TOWN OF WESTPORT

SELECTMAN'S RECOMMENDED BUDGET

FOR THE FISCAL YEAR JULY 1, 2018 – JUNE 30, 2019

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TOWN OF WESTPORT 2018/2019 SELECTMAN'S RECOMMENDED BUDGET REVENUE AND TRANSFERS

GENERAL FUND REVENUES AND TRANSFERS:	2016-17 ACTUAL	2017-18 Budget	2017-18 PROJECTED	2018-19 Selectman's Budget
GENERAL PROPERTY TAXES				
Current List	182,089,641	182,642,131	182,642,131	TBD
Prior Levies	1,318,710	2,500,000	2,500,000	1,500,000
TOTAL PROPERTY TAXES:	183,408,352	185,142,131	185,142,131	1,500,000
EDUCATION REVENUES				
Staples Trust Fund	0	25,000	17,000	17,000
State Education Grants	454,422	0	384,440	0
Misc. State Grants	8,795	0	0	0
BOE Rentals/Reimbursements	140,577	148,000	148,000	141,000
Tuition	257,894	265,350	265,350	269,167
TOTAL EDUCATION REVENUES:	861,688	438,350	814,790	427,167
PARKS AND RECREATION				
Debt Recovery	649,716	542,850	542,850	545,136
Operations	4,457,061	4,982,726	4,982,726	5,431,676
TOTAL PARKS & RECREATION REVENUES:	5,106,777	5,525,576	5,525,576	5,976,812
OTHER REVENUES				
LICENSES AND PERMITS				
Building Inspection	1,202,085	1,200,000	1,200,000	1,200,000
Burglar Alarms	32,665	50,000	50,000	50,000
Raffle/Bingo Permits				800
Conservation Commission	141,424	139,000	139,000	138,000
Fire Department Permits, etc.	1,792	1,000	1,000	1,000
Planning and Zoning	535,932	518,430	518,430	549,000
Town Clerk Conveyance Tax	1,887,141	1,550,000	1,550,000	1,800,000
Town Clerk Licenses	26,346	14,240	14,240	25,325
Zoning Board of Appeals	21,587	27,330	27,330	25,000
TOTAL LICENSES AND PERMITS:	3,848,970	3,500,000	3,500,000	3,789,125
FINES AND PENALTIES				
Police Fines	191,954	250,000	250,000	200,000
Tax Collector - Interest Lien	1,118,715	1,250,000	1,250,000	1,150,000
TOTAL FINES AND PENALTIES:	1,310,669	1,500,000	1,500,000	1,350,000

TOWN OF WESTPORT 2018/2019 SELECTMAN'S RECOMMENDED BUDGET REVENUE AND TRANSFERS

GENERAL FUND REVENUES AND TRANSFERS:	2016-17 ACTUAL	2017-18 Budget	2017-18 PROJECTED	2018-19 Selectman's Budget
FROM USE OF MONEY				
Interest - General Fund	92,294	160,000	200,000	200,000
FROM STATE OF CONNECTICUT				
Additional Veterans' Exemption	8,314	10,000	6,744	0
Elderly Tax Grant	74,917	75,000	0	0
Historical Preservation Grant	5,000	0	5,000	5,000
In-Lieu-of-Taxes State Property	365,527	0	321,741	0
State Revenue Sharing (New in 2016-17)	262,402	0	21,130	0
In-Lieu-of-Taxes Hospitals	172,387	0	56,818	0
Miscellaneous State Grants	5,603	0	15,232	10,000
Pequot Indian Grant	26,621	0	26,431	0
State Aid on School Construction	251,973	228,942	228,942	220,655
State Reimbursements	3,940	0	3,285	0
	1,176,684	313,942	685,323	235,655
TOTAL FROM STATE OF CONNECTICUT:				
CURRENT SERVICES CHARGES				
Bulky Waste Charges	23,314	20,000	20,000	20,000
Solar Energy Savings	0	0	18,000	44,000
Cell Tower Rentals	142,828	188,678	155,000	289,000
DPW Refuse Collection Permits	18,650	20,000	20,000	20,000
Recycling Rebate	2,440		0	0
EMS Reimbursements	1,031,237	900,000	900,000	1,000,000
Fire Dept Commercial Plan Review	150,298	180,000	180,000	150,000
Housing Authority Canal St. PILOT	42,502	42,501	40,449	40,000
Housing Authority Loan Repayment	847,315	115,821	0	0
Police Vehicle Reimb. (Outside Contractors)	23,249	20,000	20,000	23,000
Public Works Permits, etc.	40,881	32,000	32,000	38,600
Rental of Facilities	893,500	915,000	915,000	945,300
Solid Waste Tipping Fees	218,374	270,000	270,000	325,300
Town Attorney Reimbursement	325	1,000	500	500
Town Clerk Recording Fees	564,917	295,000	295,000	329,400
	3,999,831	3,000,000	2,865,949	3,225,100
TOTAL CURRENT SERVICES CHARGES:				

TOWN OF WESTPORT 2018/2019 SELECTMAN'S RECOMMENDED BUDGET REVENUE AND TRANSFERS

GENERAL FUND REVENUES AND TRANSFERS:	2016-17 ACTUAL	2017-18 Budget	2017-18 PROJECTED	2018-19 Selectman's Budget
MISCELLANEOUS REVENUES				
Bond Proceeds	507,746	0	0	0
Insurance Reimbursements	13,774	15,000	22,483	15,000
Others	11,547	11,600	11,600	12,000
Sale of Surplus Property	57,809	35,000	35,000	35,000
Telephone Access Lines Grant	102,035	85,000	85,000	100,000
TOTAL MISCELLANEOUS REVENUES:	692,912	146,600	154,083	162,000
TOTAL OTHER REVENUES:	11,121,360	8,620,542	8,905,355	8,961,880
TRANSFERS FROM OTHER FUNDS				
From Debt Service Fund	187,000	187,000	187,000	187,000
Insurance Reserve Fund	0	0	0	300,000
Public Protection Outside Duty Reimb.	250,000	700,000	700,000	700,000
TOTAL TRANS. FROM OTHER FUNDS:	437,000	887,000	887,000	1,187,000
GEN. FUND REVENUES & TRANSFERS	200,935,177	200,613,599	201,274,852	18,052,859
General Fund Balance Applied	5,350,000	4,250,000	4,250,000	
Capital and Operation Savings	(391,139)	(623,410)	(623,410)	
Turnbacks				
	205,894,038	204,240,189	204,901,442	18,052,859
Revenues other than Current year Taxes	18,845,536	17,971,468	18,632,721	18,052,859

Town of Westport
Selectman's Recommended Budget
for FY 2018-2019

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Selectman's Budget	PERCENT CHANGE	DOLLAR CHANGE
(01) General Government	5,872,528	5,931,397	6,012,244	6,066,044	0.89%	53,800
(02) Public Safety	20,838,267	20,585,259	20,932,858	21,292,134	1.72%	359,276
(03) Public Works	10,299,496	9,731,273	9,743,361	10,143,062	4.10%	399,701
(04) Health	547,789	547,789	547,789	578,111	5.54%	30,322
(05) Human Services	1,093,245	1,115,327	1,142,917	1,188,423	3.98%	45,506
(07) Library	4,755,561	4,900,096	4,900,096	4,871,703	-0.58%	-28,393
(8) Parks and Recreation	5,159,658	5,653,451	5,668,191	6,170,343	8.86%	502,152
(9) Pension, OPEB, Insurance, Miscellaneous	25,233,804	25,489,589	25,330,992	24,776,484	-2.19%	-554,508
(10) Debt Service	2,870,119	2,571,311	3,292,006	3,449,117	4.77%	157,111
(11) Other Financing Uses	1,929,154	1,868,165	1,868,165	1,868,165	0.00%	0
Special Appropriations	204,125	0	0	0		
Total **Town**	**78,803,747**	**78,393,657**	**79,438,618**	**80,403,586**	**1.21%**	**964,967**
(06) Education						
(650) Board of Education	111,953,755	114,377,346	114,377,346	118,913,712	3.97%	4,536,366
(650) Board of Education Program Expenses	121,228	138,392	138,392	124,225	-10.24%	-14,167
(651) BOE Rentals/Reimbursements	140,592	0	0	0	0.00%	0
(652) Aid to Pvt & Parochial Schools	357,337	368,798	368,798	386,995	4.93%	18,197
(654) Debt Service	11,275,061	10,961,997	11,053,556	10,628,162	-3.85%	-425,394
(656) BOE Transfer to CNR	327,075	0	0	0		
	124,175,048	**125,846,533**	**125,938,092**	**130,053,094**	**3.27%**	**4,115,003**
Grand Total	**202,978,795**	**204,240,189**	**205,376,710**	**210,456,680**	2.47%	**5,079,970**

Updated 3/7/18

BUDGET SUMMARY - EXPENSE

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 SELECTMAN'S BUDGET	PCT CHANGE	DOLLAR CHANGE
General Fund						
110 R T M	48,348.13	49,445.00	49,647.00	49,797.00	0.30%	150
120 Selectmen	300,807.62	366,475.00	371,550.00	371,550.00	0.00%	0
132 Probate Court	12,226.58	14,000.00	14,000.00	14,000.00	0.00%	0
140 Registrars	109,370.42	121,740.00	121,740.00	127,468.00	4.71%	5,728
142 Elections	78,625.54	114,386.00	114,386.00	127,399.00	11.38%	13,013
150 Board of Finance	1,727.54	2,500.00	2,500.00	2,500.00	0.00%	0
151 Finance Department	762,526.18	784,630.00	795,948.00	795,247.00	-0.09%	(701)
152 Audit	149,190.18	150,125.00	150,125.00	152,900.00	1.85%	2,775
153 Personnel	323,787.39	357,134.00	368,077.00	359,613.00	-2.30%	(8,464)
154 Assessor	521,982.90	492,404.00	517,317.00	511,641.00	-1.10%	(5,676)
156 Tax Collector	352,095.93	365,227.00	369,868.00	339,224.00	-8.29%	(30,644)
157 Information Technology	899,414.33	879,680.00	888,322.00	885,468.00	-0.32%	(2,854)
158 Board of Assessment Appeals	1,086.39	2,025.00	2,025.00	2,125.00	4.94%	100
170 Town Attorney	813,935.07	764,318.00	764,853.00	764,853.00	0.00%	0
180 Town Clerk	407,196.93	411,231.00	416,093.00	456,088.00	9.61%	39,995
181 Historic District	73,603.48	72,061.00	73,683.00	74,183.00	0.68%	500
182 Conservation	380,831.76	386,221.00	388,950.00	393,558.00	1.18%	4,608
185 Planning & Zoning	608,024.07	570,047.00	575,412.00	610,682.00	6.13%	35,270
187 Zoning Board of Appeals	27,747.84	27,748.00	27,748.00	27,748.00	0.00%	0
General Government	**5,872,528.28**	**5,931,397.00**	**6,012,244.00**	**6,066,044.00**	**0.89%**	**53,800**

Updated 3/7/18

BUDGET SUMMARY - EXPENSE

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 SELECTMAN'S BUDGET	PCT CHANGE	DOLLAR CHANGE
210 Police	8,230,843.15	8,091,397.00	8,423,871.50	8,622,188.00	2.35%	198,317
214 Police Vehicle Maintenance	307,611.27	316,926.00	316,926.00	356,124.00	12.37%	39,198
216 Dog Warden	137,997.36	146,549.00	146,549.00	147,549.00	0.68%	1,000
218 Emergency Medical Services	1,244,970.34	1,257,437.00	1,257,437.00	1,268,378.00	0.87%	10,941
220 Fire Department	9,291,366.55	9,050,386.00	9,062,445.00	9,127,192.50	0.71%	64,748
221 Water Service-Fire	1,096,457.26	1,190,897.00	1,190,897.00	1,211,284.00	1.71%	20,387
225 Building Inspection	371,819.28	456,285.00	459,350.00	484,062.00	5.38%	24,712
235 Public Site & Building	88,026.34	0.00	0.00	0.00	0.00%	0
250 Emergency Management	69,175.19	75,382.00	75,382.00	75,356.00	-0.03%	(26)
Total Public safety	**20,838,266.74**	**20,585,259.00**	**20,932,857.50**	**21,292,133.50**	**1.72%**	**359,276**
310 Engineering	880,397.76	875,693.00	881,577.00	864,314.00	-1.96%	(17,263)
320 Highway	1,896,072.16	1,799,357.00	1,802,231.00	1,874,598.00	4.02%	72,367
321 Equipment Maintenance	385,279.93	394,247.00	394,247.00	383,547.00	-2.71%	(10,700)
322 Road Maintenance	3,118,617.76	2,281,575.00	2,281,575.00	2,283,575.00	0.09%	2,000
324 Street Lighting	226,797.47	240,000.00	240,000.00	240,000.00	0.00%	0
332 Solid Waste Disposal	1,651,347.71	1,800,256.00	1,800,256.00	2,162,232.00	20.11%	361,976
350 Building Maintenance	1,137,408.56	1,259,625.00	1,262,025.00	1,270,135.00	0.64%	8,110
352 Building Custodians	323,444.20	345,095.00	346,025.00	344,936.00	-0.31%	(1,089)
360 Property Maintenance	31,537.00	25,000.00	25,000.00	25,500.00	2.00%	500
361 P&R Property Maintenance	296,007.39	395,000.00	395,000.00	378,800.00	-4.10%	(16,200)
370 Tree Maintenance	352,586.28	315,425.00	315,425.00	315,425.00	0.00%	0
Total DPW	**10,299,496.22**	**9,731,273.00**	**9,743,361.00**	**10,143,062.00**	**4.10%**	**399,701**

Updated 3/7/18

BUDGET SUMMARY - EXPENSE

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 SELECTMAN'S BUDGET	PCT CHANGE	DOLLAR CHANGE
410 Health District	544,089.00	544,089.00	544,089.00	574,411.00	5.57%	30,322
412 Health Services	3,700.00	3,700.00	3,700.00	3,700.00	0.00%	0
Total Health	**547,789.00**	**547,789.00**	**547,789.00**	**578,111.00**	**5.54%**	**30,322**
510 Youth Services	256,317.27	265,397.00	270,583.00	272,899.00	0.86%	2,316
520 Social Services	418,107.00	417,794.00	428,137.00	435,430.00	1.70%	7,293
530 Senior Services	418,821.03	432,136.00	444,197.43	480,094.00	8.08%	35,897
Total Human Services	**1,093,245.30**	**1,115,327.00**	**1,142,917.43**	**1,188,423.00**	**3.98%**	**45,506**
650 Board of Education	112,074,982.67	114,515,738.00	114,515,738.00	119,037,937.00	3.95%	4,522,199
651 BOE Rentals/Reimbursements	140,591.94	0.00	0.00	0.00	0.00%	0
652 Aid to Pvt & Parochial Schools	357,337.09	368,798.00	368,798.00	386,995.00	4.93%	18,197
654 Debt Service-Long Term	11,275,060.78	10,961,996.50	11,053,555.50	10,628,162.00	-3.85%	(425,394)
656 BOE Transfers	327,075.11	0.00	0.00	0.00	0.00%	0
Total Education	**124,175,047.59**	**125,846,532.50**	**125,938,091.50**	**130,053,094.00**	**3.27%**	**4,115,003**
750 Library Board	4,617,851.00	4,542,851.00	4,542,851.00	4,532,739.00	-0.22%	(10,112)
751 Library Pension Fund	137,710.00	357,245.00	357,245.00	338,964.00	-5.12%	(18,281)
Total Library	**4,755,561.00**	**4,900,096.00**	**4,900,096.00**	**4,871,703.00**	**-0.58%**	**(28,393)**

Updated 3/7/18

BUDGET SUMMARY - EXPENSE

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 SELECTMAN'S BUDGET	PCT CHANGE	DOLLAR CHANGE
810 P&R Administration	491,243.59	580,356.00	591,933.00	600,883.00	1.51%	8,950
812 Guest Services	238,458.61	281,588.00	281,588.00	328,926.00	16.81%	47,338
820 Maintenance Administration	645,866.72	1,118,272.00	1,118,272.00	1,218,982.00	9.01%	100,710
830 Boating	321,906.97	378,174.00	378,174.00	392,391.00	3.76%	14,217
831 Parks Maintenance	587,450.12	323,000.00	323,000.00	418,992.00	29.72%	95,992
832 Golf	957,318.15	1,170,000.00	1,170,000.00	1,245,900.00	6.49%	75,900
833 Athletic Fields Maintenance	379,200.78	134,394.00	134,394.00	130,500.00	-2.90%	(3,894)
834 Tennis	100,222.16	109,687.00	109,687.00	120,016.00	9.42%	10,329
835 Skate Park	18,746.57	30,314.00	30,314.00	32,314.00	6.60%	2,000
836 Beach & Pool	274,896.66	317,629.00	317,629.00	455,237.00	43.32%	137,608
838 Recreation Programs	1,135,377.83	1,200,537.00	1,203,700.00	1,216,702.00	1.08%	13,002
840 Memorial & Veterans Days	8,970.00	9,500.00	9,500.00	9,500.00	0.00%	0
Total P&R	**5,159,658.16**	**5,653,451.00**	**5,668,191.00**	**6,170,343.00**	**8.86%**	**502,152**

Updated 3/7/18

BUDGET SUMMARY - EXPENSE

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 SELECTMAN'S BUDGET	PCT CHANGE	DOLLAR CHANGE
901 Pensions	14,282,926.93	13,436,124.25	13,436,124.25	11,529,483.00	-14.19%	(1,906,641)
902 Insurance	9,272,618.59	10,116,658.00	10,119,723.00	11,262,792.00	11.30%	1,143,069
903 Social Security	1,168,774.21	1,172,072.75	1,181,635.93	1,215,000.00	2.82%	33,364
905 Unemployment Compensation	43,527.00	38,000.00	38,000.00	38,000.00	0.00%	0
907 Earthplace	95,000.00	95,000.00	95,000.00	95,000.00	0.00%	0
911 Miscellaneous	72,791.44	83,009.00	83,009.00	83,009.00	0.00%	0
915 Transportation Services	292,704.53	371,100.00	371,100.00	371,200.00	0.03%	100
917 Reserve: Salary Ad	(813.46)	170,625.00	(600.61)	175,000.00	-29237.04%	175,601
921 Employee Productivity	6,275.00	7,000.00	7,000.00	7,000.00	0.00%	0
Total Pension, OPEB, Ins., Misc.	**25,233,804.24**	**25,489,589.00**	**25,330,991.57**	**24,776,484.00**	**-2.19%**	**(554,508)**
941 Transfer to Sewer Fund	383,136.00	368,165.00	368,165.00	368,165.00	0.00%	0
942 Transfer to Other Funds	1,546,017.79	1,500,000.00	1,500,000.00	1,500,000.00	0.00%	0
Total Other Financing Uses	**1,929,153.79**	**1,868,165.00**	**1,868,165.00**	**1,868,165.00**	**0.00%**	**0**
951 Interest on Bonds	495,141.89	426,970.26	633,165.26	803,826.00	26.95%	170,661
952 Bond Anticipation	67,000.00	0.00	0.00	0.00	0.00%	
953 Bond Principal Payments	2,307,977.55	2,144,340.33	2,658,840.33	2,645,291.00	-0.51%	(13,549)
Total Debt Service	**2,870,119.44**	**2,571,310.59**	**3,292,005.59**	**3,449,117.00**	**4.77%**	**157,111**
999 Special Appropriations	204,125.10	0.00	0.00	0.00	0.00%	0
TOTAL (101) General Fund	**202,978,794.86**	**204,240,189.09**	**205,376,709.59**	**210,456,679.50**	**2.47%**	**5,079,970**

Updated 3/7/18

BUDGET SUMMARY - EXPENSE

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 SEL PRELIM	PCT CHANGE	Dollar Change
Railroad Parking Fund						
(02) Public Safety	1,486,644.49	1,616,598.00	1,616,598.00	1,622,157.00	0.3%	5,559.00
TOTAL 210 Railroad Parking Fund	**1,486,644.49**	**1,616,598.00**	**1,616,598.00**	**1,622,157.00**	**0.3%**	**5,559.00**

BUDGET SUMMARY - EXPENSE

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 SEL PRELIM	PCT CHANGE	Dollar Change
Wakeman Farm Fund						
850 Wakeman Farm	129,823.84	285,200.00	285,200.00	220,728.00	-22.6%	(64,472.00)
TOTAL 215 Wakeman Farm Fund	129,823.84	285,200.00	285,200.00	220,728.00	-22.6%	(64,472.00)

BUDGET SUMMARY - EXPENSE

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 SEL PRELIM	PCT CHANGE	Dollar Change
Sewer Fund						
330 Sewage Treatment	1,186,786.87	1,247,284.00	1,249,958.00	1,287,244.00	3.0%	37,286.00
331 Sewage Collection	525,654.85	541,630.00	541,630.00	527,099.00	-2.7%	(14,531.00)
901 Pensions	95,480.00	162,387.00	162,387.00	157,243.00	-3.2%	(5,144.00)
902 Insurance	384,950.56	278,625.00	278,625.00	278,625.00	0.0%	0.00
951 Interest on Bonds	544,131.68	504,745.70	538,120.70	554,540.00	3.1%	16,419.30
953 Bond Principal Pay	1,935,192.65	1,917,020.98	1,963,020.98	1,978,872.00	0.8%	15,851.02
TOTAL 220 Sewer Fund	**4,672,196.61**	**4,651,692.68**	**4,733,741.68**	**4,783,623.00**	**1.1%**	**49,881.32**

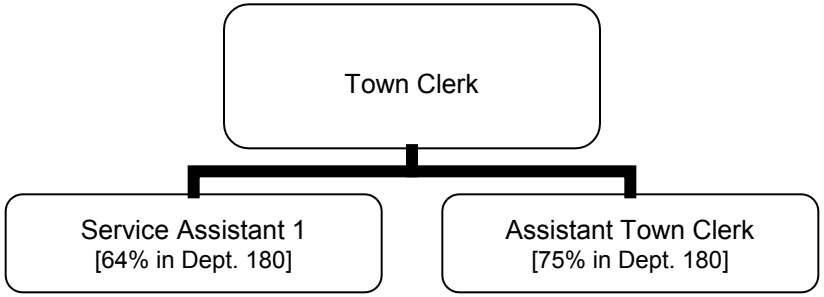
	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
110 R T M							
(03) EH & OT	44,352.88	44,695.00	44,897.00	44,897.00	44,897.00		0.0%
(19) Contract Services	2,305.93	1,750.00	1,750.00	2,000.00	2,000.00		14.3%
(33) Advert & Print	167.18	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
(34) Postage	1,051.81	1,300.00	1,300.00	1,200.00	1,200.00		-7.7%
(41) Supplies	470.33	700.00	700.00	700.00	700.00		0.0%
TOTAL (110) R T M	**48,348.13**	**49,445.00**	**49,647.00**	**49,797.00**	**49,797.00**		**0.3%**

110 - RTM BUDGET 2018-2019

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 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				8,282	8,282	8,282
	Custodial					0	0
1.61	TOTAL EXTRA HELP & OVERTIME:					44,897	44,897

110 – R.T.M.
2018/2019 Organization Chart
2017/18: 0.50 Full Time / 2018/19: 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 2018 ACCOMPLISHMENTS:

FISCAL HEALTH & OPERATIONAL SAVINGS

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 stable mill rate. For five years, the Town has maintained its maximum target reserve level of 11 percent and its Triple A bond rating while the mill rate has essentially remained flat.

- **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 and applicants to easily share information and have the various elements of the approval process move forward in parallel. Exploring opportunities to co-locate related functions in conjunction with the Town Hall space analysis study.
- **Energy Savings:**
    - Energy Savings Performance Contract (ESPC)**:** In collaboration with the Board of Education, a comprehensive, multi-year ESPC contract with NORESCO is well underway. The project will result in an estimated energy savings for the Town and Board of Education of up to $1 million per year for the next 15 to 20 years. The ongoing installation phase encompasses twelve (12) energy control measures (ECMs). As of January 2018, eight measures are 100 percent complete. The estimated project completion date is May 2018.
    - Solar Energy Net Metering: Westport is the first town to connect with the Windham Farm in Plainville, CT and, is now receiving net metering credits on its energy bills from Eversource with an estimated savings of $44,000/annum at the current rates and production.

- **Pension & Medical Insurance Reform:** With a goal of reducing long-term pension, OPEB and medical insurance costs for the Town, continue contract negotiations with the Westport Municipal Employees Union (WMEU), Police Department and Fire Department. Discussions are underway to re-think the approach to medical insurance reserves.

ECONOMIC VITALITY & QUALITY OF LIFE

- **Westport Library Transformation:** The Westport Library has begun its renovation project to be more responsive to the changing needs of our residents.
- **Enhanced Compo Beach and Longshore:** Completed Compo Beach construction including the popular new East beach walkway and refurbished basketball courts. Improved the player experience at Longshore with the bunker rehabilitation project, new paddle tennis courts and playground benches.
- **Joined the Fairfield Five Economic Development Initiative:** A regional effort with Stamford, Greenwich, Fairfield and Norwalk seeks to attract new and growing business to Fairfield County. The associated elected officials and representatives conducted its first outreach session in New York City in November and will have subsequent sessions bi-annually. Westport's goal is to attract finance, marketing, STEM and other businesses to its commercial space by advertising Westport as a great place to live and work.
- **Implement New Town Website:** A more mobile-user friendly and up-to-date format to the town's website, which will enhance the resident, business and tourist experience, by providing quick access to key information, while marketing of the town's amenities.
- **Infrastructure Investment:**
    - **Implementing the Downtown Master Plan:** The new Downtown Plan Implementation Committee is fully underway with 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; and developing a downtown maintenance program. Improvements to Toquet Hall, Main St. streetscapes and downtown to neighborhood sidewalks are mostly done. Initial improvements to the Parker Harding lot have been funded.
    - **Center for Senior Activities:** The expansion of Baron's South property and enhancements to the CSA project is on schedule with a groundbreaking planned for March. Improvements to the space include an additional 3,500 square feet of programmable space.
    - **Wakeman Town Farm and Education Center Renovation and Enhancements:** Reconstruction of Wakeman Town Farm is substantially complete. Town and private funds were used to renovate and expand/remodel the classroom space. Additional programming is now available.
    - **Golden Shadows:** Working with the Arts Committee on how the building might best be "re-purposed" for a public art usage.
- **Public Utility Oversight:** Assist homeowners on issues with public utilities, such as:
    - 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 and expects to generate over $180k per year from the three carriers.
    - Challenging the placement of cellular canisters on nearby utility lines by filing appeals to the Public Utilities Regulatory Agency.
    - Acting as moderator to a neighborhood dispute over Aquarion's proposed water tanks.
    - Working with fiber providers to ensure that residential and commercial the needs are addressed with the roll out of a high-speed fiber network.

TRAFFIC

- **Challenge the Federal Rail Administration's Record of Decision (ROD) for the Northeast Corridor FUTURE Plan:** The Selectman's Office has hired the prominent law firm Aiken Gump to appeal the ROD so that the Greens Farms station remains within its character. Working with nearby communities to ensure that investment to the existing Metro North rail is the preferred alternative.

- **Saugatuck Transit Oriented Development (TOD) Master Plan:** The Selectman's Office recieved a $440,000 grant to develop a TOD- based Saugatuck Master Plan. A steering committee has been formed and a draft plan has been prepared by Barton Partners, is under committee review, and will be provided to the State Office of Policy & Management in February 2018.

FY 2019 SERVICE LEVEL GOALS: In addition to advancing the 2017 accomplishments, the Selectman's Office will also commence or accelerate the following:

FISCAL HEALTH & OPERATIONAL SAVINGS

- **Combined public safety dispatch**: Develop a multi-community public safety dispatch center with the Town of Fairfield and Sacred Heart University.
- **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.
- **Develop/enhance departmental performance measures** as basis for budget process and department performance assessment. Analyze the current state so that future initiatives, staffing and efficiencies can be evaluated for effectiveness and include cost saving estimates.
- **Pursue Grants**: Identification of COG-based and other government (or private) grant opportunities and coordinate application response.

ECONOMIC VITALITY & QUALITY OF LIFE

- **Economic Development:** Initiate a town-wide strategy for economic development and vitality that builds the Westport brand, including participation in the Fairfield Five regional economic development group. Expand outreach to existing businesses and develop an infrastructure and amenity investment plan that considers the needs of Westport's business community.
- **Library Transformation:** Investment in Library transformation and its role in supporting small business initiatives.
- **Land Use:** Reinvigorate the land use acquisition committee.
- **Town Hall Space Analysis Study:** 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 is completed. In the coming year, we will evaluate which aspects of the architect's plans should be acted on in the near term versus the longer term.

TRAFFIC

- **Collaborate with the State DOT:** Continue conversations with the DOT to begin the improvement of problematic intersections.
- **Corridor Study:** Begin the study to update traffic flow data along Post Road and Riverside Avenue in light of the development of traffic guidance apps to improve traffic flow with the coordinated signaling and to address pedestrian safety in crossing Post Road in Downtown.
- **Traffic and Transit Committee:** Developing a holistic view of the traffic flows and potential solutions that address and array of multi-modal opportunities.
- **School Bus parking alternatives:** Explore moving the school bus parking from its current location on Post Road.

FIVE YEAR GOALS: Long-term infrastructure and quality of Town life goals correspond directly to the success of a number of key projects that include:

- **Implementing Downtown Master Plan and Saugatuck TOD Master Plan**

- **Implementing Compo Beach improvement projects**
- **Initiating Longshore Park Master Plan**
- **Dredging the Saugatuck River** in coordination with the Army Corps of Engineers.
- **Restructuring work space in Town Hall to make it more efficient for staff and the public**
- **Taxes:** Strive to hold any tax increases at or below CPI.
- **Two day per week irrigation in conjunction with Aquarion**
- **Pension Reform**
- **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.**

PERFORMANCE MEASURES:

In addition to implementing large-scale projects that require a great deal of coordination and buy-in, the Selectman's Office is where public inquiries get routed and is therefore, the customer service branch of the town. The office fields approximately 250 calls, 10 walk-in visits and over 300 emails per week from constituents. The tasks are shared among the Office Manager and the Administrative Assistant and in some cases the Operations Director and First Selectman. In many instances, these inquires can be very nuanced and can require a great deal of coordination, attention and follow up, while in other cases, routine responses can be expeditiously used. Over 75 percent of inquiries get solved in less than five minutes.

In a direct role supporting the First Selectman, the staff schedule board, commission and committee meetings, the First Selectman's calendar and Celebrate Westport. They are also the gatekeeper for scheduling rooms in Town Hall. In a communications function, staff also work to post notices and agendas, press releases, draft proclamations and updating the Town's Facebook site. In FY 2017, 50 contracts and grants and 43 events were reviewed and executed in the Selectman's Office through the Board of Selectman approval; 55 board, committee and commission appointments were made; and approximately 200 press releases and public announcements were issued. The Selectman's Office also processes approximately 35 permits and applications for public space.

The Operations Director explores areas for efficiencies and greater coordination among the departments, as well as assists the First Selectman on high-level priorities. Since joining in July, the Operations Director is spearheading improvements to the land use permitting process, an economic development agenda and enhancing departmental metrics and performance measures and is involved in many more projects. The Operations Director has identified the following metrics to be established for the 2018/19 fiscal year:

- Institution of the land use permit processing software
- Completion of baseline metrics for all town departments
- Overall reduction in Town and Board of Education operating costs resulting from consolidation or shared services initiatives
- The application for at least one significant grant
- Number of Fairfield Five events held and attended
- Number of complex public inquiries addressed

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
120 Selectmen							
(01) Salaries	271,004.00	334,975.00	340,050.00	340,050.00	340,050.00		0.0%
(03) EH & OT	0.00	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
(15) Trans. Allowance	4,908.55	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
(18) Fees & Services	17,871.86	15,000.00	15,000.00	15,000.00	15,000.00		0.0%
(25) Telephone	1,596.68	1,800.00	1,800.00	1,800.00	1,800.00		0.0%
(26) Equip Maint/Oper	360.00	750.00	750.00	750.00	750.00		0.0%
(34) Postage	355.03	450.00	450.00	450.00	450.00		0.0%
(41) Supplies	3,245.56	4,000.00	4,000.00	4,000.00	4,000.00		0.0%
(59) Education & Exp.	1,316.94	2,500.00	2,500.00	2,500.00	2,500.00		0.0%
(CD) Office Equipment	149.00	0.00	0.00	0.00	0.00		0.0%
TOTAL (120) Selectmen	**300,807.62**	**366,475.00**	**371,550.00**	**371,550.00**	**371,550.00**		**0.0%**

120 - SELECTMEN'S BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 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	100,000	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	77,175	77,175	77,175
1.00	Administrative Assistant	n/a	n/a	n/a	57,400	57,400	57,400
6.00	TOTAL SALARIES:					340,050	340,050

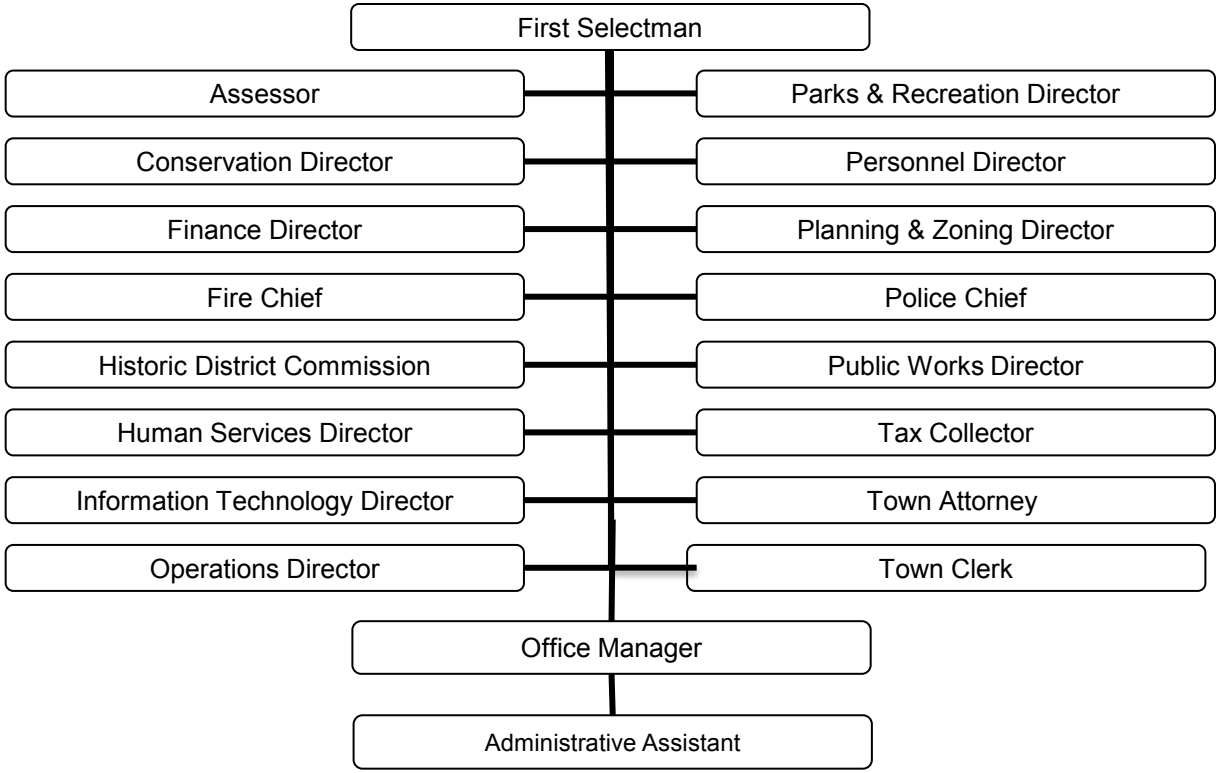
EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 EH&OT Totals
1.00	Clerical Help(Coverage)	$25.00	80	2,000	2,000	2,000
1.00	TOTAL EXTRA HELP & OVERTIME:				2,000	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
2018/2019 Organization Chart
2018/19: 4 Full Time / 2017/18: 4 Full Time



	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
132 Probate Court							
(60) PaymentsToAgency	12,226.58	14,000.00	14,000.00	14,000.00	14,000.00		0.0%
TOTAL (132) Probate Court	**12,226.58**	**14,000.00**	**14,000.00**	**14,000.00**	**14,000.00**		**0.0%**

132 – PROBATE COURT BUDGET 2018-2019

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.

2017-18 Accomplishments

- Reduced the cost of the municipal election by eliminating general postcard election mailing ($5200+) and consolidating district polls ($6200+)
- Coordinated with the Secretary of the State's Office to minimize the additional cost of increased registration change activity on Westport's budget through a waiver of confirmation mailing on minimal changes
- Successfully lobbied the Secretary of the State's office to utilize the new Election Management System (EMS) for the 2017 Municipal Election and was instrumental in its development and implementation as a pilot town. EMS increases the speed and accuracy of election data collection, tracking and election night reporting.
- Registrars completed and deputies began mandated Registrar Certification program
- Implemented two-year relocation of District 9 (136-6) polling place from Westport Library to Town Hall

2018-19 Goals

- Recruit and train additional workers necessary to conduct elections caused by retirements in an aging worker pool
- Work with Secretary of the State and Department of Motor Vehicles to develop systems modifications to reduce registration and mailing costs for Westport through reducing changes with a prescreening process at the DMV and online
- Lobby Secretary of the State's office to add Poll Worker Staffing Module to Election Management System to increase the efficiency of tracking, scheduling and paying workers
- Conduct Registration Canvass to identify possible voters who have moved from Westport to increase accuracy of voter registry (1200+ registrant mailing)
- Reevaluate and Implement Emergency Preparedness Plan due to relocation of District 9 to Town Hall
- Complete continuing education requirements for Registrar Certification

ACTIVITIES OF THE REGISTRARS' OFFICE

- Voter registration administration, 2710 new voters, 17,499 total voters
- Online voter registration processing, 2184 voter transactions
- Department of Motor Vehicle change processing, 1066 voter transactions
- Department of Motor Vehicle New Voter registrations, 2710 voter transactions
- Annual Permanent Absentee status confirmation, 52 participants
- Annual voter residency canvass ~ 1200 mailed, returned and processed
- Annual national Electronic Registration Information Center canvass, 847 cases evaluated, 204 letters mailed, returned & processed
- High school registration at Staples & GFA
- Pollworker hiring ~ 100
- Pollworker training
- Election administration
- Election Day Registration 29 voters
- Poll setup and clean up
- FOIA information request processing & tracking
- Spring and Fall educational conferences
- Reporting to, coordination & meeting with Secretary of the State's Office
- Legislative review
- Lobbying and testimony in Hartford
- Deputy Registrar training
- Procedures documentation/updating
- Professional organization meetings
- Technology review and integration
- Records retention management
- Hand counted district audits, if selected in statewide lottery
- Recanvasses (commonly known as recounts), if necessary
- Registrar & deputy certification
- Emergency plan evaluation and implementation

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
140 Registrars							
(01) Salaries	85,171.98	88,160.00	88,160.00	92,128.00	92,128.00		4.5%
(03) EH & OT	11,116.93	16,380.00	16,380.00	17,940.00	17,940.00		9.5%
(15) Transportation Allowance	1,500.00	1,400.00	1,400.00	1,400.00	1,400.00		0.0%
(19) Contract Services	4,092.05	5,500.00	5,500.00	5,500.00	5,500.00		0.0%
(33) Advert & Print	1,429.17	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
(41) Supplies	1,163.16	4,200.00	4,200.00	3,500.00	3,500.00		-16.7%
(59) Education & Exp.	4,897.13	4,100.00	4,100.00	5,000.00	5,000.00		22.0%
TOTAL (140) Registrars	**109,370.42**	**121,740.00**	**121,740.00**	**127,468.00**	**127,468.00**		**4.7%**

140 - REGISTRARS BUDGET 2018-19

SALARIES

FTE	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals	Increase /Decrease
1.20	Registrar of Voters	n/a			92,128	88,160	92,128	4.50%
0.00	Service Assistant I (F.T.)	IV-2			0	0	0	0.00%
1.20	TOTAL SALARIES:				92,128	88,160	92,128	4.50%

EXTRA HELP & OVERTIME

FTE	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT Totals	2018-19 EH&OT Totals	
0.20	Deputy Registrar of Voters (P.T.)	n/a	$23.00	416	9,568	8,190	9,568	16.83%
0.20	Special Projects - Temp. Office Help	n/a	$23.00	364	8,372	8,190	8,372	2.22%
	TOTAL EXTRA HELP & OVERTIME:					16,380	17,940	9.52%

140 – REGISTRARS OF VOTERS

	Account	Description	2017-18	2018-19	
528900	Transportation	ROV vehicle usage reimbursement	1,400	1,400	0.00%
532000	Contract Services	For Equipment and Non-Election Mailings (Canvass, Registration Confirmations)	5,500	5,500	0.00%
551000	Advertising & Printing	Copier, printing, advertising	2,000	2,000	0.00%
561000	Supplies	Office supplies, paper (lists), mailing labels and envelopes	4,200	3,500	-16.67%
585000	Education & Expenses	ROV conferences, meetings, trainings & certification	4,100	5,000	21.95%
	TOTAL OTHER		17,200	17,400	1.16%
	TOTAL REGISTRARS OF VOTERS		**121,740**	**127,468**	**4.71%**

TOTAL OFFICE & ELECTIONS	2012-13	2013-14	2014-15 (A)	2015-16 (A)	2016-17 (A)	2017-18 (A)	2018-19 (A)
	185,996	183,221	177,665	187,783	191,974	191,524	198,431

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.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
142 Elections							
(03) EH & OT	44,191.80	46,868.00	46,868.00	49,888.00	49,888.00		6.4%
(18) Fees & Services	11,791.75	9,550.00	9,550.00	7,400.00	7,400.00		-22.5%
22 Primaries - Dem	0.00	39,668.00	39,668.00	51,436.00	51,436.00		29.7%
(25) Telephone	0.00	0.00	0.00	375.00	375.00		0.0%
(41) Supplies	22,641.99	18,300.00	18,300.00	18,300.00	18,300.00		0.0%
TOTAL (142) Elections	**78,625.54**	**114,386.00**	**114,386.00**	**127,399.00**	**127,399.00**		**11.4%**

142 - ELECTIONS BUDGET 2018-2019

EXTRA HELP & OVERTIME -513001

qty	Position	Hourly Rate	No. of Hours	Rate	2017-18 Totals	2018-19 Totals		*Selectman Change*	*BOF Change*
18	Instruction: Assistant Registrars			50	500	900			
13	Instruction: Ballot Monitors			25	400	325			
7	Instruction: Security Monitors			25	125	175			
13	Instruction: Official Checkers			25	400	325			
7	Instruction: Optical Scanner Tenders			25	125	175			
11	Instruction: Floaters & On-Call			25	250	275			
1	Instruction: Absentee Ballot Moderator			50	50	50			
1	Instruction: Absentee Ballot Deputy Moderator			50	50	50			
8	Instruction: Absentee Counters			15	180	120			
7	Instruction: Moderators			50	250	350			
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			
1	Election Day Workers: Head Moderator			350	350	350			
7	Election Day Workers: Moderators			300	1,500	2,100			
14	Election Day Workers: Assistant Registrars			275	2,750	3,850			
2	Election Day Workers: EDR Assistant Registrars			275	550	550			
5	Election Day Workers: EDR			200	1,000	1,000			
13	Election Day Workers: Ballot Monitors			200	3,200	2,600			
7	Election Day Workers: Security			200	1,000	1,400			
13	Election Day Workers: Official Checkers			200	3,200	2,600			
7	Election Day Workers: Optical Scanner Tenders			200	1,000	1,400			
7	Election Day Workers: Floaters			200	2,000	1,400			
1	Election Day Workers: Absentee Ballot Moderator			300	300	300			
1	Election Day Workers: Deputy AB Moderator			275	275	275			
8	Election Day Workers: Absentee Counters			200	2,400	1,600			
4	Election Day Workers: EMS Reporters			20	80	80			
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	$23.00	350	16,100	10,695	16,100			
8	Absentee Ballot Recording	$14.75	10		885	1,180			
6	Poll Setup Crew	$16.00	10		1,280	960			
17	Training Fees: Moderators	$14.75	5	135	2,970	2,295			
	TOTAL EXTRA HELP:				44,868	49,888	11.19%		

		2017-18	2018-19	
142 – ELECTIONS 513002				
	Election Day Workers: Police	0	0	
	Election Day Workers: DPW	2,000	0	
	TOTAL OVERTIME:	2,000	0	0.00%

Account	Description			
531000	***Fees & Services***			
	Post Office Service (election reminders), Mailings to Poll Workers	$500	$700	
	Tabulator Card Programming	$3,600	$2,500	
	Annual Tabulator Maintenance	$4,200	$4,200	
		$8,300	$7,400	-10.84%
541000	***Accessible Voting System***			
	Programming for Local Elections	$1,250	$375	
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	**$69,718**	**$70,963**	1.79%

142 - ELECTIONS AUGUST DUAL PRIMARY BUDGET 2018-19 (NOTE THAT 2018 BUDGET WAS SINGLE PRIMARY)

PRIMARY - 536002

qty	Position	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 Single Primary EH&OT	2018-19 DUAL Primary Totals		*Selectman Change*	*BOF Change*
12	Instruction: Assistant Registrars			50	250	600			
0	Instruction: Ballot Monitors			25	125	0			
5	Instruction: Security Monitors			25	125	125			
0	Instruction: Demonstrators			25	0	0			
14	Instruction: Official Checkers/Ballot Monitors			25	125	350			
5	Instruction: Optical Scanner Tenders			25	125	125			
7	Instruction: Floaters			25	275	175			
1	Instruction: Absentee Ballot Moderator			50	50	50			
1	Instruction: Absentee Ballot Deputy Moderator			50	50	50			
4	Instruction: Absentee Counters			15	120	60			
5	Instruction: Moderators			50	250	250			
2	Instruction: Transport Workers			25	50	50			
2	Election Day Workers: Registrars			1,000	2,000	2,000			
1	Election Day Workers: Head Moderator			350	350	350			
5	Election Day Workers: Moderators			300	1,500	1,500			
10	Election Day Workers: Assistant Registrars			275	1,375	2,750			
0	Election Day Workers: Ballot Monitors			200	1,000	0			
5	Election Day Workers: Security			200	1,000	1,000			
0	Election Day Workers: Demonstrators			0	0	0			
14	Election Day Workers: Official Checkers/Ballot Monitors			200	1,000	2,800			
5	Election Day Workers: Optical Scanner Tenders			200	1,000	1,000			
7	Election Day Workers: Floaters			200	1,000	1,400			
1	Election Day Workers: Absentee Ballot Moderator			300	300	300			
1	Election Day Workers: Deputy AB Moderator			275	275	275			
4	Election Day Workers: Absentee Counters			200	800	800			
4	Election Day Workers: EMS Reporters			20	80	80			
2	Election Day Workers: Transport Workers			200	400	400			
3	Election Day Workers: Disassembly Workers			200	600	600			
2	Audit/Recount Workers: Registrars			300	400	600			
16	Audit/Recount Workers: Counters	$19.00	5.00		892	1,520			
6	Absentee Ballot Recording	$14.75	3.00	44	708	266			
6	Poll Setup Crew	$16.00	10.00		1,280	960			
2	Prep Workers: Election Misc.	$23.00	325.00	7,475	9,900	14,950			
	TOTAL EXTRA HELP:				27,405	35,386	29.12%		
	Election Day Workers: Police				2,528	0			
	Election Day Workers: Custodial (DPW)				2,000	0			
	TOTAL OVERTIME:				4,528	0	-100.00%		
	TOTAL EXTRA HELP & OVERTIME:				31,933	35,386	10.81%		

142 - ELECTIONS AUGUST DUAL PRIMARY BUDGET 2018-19 (NOTE THAT 2018 BUDGET WAS SINGLE PRIMARY)

PRIMARY - 536001

Description	2017-18	2018-19	
Fees & Services			
Post Office Service (election reminders),	400	700	
Mailings to Poll Workers			
Tabulator Card Programming	750	1,600	
Annual Tabulator Maintenance	0	0	
	1,150	2,300	100.00%
Accessible Voting System			
Programming for State Election	125	250	
Supplies			
Ballot Printing & Forms	3,750	7,500	
Food for Election Day Workers	1,500	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	1,210	3,000	
	6,460	13,500	108.98%
Primary 536001 - TOTALS	**$7,735**	**$16,050**	107.50%
TOTAL 2018 AUGUST DUAL PRIMARY	**$39,668**	**$51,436**	29.66%

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
150 Board of Finance							
(33) Advert & Print	1,727.54	2,500.00	2,500.00	2,500.00	2,500.00		0.0%
TOTAL (150) Board of Finance	**1,727.54**	**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 201 ACCOMPLISHMENTS:

- Completed union negotiations with the Police, Fire and Municipal Employees unions. Completed Pension negotiations with the WMEU, Police and Fire which will result in savings in excess of $30 million over the next 20 years.
- Awarded the 2017 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, 2017-2018 and 2018-2019 budgets with a planned drawdown.
- Completed the process to take over the Fire Department Cell Tower from outside management which will resulted 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. Two providers have signed on and the third will soon follow. The negotiations will result more than triple our current of income of $47,000.
- Increased automated payment to vendors (ACH) by 8% over the prior year and have processed 13,500 payments via ACH. This compares to 12,500 processed through the same time last year. We now have 390 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 $32,000.
- 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 Contract were awarded and NORESCO a subsidiary of United Technologies was the winning contractor. The project 70% complete as of January 2018 and will be finished by September 2018.
- We jointly bid with the BOE our energy contracts together for December 2017 locking in savings until December 2020 at a rate of $.085 per KWH. We just finished our joint bid for Health and Dental Insurance to be effective July 1, 2017. The Town will be staying with its current carrier ANTHEM while the BOE is exploring the State Plan.
-

FY 2018 SERVICE LEVEL GOALS:

- Produce the Annual Audit and CAFR for Town review by December 2018.
- Continue to streamline the Budget process with the goal of paperless reporting and review by Town Bodies.
- Continue to coordinate with BOE to streamline functions regarding benefits and contract negotiations in addition to joint projects on energy and purchasing.
- 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 signed a three year guarantee cap on our Liability, Auto and Property and our Workers Compensation insurance. The current forecast for 2018-2019 is flat premiums.

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
- 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.
- 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 ($1.2 million) up 20% from last year. Due to market conditions and record low interest rates, the Town will generate minimal investment income of $200,000.

DESCRIPTION OF ACCOUNTS:

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

DETAIL OPERATING CAPITAL REQUESTS:

- Nothing of significance in the upcoming year.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
151 Finance Department							
(01) Salaries	635,527.32	641,830.00	653,148.00	654,247.00	654,247.00		0.2%
(03) EH & OT	0.00	1,600.00	1,600.00	1,000.00	1,000.00		-37.5%
(18) Fees & Services	109,350.27	120,000.00	120,000.00	120,000.00	120,000.00		0.0%
(25) Telephone	543.42	900.00	900.00	900.00	900.00		0.0%
(26) Equip Maint/Oper	1,390.47	1,600.00	1,600.00	1,600.00	1,600.00		0.0%
(34) Postage	2,819.64	3,200.00	3,200.00	3,200.00	3,200.00		0.0%
(41) Supplies	4,640.42	4,800.00	4,800.00	4,800.00	4,800.00		0.0%
(59) Education & Exp.	7,257.24	8,200.00	8,200.00	9,500.00	9,500.00		15.9%
(CD) Office Equipment	997.40	2,500.00	2,500.00	0.00	0.00		-100.0%
TOTAL (151) Finance Dept.	**762,526.18**	**784,630.00**	**795,948.00**	**795,247.00**	**795,247.00**		**-0.1%**

151 - FINANCE DEPARTMENT BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Finance Director				169,711	169,711	169,711
1.00	Controller				112,750	112,750	112,750
1.00	Senior Accountant/Audit Manager				105,596	105,596	105,596
1.00	Financial Coordinator				69,710	69,710	69,710
1.00	Purchasing Officer				91,089	91,089	91,089
1.00	Accounting Assistant II	VII-7			72,863	72,863	72,863
1.00	Accounting Assistant II	VI-7			66,542	63,372	66,542
1.00	Service Assistant I	IV-7			55,495	55,495	55,495
	401(k)/DC Plan Tax effected Payment				5,316	5,316	5,316
	Special Funds Allocation (Sewer/RRP)				(94,825)	(94,825)	(94,825)
8.00	TOTAL SALARIES:					651,077	654,247

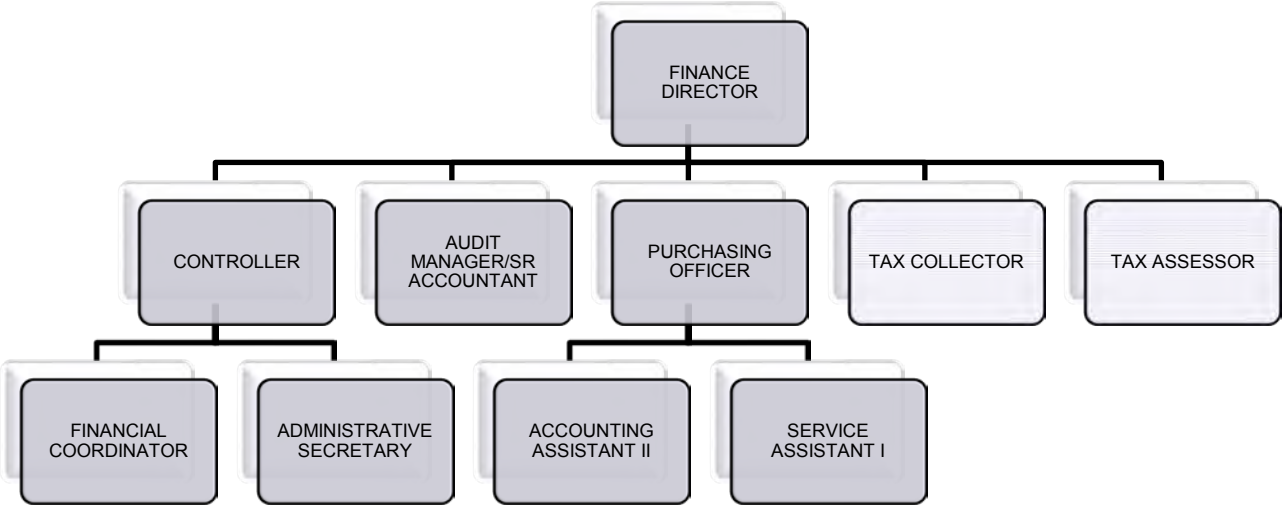
EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 EH&OT Totals
	Professional Accounting/ System Modifications					1,600	1,600
	TOTAL EXTRA HELP:					1,600	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
2018/2019 Organization Chart
2017/18: 8 FULL TIME



	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
152 Audit							
(18) Fees & Services	63,140.18	60,000.00	60,000.00	60,000.00	60,000.00		0.0%
(19) Contract Services	86,050.00	90,125.00	90,125.00	92,900.00	92,900.00		3.1%
TOTAL (152) Audit	**149,190.18**	**150,125.00**	**150,125.00**	**152,900.00**	**152,900.00**		**1.8%**

DEPARTMENT: PERSONNEL

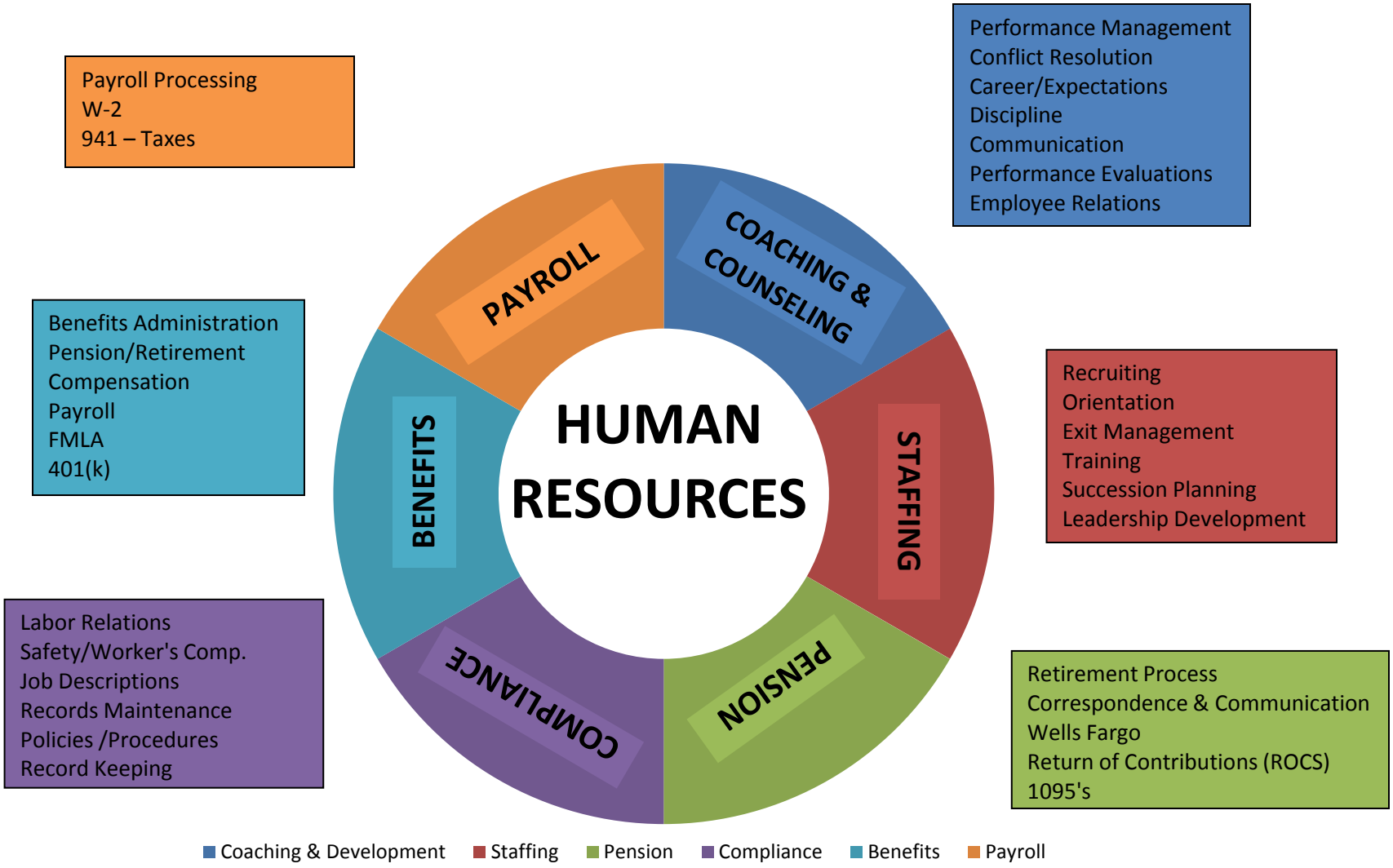
DEPARTMENT SERVICES OVERVIEW: **The Personnel/Human Resources Department is committed to utilizing the best practices to provide quality customer service and guidance with fair, reasonable, ethical human resource policies and practices to the Town employees. Department heads and the First Selectman and various Town bodies. We administer all 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 2018 ACCOMPLISHMENTS:

- **Updating and maintaining the of MUNIS Human Resources Information System.**
- **Resolved difficult situations in three departments by counselling the employees and the supervisors, avoiding grievances and potential law-suits.**
- **Held the fifth annual Health & Wellness Fair with over 125 employees participating. Held the fourth annual Bring Your Daughters and Sons to Work Day.**
- **Processed 34 retirements for Board of Education, Police, Fire, Parks & Rec, WMEU represented and Non-Union employees.**
- **Processed 30 return of pension contributions for both the Town and BOE.**
- **Recruited highly qualified, professional candidates for 22 open replacement positions in eight departments.**
- **Successfully negotiated new tentative Collective Bargaining Agreement with Local 1080, Fire Department employees.**
- **Successfully negotiated new Collective Bargaining Agreement with Local 2080, Police Department employees.**
- **Expanded a more efficient and less costly medical facility to deal with job related injuries.**
- **Reduced Worker's Compensation expenses by $164,994 by closely monitoring the claims.**
- **Reduced Heart & Hypertension expenses by $126,836 by having CIRMA administer the program.**
- **Negotiated the settlement of a grievance and arbitration issue regarding a WMEU represented employee at little cost.**
- **Produced and distributed Form 1095 in compliance with the Affordable Care Act.**
- **Processed 837 W-2 Forms and 941 Tax Filings for both the Town and the BOE.**
- **There were zero OSHA violations in Town Hall.**
- **Offered Cyber Security training for all management and support staff.**

FY 2019 GOALS:

- **Work with the Board of Education, Library and Health District to explore shared Human Resources and Payroll services.**
- **Complete Anti-Sexual Harassment Training for all Departments.**
- **Present "Active Shooter "training for Town employees in conjunction with the Police Department.**
- **Conduct "Brown Bag Lunch Programs" for various topics of interest to the employees.**
- **Expand the number of informational meetings by Wells Fargo regarding the Defined Contribution and 401(k) Plans.**
- **Fulfilling our fiduciary responsibilities for all Independent Medical Examinations relating to disability retirement requests.**
- **Train employees in Customer Service, including Public Works.**
- **Institute employee wellness programs such as yoga and lunchtime walking.**
- **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.**
- Install NOVAtime Time and Attendance program.
- **Successfully negotiate a new Collective Bargaining Agreement with Local 1303-387, WMEU employees.**
- **Successfully negotiate a new Collective Bargaining Agreement with Local 1303-385, Public Works 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.**
- **Roll out on-line safety classes for all departments.**
- **Continue to reduce prescription costs by working with PBIRX to expand the use of generic drugs where feasible.**
- **Reduce expenses by developing a uniform process for annual Fit For Duty physical examinations for Police and Fire personnel and for CDL requirements for Public Works employees. Negotiate with one medical organization to reduce the fees to conduct all of the physicals.**


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
Correspondence & Communication
Wells Fargo
Return of Contributions (ROCS)
1095's
Coaching & Development
Staffing
Pension
Compliance
Benefits
Payroll

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
153 Personnel							
(01) Salaries	293,207.04	315,434.00	326,377.00	325,413.00	325,413.00		-0.3%
(03) EH & OT	219.00	4,500.00	4,500.00	1,500.00	1,500.00		-66.7%
(15) Transportation Allowance	1,524.59	0.00	0.00	1,500.00	1,500.00		0.0%
(18) Fees & Services	18,158.26	17,500.00	17,500.00	18,000.00	18,000.00		2.9%
(33) Advert & Print	200.00	1,000.00	1,000.00	500.00	500.00		-50.0%
(34) Postage	1,222.51	500.00	500.00	1,200.00	1,200.00		140.0%
(41) Supplies	2,724.08	1,200.00	1,200.00	2,000.00	2,000.00		66.7%
(59) Education & Exp.	5,991.87	7,000.00	7,000.00	7,500.00	7,500.00		7.1%
(CD) Office Equipment	540.04	10,000.00	10,000.00	2,000.00	2,000.00		-80.0%
TOTAL (153) Personnel	**323,787.39**	**357,134.00**	**368,077.00**	**359,613.00**	**359,613.00**		**-2.3%**

153 - PERSONNEL DEPARTMENT BUDGET 2018-19

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Personnel Director	n/a	n/a	n/a	130,113	130,113	130,113
1.00	Deputy Director Human Resources	n/a	n/a	n/a	80,000	80,000	80,000
1.00	Human Resources Coordinator	n/a	n/a	n/a	56,375	56,375	56,375
1.00	Payroll Coordinator	n/a	n/a	n/a	58,925	58,925	58,925
4.00	TOTAL SALARIES:					325,413	325,413

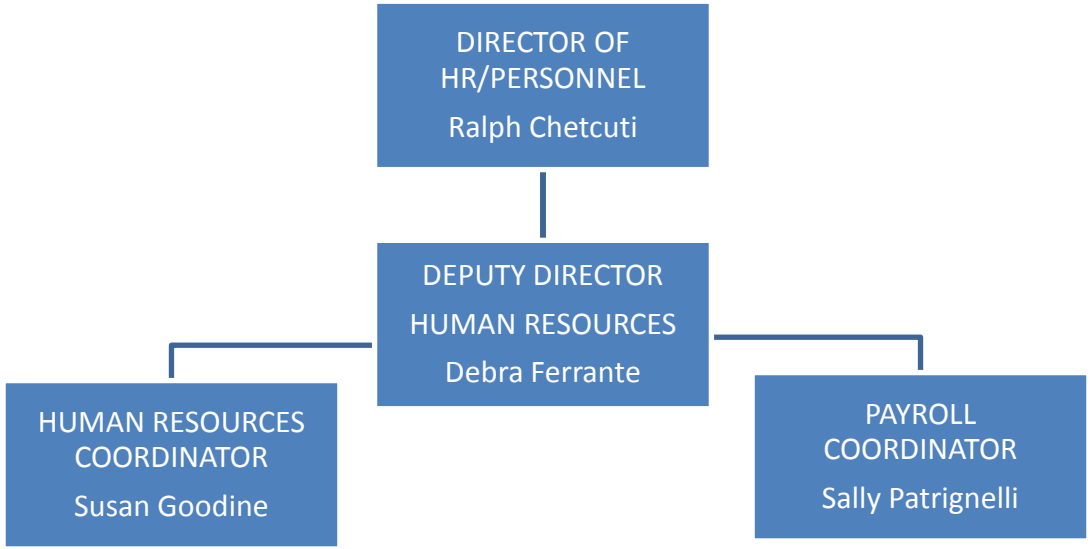
EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 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's 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 1060 real estate inspections/inquiries, electronically sketched and valued all building permits that affect value, including 60 demolitions and 60 new constructions. In addition, annual Personal Property audits were performed as well as the viewing of businesses and processing over 2300 declarations. Motor Vehicle requires the valuation of 24,000 vehicles and the processing of approximately 1,600 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 fairly recognize and assess 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 $2,000,000 of recurring tax revenue from the development of $185,000,000 of value from building permits of new construction, renovations and additions.
- Generation of an additional $84,540 from the implementation of Income and Expense penalties.
- Annual net recurring tax revenue for this past year of $42,000 from performing Personal Property Audits.
- Copy machine and report revenue approximately $2,850.

FY 2018 ACCOMPLISHMENTS:

- Accomplished online public access of actual updated field cards for the Town website. This resulted in a reduction of customer traffic and better use of time of our reduced staff.
- Successfully updated the Building Department software to enable Assessor to recognize upgraded permits, resulting in a more accurate inspection and increased assessment.
- Have kept pace with inspection and valuation of the new construction/renovation work and commercial development. Owner-requested sales inspections of residential properties.
- Expanded the use of the on-line Personal Property Declaration process to all new business accounts.
- Implemented a review program of residential properties that are on the market/sold to identify discrepancies in physical characteristics, which generated over $90,000 in additional tax revenue.

FY 2019 SERVICE LEVEL GOALS:

- Implementation of the new Vision V8 CAMA software on the Microsoft Sequel Platform.
- Continue to work closely with the Tax Collector to further develop efficiencies between the two offices.
- Expand the process of collecting commercial tenant lease data to use in the development of more accurate Personal Property assessments.
- Start initial development of the RFP for the 2020 revaluation.

PERFORMANCE MEASURES:

- Providing courteous and accurate customer service to Westporters who call or visit our office and during inspections at their home.
- Remain current with the 525 Building Permits, sales reviews and owner requests. This resulted in 1060 inspections necessary to reflect annual Grand List growth and fairness to taxpayers.
- Educate taxpayers in Real Estate, Personal Property and Motor Vehicle valuation, the appeal process and accessing public online information.
- Vigorously defended and settled 31 of the 44 residential and commercial lawsuits from the 2015 revaluation, with an overall value reduction of less than 3%.

5 YR GOALS:

- Replace the mailing of Personal Property declaration letters with an emailing and online declaration filing system for all 2300 accounts.
- 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 ($11,985); Personal Property Audits ($10,000); Vision Maintenance fees and Web Hosting ($15,350); Legal Notices ($50); Appraisal Licensing & Real estate fees ($1,350); NADA motor vehicle pricing ($380); Senior App. Audits ($1000)
- Telephone: Telephone usage and Service
- Equipment Maint/Operation: Leasing of copiers and maintenance of and Printers and office equipment
- Extra help and Overtime: Extra office help ($2,500); 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:

- Increases to Fees and Services due to expanded use of software and services from Quality Data Services and Vision Appraisal.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
154 Assessor							
(01) Salaries	472,681.70	437,524.00	444,537.00	450,326.00	450,326.00		1.3%
(03) EH & OT	1,880.88	1,900.00	19,800.00	2,500.00	2,500.00		-87.4%
(14) Uniform Allowance	0.00	0.00	0.00	800.00	800.00		0.0%
(15) Transportation Allowance	545.47	600.00	600.00	600.00	600.00		0.0%
(18) Fees & Services	31,378.42	35,430.00	35,430.00	40,115.00	40,115.00		13.2%
(25) Telephone	1,000.00	1,000.00	1,000.00	1,350.00	1,350.00		35.0%
(26) Equip Maint/Oper	1,711.16	1,850.00	1,850.00	1,850.00	1,850.00		0.0%
(27) Veh. Maint/Oper	1,202.38	1,450.00	1,450.00	1,450.00	1,450.00		0.0%
(34) Postage	3,740.85	4,500.00	4,500.00	4,500.00	4,500.00		0.0%
(41) Supplies	3,653.30	3,750.00	3,750.00	3,750.00	3,750.00		0.0%
(59) Education & Exp.	4,188.74	4,400.00	4,400.00	4,400.00	4,400.00		0.0%
TOTAL (154) Assessor	**521,982.90**	**492,404.00**	**517,317.00**	**511,641.00**	**511,641.00**		**-1.1%**

154 - ASSESSOR DEPARTMENT BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Assessor	n/a			126,105	126,105	126,105
1.00	Deputy Assessor	n/a			82,031	82,031	82,031
1.00	Assessment Analyst/Inspector	n/a			79,390	79,390	79,390
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	Part Time	n/a			35,490	35,490	35,490
6.00	TOTAL SALARIES:					450,326	450,326

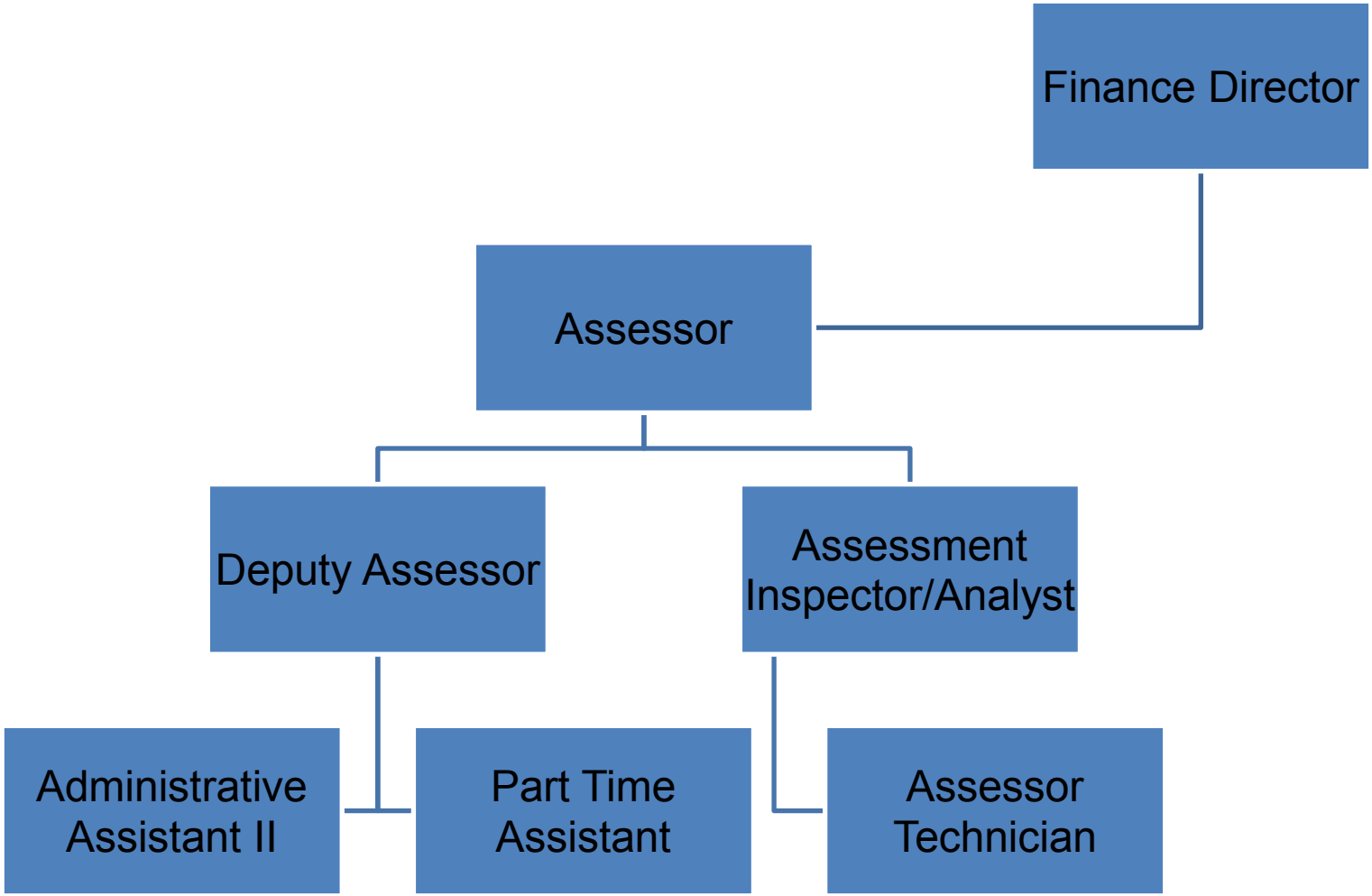
EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 EH&OT Totals
1.00	Staff Overtime	n/a			2,500	1,900	2,500
1.00	TOTAL OVERTIME:					1,900	2,500

154 – ASSESSOR

Account	Description
Extra help & overtime	Assist with seasonal work and inspector transition period.
Fees & Services	Technical Support and Licensing Fee for QDS System ($11,985) Personal Property Audits ($10,000) Vision Maintenance Fees, Web Hosting & Field Cards ($15,350) Legal Notices ($50) Appraisal Licensing & Real Estate Fees ($1,350) NADA Motor Vehicle Pricing Guides ($380) Senior application audits ($1,000)
Telephone	Telephone Service and IPad Data Usage
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
2018/2019 Organization Chart
2017/18: 6 Full Time / 2018/19: 5 Full Time & 1 Part Time



Department: **Tax Collector**

Department Services Overview:
The Westport Tax Collectors annually bills and collects the Real Estate (10,303 accounts) Personal Property (2,119 accounts), Motor Vehicles (23,234 accounts) and Supplementary Motor Vehicle (4,334 accounts) and Sewer Assessment (1,185 accounts) and Sewer Use (4,786 accounts) All Taxes and Sewer billing is on a quarterly basis.

The Tax Collectors Department collected $189,074,008.65 beginning July 1, 2016 through June 30, 2017 (List Year 2015).

FY 2016/2017 Accomplishments:
Through internal efforts (Telephone calls, delinquent statements, delinquent demand notices) with support from the Foreclosure Review Committee, we have collected **$1,200,791.41** in delinquent Real Estate taxes between July 1, 2016 and June 30, 2017.The committee periodically reviews the top 10 delinquent accounts, discusses the progression of the foreclosure proceedings, gives updates and makes suggestions for accounts that are delinquent. The Collectors office takes those suggestions and its staff initiates the contact and collection of each account with the use of monthly calls, follow-up phone calls, payment plans and provides accounting of payments. Staff then update the account information and provide it back to the Committee for the subsequent review of progression.

Collections of delinquent Personal Property (business taxes), MV and SMV in suspense for the same period amounted to **$174,049.10.** The **$174,049.10** collected represents **74%** of the delinquent suspense amount outstanding.

Promoted Harry Whiteley to Tax Collector, eliminated the Deputy Tax Collector position and converted a part timer to full time for a net savings of $35,500.

Explored the consolidation of the Tax Collector's and the Tax Assessors' Offices and determined that consolidation will work best if the departments are centrally located.

Established tax collection metrics such as costing out our tasks and comparisons with other towns.

Instituted cross training within the department, including trained clerical staff in accounting duties, such as opening and closing the counter, balancing receipts with cash, and property transfers.

Collections July 2016 to June 2017:

In-house 94.49%	Point & Pay 5.51%	Total 100%
$178,648,620.86	$10,425,387.79	$189,074,008.65

Please note 94.49% of taxes were paid in-house which is delivered by the USPS or over the counter transactions. People are submitting e-checks thru their own banks, which causes physical checks to be delivered to the Tax Collector thru USPS. These e-checks create time-consuming verification, since they are delivered with no tax bill. Substitute tax bills ensure these checks are credited to the correct accounts.

FY 2018 / 2019 Service Level Goals;
Continue to educate the Taxpayers to the use of on-line tax information and payment options. This is currently being done by highlighting the payments on-line options on the town website, over the telephone on payments inquires, and on mailing materials (envelopes, bills).

Explore revising the collection of taxes and sewer accounts from quarterly to semi-annually. Reducing the number of collection times will allow the Tax Collector to accelerate the delinquent process and collections and begin working closer with the Assessor's Office. Only 10 percent of Connecticut towns still have a quarterly payment cycle. Westport has determined that a semiannual bill can be implemented in conjunction with a quarterly bill for those residents who wish to remain on a quarterly cycle during transition.

Investigate using a lock box to collect taxes year round. Currently, awaiting more information from TD Bank

Look at the installation of a Kiosk station with access to the QDS system and the Web

Implement further cross training among the staff, such as closing the counter, balancing daily receipts, opening the counter, pulling liens, and working on refunds to name a few.

Send two Tax Clerks to Certified Connecticut Municipal Collectors training (4 courses) enabling them to attain their CCMC designations. This training will empower them to make more decisions affecting Tax payments.

Performance Measures:
Collection rate for the grand list year 2015 (July 1, 2016 to June 30, 2017) was 98.72% (this figure includes the Deferred Tax, when this is excluded the rate is 99.19%). Westport is consistently in top 10% of the State in collection rate. We strive to maintain a collection rate of 98%.

Year-to-date collections remain at 94% in house, 3.4% credit card and 2.6% electronic check. We strive to increase the percentage of electronic checks to 3%.

Currently, about 4.7 percent of transactions require that payments are researched, by promoting Point & Pay, we look to reduce this to 4%. This will eliminate the physical checks currently being sent to the office requiring research to find the tax account being paid.

Revenue Summary:
In the list year 2015, (2016/2017) we collected $17,997.66 in fees primarily to code owners of motor vehicle with delinquent taxes with State of Connecticut DMV, thus preventing registration renewal until all taxes are paid. Once the delinquent taxes are paid in full, the Tax Collector releases the vehicles' registration thru the DMV CIVLS application. Other fees included are the Returned Check fees, Lien fees and copy fees.

Description of Accounts:
Salaries, Five full time employees, a decrease in salaries due to the elimination of the Deputy Tax Collector position and the retirement of the Tax Collector.
Seasonal and extra help: We are exploring the possibility of using a part-time seasonal employee in collection months.
Fees and Services – Fees collected for DMV reporting of delinquent taxes. Lien fees, duplicate bill fees, and a fee from C-Pace for collection of Green Bank loans.
Equipment Maintenance/Operation- Service contracts and repairs.

Budget Notes:
Point and Pay charges no fees to the Town of Westport for their on-line payment software.
TaxServ Collection LLC charges no fees to the Town of Westport for their collection services.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
156 Tax Collector							
(01) Salaries	279,376.87	281,352.00	285,613.00	247,849.00	247,849.00		-13.2%
(03) EH & OT	14,675.47	15,375.00	15,755.00	15,375.00	15,375.00		-2.4%
(18) Fees & Services	32,054.53	30,000.00	30,000.00	35,000.00	35,000.00		16.7%
(26) Equip Maint/Oper	805.93	1,000.00	1,000.00	1,500.00	1,500.00		50.0%
(33) Advert & Print	102.06	500.00	500.00	500.00	500.00		0.0%
(34) Postage	18,117.03	25,000.00	25,000.00	25,000.00	25,000.00		0.0%
(41) Supplies	5,729.47	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
(59) Education & Exp.	1,234.57	2,000.00	2,000.00	4,000.00	4,000.00		100.0%
TOTAL (156) Tax Collector	**352,095.93**	**365,227.00**	**369,868.00**	**339,224.00**	**339,224.00**		**-8.3%**

156 - TAX COLLECTOR BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salary Totals	2018-19 Salary Totals
1.00	Tax Collector	n/a			89,000	95,119	89,000
1.00	Deputy Tax Collector	n/a			0	79,585	0
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-7			55,496	55,496	55,496
1.00	Service Assistant I	IV-4			47,940	0	47,940
	SUBTOTAL					352,238	314,474
LESS: Allocation to Sewer Collection for sewer billing/collection						(66,625)	(66,625)
6.00	TOTAL SALARIES:					285,613	247,849

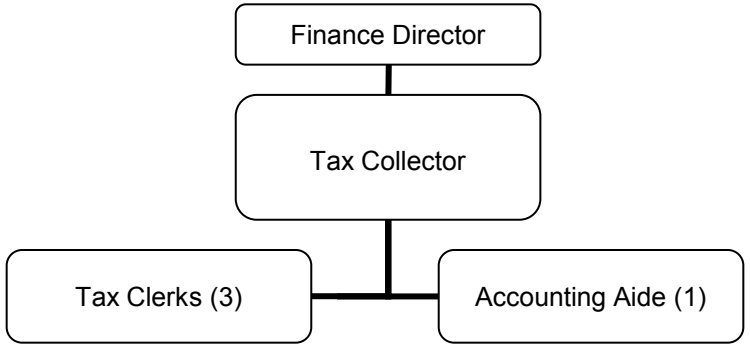
EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT Totals	2018-19 EH&OT Totals
1.00	Extra Help (P.T.)	n/a	$15.00	1,025	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 ($35,000)
Equipment Maint/Operation	Service Contracts and Repairs ($1,500)

156 – TAX COLLECTOR
2018/2019 Organization Chart
2017/18: 5 Full Time, 1 Part Time
2018/19: 5 Full Time



DEPARTMENT: OFFICE OF INFORMATION TECHNOLOGY

DEPARTMENT SERVICES OVERVIEW:

The Office of Information Technology 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 2018 INITIATIVES AND ONGOING PROJECTS:

- In conjunction with the Police and Fire Department’s Combined Dispatch Project, we are upgrading the core network infrastructure with 10GB backbone switching to improve redundancy, high availability, high capacity, security, and speed. (see the network diagram)
- Redesigning the town’s website to improve the usability and accommodating the ever-growing mobile device needs. The content migration is in progress. It is anticipated that the new website will go live in few months.
- Working with the town’s Operation Director and land use departments, we have started to implement the town-wide ePermit system.
- Upgrading all town computers to Microsoft Windows 10 operating system and Office 2016 to enhance security and efficiency.
- Working with Altice to expand Wi-Fi accessibility at Compo Beach, upgrading Parks and Recreation Department equipment to prepare for the busy spring and summer seasons.
- We are exploring the possibilities of transferring production data to Amazon and Microsoft environments to maximize cost efficiency, and improve flexibility; high availability; resiliency and disaster recovery.

FY 2019 SERVICE LEVEL GOALS:

- Starting to deploy a town-wide (Town, BOE, and Library) Digital Imaging and Archiving System.
- Continue to deploy virtualized desktop computers to reduce IT hardware and support cost.
- Working with Verizon and Altice to expand their fiber network throughout the town.

PERFORMANCE MEASURES:

- We manage the town-wide network infrastructure which includes one fiber network ring connecting to 9 town facilities; 3 distributed data center in 3 locations; 16 data storages, 18 physical servers; 78 virtualized servers; 175 network devices (Routers, Switches, Firewalls, and Wi-Fi Access Points); 154 printers; 56 virtualized desktop computers; 281 desktop computers, notebooks, tablets, and smartphones; 459 VoIP phones.
- We manage the town website that has had 99.99% up time since its launch in March 2011. The website has averaged 910,329 page views in 2017. The town’s website viewership remains similar to 2016. We are continually maintaining, developing, and launching new services on the town’s website. We added property field cards and linked GIS ID to the property transfer on the town’s website in 2017. The social media Facebook “likes” increased 34% and Twitter activity increased 10% in 2017.

- We also manage the town government WPTV that carries live town meetings on the Cablevision channel 79 and Frontier channel 99. In 2017, we logged a total of 308 hours of live broadcasting airtime. The viewership for live-streamed meetings increased 76% and viewership for archived town meetings increased 10% in 2017.
- 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 services.
- 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; hosted email and archiving service fees, 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.

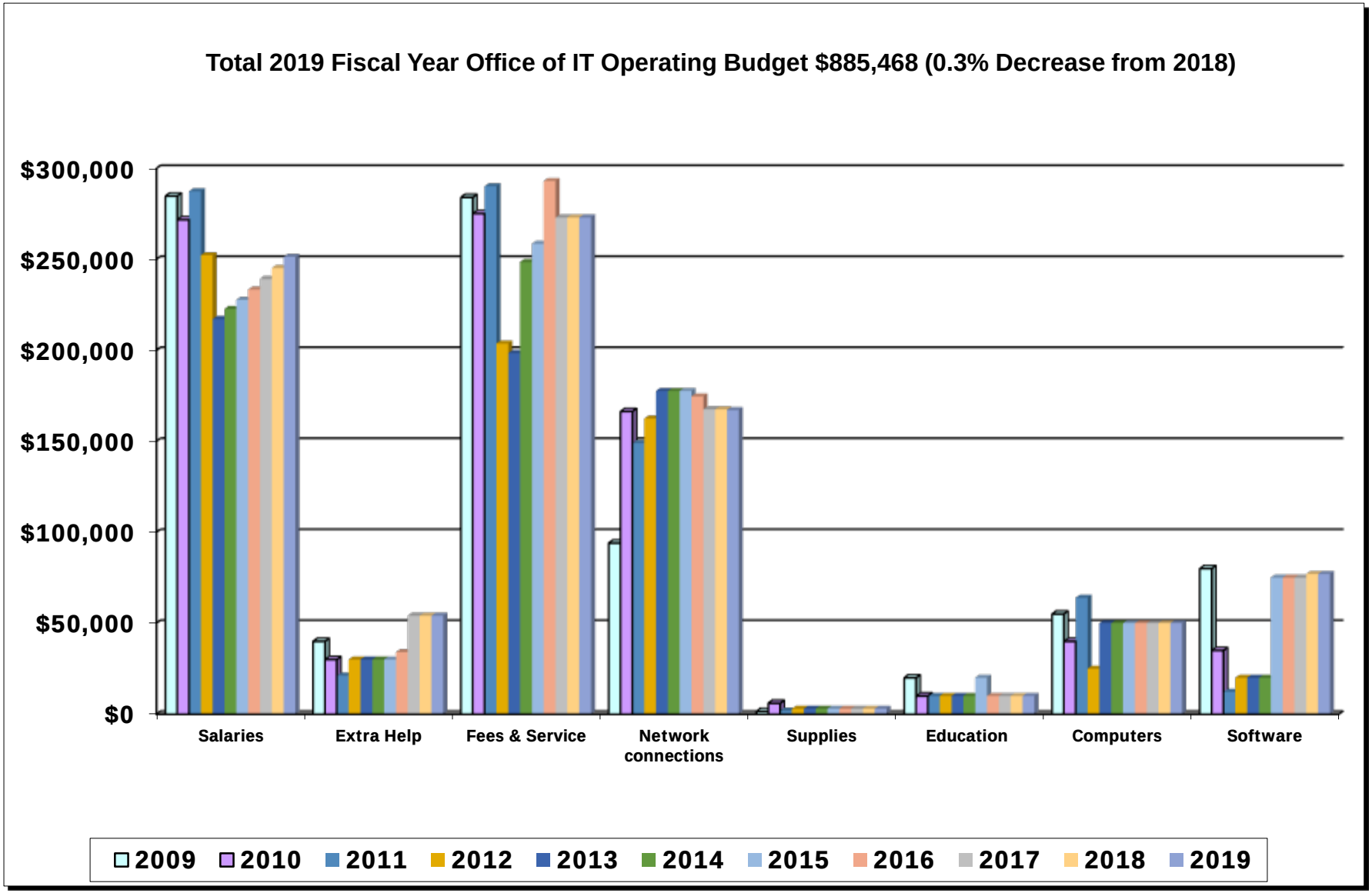
DETAILED OPERATING CAPITAL REQUESTS:

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: VMWare licenses, Microsoft Windows Operating System, SQL database, and Office licenses.

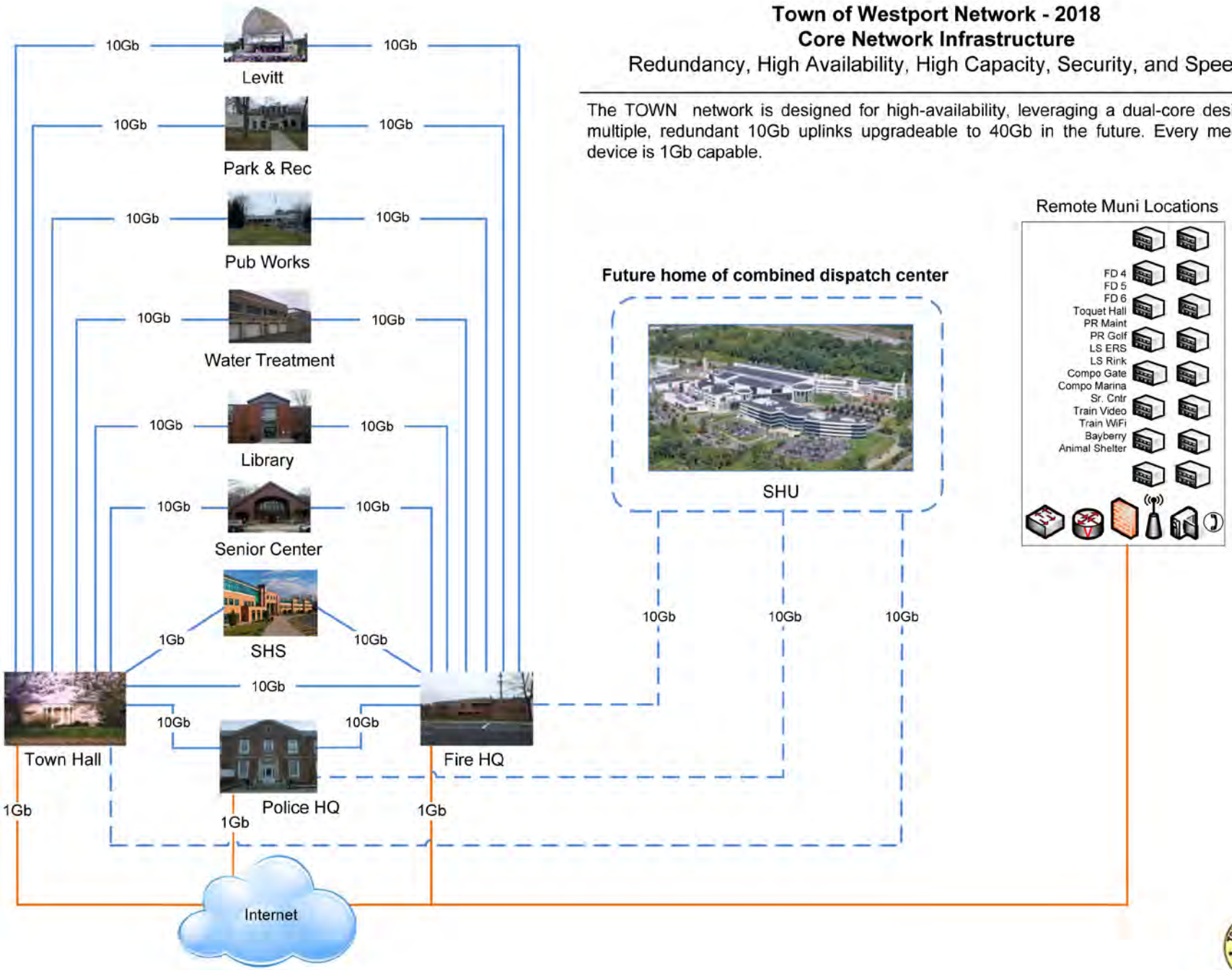
BUDGET NOTES: The Engineering Department manages the town's Geographic Information System (GIS).

The Office of IT 2018-19 operating budget is exhibited in the following chart. The budget is 0.3% decrease from last year. **With only two full-time staff and three part-time contractors, we support 19 town departments, the Probate Court, and Levitt Pavilion, all town employees VoIP phones, computers, software needs, and all elected official emails.**



Town of Westport Network - 2018
Core Network Infrastructure
Redundancy, High Availability, High Capacity, Security, and Speed

The TOWN network is designed for high-availability, leveraging a dual-core design with multiple, redundant 10Gb uplinks upgradeable to 40Gb in the future. Every media end device is 1Gb capable.



Jamie Sachs
Office of Information Technology

January 2018

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
157 Information Technology							
(01) Salaries	245,135.04	245,135.00	253,263.00	251,263.00	251,263.00		-0.8%
(03) EH & OT	47,870.02	54,075.00	54,589.00	54,075.00	54,075.00		-0.9%
(18) Fees & Services	293,350.09	273,000.00	273,000.00	273,000.00	273,000.00		0.0%
(25) Telephone	164,770.73	167,470.00	167,470.00	167,130.00	167,130.00		-0.2%
(41) Supplies	2,794.80	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
(59) Education & Exp.	9,829.36	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
(CF) Computers	60,857.76	50,000.00	50,000.00	50,000.00	50,000.00		0.0%
(CG) Software	75,308.70	77,000.00	77,000.00	77,000.00	77,000.00		0.0%
(CW) Capital Outlay-Other	(502.17)	0.00	0.00	0.00	0.00		0.0%
TOTAL (157) IT	**899,414.33**	**879,680.00**	**888,322.00**	**885,468.00**	**885,468.00**		**-0.3%**

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, Storage, and Computer Replacements
Software	Town-wide Microsoft Windows Servers, SQL Servers and Office Licenses

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	IT Director	n/a	n/a	n/a	137,122	137,122	137,122
1.00	Network Operations Manager	n/a	n/a	n/a	114,141	114,141	114,141
2.00	TOTAL SALARIES:					251,263	251,263

EXTRA HELP (Part-time)

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 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 2018-2019

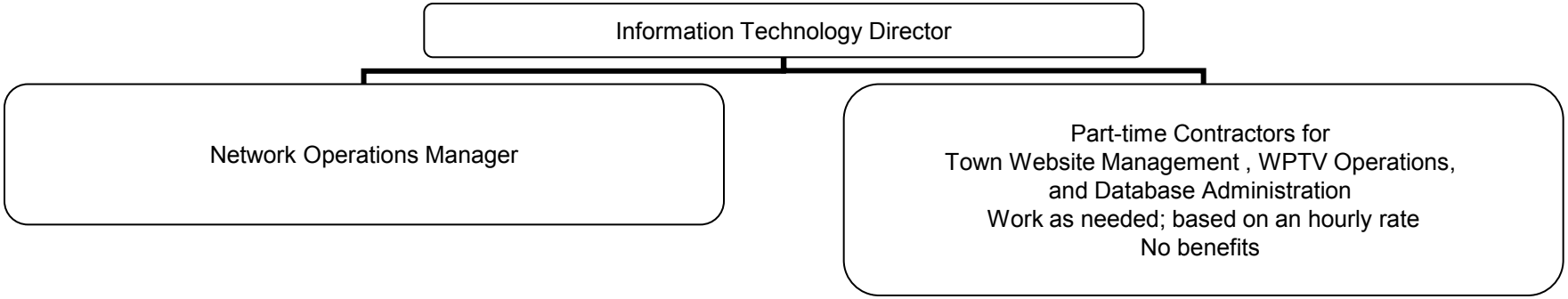
FEES AND SERVICES

Network and Data Processing Operating Costs	**2017-18**	**2018-19**
Professional Assistance: consultants for development and implementation of new project	30,000	30,000
Hardware Maintenance: Data storage, servers, computers, printers, and firewalls	30,000	30,000
Software License annual subscription: VMWare, Symantec anti-virus, and backup software	32,000	32,000
Public meeting broadcasting equipment upgrade and service	12,000	10,000
Equipment upgrade and maintenance: routers, switches, memories, hard drive, UPS batteries	15,000	15,000
Town Website Hosting/Maintenance/Upgrading and Video Stream Hosting Service	41,000	41,000
Microsoft Gov cloud email hosting service	33,000	35,000
TOTAL NETWORK AND DATA PROCESSING:	193,000	193,000
GIS Mapping Operating Costs		
GIS/Permit Hosting and Development of Digital Mapping	80,000	80,000
TOTAL GIS MAPPING:	80,000	80,000
TOTAL FEES AND SERVICES	**273,000**	**273,000**

COMMUNICATIONS	**2017-18**	**2018-19**
Cisco VoIP Phone Syatem Equipment Maintenance and Support	53,000	60,000
HP Equipment Upgrade	50,000	40,000
Fiber Network Maintenance: repair PR line and install new line at PD	24,000	30,000
Fiber Internet Service Fees	13,200	13,200
Frame Relay	3,400	0
Town Hall Verizon PRIs and DIDs	12,000	12,000
Analog Lines	8,160	8,200
Cablevision Internet Connection for public WiFi service	1,810	1,810
Cell Phone Service	1,900	1,920
TOTAL COMMUNICATIONS	**167,470**	**167,130**

157 – INFORMATION TECHNOLOGY
2018/2019 Organization Chart

2017/18: 2 Full Time / 2018/19: 2 Full Time



	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
158 Board of Assessment Appeals							
(01) Salaries	600.00	600.00	600.00	600.00	600.00		0.0%
(03) EH & OT	417.38	350.00	350.00	450.00	450.00		28.6%
(33) Advert & Print	0.00	125.00	125.00	125.00	125.00		0.0%
(34) Postage	0.00	300.00	300.00	300.00	300.00		0.0%
(41) Supplies	69.01	300.00	300.00	300.00	300.00		0.0%
(59) Education & Exp.	0.00	350.00	350.00	350.00	350.00		0.0%
TOTAL (158) Board of Assessment	**1,086.39**	**2,025.00**	**2,025.00**	**2,125.00**	**2,125.00**		**4.9%**

158 - BOARD OF ASSESSMENTS APPEALS BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 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	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 EH&OT Totals
	Secretarial Services (for preparing correspondence copies of Assessor's documents and administrative functions at Board Meetings)				450	350	450
	TOTAL EXTRA HELP & OVERTIME:				450	350	450

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 Eileen Lavigne Flug 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 2017-2018 ACCOMPLISHMENTS:

- Successfully resolved land use cases through final judgment or settlements. Particularly noteworthy was the Garden Homes Management v. P&Z case.
- Successfully resolved a significant number of our tax assessment appeals in a favorable manner. Some 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 2018-2019 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.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
170 Town Attorney							
(01) Salaries	150,896.11	153,318.00	153,853.00	153,853.00	153,853.00		0.0%
(19) Contract Services	505,468.87	500,000.00	500,000.00	510,000.00	510,000.00		2.0%
(21) Negotiation Service	146,669.38	100,000.00	100,000.00	90,000.00	90,000.00		-10.0%
(41) Supplies	692.17	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
(64) Miscellaneous Expenses	10,208.54	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
TOTAL (170) Town Attorney	**813,935.07**	**764,318.00**	**764,853.00**	**764,853.00**	**764,853.00**		**0.0%**

170 - TOWN ATTORNEY BUDGET 2018-2019

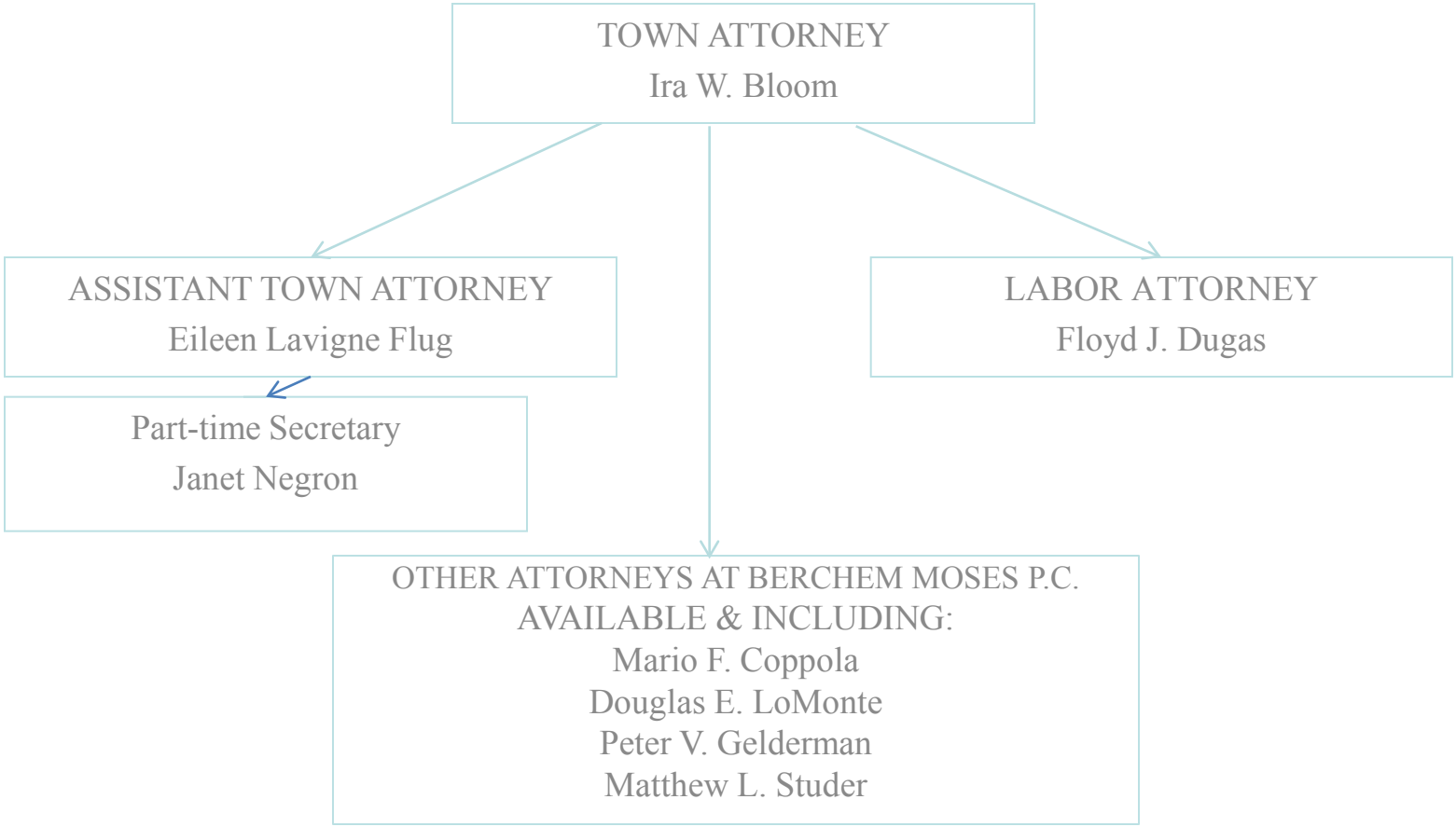
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-2019 Salary Rate	2017-18 Salaries	2018-2019 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		$23.16	947	21,939	21,939	21,939
3.00	TOTAL SALARIES:					153,853	153,853

170 – TOWN ATTORNEY

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

170 - TOWN ATTORNEY
2018-2019
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 2018 ACCOMPLISHMENTS:

- Designed and implemented electronic burial permits reducing the use of typewriters. Approx. 90 issued per year.
- Accessed the state-wide birth registry back to 2003 which should increase revenue from certified copy sales.
- Successfully administered the municipal election duties, including RTM petitioning process, qualifying 83 candidates, continuing to use the State absentee ballot program for 778 issued absentee ballots.
- Assisted the Secretary of the State (SOTS) to develop their Election Night Reporting (ENR) software enabling its use in local, district elections. Reported local results directly to State central on election night for the first time.
- Completed administrative duties associated with the election of 36 RTM members.
- Assisted with development & participated in the State Elections Enforcement Commission (SEEC) municipal campaign financing pilot program.
- Orchestrated and supervised the 9th Annual Community Shred Day in May. 127 cars, 10 volunteer workers, 412 banker boxes of paper.
- Organized the rear vault area to accommodate a new space-saving map filing system. 2500 hanging maps per unit vs. 150 maps per flat files. 69% space saver.
- Uploaded GIS parcel ID numbers to approx. 40,000 land records containing property addresses covering records from year 2000 to present.
- Completed 10 years of committee and executive board service to the CT Town Clerks Association culminating as President from 2015-2017.
- Continuing education classes provided to staff; now all 5 full-time employees are State Certified.
- E-delivery for land recordings increased from 11.8% to 13.5% of all recordings equating to less postage and envelopes to return documents.
- Back-scanned land records from 1985 back to 1984 and vital records from 1977 back to 1975 preserving the integrity of the original documents.
- Began scanning recorded maps to image using the large town scanner making imaged maps immediately available.

FY 2019 SERVICE LEVEL GOALS:

- 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. Town to keep all revenue increase, as proposed. Est $6,000.
- Participate with the Department of Public Health (DPH) to develop an online, statewide death registry.
- Accept town conveyance tax electronically when Department of Revenue Services (DRS) authorizes state conveyance tax electronically. Revised anticipated start date: summer 2018.
- Increase copy revenue by continuing the back-scanning project of land records.
- Explore the idea of 'piggy-backing' on the Railroad Parking Permit software to develop an online dog licensing renewal program with Complus.
- Link town land records to the town GIS system-centralizing online property information. 6000 to 7000 annually.

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 from 13.5 to 15% by continuing promotion of this service.
- Reduction of postage for returning land record documents by increasing eRecording Approx $300 and dog license renewal post cards by eMailing renewal reminders. Approx $1,000

5 YR GOALS:

- Continue to participate in pilot programs with SOTS involving early voting, electronic voting for military, election night reporting.
- Establish an on-line dog licensing renewal.
- Continue to reduce paper by developing electronic filing systems for existing paper collections.
- 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:

- Implemented procedures to increase land recording fees from $53 to $60: Updated cashiering system and monthly forms to pay the State; mandated by PA17-2 Sec 665, CGS Sec 7-34a.
- Net 2019 revenue to increase by $5,500 due to the $1 land recording fee increase per PA17-2 Sec 665.
- Conveyance tax revenue is estimated to be steady but not over stated.
- State Historic Document Preservation grant funds will increase from $5,000 to $6,500.

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 $2 account for land recordings per PA00-146 & PA17-2 Sec 665, CGS Sec 7-34a(d)*
- Licenses & Fees-LPAHHP-Town clerk $1 account for land recordings per PA05-228, CGS Sec 7-34a(e)*
- Licenses & Fees- Historic Documents- $8 account for land recordings paid to State of CT per PA00-146 & PA17-2 Sec 665, CGS Sec 7-34a(d)*
- 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:

- Net 2019 revenue budget is anticipated to increase slightly approx. $6,000
- 2019 expenses are anticipated to increase slightly approx. $5,500.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
180 Town Clerk							
(01) Salaries	339,134.98	339,776.00	344,638.00	345,533.00	345,533.00		0.3%
(18) Fees & Services	27,112.25	27,455.00	27,455.00	34,455.00	34,455.00		25.5%
(33) Advert & Print	8,013.89	9,500.00	9,500.00	9,200.00	9,200.00		-3.2%
(34) Postage	3,967.03	3,800.00	3,800.00	3,500.00	3,500.00		-7.9%
(41) Supplies	6,374.19	6,400.00	6,400.00	6,000.00	6,000.00		-6.3%
(55) Licenses & Fees	19,598.76	21,000.00	21,000.00	54,100.00	54,100.00		157.6%
(59) Education & Exp.	2,995.83	3,300.00	3,300.00	3,300.00	3,300.00		0.0%
TOTAL (180) Town Clerk	**407,196.93**	**411,231.00**	**416,093.00**	**456,088.00**	**456,088.00**		**9.6%**

180 - TOWN CLERK BUDGET 2018-2019

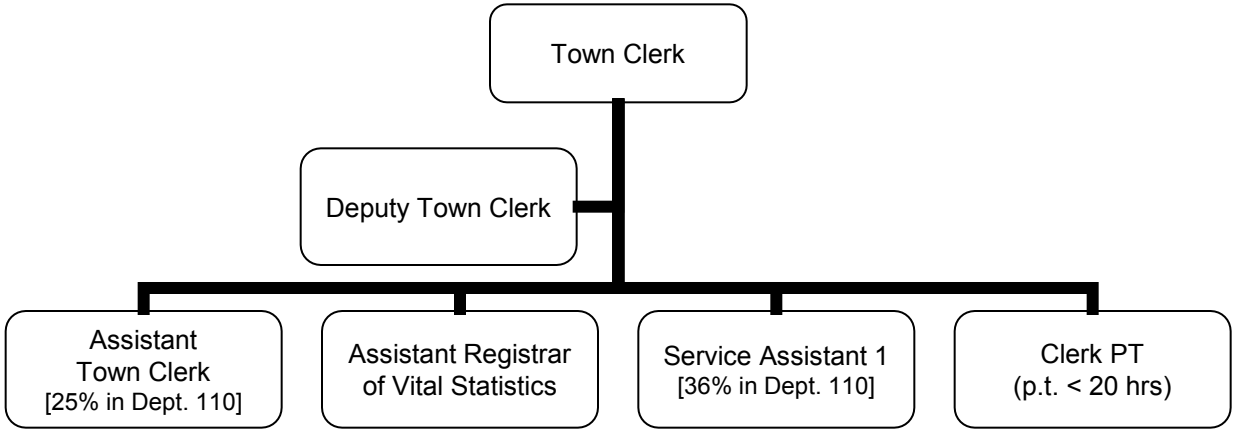
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Town Clerk				108,092	108,092	108,092
1.00	Deputy Town Clerk				79,980	79,980	79,980
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		$24.08	468	11,270	11,270	11,270
5.39	TOTAL SALARIES:					345,533	345,533

180 – TOWN CLERK

Account	Description	
Fees & Services	Cott Indexing Software & Support	16,955
	Historic Documents Preservation (offset by revenue) Per PA00-146, P17-2 Sec 7-34a(d)	11,000
	Historic Preservation Grants (offset by revenue)	6,500
		34,455
Licenses & Fees	State Fee: Historic Documents Preservation (offset by revenue)	44,000
	State Fees: LPAHHP (offset by revenue) Per PA05-228 Sec 7-34a(e)	5,500
	Town Clerk Fee-MERS- offset by revenue	4,600
		54,100

180 – TOWN CLERK
2018/2019 Organization Chart
2017/18: 4.50 Full Time / 2018/98: 4.50 Full Time



DEPARTMENT: HISTORIC DISTRICT COMMISSION (HDC)

DEPARTMENT SERVICES OVERVIEW:

Upon recommendation from members of the Board of Finance following its 2017 budget review, ways and means were incorporated enabling enhanced coordination and sharing of resources between the Historic District Commission staff and Planning and Zoning Department staff all of whom currently report to the Planning and Zoning Director, see P&Z Organizational Chart attached to the P&Z Budget. The Historic District Commission staff of one was assigned additional responsibilities approximately equal to a half time resource to the Planning and Zoning (P&Z) Department by providing administrative support to the Architectural Review Board (ARB) and the Joint Committee (comprised of Architectural Review Board and Historic District Commission members). Staff assists property owners with Special Permit 32-18 for Historic Residential Structure applications and with the establishment of the Westport Center Village District in October 2017, with village district applications. These applications provide design review and recommendations for exterior changes to properties within the district to the Planning and Zoning Commission in an effort to promote general design standards and to protect the historic character in downtown center. The Joint Committee reviewed 15 applications in 2017, a significantly larger number than in 2016. Staff prepares meeting notices, receives submission materials, reserves meeting rooms, maintains records, communicates with P&Z, and attends preliminary staff meetings with applicants.

Assist Planning and Zoning (P&Z) Director and staff members in collaborating with the HDC on historic preservation and design recommendations for certain planning and zoning projects.

Staff assists the Building Department by administering all demo permit applications for properties 50 years or older in accordance with the town's Demolition Delay Ordinance.

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

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

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

FY 2017 ACCOMPLISHMENTS:

- Ongoing efforts of the HDC and staff to collaborate with project consultants concerning 2017 Certified Local Government (CLG) Enhancement Grant project for the preparation of the Bridge Street National Register Nomination Study. Periodic review and comments on the report were made throughout the project in accordance with the funding agreement with the State Historic Preservation Office (SHPO) and the consulting contract with Public Archaeology Laboratory (PAL). These communications are required in order to complete the project successfully and to assure final reimbursement to the town.
- The State Historic Preservation Review Board reviewed and edited the draft report which was revised by PAL. The revised report will be forwarded by the SHPO to the National Park Service for final review and listing on the National Register.
- Upon the completion of the Bridge Street National Register Nomination Study the town was fully reimbursed through CLG Enhancement Grant funding in the amount of $15,000.
- Administered and reviewed 68 demolition permit applications for properties 50 years or older 4 (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. Initiated a review among appropriate departments concerning the demolition delay ordinance, specifically a review of the definition of "demolition" and ways to improve the waiver of the delay period for structures with no historic significance.
- 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) and the Village District Overlay Zone (VDO) which included, but not limited to, design review of 59 Post Road East (Bedford Square) and 35 Elm Street (36 Elm Street Land Swap). Made recommendations and comments to Planning and Zoning (P&Z) for site plan applications, text amendments and variances that pertain to historic resources.
- Prepared and presented 2017 Annual Preservation Awards for 8 historic properties as examples of outstanding contributions to the preservation of historic properties in Westport.
- Provided information and documentation to Planning and Zoning in preparation of the 2017 POCD.
- Administered and reviewed 16 *Certificates of Appropriateness Applications* for regulated properties in local historic districts or for local historic landmark properties.
- Updated HDC information on the town website.
- Initiated historic survey component of the TOD Saugatuck Project.
- Provided public informational meetings concerning the Bridge Street National Register Nomination Study.
- Collaborated with DOT National Register Specialist, EPA, Mark McMillan in the initial step in the Section 106 Review Process for the rehabilitation/replacement of the Cribari/Saugatuck River Swing Bridge. Held a public informational meeting on his Evaluation of Integrity for Historic Properties report.
- Coordinated with Planning and Zoning Commission through the adoption and implementation of the Westport Center Village District Overlay Zone.
- Recommended the Local Historic Property Designation of the Kemper-Gunn House subsequently established by the RTM.
- Requested confirmation of eligibility by the State Historic Preservation Office for the National Register Nomination Study for the Lees Canal National Register District.
- Scheduled monthly work sessions to discuss current HDC administrative issues and to increase participation and understanding of current preservation issues.
- Inventoried current organization of files and office space.

2018-19 SERVICE LEVEL GOALS:

- Seek CLG Enhancement Grant funding in the amount of $15,000 for consulting fees for the determination of eligibility of the National Register Thematic Study of 9 local stone bridges which are deemed worthy of preservation and protection
- 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 non-residential properties.
- Address possible revisions to the demolition delay ordinance.
- Review and revise handout documents.
- Prepare policy and procedures manual.

PERFORMANCE MEASURES:

The Historic District Department has public support for both the preservation of the historic character of Westport and the continued concern regarding the loss of historic resources. We strive to make historic designations that maintain a balanced approach for initiating preservation goals and respecting the property rights of individual property owners. As such, we believe that some of Westport's property values are a reflection of the overall support for historic preservation. Specific performance measures include:

- To continue to promote historic designations. In FY 2016, established the Westport Center Historic District which includes 174 contributing properties and in FY 2017, we nominated the Bridge Street National Register district which includes 42 contributing properties. The number of future historic designations will vary according to the number of resources within a specified boundary. We anticipate undertaking a National Register thematic study of nine local stone bridges next year.
- FY 2017, 69 demo permit applications for properties 50 years or older permits were administered, and 4 were denied in accordance with the town's Demolition Delay Ordinance.
- Administered and reviewed 16 Certificates of Appropriateness Applications for regulated properties in local historic districts or for local historic landmark properties.
- To continue to provide administrative support to the HDC, the Joint Committee and the ARB with 48 annual meetings as well as various special meetings, including documentation review, and preparation, notifications, minutes and other support.
- Continued recognition of the HDC as an exemplary CLG by SHPO.
- Continued receipt of $15,000 annual CLG grant awards for preservation projects, which is a direct correlation of our status as an exemplary CLG by SHPO for having a full time historic district staff and a town committed to historic preservation.

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 National Register Nomination Studies for selected neighborhoods and structures.
- 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.
- 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.
- HDC staff assists P&Z Office with Village District Overlay Zone (VDO) applications reviewed by the Joint Committee. The fee of $660.00 is received by the P&Z Office for each VDO Site Plan 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, ARB applications, Joint Committee application and general 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.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
181 Historic District							
(01) Salaries	64,885.92	64,886.00	66,508.00	66,508.00	66,508.00		0.0%
(15) Transportation Allowance	0.00	50.00	50.00	50.00	50.00		0.0%
(18) Fees & Services	6,500.00	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
(33) Advert & Print	270.54	500.00	500.00	500.00	500.00		0.0%
(34) Postage	63.42	225.00	225.00	225.00	225.00		0.0%
(41) Supplies	1,488.60	1,000.00	1,000.00	1,500.00	1,500.00		50.0%
(59) Education & Exp.	395.00	400.00	400.00	400.00	400.00		0.0%
TOTAL (181) Historic District	**73,603.48**	**72,061.00**	**73,683.00**	**74,183.00**	**74,183.00**		**0.7%**

181 - HISTORIC DISTRICT BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salary Totals	2018-19 Salary Totals
1.00	HDC Administrator/CLG Coordinator		n/a	n/a	66,508	66,508	66,508
1.00	TOTAL SALARIES:					66,508	66,508

181 – HISTORIC DISTRICT

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

DEPARTMENT: Conservation- 0182, FY 18/19

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 17 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.
- In 2006 the Department issued a high of 28 Notices of Violation. Since then, we've averaged 8 NOVs/yr. In 2017, we issued 5 NOVs. This is a reflection of improved compliance and our presence in the field.
- Compliance with the EPA's MS4 Stormwater Management program mandates
- Removal of invasive plant species. This is done with each development application reviewed by the Conservation Commission.

FY 2017/2018 ACCOMPLISHMENTS :

- In FY 17, we collected $147,905 and in FY 16, $136,440. At the end of December 2017, we collected $60,165 in total revenue. We anticipate some large projects coming in the second half of the current FY and estimate total revenues to mimic those of the last few years.
- 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 calendar year 2017, a total of 201 permits were issued. This is nearly the same number as issued in 2016 at 194 permits. 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 Kowalsky and Save the Children properties; 793 Post Rd East, next to Splash carwash; 201 Main Street; and several subdivisions including one that involved Intervenors. The Department also oversaw the continued monitoring and facilitating improvement to the performance of the Y's FAST system. Looking ahead, we anticipate reviewing a new design for the former Kowalsky property, the review of an 8-30g application for the Hiawatha Lane neighborhood and the redevelopment of the Belta Farm.
- In 2017, we received 56 complaints. These resulted in five Notices of Violation and one citation. Zero fines were collected as all violators satisfactorily rectified their infractions.
- In FY 16/17 we sent informational mailings to 197 new property owners whose properties contain wetlands or watercourses. This is 85 more properties than in 2016. In addition, 58 mailings were sent to new homeowners whose property is located 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 2017, we issued 677 shellfish permits. Of these, 28% of which were new permit holders. In 2016 we issued 715 permits.
- 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 2017 we issued 89 Cockenoe Island camping permits and collected $2,220 in fees. This is a 24% increase in the number of permits issued from the previous summer.
- Continued to work with the US. Fish and Wildlife Service and Connecticut Audubon Society for the management of Cockenoe Island for protection of federally-listed endangered and threatened shorebirds.
- 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 18/19 SERVICE LEVEL GOALS:

- Amend the Waterway Protection Line Ordinance language to streamline the permitting process as recommended in the 2017 Blum Shapiro audit.
- Amend the Inland Wetland and Watercourse Regulations to be consistent with changes in the state model regulations.
- We anticipate several major projects coming through our department and commission in FY 18/19 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.
- Amend the regulations regarding Cockenoe Island to better protect federally listed endangered and threatened shorebird species.

BUDGET HIGHLIGHTS: The requested budget is a 1.2% increase from last year's request, or $4,608.

- Including salaries, the budget forecast represents a 1.2% increase over last year.
- Excluding salaries, the overall operating budget is $29,029. This is $2,090 more than last year.
- We are on track in the current fiscal year to equal or exceed the number of permits issued and revenue collected as in FY 16/17. This represents approximately 1/3 of our total operating budget.
- Increases totaling $4,718 are being requested in the Salaries, Extra Help and Over-time, Vehicle Maintenance and Fees and Services line items. The $2,518 increase in salaries is a union contract step obligation. The $100 increase in overtime is for a 50 cent/hr raise for the Erosion and Sediment Control 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 $100 extra in the Vehicle Maintenance account is to cover the cost of gas. Please note that we share our vehicle with other departments but the Conservation Department pays for the gas. The $2,000 increase in Fees and Services is off-set by application fee revenue.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
182 Conservation							
(01) Salaries	355,888.14	359,392.00	362,011.00	364,529.00	364,529.00		0.7%
(03) EH & OT	5,548.04	6,429.00	6,539.00	6,529.00	6,529.00		-0.2%
(14) Uniform Allowance	793.61	800.00	800.00	800.00	800.00		0.0%
(15) Transportation Allowance	11.77	300.00	300.00	300.00	300.00		0.0%
(18) Fees & Services	6,375.00	5,500.00	5,500.00	7,500.00	7,500.00		36.4%
(19) Contract Services	1,650.59	1,500.00	1,500.00	1,500.00	1,500.00		0.0%
(25) Telephone	341.08	375.00	375.00	375.00	375.00		0.0%
(26) Equip Maint/Oper	1,196.30	1,200.00	1,200.00	1,200.00	1,200.00		0.0%
(27) Veh. Maint/Oper	1,255.09	750.00	750.00	850.00	850.00		13.3%
(33) Advert & Print	1,332.70	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
(34) Postage	2,563.33	2,700.00	2,700.00	2,700.00	2,700.00		0.0%
(41) Supplies	3,126.11	4,275.00	4,275.00	4,275.00	4,275.00		0.0%
(59) Education & Exp.	750.00	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
TOTAL (182) Conservation	**380,831.76**	**386,221.00**	**388,950.00**	**393,558.00**	**393,558.00**		**1.2%**

182 - CONSERVATION BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	*2018-19 Salary Totals*
1.00	Conservation Director				107,375	107,375	107,375
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			52,854	50,336	52,854
1.00	Administrative Assistant II	V-7			51,653	51,653	51,653
5.00	TOTAL SALARIES:					362,011	364,529

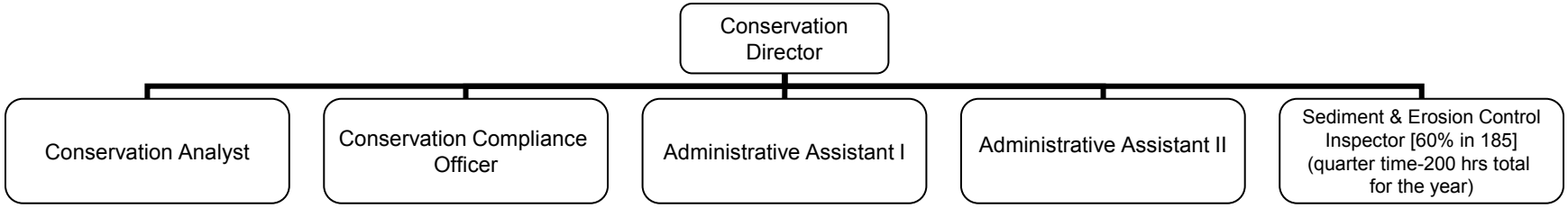
EXTRA HELP & OVERTIME

qty	Position	17-18 Grade& Step	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	*2018-2019*
0.50	Sediment & Erosion Control Inspector		$23.00	200	4,600	4,600	4,600
1.00	Conservation Analyst	n/a	$58.45	33	1,929	1,929	1,929
1.50	TOTAL EXTRA HELP & OVERTIME:					6,529	6,529

182 – CONSERVATION

Account	Description
Salaries	Fifteen percent (15%) of the Administrative Assistant II position's salary is paid by the Shellfish Commission
Fees & Services	Sixty percent (60%) of Fees & Services costs go towards the hiring of outside consultants primarily soil scientists ($4,500) and are directly offset by application fee revenue. The remaining forty percent (40%) is for water quality testing services provided by HarborWatch ($3,000).
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
2018/2019 Organization Chart
Five, full-time and One, 1/4-time Staff



DEPARTMENT: PLANNING & ZONING

DEPARTMENT SERVICES OVERVIEW:

The Planning and Zoning staff performs analyses of complex land use applications submitted to the regulatory boards (Site Plans, Special Permits, Subdivisions, Zoning Regulation Amendments, Zoning Map Amendments, Municipal Improvements, and Variances). The staff also issues zoning permits, investigates and processes zoning complaints, reviews maps and documents prior to filing information on the land records, reviews requests for liquor permits and other state licenses, and conducts research for other Town officials regarding land use issues. The staff also facilitates initiatives of the First Selectman's Office, which this year included coordinating and preparing a Master Plan for Saugatuck utilizing funds received from the State of CT and exploring a consolidated software solution for the town's land use permit processes.

Boards & Commissions

The Planning and Zoning Department is also responsible for the Planning and Zoning Commission (PZC), the Zoning Board of Appeals, Architectural Review Board, Historic District Commission (HDC), *see separate narrative for HDC,* and Joint Committee. This requires providing support services for board and commission members, their applicants, and the board's subcommittees. The PZC for example currently has eleven (11) subcommittees.

The 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 *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. 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. The Joint Committee is an advisory board comprised of members of the ARB & HDC responsible for reviewing applications involving Historic Residential Structures, exterior building and site modifications located in the Village District Overlay Zone/Westport Center, and exterior building and site modifications located in the Business Center District/Historic.

SUMMARY OF ACTIVITIES (3 Year Comparison):

The following chart summarizes the P&Z Department's issued permits and application approvals for the past three (3) completed fiscal years. The statistics appear to show a downward trend in some approvals, but the change actually reflects the current regulatory environment. For example the reduction in Site Plan applications can be explained as follows. Most of the commercial area in Westport is already developed. New proposals primarily consist of redevelopment of existing sites and are therefore more complex resulting in an increase in Special Permit reviews (discretionary applications) and decrease in Site Plan reviews (as-of-right applications).

	FY 14-15 Totals	FY 15-16 Totals	FY 16-17 Totals	Change between FY 15-16 and FY 16-17
Site Plan Applications	8	6	0	-100%
Site Plan Waivers by P&Z Director	14	12	13	+8.33%
Special Permits	13	22	29	+31.82%
8-24 (Municipal Improvements)	8	2	6	+200%
Subdivisions	6	2	4	+100%
Coastal Site Plan Reviews	17	10	24	+140%
Zoning Text Amendments	14	15	15	0%, no change
Zoning Map Amendments	5	5	4	-20%

SUMMARY OF ACTIVITIES CONTINUED

	FY 14-15 Totals	FY 15-16 Totals	FY 16-17 Totals	Change between FY 15-16 and FY 16-17
POCD Amendments	0	0	0	0%, no change
ZEO Appeals to ZBA	0	0	2	2
POCD Amendments	0	0	0	0%, no change
ZBA Variances	113	102	78	-23.53%
ARB Applications	42	45	46	+2.22%
Zoning Permits – Residential	362	359	304	-15.32%
Zoning Permits – Commercial	223	229	183	-20.09%
Zoning Violations Notices	72	52	25	-51.92%
Cease & Desist Orders	10	1	1	0%, no change
Zoning Citations	15	3	2	-33.33%
Activities Total:	922	865	736	-14.91%

FY 2017 ACCOMPLISHMENTS:

- Provided supervision and assistance to the Historic District Commission and their staff
- Modified department hours of operation to restore public access to the department consistent with the hours of operation for Town Hall
- Re-examined and reduced requirements for site inspections of completed projects by 50% by shifting certification requirements to applicants resulting in more time (one business day per week) returned to staff to dedicate to improving processing of pending applications
- Facilitated adoption of Zoning Regulations and revisions to the Zoning Map to create a Village District in Westport Center resulting in establishing design guidelines informing applicants of what design will expedite their approval process and provide for an enhanced downtown aesthetic
- Facilitated approval of significant Town projects (at various stages in the approval process) including the Westport Senior Center, The Elm Street Land Swap, and the relocation of the Westport Arts Center to Baron's South)
- Facilitated approval of various text amendments to create economic development opportunities for business in Westport (such as allowing new use groups to locate in the Corporate Park District i.e. "Healthcare Professionals" such as Norwalk Hospital Psychiatric Services)
- Facilitated approvals of various text amendments to create new opportunities for more diverse housing such as Senior Housing, Small Home Developments, and Affordable Housing
- Facilitated adoption of the 2017 Westport Plan of Conservation and Development
- Administered State of CT Grant to create a Transit Oriented Design Master Plan for Saugatuck

FY 18-19 SERVICE LEVEL GOALS:

- Establish the amount of time it takes to issue permits and applications through the use of an online permitting software
- Re-establish the P&Z Process Efficiency Subcommittee to better streamline the regulatory approval process
- Modify the Zoning Regulations to provide opportunities for improvements that is not dependent upon variances being granted
- Initiate Implementation of the *2017 Westport Plan of Conservation and Development*
- Continue to implement the 2015 Downtown Master Plan
- Continue to provide greater public access to pending applications by posting development applications on the Town's website, establishing a P&Z Facebook page and implementing other ideas under discussion by the P&Z Communications Subcommittee.
- Continue to work with the Building Department and other Land Use Departments to reduce redundancy and to provide cross-training
- Continue coordination with the Operations Director to replace and upgrade the current Cartegraph Zoning Permit system.
- Continue coordination with the Operations Director to improve the land use approval process across all Land Use Departments and implement recommendations contained in the Land Use Audit.

PERFORMANCE MEASURES:

- The Planning and Zoning Department continues to work towards streamlining the zoning permit process. The Operations Director has issued an RFP for an online permitting software, which will allow applicants to apply for permits from their home, or business and monitor the progress of their application online. Our goal from this software is to coordinate with the other land use departments to remove the existing silos and find efficiencies as well as make doing business with the town friendlier and easier, all while continuing to provide an in-person experience for applicants who require it. This will be measured by accelerated permit processing times, fewer application touch points, a reduced staffing need and fewer complaints. The Department is exploring a baseline of these measurements for future comparison. Acquisition of new permitting software will allow for reports to be generated that can measure the speed and efficiency of the permitting process As such, the Planning & Zoning Department is dedicating time to ensuring the expedient and smooth roll out of this system, so these goals can be established and achieved.

- What we strive for is that zoning permits are issued within 5 to 7 days and that is the current practice for the bulk of the applications. The total amount of time elapsed between submission of a zoning permit application and the issuance of a permit still ranges widely from 1 day to several weeks sometimes waiting revisions by the applicant to demonstrate compliance with zoning regulations or revisions to drainage plans. An analysis performed for permits issued in July and August 2017 shows the total elapsed time from submission to permit issuance was on average 20.4 days in July and 24.7 days in August.

- The Planning & Zoning Department is also dedicated to interim measures for improvements to the land use process as identified in the audit and is actively participating in a land use customer service committee along with the other land use departments. The results of the existing online land use department survey shows that 40 of the 83 respondents agreed that P&Z staff was courteous, knowledgeable and helpful. We seek to improve this score.

- Facilitate the work of 14 subcommittees of the Planning and Zoning Commission

- Processed 736 requests submitted to the Planning & Zoning Commission, Zoning Board of Appeals, and Planning & Zoning staff

5 YR GOALS:

- Seek Capital Improvement funding to overhaul the Zoning Regulations to attract residents and businesses to Westport.
- Implement a truly town-wide online 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.
- Continue efforts to implement the *2017 Westport Plan of Conservation and Development*

REVENUE

The total Planning and Zoning Department revenue for fiscal year ending June 30, 2017 was $557,518.50. For the first six months of FY17-18 the P&Z Department revenue is $355,181.50 and is projected to increase as the year progresses.

REVENUE SUMMARY:

Below is the revenue summary for FY16-17:

Zoning Permit Revenue:		$484,302
P&Z Application Revenue:		$ 32,125
ZBA Application Revenue:		$ 21,587
Miscellaneous Revenue:		$ 18,295
	Total	$556,309

BUDGET NOTES:

The FY 2018/2019 budget of $610,682 will show an increase of $35,270 or 6.13% from FY 2017/2018 of $575,412 due to:

- contractual obligations associated with a new staff member (Planner) being hired at a higher salary than her replacement (based upon her enhanced level of experience);
- retention of a part-time planner (10 hours per week on average responsible for annual tracking and reporting on behalf of the Town of Westport for FEMA-related activities, Affordable Housing Activities, Coastal Area Management Activities etc.); and
- Resurrecting the overtime budget consistent with prior fiscal years due to demand for administrative tasks to be performed outside the normal work day to meet statutory application requirements, increased levels of litigation, and additional workload borne in the absence of a land use coordinator (position remains unfunded in the current and proposed budget).

The Planning & Zoning Department is forecasted to be a revenue generator for the current and next fiscal years.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
185 Planning & Zoning							
(01) Salaries	555,354.07	508,610.00	513,975.00	537,782.00	537,782.00		4.6%
(03) EH & OT	14,457.22	14,596.00	14,596.00	24,200.00	24,200.00		65.8%
(14) Uniform Allowance	800.00	800.00	800.00	800.00	800.00		0.0%
(15) Transportation Allowance	331.64	1,150.00	1,150.00	1,150.00	1,150.00		0.0%
(18) Fees & Services	11,126.65	17,141.00	17,141.00	19,000.00	19,000.00		10.8%
(25) Telephone	340.46	450.00	450.00	450.00	450.00		0.0%
(27) Veh. Maint/Oper	898.35	1,400.00	1,400.00	1,400.00	1,400.00		0.0%
(33) Advert & Print	3,647.94	4,500.00	4,500.00	4,500.00	4,500.00		0.0%
(34) Postage	3,494.05	4,200.00	4,200.00	4,200.00	4,200.00		0.0%
(41) Supplies	6,320.79	7,050.00	7,050.00	7,050.00	7,050.00		0.0%
(59) Education & Exp.	3,752.90	6,650.00	6,650.00	6,650.00	6,650.00		0.0%
(CD) Office Equipment	5,000.00	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
(CF) Computers	2,500.00	0.00	0.00	0.00	0.00		0.0%
(CG) Software	0.00	1,500.00	1,500.00	1,500.00	1,500.00		0.0%
TOTAL (185) Planning & Zoning	**608,024.07**	**570,047.00**	**575,412.00**	**610,682.00**	**610,682.00**		**6.1%**

185 - PLANNING & ZONING BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salary Totals	2018-19 Salary Totals
1.00	P&Z Director	n/a	n/a	n/a	120,000	123,000	123,000
1.00	Deputy Director	n/a	n/a	n/a	82,000	84,050	84,050
1.00	Planner	VIII-7	n/a	n/a	82,000	72,368	82,000
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	0	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
0.50	Part Time Planner	n/a	42.00	345			14,490
8.00	TOTAL SALARIES:					513,660	537,782

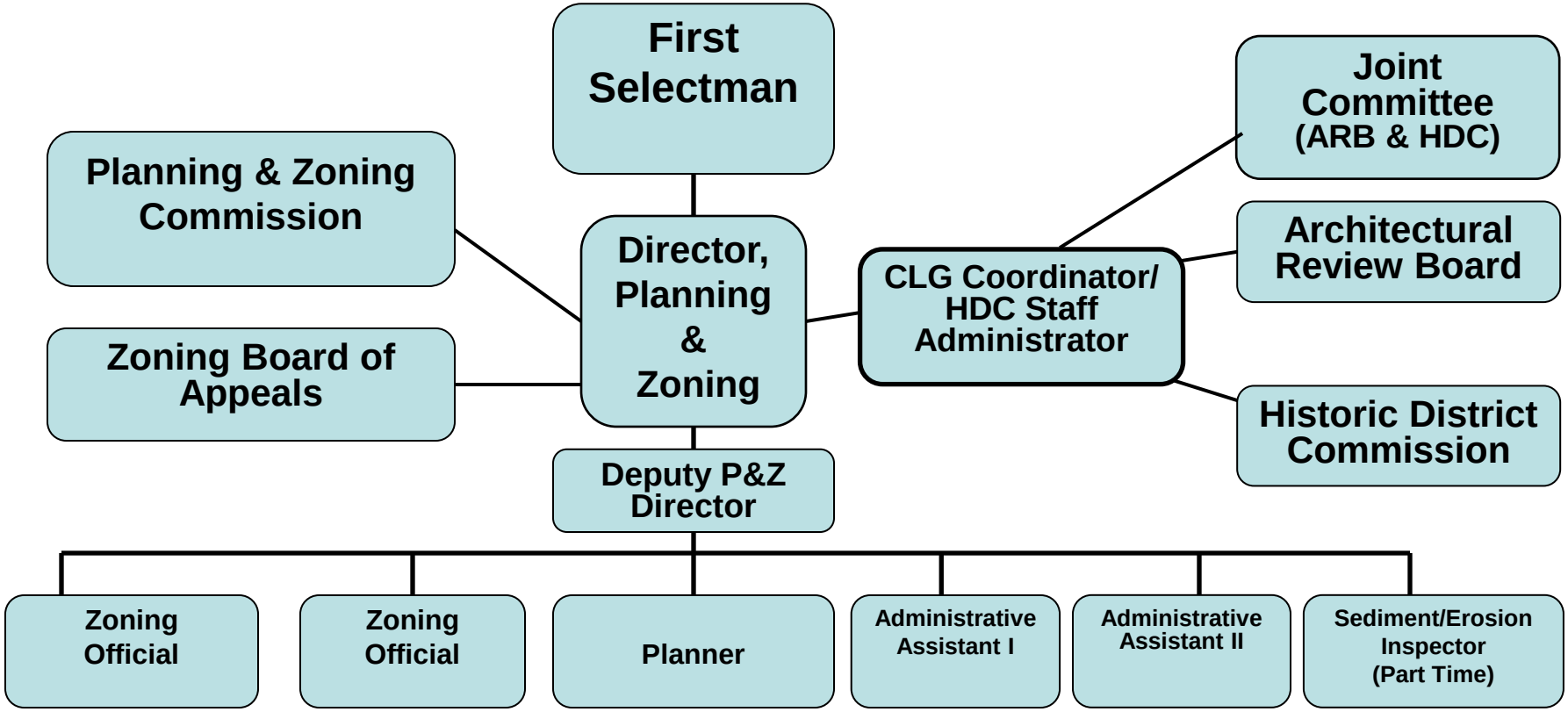
EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-2019 EH&OT Rate	2017-2018 EH&OT Totals	2018-2019 EH&OT Totals
	Secretary	n/a	$30.00	140	4,200	4,200	4,200
	TOTAL EXTRA HELP:					4,200	4,200
	Zoning Official	n/a	$40.03	200	8,006	2,002	8,006
	Clerical	n/a	$15.00	180	2,691	600	2,691
	Custodial	n/a	$41.76	30	1,253	1,044	1,253
0.60	Sediment & Erosion Control Inspector (200 hours in Budget 182)	n/a	$23.00	350	8,050	6,900	8,050
	TOTAL OVERTIME:					10,546	20,000

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, Copying and Copier Lease ($2,025 current annual lease)
Supplies	Office Supplies
Education & Expenses	Publications/Seminars/Professional Fees

Town of Westport
Planning & Zoning
2018-2019 Organizational Chart



	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
187 Zoning Board of Appeals							
(01) Salaries	27,747.84	27,748.00	27,748.00	27,748.00	27,748.00		0.0%
TOTAL (187) Zoning Board	**27,747.84**	**27,748.00**	**27,748.00**	**27,748.00**	**27,748.00**		0.0%

187 - ZONING BOARD OF APPEALS BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 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

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 2018 ACCOMPLISHMENTS:

- Completed and maintained Tier 1 State Accreditation (creates and maintains clear and precise policies which ultimately reduces exposure to insurance liabilities and departmental discipline)
- We are one of 38 municipal police departments accredited in the State of Connecticut.
- The two new Police Officers that were hired in 2017 were lateral transfers and deferred medical insurance benefits
- All findings and recommendations of the Town Payroll Extra Help and Overtime Audit were implemented in 2017
- Completed software interface with our POSS scheduling system and MUNIS
- Property/Evidence audit completed in 2017 for the State of Connecticut Compliance
- Creating MOU's and contracts between the Town of Westport, Town of Fairfield and Sacred Heart University to proceed with the regionalization of the Police and Fire Department Communications Center
- Reduced the number of people on the Railroad parking permit wait list by 31% (varies from year to year based upon lot usage and creation of parking spaces)
- Completed maintenance/upgrades to the Saugatuck Railroad Station Southbound and Northbound elevators
- Added 14 additional (daily/permit) parking spaces to Lot 1 at Greens Farms Railroad Station
- Added smart parking technologies to Railroad parking operations with the introduction of MobileNow!
- Incorporated the Vitra judgmental use of force training simulator into our state mandated annual training requirements
- Added part-time hourly rate Emergency Medical Technicians (EMT's) to reduce cost in Paramedic over-time (reduction of +/-$20,000 in over-time costs)
- In 2017, Westport Volunteer EMS Services donated two new ambulances to the Town of Westport for a total savings of $400,000
- Negotiated with insurance company from an accident for a third new ambulance for Westport EMS for a savings of $143,000
- Westport Volunteer EMS received a $35,000 grant to purchase several mechanical CPR devices (LUCAS 3) for its ambulances
- Fully trained explosive detection canine that has been assigned to an existing dog handler (through private funding donations)
- Instituted the Youth Citizens Police Academy

FY 2018 SERVICE LEVEL GOALS:

- Continue department participation with other Town agencies to address neighborhood traffic issues (Saugatuck TOD, Phase 2 Corridor Study, Downtown Plan Implementation Committee)
- Complete Tier II accreditation from State of Connecticut
- In the process of hiring two new officers to fill vacancies

- Rebuild the permit and hourly parking on Franklin Street underneath the I-95 Bridge with the Department of Public Works to improve traffic flow and add parking spaces
- Within the next year complete consolidation of police and fire emergency dispatch
- Transition DARE Officer into School Resource Officer through current police staffing

PERFORMANCE MEASURES:

- Further reduce traffic crashes by at least 5% (This can only be accomplished by full staffing. Awarding of grants by the State of Connecticut for distracted driving and seatbelt enforcement)
- Increase traffic enforcement by at least 5% (high visibility traffic enforcement reduces traffic crashes and deters motor vehicle and criminal activity)
- Continue to decrease the number of people on the Railroad parking permit waiting list by 10% (this can only be accomplished by the constant monitoring of the railroad parking lots on a daily basis to ensure maximum usage)

5 YR GOALS:

- Complete Tier III accreditation process within the next three years (Tier III completes all departmental policies, high and low liability)
- Work with the Board of Education to increase School Resource Officers (TBD by Board of Education and Superintendent)
- Replace retaining walls for Saugatuck RR lot 7 entrance/exit
- Repave Greens Farms RR Station
- Replace older model and out of warranty body cameras with new and updated units (currently 37 Police Officers use body cameras, based on usage and technology, estimated life of body cameras is 3 years)

REVENUE SUMMARY:

- Parking ticket and EMS revenue remains consistent with previous FY
- RR Parking fee revenue increased due to property rentals, online wait list fees and second vehicle additional fee
- Began charging $10 per person for fingerprinting in Spring 2017

BUDGET NOTES:

- CBA for sworn officers ratified 2017 with 2.5% increase, WMEU employee salaries increase 2.5%, eliminated higher classification Paramedic position and replaced with one full-time EMT Crew Chief and one part-time EMT Crew Chief Westport EMS in 2017
- New juvenile Review Board contract reflects a 25% increase due to case load increase and contractual obligations of employees (from $15,000 to $20,000)
- CBA for records and administrative personnel expired June 2017
- Saugatuck Railroad/Greens Farms Station platform LED light upgrades ($11,000)
- License plate reader/facial recognition software $13,995

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 2017, the Department logged 26.955 incidents, a 6.25% increase over CY 2016. A call for service reflects one incident, not the number of officers that respond and includes officer-initiated activity. Reported Part I crimes increased by 33% up to reporting date in CY 2017.

The Police Department was funded for 64 sworn officers in FY17/18 as well as 8 civilian employees (which include three civilian dispatchers). In 2017, two vacancies were filled by certified police officers from other municipalities. The Police Department is currently in the process of filling two existing vacancies. FY18/19 headcount remains at 64 sworn officers and 8 civilians. 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 oversees accreditation and training functions.

Partial Description of Accounts:

- EH & OT — Based on analysis of previous three 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:

- $140,000 - Replacement of four 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 increases due to CBA contract, full step increases for 24 officers (+/- $104,000)
- Negotiated CBA provided increased incentive for Mater Officer program pay for each officer
- CBA for WMEU employees expired June 2017
- Detective Supply also funds Juvenile Review Board which is used jointly by Police Department and schools (100% funded by PD)
- New juvenile Review Board contract reflects a 25% increase due to case load increase and contractual obligations of employees (from $15,000 to $20,000)

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
210 Police							
(01) Salaries	6,623,352.62	6,651,222.00	6,943,193.00	7,126,611.00	7,126,611.00		2.6%
(03) EH & OT	1,015,781.15	877,000.00	898,378.50	914,000.00	914,000.00		1.7%
(14) Uniform Allowance	81,908.62	65,175.00	69,300.00	65,200.00	65,200.00		-5.9%
(18) Fees & Services	15,000.00	15,000.00	30,000.00	15,000.00	15,000.00		-50.0%
(20) Employee Medical	46,800.54	40,000.00	40,000.00	40,000.00	40,000.00		0.0%
(25) Telephone	34,983.33	40,000.00	40,000.00	40,000.00	40,000.00		0.0%
(26) Equip Maint/Oper	149,276.27	134,000.00	134,000.00	141,377.00	141,377.00		5.5%
(34) Postage	4,480.25	5,000.00	5,000.00	4,000.00	4,000.00		-20.0%
(41) Supplies	17,887.97	18,000.00	18,000.00	17,000.00	17,000.00		-5.6%
(50) Supplies - Det.	39,114.18	39,000.00	39,000.00	44,000.00	44,000.00		12.8%
(51) Supplies-Ammo/Target	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00		0.0%
(52) Supplies Training	3,239.83	4,000.00	4,000.00	4,000.00	4,000.00		0.0%
(53) Supply-Accidnt/Emer	5,137.06	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
(59) Education & Exp.	24,310.54	25,000.00	25,000.00	25,000.00	25,000.00		0.0%
(63) Program Expenses	8,859.80	5,000.00	5,000.00	5,000.00	5,000.00		0.0%

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
(CE) Vehicles	125,000.00	132,000.00	132,000.00	140,000.00	140,000.00		6.1%
(CF) Computers	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00		0.0%
(CP) Equipment-Police	9,710.99	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
TOTAL (210) Police	**8,230,843.15**	**8,091,397.00**	**8,423,871.50**	**8,622,188.00**	**8,622,188.00**		2.4%

210 - POLICE BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2018-19 Salary Subtotals	2017-18 Salaries	2018-19 Salary Totals
1.00	Chief of Police	C-1			154,219	154,219	154,219	154,219
1.00	Deputy Police Chief	C-1			142,738	142,738	285,476	142,738
2.00	Captain	C-1			134,445	268,890	0	268,890
5.00	Lieutenant	C-1			126,151	630,755	630,755	630,755
5.00	Sergeant	A-2			105,144	525,720	615,474	525,720
1.00	Sergeant	A-1			100,139	100,139	97,696	100,139
4.00	Desk Officer	A-7			93,605	374,420	273,967	374,420
1.00	Desk Officer	A-6.5			88,983	88,983	0	88,983
0.00	Desk Officer	A-6			0	0	85,622	0
0.00	Desk Officer	A-5.5			0	0	82,775	0
5.00	Detective	A-7			93,605	468,025	456,610	468,025
3.00	Staff Corporal	A-7			91,428	274,284	267,596	274,284
6.00	Corporal	A-7			89,251	535,506	522,449	535,506
16.00	Officer	A-7			87,074	1,393,184	1,359,216	1,393,184
3.00	Officer	A-6.5			84,357	253,071	0	253,071
1.00	Officer	A-6			81,639	81,639	159,296	81,639
3.00	Officer	A-5.5			78,925	236,775	231,000	236,775
3.00	Officer	A-5			76,210	228,630	74,352	228,630
1.00	Officer	A-4.5			73,479	73,479	215,061	73,479
2.00	Officer	A-4			70,748	141,496	207,066	141,496
0.00	Officer	A-3.5			0	0	66,372	0
0.00	Officer	A-3			0	0	63,721	0
1.00	Officer	A-2			62,200	62,200	0	62,200
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	60,768	60,768
1.00	Service Assistant I	IV-7			55,496	55,496	55,496	55,496
2.00	Clerical Assistant	III-7			50,681	101,362	101,362	101,362
71.00	SUBTOTAL SALARIES:						6,248,653	6,434,083

210 - POLICE BUDGET 2018-2019

SALARIES

qty	Position	2017-18 Salaries	2018-19 Salary Totals
	College Credits	42,000	42,000
	Holiday Pay (13 Days per Officer/Contract)	330,961	339,235
64.00	Master Officers Program	190,310	190,310
64.00	Officers Weapon Allowance	68,640	68,640
23.00	Officers EMT Awards	19,200	18,400
	Shift Differential	171,875	176,172
	Traffic Agents/School Xing Guards	80,000	80,000
	Railroad Parking Reimbursement	(208,446)	(222,229)
	SUBTOTAL SALARIES:	694,540	692,528
	GRAND TOTAL SALARIES:	6,943,193	7,126,611

EXTRA HELP & OVERTIME

qty	Position	2017-18 EH&OT	2018-19 EH&OT Totals
	Extra Help and Overtime	133,000	133,000
	Court Time	17,392	15,000
	Marine Patrol	20,963	22,000
	Funeral Leave	5,115	6,000
	Injury Leave	31,153	40,000
	School/Training Replacement	112,536	110,000
	Sick Replacement	82,075	80,000
	Vacation Replacement	307,149	315,000
	Special Detective Services	97,306	95,000
	Emergency Callback/Special Events	89,122	98,000
	TOTAL EXTRA HELP & OVERTIME:	895,811	914,000

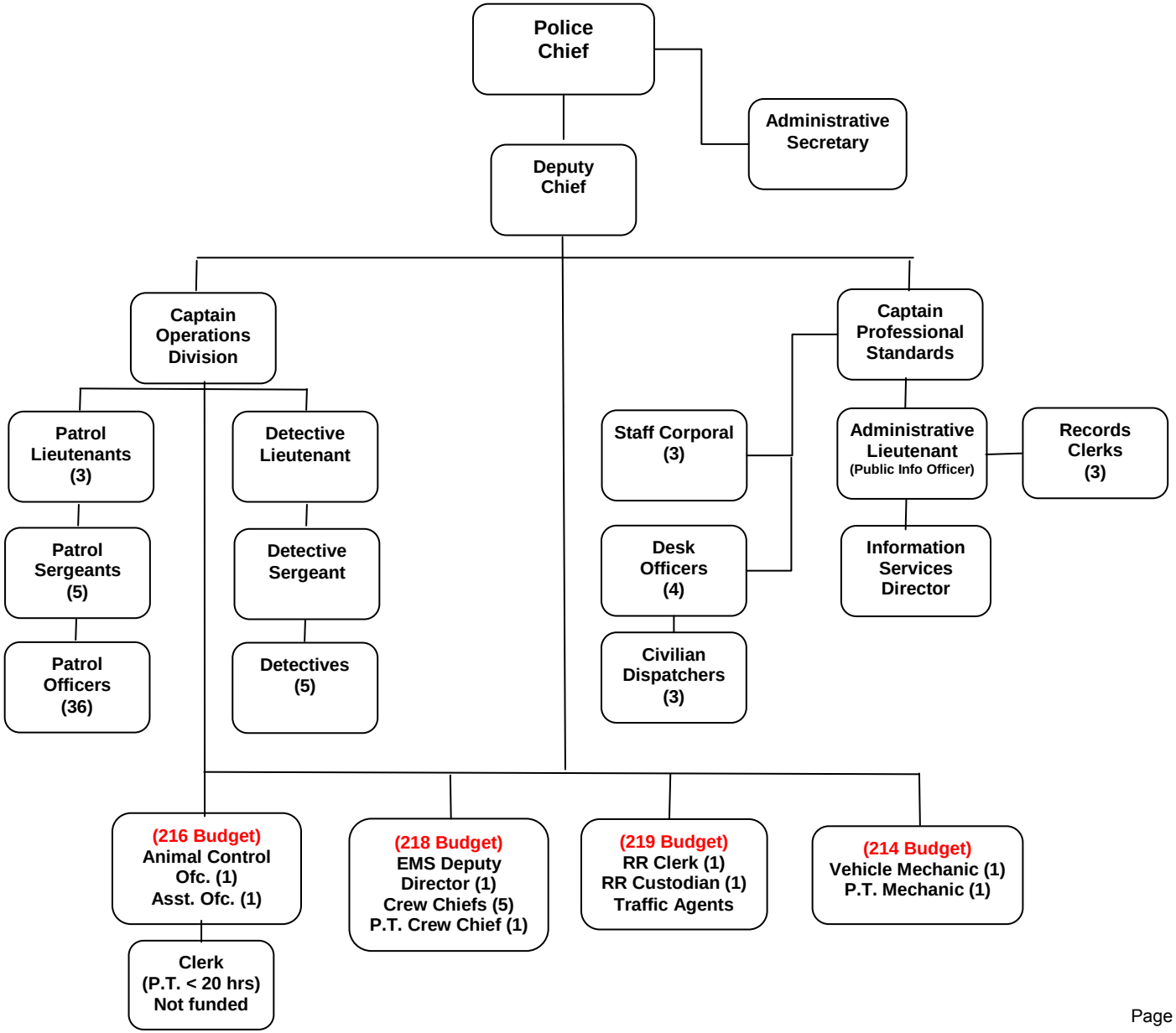
210 - POLICE BUDGET 2018-2019

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 = $41,084
	Additional software service contracts: $44,293
	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 = $16,000
Detective Supplies	Prisoner meals, composites, investigative materials & tools, fees, supplies, DARE supplies &
	Internet search warrant fees = $16,000
	Juvenile Review Board costs = $20,000
	Camera repairs and upgrades =$8,000
Accident/Emerg. Supplies	Accident prevention/traffic calming supplies
Vehicles	4 marked police cars = $140,000
Computers	Workstations and printer replacement - $8,000
Police Equipment	Continued program for bullet resistant vests = $5000 grant program

POLICE DEPARTMENT (210, 214, 216, 218, 219)
2018/2019 Organization Chart (83 F/T & 2 P/T)

(2015/2016 83 F/T & 1 P/T, 2016/2017 81 F/T & 1 P/T, 2017/2018 82 F/T & 1 P/T)



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 and Town Hall, 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, expires June 30, 2019
- Gasoline costs are biggest variable, fuel usage remains consistent at or near 51,000 gallons annually (old contract that expired in 6/17 was at $1.75 per gallon, the new contract 7/17 - 6/18 is at $2.29 per gallon)
- Radar LED service contracts are now included in the radar maintenance line

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
214 Police Vehicle Maintenance							
(01) Salaries	123,370.89	123,449.00	123,449.00	130,047.00	130,047.00		5.3%
(03) EH & OT	2,925.33	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
(14) Uniform Allowance	800.00	800.00	800.00	400.00	400.00		-50.0%
(26) Equip Maint/Oper	7,999.92	8,000.00	8,000.00	8,000.00	8,000.00		0.0%
(27) Veh. Maint/Oper	172,515.13	182,677.00	182,677.00	215,677.00	215,677.00		18.1%
TOTAL (214) Police Veh Maint	**307,611.27**	**316,926.00**	**316,926.00**	**356,124.00**	**356,124.00**		12.4%

214 - POLICE VEHICLE MAINTENANCE BUDGET 2018-19

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Police Mechanic	A-IV-7			73,809	72,009	73,809
1.00	Assistant Mechanic	A-III-7	$36.05	1,560	56,238	51,440	56,238
2.00	TOTAL SALARIES:					123,449	130,047

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 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 7/17-6/18 at $2.29/gallon, is an increase of $27,540 for fuel parts and oil - ($215,677) 3% increase in tires, brakes, motor oil and miscellaneous parts
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 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 expired on June 2017
- Increase in Telephone account for alarm system with monthly monitoring and annual service fees
- Increase in Water and Electric accounts for continued use of new water heater for sanitation of kennels

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
216 Dog Warden							
(01) Salaries	114,391.02	117,199.00	117,199.00	117,199.00	117,199.00		0.0%
(03) EH & OT	12,117.52	15,000.00	15,000.00	15,000.00	15,000.00		0.0%
(14) Uniform Allowance	798.45	800.00	800.00	800.00	800.00		0.0%
(19) Contract Services	891.00	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
(25) Telephone	917.93	1,800.00	1,800.00	1,800.00	1,800.00		0.0%
(27) Veh. Maint/Oper	3,610.76	3,500.00	3,500.00	3,500.00	3,500.00		0.0%
(41) Supplies	1,573.19	1,600.00	1,600.00	1,600.00	1,600.00		0.0%
(45) Heating Fuel	943.79	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
(46) Electricity	2,028.80	2,450.00	2,450.00	3,450.00	3,450.00		40.8%
(48) Water	289.34	700.00	700.00	700.00	700.00		0.0%
(59) Education & Exp.	435.56	500.00	500.00	500.00	500.00		0.0%
TOTAL (216) Dog Warden	**137,997.36**	**146,549.00**	**146,549.00**	**147,549.00**	**147,549.00**		**0.7%**

216 - ANIMAL CONTROL BUDGET 2018-19

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Animal Control Officer	V-6			60,768	60,768	60,768
1.00	Assistant Animal Control Officer	III-7			50,681	50,681	50,681
2.00	SUBTOTAL SALARIES:					111,449	111,449
	Holiday Pay (per CBA)				5,750	5,750	5,750
0.00	TOTAL SALARIES:					117,199	117,199

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 EH&OT Totals
	Vacation Replacement				12,000	12,000	12,000
	Callbacks				3,000	3,000	3,000
	TOTAL EXTRA HELP & OVERTIME:				15,000	15,000	15,000

216 - ANIMAL CONTROL BUDGET 2018-19

Account	Description
Equipment Maint. & Operation	Contract services and voice data ($1,800), office supplies ($800), operating supplies ($800)
Utilities	Heating fuel ($2,000), electricity ($3,450), 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 and one P/T employee (4 paramedics and 2.5 EMT-I's). The division is supported by the Westport Volunteer Emergency Medical Services, a volunteer organization, that provides 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 two 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 – Expires June 30, 2018
- 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
- Reduced 1 F/T paramedic position to 1 F/T EMT and 1 P/T EMT positions 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)
- Medication replacement cost to Norwalk Hospital for used and expired medication
- In 2017, Westport Volunteer EMS Services donated 2 new ambulances to the Town of Westport for a total savings of $400,000
- Negotiated with insurance company from an accident for a third new ambulance for Westport EMS for a savings of $143,000
- Westport Volunteer EMS received a $35,000 grant to purchase several mechanical CPR devices (LUCAS 3) for its ambulances
- Westport Volunteer EMS purchasing a new paramedic SUV fly car in 2018

218 Emergency Medical Services

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
(01) Salaries	463,819.36	461,183.00	461,183.00	480,299.00	480,299.00		4.1%
(03) EH & OT	130,680.55	123,100.00	123,100.00	103,100.00	103,100.00		-16.2%
(14) Uniform Allowance	2,989.98	4,350.00	4,350.00	4,975.00	4,975.00		14.4%
(18) Fees & Services	159,815.58	166,478.00	166,478.00	176,478.00	176,478.00		6.0%
(19) Contract Services	464,049.95	475,276.00	475,276.00	475,276.00	475,276.00		0.0%
(20) Employee Medical	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
(29) Veh. Oper.	17,591.57	17,000.00	17,000.00	18,200.00	18,200.00		7.1%
(34) Postage	197.50	300.00	300.00	300.00	300.00		0.0%
(41) Supplies	1,705.16	1,750.00	1,750.00	1,750.00	1,750.00		0.0%
(59) Education & Exp.	2,120.69	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
(64) Miscellaneous Expenses	0.00	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
TOTAL (218) Emergency Medical	**1,244,970.34**	**1,257,437.00**	**1,257,437.00**	**1,268,378.00**	**1,268,378.00**		**0.9%**

218 - EMS BUDGET 2018-19

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	EMS Coordinator				86,764	83,148	86,764
3.00	Paramedic				79,034	378,035	237,102
1.00	Crew Chief EMT (grandfathered position)				77,497	0	77,497
1.00	Crew Chief EMT (new position)				49,036	0	49,036
1.00	Crew Chief EMT (25 hr part-time)		$23.00	1,300	29,900	0	29,900
7.00	TOTAL SALARIES					461,183	480,299

EXTRA HELP & OVERTIME

qty	Position	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 EH&OT Totals
	Vacation, Callback, Late Calls & Training Replacement	123,100	123,100	123,100
	TOTAL EXTRA HELP & OVERTIME:	103,100	123,100	103,100

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 increase due to new contract 7/17-6/18
	Fuel based on 3yr average fuel usage ($18,200)
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) Introduced July 2017
Capital Expenses	None

DEPARTMENT: FIRE DEPARTMENT

DEPARTMENT SERVICES OVERVIEW: The Westport Fire Department operates out of (4) fire stations and responded to 3,372 emergency incidents last 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 Robert Yost 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 (14) firefighters.

2017 ACCOMPLISHMENTS:

- Maintain our Public Protection Classification by the Insurance Services Office (ISO) as a Class 3 Fire Department.
- For the first time in several years, Fire Prevention Programs returned to the Westport School System with programs delivered to first and second graders.
- We continue to enhance regional compatibilities by working with the Department of Emergency Management Homeland Security's Regional Emergency Planning Team and our Mutual Aid partners by standardizing operational procedures, equipment and responses.
- Continue to manage Hazard Mitigation Grants and issue sub-grants to Westport residents (4 home elevation projects were initiated in 2017).
- The $123,862 Inter-Town Capital Incentive (ICE) grant through OPM for purchase of dispatching computer hardware and software for Westport & New Canaan, will be used to support the Combined Dispatch Project with the Town of Fairfield.
- The Town of Westport's Local Emergency Operations Plan (LEOP) was updated and the Fire Department counties to work with the Westport Police Department and Board of Education on their All-Hazards School Security and Safety Plan.
- The Department works to update and maintain equipment every year; this year the department was able to replace a 1994 pumper, upgrade a replace a 20-year old inflatable rescue boat and upgrade rescue tools on the rescue truck.

2018 SERVICE LEVEL GOALS:

- Continue the work started in 2017 to not only combine the Police and Fire Dispatch Centers, but to merge the Center with the Town of Fairfield's Dispatch Center. This has the potential for significant cost savings in the long-term. In the interim, this will increase the amount of funds that both towns receive from the state to subsidize the Center, reduce operating costs by sharing infrastructure and software and improve service delivery by streamlining dispatching and resource allocation between the two towns. This also will improve interagency cooperation with our primary mutual-aid partner, Fairfield, and improve our ability to receive and give assistance to other municipalities. Additionally, this will also serve to implement various recommendations from the Matrix Study, such as adopting service level objectives for dispatch and travel times and eliminating the second daytime Fire Dispatch position.
- The Matrix Study recommends that the Department conducts a full risk assessment of the Town of Westport. With the purchase of IPads and software with town and grant monies received last year, the Department plans to do a full risk assessment and utilize the information to determine our responses and enter the data into our CAD/Preplan system for use by the firefighters and officers in the field.
- Maintain and improve fire suppression, storm readiness, and rescue capabilities: Continue to expand fire prevention and education programs in the community by training additional members of the Department to be certified as Life Safety Educators by the Connecticut Fire Academy. Continue commitment to reduce injuries and increase wellness by greater emphasis on injury prevention, mental health, and wellness programs. Injuries in 2014, 2015 and 2016 were 15, 10 and 34 respectively. Generally, those that participate in the fitness program have had shorter recovery times and have been able to do rehab with/in our fitness program.
- With the addition of (11) new firefighters, the department will be up to full strength; this year's goal will be to bring all (11) up to the training standard we have established.

PERFORMANCE MEASURES:

- Successful control of various emergency incidents: during the 2016-2017 fiscal year, there was no loss of life or destruction to significant/historic buildings.
- The Department received the Matrix Study, reviewed the proposed items for improvement and is working with the town administration to prioritize the items to meet the town's needs and budgetary constraints.
    - The Matrix Study recommended that the Fire Department conduct a full risk assessment of the community to identify the risks faced along with an assessment of the likelihood of an emergency to occur. The Westport Fire Department is already working to implement a town-wide risk analysis/assessment program. In March of 2016, the Westport Fire Department received a grant from FM Global to purchase IPads and software to be used in the field as part of our ongoing preplan project, which allows us to collect data that can be accessed in the fire apparatus while responding to calls. As part of the project, we will evaluate the risk of each property that is preplanned utilizing data from the Tax Assessor's Office. This information will be used to develop a response profile that will be entered into our computer aid dispatch program; in conjunction with our dispatch center consolidation/regionalization project. This project is being assigned to an Assistant Chief to supervise; it will be an ongoing project that require updates and modifications as the town grows and changes.
    - The Matrix Study identified low cost/ no cost items to strengthen the Fire Marshal's Office such as inspection tracking and records management. During the next fiscal year, the Department will improve tracking of fire inspections and fire prevention education using our existing records management system. Moving forward, the Department will be tracking the number of inspections, investigations, plan reviews and fire inspector training evolutions. Also, the Department will be tracking the number of fire prevention and safety classes delivered and the number of people reached by these programs.
- During the next year, the Department plans to develop benchmarks for the training for all firefighters and fire officers, working with our existing professional development plan, industry standards, Insurance Service Office standards and OSHA required training. As part of this, we will work to develop an implantation plan.

5 YR GOALS:

- Pursue Assistance to Firefighter Grant (AFG) to bolster our Operational Capabilities and Wellness Initiatives. Fire Department is currently submitting a grant for Firefighter Bailout /Self Rescue Equipment.
- Address and implement the operational recommendations received from the Matrix Study that pertain to capital infrastructure/facility needs. The department plans to upgrade the Saugatuck Fire Station and replace the existing pumper with a quint to provide an enhance capability in the shore areas that have seen a large number of homes raised with this being completed in no later than 2020. Longer term plans to renovate and update the three remaining fire stations will be developed with the goal having all the stations completed by 2024.
- Based on the recommendation from the Matrix Study, we plan to increase staffing at the Greens Farms and Coleytown Fire Stations. The Department plans to pursue a Staffing for Adequate Fire and Emergency Response (SAFER) Grants from FEMA. As part of the plan, the Department would work to enhance the capabilities and possibly offset the costs of any additional personnel by including fire code enforcement as part of the position.

REVENUE SUMMARY: Fire Marshal revenue from commercial plan reviews produced $150,287 in FY 16/17, which is slight more than the 10-year average of $139,000. Our Communications Division co-manages town owned transmitter and cell sites

BUDGET NOTES: Salaries lines reflect the proposed increase for contractual step obligations in the new but not ratified CBA; the last CBA expired 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, hazardous materials response fire prevention and fire prevention education, as well as fire safety compliance inspections.

Description of Accounts:

Salaries - This year's salaries line reflects wage step increases and decreases due to the retirements in 2017. The salaries increase reflects the tentative CBA agreement with Local 1081.

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 2.99%, Miscellaneous OT decreased from $1,634,889 to $1,585,861, which includes fire prevention and education, IT support, and town-wide communications support. This decrease reflects a large number of lower step firefighters that have been hired. They generally have a lower pay rate and do not accrue vacation time until they have competed a year of service.

Uniform Allowance - Uniforms for Firefighters, Fire Inspectors and Fire Officers: The uniform allowance is now given directly to the members as a bank gift card, which includes a 6% increase to cover the cost of state sales tax. This time saving method enables the Administrative Assistant, who handled uniform purchasing in the past, more time to support the Fire Marshal's Office, which has directly benefitted the department to not fill the vacant part-time administrative position.

Fees & Services - Used to reimburse Volunteer Firefighters for service rendered in lieu of local tax reduction. Current year had (4) volunteer members receiving this; next year we expect (2) additional members receiving this.

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. There is a slight reduction to reflect current and actual spending treads.

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: 12,287 gallons @ $1.62/gal and Gasoline: 8249 gallons @ $1.67/gal.

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

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

Detail Operating Capital Requests:

Fire Suppression -	Fire Hose: $10,000 Fire Turnout Gear: $41,000; Fire Foam: $3,000
Rescue Equipment -	Purchase of Firefighter Bailout /Self Rescue Equipment: $22,500
Hazardous Materials -	Survey Meters, Sensors: $8,750
Breathing Apparatus -	Continue purchase of additional SCBA cylinders to restore the department's inventory after the major SCBA upgrade.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
220 Fire Department							
(01) Salaries	6,720,111.61	6,662,333.00	6,673,012.00	6,802,441.00	6,802,441.00		1.9%
(03) EH & OT	1,842,291.94	1,616,389.00	1,617,769.00	1,585,600.00	1,585,600.00		-2.0%
(14) Uniform Allowance	67,135.55	75,650.00	75,650.00	76,025.50	76,025.50		0.5%
(18) Fees & Services	2,500.00	3,800.00	3,800.00	4,200.00	4,200.00		10.5%
(25) Telephone	46,912.93	56,355.00	56,355.00	49,000.00	49,000.00		-13.1%
(26) Equip Maint/Oper	81,119.49	105,633.00	105,633.00	94,203.00	94,203.00		-10.8%
(28) Veh. Maint.	96,073.84	98,504.00	98,504.00	100,738.00	100,738.00		2.3%
(29) Veh. Oper.	49,934.90	31,406.00	31,406.00	46,668.00	46,668.00		48.6%
(42) Maint. Supplies	101,024.70	108,555.00	108,555.00	106,092.00	106,092.00		-2.3%
(59) Education & Exp.	128,776.31	135,804.00	135,804.00	137,050.00	137,050.00		0.9%
(CE) Vehicles	57,852.83	0.00	0.00	0.00	0.00		0.0%
(CF) Computers	(1,198.47)	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
(CG) Software	3,920.92	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
(CJ) Equip.-Fire	3,585.34	3,600.00	3,600.00	3,600.00	3,600.00		0.0%
(CK) Equip-Fire Maint	10,980.88	16,000.00	16,000.00	16,000.00	16,000.00		0.0%

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
(CL) Equip-FireSuppRescu	49,144.85	69,107.00	69,107.00	64,325.00	64,325.00		-6.9%
(CM) Equip.-Fire Rescue	22,723.27	48,500.00	48,500.00	22,500.00	22,500.00		-53.6%
(CN) Equip-Haz Materials	8,475.66	8,750.00	8,750.00	8,750.00	8,750.00		0.0%
TOTAL (220) Fire Department	**9,291,366.55**	**9,050,386.00**	**9,062,445.00**	**9,127,192.50**	**9,127,192.50**		**0.7%**

220 Fire Budget-2018-19

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salaries	2017-18 Salaries	2018-19 Salaries
1.00	Chief				154,919	145,794	154,939
1.00	Deputy Chief				141,547	136,592	141,547
1.00	Fire Marshal				141,547	134,717	141,547
1.00	Assistant Chief T/O				128,533	122,841	124,533
4.00	Assistant Chief				124,553	475,364	498,212
2.00	Inspector				104,646	199,694	209,292
4.00	Lieutenant E2				94,927	362,296	379,708
4.00	Lieutenant E4				94,927	362,296	379,708
4.00	Lieutenant T1				94,927	362,296	379,708
23.00	Firefighter	7			82,565	2,363,370	1,898,995
0.00	Firefighter	6			0	221,532	0
4.00	Firefighter	5			72,247	275,736	288,988
2.00	Firefighter	4			67,071	0	134,142
4.00	Firefighter	3			61,917	236,312	247,668
5.00	Firefighter	2			58,967	112,526	294,835
6.00	Firefighter	1.5			57,563	53,583	345,378
1.00	Accounting Aide	V			60,768	60,768	60,768
1.00	Accounting Aide	V			60,768	60,768	60,768
1.00	Dispatcher	V-7			60,768	60,768	60,768
1.00	Dispatcher	V-7			60,768	69,228	60,768
1.00	Dispatcher	V-4			52,493	49,995	52,493
1.00	Dispatcher	V-5			55,119	47,613	55,119
1.00	Fleet Mechanic				104,646	83,577	104,646
73.00	SUBTOTAL SALARIES:					5,997,666	6,074,530

SALARIES

qty	Position	Rate	2017-2018 Salary Subtotals	2018-2019 Salary Subtotals
	College Credits		26,900	34,700
	Holiday Pay		425,602	433,925
	EMT Certifications @		53,600	53,600
	Master Firefighter/Officer		177,000	196,000
	Stand-by		9,686	9,686
	SUBTOTAL SALARIES:		692,788	727,911
	GRAND TOTAL SALARIES:		6,690,454	6,802,441

EXTRA HELP & OVERTIME

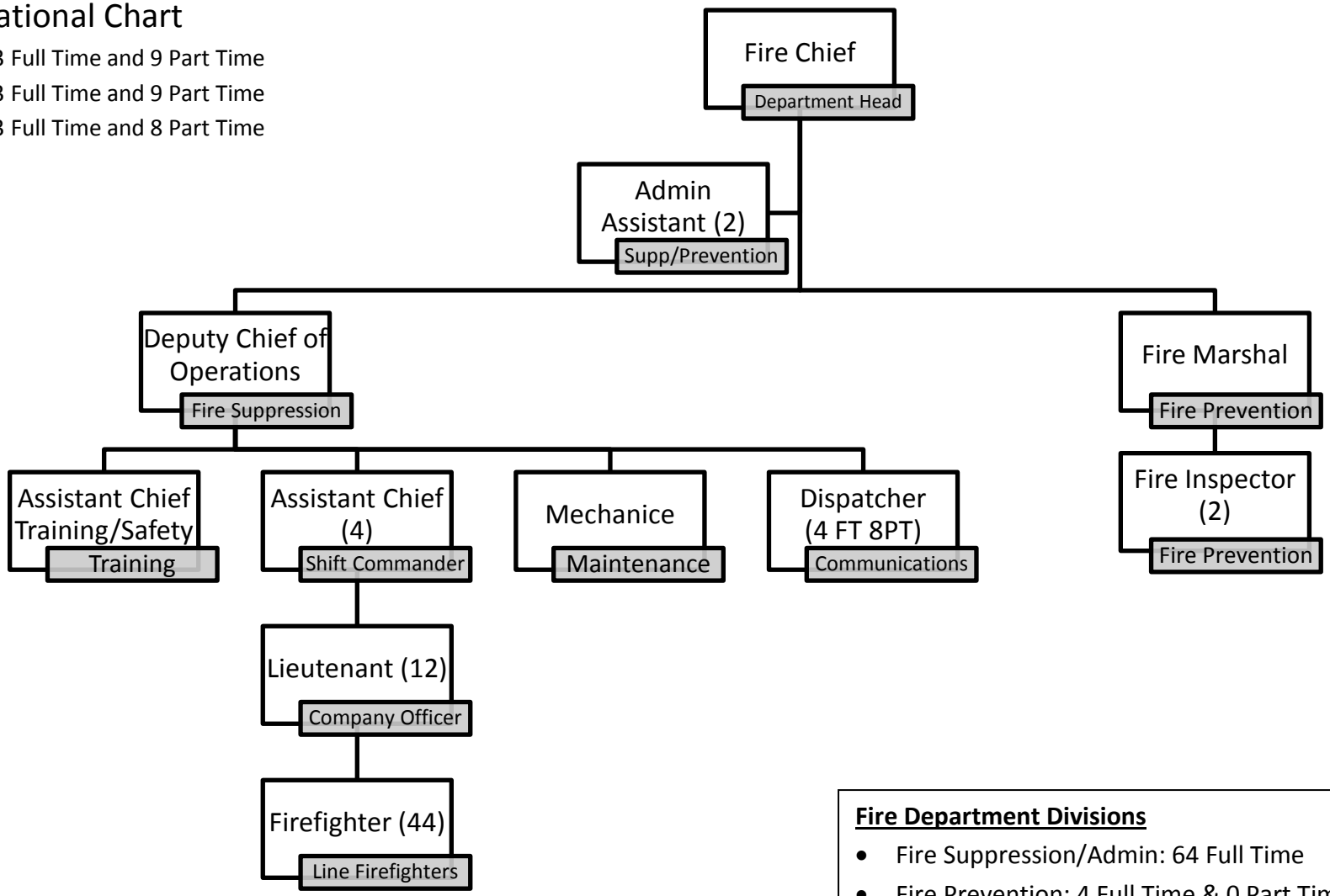
qty	Position	2017-2018 EH & OT Totals	2018-2019 EH & OT Totals
	FLSA Callbacks	50,000	50,000
	FLSA Funeral Leave	12,996	12,996
	FLSA Injury Leave	170,000	170,000
	FLSA Military Leave	62,483	60,598
	FLSA Miscellaneous Overtime	68,045	50,000
	FLSA Shift Holdover	25,000	25,000
	FLSA Sick Leave	183,002	183,002
	FLSA Time and One-Half	10,000	10,000
	FLSA Training Days	70,723	70,000
	FLSA Union Leave	4,000	4,000
	FLSA Training Leave/ Replacement	79,348	75,000
	FLSA Vacation Leave	714,259	709,872
	FLSA Firefighter Open Position	117,216	100,000
	Non-FLSA Dispatcher Sick Leave/Open Position	55,132	55,132
	Non-FLSA Mechanic Overtime	4,758	4,000
	Non-FLSA Personal Leave	4,291	4,000
	Non-FLSA Secretarial Overtime	1,636	1,000
	Non-FLSA Training Assistance	2,000	1,000
	TOTAL EXTRA HELP & OVERTIME:	1,634,889	1,585,600

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., This line is being zero funded because we no longer use this type of paging
Equipment Operation	Breathing Apparatus, Fixed Equipment, Radios, Extinguishers, Medical Supplies, Oxygen, Safety Equipment, Turnout Gear
Vehicle Operation	Diesel (12288 gallons @ $1.62/gallon=$21,058)
	Gasoline (8249 gallons @ #1.66/gallon=$13,947)
Computers	Computers/supplies
Software	Computer software upgrades-$5000
Equip. -Maint.	Maintenance of station equipment at our four fire stations.
Rescue Equipment	$22,500 Personal Escape Systems and Training for 56 Members
	No major equipment proposed for fiscal year.
Fire Suppression	Fire Hose-$10,000 Protective Turnout Gear-$41,000, Firefighting Foam-$3,000
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
2018/19: 73 Full Time and 8 Part Time



Fire Department Divisions

- Fire Suppression/Admin: 64 Full Time
- Fire Prevention: 4 Full Time & 0 Part Time
- Communications: 4 Full Time & 8 Part Time
- Fleet Maintenance: 1 Full Time

		2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
221 Water Service-Fire								
(48) Water		1,096,457.26	1,190,897.00	1,190,897.00	1,211,284.00	1,211,284.00		1.7%
TOTAL	**(221) Water Service-Fire**	**1,096,457.26**	**1,190,897.00**	**1,190,897.00**	**1,211,284.00**	**1,211,284.00**		**1.7%**

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 Dept. also enforces the town demolition of structures over 50 years old. The Building Department is staffed with one Department Head, two Inspectors and one Administrative Assistant & one Building Assistant and 1 additional part-time support staff.
- The Public Site and Building Commission (PSBC) 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 Blight Enforcement Officer enforces Anti-Blight provisions of the Town Ordinance.
- Green Task Force Established in 2006 developed a Clean Energy Action Plan for the town, which included recommendations to the First Selectman on measures Westport could take to reduce its usage of fossil fuels.

FYE 2018 ACCOMPLISHMENTS:

- 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.
- Scanned 13,692 certificate of occupancies. CO's are being made available to the public.
- We are in the process of notifying homeowners of open permits. Approximately 150 letters were mailed to homeowners who had open swimming pool and hew house permits, resulting in nearly 40 certificate of occupancies being issued.
- Continued monitoring of PSBC Library and Senior Center projects.
- Investigated 10 Blight Claims. Remediated 6. Three claims were successfully remediated without going on the agenda. The remaining four properties are on the agenda and are going through the hearing process with the Anti-Blight Board and the court system. Levied fine on blighted property, potentially generating revenue.
- Created Green Task Force Sustainable Design and Construction Awards Program.
- Assist in selecting a software vendor that will provide software application with integrated permitting to support and connect all our land use departments.

FYE 2019 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 within budget and quality control is a priority.
- Implement software solution to permitting.
- Explore inspection cross training with the goal of conducting some Planning & Zoning inspections.

PERFORMANCE MEASURES:

- Maintain quick response to process permits and inspections on all projects. Inspections are completed in less than 2 days, and critical inspections in less than 24 hours.
- Reviewed and issued 1,201 total permits, which included new houses, alterations, commercial, solar panels, sub and miscellaneous. Reviewed and issued 59 Demolition permits.
- We are in the process of notifying homeowners and real estate professionals the importance of closing open permits. Approximately 150 letters were mailed to homeowners who had open swimming pool and new house permits, resulting in nearly 40 certificate of occupancies being issued.

REVENUE SUMMARY:

- Revenues continue to exceed operating expenses and the Building Dept. continues to operate as a profit center. FY 2016 – 2017 fees collected totaled $1,160,237.00 with actual expenditures totaling $371,819.00 generating a surplus **$788,418.**

DESCRIPTION OF ACCOUNTS:

- Salaries - 5 FT Employees – 4 under a union contract. Administrative Assistant portion of salary coming out of FD.
- 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. Closing out of old open permits.
- New vehicle.

225 Building Inspection

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
(01) Salaries	314,202.08	398,333.00	401,398.00	403,110.00	403,110.00		0.4%
(03) EH & OT	23,478.13	30,342.00	30,342.00	29,342.00	29,342.00		-3.3%
(14) Uniform Allowance	2,321.96	1,350.00	1,350.00	1,350.00	1,350.00		0.0%
(15) Transportation Allowance	0.00	208.00	208.00	208.00	208.00		0.0%
(18) Fees & Services	9,623.50	1,000.00	1,000.00	0.00	0.00		-100.0%
(25) Telephone	2,002.51	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
(26) Equip Maint/Oper	622.48	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
(28) Veh. Maint.	2,764.70	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
(29) Veh. Oper.	2,418.47	5,132.00	5,132.00	5,132.00	5,132.00		0.0%
(33) Advert & Print	0.00	208.00	208.00	208.00	208.00		0.0%
(41) Supplies	3,019.71	3,901.00	3,901.00	3,901.00	3,901.00		0.0%
(49) Other Material/Supp	555.36	1,091.00	1,091.00	1,091.00	1,091.00		0.0%
(59) Education & Exp.	1,817.83	3,220.00	3,220.00	3,220.00	3,220.00		0.0%
(CD) Office Equipment	1,522.00	500.00	500.00	0.00	0.00		-100.0%
(CE) Vehicles	0.00	0.00	0.00	25,500.00	25,500.00		0.0%
(CF) Computers	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
(CG) Software	5,470.55	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
TOTAL (225) Building Inspection	**371,819.28**	**456,285.00**	**459,350.00**	**484,062.00**	**484,062.00**		**5.4%**

225 - BUILDING DEPARTMENT BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-2019 Salary Rate	2017-2018 Salary Totals	*2018-2019 Salary Totals*
1.00	Building Official	n/a			125,659	125,659	125,659
2.00	Assistant Building Official	IX-7			87,364	174,728	174,728
1.00	Building Assistant	V-7			60,768	60,768	60,768
0.75	Administrative Assistant I	IV-4			47,940	34,243	35,955
0.00	Blight Officer	n/a			6,000	6,000	6,000
4.75	TOTAL SALARIES:					401,398	403,110

EXTRA HELP & OVERTIME

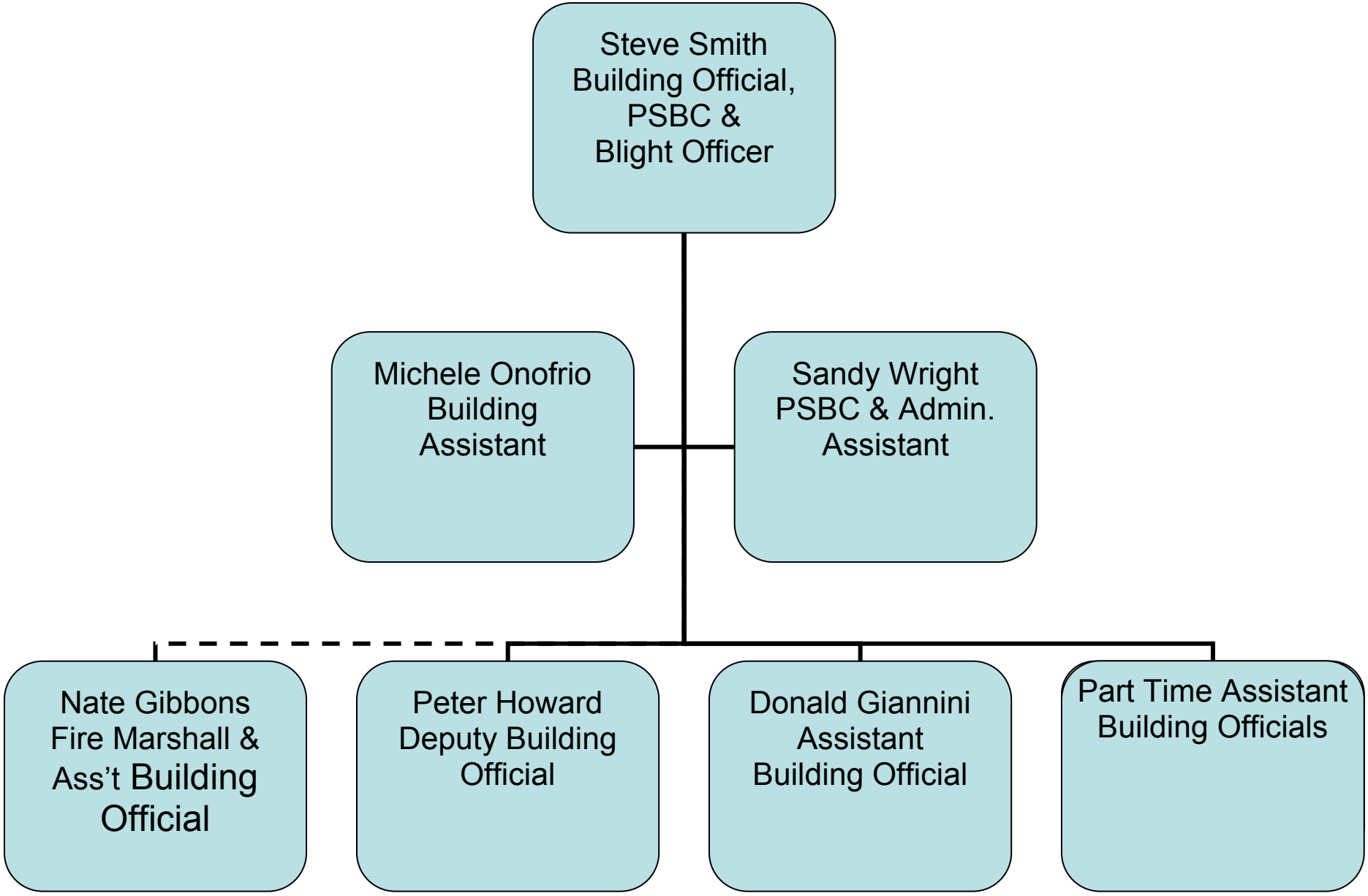
qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-2019 EH&OT Rate	2017-2018 EH&OT Totals	2018-2019 EH&OT Totals
1.00	Assistant Building Official Callbacks	IX-7			19,929	20,429	19,929
1.00	Building Assistant				9,413	9,913	9,413
	TOTAL EXTRA HELP & OVERTIME:					30,342	29,342

225 - BUILDING DEPARTMENT

Account	Description
Computers	Dept. Laptop(s) with Microsoft Office - $2,000
Equipment Maint/Operation	Copier Maintenance ($1,000)
Extra Help & Overtime	Bldg Inspectors $19,929/Bldg Admins $9,413 / PSE
Fees & Services	State Marshal (0)
Office Equipment	File Cabinets (0)
Software Maintenance	ePermits System Maintenance ($2,000)
Car Replacement 10 yr. Escape	$25,500

Westport Building Department

Organizational Chart



	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
235 Public Site & Building							
(01) Salaries	87,020.64	0.00	0.00	0.00	0.00		0.0%
(03) EH & OT	533.63	0.00	0.00	0.00	0.00		0.0%
(41) Supplies	472.07	0.00	0.00	0.00	0.00		0.0%
TOTAL (235) Public Site & Bldg	**88,026.34**	**0.00**	**0.00**	**0.00**	**0.00**		**0.0%**

DEPARTMENT: FIRE DEPARTMENT
Budget Division: EMERGENCY MANAGEMENT 250

Division Overview: The Office of Emergency Management headed by Emergency Management Director Robert Yost 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, this position is shared with the Building Department (511000)

Telephone - Satellite phone additional minutes, used in the event the phone system goes down during a disaster (541000)

Detail Operating Capital Requests:

$14,150 - Code RED System notification system. An ongoing program, pricing locked-in until 2018 (575100)
$5,982 - UASI Radio System, cost has not changed for 2018 (575100)
$5,799 - Massive Hemorrhage and Disaster Medical Kits (575100)
$2,500 - C.E.R.T. Team Equipment (575100)

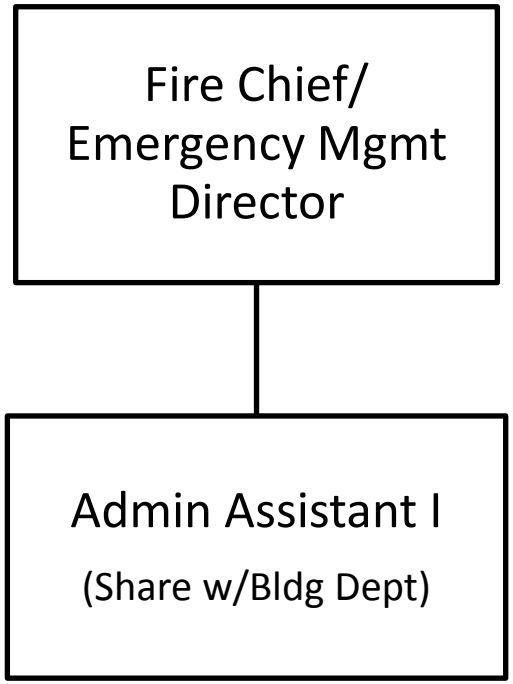
	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
250 Emergency Management							
(01) Salaries	26,652.55	28,700.00	28,700.00	28,700.00	28,700.00		0.0%
(25) Telephone	652.07	2,000.00	2,000.00	1,000.00	1,000.00		-50.0%
(26) Equip Maint/Oper	5,881.69	6,700.00	6,700.00	6,700.00	6,700.00		0.0%
(41) Supplies	3,743.23	3,745.00	3,745.00	3,745.00	3,745.00		0.0%
(49) Other Material/Supp	1,688.56	2,780.00	2,780.00	2,780.00	2,780.00		0.0%
(59) Education & Exp.	300.00	300.00	300.00	1,000.00	1,000.00		233.3%
(CJ) Equip.-Fire	30,257.09	31,157.00	31,157.00	31,431.00	31,431.00		0.9%
TOTAL (250) Emergency Mgmt	**69,175.19**	**75,382.00**	**75,382.00**	**75,356.00**	**75,356.00**		**0.0%**

ORG	OBJ	DESCRIPTION	FY18 ORIG BUD	DEPT RQST FY19
10102250	511000	Salaries-EM	$28,700.00	$28,700.00
10102250	511090	Workers Compensation	$0.00	$0.00
10102250	511091	Workers Compensation Offset	$0.00	$0.00
10102250	541000	Voice/Data-EM	$2,000.00	$1,000.00
10102250	542000	Equip Maint. & Operation-EM	$6,700.00	$6,700.00
10102250	561000	Supplies-EM	$3,745.00	$3,745.00
10102250	569002	Medical Supplies/Miscellaneous	$2,780.00	$2,780.00
10102250	575100	Fire Equipment-EM	$31,157.00	$31,431.00
10102250	585000	Education & Expenses-EM	$300.00	$1,000.00
			$75,382.00	$75,356.00

250 - Emergency Management

Organizational Chart

2016/17: 0.5 Full Time
2017/18: 0.5 Full Time
2018/19: 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, 15,000 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 '16 – JUNE '17 ACCOMPLISHMENTS:

**Initiated Compo Channel Dredging*
**Reconstruction of Saugatuck Railroad Station Lot #1*
**Reconstruction of upper Main Street sidewalk*
**Installation of new sidewalk on Imperial Avenue*
**Initiate design of Contract #70: Loren Lane / Sniffen Rd*
**Elevated OCI from 69 to 70*
**Replaced large truck fleet with 10 new vehicles*
**Installed new high band radio system*

FY JULY '18- JUNE '19 SERVICE LEVEL GOALS:

**Attain a Pavement OCI (Overall Condition Index) of 71.0.*
**Continue infrastructure improvements to downtown – Complete Elm Street sidewalks*
**Upgrade pump station #2*
**Initiate construction of Sewer Extension Contract #70; Loren La / Sniffen Rd area*
**Initiate design of Bayberry Lane bridge; Complete design and initiate construction of Kings Highway bridge*
**Construct Bathrooms and new sidewalk at Compo Beach*
**Reconstruct upper Main Street sidewalk using LOTCIP funds*
**Design and construct a sidewalk on Hillspoint Road using RSA funds*
**Further the development of the Avery / Baldwin Parking lots as a municipal lot*

PERFORMANCE MEASURES:

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

5 YR GOALS: **Greater inter-departmental and inter-municipal co-operation leading to greater efficiency and less duplication of effort*

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

BUDGET NOTES:

*****FY18 Solid Waste stream has seen an increase in the commercial waste component.*
**Reduced equipment maintenance cost resulting from replacement of large truck fleet.*
**Aggressive road maintenance program showing benefit of increasing OCI.*

DEPARTMENT OF PUBLIC WORKS
2018 - 2019 BUDGET
GENERAL FUND

Account	2018 Revised	2019 Requested	Delta	%
Engineering	881,577	864,314	-17,263	-2.0
Highway	1,802,231	1,874,598	72,367	4.0
Equipment Maintenance	394,247	383,547	-10,700	-2.7
Road Maintenance	2,281,575	2,283,575	2,000	0.1
Street Lighting	240,000	240,000	0	0.0
Solid Waste	1,800,256	1,962,232	161,976	9.0
Building Maintenance	1,262,025	1,270,135	8,110	0.6
Building Custodians	346,025	344,936	-1,089	-0.3
Maintenance of Property	25,000	25,500	500	2.0
Maintenance of P&R	395,000	378,800	-16,200	-4.1
Tree Maintenance	315,425	315,425	0	0.0
TOTAL BUDGET	**$9,743,361**	**$9,943,062**	**$199,701**	**2.0**

general fund comp 18-19 xls
31-Jan-18

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 – Lower due to personnel changes, employee advancements and retirements*
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, slight increase*
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.*
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 divisions' budget is reduced primarily due to changes in staff and corresponding salary levels. Overall a ***2.0%*** *decrease.*
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 629 service requests were received in 2017. All but 68 were completed by the end of the year.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
310 Engineering							
(01) Salaries	814,101.53	824,193.00	830,077.00	812,314.00	812,314.00		-2.1%
(03) EH & OT	8,200.53	7,400.00	7,400.00	7,400.00	7,400.00		0.0%
(14) Uniform Allowance	2,987.03	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
(15) Transportation Allowance	0.00	200.00	200.00	200.00	200.00		0.0%
(18) Fees & Services	7,113.80	11,200.00	11,200.00	11,200.00	11,200.00		0.0%
(25) Telephone	3,634.41	4,000.00	4,000.00	4,500.00	4,500.00		12.5%
(26) Equip Maint/Oper	2,122.79	4,200.00	4,200.00	4,200.00	4,200.00		0.0%
(29) Veh. Oper.	4,011.67	8,500.00	8,500.00	8,500.00	8,500.00		0.0%
(41) Supplies	4,913.81	6,000.00	6,000.00	6,000.00	6,000.00		0.0%
(59) Education & Exp.	4,682.02	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
(CE) Vehicles	27,130.17	0.00	0.00	0.00	0.00		0.0%
(CF) Computers	1,500.00	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
TOTAL (310) Engineering	**880,397.76**	**875,693.00**	**881,577.00**	**864,314.00**	**864,314.00**		**-2.0%**

310 - ENGINEERING BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018 -19 Salary Totals
0.00	Director of Public Works	C-61-1			0	152,993	0
1.00	Director of Public Works	C-61-1			150,000	0	150,000
1.00	Deputy Director	C-63-1			135,000	124,859	135,000
0.00	Town Engineer	C-65-1			0	116,388	0
1.00	Town Engineer	C-65-1			99,616	0	99,616
0.00	Engineer II	VIII-7			0	79,784	0
0.00	Engineer II	VIII-4			0	67,369	0
1.00	Engineer II	VIII-4			68,921	0	68,921
0.00	Engineer II / GIS	VIII-7			0	79,784	0
1.00	Engineer II / GIS	VIII-2			62,513	0	62,513
1.00	Engineering Assistant	V - 7			60,768	60,768	60,768
1.00	Administrative Assistant II	V - 7			60,768	60,768	60,768
2.00	Engineer I - Surveyor	IX - 7			87,364	87,364	174,728
9.00	TOTAL SALARIES:					830,077	812,314

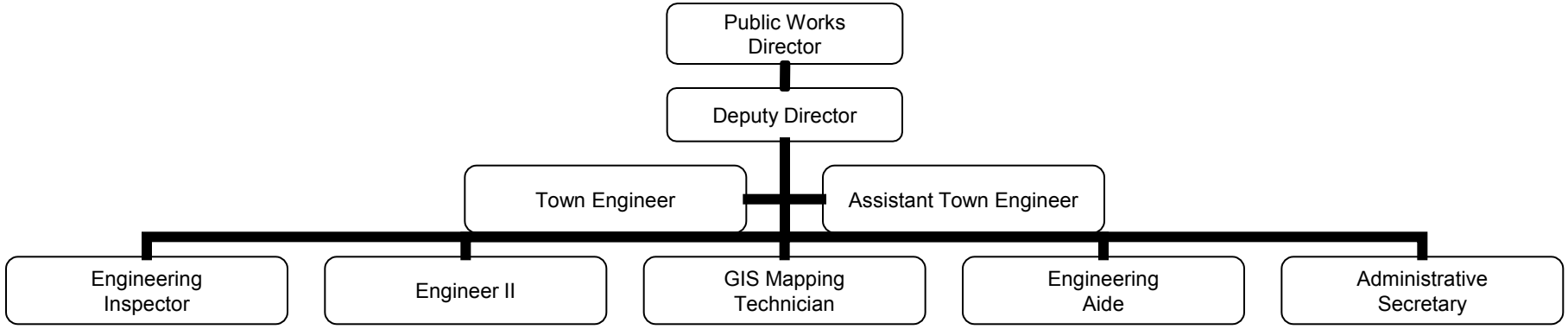
EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 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
2018/2019 Organization Chart
2017/18: 9 Full Time / 2018/19 : 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 – Increase due to anticipated fuel costs.*
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 has been used in the past, we decided to use a figure of $500k, same as the current year.*

Detail Operating Capital Requests:

Tow Behind Wood Chipper	*$65,000 to replace existing equipment.*

Budget Notes:

The Highway Division budget shows an increase of 4.0% which reflects replacement of existing capital equipment. This budget supports a work force of 15 men that maintain 123 miles of roadway representing 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.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
320 Highway							
(01) Salaries	1,072,681.05	1,089,757.00	1,092,631.00	1,105,998.00	1,105,998.00		1.2%
(03) EH & OT	93,099.73	90,000.00	90,000.00	90,000.00	90,000.00		0.0%
(14) Uniform Allowance	8,692.21	9,100.00	9,100.00	9,100.00	9,100.00		0.0%
(20) Employee Medical	5,128.00	5,500.00	5,500.00	6,000.00	6,000.00		9.1%
(25) Telephone	2,814.00	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
(29) Veh. Oper.	59,416.69	69,500.00	69,500.00	75,000.00	75,000.00		7.9%
(31) Rental Equip.	8,000.00	9,000.00	9,000.00	9,000.00	9,000.00		0.0%
(42) Maint. Supplies	11,507.20	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
(59) Education & Exp.	1,465.41	1,500.00	1,500.00	1,500.00	1,500.00		0.0%
(63) Program Expenses	552,828.50	500,000.00	500,000.00	500,000.00	500,000.00		0.0%
(CS) Equipment-DPW	80,439.37	12,000.00	12,000.00	65,000.00	65,000.00		441.7%
TOTAL (320) Highway	**1,896,072.16**	**1,799,357.00**	**1,802,231.00**	**1,874,598.00**	**1,874,598.00**		**4.0%**

320 - HIGHWAY BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018 -19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Highway Superintendent	C-69-1			120,767	117,821	120,767
1.00	Working Foreman	B-VI			84,087	84,087	84,087
3.00	Assistant Working Foremen	B-V			72,283	216,849	216,849
5.00	Equipment Operator	B-III-7			67,445	337,225	337,225
2.00	Driver Laborer	B-II-7			64,079	128,158	128,158
0.00	Driver Laborer	B-II-6			54,336	0	0
1.00	Driver Laborer	B-II-5			58,120	0	58,120
1.00	Driver Laborer	B-II-4			55,356	55,356	55,356
2.00	Driver Laborer	B-II-3			52,718	52,718	105,436
0.00	Driver Laborer	B-II-2			52,847	100,416	0
0.00	Driver Laborer	B-II-1			47,814		0
0.00	Driver laborer	B-II-1.5			0		0
16.00	TOTAL SALARIES:					1,092,630	1,105,998

320 - HIGHWAY

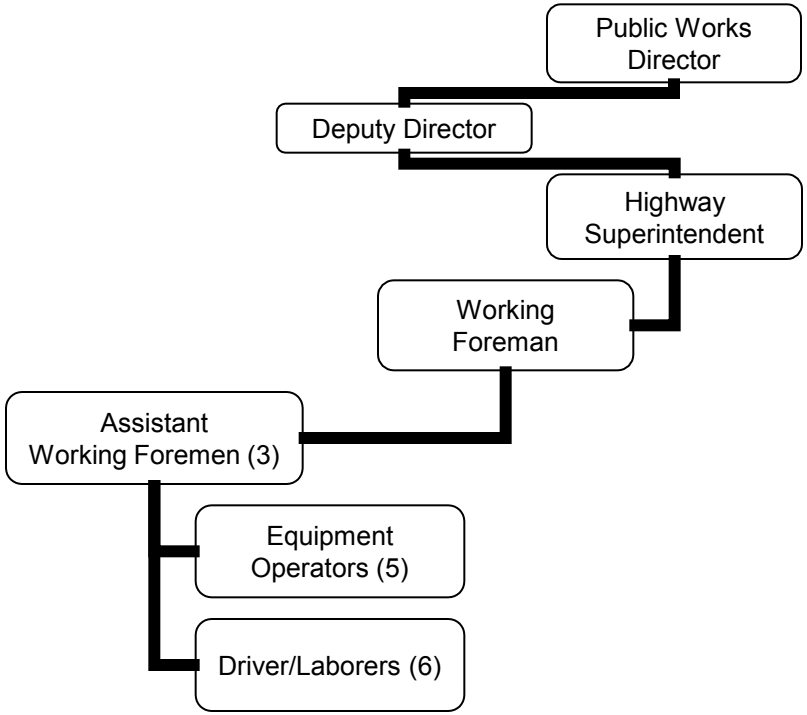
Account	Description
Telephone	Regular and Cellular Service ($3,000)
Vehicle Operation	Fuels: Unleaded gasoline and diesel (59,000) Fleet Maintenance: supplies and lubricants ($16,000)
Rental of Equipment	Rental of various machines and equipment as needed ($9,000)
Program Expenses	Storm Expenses – Based on rolling 3 year average ($500,000)

Capital Equipment

Replacement Wood Chipper	$65,000
total	$65,000

320 – HIGHWAY
2018/2019 Organization Chart

2017/18: 16 Full Time / 2018/19: 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 no increase in salary.*
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. 5% Decrease shown due to delivery of new plow trucks.*
Education & Exp	*Training materials*

Detail Operating Capital Requests:

Equipment: Explosion Proof Pump	*$2,000*	
Equipment: Shop Tools	*$2,500*	*replacement automotive tools*

Budget Notes:
The Equipment Division budget reflects a decrease of 2.7% in funding level.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
321 Equipment Maintenance							
(01) Salaries	146,698.57	154,897.00	154,897.00	154,897.00	154,897.00		0.0%
(03) EH & OT	29,559.23	34,000.00	34,000.00	32,000.00	32,000.00		-5.9%
(14) Uniform Allowance	1,662.01	1,650.00	1,650.00	1,650.00	1,650.00		0.0%
(27) Veh. Maint/Oper	202,516.38	200,000.00	200,000.00	190,000.00	190,000.00		-5.0%
(59) Education & Exp.	394.74	500.00	500.00	500.00	500.00		0.0%
(CS) Equipment-DPW	4,449.00	3,200.00	3,200.00	4,500.00	4,500.00		40.6%
TOTAL (321) Equipment Maint.	**385,279.93**	**394,247.00**	**394,247.00**	**383,547.00**	**383,547.00**		**-2.7%**

321 - EQUIPMENT MAINTENANCE BUDGET 2018-2019

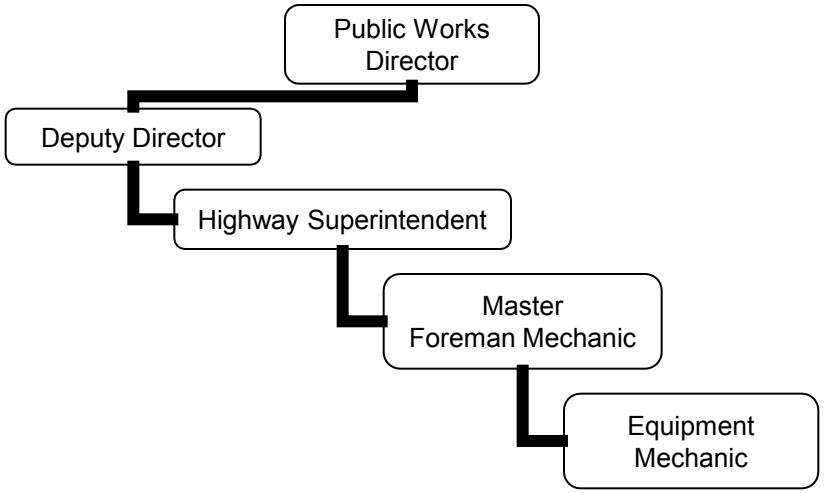
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017 -18 Salaries	2018 -19 Salary Totals
1.00	Master Mechanic / Foreman	B-VI			84,087	84,087	84,087
1.00	Equipment Mechanic	B-IV-7			70,810	70,810	70,810
2.00	TOTAL SALARIES:					154,897	154,897

321 - EQUIPMENT MAINTENANCE

Account	Description		
Vehicle Maint/Operation	Repair of Public Works Fleet ($190,000)		
Capital Equipment	Shop Tools		2,500
	1" Explosion Proof Pump		2,000
		Total:	4,500

321 – EQUIPMENT MAINTENANCE
2018/2019 Organization Chart
2017/18: 2 Full Time / 2018/19: 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. Continuing increases in activities associated with stormwater program and traffic control costs*
Maint. Supplies	*Funds for the performance of routine road maintenance functions: cleaning catch basins, repairing guard rails, repairing sidewalks, traffic signals, road signs, annual repainting of street markings, and TAME supplies for traffic speed control. Increased costs associated with stormwater program and road stripping expenses.*
OtherMat/Supplies	*Primary source of road maintenance funds. Major categories include drainage expenses for repair/replacement of old structures, pavement of parking lots, asphalt for routine patching by the highway division, patching of school parking lots, and the largest portion for road materials placed by outside contractors- i.e. asphalt road materials.*

Detail Operating Capital Requests:
None

Budget Notes:
The Road Maintenance Division is seeking a minor change of .1% over the current year funding. This small increase consists of a $2,000 increase in roadway marking. 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 70. Our target is 71.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
322 Road Maintenance							
(18) Fees & Services	111,662.29	79,550.00	79,550.00	79,550.00	79,550.00		0.0%
(42) Maint. Supplies	162,548.79	146,500.00	146,500.00	148,500.00	148,500.00		1.4%
(49) Other Material/Supp	2,844,406.68	2,055,525.00	2,055,525.00	2,055,525.00	2,055,525.00		0.0%
TOTAL (322) Road Maintenance	**3,118,617.76**	**2,281,575.00**	**2,281,575.00**	**2,283,575.00**	**2,283,575.00**		**0.1%**

322 – ROAD MAINTENANCE BUDGET 2018-2019

Account	Description
Fees and Services	ESRI Software ($6,800) 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 ($30,000) - 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 ($70,000) - 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

10-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 are no changes anticipated in electrical use or charges for FY 2019.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
324 Street Lighting							
(47) Street Lights	226,797.47	240,000.00	240,000.00	240,000.00	240,000.00		0.0%
TOTAL (324) Street Lighting	**226,797.47**	**240,000.00**	**240,000.00**	**240,000.00**	**240,000.00**		**0.0%**

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 a minor increase in salary resulting from changes in pay grades and job duties.*
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 an increase due to a higher volume of the commercial waste component of our overall waste stream. The increase in tonnage can be associated with the economy and the price we currently charge our commercial haulers ($85/ton). This Department will recommend a higher commercial tonnage tip fee ($90) for FY 19. Overall a Solid Waste Division increase of 9.0% 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 5 years

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

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
332 Solid Waste Disposal							
(01) Salaries	194,631.86	197,241.00	197,241.00	203,807.00	203,807.00		3.3%
(03) EH & OT	68,771.62	68,265.00	68,265.00	77,265.00	77,265.00		13.2%
(14) Uniform Allowance	2,165.29	2,150.00	2,150.00	2,150.00	2,150.00		0.0%
(18) Fees & Services	1,250,558.69	1,373,600.00	1,373,600.00	1,518,010.00	1,518,010.00		10.5%
(19) Contract Services	89,385.23	118,000.00	118,000.00	120,000.00	320,000.00		171.2%
(25) Telephone	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		0.0%
(30) Facility Maint.	16,302.13	16,000.00	16,000.00	15,000.00	15,000.00		-6.3%
(33) Advert & Print	500.00	500.00	500.00	500.00	500.00		0.0%
(42) Maint. Supplies	11,532.89	7,000.00	7,000.00	7,000.00	7,000.00		0.0%
(46) Electricity	16,000.00	16,000.00	16,000.00	17,000.00	17,000.00		6.3%
TOTAL (332) Solid Waste Disposal	**1,651,347.71**	**1,800,256.00**	**1,800,256.00**	**1,962,232.00**	**2,162,232.00**		**20.1%**

Updated 3/7/18

332 - SOLID WASTE DISPOSAL BUDGET 2018-2019

SALARIES

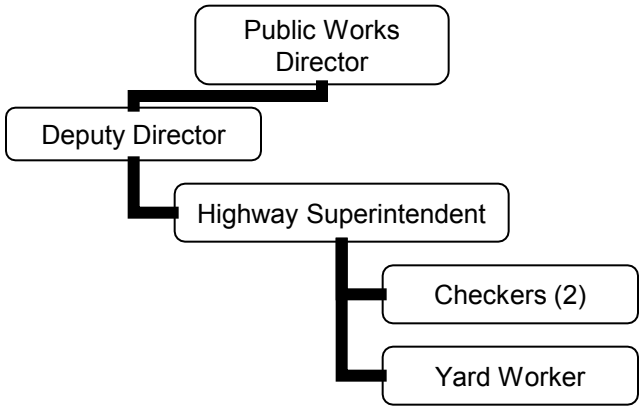
qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Checker (Assist. W.F.)	B-V			72,283	72,283	72,283
1.00	Checker	B-III-7			67,445	64,079	67,445
1.00	Yardworker	B-II-7			64,079	60,879	64,079
3.00	TOTAL SALARIES:					197,241	203,807

332 - SOLID WASTE DISPOSAL

Account	Description
Fees and Services	Bulky Waste/Demolition ($8,000) Hazardous Waste – Annual Collection day ($14,000) MSW Tip Fees and Station Operation:16,389 tons @ $90 /ton ($1,475,010), Refuse($21,000)
Contract Services	Recycling, Yard waste Disposal, Construction Waste Processing ($320,000)
Facility Maintenance	Maintenance of Transfer Station ($15,000)
Electricity	Operation of Transfer Station ($17,000)

Updated March 7, 2018

332 – SOLID WASTE DISPOSAL
2018/2019 Organization Chart
2017/18: 3 Full Time / 2018/19 : 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 a slight increase in salary due to position responsibilities.*
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:

Generator Replacement: Saugatuck Fire House	*$75,000*
Carpet Replacement at town Hall	*$ 5,000*
	$80,000

Budget Notes:
The Building Maintenance budget shows an increase of 0.6% which is primarily the result of Operating Capital requests.

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.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
350 Building Maintenance							
(01) Salaries	434,228.40	445,440.00	447,840.00	450,450.00	450,450.00		0.6%
(03) EH & OT	8,823.56	15,635.00	15,635.00	15,635.00	15,635.00		0.0%
(14) Uniform Allowance	3,143.35	3,150.00	3,150.00	3,150.00	3,150.00		0.0%
(18) Fees & Services	84,510.68	87,800.00	87,800.00	87,800.00	87,800.00		0.0%
(25) Telephone	2,062.78	2,100.00	2,100.00	2,100.00	2,100.00		0.0%
(26) Equip Maint/Oper	5,667.83	12,000.00	12,000.00	12,000.00	12,000.00		0.0%
(30) Facility Maint.	138,237.85	160,000.00	160,000.00	160,000.00	160,000.00		0.0%
(45) Heating Fuel	106,897.28	148,000.00	148,000.00	148,000.00	148,000.00		0.0%
(46) Electricity	240,911.31	290,000.00	290,000.00	280,000.00	280,000.00		-3.4%
(48) Water	28,748.26	29,000.00	29,000.00	29,000.00	29,000.00		0.0%
(59) Education & Exp.	496.00	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
(CA) Buildings	50,046.00	64,500.00	64,500.00	80,000.00	80,000.00		24.0%
(CE) Vehicles	33,635.26	0.00	0.00	0.00	0.00		0.0%
TOTAL (350) Building Maint.	**1,137,408.56**	**1,259,625.00**	**1,262,025.00**	**1,270,135.00**	**1,270,135.00**		**0.6%**

350 - BUILDING MAINTENANCE BUDGET 2018-2019

SALARIES

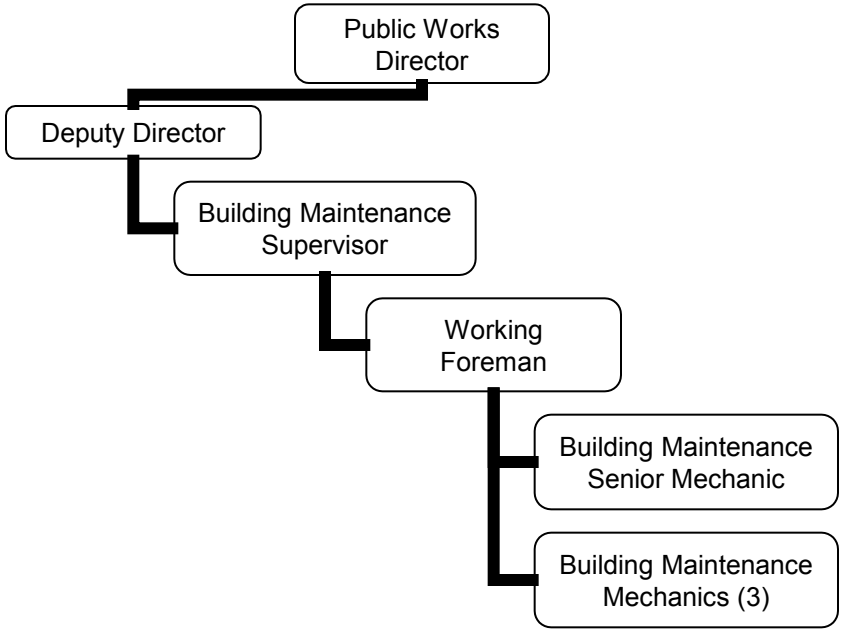
qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Superintendent	C-73-1			101,000	98,390	101,000
1.00	Working Foreman	B-VI			76,305	76,305	76,305
1.00	Senior Mechanic	B-IV-7			70,810	70,810	70,810
3.00	Mechanic	B-III-7			67,445	202,335	202,335
6.00	TOTAL SALARIES:					447,840	450,450

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)	

Town Hall carpet replacement	5,000
Saugatuck Fire house generator replacement	75,000
Total:	80,000

350 – BUILDING MAINTENANCE
2018/2019 Organization Chart
2017/18 : 6 Full Time / 2018/19 : 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 contractual adjustments.*
EH & OT	*Overtime required to cover the buildings when open for special event, particularly the theater*
Uniform Allowance	*Replacement work and safety clothes as per contract*
Contract Services	*Outside cleaning services used to clean public works center, Police Headquarters and Senior Center. Also used to clean windows and carpeting when warranted*
Supplies	*Cleaning and sanitary supplies used in town buildings*

Detail Operating Capital Requests:
None

Budget Notes:
The Building Custodian Budget shows a 0.3% decrease next fiscal year.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
352 Building Custodians							
(01) Salaries	214,290.17	218,945.00	219,875.00	227,311.00	227,311.00		3.4%
(03) EH & OT	18,472.27	21,000.00	21,000.00	21,475.00	21,475.00		2.3%
(14) Uniform Allowance	2,137.17	2,150.00	2,150.00	2,150.00	2,150.00		0.0%
(19) Contract Services	68,734.99	84,000.00	84,000.00	75,000.00	75,000.00		-10.7%
(41) Supplies	19,809.60	19,000.00	19,000.00	19,000.00	19,000.00		0.0%
TOTAL (352) Building Custodians	**323,444.20**	**345,095.00**	**346,025.00**	**344,936.00**	**344,936.00**		**-0.3%**

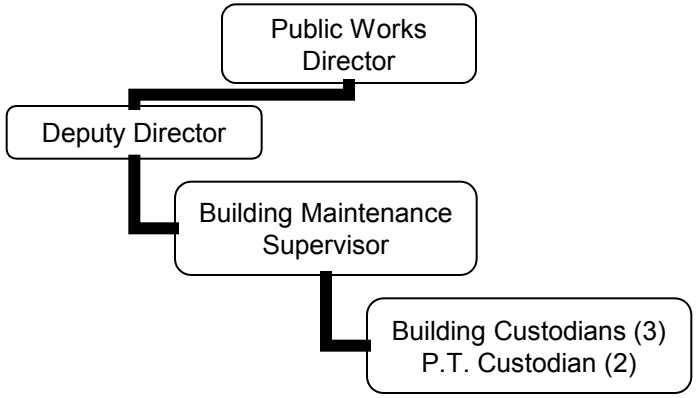
352 - BUILDING CUSTODIANS BUDGET 2018 - 2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018 - 19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
2.00	Custodians	I-7			63,762	124,412	127,524
1.00	Custodian	I-6			60,726	56,425	60,726
1.00	Custodian (part time)			988	20.15	19,424	19,908
1.00	Custodians (part time)			988	19.39	18,683	19,152
	TOTAL SALARIES:					218,944	227,311

9-Jan-18

352 – BUILDING CUSTODIANS
2018/2019 Organization Chart
2017/18 : 3 Full Time & 2 Part Time / 2018/19 : 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 a small increase for tide gate repair / replacement due to changing weather patterns.*

Detail Operating Capital Requests:
None

Budget Notes:

There is a 2% adjustment requested for this division.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
360 Property Maintenance							
(19) Contract Services	16,540.00	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
(42) Maint. Supplies	14,997.00	15,000.00	15,000.00	15,500.00	15,500.00		3.3%
TOTAL (360) Property Maint.	**31,537.00**	**25,000.00**	**25,000.00**	**25,500.00**	**25,500.00**		**2.0%**

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:

Cabin 1 -	*$37,000 to convert from septic to pump chamber and sewer line*
Cabin 9 -	*$6,000 to replace boiler.*
Replacement Pole -	*$2,000 Replace pole at Parker Harding Plaza.*
Replace tide Gate Actuator	*$8,800 Replace Tide Gate Actuator motor at Old Mill.*

Budget Notes:
The P&R Property Maintenance Division shows a 4.1% decrease due to changes in capital requests.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
361 P&R Property Maintenance							
(18) Fees & Services	35,846.72	36,000.00	36,000.00	36,000.00	36,000.00		0.0%
(25) Telephone	1,058.24	1,500.00	1,500.00	1,500.00	1,500.00		0.0%
(30) Facility Maint.	44,404.62	60,000.00	60,000.00	65,000.00	65,000.00		8.3%
(45) Heating Fuel	27,937.41	62,500.00	62,500.00	57,500.00	57,500.00		-8.0%
(46) Electricity	155,239.39	170,000.00	170,000.00	165,000.00	165,000.00		-2.9%
(CB) Building Renovation	31,521.01	65,000.00	65,000.00	53,800.00	53,800.00		-17.2%
TOTAL (361) P&R Property Maint.	**296,007.39**	**395,000.00**	**395,000.00**	**378,800.00**	**378,800.00**		**-4.1%**

361 - Park and Recreation Property Maint. 2018 - 2019

361 - Park & Recreation Property Maintenance

Buildings - Capital

Cabin #1: sewer line and pump chamber		$37,000.00
Cabin 9 - Boiler replacement		$6,000.00
Old Mill tide gates Acuator Motor		$8,800.00
Parker Harding Plaza: Pole Replacement		$2,000.00
	total:	$53,800.00

9-Jan-18

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 Department request proposes no changes to this budget.

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.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
370 Tree Maintenance							
(03) EH & OT	90,272.82	92,025.00	92,025.00	92,025.00	92,025.00		0.0%
(15) Transportation Allowance	5,683.98	6,000.00	6,000.00	6,000.00	6,000.00		0.0%
(19) Contract Services	256,629.48	217,400.00	217,400.00	217,400.00	217,400.00		0.0%
TOTAL (370) Tree Maintenance	**352,586.28**	**315,425.00**	**315,425.00**	**315,425.00**	**315,425.00**		**0.0%**

370 Tree Maintrenance 2018 - 19

DEPT qty	Position	Grade & Step	2018-19 Account Totals	2017-18 Account total	2018-19 Account Totals
1.00	Extra Help and Overtime	N/A	92,025	92,025	92,025

9-Jan-18

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
410 Health District							
(60) PaymentsToAgency/Or	544,089.00	544,089.00	544,089.00	574,411.00	574,411.00		5.6%
TOTAL (410) Health District	**544,089.00**	**544,089.00**	**544,089.00**	**574,411.00**	**574,411.00**		**5.6%**

Westport Weston Health District
FY19 Budget
DRAFT

		FY17 (audit)	FY18 Budget	FY19 Budget		Extraordinary addition		All-in FY19 Budget	% Change Budget to Budget
Revenues									
Towns									
Weston	211,578		211,578	215,810	(a)	7,560	(b)	223,370	5.6%
Westport	544,089		544,089	554,971	(a)	19,440	(b)	574,411	5.6%
Total		$ 755,667	$ 755,667	$ 770,780		$27,000		$ 797,780	5.6%
Fees									
Environmental Fe	389,258		350,000	360,000	(c)			360,000	3%
Nursing Fees	214,708		190,000	190,000	(d)			190,000	0%
Total		$ 603,966	$ 540,000	$ 550,000				$ 550,000	1.9%
Grants									
Local	45,534		61,545	-	(e)			-	-100.0%
Regional	60,000			-				-	-100.0%
Total		$ 105,534	$ 61,545	$ -				$ -	-100.0%
Interest		$ 2,526	$ 600	$ 600				$ 600	0.0%
TOTAL REVENUES		$ 1,467,693	$1,357,812	$ 1,321,380				$ 1,348,380	-2.7%
Expenditures									
Salaries/PR taxes		765,548	802,741	780,859	(f)			780,859	-2.7%
Employee Benefits		301,323	219,192	316,389	(g)			316,389	44.3%
Outside Services		72,929	72,000	72,000				72,000	0.0%
Insurance		31,254	34,656	34,646	(h)	27,000		61,646	0.0%
Supplies & Equipment		134,311	140,000	140,000	(i)			140,000	0.0%
Printing & Publications		402	1,000	1,000				1,000	0.0%
Travel		15,075	16,000	16,000				16,000	0.0%
Office & Miscellaneous		32,547	32,000	32,000				32,000	0.0%
Building Expenses		29,081	7,000	7,000				7,000	0.0%
Capital Equipment Replacement		-	-	-				-	
Grant Program Expense		105,534	36,101	-	(j)			-	-100.0%
TOTAL EXPENDITURES		$ 1,488,004	$1,360,690	$ 1,399,894		$27,000		$ 1,426,894	2.9%
EXCESS (DEFICIT) REVENUES		$ (20,311)	$ (2,878)	$ (78,514)				$ (78,514)	

Notes to FY19 First Draft budget

a) The assessment/request from both towns with an increase
b) A change in insurance carriers resulted in a gap in certain coverage that necessitated an extra expenditure to cover the gaps. We worked with the Towns of Westport and Weston insurance consultant to fill the gaps.
c) Housing construction continues at the pace of last year.
d) We continue to see reduced demand for flu shots given here due to the efforts of local pharmacies to see shots. Many of our flu shots are now covered by insurance, which with the exception of Medicare, provide lower reimbursements. Additionally, some of our travel shots are now covered by insurance and provide lower reimbursements to us.
e) At the moment (end of January 2017) we have no confirmed grants. We expect at least two for FY19 but the funding levels have not been determined.
f) Included in the salary line is an increase for 8 full-time, non-contract employees.
g) There was an underestimation error in the FY18 budget – employee benefits were too low. The increase is based on the FY17 audited amount.
   We still have PPO and Health Saving Plan participate as well as reimbursements for persons using other insurance plans (Medicare – spouse)
h) See (b) above.
i) This line includes the cost of vaccines. Vaccine prices continue to rise, but we expect somewhat fewer clients needing vaccines.
j) See (g) above.

WESTPORT WESTON HEALTH DISTRICT

FINANCIAL STATEMENTS AS OF JUNE 30, 2017

TOGETHER WITH

INDEPENDENT AUDITOR'S REPORT

AND

SUPPLEMENTAL REPORT

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

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Charles T. Costello, CPA

COSTELLO COMPANY, LLC

Certified Public Accountant and Consultants

www.costellocompany.com

INDEPENDENT AUDITOR'S REPORT

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

Report on the Financial Statements

I have audited the accompanying financial statements of the governmental activities and each major fund, of the Westport Weston Health District (the District), as of and for the year ended June 30, 2017, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

Opinions

In my opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information of the District, as of June 30, 2017, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

15 Wall Street, Hebron, Connecticut 06248
(860) 228-2822, Fax (860) 228-2866
Email: costellocompany@comcast.net

Other Matters

Required Supplementary Information

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

Supplementary and Other Information

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

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

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, I have also issued my report dated November 30, 2017, on my consideration of the District's internal control over financial reporting and on my tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of my testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control over financial reporting and compliance.

Hebron, Connecticut
November 30, 2017

MANAGEMENT'S DISCUSSION & ANALYSIS

Our discussion and analysis of the Westport Weston Health District's financial performance provides an over view of the District's financial activity for the year ended June 30, 2017. Please review it in conjunction with the District's basic financial statements, which begin on page 3.

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

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

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

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

Financial Highlights:

	2017	2016
Net Assets:		
Current Assets	$ 510,256	$ 557,055
Net Capital Assets	63,807	71,647
Total Assets	574,063	628,702
Deferred Outflows of Resources	291,211	185,508
Total Liabilities	763,859	589,089
Deferred Inflows of Resources	37,691	57,292
Total Net Position	$ 63,724	$ 167,829

Program Revenue	$ 1,465,167	$1,482,916
General Revenue	2,526	1,179
Total Revenue	1,467,693	1,484,095
Total Expenses	1,571,798	1,345,626
Increase (decrease) in Net Position	$ (104,105)	$ 138,469

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

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

Net position decreased by $111,130 for the year ended 6/30/17.

Reporting the District's Funds
Fund Financial Statements:

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

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

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

General Fund Budgetary Highlights:

	Budgeted Amounts	
	Original	Final
Total Revenue	$ 1,321,267	$1,321,267
Total Expenditures	1,344,461	1,344,461
Projected Change in Net Position	$ (23,194)	$(23,194)

Capital Assets:

Given the strain on District finances, capital spending has been sharply reduced with no major additions to the District's capital assets. Further, we have suspended our usual contribution to our capital equipment replacement fund. We do not expect to resume contributions in FY18.

Economic Factors:

There is some evidence that the housing market is stabilizing, as the District has seen a higher level of building activity in the summer of 2016 and the spring of 2017.

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

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

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

Exhibit A

WESTPORT WESTON HEALTH DISTRICT
STATEMENT OF NET POSITION
JUNE 30, 2017

ASSETS	
Current Assets:	
Cash and Cash Equivalents	$ 62,326
Investments	428,233
Inventory	16,709
Accounts receivable	2,988
Total Current Assets	510,256
Non Current Assets:	
Capital Assets	364,158
Accumulated Depreciation	300,351
Net Capital Assets	63,807
TOTAL ASSETS	574,063
DEFERRED OUTFLOWS OF RESOURCES	
Deferred outflows related to pension	291,211
LIABILITIES:	
CURRENT LIABILITIES	
Accounts Payable	5,965
Accrued Expenses	75,096
Total Current Liabilities	81,061
NONCURRENT LIABILITIES	
Accrued Sick Leave	63,282
Net Pension Liability	619,516
Total Noncurrent Liabilities	682,798
Total Liabilities	763,859
DEFERRED INFLOWS OF RESOURCES	
Unearned Revenue - time restrictions	37,691
NET POSITION:	
Invested in Capital Assets	63,807
Unrestricted Net Assets	(83)
TOTAL NET POSITION	$ 63,724

See accompanying notes to the financial statements.

Exhibit B

WESTPORT WESTON HEALTH DISTRICT
STATEMENT OF ACTIVITIES
FOR THE FISCAL YEAR ENDED JUNE 30, 2017

		Program Revenue		
	Expenses	Charges for Services	Operating Grants and Support	Net (Expense) or Revenue & Changes in Net Position
Functions/Programs				
Governmental activities				
Health services	1,571,798	603,966	861,201	(106,631)
General Revenues:				
Interest and Investment Earnings				2,526
Total General Revenues				2,526
Change in Net Position				(104,105)
Net Position - Beginning of year				167,829
Net Position - Ending				$ 63,724

See accompanying notes to the financial statements.

WESTPORT WESTON HEALTH DISTRICT
BALANCE SHEET - GOVERNMENTAL FUNDS
JUNE 30, 2017

	GENERAL FUND	CAPITAL REPLACEMENT FUND	EMERGENCY RESPONSE FUND	UNEMPLOYMENT INSURANCE FUND	EMERGENCY PREPAREDNESS GRANTS	PREVENTATIVE HEALTH BLOCK GRANT	OTHER GRANTS	TOTAL
ASSETS								
Cash & Cash Equivalents	$ 62,326	$ -	$ -	$ -	$ -	$ -	$ -	$ 62,326
Investments	67,597	121,256	200,000	39,380	-	-	-	428,233
Inventory	16,709	-	-	-	-	-	-	16,709
Accounts receivable	2,988	-	-	-		-		2,988
Due From Other Funds	-	-	-	-		-	-	-
TOTAL ASSETS	$ 149,620	$ 121,256	$ 200,000	$ 39,380	$ -	$ -	$ -	$ 510,256
LIABILITIES AND FUND BALANCES								
Accounts Payable	$ 5,965	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,965
Accrued Expenses	75,096	-	-	-	-	-	-	75,096
Due to Other Funds	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	81,061	-	-	-	-	-	-	81,061
Deferred inflows or resources								
Unearned revenues -time restrictions	37,691	-		-		-	-	37,691
FUND BALANCES								
Unassigned	30,868	-	-	-	-	-	-	30,868
Assigned	-	121,256	200,000	39,380	-	-	-	360,636
TOTAL FUND BALANCES	30,868	121,256	200,000	39,380	-	-	-	391,504
TOTAL LIABILITIES & FUND BALANCE	$ 149,620	$ 121,256	$ 200,000	$ 39,380	$ -	$ -	$ -	$ 510,256

See accompanying notes to the financial statements.

WESTPORT WESTON HEALTH DISTRICT
Reconciliation of Fund Balance
To Net Position of Governmental Activities
June 30, 2017

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

Total Fund Balance (Exhibit C, page 5-A)	$ 391,504
Capital assets used in Governmental Activities are not financial resources and so are not reported in the funds.	
Capital Assets net of Depreciation	63,807
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the funds.	
Deferred outflows related to pension	291,211
Net pension liability	(619,516)
Compensated absences	(63,282)
TOTAL NET POSITION OF GOVERNMENTAL ACTIVITIES (Exhibit A, page 3)	$ 63,724

See accompanying notes to the financial statements.

WESTPORT WESTON HEALTH DISTRICT
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED JUNE 30, 2017

	GENERAL FUND	CAPITAL REPLACEMENT FUND	EMERGEMCY RESPONSE FUND	UNEMPLOYMENT INSURANCE FUND	EMERGENCY PREPAREDNESS	PREVENTATIVE HEALTH BLOCK GRANT	OTHER GRANTS	TOTAL
REVENUE								
Federal Revenue	$ -	$ -	$ -	$ -	$ 84,804	$ 8,930	$ 11,800	$ 105,534
State Revenue	-	-	-	-	-	-		-
Local Revenue	755,667	-	-	-	-	-	-	755,667
Permits, Fees & Services	603,966	-	-	-	-	-	-	603,966
Interest Income	2,526	-	-	-	-	-	-	2,526
TOTAL REVENUE	1,362,159	-	-	-	84,804	8,930	11,800	1,467,693
EXPENDITURES								
Salaries & Wages	765,548	-	-	-	22,691	7,543	2,230	798,012
Employee Benefits	301,323	-	-	-	1,736	577	171	303,807
Outside Services	72,929	-	-	-	54,000		-	126,929
Insurance	31,254	-	-	-			-	31,254
Supplies & Equipment	134,311	-	-	-	5,773	810	9,300	150,194
Printing & Publications	402	-	-	-			-	402
Travel	15,075	-	-	-	604		54	15,733
Office & Miscellaneous	32,547	-	-	-		-	45	32,592
Building Expenses	29,081	-	-	-		-	-	29,081
TOTAL EXPENDITURES	1,382,470	-	-	-	84,804	8,930	11,800	1,488,004
EXCESS (DEFICIT) REVENUES	(20,311)	-	-	-	-	-	-	(20,311)
OTHER FINANCIAL SOURCES (USES)								
Transfer In (out)		-	-		-	-	-	-
FUND BALANCES JUNE 30, 2016	$ 51,179	$ 121,256	$ 200,000	$ 39,380	$ -	$ -	$ -	$ 411,815
FUND BALANCES JUNE 30, 2017	$ 30,868	$ 121,256	$ 200,000	$ 39,380	$ -	$ -	$ -	$ 391,504

See accompanying notes to the financial statements.

WESTPORT WESTON HEALTH DISTRICT
Reconciliation of Changes in Fund Balance to Changes in Net Position of Governmental Activities
June 30, 2017

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

NET CHANGE IN FUND BALANCE (Exhibit D, page 6A)	$ (20,311)
Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their useful lives and reported as depreciation expense.	
Depreciation Expense	(7,840)
Some expenses reported in the statement of activities do not require the use Of current financial resources and, therefore are not reported as expenditures In governmental funds, including the change in:	
Decrease in Accrued Sick Leave Liability	13,118
Pension liability and related deferred outflows	(89,072)
CHANGE IN NET POSITION OF GOVERNMENTAL ACTIVITIES (Exhibit B)	$(104,105)

See accompanying notes to the financial statements.

WESTPORT WESTON HEALTH DISTRICT
Notes to Financial Statements
June 30, 2017

1. Summary of Significant Accounting Policies

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

A. Reporting Entity

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

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

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

B. Government Wide and Fund Financial Statements

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

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

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

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

WESTPORT WESTON HEALTH DISTRICT
Notes to Financial Statements, *continued*
June 30, 2017

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

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

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

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

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

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

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

> Unassigned - The unassigned fund balance includes excess resources that are not nonspendable.
>
> Assigned – The assigned fund balance represents board designated fund balance set aside for future major capital improvements.

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

WESTPORT WESTON HEALTH DISTRICT
Notes to Financial Statements, *continued*
June 30, 2017

D. Use of Estimates

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

E. Capital Assets

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

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

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

F. Net Position

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

G. Deferred Revenue

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

WESTPORT WESTON HEALTH DISTRICT
Notes to Financial Statements, *continued*
June 30, 2017

2. Deposits and Investments

The deposit of public funds is controlled by the Connecticut General Statutes. Deposits may be placed with any qualified public depository. At June 30, 2017 the bank balance was of $62,326 all of which was covered by Federal depository Insurance. Due to higher cash flows at certain times during the year the balances may exceed the amount covered by such insurance. Additional protection against loss is provided for deposits in excess of federally insured amounts by the Connecticut General Statutes. The statutes require every qualified public depository to maintain segregated collateral equal to at least three percent of the average public deposits held by the depository. Such amounts are available to the State Banking Commissioner to meet losses in excess of deposit insurance. It cannot be determined how much of the excess deposits of the District are covered by such provision.

The District invests in the Connecticut State Treasurer's Short-Term Investment Fund. This approved investment is reported at cost plus appreciation, which is its market value and may be liquidated as needed. The District owns an undivided beneficial interest in the assets of the pool. Interest earned on this investment totaled $2,526 for the year ended June 30, 2017.

3. Capital Assets

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

	Balance 7/1/16	Additions and Current Expense	Disposals and Related Depreciation	Balance 6/30/17
Capital Assets Depreciation				
Furniture	$ 46,330	$ -	$ -	$ 46,330
Equipment	167,913			167,913
Leasehold Improvements	143,225			143,225
Mobile Center	6,690			6,690
	364,158	-	-	364,158
Accumulated Depreciation	(292,511)	(7,840)	-	(300,351)
Ending Capital Assets	$ 71,647	$(7,840)	$ -	$ 63,807

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

Connecticut Municipal Employees Retirement System

Plan Description

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

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

Connecticut Municipal Employees Retirement System *(Continued)*

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

Plan Provisions

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

The pension amount paid to employees is on the following:

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

Funding Policy

Covered employees are required by state statute to contribute 2.25% of earnings upon which Social Security tax is paid plus 5% of earnings on which no Social Security tax is paid. Each participating municipality is required to contribute the amounts necessary to finance the remaining costs of plan.

The total amount contributed for the fiscal year ended June 30, 2017 was $92,363 on covered payroll in the amount of 751,350.

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

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

WESTPORT WESTON HEALTH DISTRICT
Notes to Financial Statements, *continued*
June 30, 2017

Actuarial Methods and Significant Assumptions - The following assumptions were used in the pension valuations, prepared as of June 30, 2016 (the Valuation Date and Measurement Date) for use in the June 30, 2017 financial statements (Reporting Date):

Actuarial cost method	Entry Age Normal Cost Method
Experience study dates	July 1, 2007 – June 30, 2012
Asset valuation method	Market value
Inflation	3.25%
Salary increases	4.25-11.00%, including inflation
Investment rate of return	8.00%, net if investment related expense, including inflation using a long-normal distribution analysis of best-estimate ranges using weighted average for each asset class and applied to all periods.
Discount Rate	8.00%, the projection of cash flows assumed that plan member contributions will be made at the current contribution rate and employer contributions will be made at the actuarially determined rates in future years.
Cost of living adjustment	Annually compounded increases vary based on member age and date of retirement and range from 2.50% to 6% maximum.
Post-retirement mortality	The RP2000 Mortality Table for Annuitant and non-Annuitants

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

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

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

WESTPORT WESTON HEALTH DISTRICT
Notes to Financial Statements, *continued*
June 30, 2017

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

	1% Decrease	Current Discount Rate	1% Increase
Sensitivity of the Proportionate Share of the net pension liability	7.00%	8.00%	9.00%
	$ 977,462	$ 619,516	$ 315,990

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

As June 30, 2017, the District reported a liability in the Statement of New Position for its proportionate share (.315633%) of the net pension liability. The amount recognized by the District as its proportionate share of the net pension liability was $619.516.

June 30, 2016, is the actuarial valuation date upon the total pension liability is based. The total Pension liability was calculated as of June 30, 2016, measurement date. There were no changes in the assumptions or benefits that affected the measurement of the total pension liability since the prior measurement date, except the District's proportional share changed from 0.310232% of the pension liability at the prior measurement date to 0.315633% of the pension liability as of June 30, 2016.

The District recognized the total proportionate share of the collective pension expense in the Statement of Activities associated with the District of $148,611 for the year ended June 30, 2017.

At June 30, 2017, the District reported deferred outflows or resources and deferred inflows of resources related to CMERS in the Statement of Net Position from the following sources:

	Deferred Outflows of Resources
Difference between expected and actual experience	$ 13,351
Change in assumptions	5,436
Net Difference between projected and actual earnings On plan investments	180,061
District contributions subsequent to the measurement date	92,363
Total	$ 291,211

WESTPORT WESTON HEALTH DISTRICT
Notes to Financial Statements, *continued*
June 30, 2017

Amounts reported in deferred outflows of resources and deferred inflow of resources related to the CMERS pension will be recognized in pension expense as follows:

Fiscal year ended June 30,	
2018	$127,874
2019	$ 61,539
2020	$ 61,501
2021	$ 40,297
	$291,211

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

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

5. Compensated Absences

The District's employment policies allow employees to accrue vacation days on a schedule based on the length of employment. Vested benefit is limited to 15 days or 105 hours per employee. At June 30, 2017, the District has accrued $30,972 relating to this benefit.

The policies also allow employees to accrue sick days at the rate of 7 hours per month, to a maximum of 150 days. Effective January 9, 2006 the District adopted a policy under which 25% of sick days to a maximum of 100 days, accrued under the above formula, would be paid upon retirement. Under this plan vested sick time would not exceed 25 days (100 X .25). The vested liability for accumulated sick time is recorded in the Statement of Net Position and totaled $63,282 for the year ended June 30, 2017.

6. Risk Financing

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

WESTPORT WESTON HEALTH DISTRICT
Notes to Financial Statements, *continued*
June 30, 2017

7. Subsequent Events

Management has evaluated subsequent events through November 30, 2017, the date the financial statements were available to be issued, and has determined that there were no matters requiring disclosure in, or adjustment to, these financial statements.

8. Recently Issued Accounting Standards

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

GASB Statement No. 81, Irrevocable Split-Interest Agreements.

This Statement requires that a government that receives resources pursuant to an irrevocable split-interest agreement recognize assets, liabilities, and deferred inflows of resources at the inception of the agreement. Furthermore, this Statement requires that a government recognize assets representing its beneficial interests in irrevocable split-interest agreements that are administered by a third party, if the government controls the present service capacity of the beneficial interests. This Statement requires that a government recognize revenue when the resources become applicable to the reporting period. The requirements of this Statement are effective for financial statements for periods beginning after December 15, 2016, and should be applied retroactively.

GASB issued Statement No. 82, Pension Issues – an amendment of GASB Statements No. 67, No. 68 and No. 73.

This statement addresses issues regarding (1) the presentation of payroll-related measures in required supplementary information, (2) the selection of assumptions and treatment of deviations from the guidance in an Actuarial Standard of Practice for financial reporting purposes, and (3) the classification of payments made by employers to satisfy employee (plan member) contribution requirements. The requirements of this statement are effective for periods beginning after June 15, 2017.

GASB Statement No. 83, Certain Asset Retirement Obligations.

This Statement addresses accounting and financial reporting for certain asset retirement obligations (AROs). An ARO is a legally enforceable liability associated with the retirement of a tangible capital asset. A government that has legal obligations to perform future asset retirement activities related to its tangible capital assets should recognize a liability based on the guidance in this Statement. The requirements of this Statement are effective for reporting periods beginning after June 15, 2018.

GASB Statement No. 86, Certain Debt Extinguishment Issues.

This Statement improves the consistency in accounting and financial reporting for in-substance defeasance of debt by providing guidance for transactions in which cash and other monetary assets acquired with only existing resources—resources other than the proceeds of refunding debt—are placed in an irrevocable trust for the sole purpose of extinguishing debt. This Statement also improves accounting and financial reporting for prepaid insurance on debt that is extinguished and notes to financial statements for debt that is defeased in substance. The requirements of this Statement are effective for reporting periods beginning after June 15, 2017.

WESTPORT WESTON HEALTH DISTRICT
Notes to Financial Statements, *continued*
June 30, 2017

GASB Statement No. 87, Leases.

This Statement improves the accounting and financial reporting for leases by governments. This Statement increases the usefulness of governments' financial statements by requiring recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contract. It establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. Under this Statement, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources, thereby enhancing the relevance and consistency of information about governments' leasing activities. The requirements of this Statement are effective for reporting periods beginning after December 15, 2019.

WESTPORT WESTON HEALTH DISTRICT
SCHEDULE OF REVENUES AND EXPENDITURES
BUDGET AND ACTUAL - GENERAL FUND
FOR THE FISCAL YEAR ENDED JUNE 30, 2017

	BUDGETED AMOUNTS			
	ORIGINAL	FINAL	ACTUAL AMOUNT	VARIANCE WITH THE FINAL BUDGET POSITIVE (NEGATIVE)
REVENUE				
Town Assesments	$ 755,667	$ 755,667	$ 755,667	$ -
Environmental Fees	375,000	375,000	389,258	14,258
Community Health Fees	190,000	190,000	214,708	24,708
Interest and Other Income	600	600	2,526	1,926
TOTAL REVENUE	$ 1,321,267	$ 1,321,267	$ 1,362,159	$ 40,892
EXPENDITURES				
Personnel	$ 843,640	$ 843,640	$ 765,548	$ 78,092
Fringe Benefits	220,821	220,821	301,323	(80,502)
Building & Grounds	7,000	7,000	29,081	(22,081)
Contracted Services	72,000	72,000	72,929	(929)
Supplies, Office Expense & Equipment	152,000	152,000	166,858	(14,858)
Insurance	32,000	32,000	31,254	746
Travel and Courier Service	16,000	16,000	15,075	925
Printing, Advertising & Marketing	1,000	1,000	402	598
TOTAL EXPENDITURES	1,344,461	1,344,461	1,382,470	(38,009)
EXCESS (DEFICIT) OF REVENUE	$ (23,194)	$ (23,194)	$ (20,311)	$ 2,883

WESTPORT WESTON HEALTH DISTRICT

Required Supplementary Information
Connecticut Municipal Employee's Retirement System
Schedule of Prpportionate Share of the Net Pension Liability (unaudited)

	2017	2016	2015
Employer percentage of collective net pension liability	0.310232%	0.3156330%	0.3102320%
Employer protion of net pension liability	$ 619,516	$ 424,741	$ 319,129
Employer covered payroll	$ 751,350	$ 688,422	$ 688,422
Employer portion - net pension liability as a percentage of covered payroll	82.45%	61.70%	46.36%
Plan Fiduciary net position as a percentage of total pension liablity	88.29%	92.72%	90.48%

See Independent Auditor's Report

Schedule 3

WESTPORT WESTON HEALTH DISTRICT

Required Supplementary Information
Connecticut Municipal Employee's Retirement System
Schedule of Contributions (unaudtied)

	2017	2016	2015
Actuarially determined employer contribution	$ 92,363	$ 76,636	$ 57,633
Employer contributions in relation to the actuarily determined contribution	$ 92,363	$ 76,636	$ 57,633
Employer contribution deficieny (excess)	$ -	$ -	$ -
Employer convered employee payroll	$ 751,350	$ 688,422	$ 688,422
Employer contributions as a percentage of covered employee payroll	12.29%	11.13%	8.37%

See Independent Auditor's Report

WESTPORT WESTON HEALTH DISTRICT

Required Supplementary Information
Connecticut Municipal Employee's Retirement System
Notes to Required Supplementary Information (unaudited)
For the Year Ended June 30, 2017

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

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

Changes of assumptions:
There were no changes in assumptions for the prior year.

Charles T. Costello, CPA

COSTELLO COMPANY, LLC

Certified Public Accountant and Consultants

www.costellocompany.com

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

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

I have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities and each major fund, of the Westport Weston Health District, (the District), as of and for the year ended June 30, 2017, and the related notes to the financial statements, which collectively comprise the District's basic financial statements, and have issued my report thereon dated November 30, 2017.

Internal Control over Financial Reporting

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

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

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

Compliance and Other Matters

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

15 Wall Street, Hebron, Connecticut 06248
(860) 228-2822, Fax (860) 228-2866
Email: costellocompany@comcast.net

Purpose of this Report

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

Hebron, Connecticut
November 30, 2017

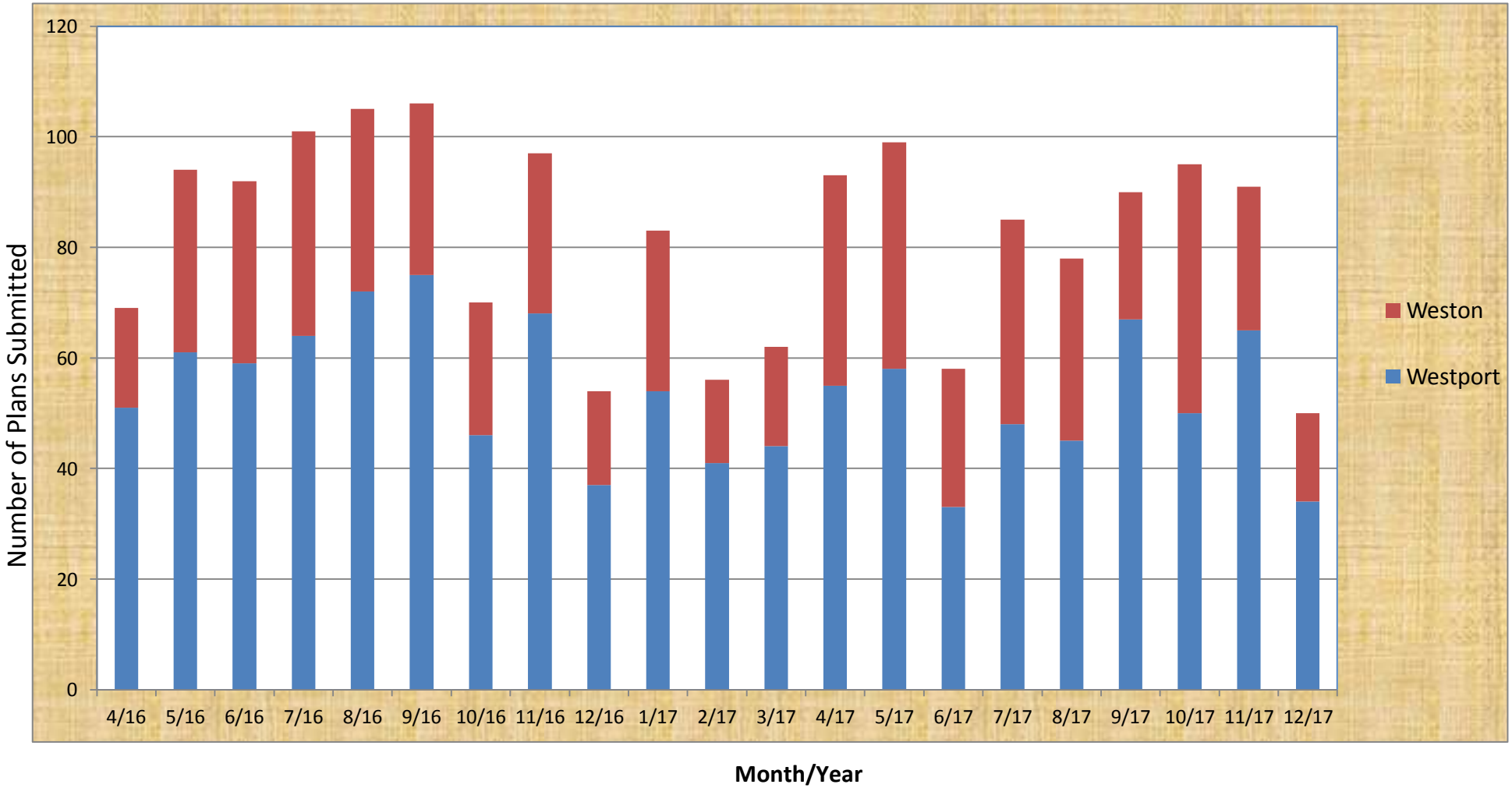
Westport Weston
Health District

Calendar Year Activity Levels

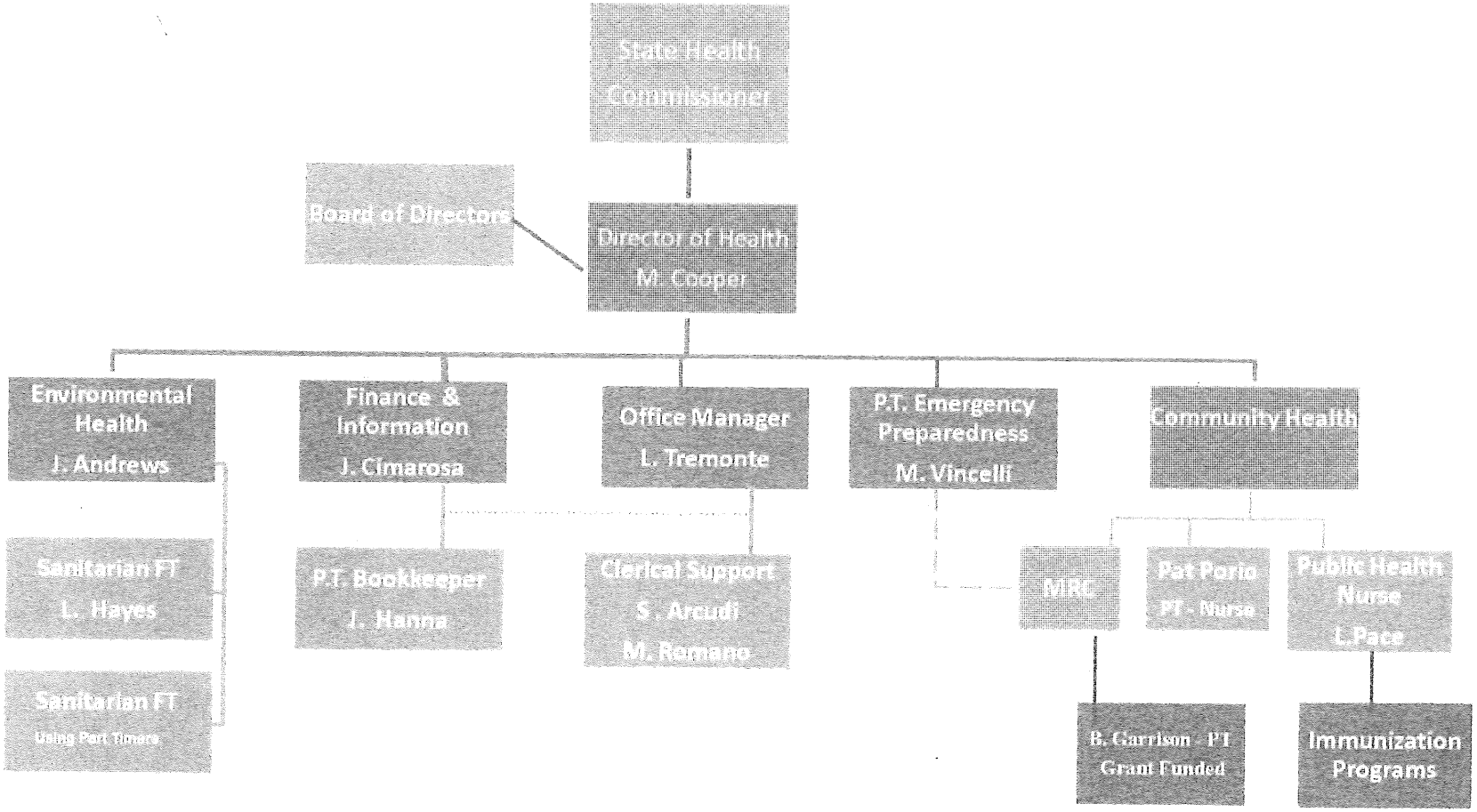
2008 to 2017

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Building addition plan reviews	n/a	220	190	122	160	173	143	172	159	139
Beach water samples collected	n/a	n/a	107	100	97	88	94	99	99	85
Cosmetology facilities	n/a	60	76	78	75	72	72	92	88	113
Flu vaccinations	1891	2300	2329	1260	973	1285	1208	1642	1158	1241
Food service plan reviews	12	25	25	31	41	50	33	41	36	33
Food service facilities permitted	210	222	202	222	205	228	228	231	233	228
Food service temporary events	44	205	187	209	192	192	197	207	203	211
Geothermal Wells	n/a	n/a	87	43	82	7	6	43	31	22
New Home plan reviews	n/a	32	49	52	50	74	79	54	41	44
Home Bound Health Checks	n/a	166	172	199	202	243	322	254	291	239
Non-habitable addition plan reviews	n/a	81	89	89	84	84	90	85	78	81
Nuisance compliant investigations	81	83	82	43	57	39	48	35	56	40
Rabies specimen testing (+ = positive)	47 (3+)	61 (0+)	40 (5+)	28 (6+)	21 (5+)	27 (4+)	25 (3+)	37 (3+)	34 (5 +)	27 (5+)
Selected Reportable Diseases										
Campylobacter	6	11	14	6	18	11	8	14	18	7
Chlamydia	14	13	21	36	34	33	32	28	40	67
Giardia	12	4	4	3	5	3	3	2	3	1
Other Sexually Transmitted Diseases	8	4	7	2	0	4	2	8	6	15
Salmonella	8	5	5	3	4	0	5	3	6	2
Hep C	n/a	n/a	n/a	n/a	107	5	6	10	5	7 new 24 chronic
HepB	n/a	n/a	n/a	n/a	40	0	7	1	0	4
Lyme	n/a	n/a	n/a	n/a	n/a	11	21	16	45	59
Septic system installations (new)	n/a	52	70	71	55	95	93	82	73	62
Septic system installations (repair)	n/a	54	98	81	106	74	64	71	82	45
Septic System inspections	n/a	101	107	159	110	94	111	107	113	91
Soil test applications	n/a	161	158	159	188	216	239	190	144	123
Travel Clinic Clients	867	776	645	676	809	848	1008	753	769	713
Water Supply Wells	n/a	18	22	27	17	25	21	26	31	15
Wellness Clinics (visits)	n/a	578	630	515	553	423	348	340	341	244

Figure 1- Plan Submittals April 2016 to December 2017



WWHD Organizational Chart



Revised 1/12/18

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
412 Health Services							
(60) PaymentsToAgency/Or	3,700.00	3,700.00	3,700.00	3,700.00	3,700.00		0.0%
TOTAL (412) Health Services	**3,700.00**	**3,700.00**	**3,700.00**	**3,700.00**	**3,700.00**		**0.0%**

DEPARTMENT: HUMAN SERVICES BUDGET NARRATIVE FOR FY 2018-19 (500)

DEPARTMENT SERVICES OVERVIEW: Westport's Department of Human Services is organized into three service areas: Youth Services, Social Services & Senior Services with 12 full time and 3 part time staff members. DHS serves residents of all ages utilizing strategies that promote Positive Youth Development, Family-School-Community partnerships, enhanced accessibility to local/state/federal programs, increased self-sufficiency and the identification of resources that will support residents' ability to age in place. In addition to direct services, significant staff time is dedicated to working closely with four DHS town commissions whose role is to advise program development and provide a forum for public input. Collaboration with other service providers, community organizations and funding sources are essential to the success of our department's ability to address the social, emotional, and basic needs of residents.

FY 2017 ACCOMPLISHMENTS:

- Identified and advanced local/ regional resources addressing access to health care, housing, transportation, substance abuse prevention & education, emergency preparedness and mental health.
- Maximized volunteer and interagency collaborations to enhance programs and meet the growing needs of residents. Examples of agency collaborations include AARP Tax Prep Assistance, SWCAA Choices (Medicare Assistance Program) & Protective Services, Positive Youth Development Partnership, etc.
- Continued collaboration with Police, Fire, EMT, Westport/Weston Health District, Red Cross, WPS personnel and health professionals to participate in the Emergency Management Team Preparedness Initiatives, Blight and Safer Homes Committees. Refined referral processes between departments for vulnerable populations and established a new registration/database for emergency evacuation assistance.
- Provided ongoing staff support and increased knowledge of community resources for the newly established Commission on People with Disabilities and other DHS Commissions.
- Realized approvals for WCSA Enhancement Project.
- Leveraged donations, goods and services that increased residents' ability to participate in community offerings. In FY 16-17, DHS collected cash donations, grants and fees totaling $621,380 (FY16-17) with a realized value $1.9M in goods and services delivered because of community collaborations, scholarships and in-kind services.

SOCIAL SERVICES:

- Hired new professional staff to fill previous vacancies and reorganized staff responsibilities to increase productivity and case management efficiencies as evidenced by a 2.5% increase in client contacts with 245 new clients qualifying for services since (FY 16-17), despite loss of part-time clinician in FY 17-18 budget.
- Continued income assessments for qualifying individuals, seniors and families to access programs including the CT Energy Assistance Program (15% growth from FY 15-16 to FY 16-17), and Family Programs providing over 130 children from 84 families (FY 16-17) with free or reduced childcare and enrichment activities throughout the year. A 16% increase in families serviced since FY 15-16.

YOUTH SERVICES:

- Toquet Hall diversified weekly program offerings and increased student usage from 3,903 attendees (FY 15-16) to 4,003 attendees (FY 16-17).
- WYC developed and maintained town-wide initiatives to support local business, youth-adult partnerships and youth enrichment activities.
- Provided over 150 students (FY16-17) with leadership and civic skills training through various outreach programs.
- Participated in Westport's Juvenile Review Board and co-managed $10,000 WPD grant through the OJJDP to enhance police-youth relations.

SENIOR SERVICES:

- Expanded programming hours to accommodate early mornings, Saturday afternoons and Thursday evening programs.
- WCSA continues to offer high quality congregate meal programs meals to center participants (FY 16-17: 9,808 meals) and homebound seniors (FY16-17: 9,671 Home Delivered Meals) utilizing volunteers and leveraging state and federal funding.
- WCSA staff fostered community collaborations to provide programming that addresses the social, emotional, and physical health of seniors.

FY 2018 SERVICE LEVEL GOALS:

- Continued leveraging of programs and efficiencies with collaborating partners in order to address the diverse needs of Westport residents.
    - *SOCIAL SERVICES*: Continued collaboration and resource development that collectively addresses the top presenting issues of all populations including housing, transportation, substance abuse and mental health issues.
    - *YOUTH SERVICES*: Enhanced training and program development for juvenile justice needs of school-aged population;
    - *SENIOR SERVICES*: Continued resource development for seniors to age in place while benefitting from WCSA and other senior services supports.

PERFORMANCE MEASURES:

- Number of Westport residents who access benefits and services as result of community outreach and casework efforts,
    - Ex. completed energy & heating assistance for 332 beneficiaries in FY 16-17 up from 290 beneficiaries in FY15-16 and leveraged summer scholarships for 130 children in FY 16-17 from 112 children in FY 15-16.
- Program participation and quantitative/qualitative evaluations for programs and services delivered.
- Increased caseload analysis, reporting capabilities and efficiencies realized from refinement of Client Track database

5-YR GOALS:

- Enhanced leveraging and continued relationship building of community resources to engage in community needs assessments, program development, and awareness of available programs for individuals, seniors, youth & families and people with disabilities.
- Continue to offer financial assistance to at risk residents to increase self-sufficiency and improve quality of life

    - *SOCIAL SERVICES:* Improved awareness, access and advocacy efforts for residents of all ages;
    - *YOUTH SERVICES:* Improve Toquet Hall facilities and program utilization;
    - *SENIOR SERVICES:* Completion of Enhancement of WCSA to meet program, space and usage demands and requests.

REVENUE SUMMARY: While revenues to the General Fund from this department are modest, the value of community donations (FY 16-17: $621,380) and resources that directly benefit residents is substantial as evidenced by the realization of over 1.9M in value of goods and services rendered.to income-eligible clients. This value of goods and services closely matches the town's investment in department operations.

BUDGET NOTES: Every effort is being made to maintain expenses at a current level and to collaborate with community organizations to support new and existing programs in the face of state and federal cuts. In addition, there are several unfunded state mandates that necessitate creative solutions for program access and longevity. DHS provides essential services such as income verification and application assistance for local, state, & federal programs including Energy Assistance, Renter's Rebates, Tax Abatement, and Department of Social Services programs like SNAP, cash assistance and state health insurance. In addition, state cuts and legislation have cast an additional burden on town's to provide juvenile justice, substance abuse and mental health programs to residents.

*Please see DHS 2018-19 Salary Budget Detail

Department of Human Services (500)
FY 2018-19 Organization Chart

(12 Full Time/3 Part Time Staff)

Department of Human Services Director

(1/3 from each 510, 520, 530)

Youth Services / Toquet (510)

Youth Services Program Director
SHS Student Outreach Counselor
Youth Services Program Asst. *(PT)*

Social Services, Room 200 (520)

Finance Manager
Administrative Assistant
Social Worker – Seniors
Social Worker – Youth/Families
Family Program Specialist *(PT)*
PYD Program Mgr. *(PT)*

Senior Services/ WCSA (530)

Director
Administrative Assistant
Receptionist
Sr. Nutrition Program Coordinator
CSA Program Manager

DEPARTMENT: HUMAN SERVICES
Budget Division: Youth Services Narrative Detail (510)

Division Overview: Westport Youth Service Bureau (YSB) /Positive Youth Development (PYD) initiatives include the coordination and implementation of programming to support children and families. Town programs provide opportunities and resources that encourage social and emotional growth & develop student leadership skills. Programs are facilitated by professional staff located at Toquet Hall & in the Student Outreach Counselor Office at Staples High School in collaboration with our clinical staff at Town Hall. School-community partnerships are coordinated under PYD prevention and education programs, facilitated by Social Services staff at Town Hall. Staff serve on several local and state community boards and manage an online Community Resource Directory.

- Toquet Hall Teen Center: Management of day-to-day operation and maintenance of Toquet Hall including facility rental, and non-school hour programs. Continued increase of usage in FY16-17 (4,003 weekend visits/67 events) and enhanced programming/community outreach hub for community/business collaborative programs (SHS Clubs, Private schools, Merchants, and Community Agencies). Toquet is designated as a Kids in Crisis safety zone in addition to referral source for at-risk youth. Middle (MTGB) & high school (TGB) teen governing advisory boards & first CT chapter of Earth Guardians
- The Westport Youth Commission initiatives (FY 16-17) include the Westport iMentor Program reaching over 450 middle school students, Student Discount Program (40 participating merchants); Police Partnerships (w/ TAG & WPD), Student Creation Market (showcasing 14 student vendors and attracting 200+ visitors) & 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:
    - Westport Mentor Program (FY 16-17) 25 students in grades K-12 matched with mentors,
    - Community Service Corps (CSC)* (FY16-17) placed 58 6th-8th grade student volunteers to assist 10 agencies;
    - PYD/Parent Education, collaboration with WPS quarterly PYD/Health and Wellness Committee included 6 professional presentations reaching over 500 parents and program promotion to 1500+ via "PYDoings" email newsletter in (FY16-17);
    - Kool to be Kind (K2BK) 95 high school kids received empathy-based training to work in all five elementary schools (FY16-17);
    - The Teen Awareness Group (TAG), advised by the SOC, focuses on substance abuse prevention, education and awareness of responsible decision-making. TAG provided the school community with over 15 trainings/presentations reaching 1850 students and faculty in FY 16-17;
    - Family Support Team Coordinator, town/school professional casework meetings to address the needs of families in the community;
    - Juvenile Review Board (JRB) in collaboration with the Norwalk Youth Services, DHS staff work with the WPS and WPD to address youth behaviors and divert young people from the Juvenile Justice System (FY 16-17) 15 cases;
    - Annual Mental Health Breakfast, town, school and community professional networking event (FY16-17) 100+ participants;
- Westport Police-Youth Club - collaboration w/WPD and Westport YSB, funded by second annual $10,000 grant from the CT Office of Policy & Management Juvenile Justice Division (OJJDP), to enhance police-youth community building & conduct community service.
- Student Outreach Counselor (SOC): provides professional counseling support and short-term crisis intervention to Westport youth/students & their families and clinical consultation for mental health and substance abuse prevention & intervention issues including group and individual counseling to the community (FY16-17) 286 referrals/1290 client contacts;

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
510 Youth Services							
(01) Salaries	197,490.53	195,235.00	200,421.00	202,123.00	202,123.00		0.8%
(03) EH & OT	5,471.76	11,000.00	11,000.00	11,000.00	11,000.00		0.0%
(15) Transportation Allowance	271.29	350.00	350.00	350.00	350.00		0.0%
(18) Fees & Services	15,514.71	19,000.00	19,000.00	19,105.00	19,105.00		0.6%
(19) Contract Services	33,117.97	34,112.00	34,112.00	35,136.00	35,136.00		3.0%
(30) Facility Maint.	1,048.98	2,500.00	2,500.00	2,500.00	2,500.00		0.0%
(33) Advert & Print	400.00	400.00	400.00	100.00	100.00		-75.0%
(34) Postage	33.91	400.00	400.00	100.00	100.00		-75.0%
(41) Supplies	1,718.25	2,100.00	2,100.00	2,185.00	2,185.00		4.0%
(59) Education & Exp.	311.88	300.00	300.00	300.00	300.00		0.0%
(CF) Computers	937.99	0.00	0.00	0.00	0.00		0.0%
TOTAL (510) Youth Services	**256,317.27**	**265,397.00**	**270,583.00**	**272,899.00**	**272,899.00**		**0.9%**

510 - YOUTH SERVICES BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salary Totals	2018-19 Salary Totals
0.33	Director				$ 110,000	$ 36,667	$ 36,667
1.00	Student Outreach Counselor, SHS				$ 73,800	$ 73,800	$ 73,800
1.00	Youth Services Program Director				$ 71,896	$ 71,896	$ 71,896
1.00	Youth Services Program Assistant		20	988	$ 19,760	$ 19,760	$ 19,760
3.33	TOTAL SALARIES:					$ 202,123	**$ 202,123**

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT Totals	2018-19 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
	TOTAL EXTRA HELP & OVERTIME:						**$ 11,000**

510 - YOUTH SERVICES

	Account	Description
$ 202,123	Salary	2 Full-time, master's level staff and 1 part-time
$ 11,000	*Extra Help*	Part time/per diem staff to assist with weekend events ($10,000) & polic
$ 350	*Transportation*	Travel expense for professional meetings, program development ($350)
$ 19,105	*Fees & Services*	Includes: Eversource ($8,390), SGC ($1,551), HVAC ($720),
		Burglar/Fire Alarm/Security Service ($780), Cable Internet Service ($1,0
		Elevator Maintenance & Safety Certification ($804), Cleaning Service ($
		Website fees (120), ASCAP fees ($341), SESAC fees ($793), BMI Fees
$ 35,136	*Contract Services*	Toquet Hall rent - 3% annual increase per lease
$ 2,500	*Facility Maintenance*	$2,500 per Public Works
$ 100	*Advertising & Printing*	Toquet Hall Brochures ($100) decrease to shift funds to 520
$ 100	*Postage*	General correspondence, Youth Commission, program information/announcements ($100) decrease to shift funds to 520
$ 2,185	*Supplies*	Office Supplies ($2,085), Toquet Hall Snack Bar (100)
$ 300	*Education & Expenses*	Professional Membership & Staff Development, Conference Fees ($300
$ 272,899	**TOTAL REQUEST**	

DEPARTMENT: HUMAN SERVICES
Budget Division: Social Services Narrative Detail (520)

Division Overview: The Social Services budget covers salaries for the professional services of four Masters level professionals, two part-time Program Coordinators, 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, personal fulfilment and community supports.

Services provided include:

- **Information, assessment, counseling & referral services** for residents of all ages include, but are not limited to:
    - **Technical assistance** for residents to determine eligibility and provide access to local, state and federal programs including DSS, SNAP, Medicare/Medicaid, Social Security, disability, health insurance, housing and other benefit programs.
    - **Prevention and intervention services** in collaboration with Positive Directions, police, fire, medical providers, schools and private individuals;
    - **Social services assessment** and **case management** for residents 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 programs including Parks & Rec., Continuing Ed, Little League, Soccer, Family Y and others;
    - **Collaboration** and **resource development** with partnering agencies to enhance supports 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.

- **Casework**: (FY 16-17) 2,013 Case contacts with over 6,000 direct contact hours, 245 new client intakes from 76 households, a 3.7% increase from last FY
    - **Energy Assistance including CEAP and Westport Warm-up/Operation Fuel** assisting 332 households (FY16-17) with $129,056 in benefits.
    - **Renter's Rebate** (FY16-17) 92 households receiving $41,467 valued benefits and
    - **Tax Relief** (FY 16-17) processing 11 applications for homebound residents with realized value of $31,200.
    - **Emergency food & financial assistance** (FY16-17) managing 114 requests for emergency food including WWC groceries and $3,810 in donated gift cards and emergency financial assistance to 82 residents totaling $22,000 from Town Emergency Assistance and Winter Fuel Funds.
    - **Family Programs** raised funds and distributed goods & services to 141 income eligible families valued over $175,000 (FY16-17)

- **AARP Tax Assistance Program**: (FY16-17) 748 tax returns for low/moderate income households returning almost $825,800 to residents. **CT Works Career Coach**: (FY16-17) offered 9 free monthly instructional computer classes at Town Hall to employed & under employed residents valued at $6,300

- **Westport Prevention Coalition:** (est. FY 17-18) new partnership with Positive Directions to develop a five-year strategic plan to address substance abuse prevention and intervention across the age span. Utilizing the State of CT's Strategic Prevention Framework, agency partners include the Southwest Regional Mental Health Board, the Mid-Fairfield Substance Abuse Coalition, Positive Directions, Positive Youth Development, Silver Hill Hosp. and AmeriCorps (RYASAP).

- **Collaborative projects** with all four DHS commissions, and several other community partners addressing community social service needs.

- **Emergency management:** Planning & participation in state, regional and local emergency services with special concern for families, seniors and populations with special needs. Training and management of emergency shelter/warming stations in collaboration with WPD, WFD, Public Works, WW Health District & Red Cross.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
520 Social Services							
(01) Salaries	358,234.77	358,406.00	368,749.00	373,059.00	373,059.00		1.2%
(03) EH & OT	10,832.25	10,631.00	10,631.00	10,631.00	10,631.00		0.0%
(15) Transportation Allowance	393.58	625.00	625.00	1,125.00	1,125.00		80.0%
(18) Fees & Services	12,500.00	13,000.00	13,000.00	13,000.00	13,000.00		0.0%
(26) Equip Maint/Oper	2,445.65	2,500.00	2,500.00	2,554.00	2,554.00		2.2%
(33) Advert & Print	1,100.00	1,580.00	1,580.00	1,580.00	1,580.00		0.0%
(34) Postage	1,545.68	1,500.00	1,500.00	1,800.00	1,800.00		20.0%
(41) Supplies	3,250.00	3,350.00	3,350.00	3,350.00	3,350.00		0.0%
(59) Education & Exp.	3,354.95	3,380.00	3,380.00	4,265.00	4,265.00		26.2%
(62) Public Assistance	10,000.00	8,000.00	8,000.00	8,000.00	8,000.00		0.0%
(CD) Office Equipment	1,155.88	1,000.00	1,000.00	1,693.00	1,693.00		69.3%
(CG) Software	13,294.24	13,822.00	13,822.00	14,373.00	14,373.00		4.0%
TOTAL (520) Social Services	**418,107.00**	**417,794.00**	**428,137.00**	**435,430.00**	**435,430.00**		**1.7%**

520 - SOCIAL SERVICES BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salary Totals	2018-19 Salary Totals
0.33	Director	n/a			$ 110,000	**$ 36,667**	$ 36,667
1.00	Assistant Director, now Finance Manager as of 17-18	n/a			$ 83,922	**$ 83,922**	$ 83,922
1.00	Administrative Assistant II	V-7			$ 60,768	**$ 60,768**	$ 60,768
1.00	Social Worker	n/a			$ 70,477	**$ 70,477**	$ 70,477
1.00	Social Worker	n/a			$ 55,000	**-**	$ 55,000
1.00	Human Services Program Specialist	n/a			$ 6,701	**$ 70,705**	$ 6,701
1.00	Family Program Coordinator	n/a			$ 37,297	$ 37,297	$ 37,297
1.00	PYD/Grants Manager	n/a			$ 9,100	**$ 9,100**	$ 22,227
7.33	TOTAL SALARIES:					**$ 368,936**	**$ 373,059**

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT rate	2017-18 EH&OT Totals	2018-2019 EH & OT Totals
1.00	Secretarial	n/a	$ 11	$ 988	$ -	$ 10,631	$ 10,631
	TOTAL EXTRA HELP:					$ 10,631	$ 10,631

520 - SOCIAL SERVICES

	Account	Description
$ 373,059	*Salaries*	Staff realignment Program Specialist position eliminated to shift responsiblities to new Finance Manager position in lieu of Assistant Director position. Part Time PYD Manager (formerly grant based) to 520 salary line to more accurately reflect nature of work and clients served.
$ 10,631	*Extra help & Overtime*	Part time/per diem secretarial assistance ($10,631)
$ 1,125	*Transportation*	Travel expense for professional meetings, casework ($1,125); increase due to location of regional collaborators
$ 13,000	*Fees & Services*	Homes With Hope Inc. ($13,000)
$ 2,554	*Equipment Maintenance*	Copier (lease & usage charges) and Printer Cartridges ($2,554)
$ 1,580	*Advertising & Printing*	Department brochures, envelopes, letterhead, business cards ($1580)
$ 1,800	*Postage*	Program announcements/information ($1,800) increased funds moved from 510 General correspondence
$ 1,693	*Office Equipment*	For necessary office equip upgrades ($1,693)
$ 3,350	*Supplies*	Office Supplies, Meeting Supplies ($3,350)
$ 14,373	*Computer Software*	Client Track licensing fees ,web-based client database ($14,373) per contract
$ 4,265	*Education & Expenses*	Professional Development Seminars and Conferences for staff ($4,265), increased line from 530
$ 8,000	*Public Assistance/Emergency Assist.*	Response to resident's needs for emergency assistance ($8,000)
$ 435,430	**TOTAL REQUEST**	

DEPARTMENT: HUMAN SERVICES
Budget Division: Senior Services Narrative Detail (530)

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; Information and Referrals to assist senior population access available resources and supports; Increased use of volunteers and enhanced partnership with agencies to provide programming & assistance to older population.

Casework services provided under the Social Services (520) budget division in close collaboration with WCSA include short-term Counseling and Protective Services; Tax Relief and Renter's Relief Programs; Energy Assistance, Information & Referral and General Assistance (e.g. alternative housing resources, transportation, Medicare Part D, Social Security, SNAP, legal services, adult daycare),

A New Perspective, a twice yearly newsletter available online, and a Directory of Resources for Older Adults.

- The Westport Center for Senior Activities offers recreational, cultural, social and educational programs averaging (FY 16-17) 25 programs per day; 3,081 seniors ages 60 – 100+ are registered in database; Weekly Constant Contact messages sent to 1,456 persons.

- The Friends of the WCSA, a 501C3, offers additional monthly cultural programs on Sun afternoons and other complementary supports to the WCSA.

- The Senior Nutrition program served 9,808 café meals and 9,671 Home Delivered Meals (FY 16 - 17)

- The WCSA is the Town's official community warming/cooling center and emergency shelter for the disabled, frail or elderly in the event of emergencies. Westport's first responders also utilize WCSA during weather emergencies.

- Operation of the WCSA requires:
  - Management of 117 volunteers and 49 paid instructors (FY 16-17);
  - 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, S.L.O.B.S. and more)

- Continued and enhanced 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 facilitating diverse program offerings at no fee or a nominal rate.

- WCSA Enhancement Committee received full support and approvals for project – scheduled to break ground in March of 2018.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
530 Senior Services							
(01) Salaries	327,491.13	320,839.00	332,900.43	334,934.00	334,934.00		0.6%
(03) EH & OT	19,197.60	37,019.00	37,019.00	67,019.00	67,019.00		81.0%
(15) Transportation Allowance	887.90	1,000.00	1,000.00	500.00	500.00		-50.0%
(18) Fees & Services	26,897.84	26,191.00	26,191.00	31,354.00	31,354.00		19.7%
(30) Facility Maint.	5,144.22	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
(33) Advert & Print	6,200.00	8,321.00	8,321.00	8,321.00	8,321.00		0.0%
(34) Postage	3,964.51	3,500.00	3,500.00	3,500.00	3,500.00		0.0%
(41) Supplies	2,395.41	3,130.00	3,130.00	3,130.00	3,130.00		0.0%
(49) Other Material/Supp	12,631.82	13,836.00	13,836.00	13,836.00	13,836.00		0.0%
(59) Education & Exp.	1,300.00	1,300.00	1,300.00	500.00	500.00		-61.5%
(62) Public Assistance	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00		0.0%
(CF) Computers	710.60	0.00	0.00	0.00	0.00		0.0%
TOTAL (530) Senior Services	**418,821.03**	**432,136.00**	**444,197.43**	**480,094.00**	**480,094.00**		**8.1%**

530 - SENIOR SERVICES BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salary total	2018-19 Salary Totals
0.33	Director	n/a			$ 110,000	**$ 36,667**	$ 36,667
1.00	CSA Director	n/a			$ 93,265	**$ 93,265**	$ 93,265
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			$ 60,969	**$ 60,969**	$ 60,969
1.00	Nutrition Program Coordinator	n/a			$ 37,856	**$ 37,856**	$ 37,856
1.00	Senior Program Coordinator (P.T.)	n/a	$ 32		$ -	**$ -**	$ -
1.00	Human Services Program Speciali	n/a	$ 35		$ -	**$ -**	$ -
7.33	**TOTAL SALARIES:**					**$ 334,934**	**$ 334,934**

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT Totals	2018-2019 EH & OT Totals
1.00	Chef					$ 6,000	$ 36,000
	Temp HDM Staff						$ -
	Weekends at WCSA					**$ 8,000**	$ 8,000
	Extended hours at WCSA					**$ 7,500**	$ 7,500
1.00	Dishwasher					**$ 14,079**	$ 14,079
	Custodial	n/a	$ 30	48		$ 1,440	$ 1,440
	TOTAL EXTRA HELP:					**$ 31,019**	**$ 67,019**

530 - SENIOR SERVICES

	Account	Description
$ 334,934	*Salaries*	Staff salaries, not including union increases ($333,267)
$ 67,019	*Extra Help*	Cuts in state subsidies for Congregate Meal program & increase in food costs necessitate a renegotiated pay for on-site chef contracted with Catholic Charities (from $6,000/FY16-17 to $36,000/FY 17-18)
$ 500	*Transportation*	Travel expense for professional meetings, casework ($500)
$ 31,354	*Fees & Services*	Instructor Fees ($17,500) - 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 ($2,250);
		Kitchen Maintenance ($2,000);Senior Express ($250) - annual maintenance & support for HDM software program
$ 5,000	*Facilities Maintenance*	CSA annual maintenance expense per Public Works ($5,000)
$ 8,321	*Advertising & Printing*	Perspective-2 issues layout & printing ($2,720); Westport Warm Up ($2777); Dept. brochures, letterhead, etc. $2824)
$ 3,500	*Postage*	Adm. ($1200), Bulk Permit ($220), Warm Up Fund mailing ($1500) +Misc (
$ 3,130	*Supplies*	Adm. Supplies ($3,130)- Includes CSA Printer Cartridges ($500)
$ 13,836	*Other Materials & Supplies*	CSA Program/Event Supplies ($13,836) class supplies and refreshments
$ 500	*Education & Expenses*	Professional Membership & Staff Development, Conference Fees ($500) reduced to shift funds to 520
$ 12,000	*Public Assistance/Winter Fuel*	Emergency assistance to residents for fuel expenses ($12,000)
$ 480,094	**TOTAL REQUEST**	

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
650 Board of Education							
(18) Fees & Services	291.80	0.00	0.00	0.00	0.00		0.0%
(61) Board of Education	111,922,243.65	114,377,346.00	114,377,346.00	118,913,712.00	118,913,712.00		4.0%
(63) Program Expenses	121,227.80	138,392.00	138,392.00	124,225.00	124,225.00		-10.2%
(CH) Equipment-Other	31,219.42	0.00	0.00	0.00	0.00		0.0%
TOTAL (650) Board of Education	**112,074,982.67**	**114,515,738.00**	**114,515,738.00**	**119,037,937.00**	**119,037,937.00**		**3.9%**

WESTPORT PUBLIC SCHOOLS
SUPERINTENDENT'S FY 2018-19 PROPOSED BUDGET

Line Item Budget

2014-2015 Year-End Expense	2015-2016 Year-End Expense	2016-2017 Year-End Expense	2017-2018 BUDGET	2017-2018 Projected Expense	DESCRIPTIONS	FY 2018-19 CURRENT SERVICES	FY 2018-19 ENROLL-MENT	FY 2018-19 CHANGE TO PROGRAM	FY 2018-19 2018-2019 PROPOSED BUDGET	*DIFF PROPOSED 17-18 BUD*	*% CHG 18/19 TO 17-18 BUD*
70,405,746	72,062,442	74,143,312	75,806,555	75,297,916	100 TOTAL SALARIES	77,280,899	148,756	76,876	77,506,530	1,699,975	2.24%
17,416,145	17,328,620	16,033,609	16,607,731	16,611,518	200 TOTAL BENEFITS	19,587,222	54,000	20,000	19,661,222	3,053,491	18.39%
1,323,034	1,471,054	1,685,687	1,961,143	2,119,249	300 TOTAL PURCHASED SVCS	2,029,689	-	-	2,029,689	68,546	3.50%
7,241,406	5,768,207	6,307,594	6,485,448	6,319,972	400 TOTAL PROPERTY SVCS	6,091,186	-	-	6,091,186	(394,262)	-6.08%
7,965,353	8,082,040	8,931,586	9,132,122	9,244,593	500 TOTAL OTHER PURCH SVCS	9,524,773	-	(180,000)	9,344,773	212,651	2.33%
2,805,915	2,716,296	2,787,006	2,843,477	2,843,477	600 TOTAL SUPPLIES, ETC.	2,758,425	-	-	2,758,425	(85,052)	-2.99%
1,317,783	1,802,765	1,471,782	1,028,676	1,028,668	700 TOTAL EQUIPMENT	1,231,787	-	-	1,231,787	203,111	19.74%
503,859	506,373	530,233	512,194	512,194	800 TOTAL OTHER	546,589	-	-	546,589	34,395	6.72%
$ 108,979,245	$ 109,737,799	$ 111,890,811	$ 114,377,346	$ 113,977,587	TOTAL	$ 119,050,570	$ 202,756	$ (83,125)	$ 119,170,202	$ 4,792,855	4.19%
					DOLLAR DIFFERENCE	$ 4,673,224	$ 202,756	$ (83,125)	$ 4,792,855		
					PERCENT CHANGE	4.09%	0.18%	-0.07%	4.19%		

WESTPORT PUBLIC SCHOOLS
ESTIMATE REVENUES FOR 2018-2019

Description	2011-2012 Revenue Actual	2012-2013 Revenue Actual	2013-2014 Revenue Actual	2014-2015 Revenue Actual	2015-2016 Revenue Actual	2016-2017 Revenue Actual	2017-2018 Revenue Estimate	2018-2019 Revenue Estimate	2018-2019 Increase/ (Decrease)
STATE REVENUE									
Educational Cost Sharing Grant	1,988,255	1,988,255	1,988,255	1,990,079	1,997,431	454,422	384,440	473,152	88,712
Transportation Grant	711	696	296	287	252	-	-	-	-
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	$ 454,422	$ 384,440	$ 473,152	$ 88,712
TUITION REVENUES									
Stepping Stones Pre-School	84,975	116,674	86,177	133,979	148,287	157,878	138,392	124,225	(14,167)
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	136,666	126,958	144,942	17,984
	$ 222,108	$ 275,299	$ 241,211	$ 285,643	$ 301,943	$ 294,544	$ 265,350	$ 269,167	$ 3,817
MISCELLANEOUS REVENUES									
Staples Trust Fund	16,372	24,135	17,000	22,924	17,000	17,000	17,000	17,000	-
School Construction Grants	388,248	310,845	290,111	279,412	268,753	251,973	228,942	220,655	(8,287)
Rentals & Reimbursements	142,412	131,597	125,257	148,566	147,951	140,592	148,000	141,000	(7,000)
Miscellaneous Revenues	12,204	-	-	4,606	-	-	-	-	-
	$ 559,236	$ 466,577	$ 432,368	455,508	433,704	409,565	393,942	378,655	(15,287)
	$ 2,787,060	**$ 2,747,577**	**$ 2,678,880**	**$ 2,731,517**	**$ 2,733,330**	**$ 1,158,531**	**$ 1,043,732**	**$ 1,120,974**	**$ 77,242**

WESTPORT PUBLIC SCHOOLS
PRIVATE SCHOOL BUDGET

Object Code	Description	2011-2012 Year-End Expenditures	2013-2014 Year-End Expenditures	2014-2015 Year-End Expenditures	2015-2016 Year-End Expenditures	2016-2017 Year-End Expenditures	2017-2018 ADOPTED BUDGET	2018-2019 PROPOSED BUDGET
109	Special Ed Teacher	46,798	52,066	53,003	54,063	51,057	51,823	52,601
126	Nurses	41,843	43,977	45,170	46,525	48,640	49,612	50,605
155	Non-Certified Subs	-	945	-	-	-	-	
210	Health Insurance	13,770	14,045	12,503	14,628	14,628	15,374	17,357
220	FICA/Med	3,709	3,872	4,132	4,222	4,312	4,547	4,634
510	Pupil Transportation	164,400	169,804	178,400	195,449	213,038	223,692	238,048
517	Pupil Transp - Fuel, Buses	17,486	27,137	28,540	27,528	25,663	23,750	23,750
	TOTAL	$ 288,006	$ 311,846	$ 321,748	$ 342,415	$ 357,337	$ 368,796	$ 386,995

WESTPORT PUBLIC SCHOOLS
2018-2019 REVENUE OFFSET BUDGETS

		# Students	Project Return & Special Ed	# Students	Pre-School	Total Revenue Offset Budgets
PROJECTED REVENUE			$ -		$ 124,225	$ 124,225
Tuition Type	Est. Tuition					
PRE-SCHOOL						
5 days per week	$ 6,529			9	$ 58,763	58,763
Extended Day	$ 10,071			6	$ 60,426	60,426
Employee Extended Day	$ 2,518			2	$ 5,036	5,036
APPROPRIATION REQUESTED		0	$ -	17	$ 124,225	$ 124,225
BUDGETED EXPENDITURES						
STAFF						
Teacher				0.20	21,040	21,040
Paraprofessionals				1.00	$ 35,185	35,185
BENEFITS						
Health					$ 20,000	20,000
Social Security/Medicare					$ 2,997	2,997
CONTRACTED SERVICES						
(OT/PT, Consultations, Evals, Other)					$ 45,003	45,003
PROJECTED EXPENDITURES		0	$ -	1.20	$ 124,225	$ 124,225

Revenue generated but no appropriation requested for:

Non Resident Tuition	$ 15,000
Employee Tuition	$ 144,942
	$ 159,942

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
651 BOE Rentals/Reimbursements							
(63) Program Expenses	140,591.94	0.00	0.00	0.00	0.00		0.0%
TOTAL (651) BOE Rentals/Reimb	**140,591.94**	**0.00**	**0.00**	**0.00**	**0.00**		**0.0%**

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
652 Aid to Pvt & Parochial Schools							
(63) Program Expenses	357,337.09	368,798.00	368,798.00	386,995.00	386,995.00		4.9%
TOTAL (652) Aid to Pvt & Paroch	**357,337.09**	**368,798.00**	**368,798.00**	**386,995.00**	**386,995.00**		**4.9%**

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
654 Debt Service-Long Term							
(56) Principal	9,131,940.00	9,126,000.00	9,180,500.00	9,091,000.00	9,091,000.00		-1.0%
(57) Interest	2,143,120.78	1,835,996.50	1,873,055.50	1,537,162.00	1,537,162.00		-17.9%
TOTAL (654) Debt Serv-Long Term	**11,275,060.78**	**10,961,996.50**	**11,053,555.50**	**10,628,162.00**	**10,628,162.00**		**-3.8%**

654 - BOE DEBT SERVICE (LONG TERM) BUDGET 2018-2019

Long Term Financing	Principal	Interest
Debt Service Payments Due on Outstanding Issues	9,091,000	1,537,162
TOTAL BONDS:	**9,091,000**	**1,537,162**

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	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
750 Library Board							
(60) PaymentsToAgency/Or	4,617,851.00	4,542,851.00	4,542,851.00	4,532,739.00	4,532,739.00		-0.2%
TOTAL (750) Library Board	**4,617,851.00**	**4,542,851.00**	**4,542,851.00**	**4,532,739.00**	**4,532,739.00**		**-0.2%**

Updated 2/9/18

THE WESTPORT LIBRARY

OPERATING BUDGET REQUEST FOR 2018-2019

For the Westport Library, operations in the 2018-2019 fiscal year will not be typical. In September 2017, the long-awaited Transformation project began. The ambitious renovation is expected to take just under two years. As a result, the coming months will continue to be a period of transition for our physical plant, for our operations, and for our team. All of which has implications for our budget. We are currently operating on the top two floors of the Library. In the spring of 2018, we will relocate to the Riverwalk Level and operate in approximately twenty percent of our normal space. In the spring of 2019, when renovations on the Main and Upper Levels will be complete, staff will move back to the upper two floors, while the Riverwalk Level is converted from temporary space to its final configuration. Completion of the full Transformation is anticipated in the summer of 2019. Every phase of the Transformation will require a well-thought out transition of materials, people, equipment and services. During this transition period, some costs will decrease, and some will increase. In recognition of the State's fiscal circumstances and despite the uncertainty inherent in the Library's situation, we are submitting a .2% reduction in our request for Town funding for the coming year. Along with our budget request, 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

Fourth Year

For the fourth time, The Westport Library was awarded the Five Star level. The Library Journal Index of Public Library Service 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 7,409 libraries scored this year, 259 libraries, only 3.5%, were awarded ratings between three to five stars. Only 85 libraries (1.1%) were awarded five stars. The Greenwich Library was the only other library in Connecticut to be ranked at the Five Star level.

THE LIBRARY LANDSCAPE:

Public libraries continue to witness, and be an integral, supportive part of, a revolutionary transition from 20th century learning to 21st century learning. As the distribution and consumption of information evolves from the printed page to include digital formats, so does the function of the library. 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 media, services and programs. With generous help from the Town, donors, and sponsors, the

Library facilitates the sharing of expertise, ideas and experiences, and is a vibrant hub where residents discover, learn, and make things together.

REDUCTION IN TOTAL BUDGET

- ► The Library is requesting $4,532,739 appropriation from the Town. This is a reduction of .2% or $10,112.
- ► The Library's proposed budget for FY 2019 totals $5,423,044. This represents a reduction of $231,466 or 4%, from the current year's budget.
- ► Full time equivalent positions drop by a net of 3.4, for a total of 46.1 FTE's, as a result of a temporary reduction in part-time hours.
- ► Total net salaries decrease 0.8% or $25,609. Net employee benefits, including insurance and FICA, increase .3%, or $2,550.

With an average of 1,100 visitors per day, the Library is the leading attraction to Westport's vibrant downtown businesses center. It brings 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. On any given day, a broad range of community residents, from toddlers to school-age students to 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. The Library serves as a catalyst for supporting innovation and entrepreneurship in Westport. By acting as a leader in participatory learning among public libraries, the Library enhances the reputation of the Town of Westport.

THE TRANSFORMATION PROCESS:

The Transformation was designed to be accomplished in phases so that the Library can remain open throughout the construction process, providing services to the community from its central, familiar location, and so that it can avoid the approximately $2 million in rental, site preparation and moving expenses that would be necessitated by a move to an off-site location (or locations) during the roughly two years of construction.

The first phase of the renovation, currently underway in the Riverwalk Level is scheduled to be completed in May 2018. Then, the Library will move down to the Riverwalk Level and construction will begin on the upper two floors. Once that phase is completed, the Library will move to the renovated upper two floors, while 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 hold a ribbon cutting for the newly "Transformed" Library.

THE COMING YEAR:

For most of the 2018-2019 fiscal year, the Library will be operating on one level, the Riverwalk Level, instead of on three levels. The reduced space will require fewer part-time staff hours, resulting in a temporary net reduction of full-time equivalent employees (FTEs) from 49 to 46.1, or 3.4 fewer FTEs.

Despite the reduction in space, the Library plans to continue to provide the community with a broad panoply of programs, by holding many programs at different locations throughout Westport, in addition to those that will continue to be offered on site. Programs held offsite will require some additional staff for set up and support and there will be some costs for use of offsite space.

The Communications staff will be challenged to counter any potential perception that, since the Library is operating in a smaller space, it may not be worth coming to the Library. In addition, they will develop strong, consistent, and clear communications to ensure patrons are aware what, where and when programs, and other off-site services, will be offered. They will use social media, the press, our website and other communication tools to achieve this goal. The upgraded Website they are creating will help improve our patrons' user experience and make materials and databases easier to access on the website.

Materials selection and processing will remain an important function. With a smaller physical Collection during the transition period, we must select even more wisely to ensure that our materials are meeting patrons' needs. Simultaneously, during the interim phase, staff will be evaluating and planning for the expanded Collection for the Transformed building. Due to the reduced space available on the Riverwalk Level there will be fewer hard copy books for patrons and, to meet the needs of our customers, we expect that we will be a need to provide more interlibrary loans from other libraries. The Library will do everything possible to get the materials patrons want into their hands during the interim phase; expansion of interlibrary loan services (ILL) will play an important role. Processing ILL requests additional support from staff to help source, request and process materials obtained from other libraries.

The nature of the support the Library provides to patrons has changed over time. Interactions have increasingly evolved from being transactional to being more focused on adding value. Our statistics show that patrons are increasingly coming to the Library for human interactions, including collaborating with others, attending programs, using the Library as a co-working space, and seeking reference

assistance. 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.

Repair & maintenance costs for the mechanical systems are expected to drop as new mechanical, elevator and electrical systems are brought online. The cost of maintaining the landscaping/plantings around the Library building and operating and maintaining the outside sprinkler system also will be reduced during the construction period as a result of the construction taking place around the perimeter of the building.

FY 18/19 - Summary of Budget Increase/Decrease Components

	FTE		
Staffing Adjustments			
Temporary Position Decreases (part time)	3.40	($74,487)	
Salary Changes		$48,878	
FICA & Benefit Changes		$2,550	
Total Staffing Adjustments	**3.40**		**($23,059)**
Operating Adjustments			
O & M and Operating Costs		($99,979)	
IT Fees, Hardware & Software		($7,702)	
Program & Lending Material Purchases		($16,938)	
Café & Retail Expenses		($80,979)	
Other Expenses		($2,809)	
Total Operating Adjustments			**($208,407)**
Total Budget Increase/(Decrease)			**($231,466)**

We expect a reduction in janitorial and custodial service costs, 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 the coming year for a net savings of just under $100,000.

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 two years, Library staff have provided training, on-and-off-site, to patrons on how to download materials onto their personal devices. As digital technology continues to develop and as its application in the Library expands we need 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 to get the necessary infrastructure in place. But once this has been completed, we won't have to purchase expensive servers and future hardware purchases will be less expensive and require less staff time for maintenance and service. There should also be less downtime and it will be easier to access files from anywhere at any time.

The main IT goal 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.

Since space will be limited over the next year, the total annual purchases of physical materials will be reduced by 7.6%. However, we anticipate a continued increase in patrons' enjoyment of e-Books, downloadable magazines, and streaming materials, which have been areas of significant growth over the last three years. Circulation of downloadable materials has been steadily increasing as more patrons become familiar with the digital services the Library offers, their comfort with the technology increases and as the Library continues to provide training and support with using these services. Consequently, the budget for e-Books and streaming materials is increased by 20%.

ANTICIPATED REVENUE CHANGES:

As identified in detail in last year's budget narrative, the Library is expecting several sources of revenue to decline in the coming fiscal year. During the phasing of the Transformation, the Library will operate in a smaller space, with fewer meeting rooms, less programming space and more offsite programs. As a result, we anticipate that fewer patrons will be coming to the Library. This will adversely impact nearly all sources of the Library's revenues.

We expect lower revenue from the sale of books at author programs, fewer fines and meeting room fees being collected, less copying and printing by patrons, and less miscellaneous income. As programs move offsite, income from those programs will drop and/or costs for programming space will be incurred. As a result, we are projecting a 20% reduction in Library fees and charges. We will continue to offer coffee and pastries while operating on the Riverwalk Level. However, the space for the café and store will be very limited, and fewer patrons are expected to visit the Library. Accordingly, we project a loss of approximately 79% in revenue from the café and store. However, much of this lost revenue will be offset by savings in operating supplies and other costs. The space for the café and store will be far larger in the Transformed building, so over the coming year, the Retail Manager will be evaluating and planning the product assortment for the new store, exploring ways to integrate the café with expanded programming, and reviewing and considering a variety of business and revenue opportunities to pursue in the newly remodeled space.

Because of the ongoing renovation activities, the Library's major annual fund-raising event, BOOKED for the Evening, will not be held in the Library this year. The higher costs associated with holding the event in an offsite location which we anticipate will reduce revenues by 15%.

The Library's other major source of annual fund-raising is the Library's Annual Appeal to our patrons. However, now that the Capital Campaign has entered the "public phase" and we are now actively soliciting contributions to the Capital Campaign from the public, we are finding that

many donors are splitting their usual donations between the Annual Appeal and the Capital Campaign, or directing their entire annual donation to the campaign. As a result, we are projecting a decrease of approximately 15% in revenues derived from the Annual Appeal for this year. This is common during capital campaigns and was not unexpected. Based on experience, we believe that the decrease is temporary and that, once the Capital Campaign is concluded and the Transformation is completed, patrons' annual contributions will revive. Overall, the Library anticipates raising $246,353 less in annual revenues, versus what we would expect in a normal year.

The Library leadership and Board will continue to use their best efforts to minimize the impact of the above revenue reductions through aggressive fund-raising activities and prudent use of current resources.

CONCLUSION

Based on all the above and other minor changes, the Library's proposed operating budget for FY 2018-2019 totals $5,423,044, which represents an overall decrease of 4%. For the reasons outlined above, we are projecting a net decrease in Library-generated revenues of 20%. As a result, our appropriation request from the Town is $4,532,739, a reduction of .2% or $10,112 from current year budget.

For comparison purposes, the following expenses, totaling $1,243,142, are included in the Library's proposed budget but are not included in most other Town departmental budgets:

	Proposed FY 2019
Medical Insurance & Other Benefits for Current Employees & Retirees	$ 883,707
Amortization of Roof Loan Repayment	$ 27,526
Utilities, Building Maintenance, Leasing & Repair Costs	$ 254,859
Property & Liability Insurance	$ 77,050
Total	$ 1,243,142

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

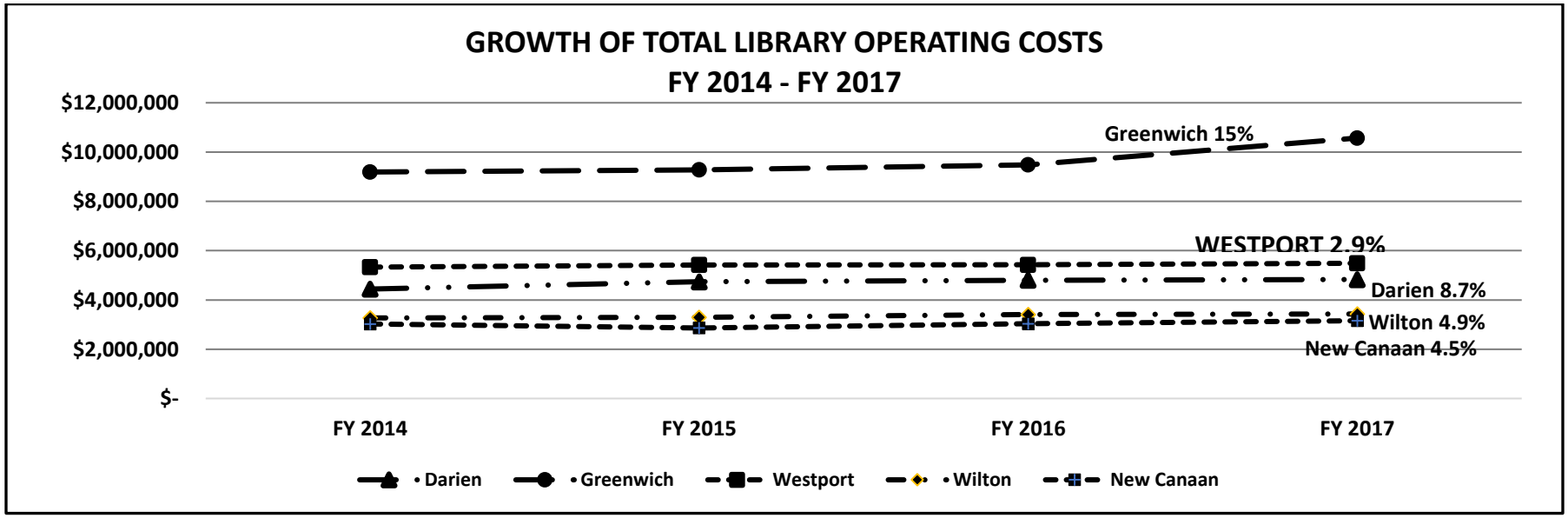
The Westport Library trustees and staff have never believed in "business as usual". We are constantly working to ensure that we are meeting and exceeding the needs and expectations of the various constituencies that make up our community. We do this through our experiential learning activities, excellent and varied programs, support to the business community, the "Maker Space" and related activities, 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. Our on-line databases are available 24/7. 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. When available, 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.

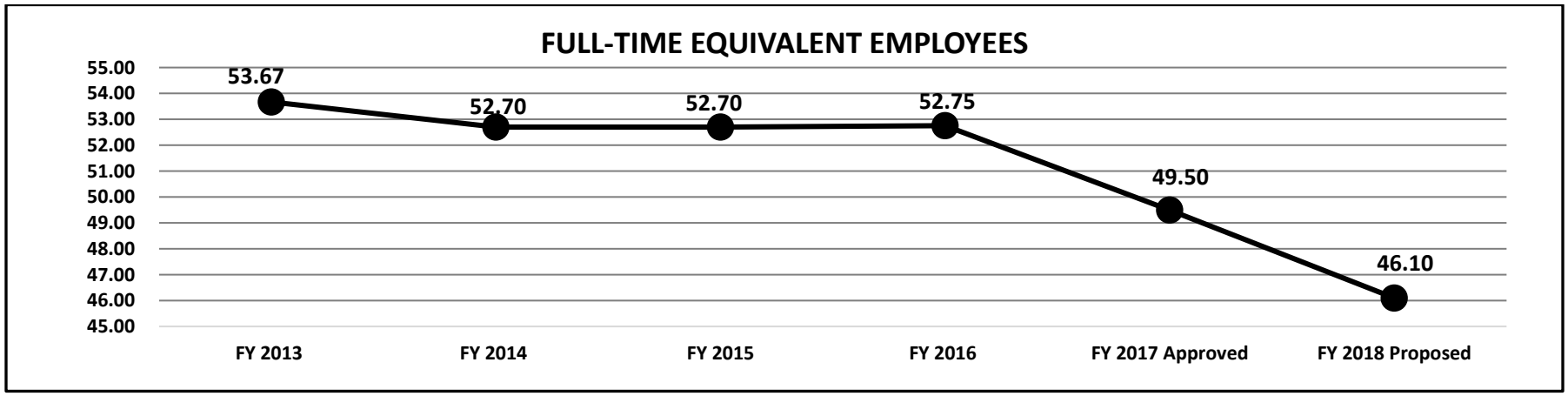
The Library's commitment is to continue to provide responsive personal service based on the community's needs and interests, to be a platform for community innovation and learning, to embrace continuous improvement, to provide responsible oversight and management of the transformation project, to manage 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 4% less than last year's approved budget and a decrease of .2% in funding from the Town.

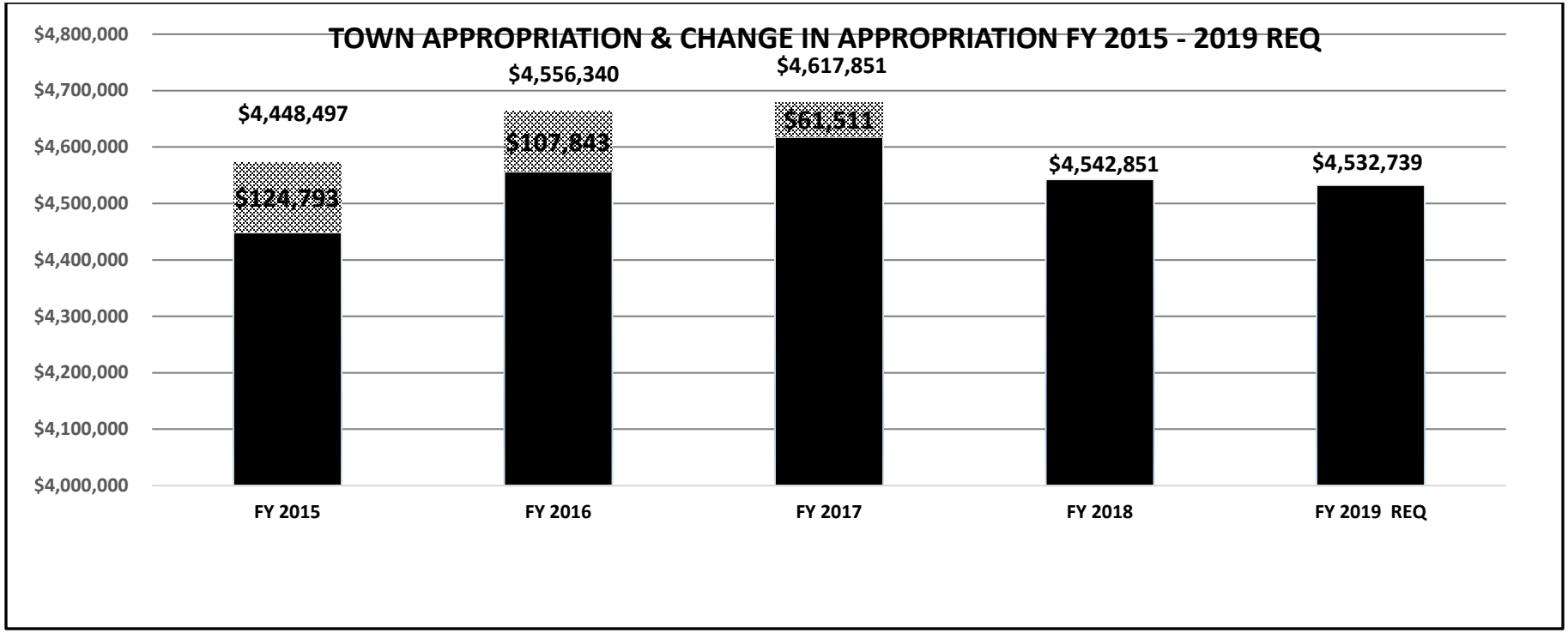
METRICS



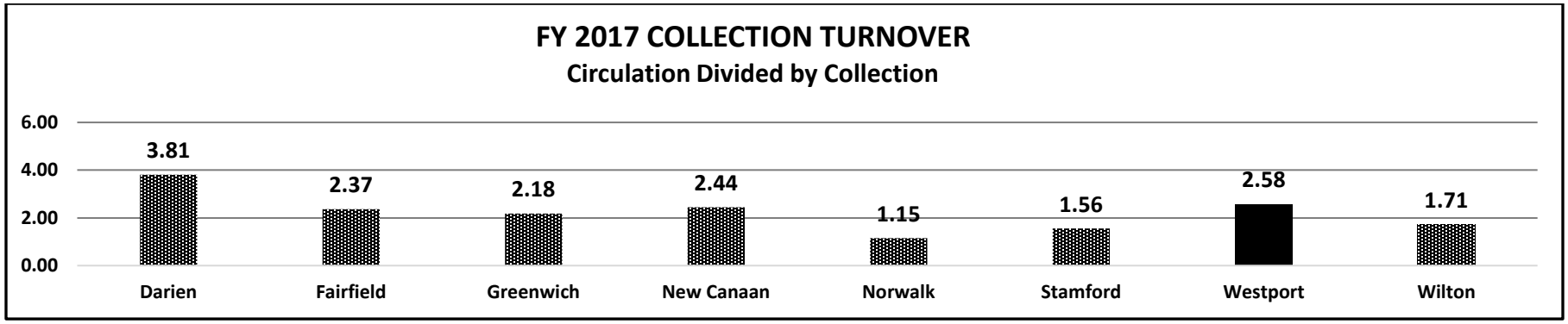
When compared to our peer libraries in Fairfield County, the Westport Library has had the lowest increase in total operating costs over the past three years, at just over 2.9%



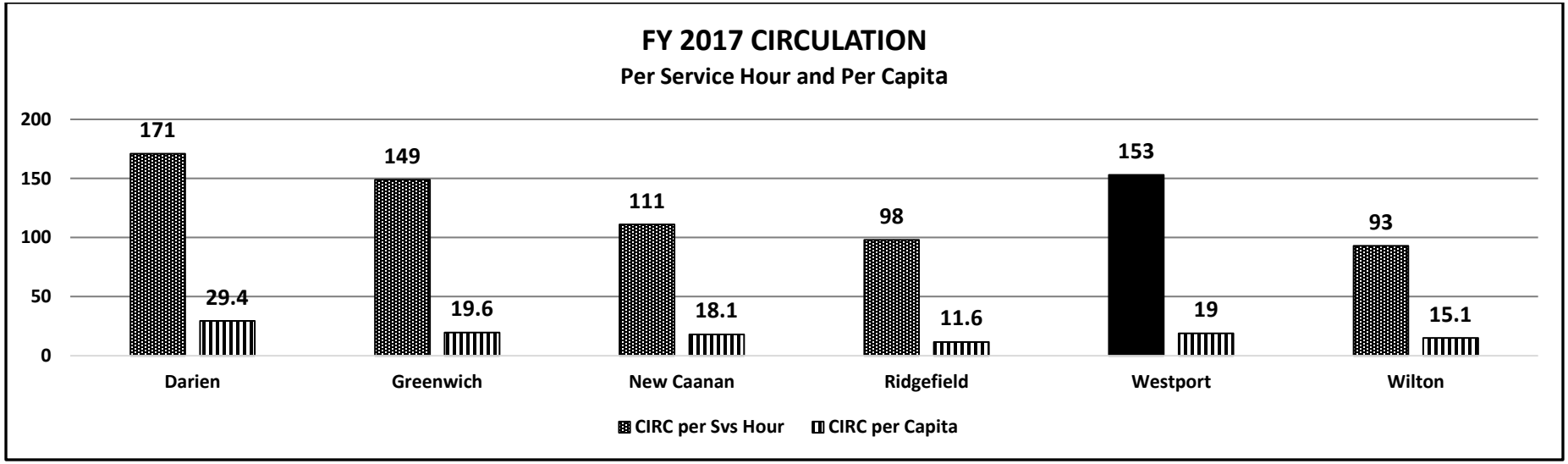
As proposed, the size of the Library's workforce, in terms of full-time equivalents (FTES), has dropped by 14.1% or 7.5 FTE's over the past five years. However, we do not think we can sustain all these reductions once the Transformation has been completed.



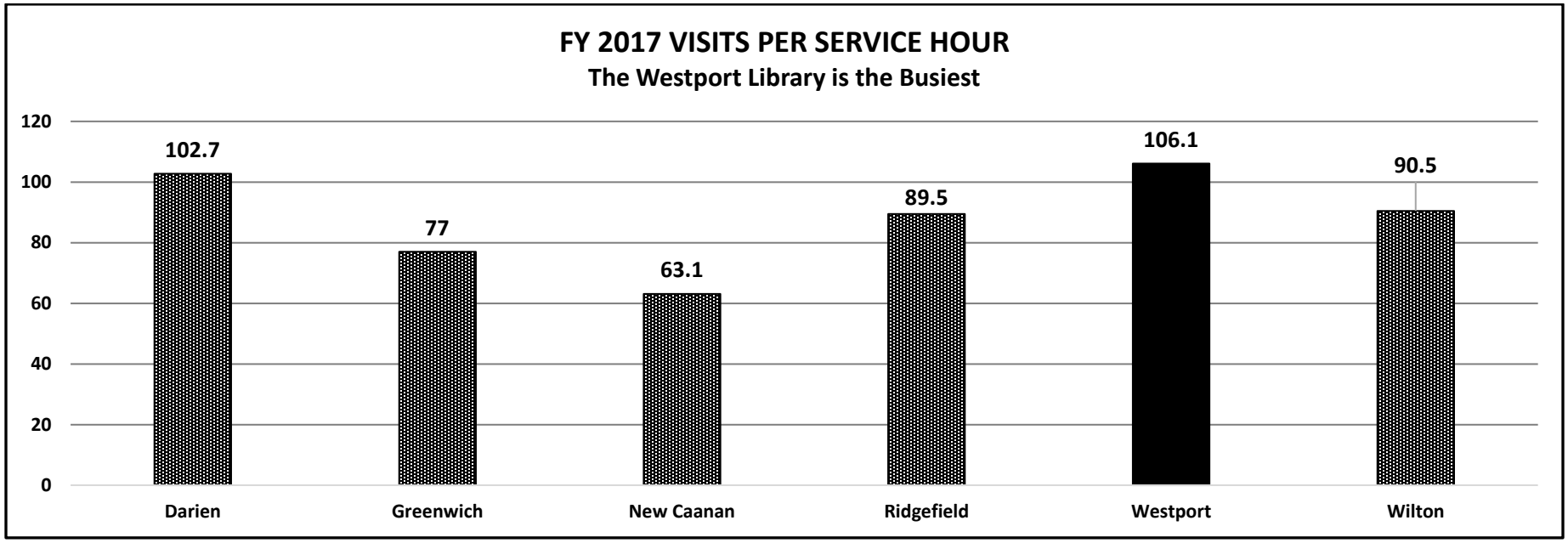
In the current fiscal year, the Town's appropriation to the Library was reduced by $75,000. For the coming fiscal year, the library has proposed an additional reduction in the Town appropriation of $10,112.



The Westport Library is second among its peers in Fairfield County in the number of times the Collection turns over.

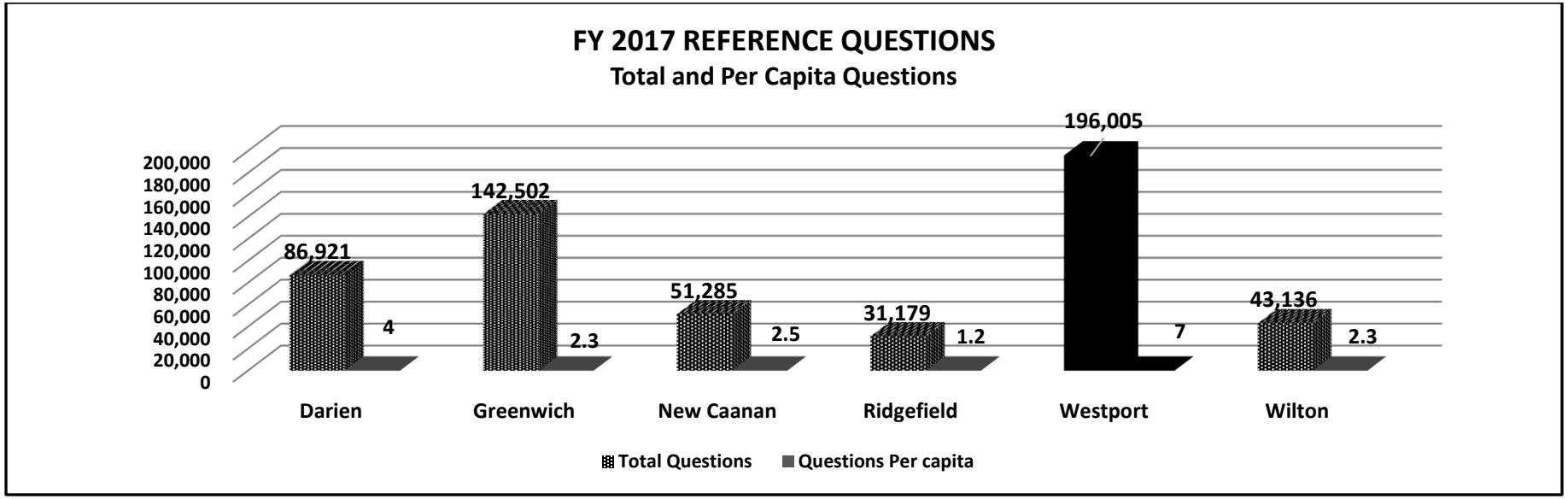


The Westport Library is second among our peer libraries in Fairfield County in circulation per service hour (153) and third on a per capita basis (19). This is indicative of the high level of activity at the Library.

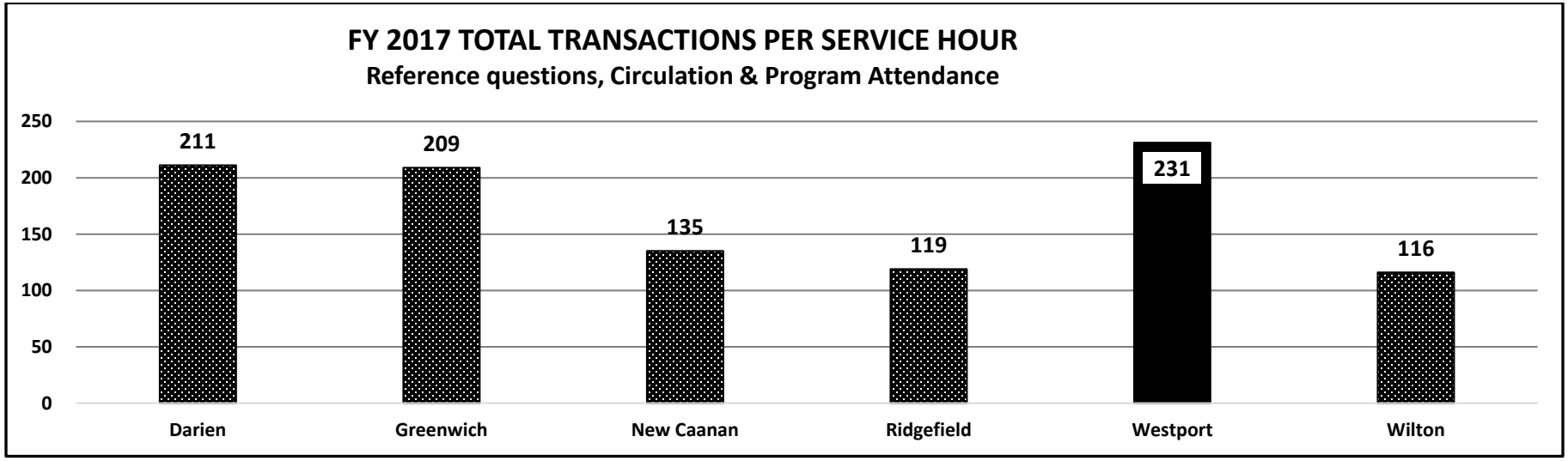


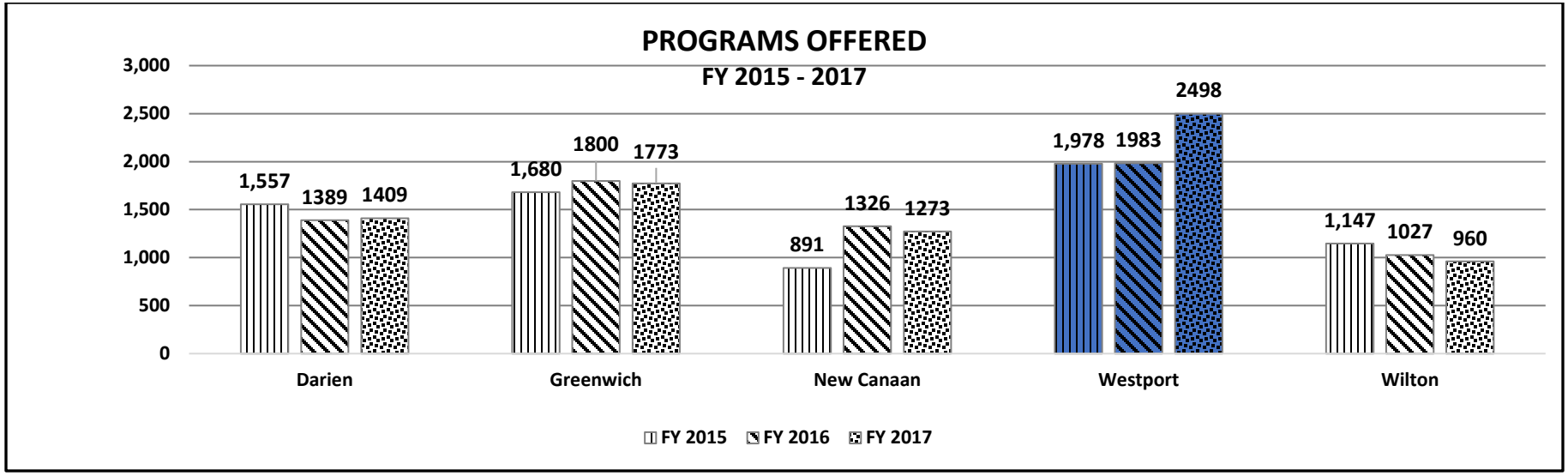
The Westport Library has the highest number of visits per service hour among our peer libraries in Fairfield County.

Updated 2/9/18

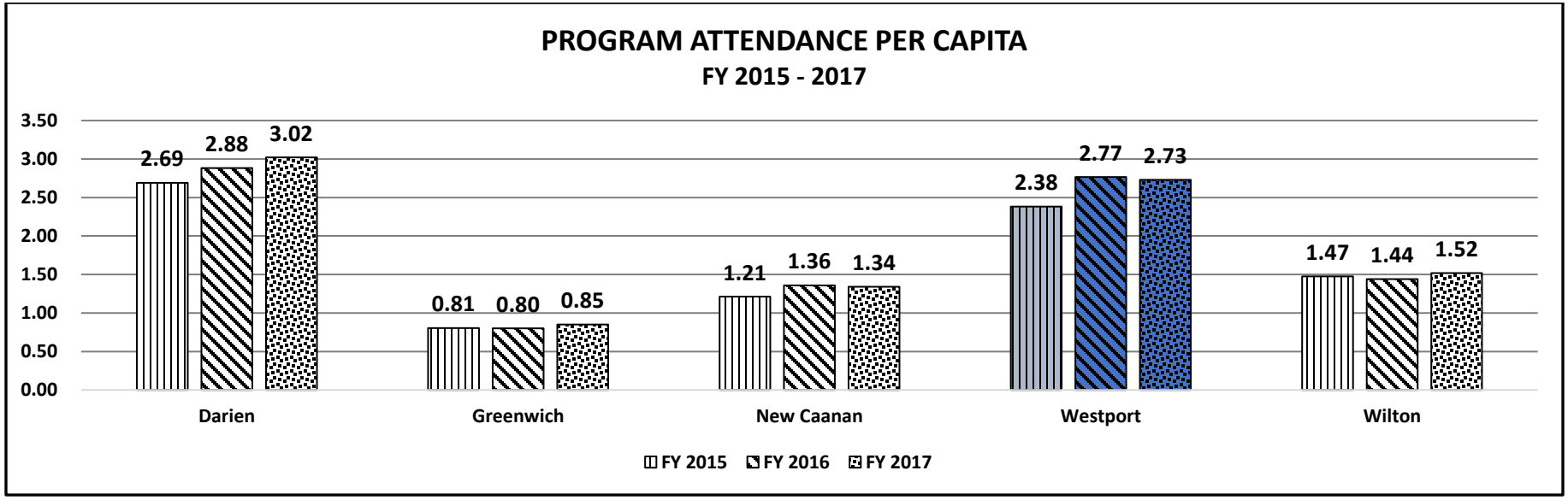


Patrons of the Westport Library asked more questions per capita than any of our peer libraries and the staff responded to 196,005 reference questions. This is more than the Greenwich Library, which has multiple locations, and serves a resident population that is more than double Westport's. On a per capita basis, and on the number of transactions per service hour (below), the Westport Library staff were much busier than our peer libraries.





The Westport Library offers more programs than any of our peer libraries.



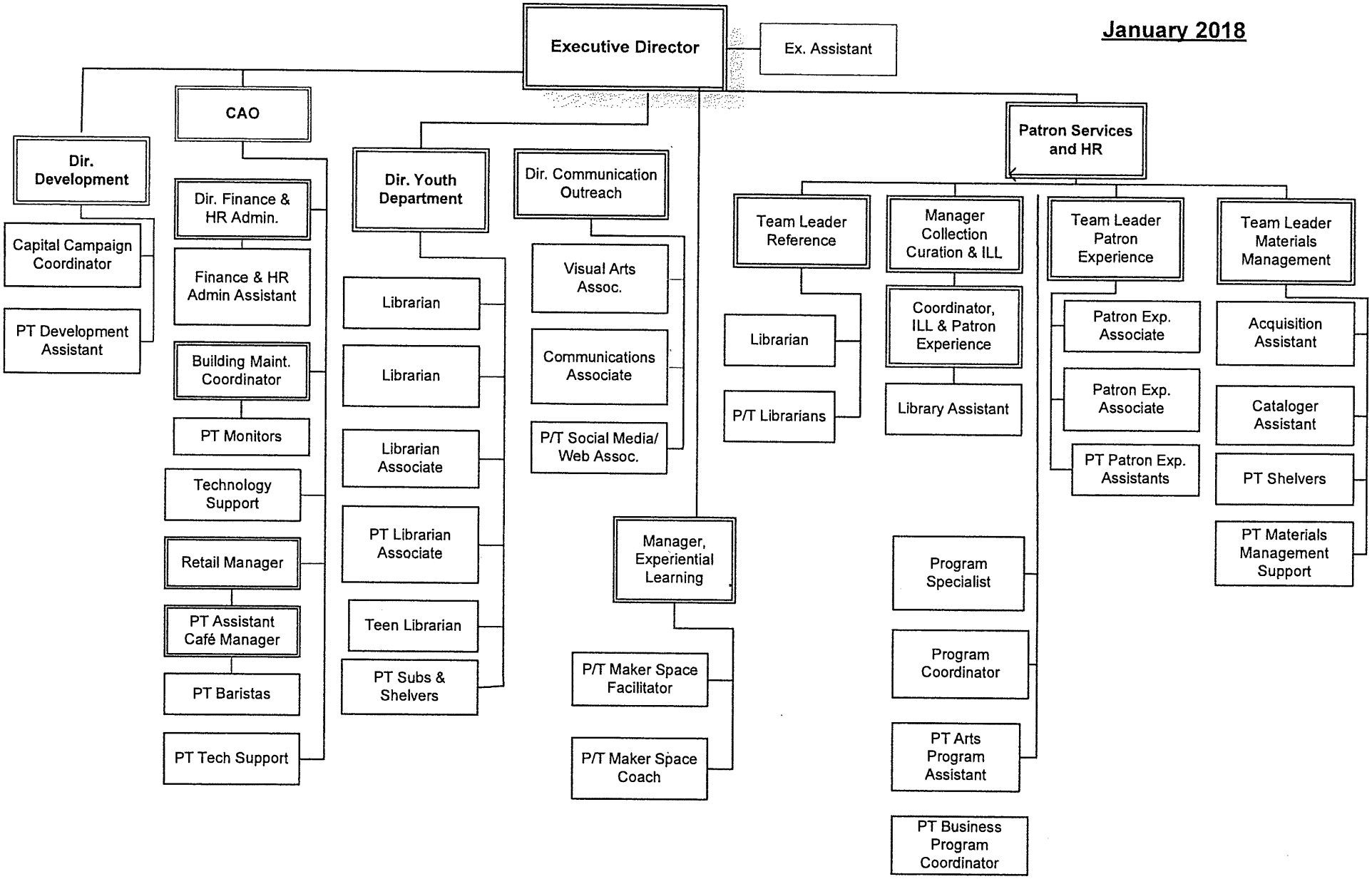
The Westport Library had the second highest per capita attendance among our peer libraries. 76,005 people attended Library programs.

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 Class-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		

Updated 2/9/18



Updated: 01.03.2018

The Westport Library
FY 2018-2019 - Budget Request Report

Final: 02.09.2018

	FY 17/18 Budget	12/31/2017 FY 17/18 Projected	FY 18/19 Requested	Over (Under) Budget	Percent Change
Summary By Department/Category					
Revenues					
Town Appropriation	**$4,542,851**	**$4,542,851**	**$4,532,739**	**($10,112)**	**-0.2%**
Non-Town Sources - Library Development Contribution	$830,081	$830,082	$739,150	($90,931)	-11.0%
Non-Town Sources - Library Fees & Charges	$102,000	$129,000	$82,230	($19,770)	-19.4%
Non-Town Sources - Café & Retail Income	$171,040	$184,816	$35,388	($135,652)	-79.3%
Non-Town Sources - State & Other Public Funds	$8,537	$8,537	$33,537	$25,000	292.8%
Total Revenues	**$5,654,509**	**$5,695,286**	**$5,423,044**	**($231,465)**	**-4.1%**
Expenses					
Administration	$1,139,235	$1,177,623	$1,149,269	$10,034	0.9%
Patron Experience Services	$380,822	$380,824	$378,279	($2,543)	-0.7%
Facility Operation & Maintenance	$483,866	$519,865	$395,236	($88,629)	-18.3%
Development & Fundraising	$433,373	$433,372	$327,067	($106,306)	-24.5%
Youth Services	$750,090	$775,440	$732,207	($17,884)	-2.4%
Materials Management	$610,485	$600,486	$589,894	($20,591)	-3.4%
Information Services	$511,786	$511,786	$505,714	($6,072)	-1.2%
Innovation & Technology Services	$329,162	$329,160	$321,898	($7,264)	-2.2%
Programs	$389,013	$340,052	$391,629	$2,615	0.7%
Content Advisory Services	$214,975	$214,976	$224,095	$9,120	4.2%
Communication Outreach	$411,702	$411,702	$407,757	($3,945)	-1.0%
Total Expenses	**$5,654,509**	**$5,695,286**	**$5,423,044**	**($231,466)**	**-4.1%**
Revenues vs. Expenses	**($0)**	**$0**	**$0**	**$0**	
Town Appropriation as Percentage of Library Budget	**80.3%**	**79.8%**	**83.6%**		

Updated 2/9/18

The Westport Library
FY 2018-2019 - Budget Request Report

Final: 02.09.2018

	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested	Over (Under) Budget	Percent Change
Revenues					
Town Appropriation	**$4,542,851**	**$4,542,851**	**$4,532,739**	**-$10,112**	**-0.2%**
Transfer from Perm Restricted Fund	$38,269	$38,269	$38,614	$345	0.9%
Transfer from Board Restricted Fund	$79,413	$79,413	$77,522	-$1,891	-2.4%
Transfer from Temp. Restricted Fund	$16,500	$16,500	$16,500	$0	0.0%
Transfer from Annual Appeal	$354,300	$354,300	$301,155	-$53,145	-15.0%
Transfer from Fundraising Events	$241,600	$241,600	$205,360	-$36,240	-15.0%
Book Sale Events contribution	$100,000	$100,000	$100,000	$0	0.0%
Total Library Development Contribution	**$830,081**	**$830,082**	**$739,150**	**-$90,931**	**-11.0%**
Copy Machine	$4,700	$4,700	$3,290	-$1,410	-30.0%
Fines & Fees	$65,000	$65,000	$54,500	-$10,500	-16.2%
Internet Printing	$9,000	$9,000	$6,300	-$2,700	-30.0%
Meeting Room Fees	$2,200	$2,200	$1,000	-$1,200	-54.5%
Program Income	$14,500	$22,500	$11,200	-$3,300	-22.8%
Interest Income	$600	$600	$540	-$60	-10.0%
Miscellaneous Income	$6,000	$25,000	$5,400	-$600	-10.0%
Total Library Fees & Charges	**$102,000**	**$129,000**	**$82,230**	**-$19,770**	**-19.4%**
Cafe	$117,280	$117,280	$21,752	-$95,528	-81.5%
Daily Book Sale	$11,760	$11,760	$3,054	-$8,706	-74.0%
Retail Income	$42,000	$55,776	$10,582	-$31,418	-74.8%
Total Café & Retail Income	**$171,040**	**$184,816**	**$35,388**	**-$135,652**	**-79.3%**
Westport School Contribution	$8,537	$8,537	$8,537	$0	0.0%
Connecticard Reimbursement	$0	$0	$25,000	$25,000	100.0%
State Grant	$0	$0	$0	$0	0.0%
Total State & Other Public Funds	**$8,537**	**$8,537**	**$33,537**	**$25,000**	**292.8%**
Total Revenues	**$5,654,509**	**$5,695,286**	**$5,423,044**	**-$231,465**	**-4.1%**

Updated 2/9/18

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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.

6.0 FY 17/18 Approved FTEs
6.0 FY 18/19 Proposed FTEs

FY 2018-2019 Major Budget Changes

The change in personnel and benefits cost is due to projected increase in salary and estimated increase in health & dental insurance rates.
The change in supplies & materials is due to expecting reduction in supplies needed during construction.
The change in other expenses is due mostly to estimated increase to liability insurance policy.

	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested	Over (Under) Budget	Percent Change
Administration					
Personnel & Benefits	$926,994	$940,995	$942,834	$15,840	1.7%
Supplies & Materials	$17,063	$12,000	$11,000	-$6,063	-35.5%
Other Expenses	$195,178	$224,628	$195,435	$257	0.1%
Total Administration	**$1,139,235**	**$1,177,623**	**$1,149,269**	**$10,034**	**0.9%**

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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.

6.5 FY 17/18 Approved FTEs
6.2 FY 18/19 Proposed FTEs

FY 2018-2019 Major Budget Changes

The reduction in FTE's and in personnel & benefits costs is due to reduced part-time staff hours during construction, offset by projected increases in salary and health benefit costs.

	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested	Over (Under) Budget	Percent Change
Patron Experience Services					
Personnel & Benefits	$376,822	$376,824	$374,279	-$2,543	(0.7%)
Supplies & Materials	$4,000	$4,000	$4,000	$0	0.0%
Other Expenses	$0	$0	$0	$0	0.0%
Total Patron Experience Services	**$380,822**	**$380,824**	**$378,279**	**-$2,543**	**(0.7%)**

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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.

2.0 FY 17/18 Approved FTEs
2.0 FY 18/19 Proposed FTEs

FY 2018-2019 Major Budget Changes

The change in personnel & benefits cost is due to a negotiated change in the collective bargaining agreement.
The change in supplies and materials is the result of reducing the budget for custodial paper supplies during construction.
The change in other expenses due to the anticipated reduction of maintenance, utilities and contractual costs, plus reclassifying some expenses to innovation department.

	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested	Over (Under) Budget	Percent Change
Facility Operation & Maintenance					
Personnel & Benefits	$91,502	$91,501	$102,851	$11,350	12.4%
Supplies & Materials	$13,000	$13,000	$10,000	-$3,000	-23.1%
Other Expenses	$379,364	$415,364	$282,385	-$96,979	-25.6%
Total Facility Operation & Maint.	**$483,866**	**$519,865**	**$395,236**	**($88,629)**	**-18.3%**

Updated 2/9/18

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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.

4.3 FY 17/18 Approved FTEs
2.8 FY 18/19 Proposed FTEs

FY 2018-2019 Major Budget Changes

The change in personnel & benefits cost in Development is due to salary and health benefit increases. The reduction in personnel & benefits for the café is due to the anticipated temporarily reduction in staffing hours and limited space in the Riverwalk level.

Change in supplies & materials in the café & retail services budget is due to anticipated reduction in café supplies and retail purchases during construction.

Change in other expenses is due to the development system upgrade.

	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested	Over (Under) Budget	Percent Change
Development					
Personnel & Benefits	$268,991	$268,990	$275,187	$6,196	2.3%
Supplies & Materials	$0	$0	$0	$0	0.0%
Other Expenses	$19,500	$19,500	$22,500	$3,000	15.4%
Total Development	**$288,491**	**$288,490**	**$297,687**	**$9,196**	**3.2%**
Café & Retail Services					
Personnel & Benefits	$42,382	$42,382	$7,860	-$34,522	-81.5%
Supplies & Materials	$101,500	$101,500	$20,521	-$80,979	-79.8%
Other Expenses	$1,000	$1,000	$1,000	$0	0.0%
Total Café & Retail Services	**$144,882**	**$144,882**	**$29,380**	**-$115,502**	**-79.7%**
Total Development & Fundraising	**$433,373**	**$433,372**	**$327,067**	**-$106,306**	**-24.5%**

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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.

7.8 FY 17/18 Approved FTEs
7.0 FY 18/19 Proposed FTEs

FY 2018-2019 Major Budget Changes

The change in personnel and benefits cost is due to projected increase in wages and benefits, offset by a reduction in part-time hours during construction.
The change in supplies & materials is due to a planned reduction in material purchases during construction.

	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested	Over (Under) Budget	Percent Change
Youth Services					
Personnel & Benefits	$689,081	$689,081	$673,757	-$15,324	-2.2%
Supplies & Materials	$61,009	$86,359	$58,449	-$2,560	-4.2%
Other Expenses	$0	$0	$0	$0	0.0%
Total Youth Services	**$750,090**	**$775,440**	**$732,207**	**-$17,884**	**-2.4%**

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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).

5.2 FY 17/18 Approved FTEs
4.8 FY 18/19 Proposed FTEs

FY 2018-2019 Major Budget Changes

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 construction.
The change in other expenses is due to expected increase to the online service provider for the collection information.

	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested	Over (Under) Budget	Percent Change
Materials Management					
Personnel & Benefits	$327,885	$327,886	$319,148	-$8,738	-2.7%
Supplies & Materials	$257,099	$247,100	$243,746	-$13,353	-5.2%
Other Expenses	$25,500	$25,500	$27,000	$1,500	5.9%
Total Materials Management	**$610,485**	**$600,486**	**$589,894**	**-$20,591**	**-3.4%**

Updated 2/9/18

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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.

4.7 FY 17/18 Approved FTEs
4.6 FY 18/19 Proposed FTEs

FY 2018-2019 Major Budget Changes

The reduction in personnel & benefits costs is due to a projected increase in wages offset by a net reduction in part-time staff hours.
Change in supplies & materials due to reduction in the purchase of periodical materials during construction.
Change in other expenses is due to expected purchases of additional database systems to better serve patrons during construction.

	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested	Over (Under) Budget	Percent Change
Information Services					
Personnel & Benefits	$435,541	$435,541	$432,052	-$3,489	-0.8%
Supplies & Materials	$35,689	$35,689	$30,289	-$5,400	-15.1%
Other Expenses	$40,556	$40,556	$43,373	$2,817	6.9%
Total Information Services	**$511,786**	**$511,786**	**$505,714**	**-$6,072**	**-1.2%**

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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.

1.8 FY 17/18 Approved FTEs
1.8 FY 18/19 Proposed FTEs

FY 2018-2019 Major Budget Changes

The slight increase 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 and benefits for full time staff.
The decrease in supplies and materials is due to a reduction in number of computers and equipment needed during the year.
The increase in other expenses is due to reclassifying expenses from facility department.

	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested	Over (Under) Budget	Percent Change
Innovation & Technology Services					
Personnel & Benefits	$133,646	$133,645	$134,085	$438	0.3%
Supplies & Materials	$35,000	$35,000	$26,000	-$9,000	-25.7%
Other Expenses	$160,515	$160,515	$161,813	$1,298	0.8%
Total Innovation & Technology	**$329,162**	**$329,160**	**$321,898**	**-$7,264**	**-2.2%**

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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.

5.1 FY 17/18 Approved FTEs
4.8 FY 18/19 Proposed FTEs

FY 2018-2019 Major Budget Changes

The decrease of FTE is due to eliminating a maker facilitator position, off set by increased hours of part time program assistant to support full time staff run programs off site during construction.
The overall increase in Personnel & Benefits cost is due to anticipated wage increase and health benefits cost.
The reduction in supplies and material expenses is due to planned reduction to author events during construction.
The increase in other expenses is due to increase cost for outside rental space for programs during construction.

	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested	Over (Under) Budget	Percent Change
Programs					
Personnel & Benefits	$329,777	$280,816	$330,835	$1,057	0.3%
Supplies & Materials	$28,736	$28,736	$27,794	-$942	-3.3%
Other Expenses	$30,500	$30,500	$33,000	$2,500	8.2%
Total Programs	**$389,013**	**$340,052**	**$391,629**	**$2,615**	**0.7%**

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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.

2.6 FY 17/18 Approved FTEs
2.6 FY 18/19 Proposed FTEs

FY 2018-2019 Major Budget Changes

The increase in personnel and benefits is due to anticipated wage increases; and increase in health insurance costs.

	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested	Over (Under) Budget	Percent Change
Content Advisory					
Personnel & Benefits	$214,475	$214,476	$223,595	$9,120	4.3%
Supplies & Materials	$500	$500	$500	$0	0.0%
Other Expenses	$0	$0	$0	$0	0.0%
Total Content Advisory Services	**$214,975**	**$214,976**	**$224,095**	**$9,120**	**4.2%**

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COMMUNICATION OUTREACH

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.

3.6 FY 17/18 Approved FTEs
3.6 FY 18/19 Proposed FTEs

FY 2018-2019 Major Budget Changes

The decrease in the personnel and benefits is due to a reduce salary for one position, off set by anticipated wage increases, and increased medical insurance and FICA costs.
The change in other expenses due to expected saving of the library magazine production cost.

	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested	Over (Under) Budget	Percent Change
Communication Outreach					
Personnel & Benefits	$334,122	$324,122	$331,677	-$2,445	-0.7%
Supplies & Materials	$1,000	$1,000	$1,000	$0	0.0%
Other Expenses	$76,580	$86,580	$75,080	-$1,500	-2.0%
Total Communication Outreach	**$411,702**	**$411,702**	**$407,757**	**-$3,945**	**-1.0%**

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
751 Library Pension Fund							
(09) Pensions	137,710.00	357,245.00	357,245.00	338,964.00	338,964.00		-5.1%
TOTAL (751) Library Pension Fund	**137,710.00**	**357,245.00**	**357,245.00**	**338,964.00**	**338,964.00**		**-5.1%**

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DEPARTMENT: PARKS AND RECREATION

Department Services Overview:

The Westport Parks and Recreation Department supports over 300+acres of parks and open spaces, including 4 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 pickleball courts, 2 hybrid pickleball/tennis courts (included in tennis court count), 2 platform tennis courts, a skate park, a swimming pool complex, 34 athletic fields and over 100 youth recreational programs. There are 21 regular (15 full time, 1 PT Regular, 5 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 approximately $6.0 million in annual revenue. (See Revenue Summary)

FY 2017 Major Accomplishments:

- Restructured relationship between Town and Golf Pro
- Hired new Golf Pro, Jon Janik
- Longshore Golf Course was ranked #8 in Connecticut on Golfweek's list of Best Places to Play in 2017
- Completed Phase I of dredging of navigation channel into Ned Dimes Marina at Compo Beach
- Completed Phase I of Baron's South restoration including tree removal and conceptual design
- Completed infield renovations at Staples, Greens Farms, Wakeman C&D, Doubleday, and Luciano ballfields
- Continued enhanced turf management plan for athletic fields
- Racquets Advisory Committee conducted a Racquet Sports Survey to gather information regarding racquet facilities and usage (pertains to tennis, platform tennis, and pickleball)
- Re-layed brick walkway at Riverwalk

FY 2019 Service Level Goals:

- Continue implementation of Master Plan for Compo Beach – south beach walkway and restrooms, main entrance and other areas
- Implementation of Parks Inspection Program
- Rebuild of Har-Tru tennis courts at Longshore Club Park
- Improve Staples baseball, Wakeman D baseball, and Doubleday baseball infields and mounds with higher quality clay
- Add four jet ski ramps at Ned Dimes Marina at Compo Beach
- Replacement of synthetic turf carpet on Staples Football Field and Wakeman B
- Collaborate with other Town Departments/organizations and other area agencies to provide expanded opportunities for residents
- Implement design for Baron's South property
- Completion of Bunker Improvement project for Longshore Golf Course
- Continuation of Longshore Club Park Master Plan
- Dredging of silted in area at E.R. Strait Marina at Longshore Club Park

Performance Measures:

- Operating Expenses of $6.1m
- Department Revenue of $6.0m

Department Handpass & Emblem Transactions (on-line vs. in person)

2015	Online 10,052 (40%)	In Person 14,833 (60%)	Total 24,885
2016	Online 10,146 (41%)	In Person 14,488 (59%)	Total 24,634
2017	Online 10,824 (45%)	In Person 13,343 (55%)	Total 24,167

Department Program Registration Transactions (on-line vs. in person)

2015	Online 6,924 (70%)	In Person 2,949 (30%)	Total 9,873
2016	Online 6,875 (74%)	In Person 2,435 (26%)	Total 9,310
2017	Online 6,680 (74%)	In Person 2,323 (26%)	Total 9,003

Golf Rounds

2015	Rounds 35,565	Revenue $981,200
2016	Rounds 35,050	Revenue $1,045,163
2017*	Rounds 32,815	Revenue $973,751

*The 2017 season was wet and had a late start, which impacted rounds. In comparison to other surrounding courses, we did well. In addition, there was construction on the golf course so a drop in rounds was anticipated. Additionally, due to the construction, greens fees were discounted in the fall months which impacted revenue.

Beach Emblem Sales (fiscal year)

2014/2015	# Sold 17,543	Revenue $1,038,720
2015/2016	# Sold 17,507	Revenue $1,054,184
2016/2017	# Sold 17,645	Revenue $1,061,655

Due to a change in policy, fewer non-resident beach emblems will be available for sale and fees for beach emblems have been increased for the 2017/2018 fiscal year, therefore, a reduction in the number of beach emblems is anticipated.

Daily Beach Fee Vehicles (Vehicles paying daily fee – no emblem)

2015	Vehicles 8,534	Revenue $334,905
2016	Vehicles 8,760	Revenue $340,215
2017	Vehicles 8,473	Revenue $336,535

Due to resident concerns of overcrowding, traffic and parking issues, the number of daily passes to be sold is being limited so there will be a reduction in the number of vehicles for the 2018 season. Fees have increased in an effort to offset the reduction in vehicles.

Total Pool Attendance

2015	21,133
2016	23,758
2017	16,923

Attendance is weather dependent. In 2017 there were 13 days of closure versus 6 days of closure in 2016 due to rain.

Daily Pool Fees

2015	$20,619
2016	$18,671
2017	$14,036

Pool use is weather dependent. In 2017 there were 13 days of closure versus 6 days of closure in 2016 due to rain.

Number of Recreation Program Participants

2015	9,262	(school enrollment 5,780)
2016	9,282	(school enrollment 5,592)
2017	9,407	(school enrollment 5,628)

5 yr. Goals:

- Complete Longshore Master Plan to determine proper location of facilities, best lease of Inn at Longshore, and potentially use of Waterside Terrace property and begin implementation of plan
- Interconnect 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
- Improve quality of park facilities through use of Park Inspection Program (PIP)

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. Golf course revenue is anticipated to increase due to improved course conditions from completed $1m Bunker Improvement Project. An increase in a number of fees is reflected in higher revenue, most will be offset by an increase in Beach and Pool and Guest Services expenses to address residents' concerns related to Compo Beach. Revenues from recreation program fees continue to be strong. Gas Resale revenue is anticipated to be steady.

Budget Notes:

- 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 21 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, Levitt Pavilion, 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:
$5,000 Computers – at the recommendation of the IT Director

Budget Notes:
- 4 Supervisory Employees salary adjustment not included

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
810 P&R Administration							
(01) Salaries	393,720.35	498,597.00	509,864.00	514,258.00	514,258.00		0.9%
(03) EH & OT	14,172.00	14,909.00	15,219.00	15,175.00	15,175.00		-0.3%
(15) Transportation Allowance	2,368.62	4,600.00	4,600.00	4,600.00	4,600.00		0.0%
(18) Fees & Services	1,977.40	4,000.00	4,000.00	4,000.00	4,000.00		0.0%
(25) Telephone	23,250.42	28,000.00	28,000.00	28,500.00	28,500.00		1.8%
(33) Advert & Print	8,212.73	8,250.00	8,250.00	8,850.00	8,850.00		7.3%
(34) Postage	4,482.90	4,500.00	4,500.00	4,500.00	4,500.00		0.0%
(41) Supplies	7,803.79	11,000.00	11,000.00	11,000.00	11,000.00		0.0%
(59) Education & Exp.	4,042.18	4,500.00	4,500.00	5,000.00	5,000.00		11.1%
(CE) Vehicles	26,313.20	0.00	0.00	0.00	0.00		0.0%
(CF) Computers	4,900.00	2,000.00	2,000.00	5,000.00	5,000.00		150.0%
TOTAL (810) P&R Administration	**491,243.59**	**580,356.00**	**591,933.00**	**600,883.00**	**600,883.00**		**1.5%**

810 - P&R ADMINISTRATION BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Director	n/a			126,075	126,075	126,075
1.00	Facilities Manager	n/a			98,339	98,339	98,339
1.00	Deputy Director	n/a			92,455	92,455	92,455
1.00	Customer Service Manager	n/a			63,059	63,059	63,059
1.00	Administrative Assistant II	V-4			55,119	52,493	55,119
1.00	Clerical Assistant - PT	III-3			31,271	29,783	31,271
1.00	Service Assistant	IV-3			47,940	45,657	47,940
7.00	TOTAL SALARIES:				514,258	507,861	514,258

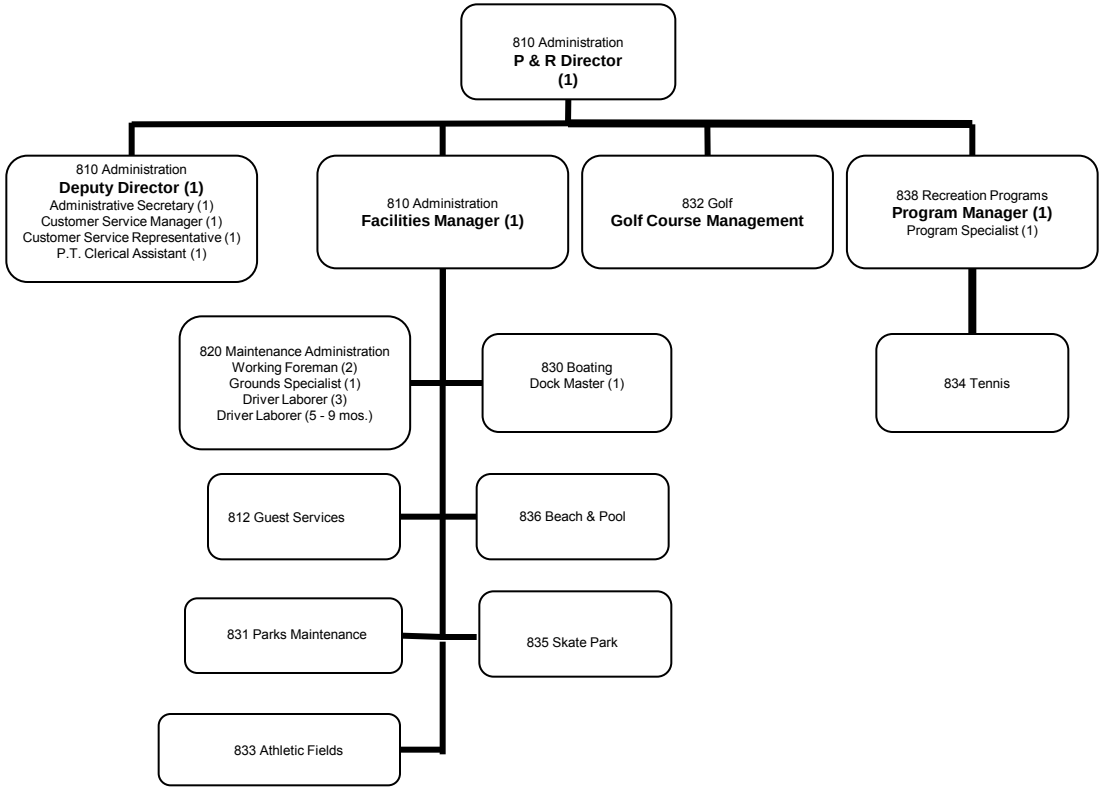
EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 EH&OT Totals
	Clerical Extra Help	n/a	$16.25	788	12,805	12,608	12,805
	Full-time OT	n/a			2,370	2,301	2,370
	TOTAL EXTRA HELP & OVERTIME:				15,175	14,909	15,175

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
2018/2019 Organization Chart
2017/18: 15 Full Time, 3 – 9 Month and 1 Part Time / 2018/19: 15 Full Time, 5 – 9 Month, 1 Part Time



Fiscal Year	Head Count
13/14	23
14/15	18
15/16	18
16/17	19
17/18	19
18/19	21

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:
N/A

Budget Notes:
EH & OT increased due to additional staffing at Old Mill Beach and Compo Beach for Site Supervisor and additional cleaning crew staff to address residents' concerns

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
812 Guest Services							
(01) Salaries	0.00	0.00	0.00	0.00	0.00		0.0%
(03) EH & OT	222,837.64	247,533.00	247,533.00	312,871.00	312,871.00		26.4%
(14) Uniform Allowance	2,451.00	2,500.00	2,500.00	2,500.00	2,500.00		0.0%
(49) Other Material/Supp	13,169.97	13,555.00	13,555.00	13,555.00	13,555.00		0.0%
(CU) Equipment-P&R	0.00	18,000.00	18,000.00	0.00	0.00		-100.0%
TOTAL (812) Guest Services	**238,458.61**	**281,588.00**	**281,588.00**	**328,926.00**	**328,926.00**		**16.8%**

812 - GUEST SERVICES BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 EH&OT Totals
	Supervision		$32.00	1,500	48,000	16,205	48,000
	Beaches						
	Supervisors	n/a	$11-$23	4,090	62,255	40,957	62,255
	Attendants	n/a	$10.50-$12	6,517	71,685	63,613	71,685
	Marinas	n/a	$14.00	4,004	56,056	54,054	56,056
	Longshore						
	Supervisors	n/a	$12.00	240	2,880	2,820	2,880
	Attendants	n/a	$11.00	1,586	17,446	16,257	17,446
	Special Events	n/a	$14.00	700	9,800	9,800	9,800
	Clean-Up Crews	n/a	$12.50	2,764	34,550	33,859	34,550
	Longevity	n/a	$0.50	20,397	10,199	9,968	10,199
	Attrition	n/a				0	
	TOTAL EXTRA HELP & OVERTIME:				312,871	247,533	312,871

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 are included, as well as, paper goods and cleaning supplies for custodial service.

All maintenance staff are now identified in this division as individuals often cross divisions with their work. There are 6 full time and 5 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:
$22,000 Increase in Fees and Services to provide additional custodial services on weekends and holidays at Compo Beach to meet need of residents' concerns.

$74,940 Increase in Salaries due to addition of 2 nine-month employees per Personnel Department recommendation. This is to take 2 staff members from seasonal employment, and make them nine-month employees which corresponds to a reduction in EH & OT by $46,080.

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

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
820 Maintenance Administration							
(01) Salaries	302,608.69	543,322.00	543,322.00	639,071.00	639,071.00		17.6%
(03) EH & OT	47,346.86	197,360.00	197,360.00	176,861.00	176,861.00		-10.4%
(14) Uniform Allowance	5,525.94	6,850.00	6,850.00	8,950.00	8,950.00		30.7%
(18) Fees & Services	79,446.22	85,000.00	85,000.00	107,600.00	107,600.00		26.6%
(26) Equip Maint/Oper	71,537.44	76,500.00	76,500.00	76,500.00	76,500.00		0.0%
(27) Veh. Maint/Oper	0.00	35,240.00	35,240.00	36,000.00	36,000.00		2.2%
(31) Rental Equip.	730.98	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
(48) Water	122,825.67	140,000.00	140,000.00	140,000.00	140,000.00		0.0%
(49) Other Material/Supp	13,359.92	30,000.00	30,000.00	30,000.00	30,000.00		0.0%
(59) Education & Exp.	2,485.00	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
TOTAL (820) Maintenance Admin	**645,866.72**	**1,118,272.00**	**1,118,272.00**	**1,218,982.00**	**1,218,982.00**		**9.0%**

820 - P&R MAINTENANCE ADMINISTRATION BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	FTE %	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
2.00	Working Foreman	B-VII			78,956	154,060	157,912
1.00	Grounds Specialist	B-III-7			70,294	68,580	70,294
2.00	Driver Laborer	B-II-7			66,949	130,632	133,898
1.00	Driver Laborer	B-II-5			60,726	56,425	60,726
1.00	Driver Laborer (9 months)	B-II-7	.75		66,949	48,987	50,212
2.00	Driver Laborer (9 months)	B-II-5	.75		60,726	84,638	91,089
2.00	Driver Laborer (9 months)	B-II-1	.75		49,960	0	74,940
11.00	TOTAL SALARIES:				454,560	543,322	639,071

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 EH&OT Totals
	Weekends & Trash Collection	n/a	$66.49	2,660	176,861	197,360	176,861
	TOTAL EXTRA HELP & OVERTIME:				176,861	197,360	176,861

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 the months of April and November.

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:
$ 5,100 Replace 6 drystall racks
$12,000 Upgrade older power centers at Ned Dimes Marina to be the same as the new power centers
$ 7,836 Four jet ski ramps

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

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
830 Boating							
(01) Salaries	54,756.76	56,423.00	56,423.00	60,726.00	60,726.00		7.6%
(03) EH & OT	63,737.89	71,581.00	71,581.00	75,134.00	75,134.00		5.0%
(14) Uniform Allowance	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00		0.0%
(30) Facility Maint.	28,865.23	29,670.00	29,670.00	30,095.00	30,095.00		1.4%
(54) Items for Resale	137,605.66	200,000.00	200,000.00	200,000.00	200,000.00		0.0%
(CU) Equipment-P&R	35,441.43	19,000.00	19,000.00	24,936.00	24,936.00		31.2%
TOTAL (830) Boating	**321,906.97**	**378,174.00**	**378,174.00**	**392,391.00**	**392,391.00**		**3.8%**

830 - P&R BOATING BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Dockmaster	B-IV-3			60,726	56,423	60,726
1.00	TOTAL SALARIES:				60,726	56,423	60,726

EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 EH&OT Totals
	Assistant	$13.00	1,260	16,380	15,750	16,380
	Senior Attendants	$12.00	1,512	18,144	17,388	18,144
	Attendants	$11.00	2,889	31,779	29,612	31,779
	Overtime			6,000	6,000	6,000
	Longevity	$0.50	5,661	2,831	2,831	2,831
	Attrition				0	
	TOTAL EXTRA HELP & OVERTIME:			75,134	71,581	75,134

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 300+ 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, and the maintenance and replacement of parks fixtures i.e. grills, signage, etc, for all parks.

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 division provides custodial service for various facilities.

- 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:
$115,242 Four (4) Trucks (Two Chevy 1500 4x4 and Two Chevy 2500 4x4) – For use by Parks staff. Trucks are to replace four (4) current vehicles that are in poor condition due to extensive rusting and are also not conducive for required work loads and pulling trailers. Two of the trucks to be replaced are 2-wheel drive, instead of 4-wheel drive.

$11,000 – Turf Tiger Skagg Mower to replace Toro Mower which is currently unable to align for equal cutting is very expensive to maintain.

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.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
831 Parks Maintenance							
(01) Salaries	145,174.37	0.00	0.00	0.00	0.00		0.0%
(03) EH & OT	125,860.29	0.00	0.00	0.00	0.00		0.0%
(18) Fees & Services	111,492.44	111,500.00	111,500.00	125,950.00	125,950.00		13.0%
(30) Facility Maint.	67,816.60	65,000.00	65,000.00	65,000.00	65,000.00		0.0%
(42) Maint. Supplies	34,716.36	35,000.00	35,000.00	42,300.00	42,300.00		20.9%
(60) PaymentsToAgency/Or	8,500.00	8,500.00	8,500.00	9,500.00	9,500.00		11.8%
(CC) Facility Improvements	49,981.40	50,000.00	50,000.00	50,000.00	50,000.00		0.0%
(CE) Vehicles	43,908.66	25,000.00	25,000.00	115,242.00	115,242.00		361.0%
(CU) Equipment-P&R	0.00	28,000.00	28,000.00	11,000.00	11,000.00		-60.7%
TOTAL (831) Parks Maintenance	**587,450.12**	**323,000.00**	**323,000.00**	**418,992.00**	**418,992.00**		**29.7%**

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.

The 2017 golf season was the first season under the new management structure and appears to be working well. The Town now receives all revenues in connection with the golf course, carts and driving range and pays the Golf Pro a management fee. The Town no longer has any staff associated with the golf course.

Course conditions continue to improve since 2013. In fact, Golfweek ranked Longshore as #8 in Connecticut on their list of Best Places to Play in 2017. The bunker improvement project is expected to be completed by early June 2018. 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, website management services, 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, golf balls for driving range, misc. driving range needs, etc.

Detail Capital Operating Requests:
$75,000 Capital improvements and equipment replacement to be determined in conjunction with contractor and Golf Advisory Committee.
$15,600 Additional expense for dog service for geese control

Budget Notes:
Due to the large population of Canada Geese on the golf course, a dog service to help deter the geese from the golf course location is included in this budget.
Related expenses including water and tree maintenance included in other budgets.
The Bunker Improvement project is anticipated to be completed in early June.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
832 Golf							
(03) EH & OT	27,522.25	0.00	0.00	0.00	0.00		0.0%
(18) Fees & Services	855,275.57	1,068,000.00	1,068,000.00	1,142,100.00	1,142,100.00		6.9%
(26) Equip Maint/Oper	2,745.86	7,500.00	7,500.00	7,500.00	7,500.00		0.0%
(42) Maint. Supplies	13,470.00	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
(49) Other Material/Supp	4,500.00	9,500.00	9,500.00	11,300.00	11,300.00		18.9%
(CC) Facility Improvements	53,804.47	75,000.00	75,000.00	75,000.00	75,000.00		0.0%
TOTAL (832) Golf	**957,318.15**	**1,170,000.00**	**1,170,000.00**	**1,245,900.00**	**1,245,900.00**		**6.5%**

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:

$11,000 Sand pro for ballfield preparation to replace 27 year old, failing equipment

Budget Notes:

- Our enhanced turf management program continues
- We continue to upgrade our baseball and softball fields

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

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
833 Athletic Fields Maintenance							
(01) Salaries	147,346.91	0.00	0.00	0.00	0.00		0.0%
(03) EH & OT	114,331.53	0.00	0.00	0.00	0.00		0.0%
(18) Fees & Services	24,989.44	25,000.00	25,000.00	25,000.00	25,000.00		0.0%
(42) Maint. Supplies	59,833.74	62,394.00	62,394.00	68,500.00	68,500.00		9.8%
(CU) Equipment-P&R	4,925.25	21,000.00	21,000.00	11,000.00	11,000.00		-47.6%
(CX) Systems/Projects	27,773.91	26,000.00	26,000.00	26,000.00	26,000.00		0.0%
TOTAL (833) Athletic Fields	**379,200.78**	**134,394.00**	**134,394.00**	**130,500.00**	**130,500.00**		**-2.9%**

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:

$10,000	Fencing at Staples and Doubleday courts

Budget Notes:

N/A

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
834 Tennis							
(03) EH & OT	41,835.24	42,687.00	42,687.00	53,016.00	53,016.00		24.2%
(14) Uniform Allowance	0.00	0.00	0.00	500.00	500.00		0.0%
(30) Facility Maint.	25,423.34	31,000.00	31,000.00	33,000.00	33,000.00		6.5%
(42) Maint. Supplies	17,963.58	21,000.00	21,000.00	23,500.00	23,500.00		11.9%
(CC) Facility Improvements	15,000.00	15,000.00	15,000.00	10,000.00	10,000.00		-33.3%
TOTAL (834) Tennis	**100,222.16**	**109,687.00**	**109,687.00**	**120,016.00**	**120,016.00**		**9.4%**

834 - P&R TENNIS BUDGET 2018-2019

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
	Director		$20.50	480	9,840	0	9,840
	Supervisor		$16.50	1,340	22,110	17,840	22,110
	Assistant Supervisor		$14.00	450	6,300	0	6,300
	Sr. Attendents		$11.00	920	10,120	0	10,120
	Attendents		$10.10	460	4,646	24,847	4,646
	TOTAL EXTRA HELP & OVERTIME:				53,016	42,687	53,016

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.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
835 Skate Park							
(03) EH & OT	10,699.27	21,814.00	21,814.00	21,814.00	21,814.00		0.0%
(14) Uniform Allowance	120.00	500.00	500.00	500.00	500.00		0.0%
(30) Facility Maint.	7,927.30	8,000.00	8,000.00	10,000.00	10,000.00		25.0%
TOTAL (835) Skate Park	**18,746.57**	**30,314.00**	**30,314.00**	**32,314.00**	**32,314.00**		**6.6%**

835 - P&R SKATE PARK BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
	Maintenance Supervisor		$20.00	272	2,080	2,080	2,080
	Director		$20.00	28	560	560	560
	Attendents		$10.25	614	6,294	6,294	6,294
	Skate Camp		$18-$20	700	12,880	12,880	12,880
	TOTAL EXTRA HELP & OVERTIME:				21,814	21,814	21,814

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:
$12,660 Rescue Board, Radios, Water Feeder for Training Pool

Budget Notes:
Lifeguard hourly rates are being increased in order to be competitive with the surrounding area as we have difficulty getting enough lifeguards to staff all of our facilities for the duration of the summer season.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
836 Beach & Pool							
(03) EH & OT	204,479.26	241,125.00	241,125.00	368,233.00	368,233.00		52.7%
(14) Uniform Allowance	5,294.29	5,000.00	5,000.00	5,000.00	5,000.00		0.0%
(19) Contract Services	25,157.00	27,094.00	27,094.00	27,094.00	27,094.00		0.0%
(20) Employee Medical	1,750.00	1,750.00	1,750.00	1,750.00	1,750.00		0.0%
(30) Facility Maint.	17,083.26	17,000.00	17,000.00	17,000.00	17,000.00		0.0%
(42) Maint. Supplies	19,284.45	23,500.00	23,500.00	23,500.00	23,500.00		0.0%
(CU) Equipment-P&R	1,848.40	2,160.00	2,160.00	12,660.00	12,660.00		486.1%
TOTAL (836) Beach & Pool	**274,896.66**	**317,629.00**	**317,629.00**	**455,237.00**	**455,237.00**		**43.3%**

836 - P&R BEACH & POOL BUDGET 2018-2019

EXTRA HELP & OVERTIME

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 EH&OT Totals
	Police Services				109,000	0	109,000
	Pool Gate		$10.25	1,078	11,050	11,050	11,050
	Burying Hill Guards		$12.00	1,470	17,640	16,905	17,640
	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		$14.00	1,470	20,580	19,110	20,580
	Beach Lifeguards		$12.00	5,880	70,560	67,620	70,560
	Pool Director		$30.00	700	21,000	14,950	21,000
	Asst Pool Director		$17.00	600	10,200	10,200	10,200
	Pool Captains		$14.00	896	12,544	11,648	12,544
	Pool Guards		$13.00	3,724	48,412	42,826	48,412
	Staples Pool Supervisor		$20.00	406	8,120	8,120	8,120
	Staples Pool guards		$12.00	406	4,872	4,466	4,872
	Longevity		$0.50	17,190	8,595	8,570	8,595
	Attrition					0	
	TOTAL EXTRA HELP & OVERTIME:				368,233	241,125	368,233

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 $1,108,242. The staff works closely with the Human Services Department in providing approximately $30,000 in program financial aid to over 250 Westport residents in need.

The department administers and manages the town's youth basketball program serving over 1,700 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 than 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.
- The department finds that there is increasing competition with our current programs and sports camps.
- We continue to create new program offerings to better serve the changing needs of our residents.

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
838 Recreation Programs							
(01) Salaries	122,582.94	126,500.00	129,663.00	129,663.00	129,663.00		0.0%
(03) EH & OT	746,641.53	817,087.00	817,087.00	820,117.00	820,117.00		0.4%
(14) Uniform Allowance	4,596.00	5,494.00	5,494.00	5,142.00	5,142.00		-6.4%
(18) Fees & Services	42,691.57	52,730.00	52,730.00	56,650.00	56,650.00		7.4%
(41) Supplies	218,865.79	198,726.00	198,726.00	205,130.00	205,130.00		3.2%
TOTAL (838) Recreation Program	**1,135,377.83**	**1,200,537.00**	**1,203,700.00**	**1,216,702.00**	**1,216,702.00**		**1.1%**

838 - P&R RECREATION PROGRAMS BUDGET 2018-2019

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Progam Manager	n/a			79,950	79,950	79,950
1.00	Program Specialist	n/a			49,713	49,713	49,713
2.00	TOTAL SALARIES:				129,663	129,663	129,663

838 - MISCELLANEOUS PROGRAMS

Recreation Program Details

PROGRAM	EH & OT	F & S	SUPPLIES	UNIFORMS	TOTAL EXPENSE	PARTICIPANT #'S	REVENUE	Program Surplus/(Subsidy)
Adult Programs	2,146	0	0	50	2,196	155	2,300	104
Age Group Track	4,723	0	900	146	5,769	550	5,085	(684)
Camp Compo	123,067	6,000	28,290	1,290	158,647	960	140,200	(18,447)
Golf	0	11,600	0	0	11,600	200	18,192	6,592
Special Events	0	1,950	1,345	0	3,295	0	500	(2,795)
Ice Skating	27,000	0	33,120	300	60,420	330	61,050	630
Karate	0	6,100	0	0	6,100	57	7,300	1,200
Levitt Pavilion	0	20,000	0	0	20,000	0	0	(20,000)
Platform Tennis	4,680	0	400	50	5,130	64	5,920	790
Program Development	4,600	5,000	1,000	60	10,660	50	7,625	(3,035)
RECing Crew	146,216	6,000	100,465	840	253,521	1417	245,255	(8,266)
Road Runners	9,698	0	870	120	10,688	0	14,390	3,702
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	120	22,620		23,071	451
Swim Instruction	38,158	0	1,360	900	40,418	845	49,420	9,002
Tennis Instruction	156,930	0	11,055	672	168,657	1856	169,355	698
Tot'n Play	38,212	0	0	0	38,212	203	47,765	9,553
Youth Basketball	146,820	0	25,375	544	172,739	1705	185,815	13,076
Pickleball	6,864	0	500	50	7,414	136	10,352	2,938
SUBTOTALS	**820,117**	**56,650**	**205,130**	**5,142**	1,087,039	**9,200**	**1,138,896**	
Scholarships							30,654	
TOTALS	**820,117**	**56,650**	**205,130**	**5,142**	**1,087,039**	**9,200**	**1,108,242**	21,204

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
840 Memorial & Veterans Days							
(63) Program Expenses	8,970.00	9,500.00	9,500.00	9,500.00	9,500.00		0.0%
TOTAL (840) Memorial & Veteran	**8,970.00**	**9,500.00**	**9,500.00**	**9,500.00**	**9,500.00**		**0.0%**

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	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
901 Pensions							
523100 - Municipal Pension	1,829,453.00	1,849,844.00	1,849,844.00	1,409,032.00	1,409,032.00		-23.8%
523200 - Police Pension	2,493,269.00	2,605,033.00	2,605,033.00	2,878,496.00	2,200,000.00		-15.5%
523300 - Fire Pension	2,052,753.00	2,152,383.00	2,152,383.00	2,004,183.00	1,300,000.00		-39.6%
523400 - Public Works Pension	171,536.00	119,905.00	119,905.00	67,685.00	67,685.00		-43.6%
523500 - Non-Union Supervisor Pension	816,867.00	414,889.00	414,889.00	542,012.00	542,012.00		30.6%
523600 - Non-Union Non-Supervisor Pensic	779,094.00	715,413.00	715,413.00	597,638.00	597,638.00		-16.5%
523770 - OPEB Plan Funding	5,683,756.00	5,167,641.25	5,167,641.25	5,870,328.00	4,935,000.00		-4.5%
523810 - Def Contribution Town	54,384.72	72,800.00	72,800.00	83,000.00	83,000.00		14.0%
523820 - Def Contribution BOE	64,807.62	110,900.00	110,900.00	165,000.00	165,000.00		48.8%
523830 - Def Contribution Library	31,177.37	38,900.00	38,900.00	41,100.00	41,100.00		5.7%
523840 - Def Contribution DPW	17,435.85	29,500.00	29,500.00	30,100.00	30,100.00		2.0%
531000 - Fees & Services	279,471.01	150,000.00	150,000.00	150,000.00	150,000.00		0.0%
588000 - Program Expenses	8,922.36	8,916.00	8,916.00	8,916.00	8,916.00		0.0%
Total (901) Pension	**14,282,926.93**	**13,436,124.25**	**13,436,124.25**	**13,847,490.00**	**11,529,483.00**	**0.00**	**-14.2%**

Updated 3/7/18

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
902 Insurance							
(07) Group Insur-MED	7,327,621.58	7,752,166.00	7,752,166.00	7,752,166.00	8,900,000.00		14.8%
(08) Group Insur-LIFE	63,605.68	64,200.00	64,200.00	65,500.00	65,500.00		2.0%
(11) EmpAss'tProgram	2,897.40	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
(12) Workers Comp.	1,011,793.18	1,365,000.00	1,368,065.00	1,365,000.00	1,365,000.00		-0.2%
(13) H & H Reserve	256,717.35	270,000.00	270,000.00	270,000.00	270,000.00		0.0%
(36) Ins-Bldg & Liab	429,661.90	465,000.00	465,000.00	465,000.00	465,000.00		0.0%
(37) Ins-Auto & Liab	101,029.50	118,000.00	118,000.00	115,000.00	115,000.00		-2.5%
(38) PubOfficialsLiab	78,000.00	78,000.00	78,000.00	78,000.00	78,000.00		0.0%
(39) Surety Bonds	1,292.00	1,292.00	1,292.00	1,292.00	1,292.00		0.0%
TOTAL (902) Insurance	**9,272,618.59**	**10,116,658.00**	**10,119,723.00**	**10,114,958.00**	**11,262,792.00**		**11.3%**

Updated 3/7/18

Town of Westport
2018-2019 Projection

Fiscal Year	2015	2015-16	2016-17	2017-18	2017-18	2018-19
	Actual	*Actual*	*Actual*	*Budget*	*Projected **	*Budget*
Paid Claims						
Medical	$5,829,538	$5,829,538	$5,862,189	$6,611,893	$7,103,214	$7,394,396
Rx	2,462,835	2,462,835	2,591,936	2,793,360	3,000,931	3,123,948
Dental	346,160	346,160	331,043	336,053	339,030	354,831
	$8,638,533	$8,638,533	$8,785,168	$9,741,306	$10,443,175	$10,873,175
	1.5%	0.0%	1.7%	-6.7%	18.9%	11.6%
Enrollment						
Medical	467	467	485	485	490	490
Dental	489	489	498	500	497	497
Plan Expeneses						
Medical/Rx Admin Fees	$89,832	$89,832	$93,295	$93,276	$57,389	$59,110
Network Access Fee	257,015	257,015	247,441	257,015	227,911	257,015
Dental Admin Fees	33,506	33,506	35,139	35,280	23,856	23,856
Stop-Loss Premiums	555,522	555,522	499,589	569,789	567,596	652,736
PCORI Fee	2,196	2,196	2,196	2,307	2,402	2,553
ACA Reinsurance Fee	37,659	37,659	14,841	0	0	0
	$975,730	$975,730	$892,501	$957,667	$879,154	$995,270
Town HSA Contribution	$369,000	$369,000	$461,000	$372,000	$464,000	$464,000
Total Self-funded Health Plan Cost	$9,983,263	$9,983,263	$10,138,669	$11,070,973	$11,786,329	$12,332,445
Change from 2015 Projected	0.7%	0.0%	1.6%	-6.1%	16.3%	11.4%
Oxford & Anthem Insured Premium	$612,803	$613,636	$417,808	$349,331	$235,000	$240,000
Total Health Plan Expenditures	$10,596,066	$10,596,899	$10,556,477	$11,420,304	$12,021,329	$12,572,445
			-0.4%	-5.0%	13.5%	18.6%
Less						
Migration from Maxor to HDHP	Incl in Claims	Incl in Claims	Incl in Claims	Incl in Claims	Incl in Claims	Incl in Claims
Rx Rebates	($108,000)	($116,832)	($262,338)	($185,000)	($214,482)	($214,482)
RDS Medicare Part D Rebate	($65,000)	($75,611)	($123,341)	($110,000)	($106,329)	($106,329)
Consulting fees, PBIrx Mgmnt fee	$109,000	$109,000	$145,003	$76,000	$76,000	$76,000
Expected Health Plan Expenditures	$10,532,066	$10,513,456	$10,315,802	$11,201,304	$11,776,518	$12,327,634
	9.4%	-0.2%	-2.1%	-4.9%	11.8%	17.3%
Income						
Employee Contributions	($777,960)	($617,001)	($736,313)	($642,380)	($750,000)	($825,000)
Retiree Contributions	($1,050,000)	($1,021,884)	($1,233,641)	($1,227,000)	($1,275,000)	($1,300,000)
Library Reimbursement	($339,700)	($620,038)	($276,191)	($320,000)	($320,000)	($355,000)
Sewer Contribution	($219,651)	($257,000)	($250,000)	($206,805)	($206,805)	($250,000)
RR Parking	($191,500)	($208,000)	($122,387)	($160,350)	($160,350)	($122,387)
Interest	$0	$0	($92,438)	($147,834)	($65,000)	($30,000)
Total Income	($2,578,811)	($2,723,923)	($2,710,970)	($2,704,369)	($2,777,155)	($2,882,387)
Net Insurance Cost	**$7,953,255**	**$7,789,533**	**$7,604,831**	**$8,496,935**	**$8,999,363**	**$9,445,247**
Change from Prior Year	7.9%	-2.1%	-2.4%	11.7%	18.3%	21.3%
Draw on Fund Balance	$1,061,835.00	$389,756	$277,751	$596,935	$1,247,197	$545,247
Net General Fund Expenditure	$6,891,420.00	$6,759,125	$7,327,080	$7,900,000	$7,752,166	$8,900,000
	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2018	6/30/2019
Fund Balance	$3,457,860	$3,068,104	$2,790,353	$2,193,418	$1,543,156	$997,909
	32.6%	29.0%	26.4%	19.2%	12.8%	7.9%

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
903 Social Security							
(05) Social Security	1,168,774.21	1,172,072.75	1,181,635.93	1,215,000.00	1,215,000.00		2.8%
TOTAL (903) Social Security	**1,168,774.21**	**1,172,072.75**	**1,181,635.93**	**1,215,000.00**	**1,215,000.00**		**2.8%**

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
905 Unemployment Compensation							
06 Unemp. Comp.	43,527.00	38,000.00	38,000.00	38,000.00	38,000.00		0.0%
TOTAL (905) Unemployment	**43,527.00**	**38,000.00**	**38,000.00**	**38,000.00**	**38,000.00**		**0.0%**

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
907 Earthplace							
(60) PaymentsToAgency/Or	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00		0.0%
TOTAL (907) Earthplace	**95,000.00**	**95,000.00**	**95,000.00**	**95,000.00**	**95,000.00**		**0.0%**

Town of Westport
Budget Request
Fiscal Year 2019

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

January 5, 2018

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

As we look ahead to fiscal year 2019 and beyond, we see continued growth in our public-private partnership. We are very appreciative of the support Earthplace receives from the Town of Westport and it is still a vital contributing factor to our financial health. In return, we are continuing to explore ways to deliver value to Westport residents beyond maintaining one of the town's largest open spaces and testing the water quality of local waterways. For the 2019 fiscal year **we are requesting a $95,000** appropriation of funds for our operating budget, representing **no increase** compared to the last five years.

Introduction and Philosophy

At Earthplace, we feel strongly that we, as a society, need to dramatically increase the cultural value of nature. Our greatest opportunity to do this in our own community is to instill a passion and respect for nature in the hearts and minds of youth, and provide access to nature for all ages and abilities That is the purpose of Earthplace.

We fulfill this purpose by offering a rotating display of educational nature exhibits, and a diverse continuum of programs that instill in participants a passion and respect for nature and the environment. From our nature-based preschool with its fifty year legacy, beloved youth-focused programs, and adult environmental learning opportunities, Earthplace offers educational and inspirational interactions with the natural world.

Like many nature centers across the country, Earthplace is part of the fabric of our local community. Not unlike other Westport attractions, Earthplace features a model facility and quality programming. Over the last four years we have made many facility upgrades both inside and outdoors and dramatically increased program attendance and reach, including educational opportunities, water quality testing, and nature-based family festivals.

A strategic priority in 2018-19 will be to further engage the greater Westport community in the important role nature plays in our lives and how we can protect the future health of our planet. To aid this effort, we will be collecting baseline community data and insights from active community members, town leadership and philanthropists. Our goals are to deliver the most impactful programs and to achieve organizational sustainability. Over the past four years, we have made progress on both and greatly appreciate the support we have received from the town.

Executive Summary of FY 2017

In our fiscal year that ended on June 30th 2017, we finished with a small operating surplus. Included in some of the grant revenue for Harbor Watch was capital equipment that will be amortized over several years. In short, we are close to breakeven on an operating level before depreciation, but our cash position continues to be tight heading into 2018.

Operating/Facility Highlights:

- Preschool, summer camp and Harbor Watch programs all had strong years delivering nature & environmental education to a record number of participants from preschool age to college interns.
- The biggest event was a disruptive one, an April fire in a backroom off Animal Hall that forced the relocation of our animal residents to our front lobby while we repaired and renovated Animal Hall and the Birds of Prey areas. Through the good will and generosity of friends and a hard working staff, all the animals were well cared for and returned to their new quarters in September.
- Our second big project was the addition of a 120 seat outdoor amphitheater classroom & the electrification of our outdoor event area. We turned a 120 foot oak tree from a neighbor's yard into sawn and finished wood for the seating area nestled in the woods above Swamp Loop Trail. An August "*Friday Night at the* (nature*) Movies*" attracted 140 viewers!
- On-going projects include: new interpretive signage around the sanctuary for self-guided tours, and a deer-exclosure area demonstrating the effects of overgrazing and damage to the native understory.

Financial Highlights:

- We enjoyed a year-over-year revenue gain of $20,798 and an operating surplus of $7,998 before depreciation (unaudited)
- Our percentage of earned income kept pace with our overall revenue growth, and 77% of our expenses were allocated to program delivery—virtually unchanged from last year
- Program revenues were up for our preschool (+10%), Summer Camp (+7%) and Nature programs (+18%).

Overview of Current Year

Operating/Facility Highlights:

In 2018, the staff and Board implemented a new strategic framework to help measures our performance and impact in five areas. One of our key initiatives for 2018 is to provide greater access to nature for all ages and abilities. We set an objective to increase our program participation to 26 children with special needs and deliver nature programs to eight urban school districts. I am pleased to report we met our goals in the first four months of the year. Our current portfolio of programs for Harbor Watch, the Preschool and Nature Discovery are all on or above plan again this year as we continue to expand our reach.

Other strategic projects underway:

- Launch of a 0-2 year-old all day childcare program for working families called “The Nest”. That project has been delayed to early fall due to facility permitting issues and expenses.
- We successfully won the bid to be the operator of a new preschool program, “Little Wreckers” at Staples High School now planning to launch in September of 2018. This public/private partnership is a good match for the school system, school district parents, and Earthplace---a true win, win, win.

Financial Highlights:

- After six months, we are showing an operating surplus of $141,991 on revenues of $1.3 million including $115,000 in non-recurring revenue (from fire insurance). For the year, we anticipate a net operating surplus of $137,340 including non-recurring revenues of $222,125. On an operating basis, we anticipate a loss of $83,687.
- The 2018 results also include nonrecurring revenues from grants to purchase capital equipment for Harbor Watch.
- Items that are unfavorable to plan include a delay in the start-up of a new daycare program, combined with lost rental income from the designated building at #14 Woodside.
- This is the first year without a $50,000 Harbor Watch grant from Social Venture Partners of CT.
- New expense items include a Development Director and part-time in-house graphic design services.

Highlights for Fiscal Year 2019

- Continued steady growth for existing programs
- Formal launch of “the Nest” day care program
- Launch of the “Little Wreckers” Preschool at Staples
- Capital Project: A New Publically Accessible Nature’s Playground*

2019 Preliminary Budget

- New programs generating revenues include the “little Wreckers” a preschool /teaching program at Staples High School, and “the Nest”, our own daycare feeder program for 0 to 2 year olds.
- The budget reflects 14.5% revenue growth from operations and a 10% increase in operating expenses.
- We anticipate operating revenues of $2.74 million without the benefit of nonrecurring revenue items we enjoyed the last two years, but we anticipate taking a one-time charge of $103,000 related to the Harbor Watch equipment loan program. This charge will turn a net operating surplus into a $38,169 deficit. On a cash basis, our operating results will be much improved and closer to sustainability.

- Our 2019 budget includes a $95,000 town appropriation which is key to our continued financial stability. Town financial support for Earthplace, dating back to 1959, has demonstrated our community's commitment to open space, wildlife preservation and nature programming.
- We will continue to offer free public access to our trails and a planned public playground. We also plan to expand our free Nature Education programs for Westport school groups to additional grade levels and science curriculums.

2019 Capital Project

*We plan to ask the Town of Westport to match our private fundraising to construct a new publicly accessible playground at Earthplace serving all Westport residents, specifically families who live west of Route One. We are currently finalizing the design and construction needs and anticipate a maximum project cost $90-100,000 including additional parking and compost toilets. We are finalizing the plans and will commence fundraising in the coming months.

On the accompanying pages you will find:

- Earthplace by the Numbers
- Earthplace 2018-2019 Objectives
- Research Study on the Importance & Performance of Nature Centers
- Harbor Watch Program support to the Town
- Statement of Revenues and Expenses for FY 2018 and projected year-end
- Budget Projection for FY 2019 through 2023
- Current Balance Sheet
- Current Organizational Charts
  Earthplace Trail Map

The role of a nature center in a community as vibrant at Westport is even more critical today.
I look forward to answering any questions you may have, and thank you in advance for your consideration.

Respectfully submitted by:

Tony McDowell
Executive Director, Earthplace

Earthplace by the Numbers – FY 2016 – 2017

- Delivered nature discovery programs to **3500** students who participated in our K-8 school outreach programs across the region. These numbers include classrooms visits to Earthplace as well as naturalist visits to school districts in Westport and nearby towns. Weather, pond studies and owls were some of the topics covered – always with a focus on the natural sciences.

- Enrolled **2700** children in our after school enrichment programs focusing on nature related themes. These programs include our longstanding Junior Staff program which targets middle and high school students.

- Engaged **7600** individuals, of all ages, in our community and family events. These events include our WinterFest, Green Day, and Earthplace Festival as well as participation in community events like the Farmers Market and Makers' Fair.

- Completed construction, from local wood sources, of amphitheater/outdoor classroom. This outdoor space has electricity, a platform for programs and seats **120** people. The first wedding is booked for this June.

- Introduced **11** new native species to our sanctuary that are attractive to pollinators (and not attractive to deer). The development of our native species population will support a healthier understory which birds and insects rely on. Additionally, both the Westport and the Greens Farms Garden Clubs provide valuable expertise and volunteer help.

- Continued to support working parents by providing before and after school child care.

Harbor Watch Program

- Evaluated **18** rivers in **18** towns across Fairfield County. Monitored 6 waterbodies in Westport.

- Conducted a dissolved oxygen profile survey of Saugatuck Harbor.

- Sampled **316** unique monitoring locations – **50**% more than 2015-2016.

- Provided volunteer opportunities for **14** Westport adult residents who assisted with operations and data collection.

- Hosted a Water Quality Symposium which was attended by 100 local residents, commercial farmers, and municipal officials. Students and staff presented data through **7** different posters on Muddy Brook, Pussy Willow Brook, Lamplight Lane, our fish study, and spatial distribution of bacteria in freshwater. This program provides key training to students looking to pursue the natural sciences in a professional capacity.

Earthplace 2018-2019 Objectives:

1. **Achieve organizational sustainability**
   To Earthplace, this means improving our financial strength by maximizing program enrollment and meeting our overall fundraising target.

2. **Provide access to nature exploration for all ages and abilities**
   We will do this by increasing programs for urban youth, increasing enrollment and integrating children with special needs into all program areas, launching an early care and learning program for children aged 6 weeks to two years, and delivering a premier nature-based curriculum and infrastructure.

3. **Inspire a conscious regard for nature and the environment**
   Earthplace will achieve this objective by delivering an annual calendar of environmental learning presentations, providing stimulating natural history exhibits and hands-on nature programs, improving public understanding of science, as well as launching a new, user-friendly website with increased educational content and resources.

4. **Create a positive impact through science and conservation**
   Earthplace will achieve this objective by generating scientific data and knowledge, improving local water quality through regular testing, monitoring and reporting, demonstrate best practices of nature conservation and promoting efficient use of natural resources (energy, waste and water).

5. **Be a great place to work and volunteer**
   Earthplace aims to be a great place to work by prioritizing talent retention, creating a fun, green, safe and healthy environment, fostering a positive and supportive culture, and increasing volunteer engagement.

Perceived Importance and Performance of Nature Centers

Nature & Environmental Learning Centers across the country rely on local and/or state funding for a portion of their operating budgets. While each center and community is different, the question of what value they deliver to their local communities is a consistent refrain.

To add research and data to this discussion, in February 2016, the Association of Nature Center Administrators (ANCA) compiled a report using online surveys to collect community data regarding their local nature center. Participants were asked a series of questions to ascertain their views of the local nature center, their connection with nature, and their likelihood to support the nearby center.

The research results (right) are from the Audubon Greenwich Nature Education Center, a similar institution in a similar demographic area to Earthplace. We plan to use the results of this local and national study to inform our own data collection efforts and provide a baseline for analyzing our results. Finally, Earthplace will be able to use the results to help craft our communications.

PERCEIVED **IMPORTANCE** OF NATURE CENTER(S) PROVIDING SETS OF VALUES

Value set	Survey items[a]	Range	Center average	Different than nation-wide average?[b]
Environmental connection	• Encouraging environmental behavior (e.g., recycling or saving electricity and water) • Increasing environmental awareness (e.g., introducing people to native wildlife/plants) • Providing access to nature • Providing a place for children to learn • Providing wildlife habitat or ecosystem services (e.g., slowing storm water runoff)	1 to 5 where 1 = not at all important, and 5 = extremely important	4.26	No
Leisure provision	• Providing a place for physical exercise • Providing a place for retreat/restoration/relaxation • Providing a safe place for outdoor recreation	(same as above)	3.50	No
Civic engagement	• Helping bring together people from different races/ethnicities • Linking people to political action • Providing a place for people in the local community to gather	(same as above)	2.58	Yes
Community resilience	• Contributing to the local economy (e.g., increasing property values or attracting businesses) • Developing a sense of pride in the local community • Making the community a more beautiful place	(same as above)	3.32	Yes

[a]responses from bulleted survey items were averaged to create indices ('value set' in column one); [b]only statistically significant differences shown ($p < .05$)

PERCEIVED **PERFOMANCE** OF NATURE CENTER(S) PROVIDING SETS OF VALUES

Value set	Survey items[a]	Range	Center average	Different than nation-wide average?[b]
Environmental connection	• Encouraging environmental behavior (e.g., recycling or saving electricity and water) • Increasing environmental awareness (e.g., introducing people to native wildlife/plants) • Providing access to nature • Providing a place for children to learn • Providing wildlife habitat or ecosystem services (e.g., slowing storm water runoff)	1 to 5 where 1 = not at all well, and 5 = extremely well	4.26	No
Leisure provision	• Providing a place for physical exercise • Providing a place for retreat/restoration/relaxation • Providing a safe place for outdoor recreation	(same as above)	4.10	No
Civic engagement	• Helping bring together people from different races/ethnicities • Linking people to political action • Providing a place for people in the local community to gather	(same as above)	3.50	No
Community resilience	• Contributing to the local economy (e.g., increasing property values or attracting businesses) • Developing a sense of pride in the local community • Making the community a more beautiful place	(same as above)	3.97	No

[a]responses from bulleted survey items were averaged to create indices ('value set' in column one); [b]only statistically significant differences shown ($p < .05$)

Harbor Watch Program Support to the Town of Westport in 2017

Services provided:

- Monitored 6 waterbodies in Westport
- Tested for 11 different water quality indicators (bacteria, dissolved oxygen, conductivity, salinity, water temperature, hardness, pH, iron, phosphorous, ammonia, and chlorophyll)
- Collected a total of 233 samples for *E. coli*
- Conducted a dissolved oxygen profile survey of Saugatuck Harbor
- Hosted 4 education programs for high school and college students where 4 Westport students participated (13% of enrollment)
- Provided volunteer opportunities for 14 Westport adult residents who assisted with operations and data collection
- Hosted a Water Quality Symposium which was attended by 100 local residents, commercial farmers, and municipal officials. Students and staff presented data through 7 different posters on Muddy Brook, Pussy Willow Brook, Lamplight Lane, our fish study, and spatial distribution of bacteria in freshwater

Value of services to the Town of Westport:

Program	**Cost for Westport**	
River Monitoring (May through December)	$	13,800.60
Senior Internship Program (May through June)	$	2,139.04
Fish Study (June through October)	$	930.19
Dissolved oxygen study Saugatuck Harbor (May through September)	$	4,131.64
Fall Internship Program (September through December)	$	1,333.57
Total Cost	**$**	**22,335.04**

Summary of findings from the 2017 Fairfield County River Report published by Harbor Watch:

Harbor Watch has monitored Muddy Brook (Figure 1) in the past, but often sampling occurred from September through April where colder temperatures and reduced bacteria concentrations were observed. 2017 marked the first year that Harbor Watch conducted a study of Muddy Brook during the May through September monitoring season in addition to testing in the spring and fall. The brook is of interest to the Town of Westport because its discharge point is the Sherwood Island Millpond, a historic area known for its swimming and shellfishing activities in decades prior. All sites exceeded at least one of the CT DEEP *E. coli* criteria. Continued monitoring is suggested to identify potential sources of pollution.

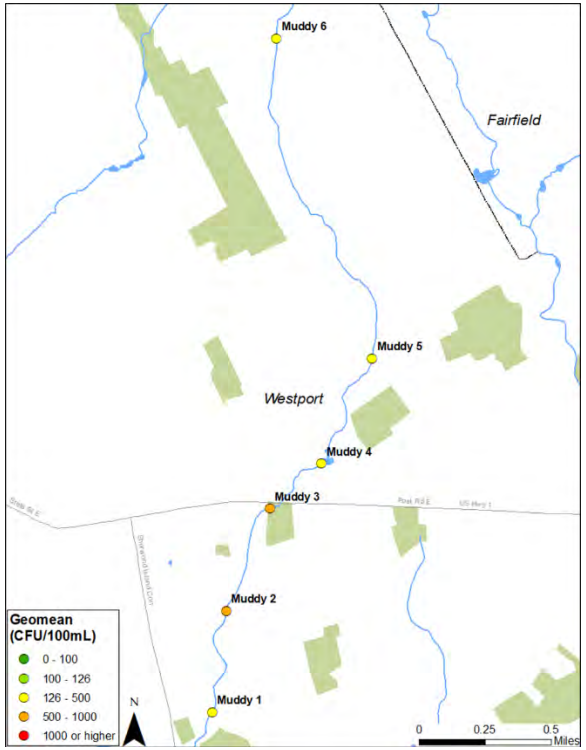


Figure 1. Sample locations and geomeans for Muddy Brook.

2017 marked the second consecutive year for monitoring Poplar Plains Brook (Figure 2) during the summer monitoring season. Bacteria concentration exceedances in 2017 were fewer than 2016, but continued monitoring of Poplar Plains Brook is suggested given its role as a tributary to the Saugatuck River.

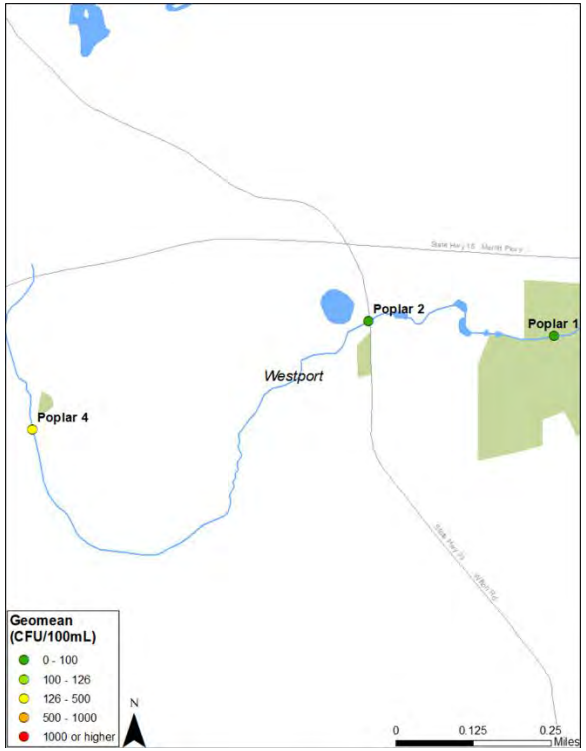


Figure 2. Sample locations and geomeans for Poplar Plains Brook.

The Saugatuck River (Figure 3) has been monitored on and off for 12 years by Harbor Watch. Bacteria concentrations from 2017 were slightly improved over 2016 results. When comparing summer monitoring seasons, 2017 had the fewest observed geomean criterion exceedances since 2011. Of the 18 waterbodies monitored by Harbor Watch in 2017, the Saugatuck River had the lowest bacteria concentrations throughout the watershed.

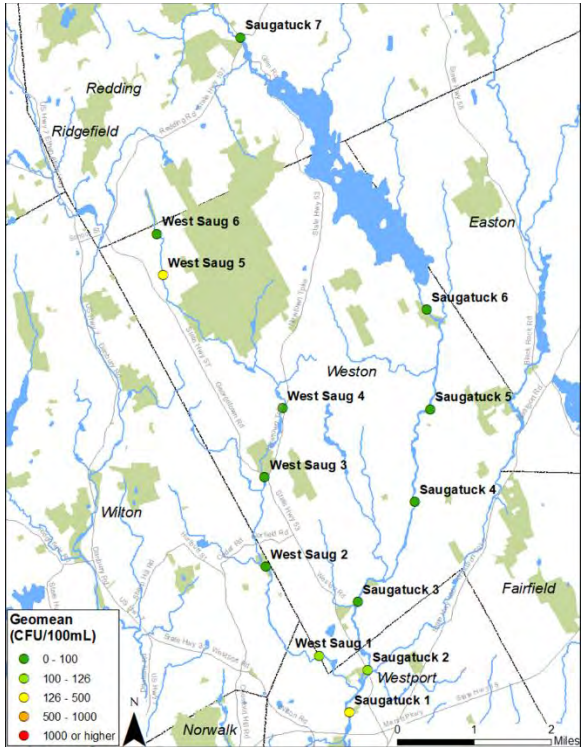


Figure 3. Sample locations and geomeans for the Saugatuck River.

Earthplace, Inc.
Statement of Revenue & Expenses
Actual FY06/16 & 06/17; Budget, Actual, & Estimated FYE06/18

	ACTUAL FYE 06/16	EST. FYE 06/17 (Unaudited)	BUDGET FYE 06/18		YTD 07/01-12/31/17		EST. FYE 06/18
REVENUE							
Contributions	320,543	169,860	251,500		82,221		202,000
Municipalities	95,000	95,000	95,000		47,500		95,000
Grants	222,227	323,731	378,999		77,112		320,875
Museum Admission	14,642	14,154	15,000		5,034		15,000
Membership Dues	37,290	34,187	38,000		12,179		35,000
Pre-School Tuition	779,847	855,201	811,174		516,168		809,551
The Nest	0	0	204,150		0		6,000
After School Enrichment	141,975	100,936	138,600		51,715		119,500
Summer Camp Tuition	329,196	352,538	350,000		252,742		347,000
Programs	50,473	59,756	55,185		17,342		58,000
Fee for Service	65,997	33,457	77,413		10,644		66,000
Fundraisers	131,072	130,250	144,000		42,753		144,000
Other Operating Revenue	1,588	15,350	13,860		10,765		11,511
Rental Income	49,400	69,448	21,400		20,270		40,000
Income from Investments	23,503	29,684	0		37,159		30,000
Other - Non-recurring Revenue/Capital	0	0	107,125	*	115,000	*	222,125
TOTAL REVENUE	**2,262,753**	**2,283,552**	**2,701,406**		**1,298,604**		**2,521,562**
EXPENSES							
Payroll	1,485,780	1,529,461	1,754,461		771,398		1,614,461
Worker's Compensation	13,913	14,441	10,380		0		10,380
Payroll Taxes	105,579	112,470	123,335		56,245		112,335
Unemployment	1,425	11,312	18,143		9,133		18,143
Employee Benefits	84,451	92,346	110,536		58,033		108,036
Background Checks	2,563	1,566	1,140		988		1,860
Program	72,758	107,090	133,329		50,717		130,829
Development & Marketing	35,780	38,466	51,000		6,935		38,000
Fundraising	39,162	36,629	38,750		18,516		38,250
Professional Fees	50,209	39,434	32,542		29,132		32,000
Administration	34,318	30,757	39,760		29,917		43,260
Dues, Licenses, Permits	2,727	4,838	3,215		1,032		2,965
Transportation & Meetings	44,031	52,864	57,908		30,366		55,800
Insurance	35,097	41,423	32,866		17,979		30,000
Occupancy	97,329	91,475	102,903		52,306		95,805
Repairs & Maintenance	23,633	24,855	32,176		10,107		25,000
Other	30,152	46,127	31,717		12,711		26,000
Other - Non-recurring Expenses/Capital	0	0	0	**	1,098	**	1,098
TOTAL EXPENSES	**2,158,907**	**2,275,554**	**2,574,161**		**1,156,613**		**2,384,222**
NET OPERATING REVENUE / (EXPENSE) BEFORE DEPRECIATION & ACCTG METHOD ADJ	**103,846**	**7,998**	**127,244**		**141,991**		**137,340**
Audit Adjustment - Cash to Accrual basis from prior FY	**0**	**0**	**0**		**0**		**0**
NET REVENUE/(EXPENSE) BEFORE DEPRECIATION	**103,846**	**7,998**	**127,244**		**141,991**		**137,340**
DEPRECIATION	**175,530**	**178,000**	**191,912**		**31,985**		**180,000**
NET REVENUE/(EXPENSE) AFTER DEPRECIATION	**(71,684)**	**(170,002)**	**(64,668)**		**110,006**		**(42,660)**

* Non-Recurring Revenue - $107,125 UWS & $115,000 Insurance Fire Recovery
** Non-Recurring Expense - TYCO $438 & AITORO $660

Earthplace, Inc.
Statement of Revenue & Expenses
Budgets FYE 06/19, 06/20, 06/21, 06/22, 06/23

		EST. FYE 06/18	FORECAST FYE 06/19		FORECAST FYE 06/20	FORECAST FYE 06/21	FORECAST FYE 06/22	FORECAST FYE 06/23
REVENUE								
Contributions		202,000	202,000		209,070	216,387	223,961	231,800
Municipalities		95,000	95,000		95,000	95,000	95,000	95,000
Grants		320,875	325,000		336,375	348,148	360,333	372,945
Museum Admission		15,000	15,525		16,068	16,631	17,213	17,815
Membership Dues		35,000	36,225		37,493	38,805	40,163	41,569
Pre-School Tuition		809,551	968,285		987,651	987,651	1,007,404	1,007,404
The Nest		6,000	165,500		187,200	187,200	190,944	190,944
After School Enrichment		119,500	130,000		134,550	139,259	144,133	149,178
Summer Camp Tuition		347,000	353,940		366,328	379,149	392,420	406,154
Programs		58,000	58,000		60,030	62,131	64,306	66,556
Fee for Service		66,000	75,000		77,625	80,342	83,154	86,064
Fundraisers		144,000	144,000		149,040	154,256	159,655	165,243
Other Operating Revenue		11,511	11,914		12,331	12,762	13,209	13,671
Rental Income		40,000	53,900		55,787	57,739	59,760	61,851
Income from Investments		30,000	20,000		20,000	20,000	20,000	20,000
Other - Non-recurring Revenue/Capital	*	222,125	0		0	0	0	0
TOTAL REVENUE		**2,521,562**	**2,654,289**		**2,744,547**	**2,795,462**	**2,871,655**	**2,926,196**
EXPENSES								
Payroll		1,614,461	1,792,751		1,828,606	1,865,178	1,902,482	1,940,531
Worker's Compensation		10,380	10,588		10,800	11,016	11,236	11,461
Payroll Taxes		112,335	125,493		128,003	130,563	133,174	135,838
Unemployment		18,143	18,506		18,876	19,254	19,639	20,031
Employee Benefits		108,036	111,997		114,237	116,522	118,852	121,229
Background Checks		1,860	2,325		2,372	2,419	2,467	2,517
Program		130,829	128,000		130,560	133,171	135,835	138,551
Development & Marketing		38,000	39,140		39,923	40,721	41,536	42,366
Fundraising		38,250	39,015		39,795	40,591	41,403	42,231
Professional Fees		32,000	32,640		33,293	33,959	34,638	35,331
Administration		43,260	44,125		45,008	45,908	46,826	47,763
Dues, Licenses, Permits		2,965	3,024		3,085	3,146	3,209	3,274
Transportation & Meetings		55,800	56,916		58,054	59,215	60,400	61,608
Insurance		30,000	30,600		31,212	31,836	32,473	33,122
Occupancy		95,805	97,721		99,676	101,669	103,702	105,776
Repairs & Maintenance		25,000	26,250		26,775	27,311	27,857	28,414
Other		26,000	26,910		27,448	27,997	28,557	29,128
Other - Non-recurring Expenses	**	1,098	102,737	***	0	0	0	0
TOTAL EXPENSES		**2,384,222**	**2,688,739**		**2,637,721**	**2,690,476**	**2,744,285**	**2,799,171**
NET OPERATING REVENUE / (EXPENSE) BEFORE DEPRECIATION		**137,340**	**(34,450)**		**106,826**	**104,986**	**127,370**	**127,025**
DEPRECIATION		**180,000**	**178,000**		**180,000**	**178,000**	**176,000**	**174,000**
NET OPERATING REVENUE / (EXPENSE) AFTER DEPRECIATION		**(42,660)**	**(212,450)**		**(73,174)**	**(73,014)**	**(48,630)**	**(46,975)**

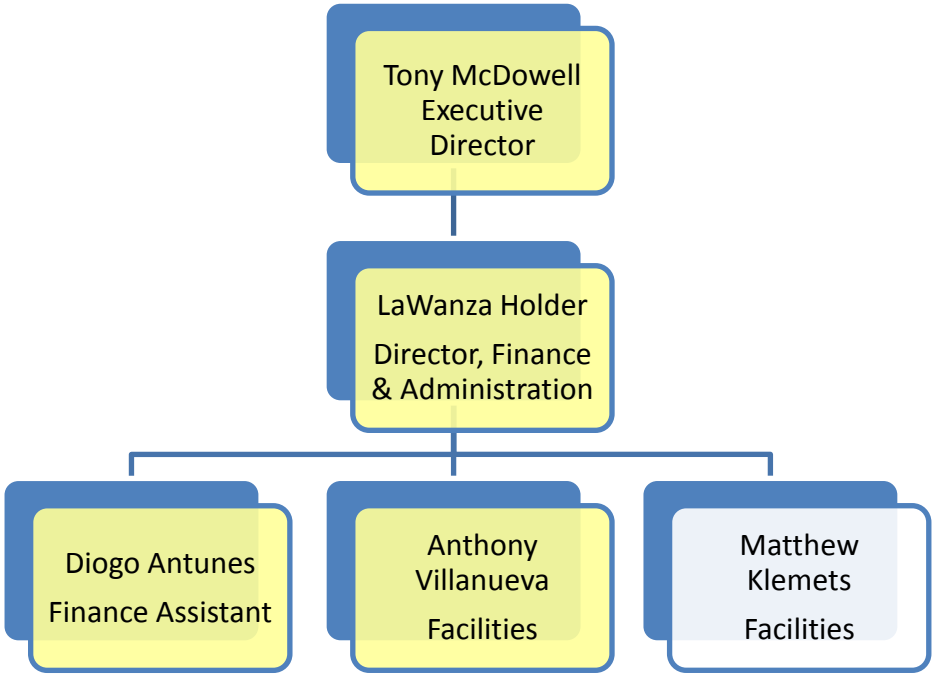
* Non-Recurring Revenue - $107,125 UWS & $115,000 Insurance Fire Recovery
** Non-Recurring Expense - TYCO $438 & AITORO $660
*** Non-Recurring Expense - UWS Equipment $102,737

Earthplace, Inc.
Balance Sheet
As of December 31, 2017

	As of December 31, 2017	
ASSETS		
Current Assets		
Total Current Assets	$ 767,779	
Fixed Assets (net of Depreciation)		
Total Fixed Assets	$ 2,708,061	
Other Assets		
Museum Collections	$ 103,390	
Construction in Progress	$ 26,013	
Loan Closing Costs	$ 4,724	
TOTAL ASSETS		**$ 3,609,967**
LIABILITIES		
Total Current Liabilities	$ 692,642	
TOTAL LIABILITIES		**$ 692,642**
NET ASSETS		
Unrestricted Net Assets		
Total Unrestricted Net Assets	$ 2,858,994	
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		**$ 2,917,325**
TOTAL LIABILITIES & NET ASSETS		**$ 3,609,967**

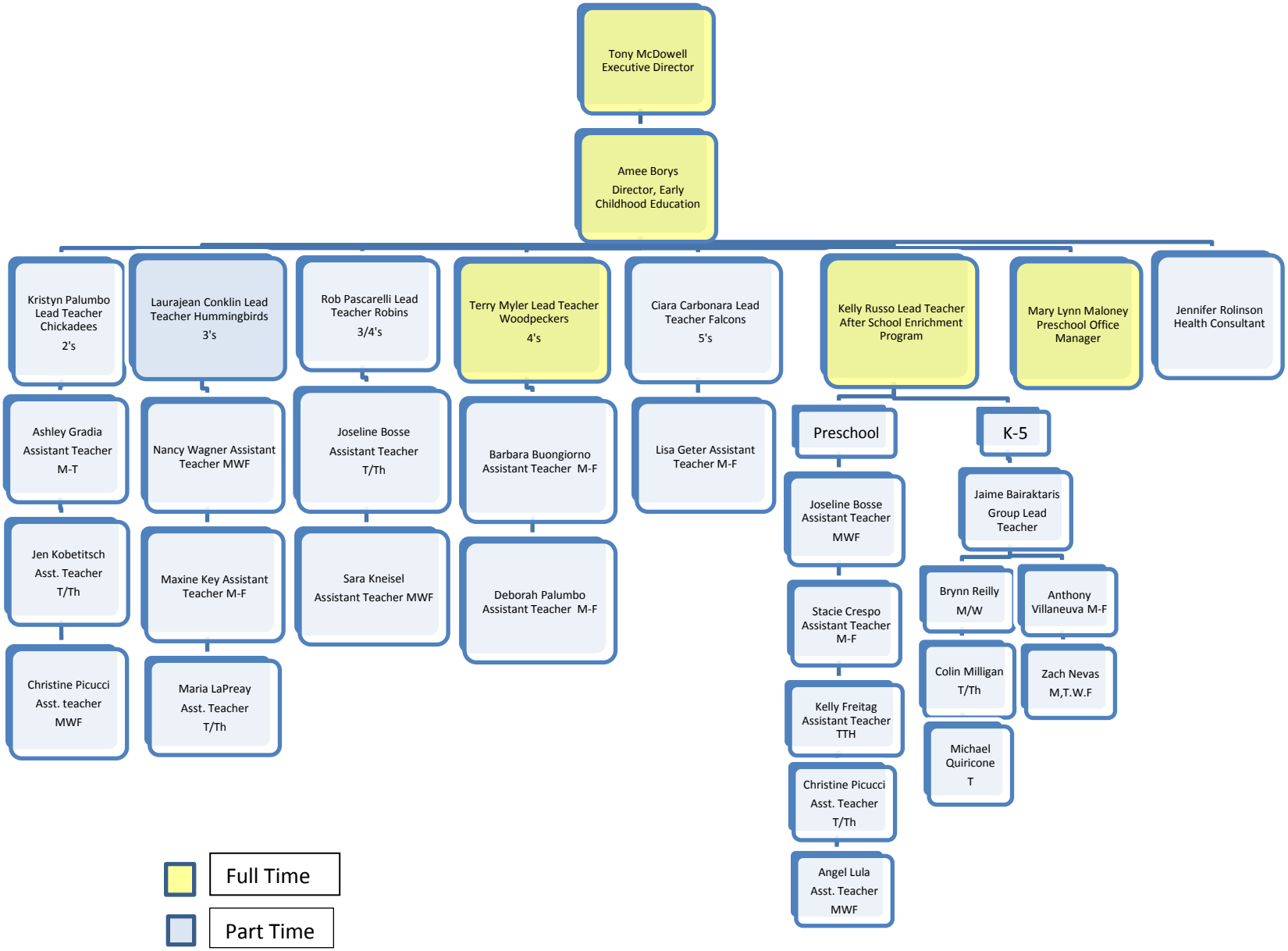
Finance & Administration Organization Chart

2018



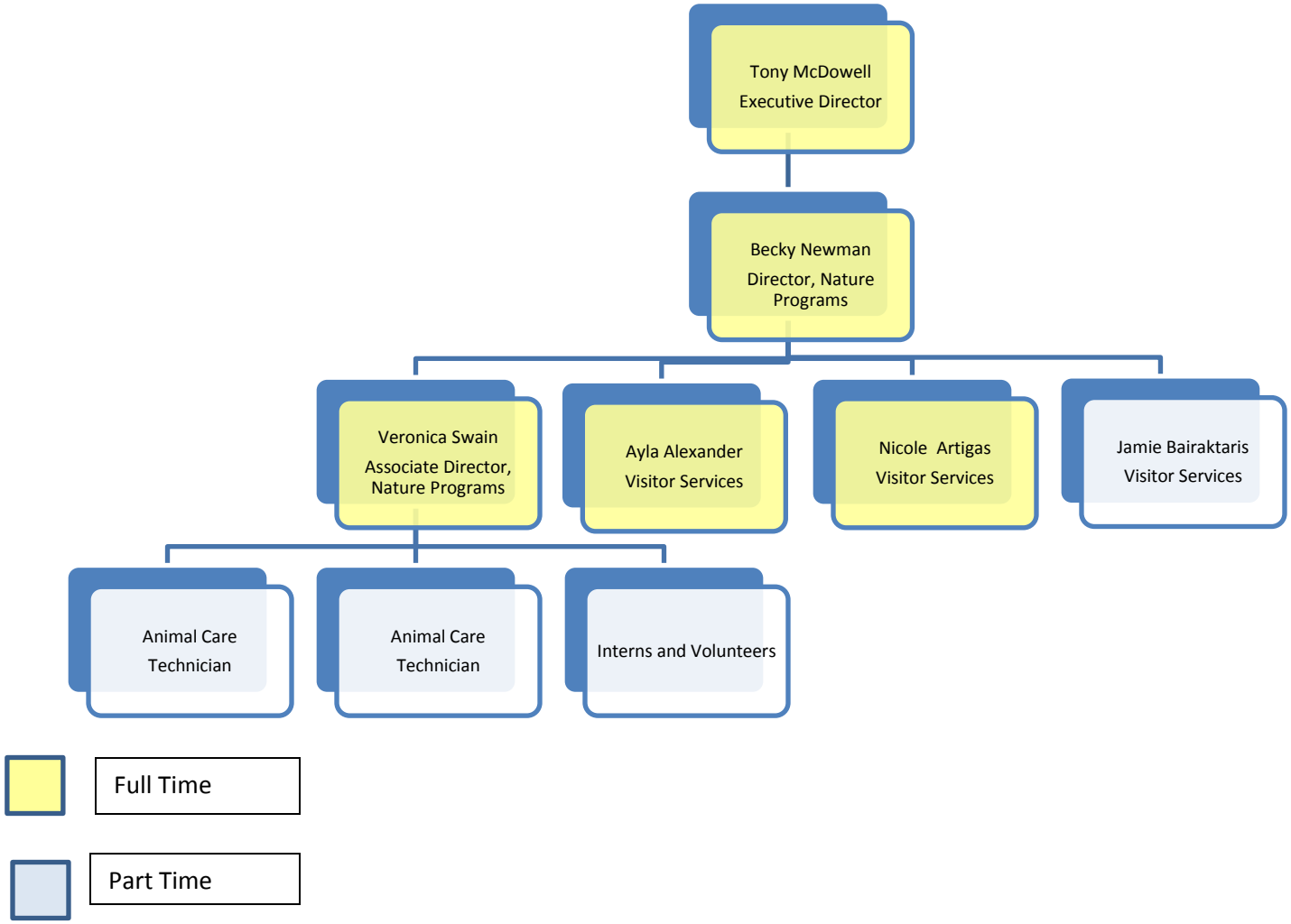
Earthplace Early Childhood Education Organization Chart

2018



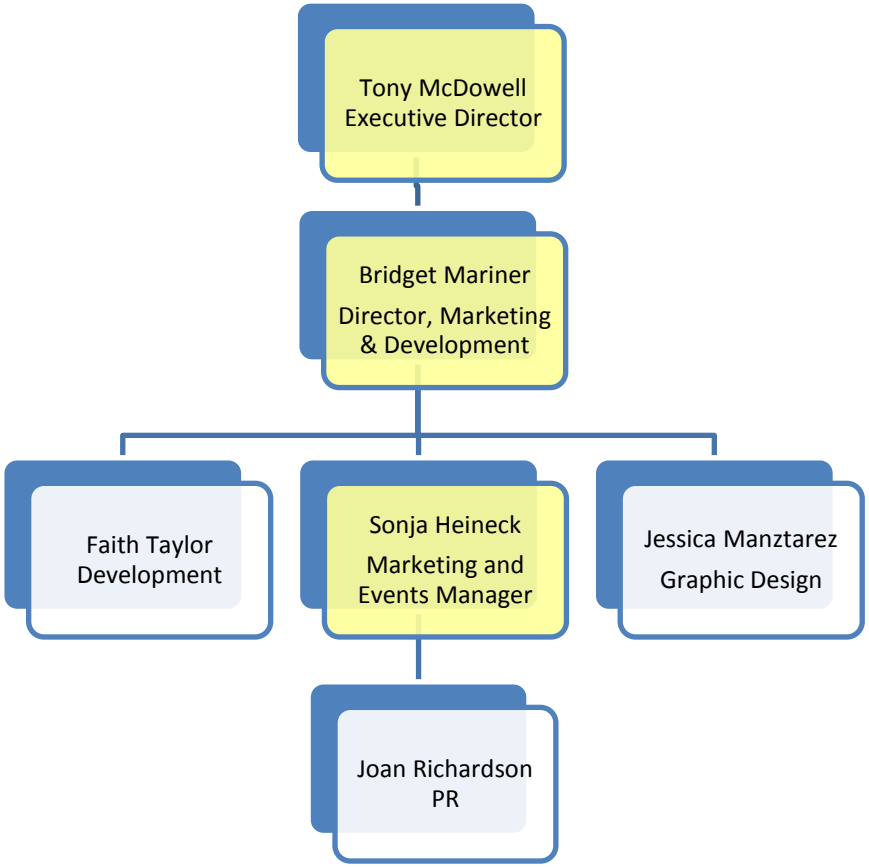
Nature Programs Organization Chart

2018



Marketing & Development Organization Chart

2018

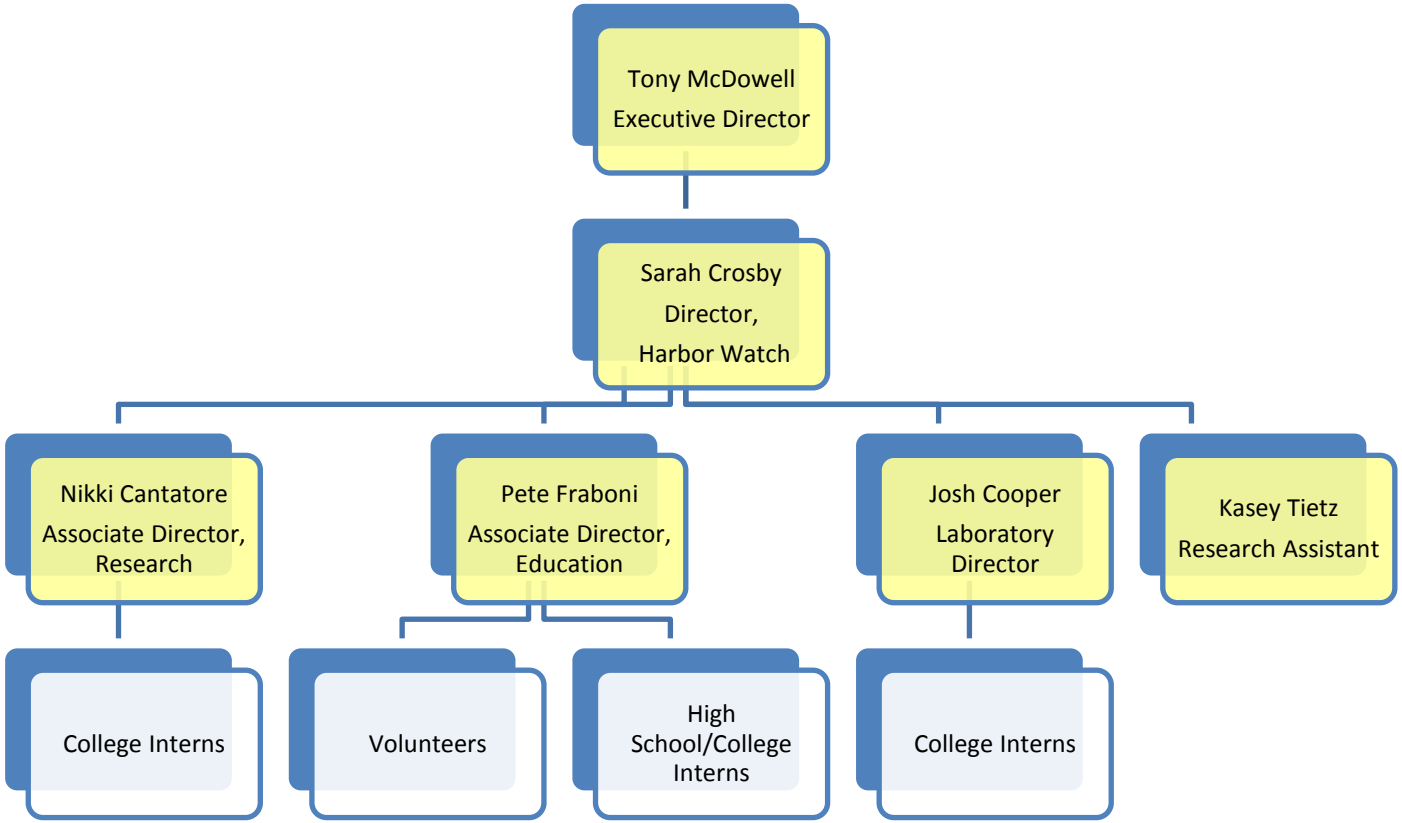


Full Time

Part Time

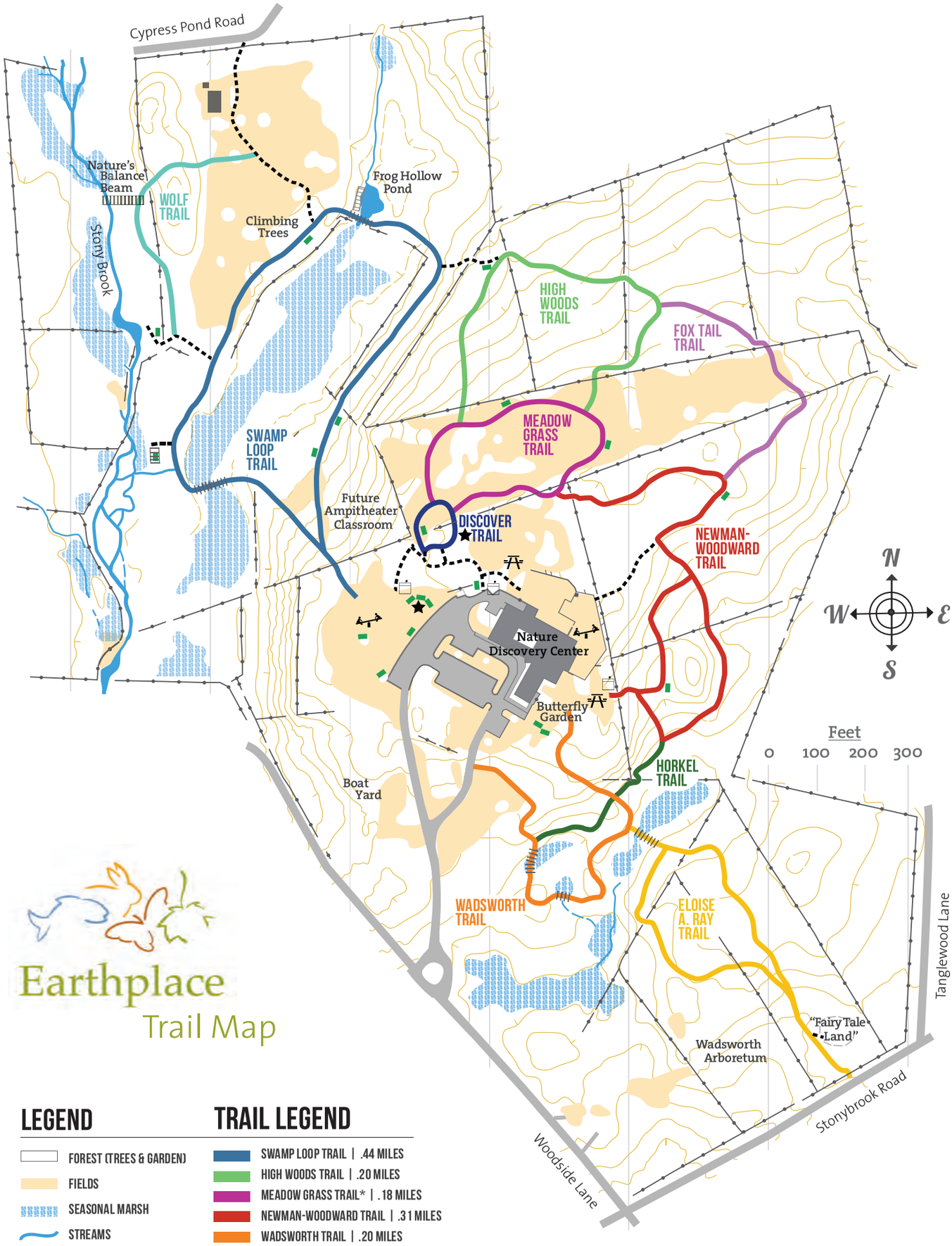
Harbor Watch Organization Chart

2018



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

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
911 Miscellaneous							
531049 - CT Conf. of Mun	17,709.00	17,709.00	17,709.00	17,709.00	17,709.00		0.0%
551000 - Advertising & Printing	770.91	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
582006 - Licenses & Fees	92.00	250.00	250.00	250.00	250.00		0.0%
586002 - Arts Advisory Committee	17,109.86	15,250.00	15,250.00	15,250.00	15,250.00		0.0%
586003 - Celebrate Westp	0.00	6,050.00	6,050.00	6,050.00	6,050.00		0.0%
586004 - First Night	7,050.00	7,050.00	7,050.00	7,050.00	7,050.00		0.0%
586005 - Levitt Pavilion	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00		0.0%
588090 - Architectural	1,681.00	2,000.00	2,000.00	2,000.00	2,000.00		0.0%
588091 - Town Functions	1,003.78	1,600.00	1,600.00	1,600.00	1,600.00		0.0%
588092 - Flood & Erosion	754.66	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
588093 - Harbormaster	5,173.54	5,600.00	5,600.00	5,600.00	5,600.00		0.0%
588097 - Historic Society	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00		0.0%
589000 - Miscellaneous	5,946.69	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
TOTAL (911) Miscellaneous	**72,791.44**	**83,009.00**	**83,009.00**	**83,009.00**	**83,009.00**		**0.0%**

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
915 Transportation Service							
(33) Advert & Print	17,642.93	20,000.00	20,000.00	20,000.00	20,000.00		0.0%
(60) PaymentsToAgency/Or	275,061.60	351,100.00	351,100.00	369,900.00	351,200.00		0.0%
TOTAL (915) Transportation	**292,704.53**	**371,100.00**	**371,100.00**	**389,900.00**	**371,200.00**		**0.0%**

Updated 3/7/18

Westport Transit District – FY19 Budget Assumptions
February 9, 2018

1) Structure of Operations:

a) Commuter shuttles: The Westport Transit District ("WTD") FY19 Budget assumes the continued operation of the current commuter shuttles routes. In the middle of the calendar year, the WTD will re-evaluate its operations after reviewing the impact of its new marketing program, ridership trends, any new information about State funding support and other factors. This process will include the solicitation of input from elected officials and the public.

b) Door-to-Door services: During FY17, the WTD worked with the Westport Human Services Department to evaluate alternative delivery models for Door-to-Door services delivered to seniors and citizens with disabilities. This resulted in a decision by the Town of Westport that the existing arrangement with Norwalk Transit is in the best interests of the Town and the citizens the WTD serves. The WTD will continue to work with the Westport Human Services Department and the RTM Transit Committee and Town officials to evaluate existing policies with respect to Door-to-Door services. The proposed budget assumes the continuation of existing policies.

2) Ridership:

a) Commuter shuttle ridership

The projected ridership for the commuter shuttles is shown below:

FY16	FY17	FY18F	FY19B
46,452	39,195	33,500	33,500

Shuttle ridership has been significantly impacted by the addition of new parking spaces at the two train stations, issuance of new permits and a 45% reduction in the number of commuters on the permit waiting list. In addition, the WTD has had few awareness or image building activities until very recently. The WTD's December 2016 Town-wide survey indicated that awareness is an issue, with 42% of Westport's Metro-North train riders (excluding shuttle riders) having no or only "slight familiarity" with the shuttle service.

In the Spring of 2017, the WTD rolled out the MyStop passenger information app (provided by Norwalk Transit) which allows riders to track the location of the WTD shuttles. In November 2017, the WTD launched a new marketing campaign to increase consumer awareness of the commuter shuttles. The campaign, which leverages the availability of the MyStop app, highlights key benefits of taking the shuttles.

The FY19 Budget assumes that the positive impact of the new marketing campaign will at least offset any negative impact of further increases in the number of RR parking permits and/or reductions in the permit waiting list.

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.

In FY16 and early FY17, the number of Door-to-Door trips was increasing significantly, driven by a continuation of a secular increase in the number of Town-to-Town trips, primarily for medical needs and employment purposes. Then, during FY17, usage of the Town-to-Town service decreased from its early FY17 level because a few heavy users of the service were no longer using it, without a commensurate addition of new riders. Another factor in the overall decrease in Westport-funded Door-to-Door services has been the fact that a greater fraction of Door-to-Door trips have been Coastal Link ADA trips due to their origin and destination.

This decrease in Door-to-Door trips has continued into FY18. Based on current trends, the number of Door-to-Door trips in FY18 will be at a 10-year low.

It is important to note that Door-to-Door ridership levels are very volatile, and the current favorable trends could change at any time. In addition, given an aging population, we expect demand for these services to increase somewhat over time. The FY19 Budget assumes that Door-to-Door ridership returns to approximately the FY17 level, which is still below the FY15 and FY16 levels.

The table below shows the number of Door-to-Door trips from FY13 to FY17, a forecast for FY18 and the assumed FY19 levels:

DOOR-TO-DOOR RIDERSHIP

	Within Westport	Town-to-Town	Total Door-to-Door
FY19B	2,000	2,000	4,000
FY18F	1,900	1,500	3,400
FY17	2,066	1,876	3,942
FY16	2,271	2,478	4,749
FY15	2,472	1,827	4,299
FY14	2,359	1,424	3,783
FY13	2,332	1,320	3,652

Note: There is a small difference in the definition of a trip between (1) FY18F and FY19B and (2) prior years.

3) Fares:

a) Shuttles: The Budget assumes that fares paid with cash or tokens will increase from $1.75 / trip to $2.00 / trip in July 2018 consistent with Norwalk Transit's current plan for its system. (Approximately 40% of shuttle fare revenue is generated from cash or token sales.) No assumption is made for an increase in revenue received from Metro-North for Unitickets (combined Metro-North / shuttle passes) as that decision is made by Metro-North. (Revenue received by the WTD for Unitickets includes a subsidy from the State to reimburse the WTD for some of the discount provided to the rider.)

b) Door-to-Door: In January 2018, fares for riders purchasing Door-to-Door tickets in bulk increased due to the elimination of a 10% discount for purchases of 10 tickets. In addition, the Budget assumes an increase in the price of Door-to-Door tickets from $3.50 to $4.00 in July 2018 consistent with Norwalk Transit's plan for its system.

4) Expenses:

Salaries and fringe benefits are assumed to increase by about 3.3% in FY18 over the FY17 forecast level based on salary increases in NTD's collective bargain agreement and an increase in health insurance costs. Fuel, parts and supplies are projected to increase by about 3% in FY19. (The aforementioned expense changes exclude the impact of the projected growth in Door-to-Door trips.)

The FY18 Budget also includes a "guesstimate" of the increase in the cost of Door-to-Door trips resulting from Norwalk Transit's implementation of a more detailed system for tracking the time and mileage of individual trips. (A better estimate of the impact of the new methodology is expected to be available prior to the beginning of FY19.)

5) Connecticut Funding:

Given Connecticut's fiscal challenges, State funding suport continues to be an area of significant uncertainty and risk to the WTD.

a) Shuttles: In FY17, CT DOT reimbursed 67% of shuttle related expenses up to a cap on reimbursement of $586,200. In December 2017, the CT DOT indicated that aid to municipally sponsored Transit districts will be:

-- Unchanged for FY18

-- Reduced by 15% in Fiscal 2019, with further reductions such that in FY21 CT support will be 50% of the FY18 levels.

This 15% reduction in Westport's CT DOT funding cap is budgeted to result in a $28,200 reduction (or 5.5%) in State support from what it would have been had the WTD's cap not been reduced from $586,200 to about $498,300. (The reduction in WTD's state support in FY19 is expected to be less than 15% because the WTD's state reimbursement at the 67% reimbursement level is currently below the existing $586,200 cap.)

b) Municipal Grant Program: For several years (including FY18), the WTD has received reimbursement of 100% of the cost of Door-to-Door trips within Westport (other than ADA trips) subject to a $31,600 limit. To date, the WTD isn't aware of any prospective changes to the program, but given the State's fiscal challenges the FY19 proposed budget does not include this support.

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WESTPORT TRANSIT DISTRICT -- PROPOSED FY19 BUDGET
COMMUTER SHUTTLES

Exhibit 1

($000)	FY17				FY18		
	Original Budget	10/13 Forecast Before Changes	Supplemental Appropriation Forecast	Actual	FY18 Budget	2/1/18 Estimate	**Proposed FY19 Budget**
Fares	$110.5	$87.6	$90.1	$86.0	$89.9	$78.0	$82.1
CT Assistance (1)	605.5	514.2	514.2	499.3	469.7	511.1	498.3
Subtotal	**716.0**	**601.8**	**604.3**	**585.3**	**559.6**	**589.1**	580.4
Salary and fringe	736.8	619.6	619.6	629.9	626.5	627.4	646.3
Fuel, parts and supplies	166.8	147.8	147.8	115.3	124.6	135.4	139.5
Marketing and Other (2)	20.0	20.0	20.0	20.0	20.0	20.0	20.0
Total expenses	**923.6**	**787.4**	**787.4**	**765.2**	**771.1**	**782.8**	**805.8**
Westport Assistance for Shuttles	**$207.6**	**$185.6**	**$183.1**	**$179.9**	**$211.6**	**$193.7**	**$225.4**

(1) FY18 Budget assumed an estimated $33.6 decrease in CT assistance and $33.6 increase in Westport Assistance. As of February 2018, the FY18 funding formula is unchanged. FY19 Budget assumes a 15% reduction in the State funding cap for commuter shuttles. This is projected to result in a $28.2 reduction in CT assistance, and a $28.2 increase in the required Westport Assistance for the shuttles. The projected FY19 Westport funding requirement for shuttles under the existing formula would have been **$197.2.**

(2) Includes carryover

WESTPORT TRANSIT DISTRICT -- PROPOSED FY19 BUDGET
DOOR-TO-DOOR

Exhibit 2

($000)	FY17				FY18		
	Original Budget	10/13 Forecast Before Changes	Supplemental Appropriation Forecast	Actual	FY18 Budget	2/1/18 Estimate	**Proposed FY19 Budget**
Fares	$2.8	$20.0	$23.1	$17.2	$22.2	$15.9	$23.1
CT Assistance (1)	31.6	31.6	31.6	31.6	27.8	28.0	0.0
Total revenues	34.4	**51.6**	**54.7**	**48.8**	**50.0**	**43.9**	23.1
Salary and fringe	111.4	217.1	149.6	99.9	117.3	89.4	116.3
Fuel, parts and supplies	8.0	18.9	18.9	15.7	21.6	14.6	18.9
Purchased transportation	___	83.2	83.2	47.9	70.6	40.4	52.4
Total expenses	**119.4**	**319.2**	**251.7**	**163.5**	**209.5**	**144.4**	**187.5**
Westport Assistance for Door-to-Door	**$85.0**	**$267.6**	**$197.0**	**$114.7**	**$159.5**	**$100.5**	**$164.4**
Note: Ridership			5,368	3,942	5,271	3,400	4,000

(1) There is no information available at this time about continuation of the Municipal Grant program into FY19. The Proposed FY19 budget does not include such CT assistance. Should the Municipal Grant program be available in FY19, the required Westport Assistance for Door-to-Door would be **$132.8**.

WESTPORT TRANSIT DISTRICT -- PROPOSED FY19 BUDGET

Exhibit 3

($000)	FY17				FY18		
	Original Budget	10/16 Forecast Before Changes	Supplemental Appropriation Forecast	Actual	FY18 Budget	2/1/18 Estimate	**Proposed FY19 Budget**
Fares	$113.3	$107.6	$113.2	$103.2	$112.0	$93.9	$105.2
CT Assistance (1)	637.1	545.8	545.8	530.9	497.5	539.1	498.3
Subtotal	**750.4**	**653.4**	**659.0**	**634.1**	**609.5**	**633.0**	**603.5**
Operating expenses	1,023.0	1086.6	1019.1	908.7	960.7	907.2	973.3
Marketing and Other (2)	20.0	20.0	20.0	20.0	20.0	20.0	20.0
Total expenses	**1,043.0**	**1,106.6**	**1,039.1**	**928.7**	**980.7**	**927.2**	**993.3**
Total Westport Assistance (3)	**$292.6**	**$453.2**	**$380.1**	**$294.6**	**$371.2**	**$294.2**	**$389.9**
Shuttles	207.6	185.6	183.1	180.0	211.6	193.7	225.4
Door-to-Door	85.0	267.6	197.0	114.6	159.6	100.5	164.4

(1) FY18 State funding cap for commuter shuttles was assumed to be reduced, with a resulting $33.6 decrease in CT assistance and $33.6 increase in Westport Assistance. FY19 State funding cap for commuter shuttles is assumed to be reduced by 15%. This is projected to result in a $28.2 reduction in CT assistance, and a $28.2 increase in the required Westport Assistance. In addition, the FY19 budget does not include the $31.6 of CT assistance from the Municipal Grant program received in prior years.

(2) Includes carryover

(3) If the formulas for CT assistance were the same in FY19 as in recent years, the required Westport assistance would be **$330.1** (Shuttles: **$197.2**; Door-to-Door: **$132.8**)

February 9, 2018

WESTPORT TRANSIT DISTRICT -- PROPOSED FY19 BUDGET
ASSUMED CT FUNDING IMPACT

Exhibit 4

($000)	Proposed Westport Assistance	Required Westport Assistance with historic CT funding	Assumed CT funding impact
Shuttles	$225.4	$197.2	$28.2
Door-to-Door	164.4	132.8	31.6
Total	**$389.9**	**$330.1**	**$59.8**

February 9, 2018

WESTPORT TRANSIT

Westport Board of Finance
FY 2019 Budget Workshop

February 9, 2018

FY17 and FY18 Budget update

FY17: WTD used only $2K of the $87.5K supplemental appropriation approved by the Board of Finance and RTM.

- Cost reduction from elimination of dedicated vehicles for "Within Westport" Door-to-Door services was about $100K.
- WTD is benefiting from Norwalk Transit's cost reduction programs.
- Door-to-Door ridership was much less than forecast.

FY18: Westport contribution to WTD currently forecast to be about $295K vs. $371K budget.

- Unusually low Door-to-Door ridership
- Continuation of existing CT funding arrangements

Some developments over the last year

- Successful launch of MyStop app allowing riders to track location of shuttles
- Continued strong results from cost savings programs
- Shuttle ridership negatively impacted by issuance of additional RR parking permits and 45% reduction in permit waiting list.
- Unusually low Door-to-Door ridership
- Applied for Federal 5310 grant for Door-to-Door service with NTD
- Discussions with Human Services about a potential fixed route "shopping bus"
- Launch of new commuter shuttle marketing program

New commuter shuttle marketing program

- Positive publicity about campaign in local media
- New billboards and posters at RR stations
- Series of email messages sent to RR parking permit holders, people on permit waiting list and Parks and Rec email lists.
- “Take One” cards placed at train stations, Saugatuck coffee shops, library, Town Hall, real estate agencies and other locations.
- Expansion of messaging to other media in the Spring
- Campaign developed by award-winning advertising exec, Rob Feakins. Westport RR Parking division has been assisting the WTD.

CT funding update

FY18:

Funding formulas maintained.

FY19:

- Shuttles: December 2017 CT DOT guidance is 15% reduction of funding cap in FY19, with further reductions to 50% in FY21.
- Door to Door: Municipal grant of $31.6K is uncertain for FY19 and beyond.

Some WTD next steps

- Expansion of shuttle marketing campaign to other media
- Hearings for July 1, 2018 fare increases
- Work with Human Services to determine interest and feasibility of “shopping bus”
- Evaluation of WTD shuttle route structure and schedules mid-calendar year considering:
  - -- Impact of marketing program and ridership trends
  - -- CT funding update
  - -- Input of elected officials and the public

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
917 Reserve: Salary Adjustments							
04 Adjustment-SAL	(813.46)	170,625.00	(600.61)	175,000.00	175,000.00		0.0%
TOTAL (917) Reserve: Salary Adj	**(813.46)**	**170,625.00**	**(600.61)**	**175,000.00**	**175,000.00**		**-29237.0%**

		2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
921 Employee Productivity								
16 Awards		6,275.00	7,000.00	7,000.00	7,000.00	7,000.00		0.0%
TOTAL	**(921) Employee Productivity**	**6,275.00**	**7,000.00**	**7,000.00**	**7,000.00**	**7,000.00**		**0.0%**

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
941 Transfer to Sewer Fund							
(67) Transfer to Other Fund	383,136.00	368,165.00	368,165.00	368,165.00	368,165.00		0.0%
TOTAL (941) Transfer to Sewer	**383,136.00**	**368,165.00**	**368,165.00**	**368,165.00**	**368,165.00**		**0.0%**

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
942 Transfer to Other Funds							
(67) Transfer to Other Fund	1,546,017.79	1,500,000.00	1,500,000.00	1,500,000.00	1,500,000.00		0.0%
TOTAL (942) Transfer/Other Fund	**1,546,017.79**	**1,500,000.00**	**1,500,000.00**	**1,500,000.00**	**1,500,000.00**		**0.0%**

		2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
951 Interest on Bonds								
(57) Interest		495,141.89	426,970.26	633,165.26	803,826.00	803,826.00		27.0%
TOTAL	**(951) Interest on Bonds**	**495,141.89**	**426,970.26**	**633,165.26**	**803,826.00**	**803,826.00**		**27.0%**

951 - INTEREST ON BONDS (GEN. FUND) BUDGET 2018-2019

Bonds	2017-18 Interest	2018-19 Interest
Interest on Outstanding Long Term Debt Obligations	633,165	803,826
TOTAL OPERATING EXPENSES	**633,165**	**803,826**

		2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
953 Bond Principal Payments								
(56) Principal		2,307,977.55	2,144,340.33	2,658,840.33	2,645,291.00	2,645,291.00		-0.5%
TOTAL	**(953) Bond Principal Payments**	**2,307,977.55**	**2,144,340.33**	**2,658,840.33**	**2,645,291.00**	**2,645,291.00**		**-0.5%**

953 - BOND PRINCIPAL PAYMENTS (GEN. FUND) BUDGET 2018-2019

Bonds	2017-18 Principal	2018-19 Principal
Principal Payments Due on Outstanding Long Term Debt Obligations	2,658,840	2,645,291
TOTAL OPERATING EXPENSES	**2,658,840**	**2,645,291**

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. Daily oversight is handled by Deputy Police Chief and Patrol Officer within the Police Department. In addition, an agreement with the police union allows commuter traffic posts to be handled by traffic agents assigned to RRP duties, with those shifts extended to allow traffic coverage along with daily fee ticket issuance.

Most maintenance work is outsourced to outside contractors – CT DOT continues to push maintenance formerly done by them to the RR Parking Division. The ticketing system, permit issuance and the wait list programs continue to be outsourced to Complus Data Innovations, 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:

- 2018 Toyota Prius replacing a 2007 Traffic Agent vehicle with an excess of 110,000 miles $28,000
- Repainting Greens Farms RR Station parking lots and Saugatuck RR Station Parking lots 4, 8 and miscellaneous locations +/-$12,000
- License plate reader/facial recognition software $13,995
- Saugatuck Railroad/Greens Farms Station platform LED light upgrades ($11,000)

Budget Notes:

- Reimbursement to Police Budget (Deputy Chief Arciola 30% of $149,342 for a total of $44,803, Staff Corporal D'Amura 25% of $97,112 for a total of $24,278, Desk Officer Sampson 20% of $99,481 for a total of $19,896)
- Increase of daily and permit parking spots resulted in increased revenue +/-$14,000
- Added smart parking technologies to Railroad parking operations with the introduction of MobileNow!

219 Railroad Parking

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
(01) Salaries	127,684.65	117,702.00	117,702.00	119,258.00	119,258.00		1.3%
(03) EH & OT	385,591.71	524,584.00	524,584.00	551,962.00	551,962.00		5.2%
(05) Social Security	5,275.72	14,290.00	14,290.00	14,290.00	14,290.00		0.0%
(14) Uniform Allowance	554.07	650.00	650.00	900.00	900.00		38.5%
(18) Fees & Services	129,223.16	141,500.00	141,500.00	136,680.00	136,680.00		-3.4%
(25) Telephone	8,964.71	9,000.00	9,000.00	9,000.00	9,000.00		0.0%
(29) Veh. Oper.	10,065.93	10,000.00	10,000.00	11,000.00	11,000.00		10.0%
(30) Facility Maint.	75,687.33	55,000.00	55,000.00	55,000.00	55,000.00		0.0%
(34) Postage	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
(35) Insurance	289,500.00	287,280.00	287,280.00	282,280.00	282,280.00		-1.7%
(41) Supplies	10,498.56	10,500.00	10,500.00	10,500.00	10,500.00		0.0%
(45) Heating Fuel	1,810.59	3,000.00	3,000.00	3,000.00	3,000.00		0.0%
(46) Electricity	79,506.14	76,000.00	76,000.00	76,000.00	76,000.00		0.0%
(48) Water	9,914.76	10,000.00	10,000.00	10,000.00	10,000.00		0.0%
(63) Program Expenses	187,804.61	150,000.00	150,000.00	150,000.00	150,000.00		0.0%
(64) Miscell. Expenses	64,693.00	66,450.00	66,450.00	66,450.00	66,450.00		0.0%
(68) OPEB	0.00	48,242.00	48,242.00	48,242.00	48,242.00		0.0%
(CC) Facility Improvemen	95,269.55	52,800.00	52,800.00	44,995.00	44,995.00		-14.8%
(CE) Vehicles	0.00	35,000.00	35,000.00	28,000.00	28,000.00		0.0%
(CF) Computers	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00		0.0%
TOTAL (219) Railroad Parking	**1,486,644.49**	**1,616,598.00**	**1,616,598.00**	**1,622,157.00**	**1,622,157.00**		**0.3%**

219 - RAILROAD PARKING BUDGET 2018-19

SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Administrative Assistant I				55,496	55,496	55,496
1.00	Custodian	I-7			63,762	62,206	63,762
2.00	TOTAL SALARIES:					117,702	119,258

EXTRA HELP & OVERTIME

qty	Position	Hourly Rate	No. of Hours	2018-19 EH&OT Rate	2017-18 EH&OT	2018-19 EH&OT Totals
	Custodian Extra Help - Weekends	$45.98	360	16,553	13,990	16,553
	Vacation Replacement - 15 days	$14.00	120	1,680	1,680	1,680
	Admin: Officer Sember (100% of $92834)			92,834	88,969	92,834
	Admin: Officer D'Amura (25% of 97112)			24,278	23,686	24,278
	Admin. DO Sampson IT (20% of 99481)			19,896	18,948	19,896
	Admin: D/C Arciola (30% of 149,342)			44,803	36,425	44,803
	Admin: Clerk S. Cruz (25% of 50,681)			12,670	12,670	12,670
	Admin: Clerk Figueroa (50% of 55,496)			27,748	27,748	27,748
	Traffic Agent (hourly)	$14.00	3,302	46,228	46,228	46,228
	Evening Security					
	Patrol Officer - 3PM-2AM		3,632	266,952	254,240	266,952
	Commuter Traffic Control:					
	Patrol Officer (1 AM post, 1 PM posts)		0	0	0	0
	TOTAL EXTRA HELP & OVERTIME:				524,584	553,642

219 - RAILROAD PARKING

Account	Description
Fees & Services	Fees to Complus for collection and software ($135,000)
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/Greens Farms Station platform LED light upgrades ($11,000)
	License plate reader/facial recognition software $13,995
	DVR and camera maintenance ($8,000)
	2018 Hybrid High Efficiency Vehicle ($28,000)

Railroad Parking Fund
Police Department
210 - RAILROAD PARKING

TOWN OF WESTPORT 2018-2019 BUDGET

Schedule of Revenues (BUDGET BASIS)

Description	Explanation	Actual 2016/17	Projected 2017/18	Estimated 2018/19
Miscellaneous	Annual Parking Permits	1,360,692	1,350,000	1,400,000
Miscellaneous	Daily Parking Fees	534,349	600,000	550,000
Miscellaneous	Rents, etc.	77,920	80,000	82,000
Miscellaneous	Interest and Reimbursement	205	1,000	500
TOTAL REVENUES		1,973,166	2,031,000	2,032,500

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 Pick up Truck	*$28,000*
Replacement of Biofilter Media	*$25,000*
Replacement of PLC's	*$23,900*
	$76,900

Budget Notes:
*The proposed budget for the WPCF Treatment Division shows a 3**.0%** increase which is primarily related to capital requests.*

DEPARTMENT OF PUBLIC WORKS
2018 - 2019 BUDGET
SEWER FUND

Account	2018 Revised	2019 Requested	Delta	%
Treatment Plant	1,249,958.0	1,287,244.0	37,286.0	3.0
Collection System	541,630.0	527,099.0	-14,531.0	-2.7
TOTAL BUDGET	**$1,791,588.00**	**$1,814,343.00**	**$22,755.00**	**1.3**

330 Sewage Treatment

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
(01) Salaries	503,937.61	531,884.00	534,558.00	538,194.00	538,194.00		0.7%
(03) EH & OT	33,571.30	34,250.00	34,250.00	35,000.00	35,000.00		2.2%
(14) Uniform Allowance	2,164.39	3,150.00	3,150.00	3,150.00	3,150.00		0.0%
(18) Fees & Services	209,639.38	200,000.00	200,000.00	206,000.00	206,000.00		3.0%
(25) Telephone	3,416.76	4,000.00	4,000.00	5,000.00	5,000.00		25.0%
(27) Veh. Maint/Oper	5,534.98	9,000.00	9,000.00	10,000.00	10,000.00		11.1%
(30) Facility Maint.	49,822.83	51,000.00	51,000.00	53,000.00	53,000.00		3.9%
(31) Rental Equip.	0.00	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
(43) Oper. Supplies	43,250.75	49,000.00	49,000.00	49,000.00	49,000.00		0.0%
(45) Heating Fuel	25,117.76	35,000.00	35,000.00	36,000.00	36,000.00		2.9%
(46) Electricity	255,474.01	265,000.00	265,000.00	260,000.00	260,000.00		-1.9%
(48) Water	4,697.64	6,000.00	6,000.00	6,000.00	6,000.00		0.0%
(59) Education & Exp.	2,134.38	8,000.00	8,000.00	8,000.00	8,000.00		0.0%
(CT) Equipment-Sewer	48,025.08	50,000.00	50,000.00	76,900.00	76,900.00		53.8%
TOTAL (330) Sewage Treatment	**1,186,786.87**	**1,247,284.00**	**1,249,958.00**	**1,287,244.00**	**1,287,244.00**		**3.0%**

330 - SEWAGE TREATMENT BUDGET 2018-2019

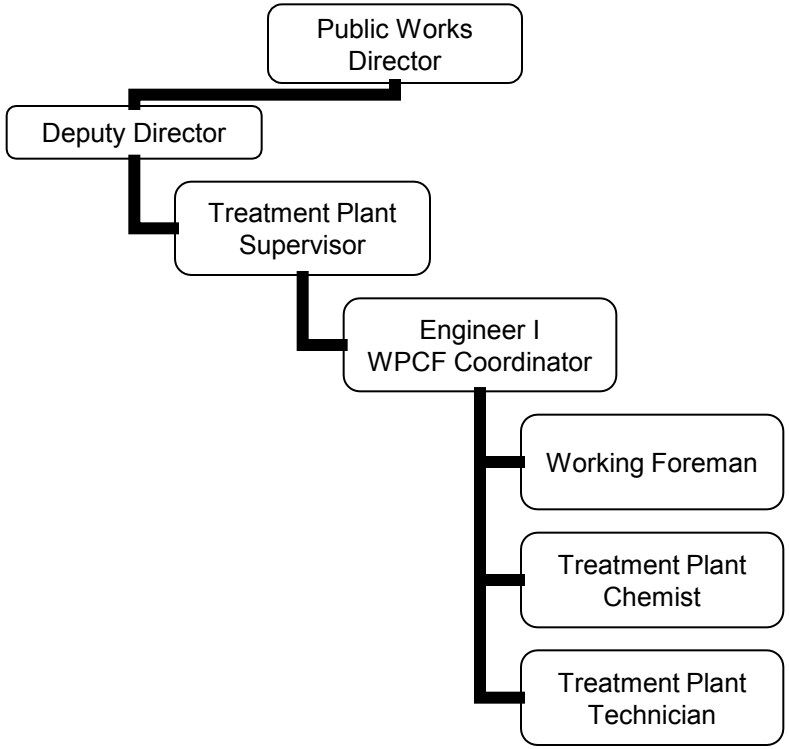
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Treatment Plant Supervisor	B-0-1			109,634	109,634	109,634
1.00	Engineer I	IX-7			91,000	87,364	91,000
1.00	Working Foreman	B-VI			76,305	76,305	76,305
1.00	Treatment Plant Chemist	B-IV-7			70,810	70,810	70,810
1.00	Treatment Plant Operator	B-III-7			67,445	67,445	67,445
	Sewer Billing and Collection - Tax Collector					66,625	66,625
	Sewer Accounting and Financial Reporting					56,375	56,375
5.00	TOTAL SALARIES:					534,558	538,194

330 - SEWAGE TREATMENT

Account	Description	
Fees & Services	Disposal of thickened sludge, Permit Fees, Routine Testing ($206,000)	
Operating Supplies	Chemicals and Lubricants ($49,000)	
Capital Equipment	Replacement: P/U truck	28000
	Replacement: Biofilter media	25000
	PLC's	23900
	Total:	76,900

330 – SEWAGE TREATMENT
2018/2019 Organization Chart
2017/18: 5 Full Time / 2018/19 : 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 Pumps Station 4	*$10,000*
Tablets w/ GPS for vehicles	*$5,500*
Fence Replacement	*$15,000*
CSI Panel Replacement	*$10,000*
	$40,500

Budget Notes:
The WPCF Collection Division budget reflects a 2.7% decrease due to capital requests and salary adjustments.

331 Sewage Collection

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
(01) Salaries	222,549.48	190,380.00	190,380.00	174,849.00	174,849.00		-8.2%
(03) EH & OT	19,629.13	32,500.00	32,500.00	32,500.00	32,500.00		0.0%
(14) Uniform Allowance	1,988.35	2,250.00	2,250.00	2,250.00	2,250.00		0.0%
(19) Contract Services	21,198.28	25,000.00	25,000.00	26,000.00	26,000.00		4.0%
(27) Veh. Maint/Oper	5,764.77	7,500.00	7,500.00	7,500.00	7,500.00		0.0%
(30) Facility Maint.	61,090.73	65,000.00	65,000.00	65,000.00	65,000.00		0.0%
(43) Oper. Supplies	27,211.66	32,000.00	32,000.00	33,000.00	33,000.00		3.1%
(45) Heating Fuel	4,011.59	4,000.00	4,000.00	4,500.00	4,500.00		12.5%
(46) Electricity	129,727.03	137,000.00	137,000.00	140,000.00	140,000.00		2.2%
(48) Water	976.08	1,000.00	1,000.00	1,000.00	1,000.00		0.0%
(CT) Equipment-Sewer	31,507.75	45,000.00	45,000.00	40,500.00	40,500.00		-10.0%
TOTAL (331) Sewage Collection	**525,654.85**	**541,630.00**	**541,630.00**	**527,099.00**	**527,099.00**		**-2.7%**

331 - SEWAGE COLLECTION BUDGET 2018-2019

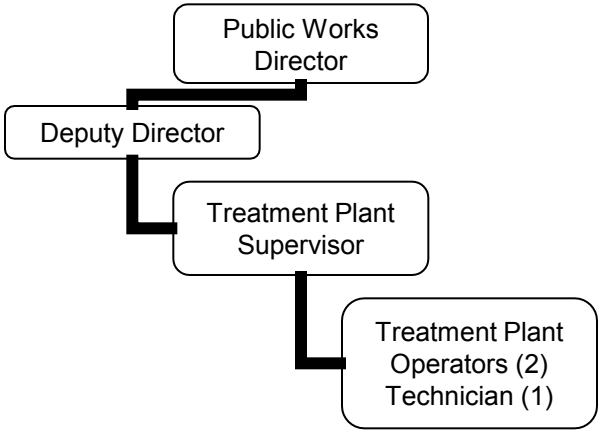
SALARIES

qty	Position	Grade & Step	Hourly Rate	No. of Hours	2018-19 Salary Rate	2017-18 Salaries	2018-19 Salary Totals
1.00	Treatment Plant Operator	B-III-7			67,445	0	67,445
0.00	Treatment Plant Operator	B-III-7			0	134,890	0
0.00	Treatment Plant Operator	B-III-3			0	55,490	0
1.00	Treatment Plant Operator	B-III-4			58,261	0	58,261
1.00	Treatment Plant Operator	B-III-1			49,143	0	49,143
3.00	TOTAL SALARIES:					190,380	174,849

331 - SEWAGE COLLECTION

Account	Description	
Contract Services	Generator service, Alarms, Specialized services (TVing, etc), High pressure Cleaning, Truck mounted vacuum service ($26,000)	
Facility Maintenance	Maintenance of 18 pumping stations and sewer lines ($65,000)	
Operating Supplies	Odor Control chemicals, lubricants, replacement parts, labor and equipment ($33,000)	
Capital Equipment	Replacement : Pumps Station #4	10,000
	Tablets w/ GPS for vehicles	5,500
	Fence Replacement	15,000
	CSI Panel Replacement	10,000
	total	40,500

331 – SEWER COLLECTION
2018/2019 Organization Chart
2017/18: 3 Full Time / 2018/19 : 3 Full Time



		2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
901 Pensions - Sewer								
(09) Pensions		95,480.00	100,522.00	100,522.00	95,378.00	95,378.00		-5.1%
(68) OPEB		0.00	61,865.00	61,865.00	61,865.00	61,865.00		0.0%
TOTAL	**(901) Pensions**	**95,480.00**	**162,387.00**	**162,387.00**	**157,243.00**	**157,243.00**		**-3.2%**

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
902 Insurance - Sewer							
(07) Group Insur-MED	250,000.00	144,940.00	144,940.00	144,940.00	144,940.00		0.0%
(08) Group Insur-LIFE	1,575.00	1,355.00	1,355.00	1,355.00	1,355.00		0.0%
(12) Workers Comp.	50,962.00	37,830.00	37,830.00	37,830.00	37,830.00		0.0%
(36) Ins-Bldg & Liab	82,413.56	94,500.00	94,500.00	94,500.00	94,500.00		0.0%
TOTAL (902) Insurance	**384,950.56**	**278,625.00**	**278,625.00**	**278,625.00**	**278,625.00**		**0.0%**

		2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
951 Interest on Bonds - Sewer								
(57) Interest		544,131.68	504,745.70	538,120.70	554,540.00	554,540.00		3.1%
TOTAL	**(951) Interest on Bonds**	**544,131.68**	**504,745.70**	**538,120.70**	**554,540.00**	**554,540.00**		**3.1%**

951 - INTEREST ON BONDS (SEWER FUND) BUDGET 2018-2019

Bonds Issued	2017-18 Interest	2018-19 Interest
Long Term Debt Service Payment on Outstanding Debt Issues	504,746	554,540
TOTAL OPERATING EXPENSES	**504,746**	**554,540**

		2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
953 Bond Principal Payments - Sewer								
(56) Principal		1,935,192.65	1,917,020.98	1,963,020.98	1,978,872.00	1,978,872.00		0.8%
TOTAL	**(953) Bond Principal Payments**	**1,935,192.65**	**1,917,020.98**	**1,963,020.98**	**1,978,872.00**	**1,978,872.00**		**0.8%**

953 - BOND PRINCIPAL PAYMENTS (SEWER FUND) BUDGET 2018-2019

Bonds	2017-18 Principal	2018-19 Principal
Long Term Debt Service Principal Payments Due on Outstanding Issues	1,963,021	1,978,872
TOTAL OPERATING EXPENSES	**1,963,021**	**1,978,872**

SEWER FUND: **TOWN OF WESTPORT 2018-2019 BUDGET**

	2016-17 Actuals	2017-18 Projected	2018-19 Estimated
Assessments	867,586	1,000,000	900,000
Use Charges	3,100,600	3,500,000	3,160,000
Carrying Charges	288,560	300,000	300,000
Other	230,717	295,000	249,000
Transfer From Other Funds	383,136	368,165	368,165
Total Revenues:	**4,870,599**	**5,463,165**	**4,977,165**

DEPARTMENT: Wakeman Town Farm Special Revenue Fund

Department Services Overview: The mission of Wakeman Town Farm is to serve the community as an educational demonstration center for sustainable living. The farm provides a place for the public to experience hands-on homesteading practices, encompassing time-honored and cutting-edge methods, such as composting, succession gardening, and pasture rotation. A wide array of education programs in agriculture, land stewardship, farm-to-table cooking, and animal husbandry unites the communityaround shared values including promoting a healthy environment and sustainable future.

The Special Revenue Fund is a self-sustaining enterprise based on revenues, educational programming and contributions from the community.

FY 2016 -2017 Major Milestones:

- In early October 2016 the Wakeman team broke ground on a major renovation of the farmhouse and the addition of a classroom/commercial kitchen to allow year-round programming.
- The previous farm stewards let the Board know that they would not be renewing their contract with the Town, based on personal reasons.
- The Committee worked with Town Personnel on the search for a new farm steward, who was hired in August.
- The Committee spent late winter/early Spring planning how to run the farm programs and care for the grounds from June to September, when the new Director would be hired.
- Recruited additional committee and support members who spearheaded the creation of a number of groups of dedicated volunteers (adults and High School) to care for the animals, gardens and the grounds in the absence of a farm steward.
- In spite of the activity on the property related to preparing for construction,our team was able to maintain a full roster of summer educational programming, while also running limited programming in the fall.
- We hosted our traditional Harvest Fest Fundraising Dinner, which was our most successful event yet in terms of food, entertainment, ambience, attendance, and donations.
- With the start of the renovation project in October, all programming at the farm was halted until June.
- In conjunction with Public Works, key members of our committee oversaw the 9-month construction project, which was completed in late June, 2017.

FY 2017-2018 Major Accomplishments:

The renovation completely upgraded the public areas of the aging farmhouse, turning a former chicken-plucking room with poor insulation, faulty plumbing, and a leaky roof into a fully functional year-round indoor classroom space and teaching kitchen. Our team also made substantial improvements to the grounds, including expanding irrigation, gardens and animal areas, to bring the new facility and grounds/landscape to an acceptable standard before reopening. Enhancements include new landscape plantings, a redesigned entranceway, signage, and other improvements. The Westport Garden Club sponsored these improvements with a $5,000 grant, and lots of labor!

In addition to this, our team raised all the funds to outfit the kitchen space with new appliances, a massive hood system. In addition to raising funds for a suite of commercial appliances, we also solicited a number of substantial donations from local businesses, from wood flooring, to bluestone outdoor patio, to double ovens and a dishwasher. What is more, our team put out a Wish List for Tim's Kitchen, which brought in a flood of donated small kitchen appliances, from Cuisinart Mixers to Kitchenaid Mixers to commercial-grade pots, pans, knives and all manner of cooking supplies from generous members of the community.

Since the opening of the new/classroom kitchen in late July, we have hosted/held/coordinated numerous community events, cooking classes, and dinner parties with local restaurants and synergistic food operations, such as the new M.EAT butcher, Fairfield Cheese Co., and Cask Republic. Our new "Farmer" started in September of this year,and has many ideas moving forward. This Spring, we will be adding additional agricultural programs in addition to our expanding our cooking classes, events and other community activities. A summary of these activities since opening in mid-July includes:

Additional agricultural additional programs/activities include:

- Both a K-5 and Middle School after-school program focusing on agriculture education
- Several Vacation Day Camp programs allowing students to spend the day off from school at the farm participating in educational programming
- Multiple adult education workshops focused on gardening and landscaping
- A life skills development partnership with Giant Steps School in Southport, CT
- A youth program during the course of the spring school break and during the last weeks in June when school is out.
- Repair and improve our Chicken Coop and look into alternative methods of providing an enhanced grazing environment for our larger animals.

Kitchen Programs and Activities:

As you will note in the chart below, our new kitchen has been a hub of activity since the first day of opening, beginning with two sold-out weeks of kids' culinary summer camps. Following this, we have hosted a nonstop stream of programs and events for both children and adults, from Cooking Around the World and Farm Table 101 Classes to seasonal baking classes for kids. For adults, we have hosted numerous classes with local chefs on everything from cheesemaking to holiday baking, from holiday hors d'oeuvres to Asian cooking. In addition, we have hosted a variety of events, retreats and meetings with local businesses. We are also proud to host a variety of community events with synergistic community organizations, such as a luncheon to promote children's health, an anti-bullying discussion, meetings with the Westport Garden Club, and a bi-monthly Cookbook Club with the Westport Library, as well as a holiday fundraising bazaar to benefit Project Return. In addition to this, the facility has enabled us to host a variety of private parties and events with local restaurants and catering operations that also support local farms and food artisans. At each of these events, we are able to promote the farm's ethos and mission and introduce new audiences to one of the Town's only remaining farms, while providing an additional revenue stream to help the farm sustain educational programming. Following is a list of events that have been held in the new classroom space since opening in mid-July.

Date		Cash Flow
9/18/17 & 9/19/17	Moffly Media Sales Meeting	600
10/12/2017	Curated Blogger Dinner Event /Promo No Fee	0
10/17/2017	BIG (Believe, Inspire, Grow) Women's Empowerment Lunch	250
10/21/2017	Cask Republic Dinner	400
10/24/2018	Greening Our Children Luncheon /Terrain Catered	250
10/28/2017	Pietro Scotti Cheesemaking Class	480
10/30/2017	One-day holiday baking classes – Holiday Baking (Halloween)	520
11/1/2017	Preschool Field Trip - Small Blessings	160
11/5/2017	Mindy Tan Son's Birthday Party /Catered by Festivities	700
Dec-Jan	Farm Table 101 – 5 kids – 8 Sessions	550
Dec Jan	Cooking Around the World -10 kids -8 sessions	2,200
11/9/2017	Soup Making Class with Jonathan Mathias of A Dash of Salt Catering	125
11/11/2017	Peony Class with Westport Garden Club's Ellen Greenberg	150
11/13/2017	Westport Garden Club Pumpkin Carving Monday	0
	No fee/free rental (they allowed us to use their space for free for barn dance/we are reciprocating and also they gave us $5,000 grant!)	
11/19/2017	Pie Class with Cornelia	290
11/20/2017	Special Teen Baking Class	385
12/1/2017	Holiday Wreath Making	355

12/2/2017	Massimo Italian Dinner Party/From Harvest Fest Donation	
12/7/2017	Latke Making Class with Kosher Like Me's Liz Rueven	375
12/9/2017	Holiday Cookie Bake & Swap for Adults	295
12/10/2017	Special Sunday Bday Cupcake Class	200
12/12/2017	Artisan Holiday Fair w/ Westport Front Porch - Fundraiser for Homes for Hope Homes for Hope	0
12/13/2017	Special Adult Soup Class	255
12/17/2017	Brunch/Jenna	300
12/18/2017	Special Sunday Teen Baking Class	465
12/22/2017	Holiday Luncheon for Michelle Genovesi	350
12/23/2017	Bridal Shower Loraine &AMG Catered	800
1/12/18 & 1/19/18	Thermomix Culinary Class: 1/12 & 1/19: $550 each=$1100	1,100
1/18/2018	Fondue Dinner with Fairfield Cheese Co:	740
1/20/2018	HF Paella Party –HF Auction Item– sold for 3000	2,940
1/23/2018	Westport Mom's Group/Anti Bullying Event – No Charge	0
9/18/17-1/23/18	**Total**	**15,235**

FY 2018-2019 Service Level Goals:

Continue to build on our tremendous success and:

- Continue to provide traditional spring, summer, and fall youth education programs with increased emphasis on food/cooking classesthat integrate farm produce and teach culinary skills and homesteading arts.
- Increase public events, such as our new Eggstravaganza, an event featuring a community Easter Egg Hunt, a visit with live bunnies and chicks and an egg toss, in addition to our traditional events, such as Green Day, Family Fun Day and our Holiday Tree Lighting, to foster community involvement, while promoting the farm's vast array of offerings.
- Offer birthday and private parties to accommodate high demand expressed by the public
- Continue to seek out other "like" organizations, such as women's groups, gardening groups, preschools, senior centers, and environmental, gardening, and agricultural groups to build relationships and community bonds.
- Increase the activity and involvement of our newly developed Wakeman Town Farm Student Council, featuring teens from Staples High School
- Host a series of Farm-to-Table Dinners that showcase local chefs, restaurants, farms and artisanal purveyors.
- Increase promotional efforts, outreach, and advertising targeting 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 and students from underserved urban areas, like Norwalk and Bridgeport.

Performance Measures:

- Operating Revenues of $241,835
- Operating Expenses of $199,728
- Net Operating Income of $ 42,108
- Debt Service $ 21,000
- Surplus $ 21,108

5 yr Goals:

- Increase and improve educational program offerings to fully utilize the year-round indoor space and teaching kitchen resulting from the renovation.
- Incorporate more sustainable practices and technology, such as solar energy, composting, recycling, and rain water collection, which are in keeping with our mission to promote sustainability.
- Explore restoring barn to function as a second meeting space for Barn Dances and other functions.
- Continue to build relationships with area schools, so that the farm facility can be used to enhance school curriculum objectives. Explore vocational agricultural program with Staples High School.
- Improve and build our animal husbandry program at the farm to provide higher quality education and increased visitor experience at the farm.
- Develop an educational curriculum surrounding a small-scale aquaponics exhibit.
- Continue to build relationships with local community organizations such as B3, Westport Community Gardens, Earthplace, the Westport Library, Westport Farmers' Market, The Westport Woman's Club, the Westport Garden Club, the Westport Senior Center, and others.
- Continue to work with special populations, including area hospitals, the Gillespie Center, Project Return and students in underprivileged areas as well as students in Westport who cannot afford to attend programs by providing scholarships and opportunities to attend farm programs. Explore agriculture programs between the farm and Staples High School.

Revenue Summary:

Now that the building and grounds are operational, we have begun 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, we anticipate adding a host of new educational programs through the fall, winter, and spring seasons.

These include "Mommy and Me on the Farm," new week-long baking classes for kids, healthy cooking and globally inspired culinary programs, vacation day camps, adult cooking classes, and additional school break programs offered in April and June, among others. Beyond such programming that focuses on youth, we also anticipate adding more adult cooking classes, new adult homesteading workshops and a variety of farm-to-table events featuring local chefs and artisans. We also intend to pursue offering birthday parties and other special events for which there has been high public demand, and will explore the possibility of raising funds by offering 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 an optimistic version of what we see as possible for FY 18-19. In any case, the actuals may 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 full will transpire, but we have done our best to make predictions based on the current level of interest in our adult programming, which has been extremely high.

While the actual P&L may be lower than the budgeted values, we are confident that revenues will once again exceed our expenditures, providing a net surplus and enabling us to pay back the bond and operate as a self-sustaining entity.

Because of the expected dramatically increased scale of operation at the new facility, the FY 2017-2018 budget including certain services deemed necessary in order to smoothly run the new operation. These services included coordination and management of kitchen use and activities, certain administrative duties, and certain bookkeeping activities. Wages for these services have been paid for by the addition of new programming and through use of the new kitchen renovation. These services are budget to continue in FY2019

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.

850 Wakeman Farm

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 DEPT RQST	2019 SEL RQST	2019 BOF PROP	PCT CHANGE
(01) Salaries	13,200.00	13,200.00	13,200.00	53,640.00	53,640.00		306.4%
(03) EH & OT	38,728.00	140,000.00	140,000.00	48,932.00	48,932.00		-65.0%
(05) Social Security	3,839.26	10,000.00	10,000.00	6,333.00	6,333.00		-36.7%
(18) Fees & Services	21,643.20	25,000.00	25,000.00	20,000.00	20,000.00		-20.0%
(30) Facility Maint.	24,945.19	30,000.00	30,000.00	29,923.00	29,923.00		-0.3%
(33) Advert & Print	673.37	6,000.00	6,000.00	6,200.00	6,200.00		0.0%
(44) Utilities	1,389.62	6,000.00	6,000.00	2,000.00	2,000.00		-66.7%
(46) Electricity	2,694.74	6,000.00	6,000.00	6,000.00	6,000.00		0.0%
(48) Water	1,079.82	4,000.00	4,000.00	3,000.00	3,000.00		-25.0%
(56) Principal	0.00	25,000.00	25,000.00	21,000.00	21,000.00		-16.0%
(63) Program Expenses	3,691.78	20,000.00	20,000.00	23,700.00	23,700.00		18.5%
(CB) Building Renovation	17,938.86	0.00	0.00	0.00	0.00		0.0%
TOTAL (850) Wakeman Farm	**129,823.84**	**285,200.00**	**285,200.00**	**220,728.00**	**220,728.00**		**-22.6%**

Wakeman Town Farm Performance 7/1/12 through 12/31/17 and FY 2019 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	Actuals 7/1/16 - 6/30/17	Budget 7/1/17 - 6/30/18	6 Month Actuals 7/1/17 - 12/31/17	Proposed 2018 -2019 Budget
Revenues:										
	Programming Fees									
Sub Account	Farm Programs							209,080		105,275
Sub Account	Kitchen Programs							58,920		43,225
Sub Account	Tours							4,300		5,000
460801	**Total Programming Fees**	**19,745**	**46,225**	**61,708**	**87,946**	**56,261**	**87,974**	**272,300**	**42,847**	**153,500**
479803	**Less Online Registration Fee**	**(130)**	**(1,802)**	**(3,573)**	**(3,841)**	**(2,719)**	**(3,930)**	**(12,000)**	**(1,260)**	**(6,765)**
460802	**CSA Fees**	**1,950**	**519**	**1,703**	**1,492**		**0**	**0**	**1,700**	**0**
450801	**Membership**	**955**	**3,310**	**100**	**300**	**0**	**0**	**0**	**0**	**0**
	Special Classes and Events									
Sub Account	Farm Special Events	1,639	1,715	3,076	1,247	707	109	10,700	7,330	6,500
Sub Account	Kitchen Special Classes and Events						0	0	0	28,600
450802	**Total Special Events**	**1,639**	**1,715**	**3,076**	**1,247**	**707**	**109**	**10,700**	**7,330**	**35,100**
479801	**Harvest Fest**	**4,643**	**60,263**	**42,070**	**60,644**	**70,111**	**86,508**	**40,000**	**70,288**	**60,000**
479802	**Logo Sales / Donations**	**62**	**(19)**	**0**	**0**	**0**	**900**	**0**	**0**	**0**
Total Revenues		**28,864**	**110,211**	**105,084**	**147,788**	**124,361**	**171,561**	**311,000**	**120,904**	**241,835**
Expenses:										
511000	**Steward Salaries**	**3,000**	**6,150**	**6,210**	**6,000**	**6,600**	**6,600**	**6,600**	**4,443**	**12,000**
	Program Administration									
Sub Accou	Program Administration - Farm	2,400	4,800	6,000	6,000	6,600	6,600	6,600	4,443	12,000
Sub Accou	Program Administration - Kitchen									29,640
511020	**Total Program Administration**	**2,400**	**4,800**	**6,000**	**6,000**	**6,600**	**6,600**	**6,600**	**4,443**	**41,640**
	Program Staff /Extra Help and Overtime									
Sub Account	Farm Programs									24,575
Sub Account	Farm Hand/Part Time Assistant									3,000
Sub Account	Kitchen Programs									14,870
Sub Account	Kitchen - Site supervisors									1,350
Sub Account	Kitchen Cleaning									5,137
513000	**Total Program Staff/Extra Help and Ove**	**1,005**	**11,530**	**10,740**	**17,523**	**20,580**	**38,728**	**140,000**	**29,917**	**48,932**
513002	**CSA Manager**	**200**	**788**	**839**	**652**	**600**	**0**	**0**	**1,404**	**0**
521000	**Social Security**	**505**	**1,780**	**1,799**	**2,235**	**2,470**	**3,839**	**10,000**	**2,169**	**6,333**
	Educational Programming Supplies Expense									
Sub Account	Farm Programs									6,300
Sub Account	Kitchen Programs									7,850
588000	**Total Educational Programming Supplie**	**676**	**10,444**	**3,568**	**5,907**	**3,355**	**2,659**	**17,000**	**9,700**	**14,150**

Wakeman Town Farm Performance 7/1/12 through 12/31/17 and FY 2019 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	Actuals 7/1/16 - 6/30/17	Budget 7/1/17 - 6/30/18	6 Month Actuals 7/1/17 - 12/31/17	Proposed 2018 -2019 Budget
551000 Communications and Advertising				**2,942**	**100**	**673**	**6,000**	**320**	**5,000**
Building Maintenance									
Appliance Repair and Mainenance									2,000
General Kitchen Supplies									900
Kitchen Seasonal Decorations									600
Farmhouse									1,500
545000 Total Building Maintenance	**1,661**	**1,487**			**846**	**2,593**	**10,000**	**2,196**	**5,000**
551000 Voice/Data			**460**	**378**	**0**	**0**	**0**		**1,200**
Farm Grounds Maintenance & Animals									
Animals									8,423
Snowplowing									1,000
Farm Seasonal Decorations									500
Farm Gardens and Grounds									7,500
Maintenance Equipment									7,500
545010 Total Farm Grounds Maintenance & An	**4,821**	**3,839**	**9,795**	**9,614**	**11,016**	**22,352**	**20,000**	**6,918**	**24,923**
566101 Propane Gas/Natural Gas	**1,763**	**2,979**	**4,043**	**4,785**	**2,927**	**1,390**	**6,000**	**557**	**2,000**
566200 Electricity	**629**	**2,843**	**2,999**	**4,394**	**3,500**	**2,695**	**6,000**	**2,547**	**6,000**
566400 Water	**331**	**647**	**254**	**1,832**	**2,292**	**1,080**	**4,000**	**1,386**	**3,000**
531802 Harvest Fest Expense		**11,420**	**22,151**	**23,121**	**19,481**	**21,643**	**25,000**	**13,295**	**20,000**
Special Event and Community									
Farm Community Events									2,400
Kichen Special Classes and Events									7,150
588094 Total Special Event and Community	**2,473**	**3,514**	**1,484**	**3,246**	**2,209**	**1,033**	**3,000**	**364**	**9,550**
Total Expenses	**19,464**	**62,221**	**70,340**	**88,627**	**82,575**	**111,885**	**260,200**	**79,658**	**199,728**
Net Operating Income	**9,401**	**47,990**	**34,744**	**59,161**	**41,786**	**59,676**	**50,800**	**41,247**	**42,108**
Capital Improvements and Interest									
572100 Building Improvements	0	12,707	21,244	21,350	469	17,939	0	0	0
572105 Grounds Improvements	0	0	0	0	0	0	0	0	
583100 Debt Payment (P&I)	0	0	0	0	0	0	25,000	0	21,000
Income after Interest and Capital Expense (Surplus/Defic	**9,401**	**35,282**	**13,500**	**37,811**	**41,317**	**41,737**	**25,800**	**41,247**	**21,108**
Cumulative Surplus	**21,166**	**65,849**	**79,349**	**117,160**	**158,476**	**200,213**	**226,013**	**241,460**	

Wakeman Town Farm FY 2019 Budget Broken Out by Activity

	Farm:	Kitchen:	Total
Program Tuition:	105,275	43,225	148,500
Tours for organizations -schools, scouts	5,000		5,000
Program Material Cost:	6,300	7,850	14,150
Program Instructor Cost:	27,575	21,357	48,932
Revenues less direct expenses	76,400	14,018	90,418
On-Line Registration Cost	(4,860)	(1,905)	(6,765)
Revenues less direct expenses	71,540	12,113	83,653
Event Revenues:	6,500	28,600	35,100
Event Costs:	2,400	7,150	9,550
Total Special Events and Community Outreach	4,100	21,450	25,550
Additional Expenses:	Farm:	Kitchen:	
Farm Steward & Program Administration Salaries	24,000	29,640	53,640
Upkeep and Maintenance	24,923	5,000	29,923
			0
			0
SUB-TOTAL Revenues less Direct Expenses	**26,717**	**(1,077)**	**25,640**
Harvest Fest Revenues			60,000
Harvest Fest Expense			20,000
Net Harvest Fest Income			**40,000**
Additional Expenses :			
Social Security			6,333
Utlities			11,000
Communications & Advertising			6,200
Loan payback			21,000
PROJECTED 2018 TOTAL:			**21,108**

Wakeman Town Farm

TOWN OF WESTPORT 2018-2019 BUDGET

Fund 215

Operating Budget Revenue

Description	Actual 2016/17	Projected 2017/18	Estimated 2018/19
Logo Sales	109	0	35,100
Program Fees	87,974	268,000	153,500
Donations	87,408	75,000	60,000
Credit Processing	(3,930)	(12,000)	(6,765)
	171,561	331,000	241,835

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