TOWN OF WESTPORT

RTM ADOPTED BUDGET

FOR THE FISCAL YEAR JULY 1, 2017 – JUNE 30, 2018

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GENERAL FUND REVENUES AND TRANSFERS:	2015-16 ACTUAL	2016-17 Budget	2016-17 PROJECTED	2017-18 Estimated
GENERAL PROPERTY TAXES				
Current List	180,964,344	179,870,719	179,870,719	182,642,131
Prior Levies	2,924,188	2,000,000	2,250,000	2,500,000
TOTAL PROPERTY TAXES:	183,888,532	181,870,719	182,120,719	185,142,131
EDUCATION REVENUES				
Staples Trust Fund	24,720	17,000	25,000	25,000
State Education Grants	1,997,431	1,988,255	497,064	0
Misc. State Grants	257,594	0	0	0
Sundries	147,951	145,000	145,000	148,000
Tuition	301,943	272,878	272,878	265,350
TOTAL EDUCATION REVENUES:	2,729,638	2,423,133	939,942	438,350
PARKS AND RECREATION				
Debt Recovery	649,716	649,716	649,716	542,850
Operations	4,366,001	4,577,808	4,577,808	4,982,726
TOTAL PARKS & RECREATION REVENUES:	5,015,717	5,227,524	5,227,524	5,525,576
OTHER REVENUES				
LICENSES AND PERMITS				
Building Inspection	2,102,107	1,400,000	1,400,000	1,200,000
Burglar Alarms	49,331	50,000	50,000	50,000
Conservation Commission	131,591	120,000	120,000	139,000
Fire Department Permits, etc.	3,638	1,000	1,000	1,000
Planning and Zoning	654,368	649,247	649,247	518,430
Town Clerk Conveyance Tax	1,990,387	1,800,000	1,720,000	1,550,000
Town Clerk Licenses	25,824	13,680	20,800	14,240
Zoning Board of Appeals	27,432	27,000	27,000	27,330
TOTAL LICENSES AND PERMITS:	4,984,677	4,060,927	3,988,047	3,500,000
FINES AND PENALTIES				
Police Fines	195,387	250,000	250,000	250,000
Tax Collector - Interest Lien	1,339,048	1,200,000	1,200,000	1,250,000
TOTAL FINES AND PENALTIES:	1,534,435	1,450,000	1,450,000	1,500,000

GENERAL FUND REVENUES AND TRANSFERS:	2015-16 ACTUAL	2016-17 Budget	2016-17 PROJECTED	2017-18 ESTIMATE
FROM USE OF MONEY				
Interest - General Fund	130,737	125,000	125,000	160,000
FROM STATE OF CONNECTICUT				
Additional Veterans' Exemption	9,552	10,000	8,313	10,000
Elderly Tax Grant	78,530	75,000	74,917	75,000
Historical Preservation Grant	0	0	0	0
In-Lieu-of-Taxes State Property	344,544	368,392	365,527	0
State Revenue Sharing (New in 2016-17)	0	0	262,402	0
In-Lieu-of-Taxes Hospitals	169,091	173,738	172,387	0
Miscellaneous State Grants	49,959	25,000	26,656	0
Pequot Indian Grant	28,452	26,690	26,690	0
Shellfish Commission	532	5,000	5,000	0
State Aid on School Construction	268,753	258,140	258,140	228,942
State Reimbursements	4,124	0	5,000	0
	953,537	941,960	1,205,032	313,942
TOTAL FROM STATE OF CONNECTICUT:				
CURRENT SERVICES CHARGES				
Bulky Waste Charges	22,030	20,000	20,000	20,000
DPW Refuse Collection Permits	18,300	20,000	20,000	20,000
Recycling Rebate	2,975		0	0
EMS Reimbursements	939,655	900,000	900,000	900,000
Fire Dept Commercial Plan Review	398,428	150,000	150,000	180,000
Housing Authority Canal St. PILOT	43,868	0	43,000	42,501
Housing Authority Loan Repayment	115,821	115,000	115,821	115,821
Police Vehicle Reimb. (Outside Contractors)	25,260	15,000	15,000	20,000
Public Works Permits, etc.	45,282	35,000	35,000	32,000
Rental of Facilities	981,614	1,075,500	1,075,500	1,103,678
Solid Waste Tipping Fees	301,668	300,000	300,000	270,000
Town Attorney Reimbursement	5,001	1,000	1,000	1,000
Town Clerk Recording Fees	318,163	328,250	328,250	295,000
	3,218,065	2,959,750	3,003,571	3,000,000
TOTAL CURRENT SERVICES CHARGES:				

GENERAL FUND REVENUES AND TRANSFERS:	2015-16 ACTUAL	2016-17 Budget	2016-17 PROJECTED	2017-18 ESTIMATE
MISCELLANEOUS REVENUES				
Insurance Reimbursements	25,000	1,000	1,000	15,000
Others	108,761	19,000	19,000	11,600
Sale of Surplus Property	36,332	10,000	10,000	35,000
Telephone Access Lines Grant	92,761	75,000	85,000	85,000
TOTAL MISCELLANEOUS REVENUES:	262,855	105,000	115,000	146,600
TOTAL OTHER REVENUES:	11,084,306	9,642,637	9,886,650	8,620,542
TRANSFERS FROM OTHER FUNDS				
From Debt Service Fund	187,000	187,000	187,000	187,000
Public Protection Outside Duty Reimb.	250,000	250,000	250,000	700,000
TOTAL TRANS. FROM OTHER FUNDS:	437,000	437,000	437,000	887,000
GEN. FUND REVENUES & TRANSFERS	203,155,194	199,601,013	198,611,835	200,613,599
General Fund Balance Applied	4,065,617	5,350,000	5,350,000	4,250,000
Capital and Operation Savings	(166,097)	(391,139)	(391,139)	(623,410)
State Teachers Retirement Payment New 2017-18				
Turnbacks				
	207,054,714	204,559,874	203,570,696	204,240,189
Revenues other than Current year Taxes	22,190,850	19,730,294	18,741,116	204,240,189

	2016	2017	2017	2018	PERCENT	DOLLAR
	ACTUAL	ORIG BUD	REVISED BUD	RTM Adopted Budget	CHANGE	CHANGE
(01) General Government	5,799,556	6,022,779	6,088,232	5,931,397	-2.58%	-156,835
(02) Public Safety	20,025,418	20,642,773	20,705,000	20,585,259	-0.58%	-119,741
(03) Public Works	9,492,471	9,650,717	9,809,601	9,731,273	-0.80%	-78,328
(04) Health	542,402	547,789	547,789	547,789	0.00%	0
						0
(05) Human Services	1,104,886	1,129,405	1,138,508	1,115,327	-2.04%	-23,181
(07) Library	4,702,998	4,755,561	4,755,561	4,900,096	3.04%	144,535
(8) Parks and Recreation	4,718,284	5,417,498	5,480,258	5,653,451	3.16%	173,194
(9) Pension, OPEB, Insurance, Miscellaneous	25,446,496	27,124,679	27,072,220	25,489,589	-5.85%	-1,582,631
(10) Debt Service	2,818,762	2,827,567	2,827,567	2,571,311	-9.06%	-256,256
(11) Other Financing Uses	1,599,845	1,908,136	1,908,136	1,868,165	-2.09%	-39,971
Special Appropriations	272,430	0	88,075			
Total **Town**	**76,523,548**	**80,026,904**	**80,420,947**	**78,393,657**	**-2.52%**	**-2,027,290**
(06) Education						
(650) Board of Education	110,446,385	112,607,887	112,607,887	114,377,346	0.93%	1,043,459
(650) Board of Education Program Expenses	161,497	157,878	157,878	138,392	-12.34%	-19,486
(651) BOE Rentals/Reimbursements	147,951	0	0	0	0.00%	0
(652) Aid to Pvt & Parochial Schools	342,415	362,401	362,401	368,798	1.77%	6,397
(654) Debt Service	11,848,992	11,404,804	11,404,804	10,961,997	-3.88%	-442,808
(656) BOE Transfer to CNR	513,957					
	123,461,197	**124,532,970**	**124,532,970**	**125,846,533**	**0.47%**	**587,563**
Grand Total	**199,984,745**	**204,559,874**	**204,953,917**	**204,240,189**	**-0.70%**	**(1,439,728)**

BUDGET SUMMARY - EXPENSE

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 RTM Adopted Budget	PCT CHANGE	DOLLAR CHANGE
General Fund						
110 R T M	48,908.48	49,248.00	49,445.08	49,445.00	0.00%	(0)
120 Selectmen	360,171.68	364,608.00	369,500.00	366,475.00	-0.82%	(3,025)
132 Probate Court	10,814.81	14,000.00	14,000.00	14,000.00	0.00%	0
140 Registrars	107,385.63	114,792.00	114,792.00	121,740.00	6.05%	6,948
142 Elections	109,821.92	120,798.00	120,798.00	114,386.00	-5.31%	(6,412)
150 Board of Finance	2,032.26	2,500.00	2,500.00	2,500.00	0.00%	0
151 Finance Department	731,845.58	772,793.00	779,710.00	784,630.00	0.63%	4,920
152 Audit	193,662.71	147,500.00	147,500.00	150,125.00	1.78%	2,625
153 Personnel	360,390.94	365,807.00	371,734.25	357,134.00	-3.93%	(14,600)
154 Assessor	512,604.77	519,045.00	531,637.00	492,404.00	-7.38%	(39,233)
156 Tax Collector	335,723.75	357,678.00	362,085.00	365,227.00	0.87%	3,142
157 Information Technology	814,137.09	871,650.00	878,041.50	879,680.00	0.19%	1,639
158 Board of Assessment Appeals	2,591.03	2,025.00	2,025.00	2,025.00	0.00%	0
170 Town Attorney	719,864.56	763,761.00	764,318.61	764,318.00	0.00%	(1)
180 Town Clerk	394,214.67	408,982.00	413,790.71	411,231.00	-0.62%	(2,560)
181 Historic District	70,206.16	71,078.00	82,661.00	72,061.00	-12.82%	(10,600)
182 Conservation	369,922.62	389,971.00	392,526.00	386,221.00	-1.61%	(6,305)
185 Planning & Zoning	628,120.32	658,795.00	663,419.88	570,047.00	-14.07%	(93,373)
187 Zoning Board of Appeals	27,137.28	27,748.00	27,748.00	27,748.00	0.00%	0
General Government	**5,799,556.26**	**6,022,779.00**	**6,088,232.03**	**5,931,397.00**	**-2.58%**	**(156,835)**

BUDGET SUMMARY - EXPENSE

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 RTM Adopted Budget	PCT CHANGE	DOLLAR CHANGE
210 Police	8,065,898.49	8,126,108.00	8,186,118.00	8,091,397.00	-1.16%	(94,721)
214 Police Vehicle Maintenance	366,633.93	346,706.00	307,229.00	316,926.00	3.16%	9,697
216 Dog Warden	140,984.24	143,799.00	143,799.00	146,549.00	1.91%	2,750
218 Emergency Medical Services	1,221,498.47	1,218,804.00	1,245,067.00	1,257,437.00	0.99%	12,370
220 Fire Department	8,666,905.68	9,163,476.00	9,175,447.04	9,050,386.00	-1.36%	(125,061)
221 Water Service-Fire	1,066,396.17	1,106,796.00	1,106,796.00	1,190,897.00	7.60%	84,101
225 Building Inspection	347,772.93	380,106.00	381,601.00	456,285.00	19.57%	74,684
235 Public Site & Building	76,388.10	77,328.00	78,823.00	0.00	-100.00%	(78,823)
250 Emergency Management	72,939.69	79,650.00	80,120.20	75,382.00	-5.91%	(4,738)
Total Public safety	**20,025,417.70**	**20,642,773.00**	**20,705,000.24**	**20,585,259.00**	**-0.58%**	**(119,741)**
310 Engineering	857,913.26	891,182.00	900,533.00	875,693.00	-2.76%	(24,840)
320 Highway	1,790,398.42	1,752,375.00	1,827,926.00	1,799,357.00	-1.56%	(28,569)
321 Equipment Maintenance	408,195.04	381,635.00	394,177.00	394,247.00	0.02%	70
322 Road Maintenance	2,196,455.56	2,287,575.00	2,287,575.00	2,281,575.00	-0.26%	(6,000)
324 Street Lighting	240,000.00	245,000.00	245,000.00	240,000.00	-2.04%	(5,000)
332 Solid Waste Disposal	1,766,541.67	1,840,395.00	1,857,630.20	1,800,256.00	-3.09%	(57,374)
350 Building Maintenance	1,215,927.84	1,215,569.00	1,254,727.00	1,259,625.00	0.39%	4,898
352 Building Custodians	321,098.53	331,586.00	336,632.66	345,095.00	2.51%	8,462
360 Property Maintenance	20,492.14	25,000.00	25,000.00	25,000.00	0.00%	0
361 P&R Property Maintenance	346,899.48	367,000.00	367,000.00	395,000.00	7.63%	28,000
370 Tree Maintenance	328,549.03	313,400.00	313,400.00	315,425.00	0.65%	2,025
Total DPW	**9,492,470.97**	**9,650,717.00**	**9,809,600.86**	**9,731,273.00**	**-0.80%**	**(78,328)**

BUDGET SUMMARY - EXPENSE

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 RTM Adopted Budget	PCT CHANGE	DOLLAR CHANGE
410 Health District	538,702.00	544,089.00	544,089.00	544,089.00	0.00%	0
412 Health Services	3,700.00	3,700.00	3,700.00	3,700.00	0.00%	0
Total Health	**542,402.00**	**547,789.00**	**547,789.00**	**547,789.00**	**0.00%**	**0**
510 Youth Services	239,082.36	269,578.00	270,061.23	265,397.00	-1.73%	(4,664)
520 Social Services	409,458.68	446,097.00	448,784.29	417,794.00	-6.91%	(30,990)
530 Senior Services	456,344.95	413,730.00	419,662.60	432,136.00	2.97%	12,473
Total Human Services	**1,104,885.99**	**1,129,405.00**	**1,138,508.12**	**1,115,327.00**	**-2.04%**	**(23,181)**
650 Board of Education	110,607,882.02	112,765,765.00	112,765,765.00	114,515,738.00	1.55%	1,749,973
651 BOE Rentals/Reimbursements	147,950.96	0.00	0.00	0.00	0.00%	0
652 Aid to Pvt & Parochial Schools	342,415.00	362,401.00	362,401.00	368,798.00	1.77%	6,397
654 Debt Service-Long Term	11,848,992.26	11,404,804.00	11,404,804.00	10,961,996.50	-3.88%	(442,808)
656 BOE Transfers	513,957.00	0.00	0.00	0.00	0.00%	0
Total Education	**123,461,197.24**	**124,532,970.00**	**124,532,970.00**	**125,846,532.50**	**1.05%**	**1,313,563**
750 Library Board	4,556,339.98	4,617,851.00	4,617,851.00	4,542,851.00	-1.62%	(75,000)
751 Library Pension Fund	146,658.00	137,710.00	137,710.00	357,245.00	159.42%	219,535
Total Library	**4,702,997.98**	**4,755,561.00**	**4,755,561.00**	**4,900,096.00**	**3.04%**	**144,535**

BUDGET SUMMARY - EXPENSE

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 RTM Adopted Budget	PCT CHANGE	DOLLAR CHANGE
810 P&R Administration	509,722.09	581,776.00	588,823.50	580,356.00	-1.44%	(8,468)
812 Guest Services	256,746.70	262,947.00	262,947.00	281,588.00	7.09%	18,641
820 Maintenance Administration	575,104.15	570,495.00	588,790.00	1,118,272.00	89.93%	529,482
830 Boating	419,839.36	437,482.00	440,863.00	378,174.00	-14.22%	(62,689)
831 Parks Maintenance	445,590.38	563,869.00	579,529.00	323,000.00	-44.27%	(256,529)
832 Golf	827,050.65	929,166.00	929,166.00	1,170,000.00	25.92%	240,834
833 Athletic Fields Maintenance	302,949.16	339,869.00	355,245.00	134,394.00	-62.17%	(220,851)
834 Tennis	81,370.12	111,067.00	111,067.00	109,687.00	-1.24%	(1,380)
835 Skate Park	22,288.13	31,415.00	31,415.00	30,314.00	-3.50%	(1,101)
836 Beach & Pool	256,369.15	319,494.00	319,494.00	317,629.00	-0.58%	(1,865)
838 Recreation Programs	1,012,254.22	1,260,918.00	1,263,918.00	1,200,537.00	-5.01%	(63,381)
840 Memorial & Veterans Days	9,000.00	9,000.00	9,000.00	9,500.00	5.56%	500
Total P&R	**4,718,284.11**	**5,417,498.00**	**5,480,257.50**	**5,653,451.00**	**3.16%**	**173,194**

BUDGET SUMMARY - EXPENSE

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 RTM Adopted Budget	PCT CHANGE	DOLLAR CHANGE
901 Pensions	14,588,471.98	14,861,962.00	14,861,962.00	13,436,124.25	-9.59%	(1,425,838)
902 Insurance	9,241,192.55	10,368,622.00	10,372,131.98	10,116,658.00	-2.46%	(255,474)
903 Social Security	1,127,083.80	1,160,000.00	1,171,975.68	1,172,072.75	0.01%	97
905 Unemployment Compensation	37,512.79	90,000.00	90,000.00	38,000.00	-57.78%	(52,000)
907 Earthplace	95,000.00	95,000.00	95,000.00	95,000.00	0.00%	0
911 Miscellaneous	57,625.78	88,750.00	88,750.00	83,009.00	-6.47%	(5,741)
915 Transportation Services	294,580.96	292,645.00	380,145.00	371,100.00	-2.38%	(9,045)
917 Reserve: Salary Ad	(32.16)	160,000.00	4,555.59	170,625.00	3645.40%	166,069
921 Employee Productivity	5,060.00	7,700.00	7,700.00	7,000.00	-9.09%	(700)
Total Pension, OPEB, Ins., Misc.	**25,446,495.70**	**27,124,679.00**	**27,072,220.25**	**25,489,589.00**	**-5.85%**	**(1,582,631)**
941 Transfer to Sewer Fund	383,136.00	383,136.00	383,136.00	368,165.00	-3.91%	(14,971)
942 Transfer to Other Funds	1,216,709.29	1,525,000.00	1,525,000.00	1,500,000.00	-1.64%	(25,000)
Total Other Financing Uses	**1,599,845.29**	**1,908,136.00**	**1,908,136.00**	**1,868,165.00**	**-2.09%**	**(39,971)**
951 Interest on Bonds	563,504.91	519,589.00	519,589.00	426,970.26	-17.83%	(92,619)
952 Bond Anticipation	64,957.50	0.00	0.00	0.00	0.00%	
953 Bond Principal Payments	2,190,299.58	2,307,978.00	2,307,978.00	2,144,340.33	-7.09%	(163,638)
Total Debt Service	**2,818,761.99**	**2,827,567.00**	**2,827,567.00**	**2,571,310.59**	**-9.06%**	**(256,256)**
999 Special Appropriations	272,430.00	0.00	88,075.00	0.00	-100.00%	(88,075)
TOTAL (101) General Fund	**199,984,745.23**	**204,559,874.00**	**204,953,917.00**	**204,240,189.09**	**-0.35%**	**(713,728)**

BUDGET SUMMARY - EXPENSE

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 RTM ADOPTED	PCT CHANGE	Dollar Change
Railroad Parking Fund						
(02) Public Safety	1,559,630.29	1,502,186.00	1,505,723.00	1,616,598.00	7.4%	110,875.00
TOTAL 210 Railroad Parking Fund	**1,559,630.29**	**1,502,186.00**	**1,505,723.00**	**1,616,598.00**	**7.4%**	**110,875.00**

BUDGET SUMMARY - EXPENSE

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 RTM ADOPTED	PCT CHANGE	Dollar Change
Wakeman Farm Fund						
850 Wakeman Farm	87,447.48	193,283.00	193,283.00	285,200.00	47.6%	91,917.00
TOTAL 215 Wakeman Farm Fund	87,447.48	193,283.00	193,283.00	285,200.00	47.6%	91,917.00

BUDGET SUMMARY - EXPENSE

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 RTM ADOPTED	PCT CHANGE	Dollar Change
Sewer Fund						
330 Sewage Treatment	1,039,392.75	1,234,400.00	1,255,301.00	1,247,284.00	-0.6%	(8,017.00)
331 Sewage Collection	582,701.10	524,039.00	525,423.00	541,630.00	3.1%	16,207.00
901 Pensions , OPEB	116,886.00	95,480.00	95,480.00	162,387.00	70.1%	66,907.00
902 Insurance	402,855.91	392,942.00	392,942.00	278,625.00	-29.1%	(114,317.00)
951 Interest on Bonds	589,450.72	597,575.10	597,575.10	504,745.70	-15.5%	(92,829.40)
953 Bond Principal Pay	1,819,046.50	1,935,192.59	1,935,192.59	1,917,020.98	-0.9%	(18,171.61)
TOTAL 220 Sewer Fund	**4,550,332.98**	**4,779,628.69**	**4,801,913.69**	**4,651,692.68**	**-3.1%**	**(150,221.01)**

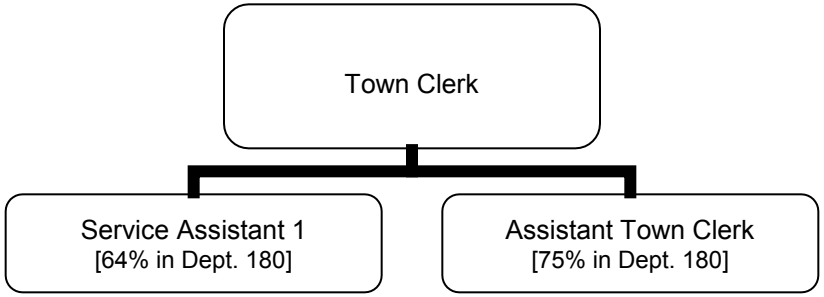
	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
110 R T M							
(03) EH & OT	43,751.52	44,498.00	44,695.08	44,695.00	44,695.00	44,695.00	0.0%
(19) Contract Services	1,305.95	1,750.00	1,750.00	1,750.00	1,750.00	1,750.00	0.0%
(33) Advert & Print	1,794.26	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
(34) Postage	1,440.35	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.0%
(41) Supplies	616.40	700.00	700.00	700.00	700.00	700.00	0.0%
TOTAL (110) R T M	**48,908.48**	**49,248.00**	**49,445.08**	**49,445.00**	**49,445.00**	**49,445.00**	**0.0%**

110 - RTM BUDGET 2017-2018

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
0.25	Asst Town Clerk (75% in 180)	VI-7			66,542	16,636	16,636
0.36	Service Assistant I (64% in 180)	IV-7			55,496	19,979	19,979
1.00	RTM Clerk				8,080	8,080	8,080
	Custodial					0	0
1.61	TOTAL EXTRA HELP & OVERTIME:					44,695	44,695

110 – R.T.M.
2017/2018 Organization Chart
2016/17: 0.50 Full Time / 2017/18: 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 2017 ACCOMPLISHMENTS: 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 decrease compared to the previous year's level. For four 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 $11.9 million, 4-year bond refinancing in November. The refinancing was at an average interest rate of 1.2% (compared to the old rate of 3.9%) and will result in $600,000 in interest savings over the remaining life of the bond issue.
- **Energy Savings Performance Contracting Initiative (ESPC):** In collaboration with the Board of Education, a comprehensive, multi-year energy savings performance contract has been finalized. The $8.2 million contract has been approved and signed, and the implementation project in all school buildings and four major Town buildings is underway with an expected completion by the end of calendar year 2017. 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.
- **Implementing the Downtown Master Plan:** The new Downtown Plan Implementation Committee is moving forward on prioritizing, planning and implementing specific improvement projects. Among those are: Elm Street streetscape and infrastructure improvements;

pursuing the consolidation of the Baldwin and Avery Parking lots; developing a Downtown maintenance program; comprehensive wayfinding design.

- **Downtown Westport Flood Resiliency Planning: Master Drainage Plan & Stream Study:** Using a grant of $650,000 that was awarded based on the Downtown Master Plan, a study has begun to design appropriate flood mitigation efforts for the Downtown area.
- **Center for Senior Activities:** A town-wide committee was established to identify enhancements for the CSA and related improvements to the Baron's South property within the limits of passive open space. Detailed architectural design efforts are about to begin.
- **Saugatuck Transit Oriented Development (TOD) Master Plan:** The Selectman's Office submitted a grant application to the State Office of Policy and Management (OPM) and was successful in receiving a $440,000 grant to develop a TOD- based Saugatuck Master Plan. A steering committee has been formed and a consulting firm has been selected with a target completion date of early fall 2017.
- **Wakeman Town Farm and Education Center Renovations and Enhancements:** With a combination of Town funds and private fundraising, construction is underway at Wakeman Town Farm to renovate and repair the original farmhouse and expand/remodel the classroom space to allow for additional programming.
- **Fire Department Strategic Plan:** In collaboration with the Fire Department, a committee is currently completing 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 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 and provide more conference and meeting rooms.
- **Golden Shadows:** Completing a study of how the building might best be "re-purposed" and preserved, and the associated economics.
- **Cell Tower Lease Renegotiations:** The Town is completing its renegotiation of the wireless antenna and equipment leases for the Town owned cell tower located at the central fire station.
- **Committee on People with Disabilities:** In collaboration with the Human Services Department and the RTM, the permanent Commission was established and members have been appointed. Its purpose is 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.

FY 2018 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:** Complete pension contract renegotiations with the Westport Municipal Employees Union (WMEU), Police Department and Fire Department with a goal of restructuring the contracts to reduce long-term pension and OPEB costs for the Town.
- **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.

- **Consolidation with BOE**: Explore/implement the appropriate consolidation and possible outsourcing of selected Human Resource and Payroll and Information Technology functions with the Board of Education and outside providers
- **Initiate potential sale of Riverside Avenue property**
- **Develop/enhance departmental performance measures** as basis for budget process and department performance assessment; enhance budget process, structure and reporting
- **Pursue Grants**: Identification of COG-based and other government (or private) grant opportunities and coordinate application response
- **Implement new Town Website**
- **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: (under development):

- Grant Awards pursued and awarded (number and value)
- Number of Constituent Inquiries (completed, time to resolution)
- Preparation and Follow-up for Meetings
  - Board of Selectmen
  - Traffic Authority
  - Water Pollution Control Authority
- Number of Contracts reviewed and executed
- Board, Committee and Commission Appointments
- Press Release and Public Announcement management

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.
- **Implementing Downtown Master Plan and Saugatuck TOD Master Plan**
- **Implementing Compo Beach improvement projects**
- **Initiating Longshore Park Master Plan**
- **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. The Town's overall goal is to achieve a carbon neutral, Net Zero climate impact by 2050.
- **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**
- **Long Term Debt Reduction:** Continue yearly progress on paying down long-term debt.
- **Taxes:** Strive to hold any tax increases at or below CPI.
- **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.

120 Selectmen

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	323,408.11	323,408.00	328,300.00	334,975.00	334,975.00	334,975.00	2.0%
(03) EH & OT	0.00	3,000.00	3,000.00	2,000.00	2,000.00	2,000.00	-33.3%
(15) Trans. Allowance	4,800.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
(18) Fees & Services	16,701.34	20,750.00	20,750.00	15,000.00	15,000.00	15,000.00	-27.7%
(25) Telephone	1,342.49	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.0%
(26) Equip Maint/Oper	698.83	800.00	800.00	750.00	750.00	750.00	-6.3%
(34) Postage	350.43	850.00	850.00	450.00	450.00	450.00	-47.1%
(41) Supplies	3,985.91	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.0%
(59) Education & Exp.	945.78	3,000.00	3,000.00	2,500.00	2,500.00	2,500.00	-16.7%
(CD) Office Equipment	7,938.79	2,000.00	2,000.00	0.00	0.00	0.00	-100.0%
TOTAL (120) Selectmen	**360,171.68**	**364,608.00**	**369,500.00**	**366,475.00**	**366,475.00**	**366,475.00**	**-0.8%**

120 - SELECTMEN'S BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	First Selectman	n/a	n/a	n/a	101,475	101,475	101,475
1.00	Operations Director	n/a	n/a	n/a	100,000	92,250	100,000
2.00	Selectmen	n/a	n/a	n/a	2,000	4,000	4,000
1.00	Office Manager	n/a	n/a	n/a	73,500	73,500	73,500
1.00	Administrative Assistant	n/a	n/a	n/a	56,000	57,075	56,000
6.00	TOTAL SALARIES:					328,300	334,975

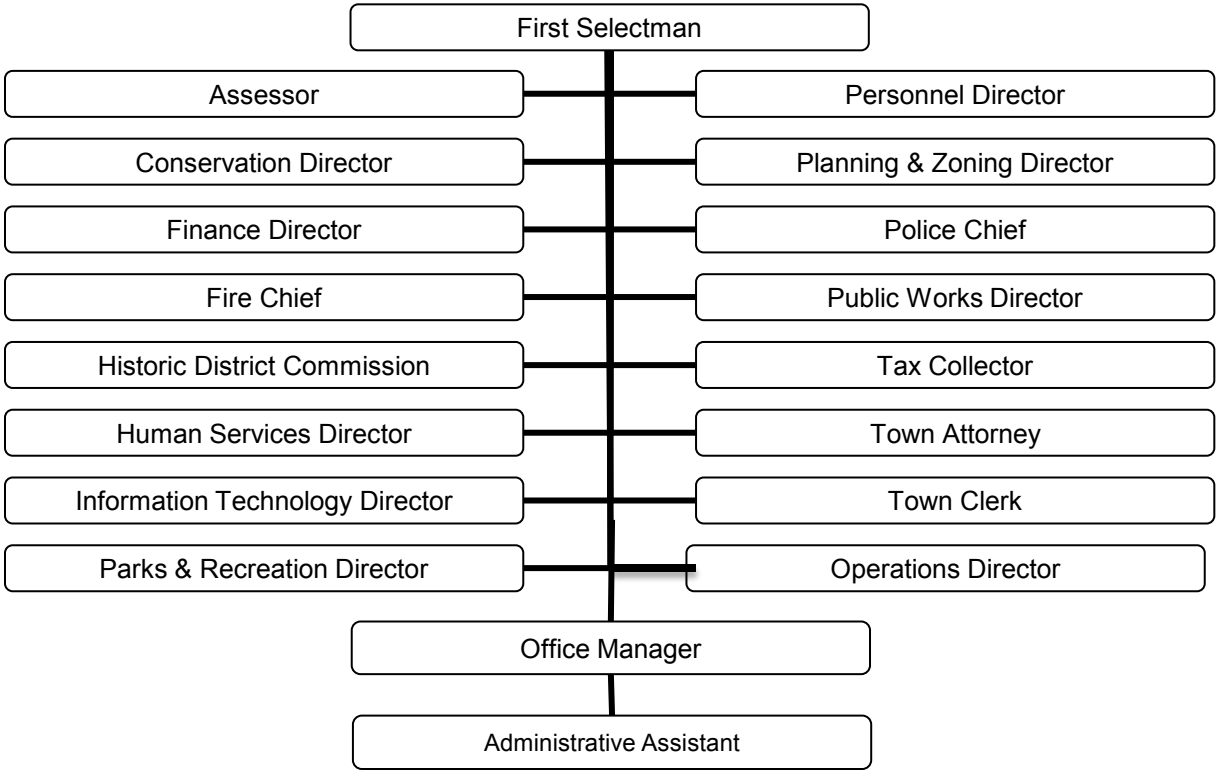
EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
1.00	Clerical Help(Coverage)	$25.00	80	2,000	3,000	2,000
1.00	TOTAL EXTRA HELP & OVERTIME:				3,000	2,000

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
2017/2018 Organization Chart
2017/18: 4 Full Time / 2016/17: 4 Full Time



	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
132 Probate Court							
(60) PaymentsToAgency/Or	10,814.81	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	0.0%
TOTAL (132) Probate Court	**10,814.81**	**14,000.00**	**14,000.00**	**14,000.00**	**14,000.00**	**14,000.00**	**0.0%**

132 – PROBATE COURT BUDGET 2017-2018

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

REGISTRARS' OFFICE / ELECTIONS DEPARTMENT BUDGET NARRATIVE

OBJECTIVE: To provide Westport's citizens with voter registration and election management services that maximize voter experience in an effective and cost efficient manner.

2016-17 Accomplishments

- New DMV Registration Process – Designed and implemented procedures to process Department of Motor Vehicles (DMV) generated registrations mandated under the Dept. of Justice consent decree
- Presidential Year Increased Registration Planning – Developed procedures such as outreach programs to new residents to reduce the use of costly programs such as Election Day Registration
- Coordinated with the Secretary of the State's Office to minimize the additional cost of increased registration change activity on Westport's budget
- Implemented and trained election workers on new Assisted Voting System equipment
- Implemented SOTS mandated Election Management System
- Completed available courses in Registrar of Voters Certification Program mandated by the Legislature

2017-18 Goals

- Conduct Registration Canvass to identify possible voters who have moved from Westport to increase accuracy of voter registry and reduce the cost of election mailings to voters
- Implement procedures for incorporating new DMV system for registering voters
- Work with SOTS to develop systems modifications to reduce registration costs for Westport
- Analyze Electronic Poll Book systems authorized by SOTS and development implementation plan for Westport elections
- Create plan for two-year relocation of District 9 (136-6) polling place from Westport Library to Town Hall
- Reevaluate and Implement Emergency Preparedness Plan
- Complete mandated Registrar Certification program

ACTIVITIES OF THE REGISTRARS' OFFICE

- Voter registration administration
- Online voter registration processing
- Dept. Motor Vehicle change processing
- Dept. Motor Vehicle New Voter registrations
- 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
- Multi-state ERIC (Electronic Registration Information Center) documentation processing
- 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
- Emergency Plan Evaluation and Implementation

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
140 Registrars							
(01) Salaries	88,454.05	86,140.00	86,140.00	88,160.00	88,160.00	88,160.00	2.3%
(03) EH & OT	11,360.34	15,652.00	15,652.00	16,380.00	16,380.00	16,380.00	4.7%
(15) Trans. Allowance	1,600.00	1,500.00	1,500.00	1,400.00	1,400.00	1,400.00	-6.7%
(19) Contract Services	2,902.50	3,000.00	3,000.00	5,500.00	5,500.00	5,500.00	83.3%
(33) Advert & Print	1,519.21	1,500.00	1,500.00	2,000.00	2,000.00	2,000.00	33.3%
(41) Supplies	199.53	3,500.00	3,500.00	4,200.00	4,200.00	4,200.00	20.0%
(59) Education & Exp.	1,350.00	3,500.00	3,500.00	4,100.00	4,100.00	4,100.00	17.1%
TOTAL (140) Registrars	**107,385.63**	**114,792.00**	**114,792.00**	**121,740.00**	**121,740.00**	**121,740.00**	**6.1%**

UPDATED 3/15/17

140 - REGISTRARS BUDGET 2017-18

SALARIES

FTE	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals	Increase /Decrease
1.20	Registrar of Voters	n/a			88,160	88,160	88,160	0.00%
0.00	Service Assistant I (F.T.)	IV-2			0	0	0	0.00%
1.20	TOTAL SALARIES:				88,160	88,160	88,160	0.00%

EXTRA HELP & OVERTIME

FTE	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT Totals	2017-18 EH&OT Totals	
0.20	Deputy Registrar of Voters (P.T.)	n/a	$22.50	364	8,190	8,008	8,190	2.27%
0.20	Special Projects - Temp. Office Help	n/a	$22.50	364	8,190	8,008	8,190	2.27%
	TOTAL EXTRA HELP & OVERTIME:					16,016	16,380	2.27%

140 – REGISTRARS OF VOTERS

	Account	Description	2016-17	2017-18	
528900	Transportation	ROV vehicle usage reimbursement	1,500	1,400	-6.67%
532000	Contract Services	For Equipment and Non-Election Mailings (Canvass, Registration Confirmations)	3,000	5,500	83.33%
551000	Advertising & Printing	Copier, printing, advertising	1,500	2,000	33.33%
561000	Supplies	Office supplies, paper (lists), mailing labels and envelopes	4,200	4,200	0.00%
585000	Education & Expenses	ROV conferences, meetings, trainings & certification	5,650	6,500	15.04%
	TOTAL OTHER		15,850	19,600	23.66%
	TOTAL REGISTRARS OF VOTERS		**120,026**	**124,140**	**3.43%**

TOTAL OFFICE & ELECTIONS	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 (A)
	185,996	183,221	177,665 (A)	187,783 (A)	191,974 (A)	

140 SALARIES

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

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

142 Elections

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(03) EH & OT	41,729.50	48,498.00	48,498.00	46,868.00	46,868.00	46,868.00	-3.4%
(18) Fees & Services	12,258.25	13,000.00	13,000.00	9,550.00	9,550.00	9,550.00	-26.5%
(22) Primaries - Dem	42,877.32	40,000.00	40,000.00	39,668.00	39,668.00	39,668.00	-0.8%
(25) Telephone	900.00	0.00	0.00	0.00	0.00	0.00	0.0%
(41) Supplies	12,056.85	19,300.00	19,300.00	18,300.00	18,300.00	18,300.00	-5.2%
TOTAL (142) Elections	**109,821.92**	**120,798.00**	**120,798.00**	**114,386.00**	**114,386.00**	**114,386.00**	**-5.3%**

UPDATED 3/15/17

142 - ELECTIONS BUDGET 2017-2018

EXTRA HELP & OVERTIME -513001

qty	Position	Hourly Rate	No. of Hours	Rate	2016-17 Totals	2017-18 Totals		*Selectman Change*	*BOF Change*
18	Instruction: Assistant Registrars			50	850	900			
16	Instruction: Ballot Monitors			25	400	400			
9	Instruction: Security Monitors			25	200	225			
16	Instruction: Official Checkers			25	425	400			
9	Instruction: Optical Scanner Tenders			25	200	225			
11	Instruction: Floaters & Traffic Directors			25	275	275			
1	Instruction: Absentee Ballot Moderator			50	50	50			
1	Instruction: Absentee Ballot Deputy Moderator			50	100	50			
12	Instruction: Absentee Counters			15	180	180			
1	Instruction: Head Moderator			100	100	100			
8	Instruction: Moderators			50	300	400			
2	Instruction: Transport Workers			25	50	50			
2	Instruction: Pretraining for EDR	$18.00	8.00		288	288			
5	Instruction: EDR Workers			25	125	125			
2	Election Day Workers: Registrars			1,000	2,000	2,000			
9	Election Day Workers: Moderators			350	2,150	3,150			
18	Election Day Workers: Assistant Registrars			300	3,850	5,400			
2	Election Day Workers: EDR Assistant Registrars			300	550	600			
5	Election Day Workers: EDR			200	1,000	1,000			
16	Election Day Workers: Ballot Monitors			200	2,800	3,200			
9	Election Day Workers: Security			200	1,600	1,800			
16	Election Day Workers: Official Checkers			200	2,800	3,200			
9	Election Day Workers: Optical Scanner Tenders			200	1,400	1,800			
11	Election Day Workers: Floaters & Traffic Directors			200	1,800	2,200			
1	Election Day Workers: Absentee Ballot Moderator			350	300	350			
1	Election Day Workers: Deputy AB Moderator			300	550	300			
12	Election Day Workers: Absentee Counters			200	2,400	2,400			
2	Election Day Workers: Master Tallies			225	450	0			
9	Election Day Workers: EMS Reporters			20	0	100			
2	Election Day Workers: Transport Workers			200	400	400			
3	Election Day Workers: Disassemble Workers			200	600	600			
2	Audit/Recount Workers: Registrars			300	600	600			
16	Audit/Recount Workers: Counters	$19.00	10.00		3,040	3,040			
2	Prep Workers: Election	$22.50	225	10,125	9,900	10,125			
6	Absentee Ballot Recording	$14.75	10		885	885			
8	Poll Setup Crew	$16.00	10		1,280	1,280			
22	Training Fees: Moderators	$14.75	5	135	2,600	2,970			
	TOTAL EXTRA HELP:				46,498	51,068	9.83%		

142 - ELECTIONS BUDGET 2017-2018

	2016-17	2017-18	
142 – ELECTIONS 513002			
Election Day Workers: Police	0	0	
Election Day Workers: DPW Setup	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	$6,500	
	Tabulator Card Programming	3,600	3,600	
	Annual Tabulator Maintenance	4,200	4,200	
	Accessible Voting System Programming	0	1,250	
		$13,000	$15,550	19.62%
561000	***Supplies***			
	Ballot Printing & Forms	$6,000	$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	
		$13,300	$13,300	0.00%
	TOTAL ELECTIONS	**$74,798**	**$81,918**	9.52%

142 - ELECTIONS SEPTEMBER SINGLE PRIMARY ONLY BUDGET 2017-18

PRIMARY - 536002

qty	Position	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals		*Selectman Change*	*BOF Change*
9	Instruction: Assistant Registrars			50	350	450			
0	Instruction: Ballot Monitors			25	0	0			
9	Instruction: Security Monitors			25	175	225			
9	Instruction: Official Checkers			25	175	225			
9	Instruction: Optical Scanner Tenders			25	175	225			
11	Instruction: Floaters & Traffic Directors			25	225	275			
1	Instruction: Absentee Ballot Moderator			50	50	50			
1	Instruction: Absentee Ballot Deputy Moderator			50	50	50			
4	Instruction: Absentee Counters			15	120	60			
1	Instruction: Head Moderator			100	100	100			
8	Instruction: Moderators			50	300	400			
2	Instruction: Transport Workers			25	50	50			
2	Election Day Workers: Registrars			1,000	2,000	2,000			
9	Election Day Workers: Moderators			350	2,150	3,150			
9	Election Day Workers: Assistant Registrars			300	1,925	2,700			
0	Election Day Workers: Ballot Monitors			200	0	0			
9	Election Day Workers: Security Monitors			200	1,400	1,800			
9	Election Day Workers: Official Checkers			200	1,400	1,800			
9	Election Day Workers: Optical Scanner Tenders			200	1,400	1,800			
11	Election Day Workers: Floaters & Traffic Directors			200	1,800	2,200			
1	Election Day Workers: Absentee Ballot Moderator			350	300	350			
1	Election Day Workers: Deputy AB Moderator			300	275	300			
4	Election Day Workers: Absentee Counters			200	800	800			
2	Election Day Workers: Master Tallies			0	450	0			
5	Election Day Workers: EMS Reporters			20	0	100			
2	Election Day Workers: Transport Workers			200	400	400			
3	Election Day Workers: Disassemble Workers			200	600	600			
2	Audit/Recount Workers: Registrars			200	400	400			
16	Audit/Recount Workers: Counters	$19.00	4.00		1,216	1,216			
6	Absentee Ballot Recording	$14.75	4.00	59	354	354			
8	Poll Setup Crew	$16.00	10.00		1,280	1,280			
2	Prep Workers: Election Misc.	$22.50	225.00	5,063	8,620	8,845			
	TOTAL EXTRA HELP:				28,540	32,205	12.84%		
	Election Day Workers: Police				0	2,528			
	Election Day Workers: Custodial (DPW)				2,000	2,000			
	TOTAL OVERTIME:				2,000	4,528	126.40%		
	TOTAL EXTRA HELP & OVERTIME:				30,540	36,733	20.28%		

142 - ELECTIONS SEPTEMBER SINGLE PRIMARY ONLY BUDGET 2017-18

PRIMARY - 536001

Description	2016-17	2017-18	
Fees & Services			
Post Office Service (election reminders), Mailings to Poll Workers	2,250	2,700	
Tabulator Card Programming	750	750	
Accessible Voting System Programming	0	125	
	3,000	3,575	19.17%
Supplies			
Ballot Printing & Forms	3,750	3,750	
Food for Election Day Workers	1,500	1,500	
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	1,210	1,210	
	6,460	6,460	0.00%
Primary 536001 - TOTALS	**$9,460**	**$10,035**	6.08%
TOTAL 2017 September ONLY PRIMARY	**$40,000**	**$46,768**	16.92%

		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
150 Board of Finance								
(33) Advert & Print		2,032.26	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.0%
TOTAL	**(150) Board of Finance**	**2,032.26**	**2,500.00**	**2,500.00**	**2,500.00**	**2,500.00**	**2,500.00**	**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, OPEB, 401(k) and Defined Contribution Plan Investment oversight. The department also supports departments responsible for development of online financial payments, accounting systems and control. Staff is responsible for the training and education of Munis users in all Town Departments.

FY 2017 ACCOMPLISHMENTS:

- After the reorganization and consolidation of the Finance and Audit department and reducing a senior position, we now outsource all internal and external audit work which results in over $50,000 of savings and reduced headcount.
- Completed union negotiations with the DPW union. Completed negotiations with the Parks and Recreation and EMT's
- Awarded the 2016 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 2016-17 budgets and 2017-2018 and soften the increase in the 2018-2019 budget with a planned drawdown.
- Renegotiated Trustee services for the Pension, 401(k) and Defined Contribution plan resulting in additional $8,000 annual savings above the $40,000 in savings last year.
- Completing 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 in March 2017 where we will get 100% of the revenue stream up to the baseline and the majority of income above that amount. We expect to triple our current of $47,000 income starting in April 2017.
- Increased automated payment to vendors (ACH) by 27% over the prior year and have processed 12,500 payments via ACH. This compares to 9,000 processed through the same time last year. We now have 352 vendors on ACH payment and require all new vendor to be paid via ACH. Cost avoidance alone since the start of this program is over $31,000.
- Continue to coordinate with BOE to streamline functions regarding benefits and contract negotiations in addition the joint project on energy resulting in upgrading $8.2 in energy savings over a period of eight years. After the eighth year that stream will be reoccurring savings for the Town and Board of Education We will be bidding our energy contracts together with the BOE for December 2017.
- Successfully refunded $11.9 million of outstanding debt that produced $601k savings over a four year period with a net interest cost of 1.21%.

FY 2018 SERVICE LEVEL GOALS:

- Produce the Annual Audit and CAFR for Town review by December 2017.
- 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 and purchasing. We will be bidding our energy contracts together for December 2017 and are currently out with a joint bid for Health and Dental Insurance to be effective July 1, 2017.
- 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. We have already received the 2016 CIRMA's "Excellence in Risk Management Award Winner" for a physical, psychological and overall wellbeing program for Police Officers.

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 and 2017-2018.
- Improved Monthly financial reporting to Board of Finance. Have already implemented monthly updates of Pension and OPEB performance, Fund Balance position and indebtedness along with monthly updates on State funding status of programs and PILOT's.
- Cost savings through streamlining accounting and banking functions and increased investment returns through disciplined investments including laddering and a low risk balanced portfolio for Non General Fund accounts.
- Increased number of internal audits completed annually from two to at least four per year.

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 775 additional ACH payments over the previous year's 2,700 processed..
- 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 large shredding machine and Dymo printers
• 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.

151 Finance Department

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	606,147.92	626,093.00	633,010.00	641,830.00	641,830.00	641,830.00	1.4%
(03) EH & OT	0.00	3,000.00	3,000.00	1,600.00	1,600.00	1,600.00	-46.7%
(18) Fees & Services	103,862.79	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	0.0%
(25) Telephone	642.93	900.00	900.00	900.00	900.00	900.00	0.0%
(26) Equip Maint/Oper	1,416.09	1,800.00	1,800.00	1,600.00	1,600.00	1,600.00	-11.1%
(34) Postage	2,274.22	3,500.00	3,500.00	3,200.00	3,200.00	3,200.00	-8.6%
(41) Supplies	4,183.59	5,000.00	5,000.00	4,800.00	4,800.00	4,800.00	-4.0%
(59) Education & Exp.	5,182.39	9,500.00	9,500.00	8,200.00	8,200.00	8,200.00	-13.7%
(CD) Office Equipment	8,135.65	3,000.00	3,000.00	2,500.00	2,500.00	2,500.00	-16.7%
TOTAL (151) Finance Department	**731,845.58**	**772,793.00**	**779,710.00**	**784,630.00**	**784,630.00**	**784,630.00**	**0.6%**

151 - FINANCE DEPARTMENT BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Finance Director				169,711	167,642	169,711
1.00	Controller				107,000	107,000	110,000
1.00	Senior Accountant/Audit Manager				103,020	103,020	103,020
1.00	Financial Coordinator				68,010	68,010	68,010
1.00	Purchasing Officer				88,868	88,868	88,868
1.00	Accounting Assistant II	VII-7			72,863	72,863	72,863
1.00	Accounting Assistant II	VI-5			57,481	57,481	63,372
1.00	Service Assistant I	IV-7			55,496	55,496	55,495
	401(k)/DC Plan Tax effected Payment				5,130	5,130	5,316
	Special Funds Allocation (Sewer/RRP)				(92,500)	(92,500)	(94,825)
8.00	TOTAL SALARIES:					633,010	641,830

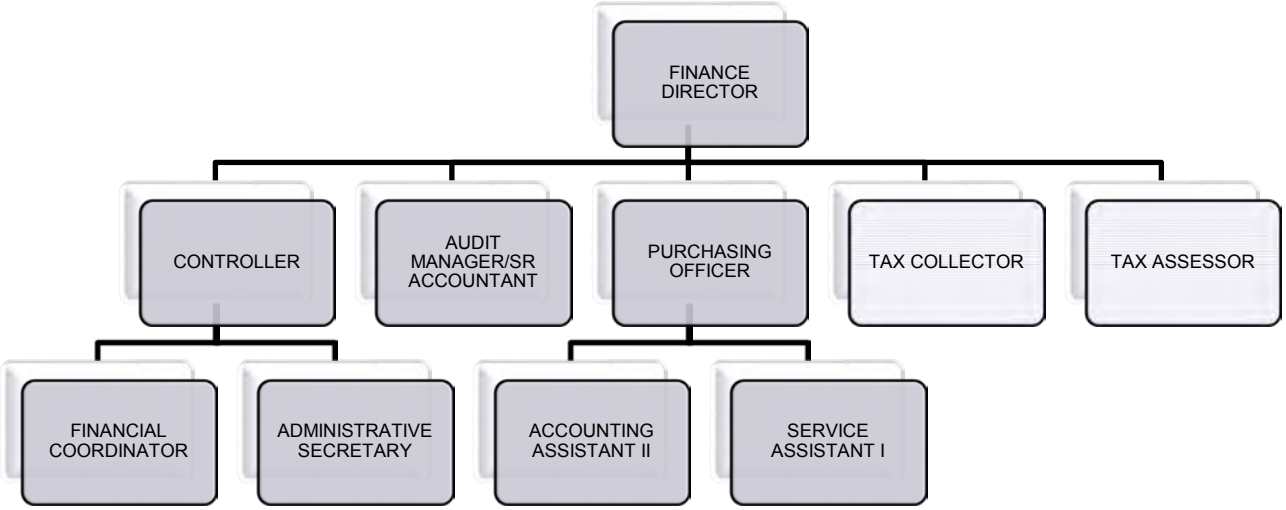
EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
	Professional Accounting/ System Modifications					3,000	1,600
	TOTAL EXTRA HELP:					3,000	1,600

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
2017/2018 Organization Chart
2016/17: 8 FULL TIME



152 Audit

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	98,813.98	0.00	0.00	0.00	0.00	0.00	0.0%
(18) Fees & Services	6,250.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.0%
(19) Contract Services	88,100.00	87,500.00	87,500.00	90,125.00	90,125.00	90,125.00	3.0%
(41) Supplies	8.73	0.00	0.00	0.00	0.00	0.00	0.0%
(59) Education & Exp.	490.00	0.00	0.00	0.00	0.00	0.00	0.0%
TOTAL (152) Audit	**193,662.71**	**147,500.00**	**147,500.00**	**150,125.00**	**150,125.00**	**150,125.00**	**1.8%**

DEPARTMENT: PERSONNEL

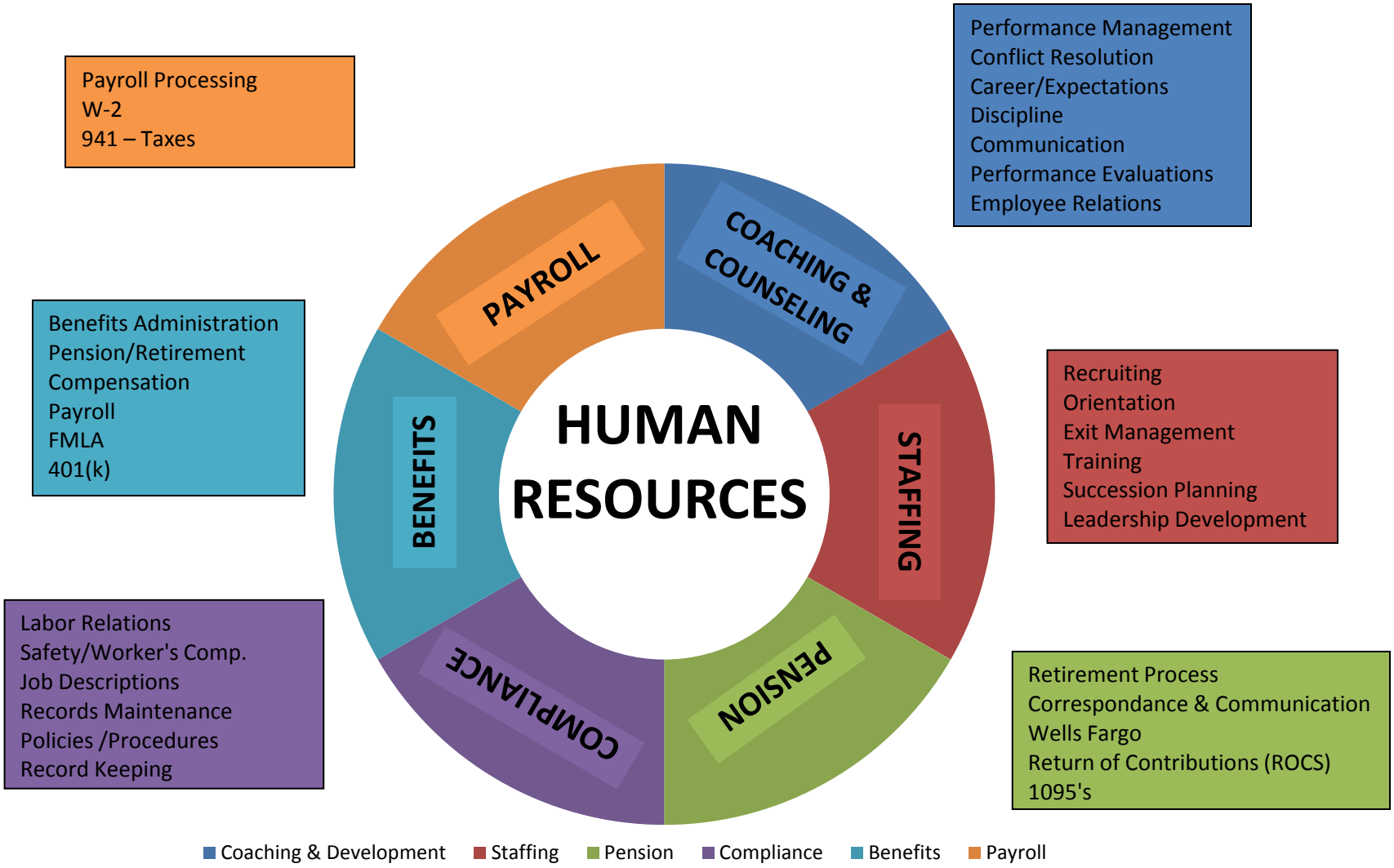
DEPARTMENT SERVICES OVERVIEW: The Personnel/Human Resources Department is committed to utilizing best practices to provide quality customer service and guidance with fair, reasonable, ethical human resource policies and practices to the Town employees, Department heads and the First Selectman and various Town bodies. We administer all of the health benefits, pensions for all active and retired employees and their dependents or survivors. The department is responsible for recruitment, selection, hiring, development, evaluation and retention of a diverse, quality staff in compliance with all laws, regulations and contractual requirements. We perform rigid audits of all Workers Compensation and Heart and Hypertension claims, saving considerable funds. All of the payroll for the Town employees is processed by the department, as well as the generation of the W-2 forms and Form 1095 relating to the Affordable Care Act. We provide counseling to employees and supervisors relating to issues in the workplace. Through the Employee Assistance Program counseling for non-work related issues is provided. Department members serve on the various pension boards and one chairs the various safety committees. Programs such as the Wellness Fair and Bring Your Daughters and Sons to Work Day are planned and facilitated by the department staff.

FY 2017 ACCOMPLISHMENTS:

- Updating and maintenance of MUNIS Human Resources Information System.
- Enrolled all of the union represented employees in the High Deductible Health Plan with the Health Savings Account.
- Reduced enrollment in an expensive health plan insured with Oxford to two individuals which will be eliminated completely.
- Resolved difficult situations in three departments by counselling the employees and the supervisors, avoiding a potential law-suits.
- Held the fourth annual Health & Wellness Fair with over 100 employees participating.
- Held the third annual Bring Your Daughters and Sons to Work Day.
- Provided Sexual Harassment Training to employees and supervisors working in Town Hall, Fire Department and Parks and Recreation Department.
- Processed 33 retirements for Board of Education, Police, Fire, Parks & Rec., WMEU represented and Non-Union employees.
- Recruited for ten open replacement positions in eight departments.
- Successfully negotiated new Collective Bargaining Agreement with Local 1303-194, Parks & Rec. employees.
- Successfully negotiated new tentative Collective Bargaining Agreement with Local 2080, Police Department employees.
- Introduced a more efficient and less costly medical facility to deal with job related injuries.

FY 2018 GOALS:

- Complete Sexual Harassment Training for Public Works and Police Departments.
- Train employees in Customer Service, including Public Works.
- Expand and improve the Health and Wellness Fair to attract more employees including those of the BOE.
- Develop an Employee Benefits Statement, showing all employment related costs to the individual.
- Automate Time and Attendance to process payroll more efficiently using bio-scanner time clocks or outside resources.
- Successfully negotiate a new Collective Bargaining Agreement with Local 1303-387, WMEU employees.
- Successfully negotiate a new Collective Bargaining Agreement with Local 1081, Fire Department employees.
- Train personnel in each department in using the MUNIS Time and Attendance procedures
- Revise Employee Handbook and create one for union represented employees.
- Expand use of MUNIS for all human resource functions and eliminate the use of paper forms.


Payroll Processing
W-2
941 – Taxes
Performance Management
Conflict Resolution
Career/Expectations
Discipline
Communication
Performance Evaluations
Employee Relations
PAYROLL
COACHING & COUNSELING
Benefits Administration
Pension/Retirement
Compensation
Payroll
FMLA
401(k)
BENEFITS
HUMAN RESOURCES
STAFFING
Recruiting
Orientation
Exit Management
Training
Succession Planning
Leadership Development
Labor Relations
Safety/Worker's Comp.
Job Descriptions
Records Maintenance
Policies /Procedures
Record Keeping
COMPLIANCE
PENSION
Retirement Process
Correspondance & Communication
Wells Fargo
Return of Contributions (ROCS)
1095's
Coaching & Development
Staffing
Pension
Compliance
Benefits
Payroll

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
153 Personnel							
(01) Salaries	336,860.72	334,807.00	340,734.25	315,434.00	315,434.00	315,434.00	-7.4%
(03) EH & OT	110.00	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.0%
(15) Trans. Allowance	1,232.89	0.00	0.00	0.00	0.00	0.00	0.0%
(18) Fees & Services	13,360.07	17,500.00	17,500.00	17,500.00	17,500.00	17,500.00	0.0%
(33) Advert & Print	0.00	500.00	500.00	1,000.00	1,000.00	1,000.00	100.0%
(34) Postage	1,102.41	500.00	500.00	500.00	500.00	500.00	0.0%
(41) Supplies	3,072.82	1,000.00	1,000.00	1,200.00	1,200.00	1,200.00	20.0%
(59) Education & Exp.	4,407.47	6,000.00	6,000.00	7,000.00	7,000.00	7,000.00	16.7%
(CD) Office Equipment	244.56	1,000.00	1,000.00	10,000.00	10,000.00	10,000.00	900.0%
TOTAL (153) Personnel	**360,390.94**	**365,807.00**	**371,734.25**	**357,134.00**	**357,134.00**	**357,134.00**	**-3.9%**

Updated 3/15/17

153 - PERSONNEL DEPARTMENT BUDGET 2017-18

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Personnel Director	n/a	n/a	n/a	126,939	126,939	126,939
1.00	Benefits Administrator	n/a	n/a	n/a	55,000	55,000	55,000
1.00	Human Resource Manager	n/a	n/a	n/a	72,000	72,000	72,000
1.00	Payroll Coordinator	n/a	n/a	n/a	55,000	55,000	55,000
0.50	Payroll Clerk*	n/a	35.87	886	31,795	31,795	31,795
4.50	TOTAL SALARIES:					340,734	340,734

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

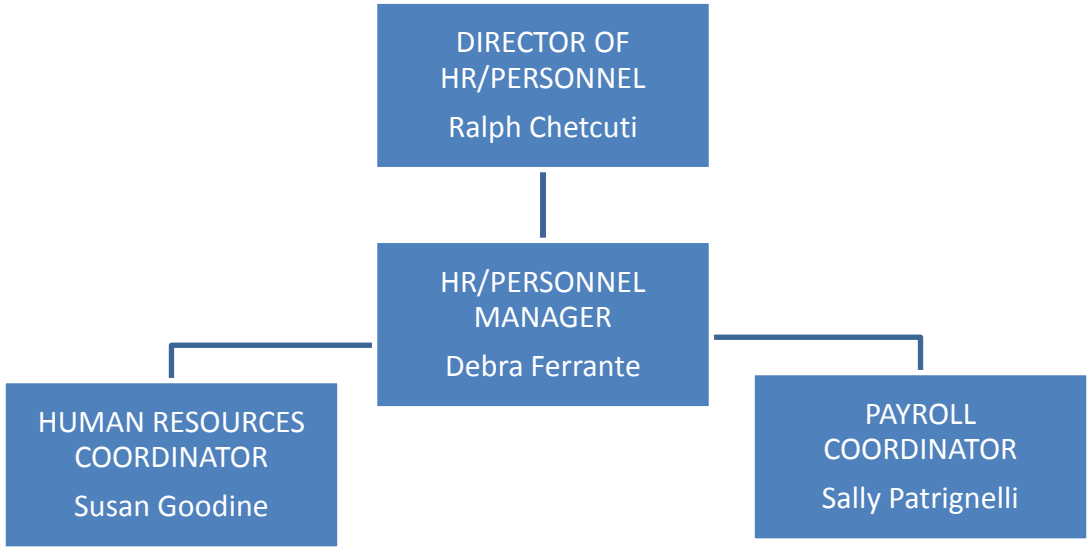
EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
		$15.00	300	4,500	4,500	4,500
0.00	TOTAL EXTRA HELP & OVERTIME:				4,500	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
	Employee Training
	Conferences

HR/PERSONNEL



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 950 real estate inspections/inquiries, electronically sketched and valued all building permits that had an effect on value, including 70 demolitions and 83 new constructions. In addition, annual Personal Property audits are performed as well as the physical viewing of businesses and processing over 2400 declarations. Motor Vehicle requires the valuation of 24,000 vehicles and the processing of over 1,550 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.

REVENUE SUMMARY:

- This year we will generate over $2,100,000 of reoccurring tax revenue from the development of $185,000,000 of value from building permits of new construction, renovations and additions.
- Generation of an additional $143,400 from the implementation of Income and Expense penalties.
- Annual reoccurring tax revenue of $9,000 from performing Personal Property Audits.
- Copy machine and report revenue approximately $3,600.

FY 2017 ACCOMPLISHMENTS:

- Successfully resolved 12 of the 40 lawsuits resulting from the 2015 revaluation. In addition, 9 plaintiffs have withdrawn their lawsuits.
- Have kept pace with inspection and valuation of the new construction/renovation work and commercial development.
- Implemented the initial stage of on-line Personal Property Declaration process.
- Successfully upgraded Vision software with Vision software program 6.5.

FY 2018 SERVICE LEVEL GOALS:

- Work closely with National Executive Service Corps (NESC) members in developing efficiencies for the Assessor and Tax Collector Offices.
- Expand the process of collecting commercial tenant lease data to use in the development of more accurate Personal Property assessments.
- Update building permit inspection procedures in order to realize additional efficiencies for a more timely process.
- Continue to collect high quality building and income data in order to expand the basis for the development of accurate values for future revaluations.

PERFORMANCE MEASURES:

- Providing courteous and accurate customer service to Westporters both who visit our office and at their home.
- Remaining current with the inspection of Building Permits in order to maintain Grand List growth and fairness to all Westport taxpayers.
- Educate taxpayers in areas of Real Estate, Personal Property and Motor Vehicle valuation and appeal process.
- Vigorously defend residential and commercial values developed during the recent 2015 revaluation from lawsuits.

5 YR GOALS:

- 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 in the cloud resulting in faster updating, easier public access and less computer hardware for IT.
- Implementation of the 2020 revaluation.

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 ($1,900); Extra office and inspection help for building permits and the completion of various annual deadlines.
- 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:

- In addition to category reductions, $20,000 for scheduled vehicle replacement has been delay by the Assessor for 3 years.

GENERAL EXPECTATIONS

2017 – Opportunities to Outperform/Specific Initiatives:

The Assessor has met and is working with the National Executive Service Corps (NESC). The process has included a review of our Scope of Work, developing Performance Metrics, understanding the significant issues that affect productivity and measuring those areas to determine how to improve them. It is the goal of this study to produce long term solutions that will result in the Assessor and Collector's Offices working closely together to improve service, productivity and reduce costs.

The Assessor's Office has delayed the vehicle replacement request of $20,000 that was scheduled for this budget year. A review of the condition of the two inspection vehicles will be performed in two years to determine is further delay is possible.

WORKFORCE DATA

2004 - 2010: Assessor plus 6 staff members.

2011- present: Assessor plus 5 staff members.

2017/2018: Assessor plus 5 staff members.

Please note that because of the timing of the development of the Budget Narrative and the signing of the Grand List, a correction to Budget Narrative Revenue Summary is as follows:

This year we will generate over $2,400,000 of reoccurring tax revenue from the development of $210,000,000 of value from building permits of new construction, renovations and additions.

UPDATED 2/7/17

154 Assessor

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	454,511.32	461,750.00	474,342.00	437,524.00	437,524.00	437,524.00	-7.8%
(03) EH & OT	5,287.67	2,000.00	2,000.00	1,900.00	1,900.00	1,900.00	-5.0%
(15) Trans. Allowance	525.62	700.00	700.00	600.00	600.00	600.00	-14.3%
(18) Fees & Services	37,427.84	36,495.00	36,495.00	35,430.00	35,430.00	35,430.00	-2.9%
(25) Telephone	1,300.47	1,300.00	1,300.00	1,000.00	1,000.00	1,000.00	-23.1%
(26) Equip Maint/Oper	1,711.16	1,850.00	1,850.00	1,850.00	1,850.00	1,850.00	0.0%
(27) Veh. Maint/Oper	1,573.39	1,550.00	1,550.00	1,450.00	1,450.00	1,450.00	-6.5%
(34) Postage	2,931.56	5,000.00	5,000.00	4,500.00	4,500.00	4,500.00	-10.0%
(41) Supplies	3,406.39	3,900.00	3,900.00	3,750.00	3,750.00	3,750.00	-3.8%
(59) Education & Exp.	3,929.35	4,500.00	4,500.00	4,400.00	4,400.00	4,400.00	-2.2%
TOTAL (154) Assessor	**512,604.77**	**519,045.00**	**531,637.00**	**492,404.00**	**492,404.00**	**492,404.00**	**-7.4%**

Updated 3/15/17

154 - ASSESSOR DEPARTMENT BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Assessor	n/a			123,030	123,030	123,030
1.00	Deputy Assessor	n/a			80,030	80,030	80,030
1.00	Assessment Analyst/Inspector	n/a			77,454	77,454	77,454
1.00	Assessor Technician	VI-7			66,542	66,542	66,542
1.00	Administrative Assistant II	V-7			60,768	60,768	60,768
1.00	Administrative Assistant II	V-7			60,768	60,768	60,768
6.00	TOTAL SALARIES:					468,592	468,592

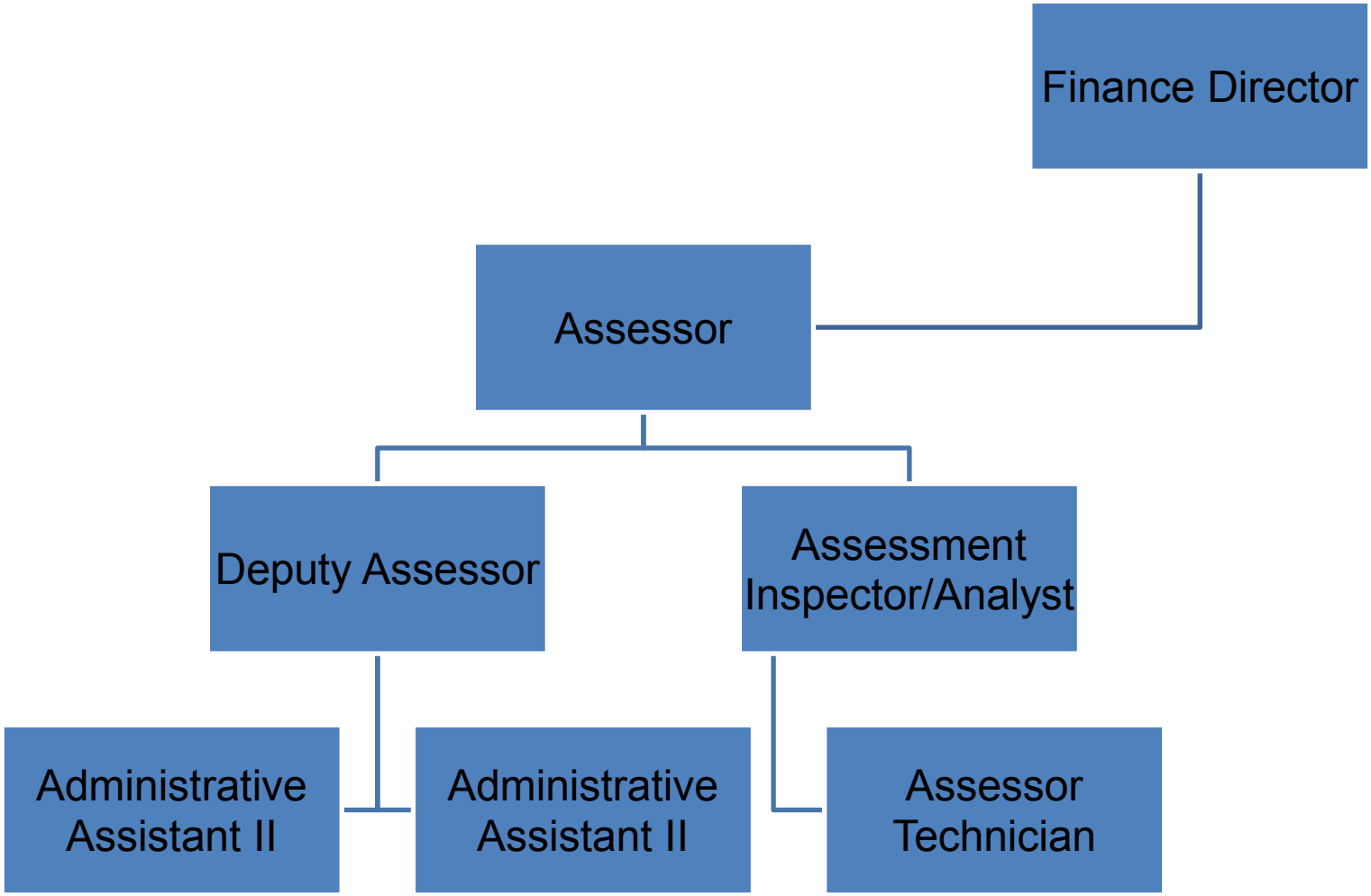
EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
1.00	Staff Overtime	n/a				2,000	1,900
1.00	TOTAL OVERTIME:					2,000	1,900

154 – ASSESSOR

Account	Description
Extra help & overtime	Funded to assist with additional seasonal work.
Fees & Services	Technical Support and Licensing Fee for QDS System ($11,150) Personal Property Audits ($10,000) Vision Maintenance Fees and Web Hosting ($11,500) Legal Notices ($50) Appraisal Licensing & Real Estate Fees ($1,350) NADA Motor Vehicle Pricing Guides ($380) Senior application audits ($1,000)
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
2017/2018 Organization Chart
2016/17: 6 Full Time / 2017/18: 6 Full Time



Department: Tax Collector

Department Services Overview:
The Westport Tax Collectors annually bills and collects the Real Estate (10,315 accounts), Personal Property (2,323 accounts), Motor Vehicles (23,925 accounts), and Supplementary Motor Vehicle (4,209 accounts) and Sewer Assessment (1,198 accounts) and Sewer Use (4,468 accounts). All Taxes and Sewer billing is on a quarterly basis.
The Tax Collectors Department collected $190,640,473.06, beginning July 1, 2015 through June 30, 2016. (List Year 2014)

FY 2015/2016 Accomplishments:
Through internal efforts with support from the Foreclosure Review Committee we have collected **$1,991,161.85** between, July 1, 2015 and June 30, 2016 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 2015 to June 2016:

In-house 95.41%	Point & Pay .4.59%	**Total** 100%
$181,883,853.89	$8,756,619.17	$190,640,473.06

Please note 95.41% 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.

As of June 2015 Point & Pay is our on-line Vendor.

FY 2017 / 2018 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.
Continue the services of Tax Serv LLC in pursuing collection of Suspense Motor Vehicle and Personal Property delinquent accounts.
Explore the possibility of collecting taxes semi - annually vs. quarterly.

Performance Measures:
Collection rate for the fiscal year 2015/2016 (2014 list year) was 98.72% (this figure includes the Deferred Tax, when this is excluded the rate is 99.19%). Consistently in top 10% of the State in collection rate.

Revenue Summary:
In the list year 2014, (2015/2016) we collected $38,611.29 in fees primarily to code owners of motor vehicles with delinquent taxes with DMV, thus preventing registration renewal until all taxes are paid. The latest updates with the DMV enable the Tax office to release hold, allowing the tax payer to register immediately. Other fees included are the Returned Check fees, Lien fees Copy fees, and C-Pace fee.

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, and fee from C-Pace for collection of Green Bank loans.
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.

156 Tax Collector

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	275,529.36	271,178.00	275,210.00	281,352.00	281,352.00	281,352.00	2.2%
(03) EH & OT	0.00	15,000.00	15,375.00	15,375.00	15,375.00	15,375.00	0.0%
(18) Fees & Services	28,013.39	31,500.00	31,500.00	30,000.00	30,000.00	30,000.00	-4.8%
(26) Equip Maint/Oper	887.99	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
(33) Advert & Print	109.53	500.00	500.00	500.00	500.00	500.00	0.0%
(34) Postage	23,666.70	24,500.00	24,500.00	25,000.00	25,000.00	25,000.00	2.0%
(41) Supplies	6,747.46	12,000.00	12,000.00	10,000.00	10,000.00	10,000.00	-16.7%
(59) Education & Exp.	769.32	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
TOTAL (156) Tax Collector	**335,723.75**	**357,678.00**	**362,085.00**	**365,227.00**	**365,227.00**	**365,227.00**	**0.9%**

156 - TAX COLLECTOR BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Tax Collector	n/a			92,799	92,799	92,799
1.00	Deputy Tax Collector	n/a			77,644	77,644	77,644
1.00	Accounting Assistant I	VI-7			66,542	66,542	66,542
1.00	Service Assistant I	IV-7			55,496	55,496	55,496
1.00	Service Assistant I	IV-5			55,496	52,854	55,496
	SUBTOTAL					345,335	347,977
LESS:	Allocation to Sewer Collection for sewer billing/collection					(65,000)	(66,625)
5.00	TOTAL SALARIES:					280,335	281,352

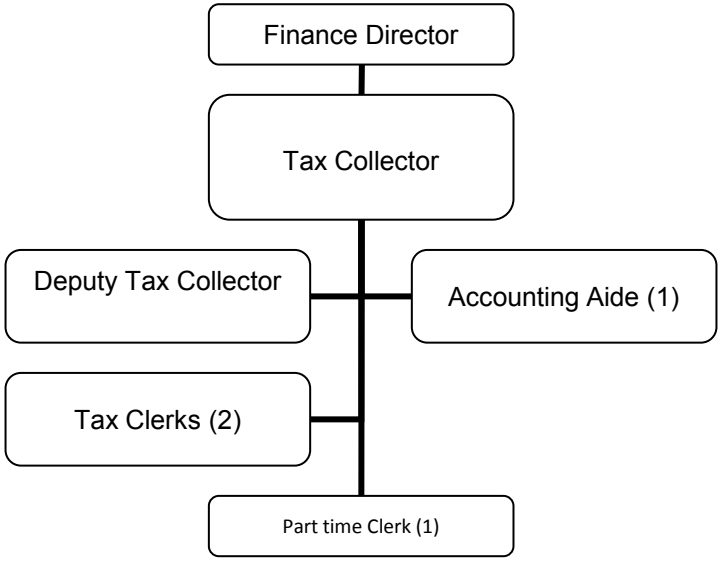
EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
1.00	Extra Help (P.T.)	n/a	$15.37	1,000	15,375	15,375	15,375
	TOTAL EXTRA HELP:					15,375	15,375

156 – TAX COLLECTOR

Account	Description
Fees & Services	Quality Data Services, Rate Book Printings, License Support ($30,000)
Equipment Maint/Operation	Service Contracts and Repairs ($1,000)

156 – TAX COLLECTOR
2017/2018 Organization Chart
2016/17: 5 Full Time, 1 Part Time
2017/18: 5 Full Time, 1 Part Time



DEPARTMENT: OFFICE OF INFORMATION TECHNOLOGY

DEPARTMENT SERVICES OVERVIEW:

The Office of IT provides for the sustained, reliable, 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 2017 ONGOING PROJECTS:

- Rolling out additional virtualized desktop computers where it meets the service requirements departments. The town’s departments no longer need to budget individual desktop computers for two years. This has estimated to have saved the town $72,000 over the two years.
- Upgrading town’s network switches to enhance the network speed and security.
- Upgrading the town-wide Cisco VoIP phone system middle-tier hardware and software to extend the VoIP phones system life cycle and reap more savings from the original capital investment.
- Redesigning and upgrading the town website to improve the usability and accommodating the ever-growing mobile device needs.
- Working with the Police Department to implement new 911 system and integrating the security camera system into town’s network.
- Working with Cablevision to expand Wi-Fi accessibility at Compo Beach, the Library, and Levitt Pavilion.
- After we transferred the town’s backup data to the Amazon cloud, we are now exploring the possibilities of transferring production data to Amazon and Microsoft environment to maximize cost efficiency, and improve flexibility; high availability; resiliency and disaster recovery.

FY 2018 SERVICE LEVEL GOALS:

- Upgrading the town’s 10-year old network equipment.
- Starting to implement the town-wide ePermit management system.
- Starting 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 the town-wide network infrastructure which includes one fiber network ring connecting to 8 town facilities; 3 distributed data center in 3 locations; 12 data storages, 18 physical servers; 78 virtualized servers; 177 network devices (Routers, Switches, Firewalls, and Wi-Fi Access Points); 131 printers; 56 virtualized desktop computers; 281 desktop computers, notebooks, tablets, and smartphones; 459 VoIP phones.
- We manage the town website that has had 99.998% up time since its launch in March 2011. The website has averaged 1,076,442 visits and 1,350,305 page views in 2016. The town’s website viewership increased 4.7%, and social media Facebook and Twitter activity increased 34% in 2016.

- We also manage the town government WPTV that carries live town meetings on the Cablevision channel 79 and Frontier channel 99. In 2016, we logged a total of 258 hours of live broadcasting airtime. The viewership for live-streamed meeting increased 13% and viewership for achieved town meetings increased 32% increase in 2016.
- We support 19 town departments, the Probate Court and Levitt Pavilion, all town employees VoIP phones, computers, and software needs, and all elected official emails.

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 sectors or state agencies 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.
- Continue to promote and work with other government agencies to share funds, network infrastructure, and purchasing power 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 (ISP) 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

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	239,266.12	239,156.00	245,135.00	245,135.00	245,135.00	245,135.00	0.0%
(03) EH & OT	33,300.00	54,075.00	54,075.00	54,075.00	54,075.00	54,075.00	0.0%
(18) Fees & Services	226,342.49	272,925.00	273,337.50	273,000.00	273,000.00	273,000.00	-0.1%
(25) Telephone	171,656.56	167,494.00	167,494.00	167,470.00	167,470.00	167,470.00	0.0%
(41) Supplies	2,795.80	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
(59) Education & Exp.	0.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
(CF) Computers	49,377.58	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.0%
(CG) Software	74,998.54	75,000.00	75,000.00	77,000.00	77,000.00	77,000.00	2.7%
(CW) Capital Outlay-Other	16,400.00	0.00	0.00	0.00	0.00	0.00	0.0%
TOTAL (157) Information Technology	**814,137.09**	**871,650.00**	**878,041.50**	**879,680.00**	**879,680.00**	**879,680.00**	**0.2%**

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	Server and Storage Replacements
Software	Town-wide Microsoft Windows Operating System and Office Licenses

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	IT Director	n/a	n/a	n/a	133,778	133,778	133,778
1.00	Senior Network Engineer	n/a	n/a	n/a	111,357	111,357	111,357
2.00	TOTAL SALARIES:					245,135	245,135

EXTRA HELP (Part-time)

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 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	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:					54,075	54,075

157 - INFORMATION TECHNOLOGY BUDGET 2017-2018

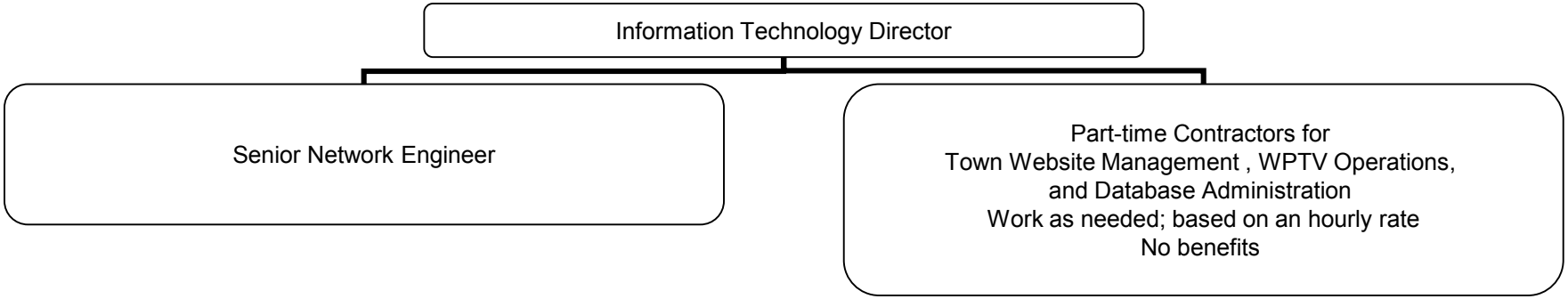
FEES AND SERVICES

Network and Data Processing Operating Costs	2016-17	2017-18
Professional Assistance: consultants for development and implementation of new project	29,925	30,000
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	10,000
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	35,000
TOTAL NETWORK AND DATA PROCESSING:	192,925	193,000
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	**272,925**	**273,000**

COMMUNICATIONS	2016-17	2017-18
VoIP Equipment Maintenance and Support	50,000	53,000
Fiber Network and Cisco Equipment Maintenance	53,183	50,000
Fiber Network Monitoring and Maintenance	24,281	24,000
Fiber Internet Connections	13,200	13,200
Frame Relay	3,100	3,400
Town Hall Verizon PRIs and DIDs	12,000	12,000
Analog Lines	8,000	8,160
Cablevision Internet Connection for public WiFi service	1,810	1,810
Cell Phone Service	1,920	1,900
TOTAL COMMUNICATIONS	**167,494**	**167,470**

157 – INFORMATION TECHNOLOGY
2017/2018 Organization Chart

2016/17: 2 Full Time / 2018/17: 2 Full Time



158 Board of Assessment Appeals

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	600.00	600.00	600.00	600.00	600.00	600.00	0.0%
(03) EH & OT	824.57	350.00	350.00	350.00	350.00	350.00	0.0%
(33) Advert & Print	0.00	125.00	125.00	125.00	125.00	125.00	0.0%
(34) Postage	174.43	300.00	300.00	300.00	300.00	300.00	0.0%
(41) Supplies	942.03	300.00	300.00	300.00	300.00	300.00	0.0%
(59) Education & Exp.	50.00	350.00	350.00	350.00	350.00	350.00	0.0%
TOTAL (158) Board of Assessment Appeals	**2,591.03**	**2,025.00**	**2,025.00**	**2,025.00**	**2,025.00**	**2,025.00**	**0.0%**

158 - BOARD OF ASSESSMENTS APPEALS BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 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	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
	Secretarial Services (for preparing correspondence copies of Assessor's documents and administrative functions at Board Meetings)				350	350	350
	TOTAL EXTRA HELP & OVERTIME:				350	350	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 2016-2017 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. A number of commercial cases remain pending.
- 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 2017-2018 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.
- Continue to 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

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	151,807.10	152,761.00	153,318.61	153,318.00	153,318.00	153,318.00	0.0%
(19) Contract Services	493,500.85	510,000.00	510,000.00	500,000.00	500,000.00	500,000.00	-2.0%
(21)Negotiation Service	60,180.50	90,000.00	90,000.00	100,000.00	100,000.00	100,000.00	11.1%
(41) Supplies	615.48	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
(64) Miscell. Expenses	13,760.63	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
TOTAL (170) Town Attorney	**719,864.56**	**763,761.00**	**764,318.61**	**764,318.00**	**764,318.00**	**764,318.00**	**0.0%**

170 - TOWN ATTORNEY BUDGET 2017-2018

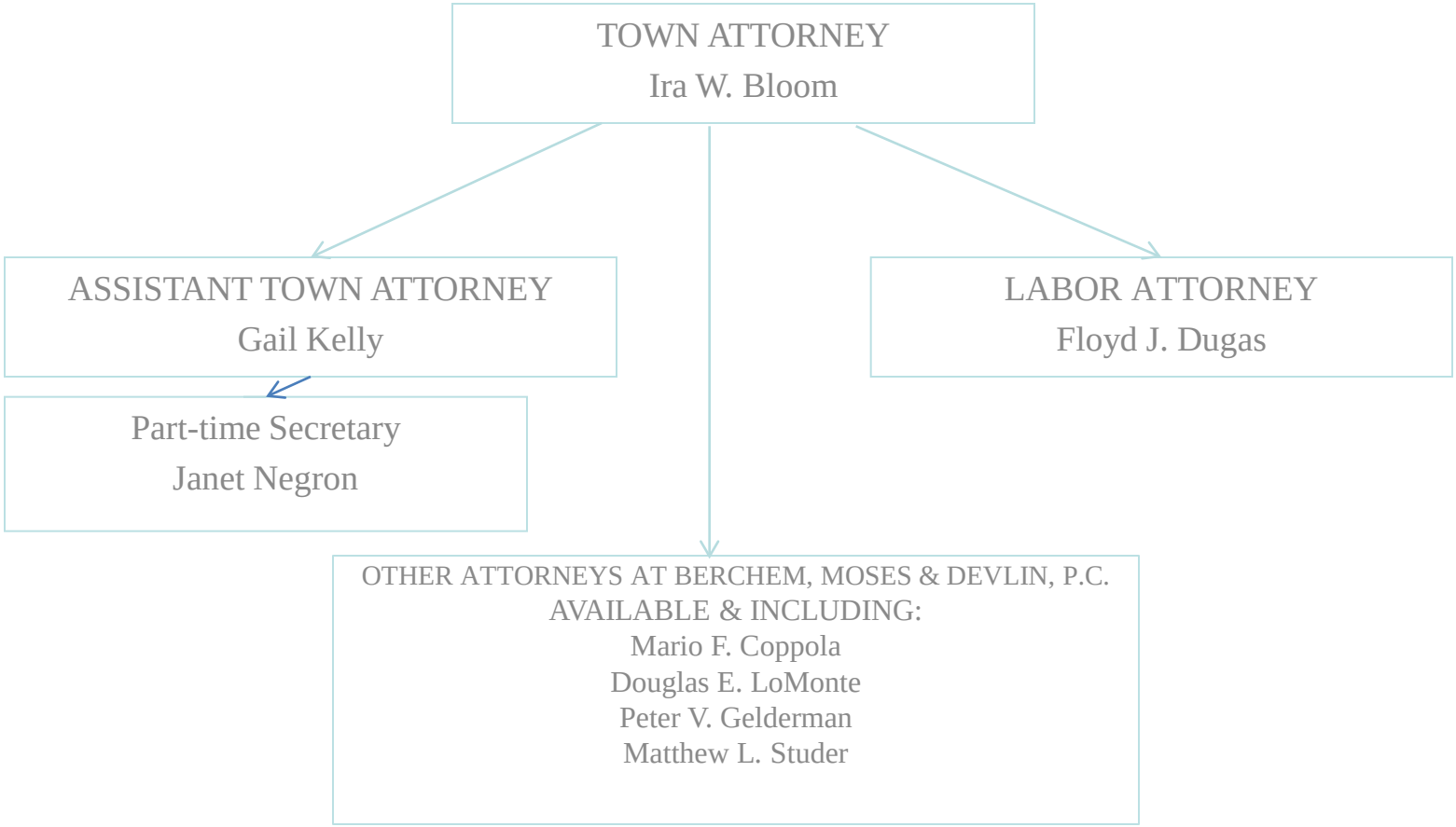
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-2018 Salary Rate	2016-17 Salaries	2017-2018 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		$22.59	948	21,404	21,404	21,404
3.00	TOTAL SALARIES:					153,318	153,318

170 – TOWN ATTORNEY

Account	Description
Contract Services	Litigation ($500,000)
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: Sheriff Fees, Witness Fees, Trial Transcripts, Attorney Tax

170 - TOWN ATTORNEY
2017-2018
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, notary public commissions accepting summons and workers compensation claims; 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 2017 ACCOMPLISHMENTS:

- Successfully negotiated a three-year contract extension with the recording vendor at no increase.
- Electronic delivery for land recordings increased to 11.8% of all recordings equating to less postage and envelopes used to return documents.
- Back-scanned land records from 1987 back to 1985 making the images electronically accessible.
- Back-scanned vital records from 1982 back to 1977 streamlining the issuing process for certifying copies preserving the integrity of the original documents.
- Successfully administered the Presidential election duties, continuing to use the State absentee ballot program and implemented the new bar coding module increasing the efficiency and accuracy of the ballot return process.
- Reported election results electronically directly to State central on election night for the first time.
- Continued to increase external copy revenue.
- Orchestrated and supervised the 8th Annual Community Shred Day in June.
- Completed administrative duties associated with the appointments of 58 Justices of the Peace to a 4-year term.
- Set up an e-mail distribution list for dog license renewal notices saving paper and postage cost.
- Implemented the new Dept of Public Health state-wide birth registry system.
- Upgraded procedures for certification of records and recording of notary and summons to reduce the use of typewriters.
- Implemented procedures to accept all Workers Compensation Claims mandated by PA16-112, CGS Sec 31-294c.

FY 2018 SERVICE LEVEL GOALS:

- 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 (EMS) including on-line filling of mandatory election forms.
- Participate in the State Elections Enforcement Commission (SEEC) municipal campaign financing pilot program.
- Present state legislators with cost of living increase recommendation for filing fees including cost of marriage licenses, liquor permits, trade name certificates, maps, and burial and cremation permits.
- When DPH completes the migration of birth records back to 2003, Westport will sell copies of any birth certificate recorded State-wide.
- Accept town conveyance tax electronically when DRS authorizes state conveyance tax electronically. Anticipated start date: summer 2017.
- Increase copy revenue by continuing the back-scanning project of land records.
- Begin scanning recorded maps to image using the large town scanner making imaged maps immediately available.

PERFORMANCE MEASURES:

- Increase in external copy revenue.
- Increase in the number of public document pages electronically accessible.
- Maintaining low operating expenses.
- Increase the number of land records submitted electronically.
- Reduction of postage for returning land record documents and dog license renewal post cards.

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.
- 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.
- Working with the CT Bar Association, develop flat recording fees eliminating the $5 per page fee, to meet industry standards.
- Rearrange vault area to maintain sufficient storage area for permanent records.

REVENUE SUMMARY:

- Conveyance tax revenue is estimated to be steady but not over stated.
- All other 2018 revenue to remain consistent with 2017 actual.
- State Historic Document Preservation grant funds will remain at $5,000.

DESCRIPTION OF ACCOUNTS:

- Salaries- office staff payroll
- Fees & Services-Vendor: Cott Systems. Indexing software support program, specialized hardware supplies
- 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
- Education & Expenses- covers conferences, town clerk academy, workshops, mileage reimbursements for office staff
- Historic Document Preservation- Town clerk $1 account for land recordings 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
- 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
- Historic Preservation Grants-annual town clerk grant for historic preservation-offset by revenue

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:

- 2018 revenue budget is anticipated to remain the same as 2017.
- 2018 expenses are anticipated to remain in line with 2017.
- 2018 Historic Document Preservation grant will remain the same at $5,000.

180 Town Clerk

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	329,544.80	335,303.00	340,111.71	339,776.00	339,776.00	339,776.00	-0.1%
(18) Fees & Services	26,621.10	28,679.00	28,679.00	27,455.00	27,455.00	27,455.00	-4.3%
(33) Advert & Print	7,454.02	9,500.00	9,500.00	9,500.00	9,500.00	9,500.00	0.0%
(34) Postage	3,827.60	4,000.00	4,000.00	3,800.00	3,800.00	3,800.00	-5.0%
(41) Supplies	5,656.25	6,800.00	6,800.00	6,400.00	6,400.00	6,400.00	-5.9%
(55) Licenses & Fees	18,246.23	21,500.00	21,500.00	21,000.00	21,000.00	21,000.00	-2.3%
(59) Education & Exp.	2,864.67	3,200.00	3,200.00	3,300.00	3,300.00	3,300.00	3.1%
TOTAL (180) Town Clerk	**394,214.67**	**408,982.00**	**413,790.71**	**411,231.00**	**411,231.00**	**411,231.00**	**-0.6%**

180 - TOWN CLERK BUDGET 2017-2018

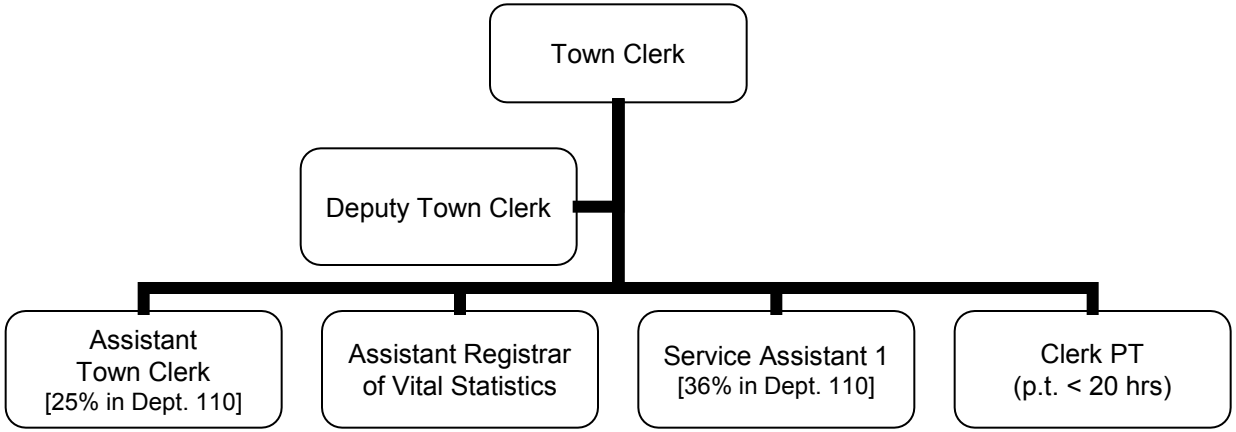
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Town Clerk				105,456	105,456	105,456
1.00	Deputy Town Clerk				78,029	78,029	78,029
0.75	Asst Town Clerk (25% in 110)	VI-7			66,542	49,906	49,906
1.00	Asst Reg of Vital Stats	V-7			60,768	60,768	60,768
0.64	Service Assistant I (36% in 110)	IV-7			55,496	35,517	35,517
1.00	Clerk P/T		$21.58	468	10,100	10,100	10,100
5.39	TOTAL SALARIES:					339,776	339,776

180 – TOWN CLERK

Account	Description	
Fees & Services	Cott Indexing Software & Support	16,955
	Historic Documents Preservation (offset by revenue) Per PA00-146 Sec 7-34a(d)	5,500
	Historic Preservation Grants (offset by revenue)	5,000
		27,455
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	4,500
		21,000

180 – TOWN CLERK
2017/2018 Organization Chart
2016/17: 4.50 Full Time / 2017/18: 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.

Assist Planning and Zoning Director in collaborating with the HDC on historic preservation and planning and zoning projects.

Provide administrative support to the Architectural Review Board. With the anticipated establishment of the Westport Center Village District, provide administrative assistance to the Joint Committee of the HDC and the Architectural Review Board as it pertains to design review for and recommendations for properties within the district to the Planning and Zoning Commission.

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

FY 2016 ACCOMPLISHMENTS:

- At the initiative of the Bridge Street neighborhood, the HDC on behalf of the Town of Westport was awarded a CLG Enhancement Grant in the amount of $15,000 for the preparation of a National Register Nomination Study for the area by an architectural historian to be completed before January 31, 2018.
- Administered and reviewed 73 demolition permit applications for properties 50 years or older (9 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) which included design review of 59 Post Road East (Anthropologie & C. and Amis Trattoria at Bedford Square), the Kemper-Gunn House, and Special Permit Application 32-18 for re-subdivision. Made recommendations and comments to Planning and Zoning (P&Z) for site plan applications, text amendments and variances that pertain to properties that are considered historic resources.
- Prepared and presented 2016 Annual Preservation Awards for 9 historic properties as examples of outstanding contributions to the preservation of historic properties in Westport.
- Administered and reviewed 11*Certificates of Appropriateness Applications* for regulated properties in local historic districts or for local historic landmark properties.
- Westport Center Historic District in the vicinity of Main Street in Westport, Connecticut was listed on the National Register of Historic Places by the National Park Service and therefore automatically listed on the State Register of Historic Places.
- With grant funding, researched and prepared study reports on two town-owned properties, Golden Shadows and the Nike Missile Radar Site, for proposed local historic property designation.

- Prepared with volunteer assistance Saugatuck River Swing Bridge (William F. Cribari Bridge) Study Report.as part of ongoing effort to preserve the iconic National Register bridge.
- Reviewed property eligibility for residential property owners seeking Special Permit for Historic Residential Structures 32-18. Held joint meetings with P&Z director and other P&Z staff members 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 #711 to expand the Special Permit for Historic Residential Structures (32-18) to apply to historic properties with at least one structure built before 1900, located in Residence AAA zone which are nonconforming in lot size and shape.

2017-18 SERVICE LEVEL GOALS:

- Participate in the preservation of the town's historic resources and unique character during the process of updating the Plan for Conservation and Development.
- Update HDC information on the town website.
- Provide support to the Planning and Zoning Commission through the adoption and implementation of the Westport Center Village District designation.
- Provide support to the Planning and Zoning Commission through the TOD Saugatuck Project.
- Assist consultant and communicate with the neighbors throughout the Bridge Street National Register Study project.
- 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.
- Conduct monthly HDC work sessions with members to increase participation and understanding of current preservation issues.

PERFORMANCE MEASURES:

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

5 YR GOALS:

- Digitize and update all Historic Resources 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.
- 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.
- Encourage press coverage of preservation initiatives.

REVENUE SUMMARY:

- CLG Enhancement Grant award in the amount of $15,000.
- Reimbursement for Golden Shadows and Nike Missile Radar Site Studies (CLG Enhancement Grant) 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 $255 for fiscal year 2016-17 for purchase of demolition signs/document copies.

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, this provides access to a broad range of benefits.

BUDGET NOTES:

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

181 Historic District

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	63,303.11	63,303.00	64,886.00	64,886.00	64,886.00	64,886.00	0.0%
(15) Trans. Allowance	0.00	150.00	150.00	50.00	50.00	50.00	-66.7%
(18) Fees & Services	5,000.00	5,000.00	15,000.00	5,000.00	5,000.00	5,000.00	-66.7%
(33) Advert & Print	159.40	500.00	500.00	500.00	500.00	500.00	0.0%
(34) Postage	75.28	225.00	225.00	225.00	225.00	225.00	0.0%
(41) Supplies	1,493.37	1,500.00	1,500.00	1,000.00	1,000.00	1,000.00	-33.3%
(59) Education & Exp.	175.00	400.00	400.00	400.00	400.00	400.00	0.0%
TOTAL (181) Historic District	**70,206.16**	**71,078.00**	**82,661.00**	**72,061.00**	**72,061.00**	**72,061.00**	**-12.8%**

181 - HISTORIC DISTRICT BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	HDC Administrator/CLG Coordinator		n/a	n/a	64,886	64,886	64,886
1.00	TOTAL SALARIES:					64,886	64,886

181 – HISTORIC DISTRICT

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

DEPARTMENT: Conservation- 0182, FY 17/18

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
- Serves the Conservation Commission for complex IWW and WPLO applications. Drafts all legal notices, prepares 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 16 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.
- Serves as staff to the Sherwood Mill Pond Committee.
- Represents the Town on the Long Island Sound Council, the WestCOG Hazard Mitigation Plan update and The Nature Conservancy's Saugatuck River Watershed Partnership and the State's Blue Plan Committee.
- 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 2016, we collected $83,265 in total revenue. At this rate, we estimate a year-end revenue this current fiscal year of $166,530 which will be 42% of our current FY 16/17 operating budget.
- Permit Fees were increased in July 2015. This continues to make a difference in our permit revenue.
- In an effort to make the permitting processes easier, 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." We also advocate and conduct pre-application meetings of Commission applications with applicants to help facilitate and expedite the hearing process.
- In 2016, a total of 325 permits were issued. This is an increase of nearly 100 from 2015. The complexity of these applications continues. 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: the redevelopment of the Geiger and Kowalksy properties, the 8-30(g) applications at 122 Wilton Rd and 1177 Post Rd East, two subdivisions, and continued monitoring and facilitating improvement to the performance of the Y's FAST system.
- In 2016, we received 55 complaints and collected $2,000 in fines.
- In FY 15/16 we sent informational mailings to 112 new property owners with wetlands and 77 within the Aquifer Protection Area. This helps us educate the public and reduces violations and adds to the town's conformance with the EPA's MS4 stormwater management requirements.
- In 2016 we issued 696 shellfish permits with nearly 32% 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 2016 we issued 68 Cockenoe Island camping permits and collected $2,420 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.
- Began working on amending the WPLO regulations to be more "user friendly."
- Provided the public with a computer to access the Town's GIS system to print out topography and wetland maps.

FY 17/18 SERVICE LEVEL GOALS:

- Amend the IWW Regulations to be consistent with changes in state statutes and continue to work on amending the WPLO Regulations.
- We anticipate several major projects coming through our department and commission in FY 17/18 each of which will require an extensive amount of staff time.
- Continue public outreach and enforcement efforts to improve water quality and reduce violations.
- Re-evaluate Tree Spraying Ordinance with the RTM.

BUDGET HIGHLIGHTS: The requested budget is a 1.6% decrease from last year's request. This is a $6,305 savings.

- Including salaries, the budget forecast represents a 1.4% decrease over last year.

- Excluding salaries, the overall operating budget is $26,829. This is a $1,145 savings over last year.
- We are on track in the current fiscal year to equal or exceed the revenue collected in FY 15/16. This represents more than 1/3 of our total operating budget.
- Reductions have been made in the Salaries, Transportation, Contract Services, Vehicle Maintenance and Education line items for a net reduction of $6,305.
- Increases totaling $300 are being requested in the Extra Help and Over-time and Postage line items of $100 and $200 respectively. We are asking for a 50 cent/hr raise ($100) for our Erosion and Sediment Inspector. This position is shared with P&Z and is limited to a total of 500 hrs/yr of which Conservation pays for 200 hrs. The $200 for postage is in anticipation of the stamp hike and for the continued mailing of our outreach material. To save money, the department has begun to hand deliver commission packets and, or send them electronically or they are picked up in the office by the members.

Alicia/bof/2017-2018 budget narrative

182 Conservation

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	347,152.67	361,997.00	364,552.00	359,392.00	359,392.00	359,392.00	-1.4%
(03) EH & OT	4,409.57	6,329.00	6,329.00	6,429.00	6,429.00	6,429.00	1.6%
(14) Uniform Allowance	788.32	800.00	800.00	800.00	800.00	800.00	0.0%
(15) Trans. Allowance	127.72	600.00	600.00	300.00	300.00	300.00	-50.0%
(18) Fees & Services	5,485.00	5,000.00	5,000.00	5,500.00	5,500.00	5,500.00	10.0%
(19) Contract Services	1,250.00	1,750.00	1,750.00	1,500.00	1,500.00	1,500.00	-14.3%
(25) Telephone	340.22	420.00	420.00	375.00	375.00	375.00	-10.7%
(26) Equip Maint/Oper	1,192.68	1,500.00	1,500.00	1,200.00	1,200.00	1,200.00	-20.0%
(27) Veh. Maint/Oper	1,405.98	1,500.00	1,500.00	750.00	750.00	750.00	-50.0%
(33) Advert & Print	1,564.34	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
(34) Postage	2,050.55	2,500.00	2,500.00	2,700.00	2,700.00	2,700.00	8.0%
(41) Supplies	3,733.55	4,275.00	4,275.00	4,275.00	4,275.00	4,275.00	0.0%
(59) Education & Exp.	422.02	1,300.00	1,300.00	1,000.00	1,000.00	1,000.00	-23.1%
TOTAL (182) Conservation	**369,922.62**	**389,971.00**	**392,526.00**	**386,221.00**	**386,221.00**	**386,221.00**	**-1.6%**

182 - CONSERVATION BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	*2017-18 Salary Totals*
1.00	Conservation Director				104,756	104,756	104,756
1.00	Conservation Analyst	VIII-7			79,784	79,784	79,784
1.00	Conservation Compliance Officer	VII-7			72,863	72,863	72,863
1.00	Administrative Assistant I	IV-5			50,336	55,496	50,336
1.00	Administrative Assistant II	V-7			51,653	51,653	51,653
5.00	TOTAL SALARIES:					364,552	359,392

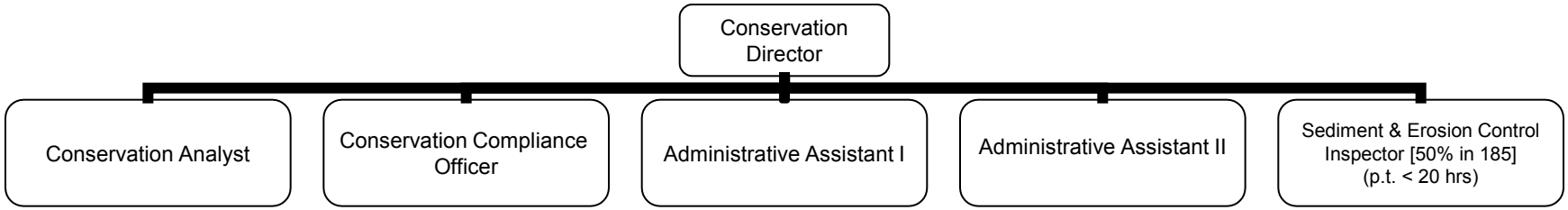
EXTRA HELP & OVERTIME

qty	Position	17-18 Grade& Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	*2017-2018*
0.50	Sediment & Erosion Control Inspector		$22.50	200	4,500	4,400	4,500
1.00	Conservation Analyst	n/a	$58.45	33	1,929	1,929	1,929
1.50	TOTAL EXTRA HELP & OVERTIME:					6,329	6,429

182 – CONSERVATION

Account	Description
Fees & Services	Subject to Application Fees and HW water quality testing services provided by Harbor Watch Water Quality Testing ($3,000) Hiring of Outside Consultants, primarily soil scientists ($2,500)
Contract Services	Conservation Properties: Teuscher and Cockenoe Island ($250) Southwest Conservation District ($1,250)
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
2017/2018 Organization Chart
Five Full-Time / One ¼ -Time



DEPARTMENT: PLANNING & ZONING

DEPARTMENT SERVICES OVERVIEW:

The Planning and Zoning Department provides assistance and support services for the Planning and Zoning Commission, the Zoning Board of Appeals, Architectural Review Board, and most recently the Historic District Commission or HDC (see separate narrative supplied for HDC).

The Planning and Zoning Department staff is responsible for the day-to-day operation of the Planning and Zoning office. The staff performs analyses of complex land use applications (Site Plans, Subdivisions, Amendments to the Zoning Regulations, Amendments to the Zoning Map, Municipal Improvements, and Variances), issues zoning permits, investigates and follows up on zoning violations, and conducts research for other Town officials regarding land use issues. Every weekday morning, department staff is available to respond to inquiries from members of the public, consultants, and others, involving property management, transfers of ownership, and/or inquiries made in anticipation of filing a formal application.

The Planning and Zoning Commission (PZC) is a regulatory elected board composed of seven (7) regular members and three (3) alternates who serve four (4) year terms. The PZC is required by State Statutes to update the *Westport Plan of Conservation and Development* every ten years, determine the manner in which zoning regulations are enforced, in addition to the primary duties conferred by state law to review certain types of development applications (referenced above). The Zoning Board of Appeals (ZBA) is a five (5) member elected board with three (3) alternates who serve four (4) year terms, and are responsible for reviewing all variance requests and appeals of staff decisions. The Architectural Review Board (ARB) is an advisory board comprised of five (5) regular members and two (2) alternates all of whom are appointed by the First Selectman to serve two (2) year terms. The ARB was established to advise town officials and boards as to the adequacy and appropriateness of architectural plans for all new commercial and institutional buildings/structures, exterior modifications to existing commercial structures, and free-standing signs.

SUMMARY OF ACTIVITIES (3 Year Comparison):

The following chart summarizes the P&Z Department's activities for the past three (3) completed fiscal years.

	FY 13-14 Totals	FY 14-15 Totals	FY 15-16 Totals
Site Plan Applications	13	8	6
Site Plan Waivers by P&Z Director	16	14	12
Special Permits	26	13	22
8-24 (Municipal Improvements)	6	8	2
Subdivisions	4	6	2
Coastal Site Plan Reviews	16	17	10
Zoning Text Amendments	13	14	15
Zoning Map Amendments	4	5	5
POCD Amendments	1	0	0
ZBA Variances	103	113	102

SUMMARY OF ACTIVITIES CONTINUED

	FY 13-14 Totals	FY 14-15 Totals	FY 15-16 Totals
ZEO Appeals to ZBA	4	0	0
ARB Applications	37	42	45
Zoning Permits – Residential	389	362	359
Zoning Permits – Commercial	178	223	229
Zoning Violations Notices	81	72	52
Cease & Desist Orders	25	10	1
Zoning Citations	4	15	3
Activities Total:	920	922	865

The total Planning and Zoning Department revenue for fiscal year ending June 30, 2016 was $673,874. This included 62 applications requiring PZC review in FY15-16. In comparison, in FY14-15 the PZC reviewed 66 applications, and in FY13-14 the PZC reviewed 78 applications. Applications reviewed by the ZBA equaled 102 in FY15-16; 113 in FY14-15; and 103 in FY13-14. The Planning and Zoning staff processed 588 zoning permits in FY15-16; 585 zoning permits in FY14-15 and 567 zoning permits in FY13-14. For the first six months of FY16-17 the P&Z Department revenue is $297,806.50 and is projected to increase as the year progresses.

The Planning and Zoning Department continues to streamline the zoning permit process. In the summer of 2016 the office implemented a zoning permit drop-off system. The drop-off system reduced the length of time between the initial submissions of a zoning permit, to the issuance zoning permit. The drop-off permit process has made issuing zoning permits more efficient for residents, businesses, contractors, and staff.

FY 17-18 SERVICE LEVEL GOALS:

- Provide enhanced coordination and operation between the Planning and Zoning Department and the Historic District Commission staff that will result in a more efficient use of both departments' staff and resources.
- Complete the *2017 Westport Plan of Conservation and Development.*
- Provide greater public access to pending applications by posting development application information on the Town's website.
- Continue research in cooperation with the IT Dept. to replace and upgrade the current Cartegraph Zoning Permit system.
- Continue improvement to the Zoning Permitting process both within the P&Z Department and across all Land Use Departments.

PERFORMANCE MEASURES:

The Planning & Zoning Department continues to track the time it takes to obtain permits, both before and after the arrival of the new Land Use Coordinator (LUC), approved as part of FY14-15. The LUC role has served to expedite the permit process by coordinating with other Town Departments, saving time for all participants. Optimal efficiency will occur when the software is in place enabling all land use departments to coordinate; this remains under development. The gains realized by the LUC while laudable do not appear to justify continuation of this position at this time. When the permitting software is implemented and when the number of applications submitted for processing by the department increases, a request to reinstate this position, may be made in a future fiscal year.

5 YR GOALS:

- Realize more ways to combine resources with the Historic District Commission staff.
- 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.
- Work with the Information Technology (IT) Department on a Planning and Zoning Department Document Management System which will allow all 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.
- Enhance access to information with the objective of assisting applicants who wish to pursue both residential and commercial projects.

REVENUE SUMMARY:

Below is the revenue summary for FY15-16:

Commercial Zoning Permit Revenue:	$219,140
Residential Zoning Permit Revenue:	$375,424
P&Z Application Revenue:	$ 28,300
ZBA Application Revenue:	$ 26,850
Miscellaneous Revenue:	$ 24,160
Total	$673,874

In comparison, the total revenue for the first six months of FY 16-17 is $297,806 and FY15-16 was $323,569. As a result, the revenues for the first six months of FY16-17 decreased 8% compared to the same six-month period one year earlier. This reduction is attributed to a decrease in the number of Planning and Zoning application submitted thus far. For the first half of FY 16-17 the department has processed 237 Zoning Permit applications compared to 296 Zoning Permit applications in the previous year which translates in a 20% decrease.

BUDGET NOTES:

The 2017/2018 FY budget of $523,206 (salaries, EH & OT) will show a significant decrease of $84,940 or 14% from FY 16-17 of $608,146 (salaries, EH & OT). The Planning and Zoning Department is forecasted to be a revenue generator for the current fiscal year, due to the reorganization of departmental staff and a reduction in the overall departmental budget.

The budget for FY17-18 represents a reduction when compared to the current year. Highlights of the proposed changes are summarized below:

1. Salaries - Overall reduction in staff salaries of 13% for FY 17-18 (FY 16-17 $587,060 and FY 17-18 $508,610)
2. Staff Positions – The proposed defunding of the Land Use Coordinator position within the Planning and Zoning Department and the elimination of the P&Z Recording Secretary.
3. Extra Help & Overtime – This line item decreased $14,856, 50% less than the previous year (FY 16-17 $29,452 and FY 17-18 $14,596) as the Zoning Officials (who are in WMEU) will not be attending the ZBA meetings as previously forecasted
4. General Fund – This line item for CF Computers, has been eliminated from the Planning and Zoning Department budget and will now be included in the Information Technology Department budget.

185 Planning & Zoning

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	552,624.96	585,944.00	590,327.00	508,610.00	508,610.00	508,610.00	-13.8%
(03) EH & OT	30,091.51	20,194.00	20,435.88	14,596.00	14,596.00	14,596.00	-28.6%
(14) Uniform Allowance	695.80	800.00	800.00	800.00	800.00	800.00	0.0%
(15) Trans. Allowance	467.03	1,150.00	1,150.00	1,150.00	1,150.00	1,150.00	0.0%
(18) Fees & Services	14,134.63	16,957.00	16,957.00	17,141.00	17,141.00	17,141.00	1.1%
(25) Telephone	340.79	450.00	450.00	450.00	450.00	450.00	0.0%
(27) Veh. Maint/Oper	1,627.07	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00	0.0%
(33) Advert & Print	4,656.32	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.0%
(34) Postage	4,040.04	4,700.00	4,700.00	4,200.00	4,200.00	4,200.00	-10.6%
(41) Supplies	8,262.75	7,050.00	7,050.00	7,050.00	7,050.00	7,050.00	0.0%
(59) Education & Exp.	6,179.42	6,650.00	6,650.00	6,650.00	6,650.00	6,650.00	0.0%
(CD) Office Equipment	5,000.00	5,000.00	5,000.00	2,000.00	2,000.00	2,000.00	-60.0%
(CF) Computers	0.00	2,500.00	2,500.00	0.00	0.00	0.00	0.0%
(CG) Software	0.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.0%
TOTAL (185) Planning & Zoning	**628,120.32**	**658,795.00**	**663,419.88**	**570,047.00**	**570,047.00**	**570,047.00**	**-14.1%**

185 - PLANNING & ZONING BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	P&Z Director	n/a	n/a	n/a	120,000	120,000	120,000
1.00	Deputy Director	n/a	n/a	n/a	82,000	82,000	82,000
1.00	Planner	VIII-5	n/a	n/a	72,368	68,924	72,368
1.00	Zoning Official	VII-7	n/a	n/a	72,863	72,863	72,863
1.00	Zoning Official	VII-7	n/a	n/a	72,863	72,863	72,863
1.00	Land Use Coordinator	VI-4	n/a	n/a	0	55,368	0
1.00	Administrative Assistant II	V-7	n/a	n/a	60,768	60,768	60,768
0.50	Administrative Assistant I	IV-7	n/a	n/a	55,496	27,748	27,748
7.50	TOTAL SALARIES:					560,534	508,610

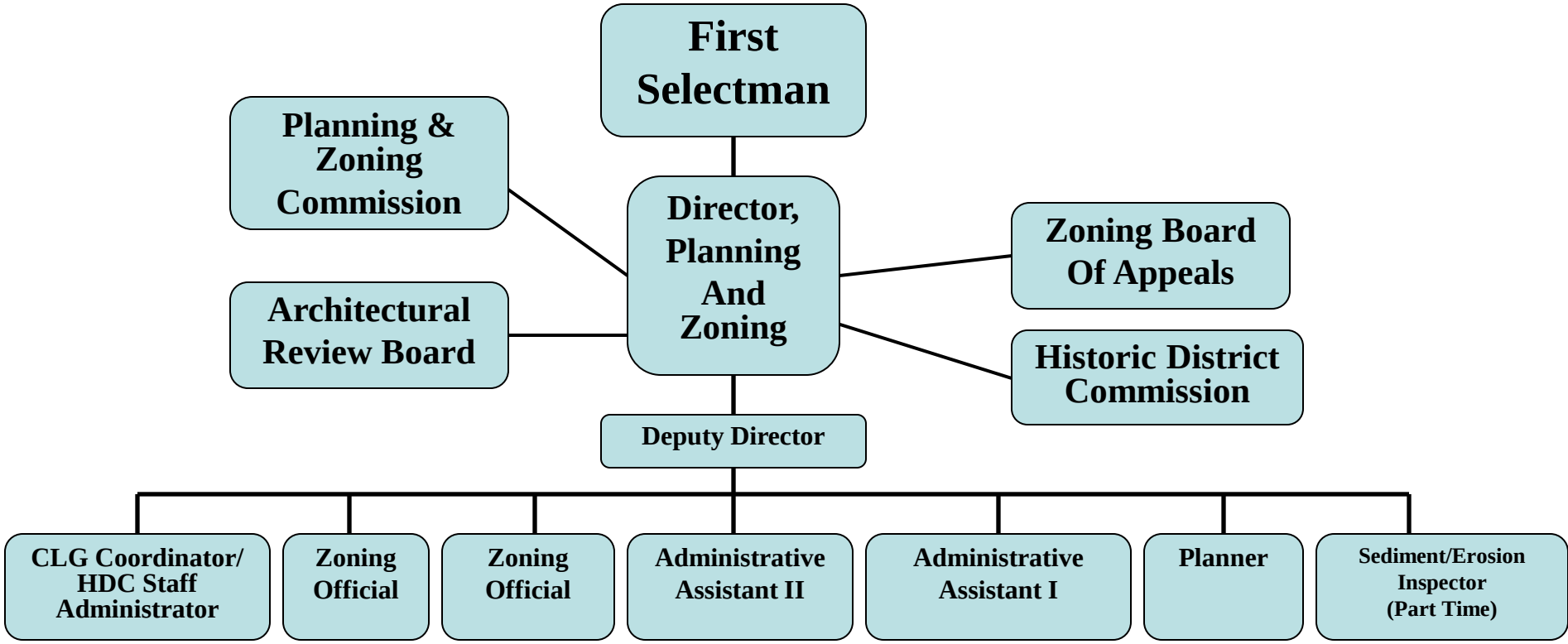
EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-2018 EH&OT Rate	2016-17 EH&OT	2017-2018 EH&OT Totals
	Secretary	n/a	$30.00	140	4,200	3,920	4,200
	P&Z Recording Secretary	n/a	$35.00	200	0	7,000	0
	TOTAL EXTRA HELP:					10,920	4,200
	Zoning Official	n/a	$40.03	50	2,002	5,447	2,002
	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	$22.50	300	6,750	3,280	6,750
	TOTAL OVERTIME:					10,166	10,396

185 – PLANNING AND ZONING

Account	Description
Fees & Services	WESTCOG – Court Fees - Cartegraph
	Traffic Consultant ($6,000)
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
2017-2018 Organizational Chart



//Z:\Pnz_off\BUDGET\FY17-18\185 PZ Org Chart 17-18

187 Zoning Board of Appeals

		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries		27,137.28	27,748.00	27,748.00	27,748.00	27,748.00	27,748.00	0.0%
TOTAL	**(187) Zoning Board of Appeals**	**27,137.28**	**27,748.00**	**27,748.00**	**27,748.00**	**27,748.00**	**27,748.00**	**0.0%**

187 - ZONING BOARD OF APPEALS BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
0.50	Administrative Assistant I	IV-7	n/a	n/a	55,496	27,748	27,748
0.50	TOTAL SALARIES:					27,748	27,748

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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 2017 ACCOMPLISHMENTS:

- Tier 1 completion for State Accreditation
- Since March 2016 we have replaced 11 Police Officers with 5 lateral hires who deferred medical insurance benefits, 4 lateral hires with medical insurance benefits, and two entry level recruits
- Instituted new early warning system software to track officer complaints and officer-involved crashes
- 13% decrease in Part I (Index Crimes in 2016, motor vehicle crashes continue to remain the same as in 2015)
- Completion of the Saugatuck Rail Road Station Lot 1 with improved lighting and pedestrian safety
- Saugatuck Rail Road improvement project to Lot 7 adding an additional 41 spaces and a staircase leading down to Riverside Avenue
- Identified location for consolidated dispatch center and developed initial plans for construction
- Increased the number of Railroad parking spaces by 8%
- Consolidated all daily $5.00 spaces to Lot 4 & Lot 8
- Reduced the Railroad parking permit wait list by increasing parking spaces at stations
- Use asset forfeiture money to issue level III and IV (rifle protection) body worn protective vest for our officers

FY 2017 SERVICE LEVEL GOALS:

- Increase department participation with other town agencies to address neighborhood traffic issues
- Complete Tier II accreditation from State of Connecticut

PERFORMANCE MEASURES:

- Continuing reduction in index crimes
- Further reduce traffic crashes by at least 5%
- Increase traffic enforcement by at least 5%
- Continue to decrease the number of people on the Railroad parking permit waiting list by 10%

5 YR GOALS:

- Complete Tier III accreditation process with the next 3 years
- Consolidation of police and fire emergency dispatch remains a priority (waiting for the Fire Department strategic study)
- Work with the Board of Education to incorporate School Resource Officers

REVENUE SUMMARY:

- Parking ticket and EMS revenue remains consistent with previous FY
- RR Parking fee revenue increased due to online renewals, rentals, online wait list fees and second vehicle additional fee

BUDGET NOTES:

- CBA for sworn officers expired June 2016, WMEU employee salaries increase 2.5%, staffing increase of 1 sworn 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 2016 the Department logged 25,371 incidents, a 14.7% increase over CY 2015. 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 13% up to reporting date in CY 2016.

The Police Department was funded for 63 sworn officers in FY16/17 as well as 8 civilian employees (which include 3 civilian dispatchers). The department has had 11 retirements (from March 2016 to January 2017) which were replaced by 9 lateral hires and 2 recruit hires. For FY 17/18 headcount is increased by 1 position. The increase in 1 position is for IT. 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:

- $132,000 - Replacement of 4 police cars whose replacement cycle was extended to 3+ years. New vehicles under state contract pricing.
- $8,000 – 5 year replacement cycle of desk top workstation computers

Budget Notes:

- Sworn staff reflects no increase due to CBA expiration, full step increases for 18 officers (+/- $81,000), 2.5% increase for WMEU staff
- Detective Supply also funds Juvenile Review Board which is used jointly by Police Department and schools (100% funded by PD)
- Full time position that is shown as an increase in head count is for full time IT within the Police Department
- FY 17/18 budget reflects headcount increase of 1 sworn position
- Moved Shift Differential and Traffic Agents/School Xing Guards from Extra Help & Overtime to Salaries

210 Police

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	6,589,207.59	6,659,327.00	6,654,337.00	6,651,222.00	6,651,222.00	6,651,222.00	0.0%
(03) EH & OT	887,099.09	941,000.00	941,000.00	877,000.00	877,000.00	877,000.00	-6.8%
(14) Uniform Allowance	66,401.12	67,350.00	87,350.00	65,175.00	65,175.00	65,175.00	-25.4%
(18) Fees & Services	14,793.18	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.0%
(20) Employee Medical	28,612.06	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	0.0%
(25) Telephone	33,236.90	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	0.0%
(26) Equip Maint/Oper	139,680.28	101,431.00	146,431.00	134,000.00	134,000.00	134,000.00	-8.5%
(34) Postage	4,450.66	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
(41) Supplies	17,539.21	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	0.0%
50 Supplies - Det.	36,510.47	39,000.00	39,000.00	39,000.00	39,000.00	39,000.00	0.0%
(51) Supplies-Ammo/Targe	19,976.45	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	0.0%
(52) Supplies Training	3,931.63	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.0%
(53) Supply-Accidnt/Emer	3,603.80	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
(59) Education & Exp.	41,362.25	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.0%
(63) Program Expenses	13,320.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
(CE) Vehicles	147,000.00	125,000.00	125,000.00	132,000.00	132,000.00	132,000.00	5.6%
(CF) Computers	6,972.82	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.0%
(CP) Equipment-Police	12,200.98	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
TOTAL (210) Police	**8,065,898.49**	**8,126,108.00**	**8,186,118.00**	**8,091,397.00**	**8,091,397.00**	**8,091,397.00**	**-1.2%**

UPDATED 3/15/17

210 - POLICE BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2017-18 Salary Subtotals	2016-17 Salaries	2017-18 Salary Totals
1.00	Chief of Police	C-1			145,808	145,808	145,808	145,808
2.00	Deputy Police Chief	C-1			137,669	275,338	275,338	275,338
5.00	Lieutenant	C-1			123,074	615,370	615,370	615,370
6.00	Sergeant	A-2			97,875	587,250	587,250	587,250
1.00	Sergeant	A-1			93,216	93,216	93,216	93,216
3.00	Desk Officer	A-7			87,134	261,402	261,402	261,402
1.00	Desk Officer	A-6			81,695	81,695	0	81,695
1.00	Desk Officer	A-5			76,263	76,263	87,134	76,263
5.00	Detective	A-7			87,134	435,670	435,670	435,670
3.00	Staff Corporal	A-7			85,108	255,324	255,324	255,324
6.00	Corporal	A-7			83,081	498,486	498,486	498,486
17.00	Officer	A-7			81,055	1,377,935	1,458,990	1,377,935
2.00	Officer	A-6			75,995	151,990	227,985	151,990
4.00	Officer	A-5			70,942	283,768	212,826	283,768
5.00	Officer	A-4			65,857	329,285	410,400	329,285
2.00	Officer	A-3			60,799	121,598	0	121,598
0.00	Officer	A-2			0	0		
1.00	Administrative Assistant II	V-7			60,768	60,768	60,768	60,768
1.00	Dispatcher	V-7			60,768	60,768	60,768	60,768
1.00	Dispatcher	V-7			60,768	60,768	60,768	60,768
1.00	Dispatcher	V-7			60,768	60,768	57,875	60,768
1.00	Service Assistant I	IV-7			55,496	55,496	54,278	55,496
2.00	Clerical Assistant	III-7			50,681	101,362	99,112	101,362
39.00	SUBTOTAL SALARIES:						5,958,768	5,990,328

210 - POLICE BUDGET 2017-2018

SALARIES

qty	Position	2016-17 Salaries	2017-18 Salary Totals
	College Credits	42,000	42,000
	Holiday Pay (13 Days per Officer/Contract)	318,000	323,500
64.00	Master Officers Program	168,000	168,000
64.00	Officers Weapon Allowance	68,640	68,640
27.00	Officers EMT Awards	20,800	19,200
	Shift Differential	168,000	168,000
	Traffic Agents/School Xing Guards	82,000	80,000
	Railroad Parking Reimbursement	(129,387)	(208,446)
	SUBTOTAL SALARIES:	738,053	660,894
	GRAND TOTAL SALARIES:	6,696,821	6,651,222

EXTRA HELP & OVERTIME

qty	Position	2016-17 EH&OT	2017-18 EH&OT Totals
	Extra Help and Overtime	133,000	133,000
	Court Time	20,000	17,000
	Marine Patrol	20,000	20,000
	Funeral Leave	6,000	5,000
	Injury Leave	60,000	50,000
	School/Training Replacement	110,000	110,000
	Sick Replacement	90,000	90,000
	Vacation Replacement	310,000	310,000
	Special Detective Services	100,000	100,000
	Emergency Callback/Special Events	92,000	92,000
	TOTAL EXTRA HELP & OVERTIME:	941,000	927,000

210 - POLICE BUDGET 2017-2018

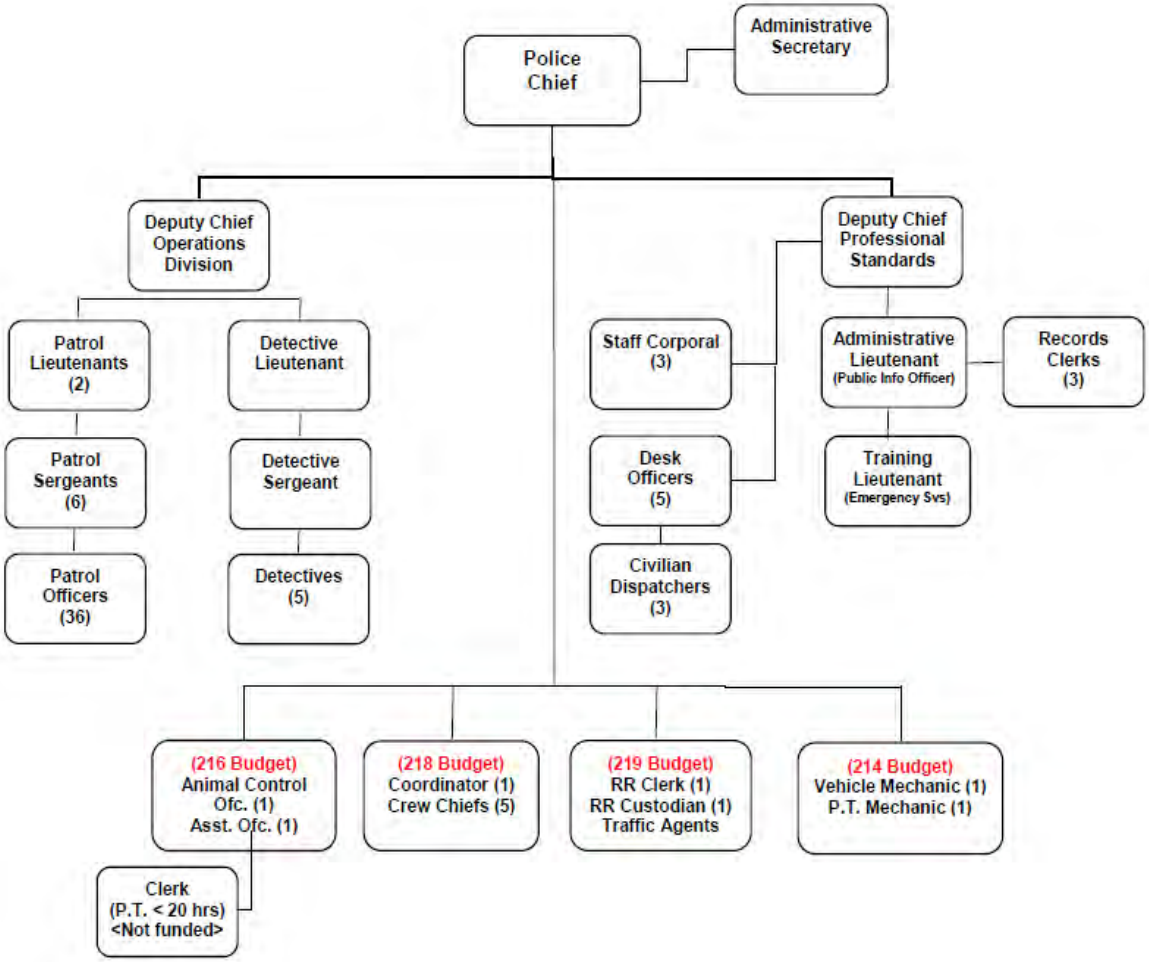
210 - POLICE

Account	Description
Fees & Services	COLLECT system maintenance = $4000 FFLD CTY Police Chiefs Radio = $3,000 SWRERT = $5,000 SWCT Computer Crime Technichal Group = $3,000
Employee Medical	Annual and Entry Level Physicals, Drug Testing Program
Equipment Maint./Operation	Copier, Microfilm, Computer repairs CAD System Maintenance Contract = $41,970 Additional software service contracts: $43,000 Marine Division: painting, maintenance, fuel, oil, hauling/launching = $19,000 Radio Maintenance: repairs, reinstallations, batteries = $30,000 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 Juvenile Review Board costs = $15,000 Camera repairs and upgrades =$8,000
Accident/Emerg. Supplies	Accident prevention/traffic calming supplies
Vehicles	4 marked police cars = $132,000
Computers	Workstations and printer replacement - $8,000
Police Equipment	Continued program for bullet resistant vests = $5000 grant program

210/214/216/218/219—POLICE DEPARTMENT

2017/2018 Organization Chart (82 F/T & 1 P/T)

[2014/2015 84 Full Time & 1 Part Time/ 2015/2016 83 Full Time & 1 Part Time 2016/2017 81 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 Westport EMS, 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:

- 2.5% increase in salary line for new CBA
- Gasoline costs are biggest variable, fuel usage remains consistent at or near 51,000 gallons annually (current contract 7/17 – 11/17 at $1.66/gallon, new contract 12/17 – 6/18 at $1.75 per gallon)
- Radar LED service contracts are now included in the radar maintenance line

214 Police Vehicle Maintenance

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	114,910.32	114,906.00	120,429.00	123,449.00	123,449.00	123,449.00	2.5%
(03) EH & OT	1,954.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
(14) Uniform Allowance	794.29	800.00	800.00	800.00	800.00	800.00	0.0%
(26) Equip Maint/Oper	3,496.87	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.0%
(27) Veh. Maint/Oper	221,478.45	221,000.00	176,000.00	182,677.00	182,677.00	182,677.00	3.8%
(CE) Vehicles	24,000.00	0.00	0.00	0.00	0.00	0.00	0.0%
TOTAL (214) Police Vehicle Maintenance	**366,633.93**	**346,706.00**	**307,229.00**	**316,926.00**	**316,926.00**	**316,926.00**	**3.2%**

214 - POLICE VEHICLE MAINTENANCE BUDGET 2017-18

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Police Mechanic	A-IV-7			72,009	70,253	72,009
1.00	Assistant Mechanic	A-III-7	$32.97	1,560	51,440	50,185	51,440
2.00	TOTAL SALARIES:					120,438	123,449

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 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 current contract 7/17-11/17 at $1.66/gallon, new contract 12/17-6/18 at $1.75/gallon, parts and oil - ($182,677)
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.

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. This allows for a reduction in overtime.

Description of Accounts:

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

Detail Operating Capital Requests:

- none

Budget Notes:

- CBA provides for holiday pay similar to other full-time employees required to work holidays
- No increase in salary line with CBA expiring on June 2017
- Increase in Telephone account for new alarm system with monthly monitoring and annual service fees
- Increase in Water and Electric accounts due to addition of new water heater for improved sanitation of kennels

216 Dog Warden

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	123,192.69	114,056.00	114,056.00	117,199.00	117,199.00	117,199.00	2.8%
(03) EH & OT	7,902.48	17,000.00	17,000.00	15,000.00	15,000.00	15,000.00	-11.8%
(14) Uniform Allowance	698.85	800.00	800.00	800.00	800.00	800.00	0.0%
(19) Contract Services	418.24	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
(25) Telephone	783.36	1,000.00	1,000.00	1,800.00	1,800.00	1,800.00	80.0%
(27) Veh. Maint/Oper	3,499.21	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.0%
(41) Supplies	1,118.80	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.0%
(45) Heating Fuel	652.22	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
(46) Electricity	2,000.00	2,000.00	2,000.00	2,450.00	2,450.00	2,450.00	22.5%
(48) Water	259.79	343.00	343.00	700.00	700.00	700.00	104.1%
(59) Education & Exp.	458.60	500.00	500.00	500.00	500.00	500.00	0.0%
TOTAL (216) Dog Warden	**140,984.24**	**143,799.00**	**143,799.00**	**146,549.00**	**146,549.00**	**146,549.00**	**1.9%**

216 - DOG WARDEN BUDGET 2017-18

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Animal Control Officer	V-6			57,875	57,875	60,768
1.00	Assistant Animal Control Officer	III-7			50,681	50,681	50,681
2.00	SUBTOTAL SALARIES:					108,556	111,449
	Holiday Pay (per CBA)				5,500	5,500	5,750
0.00	TOTAL SALARIES:					114,056	117,199

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
	Vacation Replacement				14,000	14,000	12,000
	Callbacks				3,000	3,000	3,000
	TOTAL EXTRA HELP & OVERTIME:					17,000	15,000

216 - DOG WARDEN BUDGET 2017-18

Account	Description
Equipment Maint. & Operation	Contract services and voice data ($1,800), office supplies ($800), operating supplies ($800)
Utilities	Heating fuel ($2,000), electricity ($2,450), water ($700)
Fees & Services	Education Expenses ($500)
Vehicle Maintenance & Operation	Animal Control Vehicle ($3,500)
Capital Requests	None

DEPARTMENT: POLICE DEPARTMENT
Budget Division: EMS (218)

Division Overview:

Westport EMS provides Advanced Life Support-level emergency medical services for the Town of Westport. The division is staffed with 6 F/T employees (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.

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:

- 2.5% Increases in salary due to CBA. Expires June 30, 2019
- Exploring per diem Driver-EMT to reduce paramedic OT and to supplement volunteer coverage.
- High cost "Extra Duty" ambulance assignments are charged out to offset overtime costs when volunteers not available

- Most costs continue to be offset by revenue (including mileage charges)
- (New July 1, 2017) Medication replacement cost to Norwalk Hospital for used and expired medication

218 Emergency Medical Services

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	429,300.00	429,300.00	449,935.00	461,183.00	461,183.00	461,183.00	2.5%
(03) EH & OT	107,882.53	123,100.00	128,728.00	123,100.00	123,100.00	123,100.00	-4.4%
(14) Uniform Allowance	3,015.49	3,750.00	3,750.00	4,350.00	4,350.00	4,350.00	16.0%
(18) Fees & Services	153,019.49	160,328.00	160,328.00	166,478.00	166,478.00	166,478.00	3.8%
(19) Contract Services	475,699.49	474,276.00	474,276.00	475,276.00	475,276.00	475,276.00	0.2%
(20) Employee Medical	2,213.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
(29) Veh. Oper.	17,185.60	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00	0.0%
(34) Postage	277.53	300.00	300.00	300.00	300.00	300.00	0.0%
(41) Supplies	1,934.05	1,750.00	1,750.00	1,750.00	1,750.00	1,750.00	0.0%
(59) Education & Exp.	2,971.28	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
(64) Miscell. Expenses	0.00	4,000.00	4,000.00	3,000.00	3,000.00	3,000.00	-25.0%
(CE) Vehicles	28,000.01	0.00	0.00	0.00	0.00	0.00	0.0%
TOTAL (218) Emergency Medical Services	**1,221,498.47**	**1,218,804.00**	**1,245,067.00**	**1,257,437.00**	**1,257,437.00**	**1,257,437.00**	**1.0%**

218 - EMS BUDGET 2017-18

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	EMS Coordinator	VIII			83,148	81,120	83,148
5.00	EMS Crew Chief	VI			75,607	368,815	378,035
6.00	TOTAL SALARIES:					449,935	461,183

EXTRA HELP & OVERTIME

qty	Position	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
	Vacation, Callback, Late Calls & Training Replacement	123,100	123,100	123,100
	TOTAL EXTRA HELP & OVERTIME:	123,100	123,100	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) CMED Radio Contract ($36,198) SWEMS Council Fees ($1,500) Fees to WVEMS – Share of Ambulance Revenue ($85,000) Service contracts for software ($2000) WVEMS Awards Program - highest possible cost ($35,000)
Vehicle Operation	Fuel Cost remains steady, offset by addditional revenue generated by call volume - fuel based on 3yr average fuel usage ($17,000)
Contract Services	Paramedic Contract with Norwalk Hospital ($390,276) Billing and Collection Outsourcing Fees-offset by revenue ($85,000) Medication Replacement cost to Norwalk Hospital ($10,000) New July 2017
Capital Expenses	None

DEPARTMENT: FIRE DEPARTMENT

DEPARTMENT SERVICES OVERVIEW: The Westport Fire Department operates out of four fire stations and responds to more than 3300 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.

2016 ACCOMPLISHMENTS:

- Maintain our Public Protection Classification by the Insurance Services Office (ISO) as a Class 3 Fire Department.
- Implementation of Fire Prevention Programs including a return to the school system.
- Reduced Injuries and associated lost time by 54%.
- Implement lessons learned during natural disasters and statewide drills. Update Westport's Local Emergency Operations Plan (LEOP) and templates.
- Requalified Westport's "Storm Ready" designation with the National Weather Service for another 3 year cycle (2016-2019).
- Participated in the Governor's Statewide Emergency Exercise which simulating a long duration Ice Storm. The drill allowed Westport to exercise the BOE's and Town's recently revised LEOP, and was considered a success and a benefit for all departments (both Town & BOE) involved.
- Executed federal grant to replace all front line attack hose and nozzles allowing the department to combat fires in Westport's increasingly larger residential dwellings, program included implementation and training.
- Enhanced compatibility 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).
- Secured a $123,862 Inter-Town Capital Incentive (ICE) grant through OPM for purchase of dispatching computer hardware and software for Westport & New Canaan.

2017 SERVICE LEVEL GOALS:

- Continue commitment to reduce injuries and increase wellness by continued emphasis on injury prevention, mental health, and wellness programs.
- Work to better improve interagency cooperation with our mutual-aid partners.
- Maintain and improve fire suppression, storm readiness, and rescue capabilities. Expand 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.
- Conducted an extensive and labor intensive Assessment & Strategic Study, full report has not been received at date of publish. Drafts of some aspects of the study have been received, these drafts including peer comparators showing Westport compares favorably against our peers.

5 YR GOALS:

- Pursue Assistance to Firefighter Grant (AFG) to bolster our Operational Capabilities and Wellness Initiatives.
- Address capital infrastructure needs, and implement operational recommendations 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 $404,914.68 in FY 15/16. Our Communications Division co-manages town owned transmitter and cell sites. Recoup outstanding reimbursements from FEMA for disasters. Propose implementing an additional $1 per $1000 fee for commercial plan reviews.

BUDGET NOTES: Salaries lines reflect an increase for contractual step obligations; CBA expires on June 30, 2017. Utilizing MUNIS along with careful scrutiny of all budget lines, this budget reflects a very accurate and responsible request.

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 wage step increases, CBA expires on June 30, 2017.

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 decreased by 2.3%, Miscellaneous OT from $65,508 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 assistance 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: 11,149 gallons @ $1.68/gal and Gasoline: 7,413 gallons @ $1.71/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: $15,120; Fire Turnout Gear: $39,042; Fire Foam: $3,350

Rescue Equipment - Replace Vehicle Extrication/Rescue Equipment: $26,500; Marine 6 (boat, motor, trailer): $28,500

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

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

Breathing Apparatus - Purchase of 30 minute SCBA cylinders

Building Renovations - Station Diesel Exhaust Extractor: $35,000

220 Fire Department

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	6,448,067.37	6,689,982.00	6,700,156.00	6,662,333.00	6,662,333.00	6,662,333.00	-0.6%
(03) EH & OT	1,504,771.45	1,673,788.00	1,675,585.04	1,616,389.00	1,616,389.00	1,616,389.00	-3.5%
(14) Uniform Allowance	69,093.27	73,738.00	73,738.00	75,650.00	75,650.00	75,650.00	2.6%
(18) Fees & Services	3,250.00	3,800.00	3,800.00	3,800.00	3,800.00	3,800.00	0.0%
(25) Telephone	48,110.34	56,355.00	56,355.00	56,355.00	56,355.00	56,355.00	0.0%
(26) Equip Maint/Oper	95,411.67	102,388.00	102,388.00	105,633.00	105,633.00	105,633.00	3.2%
(28) Veh. Maint.	96,349.08	98,368.00	98,368.00	98,504.00	98,504.00	98,504.00	0.1%
(29) Veh. Oper.	43,333.20	38,543.00	38,543.00	31,406.00	31,406.00	31,406.00	-18.5%
(42) Maint. Supplies	106,638.73	109,471.00	109,471.00	108,555.00	108,555.00	108,555.00	-0.8%
(59) Education & Exp.	121,722.66	141,045.00	141,045.00	135,804.00	135,804.00	135,804.00	-3.7%
(CE) Vehicles	28,647.35	63,000.00	63,000.00	0.00	0.00	0.00	-100.0%
(CF) Computers	5,472.75	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
(CG) Software	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
(CJ) Equip.-Fire	396.86	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00	0.0%
(CK) Equip-Fire Maint	8,423.47	16,000.00	16,000.00	16,000.00	16,000.00	16,000.00	0.0%
(CL) Equip-FireSuppRescue	66,636.32	59,648.00	59,648.00	69,107.00	69,107.00	69,107.00	15.9%
(CM) Equip.-Fire Rescue	6,789.01	15,000.00	15,000.00	48,500.00	48,500.00	48,500.00	223.3%
(CN) Equip-Haz Materials	8,792.15	8,750.00	8,750.00	8,750.00	8,750.00	8,750.00	0.0%
TOTAL (220) Fire Department	**8,666,905.68**	**9,163,476.00**	**9,175,447.04**	**9,050,386.00**	**9,050,386.00**	**9,050,386.00**	**-1.4%**

UPDATED 3/15/17

220 Fire Budget-2017-18

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salaries	2017-18 Salaries	2016-17 Salaries	2017-18 Salaries
1.00	Chief				145,794	145,794	145,794	145,794
1.00	Deputy Chief				136,592	136,592	136,592	136,592
1.00	Fire Marshal				134,717	134,717	134,717	134,717
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	199,694	199,694
4.00	Lieutenant E2				90,574	362,296	362,296	362,296
4.00	Lieutenant E4				90,574	362,296	362,296	362,296
4.00	Lieutenant T1				90,574	362,296	362,296	362,296
12.00						**1,086,888**	**1,086,888**	**1,086,888**
29.00	Firefighter	7			78,779	2,284,591	2,363,370	2,284,591
4.00	Firefighter	6			73,844	295,376	221,532	295,376
0.00	Firefighter	5			68,934	0	275,736	0
4.00	Firefighter	4			63,995	255,980	0	255,980
2.00	Firefighter	3			59,078	118,156	236,312	118,156
3.00	Firefighter	2			56,263	168,789	112,526	168,789
2.00	Firefighter	1			53,583	107,166	53,583	107,166
44.00							**3,263,059**	**3,230,058**
1.00	Accounting Aide	V			60,768	60,768	60,768	60,768
1.00	Accounting Aide	V			60,768	60,768	60,768	60,768
1.00	Dispatcher	V-7			60,768	60,768	60,768	60,768
1.00	Dispatcher	V-7			69,228	69,228	69,228	69,228
1.00	Dispatcher	V-3			49,995	49,995	49,995	49,995
1.00	Dispatcher	V-4			52,493	52,493	47,613	52,493
4.00							**227,604**	**232,484**
1.00	Fleet Mechanic				83,577	83,577	83,577	83,577
73.00	SUBTOTAL SALARIES:						5,997,666	5,969,545

SALARIES

qty	Position	Rate	2015-16 Salary Subtotals	2016-17 Salary Subtotals	2017-18 Salary Subtotals
	College Credits		26,900	26,900	26,900
	Holiday Pay		411,396	423,541	425,602
	EMT Certifications @		53,600	53,600	53,600
	Master Firefighter/Officer		176,000	177,000	177,000
	Stand-by		20,958	21,449	9,686
	SUBTOTAL SALARIES:		688,854	702,490	692,788
	GRAND TOTAL SALARIES:			6,700,156	6,662,333

EXTRA HELP & OVERTIME

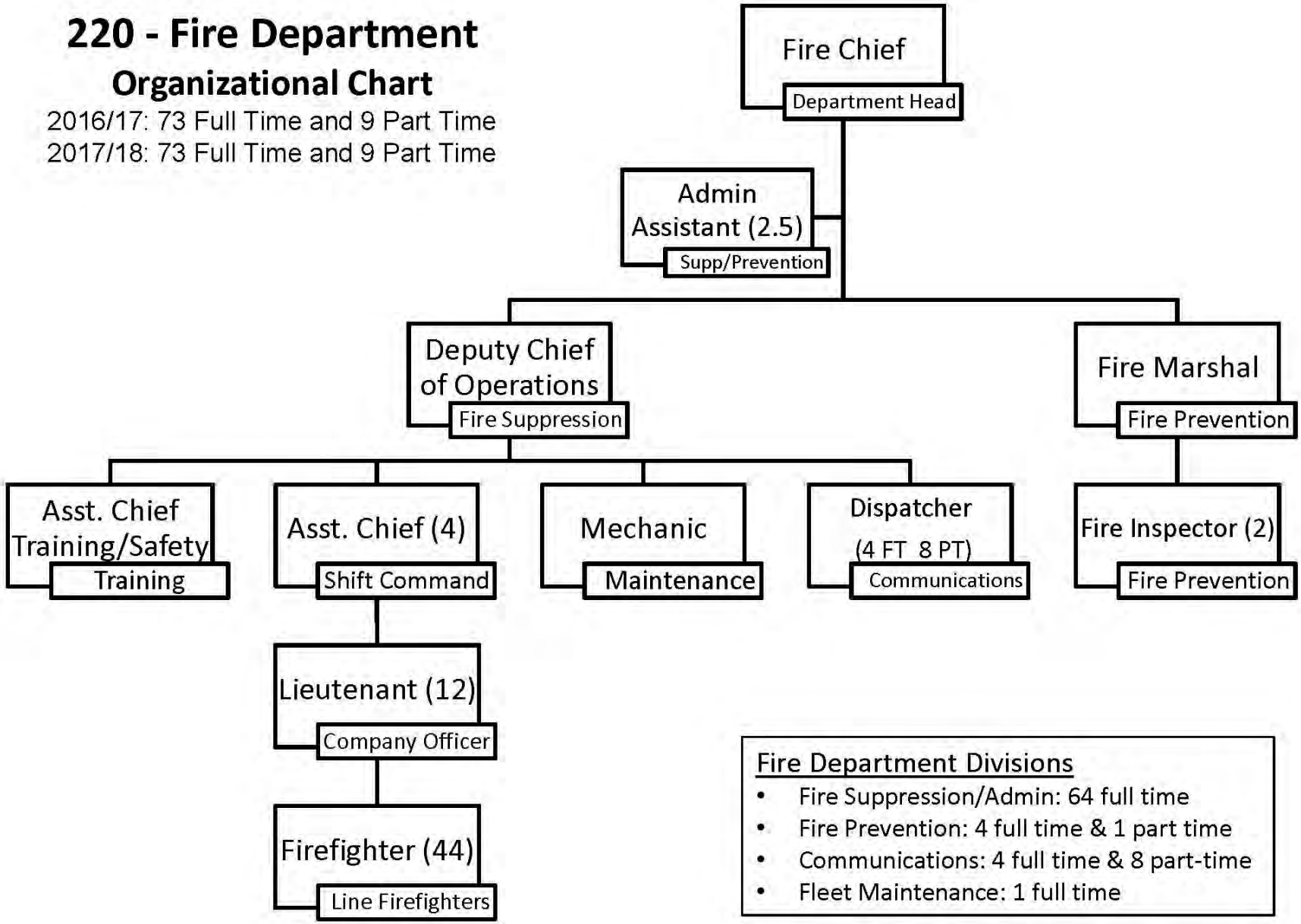
qty	Position	2016-2017 EH & OT Totals	2017-18 EH & OT Totals	
	FLSA Callbacks	50,000	50,000	
	FLSA Funeral Leave	12,996	12,996	
	FLSA Injury Leave	170,000	170,000	
	FLSA Military Leave	119,705	62,483	
	FLSA Miscellaneous Overtime	68,508	68,045	
	FLSA Shift Holdover	25,000	25,000	
	FLSA Sick Leave	192,634	183,002	
	FLSA Time and One-Half	10,000	10,000	
	FLSA Training Days	70,633	70,723	
	FLSA Union Leave	4,000	4,000	
	FLSA Training Leave/ Replacement	79,348	79,348	
	FLSA Vacation Leave	687,252	714,259	
	FLSA Firefighter Open Position	117,216	117,216	
	Non-FLSA Dispatcher Sick Leave/Open Position	53,900	55,132	
	Non-FLSA Mechanic Overtime	4,758	4,758	
	Non-FLSA Personal Leave	4,202	4,291	
	Non-FLSA Secretarial Overtime	1,636	1,636	
	Non-FLSA Training Assistance	2,000	2,000	
	TOTAL EXTRA HELP & OVERTIME:	1,673,788	1,634,889	2,056,855

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 (11,149 gallons @ $1.68/gallon=$18,730)
	Gasoline (7,413 gallons @ #1.71/gallon=$12,676)
Computers	Computers/supplies
Software	Computer software upgrades-$5000
Equip. -Maint.	Maintenance of station equipment at our four fire stations.
Rescue Equipment	Replacement of Marine 6-Inflatable Rescue Boat, motor & trailer (end of life-19 years old)-$28,500
	Holmatro Tool Equipment Replacement (Extrication Equipment), Paratech Hydrofusion Rescue Struts-$26,500
Fire Suppression	Fire Hose-$15,120, Protective Turnout Gear-$39,042, Firefighting Foam-$3,350
Hazardous Materials	Hazardous Gas Detection Meters-$8,750
Education & Expenses	Physicals, Prevention Dues, Training, Periodicals, Fitness Program

220 - Fire Department

Organizational Chart

2016/17: 73 Full Time and 9 Part Time
2017/18: 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

		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
221 Water Service-Fire								
(48) Water		1,066,396.17	1,106,796.00	1,106,796.00	1,190,897.00	1,190,897.00	1,190,897.00	7.6%
TOTAL	**(221) Water Service-Fire**	**1,066,396.17**	**1,106,796.00**	**1,106,796.00**	**1,190,897.00**	**1,190,897.00**	**1,190,897.00**	**7.6%**

UPDATED 2/27/17

DEPARTMENT: BUILDING AND PSBC

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 Blight Enforcement Officer enforces Anti-Blight provisions of the Town Ordinance as well as the ordinance regarding the demolition of structures over 50 years old.
- 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 ACCOMPLISHMENTS:

- Mitigated blight on 5 properties in town.
- Investigated 11 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.
- Continued to expand Building Code awareness with Norwalk Community College Students, Tradesmen, Builders, Architects & Engineers.
- As requested by Fire Dept., continue to provide construction analysis due to increase of car into buildings, tree collapses and flooding. Home and Business owners rely on advice when emergency arises.
- Levied fine on Blighted property, potentially generating revenue.

FY 2018 SERVICE LEVEL GOALS:

- Maintain quick response to process permits and inspections on all projects.
- Currently working on Library and Senior Center expansion projects. 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.

PERFORMANCE MEASURES:

- Town of Westport was awarded $2,200 for its contributions to the CT Team in the "SunShot Prize: Race to 7 Day Solar" contest, a national competition aiming to reduce the time it takes to "go solar" across the country.

5 YR GOALS:

- Assist in selecting a software vendor that will provide software application with integrated permitting to support and connect all our land use departments.
- 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 cannot be destroyed.

REVENUE SUMMARY:

- Revenues continue to dramatically exceed operating expenses and we continue to operate as a profit center. FY 2015 – 2016 fees collected totaled $2,132,012.00 with actual expenditures totaling $314,070.00 generating a surplus $1,817,942.00

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
- Education & Expenses – reimbursement for coursework & seminar fees for continuing education mandated by the state

DETAIL OPERATING CAPITAL RQUESTS:

BUDGET NOTES:

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

225 Building Inspection

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	321,856.16	325,266.00	326,761.00	398,333.00	398,333.00	398,333.00	21.9%
(03) EH & OT	12,699.78	26,608.00	26,608.00	30,342.00	30,342.00	30,342.00	14.0%
(14) Uniform Allowance	201.38	1,350.00	1,350.00	1,350.00	1,350.00	1,350.00	0.0%
(15) Trans. Allowance	0.00	0.00	0.00	208.00	208.00	208.00	100.0%
(18) Fees & Services	98.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
(25) Telephone	2,002.21	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
(26) Equip Maint/Oper	614.55	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
(28) Veh. Maint.	2,085.99	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
(29) Veh. Oper.	3,189.50	5,132.00	5,132.00	5,132.00	5,132.00	5,132.00	0.0%
(33) Advert & Print	0.00	0.00	0.00	208.00	208.00	208.00	100.0%
(41) Supplies	2,239.96	3,500.00	3,500.00	3,901.00	3,901.00	3,901.00	11.5%
(49) Other Material/Supp	517.80	750.00	750.00	1,091.00	1,091.00	1,091.00	45.5%
(59) Education & Exp.	1,747.99	2,700.00	2,700.00	3,220.00	3,220.00	3,220.00	19.3%
(CD) Office Equipment	519.61	2,800.00	2,800.00	500.00	500.00	500.00	-82.1%
(CF) Computers	0.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
(CG) Software	0.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
TOTAL (225) Building Inspection	**347,772.93**	**380,106.00**	**381,601.00**	**456,285.00**	**456,285.00**	**456,285.00**	**19.6%**

235 Public Site & Building

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	74,282.64	72,566.00	74,061.00	0.00	0.00	0.00	-100.0%
(03) EH & OT	1,626.04	3,202.00	3,202.00	0.00	0.00	0.00	-100.0%
(15) Trans. Allowance	0.00	208.00	208.00	0.00	0.00	0.00	-100.0%
(33) Advert & Print	0.00	208.00	208.00	0.00	0.00	0.00	-100.0%
(41) Supplies	479.42	624.00	624.00	0.00	0.00	0.00	-100.0%
(59) Education & Exp.	0.00	520.00	520.00	0.00	0.00	0.00	-100.0%
TOTAL (235) Public Site & Building	**76,388.10**	**77,328.00**	**78,823.00**	**0.00**	**0.00**	**0.00**	**-100.0%**

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-2018 Salary Rate	BLDG 2016-2017 Salaries	PSBC 2016-2017 Salary Totals	2017-2018 Salary Totals
0.50	Building Official	n/a			122,594	61,297	61,297	122,594
2.00	Assistant Building Official	IX-7			87,364	174,728	0	174,728
1.00	Building Assistant	V-7			60,768	60,768	0	60,768
0.75	Administrative Assistant I	IV-6			45,657	29,968	12,764	34,243
0.00	Blight Officer	n/a			6,000	6,000	0	6,000
4.25	TOTAL SALARIES:					332,761	74,061	398,333

EXTRA HELP & OVERTIME

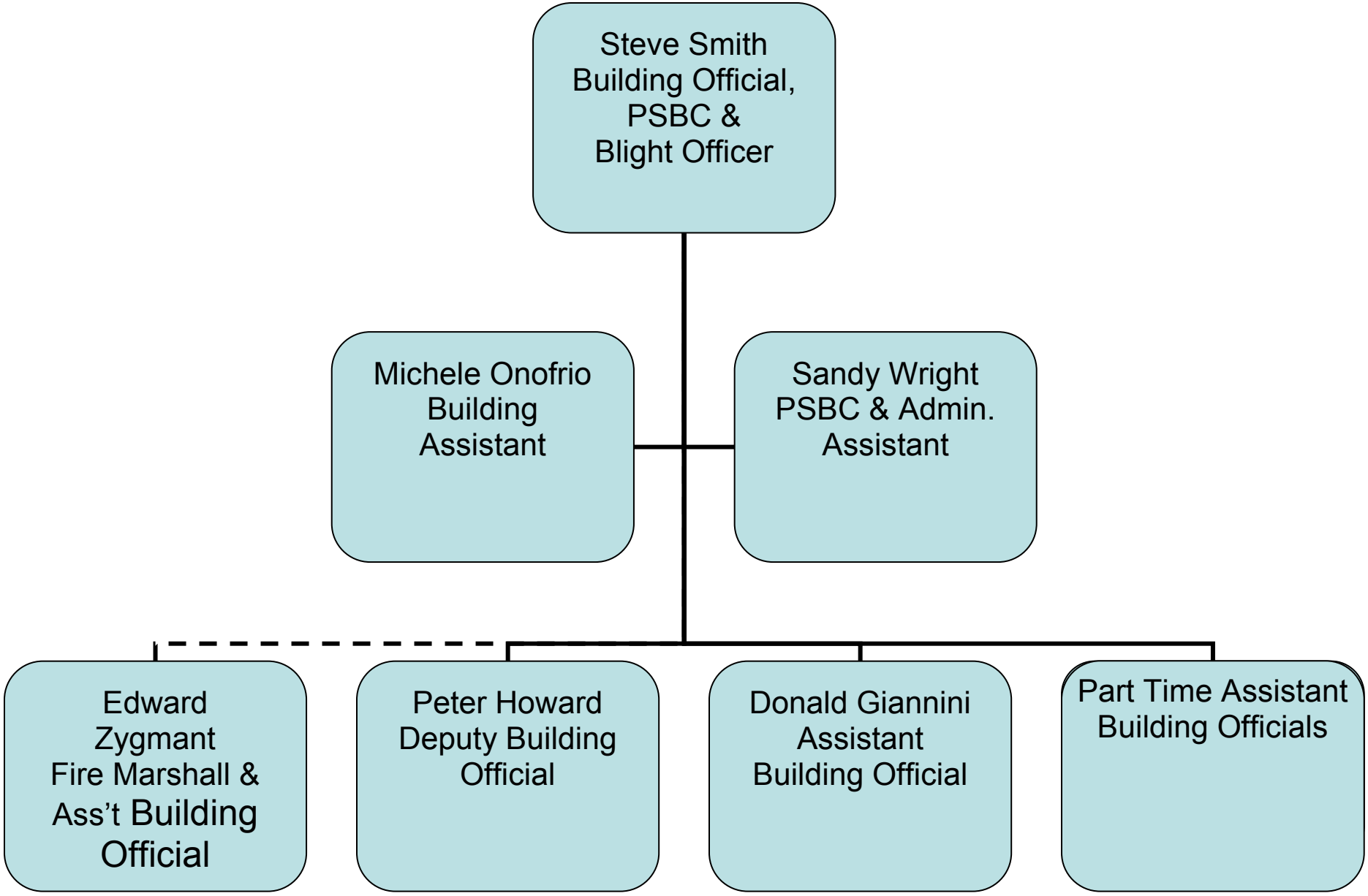
qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-2018 EH&OT Rate	BLDG 2016-2017 EH&OT	PSBC 2016-2017 EH&OT	2017-2018 EH&OT Totals
1.00	Assistant Building Official Callbacks	IX-7			17,227	16,695	0	17,227
1.00	Building Assistant				13,115	9,913	3,202	13,115
	TOTAL EXTRA HELP & OVERTIME:					26,608	3,202	30,342

225 - BUILDING DEPARTMENT

Account	Description
Computers	Tablets for new software ($2,000)
Equipment Maint/Operation	Copier Maintenance ($1,000)
Extra Help & Overtime	Bldg Inspectors $20,429/Bldg Admins $9,913 / PSBC Min.
Fees & Services	State Marshal ($1,000)
Office Equipment	File Cabinets ($400)
Software Maintenance	ePermits System Maintenance ($2,000)

Westport Building Department

Organizational Chart



DEPARTMENT: FIRE DEPARTMENT
Budget Division: EMERGENCY MANAGEMENT 250

Division Overview: The Office of Emergency Management headed by Emergency Management Director 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:

$14,150 - Code RED System notification system. An ongoing program, pricing locked-in until 2018.
$5,982 - UASI Radio System
$5,970 – Detection Metering
$10,309 – Hazard Risk Assessment equipment and program
$1643 – C.E.R.T. Team Equipment

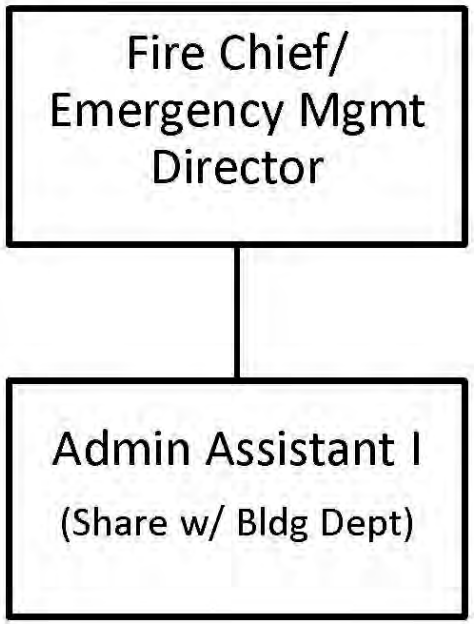
250 Emergency Management

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	30,763.80	28,700.00	29,170.20	28,700.00	28,700.00	28,700.00	-1.6%
(25) Telephone	552.58	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
(26) Equip Maint/Oper	4,912.47	6,700.00	6,700.00	6,700.00	6,700.00	6,700.00	0.0%
(41) Supplies	2,920.25	4,000.00	4,000.00	3,745.00	3,745.00	3,745.00	-6.4%
(49) Other Material/Supp	2,190.59	2,700.00	2,700.00	2,780.00	2,780.00	2,780.00	3.0%
(59) Education & Exp.	100.00	300.00	300.00	300.00	300.00	300.00	0.0%
(CJ) Equip.-Fire	31,500.00	35,250.00	35,250.00	31,157.00	31,157.00	31,157.00	-11.6%
TOTAL (250) Emergency Management	**72,939.69**	**79,650.00**	**80,120.20**	**75,382.00**	**75,382.00**	**75,382.00**	**-5.9%**

250 – Emergency Management

Organizational Chart

2016/17: 0.5 Full Time
2017/18: 0.5 Full Time



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

DEPARTMENT: PUBLIC WORKS

DEPARTMENT SERVICES OVERVIEW:

The Department of Public Works is responsible for maintenance of the town infrastructure which consists of 123 miles of roadway, 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 47 full time and 4 part-time employees representing seven (7) staffed divisions. The tree warden and his associated budget also comes under the Public Works Department.

FY JULY '15 – JUNE '16 ACCOMPLISHMENTS:

**Installed new sidewalk and basketball courts at Compo Beach*
**Repaved Longshore Club Park*
**Completed sewer extension to Joann Circle Neighborhood*
**Rebuilt sidewalk on Long Lots Road*
**Reconstructed 0.5 mile of Greens Farms Road to include a bike path.*
**Elevated OCI from 67 to 69*
**Established Lillian Wadsworth Arboretum using grant funds and volunteer labor*

FY JULY '17- JUNE '18 SERVICE LEVEL GOALS:

**Attain a Pavement OCI (Overall Condition Index) of 70.0.*
**Continue infrastructure improvements to downtown – Complete Elm Street sidewalks*
**Begin design of Sewer Extension Contract #70; Loren La / Sniffen Rd area*
**Complete reconstruction of Saugatuck Island Bridge*
**Replace Pump Station #2 force main*
**Construct Bathrooms at Compo Beach*
**Reconstruct Riverside Avenue using LOTCIP funds*

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: ***** *Solid waste cost reductions are a function of reduced waste stream.*
**Reduced equipment maintenance cost resulting from partial replacement of large truck fleet.*
**Aggressive road maintenance program showing benefit of increasing OCI.*

DEPARTMENT: PUBLIC WORKS
Budget Division: ENGINEERING

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

Description of Accounts:

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 $2000 to upgrade or replace specialized departmental computers.

Budget Notes:
*This budget is essentially flat with the exception of the negotiated salary increases. Overall **2.8%** decrease due to reduction in capital expenditures. The Engineering Division has been reduced by two staff positions in the past ten years; one administrative secretary and one engineer. With the loss of the engineer, we now contract out most of the design work.*
A total of 667 service requests were received in 2016. All but 23 were completed by the end of the year.

UPDATED 2/7/17

310 Engineering

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	784,453.69	810,682.00	820,033.00	824,193.00	824,193.00	824,193.00	0.5%
(03) EH & OT	10,663.56	7,400.00	7,400.00	7,400.00	7,400.00	7,400.00	0.0%
(14) Uniform Allowance	2,632.93	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
(15) Trans. Allowance	13.00	200.00	200.00	200.00	200.00	200.00	0.0%
(18) Fees & Services	7,953.15	11,200.00	11,200.00	11,200.00	11,200.00	11,200.00	0.0%
(25) Telephone	2,615.50	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.0%
(26) Equip Maint/Oper	1,746.92	4,200.00	4,200.00	4,200.00	4,200.00	4,200.00	0.0%
(29) Veh. Oper.	8,787.69	9,000.00	9,000.00	8,500.00	8,500.00	8,500.00	-5.6%
(41) Supplies	5,860.78	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.0%
(59) Education & Exp.	2,765.69	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
(CE) Vehicles	29,000.00	29,000.00	29,000.00	0.00	0.00	0.00	-100.0%
(CF) Computers	1,420.35	1,500.00	1,500.00	2,000.00	2,000.00	2,000.00	33.3%
TOTAL (310) Engineering	**857,913.26**	**891,182.00**	**900,533.00**	**875,693.00**	**875,693.00**	**875,693.00**	**-2.8%**

310 - ENGINEERING BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017 -18 Salary Totals
1.00	Director of Public Works	C-61-1			147,993	147,993	147,993
1.00	Deputy Director	C-63-1			121,814	121,814	121,814
1.00	Town Engineer	C-65-1			113,550	113,550	113,550
1.00	Engineer II	VIII-5			72,368	67,404	72,368
1.00	Engineer II	VIII-7			79,784	79,784	79,784
1.00	Engineer II / GIS	VIII-7			79,784	79,784	79,784
1.00	Engineering Assistant	V - 7			60,768	60,768	60,768
1.00	Administrative Assistant II	V - 7			60,768	56,497	60,768
1.00	Engineer I - Surveyor	IX - 7			87,364	83,204	87,364
9.00	TOTAL SALARIES:					810,798	824,193

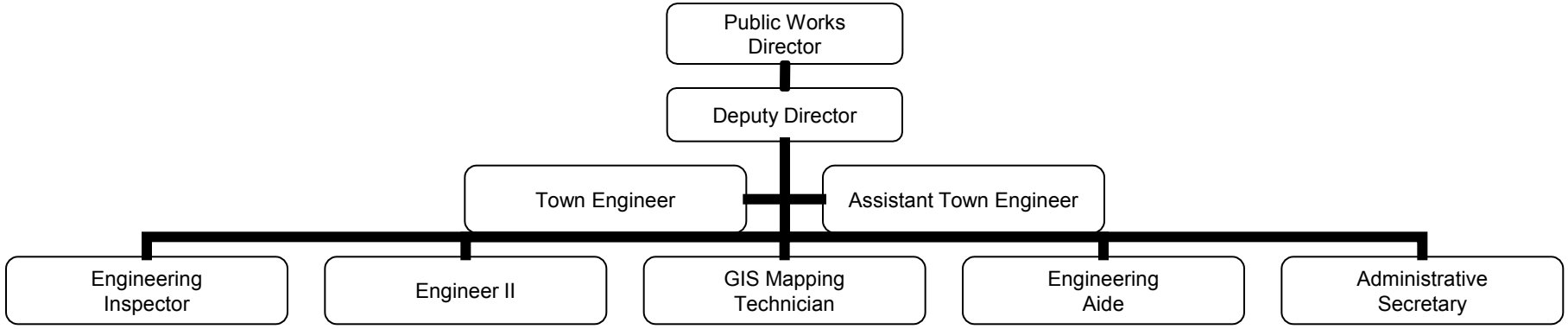
EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
1.00	Overtime			7,400	7,400	7,400
	TOTAL EXTRA HELP & OVERTIME:				7,400	7,400

310 -ENGINEERING

Account	Description
Fees & Services	Specialized subcontracting services, lab work & analysis, wetland delineation, postage ($4,000) 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 ($8,500)
Supplies	Printer Supplies ($1,000), HP Plotter Supplies ($2,500), General Office Supplies ($2,500)
Capital:	
Computers	Annual upgrade and reconfiguration of computers ($2,000)
Education and Expense	AVC Information & Cartegraph Training, Professional Licenses & Association Fees ($5,000)

310 – ENGINEERING
2017/2018 Organization Chart
2016/17: 9 Full Time / 2017/18: 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 – There is an increase in salary resulting from contractual negotiation.*
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:

Line Painting Machine	*$7,500 to replace existing equipment.*
Cut Off Saw and Power Broom	*$2,700 to replace existing equipment.*
Plate Compactor	*$1800 to replace existing equipment*
Doors for Truck Bays	*$40,000 to build new / shelter vehicles*

Budget Notes:

The Highway Division budget shows an increase of 0.6% which reflects contractual salary adjustments.
15 men, maintaining 123 miles of roadway represents 8.2 miles per man. This compares favorably to similar sized municipalities. This small of a work force does force us to contract out many functions that were formerly performed in – house. We now contract out most of our catch basin cleaning, center line painting, and catch basin re-building.

UPDATED 2/7/17

320 Highway

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	1,030,193.11	973,144.00	1,048,695.00	1,089,757.00	1,089,757.00	1,089,757.00	3.9%
(03) EH & OT	97,336.09	92,031.00	92,031.00	90,000.00	90,000.00	90,000.00	-2.2%
(14) Uniform Allowance	8,943.61	8,700.00	8,700.00	9,100.00	9,100.00	9,100.00	4.6%
(20) Employee Medical	4,874.81	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.0%
(25) Telephone	2,929.68	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
(29) Veh. Oper.	66,804.70	67,000.00	67,000.00	69,500.00	69,500.00	69,500.00	3.7%
(31) Rental Equip.	11,317.48	8,000.00	8,000.00	9,000.00	9,000.00	9,000.00	12.5%
(42) Maint. Supplies	8,707.49	10,500.00	10,500.00	10,000.00	10,000.00	10,000.00	-4.8%
(59) Education & Exp.	1,497.80	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.0%
(63) Program Expenses	466,701.07	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	0.0%
(CS) Equipment-DPW	91,092.58	83,000.00	83,000.00	52,000.00	12,000.00	12,000.00	-85.5%
TOTAL (320) Highway	**1,790,398.42**	**1,752,375.00**	**1,827,926.00**	**1,839,357.00**	**1,799,357.00**	**1,799,357.00**	**-1.6%**

UPDATED 3/15/17

320 - HIGHWAY BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017 -18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Highway Superintendent	C-69-1			114,948	114,948	114,948
1.00	Working Foreman	B-VI			84,087	74,444	84,087
3.00	Assistant Working Foremen	B-V			72,283	211,560	216,849
5.00	Equipment Operator	B-III-7			67,445	329,000	337,225
2.00	Driver Laborer	B-II-7			64,079	125,032	128,158
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			55,356	0	55,356
1.00	Driver Laborer	B-II-3			52,718	51,432	52,718
2.00	Driver Laborer	B-II-2			50,208	0	100,416
0.00	Driver Laborer	B-II-1			42,572	93,296	0
0.00	Driver laborer	B-II-1.5			0	48,983	0
16.00	TOTAL SALARIES:					1,048,695	1,089,757

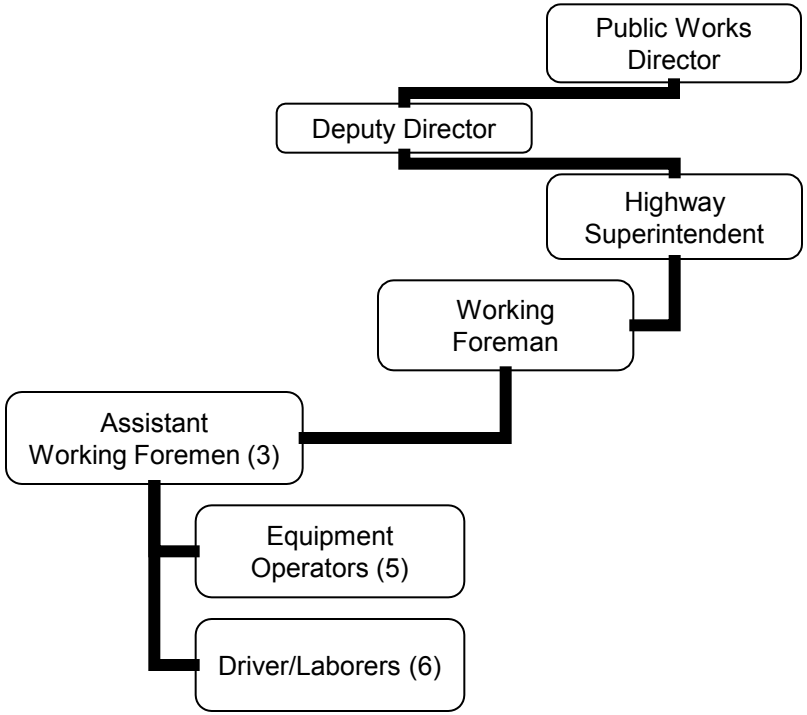
320 - HIGHWAY

Account	Description
Telephone	Regular and Cellular Service ($3,000)
Vehicle Operation	Fuels: Unleaded gasoline and diesel (53,500) Fleet Maintenance: supplies and lubricants ($16,000)
Rental of Equipment	Rental of various machines and equipment as needed ($9,000)
Program Expenses	Storm Expenses – Based on rolling 3 year average ($500,000)

Capital Equipment	Replacement: Line Painting Machine	$7,500
	Replacement: Cut off saw & Power Broom	$2,700
	Replacement: Plate compactor	$1,800
	Doors For Truck Bays	$40,000
	total	$52,000

320 – HIGHWAY
2017/2018 Organization Chart

2016/17: 16 Full Time / 2017/18: 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 – There is an increase in salary resulting from contractual negotiations*
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:

Equipment: DEF Tote and Pump	*$2,000 to service the new truck fleet*
Equipment: Electric Mag Drill	*$1,200 to replace existing equipment*

Budget Notes:
The Equipment Division budget reflects no changes in funding level.

UPDATED 2/7/17

321 Equipment Maintenance

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	150,157.19	130,985.00	143,527.00	154,897.00	154,897.00	154,897.00	7.9%
(03) EH & OT	25,132.18	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	0.0%
(14) Uniform Allowance	1,649.98	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	0.0%
(27) Veh. Maint/Oper	215,956.04	210,000.00	210,000.00	200,000.00	200,000.00	200,000.00	-4.8%
(59) Education & Exp.	500.00	500.00	500.00	500.00	500.00	500.00	0.0%
(CS) Equipment-DPW	14,799.65	4,500.00	4,500.00	3,200.00	3,200.00	3,200.00	-28.9%
TOTAL (321)Equipment Maintenance	**408,195.04**	**381,635.00**	**394,177.00**	**394,247.00**	**394,247.00**	**394,247.00**	**0.0%**

321 - EQUIPMENT MAINTENANCE BUDGET 2017-2018

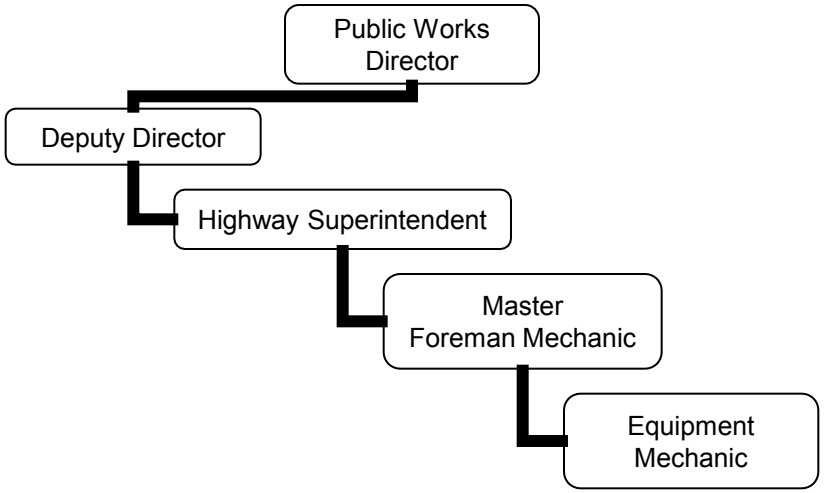
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016 -17 Salaries	2017 -18 Salary Totals
1.00	Master Mechanic / Foreman	B-VI			84,087	74,444	84,087
1.00	Equipment Mechanic	B-IV-7			70,810	69,083	70,810
2.00	TOTAL SALARIES:					143,527	154,897

321 - EQUIPMENT MAINTENANCE

Account	Description		
Vehicle Maint/Operation	Repair of Public Works Fleet ($200,000)		
Capital Equipment	DEF Tote and Pump		2,000
	Electric Mag Drill		1,200
		Total:	3,200

321 – EQUIPMENT MAINTENANCE
2017/2018 Organization Chart
2016/17: 2 Full Time / 2017/18: 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 no change over the current year funding. This consists of redistribution across some accounts such as a $6,000 reduction in catch basin cleaning, a $1,500 reduction in guide rail replacement and a $2,000 increase in road sign stock. Other accounts will support continued efforts to produce clean sidewalks and clearly marked roadways by maintaining our sidewalk sweeping and traffic / lane marking programs on roadways.
The Department maintains 123 miles of roadway. The Department treats 10 miles of roadway a year which provides a schedule of treatment every 12 years. Pavement life of a Primary roadway is approximately 10 years while cul-de-sacs will go 15 – 18 years between paving.
During the two years that the paving budget was severely reduced, the pavement index dipped down below 65. Over the last two years the index has increased approximately 2 points per year. We are currently at 69. Our target is 75.

UPDATED 2/7/17

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
322 Road Maintenance							
(18) Fees & Services	24,817.69	81,550.00	81,550.00	81,550.00	79,550.00	79,550.00	-2.5%
(42) Maint. Supplies	133,550.79	150,500.00	150,500.00	150,500.00	146,500.00	146,500.00	-2.7%
(49) Other Material/Supp	2,038,087.08	2,055,525.00	2,055,525.00	2,055,525.00	2,055,525.00	2,055,525.00	0.0%
TOTAL (322) Road Maintenance	**2,196,455.56**	**2,287,575.00**	**2,287,575.00**	**2,287,575.00**	**2,281,575.00**	**2,281,575.00**	**-0.3%**

UPDATED 3/15/17

322 – ROAD MAINTENANCE BUDGET 2017-2018

Account	Description
Fees and Services	ESRI Software ($8,800) Storm Water laboratory testing- DEP mandated Sampling / Permitting ($30,000) Cartegraph Work Order Program ($12,750) Traffic Control ($30,000)
Maintenance Supplies	Catch Basin Cleaning – Contract Service as bid ($34,000) - Extra Cleaning Maintenance Bridge / Guide Rails – Annual Maintenance Program ($2,000) Maintenance Sidewalks – Annual Maintenance Program ($25,000) - Extra Sweeping Maintenance Traffic Signals – Lamps and repairs ($1,000) Road Signs Stock – Replacement signs ($18,000) - New Reflectivity Regulations Street Marking – Contract Service as bid ($68,000) - Establish white gutter lines Tame Supplies - Speed humps, Numetric repair / replacement, reflectors ($2,500)
Other Materials/Supplies	Drainage Improvements: Overlay Program ($90,000) Parking Lots Maintenance ($80,000) School Roads /Parking Lots – Maintenance ($4,000) Town Highway Asphalt: $79,000

Road Materials:

6 Mi Mill / Pave @ $218,690/Mi = $1,312,125
0.5 Mi Reconstruction @ $438,900 / Mi = $219,500
4 Mi Surface Treatments @ $67,725 / Mi = $270,900
Total : $1,802,525

27-Jan-17

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 a slight decrease in electrical use and the charges are adjusted for 2018.

UPDATED 2/7/17

		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
324 Street Lighting								
(47) Street Lights		240,000.00	245,000.00	245,000.00	240,000.00	240,000.00	240,000.00	-2.0%
TOTAL	**(324) Street Lighting**	**240,000.00**	**245,000.00**	**245,000.00**	**240,000.00**	**240,000.00**	**240,000.00**	**-2.0%**

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 – There is an increase in salary resulting from contractual negotiations.*
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, and hazardous waste.*
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 a Solid Waste Division decrease of 2.3% has been proposed.

The solid Waste budget is dictated by the cost of disposal of solid waste and the amount of waste generated. The cost of disposal is a cost negotiated by a 10 Town interlocal agreement. The 10 year contract provides cost stability for the next 6 years

Recycling is handled under a separate contract negotiated by a separate 9 Town interlocal. The recycling contract is in its third year of a 10 year contract life.

332 Solid Waste Disposal

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	207,502.23	175,615.00	192,430.00	197,241.00	197,241.00	197,241.00	2.5%
(03) EH & OT	75,966.30	66,600.00	67,020.20	68,265.00	68,265.00	68,265.00	1.9%
(14) Uniform Allowance	2,046.50	2,150.00	2,150.00	2,150.00	2,150.00	2,150.00	0.0%
(18) Fees & Services	1,330,911.78	1,425,030.00	1,425,030.00	1,385,600.00	1,373,600.00	1,373,600.00	-3.6%
(19) Contract Services	118,317.32	130,000.00	130,000.00	120,000.00	118,000.00	118,000.00	-9.2%
(25) Telephone	0.00	500.00	500.00	500.00	500.00	500.00	0.0%
(27) Veh. Maint/Oper	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
(30) Facility Maint.	11,620.00	15,000.00	15,000.00	16,000.00	16,000.00	16,000.00	6.7%
(33) Advert & Print	652.16	500.00	500.00	500.00	500.00	500.00	0.0%
(42) Maint. Supplies	4,467.21	8,000.00	8,000.00	7,000.00	7,000.00	7,000.00	-12.5%
(46) Electricity	14,058.17	16,000.00	16,000.00	16,000.00	16,000.00	16,000.00	0.0%
TOTAL (332) Solid Waste Disposal	**1,766,541.67**	**1,840,395.00**	**1,857,630.20**	**1,814,256.00**	**1,800,256.00**	**1,800,256.00**	**-3.1%**

UPDATED 3/15/17

332 - SOLID WASTE DISPOSAL BUDGET 2017-2018

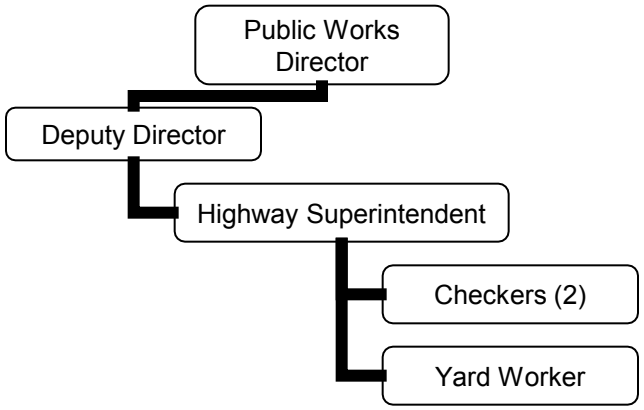
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Checker (Assist. W.F.)	B-V			72,283	70,520	72,283
1.00	Checker	B-II-7			64,079	62,516	64,079
1.00	Yardworker	B-1-7			60,879	59,394	60,879
3.00	TOTAL SALARIES:					192,430	197,241

332 - SOLID WASTE DISPOSAL

Account	Description
Fees and Services	Bulky Waste/Demolition ($8,000) Hazardous Waste – Annual Collection day ($18,000) MSW Tip Fees:14,750 tons @ $77.41 /ton ($1,141,800), Station Oper. ($196,800), Refuse($21,000)
Contract Services	Recycling, Yard waste Disposal, Construction Waste Processing ($120,000)
Facility Maintenance	Maintenance of Transfer Station ($16,000)
Electricity	Operation of Transfer Station ($16,000)

332 – SOLID WASTE DISPOSAL
2017/2018 Organization Chart
2016/17: 3 Full Time / 2017/18: 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 – There is an increase in salary due to contractual negotiations.*
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:

Stain DPW wash bay and salt shed	*$15,000*
Carpet Replacement at town Hall	*$ 5,000*
Replace Town Hall parking lot lights	*$ 6,000*
Fire HQ parking lot paving	*$20,000*
Police Station Locker room rehab	*$ 6,000*
Replace Roof on Animal Shelter	*$10,000*
Shop Tools	*$ 2,500*
	$64,500

Budget Notes:
The Building Maintenance budget shows an increase of 0.4% which is solely the result of contractual salary increases.

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

350 Building Maintenance

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	439,981.86	397,769.00	436,927.00	445,440.00	445,440.00	445,440.00	1.9%
(03) EH & OT	19,813.67	15,250.00	15,250.00	15,635.00	15,635.00	15,635.00	2.5%
(14) Uniform Allowance	3,143.22	3,150.00	3,150.00	3,150.00	3,150.00	3,150.00	0.0%
(18) Fees & Services	87,395.57	87,800.00	87,800.00	87,800.00	87,800.00	87,800.00	0.0%
(25) Telephone	2,052.48	2,100.00	2,100.00	2,100.00	2,100.00	2,100.00	0.0%
(26) Equip Maint/Oper	11,005.77	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	0.0%
(30) Facility Maint.	151,755.46	160,000.00	160,000.00	160,000.00	160,000.00	160,000.00	0.0%
(45) Heating Fuel	112,518.41	142,000.00	142,000.00	148,000.00	148,000.00	148,000.00	4.2%
(46) Electricity	278,249.86	290,000.00	290,000.00	290,000.00	290,000.00	290,000.00	0.0%
(48) Water	27,743.97	29,000.00	29,000.00	29,000.00	29,000.00	29,000.00	0.0%
(59) Education & Exp.	1,996.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.0%
(CA) Buildings	80,271.57	39,500.00	39,500.00	64,500.00	64,500.00	64,500.00	63.3%
(CE) Vehicles	0.00	35,000.00	35,000.00	0.00	0.00	0.00	0.0%
TOTAL (350) Building Maintenance	**1,215,927.84**	**1,215,569.00**	**1,254,727.00**	**1,259,625.00**	**1,259,625.00**	**1,259,625.00**	**0.4%**

350 - BUILDING MAINTENANCE BUDGET 2017-2018

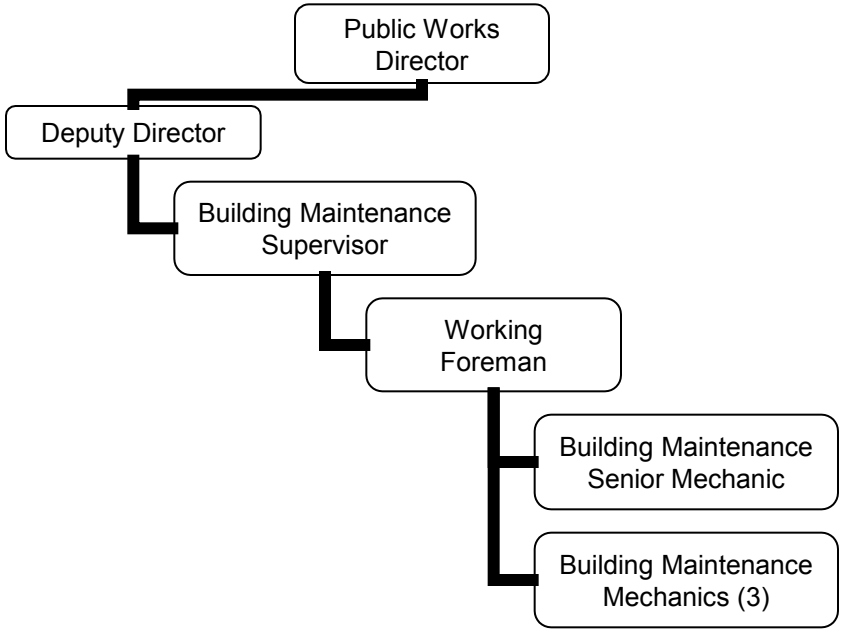
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Superintendent	C-73-1			95,990	95,990	95,990
1.00	Working Foreman	B-VI			76,305	74,444	76,305
1.00	Senior Mechanic	B-IV-7			70,810	69,083	70,810
3.00	Mechanic	B-III-7			67,445	197,400	202,335
6.00	TOTAL SALARIES:					436,917	445,440

350 - BUILDING MAINTENANCE

Account	Description	
Fees and Services	Contract services, HVAC, sprinklers, alarms, boilers: Town wide ($72,500) 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)		
	Stain DPW Wash Bay and Salt shed	15,000.00
	Replacement: Town Hall Parking Lot lights	6,000.00
	Town Hall carpet replacement	5,000.00
	Fire H.Q. Parking lot - Paving	20,000.00
	Police Station Locker room Rehab	6,000.00
	Replace roof on Animal Shelter	10,000.00
Vehicles	Shop Tools	2,500.00
		64,500.00

350 – BUILDING MAINTENANCE
2017/2018 Organization Chart
2016/17: 6 Full Time / 2017/18: 6 Full Time



DEPARTMENT: PUBLIC WORKS
Budget Division: BUILDING CUSTODIANS

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

Description of Accounts:

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 2.5% increase next fiscal year due to contract wage increase.

352 Building Custodians

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	198,759.60	205,936.00	210,982.66	218,945.00	218,945.00	218,945.00	3.8%
(03) EH & OT	17,744.93	19,500.00	19,500.00	21,000.00	21,000.00	21,000.00	7.7%
(14) Uniform Allowance	2,149.90	2,150.00	2,150.00	2,150.00	2,150.00	2,150.00	0.0%
(19) Contract Services	81,979.33	84,000.00	84,000.00	84,000.00	84,000.00	84,000.00	0.0%
(41) Supplies	20,464.77	20,000.00	20,000.00	19,000.00	19,000.00	19,000.00	-5.0%
TOTAL (352) Building Custodians	**321,098.53**	**331,586.00**	**336,632.66**	**345,095.00**	**345,095.00**	**345,095.00**	**2.5%**

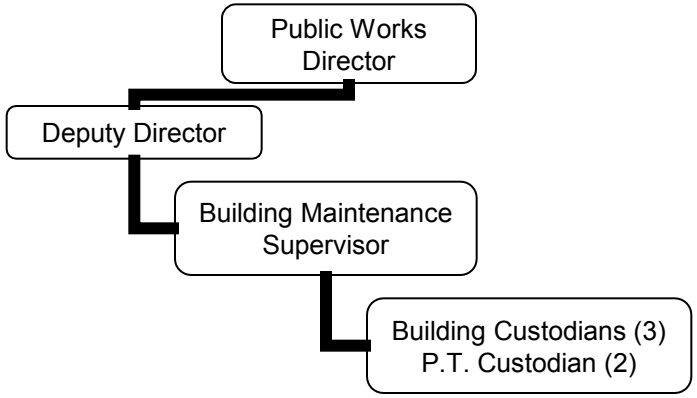
352 - BUILDING CUSTODIANS BUDGET 2017 - 2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017 - 18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
2.00	Custodians	I-7			62,207	121,379	124,413
1.00	Custodian	I-5			56,425	52,426	56,425
1.00	Custodian (part time)			988	19.66	18,950	19,424
1.00	Custodians (part time)			988	18.91	18,229	18,683
	TOTAL SALARIES:					210,983	218,945

27-Jan-17

352 – BUILDING CUSTODIANS
2017/2018 Organization Chart
2016/17: 3 Full Time & 2 Part Time / 2017/18: 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.

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
360 Property Maintenance							
(19) Contract Services	4,250.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
(42) Maint. Supplies	16,242.14	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.0%
TOTAL (360) Property Maintenance	**20,492.14**	**25,000.00**	**25,000.00**	**25,000.00**	**25,000.00**	**25,000.00**	**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 Steel Doors	*$5,500 to replace 2 Steel Doors at Golf Maintenance Bldg*
Cabin 10- Painting	*$4,500 to Paint the exterior of Cabin 10 in Longshore CC Park.*
Replacement Generator	*$45,000 Replace generator at Park & Rec Administration Bldg*
Replace tide Gate Actuator	*$10,000 Replace Tide Gate Actuator at Sherwood Mill Pond*

Budget Notes:
The P&R Property Maintenance Division shows a 7.6% increase due to increased capital requests.

361 P&R Property Maintenance

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(18) Fees & Services	32,989.96	35,000.00	35,000.00	36,000.00	36,000.00	36,000.00	2.9%
(25) Telephone	251.67	2,000.00	2,000.00	1,500.00	1,500.00	1,500.00	-25.0%
(30) Facility Maint.	47,625.11	50,000.00	50,000.00	60,000.00	60,000.00	60,000.00	20.0%
(45) Heating Fuel	39,107.49	60,000.00	60,000.00	62,500.00	62,500.00	62,500.00	4.2%
(46) Electricity	159,940.25	180,000.00	180,000.00	170,000.00	170,000.00	170,000.00	-5.6%
(CB) Building Renovation	66,985.00	40,000.00	40,000.00	65,000.00	65,000.00	65,000.00	62.5%
TOTAL (361) P&R Property Maintenance	**346,899.48**	**367,000.00**	**367,000.00**	**395,000.00**	**395,000.00**	**395,000.00**	**7.6%**

361 - Park and Recreation Property Maint. 2017 - 2018

361 - Park & Recreation Property Maintenance

Buildings - Capital

Replace 2 Steel Doors at Golf Maintenance Bldg		5500.00
Cabin 10 - Paint Exterior		4500.00
Replace Generator at Park & Rec Administration Bldg		45000.00
Replace Tide Gate Acuator - Sherwood Mil Pond		10000.00
	total:	65000.00

18-Jan-17

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 $92,025*
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 a minor adjustment to the hourly rate of the Tree Warden.

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

370 Tree Maintenance

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(03) EH & OT	89,300.36	90,000.00	90,000.00	92,025.00	92,025.00	92,025.00	2.3%
(15) Trans. Allowance	5,898.39	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.0%
(19) Contract Services	233,350.28	217,400.00	217,400.00	217,400.00	217,400.00	217,400.00	0.0%
TOTAL (370) Tree Maintenance	**328,549.03**	**313,400.00**	**313,400.00**	**315,425.00**	**315,425.00**	**315,425.00**	**0.6%**

370 Tree Maintrenance 2017 - 18

DEPT qty	Position	Grade & Step	2017-18 Account Totals	2016-17 Account total	2017-18 Account Totals
1.00	Extra Help and Overtime	N/A	92,025	90,000	92,025

18-Jan-17

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
410 Health District							
(60) PaymentsToAgency/Or	538,702.00	544,089.00	544,089.00	544,089.00	544,089.00	544,089.00	0.0%
TOTAL (410) Health District	**538,702.00**	**544,089.00**	**544,089.00**	**544,089.00**	**544,089.00**	**544,089.00**	**0.0%**

Westport Weston Health District
FY18 Budget
Second Draft

	FY17 Budget		FY 17 Estimate		FY18 Budget		% Change Budget to Budget
Revenues							
Towns							
Weston	211,578		211,578		211,578	(a)	0.0%
Westport	544,089		544,089		544,089	(a)	0.0%
Total		$ 755,667		$ 755,667		$ 755,667	0.0%
Fees							
Environmental Fees	375,000		357,500		350,000	(b)	-7%
Nursing Fees	190,000		210,000		190,000	(c)	0%
Total		$ 565,000		$ 567,500		$ 540,000	-4.4%
Grants							
Local	90,587	(d)	65,550	(e)	61,545	(f)	-32.1%
Regional	60,000		60,000		-	(g)	-100.0%
Total		$ 150,587		$ 125,550		$ 61,545	-59.1%
Interest		$ 600		$ 600		$ 600	0.0%
TOTAL REVENUES		$ 1,471,854		$ 1,449,317		$ 1,357,812	-7.7%
Expenditures							
Salaries/PR taxes		831,731		814,783		802,741 (h)	-3.5%
Employee Benefits		250,000		229,000		219,192 (i)	-12.3%
Outside Services		90,000		75,000		72,000	-20.0%
Insurance		30,000		31,175		32,000	6.7%
Supplies & Equipment		140,000		135,000		140,000 (j)	0.0%
Printing & Publications		1,000		1,000		1,000	0.0%
Travel		17,000		16,808		16,000	-5.9%
Office & Miscellaneous		30,000		35,000		32,000	6.7%
Building Expenses		7,000		4,820		7,000	0.0%
Capital Equipment Replacement		-		-		-	
Grant Program Expense		49,000		106,277		36,101 (k)	-26.3%
TOTAL EXPENDITURES		$ 1,445,731		$ 1,448,863		$ 1,358,034	-6.1%
EXCESS (DEFICIT) REVENUES		$ 26,123		$ 454		$ (222)	

Westport Weston
Health District

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

Activities Report

Calendar Year

2016

&

Budget Information

FY 2017 - 2018

Serving The Communities of Westport & Weston Since 1965

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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 responsibilities. 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.

2016 has been a very unique year. There appears to be a significant slow down in the area's construction activity and there have been unintended consequences of accepting third party insurance payments for various vaccinations. The expectation was that a slight decrease in revenue from third party insurance payments would be offset by broadening the base of potential customers. The third party insurance payers are now demanding much lower contractural fees for all vaccinations. At this time, there is great uncertainty in the future of health coverage and how it will be paid for in the U.S. However, it is clear that the current model does not cover the costs services provided by the District and is not sustainable.

The real kicker for 2016 was the submittal of a proposed Bill, A*n Act Concerning the Integration of Local Health Departments into Districts*, by State Commissioner Raul Pino. This Bill, if approved, will force the consolidation of the existing 73 municipal health departments and districts across Connecticut into 8 "County Districts", controlled by the State. This consolidation would be financed by the state assessing each municipality 1.5% of their total approved yearly budget. This would result in Westport and Weston paying significantly more for public health in future years.

CDC remains concerned about the Zika virus.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 continue to actively monitor cases.

Responsive to our changing times and customer expectations, the District has reassessed how it processes applications and work flow and implemented changes beginning in 2017.

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

Otis Crawford, Westport, *Chair*

Catherine Revzon, Weston, *Vice-chair*

Ian Lewis, Weston

Wendy Stahl, Westport

Dr. Loffredo, 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 originated 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.

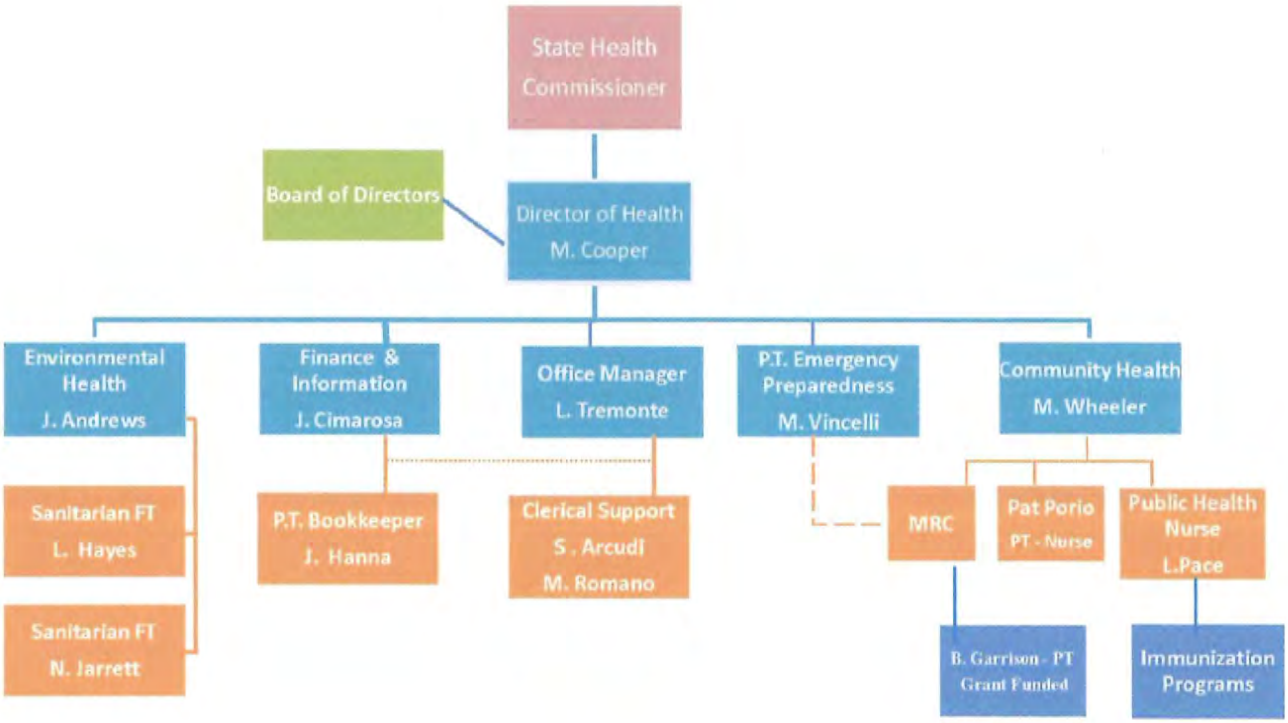
District Objectives:

- 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 2016, 36 (41 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 233 permitted and inspected food service establishments in Westport in 2016.

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 203 (207 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 2016, there were 73 (82 last year) new and 82 (71 last year) repair septic systems installed; 144 (190 last year) soil test applications, 113 (107 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 31 (26 last year) new potable wells, there was 1 (4 last year) irrigation well, 31 (43 last year) Geothermal wells drilled and 1 (3 Last year) well was 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 2016, District staff reviewed proposed plans for 41 (54 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 2016, 159 (172 last year) plan reviews were conducted for habitable additions, 78 (85 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 2016, there were 56 (35 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 2016.

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 2016, 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 88 (92 last year) permitted salons that are inspected annually. Salons offering pedicures are inspected twice a year. WWHD also reviewed 6 (14 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 24 (25 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.

Rabies Testing

The WWHD sent 26 bats, 2 raccoons, 2 foxes, 1 ground hog, 1 wood chuck, 1 muskrat and 1 cat to the State Laboratory for testing. 1 bat, 2 raccoons and 2 foxes were positive for rabies in 2016. Such testing is conducted whenever there is human contact with a sick and suspect animal.

Wellness Clinics

Regularly offered blood pressure, cholesterol, blood sugar screenings, and individualized risk reduction counseling were provided. In 2016, 341 clients (340 last year) were seen in the Wellness Clinics.

Travelers and Routine Immunizations Clinics

Recommended and required immunizations 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 2016, 769 clients (753 last year) were seen in 51 Travelers Clinic held (50 last year). There were 1158 seasonal flu vaccinations administered during 2016, (1642 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.

During FY 2016 291 visits (254 last year) were made to 19 homebound residents (18 last year) at no cost to the clients – most referrals to the program come from Westport's and Weston's social service departments.

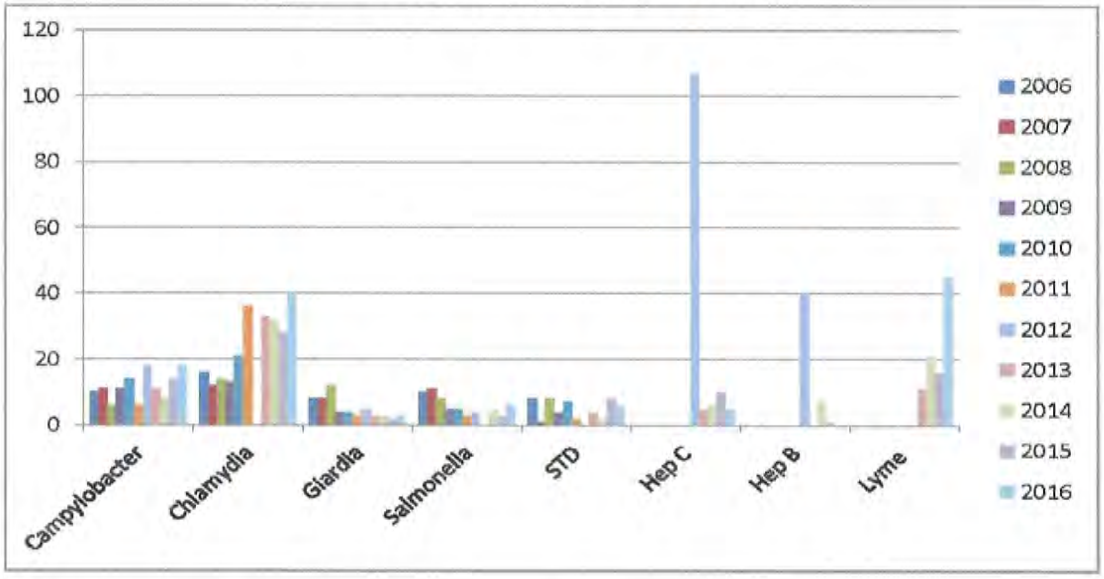
HIV/AIDS and Sexually Transmitted Diseases

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

Community Health Statistics
2006 - 2016

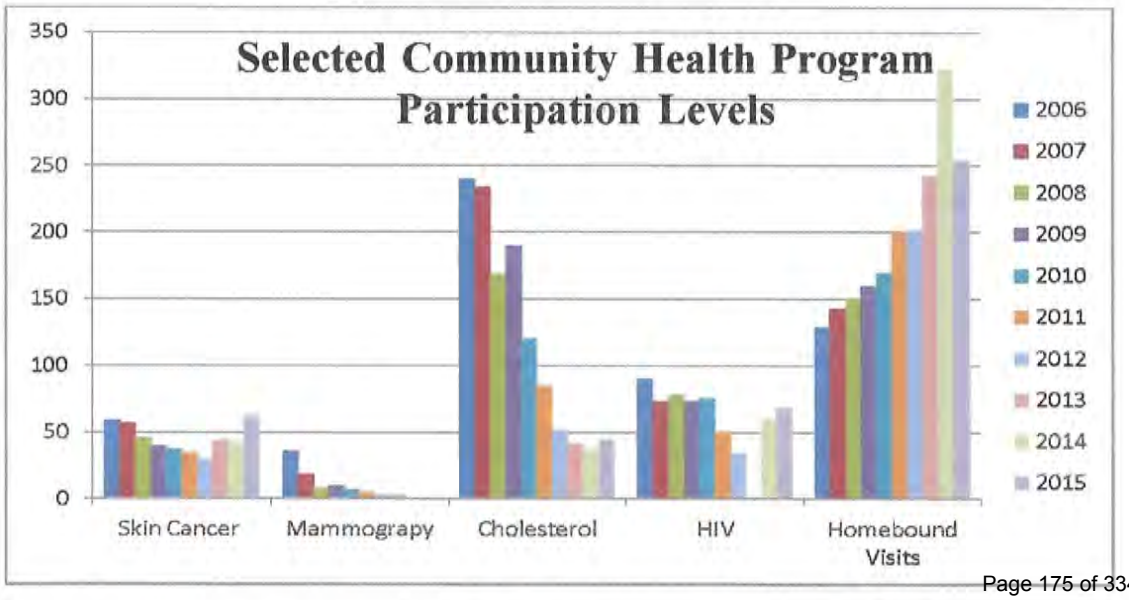
An important part of the District's responsibility is to monitor the health of the community through the reports of specific infectious diseases that are required to be sent to the Director of Public Health by area physicians and laboratories. The Director is required to investigate the extent of certain 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.

Selected Reportable Diseases



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

Center for Disease Control

Zika virus is a single-stranded RNA virus of the Flaviviridae family, genus Flavivirus. Zika virus is transmitted to humans primarily through the bite of an infected Aedes species mosquito, but perinatal, in utero, sexual and possible transfusion transmission events have also been reported. Most people infected with Zika virus are asymptomatic. Characteristic clinical findings are acute onset of fever with maculopapular rash that is usually itchy, arthralgia, or conjunctivitis. Other commonly reported symptoms include myalgia and headache. Clinical illness is usually mild with symptoms lasting for several days to a week. Severe disease requiring hospitalization is uncommon and case fatality is low. However, there have been cases of Guillain-Barré syndrome. Zika virus is a cause of microcephaly and possibly other congenital neurologic abnormalities.

What we know

- No vaccine exists to prevent Zika.
- Prevent Zika by avoiding mosquito bites.
- Mosquitoes that spread Zika virus bite during the day and night.
- Mosquitoes that spread Zika virus also spread dengue and chikungunya viruses.
- Local mosquito-borne Zika virus transmission has been reported in Florida and Texas.

In response to this public health threat and other mosquito borne illnesses, the WWHD assisted with the development of a Mosquito and Tick Task Force with the towns of Westport and Weston. The purpose of the Task Force is to monitor and prepare for any potential outbreak of infectious diseases related to Mosquitoes and Ticks.

Response/Preparedness

Every public health jurisdiction in Connecticut is measured on their ability to prepare and respond to Mass Dispensing of medication incidents such as a pandemic, influenza or bioterrorism 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.

Drought Coordinator

The Governor has required that each town appoint a Drought Coordinator who is the point of contact for monitoring and reporting on drought conditions across the State. In Westport and Weston, the Health District's Director of Emergency Management serves in this capacity and will report to the Governor and First Selectman should severe drought conditions continue.

Budget Discussion

The Westport Weston Health District was the first officially recognized Health District in the State of Connecticut and is now one of 21 regional local health districts across the state. 2016 marked the District's 50th year that the District has served the towns of Westport and Weston.

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.

2016 began with very high levels of construction activities that have since slowed down. As a result, environmental permit fee revenue has begun to move from its historic highs. Additionally, the move to bill third party insurance carriers for flu vaccinations has begun to impact Community Health revenue in unanticipated ways. Accepting third party insurance payments may have helped broaden the base of customers, but it has also subjected the District to negotiation of fees with the insurance companies for all vaccinations. A comprehensive evaluation of the District's vaccination programs and acceptance of accepting third party payment is being planned.

Environmental staff continues to be 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 in 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 an example of the District's efforts to reduce and prevent obesity and chronic disease in the community by promoting healthier eating choices. 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.

It appears that this year the District's operating expenditure budget will have a negative operational balance. This was the result of a reduction in Environmenal and Community Health revenues.

This year's proposal is basically a maintenance budget. 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.

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

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
412 Health Services							
(60) PaymentsToAgency/Or	3,700.00	3,700.00	3,700.00	3,700.00	3,700.00	3,700.00	0.0%
TOTAL (412) Health Services	**3,700.00**	**3,700.00**	**3,700.00**	**3,700.00**	**3,700.00**	**3,700.00**	**0.0%**

DEPARTMENT: HUMAN SERVICES BUDGET FOR FY2017-18

DEPARTMENT SERVICES OVERVIEW: The Westport Human Services Department is organized into three service areas: Youth Services, Social Services & Senior Services (12 FT and 3 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:

- Improved utilization and customization of Client Track database software program to meet the needs of the Department.
- Active in regional resource development addressing health care, homelessness, substance abuse prevention, emergency preparedness and mental health.
- Enhanced leveraging of resources to meet growing needs of residents to include use of volunteers and interagency collaborations to make current and established program offerings more accessible to residents
- Continued collaboration with emergency personnel including police, fire, EMT, state/federal agencies, school personnel and health professionals to participate in the Emergency Management Team Preparedness Initiative, and Safer Homes Committee.
- Participated in the establishment of the permanent Commission on People with Disabilities

SOCIAL SERVICES:

- Successfully managed increased caseload (FY 15-16) of 192 new residents/clients as a result of continued development of WHA properties without an increase in staff or financial resources:
- Continued growth of non-school hour supports for (FY 15-16) providing 15 children from qualifying families with access to childcare and enrichment programs through collaborative partnerships with the YMCA, Earthplace, CCDC & the United Way of Coastal Fairfield County.

YOUTH SERVICES:

- Toquet Hall increased collaborative resources with local organizations to offer more programming; enhanced online engagement opportunities for students and developed a new middle school governing board to engage new generation of younger students;
- WYC established the Student Discount Card in collaboration with the Downtown Merchants Association to offer discounts to student in over (FY15-16) 40 locations in Town;
- Continued growth of student leadership opportunities providing over (FY 15-16) 150 students with skills training in youth-led initiatives including WYC, CSC, K2BK, Westport Police Youth Club, Toquet Hall, TAG and the SOC programs.

SENIOR SERVICES:

- Continued to grow the expanded early morning hours at the WCSA and Saturday afternoon 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, SWCAA, AARP, Jewish Family Services, Abilis, Alzheimer's Association, American Parkinson's Association, CT Audubon Society, Norwalk Hospital, Westport Country Playhouse, Westport House, Harbor Watch, the Bruce Museum, Visiting Nurse and Hospice of Fairfield County and Yale-New Haven Health.

FY 2017 SERVICE LEVEL GOALS:

- Continue to develop outreach efforts and collaborative relationships for professional staff to meet the diverse needs of Westport residents.

    - ***SOCIAL SERVICES***: Leverage non-school hour program resources to serve middle school families through deeper collaboration with community partners e.g. United Way of Coastal Fairfield County, Westport Family Y, Parks & Recreation and others;
    - ***YOUTH SERVICES***: Toquet Hall will advance partnerships and programming for the elementary and middle school population;
    - ***SENIOR SERVICES***: 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, evaluations at CSA and Toquet Hall.
- Increased caseload analysis, reporting capabilities and efficiencies realized from development of Client Track database

5-YR GOALS:

- Enhanced leveraging of community resources to meet the ever-changing needs of all residents with specific focus on improving access and awareness of programs for all.
- Continue to offer financial assistance for at risk individuals, seniors and families to increase self-sufficiency and improve quality of life

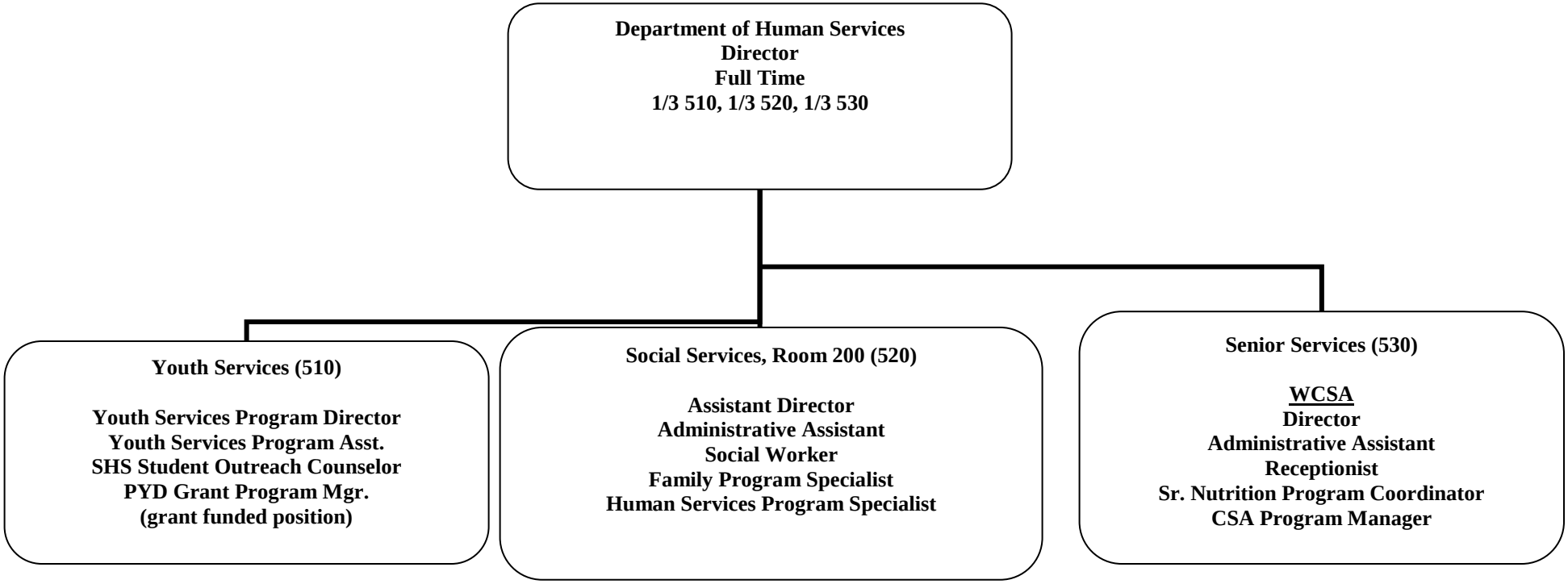
    - ***SOCIAL SERVICES:*** Provide improved awareness, access and advocacy efforts with persons with disabilities through the newly established Commission on People with Disabilities.
    - ***YOUTH SERVICES:*** Explore enhancement opportunities for Toquet Hall;
    - ***SENIOR SERVICES:*** Complete Enhancement of WCSA to meet program, space and usage demand and requests.

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 2017/18 Organization Chart
(12 Full Time/3 Part Time Staff)



DEPARTMENT: HUMAN SERVICES
Budget Division: Youth Services

Division Overview: Positive Youth Development initiatives include the coordination and implementation of programming to support children and families with school aged children. Town programs provide opportunities and resources to encourage social and emotional growth through **Toquet Hall Teen Center**, the **Student Outreach Counselor Program** at Staples High School and coordination of **PYD parenting education and various student leadership programs**.

- **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 (3,949 weekend visits/63events in FY15-16); 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 FY15-16. Continued to strengthen and build new collaborative programs with community organizations and businesses including: Staples High School Clubs (TAG, Staples Players, Nerdfighters, Stand-Up 2 Cancer, Reshaping Reality, K2BK, Fashion Club, Guardian Angels Club); 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.

- The **Westport Youth Commission** initiatives include the **Westport iMentor** (FY 15-16) reaching over 400 middle school students**, Student Discount Program** & other **social research projects**.
- Collaborative programs with Westport Public Schools (WPS) and other partners focus on the positive development of young people in their homes, at school and in the community and include:
  - the **Westport Mentor Program*** (FY 15-16) 25 students in grades K-12 matched with mentors,
  - **Community Service Corps (CSC)*** (FY 15-16) placed 85 6th-8th grade student volunteers in 9 agencies to offer after school volunteerism;
  - **Parent Education***, a collaboration with WPS (FY15-16) quarterly Parent Resource Committee Meetings, 37 School Psychologist Meetings, 3 professional presentations/collaborations reaching over 300 parents and the promotion of local educational opportunities to over 1500 parents in the community;
  - **Kool to be Kind** (K2BK) (FY15-16) over 75 high school kids trained to work with WPS 3rd graders;
  - **the Teen Awareness Group**, (FY 15-16) over 20 trainings/presentations reaching 1850 **Staples High School** students:
  - **Westport Police-Youth Club (FY 15-16**) 225 student participants;
  - coordination of the **Family Support Team** (town/school professional casework meetings);
  - participation in the **Juvenile Review Board** (FY 15-16) 15 cases;
  - **Annual Mental Health Breakfast** (town, school and community professional networking event);
  - staff serve on several local and state community boards and manage an online **Community Resource Directory**.

  ** **Note:** PYD Program Manager position oversees the Westport Mentor Program, CSC, Parenting Education and is partially funded by a grant from the CT Dept. of Education*

- **Student Outreach Counselor**: provides counseling support and short-term crisis intervention to high school students and their families (FY15-16) 282 referrals/1282 client contacts with a focus on grief & loss, crisis counseling, prevention & intervention; available for consultation to all Westport students and families; participation on post suicide prevention task force; advisor to **Teen Awareness Group** (TAG), a student run organization focusing on education and awareness, promoting healthy decision making and reducing risky behaviors through school and community presentations. The SOC provides professional clinical consultation and support to community programs in addition to group and individual counseling support.

510 Youth Services

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	176,403.46	199,910.00	200,393.23	195,235.00	195,235.00	195,235.00	-2.6%
(03) EH & OT	7,649.87	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	0.0%
(15) Trans. Allowance	131.60	350.00	350.00	350.00	350.00	350.00	0.0%
(18) Fees & Services	17,996.37	18,500.00	18,500.00	19,000.00	19,000.00	19,000.00	2.7%
(19) Contract Services	32,151.90	33,118.00	33,118.00	34,112.00	34,112.00	34,112.00	3.0%
(30) Facility Maint.	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.0%
(33) Advert & Print	148.11	400.00	400.00	400.00	400.00	400.00	0.0%
(34) Postage	75.76	400.00	400.00	400.00	400.00	400.00	0.0%
(41) Supplies	1,990.29	2,100.00	2,100.00	2,100.00	2,100.00	2,100.00	0.0%
(59) Education & Exp.	35.00	300.00	300.00	300.00	300.00	300.00	0.0%
(CF) Computers	0.00	1,000.00	1,000.00	0.00	0.00	0.00	0.0%
TOTAL (510) Youth Services	**239,082.36**	**269,578.00**	**270,061.23**	**265,397.00**	**265,397.00**	**265,397.00**	**-1.7%**

510 - YOUTH SERVICES BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salary Totals	2017-18 Salary Totals
0.33	Director				100,000	36,425	**33,333**
1.00	Student Outreach Counselor, SHS				72,000	74,296	**72,000**
1.00	Youth Services Program Director				70,142	68,434	**70,142**
1.00	Youth Services Program Assistant		20	988	19,760	20,757	**19,760**
3.33	TOTAL SALARIES:					199,912	**195,235**

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT Totals	2017-18 EH&OT Totals
	Staff Event Supervision (P.T.)					10,000	10,000
	TOTAL EXTRA HELP:					10,000	10,000
1.00	Police Security for special events					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 covers salaries for the professional services of four Masters level professionals, a part-time Family Programs Coordinator, and an Administrative Assistant. The services provided utilize a collective impact approach to address the needs of a diverse population of Westport residents to gain financial stability, self-sufficiency and community supports.

Services provided include:

- **Up-to-date information and referral** on all community resources including local, state and federal programs (DSS, Medicare/Medicaid, SSI)

- **Technical assistance** for eligible residents to obtain health insurance, food stamps, disability, housing, and other benefit programs.

- **Assessment & Referral services** for residents of all ages include, but are not limited to:
  - **prevention and intervention services** in collaboration with police, fire, hospitals, medical providers, schools and private individuals;
  - **social services assessment** and **case management** for residents including 75 requests for **emergency food** (FY15-16) totaling $2,500 in value, financial assistance or resource inquiries and 54 home visits for all seniors receiving **HDM**, to insure access to resources;
  - **ongoing support services** for program beneficiaries to increase capacity building for individuals/families at risk; perform financial assessment for many town youth programs including Parks & Rec., Continuing Ed, Little League, Soccer, Family Y and others;
  - **collaboration** and **resource development** with partnering agencies to benefit all ages including seniors and youth & families to provide support during non-school hours: financial assistance, counseling services, mentor program coordination, holiday program & scholarships to improve the odds for residents to establish cradle to career skills like health and wellness, enhanced enrichment opportunities and leverage financial resources to maintain stable housing and meet basic needs.

- FY15-16: 1960 **Case contacts** representing actual and leveraged goods and services delivered to individuals, youth, families, & seniors including:
  - **Energy Assistance incl. Warm up/Operation Fuel** (FY 15-16) $108,820 in benefits serving 290 households**,**
  - **Renter's Rebate (**FY15-16) 94 households receiving $46,400 valued benefits and
  - **Tax Relief** (FY 15-16) processing 28 applications with realized value of $80,400.

- **AARP Tax Assistance Program**: (FY15-16) 731 tax returns for low/moderate income households returning almost $725,000 to residents.

- **CT Works Career Coach**: free monthly instructional computer classes at Town Hall to un & under employed residents valued at $7,000

- **Family Programs** distributed goods and services valued over (FY15-16) $157,669. All 150 families served met established income limits and all funds were raised in the community

- Provide staff support for the **Human Services Commission, Senior Services Commission**, **CSA Enhancement Committee** and new **Commission on People with Disabilities**.

- **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.

*Partnering organizations include: Westport Women's Club, AARP, CT Works, Police/Fire/WWHD, ABCD, United Way of CFC,WPS, PYD

520 Social Services

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	340,147.21	385,394.00	388,081.29	358,406.00	358,406.00	358,406.00	-7.6%
(03) EH & OT	10,504.62	10,633.00	10,633.00	10,631.00	10,631.00	10,631.00	0.0%
(15) Trans. Allowance	387.41	550.00	550.00	625.00	625.00	625.00	13.6%
(18) Fees & Services	12,500.00	12,500.00	12,500.00	13,000.00	13,000.00	13,000.00	4.0%
(26) Equip Maint/Oper	2,826.38	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.0%
(33) Advert & Print	1,100.00	1,100.00	1,100.00	1,580.00	1,580.00	1,580.00	43.6%
(34) Postage	1,499.27	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.0%
(41) Supplies	3,250.00	3,250.00	3,250.00	3,350.00	3,350.00	3,350.00	3.1%
(59) Education & Exp.	2,702.50	3,380.00	3,380.00	3,380.00	3,380.00	3,380.00	0.0%
(62) Public Assistance	10,000.00	10,000.00	10,000.00	8,000.00	8,000.00	8,000.00	-20.0%
(CD) Office Equipment	11,761.77	2,000.00	2,000.00	1,000.00	1,000.00	1,000.00	-50.0%
(CG) Software	12,779.52	13,290.00	13,290.00	13,822.00	13,822.00	13,822.00	4.0%
TOTAL (520) Social Services	**409,458.68**	**446,097.00**	**448,784.29**	**417,794.00**	**417,794.00**	**417,794.00**	**-6.9%**

520 - SOCIAL SERVICES BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salary Totals	2017-18 Salary Totals
0.33	Director	n/a			100,000	36,428	**33,334**
1.00	Assistant Director	n/a			81,000	81,000	**81,000**
1.00	Administrative Assistant II	V-7			60,768	60,768	**60,768**
1.00	Social Worker	n/a	$35.88	1,560	67,121	55,972	**67,121**
1.00	Social Worker	n/a	$39.31		0	71,547	**0**
1.00	Human Services Program Specialist	n/a	$35.76	1,248	70,705	44,628	**70,705**
1.00	Family Program Coordinator	n/a	$36.82	988	36,378	35,499	**36,378**
1.00	PYD/Grants Manager	n/a	$35.00	260	9,100		**9,100**
7.33	TOTAL SALARIES:					385,842	**358,406**

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT rate	2016-17 EH&OT Totals	2017-18 EH&OT Totals
1.00	Secretarial	n/a	$10.76	988	0	10,631	10,631
	TOTAL EXTRA HELP:					10,631	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. ($13,000)
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 (4)
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**; daily **social, recreational and enrichment programs** for seniors**;** produces ***A New Perspective,*** a twice yearly newsletter available online, and a **Directory of Resources for Older Adults**. **Casework services** referred to and provided under the Social Services (520) budget division include **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. Increased utilization of volunteers and partnering agencies to provide technical assistance directly to clients.

- The **Westport Center for Senior Activities** offers recreational, cultural, social and educational programs averaging (FY 15-16) 26 programs per day; 2,713 seniors ages 60-93 are registered in database;

- Weekly Constant Contact messages sent to 1,306 persons.

- The **Friends of the CSA** offers additional monthly cultural programs on Sun afternoons.

- The **Senior Nutrition program** served café meals: (FY15-16): 11,593 and HDM (FY 15-16): 10,828.

- The CSA is designated as the **Town's official warming/cooling/1st responder's center and/or** shelter in weather emergencies to the disabled or frail elderly.

- **Operation of the CSA requires:**
  - management of 115 volunteers and 49 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, Westport House, Abilis, and S.L.O.B.S.).

- There continues to be great **coordination and collaboration** with SWCAA (CHOICES), AARP, 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.

530 Senior Services

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	362,542.69	318,172.00	323,941.00	320,839.00	320,839.00	320,839.00	-1.0%
(03) EH & OT	19,517.79	22,940.00	23,103.60	37,019.00	37,019.00	37,019.00	60.2%
(15) Trans. Allowance	617.40	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
(18) Fees & Services	24,120.99	26,208.00	26,208.00	26,191.00	26,191.00	26,191.00	-0.1%
(30) Facility Maint.	3,700.29	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
(33) Advert & Print	6,405.95	6,200.00	6,200.00	8,321.00	8,321.00	8,321.00	34.2%
(34) Postage	3,260.05	3,780.00	3,780.00	3,500.00	3,500.00	3,500.00	-7.4%
(41) Supplies	2,947.44	3,130.00	3,130.00	3,130.00	3,130.00	3,130.00	0.0%
(49) Other Material/Supp	17,394.72	13,000.00	13,000.00	13,836.00	13,836.00	13,836.00	6.4%
(59) Education & Exp.	813.92	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.0%
(62) Public Assistance	14,987.59	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	0.0%
(CD) Office Equipment	36.12	0.00	0.00	0.00	0.00	0.00	
(CF) Computers	0.00	1,000.00	1,000.00	0.00	0.00	0.00	0.0%
TOTAL 530 Senior Services	**456,344.95**	**413,730.00**	**419,662.60**	**432,136.00**	**432,136.00**	**432,136.00**	**3.0%**

530 - SENIOR SERVICES BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salary Totals	2017-18 Salary total
0.33	Director	n/a			100000	36,427	**33,333**
1.00	CSA Director	n/a			88,265	88,265	**88,265**
1.00	Administrative Assistant I	IV-7			55,496	55,496	**55,496**
1.00	Clerical Assistant	III-7			50,681	50,681	**50,681**
1.00	CSA Program Manager	n/a			58,066	58,066	**58,066**
1.00	Nutrition Program Coordinator	n/a			34,998	34,998	**34,998**
1.00	Senior Program Coordinator (P.T.)	n/a	$32.01		0	0	**0**
1.00	Human Services Program Speciali	n/a	$34.89		0	0	**0**
7.33	TOTAL SALARIES:					323,933	**320,839**

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT Totals	2017-18 EH&OT Totals
1.00	Chef					6,000	6,000
	Temp HDM Staff						
	Weekends at WCSA					8,000	**8,000**
	Extended hours at WCSA					7,500	**7,500**
1.00	Dishwasher						**14,079**
	Custodial	n/a	$30.00	48		1,440	1,440
	TOTAL EXTRA HELP:				0	22,940	37,019

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 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 & 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'S FY 2017-18 PROPOSED BUDGET

Line Item Budget

2013-2014 Year-End Expense	2014-2015 Year-End Expense	2015-2016 Year-End Expense	2016-2017 BUDGET	2016-2017 Projected Expense	DESCRIPTIONS	FY 2017-18 CURRENT SERVICES	FY 2017-18 ENROLL-MENT	FY 2017-18 CHANGE TO PROGRAM	FY 2017-18 2017-2018 PROPOSED BUDGET	*DIFF ADOPTED 16-17 BUD*	*% CHG 17/18 TO 16-17 BUD*
69,136,550	70,405,746	72,062,442	74,510,581	74,062,376	100 TOTAL SALARIES	76,365,684	(136,000)	90,059	76,319,743	1,809,162	2.43%
16,179,263	17,416,145	17,328,620	16,117,472	16,127,156	200 TOTAL BENEFITS	17,176,841	(20,000)	-	17,156,841	1,039,369	6.45%
1,211,651	1,323,034	1,471,054	1,624,715	1,618,415	300 TOTAL PURCHASED SVCS	1,832,856	-	(75,000)	1,757,856	133,141	8.19%
5,652,644	7,241,406	5,768,207	6,757,655	6,838,717	400 TOTAL PROPERTY SVCS	6,537,639	-	-	6,537,639	(220,016)	-3.26%
7,631,977	7,965,353	8,082,040	8,738,065	8,652,740	500 TOTAL OTHER PURCH SVCS	9,132,122	-	-	9,132,122	394,057	4.51%
2,607,707	2,805,915	2,716,296	2,835,919	2,835,919	600 TOTAL SUPPLIES, ETC.	2,843,477	-	-	2,843,477	7,558	0.27%
1,278,918	1,317,783	1,802,765	1,491,131	1,491,131	700 TOTAL EQUIPMENT	1,055,474	-	-	1,055,474	(435,657)	-29.22%
478,898	503,859	506,373	532,351	532,351	800 TOTAL OTHER	543,194	-	5,000	548,194	15,843	2.98%
$ 104,177,609	$ 108,979,245	$ 109,737,799	$ 112,607,887	$ 112,158,805	TOTAL	$ 115,487,287	$ (156,000)	$ 20,059	$ 115,351,346	$ 2,743,459	2.44%
					DOLLAR DIFFERENCE	$ 2,879,400	$ (156,000)	$ 20,059	$ 2,743,459		
					PERCENT CHANGE	2.56%	-0.14%	0.02%	2.44%		

UPDATED 2/27/17

WESTPORT PUBLIC SCHOOLS
PRIVATE SCHOOL BUDGET

Object Code	Description	2011-2012 Year-End Expenditures	2012-2013 Year-End Expenditures	2013-2014 Year-End Expenditures	2014-2015 Year-End Expenditures	2015-2016 Year-End Expenditures	2016-2017 ADOPTED BUDGET	2017-2018 PROPOSED BUDGET
109	Special Ed Teacher	46,798	49,160	52,066	53,003	54,063	54,874	51,823
126	Nurses	41,843	42,784	43,977	45,170	46,525	47,921	49,612
155	Non-Certified Subs	-	945	945	-	-	950	-
210	Health Insurance	13,770	14,045	14,045	12,503	14,628	14,628	15,374
220	FICA/Med	3,709	3,872	3,872	4,132	4,222	4,462	4,547
510	Pupil Transportation	164,400	169,804	169,804	178,400	195,449	213,903	223,692
517	Pupil Transp - Fuel, Buses	17,486	27,137	27,137	28,540	27,528	25,665	23,750
	TOTAL	$ 288,006	$ 307,747	$ 311,846	$ 321,748	$ 342,415	$ 362,401	$ 368,798

WESTPORT PUBLIC SCHOOLS
2017-2018 REVENUE OFFSET BUDGETS

		# Students	Project Return & Special Ed	# Students	Pre-School	Total Revenue Offset Budgets
PROJECTED REVENUE			$ -		$ 138,392	$ 138,392
Tuition Type	Est. Tuition					
PRE-SCHOOL						
5 days per week	$ 6,529			5	$ 32,646	32,646
Extended Day	$ 10,071			10	$ 100,710	100,710
Employee Extended Day	$ 2,518			2	$ 5,036	5,036
APPROPRIATION REQUESTED		0	$ -	17	$ 138,392	$ 138,392
BUDGETED EXPENDITURES						
STAFF						
Teacher				0.20	20,729	20,729
Paraprofessionals				1.00	$ 35,047	35,047
BENEFITS						
Health					$ 36,000	36,000
Social Security/Medicare					$ 2,982	2,982
CONTRACTED SERVICES						
(OT/PT, Consultations, Evals, Other)					$ 43,634	43,634
PROJECTED EXPENDITURES		0	$ -	1.20	$ 138,392	$ 138,392
Revenue generated but no appropriation requested for:						
Non Resident Tuition		$ 15,000				
Employee Tuition		$ 100,000				
		$ 115,000				

WESTPORT PUBLIC SCHOOLS
ESTIMATE REVENUES FOR 2017-2018

Description	2011-2012 Revenue Actual	2012-2013 Revenue Actual	2013-2014 Revenue Actual	2014-2015 Revenue Actual	2015-2016 Revenue Actual	2016-2017 Revenue Estimate	2017-2018 Revenue Estimate	2017-2018 Increase/ (Decrease)
STATE REVENUE								
Educational Cost Sharing Grant (incl. SPED)	1,988,255	1,988,255	1,988,255	1,990,079	1,997,431	465,334	-	(465,334)
Transportation Grant	711	696	296	287	252	255	255	-
Special Education Grant - Equity	16,750	16,750	16,750	-	-	-	-	-
	$ 2,005,716	$ 2,005,701	$ 2,005,301	$ 1,990,366	$ 1,997,683	$ 465,589	$ 255	$ (465,334)
TUITION REVENUES								
Stepping Stones Pre-School	84,975	116,674	86,177	133,979	148,287	157,878	138,392	(19,486)
Project Return & Special Ed	46,991	55,635	39,023	28,277	13,210	-	-	-
Tuition Out-of-District	90,142	102,990	116,011	123,387	140,446	115,000	126,958	11,958
	$ 222,108	$ 275,299	$ 241,211	$ 285,643	$ 301,943	$ 272,878	$ 265,350	$ (7,528)
MISCELLANEOUS REVENUES								
Staples Trust Fund	16,372	24,135	17,000	22,924	17,000	17,000	17,000	-
School Construction Grants	388,248	310,845	290,111	279,412	268,753	258,140	228,942	(29,198)
Rentals & Reimbursements	142,412	131,597	125,257	148,566	147,951	148,566	148,000	(566)
Miscellaneous Revenues	12,204	-	-	4,606	-	4,606	-	(4,606)
	$ 559,236	$ 466,577	$ 432,368	455,508	433,704	428,312	393,942	(34,370)
	$ 2,787,060	**$ 2,747,577**	**$ 2,678,880**	**$ 2,731,517**	**$ 2,733,330**	**$ 1,166,779**	**$ 659,547**	**$ (507,232)**

UPDATED 2/27/17

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
650 Board of Education							
(61) Board of Education	110,005,271.03	112,607,887.00	112,607,887.00	115,351,346.00	113,987,346.00	114,377,346.00	1.6%
(63) Program Expenses	161,496.95	157,878.00	157,878.00	138,392.00	138,392.00	138,392.00	-12.3%
(CH) Equipment-Other	441,114.04	0.00	0.00	0.00	0.00	0.00	0.0%
TOTAL (650) Board of Education	**110,607,882.02**	**112,765,765.00**	**112,765,765.00**	**115,489,738.00**	**114,125,738.00**	**114,515,738.00**	**1.2%**

UPDATED 2/27/17

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
651 BOE Rentals/Reimbursements							
(63) Program Expenses	147,950.96	0.00	0.00	0.00	0.00	0.00	0.0%
TOTAL (651) BOE Rentals/Reimbursements	**147,950.96**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.0%**

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
652 Aid to Pvt & Parochial Schools							
(63) Program Expenses	342,415.00	362,401.00	362,401.00	368,798.00	368,798.00	368,798.00	1.8%
TOTAL (652) Aid to Pvt & Parochial Schools	**342,415.00**	**362,401.00**	**362,401.00**	**368,798.00**	**368,798.00**	**368,798.00**	**1.8%**

654 Debt Service-Long Term

		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(56) Principal		9,221,940.00	9,131,940.00	9,131,940.00	9,126,000.00	9,126,000.00	9,126,000.00	-0.1%
(57) Interest		2,627,052.26	2,272,864.00	2,272,864.00	1,835,996.50	1,835,996.50	1,835,996.50	-19.2%
TOTAL	**(654) Debt Service-Long**	**11,848,992.26**	**11,404,804.00**	**11,404,804.00**	**10,961,996.50**	**10,961,996.50**	**10,961,996.50**	**-3.9%**

654 - BOE DEBT SERVICE (LONG TERM) BUDGET 2017-2018

Long Term Financing	Principal	Interest
Debt Service Payments Due on Outstanding Issues	9,126,000	1,835,997
TOTAL BONDS:	**9,126,000**	**1,835,997**

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	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
750 Library Board							
(60) PaymentsToAgency/Or	4,556,339.98	4,617,851.00	4,617,851.00	4,542,851.00	4,542,851.00	4,542,851.00	-1.6%
TOTAL (750) Library Board	**4,556,339.98**	**4,617,851.00**	**4,617,851.00**	**4,542,851.00**	**4,542,851.00**	**4,542,851.00**	**-1.6%**

Updated 3/15/17

THE WESTPORT LIBRARY

OPERATING BUDGET REQUEST FOR 2017-2018

For the Westport Library, operations in the 2017-2018 fiscal year will not be typical. In August 2017, the long-awaited Transformation of the Library will begin. The renovation is expected to take just under two years. As a result, the next two years will be a period of transition—for our physical plant, for our operations, for our team. All of this has implications for our budget. We will start the fiscal year in our current space, but by September we will be operating only on the top two floors. In the spring of 2018, we will relocate to the Riverwalk Level and operate in approximately 20 percent of our normal space. Each phase will require a well-thought out transition of materials, people, and equipment. During this transition period, some costs will decrease and some will increase. Perhaps most importantly, while we are heavily engaged in planning for the transition we will encounter unknown costs that are difficult to predict. We have taken a ground-up, zero-based budgeting approach to the budget and despite the uncertainty inherent in the situation we are submitting a flat Town funding request for the coming year. Along with this, we have prepared a synopsis of what's ahead for the Library, metrics that show how we compare with peer libraries, and some trends in the broader library landscape.

WESTPORT LIBRARY AWARDED FIVE STAR STATUS

Third Year

This year, 7,349 U.S. public libraries 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 five per capita output measures: circulation, e-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 7,349 libraries scored this year, 260 libraries, only 3.5%, were awarded ratings between three to five stars. Only 85 libraries (1.2%) were awarded five stars. For the third time, The Westport Library was ranked at the Five Star level among the peers in its group. The Greenwich Library was the only other library in Connecticut to be awarded Five Star status.

THE LIBRARY LANDSCAPE:

Public libraries continue to witness, and be a part of, a revolutionary transition from 20th century learning to 21st century learning. As the distribution and consumption of information continues from the printed page to include digital formats, the function of the library continues to develop. The public library has become the de facto daily learning center for the out-of-school population and for an increasingly wide range of students of all ages. 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, learn, and make things together. The Library has evolved from a place where physical media are stored and organized for a community, to one that facilitates the sharing of expertise, ideas, and experiences.

With an average of 1,100 visitors per day, the Library is the leading attraction to Westport's vibrant downtown businesses center, attracting people to downtown businesses 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 learning, civic, 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, to enjoy a concert or lecture, or for entrepreneurial support. The Library has always been, and continues to be, committed to empowering the individual and strengthening the community through dynamic interaction, free services and programs, and the lively exchange of ideas. It has become a leader in participatory learning among public libraries, and for enhancing the reputation of the Town of Westport. The Library serves as a catalyst for supporting innovation and entrepreneurship in Westport.

THE TRANSFORMATION PROCESS:

The renovation work will be done in phases. Beginning in August 2017, the Library will vacate the Riverwalk Level and operate on the upper two levels (in approximately 38,000 square feet) for six to eight months. This will require that the audio/visual department and the programing space be moved to the Main Level, where both will be scaled down and occupy less physical space. Once the Riverwalk Level is complete, the Library will move all its operations to the Riverwalk Level, an area of 10,000 square feet, for approximately twelve months, while the Main and Upper Levels are renovated. Around May 2019, the Library will be relocated to the upper two floors, now renovated, while the final work is completed on the Riverwalk Level. This final phase is expected to take four to six weeks, after which time the transformation will be complete and we will have a ribbon cutting for the newly "Transformed" Library.

THE COMING YEAR:

July will be the only "normal" operational month for the Library during the 2017-2018 fiscal year. This is the only month the total space on all three levels will be available until the transformation is complete. In August, when the Riverwalk Level is vacated, a programming space will be created on the Main Level of the Library to temporarily provide a substitute for the McManus Room, the Library's main program space. The logistics relating to the various moves are extensive and some will have budget implications. All materials in the audio/visual department will be moved to the Main Level; some book stacks will be taken down and/or moved to create space for other activities; temporary storage space will be created on the Main Level for janitorial and custodial supplies, café supplies, beverages, snacks; work spaces for three programming staff will need to be found, and a staff lunch room will be created on the Upper Level. Furniture and equipment will be moved to the Main and Upper Levels; furniture and equipment that we don't need during the renovation will be replaced, and sold or disposed. All artwork must be displayed elsewhere or moved into storage. The Maker Space structure will come down and its activities will be relocated. Copy machines, printers, laptops, file cabinets, telephones and more will all need to be relocated and set up for sharing. This is an indication of some of the steps that will be accomplished during July and August so that the Library can be fully operational on the upper two floors for six to eight months beginning in September. In April or May 2018, we will transition down to the Riverwalk Level and begin the moving process over again.

The greatest challenges during this phase will be finding alternate space to provide the excellent programs for which the Library is known, and maintaining the high level of service that the public has come to expect. We will still be in the temporary Riverwalk space as the 2017-2018 fiscal year ends.

Because of the movement of staff, operations, and materials, and knowing that we will be in a transitional phase for two years, we were compelled to question everything in the Library's budget and the ways we deliver and provide service to our patrons. This zero-based budgeting approach has resulted in a major initiative, and some efficiencies beginning in the coming fiscal year. To ensure minimal disruption in services during the phasing of the work, we are implementing an updated Information Technology (IT) strategy. The main goal here is for the Library's IT infrastructure to seamlessly support all of today's known applications and be positioned to easily adjust to future applications. The focus will be on how IT can provide alternate ways for the community to access materials and enhance services during the transition and beyond. This strategy will provide an approach that will give the Library the agility and flexibility to change and adjust rapidly when circumstances change. Increasingly, it will be the patrons that drive what the Library delivers and it will up to the Library to make sure the underlying technology will support it.

INCREASING AND DECREASING COSTS:

Because the Library will be operating on two levels instead of three for a large part of the year, the reduced space will require fewer part-time staff hours, resulting in a temporary reduction of full-time equivalent employees (FTEs) from 52.75 to 49.55, or 3.2 less FTEs. This will result in a savings of $79,050. During our transition, strong, consistent, and clear communication will be critically important to alert patrons where and when programs will be offered. Many will be offered outside the Library due to lack of available onsite space. We anticipate better use of the media and will put emphasis on targeting social media to increase awareness of our services and programs and how to access both. To this end, we are enhancing our strategic marketing and social media efforts with a sharp focus on increasing our earned media market share and for innovative ways to generate and provide content for local media outlets. The creation of a website master/social media position within

ZERO INCREASE REQUESTED FROM THE TOWN – REDUCTION IN TOTAL BUDGET

- ► The Library is requesting a zero increase for FY 17-18. $4,617,851 is requested from the Town.
- ► The Library's proposed budget for FY 2018 totals $5,763,533. This is a reduction of $61,670 or 1.06%, from the total current year's budget.
- ► Full time equivalent positions drop by 3.2, for a total of 49.55 FTE's, down from 52.75.
- ► Total net salaries increase .35% or $11,641. Employee benefits, including insurance and FICA, increase 2.97%, or $25,988.

the marketing and communications team will support this effort. The creation of this position is offset by the reduction in part-time staff. We are also investing in upgrading the Library's website to improve user experiences and to make materials and databases easier for patrons to access, even when the Library may be closed. These additional costs, combined with annual salary increases, result in additional salary costs of $90,688. However, when these costs are adjusted for the reduction in the part-time staff hours the result is a net change in total salary costs of $11,641, or .35%. FICA, health insurance and other benefits are projected to increase $25,998, or 2.97%.

The Library carefully manages its staffing. Even though the demands on the Library have increased over time, the overall full-time equivalent headcount has been steady over the past nine years. The nature of support the Library provides to patrons has also changed over time. Interactions have increasingly evolved from being transactional to being more focused on adding value. For example, staff provide support at the Senior Center helping patrons load the applications needed to access our digital materials onto their individual devices; staff now regularly curate books on topics relating to programs and bring them down to the program room so patrons can browse relevant books and discus them while waiting for the program, to name just two examples. Our statistics show that increasingly patrons are coming to the Library for human interactions, whether it is collaborating with others in the Maker Space or attending programs or using the Library as co-working space. Value-added and more personalized services are more time-intensive, and require more staff attention. Since staffing levels are driven by the needs of patrons and the community, they will fluctuate over time.

The Westport Library
Summary of Budget Increase/Decrease Components

	FTE		
Staffing Adjustments			
Position Decreases (Part-time)	-4.2	($79,050)	
New/Reclassified/Modified Positions	1.0	$53,737	
Other Salary Increases		$36,951	
FICA, Health Ins, Life & LTD		$25,998	
Total Staffing Adjustments	**-3.2**		**$37,636**
Operating Adjustments			
O&M and Building Costs		($22,828)	
IT Fees, Hardware & Software		$31,246	
Program and Lending Material Purchases		($55,785)	
Café & Retail Supplies		($28,500)	
Other Expenses (Geek Campaign/Maker Space)		($23,439)	
Total Operating Adjustments			**($99,306)**
Total Budget Increase/(Decrease)			**($61,670)**

Repair & maintenance costs for the mechanical systems are expected to drop as annual service contracts are discontinued and new systems are phased in. The cost of maintaining the plantings around the Library building and operating and maintaining the outside sprinkler system also will be reduced with all the activity taking place around the perimeter of the building. A reduction in janitorial and custodial service cost is expected, but the actual amount has yet to be determined and will change over the renovation period depending on the

size of the space occupied at any given time. Overall, maintenance and building costs have been reduced for a net savings of $22,828.

The Library has made great strides in using technology to deliver new offerings as well as new ways to deliver old ones. Over the past year, Library staff have provided training, on-and-offsite, to patrons on how to download books and movies onto their personal devices; we now also offer downloadable magazines from our website via Flipster. Increasingly, patrons have come to expect that the Library can deliver these offerings and feel confident in asking for newer offerings. Over time, it will be the patrons that drive what the Library delivers and it is up to us to make sure that the underlying technology will support it. We are taking steps to move the Library's network infrastructure to the "Cloud," by virtualizing our IT services for the public and staff. Initially, we will incur some additional operational and contractual costs in the coming year of approximately $10,000 to get the necessary infrastructure in place. But once this has been completed, we won't have to purchase expensive servers next year and future hardware purchases will be less expensive and require much less staff time for maintenance and service. There will be less downtime and it will be easier to access files from anywhere at any time.

This past July, without any advance warning, the State notified us that they would begin charging us for Internet access. Up to this point, the service had been provided at no cost to Connecticut Libraries, towns, and schools. However, due to the financial environment in Connecticut, they now find that they must charge their members a fee to recoup costs that were previously funded by the State. This added $5,400 to our budget proposal and is expected to be an ongoing cost. Today, CEN offers the best value. This service includes real-time monitoring, Internet filtering for SPAM, viruses, and malware, and fully staffed support services. The Library is starting to use cloud services from the Connecticut Center for Advanced Technology (CCAT) and CEN provides direct fiber access to them at no additional charge. CEN has provided extremely reliable and quality Internet service to the Town, schools, and the Library for years at no cost.

Because space will be a precious commodity over the next two years, purchases for adult materials will be reduced by 23%, and children's books by 10%, resulting in a temporary savings of $41,825 in the coming fiscal year. However, we anticipate less reduction in the e-Books and streaming materials budgets, as these have been areas of significant growth over the last three years, and we are anticipating increased demand for these items during the renovation.

Because we want to encourage our patrons to download more, especially while we are in temporary space, $3,000 is included to purchase equipment for downloading videos and other e-materials to devices. While many of our patrons prefer hard copy books, circulation of downloadable materials has been steadily increasing as more patrons become familiar with the hardware and the technology. We believe growth will continue.

ANTICIPATED IMPACT OF RENOVATION ON REVENUES:

For the coming fiscal year, we are projecting a drop of 5.1% or $61,670 in Library-raised revenue. During the transition, we expect that since Library activities will operate in a smaller space, with fewer meeting rooms, less parking, fewer onsite programs, and noise from construction, fewer patrons will be coming to the Library. With this reduction in patrons we expect lower revenue from the sale of books at author programs, fewer fines and fees being collected, less copying and printing by patrons and a reduction in revenue being generated by the café and retail store. Some loss of revenue can be offset by purchasing fewer supplies and less inventory, but an overall net loss in revenue is expected.

In addition, other major sources of Library raised revenues may also be impacted. With the construction activity around the Library and Jesup Green, and anticipated parking issues, it is possible that the annual July book sale may need to be relocated or cancelled for July 2018 and 2019. This may impact our net revenues for FY 2019 and 2020. There are ongoing discussions to overcome these challenges. Approximately $100,000 per year of revenue from book sales is included in the Library's operating budget each year.

We are closely monitoring the donations received from the Library's Annual Campaign. For the next 18 months, a lot of effort will be put into raising funds for the Transformation Project via the Capital Campaign. This may have a negative impact on the Annual Appeal. Indeed, while it is a bit early to draw conclusions, this year donations to the Annual Appeal are below where they were at this point in the campaign last year and it does appear that some donors tend to reduce their annual donation if they have also written a check for the Capital Campaign. The Annual Appeal has contributed $354,300 to the Library's current operating budget.

We are taking steps to mitigate the potential negative fundraising impacts of the renovation and the issues noted above are being monitored very closely as loss of donations will have a significant impact on the Library's operating budget. The Library leadership and Board will work hard to minimize the impact of the above revenue reductions through aggressive fund raising activities and prudent use of current resources.

UNKNOWNS OR UNPREDICTABLE COSTS:

With the loss of the McManus Room, and limited alternate programming space available in the Library, we anticipate needing to use external programming spaces and that there will be costs associated with using some, if not all, of these spaces. We also expect to incur additional staffing costs to run these programs. While we have identified some alternate locations, we have not begun discussions on the costs and, therefore, these costs are largely unknown now. The 2017-2018 budget includes $7,500 for rental of program space.

Our largest annual fundraiser, BOOKED for the evening, is typically held in the Library in the spring. If we offer BOOKED in the spring 2018 during the renovation, we will need to procure an alternate venue for the event because by this time we will be in the Riverwalk Level only. This cost will be offset by a corresponding reduction in the costs that the Library incurs each year when the event is held in the Library. Any

excess costs would have to be paid with the revenues raised by the event which may result in a reduction in the net revenue to the Library. BOOKED contributes $241,600 to the current operating budget.

Everyone is aware of the State's financial woes. The major revenue that the Library receives from the State is for the Connecticard program. The Connecticard program has been in place for 42 years, allowing library card holders to check out materials in libraries outside their own community and providing funding to libraries that lend materials to non-residents. In FY 2009-2010 the Westport Library received $114,846 from this program. However, revenues from the State have been decreasing over the past six years such that the Library received only $37,243 in fiscal year 2015-2016, at the same time usage was lower. We have included $35,000 in this proposed budget. However, this program may be discontinued entirely in the coming fiscal year or in a subsequent year.

Based on all of the above and other minor changes, the Library's proposed operating budget for FY 2017-2018 totals $5,763,533, which represents an overall decrease of 1%. Our appropriation request from the Town is $4,617,851, which is the same amount requested last year and represents a zero increase.

For comparison purposes, the following expenses, totaling $ 1,350,939, are included in the Library's proposed budget but are not included in most other Town departmental budgets:

	Current FY
Medical Insurance & Other Benefits for Current Employees & Retirees	$ 900,161
Amortization of Roof Repairs	$ 27,526
Utilities, Building Maintenance, Leasing & Repair Costs	$ 354,252
Property & Liability Insurance	$ 69,000
Total	$ 1,350,939

This represents 23.4% of the Library's total operating expenditures.

The Westport Library trustees and staff have never believed in "business as usual". We are constantly working to ensure that we are meeting and exceeding the needs and expectations of the various constituencies that make up our community. We do this through our experiential learning activities, excellent and varied programs, support to the business community, making, and relevant and fresh audio/visual, book, magazine, and digital collections.

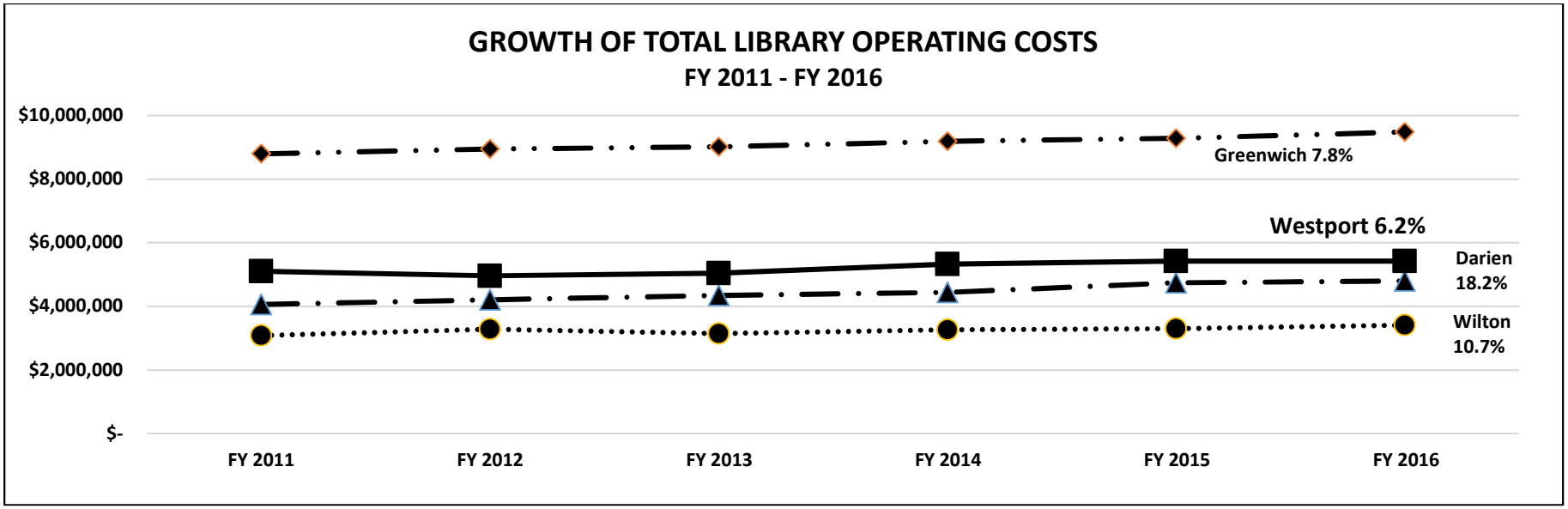
The Library is used extensively by Town residents, those who work in Westport, as well as by people from the surrounding towns. The fact that the Library provides services that are valued by local businesses helps support the Town's employment and tax bases. It is open to the public seven days per week 69 hours per week, 52 weeks per year. We are constantly looking for opportunities for greater efficiency, whether it is through the creation of self-directed work teams, outsourced custodial services, or cross-trained staff. We are part of the town's VOIP phone system. Internet access is provided at a low cost 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 which sources product offerings from local merchants. The Library recognizes the value of using both public and private funds effectively and efficiently to bring real value to the Community.

CONCLUSION

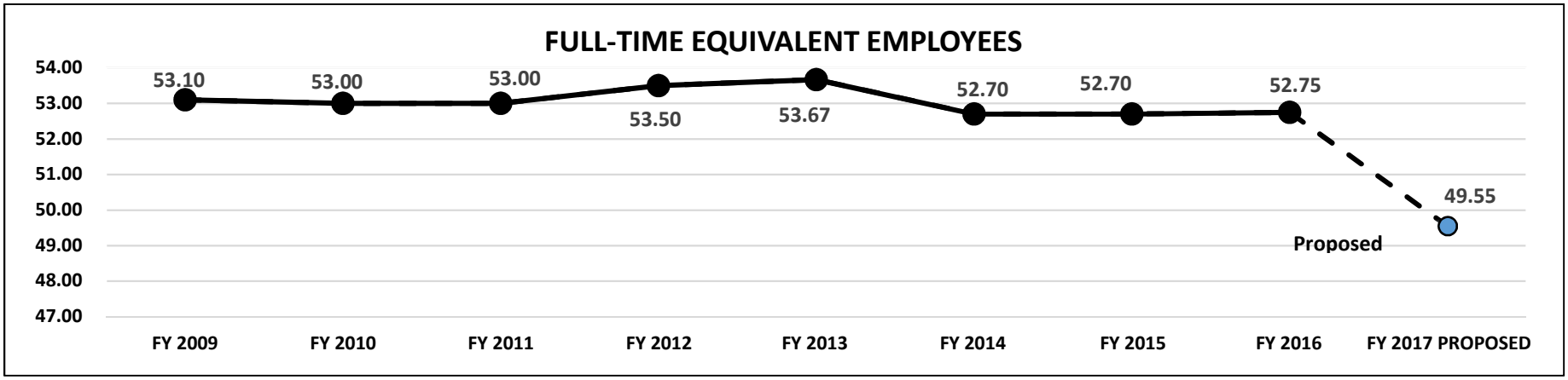
The Library's commitment is to continue to provide responsive personal service based on the community's needs and interests, to be a platform for community innovation and learning, to embrace continuous improvement, to provide responsible oversight and management of the transformation project, to manage a building that supports what our patrons need, to hire and retain staff who are committed to excellent patron service, and to be responsible stewards of Town resources.

To fulfill our commitments to the community, we are submitting a conservative, forward-looking budget request that is flat with last year's request and does not require an increase in funding from the Town.

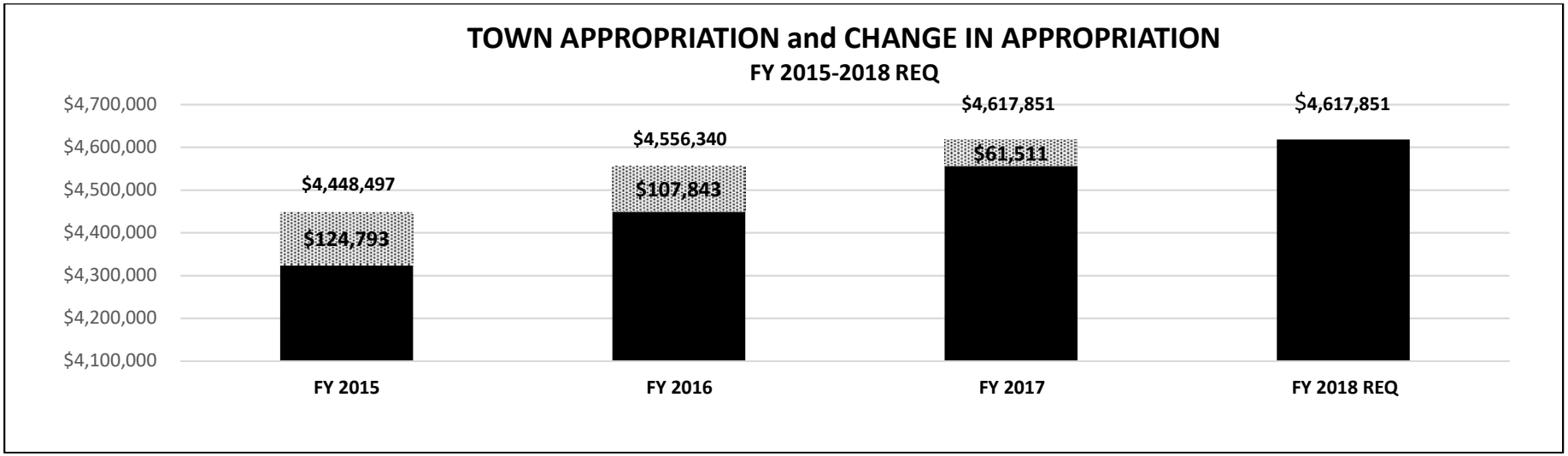
METRICS



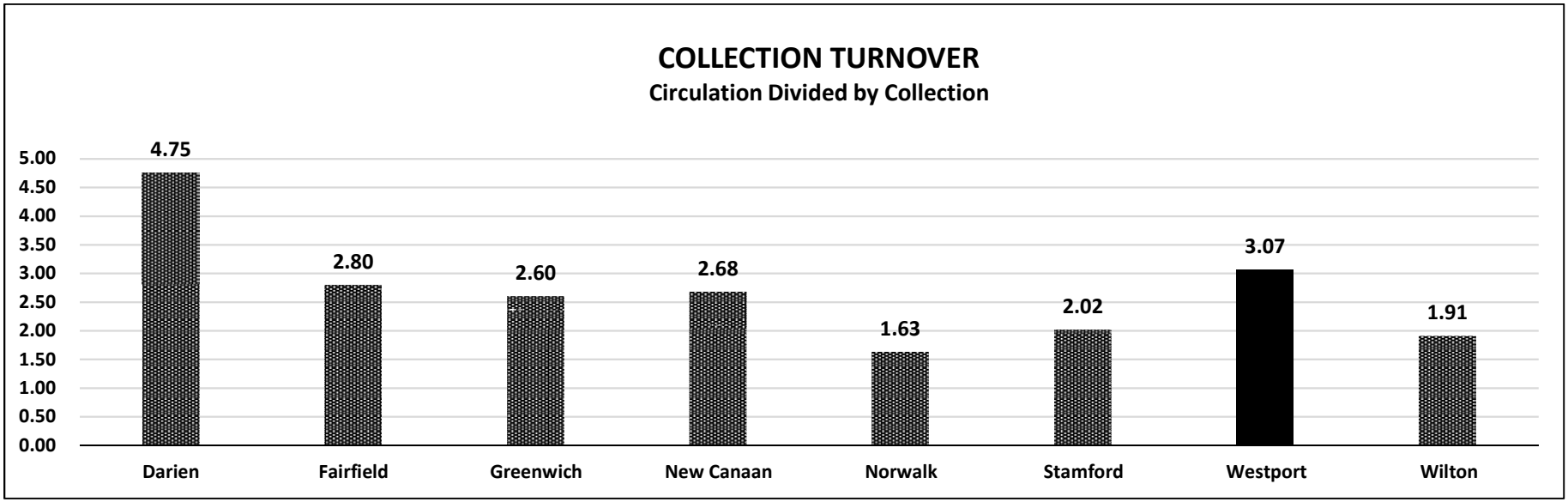
When compared to our peer libraries in Fairfield County, the Westport Library has had the lowest increase in total operating costs over the past the five years, at just over 6%.



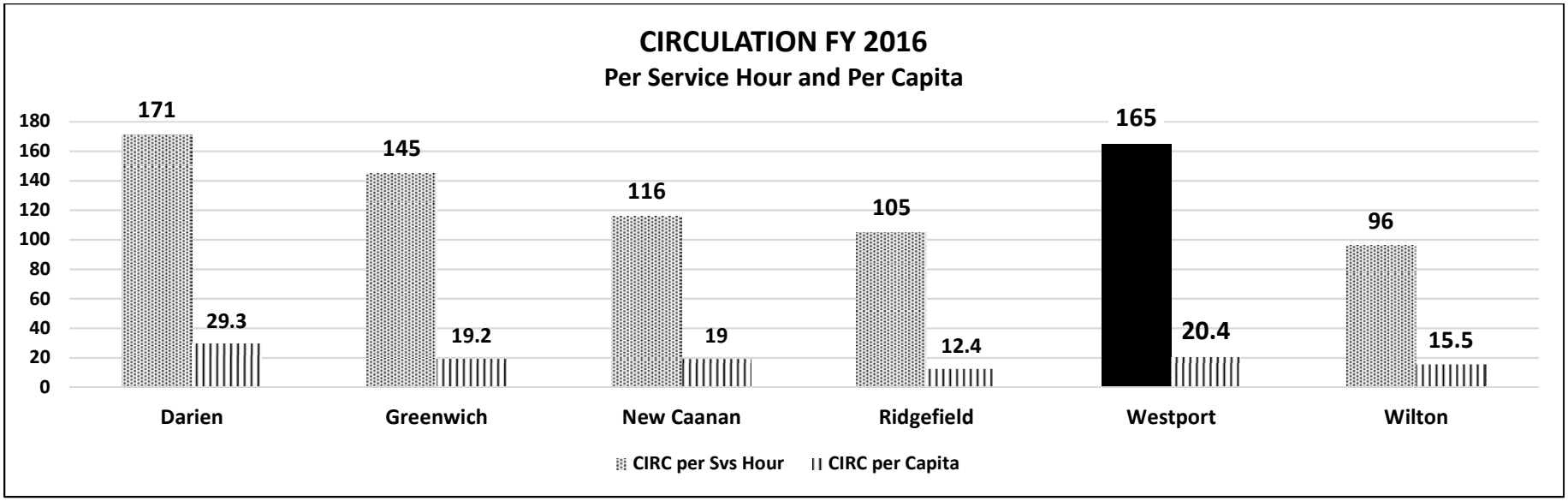
The size of the Library's workforce, in terms of full-time equivalents (FTES), has remained unchanged over the past eight years, and a temporary reduction is planned for the coming year.



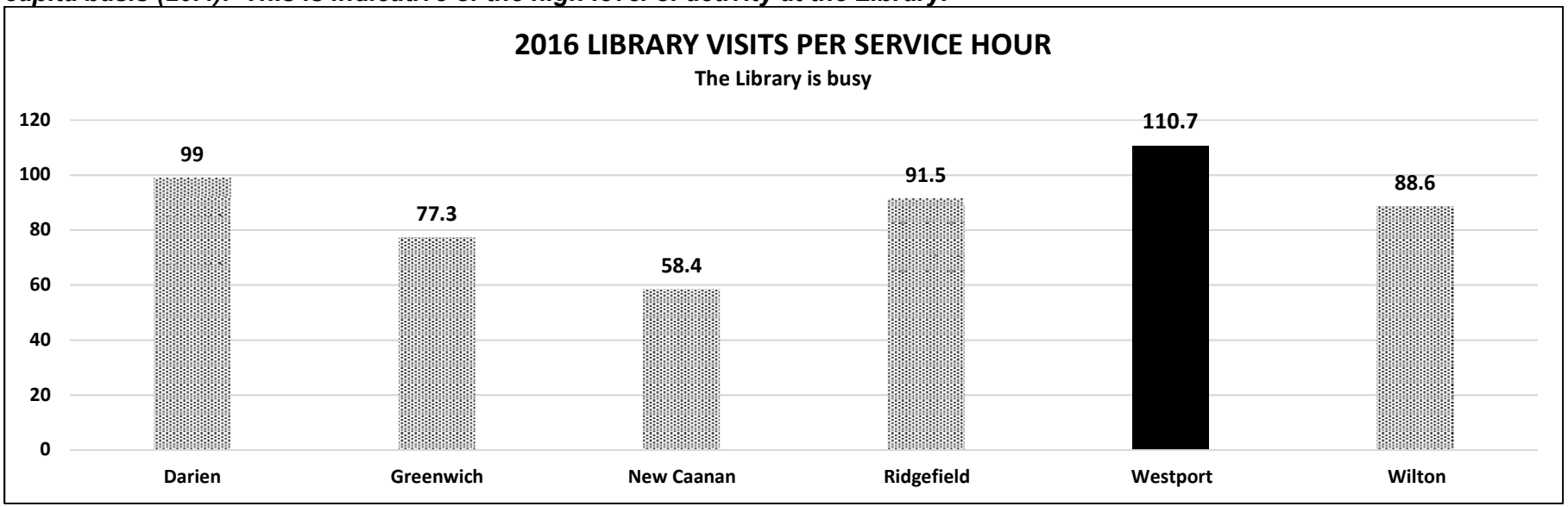
For FY 2018 no increase in funding is requested. In FY 2017 the Library received a 1.35% increase. During an extended period of financial pressure, the Library has made a significant effort to maintain and increase the services it provides to the community without substantially increasing its requirements for municipal funding, and holding the line on expenditures.



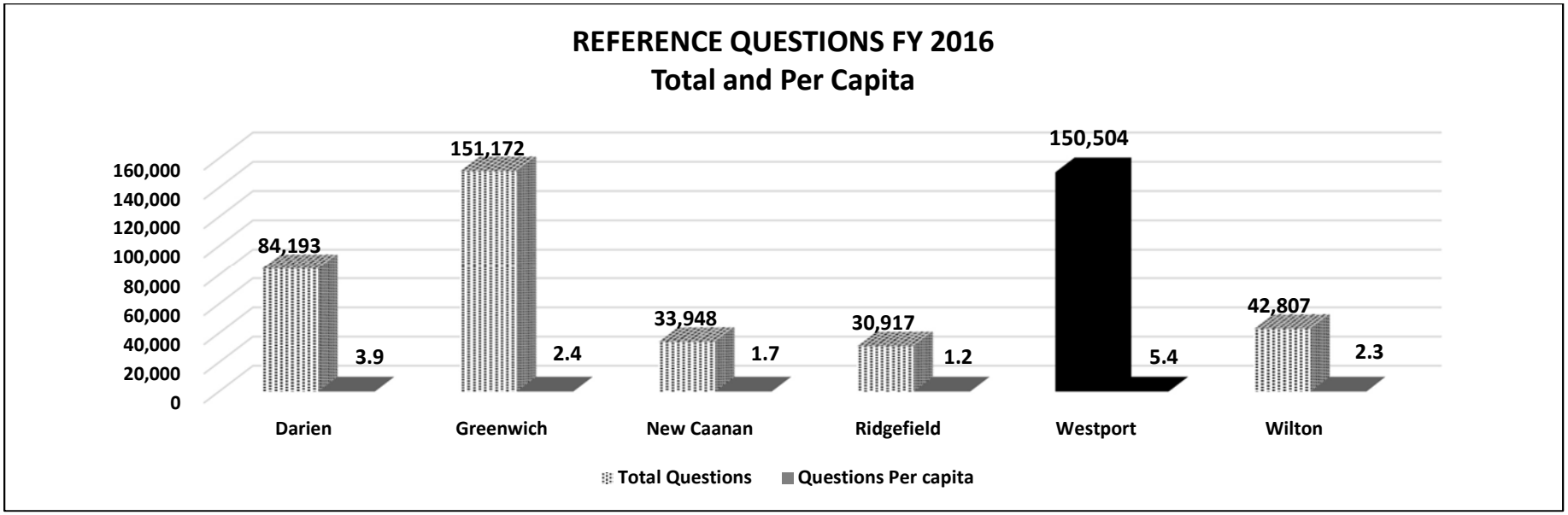
The Westport Library is second among our peer libraries in Fairfield County in the number of times the collection turns over.



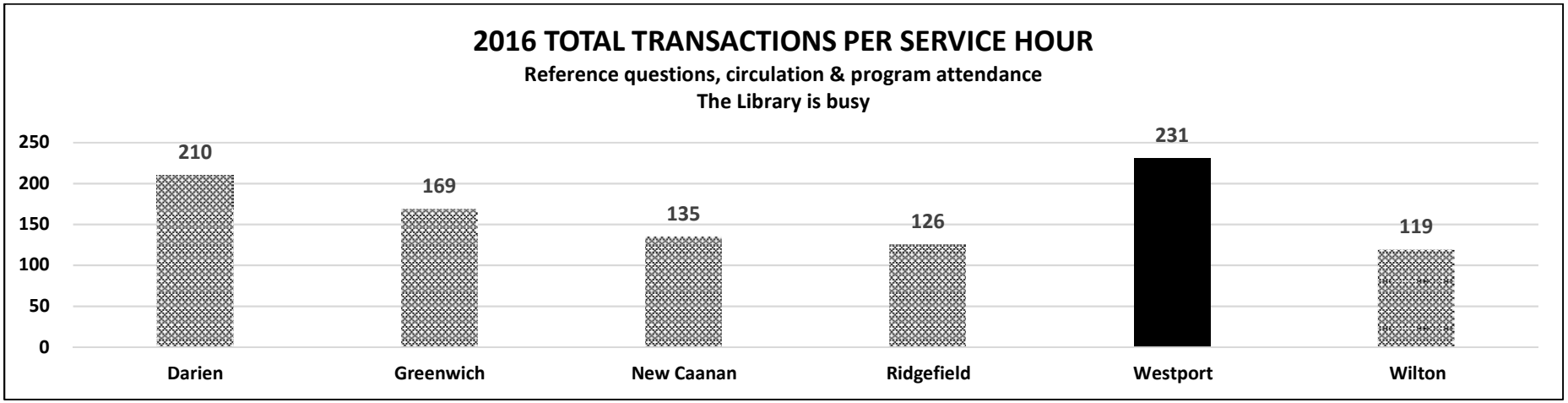
The Westport Library is second among our peer libraries in Fairfield County in circulation per service hour (165) and on a per capita basis (20.4). This is indicative of the high level of activity at the Library.

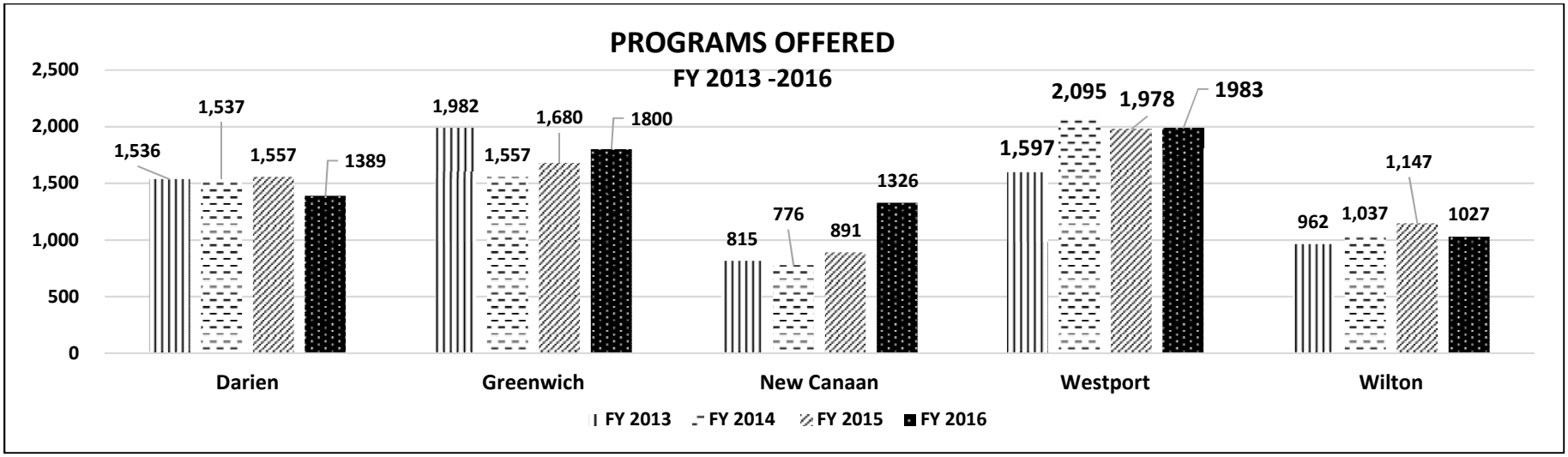


The Westport Library has the highest number of visits per service hour among our peer libraries in Fairfield County.

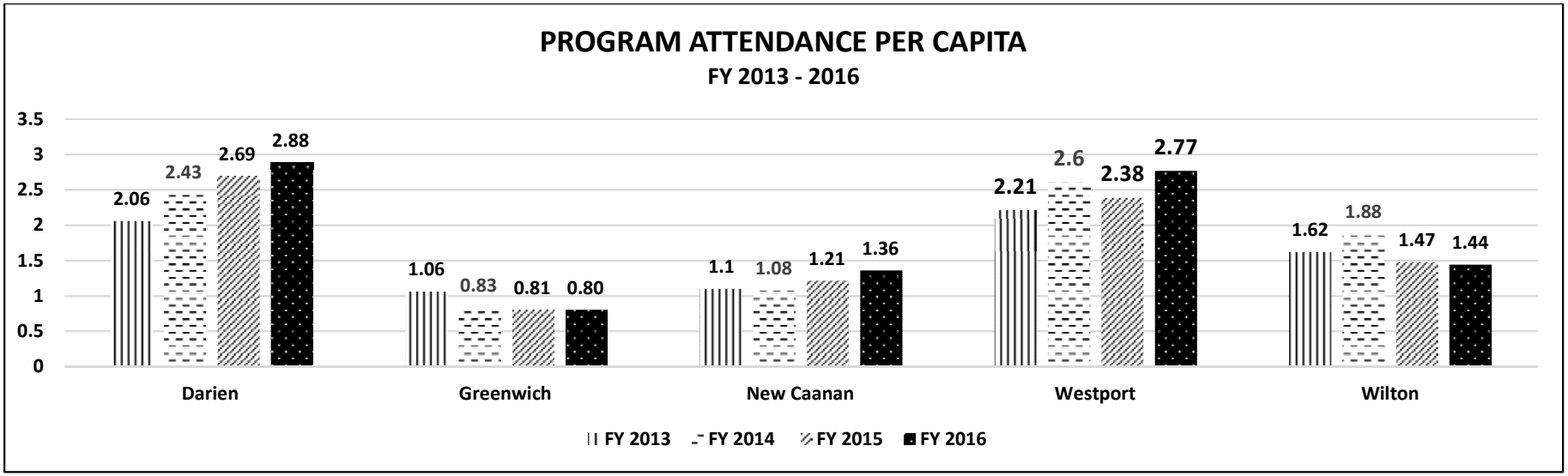


Patrons of the Westport Library asked more questions per capita than any of our peer libraries and the reference staff responded to 150,504 questions, just slightly less than the Greenwich Library, which has a branch library, and serves a resident population that is more than double Westport's. On a per capita basis, and on the number of transactions per service hour, the Westport Library staff were much busier than our peer libraries. The availability of Google has not reduced the information services requested from the reference staff.





The Westport Library offers more programs than any of our peer libraries. During FY 2016 we averaged just under six programs for each day that we were open to the public.



The Westport Library had the second highest per capita attendance among our peer libraries. Attendance at Library programs totaled 77,180, up 17% over the previous year.

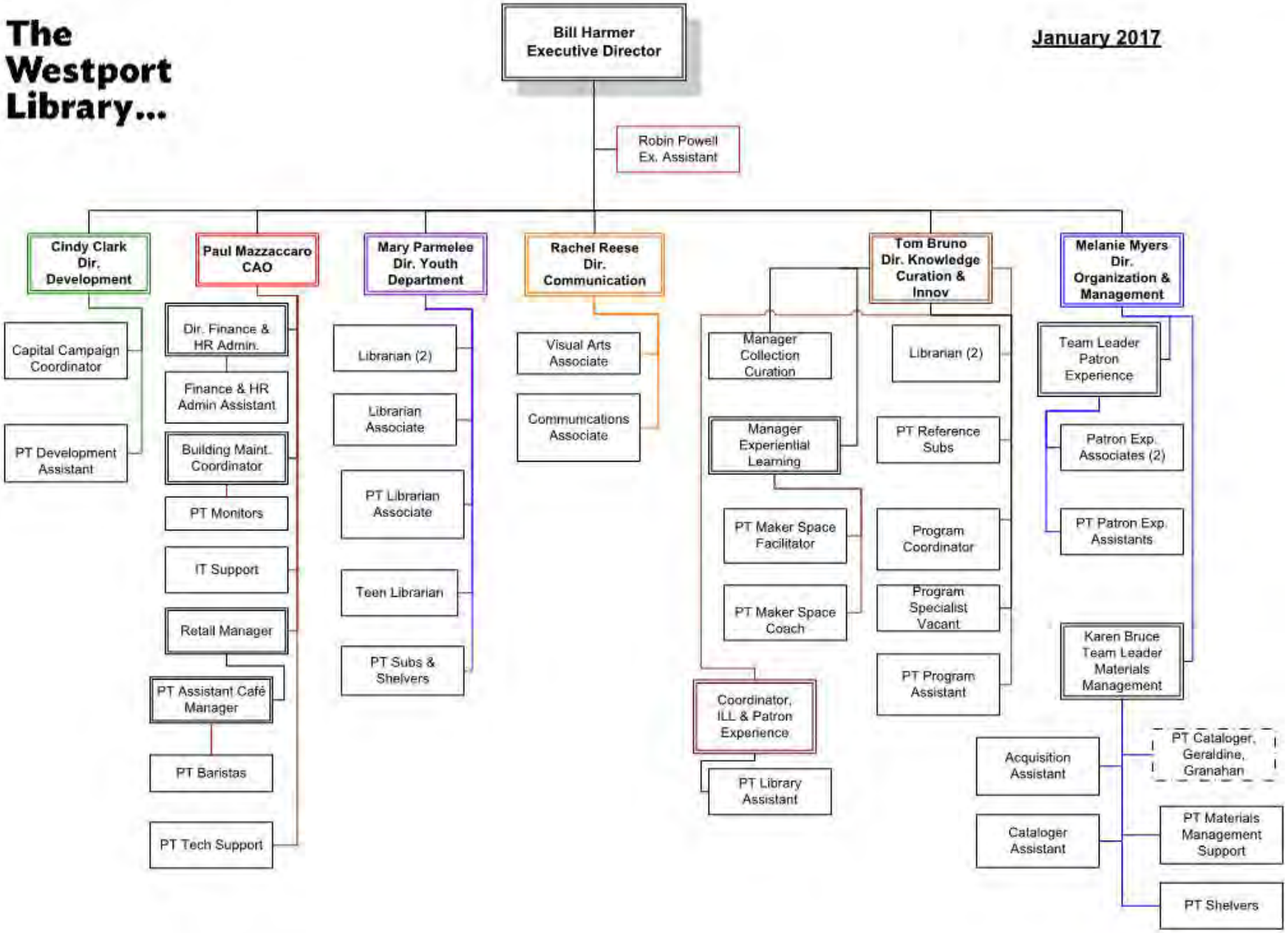
COMMUNITY GROUPS SUPPORTED BY THE LIBRARY:

When the Town provides support for the Library, it is also providing support for community based organizations in the broadest sense. Over the past few years we have received many requests for the use of our meeting rooms from community based organizations. Below is a partial listing of some of the community based organizations that have used at least one of the Library's meeting rooms. Most come back to use a room on a regular basis. 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.	ESL Book Group
Fairfield County Enrichment Club	Fairfield County Social Workers	Fairfield County Writers Group	Family Court Reform Coalition	Food Access Coalition
Gap, Inc	Girl's Field Hockey	GOLD Coast Investment Group	Hadassah Book Group	Homes With Hope
IBD Group	Indian River Assoc	Interfaith Refugee Settlement	Impact Group	Israelis in CT
Interfaith Council	Japan Society of Ffld County	Jr. League Stamford/Norwalk	J. Crew	League of Women Voters
Levitt Pavilion	Literacy Volunteers	Longshore Ladies 9 Hole	Longshore Ladies 18 Hole	Mt. Avery Baptist
Marion Road Association	Nat'l Charity League	Nat'l. Alliance for Mental Illness	Nat'l Assoc. Prof. Women.	Neighborhood Studios
New Yorker Talkers	New England Soc. Of Children's Book Writers	Oakview Homeowners Assoc	Obama for America	Odyssey of the Mind
Otter Trail Fund	Parkinson's Support Group for Fairfield County	Phoebe's Phriends	PROMPT Study Group	Prudential, CT
PTA Council	PTA Cultural Arts	Republican Town Committee	Riverside Condo	Russian Book Club
Saugatuck Senior Coop	Save the Children	SCORE	Simone's Book Group	SIM Business
SLOBS	Sourcehounds	SUMMIT	Special Olympics	Staples HS Reunion Group
Staples Mandarin Group	Staples AP BIO Review	Venture Clash-The Refinery	Susan Fund	
The Downtown Steering Committee	US Census Bureau	Westport Schools- LMS's and Technology Teachers	Westport Comm. Emerg. Team	Westport 2025 Domain
The Westport Soccer Association	Westport Community Gardens	Whippoorwill Lane Assoc.	Westport Schools Permanent Art Collection	Westport Women's 9 Hole Golf Group
Westport Writers Assoc.	Westport Youth Commission	Wrecker Robotic Club Parents	The Whitney Glen Property Group	William Raveis
Wild Tree	Willowbrook Cemetery		Y's Men	Y's Women
Y's Women Book Club	Y's Women Film	Y's Women News Talk		

The Westport Library...

January 2017



The Westport Library
FY 2017-2018 - Budget Request Report
Town Presentation

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	FY 16/17 Budget	11/30/2016 FY 16/17 Projected	FY 17/18 Requested	Over (Under) Budget	Percent Change
Summary By Department/Category					
Revenues					
Town Appropriation	**$4,617,851**	**$4,617,851**	**$4,617,851**	**$0**	**0.00%**
Non-Town Sources - Library Development Contribution	$829,691	$829,691	$830,082	$391	0.05%
Non-Town Sources - Library Fees & Charges	$112,902	$106,200	$102,000	($10,902)	-9.66%
Non-Town Sources - Café & Retail Income	$222,200	$189,600	$171,040	($51,160)	-23.02%
Non-Town Sources - State & Other Public Funds	$42,560	$42,560	$42,560	$0	0.00%
Total Revenues	**$5,825,204**	**$5,785,902**	**$5,763,533**	**($61,671)**	**-1.06%**
Expenses					
Administration	$1,132,620	$1,144,975	$1,154,603	$21,983	1.94%
Patron Experience Services	$451,257	$459,117	$397,521	($53,736)	(11.91%)
Facility Operation & Maintenance	$494,883	$491,383	$473,280	($21,603)	(4.37%)
Development & Fundraising	$464,662	$454,661	$441,870	($22,792)	(4.91%)
Youth Services	$740,833	$740,833	$740,391	($442)	(0.06%)
Materials Management	$658,024	$659,024	$627,729	($30,295)	(4.60%)
Information Services	$668,634	$668,634	$629,990	($38,644)	(5.78%)
Innovation & Technology Services	$312,868	$308,246	$343,996	$31,128	9.95%
Programs	$328,070	$300,319	$294,286	($33,784)	(10.30%)
Content Advisory Services	$212,222	$204,148	$219,975	$7,753	3.65%
Marketing & Communications	$361,131	$354,562	$439,893	$78,762	21.81%
Total Expenses	**$5,825,204**	**$5,785,902**	**$5,763,533**	**($61,671)**	**(1.06%)**
Revenues vs. Expenses	**$0**	**($0)**	**$0**	**$0**	
Town Appropriation as Percentage of Library Budget	**79.27%**	**79.81%**	**80.12%**		

The Westport Library
FY 2017-2018 - Budget Request Report
Town Presentation

Presentation: 01/30/2017

	FY 16/17 Budget	FY 16/17 Projected	FY 17/18 Requested	Over (Under) Budget	Percent Change
Revenues					
Town Appropriation	**$4,617,851**	**$4,617,851**	**$4,617,851**	**$0**	**0.00%**
Transfer from Perm Restricted Fund	$37,541	$37,541	$38,269	$728	1.94%
Transfer from Board Restricted Fund	$79,750	$79,750	$79,413	-$337	(0.42%)
Transfer from Temp. Restricted Fund	$16,500	$16,500	$16,500	$0	0.00%
Transfer from Annual Appeal	$354,300	$354,300	$354,300	$0	0.00%
Transfer from Fundraising Events	$241,600	$241,600	$241,600	$0	0.00%
Book Sale Events contribution	$100,000	$100,000	$100,000	$0	0.00%
Total Library Development Contribution	**$829,691**	**$829,691**	**$830,082**	**$391**	**0.05%**
Copy Machine	$4,702	$3,000	$4,700	-$2	(0.04%)
Fines & Fees	$65,000	$60,000	$65,000	$0	0.00%
Internet Printing	$9,000	$9,000	$9,000	$0	0.00%
Meeting Room Fees	$2,200	$2,200	$2,200	$0	0.00%
Program Income	$25,400	$25,400	$14,500	-$10,900	(42.91%)
Interest Income	$600	$600	$600	$0	0.00%
Miscellaneous Income	$6,000	$6,000	$6,000	$0	0.00%
Total Library Fees & Charges	**$112,902**	**$106,200**	**$102,000**	**-$10,902**	**(9.66%)**
Cafe	$146,600	$110,000	$117,280	-$29,320	(20.00%)
Daily Book Sale	$19,600	$19,600	$11,760	-$7,840	(40.00%)
Retail Income	$56,000	$60,000	$42,000	-$14,000	(25.00%)
Total Café & Retail Income	**$222,200**	**$189,600**	**$171,040**	**-$51,160**	**(23.02%)**
Westport School Contribution	$7,560	$7,560	$7,560	$0	0.00%
Connecticard Reimbursement	$35,000	$35,000	$35,000	$0	0.00%
State Grant	$0	$0	$0	$0	0.00%
Total State & Other Public Funds	**$42,560**	**$42,560**	**$42,560**	**$0**	**0.00%**
Total Revenues	**$5,825,204**	**$5,785,902**	**$5,763,533**	**-$61,671**	**(1.06%)**
Total Library's Contributions	**$1,207,353**	**$1,168,051**	**$1,145,682**	**-$61,671**	**(5.11%)**

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ADMINISTRATION

Prepares and implements the Library's strategic and operational plans. Develops and implements policies and procedures, prepares reports to meet internal and external reporting requirements, maintains financial controls, administers library contracts, ensures efficient and effective Human Resources management. Responsible for the direction and oversight of the ongoing Transformation Project.

6.00 FY 16/17 Approved FTEs
6.00 FY 17/18 Proposed FTEs

FY 2017-2018 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. For the next two fiscal years, this must be done while operating in temporary and limited space.
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 2017-2018 Major Budget Changes

The change in personnel and benefits cost is due to adding a staff member into the health benefit plans and salary increases, offset by a reduction in the cost of retiree's medical benefits.
The change in other expenses is due to eliminating the Library's D&O insurance policy as the Library is covered under the town policy and a reduction in bank fees, offset by an increase in legal fees and financial software maintenance fees.

	FY 16/17 Budget	FY 16/17 Projected	FY 17/18 Requested	Over (Under) Budget	Percent Change
Administration					
Personnel & Benefits	$910,064	$908,522	$932,988	$22,924	2.52%
Supplies & Materials	$17,000	$15,000	$17,000	$0	0.00%
Other Expenses	$205,556	$221,453	$204,615	-$941	-0.46%
Total Administration	**$1,132,620**	**$1,144,975**	**$1,154,603**	**$21,983**	**1.94%**

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PATRON EXPERIENCE

Responsible for anticipating and responding to patron needs in order to meet and exceed their expectation for excellent service.
Provides readers advisory support and satisfies all information needs unless those needs can be better supported by the Reference Team.
Provide assistance with materials processing, including checking items in and out and placing them on hold.
Gives input into selection, services, and programing decisions.
Works cross-functionally to ensure holistic integrated services for our patrons.

8.62 FY 16/17 Approved FTEs
6.52 FY 17/18 Proposed FTEs

FY 2017-2018 Department Goals

Welcome and orient patrons each 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.
Develop and implement creative strategies to increase patron enrollment.

FY 2017-2018 Major Budget Changes

The reduction in FTE's and in personnel & benefits costs is due to reduced part-time staff hours during the transition, offset by projected increases in salary and health benefit costs.
The change in other expenses is due to reclassifying the cost of Interlibrary loan system to the Innovation & Technology Department.

	FY 16/17 Budget	FY 16/17 Projected	FY 17/18 Requested	Over (Under) Budget	Percent Change
Patron Experience Services					
Personnel & Benefits	$446,757	$454,617	$393,521	-$53,236	(11.92%)
Supplies & Materials	$4,000	$4,000	$4,000	$0	0.00%
Other Expenses	$500	$500	$0	-$500	(100.00%)
Total Patron Experience Services	**$451,257**	**$459,117**	**$397,521**	**-$53,736**	**(11.91%)**

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FACILITY OPERATION & MAINTENANCE

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

2.01 FY 16/17 Approved FTEs
1.98 FY 17/18 Proposed FTEs

FY 2017-2018 Department Goals

Plan for and oversee cleaning and maintenance of the Library's interior infrastructure and the exterior perimeter.
Work closely with Transformation Project Team to coordinate the movement of people, furniture and equipment during all phases of the work.
Set up rooms for meeting, programs and events everyday to assure a clean, safe, and productive environment.
Oversee the maintenance of the Library's security and fire protection systems.

FY 2017-2018 Major Budget Changes

The change in personnel & benefits costs due to wage increases.
The change in supplies and materials is the result of reducing the budget for custodial paper supplies in anticipation of the renovation.
The change in other expenses due to the anticipated reduction of maintenance and some contractual costs.

	FY 16/17 Budget	FY 16/17 Projected	FY 17/18 Requested	Over (Under) Budget	Percent Change
Facility Operation & Maintenance					
Personnel & Benefits	$90,277	$90,277	$91,502	$1,225	1.36%
Supplies & Materials	$15,000	$15,000	$13,000	-$2,000	(13.33%)
Other Expenses	$389,606	$386,106	$368,778	-$20,828	(5.35%)
Total Facility Operation & Maint.	**$494,883**	**$491,383**	**$473,280**	**($21,603)**	**(4.37%)**

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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 BOT, and staff related to specific fund raising activities.

The Westport Library Café sells snacks and refreshments to patrons and upon request provides food services for organizations using meeting rooms.

The Westport Library Store offers for sale a range of distinctive items and toys, greeting cards, and an array of useful items such as reading glasses and flash drives, these services are aimed at enhancing the overall experience of patrons and helping fund Library services.

4.26 FY 16/17 Approved FTEs
4.26 FY 17/18 Proposed FTEs

FY 2017-2018 Department Goals

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

FY 2017-2018 Major Budget Changes

The change in personnel & benefits cost in Development is due to salary and health benefit increases. There is a small reduction in café hours due to an anticipated reduction in after hour events requiring coverage.

Change in supplies & materials in the café & retail services budget is due to an anticipated reduction in café supplies and retail purchases due to the planned renovation.

	FY 16/17 Budget	FY 16/17 Projected	FY 17/18 Requested	Over (Under) Budget	Percent Change
Development					
Personnel & Benefits	$264,010	$264,009	$270,288	$6,278	2.38%
Supplies & Materials	$0	$0	$0	$0	0.00%
Other Expenses	$26,700	$26,700	$26,700	$0	0.00%
Total Development	**$290,710**	**$290,709**	**$296,988**	**$6,278**	**2.16%**
Café & Retail Services					
Personnel & Benefits	$42,952	$42,952	$42,382	-$570	(1.33%)
Supplies & Materials	$130,000	$120,000	$101,500	-$28,500	(21.92%)
Other Expenses	$1,000	$1,000	$1,000	$0	0.00%
Total Café & Retail Services	**$173,952**	**$163,952**	**$144,882**	**-$29,070**	**(16.71%)**
Total Development & Fundraising	**$464,662**	**$454,661**	**$441,870**	**-$22,792**	**(4.91%)**

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YOUTH SERVICES

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

6.89 FY 16/17 Approved FTEs
7.80 FY 17/18 Proposed FTEs

FY 2017-2018 Department Goals

Create new connections and strengthen existing collaboration between local schools and youth 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 2017-2018 Major Budget Changes

The increase of FTE in this department is due to the reclassification of the Teen Librarian to the Department. This is offset by a reduction in part-time shelver hours. The Teen Librarian position was previously funded out of the Program Department budget.
The change in personnel and benefits cost is due to projected increase in wages, offset by a reduction in shelver part-time hours during the renovation.
The change in supplies & materials is due to a planned reduction in material purchases during the renovation.

	FY 16/17 Budget	FY 16/17 Projected	FY 17/18 Requested	Over (Under) Budget	Percent Change
Youth Services					
Personnel & Benefits	$669,865	$669,865	$679,382	$9,517	1.42%
Supplies & Materials	$70,968	$70,968	$61,009	-$9,959	(14.03%)
Other Expenses	$0	$0	$0	$0	0.00%
Total Youth Services	**$740,833**	**$740,833**	**$740,391**	**-$442**	**(0.06%)**

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Town Presentation

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MATERIALS MANAGEMENT

Responsible for the procurement, receiving, cataloging, processing, and shelving of all library materials.
Generate statistical information to support reporting and decision making relative to the collection, circulation, and library cards.
Maintains the software and oversees the integrity of the data in the Integrated Library System (ILS/Polaris).

4.10 FY 16/17 Approved FTEs
5.69 FY 17/18 Proposed FTEs

FY 2017-2018 Department Goals

Implement new methods for delivering content and collection.
Use data driven decision making to ensure the collection is meeting our patrons needs.
Work cross functionally to ensure holistic integrated services for our patrons.
Maximize opportunities to create more effective systems and processes.

FY 2017-2018 Major Budget Changes

The increase of FTE is due to reclassifying part-time shelvers from the Content Advisory Department to Materials Management offset by reduced hours for part-time staff.
The reduction in personnel & benefits costs is due to a projected increase in wages offset by a net reduction in various part-time staff hours.
The change in supplies & materials is due to a planned reduction in material purchases during the renovation, offset by the purchase of more museum passes to be used by patrons.

	FY 16/17 Budget	FY 16/17 Projected	FY 17/18 Requested	Over (Under) Budget	Percent Change
Materials Management					
Personnel & Benefits	$347,473	$315,979	$345,129	-$2,344	(0.67%)
Supplies & Materials	$285,051	$286,051	$257,099	-$27,952	(9.81%)
Other Expenses	$25,500	$56,995	$25,500	$0	0.00%
Total Materials Management	**$658,024**	**$659,024**	**$627,729**	**-$30,295**	**(4.60%)**

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INFORMATION SERVICES

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

6.17 FY 16/17 Approved FTEs
5.28 FY 17/18 Proposed FTEs

FY 2017-2018 Department Goals

Deliver convenient and innovative Library services that respond to changing community needs, especially during the library transformation project.
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 and create library guides of topical interest.
Reach out to community groups and businesses to find opportunities for collaboration or to offer services.
Provide support to jobseekers and entrepreneurs.

FY 2017-2018 Major Budget Changes

The net reduction of FTE is due to anticipated fewer hours for part-time reference staff.
The reduction in personnel & benefits cost is due to a recent retirement resulting in a net reduction in salary, as well as less use of part-time reference staff during the renovation.
Change in supplies & materials due to reduction in the purchase of periodical materials during the renovation.

	FY 16/17 Budget	FY 16/17 Projected	FY 17/18 Requested	Over (Under) Budget	Percent Change
Information Services					
Personnel & Benefits	$586,634	$586,634	$550,990	-$35,644	(6.08%)
Supplies & Materials	$42,000	$42,000	$39,000	-$3,000	(7.14%)
Other Expenses	$40,000	$40,000	$40,000	$0	0.00%
Total Information Services	**$668,634**	**$668,634**	**$629,990**	**-$38,644**	**(5.78%)**

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INNOVATION & TECHNOLOGY SERVICES

Responsible for planning and managing the Library's technology systems.
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.
Supports patrons and staff with their use of technology.

2.80 FY 16/17 Approved FTEs
1.80 FY 17/18 Proposed FTEs

FY 2017-2018 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 to technology and decrease fear of technology.
Deliver innovative Library services that anticipates community needs.

FY 2017-2018 Major Budget Changes

The net reduction of FTE is due to reclassifying the part-time staff of the Maker Space to the Programs Department.
The slight drop in personnel & benefits costs is due to a reduction in the average hourly rate for part-time tech support staff, offset by an increase in wages for full time staff.
The increase in other expenses is due to a new cost for Internet access due to a change in State policy, the purchase of a new ILS/Polaris feature to be used to provide better service to patrons during the renovation and beyond; and new and increasing professional and annual licensing fees as we move to get out of the IT hardware business and virtualize our system to transform the Library's network infrastructure.

	FY 16/17 Budget	FY 16/17 Projected	FY 17/18 Requested	Over (Under) Budget	Percent Change
Innovation & Technology Services					
Personnel & Benefits	$133,313	$133,313	$133,196	-$117	(0.09%)
Supplies & Materials	$35,000	$35,000	$35,000	$0	(0.00%)
Other Expenses	$144,555	$139,933	$175,800	$31,245	21.61%
Total Innovation & Technology	**$312,868**	**$308,246**	**$343,996**	**$31,128**	**9.95%**

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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.

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

4.43 FY 16/17 Approved FTEs
3.67 FY 17/18 Proposed FTEs

FY 2017-2018 Department Goals

Continue to assure that the Library is a forum for civic engagement and an incubator of new ideas during the library transformation project..
Plan community-driven programming which engages all of our library demographics.
Coordinate children's, teen and adult programming and explore new avenues for library programming collaboration both internally and externally.
Promote the library as the place for learning and personal growth for people of all ages.
The MakerSapce will focus on outreach efforts during the library transformation project, including the possible purchase and outfitting of a mobile Makerspace.
We plan to continue the transition from a STEM-focused space to a STEAM-driven one, with many more programs than we have offered, to a wider range of patrons than we have appealed to in the past.

FY 2017-2018 Major Budget Changes

The reduction of FTE is due to the reclassification of the Teen Librarian to the Youth Department and another position to the Information Services Department, offset by the reclassification of the part-time MakerSpace staff to this Department.
The reduction in Personnel & Benefits cost is due to reduced staff hours due to having less space to offer programming, offset by anticipated wage increases.
The reduction in supplies and material expenses is due to an overall planned reduction in programming including less author/book talks, art exhibits, music and films, offset by fees incurred for space and extra help when a program is offered off site.
The reduction in other expenses is due to changes in the planned programs in the Makerspace.

	FY 16/17 Budget	FY 16/17 Projected	FY 17/18 Requested	Over (Under) Budget	Percent Change
Programs					
Personnel & Benefits	$257,959	$230,209	$251,050	-$6,909	(2.68%)
Supplies & Materials	$40,111	$40,111	$25,236	-$14,875	(37.09%)
Other Expenses	$30,000	$30,000	$18,000	-$12,000	(40.00%)
Total Programs	**$328,070**	**$300,319**	**$294,286**	**-$33,784**	**(10.30%)**

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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 Reader Advisory skills of staff throughout the Library.

4.47 FY 16/17 Approved FTEs
2.56 FY 17/18 Proposed FTEs

FY 2017-2018 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 2017-2018 Major Budget Changes

The reduction in FTE is due to reclassification of shelvers to the Materials Management Department.
The increase in personnel and benefits is due to anticipated wage increases; including an adjustment to one position to make it comparable to peer libraries; and an increase in health insurance costs .

	FY 16/17 Budget	FY 16/17 Projected	FY 17/18 Requested	Over (Under) Budget	Percent Change
Content Advisory					
Personnel & Benefits	$211,222	$203,148	$218,975	$7,753	3.67%
Supplies & Materials	$1,000	$1,000	$1,000	$0	0.00%
Other Expenses	$0	$0	$0	$0	0.00%
Total Content Advisory Services	**$212,222**	**$204,148**	**$219,975**	**$7,753**	**3.65%**

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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.

3.00 FY 16/17 Approved FTEs
4.00 FY 17/18 Proposed FTEs

FY 2017-2018 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 2017-2018 Major Budget Changes

The increase of FTE is due to the anticipated hiring of a Social Media/Web Master.
The increase in the personnel and benefits account is due to the addition of the Social Media/Web Master position, upgrading a position to include marketing responsibilities, anticipated wage increases for two other positions, and increased medical insurance and FICA costs.
The change in other expenses due to completion of a successful Geek Campaign so no additional program costs will be incurred.

	FY 16/17 Budget	FY 16/17 Projected	FY 17/18 Requested	Over (Under) Budget	Percent Change
Marketing & Communications					
Personnel & Benefits	$273,551	$273,551	$362,313	$88,762	32.45%
Supplies & Materials	$1,000	$1,000	$1,000	$0	0.00%
Other Expenses	$86,580	$80,011	$76,580	-$10,000	(11.55%)
Total Marketing & Communications	**$361,131**	**$354,562**	**$439,893**	**$78,762**	**21.81%**

		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
751 Library Pension Fund								
(09) Pensions		146,658.00	137,710.00	137,710.00	357,245.00	357,245.00	357,245.00	159.4%
TOTAL	**(751) Library Pension Fund**	**146,658.00**	**137,710.00**	**137,710.00**	**357,245.00**	**357,245.00**	**357,245.00**	**159.4%**

UPDATED 2/27/17

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 are 19 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 $5.4 million in annual revenue. (See Revenue Summary)

FY 2016 Major Accomplishments:

- Formation of Parks Advisory Committee and Racquets Advisory Committee to provide input to the Parks and Recreation Department and Parks and Recreation Commission
- Completion of Compo Beach east beach walkway, repaving of parking lot and new basketball courts
- Improved aesthetics at Longshore Club Park
- Formalization of the Lillian Wadsworth Arboretum
- Began enhanced turf management plan for athletic fields
- Upgrade of power centers at Ned Dimes Marina
- New sinks and faucets in Compo Beach bathhouse restrooms
- Initiation of dredging of the navigation channel into Ned Dimes Marina at Compo
- Re-organization of department staff for improved efficiency and cost savings
- Longshore Golf Course was ranked #8 in Connecticut on Golfweek's list of Best Places to Play in 2016

FY 2018 Service Level Goals:

- Continue implementation of Master Plan for Compo Beach – south beach walkway and restrooms, 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
- Complete design and tree work for Baron's South property
- Implement design for Baron's South property
- Begin construction for Bunker Improvement project for Longshore Golf Course
- 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 $5.7m
- Department Revenue of $5.4m

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. 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.
- During this past year, the Department has seen a number of staffing changes and re-organization of structure and responsibilities in an effort to achieve greater efficiencies. To date, we have seen improvement and expect to see more as we continue to modify our approach to a variety of tasks. Improvements are being achieved through better use of staff skills, different methods for accomplishing tasks, as well as money saving approaches including use of new vendors or materials.
- The Department is currently reviewing a variety of processes and procedures and areas of priority. There is a continued need to improve the maintenance of facilities and address what appear to be items that have not been addressed in some time. We are making progress in these areas; however, this is a multi-year endeavor. This will continue to be a fluid and ongoing process.

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, Boating Advisory Committee, Parks Advisory Committee, Racquets 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:
$2,000 Computers – at the recommendation of the IT Director

Budget Notes:
- 4 Supervisory Employees salary adjustment not included.

810 P&R Administration

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	427,911.91	472,079.00	478,780.00	498,597.00	498,597.00	498,597.00	4.1%
(03) EH & OT	22,133.81	13,947.00	14,293.50	14,909.00	14,909.00	14,909.00	4.3%
(15) Trans. Allowance	2,627.00	4,600.00	4,600.00	4,600.00	4,600.00	4,600.00	0.0%
(18) Fees & Services	2,355.62	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.0%
(25) Telephone	22,975.71	27,000.00	27,000.00	28,000.00	28,000.00	28,000.00	3.7%
(33) Advert & Print	7,096.53	8,250.00	8,250.00	8,250.00	8,250.00	8,250.00	0.0%
(34) Postage	3,790.95	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.0%
(41) Supplies	8,710.62	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	0.0%
(59) Education & Exp.	2,119.94	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.0%
(CE) Vehicles	0.00	27,000.00	27,000.00	0.00	0.00	0.00	0.0%
(CF) Computers	10,000.00	4,900.00	4,900.00	2,000.00	2,000.00	2,000.00	-59.2%
TOTAL (810) P&R Administration	**509,722.09**	**581,776.00**	**588,823.50**	**580,356.00**	**580,356.00**	**580,356.00**	**-1.4%**

810 - P&R ADMINISTRATION BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Director	n/a			123,000	123,000	123,000
1.00	Operations Supervisor	n/a			0	81,503	0
1.00	Facilities Manager	n/a			95,940		95,940
1.00	Administrative Manager	n/a			90,200	90,200	90,200
1.00	Customer Service Manager	n/a			61,524	61,524	61,524
1.00	Administrative Assistant II	V-4			52,493	49,995	52,493
1.00	Clerical Assistant - PT	III-3			29,783	28,350	29,783
1.00	Service Assistant	IV-3			45,657	43,483	45,657
8.00	TOTAL SALARIES:				498,597	478,055	498,597

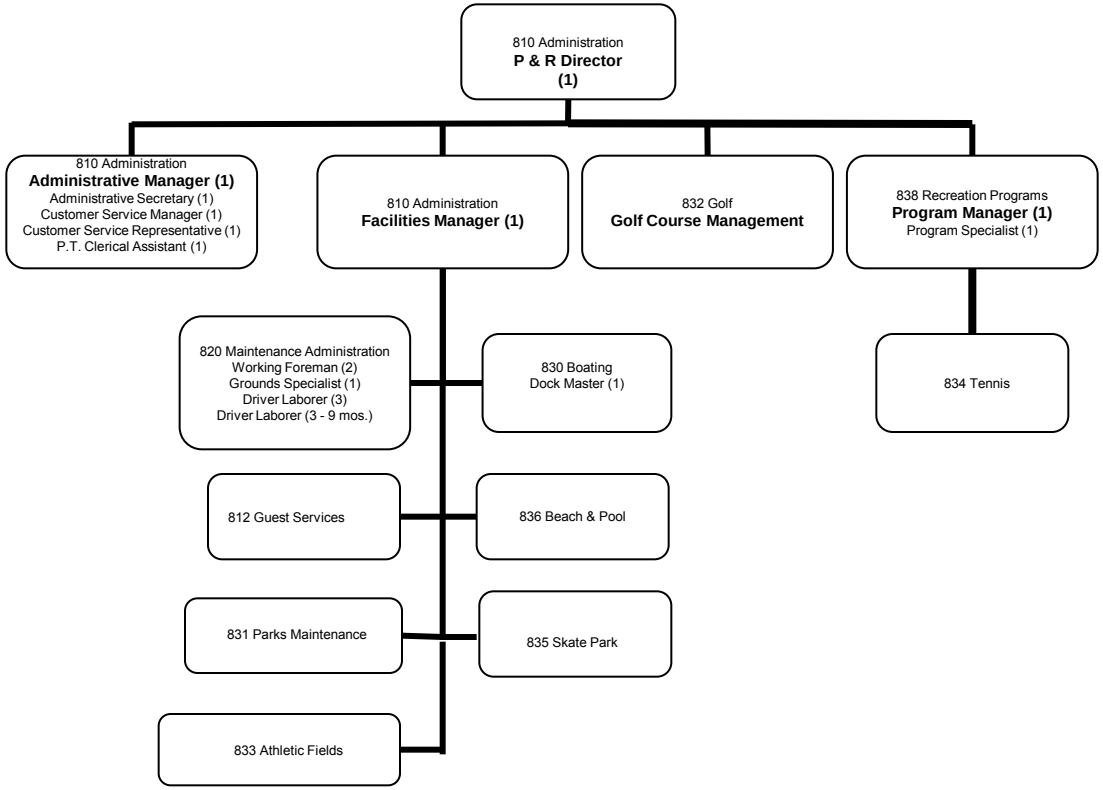
EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
	Clerical Extra Help	n/a	$16.00	788	12,608	12,411	12,608
	Full-time OT	n/a			2,301	1,536	2,301
	TOTAL EXTRA HELP & OVERTIME:				14,909	13,947	14,909

810 - ADMINISTRATION

Account	Description
Fees & Services	Machine - Service fees for office equipment 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
2017/2018 Organization Chart
2016/17: 15 Full Time, 3 – 9 Month and 1 Part Time / 2017/18: 15 Full Time, 3 – 9 Month, 1 Part Time



Fiscal Year	Head Count
13/14	23
14/15	18
15/16	18
16/17	19
17/18	19

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

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

$18,000	2 utility carts to replace failing equipment (1999, 2003)

Budget Notes:

N/A

812 Guest Services

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	5,789.00	0.00	0.00	0.00	0.00	0.00	0.0%
(03) EH & OT	235,883.43	246,892.00	246,892.00	247,533.00	247,533.00	247,533.00	0.3%
(14) Uniform Allowance	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.0%
(49) Other Material/Supp	12,574.27	13,555.00	13,555.00	13,555.00	13,555.00	13,555.00	0.0%
(CU) Equipment-P&R	0.00	0.00	0.00	18,000.00	18,000.00	18,000.00	
TOTAL (812) Guest Services	**256,746.70**	**262,947.00**	**262,947.00**	**281,588.00**	**281,588.00**	**281,588.00**	**7.1%**

812 - GUEST SERVICES BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
	Supervision		$17.50	926	16,205	16,205	16,205
	Beaches						
	Supervisors	n/a	$11-$17	3,164	40,957	40,957	40,957
	Attendants	n/a	$10.15-11.75	6,055	63,613	63,613	63,613
	Marinas	n/a	$13.50	4,004	54,054	54,054	54,054
	Longshore						
	Supervisors	n/a	$11.75	240	2,820	2,820	2,820
	Attendants	n/a	$10.15	1,586	16,257	16,257	16,257
	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	9,968	9,968
	Attrition	n/a				0	
	TOTAL EXTRA HELP & OVERTIME:				247,533	247,533	247,533

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 Administration: 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.

As part of the department re-organization, all maintenance staff are now identified in this division as individuals often cross divisions with their work. There are 6 full time and 3 nine-month Union employees in this division who report to the Facilities Manager.

Description of Accounts:

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

Detail Operating Capital Requests:
N/A

Budget Notes:
N/A

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

820 Maintenance Administration

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	209,636.35	207,495.00	221,784.00	543,322.00	543,322.00	543,322.00	145.0%
(03) EH & OT	45,788.83	38,600.00	42,606.00	197,360.00	197,360.00	197,360.00	363.2%
(14) Uniform Allowance	4,224.58	6,400.00	6,400.00	6,400.00	6,400.00	6,400.00	0.0%
(18) Fees & Services	51,284.74	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	0.0%
(26) Equip Maint/Oper	72,907.37	76,500.00	76,500.00	76,500.00	76,500.00	76,500.00	0.0%
(27) Vehicle Maint/Oper	0.00	0.00	0.00	35,240.00	35,240.00	35,240.00	100.0%
(31) Rental Equip.	225.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
(48) Water	132,727.98	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	0.0%
(49) Other Material/Supp	11,736.57	12,500.00	12,500.00	30,000.00	30,000.00	30,000.00	140.0%
(59) Education & Exp.	2,224.81	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
(CE) Uquipment-P&R	44,347.92	0.00	0.00	0.00	0.00	0.00	0.0%
TOTAL (820) Maintenance Administration	**575,104.15**	**570,495.00**	**588,790.00**	**1,117,822.00**	**1,117,822.00**	**1,117,822.00**	**89.9%**

820 - P&R MAINTENANCE ADMINISTRATION BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	FTE %	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.0	Facility Manager	n/a			0	95,940	0
2.00	Working Foreman	B-VII			77,030	75,151	154,060
1.00	Grounds Specialist	B-III-7			68,580	0	68,580
2.00	Driver Laborer	B-II-7			65,316	0	130,632
1.00	Driver Laborer	B-II-4			56,425	0	56,425
1.00	Driver Laborer (9 months)	B-II-7	.75		65,316	47,792	48,987
2.00	Driver Laborer (9 months)	B-II-4	.75		56,425	0	84,638
9.00	TOTAL SALARIES:				389,092	218,883	543,322

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
	Weekends & Trash Collection	n/a	$60.00	3,289	197,360	38,600	197,360
	TOTAL EXTRA HELP & OVERTIME:				197,360	38,600	197,360

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
Equipment	Capital – 2 Mowers/replacements – See attached

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

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

The marinas offer in-water slips, as well as, dry stalls for trailered boats, dinghies, hobie cats, sunfish, kayaks, and windsurfers, restroom facilities, boat launch ramp and parking. The period of berthing is from April 1 to Nov. 30 with no services 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:
$ 6,000 Replace 8 drystall racks
$13,000 Replace 14 power centers at ER Strait

Budget Notes:
- Resale figure reflects gross cost of gasoline purchased for resale. Corresponding gross revenues from sales can be found in the Boating revenue section
- 1 full time staff member

830 Boating

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	61,445.12	67,031.00	70,124.00	56,423.00	56,423.00	56,423.00	-19.5%
(03) EH & OT	68,055.12	71,581.00	71,869.00	71,581.00	71,581.00	71,581.00	-0.4%
(14) Uniform Allowance	1,499.50	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.0%
(30) Facility Maint.	34,184.23	29,050.00	29,050.00	29,670.00	29,670.00	29,670.00	2.1%
(54) Items for Resale	174,828.57	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	0.0%
(CU) Equipment-P&R	79,826.82	68,320.00	68,320.00	19,000.00	19,000.00	19,000.00	-72.2%
TOTAL (830) Boating	**419,839.36**	**437,482.00**	**440,863.00**	**378,174.00**	**378,174.00**	**378,174.00**	**-14.2%**

830 - P&R BOATING BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Dockmaster	B-IV-2			56,423	70,253	56,423
1.00	TOTAL SALARIES:				56,423	70,253	56,423

EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
	Assistant	$12.50	1,260	15,750	15,750	15,750
	Senior Attendants	$11.50	1,512	17,388	17,388	17,388
	Attendants	$10.25	2,889	29,612	29,612	29,612
	Overtime			6,000	6,000	6,000
	Longevity	$0.50	5,661	2,831	2,831	2,831
	Attrition				0	
	TOTAL EXTRA HELP & OVERTIME:			71,581	71,581	71,581

830 – BOATING

Account	Description
Items For Resale	Gas, Ice, Oil and dock guards for resale

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.

- 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:
$25,000 Ford Explorer – For use by Facilities Manager. Current pick-up truck utilized by Facilities Manager will be moved to the Parks fleet and one will be retired from fleet.

Budget Notes:

- Funding continues to be requested for contracted cleaning services for Compo and Longshore which provides an enhanced level of service to users during the summer season.

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

831 Parks Maintenance

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	151,731.06	160,369.00	176,029.00	0.00	0.00	0.00	-100.0%
(03) EH & OT	121,871.22	89,500.00	89,500.00	0.00	0.00	0.00	-100.0%
(18) Fees & Services	88,697.92	111,500.00	111,500.00	111,500.00	111,500.00	111,500.00	0.0%
(30) Facility Maint.	43,265.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.0%
(42) Maint. Supplies	31,525.18	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.0%
(60) PaymentsToAgency/Or	8,500.00	8,500.00	8,500.00	8,500.00	8,500.00	8,500.00	0.0%
(CC) Facility Improvemen	0.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.0%
(CE) Vehicles	0.00	44,000.00	44,000.00	25,000.00	25,000.00	25,000.00	0.0%
(CU) Equipment-P&R	0.00	0.00	0.00	28,000.00	28,000.00	28,000.00	
TOTAL (831) Parks Maintenance	**445,590.38**	**563,869.00**	**579,529.00**	**323,000.00**	**323,000.00**	**323,000.00**	**-44.3%**

831 - P&R PARKS MAINTENANCE BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	FTE %	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Equipment Operator	B-III-7			0	63,839	0
1.00	Driver Laborer	B-II-7			0	60,801	0
1.00	Driver Laborer (9 months)	B-II-2	.75		0	34,029	0
3.00	TOTAL SALARIES:				0	158,669	0

EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
	Seasonal Help	$15.00	5,200	0	78,000	0
	Custodial	$50.00	80	0	4,000	0
	Beach Clean	$50.00	40	0	2,000	0
	Special Events	$50.00	200	0	10,000	0
	TOTAL EXTRA HELP & OVERTIME:			0	94,000	0

831 – PARKS MAINTENANCE

Account	Description
Fees & Services	Professional Fees and Outside Contract Services 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. BrightView Golf Course Maintenance manages the maintenance of the 190-acre golf course under a contract reflecting significant savings to the Town in the area of employee benefits.

With the expiration of the contract with the Head Golf Professional, an RFP was issued for this independent contractor position. Throughout the process, it was determined that it is in the best interest of the Town to re-structure the golf course operations. As such, the Town will now be assuming the cost of the golf carts and will also now receive the revenue generated from the golf cart rentals. All employee expenses related to this operation are the responsibility of the Golf Professional through a management fee provided in budget line 531000 Fees and Services.

Course conditions continue to improve since 2013 with many stating this past season that the course was in the best condition ever. In fact, Golfweek ranked Longshore as #8 in Connecticut on their list of Best Places to Play in 2016. A bunker improvement project will be taking place during the 2016/17 and 2017/18 fiscal years. 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	With change in structure, cost now to be responsibility of Head Golf Professional
Fees & Services	Contract services including BVGCM, golf cart lease, head golf pro, 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.
Increases in the fees and services budget line are offset by revenue from golf cart rentals and driving range which are new due to the re-structuring of the golf course operations.
A Bunker Improvement project is in process.

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
832 Golf							
(03) EH & OT	40,440.51	45,000.00	45,000.00	0.00	0.00	0.00	-100.0%
(14) Uniform Allowance	0.00	500.00	500.00	0.00	0.00	0.00	-100.0%
(18) Fees & Services	699,246.96	786,666.00	786,666.00	1,068,000.00	1,068,000.00	1,068,000.00	35.8%
(26) Equip Maint/Oper	5,691.70	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.0%
(42) Maint. Supplies	6,871.45	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
(49) Other Material/Supp	3,984.25	4,500.00	4,500.00	9,500.00	9,500.00	9,500.00	111.1%
(CC) Facility Improvemen	70,815.78	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	0.0%
TOTAL (832) Golf	**827,050.65**	**929,166.00**	**929,166.00**	**1,170,000.00**	**1,170,000.00**	**1,170,000.00**	**25.9%**

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
	Starters and Rangers		$12.00	3,750	0	45,000	0
	TOTAL EXTRA HELP & OVERTIME:				0	45,000	0

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
Facilities Improvements	Facilities improvements

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

Athletic Field Maintenance: The Parks and Recreation Department maintains a full inventory of athletic fields to support the community's athletic program. Four artificial turf fields and 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.

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:

$21,000	Sand pro for ballfield preparation to replace old, failing equipment
$28,000	2 new Scag mowers replacing failing Toro mower for cost savings and allows for more efficient operations

Budget Notes:

- Our enhanced turf management program will continue to be expanded and improved

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

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	133,929.58	160,369.00	160,369.00	0.00	0.00	0.00	-100.0%
(03) EH & OT	84,527.44	64,500.00	64,500.00	0.00	0.00	0.00	-100.0%
(18) Fees & Services	23,339.11	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.0%
(42) Maint. Supplies	37,709.92	59,000.00	59,000.00	62,394.00	62,394.00	62,394.00	5.8%
(CU) Equipment-P&R	0.00	5,000.00	5,000.00	21,000.00	21,000.00	21,000.00	0.0%
(CX) Systems/Projects	23,443.11	26,000.00	26,000.00	26,000.00	26,000.00	26,000.00	0.0%
TOTAL (833) Athletic Fields Maintenance	**302,949.16**	**339,869.00**	**339,869.00**	**134,394.00**	**134,394.00**	**134,394.00**	**-60.5%**

833 - P&R ATHLETIC FIELDS MAINTENANCE BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	FTE %	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Equipment Operator	B-III-2			0	63,839	0
1.00	Grounds Specialist	B-III-7			0	63,839	0
1.00	Driver Laborer (9 months)	B-II-2	.75		0	34,029	0
3.00	TOTAL SALARIES:				0	161,707	0

EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
	Full-time Overtime	$50.00	380	0	19,000	0
	Seasonal	$13.00	3,500	0	45,500	0
	TOTAL EXTRA HELP & OVERTIME:			0	64,500	0

833 – ATHLETIC FIELDS MAINTENANCE

Account	Description
Fees & Services	Professional Fees and Outside Contract Services
Maintenance Supplies	Operating supplies – Soil Seed fertilizer, clay, paint etc.
Equipment	Capital – Sand Pro replacement – See attached

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 2016, the addition of the Chelsea System was included to allow for online tennis court reservations. In addition, the staff provides daily maintenance of the har-tru courts.

Description of Accounts:

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

Detail Capital Operating Requests:

$15,000	To address drainage issue effecting courts 6-9 at Longshore

Budget Notes:

N/A

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
834 Tennis							
(03) EH & OT	45,109.18	51,049.00	51,049.00	42,687.00	42,687.00	42,687.00	-16.4%
(30) Facility Maint.	24,408.48	27,518.00	27,518.00	31,000.00	31,000.00	31,000.00	12.7%
(42) Maint. Supplies	11,852.46	17,500.00	17,500.00	21,000.00	21,000.00	21,000.00	20.0%
(CC) Facility Improvement	0.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.0%
TOTAL (834) Tennis	**81,370.12**	**111,067.00**	**111,067.00**	**109,687.00**	**109,687.00**	**109,687.00**	**-1.2%**

834 - P&R TENNIS BUDGET 2017-2018

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
	Supervisor		$16.00	1,115	17,840	25,808	17,840
	Attendents		$10.50	2,366	24,847	24,847	24,847
	TOTAL EXTRA HELP & OVERTIME:				42,687	50,655	42,687

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.

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 is under the direction of the Guest Services beach supervisor.

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
835 Skate Park							
(03) EH & OT	15,875.55	22,915.00	22,915.00	21,814.00	21,814.00	21,814.00	-4.8%
(14) Uniform Allowance	500.00	500.00	500.00	500.00	500.00	500.00	0.0%
(30) Facility Maint.	5,912.58	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.0%
TOTAL (835) Skate Park	**22,288.13**	**31,415.00**	**31,415.00**	**30,314.00**	**30,314.00**	**30,314.00**	**-3.5%**

835 - P&R SKATE PARK BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
	Maintenance Supervisor		$20.00	272	2,080	2,080	2,080
	Attendents		$10.25	776	7,955	7,955	7,955
	Skate Camp		$18.00	560	12,880	12,880	12,880
	TOTAL EXTRA HELP & OVERTIME:				22,915	22,915	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:

$1,500	1 Rescue board
$660	Misc. Equipment

Budget Notes:
N/A

836 Beach & Pool

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 DEPT RQST	2018 SEL RQST	2018 BOF REC	PCT RTM ADOPTED
(03) EH & OT	191,174.24	233,047.00	233,047.00	241,125.00	241,125.00	241,125.00	3.5%
(14) Uniform Allowance	3,892.75	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.0%
(19) Contract Services	25,050.00	27,555.00	27,555.00	27,094.00	27,094.00	27,094.00	-1.7%
(20) Employee Medical	1,041.00	1,750.00	1,750.00	1,750.00	1,750.00	1,750.00	0.0%
(30) Facility Maint.	14,584.69	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00	0.0%
(42) Maint. Supplies	17,173.97	20,000.00	20,000.00	23,500.00	23,500.00	23,500.00	17.5%
(CE) Uquipment-P&R	3,452.50	15,142.00	15,142.00	2,160.00	2,160.00	2,160.00	-85.7%
TOTAL (836) Beach & Pool	**256,369.15**	**319,494.00**	**319,494.00**	**317,629.00**	**317,629.00**	**317,629.00**	**-0.6%**

836 - P&R BEACH & POOL BUDGET 2017-2018

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 EH&OT Totals
	Pool Gate		$10.25	1,078	11,050	11,050	11,050
	Burying Hill Guards		$11.50	1,470	16,905	16,905	16,905
	Waterfront Director		$23.00	620	14,260	14,260	14,260
	Asst Waterfront Director		$19.00	600	11,400	11,400	11,400
	Beach Captains		$13.00	1,470	19,110	17,640	19,110
	Beach Lifeguards		$11.50	5,880	67,620	67,620	67,620
	Pool Director		$23.00	650	14,950	14,950	14,950
	Asst Pool Director		$17.00	600	10,200	10,200	10,200
	Pool Captains		$13.00	896	11,648	9,856	11,648
	Pool Guards		$11.50	3,724	42,826	42,826	42,826
	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	8,570	8,570
	Attrition					0	
	TOTAL EXTRA HELP & OVERTIME:				241,125	237,863	241,125

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 approximately 10,000 program registrations. Program revenues are projected at $1,075,177. The staff works closely with the Human Services Department in providing approximately $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 1,500 participants and 150 volunteer coaches. Additionally, the program manager functions as the youth sports administrator for community youth sports providers for 11 sports offered in the Westport community through 5 different providers, including coordination of public facility use and educational training for more 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.
- Revenue decreased due to an accounting change removing scholarships valued at approximately $31,000 which were previously included in the revenue line.
- The department finds that there is increasing competition with our current programs and sports camps and we are currently looking at creating new program offerings.

838 Recreation Programs

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	125,755.62	131,569.00	134,569.00	126,500.00	126,500.00	126,500.00	-6.0%
(03) EH & OT	683,124.82	874,809.00	874,809.00	817,087.00	817,087.00	817,087.00	-6.6%
(14) Uniform Allowance	4,493.00	4,892.00	4,892.00	5,494.00	5,494.00	5,494.00	12.3%
(18) Fees & Services	44,477.50	51,050.00	51,050.00	52,730.00	52,730.00	52,730.00	3.3%
(41) Supplies	154,403.28	198,598.00	198,598.00	198,726.00	198,726.00	198,726.00	0.1%
TOTAL (838) Recreation Program	**1,012,254.22**	**1,260,918.00**	**1,263,918.00**	**1,200,537.00**	**1,200,537.00**	**1,200,537.00**	**-5.0%**

838 - P&R RECREATION PROGRAMS BUDGET 2017-2018

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Progam Manager	n/a			78,000	78,540	78,000
1.00	Program Specialist	n/a			48,500	53,029	48,500
2.00	TOTAL SALARIES:				126,500	131,569	126,500

838 - MISCELLANEOUS PROGRAMS

Recreation Program Details

PROGRAM	EH & OT	F & S	SUPPLIES	UNIFORMS	TOTAL EXPENSE	PARTICIPANT #'S	REVENUE	Program Surplus/(Subsidy)
Adult Programs	1,904	0	0	150	2,054	175	1,750	(304)
Age Group Track	4,693	0	900	146	5,739	550	5,085	(654)
Camp Compo	123,067	6,000	28,290	1,290	158,647	960	140,200	(18,447)
Golf	0	9,280	650	200	10,130	204	16,540	6,410
Halloween	0	350	350	0	700	0	0	(700)
Ice Skating	30,000	0	30,328	300	60,628	330	54,850	(5,778)
Karate	0	6,100	0	0	6,100	57	7,300	1,200
Levitt Pavilion	0	20,000	0	0	20,000	0	0	(20,000)
Platform Tennis	6,690	0	800	50	7,540	115	14,825	7,285
Program Development	5,000	5,000	1,000	60	11,060	50	7,625	(3,435)
RECing Crew	144,976	6,000	100,465	840	252,281	1417	245,255	(7,026)
Road Runners	9,618	0	738	120	10,476	0	14,390	3,914
Special Needs	9,690	0	250	0	9,940	30	2,998	(6,942)
Sports Camps	78,813	0	200	0	79,013	642	142,303	63,290
Supervision	22,500	0	0	72	22,572		23,071	499
Swim Instruction	37,010	0	1,350	900	39,260	845	49,420	10,160
Tennis Instruction	159,250	0	7,530	672	167,452	1856	144,567	(22,885)
Tot'n Play	38,212	0	0	0	38,212	203	47,765	9,553
Youth Basketball	143,340	0	25,375	544	169,259	1675	181,765	12,506
Pickleball	2,324	0	500	150	2,974	81	6,062	3,088
SUBTOTALS	**817,087**	**52,730**	**198,726**	**5,494**	1,074,037	**9,190**	**1,105,771**	
Scholarships							30,654	
TOTALS	**817,087**	**52,730**	**198,726**	**5,494**	**1,074,037**	**9,190**	**1,075,177**	1,140

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
840 Memorial & Veterans Days							
(63) Program Expenses	9,000.00	9,000.00	9,000.00	9,500.00	9,500.00	9,500.00	5.6%
TOTAL (840) Memorial & Veterans Days	**9,000.00**	**9,000.00**	**9,000.00**	**9,500.00**	**9,500.00**	**9,500.00**	**5.6%**

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	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
901 Pensions							
(09) Pensions	8,497,267.54	8,494,290.00	8,494,290.00	8,109,567.00	8,109,567.00	8,109,567.00	-4.5%
(18) Fees & Services	398,526.08	425,000.00	425,000.00	150,000.00	150,000.00	150,000.00	-64.7%
(63) Program Expenses	8,922.36	8,916.00	8,916.00	8,916.00	8,916.00	8,916.00	0.0%
(68) OPEB	5,683,756.00	5,933,756.00	5,933,756.00	5,167,641.25	5,167,641.25	5,167,641.25	-12.9%
TOTAL (901) Pensions	**14,588,471.98**	**14,861,962.00**	**14,861,962.00**	**13,436,124.25**	**13,436,124.25**	**13,436,124.25**	**-9.6%**

UPDATED 3/15/17

902 Insurance

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(07) Group Insur-MED	6,891,420.00	7,956,622.00	7,956,622.00	7,752,166.00	7,752,166.00	7,752,166.00	-2.6%
(08) Group Insur-LIFE	57,202.14	58,000.00	58,000.00	64,200.00	64,200.00	64,200.00	10.7%
(11) EmpAss'tProgram	1,650.00	4,000.00	4,000.00	3,000.00	3,000.00	3,000.00	-25.0%
(12) Workers Comp.	1,385,979.35	1,365,000.00	1,368,509.98	1,365,000.00	1,365,000.00	1,365,000.00	-0.3%
(13) H & H Reserve	300,000.00	300,000.00	300,000.00	270,000.00	270,000.00	270,000.00	-10.0%
(36) Ins-Bldg & Liab	413,649.06	484,000.00	484,000.00	465,000.00	465,000.00	465,000.00	-3.9%
(37) Ins-Auto & Liab	115,000.00	118,000.00	118,000.00	118,000.00	118,000.00	118,000.00	0.0%
(38) PubOfficialsLiab	75,000.00	78,000.00	78,000.00	78,000.00	78,000.00	78,000.00	0.0%
(39) Surety Bonds	1,292.00	5,000.00	5,000.00	1,292.00	1,292.00	1,292.00	-74.2%
TOTAL (902) Insurance	**9,241,192.55**	**10,368,622.00**	**10,372,131.98**	**10,116,658.00**	**10,116,658.00**	**10,116,658.00**	**-2.5%**

Updated 3/15/17

Town of Westport
2016 Projection

Fiscal Year	2014	2015	2015-16	2016-17	2016-17	2017-18
	Actual	*Actual*	*Actual*	*Budget*	*Projected **	*Budget*
Paid Claims						
Medical	$5,887,765	$5,829,538	$5,639,793	$6,611,544	$5,896,139	$6,611,893
Rx	2,291,498	2,462,835	2,559,555	2,793,213	2,490,972	2,793,360
Dental	330,686	346,160	334,011	353,051	326,489	336,053
	$8,509,949	$8,638,533	$8,533,358	$9,757,808	$8,713,600	$9,741,306
		1.5%	-1.2%	14.3%	-10.7%	11.8%
Enrollment						
Medical	455	467	468	468	485	485
Dental	488	489	490	490	500	500
Plan Expeneses						
Medical/Rx Admin Fees	$79,388	$89,832	$89,928	$91,825	$93,372	$93,276
Network Access Fee	251,488	257,015	257,015	257,015	257,015	257,015
Dental Admin Fees	33,438	33,506	33,541	33,575	35,227	35,280
Stop-Loss Premiums	514,059	555,522	556,314	640,567	495,984	569,789
PCORI Fee		2,196	2,196	2,279	2,279	2,307
ACA Reinsurance Fee	56,599	37,659	37,699	14,321	14,733	0
	$934,972	$975,730	$976,694	$1,039,581	$898,610	$957,667
Town HSA Contribution	$468,000	$369,000	$366,000	$366,000	$372,000	$372,000
Total Self-funded Health Plan Cost	$9,912,921	$9,983,263	$9,876,052	$11,163,389	$9,984,210	$11,070,973
Change from 2015 Projected		0.7%	-1.1%	13.0%	-10.6%	10.9%
Oxford & Anthem Insured Premium	$587,616	$612,803	$613,636	$662,727	$371,792	$349,331
Total Health Plan Expenditures	$10,500,537	$10,596,066	$10,489,688	$11,826,116	$10,356,002	$11,420,304
				11.6%	-2.3%	10.3%
Less						
Migration from Maxor to HDHP		Incl in Claims	Incl in Claims	Incl in Claims	Incl in Claims	Incl in Claims
Rx Rebates		($108,000)	($116,832)	($106,000)	($214,482)	($185,000)
RDS Medicare Part D Rebate		($65,000)	($75,611)	($103,000)	($106,329)	($110,000)
Consulting fees, PBIrx Mgmnt fees, audit		$109,000	$109,000	$76,000	$76,000	$76,000
Expected Health Plan Expenditures		$10,532,066	$10,406,245	$11,693,116	$10,111,191	$11,201,304
		9.4%	-1.2%	11.0%	-4.0%	10.8%
Income						
Employee Contributions		($777,960)	($617,001)	($596,050)	($734,000)	($642,380)
Retiree Contributions		($1,050,000)	($1,021,884)	($1,170,938)	($1,152,000)	($1,227,000)
Library Reimbursement		($339,700)	($620,038)	($374,010)	($484,783)	($320,000)
Sewer Contribution		($219,651)	($257,000)	($250,000)	($250,000)	($206,805)
RR Parking		($191,500)	($208,000)	($122,387)	($122,387)	($160,350)
Total Income		($2,578,811)	($2,723,923)	($2,513,385)	($2,743,170)	($2,556,535)
Net Insurance Cost		**$7,953,255**	**$7,682,322**	**$9,179,731**	**$7,368,021**	**$8,644,769**
Change from Prior Year		7.9%		15.4%	-7.4%	17.3%
Draw on Fund Balance		$1,061,835.00	$389,756	$1,223,109.27	$411,399.00	$744,769.00
Net General Fund Expenditure		$6,891,420.00	$6,759,125	$7,956,622.00	$6,956,622	$7,900,000.00
		6/30/2015	6/30/2016	6/30/2017	6/30/2017	6/30/2017
Fund Balance		$3,457,860	$3,068,104	$1,844,995	$2,656,705	$1,911,936
		32.6%	29.2%	15.6%	25.7%	16.7%

		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
903 Social Security								
(05) Social Security		1,127,083.80	1,160,000.00	1,171,975.68	1,172,072.75	1,172,072.75	1,172,072.75	0.0%
TOTAL	**(903) Social Security**	**1,127,083.80**	**1,160,000.00**	**1,171,975.68**	**1,172,072.75**	**1,172,072.75**	**1,172,072.75**	**0.0%**

Updated 3/15/17

905 Unemployment Compensation

		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(06) Unemp. Comp.		37,512.79	90,000.00	90,000.00	38,000.00	38,000.00	38,000.00	-57.8%
TOTAL	**(905) Unemployment Compensation**	**37,512.79**	**90,000.00**	**90,000.00**	**38,000.00**	**38,000.00**	**38,000.00**	**-57.8%**

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
907 Earthplace							
(60) PaymentsToAgency/Or	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00	0.0%
TOTAL (915) Transportation Service	**95,000.00**	**95,000.00**	**95,000.00**	**95,000.00**	**95,000.00**	**95,000.00**	**0.0%**

Town of Westport
Budget Request
Fiscal Year 2018

10 Woodside Lane
Westport, CT 06880
203-557-4400
www.earthplace.org

January 20, 2017

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

The support Earthplace receives from the Town of Westport continues to be a vital component of our operating budget. It helps underwrite the costs of maintaining one of the town's largest open spaces and the many nature and environmental programs available to students, from preschoolers to college interns, and the general public across the region. This successful public-private partnership enriches the lives of thousands of visitors of all ages who come to Earthplace each year. For the 2018 fiscal year **we are requesting a $95,000** appropriation of funds for our operating budget, representing **no increase in funding** for the fourth consecutive year.

Executive Summary:

In our fiscal year that ended on June 30th 2016, we have made continued progress toward financial sustainability. We also completed significant building upgrades including renovating and redesigning our lobby, enhancing our visitor reception area, adding coffee services and improving our store area. From a mission perspective our unique offerings focused on the benefits of nature-play and outdoor adventure continued to drive enrollment for our preschool, after school programs and summer camp. Harbor Watch also enjoyed a record year and reached our testing capacity at the new Richard Harris Laboratory by summers end.

In Fiscal Year 2016, we enjoyed a year-over-year revenue gain of $155,223 and an operating surplus of $103,846 (audited). Our financial position and flexibility were greatly enhanced by a one-time bequest which allowed us to complete several small capital projects as well as strengthen our working capital reserves. We also experienced strong attendance growth across our programs. Our percentage of earned income kept pace with our overall revenue growth, and 78% of our expenses were allocated to program delivery—both good signs of program strength.

Nature Programs. Our naturalists hosted 116 host school groups for curriculum based nature studies this year including 973 children from Westport elementary schools, all fully underwritten by Earthplace. Our expanding after school enrichment and vacation day programs were growing attractions again this year. As part of our community engagement, we participated in 10 public programs and hosted three festivals attracting more than 2500 visitors (see more details in *Earthplace by The Numbers*). This past spring we also tested new adult programs like nature-infused yoga, guided nature walks along the shore, and a class in foraging edibles. We will continue to look for new ways to engage with our community, providing a variety of opportunities to explore and connect with the natural world.

Nature Based Education. Coming off of one of our strongest years in recent history, the Earthplace preschool is preparing to celebrate its 50th in 2018. This past year saw record attendance and revenues spread over five classes with 18 all-day students also joining our new preschool summer camp. Additionally, we are able to provide before and after school care for working families. Overall attendance for our preschool was at 90% capacity, a high water mark that will be tough to match. We continue to make significant strides with our K-5 after school program averaging 20+ students from five elementary schools. Our middle school and high school programs including the Harbor Watch senior internships are also thriving.

Harbor Watch. Our Harbor Watch program under the leadership of Dr. Sarah Crosby has emerged has a vital resource to towns across western Fairfield County. Founded in 1986 to serve Westport and Norwalk, our water quality monitoring program is now a leading research and pollution source detection resource for towns from Greenwich to Fairfield, Ridgefield and Monroe. Our new lab is now running near capacity and testing needs are growing. Westport continues to enjoy a significant portion of our monitoring efforts as reported in the pages to follow. Our 2016 season kicked off with a trip to the *10th National Water Quality Monitoring* conference in Tampa, Florida where the team presented three research papers on salt marsh loss and sea level rise, an analysis of indicator bacteria concentrations and an historical look at the health of one Long Island Sound embayment.

Facility Improvements. This past year saw another wave of facility improvements come to completion. We finished up $300,000 of energy upgrades including new solar, HVAC air handlers and controls as well as LED lighting, financed, in part, through CPACE. In 2015-2016 we completed the lobby renovation and pond education platform to go with our new water quality testing lab. We also raised funds and began clearing the site for an outdoor classroom to go with our new event area. Overall, these capital improvement projects totaled just over $500,000 over three years – a significant investment in our grounds and facilities. We are very grateful for the town's participation in two of those projects, the pond platform and lab rebuild. This critical support helped position Earthplace for future growth. As our Board Strategic Planning committee looks at 2018 and beyond, a likely candidate for capital infusion will be our Natureplace exhibit area. This is a popular indoor attraction for school groups and visitors year round. The exhibits need updating, and a renovation also provides the opportunity to design a multi-functional, more flexible indoor space that would allow for more facility rentals.

Financial Overview:

2016 Fiscal year Results (audited):

- Operating revenue grew $155,223 to $2.26 million and we booked an **operating surplus of $103,846**—the largest in many years.
- After depreciation, we recorded a net loss of $71,496.
- 78% of total expenses were allocated to program delivery
- Despite the overall revenue growth and one time large donation, our earned income component dropped only 1% to 61.

2017 Fiscal Year Projections:

- We anticipate operating revenues of $2.25million without the benefit of the one-time $150,000 bequest we enjoyed in FY 2016.
- Our budget is essentially breakeven before depreciation, so overall a challenging year.
- Our cash flow remains very tight as we continue to make facility and program improvements.
- After six months, we are showing an operating loss of four thousand dollars on revenue of $1.15 million
- We are currently projecting a small **operating surplus of $12,539** before depreciation and net loss of $167,461 after depreciation.

2018 Fiscal Year Budget:

- We are forecasting operating revenues to grow $88,500 to $2.34 million generating an **operating surplus of $38,046**
- Built into the budget is a 2% growth in expenses, mostly staff related, offset by the 4% growth in revenues
- Our 2018 budget includes the $95,000 town appropriation which is key to our financial stability. We will continue to provide free school visits to all 1st and 3rd grade elementary school classes and free public access to our trails for all to enjoy.
- This will be the first year in three without a $50,000 Harbor Watch grant from Social Venture Partners of CT. But, with their guidance, the program has expanded to three business lines with renewable fee-for-service contracts expanding to six towns next year—a very positive step towards sustainability.
- As we continue to transform the organization, our Board and staff are guided by our strategic plan with a focus on branding and marketing on the operating level, and developing plans to renovate our NaturePlace indoor exhibit area on the capital front.

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 2017 and projected year-end
- Budget projection for FY 2018 through 2022
- Current Balance Sheet
- Current Organizational Charts
- New Trail Map

A recently recovered passage quoted below was written by Helmy Lichtman **in 1973**. It was published as the introduction to a marketing brochure for Earthplace, known then as The Nature Center for Environmental Activities.

"In our complex society with its ever increasing encroachment on the natural lands and environment, it becomes extremely important to maintain treasured centers of tranquility and repose with nature. Like an Oasis in our troubled times, we all need a special spot to sit and think and to renew our contacts with the earth and the vast reaches of the universe. To be able to walk, to look, to listen and to feel the wonders of the world which reach back into primeval times and can remain untouched, provides refreshment for the inner being. The Nature Center draws all ages and each find something to take away to enrich his life. School children in groups can learn and experience an intimate contact with the world about them that can remain with them through their entire life even when they become lost in the concrete jungle of our modern world".

The role of a nature center in a community as vibrant at Westport seems even more critical today.

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: 2015-16

- Hosted 38 nature programs for 973 students in the Westport Schools, fully underwritten by Earthplace;
- Led 10 public programs for Westport organizations including the Center for Senior Activities, Friends of Sherwood Island and the Westport Garden Club;
- Opened two new hiking trails – Foxtail and Wolf;
- Provided food and housing for 56 Animal Ambassadors in the Animal Hall. These Animals are featured in over 878 program hours to area visitors.
- Participated in town wide events including Art About Town, Tree Lighting Ceremony and Farmers Market, Green Day;
- Supported working parents by providing before and after school care for 14 students/ week;
- Presented bird and animal feedings to over 1543 visitors.
- Membership grew to over 700 households including many grandparent memberships as well as library memberships.

Harbor Watch Program Support to the Town of Westport in 2016

Services Provided:

- Monitored 6 waterbodies in Westport
- Tested for 11 different parameters (bacteria, dissolved oxygen, conductivity, water temperature, turbidity, hardness, pH, Iron, phosphorous, ammonia, and surfactants)
- Collected a total of 265 samples for *E. coli*
- Hosted 3 education programs and had 6 Westport students participate (16% of enrollment)
- Sub-contracted for a Westport/Weston Health District grant in which we supplied sample filtration for *E. coli* bacteria and preparation of filters for DNA extraction
- Hosted a Water Quality Symposium that was attended by 100 local residents and municipal officials, had 7 poster presentations on Indian River, Muddy Brook, and our Fish Study

Value of services to the Town of Westport:

Program	Value to Westport	
River Monitoring (May through September)	$	11,863.94
Senior Internship Program (May through June)	$	5,647.00
Fish Study (June through October)	$	1,281.36
Dissolved oxygen study Saugatuck Harbor (May through September)	$	5,269.27
Fall Internship Program (September through December)	$	1,592.06
Total Cost	**$**	**25,653.63**

Summary of Findings from 2016 Fairfield County River Report published by Harbor Watch:

Harbor Watch had monitored **Poplar Plains** (Figure 1) in the past, but had not collected data on the brook in 5 years. From 2009 through 2011, Poplar Plains was monitored periodically during each season and was meeting the state criterion for *E. coli*. In 2016, the results were very different, with all of the sites failing the state criterion. The cause of this difference in bacteria concentrations is unknown at this time and warrants further study. We suggest continued monitoring of Poplar Plains Brook to work on identifying pollution sources.

Sasco Brook has been monitored by Harbor Watch for many years, and a different subset of sampling locations has been monitored each year. Sasco Brook had fewer CT DEEP geomean criterion exceedances for *E. coli* in 2016 than 2014. With the exception of 2012, where the majority of testing was conducted during the winter and fall months, historic data show little change in the bacteria criterion exceedances over the last five years. We suggest continued monitoring of Sasco Brook during the coming monitoring seasons to identify any sources of suspected pollution inputs.

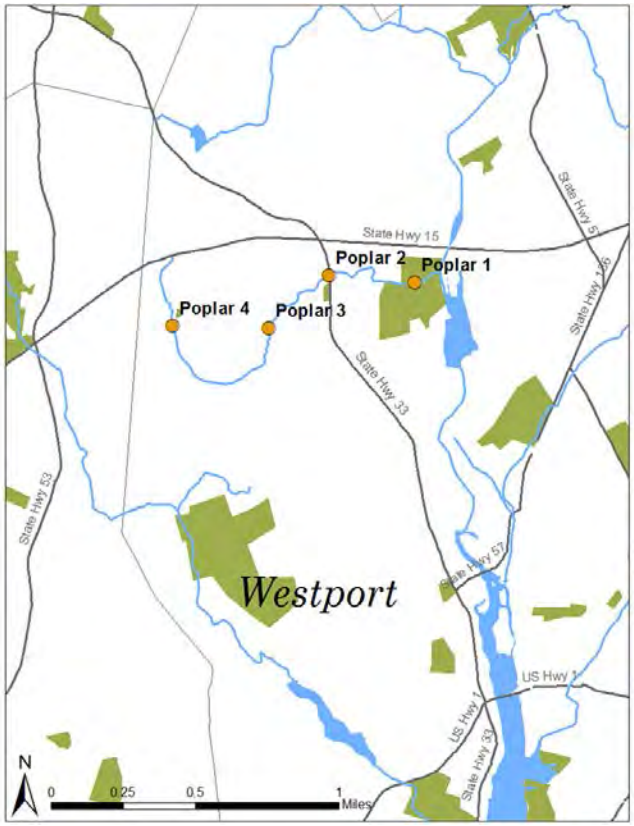


Figure 1. Sample locations for Poplar Plains Brook.

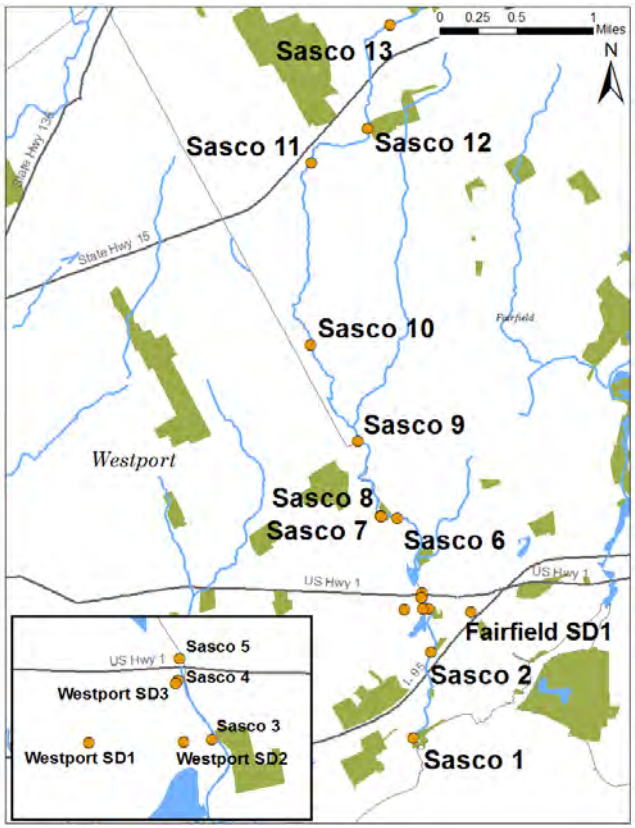


Figure 2. Sample locations for Sasco Brook.

Saugatuck: Harbor Watch has been monitoring the Saugatuck River (Figure 3) for approximately 10 years. While the percentage of sites exceeding the CT DEEP geomean criterion for *E. coli* has fluctuated through the years, overall the percentage has remained relatively low. More sites exceeded the criterion in 2016 than 2015, but the 2015 samples were only collected in October and November when we tend to observe lower bacteria concentrations due to the colder temperatures. We suggest continued monitoring of the river to identify any sources of sewage pollution for remediation, though overall water quality in the river was good in 2016.

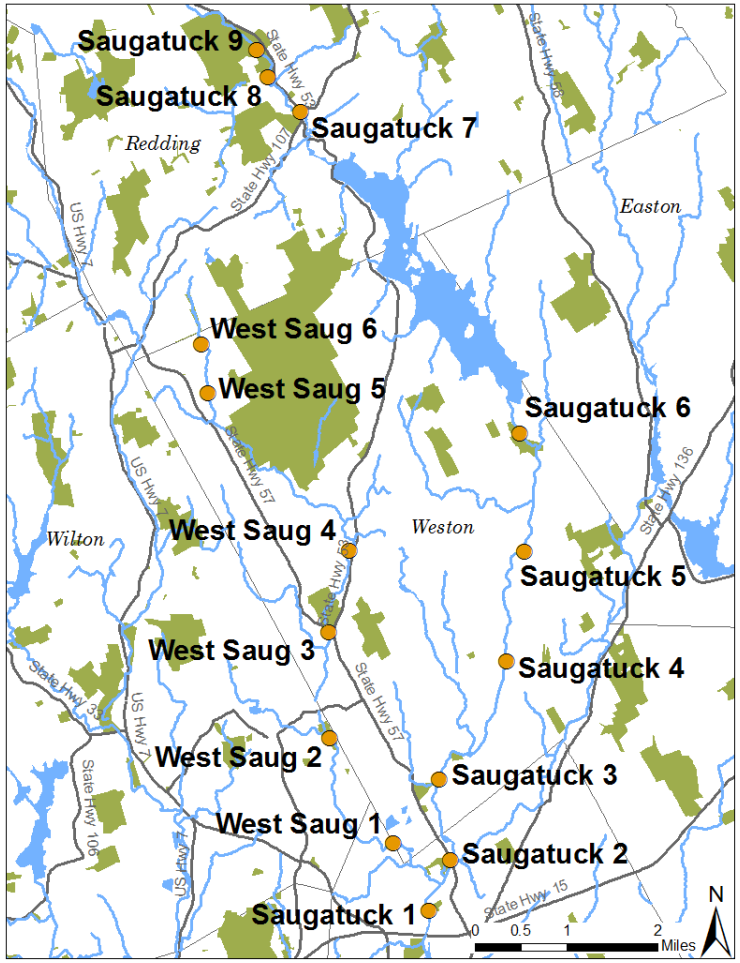


Figure 3. Sample locations for the Saugatuck River.

Earthplace, The Nature Discovery Center
Statement of Revenue & Expenses
Actual FY06/15 & 06/16; Budget, Actual, & Estimated FYE06/17

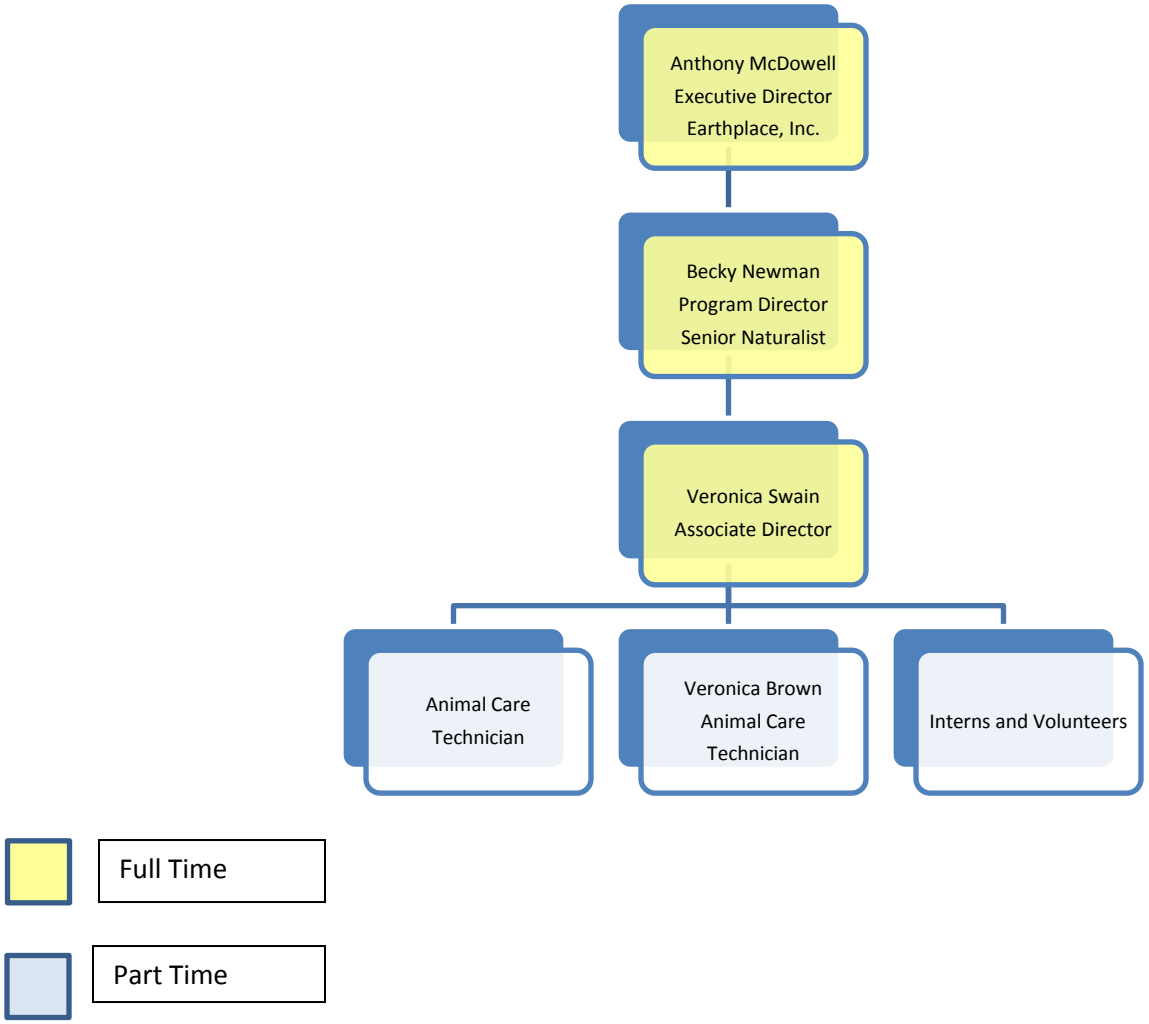
	ACTUAL FYE 06/15	ACTUAL FYE 06/16	BUDGET FYE 06/17	YTD 07/01-12/31/16	EST. FYE 06/17
REVENUE					
Contributions	263,590	320,543	236,000	88,996	198,000
Municipalities	190,000	95,000	95,000	47,500	95,000
Grants	172,737	222,227	201,500	92,676	234,000
Museum Admission	16,006	14,642	16,000	7,329	15,000
Membership Dues	46,416	37,290	45,000	14,265	35,000
Pre-School Tuition	794,990	779,847	850,000	418,379	821,788
After School Enrichment	0	141,975	155,000	54,716	155,000
Summer Camp Tuition	268,034	329,196	339,000	256,850	340,000
Programs	66,677	50,473	53,000	24,037	50,000
Fee for Service	31,940	65,997	57,000	25,375	66,000
Fundraisers	137,162	131,072	170,000	62,581	143,000
Other Operating Revenue	14,269	1,588	3,000	9,219	9,000
Rental Income	46,967	49,400	67,649	31,719	73,000
Income from Investments	4,818	23,503	0	18,624	20,000
In-Kind Contributions	53,925	0	0	0	0
TOTAL REVENUE	**2,107,530**	**2,262,753**	**2,288,149**	**1,152,266**	**2,254,788**
EXPENSES					
Payroll	1,369,341	1,485,780	1,579,048	776,188	1,544,552
Worker's Compensation	17,119	13,913	14,000	7,265	14,441
Payroll Taxes	97,947	105,579	114,097	57,166	115,317
Unemployment	9,370	1,425	5,000	4,241	8,241
Employee Benefits	80,575	84,451	97,800	56,268	102,092
Background Checks	1,708	2,563	1,500	895	1,567
Volunteer & Related	734	0	500	0	500
Program	83,457	72,758	66,500	51,690	73,983
Development & Marketing	18,990	35,780	30,000	24,620	36,749
Fundraising	46,044	39,162	37,000	19,920	37,000
Professional Fees	61,647	50,209	43,500	23,446	41,882
Administration	39,495	34,318	43,000	15,281	30,175
Dues, Licenses, Permits	5,116	2,727	2,700	1,071	2,300
Transportation & Meetings	44,380	44,031	47,970	27,637	40,850
Insurance	35,846	35,097	40,872	20,559	39,994
Occupancy	107,948	97,329	85,805	41,622	95,526
Repairs & Maintenance	38,039	23,633	36,300	7,143	19,200
Other	23,036	30,152	37,300	21,673	37,880
TOTAL EXPENSES	**2,080,792**	**2,158,907**	**2,282,891**	**1,156,685**	**2,242,249**
NET OPERATING REVENUE / (EXPENSE) BEFORE DEPRECIATION & ACCTG METHOD ADJ	**26,738**	**103,846**	**5,257**	**(4,419)**	**12,539**
Audit Adjustment - Cash to Accrual basis from prior FY	**0**	**0**	**0**	**0**	**0**
NET REVENUE/(EXPENSE) BEFORE DEPRECIATION	**26,738**	**103,846**	**5,257**	**(4,419)**	**12,539**
DEPRECIATION	**184,912**	**175,530**	**191,912**	**73,034**	**180,000**
NET REVENUE/(EXPENSE) AFTER DEPRECIATION	**(158,174)**	**(71,684)**	**(186,655)**	**(77,453)**	**(167,461)**

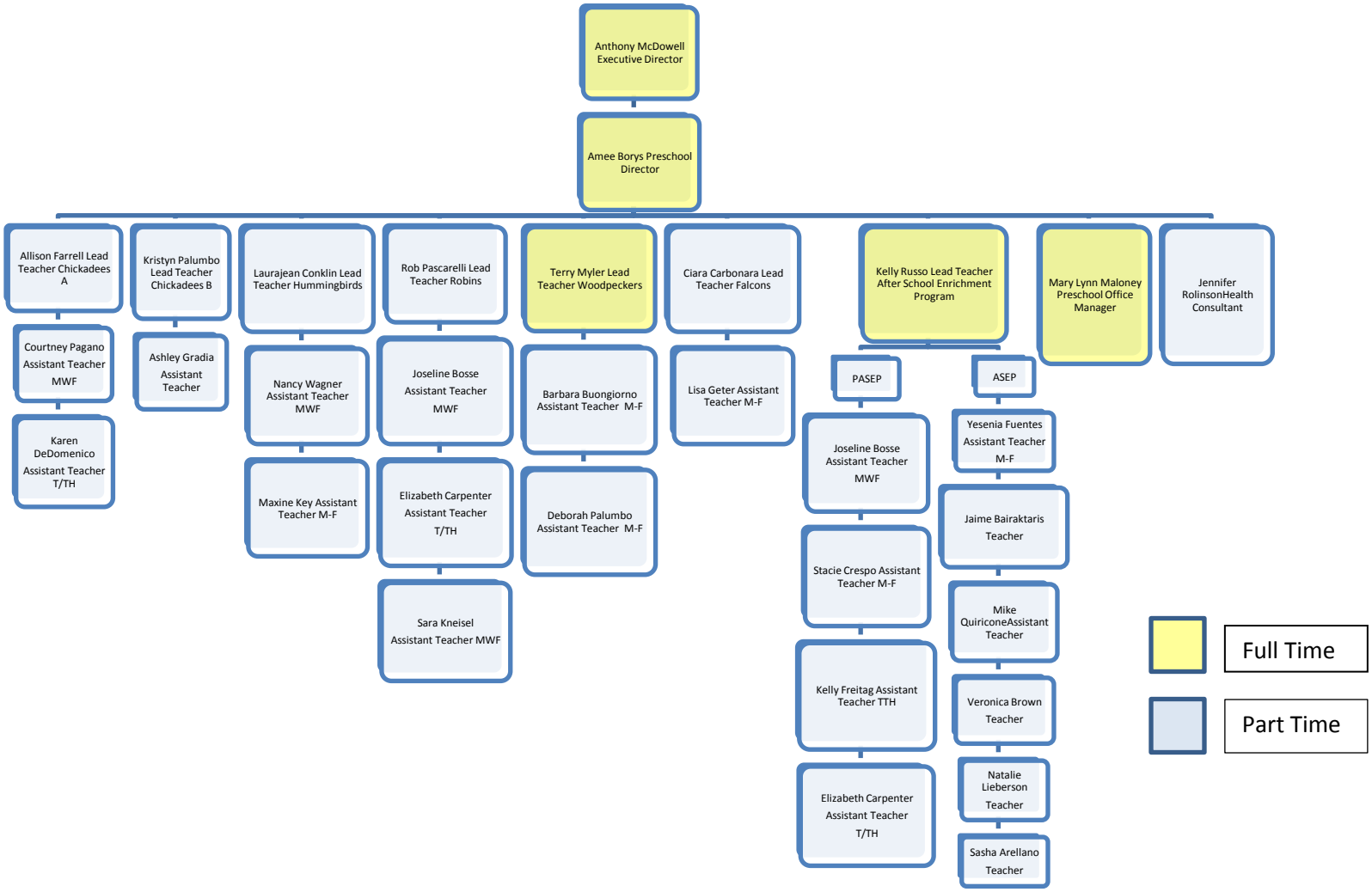
Earthplace, The Nature Discovery Center
Statement of Revenue & Expenses
Budgets FYE 06/18, 06/19, 06/20, & 06/21, 06/22

	EST. FYE 06/17	BUDGET FYE 06/18	BUDGET FYE 06/19	BUDGET FYE 06/20	BUDGET FYE 06/21	BUDGET FYE 06/22
REVENUE						
Contributions	198,000	233,000	242,320	252,013	262,093	272,577
Municipalities	95,000	95,000	95,000	95,000	95,000	95,000
Grants	234,000	244,000	253,760	263,910	274,467	285,445
Museum Admission	15,000	15,450	16,068	16,711	17,379	18,074
Membership Dues	35,000	36,050	37,492	38,992	40,551	42,173
Pre-School Tuition	821,788	812,000	803,880	819,958	811,758	827,993
After School Enrichment	155,000	160,000	166,400	166,400	166,400	166,400
Summer Camp Tuition	340,000	350,000	364,000	378,560	378,560	378,560
Programs	50,000	57,000	59,280	61,651	64,117	66,682
Fee for Service	66,000	75,000	78,000	81,120	84,365	87,739
Fundraisers	143,000	148,000	153,920	160,077	166,480	173,139
Other Operating Revenue	9,000	9,000	9,360	9,734	10,124	10,529
Rental Income	73,000	84,000	116,480	118,810	153,941	157,019
Income from Investments	20,000	20,000	20,000	20,000	20,000	20,000
In-Kind Contributions	0	0	0	0	0	0
TOTAL REVENUE	**2,254,788**	**2,338,500**	**2,415,960**	**2,482,935**	**2,545,235**	**2,601,332**
EXPENSES						
Payroll	1,544,552	1,562,736	1,593,991	1,625,871	1,658,388	1,691,556
Worker's Compensation	14,441	14,875	15,173	15,476	15,785	16,101
Payroll Taxes	115,317	118,983	121,363	123,790	126,266	128,791
Unemployment	8,241	5,000	6,000	7,200	8,640	9,504
Employee Benefits	102,092	110,955	113,174	115,438	117,746	120,101
Background Checks	1,567	1,614	1,646	1,679	1,713	1,747
Volunteer & Related	500	515	525	536	547	557
Program	73,983	74,736	76,231	77,755	79,310	80,897
Development & Marketing	36,749	44,851	45,748	46,663	47,596	48,548
Fundraising	37,000	37,000	37,740	38,495	39,265	40,050
Professional Fees	41,882	43,557	47,913	52,704	57,975	63,772
Administration	30,175	40,080	60,682	61,895	63,133	64,396
Dues, Licenses, Permits	2,300	2,375	2,423	2,471	2,520	2,571
Transportation & Meetings	40,850	43,498	44,368	45,255	46,160	47,084
Insurance	39,994	41,194	42,018	42,858	43,715	44,590
Occupancy	95,526	94,329	96,216	98,140	100,103	102,105
Repairs & Maintenance	19,200	22,051	22,492	22,942	23,401	23,869
Other	37,880	42,105	42,947	43,806	44,682	45,576
TOTAL EXPENSES	**2,242,249**	**2,300,454**	**2,370,648**	**2,422,974**	**2,476,946**	**2,531,814**
NET OPERATING REVENUE / (EXPENSE) BEFORE DEPRECIATION	**12,539**	**38,046**	**45,312**	**59,961**	**68,289**	**69,518**
DEPRECIATION	**180,000**	**178,000**	**180,000**	**178,000**	**176,000**	**174,000**
NET OPERATING REVENUE / (EXPENSE) AFTER DEPRECIATION	**(167,461)**	**(139,954)**	**(134,688)**	**(118,039)**	**(107,711)**	**(104,482)**

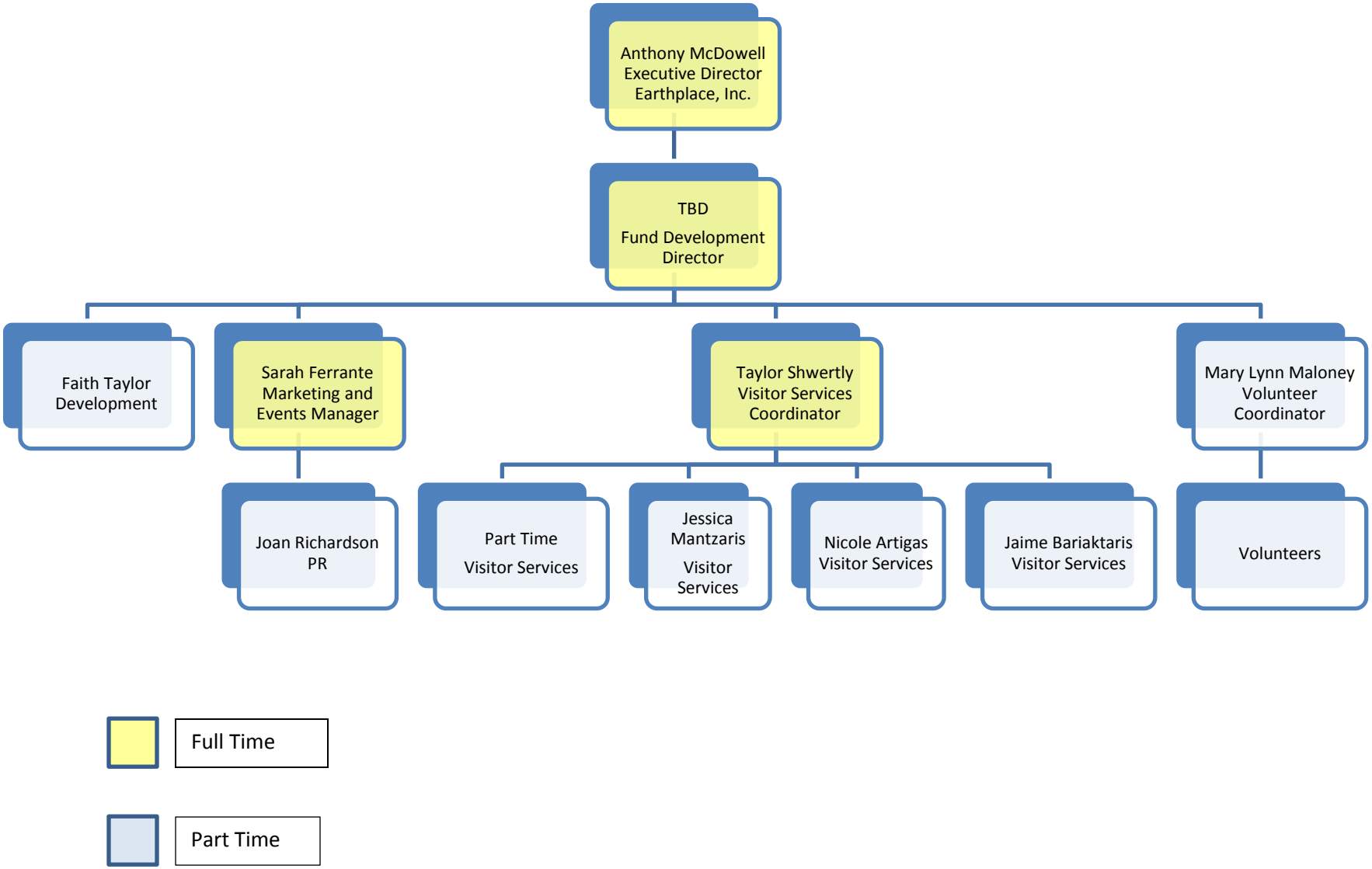
Earthplace, The Nature Discovery Center
Balance Sheet
As of December 31, 2016

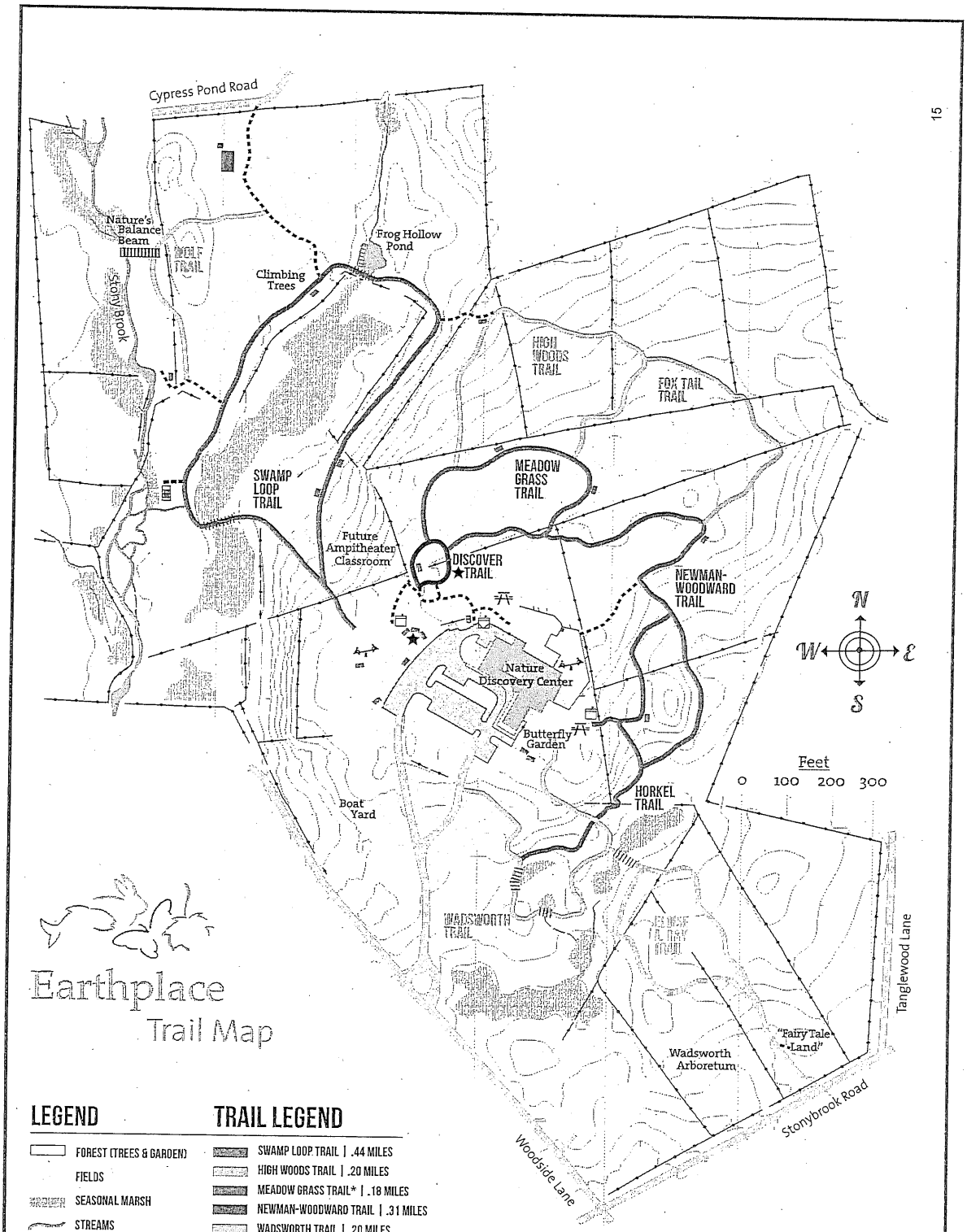
	As of December 31, 2016	
ASSETS		
Current Assets		
Total Current Assets	$ 999,921	
Fixed Assets (net of Depreciation)		
Total Fixed Assets	$ 2,385,952	
Other Assets		
Museum Collections	$ 103,390	
Construction in Progress	$ 26,013	
Loan Closing Costs	$ 4,724	
TOTAL ASSETS		**$ 3,520,000**
LIABILITIES		
Total Current Liabilities	$ 730,986	
TOTAL LIABILITIES		**$ 730,986**
NET ASSETS		
Unrestricted Net Assets		
Total Unrestricted Net Assets	$ 2,624,709	
Temporarily Restricted Net Assets		
Total Temp. Restricted Net Assets	$ 100,586	
Permanently Restricted Net Assets		
Total Perm. Restricted Net Assets	$ 63,719	
TOTAL NET ASSETS		**$ 2,789,014**
TOTAL LIABILITIES & NET ASSETS		**$ 3,520,000**


Anthony McDowell
Executive Director
Earthplace, Inc.
Becky Newman
Program Director
Senior Naturalist
Veronica Swain
Associate Director
Animal Care
Technician
Veronica Brown
Animal Care
Technician
Interns and Volunteers
Full Time
Part Time


Anthony McDowell Executive Director
Amee Borys Preschool Director
Allison Farrell Lead Teacher Chickadees A
Courtney Pagano Assistant Teacher MWF
Karen DeDomenico Assistant Teacher T/TH
Kristyn Palumbo Lead Teacher Chickadees B
Ashley Gradia Assistant Teacher
Laurajean Conklin Lead Teacher Hummingbirds
Nancy Wagner Assistant Teacher MWF
Maxine Key Assistant Teacher M-F
Rob Pascarelli Lead Teacher Robins
Joseline Bosse Assistant Teacher MWF
Elizabeth Carpenter Assistant Teacher T/TH
Sara Kneisel Assistant Teacher MWF
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 MWF
Stacie Crespo Assistant Teacher M-F
Kelly Freitag Assistant Teacher TTH
Elizabeth Carpenter Assistant Teacher T/TH
ASEP
Yesenia Fuentes Assistant Teacher M-F
Jaime Bairaktaris Teacher
Mike QuiriconeAssistant Teacher
Veronica Brown Teacher
Natalie Lieberson Teacher
Sasha Arellano Teacher
Mary Lynn Maloney Preschool Office Manager
Jennifer RolinsonHealth Consultant
Full Time
Part Time

F


Anthony McDowell
Executive Director
Earthplace, Inc.
TBD
Fund Development Director
Faith Taylor
Development
Sarah Ferrante
Marketing and Events Manager
Taylor Shwertly
Visitor Services Coordinator
Mary Lynn Maloney
Volunteer Coordinator
Joan Richardson
PR
Part Time
Visitor Services
Jessica Mantzaris
Visitor Services
Nicole Artigas
Visitor Services
Jaime Bariaktaris
Visitor Services
Volunteers
Full Time
Part Time



Earthplace
Trail Map

LEGEND

- FOREST (TREES & GARDEN)
- FIELDS
- SEASONAL MARSH
- STREAMS
- PICNIC AREA
- PLAYGROUND
- BENCHES
- KIOSKS
- STATUES
- ROADS WITH PARKING SPACES
- STONE WALLS
- FENCES
- CONTOURS/ELEVATION WITH DOWNSLOPE TAG

TRAIL LEGEND

- SWAMP LOOP TRAIL | .44 MILES
- HIGH WOODS TRAIL | .20 MILES
- MEADOW GRASS TRAIL* | .18 MILES
- NEWMAN-WOODWARD TRAIL | .31 MILES
- WADSWORTH TRAIL | .20 MILES
- ELOISE A. RAY TRAIL | .26 MILES
- HORKEL TRAIL | .07 MILES
- WOLF TRAIL | .11 MILES
- FOX TAIL TRAIL | .12 MILES
- DISCOVER TRAIL* | 100 YARDS
- CONNECTOR TRAILS

* accessible to wheelchairs, strollers

This map was made possible through the generosity of the westport woman's club

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
911 Miscellaneous							
(18) Fees & Services	17,709.00	18,000.00	18,000.00	17,709.00	17,709.00	17,709.00	-1.6%
(32) Rental Property	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.0%
(33) Advert & Print	989.23	2,000.00	2,000.00	1,000.00	1,000.00	1,000.00	-50.0%
(55) Licenses & Fees	470.00	300.00	300.00	250.00	250.00	250.00	-16.7%
(60) PaymentsToAgency/Or	19,521.14	36,350.00	36,350.00	36,350.00	36,350.00	36,350.00	0.0%
(63) Program Expenses	9,060.80	10,600.00	10,600.00	10,200.00	10,200.00	10,200.00	-3.8%
(64) Miscell. Expenses	2,375.61	14,000.00	14,000.00	10,000.00	10,000.00	10,000.00	-28.6%
TOTAL (911) Miscellaneous	**57,625.78**	**88,750.00**	**88,750.00**	**83,009.00**	**83,009.00**	**83,009.00**	**-6.5%**

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
915 Transportation Service							
(33) Advert & Print	4,222.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.0%
(60) PaymentsToAgency/Or	290,358.96	272,645.00	360,145.00	351,100.00	351,100.00	351,100.00	-2.5%
TOTAL (915) Transportation Service	**294,580.96**	**292,645.00**	**380,145.00**	**371,100.00**	**371,100.00**	**371,100.00**	**-2.4%**

WESTPORT TRANSIT DISTRICT -- FY18 BUDGET
DOOR-TO-DOOR - MARCH 15, 2017

Exhibit 2

($000)	FY17				
	Original Budget	10/13 Forecast Before Changes	Supplemental Appropriation Forecast	2/8/17 Forecast	**FY18 Budget**
Fares	$2.8	$20.0	$23.1	$18.1	$22.2
CT Assistance (1)	31.6	31.6	31.6	27.0	27.8
Subtotal	34.4	**51.6**	**54.7**	**45.2**	**50.0**
Salary and fringe	111.4	217.1	149.6	105.6	117.3
Fuel, parts and supplies	8.0	18.9	18.9	18.6	21.6
Purchased transportation	—	83.2	83.2	63.7	70.6
Total expenses	**119.4**	**319.2**	**251.7**	**187.9**	**209.5**
Budget Request for Door-to-Door	**$85.0**	**$267.6**	**$197.0**	**$142.7**	**$159.5**
Note: Projected ridership			5,368	4,860	5,271

(1) The Municipal Grant program for Westport Door-to-Door is assumed to be unchanged.

WESTPORT TRANSIT DISTRICT -- FY18 BUDGET
COMMUTER SHUTTLES - MARCH 15, 2017

Exhibit 3

($000)	FY17				
	Original Budget	10/13 Forecast Before Changes	Supplemental Appropriation Forecast	2/8/17 Forecast	**FY18 Budget**
Fares	$110.5	$87.6	$90.1	$87.6	$89.9
CT Assistance (1)	605.5	514.2	514.2	488.8	469.7
Subtotal	**716.0**	**601.8**	**604.3**	**576.4**	**559.6**
Salary and fringe	736.8	619.6	619.6	611.2	626.5
Fuel, parts and supplies	166.8	147.8	147.8	118.3	124.6
Marketing and Other	20.0	20.0	20.0	20.0	20.0
Total expenses	**923.6**	**787.4**	**787.4**	**749.5**	**771.1**
Budget Request for Shuttles	**$207.6**	**$185.6**	**$183.1**	**$173.2**	**$211.6**
Westport funding requirement for Shuttles under current CT formulas (1)					$178.0

(1) FY18 State funding cap for commuter shuttles is assumed to be 19.88% below the FY17 limit of $586.2 (with the percentage expense reimbursement level assuming to remain at 67%). The impact of this assumption is to reduce forecast CT Assistance by $33.6.

WESTPORT TRANSIT DISTRICT -- FY18 BUDGET

Exhibit 4

March 15, 2017

($000)	FY17				
	Original Budget	10/13 Forecast Before Changes	Supplemental Appropriation Forecast	2/8/17 Forecast	**FY 18 Budget**
Fares	$113.3	$107.6	$113.2	$105.7	$112.0
CT Assistance (1)	637.1	545.8	545.8	515.8	497.5
Subtotal	**750.4**	**653.4**	**659.0**	**621.5**	**609.5**
Salary and fringe	848.2	836.7	769.2	716.8	743.9
Fuel, parts and supplies	174.8	166.7	166.7	136.9	146.2
Purchased transportation		83.2	83.2	63.7	70.6
Marketing and Other	20.0	20.0	20.0	20.0	20.0
Total expenses	**1,043.0**	**1,106.6**	**1,039.1**	**937.4**	**980.6**
Total Budget Request	**292.6**	**453.2**	**380.1**	**315.9**	**371.1**
Total Westport funding requirement under current CT formulas (1)					337.5

(1) FY18 State funding cap for commuter shuttles is assumed to be 19.88% below the FY17 limit of $586.2 (with the percentage expense reimbursement level assuming to remain at 67%). The impact of this assumption is to reduce forecast CT Assistance by $33.6. The Municipal Grant program for Westport Door-to-Door is assumed to be unchanged.

Westport Transit District – FY18 Budget Assumptions

February 8, 2017

1) Structure of Operations:

a) Commuter shuttles: The Westport Transit District ("WTD") FY18 Budget assumes the operation of the current commuter shuttles. The WTD expects to complete an evaluation of the route structure and schedule of the commuter shuttles by about the middle of the calendar year. This process will include the solicitation of public comment.

b) Door-to-Door services: The WTD is working with the Westport Human Services Department on the evaluation of alternative delivery models for Door-to-Door services delivered to seniors and citizens with disabilities. This may result in the Town of Westport taking over direct responsibility for some or all of such services. As the evaluation may not be completed in time for this budget cycle, the WTD budget assumes that the WTD continues to provide all of the Door-to-Door services.

2) Ridership:

a) Commuter shuttle ridership

The projected ridership for the commuter shuttles is shown below:

FY16	FY17F	FY18F
46,452	42,300	42,300

Shuttle ridership is forecast to decrease by about 9% in FY17. In the current fiscal year, ridership was (a) somewhat positively impacted for a couple of months by the closing of Saugatuck Lot #1 and a program to promote the Imperial Avenue shuttle and (b) then somewhat negatively affected by the addition of parking spaces at the train stations and the associated granting of more permits. In addition, the WTD has had few awareness or image building activities for some time.

With the rollout of the MyStop passenger information App and the implementation of some awareness building initiatives in the coming months, the WTD expects that year-over-year ridership comparisons will improve somewhat in the future. The FY18 Budget assumes that commuter shuttle ridership will be the same as the FY17 forecast level.

b) Door-to-Door ridership:

The number of Door-to-Door trips in a future period is inherently difficult to predict because the WTD offers an “on demand service” utilized primarily by a small number of large users. A change in a frequent rider’s circumstances can have a noticeable effect on the numbers.

-- The number of “Within Westport” rides in FY17 is currently trending to a 10-year low, with the FY17 forecast ridership 8.6% below the FY16 level. The FY18 Budget assumes that the “Within Westport” number of trips returns to the FY16 level.

-- The number of “Town to Town” rides has increased significantly since FY13 (28% increase in FY15, a 36% increase in FY16 and a forecast 12% increase in FY17), although the daily usage has slowed in recent months. The FY18 Budget assumes an 8% increase in Town to Town trips over the forecast FY17 level.

The number of Door-to-Door trips utilized in the FY18 Budget is shown below:

	FY16	FY17F	FY18F
Within Westport	2,271	2,075	2,271
Town to Town	2,478	2,775	3,000
Total	4,749	4,860	5,271

3) Fares: The FY18 Budget includes a full year impact of the fare increases implemented on 1/8/17.

4) Expenses: Salaries, fringe benefits, parts and supplies are assumed to increase by 2.5% in FY18 over the FY17 forecast level (excluding the impact of the projected growth in Door-to-Door trips). The price of fuel is assumed to increase by 10%. This results in a weighted average “apples-to-apples” cost increase of about 2.9%. (The WTD does not share in Norwalk Transit’s administrative costs.)

In addition to these inflation assumptions, the Door-to-Door FY18 Budget includes a proportional expense increase for the assumed increased ridership. Finally, the FY18 Budget assumes that the methodology for calculating the cost of Door-to-Door trips will be the same as that utilized in FY17.

5) Connecticut Funding:

Given Connecticut's fiscal challenges, State funding is an area of significant uncertainty and risk to the WTD Budget in FY18 and beyond.

a) Commuter shuttles: In FY17, CT DOT reimburses 67% of shuttle related expenses up to a cap on reimbursement of $586,200. The 2/8/17 forecast assumes that the FY17 State reimbursement will be about $489,000 (i.e. the cap doesn't have any effect this year on WTD). In December, the Connecticut DOT described a number of "Budget Options" being considered. These include a 50% reduction in aid to municipally sponsored Transit Districts in FY18, followed by a complete elimination of this support in FY19.

The WTD's FY18 Budget assumes a continuation of the 67% expense reimbursement, but with dollar limit 25% below the FY17 level, or a $439,700 limit. This assumption produces a $63,600 negative impact to the WTD Budget after taking into account the other assumptions made. It is important to note that this is just one possible assumption that could be made for the change in State funding, and the CT DOT support of the WTD commuter shuttles in FY18 could be quite different from this assumption.

b) Municipal Grant Program: In FY17, Westport receives reimbursement of 100% of the cost of Door-to-Door trips within Westport for citizens with disabilities who live outside the ADA corridor and are less than 65 years old, subject to a $31,600 limit. To date, the WTD isn't aware of any prospective changes to the program, and the FY18 Budget assumes that the program continues unchanged.

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		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
917 Reserve: Salary Adjustments								
(04) Adjustment-SAL		(32.16)	160,000.00	4,555.59	170,625.00	170,625.00	170,625.00	0.0%
TOTAL	**(917) Reserve: Salary Adjustments**	**(32.16)**	**160,000.00**	**4,555.59**	**170,625.00**	**170,625.00**	**170,625.00**	**0.0%**

		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
921 Employee Productivity								
(16) Awards		5,060.00	7,700.00	7,700.00	7,000.00	7,000.00	7,000.00	-9.1%
TOTAL	**(921)Employee Productivity**	**5,060.00**	**7,700.00**	**7,700.00**	**7,000.00**	**7,000.00**	**7,000.00**	**-9.1%**

941 Transfer to Sewer Fund

		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(67) Transfer2Other Fund		383,136.00	383,136.00	383,136.00	368,165.00	368,165.00	368,165.00	-3.9%
TOTAL	**(941) Transfer to Sewer Fund**	**383,136.00**	**383,136.00**	**383,136.00**	**368,165.00**	**368,165.00**	**368,165.00**	**-3.9%**

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
942 Transfer to Other Funds							
(67) Transfer2Other Fund	1,216,709.29	1,525,000.00	1,525,000.00	1,500,000.00	1,500,000.00	1,500,000.00	-1.6%
TOTAL (942) Transfer to Other Funds	**1,216,709.29**	**1,525,000.00**	**1,525,000.00**	**1,500,000.00**	**1,500,000.00**	**1,500,000.00**	**-1.6%**

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		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
951 Interest on Bonds								
(57) Interest		563,504.91	519,589.00	519,589.00	426,970.26	426,970.26	426,970.26	-17.8%
TOTAL	**(951) Interest on Bonds**	**563,504.91**	**519,589.00**	**519,589.00**	**426,970.26**	**426,970.26**	**426,970.26**	**-17.8%**

951 - INTEREST ON BONDS (GEN. FUND) BUDGET 2017-2018

Bonds	2016-17 Interest	2017-18 Interest
Interest on Outstanding Long Term Debt Obligations	519,589	426,970
TOTAL OPERATING EXPENSES	**519,589**	**426,970**

		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
953 Bond Principal Payments								
(56) Principal		2,190,299.58	2,307,978.00	2,307,978.00	2,144,340.33	2,144,340.33	2,144,340.33	-7.1%
TOTAL	**(953) Bond Principal Payments**	**2,190,299.58**	**2,307,978.00**	**2,307,978.00**	**2,144,340.33**	**2,144,340.33**	**2,144,340.33**	**-7.1%**

953 - BOND PRINCIPAL PAYMENTS (GEN. FUND) BUDGET 2017-2018

Bonds	2016-17 Principal	2017-18 Principal
Principal Payments Due on Outstanding Long Term Debt Obligations	2,307,978	2,144,340
TOTAL OPERATING EXPENSES	**2,307,978**	**2,144,340**

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 17/18 daily oversight will be handled by Deputy Police Chief and Police Staff Corporal 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.

Most maintenance work is outsourced to outside contractors – CT DOT continues to push maintenance formerly done by them to the RR Parking Division. The ticketing system, permit issuance and the wait list programs continue to be outsourced to Complus Data Innovations, which has increased the majority of ticket payments and permit renewals online. Although new and renewed permits are handled by mail from Complus, there are still many customers who prefer to receive theirs in person. The new contract negotiated with Complus increases RRP revenue.

Description of Accounts:

- Salaries — Employee salaries
- EH & OT — OT costs for weekend custodial work (in lieu of hiring a second custodian)
- RR Administration — Salary allocations for various police and town hall employees doing RRP staff work
- RR Security — Security coverage 365 days/year from 3PM to 2AM (replaces 3 F/T officers with benefits)
- Contracted Fees/Services — Includes fees to Complus, offset by revenue
- Facility Maintenance — Landscape costs, parking lot cleanups, general repairs, technology fees & services
- Insurance costs — For F/T personnel
- Utilities — Water, heat, electricity for parking lot lighting, cable modem fees
- Program Expenses — Snow removal from lots and platforms

Detail Operating Capital Requests:

- Saugatuck RR Station elevator mechanical upgrade $27,000
- 2017 Ford Utility Interceptor replacing a 2013 vehicle with an excess of 110,000 miles $35,000
- 2017 LSAG plate reader for RR operations & NCIC at a cost of $19,800

Budget Notes:

- Reimbursement to Police Budget (Deputy Chief Arciola 25% of $145,700 for a total of $36,425, Staff Corporal D'Amura 25% of $94,744 for a total of $23,686, Desk Officer Sampson 20% of $94,744 for a total of $18,948)
- Increase of daily and permit parking spots resulted in increased revenue

219 Railroad Parking

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	140,420.63	164,134.00	120,689.00	117,702.00	117,702.00	117,702.00	-2.5%
(03) EH & OT	534,060.90	399,297.00	446,279.00	524,584.00	524,584.00	524,584.00	17.5%
(05) Social Security	4,987.78	20,505.00	20,505.00	14,290.00	14,290.00	14,290.00	-30.3%
(14) Uniform Allowance	290.45	650.00	650.00	650.00	650.00	650.00	0.0%
(18) Fees & Services	142,097.88	143,500.00	143,500.00	141,500.00	141,500.00	141,500.00	-1.4%
(25) Telephone	4,758.86	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.0%
(29) Veh. Oper.	9,999.95	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
(30) Facility Maint.	45,456.43	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.0%
(34) Postage	2,772.27	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
(35) Insurance	412,760.00	289,500.00	289,500.00	335,522.00	335,522.00	335,522.00	15.9%
(41) Supplies	9,998.40	10,500.00	10,500.00	10,500.00	10,500.00	10,500.00	0.0%
(45) Heating Fuel	2,362.63	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.0%
(46) Electricity	65,277.37	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.0%
(48) Water	6,463.39	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.0%
(63) Program Expenses	125,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	0.0%
(64) Miscell. Expenses	27,706.16	65,500.00	65,500.00	66,450.00	66,450.00	66,450.00	1.5%
(CC) Facility Improvemen	24,242.19	91,000.00	91,000.00	52,800.00	52,800.00	52,800.00	-42.0%
(CE) Vehicles	975.00	0.00	0.00	35,000.00	35,000.00	35,000.00	0.0%
(CF) Computers	0.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.0%
TOTAL (219) Railroad Parking	**1,559,630.29**	**1,502,186.00**	**1,505,723.00**	**1,616,598.00**	**1,616,598.00**	**1,616,598.00**	**7.4%**

219 - RAILROAD PARKING BUDGET 2017-18

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Administrative Assistant II				55,496	60,000	55,496
1.00	Custodian	I-7			62,206	60,689	62,206
2.00	TOTAL SALARIES:					120,689	117,702

EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2017-18 EH&OT Rate	2016-17 EH&OT	2017-18 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 D'Amura (25% of 94744)			23,686	0	23,686
	Admin. DO Sampson IT (20% of 94744)			18,948	0	18,948
	Admin: D/C Arciola (25% of 145,700)			36,425	0	36,425
	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
	Traffic Agent (hourly)	$14.00	3,302	46,228	46,228	46,228
	Evening Security					
	Patrol Officer - 3PM-2AM		3,632	254,240	254,240	254,240
	Commuter Traffic Control:					
	Patrol Officer (1 AM post, 1 PM posts)		0	0	0	0
	TOTAL EXTRA HELP & OVERTIME:				446,654	524,584

219 - RAILROAD PARKING

Account	Description
Fees & Services	fees to Complus for collection and software ($140,000)
Program Expense	Storm Expense ($150,000)
Miscellaneous Expenses	Town Hall administration , Transit Subsidy and Sales Tax ($3,000), Refuse Collection ($25,000)
Capital Expense	Saugatuck Railroad Station elevator mechanical upgrade ($27,000) DVR and camera replacements ($6000) 2017 LSAG plate reader for RR operations and NCIC ($19,800) 2017 Ford Interseptor SUV ($35,000)

Railroad Parking Fund
Police Department
210 - RAILROAD PARKING

TOWN OF WESTPORT 2017-2018 BUDGET

Schedule of Revenues (BUDGET BASIS)

Description	Explanation	Actual 2015/16	Projected 2016/17	Estimated 2017/18
Miscellaneous	Annual Parking Permits	1,291,406	1,350,000	1,350,000
Miscellaneous	Daily Parking Fees	632,634	550,000	600,000
Miscellaneous	Rents, etc.	81,686	70,000	80,000
Miscellaneous	Interest and Reimbursement	980	1,000	1,000
TOTAL REVENUES		2,006,706	1,971,000	2,031,000

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:

Replacement of two sludge return pumps	*$40,000*
Energy Upgrade	*$10,000*
	$50,000

Budget Notes:
*The proposed budget for the WPCF Treatment Division shows a **0.6%** decrease which is primarily related to minor operating account adjustments.*

330 Sewage Treatment

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	355,663.63	502,750.00	523,651.00	531,884.00	531,884.00	531,884.00	1.6%
(03) EH & OT	33,697.03	33,500.00	33,500.00	34,250.00	34,250.00	34,250.00	2.2%
(14) Uniform Allowance	2,506.60	3,150.00	3,150.00	3,150.00	3,150.00	3,150.00	0.0%
(18) Fees & Services	225,249.22	210,000.00	210,000.00	200,000.00	200,000.00	200,000.00	-4.8%
(25) Telephone	3,841.20	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.0%
(27) Veh. Maint/Oper	7,243.46	10,000.00	10,000.00	9,000.00	9,000.00	9,000.00	-10.0%
(30) Facility Maint.	49,475.84	52,000.00	52,000.00	51,000.00	51,000.00	51,000.00	-1.9%
(31) Rental Equip.	0.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
(43) Oper. Supplies	35,053.06	51,000.00	51,000.00	49,000.00	49,000.00	49,000.00	-3.9%
(45) Heating Fuel	25,240.54	40,000.00	40,000.00	35,000.00	35,000.00	35,000.00	-12.5%
(46) Electricity	256,343.25	265,000.00	265,000.00	265,000.00	265,000.00	265,000.00	0.0%
(48) Water	4,937.44	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.0%
(59) Education & Exp.	5,088.47	6,000.00	6,000.00	8,000.00	8,000.00	8,000.00	33.3%
(CT) Equipment-Sewer	35,053.01	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.0%
TOTAL (330) Sewage Treatment	**1,039,392.75**	**1,234,400.00**	**1,255,301.00**	**1,247,284.00**	**1,247,284.00**	**1,247,284.00**	**-0.6%**

330 - SEWAGE TREATMENT BUDGET 2017-2018

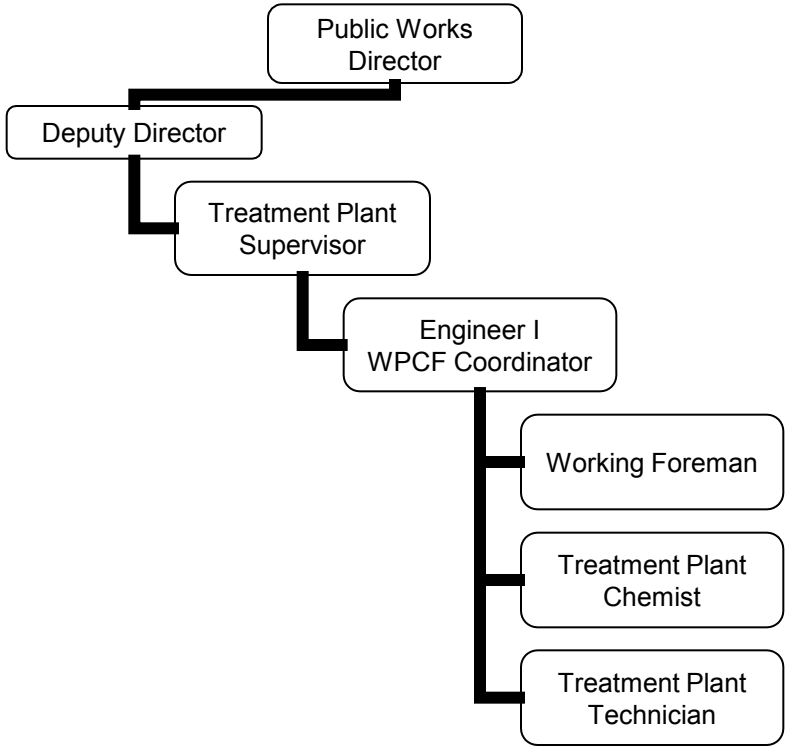
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
1.00	Treatment Plant Supervisor	B-0-1			106,960	106,960	106,960
1.00	Engineer I	IX-7			87,364	87,364	87,364
1.00	Working Foreman	B-VI			76,305	74,444	76,305
1.00	Treatment Plant Chemist	B-IV-7			70,810	69,083	70,810
1.00	Treatment Plant Operator	B-III-7			67,445	65,800	67,445
	Sewer Billing and Collection - Tax Collector					65,000	66,625
	Sewer Accounting and Financial Reporting					55,000	56,375
5.00	TOTAL SALARIES:					523,651	531,884

330 - SEWAGE TREATMENT

Account	Description	
Fees & Services	Disposal of thickened sludge, Permit Fees, Routine Testing ($200,000)	
Operating Supplies	Chemicals and Lubricants ($49,000)	
Capital Equipment	Replacement: Two Return Pumps	40000
	Energy Upgrade	10000
	Total:	50,000

330 – SEWAGE TREATMENT
2017/2018 Organization Chart
2016/17: 5 Full Time / 2017/18: 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:

Replacement Generator Station 4	*$45,000*

Budget Notes:

The WPCF Collection Division budget reflects a 3.1% increase due to increased capital requests and minor salary adjustments.

331 Sewage Collection

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	290,692.98	177,289.00	178,673.00	190,380.00	190,380.00	190,380.00	6.6%
(03) EH & OT	21,693.40	32,500.00	32,500.00	32,500.00	32,500.00	32,500.00	0.0%
(14) Uniform Allowance	1,760.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	0.0%
(19) Contract Services	26,335.01	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.0%
(27) Veh. Maint/Oper	6,381.44	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.0%
(30) Facility Maint.	56,143.35	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.0%
(43) Oper. Supplies	27,688.98	32,000.00	32,000.00	32,000.00	32,000.00	32,000.00	0.0%
(45) Heating Fuel	611.19	4,500.00	4,500.00	4,000.00	4,000.00	4,000.00	-11.1%
(46) Electricity	119,341.06	142,000.00	142,000.00	137,000.00	137,000.00	137,000.00	-3.5%
(48) Water	871.19	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.0%
(CT) Equipment-Sewer	31,182.50	35,000.00	35,000.00	45,000.00	45,000.00	45,000.00	28.6%
TOTAL (331) Sewage Collection	**582,701.10**	**524,039.00**	**525,423.00**	**541,630.00**	**541,630.00**	**541,630.00**	**3.1%**

331 - SEWAGE COLLECTION BUDGET 2017-2018

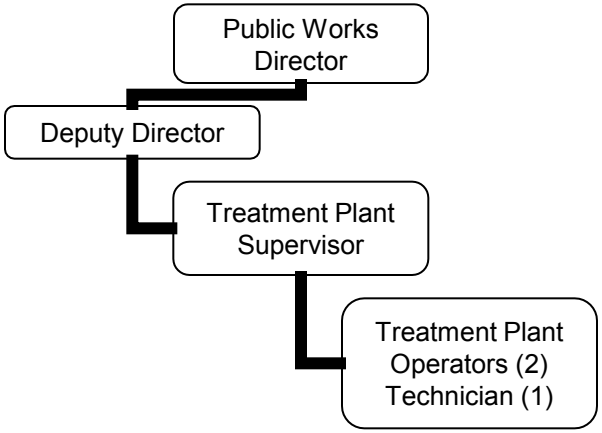
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2017-18 Salary Rate	2016-17 Salaries	2017-18 Salary Totals
2.00	Treatment Plant Operator	B-III-7			67,445	65,800	134,890
	Treatment Plant Operator	B-III-6			0	62,665	0
1.00	Treatment Plant Operator	B-III-3			55,490	0	55,490
	Treatment Plant Operator	B-III-2			0	50,208	0
3.00	TOTAL SALARIES:					178,673	190,380

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, replacement parts, labor and equipment ($32,000)	
Capital Equipment	Replacement : Generator Station #4	45000
	total	45000

331 – SEWER COLLECTION
2017/2018 Organization Chart
2016/17: 3 Full Time / 2017/18: 3 Full Time



		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
901 Pensions - Sewer								
(09) Pensions, OPEB		116,886.00	95,480.00	95,480.00	162,387.00	162,387.00	162,387.00	70.1%
TOTAL	**(901) Pensions**	**116,886.00**	**95,480.00**	**95,480.00**	**162,387.00**	**162,387.00**	**162,387.00**	**70.1%**

UPDATED 2/27/17

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
902 Insurance - Sewer							
(07) Group Insur-MED	269,850.00	250,000.00	250,000.00	144,940.00	144,940.00	144,940.00	-42.0%
(08) Group Insur-LIFE	1,575.00	1,575.00	1,575.00	1,355.00	1,355.00	1,355.00	-14.0%
(12) Workers Comp.	50,962.00	50,962.00	50,962.00	37,830.00	37,830.00	37,830.00	-25.8%
(36) Ins-Bldg & Liab	80,468.91	90,405.00	90,405.00	94,500.00	94,500.00	94,500.00	4.5%
TOTAL (902) Insurance	**402,855.91**	**392,942.00**	**392,942.00**	**278,625.00**	**278,625.00**	**278,625.00**	**-29.1%**

UPDATED 2/27/17

		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
951 Interest on Bonds - Sewer								
(57) Interest		589,450.72	597,575.10	597,575.10	504,745.70	504,745.70	504,745.70	-15.5%
TOTAL	**(951) Interest on Bonds**	**589,450.72**	**597,575.10**	**597,575.10**	**504,745.70**	**504,745.70**	**504,745.70**	**-15.5%**

951 - INTEREST ON BONDS (SEWER FUND) BUDGET 2017-2018

Bonds Issued	2016-17 Interest	2017-18 Interest
Long Term Debt Service Payment on Outstanding Debt Issues	597,575	504,746
TOTAL OPERATING EXPENSES	**597,575**	**504,746**

953 Bond Principal Payments - Sewer

		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(56) Principal		1,819,046.50	1,935,192.59	1,935,192.59	1,917,020.98	1,917,020.98	1,917,020.98	-0.9%
TOTAL	**(953) Bond Principal Payments**	**1,819,046.50**	**1,935,192.59**	**1,935,192.59**	**1,917,020.98**	**1,917,020.98**	**1,917,020.98**	**-0.9%**

953 - BOND PRINCIPAL PAYMENTS (SEWER FUND) BUDGET 2017-2018

Bonds	2016-17 Principal	2017-18 Principal
Long Term Debt Service Principal Payments Due on Outstanding Issues	1,935,193	1,917,021
TOTAL OPERATING EXPENSES	**1,935,193**	**1,917,021**

SEWER FUND: **TOWN OF WESTPORT 2017-2018 BUDGET**

	2015-16 Actuals	2016-17 Projected	2017-18 Estimated
Assessments	906,653	1,000,000	1,000,000
Use Charges	3,166,131	3,500,000	3,500,000
Carrying Charges	328,994	300,000	300,000
Other	281,948	295,000	295,000
Transfer From Other Funds	383,136	383,136	368,165
Total Revenues:	**5,066,862**	**5,478,136**	**5,463,165**

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, 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, an Author Luncheon, and a variety of in-store fundraisers, letter writing appeals, online fundraisers, and grants proposals, 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 and began the renovation.
- Recruited additional board members and support members to aid in the renovation plan and capital campaign.

FY 2016-2017 Major Accomplishments:

- Originally, the farm anticipated the completion of a significant renovation to the property in the late summer/fall of 2016 and the budget for 2016-17 was written in accordance with that expectation. Unfortunately, due to remediation requirements and other complications, work on the project was delayed. So instead of completing work in fall of 2016, work was only started at this time. Because of the delay, the farm maintained its summer educational programming while also running limited programming in the fall. The farm was also able to host its traditional Harvest Dinner fundraising event, which generated sizable donations. With the

start of the renovation project in October, all programming at the farm was halted, which accounts for the discrepancy in expected revenue for fiscal year 2016-2017. Expenditures were also naturally reduced leaving the farm with a positive operating budget for FY 16-17, despite not running programs.

FY 2017-2018 Service Level Goals:

- Upon its expected completion in the spring of 2017, 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 and during the last weeks in June when school is out.
  - 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.
  - offer birthday parties during select Saturdays to accommodate high demand expressed by the public
  - rent usage of the commercial kitchen space as an additional revenue stream

Performance Measures:

- Operating Revenues of $311,000
- Operating Expenses of $285,200*
- Net Operating Income of $25,800

*Operating Expenses include estimated Bond Interest Payment of $25,000

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 site-plan which is included.
- 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:

As you know, 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 2017-18. 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 of 2017, 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 12 sections of a popular 'Mommy & Me' program with the addition of a "Mommy & Me Meals" option, sections of a craft-based 'Natural Creations' program, new week-long 'school break' programs offered in April and June, 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. We also intend to pursue offering birthday parties, for which there has been high public demand, and will explore the possibility of renting the commercial kitchen space to local chefs and caterers when the kitchen is not in use for programming.

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 the 'maximum' of what we see as possible for the farm once the renovation is completed. While the renovation project is still underway, we are confident that it will be completed by the start of FY 17-18. 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.

The farm's all-volunteer committee has done considerable fundraising in anticipation of the new classroom and kitchen space at the farm. While not included in this budget, a large portion of the farm's reserve fund will be used in the spring and summer of 2017 in order to install the kitchen, furnish the classroom, restore the landscape, and make other necessary improvements before formally re-launching the facility. In addition, because of the dramatically increased scale of operation at the new facility, it was decided to pay for certain services deemed necessary in order to smoothly run the new operation. These services include coordination and management of kitchen use and activities, certain administrative duties, and certain bookkeeping activities. Wages for these services are more than paid for by the addition of new programming and through use of the new kitchen renovation.

Per the suggestion of the board of finance, modest increases have been made to the participant fees of some of the most popular farm programs. Other fees were left untouched as we try to build interest in certain newer programs.

On a final note, 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:

As part of our expenses, we have included $25,000 earmarked for estimated interest payments to the town. We also expevt that we will fund anticipated work and materials needed to bring the new facility and grounds/landscape to an acceptable standard before reopening. This includes new landscape plantings, a redesigned entranceway, signage, and other improvements. The scope of this work cannot be fully determined until the contractors complete their scope of work on the renovation. We anticipate paying for these improvements out of funds in our cumulative reserve.

850 Wakeman Farm

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 SEL RQST	2018 BOF REC	2018 RTM ADOPTED	PCT CHANGE
(01) Salaries	13,200.00	13,200.00	13,200.00	13,200.00	13,200.00	13,200.00	0.0%
(03) EH & OT	21,180.00	65,000.00	65,000.00	140,000.00	140,000.00	140,000.00	115.4%
(05) Social Security	2,470.32	5,083.00	5,083.00	10,000.00	10,000.00	10,000.00	96.7%
(18) Fees & Services	20,603.76	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.0%
(30) Facility Maint.	14,288.46	25,000.00	25,000.00	30,000.00	30,000.00	30,000.00	20.0%
(33) Advert & Print	100.00	5,000.00	5,000.00	6,000.00	6,000.00	6,000.00	0.0%
(44) Utilities	2,926.55	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.0%
(46) Electricity	3,500.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.0%
(48) Water	2,291.73	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.0%
(56) Principal	0.00	0.00	0.00	25,000.00	25,000.00	25,000.00	
(63) Program Expenses	5,977.82	14,000.00	14,000.00	20,000.00	20,000.00	20,000.00	42.9%
(CB) Building Renovation	908.84	25,000.00	25,000.00	0.00	0.00	0.00	-100.0%
TOTAL (850) Wakeman Farm	**87,447.48**	**193,283.00**	**193,283.00**	**285,200.00**	**285,200.00**	**285,200.00**	**47.6%**

Wakeman Town Farm Budgets for 2012, 2013 & 2014, 2015, 2016, 2017 and YTD Actuals vs 2018 Budget		Actual (7 Mo) 12/15/11-6/31/12	Actuals 6/1/12-6/30/13	Actuals 7/1/13-6/30/14	Actuals 7/1/14-6/30/15	Actuals 7/1/15 - 6/30/16	Budget 7/1/16 to 6/30/17	Actuals as of 7/1/16 - 12/31/16	Proposed Budget 7/1/17 - 06/30/18
Revenues:									
460801	Programming Fees	19745	46,225	61,708	87,946	56,261	167,000	12,622	268,000
	Less Online Registration Fee	-130	(1,802)	(3,573)	(3,841)	(2,719)	(7,000)	-	(12,000)
460802	CSA Fees	1950	519	1,703	1,492		1,500	-	
479801	Membership	955	3,310	100	300	-	-	-	
450802	Logo Sales	1639	1,715	3,076	1,247	707	-	109	
479801	Donations	4643.29	60,263	42,070	60,644	70,111	52,700	76,620	55,000
479802	Promotions - Holding	62	(19)	-	-	-	-	900	-
Total Revenues		28,864	110,211	105,084	147,788	124,361	214,200	90,251	311,000
Expenses:									
511000	Steward Salaries	3000	6,150	6,210	6,000	6,600	6,600	3,300	6,600
511020	Program Administration	2400	4,800	6,000	6,000	6,600	6,600	3,300	6,600
513000	Program Staff /Extra Help and Overtime	1005	11,530	10,740	17,523	20,580	65,000	22,985	140,000
513002	CSA Manager	200	788	839	652	600	-	-	-
521000	Social Security	505.31	1,780	1,799	2,235	2,470	$ 5,083	2,263	10,000
588000	Educational Programming Supplies Expense	675.55	10,444	3,568	5,907	3,355	9,000	110	17,000
588000	Communications and Advertising				2,942	100	5,000	150	6,000
545000	Building Maintenance	1660.98	1,487			846	5,000		10,000
	Voice/Data			460	378	-	-	-	-
545010	Farm Grounds Maintenance & Animals	4821.26	3,839	9,795	9,614	11,016	20,000		20,000
566101	Propane Gas	1762.66	2,979	4,043	4,785	2,927	6,000	3,500	6,000
566200	Electricity	629.39	2,843	2,999	4,394	3,500	6,000	5,000	6,000
566400	Water	330.82	647	254	1,832	2,292	2,000	2,000	4,000
531802	Promotions - Wakeman/Direct Fundraising		11,420	22,151	23,121	19,481	25,000	7,046	25,000
588094	Promotions - Wakeman/Logo Supplies	2472.53	3,514	1,484	3,246	2,209	5,000		3,000
Total Expenses		19,464	62,221	70,340	88,627	82,575	166,283	49,654	260,200
Net Operating Income		9,401	47,990	34,744	59,161	41,786	47,917	40,597	50,800

Wakeman Town Farm Budgets for 2012, 2013 & 2014, 2015, 2016, 2017 and YTD Actuals vs 2018 Budget	Actual (7 Mo) 12/15/11-6/31/12	Actuals 6/1/12-6/30/13	Actuals 7/1/13-6/30/14	Actuals 7/1/14-6/30/15	Actuals 7/1/15 - 6/30/16	Budget 7/1/16 to 6/30/17	Actuals as of 7/1/16 - 12/31/16	Proposed Budget 7/1/17 - 06/30/18
Capital Improvements and Interest								
572100 Building Improvements	0	12,707	21,244	21,350	469	25,000	15,300	-
572105 Grounds Improvements	-	-	-	-	-	-	-	-
583100 Debt Payment (P&I)	-	-	-	-	-	-	-	25,000
Income after Interest and Capital Expense (Surplus/Deficit)	9,401	- 35,282	13,500	37,811	41,317	22,917	25,297	25,800
	9,401							
Cumulative Surplus/Deficit	30,567	65,849	79,349	117,160	158,476	181,393	183,773	207,193
Friends of Parks & Recreation Donations	1,000	2,400	2,750	41,491	-			
Cumulative Parkes & Recreation Donations	1,000	3,400	6,150	47,641	68,591		111,000	111,000
Total Surplus	31,567	69,249	85,499	164,800	227,067		294,773	318,193

Note: Decrease in 2015-2016 and 2016 - 2017 YTD performance is due to cancelation of Fall & Spring indoor programs because of lead contamination. We have now started remediation and constructionof our new classroom space and will be offering expanded programs in the Spring/Summer of 2017.

Wakeman Town Farm

TOWN OF WESTPORT 2017-2018 BUDGET

Fund 215

Operating Budget Revenue

Description	Actual 2015/16	Projected 2016/17	Estimated 2017/18
Logo Sales	707		-
Program Fees	56,261	167,000	268,000
CSA Fees	1,150	1,500	0
Donations	68,961	52,700	55,000
Credit Processing	(2,719)	(7,000)	(12,000)
	124,361	214,200	311,000