# TOWN OF WESTPORT

# SELECTMAN'S RECOMMENDED BUDGET

## FOR THE FISCAL YEAR JULY 1, 2016 – JUNE 30, 2017

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DEPT. INDEX


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| GENERAL FUND REVENUES AND TRANSFERS: | 2014-15 ACTUAL | 2015-16 ESTIMATE | 2016-17 ESTIMATE |
|---|---|---|---|
| GENERAL PROPERTY TAXES | | | |
| Current List | 176,006,759 | 179,248,023 | TBD |
| Prior Levies | 2,394,421 | 2,000,000 | 2,000,000 |
| TOTAL PROPERTY TAXES: | 178,401,180 | 181,248,023 | 2,000,000 |
| EDUCATION REVENUES | | | |
| Staples Trust Fund | 22,924 | 17,000 | 17,000 |
| State Education Grants | 1,990,079 | 1,988,255 | 1,988,255 |
| Sundries | 148,570 | 50,000 | 145,000 |
| Tuition | 285,643 | 271,842 | 272,878 |
| TOTAL EDUCATION REVENUES: | 2,447,216 | 2,327,097 | 2,423,133 |
| PARKS AND RECREATION | | | |
| Debt Recovery | 691,114 | 649,716 | 649,716 |
| Operations | 4,239,116 | 4,194,616 | 4,577,808 |
| TOTAL PARKS & RECREATION REVENUES: | 4,930,230 | 4,844,332 | 5,227,524 |
| OTHER REVENUES | | | |
| LICENSES AND PERMITS | | | |
| Building Inspection | 1,558,215 | 1,450,000 | 1,400,000 |
| Burglar Alarms | 49,460 | 55,000 | 50,000 |
| Conservation Commission | 132,501 | 120,000 | 120,000 |
| Fire Department Permits, etc. | 1,685 | 1,000 | 1,000 |
| Planning and Zoning | 654,983 | 375,000 | 649,247 |
| Town Clerk Conveyance Tax | 2,300,029 | 1,800,000 | 1,800,000 |
| Town Clerk Licenses | 25,952 | 14,000 | 13,680 |
| Zoning Board of Appeals | 27,364 | 15,000 | 27,000 |
| TOTAL LICENSES AND PERMITS: | 4,750,189 | 3,830,000 | 4,060,927 |
| FINES AND PENALTIES | | | |
| Police Fines | 287,980 | 220,000 | 250,000 |
| Tax Collector - Interest Lien | 1,103,048 | 1,000,000 | 1,200,000 |
| TOTAL FINES AND PENALTIES: | 1,391,028 | 1,220,000 | 1,450,000 |

| GENERAL FUND REVENUES AND TRANSFERS: | 2014-15 ACTUAL | 2015-16 ESTIMATE | 2016-17 ESTIMATE |
|---|---|---|---|
| FROM USE OF MONEY | | | |
| Interest - General Fund | 160,609 | 75,000 | 125,000 |
| FROM STATE OF CONNECTICUT | | | |
| Additional Veterans' Exemption | 10,945 | 10,000 | 10,000 |
| Elderly Tax Grant | 78,045 | 100,000 | 75,000 |
| Historical Preservation Grant | 49,500 | 0 | 0 |
| Housing Authority PILOT Grant | 0 | 50,000 | 0 |
| In-Lieu-of-Taxes | 828,016 | 762,416 | 368,392 |
| In-Lieu-of-Taxes Hospitals | 184,153 | 169,111 | 173,738 |
| Miscellaneous State Grants | 22,388 | 5,000 | 25,000 |
| Pequot Indian Grant | 27,989 | 26,043 | 26,690 |
| Shellfish Commission | 8,254 | 5,000 | 5,000 |
| State Aid on School Construction | 279,412 | 268,753 | 258,140 |
| TOTAL FROM STATE OF CONNECTICUT: | 1,488,702 | 1,396,323 | 941,960 |
| CURRENT SERVICES CHARGES | | | |
| Bulky Waste Charges | 20,415 | 20,000 | 20,000 |
| DPW Refuse Collection Permits | 19,125 | 20,000 | 20,000 |
| Recycling Rebate | 77,348 | 5,000 | 0 |
| EMS Reimbursements | 917,909 | 875,000 | 900,000 |
| Fire Dept Commercial Plan Review | 169,635 | 200,000 | 150,000 |
| Housing Authority Canal St. PILOT | 40,228 | 0 | 0 |
| Housing Authority Loan Repayment | 115,821 | 115,000 | 115,000 |
| Police Vehicle Reimb. (Outside Contractors) | 17,340 | 15,000 | 15,000 |
| Public Works Permits, etc. | 49,389 | 50,000 | 35,000 |
| Rental of Facilities | 1,037,386 | 1,056,000 | 1,075,500 |
| Solid Waste Tipping Fees | 355,824 | 275,000 | 300,000 |
| Town Attorney Reimbursement | 154 | 5,000 | 1,000 |
| Town Clerk Recording Fees | 306,256 | 332,000 | 328,250 |
| TOTAL CURRENT SERVICES CHARGES: | 3,126,831 | 2,968,000 | 2,959,750 |

| GENERAL FUND REVENUES AND TRANSFERS: | 2014-15 ACTUAL | 2015-16 ESTIMATE | 2016-17 ESTIMATE |
|---|---|---|---|
| MISCELLANEOUS REVENUES | | | |
| Insurance Reimbursements | 2,380 | 15,000 | 1,000 |
| Others | 16,666 | 20,000 | 19,000 |
| Sale of Surplus Property | 9,217 | 10,000 | 10,000 |
| Telephone Access Lines Grant | 103,752 | 75,000 | 75,000 |
| TOTAL MISCELLANEOUS REVENUES: | 132,015 | 120,000 | 105,000 |
| TOTAL OTHER REVENUES: | 11,049,373 | 9,609,323 | 9,642,637 |
| TRANSFERS FROM OTHER FUNDS | | | |
| From Debt Service Fund | 188,000 | 187,000 | 187,000 |
| Public Protection Outside Duty Reimb. | 175,000 | 250,000 | 250,000 |
| RRPkg. Administr. Reimbursement | 0 | 140,000 | 0 |
| TOTAL TRANS. FROM OTHER FUNDS: | 363,000 | 577,000 | 437,000 |
| GEN. FUND REVENUES & TRANSFERS | 197,191,000 | 198,605,775 | 19,730,294 |
| General Fund Balance Applied | 4,437,186 | 4,065,617 | |
| Capital and Operation Savings | (234,223) | (166,097) | |
| Union Negotiation Settlements & Contigencies | | | |
| Turnbacks | | | |
| | 201,393,963 | 202,505,295 | 19,730,294 |

**BUDGET SUMMARY - EXPENSE**

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 SELECTMAN'S RECOMMENDED | PCT CHANGE | DOLLAR CHANGE |
|---|---|---|---|---|---|---|
| **General Fund** | | | | | | |
| 110 R T M | 46,017.48 | 48,441.00 | 48,441.00 | 49,248.00 | 1.67% | 807.00 |
| 120 Selectmen | 418,448.43 | 360,000.00 | 371,608.00 | 364,608.00 | -1.88% | (7,000.00) |
| 132 Probate Court | 11,696.98 | 14,000.00 | 14,000.00 | 14,000.00 | 0.00% | 0.00 |
| 140 Registrars | 100,633.53 | 112,508.00 | 112,508.00 | 114,792.00 | 2.03% | 2,284.00 |
| 142 Elections | 81,110.41 | 141,674.00 | 141,674.00 | 120,798.00 | -14.74% | (20,876.00) |
| 150 Board of Finance | 4,273.90 | 2,500.00 | 2,500.00 | 2,500.00 | 0.00% | 0.00 |
| 151 Finance Department | 767,594.25 | 757,286.00 | 763,173.00 | 772,793.00 | 1.26% | 9,620.00 |
| 152 Audit | 189,549.38 | 197,903.00 | 200,313.00 | 147,500.00 | -26.37% | (52,813.00) |
| 153 Personnel | 310,324.69 | 352,538.00 | 358,241.00 | 365,807.00 | 2.11% | 7,566.00 |
| 154 Assessor | 504,772.69 | 506,648.00 | 513,607.00 | 519,045.00 | 1.06% | 5,438.00 |
| 156 Tax Collector | 325,177.51 | 344,289.00 | 349,866.00 | 357,678.00 | 2.23% | 7,812.00 |
| 157 Information Technology | 824,552.01 | 872,957.00 | 878,790.00 | 871,650.00 | -0.81% | (7,140.00) |
| 158 Board of Assessment Appeals | 861.77 | 4,300.00 | 4,300.00 | 2,025.00 | -52.91% | (2,275.00) |
| 170 Town Attorney | 657,030.14 | 728,761.00 | 728,761.00 | 763,761.00 | 4.80% | 35,000.00 |

**BUDGET SUMMARY - EXPENSE**

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 SELECTMAN'S RECOMMENDED | PCT CHANGE | DOLLAR CHANGE |
|---|---|---|---|---|---|---|
| 180 Town Clerk | 397,972.84 | 402,277.00 | 406,643.00 | 408,982.00 | 0.58% | 2,339.00 |
| 181 Historic District | 167,854.60 | 69,837.00 | 71,078.00 | 71,078.00 | 0.00% | 0.00 |
| 182 Conservation | 363,605.75 | 379,016.00 | 381,509.00 | 389,971.00 | 2.22% | 8,462.00 |
| 185 Planning & Zoning | 562,562.06 | 655,787.00 | 661,198.00 | 658,795.00 | -0.36% | (2,403.00) |
| 187 Zoning Board of Appeals | 27,000.20 | 27,137.00 | 27,137.00 | 27,748.00 | 2.25% | 611.00 |
| **General Government** | **5,761,038.62** | **5,977,859.00** | **6,035,347.00** | **6,022,779.00** | **-0.21%** | **(12,568.00)** |
| 210 Police | 7,824,580.78 | 8,221,881.00 | 8,244,145.00 | 8,126,108.00 | -1.43% | (118,037.00) |
| 214 Police Vehicle Maintenance | 348,999.33 | 371,206.00 | 371,206.00 | 346,706.00 | -6.60% | (24,500.00) |
| 216 Dog Warden | 135,640.79 | 146,497.00 | 146,497.00 | 143,799.00 | -1.84% | (2,698.00) |
| 218 Emergency Medical Services | 1,160,639.01 | 1,215,547.00 | 1,215,547.00 | 1,218,804.00 | 0.27% | 3,257.00 |
| 220 Fire Department | 8,799,836.70 | 8,935,573.00 | 8,959,993.00 | 9,163,476.00 | 2.27% | 203,483.00 |
| 221 Water Service-Fire | 1,125,773.42 | 1,101,612.00 | 1,101,612.00 | 1,106,796.00 | 0.47% | 5,184.00 |
| 225 Building Inspection | 354,708.07 | 383,247.00 | 385,705.50 | 380,106.00 | -1.45% | (5,599.50) |
| 235 Public Site & Building | 76,046.75 | 74,547.00 | 76,005.50 | 77,328.00 | 1.74% | 1,322.50 |
| 250 Emergency Management | 59,870.85 | 75,200.00 | 75,200.00 | 79,650.00 | 5.92% | 4,450.00 |
| **Total Public safety** | **19,886,095.70** | **20,525,310.00** | **20,575,911.00** | **20,642,773.00** | **0.32%** | **66,862.00** |
| 310 Engineering | 796,658.99 | 864,552.00 | 873,675.00 | 891,182.00 | 2.00% | 17,507.00 |
| 320 Highway | 2,120,725.53 | 1,816,232.00 | 1,818,967.00 | 1,752,375.00 | -3.66% | (66,592.00) |
| 321 Equipment Maintenance | 394,792.43 | 394,292.00 | 394,292.00 | 381,635.00 | -3.21% | (12,657.00) |

**BUDGET SUMMARY - EXPENSE**

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 SELECTMAN'S RECOMMENDED | PCT CHANGE | DOLLAR CHANGE |
|---|---|---|---|---|---|---|
| 322 Road Maintenance | 2,372,398.83 | 2,066,365.00 | 2,066,365.00 | 2,287,575.00 | 10.71% | 221,210.00 |
| 324 Street Lighting | 241,276.86 | 240,000.00 | 240,000.00 | 245,000.00 | 2.08% | 5,000.00 |
| 332 Solid Waste Disposal | 1,689,450.45 | 1,878,015.00 | 1,878,015.00 | 1,840,395.00 | -2.00% | (37,620.00) |
| 350 Building Maintenance | 1,205,087.10 | 1,262,839.00 | 1,265,769.00 | 1,215,569.00 | -3.97% | (50,200.00) |
| 352 Building Custodians | 308,612.04 | 329,275.00 | 329,275.00 | 331,586.00 | 0.70% | 2,311.00 |
| 360 Property Maintenance | 10,871.95 | 25,000.00 | 25,000.00 | 25,000.00 | 0.00% | 0.00 |
| 361 P&R Property Maintenance | 292,143.72 | 378,500.00 | 378,500.00 | 367,000.00 | -3.04% | (11,500.00) |
| 370 Tree Maintenance | 275,472.67 | 313,400.00 | 313,400.00 | 313,400.00 | 0.00% | 0.00 |
| **Total DPW** | **9,707,490.57** | **9,568,470.00** | **9,583,258.00** | **9,650,717.00** | **0.70%** | **67,459.00** |
| 410 Health District | 525,563.00 | 538,702.00 | 538,702.00 | 544,089.00 | 1.00% | 5,387.00 |
| 412 Health Services | 3,700.00 | 3,700.00 | 3,700.00 | 3,700.00 | 0.00% | 0.00 |
| **Total Health** | **529,263.00** | **542,402.00** | **542,402.00** | **547,789.00** | **0.99%** | **5,387.00** |
| 510 Youth Services | 268,465.00 | 265,174.00 | 267,874.00 | 269,578.00 | 0.64% | 1,704.00 |
| 520 Social Services | 367,041.74 | 359,688.00 | 365,858.00 | 446,097.00 | 21.93% | 80,239.00 |
| 530 Senior Services | 464,083.30 | 488,994.00 | 493,190.00 | 413,730.00 | -16.11% | (79,460.00) |
| **Total Human Services** | **1,099,590.04** | **1,113,856.00** | **1,126,922.00** | **1,129,405.00** | **0.22%** | **2,483.00** |
| 750 Library Board | 4,448,497.00 | 4,556,340.00 | 4,556,340.00 | 4,617,851.00 | 1.35% | 61,511.00 |
| 751 Library Pension Fund | 139,673.00 | 146,658.00 | 146,658.00 | 137,710.00 | -6.10% | (8,948.00) |
| **Total Library** | **4,588,170.00** | **4,702,998.00** | **4,702,998.00** | **4,755,561.00** | **1.12%** | **52,563.00** |

**BUDGET SUMMARY - EXPENSE**

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 SELECTMAN'S RECOMMENDED | PCT CHANGE | DOLLAR CHANGE |
|---|---|---|---|---|---|---|
| 810 P&R Administration | 517,611.83 | 536,740.00 | 542,119.00 | 581,776.00 | 7.32% | 39,657.00 |
| 812 Guest Services | 215,581.03 | 223,751.00 | 223,751.00 | 262,947.00 | 17.52% | 39,196.00 |
| 820 Maintenance Administration | 581,251.32 | 589,489.00 | 591,550.00 | 570,495.00 | -3.56% | (21,055.00) |
| 830 Boating | 341,003.81 | 442,527.00 | 442,527.00 | 437,482.00 | -1.14% | (5,045.00) |
| 831 Parks Maintenance | 409,413.91 | 466,741.00 | 466,741.00 | 563,869.00 | 20.81% | 97,128.00 |
| 832 Golf | 898,987.12 | 885,861.00 | 885,861.00 | 929,166.00 | 4.89% | 43,305.00 |
| 833 Athletic Fields Maintenance | 331,533.60 | 333,779.00 | 333,779.00 | 339,869.00 | 1.82% | 6,090.00 |
| 834 Tennis | 82,089.32 | 92,979.00 | 92,979.00 | 111,067.00 | 19.45% | 18,088.00 |
| 835 Skate Park | 25,906.90 | 25,300.00 | 25,300.00 | 31,415.00 | 24.17% | 6,115.00 |
| 836 Beach & Pool | 245,495.15 | 268,814.00 | 268,814.00 | 319,494.00 | 18.85% | 50,680.00 |
| 838 Recreation Programs | 1,025,958.37 | 1,092,484.00 | 1,095,505.00 | 1,260,918.00 | 15.10% | 165,413.00 |
| 840 Memorial & Veterans Days | 8,845.00 | 9,000.00 | 9,000.00 | 9,000.00 | 0.00% | 0.00 |
| **Total P&R** | **4,683,677.36** | **4,967,465.00** | **4,977,926.00** | **5,417,498.00** | **8.83%** | **439,572.00** |

**BUDGET SUMMARY - EXPENSE**

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 SELECTMAN'S RECOMMENDED | PCT CHANGE | DOLLAR CHANGE |
|---|---|---|---|---|---|---|
| 901 Pensions | 15,622,710.19 | 16,011,540.00 | 16,011,540.00 | 14,861,962.00 | -7.18% | (1,149,578.00) |
| 902 Insurance | 9,004,078.37 | 9,285,920.00 | 9,285,920.00 | 10,368,622.00 | 11.66% | 1,082,702.00 |
| 903 Social Security | 1,095,654.69 | 1,120,000.00 | 1,120,000.00 | 1,160,000.00 | 3.57% | 40,000.00 |
| 905 Unemployment Compensation | 91,563.31 | 110,000.00 | 110,000.00 | 90,000.00 | -18.18% | (20,000.00) |
| 907 Earthplace | 185,000.00 | 95,000.00 | 95,000.00 | 95,000.00 | 0.00% | 0.00 |
| 911 Miscellaneous | 147,143.42 | 106,131.00 | 106,131.00 | 88,750.00 | -16.38% | (17,381.00) |
| 915 Transportation Services | 273,292.00 | 310,359.00 | 310,359.00 | 292,645.00 | -5.71% | (17,714.00) |
| 917 Reserve: Salary Ad | 0.00 | 129,000.00 | 0.00 | 160,000.00 | 0.00% | 160,000.00 |
| 921 Employee Productivity | 11,260.00 | 7,600.00 | 7,600.00 | 7,700.00 | 1.32% | 100.00 |
| 925 Accrued Vacation | 0.00 | 5,000.00 | 5,000.00 | 0.00 | -100.00% | (5,000.00) |
| **Total Pension, Opeb , Insurance & Misc.** | **26,430,701.98** | **27,180,550.00** | **27,051,550.00** | **27,124,679.00** | **0.27%** | **73,129.00** |
| 941 Transfer to Sewer Fund | 383,136.00 | 383,136.00 | 383,136.00 | 383,136.00 | 0.00% | 0.00 |
| 942 Transfer to Other Funds | 1,223,762.73 | 1,200,000.00 | 1,200,000.00 | 1,525,000.00 | 27.08% | 325,000.00 |
| **Total Other Financing Uses** | **1,606,898.73** | **1,583,136.00** | **1,583,136.00** | **1,908,136.00** | **20.53%** | **325,000.00** |
| 951 Interest on Bonds | 647,017.86 | 570,875.00 | 570,875.00 | 519,589.00 | -8.98% | (51,286.00) |
| 953 Bond Principal Payments | 1,991,753.71 | 2,190,300.00 | 2,190,300.00 | 2,307,978.00 | 5.37% | 117,678.00 |
| 654 Debt Service-Long Term | 11,998,402.26 | 11,914,605.00 | 11,914,605.00 | 11,404,804.00 | -4.28% | (509,801.00) |
| **Total Debt Service** | **14,637,173.83** | **14,675,780.00** | **14,675,780.00** | **14,232,371.00** | -3.02% | (443,409.00) |
| 999 Special Appropriations | 0.00 | 0.00 | 57,000.00 | 0.00 | -100.00% | (57,000.00) |
| **TOTAL TOWN BUDGET** | **88,930,099.83** | **90,837,826.00** | **90,912,230.00** | **91,431,708.00** | **0.57%** | **519,478.00** |
| 650 Board of Education | 108,039,261.60 | 111,171,756.00 | 111,171,756.00 | 112,607,887.00 | 1.29% | 1,436,131.00 |
| 650 Board of Education-Preschool Tuition | 162,384.77 | 153,298.00 | 153,298.00 | 157,878.00 | 2.99% | 4,580.00 |
| 651 BOE Rentals/Reimbursements | 148,565.23 | 0.00 | 0.00 | 0.00 | 0.00% | 0.00 |
| 652 Aid to Pvt & Parochial Schools | 321,747.00 | 342,415.00 | 342,415.00 | 362,401.00 | 5.84% | 19,986.00 |
| **TOTAL BOARD OF EDUCATION BUDGET** | **108,671,958.60** | **111,667,469.00** | **111,667,469.00** | **113,128,166.00** | **1.31%** | **1,460,697.00** |
| **TOTAL GENERAL FUND BUDGET** | **197,602,058.43** | **202,505,295.00** | **202,579,699.00** | **204,559,874.00** | **0.98%** | **1,980,175.00** |

**BUDGET SUMMARY - EXPENSE**

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 SELECTMAN'S RECOMMENDED | PCT CHANGE | DOLLAR CHANGE |
|---|---|---|---|---|---|---|---|
| **Railroad Parking Fund** | | | | | | | |
| 02 Public Safety | | 1,968,549.52 | 1,801,974.00 | 1,801,974.00 | 1,637,686.00 | -9.1% | (164,288.00) |
| **TOTAL** | **210 Railroad Parking Fund** | **1,968,549.52** | **1,801,974.00** | **1,801,974.00** | **1,637,686.00** | **-9.1%** | **(164,288.00)** |

**BUDGET SUMMARY - EXPENSE**

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 SELECTMAN'S RECOMMENDED | PCT CHANGE | DOLLAR CHANGE |
|---|---|---|---|---|---|---|---|
| **Wakeman Farm Fund** | | | | | | | |
| 850 Wakeman Farm | | 109,977.38 | 115,600.00 | 115,600.00 | 193,283.00 | 67.2% | 77,683.00 |
| **TOTAL** | **215 Wakeman Farm Fund** | **109,977.38** | **115,600.00** | **115,600.00** | **193,283.00** | **67.2%** | **77,683.00** |

**BUDGET SUMMARY - EXPENSE**

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 SELECTMAN'S RECOMMENDED | PCT CHANGE | DOLLAR CHANGE |
|---|---|---|---|---|---|---|---|
| **Sewer Fund** | | | | | | | |
| 330 Sewage Treatment | | 1,180,194.38 | 1,239,958.00 | 1,239,958.00 | 1,234,400.00 | -0.4% | (5,558.00) |
| 331 Sewage Collection | | 606,230.61 | 511,260.00 | 511,260.00 | 524,039.00 | 2.5% | 12,779.00 |
| 901 Pensions | | 111,320.00 | 116,886.00 | 116,886.00 | 95,480.00 | -18.3% | (21,406.00) |
| 902 Insurance | | 389,035.00 | 408,487.00 | 408,487.00 | 392,942.00 | -3.8% | (15,545.00) |
| 951 Interest on Bonds | | 633,912.00 | 586,570.00 | 586,570.00 | 597,575.10 | 1.9% | 11,005.10 |
| 953 Bond Principal Pay | | 1,833,521.67 | 1,876,159.00 | 1,876,159.00 | 1,935,192.59 | 3.1% | 59,033.59 |
| **TOTAL** | **220 Sewer Fund** | **4,754,213.66** | **4,739,320.00** | **4,739,320.00** | **4,779,628.69** | **0.9%** | **40,308.69** |

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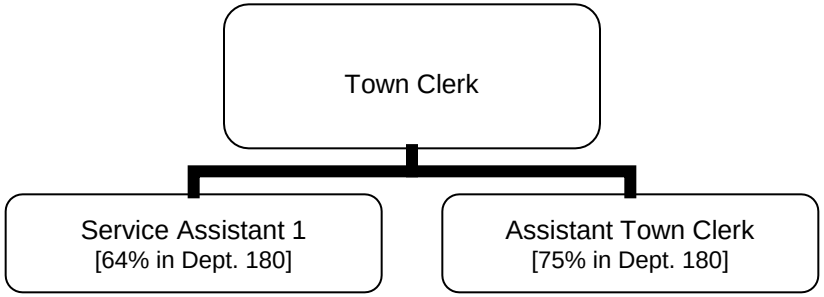
| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **110 R T M** | | | | | | | |
| (03) EH & OT | 43,021.38 | 43,691.00 | 43,691.00 | 44,498.00 | 44,498.00 | 0.00 | 1.8% |
| (19) Contract Services | 0.00 | 1,750.00 | 1,750.00 | 1,750.00 | 1,750.00 | 0.00 | 0.0% |
| (33) Advert & Print | 754.02 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 0.00 | 0.0% |
| (34) Postage | 1,704.20 | 1,300.00 | 1,300.00 | 1,300.00 | 1,300.00 | 0.00 | 0.0% |
| (41) Supplies | 537.88 | 700.00 | 700.00 | 700.00 | 700.00 | 0.00 | 0.0% |
| **TOTAL (110) R T M** | **46,017.48** | **48,441.00** | **48,441.00** | **49,248.00** | **49,248.00** | **0.00** | **1.7%** |

## 110 - RTM BUDGET 2016-2017

### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 0.25 | Asst Town Clerk (75% in 180) | VI-7 | | | 66,542 | 16,269 | 16,636 |
| 0.36 | Service Assistant I (64% in 180) | IV-7 | | | 55,496 | 19,539 | 19,979 |
| 1.00 | RTM Clerk | | | | 7,883 | 7,883 | 7,883 |
| | Custodial | | | | | 0 | 0 |
| 1.61 | TOTAL EXTRA HELP & OVERTIME: | | | | | 43,691 | 44,498 |

# 110 – R.T.M.
# 2016/2017 Organization Chart
## 2015/16: 0.50 Full Time / 2016/17: 0.50 Full Time



## DEPARTMENT: SELECTMEN

**DEPARTMENT SERVICES OVERVIEW:** The mission of the First Selectman's Office is to set Town policy and implement it through the departmental structure, develop long term planning objectives, provide management guidance and oversight to Town Departments, initiate new projects, provide direction to Town Committees/Boards, and to represent and promote the Town in appropriate civic, business and public functions. The Selectman's Office also pursues grant opportunities, and coordinates with State officials, legislators, neighboring towns and regional intergovernmental organizations.

Administratively, the mission includes providing direct citizen assistance by insuring concerns and issues are appropriately addressed in a timely, efficient manner. The office responds to citizen inquiries, including information requests, suggestions, complaints, and requests for follow-up action. The Selectman's Office is also responsible for the correspondence and record keeping of the Board of Selectmen, Traffic Authority, and Water Pollution Control Authority, and all committees appointed by the First Selectman**.** The Selectman's Office coordinates the scheduling of Town Hall meetings and meeting rooms, the use of Town property, facilities and/or roadways, as well as rental of Town facilities by not-for-profit organizations.

The First Selectman has 17 direct reports, encompassing all elements of town government, with the exception of the Westport Public Schools system. The Second and Third Selectmen advise the First Selectman, participate in Board of Selectmen votes, and oversee assigned projects. The Operations Director manages special assignments and challenging citizen complaints, new initiatives and grant pursuits, and directly interacts with Town Departments on operational matters and efficiency and effectiveness improvements.

**FY 2016 ACCOMPLISHMENTS**: A number of significant accomplishments have been achieved this fiscal year related to both the direct functioning of Town government and the resolution of citizen inquiries and concerns. With regard to government operations, a number of new initiatives have been undertaken and achieved. Highlights of this year's accomplishments include:

- **Positive Financial Management Results:** In collaboration with Department Heads, the Board of Finance and the RTM, the Selectman's Office delivered a Town budget that resulted in a slight mill rate increase compared to its 2014 level. For three years the Town has maintained its maximum target reserve level of 11% and its Triple A bond rating while the mill rate has essentially remained flat.
- **Beneficial Bond Refinancing:** Under the leadership of the Finance Director, the Selectman's Office and the Board of Finance completed an $8.6 million, 14-year bond refinancing in November. The refinancing was at an average interest rate of 1.9% (compared to the old rate of 3.9%) and will result in nearly $600,000 in interest savings over the remaining life of the bond issue.
- **Property Revaluation:** The Town has completed the State mandated full revaluation of all residential and commercial property resulting in a 7.8% increase in the Grand List. (see Assessor's Office Budget narrative).
- **Westport Inn Preserved:** Through the efforts of the First Selectman and the Chairman of the Planning & Zoning Commission, the Westport Inn was purchased by a private real estate development group which will continue to operate it as a hotel. The previous owner was planning to

use the 8-30g affordable housing statute as the rationale for constructing a 200 unit, 5 story apartment structure on the property which would have resulted in the loss of Westport's only hotel and significantly added to the Town's infrastructure requirements.

- **Town's Largest Employer Remaining in Westport:** With the support of the First Selectman, the various land use Boards, Commissions and Departments provided expertise and processing assistance to Bridgewater Associates and its landlord, BLT, for the creative rehabilitation and remodeling of their offices at the environmentally sensitive Glendinning property in northern Westport.
- **Energy Savings Performance Contracting Initiative (ESPC):** In collaboration with the Board of Education, the first phase of a comprehensive, multi-year energy savings performance contract is being finalized. All school buildings and four major Town buildings have had investment grade energy audits. Soon, the contracting and implementation phases will begin and work can begin this summer. The project will result in estimated energy savings for the Town and Board of Education of up to $1 million per year for the next 15 to 20 years.
- **Town Property at 99 Myrtle Sold:** The Town owned historic Emily McLaury House and property, which no longer served a Town use, was sold for over $600,000 and returned to the tax rolls. The proceeds were deposited in the Open Space/Land Acquisition Fund.
- **Senior Citizen Tax Rebate and Deferral Program Reformed:** The Selectman's Office worked with the Assessor, the Board of Finance and the RTM to revise and update the Senior Citizen Rebate and Deferral program for property taxes for the first time on over 10 years. The abatement amounts were increased to make up for inflation over the 10 year period. Also, the process was modified so that seniors will apply for the program every two years rather than every year.
- **Main Street Renovated with State Grant Funding**: Utilizing a $500,000 State grant along with private property owners' funding support of approximately $200,000, major improvements to Main Street that included new sidewalks, curbing, lighting and trees were completed. New parking spaces for the public were created in Parker Harding Plaza and parking time limits were increased to two hours.
- **Implementing the Downtown Master Plan:** The final report of the Master Plan was adopted by the Downtown Steering Committee and accepted by the Board of Selectmen. A new Downtown Plan Implementation Committee has been constituted and is moving forward on prioritizing, planning and implementing specific improvement projects.
- **Completed the Compo Beach Master Plan:** The Compo Beach Master Plan was reviewed by the Parks and Recreation Commission and a consensus was reached on implementing the improvements that were deemed most appropriate, most needed and fiscally prudent.
- **FEMA Funds Used to Remove Storm Damaged Houses:** Through the efforts of the Fire Chief and the Operations Director, the Town took advantage of a $1,111,650 Storm Sandy related FEMA grant to acquire and remove two damaged and blighted houses on Compo Mill Cove to create a permanent public open space.
- **Supporting Senior Services:** While the proposed affordable senior housing project adjacent to the Center for Senior Activities on the Baron's South property was not successful, the Selectman's Office is now working with a town-wide committee to enhance the Center for Senior Activities and improve the Baron's South property within the limits of passive open space.
- **New Parks & Recreation Director Hired:** Following a nationwide search, a new Parks & Recreation Director, Jennifer Fava, was recruited and hired as a direct report to the First Selectman, replacing Stuart McCarthy who retired after 30 years of service to the Town.

**FY 2017 SERVICE LEVEL GOALS:** The Selectman's Office is pursuing a number of major undertakings, some of which will be multi-year in nature and which require more than a single year's outlook. These include:

- **Pension Reform:** A major financial objective is to renegotiate the pension contract with the Westport Municipal Employees Union (WMEU) which represents 340 employees. This is currently underway and will be a major step forward in addressing both current and future pension costs. Preparation for Police and Fire pension negotiations will begin as well.
- **Downtown Master Plan Implementation:** A five year + undertaking wherein improvements to streetscapes, parking issues, mobility and pedestrian access and the re-imagining of the riverfront will be addressed. These efforts will include:

    - Installation and/or repairs of sidewalks on streets leading to Downtown including Imperial Ave and Main Street north of Avery Place
    - Elm Street streetscape design and infrastructure improvements
    - Developing a new Downtown Maintenance Program for Town consideration (based on analysis of the Town's Maintenance Study Committee).
    - Continuing effort to consolidate Baldwin and Avery Parking Lots.

- **Downtown Westport Flood Resiliency Planning: Master Drainage Plan & Stream Study:** In cooperation with the Downtown Plan Implementation Committee Co-Chairs, Fire, Public Works, Conservation, and Planning and Zoning Departments, the Town was awarded a grant in the amount of $650,000 to fund projects relative to flood mitigation in Downtown Westport. This grant was awarded based in large part upon the application's references to and objectives outlined in the Downtown Master Plan.
- **Develop Transit Oriented Master Plan for Saugatuck:** The Selectman's Office is submitting a grant application to the State Office of Policy and Management (OPM) for the purpose of developing a Master Plan for the Downtown Saugatuck area. A Downtown Saugatuck Master Plan will be beneficial to understanding public desires and provide a guideline for the many public infrastructure improvements that are needed in the area. Similar to the successful Downtown Master Plan, a fully developed and vetted Downtown Saugatuck Master Plan will benefit the Town for long range planning efforts and when applying for State grant funding.
- **Wakeman Town Farm and Education Center Renovations and Enhancements:** With a combination of Town funds and private fundraising, Town departments will work with Wakeman Town Farm to renovate and repair the original farmhouse and expand/remodel the classroom space to allow for additional programming.
- **Cell Tower Lease Renegotiation:** The Town will renegotiate the wireless antenna and equipment leases for the Town-owned cell tower located at the central fire station. Also, the Town will continue to encourage the micro-antenna approach for new cell reception locations.
- **Parker Harding Plaza Improvements:** The Selectman's Office recently submitted an application for a STEAP grant in the amount of $500,000 which, if awarded, will allow for continued improvements on Main Street and making major improvements to Parker Harding Plaza including lighting, curbing, sidewalks, river fencing and some flood mitigation initiatives.
- **Fire Department Strategic Plan:** In collaboration with the Fire Department, a committee is currently developing a strategic planning study that will address the Fire Department's current organization structure, deployment, staffing and equipment/buildings relative to 21st century firefighting and rescue requirements.
- **Town Hall Auditorium Upgrade and Utilization:** Continuing to pursue public/private partnerships for upgrading the Town Hall Auditorium in order to offer a quality alternative and accessible 300 seat performance/presentation space to the citizens of Westport.

- **Town Hall Space Analysis Study:** Conducting a study of how space is utilized in Town Hall to make it more conducive to a 21st Century work environment and to be more open, friendly and transparent to visiting citizens. Reviewing potential alternative utilization of the Community Theater space. Staff co-location for efficiency will be an important objective as well as examining how additional conference and meeting room space may be gained for staff and public meetings.
- **Complete Streamlining Land Use Permitting Process:** Continuing to make the overall process more efficient, effective, responsive and user-friendly. Evaluating and selecting a common software platform to allow all land use departments to easily share information and have the various elements of the approval process move forward in parallel. Exploring opportunities to better co-locate related functions in conjunction with the Town Hall Space Analysis study.
- **Establish a Committee on People with Disabilities:** A dedicated group is needed to serve as a forum for community discussion on issues affecting people with disabilities and their families and to identifying opportunities to improve access and participation in community life for all our residents.
- **Improve Maintenance of Town Properties and Land:** In general, looking to improve the condition and maintenance of green spaces, trees and the overall maintenance of town maintained areas with an emphasis on Downtown. Working with the Parks & Recreation Department and Department of Public Works, focus on improving open space access and maintenance.
- **Golden Shadows:** Undertaking a study of how the building might best be "re-purposed" and preserved and the associated economics.
- **Saugatuck River Bridge (State Bridge # 01349), also known as the William F. Cribari Bridge:** Working with the CT Department of Transportation to design a solution for the Bridge that restores and rehabilitates it as necessary while maintaining its historic character.

**PERFORMANCE MEASURES:** Performance measures include speed of resolving issues, scheduling of Board of Selectmen votes to take action in a timely manner, effectiveness of appointed committees, and communication with other key elected boards such as Planning & Zoning and the Board of Finance. The ability to gain consensus and begin implementation on the many plans and initiatives enumerated above in accordance with their implementation schedules will provide a number of specific benchmarks of performance.

**5 YR GOALS:** Long term infrastructure and quality of Town life goals correspond directly to the success of a number of key projects that include:

- **Dredging the Saugatuck River:** In coordination with the Army Corps of Engineers, working to re-initiate the long delayed and necessary maintenance dredging of the Saugatuck River. Additional re-testing may now be required of the river bottom sediment before more progress may occur. Pursuing State DOT and private funding support.
- **Implementing Downtown Master Plan**: This plan has a 5+ year horizon with 40+ recommendations and a corresponding implementation plan. Major progress should be made each year in implementing specified targets.
- **Implementing Compo Beach Master Plan**: The five specific projects that have been agreed upon will be implemented over the next 2-5 years.
- **Initiating Longshore Park Master Plan:** Reaching agreement on moving forward with developing a plan and acceptance of a plan will be the first steps in the next two years. Conducting the study will be next, followed by implementation actions.
- **Restructuring work space in Town Hall to make it more efficient for staff and the public.**

- **Improving Sustainability and Energy Conservation:** Emphasizing long-term sustainability and reduction of carbon footprint on the part of all Town departments.
- **Developing and implementing a Master Plan for Saugatuck area.**
- **Collaborating with other municipalities to identify and implement expense sharing and/or revenue generating opportunities and shared services.**

***Long Term Financial goals include***:

- **Pension Reform:** Complete the renegotiations of the WMEU contract. Begin renegotiating in 2016 the pension and labor contracts with the Fire and Police departments which represent 127 Public Safety employees.
- **Long Term Debt Reduction:** Continue yearly progress on paying down long term debt.
- **Taxes:** Strive to hold any tax increases at or below CPI.
- **Energy Conservation**: Achieve major energy savings in our Town and School buildings of 20% or more annually after full implementation of planned Energy Saving Performance Contract Program. A potential savings of up to $1 million annually has been estimated as possible by various energy engineers. The Town's overall goal is to achieve a carbon neutral, Net Zero climate impact by 2050.
- **Greater Use of Technology:** Reducing Town operating costs and improving services to citizens; emphasis on interdepartmental computer application sharing; digitization of records; expanding direct citizen access and data entry; continuing to outsource technology operations and support.
- **Long-term sustainable expense reductions:** Continuing to pursue appropriate permanent headcount reduction achieved through the application of techniques such as information technology, process re-engineering and co-location of services, and the use of external service providers.
- **Expand Collaboration with Westport Public Schools and others:** Build on current accomplishments and expand collaboration with Westport Public Schools to engage in "shared services" opportunities to drive down costs. Explore/implement cross-department potential "shared services" opportunities. Expand collaboration with other adjoining municipalities to find additional cost sharing/service sharing opportunities. The Town will seek to utilize State grant funding being proposed to encourage such efforts.

**REVENUE SUMMARY:** The First Selectman's direct reports oversee various elements of non-tax revenue generation. Summary schedules are provided as well as detailed projections by department.

## 120 Selectmen

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 315,927.19 | 315,800.00 | 327,408.00 | 323,408.00 | 323,408.00 | 0.00 | -1.2% |
| (03) EH & OT | 0.00 | 5,000.00 | 5,000.00 | 3,000.00 | 3,000.00 | 0.00 | -40.0% |
| (15) Trans. Allowance | 4,813.00 | 6,000.00 | 6,000.00 | 5,000.00 | 5,000.00 | 0.00 | -16.7% |
| (18) Fees & Services | 86,835.96 | 20,750.00 | 20,750.00 | 20,750.00 | 20,750.00 | 0.00 | 0.0% |
| (25) Telephone | 1,789.97 | 1,800.00 | 1,800.00 | 1,800.00 | 1,800.00 | 0.00 | 0.0% |
| (26) Equip Maint/Oper | 375.36 | 800.00 | 800.00 | 800.00 | 800.00 | 0.00 | 0.0% |
| (34) Postage | 951.60 | 850.00 | 850.00 | 850.00 | 850.00 | 0.00 | 0.0% |
| (41) Supplies | 3,998.97 | 4,000.00 | 4,000.00 | 4,000.00 | 4,000.00 | 0.00 | 0.0% |
| (59) Education & Exp. | 2,758.25 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 0.00 | 0.0% |
| (CD) Office Equipment | 998.13 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 0.00 | 0.0% |
| **TOTAL (120) Selectmen** | **418,448.43** | **360,000.00** | **371,608.00** | **364,608.00** | **364,608.00** | **0.00** | **-1.9%** |

## 120 - SELECTMEN'S BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | First Selectman | n/a | n/a | n/a | 101,475 | 101,475 | 101,475 |
| 1.00 | Operations Director | n/a | n/a | n/a | 92,250 | 92,250 | 92,250 |
| 2.00 | Selectmen | n/a | n/a | n/a | 2,000 | 4,000 | 4,000 |
| 1.00 | Office Manager | n/a | n/a | n/a | 70,000 | 70,000 | 70,000 |
| 1.00 | Administrative Assistant | n/a | n/a | n/a | 55,683 | 55,683 | 55,683 |
| 6.00 | TOTAL SALARIES: | | | | | 323,408 | 323,408 |

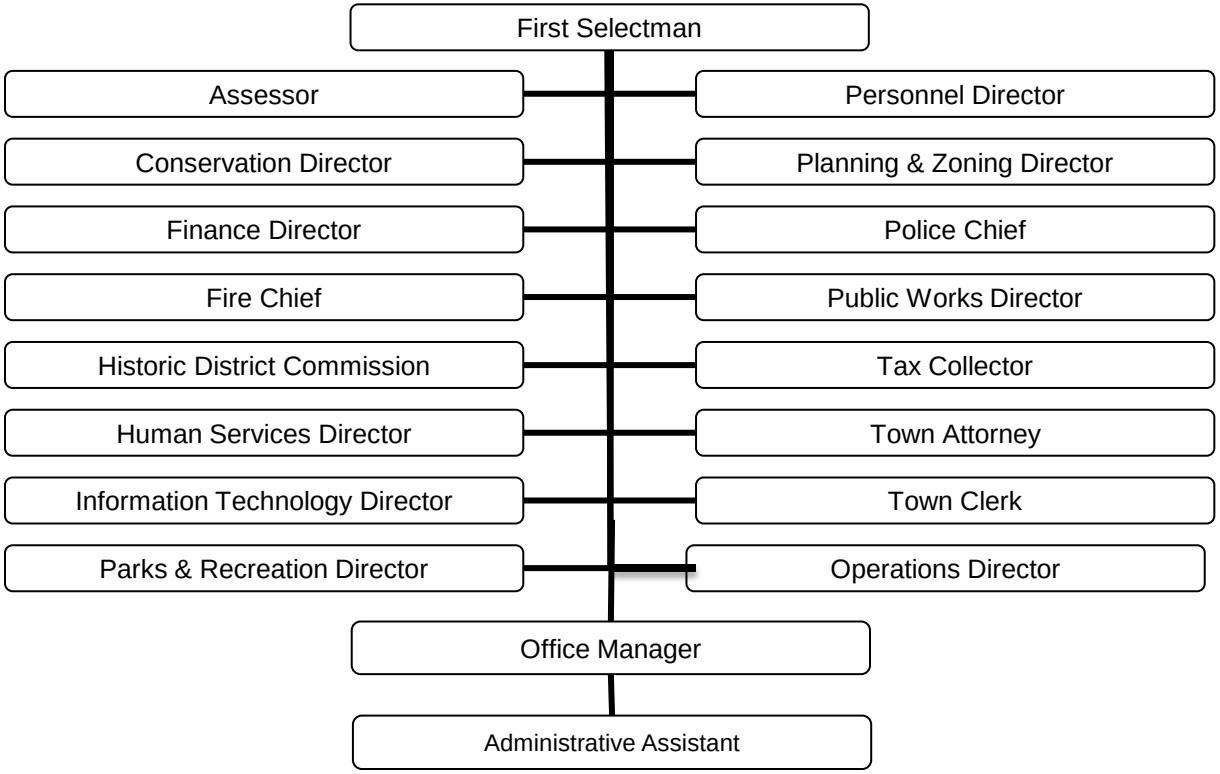
### EXTRA HELP & OVERTIME

| qty | Position | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|
| 1.00 | Clerical Help(Coverage) | $25.00 | 200 | 3,000 | 5,000 | 3,000 |
| 1.00 | TOTAL EXTRA HELP & OVERTIME: | | | | 5,000 | 3,000 |

### 120 – SELECTMEN

| Account | Description |
|---|---|
| *Fees and Services* | Land Record Audit – Index Checkers ($6,000), Green Energy Task Force ($750) |
| *Education & Expenses* | Meetings/Conferences; Dues/Subscriptions; Educational Supplies |

# 120 – SELECTMEN'S OFFICE
# 2016/2017 Organization Chart
# 2015/16: 4 Full Time / 2016/17: 4 Full Time



| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **132 Probate Court** | | | | | | | |
| (60) PaymentsToAgency/Or | 11,696.98 | 14,000.00 | 14,000.00 | 14,000.00 | 14,000.00 | 0.00 | 0.0% |
| **TOTAL (132) Probate Court** | **11,696.98** | **14,000.00** | **14,000.00** | **14,000.00** | **14,000.00** | **0.00** | **0.0%** |

## 132 – PROBATE COURT BUDGET 2016-2017

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

# REGISTRARS' BUDGET NARRATIVE

## Account 140 – Registrars' Office

In 2016-17 we continue with over $40,000 in cost savings from the office reorganization in 2013-14. These savings are not reflected in our office budget as they are part of the Town's benefit and retirement costs.

We have not yet attained our goal of keeping each of our hours to the part-time standard agreed upon in the reorganization. The need to bring up-to-speed a new deputy registrar and the increased load on our office during a Presidential election year, are factors that continue this concern into 2016-17. Additionally, legislation and the Secretary of the State (SOTS) continue to add duties and responsibilities without regard to the cost and additional time required. We will continue to monitor the situation with Personnel and Finance.

The State Constitution only allows for Registrars to receive two salary increases, at the beginning of the term and mid-term. This effectively means no increase in Registrars salary will happen until FY 2019.

## Account 142 – Elections

We have budgeted for a single-party primary in August. We believe that to be the most likely case. In the event that a dual primary occurs, we will have to come back before the funding bodies to fund the additional costs associated.

The SOTS is examining several initiatives that we may consider for implementation in Westport:

- Electronic pollbook systems which would allow us to automate the voter check-in process
- Software that would download election results directly from the tabulators, allowing for greater accuracy and quicker election results reporting
- Software and equipment to replace the outdated Assisted Voting System for voters requiring such technology

Some of these may be funded through the statewide bonding approved for the SOTS. When the particulars are known, we expect to return to the funding bodies with a request to fund any purchases required.

We prefer, and intend to lobby for, a holistic approach to systems utilization that would integrate electronic poll books with the Connecticut Voter Registration System (CVRS). Such integration would increase efficiency, reduce costs, and provide a higher

level of voter service. However, because changes effecting Elections often require legislation and funding, we recognize that such integration may not occur in the near term.

In 2015-16 we successfully implemented using the Online Voter Registration module of the statewide system to process Election Day Registrations (EDRs). Over 70% of EDRs were processed online. This automated processing will enable us hold down the increased costs of personnel for the Presidential election due to increased activity in EDR. The SOTS has asked to review the system we developed in order to help other towns implement such a system. We will continue to investigate additional ways to reduce costs by automating manual processes.

**ACTIVITIES OF THE REGISTRARS' OFFICE**

- Voter registration administration
- Online voter registration processing
- Dept. Motor Vehicle change processing
- Annual Permanent Absentee status confirmation
- Annual voter residency canvass
- High school registration at Staples & GFA
- Pollworker hiring
- Pollworker training
- Election administration
- Election Day Registration
- Poll setup and clean up
- FOIA information request processing & tracking
- Spring and fall educational conferences
- Reporting to, coordination & meeting with Secretary of the State's Office
- Legislative review
- Lobbying and testimony in Hartford
- Deputy Registrar training
- Procedures documentation/updating
- Professional organization meetings
- Technology review and integration
- Records retention management
- Hand counted district audits
- Recanvasses (commonly known as recounts)
- Registrar & deputy certification

## 140 Registrars

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 79,762.42 | 84,120.00 | 84,120.00 | 90,200.00 | 86,140.00 | 0.00 | 2.4% |
| (03) EH & OT | 10,515.37 | 15,288.00 | 15,288.00 | 15,652.00 | 15,652.00 | 0.00 | 2.4% |
| (15) Trans. Allowance | 1,600.00 | 1,600.00 | 1,600.00 | 1,500.00 | 1,500.00 | 0.00 | -6.3% |
| (19) Contract Services | 1,776.69 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 0.00 | 0.0% |
| (33) Advert & Print | 1,460.68 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 0.00 | 0.0% |
| (41) Supplies | 2,641.93 | 3,500.00 | 3,500.00 | 3,500.00 | 3,500.00 | 0.00 | 0.0% |
| (59) Education & Exp. | 2,876.44 | 3,500.00 | 3,500.00 | 3,500.00 | 3,500.00 | 0.00 | 0.0% |
| **TOTAL (140) Registrars** | **100,633.53** | **112,508.00** | **112,508.00** | **118,852.00** | **114,792.00** | **0.00** | **2.0%** |

## 140 - REGISTRARS BUDGET 2016-17

### SALARIES

| FTE | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals | Increase /Decrease |
|---|---|---|---|---|---|---|---|---|
| 1.20 | Registrar of Voters | n/a | | | 88,160 | 84,120 | 88,160 | 4.80% |
| 0.00 | Service Assistant I (F.T.) | IV-2 | | | 0 | 0 | 0 | 0.00% |
| 1.20 | TOTAL SALARIES: | | | | 88,160 | 84,120 | 88,160 | 4.80% |

### EXTRA HELP & OVERTIME

| FTE | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT Totals | 2016-17 EH&OT Totals | |
|---|---|---|---|---|---|---|---|---|
| 0.20 | Deputy Registrar of Voters (P.T.) | n/a | $22.00 | 364 | 8,008 | 7,644 | 8,008 | 4.76% |
| 0.20 | Special Projects - Temp. Office Help | n/a | $22.00 | 364 | 8,008 | 7,644 | 8,008 | 4.76% |
| | TOTAL EXTRA HELP & OVERTIME: | | | | | 15,288 | 16,016 | 4.76% |

### 140 – REGISTRARS OF VOTERS

| | Account | Description | 2015-16 | 2016-17 | |
|---|---|---|---|---|---|
| 528900 | Transportation | ROV vehicle usage reimbursement | 1,600 | 1,500 | -6.25% |
| 532000 | Contract Services | For Equipment and Non-Election Mailings (Canvass, Registration Confirmations) | 3,000 | 3,000 | 0.00% |
| 551000 | Advertising & Printing | Copier, printing, advertising | 1,500 | 1,500 | 0.00% |
| 561000 | Supplies | Office supplies, paper (lists), mailing labels and envelopes | 3,500 | 3,500 | 0.00% |
| 585000 | Education & Expenses | ROV conferences, meetings, trainings & certification | 3,500 | 3,500 | 0.00% |
| | TOTAL OTHER | | 13,100 | 13,000 | -0.76% |
| | **TOTAL REGISTRARS OF VOTERS** | | **112,508** | **117,176** | **4.15%** |

| TOTAL OFFICE & ELECTIONS | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|---|---|---|---|---|---|
| | **185,996** | **183,221** | **177,665 (A)** | **187,783 (A)** | **194,014 (A)** |

| | | | |
|---|---|---|---|
| **140** | **SALARIES** | **40,000** | **Rep Only Primary** |

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

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

## 142 Elections

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| (03) EH & OT | | 31,395.29 | 48,375.00 | 48,375.00 | 48,498.00 | 48,498.00 | 0.00 | 0.3% |
| (18) Fees & Services | | 11,306.96 | 13,000.00 | 13,000.00 | 13,000.00 | 13,000.00 | 0.00 | 0.0% |
| (22) Primaries - Dem | | 24,714.97 | 61,399.00 | 61,399.00 | 40,000.00 | 40,000.00 | 0.00 | -34.9% |
| (25) Telephone | | 0.00 | 900.00 | 900.00 | 0.00 | 0.00 | 0.00 | -100.0% |
| (41) Supplies | | 13,693.19 | 18,000.00 | 18,000.00 | 19,300.00 | 19,300.00 | 0.00 | 7.2% |
| **TOTAL** | **(142) Elections** | **81,110.41** | **141,674.00** | **141,674.00** | **120,798.00** | **120,798.00** | **0.00** | **-14.7%** |

## 142 - ELECTIONS BUDGET 2016-2017

### EXTRA HELP & OVERTIME -513001

| qty | Position | Hourly Rate | No. of Hours | Rate | 2015-16 Totals | 2016-17 Totals | *Selectman Change* | *BOF Change* |
|---|---|---|---|---|---|---|---|---|
| 17 | Instruction: Assistant Registrars | | | 50 | 1,100 | 850 | | |
| 16 | Instruction: Ballot Monitors | | | 25 | 250 | 400 | | |
| 8 | Instruction: Security Monitors | | | 25 | 250 | 200 | | |
| 17 | Instruction: Official Checkers | | | 25 | 250 | 425 | | |
| 8 | Instruction: Optical Scanner Tenders | | | 25 | 225 | 200 | | |
| 11 | Instruction: Floaters & Traffic Directors | | | 25 | 500 | 275 | | |
| 1 | Instruction: Absentee Ballot Moderator | | | 50 | 50 | 50 | | |
| 2 | Instruction: Absentee Ballot Deputy Moderator | | | 50 | 50 | 100 | | |
| 12 | Instruction: Absentee Counters | | | 15 | 120 | 180 | | |
| 1 | Instruction: Head Moderator | | | 100 | 100 | 100 | | |
| 6 | Instruction: Moderators | | | 50 | 400 | 300 | | |
| 2 | Instruction: Transport Workers | | | 25 | 50 | 50 | | |
| 2 | Instruction: Pretraining for EDR | $18.00 | 8.00 | | 144 | 288 | | |
| 5 | Instruction: EDR Workers | | | 25 | | 125 | | |
| 2 | Election Day Workers: Registrars | | | 1,000 | 2,000 | 2,000 | | |
| 1 | Election Day Workers: Head Moderator | | | 350 | 300 | 350 | | |
| 6 | Election Day Workers: Moderators | | | 300 | 2,120 | 1,800 | | |
| 14 | Election Day Workers: Assistant Registrars | | | 275 | 4,700 | 3,850 | | |
| 2 | Election Day Workers: EDR Assistant Registrars | | | 275 | | 550 | | |
| 5 | Election Day Workers: EDR | | | 200 | | 1,000 | | |
| 14 | Election Day Workers: Ballot Monitors | | | 200 | 2,000 | 2,800 | | |
| 8 | Election Day Workers: Security | | | 200 | 1,800 | 1,600 | | |
| 14 | Election Day Workers: Official Checkers | | | 200 | 2,000 | 2,800 | | |
| 7 | Election Day Workers: Optical Scanner Tenders | | | 200 | 1,800 | 1,400 | | |
| 9 | Election Day Workers: Floaters & Traffic Directors | | | 200 | 2,800 | 1,800 | | |
| 1 | Election Day Workers: Absentee Ballot Moderator | | | 300 | 265 | 300 | | |
| 2 | Election Day Workers: Deputy AB Moderator | | | 275 | 235 | 550 | | |
| 12 | Election Day Workers: Absentee Counters | | | 200 | 1,600 | 2,400 | | |
| 2 | Election Day Workers: Master Tallies | | | 225 | 450 | 450 | | |
| 0 | Election Day Workers: Mechanics | | | 2,000 | 2,000 | 0 | | |
| 2 | Election Day Workers: Transport Workers | | | 200 | 400 | 400 | | |
| 3 | Election Day Workers: Disassemble Workers | | | 200 | 400 | 600 | | |
| 2 | Audit/Recount Workers: Registrars | | | 300 | 600 | 600 | | |
| 16 | Audit/Recount Workers: Counters | $19.00 | 10.00 | | 2,400 | 3,040 | | |
| 2 | Prep Workers: Election | $22.00 | 225 | 9,900 | 9,450 | 9,900 | | |
| 6 | Absentee Ballot Recording | $14.75 | 10 | | 266 | 885 | | |
| 8 | Poll Setup Crew | $16.00 | 10 | | 1,280 | 1,280 | | |
| 20 | Training Fees: Moderators | $14.75 | 5 | 130 | 4,420 | 2,600 | | |
| | TOTAL EXTRA HELP: | | | | 46,775 | 46,498 | -0.59% | |

## 142 - ELECTIONS BUDGET 2016-2017

| | 2015-16 | 2016-17 | |
|---|---|---|---|
| **142 – ELECTIONS 513002** | | | |
| Election Day Workers: Police | 0 | 0 | |
| Election Day Workers: DPW | 2,000 | 2,000 | |
| TOTAL OVERTIME: | 2,000 | 2,000 | 0.00% |

| Account | Description | | | |
|---|---|---|---|---|
| 531000 | ***Fees & Services*** | | | |
| | Post Office Service (election reminders), Mailings to Poll Workers | $5,200 | $5,200 | |
| | Tabulator Card Programming | $3,600 | $3,600 | |
| | Annual Tabulator Maintenance | $4,200 | $4,200 | |
| | | $13,000 | $13,000 | 0.00% |
| 541000 | ***Telephone*** | | | |
| | Fax Line Programming for Local Elections | $900 | $0 | |
| 561000 | ***Supplies*** | | | |
| | Ballot Printing & Forms | $5,700 | $6,000 | |
| | Food for Election Day Workers | $3,000 | $3,000 | |
| | Machine Ink and Paper Tape; Voting Signs, Registration Card Signs, Pens, Magnifying Sheets, Election Day Miscellaneous Expenses, Folders, Moderator Returns, Enlarged ballots; Polls Supplies, Storage Containers, Rental of Election Day Van, Moving Van KHS to Library, ADA Compliance Supplies | $4,300 | $4,300 | |
| | | $13,000 | $13,300 | 2.31% |
| | **TOTAL ELECTIONS** | **$75,675** | **$74,798** | -1.16% |

## 142 - ELECTIONS AUGUST REP ONLY PRIMARY BUDGET 2016-17

**PRIMARY - 536002**

| qty | Position | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals | *Selectman Change* | *BOF Change* |
|---|---|---|---|---|---|---|---|---|
| 7 | Instruction: Assistant Registrars | | | 50 | 700 | 350 | | |
| 0 | Instruction: Ballot Monitors | | | 25 | 350 | 0 | | |
| 7 | Instruction: Security Monitors | | | 25 | 175 | 175 | | |
| 0 | Instruction: Demonstrators | | | 25 | 0 | 0 | | |
| 7 | Instruction: Official Checkers | | | 25 | 350 | 175 | | |
| 7 | Instruction: Optical Scanner Tenders | | | 25 | 175 | 175 | | |
| 9 | Instruction: Floaters & Traffic Directors | | | 25 | 225 | 225 | | |
| 1 | Instruction: Absentee Ballot Moderator | | | 50 | 50 | 50 | | |
| 1 | Instruction: Absentee Ballot Deputy Moderator | | | 50 | 50 | 50 | | |
| 8 | Instruction: Absentee Counters | | | 15 | 120 | 120 | | |
| 1 | Instruction: Head Moderator | | | 100 | 100 | 100 | | |
| 6 | Instruction: Moderators | | | 50 | 350 | 300 | | |
| 2 | Instruction: Transport Workers | | | 25 | 50 | 50 | | |
| 2 | Election Day Workers: Registrars | | | 1,000 | 2,000 | 2,000 | | |
| 1 | Election Day Workers: Head Moderator | | | 350 | 300 | 350 | | |
| 6 | Election Day Workers: Moderators | | | 300 | 1,590 | 1,800 | | |
| 7 | Election Day Workers: Assistant Registrars | | | 275 | 3,290 | 1,925 | | |
| 0 | Election Day Workers: Ballot Monitors | | | 200 | 2,800 | 0 | | |
| 7 | Election Day Workers: Security | | | 200 | 1,400 | 1,400 | | |
| 0 | Election Day Workers: Demonstrators | | | 0 | 0 | 0 | | |
| 7 | Election Day Workers: Official Checkers | | | 200 | 2,800 | 1,400 | | |
| 7 | Election Day Workers: Optical Scanner Tenders | | | 200 | 1,400 | 1,400 | | |
| 9 | Election Day Workers: Floaters & Traffic Directors | | | 200 | 1,800 | 1,800 | | |
| 1 | Election Day Workers: Absentee Ballot Moderator | | | 300 | 265 | 300 | | |
| 1 | Election Day Workers: Deputy AB Moderator | | | 275 | 235 | 275 | | |
| 4 | Election Day Workers: Absentee Counters | | | 200 | 1,600 | 800 | | |
| 2 | Election Day Workers: Master Tallies | | | 225 | 450 | 450 | | |
| 0 | Election Day Workers: Mechanics | | | 1,000 | 2,000 | 0 | | |
| 2 | Election Day Workers: Transport Workers | | | 200 | 400 | 400 | | |
| 3 | Election Day Workers: Disassemble Workers | | | 200 | 400 | 600 | | |
| 2 | Audit/Recount Workers: Registrars | | | 200 | 200 | 400 | | |
| 16 | Audit/Recount Workers: Counters | $19.00 | 4.00 | | 1,216 | 1,216 | | |
| 6 | Absentee Ballot Recording | $14.75 | 4.00 | 59 | 708 | 354 | | |
| 2 | Prep Workers: Election Misc. | $22.00 | 225.00 | 4,950 | 9,450 | 9,900 | | |
| | TOTAL EXTRA HELP: | | | | 33,899 | 28,540 | -15.81% | |
| | | | | | | | | |
| | Election Day Workers: Police | | | | 2,500 | 0 | | |
| | Election Day Workers: Custodial (DPW) | | | | 2,000 | 2,000 | | |
| | TOTAL OVERTIME: | | | | 4,500 | 2,000 | -55.56% | |
| | TOTAL EXTRA HELP & OVERTIME: | | | | 38,399 | 30,540 | -20.47% | |

## 142 - ELECTIONS AUGUST REP ONLY PRIMARY BUDGET 2016-17

**PRIMARY - 536001**

| Description | 2015-16 | 2016-17 | |
|---|---|---|---|
| ***Fees & Services*** | | | |
| Post Office Service (election reminders), | 5,200 | 2,250 | |
| Mailings to Poll Workers | | | |
| Tabulator Card Programming | 1,600 | 750 | |
| Annual Tabulator Maintenance | 0 | 0 | |
| | 6,800 | 3,000 | -55.88% |
| ***Telephone*** | | | |
| Fax Line Programming for Local Elections | - | 0 | |
| ***Supplies*** | | | |
| Ballot Printing & Forms | 7,500 | 3,750 | |
| Food for Election Day Workers | 3,000 | 1,500 | |
| Machine Ink and Paper Tape; Voting Signs, | 3,000 | 1,210 | |
| Registration Card Signs, Pens, Magnifying Sheets, Election Day Miscellaneous Expenses, Folders, Moderator Returns, Enlarged ballots; Polls Supplies, Storage Containers, Rental of Election Day Van | | | |
| | 13,500 | 6,460 | -52.15% |
| **Primary 536001 - TOTALS** | **$20,300** | **$9,460** | -53.40% |
| **TOTAL 2016 AUGUST REP ONLY PRIMARY** | **$58,699** | **$40,000** | -31.86% |

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| **150 Board of Finance** | | | | | | | | |
| (33) Advert & Print | | 4,273.90 | 2,500.00 | 2,500.00 | 2,500.00 | 2,500.00 | 0.00 | 0.0% |
| **TOTAL** | **(150) Board of Finance** | **4,273.90** | **2,500.00** | **2,500.00** | **2,500.00** | **2,500.00** | **0.00** | **0.0%** |

## DEPARTMENT: FINANCE

**DEPARTMENT SERVICES OVERVIEW:** Financial activities performed by Town departments include the Assessor's Office and the Tax Collector's Office. In addition, the Finance Department is responsible for general accounting functions, audits, pension and health benefits, budget development and control, financial reporting, management of Town funds, debt management and Pension Investment oversight. The department also supports departments responsible for development of online financial payments and accounting systems and control.

### FY 2016 ACCOMPLISHMENTS:

- Reorganized and consolidated the Finance and Audit department reducing a senior position and outsourcing all audit work.
- Completed union negotiations with the DPW union. Completed negotiations with the Municipal Employees union (WMEU)
- Awarded the 2014 Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association.
- Built the Town's Health Benefits Fund net asset balance and now will be taking reserves down which will freeze the net cost for Health Insurance for the 2015-2016 budgets and soften the 2016-2017 and 2017-2018 budget with a planned drawdown.
- Bid the Trustee services for the Pension, 401(k) and Defined Contribution plan resulting in annual savings of $40,000.
- Started the process to take over the Fire Department Cell Tower from outside management which will result in the Town having total ownership of the site and will get 100% of the revenue stream up to the baseline and the majority of income above that amount.
- Increased automated payment to vendors (ACH) by 27% over the prior year and have processed 3,700 payments via ACH.

### FY 2017 SERVICE LEVEL GOALS:

- Produce the Annual Audit and CAFR for Town review by December 2016.
- Continue to streamline the Budget process with the goal of paperless reporting and review by Town Bodies. (New Scanning Module)
- Continue to coordinate with BOE to streamline functions regarding benefits and contract negotiations in addition to joint projects on energy savings and purchasing. We will be bidding our energy contracts together for December 2016.
- Upgrade the Human Resource Time and Attendance module for reporting of Sick, Vacation, personal and injury leave. Install Bio-Metric Time Clocks to track attendance and integrate with the current Payroll/HR system
- Continue to implement policies on tighter internal controls and paperless processing.
- Continue with the momentum of our Safety teams to reduce accidents and injuries to produce Workers Compensation claims savings by bringing in a part time safety inspector and implementing a reward system for no loss time accidents.

### PERFORMANCE MEASURES:

- Timely closing of year end financials and filing CAFR by December 31.
- Budget documents accuracy and timeliness.
- Risk Management Best Practices resulting in lower insurance costs. Already negotiated a zero percent increase in Workers Compensation premiums for 2016-2017.
- Improved Monthly financial reporting to Board of Finance. Have already implemented monthly updates of Pension and OPEB performance.
- Cost savings through streamlining accounting and banking functions and increased investment returns through disciplined investments.

**5 YR GOALS:**

- Stress the need to reduce paper documents.
- All payments to new vendors will be via ACH or Direct Deposit. We are reaching out to all vendors to get them paid electronically. We made 2,450 additional ACH payments over the previous year.
- Full integration of Financial and HR modules within the Munis System with links from the BOE HR system for Valuation reporting.
- Have all new employees in a Defined Contribution or Hybrid Plan.

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**REVENUE SUMMARY:**

- The Finance Department does not generate any revenues from operations but rather manages investing Town funds to generate revenue in addition to overseeing the administration and collection of funds generated from the rental of Town property such as the Inn at Longshore and cell tower rental revenues of ($1.0 million). Due to market conditions and record low interest rates, the Town will generate minimal investment income of $200,000 compared to $160,000 in the previous year and $75,000 the prior year..

**DESCRIPTION OF ACCOUNTS:**

| Account | Description |
|---|---|
| • Fees & Services | MUNIS Maintenance Fees (per 3-Year Contract), copy charges and printing. |
| • Equipment Maint./Operation | Check Signers, Printers, Copier and Dymo machines |
| • Supplies | Office Supplies, Forms and Binders |
| • Education & Expenses | Publications, Dues, Conferences, and Professional & IT Training |

**DETAIL OPERATING CAPITAL REQUESTS**:

- Nothing of significance in the upcoming year.

**BUDGET NOTES:**

- Salaries increased as a result of consolidating the Audit Department into the Finance Department which eliminated one senior staff person and outsourced the internal audit function saving $52,813.
- Fees & Service are the same as last year's level due to renegotiating a new 3-year contract for our Munis Software.
- Education expense remains the same and reflects the reimbursement of our Financial Coordinator who is pursuing an Accounting degree.
- Office equipment has been reduced to zero as a result of furniture upgrades in the previous budget year.

## 151 Finance Department

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 631,510.88 | 602,186.00 | 608,073.00 | 623,171.00 | 626,093.00 | 0.00 | 3.0% |
| (03) EH & OT | 4,560.00 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 0.00 | 0.0% |
| (18) Fees & Services | 106,024.41 | 125,000.00 | 125,000.00 | 120,000.00 | 120,000.00 | 0.00 | -4.0% |
| (25) Telephone | 873.97 | 900.00 | 900.00 | 900.00 | 900.00 | 0.00 | 0.0% |
| (26) Equip Maint/Oper | 1,525.79 | 2,000.00 | 2,000.00 | 1,800.00 | 1,800.00 | 0.00 | -10.0% |
| (34) Postage | 3,065.84 | 4,200.00 | 4,200.00 | 3,500.00 | 3,500.00 | 0.00 | -16.7% |
| (41) Supplies | 4,094.81 | 5,500.00 | 5,500.00 | 5,000.00 | 5,000.00 | 0.00 | -9.1% |
| (59) Education & Exp. | 8,520.12 | 8,500.00 | 8,500.00 | 9,500.00 | 9,500.00 | 0.00 | 11.8% |
| (CD) Office Equipment | 7,418.43 | 6,000.00 | 6,000.00 | 3,000.00 | 3,000.00 | 0.00 | -50.0% |
| **TOTAL (151) Finance Department** | **767,594.25** | **757,286.00** | **763,173.00** | **769,871.00** | **772,793.00** | **0.00** | **1.3%** |

## 151 - FINANCE DEPARTMENT BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Finance Director | | | | 165,572 | 165,572 | 165,572 |
| 1.00 | Controller | | | | 107,000 | 102,000 | 107,000 |
| 1.00 | Senior Accountant/Audit Manager | | | | 102,000 | 99,814 | 102,000 |
| - | Senior Accountant | | | | 0 | 79,755 | 0 |
| 1.00 | Financial Coordinator | | | | 66,351 | 66,351 | 66,351 |
| 1.00 | Purchasing Officer | | | | 86,700 | 86,700 | 86,700 |
| 1.00 | Accounting Assistant II | VII-7 | | | 72,863 | 71,259 | 72,863 |
| 1.00 | Accounts Payable / Accounting Clerk | VI-3 | | | 53,539 | 53,539 | 57,481 |
| 1.00 | Service Assistant I | IV-7 | | | 55,496 | 54,274 | 55,496 |
| | 401(k)/DC Plan Tax effected Payment | | | | | 5,060 | 5,130 |
| | Vacation Payouts | | | | | | |
| | Special Funds Allocation (Sewer/RRP) | | | | (92,500) | (90,239) | (92,500) |
| 8.00 | TOTAL SALARIES: | | | | | 694,085 | 626,093 |

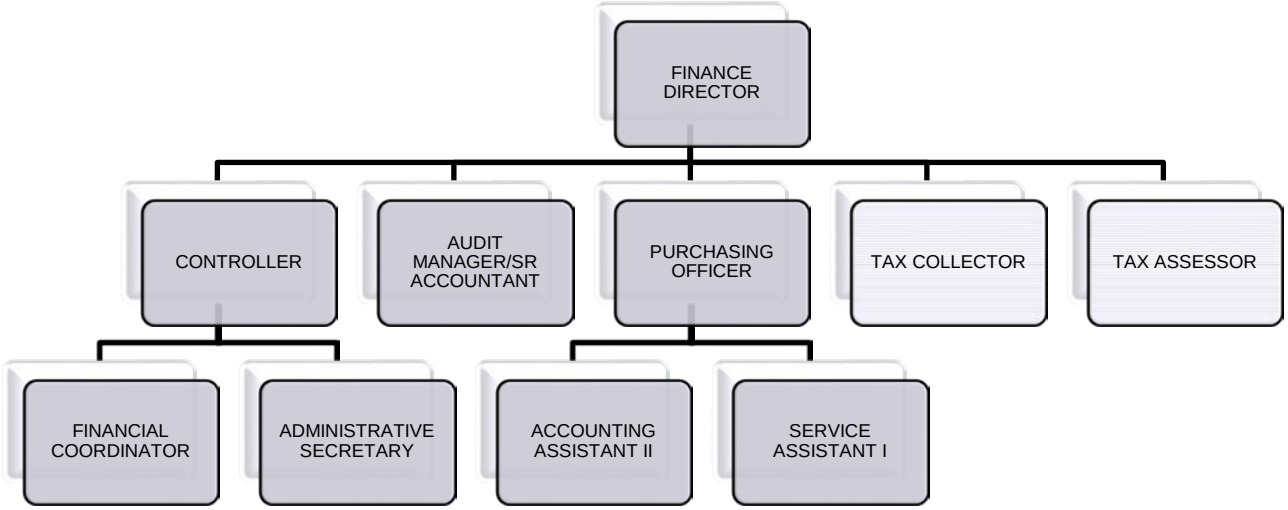
### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| | Professional Accounting/ System Modifications | | | | | 3,000 | 3,000 |
| | TOTAL EXTRA HELP: | | | | | 3,000 | 3,000 |

### 151 – FINANCE DEPARTMENT

| Account | Description |
|---|---|
| *Fees & Services* | MUNIS Maintenance Fees for HR (per 3-Year Contract) |
| *Equipment Maint./Operation* | Check Signers, Printers, Copier, Folding/Stuffing/Mailing Machine Rental |
| *Supplies* | Office Supplies, Forms and Binders |
| *Education & Expenses* | Publications, Dues, Conferences, and Professional & IT Training |
| *Office Equipment* | Office Furniture |

# 151 – FINANCE DEPARTMENT
## 2016/2017 Organization Chart
### 2015/16: 8 FULL TIME



## 152 Audit

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 96,406.18 | 96,403.00 | 98,813.00 | 0.00 | 0.00 | 0.00 | -100.0% |
| (18) Fees & Services | 11,900.00 | 20,000.00 | 20,000.00 | 60,000.00 | 60,000.00 | 0.00 | 200.0% |
| (19) Contract Services | 80,000.00 | 80,000.00 | 80,000.00 | 87,500.00 | 87,500.00 | 0.00 | 9.4% |
| (41) Supplies | 239.20 | 500.00 | 500.00 | 0.00 | 0.00 | 0.00 | -100.0% |
| (59) Education & Exp. | 1,004.00 | 1,000.00 | 1,000.00 | 0.00 | 0.00 | 0.00 | -100.0% |
| **TOTAL (152) Audit** | **189,549.38** | **197,903.00** | **200,313.00** | **147,500.00** | **147,500.00** | **0.00** | **-26.4%** |

**TOWN OF WESTPORT**

**Personnel Department (FY 2016-2017)**

## 1. Functions

| | |
|---|---|
| Human Resources | Defined Benefit Plans |
| Labor Relations | Defined Contribution Plans |
| Employee Benefits/ HRIS | Employee Recruitment |
| Workers Compensation | OSHA & EEOC Reporting |
| Unemployment Insurance | Employee Assistance |
| Heart & Hypertension Claims | Training |
| Payroll Processing | Tax Reporting |

## 2. Department Mission Statement

The goal of the Personnel Department is to provide leadership and service to all Town entities as required. We look to recruit, develop, motivate and retain a highly skilled, effective workforce who can efficiently perform their responsibilities on behalf of the Town and to create a productive work environment characterized by fairness, open communication, personal accountability, trust and mutual respect.

## 4. Department Key Services

- Provide direction and support to all Town departments and elected officials in the development, coordination and execution of human resource policies, practices and procedures in compliance with all laws, regulations and contractual obligations.
- Develop and implement all recruitment; hiring, promotions, training and on-boarding activities.
- Administer the Town's compensation program to provide the Town with the ability to attract, motivate and retain competent managers.
- Provide counsel and advice to the First Selectman and all departments in the areas of employee conduct and performance management.
- Provide guidance on staffing and other employee related issues to the First Selectman, Department Heads, Appointing Authorities, Elected Officials and Volunteer Boards.
- Administration of employee relations' process for all Town employees.
- Oversight of the Town's Affirmative Action and Equal Employment Opportunity efforts.
- The administration, interpretation and application for the various labor agreements.
- Cost effective management and administration of all employee and retiree benefit programs.
- Assist in the development of long term, strategic plans for employee health care benefits and wellness programs to ensure fiscal accountability in a changing health care environment.
- Administer all employee pensions and defined contribution plans for all Town employees and for 300 Board of Ed. employees.

- Manage and administer the workers compensation program and oversight of Town safety initiative.
- Administer the Town's Employee Assistance Program.
- Accurately process and administer all payroll functions in compliance with all federal, state and contractual obligations as well as benefit requirements.
- Creation and administration of programs for training and professional development opportunities to meet identified needs.
- Manage the processing of Heart & Hypertension Claims.
- Administer the Town's unemployment compensation program.
- Arrange for the annual physicals for town employees who hold a commercial driver's license and perform safety sensitive work.\
- Administer and manage employee Health Savings accounts.
- Management and maintenance of all employee personnel records and files.
- Management and maintenance of all retiree records and files.

## 5. Department Goals for Fiscal 16-17

- Refinement and expansion of the use of the Employee Self Service Module of MUNIS.
- Restructure the Department by reviewing staff and reassigning tasks and responsibilities for a more efficient operation.
- Successfully negotiate a labor agreement with the Parks & Recreation union.
- Develop a Town Hall security plan and train employees accordingly.
- Continue participation in the development and expansion of the Town-wide safety initiative.
- Continue implementation of customer service goals to achieve better “citizen centric” service.
- Continue the development and refinement of a constantly evolving long term, health care strategy to ensure fiscal accountability in a changing health care environment.
- Begin the development of a new performance appraisal process for union employee groups.
- Develop a compensation rating system to better determine appropriate compensation and grouping for non-union positions.
- Development and initial implementation of town-wide sexual harassment training
- Develop an expanded training program for Seasonal employees.
- Develop and rollout of an Employee Wellness Program.
- Expand the scope of the Employee Wellness Fair, Bring Your Sons and Daughters to Work Day and other employee centric activities..
- Provide additional informational meetings for employees regarding the Defined Contributions Plans.

## 5A. Projects in Progress

1. Update Employee Handbook and develop one for union represented employees.
2. Revise all job descriptions and create them for jobs that are not currently defined.
3. Develop of a strategic plan for health benefits.
4. Continue negotiations for a new Pension Plan for Municipal Employees.
5. Continue labor negotiations for a successor agreement with the Parks and Recreation Union.
6. Commencement of the development of a new performance appraisal process for union employee groups.

## 6. Department Accomplishments

1. Administration of the recruitment, examination, selection and hiring processes for the First Selectman and all Town Departments including some large and complex recruitments such as the Parks and Recreation Director.
2. Receipt and review of approximately 700 applications for employment for 15 full time and promotional positions with some testing requiring more than one component of evaluation; 7 part time positions.
3. Assisted the Fire Department with the testing of 275 candidates for firefighter positions.
4. Updated all of the employee data in the MUNIS system. To comply with the Affordable Care Act requirements.
5. Successfully processed 1094C and 1095C forms in compliance with the Affordable Care Act.
6. Administration and facilitation of all personnel actions for Town employees from point of hire to separation including upgrade, reclassification, and termination or retirement.
7. Giving advice and assistance to the First Selectman, employees, Elected Officials and Volunteer Boards on HR policy, procedures, federal and state statutes and contractual language effecting HR operations and employee relations.
8. Continued expansion of employee acceptance of the high deductible health plan with Health Savings Account through a series of training workshops and informational sessions for all employee groups involved. Moved all employee groups with the exception of the two smallest unions to the HSA Plan.
9. Continued development of a long term strategy for the Town's health care costs through the Health Benefits Task Force.
10. Administration of the Town's workers compensation program resulting in a reduction of claims.
11. Ongoing management of the renewal process for medical benefits with the current insurance carriers.
12. Moved all but 11 employees to direct deposit for wages and all but 26 retirees for pension payments.
13. Completed contract negotiations with the union representing Public Works employees.
14. Revised the process of paying Heart and Hypertension claims through Anthem resulting in a savings of $106,000. Savings will continue going forward.
15. Recovered over $15,000 in erroneous charges paid to Anthem Blue Cross for terminated employees.
16. Reduction of unnecessary overtime costs in the Fire Department.
17. Successfully processed 25 retirements and 4 life insurance claims.
18. Administration of the Town's unemployment compensation program.
19. Administration of the Employee Assistance Program.
20. Expansion of the Wellness Fair and Bring Your Sons & Daughters To Work Day.

## 7. Other Key Department Issues

### MUNIS Human Resources Module

The Personnel Department staff has worked diligently to update all of the data pertaining to current and former employees in order to perform required reporting procedures as well as enhance the ability to provide reports. This will enable us to begin using the Employee Self-Service capabilities of the system.

## Workers Compensation and Safety

We have become far more diligent in reviewing workers compensation claims to better manage the Town's exposure particularly in regard to investigation of the incident, monitoring of injury treatment, duration of family medical leave, compensation while on leave, and prompt return to work. This has resulted in shorter claims duration and a financial savings.

## Training - Sexual Harassment

In an on-going effort to provide a workplace free from any type of harassment and discrimination the Town, in coordination with our EAP provider is undertaking sexual harassment training to ALL Town employees. This will also include the season employees, especially those hired for the various summer programs. There are two basic types of training modules. One module is for all employees and the other is specifically tailored to supervisors. While titled "Sexual Harassment" the training deals with all types and forms of workplace harassment and retaliation. This training is on-going until all employees have been trained.

## Health Care

The ever increasing costs, health care reform and an aging work force and OPEB costs are challenges now faced by The Town as well as in the coming years. It is important for the Town to develop a long term strategy in order to effectively face these challenges. This strategy will need to embrace a multi-prong approach to the issues including such areas as benefit plan design, appropriate level of co-pays and employee contributions, diverse plan options, and required changes in collective bargaining agreements.

## 153 Personnel

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 281,565.56 | 314,058.00 | 319,761.00 | 334,807.00 | 334,807.00 | 0.00 | 4.7% |
| (03) EH & OT | 0.00 | 12,480.00 | 12,480.00 | 4,500.00 | 4,500.00 | 0.00 | -63.9% |
| (15) Trans. Allowance | 1,717.37 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| (18) Fees & Services | 17,574.19 | 17,500.00 | 17,500.00 | 17,500.00 | 17,500.00 | 0.00 | 0.0% |
| (25) Telephone | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| (33) Advert & Print | 376.07 | 500.00 | 500.00 | 500.00 | 500.00 | 0.00 | 0.0% |
| (34) Postage | 500.78 | 500.00 | 500.00 | 500.00 | 500.00 | 0.00 | 0.0% |
| (41) Supplies | 1,781.35 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 0.00 | 0.0% |
| (59) Education & Exp. | 6,809.37 | 5,500.00 | 5,500.00 | 6,000.00 | 6,000.00 | 0.00 | 9.1% |
| (CD) Office Equipment | 0.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 0.00 | 0.0% |
| **TOTAL (153) Personnel** | **310,324.69** | **352,538.00** | **358,241.00** | **365,807.00** | **365,807.00** | **0.00** | **2.1%** |

## 153 - PERSONNEL DEPARTMENT BUDGET 2016-17

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Personnel Director | n/a | n/a | n/a | 123,843 | 123,843 | 123,843 |
| 1.00 | Benefits Administrator | n/a | n/a | n/a | 55,000 | 73,968 | 55,000 |
| 1.00 | Human Resource Manager | n/a | n/a | n/a | 72,000 | 67,275 | 72,000 |
| 1.00 | Payroll Coordinator | n/a | n/a | n/a | 55,000 | 55,000 | 55,000 |
| 0.50 | Payroll Clerk* | n/a | 25.00 | 1114 | 28,964 | - | 28,964 |
| 4.50 | TOTAL SALARIES: | | | | | 320,086 | 334,807 |

*** Part-Time Payroll Clerk replaces a Full-Time Position in the Police Department**

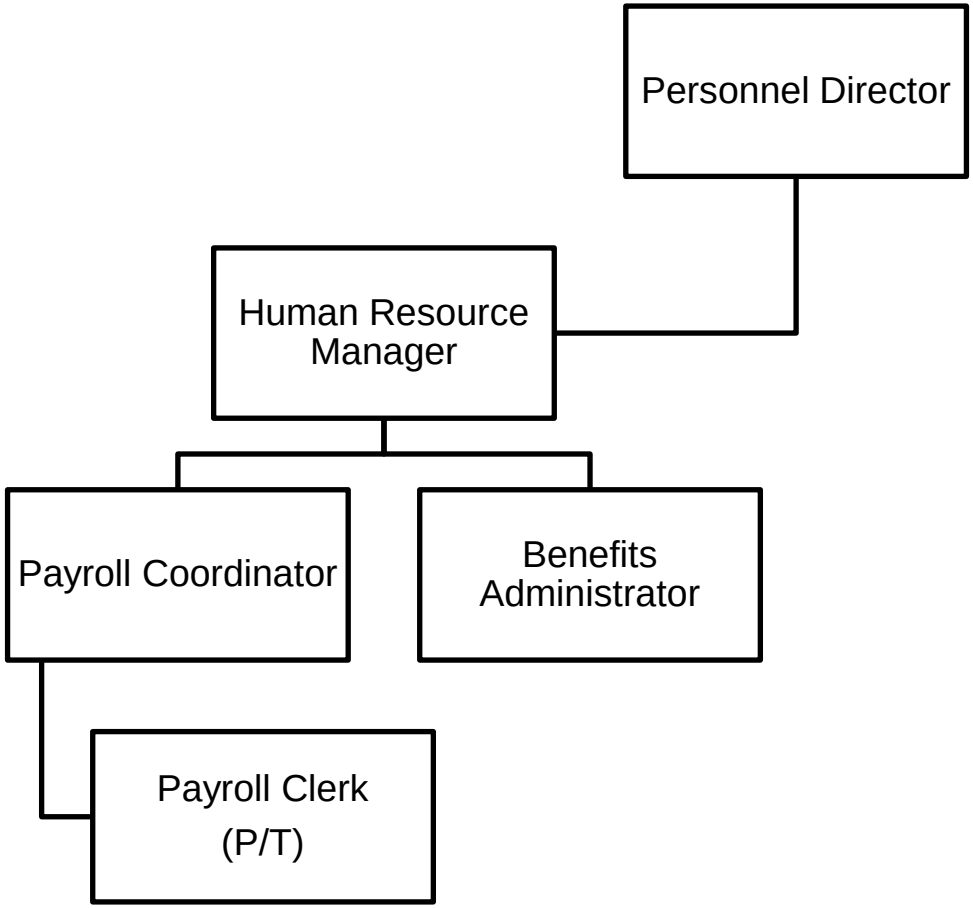
### EXTRA HELP & OVERTIME

| qty | Position | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|
| | | $15.00 | 300 | 4,500 | 12,480 | 4,500 |
| 0.00 | TOTAL EXTRA HELP & OVERTIME: | | | | 12,480 | 4,500 |

### 153 – PERSONNEL

| Account | Description |
|---|---|
| *Fees & Services* | Arbitration and Mediation Fees |
| | Medical Exams for disability pensions |
| | MIRA subscription |
| | Salary Surveys |
| | Consultants for contract negotiations |
| | Medical Consultants for Anthem appeals |
| | Service Agreement for office equipment |
| | CCM Municipal Labor Relations Data Service |
| | Labor Relations Transcript |
| | MUNIS Software Support |

# 153 – PERSONNEL DEPARTMENT
## 2016/2017 Organization Chart
## 2015/16: 4 Full Time / 2016/17: 4 Full Time .5 Part Time



# DEPARTMENT: ASSESSOR'S OFFICE

**DEPARTMENT SERVICES OVERVIEW:**

Connecticut State Statutes require the Assessor's Office to provide the Town an annual Grand List. This list includes the valuation of all Real Estate, Personal Property and Motor Vehicles. In order to accomplish this, the office performed approximately 850 real estate inspections, electronically sketched and valued all building permits that had an effect on value, including 124 demolitions and 123 new constructions. In addition, annual Personal Property audits are performed as well as the physical viewing of businesses and processing over 2500 declarations. Motor Vehicle requires the valuation of 24,000 vehicles and the processing of over 1,200 annual adjustments. The filing of the Grand List results in the annual printing of 3,000 personal property assessment and Real Estate increase notices.

This office is required to annually collect and process Income and Expense information from 450 commercial property owners. The office processes more than 375 applications for the State and Town elderly benefits, as well as those for veterans, the disabled and the blind. Assessor's Office collects applications, schedules and reconciles all Board of Assessment Appeal hearings and notices. This office is responsible for the revaluation of all real estate every five years. The department is organized under the Assessor's direction to recognize the importance of each of the above areas of the Grand List and to attend to taxpayer services. In a revaluation year, the priority is both the collection and valuation of all new building permits and the correct valuation of every property in Westport.

**FY 2016 ACCOMPLISHMENTS:**

- Successfully completed the 2015 physical revaluation within State statistical guidelines and (minimal) 6% of taxpayers attending informal hearings.
- Have kept pace with inspection and valuation of the new construction/renovation work and commercial development.
- Assisted the Selectman's Office in revising the local Senior Tax Abatement/Deferral Ordinance to increase abatement benefits by 20% and increased upper bracket to $65,000.

**FY 2016 SERVICE LEVEL GOALS:**

- Assist the RTM Senior and Disabled Tax Relief Special Committee in their effort to determine an appropriate asset test for Senior Tax Abatement/Deferral Program.
- Develop a comprehensive costing program for new residential and commercial construction in an effort to correctly estimate building costs and permit fees.
- Upgrade the current Vision software to the more recent Vision software program 6.5 by September 1, 2016.

**PERFORMANCE MEASURES:**

- Remaining current with the inspection of Building Permits in order to maintain Grand List growth and fairness to all Westport taxpayers.
- Educating taxpayers on the revaluation to include valuation explanations, informal hearings and the BAA appeal process.
- Vigorously defend residential and commercial values developed during the recent 2015 revaluation from lawsuits.
- Complete the significant corrections to the Motor Vehicle Grand List due to the installation of new DMV computers and software.

**5 YR GOALS:**

- Implement a system that allows for the correlation of Personal Property and Income and Expense information.
- Replace the mailing of Personal Property declaration letters with an emailing system that will save money for the Town.
- Collect further detailed Income and Expense information that would assist in developing more accurate commercial valuations for the 2020 revaluation.
- Implement new Vision software and have all of the real estate data on the cloud resulting in faster updating, easier public access and less computer hardware for IT.

**REVENUE SUMMARY:**

- Copy machine and report revenue $4,028.
- All building permits will include new construction, renovations and additions and at the current mill rate this should produce an additional $2,000,000 in tax revenue.

**DESCRIPTION OF ACCOUNTS:**

- Fees and Services: Tech support & license fees for QDS ($11,175); Personal Property Audits ($10,000); Vision Maintenance fees and Web Hosting ($11,260); Legal Notices ($50); Appraisal Licensing & Real estate fees ($1,350); NADA motor vehicle pricing ($380); Senior App. Audits ($2280)
- Telephone: Telephone usage and Service
- Equipment Maint/Operation: Leasing of copiers and maintenance of and Printers and office equipment
- Extra help and Overtime: Extra office help ($2,000); Extra office and inspection help for the continued increase in building permits and work associated with the revaluation.
- Postage: Postage and mailing costs for Declarations, Elderly Mailings, Increase Notices, Inspection Postcards, and Income and Expense Forms
- Supplies: Copy Paper, Mailing Envelopes, Toner, Typical Office Supplies
- Education & Expenses: Continuing Education Seminars and Classes for Assessor and Staff

**BUDGET NOTES:**

- Reductions in postage and extra help and overtime due to the completion 2015 revaluation

## 154 Assessor

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 425,172.00 | 447,613.00 | 454,572.00 | 461,750.00 | 461,750.00 | 0.00 | 1.6% |
| (03) EH & OT | 16,400.00 | 5,000.00 | 5,000.00 | 2,000.00 | 2,000.00 | 0.00 | -60.0% |
| (15) Trans. Allowance | 633.41 | 700.00 | 700.00 | 700.00 | 700.00 | 0.00 | 0.0% |
| (18) Fees & Services | 42,895.47 | 34,735.00 | 34,735.00 | 36,495.00 | 36,495.00 | 0.00 | 5.1% |
| (25) Telephone | 1,252.24 | 1,300.00 | 1,300.00 | 1,300.00 | 1,300.00 | 0.00 | 0.0% |
| (26) Equip Maint/Oper | 2,800.00 | 1,900.00 | 1,900.00 | 1,850.00 | 1,850.00 | 0.00 | -2.6% |
| (27) Veh. Maint/Oper | 1,606.07 | 1,550.00 | 1,550.00 | 1,550.00 | 1,550.00 | 0.00 | 0.0% |
| (34) Postage | 4,965.00 | 5,350.00 | 5,350.00 | 5,000.00 | 5,000.00 | 0.00 | -6.5% |
| (41) Supplies | 3,969.79 | 4,000.00 | 4,000.00 | 3,900.00 | 3,900.00 | 0.00 | -2.5% |
| (59) Education & Exp. | 4,278.71 | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 0.00 | 0.0% |
| (CF) Computers | 800.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| **TOTAL (154) Assessor** | **504,772.69** | **506,648.00** | **513,607.00** | **519,045.00** | **519,045.00** | **0.00** | **1.1%** |

## 154 - ASSESSOR DEPARTMENT BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Assessor | n/a | | | 120,029 | 120,029 | 120,029 |
| 1.00 | Deputy Assessor | n/a | | | 78,078 | 78,078 | 78,078 |
| 1.00 | Assessment Analyst/Inspector | n/a | | | 75,565 | 75,565 | 75,565 |
| 1.00 | Assessor Technician | VI-7 | | | 66,542 | 61,978 | 66,542 |
| 1.00 | Administrative Assistant II | V-7 | | | 60,768 | 59,430 | 60,768 |
| 1.00 | Administrative Assistant II | V-7 | | | 60,768 | 59,430 | 60,768 |
| 6.00 | TOTAL SALARIES: | | | | | 454,510 | 461,750 |

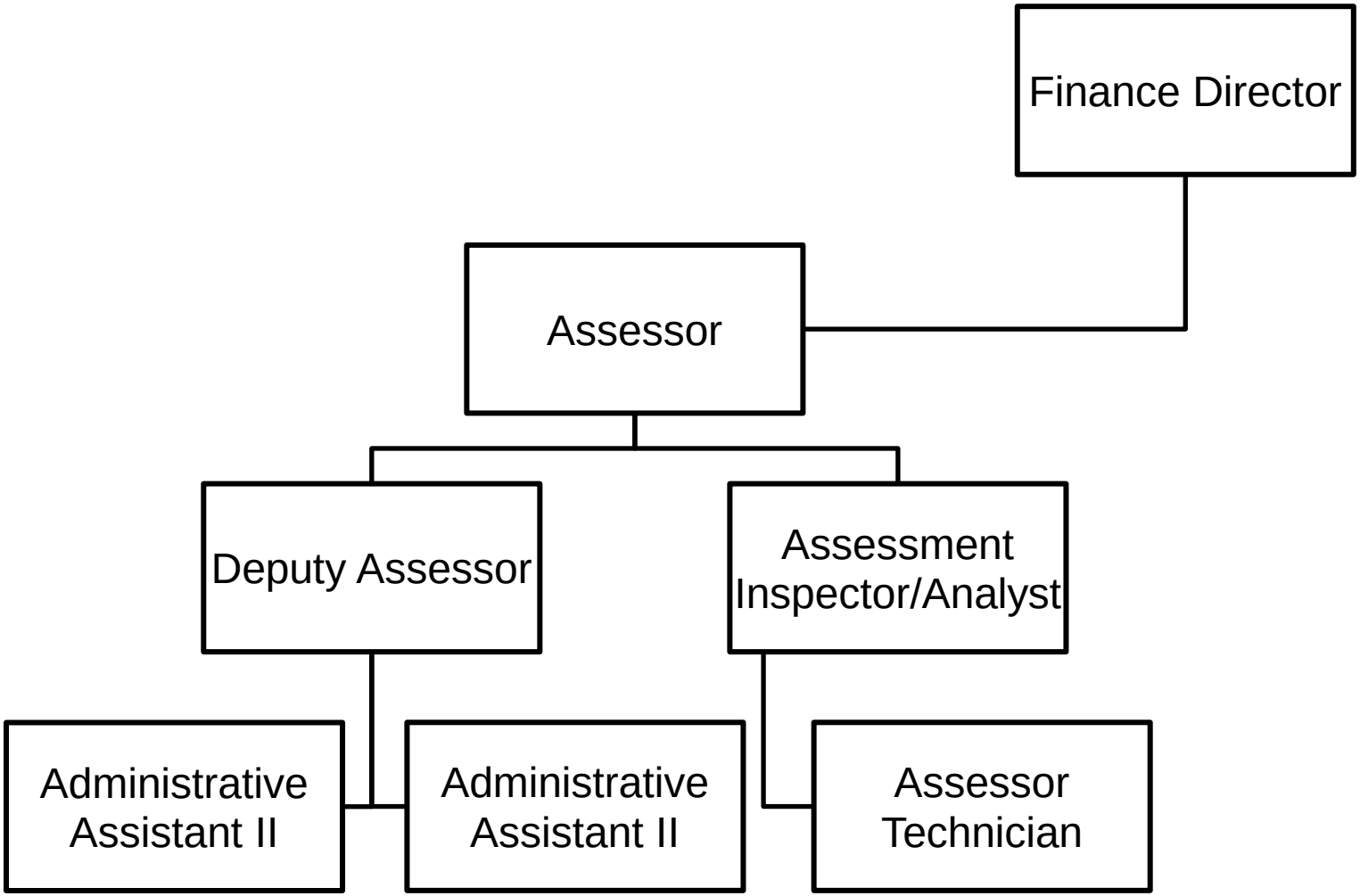
### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Staff Overtime | n/a | | | | 5,000 | 2,000 |
| 1.00 | TOTAL OVERTIME: | | | | | 5,000 | 2,000 |

### 154 – ASSESSOR

| Account | Description |
|---|---|
| *Extra help & overtime* | Funded to assist with additional seasonal work |
| *Fees & Services* | Technical Support and Licensing Fee for QDS System ($11,175)<br>Personal Property Audits ($10,000)<br>Vision Maintenance Fees and Web Hosting ($11,260)<br>Legal Notices ($50)<br>Appraisal Licensing & Real Estate Fees ($1,350)<br>NADA Motor Vehicle Pricing Guides ($380)<br>Senior application audits ($2,280) |
| *Telephone* | Telephone Usage and Telephone Service |
| *Equipment Maint./Operation* | Leasing of copiers and maintenance of printers and office equipment |
| *Transportation Allowance* | Mileage for traveling on Town business |
| *Vehicle Maint./Operation* | Fuel and Repairs for Inspection Vehicles |
| *Postage* | Postage and mailing costs for Declarations, Elderly Mailings, Increase Notices, Inspection postcards and Income and Expense Forms |
| *Supplies* | Copy Paper, Mailing Envelopes, Toner, Typical Office Supplies |
| *Education & Expenses* | Continuing Education Seminars and Classes for Assessor and staff |

# 154 – ASSESSOR'S OFFICE
## 2016/2017 Organization Chart
2015/16: 6 Full Time / 2016/17: 6 Full Time



# Department: Tax Collector

**Department Services Overview**:
The Westport Tax Collectors annually bills and collects the Real Estate (10,312 accounts), Personal Property (2,391 accounts), Motor Vehicles (23,973 accounts), and Supplementary Motor Vehicle (4,253 accounts) and Sewer Assessment (1,267 accounts) and Sewer Use (4,462 accounts). All Taxes and Sewer billing is on a quarterly basis.
The Tax Collectors Department collected $183,498,261.90. Beginning July 1, 2014 through June 30, 2015. (List Year 2013)

**FY 2014/2015 Accomplishments**:
Through internal efforts with support from the Foreclosure Review Committee we have collected **$1,991,161.85** between, July 1, 2014 and June 30, 2015 for the delinquent Real Estate. The committee reviews the accounts and discusses the progression giving updates and suggestions. The Collector's office staff initiates the contact and collection of each account i.e. monthly, follow-up phone call, personal payment plans and accounting of payments. This information is updated for the Committee's subsequent review.

Collections of delinquent Personal Property (business taxes) for the same period of time amounted to **$122,666.64**

**Collections July 2014 to June 2015:**

| **In-house** 96.14% | **Official Payments** 3.79% | Point & Pay .07% | **Total** 100% |
|---|---|---|---|
| $176,413,899.61 | $6,953,808.46 | $130,553.83 | $183,498,261.90 |

Please note 96.14% of taxes were paid in house. As of this writing more people use their own banks to pay taxes. This creates much more work in the office as each of the checks must have the account number verified (approximately 50% are incorrect) and memo bills written to leave a proper audit trail in our tax records.

The Vendor for on-line payments was Official Payments from July 2014 to May 2015. As of June 2015 Point & Pay is our on-line Vendor.

**FY 2016 / 2017 Service Level Goals**;
Continue to educate the Taxpayers to the use of on-line Tax information and payment options.
Continue collection efforts on all delinquent taxes and Sewer Accounts.
Enlist the services of Tax Serv LLC in pursuing collection of Suspense Motor Vehicle and Personal Property delinquent accounts.

**Performance Measures:**
Collection rate for the fiscal year 2014/2015 (2013 list year) was 98.42% (this figure includes the Deferred Tax, when this is excluded the rate is 99.01%). Consistently in top 10% of the State in collection rate.

**Revenue Summary:**
In the list year 2013, (2014/2015) we collected $33,956.64 in fees primarily to reimburse our costs to the State of Connecticut DMV to code owners of motor vehicles with delinquent taxes due thus preventing registration renewal until all taxes are paid. Other fees included are the Returned Check fees, Lien fees and copy fees.

**Description of Accounts**:
Salaries-Five full time employees, One Part-Time employee.
Seasonal Extra Help- A full time- part time person for 19 hours a week. This has been a position in past years, and is very beneficial to the department.
Fees and Services – Fees collected for DMV reporting of delinquent Motor Vehicle Taxes. Lien Fees and duplicate bill fees.
Equipment Maintenance/Operation- Service contracts and repairs.

**Budget Notes:**
Point & Pay charges no fees to the Town of Westport for their on-line payment services.
Tax-Serv Collection charges no fees to the Town of Westport for their collection services.
A savings of $5000.00 for the Webster Bank pay-on-line service, and a savings of $7000.00 per quarter for Lock Box service.

## 156 Tax Collector

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 246,723.04 | 259,289.00 | 264,866.00 | 271,178.00 | 271,178.00 | 0.00 | 2.4% |
| (03) EH & OT | 3,784.70 | 15,000.00 | 15,000.00 | 15,000.00 | 15,000.00 | 0.00 | 0.0% |
| (18) Fees & Services | 37,000.00 | 31,500.00 | 31,500.00 | 31,500.00 | 31,500.00 | 0.00 | 0.0% |
| (26) Equip Maint/Oper | 865.63 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 0.00 | 0.0% |
| (33) Advert & Print | 119.88 | 500.00 | 500.00 | 500.00 | 500.00 | 0.00 | 0.0% |
| (34) Postage | 22,766.37 | 24,000.00 | 24,000.00 | 24,500.00 | 24,500.00 | 0.00 | 2.1% |
| (41) Supplies | 12,121.05 | 10,000.00 | 10,000.00 | 12,000.00 | 12,000.00 | 0.00 | 20.0% |
| (59) Education & Exp. | 1,796.84 | 3,000.00 | 3,000.00 | 2,000.00 | 2,000.00 | 0.00 | -33.3% |
| **TOTAL (156) Tax Collector** | **325,177.51** | **344,289.00** | **349,866.00** | **357,678.00** | **357,678.00** | **0.00** | **2.2%** |

## 156 - TAX COLLECTOR BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Tax Collector | n/a | | | 90,536 | 90,536 | 90,536 |
| 1.00 | Deputy Tax Collector | n/a | | | 70,750 | 70,750 | 70,750 |
| 1.00 | Accounting Assistant I | VI-7 | | | 66,542 | 65,077 | 66,542 |
| 1.00 | Service Assistant I | IV-7 | | | 55,496 | 54,274 | 55,496 |
| 1.00 | Service Assistant I | IV-6 | | | 52,854 | 49,229 | 52,854 |
| | SUBTOTAL | | | | | 329,866 | 336,178 |
| LESS: | Allocation to Sewer Collection for sewer billing/collection | | | | | (65,000) | (65,000) |
| 5.00 | TOTAL SALARIES: | | | | | 264,866 | 271,178 |

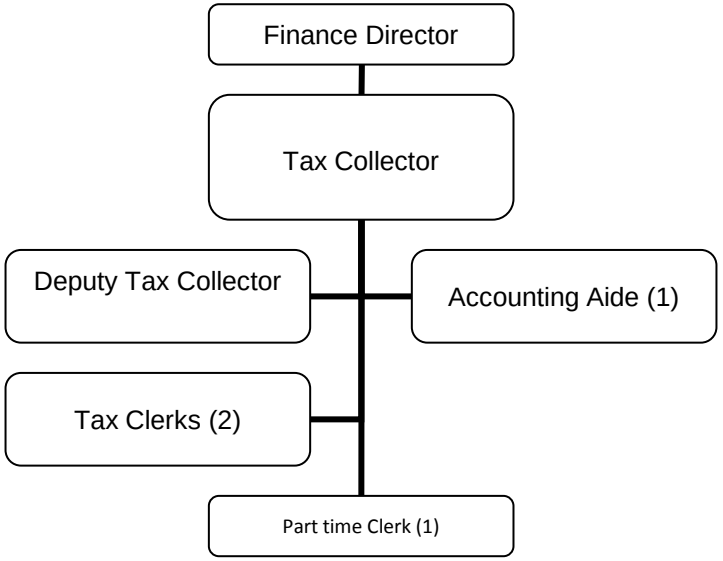
### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Extra Help (P.T.) | n/a | $15.00 | 1,000 | 15,000 | 15,000 | 15,000 |
| | TOTAL EXTRA HELP: | | | | | 15,000 | 15,000 |

### 156 – TAX COLLECTOR

| Account | Description |
|---|---|
| *Fees & Services* | Quality Data Services, Rate Book Printings, License Support ($31,500) |
| *Equipment Maint/Operation* | Service Contracts and Repairs ($1,000) |

# 156 – TAX COLLECTOR
# 2016/2017 Organization Chart
# 2015/16: 5 Full Time / 2016/17: 5 Full Time
# 1 Part Time



# DEPARTMENT: OFFICE OF INFORMATION TECHNOLOGY

## DEPARTMENT SERVICES OVERVIEW:

The Office of IT provides for the sustained, efficient, and effective delivery of IT services, infrastructure, and telecommunications to enhance service delivery to Westport's employees, residents, businesses, and visitors. Working with all town agencies, we deliver these services with innovative, cost effective, and accessible technology solutions. In addition, we serve the public directly through the public access Wi-Fi (access points are in all town facilities and beach areas), westportct.gov, and the WPTV platform.

## FY 2016 ONGOING PROJECTS:

- Rolling out additional 40 virtualized desktop computers where it meets the service requirements departments. Upgrading town's network switches to enhance the network speed and security.
- Integrating Senior Center Operation into the ClientTrack System.
- Starting to implement the town-wide ePermit management system.
- Working with Cablevision to expand Wi-Fi accessibility throughout the town.
- Redesigning and upgrading town's website to improve the usability and accommodating the ever-growing mobile device needs.
- Transferring the town's backup data from the private cloud to the Amazon hybrid environment to maximize cost efficiency, and improve flexibility; high availability; resiliency and disaster recovery. We are exploring the possibilities of transferring production data to Amazon Web Service environment.

## FY 2017 SERVICE LEVEL GOALS:

- Continue to roll out the town-wide ePermit management system.
- Continue to participate in the state-wide Connecticut Municipalities Broadband Infrastructure Upgrade and Expansion Project
- Start to deploy town-wide (Town, BOE, and Library) Digital Imaging and Archiving System.
- Continue to deploy virtualized desktop computers to reduce IT hardware and support cost.

## PERFORMANCE MEASURES:

- We manage town-wide network infrastructure which includes one fiber network ring connecting to 8 town facilities; 3 distributed data center in 3 locations; 17 data storages, 23 physical servers; 53 virtualized servers; 169 network devices (Routers, Switches, Firewalls, and Wi-Fi Access Points ); 137 printers; 380 desktop PCs, notebooks, and tablets; 456 VoIP phones, and many smartphones.
- We manage the town website that has had 99.998% up time since its launch in March 2011. The website averaged 1,027,304 visits and 1,326,605 page views in 2015. The town's website viewership has a slight increase from 2014. Social media Facebook and Twitter activity is continually growing.
- We also manage the town government WPTV that carries live town meetings on the Cablevision channel 79 and Frontier channel 99. In 2015, we logged a total of 283 hours of live broadcasting airtime.
- We support 19 town departments, the Probate Court and Levitt Pavilion, and all employees VoIP phones, computers, and software needs.

## 5 YR GOALS:

- Evaluate all the possibilities that the cloud platform can offer. We are following the Federal and State government's guidelines and policies closely in deploying cloud platform service.
- Collaborate with the private or state sectors to expand Wi-Fi accessibility throughout the town.
- Investigate the possibility of deploying an online payment system that accepts every category of payments made to town government.
- Promote and work with other government agencies to share a single phone number call center service desk to provide the public with more efficient and effective service.

## DESCRIPTION OF ACCOUNTS:

**Salaries, Full-time:** Employee Salaries.
**Extra Help:** Extra help is for contracted positions based on service needs and is paid at an hourly rate. There is no overtime pay for IT employees.
**Fees and Services:** Fees and Service pays for town-wide network infrastructure hardware maintenance cost, annual application software license renew; website/video stream hosting service fees, GIS hosting and license fees; permit software license fees; public meeting broadcasting service and consultants for development and implementation of new projects.
**Telephone:** This account pays for the annual town fiber network ring, Cisco equipment, VoIP equipment maintenance, T1 lines, PRIs/DID, Analog lines, and internet service provider fees.
**Supplies**: General Office Supplies.
**Education:** This account provides for all town employees IT related training.

## DETAIL OPERATING CAPITAL REQUESTS:

| | |
|---|---|
| Computers | Additional SAN storage units are used to expand the town private cloud during the period of transition. |
| Software | Upgrading and additional software licenses which are associated with the town private cloud; Microsoft Windows OS and Office licenses; and hosted email service. |

**BUDGET NOTES:** The Engineering Department manages the town's Geographic Information System (GIS).

## 157 Information Technology

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 233,322.93 | 233,323.00 | 239,156.00 | 239,156.00 | 239,156.00 | 0.00 | 0.0% |
| (03) EH & OT | 28,843.60 | 34,000.00 | 34,000.00 | 54,075.00 | 54,075.00 | 0.00 | 59.0% |
| (18) Fees & Services | 258,410.24 | 293,000.00 | 293,000.00 | 272,925.00 | 272,925.00 | 0.00 | -6.9% |
| (25) Telephone | 180,362.38 | 174,634.00 | 174,634.00 | 167,494.00 | 167,494.00 | 0.00 | -4.1% |
| (41) Supplies | 2,975.72 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 0.00 | 0.0% |
| (59) Education & Exp. | 20,000.00 | 10,000.00 | 10,000.00 | 10,000.00 | 10,000.00 | 0.00 | 0.0% |
| (CF) Computers | 25,638.68 | 50,000.00 | 50,000.00 | 50,000.00 | 50,000.00 | 0.00 | 0.0% |
| (CG) Software | 74,998.46 | 75,000.00 | 75,000.00 | 75,000.00 | 75,000.00 | 0.00 | 0.0% |
| **TOTAL (157) Information Technology** | **824,552.01** | **872,957.00** | **878,790.00** | **871,650.00** | **871,650.00** | **0.00** | **-0.8%** |

## 157 – INFORMATION TECHNOLOGY

| Account | Description |
|---|---|
| Salaries | (see next page breakdown) |
| *Fees and Services* | (see next page breakdown) |
| *Telephone* | (see next page breakdown) |
| *Supplies* | Office Supplies |
| *Education and Expenses* | IT Related Professional Development and Employee Training Courses |
| *Computers* | Sever and Storage Replacements |
| *Software* | Town-wide Microsoft Windows Operating System and Office Licenses |

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | IT Director | n/a | n/a | n/a | 130,515 | 130,515 | 130,515 |
| 1.00 | Senior Network Engineer | n/a | n/a | n/a | 108,641 | 108,641 | 108,641 |
| 2.00 | TOTAL SALARIES: | | | | | 239,156 | 239,156 |

### EXTRA HELP (Part-time)

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Website Project Manager (P.T.) | n/a | $60.00 | 400 | 24,000 | 24,000 | 24,000 |
| 1.00 | Database Admin/Report Writer (P.T.) | n/a | $55.00 | 365 | 20,075 | | 20,075 |
| 1.00 | Broadcast Coordinator (P.T.) | n/a | $50.00 | 200 | 10,000 | 10,000 | 10,000 |
| 3.00 | TOTAL EXTRA HELP & OVERTIME: | | | | | 34,000 | 54,075 |

## 157 - INFORMATION TECHNOLOGY BUDGET 2016-2017

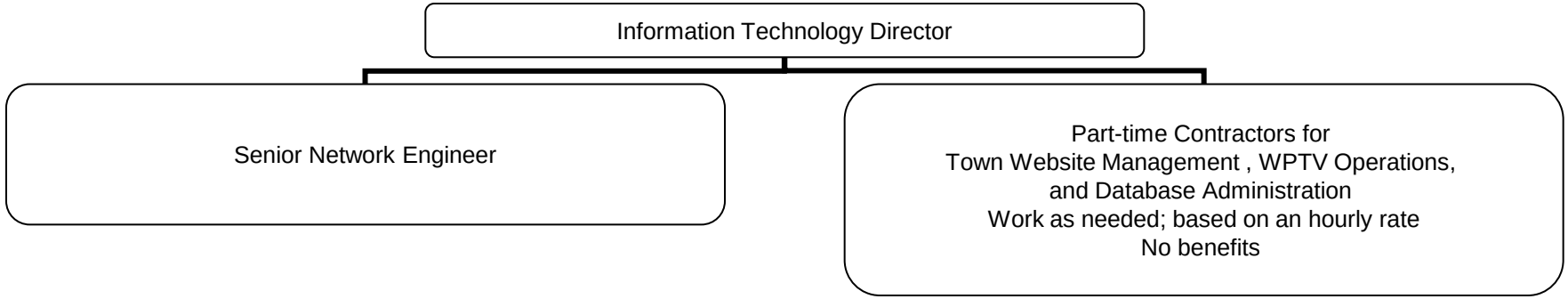
**FEES AND SERVICES**

| Network and Data Processing Operating Costs | 2015-16 | 2016-17 |
|---|---|---|
| Professional Assistance: consultants for development and implementation of new project | 50,000 | 29,925 |
| Hardware Maintenance: Data storage, servers, computers, printers, and firewalls | 30,000 | 30,000 |
| Software License annual subscrition: VMWare, Symantec anti-virus, and backup software | 32,000 | 32,000 |
| Public meeting broadcasting/equipment installation | 12,000 | 12,000 |
| Equipment upgrade and maintenance: routers, switches, memories, hard drive, UPS batteries | 15,000 | 15,000 |
| Town Website Hosting/Maintenance/Upgrading; Video stream and Social Media Hosting | 41,000 | 41,000 |
| Microsoft Gov cloud email hosting service | 33,000 | 33,000 |
| TOTAL NETWORK AND DATA PROCESSING: | 213,000 | 192,925 |
| **GIS Mapping Operating Costs** | | |
| GIS Development of Digital Mapping/Permit Processing | 80,000 | 80,000 |
| TOTAL GIS MAPPING: | 80,000 | 80,000 |
| **TOTAL FEES AND SERVICES** | **293,000** | **272,925** |

| COMMUNICATIONS | 2015-16 | 2016-17 |
|---|---|---|
| VoIP Equipment Maintenance and Support | 50,000 | 50,000 |
| Fiber Network and Cisco Equipment Maintenance | 53,183 | 53,183 |
| Fiber Network Monitoring and Maintenance | 24,281 | 24,281 |
| Fiber Internet Connections | 13,200 | 13,200 |
| Frame Relay | 3,300 | 3,100 |
| Town Hall Verizon PRIs and DIDs | 15,000 | 12,000 |
| Analog Lines | 12,000 | 8,000 |
| Cablevision Public Internet Connection | 1,750 | 1,810 |
| Cell Phone Service | 1,920 | 1,920 |
| **TOTAL COMMUNICATIONS** | **174,634** | **167,494** |

**157 – INFORMATION TECHNOLOGY**
**2016/2017 Organization Chart**

**2015/16: 2 Full Time / 2016/17: 2 Full Time**



## 158 Board of Assessment Appeals

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 600.00 | 600.00 | 600.00 | 600.00 | 600.00 | 0.00 | 0.0% |
| (03) EH & OT | 0.00 | 1,500.00 | 1,500.00 | 350.00 | 350.00 | 0.00 | -76.7% |
| (33) Advert & Print | 7.92 | 250.00 | 250.00 | 125.00 | 125.00 | 0.00 | -50.0% |
| (34) Postage | 0.00 | 600.00 | 600.00 | 300.00 | 300.00 | 0.00 | -50.0% |
| (41) Supplies | 253.85 | 1,000.00 | 1,000.00 | 300.00 | 300.00 | 0.00 | -70.0% |
| (59) Education & Exp. | 0.00 | 350.00 | 350.00 | 350.00 | 350.00 | 0.00 | 0.0% |
| **TOTAL (158) Board of Assessment Appeals** | **861.77** | **4,300.00** | **4,300.00** | **2,025.00** | **2,025.00** | **0.00** | **-52.9%** |

## 158 - BOARD OF ASSESSMENTS APPEALS BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 3.00 | Board Member (as required by statute) | | | | 200 | 600 | 600 |
| 3.00 | TOTAL SALARIES: | | | | 200 | 600 | 600 |

### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| | Secretarial Services (for preparing correspondence copies of Assessor's documents and administrative functions at Board Meetings) | | | | 350 | 1,500 | 350 |
| | TOTAL EXTRA HELP & OVERTIME: | | | | 350 | 1,500 | 350 |

### 158 – BOARD OF ASSESSMENT APPEALS

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

# DEPARTMENT: TOWN ATTORNEY'S OFFICE

## DEPARTMENT SERVICES OVERVIEW:

The Town Attorney's Office handles all the legal matters of the Town (excluding those matters which are covered by the Town's insurance providers and excluding the Board of Education). These matters include labor, land use, review of contracts and other municipal documents, Freedom of Information requests, tax appeals and tax foreclosures, and general advice. Assistant Town Attorney Gail Kelly is stationed at the Town Hall office, in accordance with the long-standing custom. We serve the First Selectman, boards and commissions, and individual departments.

## FY 2015-2016 ACCOMPLISHMENTS:

- Successfully resolved land use cases through final judgment or settlements.
- Successfully resolved a significant number of our tax assessment appeals in a favorable manner.
- Successfully completed a number of labor matters including arbitrations.
- Successfully resolved a number of land use appeals.
- Continued to provide seminars and updates for boards and commissions.

## FY 2016-2017 SERVICE LEVEL GOALS:

- Reduce the amount of pending litigation through careful advance advice and training of staff, boards and commissions.
- Work closely with First Selectman, Board of Finance and RTM in labor matters and negotiations.
- Maintain high level of service to First Selectman, boards and commission, and departments.
- Process appeals stemming from October 2015 revaluation

## PERFORMANCE MEASURES:

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

## 5 YR GOALS:

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

## REVENUE SUMMARY:

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

**DETAIL OPERATING CAPITAL REQUESTS:** Our department has no capital requests.

## 170 Town Attorney

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 145,240.72 | 152,761.00 | 152,761.00 | 152,761.00 | 152,761.00 | 0.00 | 0.0% |
| (19) Contract Services | 456,871.01 | 485,000.00 | 485,000.00 | 510,000.00 | 510,000.00 | 0.00 | 5.2% |
| (21)Negotiation Service | 48,440.00 | 75,000.00 | 75,000.00 | 90,000.00 | 90,000.00 | 0.00 | 20.0% |
| (41) Supplies | 455.96 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 0.00 | 0.0% |
| (64) Miscell. Expenses | 6,022.45 | 15,000.00 | 15,000.00 | 10,000.00 | 10,000.00 | 0.00 | -33.3% |
| **TOTAL (170) Town Attorney** | **657,030.14** | **728,761.00** | **728,761.00** | **763,761.00** | **763,761.00** | **0.00** | **4.8%** |

## 170 - TOWN ATTORNEY BUDGET 2016-2017

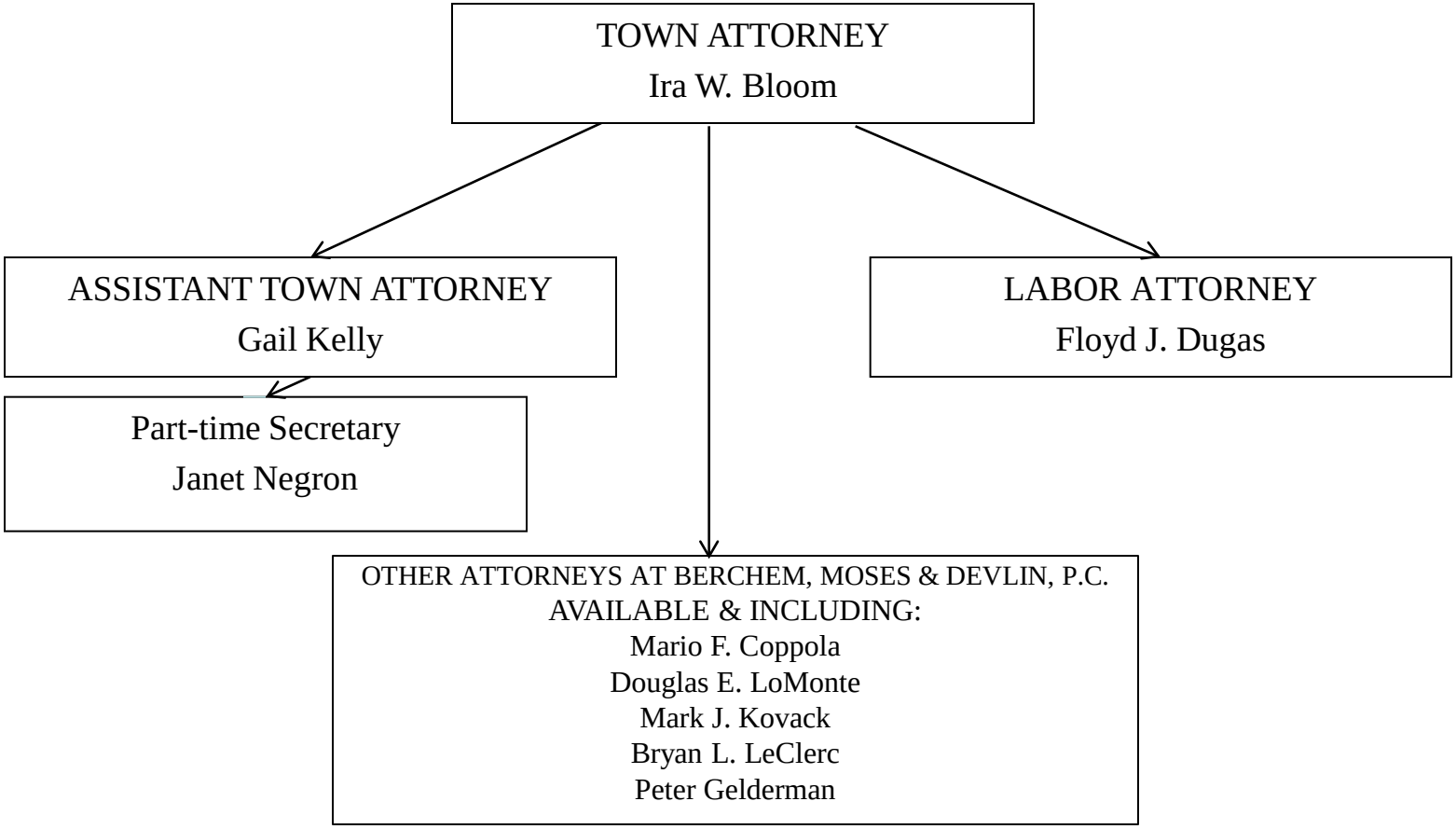
**SALARIES**

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-2017 Salary Rate | 2015-16 Salaries | 2016-2017 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Town Attorney (Retainer) | | | | 44,514 | 44,514 | 44,514 |
| 1.00 | Assistant Town Attorney | | | | 87,400 | 87,400 | 87,400 |
| 1.00 | Secretary P/T | | $20.60 | 1,012 | 20,847 | 20,847 | 20,847 |
| 3.00 | TOTAL SALARIES: | | | | | 152,761 | 152,761 |

**170 – TOWN ATTORNEY**

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

# 170 - TOWN ATTORNEY
# 2016-2017
# Organization Chart



## DEPARTMENT: Office of the Town Clerk

**DEPARTMENT SERVICES OVERVIEW:** The Town Clerk's Office serves the community through four major functions established by either State or Local Law: Recording property transactions including deeds, mortgages, maps, liens and other related documents; serving as Registrar of Vital Statistics by recording of births, marriages, deaths and issuance of related certificates; presiding as one of three permanent election officials conducting elections, primaries and referenda; and acting as clerk to the town's legislative body known as the Representative Town Meeting. Other duties include recording trade names of local businesses, veteran's discharges, liquor permits and notary public commissions; issuing sports and dog licenses and certified copies of public records; posting and housing minutes and agendas of Town bodies; and revision of the charter-ordinance publication as new local laws or amendments are adopted. Financially responsible for annual collection of over $2 million in revenue and the monthly reporting and distribution of funds to the State of CT.

### FY 2016 ACCOMPLISHMENTS:

- Participated in the middle school Community Service and the high school Internship and Life Skills programs utilizing students to assist with various office duties.
- Electronic delivery for land recordings increased by 328 documents from 4% to 8% of all recordings.
- Back-scanned land records from 1987 making these records electronically accessible using grant funds.
- Back-scanned vital records from 1993 back to 1982 simplifying the process for certifying copies.
- Successfully administered election duties for the municipal election by using the State absentee ballot program and implemented the new labeling capabilities reducing the need for typewriters in processing absentee ballots.
- Increased external copy revenue from $15,748 to $20,492 or 30% reducing the use of paper/toner and the wear and tear of copy machines.
- Orchestrated and supervised the 7th Annual Community Shred Day in May.

### FY 2017 SERVICE LEVEL GOALS:

- Increase copy revenue by continuing the back-scanning project of land records.
- Continue to participate with the Secretary of the State (SOTS) to further establish Election Night Reporting (ENR) electronically which has expanded to the development of a total Elections Management System including on-line filling of mandatory election forms.
- Implement the new Dept of Public Health state-wide birth registry system allowing access to state-wide records back to 2003. This access will allow Westport to sell copies of any birth certificate recorded within the State.
- Set up an e-mail distribution list for dog license renewal notices saving paper and postage cost.
- Participate in the SEEC campaign financing municipal pilot program.
- Present state legislators with cost of living increase recommendations for town clerk filing fees including cost of marriage licenses, liquor permits, trade name certificates, maps, and burial and cremation permits.

**PERFORMANCE MEASURES:**

- Increase in copy revenue line.
- Increase in the number of public document pages electronically accessible.
- Maintaining low operating expenses.
- Increase the number of land records submitted electronically.

**5 YR GOALS:**

- Continue to participate in pilot programs with SOTS involving early voting, electronic voting for military, election night reporting.
- On-line dog licensing renewal.
- Expand the annual Community Shred Day to more than once a year.
- Continue to reduce paper by developing electronic filing systems for existing paper collections.
- Participate with Dept of Public Health to develop an on-line death registry program.

**REVENUE SUMMARY:**

- Conveyance tax revenue is estimated to be steady but not over stated. FY2014 and FY2015 included large, unforeseen commercial sales.
- All other 2017 revenue to remain in line with 2016 actual.
- State Historic Document Preservation grant funds will be increased from $4,000 to $5,000 in 2017.

**DESCRIPTION OF ACCOUNTS:**

- Salaries- office staff payroll
- Fees & Services-Vendor: Cott Systems. Indexing software support program, specialized hardware supplies
- Historic Document Preservation- Town clerk $1 account for land recordings per PA00-146, CGS Sec 7-34a(d)-offset by revenue
- Historic Preservation Grants-annual town clerk grant for historic preservation-offset by revenue
- Advertising-Vendor-ACS -archival microfilming of records, storage supplies, annual fee for off-site storage of microfilm at Iron Mountain
- Postage-required to return all recorded land record documents and to fill all pre-paid copy requests
- Supplies- Two copy machine lease payments thru BOE, paper, office and preservation supplies
- Licenses & Fees- Historic Documents- $2 account for land recordings paid to State of CT per PA00-146, CGS Sec 7-34a(d)-offset by revenue
- Licenses & Fees-LPAHHP-Town clerk $1 account for land recordings per PA05-228, CGS Sec 7-34a(e)-offset by revenue
- Education & Expenses- covers conferences, town clerk academy, workshops, mileage reimbursements for office staff

**DETAIL OPERATING CAPITAL REQUESTS**:

- Replace 30 year old carpet in the public vault area with rubber tiles. Move public PC's out of the vault area. $25,000

**BUDGET NOTES:**

- 2017 revenue budget projected to remain the same as 2016.
- 2017 expenses to remain in line with 2016 with approved collective bargaining increases and postage decrease noted.
- 2017 Historic Document Preservation grant will increase $1,000 to $5,000.

## 180 Town Clerk

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 325,662.08 | 327,522.00 | 331,888.00 | 335,303.00 | 335,303.00 | 0.00 | 1.0% |
| (18) Fees & Services | 31,168.30 | 27,255.00 | 27,255.00 | 28,679.00 | 28,679.00 | 0.00 | 5.2% |
| (33) Advert & Print | 7,315.53 | 9,500.00 | 9,500.00 | 9,500.00 | 9,500.00 | 0.00 | 0.0% |
| (34) Postage | 3,934.81 | 5,000.00 | 5,000.00 | 4,000.00 | 4,000.00 | 0.00 | -20.0% |
| (41) Supplies | 6,922.48 | 6,800.00 | 6,800.00 | 6,800.00 | 6,800.00 | 0.00 | 0.0% |
| (55) Licenses & Fees | 19,069.69 | 23,000.00 | 23,000.00 | 21,500.00 | 21,500.00 | 0.00 | -6.5% |
| (59) Education & Exp. | 3,099.95 | 3,200.00 | 3,200.00 | 3,200.00 | 3,200.00 | 0.00 | 0.0% |
| (CF) Computers | 800.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| **TOTAL (180) Town Clerk** | **397,972.84** | **402,277.00** | **406,643.00** | **408,982.00** | **408,982.00** | **0.00** | **0.6%** |

## 180 - TOWN CLERK BUDGET 2016-2017

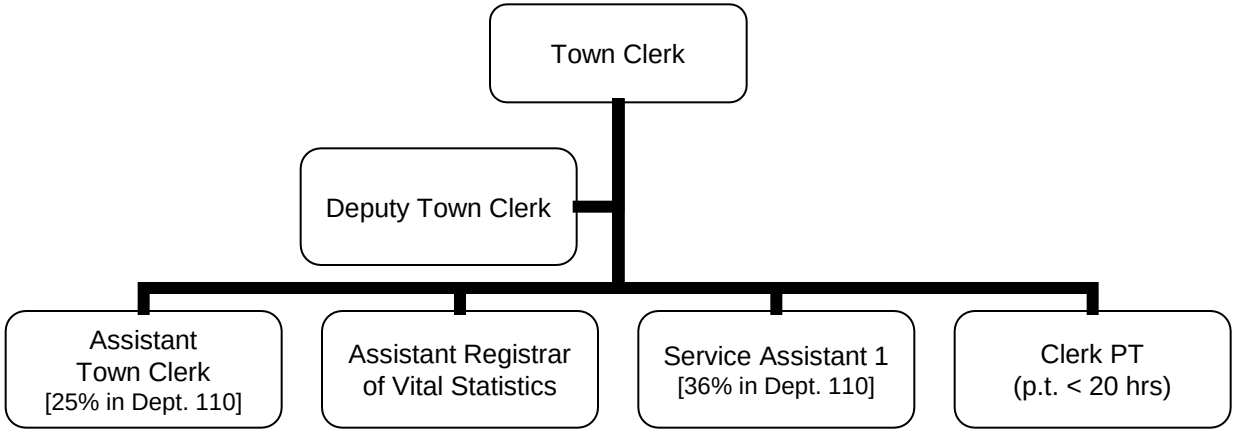
**SALARIES**

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Town Clerk | | | | 102,885 | 102,885 | 102,885 |
| 1.00 | Deputy Town Clerk | | | | 76,126 | 76,126 | 76,126 |
| 0.75 | Asst Town Clerk (25% in 110) | VI-7 | | | 66,542 | 48,808 | 49,906 |
| 1.00 | Asst Reg of Vital Stats | V-7 | | | 60,768 | 59,431 | 60,768 |
| 0.64 | Service Assistant I (36% in 110) | IV-7 | | | 55,496 | 34,735 | 35,517 |
| 1.00 | Clerk P/T | | $21.25 | 468 | 10,100 | 9,903 | 10,100 |
| 5.39 | TOTAL SALARIES: | | | | | 331,888 | 335,302 |

**180 – TOWN CLERK**

| Account | Description | |
|---|---|---|
| *Fees & Services* | Cott Indexing Software & Support | 18,179 |
| | Historic Documents Preservation (offset by revenue) Per PA00-146 Sec 7-34a(d) | 5,500 |
| | Historic Preservation Grants (offset by revenue) | 5,000 |
| | | 28,679 |
| *Licenses & Fees* | State Fee: Historic Documents Preservation (offset by revenue) | 11,000 |
| | State Fees: LPAHHP (offset by revenue) Per PA05-228 Sec 7-34a(e) | 5,500 |
| | Town Clerk Fee-MERS- offset by revenue | 5,000 |
| | | 21,500 |

# 180 – TOWN CLERK
## 2016/2017 Organization Chart
2015/16: 4.50 Full Time / 2016/17: 4.50 Full Time



## DEPARTMENT: HISTORIC DISTRICT COMMISSION

**DEPARTMENT SERVICES OVERVIEW:**

As a Certified Local Government (CLG) since 1986, the Town of Westport is partnered with the State Historic Preservation Office (SHPO) and the National Park Service in a commitment to the preservation and protection of our nation's historic resources. To maintain its status as a CLG, the town has agreed to integrate the Historic District Commission into the services and structure of town government and provide full time staff assistance dedicated to that purpose. CLG status offers grant funding for municipal preservation projects and professional support through SHPO and the Circuit Rider Program of the Connecticut Trust for Historic Preservation.

The Historic District Commission and the (HDC) Staff Administrator/ (CLG) Coordinator are required to properly serve the town in the Commission's regulatory and advisory capacities. The staff position requires demonstrated background in historic preservation with a firm understanding of State and Federal historic preservation enabling legislation and ongoing programs, and the procedures associated with public hearings. The staff position acts as liaison to the public including property owners, lawyers, developers, builders, liaison to the State Historic Preservation Office and the Connecticut Trust for Historic Preservation, liaison to other town departments, and liaison to consultants engaged by the town in matters related to historic preservation.

The position reports to and operates under the administrative direction of the First Selectman, who is responsible for performance evaluation. Operationally, its work assignments are at the direction of the Historic District Commission.

**FY 2015 ACCOMPLISHMENTS:**

- At the initiative of the HDC and with the assistance of CLG Enhancement Grant funding in the amount of $5,000, the Golden Shadows/Nike Missile Radar Site Study Subcommittee contracted CeCe Saunders of Historical Perspectives LLC in collaboration with Robert Stewart of Historical Technologies, Inc. to prepare study reports for the proposed local historic property designations of town-owned Golden Shadows and the Nike Missile Radar Site.
- Upon awareness of the potential for major modifications to the Saugatuck River Swing Bridge notified DOT and SHPO of the HDC's goal to preserve this iconic bridge.
- Sent a letter to DOT Commissioner Redeker requesting the HDC be active participants in the future planning of the bridge.
- Upon the request of petitioners for the proposed local historic property/district designation of the Saugatuck River Swing Bridge and abutting state-owned land, the HDC study committee established a subcommittee of two commission members and two volunteers to prepare the draft study report.
- Administered and reviewed 79 demolition permit applications for properties 50 years or older (4 waivers denied). Ongoing efforts to preserve historically and architecturally significant historic resources by denying the waiver of a 180-day demolition delay and working with the owner and other interested parties to discuss alternatives to demolition.
- HDC/ARB Joint Committee reviewed and made recommendations for P&Z Special Permits for Historic Residential Structures applications and for proposed exterior modifications to properties located in the Business Center District/Historic (BCD/H) including design review of 59 Post Road East (Y/Bedford Building and 35 Elm Street (Kemper Gunn House).
- Made recommendations and comments to Planning and Zoning (P&Z) for site plan applications, text amendments and variances that include properties that are considered historic resources.
- Prepared and presented 2015 Annual Preservation Awards for 9 historic properties as outstanding contributions to the preservation of historic properties in Westport.
- Administered and reviewed 21*Certificates of Appropriateness Applications* for regulated properties in local historic districts or for local historic landmark properties.
- Reviewed property eligibility for residential property owners seeking Special Permit for Historic Residential Structures 32-18. Held joint meetings with P&Z Deputy Director Mary Young and HDC Staff Administrator Carol Leahy to discuss demolition alternatives through preservation incentives provided by Special Permit 32-18 for Historic Residential Structures.

- Supported expanding preservation incentives for Special Permit for Historic Residential Structures through Text Amendment #701 which was recently approved.
- Sought and was granted by the RTM an ordinance amendment to the Town Charter, Sec. 38-1 Historic Preservation to clarify the role of the HDC as the official study committee for future proposed local historic district and local historic property designations.
- Held public informational meeting concerning the draft nomination of Westport Center on the National Register of Historic Places.
- Held a public informational meeting on Historic Homes Tax Credits for Historic Residential Properties presented by Julie Carmelich, State Historic Preservation Office staff.

**FY 2016-17 SERVICE LEVEL GOALS:**

- Provide support to the Planning and Zoning Commission through the adoption and implementation of the Westport Center Village District designation.
- Explore funding opportunities and future projects which will be discussed in a special meeting with Mary Dunne, SHPO Grants Coordinator scheduled in March.
- Work collaboratively with Planning and Zoning Commission to expand Special Permit for Residential Structures (32-18) to include historic commercial properties. Establish a study committee for future amendments to the regulation including incentives for commercial properties.
- Improve organization of office space to provide a more efficient and appropriate work space for the public and staff support.

**PERFORMANCE MEASURES:**

- Public support for the preservation of the historic character of Westport.
- Enhanced property values through historic preservation.
- HDC is recognized as an exemplary CLG and office receives frequent inquiries on preservation issues from other Connecticut communities upon the recommendation of SHPO.
- Ongoing press coverage of preservation initiatives.
- Public support and continued outcry regarding the loss of historic resources.
- The consistent receipt of grant awards for preservation projects.

**5 YR GOALS:**

- Digitize and update all inventory forms to date.
- Provide online GIS map with a Historic Resources Inventory overlay with all the inventory data.
- Continue to provide administrative staff support for the HDC and CLG program coordinator.
- Continue to develop recommendations to encourage historic preservation by such means as tax and/or zoning incentives.
- In the next round of revisions to the Town Charter, request the Town update Chapter 38 to reflect the full range of duties and responsibilities of the HDC.

**REVENUE SUMMARY:**

- CLG Enhancement Grant award in the amount of $5,000.
- As a condition of the demolition delay ordinance, HDC staff administers application notification requirements for all demolition permits for properties 50 years and older. A fee of $300/per application is received by the Building Department.
- HDC Staff assists P&Z Office with Special Permit for Historic Residential Structures to determine eligibility and meet with prospective applicants. The fee of $660 is received by the P&Z Office for each Special Permit §32-18 Application.
- Fees collected in the amount of $192 for first half of fiscal year 16-17 for purchase of demolition signs.

**DESCRIPTION OF ACCOUNTS:**

- Salaries - Salary for HDC Staff Administrator/CLG Coordinator who functions as point of contact for local preservation issues and office management.
- Fees & Services - $5,000 for annual CLG Reimbursable Enhancement Grant applications. Other requests for appropriations are made to the Board of Finance on a per grant project basis.
- Advertising & Printing - for the cost of publishing required legal notices and agendas for public hearings.
- Postage - primarily for certified mail to certain property owners and documents sent to SHPO.
- Supplies - primarily for paper and toner replacements.
- Education & Expenses – for membership fees to the National Trust, CT Trust and National Alliance of Preservation Commissions, which provides access to a broad range of benefits.

**BUDGET NOTES:**

Salary change is determined by contract negotiations for non-union employees.

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **181 Historic District** | | | | | | | |
| (01) Salaries | 62,041.53 | 62,062.00 | 63,303.00 | 63,303.00 | 63,303.00 | 0.00 | 0.0% |
| (15) Trans. Allowance | 0.00 | 150.00 | 150.00 | 150.00 | 150.00 | 0.00 | 0.0% |
| (18) Fees & Services | 104,377.16 | 5,000.00 | 5,000.00 | 5,000.00 | 5,000.00 | 0.00 | 0.0% |
| (33) Advert & Print | 325.24 | 500.00 | 500.00 | 500.00 | 500.00 | 0.00 | 0.0% |
| (34) Postage | 157.40 | 225.00 | 225.00 | 225.00 | 225.00 | 0.00 | 0.0% |
| (41) Supplies | 758.27 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 0.00 | 0.0% |
| (59) Education & Exp. | 195.00 | 400.00 | 400.00 | 400.00 | 400.00 | 0.00 | 0.0% |
| **TOTAL (181) Historic District** | **167,854.60** | **69,837.00** | **71,078.00** | **71,078.00** | **71,078.00** | **0.00** | **0.0%** |

## 181 - HISTORIC DISTRICT BUDGET 2016-2017

**SALARIES**

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | HDC Administrator/CLG Coordinator | | n/a | n/a | 63,303 | 63,303 | 63,303 |
| 1.00 | TOTAL SALARIES: | | | | | 63,303 | 63,303 |

**181 – HISTORIC DISTRICT**

| Account | Description |
|---|---|
| *Fees & Services* | CLG Grant Application ($5,000) |
| *Advertising & Printing* | Legal Notices ($500) |
| *Postage* | Mailings ($225) |
| *Supplies* | Office Supplies ($1,500) |
| *Education & Expenses* | Membershiop & Publications ($400) |

**DEPARTMENT: Conservation-0182, FY 16/17**

**DEPARTMENT SERVICES OVERVIEW:**

- Administers and enforces the Inland Wetland and Watercourse Regulations for the Town of Westport (IWW) and the Waterway Protection Line Ordinance (WPLO) of the Town Code.
- Serves as wetland agents for the Town by issuing administrative permits, enforcing regulations, verifying inland wetland boundaries and investigating citizen complaints and concerns relating.
- Serves the Conservation Commission for complex IWW and WPLO applications. Drafts all legal notices, prepare minutes, inspects properties, prepares staff reports and draft findings and resolutions.
- Prepares court records for appeals and testifies in court when needed. (N.B. The Conservation Commission has not lost an appeal of a decision in at least 15 years.
- Advises the public in land use considerations relating to wetlands, watercourses and floodplains.
- Reviews and reports to the Planning and Zoning Commission and Zoning Board of Appeals on Coastal Area Management, Excavation and Fill, Zoning Map and Text change applications as they relate to the environment.
- Educates and enforces the Plastic Bag Ordinance and answers questions from communities across the nation that want to impose a similar ban.
- Administers the Aquifer Protection Area Regulations.
- Serves as staff to the Shellfish Commission.
- Manages Cockenoe Island including issuance of camping permits and shorebird protection efforts.
- Administers the Tree Spraying ordinance.
- Serves as staff to the Sasco Brook Pollution Abatement Committee and facilitates implementation of the goals and recommendations in the watershed management plan.
- Represents the Town on the Long Island Sound Council, the WestCOG Hazard Mitigation Plan update and The Nature Conservancy's Saugatuck River Watershed Partnership.
- Conducts public outreach efforts and works with various volunteer, governmental and non-governmental agencies that help protect wetlands, watercourses, Long Island Sound and water quality.

**PERFORMANCE MEASURES:** The Department's success is measured by:

- Improvement in water quality that keeps our beaches open, our drinking water clean, upgrades the classification of our shellfish beds and de-lists or keeps our watercourses from being put on the state's list of impaired waterways.
- A decrease in wetland and WPLO violations.
- Compliance with the EPA's MS4 Stormwater Management program mandates
- Maintaining or advancing the town's Class 8 CRS Rating in the FEMA program by upholding our floodplain regulations and implementing other preparedness measures.
- Removal of invasive plant species.

**FY 2015/2016 ACCOMPLISHMENTS :**

- At the end of December 2015, we had collected $72,940 in total revenue. At this rate, we estimate a year-end revenue this current fiscal year of $145,880 which will be 38% of our current FY 15/16 operating budget.

- Permit Fees were increased and became effective in July 2015.
- In an effort to make the permitting processes easier when able, we developed several new procedures for applicants including adoption of a new policy to verify wetland boundaries on a property and creation of a "Quick Sheet" and a "Demolition Sign-off Sheet."
- Attained a $500 grant from the Green Task Force for development of a brochure showcasing Westport property owners who have successfully installed Low Impact Development landscape features on their property.
- In 2015, 228 permits were issued. The complexity of these applications has increased. Many properties that are being redeveloped are on formerly filled wetlands and are now being asked to support much larger homes and amenities. In addition, we have seen an increase in commercial and multi-family applications. Examples of projects reviewed this past year by the staff and Conservation Commission include; Bridgewater, The Chabad, 18 Grassy Plains, the 8-30(g) application at 122 Wilton Rd and monitoring of the Y's FAST system.
- Between 2005 and 2015, we have received 706 complaints and collected $50,750 in fines. In 2015 alone, we received 58 complaints and collected $4,200 in fines.
- Thus far in FY 15/16 we have sent informational mailings to 121 new owners with wetlands or floodplains on their property and to 58 whose properties are located within the Aquifer Protection Area.
- In 2015 we issued 715 shellfish permits with nearly 30% going to new permit holders.
- Continued to work with the CT Invasive Plant Working Group (CIPWG) to monitor success of weevils that have been released on state, town and private property to control Mile-A-Minute vine.
- In the summer of 2015 we issued 99 Cockenoe Island camping permits and collected $2,460 in fees.
- We continued to work with the US. Fish and Wildlife Service for the management of Cockenoe Island for protection of federally-listed endangered and threatened shorebirds.
- We cooperate with other Town departments and improve efficiency by serving the public when the P&Z Department closes early, sharing the Sediment and Erosion Control Inspector with the P&Z Department, sharing our car with any department who needs it and sharing copy machines when needed.

**FY 16/17 SERVICE LEVEL GOALS:**

- Amend the IWW Regulations to be consistent with changes in state statutes and amend the WPLO Regulations to be more "user friendly."
- We anticipate 13 major projects coming through our department and commission in the upcoming each of which will require an extensive amount of staff time.
- Continue public outreach and enforcement efforts to improve water quality and reduce violations.
- Provide the public with a computer to access the Town's GIS system to print out topography and wetland maps.
- Re-evaluate Tree Spraying Ordinance with the RTM.

**BUDGET HIGHLIGHTS:** The requested budget increase is 2.2%, down 1.6% from last year's request. The net increase excluding salaries is $159.

- **Salaries: ($8,303 increase)** We have one, non-union, supervisor and four union employees. The increase is caused by the salary adjustments to the recently ratified union contract. Please note that 15% of the Admin II position is paid for by the Shellfish Commission.
- **Fees & Services ($500 increase):** This line item has been increased to cover the cost of hiring soil scientist for the wetland boundary map amendment process. Please note the Town is reimbursed for this expenditure through the application fee.
- **Contract Services ($250 increase):** This line item includes membership to the Southwest Conservation District (SWCD) which provides free assistance to property owners and public outreach assistance. It also includes a nominal fee for maintenance efforts of Cockenoe Island and The Teuscher Preserve on Imperial Avenue. The Department uses the SWCD in reviewing complicated applications such as the Bridgewater project and the 122 Wilton Rd 8-30 (g) application.

## 182 Conservation

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 339,115.65 | 351,201.00 | 353,694.00 | 361,997.00 | 361,997.00 | 0.00 | 2.3% |
| (03) EH & OT | 3,444.00 | 6,470.00 | 6,470.00 | 6,329.00 | 6,329.00 | 0.00 | -2.2% |
| (14) Uniform Allowance | 798.31 | 800.00 | 800.00 | 800.00 | 800.00 | 0.00 | 0.0% |
| (15) Trans. Allowance | 293.31 | 600.00 | 600.00 | 600.00 | 600.00 | 0.00 | 0.0% |
| (18) Fees & Services | 6,956.00 | 4,500.00 | 4,500.00 | 5,000.00 | 5,000.00 | 0.00 | 11.1% |
| (19) Contract Services | 1,250.00 | 1,500.00 | 1,500.00 | 1,750.00 | 1,750.00 | 0.00 | 16.7% |
| (25) Telephone | 339.16 | 420.00 | 420.00 | 420.00 | 420.00 | 0.00 | 0.0% |
| (26) Equip Maint/Oper | 1,212.20 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 0.00 | 0.0% |
| (27) Veh. Maint/Oper | 729.00 | 1,750.00 | 1,750.00 | 1,500.00 | 1,500.00 | 0.00 | -14.3% |
| (33) Advert & Print | 1,338.84 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 0.00 | 0.0% |
| (34) Postage | 2,269.15 | 2,700.00 | 2,700.00 | 2,500.00 | 2,500.00 | 0.00 | -7.4% |
| (41) Supplies | 3,659.65 | 4,275.00 | 4,275.00 | 4,275.00 | 4,275.00 | 0.00 | 0.0% |
| (59) Education & Exp. | 1,104.00 | 1,300.00 | 1,300.00 | 1,300.00 | 1,300.00 | 0.00 | 0.0% |
| (CD) Office Equipment | 296.48 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| (CF) Computers | 800.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| **TOTAL (182) Conservation** | **363,605.75** | **379,016.00** | **381,509.00** | **389,971.00** | **389,971.00** | **0.00** | **2.2%** |

## 182 - CONSERVATION BUDGET 2016-2017

### SALARIES

| qty | Position | Grade& Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salary Totals | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Conservation Director | | | | 102,201 | 99,708 | 102,201 |
| 1.00 | Conservation Analyst | VIII-7 | | | 79,784 | 78,028 | 79,784 |
| 1.00 | Conservation Compliance Officer | VII-7 | | | 72,863 | 71,259 | 72,863 |
| 1.00 | Administrative Assistant I | IV-7 | | | 55,496 | 51,690 | 55,496 |
| 1.00 | Administrative Assistant II | V-7 | | | 51,653 | 50,516 | 51,653 |
| 5.00 | TOTAL SALARIES: | | | | | 351,201 | 361,997 |

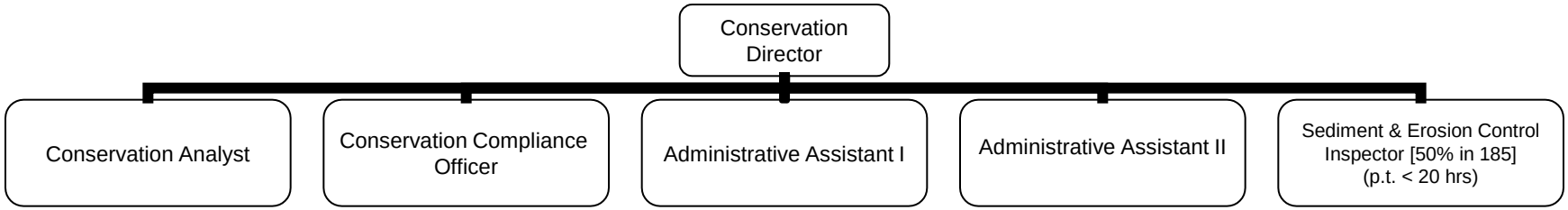
### EXTRA HELP & OVERTIME

| qty | Position | Grade& Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-2016 | 2016-2017 |
|---|---|---|---|---|---|---|---|
| 0.50 | Sediment & Erosion Control Inspector | | $22.00 | 200 | 4,400 | 4,300 | 4,400 |
| 1.00 | Conservation Analyst | n/a | $58.45 | 33 | 1,929 | 1,929 | 1,929 |
| 1.50 | TOTAL EXTRA HELP & OVERTIME: | | | | | 6,229 | 6,329 |

### 182 – CONSERVATION

| Account | Description |
|---|---|
| *Fees & Services* | Subject to Application Fees and I water quality testing services provided by Harbor Watch<br>Water Quality Testing ($3,000) Hiring of Outside Consultants, primarily soil scientists ($2,000) |
| *Contract Services* | Conservation Properties: Teuscher and Cockenoe Island ($250)<br>Southwest Conservation District 1,500 |
| *Equipment Maint./Operation* | Copier Service Contract |
| *Postage* | General correspondence, Commission packets, public outreach/education efforts |
| *Supplies* | Office Supplies ($2,275), Environmental Water Quality Testing Supplies ($2,000) |
| *Education & Expenses* | Staff and Commission |
| *Computers* | |

# 182 – CONSERVATION
# 2016/2017 Organization Chart
## Five Full-Time / One ¼ -Time



## DEPARTMENT: PLANNING & ZONING

**DEPARTMENT SERVICES OVERVIEW:**

The Planning and Zoning staff provides administrative assistance and support services for the Planning and Zoning Commission, the Zoning Board of Appeals and the Architectural Review Board. The staff is responsible for the day-to-day operation of the Planning and Zoning office. The staff issues zoning permits, investigates and follows up on zoning violations, conducts plan reviews and conducts research for other Town officials regarding land use issues.

The Planning and Zoning Commission is a regulatory body composed of seven regular members and three appointed alternates. The Commission members are elected officials and serve four year terms. The Zoning Board of Appeals is a five member elected board responsible for reviewing and acting on all requests for variances and appeals of ZEO decisions. There are three appointed alternates. The Board members are elected to serve four year terms.

**SUMMARY OF ACTIVITIES (3 Year Comparison):**

The following chart summarizes the P&Z Department's activities for the past three complete fiscal years.

| | FY 12-13 Totals | FY 13-14 Totals | FY 14-15 Totals |
|---|---|---|---|
| **Site Plan Applications** | 12 | 13 | 8 |
| **Site Plan Waivers by P&Z Director** | 9 | 16 | 14 |
| **Special Permits** | 22 | 26 | 13 |
| **8-24 (Municipal Improvements)** | 4 | 6 | 8 |
| **Subdivisions** | 4 | 4 | 6 |
| **Coastal Site Plan Reviews** | 18 | 16 | 17 |
| **Zoning Text Amendments** | 9 | 13 | 14 |
| **Zoning Map Amendments** | 5 | 4 | 5 |
| **POCD Amendments** | 0 | 1 | 0 |
| **ZBA Variances** | 113 | 103 | 113 |
| **ZEO Appeals to ZBA** | 4 | 4 | 0 |
| **ARB Applications** | 48 | 37 | 42 |
| **Zoning Permits - Residential** | 362 | 389 | 362 |
| **Zoning Permits - Commercial** | 214 | 178 | 223 |
| **Zoning Violations Notices** | 56 | 81 | 72 |
| **Cease & Desist Orders** | 16 | 25 | 10 |
| **Zoning Citations** | 4 | 4 | 15 |

The fiscal period that ended on June 30, 2015 shows total revenue of $649,247. All application types that require P&Z review show a 60% increase in P&Z revenue applications over the previous fiscal year. In in FY13-14 P&Z reviewed 83 applications and in FY14-15 P&Z reviewed 85 applications.

The trend for the first six months of FY15-16 shows an 18% increase ($49,732) in revenue over this same period last year. The majority of this increase is attributed to an increase in the P&Z Department fees which went into effect on May 1, 2015. The P&Z staff also had a marked increase in the number of Municipal Citations issued which increased from 4 in the previous fiscal year to 15 in the most recent fiscal year.

In August 2015, the P&Z Department hired a new Land Use Coordinator and all of the Land Use departments are in the process of revamping the permit process to make it more efficient for residents, businesses and contractors.

The increased activity in the P&Z office is attributed to several factors including an ever improving economy, continued rebuilding after several major storm events and an increased focus on zoning enforcement. Further, the level of activity in commercial zoning districts seems to be at an all time high.

## FY 16-17 SERVICE LEVEL GOALS:

a) Seek a replacement and upgrade to the current Cartegraph permit system.
b) Continue to improve the Land Use Permit Process both within the P&Z Department and across all other Land Use Departments.
c) Update of the 2007 Plan of Conservation and Development which must be completed by the end of 2017.

## PERFORMANCE MEASURES:

The Planning & Zoning Department has started to track the time it takes to obtain permits both before and after the arrival of the new Land Use Coordinator. The Land Use Coordinator has already started to help expedite the permit process by coordinating with other Town Departments. The P&Z Office has also started a program whereby builders of new houses are required to document their construction costs and provide a sworn affidavit as to their accuracy. Later on this year, in conjunction with the Building Official, formal audits of permit cost estimates will be conducted to determine if builders are accurately providing their construction costs.

## 5 YR GOALS:

a) Seek to replace the current Cartegraph permit system with a truly town-wide permit system which is more user friendly and can be accessed by the public over the internet.
b) Work with the Information Technology (IT) Department on a Document Management System (DMS) which will allow all of the P&Z records, both current and past, to be digitized and available over the internet, similar to the Land Records, maintained by the Town Clerk.
c) Develop better ways to assist existing and new businesses with their needs by possibly creating a separate entity within the Town of Westport to foster economic development.
d) Create better access to information to assist people who wish to pursue both residential and commercial projects.
e) Prepare for the next update of the Plan of Conservation & Development (POCD) as an update to the 2007 POCD.

## REVENUE SUMMARY:

Below is the revenue summary for FY 14-15:

| | |
|---|---|
| Commercial Zoning Permit Revenue: | $364,105 |
| Residential Zoning Permit Revenue: | $243,787 |
| P&Z Application Revenue: | $ 19,790 |
| ZBA Application Revenue: | $ 27,000 |
| Miscellaneous Revenue: | $ 21,565 |
| Total | $676,247 |

Revenues for the first six months of FY15-16 are 18% above the same six month period from one year earlier. Total Revenue for the first six months of FY15-16 is $323,569. Revenue for the first six months of FY 14-15 was $273,837. This increase in revenue is attributed to an increase in both the residential and commercial building sectors. The majority of this increase is due to the increase in P&Z Department fees which went into effect in May 2015.

## BUDGET NOTES:

This budget shows an overall increase of 1.9% over last fiscal year. However, department revenues for the last complete fiscal year last year have increased by $269338 and revenue for the first half of the current fiscal year is up 84% over the previous period last year. The Planning & Zoning Department is almost entirely revenue neutral. The projected balance of the upcoming fiscal year which will not be covered by departmental fee revenue is less than $18,000 in total.

The budget for FY 16-17 is relatively flat when compared to the current year. A complete list of the proposed changes is summarized below:

1) Salaries - Due to staff changes and some required contractual increases. The total increase in the salary line is less than 1%.
2) Extra Help & Overtime – This line item has been increased by $4,783 to accommodate the potential need in the future to have the Zoning Officials (who are in WMEU) attend the ZBA meetings.
3) Software – This item has been reduced by $500 to acknowledge the use of some shared resources and savings that have been achieve through shared software licenses.
4) Computers – This item has an increased by $2,500 for the replacement of department laptop computers and possibly initiating the use of handheld tablets.
5) Office Equipment – This item has been funded at existing levels to accommodate future equipment or furniture needs that may result from the continued improvements to the Land Use Permit Process.

**1/21/16**

## 185 Planning & Zoning

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 494,027.37 | 579,771.00 | 585,182.00 | 585,944.00 | 585,944.00 | 0.00 | 0.1% |
| (03) EH & OT | 31,953.55 | 24,669.00 | 24,669.00 | 20,194.00 | 20,194.00 | 0.00 | -18.1% |
| (14) Uniform Allowance | 800.00 | 800.00 | 800.00 | 800.00 | 800.00 | 0.00 | 0.0% |
| (15) Trans. Allowance | 803.19 | 1,150.00 | 1,150.00 | 1,150.00 | 1,150.00 | 0.00 | 0.0% |
| (18) Fees & Services | 11,498.00 | 17,647.00 | 17,647.00 | 16,957.00 | 16,957.00 | 0.00 | -3.9% |
| (25) Telephone | 341.74 | 450.00 | 450.00 | 450.00 | 450.00 | 0.00 | 0.0% |
| (27) Veh. Maint/Oper | 852.14 | 1,400.00 | 1,400.00 | 1,400.00 | 1,400.00 | 0.00 | 0.0% |
| (33) Advert & Print | 4,750.23 | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 0.00 | 0.0% |
| (34) Postage | 5,260.27 | 4,700.00 | 4,700.00 | 4,700.00 | 4,700.00 | 0.00 | 0.0% |
| (41) Supplies | 4,963.33 | 7,050.00 | 7,050.00 | 7,050.00 | 7,050.00 | 0.00 | 0.0% |
| (59) Education & Exp. | 5,312.22 | 6,650.00 | 6,650.00 | 6,650.00 | 6,650.00 | 0.00 | 0.0% |
| (CD) Office Equipment | 0.00 | 5,000.00 | 5,000.00 | 5,000.00 | 5,000.00 | 0.00 | 0.0% |
| (CF) Computers | 2,000.02 | 0.00 | 0.00 | 2,500.00 | 2,500.00 | 0.00 | 0.0% |
| (CG) Software | 0.00 | 2,000.00 | 2,000.00 | 1,500.00 | 1,500.00 | 0.00 | -25.0% |
| **TOTAL (185) Planning & Zoning** | **562,562.06** | **655,787.00** | **661,198.00** | **658,795.00** | **658,795.00** | **0.00** | **-0.4%** |

## 185 - PLANNING & ZONING BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | P&Z Director | n/a | n/a | n/a | 126,527 | 123,441 | 126,527 |
| 1.00 | Deputy Director | n/a | n/a | n/a | 95,326 | 93,000 | 95,326 |
| 1.00 | Planner | VIII-5 | n/a | n/a | 72,368 | 78,028 | 72,368 |
| 1.00 | Zoning Official | VII-7 | n/a | n/a | 72,863 | 71,259 | 72,863 |
| 1.00 | Zoning Official | VII-7 | n/a | n/a | 72,863 | 71,259 | 72,863 |
| 1.00 | Land Use Coordinator | V-4 | n/a | n/a | 57,481 | 65,000 | 57,481 |
| 1.00 | Administrative Assistant II | V-7 | n/a | n/a | 60,768 | 59,431 | 60,768 |
| 0.50 | Administrative Assistant I | IV-7 | n/a | n/a | 55,496 | 54,274 | 27,748 |
| 7.50 | TOTAL SALARIES: | | | | | 615,692 | 585,944 |

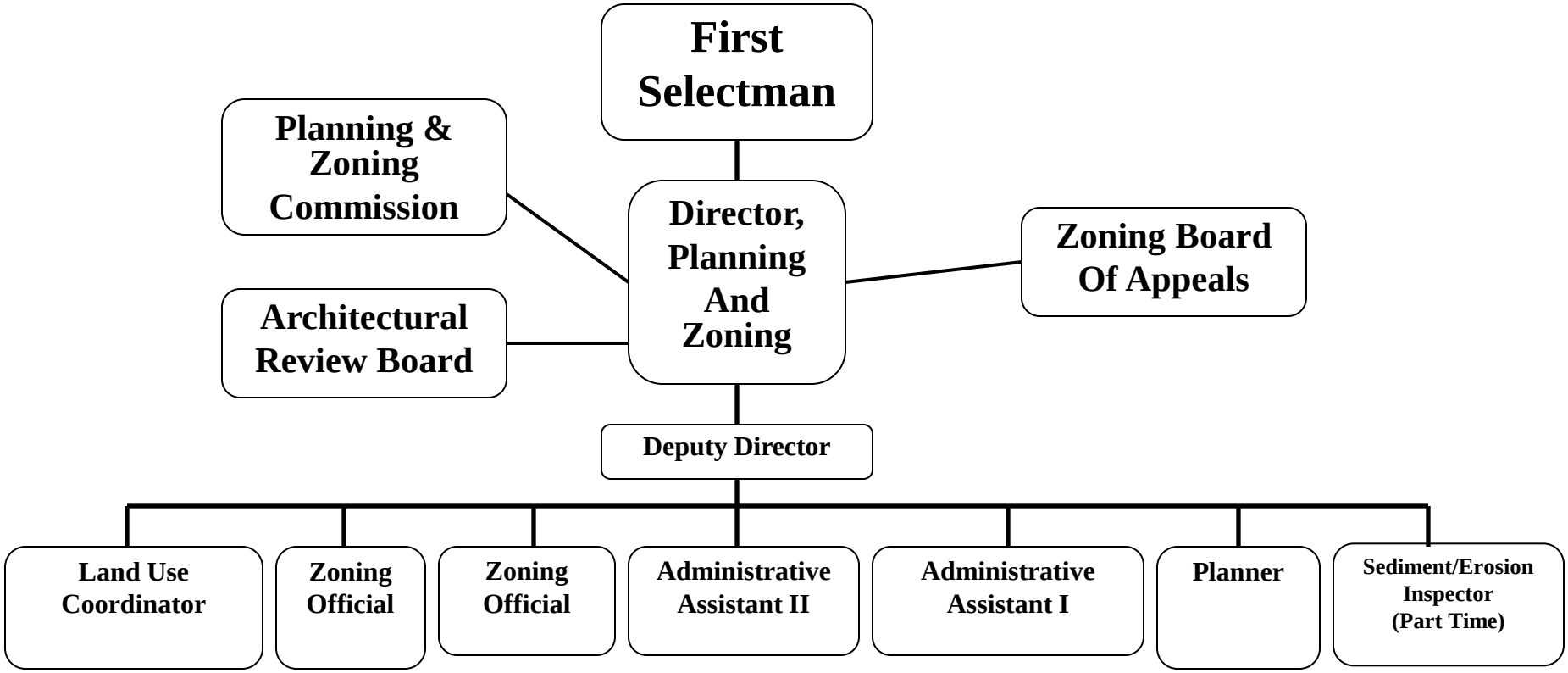
### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| | Secretary | n/a | $30.00 | 140 | 4,200 | 3,920 | 4,200 |
| | P&Z Recording Secretary | n/a | $35.00 | 50 | 1,750 | 7,000 | 1,750 |
| | TOTAL EXTRA HELP: | | | | | 3,920 | 5,950 |
| | Zoning Official | n/a | $40.03 | 150 | 6,000 | 5,447 | 6,000 |
| | Clerical | n/a | $15.00 | 40 | 600 | 420 | 600 |
| | Custodial | n/a | $41.76 | 25 | 1,044 | 1,019 | 1,044 |
| 0.60 | Sediment & Erosion Control Inspector (200 hours in Budget 182) | n/a | $22.00 | 300 | 6,600 | 3,280 | 6,600 |
| | TOTAL OVERTIME: | | | | | 10,166 | 14,244 |

### 185 – PLANNING AND ZONING

| Account | Description |
|---|---|
| *Fees & Services* | SWMPO ($9,797) – Court Fees ($100) - Cartegraph ($1,700) |
| | Traffic Consultant ($5,000) |
| *Vehicle Maint./Operation* | Gas, Oil & Repairs |
| *Advertising & Printing* | Advertising, Printing and Maps Costs |
| *Supplies* | Office Supplies, Copying and Copier Lease |
| *Education & Expenses* | Publications/Seminars/Professional Fees |

# Town of Westport
# Planning & Zoning
# 2016-2017 Organizational Chart



## 187 Zoning Board of Appeals

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| (01) Salaries | | 27,000.20 | 27,137.00 | 27,137.00 | 27,748.00 | 27,748.00 | 0.00 | 2.3% |
| **TOTAL** | **(187) Zoning Board of Appeals** | **27,000.20** | **27,137.00** | **27,137.00** | **27,748.00** | **27,748.00** | **0.00** | **2.3%** |

## 187 - ZONING BOARD OF APPEALS BUDGET 2016-2017

**SALARIES**

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 0.50 | Administrative Assistant I | IV-7 | n/a | n/a | 55,496 | 27,137 | 27,748 |
| 0.50 | TOTAL SALARIES: | | | | | 27,137 | 27,748 |

# DEPARTMENT: POLICE DEPARTMENT

## DEPARTMENT SERVICES OVERVIEW:

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

## FY 2016 ACCOMPLISHMENTS:

- Accreditation process continues with policy revision and review (all policies now in final or draft form)
- 20 officers equipped with body-worn cameras with plans to outfit all patrol officers
- Instituted new early warning system software to track officer complaints and officer-involved crashes
- 29% decrease in Part I (Index Crimes in 2015, 5% reduction in crashes in 2015, no mv fatalities
- Added 5 more spaces, new plantings, energy efficient LED lights and 2 charging stations to Greens Farms RR station
- Identified location for consolidated dispatch center and developed initial plans for construction
- Added new communication/crime scene truck. No impact on budget – one for one trade for H2 DARE Hummer

## FY 2016 SERVICE LEVEL GOALS:

- Use asset forfeiture money to issue body worn cameras to all patrol officers
- Increase department participation with other town agencies to address neighborhood traffic issues
- Complete Tier I accreditation from State of Connecticut
- Rebuilding of Saugatuck RR Lot #1 with DPW to improve drainage, surface, traffic flow and potentially add spaces (from FY15)

## PERFORMANCE MEASURES:

- Continuing reduction in index crimes
- Further reduce traffic crashes by at least 5%
- Increase traffic enforcement by at least 10%

## 5 YR GOALS:

- Complete accreditation process within next year
- Consolidation of police and fire emergency dispatch remains a priority

## REVENUE SUMMARY:

- Parking ticket and EMS revenue remains consistent with previous FY
- RRP revenue parking fee revenue increased due to online renewals, increased revenue from rentals, online wait list fees

## BUDGET NOTES:

- CBA for sworn officers expires June 2016, WMEU employee salaries increase 2.25%, staffing decrease of 1 sworn and 1 civilian position

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

### Division Overview:

The Westport Police Department provides protection of life and property, enforcement of local and state laws and ordinances, and other associated police services within the Town of Westport 24 hours a day, 365 days a year, including Long Island Sound. In CY 2015 the Department logged 22,126 incidents, 12.5% less than CY 2014. This is a reflection of the reassignment of a traffic unit to patrol duty. A call for service reflects one incident, not the number of officers that respond and includes officer-initiated activity. Reported Part I crimes decreased by nearly 30% in CY 2015.

The Police Department was funded for 64 sworn officers in FY15/16 as well as 8 civilian employees (which include 3 civilian dispatchers). The department has had several retirements (6 from November 2015 to April 2016 alone) which are being replaced by lateral hires. For FY 16/17 headcount is reduced by 2 positions. The Police Department is organized into two divisions (Staff and Operations). Staff functions include Records Management and Communications. Operations include the entire patrol function as well as the investigative functions of the department. The Professional Standards office investigates civilian complaints and also oversees accreditation and training functions.

### Partial Description of Accounts:

- EH & OT — Based on analysis of previous 3 years usage
- Fees & Services — Includes system maintenance fees, regional fees for tactical team and computer crime unit
- Medical — Fit for duty annual physicals, drug testing program, wellness program
- Telephone — Includes equipment and data access costs for police vehicle computer systems
- Equipment Maintenance — CAD system maintenance, software service contracts, radio maintenance, marine division maintenance
- Supplies — Office supplies, department forms
- Detective Supplies — Specialized detective bureau supplies/tools/equipment, search warrant fees, prisoner meals
- Ammunition — Includes all firearms/weapon systems parts/maintenance
- Program expenses — Used for grant cost-sharing expenses

### Detail Operating Capital Requests:

- $125,000 - Replacement of 4 police cars whose replacement cycle was extended to 3+ years. New vehicles under state contract pricing.
- $8,000 – Replacement of 9-year old workstation computers

### Budget Notes:

- Sworn staff reflects no increase due to CBA expiration, full step increases for 12 officers (+/- $60,000), 2.25% increase for WMEU staff
- Detective Supply also funds Juvenile Review Board which is used jointly by Police Department and schools (100% funded by PD)
- Equipment Maintenance/Operation line increase due to need for new Property & Evidence module within existing RMS suite
- FY 16/17 budget reflects headcount reduction of 1 sworn and 1 civilian position through attrition

## 210 Police

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 6,153,010.26 | 6,456,556.00 | 6,478,820.00 | 6,409,327.00 | 6,409,327.00 | 0.00 | -1.1% |
| (03) EH & OT | 1,096,402.71 | 1,191,000.00 | 1,191,000.00 | 1,191,000.00 | 1,191,000.00 | 0.00 | 0.0% |
| (14) Uniform Allowance | 58,339.89 | 64,000.00 | 64,000.00 | 67,350.00 | 67,350.00 | 0.00 | 5.2% |
| (18) Fees & Services | 32,775.70 | 15,000.00 | 15,000.00 | 15,000.00 | 15,000.00 | 0.00 | 0.0% |
| (20) Employee Medical | 29,888.55 | 37,000.00 | 37,000.00 | 40,000.00 | 40,000.00 | 0.00 | 8.1% |
| (25) Telephone | 35,295.83 | 40,000.00 | 40,000.00 | 40,000.00 | 40,000.00 | 0.00 | 0.0% |
| (26) Equip Maint/Oper | 122,846.16 | 131,325.00 | 131,325.00 | 101,431.00 | 101,431.00 | 0.00 | -22.8% |
| (34) Postage | 4,292.76 | 5,000.00 | 5,000.00 | 5,000.00 | 5,000.00 | 0.00 | 0.0% |
| (41) Supplies | 16,052.18 | 18,000.00 | 18,000.00 | 18,000.00 | 18,000.00 | 0.00 | 0.0% |
| 50 Supplies - Det. | 37,635.14 | 39,000.00 | 39,000.00 | 39,000.00 | 39,000.00 | 0.00 | 0.0% |
| (51) Supplies-Ammo/Targe | 20,000.00 | 20,000.00 | 20,000.00 | 18,000.00 | 18,000.00 | 0.00 | -10.0% |
| (52) Supplies Training | 3,266.70 | 4,000.00 | 4,000.00 | 4,000.00 | 4,000.00 | 0.00 | 0.0% |
| (53) Supply-Accidnt/Emer | 5,000.00 | 5,000.00 | 5,000.00 | 5,000.00 | 5,000.00 | 0.00 | 0.0% |
| (59) Education & Exp. | 30,787.06 | 25,000.00 | 25,000.00 | 25,000.00 | 25,000.00 | 0.00 | 0.0% |
| (63) Program Expenses | 4,946.34 | 5,000.00 | 5,000.00 | 5,000.00 | 5,000.00 | 0.00 | 0.0% |
| (CE) Vehicles | 125,000.00 | 147,000.00 | 147,000.00 | 125,000.00 | 125,000.00 | 0.00 | -15.0% |
| (CF) Computers | 9,041.50 | 7,000.00 | 7,000.00 | 8,000.00 | 8,000.00 | 0.00 | 14.3% |
| (CP) Equipment-Police | 40,000.00 | 12,000.00 | 12,000.00 | 10,000.00 | 10,000.00 | 0.00 | -16.7% |
| **TOTAL (210) Police** | **7,824,580.78** | **8,221,881.00** | **8,244,145.00** | **8,126,108.00** | **8,126,108.00** | **0.00** | **-1.4%** |

## 210 - POLICE BUDGET 2016-2017

**SALARIES**

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2016-17 Salary Subtotals | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|---|
| 1.00 | Chief of Police | C-1 | | | 142,252 | 142,252 | 142,252 | 142,252 |
| 2.00 | Deputy Police Chief | C-1 | | | 131,210 | 262,420 | 134,311 | 262,420 |
| 0.00 | Police Captain | C-1 | | | 128,210 | 0 | 256,420 | 0 |
| 5.00 | Lieutenant | C-1 | | | 120,072 | 600,360 | 600,360 | 600,360 |
| 4.00 | Sergeant | A-2 | | | 97,875 | 391,500 | 350,719 | 391,500 |
| 3.00 | Sergeant | A-1 | | | 93,216 | 279,648 | 224,772 | 279,648 |
| 4.00 | Desk Officer | A-7 | | | 87,134 | 348,536 | 348,536 | 348,536 |
| 5.00 | Detective | A-7 | | | 87,134 | 435,670 | 522,804 | 435,670 |
| 3.00 | Staff Corporal | A-7 | | | 85,108 | 255,324 | 170,216 | 255,324 |
| 6.00 | Corporal | A-7 | | | 83,081 | 498,486 | 463,869 | 498,486 |
| 18.00 | Officer | A-7 | | | 81,055 | 1,458,990 | 1,743,210 | 1,458,990 |
| 3.00 | Officer | A-6 | | | 75,995 | 227,985 | 379,975 | 227,985 |
| 3.00 | Officer | A-5 | | | 70,942 | 212,826 | 141,884 | 212,826 |
| 6.00 | Officer | A-4 | | | 68,400 | 410,400 | 200,114 | 410,400 |
| 0.00 | Officer | A-3 | | | 0 | 0 | | |
| 0.00 | Officer | A-2 | | | 0 | 0 | | |
| 30.00 | Patrol Officers | | | | | | 2,465,183 | 2,310,201 |
| 1.00 | Administrative Assistant II | V-7 | | | 60,768 | 60,768 | 59,431 | 60,768 |
| 1.00 | Dispatcher | V-7 | | | 60,768 | 60,768 | 59,431 | 60,768 |
| 1.00 | Dispatcher | V-7 | | | 60,768 | 60,768 | 56,601 | 60,768 |
| 1.00 | Dispatcher | V-6 | | | 57,875 | 57,875 | 53,906 | 57,875 |
| 1.00 | Service Assistant I | IV-7 | | | 55,496 | 55,496 | 54,274 | 55,496 |
| 2.00 | Clerical Assistant | III-7 | | | 50,681 | 101,362 | 137,948 | 101,362 |
| 70.00 | SUBTOTAL SALARIES: | | | | | | 6,101,033 | 5,921,434 |

**SALARIES**

| qty | Position | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|
| | College Credits | 39,800 | 42,000 |
| | Holiday Pay (13 Days per Officer/Contract) | 330,000 | 318,000 |
| 64.00 | Master Officers Program | 168,000 | 168,000 |
| 64.00 | Officers Weapon Allowance | 68,640 | 68,640 |
| 27.00 | Officers EMT Awards | 23,200 | 20,800 |
| | Railroad Parking Reimbursement | (249,434) | (129,387) |
| | SUBTOTAL SALARIES: | 380,206 | 488,053 |
| | GRAND TOTAL SALARIES: | 6,481,239 | 6,409,487 |

**EXTRA HELP & OVERTIME**

| qty | Position | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|
| | Extra Help and Overtime | 133,000 | 133,000 |
| | Court Time | 21,000 | 20,000 |
| | Traffic Agents/School Xing Guards | 82,000 | 82,000 |
| | Marine Patrol | 20,000 | 20,000 |
| | Funeral Leave | 5,000 | 6,000 |
| | Injury Leave | 75,000 | 60,000 |
| | School/Training Replacement | 110,000 | 110,000 |
| | Sick Replacement | 75,000 | 90,000 |
| | Vacation Replacement | 310,000 | 310,000 |
| | Shift Differential | 168,000 | 168,000 |
| | Special Detective Services | 100,000 | 100,000 |
| | Emergency Callback/Special Events | 92,000 | 92,000 |
| | TOTAL EXTRA HELP & OVERTIME: | 1,191,000 | 1,191,000 |

## 210 - POLICE BUDGET 2016-2017

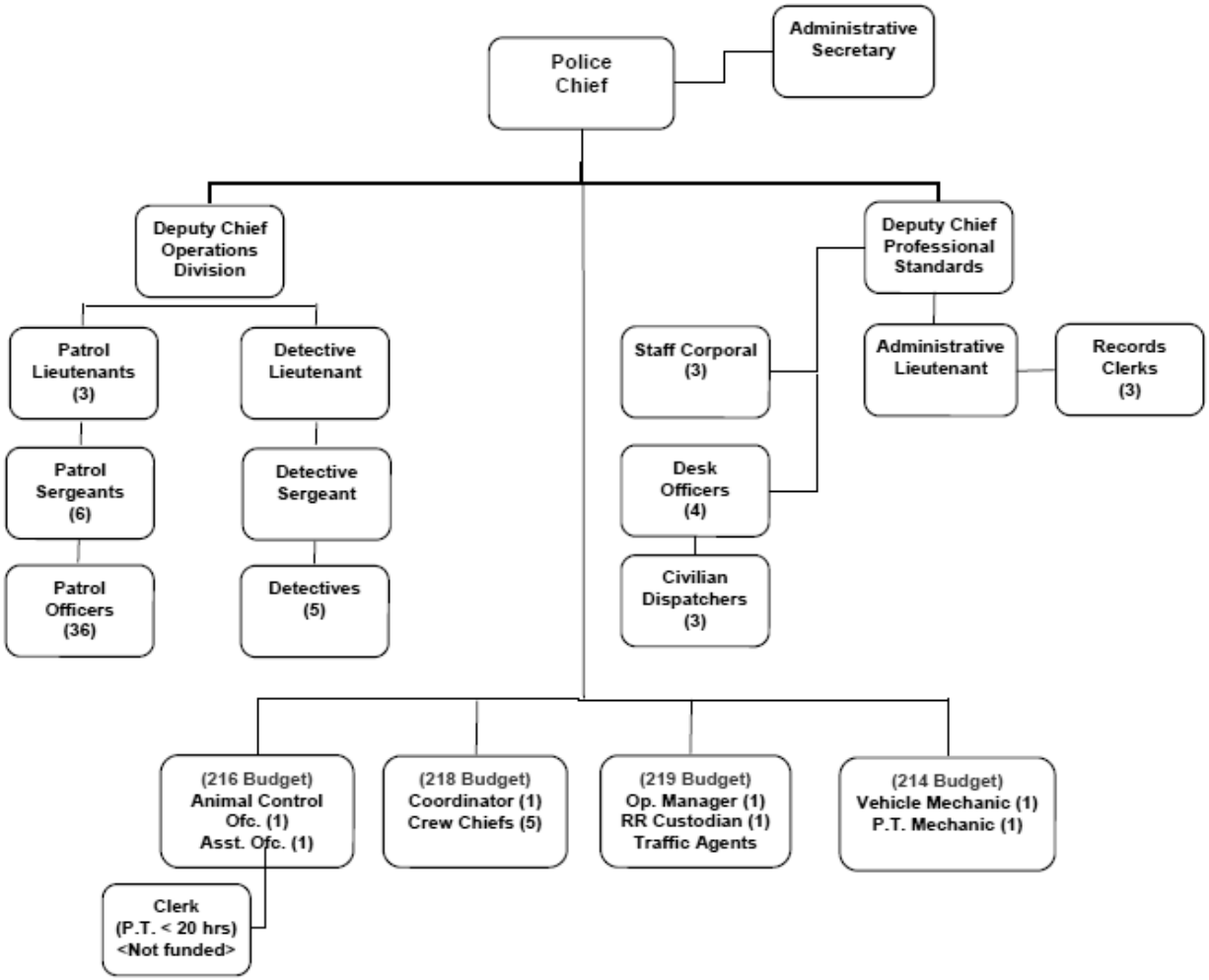
### 210 - POLICE

| Account | Description |
|---|---|
| *Fees & Services* | COLLECT system maintenance = $4000<br>FFLD CTY Police Chiefs Radio = $3,000<br>SWRERT = $5,000<br>SWCT Computer Crime Technichal Group = $3,000 |
| *Employee Medical* | Annual and Entry Level Physicals, Drug Testing & Wellness Program |
| *Equipment Maint./Operation* | Copier, Microfilm, Computer repairs<br>CAD System Maintenance Contract: $38421<br>Additional software service contracts: $27010<br>TriTech Property/Evidence software: $25000<br><br>Marine Division: painting, maintenance, fuel, oil, hauling/launching = $19,000<br>Radio Maintenance: repairs, reinstallations, batteries = $30,000<br>Special Operations (Dive Rescue, Tactical, K9): equipment, repairs = $7,000 |
| *Supplies* | Printing supplies, forms, envelopes, tickets, supplies = $17,000 |
| *Detective Supplies* | Prisoner meals, composites, investigative materials & tools, fees, supplies, DARE supplies & Internet search warrant fees = $16,000<br>Juvenile Review Board costs = $15,000<br>Camera repairs and upgrades =$8,000 |
| *Accident/Emerg. Supplies* | Accident prevention/traffic calming supplies |
| *Vehicles* | 4 marked police cars |
| *Computers* | Workstations and printer replacement - $8,000 |
| *Police Equipment* | Continued program for bullet resistant vests – grant program |

210/214/216/218/219—POLICE DEPARTMENT

**2016/2017 Organization Chart (81 F/T & 1P/T)**

[2013/2014: 83 Full Time & 1 Part Time/ 2014/2015: 84 Full Time & 1 Part Time/ 2015/2016 83 Full Time & 1 Part Time]



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

**Division Overview:**

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

**Description of Accounts:**

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

**Budget Notes:**

- No increase in salary or OT line pending new CBA
- Gasoline costs are biggest variable, fuel usage remains consistent at or near 51,000 gallons annually
- Radar LED service contracts are now included in the radar maintenance line

## 214 Police Vehicle Maintenance

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 115,400.19 | 114,906.00 | 114,906.00 | 114,906.00 | 114,906.00 | 0.00 | 0.0% |
| (03) EH & OT | 1,633.66 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 0.00 | 0.0% |
| (14) Uniform Allowance | 781.86 | 800.00 | 800.00 | 800.00 | 800.00 | 0.00 | 0.0% |
| (26) Equip Maint/Oper | 2,989.43 | 3,500.00 | 3,500.00 | 8,000.00 | 8,000.00 | 0.00 | 128.6% |
| (27) Veh. Maint/Oper | 228,194.19 | 226,000.00 | 226,000.00 | 221,000.00 | 221,000.00 | 0.00 | -2.2% |
| (CE) Vehicles | 0.00 | 24,000.00 | 24,000.00 | 0.00 | 0.00 | 0.00 | -100.0% |
| **TOTAL (214) Police Vehicle Maintenance** | **348,999.33** | **371,206.00** | **371,206.00** | **346,706.00** | **346,706.00** | **0.00** | **-6.6%** |

## 214 - POLICE VEHICLE MAINTENANCE BUDGET 2016-17

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Police Mechanic | A-IV-7 | | | 67,030 | 67,030 | 67,030 |
| 1.00 | Assistant Mechanic | A-III-7 | $30.69 | 1,560 | 47,876 | 47,876 | 47,876 |
| 2.00 | TOTAL SALARIES: | | | | | 114,906 | 114,906 |

### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Mechanic Overtime | | | | | 2,000 | 2,000 |
| | TOTAL EXTRA HELP & OVERTIME: | | | | | 2,000 | 2,000 |

### 214 - POLICE VEHICLE MAINTENANCE

| Account | Description |
|---|---|
| *Equipment Maint. & Operation* | Radar Maintenance/Certification [now includes LED radar signs f/210] ($8,000) |
| *Vehicle Maint. & Operation* | Fuel, Oil, Parts & Supplies (estimated fuel consumption of 51,000 gallons Based on FY 15/16 @ 2.74/gallon, parts and oil – ($221,000) |
| *Capital Requests* | None |

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

**Division Overview:**

The Animal Control division is responsible for enforcing both the animal control statutes of the State of Connecticut as well as the local ordinances of the Town of Westport. The division is staffed by two F/T Animal Control Officers who provide coverage seven days a week from 8AM until 6PM. Emergencies after hours are handled on an overtime basis through callbacks. A part-time clerk position has been privately funded for the past several years. Long-time ACO Peter D'Amico retired in 2015 and was replaced by new ACO Gina Gambino.

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

**Description of Accounts:**

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

**Detail Operating Capital Requests:**

- none

**Budget Notes:**

- CBA provides for holiday pay similar to other full-time employees required to work holidays

## 216 Dog Warden

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 106,859.00 | 115,297.00 | 115,297.00 | 114,056.00 | 114,056.00 | 0.00 | -1.1% |
| (03) EH & OT | 20,900.00 | 19,000.00 | 19,000.00 | 17,000.00 | 17,000.00 | 0.00 | -10.5% |
| (14) Uniform Allowance | 745.91 | 800.00 | 800.00 | 800.00 | 800.00 | 0.00 | 0.0% |
| (19) Contract Services | 0.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 0.00 | 0.0% |
| (25) Telephone | 719.40 | 850.00 | 850.00 | 1,000.00 | 1,000.00 | 0.00 | 17.6% |
| (27) Veh. Maint/Oper | 2,158.42 | 3,500.00 | 3,500.00 | 3,500.00 | 3,500.00 | 0.00 | 0.0% |
| (41) Supplies | 1,082.20 | 1,250.00 | 1,250.00 | 1,600.00 | 1,600.00 | 0.00 | 28.0% |
| (45) Heating Fuel | 1,209.79 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 0.00 | 0.0% |
| (46) Electricity | 1,736.38 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 0.00 | 0.0% |
| (48) Water | 229.69 | 300.00 | 300.00 | 343.00 | 343.00 | 0.00 | 14.3% |
| (59) Education & Exp. | 0.00 | 500.00 | 500.00 | 500.00 | 500.00 | 0.00 | 0.0% |
| **TOTAL (216) Dog Warden** | **135,640.79** | **146,497.00** | **146,497.00** | **143,799.00** | **143,799.00** | **0.00** | **-1.8%** |

## 216 - DOG WARDEN BUDGET 2016-17

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Animal Control Officer | V-6 | | | 57,875 | 59,431 | 57,875 |
| 1.00 | Assistant Animal Control Officer | III-7 | | | 50,681 | 49,566 | 50,681 |
| 2.00 | SUBTOTAL SALARIES: | | | | | 108,997 | 108,556 |
| | Holiday Pay (per CBA) | | | | 5,500 | 6,300 | 5,500 |
| 0.00 | TOTAL SALARIES: | | | | | 115,297 | 114,056 |

### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| | Vacation Replacement | | | | 14,000 | 16,000 | 14,000 |
| | Callbacks | | | | 3,000 | 3,000 | 3,000 |
| | TOTAL EXTRA HELP & OVERTIME: | | | | | 19,000 | 17,000 |

**DEPARTMENT: POLICE DEPARTMENT**
**Budget Division: EMS (218)**

**Division Overview:**

Westport EMS provides Advanced Life Support-level emergency medical services for the Town of Westport. The division is staffed with 6 F/T employees (5 paramedics and 1 EMT-I). The division is supported by the Westport Volunteer Emergency Medical Services, a volunteer organization, who provide thousands of hours of coverage at the Basic Life Support level as well as providing nearly all the capital equipment used by the division.

In addition, the Town contracts with Norwalk Hospital to provide 24/7/365 paramedic coverage. In effect, this allows Westport EMS to handle 2 simultaneous ALS calls most of the time without calling for mutual aid. This contract contains no increases over the remaining term.

**Description of Accounts:**

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

**Detail Operating Capital Requests:**

- None

**Budget Notes:**

- No changes in salary or OT pending new CBA
- EH&OT increased by $30,000 to compensate for chronic shortage of volunteer Crew Chiefs to cover shifts normally handled by volunteers
- High cost "Extra Duty" ambulance assignments are charged out to offset overtime costs when volunteers not available
- Most costs continue to be offset by revenue (including mileage charges)

## 218 Emergency Medical Services

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 428,929.03 | 429,300.00 | 429,300.00 | 429,300.00 | 429,300.00 | 0.00 | 0.0% |
| (03) EH & OT | 86,596.13 | 93,100.00 | 93,100.00 | 123,100.00 | 123,100.00 | 0.00 | 32.2% |
| (14) Uniform Allowance | 3,518.93 | 3,675.00 | 3,675.00 | 3,750.00 | 3,750.00 | 0.00 | 2.0% |
| (18) Fees & Services | 145,978.04 | 155,696.00 | 155,696.00 | 160,328.00 | 160,328.00 | 0.00 | 3.0% |
| (19) Contract Services | 472,557.20 | 474,276.00 | 474,276.00 | 474,276.00 | 474,276.00 | 0.00 | 0.0% |
| (20) Employee Medical | 917.00 | 2,500.00 | 2,500.00 | 2,000.00 | 2,000.00 | 0.00 | -20.0% |
| (29) Veh. Oper. | 14,763.09 | 17,000.00 | 17,000.00 | 17,000.00 | 17,000.00 | 0.00 | 0.0% |
| (34) Postage | 203.27 | 300.00 | 300.00 | 300.00 | 300.00 | 0.00 | 0.0% |
| (41) Supplies | 996.62 | 2,000.00 | 2,000.00 | 1,750.00 | 1,750.00 | 0.00 | -12.5% |
| (59) Education & Exp. | 2,148.68 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 0.00 | 0.0% |
| (64) Miscell. Expenses | 2,531.02 | 6,700.00 | 6,700.00 | 4,000.00 | 4,000.00 | 0.00 | -40.3% |
| (CE) Vehicles | 0.00 | 28,000.00 | 28,000.00 | 0.00 | 0.00 | 0.00 | -100.0% |
| (CF) Computers | 1,500.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| **TOTAL (218) Emergency Medical Services** | **1,160,639.01** | **1,215,547.00** | **1,215,547.00** | **1,218,804.00** | **1,218,804.00** | **0.00** | **0.3%** |

## 218 - EMS BUDGET 2016-17

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | EMS Coordinator | VIII | | | 77,400 | 77,400 | 77,400 |
| 5.00 | EMS Crew Chief | VI | | | 70,380 | 351,900 | 351,900 |
| 6.00 | TOTAL SALARIES: | | | | | 429,300 | 429,300 |

### EXTRA HELP & OVERTIME

| qty | Position | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|
| | Vacation, Callback, Late Calls & Training Replacement | | 93,100 | 123,100 |
| | TOTAL EXTRA HELP & OVERTIME: | | 93,100 | 123,100 |

### 218 – EMS

| Account | Description |
|---|---|
| *Extra Help & Overtime* | Callback and volunteer replacement due to fewer volunteer crew chief replacements |
| *Fees & Services* | Service Contract for LifePak12 ($6,280)<br>CMED Radio Contract ($34,196)<br>SWEMS Council Fees ($1,500)<br>Fees to WVEMS – Share of Ambulance Revenue ($85,000)<br>Service contracts for software ($2000)<br>WVEMS Awards Program - highest possible cost ($30,000) |
| *Vehicle Operation* | Fuel Cost remains steady, offset by addditional revenue<br>generated by call volume - fuel based on 3yr average fuel usage ($17,000) |
| *Contract Services* | Paramedic Contract with Norwalk Hospital ($390,276)<br>Billing and Collection Outsourcing Fees-offset by revenue ($85,000) |
| *Capital Expenses* | None |

# DEPARTMENT: FIRE DEPARTMENT

**DEPARTMENT SERVICES OVERVIEW:** The Westport Fire Department operates out of four fire stations and responds to more than 3000 emergency incidents each year. The department provides protection to Westport's 27,055 residents, 829 commercial properties, L.I. Sound, Saugatuck River, I-95, Merritt Pkwy, and the Metro North right-of-way. With our sworn and civilian staff, the department provides fire prevention and education services, code compliance inspections, fire investigation, and emergency management for the Town of Westport, as well as responding to emergency medical, heavy rescue, hazardous materials and all types of fire incidents. The department is led by Chief Andrew Kingsbury and operates 4 shifts of emergency personnel, a Fire Prevention Division and Office of Emergency Management. Each shift is commanded by an Assistant Fire Chief who leads a platoon of 15 firefighters.

**2015 ACCOMPLISHMENTS:**

- Attained a positive rerating of our Public Protection Classification by the Insurance Services Office (ISO), increasing slightly within our classification from 71.39 to a 73.10.
- Reevaluated service and maintenance agreements, maintained a relatively flat budget line by finding savings such as a 40% reduction in uninterruptable power supply (UPS) service agreement.
- Implement lessons learned during natural disasters and statewide drills. Update our Local Emergency Operations Plan (LEOP) and create a Flood Safety Plan for the town.
- Maintained Westport's "Storm Ready" designation with the National Weather Service, including training at their Brookhaven National Laboratories office in Long Island.
- Participated in the Governor's Statewide Emergency Exercise which simulating a severe weather event at Bedford Middle School. The drill allowed Westport to exercise the BOE's new Emergency Plan and was considered a successful and extremely beneficial exercise for all agencies involved.
- Secured a federal grant to replace all front line attack hose and nozzles allowing the department to combat fires in Westport's increasingly larger residential dwellings thru an increased fire flow capability.
- Enhanced compatible regionally by standardizing operational procedures, equipment and response.
- Managing Hazard Mitigation Grants for Westport residents and the town (30 home elevation projects, 3 acquisitions, 1 bridge replacement, 1 generator for WPD).
- Completed installation of Security/Building Entry systems for all Fire Stations.
- Through a collaborative effort with the Selectman's Office, Conservation, DPW and P&Z, the town was awarded $650K CDBG grant to study drainage and riverine flooding.

**2016 SERVICE LEVEL GOALS:**

- A renewed commitment to reduce injuries and increase wellness by placing an emphasis on injury prevention, mental health, wellness and educational programs.
- Work to improve upon interagency cooperation with our mutual-aid partners.
- Maintain and improve fire suppression, storm readiness, and rescue capabilities. Increase fire prevention and education programs in the community.

**PERFORMANCE MEASURES:**

- Successful control of various emergency incidents, with no loss of life or destruction to significant/historic buildings.
- Continued benchmark comparison of area Fire Departments, results show Westport's efficiencies as well as capabilities.
- Conducted an ISO Fire Service Performance Review which favorably compared us against our peers, state, and national norms.

**5 YR GOALS:**

- Pursue Assistance to Firefighter Grant (AFG) to bolster our Wellness Program.
- Address capital infrastructure facility needs with direction of a Strategic Fire Department Study.
- Consolidation of Westport Police and Fire Dispatching Services, explore other opportunities in addition to our current partnership with the New Canaan Fire Department.
- Expand Fire Prevention Education programs for students and the community; improve Westport's Hazard and Flood Mitigation programs and outreach.

**REVENUE SUMMARY:** Fire Marshal revenue from commercial plan reviews produced $169,635 in FY 14/15, as of December 31st revenues far exceed last year at $323,142. Our Communications Division co-manages town owned transmitter and cell sites, and although not a revenue, $1,152,396.96 was recouped from FEMA for disasters.

**BUDGET NOTES:** Salaries lines reflect an increase for contractual step obligations; this increase is the last and highest of the current 5 year CBA at 2.5%. Utilizing MUNIS and through careful scrutiny of budget lines, this budget reflects the most accurate and responsible budget presented to date.

**DEPARTMENT: FIRE DEPARTMENT**
**Budget Division: FIRE 220**

**Division Overview:** Provides fire suppression, rescue, prevention and educational services, as well as fire safety compliance inspections.

**Description of Accounts:**

Salaries - This year's salaries line increase reflects the ratification of a new CBA (2.5% on 7/16) and step increases.

EH & OT - The Extra Help and Overtime budget has been continually adjusted to reflect actual budget experience, several lines have been increased or decreased accordingly. Overall the EH&OT budget has increased by 2.1%, Miscellaneous OT from $65,810 to $68,045 which includes fire prevention and education, IT support, and townwide communications support.

Uniform Allowance - Uniforms for Firefighters, Fire Inspectors, and Fire Officers.

Fees & Services - Used to reimburse Volunteer Firefighters for service rendered in lieu of local tax reduction.

Telephone, Cellular & Paging - Used to pay Fire Department's share of telephone circuits, network costs and long distance charges, as well as monthly fees for department cell phones and wireless modems for mobile data system.

Equipment Maint/Operation - Breathing Apparatus, Fixed Equipment, Radios, Extinguishers, Medical Supplies, Oxygen, Safety Equipment, Turnout Gear.

Vehicle Maintenance - Used for maintenance of Fire Apparatus, Staff Vehicles and Large Fixed Equipment.

Vehicle Operation - Diesel: 11,522 gallons @ $2.84/gal and Gasoline: 7,234 gallons @ $2.74/gal

Maintenance Supplies - Cartage, House Equipment, Laundry, House Supplies, Office Supplies, Maintenance Contract, Haz-Mat Dues.

Educations & Expenses - Used for Training Programs, Fire Academy Tuition, Physicals, Prevention Dues, Periodicals, Fitness Program

**Detail Operating Capital Requests:**

Fire Suppression - Fire Hose: $10,000, Fire Turnout Gear: $37,183, Fire Foam: $3,350

Command Vehicle - $63,000 for replacement of 2003 Ford Excursion, a retired Shift Commander vehicle.

Rescue Equipment - Replace Thermal Imager: $10,000, Thermal Camera upgrade to existing units: $2.000, Exposure Suit: $3,000

Hazardous Materials - Survey Meters, Sensors: $8,750

Station Equipment - Replacement of Fire Station Equipment (Furniture, Appliances, Office Equipment) $14,500

## 220 Fire Department

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 6,297,471.70 | 6,516,521.00 | 6,540,941.00 | 6,689,982.00 | 6,689,982.00 | 0.00 | 2.3% |
| (03) EH & OT | 1,729,935.43 | 1,638,926.00 | 1,638,926.00 | 1,673,788.00 | 1,673,788.00 | 0.00 | 2.1% |
| (14) Uniform Allowance | 73,683.14 | 73,738.00 | 73,738.00 | 73,738.00 | 73,738.00 | 0.00 | 0.0% |
| (18) Fees & Services | 872.18 | 3,800.00 | 3,800.00 | 3,800.00 | 3,800.00 | 0.00 | 0.0% |
| (25) Telephone | 49,321.03 | 56,355.00 | 56,355.00 | 56,355.00 | 56,355.00 | 0.00 | 0.0% |
| (26) Equip Maint/Oper | 83,220.76 | 98,888.00 | 98,888.00 | 102,388.00 | 102,388.00 | 0.00 | 3.5% |
| (28) Veh. Maint. | 105,741.59 | 98,238.00 | 98,238.00 | 98,368.00 | 98,368.00 | 0.00 | 0.1% |
| (29) Veh. Oper. | 58,412.56 | 58,818.00 | 58,818.00 | 38,543.00 | 38,543.00 | 0.00 | -34.5% |
| (42) Maint. Supplies | 94,357.91 | 108,343.00 | 108,343.00 | 109,471.00 | 109,471.00 | 0.00 | 1.0% |
| (59) Education & Exp. | 125,163.21 | 138,542.00 | 138,542.00 | 141,045.00 | 141,045.00 | 0.00 | 1.8% |
| (CB) Building Renovation | 21,932.30 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| (CE) Vehicles | 70,619.00 | 29,500.00 | 29,500.00 | 63,000.00 | 63,000.00 | 0.00 | 113.6% |
| (CF) Computers | 3,470.85 | 6,000.00 | 6,000.00 | 5,000.00 | 5,000.00 | 0.00 | -16.7% |
| (CG) Software | 2,745.57 | 5,000.00 | 5,000.00 | 5,000.00 | 5,000.00 | 0.00 | 0.0% |
| (CJ) Equip.-Fire | 3,720.86 | 3,600.00 | 3,600.00 | 3,600.00 | 3,600.00 | 0.00 | 0.0% |
| CK Equip-Fire Maint | 16,496.31 | 16,006.00 | 16,006.00 | 16,000.00 | 16,000.00 | 0.00 | 0.0% |
| CL Equip-FireSuppRescu | 46,015.79 | 59,548.00 | 59,548.00 | 59,648.00 | 59,648.00 | 0.00 | 0.2% |
| (CM) Equip.-Fire Rescue | 15,000.00 | 15,000.00 | 15,000.00 | 15,000.00 | 15,000.00 | 0.00 | 0.0% |
| (CN) Equip-Haz Materials | 1,656.51 | 8,750.00 | 8,750.00 | 8,750.00 | 8,750.00 | 0.00 | 0.0% |
| **TOTAL (220) Fire Department** | **8,799,836.70** | **8,935,573.00** | **8,959,993.00** | **9,163,476.00** | **9,163,476.00** | **0.00** | **2.3%** |

## 220-FIRE BUDGET 2016-2017

**SALARIES**

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salaries | 2016-17 Salaries | 2015-16 Salaries | 2016-17 Salaries |
|---|---|---|---|---|---|---|---|---|
| **1.00** | Chief | | | | 142,238 | 142,238 | 142,238 | 142,238 |
| **1.00** | Deputy Chief | | | | 133,260 | 133,260 | 133,260 | 133,260 |
| **1.00** | Fire Marshal | | | | 131,431 | 131,431 | 131,431 | 131,431 |
| 1.00 | Assistant Chief T/O | | | | 122,841 | 122,841 | 122,841 | 122,841 |
| 4.00 | Assistant Chief | | | | 118,841 | 475,364 | 475,364 | 475,364 |
| **5.00** | | | | | | | **598,205** | **598,205** |
| 2.00 | Inspector | | | | 99,847 | 199,694 | 194,824 | 199,694 |
| 4.00 | Lieutenant E2 | | | | 90,574 | 362,296 | 353,460 | 362,296 |
| 4.00 | Lieutenant E4 | | | | 90,574 | 362,296 | 353,460 | 362,296 |
| 4.00 | Lieutenant T1 | | | | 90,574 | 362,296 | 353,460 | 362,296 |
| **12.00** | | | | | | | **1,060,380** | **1,086,888** |
| 30.00 | Firefighter | 7 | | | 78,779 | 2,363,370 | 2,152,024 | 2,363,370 |
| 3.00 | Firefighter | 6 | | | 73,844 | 221,532 | 288,172 | 221,532 |
| 4.00 | Firefighter | 5 | | | 68,934 | 275,736 | 201,759 | 275,736 |
| 0.00 | Firefighter | 4 | | | 63,995 | 0 | 249,736 | 0 |
| 4.00 | Firefighter | 3 | | | 59,078 | 236,312 | 0 | 236,312 |
| 2.00 | Firefighter | 2 | | | 56,263 | 112,526 | 274,455 | 112,526 |
| 1.00 | Firefighter | 1 | | | 53,583 | 53,583 | 0 | 53,583 |
| **44.00** | | | | | | | **3,166,146** | **3,263,059** |
| **1.00** | Accounting Aide | V | | | 60,768 | 60,768 | 59,430 | 60,768 |
| **1.00** | Accounting Aide | V | | | 60,768 | 60,768 | 59,430 | 60,768 |
| 1.00 | Dispatcher | V-7 | | | 60,768 | 60,768 | 59,431 | 60,768 |
| 1.00 | Dispatcher | V-7 | | | 69,228 | 69,228 | 67,891 | 69,228 |
| 1.00 | Dispatcher | V-3 | | | 49,995 | 49,995 | 51,338 | 49,995 |
| 1.00 | Dispatcher | V-2 | | | 47,613 | 47,613 | 46,565 | 47,613 |
| **4.00** | | | | | | | **225,224** | **227,604** |
| **1.00** | Fleet Mechanic | | | | 83,577 | 83,577 | 81,538 | 83,577 |
| **73.00** | SUBTOTAL SALARIES: | | | | | | 5,852,106 | 5,987,492 |

**SALARIES**

| qty | Position | Rate | 2014-15 Salary Subtotals | 2015-16 Salaries | 2016-17 Salary Total |
|---|---|---|---|---|---|
| | College Credits | | 2,000 | 26,900 | 26,900 |
| | Holiday Pay | | 402,263 | 411,396 | 423,541 |
| | EMT Certifications @ | | 52,800 | 53,600 | 53,600 |
| | Master Firefighter/Officer | | 176,000 | 176,000 | 177,000 |
| | Stand-by | | 20,481 | 20,958 | 21,449 |
| | SUBTOTAL SALARIES: | | | 688,854 | 702,490 |
| | GRAND TOTAL SALARIES: | | | 6,540,960 | 6,689,982 |

**EXTRA HELP & OVERTIME**

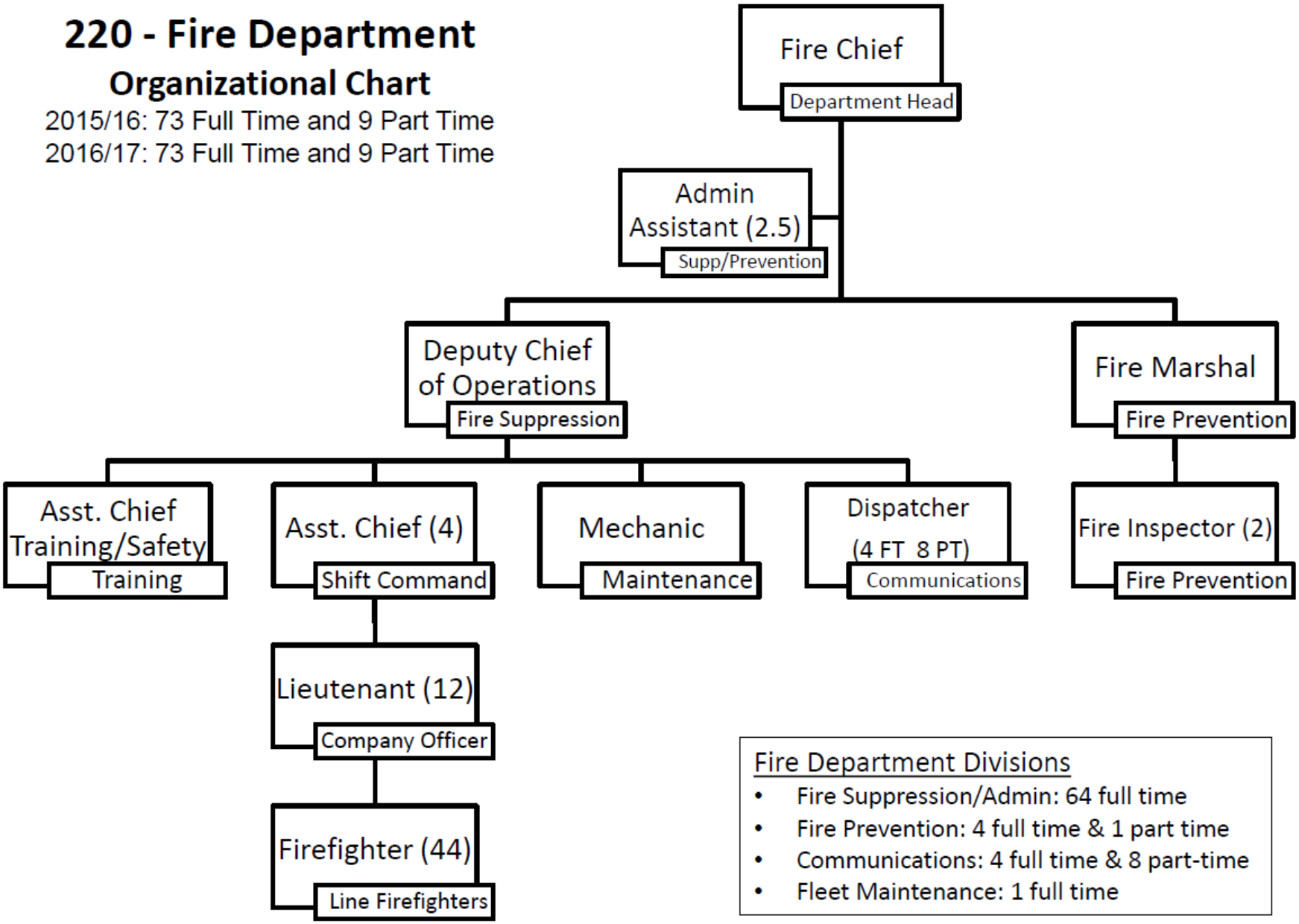
| qty | Position | 2015-2016 EH & OT Totals | 2016-2017 EH & OT Totals |
|---|---|---|---|
| | FLSA Callbacks | 54,677 | 50,000 |
| | FLSA Funeral Leave | 12,698 | 12,996 |
| | FLSA Injury Leave | 184,191 | 170,000 |
| | FLSA Military Leave | 72,204 | 119,705 |
| | FLSA Miscellaneous Overtime | 65,810 | 68,508 |
| | FLSA Shift Holdover | 27,877 | 25,000 |
| | FLSA Sick Leave | 192,634 | 192,634 |
| | FLSA Time and One-Half | 11,000 | 10,000 |
| | FLSA Training Days | 69,000 | 70,633 |
| | FLSA Union Leave | 4,000 | 4,000 |
| | FLSA Training Leave/ Replacement | 79,824 | 79,348 |
| | FLSA Vacation Leave | 685,007 | 687,252 |
| | FLSA Firefighter Open Position | 115,560 | 117,216 |
| | Non-FLSA Dispatcher Sick Leave/Open Position | 52,514 | 53,900 |
| | Non-FLSA Mechanic Overtime | 4,644 | 4,758 |
| | Non-FLSA Personal Leave | 4,086 | 4,202 |
| | Non-FLSA Secretarial Overtime | 1,200 | 1,636 |
| | Non-FLSA Training Assistance | 2,000 | 2,000 |
| | TOTAL EXTRA HELP & OVERTIME: | 1,638,926 | 1,673,788 |

| Account | Description |
|---|---|
| *Fees & Services* | Vol. Firefighter Awards - used to reimburse Volunteer Firefighters for service rendered in lieu of local tax reduction. |
| *Telephone* | Cellular Telephone - used for monthly fees for department cell phones and wireless modems for mobile data system. |
| | Monthly Service - used to pay Fire Department's share of telephone circuits, network costs and long assistance charges. |
| | Telephone Paging - used to pay for wide area paging service for off-duty firefighter. |
| *Equipment Operation* | Breathing Apparatus, Fixed Equipment, Radios, Extinguishers, Medical Supplies, Oxygen, Safety Equipment, Turnout Gear |
| *Vehicle Operation* | Diesel (11,522 gallons @ $2.84/gallon=$32,722) |
| | Gasoline (7,234 gallons @ $2.74/gallon=$19,821) |
| *Computers* | Computers/supplies |
| *Software* | Computer software upgrades-$5000 |
| *Equip. -Maint.* | Mechanics Tools and Repairs, station equipment (4) stations, Thermal Imager replacement/rehab |
| *Rescue Equipment* | Replace (1) Thermal Imager-$10,000, replace Thermal Camera upgrade to existing units-$2,000, |
| | Exposure suit-$3,000 |
| *Fire Suppression* | Fire Hose=$10,000, Turnout Gear=$37,183, Fire Foam=$3,350 |
| *Hazardous Materials* | Meters-$8,750 |
| *Education & Expenses* | Physicals, Prevention Dues, Training, Periodicals, Fitness Program |

# 220 - Fire Department

## Organizational Chart

2015/16: 73 Full Time and 9 Part Time
2016/17: 73 Full Time and 9 Part Time




Fire Department Divisions

- Fire Suppression/Admin: 64 full time
- Fire Prevention: 4 full time & 1 part time
- Communications: 4 full time & 8 part-time
- Fleet Maintenance: 1 full time

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| **221 Water Service-Fire** | | | | | | | | |
| (48) Water | | 1,125,773.42 | 1,101,612.00 | 1,101,612.00 | 1,106,796.00 | 1,106,796.00 | 0.00 | 0.5% |
| **TOTAL** | **(221) Water Service-Fire** | **1,125,773.42** | **1,101,612.00** | **1,101,612.00** | **1,106,796.00** | **1,106,796.00** | **0.00** | **0.5%** |

# DEPARTMENT: BUILDING

**DEPARTMENT SERVICES OVERVIEW**

The Westport Building Department's mission is to ensure building safety and quality of construction through education and enforcement. Connecticut General Statues require towns to enforce the Connecticut Building Code for all residential, commercial and municipal construction projects. Plans are reviewed in the office and permits are issued followed by numerous field inspections in all phases of construction to ensure code compliance.

The Building Department is staffed with one Department Head, two Inspectors and one Administrative Assistant & 3 additional part-time support staff

The Building Official enforces Anti-Blight provisions of the Town Ordinance as well as the ordinance regarding the demolition of structures over 50 years old

**FY 2016 ACCOMPLISHMENTS:**

- Continued to expand Building Code awareness with Norwalk Community College Students, Tradesmen, Builders, Architects & Engineers
- Evaluated FEMA requests for funding to raise homes
- Investigated 9 Blight Claims. Worked with Blight Commission & owners to develop plans to mitigate the blighted properties. Follow-up to ensure plans of action are being carried out, collecting fines on 1 property

**FY 2017 SERVICE LEVEL GOALS:**

- Continue developing our website with updated information on recent code changes
- Increased customer service
- Upgrade our current software w/ additional security measures as well as increased functionality

**PERFORMANCE MEASURES:**

- Reduced number of flooded homes attributed to past enforcement of FEMA regulations

**5 YR GOALS:**

- Develop/purchase an archiving software for storage of old permits and construction plans – we are running out of space at the Bayberry site and according to retention laws many of our documents can not be disposed of
- Improve software to link land use departments & share information
- Enable contractors to request inspections & permits using an automated, web-based system
- Actively researching and interviewing software vendors with the IT Department

**REVENUE SUMMARY:**

- Revenues continue to dramatically exceed operating expenses and we continue to operate as a profit center. 2014 – 2015 fees collected totaled $1,553,652 with actual expenditures totaling $351,426 generating a surplus $1,202,136

**DESCRIPTION OF ACCOUNTS**:

- Salaries - 4 FT EE's - 3 under a union contract. One .54% Administrative Assistant under union contract.
- Overtime – pay for emergency callbacks of the Deputy & Assistant Bldg Official when structure stability is in question ie fires/car into building/tree on house and for extra hours needed to keep up with and expanding workload (administrative) for Building & Blight
- Uniform Allowance – reimbursement for clothing purchases per union contract
- Fees & Services - State Marshal – delivers summons to owners of blighted properties
- Voice/Data – phones/service/data
- Equipment Maintenance & Operations – copier
- Vehicle Maintenance – used for service and parts needed to keep cars running
- Vehicle Operations – gas
- Software & Software Maintenance
- Supplies – paper, pens, notepads, file folders, copy paper, ink…..
- Reference Material – building code books
- Office Equipment – file cabinets & office partitions
- Education & Expenses – reimbursement for coursework & seminar fees for continuing education mandated by the state

**DETAIL OPERATING CAPITAL RQUESTS**:

**BUDGET NOTES:**

- Salaries – personnel to remain the same but the salaries are dictated by the union contract
- Extra Help & Overtime – Extra help - utilize part-time Building Inspectors from the area to keep up with increased permit activity. Overtime - as needed for call backs & office workload.

## 225 Building Inspection

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 316,542.53 | 321,571.00 | 324,029.50 | 325,266.00 | 325,266.00 | 0.00 | 0.4% |
| (03) EH & OT | 15,211.23 | 24,189.00 | 24,189.00 | 26,608.00 | 26,608.00 | 0.00 | 10.0% |
| (14) Uniform Allowance | 1,350.00 | 1,350.00 | 1,350.00 | 1,350.00 | 1,350.00 | 0.00 | 0.0% |
| (18) Fees & Services | 0.00 | 11,500.00 | 11,500.00 | 1,000.00 | 1,000.00 | 0.00 | -91.3% |
| (25) Telephone | 2,013.37 | 3,054.00 | 3,054.00 | 3,000.00 | 3,000.00 | 0.00 | -1.8% |
| (26) Equip Maint/Oper | 635.30 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 0.00 | 0.0% |
| (28) Veh. Maint. | 1,202.11 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 0.00 | 0.0% |
| (29) Veh. Oper. | 5,138.45 | 4,983.00 | 4,983.00 | 5,132.00 | 5,132.00 | 0.00 | 3.0% |
| (41) Supplies | 2,696.14 | 3,500.00 | 3,500.00 | 3,500.00 | 3,500.00 | 0.00 | 0.0% |
| (49) Other Material/Supp | 517.80 | 1,000.00 | 1,000.00 | 750.00 | 750.00 | 0.00 | -25.0% |
| (59) Education & Exp. | 2,126.70 | 2,700.00 | 2,700.00 | 2,700.00 | 2,700.00 | 0.00 | 0.0% |
| (CD) Office Equipment | 991.94 | 1,400.00 | 1,400.00 | 2,800.00 | 2,800.00 | 0.00 | 100.0% |
| (CF) Computers | 3,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 0.00 | 0.0% |
| (CG) Software | 3,282.50 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 0.00 | 0.0% |
| **TOTAL (225) Building Inspection** | **354,708.07** | **383,247.00** | **385,705.50** | **380,106.00** | **380,106.00** | **0.00** | **-1.5%** |

## 225 - BUILDING DEPARTMENT BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-2017 Salary Rate | 2015-2016 Salaries | 2016-2017 Salary Totals |
|---|---|---|---|---|---|---|---|
| 0.50 | Building Official | n/a | | | 119,604 | 59,802 | 59,802 |
| 2.00 | Assistant Building Official | IX-7 | | | 87,364 | 170,885 | 174,728 |
| 1.00 | Building Assistant | V-7 | | | 60,768 | 59,430 | 60,768 |
| 0.54 | Administrative Assistant I | IV-6 | | | 55,496 | 27,913 | 29,968 |
| 0.00 | Blight Officer | n/a | | | 6,000 | 6,000 | 6,000 |
| 4.04 | TOTAL SALARIES: | | | | | 324,030 | 325,266 |

### EXTRA HELP & OVERTIME

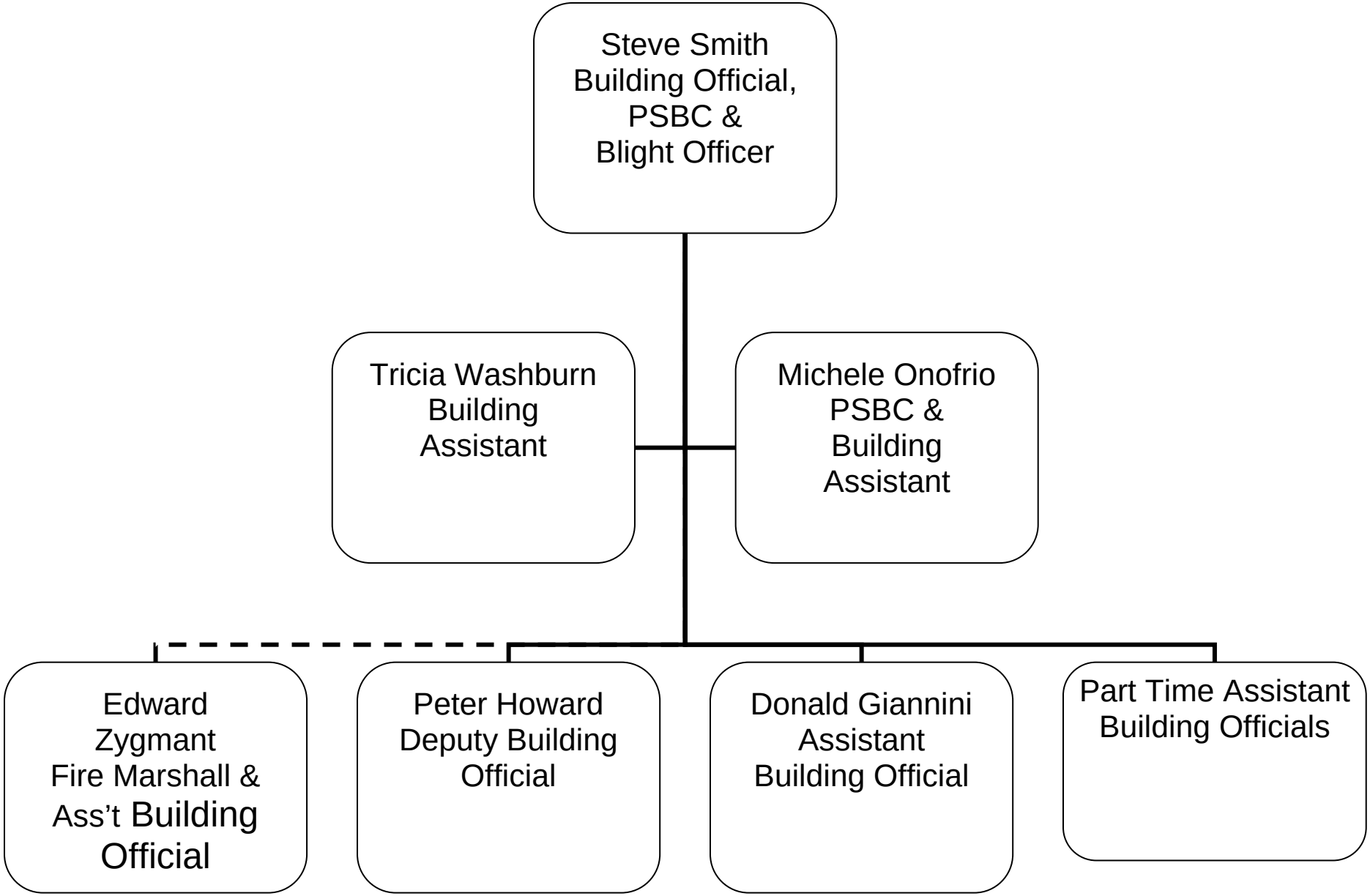
| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-2017 EH&OT Rate | 2015-2016 EH&OT | 2016-2017 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Assistant Building Official Callbacks | IX-7 | | | 16,695 | 14,276 | 16,695 |
| 1.00 | Building Assistant | | | | 9,913 | 9,913 | 9,913 |
| | TOTAL EXTRA HELP & OVERTIME: | | | | | 24,189 | 26,608 |

### 225 - BUILDING DEPARTMENT

| Account | Description |
|---|---|
| Computers | New IPAD & New Printer ($2,000) |
| Equipment Maint/Operation | Copier Maintenance ($1,000) |
| Extra Help & Overtime | Bldg Inspectors $16,695/Bldg Admins $9,913 |
| Fees & Services | State Marshal ($1,000) |
| Office Equipment | File Cabinets ($400) Office Partitions ($2,400) |
| Software Maintenance | ePermits System Maintenance ($2,000) |

# Westport Building Department

Organizational Chart



## DEPARTMENT: PUBLIC SITE & BUILDING COMMISSION

### DEPARTMENT SERVICES OVERVIEW

The Public Site and Building Commission shall have control of those building projects specifically assigned to it by the First Selectman and may assist in planning all other building projects of the Town of Westport and in supervision of construction of such projects. Contracts in connection with all building projects shall be authorized by the Board of Selectmen. The Public Site and Building Commission may request the First Selectman to appoint an engineer to work at its direction.

### FY 2017 SERVICE LEVEL GOALS:

Assist Town departments with their capital construction projects. Offer guidance in selecting Architects, Construction Manager & Contractors. Develop effective monitoring systems to ensure quality of construction & tight cost control. The goal of staying on time & within budget is a priority.

## 235 Public Site & Building

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 73,068.41 | 70,232.00 | 71,690.50 | 72,566.00 | 72,566.00 | 0.00 | 1.2% |
| (03) EH & OT | 2,539.14 | 2,785.00 | 2,785.00 | 3,202.00 | 3,202.00 | 0.00 | 15.0% |
| (15) Trans. Allowance | 0.00 | 204.00 | 204.00 | 208.00 | 208.00 | 0.00 | 2.0% |
| (33) Advert & Print | 0.00 | 204.00 | 204.00 | 208.00 | 208.00 | 0.00 | 2.0% |
| (41) Supplies | 439.20 | 612.00 | 612.00 | 624.00 | 624.00 | 0.00 | 2.0% |
| (59) Education & Exp. | 0.00 | 510.00 | 510.00 | 520.00 | 520.00 | 0.00 | 2.0% |
| **TOTAL (235) Public Site & Building** | **76,046.75** | **74,547.00** | **76,005.50** | **77,328.00** | **77,328.00** | **0.00** | **1.7%** |

## 235 - PUBLIC SITE & BUILDING COMMISSION BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-2017 Salary Rate | 2015-2016 Salaries | 2016-2017 Salary Totals |
|---|---|---|---|---|---|---|---|
| 0.50 | Building Official | n/a | | | 119,604 | 59,802 | 59,802 |
| 0.23 | Secretary | n/a | | | 55,496 | 11,889 | 12,764 |
| 0.73 | TOTAL SALARIES: | | | | | 71,691 | 72,566 |

### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-2017 EH&OT Rate | 2015-2016 EH&OT | 2016-2017 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| | Commision Meeting Minutes | n/a | $45.74 | 70 | 3,202 | 2,785 | 3,202 |

**235 - Public Site & Building Commission**

| Account | |
|---|---|
| Extra Help & Overtime | Monthly PS&B Commission Meeting Minutes ($3,202) |

**DEPARTMENT: FIRE DEPARTMENT**
**Budget Division: EMERGENCY MANAGEMENT 250**

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

**Description of Accounts:**

Salaries - (1) Part-time clerical

Telephone - Satellite phone (disaster) addl. minutes

**Detail Operating Capital Requests:**

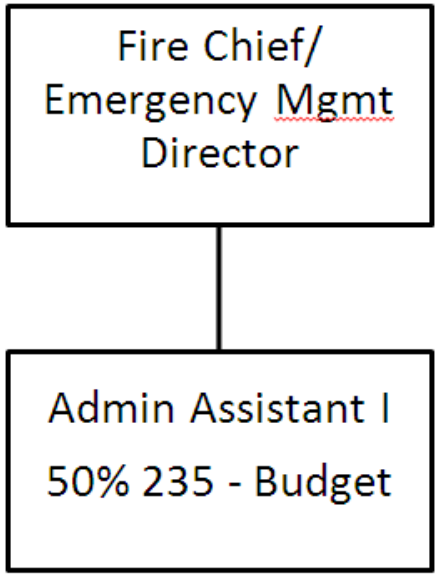
$14,000 - Code RED System notification system. An ongoing program, pricing locked-in until 2018.
$3,255 - UASI Radio System
$5,000 - EOC upgrades
$12,995 – Respirator/Infectious Disease Fit Tester

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **250 Emergency Management** | | | | | | | |
| (01) Salaries | 30,218.47 | 28,000.00 | 28,000.00 | 28,700.00 | 28,700.00 | 0.00 | 2.5% |
| (25) Telephone | 544.05 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 0.00 | 0.0% |
| (26) Equip Maint/Oper | 1,083.96 | 6,700.00 | 6,700.00 | 6,700.00 | 6,700.00 | 0.00 | 0.0% |
| (41) Supplies | 3,705.55 | 4,000.00 | 4,000.00 | 4,000.00 | 4,000.00 | 0.00 | 0.0% |
| (49) Other Material/Supp | 2,191.19 | 2,700.00 | 2,700.00 | 2,700.00 | 2,700.00 | 0.00 | 0.0% |
| (59) Education & Exp. | 300.00 | 300.00 | 300.00 | 300.00 | 300.00 | 0.00 | 0.0% |
| (CJ) Equip.-Fire | 21,827.63 | 31,500.00 | 31,500.00 | 35,250.00 | 35,250.00 | 0.00 | 11.9% |
| **TOTAL (250) Emergency Management** | **59,870.85** | **75,200.00** | **75,200.00** | **79,650.00** | **79,650.00** | **0.00** | **5.9%** |

# 250 – Emergency Management

## Organizational Chart

2015/16: 0.5 Full Time
2016/17: 0.5 Full Time




Emergency Management

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

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**DEPARTMENT: PUBLIC WORKS**

**DEPARTMENT SERVICES OVERVIEW:**

*The Department of Public Works is responsible for maintenance of the town infrastructure which consists of 123 miles of roadway, 71 buildings, 50 pieces of rolling stock, 19,000 tons of municipal solid waste, 3,500 tons of recyclables, 2,750 tons of yard waste, 95 miles of sanitary sewer gravity line, 16 miles of pressure sewer, 18 pump stations and a 3.4 million gallon per day water pollution control facility. The Department of Public Works consists of 48 full time and 2 part-time employees representing seven (7) staffed divisions. The tree warden and his associated budget also comes under the Public Works Department.*

**FY 2016 ACCOMPLISHMENTS:**

**Completed Hendricks Point Restoration following Storm Sandy*
**Completed Slope Stabilization of Compo Marina*
**Completed Downtown Main Street Grant*
**Completed sewer extension on Old Road and Bulkley Avenue North.*
**Reconstructed 0.5 mile of Greens Farms Road to include a bike path.*
**Instituted Additional Roadside mowing on overtime and reduced sight line complaints.*
**Completed Tree Inventory of Longshore and Compo Beach.*

**FY 2017 SERVICE LEVEL GOALS:**

**Attain a Pavement OCI (Overall Condition Index) of 70.0.*
**Continue infrastructure improvements to downtown Main Street – Install new traffic lights*
**Complete sewer extension to Joanne Circle area*
**Install new sidewalk at Compo Beach.*
**Oversee reconstruction of Wakeman Farm house*
**Rebuild or build new 1500 lf of sidewalk*

**PERFORMANCE MEASURES:**

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

**5 YR GOALS:** **Greater inter-departmental and inter-municipal co-operation*

**REVENUE SUMMARY:** ** Major revenue generated is for commercial solid waste disposal which is a direct offset for cost of disposal*

**BUDGET NOTES:** ** Major savings from renegotiated solid waste disposal contract*
**Major cost savings associated with reduced cost of fuels for operations and heating.*
**Reduced equipment maintenance cost resulting from partial replacement of large truck fleet*
**Increased road maintenance program by 1 mile to capitalize on reduced cost of asphalt and improve road network.*

**DEPARTMENT: PUBLIC WORKS**
**Budget Division: ENGINEERING**

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

**Description of Accounts:**

| | |
|---|---|
| *Salaries* | *Employee salaries – slightly higher due to employee step increases* |
| *EH & OT* | *Seasonal Extra Help summer intern and overtime for construction supervision* |
| *Uniform Allowance* | *Replacement work and safety clothing as per contract* |
| *Trans Allowance* | *Reimbursement for mileage to training sessions* |
| *Fees & Services* | *Specialized outside services such as borings, wetland delineation, appraisals or deed research* |
| *AutoCad* | *License fees for the proprietary software used in the Eng. Division – no anticipated increases* |
| *Telephone* | *Annual fees* |
| *Equip Maint/Oper* | *Service contracts and repairs for office equipment. Service contract for a new copier* |
| *Supplies* | *Copier supplies, ink for plotter, general office supplies for the department – costs have been increasing.* |
| *Education* | *Registration, mileage reimbursement for educational conferences or tutorials* |

**Detail Operating Capital Requests:**

*Office Computers – Annual allocation of $1500 to upgrade or replace specialized departmental computers.*
*Vehicle Replacement – Replace 124 WP a 2001Jeeep Cherokee*

**Budget Notes:**

*This budget is essentially flat with the exception of the negotiated salary increases. Overall **2.0%** increase*

## 310 Engineering

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 751,778.83 | 784,702.00 | 793,825.00 | 810,682.00 | 810,682.00 | 0.00 | 2.1% |
| (03) EH & OT | 7,915.05 | 7,250.00 | 7,250.00 | 7,400.00 | 7,400.00 | 0.00 | 2.1% |
| (14) Uniform Allowance | 2,679.47 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 0.00 | 0.0% |
| (15) Trans. Allowance | 0.00 | 200.00 | 200.00 | 200.00 | 200.00 | 0.00 | 0.0% |
| (18) Fees & Services | 9,606.52 | 11,200.00 | 11,200.00 | 11,200.00 | 11,200.00 | 0.00 | 0.0% |
| (25) Telephone | 2,639.82 | 4,000.00 | 4,000.00 | 4,000.00 | 4,000.00 | 0.00 | 0.0% |
| (26) Equip Maint/Oper | 2,423.91 | 4,200.00 | 4,200.00 | 4,200.00 | 4,200.00 | 0.00 | 0.0% |
| (29) Veh. Oper. | 7,801.94 | 9,000.00 | 9,000.00 | 9,000.00 | 9,000.00 | 0.00 | 0.0% |
| (41) Supplies | 5,789.46 | 6,000.00 | 6,000.00 | 6,000.00 | 6,000.00 | 0.00 | 0.0% |
| (59) Education & Exp. | 4,583.99 | 4,500.00 | 4,500.00 | 5,000.00 | 5,000.00 | 0.00 | 11.1% |
| (CE) Vehicles | 0.00 | 29,000.00 | 29,000.00 | 29,000.00 | 29,000.00 | 0.00 | 0.0% |
| (CF) Computers | 1,440.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 0.00 | 0.0% |
| **TOTAL (310) Engineering** | **796,658.99** | **864,552.00** | **873,675.00** | **891,182.00** | **891,182.00** | **0.00** | **2.0%** |

## 310 - ENGINEERING BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Director of Public Works | C-61-1 | | | 144,383 | 144,383 | 144,383 |
| 1.00 | Deputy Director | C-63-1 | | | 118,843 | 118,843 | 118,843 |
| 1.00 | Town Engineer | C-65-1 | | | 110,780 | 110,780 | 110,780 |
| 1.00 | Engineer II | VIII-5 | | | 72,368 | 67,404 | 72,368 |
| 1.00 | Engineer II | VIII-7 | | | 79,784 | 78,028 | 79,784 |
| 1.00 | Engineer II / GIS | VIII-7 | | | 79,784 | 78,028 | 79,784 |
| 1.00 | Engineering Assistant | V-offstep | | | 60,768 | 59,431 | 60,768 |
| 1.00 | Administrative Assistant II | V-7 | | | 60,768 | 59,431 | 60,768 |
| 1.00 | Engineer I - Surveyor | IX-6 | | | 83,204 | 77,497 | 83,204 |
| 9.00 | TOTAL SALARIES: | | | | | 793,825 | 810,682 |

### EXTRA HELP & OVERTIME

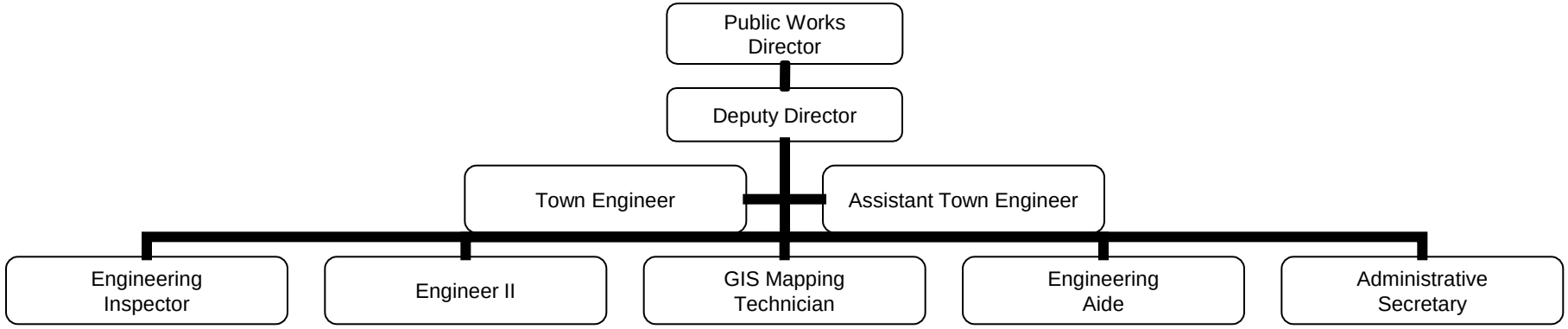
| qty | Position | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|
| 1.00 | Overtime | | | 7,400 | 7,250 | 7,400 |
| | TOTAL EXTRA HELP & OVERTIME: | | | | 7,250 | 7,400 |

### 310 -ENGINEERING

| Account | Description |
|---|---|
| *Fees & Services* | Specialized subcontracting services, lab work & analysis, wetland delineation ($4,000)<br>Autocad/Hydrocad Software Maintenance and technical support ($7,200) |
| *Equip. Maint/Operation* | Service Contracts: Office Equipment ($1000), Copier ($2,200), Test/Calibrate Survey Equipment ($1000) |
| *Vehicle Operating* | Fuels and lubricants ($9,000) |
| *Supplies* | Copier Supplies ($1,000), HP Plotter Supplies ($2,500), General Office Supplies ($2,500) |
| *Capital:* | Replacement: 124 WP Grey Jeep ($29,000) |
| *Computers* | Annual upgrade and reconfiguration of computers ($1,500) |
| *Education and Expense* | AVC Information & Cartegraph Training, Professional Licenses & Association Fees ($5,000) |

15-Jan-16

# 310 – ENGINEERING
## 2016/2017 Organization Chart
### 2015/16: 9 Full Time / 2016/17: 9 Full Time



**DEPARTMENT: PUBLIC WORKS**
**Budget Division: HIGHWAY**

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

**Description of Accounts:**

| | |
|---|---|
| *Salaries* | *Employee salaries – Slight decrease due to employee turnover and expired contract* |
| *EH & OT* | *Seasonal Extra Help in summer addresses coverage for vacations, increased seasonal work load, and clerical duties* |
| *Uniform Allowance* | *Replacement work and safety clothes as per contract* |
| *Employee Medical* | *Provides for routine random drug testing as required by the CDL license* |
| *Telephone* | *Annual fees* |
| *Veh Oper* | *Fuels and lubricants for the entire public works department – Reduction due to favorable fuel contract* |
| *Rental Equip* | *Rental of specialized equipment as necessary* |
| *Maint. Supplies* | *Routine supplies such as shovels, rakes, chain saw parts, barricades, etc.* |
| *Education & Exp* | *Registration, mileage reimbursement and training materials* |
| *Program Expenses* | *Storm expenses provides for the costs associated with any storm emergency throughout the year – hurricanes, snow storms, etc. A four-year rolling average is $570,000, however we decided to use a figure of $500k, same as the current year.* |

**Detail Operating Capital Requests:**

| | |
|---|---|
| *Weed Wacker / Leaf Blower* | *$2,500 to replace existing equipment.* |
| *Snow Blower* | *$2,500 to replace existing equipment.* |
| *1 Ton Asphalt roller* | *$18,000 to replace a 1995 roller* |
| *Wood Chipper* | *$60,000 to replace a 1992 wood chipper* |

**Budget Notes:**
*The Highway Division budget shows a reduction of 2.4% primarily driven by favorable fuel prices.*

## 320 Highway

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 953,337.48 | 971,805.00 | 974,540.00 | 973,144.00 | 973,144.00 | 0.00 | -0.1% |
| (03) EH & OT | 71,368.02 | 90,227.00 | 90,227.00 | 92,031.00 | 92,031.00 | 0.00 | 2.0% |
| (14) Uniform Allowance | 8,430.17 | 8,700.00 | 8,700.00 | 8,700.00 | 8,700.00 | 0.00 | 0.0% |
| (20) Employee Medical | 2,762.46 | 5,000.00 | 5,000.00 | 5,500.00 | 5,500.00 | 0.00 | 10.0% |
| (25) Telephone | 5,400.80 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 0.00 | 0.0% |
| (29) Veh. Oper. | 100,775.50 | 126,000.00 | 126,000.00 | 67,000.00 | 67,000.00 | 0.00 | -46.8% |
| (31) Rental Equip. | 4,682.52 | 8,000.00 | 8,000.00 | 8,000.00 | 8,000.00 | 0.00 | 0.0% |
| (42) Maint. Supplies | 9,438.02 | 10,000.00 | 10,000.00 | 10,500.00 | 10,500.00 | 0.00 | 5.0% |
| (59) Education & Exp. | 1,515.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 0.00 | 0.0% |
| (63) Program Expenses | 894,219.39 | 500,000.00 | 500,000.00 | 500,000.00 | 500,000.00 | 0.00 | 0.0% |
| (CS) Equipment-DPW | 68,796.17 | 92,000.00 | 92,000.00 | 83,000.00 | 83,000.00 | 0.00 | -9.8% |
| **TOTAL (320) Highway** | **2,120,725.53** | **1,816,232.00** | **1,818,967.00** | **1,752,375.00** | **1,752,375.00** | **0.00** | **-3.7%** |

## 320 - HIGHWAY BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016 -17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Highway Superintendent | C-69-1 | | | 112,144 | 112,144 | 112,144 |
| 1.00 | Working Foreman | B-VI | | | 67,939 | 67,939 | 67,939 |
| 3.00 | Assistant Working Foremen | B-V | | | 64,358 | 193,074 | 193,074 |
| 5.00 | Equipment Operator | B-III-7 | | | 60,050 | 300,250 | 300,250 |
| 2.00 | Driver Laborer | B-II-7 | | | 57,053 | 114,106 | 114,106 |
| 0.00 | Driver Laborer | B-II-6 | | | 54,336 | 0 | 0 |
| 0.00 | Driver Laborer | B-II-5 | | | 51,748 | 0 | 0 |
| 1.00 | Driver Laborer | B-II-4 | | | 49,287 | 0 | 49,287 |
| 1.00 | Driver Laborer | B-II-3 | | | 46,938 | 46,938 | 46,938 |
| 2.00 | Driver Laborer | B-II-2 | | | 44,703 | 0 | 89,406 |
| 0.00 | Driver Laborer | B-II-1 | | | 42,572 | 85,144 | 0 |
| 0.00 | Driver laborer | B-II-1.5 | | | 0 | 43,638 | 0 |
| 16.00 | TOTAL SALARIES: | | | | | 963,233 | 973,144 |

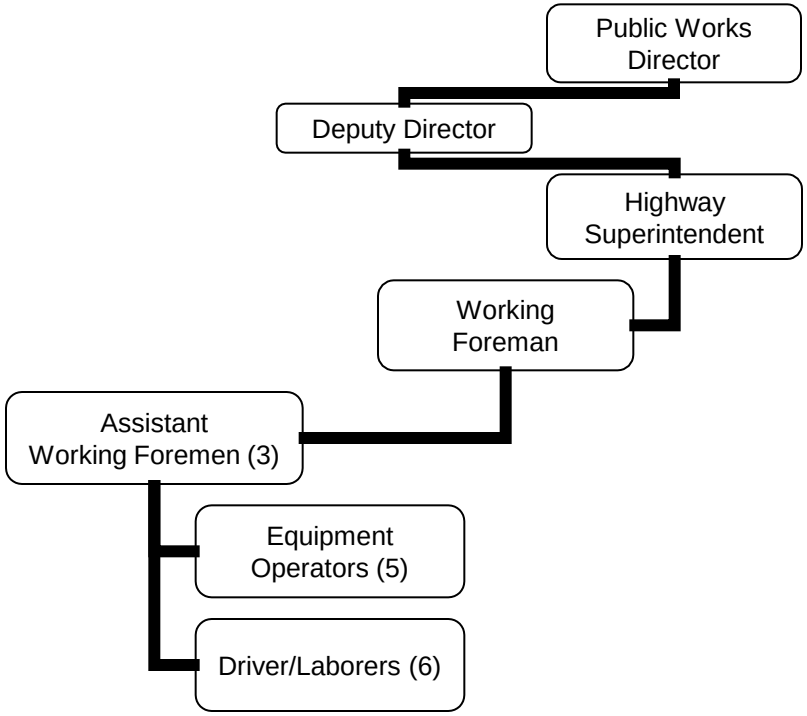
### 320 - HIGHWAY

| Account | Description |
|---|---|
| *Telephone* | Regular and Cellular Service ($3,000) |
| *Vehicle Operation* | Fuels: Unleaded gasoline and diesel (74,000)<br>Fleet Maintenance: supplies and lubricants ($16,000) |
| *Rental of Equipment* | Rental of various machines and equipment as needed ($8,000) |
| *Program Expenses* | Storm Expenses – Based on rolling 3 year average ($500,000) |

| | | |
|---|---|---|
| *Capital Equipment* | Replacement: 1992 Wood Chipper | $60,000 |
| | Replacement: 1995 1 Ton roller | $18,000 |
| | Replacement: Snow Blower | $2,500 |
| | Weed wacker / Leaf Blowers | $2,500 |
| | total | $83,000 |

# 320 – HIGHWAY
# 2016/2017 Organization Chart

2015/16: 16 Full Time / 2016/17: 16 Full Time



**DEPARTMENT: ____PUBLIC WORKS_____**
**Budget Division: ___EQUIPMENT MAINTENANCE_____**

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

**Description of Accounts:**

| | |
|---|---|
| *Salaries* | *Employee Salaries – since the contract covering these employees is still under negotiation, there is no change* |
| *EH & OT* | *Overtime is used as necessary to keep the equipment available, maximize employee production, additional clerical for parts inventory, maintenance history, and preventative maintenance scheduling is included.* |
| *Uniform Allowance* | *Replacement work and safety clothes as per contract* |
| *Veh Maint/Oper* | *Costs for parts for in-house service and outside contractors to service and repair the departmental equipment. Decrease shown due to partial delivery of new plow trucks.* |
| *Education & Exp* | *Training materials* |

**Detail Operating Capital Requests:**

*Welder evacuation system* *$4,500 to provide a system to capture and evacuate the emissions from welding.*

**Budget Notes:**
*The Equipment Division budget reflects a decrease of 3.2% resulting from anticipated decrease in maintenance / repair needs*

## 321 Equipment Maintenance

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 130,975.07 | 130,985.00 | 130,985.00 | 130,985.00 | 130,985.00 | 0.00 | 0.0% |
| (03) EH & OT | 17,580.12 | 18,207.00 | 18,207.00 | 34,000.00 | 34,000.00 | 0.00 | 86.7% |
| (14) Uniform Allowance | 1,644.37 | 1,650.00 | 1,650.00 | 1,650.00 | 1,650.00 | 0.00 | 0.0% |
| (27) Veh. Maint/Oper | 240,227.94 | 240,000.00 | 240,000.00 | 210,000.00 | 210,000.00 | 0.00 | -12.5% |
| (59) Education & Exp. | 1,000.00 | 500.00 | 500.00 | 500.00 | 500.00 | 0.00 | 0.0% |
| (CS) Equipment-DPW | 3,364.93 | 2,950.00 | 2,950.00 | 4,500.00 | 4,500.00 | 0.00 | 52.5% |
| **TOTAL (321)Equipment Maintenance** | **394,792.43** | **394,292.00** | **394,292.00** | **381,635.00** | **381,635.00** | **0.00** | **-3.2%** |

## 321 - EQUIPMENT MAINTENANCE BUDGET 2016-2017

### SALARIES

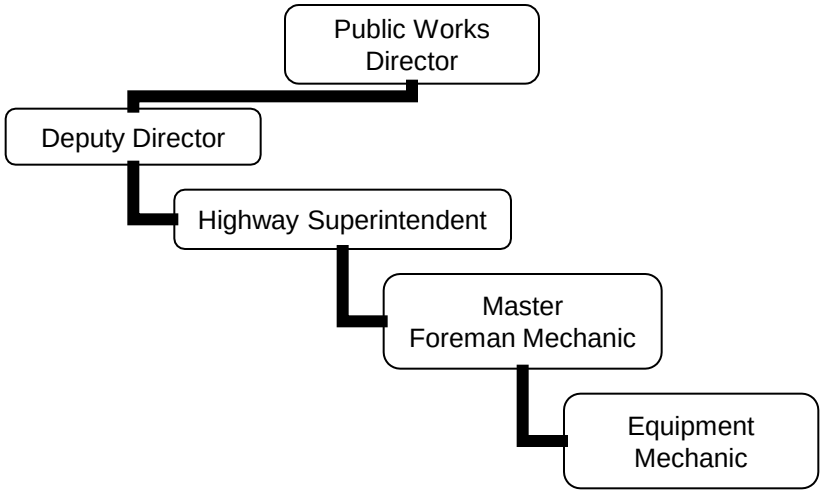
| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015 -16 Salaries | 2016 -17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Master Mechanic / Foreman | B-VI | | | 67,939 | 67,939 | 67,939 |
| 1.00 | Equipment Mechanic | B-IV-7 | | | 63,046 | 63,046 | 63,046 |
| 2.00 | TOTAL SALARIES: | | | | | 130,985 | 130,985 |

### 321 - EQUIPMENT MAINTENANCE

| Account | Description | | |
|---|---|---|---|
| *Vehicle Maint/Operation* | Repair of Public Works Fleet ($210,000) | | |
| *Capital Equipment* | Welder Evacuation system | | 4,500 |
| | | Total: | 4,500 |

20-Jan-16

# 321 – EQUIPMENT MAINTENANCE
## 2016/2017 Organization Chart
### 2015/16: 2 Full Time / 2016/17: 2 Full Time



**DEPARTMENT: __PUBLIC WORKS_____**
**Budget Division: ___ROAD MAINTENANCE_____**

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

**Description of Accounts:**

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

**Detail Operating Capital Requests:**
*None*

**Budget Notes:**
*The Road Maintenance Division is seeking a 10.7% increase over the current year funding. This consists of redistribution across some accounts such as a $10,000 reduction in outside contract services, a $3,500 reduction in guide rail replacement and a $5,000 drop in road sign stock. Other accounts will support increased efforts to produce cleaner sidewalks ($10,000) and more clearly marked roadways ($10,000) by increased sidewalk sweeping efforts and increased traffic and lane markings on roadways.*
*The annual road maintenance budget provides for 10 miles of road treatment using a variety of treatments and is adjusted to reflect current costs.*

## 322 Road Maintenance

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (18) Fees & Services | 60,463.15 | 81,550.00 | 81,550.00 | 81,550.00 | 81,550.00 | 0.00 | 0.0% |
| (42) Maint. Supplies | 117,292.99 | 147,000.00 | 147,000.00 | 150,500.00 | 150,500.00 | 0.00 | 2.4% |
| (49) Other Material/Supp | 2,194,642.69 | 1,837,815.00 | 1,837,815.00 | 2,055,525.00 | 2,055,525.00 | 0.00 | 11.8% |
| **TOTAL (322) Road Maintenance** | **2,372,398.83** | **2,066,365.00** | **2,066,365.00** | **2,287,575.00** | **2,287,575.00** | **0.00** | **10.7%** |

**322 – ROAD MAINTENANCE BUDGET 2016-2017**

| Account | Description |
|---|---|
| *Fees and Services* | ESRI Software ($8,800)<br>Storm Water laboratory testing- DEP mandated Sampling / Permitting ($30,000)<br>Cartegraph Work Order Program ($12,750)<br>Traffic Control ($30,000) |
| *Maintenance Supplies* | Catch Basin Cleaning – Contract Service as bid ($40,000) - Extra Cleaning<br>Maintenance Bridge / Guide Rails – Annual Maintenance Program ($3,500)<br>Maintenance Sidewalks – Annual Maintenance Program ($20,000) - Extra Sweeping<br>Maintenance Traffic Signals – Lamps and repairs ($1,500)<br>Road Signs Stock – Replacement signs ($16,000) - New Reflectivity Regulations<br>Street Marking – Contract Service as bid ($67,000) - Establish white gutter lines<br>Tame Supplies - Speed humps, Numetric repair / replacement, reflectors ($2,500) |
| *Other Materials/Supplies* | Drainage Improvements: Overlay Program ($90,000)<br>Parking Lots Maintenance ($80,000)<br>School Roads /Parking Lots – Maintenance ($4,000)<br>Town Highway Asphalt: $79,000 |
| | Road Materials: |

5 Mi Mill / Pave @ $205,000/Mi = $1,025,000
1 Mi Reconstruction @ $438,900 / Mi = $438,900
5 Mi Surface Treatments @ $67,725 / Mi = $338,625

19-Jan-16 Total : $1,802,525

**DEPARTMENT: PUBLIC WORKS**
**Budget Division: STREET LIGHTING**

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

**Description of Accounts:**

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

**Detail Operating Capital Requests:**
*None*

**Budget Notes:**
*There is no anticipated change in electrical use and the charges are adjusted for 2017.*

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| **324 Street Lighting** | | | | | | | | |
| (47) Street Lights | | 241,276.86 | 240,000.00 | 240,000.00 | 245,000.00 | 245,000.00 | 0.00 | 2.1% |
| **TOTAL** | **(324) Street Lighting** | **241,276.86** | **240,000.00** | **240,000.00** | **245,000.00** | **245,000.00** | **0.00** | **2.1%** |

**DEPARTMENT: PUBLIC WORKS**
**Budget Division: SOLID WASTE**

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

**Description of Accounts:**

| | |
|---|---|
| *Salaries* | *Employee Salaries – since the contract covering these employees is still under negotiation, there is no change* |
| *EH & OT* | *Overtime is built into the position to provide coverage at the transfer station on Saturdays and holidays.* |
| *Uniform Allowance* | *Replacement work and safety clothes as per contract* |
| *Fees & Services* | *Primarily for disposal of municipal solid waste, also includes disposal of bulky waste, hazardous waste and ongoing claim for a 1995 claim* |
| *Contract Services* | *Covers cost of recycling, yard waste disposal, and construction/demolition disposal* |
| *Telephone* | *Annual service for alarms* |
| *Veh Maint/Oper* | *Cost allocation for use of front-end loader at yard waste site* |
| *Fac. Maintenance* | *Costs for maintenance of the transfer station and the yard waste site at Bayberry Lane* |
| *Advert & Print* | *Printing cost for refuse licenses and dump tickets* |
| *Maint Supplies* | *Costs for supplies used at the transfer station and yard waste site to include odor control agents, lubricants, paper and ink for the scale house printer* |
| *Electricity* | *Electric service to operate the transfer station* |

**Detail Operating Capital Requests:**
*None*

**Budget Notes:**
*The Solid Waste Division is showing a decrease due to a slightly lower volume of solid waste and recycling associated with the economy. Overall Solid Waste Division decrease of 2.0% has been proposed.*

## 332 Solid Waste Disposal

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 175,615.23 | 175,615.00 | 175,615.00 | 175,615.00 | 175,615.00 | 0.00 | 0.0% |
| (03) EH & OT | 67,309.80 | 65,000.00 | 65,000.00 | 66,600.00 | 66,600.00 | 0.00 | 2.5% |
| (14) Uniform Allowance | 2,150.00 | 2,150.00 | 2,150.00 | 2,150.00 | 2,150.00 | 0.00 | 0.0% |
| (18) Fees & Services | 1,328,063.96 | 1,444,250.00 | 1,444,250.00 | 1,425,030.00 | 1,425,030.00 | 0.00 | -1.3% |
| (19) Contract Services | 72,645.11 | 150,000.00 | 150,000.00 | 130,000.00 | 130,000.00 | 0.00 | -13.3% |
| (25) Telephone | 500.00 | 500.00 | 500.00 | 500.00 | 500.00 | 0.00 | 0.0% |
| (27) Veh. Maint/Oper | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 0.00 | 0.0% |
| (30) Facility Maint. | 17,276.12 | 15,000.00 | 15,000.00 | 15,000.00 | 15,000.00 | 0.00 | 0.0% |
| (33) Advert & Print | 78.00 | 500.00 | 500.00 | 500.00 | 500.00 | 0.00 | 0.0% |
| (42) Maint. Supplies | 8,000.00 | 8,000.00 | 8,000.00 | 8,000.00 | 8,000.00 | 0.00 | 0.0% |
| (46) Electricity | 16,812.23 | 16,000.00 | 16,000.00 | 16,000.00 | 16,000.00 | 0.00 | 0.0% |
| **TOTAL (332) Solid Waste Disposal** | **1,689,450.45** | **1,878,015.00** | **1,878,015.00** | **1,840,395.00** | **1,840,395.00** | **0.00** | **-2.0%** |

## 332 - SOLID WASTE DISPOSAL BUDGET 2016-2017

### SALARIES

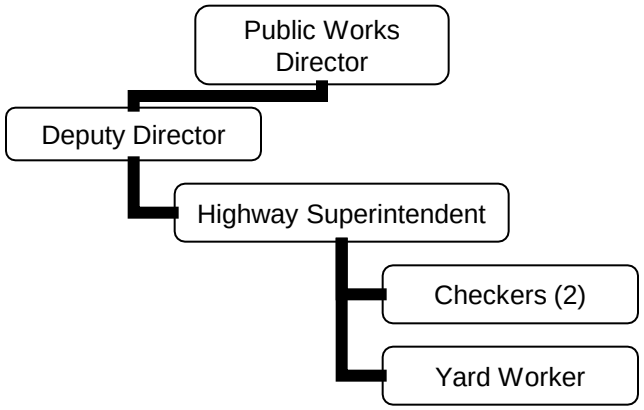
| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Checker (Assist. W.F.) | B-V | | | 64,358 | 64,358 | 64,358 |
| 1.00 | Checker | B-II-7 | | | 57,053 | 57,053 | 57,053 |
| 1.00 | Yardworker | B-1-7 | | | 54,204 | 54,204 | 54,204 |
| 3.00 | TOTAL SALARIES: | | | | | 175,615 | 175,615 |

### 332 - SOLID WASTE DISPOSAL

| Account | Description |
|---|---|
| *Fees and Services* | Bulky Waste/Demolition ($6,000)<br>Litigation Settlement ($2,500)<br>Hazardous Waste – Annual Collection day ($20,000)<br>MSW Tip Fees:15,500 tons @ $77.00 /ton ($1,193,500), Station Oper. ($193,030), Misc. Exp ($10,000) |
| *Contract Services* | Recycling, Yard waste Disposal, Construction Waste Processing ($130,000) |
| *Facility Maintenance* | Maintenance of Transfer Station ($15,000) |
| *Electricity* | Operation of Transfer Station ($16,000) |

19-Jan-16

# 332 – SOLID WASTE DISPOSAL
## 2016/2017 Organization Chart
2015/16: 3 Full Time / 2016/17: 3 Full Time



**DEPARTMENT: PUBLIC WORKS**
**Budget Division: BUILDING MAINTENANCE**

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

**Description of Accounts:**

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

**Detail Operating Capital Requests:**

| | |
|---|---|
| *Paint exterior of Adams Acadamy* | *$ 6,500* |
| *Carpet Replacement at town Hall* | *$ 5,000* |
| *Foam Roof resurfacing at Bayberry Storage* | *$28,000* |
| *Replace 2002 Panel Van* | *$35,000* |

**Budget Notes:**
*The Building Maintenance budget shows a slight decrease of 1.4% which is primarily due to a decrease in electricity, fuel oils, and capital purchases.*

## 350 Building Maintenance

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 394,771.87 | 394,839.00 | 397,769.00 | 397,769.00 | 397,769.00 | 0.00 | 0.0% |
| (03) EH & OT | 23,884.92 | 14,950.00 | 14,950.00 | 15,250.00 | 15,250.00 | 0.00 | 2.0% |
| (14) Uniform Allowance | 3,141.07 | 3,150.00 | 3,150.00 | 3,150.00 | 3,150.00 | 0.00 | 0.0% |
| (18) Fees & Services | 90,968.39 | 87,800.00 | 87,800.00 | 87,800.00 | 87,800.00 | 0.00 | 0.0% |
| (25) Telephone | 2,053.19 | 2,100.00 | 2,100.00 | 2,100.00 | 2,100.00 | 0.00 | 0.0% |
| (26) Equip Maint/Oper | 11,715.78 | 12,000.00 | 12,000.00 | 12,000.00 | 12,000.00 | 0.00 | 0.0% |
| (30) Facility Maint. | 138,315.80 | 160,000.00 | 160,000.00 | 160,000.00 | 160,000.00 | 0.00 | 0.0% |
| (45) Heating Fuel | 180,715.88 | 185,000.00 | 185,000.00 | 142,000.00 | 142,000.00 | 0.00 | -23.2% |
| (46) Electricity | 271,042.19 | 310,000.00 | 310,000.00 | 290,000.00 | 290,000.00 | 0.00 | -6.5% |
| (48) Water | 29,660.24 | 29,000.00 | 29,000.00 | 29,000.00 | 29,000.00 | 0.00 | 0.0% |
| (59) Education & Exp. | 1,665.97 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 0.00 | 0.0% |
| (CA) Buildings | 57,151.80 | 62,000.00 | 62,000.00 | 39,500.00 | 39,500.00 | 0.00 | -36.3% |
| (CE) Vehicles | 0.00 | 0.00 | 0.00 | 35,000.00 | 35,000.00 | 0.00 | 0.0% |
| **TOTAL (350) Building Maintenance** | **1,205,087.10** | **1,262,839.00** | **1,265,769.00** | **1,215,569.00** | **1,215,569.00** | **0.00** | **-4.0%** |

## 350 - BUILDING MAINTENANCE BUDGET 2016-2017

### SALARIES

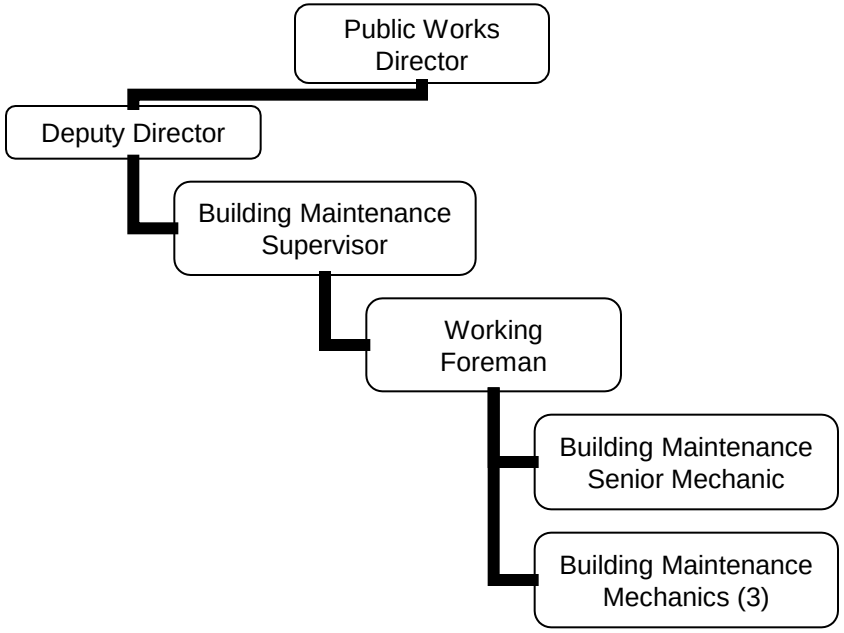
| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Superintendent | C-73-1 | | | 86,634 | 86,634 | 86,634 |
| 1.00 | Working Foreman | B-VI | | | 67,939 | 67,939 | 67,939 |
| 1.00 | Senior Mechanic | B-IV-7 | | | 63,046 | 63,046 | 63,046 |
| 3.00 | Mechanic | B-III-7 | | | 60,050 | 180,150 | 180,150 |
| 6.00 | TOTAL SALARIES: | | | | | 397,769 | 397,769 |

### 350 - BUILDING MAINTENANCE

| Account | Description | |
|---|---|---|
| *Fees and Services* | Contract services, HVAC, sprinklers, alarms, boilers: Town wide ($72,500)<br>Senior Center ($15,300) | |
| *Facility Maintenance* | Parts and services beyond routine service contracts ($160,000) | |
| *Heating Fuel* | #2 fuel oil (47,000 gals), propane (300 gals), natural gas | |
| *Electricity* | CL &P and TransCanada Electrical costs, diesel for generators | |
| *Buildings (Capital)* | | |
| | Paint exterior of Adams Acadamy | 6,500 |
| | Carpet Replacement Town Hall | 5,000 |
| | Roof Resurface - Bayberry Storage | 28,000 |
| | | 39,500 |
| *Vehicles* | Replace 2002 Panel Van | 35,000 |

1/20/2016

# 350 – BUILDING MAINTENANCE
## 2016/2017 Organization Chart
### 2015/16: 6 Full Time / 2016/17: 6 Full Time



**DEPARTMENT: PUBLIC WORKS**
**Budget Division: BUILDING CUSTODIANS**

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

**Description of Accounts:**

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

**Detail Operating Capital Requests:**
*None*

**Budget Notes:**
*The Building Custodian Budget shows a 0.7% increase next fiscal year due to contract wage increase.*

## 352 Building Custodians

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 192,618.03 | 203,555.00 | 203,555.00 | 205,936.00 | 205,936.00 | 0.00 | 1.2% |
| (03) EH & OT | 18,775.12 | 19,570.00 | 19,570.00 | 19,500.00 | 19,500.00 | 0.00 | -0.4% |
| (14) Uniform Allowance | 2,135.01 | 2,150.00 | 2,150.00 | 2,150.00 | 2,150.00 | 0.00 | 0.0% |
| (19) Contract Services | 75,806.46 | 84,000.00 | 84,000.00 | 84,000.00 | 84,000.00 | 0.00 | 0.0% |
| (41) Supplies | 19,277.42 | 20,000.00 | 20,000.00 | 20,000.00 | 20,000.00 | 0.00 | 0.0% |
| **TOTAL (352) Building Custodians** | **308,612.04** | **329,275.00** | **329,275.00** | **331,586.00** | **331,586.00** | **0.00** | **0.7%** |

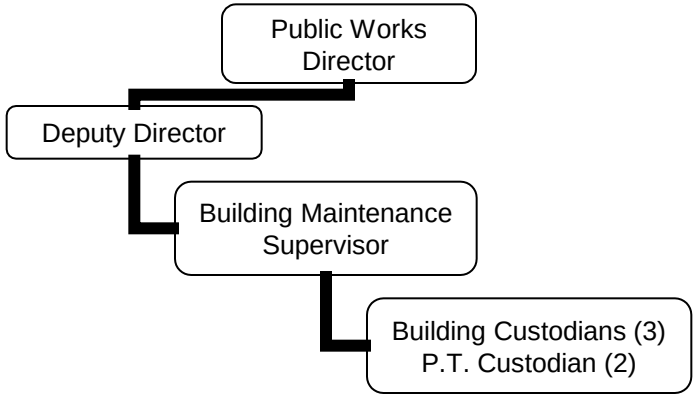
## 352 - BUILDING CUSTODIANS BUDGET 2016 - 2017

**SALARIES**

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016 - 17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 2.00 | Custodians | I-7 | | | 57,906 | 115,812 | 115,812 |
| 1.00 | Custodian | I-4 | | | 50,022 | 47,641 | 50,022 |
| 2 | Custodians (part time) | | | 1,040 | 19.28 | 40,102 | 40,102 |
| | TOTAL SALARIES: | | | | | 203,555 | 205,936 |

19-Jan-16

# 352 – BUILDING CUSTODIANS
## 2016/2017 Organization Chart
2015/16: 3 Full Time & 2 Part Time / 2016/17: 3 Full Time & 2 Part Time



**DEPARTMENT: ___PUBLIC WORKS_____**
**Budget Division: ____PROPERTY MAINTENANCE_____**

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

**Description of Accounts:**

| | |
|---|---|
| *Contract Services* | *Funds are provided to the Beautification Committee for local projects* |
| *Maint. Supplies* | *Funds provided for maintenance of the bike paths, parking lot lights, and the tide gates* |

**Detail Operating Capital Requests:**
*None*

**Budget Notes:**

*There are no adjustments requested for this division*

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **360 Property Maintenance** | | | | | | | |
| (19) Contract Services | 1,671.18 | 10,000.00 | 10,000.00 | 10,000.00 | 10,000.00 | 0.00 | 0.0% |
| (42) Maint. Supplies | 9,200.77 | 15,000.00 | 15,000.00 | 15,000.00 | 15,000.00 | 0.00 | 0.0% |
| **TOTAL (360) Property Maintenance** | **10,871.95** | **25,000.00** | **25,000.00** | **25,000.00** | **25,000.00** | **0.00** | **0.0%** |

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

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

**Description of Accounts:**

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

**Detail Operating Capital Requests:**

| | |
|---|---|
| *Replacement furnace* | *$5,000 to replace a furnace at 52B Compo Rd South* |
| *Sewer connection* | *$35,000 to install a new sewer line and pump chamber at the Knollhouse in Longshore CC Park.* |

**Budget Notes:**
*The P&R Property Maintenance Division shows a 0**.4%** decrease due to a lower capital request.*

## 361 P&R Property Maintenance

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (18) Fees & Services | 34,050.36 | 35,000.00 | 35,000.00 | 35,000.00 | 35,000.00 | 0.00 | 0.0% |
| (25) Telephone | 0.00 | 2,000.00 | 2,000.00 | 2,000.00 | 2,000.00 | 0.00 | 0.0% |
| (30) Facility Maint. | 44,024.45 | 50,000.00 | 50,000.00 | 50,000.00 | 50,000.00 | 0.00 | 0.0% |
| (45) Heating Fuel | 49,032.45 | 70,000.00 | 70,000.00 | 60,000.00 | 60,000.00 | 0.00 | -14.3% |
| (46) Electricity | 157,039.46 | 180,000.00 | 180,000.00 | 180,000.00 | 180,000.00 | 0.00 | 0.0% |
| (CB) Building Renovation | 7,997.00 | 41,500.00 | 41,500.00 | 40,000.00 | 40,000.00 | 0.00 | -3.6% |
| **TOTAL (361) P&R Property Maintenance** | **292,143.72** | **378,500.00** | **378,500.00** | **367,000.00** | **367,000.00** | **0.00** | **-3.0%** |

**361 - Park and Recreation Property Maint. 2016 - 2017**

**361 - Park & Recreation Property Maintenance**

Buildings - Capital

| | | |
|---|---|---|
| Replace Furnace at 52B Compo Rd South | | $5,000.00 |
| Knollhouse - Sewer Line and pump | | $35,000.00 |
| | total: | $40,000.00 |

19-Jan-16

**DEPARTMENT: __PUBLIC WORKS_____**
**Budget Division: ___TREE MAINTENANCE_____**

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

**Description of Accounts:**

| | |
|---|---|
| *EH & OT* | *The tree warden will be paid on an hourly contract basis at an estimated budget of $90,000* |
| *Trans. Allowance* | *The tree warden will be compensated for mileage traveled in town estimated at $6,000* |
| *Contract Services* | *A licensed tree contractor is hired to prune or remove hazardous trees at the direction of the tree warden* |

**Detail Operating Capital Requests:**
*None*

**Budget Notes:**
*The budget request proposes no changes in this division.*

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **370 Tree Maintenance** | | | | | | | |
| (03) EH & OT | 59,979.12 | 90,000.00 | 90,000.00 | 90,000.00 | 90,000.00 | 0.00 | 0.0% |
| (15) Trans. Allowance | 5,950.47 | 6,000.00 | 6,000.00 | 6,000.00 | 6,000.00 | 0.00 | 0.0% |
| (19) Contract Services | 209,543.08 | 217,400.00 | 217,400.00 | 217,400.00 | 217,400.00 | 0.00 | 0.0% |
| **TOTAL (370) Tree Maintenance** | **275,472.67** | **313,400.00** | **313,400.00** | **313,400.00** | **313,400.00** | **0.00** | **0.0%** |

**370 Tree Maintrenance 2016 - 17**

| DEPT qty | Position | Grade & Step | 2016-17 Account Totals | 2015-16 Account total | 2016-17 Account Totals |
|---|---|---|---|---|---|
| 1.00 | Extra Help and Overtime | N/A | 90,000 | 90,000 | 90,000 |

19-Jan-16

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **410 Health District** | | | | | | | |
| (60) PaymentsToAgency/Or | 525,563.00 | 538,702.00 | 538,702.00 | 544,089.00 | 544,089.00 | 0.00 | 1.0% |
| **TOTAL (410) Health District** | **525,563.00** | **538,702.00** | **538,702.00** | **544,089.00** | **544,089.00** | **0.00** | **1.0%** |

Westport Weston Health District
FY17 Budget
Second Draft
1/29/2016

| | | FY15 (audit) | FY16 Budget | FY 16 Estimate | FY17 Budget | % Change Budget to Budget |
|---|---|---|---|---|---|---|
| **Revenues** | | | | | | |
| Towns | | | | | | |
| | Weston | 204,374 | 209,483 | 209,483 | 211,578 (a) | 1.0% |
| | Westport | 525,563 | 538,702 | 538,702 | 544,089 (a) | 1.0% |
| | Total | $ 729,937 | $ 748,185 | $ 748,185 | $ 755,667 | 1.0% |
| Fees | | | | | | |
| | Environmental Fees | 402,501 | 375,000 | 395,000 | 375,000 (b) | 0% |
| | Nursing Fees | 214,708 | 200,000 | 190,000 | 190,000 (c) | -5% |
| | Total | $ 617,209 | $ 575,000 | $ 585,000 | $ 565,000 | -1.7% |
| Grants | | | | | | |
| | Local | 67,958 | 90,587 (d) | 65,143 (e) | 61,545 (f) | -32.1% |
| | Regional | 60,000 | 60,000 | 60,000 | - (g) | -100.0% |
| | Total | $ 127,958 | $ 150,587 | $ 125,143 | $ 61,545 | -59.1% |
| Interest | | $ 596 | $ 600 | $ 600 | $ 600 | 0.0% |
| | TOTAL REVENUES | $ 1,475,700 | $ 1,474,372 | $ 1,458,928 | $ 1,382,812 | -6.2% |
| **Expenditures** | | | | | | |
| Salaries/PR taxes | | 772,536 | 831,731 | 830,193 | 836,917 (h) | 0.6% |
| Employee Benefits | | 303,946 | 250,000 | 250,896 | 220,821 (i) | -11.7% |
| Outside Services | | 73,293 | 90,000 | 75,000 | 72,000 | -20.0% |
| Insurance | | 29,390 | 30,000 | 30,041 | 32,000 | 6.7% |
| Supplies & Equipment | | 103,700 | 140,000 | 120,000 | 120,000 (j) | -14.3% |
| Printing & Publications | | 252 | 1,000 | 1,000 | 1,000 | 0.0% |
| Travel | | 15,692 | 17,000 | 16,808 | 16,000 | -5.9% |
| Office & Miscellaneous | | 42,895 | 30,000 | 35,000 | 32,000 | 6.7% |
| Building Expenses | | 23,136 | 7,000 | 4,820 | 7,000 | 0.0% |
| Capital Equipment Replacement | | - | - | - | - | |
| Grant Program Expense | | 121,374 | 49,000 | 106,968 | 54,870 (k) | 12.0% |
| | TOTAL EXPENDITURES | $ 1,486,214 | $ 1,445,731 | $ 1,470,726 | *$ 1,392,608* | -3.7% |
| | EXCESS (DEFICIT) REVENUES | $ (10,514) | $ 28,641 | $ (11,798) | $ (9,796) | |

Westport Weston
Health District

public health services and information for our communities.....

# Activities Report

Calendar Year

2015

&

Budget Information

FY 2016 - 2017

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# Message From the Director

The responsibility for overall protection of the public's health in Connecticut rests with the State Commissioner of Public Health. In accordance with State Statutes, local Directors of Health are considered assigned agents of the Commissioner. The Health District's primary mission is the prevention of disease, injury, and disability, and to protect and improve the physical and mental health and safety of all the citizens of the District.

State and local public health agencies have a broad scope of responsibilies. Connecticut General Statutes govern the scope of mandated services that must be delivered in each community. State mandated public health services include: Public Health Statistics, Health Education, Nutritional Services, Maternal and Child Health, Disease Control, Environmental Services, Community Nursing Services, and Emergency Medical Services.

2015 saw the District's financial health stressed with the unplanned medical leave of a key staff member and our efforts to expand into the broader public health market place resulting in a slight decrease in revenue with the acceptance of insurance payments. It is our expectation that this reduction of revenue will be off set by broadening the base of protential customers.

The Zika virus has quickly become a "hot" news topic. This outbreak continues to grow in size and reach around the world, as well as in the United States. In response to this emerging public health threat, the Center for Disease and Control (CDC) activated its Emergency Operations Center on January 22, 2016, to help coordinate the public health response. In addition, On February 1, 2016, the World Health Organization Director-General declared that "the recent clusters of microcephaly and neurologic disorders and their possible association with Zika virus constitutes a Public Health Emergency of International Concern."

CDC is concerned about both imported and potential locally-acquired cases of Zika virus infection in the United States. With the recent outbreaks, the number of Zika virus disease cases among travelers visiting or returning to the United States will likely increase. While CDC cannot predict the spread of the Zika virus in the United States, federal, state and local health officials are actively monitoring the current outbreak to be prepared to address cases. What this will require of the Westport Weston Health District can not be determined at this time.

If you have questions, comments, or concerns regarding Public Health matters in the District, please feel free to contact me directly at 203.227.9571 ext. 244.

# Board & Staff

## Board

Nancy McCormick, Weston, *Chair*

Otis Crawford, Westport, *Vice-chair*

Neil Coleman, Weston

Howard Maynard, Westport

Keith Stein, Westport

**Director of Health**

Mark A.R. Cooper, M.P.H., R.S.

**Medical Advisor**

Stuart Steinman, MD

**Staff**

Jeffrey Andrews, RS; Chief Sanitarian

Sandy Arcudi, Senior Staff Assistant (Administrative Secretary)

John Cimarosa, Director of Finance and Special Projects

Lora Hayes, RS, Sanitarian

Norma Jarrett, Sanitarian

Loren Pace, RN, Public Health Nurse

Melissa Romano, Clerical Assistant

Loretta Tremonte, Assistant to Director of Health/Office Manager

Michael J. Vincelli, Director of Emergency Preparedness and Support Services

Monica Wheeler, MSN, RN, Director of Community Health

# District Governance

The Westport Weston Health District was created in 1965 under Chapter 368f of the Connecticut General Statutes, Section 19a-241, by the vote of the legislative bodies of Westport and Weston. Creation of the District transferred upon the Board of Directors all the public health authority that had been previously conferred upon each municipality.

The mission of the Health District is:

To prevent disease, disability and premature death;

To promote healthy lifestyles, and

To protect and promote the health and quality of our environment.

To accomplish this mission, the Health District provides clinics, health education, consultative services, referrals for special medical care, environmental health protection, and conducts epidemiological investigations in conformance with Connecticut General Statutes. These services are available to every resident of our constituent towns.

While the Westport Weston Health District works very closely with the Towns of Westport and Weston, it is not an agency of either town. The District operates autonomously under Connecticut's General Statutes and works independently from either municipality. The District receives direction from and works closely with the State of Connecticut and federal public health agencies. Directors of Local Health are assigned agents of the State Commissioner of Health.

However, through contractual agreements and memorandums of understanding, Health Districts are connected to the State Department of Public Health and serve as the "action arm" of Connecticut's public health system. The Commissioner of the Department of Public Health has authority over the directors of local public health agencies and responsibility for administering public health laws and codes in the state. Local regulations and ordinances may be more, but not less, stringent than state and federal regulations.

The District is governed locally by a five (5) member Board of Directors; members being appointed by the municipality they represent. Each participating municipality is entitled to appoint one person to be a member of the Health District's Board of Directors for each ten thousand residents, provided no such municipality shall have more than five representatives on a District Board of Health. Board members are appointed by the legislative bodies of the town they represent to a three-year term.

The Board of Directors is an advisory and policy making board which meets regularly to review and approve the District's budget, programs, and services. Boards of health are accountable for meeting the state's standards for services as authorized and directed by Connecticut's Public Health Code and General Statutes 19a-240 through 19a-246.

# In The Beginning

With a strong tradition of working together, the towns of Westport and Weston formed the first Health District recognized by the State in 1965 and remains an outstanding example of regional cooperation. Endeavoring to meet local public health needs, the District has been a leader of innovative public health policy and programs ever since.

The District has a long history of providing community health programs to the residents of Westport and Weston. The District's genesis originates with the Westport Woman's Club's early public health initiatives such as the 1908 drive to sanitize conditions at Compo Beach; the first school lunch program in 1918; sponsoring smallpox vaccinations during the 1922 epidemic, and establishing a public health nurse service in 1925. The public health department of the Westport Woman's Club was directed by a committee of eleven, ten women and one man. There was a health officer for consultation regarding medical policy. Nursing services of the department were offered to the people of Westport and Saugatuck. Patients in Weston who were able to pay for their service were also accepted for care.

The Aspetuck Valley Health District, serving the communities of Westport and Weston, was the first health district to be officially organized in the State of Connecticut on November 2, 1965. In 1983, the District changed its name to the Westport Weston Health District for the purpose of easier identification.

**District Mission:**

To protect and improve the health and well being of the residents of the District.

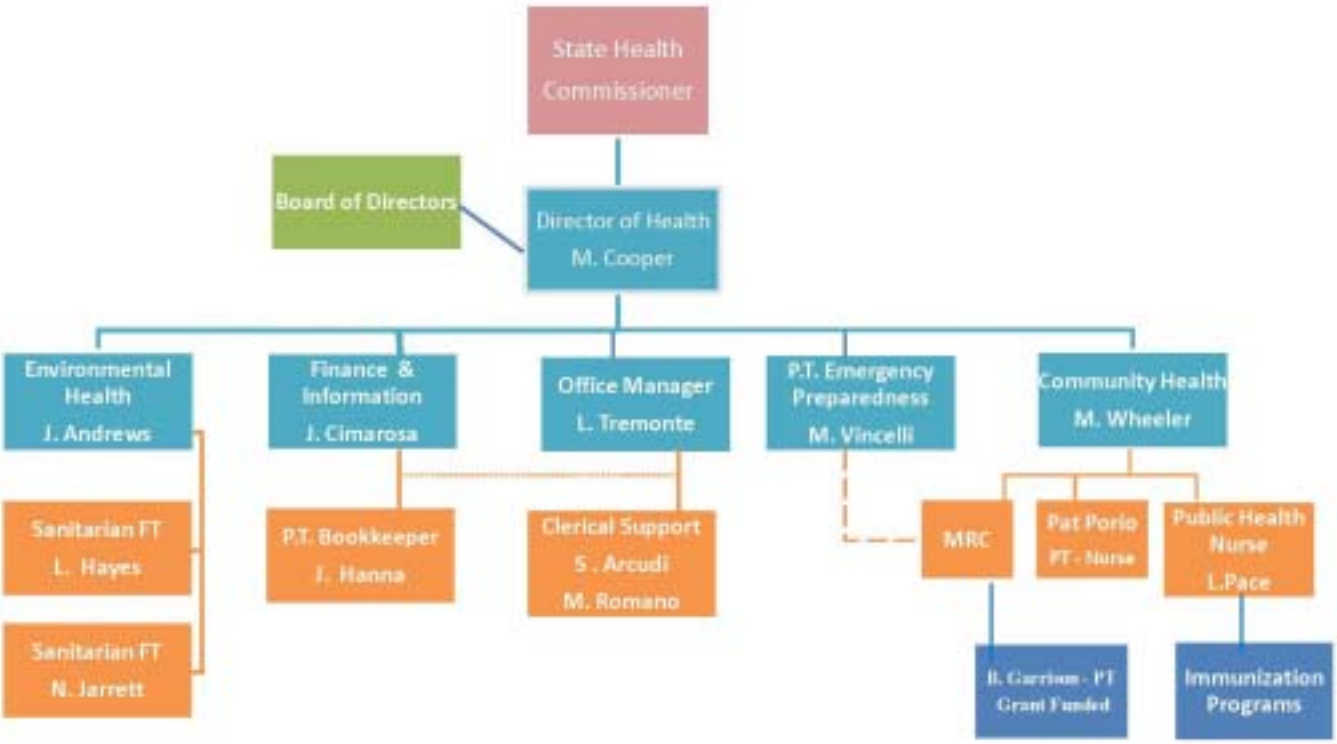
**District Objectives:**

- To uphold and enforce the Public Health Code of the State of Connecticut and such ordinances and regulations as may be adopted by the Board of Directors of the Health District, and
- To work with other providers of health services in Westport and Weston to coordinate existing programs and to develop and implement needed public health programs, and
- To promote healthful living and sound health practices; to prevent the spread of communicable disease; monitor the health status and public health statistics of the community; provide the community with appropriate health education, and health clinic services.

# Services Overview

Westport Weston Wilton
medical reserve corps

## WWHD Organizational Chart






Revised 01/15/2015

# Environmental Health

## *Food Service Inspections*

Food service establishments, including restaurants, convenience stores, grocery stores, bars, schools, private clubs, itinerant vendors, seasonal and temporary operations are routinely inspected to ensure compliance with the requirements of the CT Public Health Code, the WWHD Sanitary Code, and to prevent foodborne illness. During 2015, 41 (33 last year) plan reviews for new food service establishments were completed. Inspections focus on food protection, food handling, cleanliness, upkeep and personal hygiene practices. There are 234 permitted and inspected food service establishments in Westport in 2015, up from 228 in 2014.

Food service establishments, including temporary events, must obtain a permit from the District to operate and must be inspected and approved prior to opening. There were 4 multi-vendor Farmer's Markets and 207 (197 last year) temporary event application reviews. The District is also now enforcing the new CT DEP regulations regarding the proper removal of fats, oils and grease.

## *Septic System Inspections*

New septic system installations and repairs to existing septic systems are reviewed, overseen, and approved by the District. Soil testing is performed; plans are reviewed; installations are inspected, and final approval is issued by the District in accordance with the CT Public Health Code for flows under 5,000 gallons per day. In 2015, there were 82 (93 last year) new and 71 (64 last year) repair septic systems installed; 190 (239 last year) soil test applications, 107 (111 last year) existing system inspections.

## *Water Supply Wells*

Private wells are regulated by the District to ensure proper location and installation for a safe water supply. The District endeavors to raise public awareness about well water issues and ensures compliance with the CT Department of Consumer Protection, Well Drilling Regulations and the CT Public Health Code. Permits and water tests are required for all new wells. This year there were 26 (21` last year) new potable wells, there were no new irrigation well in 2015 (4 last year), 43 (25 last year) Geothermal wells drilled and 3 (6 Last year) wells were abandoned.

## *Lead*

The District reviews lead sampling reports, remediation, abatement and management plans. The WWHD has two certified inspectors that can conduct limited lead inspections, follow-up inspections, investigate complaints, and inspect renovation and remediation for schools, daycares, and group homes. Lead certified staff must be recertified annually to be qualified to do this work.

## *Construction Activity*

District staff review proposed building construction plans for compliance to public health code requirements. In 2014, District staff reviewed proposed plans for 54 (79 last year) new homes. Additionally, staff reviewed proposed building addition plans to determine what, if any, impact there might be on the septic system. The level of review is contingent upon the complexity of the proposal and kind of usage. In 2015, 172 (143 last year) plan reviews were conducted for habitable additions, 85 (90 last year) for non-habitable additions.

## *Complaint Investigations*

The District investigates nuisance complaints in accordance with Section 19-13-B1 of the Connecticut Public Health Code. In 2015, there were 35 (48 last year) complaints dealing with housing, sewage, garbage, rodents, mold and other concerns. Appropriate enforcement action is taken to eliminate violations and hazardous conditions.

## *Public Pool Inspections*

Public swimming pools are required to be inspected by the Connecticut Public Health Code each year. There are 29 public pools requiring annual inspections.

## *Beach Water Monitoring*

In accordance with the Connecticut Public Health Code, each summer, the District tests the waters at Westport beaches and other fixed locations on Long Island Sound. The samples are tested for bacteria to ensure that the water is safe for swimming. The WWHD collected 99 beach monitoring samples during 2015.

## *Daycare and Group Home Licensing Inspections*

There are 19 licensed daycares within the District that are inspected routinely every two years and with any facility change or renovation, and playground revisions. In 2015, there were 7 licensed group homes in Westport.

## *Shellfish*

WWHD staff oversees the local recreational shellfishing program. Staff monitors rainfalls and closure notices as received from the State and surrounding towns. Staff routinely review water quality data and sampling results with regards to the US FDA shellfish program requirements for the operation of the conditional shellfishing areas. Staff assists with the survey and follow-up of elevated fecal coliform results impacting the shellfishing areas. The WWHD attends and participates in the annual CT Sea Grant Shellfish Commission meetings.

## *Cosmetology*

There are 92 (75 last year) permitted salons that are inspected annually. Salons offering pedicures are inspected twice a year. WWHD also reviewed 14 (13 last year) plans for renovations of salons and for permitting of new establishments.

## *Water Quality*

The WWHD has broadened its role in monitoring and surveying local water quality and is working with a number of active environmental groups interested in preserving and improving water quality. Staff aided in the selection of sampling locations, the collection of samples for analysis, and interpretation of results. District staff collected 25 (19 last year) residential water samples for potability analysis.

# Community Health

The focus of WWHD's community health department is to provide health promotion and disease prevention through education, screenings, immunizations, and surveillance. These efforts are to help prevent chronic disease and improve the health of the community. A number of services are provided at the District's offices at 180 Bayberry Lane in Westport. To ensure availability of the desired service at the time of your visit, it is recommended you call the District office at 203-227-9571, ext. 231, to schedule an appointment.

## Wellness Clinics

Regularly offered blood pressure, cholesterol, blood sugar screenings, and individualized risk reduction counseling were provided. In 2015, 340 clients (348 last year) were seen in the Wellness Clinics.

## Travelers and Routine Immunizations Clinics

Recommended and required immunizations and preventive medications are provided to reduce the risk from infectious diseases that can be acquired when traveling. Routine immunizations and boosters are available for adults and children, including school or college-bound immunizations. Flu vaccine clinics are offered annually in the fall. During 2015, 753 clients (1008 last year) were seen in 50 Travelers Clinic held (58 last year). There were 1642 seasonal flu vaccinations administered during 2015, (1208 last year).

## Specialty Screenings

WWHD partners with local health professionals and agencies to provide annually: Screenings for skin cancer (by local dermatologists) and mammography (by Mobile Medical of Stamford).

## Homebound Health Check

In-home (non-skilled) visits by a registered nurse are provided to homebound residents so as to ensure that their health needs are met and that they maintain or improve their health status through assessment and early intervention. Home safety assessments for fall prevention are conducted and balance exercises are taught.

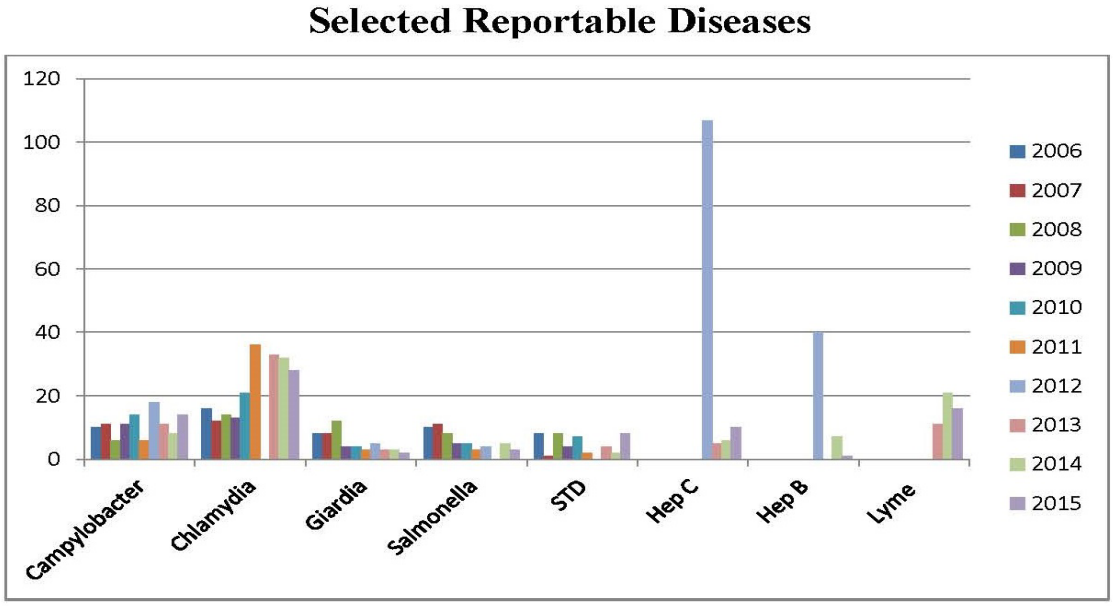
During FY 2015 254 visits (322 last year) were made to 18 homebound residents (17 last year) at no cost to the clients – most referrals to the program come from Westport's and Weston's social service departments.

## HIV/AIDS and Sexually Transmitted Diseases

Confidential testing and counseling is provided for Hepatitis C, HIV and STDs, including Chlamydia, Gonorrhea and Syphilis. In addition, the WWHD conducts outreach to at-risk individuals to provide immunizations against Hepatitis A and B viruses.

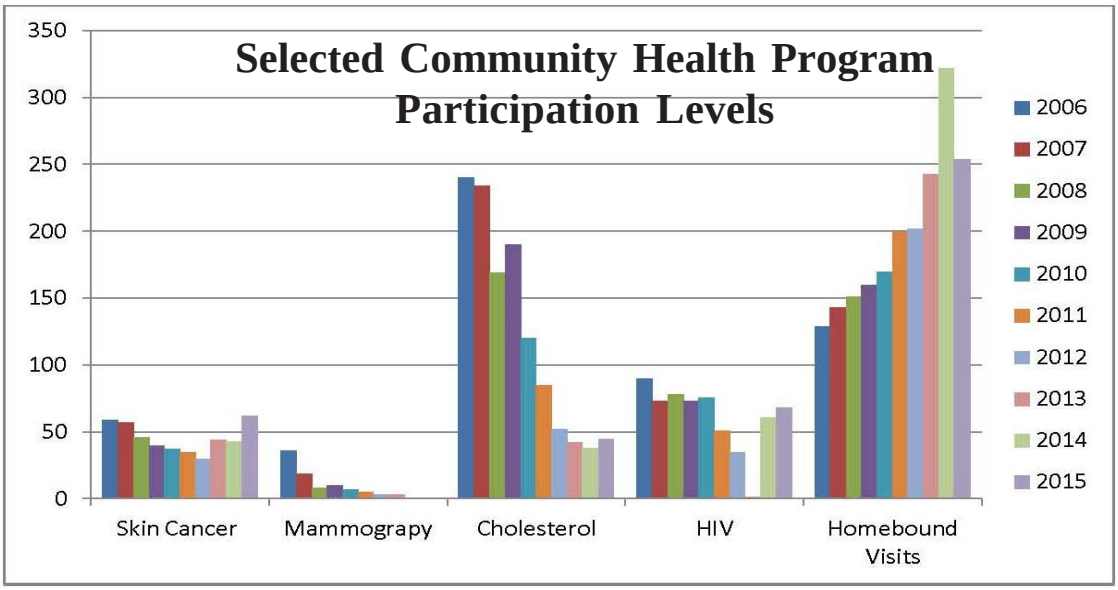
# Community Health Statistics
# 2006 - 2015

An important part of the District's responsibility is to monitor the health of the community through the reports of specific infectious diseases that are required to be sent to the Director of Public Health by area physicians and laboratories. The Director is required to investigate the extent of certain reportable diseases and apply control measures when appropriate. This data is also utilized to proactively develop early detection and prevention strategies to help improve the public health of the community.




## Education

Forums and presentations, on-going classes, publications and press releases for a variety of public health issues and concerns, are provided by staff and invited public health experts when appropriate.



# Emergency Preparedness & Management

## Overview

In response to the tragedy of September 11, 2001, federal and state initiatives have made homeland security and preparedness a priority. Whether natural or man-made, the impact of a disaster can be reduced if communities are prepared. The Health District has several mandates to be ready for whatever potential crisis may unfold.

In accordance with Title 28, Chapter 517 of the Connecticut General Statutes, the District must coordinate various aspects of emergency management. Potential threats that must be addressed include widespread foodborne disease incidents, a pandemic communicable disease outbreak or the use of a biological agent in a terrorist attack. Emergency preparedness and management activities include:

### Public Health Emergency Preparedness & Response Plan

The Westport Weston Health District maintains a detailed, all-hazards plan. In the event of a public health emergency (or other emergency requiring the support of the Health District), the District has responsibility for putting the emergency plans into operation and organizing a response utilizing the Incident Command System.

### Training, Drills, & Exercises

Staff and volunteers must be trained on core capabilities required to execute the plan. Certain training, such as the National Incident Management System and Incident Command System, are required of all emergency responders.

### Emergency Supplies & Equipment

Primarily secured from grant funding, the Health District maintains a sizeable inventory of emergency medical supplies and equipment that may not readily be available from other sources in the first 24-48 hours of an emergency response.

### Local Health Alert Network (LHAN)

The District has an important role in regional emergency communications and maintains an array of mechanisms to ensure that emergency communications can be conducted. This includes communications to the general public, specific target groups, and emergency response partners. All components of the LHAN must be tested regularly. Data, such as contact information, must be routinely maintained.

### Medical Reserve Corps

The District is the housing organization for the Westport Weston Wilton Medical Reserve Corps (MRC), which organizes public health volunteers in our communities. Each year the District must survey members to determine availability and interest, as well as, conduct a membership drive for new medical and non-medical volunteers. The MRC mission is to provide trained and prepared individuals from both medical and non-medical backgrounds who will respond to public health emergencies in an effort to save lives and reduce the threat of disease or injury.

# Emergency Preparedness & Management

**NACCHO Recognition as a Project Public Health Ready Health District.**

At the direction of the Connecticut Department of Health, all health departments/districts in Connecticut are expected to achieve recognition as a Project Public Health Ready (PPHR) agency. The National Association of County & City Health Officials (NACCHO) has defined PPHR as: *"a competency-based training and recognition program that assesses preparedness and assists local health departments, or groups of local health departments working collaboratively as a region, to respond to emergencies."*

The Health District has been recognized as a PPHR community. The overall process to become PPHR certified took about three (3) years.

By achieving this recognition, WWHD has been recognized as a leader within our Region. The State of Connecticut has divided Emergency Support Functions (ESF) in various disciplines. Public health is known as ESF-8. Michael J. Vincelli, Emergency Preparedness Director for the Westport Weston Health District, has been elected by representatives of other area public health departments/districts in our Region as the ESF-8 Co-chairman.

**Center for Disease Control**

The Zika virus has quickly become a "hot" news topic. This outbreak continues to grow in size and reach around the world, as well as in the United States. In response to this emerging public health threat, the Center for Disease and Control (CDC) activated its Emergency Operations Center on January 22, 2016, to help coordinate the public health response. In addition, On February 1, 2016, the World Health Organization Director-General declared that "the recent clusters of microcephaly and neurologic disorders and their possible association with Zika virus constitutes a Public Health Emergency of International Concern."

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**Response/Preparedness**

Every public health jurisdiction in Connecticut is measurerd on thier ability to prepare and respond to Mass Dispensing of medication incidents such as a pandemic, influenza or biterrorism event. Each year since 2008, the District's overall rating has increased. The State Department of Health's assessment of the Health District's preparedness level indicates we are as ready as one can be to respond to a number of local emergencies.

# Budget Discussion

The Westport Weston Health District is the first officially recognized Health District in the State of Connecticut and is now one of 21 regional local health districts across the state. 2015 marked the District's 50 year anniversary of when the Towns of Westport and Weston voted to form the first health district in the state of Connecticut.

All District funding supports activities which range from identifying and responding to public health problems, promoting healthy lifestyles, emergency preparedness planning and response, protecting the health of our residents through immunizations and disease investigations, and reducing the incidence of foodborne illness through inspections and permitting of food service establishments. These efforts would not be possible without talented and dedicated staff.

2015 was a year with continuing high levels of construction activities, particularly in Westport. As a result, environmental permit fee revenue was greater than expected. To meet public service expectations, staffing had to remain flexible and innovative, by using part-time help and overtime hours to keep the work flow at a reasonable pace. Environmental staff has also been engaged in various water quality and food safety initiatives. For example, the WWHD is the lead agency on an innovative water testing program to use DNA analsysis to identify sources of bacteria into local waterways. Partnering with Yale and others, a DNA sampling and testing protocal has been established which can be used by others in the future to more efficently identify bacteria sources and develop strategies to reduce them. The Healthy Restaurant initiative is example of the District's efforts to reduce and prevent obesity and chronic disease in the community by promoting healthy lifestyles. By working with a coalition of local organizations and restaurants, the goal is to provide incentives for local restaurants to develop healthier menu items and the public to take advantage of them.

This year the District's operating expenditure budget had a negative operational balance. The was the result of having to cover unplanned staff medical leave and a reduction in Community Health Clinic revenues. This reduction in revenue is the unintentional consequence of accepting insurance payment for services rendered. Insurance compensation is a negotiated payment somewhat lower than direct customer payment.

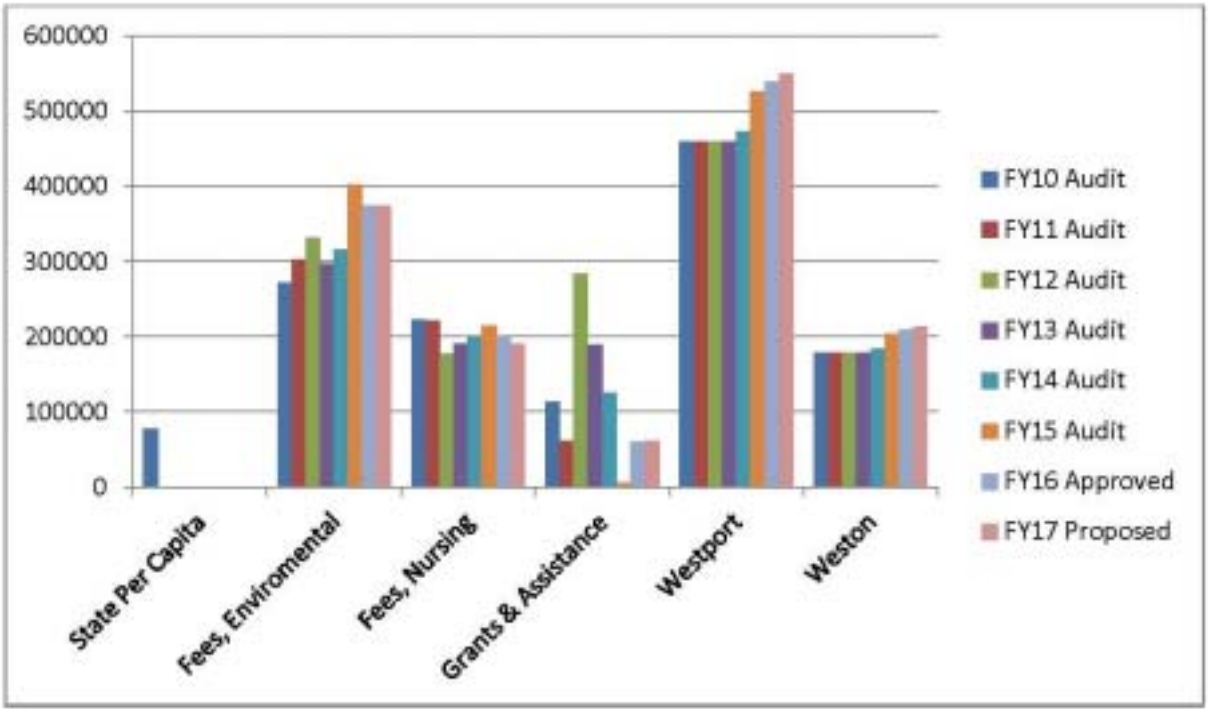
This year's proposal is basically a maintenance budget with a modest increase to cover the increase in the basic cost of operations and have the staff necessary to meet all mandated service areas. The District's Board of Directors continues to review District operations and program areas as part of its long-term strategic planning effort, cognizant of the public's willingness and ability to support public health services.

# District Funding

The Health District's fiscal year ending June 30, 2015 had a negative operations balance of $10,514. Although efforts were made to balance expenditures with revenues, there continued to be record levels of environmental work and an unexpected staff medical leave. Part time and straight overtime hours were needed to move work throught the permitting system. Of concern is the continued decrease in the amount of State of Connecticut's Homeland Security grant funding formula which reduces funding for mandated emergency preparation activities. Another growing concern is the rapidly expanding spread of the Zika virus. What this will require of the Health District has yet to be determined.

The proposed budget for FY 2016-17 contains a 1% increase in our member towns' contributions. **Westport's contribution would increase by $5,387 while Weston's contribution would increase by $2,095.** Member town contributions are allocated on a per capita basis based on town population figures provided by the State. Our member town contributions ensure a stable revenue stream while funding from other sources can fluctuate significantly. Stable revenue is important so that the District can continue to provide essential and mandated public health functions while meeting customer service expectations.

## WWHD Source of Funds - FY10 to FY17



# What Is Public Health?

Public health is what we, as a community, do collectively to assure the conditions in which people can be healthy. Public health professionals strive to improve the health status of communities by applying science to medical practice, food preparation, environmental sanitation, personal behavior and public policy.

Responsive to changing community needs and priorities, public health's focus continues to evolve to meet new challenges, while the principle role of understanding and preventing disease and injury in groups of people through organized community effort remains as the primary goal.

It deals with preventive rather than curative aspects of health at the community-level, rather than individual-level. Public health professionals try to prevent problems from happening or re-occurring through implementation of educational programs, developing policies, administering services, and conducting research.

The United Nations' World Health Organization defines health as "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity".

The Westport Weston Health District endeavors to meet this objective by offering comprehensive services in Environmental Health, Community Health and Emergency Preparedness and using evidence-based practice to systematically and strategically assess the occurrence of disease and injury in the community, influence local policy development, and assure the effectiveness and quality of the services being provided.

**The Westport Weston Health District is a governmental agency enabled by State Statute that provides public health services to the residents of Westport and Weston. Health District program areas include environmental health, prevention of disease, health promotion, emergency management and public education. Health District hours are 8:30 am to 4:30 pm, Monday through Friday, and by special appointment.**

180 Bayberry Lane, Westport, CT 06880-2855
Tel. 203.227.9571
Fax: 203.221.7199
Website: **www.WWHD.org**
**Westport Weston Health District**
**#wwhd1**

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **412 Health Services** | | | | | | | |
| (60) PaymentsToAgency/Or | 3,700.00 | 3,700.00 | 3,700.00 | 3,700.00 | 3,700.00 | 0.00 | 0.0% |
| **TOTAL (412) Health Services** | **3,700.00** | **3,700.00** | **3,700.00** | **3,700.00** | **3,700.00** | **0.00** | **0.0%** |

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## DEPARTMENT: HUMAN SERVICES BUDGET FOR FY2016-17

**DEPARTMENT SERVICES OVERVIEW:** The Westport Human Services Department is organized into three service areas: Youth Services, Social Services & Senior Services (11 FT and 4 PT staff). Focus is on Positive Youth Development, Family School Community partnership, financial stability and self-sufficiency, and helping seniors to identify resources and services that will support their ability to age in place. The department partners with other service providers, community organizations and funding sources.

**FY 2016 ACCOMPLISHMENTS:**

- Fine-tuned new Client Track database software program to meet the needs of the Department
- After School Pilot Program funded by United Way of Coastal Fairfield County for second year
- Assisted in "Safer Homes Committee" with WWHD and Westport Fire & Police Departments to address the hoarding issue.
- Expanded hours with AARP volunteers to provide tax preparation assistance at two locations, Town Hall and the CSA, resulting in a 37% increase in returns filed and an increase from $300,00 to almost $500,00 in refunds to residents
- Expanded community outreach counseling services to residents of all ages
- Created gaming partnership between Toquet Hall and the Westport Library offering joint programs at both sites
- Created live streaming and additional online engagement opportunities between students and Toquet Hall
- Developed new middle school governing board modeled after the long running high school teen governing board (TGB)
- Active roles in regional initiatives in health care, homelessness, and mental health.
- Continued to grow the expanded early morning hours at the WCSA (7:30 a.m. open) and Saturday afternoon programs (open until 3:00 p.m.) with programs requested by seniors, many of whom are still working and thus unable to participate in the Center's "normal" operating hours.
- WCSA collaborated with the WWHD, the Westport Police Dept., the Westport Library, the Westport Historical Society, Westport YMCA, Jewish Family Services, Alzheimer's Association, American Parkinson's Association, CT Audubon Society, Norwalk Hospital, Westport Country Playhouse, Harbor Watch, the Bruce Museum, Visiting Nurse and Hospice of Fairfield County and Yale-New Haven Health.

**FY 2017 SERVICE LEVEL GOALS:**

- Leverage After School Program resources to serve elementary school families through deeper collaboration with community partners e.g. United Way of Coastal Fairfield County, Westport Library, Westport Family Y, Parks & Recreation and others.
- Explore ways to further support families involved in the Westport Early Childhood Community Collaborative to increase their chances of long term success.
- Continue to develop outreach efforts for professional staff to meet the diverse needs of Westport residents.

- Continue collaboration with WPD to support children and families referred to the Westport/Norwalk Juvenile Review Board
- Toquet Hall will develop programming for the elementary and middle school population during the non-school hours
- Partner with Fairfield County Teen Centers to offer new combined governing board and community programs
- Explore opportunities for integrating Youth Services program data into new Client Track database, including potential for reintroducing Toquet Hall membership "cards" to enable better analysis of program participation.
- Continue to develop and implement class registration at the CSA via Client Track.
- Continue to work with Enhancement Committee of the WCSA to define the accommodations necessary to meet the evolving needs and anticipated demand.

**PERFORMANCE MEASURES:**

- Westport residents receiving services and resources for which they are eligible as result of caseworker efforts, e.g. applicants certified for heating assistance. Caseload stable or decreasing, i.e. current clients becoming self-sufficient balances new clients seeking assistance.
- Program participation at CSA and Toquet Hall.
- Increased caseload analysis, reporting capabilities and efficiencies realized from development of Client Track database

**5 YR GOALS:**

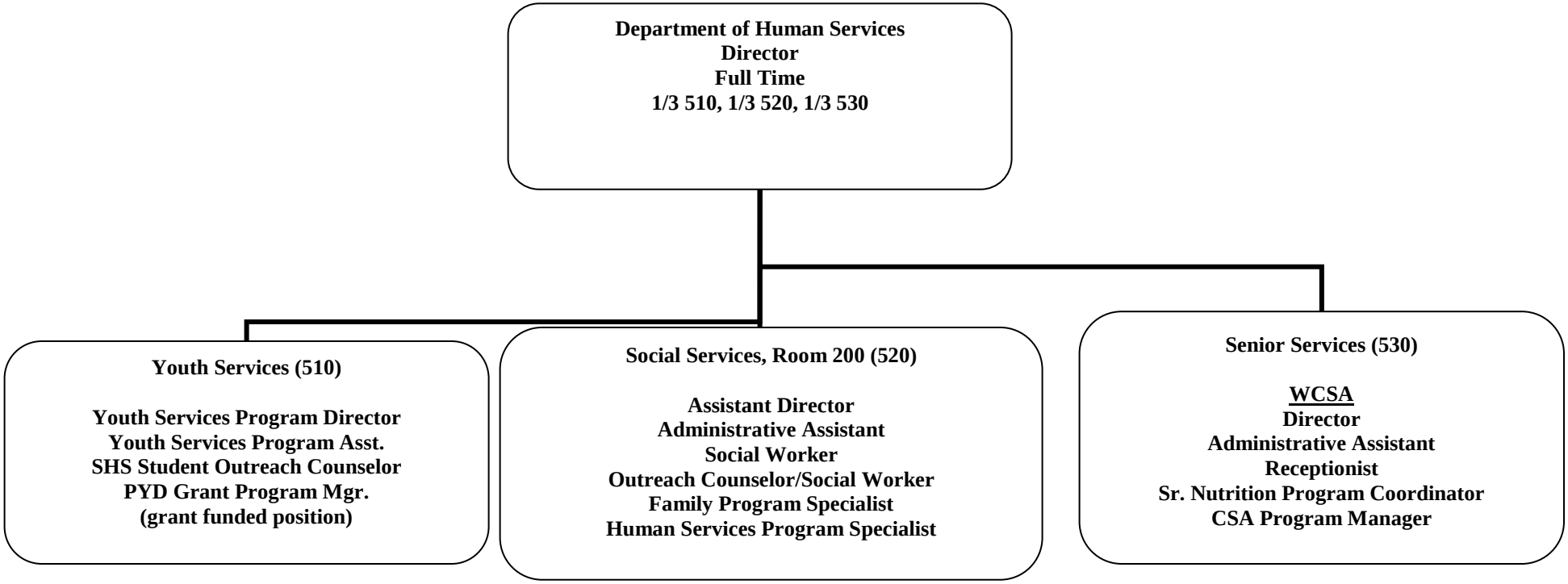
- Complete Enhancement of WCSA to meet program, space and usage demand and requests
- Development of the Teen Center Network to include multi-town program opportunities.
- Explore opportunities for Toquet Hall programs to include satellite locations.
- Development of the After School Program to include elementary, middle and high school age groups and extend after school supports to all qualifying families. Increase collaborative programming initiative to engage WHA and other community/school organizations.

**REVENUE SUMMARY:**

While revenues to the General Fund from this department are modest, the value of community donations (e.g. Families in Need Fund, Holiday Programs, Westport Warm Up Fund, Friends of the CSA) and resources going directly to residents (e.g. energy assistance, tax refunds, camp, after school and summer school scholarships, groceries and gift cards) is over $1,000,000, closely matching the town's investment in department operations.

**BUDGET NOTES:** Every effort is being made to maintain expenses at current level and to partner with community organizations to support new programming.

# Department of Human Services
# FY 2016/17 Organization Chart
## (11 Full Time/4 Part Time Staff)



**DEPARTMENT: HUMAN SERVICES**
**Budget Division: Youth Services**

**Division Overview:** Positive Youth Development programs include **Westport Youth Commission** initiatives e.g. Westport iMentor (internet safety program), Student Discount Program, the Westport Police/Youth Collaborative & other social research projects. Other programs focusing on the positive development of young people include Toquet Hall Teen Center; Westport Mentor Program, Community Service Corps (middle school service learning); Kool to be Kind (K2BK); Family Support Team (town and school professionals meet monthly); participation in the Juvenile Review Board; Annual Mental Health Breakfast (annual fall forum for town, school and community professionals who work with children and families); online Community Resource Directory.

**Student Outreach Counselor**: provides counseling support and short-term crisis intervention to high school students and their families (271 referrals/1386 client contacts in FY 14-15); available for consultation to all Westport students and families; advisor to Teen Awareness Group (TAG), a student run organization focusing on peer education and awareness related to risky behavior prevention and promoting healthy decision making through school and community based presentations, e.g. Grim Reaper Day and Homecoming programs. The SOC also provides professional clinical consultation and support to community programs including PYD Programs, the JRB, K2BK, the WYC and Safe Rides..

**Toquet Hall Teen Center**: YS Program Director manages day-to-day operation and maintenance of the facility; coordination of facility rentals; development of weekend events and after school programs (3,886 weekend visits/58 events in FY14-15); identification, outreach and referrals for at-risk kids; a designated KIC safe place for teens; collaboration with schools and community agencies; guidance of student governing board (TGB & MSTGB). Use of Toquet Hall by student groups producing their own programs continued to increase in FY14-15. Continued to strengthen and build new collaborative programs with community organizations and businesses including: Staples High School Clubs (TAG, Wreckers In Tune, Players, Nerdfighters, BBQ Club, Reshaping Reality, K2BK); Downtown Merchants Association; Westport Library; Westport Youth Commission; Pierrepont School; Retro Games Plus; Fairfield School of Rock; First Night of Westport/Weston; and Agape Yoga.

**Description of Accounts for FY14-15:**

| | |
|---|---|
| *Extra Help* | Decrease due to PA position, program changes & available staff |
| *Transportation* | Travel expense for professional meetings, program development |
| *Fees & Services* | Includes: Eversource and TransCanada ($6,696); SGC ($1,753), HVAC ($720), Burglar/Fire Alarm/Security Service ($756),Cable Internet Service ($955), Elevator Maintenance & Safety Certification ($1,004), Cleaning Service ($5,205), Website fees ($120), ASCAP Fees ($340), SESAC Fees ($621), BMI Fees ($330) |
| *Contract Services* | Toquet Hall rent - 3% annual increase per lease |
| *Facilities Maintenance* | Elevator $1,500, HVAC $1,000 |
| *Advertising & Printing* | Toquet Hall Brochures |
| *Postage* | General correspondence, Youth Commission, program information/announcements |
| *Supplies* | Office Supplies ($2,000), Toquet Hall Snack Bar ($00) |
| *Education & Expenses* | Professional Membership & Staff Development, Conference Fees |

**Budget Notes:** PYD Program Manager position is funded by a grant from the CT Dept. of Education.

## 510 Youth Services

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 194,863.00 | 195,035.00 | 197,735.00 | 199,910.00 | 199,910.00 | 0.00 | 1.1% |
| (03) EH & OT | 17,100.00 | 13,000.00 | 13,000.00 | 11,000.00 | 11,000.00 | 0.00 | -15.4% |
| (15) Trans. Allowance | 350.00 | 350.00 | 350.00 | 350.00 | 350.00 | 0.00 | 0.0% |
| (18) Fees & Services | 18,936.00 | 18,936.00 | 18,936.00 | 18,500.00 | 18,500.00 | 0.00 | -2.3% |
| (19) Contract Services | 31,216.00 | 32,153.00 | 32,153.00 | 33,118.00 | 33,118.00 | 0.00 | 3.0% |
| (30) Facility Maint. | 2,500.00 | 2,500.00 | 2,500.00 | 2,500.00 | 2,500.00 | 0.00 | 0.0% |
| (33) Advert & Print | 400.00 | 400.00 | 400.00 | 400.00 | 400.00 | 0.00 | 0.0% |
| (34) Postage | 500.00 | 400.00 | 400.00 | 400.00 | 400.00 | 0.00 | 0.0% |
| (41) Supplies | 2,300.00 | 2,100.00 | 2,100.00 | 2,100.00 | 2,100.00 | 0.00 | 0.0% |
| (59) Education & Exp. | 300.00 | 300.00 | 300.00 | 300.00 | 300.00 | 0.00 | 0.0% |
| (CF) Computers | 0.00 | 0.00 | 0.00 | 1,000.00 | 1,000.00 | 0.00 | 0.0% |
| **TOTAL (510) Youth Services** | **268,465.00** | **265,174.00** | **267,874.00** | **269,578.00** | **269,578.00** | **0.00** | **0.6%** |

## 510 - YOUTH SERVICES BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 0.33 | Director | | | | 109,280 | 36,425 | 36,425 |
| 1.00 | Student Outreach Counselor, SHS | | | | 74,296 | 74,296 | 74,296 |
| 1.00 | Youth Services Program Director | | | | 68,434 | 68,434 | 68,434 |
| 1.00 | Youth Services Program Assistant | | $21.01 | 988 | 20,757 | 20,757 | 20,757 |
| 3.33 | TOTAL SALARIES: | | | | | 199,912 | 199,912 |

### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| | Staff Event Supervision (P.T.) | | | | 10,000 | 12,000 | 10,000 |
| | TOTAL EXTRA HELP: | | | | | 12,000 | 10,000 |
| | | | | | | | |
| 1.00 | Police Security for special events | | | | 1,000 | 1,000 | 1,000 |
| | TOTAL OVERTIME: | | | | | 1,000 | 1,000 |

### 510 - YOUTH SERVICES

| Account | Description |
|---|---|
| *Extra Help* | Decrease due to PA position, program changes & available staff |
| *Transportation* | Travel expense for professional meetings, program development. |
| *Fees & Services* | Includes: Eversource and TransCanada (6,696), SGC (1,753), HVAC (720), Burglar/Fire Alarm/Security Service (756), Cable Internet Service (955), Elevator Maintenance & Safety Certification (1,004), Cleaning Service (5205), Website fees (120), ASCAP fees (340), SESAC fees (621), BMI Fees (330) |
| *Contract Services* | Toquet Hall rent - 3% annual increase per lease |
| *Facility Maintenance* | Elevator 1,500, HVAC 1,000. |
| *Advertising & Printing* | Toquet Hall Brochures |
| *Postage* | General correspondence, Youth Commission, program information/announcements |
| *Supplies* | Office Supplies (2,000), Toquet Hall Snack Bar (100) |
| *Education & Expenses* | Professional Membership & Staff Development, Conference Fees |

## DEPARTMENT: HUMAN SERVICES
## Budget Division: Social Services

**Division Overview:** The Social Services budget provides salaries for the professional services of three Masters level social workers, the Human Services Program Specialist, Family Programs Coordinator, and Administrative Assistant. The services they provide include:

- FY14-15: 1,480 Westport family households and 1,695 senior households and Medicare benefits; counseling & protective services, I&R, Energy Assistance, Renters Rebate and Tax Relief programs.
- Family Programs distributed goods and services valued at (FY14-15) $157,669. All families served met established income limits and all funds were raised in the community
- Up-to-date information and referral on all community resources including local, state and federal programs
- Assessments & Referrals: Act on referrals from police, fire, hospitals, medical providers, schools and private individuals; social services assessment and case management for all seniors receiving HDM, including a home visit to insure all services are made available to maintain and enhance their independence; assessments done on all referrals including requests for emergency food, participation in all Family Programs (including Parks & Rec., Little League, Westport Soccer, Westport Weston Family Y), school trips, Continuing Ed. School referrals of youth and families in need of support services such as summer and afterschool programs, financial assistance, counseling services, scholarship needs for class trips, summer school.
- Health insurance, food stamps, disability, housing, and other benefits programs obtained for eligible residents.
- AARP Tax Assistance Program: FY14-15 481 tax returns for low/moderate income households returning almost $500,000 to residents.
- Emergency management: maintain telephone reassurance list of vulnerable residents, planning & participation in state, regional and local services with special concern for seniors and special needs population. Training and management of emergency sheltering.
- CT Works Career Coach offers free monthly instructional computer classes at Westport Town Hall to unemployed and under employed residents since 2003. In FY14-15: 146 community residents benefited from instruction in 2007 Word, Excel, ACCESS, and PowerPoint.

### Description of Accounts for FY14-15:

| | |
|---|---|
| *Salaries* | Staff realignment (positions moved from 530 to 520 budget) |
| *Transportation* | Travel expense for professional meetings, casework ($550) |
| *Fees & Services* | Homes With Hope Inc. ($12,500) |
| *Equipment Maintenance* | Copier (lease and usage charges for digital copy machine) and printer cartridges |
| *Advertising & Printing* | Department brochures envelopes, letterhead, business cards |
| *Postage* | Program announcements/info., e.g. Holiday Program, Back to School Program, Campership Program, correspondence |
| *Office Equipment* | Modification of counter in waiting area |
| *Supplies* | Office supplies, meeting supplies |
| *Computer Software* | Client Track licensing fees (web-based client database) |
| *Education & Expenses* | Professional Development Seminars and Conference for counseling staff (6) |
| *Public Assist/Emergency Assist.* | Response to residents' need for emergency financial assistance |

**Budget Notes:** Two social work positions moved from 530 to 520 budget to better reflect nature of work and clients served.

## 520 Social Services

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 286,314.00 | 289,243.00 | 295,413.00 | 385,394.00 | 385,394.00 | 0.00 | 30.5% |
| (03) EH & OT | 9,880.00 | 10,374.00 | 10,374.00 | 10,633.00 | 10,633.00 | 0.00 | 2.5% |
| (15) Trans. Allowance | 550.00 | 550.00 | 550.00 | 550.00 | 550.00 | 0.00 | 0.0% |
| (18) Fees & Services | 12,000.00 | 12,500.00 | 12,500.00 | 12,500.00 | 12,500.00 | 0.00 | 0.0% |
| (26) Equip Maint/Oper | 2,000.00 | 2,936.00 | 2,936.00 | 2,500.00 | 2,500.00 | 0.00 | -14.9% |
| (33) Advert & Print | 1,200.00 | 1,100.00 | 1,100.00 | 1,100.00 | 1,100.00 | 0.00 | 0.0% |
| (34) Postage | 1,450.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 0.00 | 0.0% |
| (41) Supplies | 3,288.98 | 3,250.00 | 3,250.00 | 3,250.00 | 3,250.00 | 0.00 | 0.0% |
| (59) Education & Exp. | 3,380.00 | 3,380.00 | 3,380.00 | 3,380.00 | 3,380.00 | 0.00 | 0.0% |
| (62) Public Assistance | 10,091.76 | 10,000.00 | 10,000.00 | 10,000.00 | 10,000.00 | 0.00 | 0.0% |
| (CD) Office Equipment | 23,899.00 | 12,075.00 | 12,075.00 | 2,000.00 | 2,000.00 | 0.00 | -83.4% |
| (CF) Computers | 700.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| (CG) Software | 12,288.00 | 12,780.00 | 12,780.00 | 13,290.00 | 13,290.00 | 0.00 | 4.0% |
| **TOTAL (520) Social Services** | **367,041.74** | **359,688.00** | **365,858.00** | **446,097.00** | **446,097.00** | **0.00** | **21.9%** |

## 520 - SOCIAL SERVICES BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 0.33 | Director | n/a | | | 109,280 | 36,428 | 36,428 |
| 1.00 | Assistant Director | n/a | | | 80,552 | 80,552 | 80,552 |
| 1.00 | Administrative Assistant II | V-7 | | | 60,768 | 59,431 | 60,768 |
| 1.00 | Social Worker | n/a | $35.88 | 1,560 | 55,972 | 27,799 | 55,972 |
| 1.00 | Social Worker | n/a | $39.31 | | 71,547 | 55,578 | 71,547 |
| 1.00 | Human Services Program Specialist | n/a | $35.76 | 1,248 | 44,628 | | 44,628 |
| 1.00 | Family Program Coordinator | n/a | $35.93 | 988 | 35,499 | 35,499 | 35,499 |
| 6.33 | TOTAL SALARIES: | | | | | 295,287 | 385,394 |

### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Secretarial | n/a | $10.76 | 988 | 10,631 | 10,374 | 10,631 |
| | TOTAL EXTRA HELP: | | | | | 10,374 | 10,631 |

### 520 - SOCIAL SERVICES

| Account | Description |
|---|---|
| *Salaries* | Staff realignment (positions moved from 530 to 520 to more accurately reflect nature of work and clients served) |
| *Transportation* | Travel expense for professional meetings, casework ($550) |
| *Fees & Services* | Homes With Hope Inc. ($12,500) |
| *Equipment Maintenance* | Copier (lease & usage charges for digital copy machine) and Printer Cartridges |
| *Advertising & Printing* | Department brochures, envelopes, letterhead, business cards |
| *Postage* | Program announcements/information, e.g. Holiday Program, Back to School Program, Campership Program, General correspondence |
| *Office Equipment* | Modification of counter in waiting area |
| *Supplies* | Office Supplies, Meeting Supplies |
| *Computer Software* | Client Track licensing fees (web-based client database) |
| *Education & Expenses* | Professional Development Seminars and Conferences for counseling staff (6) |
| *Public Assistance/Emergency Assist.* | Response to need for emergency assistance |

**DEPARTMENT: HUMAN SERVICES**
**Budget Division: Senior Services**

**Division Overview:** Senior Services operates the Center for Senior Activities and the Senior Nutrition Program including congregate and home delivered meals; publishes Perspective, a twice yearly newsletter, and a Directory of Resources for Older Adults. Casework services for seniors including short term counseling and protective services; tax relief and renter's relief programs; energy assistance, Information & Referral (e.g. alternative housing resources, transportation, Medicare Part D, Social Security, SNAP, legal services, adult daycare), and assistance in applying for benefits with local, state, & federal programs for which older residents may qualify are now provided under the Social Services (520) budget division.

The Westport Center for Senior Activities offers recreational, cultural, social and educational programs averaging 26 programs per day; 2,268 persons ages 60-93 are registered in database; weekly Constant Contact messages sent to 1,192 persons. The Friends of the CSA offers additional monthly cultural programs on Sun afternoons. The Senior Nutrition program served café meals: FY14-15: 9,418 and HDM FY14-15: 11,891. The CSA is designated as the Town's official warming/cooling/1st responder's center and/or shelter in weather emergencies. Operation of the CSA requires management of 115 volunteers and 47 paid instructors; management of facility usage, operation and maintenance; intergenerational programs with Westport Public Schools (Community Service Corps, interns from Staples High School, volunteers from middle and high-school throughout the year, community service hours through court system, National Charity League and S.L.O.B.S.). There continues to be great coordination and collaboration with the Westport Art Center, Westport Historical Society, Westport Country Playhouse, Westport Community Theater, Westport Public Library and the Music Theater of CT which facilitates the offering of diverse programs at either no fee or a nominal rate.

**Description of Accounts for FY14-15:**

| | |
|---|---|
| *Salaries* | Staff realignment (positions moved from 530 to 520 budget to better reflect nature of work and clients served) |
| *Extra Help* | Extended hours of operation effective January 2015 |
| *Transportation* | Travel expense for professional meetings, casework. |
| *Fees & Services* | Instructor Fees ($12,500) - covers cost for classes offered @no charge; Scholarship ($4,500) – program fees for income eligible participants; Fitness Equipment Annual Maintenance ($2,500), CSA Copier ($2,371), Cablevision ($2,087); Kitchen Maintenance ($2,000); Senior Express ($250) - annual maintenance HDM software program |
| *Facilities Maintenance* | CSA annual maintenance expense per Public Works |
| *Advertising & Printing* | Perspective layout & printing ($1720); Westport Warm Up ($2777); Dept. brochures, letterhead, etc. ($1700) |
| *Postage* | Adm. ($980), Bulk Permit ($200), Warm Up Fund mailing ($1500) |
| *Supplies* | Adm. Supplies - Includes CSA Printer Cartridges (500) |
| *Other Materials & Supplies* | CSA Program/Event Supplies |
| *Education & Expenses* | Professional Membership & Staff Development, Conference Fees |
| *Public Assistance/Winter Fuel* | Emergency assistance to residents for fuel expenses (reduction based on cost of oil) |

**Budget Notes:** Perspective will no longer be mailed but will be available online with limited hard copies available at the CSA and Town Hall.

## 530 Senior Services

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 365,593.00 | 391,210.00 | 395,406.00 | 318,172.00 | 318,172.00 | 0.00 | -19.5% |
| (03) EH & OT | 26,640.00 | 22,940.00 | 22,940.00 | 22,940.00 | 22,940.00 | 0.00 | 0.0% |
| (15) Trans. Allowance | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 0.00 | 0.0% |
| (18) Fees & Services | 24,913.00 | 26,208.00 | 26,208.00 | 26,208.00 | 26,208.00 | 0.00 | 0.0% |
| (30) Facility Maint. | 5,000.00 | 5,000.00 | 5,000.00 | 5,000.00 | 5,000.00 | 0.00 | 0.0% |
| (33) Advert & Print | 6,300.00 | 6,590.00 | 6,590.00 | 6,200.00 | 6,200.00 | 0.00 | -5.9% |
| (34) Postage | 3,500.00 | 3,280.00 | 3,280.00 | 3,780.00 | 3,780.00 | 0.00 | 15.2% |
| (41) Supplies | 3,130.00 | 3,130.00 | 3,130.00 | 3,130.00 | 3,130.00 | 0.00 | 0.0% |
| (49) Other Material/Supp | 12,207.30 | 13,836.00 | 13,836.00 | 13,000.00 | 13,000.00 | 0.00 | -6.0% |
| (59) Education & Exp. | 800.00 | 800.00 | 800.00 | 1,300.00 | 1,300.00 | 0.00 | 62.5% |
| (62) Public Assistance | 15,000.00 | 15,000.00 | 15,000.00 | 12,000.00 | 12,000.00 | 0.00 | -20.0% |
| (CF) Computers | 0.00 | 0.00 | 0.00 | 1,000.00 | 1,000.00 | 0.00 | 0.0% |
| **TOTAL 530 Senior Services** | **464,083.30** | **488,994.00** | **493,190.00** | **413,730.00** | **413,730.00** | **0.00** | **-16.1%** |

## 530 - SENIOR SERVICES BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 0.33 | Director | n/a | | | 109,280 | 35,427 | 36,427 |
| 1.00 | CSA Director | n/a | | | 86,116 | 86,116 | 86,116 |
| 1.00 | Administrative Assistant I | IV-7 | | | 55,496 | 54,274 | 55,496 |
| 1.00 | Clerical Assistant | III-7 | | | 50,681 | 47,205 | 50,681 |
| 1.00 | CSA Program Manager | n/a | | | 56,653 | 56,653 | 56,653 |
| 1.00 | Nutrition Program Coordinator | n/a | | | 32,800 | 32,800 | 32,800 |
| 1.00 | Senior Program Coordinator (P.T. | n/a | $32.01 | | | 46,607 | 0 |
| 1.00 | Human Services Program Special | n/a | $34.89 | | | 36,983 | 0 |
| 7.33 | TOTAL SALARIES: | | | | | 396,065 | 318,173 |

### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Chef | | | | 6,000 | 6,000 | 6,000 |
| | Temp HDM Staff Weekends at WCSA | | | | 8,000 | 8,000 | 8,000 |
| | Extended hours at WCSA | | | | 7,500 | 7,500 | 7,500 |
| | Custodial | n/a | $30.00 | 48 | 1,440 | 1,440 | 1,440 |
| | TOTAL EXTRA HELP: | | | | | 22,940 | 22,940 |

### 530 - SENIOR SERVICES

| Account | Description |
|---|---|
| *Salaries* | Staff realignment (positions moved from 530 to 520 budget to better reflect nature of work and clients served) |
| *Extra Help* | Extended hours of operation effective Jan 2015 |
| *Transportation* | Travel expense for professional meetings, casework. |
| *Fees & Services* | Instructor Fees ($12,500) - covers cost for classes offered @no charge<br>Scholarship ($4,500) – program fees for income eligible participants<br>Fitness Equipment Annual Maintenance ($2,500), CSA Copier ($2,371), Cablevision ($2,087);<br>Kitchen Maintenance ($2,000);Senior Express ($250) - annual maintenance & support for HDM software program |
| *Facilities Maintenance* | CSA annual maintenance expense per Public Works |
| *Advertising & Printing* | Perspective-2 issues layout & printing ($1720 ); Westport Warm Up ($2777); Dept. brochures, letterhead, etc. $1700) |
| *Postage* | Adm. ($1200), Bulk Permit ($220), Warm Up Fund mailing ($1500) |
| *Supplies* | Adm. Supplies - Includes CSA Printer Cartridges ($500) |
| *Other Materials & Supplies* | CSA Program/Event Supplies |
| *Education & Expenses* | Professional Membership & Staff Development, Conference Fees |
| *Public Assistance/Winter Fuel* | Emergency assistance to residents for fuel expenses (reduction based on cost of oil) |

# WESTPORT PUBLIC SCHOOLS
## BOARD OF EDUCATION FY 2016-17 - PROPOSED BUDGET

### Line Item Budget

| 2011-2012 Year-End Expense | 2012-2013 Year-End Expense | 2013-2014 Year-End Expense | 2014-2015 Year-End Expense | 2015-2016 BUDGET | 2015-2016 Projected Expense | DESCRIPTIONS | FY 2016-17 CURRENT SERVICES | FY 2016-17 ENROLL-MENT | FY 2016-17 CHANGE TO PROGRAM | FY 2016-17 2016-2017 PROPOSED BUDGET | *DIFF PROPOSED 15-16 BUD* | *% CHG 16/17 TO 15-16 BUD* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 64,948,565 | 67,002,468 | 69,136,549 | 70,405,741 | 72,851,178 | 72,459,360 | 100 TOTAL SALARIES | 74,558,556 | (304,800) | 256,825 | 74,510,581 | 1,659,403 | 2.28% |
| 15,217,392 | 15,448,872 | 16,179,263 | 17,416,145 | 17,344,015 | 17,341,708 | 200 TOTAL BENEFITS | 16,655,488 | (79,768) | 96,643 | 16,672,364 | (671,651) | -3.87% |
| 1,143,377 | 1,357,734 | 1,211,652 | 1,323,034 | 1,521,156 | 1,528,358 | 300 TOTAL PURCHASED SVCS | 1,624,715 | - | - | 1,624,715 | 103,559 | 6.81% |
| 5,376,787 | 5,212,229 | 5,652,646 | 7,241,403 | 6,124,598 | 6,137,610 | 400 TOTAL PROPERTY SVCS | 7,049,924 | - | - | 7,049,924 | 925,326 | 15.11% |
| 7,487,583 | 7,276,634 | 7,631,981 | 7,965,351 | 8,625,943 | 8,513,513 | 500 TOTAL OTHER PURCH SVCS | 8,738,065 | - | - | 8,738,065 | 112,122 | 1.30% |
| 2,323,318 | 2,247,319 | 2,607,706 | 2,805,907 | 2,720,464 | 2,720,464 | 600 TOTAL SUPPLIES, ETC. | 2,790,086 | - | 45,833 | 2,835,919 | 115,455 | 4.24% |
| 1,131,743 | 1,217,753 | 1,278,916 | 1,317,782 | 1,474,575 | 1,760,351 | 700 TOTAL EQUIPMENT | 1,394,085 | - | 97,046 | 1,491,131 | 16,556 | 1.12% |
| 466,354 | 463,544 | 478,899 | 503,857 | 509,828 | 509,828 | 800 TOTAL OTHER | 532,351 | - | - | 532,351 | 22,523 | 4.42% |
| $ 98,095,120 | $ 100,226,554 | $ 104,177,616 | $ 108,979,221 | $ 111,171,756 | $ 110,971,191 | TOTAL | $ 113,343,268 | $ (384,568) | $ 496,347 | $ 113,455,048 | $ 2,283,292 | 2.05% |
| | | | | | | DOLLAR DIFFERENCE | $ 2,171,512 | $ (384,568) | $ 496,347 | $ 2,283,292 | | |
| | | | | | | PERCENT CHANGE | 1.95% | -0.35% | 0.45% | 2.05% | | |

# WESTPORT PUBLIC SCHOOLS
## PRIVATE SCHOOL BUDGET

| Object Code | Description | 2010-2011 Year-End Expenditures | 2011-2012 Year-End Expenditures | 2012-2013 Year-End Expenditures | 2013-2014 Year-End Expenditures | 2014-2015 Year-End Expenditures | 2015-2016 ADOPTED BUDGET | 2016-2017 PROPOSED BUDGET |
|---|---|---|---|---|---|---|---|---|
| 109 | Special Ed Teacher | 45,412 | 46,798 | 49,160 | 52,066 | 53,003 | 54,063 | 54,874 |
| 126 | Nurses | 41,425 | 41,843 | 42,784 | 43,977 | 45,170 | 46,525 | 47,921 |
| 155 | Non-Certified Subs | - | - | 945 | 945 | - | 950 | 950 |
| 210 | Health Insurance | 13,500 | 13,770 | 14,045 | 14,045 | 12,503 | 14,628 | 14,628 |
| 220 | FICA/Med | 2,796 | 3,709 | 3,872 | 3,872 | 4,132 | 4,343 | 4,462 |
| 510 | Pupil Transportation | 158,008 | 164,400 | 169,804 | 169,804 | 178,400 | 196,241 | 213,903 |
| 517 | Pupil Transp - Fuel, Buses | 15,888 | 17,486 | 27,137 | 27,137 | 28,540 | 25,665 | 25,665 |
| | | | | | | | | |
| | **TOTAL** | $ 277,029 | $ 288,006 | $ 307,747 | $ 311,846 | $ 321,748 | $ 342,415 | $ 362,401 |

# WESTPORT PUBLIC SCHOOLS
## 2016-2017 REVENUE OFFSET BUDGETS

| | | # Students | Project Return & Special Ed | # Students | Pre-School | Total Revenue Offset Budgets |
|---|---|---|---|---|---|---|
| **PROJECTED REVENUE** | | | **$ -** | | **$ 157,878** | **$ 157,878** |
| | | | | | | |
| Tuition Type | Est. Tuition | | | | | |
| **Project Return/Special Ed** | | | | | | |
| Partial Self Contained | | - | $ - | | | $ - |
| | | | | | | |
| | | | | | | |
| **PRE-SCHOOL** | | | | | | |
| 5 days per week | $ 6,370 | | | 7 | $ 44,590 | 44,590 |
| Extended Day | $ 10,070 | | | 10 | $ 100,700 | 100,700 |
| Employee Extended Day | $ 2,518 | | | 5 | $ 12,588 | 12,588 |
| | | | | | | |
| | | | | | | |
| **APPROPRIATION REQUESTED** | | **0** | **$ -** | **22** | **$ 157,878** | **$ 157,878** |
| | | | | | | |
| **BUDGETED EXPENDITURES** | | | | | | |
| | | | | | | |
| **STAFF** | | | | | | |
| Paraprofessionals | | | | 2.0 | $ 54,000 | 54,000 |
| | | | | | | |
| **BENEFITS** | | | | | | |
| Health | | | | | $ 36,000 | 36,000 |
| Social Security/Medicare | | | | | $ 4,131 | 4,131 |
| | | | | | | |
| **CONTRACTED SERVICES** | | | | | | |
| (OT/PT, Consultations, Evals, Other) | | | | | $ 63,747 | 63,747 |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| **PROJECTED EXPENDITURES** | | **0** | **$ -** | **2.0** | **$ 157,878** | **$ 157,878** |
| | | | | | | |
| **Revenue generated but no appropriation requested for:** | | | | | | |
| Non Resident Tuition | | $ 15,000 | | | | |
| Employee Tuition | | $ 100,000 | | | | |
| | | $ 115,000 | | | | |
| | | | | | | |

## 650 Board of Education

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (61) Board of Education | 107,688,595.00 | 111,171,756.00 | 111,171,756.00 | 112,607,887.00 | 112,607,887.00 | 0.00 | 1.3% |
| (63) Program Expenses | 162,384.77 | 153,298.00 | 153,298.00 | 157,878.00 | 157,878.00 | 0.00 | 3.0% |
| (CH) Equipment-Other | 350,666.60 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| **TOTAL (650) Board of Education** | **108,201,646.37** | **111,325,054.00** | **111,325,054.00** | **112,765,765.00** | **112,765,765.00** | **0.00** | **1.3%** |

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **651 BOE Rentals/Reimbursements** | | | | | | | |
| (63) Program Expenses | 148,565.23 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| **TOTAL (651) BOE Rentals/Reimbursements** | **148,565.23** | **0.00** | **0.00** | **0.00** | **0.00** | **0.00** | **0.0%** |

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **652 Aid to Pvt & Parochial Schools** | | | | | | | |
| (63) Program Expenses | 321,747.00 | 342,415.00 | 342,415.00 | 362,401.00 | 362,401.00 | 0.00 | 5.8% |
| **TOTAL (652) Aid to Pvt & Parochial Schools** | **321,747.00** | **342,415.00** | **342,415.00** | **362,401.00** | **362,401.00** | **0.00** | **5.8%** |

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **654 Debt Service-Long Term** | | | | | | | |
| (56) Principal | 8,941,940.00 | 9,221,940.00 | 9,221,940.00 | 9,131,940.00 | 9,131,940.00 | 0.00 | -1.0% |
| (57) Interest | 3,056,462.26 | 2,692,665.00 | 2,692,665.00 | 2,272,864.00 | 2,272,864.00 | 0.00 | -15.6% |
| **TOTAL (654) Debt Service-Long** | **11,998,402.26** | **11,914,605.00** | **11,914,605.00** | **11,404,804.00** | **11,404,804.00** | **0.00** | **-4.3%** |

## 654 - BOE DEBT SERVICE (LONG TERM) BUDGET 2016-2017

| Long Term Financing | Principal | Interest |
|---|---|---|
| Debt Service Payments Due on Outstanding Issues | 9,131,940 | 2,293,924 |
| **TOTAL BONDS:** | **9,131,940** | **2,293,924** |

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **750 Library Board** | | | | | | | |
| (60) PaymentsToAgency/Or | 4,448,497.00 | 4,556,340.00 | 4,556,340.00 | 4,617,851.00 | 4,617,851.00 | 0.00 | 1.4% |
| **TOTAL (750) Library Board** | **4,448,497.00** | **4,556,340.00** | **4,556,340.00** | **4,617,851.00** | **4,617,851.00** | **0.00** | **1.4%** |

# THE WESTPORT LIBRARY

## OPERATING BUDGET REQUEST FOR 2016-2017

*"Libraries in the United States are undergoing a transformation from institutions focused on collections, standards and efficiency, to institutions of change centered on the local community, and the expertise, and aspirations of the community. This transformation is happening across all library types and has been accelerated by the economic downturn of recent years. However, this local focus on community over collection, where the community actually is the collection, is part of a larger shift back to the fundamentals of focused learning and a new understanding of learning as active and participatory. Times of great change or great needs are why libraries are needed. Libraries fight ignorance with knowledge, alienation with inclusion, and censorship with access."* **R. David Lankes** *(Professor and Dean's Scholar for the New Librarianship at Syracuse University's School of Information Studies)*

► The Library's proposed budget for FY 2017 totals $5,830,841. Of this amount, the Library is requesting an appropriation from the Town of Westport of $4,617,851. This is an increase of 1.35%, or $66,511, over the current year's Town appropriation.

► The Library will raise the remaining $1,212,990 from its fundraising efforts, fees and charges, café, daily book and retail sales, and State and other sources. This is an increase of 5.2%.

► Wages and benefits are up 1.48%, or $62,552, over the current year appropriation. This has been offset by cost reductions in other areas.

We are dedicated to strengthening our commitment to serve the community and enhance learning within the confines of our space for the upcoming fiscal year. During this period, the Library will focus on keeping our commitment to meeting current user needs and keeping our staff trained and prepared for the future.

These and other changes are detailed on page 4 of this narrative.

## THE LIBRARY LANDSCAPE

*"Predicting what libraries will be like in a century is difficult in part because it inevitably devolves into speculation about what people will be like in a century. The real task of libraries, now or later, is to help us forge our own futures. There is no single future for*

*libraries. They are adaptive institutions, powerful precisely because they are never tied to a single trajectory."* **Jacob Brogan** *(technology and culture writer for Slate)*

Public libraries continue to witness, and be a part of, a revolutionary transition from 20th century learning to 21st century learning. The public library has become the de facto daily learning center for the out-of-school population and for an increasingly wide range of students. In this era of transition, the Westport Library has evolved into a multi-dimensional center for participatory learning, while still offering traditional services and programs. With generous help from the Town, donors and sponsors, the Library has become a hub where residents discover and learn together. The Library has evolved from a place where things are stored and organized for a community, to one that facilitates the sharing of expertise and ideas.

The Library is the community's most actively used resource. Each day an average of 1,200 people come into the Library, and each has his or her own reason for coming in. The reasons vary greatly, and are constantly changing. The Library has always been committed to empowering the individual and strengthening the community through dynamic interaction and the lively exchange of ideas. It has become a leader in participatory learning in public libraries, and has positioned Westport as a forward-thinking community. The Library can serve as a main catalyst for supporting innovation and entrepreneurship in Westport.

The Library is an anchor that stabilizes Westport's vibrant center and attracts people to downtown businesses. Now that the YMCA has left downtown, the Library is the leading attraction that brings people into the downtown area seven days a week, morning, afternoon, and night. The Library provides a wide range of resources to the community: world class speakers, movies, exhibits, meeting spaces, quiet study areas, a variety of collections in digital and/or hard copy formats, a café, and services for people of all ages, as an extension of its role as a community and cultural center. On any given day, a broad range of community residents, from toddlers to school-age students and senior citizens, fill the Library. They come to study or conduct research, for enjoyment or for entrepreneurial support. (See a list of community organizations that use the Library on Attachment A on the last page.)

This year, 7,663 U.S. public libraries —more than ever before—were scored on the *Library Journal* Index of Public Library Service. The *LJ* Index is a measurement tool that compares U.S. public libraries with their spending peers based on four per capita output measures: circulation, library visits, program attendance, and public Internet computer use. Scores on the *LJ* Index are produced by measuring the relationships between each library's statistics and the averages for its expenditure category. Of the 7,663 libraries scored this year, 261 libraries, only 3.4%, were awarded ratings between three to five stars. Only 85 libraries (1.1%) were awarded five stars. For the second time, The Westport Library was ranked at the Five Star level among the peers in its group. The Greenwich Library, which is in the same peer group, and the Darien Library, which is in a different peer group, also achieved this ranking.

## STRATEGIES FOR SUCCESS

*"To succeed with change and innovation, an organization doesn't have to be brighter or better funded, just more resourceful and innovative – and more persistent about pushing forward and adapting to changes in the market. The key is to always be in motion. It's not difficult to stay ahead of the curve when you are constantly moving with it and taking deliberate steps to look around the next turn. Succeeding isn't about taking fewer risks, rather it is about taking more risks, albeit smarter ones."* **– Scott Steinberg** *(best-selling author, speaker and expert on leadership and innovation)*

Expanding access to education, learning opportunities and social connections for all is one of the great challenges of our time. We are in the midst of a rapid transition to a new economy in which knowledge and creativity drive productivity and economic growth, and in which information, technology and learning are central to economic performance and prosperity. Vibrant libraries are essential to meeting this challenge. The Library's mission statement embraces this new imperative.

> ***"To empower individuals and strengthen the community, providing a welcoming destination that stimulates curiosity, encourages lifelong learning and promotes the open and lively exchange of information and ideas."***

The Library's goal is to continue to align our services in support of community goals. This will require a level of flexibility and adaptability to change as community needs change. It will also require collaboration with policy makers and community partners as we redefine the role of the Library as an institution that inspires learning, drives development and creates opportunities.

As we continue to shift from a repository for materials to a platform for learning and participation, it is vital that we provide access to content in all formats. We are currently working to overcome two major challenges to doing so: being able to purchase and share e-books and other digital content on the same basis as physical versions; and having high capacity, easily scalable broadband technologies that deliver and help create new content.

Managing this transition while securing a sustainable funding base for the future means we need to identify reliable revenue sources for both daily operations and long-term planning and investment. The Library has to continue to maintain a public library of which the people of Westport can be proud and which can sustain heavy usage. It also requires that we maintain our aging 48,000-square foot facility in a way that provides the public the safety and security it needs and expects. The existing building limits the operational efficiencies the Library can achieve and our ability to provide 21st century support. Over the remainder of the current fiscal year and into next year the Library will continue to pursue the objective of creating a more efficient and flexible facility by planning for the Library's future and, when ready, pursuing the necessary Town regulatory approvals in order to proceed with the renovation and transformation of the Library's physical space.

In addition to the Library's more traditional programming around books and authors, new programming efforts will be focused on youth, the new job market, coding, and entrepreneurship, making things, collaborating with others, exploring, using new technology and developing experiences that foster interaction between generations so we can learn from one another. We will continue to offer paid and volunteer internships to teens and adults interested in providing hands-on support for these activities.

## FY 2016-2017 BUDGET REQUEST

For FY 2016-2017 the Library is requesting a total of $4,617,851 from the Town. This represents an increase of 1.35%, or $61,511. At the same time the Library is increasing the revenue derived from its own fundraising and development activities. Revenues from such efforts have been increasing each year.

### Revenues

Income from Library fees and charges are projected to decline by 3.9%, or $4,600. State funding has been decreasing for several years due to State budget woes and we anticipate that a State grant that we have been receiving will be eliminated. Income from late fees has been dropping because borrowers now receive e-mail reminder notices as to what they have borrowed and when the item must be returned. In addition, downloadable books and movies don't have to be returned. They simply expire and disappear.

The Library leadership and Board work hard to minimize the impact on the Town through aggressive fund raising activities. As a result of these successful fund raising activities for FY 2017 income from all non-Town revenues (including Development fundraising activities, fees & charges, State funds, café, retail store, book sale events and daily book sales) is projected to increase 5.2% or $59,970. More interestingly, although less significant in dollar terms, income from the café, retail store and daily book store sales is up 216% over the last five years. These services have added another reason to come to the Library.

### Expenditures

Salary and benefit increases are two of the main drivers of the requested increase. The overall increase for personnel and benefits is 1.48%, or $62,552 due to an average wage increase for staff of 2.8% driven by union contract terms and a projected 10% increase in health insurance offset by cost reductions in other areas. The Library includes the cost of health benefits for retirees in its operating budget.

The cost of renting space to store books donated for our various book sale fundraisers is another factor in the requested increase. At the end of July 2015, the Library removed all materials out of Baron's South where, thanks to the generosity of the Town there

was no cost to the Library, and began leasing space at a rate that, even though it is well below market, is much more than no cost at all. The Library absorbed this new $15,000 cost in the current year but it is included in our request for FY 2017. This new lease expires at the end of July 2016, although the lease can be terminated at any time by the landlord, for any reason, with sixty days' notice. Based on our recent search for space and a review of market rates, if our lease is terminated or not renewed we can expect to pay higher rates. If this should happen in the Library will ask for a supplemental appropriation to cover the increased costs.

While most residents and community organizations use the Library, many do not recognize all the services that the Library offers. To address this issue the Library is planning a special marketing campaign to reach out to the community and promote the Library as a place for learning anything you are passionate about. The Library will be more active in community events and partner with other community organizations. We have allocated $15,250 for community outreach.

In the coming year we are upgrading and renewing the Library's materials collection. This will include replacing worn out books in the children's collection and purchasing more non-traditional materials for the adult collection.

Other miscellaneous costs totaling $28,250 include legal, auditing and professional services and maintenance costs for hardware and software upgrades to the Library's management software (ILS). Heating costs are also increasing due to our older, less efficient boilers.

These expenditures are offset by reductions in the cost of janitorial services by $17,000 as a result of seeking bids for this service, $2,873 in savings in workers compensation, $1,100 in electric usage, and increased revenue to be raised by the Library.

Following earlier initiatives, we have continued our efforts to operate the Library at the lowest possible cost by emphasizing efficiencies in staffing, investments in technology, and by outsourcing. The number of full time equivalent positions (FTE's) is remaining the same (52.7). Over the past year, two retirements and other staff turnover have provided us with an opportunity to review our organizational structure to assure alignment with the Library's Strategic Plan and to seek efficiencies and better ways to provide services. As part of this process, one retiree position was left vacant and, where needed, part-time positions were created. As a result, savings will be realized in both the salary and health benefits account.

As we realign the organization, staff hired must have the skills needed to provide services to support 21st-century learning. We believe doing so will have positive long-term financial benefits as it will enable the Library to operate more efficiently over time. Staffing will continue to fluctuate as the dynamics and needs of the Library change. But it is clear that the Library has carefully managed staffing such that the overall headcount has dropped by about a half a person over the past six years.

The Federal Institute of Museum and Library Science funding for the part-time staff in the Maker Space ended at the end of October 2015. However, the funding provided by the Town to continue the activities in the past two years' budgets has been maintained within our operating budget for next year. This will be used for two part-time staff who will provide support to patrons and assist with the implementation of programs that will be developed and offered to the public. This demonstrates our commitment to continuing programs and services implemented with the IMLS grant.

Based on all of the above and other minor changes, the Library's proposed operating budget totals $5,830,841, which represents an overall increase of 2.1%. Our appropriation request from the Town is $4,617,851, an increase of $61,511, or 1.3.5%

For comparative purposes, we note that the following expenses, totaling $1,342,329 are included in the Library's proposed budget but are not included in most other Town department budgets:

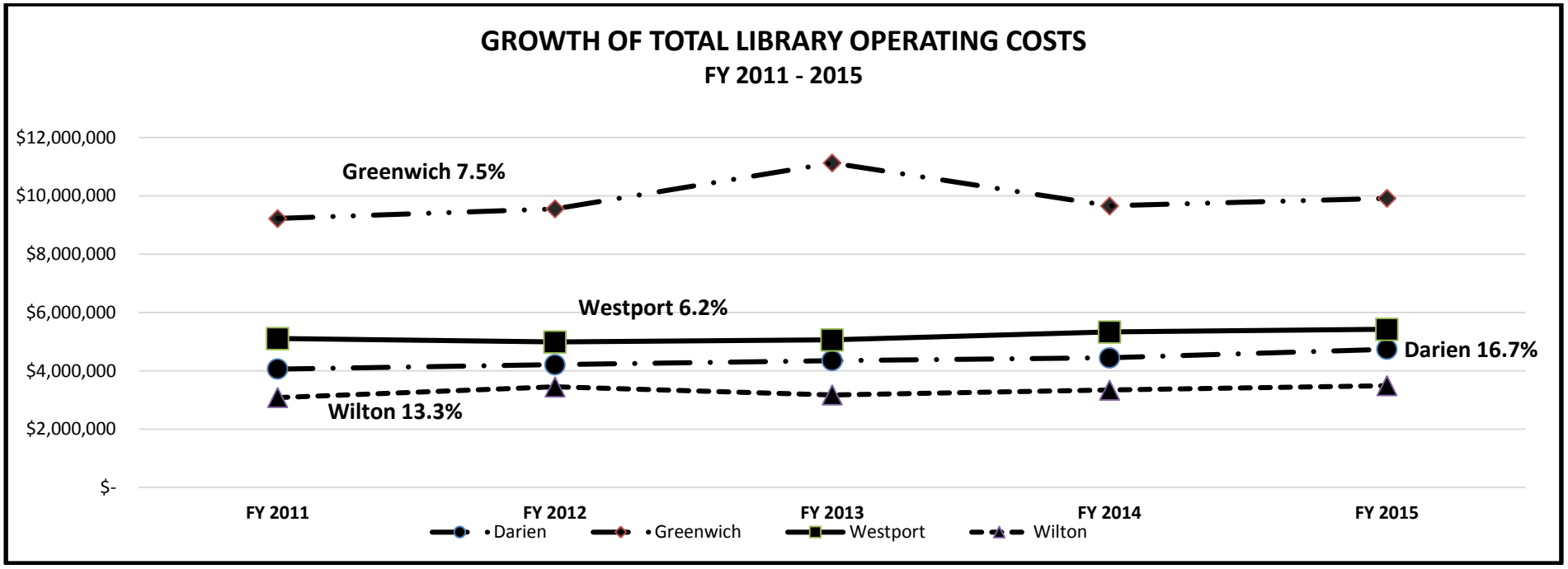
| | |
|---|---|
| Medical Insurance & Other Benefits for Current Employees & Retirees | $ 888,161 |
| Annual Debt Service for Roof Repairs | $ 27,526 |
| Utilities, Building Maintenance and Leasing & Repair Costs | $ 348,535 |
| Property, Liability and Director's & Officer's Liability Insurances | $ 78,107 |
| Total | $ 1,342,329 |

**This represents 23% of the Library's total operating expenditures.**

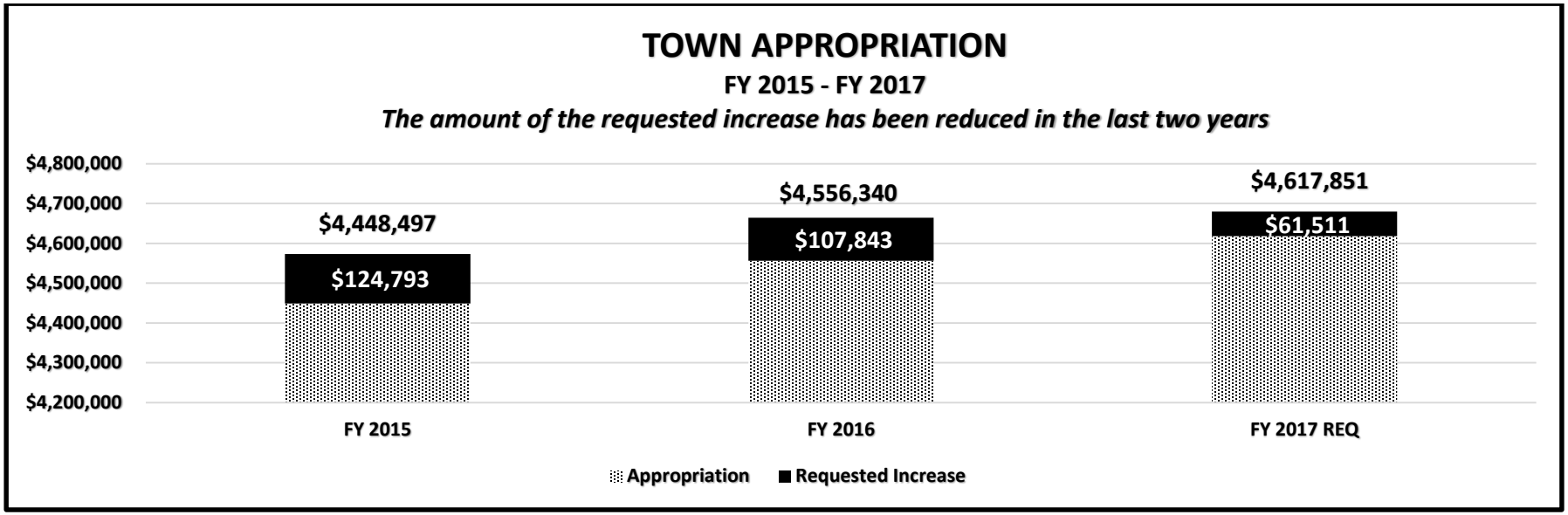
The Library has never believed in "business as usual". The Westport Library is used extensively by Town residents and the business community as well as the surrounding region. It is open to the public seven days per week 69 hours per week, 52 weeks per year. We have created self-directed work teams, outsourced custodial services, and we continually cross-train staff in departments other than their own to ensure maximum flexibility. We are part of the town's VOIP phone system. Internet access is provided free via the Connecticut Education Network. State funds are used for online databases. We purchase electricity and natural gas through a competitive bid process in conjunction with the Town and the Connecticut Conference of Municipalities. We operate a café within the Library that has its own ambiance while sourcing product offerings from local merchants. Our retail store has continually increased revenues indicating that it is recognized as a place to find unusual and special items.

The Library staff and Trustees are committed to offering the best Library services possible to our community of passionate Library users. We recognize the importance of using both public and private funds effectively and efficiently so that the Library contributes real value to the community. Our intent is to bring the greatest efficiency to our operation through innovative ways of doing work, while maintaining our justly-earned reputation for excellence.

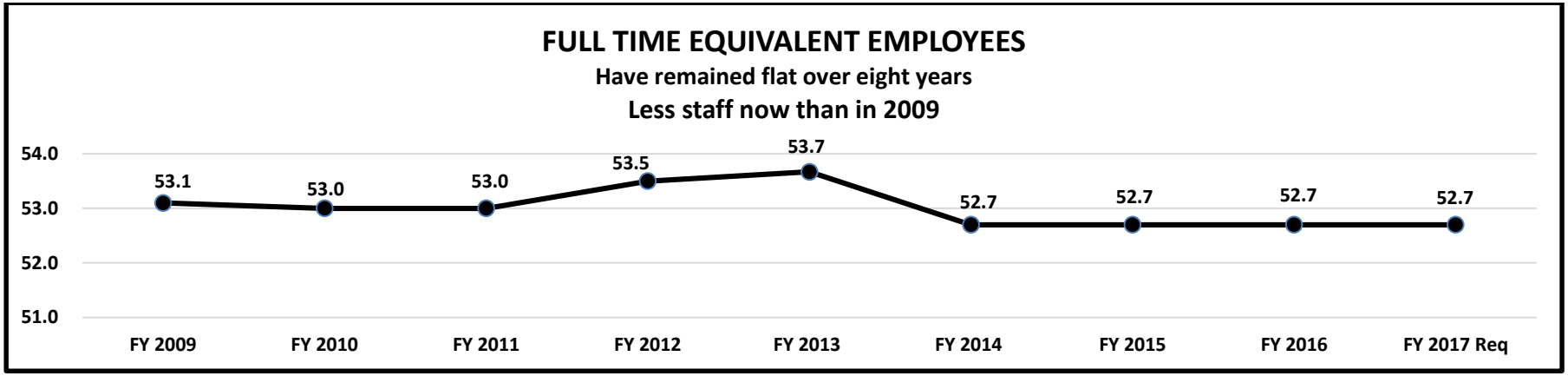
## METRICS



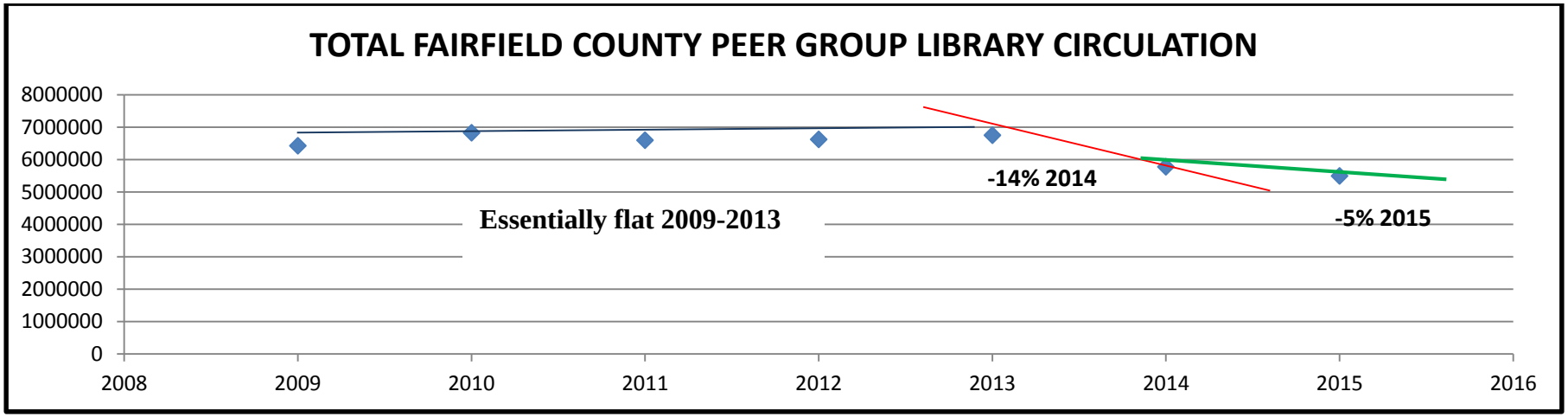

***When compared to our peer libraries in Fairfield County, the Westport Library has had the lowest increase in total operating costs over the past four years, at just over 6%.***



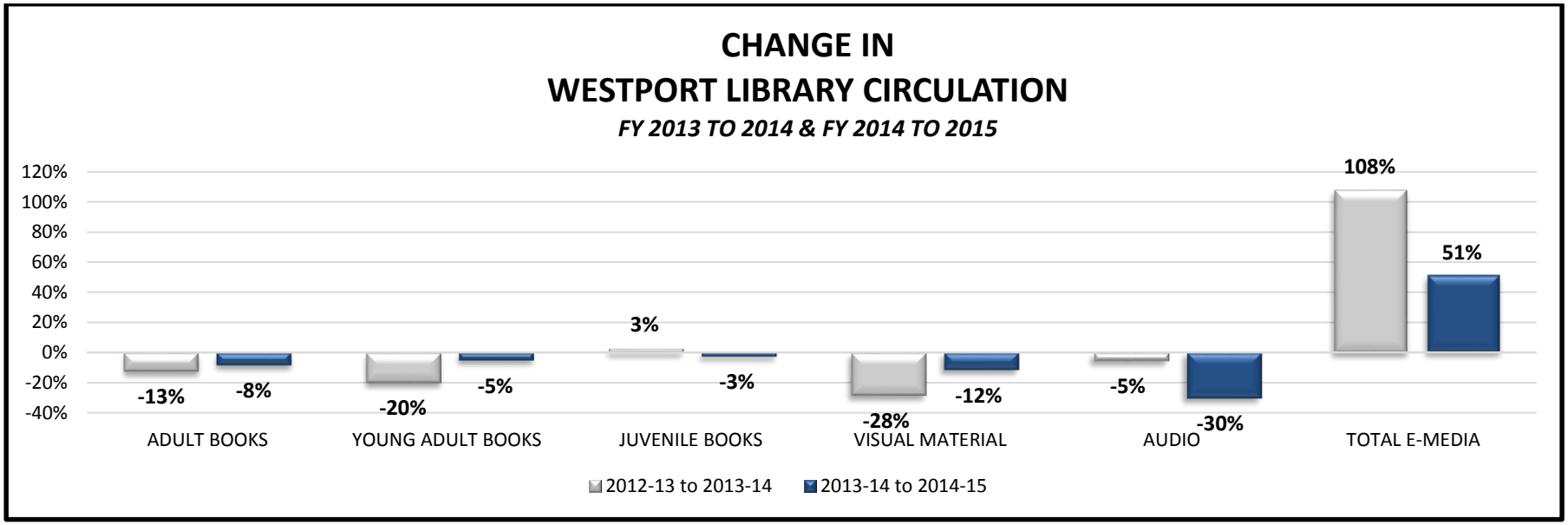

***If the amount requested for FY 2017 is approved, Town funding for the Library will increase 1.35%, but the Town's dollar amount will decrease for second year in a row. During an extended period of financial pressure, the Library has made a significant effort to maintain and increase the services it provides to the community without substantially increasing its requirements for municipal funding.***



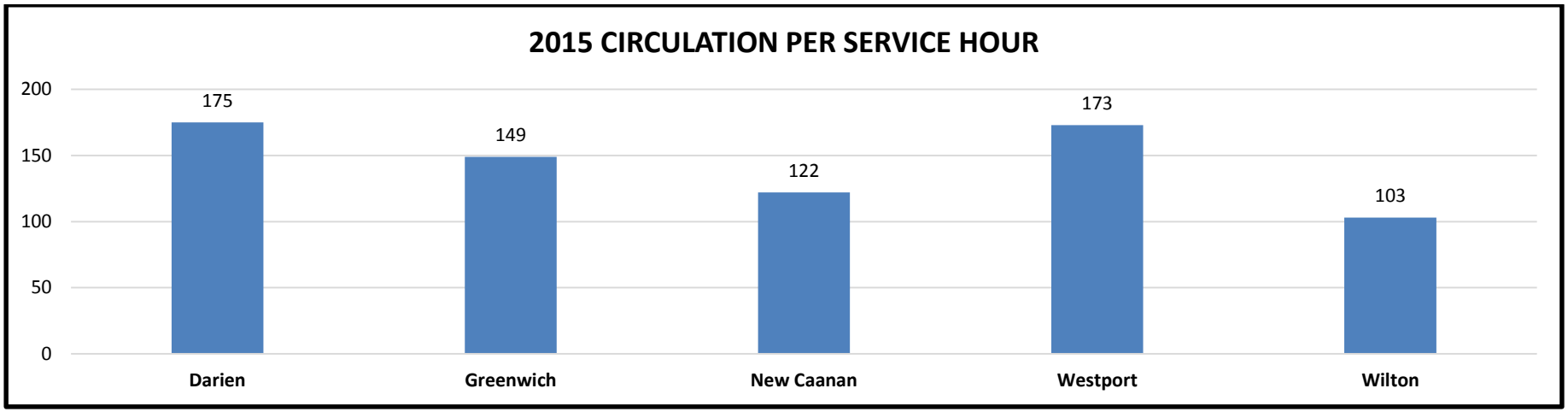

***The size of the Library's workforce, in terms of full-time equivalents (FTE's), has remained essentially unchanged over the past eight years. No change in FTE's is requested for the coming fiscal year.***



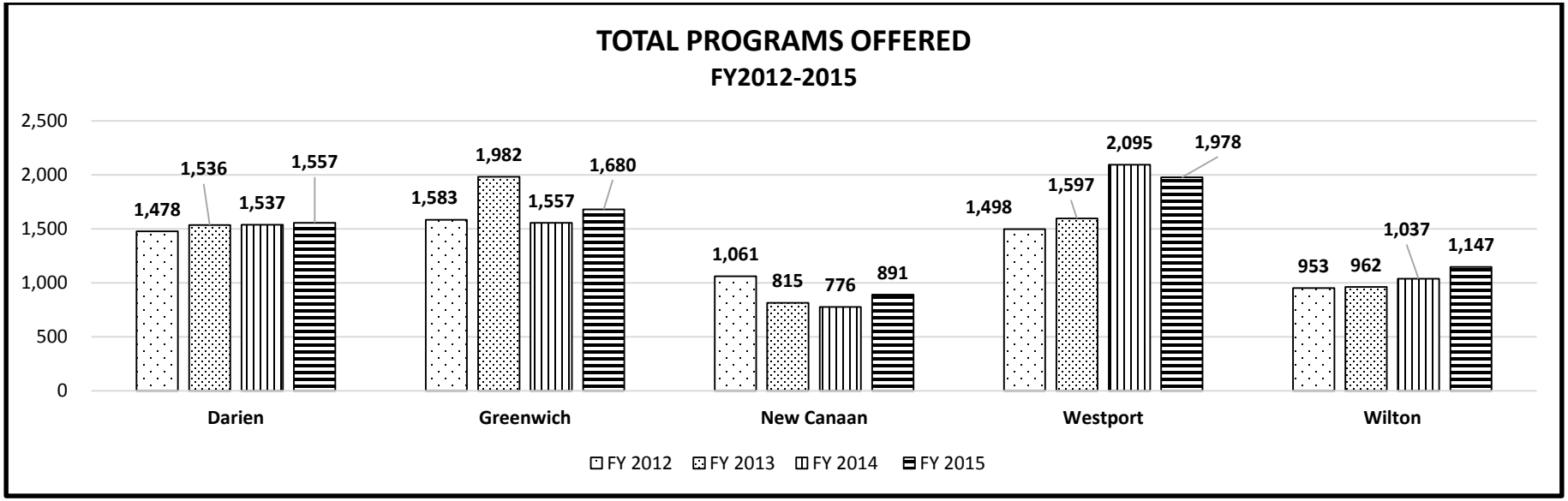

***Circulation within our library's peer group had been flat for several years, then dropped 14% two years ago, followed by a smaller 5% drop last year. While circulation has declined, the drop is leveling off.***



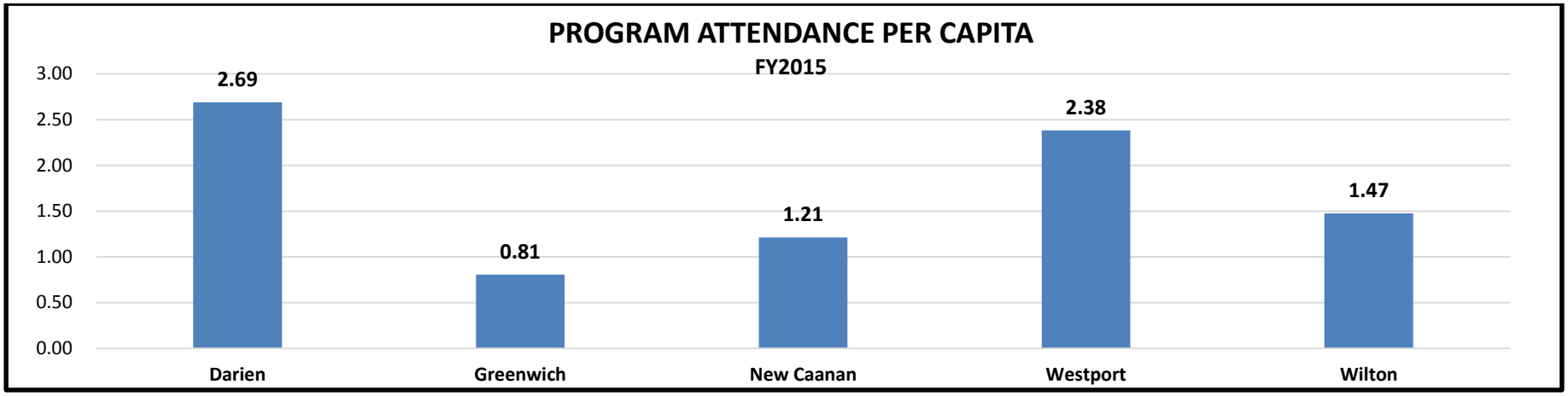

***Audio/Visual circulation is down by more than other materials. However e-media circulation doubled two years ago and rose by another 50% last year. This reflects a change in material type requested by patrons and we will be watching to see if this trend continues. The Library must adapt to changing needs in order to continue to provide the level of value that the community expects. Downloadable materials and e-media are more expensive than traditional books.***



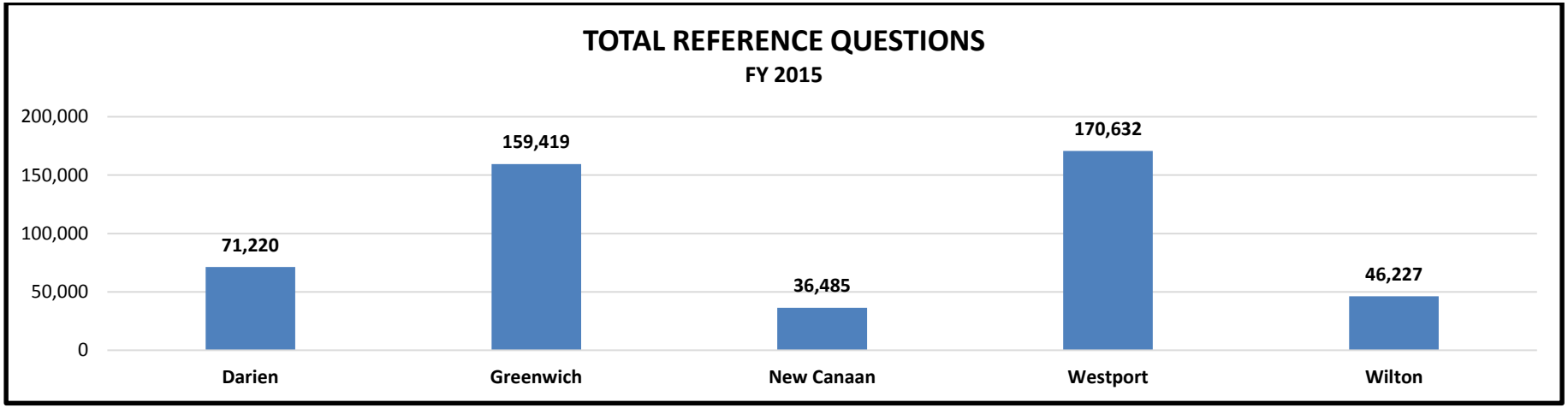

***The Westport Library had the second highest circulation per service hour at 173.***



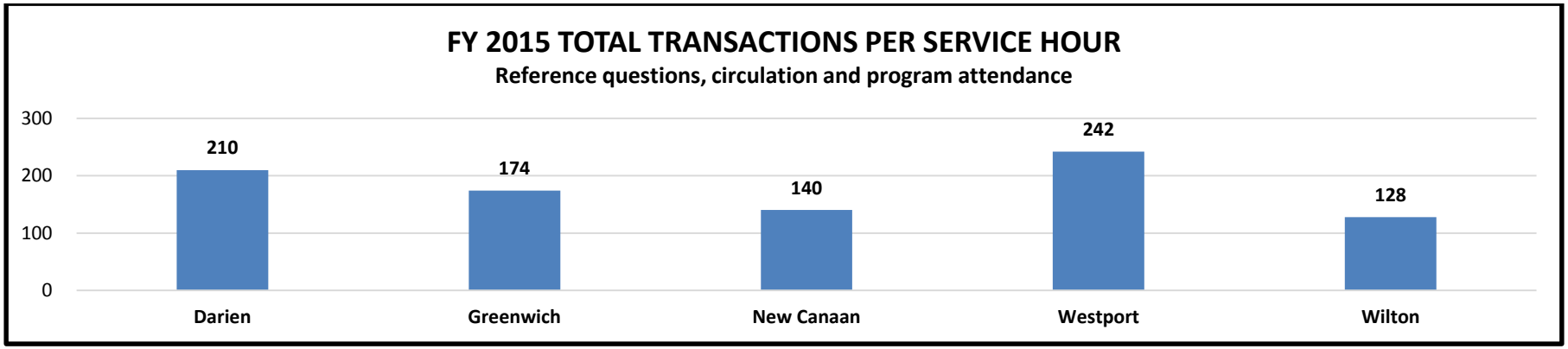

***The Westport Library offers more programs than any of our peer libraries. During FY2015 we averaged just under six programs for each day we were open to the public. Attendance at Library programs totaled 65,665.***



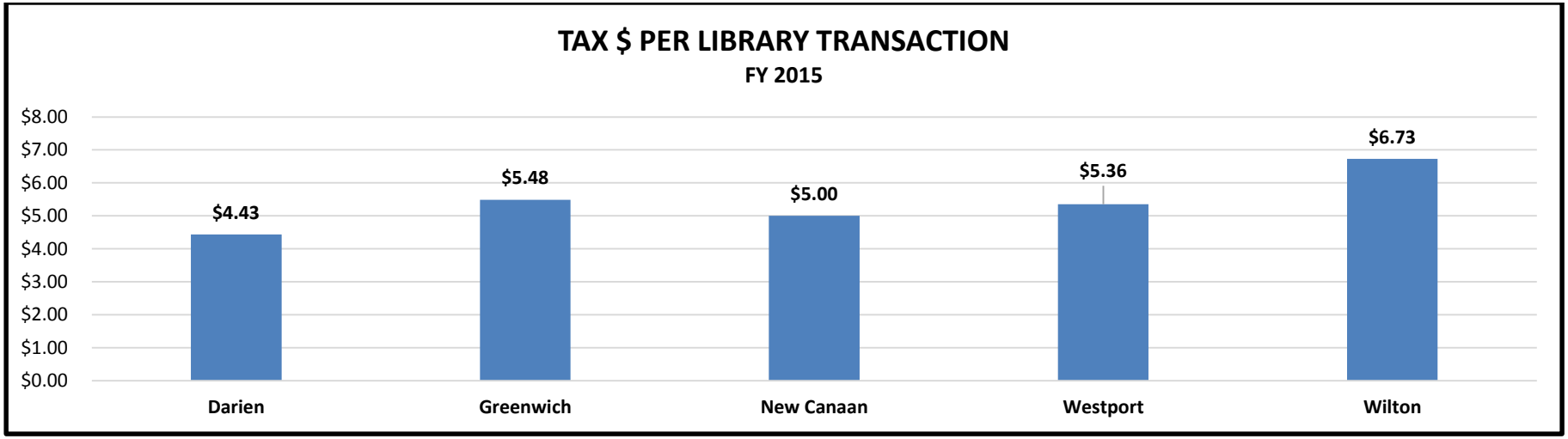

***The Westport Library had the second highest per capita attendance among our peer libraries in Connecticut. Because the cost for most of our programs comes from fundraising and donations, and not tax dollars, this is a great benefit to the community, both economically and culturally.***




***The reference staff responded to 170,622 questions, more than any of our peer libraries in Connecticut. Patrons for the Library generate nearly 87% more questions per capita than for our peer libraries (6.2 vs 3.3). In addition, we find that the types of questions being asked by our patrons are requiring more time and research effort on the part of staff. The availability of Google has not reduced the information services requested from the reference staff.***




***The Westport Library also compares favorably to its peer libraries in Fairfield County when comparing transactions per service hour. This productivity is more impressive when considering the number and wide range of programs offered.***




***When considering the most common and consistent measures for library use – circulation, reference questions, and program attendance – as a consolidated statistic, the tax dollar per transaction in Westport for FY 2014 was $5.36. This positions the Westport Library in the middle of our peer libraries and just below the median price $5.42. The cost per transaction ranges from $4.43 to $6.73. This is one indicator that the Westport Library provides a great value to the community despite operating in an inefficient building with HVAC/mechanical, electrical and plumbing systems that are outdated. In recent years, the Darien, Fairfield and Wilton libraries have renovated their facilities, which allow for better energy efficiency and better use of space and staff time.***

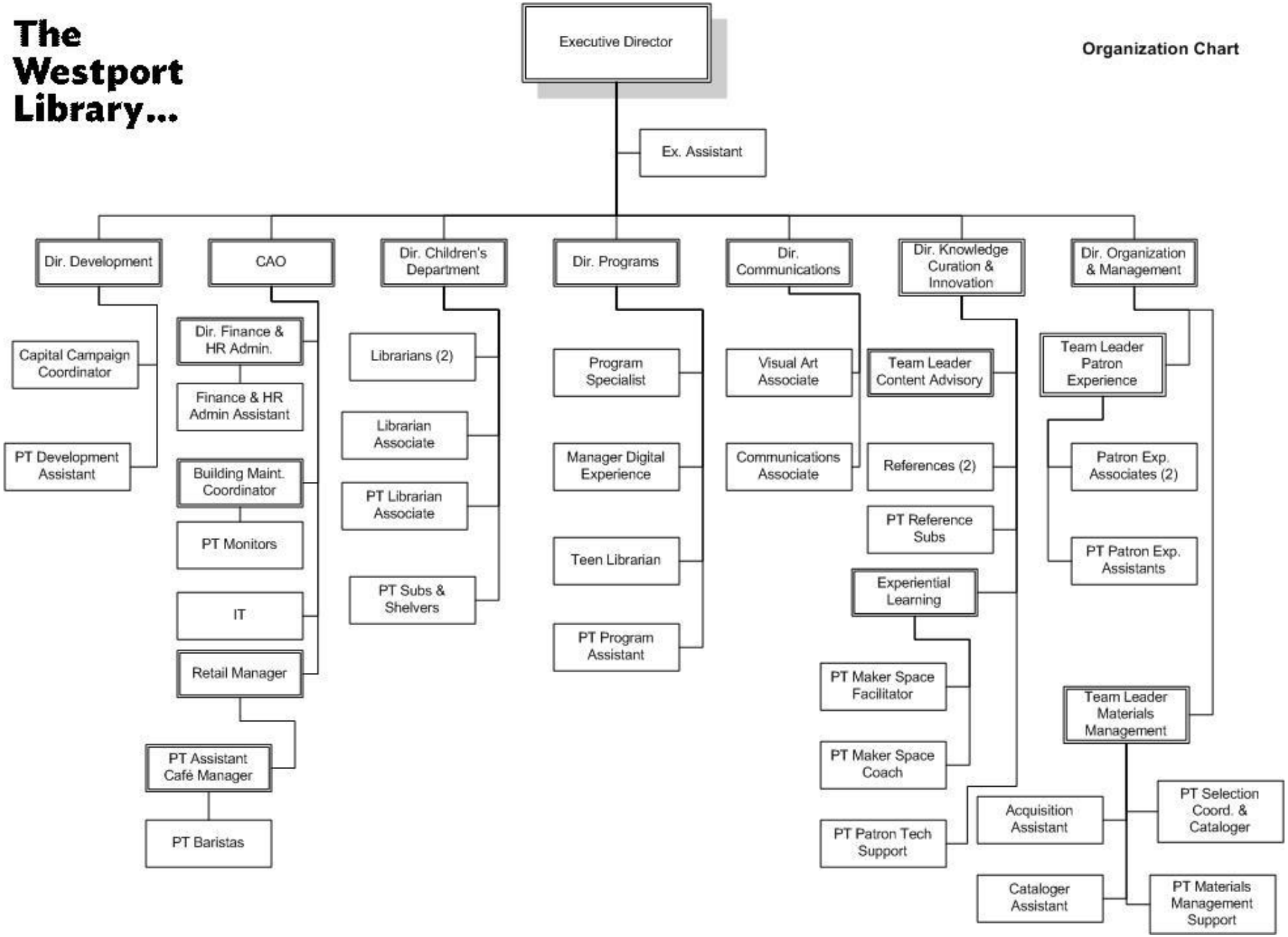
## CONCLUSION

The Library's goal is to continue to maintain a public library of which the people of Westport can be proud and which can sustain heavy usage. This objective requires us to provide patrons with the opportunity to learn and to communicate with each other, using 21st century techniques and facilities. It also requires that we maintain the current, aging facility for at least another year, in a way that provides the public the safety and security it has come to expect.

In order to do so and to pursue our long term strategic objectives, we are submitting a conservative, forward-looking budget that results in a request for a 1.35% increase in funding from the Town, while the Library actively pursues longer term entrepreneurial opportunities, improves customer services and looks for ways to do more with less.

# The Westport Library...

## Organization Chart



**Attachment A**

## Community Organizations using the Library Facilities:

When the Town provides support for the Library, it is also providing support for community organizations in the broadest sense. Over the past few years we have received many requests for the use of our meeting rooms from community organizations. Below is a partial listing of some of the community organizations that have used at least one of the Library's meeting rooms over the past year. This represents significant support for the community at no additional cost to the Town, maximizing the use of Town funds.

| | | | | |
|---|---|---|---|---|
| A Better Chance | AARP of Fairfield County | Amer. Assoc. of Individual Investors | Amnesty International | Art Smart |
| Association for Talent Dev. | Assets Investment | Barnard Club | Best Buddies | Birch Road Assoc. |
| Board of Ed- Finance | Bradley Commons Property Group | Chamber of Commerce | Children's Picture Group Writers | CLASP Homes |
| Crohn's and Colitis Foundation | CT Chronic Illness Group | CT Consortium of Educators | CT Modern Quilt Guild | Cottages and Gardens |
| Democratic Town Committee | David's Tea | Downtown Merchants Assoc. | Editorial Freelance Assn. | |
| Fairfield County Retired Teachers | Fairfield County Social Workers | Fairfield County Writers Group | Family Court Reform Coalition | Food Access Coalition |
| Gap, Inc | Girl's Field Hockey | Hadassah Book Group | Homes With Hope | IBD Group |
| Israelis in CT | Interfaith Council | Indian River Green Assoc. | Japan Society of Ffld County | J. Crew |
| League of Women Voters | Levitt Pavilion | Longshore Ladies 9 Hole | Longshore Ladies 18 Hole | Mt. Avery Baptist |
| Marion Road Association | Nat'l Charity League | New Yorker Talkers | Oakview Homeowners Assoc. | Odyssey of the Mind |
| Otter Trail Fund | Parkinson's Support Group for Fairfield County | Phoebe's Phriends | Playhouse Condo's meeting | PTA Council |
| PTA Cultural Arts | Republican Town Committee | Rock our Celiac Kids | Russian Book Club | Saugatuck Senior Coop |
| Save the Children | Sigma Gamma Rho | SCORE | Simone's Book Group | SMART Kids |
| Social Ventures Partners | Southern CT Modern Quilt | Spanish Conversation Club | Staples HS Reunion Group | Staples HS Government class meeting |
| STAR Book Club | Starbuck's Staff | Start School Later Group | Strathmore Lane Condo Association | Susan Fund |
| The Downtown Steering Committee | Top Notch Ski Club | Viridian Staff | Waldenstrom's Macroglobulinemia Support Group | Westport 2025 Domain |
| The Westport Soccer Association | Westport Community Gardens | Westport Schools- LMS's and Technology Teachers | Westport Schools Permanent Art Collection | Westport Women's 9 Hole Golf Group |
| Westport Writers Assoc. | Westport Youth Commission | Westport/Weston Chamber | The Whitney Glen Property Group | William Raveis |
| Willowbrook Cemetery | Wrecker Robotic Club Parents | Y's Men | Y's Women | Y's Women News Talk |
| Y's Women Book Club | Y's Women Film | | | |

**The Westport Library**
**FY 2016-2017 - Budget Request Report**
**Town Presentation**

**Submitted: 02/01/2016**

| | FY 15/16 Budget | FY 15/16 Projected | FY 16/17 Requested | Over (Under) Budget | Percent Change |
|---|---|---|---|---|---|
| **Summary By Department/Category** | | | | | |
| **Revenues** | | | | | |
| **Town Appropriation** | **$4,556,340** | **$4,556,340** | **$4,617,851** | **$61,511** | **1.35%** |
| Non-Town Sources - Library Development Contribution | $771,020 | $771,020 | $829,750 | $58,730 | 7.62% |
| Non-Town Sources - Library Fees & Charges | $117,500 | $117,500 | $112,900 | ($4,600) | -3.91% |
| Non-Town Sources - Café & Retail Income | $206,600 | $206,600 | $213,440 | $6,840 | 3.31% |
| Non-Town Sources - State & Other Public Funds | $57,900 | $57,900 | $56,900 | ($1,000) | -1.73% |
| **Total Revenues** | **$5,709,360** | **$5,709,360** | **$5,830,841** | **$121,481** | **2.13%** |
| **Expenses** | | | | | |
| **Administration** | $1,088,478 | $1,134,855 | $1,136,264 | $47,786 | 4.39% |
| **Facility Operation & Maintenance** | $488,983 | $523,981 | $496,338 | $7,355 | 1.50% |
| **Development & Fundraising** | $429,570 | $429,570 | $451,820 | $22,250 | 5.18% |
| **Innovation & Technology Services** | $363,842 | $404,731 | $358,245 | ($5,597) | (1.54%) |
| **Programs** | $476,950 | $476,951 | $493,902 | $16,952 | 3.55% |
| **Marketing & Communications** | $252,999 | $252,999 | $271,879 | $18,880 | 7.46% |
| **Patron Experience Services** | $431,678 | $431,677 | $448,692 | $17,014 | 3.94% |
| **Content Advisory Services** | $253,862 | $253,863 | $257,377 | $3,515 | 1.38% |
| **Children's Services** | $586,304 | $589,304 | $622,077 | $35,773 | 6.10% |
| **Materials Management** | $617,534 | $624,534 | $634,531 | $16,997 | 2.75% |
| **Information Services** | $719,160 | $586,895 | $659,716 | ($59,444) | (8.27%) |
| **Total Expenses** | **$5,709,360** | **$5,709,360** | **$5,830,841** | **$121,481** | **2.13%** |
| **Revenues vs. Expenses** | **$0** | **$0** | **($0)** | **($0)** | |
| **Town Appropriation as Percentage of Library Budget** | **79.80%** | **79.80%** | **79.20%** | | |

**The Westport Library**
**FY 2016-2017 - Budget Request Report**
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**Submitted: 02/01/2016**

| | FY 15/16 Budget | FY 15/16 Projected | FY 16/17 Requested | Over (Under) Budget | Percent Change |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| **Town Appropriation** | **$4,556,340** | **$4,556,340** | **$4,617,851** | **$61,511** | **1.35%** |
| Transfer from Perm Restricted Fund | $35,233 | $35,233 | $37,600 | $2,367 | 6.72% |
| Transfer from Board Restricted Fund | $76,570 | $76,570 | $79,750 | $3,180 | 4.15% |
| Transfer from Temp. Restricted Fund | $17,500 | $17,500 | $16,500 | -$1,000 | (5.71%) |
| Transfer from Annual Appeal | $322,102 | $322,102 | $354,300 | $32,198 | 10.00% |
| Transfer from Fundraising Events | $219,615 | $219,615 | $241,600 | $21,985 | 10.01% |
| Book Sale Events contribution | $100,000 | $100,000 | $100,000 | $0 | 0.00% |
| **Total Library Development Contribution** | **$771,020** | **$771,020** | **$829,750** | **$58,730** | **7.62%** |
| Copy Machine | $3,000 | $3,000 | $4,700 | $1,700 | 56.67% |
| Fines & Fees | $70,000 | $70,000 | $65,000 | -$5,000 | (7.14%) |
| Internet Printing | $9,000 | $9,000 | $9,000 | $0 | 0.00% |
| Meeting Room Fees | $4,000 | $4,000 | $2,200 | -$1,800 | (45.00%) |
| Program Income | $25,000 | $25,000 | $25,400 | $400 | 1.60% |
| Interest Income | $500 | $500 | $600 | $100 | 20.00% |
| Miscellaneous Income | $6,000 | $6,000 | $6,000 | $0 | 0.00% |
| **Total Library Fees & Charges** | **$117,500** | **$117,500** | **$112,900** | **-$4,600** | **(3.91%)** |
| Cafe | $140,000 | $140,000 | $146,600 | $6,600 | 4.71% |
| Daily Book Sale | $19,600 | $19,600 | $19,600 | $0 | 0.00% |
| Retail Income | $47,000 | $47,000 | $47,240 | $240 | 0.51% |
| **Total Café & Retail Income** | **$206,600** | **$206,600** | **$213,440** | **$6,840** | **3.31%** |
| Westport School Contribution | $6,900 | $6,900 | $6,900 | $0 | 0.00% |
| Connecticard Reimbursement | $50,000 | $50,000 | $50,000 | $0 | 0.00% |
| State Grant | $1,000 | $1,000 | $0 | -$1,000 | (100.00%) |
| **Total State & Other Public Funds** | **$57,900** | **$57,900** | **$56,900** | **-$1,000** | **(1.73%)** |
| **Total Revenues** | **$5,709,360** | **$5,709,360** | **$5,830,841** | **$121,481** | **2.13%** |

# The Westport Library
## FY 2016-2017 - Budget Request Report
## Town Presentation

**Submitted: 02/01/2016**

### Department: Administration

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

6.00 FY 15/16 Approved FTEs
6.00 FY 16/17 Requested FTEs

**FY 2016/2017 Department Goals**

Empower individuals and strengthen the community by providing an environment that stimulates curiosity, encourages lifelong learning and promotes the open and lively exchange of information and ideas.
Assure the delivery of exceptional patron service.
Provide a rich and interactive library experience to meet the needs of all segments of the community.
Strive to maintain the Library's position as a leader in the future direction of libraries.

**FY 2016/2017 Major Budget Changes**

Change in other expenses due to professional legal fees, a slight increase in auditing and membership fees, and D&O insurance policy offset by a saving to workers compensation policy.
Change in personnel and benefits costs due to projected increases in the cost of health insurance and salary increases.

| | FY 15/16 Budget | FY 15/16 Projected | FY 16/17 Requested | Over (Under) Budget | Percent Change |
|---|---|---|---|---|---|
| **Administration** | | | | | |
| Personnel & Benefits | $890,418 | $892,013 | $921,637 | $31,219 | 3.51% |
| Supplies & Materials | $17,000 | $17,000 | $17,000 | $0 | 0.00% |
| Other Expenses | $181,060 | $225,842 | $197,627 | $16,567 | 9.15% |
| **Total Administration** | **$1,088,478** | **$1,134,855** | **$1,136,264** | **$47,786** | **4.39%** |

**The Westport Library**
**FY 2016-2017 - Budget Request Report**
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## Department: Facility Operation & Maintenance

Responsible for ensuring that the physical plant and property of the library is managed and maintained in such a manner that the facility is environmentally safe, clean and ready for use by staff and the public. Also, provide room setup before programs and take down after programs.

2.01 FY 15/16 Approved FTEs
2.01 FY 16/17 Requested FTEs

**FY 2016-2017 Department Goals**

Plan for and oversee cleaning, maintenance and needed repairs to the Library's interior infrastructure and the exterior perimeter.
Set up rooms for 1,600 programs and events.
Oversee the maintenance of the Library's security and fire protection systems.

**FY 2016-2017 Major Budget Changes**

Change in other expenses due to the inclusion of the cost of leasing space for donated books ($15,000), increase in heating costs, maintenance service contracts, offset by anticipated savings in a new janitorial service contract.
Change in personnel & benefits costs due to projected increases in cost of health insurance and wage increases per Union contract.

| | FY 15/16 Budget | FY 15/16 Projected | FY 16/17 Requested | Over (Under) Budget | Percent Change |
|---|---|---|---|---|---|
| **Facility Operation & Maintenance** | | | | | |
| Personnel & Benefits | $87,897 | $87,896 | $90,277 | $2,380 | 2.71% |
| Supplies & Materials | $15,000 | $15,000 | $15,000 | $0 | 0.00% |
| Other Expenses | $386,086 | $421,085 | $391,061 | $4,975 | 1.29% |
| **Total Facility Operation & Maint.** | **$488,983** | **$523,981** | **$496,338** | **$7,355** | **1.50%** |

**The Westport Library**
**FY 2016-2017 - Budget Request Report**
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**Submitted: 02/01/2016**

## Department: Development & Fundraising

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

4.21 FY 15/16 Approved FTEs
4.26 FY 16/17 Requested FTEs

**FY 2016-2017 Department Goals**

Increase fundraising revenue by 8%.
Promote program sponsorship opportunities to corporations and community organizations.
Continue to grow Planned Giving revenues.
Feature the Café as the place to enjoy local, healthy products.
Increase Café revenues by adding new menu items that intrigue current customers and attract new ones.
Promote the Café, Store and daily book sales via social media, with up to date specials, for greater growth and visibility.

**FY 2016-2017 Major Budget Changes**

Change in personnel & benefits costs for the Development function is due to wage increases and the projected increases in the cost of health insurance. Increases in personnel costs in the Café and Retail Services function are due a projected increase in part-time staff hours to cover special events and to determine if there is an opportunity to increase revenues. We have anticipated that increased revenues will cover this.
Change in other expenses in the Development function is due to a savings in the cost of annual maintenance to fundraising system.

| | FY 15/16 Budget | FY 15/16 Projected | FY 16/17 Requested | Over (Under) Budget | Percent Change |
|---|---|---|---|---|---|
| **Development** | | | | | |
| Personnel & Benefits | $246,805 | $246,805 | $263,831 | $17,026 | 6.90% |
| Other Expenses | $26,683 | $26,683 | $26,140 | -$543 | (2.04%) |
| **Total Development** | **$273,488** | **$273,488** | **$289,971** | **$16,483** | **6.03%** |
| **Café & Retail Services** | | | | | |
| Personnel & Benefits | $37,082 | $37,082 | $42,849 | $5,767 | 15.55% |
| Supplies & Materials | $118,000 | $118,000 | $118,000 | $0 | 0.00% |
| Other Expenses | $1,000 | $1,000 | $1,000 | $0 | 0.00% |
| **Total Café & Retail Services** | **$156,082** | **$156,082** | **$161,849** | **$5,767** | **3.69%** |
| **Total Development & Fundraising** | **$429,570** | **$429,570** | **$451,820** | **$22,250** | **5.18%** |

**The Westport Library**
**FY 2016-2017 - Budget Request Report**
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**Submitted: 02/01/2016**

## Department: Innovation & Technology Services

Responsible for managing the Library's technology systems and third party technology providers; coordinates with the Town's IT representatives as needed and plans and implements technology improvements in order to maximize efficiency and effectiveness. Provides main support for the Library's efforts to be a leader in offering 21st century technology and digital content to support changing needs. Trains and supports patrons and staff with their use of technology.

3.80 FY 15/16 Approved FTEs
2.80 FY 16/17 Requested FTEs

**FY 2016-2017 Department Goals**

Use technology efficiently in order to reduce staff time spent on repetitive tasks.
Anticipate, develop and enhance staff's technology skills .
Increase public access computing capability.
Optimize functions contained in the ILS/RFID systems.
Deliver innovative Library services that anticipates community needs.

**FY 2016-2017 Major Budget Changes**

Change in personnel & benefits costs due to staff retirement and replacement with part-time staff resulting in a decrease in health insurance costs.
Change in other expenses due to incorporating a portion of the Maker Space expense previously funded by the IMLS grant into the personnel line, offset by an increase in hardware and software maintenance costs and professional fees.

| | FY 15/16 Budget | FY 15/16 Projected | FY 16/17 Requested | Over (Under) Budget | Percent Change |
|---|---|---|---|---|---|
| **Innovation & Technology Services** | | | | | |
| Personnel & Benefits | $186,546 | $201,985 | $179,652 | -$6,894 | (3.70%) |
| Supplies & Materials | $30,000 | $30,000 | $30,000 | $0 | 0.00% |
| Other Expenses | $147,296 | $172,746 | $148,593 | $1,297 | 0.88% |
| **Total Innovation & Technology** | **$363,842** | **$404,731** | **$358,245** | **-$5,597** | **(1.54%)** |

**The Westport Library**
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**Submitted: 02/01/2016**

## Department: Programs

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

4.43 FY 15/16 Approved FTEs
4.43 FY 16/17 Requested FTEs

**FY 2016-2017 Department Goals**

Assure that the Library is a forum for civic engagement and an incubator of new ideas.
Family programs are planned in conjunction with our community partners.
Promote the Library as the place for learning and personal growth for people of all ages.
Library programs are meeting our patrons' learning needs and are enjoyable.

**FY 2016-2017 Major Budget Changes**

Change in personnel & benefits costs are due to a projected increases in health insurance costs and wage increases per Union contract; also moved staff members with different salary rates between departments.
Change in supplies and materials expenses will be offset by endowment income for science programs.

| | FY 15/16 Budget | FY 15/16 Projected | FY 16/17 Requested | Over (Under) Budget | Percent Change |
|---|---|---|---|---|---|
| **Programs** | | | | | |
| Personnel & Benefits | $409,609 | $409,610 | $426,141 | $16,532 | 4.04% |
| Supplies & Materials | $30,841 | $30,841 | $31,261 | $420 | 1.36% |
| Other Expenses | $36,500 | $36,500 | $36,500 | $0 | 0.00% |
| **Total Programs** | **$476,950** | **$476,951** | **$493,902** | **$16,952** | **3.55%** |

**The Westport Library**
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**Submitted: 02/01/2016**

## Department: Marketing & Communications

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

2.00 FY 15/16 Approved FTEs
3.00 FY 16/17 Requested FTEs

**FY 2016-2017 Department Goals**

Ensure the Library's messages are told universally by staff, the media, and through social media channels.
Ensure that the Library brand is used consistently through all materials.
Support Library efforts to be viewed as a meaningful resource by students, educators, entrepreneurs, and businesses in the community.

**FY 2016-2017 Major Budget Changes**

Change in other expenses due to increased marketing activities during the summer and fall as well as reaching out and connecting with other Westport community organizations.
Change in personnel & benefits costs due to a projected increases in health insurance costs and wage increases per Union contract and moving staff members with different salaries between departments.

| | FY 15/16 Budget | FY 15/16 Projected | FY 16/17 Requested | Over (Under) Budget | Percent Change |
|---|---|---|---|---|---|
| **Marketing & Communications** | | | | | |
| Personnel & Benefits | $236,919 | $236,919 | $245,799 | $8,880 | 3.75% |
| Supplies & Materials | $1,000 | $1,000 | $1,000 | $0 | 0.00% |
| Other Expenses | $15,080 | $15,080 | $25,080 | $10,000 | 66.31% |
| **Total Marketing & Communications** | **$252,999** | **$252,999** | **$271,879** | **$18,880** | **7.46%** |

# The Westport Library
## FY 2016-2017 - Budget Request Report
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**Submitted: 02/01/2016**

## Department: Patron Experience

Responsible for interacting with patrons to meet their needs and to make them feel welcome and valued by the Library. To this end, provide information on Library and Town events and services, provide assistance with materials processing, including checking items in and out and placing them on hold, and providing readers advisory services. The Department helps ensure that the Library's collection and services meets patrons' needs by providing input into selection, services, and programing decisions.

8.62 FY 15/16 Approved FTEs
8.62 FY 16/17 Requested FTEs

**FY 2016-2017 Department Goals**

Welcome and orient 1,200 patrons per day at multiple entrances.
Educate patrons about, and promote, self service options e.g. self-check, online renewals and holds.
Provide readers advisory services and support readers with the use of their digital devices.
Seek out opportunities for meaningful interactions with patrons to encourage a sense of belonging and of community.
Continually evaluate work-flow to determine opportunities for enhanced effectiveness and efficiency.

**FY 2016-2017 Major Budget Changes**

Change in personnel & benefits costs due to projected increases in health insurance costs and wage increases per Union contract.
Change in other expenses due to anticipated cost increases to the State Interlibrary loan system.

| | FY 15/16 Budget | FY 15/16 Projected | FY 16/17 Requested | Over (Under) Budget | Percent Change |
|---|---|---|---|---|---|
| **Patron Experience Services** | | | | | |
| Personnel & Benefits | $427,053 | $427,052 | $443,892 | $16,839 | 3.94% |
| Supplies & Materials | $4,300 | $4,300 | $4,300 | $0 | 0.00% |
| Other Expenses | $325 | $325 | $500 | $175 | 53.85% |
| **Total Patron Experience Services** | **$431,678** | **$431,677** | **$448,692** | **$17,014** | **3.94%** |

# The Westport Library
## FY 2016-2017 - Budget Request Report
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**Submitted: 02/01/2016**

### Department: Content Advisory Services

Responsible for supporting and promoting patron enjoyment of our books, digital content, and audio visual materials through various Readers Advisory channels, including reading groups, on-line recommendations, and providing support to book groups. The Department also supports the development of Readers Advisory skills of staff throughout the Library and manages the shelving function.

4.33 FY 15/16 Approved FTEs
4.47 FY 16/17 Requested FTEs

**FY 2016-2017 Department Goals**

Help ensure Library content is meeting patrons' reading, listening, and viewing needs.
Provide content for library web pages and develop discussion guides.
Support the Library selection team in choosing books and digital materials.
Stay up to date with the latest advisory web resources.
Assist patrons with basic use and knowledge of library resources.
Feature displays to highlight what is "On the Horizon" within the Library as well as the broader community.
Provide local book groups with suggestions and materials.

**FY 2016-2017 Major Budget Changes**

Change in personnel & benefits due to projected increases in cost of health insurance and increases in wages per Union contract.

| | FY 15/16 Budget | FY 15/16 Projected | FY 16/17 Requested | Over (Under) Budget | Percent Change |
|---|---|---|---|---|---|
| **Content Advisory** | | | | | |
| Personnel & Benefits | $252,862 | $252,863 | $256,377 | $3,515 | 1.39% |
| Supplies & Materials | $1,000 | $1,000 | $1,000 | $0 | 0.00% |
| Other Expenses | $0 | $0 | $0 | $0 | 0.00% |
| **Total Content Advisory Services** | **$253,862** | **$253,863** | **$257,377** | **$3,515** | **1.38%** |

# The Westport Library
## FY 2016-2017 - Budget Request Report
## Town Presentation

**Submitted: 02/01/2016**

### Department: Children's Services

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

6.89 FY 15/16 Approved FTEs
6.89 FY 16/17 Requested FTEs

**FY 2016-2017 Department Goals**

Create new connections and strengthen existing collaboration between local schools and children's services.
Implement new methods for delivering content and collection.
Deliver convenient and innovative Library services that respond to changing community needs.
Create new methods for display and marketing of new and existing collections, initiate and refresh ways to provide content through social media and vendor services.
Continuously analyze programs and look for opportunities to enhance effectiveness and efficiency.

**FY 2016-2017 Major Budget Changes**

Change in supplies & materials to increase book purchases in relation to increased circulation, and increase programs budget to continue programs and services initiated under the IMLS grant.
Change in personnel & benefits due to projected increases in cost of health insurance and increases in wages per Union contract.

| | FY 15/16 Budget | FY 15/16 Projected | FY 16/17 Requested | Over (Under) Budget | Percent Change |
|---|---|---|---|---|---|
| **Children's Services** | | | | | |
| Personnel & Benefits | $538,297 | $538,297 | $556,534 | $18,237 | 3.39% |
| Supplies & Materials | $48,007 | $51,007 | $65,543 | $17,536 | 36.53% |
| Other Expenses | $0 | $0 | $0 | $0 | 0.00% |
| **Total Children's Services** | **$586,304** | **$589,304** | **$622,077** | **$35,773** | **6.10%** |

# The Westport Library
## FY 2016-2017 - Budget Request Report
## Town Presentation

**Submitted: 02/01/2016**

### Department: Materials Management

Responsible for reviewing and selecting all Library content, receiving , cataloging, and processing library materials.
This department removes outdated material from the collection and oversees the Integrated Library System (ILS/Polaris).

4.63 FY 15/16 Approved FTEs
4.10 FY 16/17 Requested FTEs

**FY 2016-2017 Department Goals**

Implement new methods for delivering content and collection.
Deliver convenient and innovative Library services that respond to changing community needs.
Implement new features contained in the Integrated Library System (ILS/Polaris) in order to further efficiency.
Create reports to support Library decision making and ensure patrons' content needs are met.

**FY 2016-2017 Major Budget Changes**

Change in personnel & benefits costs due to projected increases in health insurance costs and wage increases per Union contract.
Change in supplies & materials due to the addition of funds for the purchase of non-traditional materials.
Change in other expenses due to an anticipated increase to the Bibliographic Formats and Standards - OCLC system.

| | FY 15/16 Budget | FY 15/16 Projected | FY 16/17 Requested | Over (Under) Budget | Percent Change |
|---|---|---|---|---|---|
| **Materials Management** | | | | | |
| Personnel & Benefits | $288,237 | $288,237 | $296,737 | $8,500 | 2.95% |
| Supplies & Materials | $304,297 | $311,297 | $312,294 | $7,997 | 2.63% |
| Other Expenses | $25,000 | $25,000 | $25,500 | $500 | 2.00% |
| **Total Materials Management** | **$617,534** | **$624,534** | **$634,531** | **$16,997** | **2.75%** |

# The Westport Library
## FY 2016-2017 - Budget Request Report
## Town Presentation

**Submitted: 02/01/2016**

## Department: Information Services

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

5.77 FY 15/16 Approved FTEs
6.17 FY 16/17 Requested FTEs

**FY 2016-2017 Department Goals**

Deliver convenient and innovative Library services that respond to changing community needs.
Help patrons access information through books, digital content and databases.
Review journals and media to stay abreast of emerging trends to assure that the Library's offerings remain current and relevant.
Offer workshops and instructional information.
Reach out to community groups and businesses to find opportunities for collaboration or to offer services.
Provide support to jobseekers and entrepreneurs.

**FY 2016-2017 Major Budget Changes**

Change in personnel & benefits costs are due to a retirement, offset by the transfer of staff into this department.

| | FY 15/16 Budget | FY 15/16 Projected | FY 16/17 Requested | Over (Under) Budget | Percent Change |
|---|---|---|---|---|---|
| **Information Services** | | | | | |
| Personnel & Benefits | $637,160 | $504,895 | $577,716 | -$59,444 | (9.33%) |
| Supplies & Materials | $42,000 | $42,000 | $42,000 | $0 | 0.00% |
| Other Expenses | $40,000 | $40,000 | $40,000 | $0 | 0.00% |
| **Total Information Services** | **$719,160** | **$586,895** | **$659,716** | **-$59,444** | **(8.27%)** |

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| **751 Library Pension Fund** | | | | | | | | |
| (09) Pensions | | 139,673.00 | 146,658.00 | 146,658.00 | 137,710.00 | 137,710.00 | 0.00 | -6.1% |
| **TOTAL** | **(751) Library Pension Fund** | **139,673.00** | **146,658.00** | **146,658.00** | **137,710.00** | **137,710.00** | **0.00** | **-6.1%** |

## DEPARTMENT: PARKS AND RECREATION

**Department Services Overview:**

The Westport Parks and Recreation Department supports over 300+acres of parks and open spaces, including 3 public beaches, a championship public golf course, 2 marinas (supporting 593 boats in water and 307 in dry stall), 4 tennis facilities (23 courts), 2 platform tennis courts, 2 pickleball courts, a skate park, a swimming pool complex, 34 athletic fields and over 100 youth recreational programs. There are19 regular (15 full time, 1 PT Regular, 3 nine month) and 450+ seasonal employees.

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

Parks and Recreation anticipates generating over $5.2 million in annual revenue. (See Revenue Summary)

**FY 2015 Major Accomplishments:**

- Installation of 2 platform tennis courts at Longshore
- Installation of 2 pickleball courts at Compo
- Completion of renovation of Longshore swimming pools
- Completion of Ned Dimes Marina Shore Stabilization Project
- Completion of Master Site Plan for Compo Beach
- Initiation of dredging of the navigation channel into Ned Dimes Marina at Compo

**FY 2017 Service Level Goals:**

- Continue implementation of Master Plan for Compo Beach - improvements to bathhouse, main entrance and other areas
- Improve service delivery and maintenance standards in Parks and Athletic Field Maintenance while evaluating opportunities for use of contract services
- Continuation of Longshore Club Park Master Plan
- Complete dredging of the navigation channel into Ned Dimes Marina at Compo
- Evaluate departmental software to determine the most cost effective and efficient software to meet Department needs

**Performance Measures:**

- Operating Expenses of $5.4m
- Department Revenue of $5.2m

**5 yr. Goals:**

- Update Longshore Master Plan to determine proper location of facilities, best lease of Inn at Longshore, and potentially Waterside Terrace property
- Evaluate the integration of contract services and interdepartmental collaboration as a vehicle for service delivery to reduce long term obligations to the tax payer
- Interconnected parks, facilities and significant town resources through the creation of pedestrian greenways (aka"emerald necklace")
- Creation and implementation of utilization plan for Town Open Space properties

**Revenue Summary:**

Growth in revenue from Parks and Recreation Services has increased slightly in the past year due to fee increases and slight increase in program registration. As golf course conditions continue to improve we have seen an increase in rounds played and revenue. An increase in non-resident season parking passes and an increase in the cap on passes sold was implemented and is reflected in higher revenue. Revenues from recreation program fees continue to be strong. There is a reduction in revenue from Dwellings due to the sale of 99 Myrtle Ave. Gas Resale revenue is anticipated to decrease due to the projected drop in fuel costs; however, a correlation should be noticed on the expense side.

**Budget Notes:**

- The mandated increase in minimum wage effects all divisions of the department requiring increases to our Extra Help & Overtime budget lines.
- Upon the recent arrival of a new Director of Parks and Recreation, the Department is currently reviewing a variety of processes and procedures and areas of priority. As reflected in this budget, there is a need to improve the maintenance of facilities and address what appear to be items that have not been addressed in some time. In an effort to reach these goals, the Department is in the process of determining multi-year plans to address these needs. This will continue to be a fluid and ongoing process as the Director learns more about the operation and needs of the Department.

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

**Administration:** Administration is responsible for personnel management of 19 full time and 450 seasonal employees, the supervision and management of all Parks and Recreation divisions, customer service including issuance of handpass sales, parking emblems and program registration; revenue collection and management of all parks and rec programs and facilities: application software support of the Active System which is used for all program and membership registrations, application software support of the golf reservation and cash management systems, management and content update of the Parks and Recreation website. In addition, the Administration provides support for the Parks and Recreation Commission, Golf Advisory Committee, and Boating Advisory Committee, Sherwood Mill Pond Preserve Committee, Wakeman Town Farm Committee and support for the various non-profit organizations that utilize our facilities for charity events and service projects.

**Description of Accounts:**

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

**Detail Operating Capital Requests:**
$4,900 Computers
$27,000 Replacement of vehicle

**Budget Notes:**

- 4 Supervisory Employees salary adjustment not included.

## 810 P&R Administration

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 431,826.42 | 432,171.00 | 437,550.00 | 472,079.00 | 472,079.00 | 0.00 | 7.9% |
| (03) EH & OT | 32,073.00 | 32,719.00 | 32,719.00 | 13,947.00 | 13,947.00 | 0.00 | -57.4% |
| (15) Trans. Allowance | 3,263.36 | 3,600.00 | 3,600.00 | 4,600.00 | 4,600.00 | 0.00 | 27.8% |
| (18) Fees & Services | 4,290.74 | 4,000.00 | 4,000.00 | 4,000.00 | 4,000.00 | 0.00 | 0.0% |
| (25) Telephone | 23,784.08 | 27,000.00 | 27,000.00 | 27,000.00 | 27,000.00 | 0.00 | 0.0% |
| (33) Advert & Print | 7,189.97 | 8,250.00 | 8,250.00 | 8,250.00 | 8,250.00 | 0.00 | 0.0% |
| (34) Postage | 4,043.25 | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 0.00 | 0.0% |
| (41) Supplies | 10,104.06 | 10,000.00 | 10,000.00 | 11,000.00 | 11,000.00 | 0.00 | 10.0% |
| (59) Education & Exp. | 1,036.95 | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 0.00 | 0.0% |
| (CE) Vehicles | 0.00 | 0.00 | 0.00 | 27,000.00 | 27,000.00 | 0.00 | 0.0% |
| (CF) Computers | 0.00 | 10,000.00 | 10,000.00 | 4,900.00 | 4,900.00 | 0.00 | -51.0% |
| **TOTAL (810) P&R Administration** | **517,611.83** | **536,740.00** | **542,119.00** | **581,776.00** | **581,776.00** | **0.00** | **7.3%** |

## 810 - P&R ADMINISTRATION BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Director | n/a | | | 120,000 | 120,642 | 120,000 |
| 1.00 | Operations Supervisor | n/a | | | 81,503 | 79,710 | 81,503 |
| 1.00 | Administrative Manager | n/a | | | 77,118 | 75,421 | 77,118 |
| 1.00 | Customer Service Manager | n/a | | | 60,020 | 58,131 | 60,020 |
| 1.00 | Administrative Assistant II | V-7 | | | 59,431 | 59,431 | 59,431 |
| 1.00 | Account Clerk | III-2 | | | 28,350 | - | 28,350 |
| 1.00 | Clerical Assistant | III-3 | | | 45,657 | 42,526 | 45,657 |
| 7.00 | TOTAL SALARIES: | | | | | 435,861 | 472,079 |

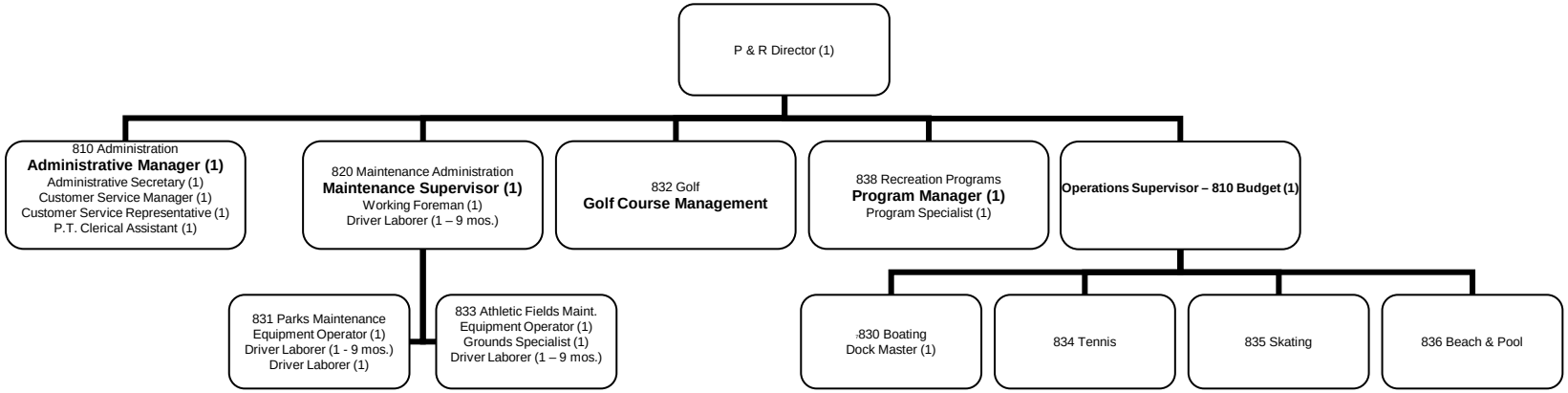
### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| | Clerical Extra Help | n/a | $15.75 | 788 | 12,411 | 12,411 | 12,411 |
| | Account Clerk | n/a | $19.00 | 988 | - | 18,772 | - |
| | Full-time OT | n/a | | | 1,536 | 1,536 | 1,536 |
| | TOTAL EXTRA HELP & OVERTIME: | | | | | 32,719 | 13,947 |

### 810 - ADMINISTRATION

| Account | Description |
|---|---|
| *Fees & Services* | Machine - Service fees for office equipment<br>Online Enrollment - Software support and training |
| *Advertising & Printing* | Advertising for seasonal help and Public Notices |
| *Supplies* | General Office Supplies |
| *Education & Expense* | Reimbursements, education, attendance at professional conferences |

# 810-842 – PARKS AND RECREATION
## 2016/2017 Organization Chart
### 2015/16: 18 Full Time / 2016/17: 18 Full Time and 1 Part Time



**DEPARTMENT: PARKS AND RECREATION**
**Budget Division: Guest Services (812)**

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

**Description of Accounts:**

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

**Detail Operating Capital Requests:**
N/A

**Budget Notes:**
N/A

## 812 Guest Services

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | (3,211.50) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| (03) EH & OT | 204,248.77 | 208,146.00 | 208,146.00 | 246,892.00 | 246,892.00 | 0.00 | 18.6% |
| (14) Uniform Allowance | 2,500.00 | 2,500.00 | 2,500.00 | 2,500.00 | 2,500.00 | 0.00 | 0.0% |
| (49) Other Material/Supp | 12,043.76 | 13,105.00 | 13,105.00 | 13,555.00 | 13,555.00 | 0.00 | 3.4% |
| **TOTAL (812) Guest Services** | **215,581.03** | **223,751.00** | **223,751.00** | **262,947.00** | **262,947.00** | **0.00** | **17.5%** |

## 812 - GUEST SERVICES BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 0.00 | Facilities Manager | n/a | | | | 0 | 0 |
| 0.00 | TOTAL SALARIES: | | | | | 0 | 0 |

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| | Supervision | | $17.50 | 926 | 16,205 | 15,300 | 16,205 |
| | Beaches | | | | | | |
| | Supervisors | n/a | $11-$17 | 3,164 | 40,957 | 40,635 | 40,957 |
| | Attendants | n/a | $10.15-11.75 | 6,055 | 63,131 | 58,797 | 63,131 |
| | Marinas | n/a | $13.50 | 4,004 | 54,054 | 52,052 | 54,054 |
| | Longshore | | | | | | |
| | Supervisors | n/a | $11.75 | 240 | 2,820 | 2,400 | 2,820 |
| | Attendants | n/a | $10.15 | 1,586 | 16,098 | 14,274 | 16,098 |
| | Special Events | n/a | $14.00 | 700 | 9,800 | 9,800 | 9,800 |
| | Clean-Up Crews | n/a | $12.25 | 2,764 | 33,859 | 33,859 | 33,859 |
| | Longevity | n/a | $0.50 | 19,935 | 9,968 | 9,599 | 9,968 |
| | Attrition | n/a | | | | (28,569) | |
| | TOTAL EXTRA HELP & OVERTIME: | | | | | 208,147 | 246,891 |

### 812 – GUEST SERVICES

| Account | Description |
|---|---|
| *Other Materials/Supplies* | Operating supplies including Traffic Control Devices, Radio Maintenance, Identifying and regulatory signs |

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

**Maintenance and Development:** The Parks and Recreation Department maintains a fleet of 17 vehicles and various tractor/loaders, mowers and small engine machines for the maintenance of all Town of Westport properties including town buildings, beaches, school athletic fields and Longshore. Gas and oil to operate this equipment as well as all metered water in these facilities for drinking, irrigation and pool operations are included. Uniforms provided are covered by contractual agreement. Rental equipment for specialty uses and dues and education for departmental managers and staff. Paper goods and cleaning supplies for custodial service.

There are 4 full time salaries in this division.

**Description of Accounts:**

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

**Detail Operating Capital Requests:**
N/A

**Budget Notes:**

- 1 Supervisory employee and 2 Union employee salary adjustments not included.
- Fees and Services- increase of $20,000 for design services for various parks

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

## 820 Maintenance Administration

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 250,368.24 | 208,889.00 | 210,950.00 | 207,495.00 | 207,495.00 | 0.00 | -1.6% |
| (03) EH & OT | 37,116.72 | 38,600.00 | 38,600.00 | 38,600.00 | 38,600.00 | 0.00 | 0.0% |
| (14) Uniform Allowance | 4,687.81 | 6,000.00 | 6,000.00 | 6,400.00 | 6,400.00 | 0.00 | 6.7% |
| (18) Fees & Services | 36,022.21 | 65,000.00 | 65,000.00 | 85,000.00 | 85,000.00 | 0.00 | 30.8% |
| (26) Equip Maint/Oper | 89,915.35 | 76,500.00 | 76,500.00 | 76,500.00 | 76,500.00 | 0.00 | 0.0% |
| (31) Rental Equip. | 0.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 0.00 | 0.0% |
| (48) Water | 114,412.81 | 133,000.00 | 133,000.00 | 140,000.00 | 140,000.00 | 0.00 | 5.3% |
| (49) Other Material/Supp | 11,948.46 | 12,500.00 | 12,500.00 | 12,500.00 | 12,500.00 | 0.00 | 0.0% |
| (59) Education & Exp. | 1,855.00 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 0.00 | 0.0% |
| (CU) Equipment-P&R | 34,924.72 | 45,000.00 | 45,000.00 | 0.00 | 0.00 | 0.00 | -100.0% |
| **TOTAL (820) Maintenance Administration** | **581,251.32** | **589,489.00** | **591,550.00** | **570,495.00** | **570,495.00** | **0.00** | **-3.6%** |

## 820 - P&R MAINTENANCE ADMINISTRATION BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | FTE % | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Maintenance Supervisor | n/a | | | 93,644 | 93,644 | 93,644 |
| 1.00 | Working Foreman | B-VII | | | 68,250 | 67,031 | 68,250 |
| 1.00 | Driver Laborer (9 months) | B-II-7 | .75 | | 60,801 | 45,601 | 45,601 |
| 3.00 | TOTAL SALARIES: | | | | | 206,276 | 207,495 |

### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| | Weekend & Holiday Trash Collection | n/a | $50.00 | 772 | 38,600 | 38,600 | 38,600 |
| | TOTAL EXTRA HELP & OVERTIME: | | | | | 38,600 | 38,600 |

### 820 – MAINTENANCE & DEVELOPMENT

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

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

**Boating:** The Boating division is responsible for the management of 593 In-Water and 300 Dry-stall Boats in 2 Marinas, the Ned Dimes Marina adjacent to Compo Beach and the E.R. Strait Marina located in Longshore Club Park.

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

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

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

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

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

**Description of Accounts:**
Items For Resale Gas, Ice, Oil and dock guards for resale to boaters

**Detail Capital Operating Requests:**
$17,000 Replace Power Centers at ER Strait
$6,800 Replace 8 drystall racks
$12,000 Upgrade backflow assembly at Compo (recommended by Aquarian)
$12,160 Replace Power Centers A&B dock at Ned Dimes
$6,000 Install awning at ER Strait office
$2,360 New concrete pad on ramp float
$12,000 Gas pump computers

**Budget Notes:**
- Facility maintenance increase reflects rising cost for maintenance of facility now 16 years old.
- Resale figure reflects gross cost of gasoline purchased for resale. Corresponding gross revenues from sales can be found in the Boating revenue section
- 1 Union employee salary adjustments not included

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **830 Boating** | | | | | | | |
| (01) Salaries | 67,012.38 | 67,031.00 | 67,031.00 | 67,031.00 | 67,031.00 | 0.00 | 0.0% |
| (03) EH & OT | 60,071.11 | 58,931.00 | 58,931.00 | 71,581.00 | 71,581.00 | 0.00 | 21.5% |
| (14) Uniform Allowance | 1,669.50 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 0.00 | 0.0% |
| (30) Facility Maint. | 27,074.85 | 34,565.00 | 34,565.00 | 29,050.00 | 29,050.00 | 0.00 | -16.0% |
| (54) Items for Resale | 160,302.43 | 200,000.00 | 200,000.00 | 200,000.00 | 200,000.00 | 0.00 | 0.0% |
| (CC) Facility Improvemen | 21,016.62 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| (CU) Equipment-P&R | 3,856.92 | 80,500.00 | 80,500.00 | 68,320.00 | 68,320.00 | 0.00 | -15.1% |
| **TOTAL (830) Boating** | **341,003.81** | **442,527.00** | **442,527.00** | **437,482.00** | **437,482.00** | **0.00** | **-1.1%** |

## 830 - P&R BOATING BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Dockmaster | B-IV-7 | | | 67,031 | 67,031 | 67,031 |
| 1.00 | TOTAL SALARIES: | | | | | 67,031 | 67,031 |

### EXTRA HELP & OVERTIME

| qty | Position | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|
| | Assistant | $12.50 | 1,260 | 15,750 | 13,859 | 15,750 |
| | Senior Attendants | $11.50 | 1,512 | 17,388 | 16,632 | 17,388 |
| | Attendants | $10.25 | 2,889 | 29,612 | 27,446 | 29,612 |
| | Overtime | | | 6,000 | 5,500 | 6,000 |
| | Longevity | $0.50 | 5,661 | 2,831 | 2,831 | 2,831 |
| | Attrition | | | | (7,337) | |
| | TOTAL EXTRA HELP & OVERTIME: | | | | 58,931 | 71,581 |

### 830 – BOATING

| Account | Description |
|---|---|
| *Items For Resale* | Gas, Ice, Oil and dock guards for resale |
| *P&R Equipment* | Capital – see attached documents |

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

**Parks Maintenance:** There are over 200+ acres of parks in Westport that are maintained by the Parks Maintenance division. The division provides grounds maintenance, tree and shrub maintenance, ornamental tree planting and maintenance, maintenance and replacement of parks fixtures i.e. grills, signage, etc, for all parks. And, in the case of Barons South, coordinates all contract services for maintenance.

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

Additionally, the Parks Maintenance provides custodial service for the Compo bathhouses and Compo Marinas, Burying Hill Beach and Longshore Club Park which includes the golf course, the Golf Halfway House, the golf maintenance facility, the administration office, the pavilion, the pool and the marinas.

- There are 3 full time employees, and 4 seasonal part time employees in Parks Maintenance.
- The custodial service encompasses the regular cleaning of 103 fixtures which include 49 toilets, 37 sinks, 17 urinals and 12 showers.
- Parks Maintenance includes town building grounds and 30 park properties.
- One seasonal gardener maintains all foundation plantings around town buildings as well as multiple gardens at Veterans Green, Longshore and Compo Beach**.**

**Description of Accounts:**

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

**Detail Capital Operating Requests:**
$44,000 Replacement truck with trailer - Rack body with lift gate (replacing two trucks with one so removing one truck from inventory)

**Budget Notes:**

- 3 Union employee salary adjustments not included
- Newly created line under "Facility Improvement" to fund improvements at various parks
- Additional funding requested to expand contracted cleaning services for Compo and Longshore

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

## 831 Parks Maintenance

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 129,420.40 | 170,241.00 | 170,241.00 | 160,369.00 | 160,369.00 | 0.00 | -5.8% |
| (03) EH & OT | 92,414.76 | 94,000.00 | 94,000.00 | 89,500.00 | 89,500.00 | 0.00 | -4.8% |
| (18) Fees & Services | 83,426.68 | 94,000.00 | 94,000.00 | 111,500.00 | 111,500.00 | 0.00 | 18.6% |
| (30) Facility Maint. | 49,517.49 | 65,000.00 | 65,000.00 | 65,000.00 | 65,000.00 | 0.00 | 0.0% |
| (42) Maint. Supplies | 31,184.58 | 35,000.00 | 35,000.00 | 35,000.00 | 35,000.00 | 0.00 | 0.0% |
| (60) PaymentsToAgency/Or | 8,500.00 | 8,500.00 | 8,500.00 | 8,500.00 | 8,500.00 | 0.00 | 0.0% |
| (CC) Facility Improvemen | 14,950.00 | 0.00 | 0.00 | 50,000.00 | 50,000.00 | 0.00 | 0.0% |
| (CE) Vehicles | 0.00 | 0.00 | 0.00 | 44,000.00 | 44,000.00 | 0.00 | 0.0% |
| **TOTAL (831) Parks Maintenance** | **409,413.91** | **466,741.00** | **466,741.00** | **563,869.00** | **563,869.00** | **0.00** | **20.8%** |

## 831 - P&R PARKS MAINTENANCE BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | FTE % | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Equipment Operator | B-III-7 | | | 63,839 | 63,839 | 63,839 |
| 1.00 | Driver Laborer | B-II-7 | | | 60,801 | 60,801 | 60,801 |
| 1.00 | Driver Laborer (9 months) | B-II-2 | .75 | | 47,639 | 34,029 | 35,729 |
| 3.00 | TOTAL SALARIES: | | | | | 158,669 | 160,369 |

### EXTRA HELP & OVERTIME

| qty | Position | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|
| | Seasonal Help | $15.00 | 5,200 | 78,000 | 78,000 | 73,500 |
| | Custodial | $50.00 | 80 | 4,000 | 4,000 | 4,000 |
| | Beach Clean | $50.00 | 40 | 2,000 | 2,000 | 2,000 |
| | Special Events | $50.00 | 200 | 10,000 | 10,000 | 10,000 |
| | TOTAL EXTRA HELP & OVERTIME: | | | | 94,000 | 89,500 |

### 831 – PARKS MAINTENANCE

| Account | Description |
|---|---|
| *Fees & Services* | Professional Fees and Outside Contract Services<br>Baron's South Property Maintenance – Contract Services |
| *Facility Maintenance* | Contract Tree Maintenance |
| *Maintenance Supplies* | Operating supplies |
| *Payments to Agencies/Org* | Reimbursement for maintenance of cemeteries provided by others |
| *Vehicles* | Capital – Vehicle replacement – See attached |

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

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

John Cooper, PGA Professional at Longshore since 1990 is contracted to provide all aspects of course management supervision including tee time management, collection of fees, operation of range, pro shop and rental of golf cars. All employees and expenses related to these services are the responsibility of the professional except for first tee services provided in budget lines 513807 (seasonal first tee staff), 569000 (first tee operating materials) and 531052 (Fees and services – automated tee time management system). Mr. Cooper's contract results in a net payment to the Town of Westport reflected in revenues under Golf Concessions.

Following two seasons of poor course conditions and a resultant drop in rounds played, 2014 season play increased significantly and continued to increase in 2015 with approximately 35,000 rounds of golf played. The Golf Advisory Committee continues an ongoing review of policies in an attempt to increase market share while maintaining priority access for Westport residents.

**Description of Accounts:**

| | |
|---|---|
| Salaries | No salaried employees as a result of contract |
| EH and OT | No Seasonal employees and full time weekend overtime as a result of contract |
| First Tee | Seasonal employees related to customer service |
| Fees & Services | Contract services including VCGCM, pump service, portable toilet service. |
| Fees & Services Prof | Fees related to automated tee reservation and point of sale software. |
| Equipment Maint/Oper | Equipment maintenance and repairs over the contract threshold |
| Maintenance Supplies | Irrigation repairs over the contract threshold, improvements not covered by contract. |
| Other Material/Supplies | First Tee Supplies, scorecards, etc. |

**Detail Capital Operating Requests:**
$75,000 Capital improvements and Equipment replacement to be determined in conjunction with contractor and Golf Advisory Committee.

**Budget Notes:**
Related expenses including water and tree maintenance included in other budgets.
The Department, with urging and guidance from the Golf Advisory Committee is in the process of a Bunker Improvement project.

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **832 Golf** | | | | | | | |
| (03) EH & OT | 44,943.81 | 45,000.00 | 45,000.00 | 45,000.00 | 45,000.00 | 0.00 | 0.0% |
| (14) Uniform Allowance | 330.00 | 500.00 | 500.00 | 500.00 | 500.00 | 0.00 | 0.0% |
| (18) Fees & Services | 723,193.17 | 743,361.00 | 743,361.00 | 786,666.00 | 786,666.00 | 0.00 | 5.8% |
| (26) Equip Maint/Oper | 18,745.81 | 7,500.00 | 7,500.00 | 7,500.00 | 7,500.00 | 0.00 | 0.0% |
| (42) Maint. Supplies | 5,081.38 | 10,000.00 | 10,000.00 | 10,000.00 | 10,000.00 | 0.00 | 0.0% |
| (49) Other Material/Supp | 3,692.95 | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 0.00 | 0.0% |
| (CC) Facility Improvemen | 103,000.00 | 75,000.00 | 75,000.00 | 75,000.00 | 75,000.00 | 0.00 | 0.0% |
| **TOTAL (832) Golf** | **898,987.12** | **885,861.00** | **885,861.00** | **929,166.00** | **929,166.00** | **0.00** | **4.9%** |

## 832 - P&R GOLF BUDGET 2016-2017

### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| | Starters and Rangers | | $12.00 | 3,750 | 45,000 | 45,000 | 45,000 |
| | TOTAL EXTRA HELP & OVERTIME: | | | | | 45,000 | 45,000 |

### 832 – GOLF

| Account | Description |
|---|---|
| *Fees & Services* | Professional Fees and Outside Contract Services |
| *Equipment Maint/Oper* | Vehicle and Equipment Repairs |
| *Maintenance Supplies* | Operating supplies, seed, fertilizer, pesticides, course supplies |
| *Other Material/Supplies* | First Tee Supplies |
| *P&R Equipment* | Capital – Equipment replacement – See attached |

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

**Athletic Field Maintenance:** The Parks and Recreation Department maintains a full inventory of athletic fields to support the community's athletic program. Four artificial turf fields and 30 grass fields play host to thousands of youth and adult practices and contests each season.

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

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

This division encompasses 3 full time employees and 3-5 seasonal employees. Grooming and lining of 15 baseball/softball infields takes place on a daily basis from April thru October. Weekly markings on 19 athletic fields for Soccer, Lacrosse, Rugby, Field Hockey, Track and Field and Football March thru Dec.1. Field preparation includes all school fields and includes special services required to serve the 10 varsity sports from Staples High School that utilize athletic fields. Note: Loeffler Field at Staples High School is routinely recognized as the finest natural grass field in the FCIAC.

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

**Description of Accounts:**

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

**Detail Capital Operating Requests:**
$5,000 Sod cutter

**Budget Notes:**

- Professional evaluation of turf and soil on grass athletic fields to be expanded
- 3 Union employee salary adjustments not included

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

## 833 Athletic Fields Maintenance

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 174,347.02 | 173,279.00 | 173,279.00 | 160,369.00 | 160,369.00 | 0.00 | -7.5% |
| (03) EH & OT | 73,941.18 | 64,500.00 | 64,500.00 | 64,500.00 | 64,500.00 | 0.00 | 0.0% |
| (18) Fees & Services | 18,160.17 | 25,000.00 | 25,000.00 | 25,000.00 | 25,000.00 | 0.00 | 0.0% |
| (42) Maint. Supplies | 43,085.23 | 45,000.00 | 45,000.00 | 59,000.00 | 59,000.00 | 0.00 | 31.1% |
| (CU) Equipment-P&R | 0.00 | 0.00 | 0.00 | 5,000.00 | 5,000.00 | 0.00 | 0.0% |
| (CX) Systems/Projects | 22,000.00 | 26,000.00 | 26,000.00 | 26,000.00 | 26,000.00 | 0.00 | 0.0% |
| **TOTAL (833) Athletic Fields Maintenance** | **331,533.60** | **333,779.00** | **333,779.00** | **339,869.00** | **339,869.00** | **0.00** | **1.8%** |

## 833 - P&R ATHLETIC FIELDS MAINTENANCE BUDGET 2016-2017

### SALARIES

| qty | Position | Grade & Step | FTE % | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Equipment Operator | B-III-2 | | | 60,801 | 63,839 | 60,801 |
| 1.00 | Grounds Specialist | B-III-7 | | | 63,839 | 63,839 | 63,839 |
| 1.00 | Driver Laborer (9 months) | B-II-2 | .75 | | 47,639 | 34,029 | 35,729 |
| 3.00 | TOTAL SALARIES: | | | | | 161,707 | 160,369 |

### EXTRA HELP & OVERTIME

| qty | Position | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|
| | Full-time Overtime | $50.00 | 380 | 19,000 | 19,000 | 19,000 |
| | Seasonal | $13.00 | 3,500 | 45,500 | 45,500 | 45,500 |
| | TOTAL EXTRA HELP & OVERTIME: | | | | 64,500 | 64,500 |

### 833 – ATHLETIC FIELDS MAINTENANCE

| Account | Description |
|---|---|
| *Fees & Services* | Professional Fees and Outside Contract Services |
| *Maintenance Supplies* | Operating supplies – Soil Seed fertilizer, clay, paint etc. |

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

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

The attendants at Longshore courts provide reservation services, court scheduling and collection of fees. In addition, the staff provides daily maintenance of the har-tru courts.

**Description of Accounts:**

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

**Detail Capital Operating Requests:**
$15,000 – Crack repair and relining for 4 tennis courts at Doubleday.

**Budget Notes:**

- Additional maintenance costs associated with an additional Platform Tennis Court and 2 additional pickleball courts
- Addition of Chelsea System to allow for online tennis court reservations

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **834 Tennis** | | | | | | | |
| (03) EH & OT | 41,078.69 | 37,829.00 | 37,829.00 | 51,049.00 | 51,049.00 | 0.00 | 34.9% |
| (30) Facility Maint. | 30,750.00 | 26,850.00 | 26,850.00 | 27,518.00 | 27,518.00 | 0.00 | 2.5% |
| (42) Maint. Supplies | 10,260.63 | 13,300.00 | 13,300.00 | 17,500.00 | 17,500.00 | 0.00 | 31.6% |
| (CC) Facility Improvemen | 0.00 | 15,000.00 | 15,000.00 | 15,000.00 | 15,000.00 | 0.00 | 0.0% |
| **TOTAL (834) Tennis** | **82,089.32** | **92,979.00** | **92,979.00** | **111,067.00** | **111,067.00** | **0.00** | **19.5%** |

## 834 - P&R TENNIS BUDGET 2016-2017

### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| | Supervisor | | $23.50 | 1,115 | 26,203 | 25,808 | 26,203 |
| | Attendents | | $10.50 | 2,208 | 23,184 | 16,557 | 23,185 |
| | Longevity | | $0.50 | 3,323 | 1,662 | 1,415 | 1,662 |
| | Attrition | | | | | (5,950) | |
| | TOTAL EXTRA HELP & OVERTIME: | | | | | 37,830 | 51,049 |

### 834 – TENNIS

| Account | Description |
|---|---|
| *Facility Maintenance* | Annual contract resurfacing of courts |
| *Maintenance Supplies* | Operating materials and court supplies |

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

**Skating:** The Compo Beach In-Line / Skateboard Skate Park and Roller Hockey Center is an area developed to provide a safe and enjoyable area for skaters of all ages. As an alternative to street skating, this skating facility offers rails, ramps, and two half pipes for enthusiastic skaters as well as a blacktop area for those looking to skate safely, play hockey, or begin to learn the sport. The area is open from April to October, is supervised and maintained and offers different programs throughout the season, and is open from April to October.

**Description of Accounts:**

| | |
|---|---|
| Facility Maintenance | Maintenance materials and supplies |

**Detail Capital Operating Requests:**
None – to be part of Compo Master Plan Improvements

**Budget Notes:**
Supervision of Skate Park staff transferred to the Guest Services beach supervisor.

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **835 Skate Park** | | | | | | | |
| (03) EH & OT | 18,739.34 | 16,800.00 | 16,800.00 | 22,915.00 | 22,915.00 | 0.00 | 36.4% |
| (14) Uniform Allowance | 872.11 | 500.00 | 500.00 | 500.00 | 500.00 | 0.00 | 0.0% |
| (30) Facility Maint. | 6,295.45 | 8,000.00 | 8,000.00 | 8,000.00 | 8,000.00 | 0.00 | 0.0% |
| **TOTAL (835) Skate Park** | **25,906.90** | **25,300.00** | **25,300.00** | **31,415.00** | **31,415.00** | **0.00** | **24.2%** |

## 835 - P&R SKATE PARK BUDGET 2016-2017

**SALARIES**

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| | Maintenance Supervisor | | $20.00 | 272 | 5,440 | 0 | 5,440 |
| | Attendents | | $10.25 | 614 | 6,294 | 7,070 | 6,294 |
| | Skate Camp | | $18.00 | 560 | 10,080 | 11,060 | 10,080 |
| | Longevity | | $0.50 | 2,202 | 1,101 | 634 | 1,101 |
| | Attrition | | | | | (1,964) | |
| | TOTAL EXTRA HELP & OVERTIME: | | | | | 16,800 | 22,915 |

**835 – SKATING**

| Account | Description |
|---|---|
| *Facility Maintenance* | Maintenance materials and supplies |

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

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

Beach lifeguard services are provided from Memorial Day to Labor Day, 10 a.m. to 6 p.m. (except as posted).

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

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

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

**Description of Accounts:**

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

**Detail Capital Operating Requests:**

| | |
|---|---|
| $1,100 | Replacement of communication radios |
| $1,800 | Replacement of AED for Compo Beach |
| $1,500 | Replacement of rescue board |
| $4,000 | Replacement of Auto Water Feeder for training pool |
| $2,242 | Replacement of 2 footboards for guard chairs |
| $1,000 | Replacement of 2 lifeguard chair seats |
| $3,500 | Installation of awning |

**Budget Notes:**
N/A

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **836 Beach & Pool** | | | | | | | |
| (03) EH & OT | 179,085.45 | 198,439.00 | 198,439.00 | 233,047.00 | 233,047.00 | 0.00 | 17.4% |
| (14) Uniform Allowance | 6,546.07 | 5,000.00 | 5,000.00 | 5,000.00 | 5,000.00 | 0.00 | 0.0% |
| (19) Contract Services | 24,088.00 | 25,050.00 | 25,050.00 | 27,555.00 | 27,555.00 | 0.00 | 10.0% |
| (20) Employee Medical | 1,739.81 | 1,750.00 | 1,750.00 | 1,750.00 | 1,750.00 | 0.00 | 0.0% |
| (30) Facility Maint. | 12,386.62 | 15,000.00 | 15,000.00 | 17,000.00 | 17,000.00 | 0.00 | 13.3% |
| (42) Maint. Supplies | 17,149.20 | 19,000.00 | 19,000.00 | 20,000.00 | 20,000.00 | 0.00 | 5.3% |
| (CU) Equipment-P&R | 4,500.00 | 4,575.00 | 4,575.00 | 15,142.00 | 15,142.00 | 0.00 | 231.0% |
| **TOTAL (836) Beach & Pool** | **245,495.15** | **268,814.00** | **268,814.00** | **319,494.00** | **319,494.00** | **0.00** | **18.9%** |

## 836 - P&R BEACH & POOL BUDGET 2016-2017

### EXTRA HELP & OVERTIME

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|---|
| | Pool Gate | | $10.25 | 1,078 | 11,050 | 10,511 | 11,050 |
| | Burying Hill Guards | | $11.50 | 1,470 | 16,905 | 16,170 | 16,905 |
| | Waterfront Director | | $22.50 | 620 | 13,950 | 14,960 | 13,950 |
| | Asst Waterfront Director | | $19.00 | 600 | 11,400 | 11,520 | 11,400 |
| | Beach Captains | | $12.00 | 1,470 | 17,640 | 17,640 | 17,640 |
| | Beach Lifeguards | | $11.00 | 5,880 | 64,680 | 61,740 | 64,680 |
| | Pool Director | | $23.00 | 650 | 14,950 | 15,318 | 14,950 |
| | Asst Pool Director | | $16.00 | 600 | 9,600 | 9,000 | 9,600 |
| | Pool Captains | | $12.00 | 896 | 10,752 | 9,856 | 10,752 |
| | Pool Guards | | $11.00 | 3,724 | 40,964 | 37,240 | 40,964 |
| | Staples Pool Supervisor | | $20.00 | 406 | 8,120 | 8,120 | 8,120 |
| | Staples Pool guards | | $11.00 | 406 | 4,466 | 4,466 | 4,466 |
| | Longevity | | $0.50 | 17,140 | 8,570 | 8,958 | 8,570 |
| | Attrition | | | | | (27,060) | |
| | TOTAL EXTRA HELP & OVERTIME: | | | | | 198,439 | 233,047 |

### 836 – BEACH AND POOL

| Account | Description |
|---|---|
| *Contract Services* | Annual Beach Regrading |
| *Employee Medical* | Required Hepatitis vaccinations |
| *Facility Maintenance* | Contract services to open and close pool |
| *Maintenance Supplies* | Operating Supplies and Pool Chemical Supplies |
| *P&R Equipment* | Capital – see attached |

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

**Recreation Programs:** The program division plans, develops, and promotes year round recreational programs for all ages of residents in the Westport community. There are 2 full time employees and over 200 seasonal staff supporting the programs. With 61 different program offerings, and over 400 program sessions we anticipate over 10,000 program registrations. Program revenues are projected at $1,151,488. The staff works closely with the Human Services Department in providing over $40,000 in program financial aid to over 250 Westport residents in need.

The department administers and manages the town's youth basketball program serving over 1,600 participants and 200 volunteer coaches. Additionally, the program manager functions as the youth sports administrator for community youth sports providers for 11 sports offered in the Westport community through 5 different providers, including coordination of public facility use and educational training for more that 1,000 volunteer coaches serving some 6,000 participants annually.

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

**Detail Capital Operating Requests:**
None

**Budget Notes:**
1 Supervisory Employee, 1 Non-Union non supervisory employee. Salary adjustments not included.
Increased cost for RECing Crew (middle school summer camp program) to be offset by increased program registration revenues.

## 838 Recreation Programs

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 128,568.60 | 128,548.00 | 131,569.00 | 131,569.00 | 131,569.00 | 0.00 | 0.0% |
| (03) EH & OT | 713,052.01 | 768,030.00 | 768,030.00 | 874,809.00 | 874,809.00 | 0.00 | 13.9% |
| (14) Uniform Allowance | 4,317.64 | 4,482.00 | 4,482.00 | 4,892.00 | 4,892.00 | 0.00 | 9.1% |
| (18) Fees & Services | 36,342.25 | 48,438.00 | 48,438.00 | 51,050.00 | 51,050.00 | 0.00 | 5.4% |
| (41) Supplies | 143,677.87 | 142,986.00 | 142,986.00 | 198,598.00 | 198,598.00 | 0.00 | 38.9% |
| **TOTAL (838) Recreation Program** | **1,025,958.37** | **1,092,484.00** | **1,095,505.00** | **1,260,918.00** | **1,260,918.00** | **0.00** | **15.1%** |

**838 - P&R RECREATION PROGRAMS BUDGET 2016-2017**

**SALARIES**

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Progam Manager | n/a | | | 78,540 | 78,540 | 78,540 |
| 1.00 | Program Specialist | n/a | | | 53,029 | 53,029 | 53,029 |
| 2.00 | TOTAL SALARIES: | | | | | 131,569 | 131,569 |

**838 - MISCELLANEOUS PROGRAMS**

## Recreation Program Details

| PROGRAM | PARTICIPANTS | EH & OT | F & S | SUPPLIES | UNIFORMS | TOTAL EXPENSE | REVENUE | Program Surplus/(Subsidy) |
|---|---|---|---|---|---|---|---|---|
| Adult Programs | 215 | 2,108 | 0 | 0 | 150 | 2,258 | 2,540 | 282 |
| Age Group Track | 550 | 4,668 | 0 | 900 | 146 | 5,714 | 4,954 | -760 |
| Camp Compo | 935 | 120,673 | 5,100 | 27,240 | 1,110 | 154,123 | 150,700 | -3,423 |
| Golf | 204 | 0 | 8,000 | 650 | 100 | 8,750 | 16,868 | 8,118 |
| Halloween | 0 | 0 | 350 | 350 | 0 | 700 | 0 | -700 |
| Ice Skating | 300 | 30,000 | 0 | 31,600 | 300 | 61,900 | 52,900 | -9,000 |
| Karate | 82 | 0 | 9,000 | 0 | 0 | 9,000 | 11,550 | 2,550 |
| Levitt Pavilion | 0 | 0 | 20,000 | 0 | 0 | 20,000 | 0 | -20,000 |
| Platform Tennis | 378 | 12,100 | | 800 | 70 | 12,970 | 28,906 | 15,936 |
| Program Development | 142 | 4,600 | 4,600 | 1,000 | 48 | 10,248 | 13,520 | 3,272 |
| RECing Crew | 1350 | 141,840 | 4,000 | 100,615 | 840 | 247,295 | 249,850 | 2,555 |
| Road Runners | 0 | 9,030 | 0 | 738 | 120 | 9,888 | 13,935 | 4,047 |
| Special Needs | 28 | 10,212 | 0 | 250 | 0 | 10,462 | 2,600 | -7,862 |
| Sports Camps | 642 | 96,328 | 0 | 200 | 0 | 96,528 | 165,741 | 69,213 |
| Supervision | | 22,500 | 0 | 0 | 72 | 22,572 | 22,503 | -69 |
| Swim Instruction | 794 | 33,010 | 0 | 1,350 | 720 | 35,080 | 37,460 | 2,380 |
| Tennis Instruction | 2224 | 182,080 | 0 | 7,530 | 672 | 190,282 | 172,004 | -18,278 |
| Tot'n Play | 242 | 45,576 | 0 | 0 | 0 | 45,576 | 56,970 | 11,394 |
| Youth Basketball | 1675 | 160,084 | 0 | 25,375 | 544 | 186,003 | 191,395 | 5,392 |
| **SUBTOTALS** | **9,761** | **874,809** | **51,050** | **198,598** | **4,892** | 1,129,349 | **1,194,396** | 65,047 |
| Scholarships | | | | | | | 42,908 | |
| **TOTALS** | **9,761** | **874,809** | **51,050** | **198,598** | **4,892** | **1,129,349** | **1,151,488** | 22,139 |

## 840 Memorial & Veterans Days

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| (63) Program Expenses | | 8,845.00 | 9,000.00 | 9,000.00 | 9,000.00 | 9,000.00 | 0.00 | 0.0% |
| **TOTAL** | **(840) Memorial & Veterans Days** | **8,845.00** | **9,000.00** | **9,000.00** | **9,000.00** | **9,000.00** | **0.00** | **0.0%** |

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| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **901 Pensions** | | | | | | | |
| (09) Pensions | 9,259,647.48 | 9,120,000.00 | 9,120,000.00 | 8,494,290.00 | 8,494,290.00 | 0.00 | -6.9% |
| (18) Fees & Services | 274,278.35 | 425,000.00 | 425,000.00 | 425,000.00 | 425,000.00 | 0.00 | 0.0% |
| (63) Program Expenses | 8,922.36 | 11,540.00 | 11,540.00 | 8,916.00 | 8,916.00 | 0.00 | -22.7% |
| (68) OPEB | 6,079,862.00 | 6,455,000.00 | 6,455,000.00 | 5,933,756.00 | 5,933,756.00 | 0.00 | -8.1% |
| **TOTAL (901) Pensions** | **15,622,710.19** | **16,011,540.00** | **16,011,540.00** | **14,861,962.00** | **14,861,962.00** | **0.00** | **-7.2%** |

## 902 Insurance

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (07) Group Insur-MED | 6,759,125.48 | 6,891,420.00 | 6,891,420.00 | 7,956,622.00 | 7,956,622.00 | 0.00 | 15.5% |
| (08) Group Insur-LIFE | 54,653.94 | 58,000.00 | 58,000.00 | 58,000.00 | 58,000.00 | 0.00 | 0.0% |
| (11) EmpAss'tProgram | 0.00 | 6,500.00 | 6,500.00 | 4,000.00 | 4,000.00 | 0.00 | -38.5% |
| (12) Workers Comp. | 1,300,995.00 | 1,365,000.00 | 1,365,000.00 | 1,365,000.00 | 1,365,000.00 | 0.00 | 0.0% |
| (13) H & H Reserve | 299,900.00 | 300,000.00 | 300,000.00 | 300,000.00 | 300,000.00 | 0.00 | 0.0% |
| (36) Ins-Bldg & Liab | 398,870.95 | 470,000.00 | 470,000.00 | 484,000.00 | 484,000.00 | 0.00 | 3.0% |
| (37) Ins-Auto & Liab | 110,491.00 | 115,000.00 | 115,000.00 | 118,000.00 | 118,000.00 | 0.00 | 2.6% |
| (38) PubOfficialsLiab | 78,750.00 | 75,000.00 | 75,000.00 | 78,000.00 | 78,000.00 | 0.00 | 4.0% |
| (39) Surety Bonds | 1,292.00 | 5,000.00 | 5,000.00 | 5,000.00 | 5,000.00 | 0.00 | 0.0% |
| **TOTAL (902) Insurance** | **9,004,078.37** | **9,285,920.00** | **9,285,920.00** | **10,368,622.00** | **10,368,622.00** | **0.00** | **11.7%** |

# Town of Westport
## 2016 Projection

| Fiscal Year | 2012 | 2013 | 2014 | 2015 | 2015 | 2016 |
|---|---|---|---|---|---|---|
| | *Actual* | *Actual* | *Actual* | *Projected* | *Updated Projection* | *Projected ** |
| **Paid Claims** | | | | | | |
| **Medical** | $5,693,809 | $5,470,947 | $5,887,765 | $6,286,602 | $6,058,475 | $6,611,544 |
| **Rx** | 1,596,585 | 1,820,196 | 2,291,498 | 2,018,024 | 2,559,555 | 2,793,213 |
| **Dental** | 315,960 | 322,439 | 330,686 | 353,127 | 334,011 | 353,051 |
| | $7,606,354 | $7,613,582 | $8,509,949 | $8,657,753 | $8,952,040 | $9,757,808 |
| **Change from 2014 and 2015 Projected** | | | | 1.7% | 5.2% | 12.7% |
| **Enrollment** | | | | | | |
| **Medical** | 449 | 454 | 455 | 465 | 468 | 468 |
| **Dental** | 484 | 487 | 488 | 487 | 490 | 490 |
| **Plan Expeneses** | | | | | | |
| **Medical/Rx Admin Fees** | $76,025 | $79,214 | $79,388 | $91,531 | $89,928 | $91,825 |
| **Network Access Fee** | 240,410 | 248,724 | 251,488 | 264,715 | 257,015 | 257,015 |
| **Dental Admin Fees** | 32,176 | 33,369 | 33,438 | 34,363 | 33,541 | 33,575 |
| **Stop-Loss Premiums** | 340,144 | 431,046 | 514,059 | 557,378 | 556,314 | 640,567 |
| **PCORI Fee** | | | | 2,196 | 2,196 | 2,279 |
| **ACA Reinsurance Fee** | | | 56,599 | 37,598 | 37,699 | 14,321 |
| | $688,755 | $792,353 | $934,972 | $987,781 | $976,694 | $1,039,581 |
| **Town HSA Contribution** | | | $468,000 | $369,000 | $366,000 | $366,000 |
| **Total Self-funded Health Plan Cost** | $8,295,109 | $8,405,935 | $9,912,921 | $10,014,534 | $10,294,734 | $11,163,389 |
| **Change from 2015 Projected** | | | | 1.0% | 3.9% | 12.6% |
| **Oxford & Anthem Insured Premiums** | | | $587,616 | $612,803 | $499,000 | $538,920 |
| **Total Health Plan Expenditures** | | | $10,500,537 | $10,627,337 | $10,793,734 | $11,702,309 |
| | | | | | | 10.1% |
| **Less** | | | | | | |
| **Migration from Maxor to HDHP** | | | | Incl in Claims | | Incl in Claims |
| **Rx Rebates** | | | | ($108,000) | | ($106,000) |
| **RDS Medicare Part D Rebate** | | | | ($65,000) | | ($103,000) |
| **Consulting fees, PBIrx Mgmnt fees, audit** | | | | $109,000 | | $76,000 |
| **Expected Health Plan Expenditures** | | | | $10,563,337 | | $11,569,309 |
| | | | | 9.4% | | 9.5% |
| **Income** | | | | | | |
| **Employee Contributions** | | | | ($777,960) | | ($734,000) |
| **Retiree Contributions** | | | | ($1,050,000) | | ($1,152,000) |
| **Library Reimbursement** | | | | ($339,700) | | ($374,010) |
| **Sewer Contribution** | | | | ($219,651) | | ($241,836) |
| **RR Parking** | | | | ($191,500) | | ($210,842) |
| **Total Income** | | | | ($2,578,811) | | ($2,712,687) |
| **Net Insurance Cost** | | | | **$7,984,526** | | **$8,856,622** |
| **Change from Prior Year** | | | | 7.9% | | 10.9% |
| Draw on Fund Balance | | | | $1,093,106.00 | | $900,000.00 |
| Net General Fund Expenditure | | | | $6,891,420.00 | | $7,956,621.89 |
| Expected Additional Draw on Fund Balance due to higher claims. Projected 8.5% Higher | | | | $166,397 | | |
| | | | 6/30/2015 | 6/30/2016 | | 6/30/2017 |
| Fund Balance | | | $3,457,860 | $2,198,357 | | $1,298,357 |
| Fund Balance as a Percent of Expenditures | | | | 20.7% | | 11.1% |

* Difference off 2015 projected

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| **903 Social Security** | | | | | | | | |
| (05) Social Security | | 1,095,654.69 | 1,120,000.00 | 1,120,000.00 | 1,160,000.00 | 1,160,000.00 | 0.00 | 3.6% |
| **TOTAL** | **(903) Social Security** | **1,095,654.69** | **1,120,000.00** | **1,120,000.00** | **1,160,000.00** | **1,160,000.00** | **0.00** | **3.6%** |

## 905 Unemployment Compensation

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| (06) Unemp. Comp. | | 91,563.31 | 110,000.00 | 110,000.00 | 90,000.00 | 90,000.00 | 0.00 | -18.2% |
| **TOTAL** | **(905) Unemployment Compensation** | **91,563.31** | **110,000.00** | **110,000.00** | **90,000.00** | **90,000.00** | **0.00** | **-18.2%** |

# Town of Westport
# Budget Request
# Fiscal Year 2017

**10 Woodside Lane**
**Westport, CT 06880**
**203-227-7253**
**www.earthplace.org**

January 14, 2016

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

We are very appreciative of the support Earthplace receives from the Town of Westport. It is a vital component of our operating budget and helps underwrite our multi-faceted nature and live animal programming, school, scout and community activities as well as maintain our sanctuary and trails for public use. This public-private partnership educates and enriches the thousands of visitors, of all ages, who come to Earthplace each year. For the 2017 fiscal year **we are requesting $95,000** which represents **no increase in our request** for the third consecutive year.

**Executive Summary**

The Board and the staff are working hard to build on the successes of the past few years. In our 2015 Fiscal Year, our financial performance exceeded our projections on the back of strong growth in attendance for our nature programs, after school enrichment programs, and increased donations. We achieved 21% overall revenue growth and ended the year with a small operating surplus. We're energized by our progress and are very grateful for a committed board and the continued support from friends, volunteers, and community leaders.

**Nature Programs**. Our trained naturalists were able to deliver more hands-on programs to children of all ages utilizing over 50 live animals and 74 acres of habitat. We had over 8,500 program attendees including 3,306 school children—a 38% increase from last year—who enjoyed animal feedings, pond studies, and nature discovery moments throughout our sanctuary. This represents a 46% growth year-over-year. Our Earthplace Festival, Winterfest, and Green Day attracted thousands of visitors from across the county as we look to become a regional nature discovery resource.

**Education.** We made progress attracting a wider range of program participants this past year with significant growth in our K thru 5 After-School Enrichment Program and steady growth with middle and high school programs including the Harbor Watch senior internships. Our preschool, ably led by new director Amee Borys, continues to be highly rated and well regarded by area families. Attendance for our preschool is near maximum capacity.

**Harbor Watch.** Our Harbor Watch team conducted comprehensive water quality sampling of multiple rivers and storm sewer systems this season while continuing our long-running juvenile benthic fish study and weekly dissolved oxygen studies. One of our studies focused specifically on Saugatuck Harbor. In September we officially dedicated our new laboratory at Earthplace which has greatly expanded our testing and training capacity. This year, we studied 13 waterways, trained 44 student interns, monitored 231 field sites, and conducted 11,963 bacteria tests! Our fall after school interns focused on two important waterways here in Westport, the Saugatuck River and Indian River, where they

conducted extensive testing on a variety of water quality parameters. The results of this testing were presented in December to the public at our annual water quality symposium.

**Facility Improvements.** Our results this past year also include capital projects that will help position us to sustain our growth in earned income. We have a new preschool classroom that allows us to offer more flexible scheduling; the new Richard Harris Harbor Watch Laboratory that triples out intern space and testing capacity; and a newly dredged pond highlights our educational programs. Additionally we have constructed a perimeter fence to secure and protect our outdoor raptor species, as well as limit unpaid visitor entry.

**Sustainability Leadership.** As introduced last year, we are just completing a two year project to upgrade our energy profile. We secured financing this past summer for Phase II of an ambitious enterprise sustainability plan. This latest upgrade positions Earthplace as a regional energy conservation showcase for our 23,000 square foot facility. This phase added a further 32kw of solar generated energy with heating system upgrades and a major LED lighting retrofit. The total cost of these upgrades, including the added solar units, was approximately $300,000. $178,000 was financed by a state program called C-PACE (Commercial Property Assessed Clean Energy). The balance of the project expenses were offset by Renewable Energy Credits for zero emission installations or Z-RECs. The net expense to Earthplace was less than $5,000.

As an added bonus, the Town of Westport will receive approximately 20 points in connection with its participation in the Clean Energy Communities program because of the C-PACE loan for Earthplace. Points may be redeemed by the community for clean energy assets like electric car charging stations and solar panels.

We are very excited about these upgrades to our facility as we look to create an energy conservation showcase for the town. But importantly, they also serve as key renovations and enhancements to aging infrastructure whose costs are beyond the ability of our operating budget to absorb.

**Community Engagement.** We are always looking for ways to collaborate with other community groups and individuals who share our interest in nature and the environment. This past year was no exception as we worked with the Green Task Force to co-sponsor our Environmental Learning Series. This evening program series attracts a diverse audience and is often standing room only. Doug Tallamy, a wildlife ecologist, was one of our widely acclaimed speakers from this past year and came as a result of a partnership with the Audubon Society. Additionally we work closely with Wakeman Town Farm to present Green Day and the Sherwood Island Nature Center on a variety of nature and animal programs.

**Financial Overview**

**2015 Fiscal year Results (audited):**

- Our total operating revenue grew $392,000 to $2.1 million and we booked a small budget surplus of $26,738—the first in many years. However, this includes the $90,000 in capital funds from the town of Westport that is recorded as operating revenue per GAAP standards.
- After depreciation, we recorded a net loss of $158,174.
- 84% of total revenue went to program delivery a slight decrease year-over-year due to funding for several capital projects.
- Despite this overall growth, our earned income component remained at 62%

**Current Year Projections (FY 2016):**

- We anticipate our operating revenues to increase to $2.3 million largely due to a one-time legacy gift which will be used to bolster our working capital reserves.
- Our budget reflects this one-time gift, but our operating plan remains very tight as we continue to make facility and program improvements.
- We are currently projecting an operating surplus of $89,910 before depreciation and net loss of $97,090 after depreciation.
- We also anticipate a budget shortfall of$40,760. There are three factors for this:
    - Higher than expected Healthcare costs
    - Shortfall due to sale of marine assets
    - Less growth in individual giving
- We plan to add a Director of Fund Development to our staff this Spring which will enhance future fundraising initiatives through grants and private sources.
- Two capital projects were completed this fiscal year, both supported by town appropriations.
    - The Woodland pond has been restored and is awaiting completion of a new education platform in March.
    - The Richard Harris Harbor Watch Lab was dedicated in September in time for the expansion of our testing program.

**2017 Fiscal Year Budget:**

We are very grateful for the continued support we receive from the Town of Westport. We will continue to provide free school visits to all 1st and 3rd grade elementary school classes next year and public access to our trails for all to enjoy. As we continue to transform the organization, our Board and staff are guided by and committed to our new strategic plan and a shared vision for Earthplace.

Maintaining the $95,000 town support is a crucial component of our financial health as we continue our work to upgrade facilities and programs in keeping with the standards established by our founders. Earthplace has received one increase in the town allocation since 2007. The percentage of our budget as funded by the Town, continues to decline, year on year.

- While we expect our federal and state grant revenues for Harbor Watch to continue to be smaller than in years past, we submitted nine new grants for this next year and hope to build back the base of support.
- We will also continue our engagement with Social Venture Partners of CT in support of our Harbor Watch program. In addition to financial support, this collaboration also provides key professional and strategic guidance.
- Our revenue plan calls for solidifying our growth in educational programs, increasing Nature Discovery program revenue, and focusing on fee-for-service revenues for Harbor Watch. We anticipate our grant dollars will continue to shift from public to private foundation sources.
- On the expense side, we expect modest cost increases with the exception of transportation and marketing which will grow at higher rates.

On the accompanying pages you will find:

- Earthplace by the numbers
- A report from Harbor Watch
- A Statement of revenues and expenses for the first six months of FY 2016 and projected year-end
- Budget projection for FY 2017 and beyond
- Current Balance Sheet
- Current Organizational Chart

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

Respectfully submitted by:

Tony McDowell

Executive Director
Earthplace

**Earthplace By The Numbers: 2015**

**People:**
Participants in our nature programs: 14,349
Eagle Scout: 1 (who completed a pond shed)
Attendees at Animal Feedings: 1,482
38 Harbor Watch Student Interns Trained
Preschool enrollment at 95% of capacity

**Flora:**
2 miles of walking trails on 62 acres
Habitats on site: 6 (mixed hardwood, riverine watercourses, seasonal pools, Palustrine Forested wetlands, Palustrine scrub wetlands, "old field")
Types of trees, forbs, shrubs, ferns or mosses: 133

**Fauna:**
Butterfly species: 36
Amphibian species: 10
    3 Salamander (Red Back, Northern Two-line and Spotted)
    7 Frog (Green, Pickerel, Bull, Wood, Eastern American Toad, Northern Spring Peeper, Gray Tree)
Bird Species: 186 (some common, some rare)
Resident animal species (Animal Hall): 50

**Clean Water:**
163 unique sites at 14 waterbodies sampled
Bacteria Bonanza: Eighteen consecutive hours for a total of 90 samples, and 180 *E. coli* bacteria tests.
#of Harbor Watch **newly** identified unique sources of pollution: 4 (all have been fixed by municipalities).

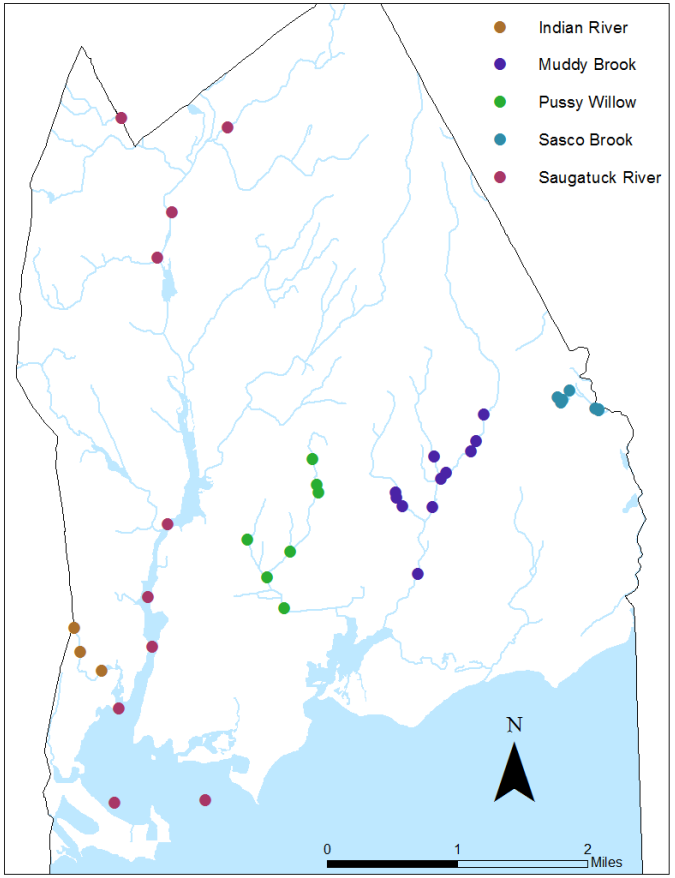
**Harbor Watch Program Report:**
Harbor Watch has enjoyed a highly productive relationship with The Town of Westport, particularly working closely with the Conservation department. In the past year, we worked on multiple Westport waterways (map of study sites below):

(1) Sasco Brook
(2) The Saugatuck River
(3) Muddy Brook
(4) Pussy Willow Brook
(5) Indian River

In these waterways, we studied multiple elements of water quality from bacteria pollution to dissolved oxygen conditions at 38 Westport study sites. All of this work has been done while engaging Westport residents as volunteers and interns. We have also actively participated in the

Sherwood Island Mill Pond Committee and the Sasco Brook Pollution Abatement Committee, as well as having shared our data with the Westport Shellfish Commission.

Through our education programs, we were able to engage 9 high school students from Westport this year in our internship programs, and 1 of our 4 undergraduate research assistants was also from Westport. All of these students received thorough training and the opportunity to participate in extensive hands-on research in the field.



**Earthplace, The Nature Discovery Center**
**Statement of Revenue & Expenses**
**Actual FY06/14 & 06/15; Budget, Actual, & Estimated FYE06/16**

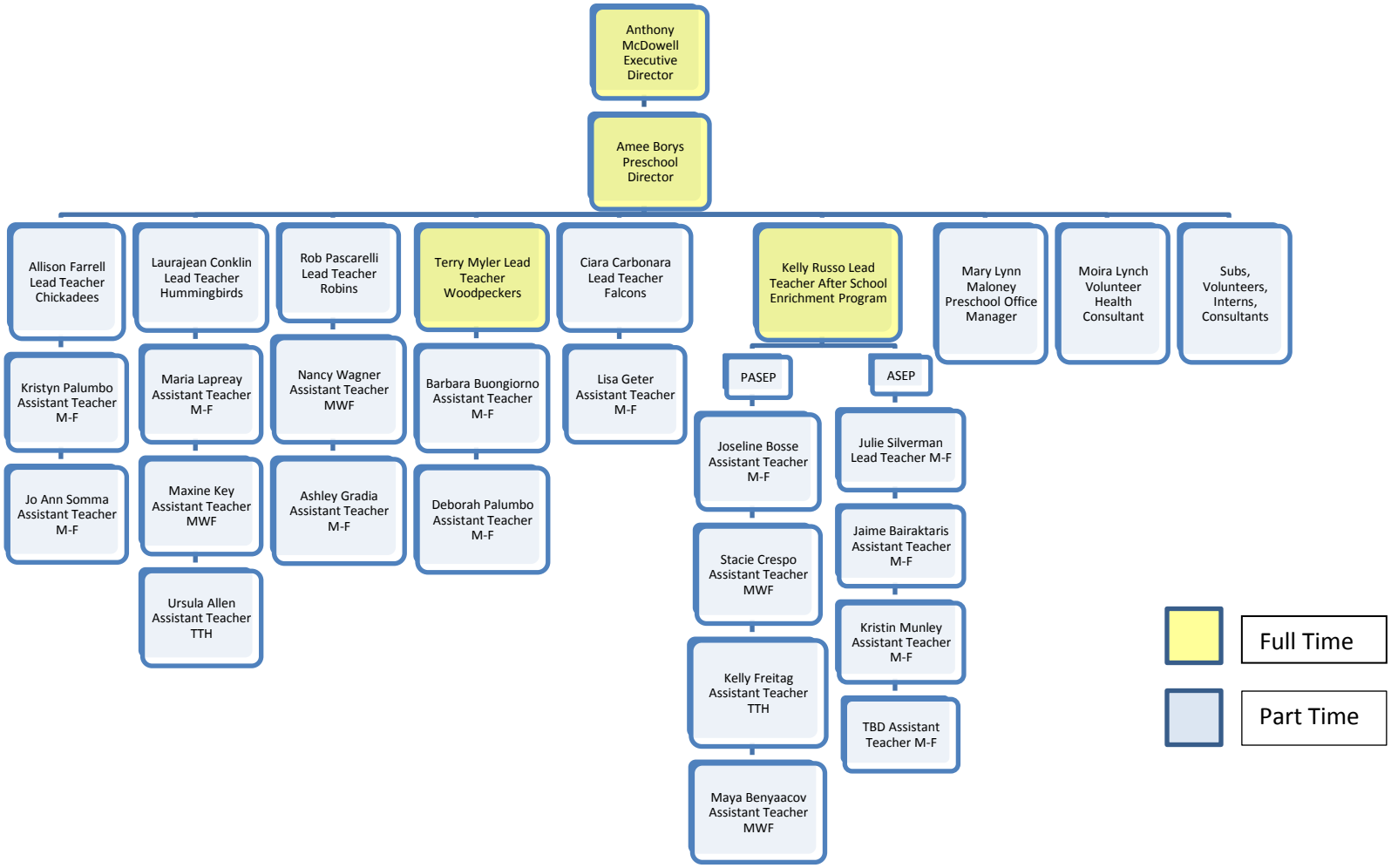
| | ACTUAL FYE 06/14 | ACTUAL FYE 06/15 | BUDGET FYE 06/16 | ACTUAL 07/01-12/31/15 | Estimated FYE 06/16 |
|---|---|---|---|---|---|
| **REVENUE** | | | | | |
| Contributions | 219,839 | 263,590 | 323,750 | 181,189 | 298,400 |
| Municipalities | 95,000 | 190,000 | 95,000 | 47,500 | 95,000 |
| Grants | 94,700 | 172,737 | 317,773 | 105,596 | 275,470 |
| Museum Admission | 13,806 | 16,006 | 16,000 | 7,715 | 16,000 |
| Membership Dues | 50,430 | 46,416 | 45,000 | 15,495 | 51,000 |
| Nursery School Tuition | 614,673 | 794,990 | 870,150 | 452,027 | 904,000 |
| Summer Camp Tuition | 328,631 | 268,034 | 311,000 | 239,949 | 300,000 |
| Programs | 44,508 | 66,677 | 57,000 | 17,548 | 50,000 |
| Fee for Service | 116,382 | 31,940 | 79,983 | 8,250 | 70,000 |
| Fundraisers | 74,049 | 137,162 | 147,000 | 64,688 | 125,000 |
| Other Operating Revenue | 3,975 | 14,269 | 22,500 | 5,738 | 10,000 |
| Rental Income | 47,417 | 46,967 | 49,000 | 24,200 | 49,400 |
| Income from Investments | 5,351 | 4,818 | 30,000 | (15,085) | 30,000 |
| In-Kind Contributions | 35,585 | 53,925 | 7,200 | 0 | 7,200 |
| **TOTAL REVENUE** | **1,744,346** | **2,107,530** | **2,371,356** | **1,154,810** | **2,281,470** |
| **EXPENSES** | | | | | |
| Payroll | 1,120,534 | 1,369,341 | 1,492,013 | 731,333 | 1,447,760 |
| Worker's Compensation | 19,670 | 17,119 | 20,000 | 6,751 | 13,500 |
| Payroll Taxes | 82,030 | 97,947 | 111,591 | 51,215 | 110,000 |
| Unemployment | 15,467 | 9,370 | 14,607 | 1,425 | 4,500 |
| Employee Benefits | 59,842 | 80,575 | 70,895 | 47,135 | 95,000 |
| Background Checks | 816 | 1,708 | 1,500 | 671 | 1,100 |
| Volunteer & Related | 1,021 | 734 | 2,000 | 0 | 1,000 |
| Program | 69,964 | 83,457 | 76,400 | 39,995 | 86,800 |
| Development & Marketing | 17,643 | 18,990 | 40,000 | 23,929 | 40,000 |
| Fundraising | 12,602 | 46,044 | 39,900 | 22,916 | 42,900 |
| Professional Fees | 102,157 | 61,647 | 41,500 | 23,371 | 40,000 |
| Administration | 42,686 | 39,495 | 43,500 | 18,640 | 41,000 |
| Dues, Licenses, Permits | 4,057 | 5,116 | 4,130 | 943 | 4,000 |
| Transportation & Meetings | 26,383 | 44,380 | 55,400 | 22,450 | 47,000 |
| Insurance | 33,285 | 35,846 | 37,950 | 18,115 | 36,000 |
| Occupancy | 107,042 | 107,948 | 116,000 | 50,932 | 110,000 |
| Repairs & Maintenance | 27,229 | 38,039 | 47,800 | 14,944 | 40,000 |
| Other | 17,593 | 23,036 | 25,500 | 15,837 | 31,000 |
| **TOTAL EXPENSES** | **1,760,021** | **2,080,792** | **2,240,686** | **1,090,602** | **2,191,560** |
| **NET OPERATING REVENUE / (EXPENSE) BEFORE DEPRECIATION & ACCTG METHOD ADJ** | **(15,675)** | **26,738** | **130,670** | **64,208** | **89,910** |
| **Audit Adjustment - Cash to Accrual basis from prior FY** | **24,266** | **-** | **-** | **-** | **-** |
| **NET REVENUE/(EXPENSE) BEFORE DEPRECIATION** | **(39,941)** | **26,738** | **130,670** | **64,208** | **89,910** |
| **DEPRECIATION** | **186,772** | **184,912** | **187,000** | **93,500** | **187,000** |
| **NET REVENUE/(EXPENSE) AFTER DEPRECIATION** | **(226,713)** | **(158,174)** | **(56,330)** | **(29,292)** | **(97,090)** |

**Earthplace, The Nature Discovery Center**
**Statement of Revenue & Expenses**
**Budgets FYE 06/17, 06/18, 06/19, & 06/20, 06/21**

| | BUDGET FYE 06/17 | BUDGET FYE 06/18 | BUDGET FYE 06/19 | BUDGET FYE 06/20 | BUDGET FYE 06/21 |
|---|---|---|---|---|---|
| **REVENUE** | | | | | |
| Contributions | 252,445 | 269,817 | 277,114 | 288,277 | 295,943 |
| Municipalities | 95,000 | 95,000 | 95,000 | 95,000 | 95,000 |
| Grants | 283,250 | 297,413 | 303,361 | 309,428 | 315,617 |
| Museum Admission | 17,340 | 18,207 | 18,571 | 18,943 | 19,321 |
| Membership Dues | 52,520 | 55,146 | 56,249 | 57,374 | 58,521 |
| Nursery School Tuition | 918,000 | 963,900 | 983,178 | 1,002,842 | 1,022,898 |
| Summer Camp Tuition | 311,000 | 326,550 | 333,081 | 339,743 | 346,537 |
| Programs | 45,000 | 47,250 | 48,195 | 49,159 | 50,142 |
| Fee for Service | 85,000 | 89,250 | 91,035 | 92,856 | 94,713 |
| Fundraisers | 130,000 | 136,500 | 139,230 | 142,015 | 144,855 |
| Other Operating Revenue | 3,000 | 4,000 | 5,000 | 6,000 | 7,000 |
| Rental Income | 48,500 | 50,925 | 51,944 | 52,982 | 54,042 |
| Income from Investments | 20,000 | 21,000 | 21,420 | 21,848 | 22,285 |
| In-Kind Contributions | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| **TOTAL REVENUE** | **2,271,055** | **2,384,958** | **2,433,377** | **2,486,466** | **2,536,875** |
| **EXPENSES** | | | | | |
| Payroll | 1,470,000 | 1,509,400 | 1,534,494 | 1,559,839 | 1,585,437 |
| Worker's Compensation | 15,000 | 16,000 | 16,480 | 16,974 | 17,484 |
| Payroll Taxes | 110,250 | 113,205 | 115,087 | 116,988 | 118,908 |
| Unemployment | 15,000 | 15,750 | 16,065 | 16,386 | 16,714 |
| Employee Benefits | 100,000 | 105,000 | 110,000 | 115,000 | 120,000 |
| Background Checks | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 |
| Volunteer & Related | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Program | 75,000 | 78,750 | 80,325 | 81,932 | 83,570 |
| Development & Marketing | 45,000 | 55,000 | 65,000 | 75,000 | 85,000 |
| Fundraising | 35,000 | 36,750 | 37,485 | 38,235 | 38,999 |
| Professional Fees | 70,000 | 73,500 | 74,970 | 76,469 | 77,999 |
| Administration | 41,000 | 43,050 | 43,911 | 44,789 | 45,685 |
| Dues, Licenses, Permits | 4,300 | 4,515 | 4,605 | 4,697 | 4,791 |
| Transportation & Meetings | 52,000 | 54,600 | 55,692 | 56,806 | 57,942 |
| Insurance | 36,000 | 37,800 | 38,556 | 39,327 | 40,114 |
| Occupancy | 106,000 | 111,300 | 113,526 | 115,797 | 118,112 |
| Repairs & Maintenance | 50,000 | 52,500 | 53,550 | 54,621 | 55,713 |
| Other | 18,500 | 19,425 | 19,814 | 20,210 | 20,614 |
| **TOTAL EXPENSES** | **2,245,150** | **2,328,645** | **2,381,660** | **2,435,170** | **2,489,183** |
| **NET OPERATING REVENUE / (EXPENSE) BEFORE DEPRECIATION** | **25,905** | **56,313** | **51,717** | **51,296** | **47,692** |
| **DEPRECIATION** | **187,000** | **185,000** | **184,000** | **182,000** | **180,000** |
| **NET OPERATING REVENUE / (EXPENSE) AFTER DEPRECIATION** | **(161,095)** | **(128,688)** | **(132,283)** | **(130,704)** | **(132,308)** |

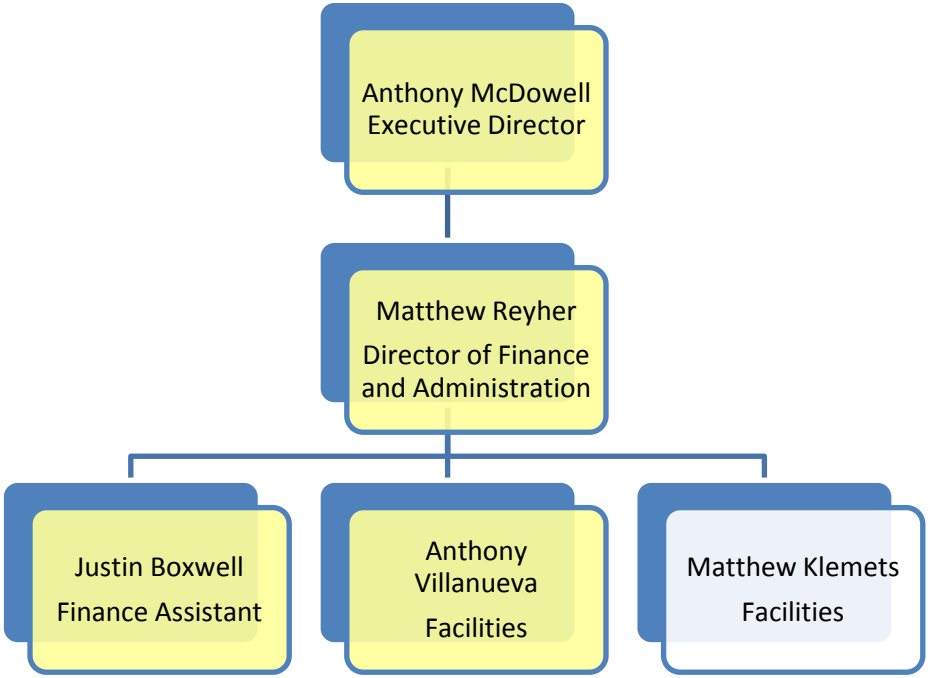
# Earthplace, The Nature Discovery Center
## Balance Sheet
## As of December 31, 2015

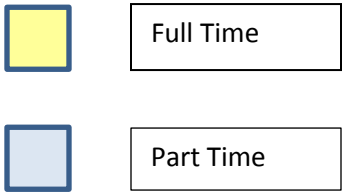
| | As of December 31, 2015 | |
|---|---|---|
| **ASSETS** | | |
| **Current Assets** | | |
| Total Current Assets | $ 1,004,707 | |
| **Fixed Assets (net of Depreciation)** | | |
| Total Fixed Assets | $ 2,395,825 | |
| **Other Assets** | | |
| Museum Collections | $ 103,390 | |
| **TOTAL ASSETS** | | **$ 3,503,922** |
| **LIABILITIES** | | |
| **Current Liabilities** | | |
| Total Current Liabilities | $ 574,589 | |
| **TOTAL LIABILITIES** | | **$ 574,589** |
| **NET ASSETS** | | |
| **Unrestricted Net Assets** | | |
| Total Unrestricted Net Assets | $ 2,727,685 | |
| **Temporarily Restricted Net Assets** | | |
| Total Temp. Restricted Net Assets | $ 137,929 | |
| **Permanently Restricted Net Assets** | | |
| Total Perm. Restricted Net Assets | $ 63,719 | |
| **TOTAL NET ASSETS** | | **$ 2,929,333** |
| **TOTAL LIABILITIES & NET ASSETS** | | **$ 3,503,922** |

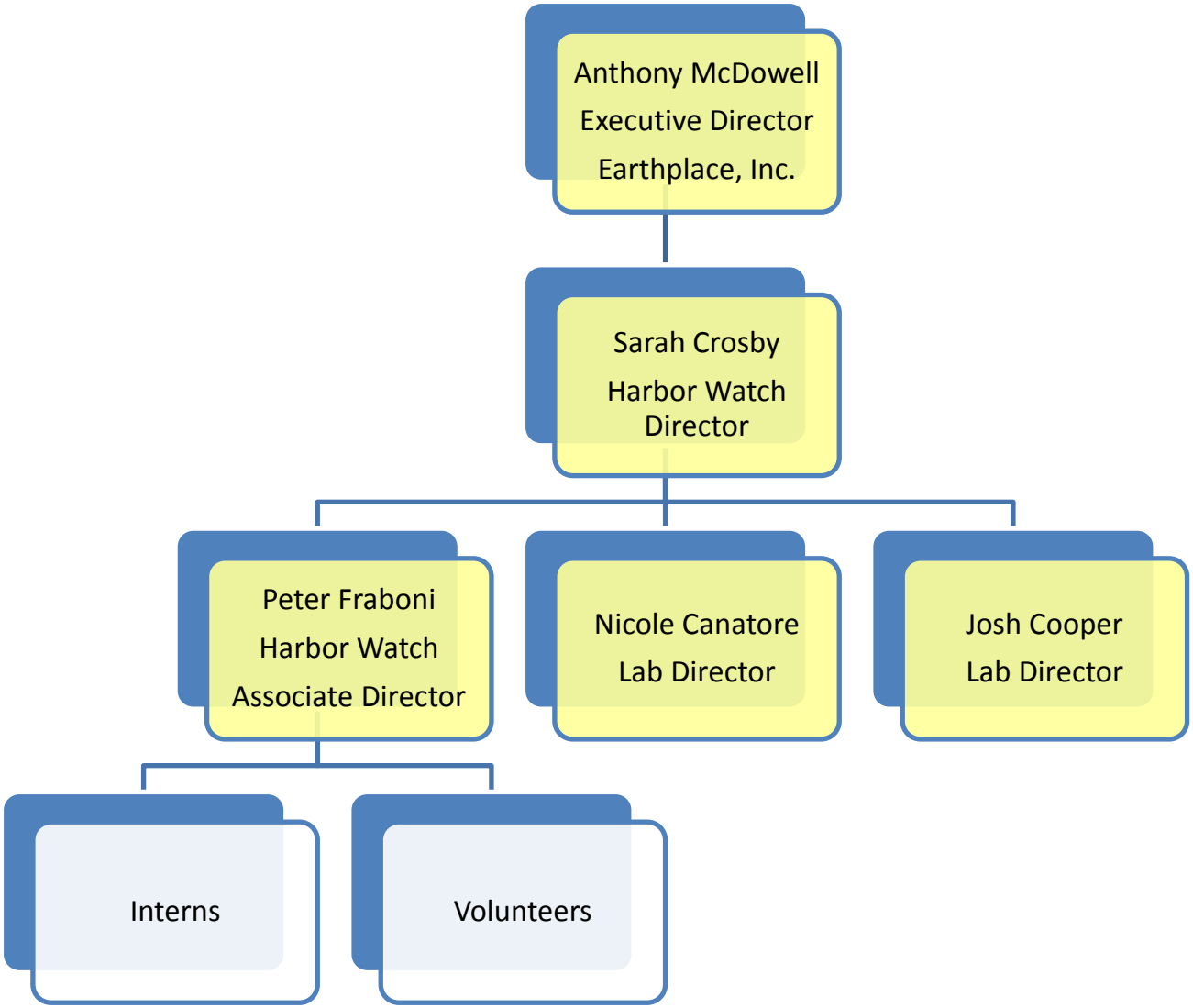

Anthony McDowell Executive Director
Amee Borys Preschool Director
Allison Farrell Lead Teacher Chickadees
Kristyn Palumbo Assistant Teacher M-F
Jo Ann Somma Assistant Teacher M-F
Laurajean Conklin Lead Teacher Hummingbirds
Maria Lapreay Assistant Teacher M-F
Maxine Key Assistant Teacher MWF
Ursula Allen Assistant Teacher TTH
Rob Pascarelli Lead Teacher Robins
Nancy Wagner Assistant Teacher MWF
Ashley Gradia Assistant Teacher M-F
Terry Myler Lead Teacher Woodpeckers
Barbara Buongiorno Assistant Teacher M-F
Deborah Palumbo Assistant Teacher M-F
Ciara Carbonara Lead Teacher Falcons
Lisa Geter Assistant Teacher M-F
Kelly Russo Lead Teacher After School Enrichment Program
PASEP
Joseline Bosse Assistant Teacher M-F
Stacie Crespo Assistant Teacher MWF
Kelly Freitag Assistant Teacher TTH
Maya Benyaacov Assistant Teacher MWF
ASEP
Julie Silverman Lead Teacher M-F
Jaime Bairaktaris Assistant Teacher M-F
Kristin Munley Assistant Teacher M-F
TBD Assistant Teacher M-F
Mary Lynn Maloney Preschool Office Manager
Moira Lynch Volunteer Health Consultant
Subs, Volunteers, Interns, Consultants
Full Time
Part Time

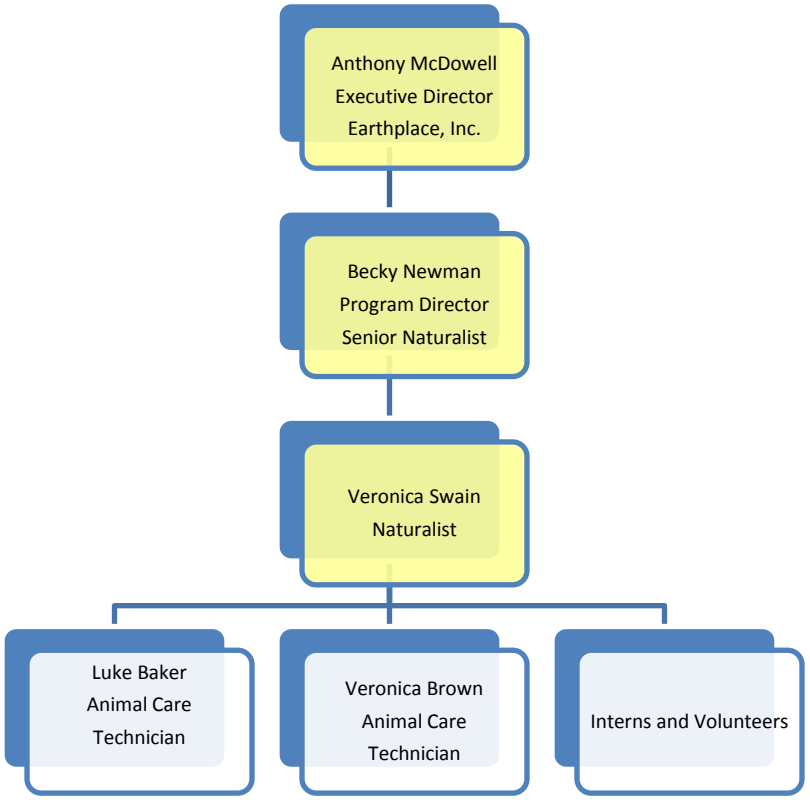


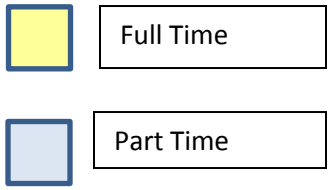
F

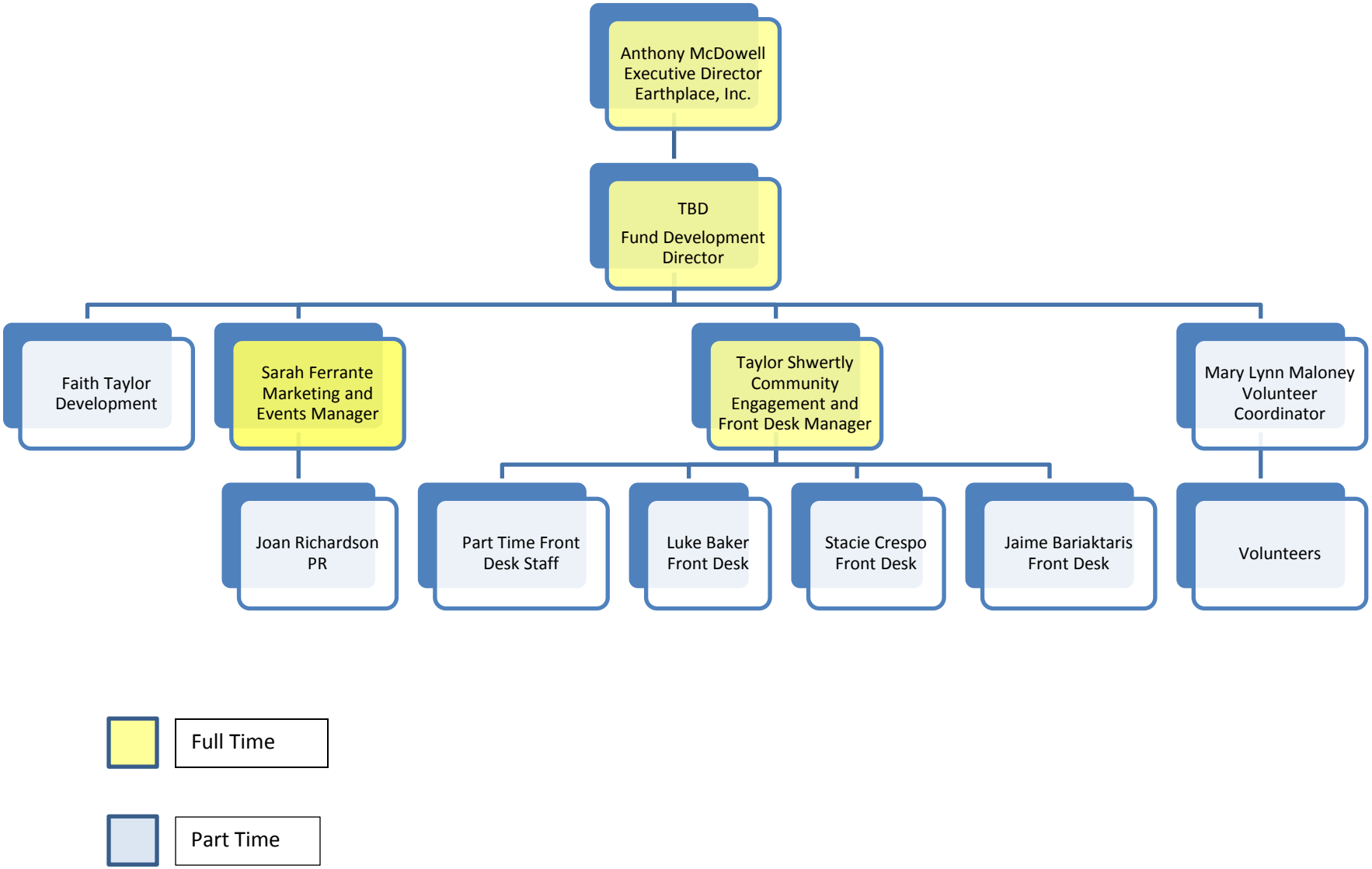

Anthony McDowell
Executive Director
Matthew Reyher
Director of Finance and Administration
Justin Boxwell
Finance Assistant
Anthony Villanueva
Facilities
Matthew Klemets
Facilities


Full Time
Part Time


Anthony McDowell
Executive Director
Earthplace, Inc.
Sarah Crosby
Harbor Watch
Director
Peter Fraboni
Harbor Watch
Associate Director
Nicole Canatore
Lab Director
Josh Cooper
Lab Director
Interns
Volunteers


Anthony McDowell
Executive Director
Earthplace, Inc.
Becky Newman
Program Director
Senior Naturalist
Veronica Swain
Naturalist
Luke Baker
Animal Care
Technician
Veronica Brown
Animal Care
Technician
Interns and Volunteers


Full Time
Part Time


Anthony McDowell
Executive Director
Earthplace, Inc.
TBD
Fund Development Director
Faith Taylor
Development
Sarah Ferrante
Marketing and Events Manager
Taylor Shwertly
Community Engagement and Front Desk Manager
Mary Lynn Maloney
Volunteer Coordinator
Joan Richardson
PR
Part Time Front Desk Staff
Luke Baker
Front Desk
Stacie Crespo
Front Desk
Jaime Bariaktaris
Front Desk
Volunteers
Full Time
Part Time

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **911 Miscellaneous** | | | | | | | |
| (18) Fees & Services | 17,709.00 | 18,180.00 | 18,180.00 | 18,000.00 | 18,000.00 | 0.00 | -1.0% |
| (32) Rental Property | 7,500.00 | 7,575.00 | 7,575.00 | 7,500.00 | 7,500.00 | 0.00 | -1.0% |
| (33) Advert & Print | 898.67 | 3,030.00 | 3,030.00 | 2,000.00 | 2,000.00 | 0.00 | -34.0% |
| (55) Licenses & Fees | 450.00 | 303.00 | 303.00 | 300.00 | 300.00 | 0.00 | -1.0% |
| (60) PaymentsToAgency/Or | 30,408.74 | 50,803.00 | 50,803.00 | 36,350.00 | 36,350.00 | 0.00 | -28.4% |
| (63) Program Expenses | 77,367.02 | 11,090.00 | 11,090.00 | 10,600.00 | 10,600.00 | 0.00 | -4.4% |
| (64) Miscell. Expenses | 12,809.99 | 15,150.00 | 15,150.00 | 14,000.00 | 14,000.00 | 0.00 | -7.6% |
| **TOTAL (911) Miscellaneous** | **147,143.42** | **106,131.00** | **106,131.00** | **88,750.00** | **88,750.00** | **0.00** | **-16.4%** |

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **915 Transportation Service** | | | | | | | |
| (33) Advert & Print | (10,828.00) | 20,000.00 | 20,000.00 | 20,000.00 | 20,000.00 | 0.00 | 0.0% |
| (60) PaymentsToAgency/Or | 284,120.00 | 290,359.00 | 290,359.00 | 272,645.00 | 272,645.00 | 0.00 | -6.1% |
| **TOTAL (915) Transportation Service** | **273,292.00** | **310,359.00** | **310,359.00** | **292,645.00** | **292,645.00** | **0.00** | **-5.7%** |

## WESTPORT SERVICE DELIVERY OPTIONS

- Totally eliminate shuttles and contract with the private sector for a shared-ride taxi program that would provide door-to-door service on a demand basis.

- Provide peak express commuter shuttles from parking lots such as the Imperial lot, lots along the parkway or possibly additional locations.

- Operating a downtown to train all day circulator.

- Consolidation of Districts for a regional transit approach could be to the benefit of both Westport and Norwalk as it would protect the priorities of each of our communities.

**Norwalk Transit District**
**Westport Service**
**( Combined Commuter Rail Access and Door to Door Services )**
**Proposed Budget**

| | 2015-2016 Projected Based on 11/30/2015 Actuals | 2016-2017 Budget | Difference in $ | Difference as a % |
|---|---|---|---|---|
| **Labor** | | | | |
| Operators | 454,118 | 425,455 | (28,663) | -6.31% |
| Maintenance | 101,033 | 103,054 | 2,021 | 2.00% |
| Supervisory and Dispatch | 117,627 | 119,980 | 2,353 | 2.00% |
| **Total Labor** | **672,778** | **648,489** | **(24,289)** | |
| **Fringe Benefits** | | | | |
| Employee Taxes (FICA etc.) | 59,159 | 56,861 | (2,298) | -3.88% |
| Retirement - Defined Contribution | 42,884 | 38,504 | (4,380) | -10.21% |
| Employee Insurances | 207,145 | 225,788 | 18,643 | 9.00% |
| Uniforms | 6,740 | 6,875 | 135 | 2.00% |
| **Total Fringe Benefits** | **315,928** | **328,028** | **12,100** | |
| **Services** | | | | |
| Marketing | **20,000** | **0** | **0** | 0.00% |
| * Planning & Service Development | **17,714** | **0** | **(17,714)** | 100.00% |
| **Lubricants** | | | | |
| Fuel & Lubricants | **135,338** | **119,417** | **(15,921)** | -11.76% |
| **Tires** | | | | |
| Tires | **9,344** | **9,634** | **290** | 3.10% |
| **Other Materials & Supplies** | | | | |
| Spare Parts & Materials | **57,490** | **58,640** | **1,150** | 2.00% |
| **Utilities** | | | | |
| None | **0** | **0** | **0** | |
| **Insurance** | | | | |
| None | **0** | **0** | **0** | |
| **Miscellaneous** | | | | |
| None | **0** | **0** | **0** | |
| **Total Expenses** | **1,228,592** | **1,164,208** | **(64,384)** | -5.24% |
| **Revenues and Assistance** | | | | |
| ConnDOT | 769,745 | 756,021 | (13,724) | -1.78% |
| ConnDOT Municipal Grant | 31,603 | 31,603 | 0 | 0.00% |
| Passenger Fares | 114,028 | 117,449 | 3,421 | 3.00% |
| Park & Ride | 2,542 | 2,593 | 51 | 2.01% |
| Town of Westport | 310,359 | 256,542 | (53,817) | -17.34% |
| **Total Revenues and Assistance** | **1,228,277** | **1,164,208** | **(64,069)** | -5.22% |
| **Surplus <Deficit>** | **(315)** | **0** | **315** | |

**Norwalk Transit District**
**Westport Service**
**( Combined Commuter Rail Access and Door to Door Services)**
**5 Year Projections**

| | 2015-2016 Projected Based on 11/30/2015 Actuals | 2016-2017 Budget | 2017-2018 Budget | 2018-2019 Budget | 2019-2020 Budget | 2020-2021 Budget | Budget Assumption |
|---|---|---|---|---|---|---|---|
| **Labor** | | | | | | | |
| Operators | 454,118 | 425,455 | 436,091 | 446,993 | 458,168 | 469,622 | **2.5% Union** |
| Maintenance | 101,033 | 103,054 | 105,115 | 107,217 | 109,361 | 111,548 | **2% Union** |
| Supervisory and Dispatch | 117,627 | 119,980 | 122,380 | 124,828 | 127,325 | 129,872 | **2% non Union** |
| **Total Labor** | **672,778** | **648,489** | **663,586** | **679,038** | **694,854** | **711,042** | |
| **Fringe Benefits** | | | | | | | |
| Employee Taxes (FICA etc.) | 59,159 | 56,861 | 58,186 | 59,542 | 61,031 | 62,453 | **Salary Based** |
| Retirement - Defined Contribution | 42,884 | 38,504 | 39,401 | 40,319 | 41,258 | 42,219 | **Salary Based** |
| Employee Insurances | 207,145 | 225,788 | 239,335 | 251,302 | 261,354 | 271,808 | **9% 16-17** |
| Uniforms | 6,740 | 6,875 | 7,013 | 7,153 | 7,296 | 7,442 | **Per Contract** |
| **Total Fringe Benefits** | **315,928** | **328,028** | **343,935** | **358,317** | **370,939** | **383,923** | |
| **Services** | | | | | | | |
| Marketing | **20,000** | **0** | **0** | **0** | **0** | **0** | |
| *Planning & Service Development | **17,714** | **0** | **0** | **0** | **0** | **0** | |
| **Lubricants** | | | | | | | |
| Fuel | **135,338** | **119,417** | **114,891** | **119,354** | **126,256** | **132,227** | **Per Instructions** |
| **Tires** | | | | | | | |
| Tires | **9,344** | **9,634** | **9,923** | **10,221** | **10,528** | **10,844** | **Per Contract** |
| **Other Materials & Supplies** | | | | | | | |
| Spare Parts & Materials | **57,490** | **58,640** | **59,813** | **61,009** | **62,229** | **63,474** | **2% Annual** |
| **Total Expenses** | **1,228,592** | **1,164,208** | **1,192,148** | **1,227,939** | **1,264,806** | **1,301,510** | |
| **Revenues and Assistance** | | | | | | | |
| ConnDOT | 769,745 | 756,021 | 774,922 | 798,170 | 822,115 | 846,778 | **2.5% 16-17, 17-18 3% Following** |
| ConnDOT Municipal Grant | 31,603 | 31,603 | 31,603 | 31,603 | 31,603 | 31,603 | **Flat Funding** |
| Passenger Fares | 114,028 | 117,449 | 120,972 | 124,601 | 128,339 | 130,906 | **3% Annual** |
| Park & Ride | 2,542 | 2,593 | 2,645 | 2,698 | 2,752 | 2,807 | **2% Annual** |
| Town of Westport | 310,359 | 256,542 | 261,673 | 269,523 | 277,609 | 285,937 | **-1.4 % 16-17, 2% 17-18, 3% Following** |
| **Total Revenues and Assistance** | **1,228,277** | **1,164,208** | **1,191,815** | **1,226,595** | **1,262,418** | **1,298,031** | |
| **Surplus <Deficit>** | **(315)** | **0** | **(333)** | **(1,344)** | **(2,388)** | **(3,479)** | |

**Norwalk Transit District**
**Westport Service**
**Historical and Projected Operating Data**

| | 2014-2015 Actual Commuter Rail Access | 2014-2015 Actual Door to Door | 2014-2015 Actual Combined Totals | 2015-2016 Projected Based on 11/30/2015 Actuals Commuter Rail Access | 2015-2016 Projected Based on 11/30/2015 Actuals Door to Door | 2015-2016 Projected Based on 11/30/2015 Actuals Combined Totals | Amount of Change $ | Amount of Change % |
|---|---|---|---|---|---|---|---|---|
| **Labor** | | | | | | | | |
| Operators | 314,252 | 125,871 | 440,123 | 325,332 | 128,786 | 454,118 | 13,995 | 3.18% |
| Maintenance | 73,697 | 25,890 | 99,587 | 74,679 | 26,354 | 101,033 | 1,446 | 1.45% |
| Supervisory and Dispatch | 71,125 | 44,775 | 115,900 | 75,734 | 41,893 | 117,627 | 1,727 | 1.49% |
| **Total Labor** | **459,074** | **196,536** | **655,610** | **475,745** | **197,033** | **672,778** | **17,168** | **2.62%** |
| **Fringe Benefits** | | | | | | | | |
| Employee Taxes (FICA etc.) | 42,558 | 15,194 | 57,752 | 42,895 | 16,264 | 59,159 | 1,407 | 2.44% |
| Retirement - Defined Contribution | 29,776 | 11,727 | 41,503 | 31,458 | 11,426 | 42,884 | 1,381 | 3.33% |
| Employee Insurances | 140,736 | 49,546 | 190,282 | 155,002 | 52,143 | 207,145 | 16,863 | 8.86% |
| Uniforms | 4,893 | 1,768 | 6,661 | 4,850 | 1,890 | 6,740 | 79 | 1.19% |
| **Total Fringe Benefits** | **217,963** | **78,235** | **296,198** | **234,205** | **81,723** | **315,928** | **19,730** | **6.66%** |
| **Services** | | | | | | | | |
| Marketing | **9,172** | **0** | **9,172** | **20,000** | **0** | **20,000** | **10,828** | **118.05%** |
| *Planning & Service Development | **0** | **0** | **0** | **17,714** | **0** | **17,714** | **17,714** | **100.00%** |
| **Lubricants** | | | | | | | | |
| Fuel & Lubricants | **149,355** | **17,359** | **166,714** | **120,641** | **14,697** | **135,338** | **(31,376)** | **-18.82%** |
| **Tires** | | | | | | | | |
| Tires | **8,157** | **1,019** | **9,176** | **8,081** | **1,263** | **9,344** | **168** | **1.83%** |
| **Other Materials & Supplies** | | | | | | | | |
| Spare Parts & Materials | **50,883** | **6,069** | **56,952** | **51,269** | **6,221** | **57,490** | **538** | **0.94%** |
| **Utilities** | | | | | | | | |
| None | **0** | **0** | **0** | **0** | **0** | **0** | **0** | |
| **Insurance** | | | | | | | | |
| None | **0** | **0** | **0** | **0** | **0** | **0** | **0** | |
| **Miscellaneous** | | | | | | | | |
| None | **0** | **0** | **0** | **0** | **0** | **0** | **0** | |
| **Total Expenses** | **894,604** | **299,218** | **1,193,822** | **927,655** | **300,937** | **1,228,592** | **34,770** | 2.91% |
| **Revenues and Assistance** | | | | | | | | |
| ConnDOT | 590,775 | 178,970 | 769,745 | 590,775 | 178,970 | 769,745 | 0 | 0.00% |
| ConnDOT Municipal Grant | 0 | 27,013 | 27,013 | 0 | 31,603 | 31,603 | 4,590 | 16.99% |
| Passenger Fares * | 109,002 | 11,773 | 120,775 | 104,757 | 9,271 | 114,028 | (6,747) | -5.59% |
| Park & Ride | 2,653 | 0 | 2,653 | 2,542 | 0 | 2,542 | (111) | -4.18% |
| Town of Westport | 191,830 | 81,462 | 273,292 | 229,266 | 81,093 | 310,359 | 37,067 | 13.56% |
| **Total Revenues and Assistance** | **894,260** | **299,218** | **1,193,478** | **927,340** | **300,937** | **1,228,277** | **34,799** | 2.92% |
| **Surplus <Deficit>** | **(344)** | **0** | **(344)** | **(315)** | **0** | **(315)** | **29** | |
| **Ridership** | 59,005 | 7,160 | 66,165 | 45,000 | 7,500 | 52,500 | (13,665) | |

* Includes 4,598 from School Service generating aproximately $6,200 in revenue

**Norwalk Transit District**
**Westport Service**
**( Combined Commuter Rail Access and Door to Door Services )**
**Proposed Budget**

| | 2015-2016 Projected Based on 11/30/2015 Actuals Commuter Rail Access | 2015-2016 Projected Based on 11/30/2015 Actuals Door to Door | 2015-2016 Projected Based on 11/30/2015 Actuals Combined Totals | 2016-2017 Budget Commuter Rail Access | 2016-2017 Budget Door to Door | 2016-2017 Budget Combined Totals | Amount of Change $ | Amount of Change % |
|---|---|---|---|---|---|---|---|---|
| **Labor** | | | | | | | | |
| Operators | 325,332 | 128,786 | 454,118 | 293,449 | 132,006 | 425,455 | (28,663) | -6.31% |
| Maintenance | 74,679 | 26,354 | 101,033 | 76,173 | 26,881 | 103,054 | 2,021 | 2.00% |
| Supervisory and Dispatch | 75,734 | 41,893 | 117,627 | 77,249 | 42,731 | 119,980 | 2,353 | 2.00% |
| **Total Labor** | **475,745** | **197,033** | **672,778** | **446,871** | **201,618** | **648,489** | **(24,289)** | **-3.61%** |
| **Fringe Benefits** | | | | | | | | |
| Employee Taxes (FICA etc.) | 42,895 | 16,264 | 59,159 | 40,218 | 16,643 | 56,861 | (2,298) | -3.88% |
| Retirement - Defined Contribution | 31,458 | 11,426 | 42,884 | 26,812 | 11,692 | 38,504 | (4,380) | -10.21% |
| Employee Insurances | 155,002 | 52,143 | 207,145 | 168,952 | 56,836 | 225,788 | 18,643 | 9.00% |
| Uniforms | 4,850 | 1,890 | 6,740 | 4,947 | 1,928 | 6,875 | 135 | 2.00% |
| **Total Fringe Benefits** | **234,205** | **81,723** | **315,928** | **240,929** | **87,099** | **328,028** | **12,100** | **3.83%** |
| **Services** | | | | | | | | |
| Marketing | **20,000** | **0** | **20,000** | **0** | **0** | **0** | **0** | **0.00%** |
| *Planning & Service Development | **17,714** | **0** | **17,714** | **0** | **0** | **0** | **(17,714)** | **-100.00%** |
| **Lubricants** | | | | | | | | |
| Fuel & Lubricants | **120,641** | **14,697** | **135,338** | **106,166** | **13,251** | **119,417** | **(15,921)** | **-11.76%** |
| **Tires** | | | | | | | | |
| Tires | **8,081** | **1,263** | **9,344** | **8,332** | **1,302** | **9,634** | **290** | **3.10%** |
| **Other Materials & Supplies** | | | | | | | | |
| Spare Parts & Materials | **51,269** | **6,221** | **57,490** | **52,295** | **6,345** | **58,640** | **1,150** | **2.00%** |
| **Utilities** | | | | 0 | 0 | - | **0** | **0.00%** |
| None | **0** | **0** | **0** | | | | | |
| **Insurance** | | | | 0 | 0 | 0 | **0** | **0.00%** |
| None | **0** | **0** | **0** | | | | | |
| **Miscellaneous** | | | | 0 | 0 | 0 | **0** | **0.00%** |
| None | **0** | **0** | **0** | | | | | |
| **Total Expenses** | **927,655** | **300,937** | **1,228,592** | **854,593** | **309,615** | **1,164,208** | **(64,384)** | **-5.24%** |
| **Revenues and Assistance** | | | | | | | | |
| ConnDOT | 590,775 | 178,970 | 769,745 | 572,577 | 183,444 | 756,021 | (13,724) | -1.78% |
| ConnDOT Municipal Grant | 0 | 31,603 | 31,603 | 0 | 31,603 | 31,603 | 0 | 0.00% |
| Passenger Fares * | 104,757 | 9,271 | 114,028 | 107,900 | 9,549 | 117,449 | 3,421 | 3.00% |
| Park & Ride | 2,542 | 0 | 2,542 | 2,593 | 0 | 2,593 | 51 | 2.01% |
| Town of Westport | 229,266 | 81,093 | 310,359 | 171,523 | 85,019 | 256,542 | (53,817) | -17.34% |
| **Total Revenues and Assistance** | **927,340** | **300,937** | **1,228,277** | **854,593** | **309,615** | **1,164,208** | **(64,069)** | **-5.22%** |
| **Surplus <Deficit>** | **(315)** | **0** | **(315)** | **(0)** | **0** | **(0)** | **315** | |
| **Ridership** | 45,000 | 7,500 | 52,500 | 46,350 | 7,725 | 54,075 | | |

# WESTPORT TRANSIT DISTRICT

**DEPARTMENT SERVICES OVERVIEW:**

The Westport Transit District provides commuter shuttle bus service and door to door services throughout the Town of Westport under an operating agreement with the Norwalk Transit District (NTD).

**FY 2015-2016 ACCOMPILSHMENTS:**

- Expansion of commuter services to meet later evening trains implemented in October 2015.
- Successful implementation of Phase I of the ITS project to be completed by the Spring.

**FY 2016-2017 GOALS:**

- Increase community awareness of services available to increase ridership.
- Improve communications with customers through real time information on service and an improved website.

**PERFORMANCE MEASURES:**

- Increase in utilization of services by riders.
- Increase in riders per vehicle mile/hour

**5 YEAR GOALS:**

- Increase services to provide more hours and areas of service in Westport
- Increase fuel efficiency of fleet by replacing older vehicles with newer more efficient vehicles using Federal and State Funding.
- Controlling health and workers compensation expenses.

**REVENUE SUMMARY:**

Fare revenues for the services provided in Westport are $1.50 for commuter shuttle services. The Door to Door are set District wide due the District running an integrated service ranging from Greenwich to Westport. This service has fares set at $3.00 per ride and a 10 ride bundle purchased for $24.00.

ConnDOT sets Uniticket rates for riders who use Metro North in conjunction with local services for a monthly fare. ConnDOT has set their fares at $31.00 per month and provides the District with an additional subsidy of $12.00 per month for a total of $43.00 per month per rider. These ConnDOT set rates are statewide for riders using MetroNorth. These rates were increased by $1.00 in January 2015.

**OPERATING BUDGET NOTES:**

Labor – Salaries of drivers, mechanics, schedulers, dispatchers and operations supervisors. NTD is at the end of a 3 year union contract and will be negotiating a new contract beginning July 1, 2016 with its union employees.

Fringe Benefits – Payroll Taxes, Medical Insurances, Retirement Contributions, Uniforms and Department of Transportation required exams for employees. NTD has seen substantial increases in each of the last plan years with the most recent renewal at a 9.5% increase. NTD has also required an increasing percentage contribution towards premiums from its employees and expects to continue these increases in the new contract negotiations.

Services – The District utilizes and outside marketing company and will be providing planning and development services to the Town of Westport. Other professional and outside services are not charged to the Town of Westport

Fuel and Lubricants – Ultra Low Sulfur Diesel Fuel used in body on chassis vehicles. NTD controls costs by public bid for Diesel Fuel of up to 18 months in advance for providing all fuel for the District. Currently NTD is under contract through February 2017 for fuel at various price levels.

Tires – Tires used on body on chassis vehicles.

Spare Parts and Materials – Parts used for repairs and routine maintenance on body on chassis vehicles. Future savings may be realized as older vehicles are replaced by newer vehicles which will be under warranty.

Utilities - None charged to Westport Services. All utilities and costs of the maintenance garage and administrative offices are paid by the Norwalk Transit District.

Insurance - None charged to Westport Services. All liability, vehicle and property insurances are paid by the Norwalk Transit District.

Miscellaneous - None charged to Westport Services. All General and Administrative expenses and other miscellaneous expenses are paid by the Norwalk Transit District.

**DETAILS OF CAPITAL REQUESTS:**

The Westport Transit District is not requesting any capital funds from the Town of Westport.

NTD will be replacing a portion of its aging fleet of body on chassis vehicle over the next 2 years. Additionally, the District is in the final stages of installing an automated vehicle locator system using GPS, which should be fully operational in the spring of 2016, under grants received from the Federal Transit Administration and the State of Connecticut, which will benefit the Town of Westport. The Town of Westport will not need to contribute to these capital improvements.

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| **917 Reserve: Salary Adjustments** | | | | | | | | |
| (04) Adjustment-SAL | | 0.00 | 129,000.00 | 0.00 | 160,000.00 | 160,000.00 | 0.00 | 0.0% |
| **TOTAL** | **(917) Reserve: Salary Adjustments** | **0.00** | **129,000.00** | **0.00** | **160,000.00** | **160,000.00** | **0.00** | **0.0%** |

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| **921 Employee Productivity** | | | | | | | | |
| (16) Awards | | 11,260.00 | 7,600.00 | 7,600.00 | 7,700.00 | 7,700.00 | 0.00 | 1.3% |
| **TOTAL** | **(921)Employee Productivity** | **11,260.00** | **7,600.00** | **7,600.00** | **7,700.00** | **7,700.00** | **0.00** | **1.3%** |

## 925 Accrued Vacation

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| (02) Vacation Pay | | 0.00 | 5,000.00 | 5,000.00 | 0.00 | 0.00 | 0.00 | -100.0% |
| **TOTAL** | **(925) Accrued Vacation** | **0.00** | **5,000.00** | **5,000.00** | **0.00** | **0.00** | **0.00** | **-100.0%** |

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| **941 Transfer to Sewer Fund** | | | | | | | |
| (67) Transfer2Other Fund | 383,136.00 | 383,136.00 | 383,136.00 | 383,136.00 | 383,136.00 | 0.00 | 0.0% |
| **TOTAL (941) Transfer to Sewer Fund** | **383,136.00** | **383,136.00** | **383,136.00** | **383,136.00** | **383,136.00** | **0.00** | **0.0%** |

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| **942 Transfer to Other Funds** | | | | | | | | |
| (67) Transfer2Other Fund | | 1,223,762.73 | 1,200,000.00 | 1,200,000.00 | 1,525,000.00 | 1,525,000.00 | 0.00 | 27.1% |
| **TOTAL** | **(942) Transfer to Other Funds** | **1,223,762.73** | **1,200,000.00** | **1,200,000.00** | **1,525,000.00** | **1,525,000.00** | **0.00** | **27.1%** |

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| **951 Interest on Bonds** | | | | | | | | |
| (57) Interest | | 647,017.86 | 570,875.00 | 570,875.00 | 519,589.00 | 519,589.00 | 0.00 | -9.0% |
| **TOTAL** | **(951) Interest on Bonds** | **647,017.86** | **570,875.00** | **570,875.00** | **519,589.00** | **519,589.00** | **0.00** | **-9.0%** |

## 951 - INTEREST ON BONDS (GEN. FUND) BUDGET 2016-2017

| Bonds | 2015-16 Interest | 2016-17 Interest |
|---|---|---|
| Interest on Outstanding Long Term Debt Obligations | 570,875 | 566,389 |
| **TOTAL OPERATING EXPENSES** | **570,875** | **566,389** |

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| **953 Bond Principal Payments** | | | | | | | | |
| (56) Principal | | 1,991,753.71 | 2,190,300.00 | 2,190,300.00 | 2,307,977.55 | 2,307,977.55 | 0.00 | 5.4% |
| **TOTAL** | **(953) Bond Principal Payments** | **1,991,753.71** | **2,190,300.00** | **2,190,300.00** | **2,307,977.55** | **2,307,977.55** | **0.00** | **5.4%** |

**953 - BOND PRINCIPAL PAYMENTS (GEN. FUND) BUDGET 2016-2017**

| Bonds | 2015-16 Principal | 2016-17 Principal |
|---|---|---|
| Principal Payments Due on Outstanding Long Term Debt Obligations | 2,190,300 | 2,307,978 |
| **TOTAL OPERATING EXPENSES** | **2,190,300** | **2,307,978** |

## DEPARTMENT: POLICE DEPARTMENT
## Budget Division: Railroad Parking (219)

**Division Overview:**

Under a lease agreement with Connecticut DOT, the Railroad Parking division is funded through user fees – specifically daily parking fees, annual parking permits and rental revenue. This division manages rail station operations at Greens Farms and Saugatuck– facilities, parking lots, and ticketing, and rail parking permits. In FY 16/17 daily oversight will be handled by a civilian manager working within the Police Department. In addition, an agreement with the police union will allow for commuter traffic posts to be handled by traffic agents assigned to RRP duties, with those shifts extended to allow traffic coverage along with daily fee ticket issuance. The Division has worked with CT DOT to obtain 2 parcels in Saugatuck currently leased to other parties for conversion to commuter parking.

Most maintenance work is outsourced to outside contractors – CT DOT continues to push maintenance formerly done by them to the RR Parking Division. The ticketing system, permit issuance and now the wait list programs are outsourced to Complus Data Innovations, which has pushed the majority of ticket payments and permit renewals online. Although new and renewed permits are handled by mail from Complus, there are still many customers who prefer to receive theirs in person. A construction plan to reconstruct Saugatuck Lot #1 to correct structural deficiencies, improve drainage, and improve traffic patterns in the lot (with the potential for more spaces) has been developed and funding for the project is forthcoming. Solar panels at Saugatuck Eastbound station have been producing excess energy with returns to town and lowering electric costs to division.

**Description of Accounts:**

- Salaries — Employee salaries
- EH & OT — OT costs for weekend custodial work (in lieu of hiring a second custodian)
- RR Administration — Salary allocations for various police and town hall employees doing RRP staff work
- RR Security — Security coverage 365 days/year from 3PM to 2AM (replaces 3 F/T officers with benefits)
- Contracted Fees/Services — Includes fees to Complus, offset by revenue. Contract being renegotiated this FY
- Facility Maintenance — Landscape costs, parking lot cleanups, general repairs
- Insurance costs — For F/T personnel
- Utilities — Water, heat, electricity for parking lot lighting
- Program Expenses — Snow removal from lots and platforms

**Detail Operating Capital Requests:**

- Installation of LED lights in parking lot at Greens Farms station.
- Paving and lighting for expanded parking in Saugatuck Lot 7
- Replacement of DVR and video equipment at both stations

**Budget Notes:**

- Reimbursement to police budget significantly reduced due to agreements with union and replacement of clerk position with operations manager

## 219 Railroad Parking

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 128,555.25 | 140,628.00 | 140,628.00 | 164,134.00 | 164,134.00 | 0.00 | 16.7% |
| (03) EH & OT | 643,938.91 | 616,486.00 | 616,486.00 | 399,297.00 | 399,297.00 | 0.00 | -35.2% |
| (05) Social Security | 21,134.58 | 22,000.00 | 22,000.00 | 20,505.00 | 20,505.00 | 0.00 | -6.8% |
| (14) Uniform Allowance | 582.50 | 650.00 | 650.00 | 650.00 | 650.00 | 0.00 | 0.0% |
| (18) Fees & Services | 138,140.00 | 138,000.00 | 138,000.00 | 143,500.00 | 143,500.00 | 0.00 | 4.0% |
| (25) Telephone | 3,441.12 | 9,000.00 | 9,000.00 | 9,000.00 | 9,000.00 | 0.00 | 0.0% |
| (29) Veh. Oper. | 6,049.09 | 10,000.00 | 10,000.00 | 10,000.00 | 10,000.00 | 0.00 | 0.0% |
| (30) Facility Maint. | 64,551.78 | 55,000.00 | 55,000.00 | 55,000.00 | 55,000.00 | 0.00 | 0.0% |
| (34) Postage | 5,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 0.00 | 0.0% |
| (35) Insurance | 412,760.00 | 412,760.00 | 412,760.00 | 425,000.00 | 425,000.00 | 0.00 | 3.0% |
| (41) Supplies | 9,725.72 | 10,000.00 | 10,000.00 | 10,500.00 | 10,500.00 | 0.00 | 5.0% |
| (45) Heating Fuel | 4,395.49 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 0.00 | 0.0% |
| (46) Electricity | 67,493.52 | 76,000.00 | 76,000.00 | 76,000.00 | 76,000.00 | 0.00 | 0.0% |
| (48) Water | 5,570.45 | 10,000.00 | 10,000.00 | 10,000.00 | 10,000.00 | 0.00 | 0.0% |
| (63) Program Expenses | 230,283.20 | 125,000.00 | 125,000.00 | 150,000.00 | 150,000.00 | 0.00 | 20.0% |
| (64) Miscell. Expenses | 95,315.39 | 120,450.00 | 120,450.00 | 65,500.00 | 65,500.00 | 0.00 | -45.6% |
| (CC) Facility Improvemen | 93,257.12 | 50,000.00 | 50,000.00 | 91,000.00 | 91,000.00 | 0.00 | 82.0% |
| (CE) Vehicles | 33,988.90 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| (CF) Computers | 4,366.50 | 0.00 | 0.00 | 1,600.00 | 1,600.00 | 0.00 | 0.0% |
| **TOTAL (219) Railroad Parking** | **1,968,549.52** | **1,801,974.00** | **1,801,974.00** | **1,637,686.00** | **1,637,686.00** | **0.00** | **-9.1%** |

## 219 - RAILROAD PARKING BUDGET 2016-17

### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Operations Manager | | | | 60,000 | 54,274 | 60,000 |
| 1.00 | Custodian | I-7 | | | 57,906 | 57,906 | 57,906 |
| | Traffic Agent (hourly) | | $14.00 | 3,302 | 46,228 | 28,448 | 46,228 |
| 2.00 | TOTAL SALARIES: | | | | | 140,628 | 164,134 |

### EXTRA HELP & OVERTIME

| qty | Position | Hourly Rate | No. of Hours | 2016-17 EH&OT Rate | 2015-16 EH&OT | 2016-17 EH&OT Totals |
|---|---|---|---|---|---|---|
| | Custodian Extra Help - Weekends | $41.76 | 335 | 13,990 | 17,372 | 13,990 |
| | Vacation Replacement - 15 days | $14.00 | 120 | 1,680 | 2,400 | 1,680 |
| | Admin: Officer Pocius (100% of $88969) | | | 88,969 | 86,888 | 88,969 |
| | Admin: Officer Parisi (20% of 94744) | | | 0 | 18,949 | 0 |
| | Admin: D/C Koskinas (70% of 145,700) | | | 0 | 101,990 | 0 |
| | Admin: Clerk S. Cruz (25% of 50,681) | | | 12,670 | 12,389 | 12,670 |
| | Admin: Clerk Figueroa (50% of 55,496) | | | 27,748 | 27,137 | 27,748 |
| | Evening Security | | | | | |
| | Patrol Officer - 3PM-2AM | | 3,632 | 254,240 | 270,000 | 254,240 |
| | Commuter Traffic Control: | | | | | |
| | Patrol Officer (1 AM post, 1 PM posts) | | 1,143 | 0 | 48,000 | 0 |
| | TOTAL EXTRA HELP & OVERTIME: | | | | 585,125 | 399,297 |

### 219 - RAILROAD PARKING

| Account | Description |
|---|---|
| *Fees & Services* | fees to Complus for collection and software ($142,000) |
| *Program Expense* | Storm Expense ($150,000) |
| *Miscellaneous Expenses* | Town Hall administration , Transit Subsidy and Sales Tax ($3,000), Refuse Collection ($25,000) |
| *Capital Expense* | Greens Farms station parking lot LED lighting ($12,000)<br>DVR and camera replacements ($6000)<br>Parking lot improvements Lot 7 and Franklin Street ($73,000) |

Railroad Parking Fund
Police Department
210 - RAILROAD PARKING

# TOWN OF WESTPORT 2016-2017 BUDGET

## Schedule of Revenues (BUDGET BASIS)

| Description | Explanation | Actual 2014/15 | Projected 2015/16 | Estimated 2016/17 |
|---|---|---|---|---|
| Miscellaneous | Annual Parking Permits | 1,330,956 | 1,250,000 | 1,350,000 |
| Miscellaneous | Daily Parking Fees | 533,026 | 504,974 | 550,000 |
| Miscellaneous | Rents, etc. | 65,925 | 45,000 | 70,000 |
| Miscellaneous | Interest and Reimbursement | 16,830 | 2,000 | 1,000 |
| **TOTAL REVENUES** | | 1,946,736 | 1,801,974 | 1,971,000 |

**DEPARTMENT: ___PUBLIC WORKS_____**
**Budget Division: ____WPCF TREATMENT_____**

**Division Overview:** *The WPCF (Water Pollution Control Facility) Treatment Division provides for the maintenance and operation of the 3.4 Million gallon per day plant located at 8 Elaine Road. This facility receives all the effluent from the 18 pump stations located throughout the town and is responsible for treatment of such effluent consistent with state and federal permits prior to discharge to the Saugatuck River. The WPCF Treatment Division includes a staff of four reporting to the Treatment Plant Superintendent. Funding for this division is from the Sewer Fund.*

**Description of Accounts:**

| | |
|---|---|
| *Salaries* | *Employee salaries includes the five individuals directly responsible for the operation of the plant and an allocation for staff time from the Tax Collectors Office* |
| *EH & OT* | *Overtime is necessary to address regular scheduled work on weekends and holidays as well as emergency maintenance issues such as equipment malfunction* |
| *Uniform Allowance* | *Replacement work and safety clothes as per contract* |
| *Fees & Services* | *Disposal of thickened sludge, permit fees and routine testing* |
| *Telephone* | *Annual fees* |
| *Veh Maint/Oper* | *Fuel costs and maintenance for the operation of the two vehicles routinely operated by plant staff* |
| *Facility Maint.* | *Maintenance costs for the routine repairs or replacement of pumps, motors, switches, etc at the plant* |
| *Rental Equip* | *Funds available for the rental of specialized equipment not owned by the Town of Westport* |
| *Oper. Supplies* | *Purchase of supplies used in the treatment of the effluent such as polymers, cleaning agents, lubricants, UV bulbs.* |
| *Heating Fuel* | *Heating oil used to heat the treatment facilities* |
| *Electricity* | *Electricity used on site* |
| *Water* | *Water used on site* |
| *Education & Exp* | *Funds for training modules as required for maintenance of state licenses* |

**Detail Operating Capital Requests:**

| | |
|---|---|
| *Replace Existing SCADA system* | *$30,000* |
| *Replace UV Sleeves* | *$ 8,000* |
| *Replace VFD for Reactor* | *$12,000* |

**Budget Notes:**

*The proposed budget for the WPCF Treatment Division shows a **0.4%** increase which is primarily related to capital expenditures and minor salary adjustments per contract.*

## 330 Sewage Treatment

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 478,416.13 | 498,283.00 | 498,283.00 | 502,750.00 | 502,750.00 | 0.00 | 0.9% |
| (03) EH & OT | 32,500.00 | 33,475.00 | 33,475.00 | 33,500.00 | 33,500.00 | 0.00 | 0.1% |
| (14) Uniform Allowance | 2,185.45 | 3,200.00 | 3,200.00 | 3,150.00 | 3,150.00 | 0.00 | -1.6% |
| (18) Fees & Services | 257,437.83 | 220,000.00 | 220,000.00 | 210,000.00 | 210,000.00 | 0.00 | -4.5% |
| (25) Telephone | 2,789.81 | 5,000.00 | 5,000.00 | 4,000.00 | 4,000.00 | 0.00 | -20.0% |
| (27) Veh. Maint/Oper | 11,860.50 | 10,000.00 | 10,000.00 | 10,000.00 | 10,000.00 | 0.00 | 0.0% |
| (30) Facility Maint. | 43,954.33 | 52,000.00 | 52,000.00 | 52,000.00 | 52,000.00 | 0.00 | 0.0% |
| (31) Rental Equip. | 502.32 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 0.00 | 0.0% |
| (43) Oper. Supplies | 25,409.30 | 46,000.00 | 46,000.00 | 51,000.00 | 51,000.00 | 0.00 | 10.9% |
| (45) Heating Fuel | 45,939.56 | 57,000.00 | 57,000.00 | 40,000.00 | 40,000.00 | 0.00 | -29.8% |
| (46) Electricity | 247,402.77 | 265,000.00 | 265,000.00 | 265,000.00 | 265,000.00 | 0.00 | 0.0% |
| (48) Water | 4,424.93 | 7,000.00 | 7,000.00 | 6,000.00 | 6,000.00 | 0.00 | -14.3% |
| (59) Education & Exp. | 3,380.96 | 6,000.00 | 6,000.00 | 6,000.00 | 6,000.00 | 0.00 | 0.0% |
| (CT) Equipment-Sewer | 23,990.49 | 36,000.00 | 36,000.00 | 50,000.00 | 50,000.00 | 0.00 | 38.9% |
| **TOTAL (330) Sewage Treatment** | **1,180,194.38** | **1,239,958.00** | **1,239,958.00** | **1,234,400.00** | **1,234,400.00** | **0.00** | **-0.4%** |

## 330 - SEWAGE TREATMENT BUDGET 2016-2017

### SALARIES

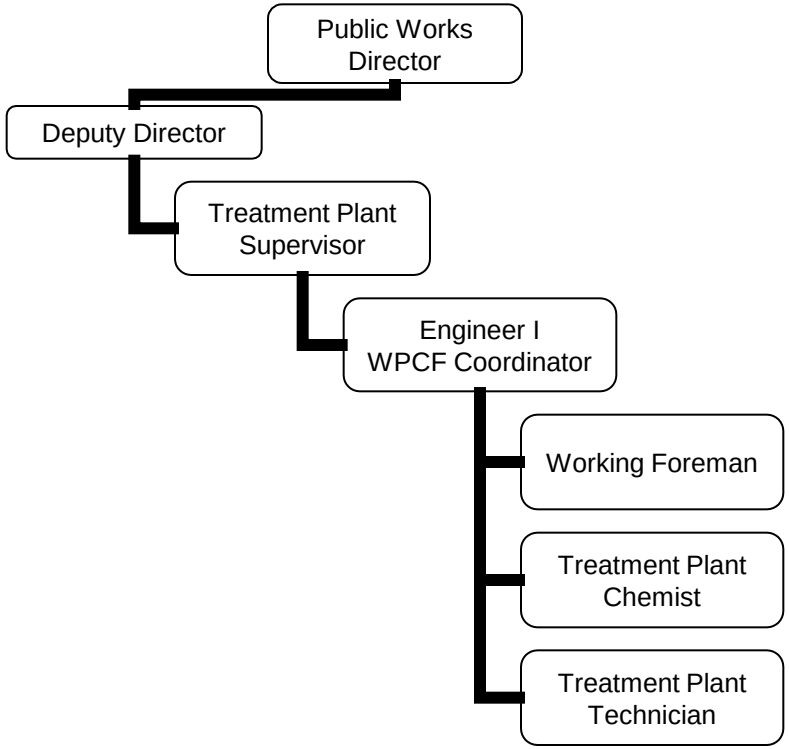
| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 1.00 | Treatment Plant Supervisor | B-0-1 | | | 104,351 | 104,351 | 104,351 |
| 1.00 | Engineer I | IX-7 | | | 87,364 | 85,442 | 87,364 |
| 1.00 | Working Foreman | B-VI | | | 67,939 | 67,939 | 67,939 |
| 1.00 | Treatment Plant Chemist | B-IV-7 | | | 63,046 | 63,046 | 63,046 |
| 1.00 | Treatment Plant Operator | B-III-7 | | | 60,050 | 60,050 | 60,050 |
| | Sewer Billing and Collection - Tax Collector | | | | | 65,000 | 65,000 |
| | Sewer Accounting and Financial Reporting | | | | | 55,000 | 55,000 |
| 5.00 | TOTAL SALARIES: | | | | | 500,828 | 502,750 |

### 330 - SEWAGE TREATMENT

| Account | Description | |
|---|---|---|
| *Fees & Services* | Disposal of thickened sludge, Permit Fees, Routine Testing ($220,000) | |
| *Operating Supplies* | Chemicals and Lubricants ($51,000) | |
| *Capital Equipment* | Replace SCADA system | 30,000 |
| | Replace UV Sleeves | 8,000 |
| | Replace VFD for Reactor | 12,000 |
| | Total | 50,000 |

19-Jan-16

# 330 – SEWAGE TREATMENT
## 2016/2017 Organization Chart
2015/16: 5 Full Time / 2016/17: 5 Full Time



**DEPARTMENT: PUBLIC WORKS**
**Budget Division: WPCF COLLECTION**

**Division Overview:** *The WPCF Collection Division is responsible for the operation and maintenance of 18 sanitary sewage pump stations, 95 miles of gravity sewer lines and 16 miles of pressure sewer. This Division has a staff of three operators who report to the WPCF Superintendent funded within the WPCF Plant Division. Support to this division is provided by the WPCF Division, as well as any of the other Public Works Divisions.*

**Description of Accounts:**

| | |
|---|---|
| *Salaries* | *Employees salaries for the three operators assigned to this division* |
| *EH & OT* | *Overtime is necessary to address emergency maintenance issues such as equipment malfunction or severe weather events.* |
| *Uniform Allowance* | *Replacement work and safety clothes as per contract* |
| *Contract Services* | *Specialized work efforts typically outside of the scope of in-house labor; such as TV inspection of sewer lines, complex electrical repairs at pump stations, cleaning of wet wells, smoke testing for leaks, etc* |
| *Veh. Maint/Oper* | *Fuel and maintenance for three vehicles assigned to this division* |
| *Facility Maint* | *Parts and labor to maintain 18 pump stations* |
| *Oper. Supplies* | *Primarily chemicals for odor control or lubricants for pumps and motors* |
| *Heating Fuel* | *Fuel oil or propane for the heating of 18 pump stations* |
| *Electricity* | *Electrical use at the 18 pump stations* |
| *Water* | *Water used at the 18 pump stations* |

**Detail Operating Capital Requests:**

| | |
|---|---|
| *Replace 1 pump at Station #7* | *$25,000* |
| *Manhole Rehabilitation Program* | *$10,000* |

**Budget Notes:**
*The WPCF Collection Division budget reflects a 2.5% increase due to increase capital and slight salary adjustments.*

## 331 Sewage Collection

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 171,973.00 | 174,565.00 | 174,565.00 | 177,289.00 | 177,289.00 | 0.00 | 1.6% |
| (03) EH & OT | 31,500.00 | 32,445.00 | 32,445.00 | 32,500.00 | 32,500.00 | 0.00 | 0.2% |
| (14) Uniform Allowance | 1,607.03 | 2,250.00 | 2,250.00 | 2,250.00 | 2,250.00 | 0.00 | 0.0% |
| (19) Contract Services | 21,308.36 | 25,000.00 | 25,000.00 | 25,000.00 | 25,000.00 | 0.00 | 0.0% |
| (27) Veh. Maint/Oper | 4,252.45 | 7,500.00 | 7,500.00 | 7,500.00 | 7,500.00 | 0.00 | 0.0% |
| (30) Facility Maint. | 178,043.59 | 65,000.00 | 65,000.00 | 65,000.00 | 65,000.00 | 0.00 | 0.0% |
| (43) Oper. Supplies | 29,838.69 | 32,000.00 | 32,000.00 | 32,000.00 | 32,000.00 | 0.00 | 0.0% |
| (45) Heating Fuel | 3,498.12 | 4,500.00 | 4,500.00 | 4,500.00 | 4,500.00 | 0.00 | 0.0% |
| (46) Electricity | 143,024.89 | 142,000.00 | 142,000.00 | 142,000.00 | 142,000.00 | 0.00 | 0.0% |
| (48) Water | 999.98 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 0.00 | 0.0% |
| (CT) Equipment-Sewer | 20,184.50 | 25,000.00 | 25,000.00 | 35,000.00 | 35,000.00 | 0.00 | 40.0% |
| **TOTAL (331) Sewage Collection** | **606,230.61** | **511,260.00** | **511,260.00** | **524,039.00** | **524,039.00** | **0.00** | **2.5%** |

## 331 - SEWAGE COLLECTION BUDGET 2016-2017

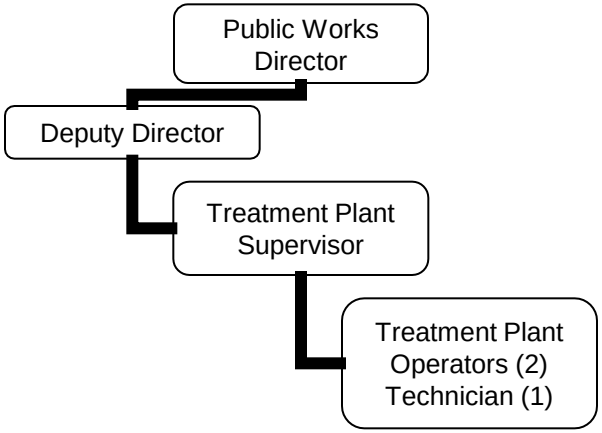
### SALARIES

| qty | Position | Grade & Step | Hourly Rate | No. of Hours | 2016-17 Salary Rate | 2015-16 Salaries | 2016-17 Salary Totals |
|---|---|---|---|---|---|---|---|
| 2.00 | Treatment Plant Operator | B-III-7 | | | 60,050 | 120,100 | 120,100 |
| 1.00 | Treatment Plant Operator | B-II-6 | | | 57,189 | 54,465 | 57,189 |
| 3.00 | TOTAL SALARIES: | | | | | 174,565 | 177,289 |

### 331 - SEWAGE COLLECTION

| Account | Description | |
|---|---|---|
| *Contract Services* | Generator service, Alarms, Specialized services (TVing, etc), High pressure Cleaning, Truck mounted vacuum service ($25,000) | |
| *Facility Maintenance* | Maintenance of 18 pumping stations and sewer lines ($65,000) | |
| *Operating Supplies* | Odor Control chemicals, lubricants ($32,000) | |
| *Capital Equipment* | Replace pump - Station #7 | 25000 |
| | Rehabilitate Sanitary Manholes (10) | 10000 |

# 331 – SEWER COLLECTION
## 2016/2017 Organization Chart
2015/16: 3 Full Time / 2016/17: 3 Full Time



## 901 Pensions - Sewer

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| (09) Pensions | | 111,320.00 | 116,886.00 | 116,886.00 | 95,480.00 | 95,480.00 | 0.00 | -18.3% |
| **TOTAL** | **(901) Pensions** | **111,320.00** | **116,886.00** | **116,886.00** | **95,480.00** | **95,480.00** | **0.00** | **-18.3%** |

## 902 Insurance - Sewer

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (07) Group Insur-MED | 257,000.00 | 269,850.00 | 269,850.00 | 250,000.00 | 250,000.00 | 0.00 | -7.4% |
| (08) Group Insur-LIFE | 1,500.00 | 1,575.00 | 1,575.00 | 1,575.00 | 1,575.00 | 0.00 | 0.0% |
| (12) Workers Comp. | 48,535.00 | 50,962.00 | 50,962.00 | 50,962.00 | 50,962.00 | 0.00 | 0.0% |
| (36) Ins-Bldg & Liab | 82,000.00 | 86,100.00 | 86,100.00 | 90,405.00 | 90,405.00 | 0.00 | 5.0% |
| **TOTAL (902) Insurance** | **389,035.00** | **408,487.00** | **408,487.00** | **392,942.00** | **392,942.00** | **0.00** | **-3.8%** |

## 951 Interest on Bonds - Sewer

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| (57) Interest | | 633,912.00 | 586,570.00 | 586,570.00 | 597,575.10 | 597,575.10 | 0.00 | 1.9% |
| **TOTAL** | **(951) Interest on Bonds** | **633,912.00** | **586,570.00** | **586,570.00** | **597,575.10** | **597,575.10** | **0.00** | **1.9%** |

## 951 - INTEREST ON BONDS (SEWER FUND) BUDGET 2016-2017

| Bonds Issued | 2015-16 Interest | 2016-17 Interest |
|---|---|---|
| Long Term Debt Service Payment on Outstanding Debt Issues | 586,570 | 597,575 |
| **TOTAL OPERATING EXPENSES** | **586,570** | **597,575** |

## 953 Bond Principal Payments - Sewer

| | | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|---|
| (56) Principal | | 1,833,521.67 | 1,876,159.00 | 1,876,159.00 | 1,935,192.59 | 1,935,192.59 | 0.00 | 3.1% |
| **TOTAL** | **(953) Bond Principal Payments** | **1,833,521.67** | **1,876,159.00** | **1,876,159.00** | **1,935,192.59** | **1,935,192.59** | **0.00** | **3.1%** |

## 953 - BOND PRINCIPAL PAYMENTS (SEWER FUND) BUDGET 2016-2017

| Bonds | 2015-16 Principal | 2016-17 Principal |
|---|---|---|
| Long Term Debt Service Principal Payments Due on Outstanding Issues | 1,876,159 | 1,935,193 |
| **TOTAL OPERATING EXPENSES** | **1,876,159** | **1,935,193** |

**DEPARTMENT: Wakeman Town Farm Special Revenue Fund**

**Department Services Overview:** The mission of the Wakeman Town Farm is to serve the community as an educational demonstration center for sustainable living. The farm will provide citizens with a place to experience hands-on homesteading practices, encompassing time-honored and cutting-edge methods, such as composting, succession gardening, solar and wind-power technologies. A wide array of education programs in agriculture, land stewardship and animal husbandry will serve to inspire the community to unite for the mutual benefit of a healthy environment and sustainable future. We have also added a health and wellness component to our mission.

The Special Revenue Fund will be a self-sustaining enterprise based on revenues from educational programming and contributions from the community.

**FY 2015 -2016 Major Accomplishments:**

- Hosted town-wide events such as Earth Day, Family Fun Day, and a Tree Lighting Celebration. All major events are designed to be affordable, reaching out to all segments of the community's population.
- Continued to work cooperatively with local businesses, such as Gilbertie's Nursery, Westport Farmers' Market, Sport Hill Farm, Stone Gardens Farm, Hatch and Bailey, etc. in an effort to honor our mission as well as support the local economy.
- Offered educational programs that reach a diverse audience, through gardening and homesteading workshops, after school and summer camp programs, high school and college internships, and various school and organization field trips.
- Offered an organized Community Supported Agriculture program for the town to support local farmers and provide citizens with an opportunity to purchase fresh produce in a convenient, central location.
- Organized fundraisers, such as the Grassroots Harvest Dinner, in order to raise the necessary funds to make improvements to the grounds, programming efforts, and staff needs.
- Continued to expand and enhance gardens while also adding a significant new structure to house our farm animals.
- Worked with Earthplace on a number of events and are in discussions about joint programs.
- Launched a significant Capital Campaign to raise funds for the farm's financial obligation towards the proposed renovation.
- Obtained necessary approvals, developed and finalized plans for the proposed farmhouse renovation.
- Recruited additional board members and support members to aid in the renovation plan and capital campaign.

**FY 2016-2017 Service Level Goals:**

- The farm anticipates the completion of a significant renovation to the property in the late summer/fall of 2016. The renovation will completely upgrade the public area of the farmhouse, providing a year-round indoor classroom space and teaching kitchen. As a result of these improvements, the farm intends to:

- continue its traditional spring, summer, and fall youth education programs with increased emphasis on food/cooking lessons.
- continue offering a range of adult workshops and homesteading programs, with new additions such as 'Fiber Arts.'
- add additional youth programs in the fall, winter, and spring seasons, which include a number of 'Mommy & Me' programs and 'Natural Creations' programs. These programs will take advantage of the new indoor classroom space.
- add a youth program during the course of the spring school break.
- add cooking classes and demonstrations through the year.
- host a series of Farm-to-Table Dinners that showcase local chefs and restaurants.
- increase promotional efforts, outreach, and advertising to reach prospective program participants in local schools and pre-schools, and continue developing and expanding farm programs to accommodate school field trips and organizational groups such as scouts.
- continue offering a series of public events such as Green Day and Family Fun Day to foster community while promoting the farm's offerings.

**Performance Measures:**

- Operating Revenues of $214,200
- Operating Expenses of $168,283
- Net Operating Income of $45,917
- Projected Capital Expenditures $25,000
- Estimated Interest Payment $20,000
- Estimated Surplus is $917

**5 yr Goals:**

- Increase and improve educational program offerings to fully utilize the year-round indoor space and teaching kitchen resulting from the renovation.
- Explore and implement cooking classes, farm-to-table dinners, seed-to-plate education, and other food-centered events and programming.
- Improve the overall aesthetic of the farm grounds and property in keeping with a recently updated and attached site-plan.
- Incorporate more sustainable practices and technology, such as solar energy, which is in keeping with our mission.
- Continue to build relationships with area schools, so that the farm facility can be used to enhance school curriculum objectives.
- Continue to build relationships with local community organizations such as B3, Westport Community Gardens, Earthplace, and others.

- Continue to work with area hospitals, the Gillespie Center, Project Return and students in underprivileged areas to reach special populations by providing scholarships to attend farm programs.

**Revenue Summary:**

Wakeman Town Farm is working hand-in-hand with the Town of Westport on an exciting building project at the Town Farm that will impact all aspects of the farm's operations for 2016. After completing the construction of the new classroom/kitchen/community room for the residents of Westport, the farm will, for the first time, have the ability to be a fully functional year-round educational and community facility.

When the building is operational, Summer - Fall of 2016, we will begin functioning 12 months a year, versus the five to six months we have been limited to in the past. While we will continue to run our tried-and-true programming of the past, we anticipate adding a host of new educational programs through the fall, winter, and spring seasons. These include upwards of 18 sections of a popular 'Mommy & Me' program, sections of a craft-based 'Natural Creations' program, a new week-long 'school break' program offered in April, among others. Beyond such programming that focuses on youth, we also anticipate adding adult cooking classes, new adult homesteading workshops, and Farm-to-Table events featuring local chefs and artisans.

These proposed changes represent a major increase in our programming, which, in turn, means significant increases in both the farm's revenues and expenditures. The new programming requires increased hours for instructors and the purchase of new materials and supplies. We have made conservative projections for our first full year as a 12-month facility, but we do not have a crystal ball. While the budget increases are significant to cover the potential increase in programming, we are not asking the Town or taxpayers to pay for any of these projected increases. Naturally, any increases in the farm's expenditures will be offset by increases in revenues. Conversely, if enrollment and revenues are lower than projected, we will correspondingly reduce our expenses (fewer teachers, fewer supplies, etc.).

The budget represents 75% of the 'maximum' of what we see as possible for the farm once the renovation is completed. One of the most difficult aspects of doing this year's budget is the fact that the construction process has not yet started so we cannot accurately predict when we will be fully operational. In any case, the actuals will likely fall below these projections, but budgeting for less would limit our ability to grow and expand our programs if such possibilities present themselves. Again, it is difficult to accurately predict exactly how this first year will transpire, but we have done our best to make predictions based on previous interest in programming.

While the actual numbers will likely be lower than the budgeted values, we are confident that revenues will well exceed our expenditures, providing a net surplus and enabling us to pay back the bond.

Further, we plan an extensive high-profile media blitz surrounding the Grand Opening and Ribbon Cutting of the new facility, where we will provide our thanks to the various town bodies and business leaders who have helped the farm through donations, services and guidance. Given the new facility and attendant 'buzz' surrounding the new farm spaces, we are confident that there will be an uptick in the interest in the farm that will translate into a significant rise in revenues and program enrollment for the coming year —and into the future.

**Budget Notes:**

Net Operating Income is estimated to be $45,917. Of this, we have $20,000 earmarked for estimated interest payments to the town and $25,000 earmarked for potential capital improvements leaving us a surplus of $917. As stated in the Revenue Summary above the majority of our expenses are variable thus if we do not experience the level of attendance we expect we can scale back expenses accordingly.

A conservative estimate of our fixed costs is $35,000. This is what it would cost if we eliminated all programming and the stewards just kept the farm running at a minimum level. Obviously we would also owe $20,000 in interest and we have no indication that programming demand will decline. Our capital improvements include an upgraded chicken coop for our growing flock, enhancements to our children's playground, repair of the stone wall and other grounds improvements, and a solar array to be placed on our new goat shed and/or renovated building.

## 850 Wakeman Farm

| | 2015 ACTUAL | 2016 ORIG BUD | 2016 REVISED BUD | 2017 DEPT RQST | 2017 SEL RQST | 2017 BOF PROP | PCT CHANGE |
|---|---|---|---|---|---|---|---|
| (01) Salaries | 12,000.00 | 12,576.00 | 12,576.00 | 13,200.00 | 13,200.00 | 0.00 | 5.0% |
| (03) EH & OT | 21,116.38 | 23,671.00 | 23,671.00 | 65,000.00 | 65,000.00 | 0.00 | 174.6% |
| (05) Social Security | 2,234.53 | 1,853.00 | 1,853.00 | 5,083.00 | 5,083.00 | 0.00 | 174.3% |
| (18) Fees & Services | 23,499.21 | 22,000.00 | 22,000.00 | 25,000.00 | 25,000.00 | 0.00 | 13.6% |
| (30) Facility Maint. | 9,613.61 | 14,500.00 | 14,500.00 | 25,000.00 | 25,000.00 | 0.00 | 72.4% |
| (33) Advert & Print | 0.00 | 0.00 | 0.00 | 5,000.00 | 5,000.00 | 0.00 | 0.0% |
| (44) Utilities | 4,785.36 | 4,500.00 | 4,500.00 | 6,000.00 | 6,000.00 | 0.00 | 33.3% |
| (46) Electricity | 4,394.20 | 3,500.00 | 3,500.00 | 6,000.00 | 6,000.00 | 0.00 | 71.4% |
| (48) Water | 1,831.52 | 2,500.00 | 2,500.00 | 4,000.00 | 4,000.00 | 0.00 | 60.0% |
| (63) Program Expenses | 9,152.38 | 6,000.00 | 6,000.00 | 14,000.00 | 14,000.00 | 0.00 | 133.3% |
| (CB) Building Renovation | 21,350.19 | 24,500.00 | 24,500.00 | 25,000.00 | 25,000.00 | 0.00 | 2.0% |
| **TOTAL (850) Wakeman Farm** | **109,977.38** | **115,600.00** | **115,600.00** | **193,283.00** | **193,283.00** | **0.00** | **67.2%** |

# LEGEND

1. MEADOW ENTRY WALK & GATE
2. GUEST PULLOVER (GRAVEL-LOK)
3. RELOCATED FENCE & GATES
4. PICNIC AREA
5. TRASH ENCLOSURE & ADA RAMP
6. FRONT ENTRY WALK
7. DINING TERRACE DECK
8. OUTDOOR KITCHEN AREA
9. MEMORIAL TREE
10. THE ELLIPSE
11. ORCHARD
12. ANIMAL PEN POLLARDS
13. NEW GRAPES/HOPS TRELLIS
14. EDIBLE LANDSCAPE FOR SHADE
15. GRAND LAWN

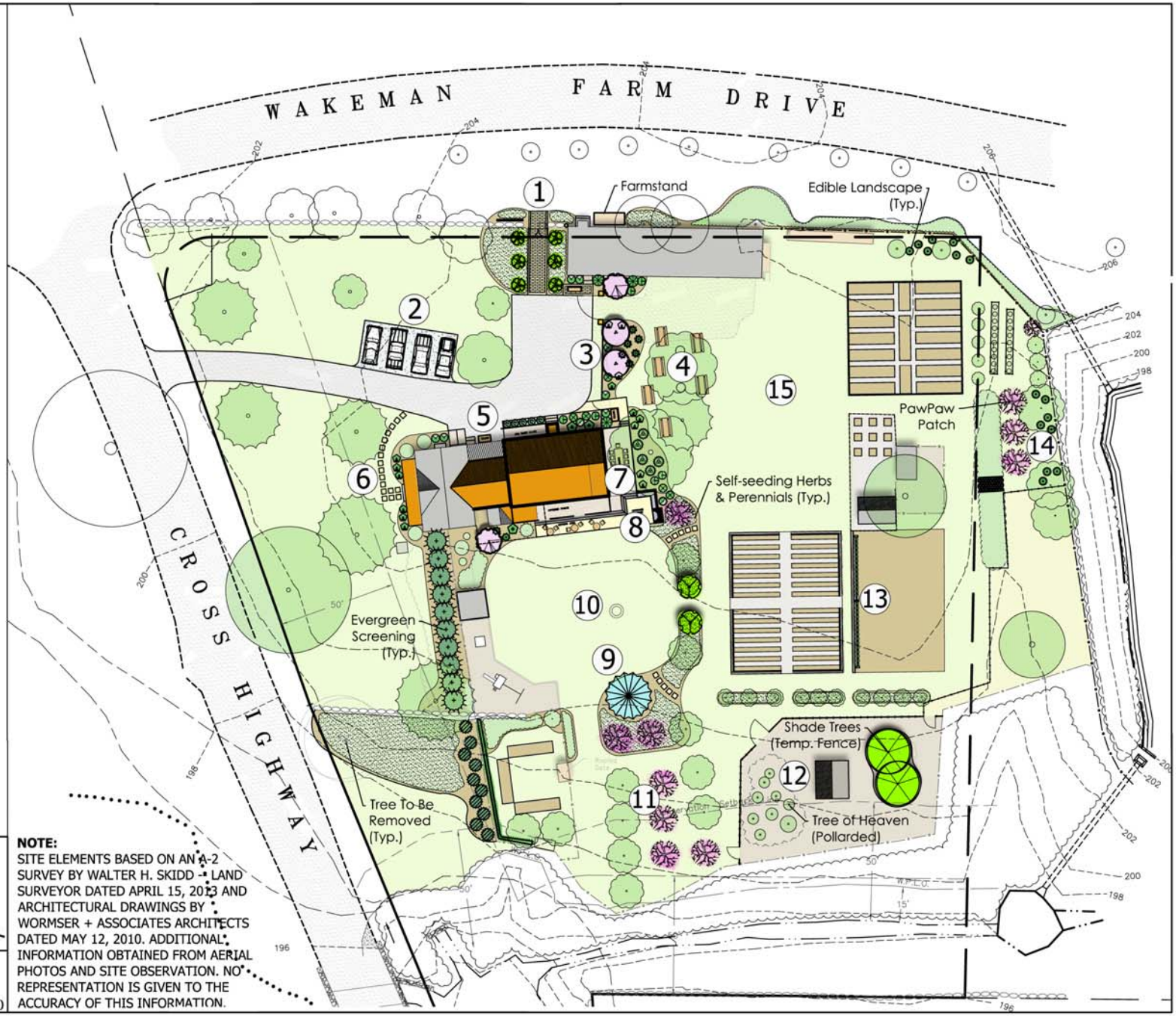
A MASTER PLAN PREPARED FOR

# WAKEMAN TOWN FARM

MARCH 31, 2015
REVISED: JANUARY 7, 2016

OLIVER GAFFNEY
LANDSCAPE ARCHITECT
(203) 858-3760
oliver@olivergaffney.com

FEET
0 20 40 80




**NOTE:**
SITE ELEMENTS BASED ON AN A-2 SURVEY BY WALTER H. SKIDD - LAND SURVEYOR DATED APRIL 15, 2013 AND ARCHITECTURAL DRAWINGS BY WORMSER + ASSOCIATES ARCHITECTS DATED MAY 12, 2010. ADDITIONAL INFORMATION OBTAINED FROM AERIAL PHOTOS AND SITE OBSERVATION. NO REPRESENTATION IS GIVEN TO THE ACCURACY OF THIS INFORMATION.

## 1 MEADOW ENTRY WALK & GATE

## 2 GUEST PULLOVER (GRAVEL-LOK)

## 5 TRASH ENCLOSURE & ADA RAMP

## 7 DINING TERRACE DECK

## 8 OUTDOOR KITCHEN AREA

## 12 ANIMAL PEN POLLARDS

## 13 NEW GRAPES/HOPS TRELLIS

## 14 EDIBLE LANDSCAPE FOR SHADE

**Wakeman Town Farm**

# TOWN OF WESTPORT 2016-2017 BUDGET

**Fund 215**

## Operating Budget Revenue

| Description | Actual 2014/15 | Estimated 2015/16 | Estimated 2016/17 |
|---|---|---|---|
| Logo Sales | 1,247 | 3,000 | - |
| Program Fees | 88,246 | 70,000 | 167,000 |
| CSA Fees | 1,492 | 1,600 | 1,500 |
| Donations | 51,644 | 46,000 | 52,700 |
| Credit Processing | (3,841) | (2,500) | (7,000) |
| | 138,788 | 118,100 | 214,200 |