

DEPARTMENT OF PUBLIC WORKS

VISION / MISSION

Our vision is that the quality of our services will be so great that the Department of Public Works will be the highest rated department in West Hartford and one of the reasons people and businesses locate here.

Our mission is to make West Hartford the safest and most attractive community in Connecticut. The Department of Public Works is a highly trained, flexible and responsive organization dedicated to responding effectively to the challenges of changing conditions including weather, governmental regulations, customer demands and uncontrollable economic conditions. We are responsible for the maintenance and repair of Town: roads, storm water systems, grounds, athletic fields and playgrounds, trees, sidewalks, parking lots, vehicles and equipment, signs and signals, municipal parking, bus shelters, street lights, and Trout Brook channel maintenance, as well as snow and ice control of roads. We administer the following contracted services: refuse/recycling collection and disposal, leaf collection, and yard waste composting.

BUDGET SUMMARY						
DEPARTMENT OF PUBLIC WORKS						
	Actual	Adopted	Actual	Estimated	Proposed	Percent
<u>Revenues:</u>	<u>2014-15</u>	<u>2015-16</u>	<u>6 Months</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Intergovernmental	\$687,452	\$687,452	\$343,682	\$687,363	\$687,363	
Licenses & Permits	105,681	110,000	58,108	80,000	80,000	-27.3%
Charges for Services	211,939	190,320	111,004	172,983	179,320	-5.8%
Miscellaneous Revenue	<u>464,560</u>	<u>464,682</u>	<u>22,838</u>	<u>460,145</u>	<u>460,145</u>	-1.0%
TOTAL	\$1,469,632	\$1,452,454	\$535,632	\$1,400,491	\$1,406,828	-3.1%
<u>Expenditures:</u>						
Wages & Salaries	\$3,982,776	\$4,155,467	\$1,743,423	\$4,004,340	\$4,141,680	-0.3%
Operating Expense	6,692,407	7,140,071	2,665,830	6,874,582	7,052,047	-1.2%
Social Security	<u>330,287</u>	<u>375,639</u>	<u>118,046</u>	<u>363,811</u>	<u>375,501</u>	
TOTAL	\$11,005,470	\$11,671,177	\$4,527,299	\$11,242,733	\$11,569,228	-0.9%

	<u>Authorized Positions</u>			Revised	Proposed
Full-Time Positions:	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
General Fund	47	47	47	47	49
Parking Lot Fund	10	10	10	10	10
Cemetery Fund	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	58	58	58	58	60

BUDGET & PROGRAM HIGHLIGHTS

Overall, the Department of Public Works' budget has decreased \$101,949 or 0.9% for fiscal year 2017. Wages and salaries decrease \$13,787, or 0.3%, due to savings from reductions to regular payroll (\$10,966) based on the budgeting of vacant positions lower in the pay range than incumbents and benefit elections, and decreased temporary payroll (\$39,520), offset by increased overtime (\$26,292). In addition, two new Equipment Operator positions are funded, as of January 1, 2017, to assist with mandated Municipal Separate Storm Sewer System (MS4) requirements. Merit and cost-of-living adjustments estimates are included, as well. Operating expense decreases \$88,024, or 1.2%, for fiscal year 2017 primarily attributed to decreased solid waste disposal (\$109,000) and gasoline (\$52,500), offset by increases in contractual services (\$48,650) and utilities (\$32,176). The social security decrease results from the change in wages and salaries.

COST CENTER: PUBLIC WORKS MANAGEMENT DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Highway Town Aid Grant	\$687,452	\$ 687,452	\$343,682	\$ 687,363	\$ 687,363	
Miscellaneous Revenue	498					
Transfer In – LoCIP	<u>436,682</u>	<u>436,682</u>		<u>432,145</u>	<u>432,145</u>	-1.0%
TOTAL	\$1,124,632	\$1,124,134	\$343,682	\$1,119,508	\$1,119,508	-0.4%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$292,698	\$301,089	\$151,117	\$309,145	\$313,845	4.2%
Temporary Payroll	40,242	50,000	18,425	43,000	43,000	-14.0%
Overtime	3,711	2,660	3,956	8,166	8,160	206.8%
Education Premium Pay	780	780	325	780	780	
Office Expense	10,932	8,200	4,105	10,700	10,700	30.5%
Dues and Travel	3,442	3,540	3,704	4,020	3,540	
Training	8,933	7,500	5,559	7,500	9,000	20.0%
Professional Services	7,092	7,500	2,681	7,500	7,500	
Contractual Services		525		525	525	
Printing/Binding	438	1,000	387	1,000	1,000	
Meals	13,170	15,000	13,200	15,000	15,000	
Uniforms & Laundry	31,536	36,800	24,125	37,925	36,800	
Information Technology	20,176	24,000	24,227	25,000	25,000	4.2%
Telecommunications	27,286	26,000	9,571	26,000	26,000	
Building Maintenance	134					
Land Lease	35,000	35,000		21,000	32,200	-8.0%
Social Security	<u>22,835</u>	<u>25,129</u>	<u>11,457</u>	<u>25,625</u>	<u>25,880</u>	3.0%
TOTAL	\$518,405	\$544,723	\$272,839	\$542,886	\$558,930	2.6%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Director of Public Works	1	1	1	1	1
Business Operations Manager	1	1	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

PUBLIC WORKS MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Management Division is staffed with three full-time positions and reflects anticipated merit increases and estimates for cost-of-living adjustments for eligible employees.

Temporary Payroll: This appropriation provides clerical staffing for the front office, data input and management for the DPW vehicle management software, and emergency clerical support, as well as an employee who provides support for Streets, Traffic Safety and Fleet Maintenance Divisions when needed. This appropriation is reduced based upon work flow needs.

Overtime: The appropriation is used for staffing the department's Saturday small metal, household hazardous waste and electronics collections and for telephone coverage during snow-fighting operations. This account is increased based on workflow needs.

Education Premium Pay: The appropriation (\$780) reflects a contractual monthly payment to a full-time clerical office staff person with a 4-year college degree.

Office Expense: This appropriation funds paper, postage and office supplies. Office supplies are increased consistent with experience and rising cartridge costs.

Dues & Travel: This appropriation covers the cost of annual dues for the American Public Works Association which provides useful information on activities, programs and innovations of public works departments throughout the country. In addition funds are included for an annual appreciation event.

Training: This appropriation funds training for the University of Connecticut sponsored Road Master/Road Scholar program and annual certifications directly related to on-the-job work tasks. This account is increased as part of centralization of training costs. A corresponding reduction can be found in the Contractual Services Division budget to partially offset the increase.

Professional Services: This appropriation reflects participation in the CDL-drivers drug and alcohol testing program through the Connecticut Conference of Municipalities.

Contractual Services: This appropriation of \$525 funds testing services.

Printing/Binding: This appropriation reflects the printing costs for forms, information materials and reprints of the DPW's Recycling Guidelines.

Meals: This appropriation reflects the annual contractual meal allowance paid for the 38 eligible full-time employees in the Public Works Department.

Uniforms & Laundry: This appropriation is a departmental account for the laundering, repair and replacement of uniform pants and shirts provided to the unionized full-time staff by contract. It also reflects the annual contract cost for the purchase of work safety shoes.

Information Technology: This appropriation reflects the cost of the department's work order system (Cartegraph), Weatherworks and Easy Clocking Time Clock.

Telecommunications: Reflects the operating costs for both desk and cellular telephone services, as well as wireless costs for tablets and other devices used by the department.

Land Lease: The department is leasing land at a cost of \$32,200 per annum for storing materials. Prior to execution of a lease, the land was used at no cost. The account is reduced as the department utilizes less space. In fiscal year 2016 the department estimate is further reduced to reflect an anticipated credit for previous leased space payments. The lease payment is being used to reduce back taxes on the property.

Social Security: This appropriation is for required federal payments based on actual wages paid.

COST CENTER: CONTRACTUAL SERVICES DIVISION

SUMMARY OF REVENUES						
	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Proposed 2016-17</u>	<u>Percent Change</u>
Bulky Waste/Recycling						
Permits	\$105,681	\$110,000	\$ 58,108	\$80,000	\$80,000	-27.3%
Metal Recycling	8,439	11,000	1,318	8,000	8,000	-27.3%
Recycling Rebate	82,556	70,000	28,460	70,000	70,000	
Rental of Facilities	21,600					
Miscellaneous	15,000	15,000	15,000	15,000	15,000	
Revenue Cost Sharing	10,973	13,000	1,596	1,596		-100.0%
Additional Refuse Barrel	<u>57,557</u>	<u>60,000</u>	<u>52,067</u>	<u>52,067</u>	<u>60,000</u>	
TOTAL	\$301,806	\$279,000	\$156,549	\$226,663	\$233,000	-16.5%

SUMMARY OF EXPENDITURES						
	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Proposed 2016-17</u>	<u>Percent Change</u>
Regular Payroll	\$118,357	\$48,770	\$21,085	\$45,913	\$47,568	-2.5%
Temporary Payroll	14,880	34,000	7,791	13,000	13,000	-61.8%
Overtime	11,238	8,510	11,901	12,510	12,240	43.8%
Office Expense	1,375	2,700		2,700	2,700	
Dues and Travel	2,688	3,000	188	3,000	3,000	
Training		1,500				100.0%
Advertising	5,094	3,940	970	3,940	3,940	
Professional Services	13,980	31,000	4,269	31,000	31,000	
Contractual Services	3,385,717	3,548,500	1,447,775	3,548,500	3,606,950	1.6%
Solid Waste Disposal	1,200,635	1,483,000	572,365	1,329,000	1,374,000	-7.3%
Printing/Binding		300		300	300	
Office Equipment	2,403	4,000		4,000	4,000	
Vehicles & Equipment Expense		2,500		2,500	2,500	
Rental/Leases	23,250	30,000	28,400	30,000	30,000	
Social Security	<u>6,113</u>	<u>7,077</u>	<u>2,573</u>	<u>6,174</u>	<u>6,279</u>	-11.3%
TOTAL	\$4,785,730	\$5,208,797	\$2,097,317	\$5,032,537	\$5,137,477	-1.4%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised 2015-16</u>	<u>Proposed 2016-17</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>		
Public Works Manager	<u>1</u>	<u>1</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	1	1	0.5	0.5	0.5

CONTRACTUAL SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Environmental Services program activity is staffed with half of one full-time position. While merits and cost-of-living adjustments are included, a savings is seen from the promoting of employees lower on the pay range than incumbents.

Temporary Payroll: The appropriation funds part-time hours working on the Town's bagged leaf collection and refuse collection programs. The appropriation is decreased \$21,000 compared to fiscal year 2016. In fiscal year 2016 additional funds were included when the Town moved to a new yard waste provider. Costs are now firm and funding is reduced in fiscal year 2017.

Overtime: Overtime for the bagged leaf program is budgeted for peak collection periods as well as crews on the Veterans Day holiday and the Saturday after Thanksgiving. Overtime is increased consistent with experience.

Office Expense: The requested appropriation reflects printing costs of skip tags for use at locations where bags are presented improperly and for residential recycling permits, which will be completely offset by revenue from the recycling center permit program.

Dues and Travel: This account (\$3,000) reflects the annual license renewal with the State Department of Energy and Environmental Protection for the operation of the Recycling Center located at 25 Brixton Street.

Training: This appropriation reflects the cost associated with training seasonal part-time leaf collection staff in safety procedures, including the operation of the rear controls of the refuse packers, work guidelines and confined space regulations. The training budget has been centralized to Management and eliminated in this division to compensate for an increase in the Management division training line.

Advertising: This appropriation funds advertising costs for the leaf collection program, announcements of special collections for electronics, small metal and household hazardous waste and any other special collections that might be instituted as a result of heavy rain, ice storms, high winds or flooding.

Professional Services: This budget reflects the costs for quarterly well testing at the Albany Avenue leaf site and annual storm water testing at the Recycling Center. These tests and copies of the results are required by the State Department Energy and Environmental Protection.

Contractual Services: The appropriation reflects an increase attributed to contractual increases with Paines, the Town's refuse collection contractor. This appropriation also funds contractual disposal of waste oil, oil filters and oil soaked rags as required by the State Department of Energy and Environmental Protection.

Solid Waste Disposal: This appropriation reflects the Town's refuse disposal contract with Covanta. As part of this contract, the Town is receiving a \$3.50/ton transportation credit to compensate the Town's refuse collection contractor for the costs of the additional mileage and time to use the Bristol facility. The appropriation is decreased based on a declining five year average of municipal solid waste tonnage.

Printing/Binding: The budget (\$300) reflects the costs of die cutting services for printed leaf collection skip tags so that they may be hung on the door knob of residences where they are issued.

Office Equipment: This appropriation covers barrel replacement for the refuse collection program, protective equipment for seasonal help working the leaf collection program (including items such as safety vests and glasses, gloves, hats, ponchos and ear protection), and other equipment like rakes, spray paint, etc.

Vehicles & Equipment: The appropriation funds gasoline and vehicle maintenance.

Rentals/Leases: The appropriation reflects the leaf collection program vehicle rental cost for four (4) packer truck rentals, two for five weeks and two for seven weeks.

Social Security: This appropriation is for required federal payments based on actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2011</u>	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>
Volume of leaves collected (cubic yards)	14,872	17,674	24,106	23,865	6,637*
Tons of leaves collected	3,295	3,535	6,026	5,966	1,659*

*The method to calculate the volume of leaves collected changed in fiscal year 2015. The previous method used a scale which due to unreliable service aged out of service. The new method is based on a daily total of trucks delivering leaves to the collection site. It is estimated each truck carries approximately 25 cubic yards of material. The total tons is calculated using the Department of Energy and Environmental Protection's conversion of one cubic yard to one-quarter ton of material.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2011</u>	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>
Tons of Waste Recycled	7,228	7,246	7,180	7,152	6,942
Percent of Total Waste Recycled	26.5%	25.7%	26.7%	26.8%	26.8%
Tons of Refuse Collected	20,253	20,988	19,525	19,551	18,938

COST CENTER: STREET MAINTENANCE DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$ _____	\$5,000	\$5,388	\$10,000	\$10,000	100.0%
TOTAL	\$ _____	\$5,000	\$5,388	\$10,000	\$10,000	100.0%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$831,469	\$991,474	\$391,445	\$895,862	\$964,054	-2.8%
Temporary Payroll	35,313	32,000	15,641	32,000	22,400	-30.0%
Overtime	418,863	306,112	50,267	316,399	320,515	4.7%
Meals	475		600	600		
Contractual Services	191,114	166,750	500	166,750	124,750	-25.2%
Minor Equipment	8,847	12,000	1,455	12,000	12,000	
Uniforms & Laundry	3,634	3,000	700	3,000	3,000	
Building Maintenance	820	2,300	1,655	2,300	2,300	
Vehicles & Equipment Expense	3,891	500		500	500	
Maintenance & Repairs	9,707	11,500	2,384	11,500	11,500	
Snow Removal Supplies	438,013	350,550	41,947	350,550	350,550	
Street Maintenance	115,247	110,675	57,156	110,675	110,675	
Sidewalk Maintenance	2,270	4,540	5,108	5,108	4,540	
Rental/Leases	1,560	5,650	907	6,158	5,650	
Social Security	88,152	103,406	29,536	93,979	98,414	-4.8%
TOTAL	\$2,149,375	\$2,100,457	\$599,301	\$2,007,381	\$2,030,848	-3.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Public Works Manager	1	1	1.5	1.5	1.5
Crew Leader Streets Division	4	4	4	4	4
Equipment Operator	6	6	8	8	8
Mason/Sr. Equipment Operator	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>2</u>
TOTAL	13	13	14.5	14.5	15.5

STREET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Street Maintenance operation will be staffed with 15.5 full-time positions in fiscal year 2017. In fiscal year 2016, as part of a reorganization of responsibilities, 0.5 of a Public Works Manager has been reallocated from the Contractual Services Division, and 1 Equipment Operator position was moved in from the Traffic Safety Control Division to meet workflow needs. This position will return to Traffic Safety Control in fiscal year 2017 as two additional Equipment Operators are funded, effective January 1, 2017. These Equipment Operators will assist with the new Municipal Separate Storm Sewer System (MS4) requirements mandated. The appropriation reflects steps and merit increases, and estimated cost-of-living adjustments. Payroll is allocated among four Street Maintenance programs as follows for non-managers: Street Maintenance and Repair (50%); Snow and Ice Control (25%); Street Sweeping (15%) and Storm Sewer Repair and Maintenance (10%).

Temporary Payroll: This appropriation is for labor to perform pothole patching and for summer help. This account is reduced in tandem with additional full-time staffing and, in tandem with regular payroll increases.

Overtime: This appropriation is used for emergency and planned road maintenance, snow fighting and storm sewer work after normal working hours. It is increased consistent with additional need for special events, snow and ice control and street sweeping and in tandem with regular payroll increases.

Meals: This is an unbudgeted line. Union contracts provide for meal allowances to employees. This account reflects those payments.

Contractual Services: This appropriation funds the services of snow removal contractors used to plow snow from Town streets. DPW utilizes up to fifteen contractors during a plowing operation. This account is reduced in tandem with additional full-time staffing.

Minor Equipment: This appropriation represents minor equipment purchases for the street maintenance program, such as mark out paint, cones, caution tape, work zone safety equipment, pumps, compaction equipment, and small engine equipment.

Uniforms & Laundry: This appropriation represents the costs for safety equipment used in the Streets operations including ear plugs, safety glasses, goggles, hard hats, safety vests and gloves used by the full-time and part-time staff in the field.

Building Maintenance: This budget funds the annual purchase of ice melt used at Town facilities.

Vehicles & Equipment Expense: Funds were expended for vehicle parts in fiscal year 2015. The budget assumes similar purchases will be required in the 2016 and 2017 fiscal year budgets.

Maintenance & Repairs: This line item reflects costs for snowplow damage repairs (seed and topsoil), tools, and replacement saw blades.

Snow Removal Supplies: The appropriation reflects the estimated cost for treatment operations for 15 snow events annually, utilizing the Clearlane product. Clearlane is a superior pre-treatment product and saves the department significant labor and equipment costs in time spent street sweeping, cleaning catch basins and in the cleaning of storm water lines, ponds and streams where sand normally collects.

Street Maintenance: This appropriation reflects the cost for bituminous materials for paving and patching roads, crushed stone for road base as well as pipe, pre-cast basins, basin tops, cement, sand and basin brick and block for the maintenance and repair of the storm water collection system.

Sidewalk Maintenance: This appropriation is for emergency sidewalk repairs.

Rental/Leases: This appropriation funds rental/lease of equipment that may be needed on a short-term basis for street maintenance (for example a roller, paving box, bulldozer, excavator or grader). The appropriation also includes the annual cost for monthly basic cable service for monitoring weather forecasts and emergencies.

Social Security: This appropriation is for required federal payments based on actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2011</u>	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>
Number of sanding & plowing operations	17	6	16	25	18
Percent of snowstorms cleared within 8 hours	94%	83%	69%	75%	89%

COST CENTER: FLEET MAINTENANCE DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$512,063	\$533,056	\$244,434	\$491,256	\$508,943	-4.5%
Temporary Payroll	14,361	20,000	8,955	16,000	17,500	-12.5%
Overtime	12,345	21,276	5,814	21,292	20,400	-4.1%
Office Expense	1,595	2,000	1,500	1,500	2,000	
Dues and Travel	75					
Contractual Services	1,345	1,500		1,500	1,500	
Information Technology	2,123	13,500	4,246	11,141	4,100	-69.6%
Vehicles & Equipment Expense	433,747	454,500	152,598	354,500	402,000	-11.6%
Maintenance & Repairs	49,296	55,985	31,456	57,837	55,985	
Social Security	37,212	44,688	16,341	39,719	43,801	-2.0%
TOTAL	\$1,064,162	\$1,146,505	\$465,344	\$994,745	\$1,056,229	-7.9%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Public Works Manager	1	1	1	1	1
Mechanic	6	6	6	6	6
TOTAL	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>

FLEET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Fleet Maintenance activity is staffed with seven full-time positions, one Manager and six Mechanics. The budget reflects contractual step increases in accordance with the AFSCME union contract, and an estimate for cost-of-living adjustments. The increases are offset by benefit elections and refill of positions at the start of the pay range after individuals retire. The aforementioned increases are also offset by a transfer in from the Board of Education to offset regular payroll for a shared position.

Temporary Payroll: This appropriation (\$17,500) reflects the cost for three part-time positions. A shop detail person is responsible for keeping the shop and shop floor clean, shuffling cars between the DPW and other Town facilities as needed, and picking up parts. A clerical position maintains the vehicle inventory report and provides administrative support to the division. Temporary payroll is reduced based on anticipated need in fiscal year 2017.

Overtime: This appropriation is used primarily to catch up on preventive vehicle maintenance deferred during the snow season when all or part of the workforce is participating in snow-fighting operations. It is also used to respond to emergency repairs when public safety vehicles breakdown outside of normal working hours.

Office Expense: This appropriation funds subscriptions and publications required for diagnostic and repair inquiries.

Contractual Services: This appropriation funds environmental services provided by Safety-Kleen and Clean Harbors for spill prevention.

Information Technology: This appropriation reflects the annual software maintenance support cost for the division's fleet maintenance software program (DPSI). In fiscal year 2016 this appropriation included an appropriation to fund the one-time purchase of diagnostic system software.

Vehicles & Equipment Expense: This appropriation reflects the parts and equipment used to repair and maintain the Public Works current vehicle fleet of approximately 140 vehicles, 50 plows and 35 sanders. The appropriation also includes gas, motor oil and fuel used to operate and service most of the Town fleet, with the exception of Police and Fire. This line is reduced consistent with more favorable gasoline prices.

Maintenance & Repairs: This appropriation funds shop supplies, tools and equipment. It also reflects the costs to repair and maintain shop equipment used for tire mounting, brake drum and rotor repair, vehicle lifts, cranes and compressors.

Social Security: This appropriation is for required federal payments based on actual wages paid.

COST CENTER: TRAFFIC SAFETY CONTROL DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$34,857	\$34,320	\$22,404	\$34,320	\$34,320	
TOTAL	\$34,857	\$34,320	\$22,404	\$34,320	\$34,320	

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$468,611	\$433,536	\$199,243	\$430,602	\$479,687	10.6%
Temporary Payroll	11,269	16,000	12,586	16,576	16,000	
Overtime	29,547	38,190	12,822	41,995	41,118	7.7%
Dues and Travel	640	2,480		2,480	1,130	-54.4%
Professional Services	947	2,500	491	7,500	12,500	400.0%
Contractual Services	40,893	20,000	17,950	30,000	35,000	75.0%
Solid Waste Disposal	79	500		500	500	
Office Equipment	4,131	8,500	2,107	8,500	8,500	
Uniforms & Laundry	4,306	5,300		5,300	5,300	
Information Technology	1,047	6,000	4,927	6,000	6,000	
Telecommunications	498	1,700	357	1,700	1,700	
Building Maintenance	25,295	34,950	1,843	35,750	35,750	2.3%
Operating Expense - Misc.		500		500	500	
Maintenance & Repairs		900				-100.0%
Street Light Maintenance	32,355	32,000	5,033	32,000	32,000	
Signal & Light Maintenance	32,897	43,200	18,880	43,200	43,200	
Rental/Leases	2,050	7,500		7,500	7,500	
Social Security	<u>37,020</u>	<u>37,118</u>	<u>15,116</u>	<u>37,653</u>	<u>41,259</u>	11.2%
TOTAL	\$691,585	\$690,874	\$291,355	\$707,756	\$767,644	11.1%

FULL-TIME POSITION SCHEDULE						
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>	
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>	
Public Works Manager	1	1	1	1	1	
Signal Support Technician	1	1	1	1	1	
Sign & Mechanical Maintenance Worker	2	2	1	1	1	
Sign & Mechanical Maintenance Lead					1	
Streetlight Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	
TOTAL	6	6	5	5	6	

TRAFFIC SAFETY CONTROL DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Traffic Safety operation is currently staffed with six full-time positions. The budget reflects merit and cost-of-living increases for unionized positions. In addition, one position is transferred back from the Streets Division. The position was authorized in this Division, but was on loan to the Streets Division during reorganization.

Temporary Payroll: The temporary payroll appropriation funds two positions. One is a detail person who removes signs posted in Town rights of way as well as graffiti and tag sale signs from traffic control signals, streetlight poles and Town traffic signs. This position is also responsible for clearing roadway debris, providing temporary traffic control and placing barricades or cones at hazardous locations so full-time employees can remain on task. The second position is shared with the Street Maintenance operation to support the Sign Division.

Overtime: This item represents calls regarding “after hours” problems with traffic signals, street sign and streetlight knockdowns, as well as any after-hours work on the Town’s fiber optic network.

Dues and Travel: This appropriation funds five annual International Municipal Signal Association (IMSA) certifications and five electrical license certifications that are required for personnel working on traffic signals, streetlights and signs.

Professional Services: This appropriation reflects costs for private police duty for traffic control services during events that require it, such as annual maintenance on traffic signals and fiber optic trenching in the street. This line is increased to fund the Call Before You Dig program which requires road cuts.

Contractual Services: This appropriation funds Eversource charges for reconnecting power on streetlights and other electrical services. In addition, this appropriation is increased to fund contracts for motor vehicle accident and CT FastTrak pole removals.

Solid Waste Disposal: This appropriation funds the disposal costs in the street lighting program for all bulbs and other electrical items that cannot otherwise be recycled.

Office Equipment: This budget is for minor equipment costs for such items as tools, parts and equipment for installing and maintaining signals, streetlights, signs and work on the fiber optic network.

Uniforms & Laundry: This appropriation funds safety equipment used in the performance of electrical and sign maintenance operations.

Information Technology: This appropriation includes fiber optic supplies and data processing supplies to support the Town data processing division for needed cabling installations and repairs.

Telecommunications: This item reflects the annual cost to enable the signal maintenance division laptop to communicate with the department’s server in the field.

Building Maintenance: This appropriation reflects specialized maintenance repairs and services on the signal maintenance equipment, speed monitoring devices and streetlights, including contractual services for setting or re-setting poles, building foundations for traffic signal controllers and re-setting and re-stringing fiber optic cable. This appropriation is also used by the Sign Shop as the primary supply account for sign materials, cones and barricades.

Operating Expense: This budget is used for the purchase of graffiti remover, decal application fluid and decal remover used by the Sign Shop staff for lettering vehicles and signs.

Maintenance & Repairs: This appropriation funded costs for miscellaneous equipment and is eliminated based on need.

Street Light Maintenance: This appropriation reflects costs for on-street streetlight parts and supplies, including: poles, fixtures, photo-sensors, bulbs, wire, and mast arms for the Streetlight Maintenance operation.

Signal & Light Maintenance: This appropriation reflects the costs for traffic signal and electrical maintenance supplies and off-street lighting parts and electrical supplies.

Rental/Leases: This appropriation reflects the annual need for renting portable lifts and contractor assistance to inspect and repair traffic signals.

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

COST CENTER: GROUNDS MAINTENANCE DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$8,337	\$10,000	\$7,609	\$10,000	\$10,000	
TOTAL	\$8,337	\$10,000	\$7,609	\$10,000	\$10,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$999,263	\$1,102,942	\$495,400	\$1,089,596	\$1,096,211	-0.6%
Temporary Payroll	77,941	97,797	46,037	102,797	98,377	0.6%
Overtime	89,825	117,275	46,179	117,451	117,882	0.5%
Meals			450	450		
Professional Services		1,115		1,115	1,115	
Contractual Services	73,521	81,300	8,205	81,300	98,500	21.2%
Printing/Binding			25	25		
Office Equipment	30,327	31,450	5,460	28,950	31,450	
Utilities	153,749	146,290	73,144	146,290	178,466	22.0%
Building Maintenance	113	6,500	600	6,600	6,500	
Grounds Maintenance	112,901	108,981	52,777	103,981	108,981	
Maintenance & Repairs	112,418	120,750	26,243	111,012	120,750	
Rental/Leases	7,200	7,200	3,600	7,200		-100.0%
Social Security	75,788	95,054	43,023	97,494	96,701	1.7%
Transfer Out	<u>63,167</u>	<u>63,167</u>	<u> </u>	<u>63,167</u>	<u>63,167</u>	
TOTAL	\$1,796,213	\$1,979,821	\$801,143	\$1,957,428	\$2,018,100	1.9%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Public Works Manager	1	1	1	1	1
Crew Leader	3	3	3	3	3
Equipment Mechanic – Grounds	1	1	1	1	1
Tree Trimmer	2	2	2	2	2
Grounds Maintainer	6	6	6	6	6
BOE Grounds Foreman	1	1	1	1	1
BOE Grounds Maintainer	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	17	17	17	17	17

GROUNDS MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The grounds division is staffed with 17 full-time positions and maintains the grounds at all Town and Board facilities. The appropriation reflects expected step and merit increases, and cost-of-living adjustments. Consistent with prior years, 50% of the total Grounds payroll is allocated to the Grounds Maintenance program, 35% to the Park and Athletic Field Maintenance Program and 15% to the Tree Maintenance Program.

Temporary Payroll: The appropriation funds permanent and seasonal part-time help. Temporary payroll is increased based on anticipated workload, especially at athletic fields.

Overtime: Overtime is used for peak ball field maintenance periods, spring and fall clean-ups, tree work including emergency call-ins, weekend trash pick-up in the parks and for special events such as Celebrate! West Hartford.

Meals: Funds were expended in fiscal year 2016 for meals allowances, per union contract.

Professional Services: This cost reflects contractually required yearly cholinesterase testing administered to SEIU employees to test for pesticide exposure levels, consistent with the prior year.

Contractual Services: This appropriation reflects the contractor cost to perform channel maintenance and roadside mowing, fence repairs, irrigation repairs and servicing, a tree contractor for supplemental tree work not done by Town tree crews, contracted athletic field maintenance services such as over-seeding and topdressing, and all other contractors performing work for the grounds division including school grounds. This appropriation is increased for a spraying required for Trout Brook trail in fiscal year 2017.

Printing/Binding: Funds were expended in fiscal year 2016 for print shop services.

Office Equipment: This appropriation reflects the purchase of small power equipment used for the mowing and trimming of turf and plants, snow removal equipment for sidewalks and bridges, tree maintenance equipment such as chain saws, ropes and pruning tools, as well as equipment for athletic field line painting, fertilizing and pesticide spraying equipment.

Utilities: This appropriation reflects the cost for electricity, natural gas and water at five Town parks (Beachland, Fern, Eisenhower, Kennedy and Wolcott). The budget is used for lighting the parks, operating the pool facilities, and running athletic field irrigation systems, as well as a lighted tennis court, basketball court and baseball field at Wolcott Park in the summer. The natural gas cost is for heat at the Beachland and Fern park facilities. The increased cost for fiscal year 2017 reflects utility rates, consumption levels, and the amortization of surplus/deficits in the Utility Services Fund, and increased clean water surcharge imposed by the MDC.

Building Maintenance: This appropriation reflects costs for minor interior and exterior repairs at Town park facilities such as garage door repairs, electrical and plumbing repairs and general carpentry repairs.

Grounds Maintenance: This budget funds the purchases of annuals, perennials and woody ornamentals, topsoil, mulch, seed, trees, irrigation supplies, supplies used for park bench repairs and trash containers, signs and sign repairs, and all general grounds maintenance needs for parks and grounds at Town buildings.

Maintenance & Repairs: This cost reflects the repair and preventive maintenance of all grounds power equipment not registered and plated. This includes mowing and trimming equipment, leaf and snow removal equipment, tree maintenance equipment, athletic field maintenance equipment and all power hand tools. This cost also reflects the purchase of fertilizers, pesticides, drying agents, ball field mixes and other supplies used for athletic field maintenance at both Town and BOE fields. In addition, it covers line painting material, pitching rubbers and home plates, soccer goals and netting, and all materials used in the set-up of athletic fields. Finally, it includes the costs associated with the maintenance and repair of the synthetic athletic fields at both Hall and Conard High Schools.

Rental/Leases: This expense funded the BOE lease costs for garage space for storage of equipment during off season periods. This space will not be leased in fiscal year 2017.

Social Security: This appropriation is for required federal payments based on actual wages paid.

Transfer Out: This reflects reimbursement of the cost of benefits paid by the Public Schools for the four Board of Education Grounds Maintainers.

TOWN OF WEST HARTFORD

Fiscal Year 2016-2017

BUDGET IN BRIEF

PARKING LOT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Charges for Services	\$1,819,787	\$1,890,000	\$1,860,992	\$1,910,000
Management Fee – BBS	935,593	936,115	947,564	1,308,004
Fines & Forfeitures	145,431	125,000	125,000	125,000
Interest Income	4,501	5,000	5,000	5,000
Miscellaneous Revenue	<u>10,000</u>			
Total Revenues & Other Resources	\$2,915,312	\$2,956,115	\$2,938,556	\$3,348,004

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Municipal Parking Operations	\$1,479,371	\$2,017,579	\$1,854,522	\$2,014,502
BBS Parking Operations	<u>952,657</u>	<u>936,115</u>	<u>947,564</u>	<u>1,308,004</u>
Total Expenditures & Other Uses	\$2,432,028	\$2,953,694	\$2,802,086	\$3,322,506

CHANGE IN FUND BALANCE	\$ 483,284	\$ 2,421	\$ 136,470	\$ 25,498
BEGINNING BALANCE	\$1,532,252	\$2,015,536	\$2,015,536	\$2,152,006
ENDING BALANCE	\$2,015,536	\$2,017,957	\$2,152,006	\$2,177,504

Fund: Parking Lot Fund
Department: Public Works

PURPOSE

A budgeted fund established on July 1, 1995 to account for revenue and expenditures related to gated off-street parking services in West Hartford center. The scope of the fund has since been expanded to include on-street parking management and Town-center business support activities. The purpose of the fund is to isolate the costs and revenues associated with these operations. These costs include daily operations, equipment and grounds maintenance, and the cost of full-time employees devoted to the lots. The Town leases the land for the lots from private owners. In addition, beginning in fiscal year 2008 the fund provides parking operation services for the West Hartford Center – Special Services District and receives a management fee equal to the cost of said services.

LONG-TERM STRATEGY

The goal of the fund is to cover all operating costs annually and contribute an amount each year to be used as a reserve for capital expenditures. In this way, the General Fund is not required to fund capital purchases related to parking services.

FUND PERFORMANCE

	Five Year History of Operating Results				
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>Revenues:</u>					
Intergovernmental	\$ 31,000	\$	\$	\$	\$
Charges for Services	1,295,000	1,396,000	1,617,000	1,656,000	1,975,000
Management Fee	827,000	938,000	1,002,000	838,000	936,000
Interest Income	1,000	2,000	3,000	3,000	4,000
Transfer In	_____	22,000	_____	_____	_____
TOTAL REVENUES	\$2,154,000	\$2,358,000	\$2,622,000	\$2,497,000	\$2,915,000
<u>Expenditures:</u>					
Operational	\$2,111,000	\$2,255,000	\$2,168,000	\$2,484,000	\$2,432,000
TOTAL EXPENDITURES	\$2,111,000	\$2,255,000	\$2,168,000	\$2,484,000	\$2,432,000
OPERATING RESULTS	\$ 43,000	\$ 103,000	\$ 454,000	\$ 13,000	\$ 483,000
FUND BALANCE	\$962,000	\$1,065,000	\$1,519,000	\$1,532,000	\$2,015,000

Fund: Parking Lot Fund
Department: Public Works

REVIEW OF PERFORMANCE

In fiscal year 2008 the fund assumed responsibility for managing and operating the two parking garages in the West Hartford Center – Special Services District, in addition to the existing municipal lots. Doing so required the addition of personnel, the cost of which is shared between the municipal parking operations and the garage operations. The Parking Lot Fund is paid a management fee from the West Hartford Center – Special Services District in an amount equal to the expenditures to operate and manage the garage operations. The fund has accumulated a fund balance of \$2,015,536 as of June 30, 2015.

FISCAL YEAR 2016 OPERATING RESULTS

Total estimated expenditures for fiscal year 2016 for the Blue Back Square (BBS) parking operations are \$947,564, while the estimate for the municipal lots is \$1,854,522. Based upon total estimated revenues of \$2,938,556 the fund is expected to increase fund balance by \$136,470, resulting in fund balance of \$2,152,006 as of June 30, 2016.

FISCAL YEAR 2017 BUDGET

The fiscal year 2017 budget reflects expenditures relating to the BBS parking operations of \$1,308,004 with a corresponding management fee equal to these costs. Included in this budget is \$374,500 for the purchase of parking kiosks for the garages. Revenues from municipal lots are expected to reach \$2,040,000, inclusive of \$125,000 in parking violation revenue for tickets issued by the funds parking monitors and interest income of \$5,000. Municipal parking expenditures are budgeted at \$2,014,502. The fund expects to increase fund balance by \$25,498 for fiscal year 2017.

PARKING LOT FUND

The mission of the Parking Lot Fund is to operate the Town’s municipal parking operations, which include gated off-street parking lots and on-street parking meters, and provide parking operation services for the West Hartford Center-Special Services District in exchange for a management fee equal to the cost of said services.

BUDGET SUMMARY						
DEPARTMENT OF PUBLIC WORKS						
	Actual	Adopted	Actual	Estimated	Proposed	Percent
Revenues:	2014-15	2015-16	6 Months	2015-16	2016-17	Change
Charges for Services	\$1,819,787	\$1,890,000	\$927,965	\$1,860,992	\$1,910,000	1.1%
Management Fee – BBS	935,593	936,115		947,564	1,308,004	39.7%
Fines & Forfeitures	145,431	125,000		125,000	125,000	
Interest Income	4,501	5,000	2,784	5,000	5,000	93.9%
Miscellaneous Revenue	10,000					
TOTAL	\$2,915,312	\$2,956,115	\$930,749	\$2,938,556	\$3,348,004	13.3%
Expenditures:						
Wages & Salaries	\$816,901	\$1,012,413	\$462,838	\$1,016,582	\$917,042	-9.4%
Operating Expense	1,096,484	1,113,128	483,725	1,106,892	1,150,226	3.3%
Equipment		145,000			449,500	210.0%
Fringe Benefits	518,643	683,153	441,437	678,612	805,738	17.9%
TOTAL	\$2,432,028	\$2,953,694	\$1,388,000	\$2,802,086	\$3,322,506	12.5%

Full-Time Positions:	Authorized Positions			Revised	Proposed
	2013-14	2014-15	2015-16	2015-16	2016-17
Public Works Manager	1.0	1.0	1.0	1.0	1.0
Crew Leader	1.0	1.0	1.0	1.0	1.0
Accounting Specialist	1.0	1.0	1.0	1.0	1.0
Parking Monitors	4.0	4.0	4.0	4.0	4.0
Parking Lot Gate Attendants	3.0*	3.0*	3.0*	3.0*	3.0*
TOTAL	10.0	10.0	10.0	10.0	10.0

* Permanent part-time positions, 1500 hours per annum.

BUDGET & PROGRAM HIGHLIGHTS

The budget for the Parking Lot Fund increases \$368,812 or 12.5% for fiscal year 2017. Wages and salaries reflect anticipated contractual cost-of-living increases and anticipated merit increases. These increases are offset entirely by a savings in temporary payroll. This budget assumes the Town’s two garages will move to a kiosk system which would generate a savings of approximately \$134,000. Operating expenses are primarily impacted by savings of recurring costs (\$78,000) and sales tax savings (\$83,500) due to the kiosk installations, offset by increased bank fees (\$65,000) and software costs (\$27,720) related to kiosk operation.

Fund: Parking Lot Fund
Department: Public Works

Capital outlay includes onetime costs associated with the purchase and installation of fifteen kiosks (\$374,500) and costs associated with the purchase of new surveillance equipment (\$75,000). Increases to Fringe Benefits are attributed to increased pension and risk management allocations to the Fund.

SUMMARY OF EXPENDITURES						
Expenditures	Actual 2014-15	Adopted 2015-16	Actual 6 Months	Estimated 2015-16	Proposed 2016-17	Percent Change
Regular Payroll	\$378,249	\$555,221	\$244,285	\$555,221	\$582,850	5.0%
Temporary Payroll	397,867	380,000	192,009	380,000	256,000	-32.6%
Overtime	40,785	70,000	26,127	73,169	70,000	
Holiday		7,192		7,192	7,192	
Education Premium Pay			417	1,000	1,000	
Office Expense	41,141	44,000	18,921	44,015	38,000	-13.6%
Dues and Travel	1,170	2,600		2,600	2,600	
Training	183	2,000		2,000	2,000	
Advertising	1,298	2,600		2,600	2,600	
Professional Services	14,640	8,000	3,419	8,419	8,000	
Contractual Services	660,286	592,000	259,887	592,000	662,120	11.8%
Printing/Binding		500	13	500	500	
Office Equipment	7,079	10,000		10,000	10,000	
Meals	991	1,000	174	1,000	1,000	
Uniforms and Laundry	3,933	3,000	2,955	3,056	3,000	
Utilities	131,851	125,728	62,864	125,728	138,706	10.3%
Telecommunications	3,006	4,700	845	4,700	4,700	
Building Maintenance	14,250	8,000	7,403	10,298	8,000	
Vehicles & Equipment Exp	7,396	17,000	1,487	17,000	17,000	
Grounds Maintenance	12,400	60,000	21,901	45,000	20,000	-66.7%
Maintenance & Repairs	8,188	19,000	1,398	19,048	19,000	
Snow Removal Supplies	7,084	15,000	2,254	15,000	15,000	
Parking Lot Maintenance	24,764	30,000	19,817	35,928	30,000	
Rental/Leases	156,824	168,000	80,387	168,000	168,000	
Operating Equipment		145,000			449,500	210.0%
Social Security	55,866	69,747	27,297	65,206	65,719	-5.8%
Pension	152,012	214,871	214,871	214,871	244,317	13.7%
Risk Management Expense	310,765	398,535	199,269	398,535	495,702	24.4%
Total Department	\$2,432,028	\$2,953,694	\$1,388,000	\$2,802,086	\$3,322,506	12.5%

TOWN OF WEST HARTFORD

Fiscal Year 2016-2017

BUDGET IN BRIEF

CEMETERY OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Charges for Services	\$ 239,208	\$ 230,000	\$ 230,000	\$ 230,000
Sale of Lots	147,057	110,000	110,000	110,000
Interest Income	<u>7,945</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>
Total Revenues & Other Resources	\$ 394,210	\$ 347,000	\$ 347,000	\$ 347,000

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Cemetery Operations	<u>\$ 658,946</u>	<u>\$ 387,132</u>	<u>\$ 387,296</u>	<u>\$ 399,058</u>
Total Expenditures & Other Uses	\$ 658,946	\$ 387,132	\$ 387,296	\$ 399,058

CHANGE IN FUND BALANCE	(\$ 264,736)	(\$ 40,132)	(\$ 40,296)	(\$ 52,058)
BEGINNING BALANCE	\$2,087,486	\$1,822,750	\$1,822,750	\$1,782,454
ENDING BALANCE	\$1,822,750	\$1,782,618	\$1,782,454	\$1,730,396

Fund: Cemetery Operating Fund
Department: Public Works

PURPOSE

A budgeted fund created to account for donations, sale of lots, and other resources provided for the care and maintenance of Town owned and operated cemeteries. Operating revenues and fund balance are utilized for operating expenses and capital improvements.

LONG-TERM STRATEGY

The fund will generate sufficient revenue to cover annual operating expense and utilize fund balance solely for capital equipment or improvements.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>Revenues:</u>					
Charges for Service	\$495,000	\$333,000	\$376,000	\$296,000	\$386,000
Interest Income	5,000	3,000	9,000	6,000	8,000
TOTAL REVENUES	\$500,000	\$336,000	\$385,000	\$302,000	\$394,000
<u>Expenditures:</u>					
Operational	\$315,000	\$362,000	\$329,000	\$321,000	\$346,000
TOTAL EXPENDITURES	\$315,000	\$362,000	\$329,000	\$321,000	\$346,000
TRANSFERS TO/FROM OTHER FUNDS	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$313,000)
OPERATING RESULTS	\$182,000	(\$29,000)	\$53,000	(\$22,000)	(\$265,000)
FUND BALANCE	\$2,086,000	\$2,057,000	\$2,110,000	\$2,087,000	\$1,822,000

REVIEW OF PERFORMANCE

The Cemetery Operations program was restructured in fiscal year 2007 and responsibility was transferred to the Department of Public Works. The Town began using a blended workforce, with Town employees performing the administration, customer service and grave opening/closing functions and a private contractor performing the grounds maintenance function. In fiscal year 2011 a new area of the cemetery was opened, resulting in a significant increase in revenue from sale of lots.

Fund: Cemetery Operating Fund
Department: Public Works

FISCAL YEAR 2016 OPERATING RESULTS

It is estimated that revenues of \$347,000 will be achieved in fiscal year 2016 with corresponding expenditures of \$387,296, resulting in a decrease to fund balance of \$40,296. As of June 30, 2016, fund balance will be approximately \$1,782,000.

FISCAL YEAR 2017 BUDGET

The budget for fiscal year 2017 estimates revenue of \$347,000 with corresponding expenditures of \$399,058, resulting in a \$52,058 shortfall. It is anticipated that fund balance will decline to \$1,730,396 by June 30, 2017.

CEMETERY OPERATING FUND

The mission of the Cemetery Operating Fund is to provide care and maintenance of Town owned and operated cemeteries in a manner which balances needs against available resources.

BUDGET SUMMARY						
DEPARTMENT OF PUBLIC WORKS						
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Estimated</u>	<u>Proposed</u>	<u>Percent</u>
Revenues:	2014-15	2015-16	6 Months	2015-16	2016-17	Change
Cemetery Service Charges	\$239,208	\$230,000	\$121,445	\$230,000	\$230,000	
Sale of Lots	147,057	110,000	26,032	110,000	110,000	
Interest on Investment	7,945	7,000	2,953	7,000	7,000	
TOTAL	\$394,210	\$347,000	\$150,430	\$347,000	\$347,000	
Expenditures:						
Wages & Salaries	\$132,849	\$126,827	\$64,155	\$126,827	\$128,885	1.6%
Operating Expense	135,697	173,590	82,218	173,754	173,158	-0.2%
Fringe Benefits	390,400	86,715	57,331	86,715	97,015	11.9%
TOTAL	\$658,946	\$387,132	\$203,704	\$387,296	\$399,058	3.1%

Full-Time Positions:	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Crew Leader	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

BUDGET & PROGRAM HIGHLIGHTS

The Cemetery Operating Fund budget increases \$11,926 or 3.1% for fiscal year 2017. Wages and salaries reflect anticipated cost-of-living and merit increases. Operating expenses decrease \$432 due to a reduction in utility costs. This results from a decreased use of water and amortization of accumulated surplus in the Utility Services Fund. Fringe benefit costs increase based upon required contributions to the Town's Risk Management and Pension Funds. Based upon revenues of \$347,000, the Fund is expected to generate a \$52,058 shortfall.

Fund: Cemetery Operating Fund
Department: Public Works

SUMMARY OF EXPENDITURES						
Expenditures	Actual 2014-15	Adopted 2015-16	Actual 6 Months	Estimated 2015-16	Proposed 2016-17	Percent Change
Regular Payroll	\$65,344	\$65,727	\$31,591	\$65,714	\$67,309	2.4%
Temporary Payroll	40,935	37,285	18,881	37,285	37,285	
Overtime	26,570	23,815	13,683	23,828	24,291	2.0%
Office Expense	2,172	2,395	85	2,395	2,395	
Professional Services		4,000		4,000	4,000	
Contractual Services	77,718	124,291	62,004	124,291	124,291	
Printing/Binding Services	15	400	17	400	400	
Office Equipment	1,062	3,000		3,000	3,000	
Meals		300		300	300	
Uniforms and Laundry		275		275	275	
Utilities	10,624	6,429	3,214	6,429	5,997	-6.7%
Telecommunications	1,298	1,800	484	1,800	1,800	
Building Maintenance	22,001	3,800	1,208	3,800	3,800	
Vehicles and Equipment	6,002	7,600	2,000	7,600	7,600	
Grounds Maintenance	14,425	16,800	12,150	16,800	16,800	
Maintenance & Repairs		2,500	892	2,500	2,500	
Miscellaneous Supplies	380		164	164		
Social Security	7,911	8,010	4,359	8,010	8,137	1.6%
Pension	27,979	30,463	30,463	30,463	33,782	10.9%
Risk Management Expense	41,286	45,018	22,509	45,018	51,872	15.2%
Transfer Out	<u>313,224</u>	<u>3,224</u>		<u>3,224</u>	<u>3,224</u>	
TOTAL	\$658,946	\$387,132	\$203,704	\$387,296	\$399,058	3.1%

DEPARTMENT: PUBLIC WORKS

FULL-TIME POSITION SCHEDULE

	Authorized Positions			Revised 2015-16	Proposed 2016-17
	2013-14	2014-15	2015-16		
<u>GENERAL FUND</u>					
Director of Public Works	1	1	1	1	1
Budget Operations Manager	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Public Works Manager	5	5	5	5	5
Crew Leader Streets Division	4	4	4	4	4
Equipment Operator	6	8	8	8	8
Mason/Sr. Equipment Operator	2	1	1	1	2
Signal Support Technician	1	1	1	1	1
Sign & Mechanical Maint. Worker	2	1	1	1	1
Sign & Mechanical Maint. Lead					1
Streetlight Technician	2	2	2	2	2
Mechanic	6	6	6	6	6
Crew Leader-Grounds	3	3	3	3	3
Equipment Mechanic-Grounds	1	1	1	1	1
Tree Trimmer	2	2	2	2	2
Grounds Maintainer	6	6	6	6	6
BOE Grounds Foreman	1	1	1	1	1
BOE Grounds Maintainer	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL GENERAL FUND	47	47	47	47	49
<u>PARKING LOT FUND</u>					
Parking Operations Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Accounting Specialist	1	1	1	1	1
Parking Monitor	4	4	4	4	4
Parking Gate Attendant*	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL PARKING LOT FUND	10	10	10	10	10
<u>CEMETERY FUND</u>					
Crew Leader	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL CEMETERY FUND	1	1	1	1	1
TOTAL PUBLIC WORKS-ALL FUNDS	58	58	58	58	60

* Parking Gate Attendant is a permanent part-time position.

DEPARTMENT OF PLANT & FACILITIES SERVICES

MISSION

To enhance the public appearance of the Town and preserve assets via cost effective maintenance, facility operation and capital improvements.

This mission is accomplished through the following programs:

- Daily service program addressing routine operation and upkeep of town buildings.
- A program of planned maintenance of building equipment and systems.
- Unplanned maintenance program to respond to unexpected and emergency repairs.
- A capital improvement program to enhance the physical appearance of public spaces, preserve building infrastructure and upgrade mechanical systems.

BUDGET SUMMARY						
DEPARTMENT OF PLANT & FACILITIES SERVICES						
	Actual	Adopted	Actual	Estimated	Proposed	Percent
Revenues:	2014-15	2015-16	6 Months	2015-16	2016-17	Change
Miscellaneous	\$ 812	\$	\$ 180	\$ 180	\$	
Transfers from Other Funds	<u>125,514</u>	<u>200,728</u>	<u> </u>	<u>200,728</u>	<u>166,643</u>	-17.0%
TOTAL	\$126,326	\$200,728	\$ 180	\$200,908	\$166,643	-17.0%
Expenditures:						
Wages & Salaries	\$1,055,876	\$1,147,374	\$527,407	\$1,151,340	\$1,170,060	2.0%
Operating Expense	978,297	867,762	414,002	867,762	1,120,573	29.1%
Social Security	<u>77,853</u>	<u>86,633</u>	<u>37,480</u>	<u>86,633</u>	<u>88,309</u>	1.9%
TOTAL	\$2,112,026	\$2,101,769	\$978,889	\$2,105,735	\$2,378,942	13.2%

	<u>Authorized Positions</u>			Revised	Proposed
Full-Time Positions:	2013-14	2014-15	2015-16	2015-16	2016-17
General Fund	9	9.25*	9.25*	9.25*	9.25*

* One position is unfunded in fiscal years 2015, 2016 and 2017.

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2017 budget for the Department of Plant & Facilities Services increases \$277,173 or 13.2% from the prior year. Wages and salaries increase \$22,686 or 2.0% due to contractual cost-of-living and merit increases. Operating expense increases \$252,811, due primarily to an increase in the contribution to the Utilities Services Fund (\$297,811), offset by a reduction in capital project professional services (\$50,000) as costs will be charged directly to projects. The increase in social security is consistent with wage and salary increases.

ANNUAL BUDGET 2016-2017

COST CENTER: FACILITIES SERVICES DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Misc. Reimbursement	\$ 812	\$ _____	\$ 180	\$ 180	\$ _____	
TOTAL	\$ 812	\$ _____	\$ 180	\$ 180	\$ _____	

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$496,138	\$529,319	\$243,878	\$529,319	\$537,091	1.5%
Temporary Payroll	285,839	313,824	139,075	313,824	320,885	2.2%
Overtime	153,054	154,890	73,671	154,890	154,890	
Office Expense	289	325	216	325	325	
Dues and Travel		100		100	100	
Contractual Services	199,189	180,000	103,255	180,000	180,000	
Meals	5,819	6,200	2,682	6,200	6,200	
Uniforms & Laundry	1,146	2,250	360	2,202	2,250	
Utilities	597,645	497,637	248,819	497,637	795,448	59.8%
Telecommunications	4,828	4,950	2,469	4,950	4,950	
Building Maintenance	141,105	117,500	55,227	117,500	122,500	4.3%
Vehicles & Equipment Expense	3,215	4,500	787	4,500	4,500	
Maintenance & Repairs		750		750	750	
Miscellaneous Supplies	177	1,500		1,500	1,500	
Social Security	68,239	75,239	31,979	75,239	76,468	1.6%
TOTAL	\$1,956,683	\$1,888,984	\$902,418	\$1,888,936	\$2,207,857	16.9%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Director of Plant & Facilities Services*	0.5	0.5	0.5	0.5	0.5
Services Response Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Building Maintenance Technician I**	4	4	4	4	4
Plumber	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7.5	7.5	7.5	7.5	7.5

* This position is shared with the Board of Education.

** One position is unfunded in fiscal years 2015, 2016 and 2017.

FACILITIES SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Regular payroll funds the wages for full-time positions involved in the daily maintenance and operation of town buildings and facilities. Seven and one-half of these are Town positions, detailed on the previous page, and one is a Board of Education HVAC Mechanic who maintains Town buildings. As in fiscal year 2015 and 2016, one vacant building maintenance technician position is unfunded in fiscal year 2017 and will be covered with additional temporary personnel. Contractual merit and cost-of-living adjustments are included in this appropriation.

Temporary Payroll: Temporary payroll includes the wages for part-time employees. Part-time employees work no more than 20 hours per week and have limited benefits. One position is a Staff Assistant in the Plant and Facilities Services office and the remaining positions are custodians. The appropriation reflects contractual step increases and cost-of-living adjustments.

Overtime: Overtime is utilized to pay for labor of the full-time hourly employees outside of their normal work hours. Overtime situations include emergencies where the life and safety of people or the building and its contents are in jeopardy. Overtime is also utilized to perform building maintenance tasks that cannot be performed when there are other employees or the public is present in a building and to provide event support to Leisure Services (Town Hall Auditorium, Elmwood Community Center, Bishops Corner Senior Center) and the Libraries. The majority of overtime is used in support of these events.

Office Expense: Office expenses include office supplies such as copy paper, copier rental and postage.

Dues and Travel: The appropriation of \$100 represents mileage reimbursement.

Contractual Services: This appropriation is for specialized services provided by contractors that our in-house employees are unable to perform. These services include fire alarm testing and monitoring services, sprinkler system testing, elevator maintenance and inspection, electrical work, water treatment for boilers and air conditioning systems, boiler tune-ups, etc. The appropriation is consistent with the prior year.

Meals: Meal allowances are obligated under union contracts when employees work extended shifts on their regular work day or during overtime situations.

Uniforms and Laundry: Uniforms and laundry includes the rental of uniforms and the purchase of safety shoes as provided by contract to the following employees: Building Maintenance Crew Leader, Plumber, HVAC Mechanic and Custodians.

Utilities: This appropriation represents the transfer to the Utility Services Fund (USF) to cover the costs of electricity, natural gas and water for Town buildings. The fiscal year 2017 budget reflects an increase of \$297,811 (59.8%).

Electricity - The Town and Board of Education executed a contract with Aequitas Energy for electricity supply at an all-in fixed price of 7.18 cents per kWh through December 2015. Effective January 1, 2016 the rate changed to an average of 8.25 cents per kWh under a contract with Constellation. In fiscal year 2016, the Town began a large scale capital project devoted to energy improvement. It was assumed that this project would result in electricity savings of \$70,000 per annum in town buildings. However, to date the project has focused primarily on streetlights, which have experienced significant energy savings, and building projects have been delayed. In addition, the fiscal year 2016 adopted budget included \$100,000 in anticipated savings from a Virtual Net Metering project which has not yet come on-line. The delay of these projects affects projected expenditures as well as the amortization of the accumulated deficit in the electricity account.

Natural Gas – The Town and Board of Education continuously monitor market conditions and prices between third party marketers and the local utility. The budget for fiscal year 2017 is based upon average consumption over the past two years and includes a slight rate increase based upon experience, in addition to amortization of accumulated surplus.

Water – Water and sewer services are provided by the Metropolitan District Commission and prices are expected to increase in fiscal year 2017 due to the surcharge to finance the MDC’s Clean Water Project.

Telecommunications: The telecommunications budget pays for seven land-based telephones, four pagers and four cell phones used by Plant and Facilities Services staff. Also, seven phone lines are required for fire alarm monitoring systems and emergency telephones in elevators.

Building Maintenance: Building maintenance funding is used to purchase supplies and items used in the daily maintenance and repair of Town buildings. Supplies include paper towels, toilet paper, cleaning products, and parts for plumbing and HVAC repairs. Minor capital items are also purchased under this account and include motors and other small fixed equipment used in building systems. Building maintenance costs are expected to increase in fiscal year 2017, as reflected in the appropriation.

Vehicles and Equipment Expense: The vehicles and equipment appropriation is used to pay for operating costs and repairs to the vehicles assigned to Plant and Facilities Services. The vehicles, which include two vans and one pick-up truck, are utilized by staff in traveling from building to building and for moving supplies and equipment.

Maintenance & Repairs: This appropriation funds the repair of tools and equipment used by the Plant and Facilities Services staff.

Miscellaneous Supplies: Funding is included for employee training and development in order to meet annual OSHA training requirements and development of employee skills.

Social Security: This appropriation is for required federal payments based upon actual wages paid. The increase is consistent with wage and salary variances.

PROGRAM PERFORMANCE MEASURES AND INDICATORS

Completed Work Orders by Fiscal Year

<u>Trade</u>	<u>Actual FY 2011</u>	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>
Contractor (Carpentry, Electrical, Painting, etc.)	463	516	551	444	439
HVAC	260	372	420	418	429
Plumbing	<u>226</u>	<u>218</u>	<u>219</u>	<u>203</u>	<u>226</u>
Total Work Orders	949	1,106	1,190	1,065	1,094

COST CENTER: CAPITAL PROJECTS MANAGEMENT DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Transfer from Other Funds	\$125,514	\$200,728	\$	\$200,728	\$166,643	-17.0%
TOTAL	\$125,514	\$200,728	\$	\$200,728	\$166,643	-17.0%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$119,701	\$148,951	\$70,539	\$152,722	\$156,609	5.1%
Overtime	559					
Education Premium Pay	585	390	244	585	585	50.0%
Office Expense	280	100	105	128	100	
Dues and Travel		50		50	50	
Training	400	500		500	500	
Professional Services	23,040	50,000		50,000		-100.0%
Printing/Binding			20	20		
Telecommunications	1,164	1,400	62	1,400	1,400	
Social Security	9,614	11,394	5,501	11,394	11,841	3.9%
TOTAL	\$155,343	\$212,785	\$76,471	\$216,799	\$171,085	-19.6%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Capital Projects Manager	1	1	1	1	1
Administrative Assistant	0.5	0.75	0.75	0.75	0.75
TOTAL	1.5	1.75	1.75	1.75	1.75

CAPITAL PROJECTS MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds a Capital Projects Manager and 0.75 of an Administrative Assistant position. The fiscal year 2017 budget includes cost-of-living adjustments and merit increases, as applicable.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

Office Expense: Appropriation for postage and office supplies for the division.

Dues and Travel: Appropriation is for mileage reimbursement for employees.

Training: This appropriation is for required training for capital projects staff.

Professional Services: This appropriation funds capital project management services by an outside firm in order to address the large number of projects in process at this time. For fiscal year 2017, this cost will be charged directly to the appropriate capital project. There is a corresponding revenue reduction in Transfer from Other Funds.

Telecommunications: This line item funds the costs associated with land line and cellular phone service for divisional employees.

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

TOWN OF WEST HARTFORD

Fiscal Year 2016-2017

BUDGET IN BRIEF

UTILITIES SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Miscellaneous Revenue	\$ 3,710	\$	\$	\$
Interest Income	5,947		2,007	
Contributions from Other Funds	<u>4,116,620</u>	<u>4,350,121</u>	<u>4,350,121</u>	<u>4,712,999</u>
Total Revenues & Other Resources	\$4,126,277	\$4,350,121	\$ 4,352,128	\$4,712,999

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Energy Management Services	\$ 111,658	\$ 100,000	\$ 122,900	\$ 100,000
Utilities Expense	<u>4,625,373</u>	<u>4,684,415</u>	<u>4,510,250</u>	<u>4,981,194</u>
Total Expenditures & Other Uses	\$ 4,737,031	\$4,784,415	\$ 4,633,150	\$5,081,194

CHANGE IN FUND BALANCE	(\$ 610,754)	(\$ 434,294)	(\$ 281,022)	(\$ 368,195)
BEGINNING BALANCE	\$ 1,725,229	\$1,114,475	\$1,114,475	\$ 833,453
ENDING BALANCE	\$ 1,114,475	\$ 680,181	\$ 833,453	\$ 465,258

Fund: Utilities Services Fund
Department: Plant and Facilities Services

PURPOSE

The Utilities Services Fund, an internal service fund, was created to manage the accuracy and volatility of energy costs. The Utilities Services Fund centralizes the process of receiving and paying utility bills and ensures they are recorded into an energy management system and reviewed for accuracy by an outside consultant. This centralization assists in the identification of energy usage trends and anomalies by the consultant. All utility bills are paid out of the Utilities Services Fund and this information is utilized to budget estimates for utilities for inclusion in the annual budget. During the fiscal year, monthly transfers are made from the utility line items to the internal service fund. Any volatility in energy costs is absorbed by the internal service fund and amortized in the subsequent year's budget estimates. Led by the Energy Specialist, Town and BOE staff work cooperatively with the purchasing office in the competitive procurement of energy suppliers and negotiation of supply agreements. The Energy Specialist also works closely with the facility management operation in identifying patterns and energy usage and opportunities to reduce energy consumption.

LONG-TERM STRATEGY

The Utility Services Fund was established with funding of \$876,310 received in fiscal year 2007 from Eversource, formerly Northeast Utilities, for overcharging the Town for street lighting costs. The energy management consultant is funded from the Utilities Services Fund. Actual versus expected utility costs are analyzed each year and any variance is amortized over a two year period in order to maintain fund balance while managing the volatility of energy costs. Estimated costs were developed for the current fiscal year and used as the basis for developing estimates for the budget. These estimates are then adjusted for consumption patterns and pricing changes.

Utility Costs Summary						
	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Estimate FY 2016	Proposed FY 2017
TOWN						
Electric	\$ 954,439	\$ 927,552	\$ 893,353	\$ 898,203	\$ 938,209	\$1,124,489
Fuel Oil	15,429	17,443	15,345	11,054	9,000	11,300
Natural gas	196,529	222,524	242,086	210,567	198,231	235,793
Street lighting	390,538	346,144	355,524	380,874	366,488	240,348
Water	<u>234,783</u>	<u>242,004</u>	<u>282,873</u>	<u>334,160</u>	<u>378,362</u>	<u>377,550</u>
TOTAL	\$1,791,718	\$1,755,667	\$1,789,181	\$1,834,858	\$1,890,290	\$1,989,480
PUBLIC SCHOOLS						
Heating	\$ 763,299	\$ 767,145	\$ 784,122	\$ 717,077	\$ 588,500	\$ 793,000
Water	108,008	154,282	167,404	185,012	204,000	219,000
Electricity	<u>1,742,229</u>	<u>1,761,980</u>	<u>1,690,143</u>	<u>1,888,426</u>	<u>1,827,460</u>	<u>1,979,714</u>
TOTAL	\$2,613,536	\$2,683,407	\$2,641,669	\$2,790,515	\$2,619,960	\$2,991,714
TOTAL UTILITIES	\$4,405,254	\$4,439,074	\$4,430,850	\$4,625,373	\$4,510,250	\$4,981,194

The fiscal year 2017 budget reflects a planned use of \$368,195 of fund balance accumulated in prior years (Energy Management Services - \$100,000; Town - \$45,228; Board of Education - \$222,967).

Fund: Utilities Services Fund

Department: Plant & Facilities Services

Energy Management Strategy

An enhanced energy management strategy was implemented in fiscal year 2008 consisting of an internal service fund for managing utility costs, a billing auditing and energy management system functionality, improved expertise with energy procurements, and energy audits of facilities to identify opportunities for energy conservation investments funded with an annual appropriation in the Capital Improvement Program (\$100,000). The following narrative provides a summary of the status of each component of the strategy.

▪ **Internal Service Fund**

Since the Fund was established in fiscal year 2008, operating budgets have been protected from volatility in utility costs that result from the decision to float rather than fix the pricing for natural gas consumption during the year. For fiscal year 2017, utility estimates were developed based on current year experience and the amortization of the cumulative surplus/deficit since the Fund's inception, over a two year period. The Fund encourages energy conservation by returning savings in energy consumption to cost centers over a two year period. The part-time Energy Specialist is also financed from the Utility Services Fund.

▪ **Billing Auditing & Energy Management System**

EnergySolve, Inc. provided monthly billing auditing services and an energy management system for the Town from March 2008 through September 2011. During that time period, the Town's electric and natural gas bills were redirected to EnergySolve who audited each charge on the bill, resolved any disputes, entered the bill into a web based energy management system and provided a weekly electronic interface file for the Town's accounts payable system. The service was evaluated during early 2011 and it was decided to change the service provider to National Information Solutions Cooperative (NISC) due to enhanced reporting capabilities and competitive pricing. NISC began services for the Town in October 2011. At that time, water bills were also added to this system.

▪ **Procurement Strategy**

The Town and Board of Education utilize the services of an energy broker to analyze forward buying pricing and find opportunities for the Town and BOE to lock in favorable rates for the future. In December 2013, a contract for electrical supply was executed with Aequitas Energy with a price of 7.18 cents per kWh (all-in fixed) for all Town and BOE accounts until December 2015. Effective January 1, 2016 this rate changed to an average of 8.25 cents per kWh under a contract with Constellation. Due to favorable pricing, at the end of 2012, the Town ended its natural gas contract with Hess Corporation and returned to Connecticut Natural Gas as its supplier (variable pricing). Forward buying opportunities in both electricity and natural gas continue to be evaluated. The Town currently has three solar electric power purchase agreements (PPAs) on Bristow Middle School, Department of Public Works, and Bishops Corner Library/Senior Center, and will consider additional solar photovoltaic projects on three schools and two parking garages under third-party PPAs. A virtual net metering solar project is also underway, whereby the Town will purchase power from a third-party owned solar farm (not on town property) and receive a credit against electric bills.

Energy Conservation Investments

In 2011, Peregrine Energy Group, an energy consultant, hired by a five-town cooperative grant, conducted walk-through energy assessments of the Town and Board of Education's major buildings. In 2012, Peregrine also assisted the Town in a joint (with Bloomfield and Simsbury) Request for Proposals (RFP)

process that resulted in the selection of Ameresco, Inc. for performance contracting services. In 2014, the Town completed and paid Ameresco for an Investment Grade Audit identifying a large number of energy savings improvements including street lighting, interior, exterior lighting, lighting controls, and building control systems in multiple Town and Board of Education buildings. In 2016, a substantial increase in energy conservation investments (from \$100,000 to \$2,900,000) was made to fund the implementation of these projects which are estimated to have a payback of under 7 years and annual savings of approximately \$500,000 in utility expenses. To date, significant progress has been made in reducing street lighting costs through the installation of LED's. The energy management system upgrades are progressing, steamtraps and insulation projects are completed, and lighting projects will be forthcoming.

The Town also continues to implement smaller, cost-effective energy projects on its own and looks for ways to incorporate energy efficiency into planned capital improvement projects. Benchmarking of facility energy consumption to identify worst performing facilities helps guide energy conservation projects. Utility rebates are used to offset project costs or fund additional energy conservation investments.

DEPARTMENT: PLANT & FACILITIES SERVICES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2015-16	Proposed 2016-17
	2013-14	2014-15	2015-16		
<u>GENERAL FUND</u>					
Director of Plant & Facilities Services*	0.5	0.5	0.5	0.5	0.5
Service Response Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Building Maintenance Technician I**	4	4	4	4	4
Plumber	1	1	1	1	1
Capital Projects Manager	1	1	1	1	1
Administrative Assistant	<u>0.5</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>
TOTAL PLANT & FACILITIES SERVICES	9	9.25	9.25	9.25	9.25

* Position is shared with the Board of Education.

** One Building Maintenance Technician position is unfunded in fiscal years 2015, 2016 and 2017.

DEPARTMENT OF SOCIAL SERVICES AND LEISURE SERVICES

MISSION

The mission of the Social Services & Leisure Services Department is to enrich the lives of all citizens through the creation and coordination of healthy lifestyle initiatives and programs that encourage civic engagement. In addition, through its Division of Social Services the department offers assistance to residents in the program areas of case management, crisis intervention, and counseling.

BUDGET SUMMARY						
DEPARTMENT OF SOCIAL SERVICES & LEISURE SERVICES						
	Actual	Adopted	Actual	Estimated	Proposed	Percent
Revenues:	2014-15	2015-16	6 Months	2015-16	2016-17	Change
Intergovernmental	\$134,274	\$125,191	\$ 36,461	\$126,632	\$ 64,172	-48.7%
Charges for Services	904,630	827,589	489,695	778,750	872,350	5.4%
Miscellaneous Revenue	<u>60,670</u>	<u>81,300</u>	<u>27,683</u>	<u>74,087</u>	<u>43,750</u>	-46.2%
TOTAL	\$1,099,574	\$1,034,080	\$553,839	\$979,469	\$980,272	-5.2%
Expenditures:						
Wages & Salaries	\$1,774,585	\$1,901,710	\$968,190	\$1,862,093	\$1,953,361	2.7%
Operating Expense	964,755	1,025,805	359,738	995,677	1,262,102	23.0%
Equipment	18,201					
Social Security	<u>217,756</u>	<u>106,851</u>	<u>49,319</u>	<u>103,994</u>	<u>109,329</u>	2.3%
TOTAL	\$2,975,297	\$3,034,366	\$1,377,247	\$2,961,764	\$3,324,792	9.6%

	Authorized Positions			Revised	Proposed
Full-Time Positions:	2013-14	2014-15	2015-16	2015-16	2016-17
General Fund	11.99	11.99	13.22	13.22	13.45
Leisure Services Fund	9.68	9.68	8.48	8.48	8.53
CDBG Fund	1.00	1.00	1.00	1.00	0.92
Westmoor Park Fund	<u>2.33</u>	<u>2.33</u>	<u>2.30</u>	<u>2.30</u>	<u>2.10</u>
TOTAL	25.00	25.00	25.00	25.00	25.00

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2017 budget for the Department of Social Services & Leisure Services, formerly Human & Leisure Services, increases \$290,426, or 9.6% from the prior year. Wages and salaries increase 2.7% due to contractual cost-of-living adjustments and merit increases. In addition, several employees were recoded in part to the General Fund (discussed more fully here within) increasing the General Fund staff by 0.23 full-time equivalents. A \$236,297 increase to operating expense is primarily due to a transfer of the Leisure Services Fund utilities to the General Fund (\$300,000) offset by an expanded Dial-A-Ride grant received in 2016 (\$62,460). The grant for fiscal year 2017 will be appropriated when notification of funding is received. The social security increase reflects wage and salary increases and temporary employee social security alternative program selections.

COST CENTER: SOCIAL SERVICES & LEISURE SERVICES MANAGEMENT DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Contributions	\$21,185	\$	\$	\$	\$	
TOTAL	\$21,185	\$	\$	\$	\$	

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$189,784	\$216,552	\$105,029	\$218,875	\$230,263	6.3%
Temporary Payroll	19,623	5,000	5,096	5,096	9,800	96.0%
Education Premium Pay	523	780	218	780	780	
Office Expense	5,272	6,400	2,433	5,425	6,400	
Dues and Travel	593	750	1,505	1,505	750	
Training	818	1,600	566	1,500	1,500	-6.3%
Contractual Services	22,222	18,000	8,767	18,000	18,000	
Printing/Binding	445	350	77	350	350	
Utilities					300,000	
Telecommunications	1,471	1,600	486	1,600	1,600	
Vehicles & Equipment Expense	484	250	546	546	300	20.0%
Operating Expense – Miscellaneous	8,825	6,500	8,093	8,175	6,500	
Site Improvements	18,201					
Social Security	14,801	17,183	7,741	16,654	17,626	2.6%
Transfer Out	125,000					
TOTAL	\$408,062	\$274,965	\$140,557	\$278,506	\$593,869	116.0%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>		
Director of Human & Leisure Services	0.85	0.85	0.85	0.85	0.85
Staff Assistant			0.35	0.35	0.50
Office Operations Specialist	0.67	0.67	0.67	0.67	0.67
Leisure Services Manager	0.50	0.50	0.50	0.50	0.50
TOTAL	2.02	2.02	2.37	2.37	2.52

SOCIAL SERVICES & LEISURE SERVICES MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds 85% of the Director of Human & Leisure Services position, half of the Leisure Services Manager, and a portion of an Office Operations Specialist (67%) and Staff Assistant (50%), with the balance charged to the Leisure Services and CDBG Funds. This account includes anticipated merit increases and cost-of-living adjustments. Fifteen percent of a Staff Assistant, previously fully funded by the Leisure Services Fund, has been recoded to this division consistent with workload.

Temporary Payroll: Funds part-time employees providing office assistance and serving as a back-up to the Customer Service Desk at Town Hall. Funding is increased consistent with experience.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

Office Expense: This appropriation funds office supplies, paper, printing/copying and postage.

Dues & Travel: This budget maintains registrations in the National, New England, and Connecticut Recreation/Parks Associations. These memberships are necessary to stay current with industry trends and maintain access to national and local databases.

Training: This appropriation provides training funds for local workshops and other professional development programs to maintain staff certifications and is reduced based upon experience.

Contractual Services: This appropriation pays for bank fees related to customer credit card purchases.

Printing/Binding: This appropriation funds costs associated with printing and binding through the Board of Education's print shop.

Utilities: This line includes funding of utilities for facilities previously funded in the Leisure Services Fund including Veterans Memorial Skating Rink (\$154,557), Rockledge Golf Club (\$38,543), Buena Vista Golf Course (\$7,498), Meeting and Conference Center (\$1,122), and a contingency for Cornerstone Aquatic Center.

Telecommunications: This account funds desktop telephone services including maintenance, long-distance and circuits for the department's main office and the Customer Service Desk.

Vehicle & Equipment Expense: These funds are included for costs associated with gasoline for Town vehicles assigned to the department.

Operating Expense - Miscellaneous: Operating expense includes payment to Vermont Systems to maintain the computerized database and operational software for recreational facilities. In addition, this appropriation funds the departmental gift catalogue and other town-wide publications. This account also includes other advertising, as necessary.

Site Improvements: This non-recurring appropriation was for the purchase and installation of the Richard Patrissi Memorial Clock, which was funded via contributions.

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

Transfer Out: In fiscal year 2015 the Leisure Services Fund experienced a net operating loss, which was offset by a contribution from the General Fund.

COST CENTER: CASE MANAGEMENT

SUMMARY OF REVENUES						
	Actual 2014-15	Adopted 2015-16	Actual 6 Months	Estimated 2015-16	Proposed 2016-17	Percent Change
Alcohol/Drug Abuse Grant	\$ 5,925	\$5,675	\$	\$7,116	\$7,116	25.4%
Youth Service Bureau Grant	42,898	35,056	20,846	35,056	35,056	
Miscellaneous Revenue	5,470	5,000	5,000	5,000	5,000	
Private Bequest/ Contributions		40,000		20,000	20,000	-50.0%
Transfer In		19,300		19,300		-100.0%
TOTAL	\$54,293	\$105,031	\$25,846	\$86,472	\$67,172	-36.0%

SUMMARY OF EXPENDITURES						
	Actual 2014-15	Adopted 2015-16	Actual 6 Months	Estimated 2015-16	Proposed 2016-17	Percent Change
Regular Payroll	\$418,171	\$448,124	\$232,627	\$440,874	\$400,654	-10.6%
Temporary Payroll	61,130	78,999	34,430	78,999	78,999	
Education Premium Pay	432	480	180	480	480	
Office Expense	9,324	9,760	3,116	9,250	11,050	13.2%
Dues and Travel	1,312	2,400	485	1,650	1,600	-33.3%
Training	409	1,000		500	1,000	
Professional Services	6,827	9,000	2,483	9,000	9,000	
Contractual Services	42,511	35,056	8,292	35,056	35,056	
Printing/Binding	93	500	20	250	400	-20.0%
Boards & Commissions	5,925	5,675		7,116	7,116	25.4%
General Contributions	179,584	183,180	59,661	180,848	184,464	0.7%
Miscellaneous						
Administrative Expense	177	470		470	200	-57.4%
Telecommunications	1,337	2,000	217	1,875	1,900	-5.0%
Vehicles & Equipment Expense	220					
Town Assistance	4,585	5,000	10	5,000	5,000	
ADA Expenditures	75	1,000	413	413	250	-75.0%
Social Security	<u>35,429</u>	<u>38,146</u>	<u>18,054</u>	<u>37,702</u>	<u>34,638</u>	-9.2%
TOTAL	\$767,541	\$820,790	\$359,988	\$809,483	\$771,807	-6.0%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Human Services Manager	0.95	0.95	0.95	0.95	1
Social Worker	2	2	2	2	2
Senior Staff Assistant	0.9	0.9	0.9	0.9	0.9
Neighborhood Resource Coordinator	0.6	0.6	0.6	0.6	0.63
Community Partnership Manager	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
TOTAL	5.05	5.05	5.05	5.05	5.13

CASE MANAGEMENT - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds a Human Services Manager, two Social Workers, 90% of a Senior Staff Assistant, 60% of a Community Partnership Manager, and 63% of a Neighborhood Resource Coordinator position. This appropriation includes merit increases, where applicable, and cost-of-living adjustments. The Human Services Manager, currently vacant, assumes a January 1, 2017 refill date.

Temporary Payroll: This budget is for 50% of the part-time Program Coordinator at the Hillcrest Area Outreach Center (HANOC), as well as two part-time social workers (900 hours each) and a part-time Volunteer Recruitment Coordinator (450 hours).

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate’s Degree or \$780 for a Bachelor’s Degree.

Office Expense: This account is for office supplies, paper, printing/copying and postage. The account is increased to fund the cost of Charity Tracker, a web application for shared case management used to gather and report statistical data relevant to the department.

Dues & Travel: This appropriation funds a portion of the cost of license fees for three licensed clinical social workers and a licensed substance abuse counselor. It also reflects dues for C.L.A.S.S., the statewide professional organization for social service administrators. The account is reduced consistent with experience.

Training: Licensed social workers and the substance abuse counselor are required to attend training and earn continuing education credits and will take advantage of on-line courses to control costs.

Professional Services: Home Health Care Services are provided on a short-term basis to assist the elderly and fund emergency response systems to enable the elderly to live safely in their homes.

Contractual Services: This appropriation funds the Town’s contract with Bridge Family Services and is funded via the Youth Services Bureau grant.

Printing/Binding: This line item is for large printing jobs prepared by the Board of Education print shop.

Boards & Commissions: This appropriation is funded via a grant from the Capitol Area Substance Abuse Council and is used to support local prevention activities of the West Hartford Substance Abuse Prevention Commission.

General Contributions: This appropriation funds the Town’s contractual agreement with Bridge Family Services for all youth services and the teen center. This appropriation is increased consistent with projected Consumer Price Index increases.

Miscellaneous Administrative Expense: This account funds miscellaneous expenditures, as necessary, and is reduced consistent with experience.

Telecommunications: This account funds desktop telephone services including maintenance, long-distance and circuits.

Town Assistance: This account is for expenditures related to evictions and foreclosures experienced by Town residents.

ADA Expenditures: This account reflects funding for the occasional need for ADA-required services, including any need for a deaf interpreter for the Persons with Disabilities Commission meetings.

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

PROGRAM MEASURES & INDICATORS					
(Fiscal Year)					
	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>
Number of information and referral inquiries	3,095	2,250	3,828	5,193	4,500
Number of geriatric residents receiving case management	375	381	385	242	245
Number of Juvenile Review Board referrals	48	27	24	36	33
Number of Community Court interviews/referrals	125/75	75/25	53/28	39/30	41/32

COST CENTER: COMMUNITY & NEIGHBORHOOD SERVICES

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Dial-A-Ride Grant	\$22,521	\$22,000	\$	\$22,000	\$22,000	
Expanded Dial-A-Ride	62,460	62,460	15,615	62,460		-100.0%
Contributions	<u>14,830</u>	<u>14,500</u>	<u>13,270</u>	<u>14,800</u>	<u>14,750</u>	1.7%
TOTAL	\$99,811	\$98,960	\$28,885	\$99,260	\$36,750	-62.9%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
General Contributions	\$31,274	\$28,500	\$13,139	\$28,520	\$28,800	1.1%
Dial-A-Ride Transportation	226,296	235,000	73,936	235,000	240,000	2.1%
Expanded Dial-A-Ride	<u>48,927</u>	<u>62,460</u>	<u>12,382</u>	<u>62,460</u>		-100.0%
TOTAL	\$306,497	\$325,960	\$99,457	\$325,980	\$268,800	-17.5%

COMMUNITY & NEIGHBORHOOD SERVICES – BUDGET AND PROGRAM HIGHLIGHTS

General Contributions: This appropriation funds utility costs for three Town facilities operated by non-profit organizations: Noah Webster House (\$12,400), Sarah Whitman House (\$4,000), and West Hartford Art League (\$12,400). Costs vary from prior year due to actual usage.

Dial-A-Ride Transportation: This line funds door-to-door transportation for West Hartford residents who are elderly or disabled. The \$5,000 increase to the Dial-A-Ride program appropriation results from projected rides and anticipated contractual increases.

Expanded Dial-A-Ride: This line funds West Hartford’s expanded Dial-A-Ride program which is grant funded. The Town has not yet received its grant notification for fiscal year 2017, so neither the revenue nor the expenditure are budgeted at this time.

COST CENTER: ELMWOOD COMMUNITY CENTER

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Day Care Services	\$45,638	\$46,839	\$19,516	\$46,839	\$48,040	2.6%
Program Revenue	305,572	294,750	180,257	231,750	331,410	12.4%
Rental of Facilities	116,678	86,000	42,108	80,000	85,000	-1.2%
Miscellaneous Revenue	1,800	4,500	4,200	4,500		-100.0%
Contributions	<u>11,445</u>	<u>1,500</u>	<u>13,538</u>	<u>13,783</u>	<u>1,500</u>	
TOTAL	\$481,133	\$433,589	\$259,619	\$376,872	\$465,950	7.5%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ 200,207	\$181,285	\$ 60,695	\$153,243	\$148,885	-17.9%
Temporary Payroll	206,367	212,773	128,972	217,388	261,998	23.1%
Office Expense	5,324	5,500	963	5,800	6,700	21.8%
Dues and Travel	752	1,650	141	1,150	1,200	-27.3%
Training	325	500	275	500	500	
Advertising	9,438	8,300	1,693	9,500	9,800	18.1%
Professional Services	15,970	17,630		130	130	-99.3%
Contractual Services	10,914	15,350	4,077	16,307	15,350	
Printing/Binding	1,072	1,150	191	1,150	1,250	8.7%
Telecommunications	2,602	2,500	815	2,500	2,400	-4.0%
Operating Expense – Miscellaneous	1,401	3,400	330	3,400	3,400	
Maintenance & Repairs	4,005					
Recreational Supplies	10,722	14,523	5,394	14,523	16,773	15.5%
Recreational Contractual	83,492	105,789	54,438	95,000	117,789	11.3%
Social Security	<u>16,485</u>	<u>18,430</u>	<u>7,147</u>	<u>16,284</u>	<u>19,892</u>	7.9%
TOTAL	\$569,076	\$588,780	\$265,131	\$536,875	\$606,067	2.9%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Facility Supervisor	1	1	1	1	1
Program Supervisor	0.25	0.25	0.25	0.25	
Executive Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2.25	2.25	2.25	2.25	2

ELMWOOD COMMUNITY CENTER - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The fiscal year 2017 appropriation funds one Facility Supervisor position and one Executive Assistant position. In fiscal year 2017, 0.25 of a Program Supervisor is moved to the Elmwood Senior Center, consistent with duties. Regular payroll includes contractual cost-of-living adjustments and merits, when applicable.

Temporary Payroll: This appropriation funds part-time employees who provide staffing for office management, on- and off-site programs, program and clerical support, and fitness programs. In addition, a Program Coordinator, Recreation Coordinators (2) and Playground Leaders (10) work directly with special needs children and adults. This account is increased based on anticipated part-time hours required to increase programming, including programming previously provided by the Hartt School, and two new vacation camps and recreational camps designed for children with special needs.

Office Expense: This account funds all office supplies, postage, printing/copying and paper for the programs and newsletters, and reflects an increase for fiscal year 2017 based upon anticipated usage.

Dues & Travel: This budget includes dues to two professional organizations, the National Recreation and Park Association and the Connecticut Recreation and Park Association, a portion of the recreational software licensing fee, and mileage reimbursement for off-site meetings.

Training: The training appropriation funds professional development programs and limited training opportunities within the State.

Advertising: This appropriation funds the cost associated with printing and publishing the departmental brochure distributed town-wide to residents, as well as notices of summer job openings.

Professional Services: This budget funds the costs of the Hepatitis B medical fees with the Special Needs budget. The account is reduced as the department will no longer be paying the Hartt School for programming.

Contractual Services: This appropriation reflects costs for musicians, dancers and entertainers to perform at twelve events throughout the year, sponsorship and staffing of community events and programs, and banking fees for customer credit cards. In fiscal year 2015 and 2016 the appropriation funded the "I Can Bike" program (formerly called "Lose the Training Wheels") which teaches individuals with special needs how to ride a bike. In fiscal year 2017, Miracle League of Connecticut will host this event. Miscellaneous Revenue is reduced (\$4,500) accordingly.

Printing/Binding: Funds the printing of flyers, registration packets, camp handbooks, staff training documents, and other items as needed, by the Board of Education print shop.

Telecommunications: This appropriation funds desktop telephone services for the Elmwood Community Center as well as staff cell phones for camps and bus trip emergencies.

Operating Expense - Miscellaneous: This appropriation covers supplies and materials, equipment, refreshments, prizes, decorations and paper products for Special Events.

Maintenance & Repairs: This budget covered the one-time maintenance and repair costs related to the facility’s dance floor.

Recreational Supplies: This budget covers supplies for programs, classes, and camps, as well as camp staff shirts, first-aid supplies, and sports and fitness equipment. This account is increased as the department prepares to enhance its program offerings.

Recreational Contractual: Contractual program instructors for all Elmwood Community Center programs are funded via this appropriation. The reduction reflects the transfer of costs to the professional services line item. Historical information on instructional programs and registrations is included in the table below. This account is increased as the department prepares to enhance its program offerings.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
(Fiscal Year)					
	Actual	Actual	Actual	Actual	Actual
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Number of instructional programs	326	329	293	268	267
Number of program registrations	5,154	5,199	5,306	4,918	4,677
Number of registrations for special events and trips	1,672	1,333	1,216	1,959	891

ANNUAL BUDGET 2016-2017

COST CENTER: ELMWOOD SENIOR CENTER

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Memberships	\$26,619	\$28,000	\$7,427	\$25,000	\$27,000	-3.6%
Program Registration	47,445	52,000	19,390	51,000	49,000	-5.8%
Rental of Facilities	6,427	6,500	3,158	6,500	6,900	6.2%
Sales	5,000	2,000		3,000	4,000	100.0%
Special Events	15,409	13,000	1,790	13,000	15,000	15.4%
Miscellaneous Charges for Services	23,933	15,000	685	18,000	22,000	46.7%
Contributions/Commissions	<u>7,373</u>	<u>5,000</u>	<u>5,584</u>	<u>10,122</u>	<u>6,500</u>	30.0%
TOTAL	\$132,206	\$121,500	\$38,034	\$126,622	\$130,400	7.3%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ 50,059	\$54,838	\$25,344	\$56,092	\$76,398	39.3%
Temporary Payroll	102,661	111,240	48,247	101,240	108,000	-2.9%
Office Expense	13,238	14,175	4,410	14,775	13,825	-2.5%
Dues and Travel	1,680	750	150	800	750	
Training	180	450		450	300	-33.3%
Advertising	8,133	7,250	3,986	9,000	7,250	
Professional Services	130	900		900	300	-66.7%
Contractual Services	10,075	11,180	4,302	11,180	10,500	-6.1%
Printing/Binding	174	250	25	250	150	-40.0%
Office Equipment	6,545	2,175	313	2,175	2,050	-5.7%
Telecommunications	5,048	4,620	1,584	5,120	5,025	8.8%
Building Maintenance Vehicles & Equipment Expense	164	500		500		-100.0%
	3,622	5,500	1,474	4,000	4,000	-27.3%
Recreational Supplies	2,961	1,750	1,791	3,500	1,750	
Recreational Contractual	32,496	33,000	14,957	33,000	32,500	-1.5%
Special Events	2,978	2,000	31	2,000	1,750	-12.5%
Social Security	<u>7,063</u>	<u>7,682</u>	<u>3,544</u>	<u>7,682</u>	<u>9,630</u>	25.4%
TOTAL	\$247,207	\$258,260	\$110,158	\$252,664	\$274,178	6.2%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Program Supervisor	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>1</u>
TOTAL	0.75	0.75	0.75	0.75	1

ELMWOOD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation is for the full-time Program Supervisor position. In fiscal year 2017 the Supervisor is coded 100% to this division (previously 75%). Regular payroll includes merit increases and cost-of-living adjustments expected in fiscal year 2017.

Temporary Payroll: This appropriation funds two Office Assistants, one Program Coordinator, one Recreation Coordinator, two Van Drivers, one Nutrition Coordinator, and two Facility Supervisor positions for the Step Up to Health Fitness Center.

Office Expense: This appropriation funds all office supplies, printing/copying and postage for the Elmwood Senior Center. Included is printing and mailing of monthly newsletters for the Squires and Regents Men's Clubs, bi-monthly mailing of the Senior Bulletin, and membership cards and applications for the Senior Center and Senior Fitness Center. This account is reduced slightly based upon experience.

Dues & Travel: This account funds dues for the Connecticut Association of Senior Center Personnel, Connecticut Recreation and Park Association, National Council on Aging, and National Recreation and Park Association. In addition, mileage reimbursement is included in this appropriation, as is the cost of RecTrac certifications for the Senior Center.

Training: This budget is for local training opportunities for the Program Supervisor.

Advertising: This appropriation supports inclusion in the Leisure Services Program Guide and advertisements in local newspapers for special events and programs such as the Fitness Center Open House, Gazebo Concert Series, Health and Wellness Fair and Senior Housing Fair.

Professional Services: These line is used to purchase programming for the Senior Center and is reduced consistent with experience.

Contractual Services: This appropriation is the fee for a Fitness Consultant to manage the Step Up to Health Fitness Center. In addition, this appropriation funds banking fees relating to customer's use of credit cards.

Printing/Binding: The Board of Education print shop prints the Senior Center's Creative Writing Booklet, Senior Housing Fair programs, Health and Wellness Fair Programs and Town forms.

Office Equipment: This appropriation funds the replacement of computers in the senior computer training room, minor office equipment, and replacement weights for the fitness center.

Telecommunications: This appropriation funds the cost of telephone service and cable television for the Senior Center and internet access for the Computer Training Center.

Building Maintenance: This appropriation funds the cost of minor repairs at the Elmwood Senior Center.

Vehicles & Equipment Expense: This account pays for maintenance and gasoline for the Elmwood Express, a 24 passenger van used by the Senior Center. Gasoline is reduced consistent with anticipated pricing.

Recreational Supplies: Supplies related to numerous programs and activities (such as billiards, table tennis, volleyball, basketball, and arts and crafts) are purchased with this appropriation.

Recreational Contractual: This appropriation pays instructor fees for all instructional classes at the Elmwood Senior Center and is offset by Program Registration revenue.

Special Events: This account funds program support, supplies, entertainment, and refreshments for special events.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Fiscal Year)				
	Actual <u>2011</u>	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>
Number of members	1,441	1,048	1,062	1,046	1,056
Number of instructional programs	208	193	170	171	182
Number of program registrations	1,075	1,099	1,222	1,296	1,165
Number of recreational, special events and trip visitations	56,783	48,632	44,236	40,000	42,625

COST CENTER: WEST HARTFORD SENIOR CENTER

SUMMARY OF REVENUES						
	Actual <u>2014-15</u>	Adopted <u>2015-16</u>	Actual <u>6 Months</u>	Estimated <u>2015-16</u>	Proposed <u>2016-17</u>	Percent <u>Change</u>
Memberships	\$32,326	\$32,000	\$9,705	\$32,000	\$32,000	
Program Registration	41,637	42,000	21,124	42,000	42,000	
Rental of Facilities	52,174	45,000	28,822	48,000	48,000	6.7%
Special Events	13,401	20,000	20,430	20,430	20,000	
Contributions	<u>5,837</u>	<u>1,000</u>	<u>209</u>	<u>1,000</u>	<u>1,000</u>	
TOTAL	\$145,375	\$140,000	\$80,290	\$143,430	\$143,000	2.1%

SUMMARY OF EXPENDITURES						
	Actual <u>2014-15</u>	Adopted <u>2015-16</u>	Actual <u>6 Months</u>	Estimated <u>2015-16</u>	Proposed <u>2016-17</u>	Percent <u>Change</u>
Regular Payroll	\$ 88,599	\$95,157	\$44,182	\$95,343	\$97,219	2.2%
Temporary Payroll	81,247	85,868	44,835	85,868	87,585	2.0%
Office Expense	8,784	8,500	4,344	8,703	8,500	
Dues and Travel	943	1,100	255	1,100	1,100	
Training	1,145	500	517	517	500	
Advertising	5,616	5,000	1,606	5,000	5,000	
Contractual Services	2,020	2,000	800	2,000	2,000	
Printing/Binding	108	100	20	100	100	
Office Equipment	8,712	6,800	292	5,100	6,800	
Telecommunications	2,447	2,725	88	2,625	2,725	
Operating Expense – Misc.	423	500	582	582	500	
Recreational Supplies	371	500	1,457	1,500	500	
Recreational Contractual	41,233	40,000	20,556	40,000	40,000	
Special Events	1,359	1,000	250	1,000	1,000	
Social Security	<u>9,786</u>	<u>10,407</u>	<u>4,880</u>	<u>10,407</u>	<u>12,132</u>	16.6%
TOTAL	\$252,793	\$260,157	\$124,664	\$259,845	\$265,661	2.1%

FULL-TIME POSITION SCHEDULE					
	Authorized Positions			Revised	Proposed
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Facility Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

WEST HARTFORD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The West Hartford Senior Center is staffed with one full-time position. Funding is included for anticipated merits, benefit elections and cost-of-living adjustments.

Temporary Payroll: The temporary payroll appropriation funds part-time clerical staff who coordinate key components of the daily operation of the Senior Center including office duties, volunteer recruitment and monitoring, special event assistance, fitness center monitoring, bulletin production and other day-to-day issues that arise.

Office Expense: Office supplies, printing/copying and postage for mailing bulletins, flyers and other informational publications to the senior members are charged to this account.

Dues & Travel: This appropriation is used to fund the Vermont Systems computer license, dues to the statewide senior organization, licenses to show movies at the Senior Center and mileage reimbursements.

Training: These funds are used for professional training for staff.

Advertising: The Senior Center advertises the fitness center, rental opportunities and participates in the departmental brochure distributed town-wide.

Contractual Services: This appropriation funds banking fees relating to customers' use of credit cards.

Printing/Binding: The Board of Education print shop is used to print promotional materials for several special events, including the Entertainment Showcase and Senior Golf Tournament.

Office Equipment: This account funds the Center's annual fitness maintenance contract and equipment, as required.

Telecommunications: This account funds telephone, cable and internet services.

Operating Expense – Misc.: This account funds unanticipated office and operating expenses, as needed.

Recreational Supplies: This account funds supplies, such as game components or movie rentals, for classes and activities to better serve the patrons of the Senior Center.

Recreational Contractual: This appropriation pays for instructors that teach the many and varied classes offered by the West Hartford Senior Center.

Special Events: Expenditures for special events at the Senior Center which are offset by revenue from the programs.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS

(Fiscal Year)

	Actual <u>2011</u>	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>
Number of members	862	865	910	893	900
Number of instructional programs	131	160	126	226	200
Number of program registrations	1,176	1,178	1,119	1,416	1,200
Number of recreational, special events and trip visitations	59,667	66,707	67,191	67,001	68,000

COST CENTER: PARKS & GYMS

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Charges for						
Services	\$4,255	\$ 2,500	\$1,610	\$ 2,500	\$ 2,500	
Rental of Facilities	<u>22,431</u>	<u>15,000</u>	<u>150</u>	<u>15,000</u>	<u>15,000</u>	
TOTAL	\$26,686	\$17,500	\$1,760	\$17,500	\$17,500	

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ 18,183	\$48,051	\$23,018	\$49,376	\$50,001	4.1%
Temporary Payroll	48,903	47,236	22,857	47,236	50,627	7.2%
Overtime	638	1,998	534	2,001	2,000	0.1%
Dues & Travel	543		100	100		
Advertising	32					
Professional Services	4,720	4,838	4,720	4,838	5,284	9.2%
Contractual Services	7,000	7,300	913	8,213	7,300	
Printing/Binding		150		50	150	
Uniforms & Laundry	306	400	433	433	400	
Telecommunications	336		287	350	350	
Vehicles & Equipment Expense	744	1,000	1,006	3,235	2,250	125.0%
Grounds Maintenance	2,096	4,000	2,983	5,083	4,000	
Recreational Supplies	575	2,500	520	1,600	1,800	-28.0%
Town Assistance	5,985	7,000	6,007	7,000	7,000	
Social Security	<u>2,153</u>	<u>4,389</u>	<u>2,272</u>	<u>4,651</u>	<u>4,699</u>	7.1%
TOTAL	\$92,214	\$128,862	\$65,650	\$134,166	\$135,861	5.4%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Facility Supervisor			0.40	0.40	0.40
Grounds Maintainer	<u>0.34</u>	<u>0.34</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>
TOTAL	0.34	0.34	0.70	0.70	0.70

PARKS & GYMS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds portions of a Grounds Maintainer position (0.3) and Facility Supervisor (0.4) and reflects applicable merit increases and cost-of-living adjustments.

Temporary Payroll: This appropriation funds staff at Camp Hillcrest, park supervision and winter gym supervisors.

Overtime: Labor costs associated with weekend operation, emergency call backs and spring set-ups are included in this account.

Dues & Travel: Funds were expended in fiscal year 2015 and 2016 for registration in the Connecticut Conference of Municipalities' Drug and Alcohol Testing program.

Professional Services: This appropriation funds marketing services provided by an outside consultant.

Contractual Services: This appropriation funds the set-up of the Har-Tru tennis courts at Fernridge Park in the spring.

Printing/Binding: The Board of Education's print shop is used for the printing of staff manuals, handbooks for parents, and flyers for Camp Hillcrest.

Uniforms & Laundry: In accordance with union contracts, uniforms and safety equipment are provided to staff.

Telecommunications: This appropriation funds the cost of telephone service.

Vehicles & Equipment Expense: This account is used for gasoline for trucks and equipment utilized in the parks operation. The account is increased based on increased vehicle expense.

Grounds Maintenance: Playground repairs and minor equipment repairs (such as tennis court nets) are paid with this appropriation.

Recreational Supplies: This appropriation is for first aid supplies, arts and crafts supplies, and sports equipment for Camp Hillcrest.

Town Assistance: This appropriation pays for bus transportation to and from Kennedy Park for the Hillcrest Camp program.

Social Security: This appropriation is for required federal payments based upon actual wages paid and is adjusted to reflect historical experience.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Fiscal Year)				
	Actual	Actual	Actual	Actual	Actual
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Park permits issued	19	19	19	17	15
Field uses scheduled (prior calendar year)	17,206	17,033	17,494	17,318	16,888

COST CENTER: OUTDOOR POOLS

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
General Admission	\$46,961	\$48,000	\$48,092	\$58,000	\$50,000	4.2%
Memberships	33,950	20,000	26,889	26,889	20,000	
Miscellaneous Charges for Services	8,370	5,000	3,467	3,467	5,000	
Program Registration	<u>49,604</u>	<u>44,500</u>	<u>40,957</u>	<u>40,957</u>	<u>44,500</u>	
TOTAL	\$138,885	\$117,500	\$119,405	\$129,313	\$119,500	1.7%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ 42,440	\$82,666	\$ 37,085	\$82,427	\$83,962	1.6%
Temporary Payroll	241,174	224,695	153,647	221,765	259,600	15.5%
Overtime	4,444	5,968	1,194	5,010	6,110	2.4%
Office Expense	618	1,145	603	1,252	1,145	
Dues and Travel	1,616	2,225	1,151	2,275	2,225	
Advertising	2,260	2,000		2,000	2,000	
Contractual Services	839	8,000	492	3,000	3,000	-62.5%
Printing/Binding	262					
Uniforms & Laundry	340	545	570	570	545	
Telecommunications	2,053	2,450	1,401	2,450	2,950	20.4%
Building Maintenance Vehicles & Equipment Expense	5,953	6,707	2,625	6,805	6,700	-0.1%
Operating Expense – Miscellaneous	778	2,500	228	1,000	2,500	
Recreational Supplies	15,270	16,077	4,762	16,077	16,100	0.1%
Recreational Contractual	5,652	11,000	2,203	9,000	11,000	
Social Security	1,169					
	<u>7,039</u>	<u>10,614</u>	<u>5,681</u>	<u>10,614</u>	<u>10,712</u>	0.9%
TOTAL	\$331,907	\$376,592	\$211,642	\$364,245	\$408,549	8.5%

FULL-TIME POSITION SCHEDULE						
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>	
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>	
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25	
Staff Assistant			0.15	0.15	0.15	
Facility Supervisor			0.40	0.40	0.40	
Grounds Maintainer	<u>0.33</u>	<u>0.33</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	
TOTAL	0.58	0.58	1.10	1.10	1.10	

OUTDOOR POOLS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds portions of a Leisure Services Manager position, a Grounds Maintainer position, a Staff Assistant and a Facility Supervisor. Merit increases are included where applicable, as well as contractual cost-of-living adjustments.

Temporary Payroll: This appropriation covers staff at outdoor pools including Managers, Assistant Managers, Water Safety Instructors, Lifeguards, Swim Team Coaches, and Cashiers. In addition, there are four seasonal maintenance positions used for setting up the pools, maintaining the pools throughout the season, and providing grounds maintenance and event support. The fiscal year 2016 budget reflected the Beachland Pool closure, while all pools will be operational in fiscal year 2017.

Overtime: The overtime appropriation is used for set up of the four pool facilities and two splash pads, as well as maintaining a seven day a week operation throughout the summer season. In addition, these funds are used for emergency pool coverage.

Office Expense: The cost of staff manuals, daily revenue sheets and internet connectivity are funded via this appropriation.

Dues & Travel: This appropriation covers the recreational software license and mileage reimbursement for program coordinators, as well as certification courses necessary to maintain licenses for full-time staff.

Advertising: This appropriation funds advertising for the outdoor pool programs in the departmental brochure.

Contractual Services: This appropriation is for the cost of American Red Cross lifeguard safety programs, which are less expensive than providers previously used.

Uniforms & Laundry: In accordance with union contracts, uniforms and safety equipment are provided to staff.

Telecommunications: This account funds telephone service at the outdoor pools and Beachland House, as well as cell phone costs for the Facility Supervisor.

Building Maintenance: This appropriation funds custodial supplies (paper products and cleaning chemicals), light bulbs, keys, minor hardware items, sensors for water monitoring and minor electrical supplies. Repairs and maintenance of a larger scale are funded via the Capital Non-Recurring Expenditure Fund.

Vehicles & Equipment Expense: The cost of fuel and general maintenance for one pickup truck used for transportation between pool locations is charged to this account.

Operating Expense - Miscellaneous: This account funds seasonal pool chemicals such as chlorine, calcium chloride, stabilizer, etc. in order to ensure that all pools are safe for public use.

Recreational Supplies: This appropriation covers all supplies associated with the outdoor pools including first aid and safety equipment, uniforms and supplies.

Recreational Contractual: This appropriation funded instructors who taught classes offered by the Outdoor Pool program.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS

(Fiscal Year)

	Actual	Actual	Actual	Actual	Actual
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Number of instructional programs	275	253	251	257	250
Number of swim lesson registrations	1,999	1,914	1,777	1,832	1,700

TOWN OF WEST HARTFORD

Fiscal Year 2016-2017

BUDGET IN BRIEF

LEISURE SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Charges for Services	\$ 2,932,920	\$ 2,912,091	\$ 2,948,445	\$ 2,992,328
Westmoor Park Contribution	20,000	20,000	20,000	20,000
Miscellaneous Revenue	34,240	37,950	33,251	35,400
Transfer In	<u>125,000</u>	<u>25,500</u>	<u>25,500</u>	<u>250,000</u>
Total Revenues & Other Resources	\$ 3,112,160	\$ 2,995,541	\$ 3,027,196	\$3,297,728

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Community Programming	\$ 550,254	\$ 568,817	\$ 591,350	\$ 614,957
Skating Rink Services	872,843	748,432	792,386	642,354
Rockledge Golf Course	1,148,254	1,229,791	1,193,066	1,131,348
Buena Vista Golf Course	146,305	153,895	147,818	149,107
Cornerstone Pool Operations	196,253	75,300	176,218	96,415
WH Meeting & Conference Center	67,653	72,225	70,668	71,796
Celebrate West Hartford	<u>128,197</u>	<u>134,227</u>	<u>137,227</u>	<u>146,795</u>
Total Expenditures and Other Uses	\$ 3,109,759	\$ 2,982,687	\$ 3,108,733	\$ 2,852,772
CHANGE IN FUND BALANCE	\$ 2,401	\$ 12,854	(\$ 81,537)	\$ 444,956

7/1 OPERATIONAL BALANCE	(\$ 837,354)	(\$ 835,122)	(\$ 835,122)	(\$ 916,659)
6/30 OPERATIONAL BALANCE	(\$ 835,122)	(\$ 822,268)	(\$ 916,659)	(\$ 721,703)

7/1 DEBT SERVICE BALANCE	(\$1,129,331)	(\$1,129,331)	(\$1,129,331)	(\$1,129,331)
6/30 DEBT SERVICE BALANCE	(\$1,129,331)	(\$1,129,331)	(\$1,129,331)	(\$ 879,331)

TOTAL 6/30 FUND BALANCE	(\$1,964,453)	(\$1,951,599)	(\$2,045,990)	(\$1,601,034)
--------------------------------	----------------------	----------------------	----------------------	----------------------

Fund: Leisure Services Enterprise Fund
Department: Social Services & Leisure Services

PURPOSE:

This fund was established to account for all the costs associated with the Town’s leisure services programs which currently include a skating rink, two golf courses, an indoor aquatic facility, a conference center, community programs, and the Town’s annual Celebrate! West Hartford event. The purpose of the fund was to isolate the costs and revenues associated with the programs for accounting purposes while granting the program managers greater flexibility to allow them to better respond to customer demands for programs and to increase opportunities to be more entrepreneurial in their program offerings.

LONG TERM STRATEGY:

The Town’s strategic plan for Leisure Services recommended a restructuring to align the department in order to focus on two key areas: Civic Engagement and Active & Healthy Lifestyle. Several of the programs subsidized by the General Fund budget were transferred to the General Fund beginning in fiscal year 2009. The intent was to eliminate the annual subsidy to the Leisure Services Fund and enable the department to focus on the operating results of the “self-supporting” leisure programs.

FUND PERFORMANCE:

Five Year History of Operating Results					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Revenues:					
Charges for Service	\$2,731,000	\$2,766,000	\$2,648,000	\$2,865,000	\$2,933,000
Miscellaneous	23,000	32,000	39,000	51,000	34,000
TOTAL REVENUES	\$2,754,000	\$2,798,000	\$2,687,000	\$2,916,000	\$2,967,000
Expenses:					
Operational	\$2,846,000	\$2,900,000	\$2,991,000	\$3,065,000	\$3,109,000
TOTAL EXPENSES	\$2,846,000	\$2,900,000	\$2,991,000	\$3,065,000	\$3,109,000
CONTRIBUTED CAPITAL ADJUSTMENT	--	--	--	55,000	--
TRANSFERS FROM OTHER FUNDS	20,000	58,000	304,000	151,000	145,000
OPERATING RESULTS	(\$72,000)	(\$44,000)	--	\$57,000	\$3,000
FUND BALANCE	(\$1,980,000)	(\$2,024,000)	(\$2,024,000)	(\$1,967,000)	(\$1,964,000)

Fund: Leisure Services Enterprise Fund
Department: Social Services & Leisure Services

REVIEW OF PERFORMANCE:

In fiscal year 2015, the Leisure Services Enterprise Fund earned \$2,987,160 in operating revenues (inclusive of the \$20,000 contribution from Westmoor Park) with \$3,109,759 in operating expenses. The Leisure Services Fund had a net loss of approximately \$125,000 which was covered by a contribution from the General Fund. These revenues and expenditures resulted in a change in fund balance of \$2,401. This brought the fund deficit to \$1,964,453 at June 30, 2015.

FISCAL YEAR 2016 OPERATING RESULTS:

The adopted budget anticipated a surplus of \$12,854 for fiscal year 2016. While expenditures have been limited to the extent possible, a loss of \$81,537 is expected, resulting in an expected transfer from the General Fund to offset the loss.

FISCAL YEAR 2017 BUDGET:

The fiscal year 2017 budget estimates operating revenues and contribution from Westmoor Park of \$3,047,728 with expenditures of \$2,852,772, resulting in operating income of \$194,956 to offset the Fund's accumulated operational deficit. Operating results by program are detailed on the next page.

In addition, a transfer from the Debt Services Fund in the amount of \$250,000 will be used to reimburse the Leisure Services Fund for debt service payments it funded in fiscal years 2001-2004. These debt service payments were made on bonds issued to renovate Veterans Memorial Skating Rink. It is not the Town's practice to charge debt service to individual operating divisions, nor was the operating revenue earned by the Leisure Services Fund sufficient to cover these expenditures. As such, reimbursement is being made to the Leisure Services Fund from accumulated bond premium. The \$250,000 represents the first year of a five year plan to decrease the accumulated debt service deficit.

Town of West Hartford Leisure Services Fund Operating Results by Facility FY 2016 Adopted, FY 2016 Estimated, and FY 2017 Proposed				
		<u>2016 Adopted</u>	<u>2016 Estimated</u>	<u>2017 Proposed</u>
Community Programming	Revenue	\$ 520,630	\$ 592,524	\$ 604,500
	Expenditures	<u>568,817</u>	<u>591,350</u>	<u>614,957</u>
	Operating Income (Loss)	(48,187)	1,174	(10,457)
Veterans Skating Rink	Revenue	883,000	829,581	834,200
	Expenditures	<u>748,432</u>	<u>792,386</u>	<u>642,354</u>
	Operating Income (Loss)	134,568	37,195	191,846
Rockledge Golf Course	Revenue	1,150,962	1,149,745	1,133,500
	Expenditures	<u>1,229,791</u>	<u>1,193,066</u>	<u>1,131,348</u>
	Operating Income (Loss)	(78,829)	(43,321)	2,152
Buena Vista Golf Course	Revenue	135,000	144,397	153,000
	Expenditures	<u>153,895</u>	<u>147,818</u>	<u>149,107</u>
	Operating Income (Loss)	(18,895)	(3,421)	3,893
Cornerstone Aquatics	Revenue	65,949	65,949	66,028
	Expenditures	<u>75,300</u>	<u>176,218</u>	<u>96,415</u>
	Operating Income (Loss)	(9,351)	(110,269)	(30,387)
WHMCC	Revenue	85,000	85,000	85,000
	Expenditures	<u>72,225</u>	<u>70,668</u>	<u>71,796</u>
	Operating Income (Loss)	12,775	14,332	13,204
Celebrate! West Hartford	Revenue	155,000	160,000	171,500
	Expenditures	<u>134,227</u>	<u>137,227</u>	<u>146,795</u>
	Operating Income (Loss)	20,773	22,773	24,705
Total	Revenue	2,995,541	3,027,196	3,047,728
	Expenditures	<u>2,982,687</u>	<u>3,108,733</u>	<u>2,852,772</u>
	Operating Income (Loss)	<u>\$ 12,854</u>	<u>(\$ 81,537)</u>	<u>\$ 194,956</u>

LEISURE SERVICES ENTERPRISE FUND

The Leisure Services Enterprise Fund was established to provide the flexibility needed to maintain, improve and expand services to meet the continuously evolving needs of the community. The fund diminishes Leisure Service reliance on the General Fund, requiring that programs and services become self-supporting on a yearly basis.

BUDGET SUMMARY						
DEPARTMENT OF LEISURE SERVICES						
	Actual	Adopted	Actual	Estimated	Proposed	Percent
Revenues:	2014-15	2015-16	6 Months	2015-16	2016-17	Change
Charges for Services	\$2,932,920	\$2,912,091	\$1,706,216	\$2,948,445	\$2,992,328	2.8%
Westmoor Park Contribution	20,000	20,000		20,000	20,000	
Miscellaneous Revenue	34,240	37,950	21,051	33,251	35,400	-6.7%
Transfer In	<u>125,000</u>	<u>25,500</u>	<u>25,500</u>	<u>25,500</u>	<u>250,000</u>	880.4%
TOTAL	\$3,112,160	\$2,995,541	\$1,752,767	\$3,027,196	\$3,297,728	10.1%
Expenditures:						
Wages & Salaries	\$1,159,341	\$1,137,342	\$585,166	\$1,116,127	\$1,156,037	1.6%
Operating Expense	1,352,914	1,186,494	722,523	1,333,880	1,043,665	-12.0%
Equipment		25,500	25,500	25,500		-100.0%
Fringe Benefits	<u>597,504</u>	<u>633,351</u>	<u>429,340</u>	<u>633,226</u>	<u>653,070</u>	3.1%
TOTAL	\$3,109,759	\$2,982,687	\$1,762,529	\$3,108,733	\$2,852,772	-4.4%

	Authorized Positions			Revised	Proposed
	2013-14	2014-15	2015-16	2015-16	2016-17
Full-Time Positions:					
Director of Human & Leisure Services	0.1	0.1	0.1	0.1	0.1
Office Operations Specialist	0.33	0.33	0.33	0.33	0.33
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1	1	1	1	1
Staff Assistant	1	1	0.5	0.5	0.35
Facility Supervisor			0.1	0.1	0.1
Recreation Specialist	1	1			1
Golf Course Superintendent	1	1	1	1	1
Crew Leader	1	1	1	1	1
Grounds Maintainer	3	3	3.2	3.2	2.4
Equipment Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	9.68	9.68	8.48	8.48	8.53

The fiscal year 2017 Leisure Services Fund budget is reduced \$129,915 or 4.4% from the prior year. Wages and salaries reflect estimated cost-of-living and merit increases for full-time employees, as well as the reallocation of 0.05 full-time employees to the Fund based upon work performed. Operating expenses are reduced \$142,829. This reduction is attributed to the transfer of utilities expenditures related to this Fund to the General Fund. Fringe benefits increase \$19,719 due to increased pension and risk costs for employees allocated to this fund.

Fund: Leisure Services Enterprise Fund
Department: Social Services & Leisure Services

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Proposed 2016-17</u>	<u>Percent Change</u>
Community Programming	\$ 550,254	\$568,817	\$413,247	\$ 591,350	\$ 614,957	8.1%
Skating Rink Services	872,843	748,432	457,023	792,386	642,354	-14.2%
Rockledge Golf Course	1,148,254	1,229,791	720,105	1,193,066	1,131,348	-8.0%
Buena Vista Golf Course	146,305	153,895	79,549	147,818	149,107	-3.1%
Cornerstone Pool Operations	196,253	75,300	36,223	176,218	96,415	28.0%
WH Meeting & CC	67,653	72,225	32,366	70,668	71,796	-0.6%
Celebrate West Hartford	<u>128,197</u>	<u>134,227</u>	<u>24,016</u>	<u>137,227</u>	<u>146,795</u>	9.4%
TOTAL	\$3,109,759	\$2,982,687	\$1,762,529	\$3,108,733	\$2,852,772	-4.4%

PROGRAM PERFORMANCE MEASURES & INDICATORS

	(Fiscal Year)				
	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>
Total number of instructional programs offered	3,063	2,928	2,835	2,946	2,943
Total number of instructional program registrations for all programs	30,415	30,326	29,974	28,688	28,727
Value of subsidized use of recreational facilities	\$363,506	\$361,157	\$367,193	\$371,167	\$371,611
Public session attendance at Skating Rink	26,080	23,385	25,056	25,276	23,798
Number of golf rounds – Rockledge	43,527	46,808	44,863	45,042	43,106
Number of golf rounds – Buena Vista	14,164	14,444	14,258	15,406	16,094

ANNUAL BUDGET 2016-2017

Fund: Leisure Services Enterprise Fund
Department: Social Services & Leisure Services

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$596,186	\$602,045	\$277,511	\$586,535	\$611,319	1.5%
Temporary Payroll	491,191	478,629	277,634	468,702	482,365	0.8%
Overtime	71,707	56,668	29,913	60,831	62,353	10.0%
Education Premium Pay	257		108	59		
Office Expense	23,844	22,064	13,687	26,759	21,275	-3.6%
Dues and Travel	6,536	6,584	4,414	7,655	8,195	24.5%
Training	304					
Advertising	50,402	57,945	25,638	54,836	56,875	-1.8%
Professional Services	61,730	66,100	51,067	66,100	51,847	-21.6%
Contractual Services	72,458	71,350	47,069	69,600	79,950	12.1%
Printing/Binding Services	4,195	7,650	2,358	5,296	8,300	8.5%
Office Equipment	8,575	7,956	4,661	8,266	7,956	
Uniforms & Laundry	4,413	4,498	5,165	6,508	6,098	35.6%
General Contributions	887					
Utilities	350,812	187,735	93,949	287,735		-100.0%
Telecommunications	9,862	11,153	4,581	11,153	11,153	
Building Maintenance	53,122	44,624	16,262	41,624	44,624	
Vehicles & Equipment Expense	26,042	27,600	11,977	22,461	24,900	-9.8%
Operating Expense - Misc.	72,497	73,714	62,388	73,714	68,714	-6.8%
Grounds Maintenance	90,831	82,464	37,655	73,567	82,464	
Depreciation	23,786	32,707		26,093	26,093	-20.2%
Merchandise for Resale	34,603	38,100	15,191	32,100	33,100	-13.1%
Maintenance & Repairs	43,867	51,100	39,873	65,176	51,100	
Recreational Supplies	44,556	37,650	28,497	33,944	42,950	14.1%
Recreational Contractual	304,243	279,600	254,071	341,496	336,750	20.4%
Special Events	30,010	39,000	100	39,000	40,016	2.6%
Town Assistance	1,473	2,900	3,920	4,797	2,900	
Rental/Leases	33,866	34,000		36,000	38,405	13.0%
Operating Equipment		21,000	21,000	21,000		-100.0%
Vehicles		4,500	4,500	4,500		-100.0%
Social Security	51,747	57,960	29,419	57,836	59,666	2.9%
Pension	226,706	224,451	224,451	224,451	249,772	11.3%
Risk Management Expense	<u>319,051</u>	<u>350,940</u>	<u>175,470</u>	<u>350,939</u>	<u>343,632</u>	-2.1%
TOTAL	\$3,109,759	\$2,982,687	\$1,762,529	\$3,108,733	\$2,852,772	-4.4%

TOWN OF WEST HARTFORD

Fiscal Year 2016-2017

BUDGET IN BRIEF

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Community Development Block Grant	\$1,014,734	\$ 696,863	\$1,164,331	\$ 699,003
Prior Year Carryover		467,468		
Total Revenues & Other Resources	\$1,014,734	\$1,164,331	\$1,164,331	\$ 699,003

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Housing Services	\$ 291,896	\$ 296,720	\$ 296,720	\$ 311,439
Public Service & CDBG Administration	722,838	867,611	867,611	387,564
Total Expenditures & Other Uses	\$1,014,734	\$1,164,331	\$1,164,331	\$ 699,003

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

Fund: Community Development Block Grant Fund
Department: Social Services & Leisure Services

PURPOSE

One of two segregated funds to account for Federal grant revenues from the US Department of Housing and Urban Development (HUD). A budget is adopted each year for the current year grant authorization. There are guidelines from HUD, which place limits on the amount of funding each year that can be used for administration, social service and local option programs and restrict the utilization of funds to low and moderate income beneficiaries.

LONG-TERM STRATEGY

The Town provides Housing Services and Public Services through this fund. The Community Services Department is responsible for Housing Services and the Social Services and Leisure Services Department is responsible for Public Services. The Town will continue to appropriate its annual grant authorization to fund these services.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>Revenues:</u>					
Intergovernmental	\$844,000	\$904,000	\$599,000	\$539,000	\$1,014,734
TOTAL REVENUES	\$844,000	\$904,000	\$599,000	\$539,000	\$1,014,734
<u>Expenditures:</u>					
Grant Activities	844,000	904,000	599,000	539,000	1,014,734
TOTAL EXPENDITURES	\$844,000	\$904,000	\$599,000	\$539,000	\$1,014,734
OPERATING RESULTS	--	--	--	--	--
FUND BALANCE	--	--	--	--	--

CDBG HOUSING REHAB					
FUND BALANCE	(\$39,000)	(\$35,000)	\$54,000	\$54,000	\$21,000

COMBINED FUND					
BALANCE	(\$39,000)	(\$35,000)	\$54,000	\$54,000	\$21,000

Fund: Community Development Block Grant Fund
Department: Social Services & Leisure Services

REVIEW OF PERFORMANCE

The Community Development Block Grant Fund is a formula grant from the Federal government that is used to support eligible public service activities, housing rehabilitation projects and other construction. While two separate funds are utilized to segregate these activities, the source of funding is one Federal grant from HUD. The CDBG Housing Rehabilitation Fund is used to account for grants and loans made to eligible homeowners. This fund also accounts for loan repayments. In order to accurately present fund balance, both funds must be combined and viewed as one. A fiscal year may end with a negative balance only because the drawdown from HUD lags expenditures. Expenditures are shown on a budgetary basis and include end of year encumbrances.

FISCAL YEAR 2016 OPERATING RESULTS

The current year budget is projected to be fully expended. This could fluctuate depending upon actual expenditures and grant reimbursements received prior to the close of the fiscal year. Any remaining balance will be carried over through a budgetary amendment.

FISCAL YEAR 2017 BUDGET

The grant entitlement award for fiscal year 2017 is \$874,003, an increase of \$27,140 from the prior year. Of this total, \$387,564 is budgeted in the CDBG Fund for: CDBG Administration (\$141,174), Public Facility Improvements (\$116,500), Hillcrest Outreach (\$79,269) and Volunteer Services (\$50,621). In addition, \$311,439 is budgeted in the Community Services Department for Housing Rehabilitation Administration and Code Enforcement, and \$175,000 is budgeted in the CDBG-Housing Rehabilitation Fund.

Community Block Grant Entitlement			
<u>Fund</u>	<u>Department</u>	<u>Program</u>	<u>FY 2017 Proposed</u>
CDBG (Fund 13)	Community Services	Housing Rehab Administration	\$161,439
CDBG (Fund 13)	Community Services	Code Enforcement	150,000
CDBG - Housing Rehab (Fund 14)	Community Services	Housing Rehabilitation	175,000
CDBG (Fund 13)	Social & Leisure	Hillcrest Outreach	79,269
CDBG (Fund 13)	Social & Leisure	Volunteer Services	50,621
CDBG (Fund 13)	Social & Leisure	Public Facility Improvements	116,500
CDBG (Fund 13)	Social & Leisure	CDBG Administration	<u>141,174</u>
		TOTAL	\$874,003

Fund: Community Development Block Grant Fund
Department: Social Services & Leisure Services

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Proposed 2016-17</u>	<u>Percent Change</u>
CDGB – Administration	\$168,058	\$146,640	\$93,811	\$148,993	\$141,174	-3.7%
Hillcrest Outreach	70,061	85,868	36,703	85,675	79,269	-7.7%
Volunteer Services	46,238	50,015	22,391	47,855	50,621	1.2%
Public Facility Improvements	<u>438,481</u>	<u>585,088</u>	<u>83,293</u>	<u>585,088</u>	<u>116,500</u>	-80.1%
Total Public Services	\$722,838	\$867,611	\$236,198	\$867,611	\$387,564	-55.3%

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Proposed 2016-17</u>	<u>Percent Change</u>
Regular Payroll	\$92,840	\$95,620	\$45,503	\$98,168	\$91,142	-4.7%
Temporary Payroll	60,180	72,910	32,992	68,750	72,016	-1.2%
Education Premium Pay	48		20	20		
Office Expense	1,081	1,075	341	1,160	1,075	
Dues and Travel	80	300		300	100	-66.7%
Training		300	100	300	300	
Advertising	902	1,500	900	1,544	1,500	
Professional Services	31,000					
Printing/Binding Services	58	230		230	230	
General Contributions	10,000	10,000	10,000	10,000	10,000	
Utilities	2,913	3,800	1,416	3,450	3,850	1.3%
Telecommunications	541	830	87	830	830	
Building Maintenance	874	1,000	587	2,874	1,800	80.0%
Grounds Maintenance	1,500	4,605		4,600	1,600	-65.3%
Special Events	5,145	5,950	307	5,894	2,450	-58.8%
Rental/Leases	4,000	4,000	4,000	4,000	4,000	
Social Security	8,665	7,977	4,040	7,977	6,973	-12.6%
Pension	29,976	32,799	32,799	32,799	34,033	3.8%
Risk Management Expense	34,554	39,627	19,813	39,627	39,165	-1.2%
Transfer Out	<u>438,481</u>	<u>585,088</u>	<u>83,293</u>	<u>585,088</u>	<u>116,500</u>	-80.1%
Total Public Services	\$722,838	\$867,611	\$236,198	\$867,611	\$387,564	-55.3%

Full-Time Positions:	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Director of Human & Leisure Services	0.05	0.05	0.05	0.05	0.05
Neighborhood Resource Coordinator	0.40	0.40	0.40	0.40	0.37
Community Partnership Manager	0.40	0.40	0.40	0.40	0.40
Human Services Manager	0.05	0.05	0.05	0.05	
Senior Staff Assistant	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>
TOTAL	1.00	1.00	1.00	1.00	0.92

TOWN OF WEST HARTFORD

Fiscal Year 2016-2017

BUDGET IN BRIEF

WESTMOOR PARK FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Charges for Services	\$ 281,842	\$ 287,000	\$ 291,163	\$ 307,800
Trust Income	369,328	367,659	367,659	365,000
Interest Income	1,531	1,600	1,000	1,500
Miscellaneous Revenue	<u>9,842</u>	<u>4,000</u>	<u>36,000</u>	<u>8,000</u>
Total Revenues & Other Resources	\$ 662,543	\$ 660,259	\$ 695,822	\$ 682,300

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Park Operations	\$ 453,957	\$ 538,390	\$ 548,655	\$ 433,220
Park Programs	87,993	114,940	114,440	118,833
Park Summer Camp	<u>102,653</u>	<u>130,491</u>	<u>131,660</u>	<u>115,535</u>
Total Expenditures & Other Uses	\$ 644,603	\$ 783,821	\$ 794,755	\$ 667,588

CHANGE IN FUND BALANCE	\$ 17,940	(\$ 123,562)	(\$ 98,933)	\$ 14,712
BEGINNING BALANCE	\$ 496,809	\$ 514,749	\$ 514,749	\$ 415,816
ENDING BALANCE	\$ 514,749	\$ 391,187	\$ 415,816	\$ 430,528

Fund: Westmoor Park Fund
Department: Social Services & Leisure Services

PURPOSE

A budgeted fund to account for income received from the Hunter Trust Fund and expenditures necessary to operate and maintain Westmoor Park, an environmental park located in West Hartford. The Fund pays for all operating expenses, maintenance cost and capital improvement costs associated with the facility. Revenue is received primarily from the Hunter Trust Fund and program revenues, as well as interest income on fund balance.

LONG-TERM STRATEGY

The financial goal of the Fund is to cover all operating expenses with revenues and to utilize fund balance for capital investments. In this way, the operations of Westmoor Park are self-sufficient and do not rely on the General Fund.

FUND PERFORMANCE

	Five Year History of Operating Results				
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>Revenues:</u>					
Charges for Services	\$216,000	\$194,000	\$224,000	\$260,000	\$292,000
Interest Income	1,000	1,000	2,000	1,000	2,000
Trust Income	318,000	313,000	349,000	368,000	369,000
TOTAL REVENUES	\$535,000	\$508,000	\$575,000	\$629,000	\$663,000
<u>Expenditures:</u>					
Operational	\$512,000	\$525,000	\$575,000	\$658,000	\$645,000
TOTAL EXPENDITURES	\$512,000	\$525,000	\$575,000	\$658,000	\$645,000
TRANSFERS TO OTHER FUNDS	(\$28,000)	(\$28,000)	--	--	--
OPERATING RESULTS	(\$5,000)	(\$45,000)	--	(\$29,000)	\$18,000
FUND BALANCE	\$571,000	\$526,000	\$526,000	\$497,000	\$515,000

Fund: Westmoor Park Fund
Department: Social Services & Leisure Services

REVIEW OF PERFORMANCE

The fund has struggled to achieve its goal of earning revenues sufficient to cover all operating expenses (excluding capital outlay). Increasing expenditures have resulted in use of fund balance for four of the five years presented. Fund balance at June 30, 2015 was increased to \$514,749.

FISCAL YEAR 2016 OPERATING RESULTS

The fund is expected to generate revenues of \$695,822 with corresponding expenditures of \$794,755 (inclusive of \$100,000 appropriated for capital improvements), resulting in a reduction to fund balance of \$98,933. Fund balance at June 30, 2016 will be approximately \$415,816.

FISCAL YEAR 2017 BUDGET

The fiscal year 2017 budget anticipates revenues of \$682,300 with corresponding expenditures of \$667,588, resulting in a \$14,712 increase to fund balance. Revenues from programs and trust income are projected to remain strong.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Fiscal Year)				
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Number of instructional programs	737	586	536	485	517
Number of instructional program registrations	10,718	10,769	9,614	7,890	8,165
Number of Group tours/ birthday parties	208	163	125	122	145
Program attendance-public classes/services	6,376	6,471	6,291	6,136	5,112
Program attendance-groups attending	9,155	9,398	8,194	6,853	6,403

WESTMOOR PARK FUND

MISSION

The mission of Westmoor Park is to promote, through interpretive programs, the acquisition of knowledge, attitudes, and a lifelong commitment to stewardship of the environment. In addition, it is expected that operating and capital costs will be paid by revenues from the Hunter Trust, Westmoor Park Fund and program fees.

BUDGET SUMMARY						
DEPARTMENT OF LEISURE SERVICES						
	Actual	Adopted	Actual	Estimated	Proposed	Percent
<u>Revenues:</u>	<u>2014-15</u>	<u>2015-16</u>	<u>6 Months</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Charges for Services	\$281,842	\$287,000	\$ 91,226	\$291,163	\$307,800	7.2%
Trust Income	369,328	367,659	118,924	367,659	365,000	-0.7%
Interest Income	1,531	1,600	511	1,000	1,500	-6.3%
Miscellaneous Revenue	<u>9,842</u>	<u>4,000</u>	<u>33,374</u>	<u>36,000</u>	<u>8,000</u>	100.0%
TOTAL	\$662,543	\$660,259	\$244,035	\$695,822	\$682,300	3.3%
<u>Expenditures:</u>						
Wages & Salaries	\$334,392	\$325,900	\$177,628	\$333,052	\$348,347	6.9%
Operating Expense	129,050	135,603	66,403	139,804	123,749	-8.7%
Fringe Benefits	<u>181,161</u>	<u>322,318</u>	<u>223,004</u>	<u>321,899</u>	<u>195,492</u>	-39.3%
TOTAL	\$644,603	\$783,821	\$467,035	\$794,755	\$667,588	-14.8%

	<u>Authorized Positions</u>			Revised	Proposed
<u>Full-Time Positions:</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
Grounds Maintainer	0.33	0.33	0.2	0.2	
Parks and Facility Supervisor	-	-	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL	2.33	2.33	2.3	2.3	2.1

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2017 Westmoor Park Fund budget reflects revenue of \$682,300 with corresponding expenditures totaling \$667,588. In total, expenditures are reduced \$116,233. Wages and salaries increase \$22,447 due to anticipated cost-of-living and merit increases and increased temporary payroll, offset by the reallocation of 20% of a Grounds Maintainer position. Operating expenses decrease slightly from the prior year, based upon experience and anticipated needs. Fringe benefits decrease due to a transfer out budgeted in fiscal year 2016 for barn restoration (\$100,000) which is eliminated for fiscal year 2017, as well as a reduction in risk costs due to fewer full-time personnel.

Hunter Trust Income

The Hunter Trust Fund provides for the majority of this fund's annual operational revenue. Based on the terms of the trust fund, 50% of the annual interest earned in the Hunter Trust (which is managed by Bank of America) goes to the Westmoor Park Fund. In fiscal year 2017, this amount is estimated to be \$365,000. In accordance with the Hunter Trust, if revenues exceed annual operating costs, the surplus remains in the Westmoor Park Fund.

ANNUAL BUDGET 2016-2017

Fund: Westmoor Park Fund

Department: Social Services & Leisure Services

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$141,616	\$153,777	\$63,378	\$148,297	\$146,309	-4.9%
Temporary Payroll	188,883	170,723	114,118	183,704	200,938	17.7%
Overtime	3,893	1,400	132	1,051	1,100	-21.4%
Office Expense	3,710	4,900	698	3,900	4,200	-14.3%
Dues and Travel	445	700		700	700	
Training	1,131	1,800			1,200	-33.3%
Advertising	9,368	7,200	2,460	6,200	5,200	-27.8%
Professional Services	18,505	11,000	6,039	11,000	12,000	9.1%
Contractual Services	5,437	5,700	3,922	5,500	5,700	
Printing/Binding Services	768	700	443	800	500	-28.6%
Office/Minor Equipment	1,398	3,000		2,000	2,000	-33.3%
Miscellaneous Admin. Expense	207	800		800	800	
Utilities	17,827	18,903	9,451	18,903	16,749	-11.4%
Telecommunications	1,817	1,600	521	1,800	1,800	12.5%
Building Maintenance	24,497	45,500	20,674	49,000	39,000	-14.3%
Vehicles & Equipment Expense	3,692	3,700	599	2,400	2,500	-32.4%
Operating Expense – Miscellaneous	676	500	80	200	500	
Grounds Maintenance	5,916	5,000	2,026	5,000	5,500	10.0%
Merchandise for Resale	88	500	128	500	500	
Maintenance & Repairs	3,891	4,000	1,958	3,700	4,000	
Miscellaneous Supplies	8,102	5,000	1,796	4,700	4,200	-16.0%
Recreational Supplies	4,505	4,000	4,415	5,300	3,600	-10.0%
Recreational Contractual	5,073	4,000	2,379	5,000	5,000	25.0%
Insured Program Expenses	9,196	7,000	6,013	9,500	8,000	14.3%
Rental/Leases	2,801		2,801	2,801		
Library Materials		100		100	100	
Social Security	12,949	15,195	7,157	15,195	17,083	12.4%
Pension	47,952	52,885	52,885	52,885	54,502	3.1%
Risk Management Expense	91,945	125,923	62,962	125,923	95,592	-24.1%
Transfers Out	<u>28,315</u>	<u>128,315</u>	<u>100,000</u>	<u>127,896</u>	<u>28,315</u>	-77.9%
Total Department	\$644,603	\$783,821	\$467,035	\$794,755	\$667,588	-14.8%

ANNUAL BUDGET 2016-2017

DEPARTMENT: SOCIAL SERVICES & LEISURE SERVICES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2015-16	Proposed 2016-17
	2013-14	2014-15	2015-16		
<u>GENERAL FUND</u>					
Director of Human & Leisure Services	0.85	0.85	0.85	0.85	0.85
Office Operations Specialist	0.67	0.67	0.67	0.67	0.67
Human Services Manager	0.95	0.95	0.95	0.95	1
Social Worker	2	2	2	2	2
Leisure Services Manager	0.75	0.75	0.75	0.75	0.75
Facility Supervisor	2	2	2.8	2.8	2.8
Program Supervisor	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Grounds Maintainer	0.67	0.67	0.6	0.6	0.6
Senior Staff Assistant	0.9	0.9	0.9	0.9	0.9
Staff Assistant			0.5	0.5	0.65
Neighborhood Resource Coordinator	0.6	0.6	0.6	0.6	0.63
Community Partnerships Manager	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
TOTAL GENERAL FUND	11.99	11.99	13.22	13.22	13.45
<u>COMMUNITY DEVELOPMENT</u>					
<u>BLOCK GRANT FUND (CDBG)</u>					
Director of Human & Leisure Services	0.05	0.05	0.05	0.05	0.05
Neighborhood Resource Coordinator	0.4	0.4	0.4	0.4	0.37
Community Partnerships Manager	0.4	0.4	0.4	0.4	0.4
Human Services Manager	0.05	0.05	0.05	0.05	
Volunteer Coordinator					
Senior Staff Assistant	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL CDBG FUND	1.0	1.0	1.0	1.0	0.92
<u>LEISURE SERVICES FUND</u>					
Director of Human & Leisure Services	0.1	0.1	0.1	0.1	0.1
Office Operations Specialist	0.33	0.33	0.33	0.33	0.33
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1	1	1	1	1
Staff Assistant	1	1	0.5	0.5	0.35
Facility Supervisor			0.1	0.1	0.1
Recreation Specialist	1	1			
Golf Course Superintendent	1	1	1	1	1
Crew Leader	1	1	1	1	1
Grounds Maintainer	3	3	3.2	3.2	3.4
Equipment Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL LEISURE SERVICES FUND	9.68	9.68	8.48	8.48	8.53

ANNUAL BUDGET 2016-2017

DEPARTMENT: SOCIAL SERVICES & LEISURE SERVICES (continued)

POSITION	Authorized Positions			Revised 2015-16	Proposed 2016-17
	2013-14	2014-15	2015-16		
<u>WESTMOOR PARK FUND</u>					
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
Grounds Maintainer	0.33	0.33	0.2	0.2	
Facility Supervisor	—	—	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL WESTMOOR PARK FUND	2.33	2.33	2.3	2.3	2.1
TOTAL SOCIAL SERVICES & LEISURE SERVICES DEPARTMENT	25	25	25	25	25

DEPARTMENT OF LIBRARY SERVICES

MISSION

The mission of Library Services is to encourage and enable all residents to explore, learn and connect to the world around them.

BUDGET SUMMARY						
DEPARTMENT OF LIBRARY SERVICES						
	Actual	Adopted	Actual	Estimated	Proposed	Percent
Revenues:	2014-15	2015-16	6 Months	2015-16	2016-17	Change
Intergovernmental Revenues	\$ 1,158	\$ 1,000	\$	\$ 1,000	\$ 1,000	
Fines & Forfeitures	<u>61,621</u>	<u>65,000</u>	<u>27,409</u>	<u>65,000</u>	<u>65,000</u>	
TOTAL	\$62,779	\$66,000	\$27,409	\$66,000	\$66,000	
Expenditures:						
Wages & Salaries	\$2,426,560	\$2,559,954	\$1,125,145	\$2,539,107	\$2,582,283	0.9%
Operating Expense	615,305	654,187	377,241	649,187	649,187	-0.8%
Social Security	<u>170,336</u>	<u>184,235</u>	<u>81,455</u>	<u>179,248</u>	<u>180,816</u>	-1.9%
TOTAL	\$3,212,201	\$3,398,376	\$1,583,841	\$3,367,542	\$3,412,286	0.4%

	Authorized Positions			Revised	Proposed
Full-Time Positions:	2013-14	2014-15	2015-16	2015-16	2016-17
General Fund	<u>24</u>	<u>24</u>	<u>24</u>	<u>24</u>	<u>24</u>
TOTAL	24	24	24	24	24

BUDGET & PROGRAM HIGHLIGHTS

With locations in each of the Town’s three primary business centers, the West Hartford Libraries create opportunities for learning and connecting at town facilities every day, and online 24/7. The libraries support, on average, over 4,500 customer service interactions each day. The West Hartford Libraries have long gone beyond the traditional borrowing and lending of materials, research assistance, and programs for every age. Residents now also enjoy computer access, downloadable movies, music, books and magazines, current event and book discussions, conversation groups for speakers of other languages, writers’ workshops, and a wide variety of online learning opportunities – all for free with a West Hartford Library card!

Focused priorities for Library Services in fiscal year 2017 include:

- adding programs for all ages in all libraries developed around a common theme;
- implementing integrated services and resources for greater impact and efficiency across the library system; and
- conducting detailed community analysis to better direct outreach and overall services.

The budget for fiscal year 2017 reflects an increase of \$13,910 or 0.4% over the fiscal year 2016 budget. Wages and salaries reflect contractual merit increases and cost-of-living adjustments. In addition, temporary payroll is increased to fund minimum wage and other wage increases, and the addition of Lincoln's birthday as an operating day for the libraries (approximately \$4,000). Operating expense is reduced in fiscal year 2017, compared to fiscal year 2016 due to a \$5,000 reduction in telecommunications. The reduction in social security is consistent with changes to wages and salaries and part-time staff participating in the Social Security Alternative Program.

COST CENTER: MANAGEMENT DIVISION

SUMMARY OF REVENUES

	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Proposed 2016-17</u>	<u>Percent Change</u>
Library Grant	\$ 1,158	\$ 1,000	\$	\$ 1,000	\$ 1,000	
Adult Library Fines	47,650	50,000	22,122	50,000	50,000	
Children's Library Fines	8,069	8,000	3,238	8,000	8,000	
Lost Material Payment	<u>5,902</u>	<u>7,000</u>	<u>2,049</u>	<u>7,000</u>	<u>7,000</u>	
TOTAL	\$62,779	\$66,000	\$27,409	\$66,000	\$66,000	

SUMMARY OF EXPENDITURES

	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Proposed 2016-17</u>	<u>Percent Change</u>
Regular Payroll	\$281,298	\$280,445	\$111,807	\$270,001	\$274,300	-2.2%
Temporary Payroll	43,576	56,533	19,728	56,533	57,805	2.3%
Overtime		878		878	880	0.2%
Education Premium Pay	780	780	325	780	780	
Office Expense	13,728	21,650	5,194	21,650	21,650	
Dues and Travel	2,181	3,220	1,237	3,220	3,570	10.9%
Professional Services	3,091	3,500	1,385	3,500	3,500	
Contractual Services	1,021	1,200	440	1,200	1,200	
Printing/Binding Services	594	1,000		1,000	1,000	
Office Equipment	820	2,750	115	2,750	2,400	-12.7%
Telecommunications	7,710	15,000	1,599	10,000	10,000	-33.3%
Rental/Leases		5,000		5,000	5,500	10.0%
Social Security	<u>21,814</u>	<u>25,461</u>	<u>10,248</u>	<u>23,523</u>	<u>23,906</u>	-6.1%
TOTAL	\$376,613	\$417,417	\$152,078	\$400,035	\$406,491	-2.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Director of Library Services	1	1	1	1	1
Administrative Assistant	1				
Office Operations Specialist		1	1	1	1
Librarian II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Administration oversees the hiring, training, and evaluation of 24 full-time and approximately 75 part-time positions. They produce the bi-weekly payroll, provide marketing materials for library programs, process bills and prepare budget documents and reports for the Town and for the Library Board, which is charged with the oversight of library operations. Administrative staff also oversee the physical plants of all three library locations in cooperation with the Plant and Facilities Services department. With the Library Board, the Director proposes and reviews policies for the provision of services and programs of the libraries, both onsite and in the wider community.

Regular Payroll: The management operation is staffed by three full-time positions - the Director, Office Operations Specialist, and the Programs and Publicity Librarian. This account is reduced consistent with turnover in staffing.

Temporary Payroll: Temporary payroll maintains existing staff levels. A Library Assistant provides staffing for administration and the communications team. A Graphic Designer assists with website updates, produces signs and fliers, displays, and arranges for art exhibits; the Graphic Designer coordinates their work with all facilities and divisions. Temporary payroll is adjusted for the anticipated impact of wage rate increases (including those attributed to minimum wage legislation) and the cost of operating the libraries on Lincoln's birthday.

Overtime: This appropriation is used as needed for the taking of minutes at the monthly Library Board meeting.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

Office Expense: This appropriation covers the cost of office supplies that are shared across the system. Supplies are purchased using discounted pricing through the Town, CT Library Consortium, and State Department of Administrative Services. Ordering is processed centrally in order to maximize discounts and minimize shipping and handling fees, etc. Supplies include envelopes and mailers, copy paper for internal use, toner, stationery, and library specific products.

Dues & Travel: The appropriation for dues and travel maintains memberships in library-related organizations and attendance at workshops, such as those sponsored by the State Library and CT Library Association, averaging \$25 per 1/2 day, and for several staff to attend the annual Connecticut and New England Library Association conferences. Workshops aid in skill building, updating understanding of information technologies and their application to library work. Many staff are now able to attend "webinars" or online workshops for free or reduced prices that allow them to maintain their skills, particularly in working with technology. When appropriate, these are held in the learning lab so several staff can attend at the same time. The increase in this account is offset by a reduction to office equipment.

Professional Services: This appropriation is used for hiring presenters for programs open to the public and staff training. Funding has been used to bring workshop presentations, webinars, and other training opportunities to the library, enabling the library to provide in-house training for the entire staff at one time. It has also been used to hire consultants to help with planning, updating of technology, etc., in cases where that capacity does not exist on the staff. This also funds presentations to the public - programs for all ages

from preschoolers through seniors - including author talks, discussions of local theater and art exhibits, puppetry and science programs for children, writing contests for teens, film series, and lectures on topics of interest.

Contractual Services: This appropriation is for banking services fees related to credit card revenues.

Printing: This appropriation finances the costs associated with printing done by the Board of Education's print shop including forms such as library card applications, flyers for programs, and other printing that is unique to the library.

Office Equipment: This appropriation allows for the purchase and/or replacement of office equipment that has aged or fallen into disrepair.

Telecommunications: This funds desktop telephone services and faxes at the library's three locations, for maintenance, long distance calls and circuits. This line is reduced consistent with experience.

Rental/Leases: The cost of the library's automated circulation system has been factored into each division's budget, based on the usage by each. See the Technical Services Division for more information.

Social Security: This appropriation is for required federal payments based upon actual wages paid and is adjusted to reflect participation in the Social Security Alternative Program.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Fiscal Year)				
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>Library Customer Services:</u>					
Customer Attendance*	511,325	536,902	520,340	510,489	470,676
Number of Library Loans	805,609	812,179	834,003	856,721	839,025
Loans per Capita	12.4	12.9	13.2	13.5	13.3
Computer Use**	82,726	93,158	90,440	94,436	134,400
Reference Inquiries	72,747	77,134	66,085	54,345	86,588
Electronic Information Retrievals	370,881	361,447	527,569	341,668	370,292
Visitors to library website***	427,548	415,858	497,272	481,513	391,619

* The FY 2015 increase in downloadable circulation corresponds to lower attendance because patrons can check out materials from home.

** Prior to FY 2015 computer use was reported in hours. Beginning in FY 2015 it is reported in sessions.

*** Beginning in FY 2015 the library's website is no longer pre-programmed to be the default display on library computers.

COST CENTER: TECHNICAL SERVICES DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$256,949	\$282,888	\$130,042	\$286,241	\$295,007	4.3%
Temporary Payroll	162,686	157,555	79,373	157,555	165,705	5.2%
Office Expense	24,266	22,500	11,038	22,500	22,500	
Dues and Travel	287	480		480	480	
Information Technology	8,729	5,000	4,735	5,000	5,000	
Rental/Leases	27,258	29,925	18,448	29,925	29,925	
Social Security	<u>30,092</u>	<u>30,886</u>	<u>15,298</u>	<u>31,136</u>	<u>31,403</u>	1.7%
TOTAL	\$510,267	\$529,234	\$258,934	\$532,837	\$550,020	3.9%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Librarian III	1	1	1	1	1
Librarian II				1	1
Librarian I	1	1	1		
Library Specialist	1	1	2	2	2
Library Assistant	<u>1</u>	<u>1</u>	-	-	-
TOTAL	4	4	4	4	4

TECHNICAL SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Staff orders materials, reconciles orders and invoices with bill paying, catalogs and prepares materials for the collection, and assists on the public service desks. The technical staff is charged with maintaining and upgrading the library's networks and coordinating these with the town network, the library's shared ILS system with 29 other area libraries, and the CT Educational Network which provides high-speed access. There are over 200 computers to be maintained throughout the system – for use by the public, as well as for staff and public service areas. Wireless networks are available for the public in each location as well.

Regular Payroll: The Technical Services Division is staffed by 4 full-time positions. The Librarian III is charged with supervision of all Automated (IT) and Technical Services (cataloging and materials processing) and directly oversees the work of the part-time computer technicians. The Librarian II directs the work of materials processing, including supervision of the Library Specialists and part-time catalogers. The budget increases in this account are attributed to anticipated merit increases and cost of living adjustments.

Temporary Payroll: There are 15 part-time positions (4.5 FTEs) in this division. The budget maintains the existing staff level, including Computer Lab Assistants who work with patrons on minor problems (internet access, printing documents, etc.) and Computer Technicians who maintain computer equipment, and work with staff and patrons. Temporary payroll is adjusted for the anticipated impact of minimum wage legislation, other wage increases and an additional day of operation (Lincoln’s birthday).

Office Expense: This appropriation is used for supplies needed for circulating materials, such as covers for books, cases for CDs and DVDs, and security products. These are purchased from library vendors with whom discounts are negotiated on a statewide basis by CT Library Consortium (CLC).

Dues & Travel: This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

Information Technology: This appropriation is used to purchase software, which is installed on servers and licensed for users on the library network. Discounts available to educational institutions, members of library consortia, etc., are used to minimize costs.

Rental/Leases: This appropriation is used to pay for the yearly cost of the library's Integrated Library System (software that runs the online catalog, materials circulation, and magazine check-in) and the additional products and service subscriptions, with their associated maintenance fees. The cost of the library's automated services is factored into each division's budget, based on the utilization by each.

<u>Service</u>	<u>FY 2015</u>	<u>FY 2016</u>
Integrated Library System (ILS)	\$73,399	\$73,273
Cataloging and Interlibrary Loan	7,000	7,200
Web Hosting	1,000	1,400
Statewide Library Catalog	325	325
Web Filtering Software	3,770	4,284
SnapComms		2,500
RFID – equipment, maintenance	15,000	10,662
Pharos annual contract	<u>3,150</u>	<u>4,000</u>
Total	\$103,644	\$103,644

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

COST CENTER: CIRCULATION SERVICES

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$211,492	\$229,579	\$ 109,365	\$229,579	\$239,742	4.4%
Temporary Payroll	92,515	117,579	41,129	117,579	121,446	3.3%
Overtime	2,134	532	970	1,002	535	0.6%
Education Premium Pay	2,040	2,040	850	2,040	2,040	
Office Expense	1,350	2,750	1,579	2,750	2,750	
Dues and Travel	150	350	110	350	350	
Rental/Leases	9,500	9,500	9,500	9,500	9,500	
Social Security	<u>21,955</u>	<u>24,200</u>	<u>10,633</u>	<u>24,200</u>	<u>24,916</u>	3.0%
TOTAL	\$341,136	\$386,530	\$174,136	\$387,000	\$401,279	3.8%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Librarian II				1	1
Librarian I	1	1	1		
Library Assistant	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	4	4	4	4	4

CIRCULATION SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

The responsibilities of the circulation staff are to check materials out/in, assess fines and fees, provide materials requested by specific patrons, send out notices, and prepare materials for shipping to/from the branch libraries and libraries across the state. Circulation now works in concert with Public and Teen Services as part of the Public Services team.

Regular Payroll: The Circulation Services Division is staffed by 4 full-time positions at the Noah Webster Library. The Circulation Librarian II supervises the staff at the Noah Webster Library, as well as overseeing training for staff at the public service desks in the Children’s Room and at each branch. The increase for fiscal year 2017 relates to anticipated merit and cost-of-living increases for eligible employees.

Temporary Payroll: There are currently 12 part-time positions (1.9 FTEs) and 8 page positions (2.4 FTEs) in this division. Because the library is open for 11 hours a day, we must rely on a large number of part-time staff to cover the hours that we are open. These people must be as well-trained as full-time employees in order to provide the same caliber of service throughout the seven day work week. Temporary payroll is adjusted for the anticipated impact of the increase to minimum wage, other wage increases, and an additional day of operation (Lincoln’s birthday).

Overtime: This appropriation is used to pay wages for staff who voluntarily agree to work on Sundays in addition to their normal work week. Full-time professional staff are paid their normal hourly rate, plus a differential of \$30 per Sunday (a contracted amount which has not changed since the 1980s). Wages for part-time staff who work Sundays are included in temporary payroll.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

Office Expense: This appropriation covers the cost of supplies that are bought specifically for circulation activities such as forms for library card applications, library cards, receipt paper, etc. For example, 10,000 library cards (one year's supply) cost approximately \$1,750.

Dues & Travel: This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

Rental/Leases: The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See Technical Services budget.)

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

COST CENTER: PUBLIC SERVICES

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$235,806	\$255,631	\$ 92,428	\$215,953	\$238,991	-6.5%
Temporary Payroll	110,863	117,675	54,091	117,672	119,354	1.4%
Overtime	2,157	3,431	409	3,431	2,000	-41.7%
Office Expense	2,371	4,000	225	4,000	4,000	
Dues and Travel	485	550		550	550	
Professional Services		500		500	200	-60.0%
Rental/Leases	22,749	22,250	22,000	22,250	21,750	-2.2%
Library Materials	276,180	270,158	161,082	270,158	270,158	
Social Security	<u>24,628</u>	<u>27,261</u>	<u>10,563</u>	<u>22,884</u>	<u>24,714</u>	-9.3%
TOTAL	\$675,239	\$701,456	\$340,798	\$657,398	\$681,717	2.8%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Librarian III	1	1	1	1	1
Librarian II	1	1	1	1	1
Librarian I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

PUBLIC SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

Public Services staff provide a variety of programs and services while maintaining a high level of customer service for all library users, every day. They provide reference and information services in person, online and by phone. They maintain the library collection, add new formats as technology changes, and provide training in the use of library resources. Along with staff from other divisions they develop programming that links people in the community to “Explore, Learn and Connect” with the world around them.

Staff teach computer skills, oversee volunteer computer tutoring sessions, assist individuals with e-readers and personal devices, provide information and research assistance to students, local businesses, and consumers, provide outreach to underserved groups and develop programs and classes for the public on a wide variety of topics. Signature programs include an English conversation class for intermediate and advanced ESOL students, foreign film and discussion programs in Spanish and French, and hands-on computer classes on a variety of technology topics. Finally, staff in this division curate the Library’s physical and online collections of local history maps, books, town documents, local newspapers and photographs.

Expanded web page content and online resources in a variety of formats, available on a proliferation of personal devices and social networking, have made a huge change in the way libraries interact with patrons but also provide the opportunity to provide resources and help online 24/7.

Regular Payroll: The Public Services Division is staffed with 3 full-time positions at the Noah Webster Library. A reduction is attributed to the budgeting of vacant positions lower in the pay range than incumbents, offset, in part, by anticipated merit and cost-of-living adjustments.

Temporary Payroll: There are 2 clerical and 11 professional positions (2.5 FTEs) in this division. Clerical positions help to maintain and update special collections and assist users in the computer lab; part-time professionals provide patron service to fill out the daily schedule as well as fulfilling the critical role of the "person in charge" when full-time staff are not available and to teach classes as described above. Wages for part-time staff who work Sundays are included in this line. In addition to wage increases, temporary payroll primarily increases due to a shift from overtime budget to temporary payroll based on need.

Overtime (Sunday Hours): This appropriation is used to pay wages for Sunday hours. Full-time professional staff are paid their normal hourly rate, plus a differential of \$30 per Sunday (a contracted amount which has not changed since the 1980s). Savings in this account has been transferred to temporary payroll based on need.

Office Expense: This appropriation covers the cost of supplies that are specific to the public service area such as magazine covers, archival supplies for the Local History collection, display and bulletin board materials, bookmarks, posters, and signs for special collections.

Dues & Travel: This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

Professional Services: This appropriation is used to hire presenters for programs open to the public such as author talks, discussions of local theater and art exhibits, film series and lectures on topics of interest.

Rental/Leases: The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See the Technical Services budget for details.)

Library Materials: This appropriation is for the purchase of library materials in all formats for the adult collection at the Noah Webster Library. It includes books, periodicals and newspapers, large-type materials, music CDs, audio books (including books on CD, downloadable audio books and PlayAways) and movies in DVD and Blu-Ray format. In addition, this appropriation also covers system-wide (all three branches) digital reference and online research resources, the electronic equivalents of print resources, so that customers have round-the-clock, offsite access to them via the library website.

The library builds as broad a collection of books and audio-visual materials as possible. Most items are ordered with negotiated discounts for library purchases; titles are discounted up to 46.5% off the list price, and are shipped to the library at no cost. Best-sellers are ordered well before publication so they are on the shelf soon after their release. Titles may be purchased in several non-print formats as well, such as books-on-CD, eBooks, MP3 files, etc. The total adult collection at Noah Webster Library includes 107,641 books, 22,291 non-book materials and 5,327 periodicals. Circulating books and non-print materials account for 2/3 of the materials budget with the remaining 1/3 spent on reference and online resources.

The growth of non-print formats is stretching the budget. Customers expect the library to provide access to newer electronic formats while continuing to maintain a high-quality print collection. As the community is becoming increasingly diverse, the library's collection needs to meet a wider range of educational, informational and recreational needs.

Social Security: This appropriation is for required federal payments based upon actual wages paid. Variance is attributed to part-time staff participating in the Social Security Alternative Program.

COST CENTER: FAXON BRANCH LIBRARY

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$206,275	\$220,277	\$102,875	\$245,241	\$202,744	-8.0%
Temporary Payroll	88,621	84,413	41,483	84,413	87,434	3.6%
Education Premium Pay	480	480	200	480	480	
Office Expense	3,731	3,500	714	3,500	3,250	-7.1%
Dues and Travel	140	330		330	330	
Professional Services	336	750		750	1,000	33.3%
Rental/Leases	12,400	12,400	12,400	12,400	12,400	
Library Materials	52,342	56,777	27,397	56,777	56,777	
Social Security	<u>20,989</u>	<u>22,154</u>	<u>10,303</u>	<u>23,239</u>	<u>20,222</u>	-8.7%
TOTAL	\$385,314	\$401,081	\$195,372	\$427,130	\$384,637	-4.1%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>		
Librarian III	1	1	1	1	1
Library Specialist	1	1	1	1	1
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

FAXON BRANCH LIBRARY – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The library branch in Elmwood, the Faxon Library, is staffed by 3 full-time positions – a branch manager, a children’s specialist and a circulation assistant. The manager is charged with directing the daily activities of the branch and supervising the staff, providing reference and information services, balancing the topics and formats of the collection to meet local needs, and providing programs and Internet resources to enhance the materials collection. The Children’s Specialist and Circulation Assistant are responsible for their area of the operation under the supervision of the branch manager and their division head at the main library. A reduction is attributed to the budgeting of vacant positions lower in the pay range than incumbents, offset, in part, by merit and cost-of-living adjustments.

Temporary Payroll: There are approximately eight part-time clerical and page positions in each branch library. The budget maintains the existing staff levels. Temporary payroll is adjusted for the anticipated impact of the increase to minimum wage, other wage increases, and an additional day of operation (Lincoln’s birthday).

Educational Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

Office Expense: This appropriation covers the cost of office and library supplies that are needed at each location. (See division budgets at Noah Webster Library for more specific information.) The appropriation is reduced to offset an increase in professional services.

Dues & Travel: This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

Professional Services: This appropriation is used to hire presenters for programs open to the public such as author talks, discussions of local theater and art exhibits, film series and lectures on topics of interest. The increase in this line is offset by a reduction in office expense.

Rental/Leases: The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See Technical Services budget)

Library Materials: This appropriation is for the purchase of library materials, in all formats, for the branch collections. Each branch chooses materials that are geared to the interests of the population in its neighborhood while working closely with the Collection Development Coordinator. See Public, Teen, and Children's Services budgets for more information.

Social Security: This appropriation is for required federal payments based upon actual wages paid and participation of temporary employees in the Social Security Alternative Program.

COST CENTER: BISHOPS CORNER BRANCH LIBRARY

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$223,595	\$215,737	\$ 98,466	\$215,741	\$223,015	3.4%
Temporary Payroll	70,675	85,603	35,758	85,603	88,639	3.5%
Overtime	97					
Office Expense	4,651	3,500	869	3,500	3,250	-7.1%
Dues and Travel	140	330		330	330	
Professional Services		750	575	750	1,000	33.3%
Rental/Leases	12,400	12,400	12,400	12,400	12,400	
Library Materials	52,919	57,809	23,933	57,809	57,809	
Social Security	<u>18,647</u>	<u>21,746</u>	<u>8,977</u>	<u>21,131</u>	<u>21,721</u>	-0.1%
TOTAL	\$383,124	\$397,875	\$180,978	\$397,264	\$408,164	2.6%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Librarian III	1	1	1	1	1
Librarian I				1	1
Library Specialist	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

BISHOPS CORNER BRANCH LIBRARY - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The library branch in Bishops Corner is staffed by 3 full-time positions - a branch manager, a children's specialist and a circulation specialist. The manager is charged with directing the daily activities of the branch and supervising the staff, providing reference and information services, balancing the topics and formats of the collection to meet local needs, and providing programs and Internet resources to enhance the materials collection. The Children's Specialist and Circulation Specialist are responsible for their area of the operation under the supervision of the branch manager and their division head at the main library. The increase from fiscal year 2016 reflects anticipated merit increases and cost-of-living adjustments, as well as a reclassification of one Library Specialist to Librarian I.

Temporary Payroll: There are approximately eight part-time clerical and page positions in each branch library. The budget maintains the existing staff levels. Temporary payroll is adjusted for the anticipated impact of the increase to minimum wage, other wage increases anticipated and an additional day of operation (Lincoln's birthday).

Office Expense: This appropriation covers the cost of office and library supplies that are needed at each location. (See division budgets at Noah Webster Library for more specific information.) The account is increased but an offsetting reduction can be found in professional services.

Dues & Travel: This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

Professional Services: This appropriation is used to fund presentations to the public in the rare instances that we are not able to get them at no charge. The account is increased but an offsetting reduction can be found in office expense.

Rental/Leases: The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See Technical Services budget for additional information.)

Library Materials: This appropriation is for the purchase of library materials, in all formats, for the branch collections. Each branch chooses materials that are geared to the interests of the population in its neighborhood while working closely with the Collection Development Coordinator. (See Public, Teen, and Children's Services budgets for more information.)

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

COST CENTER: CHILDREN'S SERVICES

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$207,692	\$220,463	\$103,555	\$220,528	\$224,966	2.0%
Temporary Payroll	135,704	127,870	55,685	127,870	131,996	3.2%
Overtime	1,448	1,293	977	1,294	1,323	2.3%
Office Expense	4,161	4,500	2,213	4,500	5,000	11.1%
Dues and Travel	635	637	394	637	637	
Professional Services	1,695	1,500	885	1,500	2,500	66.7%
Rental/Leases	10,695	10,000	10,000	10,000	10,000	
Library Materials	51,788	51,552	35,310	51,552	50,052	-2.9%
Social Security	<u>25,583</u>	<u>25,070</u>	<u>11,896</u>	<u>25,678</u>	<u>26,205</u>	4.5%
TOTAL	\$439,401	\$442,885	\$220,915	\$443,559	\$452,679	2.2%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Librarian III	1	1	1	1	1
Library Specialist	1	1	1	1	1
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

CHILDREN'S SERVICES – BUDGET AND PROGRAM HIGHLIGHTS

Staff are charged with providing reference and information services; maintaining the Children's materials collection by recommending items for purchase; weeding outdated and worn materials; balancing the topics and formats of the collection to meet local needs; providing computerized programs and Internet resources to enhance the materials collection, as well as training in their use; and providing age appropriate educational and recreational programs to highlight these services and resources. Twenty-five preschool story programs are offered weekly; special programs are offered throughout the year, especially during school and summer vacations, when the library runs a Summer Reading program in conjunction with West Hartford schools.

Regular Payroll: The Children's Services Division is staffed by 3 full-time positions at the Noah Webster Library. The budget for fiscal year 2017 reflects expected merit and cost-of-living adjustments.

Temporary Payroll: There are 12 part-time clerical and page positions (3.2 FTEs) in this division; four of these positions make up the hours that would have been worked by a former full-time position. Clerical positions circulate materials, assist with computer use, and provide patron service to fill out the daily schedule. Four part-time Library Specialists run programs both within and outside the library as well as providing help with Reader's Advisory and assistance with collection development. Wages for part-time staff who work Sundays are included in this line. Temporary payroll is adjusted for the anticipated impact of the increase to minimum wage, other wages and an additional day of operation (Lincoln's birthday).

Overtime (Sunday Hours): This appropriation is used to pay wages for full-time Children's Services staff who work on Sundays. As is the case in Public Services, when a full-time staff member works, they are paid a differential of \$30 (a contracted amount which has not changed since the 1980s) plus their hourly rate.

Office Expense: This appropriation covers the cost of office supplies as well as items that are specific to the children's area such as craft supplies that complement program themes and art materials to create room displays. The account is increased but an offsetting reduction can be found in library materials.

Dues & Travel: This appropriation is used to pay for travel for the division. Programs and materials are delivered to preschool programs throughout the town, especially for children who might not be taken to the library otherwise. For examples of workshops, see the Management Division description for details.

Professional Services: This appropriation is used to fund presentations to the public in the rare instances that we are not able to get them at no charge. Several grants fund special program series such as Sunday concerts for children. The account is increased but an offsetting reduction can be found in library materials.

Rental/Leases: The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See the Technical Services budget for details.)

Library Materials: This appropriation is for the purchase and replacement of library materials, in all formats, for the Children's collection at the Noah Webster Library. This includes books, periodicals and newspapers, DVD's and Blu Ray, music CD's, and electronic materials. The children's room is a destination for many of the Town's families. This account is reduced (\$1,500) to fund needs in office expense and professional services.

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

COST CENTER: TEEN SERVICES

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Proposed</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$61,647	\$66,244	\$ 31,432	\$66,665	\$70,189	6.0%
Temporary Payroll	28,030	32,028	14,197	32,028	32,912	2.8%
Office Expense	1,102	1,000	725	1,000	1,300	30.0%
Dues and Travel		100		100	100	
Professional Services	870	1,000	520	1,000	1,000	
Rental/Leases	2,500	2,500	2,500	2,500	2,500	
Library Materials	330	11,569	7,719	11,569	11,569	
Social Security	<u>6,628</u>	<u>7,457</u>	<u>3,537</u>	<u>7,457</u>	<u>7,729</u>	3.6%
TOTAL	\$101,107	\$121,898	\$60,630	\$122,319	\$127,299	4.4%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Librarian I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

TEEN SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

The Librarian I is charged with providing reference and information services; maintaining the teen materials collection by recommending items for purchase; balancing the topics and formats of the collection to meet local needs; providing computerized programs and Internet resources to enhance the materials collection, as well as training in their use; and providing age appropriate educational and recreational programs to highlight these services and resources.

Regular Payroll: The Teen Services Division is staffed by one full-time position at the Noah Webster Library. The increase from the fiscal year 2016 results from an anticipated merit increase and cost-of-living adjustments.

Temporary Payroll: There are 3 part-time clerical positions (.9 FTE), in this division. The budget maintains the existing staff levels. Clerical positions assist with computer use and provide patron service to fill out the weekly schedule. The account is increased consistent with anticipated wage changes.

Office Expense: This appropriation covers the cost of supplies that are specific to the teen area and that complement program offerings. (See Public Services Division for more detail.)

Dues and Travel: This appropriation funds registration for employees at relevant State sponsored workshops.

Professional Services: This appropriation is used to hire presenters for programs open to the public such as author talks, songwriter/performers, etc.

Rental/Leases: The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See the Technical Services budget.)

Library Materials: This appropriation is for the purchase of library materials, in all formats, for the teen collection at the Noah Webster Library. The Teen Librarian also works with both branch libraries to ensure they have a small collection of materials that are suited for teen patrons. This includes books, periodicals and newspapers, DVD's and Blu Ray, music CD's, and electronic materials. Careful consideration is made of the age appropriateness of materials. For instance, DVDs purchased are rated PG-13 or below. Some of these materials are duplicated in the adult or children's collection based upon the interest and/or reading level of the material.

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

Note: The Teen Room is not open until 2 pm on school days. Public Services staff can assist users at times when there is not an assigned staff member in the room.

TOWN OF WEST HARTFORD

Fiscal Year 2016-2017

BUDGET IN BRIEF

WEST HARTFORD LIBRARY FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
---------------------------------	---------------------	----------------------	------------------------	-----------------------

Library Grant	\$ 22,146	\$ 15,000	\$ 15,000	\$ 13,500
Charges for Copies	17,959	15,000	15,000	15,000
Interest Income	<u>148</u>	<u> </u>	<u>100</u>	<u> </u>
Total Revenue & Other Resources	\$ 40,253	\$ 30,000	\$ 30,100	\$ 28,500

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
--------------------------------	---------------------	----------------------	------------------------	-----------------------

Library Operations	<u>\$ 37,238</u>	<u>\$ 69,461</u>	<u>\$ 69,561</u>	<u>\$ 28,500</u>
Total Expenditures	\$ 37,238	\$ 69,461	\$ 69,561	\$ 28,500

CHANGE IN FUND BALANCE	\$ 3,015	(\$ 39,461)	(\$ 39,461)	\$
BEGINNING BALANCE	\$ 36,446	\$ 39,461	\$ 39,461	\$
ENDING BALANCE	\$ 39,461	\$	\$	\$

Fund: West Hartford Library Fund
Department: Library

PURPOSE

A budgeted fund used to account for the Connecticard Program which is funded via State grant. Other programs accounted for in this fund include the operation of the library’s copiers, which are supported by user charges, as well as other State grants and private foundation grants.

LONG-TERM STRATEGY

This fund maintains a minimal fund balance as grant revenues and charges for service are utilized on an annual basis to fund operating expenditures and capital equipment needed for the libraries.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>Revenues:</u>					
Intergovernmental	\$34,000	\$18,000	\$19,000	\$27,000	\$22,000
Charges for Copies	17,000	19,000	17,000	17,000	18,000
Interest Income					
TOTAL REVENUES	\$51,000	\$37,000	\$36,000	\$44,000	\$40,000
<u>Expenditures:</u>					
Library Operations	\$ 52,000	\$ 16,000	\$ 52,000	\$ 37,000	\$ 37,000
TOTAL EXPENDITURES	\$ 52,000	\$ 16,000	\$ 52,000	\$ 37,000	\$ 37,000
OPERATING RESULTS	(\$ 1,000)	\$ 21,000	(\$16,000)	\$ 7,000	\$ 3,000
FUND BALANCE	\$24,000	\$ 45,000	\$ 29,000	\$ 36,000	\$ 39,000

REVIEW OF PERFORMANCE

The fund balance in the Library Fund increased \$3,000 in FY 2015, resulting in a balance of \$39,000 at June 30, 2015.

FISCAL YEAR 2016 OPERATING RESULTS

In fiscal year 2016, it is expected that the fund will earn \$15,000 in intergovernmental revenue, \$15,000 in charges for copies revenue, and \$100 in interest income. Estimated expenditures total \$69,561 and are comprised of operating expenses (\$15,000), office equipment and furniture (\$24,561) and computer equipment (\$30,000), fully expending fund balance.

FISCAL YEAR 2017 BUDGET

The fiscal year 2017 budgeted revenue includes copier charge revenue of \$15,000 and a library grant of \$13,500. Budgeted expenditures total \$28,500, comprised of operating expense (\$15,000), and computer equipment and furniture (\$13,500), with revenues and expenditures fully offsetting each other.

DEPARTMENT: LIBRARY

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2015-16	Proposed 2016-17
	2013-14	2014-15	2015-16		
<u>GENERAL FUND</u>					
Director of Library Services	1	1	1	1	1
Office Operations Specialist		1	1	1	1
Administrative Assistant	1				
Librarian III	5	5	5	5	5
Librarian II	2	2	2	4	4
Librarian I	4	4	4	3	3
Library Specialist	5	5	6	5	5
Library Assistant	<u>6</u>	<u>6</u>	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL LIBRARY	24	24	24	24	24

This Page Left Intentionally Blank

EDUCATION

WEST HARTFORD PUBLIC SCHOOLS

MISSION

To inspire and prepare all students to realize their potential and enhance our global community.

DISTRICT GOALS

Goal One: Advance achievement for all students and reduce disparity between and among groups.

Goal Two: Nurture the intellectual, physical and emotional well-being of students and create a safe and respectful learning community where all students are held to high expectations.

Goal Three: Attract, retain and develop high quality staff by providing professional development, resources and appropriate learning environments.

BUDGET SUMMARY EDUCATION SERVICES					
<u>Revenues</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Estimated 2015-16</u>	<u>Proposed 2016-17</u>	<u>Percent Change</u>
Education Cost Sharing					
Grant	\$18,364,058	\$18,181,174	\$19,867,867	\$19,867,867	9.3%
School Building Subsidy	141,804	136,277	136,277	131,467	-3.5%
School Transportation					
Grant	<u>256,021</u>	<u>181,304</u>	<u>173,305</u>	<u>119,418</u>	-34.1%
TOTAL	\$18,761,883	\$18,498,755	\$20,177,449	\$20,118,752	8.8%

BUDGET SUMMARY EDUCATION SERVICES					
<u>Expenditures</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Estimated 2015-16</u>	<u>Proposed 2016-17</u>	<u>Percent Change</u>
Education	<u>\$144,708,412</u>	<u>\$148,370,424</u>	<u>\$148,070,424</u>	<u>\$153,633,022</u>	3.5%
TOTAL	\$144,708,412	\$148,370,424	\$148,070,424	\$153,633,022	3.5%

This Page Left Intentionally Blank

NON-DEPARTMENTAL OVERVIEW

This section of the budget contains those program expenditures that are not identified with a specific department for oversight and/or management purposes.

BUDGET SUMMARY NON-DEPARTMENTAL						
	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Proposed 2016-17</u>	<u>Percent Change</u>
Wages & Salaries	\$ 867,581	\$ 103,006	\$ 47,937	\$ 103,006	\$ 104,889	1.8%
Operating Expense	9,036,370	9,479,304	4,917,775	9,508,744	9,834,040	3.7%
Fringe Benefits	<u>28,440,732</u>	<u>30,080,245</u>	<u>20,157,041</u>	<u>30,312,689</u>	<u>34,069,788</u>	13.3%
TOTAL	\$38,344,683	\$39,662,555	\$25,122,753	\$39,924,439	\$44,008,717	11.0%

Full-Time Positions:	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Communication Systems					
Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Proposed 2016-17</u>	<u>Percent Change</u>
Probate Court	\$ 41,040	\$ 36,000	\$ 15,406	\$ 38,000	\$ 40,000	11.1%
General Fund Contingency		465,770		465,770	1,135,000	143.7%
Radio System Maintenance	380,539	409,066	268,857	409,506	421,921	3.1%
Private School Health Services	541,142	557,850		787,595	663,760	19.0%
Paramedic Services	281,534	195,000	100,833	222,000		-100.0%
Revaluation Litigation	11,096	25,000	16,872	25,000	25,000	
Health District Payment	485,285	494,974	247,487	494,974	503,532	1.7%
Non-Public School						
Transportation	734,343	842,330		845,029	867,262	3.0%
Employee Benefits						
Contributions	27,914,054	28,206,415	20,152,998	28,206,415	31,395,742	11.3%
Metropolitan District						
Commission	<u>7,955,650</u>	<u>8,430,150</u>	<u>4,320,300</u>	<u>8,430,150</u>	<u>8,956,500</u>	6.2%
Total Department	\$38,344,683	\$39,662,555	\$25,122,753	\$39,924,439	\$44,008,717	11.0%

Probate Court Support:

The Town of West Hartford is liable for payment of administrative expenses for the operation of the Probate Court. Based upon historical experience, these costs are expected to total \$40,000.

General Fund Contingency:

This appropriation reflects a contingency for unsettled union contracts and anticipated benefit payouts.

Radio System Maintenance:

The cost of maintaining and operating the town-wide radio communications system is \$421,921 for fiscal year 2016, an increase of \$12,855 or 3.1% from the current year appropriation. The fiscal year 2017 budget reflects estimated cost-of-living adjustments. Increases are also budgeted in the radio maintenance (\$8,956) and land lease (\$1,239) line items.

Private School Services Fund Subsidy:

Included in the fiscal year 2017 budget is a subsidy of \$1,531,022 to the Private School Services Fund which represents the non-reimbursable cost of providing health (\$663,760) and transportation (\$867,262) services to the non-resident and resident children in West Hartford private schools. The subsidy for providing private school health increases \$105,910. This is attributed to an increase in the program's budget primarily due to increases in regular payroll for school nurses (\$10,860) which reflects merits and cost-of-living adjustments, temporary payroll (\$18,365), pension (\$19,802) and risk (\$9,216) allocations; and a reduction in the amount of State funding expected (\$46,232) based on experience. The subsidy for transportation services increases \$24,932 due to a contractual cost increase in fiscal year 2017 per the school bus transportation contract and a reduction of \$19,967 in the grant for non-public school transportation.

Paramedic Services:

This service has been provided by a private contractor, with medics and ambulances dispatched by the Emergency Response Center. This non-departmental appropriation represents the Town's contractual commitment to provide paramedic services to town residents. The current contract with the provider expired June 30, 2015. The budget assumes this contract will be extended until May 1, 2016, at which time the Fire Department will provide the service in-house.

Revaluation Litigation:

A total of \$25,000 is appropriated in fiscal year 2017 for costs associated with new or pending tax appeals of property assessments.

Health District Payment:

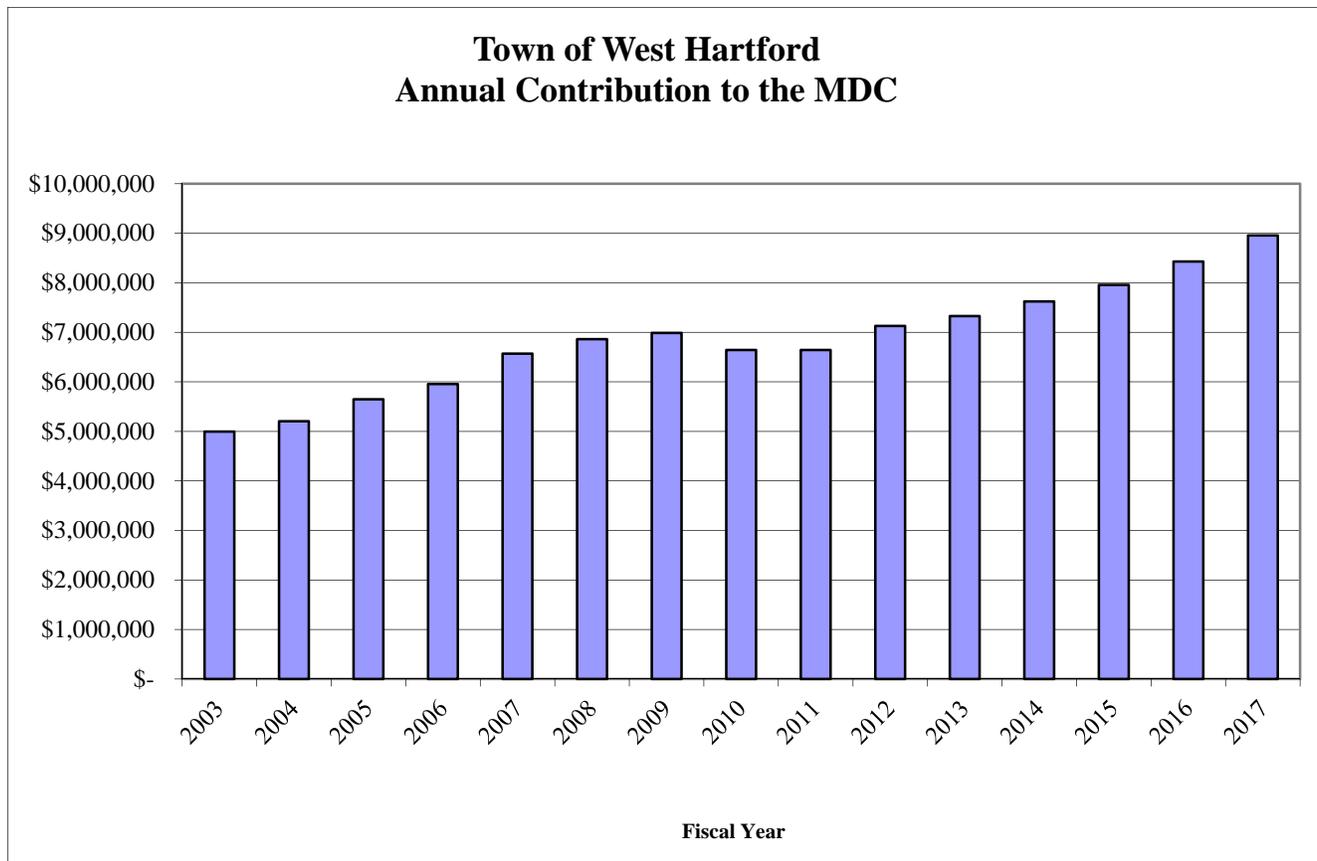
The Town's payment to the West Hartford/Bloomfield Regional Health District (WHBHD) from the General Fund totals \$503,532 for fiscal year 2017, an increase of \$8,558 from the current year based upon the district's budget. As in prior years, an additional \$100,000 is paid from the CDBG Fund.

Employee Benefits Contributions:

This appropriation represents the General Fund’s contribution to the Town’s Pension Fund and the Risk Management Fund, an internal service fund used to account for the Town’s risk management programs: workers’ compensation, Town health, heart and hypertension, self-insured programs and insured programs. The increase in the appropriation is primarily driven by three factors. First, the Town’s actuarially determined contribution to the Pension Fund increased from \$17,917,000 in fiscal year 2016 to \$20,551,000 in fiscal year 2017. This contribution is allocated to Town funds and the Board of Education based upon the percentage of covered payroll. Second, the Town continues its commitment to fund its Retiree Health Reserve, which pays for medical care for retirees. The contribution for fiscal year 2017 is \$10,780,000, of which the Town is contributing \$7,872,000 and the Board of Education is contributing \$2,908,000. This represents an increase of \$600,000 for the Town from the prior year appropriation. Finally, the Town’s General Fund contribution to the Risk Management Fund has increased overall based upon claims experience. More detail on the Pension Fund and Risk Management Fund can be found in the Human Resources departmental section.

Metropolitan District Commission (MDC):

The payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency’s adopted budget and apportioned to the member communities based upon the local property tax levy. The budget for fiscal year 2017 increases \$526,350 or 6.2% from fiscal year 2016. It should be noted that the amount paid by the Town includes no costs related to the Clean Water Project. That cost is being billed directly to water/sewer customers by the MDC. The Town’s annual contribution for the past fifteen years is depicted on the graph below.



TOWN OF WEST HARTFORD

Fiscal Year 2016-2017

BUDGET IN BRIEF

PRIVATE SCHOOL SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Intergovernmental	\$ 779,678	\$ 777,396	\$ 582,706	\$ 711,197
Transfer In	<u>1,275,485</u>	<u>1,400,180</u>	<u>1,632,624</u>	<u>1,531,022</u>
Total Revenues & Other Resources	\$ 2,055,163	\$2,177,576	\$2,215,330	\$2,242,219

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Medical Care Services	\$ 1,220,893	\$1,267,841	\$1,305,595	\$1,327,519
Non-Public School Transportation	<u>834,270</u>	<u>909,735</u>	<u>909,735</u>	<u>914,700</u>
Total Expenditures & Other Uses	\$ 2,055,163	\$2,177,576	\$2,215,330	\$2,242,219

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

Fund: Private School Services Fund
Department: Non-Departmental

PURPOSE

A budgeted fund the purpose of which is to account for all services provided by the Town to private and parochial schools in West Hartford. These services include the busing of West Hartford children to private and parochial schools in Town and health services to these schools. The Town receives State grants and a transfer from the General Fund is made each year representing the local costs of the program.

LONG-TERM STRATEGY

This fund maintains a fund balance of zero as funding from State grants and the subsidy from the General Fund are designed to match annual operating expenditures.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>Revenues:</u>					
Intergovernmental	\$661,000	\$507,000	\$745,000	\$760,000	\$780,000
TOTAL REVENUES	\$661,000	\$507,000	\$745,000	\$760,000	\$780,000
<u>Expenditures:</u>					
Operational	\$1,622,000	\$1,666,000	\$1,787,000	\$1,993,000	\$2,055,000
TOTAL EXPENDITURES	\$1,622,000	\$1,666,000	\$1,787,000	\$1,993,000	\$2,055,000
TRANSFERS FROM OTHER FUNDS	\$ 961,000	\$1,159,000	\$1,042,000	\$1,233,000	\$1,275,000
OPERATING RESULTS	-	-	-	-	-
FUND BALANCE	-	-	-	-	-

REVIEW OF PERFORMANCE

The General Fund costs to support the programs provided by the Private School Services Fund have varied over the five years presented, reaching a high of \$1,275,000 in fiscal year 2015. The reimbursement from the State of Connecticut for health services to non-public schools has been capped due to State budget constraints, resulting in a higher required contribution from the Town.

FISCAL YEAR 2016 OPERATING RESULTS

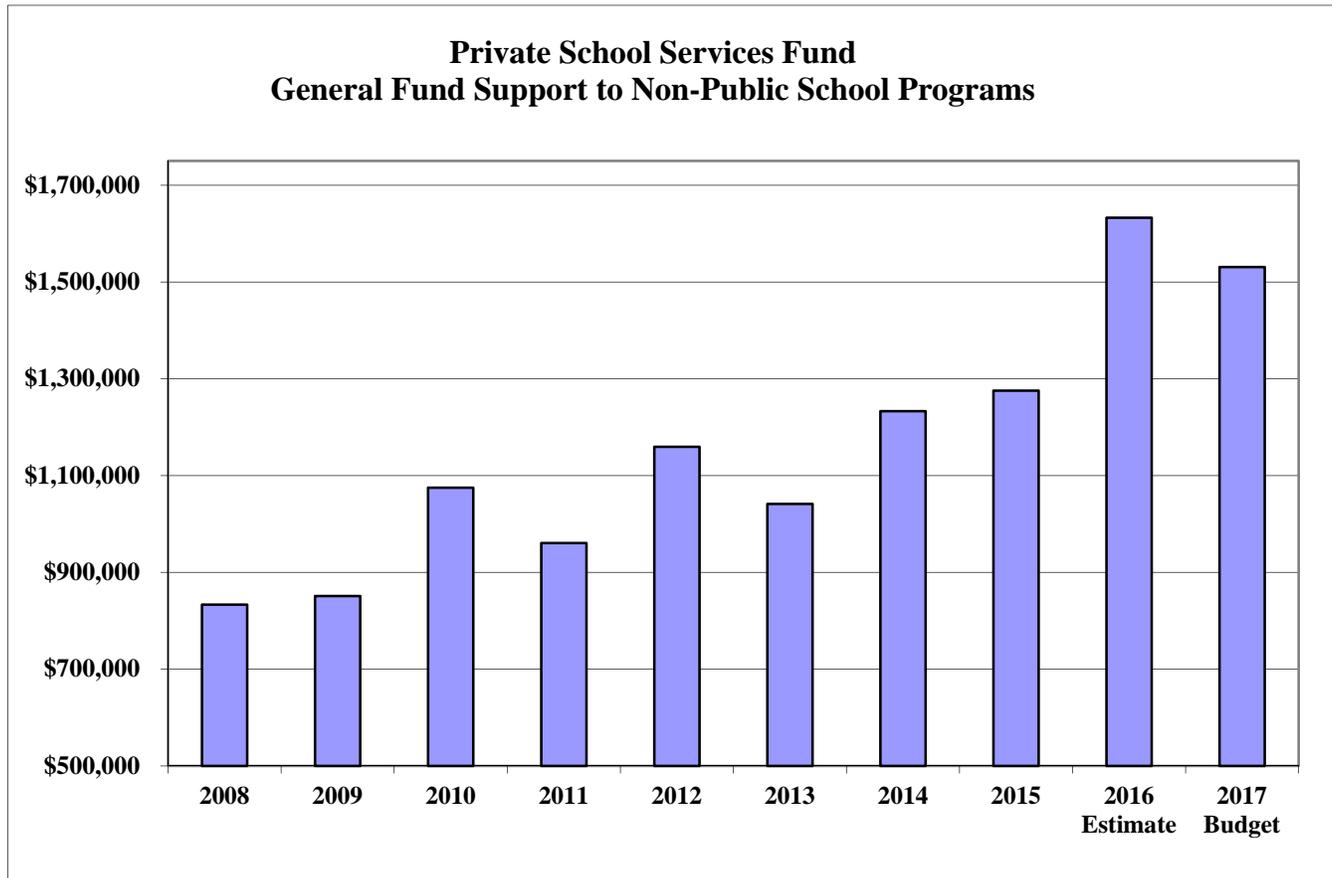
Operating results for the current fiscal year are projected to result in a transfer from the General Fund of \$1,632,624. This is an increase from the amount budgeted due to a reduction in the amount received for the fiscal year 2015 medical services grant and to offset unbudgeted termination payroll.

Fund: Private School Services Fund
Department: Non-Departmental

FISCAL YEAR 2017 BUDGET

Expenditures are projected to increase by \$64,643 in fiscal year 2017. Private school transportation is experiencing an increase (\$4,965) in bus costs under the contract for said services as well as a \$19,967 reduction in the State grant. The cost of medical services for non-public schools increases \$59,678 due to additional staff needed to provide health care at one additional private school and increases in pension and risk costs. The State reimbursement percentage for health services is budgeted at 50%, versus the 80% the Town should receive under existing State statutes.

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Senior Nurse	1	1	1	1	1
Nurse	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
TOTAL	9	9	9	9	9



TOWN OF WEST HARTFORD

Fiscal Year 2016-2017

BUDGET IN BRIEF

BLUE BACK SQUARE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Rental of Facilities	\$ 18,856	\$ 18,856	\$ 18,856	\$ 18,856
Interest Income	1,493	2,500	2,000	2,000
Transfer In	<u>3,707,021</u>	<u>3,661,885</u>	<u>3,705,436</u>	<u>3,693,496</u>
Total Revenues & Other Resources	\$ 3,727,370	\$ 3,683,241	\$ 3,726,292	\$ 3,714,352

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Capital Financing	\$ <u>3,921,500</u>	\$ <u>3,877,700</u>	\$ <u>3,877,700</u>	\$ <u>3,897,275</u>
Total Expenditures & Other Uses	\$ 3,921,500	\$ 3,877,700	\$ 3,877,700	\$ 3,897,275

CHANGE IN FUND BALANCE	(\$ 194,130)	(\$ 194,459)	(\$ 151,408)	(\$ 182,923)
BEGINNING BALANCE	\$ 1,166,398	\$ 972,268	\$ 972,268	\$ 820,860
ENDING BALANCE	\$ 972,268	\$ 777,809	\$ 820,860	\$ 637,937

Fund: Blue Back Square Fund
Department: Non-Departmental

PURPOSE

A fund created to account for the financial activity of the Blue Back Square (BBS) development project. This activity includes capital financing for public improvements and revenues generated from property taxes, Special Services District taxes, and parking operations.

LONG-TERM STRATEGY

The Blue Back Square Fund will fund the debt service on the \$48.82 million in general obligation bonds issued to fund public improvements within the Blue Back Square project. These public improvements included the purchase of two parking garages, renovations to the Town Hall and Noah Webster Library, and public infrastructure improvements. The net revenue generated from the operation of the parking garages and on-street parking and the Special Services District (SSD) taxes levied on the taxable property within the Blue Back Square development, as well as interest income generated within the fund is expected to fund the annual debt service costs.

REVIEW OF PERFORMANCE

In fiscal year 2010, the BBS capital projects were closed as the development was deemed complete. Remaining balances totaling \$475,437 were transferred to the BBS Fund and added to the reserve for capital projects to be used for maintenance and/or improvements to the garages. In addition, during fiscal year 2010, the Town refunded its long-term debt on the Blue Back Square project to take advantage of a favorable interest environment. This refunding will save the Town \$3,041,867 in debt service over the life of the bonds. As of June 30, 2015, the BBS fund balance totaled \$972,268 (inclusive of the Capital Projects Reserve of \$395,176).

FISCAL YEAR 2016 OPERATING RESULTS

The estimate for fiscal year 2016 includes interest income of \$2,000 and rental of facilities of \$18,856. A transfer of \$3,705,436 is expected from the WHC-SSD Fund representing SSD taxes of \$1,714,000 and net proceeds from parking operations of \$1,991,436. Capital financing expenditures of \$3,877,700 represent interest and principal payments due in fiscal year 2016 on the fund's long-term debt.

FISCAL YEAR 2017 BUDGET

The budget for fiscal year 2017 includes interest income of \$2,000 and rental of facilities of \$18,856. A transfer of \$3,693,496 is expected from the WHC-SSD Fund representing SSD taxes of \$1,714,000 and net proceeds from parking operations of \$1,979,496. Included in the parking operation budget in fiscal year 2017 is an investment in parking kiosks for the garages. This one-time cost of approximately \$374,500 will be funded via the BBS Capital Projects Reserve and will enable more efficient and cost-effective parking operations. Capital financing expenditures of \$3,897,275 are budgeted and represent interest and principal payments due in fiscal year 2017 on the fund's long-term debt.

TOWN OF WEST HARTFORD

Fiscal Year 2016-2017

BUDGET IN BRIEF

WEST HARTFORD CENTER – SPECIAL SERVICES DISTRICT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Special Services District Tax	\$ 1,701,367	\$1,714,000	\$1,714,000	\$1,714,000
Parking Revenue	2,785,992	2,755,000	2,810,000	3,158,500
Parking Violation Revenue	145,431	125,000	125,000	125,000
Interest Income	<u>9,825</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>
Total Revenues & Other Resources	\$ 4,642,615	\$4,598,000	\$4,653,000	\$5,001,500

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	PROPOSED 2016-2017
Parking Operations	\$ 935,594	\$ 936,115	\$ 947,564	\$1,308,004
Transfer Out	<u>3,707,021</u>	<u>3,661,885</u>	<u>3,705,436</u>	<u>3,693,496</u>
Total Expenditures & Other Uses	\$ 4,642,615	\$4,598,000	\$4,653,000	\$5,001,500

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

Fund: WHC – Special Services District Fund
Department: Non-Departmental

PURPOSE

The West Hartford Center – Special Services District Fund is a component unit of the Town. Information on the Fund is included to provide support for expenditures in budgeted Town funds. The District is responsible for collecting a Special Services District Tax and operation of parking garages and surface lots within the Blue Back Square Development on behalf of the Town, the owner of said facilities. This fund contracts with the Parking Lot Fund to provide such services and pays a management fee to the Parking Lot Fund. Net proceeds of the WHC – Special Services District Fund are transferred to the Town at year-end.

LONG-TERM STRATEGY

This fund will account for activities of the Special Services District, but maintain no fund balance as annual net proceeds are transferred to the Town and deposited in the Blue Back Square Fund.

In accordance with a parking utilization study conducted in fiscal year 2014 and review of the appropriateness of parking rates at all Town facilities, the following changes were made to parking beginning in fiscal year 2015: 1) increased on-street parking rates to \$1.50 per hour to provide equity across the system; 2) converted the first 30-minute free parking in the surface lots to a 30-minute grace period; 3) included Burr Street in the pay-for-parking system; and, 4) reduced library validation from 2 hours to 1.5 hours.

FISCAL YEAR 2016 OPERATING RESULTS

The fund expects to earn Special Services District Tax of \$1,714,000 for fiscal year 2016. In addition, with parking revenue and interest income estimated at \$2,939,000 and a related management fee of \$947,564, the fund expects to transfer \$3,705,436 to the BBS Fund.

FISCAL YEAR 2017 BUDGET

The budget for fiscal year 2017 assumes Special Services District taxes of \$1,714,000 and parking revenue and interest income of \$3,287,500. The WHC-SSD Fund contracts with the Parking Lot Fund for the daily operations of the parking facilities with an estimated cost in fiscal year 2017 of \$1,308,004. This amount includes the purchase and installation of thirty-three (33) parking kiosks in the parking garages, which will improve the experience of the customer and reduce labor costs for the Town. These assumptions result in a net transfer to the BBS Fund of \$3,693,496 for fiscal year 2017.

DEPARTMENT: NON-DEPARTMENTAL

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2015-16	Proposed 2016-17
	2013-14	2014-15	2015-16		
<u>GENERAL FUND</u>					
Communications System Manager	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$
TOTAL GENERAL FUND	1	1	1	1	1
<u>PRIVATE SCHOOL HEALTH</u>					
Senior School Nurse	1	1	1	1	1
School Nurse	$\frac{8}{8}$	$\frac{8}{8}$	$\frac{8}{8}$	$\frac{8}{8}$	$\frac{8}{8}$
TOTAL PRIVATE SCHOOL SERVICES FUND	9	9	9	9	9
TOTAL NON-DEPARTMENTAL – ALL FUNDS	10	10	10	10	10

This Page Left Intentionally Blank