earnings upon which Social Security tax is paid plus 5% of earnings on which no Social Security tax is paid. Each participating municipality is required to contribute the amounts necessary to finance the remaining costs of plan.

The total amount expected employer contribution for the fiscal year ended June 30, 2020 is \$75,564 on covered payroll in the amount of \$620,760.

1. **Obtaining a Report of the Plan** – CMERS is considered to be a part of the State of Connecticut's financial reporting entity and is included in the State's financial reports as a pension trust fund. The reports include information of the plan's assets, deferred outflows of resource, liabilities, deferred inflows of resources, and fiduciary net positions. More information can be obtained by contacting the Municipal Employees' Retirement System – Fund B, Office of the State Comptroller or on their website (<http://www.osc.ct.gov/rbsd/cmers/plandoc/index.html>),

The District's proportionate share has been determined on the same basis as that used by the plan as has the basis of accounting, including policies with respect to benefit payments (including refunds of employee contributions) and the valuation of plan investments.

**WESTPORT WESTON HEALTH DISTRICT**  
**Notes to Financial Statements, *continued***  
June 30, 2020

**Actuarial Methods and Significant Assumptions** - The following assumptions were used in the pension valuations, prepared as of June 30, 2019 (the Valuation Date and Measurement Date) for use in the June 30, 2020 financial statements (Reporting Date):

<b>Actuarial cost method</b>	Entry Age Normal Cost Method
<b>Experience study dates</b>	July 1, 2007 – June 30, 2017
<b>Asset valuation method</b>	Market value
<b>Inflation</b>	2.50%
<b>Salary increases</b>	3.50-10.00%, including inflation
<b>Investment rate of return</b>	7.00%, net of investment related expense, including inflation using a long-normal distribution analysis of best-estimate ranges using weighted average for each asset class and applied to all periods.
<b>Discount Rate</b>	7.00%, the projection of cash flows assumed that plan member contributions will be made at the current contribution rate and employer contributions will be made at the actuarially determined rates in future years.
<b>Cost of living adjustment</b>	Annually compounded increases vary based on member age and date of retirement and range from 2.50% to 3.25% maximum.
<b>Post-retirement mortality</b>	The RP2000 Mortality Table for Annuitant and non-Annuitants

There were no changes in assumptions or benefits that affected the measurement of the total pension liability since the prior measurement date.

**Target Asset Allocation and Rates of Return** – The table below shows the target asset allocation and most recent best estimates of arithmetic real rates of return for each major asset class are to be provided by the Fiduciary of the Plan.

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Long-term Expected Real Rate of Return</u>
Mutual Equity Fund	16.0%	5.8%
Developed International Stock Fund	14.0%	6.6%
Emerging International Stock Fund	7.0%	8.3%
Core Fixed Income Fund	8.0%	1.3%
Inflation Linked Bond Fund	5.0%	1.0%
Emerging Market Debt Fund	8.0%	3.7%
High Yield Bond Fund	14.0%	3.9%
Real Estate Fund	7.0%	5.1%
Private Equity	10.0%	7.6%
Alternative Investments	8.0%	4.1%
Liquidity Fund	3.0%	0.4%
	100.0%	

**WESTPORT WESTON HEALTH DISTRICT**  
**Notes to Financial Statements, *continued***  
June 30, 2020

**Sensitivity Analysis** – The following presents the net pension liability (asset) of the Westport Weston Health District's proportionate share of the plan, calculated using the current discount rate, as well as what the Town's net pension liability (asset) would be if it were calculated using a discount rate that is 1 percentage point lower or 1 percentage rate higher:

	1% Decrease	Current Discount Rate	1% Increase
Sensitivity of the Proportionate Share of the net pension liability	<u>6.00%</u> <u>\$1,270,006</u>	<u>7.00%</u> <u>\$ 891,232</u>	<u>8.00%</u> <u>\$572,207</u>

**Pension Liabilities, Pension Expense and Deferred Inflows/Outflows of Resources**

As June 30, 2020, the District reported a liability in the Statement of New Position for its proportionate share (.241473%) of the net pension liability. The amount recognized by the District as its proportionate share of the net pension liability was \$891,232.

June 30, 2019, is the actuarial valuation date upon the total pension liability is based. The total Pension liability was calculated as of June 30, 2019, measurement date. There were no changes in the assumptions or benefits that affected the measurement of the total pension liability since the prior measurement date, except the District's proportional share changed from 0.315633% of the pension liability at the prior measurement date to 0.241473% of the pension liability as of June 30, 2020.

The District recognized the total proportionate share of the collective pension expense in the Statement of Activities associated with the District of \$232,921 for the year ended June 30, 2020.

At June 30, 2020, the District reported deferred outflows or resources and deferred inflows of resources related to CMERS in the Statement of Net Position from the following sources:

	<u>Deferred Outflows of Resources</u>
Difference between expected and actual experience	\$ 97,053
Net Difference between projected and actual earnings on plan investments	36,282
Change in assumptions	235,386
District contributions subsequent to the measurement date	<u>3,159</u>
Total	<u>\$ 371,880</u>
	<u>Deferred inflows of Resources</u>
Difference between expected and actual experience	\$ 80,329
Change in proportion between contributions and proportionate share of contributions	<u>91,911</u>
Total	<u>\$ 172,240</u>

**WESTPORT WESTON HEALTH DISTRICT**  
**Notes to Financial Statements, *continued***  
June 30, 2020

On August 1, 2005 the District adopted a Deferred Compensation Plan in accordance with Internal Revenue Code 457. The plan permits employees to defer a portion of their salary. Compensation which has been deferred under the plan is not available to employees until termination, retirement or certain emergencies specified under the code. The assets of the plan are held by the sponsor in accounts which are in the name of the respective employee.

On March 20, 2008 the District adopted a Section 125 Plan under which employee contribution for medical insurance and other benefits are made on a pretax basis.

5. Compensated Absences

The District's employment policies allow employees to accrue vacation days on a schedule based on the length of employment. Vested benefit is limited to 15 days or 105 hours per employee. At June 30, 2020, the District has accrued \$25,820 relating to this benefit.

The policies also allow employees to accrue sick days at the rate of 7 hours per month, to a maximum of 150 days. Effective January 9, 2006 the District adopted a policy under which 25% of sick days to a maximum of 100 days, accrued under the above formula, would be paid upon retirement. Under this plan vested sick time would not exceed 25 days (100 X .25). The vested liability for accumulated sick time is recorded in the Statement of Net Position and totaled \$45,320 for the year ended June 30, 2020.

6. Risk Financing

The District is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; and natural disasters. These risks are covered by commercial insurance purchased through Connecticut Interlocal Risk Management Agency. Settled claims from these risks have not exceeded commercial insurance coverage. There were no significant reductions in insurance coverage from coverage in the prior year.

7. Subsequent Events

Management has evaluated subsequent events through December 10, 2020, the date the financial statements were available to be issued and has determined that there were no matters requiring disclosure in, or adjustment to, these financial statements.

8. COVID-19

The District's operations are heavily dependent on the ability to fees. Additionally, access to grants, contracts and contributions from federal, state and local organizations may decrease or may not be available depending on the appropriations of the organizations. The outbreak may have a continued material adverse impact on economic and market conditions, triggering a period of global economic slowdown. As such, the District's financial condition and liquidity may be negatively impacted for the fiscal years ended June 30, 2021 and 2022

**WESTPORT WESTON HEALTH DISTRICT**  
**Notes to Financial Statements, *continued***  
June 30, 2020

9. Recently Issued Accounting Standards

The Governmental Accounting Standards Board (GASB) has issued several pronouncements that have effective dates that may impact future financial presentations. Management has not currently determined what, if any, impact implementation of the following statements may have on the financial statements:

**GASB Statement No. 87, Leases.**

This Statement improves the accounting and financial reporting for leases by governments. This Statement increases the usefulness of governments' financial statements by requiring recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contract. It establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. Under this Statement, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources, thereby enhancing the relevance and consistency of information about governments' leasing activities. The requirements of this Statement are effective for the District's reporting period beginning July 1, 2020.

**GASB issued Statement No. 89, *Accounting for Interest Costs Incurred before the End of a Construction Period.***

The objectives of the Statement are (1) to enhance the relevance and comparability of information about capital assets and the cost of borrowing for a reporting period and (2) to simplify accounting for interest cost incurred before the end of the construction period. This Statement requires that interest cost incurred before the end of a construction period be recognized as an expense in the period in which the cost incurred. As a result, interest cost incurred before the end of a construction period will not be included in the historical cost of the capital asset. The requirements of this statement are effective for the District's reporting period beginning July 1, 2020. The District does not expect the impact of this statement will be material to its financial statements.

**WESTPORT WESTON HEALTH DISTRICT  
SCHEDULE OF REVENUES AND EXPENDITURES  
BUDGET AND ACTUAL - GENERAL FUND  
FOR THE FISCAL YEAR ENDED JUNE 30, 2020**

	<u>BUDGETED AMOUNTS</u>		<u>ACTUAL AMOUNT</u>	<u>VARIANCE WITH THE FINAL BUDGET POSITIVE (NEGATIVE)</u>
	<u>ORIGINAL</u>	<u>FINAL</u>		
<u>REVENUE</u>				
Town Assessments	\$ 805,431	\$ 805,431	\$ 805,431	\$ -
Environmental Fees	360,000	360,000	535,718	175,718
Community Health Fees	190,000	190,000	-	(190,000)
Interest and Other Income	600	600	10,812	10,212
TOTAL REVENUE	<u>\$ 1,356,031</u>	<u>\$ 1,356,031</u>	<u>\$ 1,351,961</u>	<u>\$ (4,070)</u>
<u>EXPENDITURES</u>				
Personnel	\$ 748,000	\$ 748,000	\$ 688,373	\$ 59,627
Fringe Benefits	257,000	257,000	278,291	(21,291)
Building & Grounds	12,500	12,500	6,858	5,642
Contracted Services	122,250	122,250	50,851	71,399
Supplies, Office Expense & Equipment	162,781	162,781	135,871	26,910
Insurance	36,000	36,000	32,350	3,650
Travel and Courier Service	14,500	14,500	11,773	2,727
Printing, Advertising & Marketing	3,000	3,000	644	2,356
TOTAL EXPENDITURES	<u>1,356,031</u>	<u>1,356,031</u>	<u>1,205,011</u>	<u>151,020</u>
EXCESS (DEFICIT) OF REVENUE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 146,950</u>	<u>\$ 146,950</u>

**WESTPORT WESTON HEALTH DISTRICT**  
 Required Supplementary Information  
 Connecticut Municipal Employee's Retirement System  
 Schedule of Proportionate Share of the Net Pension Liability (unaudited)

	2020	2019	2018	2017	2016	2015
Employer percentage of collective net pension liability	0.241473%	0.279386%	0.315633%	0.310232%	0.3156330%	0.3102320%
Employer portion of net pension liability	\$891,232	\$1,068,536	\$521,744	\$ 619,516	\$ 424,741	\$ 319,129
Employer covered payroll	\$ 620,760	\$ 786,419	\$ 751,350	\$ 751,350	\$ 688,422	\$ 688,422
Employer portion - net pension liability as a percentage of covered payroll	69.65%	72.06%	69.44%	82.45%	61.70%	46.36%
Plan Fiduciary net position as a percentage of total pension liability	72.69%	73.60%	91.68%	88.29%	92.72%	90.48%

See Independent Auditor's Report

**WESTPORT WESTON HEALTH DISTRICT**  
 Required Supplementary Information  
 Connecticut Municipal Employee's Retirement System  
 Schedule of Contributions (unaudited)

	2020	2019	2018	2017	2016	2015
Actuarially determined employer contribution	\$ 75,564	\$ 83,932	\$ 85,504	\$ 92,363	\$ 76,636	\$ 57,633
Employer contributions in relation to the actuarially determined contribution	\$ 75,564	\$ 83,932	\$ 85,504	\$ 92,363	\$ 76,636	\$ 57,633
Employer contribution deficiency (excess)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Employer covered employee payroll	\$ 620,760	\$ 786,419	\$ 751,350	\$ 751,350	\$ 688,422	\$ 688,422
Employer contributions as a percentage of covered employee payroll	8.22%	10.67%	11.38%	12.29%	11.13%	8.37%

See Independent Auditor's Report

**WESTPORT WESTON HEALTH DISTRICT**  
Required Supplementary Information  
Connecticut Municipal Employee's Retirement System  
Notes to Required Supplementary Information (unaudited)  
For the Year Ended June 30, 2020

**Changes to benefit terms:**

There were no changes in benefit terms from the prior year.

**Changed to population covered:**

There were no changes to the population covered for the prior year.

**Changes of assumptions:**

There were no changes in assumptions for the prior year.

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL  
REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT  
OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH  
*GOVERNMENT AUDITING STANDARDS*

To the Board of Directors  
Westport Weston Health District  
Westport, Connecticut

I have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities and each major fund, of the Westport Weston Health District, (the District), as of and for the year ended June 30, 2020, and the related notes to the financial statements, which collectively comprise the District's basic financial statements, and have issued my report thereon dated December 10, 2020.

**Internal Control over Financial Reporting**

In planning and performing my audit of the financial statements, I considered the District's internal control over financial reporting ("internal control") to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing my opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. Accordingly, I do not express an opinion on the effectiveness of the District's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

My consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during my audit I did not identify any deficiencies in internal control that I consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

**Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the District's financial statements are free from material misstatement, I performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of my audit, and accordingly, I do not express such an opinion. The results of my tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

**Purpose of this Report**

The purpose of this report is solely to describe the scope of my testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Hebron, Connecticut  
December 10, 2020



Westport Weston  
Health District

# Calendar Year Activity Levels

2008 through December 2020

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Building addition plan reviews	n/a	220	190	122	160	173	143	172	159	139	138	145	143
Beach water samples collected	n/a	n/a	107	100	97	88	94	99	99	85	90	86	61
Cosmetology facilities	n/a	60	76	78	75	72	72	92	88	113	114	109	94
Flu vaccinations	1891	2300	2329	1260	973	1285	1208	1642	1158	1241	1209	465	607
Food service plan reviews	12	25	25	31	41	50	33	41	36	33	22	34	33
Food service facilities permitted	210	222	202	222	205	228	228	231	233	228	239	280	202
Food service temporary events	44	205	187	209	192	192	197	207	203	211	230	297	71
Geothermal Wells	n/a	n/a	87	43	82	7	6	43	31	22	5	12	3
New Home plan reviews	n/a	32	49	52	50	74	79	54	41	44	41	27	54
Home Bound Health Checks	n/a	166	172	199	202	243	322	254	291	239	216	169	128
Non-habitable addition plan reviews	n/a	81	89	89	84	84	90	85	78	81	106	101	150
Nuisance compliant investigations	81	83	82	43	57	39	48	35	56	40	72	49	81
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)	28 (+3)	
Selected Reportable Diseases													
Campylobacter	6	11	14	6	18	11	8	14	18	7	10	20	5
Chlamydia	14	13	21	36	34	33	32	28	40	67	43	31	52
Giardia	12	4	4	3	5	3	3	2	3	1	7	7	3
Other Sexually Transmitted Diseases	8	4	7	2	0	4	2	8	6	15	8	5	6
Salmonella	8	5	5	3	4	0	5	3	6	2	2	11	6
Hep C	n/a	n/a	n/a	n/a	107	5	6	10	5	7 new 24 chronic	10 4	28	32
HepB	n/a	n/a	n/a	n/a	40	0	7	1	0	4	3	1	7
Lyme	n/a	n/a	n/a	n/a	n/a	11	21	16	45	59	93	87	100
Septic system installations (new)	n/a	52	70	71	55	95	93	82	73	62	49	37	71
Septic system installations (repair)	n/a	54	98	81	106	74	64	71	82	45	65	76	34
Septic System inspections	n/a	101	107	159	110	94	111	107	113	91	103	102	124
Soil test applications	n/a	161	158	159	188	216	239	190	144	123	106	117	173
Travel Clinic Clients	867	776	645	676	809	848	1008	753	769	713	668	289	139
Water Supply Wells	n/a	18	22	27	17	25	21	26	31	15	22	22	20
Wellness Clinics (visits)	n/a	578	630	515	553	423	348	340	341	244	285	260	143



**Westport Weston Health District  
Budget 2021 – 2022**

	FY20 (Audit/actual)	FY21 Budget	Proposed FY21-22	
<b>Revenues</b>				
Towns				
Weston	225,520	228,320	228,320	
Westport	579,911	587,111	587,111	
Easton	<u>N/A</u>	<u>N/A</u>	<u>120,000</u>	(\$10,000/month per contract)
Total	<u>805,431</u>	<u>815,431</u>	<u>935,431</u>	
<hr/>				
<b>Fees</b>				
Environmental	535,718	360,000	390,000	
Nursing fees	<u>0</u>	<u>190,000</u>	<u>50,000</u>	
Total	<u>535,718</u>	<u>550,000</u>	<u>440,000</u>	
<hr/>				
<b>Grants</b>				
State Per Capita	<u>0</u>	<u>0</u>	<u>61,086</u>	
Total	<u>0</u>	<u>0</u>	<u>61,086</u>	
<hr/>				
Bank Interest & Other Income	<u>10,812</u>	<u>600</u>	<u>10,000</u>	
Total	<u>10,812</u>	<u>600</u>	<u>10,000</u>	
<hr/>				
<b>Total Revenues</b>	<u><b>1,351,961</b></u>	<u><b>1,366,031</b></u>	<u><b>1,446,517</b></u>	
<hr/>				
<b>Expenditures</b>				
Salaries/PR Taxes (FT)	688,373	748,000	822,115 ( salaries \$763,692 + FICA 7.65% \$58,423 =)	
Employee Benefits (FT)	278,291	257,000	267,402 ( Benefits \$128,257 + MERS 18.22% \$139,145 =)	
Part Time (regular & temp)	N/A	N/A	106,000 (\$62,000 regular PT + \$44,000 temp PT for COVID)	
Buildings & Grounds	6,858	12,500	7,000	
Contracted Services	50,851	122,250	55,000	
Supplies, Office & Equipment	135,871	162,781	140,000	
Insurance	32,350	36,000	35,000	
Travel/mileage/Courier	11,773	14,500	13,000	
Printing and Publications	644	3,000	1,000	
Computer/Accela Upgrades		10,000	0	
Total Expenditures	<u><b>1,205,011</b></u>	<u><b>1,366,031</b></u>	<u><b>1,446,517</b></u>	



Westport Weston Health District

**FY21 - 22 Budget**

Preliminary Draft Of Town Assessments

	<b>FY 20 Approved Amounts</b>		<b>FY 21 Proposed Amounts</b>	<b>% Change</b>
Towns				
Weston	\$228,320	Same as last year	\$228,320	+/- 0
Westport	\$587,111	Same as last year	\$587,111	+/- 0
<b>Totals</b>	<b>\$815,431</b>		<b>\$815,431</b>	

These proposed preliminary town assessments are contingent upon minimal Health Insurance increase and no additional general insurance surprises. Awaiting final estimates from Westport and insurance carriers.

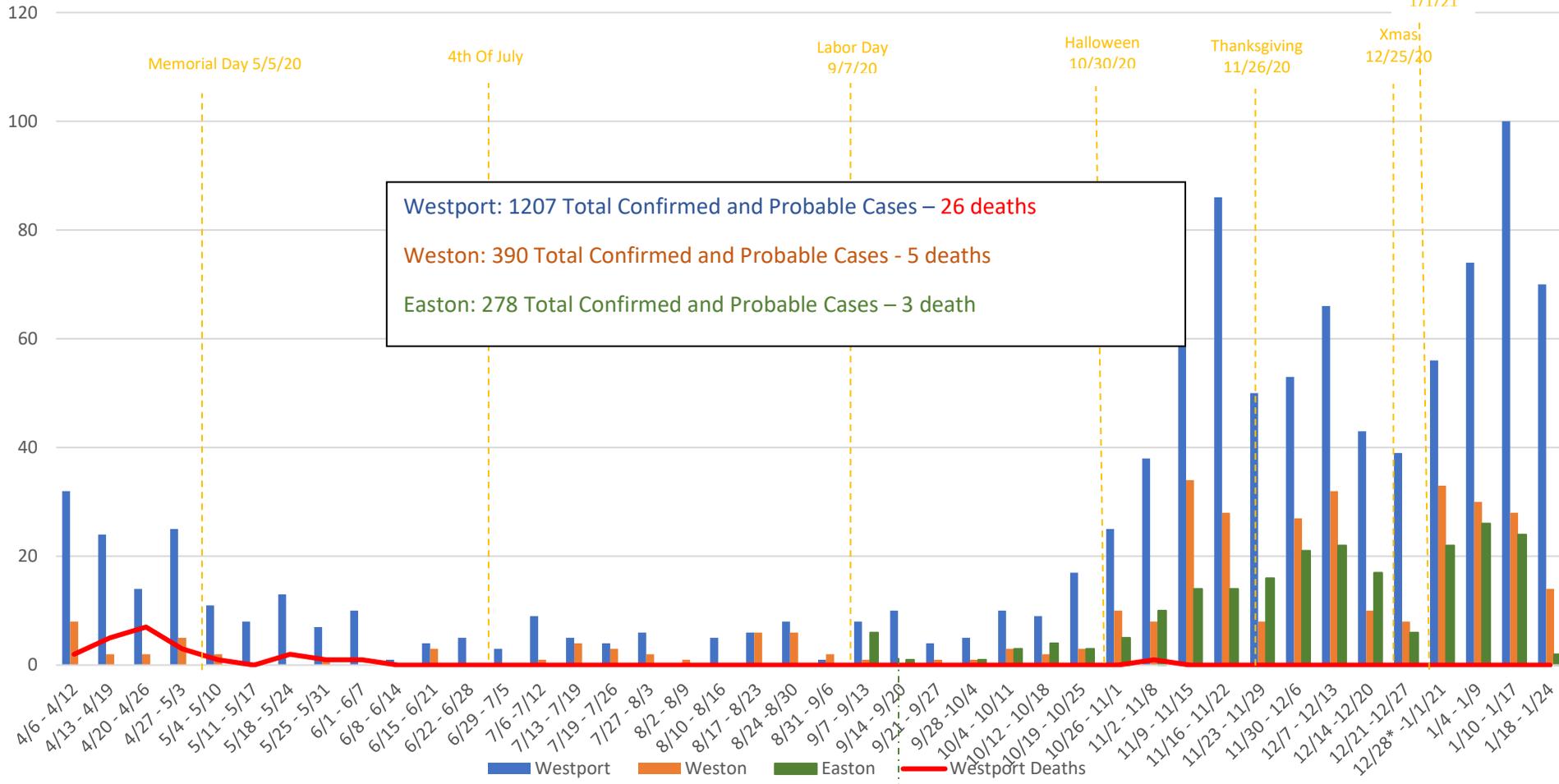


Westport Weston Health District

### Westport - Weston - Easton Confirmed & Probable COVID-19 Weekly Case Number Summary

As of noon on 1/25/2021

New Years  
1/1/21



Daily Case Rate per 100,000 pop

- Westport - 41.2
- Weston - 41.1
- Easton - 42.8

\* Reporting schedule and daily results impacted by holiday schedule

Easton Contract Begins

Chart represents the date that the data were reported to the CT DPH. Cases and deaths are cumulative over time.

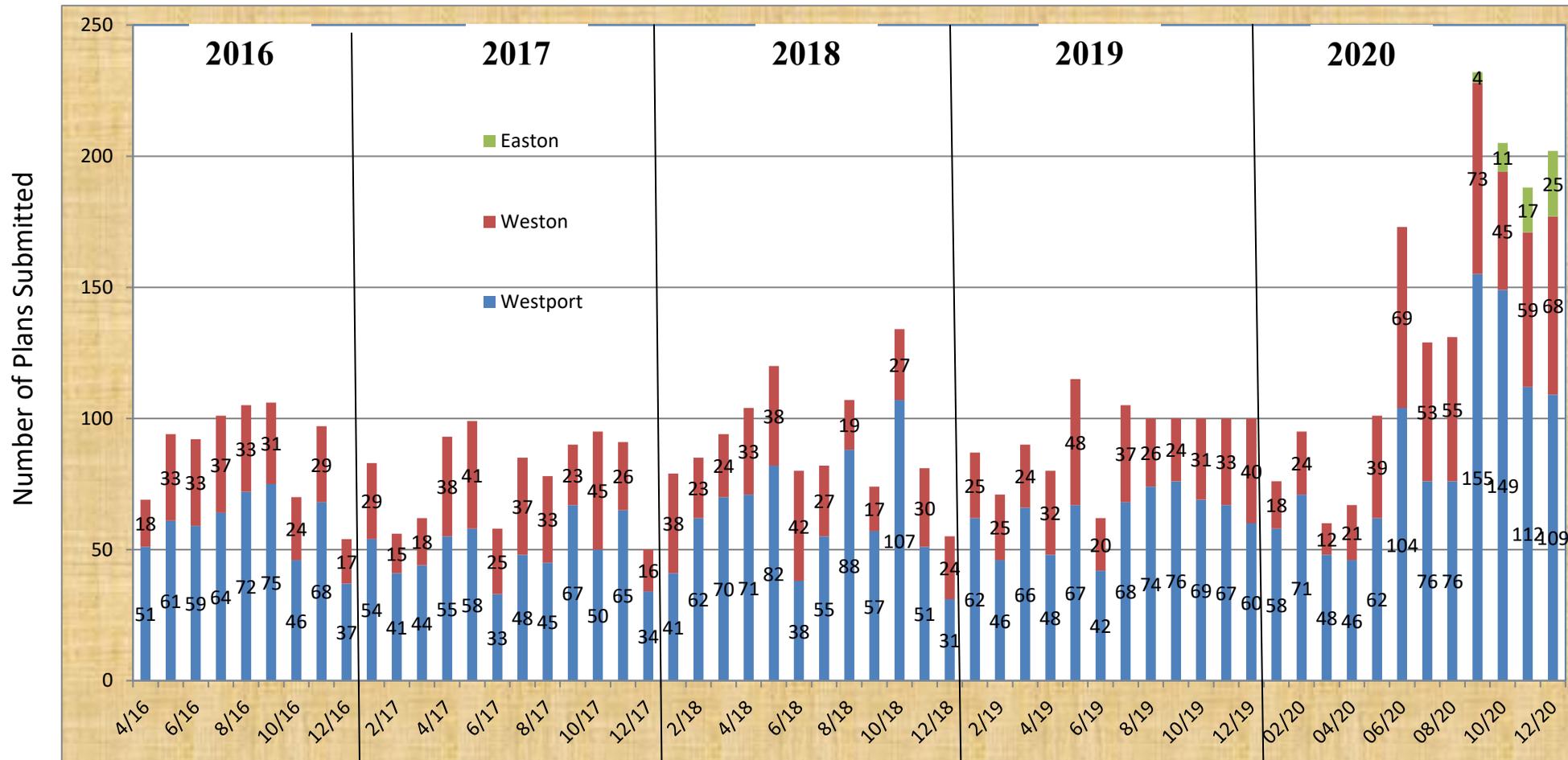
Data Source: **Department of Public Health**





Westport Weston  
Health District

# Figure 1- Plan Submittals April 2016 thru December 2020



Graphic Prepared by Mark A.R. Cooper, Director of Health, Data from CT-DPH daily COVID19 Statistics.

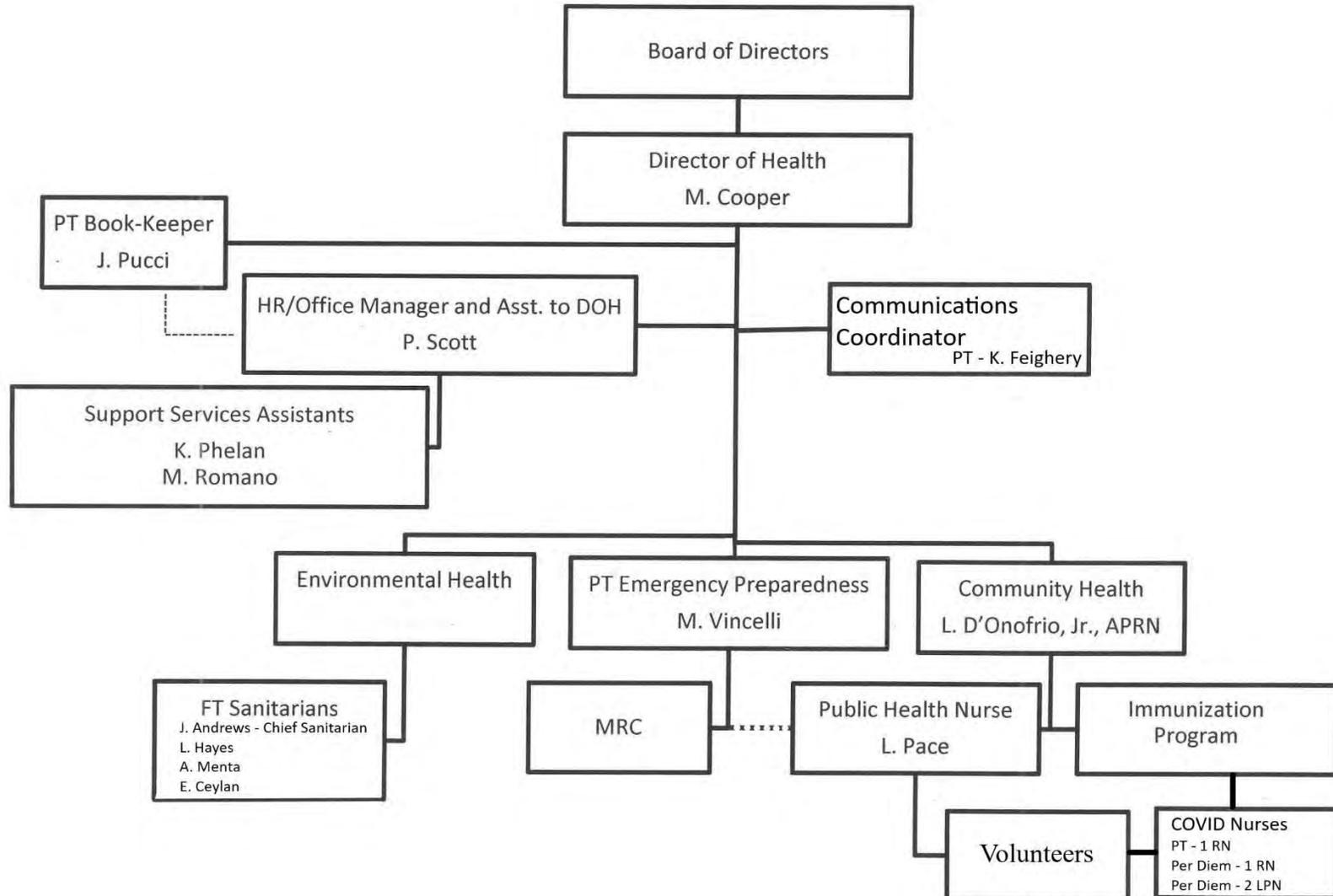


Westport Weston  
Health District

# Westport Weston Health District

## Organizational Chart

2020 - 2021



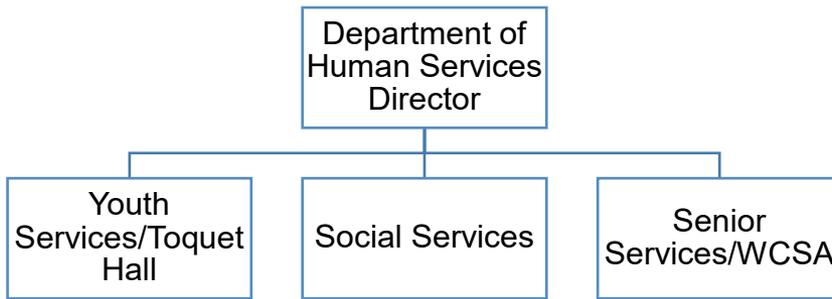
Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>410 Health District</b>							
60 PaymentsToAgency/Or	579,911.00	587,111.00	587,111.00	587,111.00	587,111.00	587,111.00	0.0%
<b>410 Health District</b>	<b>579,911.00</b>	<b>587,111.00</b>	<b>587,111.00</b>	<b>587,111.00</b>	<b>587,111.00</b>	<b>587,111.00</b>	<b>0.0%</b>
<b>412 Health Services</b>							
60 PaymentsToAgency/Or	3,700.00	3,700.00	3,700.00	3,700.00	3,700.00	3,700.00	0.0%
<b>412 Health Services</b>	<b>3,700.00</b>	<b>3,700.00</b>	<b>3,700.00</b>	<b>3,700.00</b>	<b>3,700.00</b>	<b>3,700.00</b>	<b>0.0%</b>

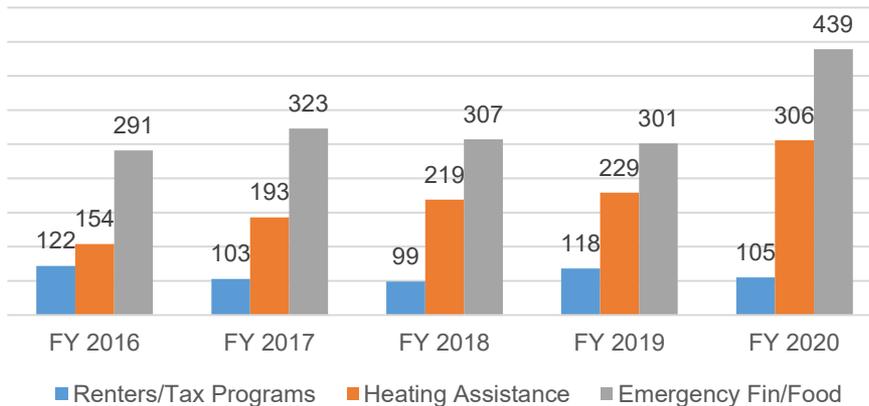
# 510 – 530 FY 2020 Department of Human Services Management Report

## DEPARTMENTAL MISSION

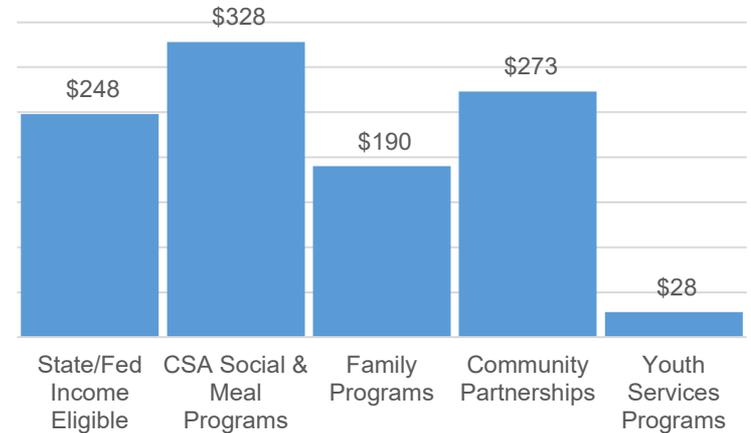
According to section C24-7 of the Town of Westport Charter, the Human Services Department should serve the community by providing access to human services, senior services and youth services which include transportation, housing, legal affairs and mental health services. The department also administers means-tested programs, & town-wide emergency preparedness.



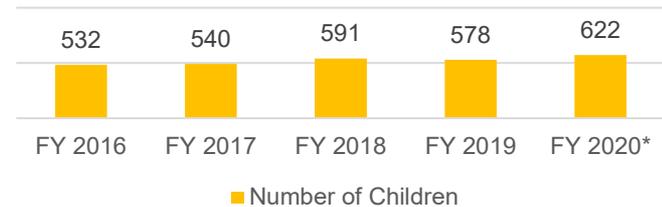
Financial Assistance Snapshot (households)



2020 Benefits Provided (in 000's)  
\$1.067M



Family Program Assistance

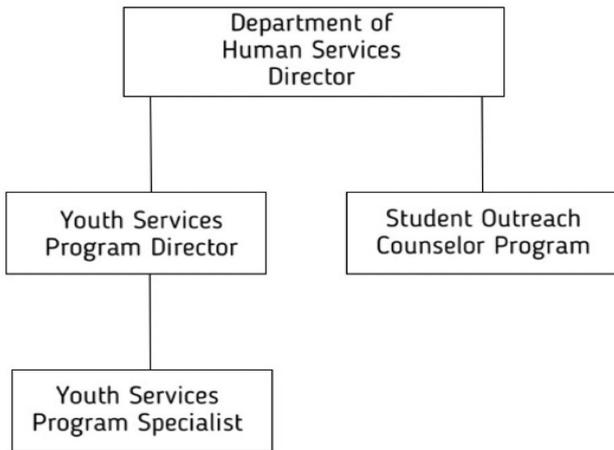


NOTE: FY 2020 increases in the number of households and children served is reflective of an increased need for income-based services and a rise in food insecurity due to COVID-19.

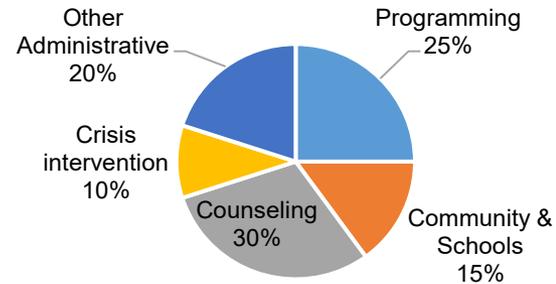
# 510 - Department of Human Services – Youth Services Division

## DIVISIONAL MISSION

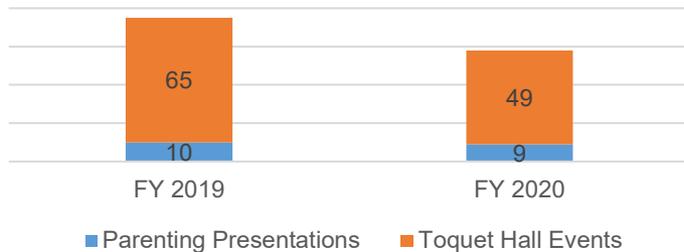
According to section C24-6 of the Town of Westport Charter, the Youth Commission shall assess the needs and interests of young people in Westport and encourage programs and develop resources to respond to these needs. Westport Youth Services coordinates and implements programming supporting children and families through a collaborative relationship with "Westport Together's" alliance partners. Town programs encourage social and emotional growth and student leadership opportunities through Toquet Hall, the Student Outreach Counselor Program, & the Teen Awareness Group, and other programs at Staples High School. Youth Services manages the school-based Mentor Program, the town's Juvenile Review Board, and Westport's Prevention Coalition in partnership with key community stakeholders while serving on several local and state boards to advocate for youth & family issues."



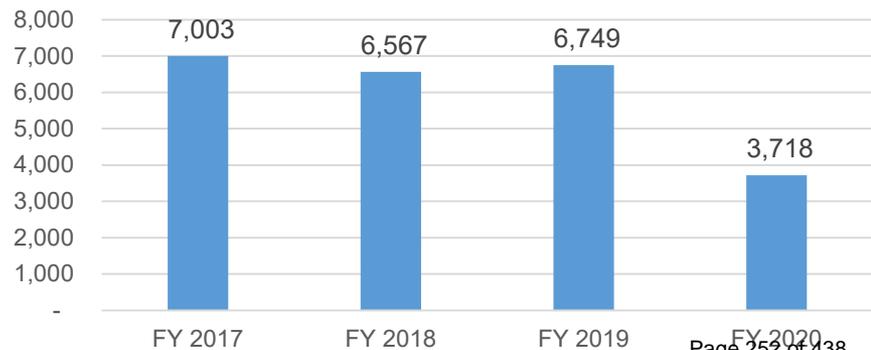
### How the Youth Services Division Spends its Time



### Number of Presentation & Events\*

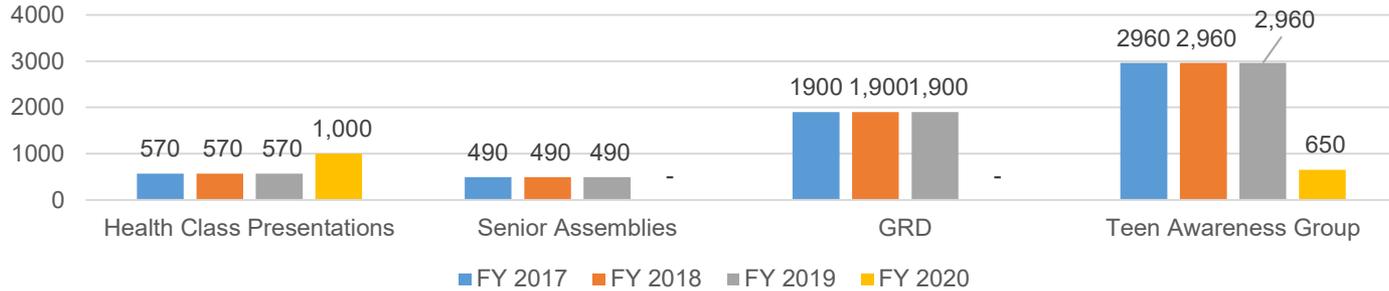


### Toquet Hall Student Visits\*

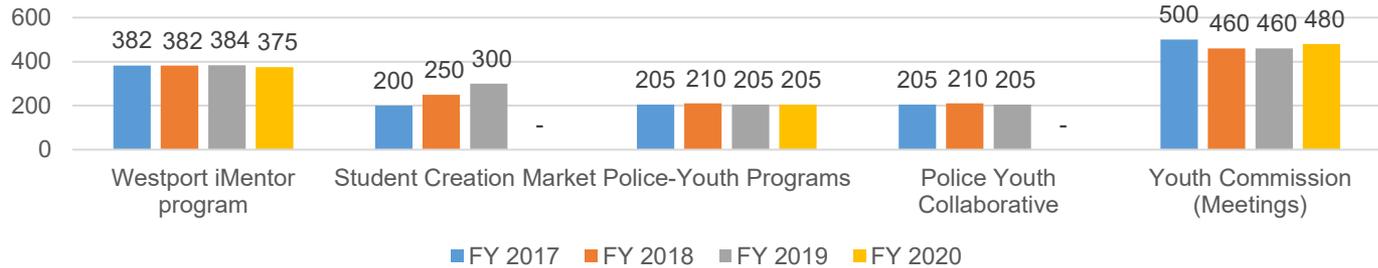


NOTE: COVID-related facility closures and physical distancing impacted Westport Together and Toquet Hall program participation.

### Number of Students Participating \*

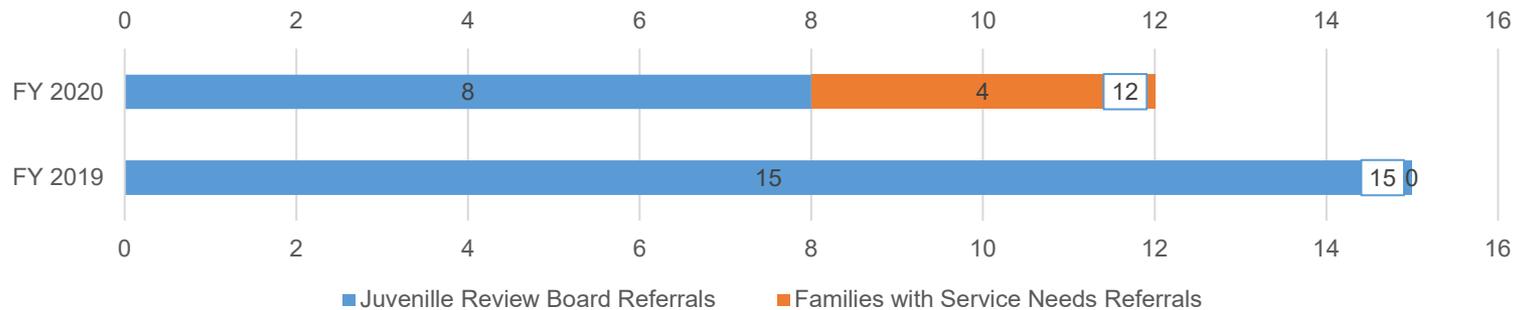


### Number of Students Participating\*



NOTE: COVID forced the cancellation of signature events that caused a decline in student participation numbers .

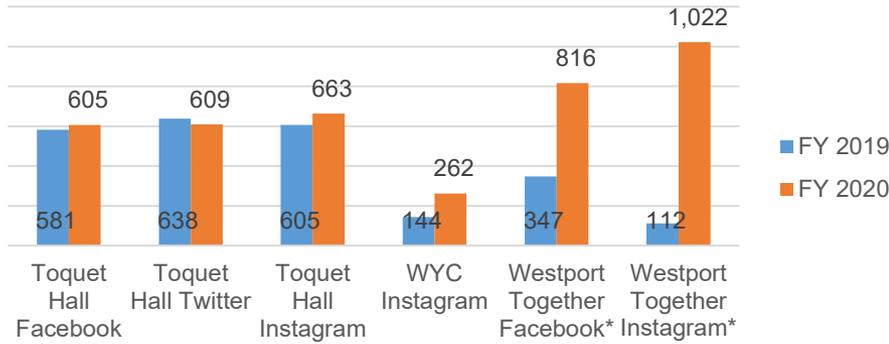
### Students Supported



# DIVISIONAL KEY PERFORMANCE INDICATORS

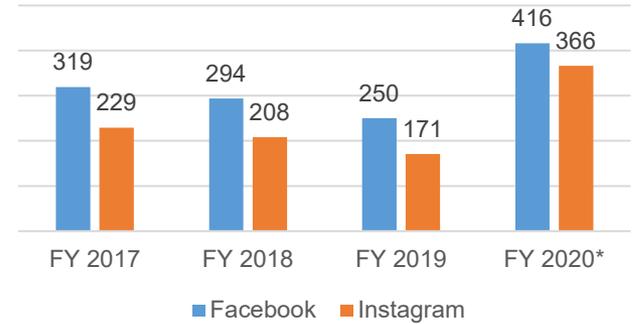
## 1. Continue to improve community engagement:

### Social Media Followers



NOTE: Westport Together launched in the fall of 2019.

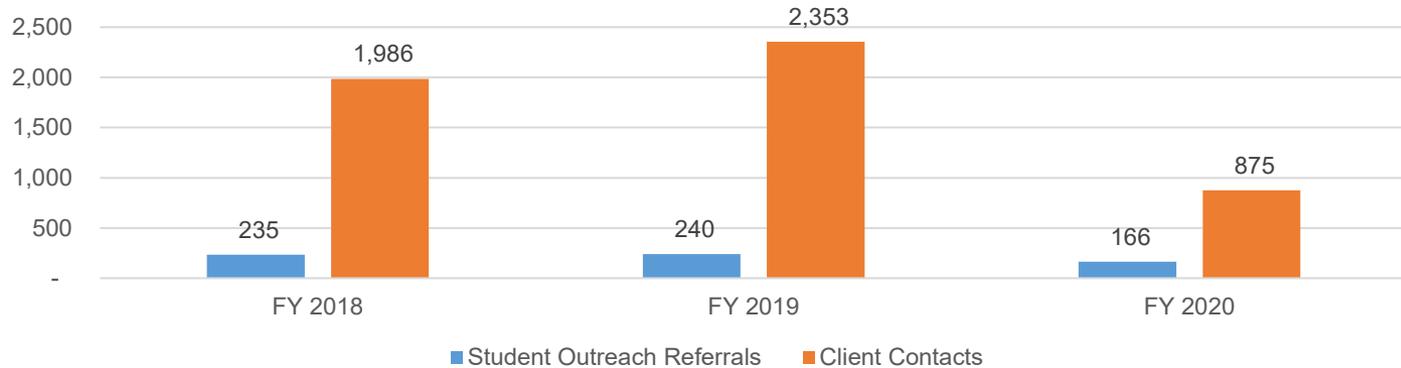
### Number of Social Media Posts



NOTE: COVID 19 forced increase in social media to educate, provide resources, and foster connections."

## 2. Enhance professional counseling support and crisis intervention services to Westport youth and their families:

### Student Outreach Referrals and Client Contacts

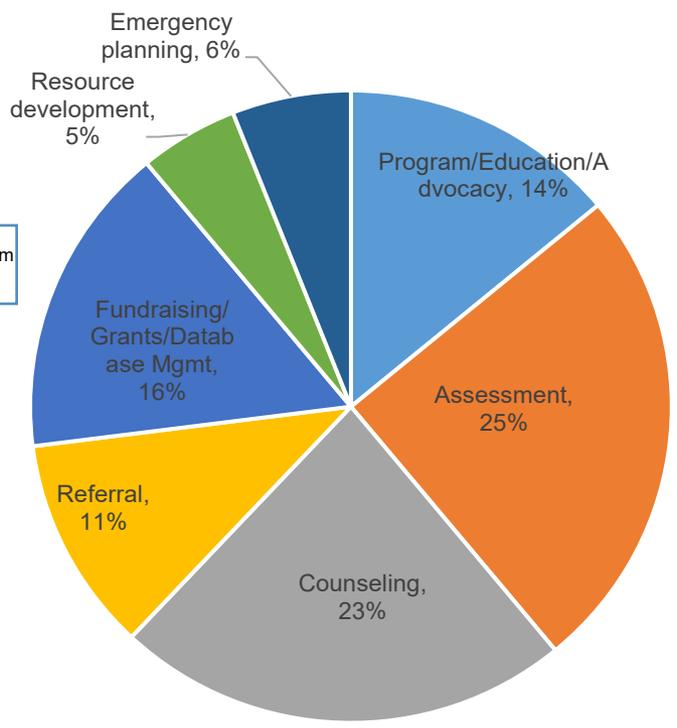
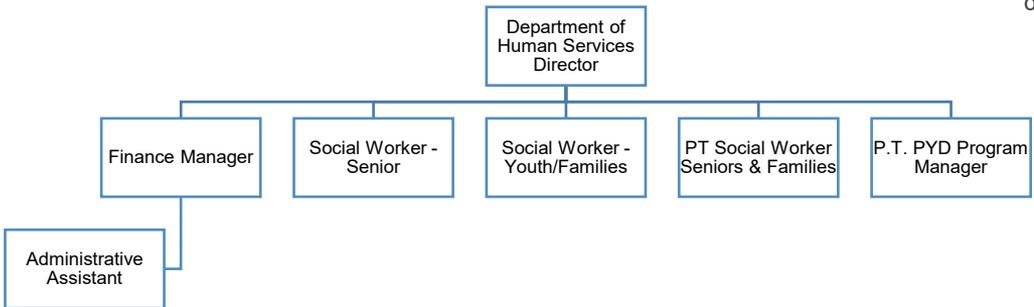


# 530 - Department of Human Services – Social Services Division

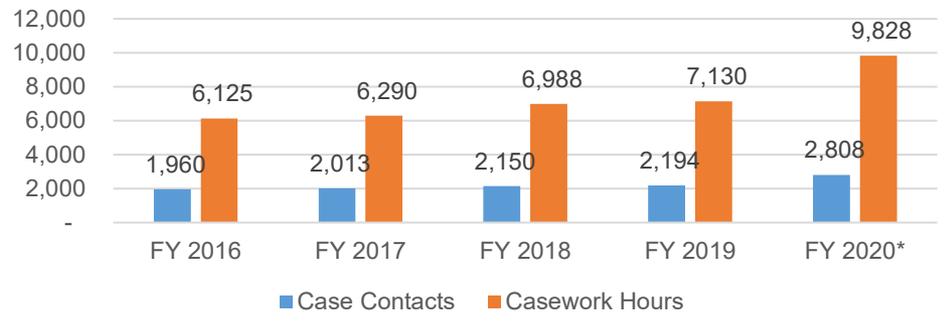
## DIVISIONAL MISSION

The Social Services division of the Human Services Department provides professional services which utilize a collective impact approach to address the needs of a diverse population of Westport residents, including financial stability, self-sufficiency, personal fulfillment and community supports. This division provides information, assessment, counseling and referral services related to eligibility for local, state and federal programs, prevention and intervention, and resource development with partnering agencies.

How Social Services Spends its Time



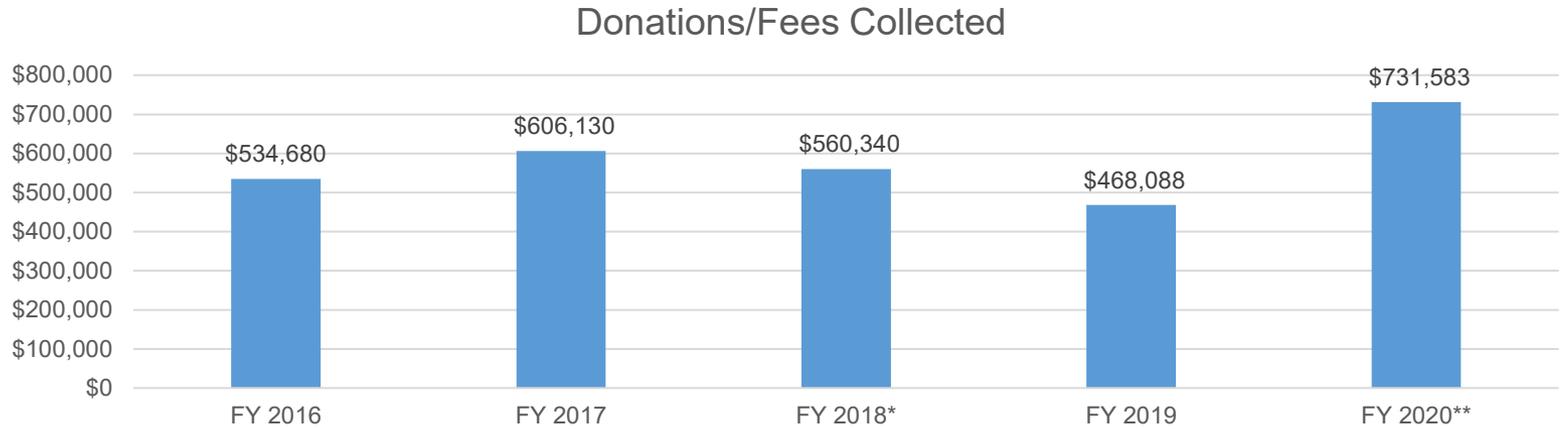
## Casework Statistics



NOTE: In FY 2020, there was an increase in requests for mental health and financial assistance due to COVID-19. More complex needs resulted in an increase in casework hours required.

## DIVISIONAL KEY PERFORMANCE INDICATORS

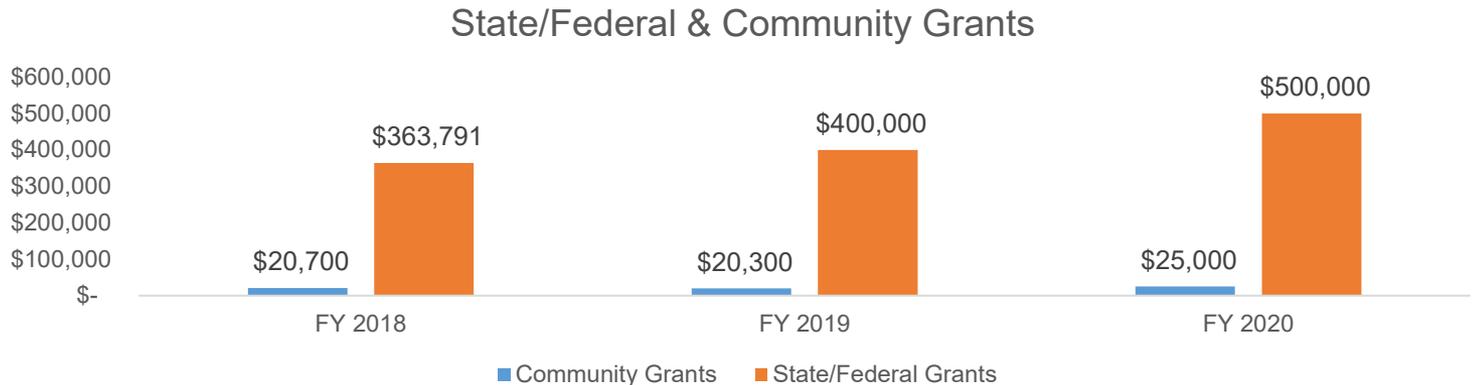
### 1. Accept community donations using online portal:



NOTE\*: In FY 2018, Social Services established an online donation portal entitled "We Care Westport"

NOTE\*\*: COVID-19 necessitated additional grant writing to address needs. The March 2020 Food Fund initiative raised over \$110,000 to address

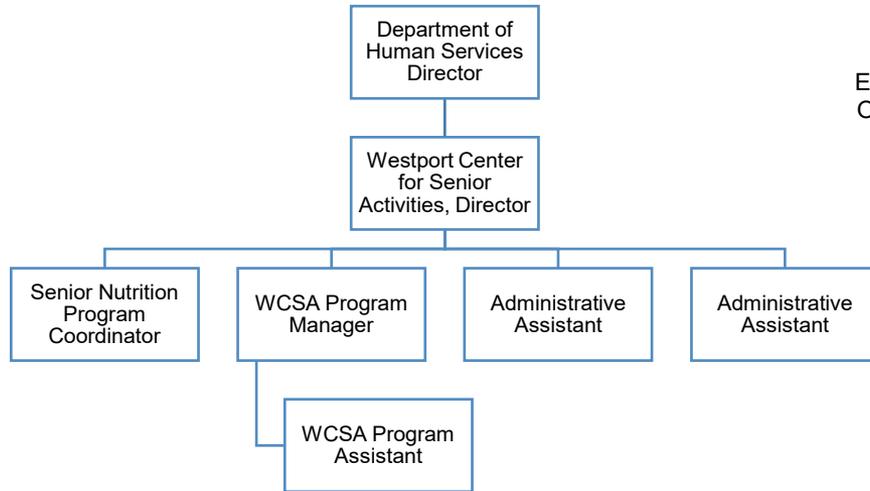
### 2. Apply for and receive community grants that support clients:



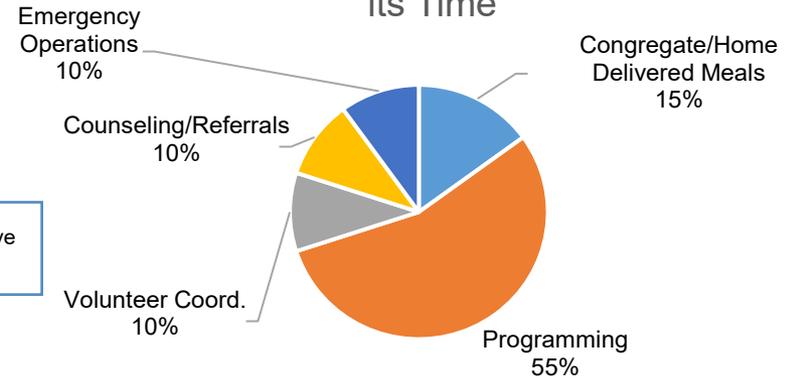
# 530 - Department of Human Services – Senior Services Division

## DIVISIONAL MISSION

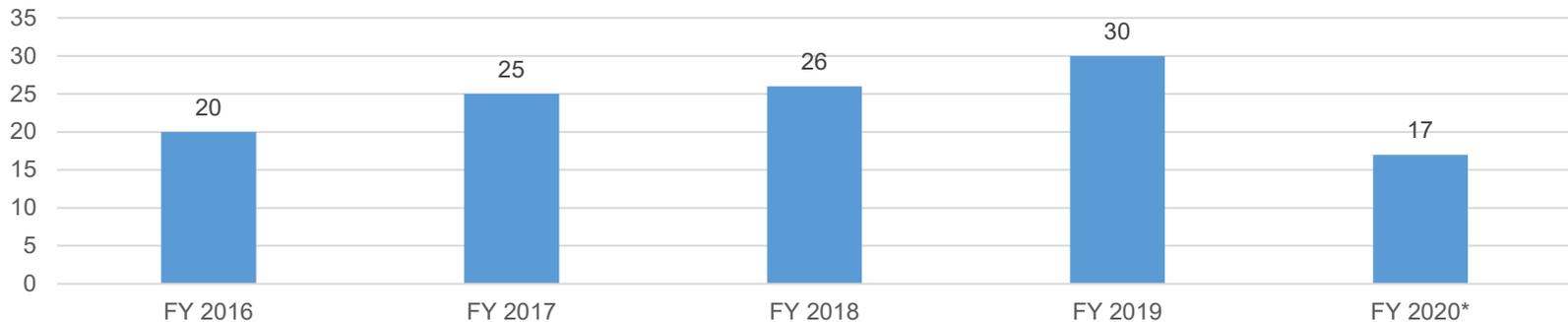
Senior Services operates the Center for Senior Activities and the Senior Nutrition Program including Congregate and Home Delivered Meals; daily social, recreational and enrichment programs for seniors; Information and Referrals to assist senior population access available resources and support.



How the Senior Services Division Spends its Time



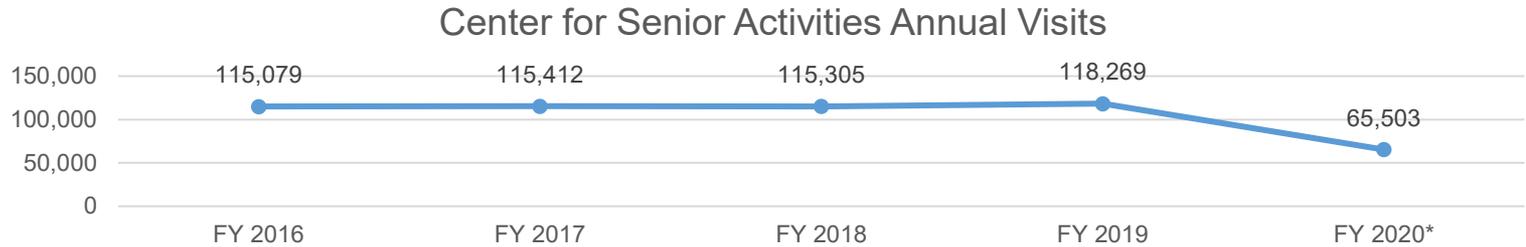
Number of Programs per Day



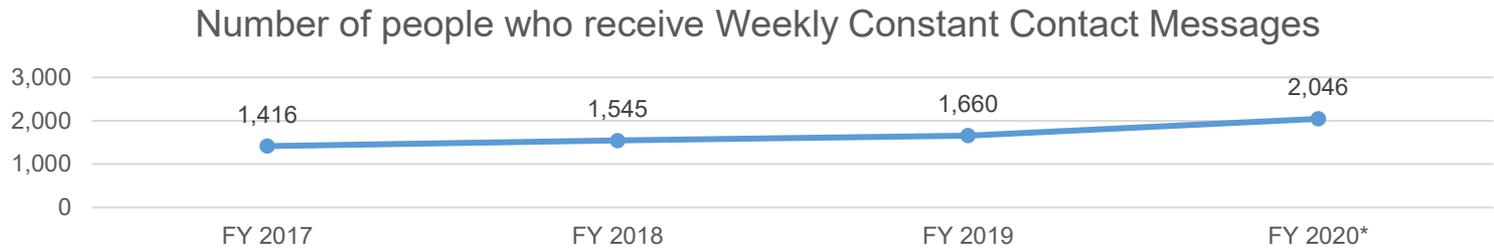
NOTE: WCSA closed its doors to all in-house programming on March 12, 2020. It pivoted to staff outreach efforts and ZOOM training and programming (Boomers to Zoomers).

## DIVISIONAL KEY PERFORMANCE INDICATORS

1. Provided daily social, recreational, and enrichment programs for seniors:

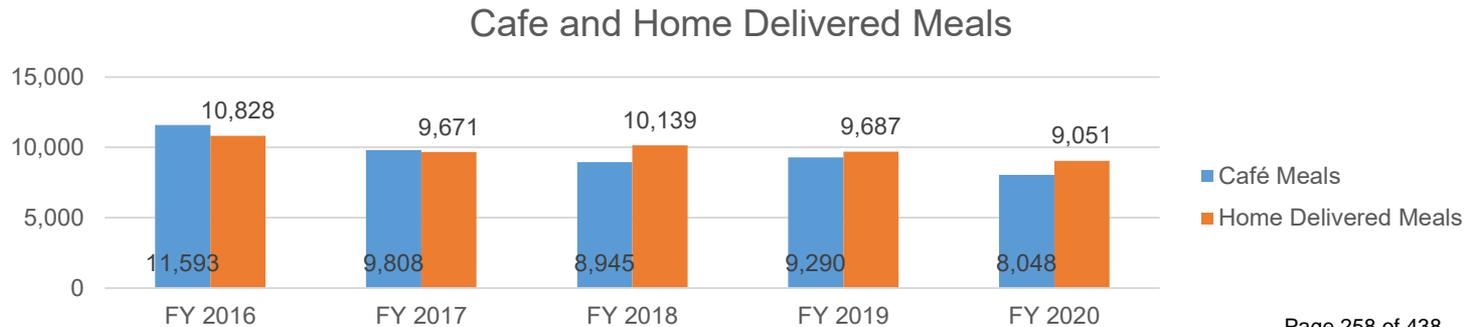


2. Enhanced communication efforts through weekly emails:



NOTE: Physical distancing and facility closure resulted in a drop in WCSA visits. However, more people signed up to receive WCSA newsletters, and staff engaged in outreach efforts to check on seniors' welfare.

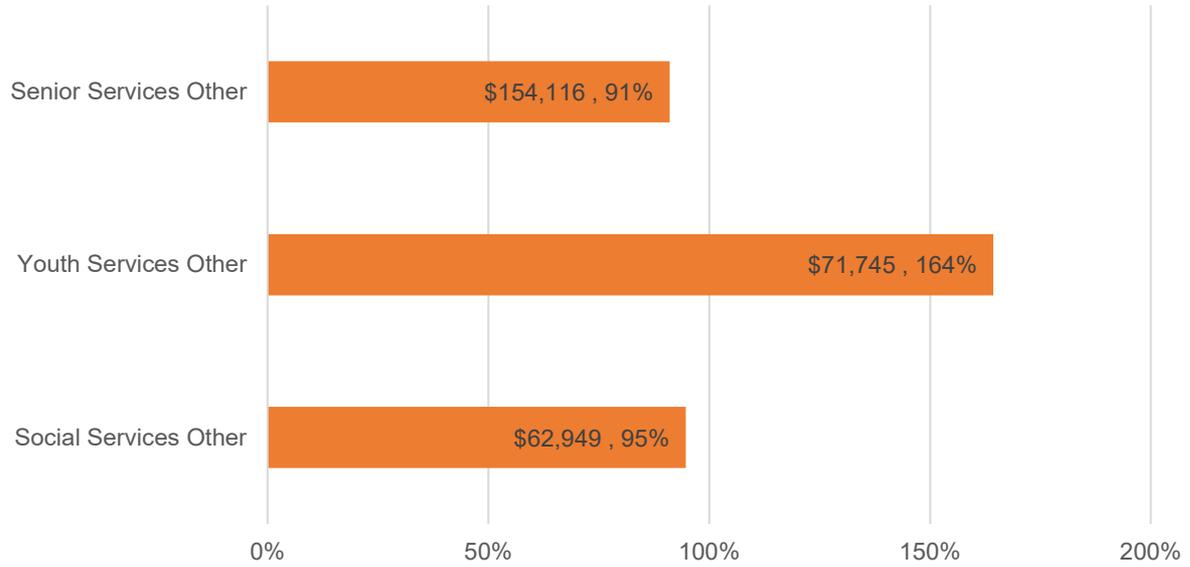
3. The Senior Nutrition Program served café and Home Delivered meals:



**DEPARTMENTAL SCORECARD OF FY 2020**

1. Stay within budget:

FY 2020 Percent of Budget Expended (non-personnel)



## 2. Met prior year goals:

- Launched “Westport Together” alliance to strengthen the health and well-being of Westport’s youth
- Expanded collaborations, partnerships & regionalization with Westport Together, Juvenile Review Board and Senior Center
- Enhanced social media presence to increase community awareness of available resources
- Continued staff training for emergency shelter operations and ADA requirements
- Implemented software at Senior Center for improved program management, data collection and efficiency

## 3. Waived or deferred goals:

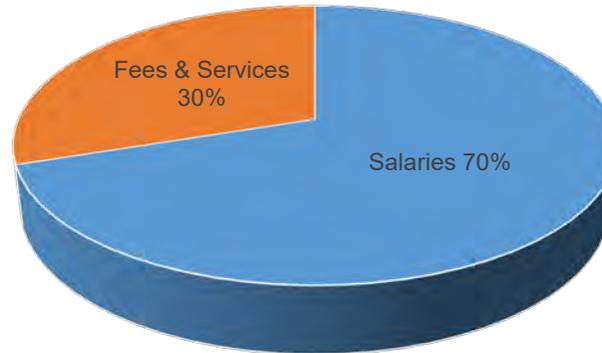
- HOLD: Expand assessment, data collection and program administration through Client Track software
- Complete community-based and school-based needs assessments to inform programming and 5-year strategic plan for all departments

## 4. Other accomplishments:

- Pivoted to address immediate basic needs of residents due to COVID-19
- Ran a \$100,000+ fundraiser and secured additional grant funding to assist with food and household expenses due to COVID-19
- WCSA established robust virtual programming via Zoom, YouTube, and public access tv in response to the center’s closure due to COVID-19
- Implemented several drive-thru meal programs to assist food-insecure seniors and other residents
- Partnered with Westport Public Schools (WPS) to enhance access to food resources
- Awarded Cares Act Funding to help residents and make COVID-related improvements to Homes with Hope facilities
- Negotiated new Student Outreach Counselor Program contract to include 1.5 clinicians with substance abuse and crisis/trauma training
- Implemented Hello Neighbor program to reduce the effects of COVID social isolation
- Established Westport Prevention Coalition and a Suicide Postvention Team
- Began accepting additional referrals for “Families with Service Needs” per State Guidelines

Human Services Staffing	
Division	Full Time Equivalent
Youth	2
Social	6
Senior	6
<b>Total</b>	<b>14</b>

FY 2021 Human Services Department Budget  
\$1.422M



**Budget Changes:** Additional laptops and Continuing Education funds for all staff to improve safety, cultural competency, and efficiency in making home visits and managing crisis situations off site;

**Goals:** Town-wide upgrades from Constant Contact to Mail Chimp and Survey Monkey business account as a tool to improve efficiencies and data management.

## DEPARTMENTAL PLANS FOR FY 2022

**Budget Changes:** None

**Goals:**

1. Improve assessment, data collection and program administration to capture racial/ethnic/cultural diversity data
2. Re-establish Community Support and Counseling Team for crisis situations
3. Review and enhance communication tools with attention to the needs of the disability population
4. Explore the structure and membership of commissions to fully realize the potential of community volunteerism
5. Establish an affordable housing administrator position to enhance knowledge and access to affordable housing
6. Enhance staff and community partner training around equity, diversity, anti-racism, and Restorative Justice
7. Explore information and "on-the-go" content delivery using podcasting and short video segments

**Capital Projects:** None

## DEPARTMENTAL STATEMENT OF FIVE-YEAR GOAL

As the Department of Human Services continues to leverage and develop community resources to benefit residents of all ages and incomes, DHS holds staff to a high standard of professional development through continuing education and exposures to diverse populations. DHS's 5-year plan includes senior, youth and social services division's use of available software and technology, collaboration with other agencies, town offices and professional development opportunities. In addition to basic social services providing financial assistance, food and housing resources, residents seek assistance in gaining access to health care, transportation, mental health and substance abuse supports requiring professional staff to possess a broad base of institutional knowledge to address emerging needs. DHS will continue to operate with fiscal responsibility and with a full complement of professional skills to meet the needs of all residents regardless of age, income or abilities.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>510 Youth Services</b>							
01 Salaries	181,149.52	150,200.00	154,593.25	157,605.00	157,605.00	157,605.00	1.9%
03 EH & OT	4,023.26	13,000.00	13,000.00	11,000.00	11,000.00	11,000.00	-15.4%
15 Trans. Allowance	126.44	350.00	350.00	350.00	350.00	350.00	0.0%
18 Fees & Services	16,377.96	20,057.00	20,057.00	22,035.00	22,035.00	22,035.00	9.9%
19 Contract Services	95,770.27	137,276.00	137,276.00	148,394.00	148,394.00	148,394.00	8.1%
25 Telephone	0.00	1,336.00	1,336.00	500.00	500.00	500.00	
30 Facility Maint.	0.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.0%
33 Advert & Print	0.00	100.00	100.00	100.00	100.00	100.00	0.0%
34 Postage	57.36	100.00	100.00	100.00	100.00	100.00	0.0%
41 Supplies	1,360.42	2,185.00	2,185.00	2,185.00	2,185.00	2,185.00	0.0%
59 Education & Exp.	199.00	300.00	300.00	300.00	300.00	300.00	0.0%
<b>510 Youth Services</b>	<b>299,064.23</b>	<b>327,404.00</b>	<b>331,797.25</b>	<b>345,069.00</b>	<b>345,069.00</b>	<b>345,069.00</b>	<b>4.0%</b>

**DHS (500) Salary Budget Detail**  
**FY 21-22**

510 - YOUTH SERVICES BUDGET 2021-22								29-January-2021 3:39 PM
<b>SALARIES</b>								
qty	Position	Grade & Step	Hourly Rate	No. of Hours	2020-21 Actuals	% Change	2021-22 Requests	FY 22 NOTES:
0.33	Director (1/3 Salary)				\$ 39,922.00	0.00%	\$ 39,922.00	
1.00	<del>Student Outreach Counselor*</del>				\$ -		0	*to contracted services
1.00	Youth Services Program Director				\$ 79,183.00	0.00%	\$ 79,183.00	
1.00	Youth Program Specialist		\$25.00	35	\$ 34,000.00	13.24%	\$ 38,500.00	increased from \$22.50 to \$2
<b>3.33</b>	<b>TOTAL SALARIES:</b>				<b>\$ 153,105.00</b>	<b>2.94%</b>	<b>\$ 157,605.00</b>	
<b>Total Dept Salary % Change</b>								
	<b>Youth</b>				\$153,105	2.94%	\$157,605	
	<b>Social</b>				\$413,724	0.30%	\$ 414,983	
	<b>Senior</b>				\$404,885	1.41%	\$ 410,576	
					<b>\$971,714</b>	<b>1.18%</b>	<b>\$983,164</b>	
<b>CONTRACTED SERVICES</b>								
	Toquet Hall Rent				\$ 37,276.00	3.00%	\$ 38,394.28	
4.00	<del>Student Outreach Counselor*</del>							* subcontracted
1.00	Net Prof Contracted Services				\$ 100,000.00	10.00%	110,000	kic \$85,000 & Liberation \$
	<b>TOTAL CONTRACT SVCS:</b>				<b>\$ 137,276.00</b>	<b>8.10%</b>	<b>\$ 148,394.28</b>	
<b>EXTRA HELP &amp; OVERTIME</b>								
qty	Position	& Step	Rate	Hours	EH&OT	% Change	EH&OT	
	Staff Event Supervision (P.T.)				\$ 12,000.00	-16.67%	\$ 10,000.00	
1.00	Police Security for special events				\$ 1,000.00	0.00%	1,000	
	<b>TOTAL OVERTIME:</b>							
	<b>TOTAL EXTRA HELP &amp; OVERTIME:</b>				<b>\$ 13,000.00</b>	<b>-15.38%</b>	<b>11,000</b>	

**DHS (500) Salary Budget Detail**  
**FY 21-22**

<b>510 - YOUTH SERVICES</b>		
	<u>Account</u>	<u>Description</u>
\$ 157,605	Salary	1 Full-time, master's level staff and 1 Full-time, Program Assistant
\$ 10,000	Extra Help	Part time/per diem staff to assist with weekend events & police
\$ 1,000	Overtime	increase extra help
\$ 350	Transportation	Travel expense for professional meetings, program development
\$ 22,035	Fees & Services	Includes: Eversource , SGC , HVAC, Alarm/security, Cable
		Elevator Maintenance & Safety Certification , Cleaning Service
		Website fees , ASCAP fees, SESAC fees, BMI Fees
\$ 38,394	Contract Services	Toquet Hall rent - 3% annual increase per lease
\$ 110,000	Contract Prof Services	KIC & Liberation - increase due to change of SOC program to a contracted service resulting in transfer from salary line (\$75,276 FT emp) and increase fee for service (\$100K for 1 FT + 1PT LDAC).
\$ 500	Voice/Data	Cell phone
\$ 2,500	Facility Maintenance	per Public Works
\$ 100	Advertising & Printing	Toquet Hall Brochures/ promotional flyers
\$ 100	Postage	General correspondence, Youth Commission, program information/announcements
\$ 2,185	Supplies	Office Supplies, Toquet Hall Snack Bar
\$ 300	Education & Expenses	Professional Membership & Staff Development, Conference Fees
\$ 345,069	<b>TOTAL REQUEST (Youth Srvcs)</b>	

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>520 Social Services</b>							
01 Salaries	371,134.33	413,724.00	425,061.25	414,983.00	414,983.00	414,983.00	-2.4%
03 EH & OT	10,810.79	11,362.00	11,362.00	10,000.00	10,000.00	10,000.00	-12.0%
15 Trans. Allowance	363.43	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.0%
18 Fees & Services	12,996.87	13,000.00	13,000.00	14,130.00	14,130.00	14,130.00	8.7%
25 Telephone	0.00	1,336.00	1,336.00	500.00	500.00	500.00	
26 Equip Maint/Oper	2,305.50	2,554.00	2,554.00	2,600.00	2,600.00	2,600.00	1.8%
33 Advert & Print	951.62	1,580.00	1,580.00	1,580.00	1,580.00	1,580.00	0.0%
34 Postage	1,281.85	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.0%
41 Supplies	3,230.37	3,350.00	3,350.00	3,500.00	3,500.00	3,500.00	4.5%
59 Education & Exp.	3,246.90	4,265.00	4,265.00	4,500.00	4,500.00	4,500.00	5.5%
62 Public Assistance	8,002.45	8,000.00	8,000.00	20,000.00	20,000.00	20,000.00	150.0%
CD Office Equipment	1,693.00	1,693.00	1,693.00	1,693.00	1,693.00	1,693.00	0.0%
CF Computers	0.00	1,000.00	1,000.00	3,000.00	3,000.00	3,000.00	
CG Software	14,735.25	25,547.00	25,547.00	16,169.00	16,169.00	16,169.00	-36.7%
<b>520 Social Services</b>	<b>430,752.36</b>	<b>490,711.00</b>	<b>502,048.25</b>	<b>495,955.00</b>	<b>495,955.00</b>	<b>495,955.00</b>	<b>-1.2%</b>

**DHS (500) Salary Budget Detail  
FY 21-22**

520 - SOCIAL SERVICES BUDGET 2021-22							29-January-2021 3:40
<b>SALARIES</b>							
qty	Position	noury Rate	Hours	2020-21 Actuals	% Change	2021-22 Requests	FY22 Notes:
0.33	Director (1/3 salary)			\$ 39,925	0.00%	\$ 39,925	
1.00	Finance Manager			\$ 90,829	0.00%	\$ 90,829	
1.00	Administrative Assistant II-7			\$ 67,076	0.00%	\$ 67,076	
1.00	Social Worker (LCSW)			\$ 75,526	0.00%	\$ 75,526	
1.00	Social Worker (LMFT)			\$ 61,170	0.00%	\$ 61,170	
0.75	Family Program Coord	\$ 33.83	28	\$ 49,256	0.00%	\$ 49,256	
0.50	Clinical Social Worker	\$ 30.00	20	\$ 31,200	0.00%	\$ 31,200	increase 18 to 20 hrs/w
<b>5.58</b>	<b>TOTAL SALARIES:</b>			<b>414,983</b>	<b>0.00%</b>	<b>414,983</b>	
<b>TOTAL DEPARTMENT % SALARY CHANGE</b>							
	<b>Youth</b>			\$ 153,105	2.94%	\$ 157,605	
	<b>Social</b>			\$ 414,983	0.00%	\$ 414,983	
	<b>Senior</b>			\$ 404,885	1.41%	\$ 410,576	
				\$ 972,973	1.05%	\$ 983,164	
<b>EXTRA HELP &amp; OVERTIME</b>							
qty	Position	Hourly Rate	No. of Hours	2020-21 EH & OT	% Change	2021-202 & OT	EH
1.00	Secretarial	\$ 12	988	\$ 11,362	-100.00%		move to extra help
	extra help and overtime					\$ 10,000.00	
	<b>TOTAL EXTRA HELP:</b>			<b>\$ 11,362</b>		<b>\$ 10,000</b>	

**DHS (500) Salary Budget Detail  
FY 21-22**

qty	Position	hourly Rate	Hours	2020-21 Actuals	% Change	2021-22 Requests	FY22 Notes:
<b>520 - SOCIAL SERVICES</b>							
	<u>Account</u>	<u>Description</u>					
\$ 414,983	Salaries	5 FT staff members/2PT: 4.33 Master's Level, 1 Admin Assist. & 1 PT program specialist					
\$ 10,000	Extra help & Overtime	Part time/per diem secretarial assistance					
\$ 1,500	Transportation	Travel expense for prof. meetings, casework					
\$ 15,000	Fees & Services	Homes With Hope Inc. , language line					
\$ 2,600	Equipment Maintenance	Copier (lease & usage charges) and Printer Cartridges					
\$ 500	Cell Phone						
\$ 1,580	Advertising & Printing	Department brochures, envelopes, letterhead, business cards					
\$ 1,800	Postage	Program announcements/information/General correspondence					
\$ 1,693	Office Equipment	For necessary office equip maintainance & upgrades					
\$ 3,000	Computers -SOC	2 New Laptop for home visits					
\$ 3,500	Supplies	Office Supplies, Meeting Supplies					
\$ 16,169.00	Computer Software	Client Track licensing fees ,web-based client database per contract 4% increase per yr					
\$ 4,500	Education & Expenses	Professional Development Seminars and Conferences for staff					
\$ 20,000	Public Assistance/Emergency	Response to resident's needs for emergency assistance + energy assistance					
\$ 496,825	<b>TOTAL REQUEST (Soc srvc)</b>						
<b>TOTAL BUDGET REQUEST FOR ALL DIVISIONS:</b>							
	<b>Youth</b>			331,797	4.00%	\$ 345,069	annual 3% rent & SOC
	<b>Social</b>			502,048	-1.04%	\$ 496,825	PA from senior to social
	<b>Seniors</b>			588,389	-4.26%	\$ 563,339	my sr center & annual mai
	<b>Total Request (all divisions):</b>			<b>1,422,234</b>	<b>-1.20%</b>	<b>\$ 1,405,233</b>	

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>530 Senior Services</b>							
01 Salaries	402,127.31	406,962.00	413,765.47	410,576.00	410,576.00	410,576.00	-0.8%
03 EH & OT	15,264.02	19,940.00	19,940.00	18,940.00	18,940.00	18,940.00	-5.0%
15 Trans. Allowance	369.69	500.00	500.00	500.00	500.00	500.00	0.0%
18 Fees & Services	82,099.76	99,897.00	99,897.00	89,535.00	89,535.00	89,535.00	-10.4%
25 Telephone	0.00	0.00	0.00	500.00	500.00	500.00	0.0%
30 Facility Maint.	4,712.98	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
33 Advert & Print	3,094.27	8,321.00	8,321.00	8,321.00	8,321.00	8,321.00	0.0%
34 Postage	1,349.80	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.0%
41 Supplies	7,705.42	11,130.00	11,130.00	12,130.00	12,130.00	12,130.00	9.0%
49 Other Material/Supp	13,321.50	13,836.00	13,836.00	13,836.00	13,836.00	13,836.00	0.0%
59 Education & Exp.	416.53	500.00	500.00	500.00	500.00	500.00	0.0%
62 Public Assistance	12,000.00	12,000.00	12,000.00	0.00	0.00	0.00	-100.0%
<b>530 Senior Services</b>	<b>542,461.28</b>	<b>581,586.00</b>	<b>588,389.47</b>	<b>563,338.00</b>	<b>563,338.00</b>	<b>563,338.00</b>	<b>-4.3%</b>

**DHS (500) Salary Budget Detail  
FY 21-22**

530 - SENIOR SERVICES BUDGET 2021-22					29-January-2021 3:40 PM			
<b>SALARIES</b>								
qty	Position	Grade & Step	Hrly Rate	No. of Hours	2020-21 Actuals	% Change	2021-22 Requests	FY22 Notes:
0.33	Director (1/3 Salary)				\$ 39,925	0.00%	\$ 39,925	
1.00	CSA Director	n/a			\$ 100,446	0.00%	\$ 100,446	
1.00	Administrative Assistant I	IV-7			\$ 61,257	0.00%	\$ 61,257	
1.00	Admin Assist. I	IV-4			\$ 52,917	0.00%	\$ 52,917	
1.00	CSA Program Manager	n/a			\$ 66,301	0.00%	\$ 66,301	
1.00	*Assistant Prog Manager	n/a	\$26.50	35	\$ 42,539	13.38%	\$ 48,230	below competitive salary
1.00	Nutrition Program Coordinator		\$ 25	35	\$ 41,500	0.00%	\$ 41,500	below competitive salary
<b>6.33</b>	<b>TOTAL SALARIES:</b>				<b>\$ 404,885</b>	<b>1.41%</b>	<b>\$ 410,576</b>	
<b>TOTAL DEPARTMENT % SALARY CHANGE</b>								
	<b>Youth</b>				\$ 153,105	2.94%	\$ 157,605	
	<b>Social</b>				\$ 414,983	0.00%	\$ 414,983	
	<b>Senior</b>				\$ 404,885	1.41%	\$ 410,576	
					\$ 972,973	1.05%	\$ 983,164	
<b>EXTRA HELP &amp; OVERTIME</b>								
qty	Position	Grade & Step	Hourly Rate	No. of Hours	2020-21 EH&OT	% Change	2021-2022 EH & OT	
	Temp HDM Staff				\$ 3,000		\$ 2,000	temp staff as needed
	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	
	<b>TOTAL EXTRA HELP:</b>				<b>\$ 19,940</b>	<b>-5.02%</b>	<b>\$ 18,940</b>	
<b>FEES &amp; SERVICES</b>								
1.00	Chef				\$ 36,000	0.00%	\$ 36,000	
1.00	Dishwasher				\$ 16,276	3.00%	\$ 16,764	
	Instructor Fees				\$ 17,500	2.86%	\$ 18,000	
	Scholarships				\$ 4,500	0.00%	\$ 4,500	
	Fitness Equip Maintenance				\$ 2,500	0.00%	\$ 2,500	
	Kitchen maintenance				\$ 2,600	38.46%	\$ 3,600	
	Office Equip Maintenance				\$ 2,121	0.00%	\$ 2,121	
	misc. licenses, cable				\$ 3,150	0.00%	\$ 3,150	
	My Senior Express				\$ 250	1060.00%	\$ 2,900	annual fees and readers
	My Senior Center ***new software				\$ 15,000.00	-100.00%	\$ -	
	<b>TOTAL FEES &amp; SRVCS:</b>				<b>\$ 99,897</b>	<b>-10.37%</b>	<b>\$ 89,535</b>	

**DHS (500) Salary Budget Detail  
FY 21-22**

<b>530 - SENIOR SERVICES</b>		
	<u>Account</u>	<u>Description</u>
\$ 410,576	Salaries	Staff salaries for 7 staff members at WCSA
\$ 18,940	Extra Help	HDM staff
\$ 500	Transportation	Travel expense for professional meetings, casework (\$500).
\$ 89,535	Fees & Services	covers cost for classes offered @no charge; Scholarship - program fees for income eligible
\$500	Voice/Data	Fitness/Kitchen/Office Equipment Annual Maintenance, HDM software, Cablevision phone
\$ 5,000	Facilities Maintenance	CSA annual maintenance expense per Public Works
\$ 8,321	Advertising & Printing	Westport Warm Up ; Dept. brochures, letterhead, etc.
\$ 3,500	Postage	Adm. , Bulk Permit , Warm Up Fund mailing +Misc .
\$ 12,130	Supplies	Adm. Supplies - Includes CSA Printer Cartridges (incr) & Grab-n-go .
\$ 13,836	Other Materials & Supplies	CSA Program/Event Supplies class supplies and refreshments.
\$ 500	Education & Expenses	Professional Membership & Staff Development, Conference Fees
\$ -	Public Assistance/Winter F	Emergency assistance to residents for fuel expenses ***MOVED TO SOCIAL SERVICES***
\$ 563,339	<b>TOTAL REQUEST ( Sr. Svcs.)</b>	

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**WESTPORT PUBLIC SCHOOLS  
BOARD OF EDUCATION'S FY 2021-2022 PROPOSED BUDGET**

**Line Item Budget**

2017-2018 Year-End Expense	2018-2019 Year-End Expense	2019-2020 Year-End Expense	2020-2021 BUDGET	2020-2021 Projected Expense (2Q)	DESCRIPTIONS	FY 2021-22			2021-2022 PROPOSED BUDGET	DIFF ADOPTED 20-21 BUD	% CHG 21-22 TO 20-21 BUD
						CURRENT SERVICES	ENROLL- MENT	CHANGE TO PROGRAM			
74,839,033	76,386,228	76,658,890	79,163,194	78,812,504	100 TOTAL SALARIES	81,871,493	(101,483)	(111,800)	81,658,210	2,495,016	3.15%
17,229,838	18,507,501	18,533,485	19,686,480	19,757,238	200 TOTAL BENEFITS	20,890,900	(78,000)	(24,000)	20,788,900	1,102,420	5.60%
1,985,555	2,134,035	1,921,190	1,966,270	1,976,621	300 TOTAL PURCHASED SVCS	2,152,279	-	65,750	2,218,029	251,759	12.80%
6,076,919	5,574,675	5,771,592	6,729,215	7,356,146	400 TOTAL PROPERTY SVCS	6,634,957	-	-	6,634,957	(94,258)	-1.40%
9,486,559	9,642,231	9,349,282	10,593,970	11,427,072	500 TOTAL OTHER PURCH SVCS	11,373,229	-	-	11,373,229	779,258	7.36%
2,698,290	2,418,264	2,517,052	2,647,252	2,726,630	600 TOTAL SUPPLIES, ETC.	2,913,910	-	-	2,913,910	266,658	10.07%
1,161,612	923,902	1,183,412	584,853	1,075,399	700 TOTAL EQUIPMENT	825,761	-	-	825,761	240,908	41.19%
498,338	516,764	507,933	565,254	556,180	800 TOTAL OTHER	529,302	-	-	529,302	(35,952)	-6.36%
\$ 113,976,138	\$ 116,103,600	\$ 116,442,836	\$ 121,936,488	\$ 123,687,794	TOTAL	\$ 127,191,831	\$ (179,483)	\$ (70,050)	\$ 126,942,298	\$ 5,005,810	4.11%
				Note: Does not include CRF grant, & CO Acct credits	DOLLAR DIFFERENCE	\$ 5,255,343	\$ (179,483)	\$ (70,050)	\$ 5,005,810		
					PERCENT CHANGE	4.31%	-0.15%	-0.06%	4.11%		

**WESTPORT PUBLIC SCHOOLS  
2021-2022 REVENUE OFFSET BUDGETS**

		# Students	Project Return & Special Ed	# Students	Pre-School	Total Revenue Offset Budgets
<b>PROJECTED REVENUE</b>			\$ -		\$ 225,854	\$ 225,854
Tuition Type	Est. Tuition					
<b>Project Return/Special Ed</b>						
Partial Self Contained		-	\$ -			\$ -
<b>PRE-SCHOOL</b>						
5 days per week	\$ 7,065			15	\$ 105,972	105,972
Extended Day	\$ 10,898			11	\$ 119,883	119,883
Employee Regular Day	\$ 1,766			-	\$ -	-
Employee Extended Day	\$ 2,725			-	\$ -	-
<b>APPROPRIATION REQUESTED</b>		<b>0</b>	<b>\$ -</b>	<b>26</b>	<b>\$ 225,854</b>	<b>\$ 225,854</b>
<b>BUDGETED EXPENDITURES</b>						
<b>STAFF</b>						
Teacher				1.20	88,882	88,882
Paraprofessionals				1.00	\$ 34,253	34,253
Nurse				0.20	\$ 15,344	15,344
<b>BENEFITS</b>						
Health					\$ 60,000	60,000
Social Security/Medicare					\$ 5,083	5,083
<b>CONTRACTED SERVICES</b>						
(OT/PT, Consultations, Evals, Other)						22,293
<b>PROJECTED EXPENDITURES</b>		<b>0</b>	<b>\$ -</b>	<b>2.40</b>	<b>\$ 203,561</b>	<b>\$ 225,854</b>
<b>Revenue generated but no appropriation requested for:</b>						
Non Resident Tuition	\$ -					
Employee Tuition	\$ 133,350					
	\$ 133,350					

**WESTPORT PUBLIC SCHOOLS  
PRIVATE SCHOOL BUDGET**

<b>Object Code</b>	<b>Description</b>	<b>2017-2018 Year-End Expenditures</b>	<b>2018-2019 Year-End Expenditures</b>	<b>2019-2020 Year-End Expenditures</b>	<b>2020-2021 ADOPTED BUDGET</b>	<b>2021-2022 PROPOSED BUDGET</b>
109	Special Ed Teacher	51,823	52,600	55,945	54,191	55,004
126	Nurses	49,613	50,605	51,617	52,650	53,703
155	Non-Certified Subs	-				
210	Health Insurance	15,374	17,357	18,901	22,293	24,076
220	FICA/Med	4,385	4,463	4,622	4,813	4,906
510	Pupil Transportation	223,691	223,691	238,830	321,995	339,706
517	Pupil Transp - Fuel, Buses	23,750	23,750	23,885	28,738	30,175
	<b>TOTAL</b>	<b>\$ 368,636</b>	<b>\$ 372,466</b>	<b>\$ 393,800</b>	<b>\$ 484,678</b>	<b>\$ 507,569</b>

**WESTPORT PUBLIC SCHOOLS  
ESTIMATE REVENUES FOR 2021-2022**

Description	2016-2017 Revenue Actual	2017-2018 Revenue Actual	2018-2019 Revenue Actual	2019-2020 Revenue Actual	2020-2021 Revenue Estimate	2021-2022 Revenue Estimate	2021-2022 Increase/ (Decrease)
STATE REVENUE							
Educational Cost Sharing Grant	454,422	380,517	493,831	526,903	507,728	507,728	-
	\$ 454,422	\$ 380,517	\$ 493,831	\$ 526,903	\$ 507,728	\$ 507,728	\$ -
TUITION REVENUES							
Stepping Stones Pre-School	157,878	145,499	140,713	101,734	283,352	225,854	(57,498)
Tuition Out-of-District	136,666	157,337	138,962	216,755	133,350	133,350	-
	\$ 294,544	\$ 302,836	\$ 279,675	\$ 318,489	\$ 416,702	\$ 359,204	\$ (57,498)
MISCELLANEOUS REVENUES							
Staples Trust Fund	24,111	23,664	25,844	-	20,000	20,000	-
School Construction Grants	251,973	601,500	-	-	-	-	-
Rentals & Reimbursements	140,592	139,207	131,502	100,352	137,000	137,000	-
Miscellaneous Revenues	-	-	-	-	-	-	-
	416,676	764,370	157,346	100,352	157,000	157,000	-
	<b>\$ 1,165,642</b>	<b>\$ 1,447,724</b>	<b>\$ 930,852</b>	<b>\$ 945,744</b>	<b>\$ 1,081,430</b>	<b>\$ 1,023,932</b>	<b>\$ (57,498)</b>

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>650 Board of Education</b>							
61 Board of Education	115,906,774.61	121,936,487.00	121,936,487.00	126,942,298.00	125,594,582.00	125,594,582.00	3.0%
63 Program Expenses	101,733.91	283,352.00	283,352.00	225,854.00	225,854.00	225,854.00	-20.3%
<b>650 Board of Education</b>	<b>116,008,508.52</b>	<b>122,219,839.00</b>	<b>122,219,839.00</b>	<b>127,168,152.00</b>	<b>125,820,436.00</b>	<b>125,820,436.00</b>	<b>2.9%</b>
<b>651 BOE Rentals/Reimbursements</b>							
63 Program Expenses	100,351.80	0.00	0.00	0.00	0.00	0.00	0.0%
<b>651 BOE Rentals/Reimbursements</b>	<b>100,351.80</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>652 Aid to Pvt &amp; Parochial Schools</b>							
63 Program Expenses	393,800.00	484,679.00	484,679.00	507,569.00	507,569.00	507,569.00	4.7%
<b>652 Aid to Pvt &amp; Parochial Schools</b>	<b>393,800.00</b>	<b>484,679.00</b>	<b>484,679.00</b>	<b>507,569.00</b>	<b>507,569.00</b>	<b>507,569.00</b>	<b>4.7%</b>
<b>654 Debt Service-Long Term</b>							
56 Principal	7,671,000.00	7,007,631.00	7,007,631.00	7,351,612.00	7,351,612.00	7,351,612.00	4.9%
57 Interest	1,130,107.76	1,717,799.00	1,717,799.00	1,725,146.00	1,725,146.00	1,725,146.00	0.4%
<b>654 Debt Service-Long Term</b>	<b>8,801,107.76</b>	<b>8,725,430.00</b>	<b>8,725,430.00</b>	<b>9,076,758.00</b>	<b>9,076,758.00</b>	<b>9,076,758.00</b>	<b>4.0%</b>
<b>656 BOE Transfers to Other Funds</b>							
67 Transfer2Other Fund	1,182,504.64	0.00	0.00	0.00	0.00	0.00	0.0%
<b>656 BOE Transfers to Other Funds</b>	<b>1,182,504.64</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>

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# THE WESTPORT LIBRARY OPERATING BUDGET REQUEST FOR 2021-2022

## EXECUTIVE SUMMARY

The Library will be impacted by the COVID pandemic for a third straight FY. The effects on FY 19-20 were somewhat small, because COVID only impacted the last quarter of the FY, but last year it impacted the library in two very powerful ways. First, we had to reinvent all our services to provide a high quality of services to the Town. The flexibility of our staff and new facility allowed us to adapt nimbly. Second, it decimated our ability to raise the money for the library contribution-down \$805,000. Those impacts were mitigated tremendously by qualifying for and receiving a PPP loan, protecting the Town from cost exposures.

For FY 21-22, as we make a gradual return to full operations, we have to face continued COVID protocol costs, a staff salary increase, and costs to deliver both physical/in-person and digital/remote services. Therefore, we have taken an aggressive approach to the budget from a zero-based perspective to look at what we need to do to maintain a high level of services and are coming in with a budget that is only 0.8 % higher overall than our previous pre-COVID budget. To fund this operating budget and deliver high-quality service levels, we are committing to covering the slight increase with library-generated revenues. The Library investigated, but unfortunately, we do not qualify for another PPP loan. Therefore, we are requesting no increase in the town appropriation for FY 21-22.

The Westport Library is requesting funding of \$4,817,653 from the Town of Westport toward its proposed budget of \$6,261,529. The overall proposed budget is only 0.8% higher than the present year budget, managed through a reduction in FTE positions despite mandated salary increases for most employees. The requested Town contribution is flat from the present year and amounts to 76.9% of the total budget, reduced from 77.5% of the total budget this year.

### **A. Library Response to COVID-19 Pandemic**

The COVID-19 pandemic created challenges for the Westport Library to reimagine how, when and where we serve our patrons. Throughout this period the Library has remained true to its mission, continuing to function and respond to the new situations presented by finding creative ways to serve Westport.

The Library communicated its flexibility with the Transformed Library last year. Its response to COVID-19 is an excellent example of that flexibility and ability to pivot to find new ways to serve the community. Opportunities have emerged to reach new audiences and new users by inventively expanding the role of the Library in the community. During this time of unprecedented uncertainty, the staff stepped up their efforts by pushing outside their comfort zones through bold experimentation and by taking initiative to accelerate the vision for the Transformation Project.

Taking advantage of both its traditional and non-traditional roles, the Library supported the community during the pandemic by fostering access to critical information and resources through its role as institutional supporters, use managers, information disseminators, internal planners, community supporters, government partners, educators and trainers, and information community builders. With the rapid development of virtual and digital media, the Library was also quick to pivot and leverage new technology and online platforms to promote our long-lasting mission to help and support the community in challenging and stressful times as well as in good times. In freeing ourselves from the restrictions of hours and physical location, the Library expanded the use of technology to connect with community and patrons in a new way. We made new technology enhancements to support our virtual programming and to present unique opportunities to explore and demonstrate how public libraries can use and benefit from using virtual platforms to reach patrons where they live.

In the ten months since the start of the pandemic, the Library developed a comprehensive, flexible, six-phased approach to re-opening the building after the shutdown in mid-March 2020. As a result, in June the Westport Library was the first public building to reopen in Westport; and one of the first public libraries to re-open in the state. With no state or federal guidelines to draw from, the Library developed its own quarantine system for mitigating the spread of the virus via library materials. We provided safe access to physical materials through curbside pickup service and created a home delivery service for those Westport residents who are either homebound or fall into a high-risk category that prevents them from visiting the Library. The Library also secured a PPP loan of \$980,000 to partially offset the library's anticipated \$1 million shortfall due to the pandemic. If not for the loan, the Library would be compelled to seek a supplemental appropriation from the Town to make up for the shortfall. The PPP loan enables the library to avoid scaling down services to the community, avoid layoffs, retain all fulltime staff, and insulate the Town from additional costs to help ameliorate our deficit due to COVID-19.

Since the opening of the new Library, we have significantly expanded community partnership and collaboration. This was especially true during the pandemic. The Library's Job Search Work Team, a program dedicated for anyone who is actively seeking employment, helped 34 individuals obtain gainful employment. We provided instructions to school principals on how their staff could obtain Westport library barcodes to access our digital collections using Hoopla. Hoopla is a web and mobile library media streaming platform for audio books, comics, e-books, movies, music, and TV. Teachers and students have unlimited access to its collection of digital media. It is a valuable resource for teachers since all the students in a class can simultaneously check out the same book, unlike other digital content which allows for one check-out at a time. We have worked directly with teachers to purchase dozens of titles for them for use with their students. Our staff worked with the elementary library media specialists to provide a virtual tour of our digital platforms. When we obtain additional free resources, such as Crabtree digital and Tumblebooks, we email that information to teachers and library media specialists so they can use those materials.

We have worked directly with Staples High School guidance department to promote webinars for students that nearly 1,000 students attended. We have sought input from teachers on our summer reading program. We have included school representatives in discussions about our re-opening plans to get their feedback and learn from any best practices they have

implemented. We have created about 100 special Library cards for Westport teachers since we first closed the library in March. These cards afford teachers extended check-out periods for materials that can be helpful in supporting their classroom activities.

# Westport Library Response to Pandemic

## CHALLENGES

- Members of our community could no longer rely on in-person services (e.g. reference materials, meeting spaces, events, or physical materials) compelling the Library to find alternative methods of providing same (e.g. e-books, live streamed programming)
- Library fundraising and operational revenue was significantly handicapped
- Increased requirements for cleaning and sanitization drove unavoidable cost increases
- Maintaining health & safety of staff and patrons

## ACHIEVEMENTS

### **Helped address challenges faced by teachers and students**

- Created virtual Summer Camp programming that helped fill the gap for Westport's children left by otherwise cancelled programs throughout Fairfield County
- Provided access to Library digital resources and programming to the Westport schools, assisting students, teachers and administrators with educational webinars, online tutoring and access to books and other resource materials

### **Supported community's need to connect and engage during pandemic**

- The Library's Job Search Work Team, a program dedicated for anyone who is actively seeking employment, helped 33 individuals obtain gainful employment
- Massive expansion of digital programming to ensure community remained informed, entertained and connected during this period of relative isolation
- Introduced new technology, such as Zoom, Crowdcast, and robotic cameras in the Trefz Forum to support broader reach and to facilitate a better program experience
- Offered curbside service and home delivery to ensure continued access to Library materials, while maintaining safety as a priority for the community and staff
- Increased community access to materials for reading/listening/watching/working by expanding digital collection
- Developed Resource guides to connect patrons with community resources
- Printed over 300 PPE masks for Norwalk Hospital
- Issued Library cards to Westporters remotely to facilitate access to digital materials
- In the wake of Tropical Storm Isaias, with much of the Town's residents unable to access basic utilities, the Library provided 13,362 people with free Wi-Fi as well as access to power and air conditioning

### **Financial and Operations Management**

- First public building in Westport to reopen in June
- Developed a phased approach to reopening the Library after the shutdown, taking into account Health and Safety considerations and impacts on Library operations
- Managed staff for maximum productivity while supporting their health, safety and wellbeing
- Managed budget prudently to realize savings and minimize impact of revenue losses
- Secured \$980,000 PPP Loan to offset revenue shortfalls, maintain services and avoid layoffs, all without having to burden the Town with requests for supplemental appropriations

## B. FY 2021-22 Budget Assumptions, Sensitivities, and COVID-19 Reopening Plans

This year's budget was approached from a zero-based perspective, identifying savings to offset contractually mandated increased costs of staffing and healthcare. The comparisons made in this proposed FY 2021-22 budget are based on the budget that was approved by the Town for FY 2020-21. The comparisons do not reflect adjustments that were made in FY 2020-21 due to the pandemic.

The budgeting assumption is that by the start of the FY, the Library will be in Phase 4 of its re-opening plans, and by Q2, the Library will be in Phase 5, or fully operational. Please see schedule below for more details. By July, we are hopeful that we will have reached the summit of the pandemic and begin to see a natural return to operations. Nevertheless, we anticipate that COVID will continue to impact the Library's budget for a third straight year into the 2021-22 FY.

# COVID-19 LIBRARY BUILDING REOPENING

## PHASED PLAN FY 2021-22 SCHEDULE

### Q1: PHASE 4 – Expanded onsite services/patrons allowed to remain in building with restrictions

**Context:** Physical distancing guidelines have been relaxed to allow for smaller group gatherings. Large group gatherings are still considered a risk.

**Summary:** There may be limitations on larger group gatherings for meetings and programs. Community engagement and outreach to young children in-person (i.e., school visits) is still suspended. Cafe continues to make progress toward regular service hours and operations. Library's store re-opens.

**Staffing:** Essential and patron-facing staff begin to return for normal hours inside the building.

**Non-essential amenities:** Access to non-essential library services and collections are reinstated, including the toy collection, interactive play areas, and Library of Things.

**Maker Space & Media Studios:** Will be made accessible during this phase with safe social distancing guidelines in place.

**Technology & Computers:** Public PCs and copy/scan/print/fax stations are accessible with socially distant intervals at all locations; Device checkouts (Laptop Kiosk) are permitted and all computers in operation.

**Programming:** Limited in-person programming based on current guidelines from the State, however, large group gatherings are still considered a risk. The Library will continue to offer programming virtually. Programs for children in grade school and older may be offered as well as teen programming, but children, caregivers and parents must be able to understand and practice safe hygiene and physical distancing.

### Q2: PHASE 5 – Service return to “our new normal”

**Context:** Infection threat is considered low or non-existent or there is a vaccine that is widely available.

**Summary:** Larger group gatherings of all ages for meetings or library programs are allowed in meeting and program spaces at all three levels, including outdoors. Visits to schools and other outreach efforts resume.

**Hours:** Normal hours of operation.

Several key sensitivities that may impact this budget include the following:

- Status of the COVID-19 pandemic, including infection rates and availability of vaccines.
- Restrictions may remain in place regarding social distancing, forced restrictions on the number of people who can attend in-person events, and ongoing limitations around building capacity.
- Longer term impact of the pandemic on the economy, particularly local and state economies, which could continue to adversely impact fundraising and revenues.
- Community members' comfort level with returning to pre-COVID public activities.
- Salary & Medical Expenses – While salary decisions generally fall in line with Town Departments (teachers, police, fire), these decisions remain subject to negotiations with the union.
- Union contract expires on June 30, 2021, or the end of the current fiscal year. Negotiations on a new contract will begin in February.
- Some people who have enjoyed digital programs and digital materials may choose not to return to in-person programs or to reading physical books which will necessitate the Library continuing to operate as both a physical and a virtual Library. While desirable since it will increase our reach, this also comes with increased costs.

During the pandemic, the Library made a successful transition from in-person programs to creating robust virtual programming. New technology, including robotic cameras strategically placed inside the Library's Trefz Forum, allows the Library to reach a much broader audience than ever before. Patrons no longer must come to the Library to enjoy our world-class events. Over the course of the pandemic, the Library offered more than 500 programs with over 37,700 participants.

Income from the State will continue to decline. The State's formula for aid is based on the number of non-residents who borrow materials from our library. The Library is then reimbursed for these loans by the Connecticut State Library. Unfortunately, COVID has negatively impacted people checking out physical materials. Although many people have transitioned to using more digital materials, this does not translate to more money from the State since only Westport residents can access our digital materials.

### **C. Fundraising Through Contributions and Programs**

The Library continues to look for innovative ways to fundraise (starting earlier on our Annual Appeal, instituting a Fall Fundraiser) and to diversify our development strategies. Despite these efforts, the Library budget assumes that revenues will continue to be impacted as the community continues to grapple with the fallout of the pandemic. Booked for the evening, the Library's signature fundraiser, was canceled during the last FY, resulting in an estimated shortfall of \$325,000. A successful virtual fundraising event was implemented in the fall of 2020 to try to make up for lost revenues from Booked, nevertheless, the organization only made up for a portion of the shortfall (\$100,000). The Library is hopeful that its signature fundraising event can be reinstated before July of 2021.

In addition to Booked, COVID-19 has obstructed the Library's annual appeal campaign. The goal for the FY 2020 Annual Appeal was \$370,000. Although an exceptional donor stepped up during the current FY to fund essential programs like our Summer

Reading, the Library will struggle to meet its pre-pandemic goals for the current FY, and those tribulations will continue to impact the appeal in the next FY. The Library is hopeful that it can offset some of those revenue shortfalls from the Annual Appeal by creating new revenue opportunities through the commercial use of its media studios, and for the next FY we have projected revenues from these new endeavors of \$60,000.

In terms of lost revenue from events, any revenue anticipated in the FY21 budget for in-person events will be largely foregone. This revenue shortfall from in-person events will continue into the first quarter of the next fiscal year if not longer. While we plan on reinstating fines for late or lost materials in the next fiscal year, our ability to collect those fines will be contingent on the environmental conditions surrounding the pandemic.

For FY 21-22, the Library assumes that its new used Book Store will be in operation. The Book Store and Library Store are complementary not competitive entities. Contributions to the library are expected to be about half of FY 20-21 due to start-up costs of the store and conservative projections in revenue for its first year of operations, and the expanded mission of providing meaningful work opportunities to people with disabilities. The fundraising goal for the FY21 is to net the Library \$50,000 in revenue. The Book Sale function will also be selling merchandise online.

#### **D. Regular Operating Expenses & Incremental Expenses due to Pandemic**

New COVID-related expenses have emerged, which the Library anticipates will continue to impact the budget in the next FY. If the virus remains prevalent, and people do not feel safe, the Library will need a regular supply of products and materials to accommodate the necessary higher level of cleaning and sanitization.

Materials – Our community consumes materials in different ways. Patrons leverage and appreciate access to both digital and physical resources. They want the latest releases and high-interest titles, and while the demand for physical books has not abated, there is a significant increase in demand for the quick and ready access that digital content and materials provide. There is a cost for those services and delivery of those services. The demand is being supported by our marketing efforts via web, social media, and email communications. To meet the digital need, we have increased spending on new digital materials for adults and increased the number of check outs allowed each month on Hoopla. (Hoopla is a web and mobile library media streaming platform for audio books, comics, e-books, movies, music, and TV.) Hoopla circulation has increased by over 24% since the start of the pandemic.

The Library is also increasing spending on children's digital content. In the past, demand in this area was low, but this is starting to change, and we are seeing a higher demand now and purchasing more digital material for this demographic. (Digital circulation has increased over 20% since March). Currently, we do not anticipate being able to make budget cuts in materials. In fact, we foresee expending more money next year than we did this year. The reason is the likely need to maintain our current level of spending on digital materials for all those people who are unwilling or unable to come to the Library to collect materials. We will also serve those people who elect to come to the Library, and they will expect us to have the books they want in a

physical format. The Library may be able to buy fewer copies of some of the more popular items, but we will have to monitor the utilization to make such decisions. Any cuts we can make to the purchase of physical materials will result in an associated savings on the supplies and processing side. Finally, the Library anticipates a continuation of our quarantining processes for materials through the first Quarter of the FY 21/22.

The Library has expanded our digital offerings by providing remote access to databases that previously could only be accessed from the Library. Several on-line “how to” tutorials have been created that support use of digital materials. In the past, patrons could apply for a Library Card online, but they would have to come into the Library to prove they are a Westport resident and have a physical card issued to them. Now we are sending them a barcode so they can access our digital materials with a commitment that we will obtain proof of residency later. While we have always provided email support for reference, we have not offered this service for library account management or technology help. Account management has typically been done by phone or in person in the past. Now both services are available by e-mail, or via Zoom upon request. We are also continuing to receive requests for new materials not in our collection and making those purchases if items are likely to circulate in our collection.

Staffing – This year we have saved money due to matching our hiring schedule to the needs of the Library by delaying hiring and reducing part-time staff hours. By Q2 in the 21-22 FY, we plan to have all currently vacant full-time positions filled. We anticipate part-time staffing levels will return to pre-COVID levels by Q2. Overall, FTE’s will be down by 2.8 from current year budget. For now, we have put a freeze on the Chief Administrative Officer position we discussed with the Town last fiscal year.

Rental – The Library has assumed that we will continue to incur rental costs for space to store donated books, library equipment, and furniture. We anticipate the need for the book return trailer for quarantining books through Q1.

Café and Store – We envisage reduced traffic in the next fiscal year, which will likely continue to affect revenues. Our goal is to have the café and store operating again by the start of the new fiscal year with the objective of being fully operational by Q2.

Contracts and Licenses – The Library re-negotiated its cleaning service contract. However, our cleaning regimen has increased in frequency and intensity due to the pandemic. We must do more frequent and in-depth cleaning of the Library to support the health and safety of our employees and patrons and have increased our cleaning supplies as well. This will all result in an increase in costs and not a savings. A lot of our licenses relate to digital content and databases which we are fully utilizing to meet the needs of our patrons.

Marketing – We have been aggressively marketing our digital resources and databases since the beginning of the pandemic. Each week, there are social media posts, emails, e-newsletters, sliders, and featured boxes on the website focused on our digital resources. The effects of the marketing efforts can be seen in the increased utilization of Hoopla as mentioned and has had positive impacts on other functions as well. Cloud Library circulation increased from 24,769 for 2020-21 as compared to 15,882 for 2019-20, a 56% increase. The Cloud Library enables community members to browse, borrow, and read a collection of titles

selected by Library staff. Books can be read—or listened to—on personal devices, such as iPads, iPhones, Android devices, Nook, Kindle Fire, PC, and Mac OS. In addition, we issued nearly 1500 new Library cards during the COVID pandemic, a strong indicator of the tremendous usage of the library's digital services. Every Westport household receives the Library's bi-monthly magazine.

### **E. Defining and Embracing Our New Future**

The future of the Library is a seamlessly physical and digital one. Borrowing from lessons learned during the pandemic, the Library must continue to redefine itself for the digital-plus era. We must account for both the physical and the digital. There is a place for both in the library, whether in formats for materials, spaces, or programmatic experiences for patrons.

The media and maker spaces in the library will function more like labs or co-production facilities where community members can interact with peers to make new knowledge. The Library will evolve into a laboratory in which co-production is the norm. While the Library will continue to maintain physical spaces for physical materials, we must invest in long-term digital preservation of the new content and knowledge we are creating.

While it may be true that people are moving away from physical objects as sources of learning and discovery, the need for human interaction, post-pandemic, will be even greater. Since neither the physical nor the digital alone is enough to support intellectual and cultural activities in life, this intersection between the physical and the digital is where the library can flourish and thrive. The spatial model for the Library is closer to an educational institution than a community center.

Another lesson that the pandemic has reminded us of is that trust is the library's most important asset. It is critical, in a post-pandemic world, that the library continue to prioritize creating a safe, healthy, and welcoming space for all. While we continue to make progress toward fully operationalizing the library again, we must put the health and safety of our staff and community members at the forefront of our plans.

Advancing equity and opportunities for all will be a key goal for the Westport Library now and in the future. Public libraries aim to create welcoming and inclusive spaces, advocate for freedom of expression, foster civic participation, and ensure lifelong learning. In the coming months and years, the Westport Library will work to advance equity in library work and beyond by developing innovative local approaches to reducing race-based disparities.

# Defining and Embracing Our New Future Overview

## Ensuring a Safe Space in a Smaller World

- A place to connect with community
- Safe, clean quiet calm space to refresh and get away
- Free access to technology and instruction
- Hybrid programming – in person, virtual, and both
- Free resources and programs
- Trust: The Library's greatest, most unique asset

## Programming Considerations

- Maintain and grow digital content and resources
- Offer Combination: In person + virtual programs
  - Captures all users not just the walk-ins
- Rethink our physical space for in-person programs
- Virtual interactive programs where audience members engage with each other and the presenter. Stimulates deeper engagement in intimate setting.

## Consider Equity

- Take a deep dive into our own operation:
  - Hiring practices
  - Library Policies
  - Programs, Services, Collections, Resources (do they really represent our community)

## Staffing Considerations

- More collaboration across functions
- More cross training and flexibility
- Hybrid physical and virtual staffing models
- Negotiate with the Union for future of Library
- Build on Team mindset

## Space Considerations

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|--|--|
| <ul style="list-style-type: none"><li>• TRADITIONAL<ul style="list-style-type: none"><li>• Quiet study</li><li>• Reference</li><li>• Resources</li><li>• Learning, Classes</li></ul></li></ul> | <ul style="list-style-type: none"><li>• NEW FUTURE<ul style="list-style-type: none"><li>• Virtual &amp; Hybrid Programs</li><li>• Cultural events</li><li>• Collaborative work</li><li>• Social meet up</li><li>• Community gatherings</li></ul></li></ul> |
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## Address Aftermath of Post-COVID World

- Job-career programs
- Re-think our communications and branding
- Continue to build internal capacity, resilience, innovation
- Maintain fiscal solvency
- Focus more of our development activity on finding sponsors and donors to underwrite our innovative programming
- Develop commercial revenue opportunities for the Library's media studios.

## BUDGET HIGHLIGHTS COMPARED TO FY 2020/2021

- Total Budget of \$6,261,529 up 0.8% from current year \$6,214,881
  - Request from Town \$4,817,653 flat with from current year \$4,817,653
  - Town contribution is 76.9% of budget compared to current year contribution of 77.5% and prior peak of 82%
  - Total Library contribution \$1,443,876 up 3.3% from current year \$1,397,229
- FTE is 52.10 down by 2.8 FTE from current year
- Staff salaries increase 2.5% FT, 1.5% PT
- Medical and dental estimated increase is 0%
- Personnel & Benefits \$4,496,706 down by 1% from current year \$4,527,062
- Supplies & Materials \$688,634, down 1% compared to \$698,328 from current year
- Other expenses \$1,076,042 up 9% from current year \$989,492

### F. Proposed FY21-22 Budget Highlights

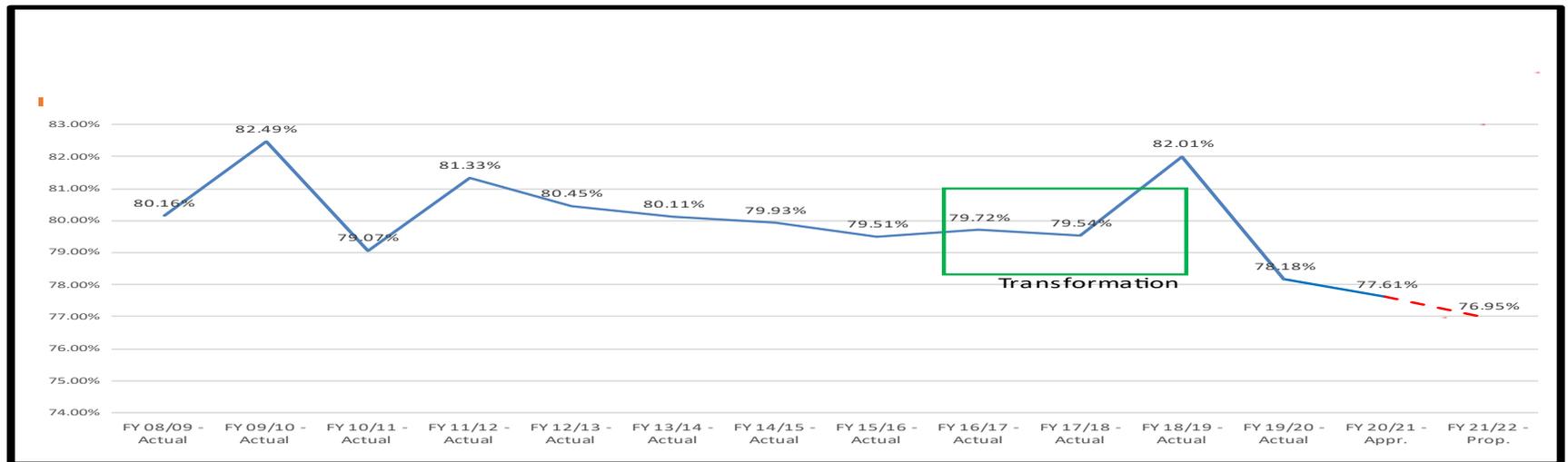
This year's budget was approached from a zero-based perspective. Much effort is going into keeping controllable costs down. The focus has been to increase the value provided to the Town, particularly in taking advantage of the Library's enhanced facilities, and to do it while maintaining a high level of client service and without unnecessary costs.

Most of the increases in the budget are due to non-discretionary costs, over which the Library management has little or no control. The largest factor is a contractual increase of 2.5% due to union employees; this resulted in \$80,000 in added expense. While in the previous FY 2019-20, the Library benefitted from having new equipment; in the 20-21 FY we experienced an increase in the maintenance and repairs contracted expenses of \$60,000 which is expected to continue annually to maintain the equipment.

Taking advantage of the Forum and other large meeting spaces, the Library will focus much of its development activity on finding sponsorships for additional innovative program series. Throughout the pandemic, we have developed and implemented many digital and virtual programming series that will remain a benefit to the community well beyond the pandemic.

The Library is requesting no increase from the Town over FY 2020-21, as we foresee, we will be able to utilize the PPP loan forgiveness to cover the increase of all the enhanced program offerings, and to offset the revenue losses expected due to the lingering aftermath of the Pandemic. As history has proven, we see investment in both the media studios and programming as opportunities where Town support will send a valuable signal of endorsement that may help attract additional donors and result in disproportionate benefit to the Westport community.

Over the last three years, the Town’s contribution to the Library’s operating budget has increased by just 2.4%, less than 0.8% per year, reflecting the Library’s ongoing commitment to operational excellence as well as excellence and innovation in its services. Since the reopening, utilization of the Library has set new records in almost every category. Most of this increase has been accommodated through redeployment of staff and efficiencies provided by the Transformation, a strategy of doing more with the same. This budget proposal reflects a continued commitment to efficiency, while also requesting town support for strategies that we expect will provide great additional value to the Town, which will enable the Library to continue to increase the contributions from non-Town sources by far more than the dollars requested from the Town. Most importantly, we aim to continue to provide robust benefits for community members of all ages, interests and demographics from the dollars invested in the community’s resources for Inspiring generations, lifelong learning, and community engagement.



## Conclusion

On any given day, a broad range of community residents, from toddlers to school-age students to senior citizens, fill the Library and use our digital and online services. 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.

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### **WESTPORT LIBRARY WINNER CONNECTICUT DESIGN AWARD**

**American Institute of Architects**

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HMA2 Architects, the firm that designed the newly transformed library, was awarded the 2020 Design Award from AIA Connecticut (American Institute of Architects) for the Library's bold and exciting Transformation Project, completed in June 2019.

The design awards presented annually, celebrate the accomplishments of Connecticut architects and the excellence of Connecticut architectural projects. The Citation awarded to HMA2 is in the category of Commercial, Institutional, Educational, and Multi-Family Residential Design.

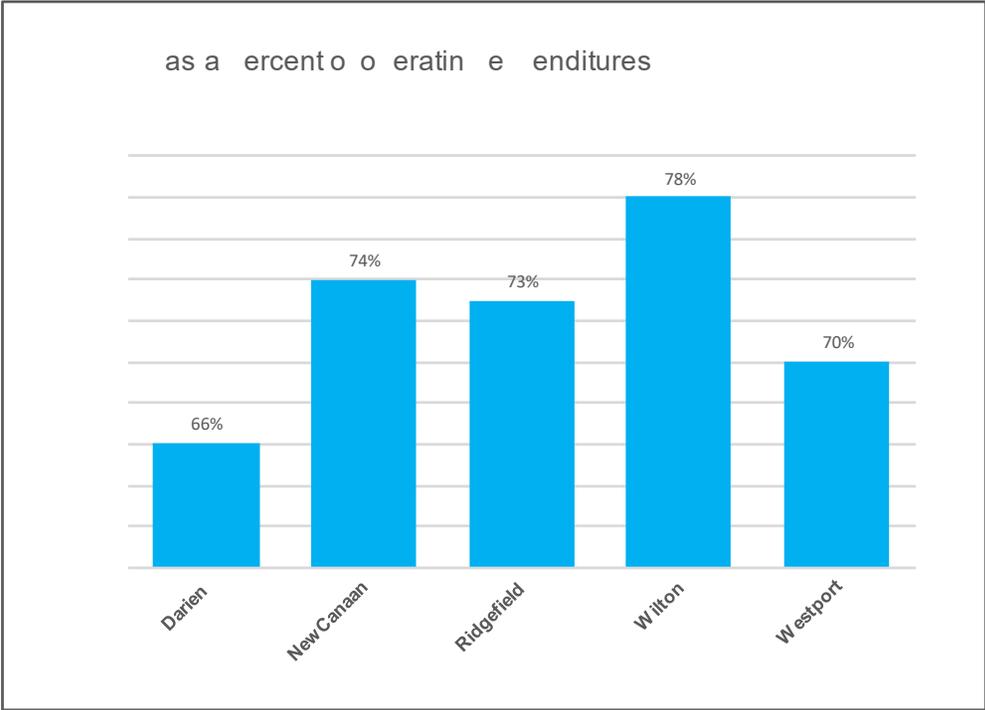
The winners were announced in the fall of 2020. To learn more about the award and features from this year's winners, visit this link <https://aiact.org/2020-design-awards-commercial/>

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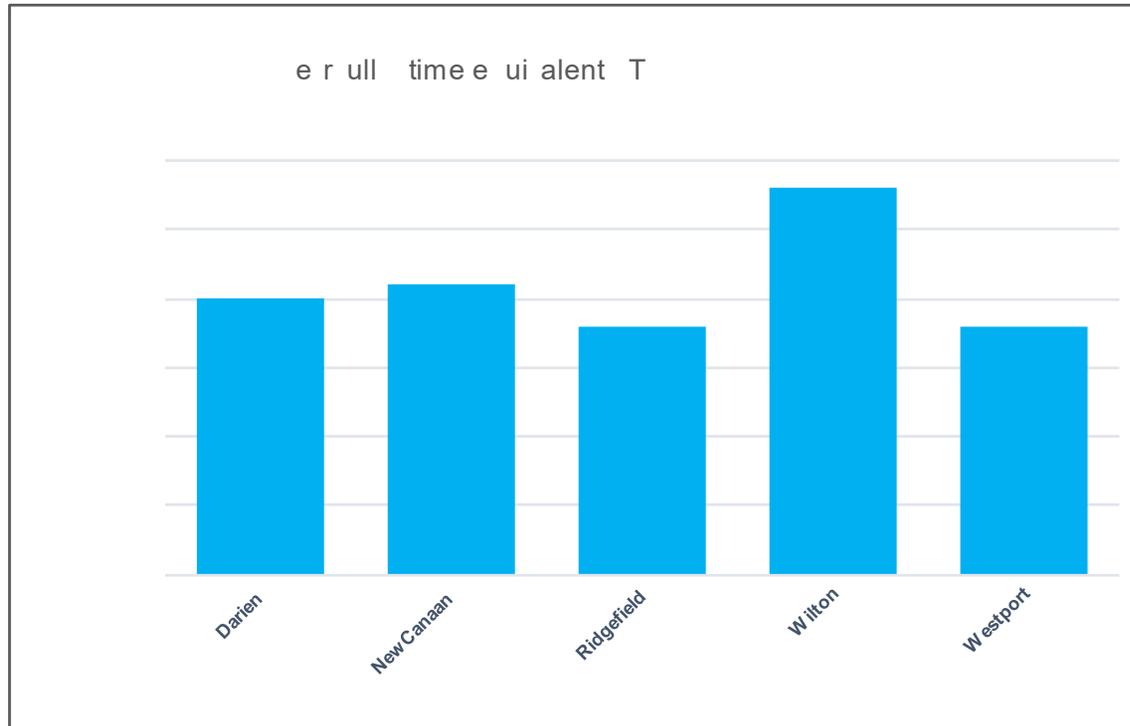
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The Westport Library trustees, and staff have never believed in "business as usual" and are constantly working to ensure that we are meeting and exceeding the needs and expectations of the various constituencies that make up our community. To fulfill our commitments to the community, we are submitting a conservative, forward-looking budget request that is based on the details above and other minor changes. The Library's proposed operating budget for FY 2021-2022 totals \$6,261,529, which represents an overall increase of 0.8% from current year \$6,214,881. As described above, we are projecting an increase in Library-generated revenues of \$1,443,876 up 3.3% from current year \$1,397,229. Therefore, our appropriation request from the Town is \$4,817,653 or 76.9% of the overall budget, slightly less than our current year actual of 77.5% of Town funding.

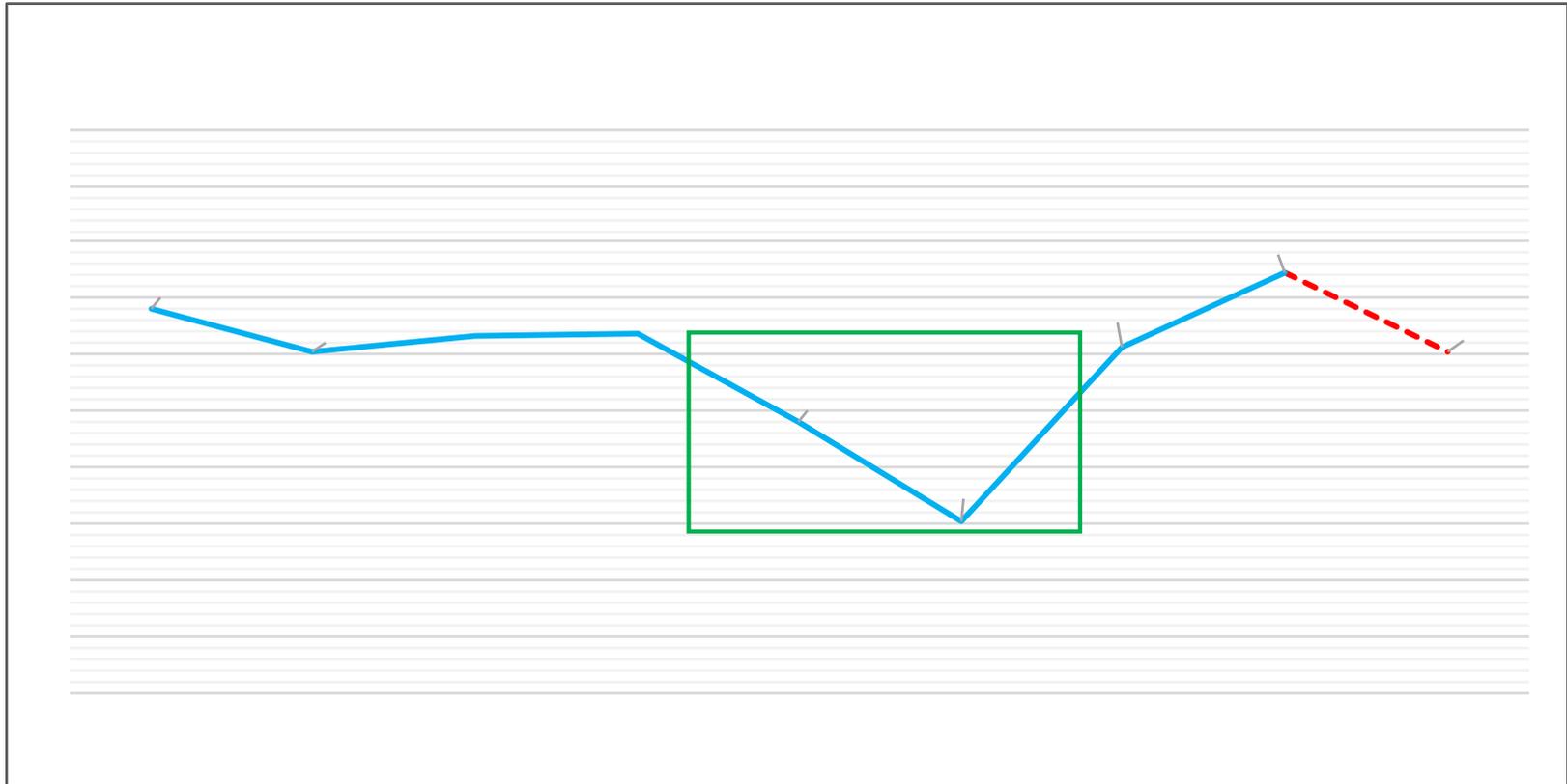
# Metrics



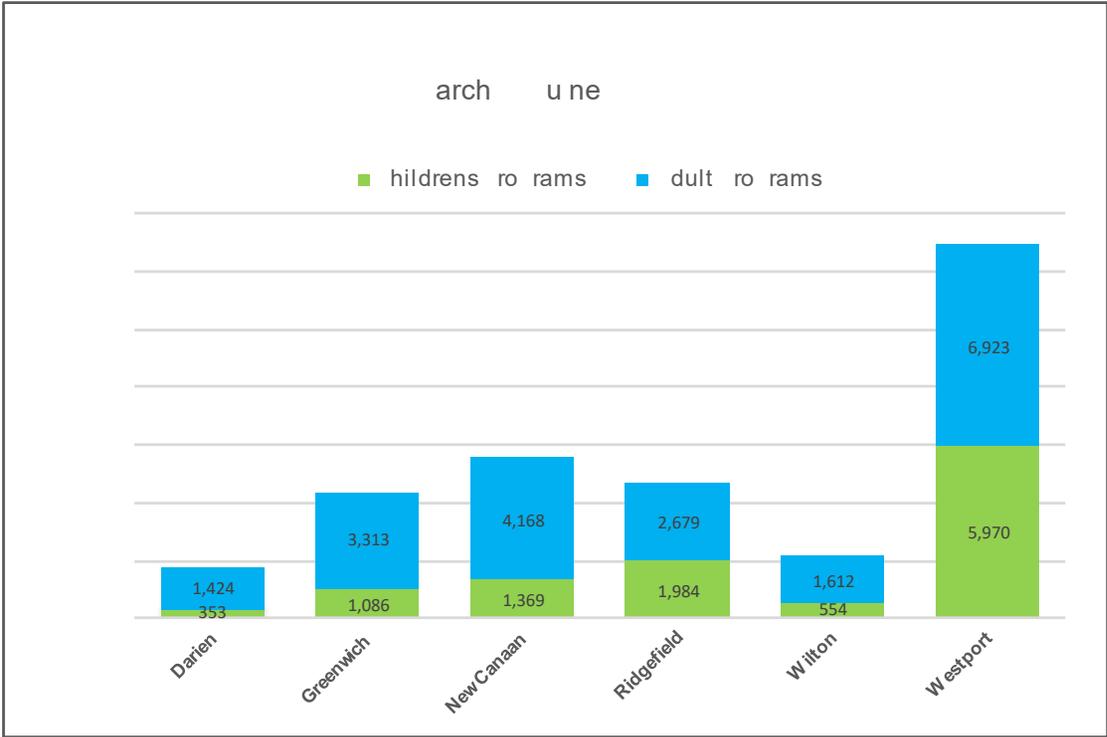
**According to the recent Connecticut State Library Statistical Report, the Westport Library has one of the lowest salaries & benefits costs as a percent of operating expenditures when compared to our peers in Fairfield County.**



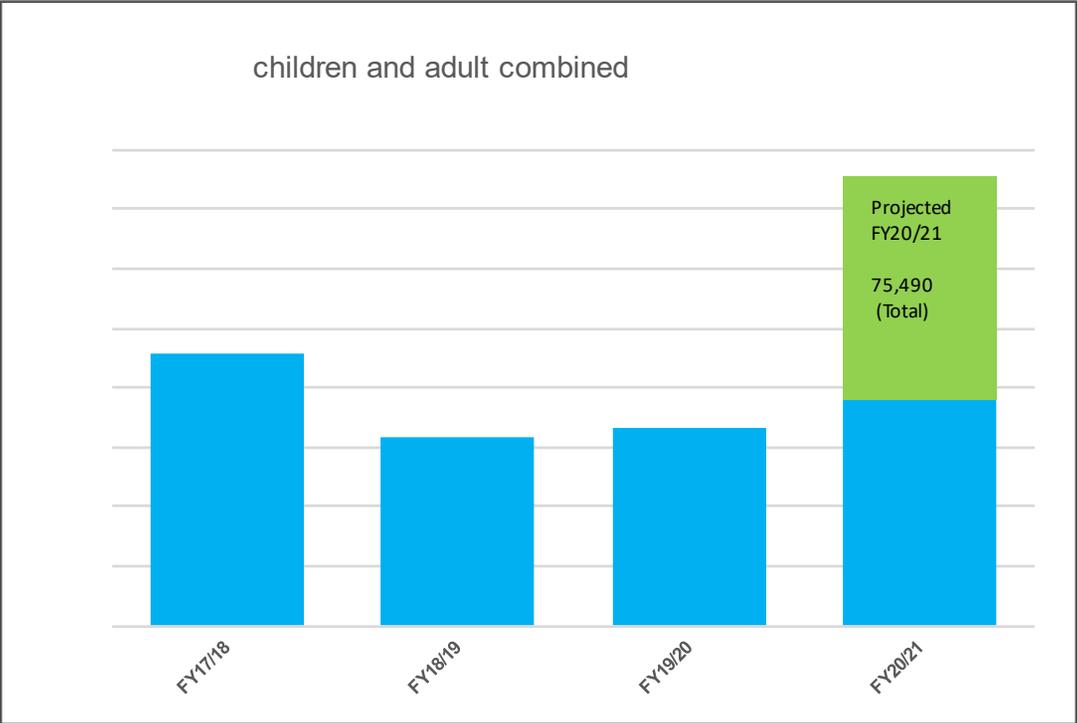
**When compared to our peer libraries in Fairfield County, the Westport Library has the lowest benefits cost.**

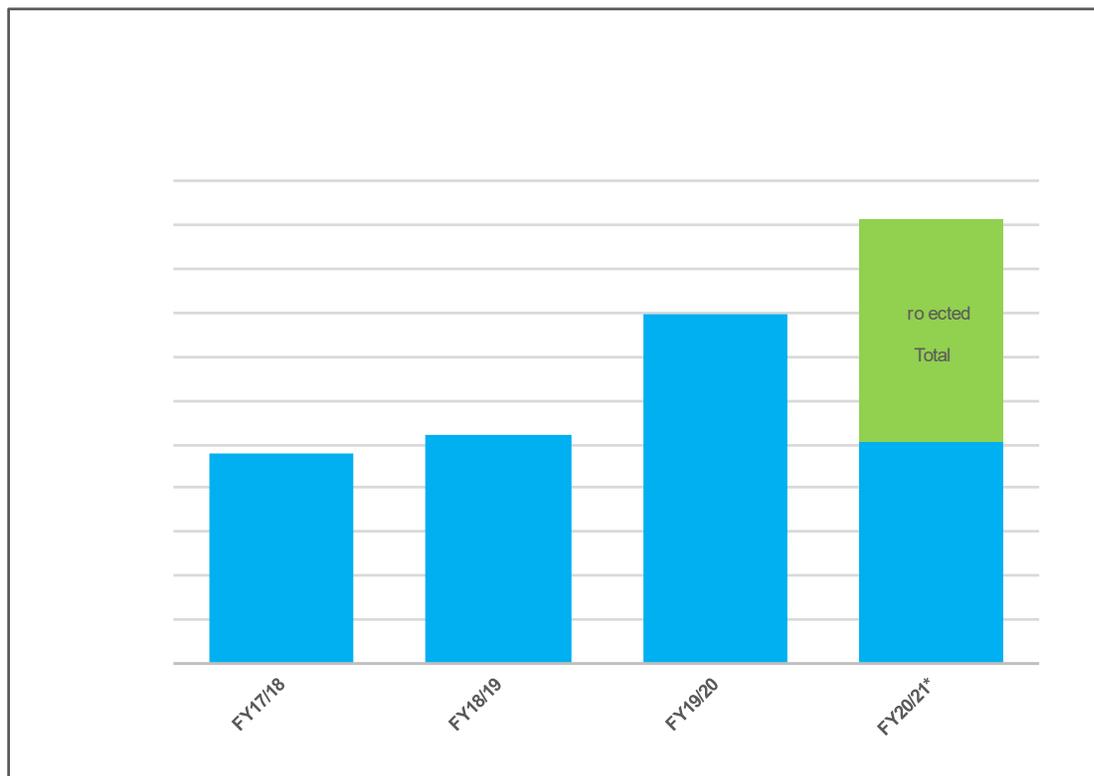


Overall, full-time equivalents ' will be down by 2.8 from current year budget.



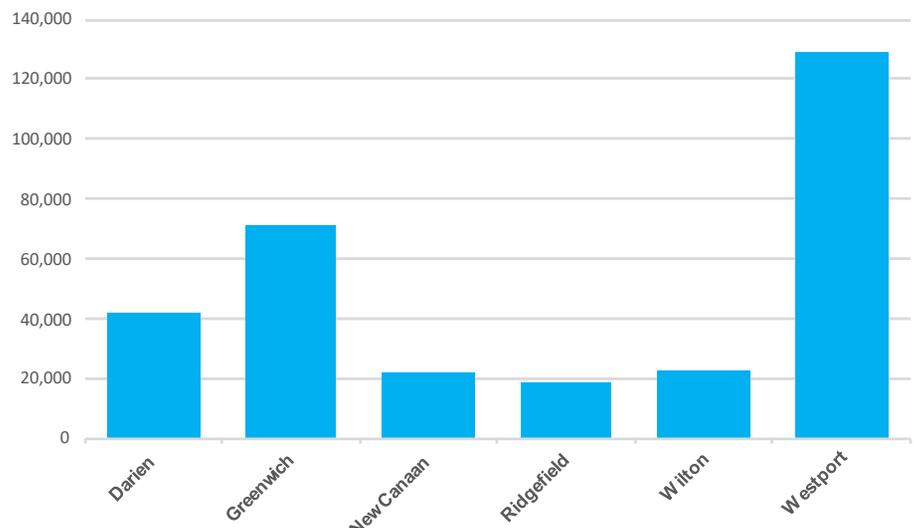
While the ' costs structure is on the lower end of our colleagues, virtual program attendance is far greater.



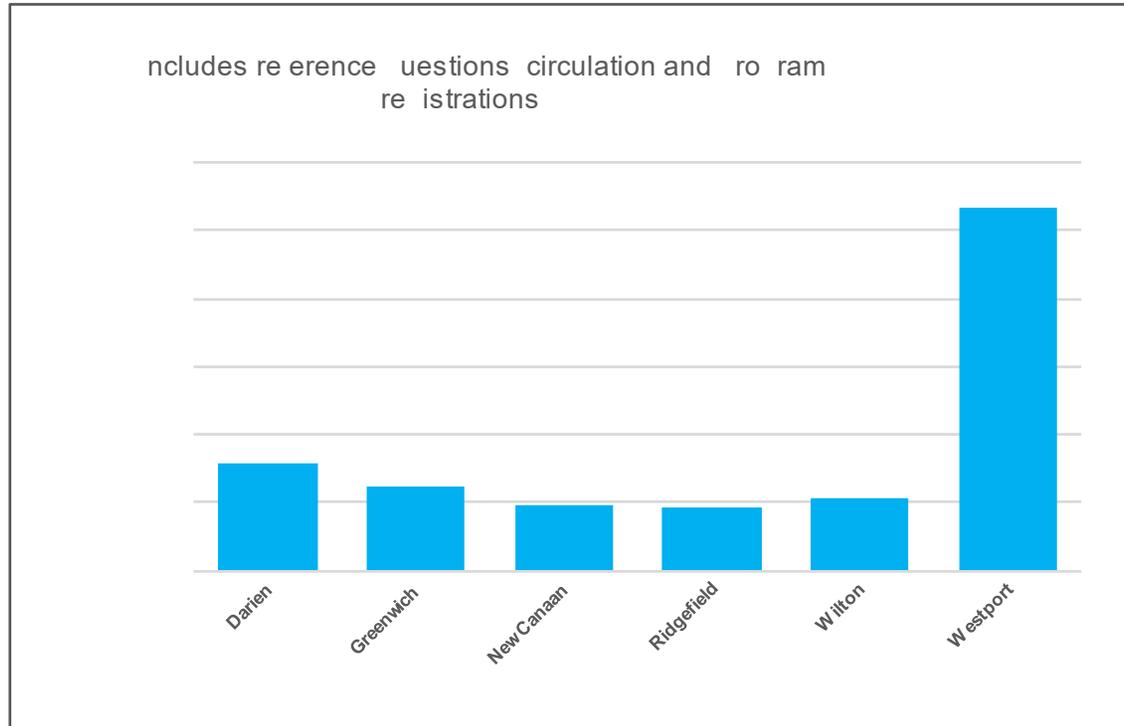


**Our community consumes materials in different ways. Patrons leverage and appreciate access to both digital and physical resources. Digital circulation of library materials is expected to increase by 111% compared to four years ago.**

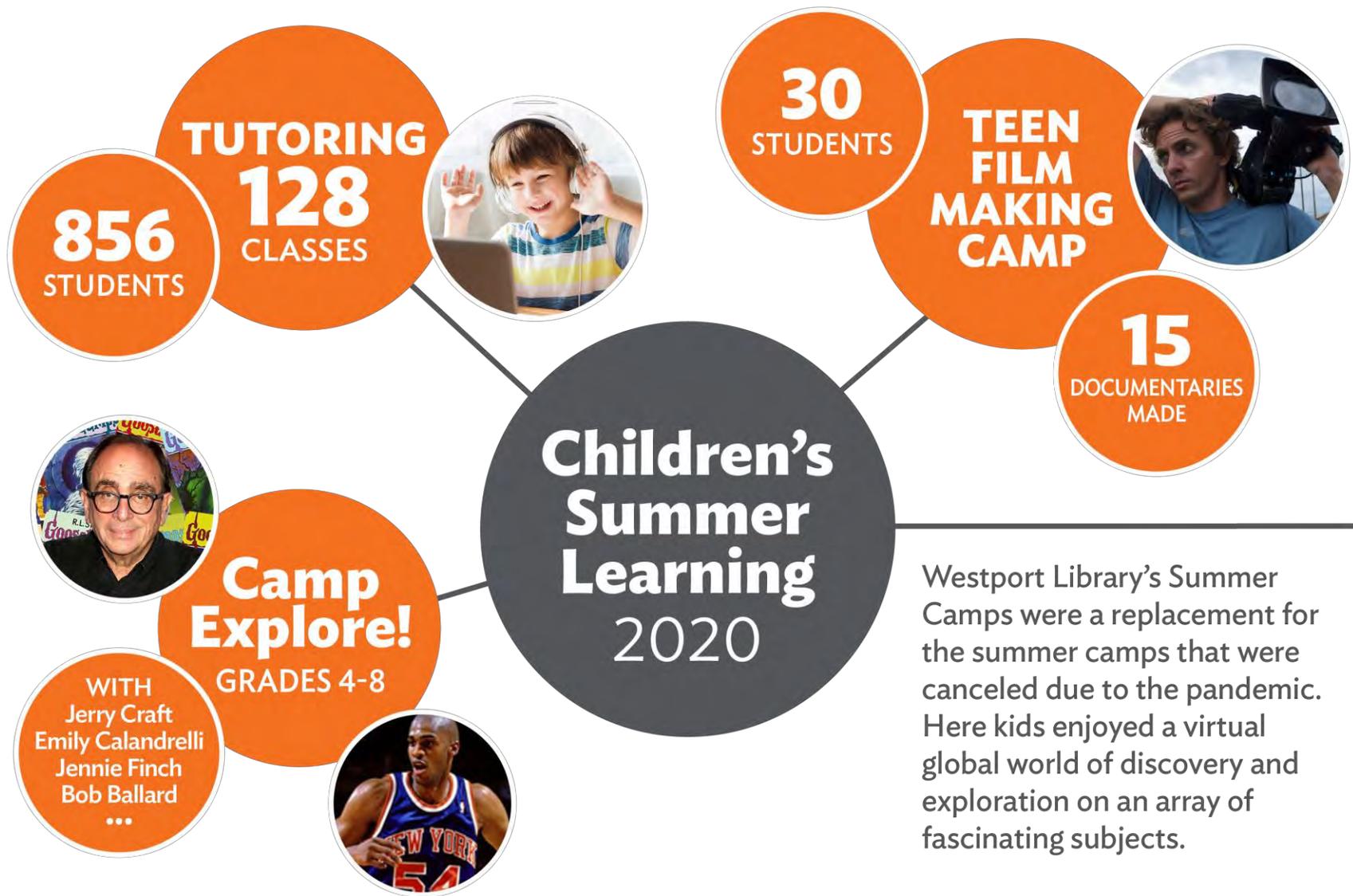
Westport Library responds to more reference inquiries than all local peers



ncludes reference questions circulation and program  
registrations

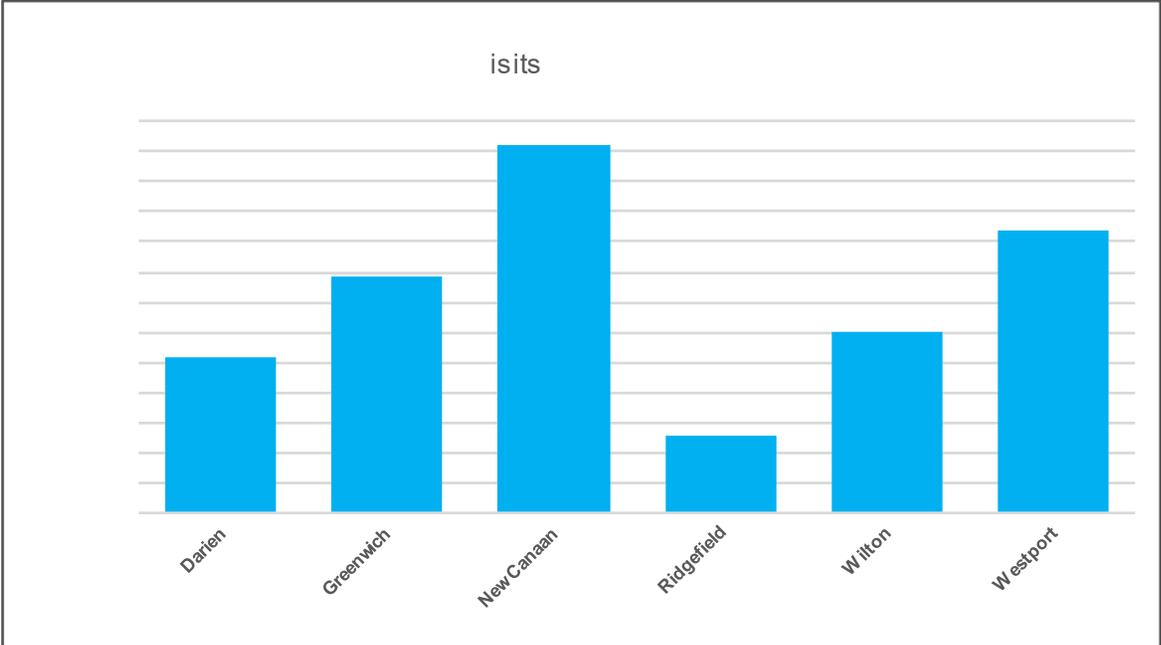


**The Westport Library staff are much busier than those of our peer libraries.**



Westport Library's Summer Camps were a replacement for the summer camps that were canceled due to the pandemic. Here kids enjoyed a virtual global world of discovery and exploration on an array of fascinating subjects.





# COVID RELATED EXPENSES

**\$ 3,332.00 Trailer**

**\$18,909.78 Cleaning**

**\$22,352.70 PPE , Health & Safety**

**\$44,594.48 Total Expenses**

**The Westport Library**  
**FY 2021/2022 - Budget Proposed Report**  
**Presentation Format**

Presentation: 01.29.2021

	FY 20/21 Budget	12/31/2020 FY 20/21 Forecast	FY 21/22 Proposed	FY 21/22 vs. FY 20/21	Percent Change
<b>Summary By Department/Category</b>					
<b>Revenues</b>					
<b>Town Appropriation</b>	<b>\$4,817,653</b>	<b>\$4,817,653</b>	<b>\$4,817,653</b>	<b>(\$0)</b>	<b>0.0%</b>
Non-Town Sources - Library Development Contribution	\$834,240	\$475,240	\$803,965	(\$30,275)	-3.6%
Non-Town Sources - Library Fees & Charges	\$87,400	\$34,066	\$84,000	(\$3,400)	-3.9%
Non-Town Sources - Programs, Events & Media	\$129,000	\$48,600	\$140,750	\$11,750	9.1%
Non-Town Sources - Café & Retail Income	\$309,000	\$10,841	\$245,000	(\$64,000)	-20.7%
Non-Town Sources - State & Other Public Funds	\$37,589	\$23,482	\$25,632	(\$11,957)	-31.8%
Non-Town Sources - PPP Forgiveness grant	\$0	\$0	\$144,530	\$144,530	100.0%
<b>Total Revenues</b>	<b>\$6,214,882</b>	<b>\$5,409,882</b>	<b>\$6,261,529</b>	<b>\$46,647</b>	<b>0.8%</b>
<b>Expenses</b>					
Administration	\$1,200,076	\$1,169,714	\$1,119,509	(\$80,567)	-6.7%
Patron Experience Services	\$552,760	\$422,767	\$541,173	(\$11,587)	-2.1%
Facility Operation & Maintenance	\$498,876	\$446,102	\$522,227	\$23,351	4.7%
Café & Retail Services	\$308,423	\$145,806	\$279,024	(\$29,399)	-9.5%
Youth Services	\$766,749	\$717,414	\$780,211	\$13,462	1.8%
Materials Management	\$683,314	\$690,502	\$684,028	\$714	0.1%
Information Services	\$654,237	\$519,194	\$604,085	(\$50,152)	-7.7%
Innovation & Technology Services	\$339,420	\$368,415	\$389,929	\$50,509	14.9%
Programs and Experiential Learning	\$580,422	\$647,315	\$776,029	\$195,607	33.7%
Development & Marketing Communications	\$630,605	\$534,740	\$565,314	(\$65,291)	-10.4%
<b>Total Expenses</b>	<b>\$6,214,881</b>	<b>\$5,661,969</b>	<b>\$6,261,529</b>	<b>\$46,648</b>	<b>0.8%</b>
Revenues vs. Expenses	\$0	(\$252,087)	(\$0)	(\$1)	
<b>Town Appropriation as Percentage of Library Budget</b>	<b>77.52%</b>	<b>85.1%</b>	<b>76.9%</b>		
FY 20/21 Approved FTEs	54.91				
FY 21/22 Proposed FTEs	52.10				
	-2.80				

**The Westport Library  
FY 2021/2022 - Budget Request Report  
Presentation Format**

Presentation: 01.29.2021

	FY 20/21 Budget	FY 20/21 Forecast	FY 21/22 Proposed	FY 21/22 vs. FY 20/21	Percent Change
<b>Revenues</b>					
<b>Town Appropriation</b>	<b>\$4,817,653</b>	<b>\$4,817,653</b>	<b>\$4,817,653</b>	<b>\$0</b>	<b>0.0%</b>
Transfer from Perm. Restricted Endowment	\$41,503	\$41,503	\$41,876	\$374	0.9%
Transfer from Board Restricted Endowment	\$79,737	\$79,737	\$79,089	-\$648	-0.8%
Transfer from Temp. Restricted Program Funds	\$18,000	\$18,000	\$18,000	\$0	0.0%
Annual Appeal Letter	\$370,000	\$315,000	\$320,000	-\$50,000	-13.5%
Major Gifts	\$0	\$0	\$50,000	\$50,000	100.0%
Social Impact Luncheon - Net	\$0	\$0	\$0	\$0	100.0%
Fundraising Events - Booked	\$240,000	\$0	\$240,000	\$0	0.0%
Book Sale Events Contribution	\$80,000	\$20,000	\$50,000	-\$30,000	-37.5%
Grants	\$5,000	\$1,000	\$5,000	\$0	0.0%
<b>Total Library Development Contribution</b>	<b>\$834,240</b>	<b>\$475,240</b>	<b>\$803,965</b>	<b>-\$30,275</b>	<b>-3.6%</b>
Membership - out of Town users	\$500	\$0	\$500	\$0	0.0%
Copy Machines	\$3,500	\$875	\$2,800	-\$700	-20.0%
Fines and Fees	\$60,000	\$15,000	\$48,000	-\$12,000	-20.0%
Internet Printing	\$9,000	\$2,250	\$7,200	-\$1,800	-20.0%
Meeting Rooms Rental	\$10,400	\$2,600	\$15,000	\$4,600	44.2%
Westport Book Sale venture	\$0	\$1,841	\$6,000	\$6,000	100.0%
Interest Income	\$3,000	\$1,500	\$3,500	\$500	16.7%
Miscellaneous - Income	\$1,000	\$10,000	\$1,000	\$0	0.0%
<b>Total Library Fees &amp; Charges</b>	<b>\$87,400</b>	<b>\$34,066</b>	<b>\$84,000</b>	<b>-\$3,400</b>	<b>-3.9%</b>
Program Income	\$59,000	\$23,600	\$55,750	-\$3,250	-5.5%
Events Rental	\$50,000	\$15,000	\$25,000	-\$25,000	-50.0%
Media Studio Rental	\$20,000	\$10,000	\$60,000	\$40,000	100.0%
<b>Total Programs, Events &amp; Media</b>	<b>\$129,000</b>	<b>\$48,600</b>	<b>\$140,750</b>	<b>\$11,750</b>	<b>9.1%</b>
Cafe	\$200,000	\$341	\$160,000	-\$40,000	-20.0%
Used Book Sale	\$19,000	\$500	\$0	-\$19,000	-100.0%
Retail Income	\$90,000	\$10,000	\$85,000	-\$5,000	-5.6%
<b>Total Café &amp; Retail Income</b>	<b>\$309,000</b>	<b>\$10,841</b>	<b>\$245,000</b>	<b>-\$64,000</b>	<b>-20.7%</b>
Westport School Contribution	\$12,589	\$12,982	\$15,132	\$2,543	20.2%
Connecticard Reimbursement	\$25,000	\$10,500	\$10,500	-\$14,500	-58.0%
State Grant	\$0	\$0	\$0	\$0	0.0%
PPP Forgiveness Grant	\$0	\$0	\$144,530	\$144,530	100.0%
<b>Total State &amp; Other Public Funds</b>	<b>\$37,589</b>	<b>\$23,482</b>	<b>\$170,162</b>	<b>\$132,573</b>	<b>352.7%</b>
<b>Total Revenues</b>	<b>\$6,214,882</b>	<b>\$5,409,882</b>	<b>\$6,261,529</b>	<b>\$46,647</b>	<b>0.8%</b>
<b>Total Library's Contributions</b>	<b>\$1,397,229</b>	<b>\$592,229</b>	<b>\$1,443,876</b>	<b>\$46,648</b>	<b>3.3%</b>

**The Westport Library**  
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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

5.50 FY 20/21 Approved FTEs  
 5.00 FY 21/22 Proposed FTEs

**FY 2021-2022 Department Goals**

- Oversee the implementation of the vision and mission of the Library
- Manage the Library in a fiscally responsible manner.
- Ensure achievement of the goals outlined in the strategic plan.
- Ensure the many benefits of the Transformed Library are being utilized effectively to meet the evolving needs of the community
- Continue to innovate and demonstrate creative new ways for the Library to meet the community's needs.
- Create an environment of shared values with a focus on service to the community.
- Continue to monitor impact of COVID on the community and adapt services to meet the changing needs.

**FY 2021-2022 Major Budget Changes**

The change in personnel and benefits cost is due to eliminating a position and reduction in health insurance costs  
 The change in supplies & materials is due to expected need for more personal protection equipment due to COVID-19  
 The change in other expenses is due to increase in professional fees for legal fees in anticipation of union negotiation

**Administration**

	<b>FY 20/21 Budget</b>	<b>FY 20/21 Forecast</b>	<b>FY 21/22 Proposed</b>	<b>FY 21/22 vs. FY 20/21</b>	<b>Percent Change</b>
Personnel & Benefits	\$971,372	\$914,244	\$858,384	-\$112,989	-11.6%
Supplies & Materials	\$13,000	\$23,000	\$23,000	\$10,000	76.9%
Other Expenses	\$215,704	\$232,470	\$238,125	\$22,421	10.4%
<b>Total Administration</b>	<b>\$1,200,076</b>	<b>\$1,169,714</b>	<b>\$1,119,509</b>	<b>-\$80,567</b>	<b>-6.7%</b>

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**PATRON EXPERIENCE**

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.

11.76 FY 20/21 Approved FTEs

10.19 FY 21/22 Proposed FTEs

**FY 2021-2022 Department Goals**

Work to provide a welcoming environment that enhances patrons connection with the Library and engenders a sense of community  
 Continue to demonstrate Customer Service standards that enhance the patrons experience in the Library  
 Adapt services, as appropriate, to respond to changing circumstances resulting from COVID

**FY 2021-2022 Major Budget Changes**

The change in personnel & benefits costs is due to a reduction in part-time staff hours, and health insurance cost offset by the negotiated changes in the collective bargaining agreement

	<b>FY 20/21 Budget</b>	<b>FY 20/21 Forecast</b>	<b>FY 21/22 Proposed</b>	<b>FY 21/22 vs. FY 20/21</b>	<b>Percent Change</b>
<b>Patron Experience Services</b>					
Personnel & Benefits	\$545,410	\$418,417	\$533,823	-\$11,587	(2.1%)
Supplies & Materials	\$6,000	\$3,000	\$6,000	\$0	0.0%
Other Expenses	\$1,350	\$1,350	\$1,350	\$0	0.0%
<b>Total Patron Experience Services</b>	<b>\$552,760</b>	<b>\$422,767</b>	<b>\$541,173</b>	<b>-\$11,587</b>	<b>(2.1%)</b>

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**FACILITY OPERATION & MAINTENANCE**

Ensures that the Library facilities and property are managed and maintained to ensure it is environmentally safe, clean and ready for use by patrons and staff

2.10 FY 20/21 Approved FTEs  
 1.82 FY 21/22 Proposed FTEs

**FY 2021-2022 Department Goals**

Implement Service Contracts to support the long term maintenance of the Library's new HVAC mechanical systems, security & fire protection systems;  
 Maintain the gardens and safety of the external areas of the Library that are not maintained by the Town  
 Ensure that frequent cleaning and other health and safety measures are implemented as necessary in response to COVID

**FY 2021-2022 Major Budget Changes**

The change in personnel & benefit costs are due to a negotiated changes in the collective bargaining agreement offset by a decrease in part time staff hours;  
 The change in supplies and materials costs is the result of increased cost of custodial supplies  
 The change in other expenses is due to increase in cost of custodial services to properly maintain the space, and increase in repair and maintenance cost;

	<b>FY 20/21 Budget</b>	<b>FY 20/21 Forecast</b>	<b>FY 21/22 Proposed</b>	<b>FY 21/22 vs. FY 20/21</b>	<b>Percent Change</b>
<b>Facility Operation &amp; Maintenance</b>					
Personnel & Benefits	\$115,098	\$102,976	\$112,963	-\$2,135	-1.9%
Supplies & Materials	\$15,000	\$5,000	\$16,000	\$1,000	6.7%
Other Expenses	\$368,778	\$338,126	\$393,264	\$24,486	6.6%
<b>Total Facility Operation &amp; Maint.</b>	<b>\$498,876</b>	<b>\$446,102</b>	<b>\$522,227</b>	<b>\$23,351</b>	<b>4.7%</b>

**The Westport Library**  
**FY 2021/2022 - Budget Proposed Report**  
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**Café & Retail Services**

The goal of the Café and Store is to both generate funding for the Library as well as enhance patrons' Library experience.  
 The Westport Library Café sells snacks and refreshments and provides food services for organizations using meeting rooms that request this service.  
 The Westport Library Store offers a range of distinctive items such as toys, greeting cards, and an array of items such as reading glasses and flash drives that support immediate needs in the Library.

3.51 FY 20/21 Approved FTEs  
 2.66 FY 21/22 Proposed FTEs

**FY 2021-2022 Department Goals**

Curate and Display interesting and unique items in the store  
 Continue to offer food and drinks that meet the community's eating and drinking pleasure.  
 Demonstrate high standards of hospitality at all programs

**FY 2021-2022 Major Budget Changes**

The change in personnel & benefit costs are due to a negotiated changes in the collective bargaining agreement offset by a decrease in part time staff hour:  
 Change in costs of supplies & materials in the café & retail is based on the financial forecast

	<b>FY 20/21 Budget</b>	<b>FY 20/21 Forecast</b>	<b>FY 21/22 Proposed</b>	<b>FY 21/22 vs. FY 20/21</b>	<b>Percent Change</b>
<b>Café &amp; Retail Services</b>					
Personnel & Benefits	\$159,523	\$136,361	\$151,124	-\$8,399	-5.3%
Supplies & Materials	\$140,000	\$545	\$119,000	-\$21,000	-15.0%
Other Expenses	\$8,900	\$8,900	\$8,900	\$0	0.0%
<b>Total Café &amp; Retail Services</b>	<b>\$308,423</b>	<b>\$145,806</b>	<b>\$279,024</b>	<b>-\$29,399</b>	<b>-9.5%</b>

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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 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  
 Selects materials to meet Youth's reading, playing and listening needs  
 Coordinates other Library services for children and teens; answers reference questions, provides readers advisory support 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

8.31 FY 20/21 Approved FTEs  
 8.44 FY 21/22 Proposed FTEs

**FY 2021-2022 Department Goals**

Adapt programming and collections to meet Youth's needs and interests  
 Continue maker programs and collaboration between local schools, community groups, and youth services  
 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 2021-2022 Major Budget Changes**

The change in personnel & benefit costs is due to negotiated Union salary and benefit increases and an increase in part time staff hours  
 Change in costs of supplies & materials in the youth services supplies and Materials is based on the financial forecast

	<b>FY 20/21 Budget</b>	<b>FY 20/21 Forecast</b>	<b>FY 21/22 Proposed</b>	<b>FY 21/22 vs. FY 20/21</b>	<b>Percent Change</b>
<b>Youth Services</b>					
Personnel & Benefits	\$687,184	\$656,848	\$713,657	\$26,472	3.9%
Supplies & Materials	\$79,565	\$60,566	\$66,554	-\$13,010	-16.4%
Other Expenses	\$0	\$0	\$0	\$0	0.0%
<b>Total Youth Services</b>	<b>\$766,749</b>	<b>\$717,414</b>	<b>\$780,211</b>	<b>\$13,462</b>	<b>1.8%</b>

**The Westport Library  
FY 2021/2022 - Budget Proposed Report  
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**MATERIALS MANAGEMENT**

Align material offerings, in both physical and digital formats to community's interests and needs  
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  
Manages efficient systems and processes to ensure shelf ready physical and digital materials are purchased, received and available to patrons in a timely manne  
Manages the relationship between the Library and all its materials vendor:  
Generates reports to inform selection and deaccession decisions and to meet Library reporting and analysis need  
Manages the Library's Integrated Library System Software (ILS/Polaris) ensuring data integrity and system optimization

3.70 FY 20/21 Approved FTEs  
3.71 FY 21/22 Proposed FTEs

**FY 2021-2022 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.  
Actively solicit community input into selection decisions.  
Implement new and efficient systems for managing InterLibrary loans.  
Seek opportunities to create programs and book groups to support patrons' reading interests.  
Ensure efficient and effective systems for purchasing, processing and tracking the materials budget  
Continue to develop and improve reports to help meet all analytical needs

**FY 2021-2022 Major Budget Changes**

The reduction in personnel & benefits costs is due to a projected increase in wages, offset by reduction in health insurance cost and part time staff hour:  
The change in supplies & materials is due to general increase in the cost of books

	<b>FY 20/21 Budget</b>	<b>FY 20/21 Forecast</b>	<b>FY 21/22 Proposed</b>	<b>FY 21/22 vs. FY 20/21</b>	<b>Percent Change</b>
<b>Materials Management</b>					
Personnel & Benefits	\$292,137	\$288,787	\$287,722	-\$4,415	-1.5%
Supplies & Materials	\$361,177	\$371,715	\$366,306	\$5,129	1.4%
Other Expenses	\$30,000	\$30,000	\$30,000	\$0	0.0%
<b>Total Materials Management</b>	<b>\$683,314</b>	<b>\$690,502</b>	<b>\$684,028</b>	<b>\$714</b>	<b>0.1%</b>

**The Westport Library**  
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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 information needs and to provide innovative offering  
 Select content to keep the community updated on the latest trends and topics to meet learning and discovery needs:

7.30 FY 20/21 Approved FTEs  
 6.56 FY 21/22 Proposed FTEs

**FY 2021-2022 Department Goals**

Proactively work to understand our community's information needs and develop innovative and creative ways to meet those needs  
 Work with marketing to increase community awareness of the Reference' services and resources including databases.  
 Ensure all reference staff are meeting Library's customer service standards to ensure positive patrons experiences and to support their engagement with the Library.  
 Continue to explore and implement additional services that would support patrons information need:

**FY 2021-2022 Major Budget Changes**

The change in personnel & benefit costs are due to a negotiated changes in the collective bargaining agreement, offset by reduction in part time staff hour and health insurance costs.  
 The change in supplies & materials is based on the financial forecast

**Information Services**

	<b>FY 20/21 Budget</b>	<b>FY 20/21 Forecast</b>	<b>FY 21/22 Proposed</b>	<b>FY 21/22 vs. FY 20/21</b>	<b>Percent Change</b>
Personnel & Benefits	\$582,987	\$449,444	\$533,707	-\$49,280	-8.5%
Supplies & Materials	\$13,250	\$11,750	\$12,378	-\$872	-6.6%
Other Expenses	\$58,000	\$58,000	\$58,000	\$0	0.0%
<b>Total Information Services</b>	<b>\$654,237</b>	<b>\$519,194</b>	<b>\$604,085</b>	<b>-\$50,152</b>	<b>-7.7%</b>

**The Westport Library**  
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**TECHNOLOGY**

Responsible for planning, coordinating, implementing and managing the Library's technology systems in order to maximize efficiency and effectiveness.  
 Provide support to patrons and staff with their use of technology. Trains and coaches staff in the use of technology as appropriate.

1.94 FY 20/21 Approved FTEs  
 1.94 FY 21/22 Proposed FTEs

**FY 2021-2022 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.  
 Continue to research and implement strategies to maintain the security of Library systems.

**FY 2021-2022 Major Budget Changes**

The change in personnel & benefit costs are due to a negotiated changes in the collective bargaining agreement  
 The increase in the supplies and materials line is due to a higher cost to replace IT equipment  
 The increase in other expenses is due to an increase in the maintenance costs for new AV and Media equipment's

**Innovation & Technology Services**

	<b>FY 20/21 Budget</b>	<b>FY 20/21 Forecast</b>	<b>FY 21/22 Proposed</b>	<b>FY 21/22 vs. FY 20/21</b>	<b>Percent Change</b>
Personnel & Benefits	\$136,180	\$128,175	\$137,690	\$1,509	1.1%
Supplies & Materials	\$25,000	\$20,000	\$30,000	\$5,000	20.0%
Other Expenses	\$178,240	\$220,240	\$222,240	\$44,000	24.7%
<b>Total Innovation &amp; Technology</b>	<b>\$339,420</b>	<b>\$368,415</b>	<b>\$389,929</b>	<b>\$50,509</b>	<b>14.9%</b>

**The Westport Library  
FY 2021/2022 - Budget Proposed Report  
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**PROGRAMS AND EXPERIENTIAL LEARNING**

Provides over 2000 programs annually and develops and implements experiential and other programs that embraces multiple perspectives and inspires exploration  
Works cross-functionally to identify and build relationships with community partners to maximize synergies and create greater impact for the community.

5.23 FY 20/21 Approved FTEs

6.23 FY 21/22 Proposed FTEs

**FY 2021-2022 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 to inform 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.

Ensures excellent hospitality at programs and events.

Utilize the Media Studios state of the art equipment to enhance the digital program experience.

**FY 2021-2022 Major Budget Changes**

The change in personnel & benefit costs is due to negotiated increases in the collective bargaining agreement, additional positions to meet patrons needs.

Supplies & materials increased to cover program cost.

Other increase in expenses is related to cost of running the media studios

	<b>FY 20/21 Budget</b>	<b>FY 20/21 Forecast</b>	<b>FY 21/22 Proposed</b>	<b>FY 21/22 vs. FY 20/21</b>	<b>Percent Change</b>
<b>Programs and Experiential Learning</b>					
Personnel & Benefits	\$485,586	\$523,749	\$652,044	\$166,457	34.3%
Supplies & Materials	\$44,336	\$26,166	\$48,396	\$4,060	9.2%
Other Expenses	\$50,500	\$97,400	\$75,590	\$25,090	49.7%
<b>Total Programs &amp; Experiential Learning</b>	<b>\$580,422</b>	<b>\$647,315</b>	<b>\$776,029</b>	<b>\$195,607</b>	<b>33.7%</b>

**The Westport Library  
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**DEVELOPMENT & MARKETING COMMUNICATIONS**

The Development and Marketing Communications Department manages fund-raising activities, including donor development, annual appeals, major fundraising events, and special development effort: Integrates all of the Library's fundraising needs into a well thought out plan and budget

Develops and delivers cohesive messages about the Library and its services and programs to the community across multiple platforms

5.56 FY 20/21 Approved FTEs

5.56 FY 21/22 Proposed FTEs

**FY 2021-2022 Department Goals**

Increase fundraising revenue through appeals, events and grant writing.

Promote program sponsorship opportunities to corporations and community organizations.

Continue to grow Planned Giving revenues.

Work to support the Library increasing its reach in the community.

Implement enhanced market segmentation strategies so that the Library information is reaching the right segments at the right time with messages that are of interest to them.

**FY 2021-2022 Major Budget Changes**

The change in personnel & benefit costs are due to a negotiated changes in the collective bargaining agreement, offset by offset by lower pay rate for new hires and reduction in health insurance cost.

Other expenses decreased due to eliminating the use of outside consultant

**Communication Outreach**

	<b>FY 20/21 Budget</b>	<b>FY 20/21 Forecast</b>	<b>FY 21/22 Proposed</b>	<b>FY 21/22 vs. FY 20/21</b>	<b>Percent Change</b>
Personnel & Benefits	\$551,584	\$470,520	\$515,594	-\$35,991	-6.5%
Supplies & Materials	\$1,000	\$500	\$1,000	\$0	0.0%
Other Expenses	\$78,020	\$63,720	\$48,720	-\$29,300	-37.6%
<b>Total Communication Outreach</b>	<b>\$630,605</b>	<b>\$534,740</b>	<b>\$565,314</b>	<b>-\$65,291</b>	<b>-10.4%</b>

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

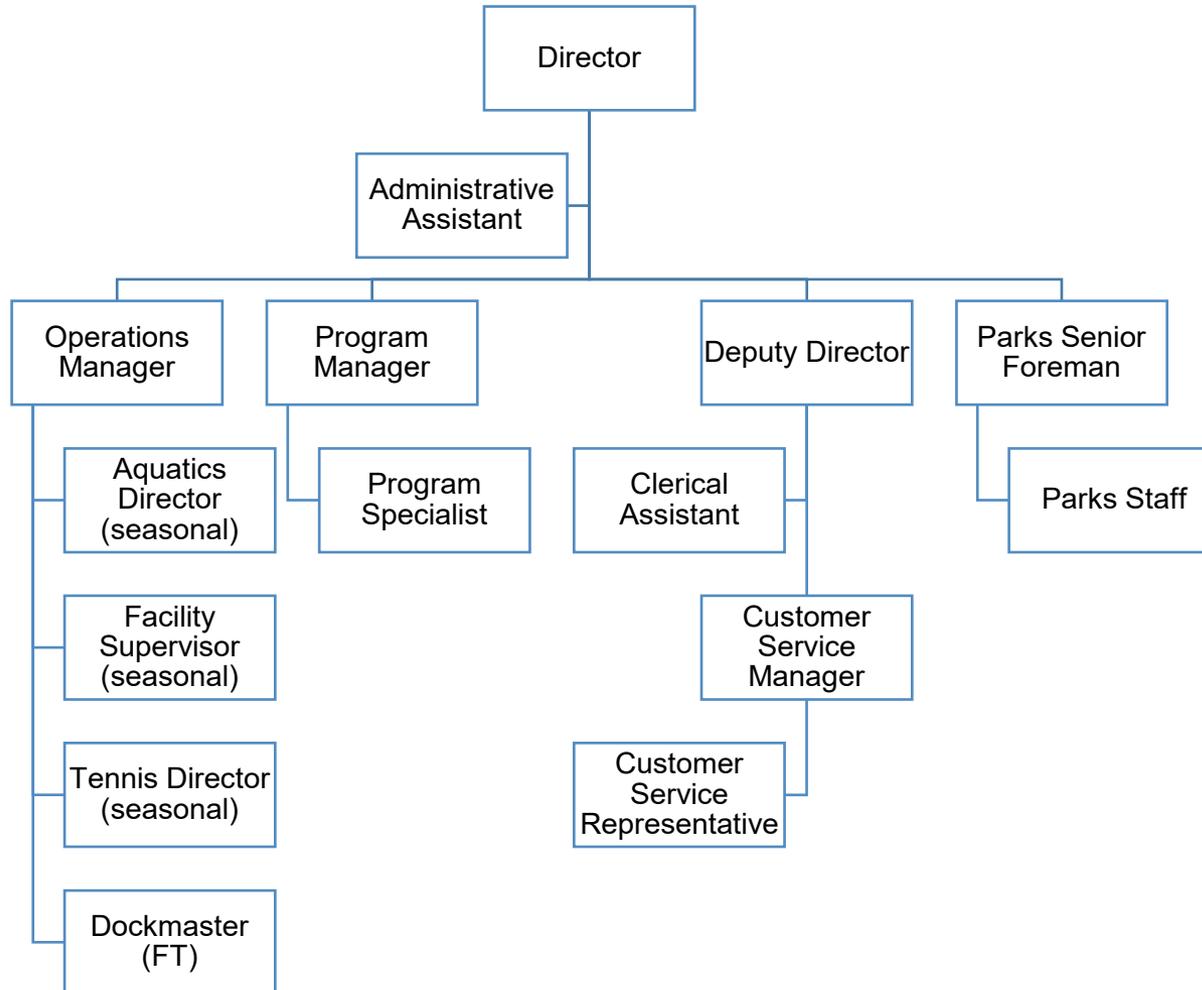
	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>750 Library Board</b>							
60 PaymentsToAgency/Or	4,698,829.00	4,817,653.00	4,817,653.00	4,817,653.00	4,817,653.00	4,817,653.00	0.0%
<b>750 Library Board</b>	<b>4,698,829.00</b>	<b>4,817,653.00</b>	<b>4,817,653.00</b>	<b>4,817,653.00</b>	<b>4,817,653.00</b>	<b>4,817,653.00</b>	<b>0.0%</b>
<b>751 Library Pension Fund</b>							
09 Pensions	286,546.00	293,707.00	293,707.00	272,495.00	272,495.00	272,495.00	-7.2%
<b>751 Library Pension Fund</b>	<b>286,546.00</b>	<b>293,707.00</b>	<b>293,707.00</b>	<b>272,495.00</b>	<b>272,495.00</b>	<b>272,495.00</b>	<b>-7.2%</b>

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# 810 - 838 - FY 2020 Parks & Recreation Department Management Report

## DEPARTMENTAL MISSION

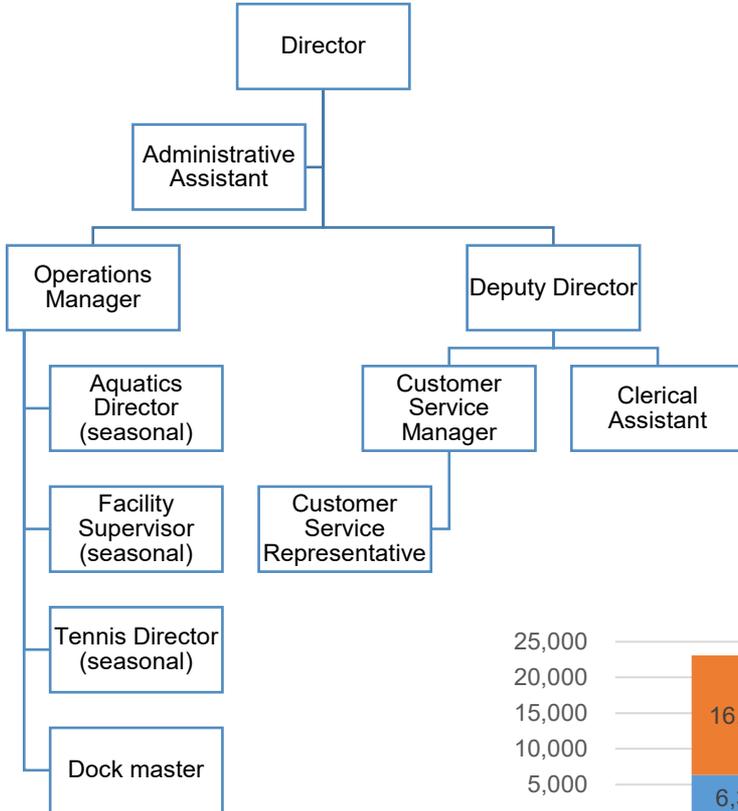
The Parks and Recreation Department supports Westport's parks and open spaces, including public beaches, public golf course, marinas, racquet sports facilities, a skate park, a swimming pool complex and athletic fields. The department is also responsible for recreational programs.



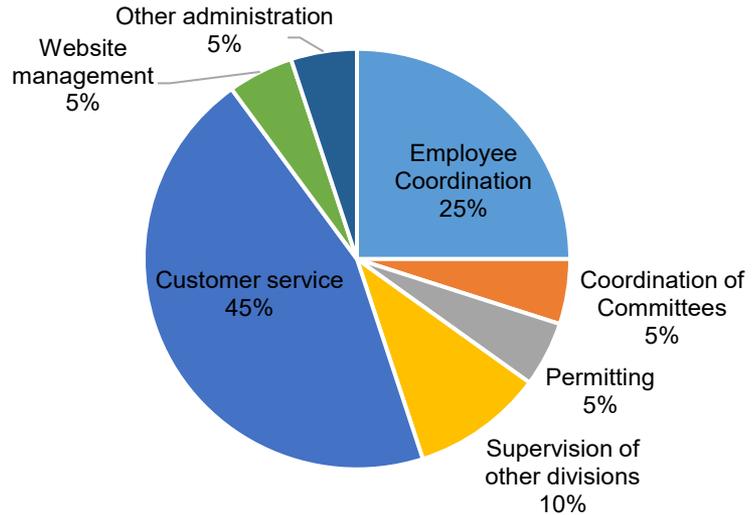
# 810 - Parks & Recreation Department - Administration Division

## DIVISIONAL MISSION

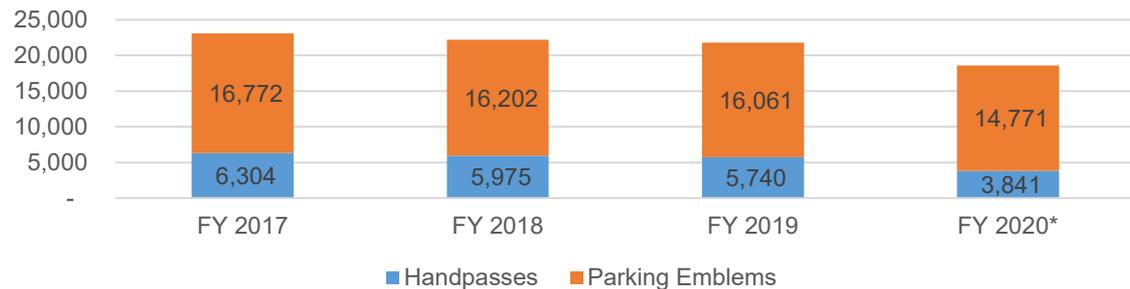
Administration is responsible for the supervision and management of all Parks and Recreation divisions, issuance of permits and program registration; revenue collection; management of all parks and rec programs and facilities; and website management. In addition, Administration provides support to various commissions and committees related to department functions.



How the Administration Division Spends its Time

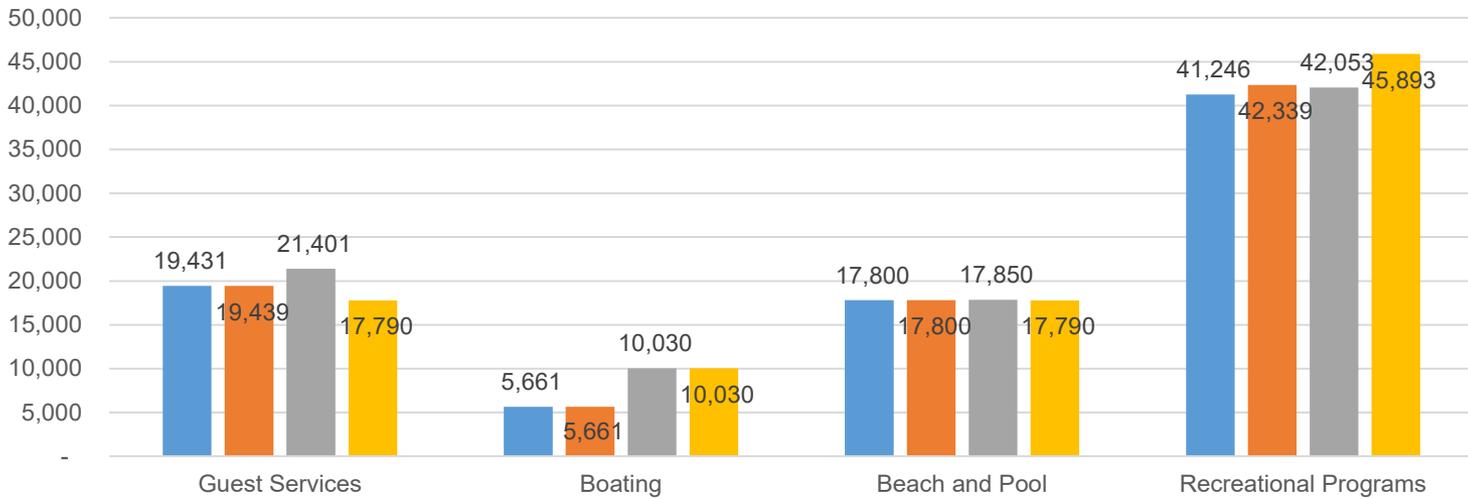


Volume of Permits



NOTE: 2020 decline due to COVID-19: No non-resident beach emblems sold and basic handpass sales suspended due to pool being closed

## Number of Hours for Seasonal Employees



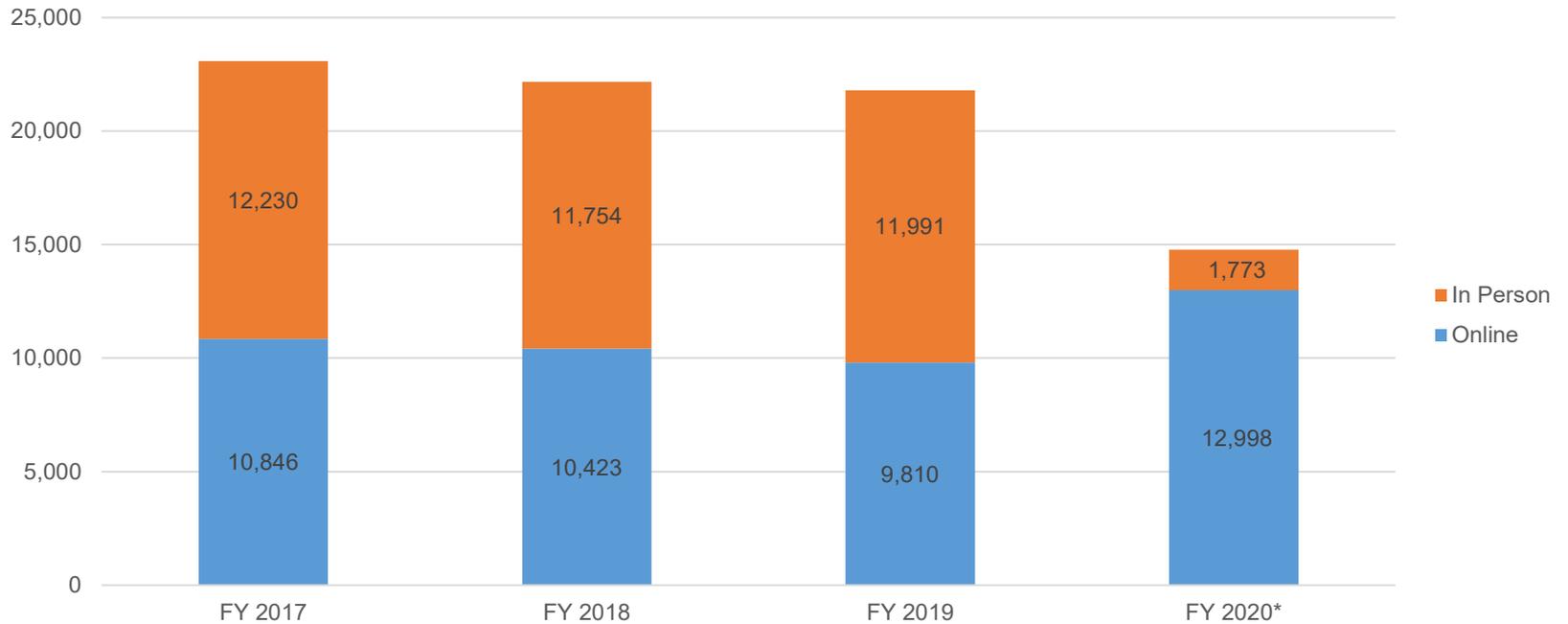
■ FY 2017  
 ■ FY 2018  
 ■ FY 2019  
 ■ FY 2020

<b>Athletic Fields</b>	
<b>Field Types</b>	<b>Count</b>
Artificial Turf	4
Grass Fields	31
<b>Total</b>	<b>35</b>

## DIVISIONAL KEY PERFORMANCE INDICATORS

### 1. Promote the usage of online transactions

Online Vs. In Person Transactions (hand passes & emblems)



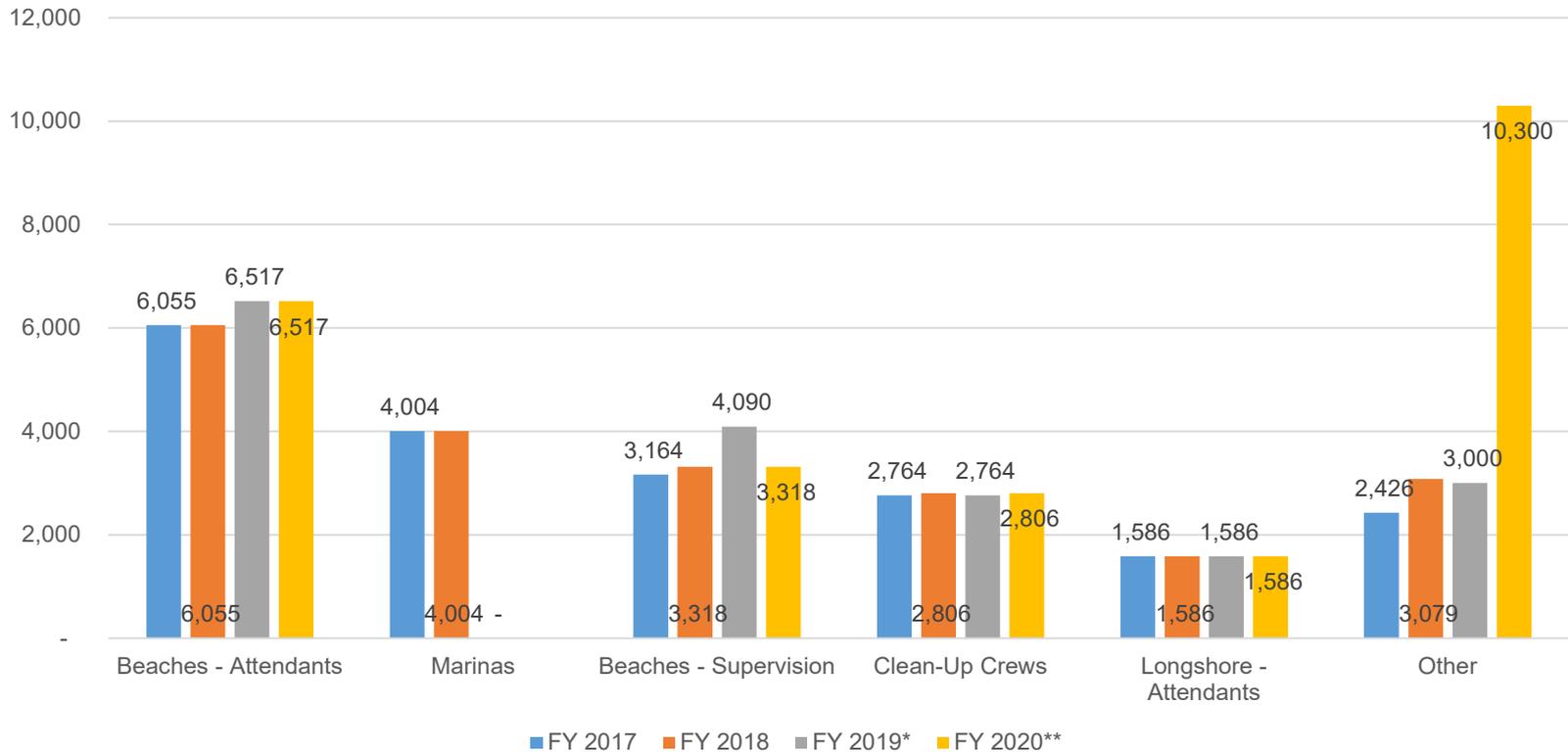
NOTE: 2020 decline due to COVID-19: No non-resident beach emblems sold and basic handpass sales suspended due to pool being closed. Due to COVID-19 Town offices closed to the public requiring all sales to be online for summer 2020

# 812 - Parks & Recreation Department – Guest Services Division

## DIVISIONAL MISSION

The Guest Services department, staffed by part-time, seasonal employees, provides parking and traffic control for all Parks and Recreation facilities. 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.

### Number of Hours for Seasonal Employees (Guest Services)



NOTE:

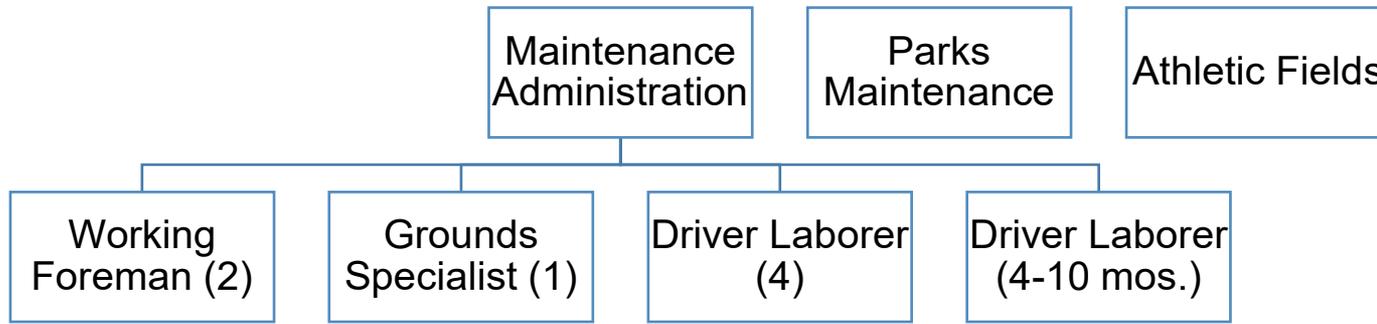
\*2019 does not reflect late summer 2019 (FY 2020) sewage spill

\*\* Increase in Other FY 2020 due to COVID-19 supplemental staffing needs

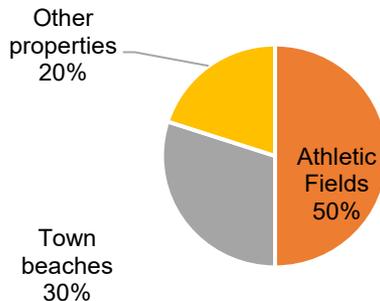
## 820, 831 & 833 - Parks & Recreation Department – Maintenance Divisions

### DIVISIONAL MISSION

The Parks and Recreation Department includes three divisions dedicated to maintenance. The Maintenance Administration (820) maintains the fleet of equipment and machines for all Town of Westport properties including around town buildings, parks, beaches, town and school athletic fields and Longshore. The Parks Maintenance Division (831) maintains over 300 acres of parks, as well as collects municipal trash and recycling and provides custodial services spread among 39 separate properties. Athletic Field Maintenance (833) maintains the full inventory of fields, including turf maintenance, preparation of the fields for games, irrigation systems, field equipment, trash and toilet facilities.



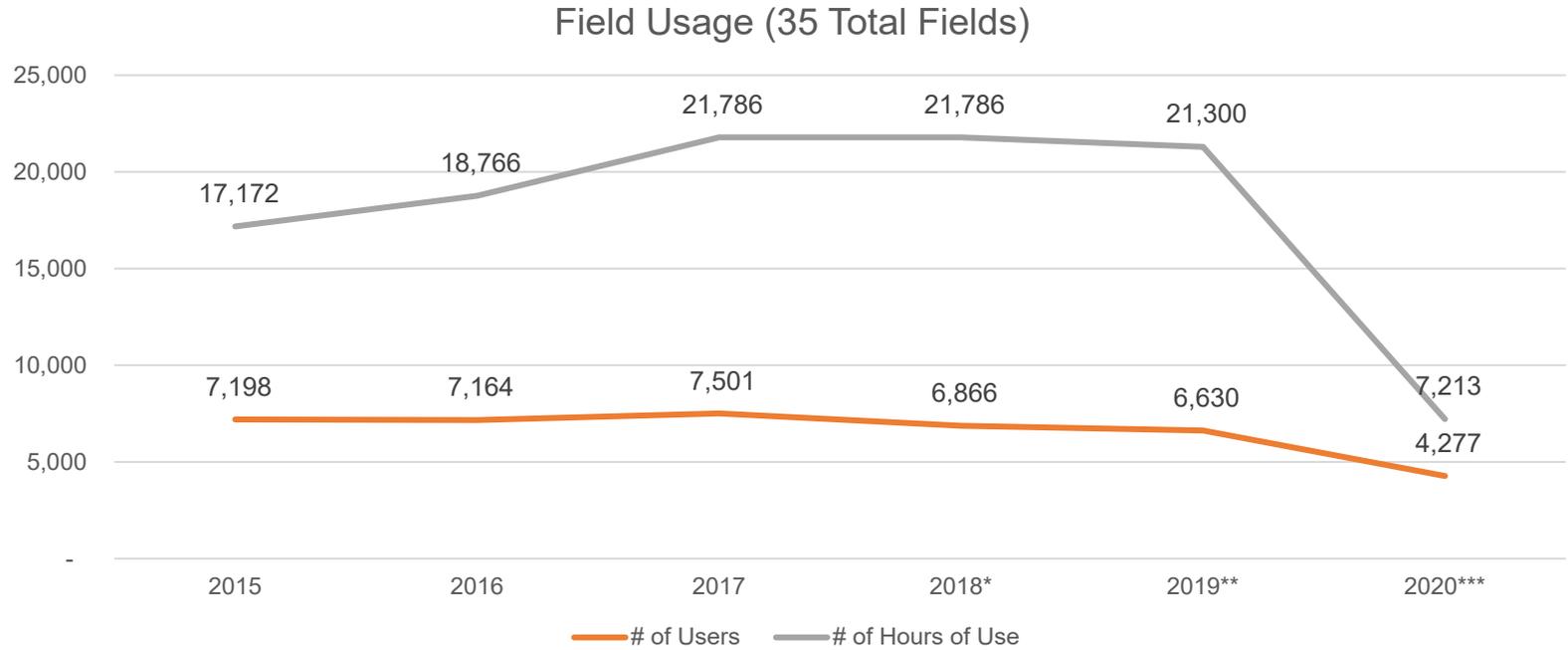
How the Maintenance Administration Division Spends its Time



Field Types	FY 2020
Artificial Turf	4
Grass Fields	31

# DIVISIONAL KEY PERFORMANCE INDICATORS

## 1. Usage of athletic fields:



**NOTE:**

\*2018: Staples field was closed June – Oct 2019 and Wakeman B field was closed June – August 2019

\*\*2019: CMS front and back fields were closed fall 2019 – summer 2020 due to school construction

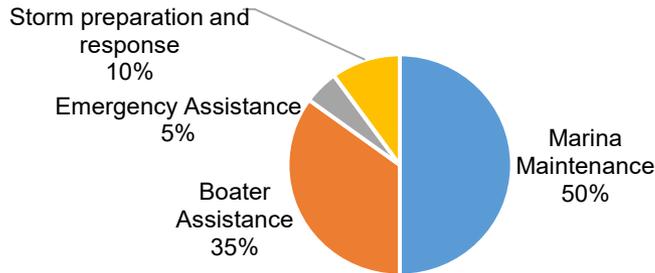
\*\*\*2020: PJ Romano field was closed June 2020 - October 2020 for turf replacement. Ginny Parker field was closed June 2020 – September 2020 for turf replacement. Due to COVID-19 all fields were closed March 2020 – June 2020

# 830 - Parks & Recreation Department – Boating Division

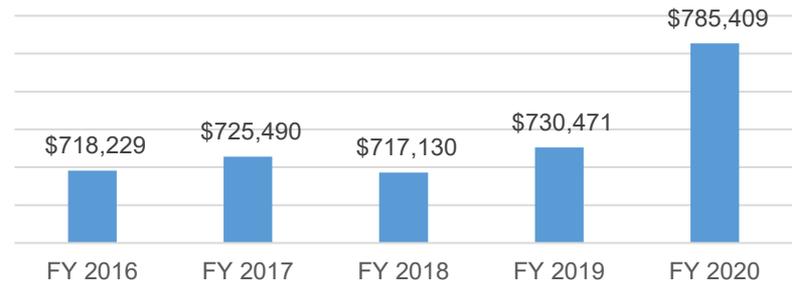
## DIVISIONAL MISSION

The Boating division is responsible for the management of In-Water and Dry-stall Boats in the Ned Dimes and the E.R. Strait Marina. Each marina has dock attendants that 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.

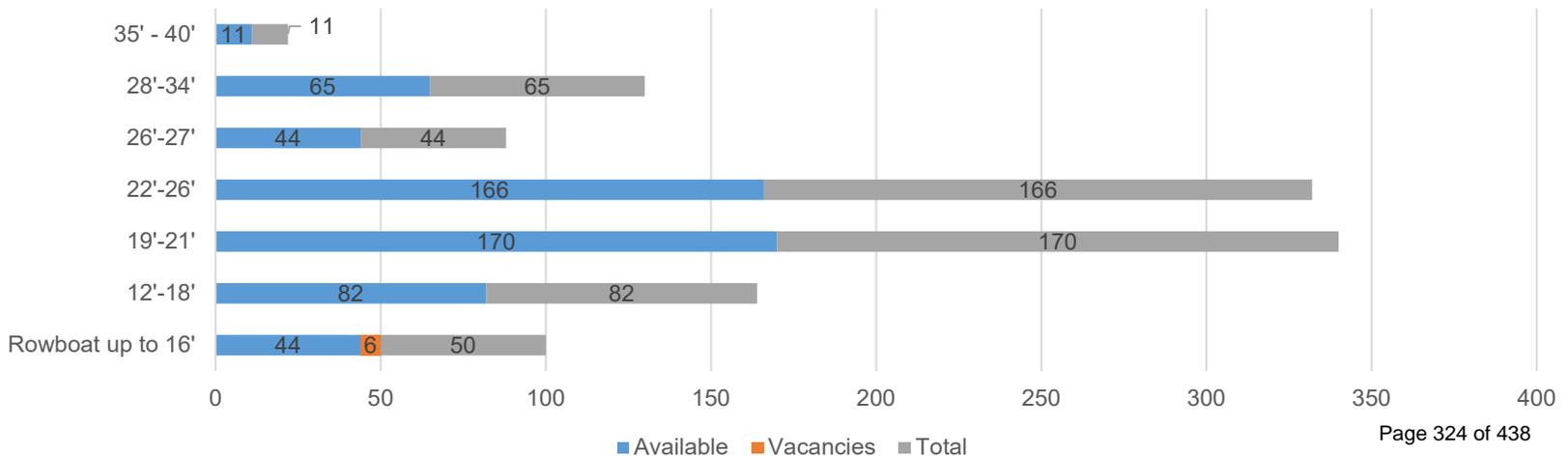
How the Boating Division Spends its Time



Boat Slip Rental Revenue (593 units)

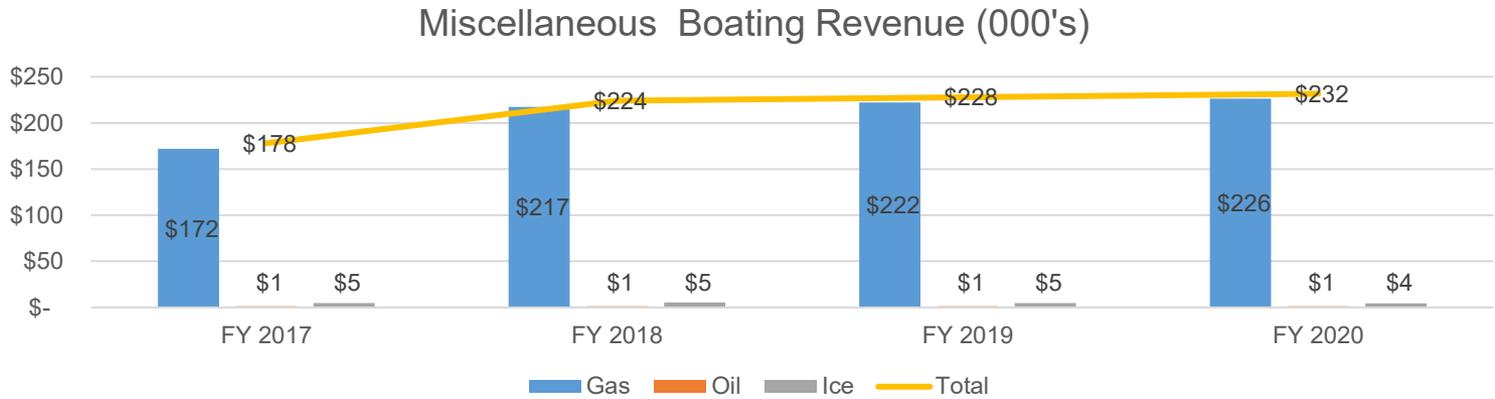


Slips Available by Size



## DIVISIONAL KEY PERFORMANCE INDICATORS

### 1. Revenue from sale of gas, oil and ice:



### 2. Oversaw the hiring of seasonal employees in various roles:

Number of Hours for Seasonal Employees	FY 2020
Assistant Dockmaster	1,260
Senior Attendants	1,512
Attendants	2,889
Marina Overnight	4,369
<b>Total</b>	<b>10,030</b>

## 832 - Parks & Recreation Department – Golf Division

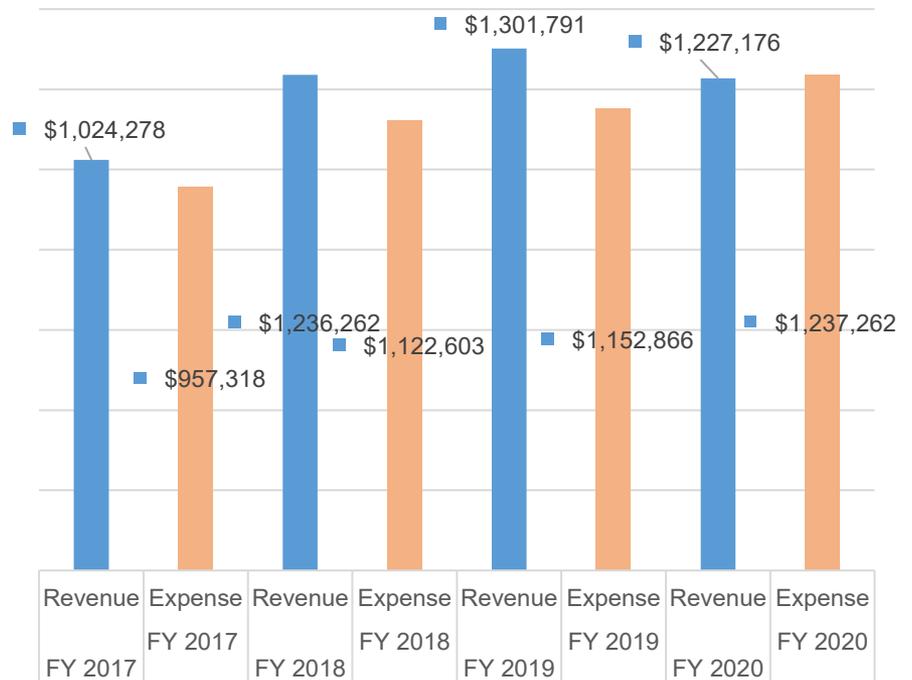
### DIVISIONAL MISSION

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.

### Golf Revenue Breakdown



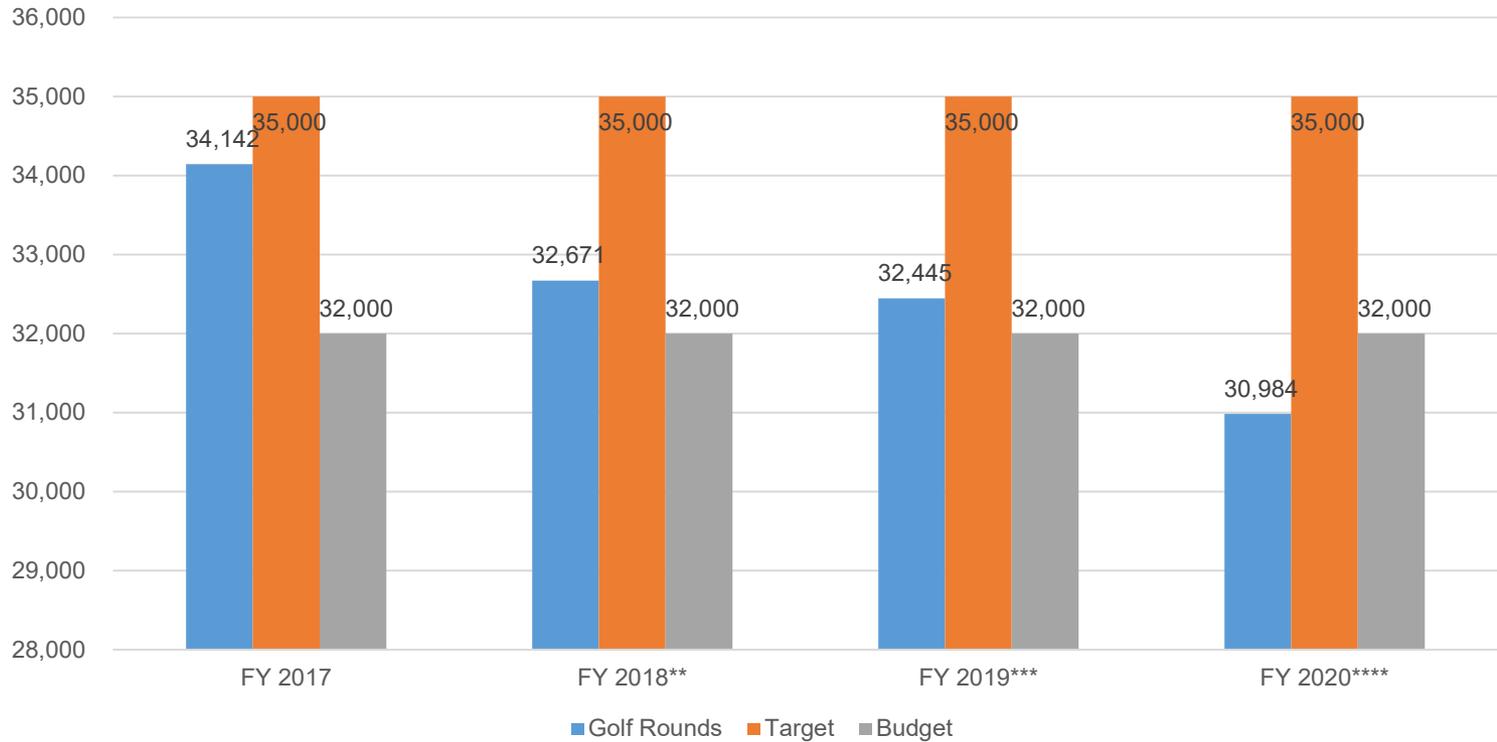
### Golf Revenue vs. Expenses



## DIVISIONAL KEY PERFORMANCE INDICATORS

### 1. Meet target golf rounds of 35,000:

Golf Rounds vs. Target Rounds



#### NOTES

\* Actual rounds are extremely weather dependent.

\*\* Course under construction in FY 2018.

\*\*\*Target was not met in FY 2018 due to construction and in FY 2019 due to weather.

\*\*\*\*In FY 2020 target was not met due to COVID-19 pandemic which caused opening of course to be delayed until May 15.

## 836 - Parks & Recreation Department – Beach and Pool Division

<b>DIVISIONAL MISSION</b>
---------------------------

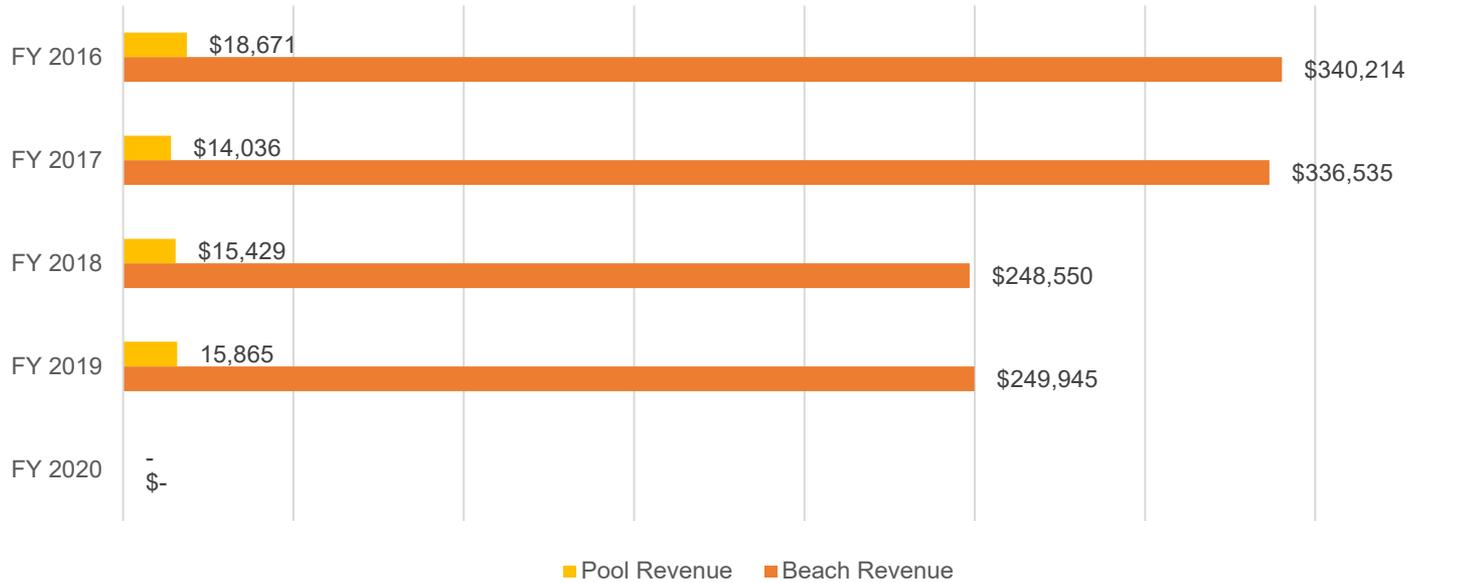
This division provides lifeguard services for Compo Beach, Burying Hill Beach and Longshore Pool and for the Community Swim Program at Staples High School. Additionally, it provides for the maintenance of the Longshore pool facilities and the annual regrading of Compo Beach, Burying Hill Beach and Old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

<b>Budgeted Hours for Seasonal Employees</b>	
<b>Title</b>	<b>Hours</b>
Pool gate	1,078
Co-Waterfront Director	600
Co-Waterfront Director	560
Beach Captains	1,470
Beach Lifeguards	7,350
Pool Director	700
Asst Pool Director	600
Pool Captains	896
Pool Guards	3,724
Staples Pool Supervisor	406
Staples Pool Guards	406
<b>Total</b>	<b>17,790</b>

## DIVISIONAL KEY PERFORMANCE INDICATORS

### 1. Generate revenue from beach and pool usage:

Beach and Pool Daily Fees Revenue



**NOTE:**

\*FY 2018 and 2019 reflect a drop off of beach daily parking fees due to an increase in fees and the policy that limits daily parking.

\*\*Due to COVID-19 pandemic daily parking passes were not sold during 2020 season.

\*\*\*Due to COVID-19 pandemic pool was not opened during 2020 season.

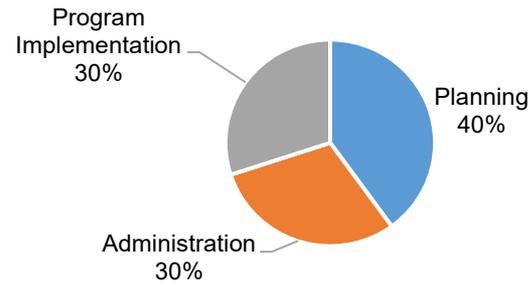
# 838 - Parks & Recreation Department – Recreational Programs Division

## DIVISIONAL MISSION

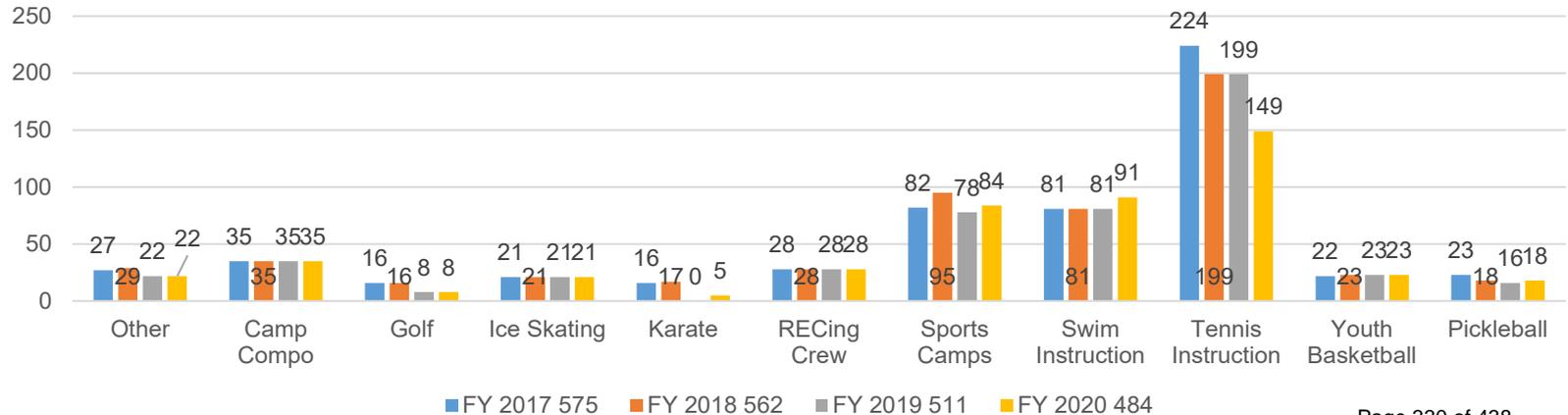
The program division plans, develops, and promotes year-round recreational programs for all ages of residents in the Westport community. The department provides and administers after school programming, summer and vacation camps for the K-8 population and summer sports camps through use of contract vendors. The department also coordinates, administers and/or assists in many community activities such as the Memorial Day Parade and Halloween Parade.



### How the Recreational Programs Division Spends its Time



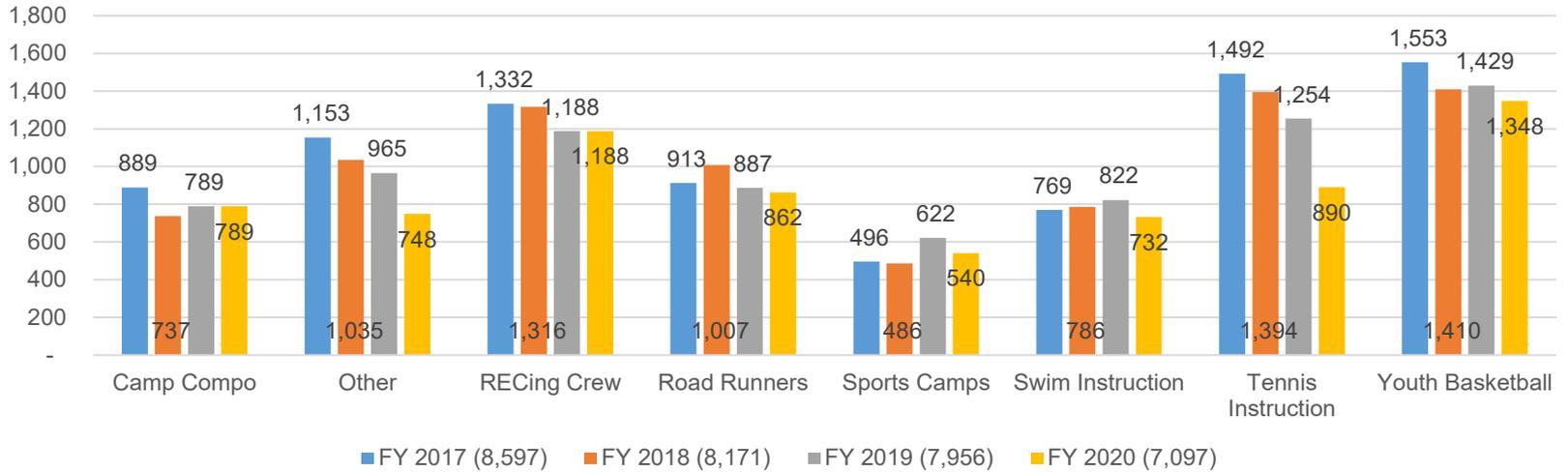
### Number of Recreational Programs



# DIVISIONAL KEY PERFORMANCE INDICATORS

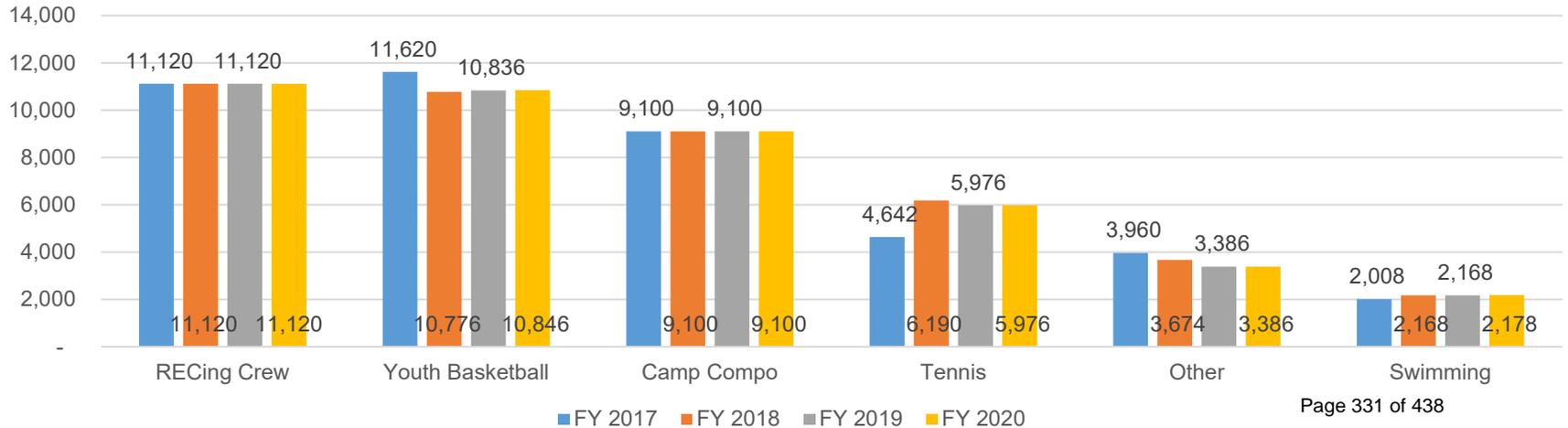
## 1. Number of participants in various programs:

### Number of Recreational Program Participants



## 2. Employed seasonal employees in various roles:

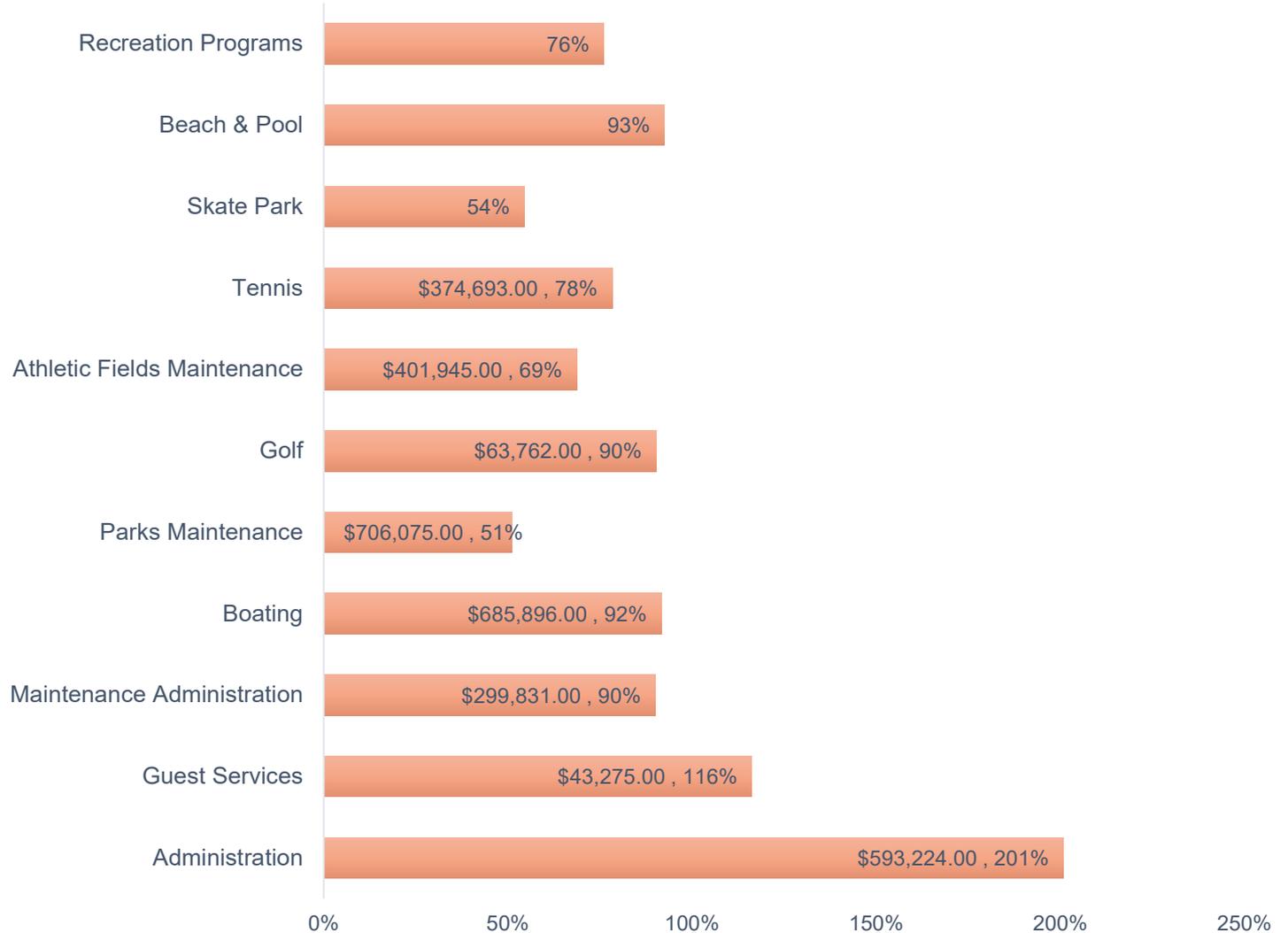
### Number of Hours for Seasonal Employees (Recreational Program)



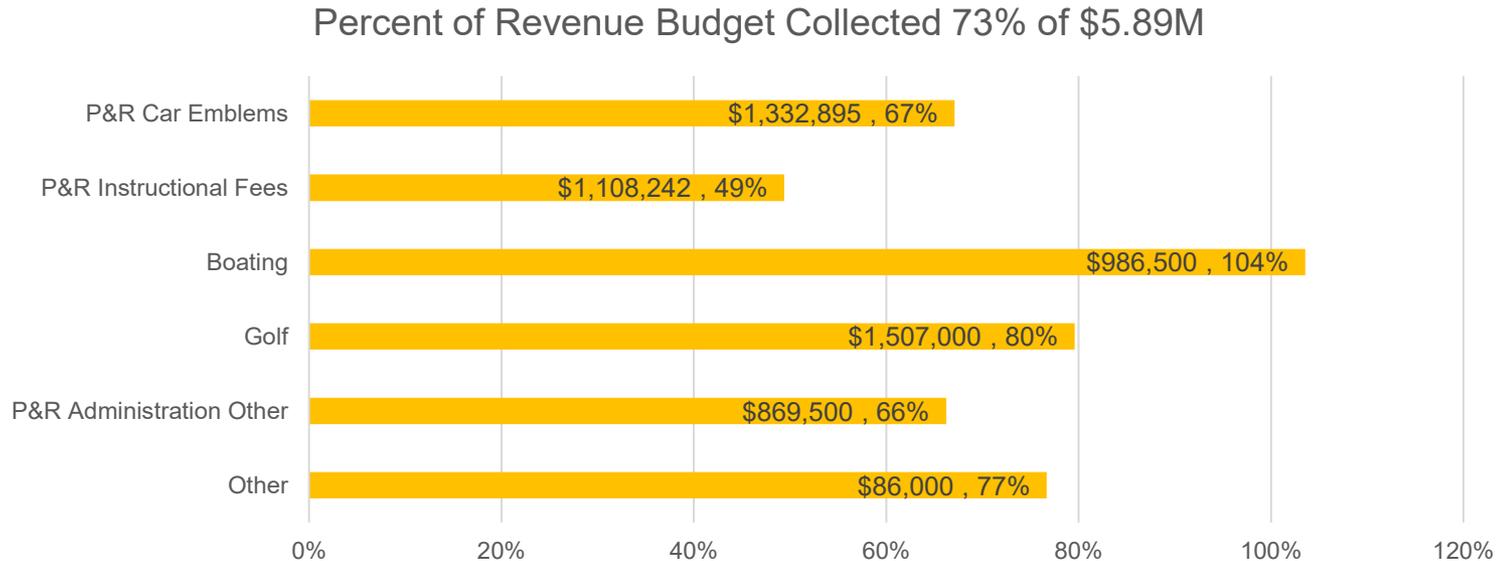
# DEPARTMENTAL SCORECARD OF FY 2020

## 1. Stay within budget:

### FY 2019 Percent of Budget Expended (non-personnel) 86% of 4.9M



## 2. Generate target revenue:



NOTE: Fiscal year revenue reflects two seasons (summer 2019 and spring 2020) and is highly weather dependent. Additionally, the COVID-19 pandemic effected operations beginning March 2020 and had a significant impact on revenue due to necessary restrictions.

## 3. Met Goals

- Completed switch of holes 9 & 14 on Longshore Golf Course
- Completed Staples Stadium synthetic turf field and track replacement
- Completed Wakeman B synthetic turf field replacement
- Installed Mobi-Mat on south beach and second mat on east beach
- Completed survey of Lillian Wadsworth Arboretum
- Upgraded irrigation system on Longshore Golf Course

4. Deferred or Waived Goals

- In process: Begin Longshore Site Plan
- In process: Begin plans for future phases of Riverside Park improvements

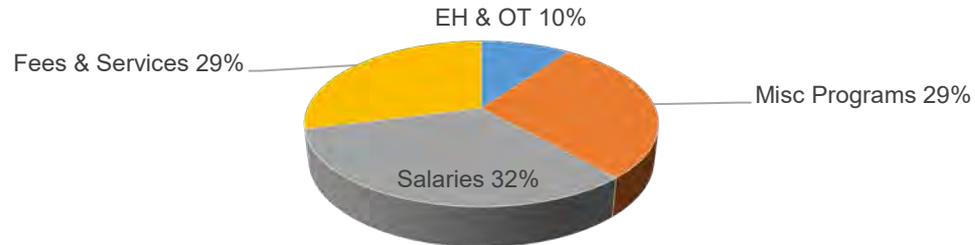
5. Other Accomplishments

- Added four (4) jet ski ramps at Compo marina
- Completed survey of Riverside Park
- Successfully handled impacts and restrictions related to COVID-19
- New concessionaire for Compo, Longshore Pavilion and Halfway House

**DEPARTMENTAL STATUS OF FY 2021**

<b>Parks &amp; Recreation Staffing</b>	
<b>Division</b>	<b>Count</b>
Parks & Recreation Administration	6.5
Parks Maintenance	11
Boating	1
Recreation Programs	2
<b>Total</b>	<b>20.5</b>

**FY 2021 Parks & Recreation Department Budget \$6.483M**



**Budget Changes:** None

**Goals:**

1. Replacement of PJ Romano synthetic turf
2. Replacement of Ginny Parker synthetic turf
3. Replace 17 fingers on F Dock at Ned Dimes Marina
4. Phase 1 Riverside Park improvements
5. Replacement of Greens Farm Field lights (completed) and upgrade of backstop and fencing
6. Begin Longshore Site Plan
7. Resource allocation and cost recovery project establishing policy
8. Conceptual plans for Baron's South

## DEPARTMENTAL PLANS FOR FY 2022

**Budget Changes:** Re-institute Parks Superintendent position. Cost increases due to State minimum wage increase. New leasing program for fleet vehicles included. Revenue uncertainty due to potential COVID-19 challenges and fee/cost recovery policy currently being established.

### Goals:

1. Implement cost recovery/fee structure policy
2. Complete Longshore Site Plan
3. Complete drainage on 16 greens on Longshore Golf Course
4. Replace bulkhead at Longshore marina
5. Replace north and main piers at Ned Dimes Marina
6. Complete improvement plan for Riverside Park
7. Replace tennis courts at Town Farms
8. Implement Baron's South Improvement Plan

**Capital Projects:** Reflected in 2022 goals and 5-Year Capital Plan

## DEPARTMENTAL STATEMENT OF FIVE-YEAR GOAL

The Department of Parks and Recreation goals over the next five years includes continuing to improve on the quality of our parks and facilities, including improvements to our open spaces. This includes the interconnection of parks, facilities and significant town resources through the creation of pedestrian greenways (aka "emerald necklace"). We will also strive to not only continue providing quality programs, but also to expand program offerings that benefit our residents. We will also continue to strive for greater efficiencies throughout all areas of the department and ways to increase our cost recovery while maintaining opportunities for residents of all means.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>810 P&amp;R Administration</b>							
01 Salaries	512,678.55	542,259.00	553,209.79	644,929.00	644,929.00	644,929.00	16.6%
03 EH & OT	12,441.14	16,048.00	16,048.00	16,245.00	16,245.00	16,245.00	1.2%
15 Trans. Allowance	2,554.20	4,600.00	4,600.00	4,600.00	4,600.00	4,600.00	0.0%
18 Fees & Services	1,951.39	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
25 Telephone	27,877.52	28,500.00	28,500.00	28,500.00	28,500.00	28,500.00	0.0%
31 Rental Equipment	0.00	0.00	0.00	6,840.00	6,840.00	6,840.00	
33 Advert & Print	7,676.64	9,350.00	9,350.00	9,350.00	9,350.00	9,350.00	0.0%
34 Postage	8,931.07	4,600.00	4,600.00	4,600.00	4,600.00	4,600.00	0.0%
41 Supplies	6,031.46	11,000.00	11,000.00	10,000.00	10,000.00	10,000.00	-9.1%
59 Education & Exp.	4,440.70	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
CF Computers	15,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.0%
<b>810 P&amp;R Administration</b>	<b>599,582.67</b>	<b>631,357.00</b>	<b>642,307.79</b>	<b>740,064.00</b>	<b>740,064.00</b>	<b>740,064.00</b>	<b>15.2%</b>

**810 - P&R ADMINISTRATION BUDGET 2021-2022**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22	2020-21	2021-22
					Salary Rate	Salaries	Salary Totals
1.00	Director	n/a			135,765	135,765	135,765
1.00	Deputy Director	n/a			100,000	100,000	100,000
1.00	Parks Superintendent	n/a			95,000	0	95,000
1.00	Facilities Manager	n/a			75,000	75,000	75,000
1.00	Customer Service Manager	n/a			72,775	72,775	72,775
1.00	Administrative Assistant II	V-7			67,076	67,076	67,076
1.00	Clerical Assistant - PT	III-6			38,056	36,244	38,056
1.00	Service Assistant	IV-7			61,257	58,340	61,257
8.00	<b>TOTAL SALARIES:</b>				<b>644,929</b>	<b>545,200</b>	<b>644,929</b>

**EXTRA HELP & OVERTIME**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22	2020-21	2021-22
					EH&OT Rate	EH&OT	EH&OT Totals
	Clerical Extra Help	n/a	\$17.00	788	13,396	13,199	13,396
	Full-time OT	n/a			2,849	2,849	2,849
	<b>TOTAL EXTRA HELP &amp; OVERTIME:</b>				<b>16,245</b>	<b>16,048</b>	<b>16,245</b>

**810 - ADMINISTRATION**

<u>Account</u>	<u>Description</u>
<i>Fees &amp; Services</i>	Machine - Service fees for office equipment Online Enrollment - Software support and training
<i>Advertising &amp; Printing</i>	Advertising for seasonal help and Public Notices
<i>Supplies</i>	General Office Supplies
<i>Education &amp; Expense</i>	Reimbursements, education, attendance at professional conferences

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>812 Guest Services</b>							
01 Salaries	(4,584.00)	0.00	0.00	0.00	0.00	0.00	0.0%
03 EH & OT	315,691.19	312,998.00	312,998.00	322,528.00	322,528.00	322,528.00	3.0%
14 Uniform Allowance	591.00	6,500.00	6,500.00	6,500.00	6,500.00	6,500.00	0.0%
31 Rental Equipment	0.00	0.00	0.00	4,272.00	4,272.00	4,272.00	
49 Other Material/Supp	14,459.86	19,480.00	19,480.00	16,030.00	16,030.00	16,030.00	-17.7%
CU Equipment-P&R	22,186.33	12,999.00	12,999.00	6,000.00	6,000.00	6,000.00	0.0%
<b>812 Guest Services</b>	<b>348,344.38</b>	<b>351,977.00</b>	<b>351,977.00</b>	<b>355,330.00</b>	<b>355,330.00</b>	<b>355,330.00</b>	<b>1.0%</b>

**812 - GUEST SERVICES BUDGET 2021-2022**

**SALARIES**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22 EH&amp;OT Rate</b>	<b>2020-21 EH&amp;OT</b>	<b>2021-22 EH&amp;OT Totals</b>
	Supervision		\$24.00	1,436	34,464	51,712	34,464
	<u>Beaches</u>						
	Supervisors	n/a	\$17.50	3,450	60,375	60,375	60,375
	Attendants	n/a	\$14.00	8,634	120,876	94,716	120,876
	<u>Longshore</u>						
	Supervisors	n/a	\$17.50	0	0	0	0
	Attendants	n/a	\$14.00	1,590	22,260	21,411	22,260
	Special Events	n/a	\$14.00-\$15.00	1,588	23,225	23,225	23,225
	Clean-Up Crews	n/a	\$14.00	3,696	51,744	51,975	51,744
	Longevity	n/a	\$0.50	19,168	9,584	9,584	9,584
<b>TOTAL EXTRA HELP &amp; OVERTIME:</b>					<b>322,528</b>	<b>312,998</b>	<b>322,528</b>

**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 Batteries, Garbage receptacles.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>820 Maintenance Administration</b>							
01 Salaries	670,209.95	730,221.00	730,221.00	755,766.00	755,766.00	755,766.00	3.5%
03 EH & OT	310,807.33	280,400.00	280,400.00	299,000.00	299,000.00	299,000.00	6.6%
14 Uniform Allowance	10,162.00	12,020.00	12,020.00	11,020.00	11,020.00	11,020.00	-8.3%
18 Fees & Services	109,249.55	125,700.00	125,700.00	137,700.00	137,700.00	137,700.00	9.5%
26 Equip Maint/Oper	44,884.92	65,500.00	65,500.00	77,000.00	77,000.00	77,000.00	17.6%
27 Veh. Maint/Oper	13,716.60	37,000.00	37,000.00	25,500.00	25,500.00	25,500.00	-31.1%
31 Rental Equip.	0.00	1,000.00	1,000.00	18,150.00	18,150.00	18,150.00	1715.0%
48 Water	124,504.99	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	0.0%
49 Other Material/Supp	21,171.19	41,500.00	41,500.00	40,500.00	40,500.00	40,500.00	-2.4%
59 Education & Exp.	1,370.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
<b>820 Maintenance Administration</b>	<b>1,306,076.53</b>	<b>1,436,341.00</b>	<b>1,436,341.00</b>	<b>1,507,636.00</b>	<b>1,507,636.00</b>	<b>1,507,636.00</b>	<b>5.0%</b>

**820 - P&R MAINTENANCE ADMINISTRATION BUDGET 2021-2022**

**SALARIES**

qty	Position	Grade & Step	FTE %	No. of Hours	2021-22 Salary Rate	2020-21 Salaries	2021-22 Salary Totals
1.00	Sr. Foreman	B-IX			93,425	91,146	93,425
1.00	Working Foreman	B-VIII			85,026	82,952	85,026
1.00	Grounds Specialist	B-III-7			75,699	73,853	75,699
4.00	Driver Laborer	B-II-7			72,097	281,352	288,388
1.00	Driver Laborer (10 months)	B-II-7	.833		72,097	58,592	60,057
2.00	Driver Laborer (10 months)	B-II-4	.833		62,282	96,408	103,762
1.00	Driver Laborer (10 months)	B-II-3	.833		59,315	45,908	49,409
11.00	<b>TOTAL SALARIES:</b>				519,941	730,211	755,766

**EXTRA HELP & OVERTIME**

qty	Position	Grade & Step	Average Hourly Rate	No. of Hours	2021-22 EH&OT Rate	2020-2021 EH&OT	2021-22 EH&OT Totals
	Regular Overtime	n/a	\$42-\$89				
	Seasonal Employees		\$14-\$20				
	Total			10,560	299,000	280,400	299,000
	<b>TOTAL EXTRA HELP &amp; OVERTIME:</b>				299,000	280,400	299,000

**820 – MAINTENANCE & DEVELOPMENT**

<u>Account</u>	<u>Description</u>
<i>Fees &amp; 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 &amp; Expense</i>	Education reimbursements, attendance at professional conferences

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>830 Boating</b>							
01 Salaries	69,819.76	77,546.00	77,546.00	85,026.00	85,026.00	85,026.00	9.6%
03 EH & OT	150,139.08	146,915.00	146,915.00	153,290.00	153,290.00	153,290.00	4.3%
14 Uniform Allowance	1,480.00	1,500.00	1,500.00	2,000.00	2,000.00	2,000.00	33.3%
30 Facility Maint.	29,302.35	30,850.00	30,850.00	30,850.00	30,850.00	30,850.00	0.0%
54 Items for Resale	169,418.64	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	0.0%
CU Equipment-P&R	18,271.98	28,000.00	28,000.00	29,850.00	29,850.00	29,850.00	6.6%
<b>830 Boating</b>	<b>438,431.81</b>	<b>484,811.00</b>	<b>484,811.00</b>	<b>501,016.00</b>	<b>501,016.00</b>	<b>501,016.00</b>	<b>3.3%</b>

**830 - P&R BOATING BUDGET 2021-2022**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22 Salary Rate	2020-21 Salaries	2021-22 Salary Totals
1.00	Dockmaster	B-IV-7			0	38,773	0
1.00	Foreman	B-VII			85,026	41,476	85,026
1.00	<b>TOTAL SALARIES:</b>				85,026	80,249	85,026

**EXTRA HELP & OVERTIME**

qty	Position	Hourly Rate	No. of Hours	2021-22 EH&OT Rate	2020-21 EH&OT	2021-22 EH&OT Totals	
	Assistant	\$17.00	1,260	21,420	20,160	21,420	
	Senior Attendants	\$15.00	1,512	22,680	21,546	22,680	
	Attendants	\$14.00	2,889	40,446	37,557	40,446	
	Marina Overnight	\$14.25	4,368	62,244	61,152	62,244	
	Overtime			6,500	6,500	6,500	
	<b>TOTAL EXTRA HELP &amp; OVERTIME:</b>				153,290	146,915	153,290

**830 – BOATING**

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

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>831 Parks Maintenance</b>							
18 Fees & Services	72,783.19	105,450.00	105,450.00	90,450.00	90,450.00	90,450.00	-14.2%
30 Facility Maint.	26,010.50	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.0%
42 Maint. Supplies	16,966.79	38,000.00	38,000.00	25,000.00	25,000.00	25,000.00	-34.2%
60 PaymentsToAgency/Or	9,500.00	10,000.00	10,000.00	12,000.00	12,000.00	12,000.00	20.0%
CC Facility Improvements	16,471.69	90,000.00	90,000.00	90,000.00	90,000.00	90,000.00	0.0%
CU Equipment-P&R	50,034.76	28,000.00	28,000.00	38,000.00	38,000.00	38,000.00	35.7%
<b>831 Parks Maintenance</b>	<b>191,766.93</b>	<b>331,450.00</b>	<b>331,450.00</b>	<b>315,450.00</b>	<b>315,450.00</b>	<b>315,450.00</b>	<b>-4.8%</b>

**831 - P&R PARKS MAINTENANCE BUDGET 2021-2022**

**831 – PARKS MAINTENANCE**

<u>Account</u>	<u>Description</u>
<i>Fees &amp; 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&amp;R Equipment</i>	Capital – see attached

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>832 Golf</b>							
18 Fees & Services	1,083,372.18	1,141,600.00	1,141,600.00	1,132,600.00	1,132,600.00	1,132,600.00	-0.8%
26 Equip Maint/Oper	777.64	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.0%
42 Maint. Supplies	1,050.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
49 Other Material/Supp	7,438.49	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	0.0%
CC Facility Improvements	48,485.89	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	0.0%
<b>832 Golf</b>	<b>1,141,124.20</b>	<b>1,246,100.00</b>	<b>1,246,100.00</b>	<b>1,237,100.00</b>	<b>1,237,100.00</b>	<b>1,237,100.00</b>	<b>-0.7%</b>

**832 - P&R GOLF BUDGET 2021-2022**

**832 – GOLF**

<u>Account</u>	<u>Description</u>
<i>Fees &amp; 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

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>833 Athletic Fields Maintenance</b>							
18 Fees & Services	3,689.31	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.0%
42 Maint. Supplies	57,355.18	70,500.00	70,500.00	70,500.00	70,500.00	70,500.00	0.0%
CX Systems/Projects	4,548.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	0.0%
<b>833 Athletic Fields Maintenance</b>	<b>65,592.49</b>	<b>88,500.00</b>	<b>88,500.00</b>	<b>88,500.00</b>	<b>88,500.00</b>	<b>88,500.00</b>	<b>0.0%</b>

**833 - P&R ATHLETIC FIELDS MAINTENANCE BUDGET 2021-2022**

**833 – ATHLETIC FIELDS MAINTENANCE**

Account

*Fees & Services*

*Maintenance Supplies*

Description

Professional Fees and Outside Contract Services

Operating supplies – Soil Seed fertilizer, clay, paint etc.

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>834 Tennis</b>							
03 EH & OT	31,785.40	44,380.00	44,380.00	49,160.00	49,160.00	49,160.00	10.8%
14 Uniform Allowance	0.00	500.00	500.00	1,000.00	1,000.00	1,000.00	100.0%
30 Facility Maint.	33,095.00	36,000.00	36,000.00	39,000.00	39,000.00	39,000.00	8.3%
42 Maint. Supplies	22,007.89	27,500.00	27,500.00	26,500.00	26,500.00	26,500.00	-3.6%
CC Facility Improvements	9,300.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
<b>834 Tennis</b>	<b>96,188.29</b>	<b>118,380.00</b>	<b>118,380.00</b>	<b>125,660.00</b>	<b>125,660.00</b>	<b>125,660.00</b>	<b>6.1%</b>

834 - P&R TENNIS BUDGET 2021-2022

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22 Salary Rate	2020-21 Salaries	2021-22 Salary Totals
	Tennis Supervisor		\$22.00	980	21,560	24,380	21,560
	Attendants		\$15.00	1,840	27,600	20,000	27,600
TOTAL EXTRA HELP & OVERTIME:					49,160	44,380	49,160

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

Town of Westport  
 Board of Finance Recommended Budget FY 2022  
 Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>835 Skate Park</b>							
03 EH & OT	9,778.50	0.00	0.00	0.00	0.00	0.00	0.0%
30 Facility Maint.	2,960.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
<b>835 Skate Park</b>	<b>12,738.50</b>	<b>10,000.00</b>	<b>10,000.00</b>	<b>10,000.00</b>	<b>10,000.00</b>	<b>10,000.00</b>	<b>0.0%</b>

**835 - P&R SKATE PARK BUDGET 2021-2022**

**SALARIES**

**835 – SKATING**

Account

*Facility Maintenance*

Description

Maintenance materials and supplies

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>836 Beach &amp; Pool</b>							
03 EH & OT	353,144.82	370,081.00	370,081.00	397,252.00	397,252.00	397,252.00	7.3%
14 Uniform Allowance	4,990.97	5,000.00	5,000.00	5,500.00	5,500.00	5,500.00	10.0%
19 Contract Services	23,196.00	28,177.00	28,177.00	23,500.00	23,500.00	23,500.00	-16.6%
20 Employee Medical	1,330.00	1,750.00	1,750.00	1,750.00	1,750.00	1,750.00	0.0%
30 Facility Maint.	16,940.30	17,000.00	17,000.00	15,000.00	15,000.00	15,000.00	-11.8%
42 Maint. Supplies	20,271.22	25,750.00	25,750.00	26,750.00	26,750.00	26,750.00	3.9%
CU Equipment-P&R	7,525.67	10,377.00	10,377.00	11,028.00	11,028.00	11,028.00	6.3%
<b>836 Beach &amp; Pool</b>	<b>427,398.98</b>	<b>458,135.00</b>	<b>458,135.00</b>	<b>480,780.00</b>	<b>480,780.00</b>	<b>480,780.00</b>	<b>4.9%</b>

**836 - P&R BEACH & POOL BUDGET 2021-2022**

**EXTRA HELP & OVERTIME**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22 EH&OT Rate	2020-21 EH&OT	2021-22 EH&OT Totals
	Police Services				85,000	85,000	85,000
	Pool Gate		\$14.00	1,078	15,092	14,014	15,092
	Waterfront Director		\$24.00	620	14,880	14,400	14,880
	Co-Waterfront Director		\$21.00	0	0	0	0
	Beach Captains		\$18.00	1,792	32,256	25,725	32,256
	Beach Lifeguards		\$15.25	8,428	128,527	108,413	128,527
	Co-Pool Supv		\$24.00	630	15,120	21,000	15,120
	Co-Pool Supv		\$24.00	525	12,600	10,800	12,600
	Pool Captains		\$17.50	896	15,680	15,232	15,680
	Pool Guards		\$14.75	3,724	54,929	53,067	54,929
	Staples Pool Supervisor		\$21.00	406	8,526	8,526	8,526
	Staples Pool guards		\$14.50	406	5,887	5,684	5,887
	Longevity		\$0.50	17,915	8,958	8,220	8,958
						0	
<b>TOTAL EXTRA HELP &amp; OVERTIME:</b>					<b>397,455</b>	<b>370,081</b>	<b>397,455</b>

**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

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>838 Recreation Programs</b>							
01 Salaries	129,061.36	129,000.00	132,224.94	132,225.00	132,225.00	132,225.00	0.0%
03 EH & OT	603,109.29	895,667.00	895,667.00	950,366.00	950,366.00	950,366.00	6.1%
14 Uniform Allowance	1,131.90	5,655.00	5,655.00	5,639.00	5,639.00	5,639.00	-0.3%
18 Fees & Services	39,129.00	76,250.00	76,250.00	79,970.00	79,970.00	79,970.00	4.9%
41 Supplies	172,552.40	205,175.00	205,175.00	206,175.00	206,175.00	206,175.00	0.5%
<b>838 Recreation Program</b>	<b>944,983.95</b>	<b>1,311,747.00</b>	<b>1,314,971.94</b>	<b>1,374,375.00</b>	<b>1,374,375.00</b>	<b>1,374,375.00</b>	<b>4.5%</b>
<b>840 Memorial &amp; Veterans Days</b>							
63 Program Expenses	1,000.00	9,500.00	9,500.00	9,500.00	9,500.00	9,500.00	0.0%
<b>840 Memorial &amp; Veteran</b>	<b>1,000.00</b>	<b>9,500.00</b>	<b>9,500.00</b>	<b>9,500.00</b>	<b>9,500.00</b>	<b>9,500.00</b>	<b>0.0%</b>

838 - P&R RECREATION PROGRAMS BUDGET 2021-2022

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22 Salary Rate	2020-21 Salaries	2021-22 Salary Totals
1.00	Program Manager	n/a			86,097	86,097	86,097
1.00	Program Specialist	n/a			46,125	46,125	46,125
2.00	TOTAL SALARIES:				132,222	132,222	132,222

838 - MISCELLANEOUS PROGRAMS

Recreation Program Details

<u>PROGRAM</u>	<u>EH &amp; OT</u>	<u>F &amp; 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	2,448	0	0	50	2,498	140	2,900	402
Age Group Track	4,044	0	300	130	4,474	250	3,725	(749)
Camp Compo	166,563	6,000	28,290	1,290	202,143	920	149,000	(53,143)
Golf	0	31,250	0	0	31,250	130	34,750	3,500
Special Events	0	1,900	1,625	0	3,525	0	1,175	(2,350)
Ice Skating	27,500	0	32,920	300	60,720	285	51,975	(8,745)
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	3,126	900	1,000	60	5,086	100	5,800	714
RECing Crew	181,440	6,000	100,465	840	288,745	1337	261,280	(27,465)
Road Runners	10,970	0	835	120	11,925	0	11,600	(325)
Special Needs	9,840	0	250	0	10,090	30	3,180	(6,910)
Sports Camps	116,770	0	200	0	116,970	746	198,847	81,877
Skate Camp	9,414	0	0	150	9,564	80	18,750	9,186
Supervision - BOE	22,500	0	0	120	22,620		23,071	451
Swim Instruction	43,475	0	1,360	975	45,810	812	48,940	3,130
Tennis Instruction	150,092	0	11,055	960	162,107	1695	162,485	378
Tot'n Play	28,360	0	0	0	28,360	150	35,450	7,090
Virtual/E-Sports	7,820		1,100	0	8,920	265	14,820	5,900
Youth Basketball	156,400	0	25,375	544	182,319	1648	195,910	13,591
Pickleball	12,744	0	1,000	50	13,794	230	16,900	3,106
<b>SUBTOTALS</b>	<b>958,060</b>	<b>72,150</b>	<b>206,175</b>	<b>5,639</b>	<b>1,242,150</b>	<b>8,939</b>	<b>1,253,778</b>	
Scholarships							30,654	
<b>TOTALS</b>	<b>958,060</b>	<b>72,150</b>	<b>206,175</b>	<b>5,639</b>	<b>1,242,150</b>	<b>8,939</b>	<b>1,223,124</b>	<b>-19,026</b>

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>901 Pensions</b>							
523100 Municipal Pension	743,687.00	1,128,888.00	1,128,888.00	877,716.00	877,716.00	877,716.00	-22.2%
523200 Police Pension	1,380,341.00	3,140,156.00	3,140,156.00	3,428,749.00	3,428,749.00	3,428,749.00	9.2%
523300 Fire Pension	1,116,704.00	2,386,794.00	2,386,794.00	2,597,229.00	2,597,229.00	2,597,229.00	8.8%
523400 Public Works Pension	23,387.00	0.00	10,208.00	0.00	0.00	0.00	-100.0%
523500 NUS Pension	413,956.00	697,851.00	724,010.00	795,000.00	795,000.00	795,000.00	9.8%
523600 NUN Pension	400,043.00	784,366.00	784,366.00	861,249.00	861,249.00	861,249.00	9.8%
523770 OPEB Plan Funding	3,477,773.00	1,203,081.00	1,203,081.00	1,194,156.00	1,194,156.00	1,194,156.00	-0.7%
523810 Def Cont Town	109,480.18	110,000.00	110,000.00	115,000.00	115,000.00	115,000.00	4.5%
523820 Def Cont BoE	253,385.13	260,000.00	260,000.00	300,000.00	300,000.00	300,000.00	15.4%
523830 Def Cont Library	42,976.54	45,000.00	45,000.00	50,000.00	50,000.00	50,000.00	11.1%
523840 Def Cont DPW	62,653.87	61,500.00	61,500.00	85,000.00	85,000.00	85,000.00	38.2%
523850 Def Cont Fire	22,744.92	26,000.00	26,000.00	31,000.00	31,000.00	31,000.00	0.0%
523860 Def Cont Police	6,517.72	15,000.00	15,000.00	22,000.00	22,000.00	22,000.00	0.0%
531000 Fees & Services	168,179.26	340,000.00	340,000.00	340,000.00	340,000.00	340,000.00	0.0%
588000 Program Expense	8,922.36	0.00	0.00	0.00	0.00	0.00	0.0%
<b>901 Pensions</b>	<b>8,230,750.98</b>	<b>10,198,636.00</b>	<b>10,235,003.00</b>	<b>10,697,099.00</b>	<b>10,697,099.00</b>	<b>10,697,099.00</b>	<b>4.5%</b>

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>902 Insurance</b>							
07 Group Insur-MED	7,002,559.69	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	0.0%
08 Group Insur-LIFE	70,270.63	67,000.00	67,000.00	72,000.00	72,000.00	72,000.00	7.5%
11 EmpAss'tProgram	2,231.60	3,000.00	3,000.00	2,600.00	2,600.00	2,600.00	-13.3%
12 Workers Comp.	1,250,000.00	1,150,000.00	1,150,000.00	1,200,000.00	1,200,000.00	1,200,000.00	4.3%
13 H & H Reserve	152,081.70	168,000.00	168,000.00	168,000.00	168,000.00	168,000.00	0.0%
36 Ins-Bldg & Liab	475,732.58	550,000.00	550,000.00	550,000.00	550,000.00	550,000.00	0.0%
37 Ins-Auto & Liab	104,888.95	115,000.00	115,000.00	115,000.00	115,000.00	115,000.00	0.0%
38 PubOfficialsLiab	77,480.00	78,000.00	78,000.00	78,000.00	78,000.00	78,000.00	0.0%
39 Surety Bonds	897.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.0%
<b>902 Insurance</b>	<b>9,136,142.15</b>	<b>8,632,100.00</b>	<b>8,632,100.00</b>	<b>8,686,700.00</b>	<b>8,686,700.00</b>	<b>8,686,700.00</b>	<b>0.6%</b>
<b>903 Social Security</b>							
05 Social Security	1,260,205.69	1,162,000.00	1,164,638.94	1,291,500.00	1,291,500.00	1,291,500.00	10.9%
<b>903 Social Security</b>	<b>1,260,205.69</b>	<b>1,162,000.00</b>	<b>1,164,638.94</b>	<b>1,291,500.00</b>	<b>1,291,500.00</b>	<b>1,291,500.00</b>	<b>10.9%</b>
<b>905 Unemployment Compensation</b>							
06 Unemp. Comp.	76,865.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.0%
<b>905 Unemployment Compe</b>	<b>76,865.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>0.0%</b>

	<b>Town of Westport</b>	<b>Health and Dental Expenses</b>			
	<b>2021-2022 Projection</b>				
<b>Fiscal Year</b>		<b>2018-19</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
		<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Budget</i>
<b><u>Paid Claims</u></b>					
	<b>Medical</b>	\$4,802,818	\$5,532,324	\$5,596,573	\$6,181,569
	<b>Rx</b>	2,894,749	2,675,289	3,013,539	2,989,247
	<b>Dental</b>	<u>334,383</u>	<u>291,283</u>	<u>357,381</u>	<u>343,524</u>
		\$8,031,950	\$8,498,896	\$8,967,493	\$9,514,340
		-20.8%	5.8%	5.5%	6.1%
<b><u>Enrollment</u></b>					
	<b>Medical</b>	491	498	491	491
	<b>Dental</b>	498	495	499	499
<b><u>Plan Expenses</u></b>					
	<b>Medical/Rx Admin Fees</b>	\$54,600	\$55,370	\$57,518	\$49,166
	<b>Network Access Fee</b>	238,516	249,134	258,799	266,337
	<b>Dental Admin Fees</b>	23,888	24,485	25,360	25,530
	<b>Stop-Loss Premiums</b>	587,881	521,085	614,874	618,597
	<b>PCORI Fee</b>	2,550	3,181	0	3,298
	<b>ACA Reinsurance Fee</b>	0	0	0	0
	<b>Buyout of Plan</b>	85,500	<u>85,000</u>	<u>85,000</u>	<u>85,000</u>
	<b>Consulting fees, PBIrx Mgmt fees, audit and Actuaries</b>	<u>\$89,035</u>	<u>\$77,109</u>	<u>\$76,000</u>	<u>\$87,000</u>
		\$1,081,970	\$1,015,364	\$1,117,551	\$1,134,928
	<b>Town HSA Contribution</b>	\$470,583	\$481,417	\$495,000	\$495,000
	<b>Total Self-funded Health Plan Cost</b>	\$9,584,503	\$9,995,677	\$10,580,044	\$11,144,268

<b>Fiscal Year</b>		<b>2018-19</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
<b>Change from Prior Budget or Projected</b>		-22.8%	4.3%	5.8%	5.3%
<b>Anthem Insured Premiums</b>		<u>\$157,632</u>	<u>\$144,485</u>	<u>\$185,000</u>	<u>\$150,000</u>
<b>Total Health Plan Expenditures</b>		\$9,742,135	\$10,140,162	\$10,765,044	\$11,294,268
		-23.0%	4.1%	6.2%	4.9%
<b><u>Income</u></b>					
	<b>Rx Rebates</b>	(\$174,032)	(\$349,421)	(\$214,482)	(\$300,000)
	<b>RDS Medicare Part D Rebate</b>	(\$135,000)	(\$135,000)	(\$135,000)	(\$135,000)
	<b>Employee Contributions</b>	(\$732,623)	(\$724,142)	(\$790,000)	(\$750,000)
	<b>Retiree Contributions</b>	(\$1,350,835)	(\$1,457,190)	(\$1,300,000)	(\$1,400,000)
	<b>Library Reimbursement</b>	(\$540,368)	(\$494,648)	(\$319,501)	(\$495,000)
	<b>Sewer Contribution</b>	(\$144,940)	(\$144,940)	(\$234,000)	(\$234,000)
	<b>RR Parking</b>	(\$112,108)	(\$112,108)	(\$117,000)	(\$117,000)
	<b>Interest</b>	(\$58,088)	(\$62,004)	(\$12,585)	(\$40,000)
<b>Total Income</b>		(\$3,247,994)	(\$3,479,453)	(\$3,122,568)	(\$3,471,000)
<b>Net Insurance Cost</b>		<b>\$6,494,141</b>	<b>\$6,660,709</b>	<b>\$7,642,476</b>	<b>\$7,823,268</b>
<b>Change from Prior Year</b>		-31.2%	2.6%	14.7%	2.4%
<b>Draw on Fund Balance</b>		(\$1,278,290)	\$821,052	(\$1,142,476)	(\$1,323,268)
	<b>Net General Fund Expenditure</b>	\$6,675,000	\$7,000,000	\$6,500,000	\$6,500,000
		<u>6/30/2019</u>	<u>6/30/2020</u>	<u>6/30/2021</u>	<u>6/30/2021</u>
<b>Fund Balance</b>		\$2,873,903	\$3,694,955	\$2,552,479	\$1,229,211
<b>Fund Balance as a Percentage of Expenditures</b>		29.5%	36.4%	23.7%	10.9%

**Town of Westport  
Appropriation Request  
Fiscal Year 2022**



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

**[www.earthplace.org](http://www.earthplace.org)**

January 21, 2021

To: Hon. Jim Marpe, First Selectman, Town of Westport

Gary G. Conrad, Finance Director, Town of Westport

At one of the budget approval meetings last winter, I was asked what worried me most. I answered, “A black swan event that would expose us to financial risk.” In March of 2020, the Coronavirus pandemic fulfilled that worry. Fortunately, we moved quickly on a PPP loan from the government, kept everyone paid and employed, avoided huge losses, and started planning our recovery. Over the following pages we will review how we are regaining our program footing to accelerate out of this pandemic.

These are incredibly challenging times for any business. For a nonprofit, finding the revenues to deliver on our mission has been difficult, but we are pleased to report, our energy and future are undiminished. Today, our three pillars-- Conservation, Science and Education--are now made stronger by the formal partnership with Sustainable Westport. We are proud of the role Earthplace plays in the community discourse on sustainability and the environment, and plan to continue to invest program attention to an increasing public thirst for actionable information.

I realize, this document is about budget numbers, but, it’s also a story about community assets and delivered value. For the first time in eight years, we are asking for **an increase in our appropriation from the Town of Westport from \$95,000 to \$105,000** as we continue to increase the value we deliver through access to nature, science education and community engagement on sustainability initiatives.

## **Overview of FY 2020 – The Year Our Progress Halted**

From a financial and mission perspective, 2020 was a kick in the pants. In the fiscal year that ended on June 30<sup>th</sup> 2020, we finished with a large operating deficit of (\$90,729) before depreciation. Included is a revenue injection of \$414,000 from SBA payroll protection funds (PPP) which was hugely helpful. The negative results also include near zero spring revenues from nature programs. We were forced to close the building to the public and continue the Preschool on a remote basis for April and May. Given the age of our students, and how integral our nature sanctuary and animals are to Preschool daily life, remote learning was unsatisfying for all involved. However, we kept our staff fully paid and engaged, devoting those months to planning a successful and safe start-up of Summer Camp.

### **Operating Highlights and Challenges:**

- Operating under strict state guidelines Earthplace was the first to open a summer camp in mid-June utilizing eight independent pods and taking full advantage of our 62 acre sanctuary. The camp expanded to K-5<sup>th</sup> and ran for 10 weeks without any health issues thanks to our dedicated teaching staff and shared community safety awareness. Advantage Moms.

- All nature programming including inbound school visits, after-school nature enrichment, birthday parties, and Animal Hall visits ground to a halt in April and have not recovered since. A vital Earthplace mission was effectively put on hold with the exception of YouTube content.
- Despite, and because of the pandemic, the public has been flocking to Nature and to Earthplace. Our trails and outdoor play areas have never been busier. A steady stream of visitors continues to wear down paths to our 11 interpretive exhibits on the trails giving our nature mission a remote boost in the arm.

#### Financial Highlights:

- Audited results show an operating deficit of \$90,729 before depreciation based on revenues of \$2.66 million.
- Of the \$414K in revenue from the PPP Government loan/grant, \$391 was applied to payroll and utilities expenses in FY '20.
- Included in the 2020 results are two Covid related adjustments and two adjustments from prior year results:
  - \$23K of the \$414K PPP grant was later pushed to FY21 due to an extension of the loan terms.
  - A \$45K negative adjustment was made due to higher than recorded vacation accruals
  - Two other prior year adjustments were related to workman's comp(\$14K), and ledger adjustments (\$19K)
- Overall, our earned income was down \$229K compared to fiscal year 2019, and our working capital reserves were reduced by \$220K over the same period.

### **Overview of Current FY 2021 – Changing Gears**

We are incredibly proud of how our staff responded to these pandemic conditions. Morale remains very high as we navigate changing health guidelines and program designs. Our #1 priority is to protect the staff and Preschool families from exposure to Covid 19 and minimizing scheduling disruptions. So far, we have been very successful. Unfortunately, this has also meant keeping our building closed to the public. All after school programming has also been hit hard resulting in reduced staff hours. We plan to accelerate out of this year by building on new, more flexible program designs and exciting new initiatives.

We began the year with three operating scenarios, and settled on a revised budget that proved to be too optimistic. Were it not for an anticipated second round of stimulus from the federal government, our projected operating results would be much worse. A second SBA loan/grant of \$393,000 is expected in the coming weeks and is included in our FY 2021 projections. Barring further unforeseen events, we still project an operating deficit of \$35,853 before depreciation.

#### Operating Highlights and Challenges:

- Following the success of summer camp, our Preschool opened at full enrollment but with restricted class sizes. To accommodate, we transformed the auditorium into a sixth, multi-age classroom.

- To protect our preschoolers and staff, last fall we invested \$38,000 to reduce airborne particulate matter. We upgraded fresh air handling equipment adding nine Bipolar Ionization units, new Merv-13 filters and one additional Mini-split.
- After two years of discussion, Sustainable Westport and Earthplace formalized a new nonprofit partnership to expand community engagement on sustainability issues across a wide spectrum of issues. Advantage Westport.
- Individual donations soared as we made connections with a very supportive community of friends. Unfortunately, corporate contributions shrank by \$50,000.
- In support of our new racial and social justice initiatives, a local family foundation awarded Earthplace a \$25,000 renewable annual grant to deliver nature and science enrichment programs to underserved children in Bridgeport and Norwalk. Right on strategy.
- Working remotely, our Nature Program staff designed and produced multiple “Nature in a Box” field kits for in-person, at school, or at home science education projects. Nature finds a way.
- Harbor Watch performance continues to be a highlight. The team completed its summer water testing plan and grant obligations while working remotely in the field and lab—a testament to meticulous planning and safety protocols.
- Harbor Watch tripled the size of the fall HS internship program by launching a virtual and in-person “hybrid” program which enrolled 32 students from 12 schools and 11 towns in Fairfield County.
- Program revenue losses have been deeper and longer than budgeted. They include nearly all after-school nature programs, school class visits, admissions, membership dues, water quality track-down work, two large fundraising events and weekly birthday parties.

#### Financial Highlights:

- Our budget was \$191K or 7.2% below FY 2019--our last pre-Covid year.
- Items favorable to budget include deferred PPP1 Funds of \$23,486.
- Items unfavorable to budget include previously unknown workman’s comp expenses from prior years.
- Results also include reductions in work hours affecting 12 staff members for various time periods throughout the year

#### **Overview of FY 2022 – Accelerating out of the Pandemic**

- Our operating assumption is for normal in-person learning at public schools in Westport and surrounding towns. However, we anticipate slightly reduced inbound school visits and afterschool program attendance.
- Our major earned income programs—Summer Camp, Preschool, fee-for-service, property rentals—are budgeted at pre-Covid levels.
- Not included are financial projections for Sustainable Westport. They will be added later this spring.
- We anticipate fully opening to the public by summer 2021 and a resumption of public activities for all ages by early fall.

## **Preliminary Budget for FY 2022**

- We anticipate ending the year with a small operating deficit of (\$3,003) on revenues of \$2.61 million. This represents a year-over-year increase of 6.2%.
- We expect our cash position to remain extremely tight through the fiscal year as we continue to look for ways to reduce expenses.
- Our 2022 budget includes a \$105,000 appropriation, a \$10,000 increase from a rate that remained unchanged for eight consecutive years. Town financial support for Earthplace, dating back to 1963, has steadily decreased on a percentage basis. In 2020, it will be 4% of overall revenues.

## **2022-2023 Capital Support - A facelift, and a Battery Charge, and Proper Outdoor Toilets**

- As a featured Westport facility, our neediest capital maintenance project is to repair and improve our building exterior. Included are roof, gutter and siding repairs, and exterior painting. Estimated expense: \$28,000. First impressions count.
- Our biggest community engagement project is providing a new home to Sustainable Westport and teams of volunteers. Having helped secure state credits for other sites, perhaps we can provide charging services to our new partner. Estimated expense: TBD
- To accommodate public visitations to our outdoor attractions we plan to replace an existing porta-potty with two outdoor compostable toilets. We estimate costs in the \$60,000 range not including contributions from community members.

## **On the accompanying pages you will find:**

- Audited results for FY2020
- Statement of Revenues and Expenses for FY 2021 and expected year-end
- Budget Projections for FY 2022 through 2026
- Current Balance Sheet
- Earthplace in 2021
- Harbor Watch Support for Westport
- 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 06/19	ACTUAL FYE 06/20	BUDGET FYE 06/21	YTD 07/01-12/31/20	EST. FYE 06/21
<b>REVENUE</b>					
Contributions	168,094	194,596	245,908	140,282	197,529
Municipalities	95,000	95,000	95,000	55,417	95,000
Grants	254,008	202,207	293,500	69,566	206,364
Museum Admission	16,006	11,306	15,000	0	500
Membership Dues	25,924	18,501	30,000	2,820	6,580
Pre-School Tuition	1,159,133	992,165	1,137,727	419,125	1,048,060
The Nest	124,865	151,997	141,000	28,629	56,766
After School Enrichment	99,919	72,057	0	0	0
Summer Camp Tuition	344,940	298,802	284,282	124,584	213,563
Programs	64,746	41,638	22,110	5,809	11,559
Fee for Service	65,476	40,876	33,048	20,215	33,048
Fundraisers	119,439	79,719	108,900	58,885	66,885
Other Operating Revenue	42,705	5,330	5,393	34,048	36,244
Rental Income	53,725	34,949	48,400	27,194	51,450
Income from Investments	16,758	17,726	0	17,536	17,536
Other - Non-recurring Revenue	0	391,314 *	0	23,486 *	416,296 *
<b>TOTAL REVENUE</b>	<b>2,650,738</b>	<b>2,648,183</b>	<b>2,460,268</b>	<b>1,027,596</b>	<b>2,457,380</b>
<b>EXPENSES</b>					
Payroll	1,850,526	1,923,130	1,715,683	827,825	1,739,500
Worker's Compensation	10,464	60,397	8,056	29,805	43,000
Payroll Taxes	134,479	138,741	120,098	63,439	119,665
Unemployment	7,357	2,325	34,300	20,513	35,512
Employee Benefits	126,794	120,382	142,456	69,479	116,819
Background Checks	1,154	1,026	1,480	-21	209
Program	100,610	87,988	84,580	45,447	82,630
Development & Marketing	15,511	21,922	15,800	5,383	8,140
Fundraising	28,849	18,320	22,050	8,094	7,938
Professional Fees	43,879	77,992	67,964	43,935	63,814
Administration	68,888	64,725	43,527	27,948	46,031
Dues, Licenses, Permits	4,869	2,581	4,421	1,318	2,350
Transportation & Meetings	55,548	47,553	9,670	5,159	12,400
Insurance	33,889	34,183	36,579	24,021	42,415
Occupancy	98,008	87,586	101,206	37,079	96,136
Repairs & Maintenance	34,161	20,152	26,048	12,765	28,557
Other	17,132	15,891	22,768	23,773	48,117
Other - Non-recurring Expenses	32,449	14,018 **	0	0	0
<b>TOTAL EXPENSES</b>	<b>2,664,567</b>	<b>2,738,912</b>	<b>2,456,686</b>	<b>1,245,962</b>	<b>2,493,233</b>
<b>NET OPERATING REVENUE / (EXPENSE)</b>					
<b>AFTER NON-RECURRING ITEMS</b>	(13,829)	(90,729)	3,582	(218,366)	(35,853)
<b>NET OPERATING BEFORE NON-RECURRING ITEMS</b>	<b>18,620</b>	<b>(468,025)</b>	<b>3,582</b>	<b>(218,366)</b>	<b>(35,853)</b>
<b>DEPRECIATION</b>	186,159	187,237	175,000	93,500	187,000
<b>NET REVENUE/(EXPENSE) AFTER DEPRECIATION</b>	<b>(199,988)</b>	<b>(277,966)</b>	<b>(171,418)</b>	<b>(311,866)</b>	<b>(222,853)</b>

\* Non-Recurring Revenue - SBA Loan/Grant

Earthplace, Inc.  
Statement of Revenue & Expenses  
Budgets FYE 06/22, 06/23, 06/24, 06/25, 06/26

	EST. FYE 06/21	FORECAST FYE 06/22	FORECAST FYE 06/23	FORECAST FYE 06/24	FORECAST FYE 06/25	FORECAST FYE 06/26
<b>REVENUE</b>						
Contributions	197,529	202,400	222,640	227,093	231,635	236,267
Municipalities	95,000	105,000	105,000	105,000	105,000	105,000
Grants	622,660	258,600	267,651	277,019	286,714	296,749
Museum Admission	500	12,000	15,000	16,000	16,560	17,140
Membership Dues	6,580	25,000	25,875	26,781	27,718	28,688
Pre-School Tuition	1,048,060	1,106,987	1,137,727	1,149,104	1,149,104	1,154,850
The Nest	56,766	130,000	130,000	132,600	132,600	135,252
After School Enrichment	0	99,000	99,000	100,980	100,980	103,000
Summer Camp Tuition	213,563	340,000	340,000	346,800	346,800	353,736
Programs	11,559	54,000	54,000	64,000	65,280	66,586
Fee for Service	33,048	60,000	62,100	64,274	66,523	68,851
Fundraisers	66,885	119,000	120,190	121,392	122,606	123,832
Other Operating Revenue	53,780	45,000	45,450	45,450	45,450	45,450
Rental Income	51,450	52,994	52,994	52,994	52,994	52,994
<b>TOTAL REVENUE</b>	<b>2,457,380</b>	<b>2,609,981</b>	<b>2,677,627</b>	<b>2,729,486</b>	<b>2,749,964</b>	<b>2,788,395</b>
<b>EXPENSES</b>						
Payroll	1,739,500	1,820,000	1,838,200	1,856,582	1,875,148	1,893,899
Worker's Compensation	43,000	9,570	9,761	9,957	10,156	10,359
Payroll Taxes	119,665	127,400	137,865	139,244	140,636	142,042
Unemployment	35,512	28,000	28,560	29,131	29,714	30,308
Employee Benefits	116,819	120,944	124,572	128,309	132,159	136,124
Background Checks	209	1,100	1,122	1,144	1,167	1,191
Program	82,630	94,350	96,237	98,162	100,125	102,127
Development & Marketing	8,140	11,400	11,628	11,861	12,098	12,340
Fundraising	7,938	19,000	19,380	19,768	20,163	20,566
Professional Fees	63,814	88,000	89,760	91,555	93,386	95,254
Administration	46,031	47,074	48,015	48,976	49,955	50,954
Dues, Licenses, Permits	2,350	4,365	4,496	4,631	4,770	4,913
Transportation & Meetings	12,400	19,810	20,206	20,206	20,610	20,610
Insurance	42,415	43,264	44,129	45,012	45,912	46,830
Occupancy	96,136	98,757	100,732	102,747	104,802	106,898
Repairs & Maintenance	28,557	29,600	29,600	29,600	30,192	30,192
Other	48,117	50,350	51,357	52,384	53,432	54,500
<b>TOTAL EXPENSES</b>	<b>2,493,233</b>	<b>2,612,984</b>	<b>2,655,622</b>	<b>2,689,268</b>	<b>2,724,425</b>	<b>2,759,109</b>
<b>NET OPERATING REVENUE / (EXPENSE) BEFORE DEPRECIATION</b>	<b>(35,853)</b>	<b>(3,003)</b>	<b>22,005</b>	<b>40,218</b>	<b>25,540</b>	<b>29,286</b>
<b>DEPRECIATION</b>	<b>187,000</b>	<b>187,000</b>	<b>187,000</b>	<b>187,000</b>	<b>187,000</b>	<b>187,000</b>
<b>NET OPERATING REVENUE / (EXPENSE) AFTER DEPRECIATION</b>	<b>(222,853)</b>	<b>(190,003)</b>	<b>(164,995)</b>	<b>(146,782)</b>	<b>(161,460)</b>	<b>(157,714)</b>

**Earthplace, Inc.**  
**Balance Sheet**  
**As of December 31, 2020**

	<b>As of December 31, 2020</b>
<b>ASSETS</b>	
<u><b>Current Assets</b></u>	
Total Current Assets	\$ 432,279
<u><b>Fixed Assets (net of Depreciation)</b></u>	
Total Fixed Assets	\$ 2,268,950
<u><b>Other Assets</b></u>	
Museum Collections	\$ 103,390
Construction in Progress	\$ -
Loan Closing Costs	\$ 3,397
<b>TOTAL ASSETS</b>	<b><u>\$ 2,808,016</u></b>
<b>LIABILITIES</b>	
Total Current Liabilities	<u>\$ 908,157</u>
<b>TOTAL LIABILITIES</b>	<b>\$ 908,157</b>
<b>NET ASSETS</b>	
<u><b>Unrestricted Net Assets</b></u>	
Total Unrestricted Net Assets	\$ 2,841,366
<u><b>Temporarily Restricted Net Assets</b></u>	
Total Temp. Restricted Net Assets	\$ 74,263
<u><b>Permanently Restricted Net Assets</b></u>	
Total Perm. Restricted Net Assets	<u>\$ 63,719</u>
<b>TOTAL NET ASSETS</b>	<b>\$ 1,899,859</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b><u>\$ 2,808,016</u></b>

# Earthplace

Where science, conservation, and education meet.

## Who we are:

In 1958, a group of local conservationists collected 62 acres in the heart of Westport and quietly launched a legacy.

Today, Earthplace is one of the leading environmental learning centers in New England with over 84 acres comprised of forests, fields, wetlands, ponds and salt marches.

## Incredible assets:

- A true wildlife sanctuary completely off the radar with two miles of walking trails
- A water quality program called Harbor Watch, equipped with a state-certified research lab and field teams that protect our local waterways
- One of the oldest accredited nature-based preschools in the country
- Over 50 resident animal ambassadors, including a Bird of Prey exhibit
- An outdoor amphitheater, picnic grove and a 24,000-sq.-ft. facility with interpretive exhibits

## What we care about:

- Access to nature for all, regardless of age, race, ability, religion and gender
- Nature appreciation and conservation
- Making an impact through science and discovery
- Active community engagement and collaboration
- Inspired teaching and learning

## Why it's important:

- The environment needs our protection, and it needs it now
- Local access to natural open space is valuable
- Hands-on education deepens our understanding of the natural world and our important role as human caretakers
- Science and research tell us where the environmental problems are and how to fix them
- The environment and animals are at the bottom of all charitable giving (at a mere 3%)

## Programs that combine conservation, science and education:

- Environmental learning programs for high school students, college interns and adults
- Harbor Watch provides scientific data, knowledge and watershed expertise needed to safeguard our waterways, and trains volunteers and student interns through hands-on research
- Year-round, nature programs including childcare for working parents, summer camp for ages 2-15, and school programs for elementary-age students
- Scholarships for low-income families and program provisions for children with disabilities

## Harbor Watch Program Summary

- Studied 12 rivers in 15 towns across Fairfield County from May through September 2020, 4 of which were located in Westport.
- Conducted dissolved oxygen profile surveys in 7 harbors, including Saugatuck Harbor, and a local juvenile fish survey.
- Sampled 256 unique monitoring locations in rivers, harbors, and stormwater systems.
- Represented our area in the Unified Water Study (a collaborative of 20+ monitoring groups around Long Island Sound).
- Continued our work to improve our understanding of our local coastal ecosystems, including having a “perspective” paper and an “original research” paper accepted for publication at the scientific journal *Estuaries and Coasts*. The original research paper includes data collected in a Westport salt marsh (Sherwood Island).
- Finished a project to aggregate and conduct quality control on all Harbor Watch river data ever collected so that archival data will be available to local to federal government agencies, academic researchers, students, or members of the public. This involved assessing and aggregating data covering 31,614 monitoring site visits in Harbor Watch’s over 30 years of records.
- Partnered with other local and regional organizations on projects, including Housatonic Valley Association, the Maritime Aquarium at Norwalk, Save the Sound, The Commons, UCONN, The Coast Guard Flotilla 72, Northeastern University, and more.

## Direct Program Support to the Town of Westport in 2020

- Monitored 4 waterbodies in Westport (Aspetuck River, Deadman’s Brook, Saugatuck River, and Stony Brook)
- Tested for 12 different water quality indicators (two types of indicator bacteria, dissolved oxygen, conductivity, salinity, water temperature, total phosphorous, total nitrogen, ammonia, nitrite +nitrate, and chlorophyll *a*)
- Collected a total of 239 Westport samples for indicator bacteria quantification
- Conducted a biweekly dissolved oxygen profile survey of Saugatuck Harbor
- Hosted 1 hybrid education program for high school students (including Westport students)
- Hosted 3 college interns in which 1 is a Westport resident

### Value of services provided to the Town of Westport:

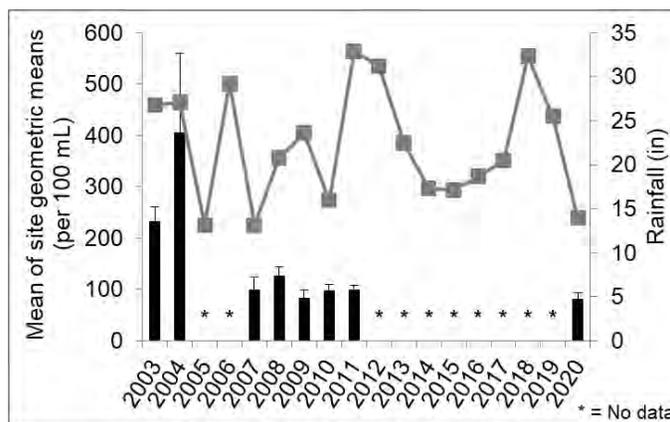
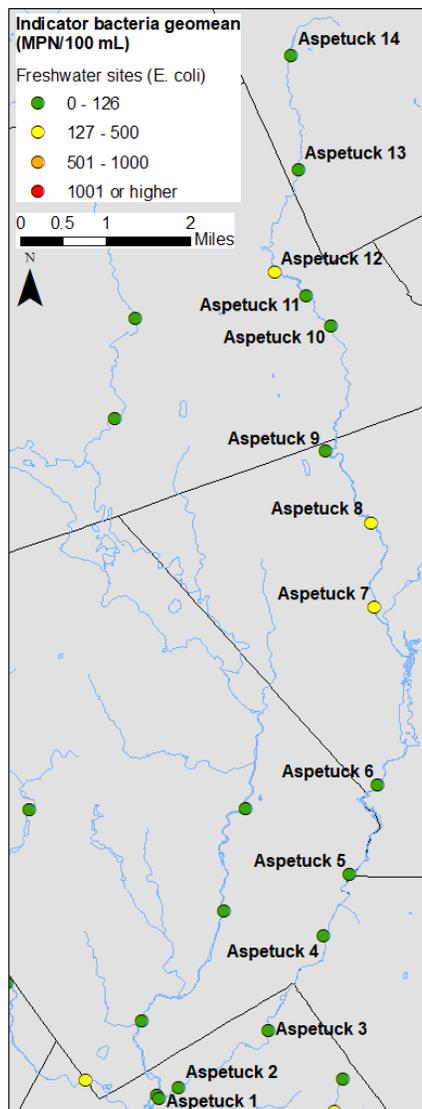
Program	Value to Westport	
River monitoring and pollution trackdown (May through October)	\$	13,490.00
Dissolved oxygen study of Saugatuck Harbor (May through September)	\$	5,119.49
Virtual River Research Program (September through December)	\$	607.52
<b>Total Cost</b>	<b>\$</b>	<b>19,217.01</b>

## Summary of findings from the “2020 Fairfield County River Report” soon to be published by Harbor Watch

Additional data can be found in the referenced appendices in the report (will be available at [www.harborwatch.org](http://www.harborwatch.org) in late January 2021):

### Aspetuck River

The Aspetuck River is a major tributary to the Saugatuck River, meeting the river just downstream of Harbor Watch site Saugatuck 2 (see chapter 10 for Saugatuck River). The watershed includes parts of Bethel, Newtown, Redding, Easton, Fairfield, and Westport. Harbor Watch had previously monitored the Aspetuck River in 2003 and 2004 and again from 2007-2011. The river was added to the sampling regime in 2020 to assess how water quality may have changed over the last 9 years. In 2020, 3 sites (Aspetuck 7, Aspetuck 8, and Aspetuck 12) exceeded one or both CT DEEP bacteria criteria. Dissolved oxygen values were observed to be above 5 mg/L at all sites on all sampling days except for Aspetuck 14 on 8/20. See Appendix 2 for additional data.



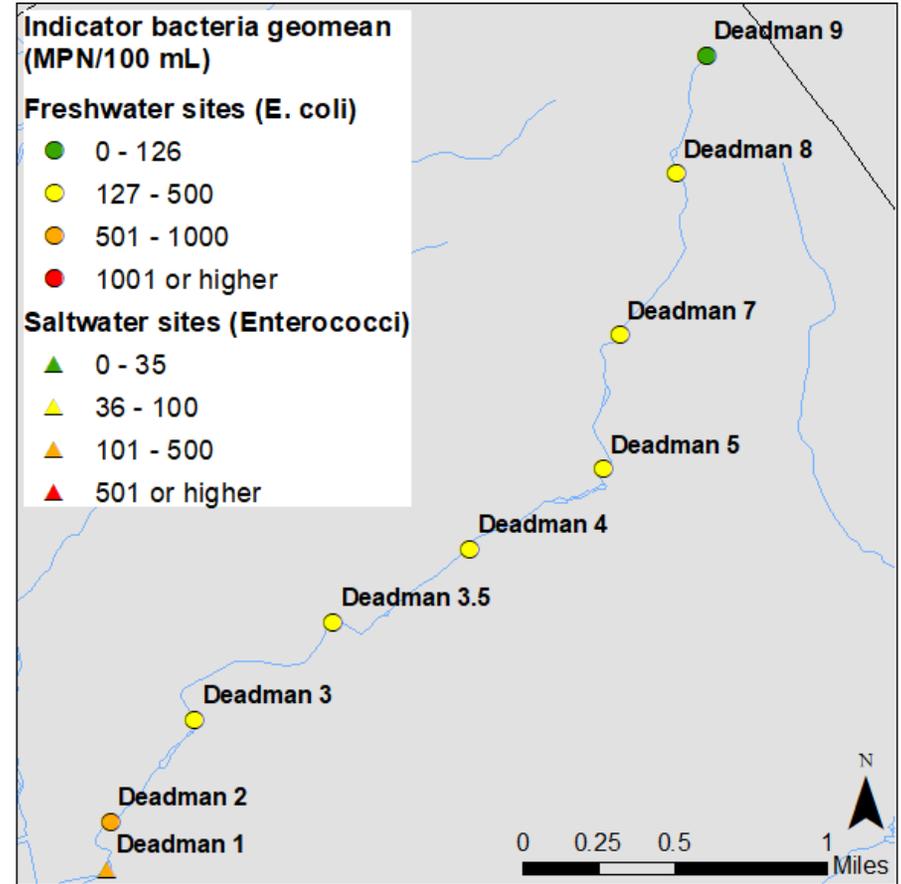
**Figure 2.1.** (Left) 2020 geometric mean of *E. coli* concentrations at each site. Unlabeled sites were located on Saugatuck River (chapter 10) and Deadman’s Brook (chapter 5). **Figure 2.2.** (Above) Mean of site geometric means from 2003-2020 (black bars) and total rainfall from May through September each year (grey squares and line).

# Deadman's Brook

Deadman's Brook is a tributary to the Saugatuck River located in Westport, CT. It meets the Saugatuck River between Harbor Watch 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. Sampling was suspended in 2019 and reinstated in 2020. Unfortunately, in 2020, all but the northernmost site failed either one or both state bacteria criteria, indicating that Deadman's Brook may be contributing to the elevated bacteria levels observed in the lower Saugatuck River. The watershed was greatly impacted by the low precipitation over the monitoring season, leading to 26% of individual dissolved oxygen readings dropping below 5 mg/L and sites drying up. Track-down work to locate sources of pollution was conducted at the mouth of the river as well as higher up in the watershed. This work will continue in conjunction with our municipal partners in the Town of Westport. See Appendix 5 for additional data.

	2018 Geometric mean	2020 Geometric mean
Deadman 9	20	30
Deadman 8	82	189
Deadman 7	462	390
Deadman 5	369	255
Deadman 4	240	161
Deadman 3.5	176	400
Deadman 3	378	490
Deadman 2	339	515
Deadman 1	427	366

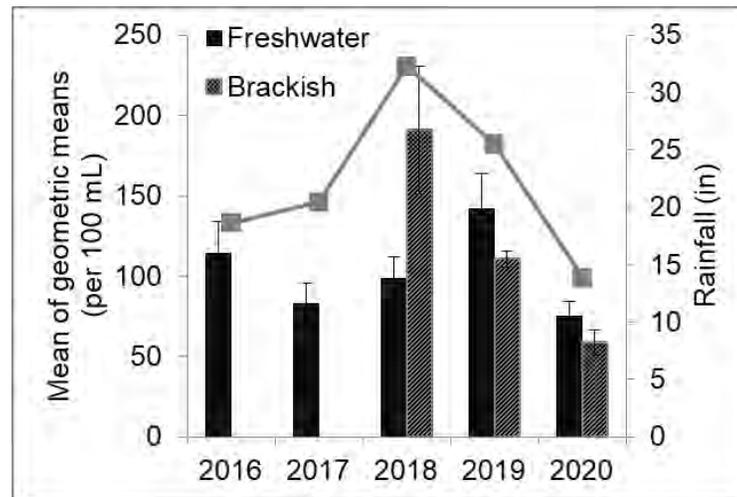
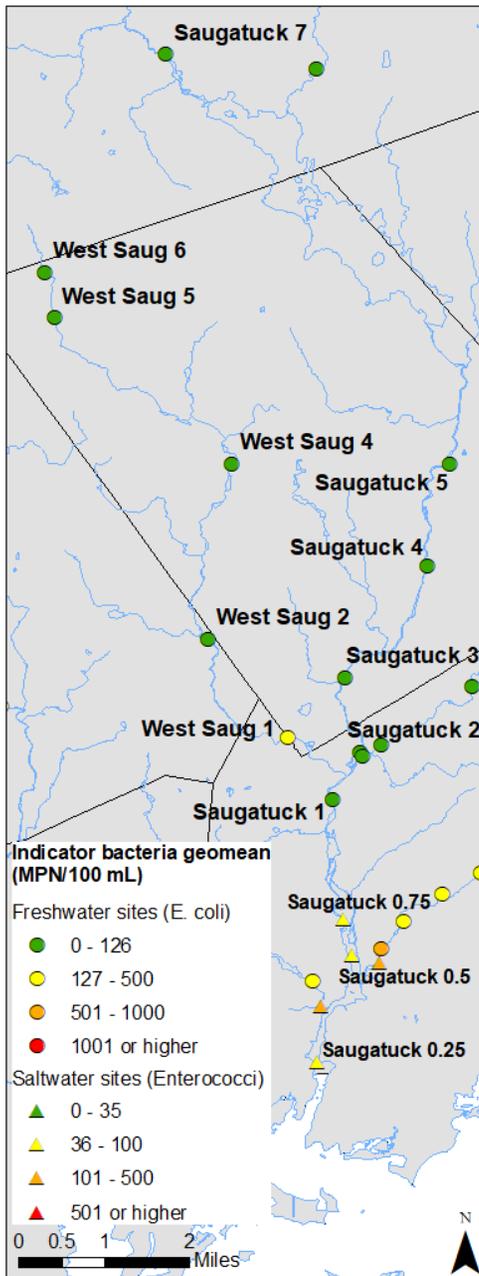
**Table 5.1.** Comparison of geometric mean by site for 2018 and 2020.



**Figure 5.1.** 2020 geometric mean of *E. coli* concentrations at each site.

## Saugatuck River

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 mi<sup>2</sup>) and is defined by 2 main drainage basins: the Saugatuck River and the West Branch of the Saugatuck River. 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. Due to COVID-19, sites West Saug 3 and Saugatuck 6 were not sampled for safety reasons in 2020. Four sites (Saugatuck 0.25, Saugatuck 0.5, Saugatuck 0.75, West Saug 1) failed one or both CT DEEP bacteria criteria. Dissolved oxygen readings were observed to be below 5 mg/L at West Saug 5 on 6/24, 8/13, and 9/15, and Saugatuck 0.5 on 7/20. See Appendix 10 for additional data.



**Figure 10.1.** (Left) 2020 geometric mean of indicator bacteria concentrations at each site. Unlabeled sites were located on Little River (chapter 6), Deadman's Brook (chapter 5), and Stony Brook (chapter 12). **Figure 10.2** (Above) Mean of freshwater site geometric means (black bars) and brackish site geometric means (striped bars) from 2016-2020 and total rainfall from May through September each year (grey squares and line).

# Stony Brook

Stony Brook is a tributary to the Saugatuck River located in Westport, CT. The brook meets the river on the west bank of Saugatuck Harbor between Harbor Watch sites Saugatuck 0.5 and Saugatuck 0.25 (see chapter 10 for Saugatuck River). The watershed is residential at its headwaters and shifts to commercial as it flows towards Saugatuck Harbor. Part of the river flows through a nature sanctuary. While Harbor Watch has done intermittent studies of Stony Brook in the past as part of our student education programs, 2020 was the first year in which a comprehensive study was conducted during the summer monitoring season. All 6 sites exceeded one or both state criteria for allowable levels of bacteria. Dissolved oxygen readings were observed to be below 5 mg/L on 9/2 at sites Stony 6 and Stony 5.

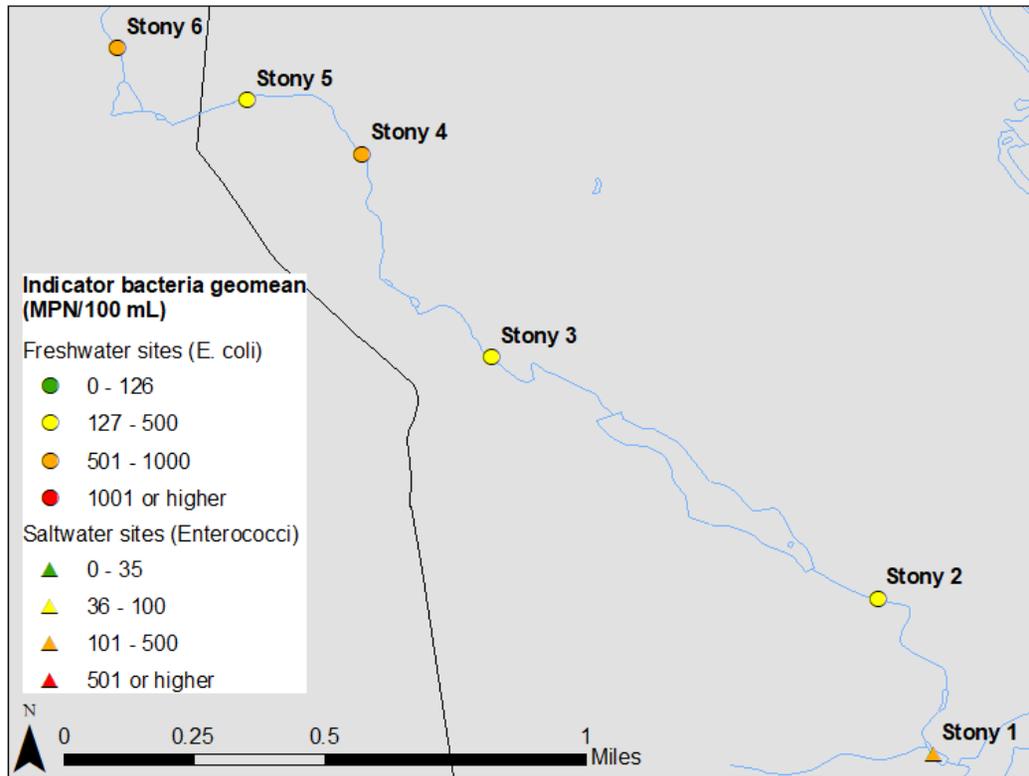
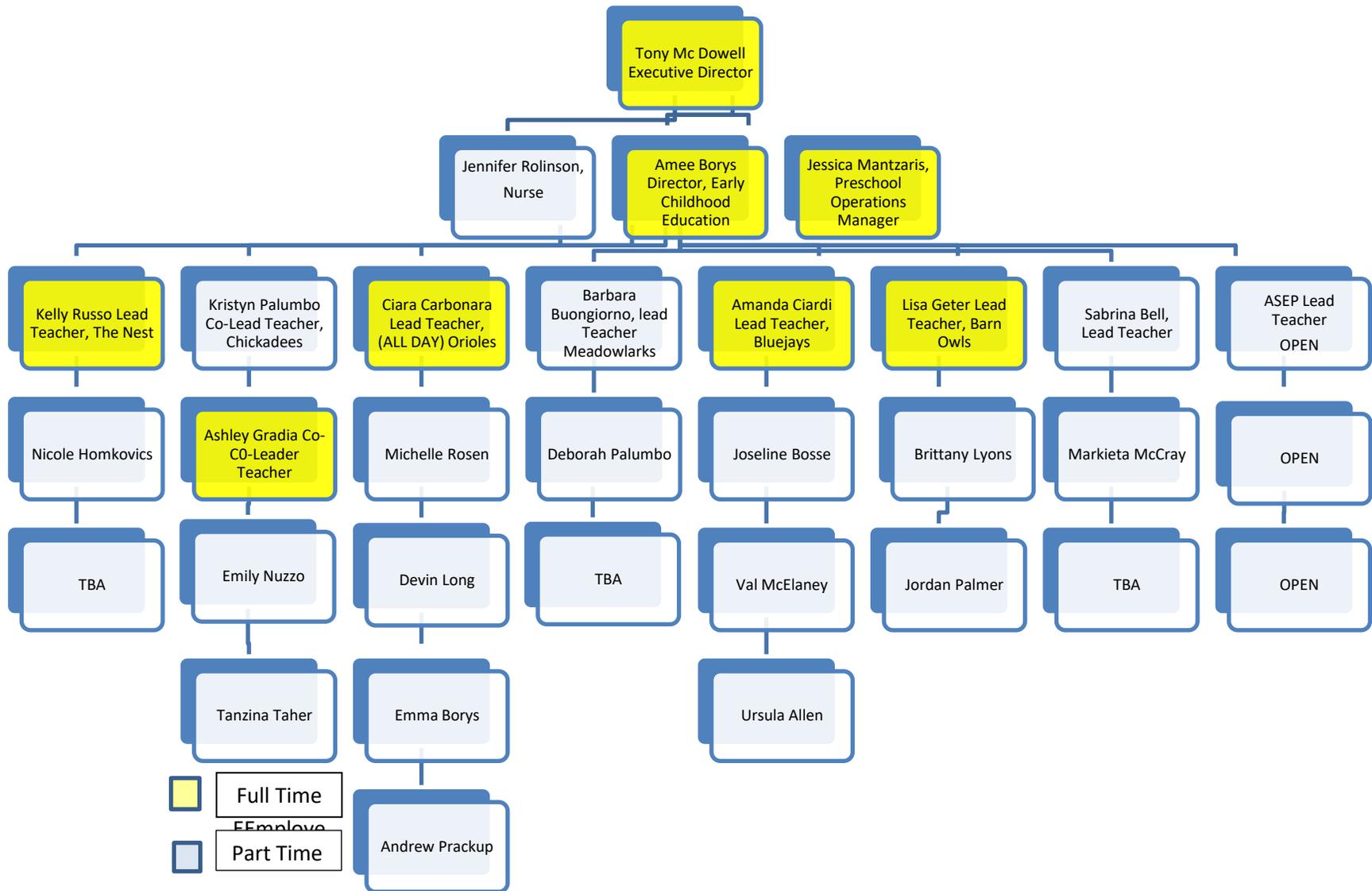
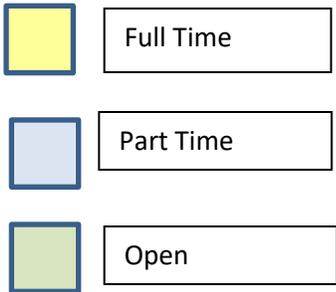
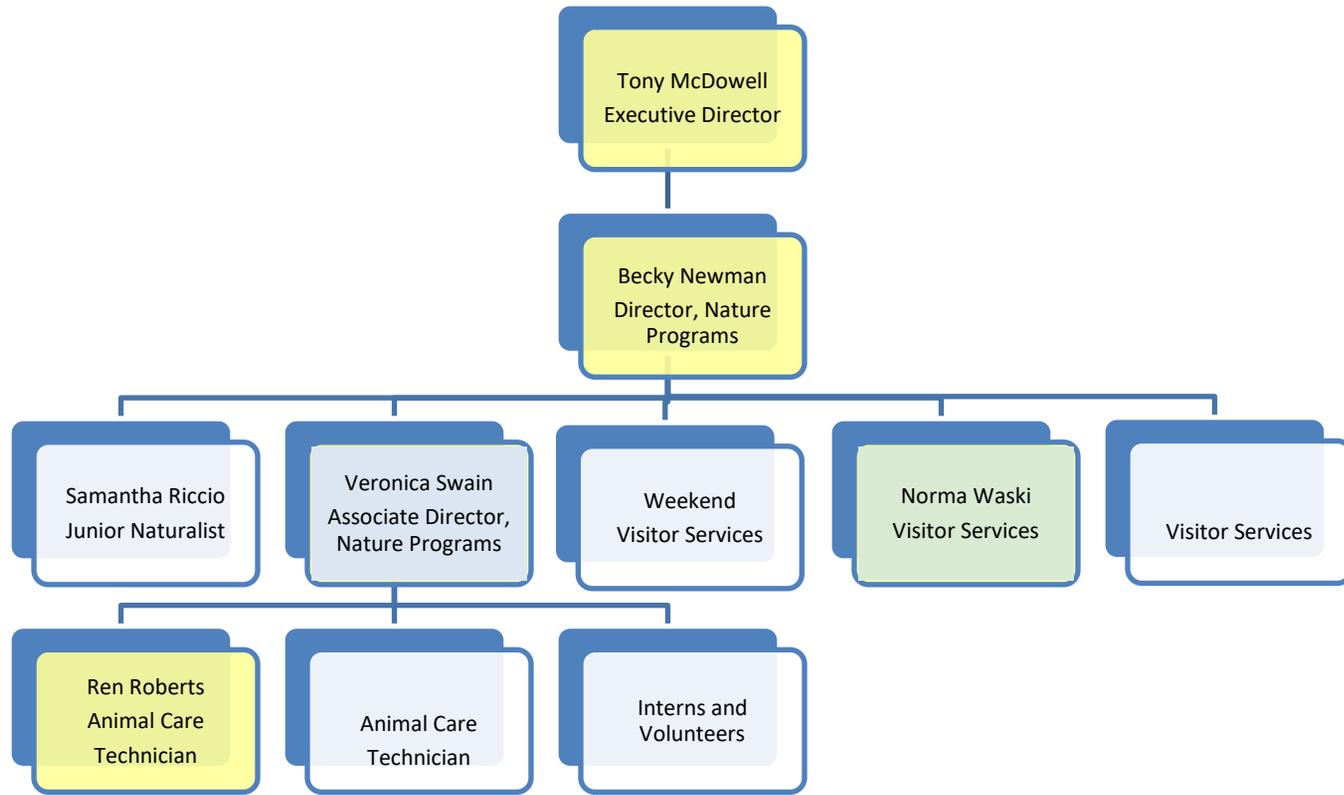
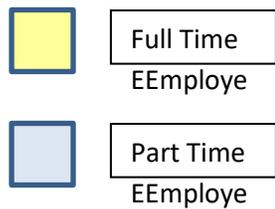
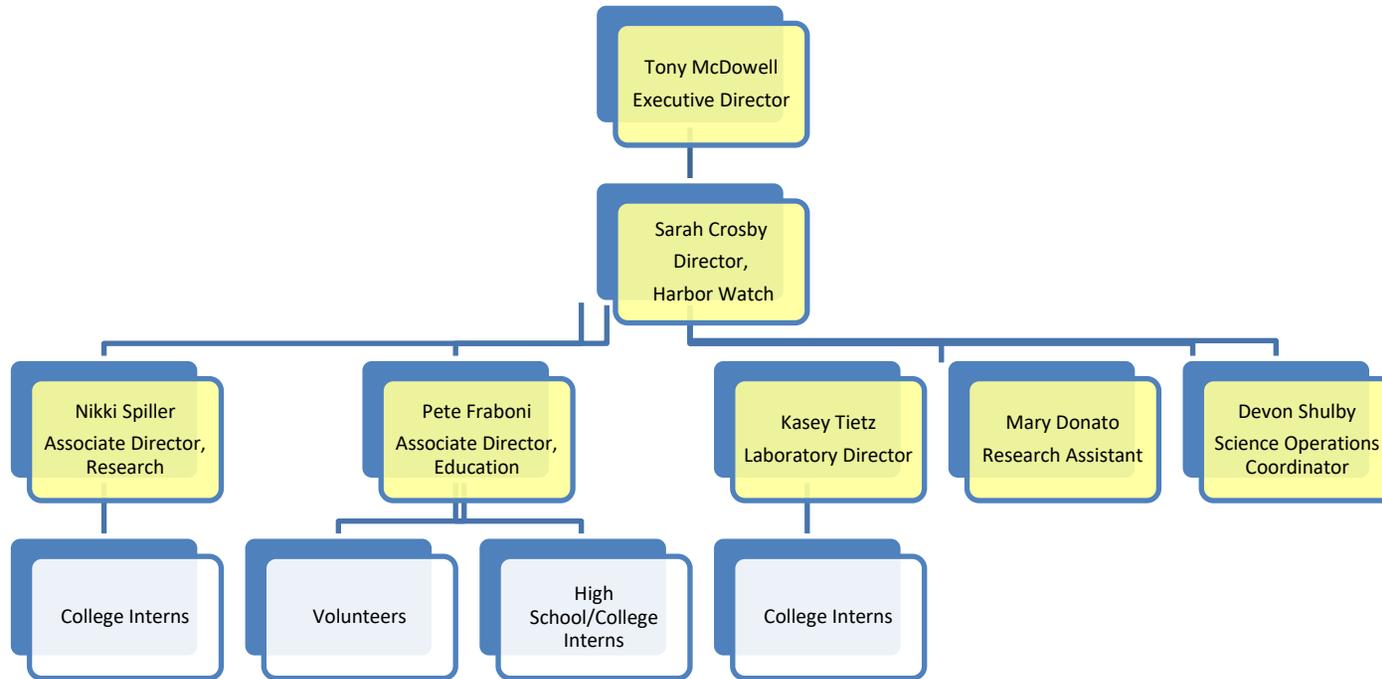
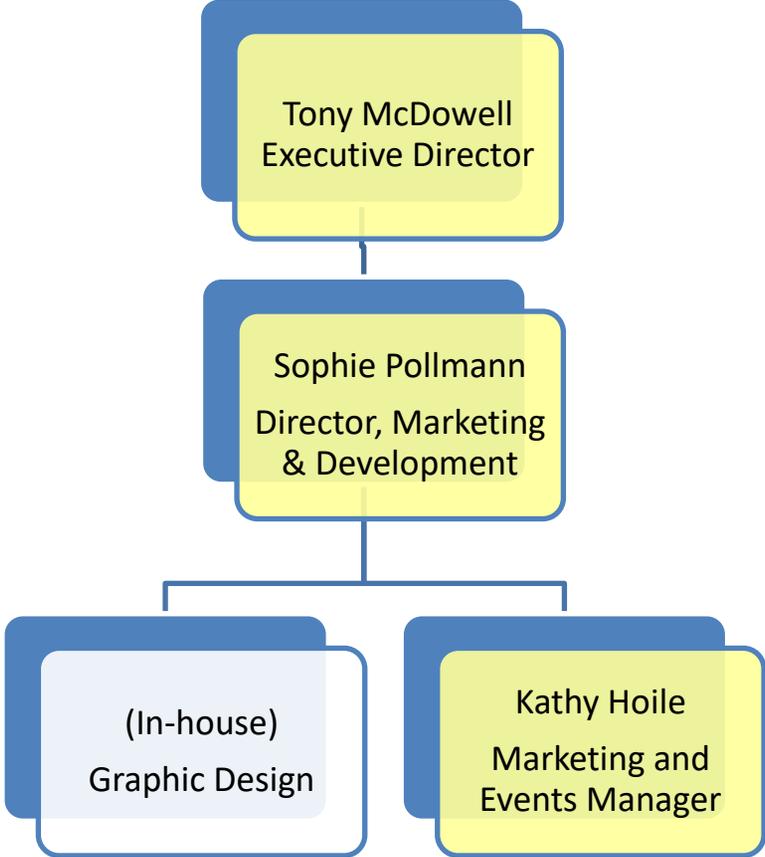


Figure 12.1. 2020 geometric mean of indicator bacteria concentrations at each site.



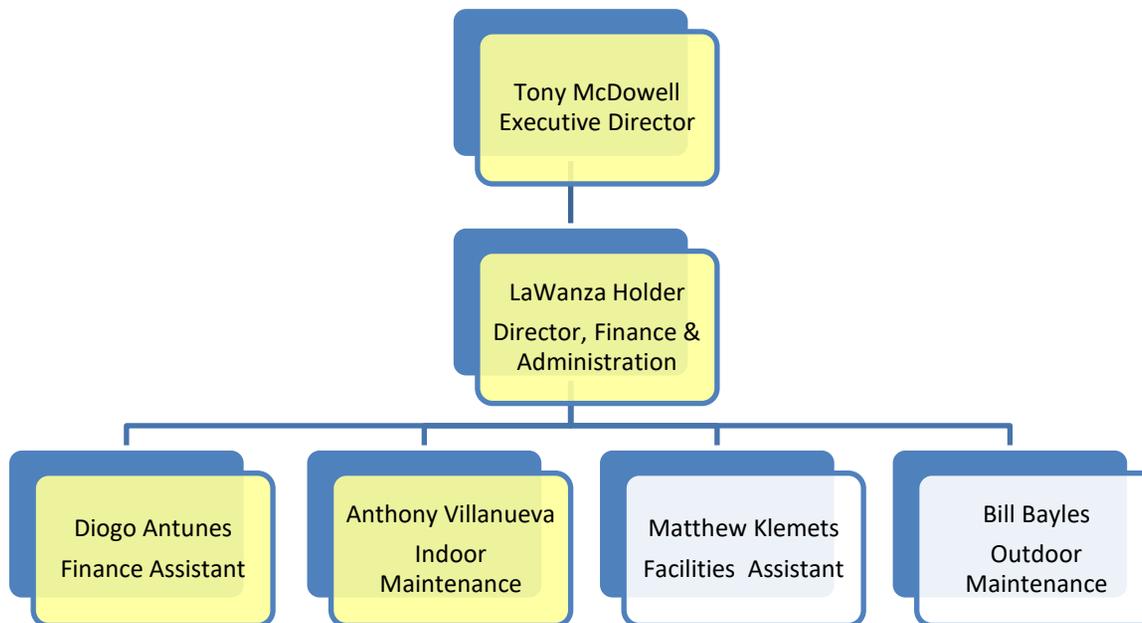






 Full Time

 Part Time



Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>907 Earthplace</b>							
60 PaymentsToAgency/Or	95,000.04	95,000.00	95,000.00	105,000.00	105,000.00	105,000.00	10.5%
<b>907 Earthplace</b>	<b>95,000.04</b>	<b>95,000.00</b>	<b>95,000.00</b>	<b>105,000.00</b>	<b>105,000.00</b>	<b>105,000.00</b>	<b>10.5%</b>

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>911 Miscellaneous</b>							
531049 CT Conf. of Mun	17,709.00	17,709.00	17,709.00	17,709.00	17,709.00	17,709.00	0.0%
551000 Advertising & Printing	307.44	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
582006 Licenses & Fees	0.00	150.00	150.00	0.00	0.00	0.00	-100.0%
586002 Arts Advisory Council	4,450.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.0%
586003 Celebrate Westport	2,000.00	0.00	0.00	0.00	0.00	0.00	0.0%
586004 Make a Difference	5,613.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
586005 Levitt Pavilion	8,000.00	0.00	0.00	0.00	0.00	0.00	0.0%
586008 Sustainable Westport	0.00	5,000.00	5,000.00	0.00	0.00	0.00	0.0%
588090 Architectural Review Board	1,276.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
588091 Town Functions	239.29	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.0%
588092 Flood & Erosion	219.23	1,000.00	1,000.00	500.00	500.00	500.00	-50.0%
588093 Harbormaster	5,600.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
588097 Historic Societ	3,750.00	0.00	0.00	0.00	0.00	0.00	0.0%
589000 Miscellaneous Expenses	9,266.64	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
<b>911 Miscellaneous</b>	<b>58,430.60</b>	<b>79,059.00</b>	<b>79,059.00</b>	<b>73,409.00</b>	<b>73,409.00</b>	<b>73,409.00</b>	<b>-7.1%</b>

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>915 Transportation Service</b>							
33 Advert & Printing	9,089.28	20,000.00	20,000.00	15,000.00	15,000.00	15,000.00	-25.0%
60 PaymentsToAgency/Or	294,811.91	300,400.00	300,400.00	327,000.00	169,500.00	169,500.00	-43.6%
<b>915 Transportation Service</b>	<b>303,901.19</b>	<b>320,400.00</b>	<b>320,400.00</b>	<b>342,000.00</b>	<b>184,500.00</b>	<b>184,500.00</b>	<b>-42.4%</b>

**WESTPORT TRANSIT DISTRICT -- PROPOSED FY22 BUDGET  
DRAFT FEBRUARY 2, 2021 (1)**

(\$000)

	<b><u>Proposed FY22 Budget</u></b>
Fares	\$50.5
CT Assistance (2)	<u>601.5</u>
<b>Subtotal</b>	<b>652.0</b>
Operating expenses (3)	978.9
Marketing and Other	<u>15.0</u>
<b>Total expenses</b>	<b>993.9</b>
<b>Total Westport Assistance</b>	<b><u>\$342.0</u></b>
Shuttles	257.5
Door-to-Door	84.5

(1) The proposed FY22 WTD Budget is still being reviewed. Accordingly, the actual Proposed Budget may be different than the preliminary numbers above.

**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**

(\$000)	<u>FY21</u>			
	<u>FY20 Actual</u>	<u>Approved Budget</u>	<u>2/21 Forecast</u>	<u>Proposed FY22 Budget</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)	<u>FY21</u>			
	<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

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Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>917 Reserve: Salary Adjustments</b>							
04 Adjustment-SAL	(1,542.42)	180,000.00	7,005.23	185,000.00	185,000.00	185,000.00	2540.9%
<b>917 Reserve: Salary Adjustments</b>	<b>(1,542.42)</b>	<b>180,000.00</b>	<b>7,005.23</b>	<b>185,000.00</b>	<b>185,000.00</b>	<b>185,000.00</b>	<b>2540.9%</b>
<b>921 Employee Productivity</b>							
16 Awards	5,735.00	7,000.00	7,000.00	6,000.00	6,000.00	6,000.00	-14.3%
<b>921 Employee Productivity</b>	<b>5,735.00</b>	<b>7,000.00</b>	<b>7,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>-14.3%</b>

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>941 Transfer to Sewer Fund</b>							
67 Transfer2Other Fund	368,165.00	368,165.00	368,165.00	368,165.00	368,165.00	368,165.00	0.0%
<b>941 Transfer to Sewer</b>	<b>368,165.00</b>	<b>368,165.00</b>	<b>368,165.00</b>	<b>368,165.00</b>	<b>368,165.00</b>	<b>368,165.00</b>	<b>0.0%</b>
<b>942 Transfer to Other Funds</b>							
67 Transfer2Other Fund	1,016,780.35	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	0.0%
<b>942 Transfer to Other</b>	<b>1,016,780.35</b>	<b>2,000,000.00</b>	<b>2,000,000.00</b>	<b>2,000,000.00</b>	<b>2,000,000.00</b>	<b>2,000,000.00</b>	<b>0.0%</b>

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>951 Interest on Bonds</b>							
57 Interest	1,024,494.97	1,017,031.00	1,017,031.00	1,146,155.00	1,146,155.00	1,146,155.00	12.7%
<b>951 Interest on Bonds</b>	<b>1,024,494.97</b>	<b>1,017,031.00</b>	<b>1,017,031.00</b>	<b>1,146,155.00</b>	<b>1,146,155.00</b>	<b>1,146,155.00</b>	<b>12.7%</b>
<b>952 Bond Anticipation Financing</b>							
58 Fiscal Charges	90,577.50	0.00	0.00	0.00	0.00	0.00	0.0%
<b>953 Bond Principal Payments</b>	<b>90,577.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>#DIV/0!</b>
<b>953 Bond Principal Payments</b>							
56 Principal	3,391,902.67	2,992,395.00	2,992,395.00	2,820,090.00	2,820,090.00	2,820,090.00	-5.8%
<b>953 Bond Principal Payments</b>	<b>3,391,902.67</b>	<b>2,992,395.00</b>	<b>2,992,395.00</b>	<b>2,820,090.00</b>	<b>2,820,090.00</b>	<b>2,820,090.00</b>	<b>-5.8%</b>

**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 also known as Passport, 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:**

- License plate reader/software maintenance \$18,000
- DVR and camera maintenance - \$15,000
- Concrete repairs and parking lot maintenance- \$10,000
- Railings and Fence maintenance - \$10,000

**Budget Notes:**

- Reimbursement to Police Budget \$238,091 (Deputy Chief Arciola 30% of \$159,723 for a total of \$47,917, Staff Corporal D’Amura 25% of \$101,816 for a total of \$25,454, Desk Officer Sampson 20% of \$103,103 for a total of \$20,620, Officer Sember 100% of \$97,242, Admin Clerk Sereno 25% of \$53,279 for a total of \$13,320 and Admin Clerk Figueroa 50% of \$67,076 for a total of \$33,538)

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>210 Railroad Parking Fund</b>							
01 Salaries	131,980.56	133,615.00	135,280.63	136,955.00	136,955.00	136,955.00	1.2%
03 EH & OT	569,084.37	576,090.00	579,690.00	592,257.00	592,257.00	592,257.00	2.2%
05 Social Security	5,467.20	14,290.00	14,290.00	14,290.00	14,290.00	14,290.00	0.0%
14 Uniform Allowance	729.00	585.00	585.00	585.00	585.00	585.00	0.0%
18 Fees & Services	67,642.99	138,600.00	135,000.00	135,000.00	135,000.00	135,000.00	0.0%
25 Telephone	8,948.91	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	0.0%
29 Veh. Oper.	5,431.06	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	0.0%
30 Facility Maint.	53,850.33	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.0%
34 Postage	1,481.88	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
35 Insurance	282,280.00	329,698.00	329,698.00	340,054.00	340,054.00	340,054.00	3.1%
41 Supplies	10,433.86	10,500.00	10,500.00	10,500.00	10,500.00	10,500.00	0.0%
45 Heating Fuel	2,681.92	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
46 Electricity	74,783.04	81,000.00	81,000.00	81,000.00	81,000.00	81,000.00	0.0%
48 Water	5,737.85	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
56 Principal	160,548.00	160,549.00	160,549.00	160,548.00	160,548.00	160,548.00	0.0%
57 Interest	52,546.00	44,519.00	44,519.00	36,492.00	36,492.00	36,492.00	-18.0%
63 Program Expenses	110,497.14	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	0.0%
64 Miscell. Expenses	66,477.37	72,385.00	72,385.00	70,110.00	70,110.00	70,110.00	-3.1%

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	<b>2020 ACTUAL</b>	<b>2021 ORIG BUD</b>	<b>2021 REVISED BUD</b>	<b>2022 SEL RQST</b>	<b>2022 BOF PROP</b>	<b>2022 BOF REC</b>	<b>% CHANGE OVER REV BUDGET</b>
68 OPEB	48,242.00	11,010.00	11,010.00	11,010.00	11,010.00	11,010.00	0.0%
CC Facility Improvement	122,851.01	82,000.00	82,000.00	53,000.00	53,000.00	53,000.00	-35.4%
CE Vehicles	0.00	42,000.00	42,000.00	0.00	0.00	0.00	0.0%
CF Computers	1,295.69	6,600.00	6,600.00	1,300.00	1,300.00	1,300.00	-80.3%
<b>210 Railroad Parking Fund</b>	<b>1,782,990.18</b>	<b>1,946,441.00</b>	<b>1,948,106.63</b>	<b>1,886,101.00</b>	<b>1,886,101.00</b>	<b>1,886,101.00</b>	<b>-3.2%</b>

**219 - RAILROAD PARKING BUDGET 2021-22**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021-22 Salary Rate	2020-21 Salaries	2021-22 Salary Totals
1.00	RR Operations Manager				68,290	68,290	68,290
1.00	Custodian	I-7			68,665	66,990	68,665
2.00	<b>TOTAL SALARIES:</b>					135,280	136,955

**EXTRA HELP & OVERTIME**

qty	Position	Hourly Rate	No. of Hours	2021-22 EH&OT Rate	2020-21 EH&OT	2021-22 EH&OT Totals	
	Custodian Extra Help - Weekends	\$50.48	360	18,173	17,388	18,173	
	Vacation Replacement - 15 days	\$30.00	120	3,600	3,600	3,600	
	Admin: Officer Sember (100% of \$97,242)			97,242	95,011	97,242	
	Admin: Officer D'Amura (25% of \$101,816)			25,454	24,868	25,454	
	Admin. DO Sampson IT (20% of \$103,103)			20,620	20,141	20,620	
	Admin: D/C Arciola (30% of \$159,723)			47,917	46,567	47,917	
	Admin: Clerk Sereno (25% of \$53,279)			13,320	12,685	13,320	
	Admin: Clerk Figueroa (50% of \$67,076)			33,538	33,538	33,538	
	Traffic Agent (hourly)	\$14.00	3,302	46,228	46,228	46,228	
	<u>Evening Security</u>						
	Patrol Officer - 3PM-2AM (Step 7 - \$79/hr)	\$78.79	3,632	286,165	266,952	286,165	
	<u>Commuter Traffic Control:</u>						
	Patrol Officer (1 AM post, 1 PM posts)		0	0	0	0	
	<b>TOTAL EXTRA HELP &amp; OVERTIME:</b>					566,978	592,257

**219 - RAILROAD PARKING**

<u>Account</u>	<u>Description</u>
Fees & Services	Fees to Complus for collection and software (\$135,000)

**219 - RAILROAD PARKING BUDGET 2021-22**

*Program Expense*

Storm Expense. Charging Stations Monitoring fee (\$150,000)

*Miscellaneous Expenses*

Town Hall administration, Sales Tax, Refuse Collection (\$29,725)

*Capital Expense*

License plate reader/software maintenance (\$18,000)

DVR and camera maintenance (\$15,000)

Concrete repairs and parking lot maintenance (\$10,000)

Railing and Fence Maintenance (\$10,000)

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**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 2019-20 (Previous Fiscal Year) Review:**

The first 6 months of 19-20 brought many new successes to Wakeman Town Farm covering all areas of the Farm's business model and community reach. While maintaining a full roster of summer camp classes, public farm events (Harvest Fest, Summer Beer Gardens, Holiday Tree Lighting) and hosting multiple private events every week on our campus, the WTF Committee was able to:

- Successfully welcome our new Caretaker and family to the farmhouse and fully integrate him into the Farm's daily operations;
- Hire a new Farmer to care for our ever-growing gardens;
- Expand the role of our Special Events and Kitchen Programs manager to a full-time position;
- Add an Assistant Director to the summer camp staff, further improving the quality and depth of our educational staff;
- Logged more than 1,000 volunteer hours on the Farm through our many community partners, including SLOBs, NCL, B3, Staples Green Squad and the Staples Wrestling Team;
- Host over 200 students from Horizons for a tuition-free week of summer camp.

Programs and activities for all ages continued to grow in popularity and participation through mid-March 2020 when the Farm was closed by the COVID-19 pandemic. Despite losing a significant portion of our revenue stream from programming, the Farm was able to support its general operating costs by being creative – what the Farm's staff and volunteers do best!

- Following the Farm’s mission to serve the community, our first pandemic action was to help those adversely affected by the economic shutdown. Our drive for personal care items brought essential boxes including shampoo, soap, toothpaste, towels, toilet paper and other essential personal items to all members of Westport low-income housing units and local social service agencies.
- Next came the challenge of maintaining a connection to our community from a distance. Our house chefs, Farmer, volunteers and local special guests all created engaging zoom lectures which became weekly highlights for many quarantined at home. Who could turn down a live cook-along class called “WTF is for dinner tonight”? While these lectures did not generate significant income, they served to keep us all connected, entertained and engaged through the spring.

While much of the remainder of the fiscal year 19-20 kept the Farm closed, we took the time to carefully plan a successful, COVID-safe comeback for the warmer months ahead. We rallied together and created a variety of successful new programs and initiatives that capitalized on the Farm’s unique characteristics as a safe and welcoming outdoor space for the community and bringing new revenue into the Farm’s coffers. Several steps were needed to ensure a successful start to 20-21:

- We purchased PPE, trained our staff on new safety guidelines, crowd-sourced new outdoor picnic tables, printed signage and even installed an outdoor handwashing station in preparation for COVID-safe, on-site learning and activities.
- We planned our modified summer programming calendar, focusing on our successful “Mommy & Me” program and a new teen service program that provided teens a chance to unplug, and work outdoors, and become fluent in food waste and food rescue within our community.
- We trimmed expenses from the general operations budgets by deferring projects and purchases to prevent significant losses for the remainder of the year.

Finally, the Farm welcomed two new alpaca in late spring! Dahlia and Marigold, year-old siblings, joined the farm family and immediately became the new WTF Instagram stars. Their acquisition was fully funded by a generous donation from a long-time friend of the Farm, and proved to be the sunshine we all needed for 2020.

**FY 2020-2021 (Current Fiscal Year) Completed Projects & Accomplishments**

The Farm began FY 20-21 knowing that the approved budget and outcome for the year ahead would be vastly different than originally planned. Short-term goals shifted away from expansion of programs and public events and towards improving the quality of each visitor's experience, whether in a small-group private event, youth program or private Farm tour.

Building on our successes from the spring season of digital classes, and with the easing of restrictions on group gatherings, the Farm began implementing the modified summer schedule of programs and events as planned just a few weeks prior. While we were dealt a deck of cards that didn't seem to have much promise, the successes and accomplishments from this year of change have surprised even ourselves. It should go without saying that the Farm could not do what it does without the tireless support of volunteers and the staff that keeps things running every day.

Here are just a few of the new programs and events that are sure to become annual favorites!

- A wildly successful Teen Service program was offered for summer and fall. Over 100 students learned the basics of caring for a working farm, unplugging from their daily lives, and serving the community.
- Beginning in late-summer, the WTF Farmstand exploded into a Westport must-have destination each Saturday. Staffed by our Teen Service volunteers and managed by the Farm staff and Committee, the hard work of our new Farmer was put to the test. With a vibrant mix of vegetables, herbs, fruit, our very own WTF Hive Honey and hand-made flower bouquets, local residents quickly became repeat customers and established a new relationship with the Farm. The Farmstand also supported local vendors by offering breads, pastries, coffee and jams, all locally produced and sourced.
- Registrations for private, COVID-safe family farm tours quickly sold out online. Each family was treated to a comprehensive tour of the farm grounds led by a trained, knowledgeable volunteer. This also proved to be a good source of revenue for the farm in early-summer.
- Indoor cooking classes were reimaged for the outdoors, and of course highlighted the Farm's own produce.
- The pizza oven was called into action several times as we hosted pizza dinners outdoors. Families or groups reserved their own private picnic table to maintain proper distancing protocols.
- The chefs' dinner series continued, with visits to the Farm from several local restauranteurs who were eager to once again serve the public. Again, groups reserved their own tables in advance and the events were held entirely outdoors.
- Monday evening zoom lectures really took off and were enjoyed by hundreds of new Farm friends. Because the classes were held remotely we were able to reach people across the whole country – really exciting!

- We reinvigorated our sales of WTF Logo Gear, adding new items to our virtual storefront including t-shirts for adults and kids, baby onesies, tote bags, hats, and WTF masks and gaiters.

Serving as a center for the community remains integral to the success of the Farm, and this year has been no exception. We are pleased to be participants in so many great outreach activities this year:

- All 9<sup>th</sup> grade health classes from Staples High School visited the Farm in the fall, ensuring that an entire class of Westport students have been given the opportunity to visit the Farm and learn firsthand about the life cycle of plants and animals and how different methods of growing and nurturing can affect the quality of our food and land far into the future.
- We continued the “Year of the Pollinator” into 2020, building on the Farm’s commitment to educating the community about the importance of providing a continuous path for migrating pollinators, which ensures proper pollination of our most vital crops. We also worked with local green agencies to support the Town’s new initiative to raise awareness about composting at our local transfer station.
- We hosted a massive holiday food drive effort that allowed us to make major restocking of the shelves possible at both Westport’s Gillespie Center and Norwalk’s Open-Door shelters.

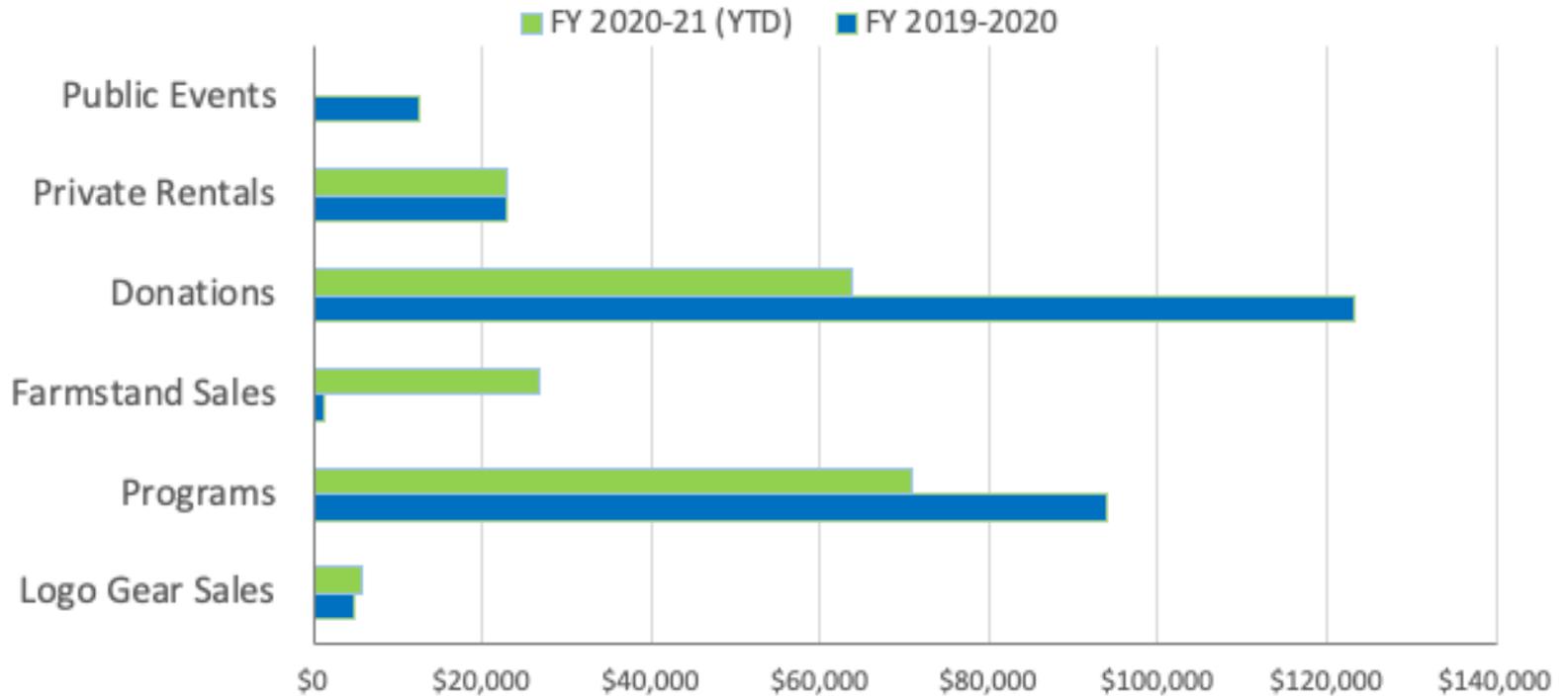
Financially, our focus has shifted towards maintaining a donor base that can fully support the day-to-day needs of the Farm and avoid any financial loss at the end of 20-21. All programs and events were designed to be self-sustainable with the opportunity for net income if well-attended, but maintaining our donor base required considerable thought. Facing the prospect of a radically reduced Harvest Fest led to new ideas and strategies for fundraising, including:

- A series of summer silent auctions, held entirely through social media, raised over \$10,000 by offering COVID-safe excursions, overnight glamping packages, and more all made possible through the generous donations of friends of the Farm.
- Although our annual Harvest Fest’s capacity was reduced by 75%, we also offered dinners for those who were unable to join in person with catered luxury picnic boxes, allowing us to have an additional revenue stream despite the reduced attendance.
- The Farm attracted multiple new local businesses and corporate sponsors as part of our larger fundraising push for this year’s Giving Tuesday, resulting in over \$40,000 of additional donor support. This was an incredibly successful and well-received donor campaign, and we hope to build on this momentum into 2021 and beyond.

- As the Farm began to slowly reopen for limited private events, we were able to re-book several rentals that had been previously postponed as well as attract new renters who were impressed by the Farm's safety protocols and beautiful, open spaces. The first private weddings were even held at the Farm, and our own Bill Constantino was asked to officiate!

Given the initial successes of 20-21, we expect to finish the fiscal year revenue-neutral. In the expectation that the Farm will once again be able to offer outdoor classes in the Spring, we continue to plan an exciting roster of classes that combine the Farm's unique offerings with a COVID-safe environment.

### Annual Revenue by Account



## **FY 2021-2022 Service Level Goals**

The Committee continues to establish a renewed set of long-term goals for the property, the Farm's overall funding profile and impact on our community. While we won't know what the coming fiscal year will hold, it is exciting to see such continued interest and passion in this true gem of Westport.

Our annual operating goals remain consistent:

- Continue to innovate with new and ever-improving spring, summer, and fall youth programs with increased emphasis on farm-to-table education.
- Open the farm to the community at our now-established series of special events, with the new goal of sourcing funding entirely from outside sponsorships.
- Remain relevant in the community conversation surrounding sustainability by partnering with local educators and vendors to provide the most-current information and resources to Westporters.
- Integrate Westport middle schoolers into the Farm, through connected curriculum programming and after-school classes targeted specifically for tweens.
- Build on our success with the Horizons program, adding additional scholarship opportunities for youth programming.

If we are able to financially support additional improvements, we will look to complete several planned projects including:

- Repairing the barn's roof and floor
- Improving the garden's many structures and raised beds
- Repairing existing fencing
- Researching solar energy possibilities should the barn's roof be completed

On the longer horizon, the Committee is focusing on infrastructure, organization & fundraising and garden-to-table sustainability.

- As mentioned above renovation and integration of the barn as a year-round classroom and events space is a high priority

- Utilize all available growing space in the gardens to their fullest capacity, maintaining best practices of crop rotations and management
- More fully incorporate the animals into the educational programs provided by the Farm.
- Establish long-term partnerships with sponsors and foundations to provide key support to the Farm’s operating budget.
- Add to the educational and operational professional staff of the farm to ensure our organizational structure and goals remain achievable and sustainable at scale
- Develop a fully-integrated network of information surrounding volunteers, donors, attendees, sponsors and visitors

**Performance Measures for 2021-22:**

• Operating Revenues of	\$ 392,875
• Operating Expenses of	<u>\$ 370,395</u>
• Net Operating Income of	\$ 22,480
• Debt Service	<u>\$ 21,000</u>
• Surplus	\$ 1,480

**Revenue and Expense Summary:**

Through the past year of modified programming we have found many profitable programming activities and generated revenues from unique community opportunities. Some of those successes are represented in the 21-22 proposed budget, including the Farmstand and Logo Gear. Additional revenue items reflect our newly refreshed programming roster and outlook for fundraising in the coming year.

In summary, we can only look to the future with promise. The proposed 2021-22 budget reflects our confidence in our programs, staff and volunteer base to continue their excellent work at Wakeman Town Farm and the public’s heartfelt support of all we do.

**Wakeman Town Farm**  
**Budget Overview: FY2020 - FY20 P&L**  
 Jul 2020 - June 2021

	2019-2020 Budget	2020-21 Budget	2021-22 Draft Budget
<b>REVENUE</b>			
450802 Logo Sales	\$ 0.00	\$ 5,000.00	\$ 7,500.00
460801 Educational Program Fees			
4608011 Farm & Summer Camp Revenue	105,125.00	135,000.00	0.00
4608012 Kitchen Program Revenue	49,150.00	60,000.00	0.00
4608013 Farm Tours	4,600.00	5,000.00	
4608014 Online Lectures	0.00	0.00	0.00
4608015 Programed Dinners/Meals	4,600.00	0.00	0.00
Total 460801 Educational Program Fees	<b>\$ 163,475.00</b>	<b>\$ 200,000.00</b>	<b>\$ 200,000.00</b>
460802 Farmstand Sales	\$ 0.00	\$ 0.00	\$ 30,000.00
479801 Donations			
Donations - Harvest Fest individual	20,000.00	20,000.00	15,000.00
Donations - Sponsors	0.00	15,000.00	25,000.00
4798011 Tickets - Harvest Fest	30,000.00	30,000.00	60,000.00
4798014 Donations - General / DonorBox	40,000.00	50,000.00	20,000.00
Total 479801 Donations	<b>\$ 90,000.00</b>	<b>\$ 115,000.00</b>	<b>\$ 120,000.00</b>
479802 Rentals & Public Events			
4798021 Rentals - Private Events	39,300.00	25,000.00	30,000.00
4798022 Private Group Tours	0.00	0.00	5,000.00
4798023 Outreach Programming Income	0.00	0.00	0.00
4798024 Public Events	6,500.00	15,000.00	7,500.00
Total 479802 Rentals & Public Events	<b>\$ 45,800.00</b>	<b>\$ 40,000.00</b>	<b>\$ 42,500.00</b>
479803 Online Payment Fees			
479880 ActiveNet payment processing fees	-6,175.00	-7,000.00	-7,125.00
Total 479803 Online Payment Fees	<b>\$ (6,175.00)</b>	<b>\$ (7,000.00)</b>	<b>\$ (7,125.00)</b>
<b>Total Revenue</b>	<b>\$ 293,100.00</b>	<b>\$ 353,000.00</b>	<b>\$ 392,875.00</b>
<b>Gross Profit</b>	<b>\$ 293,100.00</b>	<b>\$ 353,000.00</b>	<b>\$ 392,875.00</b>
<b>Expenditures</b>			
511000 Steward Salaries	\$ 12,000.00	\$ 18,000.00	\$ 21,000.00
511020 Farm & Administrator Salaries			
5510201 Part Time Farmhand	0.00	0.00	6,000.00
5510202 Special Events Manager	60,000.00	60,000.00	61,800.00
Total 511020 Farm & Administrator Salaries	<b>\$ 60,000.00</b>	<b>\$ 60,000.00</b>	<b>\$ 67,800.00</b>
513000 Program Staff/Extra Help/OT			
5130002 Summer Camp Staffing	22,160.00	45,400.00	5,000.00
5130003 Student Council & Summer Orientation	2,700.00	2,700.00	0.00
5130004 Kitchen Instructor Fees	13,400.00	15,600.00	0.00
5130005 Farmer & Farm Hands	33,100.00	20,500.00	34,580.00
5130006 Educational Instructors		12,000.00	58,328.50
Total 513000 Program Staff/Extra Help/OT	<b>\$ 38,260.00</b>	<b>\$ 96,200.00</b>	<b>\$ 97,908.50</b>
521000 Social Security	\$ 6,569.00	\$ 11,323.00	\$ 12,136.05
531802 Fundraising & Promotional Expenses			
5318021 Harvest Fest Expenses	25,000.00	25,000.00	30,000.00
5318022 Fundraising & Promotions	0.00	0.00	5,000.00
5318023 Donor Communications Materials	0.00	0.00	2,500.00
Total 531802 Fundraising & Promotional Expenses	<b>\$ 25,000.00</b>	<b>\$ 25,000.00</b>	<b>\$ 37,500.00</b>
545000 Building Maintenance			

**Wakeman Town Farm  
Budget Overview: FY2020 - FY20 P&L**

Jul 2020 - June 2021

	2019-2020 Budget	2020-21 Budget	2021-22 Draft Budget
5450001 Appliance repair & maintenance	4,000.00	5,000.00	5,000.00
5450002 Kitchen Supplies (under \$500)	1,500.00	1,500.00	1,500.00
5450003 Kitchen/Interior Cleaning	7,250.00	10,000.00	15,150.00
5450004 Seasonal Decorations	2,600.00	1,500.00	1,500.00
5450005 Building Repairs & Maintenance	10,000.00	5,000.00	7,500.00
<b>Total 545000 Building Maintenance</b>	<b>\$ 25,350.00</b>	<b>\$ 23,000.00</b>	<b>\$ 30,650.00</b>
545010 Farm Grounds Maint & Animals			
5450101 Veterinary Care	1,600.00	1,500.00	1,500.00
5450102 Animal feed and general care	7,100.00	8,000.00	8,000.00
5450103 Gardening Supplies	1,900.00	7,000.00	10,000.00
5450104 Farm Grounds Maintenance Supplies	18,061.00	7,000.00	7,000.00
5450105 Garbage & Snowplow services	2,500.00	2,500.00	2,500.00
<b>Total 545010 Farm Grounds Maint &amp; Animals</b>	<b>\$ 31,161.00</b>	<b>\$ 26,000.00</b>	<b>\$ 29,000.00</b>
551000 Communications and Advertising			
5510001 Digital Expenses	4,500.00	9,500.00	2,500.00
5510002 Advertising	500.00	1,500.00	1,500.00
5510003 Web Hosting & Site Maintenance	500.00	500.00	500.00
5510006 Telephone & Internet	1,000.00	1,000.00	1,000.00
<b>Total 551000 Communications and Advertising</b>	<b>\$ 6,500.00</b>	<b>\$ 12,500.00</b>	<b>\$ 5,500.00</b>
566101 Propane Gas	\$ 3,500.00	\$ 6,000.00	\$ 4,000.00
566200 Electricity	\$ 6,500.00	\$ 12,000.00	\$ 10,000.00
566400 Water	\$ 3,000.00	\$ 3,000.00	\$ 10,000.00
588000 Education Programming/Supplies			
5880001 Classroom Supplies (non-food)	5,700.00	10,000.00	0.00
5880003 Food/Kitchen Purchases	9,050.00	10,000.00	26,900.00
5880005 Office supplies	500.00	500.00	500.00
5880006 Treasurer & Financial Administration	500.00	500.00	500.00
<b>Total 588000 Education Programming/Supplies</b>	<b>\$ 15,750.00</b>	<b>\$ 21,000.00</b>	<b>\$ 27,900.00</b>
588094 Community & Farm Events			
5880941 Public Events	16,950.00	17,000.00	5,000.00
5880942 Farmstand Sales Wholesale Purchases	0.00	0.00	12,000.00
<b>Total 588094 Community &amp; Farm Events</b>	<b>\$ 16,950.00</b>	<b>\$ 17,000.00</b>	<b>\$ 17,000.00</b>
583100 Principal (payments)	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00
<b>Total Expenditures</b>	<b>\$ 271,540.00</b>	<b>\$ 352,023.00</b>	<b>\$ 391,394.55</b>
<b>Net Operating Revenue</b>	<b>\$21,560.00</b>	<b>\$977.00</b>	<b>\$1,480.45</b>
<b>Other Revenue</b>			
999000 FOPR Donations General	45,000.00	45,000.00	45,000.00
999002 FOPR Donations Harvest Fest	15,000.00	15,000.00	15,000.00
<b>Total Other Revenue</b>	<b>\$ 60,000.00</b>	<b>\$ 60,000.00</b>	<b>\$ 60,000.00</b>
<b>Other Expenditures</b>			
999110 FOPR Capital Improvements Expenses	10,000.00	10,000.00	10,000.00
999222 FOPR Scholarships Granted	10,000.00	10,000.00	10,000.00
999333 FOPR General Expenses	10,000.00	10,000.00	10,000.00
<b>Total Other Expenditures</b>	<b>\$ 30,000.00</b>	<b>\$ 30,000.00</b>	<b>\$ 30,000.00</b>
<b>Net Other Revenue</b>	<b>\$ 30,000.00</b>	<b>\$ 30,000.00</b>	<b>\$ 30,000.00</b>
<b>Net Revenue</b>	<b>\$ 51,560.00</b>	<b>\$ 30,977.00</b>	<b>\$ 31,480.45</b>

Total Sessions	Students / session	Cost / student	Weeks / Session	Days / Week	Hours / Day	Cost / Hour	Total Expenses	Total Cleaning Costs	Supplies & Food	Total Staff Costs	Total Planning / Season	Planning Hours (per season)	Total Sessions	Setup / Cleanup Per Day	Instructor Wages	Instructor Count	Assistant Wages	Assistant Count	% Expense / Income
<b>Summer 2021 (July-Aug)</b>																			
4	16	\$ 500.00	2	4	2	\$ 31.25	\$ 12,120.00	\$ 2,400.00	\$ 1,600.00	\$ 8,120.00	\$ 1,400.00	20	4	1	\$ 35.00	2	\$ -	0	37.88%
8	20	\$ 425.00	1	5	3	\$ 28.33	\$ 22,360.00	\$ -	\$ 4,000.00	\$ 18,360.00	\$ 1,400.00	20	8	1	\$ 35.00	2	\$ 16.00	3	32.88%
4	20	\$ 25.00	1	1	1		\$ 550.00	\$ 300.00	\$ 250.00	\$ -	\$ -	0	4	0	\$ 35.00	0	\$ 16.00	0	27.50%
4	20	\$ 50.00	1	1	1		\$ 2,900.00	\$ 300.00	\$ 2,000.00	\$ 600.00	\$ -	0	4	0	\$ 150.00	1	\$ 16.00	0	72.50%
5	20	\$ 125.00	1	1	1		\$ 5,875.00	\$ 375.00	\$ 2,500.00	\$ 3,000.00	\$ -	0	5	0	\$ 600.00	1	\$ 16.00	0	47.00%
<b>Fall 2021 (Sep-Dec)</b>																			
5	8	\$ 300.00	10	1	1	\$ 30.00	\$ 4,755.00	\$ -	\$ 1,000.00	\$ 3,755.00	\$ 175.00	5	5	1	\$ 35.00	1	\$ 16.00	1	39.63%
1	16	\$ 400.00	8	2	1	\$ 25.00	\$ 3,102.00	\$ 1,200.00	\$ 400.00	\$ 1,502.00	\$ 350.00	10	1	1	\$ 35.00	1	\$ 16.00	1	48.47%
1	10	\$ 400.00	8	1	2	\$ 25.00	\$ 2,147.00	\$ 600.00	\$ 500.00	\$ 1,047.00	\$ 175.00	5	1	1	\$ 35.00	1	\$ 16.00	1	53.68%
1	10	\$ 400.00	8	1	2	\$ 25.00	\$ 2,147.00	\$ 600.00	\$ 500.00	\$ 1,047.00	\$ 175.00	5	1	1	\$ 35.00	1	\$ 16.00	1	53.68%
5	10	\$ 75.00	1	1	2.5	\$ 30.00	\$ 1,862.50	\$ 375.00	\$ 500.00	\$ 987.50	\$ 175.00	5	5	1	\$ 35.00	1	\$ 16.00	1	49.67%
1	12	\$ 125.00	1	1	4	\$ 31.25	\$ 789.00	\$ 75.00	\$ 300.00	\$ 414.00	\$ 175.00	5	1	1	\$ 35.00	1	\$ 16.00	1	52.60%
4	25	\$ 20.00	1	1	1		\$ 400.00	\$ -	\$ -	\$ 400.00	\$ -	0	4	0	\$ 100.00	1	\$ 16.00	0	20.00%
8	15	\$ 75.00	1	1	1		\$ 5,200.00	\$ 600.00	\$ 3,000.00	\$ 1,600.00	\$ -	0	8	0	\$ 200.00	1	\$ 16.00	0	57.78%
<b>Winter 2022 (Jan - March)</b>																			
5	8	\$ 250.00	8	1	1	\$ 31.25	\$ 4,055.00	\$ -	\$ 1,000.00	\$ 3,055.00	\$ 175.00	5	5	1	\$ 35.00	1	\$ 16.00	1	40.55%
1	10	\$ 400.00	8	1	2	\$ 25.00	\$ 2,147.00	\$ 600.00	\$ 500.00	\$ 1,047.00	\$ 175.00	5	1	1	\$ 35.00	1	\$ 16.00	1	53.68%
1	10	\$ 400.00	8	1	2	\$ 25.00	\$ 2,147.00	\$ 600.00	\$ 500.00	\$ 1,047.00	\$ 175.00	5	1	1	\$ 35.00	1	\$ 16.00	1	53.68%
5	10	\$ 75.00	1	1	2.5	\$ 30.00	\$ 1,862.50	\$ 375.00	\$ 500.00	\$ 987.50	\$ 175.00	5	5	1	\$ 35.00	1	\$ 16.00	1	49.67%
2	12	\$ 125.00	1	1	4	\$ 31.25	\$ 1,403.00	\$ 150.00	\$ 600.00	\$ 653.00	\$ 175.00	5	2	1	\$ 35.00	1	\$ 16.00	1	46.77%
4	25	\$ 20.00	1	1	1		\$ 400.00	\$ -	\$ -	\$ 400.00	\$ -	0	4	0	\$ 100.00	1	\$ 16.00	0	20.00%
6	15	\$ 75.00	1	1	1		\$ 3,900.00	\$ 450.00	\$ 2,250.00	\$ 1,200.00	\$ -	0	6	0	\$ 200.00	1	\$ 16.00	0	57.78%
<b>Spring 2022 (April-June)</b>																			
5	8	\$ 250.00	8	1	1	\$ 31.25	\$ 4,055.00	\$ -	\$ 1,000.00	\$ 3,055.00	\$ 175.00	5	5	1	\$ 35.00	1	\$ 16.00	1	40.55%
1	10	\$ 400.00	8	1	2	\$ 25.00	\$ 2,147.00	\$ 600.00	\$ 500.00	\$ 1,047.00	\$ 175.00	5	1	1	\$ 35.00	1	\$ 16.00	1	53.68%
1	10	\$ 400.00	8	1	2	\$ 25.00	\$ 2,147.00	\$ 600.00	\$ 500.00	\$ 1,047.00	\$ 175.00	5	1	1	\$ 35.00	1	\$ 16.00	1	53.68%
5	10	\$ 75.00	1	1	2.5	\$ 30.00	\$ 1,862.50	\$ 375.00	\$ 500.00	\$ 987.50	\$ 175.00	5	5	1	\$ 35.00	1	\$ 16.00	1	49.67%
1	10	\$ 450.00	1	5	4	\$ 22.50	\$ 1,995.00	\$ 375.00	\$ 250.00	\$ 1,370.00	\$ 175.00	5	1	1	\$ 35.00	1	\$ 16.00	1	44.33%
4	25	\$ 20.00	1	1	1		\$ 400.00	\$ -	\$ -	\$ 400.00	\$ -	0	4	0	\$ 100.00	1	\$ 16.00	0	20.00%
6	15	\$ 75.00	1	1	1		\$ 3,900.00	\$ 450.00	\$ 2,250.00	\$ 1,200.00	\$ -	0	6	0	\$ 200.00	1	\$ 16.00	0	57.78%

\$96,628.50 \$ 11,400.00 \$ 26,900.00 \$ 58,328.50

add wholesale costs for farmstand

## Wakeman Town Farm FY 2021 to 2022 Operating Budget

January 4th, 2021

OBJ	ACCOUNT DESCRIPTION	YTD EXPENDED		Proposed FY
		ORIGINAL APPROP	7/1/20 - 12/21/20	2021 - 2022
421006	TD Bank-Wkmn	0	-175.85	0.00
450801	Membership-WAKE	0	-400.00	0.00
450802	PYlogo sales	-5,000	-4,261.31	-7,500.00
460801	Program Fees-WAKE	-200,000	-83,765.30	-200,000.00
460802	CSA Fees/Farmstand	0	-18,284.62	-30,000.00
479801	HARVEST FEST/PYFY18Donations	-115,000	-38,893.23	-120,000.00
479802	Community Events	-40,000	-13,300.00	-42,500.00
479803	Online Registr.-WAKE	7,000	3,883.26	7,125.00
<b>Total 215 Wakeman Farm Fund Revenues</b>		<b>-353,000</b>	<b>-155,197.05</b>	<b>-392,875.00</b>

OBJ	ACCOUNT DESCRIPTION	ORIGINAL APPROP	Proposed FY	
			YTD EXPENDED	2021 - 2022
511000	Steward Salary	18,000	8,250.00	21,000.00
511020	Program Admin.-WAKE	60,000	27,500.00	67,800.00
513000	Program Staff-WAKE	96,200	38,248.75	97,908.50
521000	Social Security-WAKE	11,323	4,239.71	12,136.05
531802	Harvest Fest/Fundraising and Promotional Expense	25,000	13,636.55	37,500.00
545000	Building Maint.-WAKE	23,000	6,720.46	30,650.00
545010	Farm/Grounds Maint.-WAKE	26,000	7,790.92	29,000.00
551000	Communications & Advertising	12,500	1,596.44	5,500.00
566101	Propane Gas-WAKE	6,000	961.76	4,000.00
566200	Electricity-WAKE	12,000	4,091.96	10,000.00
566400	Water-WAKE	3,000	1,635.69	10,000.00
588000	Program Expenses-WAKE	21,000	20,270.88	27,900.00
588094	Special Events/Community	17,000	2,424.39	17,000.00
<b>Total 21508850 Wakeman Farm Operating Expenses</b>		<b>331,023</b>	<b>137,367.51</b>	<b>370,394.55</b>
Total 21510953 Debt Payment		21,000	21,000.00	21,000.00
<b>Total Wakeman Town Farm Expenses after Interest</b>		<b>352,023</b>	<b>158,367.51</b>	<b>391,394.55</b>
<b>Wakeman Town Farm Net Income</b>		<b>977</b>	<b>-3,170</b>	<b>1,480</b>

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>215 Wakeman Farm Fund</b>							
01 Salaries	62,000.00	78,000.00	78,000.00	88,800.00	88,800.00	88,800.00	13.8%
03 EH & OT	73,655.50	96,200.00	96,200.00	97,908.50	97,908.50	97,908.50	1.8%
05 Social Security	6,729.03	11,323.00	11,323.00	12,136.05	12,136.05	12,136.05	7.2%
18 Fees & Services	25,465.82	25,000.00	25,000.00	37,500.00	37,500.00	37,500.00	50.0%
30 Facility Maint.	58,516.36	49,000.00	49,000.00	59,650.00	59,650.00	59,650.00	21.7%
33 Advert & Print	5,588.81	12,500.00	12,500.00	5,500.00	5,500.00	5,500.00	-56.0%
44 Utilities	3,009.83	6,000.00	6,000.00	4,000.00	4,000.00	4,000.00	-33.3%
46 Electricity	9,401.63	12,000.00	12,000.00	10,000.00	10,000.00	10,000.00	-16.7%
48 Water	2,202.76	3,000.00	3,000.00	10,000.00	10,000.00	10,000.00	233.3%
56 Principal	21,000.00	21,000.00	21,000.00	21,000.00	21,000.00	21,000.00	0.0%
63 Program Expenses	29,415.97	38,000.00	38,000.00	44,900.00	44,900.00	44,900.00	18.2%
<b>215 Wakeman Farm Fund</b>	<b>296,985.71</b>	<b>352,023.00</b>	<b>352,023.00</b>	<b>391,394.55</b>	<b>391,394.55</b>	<b>391,394.55</b>	<b>11.2%</b>

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**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 &amp; 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 &amp; 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 &amp; Exp</i>	<i>Funds for training modules as required for maintenance of state licenses</i>

**Detail Operating Capital Requests:**

<i>Replace Waste Sludge Pumps</i>	<i>\$30,000</i>
<i>Replace Bio Filter Medium</i>	<i>\$32,000</i>
<i>Replace Submersible Mixers</i>	<i>\$14,000</i>
<i>Upgrade Main Plant Modicon PLC's</i>	<i><u>\$29,785</u></i>
	<i>\$105,785</i>

**Budget Notes:**

*The proposed budget for the WPCF Treatment Division shows a 3.2% increase which primarily relates to replacement capital equipment.*

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>220 Sewer Fund</b>							
<b>330 Sewage Treatment</b>							
01 Salaries	563,202.07	481,899.00	557,232.60	554,947.00	554,947.00	554,947.00	-0.4%
03 EH & OT	28,640.30	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.0%
14 Uniform Allowance	3,370.00	4,017.00	4,017.00	3,485.00	3,485.00	3,485.00	-13.2%
18 Fees & Services	191,106.63	225,000.00	225,000.00	230,000.00	230,000.00	230,000.00	2.2%
25 Telephone	3,243.25	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
27 Veh. Maint/Oper	10,385.55	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
30 Facility Maint.	41,358.79	65,000.00	65,000.00	70,000.00	70,000.00	70,000.00	7.7%
31 Rental Equip.	690.84	1,000.00	1,000.00	9,000.00	9,000.00	9,000.00	800.0%
43 Oper. Supplies	34,749.20	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.0%
45 Heating Fuel	34,958.01	42,000.00	42,000.00	45,000.00	45,000.00	45,000.00	7.1%
46 Electricity	245,201.58	255,000.00	255,000.00	250,000.00	250,000.00	250,000.00	-2.0%
48 Water	5,332.91	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.0%
59 Education & Exp.	5,814.42	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.0%
CT Equipment-Sewer	58,716.89	75,350.00	75,350.00	105,785.00	105,785.00	105,785.00	40.4%
<b>330 Sewage Treatment</b>	<b>1,226,770.44</b>	<b>1,273,266.00</b>	<b>1,348,599.60</b>	<b>1,392,217.00</b>	<b>1,392,217.00</b>	<b>1,392,217.00</b>	<b>3.2%</b>

**330 - SEWAGE TREATMENT BUDGET 2021-2022**

**SALARIES**

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2021 -22	2020-21	2021 -22
					Salary Rate	Salaries	Salary Totals
1.00	Treatment Plant Supervisor	B-0-1			118,064	118,064	118,064
1.00	Working Foreman	B-VI			84,021	81,972	84,021
1.00	Treatment Plant Chemist	B-IV-7			77,970	76,069	77,970
1.00	Treatment Plant Operator	B-IV-7			74,265	72,454	74,265
1.00	Treatment Plant Technician	B-III-4			60,954	56,633	60,954
1.00	Sewer Billing and Collection - Tax Collector				80,428	80,428	80,428
1.00	Sewer Accounting and Financial Reporting				59,245	59,245	59,245
7.00	<b>TOTAL SALARIES:</b>					544,865	554,947

**330 - SEWAGE TREATMENT**

<u>Account</u>	<u>Description</u>	
<i>Fees &amp; Services</i>	Disposal of thickened sludge, Permit Fees, Routine Testing (\$230,000)	
<i>Operating Supplies</i>	Chemicals and Lubricants (\$60,000)	
<i>Capital Equipment</i>	Replace Waste Sludge Pumps	30000
	Replace Bio Filter Medium	32000
	Upgrade main plant Modicon PLC's	29785
	Replace Submersible Mixers	<u>14000</u>
	Total:	105,785

**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 and 1 Collection Supervisor 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>Employee salaries for the one Supervisor and two operators assigned to this division</i>
<i>EH &amp; 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>Installation of new generator for Pump Station #12</i>	<i>\$50,000</i>
<i>Manhole rehabilitation program – System Wide, first year</i>	<i><u>\$100,000</u></i>
	<i>\$150,000</i>

**Budget Notes:**

*The WPCF Collection Division budget reflects a 17.4% increase due to capital requests and salary step adjustments.*

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>220 Sewer Fund</b>							
<b>331 Sewage Collection</b>							
01 Salaries	200,283.31	302,919.00	232,925.00	239,277.00	239,277.00	239,277.00	2.7%
03 EH & OT	19,533.89	32,500.00	32,500.00	32,500.00	32,500.00	32,500.00	0.0%
14 Uniform Allowance	1,596.00	1,889.00	1,889.00	2,421.00	2,421.00	2,421.00	28.2%
19 Contract Services	21,726.26	26,000.00	26,000.00	26,000.00	26,000.00	26,000.00	0.0%
27 Veh. Maint/Oper	5,042.47	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.0%
30 Facility Maint.	61,908.59	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	0.0%
43 Oper. Supplies	34,953.90	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.0%
45 Heating Fuel	2,017.39	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
46 Electricity	140,342.23	150,000.00	150,000.00	165,000.00	165,000.00	165,000.00	10.0%
48 Water	936.68	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
CT Equipment-Sewer	13,518.49	60,000.00	60,000.00	150,000.00	150,000.00	150,000.00	150.0%
<b>331 Sewage Collection</b>	<b>501,859.21</b>	<b>711,808.00</b>	<b>641,814.00</b>	<b>753,698.00</b>	<b>753,698.00</b>	<b>753,698.00</b>	<b>17.4%</b>

**331 - SEWAGE COLLECTION BUDGET 2021-2022**

**SALARIES**

<b>qty</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Hourly Rate</b>	<b>No. of Hours</b>	<b>2021-22 Salary Rate</b>	<b>2020-21 Salaries</b>	<b>2021-22 Salary Totals</b>
1.00	Collection System Supervisor				100,860	100,860	100,860
1.00	Treatment Plant Operator	B-III-7			74,265	72,454	74,265
1.00	Treatment Plant Operator	B-III-4			64,152	0	64,152
0.00	Treatment Plant Operator	B-III-3			0	59,611	0
<b>3.00 TOTAL SALARIES:</b>						<b>232,925</b>	<b>239,277</b>

**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 (\$75,000)
<i>Operating Supplies</i>	Odor Control chemicals, lubricants, replacement parts, labor and equipment (\$50,000)
<i>Capital Equipment</i>	Generator for Pump Sta. #12 Manhole Rehabilitation program

13-Jan-21

Total Equipment:

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>220 Sewer Fund</b>							
<b>901 Pensions</b>							
09 Pensions	66,070.00	101,762.00	65,395.00	40,837.00	40,837.00	40,837.00	-37.6%
68 OPEB	61,865.00	14,118.00	14,118.00	14,118.00	14,118.00	14,118.00	0.0%
<b>901 Pensions</b>	<b>127,935.00</b>	<b>115,880.00</b>	<b>79,513.00</b>	<b>54,955.00</b>	<b>54,955.00</b>	<b>54,955.00</b>	<b>-30.9%</b>
<b>902 Insurance</b>							
07 Group Insur-MED	144,940.00	234,000.00	234,000.00	234,000.00	234,000.00	234,000.00	0.0%
08 Group Insur-LIFE	1,355.00	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	37,830.00	0.0%
36 Ins-Bldg & Liab	94,500.00	94,500.00	94,500.00	94,500.00	94,500.00	94,500.00	0.0%
<b>902 Insurance</b>	<b>278,625.00</b>	<b>367,685.00</b>	<b>367,685.00</b>	<b>367,685.00</b>	<b>367,685.00</b>	<b>367,685.00</b>	<b>0.0%</b>

Town of Westport  
Board of Finance Recommended Budget FY 2022  
Expense Detail Report by Department

	2020 ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 SEL RQST	2022 BOF PROP	2022 BOF REC	% CHANGE OVER REV BUDGET
<b>220 Sewer Fund</b>							
<b>951 Interest on Bonds</b>							
57 Interest	579,744.77	540,671.00	540,671.00	664,554.00	664,554.00	664,554.00	22.9%
<b>951 Interest on Bonds</b>	<b>579,744.77</b>	<b>540,671.00</b>	<b>540,671.00</b>	<b>664,554.00</b>	<b>664,554.00</b>	<b>664,554.00</b>	<b>22.9%</b>
<b>953 Bond Principal Payments</b>							
56 Principal	2,145,143.58	2,169,911.00	2,169,911.00	1,858,750.00	1,858,750.00	1,858,750.00	-14.3%
<b>953 Bond Principal Pay</b>	<b>2,145,143.58</b>	<b>2,169,911.00</b>	<b>2,169,911.00</b>	<b>1,858,750.00</b>	<b>1,858,750.00</b>	<b>1,858,750.00</b>	<b>-14.3%</b>



# Westport Board of Finance Informal FY22 Budget Meeting

February 10, 2021

# 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 Cty communities to our west (“Town-to-Town”).
- Services are provided under subcontract arrangement with Norwalk Transit District which assists the WTD in a number of ways.
  - NTD operates buses and provides support services.
  - WTD determines scope of operations after considering input of elected officials and the public, oversees arrangements with NTD, and manages activities such as marketing and budgeting.

# Why We Are Here

## WTD Services are a Westport Asset

The Town Plan of Conservation and Development (“POCD”), the Downtown Master Plan, and other recent studies are supportive of more public transportation in Westport. The 2017 POCD 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 a Westport Asset

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

The RTM voted overwhelmingly (32 to zero with one abstention) to restore funds cut by the Board of Finance.

# Recent Developments

- In March 2020, the Board of Finance cut the WTD's requested \$359,000 FY21 budget by \$38,600. The WTD chose not to ask for restoration and the RTM did not vote on the issue.
- The Board of Finance expressed concern about the viability of the then current fixed route operating model.
- Due to the COVID-19 virus, on March 30, 2020 the WTD temporarily replaced its seven fixed commuter shuttle routes with an on-demand commuter service to and from Westport's two train stations and accelerated its plan to implement microtransit across most of Westport.
- On October 12, 2020, the WTD began operating Wheels2U Westport, an on-demand, door to station, group ride service, as a more user-friendly, cost efficient, flexible operating model.

# Wheels2U Westport

## The New Microtransit Operating Model

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

# Wheels2U Westport

Wheels2U Westport is an on-demand, door-to-door, group ride service better tailored to Westport's needs.

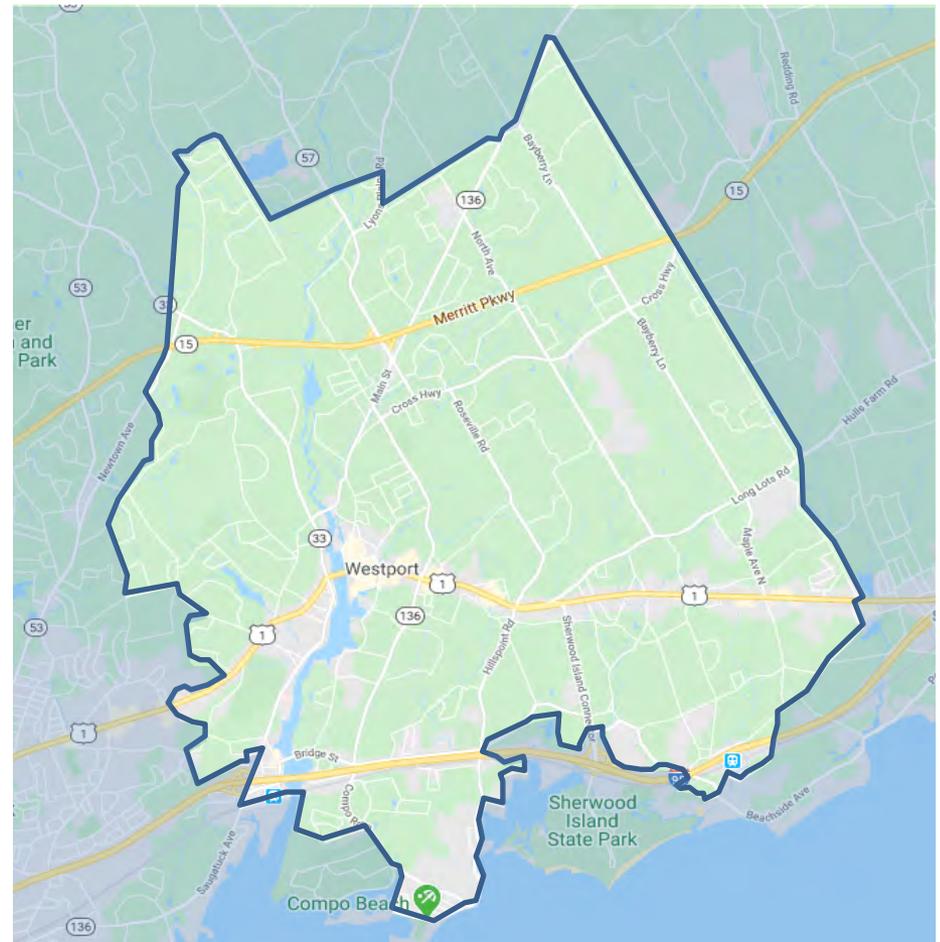
- Hours of operation:  
Peak commuting periods:
  - Morning pickups: between 5:45AM and 9:45AM
  - Evening pickups: between 4:00PM and 8:00PM
- Area of operation: Only between locations in the service area and the Greens Farms and Westport train stations.
- Scheduling a ride:  
Passengers use the Wheels2U App. Average ETA until bus arrives is 6 minutes.
- Fares:
  - \$2.00 paid with App or
  - \$45 with Uniticket (combined weekly/monthly Metro-North rail and bus pass)
- User Satisfaction: Average of 4.96 out of 5.

# Wheels2U Westport Coverage

Previous Fixed Routes



Wheels2U Service Area  
Door to Train Station  
Anywhere in the Service Area



# WHEELS 2U Westport

## How it Works

1. Download the Wheels2U App



2. Request A Pickup

3. Get Going



# Requesting a Pickup

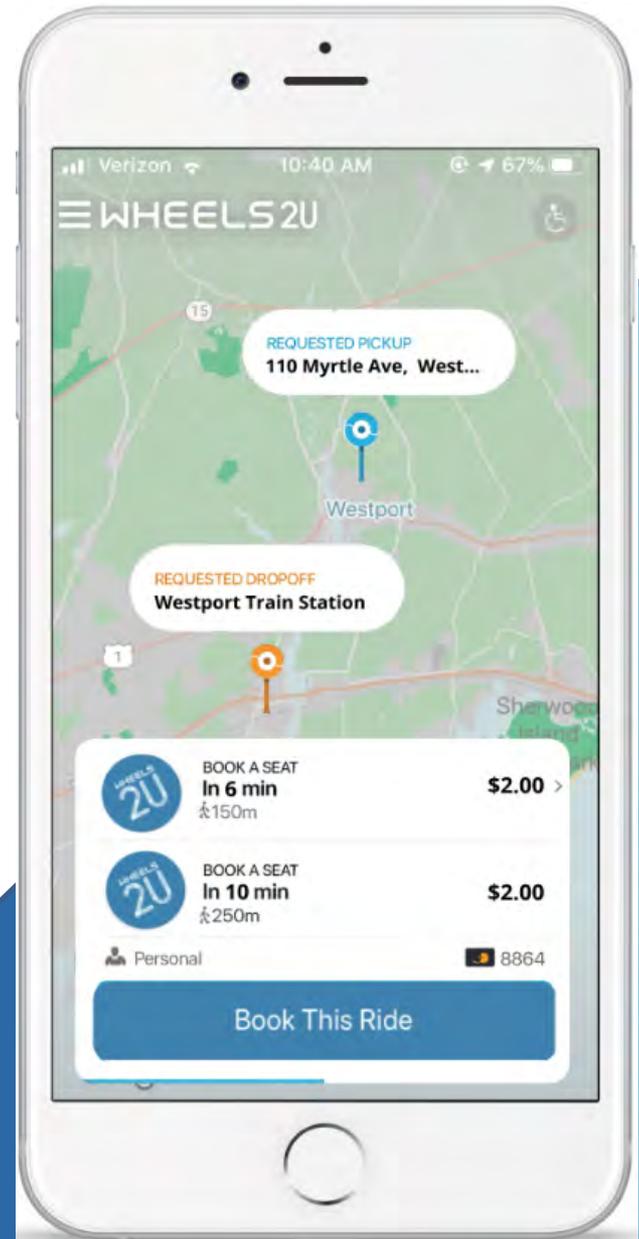
## Follow these simple steps:

- **Open the app and allow location services**
- **Enter your pick-up & drop-off locations\***
  - **Just choose a location from your “Favorites” list, which will be established as you use the App!**
- **Choose a pick-up time**
- **Select pay option: App or Uniticket**

## You can monitor expected pick up and arrival times!

\* **Pick-up or drop-off must be at a train station. App will ask if there is more than one passenger or a wheelchair is required. (All vehicles are wheelchair accessible.)**

\*\* **Vehicle will wait no more than 2 minutes for passengers to board.**

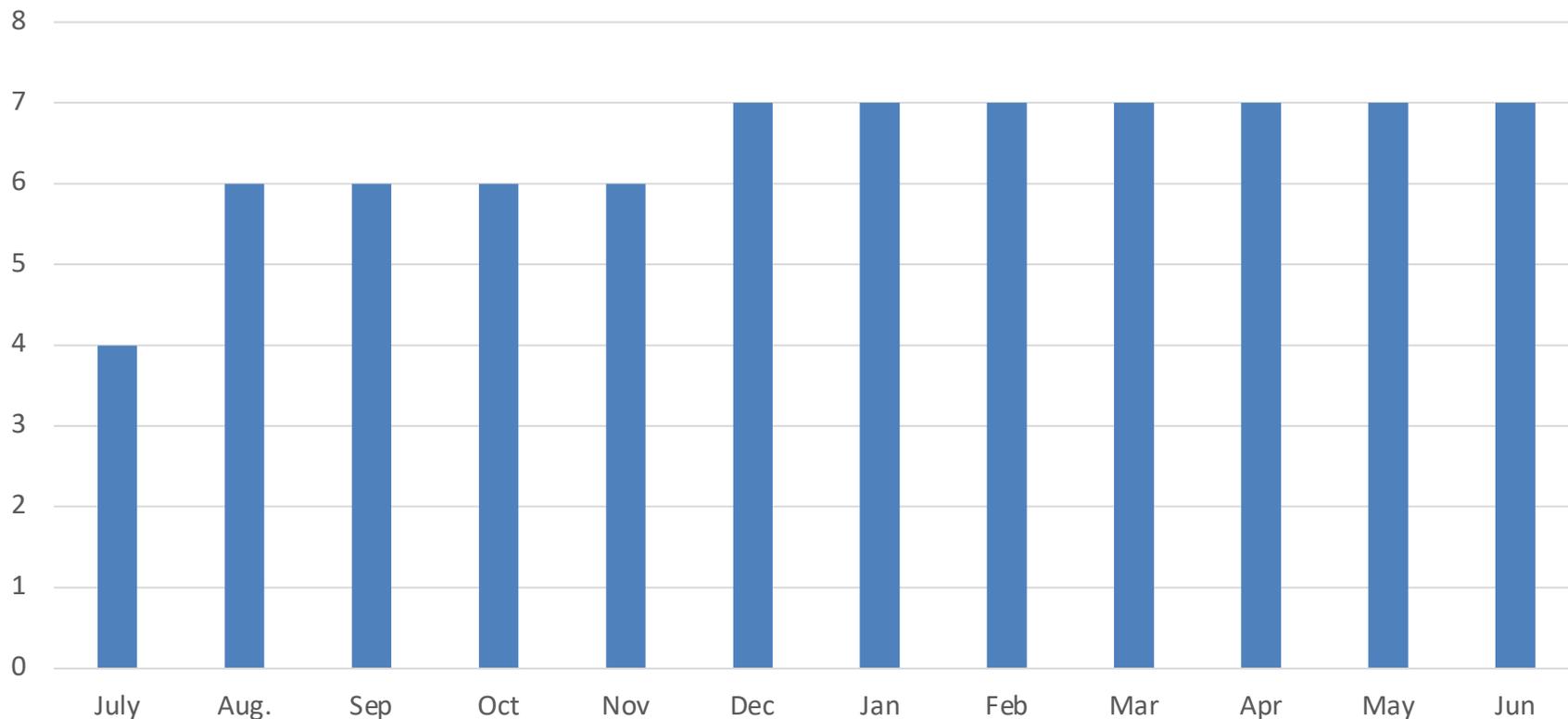


# Wheels2U Westport—Financial Benefits

- 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

## 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.

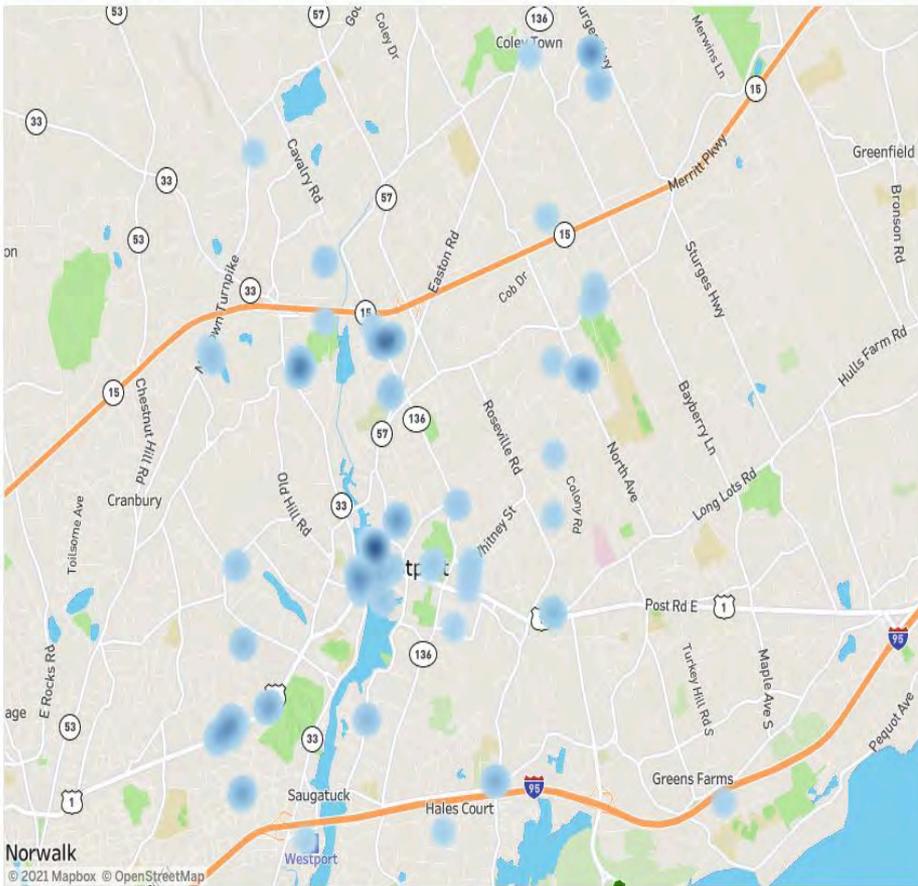
# Wheels2U Westport – User Benefits

- 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.
- 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.

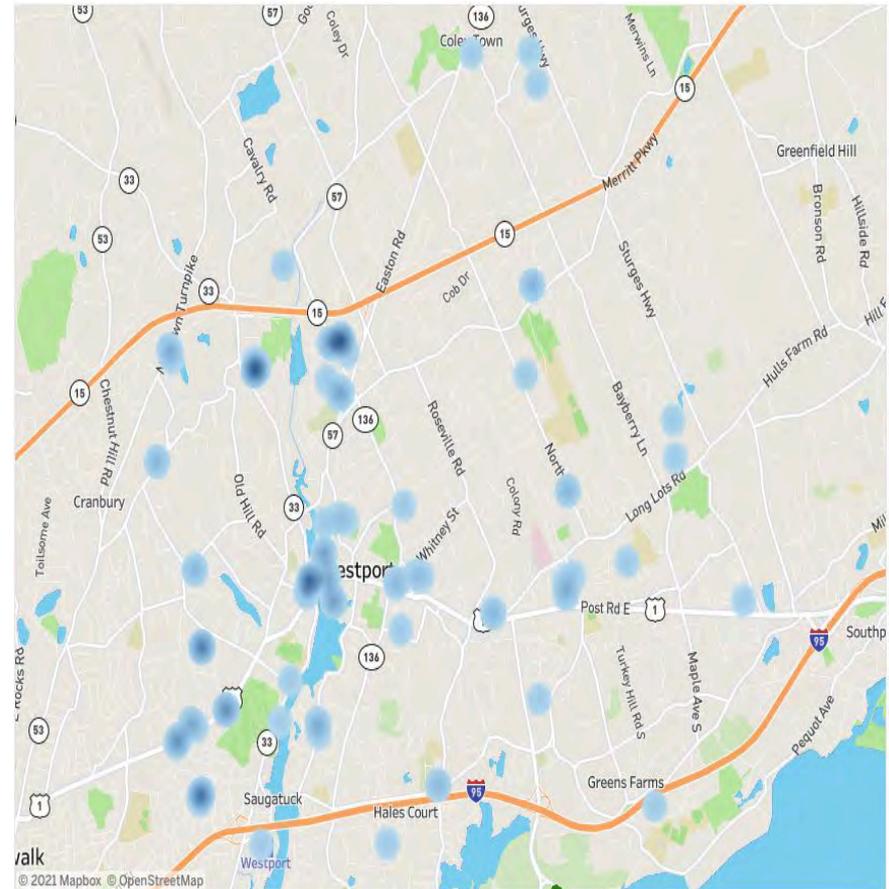
# Wheels2U Westport

## Origins and Destinations in Service Area

Requests by Origin - Density



Requests by Destination - Density



# 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 11% of pre-pandemic commuter shuttle level while Metro-North ridership is only about 6% of pre-pandemic level.
- Long interruption in commuting during the pandemic provides opportunity to change commuter behavior away from driving to station.
- Build on high commuter satisfaction with Wheels2U Westport; service consistently gets five star ratings.

# Leverage Wheels2U Westport

- 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

# Wheels2U Westport Challenges

- Difficulty in accurately predicting when, how rapidly, and to what extent commuting will increase is a planning challenge; however, Wheels2U model provides flexibility to match service levels to demand on relatively short notice.
- Change rider behavior: commuters need to use app to order rides individually or on a recurring basis.
- Some (low) probability of not arriving at station in time for targeted train vs. “nearly perfect” on time shuttle performance of previous fixed route system.
- Need to maintain higher than desired vehicle levels during current period of low commuting levels to avoid discouraging current and future users when commuting significantly picks up. Cost per ride will decline as commuting picks up.
- Maintenance of State funding formulas. No reason at this time to think there will be any changes.
- Significant risk—BOF. WTD needs to focus on operations, efficiencies, marketing, and planning beyond next budget cycle, instead of fighting with BOF and spending time dealing with budget cuts. WTD has very limited resources.

# COVID-19 Lessons

- Willingness to take bold action yielded long-term benefits.
  - Replaced seven fixed route service with on-demand service on March 31 and then with Wheels 2U microtransit on October 12..
  - Resulting flexibility, efficiency, cost savings, and user benefits of Wheels2U are sustainable.
  - Low commuting allowed for roll out of Wheels2U to entire service area all at once instead of previously planned three stage phase in. Resulted in reduced start-up costs as smaller service areas are less cost effective.
  - Ability to practice and iron out any bugs during period of low ridership.
- Interruption in commuting since March 2020 provides an opportunity to change user behavior when commuting ramps up again.
- New cleaning and disinfecting protocol.

# Preview of FY22

- Restart marketing campaign as commuting ramps up to increase ridership.
- Demonstrate benefits of Wheels2U model and tweak it to optimize performance and cost savings in the “new normal” commuting environment.
- Planning for improvements in door-to-door service including same day ability to schedule rides and contactless payment systems.
- Work on expanding Wheels2U beyond commuters to and from NYC— increased use by reverse commuters, workforce, after school, etc.
- Work with Town employers and organizations to explore opportunities for shared services/marketing.
- Work with Town departments and others on grants for transportation improvements (e.g., electric buses, etc.).

# Planned Wheels2U Marketing Posters

**Our new  
Wheels2U shuttles  
go where our  
shuttles have never  
gone before, right  
to your door.**



With our new Wheels2U shuttles, we come right to your door and then drop you off at the train platform. No more bus routes. Get the Wheels2U app and order your ride now.

For service area, hours of operation and fares, visit [Wheels2Uwestport.com](http://Wheels2Uwestport.com)



Wheels2U Westport is operated by Norwalk Transit and sponsored by Westport Transit.

**Our new  
Wheels2U shuttle  
comes right  
to you when  
you order it to.**

If only your dog Roxy did that.



With our new Wheels2U shuttles, we come right to your door and then drop you off at the train platform. Get the Wheels2U app and order your ride now.

For service area, hours of operation and fares, visit [Wheels2Uwestport.com](http://Wheels2Uwestport.com)

Wheels2U Westport is operated by Norwalk Transit and sponsored by Westport Transit.



**We talked  
with management  
and got you  
chauffeured service  
to the train.**

That corner office you requested?  
Yeah, we can't do anything  
about that.



With our new Wheels2U shuttles, we come right to your door and then drop you off at the train platform. It's like upper management just subsidized your chauffeur service. Get the Wheels2U app and order your ride now.

For service area, hours of operation and fares, visit [Wheels2Uwestport.com](http://Wheels2Uwestport.com)

Wheels2U Westport is operated by Norwalk Transit and sponsored by Westport Transit.



## 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.

# Proposed FY22 Budget

# FY22 Budget Background

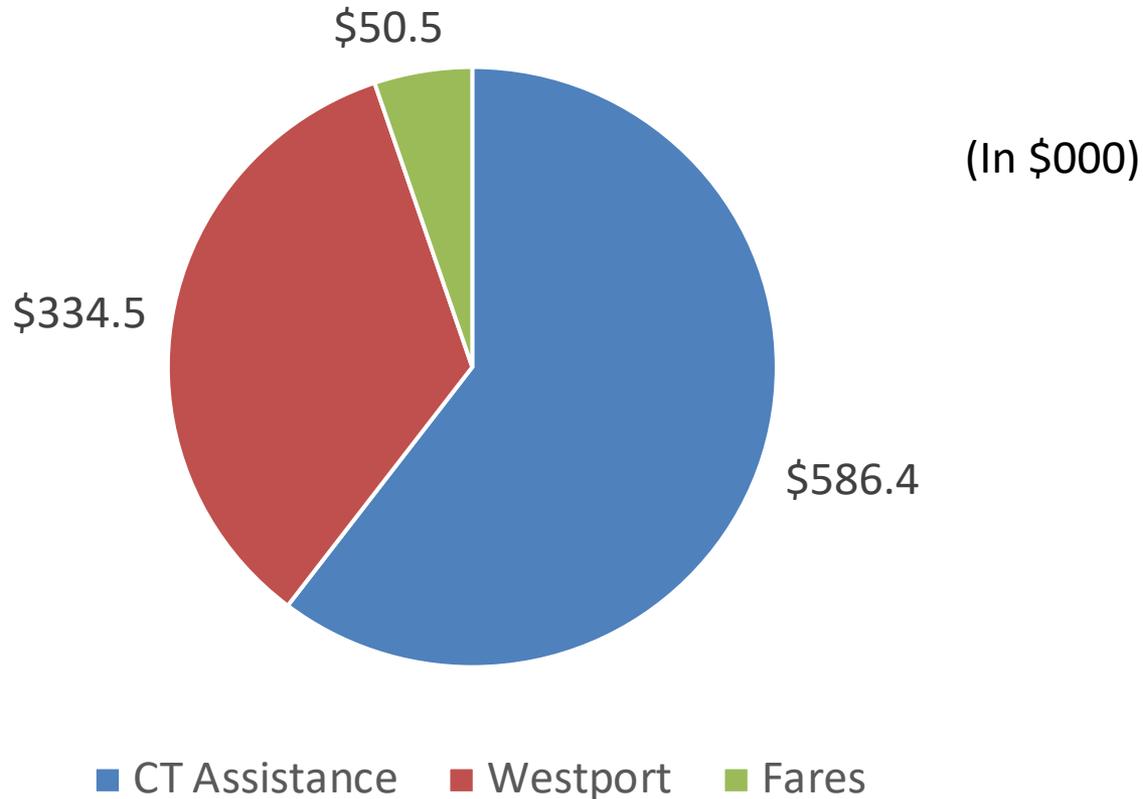
- Commuter shuttle revenues and cost structure based on new Wheels2U Westport microtransit operating model (in place only four months to date).
- Pandemic makes forecasting difficult.
  - Metro-North boardings at Saugatuck during AM service period reduced to about 6% of approximately 1,760 per day pre-pandemic level.
  - Commuter shuttle ridership is about 11% 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.

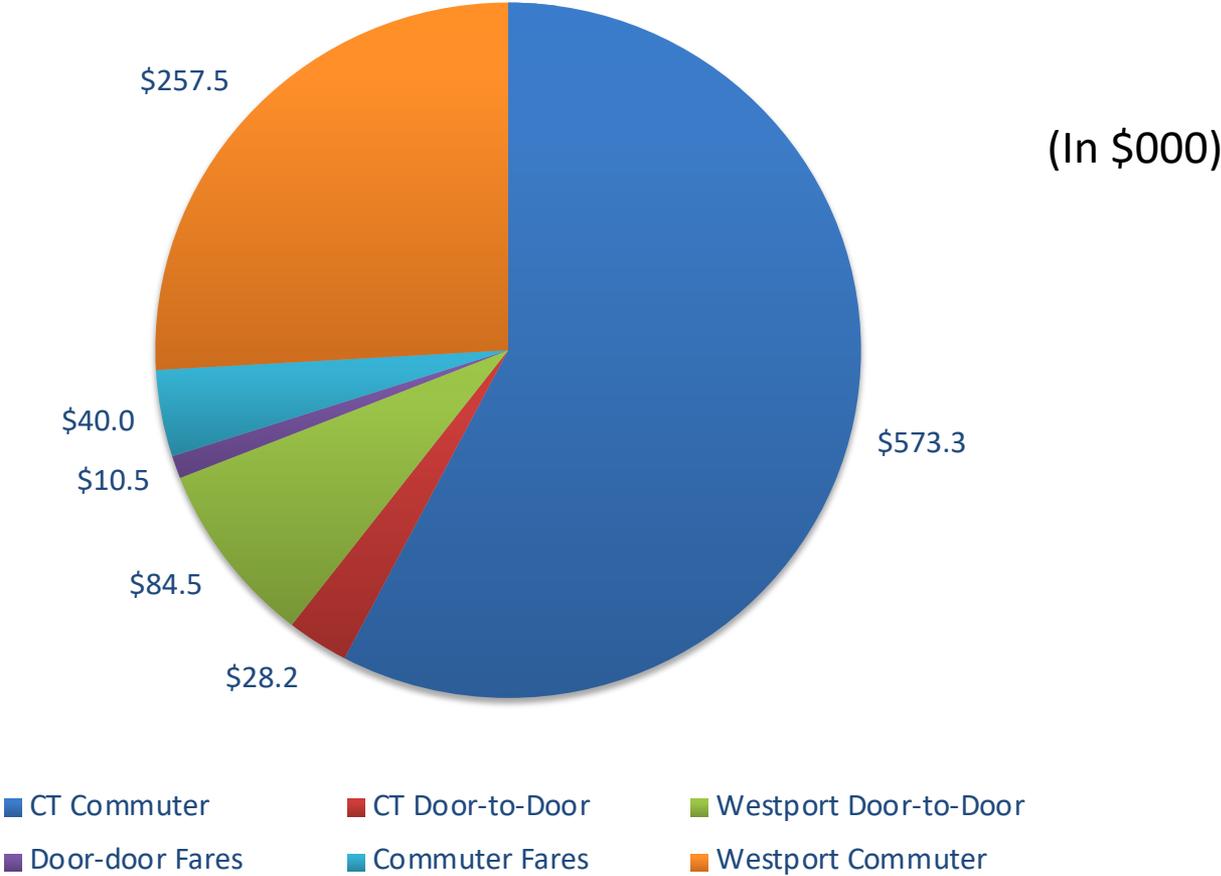
# Westport Assistance to WTD – FY22 Budget

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



Total Town funding for the WTD is less than 0.2% of the total Town budget.

# FY22 Budget Funding by Service and Source



CT Funding is \$573,300 (65.8%) of the 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	\$148.3	\$257.5
Door-to-Door	<u>\$94.5</u>	<u>\$86.3</u>	<u>\$84.5</u>
Total	\$320.4	\$234.6	\$342.0

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

Town Attitudes About Commuter Shuttle Funding  
October 2018 – May 2020

## Town Attitudes About Commuter Shuttle Funding

- In July 2018 the WTD engaged Beresford Research to do a new survey to update the findings of its earlier 2016 survey to ascertain Westport resident perspectives about public transportation taking into account 2018 information.
- The survey was in the field from 10/22/18 to 11/2/18. Participation was excellent: 1,704 responses.
- Broad representative sample of Westport residents in the WTD's 2018 survey said they support Town funding of the commuter shuttles.

## October 2018 Town-Wide WTD Survey

- About 65% of Westport residents feel low-cost bus service to the train and door-to-door service for persons with disabilities is “considerably” or “extremely” valuable to the Westport community as a whole.
- 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).

## October 2018 Town-Wide WTD Survey (cont'd)

- Should Connecticut's fiscal challenges result in a hypothetical \$100,000 reduction in state support of the bus system:
  - 40% of WTD 2018 survey respondents believe Westport should provide the additional \$100,000 of funding (total of \$325,000 of Town funding) and
  - Another 24% would support \$275,000 of funding (additional \$50,000 of funding from the FY19 \$225,000 budget level) and
  - Another 26% would support continuing the \$225,000 of funding.

Only 11% of respondents thought the commuter buses should be eliminated, while 89% supported at least \$225K funding level.

(There is no indication that such a hypothetical reduction would occur.)

## December 3, 2018 RTM Committees Meeting

- RTM Transit, Long-Range Planning and Finance Committees held a joint 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 and Beresford Research reviewed results of the 2018 WTD survey.

## December 3, 2018 RTM Committees Meeting (cont'd)

- There was a thorough discussion among the RTM members present, the BOF members present, the First Selectman and others about the benefits, challenges and opportunities of the shuttles.
- At the end of the meeting, all 13 RTM members present gave their opinions about the shuttles. While there were concerns expressed about the long-term viability of the WTD shuttles in their then current form, 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.

## Formal FY20 Town Budget Process: March – May 2019

- On March 12, 2019, the Board of Finance cut \$115,000 from WTD's proposed FY20 Budget with the stated objective of having the RTM make a policy decision about whether the Town should continue funding the commuter shuttles. This funding reduction was affirmed by the BOF on April 3<sup>rd</sup>.
- In April 2019, the RTM Transit and RTM Finance Committees each had thorough discussions of the benefits, challenges and opportunities of the commuter shuttles and voted to recommend that the RTM restore the funding.

## Formal FY20 Town Budget Process: March – May 2019

- In April and May 2019, numerous Westport residents and organizations sent emails / letters to the RTM and spoke at the May RTM meeting to express support for restoration of the commuter shuttle funding. These organizations included the Westport Commission on People with Disabilities, Sustainable Westport, Westport Downtown Merchants Association, Westport Downtown Plan Implementation Committee, Coalition for Westport, Save Westport Now and individual realtors.
- On May 6, 2019, the RTM voted 32-0 (with one abstention) to restore the commuter shuttle funding.

# FY21 Town Budget Process

- The Board of Finance cut the WTD's requested budget by \$39,000. The WTD chose not to ask for restoration and the RTM did not vote on the issue.
- The Board of Finance expressed concern about the viability of the then current fixed route operating model.
- The WTD acted on the Board's concerns and adopted the now current Wheels2U Westport microtransit model as a more cost efficient, flexible operating model.

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