

STATE OF CONNECTICUT
MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)

**REGULAR MEETING NOTICE AND AGENDA
RESCHEDULED**

West Haven Subcommittee of the MARB

Meeting Date and Time: Thursday, July 25, 2019 10:00 – 12:00 PM

Meeting Location: Board of Regents Conference Room, 61 Woodland Street, Hartford, CT

Meeting Call-In Instructions: Telephone (605) 313-4443
Code: 714751

Agenda

- I. Call to Order & Opening Remarks
- II. Approval of minutes: May 14, 2019 and June 24, 2019
- III. Presentation: Beach Street Reconstruction project
- IV. Update: Status of City Council action on FY 2020 budget
- V. Review, Discussion and Possible Action: 5-Year Plan, FY 2020 – FY 2024
- VI. Review, Discussion and Possible Action: Conditions for FY 2020 Municipal Restructuring Funds
- VII. Update: State Partnership Transition Planning
- VIII. Update: FY 2019 Audit work plan
- IX. Adjourn

STATE OF CONNECTICUT
MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)
MEETING MINUTES

West Haven Subcommittee of the MARB

Meeting Date and Time: Tuesday May 14, 2019 9:30am – 11:30 am

Meeting Location: Office of Policy and Management, Conference Room A/B, 450 Capitol Ave, Hartford

MARB West Haven Subcommittee Members Present: Secretary McCaw, Deputy Treasurer Savitsky, Patrick Egan, David Walker (phone)

Other MARB Members Present: Stephen Falcigno, Robert White

Staff and Others Present: Mayor Nancy Rossi (West Haven), Frank Cieplinski (West Haven), Michael Milone (West Haven), Lee Tiernan (West Haven), Julian Freund (OPM), Gareth Bye (OPM), Alison Fisher (OPM), Kim Kennison (OPM)

I. Call to Order & Opening Remarks

The meeting was called to order at 9:39 am. Secretary McCaw introduced Kim Kennison as new Executive Finance Officer at OPM.

II. Approval of minutes: April 16, 2019

A motion was made by Mr. Walker with a second by Mr. Egan to approve the minutes of the 4/16/19 subcommittee meeting. The motion was unanimously approved.

III. Review and Discussion: Revised FY 2019/20 Budget

Secretary McCaw provided a brief review of West Haven's involvement with the Board and its need to submit a revised FY2019/20 budget based upon Board feedback at the May 2, 2019 full MARB meeting. Ms. McCaw noted that a letter had been transmitted to the City on May 9, 2019, detailing the revisions, which requested that the City:

- Address the \$1million revenue shortfall consistent with the 5-Year Plan.
- Incorporate the net amount of planned efficiency savings: (\$1.245 million).
- Budget for a health claims margin of \$319,000 inclusive of health claims run off. In the event the City transitions away from a self-insured fund, this can be treated as general unallocated contingency.
- Budget for an advance OPEB contribution of \$50,000.
- Add \$100,000 for continued MARB expenses.

Mr. Freund provided a summary of the budget revisions submitted by the City, which adequately met the requirements listed in Ms. McCaw's letter, and are in alignment with the City's Board-approved Recovery Plan.

Mr. Walker commented that because the City's financials are more favorable than originally projected and is on pace to hit their fund balance target sooner, the subcommittee should discuss reducing or eliminating Municipal Restructuring Funds earlier than anticipated. Ms. McCaw concurred that the City can achieve fiscal stability at a pace faster than what was originally anticipated, but that a strategy will be discussed at another time. She cautioned that while the City has made progress toward achieving its reserves goal from a fund balance perspective, they focus on achieving structural balance and adequately responding to the FY2018 management letter comments.

Mr. White noted that at the end of the Recovery period, the City should have produced \$6m in annual efficiency savings, \$4m of which could potentially come from a change in health insurance. Ms. McCaw commented that the City has an efficiency target to meet, and if that cannot be achieved through health insurance savings, the target must be met some other way.

A discussion arose regarding health insurance savings on the BOE side of the City's budget, and how that might affect the Minimum Budget Requirement. Ms. McCaw requested that Mr. Bye review the issue and provide an opinion to the Subcommittee members.

Mr. Tiernan provided a document to the Subcommittee that he had prepared regarding a list of administrative efficiencies that are occurring within the City's Legal Department. Mr. Egan requested that these types of efficiencies be shared with Board members and staff regularly.

Mr. Milone shared that the City is working with CCM to learn more about electricity rates and a potential for additional energy savings.

Mr. Falcigno suggested that the Mayor ask all City Department Heads to prepare efficiency and expenditure savings plans. He echoed Mr. Egan's statement that the City should regularly share these plans with the Board and staff.

Ms. McCaw noted the difference between managing to the Recovery Plan and managing aggressively to achieve fiscal health. She continued that the Board is requesting that the City rigorously find opportunities to do the latter.

Ms. Savitsky commented that many of the fiscal challenges facing the City date back before the last State Oversight Board in 1992. She stated that the City needs a strong organization to implement the changes that they identify. Ms. Savitsky then asked for an update on the Charter Revision Commission. Mr. Tiernan responded that the City is actively working on this effort. Ms. Savitsky requested that the Subcommittee be regularly updated regarding the progress of the Commission.

Mr. Egan asked for more information regarding the Allingtown Fire District budget, as it relates to expected costs for separation payouts. Ms. McCaw responded that in the Governor's proposed FY2019/20 budget, the Municipal Aid formula removed some funding relating to MV tax because the City didn't levy the MV tax in Allingtown this year. Ms. McCaw added that the West Haven delegation is working with the Appropriations Committee on this issue, and trying to restore funds if

possible. Mayor Rossi added that if the City receives this additional revenue, it intends to use it to cover separation payouts for the Allingtown Fire District. Mr. White asked what the City will do if it does not get the additional revenue, and reminded the City that their budget must be in balance in order to receive Municipal Restructuring Funds. Mr. Cieplinski responded that he will cover the expenses from elsewhere in the budget, and ensure that it is balanced.

Mr. Egan asked about a \$500k transfer from the Sewer Fund to the City's General Fund. Mr. Freund responded that in the Mayor's original recommended FY2019/20 budget, the transfer was noted in the Sewer fund budget, and debt service budget, but was erroneously left out of the General Fund budget as a revenue. This error has since been rectified in the revised budget.

Mr. Egan requested an update on the Police pension study. Mr. Tiernan responded that the City is currently considering a 401k option to make retirement benefits more competitive and improve retention. Ms. McCaw cautioned the City that when it does complete the analysis, it considers any recent changes to statute that could impact the final recommendation.

Mr. Milone noted that the Board will receive an updated list of efficiencies, including the associated savings, by the end of this month. He added that the City should include a CFO position to further enhance the structure of the organization. Mr. White commented that the City was to submit a list of administrative positions necessary to improve the organization, and requested an update on this effort.

Mr. Egan asked how much Municipal Restructuring Funds are assumed. Ms. McCaw responded that it assumes \$4.1m. Mr. Egan stated that he was not comfortable with that level of support, as the City may not need that amount and it could be used to help other municipalities. Ms. McCaw said that the Board-approved Recovery Plan assumed \$6m in FY2019/20, and that the revised budget includes less than that.

Ms. McCaw transitioned the discussion to revenue, noting that the Mayor has presented two paths to achieve FY2019/20 revenue targets: 1) mill rate increase of .43 mills or 2) use of one-time revenue from asset sales.

Mr. Walker asked if the City had identified the properties that would generate the necessary revenue. Mr. Tiernan responded that they had; two buildings are out for RFP now, and there are others that can be monetized as well. Mr. Egan recommended using one-time revenue to help bolster fund balance or cover one-time expenses, like IBNR run-off. Ms. McCaw agreed, that using one-time revenue for ongoing expenditures is not a financial best practice. However, the future years in the Recovery Plan have ongoing savings that could be used for fixed costs. She added that the City has a plan to remain accountable for this issue. Mr. White opposed using one-time revenue to close a budget gap, in anticipation of future savings, and to avoid a small mill rate increase. Mr. Falcigno agreed that one-time revenue should not be used to cover budget gaps. He recommended that the City impose a .43 mill rate increase, and use one-time revenue to reduce Municipal Restructuring Funds or reduce the level of debt. Mr. Walker expressed concern in regard to raising taxes, noting that the City will not be as competitive. He added that structural changes must be implemented to reduce ongoing expenses. Mayor Rossi concurred, adding that if the City continues to raise taxes, it will lose its competitive edge. She stated that the only way West Haven can get out of this is with economic development, and the only way to increase economic development is to

remain competitive. She asked the Subcommittee to support the City's use of the one-time revenue so that the City might further grow its grand list.

A motion to recommend that the Board accept the expenditure changes as proposed in the FY2019/20 revised budget, conforming to the Recovery Plan, as submitted was made by Ms. McCaw. Mr. Walker seconded the motion. Ms. McCaw, Ms. Savitsky, and Mr. Walker voted in favor, and Mr. Egan abstained. The motion carried.

A motion to recommend that the Board allow the City to use one-time revenue of asset sales to achieve its FY2019/20 revenue target, followed by ongoing structural changes in future years was made by Ms. McCaw. Ms. Savitsky seconded the motion, for discussion purposes. Mr. Egan commented that the amount of Municipal Restructuring Funds should be reduced. Ms. McCaw responded that the one-time revenue would be an issue regardless of the level of state support. Ms. McCaw and Mr. Walker voted in favor, Mr. Egan voted against, and Ms. Savitsky abstained. The motion did not carry.

IV. Other Business

None

V. Adjourn

A motion to adjourn was made by Mr. Walker and seconded by Mr. Egan. The meeting adjourned at 11:39 am.

STATE OF CONNECTICUT
MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)

SPECIAL MEETING DRAFT MEETING MINUTES
West Haven Subcommittee of the MARB

Meeting Date and Time: Monday, June 24, 2019 10:00 – 12:00 PM

Meeting Location: Board of Regents Conference Room, 61 Woodland Street, Hartford, CT

MARB West Haven Subcommittee Members Present: Kimberly Kennison (Secretary McCaw's designee), Deputy Treasurer Savitsky, Commissioner Jackson, Patrick Egan, Thomas Hamilton

Other MARB Members Present: Robert White

Staff and Others Present: Gareth Bye (OPM), Alison Fisher (OPM), and Julian Freund (OPM)

Agenda

- I. Call to Order & Opening Remarks
Ms. Savitsky called the meeting to order at 10:02 am.

- II. Approval of minutes: May 14, 2019
A motion to table the approval of the May 14, 2019 meeting minutes was made by Pat Egan with a second by Kim Kennison. The motion was unanimously approved.

- III. Review, Discussion and Possible Action: 5-Year Plan, FY 2020 – FY 2024
Mr. Freund provided an overview of the City's Five-Year Recovery Plan, which includes \$1.25m in efficiency savings, an FY2020 budget as approved by the MARB, state aid estimates at FY2019 levels, a reduction in recovery funds with a full phase out by FY2023, and a table including an analysis of the City's fund balance over the five year period of plan. Mr. White asked if the City Council had taken action on the Recovery Plan, to which Frank Cieplinski (Finance Director for the City of West Haven) responded that they had not. Mr. White and Mr. Egan both expressed concern about this.

Mr. Hamilton asked about the efficiency savings of \$1.25m, and if there was a plan to achieve it. Mr. Michael Milone (a MARB consultant working with the City) responded that the savings is comprised of the health insurance transition (\$550k-\$1m), bidding electricity (estimated at \$250k), and other initiatives, such as savings in telecommunications and trash/recycling. Mr. Hamilton then asked if the plan assumes funding for Allingtown Fire's ADEC and City OPEB. Mr. Cieplinski replied that yes, the ADEC is included, and OPEB is funded at \$50k in FY2020 and grows to \$125k in FY2024.

Commissioner Jackson noted that the plan assumes an aggressive 3% compounded increase in Other Revenues year over year, but he would expect to see a peak and a decline, rather than consistent increases. He also stated that the mill rate mill rate increases in the out years are very high and that the City must maintain a healthy fund balance, particularly because of its geographic location being below sea level.

Ms. Savitsky shared her concern that the City has Management Letters and studies that outline what the City should do, but that there is a lack of implementation planning to get it done. The segregation

of duties issue, as cited in fiscal audits dating back to 2012, should be dealt with now. Mr. Lee Tiernan (Corporation Counsel for the City) responded that the City does not have an issue with implementation. Mayor Rossi commented that the City is moving along to address that issue. Mr. Milone added that he hopes the Board will use its oversight and influence to encourage the City to make necessary changes.

Mr. Tiernan provided an update on the sale of Styles and Thompson schools and indicated that he would send the signed MOAs to OPM this week. He added that the City has provided developers with access to the sites for an environmental review. Mr. Tiernan continued with an update on The Havens project, stating that the last site closing took place within the past month. DECD has asked for a meeting on July 16th regarding upcoming demolitions.

Ms. Savitsky requested that a written document with timelines and key items for all current and future development projects be provided in advance of the next Subcommittee meeting.

Mr. Egan requested an update on the Fire Service Study. Mr. Cieplinski responded that he does not yet know if the Fire Chiefs have accepted the study as amended.

IV. Review, Discussion and Possible Action: Conditions for FY 2020 Municipal Restructuring Funds

Ms. Savitsky entertained a motion to table this item. Mr. Egan made the motion to table, with a second by Commissioner Jackson. The motion passed unanimously.

V. Update: State Partnership Transition Planning

Mr. Milone provided a summary of a letter sent to the Board, from Mayor Rossi, dated June 20, 2019. The letter included the City's plan to transition to the State Partnership Plan, their intent to work with the unions closely, and critical issues that the City needs to address.

Seth LaVigne, Account Executive with Lockton Companies, provided an overview of the disruption report pertaining to the City's transition. The report noted the following issues that were analyzed: if there is a comparable network (including both prescription coverage/availability and in-network providers); what the pharmacy formulary is; and a comparison of high level benefits (e.g. copays and deductibles).

In relation to the first issue, Lockton found that 96% of the providers in the City's current network are also in the Partnership Plan and 16% of the prescriptions used by the City would either not be available or would be more expensive under the Partnership Plan.

Mr. Hamilton asked if the City had begun discussions with the State regarding how the transition is handled. Mr. Milone responded no, but that the City will begin active discussion and ongoing dialogue with the State starting this week. The City has set a target date of 9/30/19 for submitting an application to the State.

Mr. Hamilton suggested the City should include a clause in the contract that allows the City to return to its high deductible health plan if the Partnership Plan becomes more expensive than anticipated increases. Mr. LaVigne stated that Lockton will be providing the City with contract language that they've used in other municipalities for this transition.

Mr. Egan suggested the City consider transitioning to the Partnership Plan faster. He asked if the unions had been engaged in the transition conversation yet. Mr. Milone responded that they had not, because the City wants to be prepared to answer all of their questions first. Mr. Egan expressed

his concern that the City had not yet engaged the unions. He also recommended that the City develop a plan, should they go to arbitration on any related issues.

Ms. Kennison recommended that City have a contingency plan in place, overall, in case the savings don't materialize as expected.

VI. Adjourn

A motion was made by Mr. Egan, with a second by Mr. Hamilton, to adjourn the meeting. The motion passed unanimously, and the meeting was adjourned at 12:04 pm.



State of Connecticut
CONNECTICUT GENERAL ASSEMBLY
STATE CAPITOL
HARTFORD, CONNECTICUT 06106-1591

Jun 21, 2019

Secretary Melissa McCaw
Office of Policy and Management
450 Capitol Avenue
Hartford, CT 06106

Dear Secretary McCaw,

With the support of the West Haven delegation, we are requesting a review by the Municipal Accountability Review Board (MARB) regarding funding for an economic development opportunity which we believe would lead to future grand list growth.

The project package is attached but a brief outline of the *Reconstruction of Beach Street follows*.

BACKGROUND:

Beach Street is a designated evacuation route for West Haven and is adjacent to the Water Pollution Control Plant (WPCA). During the past two super storms, Beach Street was approximately five feet under water and the WPCA was accessible by watercraft only. This created a widespread threat to our community as the WPCA not only serves the City of West Haven but also a major commercial corridor in the Town of Orange. The WPCA is a 24/7 operation.

In addition to the WPCA vulnerability, homes in the surrounding area were severely damaged during flooding and residents were forced to temporarily relocate. The homeowners eventually took advantage of a floodplain easement program offered by the Natural Resource Conservation Service (NRCS), a federal recovery and floodplain restoration program. The NRCS has purchased more than 20 homes and returned those lots to their original natural purpose – absorbing flood waters.

As a result of these past weather events and because there remains a potential for future hazards near Beach Street, both the West Haven Harbor Management Plan and the City's Plan of Conservation and Development, have designated the elevation of Beach Street a top priority.

While a Coastal Resiliency Plan will protect people, property and safe water supplies, raising Beach Street will also be a catalyst to boost one of West Haven's prime real estate areas – Beach Street, which is zoned as a Shoreline Residential Retail Design District. Currently Beach Street has shuttered restaurants, a motel that has been closed for ten years and several businesses that are vacant eye sores. With the risk of flooding serious developers have shown little interest in this area. Assistance with funding for this elevation project would be an investment that could bring long overdue economic development to a waterfront area ripe for transformation as well as make the neighborhoods less flood prone.

PROJECT COSTS:

The project consists of three phases. Funding for each phase follows:

- a) Phase 1 – Funding in place. Elevation of the roadway in front of the wastewater treatment plant (First Avenue at Monahan Place south beyond the plant toward Beach Street). This area was accessible only by boat during the super storms. Phase 1 work will utilize the **\$3.5 million previously awarded.** That funding consists of approximately \$2.85M in CDBG-DR +\$550,000 in City funds+\$96,000 in DOH money.
- b) Phase 2 – This part of the project continues from where Phase 1 ends and continues east on Beach Street to Third Avenue Extension. The design for this phase is currently in process and has an estimated construction cost of **\$2 million.**
- c) Phase 3 – This part of the elevation project continues east on Beach Street from Third Avenue Extension to Morse Avenue. Design work is also in process and construction is estimated **\$3.1 million.**

Securing funding for Phase 2 has been a challenge and could jeopardize the entire project as the goal is to move seamlessly from Phase 1 into Phase 2 to reap the cost benefits, efficiencies and speed of an uninterrupted project.

REQUEST:

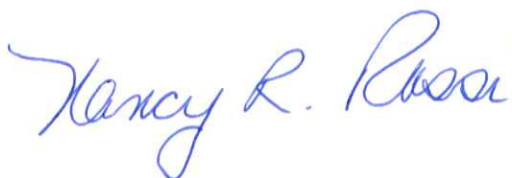
We understand and are grateful for your interest in helping West Haven move forward by making investments that will lead to fiscal stability and sound financial footing. We believe that investing in one of West Haven's greatest economic opportunities will bring the City closer to realizing our goals – goals that also align with the MARB and the State.

Our specific request is that you consider investing \$1.9 million of the FY 2020 MARB restructuring funds that were removed from West Haven and reinstate the funds for this project. This will allow us to move forward with the Beach Street Reconstruction Project.

Sincerely,

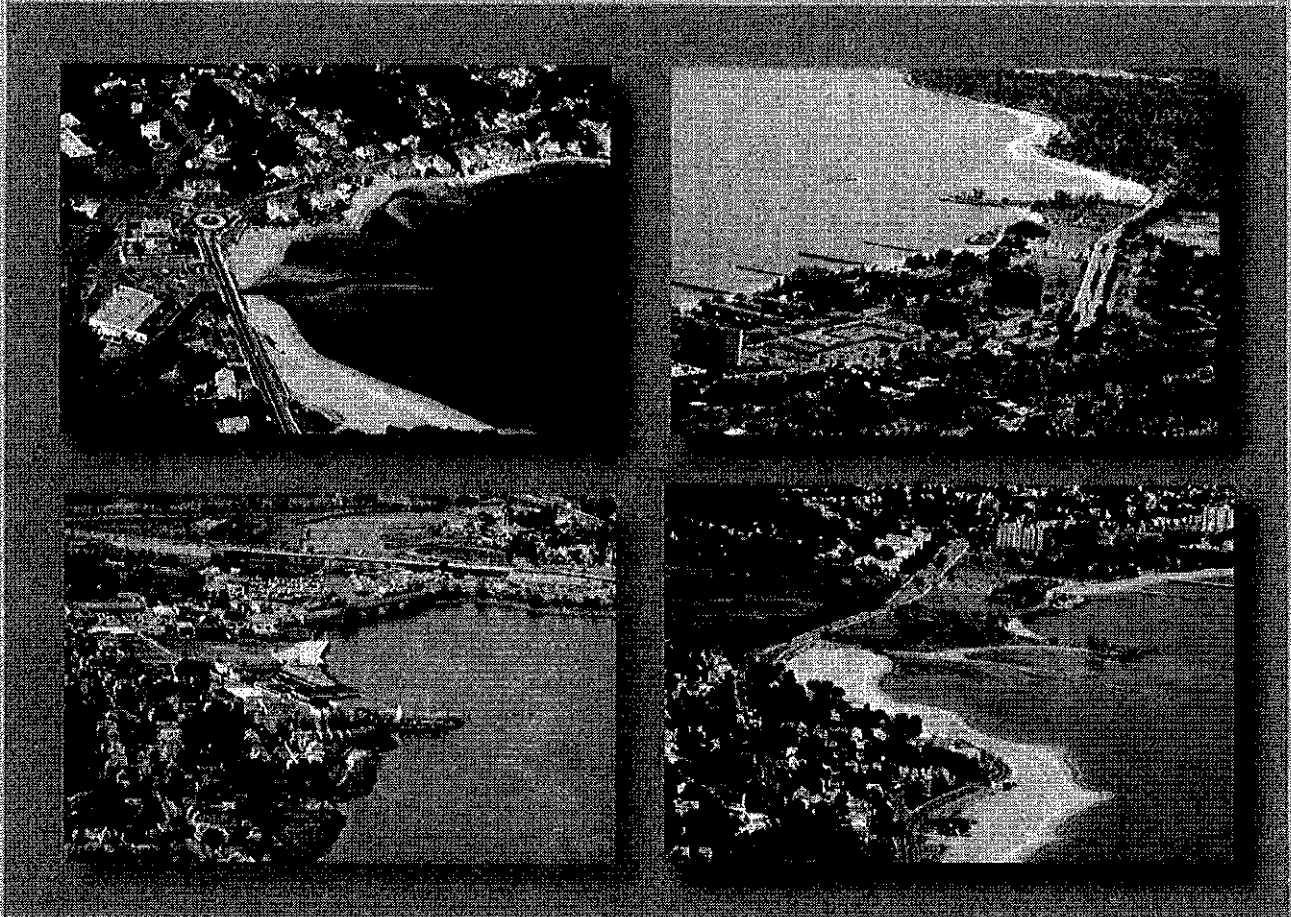


Dorinda Borer
State Representative 115th District



Nancy R. Rossi
Mayor, City of West Haven

West Haven Harbor Management Plan



Harbor Management Commission
City of West Haven, Connecticut

September 2018

Adopted September 10, 2018

federal legislation requested by the City with input from all affected parties, including any affected waterfront property owners.

8. COAST GUARD AUXILIARY BUILDING: Continue boating-related use in accordance with lease agreement with City.
9. NEW HAVEN HARBOR: Manage safe and equitable use of any boat mooring locations, protect and enhance shellfish resources.

West Harbor Harbor Management Sub-Area

This harbor management sub-area includes the City's jurisdiction on New Haven Harbor, including the West Haven shoreline extending from the Haven South Redevelopment Area to and including Old Field Creek.

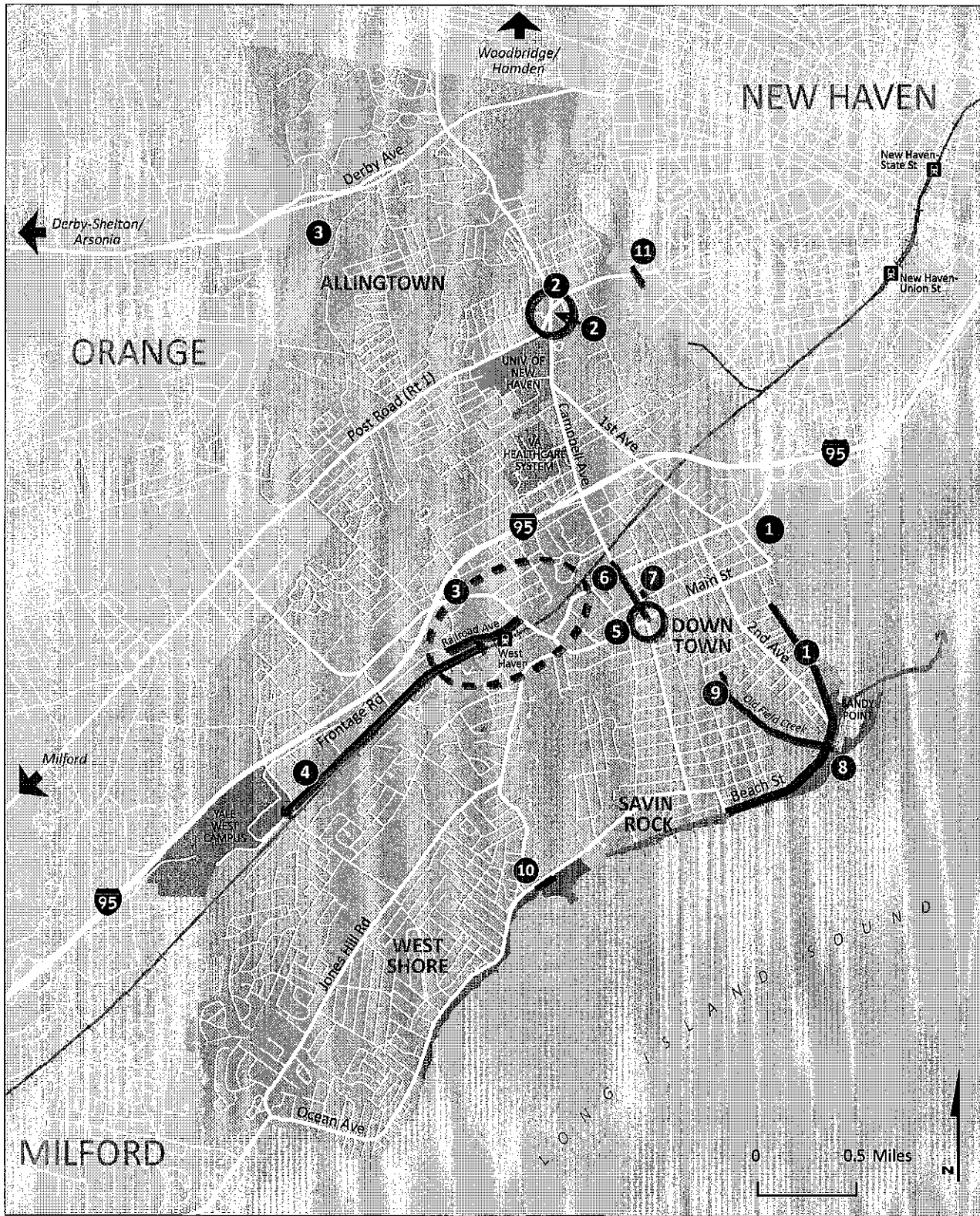
Prominent features of the sub-area and shoreline include waterfront residential areas; the West Haven Yacht Club; the City's April Street Boat Launch; the West Haven Water Pollution Control Plant; the Sandy Point coastal barrier, bird sanctuary, and jetty; and the Old Field Creek tidal watercourse and wetland restoration area. New Haven Harbor within this portion of the West Haven HMA includes a designated natural shellfish ground as well as private grounds. (See chapter two of the Plan.)

Future decisions pertaining to the West Harbor Harbor Management Sub-Area should be consistent with the harbor management goals and policies set forth in chapters five and six of the Plan. The following harbor management recommendations apply specifically to the sub-area. (See map 7-4.)

1. WEST HAVEN YACHT CLUB: Encourage and support continued operation and enhancement of recreational boating facilities, including facilities for resident and visiting boaters.
2. APRIL ST. BOAT LAUNCH: Improve and modify as necessary to accommodate hand-paddled and car-top vessels; maintain opportunities for trailered boat launching pending establishment of new boat launching facility on the West River.
3. WATER POLLUTION CONTROL PLANT: Maintain, operate, and upgrade as necessary in accordance with best available technology; increase resilience to storm events; replace undersized outfall pipe; bury new outfall pipe at sufficient depth in HMA to avoid interference with natural littoral processes.
4. 1ST AVE./BEACH RD. RESILIENCY PROJECT: Raise road elevations in accordance with comprehensive plan as necessary to maintain vehicle access to WPCP during storm events.



Figure 21: Recent & Planned Public and Private Investments



MAP: PUBLIC & PRIVATE INVESTMENTS
 2017 PLAN OF CONSERVATION & DEVELOPMENT
 City of West Haven, Connecticut

- Private Investment
- Public Investment
- Park/Open Space
- Beach



PRIVATE INVESTMENT

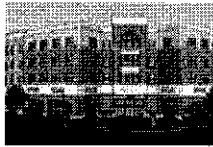
1 The Haven

High-end outlets of 60 stores, 7 restaurants, waterfront promenade and amphitheater; future phase planned.



2 The Atwood

18,000 sf of retail space and 67 residential units in first of two phase.



3 Acorn Ridge

Approx. 120 Acre Planned Village District (mixed-use): up to 1.4M sf Commercial space and 350 single-family homes.



1 Beach St Reconstruction

Stabilization of approx. 3/4 mile of Beach St, to provide access to the City Waste Water Treatment Plant and residences during major flood events.



2 Route 1 Safety Improvements

Alignment and traffic improvements, including a 4' shoulder for cyclists and pedestrians.



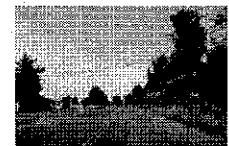
3 West Haven TOD Plan

Transit-oriented development around West Haven Station; improved connections to downtown.



4 Bicycle Path to Yale West

Bicycle facilities to provide connection from Yale West toward New Haven.



PUBLIC INVESTMENT

5 Campbell & Main Intersection Redesign

Repaved and repainted, pedestrian accessible ramps and call buttons.



6 Downtown Streetscape

Decorative lighting with flag hangers, distinctive paving in utility strip and conformity among streetscape elements.



7 Center for the Arts

Transform former Masonic Temple at 304 Center St into provide forum for local, regional, and national artists.



8 Beach Enhancements

Restoration of plantings, butterfly garden, osprey nest platforms, and observation deck at Sandy Point Beach & Bird Sanctuary.



9 Old Field Creek Dredging

Dredging existing creek from Marshall Street to Beach St, to alleviate flooding for nearby residents.



10 Cove River Tide Gates

Marsh restoration and regulation of water and salt intake by the Cove River.



11 West River Tide Gate Restoration

Marsh and habitat restoration by allowing water to flow in and out of the West River (previously a one-way gate lead to a change in habitat and species that live there).





City of West Haven Plans

Coastal Resilience Plan & Harbor Management Plan

Together, the two plans will function as the city's principal guides for the use and conservation of West Haven's coastal waters and waterfront resources. Both of these planning efforts are concurrent with the POCD planning process. Given one of the POCD's areas of focus being the area near the beach, the approach and strategies will be coordinated where possible and logical.

The *Coastal Resilience Plan* will evaluate various storm adaptation options considered throughout the northeastern United States and recommend the appropriate strategies to use in West Haven. The plan will evaluate local regulations, assess shoreline protection options (traditional shoreline structures, such as seawalls, dikes, etc., and "green" options, such as beach and dune enhancement), property protection options (such as elevating and flood-proofing) and infrastructure options (protection of at-risk public facilities), among other solutions. As part of the process, the city will identify two neighborhoods for detailed study and will hold a series of workshops and public meetings.

The *Harbor Management Plan* will guide the most desirable use of the City's navigable waters and inter-tidal areas for recreational, commercial, and conservation purposes. The City has been analyzing conditions within its Harbor Management Area (HMA) and recommending future goals and policies to guide its safe and beneficial use and the conservation and enhancement of coastal resources, such as tidal wetlands, beaches and dunes and shellfish beds. The HMA encompasses the City's municipal jurisdiction on the western half of New Haven Harbor, near the shore of Long Island Sound, and tidal portions of the West River, Oyster River, Cove River and Old Field Creek. The plan will complement the POCD and the City's waterfront zoning regulations by focusing on issues most pertinent to the safe, orderly and beneficial use of the waters of the HMA and the protection and enhancement of the area's natural coastal resources and water quality.

West Haven Transit-Oriented Development Vision Plan

This plan, which has its roots in the City's *2004 Plan of Conservation & Development*, resulted in short- and long-term vision plans to guide development, through Smart Growth principles, within the area around the West Haven Metro-North Rail Station. The idea behind transit-oriented development (TOD) is to create compact, walkable neighborhoods whose primary attraction and driver of value is proximity to transit. The TOD vision plan for West Haven included a market analysis that revealed demand for residential and retail uses. The walkable, mixed-use, neighborhood environment and proximity to transit typically attract young professionals, a demographic segment that West Haven should attract and retain. The plan also includes recommendations for transportation in the station area and for connecting the station area to Downtown.

Consolidated Housing & Community Development Plan

West Haven's Community Development Administration manages the city's Community Development Block Grant (CDBG). An Entitlement Community under the CDBG program of the U.S. Department of Housing and Urban Development, the city is must prepare and submit a Consolidated Housing and Community Development Plan every five years. The plan, which is valid until 2020, identifies cost burden as one of the primary housing problems in West Haven, for both renters and owners, and reports that it is most prevalent among the very low and extremely low income population (those earning below 50% and 30% of median family income, respectively). The plan also identified residents' concerns through a survey. Common themes included concerns about community quality-of-life and economic vitality, and timely responses to maintenance issues. Residents also identified topics such as street and sidewalk improvements, job creation, code

Beach Street Reconstruction Continuation

West Haven, Connecticut

Description of the Project and Map (Exhibit 1.7)

Beach Street Reconstruction from Second Avenue to Morse Avenue

Southeastern West Haven suffered extensive flood damage during Hurricane Sandy. The residents of this densely-populated area have yet to recover. This proposed project will strengthen resiliency against future flooding events.

This project is a continuation of an earlier project approved by CDBG-DR to raise Beach Street to FEMA flood level. This project will provide access to residents and emergency services during storm events and protect residents from flooding.

Presently, the roadway is at a low elevation and suffers flooding during storms resulting in damage to the bike path and utilities. Raising the road will protect utilities and bike paths as well as, more importantly, provide protection to residents and businesses from flood damage.

Approximately 2,120 feet of road with an average width of 36 feet will be raised by an average 3 feet in height. Bike paths along the road will be raised by an average of 2.25 feet in height.

The project will involve adjustment of the utilities including the modification of the storm sewer system.

Census Tract 155100:

Population:	3,390
House Units:	1,895
Race:	Whites: 80.5%, Hispanics:15%, Blacks:8.8%, Asians:2%, Others:8.7%
Population Density:	4,285.58/sq mi
Land Area:	0.49 sq mi
Water Area:	0.30 sq mi (38.36%)
Low - Mod Income	51.1%



*Project drawings are also included in this application.

The need is to keep residents safe. During Sandy, the Beach St. to First Ave. emergency evacuation route was underwater – this problem was exacerbated by flooding on interior roadways. Also, located at 2 Beach Street is the City's Wastewater Treatment Facility. Workers were unable to reach the plant for close to 12 hours during the hurricane's storm surge. Fortunately, the tanks were not impacted, but the roadway, at its peak, was below five feet of water.

Location West Haven is in New Haven County, approximately 70 miles east of New York City. It is 10.5 square miles. The City is bordered on the north and east by the City of New Haven, on the west by Orange and Milford and on the south by Long Island Sound. It is home to the University of New Haven, the Veterans Administration Medical Center and Yale University – West Campus.

Land Use It is home to three-and-a-half miles of publicly accessible beaches -- one quarter of the public beaches in Connecticut. Along the shoreline and the Sandy Point Estuary, many rare species of birds can be viewed.

Geography and Water West Haven is unique because more than half of its geographic boundary is river, sound, or harbor. The City is bordered on the south by the Long Island Sound, on the east by the New Haven Harbor, on the northeast by the West River and on the southwest by the Oyster River. As a result, West Haven is particularly vulnerable to damages caused by flooding, severe storms and hurricanes.

Transportation It is bordered west and south of New Haven and is traversed by Interstate 95 and U.S. Route 1. In 2013 West Haven opened the Metro North Commuter Rail Line station.

While this project will address the future flooding component, the City has also become involved with the USDA Natural Resources Conservation Service and its Emergency Watershed Protection Program - Floodplain Basement (EWP-FPE) within this Census Tract. The first round of 14 residents has been approved and 14 more properties were submitted for round two of this voluntary program.

This project is noted in the South Central Region COG's *Multi-Jurisdiction Hazardous Mitigation Plan* as one of West Haven's action items.

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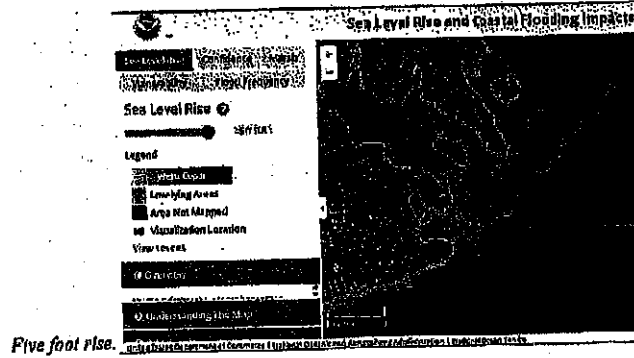
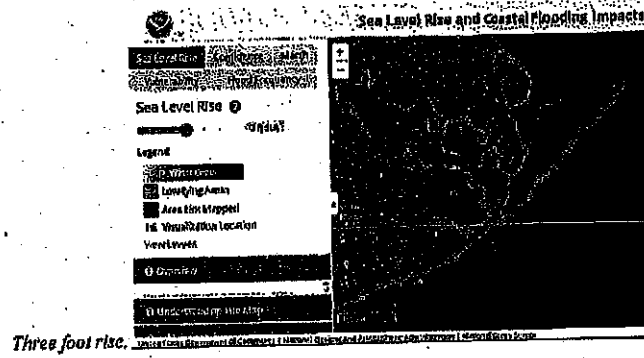
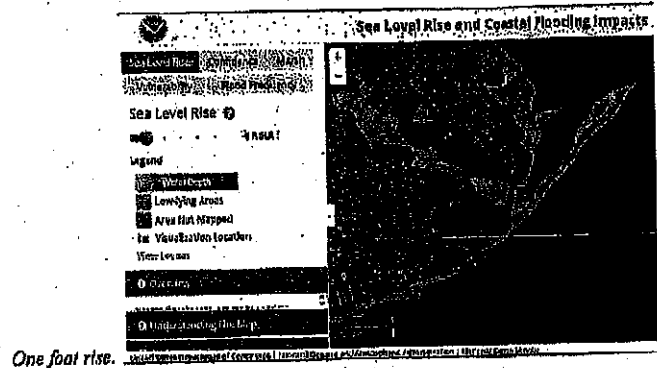
Exhibit 3.3 Project Implementation Schedule

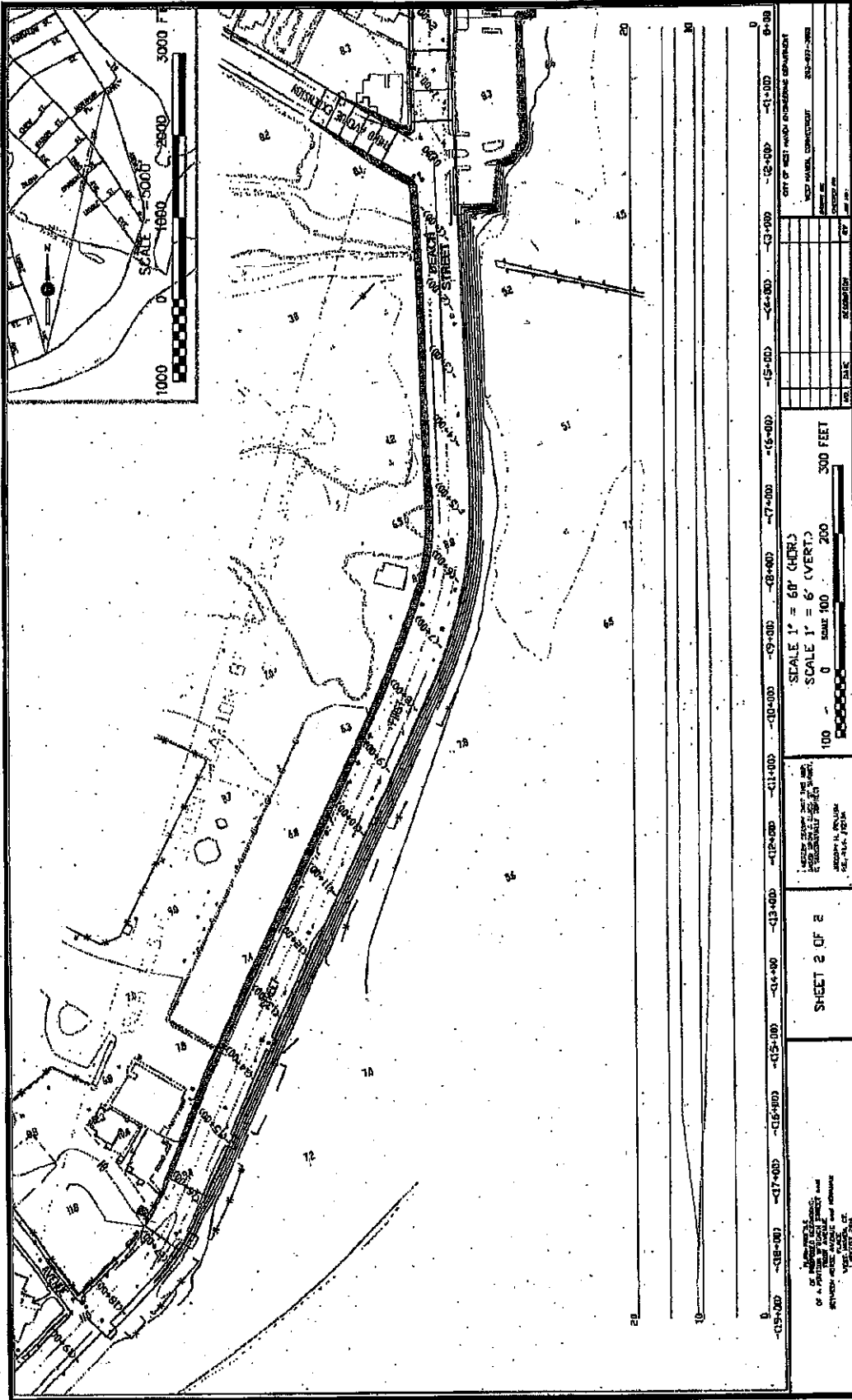
Upon funding award the drawings and specifications will be completed within three to six months. This process will include any local approvals and clearances. (3-6 months)

At this point the City would have to be advertised for bids with the lowest reasonable bidder selected. Approval by the town council of the awarded construction contract. (1 month)

Construction period should begin with an expected 6-9 month project (6-9 months based on the season)

Exhibit 3.4 – Community Impact Maps: Sea Level rise maps:





CITY OF WEST HAVEN ENGINEERING DEPARTMENT
 1000 MAIN STREET
 WEST HAVEN, CONNECTICUT 06515-2002
 PROJECT NO. 2000-0021
 SHEET NO. 2 OF 2

SCALE 1" = 60' (VERT.)
 SCALE 1" = 6' (VERT.)
 100 0 100 200 300 FEET

SHEET 2 OF 2

OF THE CITY OF WEST HAVEN
 BY THE ENGINEER
 AND THE CITY ENGINEER
 AND THE CITY ENGINEER
 AND THE CITY ENGINEER

0+00 -C19+00 -C18+00 -C17+00 -C16+00 -C15+00 -C14+00 -C13+00 -C12+00 -C11+00 -C10+00 -C9+00 -C8+00 -C7+00 -C6+00 -C5+00 -C4+00 -C3+00 -C2+00 -C1+00 0+00

0 10 20 30

0 1000 2000 3000 FEET
 SCALE 1" = 300'

0 100 200 300 FEET
 SCALE 1" = 60' (VERT.)
 SCALE 1" = 6' (VERT.)

**Beach Street Roadway Improvements
West Haven, CT
DTC #14-462**

OPINION OF PROBABLE COST - PRELIMINARY DESIGN Phase 2 3					
<i>Item No.</i>	<i>Description and Unit Price Written in Words and Figures</i>	<i>Unit</i>	<i>Unit Cost</i>	<i>Qty</i>	<i>Computed Total</i>
0755009	Geotextile, per Linear Foot	LF	\$2.80	3,730	\$10,444.00
0811001	Concrete Curbing, per Linear Foot	LF	\$22.60	3,565	\$80,569.00
0822001	Temporary Precast Concrete Barrier Curb	LF	\$37.67	120	\$4,520.40
0822002	Relocated Temporary Precast Concrete Barrier Curb	LF	\$7.20	180	\$1,296.00
0913021	6' Chain Link Fence, per Linear Foot	LF	\$22.60	0	\$0.00
0913027	Remove and Relocate Chain Link Fence, per Linear Foot	LF	\$26.60	200	\$5,320.00
0914040	Pedestrian Railing, per Linear Foot	LF	\$22.00	300	\$6,600.00
0921001	Concrete Sidewalk, per Square Foot	SF	\$10.80	14,050	\$151,740.00
0921005	Concrete Sidewalk Ramp, per Square Foot	SF	\$12.60	400	\$5,040.00
0921013	Concrete Driveway Apron, per Square Foot	SF	\$13.40	450	\$6,030.00
0922501	Bituminous Concrete Driveway, per Square Yard	SY	\$46.60	350	\$16,310.00
0939001	Sweeping for Dust Control, per Hour	HR	\$34.20	700	\$23,940.00
0943001	Water for Dust Control, per Million Gallons	MGAL	\$1.80	350	\$630.00
0944000	Furnishing and Placing Topsoil, per Square Yard	SY	\$7.00	6,500	\$45,500.00
0949003	Planting Allowance, per Lump Sum	LS	\$43,000.00	1	\$43,000.00
0950005	Turf Establishment, per Square Yard	SY	\$1.60	6,500	\$10,400.00
0950013	Erosion Control Matting, per Square Yard	SY	\$3.20	6,500	\$20,800.00
0969062	Construction Field Office, per Month	MO	\$2,171.40	12	\$26,056.80
0970006	Trafficperson (Municipal Police Officer), Estimated Cost	EST	\$80.00	2,080	\$166,400.00
0970007	Trafficperson (Uniformed Flagger), per Hour	HR	\$55.00	2,080	\$114,400.00
0971001	Maintenance and Protection of Traffic, per Lump Sum	LS	\$50,000.00	1	\$50,000.00
0975004	Mobilization and Project Closeout, per Lump Sum	LS	\$261,000.00	1	\$261,000.00
0978002	Traffic Drum, per Each	EA	\$62.00	20	\$1,240.00
0979003	Construction Barricades - Type III, per Each	EA	\$143.60	8	\$1,148.80
0980001	Construction Staking, per Lump Sum	LS	\$60,000.00	1	\$60,000.00
0981100	42" Traffic Cone, per Each	EA	\$29.20	50	\$1,460.00
1131001	Changeable Message Sign, per Day	DAY	\$86.00	75	\$6,450.00
1206013	Removal of Existing Signing, per Lump Sum	LS	\$4,500.00	1	\$4,500.00
1208928	Sign Face—Extruded Aluminum (Type III Reflective Sheeting), per Square Foot	SF	\$30.40	80	\$2,432.00
1210101	4" White Epoxy Resin Pavement Markings, per Linear Foot	LF	\$0.20	5,125	\$1,025.00
1210102	4" Yellow Epoxy Resin Pavement Markings, per Linear Foot	LF	\$0.20	5,125	\$1,025.00
1210105	Epoxy Resin Pavement Markings, Symbols and Legends, per Square Foot	SF	\$2.80	750	\$2,100.00
1220013	Construction Signs - Bright Fluorescent Sheeting, per Square Foot	SF	\$14.40	120	\$1,728.00
1807013	Temporary Impact Attenuation System Type A Module 1400 LB, per Each	EA	\$347.40	5	\$1,737.00
0406171	HMA S0.5, per Ton	TON	\$175.00	650	\$113,750.00
0406172	HMA S0.375, per Ton	TON	\$175.00	380	\$66,500.00
0406173	HMA S1.0, per Ton	TON	\$175.00	650	\$113,750.00
0406236	Material For Tack Coat, per Gallon	GAL	\$3.00	325	\$975.00
	Fill material		\$30.40	17,500	\$532,000.00

**Beach Street Roadway Improvements
West Haven, CT
DTC #14-462**

OPINION OF PROBABLE COST - PRELIMINARY DESIGN Phase 2 3					
<i>Item No.</i>	<i>Description and Unit Price Written in Words and Figures</i>	<i>Unit</i>	<i>Unit Cost</i>	<i>Qty</i>	<i>Computed Total</i>
0507001	Type "C" Catch Basin, per Each	EA	\$3,405.80	12	\$40,869.60
0507567	Manhole Frame and Cover, per Each	EA	\$1,084.60	12	\$13,015.20
0507601	Manhole, per Each	EA	\$3,657.00	4	\$14,628.00
	Lightweight Fill	CY	\$125.00	1500	\$187,500.00
0651012	15" R.C. Pipe, per Linear Foot	LF	\$57.00	1,260	\$71,820.00
0651001	Bedding Material, per Cubic Yard	CY	\$30.40	360	\$10,944.00
	Process Aggregate	CY	\$30.40	2,400	\$72,960.00
	Water - Private utility reconstruction - West Haven Share	LF	\$75.00	1,220	\$91,500.00
	Gas - Private utility reconstruction - West Haven Share	LF	\$50.00	1,400	\$70,000.00
	Elec/CATV/Comm - Private utility reconstruction - West Haven Share	LF	\$40.00	2,200	\$88,000.00
	SUBTOTAL			\$	\$2,623,053.80
	DESIGN CONTINGENCY (20%)			\$	\$524,610.76
	CONSTRUCTION TOTAL			\$	\$3,147,664.56

**Beach Street Roadway Improvements
West Haven, CT
DTC #14-462**

OPINION OF PROBABLE COST - PRELIMINARY DESIGN Phase 2					
<i>Item No.</i>	<i>Description and Unit Price Written in Words and Figures</i>	<i>Unit</i>	<i>Unit Cost</i>	<i>Qty</i>	<i>Computed Total</i>
0755009	Geofextile, per Linear Foot	LF	\$2.80	3,830	\$10,724.00
0811001	Concrete Curbing, per Linear Foot	LF	\$22.60	1,745	\$39,437.00
0822001	Temporary Precast Concrete Barrier Curb	LF	\$37.67	90	\$3,390.30
0822002	Relocated Temporary Precast Concrete Barrier Curb	LF	\$7.20	180	\$1,296.00
0913021	6' Chain Link Fence, per Linear Foot	LF	\$22.60	100	\$2,260.00
0913027	Remove and Relocate Chain Link Fence, per Linear Foot	LF	\$26.60	172	\$4,575.20
0914040	Pedestrian Railing, per Linear Foot	LF	\$22.00	98	\$2,156.00
0921001	Concrete Sidewalk, per Square Foot	SF	\$10.80	6,750	\$72,900.00
0921005	Concrete Sidewalk Ramp, per Square Foot	SF	\$12.60	90	\$1,134.00
0921013	Concrete Driveway Apron, per Square Foot	SF	\$13.40	250	\$3,350.00
0922501	Bituminous Concrete Driveway, per Square Yard	SY	\$46.60	125	\$5,825.00
0939001	Sweeping for Dust Control, per Hour	HR	\$34.20	650	\$22,230.00
0943001	Water for Dust Control, per Million Gallons	MGAL	\$1.80	300	\$540.00
0944000	Furnishing and Placing Topsoil, per Square Yard	SY	\$7.00	4,150	\$29,050.00
0949003	Planting Allowance, per Lump Sum	LS	\$38,516.00	1	\$38,516.00
0950005	Turf Establishment, per Square Yard	SY	\$1.60	4,150	\$6,640.00
0950013	Erosion Control Matting, per Square Yard	SY	\$3.20	4,150	\$13,280.00
0969062	Construction Field Office, per Month	MO	\$2,171.40	12	\$26,056.80
0970006	Trafficperson (Municipal Police Officer), Estimated Cost	EST	\$80.00	2,080	\$166,400.00
0970007	Trafficperson (Uniformed Flagger), per Hour	HR	\$55.00	2,080	\$114,400.00
0971001	Maintenance and Protection of Traffic, per Lump Sum	LS	\$50,000.00	1	\$50,000.00
0975004	Mobilization and Project Closeout, per Lump Sum	LS	\$261,000.00	1	\$261,000.00
0978002	Traffic Drum, per Each	EA	\$62.00	20	\$1,240.00
0979003	Construction Barricades - Type III, per Each	EA	\$143.60	8	\$1,148.80
0980001	Construction Staking, per Lump Sum	LS	\$60,000.00	1	\$60,000.00
0981100	42" Traffic Cone, per Each	EA	\$29.20	50	\$1,460.00
1131001	Changeable Message Sign, per Day	DAY	\$86.00	60	\$5,160.00
1206013	Removal of Existing Signing, per Lump Sum	LS	\$2,876.00	1	\$2,876.00
1208928	Sign Face—Extruded Aluminum (Type III Reflective Sheeting), per Square Foot	SF	\$30.40	80	\$2,432.00
1210101	4" White Epoxy Resin Pavement Markings, per Linear Foot	LF	\$0.20	4,838	\$967.60
1210102	4" Yellow Epoxy Resin Pavement Markings, per Linear Foot	LF	\$0.20	4,836	\$967.20
1210105	Epoxy Resin Pavement Markings, Symbols and Legends, per Square Foot	SF	\$2.80	433	\$1,212.40
1220013	Construction Signs - Bright Fluorescent Sheeting, per Square Foot	SF	\$14.40	105	\$1,512.00
1807013	Temporary Impact Attenuation System Type A Module 1400 LB, per Each	EA	\$347.40	4	\$1,389.60
0406171	HMA S0.5, per Ton	TON	\$175.00	500	\$87,500.00
0406172	HMA S0.375, per Ton	TON	\$175.00	235	\$41,125.00
0406173	HMA S1.0, per Ton	TON	\$175.00	500	\$87,500.00
0406236	Material For Tack Coat, per Gallon	GAL	\$3.00	210	\$630.00
	Fill material		\$30.40	9,000	\$273,600.00

**Beach Street Roadway Improvements
West Haven, CT
DTC #14-462**

OPINION OF PROBABLE COST - PRELIMINARY DESIGN Phase 2					
<i>Item No.</i>	<i>Description and Unit Price Written in Words and Figures</i>	<i>Unit</i>	<i>Unit Cost</i>	<i>Qty</i>	<i>Computed Total</i>
0507001	Type "C" Catch Basin, per Each	EA	\$3,405.80	7	\$23,840.60
0507897	Yard Drain, per Each	EA	\$2,500.00	2	\$5,000.00
0651012	15" R.C. Pipe, per Linear Foot	LF	\$57.00	530	\$30,210.00
0651001	Bedding Material, per Cubic Yard	CY	\$30.40	181	\$5,498.75
	Process Aggregate	CY	\$30.40	1,800	\$54,720.00
	Water - Private utility reconstruction - West Haven Share	LF	\$75.00	420	\$31,500.00
	Gas - Private utility reconstruction - West Haven Share	LF	\$50.00	415	\$20,750.00
	Elec/CATV/Comm - Private utility reconstruction - West Haven Share	LF	\$40.00	1,550	\$62,000.00
	SUBTOTAL			\$	\$1,679,400.25
	DESIGN CONTINGENCY (20%)			\$	\$335,880.05
	CONSTRUCTION TOTAL			\$	\$2,015,280.30

CITY OF WEST HAVEN ANALYSIS OF FUND BALANCE

	FY2018 ACTUAL	FY2019 FORECAST	FY2020 PROPOSED	FY2021 FORECAST	FY2022 FORECAST	FY2023 FORECAST	FY2024 FORECAST
TOTAL REVENUE	155,431,105	157,556,431	158,805,293	162,850,109	167,977,944	168,586,824	168,676,155
TOTAL EXPENSES	159,737,299	162,185,228	162,920,835	165,671,311	168,752,248	164,589,190	167,225,879
SURPLUS/(DEFICIT) WITHOUT MARB FUNDING	(4,306,193)	(4,628,797)	(4,115,542)	(2,821,202)	(774,304)	3,997,634	1,450,276
OTHER REVENUES	16,626,016	-	-	-	-	-	-
MARB REVENUE	8,000,000	6,250,000	4,115,542	4,000,000	2,000,000	-	-
FINAL SURPLUS/(DEFICIT)	20,319,823	1,621,203	-	1,178,798	1,225,696	3,997,634	1,450,276

MILL RATE		36.26	36.68	38.69	39.84	39.83	39.73
MILL RATE (ORIGINAL MODEL)		36.26	37.25	39.26	39.99	39.99	
MILL RATE CHANGE			0.42	2.01	1.15	(0.01)	(0.10)
MILL RATE CHANGE (ORIGINAL MODEL)			1.00	2.01	0.73	(0.00)	

TOTAL REVENUE	155,431,105	157,556,431	158,805,293	162,850,109	167,977,944	168,586,824	168,676,155
TOTAL REVENUE (ORIGINAL MODEL)			158,805,292	163,388,715	168,999,608	169,030,438	

TOTAL EXPENDITURES	159,737,299	162,185,228	162,920,835	165,671,311	168,752,248	164,589,190	167,225,879
TOTAL EXPENDITURES (ORIGINAL MODEL)		162,940,955	164,790,317	166,741,561	169,518,546	165,400,143	

BEGINNING FUND BALANCE	(18,138,674)	2,181,149	2,181,149	2,181,149	3,359,947	4,585,643	8,583,277
MARB HOLDBACK		(1,621,203)					
ENDING FUND BALANCE (ADJUST. FOR HOLDBACK)	2,181,149	2,181,149	2,181,149	3,359,947	4,585,643	8,583,277	10,033,553
ORIGINAL FUND BALANCE (ORIGINAL MODEL)	(128,165)	1,234,080	1,653,556	2,705,210	4,590,772	8,625,568	

FUND BALANCE % OF TOTAL EXP.	1.37%	1.34%	1.34%	2.03%	2.72%	5.21%	6.00%
FUND BALANCE % OF TOTAL EXP. (ORIGINAL MODEL)	-0.08%	0.76%	1.00%	1.62%	2.72%	5.21%	

REVENUE ASSUMPTIONS:

- Grand List - FY22 Revaluation assumed to yield 2% growth in valuation
- Grand List - Thompson & Stiles Schools back onto the grand list in FY21
- Grand List - Thompson & Stiles Schools full renovation/revaluation FY22
- Grand List - Havens Project will have negative impact on grand list once demolition begins
- Grand List - Havens Project completion (FY23) revaluation
- From Invest. General Fund - assumes 3% return of PY ending fund balance

EXPENDITURE ASSUMPTIONS:

- Unidentified savings from original plan included
- YOY Increase in Debt service held from original plan
- Education levels held to original plan
- Self Funded Claim Margins maintained until details of CT Partnership plan can be layered in
- Plan assumes vacancies filled over 5 year plan

REVENUE & EXPENDITURE SUMMARY

	FY2018 ACTUAL	FY2019 FORECAST	FY2020 PROPOSED	FY2021 FORECAST	FY2022 FORECAST	FY2023 FORECAST	FY2024 FORECAST
REVENUES:							
Current Property Tax Levy	92,002,428	94,670,371	96,375,557	101,234,996	106,307,250	106,759,516	106,600,957
Non Current Taxes	2,563,802	1,781,643	2,048,000	1,797,440	1,848,363	1,900,814	1,954,839
Interest & Lien Fees	1,006,008	870,118	792,150	820,325	849,565	879,914	911,416
Licenses & Permits	1,991,732	1,887,846	1,791,424	1,553,367	1,554,968	1,601,617	1,649,665
Fines, Forfeits & Penalties	318,210	284,300	200,750	219,023	239,068	261,063	285,199
Use Of Money/Property	208,375	376,202	101,250	99,809	138,611	179,163	304,001
From Other Agencies	52,530,301	53,263,039	52,726,034	52,726,034	52,726,034	52,726,034	52,726,034
Charges - Current Services	1,143,450	1,209,870	1,143,674	1,179,797	1,217,661	1,257,349	1,298,952
Other Revenues	2,323,253	1,995,982	2,217,579	2,248,176	2,282,415	2,324,169	2,354,290
Other Financing Sources	1,343,546	1,217,060	1,408,875	971,143	814,010	697,186	590,802
TOTAL REVENUE	155,431,105	157,556,431	158,805,293	162,850,109	167,977,944	168,586,824	168,676,155
EXPENDITURES:							
General Government	2,183,438	1,814,425	1,848,036	1,786,757	1,867,320	1,896,743	1,911,779
Planning & Development	1,004,758	920,113	968,937	1,035,626	1,045,461	1,064,118	1,066,496
Finance	2,632,003	2,707,841	2,769,796	2,670,730	2,782,184	2,844,550	2,873,831
Public Safety	15,513,580	15,154,443	15,695,568	15,730,148	15,968,976	16,270,747	16,390,427
Public Works	10,399,951	10,418,571	10,765,156	10,991,594	11,163,215	11,382,398	11,520,944
Human Resources	2,045,868	1,969,103	1,943,994	2,032,343	2,103,343	2,143,462	2,153,563
Library	1,596,000	1,546,000	1,421,000	1,471,000	1,446,000	1,421,000	1,421,000
Board Of Education	89,594,144	89,960,421	89,960,421	90,681,544	91,044,270	91,408,447	91,774,081
Operating Charges	17,120,879	17,715,496	18,842,560	20,584,782	21,709,846	22,777,067	23,931,432
Debt Service	17,401,021	19,213,849	18,873,827	18,985,732	19,898,270	13,584,658	14,345,142
Contingent	245,658	764,966	(168,460)	(298,947)	(276,637)	(204,000)	(162,817)
TOTAL EXPENDITURES	159,737,299	162,185,228	162,920,835	165,671,311	168,752,248	164,589,190	167,225,879
SURPLUS/(DEFICIT)	(4,306,193)	(4,628,797)	(4,115,542)	(2,821,202)	(774,304)	3,997,634	1,450,276
MUNICIPAL RESTRUCTURING FUNDS	8,000,000	6,250,000	4,115,542	4,000,000	2,000,000	-	-
CHANGE IN FUND BALANCE	3,693,807	1,621,203	(0)	1,178,798	1,225,696	3,997,634	1,450,276
BEGINNING FUND BALANCE	(18,138,674)	2,181,149	2,181,149	2,181,149	3,359,947	4,585,643	8,583,277
DEFICIT BONDING	16,626,016	-	-	-	-	-	-
MARB HOLDBACK	-	(1,621,203)	-	-	-	-	-
ENDING FUND BALANCE (ADJUST. FOR HOLDBACK)	2,181,149	2,181,149	2,181,149	3,359,947	4,585,643	8,583,277	10,033,553
<i>ENDING FUND BALANCE PER ORIGINAL PLAN</i>	<i>(128,165)</i>	<i>1,234,080</i>	<i>1,653,556</i>	<i>2,705,210</i>	<i>4,590,772</i>	<i>8,625,568</i>	

City of West Haven

Five Year Financial Plan FY2020 – FY2024

June 6, 2019



FY 2019 Update

Revenues

Operating revenues are projected to be \$1.3M above the FY18-19 budget. This projection comprised of \$400k increased property tax collections, \$250k from investment income, \$300k from increased permits and parking fees, and \$300k from one time sale of City property (Bayview). Expectations are that the full amount of the restructuring funds appropriated by the State and dedicated to West Haven will be delivered.

Although there is variability in timing when comparing prior years, current projections are not drastically inconsistent with prior experience:

	YTD April	Actual/Fcst	YTD %	Budget Δ
Fiscal Year FY19	\$ 154,158,483	\$ 157,614,026	97.81%	\$ 1,310,825
Fiscal Year FY18	\$ 151,705,148	\$ 163,431,106	92.83%	\$ 661,266
Fiscal Year FY17	\$ 152,660,063	\$ 155,301,549	98.30%	\$ (2,278,593)
Fiscal Year FY16	\$ 149,181,753	\$ 152,277,850	97.97%	\$ (1,214,106)

Increase/(Decrease)

Expenditures

Operating Expenditures are projected to be \$400k million below the FY18-19 budget. Additionally, there is a further savings of \$1.175M for a budget line item related to FY18 deficit reduction that was not needed.

As with the Revenues, there is also a variability in timing when comparing prior year expenditures. Unlike in prior years, any bills related to FY19 that have not been received or paid will be encumbered to ensure that expenditures are accurately reflected in the proper year. To that end the forecast is being based off expected activity in utilities and waste management rather than assuming everything in the year is currently up to date.

	YTD April	Actual/Fcst	YTD %	Budget Δ
Fiscal Year FY19	\$ 133,442,493	\$ 162,142,198	82.30%	\$ (2,161,003)
Fiscal Year FY18	\$ 132,939,095	\$ 159,737,299	83.22%	\$ (3,032,541)
Fiscal Year FY17	\$ 128,633,488	\$ 156,079,175	82.42%	\$ (1,500,967)
Fiscal Year FY16	\$ 124,673,527	\$ 154,252,975	80.82%	\$ 761,019

Increase/(Decrease)

Projected surplus – note: MARB will be designating \$2.5 million of surplus to IBNR

Strategy/Approach

1. Achieve operational efficiencies and budgetary savings that are sustainable
 - It is the plan of the City to transition to the CT Partnership Health Plan. To that end Lockton has almost completed the disruption report. Our labor attorney has reviewed and completed his legal opinion on the transition and its compatibility with union provisions. We intend to provide a full report on the status of the transition at your committee meeting on June 18, 2019.
 - The City has been working with CCM regarding energy purchasing through competitive bidding. We conducted a preliminary solicitation two weeks ago and will conduct a formal bid in the next two weeks. Expectations are 10%-15% annual savings. We anticipate locking into new rates before July 1, 2019.
 - We are about to engage in a contract with a consulting firm that specializes in analyzing telecommunication and solid waste bills. This program is in the early stages, no savings can be identified until the data is compiled and reviewed.
 - Until hard savings are identified they are reflected as part of the “unidentified savings” in contingency (\$1.2M)
2. Increase fund balance
 - Current rebuilt model allows for surplus to be built into the mill rate calculations by targeting an ending fund balance to be a specific percentage of annual costs.
 - The mill rate is set to allow for fund balance increases consistent with original five year plan, targeting 6% of annual spending by FY2024.
3. Attempting to balance mill rate increases with operational savings and fund balance improvement, while simultaneously phasing out the City’s reliance on Municipal Restructuring Funds
 - Use of Municipal Restructuring Funds set at \$4 million in FY 2021, \$2 million in FY 2022, and \$0 in remaining years
 - As fund balance and City’s overall fiscal health improves, and with the possibility of greater than projected Grand List increases, the City should be able to satisfy pension requirements without over burdening taxpayers.

Assumptions for Revenue Forecast:

Current Tax revenue projections for FY 2020-2024 are based on the following assumptions:

- Motor Vehicle Mill Rate of 37.00 for each of the five years
- Real Estate and Personal Property (RE/PP) mill rate increasing from 36.26 in FY 2019 to 36.68 in FY 2020. Over the remaining years of the plan, the RE/PP mill rate is forecast to increase to 39.86 in FY 2023 before declining slightly to 39.77 in the final year of the plan. As previously described, mill rate calculations are set to achieve fund balance targets that are consistent with the original 5-Year Plan.

- Grand List growth for RE/PP is projected to increase by 0.05% per year in each year of the plan except for the revaluation year. For FY 2022, revaluation is projected to result in an increase of 2% to the Grand List. In addition to the baseline Grand List changes described above, the plan reflects the return of two vacant school properties to the tax base and the impact of the Havens project. The impact of the school properties is phased in, beginning in FY 2021 as they are added back onto the tax list, followed by the impact of redevelopment efforts in FY 2022. The Havens project initially reflects a decrease in value due to the demolition of existing buildings in FY 2022, followed by increased value for FY 2023.

Non-Current Tax revenue is based on prior years' experience and adjusted for future expected fluctuations. The Tax Collector's Office has engaged in an effort to improve collections of past due personal property taxes and past due amounts on Motor Vehicle taxes.

Interest and Lien Fee revenue is based on the historical rate of collection of interest on past due taxes yielding annual increases between 3% and 5%. This is consistent with expectations that the City will maintain its historical 98.4% tax collection rate.

Licenses and Permit revenue, primarily comprised of building and construction related permits, reflects a gradual return to historical levels in FY 2020 to FY 2022, followed by annual increases of 3% per year. Note that for purposes of being conservative, nothing has yet been factored in for building permits related to either the school projects or the Havens project.

Fines, Forfeits and Penalty revenue is primarily comprised of parking tag revenues. Projections reflect recent efforts to collect on these items.

Use of Money and Property revenue consists primarily of the City's investment income. This revenue source is expected to increase as the City's financial situation stabilizes and interest earnings rise. Income is projected at 3% of the prior year-end fund balance. This revenue category also includes rental fees from public facilities. These fees have recently been increased.

Other Agency revenue includes funding from State and Federal sources. State Aid amounts for FY 2020 are consistent with the funding levels in the Governor's proposed budget. These sources are expected to remain flat over the remainder of the 5 year period. The amounts reflected in this category do not include Municipal Restructuring Funds which are presented separately.

Charges - Current Services revenue includes City Clerk transaction fees, Parks & Recreation fees and other miscellaneous fees. Overall, this category of fees is projected to increase by slightly more than 3% per year.

Other revenue comes from a variety of sources such as the pilot payment from the regional water authority, the voluntary contribution from Yale and the fire districts' share of the cost of operating the Emergency Reporting System. In the aggregate, these sources increase by 4% in FY 2020, followed by annual increases that range from 1.3% to 1.8% in the remaining years.

Other Financial Sources revenue predominantly represents transfers from the Sewer Fund to pay for debt service on general obligation debt carried by the City which is associated with sewer fund assets previously acquired. Projected amounts are based on the debt retirement schedules for sewer related projects.

Assumptions for Expenditure Forecast:

Payroll/Personal Services

Payroll growth is projected consistent with existing bargaining contracts and conservative estimates for non-union employees and elected officials. New hires reflecting open positions that have previously been left vacant are factored in and timed across the 5 year plan.

Non-Payroll Expenses

The plan utilizes the Federal Reserve Bank's inflation expectations model in allowing for expected increases in general non-payroll related expenses. This rate approximates 2% during the 5-Year Plan.

Defined Benefit Pension

The City currently has two defined benefit pension plans, the Police Department Pension and the Allingtown Fire Department Pension. The Police Department Pension Plan contribution in FY 2020 is based on the actuary firm's estimated ADEC for FY 2020 provided in March 2019. Subsequent years funding levels are based on projections depicted in the 2016 valuation and currently being updated for a valuation as of July 2018. Contributions represent fully funding the projected ADEC in each year. The Allingtown Fire Department Pension contributions represent the City's share of pension costs. Contributions to the Fire Plan represent 100% of the contributions recommended by the actuary in a separate valuation.

Defined Contribution Pension

City contributions to the defined contribution plan represent approximately 6% of employee pay. After 2009, all new Police hires have been included in the defined contribution plan and all Allingtown Fire employees have been included since 2013.

Health and Other Post Employment Benefits (OPEB)

City is moving to transition to the CT State Partnership health plan, however, until firm data is compiled to represent accurate premium payments this 5 year plan is built with original assumptions. These assumptions include a 7.6% annual increase as well as an additional 3% self-fund claims margin.

Education

The City's Education contribution to West Haven Public Schools is held flat in FY 2020, followed by an increase of 0.8% in FY 2021 and 0.4% in each year thereafter. Because the City's public schools are classified as an Alliance District, any increase in the Education Cost Sharing grant is presumed to go directly to the Board of Education. However, proposed legislation, if passed by the State legislature, would allow for a portion of ECS increases to offset local property taxes.

West Haven Public Library

The West Haven Public Library is a legally separate entity that receives funding from the City. The plan includes funding at the original 5 year plan assumptions, however in FY20 \$75,000 is being held by the City Council until the Library can come back with a definitive cost containment plan.

Debt Service

Debt Service principal and interest payment through 2024 as of the beginning of fiscal 2020 as well as increases consistent with the annual capital plans contained in the original 5 year plan model.

Operational Efficiencies and Cost Saving Initiatives

Please refer to Appendix A – “Proposed Efficiencies, Cost Saving Initiatives and Revenue Enhancements” as submitted by the Mayor on May 31, 2019

Fund Balance Projections

The City realizes the importance of building fund reserves in order to weather tough economic times. This plan grows the General Fund balance to 6% of total expenditures by FY2024. Progress has been made over the past year and the City feels that with appropriate strategic focus and commitment it will be in a strong position to continue building the appropriate fund balances going forward.

APPENDIX - A

Proposed Efficiencies, Cost Saving Initiatives and Revenue Enhancements

I. Medical Benefits/Health Insurance

1. This initiative has been our highest priority since it is our largest cost item after salaries and debt service at approximately \$12.0M inclusive of the general fund, sewer fund and Allingtown Fire District. It is also the most complex undertaking due to the multitude of elements that comprise its totality, involving consultants, labor negotiations, plan design, third-party administrators, enhanced internal administration and advisory services, expanded fiscal controls and monitoring oversight, multiple but very divergent benefit program options, as well as eventually establishing a wellness component.

It is important to note that throughout the past six months of this effort we worked very closely with Superintendent of Schools Neil Cavallaro and his staff to achieve service consolidations or enhanced coordination of functions wherever possible.

Our goals in this category were very broad so we identified distinct objectives to pursue to ensure efficiency and cohesion in our efforts, with the first objective being Administration and Process Improvement.

In my February 15, 2019 letter to the MARB, I stated this objective clearly:

Consolidation and coordination of all elements of benefit administration into one entity and explore potential of merging this function with the Board of Education to achieve efficiencies and economies of scale (in process). This is one of our most fragmented and financially vulnerable functions which will require the assistance of a consultant to address.

As we evaluated this objective more thoroughly and connected it to MARB's requirement to "submit an organizational plan to address administrative capacity needs," it morphed into a broader objective of Human Resources/Benefits Administration.

The City's personnel function is understaffed, and consequently various other City departments, i.e. Finance, Mayor's Office, Corporation Counsel, Purchasing, Police, Fire and Education, have had to assume various responsibilities of this function. It is apparent that all elements of this function need to be consolidated and centralized and the staff needs enhanced training to properly meet the growing demands and complexities of this function.

Superintendent of Schools Neil Cavallaro echoed similar concerns about the Board's understaffed personnel department and together we collaborated to hire a consultant, The Human Resources Consulting Group. This consultant has the unique experience of working both in the benefits consulting field and the human resources field and

therefore provides the blend of skills we need to consolidate this function into one department with the proper staffing and expertise to achieve our objective.

This consulting engagement will start about the second week in June. We expect it will take approximately eight weeks for the consultant's evaluation of the City and Board of Education's (BOE) personnel functions to be completed.

While nearly impossible to quantify the benefit of this initiative, it will establish tighter financial controls throughout all elements of benefits administration, ensure consistent and uniform personnel management and relieve other departments of assuming some of these duties.

There are other elements to the work plan under the "Administration and Process Improvement" objective and they are discussed later in this transmittal.

The obvious, most discussed and financially impactful objective in this category was the Medical Plan Coverage and its growing expense to the City/BOE. As you know we have actively pursued this which consisted of evaluating alternative benefit providers and program costs and the feasibility of implementation.

Over the course of the past six months with the assistance of our benefits consultant Lockton and the analysis provide by the Segal Company, we have reviewed and evaluated medical benefit coverage plans from Anthem, Aetna, Cigna, Area Cooperative Education Services (ACES) and the State Partnership Plan.

Our review committee consisted of members of my staff, Superintendent Neil Cavallaro, School Business Manager Matt Cavallaro, Labor Attorney Floyd Dugas, OPM/MARB West Haven Liaison Michael A. Milone and me. Our consultant Lockton met with us periodically and provided ongoing financial analysis through the past six months as rates fluctuated throughout this period. This added continuing complexity to our analysis and ultimate decision. We also met with the consultant from Segal to assist with our decision.

As you know, the City/BOE medical benefits self-insurance fund has an approximate \$2.086M "incurred but not reported" (IBNR) claim runoff. Additionally, the cost of processing this IBNR is approximately \$417,170 for a grand total of \$2.5M.

If the City and BOE moved our medical coverage from Anthem, this IBNR liability would have to be paid over the course of the year while also paying the full costs associated with the benefit coverage of a new benefits provider.

After many meetings, multiple analyses and the extensive due diligence by staff, labor attorneys and consultants the committee of City and Education staff agreed to transition the medical benefits coverage to the State Partnership Plan in January 2020 for some employee groups and July 1, 2020 for employees currently in the high deductible health plan (Allingtown Fire and BOE).

The estimated outcome for the City from this health plan transition in January 2020 represents an approximate savings of \$514,000 which includes the payoff of the City IBNR of \$1,022,391. Additionally in projecting City health insurance expenses in FY '21 and assuming a 6% rate increase, the City could achieve a savings of approximately 1.5M below the FY '20 appropriation.

The Sewer Department is estimated to save about \$244,762 in health expenses in FY '20 after the IBNR has been paid. Additionally, it is estimated that FY '21 should be approximately \$300,000 less than the current year's appropriation.

The transition of our medical benefits coverages to the State Sponsored Plan is a change from self-insured coverage to fully insured coverage and addresses various other priorities identified in my February 15 letter to MARB.

The ongoing management and monitoring of paid claims against our budget appropriations will be eliminated with a fully insured plan. This ongoing financial oversight of the City, Fire and Sewer funds self-insured plans has become an ever more complex and time consuming responsibility for the Finance Department. Also, when combined with the Education employees' monthly paid claims expense adds a significant degree of variability to our cash flow demands.

This convergence will most importantly eradicate the estimated \$2.0M in the IBNR liability sometime during FY '21, and thus was a key priority in this category.

This will be a rather complex undertaking but is achievable. We provided MARB with a timeline of tasks needed to accomplish this but a more detailed plan is being developed and will be transmitted to MARB shortly.

An important component to this category is the establishment of a Wellness Program, which has yet to be addressed but we hope to pursue sometime into the next fiscal year.

Another component of this category was to reevaluate the medical benefits Consulting Services of our third-party administrator who manages the billings for COBRA-eligible individuals and the myriad of retirees eligible for variations of medical benefit coverages from the City.

A change was made and we have replaced our incumbent third-party administrator. As the management of this function has become more complex and our financial exposure in this area has grown, we thought that this change would enhance the financial oversight and management of this function, since most retirees enrolled in this coverage are responsible for paying a portion of these benefit costs to the City on a monthly basis.

II. Energy Projects

1. The Connecticut Conference of Municipalities (CCM) has developed a very successful energy/utility cost saving program consisting of numerous initiatives such as energy purchasing, energy saving performance contracting, solar installation, street light acquisition and telecom auditing. We have been working with them in the following areas, which at this time have been identified as being the most feasible to pursue.

A. Municipal Energy Purchasing

Through the assistance of the Connecticut Conference of Municipalities and their energy consultant, Titan Energy, we competitively bid our procurement of electricity from multiple suppliers – the first time that the City has conducted such an initiative.

The budget appropriation for electricity for our four cost centers – the City departments, Board of Education, Sewer Department and Allingtown Fire District – have an aggregate budget of \$3.65M for FY '20.

Through our consultant we conducted a preliminary bid which would generate an annual savings of approximately \$255,000; however, we are likely to rebid the program as the expectation is that we could realize greater savings.

B. Energy Saving Performance Contracting

A second initiative we have begun to pursue with CCM is the establishment of an energy saving performance contract program. This program allows for the acquisition and installation of a myriad of energy efficient equipment and systems such as LED lighting upgrades, lighting controls, energy management systems (EMS), building weatherization and insulation, electrical equipment replacement, oil-to-gas conversion, etc. The cost of these items is paid through the energy savings realized from these equipment and system upgrades. Additionally the City would also realize energy savings from these changes beyond these payments, which will greatly increase once the projects have been paid. The City has no out-of-pocket cost and this initiative includes the Board of Education, Water Pollution Control Department and Allingtown Fire District.

This is a longer term initiative and the benefits, while not immediate due to its complexity and scope, can be very significant as evidenced by the results achieved in municipalities throughout the state.

We have begun the process to advance this initiative as we have met with one of the major energy consultants providing this service, and we are developing the RFP to solicit proposals from consultants.

While it is premature to attempt to estimate the potential savings until the individual projects are identified and life cycle costs of each project are calculated

and analyzed, the energy consultant we met indicated that in a city the size of West Haven, they could identify between \$10M to \$20M in energy projects appropriate for this program at no cost to the City. Due to the unique financing nature of this program, most of these projects would be capital projects which provide the added benefit of relieving financial demands on our capital budget and debt service but also provide savings in equipment maintenance expenses associated with older, inefficient and unreliable equipment that continues to impact the operating budget.

III. Sale of Fixed Assets

This item was included in my February 1, 2019 MARB letter in accordance with the MOA relative to the “Efficiencies, Cost Saving Initiatives and Revenue Enhancements Being Proposed and Evaluated” or the acronym ECSIRE. In a later correspondence to MARB on April 1, 2019 and in accordance with a separate requirement of the MOA I provided more detail on the process and analysis we would be establishing to more formally coordinate our efforts in the pursuit of the “Sale of City Owned Assets,” as identified by MARB.

As I stated in that letter, over the past few months the City has realized some success in this endeavor, in selling the Bayview property for \$257,000, and our pending sale of the Stiles and Thompson schools for \$850,000. Additionally, the prospective buyer intends to construct a mixed use community with each building. It is estimated that the combined projects would be assessed at approximately \$16.1M resulting in about \$584,000 in annual tax revenue. While we have achieved moderate success in this endeavor to sell fixed assets, it was apparent that our efforts were conducted in a rather ad hoc manner and I thought that we needed to develop a coordinated plan and process among key staff in order to ensure a greater likelihood for future success to be achieved in this initiative.

To accomplish this I developed a project team consisting of our Commissioner of Planning and Development (who will chair this group), our Building Official and Corporation Counsel. They will meet periodically, but not less than bimonthly and provide me with an ongoing inventory of fixed assets that have received interest from potential buyers or are not being utilized, are underutilized or are parcels that might have development potential but necessitate some alternative arrangement for the current City department occupant. As the need arises, other staff will be included in this process of review and analysis.

The initial task will be to develop a fixed asset inventory list exclusively for this purpose. It will necessitate mining and assembling data based on the criteria established by our project team. This fixed asset inventory list and supporting data will be a rather labor intensive project and rather time consuming but we will have the benefit of a team of law school interns working with our Corporation Counsel throughout the summer.

Lee Tiernan, our Corporation Counsel, will also have his team of interns researching and analyzing blighted, abandoned buildings identified for foreclosure to assess their value to the City if taken by foreclosure. The team will evaluate the properties in terms of complexity of the foreclosure action as well as the financial, social and economic benefit derived from this type of intervention as well as the plan to accomplish this with each property, as no two property issues are identical.

While these fixed asset sales can be a source of significant revenue, they can also be a very uncertain and fluctuating revenue source. Consequently its use as a one-time revenue source must be managed in a very judicious manner. Therefore, to insure the prudent use of these resources we will establish a formal policy to appropriately determine the utilization of any future funds received through these sales.

The basic framework of this policy would be to segregate these funds to the extent practical, into a special revenue sale of fixed assets reserve fund. This fund would hold these proceeds to ensure that they are not automatically treated as operating budget miscellaneous revenue funds. Additionally the criteria for the use of these funds would be to address any number of long term liabilities.

IV. User Fee Evaluation

The City budget identifies 27 categories of user fees that are segregated into three components which are listed below. The listing also identifies the revenue appropriation for each in the FY '19 budget and proposed FY '20 budget.

These user fees are imposed by numerous City departments and represented \$3.074M in FY '19 and FY '20 is recommended at \$3.136M.

The 27 categories of budgeted fees understates the plethora of actual individual user fee charges as many categories are an aggregated total of these individual user charges comprising this category. For example, under "Licenses and Permits" there is a line for "Police License and Protective Permits," which consists of at least 24 discreet items. So in reality the number of total individual user charges approved by ordinance could approximate at least 150-200 separate user fee charges.

Consequently, our evaluation will be comprehensive but a necessary element to its success.

While some of these charges have been modified in the recent past, many have not been revisited in a number of years. Since the basis for each charge is likely the result of a variety of variables, it will be important to identify the underlying rationale for the charge and the determination for the assigned cost associated with each.

As part of this initiative we were asked to estimate how much revenue any changes could generate. I simply stated in my earlier letter to MARB that if they were each increased by 5% -10% it would yield approximately \$154,000-\$308,000, which was the simplest means of quantifying the potential benefit of this initiative.

This analysis will consist of using the calculations based on the purpose of the charge, when the charge was last revised and the c.p.i. adjustment over this timeframe. Additional analysis will determine if the charge includes the direct or the indirect cost of the service or is simply a direct subsidy. Finally, another component of this analysis is user fees' comparability to the market, specifically what other similar municipalities charge for this service, how and why the charges might have been revised in the recent past, and if other municipalities are even charging for these services.

Since most of these charges have been adopted on an ad hoc basis over many years, we want to utilize a methodology that will create a system that coordinates these fees such that they are evaluated in a consistent and uniform manner, are coordinated to reflect the connections across departments and are equitable and evidence-based determinations.

Additionally, we will explore opportunities for developing new user fees in situations where it is warranted as well as evaluate the effectiveness of our collection of the existing fees to ensure that revenue opportunities are being maximized.

We have been using the services of the Connecticut Conference of Municipalities to assist with this initiative and will continue to use their services throughout this study as well as support from other professional resources such as the International City/County Management Association (ICMA), the Government Finance Officers Association (GFOA) as well as the Council of Governments to name a few.

The targeted date for completion of this project is expected to take us into the late fall of this calendar year, with a hoped-for implementation date of January 2020, but given the variability and exigencies that I mentioned there is no simple way to quantify the eventual outcome.

V. Establish a Single Installment of Personal Property and Motor Vehicle Taxes

The City Charter, Chapter X, Part B, Section 3 "Collection Taxes" states that "all City taxes in each fiscal year shall be due and payable in two equal installments on the first day of July and January, except that any tax of less than One Hundred Dollars (\$100.00) shall be due and payable in full on the first day of July."

Section 12-142 of the Connecticut General Statutes permits the legislative body of each municipality to "determine whether such tax shall be due and payable in a single installment or in two semiannual installments or in four quarterly installments," provided it is allowed by law.

While the current City Charter prescribes that the three classes of property taxes (real estate, motor vehicle and personal property) are paid in two installments (July and January), to reduce postage costs and processing expenses the City issues the two bills for each class of taxes in the July mailing but the bills have separate due dates

(July and January). Utilizing the single mailing of the two bill installments saves the cost of printing and handling approximately 56,911 bills twice a year. This has been a very prudent practice and saved thousands of dollars annually.

I would propose that through the ongoing Charter revision process, the legislative body be given the authority to make this decision on frequency of motor vehicle and personal property bill by ordinance rather than this decision being mandated by Charter. Specifically, I recommend that the Charter permit the Council to have the discretion to determine whether the motor vehicle and personal property tax bills are issued in a single installment payment, as there are significant and quantifiable benefits to this procedure as the chart below illustrates.

Based on the Oct. 2017 Grand List (FY 18-19 budget):

	# of accounts	Est. Tax Revenue
Real Estate	16,340	\$ 81,376,753
Personal Property	2,131	\$ 4,796,320
Motor Vehicles	38,440	\$ 9,593,799
Supplemental Motor Vehicles (SMV)	8,866	\$ 1,683,918
TOTAL	65,771	\$ 97,450,790

The total estimated tax revenue generated from motor vehicle and personal property taxes is \$14,390,119; conversely splitting the tax bills in two installments yields approximately \$7,195,060 in July and January.

Transitioning to a single motor vehicle/personal property installment payment in July of approximately \$14,390,119 would allow for the additional \$7,195,000 to be invested for at least 180 days. At the current interest rate received from the State's Short Term Investment Fund (STIF) of 2.42%, this will generate approximately \$80,000-\$100,000 in additional investment interest earnings.

Additionally, savings would be generated since 40,571 fewer personal property and motor vehicle bills would need to be printed and the postage cost for the mailing would be reduced as a result of the lower weight of the envelopes.

Also, the Collector's staff would be relieved of processing the second installment motor vehicle and personal property tax bills, freeing up their time in January to more quickly process real estate and supplemental motor vehicle, pursue delinquent taxes, reduce overtime and conduct the tax lien sale one to two months sooner.

In addition to the estimated additional investment income yield of about \$80,000-\$100,000 annually it is estimated that the administrative savings realized could be \$5,000-\$10,000 annually. The issuance of single installment motor vehicle and

personal property tax bills is not an uncommon practice as other Connecticut municipalities have implemented this single installment payment.

Finally, it is important to note that this recommended Charter revision does not mandate this change but simply provides the City Council the flexibility and authority to adopt this change by ordinance if they so desire.

Allowing Council the authority to legislate this revision provides another tool for the City to enhance its revenue and institute some saving if it so chooses. Without this change the City and its legislative body would be prohibited from exercising this most beneficial discretion. If this change is incorporated into the Charter Revision and it is passed, it could not be implemented until at least FY '22 or '23, depending upon the date of any Charter revision adoption.

VI. Reevaluate the City's Current Solid Waste and Recycling collection and Disposal Program

The City uses the traditional rear loader trash truck for solid waste and recycling collection and contracts for this service through a private hauler. This fiscal year, the annual contract for this service is \$460,000 for recycling and \$1,273,000 for trash removal. These costs do not include the estimated expense of \$1,024,000 for the tip fee associated with the disposal of this waste.

There are some alternatives to this traditional method of providing this service which we intend to pursue.

The first option would be to change this collection process from the traditional rear loader to an automated trash and/or recycling collection truck. The potential benefit of this change is that the hauler is able to reduce his workforce from three maintainers to one per truck. And while this would provide savings opportunities for both the trash and recycling collections, it likely would be more advantageous to start this with the recycling program.

The automated collection program would require that the City provide each homeowner with a standard size and designed container to facilitate the automated trash/recycling pick-up, usually a 96 gallon container. In the case of recycling collection, homeowners would likely have a 96 gallon recycling container replacing their 18 gallon container. Given the increased container capacity (more than five times larger), the recycling collection can be modified from a weekly to a biweekly collection system, thereby reducing the contractual obligation of weekly collection.

Consequently, in this program the hauler saves funding by the staff reduction per truck from three to one maintainer and reduces the annual recycling collection pick-ups from 52 (weekly) to 26 (biweekly).

However, there is a cost involved to the City to initiate this program as the City would likely have to acquire the trash/recycling containers for each homeowner. The

hauler can also acquire the containers and build the cost into the service contract but it is probably not cost effective for the City. This expense for acquisition of these containers is considered a capital item. It can be acquired in the Capital Budget and amortized over a number of years. The trash containers cost about \$50 per container and with 13,000 residential collection points; this total cost would be about \$650,000 with an estimated life expectancy of 8 to 10 years.

A second option to reduce the cost of trash collection that will be explored is a “pay-as-you-throw” service, which the State Department of Energy and Environmental Protection has been promoting. This is a dramatically different approach to providing this service as it shifts more of the cost of the service to the homeowner. In short, the homeowner would have to acquire specifically identified and designed trash bags and the trash hauler would only collect those designated bags from each household. This method transfers direct cost onto the homeowner.

The savings to the City would accrue in two ways under this program. First, the homeowner would be subsidizing this program directly through a user charge and it is anticipated that this pay-to-throw homeowner expense would incentivize the homeowner to increase recycling and thereby reduce the tip fee cost of trash disposal. However, since the City is now forced to pay a tip fee for recycling disposal, there is limited benefit to this option.

The existing solid waste/recycling collections agreement expires on June 30, 2020, which is our target date for implementing any changes to this service if our analysis shows it to be of significant financial benefit. The potential cost savings and cost avoidance cannot be estimated until the discussions ensue with our current waste hauler and expand from there.

VII. Transition to a Biweekly Payroll Disbursement Process

The City currently disburses payroll to all employees on a weekly basis and it approximates about \$600,000 per week. Payroll disbursement has become increasingly complex, voluminous and very time consuming. Performing this process on a weekly basis is an inefficient and costly cyclical process.

Due to the frequency and demands of this process, audit time is limited and overtime for processing is frequently unavoidable. A biweekly payroll process would enhance the opportunity for a more effective system of checks and balances, reduce the likelihood for overtime, allow for expanded responsibilities for payroll staff and also reduce paper and printing costs.

An additional benefit would be improved cash flow and a modest increase in investment income earnings.

Given that this change would likely involve negotiations with our labor unions it is unlikely to be implemented until the start of calendar year 2020, provided that we are successful with our negotiations.

VIII. Institute the Social Security Exclusion for Temporary/Part Time/Seasonal Employees

Section 218 of the Social Security Agreement allows for an exclusion from social security payments for temporary/part time/seasonal employees who qualify under this provision. This exclusion would provide the City and Board of Education an exemption from the 6.2% social security wage contribution on employees falling into these classifications.

It is estimated that the City expends approximately \$830,000 annually in the social security contribution for these categories of employees and the Board of Education, approximately \$1,350,000. This converts to a savings of about \$51,500 for the City and \$74,400 for the Board of Education.

Qualification for this exclusion does require approval by the Social Security Administration and also does require that the qualifying employer establish a defined contribution plan for these employees.

If this initiative proves feasible it would not be implemented until the start of the next calendar year, Jan. 1, 2020.

IX. Expand and Enhance Utilization of the MUNIS Financial Management Software System to All City Departments

The City of West Haven has contracted with Tyler Technologies for many years to provide their MUNIS financial management software system to the City. Some of the key modules of this system are purchase order/purchase requisition; budgeting; human resources; payroll and accounts receivable, just to name a few. However, this MUNIS system has either not been used or significantly underutilized by most City departments except Finance and Education. This problem has resulted in deficiencies and few safeguards in the financial system of checks and balances, an overdependence on a manual system, unreliability of information and numerous inefficiencies. The area most affected by this is the purchasing/accounts payable process and payroll process.

As MARB members recall, we responded to this issue many months ago with the hiring of BlumShapiro Consulting to conduct a MUNIS Operational Assessment. Their findings and recommendations have formed the blueprint for our action plan on this initiative.

However, this is an initiative that requires an ongoing commitment of time for training of key staff in each City department on a consistent basis, but we have not been able to advance this as expected. While we have held periodic training sessions for our employees, and our Finance Director has met with other municipalities using MUNIS software, the success of this effort requires planned, ongoing and regular training for a specified period of time, almost like an emersion course.

As I stated in February, the first integral step toward a successful outcome that will maximize the benefit of using MUNIS is conducting a process improvement evaluation of the purchasing/accounts payable function.

OPM Program Director Allison Fisher will be conducting this process review and while she has had some collaboration with Finance Director Frank Cieplinski, her involvement and assistance needs to be initiated during these next few months. A by-product of this process improvement effort will be to enhance the development of a more efficient, coordinated and timely audit process.

Our priority in this MUNIS initiative is to introduce a purchase requisition requirement in this process, which is not currently utilized in the purchasing process. The current process uses vouchers for purchases, effectively eliminating any system of checks and balances or internal controls by the finance department. This results in overspending of line items and potentially the department budget, and mischarges to accounts. And while the Finance Director has initiated a manual oversight process as a safeguard, it is simply a temporary and labor-intensive safety net. Adding a purchase requisition step will decentralize the purchasing function by placing more responsibility on the initiating department, greatly increasing their financial accountability. Finally this added purchasing component will allow user departments to directly access multiple financial reports and not burden or rely on the finance department to develop them. The expected outcome will be greater cost control, enhanced efficiency and effectiveness for the finance department and user departments and greater department financial accountability. Until this new process is fully implemented we cannot quantify the benefits of these expected results.

We expect to have the majority of this phase of the initiative completed by the end of this fiscal year. It is absolutely integral to accomplishing an effective, reliable financial management operation.

Our revised timeline to accomplish this is to have it operational well before the end of this calendar year.

X. Addendum

These preceding items were transmitted to the MARB in my letter of February 15, 2019 and in this intervening period have identified a few more important initiatives that we are or will be pursuing, which I want to add to this list. While they have not been completely vetted to provide extensive details at this time, I will summarize each.

A. Fiscal Year 2019 Financial Audit

As you well know the City has been unable to complete its annual financial audit by the State-required deadline of December 31 for each of the past few years. This is a significant deficiency with far-reaching fiscal implications and no one understands this better than me.

This past year's efforts to complete the audit in a timely fashion were greatly exacerbated by the fact that West Haven had four Finance Directors over a 13 month period, which did not make this endeavor any easier; however, the entire experience certainly provided painful insight into what we need to do to avoid a reoccurrence of this problem.

First and most importantly I have a very competent Finance Director whose leadership, accounting skills and recognition of the problems we encountered will ensure that a plan and management oversight is in place to achieve our objective.

Frank Cieplinski has been developing a formalized audit preparation process with milestones that must be achieved and outlining the required role of each key staff member in order to meet these expectations. Heretofore the City has not formalized guidelines, expectations and deadlines for anyone to follow to expedite this process.

The key to a successful audit process starts with the timely closeout of the fiscal year, no later than August 31. Another key element which Mr. Cieplinski is addressing is to coordinate the role that our various consultants play in this process, specifically our actuary, workers' compensation provider and medical benefits consultant. One of the major failings of this past audit was our inability to get our OPEB information collected and completed in a timely manner, through no fault of the consultants but resulting from internal mismanagement.

I expect that within the month we will be able to provide MARB with our audit action plan and will also provide monthly updates to MARB on our audit progress once it is started.

B. Establishment of an Other Post Employment Benefits (OPEB) Trust Fund

The City has begun to make inroads in this area with the anticipated payoff of the medical benefits Incurred But Not Reported (IBNR) liability of about \$2.0M. The transition to the State Partnership Plan for medical benefits coverage will generate enough savings to pay this off while also allowing us to reduce our budget appropriations.

I have submitted a request to the City Council to formally establish an OPEB trust fund, which is the first step in addressing our large, outstanding OPEB liabilities. I am hopeful that this will be approved by the Council within in the next two months.

Since we have identified \$1.750M in excess surplus from FY '19 from the funds appropriated but not needed for deficit reduction, we are hopeful that MARB will permit the use of this money to be transferred to this trust. Additionally, we will commit an annual appropriation from the general fund, sewer fund and BOE funds to provide an annual stream of financial contributions to grow the fund.

Also, we hope to redirect receipts from large one-time revenues, such as proceeds from the sale of fixed assets, which we are aggressively pursuing, into this fund.

A policy will be formulated to ensure that these proceeds and other one-time unanticipated revenues be committed to the trust.

Finally, we will develop a mechanism to ensure that the assets are managed by a third-party investment manager, to attain the highest investment yield we can achieve.

C. Telecommunications and Waste Management Bill Review Audit

Through the assistance of the Connecticut Conference of Municipalities we will be engaging the services of Schooley Mitchell to conduct an audit of our telecommunications and waste disposal billings. The expectation of this service is that it will yield cost recovery funds resulting from incorrect billings for these services as well as generating budget savings once potential billing errors are corrected. Additionally, the telecommunications audit can also identify alternative pricing options that could yield additional savings.

CITY OF WEST HAVEN ANALYSIS OF FUND BALANCE

	FY2018 ACTUAL	FY2019 FORECAST	FY2020 PROPOSED	FY2021 FORECAST	FY2022 FORECAST	FY2023 FORECAST	FY2024 FORECAST
TOTAL REVENUE	155,431,105	157,614,026	158,805,293	162,489,853	167,366,372	168,611,804	168,651,175
TOTAL EXPENSES	159,737,299	162,142,198	162,920,835	165,671,311	168,752,248	164,589,190	167,225,879
SURPLUS/(DEFICIT) WITHOUT MARB FUNDING	(4,306,193)	(4,528,172)	(4,115,542)	(3,181,458)	(1,385,876)	4,022,614	1,425,296
OTHER REVENUES	16,626,016	-	-	-	-	-	-
MARB REVENUE	8,000,000	8,000,000	4,115,542	4,000,000	2,000,000	-	-
FINAL SURPLUS/(DEFICIT)	20,319,823	3,471,828	-	818,542	614,124	4,022,614	1,425,296

MILL RATE		36.26	36.68	38.53	39.59	39.83	39.73
MILL RATE (ORIGINAL MODEL)		36.26	37.25	39.26	39.99	39.99	
MILL RATE CHANGE			0.42	1.85	1.06	0.25	(0.10)
MILL RATE CHANGE (ORIGINAL MODEL)			1.00	2.01	0.73	(0.00)	

BEGINNING FUND BALANCE	(18,138,674)	2,181,149	3,152,977	3,152,977	3,971,519	4,585,643	8,608,257
HOLD FOR IBNR/RUNOFF COSTS		(2,500,000)					
ENDING FUND BALANCE (ADJUSTED FOR IBNR)	2,181,149	3,152,977	3,152,977	3,971,519	4,585,643	8,608,257	10,033,553
ORIGINAL FUND BALANCE (ORIGINAL MODEL)	(128,165)	1,234,080	1,653,556	2,705,210	4,590,772	8,625,568	

FUND BALANCE % OF TOTAL EXP.	1.37%	1.94%	1.94%	2.40%	2.72%	5.23%	6.00%
FUND BALANCE % OF TOTAL EXP. (ORIGINAL MODEL)	-0.08%	0.76%	1.01%	1.63%	2.72%	5.24%	

REVENUE ASSUMPTIONS:

- Grand List - FY22 Revaluation assumed to yield 2% growth in valuation
- Grand List - Thompson & Stiles Schools back onto the grand list in FY21
- Grand List - Thompson & Stiles Schools full renovation/revaluation FY22
- Grand List - Havens Project will have negative impact on grand list once demolition begins
- Grand List - Havens Project completion (FY23) revaluation
- From Invest. General Fund - assumes 3% return of PY ending fund balance

EXPENDITURE ASSUMPTIONS:

- Unidentified savings from original plan included
- YOY Increase in Debt service held from original plan
- Education levels held to original plan
- Self Funded Claim Margins maintained until details of CT Partnership plan can be layered in
- Plan assumes vacancies filled over 5 year plan

REVENUE & EXPENDITURE SUMMARY

	FY2018 ACTUAL	FY2019 FORECAST	FY2020 PROPOSED	FY2021 FORECAST	FY2022 FORECAST	FY2023 FORECAST	FY2024 FORECAST
REVENUES:							
Current Property Tax Levy	92,002,428	94,407,495	96,375,557	100,845,585	105,677,330	106,784,496	106,575,977
Non Current Taxes	2,563,802	2,050,392	2,048,000	1,797,440	1,848,363	1,900,814	1,954,839
Interest & Lien Fees	1,006,008	879,971	792,150	820,325	849,565	879,914	911,416
Licenses & Permits	1,991,732	1,985,917	1,791,424	1,553,367	1,554,968	1,601,617	1,649,665
Fines, Forfeits & Penalties	318,210	288,690	200,750	219,023	239,068	261,063	285,199
Use Of Money/Property	208,375	351,443	101,250	128,964	156,959	179,163	304,001
From Other Agencies	52,530,301	53,165,167	52,726,034	52,726,034	52,726,034	52,726,034	52,726,034
Charges - Current Services	1,143,450	1,081,639	1,143,674	1,179,797	1,217,661	1,257,349	1,298,952
Other Revenues	2,323,253	1,986,253	2,217,579	2,248,176	2,282,415	2,324,169	2,354,290
Other Financing Sources	1,343,546	1,417,060	1,408,875	971,143	814,010	697,186	590,802
TOTAL REVENUE	155,431,105	157,614,026	158,805,293	162,489,853	167,366,372	168,611,804	168,651,175
EXPENDITURES:							
General Government	2,183,438	1,812,204	1,848,036	1,786,757	1,867,320	1,896,743	1,911,779
Planning & Development	1,004,758	927,312	968,937	1,035,626	1,045,461	1,064,118	1,066,496
Finance	2,632,003	2,703,776	2,769,796	2,670,730	2,782,184	2,844,550	2,873,831
Public Safety	15,513,580	15,126,868	15,695,568	15,730,148	15,968,976	16,270,747	16,390,427
Public Works	10,399,951	10,376,181	10,765,156	10,991,594	11,163,215	11,382,398	11,520,944
Human Resources	2,045,868	1,993,256	1,943,994	2,032,343	2,103,343	2,143,462	2,153,563
Library	1,596,000	1,521,000	1,421,000	1,471,000	1,446,000	1,421,000	1,421,000
Board Of Education	89,594,144	89,960,421	89,960,421	90,681,544	91,044,270	91,408,447	91,774,081
Operating Charges	17,120,879	17,718,980	18,842,560	20,584,782	21,709,846	22,777,067	23,931,432
Debt Service	17,401,021	19,213,849	18,873,827	18,985,732	19,898,270	13,584,658	14,345,142
Contingent	245,658	788,351	(168,460)	(298,947)	(276,637)	(204,000)	(162,817)
TOTAL EXPENDITURES	159,737,299	162,142,198	162,920,835	165,671,311	168,752,248	164,589,190	167,225,879
SURPLUS/(DEFICIT)	(4,306,193)	(4,528,172)	(4,115,542)	(3,181,458)	(1,385,876)	4,022,614	1,425,296
MUNICIPAL RESTRUCTURING FUNDS	8,000,000	8,000,000	4,115,542	4,000,000	2,000,000	-	-
CHANGE IN FUND BALANCE	3,693,807	3,471,828	-	818,542	614,124	4,022,614	1,425,296
BEGINNING FUND BALANCE	(18,138,674)	2,181,149	3,152,977	3,152,977	3,971,519	4,585,643	8,608,257
HOLD FOR IBNR/RUNOFF COSTS	-	(2,500,000)	-	-	-	-	-
ENDING FUND BALANCE (ADJUSTED FOR IBNR)	2,181,149	3,152,977	3,152,977	3,971,519	4,585,643	8,608,257	10,033,553
<i>ENDING FUND BALANCE PER ORIGINAL PLAN</i>	<i>(128,165)</i>	<i>1,234,080</i>	<i>1,653,556</i>	<i>2,705,210</i>	<i>4,590,772</i>	<i>8,625,568</i>	

MILL RATE CALCULATION

	FY2018 ACTUAL	FY2019 BUDGET	FY2020 PROPOSED	FY2021 FORECAST	FY2022 FORECAST	FY2023 FORECAST	FY2024 FORECAST
GENERAL FUND							
General Government	2,183,438	1,789,625	1,848,036	1,786,757	1,867,320	1,896,743	1,911,779
Planning & Development	1,004,758	962,385	968,937	1,035,626	1,045,461	1,064,118	1,066,496
Finance	2,632,003	2,594,335	2,769,796	2,670,730	2,782,184	2,844,550	2,873,831
Public Safety	15,513,580	15,759,688	15,695,568	15,730,148	15,968,976	16,270,747	16,390,427
Public Works	10,399,951	10,268,332	10,765,156	10,991,594	11,163,215	11,382,398	11,520,944
Human Resources	2,045,868	2,014,204	1,943,994	2,032,343	2,103,343	2,143,462	2,153,563
Library	1,596,000	1,521,000	1,421,000	1,471,000	1,446,000	1,421,000	1,421,000
Board Of Education	89,594,144	89,960,421	89,960,421	90,681,544	91,044,270	91,408,447	91,774,081
Operating Charges	17,120,879	17,632,321	18,842,560	20,584,782	21,709,846	22,777,067	23,931,432
Debt Service	17,401,021	19,213,849	18,873,827	18,985,732	19,898,270	13,584,658	14,345,142
Contingent	245,658	2,587,041	(168,460)	(298,947)	(276,637)	(204,000)	(162,817)
TOTAL EXPENDITURES	159,737,299	164,303,201	162,920,835	165,671,311	168,752,248	164,589,190	167,225,879
Interest & Lien Fees	1,006,008	765,000	792,150	820,325	849,565	879,914	911,416
Licenses / Permits	1,991,732	1,814,450	1,791,424	1,553,367	1,554,968	1,601,617	1,649,665
Fines & Forfeits	318,210	150,000	200,750	219,023	239,068	261,063	285,199
Use Of Money	208,375	80,000	101,250	128,964	156,959	179,163	304,001
Current Services	1,143,450	1,109,209	1,143,674	1,179,797	1,217,661	1,257,349	1,298,952
Other Revenues	2,323,253	2,132,505	2,217,579	2,248,176	2,282,415	2,324,169	2,354,290
Other Fin. Sources	1,343,546	1,263,700	1,408,875	971,143	814,010	697,186	590,802
OPERATIONAL REVENUE	8,334,575	7,314,864	7,655,702	7,120,794	7,114,645	7,200,460	7,394,326
Federal and State Grants	52,530,301	52,727,631	52,726,034	52,726,034	52,726,034	52,726,034	52,726,034
MARB Restructuring Funds	8,000,000	8,000,000	4,115,542	4,000,000	2,000,000	-	-
PP, MV & Non-Current Taxes	2,563,802	1,800,000	2,048,000	1,797,440	1,848,363	1,900,814	1,954,839
Fund Balance Adjustment	-	-	-	818,542	614,124	4,022,614	1,425,296
Target Fund Balance as % of expenditures				2.40%	2.72%	5.23%	6.00%
Amount to be Raised by Current Taxes	92,002,428	94,460,706	96,375,557	100,845,585	105,677,330	106,784,496	106,575,977
TOTAL REVENUES	163,431,105	164,303,201	162,920,835	166,489,853	169,366,372	168,611,804	168,651,175
Current Tax Calculation							
Net GL - Motor Vehicle	259,519,230	261,726,860	266,920,740	266,920,740	266,920,740	266,920,740	266,920,740
Net GL - Real Estate/Personal Property	2,390,670,988	2,391,714,857	2,416,207,349	2,418,415,453	2,478,296,644	2,491,505,956	2,492,715,873
NET GRAND LIST	2,650,190,218	2,653,441,717	2,683,128,089	2,685,336,193	2,745,217,384	2,758,426,696	2,759,636,613
GENERAL FUND MILL RATE - MV	36.79	36.79	36.79	36.79	36.79	36.79	36.79
GENERAL FUND MILL RATE - R/E, PP	35.04	36.11	36.47	38.32	39.37	39.61	39.51
GROSS TAX LEVY - MV	9,547,712	9,628,931	9,820,014	9,820,014	9,820,014	9,820,014	9,820,014
GROSS TAX LEVY - R/E, PP	83,761,038	86,367,721	88,122,625	92,665,336	97,575,647	98,700,815	98,488,906
GROSS TAX LEVY	93,308,750	95,996,652	97,942,639	102,485,350	107,395,661	108,520,829	108,308,920
Gross Tax Levy	93,308,750	95,996,652	97,942,639	102,485,350	107,395,661	108,520,829	108,308,920
Collection Rate	98.60%	98.40%	98.40%	98.40%	98.40%	98.40%	98.40%
TOTAL CURRENT TAX	92,002,428	94,460,706	96,375,557	100,845,585	105,677,330	106,784,496	106,575,977
CAPITAL & NON-RECURRING							
Motor Vehicle	259,519,230	261,726,860	266,920,740	266,920,740	266,920,740	266,920,740	266,920,740
Real Estate/Personal Property	2,390,670,988	2,391,714,857	2,416,207,349	2,418,415,453	2,478,296,644	2,491,505,956	2,492,715,873
NET GRAND LIST	2,650,190,218	2,653,441,717	2,683,128,089	2,685,336,193	2,745,217,384	2,758,426,696	2,759,636,613
Capital & Non-Recurring Mill Rate	0.09	0.15	0.21	0.21	0.21	0.22	0.22
Capital & Non-Recurring Total	238,326	404,500	565,000	576,300	587,826	599,583	611,575
MILL RATE CALCULATION							
General Fund Mill Rate - MV		36.79	36.79	36.79	36.79	36.79	36.79
General Fund Mill Rate - R/E, PP		36.11	36.47	38.32	39.37	39.61	39.51
Capital & Non-Recurring Mill Rate		0.15	0.21	0.21	0.21	0.22	0.22
Total Mill Rate - MV	37.00	36.94	37.00	37.00	37.00	37.01	37.01
Total Mill Rate - R/E, PP	35.26	36.26	36.68	38.53	39.59	39.83	39.73
Tax Revenue Generated per 1 Mill	2,613,088	2,610,987	2,640,198	2,642,371	2,701,294	2,714,292	2,715,482

GRAND LIST PROJECTIONS

Assessment	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	
Net GL - Motor Vehicle	258,055,554	259,519,230	261,726,860	266,920,740	266,920,740	266,920,740	266,920,740	266,920,740	
Growth Factor	3.49%	0.57%	0.85%	1.98%	0.00%	0.00%	0.00%	0.00%	
Real Estate/Personal Property	2,372,451,229	2,390,670,988	2,391,714,857	2,416,207,349	2,417,415,453	2,418,624,161	2,419,833,473	2,421,043,390	
Growth Factor	-8.91%	0.77%	0.04%	1.02%	0.050%	0.050%	0.050%	0.050%	
Revaluation Impact	-	-	-	-	-	48,372,483	48,372,483	48,372,483	2.00%
Development Impact - Stiles School	-	-	-	-	500,000	7,700,000	7,700,000	7,700,000	
Development Impact - Thompson School	-	-	-	-	500,000	5,600,000	5,600,000	5,600,000	
Development Impact - Havens	-	-	-	-	-	(2,000,000)	10,000,000	10,000,000	
Development Impact -	-	-	-	-	-	-	-	-	
Development Impact -	-	-	-	-	-	-	-	-	
Development Impact -	-	-	-	-	-	-	-	-	
Development Impact -	-	-	-	-	-	-	-	-	
Development Impact -	-	-	-	-	-	-	-	-	
Real Estate/Personal Property Total	2,372,451,229	2,390,670,988	2,391,714,857	2,416,207,349	2,418,415,453	2,478,296,644	2,491,505,956	2,492,715,873	
Total Net Grand List	2,630,506,783	2,650,190,218	2,653,441,717	2,683,128,089	2,685,336,193	2,745,217,384	2,758,426,696	2,759,636,613	
Original Grand List Assumptions			2,653,441,717	2,660,791,962	2,662,208,810	2,759,644,936	2,761,061,784		

REVENUE DETAILS	FY2018 ACTUAL	FY2019 BUDGET	FY2020 PROPOSED	FY2021 FORECAST	FY2022 FORECAST	FY2023 FORECAST	FY2024 FORECAST	
CHARGES - CURRENT SERVICES								
Record Legal Instruments Fee	660,795	625,000	656,250	689,063	723,516	759,691	797,676	5.0%
Police Charges- Pub.Safety	13,988	15,000	15,450	15,914	16,391	16,883	17,389	3.0%
Sundry Other Misc.	-	150	155	160	164	169	174	3.0%
Misc. Public Works/Sewer-Orange	37,819	37,059	37,059	37,059	37,059	37,059	37,059	
Misc. Gen. Govt. - All Other	79,910	90,000	92,700	95,481	98,345	101,296	104,335	3.0%
Misc. Schools	-	-	-	-	-	-	-	
Misc. Parks & Recreation	348,588	340,000	340,000	340,000	340,000	340,000	340,000	
Police Charges- PD Extra	-	-	-	-	-	-	-	
Public Works - All Other	2,330	2,000	2,060	2,122	2,185	2,251	2,319	3.0%
Vaccines Health Flu Fees	20	-	-	-	-	-	-	
Misc. Welfare - All Other	-	-	-	-	-	-	-	
Subtotal	1,143,450	1,109,209	1,143,674	1,179,797	1,217,661	1,257,349	1,298,952	
OTHER REVENUES								
Telephone Access	99,121	117,044	120,555	124,172	127,897	131,734	135,686	3.0%
SCCRWA Pilot NH Water	305,665	296,330	305,220	314,377	323,808	333,522	343,528	3.0%
Parking Meters	72,042	20,000	30,000	30,900	31,827	32,782	33,765	3.0%
Sale of Property & Fixed Assets	199,200	-	-	-	-	-	-	
Pilot Housing Authority	141,536	141,000	145,230	149,587	154,075	158,697	163,458	3.0%
Housing Authority 3Yr. Suppl.	-	-	-	-	-	-	-	
Sewer Collection Fee Exp.	55,166	48,397	51,301	54,379	57,642	61,100	64,766	6.0%
Insurance Reimbursement	9,411	20,000	20,600	21,218	21,855	22,510	23,185	3.0%
Yale Voluntary Contribution	427,290	422,651	422,651	422,651	422,651	422,651	422,651	
U.N.H. C.A.D. Maint. Contribution	-	-	-	-	-	-	-	
Miscellaneous Revenues	159,477	210,000	210,000	210,000	210,000	210,000	210,000	
Prem. Incom	-	-	-	-	-	-	-	
Non Recurr	-	-	-	-	-	-	-	
Quigley/Yale Parking	43,603	40,000	41,200	42,436	43,709	45,020	46,371	3.0%
B.O.E.Police Reimb	-	-	-	-	-	-	-	
Thom. School V.A. Parking	-	-	-	-	-	-	-	
Fire Dist. Share of ERS & ERS Grant	810,373	804,083	857,822	865,457	875,952	893,153	897,880	
Police Dept.Share of ERS	-	-	-	-	-	-	-	
Organic Recycl. Compost	370	13,000	13,000	13,000	13,000	13,000	13,000	
Subtotal	2,323,253	2,132,505	2,217,579	2,248,176	2,282,415	2,324,169	2,354,290	
OTHER FIN. SOURCES								
Operating Transfers In	-	-	-	-	-	-	-	
Residual Equity Trans In	172,130	200,000	250,000	257,500	265,225	273,182	281,377	3.0%
Contribution From Fund Balance	-	-	-	-	-	-	-	
Contribution From Sewer Fund	1,171,416	1,063,700	1,158,875	713,643	548,785	424,004	309,425	
Operating Transfers	-	-	-	-	-	-	-	
Subtotal	1,343,546	1,263,700	1,408,875	971,143	814,010	697,186	590,802	
Grand Total	155,431,105	156,303,201	158,805,293	162,489,853	167,366,372	168,611,804	168,651,175	
MARB Restructuring		8,000,000	4,115,542	4,000,000	2,000,000	-	-	
	155,431,105	164,303,201	162,920,835	166,489,853	169,366,372	168,611,804	168,651,175	

	FY2018 ACTUAL	FY2019 BUDGET	FY2020 PROPOSED	FY2021 FORECAST	FY2022 FORECAST	FY2023 FORECAST	FY2024 FORECAST
EXPENDITURE SUMMARY							
GENERAL GOVERNMENT							
City Council	101,695	88,982	162,672	87,883	88,870	90,650	90,881
Mayor's Office	324,962	317,111	317,111	318,553	320,172	324,287	325,867
Corporation Counsel	590,209	450,868	466,368	470,317	538,070	546,155	550,482
Labor Relations & Personnel	169,981	170,585	170,585	170,752	171,571	174,030	174,213
Communications - City	529,436	315,336	320,000	326,481	333,085	339,842	346,943
Town & City Clerk	316,197	298,198	266,278	267,343	268,952	272,735	273,902
Registrar Of Voters	140,552	140,525	137,002	137,247	138,252	140,526	140,795
Probate Court	10,406	8,020	8,020	8,182	8,348	8,517	8,695
Subtotal	2,183,438	1,789,625	1,848,036	1,786,757	1,867,320	1,896,743	1,911,779
PLANNING & DEVELOPMENT							
Planning & Development	396,967	383,595	383,647	385,363	389,106	395,919	397,800
Grants Administration	66,929	66,971	66,971	66,980	67,654	69,008	69,018
Building Department	540,862	511,819	518,319	583,283	588,700	599,191	599,679
Subtotal	1,004,758	962,385	968,937	1,035,626	1,045,461	1,064,118	1,066,496
FINANCE							
Treasurer	7,600	7,600	7,600	7,600	7,676	7,830	7,830
Finance/Comptroller	872,469	830,391	991,117	870,510	948,404	964,823	969,637
Purchasing	153,073	142,180	143,253	144,540	146,650	149,602	151,013
Info. & Tech. / Data Processing	531,602	506,213	531,862	547,593	565,707	586,282	604,382
Central Services	202,900	225,190	219,071	222,339	226,246	230,819	234,400
Tax Assessment	438,315	445,557	442,289	442,601	447,187	456,136	456,478
Board Of Assessment Appeals	2,000	5,600	5,600	5,661	5,749	5,865	5,931
Tax Collection	424,045	431,604	429,004	429,887	434,565	443,195	444,162
Subtotal	2,632,003	2,594,335	2,769,796	2,670,730	2,782,184	2,844,550	2,873,831
PUBLIC SAFETY							
Emergency Reporting System (ERS)	1,921,004	1,838,583	1,906,271	1,923,237	1,946,561	1,984,783	1,995,288
Public Safety Administration	873,874	1,006,030	829,836	840,364	851,663	866,321	877,857
Public Safety Operations	11,445,017	11,756,778	11,806,112	11,810,110	12,002,977	12,230,284	12,322,702
Public Safety Support	969,226	860,733	855,585	857,529	867,106	884,475	886,606
Animal Control	292,458	283,366	283,566	284,665	286,261	290,186	293,226
Emergency Management	12,000	14,198	14,198	14,244	14,409	14,698	14,748
Subtotal	15,513,580	15,759,688	15,695,568	15,730,148	15,968,976	16,270,747	16,390,427
PUBLIC WORKS							
Administration	588,978	597,958	604,341	610,629	619,026	630,549	637,440
Bureau Of Engineering	238,081	189,311	339,311	439,363	441,282	445,108	445,165
Central Garage	1,123,146	1,280,901	1,323,141	1,339,884	1,361,910	1,389,395	1,407,741
Compost Site	21,348	36,000	46,001	46,933	47,882	48,853	49,874
Disposal Of Solid Waste	2,995,218	2,908,900	3,169,900	3,234,098	3,299,519	3,366,453	3,436,799
Grounds & Building. Maintenance	1,296,012	1,221,681	1,243,881	1,258,934	1,279,282	1,305,091	1,321,585
Hwy & Park Maintenance	4,137,169	4,033,581	4,038,581	4,061,754	4,114,314	4,196,948	4,222,340
Subtotal	10,399,951	10,268,332	10,765,156	10,991,594	11,163,215	11,382,398	11,520,944
HUMAN RESOURCES							
Human Resources	298,070	282,237	279,236	359,742	409,974	416,110	417,617
Elderly Services	471,310	487,745	441,772	447,361	454,716	463,892	470,016
Parks & Recreation	885,004	889,252	878,548	880,655	890,547	908,390	910,698
Health Department	391,484	354,970	344,438	344,585	348,106	355,071	355,232
Subtotal	2,045,868	2,014,204	1,943,994	2,032,343	2,103,343	2,143,462	2,153,563
OTHER							
Library	1,596,000	1,521,000	1,421,000	1,471,000	1,446,000	1,421,000	1,421,000
City Insurance	629,482	825,977	800,977	817,199	833,729	850,643	868,418
Pensions & Hospitalizations	16,473,080	16,761,500	17,999,404	19,724,550	20,832,213	21,881,630	23,017,284
Med Com..Prog.	18,316	44,844	42,179	43,033	43,904	44,794	45,730
Debt Service	17,401,021	19,213,849	18,873,827	18,985,732	19,898,270	13,584,658	14,345,142
Contingency	245,658	2,587,041	(168,460)	(298,947)	(276,637)	(204,000)	(162,817)
Subtotal	36,363,558	40,954,211	38,968,927	40,742,568	42,777,479	37,578,725	39,534,757
CITY TOTAL	70,143,155	74,342,780	72,960,414	74,989,767	77,707,978	73,180,743	75,451,798
BOARD OF EDUCATION							
Tuition	8,442,650	7,939,386	7,939,386	7,971,144	8,003,029	8,035,041	8,067,181
Student Transportation	5,791,448	5,006,320	5,006,320	5,026,345	5,046,450	5,066,636	5,086,903
Salaries	51,751,311	52,370,421	52,370,421	52,579,903	52,790,223	53,001,384	53,213,390
Operation of Plant	3,856,215	3,847,829	3,847,829	3,863,220	3,878,673	3,894,188	3,909,765
Benefits & Fixed Charges	16,817,818	18,215,806	18,215,806	19,281,065	20,466,428	21,721,501	23,070,095
Purchased Services	1,546,280	1,161,159	1,161,159	1,165,804	1,170,467	1,175,149	1,179,850
Instruction	1,388,421	1,419,500	1,419,500	1,425,178	1,430,879	1,436,603	1,442,349
Return to original model	-	-	-	(631,115)	(1,741,879)	(2,922,055)	(4,195,452)
BOARD OF EDUCATION TOTAL	89,594,144	89,960,421	89,960,421	90,681,544	91,044,270	91,408,447	91,774,081
City Excluding Debt	52,742,134	55,128,931	54,086,587	56,004,035	57,809,708	59,596,085	61,106,656
Debt Service	17,401,021	19,213,849	18,873,827	18,985,732	19,898,270	13,584,658	14,345,142
Education	89,594,144	89,960,421	89,960,421	90,681,544	91,044,270	91,408,447	91,774,081
Total Expenditures	159,737,299	164,303,201	162,920,835	165,671,311	168,752,248	164,589,190	167,225,879

CITY OF WEST HAVEN FY2019-FY2023 EXPENDITURE FORECAST BY DEPARTMENT DETAIL

			FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
DEP'T		DESCRIPTION	ACTUAL	BUDGET	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST
11000010		CITY COUNCIL							
11000010	51000	REGULAR WAGES	48,864	39,572	39,572	39,572	39,968	40,767	40,767
11000010	51010	CLERK OF THE COUNCIL	9,941	5,000	5,000	5,000	5,050	5,151	5,151
11000010	51350	PART TIME ELECTED	32,033	33,810	32,700	32,700	33,027	33,688	33,688
11000010	51500	OVERTIME	139	-	-	-	-	-	-
11000010	52250	ADVERTISING	2,905	3,600	3,600	3,673	3,747	3,823	3,903
11000010	52510	MAINTENANCE SERVICES	5,323	4,000	4,000	4,081	4,164	4,248	4,337
11000010	52770	OTHER SERVICES	2,154	2,500	2,500	2,551	2,602	2,655	2,710
11000010	54331	MISC. EXPENSE	336	500	300	306	312	319	325
11000010	NEW	LIBRARY CONTINGENCY	-	-	75,000	-	-	-	-
11000010		CITY COUNCIL	101,695	88,982	162,672	87,883	88,870	90,650	90,881
			-						
11050010		MAYOR							
11050010	51000	REGULAR WAGES	243,506	230,921	230,921	230,921	230,921	233,230	233,230
11050010	51300	PART TIME WAGES	19,106	15,000	15,000	15,000	15,150	15,453	15,453
11050010	52220	OUTSIDE PRINTING	900	630	630	643	656	669	683
11050010	52320	SUBSCRIPTIONS	175	200	200	204	208	212	217
11050010	52330	TRAINING & EDUCATION	-	300	300	306	312	319	325
11050010	52350	TRAVEL EXPENSE	1,333	2,000	1,500	1,530	1,561	1,593	1,626
11050010	52360	BUSINESS EXPENSE	2,446	7,000	4,900	4,999	5,100	5,204	5,313
11050010	52370	COUNCIL OF GOVERNMENTS	15,900	15,900	18,500	18,875	19,256	19,647	20,058
11050010	52390	CT. CONFERENCE MUNICIP.	36,160	36,160	36,160	36,892	37,639	38,402	39,205
11050010	52397	U.S.CONFERENCE MAYORS	5,269	7,000	7,000	7,142	7,286	7,434	7,589
11050010	53490	OTHER SUPPLIES	167	2,000	2,000	2,041	2,082	2,124	2,168
11050010		MAYOR'S OFFICE	324,962	317,111	317,111	318,553	320,172	324,287	325,867
			-						
11100010		CORPORATION COUNSEL							
11100010	51000	REGULAR WAGES	371,622	263,868	263,868	263,868	265,021	268,837	268,837
11100010	51000	NEW HIRES	-	-	-	-	62,500	62,500	62,500
11100010	51300	OVERTIME	-	-	7,500	7,500	7,575	7,727	7,727
11100010	52310	CONVENTIONS & DUES	264	1,000	1,000	1,020	1,041	1,062	1,084
11100010	52430	LEGAL SERVICES	175,758	150,000	153,000	156,099	159,256	162,487	165,882
11100010	52480	OTHER PROF. SERVICES	16,830	10,500	10,500	10,713	10,929	11,151	11,384
11100010	52490	TAX FORECLOSURE EXP.	9,001	10,000	15,000	15,304	15,613	15,930	16,263
11100010	53110	OTHER EQUIP.	3,321	3,500	3,500	3,571	3,643	3,717	3,795
11100010	53140	LIBRARY SUPPLIES	11,576	12,000	12,000	12,243	12,491	12,744	13,010
11100010	55180	SOFTWARE	1,838	-	-	-	-	-	-
11100010		CORPORATION COUNSEL	590,209	450,868	466,368	470,317	538,070	546,155	550,482
			-						
11150010		PERSONNEL DEPARTMENT							
11150010	51000	REGULAR WAGES	156,629	154,238	162,355	162,355	163,004	165,290	165,290
11150010	51500	OVERTIME	7,620	7,191	-	-	-	-	-
11150010	52250	ADVERTISING	-	-	-	-	-	-	-
11150010	52260	OTHER PRINTING	128	-	-	-	-	-	-
11150010	52310	CONVENTIONS & DUES	57	-	-	-	-	-	-
11150010	52330	TRAINING & EDUCATION	54	-	-	-	-	-	-
11150010	52830	OTHER EXAMS	5,493	9,156	8,230	8,397	8,567	8,740	8,923
11150010		PERSONNEL DEPARTMENT	169,981	170,585	170,585	170,752	171,571	174,030	174,213
			-						
11209910		TELEPHONE ADMINISTRATION							
11209910	52150	TELEPHONE	529,436	315,336	320,000	326,481	333,085	339,842	346,943
11209910		TELEPHONE ADMINISTRATION	529,436	315,336	320,000	326,481	333,085	339,842	346,943
			-						
11250010		CITY CLERK							
11250010	51000	REGULAR WAGES	256,778	246,298	213,193	213,193	213,712	216,374	216,374
11250010	51000	NEW HIRES	-	-	-	-	-	-	-
11250010	51500	OVERTIME	519	500	500	500	505	515	515
11250010	52290	ELECTION DAY EXPENSES	4,590	5,000	5,000	5,101	5,204	5,310	5,421
11250010	52310	CONVENTIONS & DUES	963	900	900	918	937	956	976
11250010	52330	TRAINING & EDUCATION	-	500	500	510	520	531	542
11250010	52340	MILEAGE ALLOWANCE REIMB.	-	100	100	102	104	106	108
11250010	52480	OTHER PROF. SERVICES	1,069	3,500	4,500	4,591	4,684	4,779	4,879
11250010	52520	EQUIPMENT REPAIR	3,941	400	400	408	416	425	434
11250010	52750	FEES & CHARGES	1,610	1,000	1,100	1,122	1,145	1,168	1,193
11250010	52770	OTHER SERVICES	46,725	40,000	40,000	40,810	41,636	42,480	43,368
11250010	53590	DOG LICENSES	-	-	85	87	88	90	92
11250010		CITY CLERK	316,197	298,198	266,278	267,343	268,952	272,735	273,902
			-						
11300010		REGISTRAR OF VOTERS							
11300010	51000	REGULAR WAGES	71,420	49,400	49,400	49,400	49,400	49,894	49,894
11300010	51020	DEPUTY REGISTRARS	9,583	10,000	10,000	10,000	10,100	10,302	10,302
11300010	51350	PART TIME ELECTED	28,000	28,000	28,000	28,000	28,280	28,846	28,846
11300010	51400	TEMPORARY PAYROLL	18,058	36,000	36,000	36,000	36,360	37,087	37,087
11300010	51500	OVERTIME	2,048	2,593	1,500	1,500	1,515	1,545	1,545
11300010	52310	CONVENTIONS & DUES	1,089	1,500	1,000	1,020	1,041	1,062	1,084
11300010	52330	TRAINING & EDUCATION	1,675	2,300	1,200	1,224	1,249	1,274	1,301
11300010	52580	EQUIPMENT MAINTENANCE	5,200	5,200	5,200	5,305	5,413	5,522	5,638
11300010	53130	OTHER SUPPL.	54	632	702	716	731	746	761

CITY OF WEST HAVEN FY2019-FY2023 EXPENDITURE FORECAST BY DEPARTMENT DETAIL

			FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
DEP'T		DESCRIPTION	ACTUAL	BUDGET	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST
11300010	55600	VOTING MACHINES	3,425	4,900	4,000	4,081	4,164	4,248	4,337
11300010		REGISTRAR OF VOTERS	140,552	140,525	137,002	137,247	138,252	140,526	140,795
11650010		PROBATE COURT							
11650010	52640	OFFICE EQUIP. RENTAL	3,662	2,500	2,500	2,551	2,602	2,655	2,710
11650010	53110	OFFICE SUPPLIES	5,755	4,000	4,000	4,081	4,164	4,248	4,337
11650010	55190	OTHER EQUIP.	989	1,520	1,520	1,551	1,582	1,614	1,648
11650010		PROBATE COURT	10,406	8,020	8,020	8,182	8,348	8,517	8,695
11900010		PLANNING & DEVEL. ADMINISTRATION							
11900010	51000	REGULAR WAGES	304,272	297,895	297,897	297,897	299,881	304,884	304,884
11900010	51500	OVERTIME	2,269	1,000	1,000	1,000	1,010	1,030	1,030
11900010	52210	PRINTING	1,700	1,000	1,000	1,020	1,041	1,062	1,084
11900010	52250	ADVERTISING	37,975	31,500	31,500	32,138	32,788	33,453	34,152
11900010	52280	MAP PRINTING	150	450	300	306	312	319	325
11900010	52310	CONVENTIONS & DUES	1,863	3,000	1,200	1,224	1,249	1,274	1,301
11900010	52340	MILEAGE	-	-	-	-	-	-	-
11900010	52382	ENGINEERING COST PLAN & DEV	3,480	15,000	15,000	15,304	15,613	15,930	16,263
11900010	52385	ECON. DEVELOPMENT CONSULTANT	16,072	-	4,500	4,591	4,684	4,779	4,879
11900010	52395	REG'L.GROWTH PARTNERSHIP	-	4,500	-	-	-	-	-
11900010	52398	CT. MAIN STREET	-	-	-	-	-	-	-
11900010	52475	PUBLIC HEARING SECRETARY	4,650	6,300	5,000	5,101	5,204	5,310	5,421
11900010	52520	EQUIPMENT REPAIR	-	450	450	459	468	478	488
11900010	55270	OTHER EQUIPMENT	-	-	5,000	5,101	5,204	5,310	5,421
11900010	53460	CLOTHING & UNIFORMS	-	-	300	306	312	319	325
11900010	55700	LAND ACQUISITION	-	-	-	-	-	-	-
11900010	56400	PROP. MANGMT.	24,535	22,500	20,500	20,915	21,338	21,771	22,226
11900010		PLANNING & DEVEL. ADMINISTRATION	396,967	383,595	383,647	385,363	389,106	395,919	397,800
11900012		GRANTS ADMINISTRATION							
11900012	51000	REGULAR WAGES	66,462	66,521	66,521	66,521	67,186	68,530	68,530
11900012	52310	CONVENTIONS & DUES	-	-	-	-	-	-	-
11900012	53420	GRANT DEVELOPMENT EXP.	467	450	450	459	468	478	488
11900012		GRANTS ADMINISTRATION	66,929	66,971	66,971	66,980	67,654	69,008	69,018
11900013		BUILDING DEPARTMENT							
11900013	51000	REGULAR WAGES	529,213	487,849	487,849	487,849	492,728	502,583	502,583
11900013	51000	NEW HIRES	-	-	-	64,519	64,519	64,519	64,519
11900013	51500	OVERTIME	5,121	7,500	8,500	8,500	8,585	8,757	8,757
11900013	52310	CONV & DUE	3,590	3,600	3,600	3,673	3,747	3,823	3,903
11900013	52360	BUSNSS EXP	2,792	2,070	2,070	2,112	2,155	2,198	2,244
11900013	52440	ENG SERV	-	900	900	918	937	956	976
11900013	52520	EQUIP REPAIRS	-	900	900	918	937	956	976
11900013	52590	DEMO BLDGS	146	9,000	9,000	9,182	9,368	9,558	9,758
11900013	55270	OTHER EQUIPMENT	-	-	5,000	5,101	5,204	5,310	5,421
11900013	55190	OTHER OFFICE EQUIPMENT	-	-	500	510	520	531	542
11900013		BUILDING DEPARTMENT	540,862	511,819	518,319	583,283	588,700	599,191	599,679
12000010		TREASURER							
12000010	51350	PART TIME ELECTED	7,600	7,600	7,600	7,600	7,676	7,830	7,830
12000010		TREASURER	7,600	7,600	7,600	7,600	7,676	7,830	7,830
12100010		COMPTRROLLER							
12100010	51000	REGULAR WAGES	633,589	607,791	634,217	634,217	639,308	650,844	650,844
12100010	51000	NEW HIRES	-	-	-	-	68,177	68,177	68,177
12100010	51500	OVERTIME	17,128	25,000	15,000	15,000	15,150	15,453	15,453
12100010	52310	CONVENTIONS & DUES	295	1,000	300	306	312	319	325
12100010	52420	FINANCIAL SERVICES	197,517	175,000	195,000	198,949	202,974	207,091	211,419
12100010	52970	EVICION SERVICES	23,940	21,600	21,600	22,037	22,483	22,939	23,419
12100010	56210	CONSULTANT	-	-	125,000	-	-	-	-
12100010		COMPTRROLLER	872,469	830,391	991,117	870,510	948,404	964,823	969,637
12100020		PURCHASING / RISK MGT. DEPT.							
12100020	51000	REGULAR WAGES	82,339	79,680	79,680	79,680	80,477	82,087	82,087
12100020	51500	OVERTIME	-	-	-	-	-	-	-
12100020	52250	ADVERTISING	11,523	10,000	10,000	10,203	10,409	10,620	10,842
12100020	53110	OFFICE SUPPLIES / CITY	40,758	34,000	34,695	35,398	36,114	36,846	37,616
12100020	53115	OFFICE SUPPLIES / POLICE DEPT.	18,453	18,500	18,878	19,260	19,650	20,049	20,467
12100020		PURCHASING / RISK MGT. DEPT.	153,073	142,180	143,253	144,540	146,650	149,602	151,013
12200022		INFO. & TEC. D/P DEPARTMENT							
12200022	51000	REGULAR WAGES	162,570	152,097	160,215	160,215	161,817	165,054	165,054
12200022	51500	OVERTIME	13,175	10,116	5,000	5,000	5,050	5,151	5,151
12200022	52330	TRAINING	-	1,000	1,000	1,020	1,041	1,062	1,084
12200022	52460	OUTSIDE DATA PROC.	6,457	7,000	7,000	7,142	7,286	7,434	7,589
12200022	52510	MAINTENANCE SERV. AGREMT.	312,536	269,337	279,184	293,143	307,800	323,190	339,350
12200022	52570	OTHER REPAIR & MAINT.	22,958	40,000	48,900	49,890	50,900	51,932	53,017
12200022	52660	SOFTWARE LICENSES	3,113	4,225	5,125	5,229	5,335	5,443	5,557

CITY OF WEST HAVEN FY2019-FY2023 EXPENDITURE FORECAST BY DEPARTMENT DETAIL

		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
DEP'T	DESCRIPTION	ACTUAL	BUDGET	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST
12200022	53120 DATA PROC. SUPPLIES	2,775	7,438	7,438	7,589	7,742	7,899	8,064
12200022	55170 COMPUTERS	8,018	15,000	18,000	18,365	18,736	19,116	19,516
12200022	INFO. & TEC. D/P DEPARTMENT	531,602	506,213	531,862	547,593	565,707	586,282	604,382
12200023	CENTRAL SERVICES							
12200023	51000 REGULAR WAGES	56,821	56,820	56,821	56,821	57,389	58,537	58,537
12200023	51500 OVERTIME	195	900	900	900	909	927	927
12200023	52010 POSTAGE	70,376	64,000	64,000	65,296	66,617	67,968	69,389
12200023	52570 OTHER REPAIRS & MAINT.	409	2,700	2,700	2,755	2,810	2,867	2,927
12200023	52670 COPIER RENTAL	27,356	45,000	49,000	49,992	51,004	52,038	53,126
12200023	52810 VET. & MEMORIAL DAY SERV.	-	-	-	-	-	-	-
12200023	52850 HOLIDAY FESTIVITIES	-	-	-	-	-	-	-
12200023	53150 COPIER SUPPLIES	-	-	-	-	-	-	-
12200023	53160 MISC. EQUIPMENT CHARGES	-	-	-	-	-	-	-
12200023	53490 OTHER SUPPLIES	15,398	15,000	10,000	10,203	10,409	10,620	10,842
12200023	53495 COFFEE & WATER	4,037	5,850	5,850	5,968	6,089	6,213	6,343
12200023	55190 OTHER EQUIPMENT	27,511	33,120	28,000	28,567	29,145	29,736	30,358
12200023	55640 SAFTY EQIP.	797	1,800	1,800	1,836	1,874	1,912	1,952
12200023	CENTRAL SERVICES	202,900	225,190	219,071	222,339	226,246	230,819	234,400
12300010	TAX ASSESSMENT							
12300010	51000 REGULAR WAGES	426,228	424,369	424,370	424,370	428,613	437,185	437,185
12300010	51500 OVERTIME	2,836	3,000	2,500	2,500	2,525	2,576	2,576
12300010	52210 PRINTING	2,645	3,100	5,429	5,539	5,651	5,766	5,886
12300010	52250 ADVERTISING	488	495	775	791	807	823	840
12300010	52280 MAP PRINTING	1,800	10,000	5,000	5,101	5,204	5,310	5,421
12300010	52310 CONVENTIONS & DUES	253	255	565	576	588	600	613
12300010	52330 TRAINING & EDUCATION	3,888	3,888	3,000	3,061	3,123	3,186	3,253
12300010	52480 OTHER PROF. SERVICES	177	450	650	663	677	690	705
12300010	TAX ASSESSMENT	438,315	445,557	442,289	442,601	447,187	456,136	456,478
12300025	BOARD OF ASSESSMENT APPEALS							
12300025	51500 OVERTIME	-	2,600	2,600	2,600	2,626	2,679	2,679
12300025	52760 STIPENDS	2,000	3,000	3,000	3,061	3,123	3,186	3,253
12300025	BOARD OF ASSESSMENT APPEALS	2,000	5,600	5,600	5,661	5,749	5,865	5,931
12400010	TAX COLLECTOR							
12400010	51000 REGULAR WAGES	365,499	381,657	381,657	381,657	385,398	393,031	393,031
12400010	51300 P/T WAGES FLOTER TAX/ASSMT.	-	-	-	-	-	-	-
12400010	51500 OVERTIME	4,621	4,000	3,750	3,750	3,788	3,863	3,863
12400010	52020 PROSS. & MAIL TAX BILLS	50,950	31,825	31,825	32,470	33,126	33,798	34,505
12400010	52210 PRINTING/BINDINGS	141	9,422	9,422	9,613	9,807	10,006	10,215
12400010	52250 ADVERTISING	2,121	1,500	1,500	1,530	1,561	1,593	1,626
12400010	52310 CONVENTIONS & DUES	472	500	350	357	364	372	379
12400010	52330 TRAINING & EDUCATION	-	1,000	250	255	260	266	271
12400010	52520 EQUIPMENT REPAIR	240	250	250	255	260	266	271
12400010	54260 BAD CHECKS	-	500	-	-	-	-	-
12400010	55190 OTHER EQUIP.	-	500	-	-	-	-	-
12400010	56390 MOTOR VEHICLE DELIN. TAX FEE	-	450	-	-	-	-	-
12400010	TAX COLLECTOR	424,045	431,604	429,004	429,887	434,565	443,195	444,162
13000010	EMERGENCY REPORTING SYSTEM							
13000010	51000 REGULAR WAGES	1,336,232	1,269,054	982,218	982,218	991,286	1,010,357	1,010,357
13000010	51000 SHIFT DIFFERENTIAL	-	-	32,193	32,193	32,515	33,165	33,165
13000010	51000 VACATION/OTHER	-	-	258,324	258,324	260,907	266,125	266,125
13000010	51700 LONGEVITY PMT.	5,730	6,950	6,950	6,950	7,020	7,160	7,160
13000010	52150 TELEPHONE EXP.	22,004	23,400	23,400	23,874	24,357	24,851	25,370
13000010	52510 MAINTENANCE SERVICES	50,342	45,000	134,206	136,924	139,694	142,528	145,506
13000010	53110 OFFICE SUPPLIES	3,447	2,000	3,795	3,872	3,950	4,030	4,115
13000010	54110 HEALTH INSURANCE PREM.	287,913	288,400	278,568	284,210	289,959	295,841	302,023
13000010	54130 FICA - E.R.S. SHARE	104,796	76,139	72,018	79,340	80,087	81,642	81,642
13000010	54140 PENSION - CITY SHARE	83,285	105,640	81,203	81,260	82,025	83,617	83,617
13000010	55180 SOFTWARE	9,713	8,000	5,000	5,101	5,204	5,310	5,421
13000010	55190 OTHER EQUIPMENT	17,542	14,000	28,396	28,971	29,557	30,157	30,787
13000010	EMERGENCY REPORTING SYSTEM	1,921,004	1,838,583	1,906,271	1,923,237	1,946,561	1,984,783	1,995,288
		7.81%	5.97%	5.63%	6.20%	6.20%	6.20%	6.20%
13100010	POLICE DEPT. ADMIN.							
13100010	51000 REGULAR WAGES	252,872	252,991	252,991	252,991	252,991	255,521	255,521
13100010	51530 VACATION BUY BACK	26,873	30,000	27,000	27,000	27,270	27,815	27,815
13100010	51700 LONGEVITY PMT.	29,095	30,000	30,000	30,000	30,300	30,906	30,906
13100010	51801 GAS HEAT	-	-	-	-	-	-	-
13100010	52110 ELECTRICITY/TRAFFIC LGTS.	35,143	40,000	40,000	40,810	41,636	42,480	43,368
13100010	52150 TELEPHONE	185,189	170,000	120,000	122,430	124,907	127,441	130,104
13100010	52220 OUTSIDE PRINTING SERV.	1,794	2,000	1,600	1,632	1,665	1,699	1,735
13100010	52255 RECRUITMENT	-	8,000	8,000	8,162	8,327	8,496	8,674
13100010	52260 OTHER PRINTG. SERV.	320	800	200	204	208	212	217
13100010	52310 CONVENTIONS & DUES	1,965	2,000	2,000	2,041	2,082	2,124	2,168

CITY OF WEST HAVEN FY2019-FY2023 EXPENDITURE FORECAST BY DEPARTMENT DETAIL

			FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
DEP'T		DESCRIPTION	ACTUAL	BUDGET	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST
13100010	52450	MEDICAL SERVICES	16,067	15,000	15,000	15,304	15,613	15,930	16,263
13100010	52630	VEHICLE RENTAL	10,257	6,900	7,045	7,188	7,333	7,482	7,638
13100010	52640	OFFICE EQUIP RENTAL	41,939	34,000	35,000	35,709	36,431	37,170	37,947
13100010	52650	OTHER RENT	11,732	18,619	14,000	14,284	14,572	14,868	15,179
13100010	52730	BOARD PRISONER	2,378	5,200	3,000	3,061	3,123	3,186	3,253
13100010	52760	STIPENDS	277	-	-	-	-	-	-
13100010	52770	OTHER CONTRACTUAL SERV.	99,482	100,000	100,000	102,025	104,089	106,201	108,420
13100010	52780	UNIFORM ALLOW.ADMIN.	2,828	4,500	3,000	3,061	3,123	3,186	3,253
13100010	52820	PSYCH TESTING	4,450	13,195	5,500	5,611	5,725	5,841	5,963
13100010	52830	OTHER EXAMINATIONS	-	7,000	3,500	3,571	3,643	3,717	3,795
13100010	53130	OTHER SUPPLIES/CRIME PREV.	17,074	14,000	13,000	13,263	13,532	13,806	14,095
13100010	53210	AUTO FUEL & FLUIDS	91,767	220,000	125,000	127,532	130,111	132,751	135,525
13100010	54320	PYMNTS-OUTSIDE AGENCIES	12,000	13,825	12,000	12,243	12,491	12,744	13,010
13100010	54330	OTHER PAYMENTS	-	4,000	-	-	-	-	-
13100010	55650	SWAT EQUIPMENT	648	4,000	2,000	2,041	2,082	2,124	2,168
13100010	56180	EDUCATIONAL REIMB.	29,725	10,000	10,000	10,203	10,409	10,620	10,842
13100010		POLICE DEPT. ADMIN.	873,874	1,006,030	829,836	840,364	851,663	866,321	877,857
13100030 POLICE DEPT. OPERATIONS									
13100030	51000	REGULAR WAGES	8,094,175	8,296,520	8,485,712	8,485,712	8,485,712	8,570,566	8,656,276
13100030	51000	NEW HIRES	-	-	-	-	157,563	232,763	235,091
13100030	51270	EXTRA EARNINGS	2,778	20,000	2,000	2,000	2,020	2,060	2,060
13100030	51500	OVERTIME	296,699	315,000	315,000	315,000	318,150	324,513	324,513
13100030	51520	P.D. MANPOWER O/T	987,700	1,100,000	1,100,000	1,100,000	1,111,000	1,133,220	1,133,220
13100030	51530	VACATION BUY BACK	452,690	386,000	386,000	386,000	389,860	397,657	397,657
13100030	51540	INTERCITY SPECIAL DUTY	221,047	179,730	180,000	180,000	181,800	185,436	185,436
13100030	51610	SHIFT DIFFERENTIAL UNIFORM P.D.	111,477	119,000	120,000	120,000	121,200	123,624	123,624
13100030	51700	LONGEVITY	592,401	520,000	520,000	520,000	525,200	535,704	535,704
13100030	51800	SEPARATION PAY	286,901	320,000	250,000	250,000	252,500	257,550	257,550
13100030	51801	WORKER'S COMP.	206,863	300,000	250,000	250,000	252,500	257,550	257,550
13100030	52360	BUSINESS EXPENSE	6,332	6,000	3,000	3,061	3,123	3,186	3,253
13100030	52780	UNIFORM ALLOW.- FULL TIME	172,077	169,376	169,400	172,831	176,327	179,904	183,663
13100030	53520	BALLISTIC VEST REPLACE.	13,878	25,152	25,000	25,506	26,022	26,550	27,105
13100030		POLICE DEPT. OPERATIONS	11,445,017	11,756,778	11,806,112	11,810,110	12,002,977	12,230,284	12,322,702
13100031 POLICE DEPT. SUPPORT									
13100031	51000	REGULAR WAGES	593,398	506,585	506,585	506,585	511,650	521,882	521,882
13100031	51300	P/T WAGES CROSS. GRDS.	232,741	182,000	200,000	200,000	202,000	206,040	206,040
13100031	51510	P.D. TRAINING O/T	53,277	60,000	53,000	53,000	53,530	54,601	54,601
13100031	51801	WOKERS COMP.	576	-	-	-	-	-	-
13100031	52320	SUBSCRIPTIONS	-	400	-	-	-	-	-
13100031	52330	TRAINING & EDUCATION	17,415	30,000	25,000	25,506	26,022	26,550	27,105
13100031	52350	TRAVEL EXPENSE	5,538	5,000	2,500	2,551	2,602	2,655	2,710
13100031	52480	OTHER PROF. SERVICES	8,208	10,000	10,000	10,203	10,409	10,620	10,842
13100031	52570	OTHER REPAIRS & MAINT.	22,283	20,000	20,000	20,405	20,818	21,240	21,684
13100031	52790	UNIFORM ALLOW. - PART TIME	-	7,000	3,000	3,061	3,123	3,186	3,253
13100031	53260	TRAFFIC SUPPLIES	5,764	8,000	11,000	11,223	11,450	11,682	11,926
13100031	53450	LAB. SUPPLIES	3,192	6,000	4,500	4,591	4,684	4,779	4,879
13100031	53510	FIREARM SUPPLIES	26,836	25,748	20,000	20,405	20,818	21,240	21,684
13100031		POLICE DEPT. SUPPORT	969,226	860,733	855,585	857,529	867,106	884,475	886,606
13202010 ANIMAL CONTROL									
13202010	51000	REGULAR WAGES	177,952	181,624	181,624	181,624	181,624	183,440	185,276
13202010	51300	PART TIME WAGES	41,855	22,000	22,000	22,000	22,220	22,664	22,664
13202010	51500	OVERTIME	12,790	14,500	14,500	14,500	14,645	14,938	14,938
13202010	51530	VAC.BUY BACK	1,746	3,000	3,200	3,200	3,232	3,297	3,297
13202010	51700	LONGEVITY	8,436	8,000	8,000	8,000	8,080	8,242	8,242
13202010	51800	SEPAR. PAY	1,611	-	-	-	-	-	-
13202010	52100	GAS HEATING	12,280	14,000	-	-	-	-	-
13202010	52110	ELECTRICITY	-	-	14,000	14,284	14,572	14,868	15,179
13202010	52250	ADVERTISING	1,141	1,500	1,500	1,530	1,561	1,593	1,626
13202010	52310	CONVENTIONS & DUES	225	560	560	571	583	595	607
13202010	52455	VETERINARY SERVICES	21,013	21,000	21,000	21,425	21,859	22,302	22,768
13202010	52780	UNIFORMS- F/T & PT	8,087	7,420	10,182	10,388	10,598	10,813	11,039
13202010	52790	UNIFORMS-P/T	-	2,762	-	-	-	-	-
13202010	53485	DOG FOOD	996	2,000	2,000	2,041	2,082	2,124	2,168
13202010	55370	OTHER EQUIPMENT	4,326	5,000	5,000	5,101	5,204	5,310	5,421
13202010	56375	SPAY & NEUTER	-	-	-	-	-	-	-
13202010		ANIMAL CONTROL	292,458	283,366	283,566	284,665	286,261	290,186	293,226
13300010 EMERGENCY MANAGEMENT									
13300010	51300	PART TIME WAGES	12,000	11,948	11,948	11,948	12,067	12,309	12,309
13300010	52150	TELEPHONE EXP.	-	750	750	765	781	797	813
13300010	53130	OTHER SUPPLIES	-	1,000	1,000	1,020	1,041	1,062	1,084
13300010	54090	OTHER CHARGES	-	500	500	510	520	531	542
13300010		EMERGENCY MANAGEMENT	12,000	14,198	14,198	14,244	14,409	14,698	14,748
14000010 PUBLIC WORKS ADMINISTRATION									

CITY OF WEST HAVEN FY2019-FY2023 EXPENDITURE FORECAST BY DEPARTMENT DETAIL

			FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
DEP'T		DESCRIPTION	ACTUAL	BUDGET	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST
14000010	51000	REGULAR WAGES	319,811	275,710	275,710	275,710	277,517	282,118	282,118
14000010	51500	OVERTIME	-	-	7,132	7,132	7,203	7,347	7,347
14000010	51300	P/T WAGES	10,999	10,998	10,999	10,999	11,109	11,331	11,331
14000010	52680	TOWN ROAD AID	248,088	300,000	300,000	306,076	312,267	318,602	325,259
14000010	53460	CLOTHING & UNIFORMS	10,080	11,250	10,500	10,713	10,929	11,151	11,384
14000010		PUBLIC WORKS ADMINISTRATION	588,978	597,958	604,341	610,629	619,026	630,549	637,440
14100010		ENGINEERING							
14100010	51000	REGULAR WAGES	235,983	186,761	186,761	186,761	188,628	192,400	192,400
14100010	52310	CONVENTIONS & DUES	1,178	1,500	1,500	1,530	1,561	1,593	1,626
14100010	52335	PROF. LICENSE FEE	920	1,050	1,050	1,071	1,093	1,115	1,138
14100010	NEW	MS4 MANDATES	-	-	150,000	250,000	250,000	250,000	250,000
14100010		ENGINEERING	238,081	189,311	339,311	439,363	441,282	445,108	445,165
14404072		VEHICLE MAINTENANCE							
14404072	51000	REGULAR WAGES	422,648	426,421	426,421	426,421	430,685	439,299	439,299
14404072	51500	OVERTIME	50,865	75,000	70,000	70,000	70,700	72,114	72,114
14404072	52100	GAS HEATING	56,164	50,000	24,000	24,486	24,981	25,488	26,021
14404072	52110	ELECTRICITY	-	-	23,000	23,466	23,940	24,426	24,937
14404072	52130	WATER	-	-	3,000	3,061	3,123	3,186	3,253
14404072	52310	CONFERENCES/SHOWS	195	800	800	816	833	850	867
14404072	52320	TRAINING/DUES/SUBSC	2,962	3,000	3,000	3,061	3,123	3,186	3,253
14404072	52540	MOTOR VEHICLE MAINT.	60,871	59,900	59,900	61,113	62,349	63,614	64,943
14404072	52545	SPL. EQUIP. REPAIR	15,984	40,000	49,900	50,911	51,940	52,994	54,101
14404072	52550	GROUNDS MAINT.	7,209	7,980	7,980	8,142	8,306	8,475	8,652
14404072	52575	EMISSIONS TESTING	-	-	3,000	3,061	3,123	3,186	3,253
14404072	52585	TIRE REPAIR & SERV.	3,810	12,000	14,500	14,794	15,093	15,399	15,721
14404072	52630	VEHICLE RENTAL	-	4,000	5,050	5,152	5,256	5,363	5,475
14404072	52650	OTHER RENT	1,200	5,050	5,050	5,152	5,256	5,363	5,475
14404072	52740	SECURITY SYSTEM	780	2,900	2,900	2,959	3,019	3,080	3,144
14404072	52940	HAZARDOUS WASTE DISPOSAL	365	1,600	1,900	1,938	1,978	2,018	2,060
14404072	53210	AUTO FUEL & FLUIDS	256,640	300,000	325,000	331,582	338,289	345,152	352,364
14404072	53220	MOTOR VEHICLE PARTS	179,775	200,000	200,000	204,050	208,178	212,401	216,840
14404072	53240	TIRES, TUBES & BATTERIES	33,160	45,000	45,000	45,911	46,840	47,790	48,789
14404072	53250	TOOLS & MISC EQUIPMENT	7,306	6,000	9,000	9,182	9,368	9,558	9,758
14404072	53430	JANTRL. SUPL.	288	500	1,000	1,020	1,041	1,062	1,084
14404072	53445	SAFETY SUPPLIES	1,384	2,500	2,500	2,551	2,602	2,655	2,710
14404072	53530	SNOW REMOV. EQUIPMENT	14,929	30,000	30,000	30,608	31,227	31,860	32,526
14404072	53560	BROOMS & SWEEPERS	6,611	8,000	9,990	10,192	10,398	10,609	10,831
14404072	55190	OTHER EQUIPMENT	-	250	250	255	260	266	271
14404072		VEHICLE MAINTENANCE	1,123,146	1,280,901	1,323,141	1,339,884	1,361,910	1,389,395	1,407,741
14505071		COMPOST SITE							
14505071	51000	REGULAR WAGES	-	-	-	-	-	-	-
14505071	52740	SECURITY SYSTEM	1,924	2,000	2,001	2,042	2,083	2,125	2,169
14505071	52930	COMPOST SITE	7,613	12,000	12,000	12,243	12,491	12,744	13,010
14505071	52940	HAZARDOUS WASTE PICKUP	11,811	22,000	32,000	32,648	33,309	33,984	34,694
14505071		COMPOST SITE	21,348	36,000	46,001	46,933	47,882	48,853	49,874
14509971		SOLID WASTE							
14509971	52900	CONDOS TRASH PICKUP	222,078	235,000	235,000	239,759	244,609	249,571	254,787
14509971	52910	TRASH PICKUP	1,206,083	1,272,500	1,272,500	1,298,271	1,324,533	1,351,403	1,379,642
14509971	52915	TRASH PICKUP - CITY BLDG.	103,822	92,000	92,000	93,863	95,762	97,705	99,746
14509971	52920	TIPPING FEES DISPOSAL	965,219	1,024,000	1,075,000	1,096,771	1,118,957	1,141,657	1,165,513
14509971	52941	HAZARDOUS WASTE - CITY	2,388	5,500	5,500	5,611	5,725	5,841	5,963
14509971	52950	RECYCLING PICKUP	467,726	249,900	469,900	479,417	489,115	499,037	509,465
14509971	52955	PORTABLE RESTROOMS	27,901	30,000	20,000	20,405	20,818	21,240	21,684
14509971		SOLID WASTE	2,995,218	2,908,900	3,169,900	3,234,098	3,299,519	3,366,453	3,436,799
14606074		GROUNDS MAINTENANCE							
14606074	52510	MAINT. SERV. AGREMT.	1,888	3,500	3,500	3,571	3,643	3,717	3,795
14606074	52580	EQUIP. MAINTENANCE	-	1,050	1,050	1,071	1,093	1,115	1,138
14606074	53265	STREET MARKING PAINT	3,841	7,500	7,500	7,652	7,807	7,965	8,131
14606074	53490	OTHER OPER. SUPPLIES	1,051	6,055	6,055	6,178	6,303	6,430	6,565
14606074	53555	LIGHT POLE	8,130	9,975	9,975	10,177	10,383	10,594	10,815
14606074		GROUNDS MAINTENANCE	14,910	28,080	28,080	28,649	29,228	29,821	30,444
14606075		BUILDING MAINTENANCE							
14606075	51000	REGULAR WAGES	460,760	440,606	440,606	440,606	445,014	453,916	453,916
14606075	51500	OVERTIME	83,216	60,000	60,000	60,000	60,600	61,812	61,812
14606075	52100	GAS HEATING	546,395	520,000	99,800	101,821	103,881	105,988	108,203
14606075	52110	ELECTRICITY	-	-	410,000	418,303	426,765	435,423	444,521
14606075	52130	WATER	-	-	20,000	20,405	20,818	21,240	21,684
14606075	52500	HVAC MAINTENANCE	72,361	50,000	50,000	51,013	52,045	53,100	54,210
14606075	52510	MAINT. SERVICE AGREMT.	38,545	56,800	56,800	57,950	59,123	60,322	61,582
14606075	52530	BLDG. MAINTENANCE	40,306	40,850	40,850	41,677	42,520	43,383	44,289
14606075	52740	SECURITY SYSTEM	10,103	9,000	15,200	15,508	15,822	16,142	16,480
14606075	53430	JANITORIAL SUPPLIES	28,095	15,000	20,000	20,405	20,818	21,240	21,684

CITY OF WEST HAVEN FY2019-FY2023 EXPENDITURE FORECAST BY DEPARTMENT DETAIL

			FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
DEP'T		DESCRIPTION	ACTUAL	BUDGET	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST
14606075	53445	SAFETY SUPPLIES	883	895	895	913	932	950	970
14606075	53490	OTHER OPER. SUPPLIES	437	450	450	459	468	478	488
14606075	53495	COFFEE & WATER	-	-	1,200	1,224	1,249	1,274	1,301
14606075		BUILDING MAINTENANCE	1,281,101	1,193,601	1,215,801	1,230,285	1,250,054	1,275,270	1,291,141
14704010		HIGHWAYS & PARKS ADMIN							
14704010	51000	REGULAR WAGES	2,393,433	2,462,364	2,462,364	2,462,364	2,486,989	2,536,736	2,536,736
14704010	51400	TEMPORARY PAYROLL	107,587	115,000	115,000	115,000	116,150	118,473	118,473
14704010	51500	OVERTIME	251,752	200,000	200,000	200,000	202,000	206,040	206,040
14704010	51550	STORM EXPENSE	53,418	115,000	115,000	115,000	116,150	118,473	118,473
14704010	51600	SHIFT DIFFERENTIAL CIVILIAN	-	2,000	2,000	2,000	2,020	2,060	2,060
14704010	52160	STREET LIGHTING	759,032	600,000	650,000	663,164	676,579	690,304	704,729
14704010	52550	GROUPS MAINT. BIKE PATH	10,608	15,827	15,827	16,148	16,474	16,808	17,160
14704010	52610	RENTAL OF LAND	596	600	600	612	625	637	651
14704010	53380	MISC. CONSTR. SUPPL. HWY. & PRK.	47,004	55,000	50,000	51,013	52,045	53,100	54,210
14704010		HIGHWAYS & PARKS ADMIN	3,623,429	3,565,791	3,610,791	3,625,300	3,669,031	3,742,632	3,758,531
14706010		HIGHWAYS & PARKS ADMIN.							
14706010	52210	PRINTING	-	650	650	663	677	690	705
14706010	53445	SAFETY SUPPLIES	3,606	3,730	3,730	3,806	3,883	3,961	4,044
14706010		HIGHWAYS & PARKS ADMIN. - SAFETY	3,606	4,380	4,380	4,469	4,559	4,652	4,749
14706076		PARKS MAINTENANCE							
14706076	52100	UTILITIES / WATER	100,090	105,000	-	-	-	-	-
14706076	52210	ELECTRICITY/TRAFFIC LGTS.	-	-	105,000	107,126	109,294	111,511	113,841
14706076	52130	WATER	43,608	10,000	10,000	10,203	10,409	10,620	10,842
14706076	52530	BLDG MAINTENANCE	4,678	6,500	6,500	6,632	6,766	6,903	7,047
14706076	52550	GROUPS MAINT. PRKS. & FIELDS	50,696	65,000	65,000	66,316	67,658	69,030	70,473
14706076	52740	SECURITY SYSTEM	1,882	4,410	4,410	4,499	4,590	4,683	4,781
14706076		PARKS MAINTENANCE	200,954	190,910	190,910	194,776	198,716	202,748	206,984
14706077		OUTSIDE CONTRACTORS							
14706077	52570	OTHER REPAIRS / MAINT.	49,180	55,000	15,000	15,304	15,613	15,930	16,263
14706077	53380	MISC. CONSTR SUPPLIES	9,638	15,000	15,000	15,304	15,613	15,930	16,263
14706077	54095	STORM/ EMER. LOSSES	48,761	15,000	15,000	15,304	15,613	15,930	16,263
14706077		OUTSIDE CONTRACTORS	107,579	85,000	45,000	45,911	46,840	47,790	48,789
14706078		TREE DEPT.							
14706078	52555	TREE MAINTENANCE	201,267	184,000	184,000	187,726	191,524	195,409	199,492
14706078	53490	OPER. SUPPLIES	90	1,000	1,000	1,020	1,041	1,062	1,084
14706078	53570	TREES & SHRUBS	244	2,500	2,500	2,551	2,602	2,655	2,710
14706078		TREE DEPT.	201,601	187,500	187,500	191,297	195,167	199,126	203,287
15000010		HUMAN RESOURCES							
15000010	51000	REGULAR WAGES	240,332	237,237	237,236	237,236	239,608	244,400	244,400
15000010	51000	NEW HIRES	-	-	-	80,000	127,174	127,646	128,599
15000010	51095	COMMUNITY CENTER ATTENDT.	14,934	-	-	-	-	-	-
15000010	51400	SUMMER TEMPORARY PAYROLL	13,013	14,000	13,000	13,000	13,130	13,393	13,393
15000010	51500	OVERTIME	6,111	6,000	4,000	4,000	4,040	4,121	4,121
15000010	52220	OUTSIDE PRINTING	201	500	500	510	520	531	542
15000010	52810	VETS MEM. DAY SERVS.	2,239	6,000	6,000	6,122	6,245	6,372	6,505
15000010	52840	BAND CONCERTS	8,000	5,000	5,000	5,101	5,204	5,310	5,421
15000010	52850	HOLIDAY FESTIVITES	3,340	4,000	4,000	4,081	4,164	4,248	4,337
15000010	53490	OPER. SUPPLIES SUMMER TEMPS.	-	-	-	-	-	-	-
15000010	53570	BEAUTIFCAT. PROG.	2,723	1,500	1,500	1,530	1,561	1,593	1,626
15000010	54320	OUTSIDE AGEN. REG. MENTAL HEALTH	3,241	-	-	-	-	-	-
15000010	54350	N.H TRANSIT FEES & CHARGES	-	-	-	-	-	-	-
15000010	54470	CLIENT ASSISTANCE	3,937	8,000	8,000	8,162	8,327	8,496	8,674
15000010		HUMAN RESOURCES	298,070	282,237	279,236	359,742	409,974	416,110	417,617
15100010		ELDERLY SERVICES							
15100010	51000	REGULAR WAGES	182,960	211,775	165,802	165,802	167,461	170,810	170,810
15100010	51100	SR.CNT. P/T (1)	15,140	-	-	-	-	-	-
15100010	51110	ALLINGTWN SR.CNT. P/T (2)	25,818	-	-	-	-	-	-
15100010	52310	CONVENTIONS & DUES	85	490	490	500	510	520	531
15100010	52410	INSTRUCTORS	5,645	5,480	5,480	5,591	5,704	5,820	5,941
15100010	52540	MOTOR VEHICLE MAINT.	-	1,000	1,000	1,020	1,041	1,062	1,084
15100010	52630	RENTAL OF VEHICLES	-	196	196	200	204	208	213
15100010	52700	TRANSPORTATION CONTRACT	239,880	260,386	260,386	265,659	271,033	276,532	282,310
15100010	52710	ELDERLY NUTRITION	287	4,655	4,655	4,749	4,845	4,944	5,047
15100010	53490	OTHER OPER. SUPPLIES	1,495	3,763	3,763	3,839	3,917	3,996	4,080
15100010		ELDERLY SERVICES	471,310	487,745	441,772	447,361	454,716	463,892	470,016
15202050		RECREATIONAL SERVICES							
15202050	51000	REGULAR WAGES	331,646	317,319	322,978	322,978	326,208	332,733	332,733
15202050	51080	RECREATION AIDES	34,995	39,808	35,070	35,070	35,421	36,129	36,129
15202050	51130	BEACH CONSTABLES	39,792	35,000	35,000	35,000	35,350	36,057	36,057
15202050	51160	SPEC ACTIVITY INSTRUCTORS	13,145	5,320	10,000	10,000	10,100	10,302	10,302

CITY OF WEST HAVEN FY2019-FY2023 EXPENDITURE FORECAST BY DEPARTMENT DETAIL

			FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
DEP'T		DESCRIPTION	ACTUAL	BUDGET	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST
15202050	51170	SUPERV. & INSTRUCTORS	69,564	64,000	64,000	64,000	64,640	65,933	65,933
15202050	51180	LIFE GUARDS	49,026	65,000	65,000	65,000	65,650	66,963	66,963
15202050	51500	OVERTIME	10,611	12,800	12,800	12,800	12,928	13,187	13,187
15202050	52230	BEACH STICKERS	-	4,000	4,000	4,081	4,164	4,248	4,337
15202050	52310	CONVENTIONS & DUES	710	750	-	-	-	-	-
15202050	52530	BLDG MAINTENANCE	8,780	10,000	9,000	9,182	9,368	9,558	9,758
15202050	52750	FEES & CHARGES	2,464	4,000	4,000	4,081	4,164	4,248	4,337
15202050	53250	TOOLS & MISC EQUIPMENT	2,425	2,500	2,500	2,551	2,602	2,655	2,710
15202050	53440	MEDICAL SUPPL. FIRST AID KITS	3,857	2,000	3,000	3,061	3,123	3,186	3,253
15202050	53540	RECREATION SUPPLIES	13,140	14,000	13,000	13,263	13,532	13,806	14,095
15202050	54320	OUTSIDE AGEN. W.H. YOUTH ASSOC.	21,200	16,200	11,200	11,427	11,658	11,894	12,143
15202050	55520	RECREATION EQUIPMENT	4,789	4,800	4,800	4,897	4,996	5,098	5,204
15202050		RECREATIONAL SERVICES	606,145	597,497	596,348	597,391	603,903	615,997	617,140
15202051		DAY CAMP PROGRAM							
15202051	51400	TEMPORARY PAYROLL	112,136	119,879	119,879	119,879	121,078	123,499	123,499
15202051	52700	TRANSPORTATION CONTRACT	14,364	14,660	14,660	14,957	15,259	15,569	15,894
15202051	52750	FEES & CHARGES	5,938	6,000	6,000	6,122	6,245	6,372	6,505
15202051		DAY CAMP PROGRAM	132,438	140,539	140,539	140,957	142,583	145,440	145,899
15202552		BENNETT RINK PROGRAMS							
15202552	52620	RENTAL OF BLDGS.	35,000	30,000	25,000	25,506	26,022	26,550	27,105
15202552		BENNETT RINK PROGRAMS	35,000	30,000	25,000	25,506	26,022	26,550	27,105
15202553		AQUATIC PROGRAMS							
15202553	51040	AQUA INSTRUCTORS	11,645	17,856	17,856	17,856	18,035	18,395	18,395
15202553	51070	SWIMMING POOL STAFF	49,788	60,000	50,000	50,000	50,500	51,510	51,510
15202553	51140	SWIM TEAM COACH	23,438	22,000	25,945	25,945	26,204	26,729	26,729
15202553	51300	P / T WAGES POOL CUSTODIANS	18,293	16,000	16,000	16,000	16,160	16,483	16,483
15202553	52770	OTHER CONT. SERVICES	693	-	-	-	-	-	-
15202553	53540	RECREATION SUPPLIES	1,808	1,860	1,860	1,898	1,936	1,975	2,017
15202553	53545	SPECIAL ACTIVITY SUPPLIES	5,756	3,500	5,000	5,101	5,204	5,310	5,421
15202553		AQUATIC PROGRAMS	111,421	121,216	116,661	116,800	118,040	120,402	120,555
15300010		HEALTH DEPARTMENT							
15300010	51000	REGULAR WAGES	383,338	345,720	335,188	335,188	338,540	345,311	345,311
15300010	51500	OVERTIME	2,496	2,000	2,000	2,000	2,020	2,060	2,060
15300010	52310	CONVENTIONS & DUES	629	-	-	-	-	-	-
15300010	52320	SUBSCRIPTIONS	-	-	-	-	-	-	-
15300010	52450	MEDICAL SERVICES	1,275	3,000	3,000	3,061	3,123	3,186	3,253
15300010	52535	PEST CONTROL	2,810	3,000	3,000	3,061	3,123	3,186	3,253
15300010	52780	UNIFORMS-FULL TIME	308	250	250	255	260	266	271
15300010	53440	MEDICAL SUPPLIES	604	1,000	1,000	1,020	1,041	1,062	1,084
15300010	53490	OTHER SUPPLIES	24	-	-	-	-	-	-
15300010		HEALTH DEPARTMENT	391,484	354,970	344,438	344,585	348,106	355,071	355,232
16001060		LIBRARY							
16001060	51000	LIBRARY EXPENSES	1,596,000	1,521,000	1,421,000	1,471,000	1,446,000	1,421,000	1,421,000
16001060		LIBRARY	1,596,000	1,521,000	1,421,000	1,471,000	1,446,000	1,421,000	1,421,000
18009980		CITY INSURANCE PREMIUMS							
18009980	54010	PROPERTY INSURANCE	-	-	-	-	-	-	-
18009980	54020	AUTO INS.	-	-	-	-	-	-	-
18009980	54030	GEN'L LIABILITY	271,684	485,977	485,977	495,819	505,849	516,111	526,895
18009980	54040	UMBRELLA POLICY	-	-	-	-	-	-	-
18009980	54050	LAW ENF. PRM.	-	-	-	-	-	-	-
18009980	54055	PUBLIC OFFICIALS LIABILITY	-	-	-	-	-	-	-
18009980	54060	OTHER PREMIUMS	-	-	-	-	-	-	-
18009980		CITY INSURANCE PREMIUMS	271,684	485,977	485,977	495,819	505,849	516,111	526,895
18009981		CITY INSURANCE - RETENTION							
18009981	54210	AUTO DAMAGES	62,887	50,000	50,000	51,013	52,045	53,100	54,210
18009981	54230	GENERAL LIABILITY LOSSES	290,525	250,000	225,000	229,557	234,200	238,951	243,945
18009981	54250	OTHER LOSSES	4,386	40,000	40,000	40,810	41,636	42,480	43,368
18009981		CITY INSURANCE - RETENTION	357,798	340,000	315,000	321,379	327,881	334,532	341,522
18109982		EMPLOYEE BENEFITS							
18109982	51530	VACATION BUY BACK	99,164	100,000	100,000	100,000	101,000	103,020	103,020
18109982	51700	LONGEVITY	88,166	90,000	90,000	90,000	90,900	92,718	92,718
18109982	54110	HEALTH INSURANCE PREM.	9,683,222	9,900,000	10,653,564	11,463,235	12,334,441	13,271,859	14,280,520
18109982	54110	HEALTHCARE (NEW HIRES)	-	-	-	24,000	90,384	111,144	119,592
18109982	54120	LIFE INSURANCE PREM.	157,001	130,000	132,659	135,346	138,084	140,885	143,829
18109982	54130	FICA-CITY	1,340,702	1,336,000	1,336,000	1,336,000	1,336,000	1,336,000	1,336,000
18109982	54130	FICA (NEW HIRES)	-	-	-	10,478	34,795	40,281	40,520
18109982	54140	401-K - CITY	1,010,965	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
18109982	54141	PENSION - POLICE	2,091,000	1,994,500	2,498,000	3,334,000	3,432,000	3,467,000	3,536,000
18109982	54170	LONG TERM DISABIL. PREM.	98,555	96,000	96,000	97,944	99,926	101,953	104,083
18109982	56180	EDUCATION REIMBURSEMENT	1,000	15,000	15,000	15,304	15,613	15,930	16,263

CITY OF WEST HAVEN FY2019-FY2023 EXPENDITURE FORECAST BY DEPARTMENT DETAIL

		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
DEP'T	DESCRIPTION	ACTUAL	BUDGET	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST
18109982	EMPLOYEE BENEFITS	14,569,776	14,761,500	16,021,223	17,706,307	18,773,142	19,780,789	20,872,545
18109983	STATE MANDATED BENEFITS							
18109983	54160 CT. UNEMPLOYMENT COMP.	92,673	100,000	70,000	71,418	72,862	74,340	75,894
18109983	54180 HEART & HYPER COMP.	228,256	400,000	408,181	416,448	424,872	433,491	442,549
18109983	54190 WORKER'S COMP PREM.	1,582,375	1,500,000	1,500,000	1,530,378	1,561,336	1,593,009	1,626,297
18109983	STATE MANDATED BENEFITS	1,903,305	2,000,000	1,978,181	2,018,244	2,059,070	2,100,840	2,144,740
18209984	DEBT SERVICE PAYMENTS							
18209984	54510 GEN'L PURPOSE-PRINCIPAL (EXISTING GF)	12,345,416	13,991,000	14,174,000	13,318,000	13,558,000	5,611,000	7,009,000
18209984	54510 GEN'L PURPOSE-PRINCIPAL (EXISTING SEWER)	330,000	334,000	296,000	207,000	207,000	194,000	191,000
18209984	54510 GEN'L PURPOSE-PRINCIPAL (PROPOSED)	-	-	-	-	-	1,400,000	1,260,000
18209984	54520 GEN'L PURPOSE-INTEREST (EXISTING GF)	3,449,817	3,896,364	3,088,502	2,670,499	2,085,544	1,524,351	1,207,914
18209984	54520 GEN'L PURPOSE-INTEREST (EXISTING SEWER)	74,592	166,360	154,700	145,515	137,105	128,050	118,425
18209984	54520 GEN'L PURPOSE-INTEREST (PROPOSED)	-	-	501,750	1,003,500	1,003,500	968,500	902,000
18209984	54530 GEN'L PURPOSE BANS -INTEREST	98,678	109,425	-	115,850	-	-	-
18209984	54640 CLEAN WATERFUND PMTS.	815,137	716,700	658,875	361,128	204,680	101,954	-
18209910	56190 BOND EXPENSE	287,381	-	-	-	-	-	-
	MAINTAIN ORIGINAL ANNUAL GROWTH				1,164,240	2,702,442	3,656,803	3,656,803
18209984	DEBT SERVICE PAYMENTS	17,401,021	19,213,849	18,873,827	18,985,732	19,898,270	13,584,658	14,345,142
					111,905	912,538	(6,313,612)	760,484
18309910	MED COM							
18309910	54320 PYMNTS-OUTSIDE AGEN.MED. COM.	18,316	44,844	42,179	43,033	43,904	44,794	45,730
18309910	MED COM	18,316	44,844	42,179	43,033	43,904	44,794	45,730
19009990	CONTINGENCY EXPENSES							
19009990	56010 UNALLOCATED CONTINGENCY	-	350,000	357,159	364,392	371,763	379,305	387,231
19009990	new (FURLOUGH)/COMPENSATION INCR.	-	(73,000)	-	-	-	-	-
19009990	new STUDY - POLICE PENSION	-	-	25,000	-	-	-	-
19009990	new STUDY - PARKING	-	-	25,000	-	-	-	-
19009990	new STUDY - LIBRARY	-	-	25,000	-	-	-	-
19009990	52340 MILEAGE ALLOWANCE (city wide)	3,431	7,000	7,000	7,142	7,286	7,434	7,589
19009990	56140 PRIMARY EXPENSE	57,186	35,000	35,000	35,709	36,431	37,170	37,947
19009990	56220 ACTUARIAL STUDY	-	7,500	7,500	7,652	7,807	7,965	8,131
19009990	56305 ELECTION EXPENSE	36,369	35,000	35,000	35,709	36,431	37,170	37,947
19009990	56360 BANK FEES	79,643	50,000	40,000	40,810	41,636	42,480	43,368
19009990	56370 DOG REPORT	8,541	8,541	8,541	8,714	8,890	9,071	9,260
19009990	new SELF-FUNDED CLAIM MARGIN (3%)	8,733	100,000	319,607	343,897	370,033	398,156	428,416
19009990	56990 MISCELLANEOUS	11,756	2,000	2,000	2,041	2,082	2,124	2,168
19009990	56997 SEIZED ASSET DEFICIT	40,000	40,000	40,000	40,000	22,000	-	-
19009990	new LIBRARY CONTINGENCY	-	25,000	-	-	-	-	-
19009990	new MARB EXP.	-	250,000	100,000	-	-	-	-
19009990	56999 RESERVE FOR DEFICIT REDUCTION	-	1,750,000	-	-	-	-	-
	ADVANCE FUNDING OPEB TRUST	-	-	50,000	75,000	100,000	125,000	125,000
	CAPITAL NONRECURRING	-	-	-	-	-	-	-
19009990	new UNIDENTIFIED SAVINGS (per MARB)	-	-	(1,245,267)	(1,260,012)	(1,280,997)	(1,249,875)	(1,249,875)
19009990	CONTINGENCY EXPENSES	245,658	2,587,041	(168,460)	(298,947)	(276,637)	(204,000)	(162,817)
BOE	BOARD OF EDUCATION							
	TUITION	8,442,650	7,939,386	7,939,386	7,971,144	8,003,029	8,035,041	8,067,181
	STUDENT TRANSPORTATION	5,791,448	5,006,320	5,006,320	5,026,345	5,046,450	5,066,636	5,086,903
	SALARIES	51,751,311	52,370,421	52,370,421	52,579,903	52,790,223	53,001,384	53,213,390
	OPERATION OF PLANT	3,856,215	3,847,829	3,847,829	3,863,220	3,878,673	3,894,188	3,909,765
	PURCHASED SERVICES	1,546,280	1,161,159	1,161,159	1,165,804	1,170,467	1,175,149	1,179,850
	INSTRUCTION	1,388,421	1,419,500	1,419,500	1,425,178	1,430,879	1,436,603	1,442,349
	BENEFITS/FIXED - INSURANCE : HEALTH	13,388,901	14,105,092	14,105,092	15,177,079	16,330,537	17,571,658	18,907,104
	BENEFITS/FIXED - INSURANCE : PROPERTY	664,425	525,000	525,000	527,100	529,208	531,325	533,450
	BENEFITS/FIXED - INSURANCE : LIFE	141,582	187,913	187,913	188,665	189,420	190,178	190,939
	BENEFITS/FIXED - FICA & MEDICARE	1,558,260	1,646,694	1,646,694	1,630,109	1,652,118	1,656,135	1,659,307
	BENEFITS/FIXED - WORKER'S COMP.	535,282	1,050,000	1,050,000	1,054,200	1,058,417	1,062,651	1,066,902
	BENEFITS/FIXED - RETIREMENT CONTR.	383,431	477,407	477,407	479,317	481,234	483,159	485,092
	BENEFITS/FIXED - UNEMPLOYMENT	27,607	100,000	100,000	100,400	100,802	101,205	101,610
	BENEFITS/FIXED - TRAVEL	99,270	77,200	77,200	77,509	77,819	78,130	78,443
	BENEFITS/FIXED - PROF. CERT. REIMB.	19,060	46,500	46,500	46,686	46,873	47,060	47,248
	Return to original model	-	-	-	(631,115)	(1,741,879)	(2,922,055)	(4,195,452)
	BOARD OF EDUCATION	89,594,144	89,960,421	89,960,421	90,681,544	91,044,270	91,408,447	91,774,081
	City	70,143,155	74,342,780	72,960,414	74,989,767	77,707,978	73,180,743	75,451,798
	Education	89,594,144	89,960,421	89,960,421	90,681,544	91,044,270	91,408,447	91,774,081
	Total Expenditures	159,737,299	164,303,201	162,920,835	165,671,311	168,752,248	164,589,190	167,225,879

HEADCOUNT ADDITIONS AFTER FY20 BUDGET CYCLE

		Expenses	Annual	2021	2022	2023	2024
New Hire Description	DEP.CORP.COUNL.	Regular Wages	62,500	-	62,500	62,500	62,500
New Hire Department	11100010:Corporation Counsel	FICA (New Hires)		-	4,531	4,531	4,531
Fiscal Year Hire	2022	Healthcare (New Hires)		-	12,912	13,893	14,949
New Hire Description	FT ASST.CORP. COUNL.	Regular Wages	-	-	-	-	-
New Hire Department	11100010:Corporation Counsel	FICA (New Hires)		-	-	-	-
Fiscal Year Hire		Healthcare (New Hires)		-	-	-	-
New Hire Description	PROP.MAINT.CODE INSPECT	Regular Wages	64,519	64,519	64,519	64,519	64,519
New Hire Department	11900013:Building Department	FICA (New Hires)		4,678	4,678	4,678	4,678
Fiscal Year Hire	2021	Healthcare (New Hires)		12,000	12,912	13,893	14,949
New Hire Description	ACCOUNTING BENEFITS COORD.	Regular Wages	68,177	-	68,177	68,177	68,177
New Hire Department	12100010:Comptroller	FICA (New Hires)		-	4,943	4,943	4,943
Fiscal Year Hire	2022	Healthcare (New Hires)		-	12,912	13,893	14,949
New Hire Description	DET. SERGEANT	Regular Wages		-	82,363	82,363	83,187
New Hire Department	13100030:Operations	FICA (New Hires)		-	5,971	5,971	6,031
Fiscal Year Hire	2022	Healthcare (New Hires)		-	12,912	13,893	14,949
New Hire Description	DETECTIVE	Regular Wages		-	75,200	75,200	75,952
New Hire Department	13100030:Operations	FICA (New Hires)		-	5,452	5,452	5,507
Fiscal Year Hire	2022	Healthcare (New Hires)		-	12,912	13,893	14,949
New Hire Description	DETECTIVE	Regular Wages		-	-	75,200	75,952
New Hire Department	13100030:Operations	FICA (New Hires)		-	-	5,452	5,507
Fiscal Year Hire	2023	Healthcare (New Hires)		-	-	13,893	14,949
New Hire Description	COMMISSIONER	Regular Wages	80,000	80,000	80,000	80,000	80,000
New Hire Department	15000010:Human Resources	FICA (New Hires)		5,800	5,800	5,800	5,800
Fiscal Year Hire	2021	Healthcare (New Hires)		12,000	12,912	13,893	14,949
New Hire Description	ADMIN. CLERK	Regular Wages		-	47,174	47,646	48,599
New Hire Department	15000010:Human Resources	FICA (New Hires)		-	3,420	3,454	3,523
Fiscal Year Hire	2022	Healthcare (New Hires)		-	12,912	13,893	14,949
New Hire Description	CITY MANAGER (requires charter revision)	Regular Wages	-	-	-	-	-
New Hire Department	11050010:Mayor	FICA (New Hires)		-	-	-	-
Fiscal Year Hire		Healthcare (New Hires)		-	-	-	-
New Hire Description	<Position Name>	Regular Wages	-	-	-	-	-
New Hire Department		FICA (New Hires)		-	-	-	-
Fiscal Year Hire		Healthcare (New Hires)		-	-	-	-
New Hire Description	<Position Name>	Regular Wages	-	-	-	-	-
New Hire Department		FICA (New Hires)		-	-	-	-
Fiscal Year Hire		Healthcare (New Hires)		-	-	-	-

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List of Conditions for West Haven FY 2020 Municipal Restructuring Funds

Background

- The MARB approved a City Budget for FY20 that includes up to \$4,115,542 in Municipal Restructuring Funds at its May 30, 2019 Special Meeting
- A Memorandum of Agreement will establish the schedule and conditions for payments of Municipal Restructuring Funds

Conditions

1. The City will develop an audit preparation plan by ____ 2019 and will provide monthly updates to OPM on the status of implementation of the plan
2. The City will complete closeout of FY 2019 by September __, 2019
3. The City will complete its FY 2019 audit by December 31, 2019
4. The City will evaluate solid waste collection practices and issue an RFP for collection services as described in Plan for Efficiencies and implement new contract for July 1, 2020
5. The City will complete a User Fee Evaluation by January 2020 and submit recommended user fee adjustments to City Council by March 2020
6. The City will complete an evaluation by September 2019 of the potential for transitioning from weekly to biweekly payroll, and will provide a report to the MARB with its findings.
7. By September 1, the Secretary will direct one hundred thousand dollars (\$100,000) to the City for MARB expenses associated with its work related to the City, and the City will pay such total amount back to State by September 15, 2019 to be held in a special account reserved solely for MARB expenses for the City.
8. The City will submit its FY2020/21 budget, along with an updated Five Year Recovery Plan to reflect any relevant changes, for consideration by the MARB, by April 1, 2020.
9. In addition to these deadline-specific items, the following conditions must also be met in order for the City to receive any additional Municipal Restructuring Funds:
 - The City will develop a detailed corrective action plan to address FY 2018 audit findings and will implement the corrective action plan. Progress will be tracked and reported monthly to the West Haven Subcommittee.

- The City will develop a detailed plan for prioritizing and implementing the recommendations of the October 2018 Blum Shapiro report regarding the City's use of the MUNIS financial system. Progress will be tracked and reported monthly to the West Haven Subcommittee.
- The City will develop and implement a plan for transitioning from self-insured employee health benefits to the State Partnership Plan by January 2020 for certain employee bargaining units, including dates and responsible parties for each task.
- The City will develop and implement a plan for transitioning from self-insured employee health benefits to the State Partnership Plan by July 2020 for remaining employee bargaining units, including dates and responsible parties for each task.
- The City will implement the organizational plan for addressing administrative capacity needs identified in study by Human Resources consultant (expecting plan to address employee benefits administration)
- The City will conduct an energy efficiency audit as part of CCM's Energy Performance Contracting program. Per recommendations from such audit, the City will develop a plan for energy efficiency upgrades at City and BOE facilities

11. Up to \$4.1m will be transferred to the City by June 30, 2020, provided that:

- The MARB has approved the City's FY 2021 budget, and the City has approved a budget for FY 2021 consistent with the budget approved by the MARB
- The MARB has approved the City's updated Five Year Recovery Plan
- The City has successfully met all aforementioned conditions

Other

- Nothing in this agreement shall bind the MARB or OPM to approving the use of Municipal Restructuring Funds in subsequent fiscal years.
- The City shall continue to comply with all of the requirements of a Tier III municipality, including, but not limited to, the timely submittal of monthly financial reports.
- The Secretary may withhold or delay payments of Municipal Restructuring Funds if the City is not in compliance with the conditions of this Agreement or any requirements of a designated Tier III municipality.
- The Secretary may withhold all or a portion of any payments if the City has a projected operating deficit for FY 2020 in its General Fund, Sewer Fund or the Allingtown Fire Department and the City

fails to submit and execute a remedial plan, acceptable to the MARB and the Secretary, of actions to eliminate such deficit. A failure to submit timely monthly financial reports may be the basis for such a determination.

- The Secretary may adjust the amount of Municipal Restructuring Fund payments if FY 2020 projections indicate operating results that would materially change fund balance results as compared to fund balance projections in the City's 5-Year Plan. In making such adjustment, the Secretary may consider designating the adjusted amount to the City's internal service funds, other City funds, to support subsequent fiscal year operating budgets, or for other items as determined by the Secretary. The Secretary may also consider additional OPM expenses in support of MARB to be allowed uses of Restructuring Funds.
- The position of Finance Director will not be subject to political intervention
- MARB oversight will continue until all conditions in this agreement have been met in addition to all statutory requirements

STATE PARTNERSHIP PLAN- TRANSITION/IMPLEMENTATION TASK LIST

UPDATED JULY 22, 2019

TASK	EXPECTED DATE	RESPONSIBLE PARTY(IES)	Status
IDENTIFY SOURCES for IBNR RUNOFF COSTS		CITY,OPM	Completed
MEDICAL NETWORK DISRUPTION	MAY 31	LOCKTON ,CITY,BOE	Completed
PHARMACY NETWORK DISRUPTION	JUNE 7	LOCKTON ,CITY,BOE	Completed
PHARMACYL NETWORK DISRUPTION	JUNE 7	LOCKTON ,CITY,BOE	Completed
DETAILED PLAN DESIGN COMPARISON	JUNE 14	LOCKTON ,CITY,BOE	Completed
LEGAL OPINION	JUNE 7	BERCHEM MOSES, CITY	Completed
SPP- APPLICATION REQUIREMENTS & PROCESS	ONGOING	S.P.P. STAFF	In process
DATA ANALYSIS & ADMIN./LEGAL STRATEGY	JUNE 21	CITY,BOE, BERCHEM MOSES, LOCKTON	In process
MEETING WITH NORWALK STAFF	JULY 9	CITY,BOE,	Completed
CITY PRESENTATION TEAM PLANNING MEETING	JULY 15	CITY, BOE, BERCHEM MOSES, LOCKTON	Completed
PRELIMINARY CENSUS TRANSMITTAL TO SPP	JULY 15	LOCKTON	Completed
MEETING INVITATION TO UNION PARTICIPANTS	JULY 18 & JULY22	CITY	Completed
FINALIZE/RECONCILE RATE COMPARISONS BY GROUPS & SUBGROUPS (CITY & BOE) CITY ACTIVE CITY PRE-65 RETIREES CITY POST -65 RETIREES	JULY 24	CITY, BOE, LOCKTON, S.P.P., OPM, BERCHEM MOSES	In process
CONTINUING ANALYSIS OF POST 65 RETIREES TRANSITION	ONGOING	CITY,LOCKTON, BERCHEM MOSES,OPM,S.P.P.	In process
CITY PRESENTATION TEAM REVIEW INDIVIDUAL PRESENTATIONS COMPLETE INFORMATION MATERIALS	JULY 22-25	CITY,LOCKTON, S.P.P., BERCHEM MOSES	In process
FINAL REVIEW/COORDINATE PRESENTATION	JULY 29	CITY,LOCKTON, S.P.P., BERCHEM MOSES	In process
MEETINGS WITH UNION LEADERSHIP TRANSITION OF ACTIVE CITY EMPLOYEE GROUP	JULY 30, JULY 31 & AUG. 20	CITY, BERCHEM MOSES, LOCKTON,S.P.P.	Scheduled
PARTNERSHIP NOTIFICATION TO ALL ACTIVE CITY EMPLOYEES	AUG. 12 & AUG. 30	CITY	In Process
PARTNERSHIP INFORMATIONAL SESSIONS	SEPT.3-6 OR SEPT. 9-13	CITY,LOCKTON,S.P.P.	To be scheduled
SPP IMPLEMENTATION-APPLICATION	90 DAYS PRIOR TO CHANGEOVER- DEADLINE SEPT. 30	CITY,LOCKTON	Pending
FINAL CENSUS DATA TO STATE COMPTROLLER	CONCURRENT WITH APPLICATION	CITY,LOCKTON	Pending
CENSUS ANALYSIS	90 DAYS - COMPLETE PRIOR TO JAN. 1,2020	S.P.P	Pending
ISSUANCE OF MEDICAL CARDS	30 DAYS-COMPLETE BY DEC. 13	S.P.P.	Pending
MISCELLANEOUS ADMINISTRATIVE DUTIES	90 DAYS - COMPLETE PRIOR TO JAN. 1	CITY	Pending