



FISCAL YEAR  
**2020-21**  
ADOPTED  
BUDGET



**CONTACT US:**  
FINANCE DEPARTMENT  
NEW CANAAN TOWN HALL  
77 MAIN STREET  
NEW CANAAN CT 06840  
TEL: 203-594-30222





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of New Canaan  
Connecticut**

For the Fiscal Year Beginning

**June 1, 2019**

*Christopher P. Morrill*

Executive Director





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# TOWN OF NEW CANAAN

TOWN HALL, 77 MAIN STREET  
NEW CANAAN, CT 06840  
TELEPHONE: (203) 594-3000

## **First Selectmen's Budget Message FY 2020-2021 Budget**

**August 26 2020**

### **To the Citizens of New Canaan**

On May 12, 2020 the Board of Finance took the final action on the FY20-21 budget by setting the mill rate and determining the fund balance draw down. This followed the April 2, 2020 meeting of the Town Council where the Council approved a Total Expenditure Budget of \$152.22 million for FY20-21, representing an increase of 0.8% over the current fiscal year's Amended Expenditure Budget of \$150.98 million.

The FY20-21 budget reflects the second successive year where the amount to be raised from taxation declined. The FY19-20 budget declined to \$139.08 million from the FY18-19 amount of \$140.02 million and the FY20-21 budget declined to \$138.99 million from FY19-20, a decrease of 0.73% over two years.

The Total Expenditure Budget includes Board of Education operating expenses of \$90.88 million. The education budget is comprised of \$81.12 million for BOE operational expenses, a 2.50% increase from the FY19-20 approved budget of \$79.15; and \$9.76 million for transfers to the Internal Service Fund for BOE employee health expenses, a decrease of 20.6% from the FY19-20 approved budget of \$12.29 million. The decrease in the health expense budget transfer is a result of favorable claims experience and the Town increasing its share of reserves for BOE excess health claims from 40% to 60%. As a result of these adjustments, the total FY20-21 Board of Education budget of \$90.88 million is a combined 0.57% less than the FY19-20 budget of \$91.43 million.

The FY20-21 budget also reflects the impact of the 2019 Grand List value of \$7.73 billion, a 0.36% increase over the 2018 Grand List value of \$7.71 billion. In 2018, the Town completed the statutorily required 5-year Grand List Revaluation where the town's prior 2018 Grand List of \$8.34 billion declined 7.64%, to \$7.71 billion.

The budget approval concludes a process that began in November 2019 when the Board of Finance issued their Budget Guidance memo which was followed by department budget requests. The Board of Education approved the Superintendent's Budget request in January and forwarded it to the Board of Finance. The Board of Selectmen, Board of Finance and Town

Council each held several meetings with department managers and the Board of Education to review all budget requests.

**Budget Highlights**

<b>Revenues</b>	<b>FY 2019-20</b>	<b>FY 202-21</b>	<b>% Change</b>
Amount to be raised from property tax	139,080,686	138,994,758	-0.06%
Other revenues	7,367,370	7,132,825	-3.18%
State grants-in-aid	1,492,359	1,595,851	6.93%
<b>Total Revenues</b>	<b>147,940,415.00</b>	<b>147,723,434.00</b>	<b>-0.15%</b>
<b>Expenditures</b>			
Town Department Operations	28,813,266	28,191,052	-2.16%
Town Health Insurance Contribution	4,774,741	6,381,032	33.64%
Other Town Expenses	3,070,108	3,111,254	1.34%
BOE Operations	79,145,162	81,122,213	2.50%
BOE Health Internal Service Fund Transfer	12,289,526	9,758,415	-20.60%
BOE Expenses Paid By Town	508,437	536,877	5.59%
Tax Funded Capital	1,729,715	2,225,212	28.65%
Town Debt Service	9,379,025	9,363,892	-0.16%
BOE Debt Service	6,835,174	7,006,997	2.51%
BOE IT Leases	630,557	621,878	-1.38%
Contingency	500,000	575,024	15.00%
Operating Transfers & Outside Agencies	3,264,705	3,329,588	1.99%
<b>Total Expenditures</b>	<b>150,940,415</b>	<b>152,223,434</b>	<b>0.85%</b>

**Revenues**

The Approved FY20-21 Budget includes total budgeted revenues of \$147.72 million, a decrease of 0.15% from the FY19-20 revenue of \$147.94 million. The funds to be raised by taxation declined to \$138.99 million from the \$139.08 million in FY19-20, a decrease of 0.06%. State Aid revenues of \$1.60 million are 6.93% higher than the FY19-20 revised revenues of \$1.49 million. The \$0.38 million budgeted for ECS grant in FY20-21 represents 100 % of the total grant award, in FY19-20, following the uncertainty with the State budget, the Town only budgeted 75% for the ECS grant revenue. The Town Aid Road and Local Capital Improvement Program grants are not budgeted in the General Fund this year, but rather they are budgeted in the FY20-21 Capital Projects Budget to offset the amount to be bonded. Other revenues are budgeted to decrease 3.18% primarily driven by reductions in budgeted revenue for conveyance fees, building permits, parking permits and back taxes and interest.

## **Expenditures**

Among the significant reductions in the FY20-21 Approved Budget from the prior year is \$2.53 million in reductions in contribution towards the Board of Education Employee Health Insurance Fund. The reduction is a result of favorable claims experience and the Town setting aside additional funds in its Assigned Fund Balance to meet any excess Board of Education employee health claims. The FY20-21 budget earmarked \$0.37 million in personnel savings from savings due to employee turnover, 50% of which is in Police and Fire.

Among significant drivers for increases in the FY20-21 Approved Budget is \$1.98 million increase in Board of Education expenses and \$1.61 million increase in contributions towards the Town Employee Health Insurance Fund. The Town annually reviews claims experience and fund balance projection and determines the annual transfer amounts sufficient to meet projected claims. The FY20-21 Approved Budget includes a \$0.50 million increase in tax funded capital projects.

## **Capital Budget**

The Approved FY20-21 Capital Budget of \$18.34 million comprises \$13.12 million of Town Capital and \$5.21 of Board of Education Capital projects.

The Approved FY20-21 Capital Budget reflects the requests of the Town Departments and the Board of Education capital requests, as well as Bond Counsel's review of the proposed capital projects for bonding eligibility. The Town Capital Budget includes \$2.43 million for the Pavement Management Program and \$2.00 million for the Bridge at West Road. The Board of Education Capital Budget includes \$2.01 million for the East School roof replacement.

Given the Board of Finance's Debt Management Committee's recommendation on maintaining a sustainable debt level, capital projects costing less than \$50,000 will be paid from current taxation. In total, tax-funded capital projects of \$2.22 million are 49.36% higher than the FY19-20 Amended Budget of \$1.73 million. During FY19-20, the Board of Finance approved the use of \$0.23 million remaining from completed tax funded capital to be applied to authorized capital projects allowing for a reduction in current year tax support for capital projects.

The Approved FY20-21 Capital Budget includes \$1.99 million in other financing sources including Local Capital Improvement Program and Town Aid Road and other State grants that will be applied to various FY2020-21 Public Works projects.

A list of these projects is included in the Capital Budget section of the Budget Book.



## **Debt Service**

Total Debt Service for the FY20-21 Budget of \$16.99 million is up by 2.26% from the current fiscal year total of \$16.84 million due to the amortization schedule and results of recent bond refunding. The total debt service to be paid includes \$9.36 million for Town projects, \$7.01 million for the Board of Education projects and \$0.62 million for Board of Education IT Leases.

## **Contingency**

Contingency is budgeted at \$0.58 million and includes \$0.28 million for estimated but as yet undetermined wage increases for certain groups of Town employees and \$0.30 million for unknown and unanticipated expenses. The amount is appropriate in view of the size of the total budget and the tightness of the department approved budgets.

## **Full Funding of Town Pension Plan and Substantial Funding to OPEB Trust**

The Approved Budget includes full funding of the actuarially determined employer contribution (ADEC) of \$1.54 million to the Pension Fund even though it is 107.3% funded (as of July 1, 2019). In addition, a contribution of \$0.42 million is budgeted for the OPEB Trust Fund based upon the ADEC minus expected benefit payments. The OPEB Fund is 62.7% funded (as of July 1, 2019) which is substantially higher than many other towns and cities in Connecticut.

## **Effects of COVID-19 on the Town Budget and Budget Development**

The FY20-21 Approved Budget reflects the commitment of department managers to hold the line on spending while maintaining services to residents. Even before the immediate impact of the COVID-19 pandemic hit our community, the Board of Finance had provided the below budget parameters:

- FY20-21 Mill Rate should be lower than FY19-20
- The overall Town operating budget (excluding employee health benefits, pension, OPEB, insurance, BOE town funded expenses, et.al.) should not exceed 98% of the current fiscal year's approved budget. This represents a 2% decline from existing budget levels.
- The overall Board of Education's operating budget (excluding health and other employee benefits) should not exceed 1.50% above the current year's budget.
- Aggregate expense growth for New Canaan's General Fund Budget (including all departments and all Board of Education expenditures) to no more than 1% above the current fiscal year budget.

On March 12, 2020 Connecticut Governor Ned Lamont issued the first of several executive orders related to emergency actions related to the COVID-19 pandemic. The Town

immediately began working to mitigate the effect of the pandemic and eventual shutdown of many businesses which had immediate impacts on Town residents.

Combined with actions contained in the various Governor Executive, below are some action that directly impacted the Town's operating budget:

- In recognition of the financial hardships brought on the by global COVID-19 pandemic, the Town of New Canaan offered all qualified taxpayers the opportunity to delay payment of real estate (excluding escrow accounts per Executive Order 7S), personal property, motor vehicle and sewer charges for 90 days (October 1, 2020)
- Approved \$400,000 for the Board of Education in a Non- Lapsing Funds to respond to school COVID preparedness
- Waiving commuter and local parking fees for an initial period of 3 months, subject to further evaluation
- Waiving rent on Town owned property leased to outside entities

Overall, during the period March to the end of the fiscal year in June, the Town and the Board of Education incurred approximately \$600,000 in COVID related expenses.

### **Contribution from Fund Balance**

The Approved Budget includes Contribution from Fund Balance of \$4.50 million. As In the past six fiscal years the Contribution from Fund Balance has ranged from a low of \$2.00 million to a high of \$4.25 million (FY2015) and has averaged \$2.50 million. The GFOA recommends a minimum fund balance of 16.6%, which would provide two months of working capital. The Board of Finance guideline is 10%. The Unassigned General Fund balance at June 30, 2019 was a \$28.07 million, 19.1% of General Fund expenditures.

The Town of New Canaan is committed to providing quality public services. Town staff will continue to work with elected/appointed officials and the general public to help ensure our citizens continue to enjoy the safety, responsiveness, and accessibility to services which they have come to expect. More importantly, decisions will be made to ensure that the rich traditions and quality of life New Canaan enjoys will continue.

Respectfully submitted,

Kevin J. Moynihan  
First Selectman

# TOWN OF NEW CANAAN

TOWN HALL, 77 MAIN STREET  
NEW CANAAN, CT 06840  
TELEPHONE: (203) 594-3000

## Board of Finance Budget Guidance for Fiscal Year 2020/2021

December 2019

### **Introduction:**

The Board of Finance's responsibility under the Charter-mandated budget review and recommendation process is to ensure that proposed expenditures on services, activities, and infrastructure are appropriately reviewed, adequately funded, and delivered in a fiscally responsible manner.

In each of the last two budget cycles, the Board provided its view of the Town's general economic and financial environment together with a suggested budget target. We did so in order to assist the Board of Selectmen (and Town and Board of Education departments) in their development of the Town's proposed budget. The Board believes this approach is effective and has retained it for the FY 2020/21 budget cycle.

### **2020/21 Budget Challenge:**

The guidelines were crafted to respond to the challenging economic environment facing the state of Connecticut overall, lower Fairfield County in general, and, by extension, New Canaan specifically while recognizing our shared responsibility to preserve and enhance the unique qualities that make New Canaan such an attractive residential destination.

We believe these guidelines will help ensure that New Canaan continues to honor its traditional objectives of providing an attractive and safe environment for our residents, delivering unquestioned excellence in education for our children, and maintaining a commitment to fiscal responsibility.

The Guidelines were unanimously approved by the Board of Finance at its November meeting.

### **Process and Objectives:**

In developing 2020/21's Budget Guidelines, FY 2019/20 was adopted as the base case and adjusted for estimated changes in revenue and expense items to derive a projected FY 2020/21 budget profile. That profile was grounded in the recognition that even though the current FY budget is lower than last year's, the Town's reduced Grand List valuation and the general economic environment in Connecticut continue to pose challenges. Recognizing these challenges and reflecting the underlying goal of a controlled spending dynamic, the Board adopted a requirement that 2020/2021's Mill Rate must be lower than 2019/2020's.

### **Macro-Economic Headwinds:**

In common with our sister towns in lower Fairfield County, New Canaan faces various fiscal and demographic headwinds which need to be accounted for in crafting fiscal 2020/2021's budget. These headwinds include:

- Connecticut’s long standing budgetary challenges and some proposed “solutions” for them introduce uncertainty into the town’s budget process. (E.g. possible erosion of state grants, transfer of significant state financial obligations to the Town, etc.)
- The 2017 federal tax act (SALT caps) increases the after tax cost of home ownership in high property value venues such as New Canaan.

**Macro-Economic Headwinds** (continued)

- The Town’s residential property market has not yet returned to pre-recession levels. 2018’s property revaluation measurably reduced the overall value of the Town’s Grand List which, as the basis for calculating property tax revenue, provides the underlying financial support for town and school services.

***Reflecting the above considerations, the Board of Finance has adopted the following 2020/2021 Budget Management Guidelines:***

Without in any way attempting to limit or direct the specific composition of any of the Town’s or Board of Education’s departments’ budget proposals (which responsibility resides with the First Selectman and BOE respectively), the resulting overall budget should comply with the following guidelines:

1. The overall Town operating budget (excluding employee health benefits, pension, OPEB, insurance, BOE town funded expenses, et.al.) should not exceed 98% of the current fiscal year’s approved budget. This represents a 2% decline from existing budget levels.
2. The overall Board of Education’s operating budget (excluding health and other employee benefits) should not exceed 101.5% of FY2019/20 budget level. This represents a maximum growth target of 1.50% above the current year’s budget.
3. Overall, it is the Board’s intent to manage aggregate expense growth for New Canaan’s General Fund Budget (including all departments and all Board of Education expenditures) to no more than 1% above the current fiscal year budget.
4. *Achieving this target will both fully fund New Canaan’s FY 2020/21 requirements and (together with the associated modest revenue growth assumptions) achieve the Board’s goal of a Mill Rate reduction for FY 2020/2021.*
5. FY2020/2021 bonded Capital Projects (including the BOE) will remain within the parameters set by the financial ratios established in the Board of Finance’s *Debt Guidelines*.
6. Every department (including the BOE) must examine and discuss with the Board of Finance as part of their budget request, all sources of revenue (user fees, premises rentals, permits, licenses etc.) as well as existing or possible partnerships, and consolidation opportunities with a view towards increasing non-property tax revenue and/or lowering their needed operating budget requests.
7. Every department (including the BOE where applicable) should review the status of every physical structure for which it has responsibility and provide recommendations regarding how to increase revenue associated with such asset, reduce ongoing maintenance costs of such asset, or plans and timing for the disposition of such asset and the elimination of it from the Town’s inventory.

**Implications of Adopting these Guidelines:**

- The goal of holding operating expense growth to the Budget Guidelines implies (given the structure of the budget) managing headcount and related costs which might impact Town services and activities.
- Adherence to the Board of Finance’s *Debt Guidelines* will require “triaging” capital requests and the possible deferment of some capital asset acquisitions, while ensuring continued prudential management of our long term obligations.
- *Delivering on these expense guidelines will allow the Town to lower next year’s Mill Rate and Property Tax burden below current levels.*
- The General Fund needed to maintain our Aaa rating and provide flexibility in the face of external uncertainties (even after allocating a portion to offset expenditure growth) will remain at healthy levels.

**Department Budget Presentations Formats:**

Departments should use the budget formats they have used in the past. However those formats should specifically highlight, or address in supplemental schedules, actions undertaken to comply with the requirements of numbers 6. and 7. of these Guidelines.

**Follow Ups / Questions:**

The Board:

- Welcomes any questions or suggestions regarding the approach to the FY 2020/2021 budget guidance and process outlined herein.
- May provide additional “Department –Specific” guidelines that it deems appropriate or beneficial.
- Recognizes the significant time commitment involved in Town Departments and Board of Education personnel providing multiple budget presentations and, in partnership with the other approving Town bodies, will seek ways to streamline the process.



## Municipal Officials

<u>Board of Selectmen</u>	<u>Term Expires November</u>
Kevin J. Moynihan.....	2021
Kathleen Corbet.....	2021
Nick Williams.....	2021
<u>Town Officials</u>	
Claudia A. Weber, Town Clerk.....	2021
Andrew Brooks, Town Treasurer.....	2021
<u>Town Council</u>	
Kevin J. Moynihan (First Selectman), ex officio.....	2021
John Engel III (Chairman).....	2021
Richard Townsend (Vice Chairman and Secretary).....	2021
Sven Englund (Vice Chairman).....	2021
Robin Bates-Mason.....	2023
Tom Butterworth.....	2021
Liz Donovan.....	2021
Mark E. Grzymyski.....	2023
Stephen Karl.....	2023
Mike Mauro.....	2023
Maria Naughton .....	2023
Cristina Aquirre-Ross.....	2023
Penelope L. Young .....	2021
<u>Board of Finance</u>	
Kevin J. Moynihan, ex officio.....	2021
Todd Lavieri, Chairman .....	2021
Robert Spangler, Vice Chairman.....	2020
Judy A. Neville, Secretary.....	2023
Thomas Schulte.....	2021
George Blauvelt.....	2022
Neil Budnick.....	2020
Amy Murphy Carroll .....	2022
Robert Hamill (Alternate).....	2021
Michael Chen (Alternate).....	2023
Christian Le Bris (Alternate).....	2021
Maria Weingarten (Alternate).....	2021
<u>Employees</u>	
Lunda Asmani, Chief Financial Officer .....	
Thomas R. Stadler, Administrative Officer.....	
Joanne Noone, Controller.....	
Dr. Bryan Luizzi, Superintendent of Schools.....	

I. INTRODUCTION

On May 12, 2020 the Board of Finance took the final action on the FY21 budget by setting the mill rate and determining the fund balance draw down. This followed the April 2, 2020 meeting of the Town Council where they approved a Total Expenditure Budget of \$152.22 million for FY 20-21, representing an increase of 0.8% over the current fiscal year’s Amended Expenditure Budget of \$150.98 million. The funds to be raised by taxation declined to \$138.99 million from the current year’s \$139.08 million, a decrease of 0.06%, the second consecutive year of decline. The Total Expenditure Budget includes Board of Education operating expenses of \$90.88 (down 0.6%) , Town department operating expenses of \$37.962 million (up 0.87%), debt service of \$16.99 million (up 2.26%), and tax-funded capital projects of \$2.23 million (up 49.36%). The Town Council’s budget takes into account October 1, 2019 value of \$7.73 billion, a 0.36% increase from the 2018 Grand List of \$7.70 billion. The mill rate was set at 18.164, a 0.42% reduction from the current 18.240.

GENERAL FUND REVENUES BY CATEGORY							
Revenue Category	FY 17-18 ACTUAL	FY 18-19 ACTUAL	FY 19-20 ADOPTED	FY 19-20 REVISED	FY 20-21 ADOPTED	FY20-FY21 ADOPTED VARIANCE	
Tax Collections	138,472,626	141,376,539	139,430,686	139,430,686	139,244,758	(185,928)	-0.1%
Conveyance Fees	1,275,492	1,100,354	1,275,000	1,275,000	1,000,000	(275,000)	-21.6%
State Aid						-	
BOE Excess Grants	1,080,156	917,132	1,000,000	1,000,000	1,000,000	-	0.0%
Education Cost Sharing	357,804	380,314	271,622	271,622	380,314	108,692	40.0%
Other State Aid	351,716	228,572	220,737	220,737	230,537	9,800	4.4%
Parking Permits & Fees	1,264,110	1,311,419	1,357,000	1,357,000	1,330,500	(26,500)	-2.0%
Building Permits	841,005	880,766	900,000	900,000	830,000	(70,000)	-7.8%
Net Investment Interest Income	612,641	1,486,008	800,000	800,000	1,000,000	200,000	25.0%
Other Classes & Programs	452,055	449,829	485,000	485,000	483,840	(1,160)	-0.2%
Transfer Station Tipping Fees	412,809	401,445	445,000	445,000	406,000	(39,000)	-8.8%
All Other Revenue	2,598,656	2,900,572	1,755,370	1,755,370	1,817,485	62,115	3.5%
<b>Total Revenues</b>	<b>147,719,071</b>	<b>151,432,949</b>	<b>147,940,415</b>	<b>147,940,415</b>	<b>147,723,434</b>	<b>(216,981)</b>	<b>-0.1%</b>

GENERAL FUND EXPENDITURES BY FUNCTION							
Functional Area	FY 17-18 ACTUAL	FY 18-19 ACTUAL	FY 19-20 ADOPTED	FY 19-20 REVISED	FY 20-21 ADOPTED	FY20 REV-FY21 ADOPTED VARIANCE	
Board of Education	86,856,894	89,763,487	91,434,688	91,434,688	90,880,628	(554,060)	-0.6%
Debt Service	18,018,570	18,114,871	16,844,756	16,644,756	16,992,767	148,011	0.9%
General Government	12,479,058	12,510,277	12,775,846	13,764,564	14,372,058	1,596,212	12.5%
Public Safety	11,603,073	11,843,860	12,557,539	12,513,943	12,570,416	12,877	0.1%
Public Works	8,508,928	8,745,200	9,294,219	9,359,121	9,174,032	(120,187)	-1.3%
Library	2,230,280	2,274,886	2,320,250	2,320,250	2,378,072	57,822	2.5%
Tax Supported Capital	2,465,901	2,898,365	1,729,715	1,494,715	2,225,212	495,497	28.6%
Culture and Recreation	1,758,815	1,784,158	2,029,775	2,029,030	1,929,365	(100,410)	-4.9%
Health & Welfare	685,290	692,423	726,073	635,993	643,176	(82,897)	-11.4%
Transfers to Other Funds (Non Capital)	126,443	114,121	607,875	159,146	614,555	6,680	1.1%
All Other	759,459	845,821	619,680	619,680	443,153	(176,527)	-28.5%
<b>Total Expenditures</b>	<b>145,492,711</b>	<b>149,587,468</b>	<b>150,940,416</b>	<b>150,975,886</b>	<b>152,223,434</b>	<b>1,283,018</b>	<b>0.9%</b>

<b>Beginning Fund Balance*</b>	<b>29,286,241</b>	<b>31,512,601</b>	<b>33,358,082</b>	<b>33,358,082</b>	<b>30,322,611</b>	<b>(3,035,471)</b>	<b>-9.1%</b>
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<b>Ending Fund Balance*</b>	<b>31,512,601</b>	<b>33,358,082</b>	<b>30,358,081</b>	<b>30,322,611</b>	<b>25,822,611</b>	<b>(4,535,470)</b>	<b>-14.9%</b>
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Fund Balance is GAAP basis, not budgetary basis

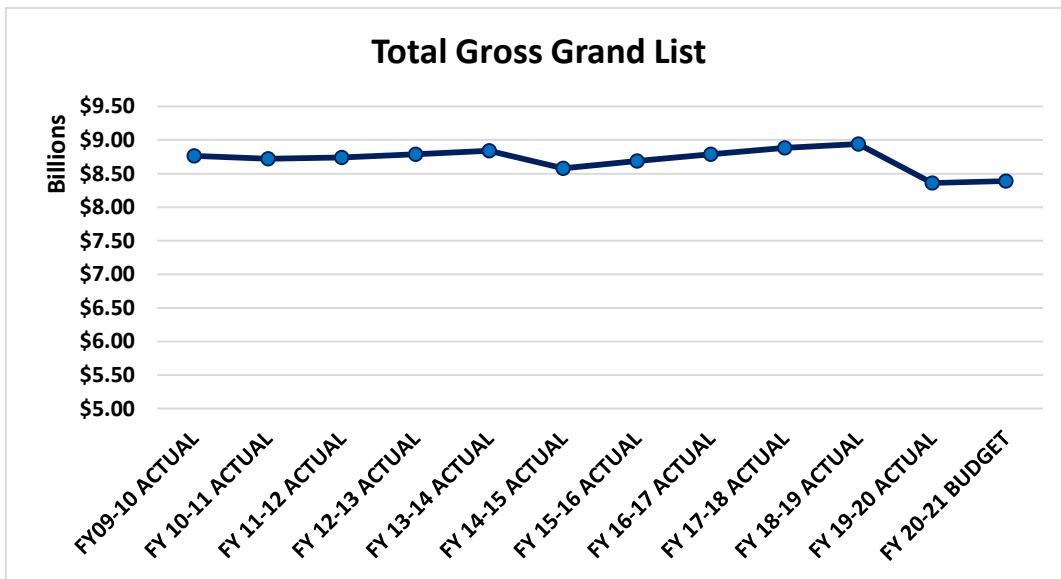


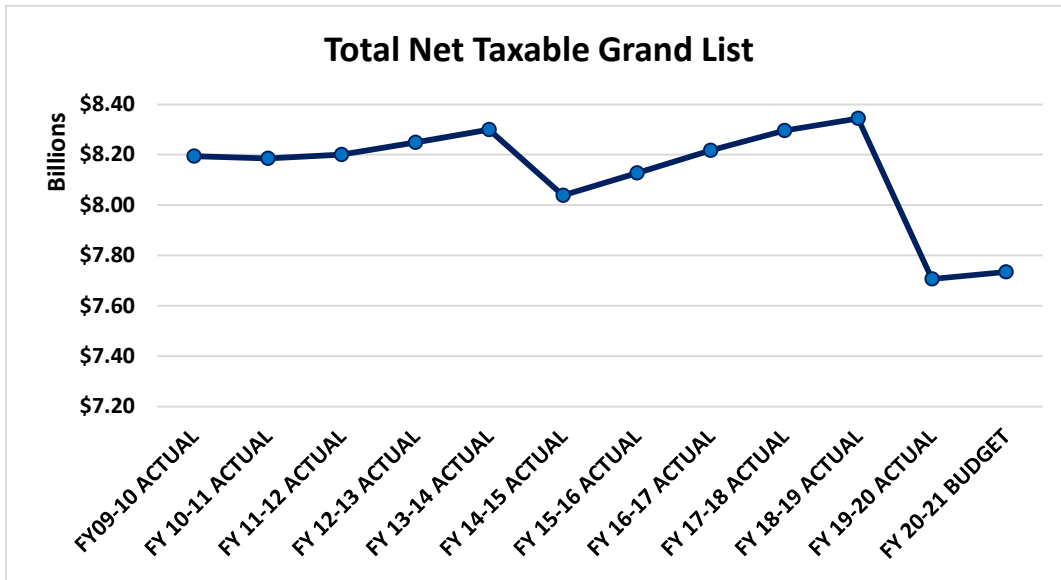
**II. BUDGETED REVENUES & SIGNIFICANT VARIANCES**

**Grand List**

The Grand List is the total assessed value of property in Town. The net taxable Grand List is the value of all taxable property located within the Town. Grand Lists are certified each October 1 and are the basis for tax revenue for the fiscal year that begins the following July 1. Connecticut law requires that all property be revalued for assessment purposes periodically. A revaluation is required to be completed every five years. The purpose of this requirement is to ensure uniformity in real property valuations by eliminating inequities that may have developed since the previous revaluation. During the 2008 revaluation, the Town experienced a 16.2% growth in the net taxable Grand List, primarily driven by residential property values. However, the 2013 and 2018 revaluations saw a 3.1% and 7.6% respective declines largely driven by residential property values. Below are some 2019 Grand List highlights:

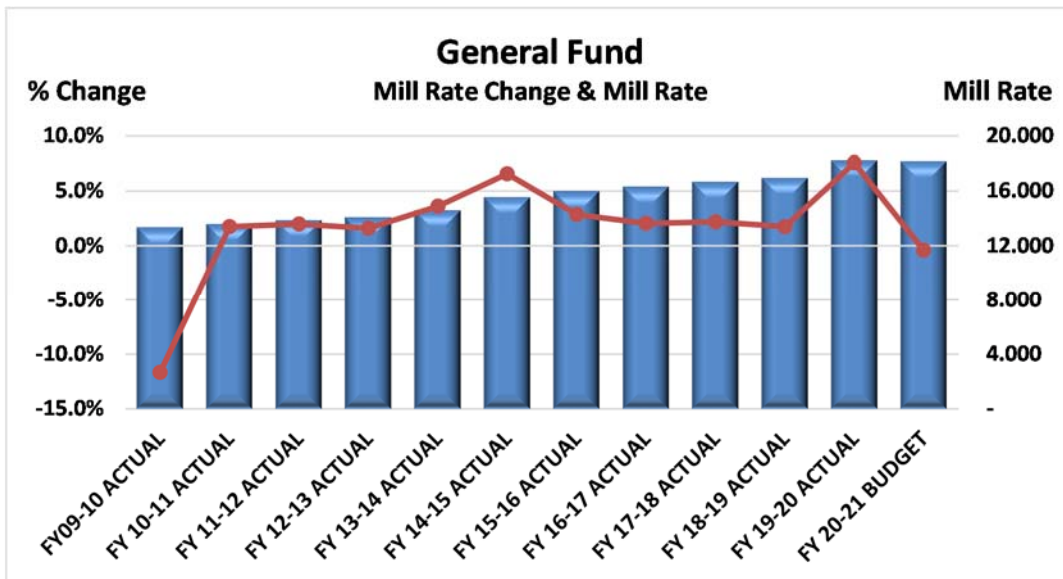
- Residential properties represent 81.2% of the gross total Grand List. It remains the main driver of Grand List trends. Residential property values increased 0.1%.
- Commercial properties represent 4.9% of the gross total Grand List. Commercial property values grew 3.0%.
- Vacant lands represent 0.9% of the gross Grand List. Vacant land has been declining in value primarily as a result of construction and conversion of vacant land to other land uses. Vacant land values increased 1.3%.
- Apartments and condos represent 0.6% of the gross Grand List. Apartments and condos values remained flat.
- Use assessment refers to property classified as forest land by Connecticut Public Act 490.
- Motor vehicle values represent 3.2% of the gross Grand List. Motor vehicle values increased 1.4%.





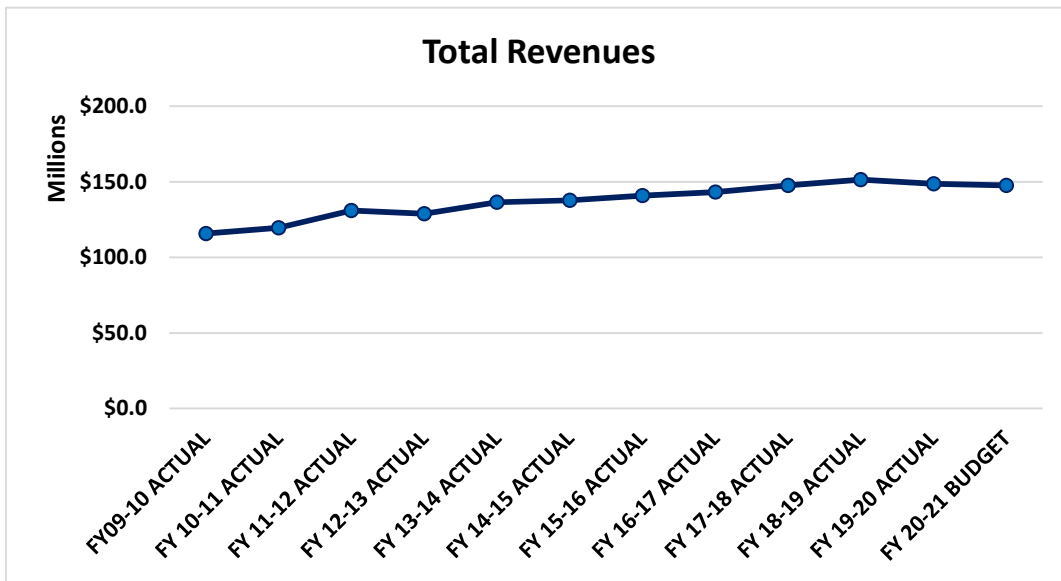
**Mill Rate**

The Mill Rate combined with the Grand List determines how much tax revenue is collected by the Town. The 2019 Net Taxable Grand List grew 0.4 The FY 20-21 Mill Rate of 18.164 represents a 0.42% decrease from the FY 19-18 Mill Rate of 18.240. This modest decrease in the mill rate is a function of the Grand List being relatively flat and the additional use of fund balance.



**Total Revenues**

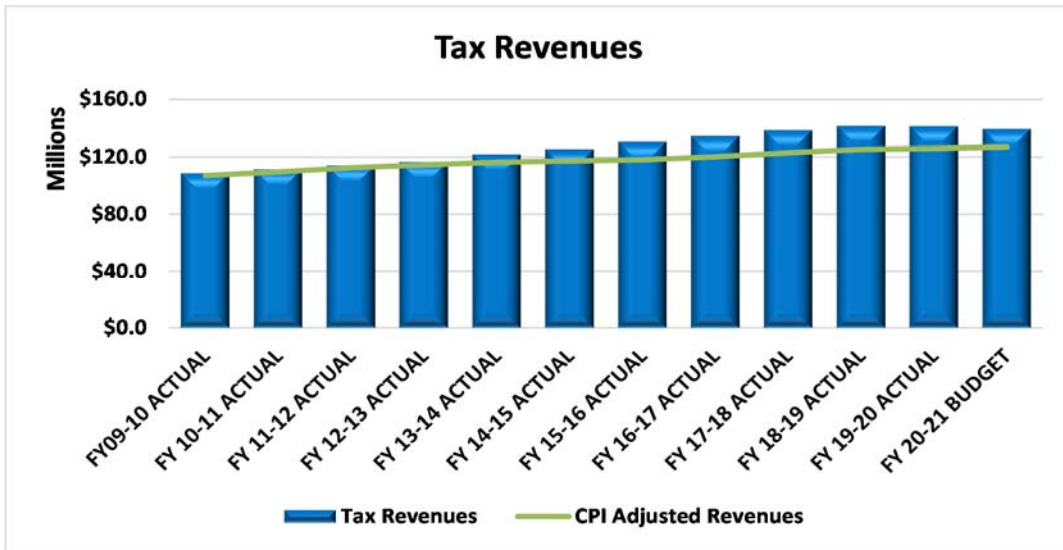
The Town of New Canaan collects revenues from a variety of sources. For the General Fund, 94.3% of revenues are derived from taxes. As a result of this, the Town remains fairly immune to changes in State budget policies that impact Town revenues. However, as a result of the Town not heavily relying on State revenues, the burden of funding Town operations is shouldered by our residents. The \$147.72 million budgeted revenues for FY 20-21 are 0.1 % less than FY 19-18 revised revenues of \$147.94 million. The reduced budgeted revenue is a result of the approved FY 20-21 expenditure budget being relatively flat compared to FY 19-18 and increasing the fund balance drawn down from \$3.0 million in FY 19-20 to \$4.5 million in FY 20-21. Other revenue assumptions are based on historical trends and State grant revenues.



**Tax Revenue**

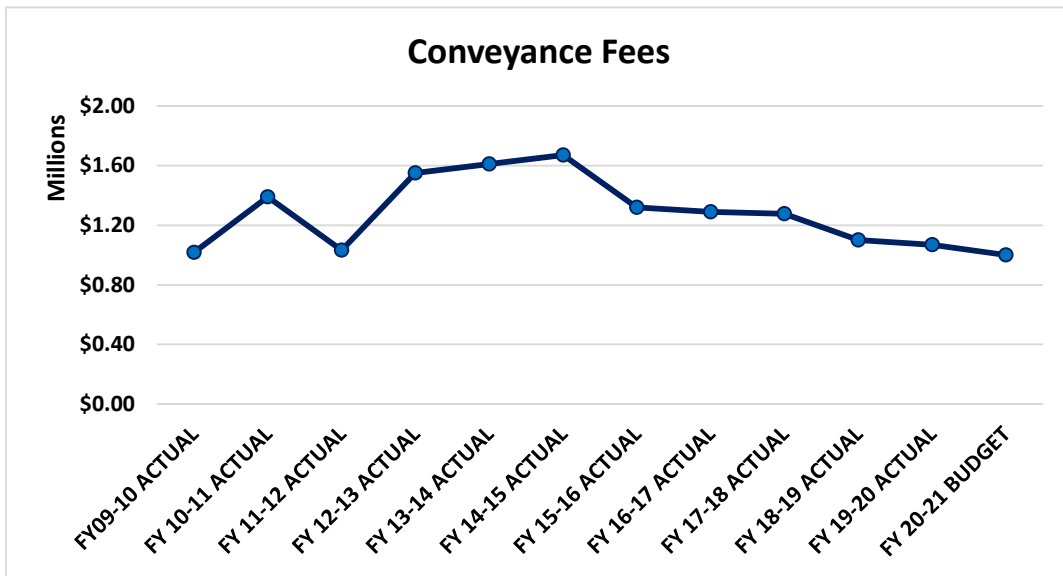
Tax revenues account for 94.3% of total revenues. Tax revenues are a function of the Grand List and the Mill Rate. The \$139.24 million budgeted tax revenues for FY 19-20 are 0.1% less than FY 19-20 revised revenues of \$139.43 million. As stated above, the reduced budgeted revenue is a result of the approved FY 20-21 expenditure budget being relatively flat. The FY 20-21 budgeted collection rate is 98.5%.





**Conveyance Fees**

In Connecticut, sellers are responsible for paying a conveyance tax upon the transfer of title to real property. There are two conveyance taxes to be paid, one to the state and one to the municipality where the property is located. The Town of New Canaan collects 0.25% of the sale price on properties that are not exempt. Conveyance fee revenues closely mirror the real estate market. The \$1.0 million budgeted Conveyance Fee revenues for FY 20-21 are 21.6% less than the FY 19-20 revised revenues of \$1.28 million. The reduced budgeted revenue is a result of fewer property exchanges due to the slowdown in the real estate market.

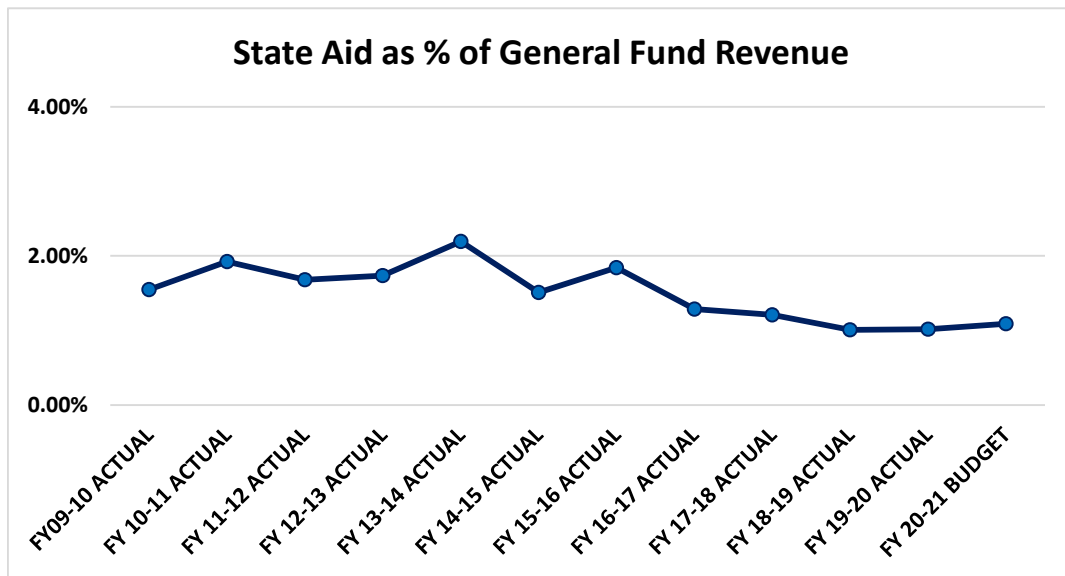
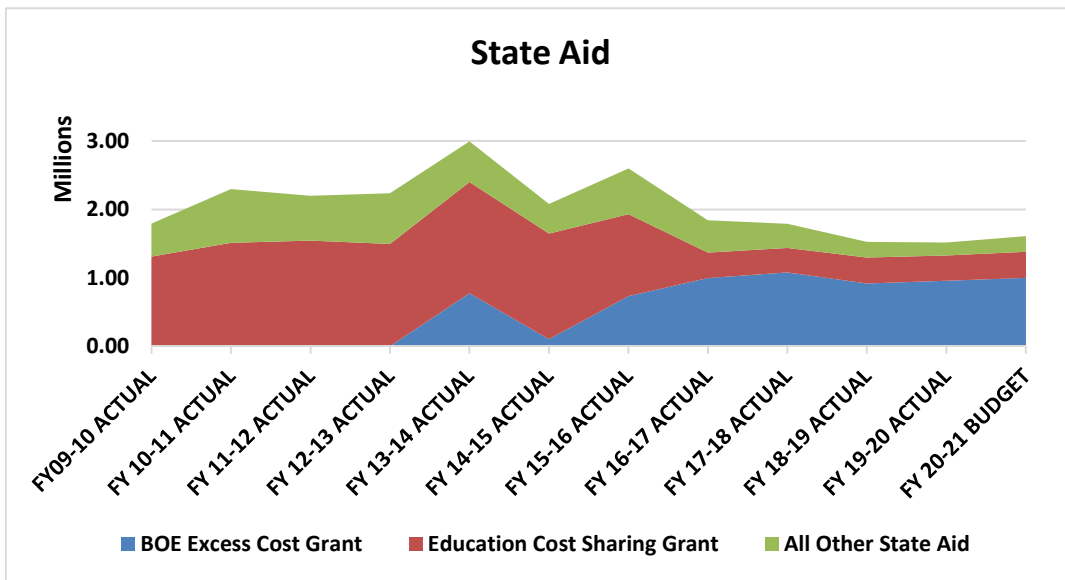


**State Aid**

The Special Education Excess Cost Grants and the Education Cost Sharing Grant make up 85.7% of State Aid. During FY 14-15 these two education grants peaked at \$2.3 million, however in FY 20-21 they totaled \$1.4 million. The



Education Cost Sharing (ECS) grants are being phased out by the State of Connecticut. In the FY 19-20 Budget, State Aid accounts for 1.1% of all revenues compared to 2.0% peak in FY 08-09. The \$1.61 million budgeted State Aid revenues for FY 20-21 are 7.9% higher than the FY 19-20 revised revenues of \$1.49 million. The increased budgeted revenue is a result of the Town including the ECS grant in FY 20-21 at the full reimbursement rate of 100%, compared to the prior year where the Town only budgeted 75% due to uncertainties with the State budget.

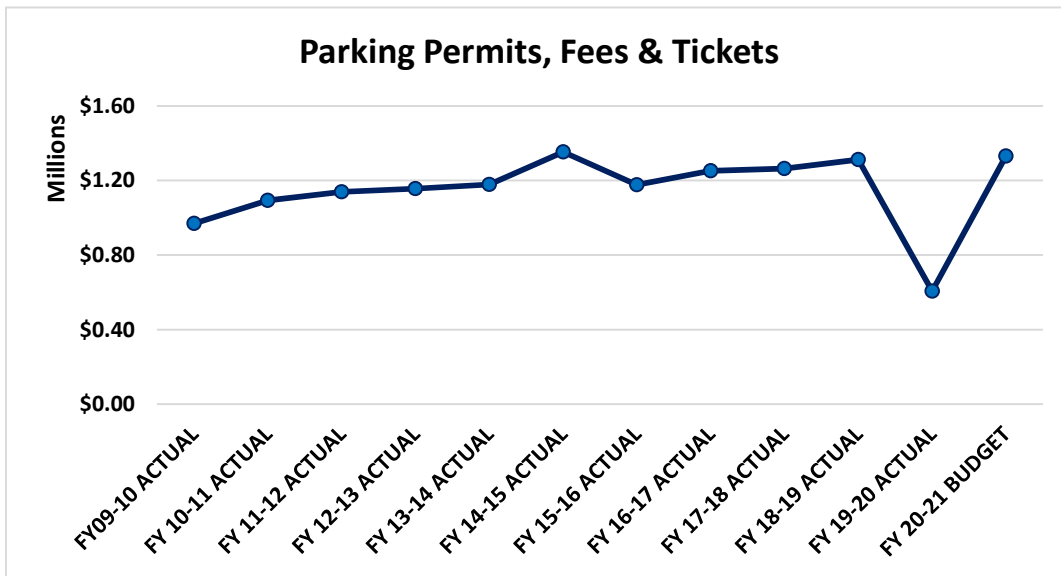


**Parking Permits & Fees**

Parking Permits & Fees are associated with the following: permits, tickets, meters, day passes, and parking fees. This revenue does not include railroad station parking, which is accounted for in the Railroad Fund. The \$1.33 million budgeted Parking Fees for FY 20-21 are 2.0% less than FY 19-20 revised revenues of \$1.36 million. The

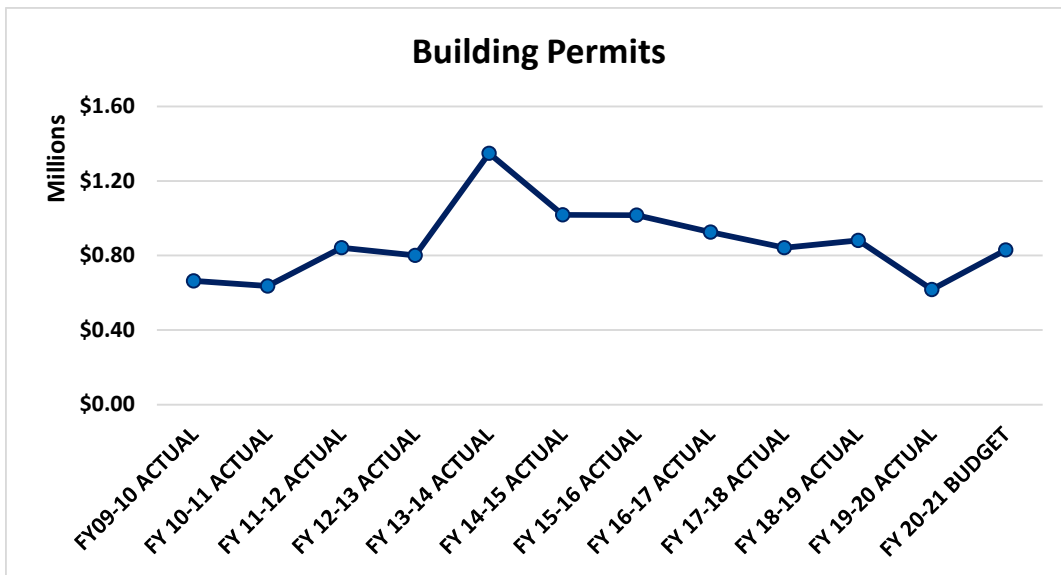


decreased budgeted revenue is as a result of reduced revenue projections due to planned changes in parking enforcement, particularly downtown.



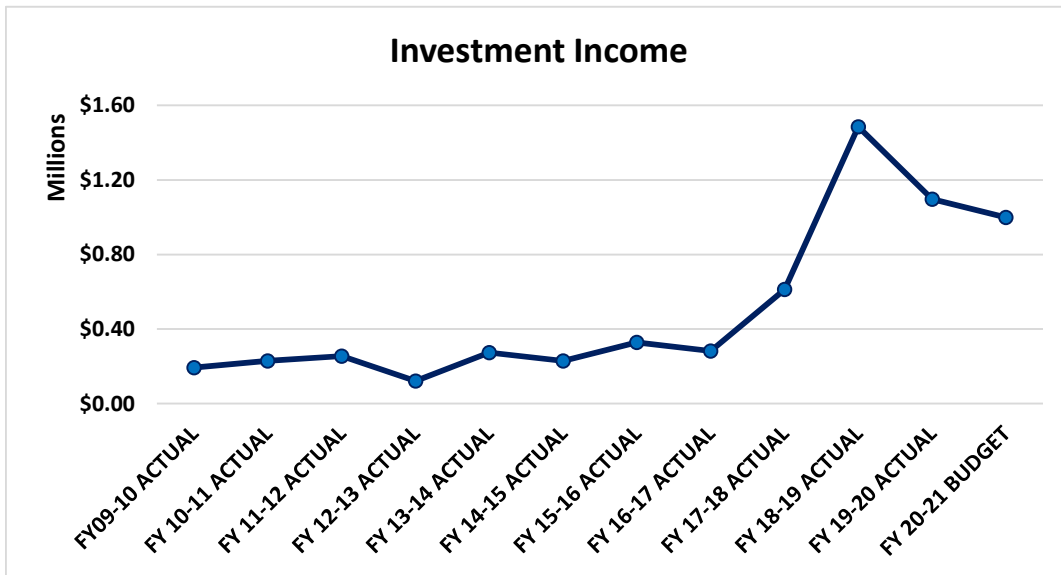
**Building Permits**

Building permits are required to defray the costs associated with ensuring that construction or remodeling project of properties and the corresponding plans comply with standards for land use, zoning, and construction. Building permit revenue is driven not only by the number of building permits issued but also by the value of the building project being undertaken. There are periods that have more permits issued but less permit value and vice versa. The \$0.9 million budgeted Building Permit revenues for FY 20-21 is less than the FY 20-21 revised revenues. Construction activities and building permit applications are projected to slightly decrease.



**Investment Income**

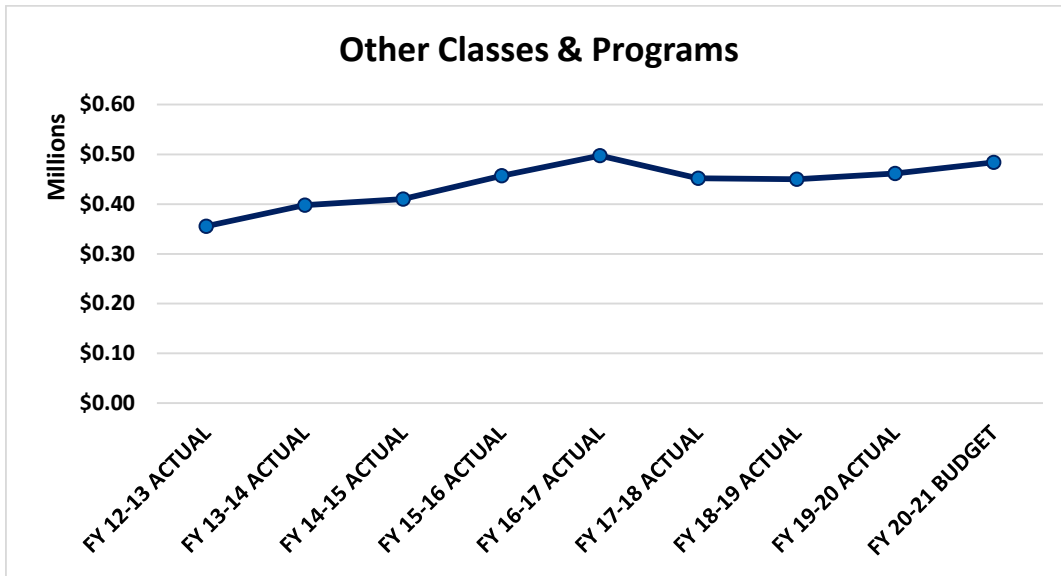
Investment income accounts for revenues generated from the investment of idle Town funds. Following the economic downturn, investment income declined. However, with the economy beginning to grow, investment income has been trending upwards. In 2018 the Town issued \$25.8 million in new bonds for new projects and also to reimburse the Town for projects that had been financed with cash reserves. The replenishment of cash to increase the amount of reserves to be invested and the improving rates in the investment market contributed to the higher investment income. The \$1.0 million budgeted Investment Income revenues for FY 20-21 are 25.0% higher than FY 19-20 revised revenues of \$0.80 million. The increased budgeted revenue is a result of an improved economy and interest rates combined with the issuance of bonds for new construction which will increase available principal to be invested.



**Other Classes & Programs**

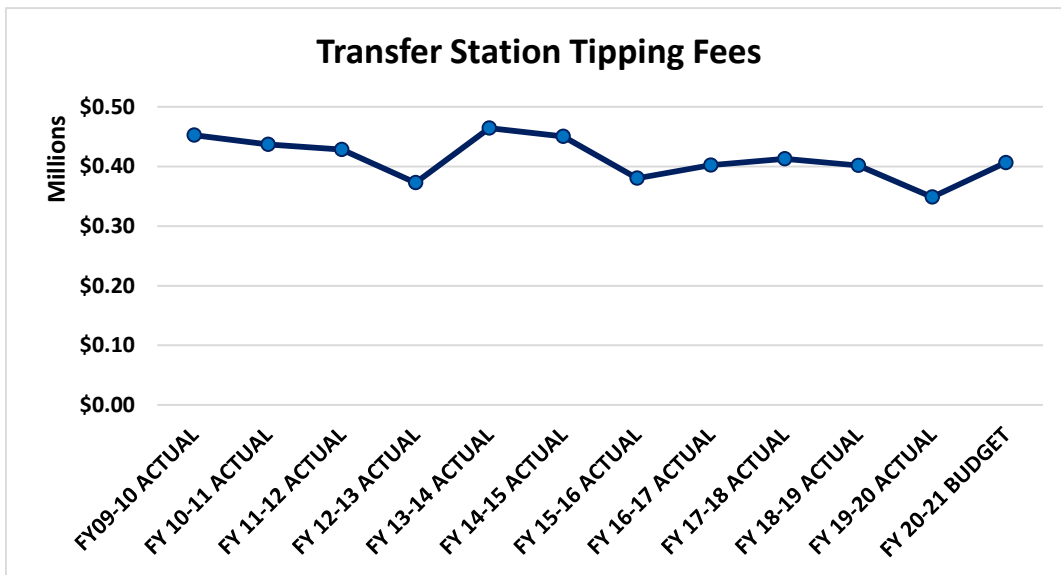
Other Classes & Programs are associated with fees paid by users of various programs and classes offered by the Town of New Canaan Recreation Department. The \$0.48 million budgeted Other Classes & Programs revenues for FY 20-21 are relatively flat compared to the FY 20-21 revised revenues.





**Transfer Station Tipping Fees**

Transfer Station Tipping Fees are paid by users of the transfer station for the disposal of waste. The \$0.41 million budgeted Transfer Station Tipping Fees revenues for FY 20-21 are relatively flat compared to the FY 19-20 revised revenues.



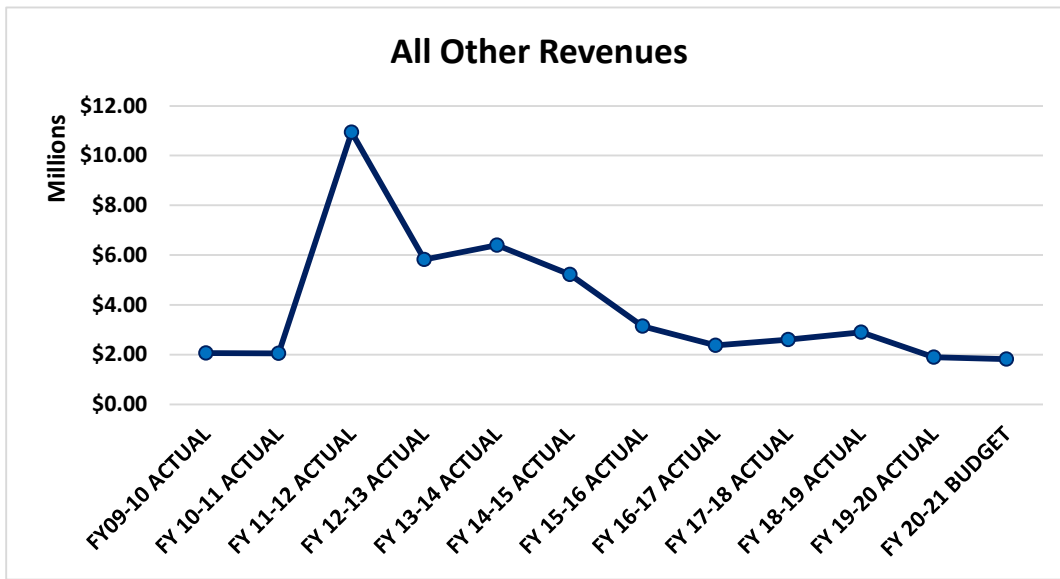
**All Other Revenue**

The majority of All Other Revenues are miscellaneous reimbursement and fees paid for a variety of Town services. The increase in FY 11-12 is the result of the State contributing \$7,364,217 into the Teacher’s Pension Plan on behalf of the Town. That amount was a pass through and recorded as both revenue and expenditure in the General Fund.



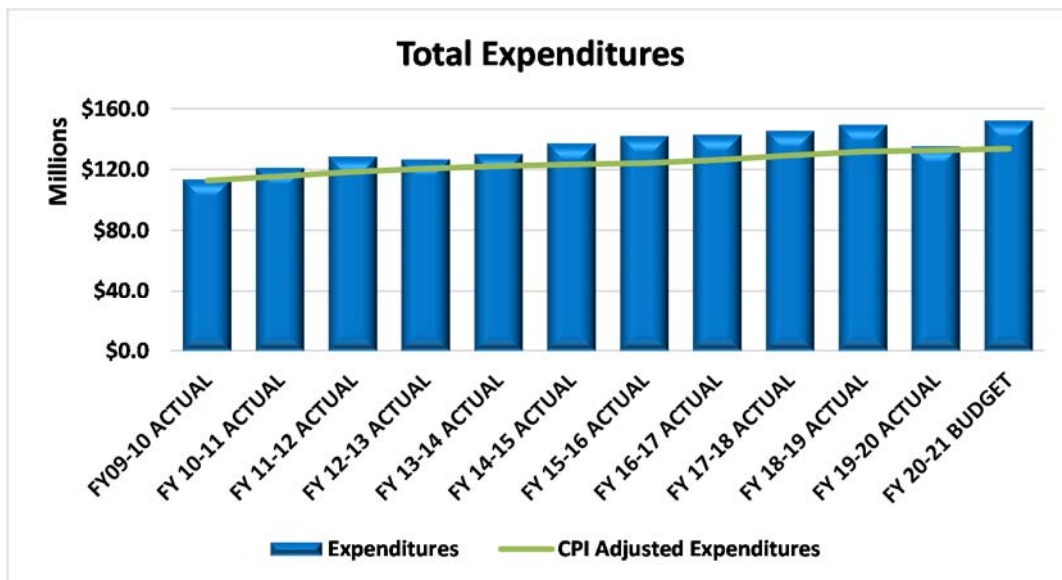


The \$1.82 million All Other Revenues budget for FY 20-21 is 3.5% greater than the FY 19-20 revised revenues of \$1.76 million.

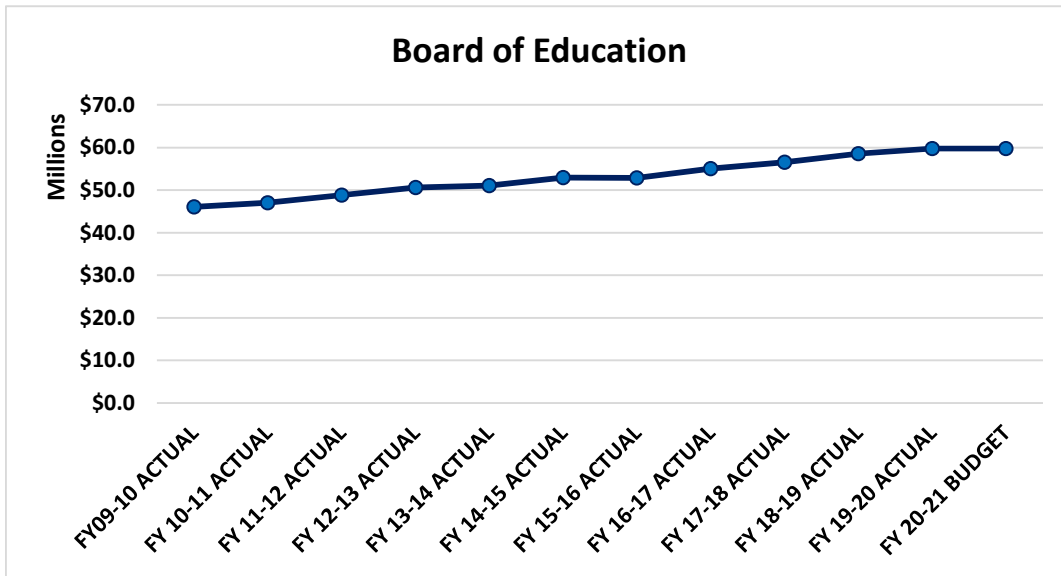


**III. BUDGETED EXPENDITURES & SIGIFICANT VARIANCES**

The Town of New Canaan Expenditure Budget is used to support a variety of services. These expenses can be categorized by functional areas. For the General Fund, the Board of Education accounts for approximately 59.7% of total expenditures. The Town Council approved a Total Expenditure Budget of \$152.22 million for FY 20-21, representing an increase of 0.9% over the current fiscal year’s approved budget of \$150.98 million.



The Board of Education accounts for 59.7% of FY 20-21 General Fund expenses, with wages and employee benefits accounting for 81.8% of these expenses. The \$90.88 million budgeted is comprised of \$81.12 million for BOE operational expenses, a 2.51% increase from the FY 19-20 approved budget of \$79.14; and \$9.75 million for transfers to the Internal Service Fund for BOE employee health expenses, a decrease of 20.6% from the FY19-20 approved budget of \$12.28 million. The decrease in the transfer is a result of favorable claims experience and the Town increasing its share of reserves for BOE health claims from 40% to 60%. As a result of these adjustments, the total FY20-21 Board of Education budget is \$90.88 million, 0.6% less than the FY 19-20 budget of \$91.43 million.

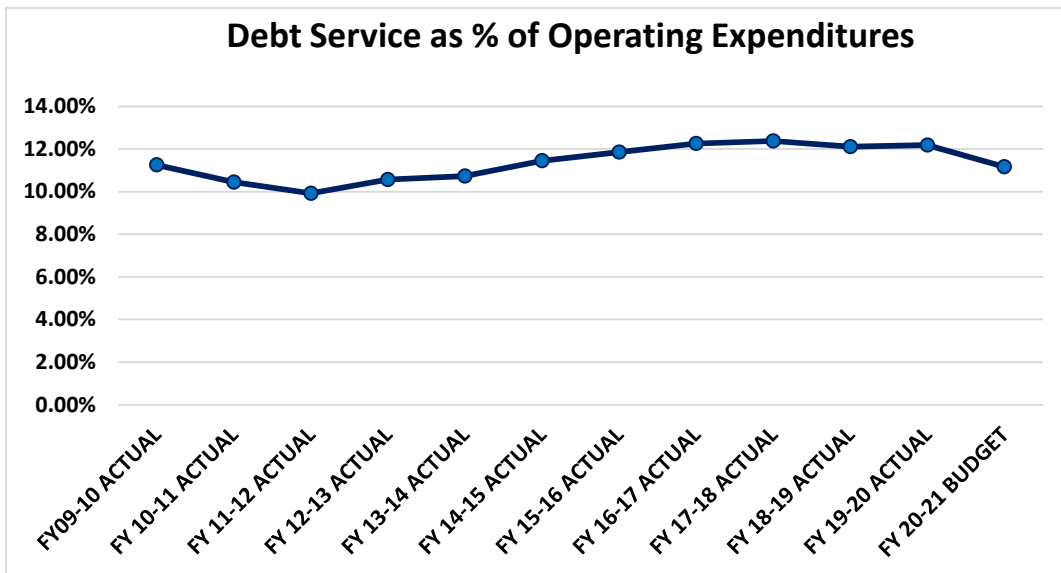
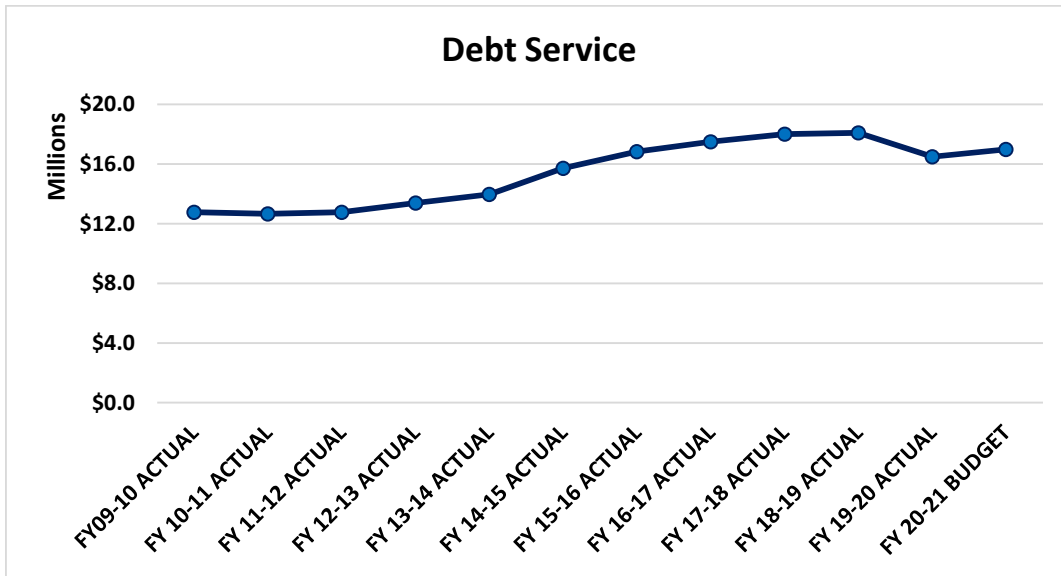


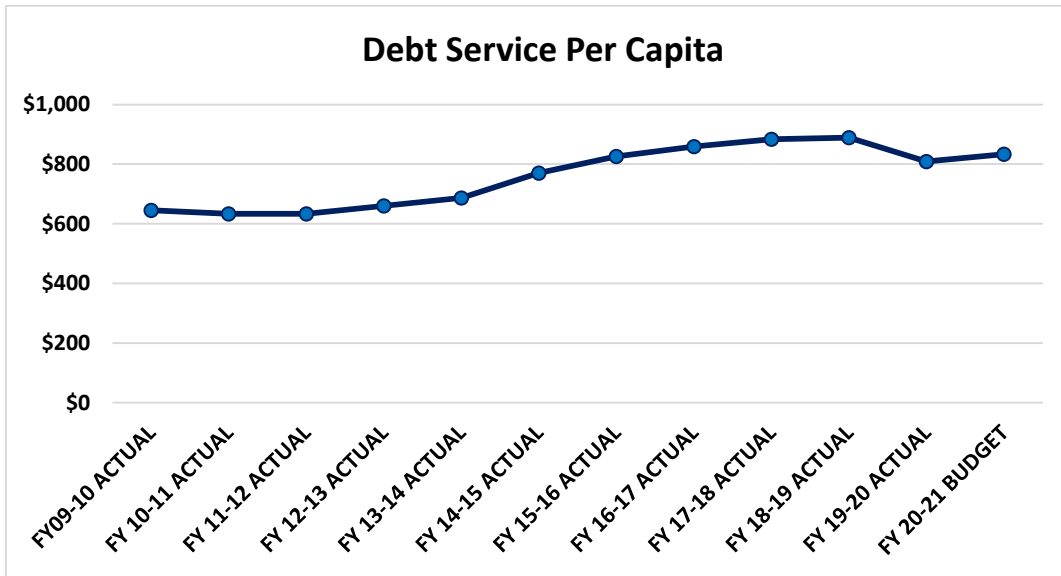
**Debt Service**

Debt Service accounts for 11.2% of FY 20-21 General Fund expenses. The Board of Finance recently created a Debt Management Committee that established guidelines for responsible and sustainable debt management. The debt service projections are based on the most recent Five-Year Capital Plan and what it would take to finance projects included in the plan as requested. The plan is reviewed annually and projects are reviewed and approved individually each fiscal year.

The \$16.99 million FY 20-21 budgeted expenses for Debt Service represent a 0.9% decline over the FY 19-20 adopted budget of \$16.84 million. The decrease is a result of various refunding activity and a function of the existing debt amortization schedule.

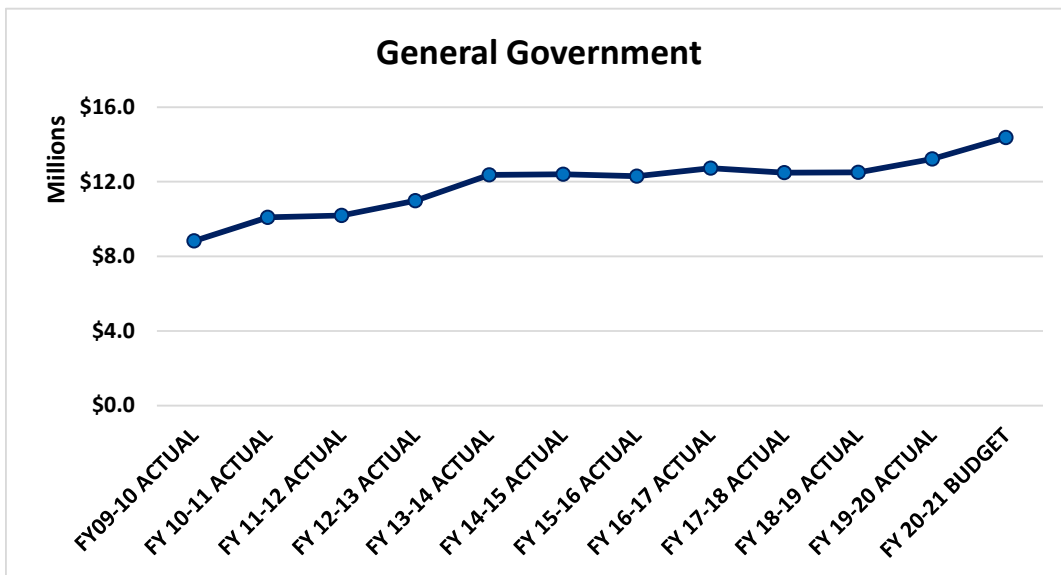






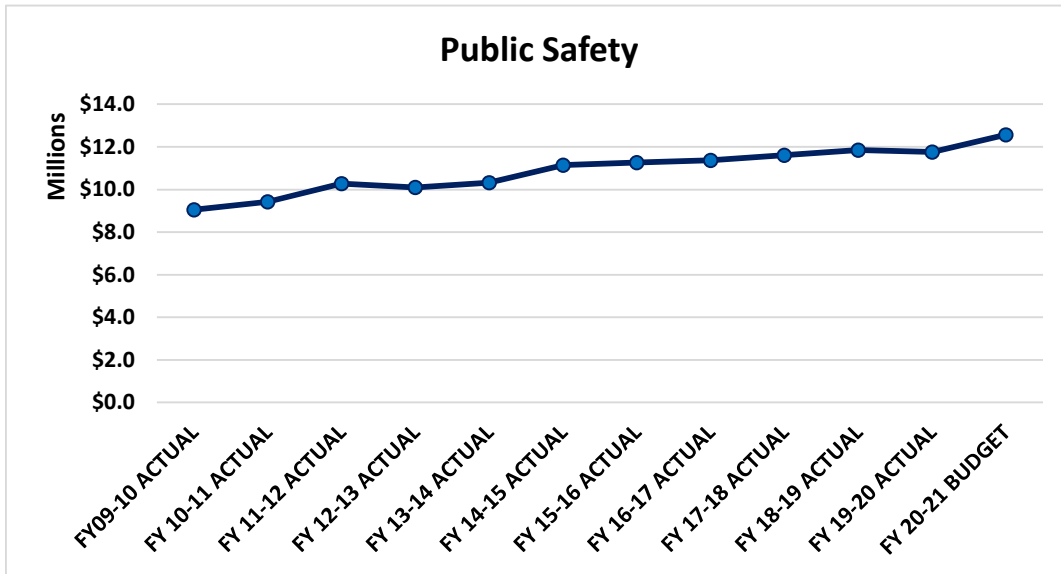
**General Government**

General Government comprises the general purpose functions of the Town and accounts for 9.4% of FY 20-21 General Fund expenses. The major drivers of General Government expenses are wages and employee benefits. The \$12.78 million budgeted expenses for the General Government represent a 12.5% increase over the FY 19-20 revised budget of \$12.78 million. The major for the increase is an additional \$1.6 million in transfers into the Town Health Benefit Fund. The Town is self-insured for health and annually reviews the required insurance reserves based on claims experiences and makes appropriate adjustments.



**Public Safety**

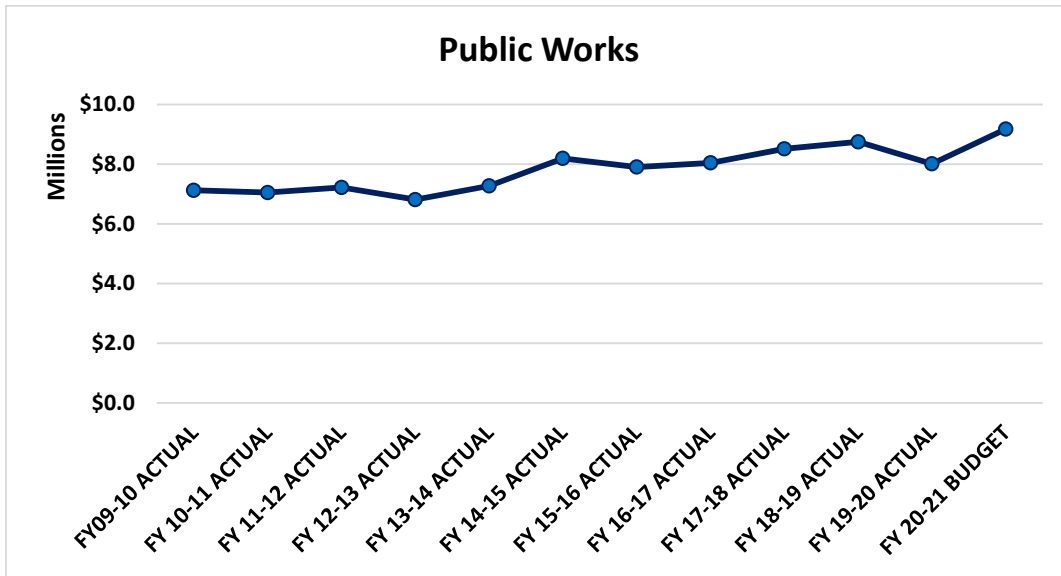
Public Safety includes Police, Fire, Ambulance Corps, Emergency Management, and Land Use and accounts for 8.3% of General Fund expenses. The major drivers of expenses are wages and employee benefits. The Police Department accounts for 57.2% of all public safety expenses. The \$12.57 million budgeted expenses for Public Safety represent a 0.1% increase over the FY 19-20 revised budget of \$12.56 million and primarily funds negotiated union wage contracts.



**Public Works**

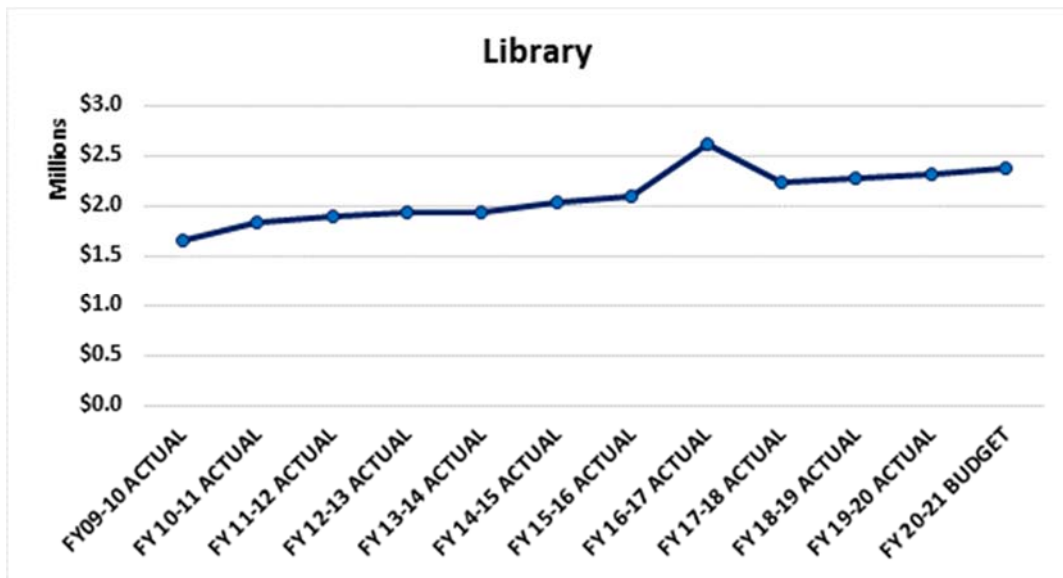
Public Works accounts for 6.0% of General Fund expenses, with wages and employee benefits accounting for a majority of these expenses. The Highway Division is the largest segment of the Public Works Department. The Highway Division is responsible for maintaining the Town’s roadways, sidewalks, and drainage systems and ensures the safe transport for all residents, visitors, and guests through the Town’s roadway system during all types of weather. The \$9.17 million budgeted expenses for Public Works represent a 1.3% decrease over the FY 19-20 revised budget of \$9.29 million. Among the drivers for the decrease are reductions in several outside service contract accounts. Additionally, at the time of budget adoption, the Public Works Union Contract had not been settled and therefore any negotiated wage increases would be funded from contingency and therefore are not reflected in the department budgets.





**Library**

The Town of New Canaan provides approximately 75% of the operating budget for the New Canaan Library. The remaining 25% and all building and grounds expenses are generated by the Library’s development efforts and fundraising activities. The \$2.38 million budgeted expenses for the Library represent a 2.5% increase over the FY 19-20 revised budget of \$2.32 million as a result of funding the Library the 2.5% increase they requested.

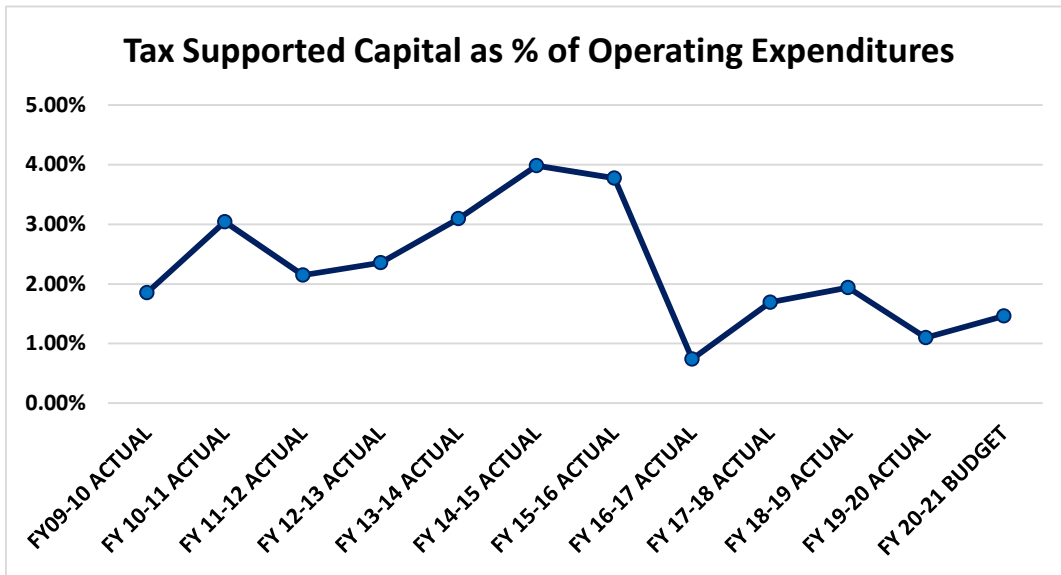
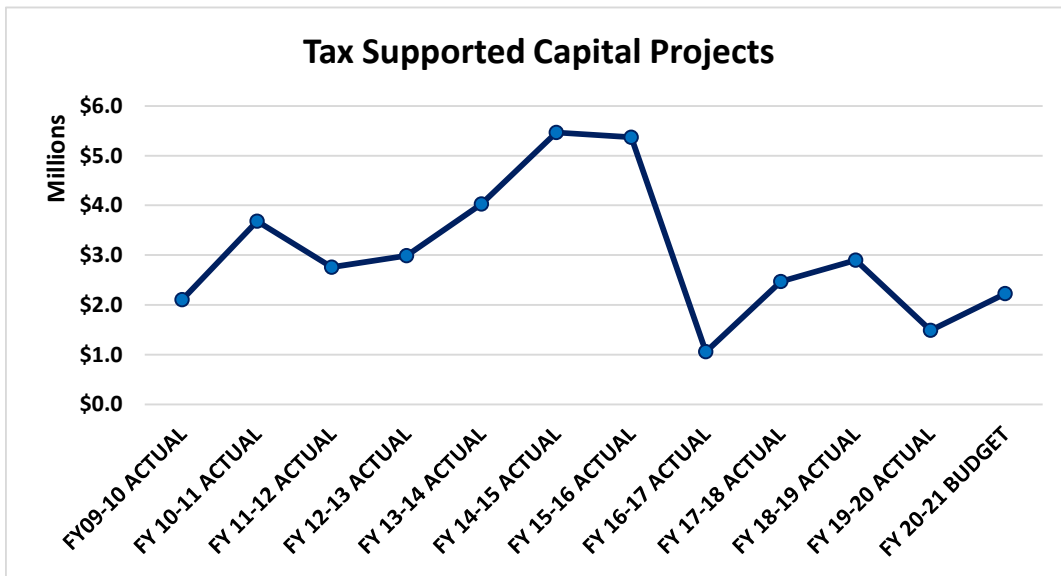


**Tax Supported Capital Projects**

Rather than borrow to fund all capital projects, the Town of New Canaan funds certain projects on a pay as you go basis. This involves paying for capital projects without borrowed money, but by taxing to support projects. Tax Supported Capital accounts for 1.5% of General Fund expenses. The \$2.23 million budgeted expenses for Tax Supported Capital represent a 28.6% decrease over the FY 19-20 revised budget of \$1.73 million. This increase is largely driven by increased appropriation for capital projects and a Board of Finance decision to fund more projects



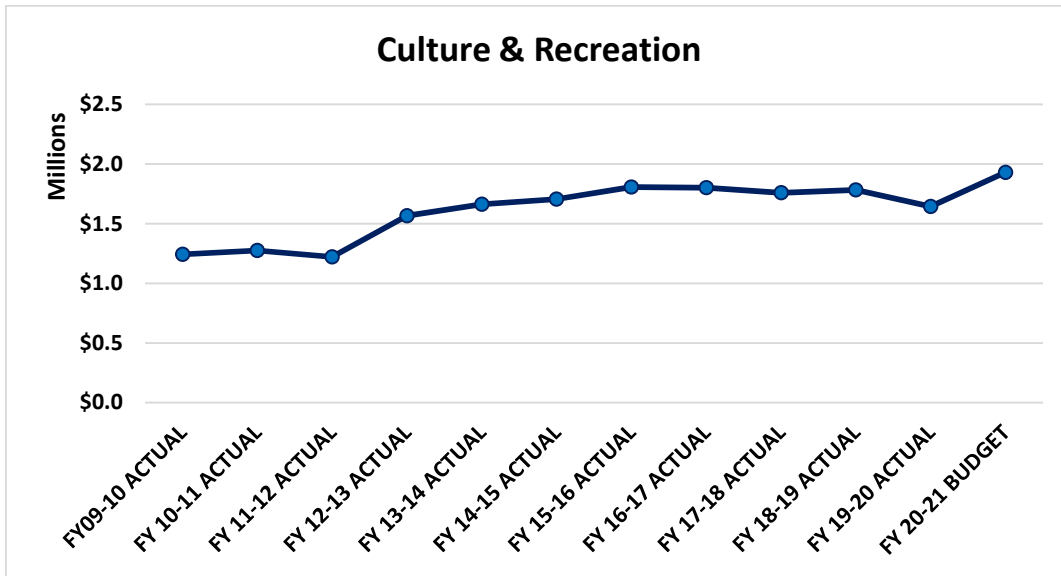
on a pay as you go basis in order to manage the Town’s outstanding debt. The FY 20-21 budget includes funding all projects less than \$50,000 on a pay as you basis



**Culture & Recreation**

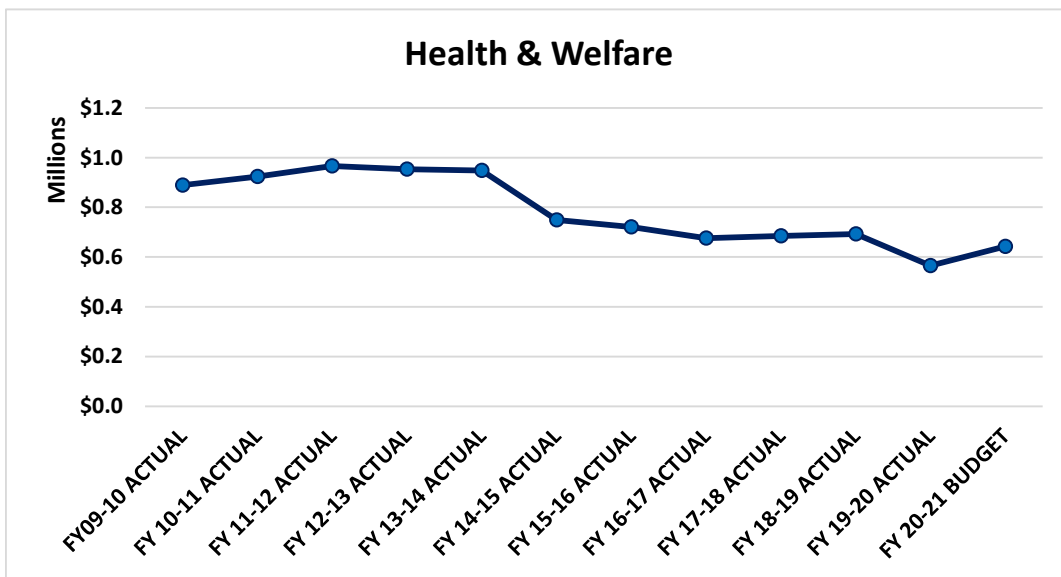
Culture and Recreation accounts for 1.3% of General Fund expenses, with wages and employee benefits accounting for a majority of these expenses. The \$1.93 million budgeted expenses for Culture & Recreation is 4.9% less than the FY19-20 budget for \$2.03 million. The decrease is driven by operational adjustments at Kiwanis Park which included reduced operational hours and contract out certain recreational programs.





**Health & Welfare**

Health & Welfare accounts for 0.4% of General Fund expenses. Funding to outside agencies that provide services to residents of New Canaan accounts for 13% of the Health and Welfare. The \$0.64 million budgeted expenses for Health and Welfare represent a 11.4% decrease over the FY 19-20 revised budget of \$0.73 million. Among the drivers of the decrease are salary savings from recent retirements and reorganization staff with the Department of Human Services.

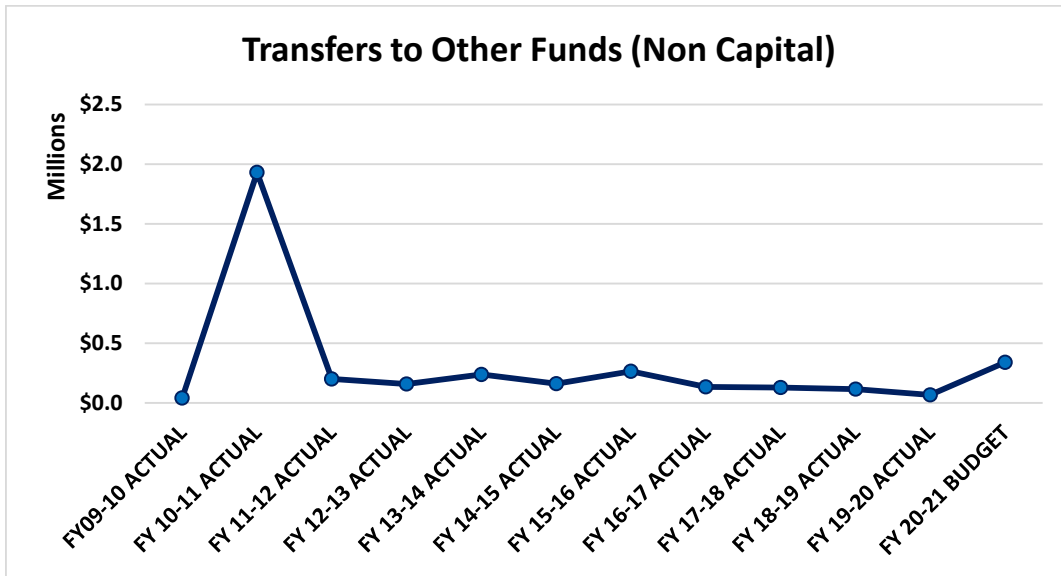


**Transfer to Others Funds (Non Capital)**

Transfer to Others Funds (Non Capital) are transfers from the General Fund to other funds including the Waveny Pool Fund for debt service, for the Sewer Utility Fund. These accounts also include the Contingency Reserve. The \$0.61 million budgeted expense is relatively compared the FY 19-20 budget.

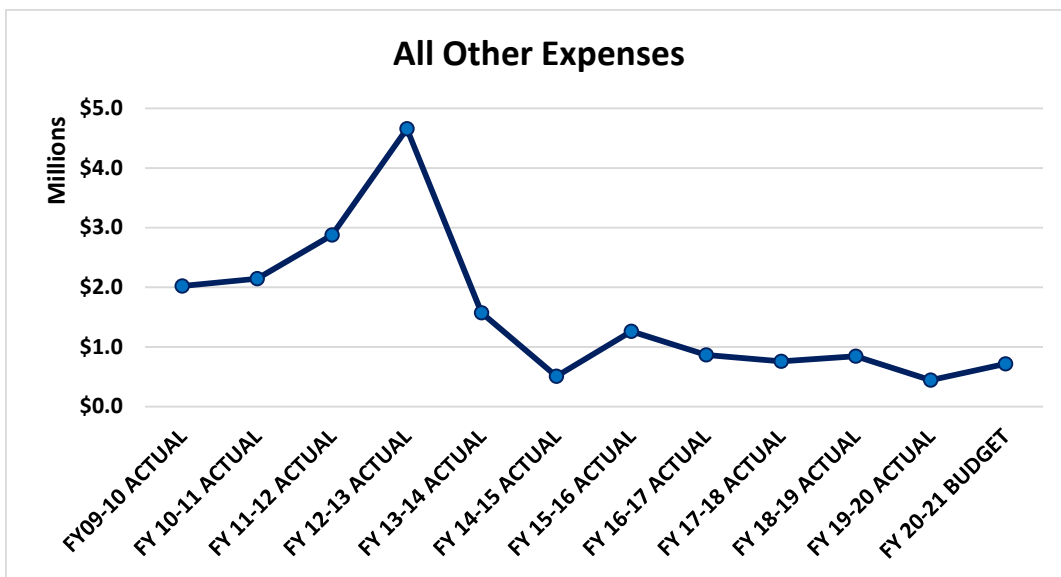






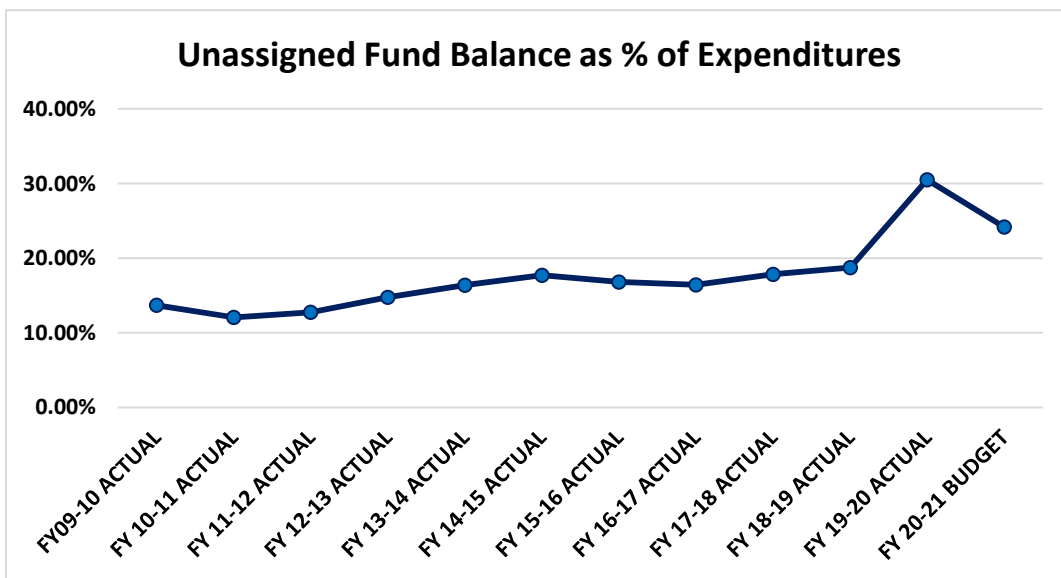
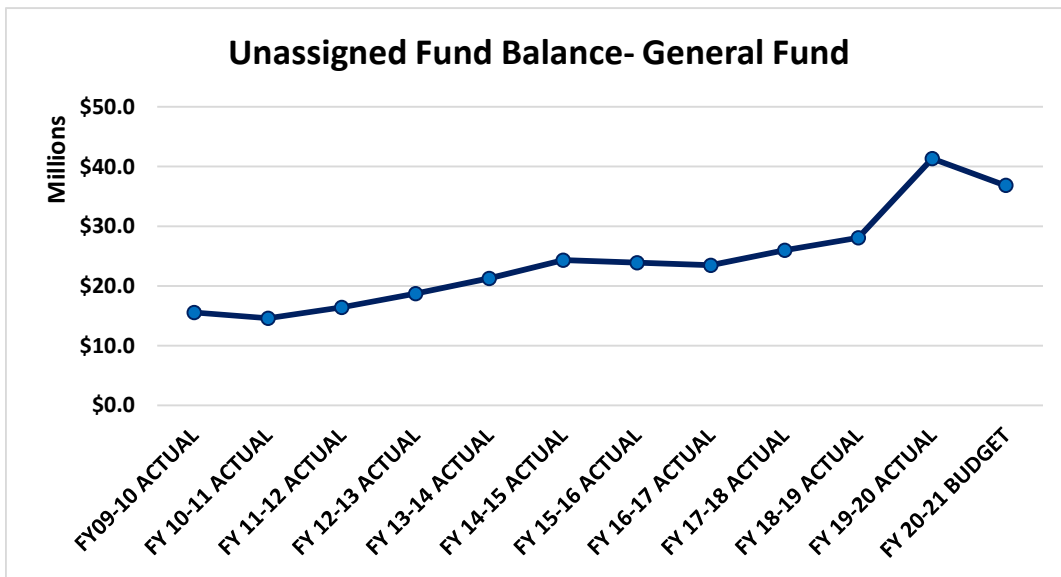
**All Other Expenses**

In FY 20-21, All Other Expenses is funding for outside agencies and budgeted personnel savings due to anticipated staff turnover. Funding for Outside Agencies remains flat, however budgeted Town-wide salary savings reflect a \$0.18 million decrease. This is the first year the Town has budgeted salary savings. Salary savings in the Police and Fire Departments are budgeted separately within those budgets



**Fund Balance**

In the context of financial reporting, Fund Balance is the amount of unencumbered cash that ensures services could be provided for a short time even if commitments exceeded revenues. As an indicator of fiscal health, the fund balance plays a factor in the Town’s bond rating creating opportunities for the Town to borrow money and lower interest costs. The GFOA recommends a minimum fund balance of 16.6%, which would provide two months of working capital. The Board of Finance guideline is 10%. The unaudited FY 18-19 year end General Fund Balance is 19.5% of General Fund expenditures. The General Fund Balance is budgeted to decrease 11% however this is a function of budgeting tax collection rates at 98.5%. Typically the actual tax collection rate is 99.8% and the expenditures are typically 98.5% of budget.



**SUMMARY OF SIGNIFICANT GENERAL FUND SERVICES LEVEL CHANGES****First Selectman**

- Enhanced funding for economic development activities
- Funding for professional survey to assess resident opinion on town priorities

**Finance**

- Merging of Chief Financial Officer and Budget Director position and hiring a Financial Analyst

**Land Use/Health Department**

- Separating the Health Department from Land Use Department

**Health & Security Benefits**

- Increase of contributions to Town Health Benefit Fund in response to claims experience

**Parking**

- Reduction of one Parking Enforcement Officer

**Human Services**

- Reduction of Assistant Human Services Director position

**Transfer Station**

- Increase in the Town's trash hauling contract
- Increase in the Town's recycling contract

**Debt Service**

- Reduction of debt service due to refunding of General Obligation Debt and the amortization schedule

**Contingency**

- Additional funding for operational contingencies to mitigate the budget impact for any unplanned operational expenses

**Tax Supported Capital**

- Increased in funding for tax supported capital primarily as a result of a greater capital budget for FY 20-21 and tax funding all projects below \$50,000

Summary of Fund Balances Changes

	FY 17-18 ACTUAL	FY 18-19 ACTUAL	FY 19-20 ADOPTED	FY 19-20 REVISED	FY 20-21 ADOPTED	20 REV-FY21 ADOPTED VARIANCE	
General Fund Revenues	147,719,071	151,432,949	147,940,415	147,940,415	147,723,434	(216,981)	-0.1%
General Fund Expenditures	145,492,711	149,587,468	150,940,416	150,975,886	152,223,434	1,283,018	0.9%
Beginning Fund Balance	29,286,241	31,512,601	33,358,082	33,358,082	30,322,611	(3,035,471)	-9.1%
Ending Fund Balance	31,512,601	33,358,082	30,358,081	30,322,611	25,822,611	(4,535,470)	-14.9%
Sewer Fund Revenues	1,675,813	1,590,644	1,994,559	1,784,942	1,613,846	(380,713)	-19.1%
Sewer Fund Expenditures	1,369,603	1,590,644	1,994,559	1,668,982	1,613,846	(380,713)	-19.1%
Beginning Fund Balance	2,621,104	2,933,461	2,933,461	2,933,461	2,933,461	-	0.0%
Ending Fund Balance	2,933,461	2,933,461	2,933,461	2,933,461	2,933,461	-	0.0%
Animal Control Fund Revenues	26,057	30,305	30,305	24,054	30,605	300	1.0%
Animal Control Fund Expenditures	22,168	30,305	30,305	20,199	30,605	300	1.0%
Beginning Fund Balance	48,613	52,502	52,502	52,502	52,502	-	0.0%
Ending Fund Balance	52,502	52,502	52,502	52,502	52,502	-	0.0%
Parking Fund Revenues	167,583	144,524	164,032	159,970	185,000	20,968	12.8%
Parking Fund Expenditures	103,620	-	19,508	27,181	185,000	165,492	848.3%
Beginning Fund Balance	758,008	821,971	966,495	966,495	966,495	-	0.0%
Ending Fund Balance	821,971	954,760	966,495	966,495	966,495	-	0.0%
Railroad Fund Revenues	192,188	194,493	194,493	200,646	193,000	(1,493)	-0.8%
Railroad Fund Expenditures	169,218	194,493	194,493	121,615	193,000	(1,493)	-0.8%
Beginning Fund Balance	212,856*	235,826	235,826	235,826	235,826	-	0.0%
Ending Fund Balance	235,826	235,826	235,826	235,826	235,826	-	0.0%
Property Rental Fund Revenues	9,760	9,600	9,600	9,600	9,600	-	0.0%
Property Rental Fund Expenditures	2,188	9,600	9,600	3,529	9,600	-	0.0%
Beginning Fund Balance	40,113	47,687	47,687	47,687	47,687	-	0.0%
Ending Fund Balance	47,687	47,687	47,687	47,687	47,687	-	0.0%
Waveny Pool Fund Revenues	588,790	567,746	567,746	578,563	590,267	22,521	4.0%
Waveny Pool Fund Expenditures	387,528	567,746	567,746	538,484	590,267	22,521	4.0%
Beginning Fund Balance	520,492	721,755	721,755	721,755	721,755	-	0.0%
Ending Fund Balance	721,755	721,755	721,755	721,755	721,755	-	0.0%
Movie Theater Revenues	126,177	110,400	110,400	99,830	110,400	-	0.0%
Movie Theater Expenditures	21,504	110,400	110,400	18,949	110,400	-	0.0%
Beginning Fund Balance	591,400*	696,073	696,073	696,073	696,073	-	0.0%
Ending Fund Balance	696,073	696,073	696,073	696,073	696,073	-	0.0%

Fund Balances are GAAP basis, not budgetary basis

\* Denotes Restated Balance



## TOWN PROFILE

### History

In 1731, Connecticut's colonial legislature established Canaan Parish as a religious entity in northwestern Norwalk and northeastern Stamford. The right to form a Congregational church was granted to the few families scattered through the area. As inhabitants of Norwalk or Stamford, Canaan Parish settlers still had to vote, pay taxes, serve on juries, and file deeds in their home towns. Because Canaan Parish was not planned as a town when it was first settled in 1731, when New Canaan was incorporated in 1801, it found itself without a central common, a main street, or a town hall.

Until the Revolutionary War, New Canaan was primarily an agricultural community. After the war, New Canaan's major industry was shoe making. As New Canaan's shoe business gathered momentum early in the nineteenth century, instead of a central village, regional settlements of clustered houses, mill, and school developed into distinct district centers. During the late 1940s and 50s, a group of students and teachers from the Harvard Graduate School of Design migrated to New Canaan. Philip Johnson, Marcel Breuer, Landis Gores, John M. Johansen, and Eliot Noyes—known as the Harvard Five—began creating homes in a style that emerged as the complete antithesis of the traditional build, using new materials and open floor plans, best captured by Johnson's Glass House.

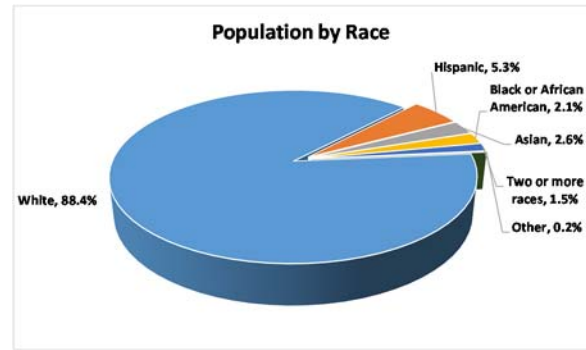
### Location

The town has a total area of 22.5 square miles (58 km<sup>2</sup>), of which 22.1 square miles (57.2 km<sup>2</sup>) is land and 0.4 square miles (0.80 km<sup>2</sup>), or 1.56%, is water. Some refer to the Town by its nickname, “The Next Station to Heaven,” situated at the end of a Metro-North Railroad branch line. New Canaan is the only municipality on the Connecticut Panhandle that does not border the coast. Such proximity to New York City

proved worthy of its own connection to the New Haven Railroad, being the only town to do so. New Canaan station and Talmadge Hill station are both on the New Canaan Branch of the New Haven Line, and transfer is possible in Stamford south to Manhattan. Many New Canaan residents commute to New York regularly, with travel time to Grand Central Terminal approximately 65 minutes. New Canaan is also heavily served by the historic Merritt Parkway, as the third municipality when driving through Connecticut from New York City. The Town is primarily a suburban residential community with high quality single-family homes and few commercial properties.



The Town, rich in its antiquity, developed from its early years as a New England village with a heritage primarily of agriculturalists and shoemakers into a cultured suburban community. Most residents are in the executive, professional, financial, technical, and managerial categories employed in New York City and Westchester and Fairfield Counties. Area residents all relish the unique New England downtown, offering a variety of exclusive retail shops, restaurants, banking institutions, and businesses.

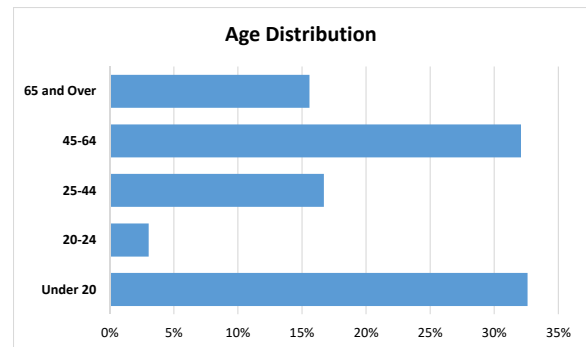
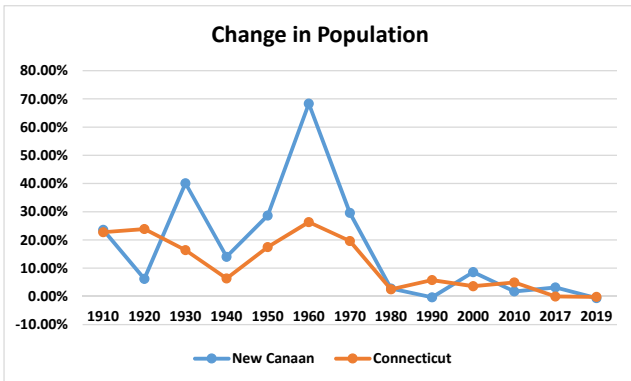


**Population**

According to the U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates, the Town's current population is 20,233 with 7,084 housing units and 5,280 families residing in the town. The Town's 2010 population census increased 1.7% from 2000, while the State population increased 4.95% during that period. The 2019 population estimate of 20,233 is an increase of 2.5% from the 2010 population of 19,738. The State population estimate decreased 0.25% during the same period.

There were 7,042 households out of which 41.7% had children under the age of 18 living with them, 68.7% were married couples living together, 7.5% had a female householder with no husband present, and 21.8% were non-families. 17.8% of all households were made up of individuals, and 9.3% had someone living alone who was 65 years of age or older. The average household size was 2.83 and the average family size was 3.26. The median age in New Canaan is 43.2.

New Canaan is a relatively young community with 84% of the population below the age of 65.



The racial makeup of the town was 88.4% White-non Hispanic, 5.3% Hispanic or Latino, 2.6% Asian, 2.1% Black or African American, 1.5% two or more races and 0.2% identified as Other.

**Education & Education Attainment**

The Town of New Canaan takes pride in its excellent school system. The New Canaan Public Schools system is considered to be one of the best in Connecticut. It has also gained national recognition for its high performance; for example, a recent edition of Forbes magazine rated New Canaan as the second-ranked school district in the United States "for

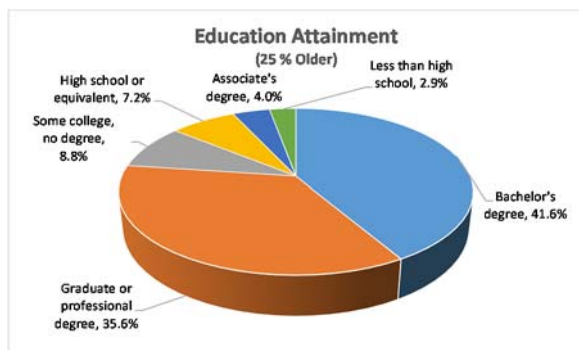




home value" for communities with a median home price of \$800,000 or greater. In 2018, New Canaan High School was ranked the best public high school in Connecticut, and one of the top 200 in the nation. The New Canaan Public Schools system includes three elementary schools, a middle school, and a high school, providing facilities for 4,237 students in fiscal 2018. The New Canaan Country School (grades K-9); Saint Aloysius School (grades K-8); and Saint Luke's School (grades 7-12) are private schools located in the Town.

High school graduates account for 97.1% of the of the New Canaan population. Of the population older than 25, 77.1% have a Bachelor's degree or higher and 35.6% hold a graduate or professional degree.

moving traffic, everything is contained in a walkable few blocks that become the focus of celebration and community spirit during holidays and times of remembrance. It is a town that draws visitors from the tri-state area who come for an enjoyable day of shopping, dining, playing, or just strolling.



**Arts & Culture**

The Town of New Canaan is a destination for arts, architecture, and open space. New Canaan features the 1949 Philip Johnson's Glass House and The River Building at Grace Farms designed by the prestigious Japanese architectural firm SANAA, as well as the Waveny property with 250 acres of woods, meadows, running trails, sports fields, paddle tennis courts, pool and buildings housing the Lapham Community Center, Carriage Barn and the Powerhouse Theatre. The Mead Memorial Park, Kiwanis Park, and Irwin Park provide playgrounds, playing fields, walking trails, and a swimming pond.

The pleasant Town center provides numerous restaurants offering a vast array of menu options, an impressive variety of independent family-owned shops, top-notch national retailers, and a range of business services. Without flashy signage or fast

**Government**

The Town operates under a Charter adopted in 1935 and most recently amended November 9, 2016. The Town is governed by a First Selectman, Town Council form of government and provides a full range of municipal services to its citizens. The Board of Selectmen is the Town's executive body. Three members are elected in odd-numbered years to serve a two-year term, with the First Selectman serving in a full-time, salaried position. The Selectmen appoint all members of non-elected Boards and Commissions, choosing from candidates recommended to them from the Republican and Democratic Town Committees. They also hire all Town employees, except those employed by the Board of Education and the Police Department.

The Town Council is New Canaan's legislative body. Twelve members are elected, six members in every odd-numbered year to serve four-year, staggered terms. The primary responsibilities of the Council encompass bylaws, ordinances, and approval of appropriations. The Town Council also has the authority to approve, disapprove, or reduce appropriations recommended by the Board of

Finance, including, but not limited to, the annual Town Budget.

The Board of Finance is made up of eight members and three alternate members. The Board of Selectmen in November of each year appoints two members to hold office for a term of four years. These appointments are confirmed by the Town Council. In addition to the eight members, the First Selectman is an *ex officio* member. The First Selectman has no vote except in the case of a tie vote. The Board of Finance oversees the finances of the Town, making budget recommendations and setting the Mill Rate. It also makes recommendations on the authorization of bonds and is the Town's Sewer Authority.

The nine-member elected Board of Education's primary duties are the identification of educational goals to be met by the School District; the consideration and approval of an annual budget for submission to the Board of Selectman, the Board of Finance, and the Town Council; the selection of a Superintendent, who serves as the executive officer of the Board; and the employment of principals, teachers, and other school employees. Terms are staggered.

### **Town Services**

The Town of New Canaan is a full-service local government providing a variety of citizen services. These include: education; police and fire protection; public works and sanitation; highways, streets and infrastructure maintenance; parks, recreational, cultural services; health and social services; volunteer ambulance service; full-scope land use, with planning and development and general administrative services.

## **ECONOMIC OUTLOOK**

### **Overview**

Connecticut's economy shrunk by 4.6% in the first quarter of 2020 but fared better than other states in the region, according to a report from the U.S. Bureau of Economic Analysis. The state's decrease mirrors a national trend, as each state and Washington, D.C., saw economies shrink, largely due to the COVID-19 pandemic.

Connecticut was the 18th-best state in terms of its decrease, and fared better than any other state in the Northeast. New York was the worst in both the region and the country at -8.2%, with Maine (-6.3%), Rhode Island (-6.2%), Vermont (-6.1%), New Hampshire (-5.7%) and Massachusetts (-5.1%) each posting figures worse than Connecticut.

### **Employment**

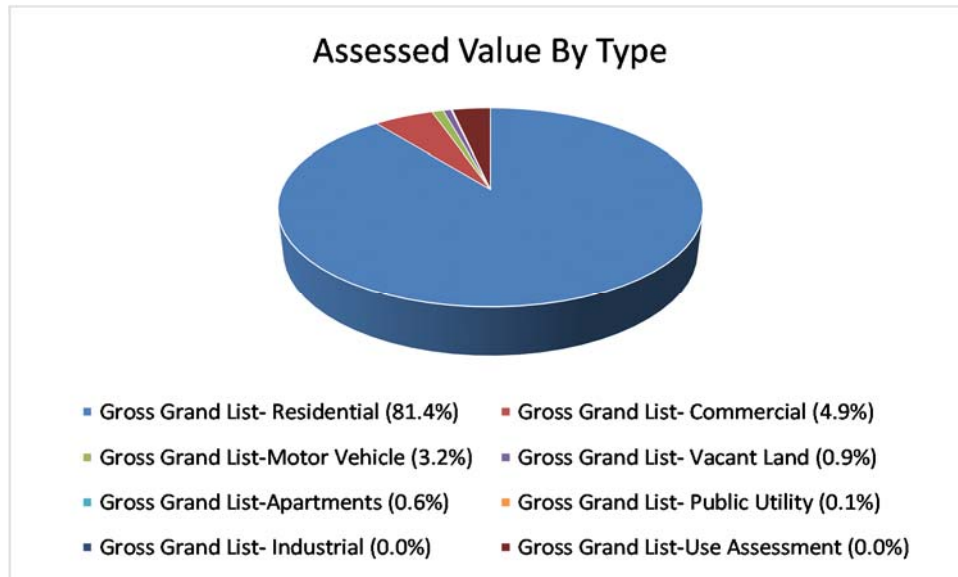
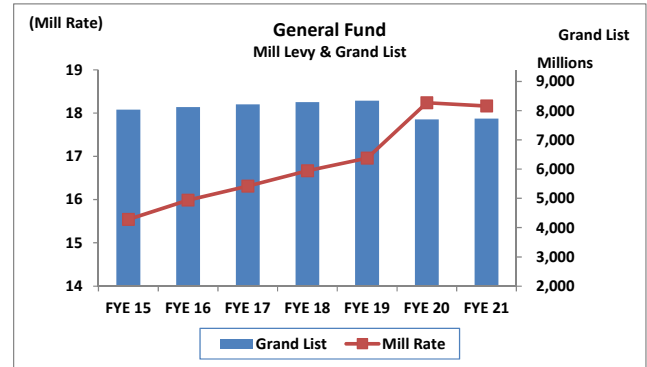
Like most states, the recent COVID pandemic has negatively impacted the Connecticut economy and its employment levels. The Connecticut Department of Labor, in its June 2020 release of Labor Force Data, reported that year to date 9.8% of the labor force remain unemployed statewide compared to 3.7% for the same period a year ago. The Town of New Canaan June 2020 unemployment rate was 7.7%.

### **Property Values**

Tax Collections are a function of the Grand List and the Mill Rate. The 2019 Grand List for the FY 20-21 Budget declined 0.36% to \$7.73 billion from the 2018 Grand List of \$7.70 billion. The Mill Rate for the FY 20-21 Budget declined 0.42% to 18.164 from the FY 19-20 Mill Rate of 18.240. Every five (5) years, the Town is required to appraise all real estate and once within a 10-year span full revaluations of all real estate must occur. The total of these new revaluations, referred to as the "Grand List", will be used to determine the new Mill Rate. The Mill Rate is calculated by dividing the amount that needs to be



raised from taxation by the Grand List. This new Mill Rate when multiplied by the new appraised values determines the real estate tax levy for each home or business. Real estate that moves on or off the Grand List also impacts the Mill Rate. Fortunately, New Canaan’s primary source of revenue—the property tax at 89.3% of total revenue—is not as susceptible to fluctuation as state aid during a recession. In good economic times, property tax revenues grow more slowly than income or sales taxes; but in a bad economy, property taxes are also the least likely to contract. This is especially true in the State of Connecticut, where real property is reassessed every five years.



<b>2018 Top 10 Taxpayers</b>			
	Total Estimated Assessed Valuation	Estimated Taxes Payable	Percent of Taxable Assessed Valuation
Country Club of New Canaan	28,490,770.00	464,684	0.35%
Connecticut Lights & Power	75,764,080.00	420,212	0.31%
Town Close Assoc. LTD Partners	25,316,200.00	412,907	0.31%
New Canaan Lumber Company	17,558,443.00	286,378	0.21%
Aquarion Water Company	17,083,590.00	278,633	0.21%
Tropin, Kenneth G Trustee	15,760,850.00	257,059	0.19%
JR Silverberg Realty LLC	13,878,410.00	226,357	0.17%
Simon Edward, Trustee	12,367,950.00	201,721	0.15%
De Lom Partners, LLC	11,882,010.00	193,796	0.14%
North Wilton Road, LLC (No. 721)	10,183,810.00	166,098	0.12%
	<u>228,286,113.00</u>	<u>2,907,845</u>	<u>2.16%</u>

<b>Principal Employers</b>			
	Employees	Rank	%Total Employment
Town of New Canaan	928	1	11.44%
Waveny Care Center/New Canaan Inn	520	2	6.42%
Silver Hill Foundation	310	3	3.83%
New Canaan Country School	250	4	3.09%
YMCA	213	5	2.63%
St. Luke's School	123	6	1.44%
Unimin Corporation	104	7	1.41%
Bankwell Bank	45	8	1.57%
ACME Markets	72	9	0.81%
Karl Chevrolet	34	10	0.42%
	<u>2,599</u>		<u>33.06%</u>

	<u>Median Household Income</u>		<u>Per Capita Income</u>	
	<u>2000</u>	<u>2018</u>	<u>2000</u>	<u>2018</u>
Town of New Canaan	\$175,331	\$192,428	\$82,049	\$119,180
Fairfield County	77,690	92,962	38,350	55,613
Connecticut	65,521	76,106	28,766	43,056
United States	49,600	60,293	21,690	33,621

Source: US Census Bureau, American Community Survey, 2013-19.



Employment Sector						
	Town of New Canaan		Fairfield County		State of Connecticut	
	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing, Hunting & Mining.....	11	0.1	1,340	0.3	7,166	0.4
Construction.....	350	4.4	31,151	6.6	104,122	5.8
Manufacturing.....	289	3.6	38,867	8.2	191,519	10.6
Wholesale Trade.....	71	0.9	11,600	2.4	44,741	2.5
Retail Trade.....	564	7.1	48,985	10.3	193,016	10.7
Transportation, Warehousing & Utilities.....	155	1.9	16,036	3.4	68,926	3.8
Information.....	464	5.8	13,472	2.8	42,200	2.3
Finance, Insurance & Real Estate.....	2,215	27.7	56,461	11.9	163,810	9.1
Professional, Scientific & Management.....	1,390	17.4	74,356	15.7	208,130	11.5
Educational Services & Health Care.....	1,515	19.0	107,297	22.6	478,083	26.5
Arts, Entertainment, Recreation & Food Services.....	597	7.5	40,044	8.4	153,679	8.5
Other Service (including nonprofit).....	279	3.5	23,595	5.0	82,538	4.6
Public Administration.....	82	1.0	11,254	2.4	67,156	3.7
<b>Total</b>	<b>7,982</b>	<b>100.0</b>	<b>474,458</b>	<b>100.0</b>	<b>1,805,086</b>	<b>100.0</b>

Source: Bureau of Census, American Community Survey, 2013-17

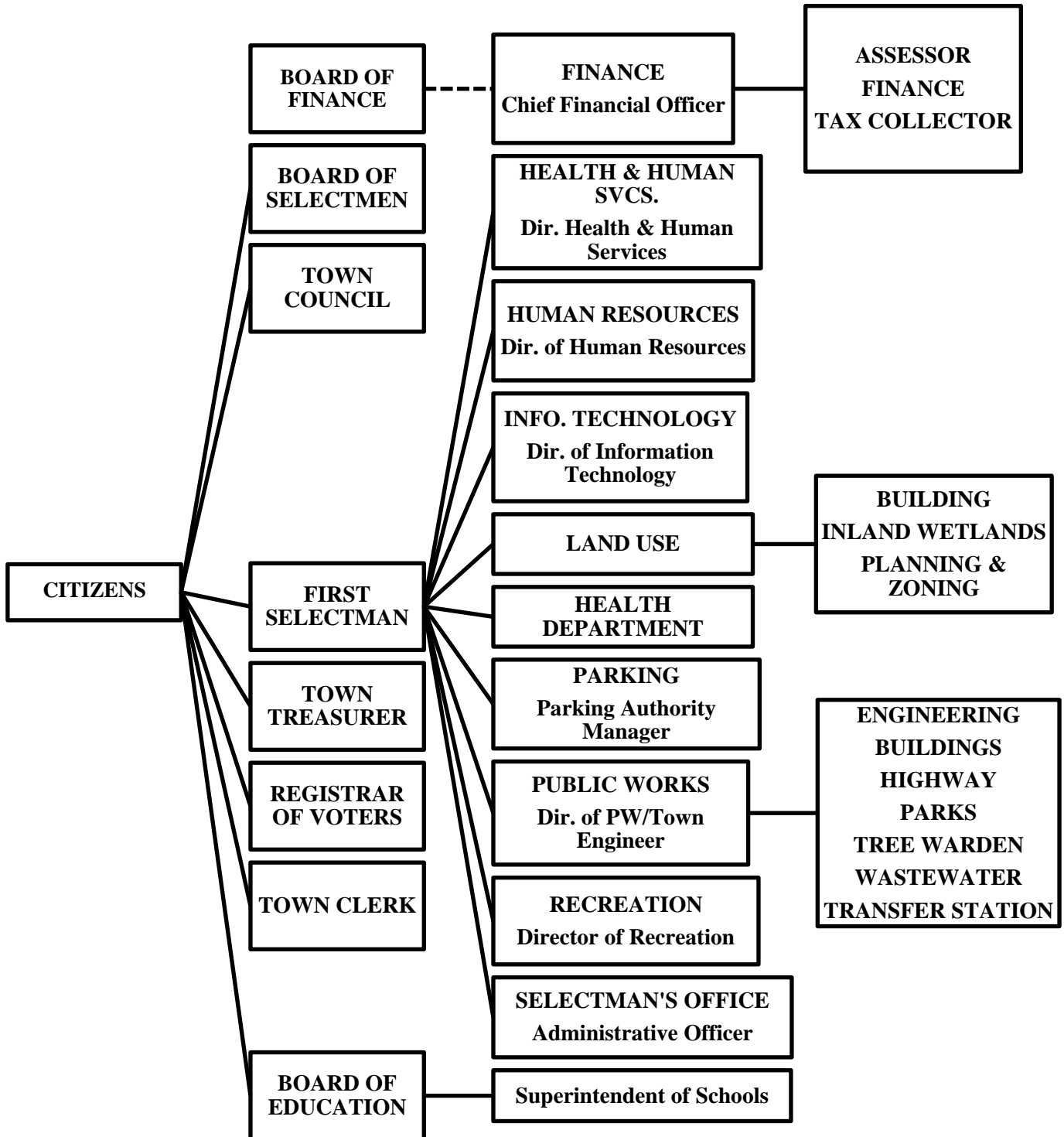
Per Capita Personal Income - by Metropolitan Area, 2015-2017			
Metropolitan Statistical Area	2015	2016	2017
Bridgeport-Stamford-Norwalk, CT.....	\$ 104,893	\$ 106,464	\$ 110,104
San Jose-Sunnyvale-Santa Clara, CA.....	84,960	90,863	96,623
San Francisco-Oakland-Hayward, CA.....	82,523	86,434	91,459
Naples-Immokalee-Marco Island, FL.....	83,561	85,727	87,829
Midland, TX.....	88,051	75,523	74,072
Boston-Cambridge-Newton, MA-NH.....	69,391	71,257	74,024
Sebastian-Vero Beach, FL.....	68,653	71,818	73,274
Napa, CA.....	64,082	67,480	71,174
New York-Newark-Jersey City, NY-NJ-PA.....	65,284	67,225	71,019
Barnstable Town, MA.....	65,272	67,512	70,430
State of Connecticut.....	68,453	69,547	71,823
United States.....	48,940	49,831	51,640

Source: U.S. Bureau of Economic Analysis, November 2017



<b>Unemployment</b>				
<b>Yearly Average</b>	<b>Town of New Canaan</b>	<b>Bridgeport Labor Market</b>	<b>State of Connecticut</b>	<b>United States</b>
2003	2.1%	6.2%	5.0%	6.0%
2004	2.9%	4.5%	4.9%	5.5%
2005	3.3%	4.6%	4.9%	5.1%
2006	2.8%	4.0%	4.4%	4.6%
2007	2.9%	4.1%	4.6%	4.6%
2008	3.8%	5.3%	5.7%	5.8%
2009	5.9%	7.8%	8.2%	9.3%
2010	6.6%	8.7%	9.1%	9.6%
2011	6.4%	8.2%	9.0%	9.0%
2012	6.1%	8.0%	8.3%	8.1%
2013	5.8%	7.5%	7.8%	7.4%
2014	5.0%	6.4%	6.6%	6.2%
2015	4.2%	5.6%	5.7%	5.3%
2016	3.8%	5.0%	5.1%	4.8%
2017	3.9%	4.7%	4.7%	4.4%
2018	3.2%	4.1%	4.1%	3.9%
2019	3.6%	4.5%	3.7%	3.6%
2020	7.7%	10.6%	10.3%	10.5%





# Town of New Canaan

## Growth & Development Themes

**PRESERVE &  
ENHANCE  
COMMUNITY  
CHARACTER**

- Protect Physical Character
  - Preserve And Enhance Open Space
  - Preserve Historic Resources
  - Promote Community Involvement
- 

**NURTURE  
DOWNTOWN**

- Maintain And Enhance The Character Of Downtown
  - Rationalize Parking
  - Guide Development And Redevelopment
  - Support Downtown
  - Address Other Downtown Issues
- 

**ENHANCE LIVABILITY**

- Provide Appropriate Facilities and Services
  - Protect Residential Neighborhoods
  - Provide For A Diverse Housing Portfolio
  - Enhance The Walking Environment
  - Enhance Bicycle Circulation
  - Enhance Wireless Communications
  - Enhance Energy Services
  - Support Transit
  - Address Other Livability Issues
- 

**ACHIEVE  
SUSTAINABILITY  
AND RESILIENCY**

- Maintain Environmental Health
  - Promote Sustainability
  - Promote Resiliency
  - Address Other Sustainability Issues
-

### General Timeline & Budget Cycle

The annual budget serves as the foundation for the Town of New Canaan's financial planning and control. The Board of Finance is responsible for annual budget reviews and approvals, the setting of the annual Mill Rate, approving account transfers and special appropriations, administering the pension fund, and bond issues. The Board of Finance also serves as the Water Pollution Control Authority to oversee the activities of the Sewer District. As part of their budget preparation roles, the Board of Finance works closely with the Finance Department in managing the budget cycle. The funds subject to the annual appropriation are the General Fund; Bond Funded Capital Projects; Tax Funded Capital Projects; Sewer; Waveny Pool; Railroad Property; Property Rental; Movie Theater; Dog License; and Parking.

The Board of Finance, after receipt of the recommended budget from the Board of Selectmen holds meetings and at least one public hearing to consider the estimates and requests for funding.

The recommendations for appropriations prepared by the Board of Finance are delivered back to the Selectmen not later than the seventh Tuesday following the first Tuesday of February in each year in the form of a written report signed by the Chairman of the Board of Finance and a majority of its members. The Selectmen publish the recommendations once a week for two successive weeks with a notice of a meeting of the Town Council to act upon such recommendations, stating the time and place of the meeting. The first of such notices includes the publication in full of the recommendations of the Board of Finance.

The Board of Finance recommendations to the Town Council includes expenditures, Town debt and contingency, as well as the projected amount of revenue the Town will receive from all sources except taxation and an itemized list of debts and obligations of the Town. These recommendations also include a detailed statement showing the amount of increase or decrease of the proposed appropriations as compared to the previous appropriations. The meeting of the Town Council is held not later than 11 weeks after the first Tuesday of February in each year. If the Town Council reduces the proposed appropriations in an amount exceeding five percent (5%), then the Board of Finance reconsiders the budget before final action.

The Chief Financial Officer/Budget Director and Comptroller are responsible for monitoring the budget. The Chief Financial Officer/Budget Director is responsible for making budget transfers within sub-function (e.g., transferring funds between one budget line to another budget line, these are known as administrative transfers). Budget transfer requests must be made in writing and sent to the Chief Financial Officer/Budget Director for review and approval. The Chief Financial Officer/ Budget Director can process transfers once approved. All Administrative Transfers processed are brought to the Board of Finance at their next meeting for disclosure.

All transfers from Contingency are submitted to the Board of Finance for approval.

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**The FY 20-21 Budget Development Calendar**

**General:** Town and Board of Education (BOE) budgets are generally prepared in October and November. Budgets are then reviewed by Town and BOE leadership in December. The First Selectman finalizes the Town budget in early January. The Superintendent presents the budget to the BOE on January 6, 2020. The BOE reviews and recommends the budget to Town Boards on January 23, 2019.

**Operating Budgets:** All requests for annual appropriations (operating budgets) shall be submitted to the Board of Selectmen (BOS) for review not later than January 15, 2019. The Board of Education (BOE) preliminary operating budget estimates shall be submitted for review. *The due date is determined by Paragraph C5-6 of the Town Charter as not later than the third Tuesday (January 15, 2019) preceding the first Tuesday in February (February 5, 2019).*

**February 4, 2020 - Operating Budgets Submitted to Board of Finance (BOF):** The BOS shall review all operating budgets, including the preliminary budget estimates submitted by the BOE, and then compile a recommended budget for submission to the BOF not later than the first Tuesday in February (February 5, 2019). The BOE submits its recommended operating budget directly to the BOF, with a copy to the BOS. *The due date is determined by Paragraph C5-6 of the Town Charter as not later than the first Tuesday in February (February 4, 2020).*

**Capital Budgets:** All requests for estimated capital expenditures for the next five fiscal years shall be submitted to the BOS for review. The BOS shall submit a recommended budget to the BOF not later than February 18, 2020. *The due date is determined by Paragraph C5-7 of the Town Charter as not later than two weeks after the first Tuesday of February.*

**March 3, 2020 - BOF Public Hearing:** The BOF shall prepare budget recommendations and publish such recommendations at least once, together with a notice of a public hearing. The public hearing shall be held not later than the sixth Tuesday (March 17, 2020) following the first Tuesday in February. The budget recommendations and public hearing notice should be published on February 28, 2020. *These requirements and due dates are determined by Paragraph C5-9 of the Town Charter.*

**March 5, 2020 - BOF Vote on Budget Recommendations:** The budget recommendations shall include appropriations, the amount of any unexpended balances or surplus to be applied against appropriations (fund balance contribution), and a reserve for uncollectible taxes (collection rate). The recommendations shall be accompanied by revenue estimates and an itemized list of the debts and obligations of the Town. *These requirements and due dates are determined by Paragraph C5-9 of the Town Charter.*

**The Week of March 9, 2020 - Budgets Submitted to Town Council (TC):** The BOF shall present its budget recommendations to the BOS, for submission to the TC, not later than the seventh Tuesday (March 26, 2019) following the first Tuesday in February. (Note: It is not necessary to have a BOS meeting to submit (pass along) the budget to the TC). *These requirements and due dates are determined by Paragraph C5-10 of the Town Charter.*

**March 31, 2020 - TC Public Hearing:** The Selectmen must cause to be published a notice of a TC meeting to review the budget recommendations. The notice must be published for two successive weeks. The first notice must include the publication in full of the budget recommendations of the BOF. The dates of publication will likely be

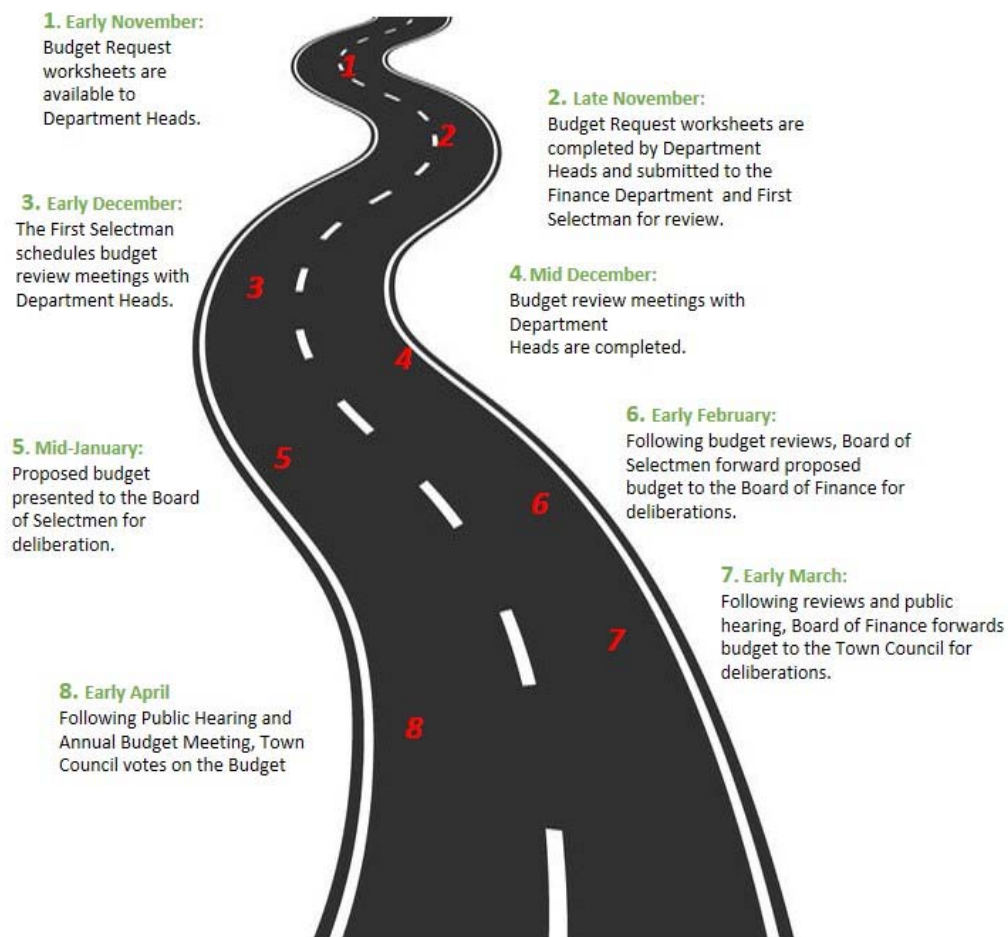


March 19 and March 26, 2019. *These requirements and due dates are determined by Paragraph C5-10 of the Town Charter.*

**April 2, 2020 - TC Vote on Budget Recommendations:** The TC shall act upon the budget recommendations not later than 11 weeks (April 21, 2020) after the first Tuesday of February.

**Budget Process Road Map**

The budget calendar is governed by the Town’s Charter. Key tasks, specific dates, and deadlines are listed for the review and adoption of the budget.



### Financial Policies and Goals

The Town of New Canaan recognizes the foundation for strong fiscal management rests in the adherence to sound financial policies and goals. Comprehensive financial policies and goals are essential tools used to publicly disclose current and future financial management plans and broad-based policy initiatives, in addition to ensuring fiscal accountability.

### Purchasing Policies

All purchases must go through the formal request and approval process detailed in the Purchasing Policy, and an up to date signed W-9 must be on file for each vendor. Exceptions to the process include the emergency purchases which are detailed in the Purchasing Policy.

### Purchasing Cards

The Town of New Canaan utilizes purchasing cards (P-Cards) that are administered by a third party. P-Cards are issued to the First Selectman, Chief Financial Officer, and multiple department heads. The Chief Financial Officer holds three Town P-Cards that can be made available upon request to employees who are not issued a department P-Card. The P-Cards are to be used when it is not advantageous or cost effective to issue a Purchase Order, and do not replace the normal purchasing procedures.

### Accrued Benefits/Retirement Policies

The Pension Administrator is responsible for tracking and maintaining the listing of retirees and reporting of retiree benefits to the Town. This includes: calculating the premium contribution for each retiree, establishing new worksheets for each person and notification letters to the retiree.

### Capitalization Threshold

Capital assets are items that have a useful life of at least two years and a value of \$10,000 or more.

### Reconciliation Procedures- With Board of Education

It is the policy of the responsible for the reconciliation to the Board of Education each month. It is also the policy that the Town's general ledger will have one balance sheet account for each one balance sheet account of the Board of Education that is impacted by expense activity recorded by the Town. This will allow the Town Finance Department to easily ascertain whether the balance sheet accounts of the Town match the balance sheet accounts of the Board of Education.

### State Budget Laws

In addition to the Town's various finance policies outlined in the Finance Department Policy and Procedures Manual, budget procedure for towns is set out in Section 7-388 of the Connecticut General Statutes. The Budget law states that municipalities must:

- prepare an annual budget;
- account for prior, current, and ensuing years;
- maintain a fund balance within prescribed limits;
- hold formal hearings with appropriate publication and notice;
- convene annual budget meeting for purpose of reviewing and adopting a budget.

### Budgetary Amendments & Controls

In a household, a budget is a plan that can be easily modified. If one member of the household gets a bonus, for example, the family can spend more money than it had originally budgeted. Business budgeting operates in much the same way: if sales are up, the business can spend more than budgeted to buy new inventory. This is one of the major ways in which governmental budgeting differs from other budgets. Budgets for local governments are a plan for spending, but they also have the force of law. The Town of New Canaan has a process for departments to transfer funds within their budget and between departments within the same fund. Budget adjustments and amendments may also be requested

through the Board of Finance and/or Town Council.

Connecticut statutes require annual budgets to be legally adopted for all fund types unless exempted by a specific statute. Financial commitments cannot exceed the total amount of the adopted budget. The Town of New Canaan further restricts budgetary spending by requiring the breakdown of individual divisions and funds into specific expenditure categories such as personnel and contractual services. Allocations for funds and divisions cannot exceed the approved and budgeted amount in any of the expenditure categories. The only method to increase funding after the budget is approved is through a transfer from one category or program to another.

As per Section C5-12 of the Town Charter the budget can be amended by way of special appropriation. *“Whenever the Board of Selectmen or the First Selectman requests a special appropriation, or whenever a special appropriation, in the opinion of the Board of Finance, shall be necessary for any purpose, the Board of Finance shall deliver a recommendation to the Selectmen and the Selectmen shall present the recommendation to a meeting of the Town Council or may present the recommendation of the Board of Finance to a meeting called for that purpose. The Selectmen shall cause to be published once a week for two successive weeks a notice of a meeting of the Town Council to consider and act upon the recommendation of the Board of Finance for such special appropriation. The Board of Finance includes in its recommendation that such special appropriation shall be paid from moneys in the Town treasury (Contingency) not otherwise appropriated or by the levying of a special tax. If and when such special appropriation shall be made by the Town Council and the levying of a special tax to pay such special appropriation shall be approved by the Town Council, the Board of Finance shall lay a special tax upon the grand list last completed and fix the date or dates upon which such special tax shall become due and payable and shall thereupon issue a warrant to the Tax Collector to receive and collect the same in the manner provided by the General Statutes for the collection of taxes.”* Special appropriations may also be funded by drawing down the Fund Balance.

### **Basis of Accounting**

When households pay their monthly bills, they are faced with a timing problem; specifically, when to consider the money for the bills spent, when the checks are written, when the bill payments are mailed, when the companies can be expected to actually *receive* the checks, or when the bank statement arrives at the end of the month showing the checks have actually been cashed. Obviously, the earlier monies are considered spent, the less likelihood there is to overspend the balance in the account. Similarly, it is important for governments to spend only the money they have on hand. For governments, then, the answer to this timing question for earnings (revenues) as well as expenditures is provided by the “basis of accounting.”

The basis of accounting relates to the time when revenues and expenditures are recorded. The possible bases range from a simple cash basis to a full accrual basis. Under a simple cash system, revenues are recorded when they are actually received, and expenditures are recorded when they are actually paid out in cash. Under a full accrual system, revenues are recorded as income when they become due and expenditures are recorded when the obligation is initially incurred. For example, under a full accrual system, taxes are considered income when they are billed; under a simple cash basis, taxes are not recorded as income until they are paid. Some form of accrual accounting is recommended for government units because it provides the most accurate relationship within a specific fiscal period between revenues, expenditures of revenues, and the receipt of benefits from these outlays.

In actual practice, full accrual accounting is not used by governments. Some revenues, such as license fees, are not billed and consequently are recorded when paid. Some expenses, such as accrued interest on long-term debt, are not recorded when incurred. The Governmental Accounting Standards Board recommends a modified accrual basis whereby all expenditures, except interest on long-term debt, are recorded at the time liabilities are incurred and property taxes, charges for current services, and grants from other governments are accrued when levied or authorized. Under this basis fines,

forfeitures, and license fees are accrued when received.

Connecticut legally requires a modified accrual basis of accounting in which revenues are not recognized until received. Encumbrances (purchase orders, contracts, and other commitments of funds) are reported as a charge to the current budget. At the end of the fiscal year, unencumbered appropriations (monies budgeted but not yet committed to be spent) lapse except for capital project funds and some grant funds. Capital project funds are carried forward until the project has reached completion. Due to the modified accrual basis of accounting, the actual data presented in the budget document differs from the Town of New Canaan's annual financial statements, which are prepared according to Generally Accepted Accounting Principles. Enterprise Funds are accounted for on an accrual basis.

#### **Independent Audit**

State statutes require an annual audit of the books of accounts, financial records, and transactions of all administrative departments of the Town by independent certified public accountants. The firm of PKF O'Connor Davies, LLP is the current Town independent auditor.

#### **Balanced Budget**

State law requires all local governments to operate with a balanced budget for funds that levy a tax. A balanced budget is defined as a budget in which projected revenues and available unencumbered cash are equal to expenditures. All New Canaan FY 19-20 tax supported and fee supported funds are balanced.

#### **Long-Range Financial Planning**

Long-range financial planning is the projection over a multi-year period of a program of public services, expansion of physical facilities, and the means of financing both. A long-range financial plan includes estimates of a municipality's expenditures for public services and for capital improvements, together with estimates of revenue from taxes, borrowing, and other sources that will be needed to finance these expenditures.

The Board of Finance initiated discussion about the impact of the revaluation along with Congressional action on the State and Local Tax Deduction and the growth of the municipal budget on next year's Mill Rate. Budget guidance was developed for the next fiscal year with those factors in mind. The Board of Finance continues to watch the State and has once again removed the State revenues that were in doubt during the last legislative session to ensure that the Town can withstand further cuts to municipal aid by the State. Additionally, the potential liability from the State with regard to the Teachers Retirement Board and proposed changes to the Town's responsibility for contribution of a portion of the teachers' pension expense remains a concern.

#### **Plan of Conservation & Development (POCD)**

The POCD is a ten-year, state-mandated, planning document, meant to guide growth and development in our town. It also identifies strategies to protect important resources and attributes of New Canaan. The plan sets the table for many initiatives the town will undertake. The town also completes several studies which examine the location and usage of municipal facilities and infrastructure, the health of the downtown, how to address affordable housing and how to address senior housing. Those studies, as well as other initiatives, form the backbone of the POCD.

The current POCD is broken down into two documents; the Strategic Element and an accompanying Implementation Element. The Strategic Element provides an overall strategic direction on the important issues identified by the Town, while the Implementation Element is a more detailed compilation of tasks and programs to address the issues outlined in the Strategic Element.

#### **Capital Planning**

The Town prepares a five-year capital improvement plan and annually adopts a capital budget that authorizes the expenditure of capital funds for new building construction and major renovations of the Town's capital infrastructure. Capital projects are

financed primarily through issuance of bonds or through tax support. Bonded Capital Projects are bondable projects that are considered with regard to the Town’s intent to authorize, by resolution, those projects moving forward. Those bond resolutions are put forward immediately following conclusion of the regular budget cycle. The approved resolutions authorize the subject program to be initiated with the understanding that a future sale of bonds will cover up to the amount of the program costs as stated in the resolution. The Tax Supported Capital Fund funds projects that are not eligible for bonding or those that the Board of Finance wishes to pay for on a pay as you go basis. The funded projects are periodically reviewed for projects to be closed out or to be carried forward for an additional year. New capital projects are considered for inclusion in this fund.

**Debt Financing**

The Board of Finance recently created a Debt Committee with the intent of developing and maintaining a comprehensive approach to capital project financing, which is based on economic considerations of affordability and the establishment of capital development needs and priorities. The committee developed Debt Management Guidelines to provide parameters and direction regarding decisions on capital expenditures and the means to fund them:

- Underscore the Town’s commitment to the strategic management of its capital financing process;
- Identify the acceptable parameters of debt issuance and management;
- Provide a framework for monitoring capital financing practices and results; and
- Provide parameters for Town officials, department managers, and constituents regarding appropriateness of debt financing.

The Debt Management Guidelines also include the following debt ratios:

- *Debt Burden:* The Town’s Debt Burden ratio should not exceed 1.25%, with a target ratio level approximating the rolling average of the prior 5 fiscal years.

- *Debt Per Capita:* The Town’s Debt Per Capita ratio should not exceed 125% of the rolling average of the prior 5 fiscal years, with a target level approximating the rolling average of the prior 5 years.
- *Debt Per Capita/Per Capita Income:* The Town’s per capita debt as a percentage of its per capita income should not exceed 8.5% with a target level approximating the rolling average of the prior 5 fiscal years.
- *Carrying Charge for Debt Service:* The Town’s carrying charge for annual debt service should not exceed 15% with a target level not to exceed 11% within two to three (2-3) years from the date of implementation of these Guidelines, and below 10% within five (5) years from the date of implementation of these Guidelines.

- Security of Town funds and investments;
- Preservation of capital and protection of principle;
- Maintenance of sufficient liquidity to meet operating needs;
- Diversification of investments to avoid unreasonable or avoidable risks; and
- Maximization of return on the portfolio.

Eligible investments include obligations of the United States Government, repurchase agreements between the Town and commercial banks, interest-bearing time deposit instruments, and temporary or no-fund warrants.

**Cash Management**

Effective cash management is recognized as essential to good fiscal management. The Town pursues an aggressive cash management and investment policy to enhance investment interest as a viable and material revenue source for all operating and capital funds. The Town’s portfolio is designed and managed in a manner responsive to the public trust and consistent with State and local law. Investments are made with the primary objectives of:





**Grand List & Property Tax (Mill Rate)**

**What is the Grand List?**

The Grand List is the aggregate valuation of taxable property within a given town as of October 1. The Town Assessor locates and values taxable property as of the prior October 1 and then certifies the Grand List annually by February 1.

**What is a “Mill Rate?”**

A mill is \$1 of tax for every \$1,000 of assessed value on real and personal property. The mill rate is recalculated every year and is based on the amount of property tax dollars needed to finance the Town budget. After the budget is adopted, the Town is required by the State to file the proper budget forms with the County Clerk. These forms demonstrate compliance with budget development and tax limitation legislation. Summaries of budgeted expenditures are also submitted to the Clerk.

**Mill Rate Calculation**

The Board of Finance calculates the annual mill rate by dividing the total revenue to be obtained from *ad valorem* taxes for each fund by the total assessed value located in a specific jurisdiction. The result is then multiplied by one thousand (1,000) to convert the rate to mills. These individual fund levies are then added to determine the total mill levy rate for a jurisdiction.

Fair Market Value	\$1,000,000
Assessment Factor	<u>70%</u>
Assessed Value	\$700,000

Mill Rate	<u>18.164</u>
<b>Annual Property Tax</b>	<b>\$12,715</b>

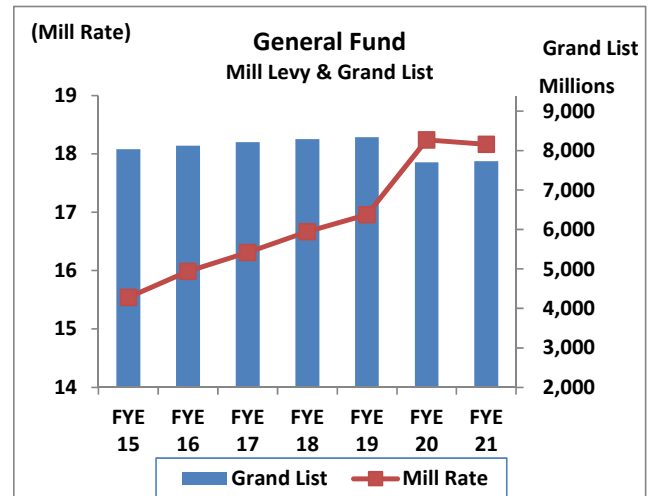
The Tax Collector mails tax statements to property owners. One-half of the total tax bills are due in January and the balance is due in July of the next calendar year. Taxes are levied in the previous year to finance the current

budget. For example, the October 1, 2019 Grand List is used to finance the FY 20-21 budget.

**What is Revaluation?**

Revaluation is the process of estimating new real estate values, based on specific rules and current data. This requires revaluing all properties at the same point in time to provide uniformity in property assessments and to ensure that all property owners are paying only their fair share of the cost of community services. State statute requires that properties are assessed at 70% of their current fair market value as of the date of the revaluation. The State of Connecticut, under provisions of Section 12-62 of the CT General Statutes, requires a revaluation of all real estate at least once every five years. The most recent revaluation in the Town of New Canaan was conducted in 2018.

**Grand List & Mill Rate History**



**What is a “fund”?**

A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. The Town of New Canaan budget uses funds to account for expenditures and revenues. Funds are comparable to individual bank accounts. Most Town services and projects are accounted for in a general category referred to as Governmental



Funds. These concise descriptions provide a better understanding of the Town fund structure.

#### *Governmental Funds*

Governmental Funds are those through which most governmental functions of the Town are financed. The Town's major Governmental Funds are as follows:

- **General Fund:** Account for revenues and expenditures associated with the general operations of the City that are not required to be accounted for in separate funds.
- **Special Revenue Funds:** Account for proceeds of specific revenue sources that are legally restricted for specific purposes (e.g., Sewer Taxing District Fund, Special Projects Fund, Railroad Fund, Parking Fund, etc.).
- **Capital Project Funds:** Account for the financial resources used for the construction and/or acquisition of major capital facilities (e.g. Road Paving Fund, Small Bonded Capital Projects Fund, and Tax Funded Capital Projects Fund).

#### *Propriety Funds*

These funds include enterprise funds and internal service funds. The most significant of these is the internal service funds for self-insurance.

- **Internal Service Funds:** Account for

operations that provide services to other departments or agencies of the government, or to other governments, on a cost reimbursement basis. The internal service funds of the Town are Board of Education Health Benefits Fund and the Town Health Benefits Fund which are used to account for the risk and financing of the self-insured health plan.

- **Enterprise Funds:** The Waveny Pool Fund is the Town's only enterprise fund and charges fees to users to help it cover all or most of the cost of the Waveny Pool Operation.

#### *Fiduciary Funds*

The Fiduciary Funds are used to account for assets held by the Town in an agency capacity on behalf of others. These include Pension Trust, Private-Purpose Trust, and Custodial funds.

#### **Fund Balance**

Fund balance is the amount of unencumbered cash that ensures services could be provided for a short time even if commitments exceeded revenues. The Government Finance Officers Association recommends a minimum fund balance of 16.6%, which would provide two months of working capital. The Board of Finance guideline is 10%.

The Town’s Fund Structure

Governmental Funds		
<b>Major Funds</b>	<b>Special Revenue Funds</b>	<b>Capital Projects Fund</b>
General Fund (A)	Sewer Fund (A)	School Energy Efficiency Fund
Bridge Replacement Fund	School Lunch Fund	Road Paving Fund
	Subrecipient Grants Fund	Small Bonded Capital Fund
	Summer Learning Fund	South School Improvement Fund
	Town Grants Fund	Town Hall Renovation Fund
	Special Projects Fund	Saxe School Improvement Fund
	Extra Duty Fund	Vine Cottage Fund
	Town Clerk Fund (A)	Tax Supported Capital Fund
	State & Federal Grants Fund	Special Bonding Fund
	School Donations Fund	Waveny Roof Fund (A)
	Railroad Fund (A)	Track Fund
	Property Rental Fund (A)	Mead Baseball Fund
	Movie Theater Building Fund (A)	Public Safety Radio Fund
	Parking Fund (A)	
	Affordable Housing Fund	
	Visual Arts Fund	

Proprietary Funds
Internal Service Funds
Board of Education Health Benefits Fund
Town Health Benefits Fund

Fiduciary Funds
Pension Trust Funds
Private-Purpose Trust Funds
Custodial Funds

Notes

(A) All Town funds are subject to appropriation, however not all appropriations are made during the annual budget process. Funds designated by (A) are appropriated during the annual budget process.





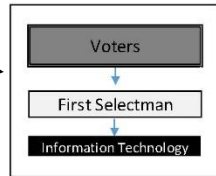
**Department Mission**

**Department Name**

Town of New Canaan Information Technology

**Organization Chart**  
Depicts where the Department/Division fits with the Town organization structure

**Mission**  
The primary role of the Information Technology (IT) Department is to provide the appropriate technology that allows employees to access and share information in such a way that will improve services to the Town and to the residents of the community. The Department supports all computer and data network functions for all Town departments.



- 4. Wide Area Network (WAN) Services - To provide 7x24x365 support to WAN connected entities. Including hardware/software upgrades, patches, equipment replacement, monitoring, as well as administration of telecommunications systems

**Anticipated Operational Changes**

- Anticipated Operational Changes**
- Re-negotiated the WAN IVB's (Internet Voice Bundle's) and Leased Fiber Connections down, close to 40% of overall
  - The IT Department operates 24x7x365 with no overtime
  - Since becoming a full virtual environment, the department saves on energy, hardware, software, and administrative cost with more savings to come

**Department Goals**

- Department Goals**
1. Provide the best technology for users to make their work more efficient
  2. Provide a stable network in which users can rely on with little to no down time
  3. Stay current with Town technology to keep vendor costs down which helps lower the budget

**Recent Initiatives/Programs**

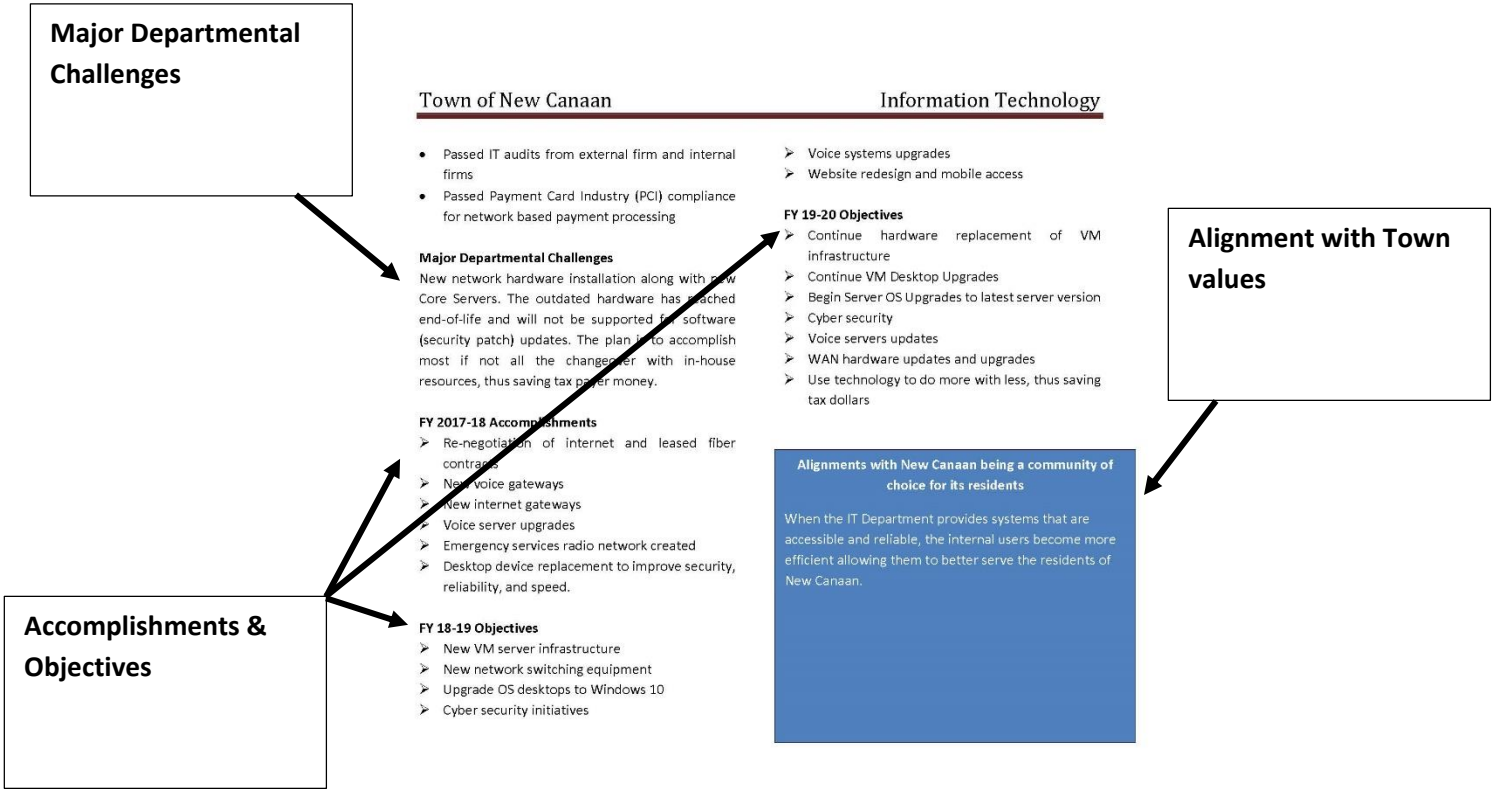
- Recent/New Programs and Initiatives**
- Website refresh project. This will make the town website mobile ready and easier to navigate
  - New data center hardware. This will speed up and have better security when using in-house databases such as Recreation Department programs as well as the Assessor Online portal along with better remote access and reliability for employees, residents, and vendors

**Summary of Major Responsibilities**

- Summary of Major Responsibilities**  
The Department's services benefit the community through its talented staff. The Department's responsibilities include:
1. Technical Consulting Services - To provide assistance with the assessment, selection and acquisition of all computer and software systems
  2. Project Management Services - To provide a realistic schedule for and technical assistance in the selection, implementation or upgrade of a system, in order to help bring projects in on time and within budget
  3. Technical Support Services - To provide the computer operations, desktop support, infrastructure support, applications support, and data backup and recovery services

**Recent Recognitions**

- Recent Departmental Recognitions**
- The Police Dept. hosted a Cyber Security Table Top Exercise which included local, state, and FBI emergency responders where the Town did very well. They testing included security, policies, and action/reaction plans with many scenarios of Cyber-attacks



**Staffing Table**

Town of New Canaan Information Technology

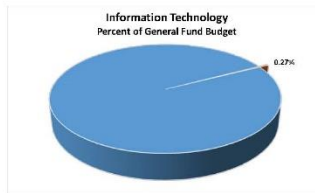
Information Technology				
Position Title	2016-2017 Amended	2017-2018 Amended	2018-2019 Amended	2019-20 Adopted
<u>Full Time</u>				
Director of Information Technology	1.0 \$ 126,591	1.0 \$ 129,756	1.0 \$ 132,676	1.0 \$ 132,676
IT Operations Manager	1.0 91,329	1.0 93,612	1.0 97,119	1.0 99,547
Technology Specialist	1.0 78,353	1.0 79,537	1.0 81,525	1.0 84,206
<b>Total Full Time</b>	<b>3.0 296,273</b>	<b>3.0 302,905</b>	<b>3.0 311,320</b>	<b>3.0 316,429</b>
<u>Miscellaneous Pay</u>				
Overtime	-	-	-	-
Total Miscellaneous Pay	-	-	-	-
<b>Total Salary</b>	<b>296,273</b>	<b>302,905</b>	<b>311,320</b>	<b>316,429</b>



Percent of Total General Fund

Expenditure/Revenue trend data

Town of New Canaan Information Technology



Expenditure/Revenue summary

Budget By Category				2019-20 ADOPTED	FY 19-FY20 VARIANCE AMOUNT	VARIANCE %
Information Technology	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 ADOPTED	2018-19 REVISED		
<b>Expenditures</b>						
Wages	296,278	302,905	311,320	311,320	316,429	5,109 1.64%
Employee Benefits	22,721	23,178	24,816	24,816	25,207	391 1.58%
Purchased Professional Services	54,886	43,612	55,000	70,500	56,000	(14,500) -20.57%
Purchased Other Services	-	60	600	600	200	(400) -66.67%
Supplies	1,997	14,227	3,300	3,300	3,500	200 6.06%
<b>Total Expenditures</b>	<b>375,881</b>	<b>383,881</b>	<b>395,036</b>	<b>410,536</b>	<b>401,336</b>	<b>(8,200) -2.24%</b>
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>- 0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 17-18	FY 18-19	FY 19-20
	Actual	Estimated	Estimated
User Service Requests	2,100	2,050	2,050
New Projects / Installs	15	20	20
24x7 Support	365	365	365
Work done in-house Saving	\$120,000	\$110,000	\$110,000
WAN Network Security Updates/Patches per month	6	10	30
WAN Support (Waveny Care, BOE, Library, PD, etc) Req	30	25	25

Performance Indicators

**NOTICE AND WARNING**  
**TOWN OF NEW CANAAN**  
**Board of Finance Public Hearing on 2020-2021 Budget**

Notice is Hereby Given that a Public Hearing will be held by the Town Council of the Town of New Canaan at the Town Hall Meeting Room, in the Town Hall of New Canaan CT, on Tuesday March 31 2020 at 7:00 PM on the recommended budget for the Town and the Sewer Utility for Fiscal Year July 1, 2020 through June 30, 2021.

Notice is Also Hereby Given that pursuant to Section C5-10 of the Town Charter, a Town Council meeting will be held at the Town Hall, in the Town of New Canaan, CT on Thursday April 2nd 2020 at 7:00 PM, to hear and act upon a Report and Recommendation made by the Board of Finance under date March 5, 2020, relating to Town Appropriations for the budget period July 1, 2020 through June 30, 2021. the following being a full and complete copy thereof:

	2019-20 Amended Budget	2020-21 Proposed Budget	\$ Change From FY19 Budget	% Change From FY19 Budget
<b>General Government</b>				
Non Department	\$ -	\$ (180,847)	\$ -	
Selectmen	571,008	548,134	(22,874)	-4.01%
Finance	1,104,418	1,079,199	(25,219)	-2.28%
Assessor	346,047	334,902	(11,145)	-3.22%
Tax Collector	253,585	250,451	(3,134)	-1.24%
Legal	330,000	300,000	(30,000)	-9.09%
Human Resources	398,306	390,016	(8,290)	-2.08%
Information Technology	406,498	402,989	(3,509)	-0.86%
Town Clerk	438,141	434,899	(3,242)	-0.74%
Registrar of Voters	131,581	137,883	6,303	4.79%
Parking Authority	504,444	439,422	(65,022)	-12.89%
Conservation Commission	15,000	25,000	10,000	
<b>Total General Government</b>	<b>4,499,028</b>	<b>4,162,048</b>	<b>(336,980)</b>	<b>-7.49%</b>
<b>Benefits and Insurance</b>				
Health & Security Benefits	5,798,507	6,404,832	606,325	10.46%
Pensions & Other Post Employment Benefits	1,507,610	1,559,118	51,508	3.42%
Insurance Liability	1,538,732	1,528,336	(10,396)	-0.68%
<b>Total Benefits and Insurance</b>	<b>8,844,849</b>	<b>9,492,286</b>	<b>647,437</b>	<b>7.32%</b>
<b>Public Safety</b>				
Police	6,602,210	6,486,171	(116,039)	-1.76%
Animal Control / Park Ranger	117,498	109,027	(8,471)	-7.21%
Fire & Fire Marshal	3,850,491	3,823,326	(27,165)	-0.71%
Ambulance	550,934	553,026	2,092	0.38%
Emergency Management	35,000	193,000	158,000	451.42%
Land-Use	1,447,809	1,405,866	(41,944)	-2.90%
<b>Total Public Safety</b>	<b>12,603,943</b>	<b>12,570,416</b>	<b>(33,527)</b>	<b>-0.27%</b>
<b>Public Works</b>				
Director's Office	381,732	436,507	54,775	14.35%
Highway	3,245,685	3,196,940	(48,745)	-1.50%
Engineering	283,190	214,248	(68,942)	-24.34%
Town Buildings	1,001,381	996,070	(5,311)	-0.53%
Town Utilities	532,985	509,985	(23,000)	-4.32%
Transfer Station	1,615,518	1,572,030	(43,488)	-2.69%
Parks	1,791,561	1,748,630	(42,931)	-2.40%
Town Hall Annex	45,850	40,890	(4,960)	-10.82%
Nature Center	58,332	62,896	4,564	7.82%
Tree Service	404,086	395,836	(8,250)	-2.04%
<b>Total Public Works</b>	<b>9,360,321</b>	<b>9,174,032</b>	<b>(186,289)</b>	<b>-1.99%</b>
<b>Recreation</b>				
Rec - Civic Activities	25,750	25,250	(500)	-1.94%
Rec - Administration / Programs	1,190,158	1,139,639	(50,519)	-4.24%
Rec - Waveny	158,981	152,412	(6,569)	-4.13%
Rec - Paddle Tennis	36,254	36,234	(20)	-0.06%
Rec - Park Buildings	206,193	203,153	(3,040)	-1.47%
Rec - Lapham Comm Center	333,853	307,677	(26,176)	-7.84%
Rec - Pool Operations Kiwanis	88,891	65,000	(23,891)	-26.88%
<b>Total Recreation</b>	<b>2,040,080</b>	<b>1,929,365</b>	<b>(110,715)</b>	<b>-5.43%</b>
<b>Health &amp; Human Services</b>				
Health & Human Services	595,993	478,176	(117,817)	-19.77%
<b>Total Human Services</b>	<b>595,993</b>	<b>478,176</b>	<b>(117,817)</b>	<b>-19.77%</b>
<b>Human Services Agencies</b>				
Getabout	46,000	46,000	-	0.00%
Kids In Crisis	56,000	56,000	-	0.00%
New Canaan Cares	-	18,000	18,000	

Child Guidance Center	5,000	5,000	-	0.00%	
Domestic Violence Crisis Centre	5,000	5,000	-	0.00%	
Meals On Wheels	5,000	5,000	-	0.00%	
Community Program Mental Wellness	23,000	5,000	(18,000)	-78.26%	
<b>Total Human Service Agencies</b>	<b>140,000</b>	<b>140,000</b>	<b>-</b>	<b>0.00%</b>	
<b>Other Agencies</b>					
Health/Welfare	271,047	271,000	(47)	-0.02%	
Day Care Center	31,947	32,000	53	0.17%	
New Canaan Historical Society	-	25,000	25,000		
Trans Private Schools	275,686	280,000	4,314	1.56%	
Channel 79 TV	29,000	29,000	0	0.00%	
Probate Court	12,000	12,000	-	0.00%	
<b>Total Other Agencies</b>	<b>619,680</b>	<b>649,000</b>	<b>29,320</b>	<b>4.73%</b>	
<b>Library</b>					
Library Operating	2,320,250	2,378,072	57,822	2.49%	
<b>Total Library</b>	<b>2,320,250</b>	<b>2,378,072</b>	<b>57,822</b>	<b>2.49%</b>	
<b>Interfund Transfers</b>					
Town Utility Sewer Contribution	28,140	-	-		
Transfer to Town Clerk Fund	-	-	-		
Transfer To Waveny Pool Fund	31,750	39,531	7,781	24.51%	
<b>Interfund Transfers less Capital</b>	<b>59,890</b>	<b>39,531</b>	<b>(20,359)</b>	<b>-33.99%</b>	
<b>Town Only Operating Expense</b>	<b>41,084,034</b>	<b>41,012,926</b>	<b>\$ (71,108)</b>	<b>-0.17%</b>	
<b>Contingency</b>	<b>374,256</b>	<b>575,024</b>	<b>200,768</b>	<b>53.64%</b>	
<b>BOE Pension</b>	<b>378,437</b>	<b>403,627</b>	<b>25,190</b>	<b>6.66%</b>	
<b>BOE 401A Match</b>	<b>130,000</b>	<b>133,250</b>	<b>3,250</b>	<b>2.50%</b>	
<b>Total Operating Expense</b>	<b>41,966,727</b>	<b>42,124,827</b>	<b>\$ 158,100</b>	<b>0.38%</b>	
<b>Capital Expenditures - Town</b>					
Proposed Bonded Capital	Town	\$ 6,271,036	\$ 9,374,120	\$ 3,103,084	49.48%
Transfer from Special Bond Fund		(1,500,000)	-	1,500,000	
Town Tax Funded Capital	Town	1,256,427	2,059,862	803,435	63.95%
		<b>6,027,463</b>	<b>11,433,982</b>	<b>5,406,519</b>	<b>89.70%</b>
<b>Capital Expenditures - Board of Education</b>					
Proposed Bonded Capital	BoE	2,966,500	4,150,500	1,184,000	39.91%
Transfer from Special Bond Fund		(1,500,000)	-	1,500,000	
BOE Tax Funded Capital	BOE	473,288	765,350	292,062	61.71%
<b>Total School Capital Expenditures</b>		<b>1,939,788</b>	<b>4,915,850</b>	<b>2,976,062</b>	<b>153.42%</b>
<b>Total Town Wide Capital Expenditures</b>		<b>7,967,251</b>	<b>16,349,832</b>	<b>\$ 8,382,581</b>	<b>105.21%</b>

The following capital projects are included in the Transfer to Tax Funded Capital Project Fund.

Capital Project- Town	Department	2019-20 Approved	2020-21 Proposed	2020-21 Recommended for Bonding	2020-1 Recommended to Tax Funding
IT-Hardware/Software	Information Technology	90,000	75,000	75,000	
WAN Software / Hardware	Information Technology	60,000	60,000	60,000	
Staff Vehicle Replacement	Fire		40,000	-	40,000
Radio Replacement	Fire		1,700		1,700
SCBA Air Bottles	Fire	14,172	5,000		5,000
Fire Hose Replacement	Fire	6,000			
Water Supply Improvement	Fire	10,000			
Equipment / Tools	Fire	10,000			
Personal Protective Equipment	Fire	54,000			
Rescue Truck Replacement	Fire	500,000			
Waveny Trail Maintenance	Recreation		50,000	-	50,000
Resurface HS Tennis Courts (7)	Recreation		45,000	-	45,000
Kiwanis Playground Fencing	Recreation		25,000		25,000
Mead Park Tennis Building	Recreation		20,000		20,000
Mead Park Colonnade Hardscape	Recreation		15,000		15,000
Waveny Athletic Field Fencing *	Recreation	15,000	10,000		10,000
Dixon Park Walkway	Recreation		8,000		8,000
Kiwanis Park Shade Umbrellas	Recreation	16,500			
Mead Park Colonnade Improvements	Recreation	22,000			
Waveny Trail Extension *	Recreation	30,000			
Vehicle Replacement - Recreation	Recreation	46,000			
Water Tower Softball Field Lighting	Recreation	125,000			
New Ambulance	Ambulance		210,000	210,000	
Police vehicles (3)	Police	62,000	105,000	-	105,000
Equipment for new vehicles (3)	Police	12,000	30,000		30,000
Vehicle changeover costs (3)	Police	8,000	15,000		15,000
Bullet Proof Vest Replacement	Police	8,750	8,750		8,750
Mobile Data Terminal Replacement	Police	7,000	7,000		7,000
Taser Replacement	Police	5,000	5,000		5,000
Speed Sentry Units	Police		5,000		5,000
Mobile Radio Replacement	Police	5,000			
Portable radio replacement	Police	12,000			
Town Hall	DPW-Buildings	90,000	50,000	-	50,000
Highway Garage - Old Incinerator bldg.	DPW-Buildings	208,486	40,297	-	40,297
Town Hall Annex Human Services (Outback)	DPW-Buildings		35,576	-	35,576
Fire House	DPW-Buildings		35,000	-	35,000
Parks Garage Saxe	DPW-Buildings	69,450	31,837	-	31,837
School House Apartments / Daycare	DPW-Buildings	76,050	20,000		20,000
Nature Center Animal Care	DPW-Buildings		20,000		20,000
Nature Center Education Annex	DPW-Buildings		18,000		18,000
Waveny Park Lapham Community Center	DPW-Buildings		17,078		17,078
Waveny Park Lodge Paddle Tennis House	DPW-Buildings		11,124		11,124
Police Station Renovation	DPW-Buildings		10,000		10,000
Waveny House	DPW-Buildings		1,835,000	1,835,000	-
Playhouse Movie Theatre	DPW-Buildings		231,020	231,020	-
Waveny House HVAC System Engineering	DPW-Buildings		125,000	125,000	-
Engineering/Oil to Gas conversions Town Bld	DPW-Buildings	130,000	100,000	100,000	-
Waveny Park Carriage Barn Art Gallery	DPW-Buildings		74,600	74,600	-
Waveny Park Powerhouse Theatre	DPW-Buildings		70,000	70,000	-
Waste Water Treatment Buildings- control*	DPW-Buildings	2,071			
Waste Water Treatment - 3 pumping stations*	DPW-Buildings	3,574			
Mead Park Lodge	DPW-Buildings	11,350			
Animal Control Shelter	DPW-Buildings	15,000			
Kiwanis Park Pavilion	DPW-Buildings	17,300			
Nature Center Potting Shed/Old Greenhouse DEMO	DPW-Buildings	25,000			
Transfer Station	DPW-Buildings	50,000			
Irwin Park Gores Pavilion	DPW-Buildings	111,395			
Co-Generation Plant-eliminates need for Boiler Replace	DPW-Buildings		775,000	775,000	
Pavement Management Program (a)	DPW-Admin & Engineering	2,438,065	2,438,065	1,400,000	600,000
Pavement Preservation	DPW-Admin & Engineering	250,000	250,000	-	250,000
Drainage	DPW-Admin & Engineering	50,000	50,000	-	50,000
Guide Rails	DPW-Admin & Engineering	50,000	50,000	-	50,000
Cameras and Security Measures	DPW-Admin & Engineering		50,000	-	50,000
Signage and Striping	DPW-Admin & Engineering	25,000	25,000	-	25,000
Bridge at West Road	DPW-Admin & Engineering	100,000	2,000,000	1,000,000	
Sidewalks - Improvements & New	DPW-Admin & Engineering	300,000	300,000	300,000	
Parking Lots (b)	DPW-Admin & Engineering	500,000	300,000	300,000	
Bridge at Collins Pond	DPW-Admin & Engineering		250,000	-	
ADA Evaluation and Transition Plan	DPW-Admin & Engineering	75,000			
Vacuum Leaf System	DPW-Highway		35,000	-	35,000
Equipment Refurbishing	DPW-Highway	25,000	25,000		25,000
Trailer	DPW-Highway		10,000		10,000
2 WD Dump/Sander Truck	DPW-Highway	190,000	200,000	200,000	
Wood Chipper	DPW-Highway		60,000	60,000	
Low-Boy Dump Truck	DPW-Highway	53,000	53,000	53,000	
Pick-up Truck	DPW-Highway	45,000			
VacAll	DPW-Highway	280,000			
Rebuild Block Wall	DPW-Transfer Station		27,500		27,500
Install Automatic Gates	DPW-Transfer Station	20,000			

Hook Truck Replacement	DPW-Transfer Station	120,700			
Field Improvements	DPW- Park Fields	60,000	60,000		60,000
Fence/ Backstops Replacement	DPW- Park Fields	50,000	50,000	-	50,000
Scoreboard Replacement	DPW- Park Fields	15,000	13,000		13,000
Water fountains	DPW- Park Fields	10,000	12,000		12,000
Bristow Bird Sanctuary	DPW- Park Fields		199,500	199,500	
Irrigation Upgrades	DPW- Park Fields	45,000	100,000	100,000	
Playground Safety updates	DPW- Park Fields	30,000			
Mead Waterline Replacement	DPW- Park Fields	75,000			
Exterior Wall Repairs	DPW- Park Fields	50,000	50,000	-	50,000
Flail mower/debris catcher	DPW- Park Equipment		48,000	-	48,000
Ride on Mowers	DPW- Park Equipment	9,900	10,000	-	10,000
Trailers	DPW- Park Equipment		10,000	-	10,000
Tractor	DPW- Park Equipment	86,000	88,000	88,000	
Articulating Loader	DPW- Park Equipment		63,000	63,000	
Vehicle w/accessories	DPW- Park Equipment	55,000	55,000	55,000	
Field Mower	DPW- Park Equipment	7,500			
Utility Carts	DPW- Park Equipment	34,000			
Artificial field groomer	DPW- Park Equipment	45,000			
Ventrac type accessories	DPW- Park Equipment	60,000			
Library Building	Library		2,000,000	2,000,000	
Replacement vehicle	Parking	42,500			
EDR Tabulator	Registrar of Voters	6,450			
<b>Total Town Capital Expenditures</b>		<b>7,131,213</b>	<b>13,122,047</b>	<b>9,374,120</b>	<b>2,059,862</b>
		<b>2019-20</b>	<b>2020-21</b>	<b>2020-21</b>	<b>2020-1</b>
		<b>Approved</b>	<b>Proposed</b>	<b>Recommended</b>	<b>Recommended to</b>
<b>Capital Expenditures - Board of Education</b>				<b>for Bonding</b>	<b>Tax Funding</b>
Board of Education- District	Board of Education- District	235,000	180,000	100,000	80,000
Board of Education-East	Board of Education-East	210,000	2,259,350	2,182,000	77,350
Board of Education-South	Board of Education-South	2,213,400	174,500	126,500	48,000
Board of Education-West	Board of Education-West	224,288	460,000	290,000	170,000
Board of Education-Saxe	Board of Education-Saxe	135,000	440,000	325,000	115,000
Board of Education-HS	Board of Education-HS	135,000	1,237,000	1,127,000	110,000
Board of Education-SPED	Board of Education-SPED	150,000	165,000	-	165,000
<b>Total School Capital Expenditures</b>		<b>3,302,688</b>	<b>4,915,850</b>	<b>4,150,500</b>	<b>765,350</b>
<b>Total Town Wide Capital Expenditures</b>		<b>10,433,901</b>	<b>\$ 18,037,897</b>	<b>\$ 13,524,620</b>	<b>282521200.00%</b>

#### Tax Supported Capital Projects

Transfer to Tax Funded Capital Projects	1,729,715	2,825,212	1,095,497	63.33%
<b>Total Interfund Transfers</b>	<b>1,729,715</b>	<b>2,825,212</b>	<b>1,095,497</b>	<b>63.33%</b>

#### Debt Service

Town	9,379,025	9,363,892	(15,133)	-0.16%
School	6,835,174	7,006,997	171,823	2.51%
School IT Lease	630,557	621,878	(8,679)	-1.38%
<b>Total Debt Service</b>	<b>16,844,756</b>	<b>16,992,767</b>	<b>148,011</b>	<b>0.88%</b>

#### Board of Education

Operating Expense	79,145,162	82,265,213	3,120,051	3.94%
Health Internal Service Fund Transfer	12,289,526	9,758,415	(2,531,111)	-20.60%
<b>Total Board of Education</b>	<b>91,434,688</b>	<b>92,023,628</b>	<b>588,940</b>	<b>0.64%</b>

#### Total Town Operating, All Debt Service, All Capital Expenditures and Board of Education Operating Expenses

92,416,413	<b>151,975,886</b>	<b>153,966,434</b>	<b>\$ 1,990,548</b>	<b>1.31%</b>
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#### General Fund Estimated Revenues

Licenses and Permits	1,131,675	1,145,950	\$ 14,275	1.26%
Fines and Forfeits	415,000	358,000	(57,000)	-13.73%
Use of Money and Property	2,160,200	2,407,700	247,500	11.46%
Charges for Current Services	3,032,908	2,747,248	(285,660)	-9.42%
Reimbursements, Refunds, Rebates	188,324	203,124	14,800	7.86%
Tax Liens, Interest, Prior Taxes	650,000	500,000	(150,000)	-23.08%
School Rental Fees	10,000	10,000	-	0.00%
BOE Grants	1,000,000	1,000,000	-	0.00%
Revenue from Other Agencies	271,622	380,314	108,692	40.02%
<b>Total Estimated Revenue</b>	<b>8,859,729</b>	<b>8,752,336</b>	<b>(107,393)</b>	<b>-1.21%</b>

#### Contribution from Fund Balance

<b>3,035,470</b>	<b>5,000,000</b>	<b>1,964,530</b>	<b>64.72%</b>
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#### Amount to be Raised by Taxation for General Fund

<b>140,080,687</b>	<b>140,214,098</b>	<b>\$ 133,411</b>	<b>0.10%</b>
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(Budgeted Expenses Less Est. Revenue)



**Sewer**

**Expenditures**

Administration (Tax Collector sewer expense)	\$ 62,430	\$ 66,133	\$ 3,703	5.93%
Operation of Plant	1,287,746	1,261,436	(26,310)	-2.04%
Insurance	85,000	85,000	-	0.00%
Debt Service	62,100	62,100	-	0.00%
Contingency	12,170	12,170	-	0.00%
<b>Total Sewer Operating Expense</b>	<b>1,509,446</b>	<b>1,486,839</b>	<b>(22,607)</b>	<b>-1.50%</b>

**Capital**

19Rehab	10,000		(10,000)	
19Pump	13,400		(13,400)	
Engineering Services	20,000		(20,000)	-100.00%
UV Re-Hab	30,000		(30,000)	-100.00%
19GrPump	31,000		(31,000)	
2021 Combined Heat and Power Unit		600,000		
2021 Post-Treatment Building		10,157		
2021 Mead Park Pump Station		10,000		
2021 Collection System Inflow Evaluation		200,000		
2021 Engineering Services (Zinc, Phosphorus,WPCF upgrades) (c)		20,000		
2021 Submersible Pump		13,800		
2021 Sewer Rehab		10,600		
2021 Control Building		14,343		
<b>Total Sewer Capital Expense</b>	<b>104,400</b>	<b>878,900</b>	<b>774,500</b>	<b>741.86%</b>

<b>Total Sewer Expenditures</b>	<b>1,613,846</b>	<b>2,365,739</b>	<b>751,893</b>	<b>46.59%</b>
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**Revenues**

Town Grant for Use of Sewer System	76,125	-	(76,125)	-100.00%
Sewer Connection Permit	600	600	-	0.00%
Sewage Disposal Fees	37,055	247,000	209,945	566.58%
Earned Interest	1,000	1,000	-	0.00%
Prior Year Taxes	3,000	3,000	-	0.00%
Lien Fees & Interest	1,500	1,500	-	0.00%
Nitrogen Credit	42,000	42,000	-	0.00%
Contribution from Major Maint.Reserve	80,000	491,907	411,907	514.88%
<b>Total Sewer Revenues</b>	<b>241,280</b>	<b>787,007</b>	<b>545,727</b>	<b>226.18%</b>

<b>Amount to be Raised by Sewer Billing</b>	<b>1,372,566</b>	<b>\$ 1,578,732</b>	<b>\$ 206,166</b>	<b>15.02%</b>
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(Budgeted Expenses Less Est. Revenue)

**Other Fund Budgets**

**Waveny Pool Fund**

Total Revenues	\$ 590,267	\$ 590,267	-	0.00%
Total Operating Expenses	590,267	590,267	-	0.00%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

**Railroad Property Fund**

Total Revenues	\$ 193,000	\$ 193,000	\$ -	0.00%
Total Operating Expenses	193,000	193,000	-	0.00%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

**Property Rental Fund**

Total Revenues	9,600	\$ 9,600	-	0.00%
Total Operating Expenses	9,600	9,600	-	0.00%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

**Movie Theater Fund**

Total Revenues	110,400	\$ 110,400	-	0.00%
Total Operating Expenses	110,400	110,400	-	0.00%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

**Dog License Fund**

Total Revenues	\$ 30,605	\$ 30,605	\$ -	0.00%
Total Operating Expenses	30,605	30,605	-	0.00%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

**Parking Fund**

Total Revenues	\$ 185,000	\$ 195,000	\$ 10,000	5.41%
Total Operating Expenses	185,000	195,000	10,000	5.41%
Revenues Over (Under) Expenditures	-	\$ -	\$ -	

**GENERAL FUND MILL RATE CALCULATION**

	<b>2019-2020</b>	<b>2020-2021</b>		
	<b>Budget</b>	<b>Budget</b>	<b>Variance</b>	<b>% Change</b>
	<b><u>Approved</u></b>	<b><u>Approved</u></b>		
Town Operating	34,145,469	33,781,050	(364,419)	-1.07%
Town Health Benefits	4,899,741	6,381,032	1,481,291	30.23%
Town Capital	1,256,427	1,459,862	203,435	16.19%
Town Debt	9,379,025	9,363,892	(15,133)	-0.16%
<b>Town Expenditures</b>	<b>49,680,662</b>	<b>50,985,836</b>	<b>1,305,174</b>	<b>2.63%</b>
Town Revenue	7,859,729	7,728,676	(131,053)	-1.67%
<b>Town Expenditures net of Revenue</b>	<b>41,820,933</b>	<b>43,257,160</b>	<b>1,436,227</b>	<b>3.43%</b>
OPEB Contribution	440,000	419,083	(20,917)	-4.75%
Pension Contribution	1,446,047	1,543,662	97,615	6.75%
<b>Pension &amp; OPEB Contributions</b>	<b>1,886,047</b>	<b>1,962,745</b>	<b>76,698</b>	<b>4.07%</b>
BOE Operating	79,145,162	81,122,213	1,977,051	2.50%
BOE Health Benefits	12,289,526	9,758,415	(2,531,111)	-20.60%
BOE Capital	473,288	765,350	292,063	61.71%
BOE Debt	7,465,731	7,628,875	163,144	2.19%
<b>BOE Expenditures</b>	<b>99,373,707</b>	<b>99,274,853</b>	<b>(98,854)</b>	<b>-0.10%</b>
BOE Grant Revenues	1,000,000	1,000,000	-	0.00%
<b>BOE Expenditures net of Revenues</b>	<b>98,373,707</b>	<b>98,274,853</b>	<b>(98,854)</b>	<b>-0.10%</b>
Total Expenditure Budget	150,940,415	152,223,434	1,283,019	0.85%
Total Revenue Budget	8,859,729	8,728,676	(131,053)	-1.48%
<b>Total Budget net of Revenues</b>	<b>142,080,686</b>	<b>143,494,758</b>	<b>1,414,072</b>	<b>1.00%</b>
Contribution from Fund Balance	3,000,000	4,500,000	1,500,000	50.00%
<b>Amount to be Raised by Taxation</b>	<b>139,080,686</b>	<b>138,994,758</b>	<b>(85,928)</b>	<b>-0.06%</b>
Taxable Grand List	7,706,360,081	7,733,939,643	27,579,562	0.36%
Budgeted Collection Rate	98.50%	98.50%	-	0.00%
Mill Rate	18.240	18.164	(0.076)	-0.42%
Collection at Estimated Collection Rate	140,564,149	140,476,912	(87,237.065)	-0.06%
Amount to be Collected	138,455,686	138,369,758	(85,928.000)	-0.06%
January Supplemental Tax Collection	625,000	625,000	-	0.00%

## TOWN OF NEW CANAAN 2020-2021 General Fund Revenue Summary

Revenues	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
<b><u>CURRENT TAX COLLECTIONS</u></b>								
Tax Collections - Current	133,951,446	138,070,569	141,177,551	139,080,686	139,080,686	138,994,758	(1,870,069)	-1.33%
	<b>133,951,446</b>	<b>138,070,569</b>	<b>141,177,551</b>	<b>139,080,686</b>	<b>139,080,686</b>	<b>138,994,758</b>	<b>(1,870,069)</b>	<b>-1.33%</b>
Tax Collections - Prior Yrs	363,998	402,057	198,988	350,000	350,000	250,000	-	0.00%
Lien Fees And Interest	315,339	291,666	326,864	300,000	300,000	250,000	-	0.00%
	<b>679,337</b>	<b>693,724</b>	<b>525,851</b>	<b>650,000</b>	<b>650,000</b>	<b>500,000</b>	-	<b>0.00%</b>
<b><u>INTERGOVERNMENTAL</u></b>								
Casino Revenue Sharing	8,954	8,816	-	-	-	-	-	-
Road Maintenance	331,606	332,065	331,951	-	-	-	-	-
Road Maintenance	-	-	-	-	-	-	-	-
State Reimb School Proj - Prim/Int	168,036	232,864	-	-	-	-	-	-
State Reimb School Proj - Inte	-	4,316	-	-	-	-	-	-
Educational Cost Sharing Grant	372,630	357,804	380,314	271,622	271,622	380,314	-	0.00%
Municipal Revenue Sharing Grant	168,106	-	-	-	-	-	-	-
	<b>1,049,332</b>	<b>935,865</b>	<b>712,265</b>	<b>271,622</b>	<b>271,622</b>	<b>380,314</b>	-	<b>0.00%</b>
<b><u>LICENSES AND PERMITS</u></b>								
Blasting Permit Fees	-	180	-	-	-	-	-	-
Storm Sewer Connection Fee	-	-	-	-	-	2,500	-	0.00%
Drainage Review	-	-	-	-	-	30,000	27,500	1100.00%
Liquor Licenses	56	54	560	500	500	500	-	0.00%
Dog Lic. Clerk Fees	2,849	2,984	2,757	3,000	3,000	3,000	-	0.00%
Peddlers And Vendors Licenses	-	-	-	75	75	-	-	-
Zoning Permits	71,480	68,147	74,285	65,000	65,000	70,000	-	0.00%
Refuse & Septic Inspections	4,400	4,100	4,200	4,100	4,100	4,200	-	0.00%
Restaurant Permits	43,175	36,050	35,295	30,000	30,000	35,000	-	0.00%
Barbers & Salons	5,750	4,025	4,575	4,000	4,000	4,000	-	0.00%
Well Permits	6,750	8,900	4,650	5,000	5,000	5,000	-	0.00%
Amusement Permits	225	406	230	400	400	150	-	0.00%
Pistol Permits	4,620	3,430	2,530	4,000	4,000	3,000	-	0.00%
Building Permits	926,129	841,005	880,766	900,000	900,000	830,000	(70,000)	-7.78%
Misc. Health Permits	44,636	50,151	60,650	50,000	50,000	50,000	-	0.00%
Driveway Permits	2,800	2,050	1,750	500	500	1,000	-	0.00%
Septic Permits	44,110	49,200	32,675	45,000	45,000	45,000	-	0.00%
Sewer Connection Permits	1,600	800	600	100	100	100	-	0.00%
Street Opening Permits	19,385	18,681	56,912	20,000	20,000	20,000	-	0.00%
	<b>1,177,964</b>	<b>1,090,163</b>	<b>1,162,434</b>	<b>1,131,675</b>	<b>1,131,675</b>	<b>1,103,450</b>	<b>(42,500)</b>	<b>-3.71%</b>
<b><u>FINES AND FORFEITURES</u></b>								
Parking Tickets	307,028	340,820	331,052	350,000	350,000	300,000	-	0.00%
False Alarm Fines-Police	35,700	35,700	26,000	30,000	30,000	28,000	-	0.00%

	FY17	FY18	FY19	FY20	FY20	FY20	FY21		
Revenues	ACTUAL	ACTUAL	ACTUAL	ADOPTED	REVISED	APPROVED		\$ Variance	% VARIANCE
False Alarm Fines-Fire	37,762	28,879	27,521	-	35,000	30,000	-	-	0.00%
CT Judicial Revenue Distributions	-	-	2,200	-	-	-	-	-	0.00%
<b>USE OF MONEY AND PROPERTY</b>	<b>380,490</b>	<b>405,399</b>	<b>386,773</b>	<b>415,000</b>	<b>415,000</b>	<b>358,000</b>			<b>0.00%</b>
Copier Revenue	16,114	10,746	4,896	8,000	8,000	8,000	8,000	-	0.00%
Parking - Box Car	-	-	17,956	25,000	25,000	42,000	42,000	-	0.00%
Parking Meters	312,366	331,244	282,097	320,000	320,000	300,000	300,000	-	0.00%
Parking-Day Passes	11,298	14,213	7,252	14,000	14,000	8,000	8,000	-	0.00%
Parking Permits	613,127	571,133	667,792	640,000	640,000	675,000	675,000	-	0.00%
Parking Permit Waiting Fee	7,670	6,701	5,270	8,000	8,000	5,500	5,500	-	0.00%
Copier Revenue-Police	2,089	1,646	2,138	1,700	1,700	2,200	2,200	-	0.00%
Wavny Custodial Fees	3,125	3,273	2,950	1,250	1,250	3,000	3,000	-	0.00%
Rental of Property-Finance	202,270	335,286	256,998	200,000	200,000	200,000	200,000	-	0.00%
Rental Of Property-Recreation	48,891	35,150	4,750	-	-	5,000	5,000	-	0.00%
Rental of Property-Wavny	78,185	79,755	110,077	100,000	100,000	115,000	115,000	-	0.00%
Senior Program Lunches	-	-	1,370	2,250	2,250	-	-	-	0.00%
Miscellaneous Income - BOE	-	-	226,181	-	-	-	-	-	0.00%
Paddle Tennis Fees	37,330	44,243	46,210	40,000	40,000	44,000	44,000	-	0.00%
Interest On Investments	570,638	846,131	1,324,672	800,000	800,000	1,000,000	1,000,000	-	0.00%
Unrealized Gain/Loss	(292,919)	(233,490)	161,336	-	-	-	-	-	0.00%
Dividends	5,142	-	-	-	-	-	-	-	0.00%
<b>SCHOOL RENTAL FEES</b>	<b>1,615,325</b>	<b>2,046,030</b>	<b>3,121,946</b>	<b>2,160,200</b>	<b>2,160,200</b>	<b>2,407,700</b>			<b>0.00%</b>
School Rental Fees	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-	0.00%
<b>CHARGES FOR SERVICES</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>			<b>0.00%</b>
Sales Of Codes And Regulations	6,295	6,112	5,440	6,000	6,000	6,000	6,000	-	0.00%
Vital Statistics Fees	20,867	22,301	22,630	18,000	18,000	20,000	20,000	-	0.00%
Marriage License Fees-Town	-	88	1,040	1,000	1,000	1,000	1,000	-	0.00%
Testing & Hiring application f	-	-	-	-	-	-	-	-	0.00%
Flu Clinics	-	9,155	9,953	-	-	-	-	-	0.00%
Recording Fees	84,786	73,516	56,732	80,000	80,000	50,000	50,000	-	0.00%
MERS-Town GF Fees	40,770	31,770	33,310	35,000	35,000	40,000	40,000	-	0.00%
Conveyance Fees	1,288,159	1,275,492	1,100,354	1,275,000	1,275,000	1,000,000	1,000,000	-	0.00%
State Telephone Line Grant	65,494	55,239	54,244	67,513	67,513	67,513	67,513	-	0.00%
Renters Rebate Grant Offset	-	-	-	-	-	-	-	-	0.00%
Miscellaneous Income	1,703	161,789	136,249	-	-	-	-	-	0.00%
Notary Fees	-	309	775	400	400	750	750	-	0.00%
Trade Names	-	90	690	560	560	700	700	-	0.00%
Miscellaneous Income-Town Clerk	-	519	1,242	650	650	1,000	1,000	-	0.00%
Zoning Board Of Appeals Fees	8,000	6,400	4,000	4,500	4,500	4,500	4,500	-	0.00%
Planning And Zoning Application Fee	14,300	11,900	17,000	13,000	13,000	13,000	13,000	-	0.00%
Flu Clinics	10,703	-	-	8,000	8,000	8,000	8,000	-	0.00%
Inland Wetland App/Violation Fees	71,782	42,010	38,070	35,000	35,000	35,000	35,000	-	0.00%
Testing & Hiring Application Fees	-	-	-	-	-	-	-	-	0.00%

Revenues	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
Fingerprint Fees	7,865	6,100	6,945	6,750	6,750	7,000	-	0.00%
Transfer Station Dump Fees	41,063	54,189	53,271	45,000	45,000	80,000	-	0.00%
Transfer Station Tipping Fees	401,704	412,809	401,445	445,000	445,000	406,000	-	0.00%
Transfer Station Recycling	51,303	55,040	60,093	35,785	35,785	35,785	-	0.00%
Transfer Station Sticker Fees	131,950	131,220	103,230	140,000	140,000	200,000	-	0.00%
Field Usage Fee	21,960	57,280	26,783	-	-	-	-	-
Concessions and Commissions	10,000	5,000	5,000	6,000	6,000	6,000	-	0.00%
Park and Recreation Fees	155,978	120,527	157,847	180,000	180,000	160,000	-	0.00%
Dog Park Fees	18,470	20,110	8,855	18,750	18,750	15,000	-	0.00%
Other Classes & Programs Offset	497,290	452,055	449,829	485,000	485,000	483,840	18,840	4.05%
Copier Revenue	-	3,963	6,826	4,000	4,000	10,000	-	0.00%
Miscellaneous Income - BOE	7,120	2,952	-	-	-	-	-	-
Senior Citizens Program	117,376	112,227	111,669	122,000	122,000	115,000	-	0.00%
	<b>3,074,936</b>	<b>3,130,163</b>	<b>2,873,520</b>	<b>3,032,908</b>	<b>3,032,908</b>	<b>2,766,088</b>	<b>18,840</b>	<b>0.69%</b>
<b>REIMBURSEMENTS AND REFUNDS</b>								
Elderly Tax Exemption	141	102	100	-	-	-	-	-
State Grants	200	6,910	27,825	200	200	15,000	-	0.00%
Reimbursements	-	-	-	-	-	-	-	-
Sale Of Assets	30,795	22,400	22,462	10,000	10,000	10,000	-	0.00%
NSF Fees	225	(94)	202	100	100	100	-	0.00%
Homeowner Tax Relief	21,760	-	-	-	-	-	-	-
State Property Rebate	7,331	-	101,728	101,728	101,728	101,728	-	0.00%
DEEP Administrative Cost Reven	-	-	-	-	-	-	-	-
Additional Veterans Exemption	1,149	1,134	1,153	-	-	-	-	-
Insurance Recoveries	-	2,605	-	-	-	-	-	-
Insurance Recoveries	-	1,500	-	-	-	-	-	-
Legal Reimbursement	-	30,000	24,011	-	-	-	-	-
Member Equity	74,867	120,612	115,070	-	-	-	-	-
Pharmacy Subsidies & Rebates	-	-	-	-	-	-	-	-
DEEP Admin Cost Revenue-P&Z	920	868	1,758	800	800	800	-	0.00%
Workers Comp Offset	74,148	56,418	235,671	60,000	60,000	60,000	-	0.00%
Donations	150	-	-	-	-	-	-	-
Welfare Recoveries	-	725	-	-	-	-	-	-
IRS Audit	-	-	-	-	-	-	-	-
School H&W Reimbursements	14,721	13,824	15,496	15,496	15,496	15,496	-	0.00%
	<b>226,406</b>	<b>257,003</b>	<b>545,476</b>	<b>188,324</b>	<b>188,324</b>	<b>203,124</b>	<b>-</b>	<b>0.00%</b>
<b>CHARGES FOR SERVICES</b>								
BOE - Excess Cost Grant	996,700	1,080,156	917,132	1,000,000	1,000,000	1,000,000	-	0.00%
	<b>996,700</b>	<b>1,080,156</b>	<b>917,132</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>-</b>	<b>0.00%</b>
<b>CHARGES FOR SERVICES</b>								
Prior Year Adjustment	7,318	-	-	-	-	-	-	-
	<b>7,318</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL GENERAL FUND REVENUES</b>	<b>143,169,255</b>	<b>147,719,071</b>	<b>151,432,949</b>	<b>147,940,415</b>	<b>147,940,415</b>	<b>147,723,434</b>	<b>(1,893,729)</b>	<b>-1.27%</b>

**TOWN OF NEW CANAAN  
2020-2021 General Fund Expenditure Summary**

	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
<b>Expenditures</b>								
Salary Offsets	-					(180,847)	(180,847)	
Prior Year Adjustment	228,276	446	-	-	-	-	-	
<b>Adjustments &amp; Offsets</b>	<b>228,276</b>	<b>446</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(180,847)</b>	<b>(180,847)</b>	
Salaries F/T	359,800	368,482	404,525	418,684	437,400	426,686	8,002	1.91%
Salaries P/T	16,042	16,042	28,866	16,042	18,042	16,042	-	0.00%
Salaries O/T	1,054	1,214	961	2,040	2,040	1,500	(540)	-26.47%
Social Security	25,629	27,755	29,905	33,399	34,011	32,642	(757)	-2.27%
401A Employer Contributions	-	5,843	12,402	14,576	14,576	13,564	(1,012)	-6.94%
Longevity	700	500	600	600	700	700	100	16.67%
Economic Development	2,800	450	5,594	30,000	20,000	30,000	-	0.00%
Prof Service Research / Planning	-	-	-	20,000	20,000	-	(20,000)	-100.00%
Office Equip Lease/Rental	2,099	2,339	1,880	2,550	2,550	2,500	(50)	-1.96%
Town Contribution	267,000	-	-	-	-	-	-	
Postage	298	173	144	400	400	400	-	0.00%
Advertising	198	-	-	500	500	500	-	0.00%
Travel	140	223	-	400	400	400	-	0.00%
Meals & Entertainment	1,220	4,120	2,603	4,200	2,100	4,200	-	0.00%
Supplies Office	1,162	1,183	1,334	1,500	1,500	1,500	-	0.00%
Voice / Data	2,778	1,219	1,084	2,500	2,500	2,500	-	0.00%
Dues And Subscriptions	2,317	14,649	12,596	15,000	13,750	15,000	-	0.00%
<b>First Selectman</b>	<b>683,236</b>	<b>444,192</b>	<b>502,492</b>	<b>562,391</b>	<b>570,469</b>	<b>548,134</b>	<b>(14,257)</b>	<b>-2.54%</b>
Salaries F/T	597,363	622,927	615,966	639,948	635,641	624,764	(15,184)	-2.37%
Salaries P/T	1,392	13,202	33,530	20,000	51,654	20,480	480	2.40%
Salaries O/T	465	254	348	510	9,010	500	(10)	-1.96%
Social Security	43,909	47,710	47,116	50,525	51,266	50,594	69	0.14%
401A Employer Contributions	33,082	38,410	41,429	43,083	43,083	39,151	(3,932)	-9.13%
Longevity	-	100	-	-	-	-	-	
Accrued Benefits Payout	8,560	6,517	283	-	160	-	-	
Service Contracts	45,912	46,116	42,354	47,000	45,250	47,000	-	0.00%
Prof Service	2,202	-	3,000	1,800	2,545	3,000	1,200	66.67%

Expenditures	FY17	FY18	FY19	FY20	FY20	FY20	FY21	\$ Variance	% VARIANCE
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	REVISED	APPROVED			
Training	-	-	85	-	1,950	100	100	100	
Prof Service Audit	100,882	69,164	66,523	90,000	121,838	92,500	92,500	2,500	2.78%
Prof Service Special Audit	122,570	114,372	127,582	135,000	19,303	158,500	158,500	23,500	17.41%
Prof Service - Supp Town Code	-	-	-	-	-	-	-	-	
Office Equip Lease/Rental	2,802	2,839	3,027	4,000	4,000	4,000	4,000	-	0.00%
Postage	5,103	4,922	5,140	4,000	5,500	4,000	4,000	-	0.00%
Advertising	648	90	231	1,600	1,000	1,600	1,600	-	0.00%
Travel	697	1,670	4,508	6,500	6,569	6,500	6,500	-	0.00%
Program Meeting Expense	-	121	265	200	331	200	200	-	0.00%
Supplies Office	4,387	4,393	6,885	5,610	6,910	5,610	5,610	-	0.00%
Voice / Data	1,339	270	264	2,000	1,900	2,000	2,000	-	0.00%
Dues And Subscriptions	685	1,555	2,674	1,900	1,900	1,900	1,900	-	0.00%
Investment Management Fees	27,337	13,778	-	-	-	-	-	-	
Banking & Transaction Fees	548	112	-	250	16,800	16,800	16,800	16,550	6620.00%
<b>Finance</b>	<b>999,883</b>	<b>988,521</b>	<b>1,001,209</b>	<b>1,053,926</b>	<b>1,026,611</b>	<b>1,079,199</b>	<b>1,079,199</b>	<b>25,273</b>	<b>2.40%</b>
Salaries F/T	257,128	261,900	265,725	273,523	294,454	270,828	270,828	(2,695)	-0.99%
Salaries P/T	13,487	12,331	20,989	15,759	15,425	14,700	14,700	(1,059)	-6.72%
Salaries O/T	-	107	-	500	500	200	200	(300)	-60.00%
Social Security	20,503	20,685	21,425	22,168	22,392	20,710	20,710	(1,458)	-6.58%
Longevity	1,200	1,200	1,300	1,300	1,300	800	800	(500)	-38.46%
Service Contracts	15,000	16,157	15,222	16,014	15,324	15,500	15,500	(514)	-3.21%
O/S Contract Service	420	450	7,016	4,000	4,000	3,000	3,000	(1,000)	-25.00%
Repairs Office Equipment	-	-	-	200	200	200	200	-	0.00%
Office Equip Lease/Rental	1,438	1,539	1,623	1,188	1,838	1,650	1,650	462	38.85%
401A Employer Contributions	-	-	-	-	2,500	-	-	-	
Accrued Benefits Payout	-	-	-	-	1,550	-	-	-	
Postage	1,737	1,593	1,073	2,000	2,000	1,800	1,800	(200)	-10.00%
Advertising	396	102	139	200	240	200	200	-	0.00%
Travel	182	148	22	600	600	600	600	-	0.00%
Supplies Office	1,922	1,930	1,717	2,700	2,700	2,000	2,000	(700)	-25.93%
Gasoline/Oil	131	215	119	506	506	500	500	(6)	-1.19%
Voice / Data	1,255	1,320	1,376	1,484	1,484	1,464	1,464	(20)	-1.35%
Dues And Subscriptions	600	600	520	750	750	750	750	-	0.00%
<b>Tax Assessor</b>	<b>315,400</b>	<b>320,277</b>	<b>338,265</b>	<b>342,892</b>	<b>367,763</b>	<b>334,902</b>	<b>334,902</b>	<b>(7,990)</b>	<b>-2.33%</b>

Expenditures	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
Salaries F/T	167,860	172,497	175,834	183,399	188,074	187,804	4,405	2.40%
Salaries P/T	10,322	6,974	5,630	8,160	7,258	8,160	-	0.00%
Salaries O/T	510	314	245	320	578	320	-	0.00%
Social Security	12,792	13,276	12,871	14,648	13,297	14,181	(467)	-3.19%
401A Employer Contributions	2,168	2,722	2,807	2,906	2,898	3,606	700	24.09%
Longevity	450	500	450	400	500	480	80	20.00%
Service Contracts	13,120	7,700	8,852	10,900	9,102	10,800	(100)	-0.92%
Prof Service	600	600	600	612	550	550	(62)	-10.13%
DMV Services	-	-	(250)	1,700	250	1,600	(100)	-5.88%
Office Equip Lease/Rental	1,906	2,093	2,042	2,200	2,440	2,200	-	0.00%
Postage	20,809	16,609	11,841	20,900	31,956	15,000	(5,900)	-28.23%
Advertising	1,353	675	1,305	1,400	658	1,400	-	0.00%
Travel	27	412	169	1,000	68	950	(50)	-5.00%
Supplies Office	2,483	1,304	527	2,400	713	2,400	-	0.00%
Voice / Data	480	480	528	-	528	500	500	0.00%
Dues And Subscriptions	280	175	175	500	175	500	-	0.00%
<b>Tax Collector</b>	<b>235,161</b>	<b>226,330</b>	<b>223,624</b>	<b>251,445</b>	<b>259,044</b>	<b>250,451</b>	<b>(994)</b>	<b>-0.40%</b>
Prof Service Legal	167,335	140,440	210,536	330,000	240,907	300,000	(30,000)	-9.09%
Assessor	11,654	16,978	14,359	-	24,300	-	-	-
Personnel	13,229	34,116	2,744	-	12,500	-	-	-
Building	599	-	-	-	-	-	-	-
Planning And Zoning	56,877	74,469	59,985	-	17,000	-	-	-
Public Works	200	-	-	-	-	-	-	-
Zoning Board Of Appeals	28,227	18,296	462	-	26,500	-	-	-
F.O.I.	-	-	-	-	-	-	-	-
Police	-	7,306	6,652	-	-	-	-	-
Inland Wetlands	2,904	4,048	7,315	-	-	-	-	-
Fire	-	15,074	396	-	2,950	-	-	-
<b>Legal</b>	<b>281,024</b>	<b>310,726</b>	<b>302,448</b>	<b>330,000</b>	<b>324,157</b>	<b>300,000</b>	<b>(30,000)</b>	<b>-9.09%</b>
Salaries F/T	210,178	217,571	249,959	259,485	270,645	270,717	11,232	4.33%
Salaries P/T	34,753	47,942	15,081	4,000	4,000	4,000	-	0.00%
Salaries O/T	229	350	977	510	510	350	(160)	-31.37%
Social Security	18,502	19,460	18,497	20,182	20,431	20,393	211	1.05%
401A Employer Contributions	-	-	7,357	8,877	9,277	9,081	204	2.30%



Expenditures	FY17	FY18	FY19	FY20	FY20	FY20	FY21	\$ Variance	% VARIANCE
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	REVISED	APPROVED			
Training - Tuition Reimbursement	4,000	7,632	4,703	5,000	4,400	2,500	2,500	(2,500)	-50.00%
Longevity	700	750	500	500	500	500	500	-	0.00%
O/S Payroll Processing	86,176	66,213	72,328	65,000	75,000	65,000	65,000	-	0.00%
State Drug And Alcohol Testing	4,121	4,566	3,932	5,000	5,000	5,000	5,000	-	0.00%
Training	8,398	6,632	7,347	12,000	11,700	2,000	2,000	(10,000)	-83.33%
Physicals	1,493	1,327	1,912	1,500	2,100	1,500	1,500	-	0.00%
Office Equip Lease/Rental	1,644	1,728	1,587	1,734	1,734	1,500	1,500	(234)	-13.49%
Background/Security Checks	187	318	243	510	510	800	800	290	56.86%
Postage	742	1,005	732	800	800	600	600	(200)	-25.00%
Advertising	7,703	6,850	4,664	6,500	3,500	3,500	3,500	(3,000)	-46.15%
Travel	147	92	62	125	125	125	125	-	0.00%
Program Meeting Expense	709	421	410	450	1,050	500	500	50	11.11%
Supplies Office	612	759	559	800	800	700	700	(100)	-12.50%
Voice / Data	1,082	854	885	1,000	1,058	1,000	1,000	-	0.00%
Dues And Subscriptions	33	113	-	125	125	250	250	125	100.00%
<b>Human Resources</b>	<b>381,409</b>	<b>384,584</b>	<b>391,733</b>	<b>394,098</b>	<b>413,265</b>	<b>390,016</b>	<b>390,016</b>	<b>(4,082)</b>	<b>-1.04%</b>
Salaries F/T	296,278	302,905	307,076	316,429	327,317	321,216	321,216	4,787	1.51%
Salaries P/T	-	-	-	-	-	-	-	-	-
Social Security	21,721	22,128	22,147	24,207	24,574	24,573	24,573	366	1.51%
Longevity	1,000	1,050	1,100	1,000	3,100	1,000	1,000	-	0.00%
Service Contracts	54,886	43,612	64,784	51,000	49,000	50,000	50,000	(1,000)	-1.96%
Training	-	-	-	5,000	3,900	2,500	2,500	(2,500)	-50.00%
Postage	-	60	19	100	100	100	100	-	0.00%
Travel	-	-	-	100	100	100	100	-	0.00%
Supplies Office	199	125	105	500	500	200	200	(300)	-60.00%
Voice / Data	3,304	3,228	3,052	3,000	4,000	3,300	3,300	300	10.00%
Voice / Data Allocation	(1,506)	10,874	(32,845)	-	14,787	-	-	-	-
<b>Information Technology</b>	<b>375,881</b>	<b>383,981</b>	<b>365,438</b>	<b>401,336</b>	<b>427,378</b>	<b>402,989</b>	<b>402,989</b>	<b>1,653</b>	<b>0.41%</b>
Salaries F/T	234,355	240,000	246,696	250,511	256,701	252,992	252,992	2,481	0.99%
Salaries P/T	50,666	51,332	49,625	74,250	69,214	68,000	68,000	(6,250)	-8.42%
Salaries O/T	4,174	4,174	4,338	4,080	4,080	4,080	4,080	-	0.00%
Social Security	22,006	22,013	21,872	25,156	25,347	25,347	25,347	191	0.76%
Longevity	1,000	1,200	1,300	1,300	1,300	1,300	1,300	-	0.00%
Service Contracts	525	525	525	525	525	550	550	25	4.76%

Expenditures	FY17	FY18	FY19	FY20	FY20	FY20	FY21	% VARIANCE
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	REVISED	APPROVED	\$ Variance	
Prof Service	11,325	8,455	4,493	10,425	6,021	6,420	(4,005)	-38.42%
O/S Contract Service	12,732	13,680	13,346	16,000	16,000	15,000	(1,000)	-6.25%
O/S Micro Filming	2,487	2,899	1,985	2,500	2,500	2,000	(500)	-20.00%
Repairs Record Books	-	1,000	535	1,000	1,000	500	(500)	-50.00%
Repairs Office Equipment	1,714	580	138	1,000	1,000	500	(500)	-50.00%
Printer / Equipment - Map	-	-	17,800	-	-	-	-	
Office Equip Lease/Rental	7,436	8,181	7,476	8,200	8,200	11,210	3,010	36.71%
Postage	4,482	3,899	4,156	5,000	5,000	5,500	500	10.00%
Advertising	5,978	4,658	7,707	10,000	10,000	9,000	(1,000)	-10.00%
Travel	959	427	166	1,000	1,000	500	(500)	-50.00%
Supplies Office	17,946	16,812	20,082	20,000	20,000	28,500	8,500	42.50%
Voice / Data	420	420	464	500	500	500	-	0.00%
Dues And Subscriptions	2,276	2,515	1,715	4,000	4,000	3,000	(1,000)	-25.00%
<b>Town Clerk</b>	<b>380,480</b>	<b>382,770</b>	<b>404,419</b>	<b>435,447</b>	<b>432,387</b>	<b>434,899</b>	<b>(548)</b>	<b>-0.13%</b>
Salaries P/T	69,356	76,256	59,396	44,800	53,696	44,000	(800)	-1.79%
PT Salary Office	-	-	429	10,000	10,000	10,000	-	0.00%
PT Elections	-	-	9,172	11,000	11,000	11,000	-	0.00%
Social Security	4,749	5,774	4,843	3,427	4,427	3,427	-	0.00%
401A Employer Contributions	-	-	-	3,136	3,136	3,136	-	0.00%
Training	3,847	2,426	1,670	7,140	940	7,140	-	0.00%
Education and Outreach	-	158	-	255	255	255	-	0.00%
Elections-Personnel	24,893	13,376	37,334	27,540	18,540	32,000	4,460	16.19%
Elections-Town Services	3,462	398	2,540	2,550	1,753	4,400	1,850	72.55%
Elections-Support	3,482	1,665	8,484	4,080	9,680	4,080	-	0.00%
Election Equipment-Repair and	6,018	6,815	7,700	8,160	8,160	8,160	-	0.00%
Office Equip Lease/Rental	1,412	1,513	1,439	1,020	1,620	1,020	-	0.00%
Canvassing	594	254	677	3,500	2,400	3,500	-	0.00%
Postage	3,789	2,618	3,663	2,040	3,140	2,500	460	22.55%
Advertising	-	-	-	255	88	255	-	0.00%
Travel	886	547	880	765	252	765	-	0.00%
Supplies Office	776	804	1,292	867	1,547	1,200	333	38.41%
Voice / Data	181	180	200	230	230	230	1	0.22%
Dues And Subscriptions	140	195	130	816	816	815	(1)	-0.12%
<b>Registrar of Voters</b>	<b>123,586</b>	<b>112,979</b>	<b>139,849</b>	<b>131,581</b>	<b>131,679</b>	<b>137,883</b>	<b>6,303</b>	<b>4.79%</b>

Expenditures	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
Salaries F/T	877,042	914,569	989,861	1,039,729	1,071,768	1,062,630	22,901	2.20%
Salaries P/T	63,555	60,220	57,576	75,700	56,826	73,500	(2,200)	-2.91%
Salaries O/T	10,613	12,943	12,237	15,300	15,300	14,000	(1,300)	-8.50%
Clerical Assistance	-	363	-	-	-	-	-	-
Social Security	70,186	73,265	77,795	86,324	87,197	87,362	1,038	1.20%
401A Employer Contributions	6,505	4,464	11,379	35,035	27,170	26,714	(8,321)	-23.75%
Longevity	1,600	1,500	1,500	1,500	1,750	1,800	300	20.00%
Accrued Benefits Payout	10,691	3,515	-	-	-	-	-	-
Service Contracts	15,264	16,028	-	18,360	-	18,360	-	0.00%
Prof Service	35,040	70,415	42,679	81,600	45,473	55,000	(26,600)	-32.60%
Training-Commissioners	255	420	280	1,530	2,238	1,200	(330)	-21.57%
Professional Memberships	10,927	9,813	12,331	20,400	19,150	18,000	(2,400)	-11.76%
Repairs Office Equipment	-	-	-	102	102	100	(2)	-1.96%
Office Equip Lease/Rental	8,710	8,752	9,246	10,200	10,200	10,200	-	0.00%
Postage	3,062	1,951	2,335	3,570	3,104	3,000	(570)	-15.97%
Advertising	4,727	4,125	5,080	6,630	9,630	6,500	(130)	-1.96%
Travel	67	2,941	497	1,020	1,020	1,000	(20)	-1.96%
Supplies Office	7,493	6,567	18,778	9,690	9,690	9,500	(190)	-1.96%
Gasoline/Oil	2,110	2,116	1,981	1,571	2,571	2,000	429	27.31%
Voice / Data	4,577	4,465	5,438	12,240	5,535	12,000	(240)	-1.96%
Equip Hand/Shop Tools	481	749	462	1,020	1,020	1,000	(20)	-1.96%
Uniforms & Equipment	1,878	1,434	1,418	2,040	2,040	2,000	(40)	-1.96%
Dues And Subscriptions	1,187	3,331	-	-	-	-	-	-
<b>Land Use</b>	<b>1,135,971</b>	<b>1,203,946</b>	<b>1,250,871</b>	<b>1,423,561</b>	<b>1,371,784</b>	<b>1,405,866</b>	<b>(17,695)</b>	<b>-1.24%</b>
O/S Contract Service	-	-	-	15,000	15,000	25,000	10,000	66.67%
<b>Conservation Commission</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>15,000</b>	<b>25,000</b>	<b>10,000</b>	<b>66.67%</b>
Contribution to Town Bens Fund	5,600,000	5,299,742	5,047,742	4,774,741	5,774,741	6,381,032	1,606,291	33.64%
401A Employer Contributions	91,994	109,991	130,891	130,000	130,000	133,250	3,250	2.50%
Unemployment Comp	4,216	24,734	2,927	15,300	15,300	15,300	-	0.00%
Wellness	8,310	8,359	10,755	8,466	10,022	8,500	34	0.40%
Uniforms & Equipment	-	-	340	-	-	-	-	-
<b>Health &amp; Security Benefits</b>	<b>5,704,520</b>	<b>5,442,826</b>	<b>5,192,655</b>	<b>4,928,507</b>	<b>5,930,063</b>	<b>6,538,082</b>	<b>1,609,575</b>	<b>32.66%</b>
Town Pension Contribution	867,862	1,220,851	1,319,772	1,446,047	1,446,047	1,543,662	97,615	6.75%

Expenditures	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
OPEB Gasb 45	500,000	500,000	500,000	440,000	440,000	419,083	(20,917)	-4.75%
<b>Pensions &amp; Other Post Employment</b>	<b>1,367,862</b>	<b>1,720,851</b>	<b>1,819,772</b>	<b>1,886,047</b>	<b>1,886,047</b>	<b>1,962,745</b>	<b>76,698</b>	<b>4.07%</b>
Workers Compensation	802,275	757,685	815,774	742,532	797,933	840,000	97,468	13.13%
Deductibles Heart/Hypertension	198,415	77,667	46,316	225,000	145,467	100,000	(125,000)	-55.56%
Ins Blanket Coverage	506,137	533,052	524,957	571,200	520,966	588,336	17,136	3.00%
<b>Insurance Liability</b>	<b>1,506,827</b>	<b>1,368,404</b>	<b>1,387,047</b>	<b>1,538,732</b>	<b>1,464,366</b>	<b>1,528,336</b>	<b>(10,396)</b>	<b>-0.68%</b>
Salaries F/T	205,796	240,061	318,252	342,523	289,419	286,647	(55,876)	-16.31%
Salaries Cleaning Allowance	200	-	700	800	800	600	(200)	-25.00%
Salaries P/T	28,161	23,544	-	-	-	-	-	-
Salaries O/T	255	47	(537)	204	808	-	(204)	-100.00%
Social Security	18,939	21,147	22,095	25,932	25,932	22,835	(3,097)	-11.94%
401A Employer Contributions	614	3,348	3,567	10,897	10,897	3,443	(7,454)	-68.40%
Longevity	700	750	1,000	800	1,050	900	100	12.50%
Accrued Benefits Payout	14,522	-	-	-	-	-	-	-
Service Contracts	1,720	995	995	1,600	1,600	1,600	-	0.00%
O/S Contract Service	39,266	43,341	41,131	44,000	44,000	44,000	-	0.00%
Repairs Mobile Equipment	2,323	804	2,235	2,300	2,000	2,300	-	0.00%
Repairs Parking Meters	609	-	1,980	3,500	3,500	3,500	-	0.00%
Property Service Contract	6,394	6,541	-	6,600	8,380	8,309	1,709	25.89%
Office Equip Lease/Rental	1,313	1,435	1,311	1,377	1,377	1,377	-	0.00%
Postage	2,968	2,635	2,672	3,000	2,446	3,000	-	0.00%
Supplies Signs	110	-	-	4,000	4,000	4,000	-	0.00%
Supplies Office	4,579	2,765	4,476	4,500	4,429	4,500	-	0.00%
Gasoline/Oil	2,597	3,560	3,204	4,111	4,111	4,111	-	0.00%
Voice / Data	6,768	8,249	7,761	9,800	9,800	9,800	-	0.00%
Uniforms & Equipment	4,106	2,761	2,422	2,500	2,500	2,500	-	0.00%
Banking & Transaction Fees	22,280	30,634	28,062	36,000	34,291	36,000	-	0.00%
<b>Parking</b>	<b>364,221</b>	<b>392,617</b>	<b>441,326</b>	<b>504,444</b>	<b>451,340</b>	<b>439,422</b>	<b>(65,022)</b>	<b>-12.89%</b>
Salary Offset	-	-	-	-	-	(142,074)	(142,074)	-
Salaries F/T	4,415,442	4,567,681	4,523,181	4,894,626	4,816,494	4,949,011	54,385	1.11%
Salaries Actg Sgt/Lt	17,516	20,135	21,073	19,000	23,328	22,000	3,000	15.79%
Salaries Cleaning Allowance	15,750	15,050	14,700	16,450	14,000	16,450	-	0.00%
Salaries Educational	34,720	47,122	46,533	55,000	55,000	50,000	(5,000)	-9.09%

Expenditures	FY17	FY18	FY19	FY20	FY20	FY20	FY21	% VARIANCE
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	REVISED	APPROVED	\$ Variance	
Salaries P/T	35,641	33,525	37,053	41,616	41,616	40,000	(1,616)	-3.88%
Salaries O/T	284,231	215,604	278,177	225,000	261,771	225,000	-	0.00%
Salaries O/T-Sick	72,896	66,308	66,372	70,000	55,000	70,000	-	0.00%
Salaries O/T Traffic Enforcement	254	1,081	(1,483)	10,000	7,224	5,000	(5,000)	-50.00%
Salaries O/T Injury	200	5,606	18,947	15,000	186	10,000	(5,000)	-33.33%
Salaries Detective Stand-By Pa	13,701	16,520	15,384	17,000	17,000	16,500	(500)	-2.94%
Salaries O/T Training	79,979	74,417	68,888	95,000	88,000	100,000	5,000	5.26%
Salaries O/T Accumulated Time	79,930	80,288	126,622	120,000	121,757	125,000	5,000	4.17%
Salaries Shift Differential	98,178	96,895	96,315	98,000	103,972	97,000	(1,000)	-1.02%
Salaries Holiday Sellback	205,899	206,011	206,233	216,000	230,081	216,000	-	0.00%
Social Security	102,448	105,591	105,533	114,924	112,014	115,234	310	0.27%
Longevity	15,150	14,800	15,000	15,400	15,400	15,700	300	1.95%
Accrued Benefits Payout	33,775	3,030	39,621	-	23,750	-	-	0.00%
Service Contracts	43,963	45,925	41,395	46,500	43,011	46,500	-	0.00%
Prof Service	-	-	-	-	-	-	-	0.00%
Prof Service Cons/Testing Promotic	11,000	3,045	16,832	12,500	10,955	12,500	-	0.00%
Training	35,326	19,921	33,180	35,000	38,522	37,500	2,500	7.14%
Substance Reduction Initiative	2,834	5,680	1,889	12,000	1,700	5,000	(7,000)	-58.33%
Accreditation	9,829	8,821	8,636	12,000	11,250	10,000	(2,000)	-16.67%
Medical Certification Stipend	16,600	16,800	17,000	17,000	17,400	17,000	-	0.00%
Property Cleaning	-	432	555	1,500	1,500	1,500	-	0.00%
Property Repair / Maintenance	1,864	3,934	3,162	1,500	5,000	1,500	-	0.00%
Repairs Traffic Lights	-	-	-	750	750	750	-	0.00%
Repairs Emergency Equipment	5,682	7,268	2,562	7,000	6,000	7,000	-	0.00%
Repairs Mobile Equipment	25,171	33,186	26,380	31,000	31,000	31,000	-	0.00%
Repairs Office Equipment	258	-	-	1,500	-	1,000	(500)	-33.33%
Property Service Contract	235	243	380	750	750	750	-	0.00%
Office Equip Lease/Rental	8,168	8,725	10,361	7,100	7,984	7,100	-	0.00%
Postage	1,579	1,886	2,027	1,800	2,200	1,800	-	0.00%
Advertising	2,155	1,502	1,097	2,500	1,500	1,200	(1,300)	-52.00%
Travel	4,155	3,650	6,587	6,000	6,000	6,000	-	0.00%
Program Meeting Expense	2,004	689	1,496	1,500	1,100	1,500	-	0.00%
Supplies Auto Truck	4,559	1,593	4,470	11,000	1,364	9,000	(2,000)	-18.18%
Supplies Building / Grounds	6,003	7,513	8,047	10,000	6,946	12,000	2,000	20.00%
Supplies Photo / Fingerprint	6,788	7,347	5,968	6,250	6,550	6,250	-	0.00%
Supplies - General	4,381	5,226	4,817	5,000	3,465	5,000	-	0.00%

	FY17	FY18	FY19	FY20	FY20	FY20	FY21		
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	REVISED	APPROVED		\$ Variance	% VARIANCE
<b>Expenditures</b>									
Supplies Office	5,654	8,606	7,759	7,000	8,295	9,000		2,000	28.57%
Electricity	59,823	56,288	53,690	62,000	55,765	57,000		(5,000)	-8.06%
Fuel Oil / Propane	21,905	19,949	23,526	20,000	20,000	25,000		5,000	25.00%
Gasoline/Oil	57,543	50,490	51,830	56,591	53,354	55,000		(1,591)	-2.81%
Water	3,460	3,536	3,762	4,000	4,000	4,000		-	0.00%
Voice / Data	66,499	68,985	53,374	63,000	39,749	55,000		(8,000)	-12.70%
Information Services	25,375	31,798	42,960	36,000	37,500	36,000		-	0.00%
Uniforms & Equipment	43,801	40,427	34,937	50,000	52,227	52,500		2,500	5.00%
SRT Personnel Equipment	5,359	5,494	3,023	7,000	4,258	9,000		2,000	28.57%
Equip - Emergency	4,562	5,291	3,953	5,000	3,559	5,000		-	0.00%
Equip Ammo / Weapons	16,123	19,313	23,305	23,500	23,284	23,500		-	0.00%
Dues And Subscriptions	2,263	2,246	2,021	2,500	3,000	2,500		-	0.00%
<b>Police</b>	<b>6,010,626</b>	<b>6,065,473</b>	<b>6,179,131</b>	<b>6,589,757</b>	<b>6,496,529</b>	<b>6,486,171</b>		<b>(103,586)</b>	<b>-1.57%</b>
Salary Offset	-	-	-	-	-	(43,391)		(43,391)	
Salaries F/T	2,118,675	2,328,742	2,362,752	2,450,748	2,479,436	2,485,926		35,178	1.44%
Salaries Actg Sgt/Lt	3,890	8,985	7,942	6,000	9,031	8,000		2,000	33.33%
Salaries P/T	21,161	66,584	58,463	74,500	18,638	54,500		(20,000)	-26.85%
Salaries O/T	32,498	40,305	28,337	35,000	80,177	33,000		(2,000)	-5.71%
Salaries O/T Vacation	216,545	281,048	278,703	265,000	280,603	279,000		14,000	5.28%
Salaries O/T Holiday	230,414	224,732	220,686	230,000	243,781	230,000		-	0.00%
Salaries O/T-Sick	152,748	163,627	169,275	176,000	269,115	170,000		(6,000)	-3.41%
Salaries O/T Callback	7,668	6,500	5,719	7,500	5,540	6,500		(1,000)	-13.33%
Salaries O/T Injury	55,107	37,966	123,094	46,500	85,988	46,500		-	0.00%
Salaries Training	46,308	43,757	48,490	54,500	29,530	54,500		-	0.00%
Promotional Testing	-	-	-	9,100	-	9,100		-	0.00%
Social Security	49,078	66,415	66,316	66,644	68,599	68,310		1,666	2.50%
401A Employer Contributions	-	-	510	1,955	1,949	1,955		-	0.00%
Longevity	300	600	600	600	600	600		-	0.00%
Employee Fitness Program	3,233	1,733	3,850	3,000	4,668	3,850		850	28.33%
Service Contracts	7,316	10,558	10,761	11,000	8,437	11,000		-	0.00%
O/S Contractors	-	-	-	3,000	675	3,016		16	0.53%
Training	40,383	41,078	37,855	36,000	36,500	38,000		2,000	5.56%
O/S Laundry Service	4,686	4,537	4,399	4,500	2,990	4,500		-	0.00%
Physicals	15,030	9,588	10,297	14,000	10,870	12,000		(2,000)	-14.29%
Education Incentive	33,750	35,100	-	35,000	38,100	38,000		3,000	8.57%

Expenditures	FY17	FY18	FY19	FY20	FY20	FY20	FY21	\$ Variance	% VARIANCE
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	REVISED	APPROVED			
Volunteer Recruitment & Retention	4,401	-	1,417	4,000	2,000	4,000	4,000	-	0.00%
Property Repair / Maintenance	6,337	2,855	3,962	5,000	2,569	5,000	5,000	-	0.00%
Repairs Emergency Equipment	20,321	14,599	19,827	18,500	15,903	18,500	18,500	-	0.00%
Repairs Mobile Equipment	89,780	84,129	77,111	78,000	36,413	78,000	78,000	-	0.00%
Office Equip Lease/Rental	993	1,812	1,653	2,000	1,879	1,900	1,900	(100)	-5.00%
Postage	105	285	233	300	144	300	300	-	0.00%
Travel	1,244	2,737	1,418	2,700	368	2,500	2,500	(200)	-7.41%
Supplies Auto Truck	639	1,005	969	900	1,453	900	900	-	0.00%
Supplies - General	7,449	8,800	8,209	9,000	7,500	9,000	9,000	-	0.00%
Supplies Office	601	1,159	1,266	1,650	1,052	1,650	1,650	-	0.00%
Electricity	22,459	20,893	21,457	23,690	21,024	22,000	22,000	(1,690)	-7.13%
Fuel Oil / Propane	12,846	12,189	10,440	12,714	12,361	11,500	11,500	(1,214)	-9.55%
Accrued Benefits Payout	-	-	-	-	4,675	-	-	-	-
Gasoline/Oil	13,139	12,281	12,456	12,460	10,761	12,460	12,460	-	0.00%
Water	1,913	2,238	2,133	3,296	2,482	2,500	2,500	(796)	-24.15%
Food	3,230	3,047	2,794	3,100	2,817	3,100	3,100	-	0.00%
Voice / Data	11,946	9,337	9,552	11,000	10,134	11,000	11,000	-	0.00%
Information Services	78,810	80,096	78,000	80,100	78,000	80,100	80,100	-	0.00%
Equip Hand/Shop Tools	111	457	500	500	485	500	500	-	0.00%
Uniforms & Equipment	26,629	23,182	23,942	27,000	25,688	27,000	27,000	-	0.00%
Equip Personnel/Pep	1,474	1,225	6,292	4,000	2,680	4,000	4,000	-	0.00%
Equip - Emergency	7,386	7,288	5,540	7,000	6,100	7,000	7,000	-	0.00%
Dues And Subscriptions	3,263	5,399	5,536	6,200	6,200	5,550	5,550	(650)	-10.48%
<b>Fire</b>	<b>3,353,865</b>	<b>3,666,866</b>	<b>3,732,755</b>	<b>3,843,657</b>	<b>3,927,914</b>	<b>3,823,326</b>	<b>3,823,326</b>	<b>(20,331)</b>	<b>-0.53%</b>
Salaries F/T	114,787.60								
Salaries P/T	56,969.23								
Social Security	13,779.18								
Longevity	300.00								
Repairs Mobile Equipment	529.70								
Office Equip Lease/Rental	900.00								
Postage	96.22								
Travel	1,410.11								
Supplies - General	1,162.58								
Gasoline/Oil	2,141.40								
Voice / Data	1,220.87								

	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
<b>Expenditures</b>								
Uniforms & Equipment	843.00							
Dues And Subscriptions	2,070.50							
<b>Fire Marshall</b>	<b>196,210</b>	-	-	-	-	-	-	
O/S Paramedic Service	390,276	390,276	399,840	399,842	399,842	399,842	-	0.00%
Office Equip Lease/Rental	1,149	1,155	1,080	1,236	1,236	-	(1,236)	-100.00%
Town Contribution	60,519	60,900	60,900	54,900	54,900	53,000	(1,900)	-3.46%
Electricity	12,608	11,743	11,775	14,997	14,996	15,445	448	2.99%
Fuel Oil / Propane	11,274	8,729	12,163	9,758	9,758	12,243	2,485	25.47%
Gasoline/Oil	8,895	7,526	7,482	8,444	8,444	9,506	1,062	12.58%
Water	2,086	2,143	2,343	2,369	2,569	2,440	71	3.00%
Voice / Data	10,816	3,167	2,905	4,250	3,750	3,750	(500)	-11.76%
Information Services	50,299	51,259	53,162	55,138	55,639	56,800	1,662	3.01%
<b>Ambulance Corps</b>	<b>547,920</b>	<b>536,897</b>	<b>551,650</b>	<b>550,934</b>	<b>551,134</b>	<b>553,026</b>	<b>2,092</b>	<b>0.38%</b>
Salaries F/T	77,885	81,827	83,985	83,668	87,306	86,326	2,658	3.18%
Salaries P/T	11,161	7,667	4,846	13,848	12,633	6,500	(7,348)	-53.06%
Salaries O/T	981	1,619	1,143	1,632	1,632	1,600	(32)	-1.96%
Social Security	7,231	7,262	6,798	7,585	7,789	6,604	(981)	-12.93%
401A Employer Contributions	4,647	5,152	5,849	5,857	6,107	5,997	140	2.39%
O/S Contractors	1,203	13	996	2,040	2,040	2,000	(40)	-1.96%
<b>Animal Control</b>	<b>103,107</b>	<b>103,539</b>	<b>103,616</b>	<b>114,630</b>	<b>117,507</b>	<b>109,027</b>	<b>(5,603)</b>	<b>-4.89%</b>
O/S Contractors	17,500	21,532	21,308	23,256	23,256	179,256	156,000	670.79%
Training	841	-	450	5,100	5,100	5,100	-	0.00%
Repairs Emergency Equipment	500	750	-	1,020	1,020	2,020	1,000	98.04%
Supplies - General	-	36	-	1,020	1,020	2,020	1,000	98.04%
Voice / Data	420	420	464	510	510	510	-	0.00%
Equip - Emergency	2,186	3,614	3,614	4,094	4,094	4,094	(0)	-0.01%
<b>Emergency Management</b>	<b>21,447</b>	<b>26,352</b>	<b>25,836</b>	<b>35,000</b>	<b>35,000</b>	<b>193,000</b>	<b>158,000</b>	<b>451.42%</b>
Salaries F/T	252,077	194,887	201,651	334,630	221,514	336,495	1,865	0.56%
Salaries O/T	338	1,115	1,369	225	7,759	1,000	775	344.44%
Social Security	20,748	13,889	14,457	25,534	16,579	25,742	208	0.81%
401A Employer Contributions	3,432	3,570	3,896	11,806	4,581	12,870	1,064	9.01%
Longevity	600	600	600	600	650	700	100	16.67%



Expenditures	FY17	FY18	FY19	FY20	FY20	FY20	FY21	\$ Variance	% VARIANCE
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	REVISED	APPROVED			
Accrued Benefits Payout	41,416	-	-	-	-	-	-	-	-
O/S Contractors	-	-	-	50,000	39,450	50,000	50,000	-	0.00%
Training	-	20	243	500	463	500	500	-	0.00%
Office Equip Lease/Rental	3,332	3,612	4,278	3,500	4,353	4,200	4,200	700	20.00%
Postage	1,516	1,404	1,615	1,000	650	1,500	1,500	500	50.00%
Advertising	1,011	308	698	700	560	700	700	-	0.00%
Travel	494	-	242	250	234	250	250	-	0.00%
Salaries P/T	-	-	-	-	2,648	-	-	-	-
Supplies Office	759	713	6,662	800	1,500	750	750	(50)	-6.25%
Voice / Data	1,431	933	947	1,600	1,069	1,800	1,800	200	12.50%
Dues And Subscriptions	800	565	-	-	-	-	-	-	-
<b>Public Works Admin</b>	<b>327,955</b>	<b>221,615</b>	<b>236,659</b>	<b>431,145</b>	<b>302,009</b>	<b>436,507</b>	<b>436,507</b>	<b>5,362</b>	<b>1.24%</b>
Salaries F/T	1,790,197	1,771,659	1,861,249	1,907,710	1,945,388	1,911,388	1,911,388	3,678	0.19%
Salaries O/T	294,500	337,209	327,165	219,665	219,665	219,665	219,665	-	0.00%
Salaries O/T Meal Allow	12,230	17,732	15,674	16,800	13,905	16,800	16,800	-	0.00%
Salaries Shift Differential	58	-	-	2,550	2,550	2,550	2,550	-	0.00%
Social Security	155,430	159,385	163,878	164,224	159,920	164,224	164,224	-	0.00%
401A Employer Contributions	20,645	32,111	39,961	44,352	38,767	44,352	44,352	-	0.00%
Longevity	8,300	7,200	7,475	7,475	7,675	7,475	7,475	-	0.00%
Accrued Benefits Payout	-	8,347	2,305	-	-	-	-	-	-
Prof Service	-	775	-	-	-	-	-	-	-
O/S Contractors	45,402	78,127	11,624	50,000	30,000	40,000	40,000	(10,000)	-20.00%
Training	1,249	3,942	3,238	4,000	4,000	2,500	2,500	(1,500)	-37.50%
O/S Laundry Service	7,080	9,395	8,426	11,500	10,300	11,554	11,554	54	0.47%
Pipe Cleaning	9,120	9,570	15,000	15,000	15,000	10,000	10,000	(5,000)	-33.33%
Property Cleaning	1,475	-	-	1,500	1,500	1,500	1,500	-	0.00%
Road Maintenance	292,731	354,716	273,905	340,000	300,000	340,000	340,000	-	0.00%
Property Repair / Maintenance	2,149	3,918	4,596	10,000	10,000	-	-	(10,000)	-100.00%
Repairs Mobile Equipment	98,190	103,791	117,349	117,000	117,000	117,000	117,000	-	0.00%
Office Equip Lease/Rental	1,158	1,171	1,515	1,380	1,482	1,380	1,380	-	0.00%
Advertising	180	354	10	500	500	500	500	-	0.00%
Travel	-	244	-	1,500	1,619	1,500	1,500	-	0.00%
Supplies Auto Truck	51,967	58,893	64,083	64,500	64,500	64,500	64,500	-	0.00%
Supplies Signs	20,000	6,697	27,071	20,000	20,000	15,000	15,000	(5,000)	-25.00%
Supplies - General	9,997	4,051	3,938	10,000	10,000	8,000	8,000	(2,000)	-20.00%

Expenditures	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
Radio	1,233	2,988	1,607	5,000	5,000	5,000	-	0.00%
Paint	21,513	25,000	9,595	25,000	25,883	20,000	(5,000)	-20.00%
Supplies Office	1,059	183	914	1,500	1,500	1,500	-	0.00%
Electricity	34,523	34,682	34,831	36,050	36,050	31,050	(5,000)	-13.87%
Fuel Oil / Propane	30,061	35,381	38,086	35,731	35,731	35,731	-	0.00%
Salaries Educational	-	-	-	-	1,200	-	-	-
Salaries P/T	-	-	-	-	161	-	-	-
Gasoline/Oil	59,089	68,906	79,715	69,842	69,842	69,842	-	0.00%
Water	3,735	4,164	4,777	4,429	7,429	4,429	-	0.00%
Voice / Data	5,666	6,896	4,966	7,500	7,500	7,500	-	0.00%
Supplies Stone And Gravel	15,701	10,349	19,707	20,000	20,000	15,000	(5,000)	-25.00%
Equip Furniture	547	-	-	2,000	2,000	2,000	-	0.00%
Equip Hand/Shop Tools	8,367	3,500	5,274	10,000	10,000	10,000	-	0.00%
Uniforms & Equipment	10,284	11,071	11,898	15,000	15,000	15,000	-	0.00%
<b>Highway</b>	<b>3,013,836</b>	<b>3,172,407</b>	<b>3,159,831</b>	<b>3,241,708</b>	<b>3,211,068</b>	<b>3,196,940</b>	<b>(44,768)</b>	<b>-1.38%</b>
Salaries F/T	90,982	93,612	94,393	95,718	223,015	98,015	2,297	2.40%
Salaries P/T	14,891	29,022	33,145	39,222	29,222	34,222	(5,000)	-12.75%
Social Security	7,032	8,862	9,481	10,323	18,369	10,000	(323)	-3.13%
401A Employer Contributions	5,454	6,799	6,695	6,700	17,506	6,861	161	2.40%
Prof Service	4,477	8,476	8,998	9,000	9,117	9,000	-	0.00%
O/S Contract Service	21,850	39,095	83,873	60,000	68,527	47,500	(12,500)	-20.83%
Training	467	-	358	500	2,532	500	-	0.00%
Repairs Mobile Equipment	61	-	92	500	500	500	-	0.00%
Repairs Office Equipment	200	-	-	200	200	200	-	0.00%
Travel	22	56	81	200	250	200	-	0.00%
Supplies Auto Truck	-	-	34	400	400	400	-	0.00%
Supplies - General	826	649	898	700	2,500	700	-	0.00%
Supplies Office	348	198	347	350	2,179	350	-	0.00%
Gasoline/Oil	197	72	2,488	3,038	2,154	3,200	162	5.33%
Voice / Data	1,464	1,347	1,372	1,400	4,500	2,100	700	50.00%
Dues And Subscriptions	385	288	410	550	721	500	(50)	-9.09%
<b>Engineering</b>	<b>148,656</b>	<b>188,476</b>	<b>242,664</b>	<b>228,801</b>	<b>381,692</b>	<b>214,248</b>	<b>(14,553)</b>	<b>-6.36%</b>
Salaries F/T	171,554	205,874	208,671	214,707	220,866	217,582	2,875	1.34%
Salaries P/T	5,675	-	734	1,530	2,150	5,000	3,470	226.80%

Expenditures	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
Salaries O/T	2,867	4,427	5,249	2,448	5,989	5,250	2,802	114.46%
Social Security	13,304	15,403	15,647	16,729	16,526	16,645	(84)	-0.50%
401A Employer Contributions	3,450	3,499	4,124	5,697	5,574	5,653	(44)	-0.77%
Longevity	500	500	500	500	500	500	-	0.00%
Service Contracts	14,187	8,269	148,921	170,000	134,416	160,000	(10,000)	-5.88%
Prof Service	-	1,988	-	-	-	-	-	-
O/S Contractors	216,611	216,746	254,617	216,000	218,000	200,750	(15,250)	-7.06%
Training	-	-	218	500	-	-	(500)	-100.00%
Outback	23,408	-	-	-	-	-	-	-
Property Cleaning	116,729	116,504	123,838	126,000	123,800	151,850	25,850	20.52%
Property Repair / Maintenance	133,827	130,596	19,630	20,000	17,092	20,000	-	0.00%
Repairs Mobile Equipment	316	907	756	1,000	1,000	1,000	-	0.00%
Light Poles-Maintenance	20,542	19,231	6,015	20,000	13,628	10,000	(10,000)	-50.00%
Office Equip Lease/Rental	-	-	-	-	1,000	1,000	1,000	0.00%
Advertising	336	663	738	700	1,700	700	-	0.00%
Travel	55	-	-	250	-	-	(250)	-100.00%
Supplies Building / Grounds	4,421	5,922	6,154	10,000	3,528	9,000	(1,000)	-10.00%
Supplies - General	1,720	636	2,239	3,500	2,500	2,500	(1,000)	-28.57%
Supplies Office	788	515	595	1,000	1,000	1,000	-	0.00%
Supplies-Centralized Office	21,914	20,485	22,591	19,000	20,077	19,000	-	0.00%
Electricity	113,879	108,181	112,291	108,105	114,482	108,105	-	0.00%
Fuel Oil / Propane	32,712	50,601	48,635	48,000	37,712	50,400	2,400	5.00%
Postage	-	-	-	-	-	-	-	-
O/S Contract Lapham Boiler	-	-	-	-	-	-	-	-
Gasoline/Oil	2,645	2,955	2,514	2,755	2,755	2,615	(140)	-5.08%
Water	5,543	5,042	7,539	5,166	6,711	5,320	154	2.98%
Voice / Data	2,010	2,017	1,616	2,200	2,200	2,200	-	0.00%
Furniture - Centralized	2,471	1,916	4,362	2,500	2,500	-	(2,500)	-100.00%
<b>Town Buildings</b>	<b>911,465</b>	<b>922,881</b>	<b>998,191</b>	<b>998,287</b>	<b>955,705</b>	<b>996,070</b>	<b>(2,217)</b>	<b>-0.22%</b>
Town Utility Sewer Contribution	-	-	-	-	47,985	47,985	47,985	0.00%
Town Utility Street Lights	104,544	98,004	91,135	128,000	113,092	100,000	(28,000)	-21.88%
Town Utility Hydrant Service	321,872	340,994	361,749	357,000	371,908	362,000	5,000	1.40%
<b>Utilities</b>	<b>426,416</b>	<b>438,998</b>	<b>452,885</b>	<b>485,000</b>	<b>532,985</b>	<b>509,985</b>	<b>24,985</b>	<b>5.15%</b>
Salaries F/T	392,706	365,354	367,924	376,572	360,642	322,182	(54,390)	-14.44%

Expenditures	FY17	FY18	FY19	FY20	FY20	FY20	FY21	\$ Variance	% VARIANCE
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	REVISED	APPROVED			
Salaries P/T	-	11,512	-	-	-	-	-	-	-
Salaries O/T	92,694	96,456	93,393	89,852	90,859	93,000	93,000	3,148	3.50%
Salaries O/T Meal Allow	130	224	112	510	510	510	510	-	0.00%
Social Security	35,254	35,064	33,815	35,720	35,922	31,622	31,622	(4,098)	-11.47%
401A Employer Contributions	3,825	4,766	4,929	13,598	13,598	13,269	13,269	(329)	-2.42%
Longevity	1,400	1,000	1,000	1,000	1,000	1,000	1,000	-	0.00%
Accrued Benefits Payout	-	5,110	-	-	-	600	600	600	0.00%
Service Contracts	-	-	-	600	600	600	600	-	0.00%
O/S Contractors	11,799	11,372	13,556	13,000	11,500	13,000	13,000	-	0.00%
Paint Disposal	1,156	3,134	3,471	5,000	-	5,000	5,000	-	0.00%
Hazardous Waste Day	13,834	18,095	12,460	20,000	17,000	20,000	20,000	-	0.00%
Recycling	47,738	53,244	208,978	220,000	250,858	220,000	220,000	-	0.00%
Garbage Hauling Contract	520,857	496,450	518,031	585,000	542,200	585,000	585,000	-	0.00%
Groundwater Monitor/Landfill	17,914	13,885	14,256	20,000	8,000	20,000	20,000	-	0.00%
Property Repair / Maintenance	-	20,150	-	-	-	-	-	-	-
Repairs Machinery And Equipment	15,663	11,614	9,684	20,000	5,000	20,000	20,000	-	0.00%
Repairs Mobile Equipment	544	777	1,938	3,000	-	3,000	3,000	-	0.00%
O/S Bulky Waste Disposal	136,512	206,762	195,250	155,000	218,000	170,000	170,000	15,000	9.68%
Travel	-	-	-	250	250	255	255	5	2.00%
Supplies - General	4,195	3,602	1,824	4,800	4,800	4,800	4,800	-	0.00%
Supplies Office	1,059	1,531	533	1,600	1,600	1,600	1,600	-	0.00%
Electricity	17,639	15,012	17,797	17,890	17,890	18,427	18,427	537	3.00%
Gasoline/Oil	12,813	9,550	8,030	11,362	8,462	10,191	10,191	(1,171)	-10.31%
Water	276	1,479	1,507	1,591	1,591	1,639	1,639	48	3.02%
Voice / Data	2,053	2,054	1,988	2,836	2,836	2,835	2,835	(1)	-0.02%
Equip Hand/Shop Tools	879	1,091	1,445	1,500	500	1,500	1,500	-	0.00%
Uniforms & Equipment	3,272	4,469	3,266	1,500	2,600	1,500	1,500	-	0.00%
State Permits	370	1,260	1,050	3,500	300	3,500	3,500	-	0.00%
Banking & Transaction Fees	8,570	9,105	11,484	7,000	7,000	7,000	7,000	-	0.00%
<b>Transfer Station</b>	<b>1,343,149</b>	<b>1,404,120</b>	<b>1,527,722</b>	<b>1,612,680</b>	<b>1,603,518</b>	<b>1,572,030</b>	<b>1,572,030</b>	<b>(40,650)</b>	<b>-2.52%</b>
Salaries F/T	925,730	945,906	957,442	983,137	1,011,979	980,160	980,160	(2,977)	-0.30%
Salaries P/T	-	-	-	-	1,500	-	-	-	-
Salaries O/T	104,573	110,839	106,391	96,352	64,462	95,552	95,552	(800)	-0.83%
Salaries O/T Meal Allow	5,170	6,676	4,764	6,720	6,720	6,720	6,720	-	0.00%
Social Security	75,172	77,323	77,334	83,095	83,325	82,027	82,027	(1,068)	-1.29%

Expenditures	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
401A Employer Contributions	5,274	7,383	8,854	10,172	14,090	8,220	(1,952)	-19.19%
Longevity	4,638	4,500	4,800	4,800	4,800	4,800	-	0.00%
Accrued Benefits Payout	4,907	-	-	-	1,918	-	-	-
Prof Service	13,110	12,560	13,664	15,000	14,459	15,000	-	0.00%
O/S Contractors	54,618	103,160	138,368	175,100	148,342	158,060	(17,040)	-9.73%
Mosquito Control	13,135	9,815	9,815	13,250	23,555	9,950	(3,300)	-24.91%
Training	1,145	458	2,082	2,200	2,200	2,200	-	0.00%
O/S Grass Treatments	105,928	111,437	159,202	159,900	165,900	148,350	(11,550)	-7.22%
Property Cleaning	-	-	-	500	500	500	-	0.00%
Property Repair / Maintenance	-	-	-	1,500	1,500	1,200	(300)	-20.00%
Repairs Machinery And Equipment	41,440	34,840	37,140	43,000	43,000	43,000	-	0.00%
Repairs Parks And Trails	450	3,512	1,637	10,000	8,500	7,500	(2,500)	-25.00%
Postage	-	-	-	-	-	-	-	-
Travel	576	180	1,355	1,600	1,600	1,600	-	0.00%
Supplies Auto Truck	2,654	3,359	590	3,000	3,000	3,000	-	0.00%
Supplies Building / Grounds	54,569	54,417	41,162	68,200	66,438	67,300	(900)	-1.32%
Supplies - General	8,477	7,861	9,231	13,500	13,500	13,500	-	0.00%
Electricity	26,868	18,891	28,697	48,531	48,531	48,351	(180)	-0.37%
Fuel Oil / Propane	6,057	6,559	5,532	5,832	5,832	5,990	158	2.71%
Gasoline/Oil	25,087	23,319	22,968	23,641	23,641	27,000	3,359	14.21%
Water	3,327	3,741	4,037	5,099	5,099	4,950	(149)	-2.92%
Voice / Data	4,798	4,783	4,656	4,300	5,800	4,300	-	0.00%
Grounds Equipment	9,355	9,634	14	9,500	19,000	9,000	(500)	-5.26%
Dues And Subscriptions	190	245	280	400	515	400	-	0.00%
State Permits	285	-	-	-	-	-	-	-
<b>Parks</b>	<b>1,497,532</b>	<b>1,561,397</b>	<b>1,640,015</b>	<b>1,788,329</b>	<b>1,789,705</b>	<b>1,748,630</b>	<b>(39,699)</b>	<b>-2.22%</b>
O/S Contractors	-	4,873	8,250	25,000	22,000	15,000	(10,000)	-40.00%
Property Cleaning	-	-	-	5,000	5,000	9,080	4,080	81.60%
Property Repair / Maintenance	-	1,644	2,076	5,000	5,000	1,500	(3,500)	-70.00%
Supplies Building / Grounds	-	-	40	250	250	250	-	0.00%
Electricity	-	2,159	3,683	5,000	8,000	5,150	150	3.00%
Fuel Oil / Propane	-	1,958	2,071	3,800	3,800	8,056	4,256	112.00%
Water	-	1,468	1,656	1,800	1,800	1,854	54	3.00%
<b>Town Hall Annex</b>	<b>-</b>	<b>12,101</b>	<b>17,776</b>	<b>45,850</b>	<b>45,850</b>	<b>40,890</b>	<b>(4,960)</b>	<b>-10.82%</b>

Expenditures	FY17	FY18	FY19	FY20	FY20	FY20	FY21	\$ Variance	% VARIANCE
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	REVISED	APPROVED			
Electricity	28,407	31,786	32,008	31,312	31,312	32,251	939	3.00%	
Fuel Oil / Propane	24,230	23,925	25,421	23,500	23,500	27,125	3,625	15.43%	
Water	2,797	2,497	2,934	3,520	3,520	3,520	-	0.00%	
<b>Nature Center</b>	<b>55,434</b>	<b>58,208</b>	<b>60,363</b>	<b>58,332</b>	<b>58,332</b>	<b>62,896</b>	<b>4,564</b>	<b>7.82%</b>	
Salaries P/T	24,000	24,000	24,591	24,000	24,464	24,000	-	0.00%	
Social Security	1,836	1,836	1,881	1,836	1,871	1,836	-	0.00%	
O/S Contractors	-	-	9,160	-	-	-	-	-	
O/S Tree Service Highway	205,925	411,663	239,024	235,000	235,000	235,000	-	0.00%	
O/S Tree Service Parks	31,971	24,910	42,290	40,000	40,000	40,000	-	0.00%	
O/S Tree Maintenance	52,177	65,761	91,765	97,250	97,250	90,000	(7,250)	-7.46%	
Travel	-	-	-	1,000	1,000	-	(1,000)	-100.00%	
Supplies - General	1,684	-	-	4,000	4,000	4,000	-	0.00%	
Voice / Data	575	554	383	1,000	1,000	1,000	-	0.00%	
<b>Tree Warden</b>	<b>318,167</b>	<b>528,724</b>	<b>409,094</b>	<b>404,086</b>	<b>404,586</b>	<b>395,836</b>	<b>(8,250)</b>	<b>-2.04%</b>	
Salaries F/T	388,604	424,115	465,848	452,092	343,556	371,584	(80,508)	-17.81%	
Salaries P/T	51,500	31,190	-	12,000	13,028	12,000	-	0.00%	
Salaries O/T	1,912	584	1,289	3,000	1,073	1,000	(2,000)	-66.67%	
Social Security	32,921	34,302	34,703	35,733	27,662	35,153	(580)	-1.62%	
401A Employer Contributions	5,631	7,262	7,618	10,548	8,924	7,989	(2,559)	-24.26%	
Longevity	600	600	600	600	300	300	(300)	-50.00%	
Flu Clinic	6,867	8,851	7,405	8,000	8,166	8,000	-	0.00%	
General Assistance	22,167	20,959	16,782	22,000	21,585	22,000	-	0.00%	
Public Health Services	5,700	3,438	6,597	20,000	18,980	7,000	(13,000)	-65.00%	
Office Equip Lease/Rental	2,592	3,021	2,552	3,200	2,455	2,500	(700)	-21.88%	
Postage	1,082	817	835	1,250	1,250	1,250	-	0.00%	
Travel	290	137	35	350	200	200	(150)	-42.86%	
Program Meeting Expense	12,542	9,597	8,529	10,000	4,687	5,000	(5,000)	-50.00%	
Supplies Office	2,443	2,055	1,458	2,800	2,500	2,000	(800)	-28.57%	
Voice / Data	2,254	1,942	2,144	2,600	2,116	1,000	(1,600)	-61.54%	
Accrued Benefits Payout	-	-	-	-	12,260	-	-	-	
Dues And Subscriptions	1,393	1,035	1,528	1,900	425	1,200	(700)	-36.84%	
Banking & Transaction Fees	-	-	-	-	-	-	-	-	
<b>Human Services</b>	<b>538,498</b>	<b>549,906</b>	<b>557,923</b>	<b>586,073</b>	<b>469,167</b>	<b>478,176</b>	<b>(107,897)</b>	<b>-18.41%</b>	

Expenditures	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
Getabout	46,000	46,000	46,000	46,000	46,000	46,000	-	0.00%
Kids In Crisis	56,000	51,384	56,000	56,000	56,000	56,000	-	0.00%
New Canaan Cares	18,000	18,000	17,500	-	-	18,000	18,000	
Child Guidance Center	5,000	5,000	5,000	5,000	5,000	5,000	-	0.00%
Domestic Violence Crisis Centre	5,000	5,000	5,000	5,000	5,000	5,000	-	0.00%
Meals On Wheels	5,000	5,000	5,000	5,000	5,000	5,000	-	0.00%
Smart Prepare	3,000	-	-	-	-	-	-	
Community Program Mental Welln	-	5,000	-	23,000	23,000	5,000	(18,000)	-78.26%
<b>Other Agencies</b>	<b>138,000</b>	<b>135,384</b>	<b>134,500</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>-</b>	<b>0.00%</b>
Town Contribution	2,144,500	2,230,280	2,274,886	2,320,250	2,320,250	2,378,072	57,822	2.49%
Town Grant	475,000	-	-	-	-	-	-	
<b>Library</b>	<b>2,619,500</b>	<b>2,230,280</b>	<b>2,274,886</b>	<b>2,320,250</b>	<b>2,320,250</b>	<b>2,378,072</b>	<b>57,822</b>	<b>2.49%</b>
O/S Refuse Service	10,195	11,739	11,105	12,250	12,250	12,500	250	2.04%
Program Band Concert	8,229	9,102	8,778	10,750	10,750	10,250	(500)	-4.65%
Program Light Sound	587	-	-	750	750	500	(250)	-33.33%
Program Memorial Day	657	267	-	500	500	500	-	0.00%
Supplies - General	986	735	1,549	1,500	1,500	1,500	-	0.00%
<b>Rec-Civic Activity</b>	<b>20,654</b>	<b>21,842</b>	<b>21,432</b>	<b>25,750</b>	<b>25,750</b>	<b>25,250</b>	<b>(500)</b>	<b>-1.94%</b>
Salaries F/T	402,104	420,367	424,375	434,360	449,187	441,639	7,279	1.68%
Salaries P/T	244,689	242,840	256,359	281,000	253,008	270,000	(11,000)	-3.91%
Salaries O/T	15,354	2,225	2,476	3,500	3,500	3,000	(500)	-14.29%
Social Security	49,389	49,129	51,912	54,993	55,549	53,500	(1,493)	-2.71%
Longevity	1,550	1,600	1,600	1,600	1,600	1,700	100	6.25%
O/S Contract Service	6,543	6,108	3,051	7,150	7,150	7,000	(150)	-2.10%
Property Cleaning	1,859	3,615	3,068	4,500	4,500	4,000	(500)	-11.11%
Property Repair / Maintenance	2,840	3,327	1,418	3,750	3,750	3,500	(250)	-6.67%
Dog Park Maintenance	5,562	8,971	7,747	17,000	13,500	15,000	(2,000)	-11.76%
Repairs Machinery And Equipment	3,482	1,072	1,035	4,000	4,000	4,000	-	0.00%
Repairs Mobile Equipment	278	117	164	350	350	350	-	0.00%
Repairs Parks And Trails	1,566	390	-	2,750	2,750	2,500	(250)	-9.09%
Office Equip Lease/Rental	4,492	4,727	4,697	5,000	5,422	5,000	-	0.00%
Background/Security Checks	303	515	726	950	950	950	-	0.00%
Postage	2,054	1,894	2,721	2,550	2,550	2,800	250	9.80%

Expenditures	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
Advertising	5,395	5,531	5,384	7,000	7,000	7,000	-	0.00%
Travel	150	-	-	150	150	150	-	0.00%
Program Soccer	355	331	-	3,000	2,950	3,000	-	0.00%
Program Camp Buses	4,998	4,641	5,148	6,000	6,000	6,000	-	0.00%
Program Men's Softball	300	300	699	350	350	350	-	0.00%
Program Spring/Summer Clinics	2,484	3,121	3,797	4,650	4,650	4,500	(150)	-3.23%
Program Summer Baseball	-	-	-	-	-	-	-	-
Other Classes & Programs	208,635	202,774	206,893	247,500	246,750	215,000	(32,500)	-13.13%
Supplies Program Inc. Sporting	14,985	11,396	11,350	15,000	15,000	15,000	-	0.00%
Supplies - General	6,853	6,802	6,478	10,000	8,000	10,000	-	0.00%
Supplies Office	3,470	3,308	3,750	5,000	5,000	5,000	-	0.00%
Gasoline/Oil	2,237	1,927	1,711	2,129	2,129	2,100	(29)	-1.36%
Voice / Data	4,851	5,126	4,263	3,500	4,300	3,500	-	0.00%
Equip Furniture	-	277	-	350	350	350	-	0.00%
Uniforms & Equipment	6,200	4,821	5,875	8,500	8,500	7,000	(1,500)	-17.65%
Software	6,448	6,870	7,277	8,500	8,500	8,500	-	0.00%
Dues And Subscriptions	640	600	875	750	750	750	-	0.00%
Banking & Transaction Fees	23,630	36,005	36,145	36,500	36,500	36,500	-	0.00%
<b>Recreation Administration</b>	<b>1,033,697</b>	<b>1,040,725</b>	<b>1,060,993</b>	<b>1,182,332</b>	<b>1,164,645</b>	<b>1,139,639</b>	<b>(42,693)</b>	<b>-3.61%</b>
Salaries F/T	58,059	58,899	60,356	62,687	63,050	62,349	(338)	-0.54%
Salaries P/T	8,504	9,502	4,437	7,000	10,000	5,000	(2,000)	-28.57%
Salaries O/T	23,877	21,002	18,909	24,480	24,480	22,000	(2,480)	-10.13%
Social Security	6,498	6,513	6,050	7,203	7,203	6,500	(703)	-9.76%
401A Employer Contributions	3,047	2,919	3,131	3,761	3,761	3,713	(48)	-1.28%
Longevity	-	100	200	200	200	200	-	0.00%
O/S Contract Service	18,251	17,143	17,111	18,750	18,750	18,750	-	0.00%
Major Maintenance	13,612	11,383	11,864	15,000	15,000	15,000	-	0.00%
Advertising	-	3,000	3,000	1,500	1,530	3,000	1,500	100.00%
Supplies - General	7,731	8,024	7,064	11,500	11,500	9,000	(2,500)	-21.74%
Supplies Office	-	-	22	-	-	-	-	-
Voice / Data	455	398	342	400	804	400	-	0.00%
Equip Furniture	3,475	2,660	-	4,000	4,000	4,000	-	0.00%
Equip China / Silverware	-	1,129	837	2,500	2,500	2,500	-	0.00%
<b>Recreation - Waveny</b>	<b>143,508</b>	<b>142,674</b>	<b>133,322</b>	<b>158,981</b>	<b>162,778</b>	<b>152,412</b>	<b>(6,569)</b>	<b>-4.13%</b>



Expenditures	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
Salaries P/T	20,436	22,423	26,546	23,970	12,920	24,500	530	2.21%
Social Security	1,664	1,715	-	1,834	1,834	1,834	-	0.00%
Repairs Courts	6,572	7,254	7,761	7,650	7,650	7,500	(150)	-1.96%
Supplies - General	808	330	736	1,000	1,000	1,000	-	0.00%
Voice / Data	931	384	101	900	900	900	-	0.00%
Equip Heaters / Snowblowers	-	-	656	900	900	500	(400)	-44.44%
<b>Recreation - Paddle Tennis</b>	<b>30,411</b>	<b>32,106</b>	<b>35,800</b>	<b>36,254</b>	<b>25,204</b>	<b>36,234</b>	<b>(20)</b>	<b>-0.06%</b>
Salaries P/T	-	-	-	2,000	2,000	2,000	-	0.00%
Social Security	-	-	-	153	153	153	-	0.00%
O/S Contract Service	1,839	1,403	1,623	2,000	2,000	2,000	-	0.00%
O/S Refuse Service	12,165	12,124	11,667	14,350	14,350	14,500	150	1.05%
Property Cleaning	2,120	2,135	1,731	3,000	3,000	2,750	(250)	-8.33%
Property Repair / Maintenance	21,069	14,434	11,187	15,000	15,000	15,000	-	0.00%
Repairs Machinery And Equipment	4,771	4,043	6,560	5,250	5,250	5,250	-	0.00%
Supplies - General	5,008	5,493	4,234	7,000	7,000	6,000	(1,000)	-14.29%
Electricity	86,870	73,677	97,541	94,760	94,760	98,000	3,240	3.42%
Fuel Oil / Propane	51,067	43,368	42,262	56,500	56,500	51,000	(5,500)	-9.73%
Water	5,261	4,981	6,371	6,180	6,180	6,500	320	5.18%
Voice / Data	-	-	-	-	-	-	-	-
<b>Recreation - Wavney Park Bldgs.</b>	<b>190,170</b>	<b>161,658</b>	<b>183,176</b>	<b>206,193</b>	<b>206,193</b>	<b>203,153</b>	<b>(3,040)</b>	<b>-1.47%</b>
Salaries F/T	155,206	158,443	159,955	164,378	170,182	146,427	(17,951)	-10.92%
Salaries P/T	100,608	94,479	97,265	113,000	96,805	113,000	-	0.00%
Salaries O/T	660	808	2,157	1,000	3,404	2,250	1,250	125.00%
Accrued Benefits Payout	-	-	-	-	9,448	-	-	-
Social Security	18,608	18,344	18,949	21,296	21,472	20,000	(1,296)	-6.09%
Longevity	800	800	800	800	800	900	100	12.50%
Office Equip Lease/Rental	1,168	1,293	1,283	1,400	1,400	1,400	-	0.00%
Postage	690	180	614	1,000	1,000	850	(150)	-15.00%
Program Meeting Expense	10,646	5,423	4,541	8,000	3,750	5,000	(3,000)	-37.50%
Supplies Program Inc. Sporting	107	59	97	1,000	1,000	750	(250)	-25.00%
Supplies - General	760	131	668	900	900	900	-	0.00%
Supplies Office	8,308	8,231	9,200	10,500	10,500	10,250	(250)	-2.38%
Food	2,265	2,328	1,533	3,500	3,500	2,000	(1,500)	-42.86%
Voice / Data	2,264	2,253	1,523	2,400	2,400	1,750	(650)	-27.08%

Expenditures	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
Dues And Subscriptions	145	-	145	200	200	200	-	0.00%
Banking & Transaction Fees	1,955	574	1,015	2,000	4,500	2,000	-	0.00%
<b>Recreation - Lapham Center</b>	<b>304,189</b>	<b>293,347</b>	<b>299,743</b>	<b>331,374</b>	<b>331,260</b>	<b>307,677</b>	<b>(23,697)</b>	<b>-7.15%</b>
Salaries P/T	54,728	40,473	26,318	57,000	57,000	38,250	(18,750)	-32.89%
Social Security	4,132	3,104	2,038	4,361	4,361	3,750	(611)	-14.01%
Property Repair / Maintenance	5,402	5,016	4,595	6,000	6,000	4,000	(2,000)	-33.33%
Supplies Building / Grounds	8,475	8,625	8,392	9,750	9,750	7,500	(2,250)	-23.08%
Supplies - General	247	533	1,366	2,000	2,000	1,750	(250)	-12.50%
Voice / Data	1,446	1,448	1,649	1,530	1,530	1,500	(30)	-1.96%
Other Classes & Programs	-	-	-	-	5,000	-	-	-
Uniforms & Equipment	-	933	320	1,250	1,250	1,000	(250)	-20.00%
Supplies - Chemicals	4,587	6,331	5,015	7,000	7,000	7,250	250	3.57%
<b>Recreation - Kiwanis Park</b>	<b>79,016</b>	<b>66,462</b>	<b>49,692</b>	<b>88,891</b>	<b>93,891</b>	<b>65,000</b>	<b>(23,891)</b>	<b>-26.88%</b>
Group Insurance-BOE	12,090,482	11,230,902	11,991,285	12,289,526	12,289,526	9,758,415	(2,531,111)	-20.60%
Expense Summary	74,019,256	75,625,992	77,772,202	79,145,162	78,713,162	81,122,213	1,977,051	2.50%
Operating Transfer	-	-	-	-	400,000	-	-	-
<b>Board of Education</b>	<b>86,109,738</b>	<b>86,856,894</b>	<b>89,763,487</b>	<b>91,434,688</b>	<b>91,402,688</b>	<b>90,880,628</b>	<b>(554,060)</b>	<b>-0.61%</b>
Health/Welfare	254,720	270,234	267,937	271,047	271,047	271,000	(47)	-0.02%
Day Care Center	31,947	31,947	31,947	31,947	31,947	32,000	53	0.17%
New Canaan Historical Society	-	-	-	-	-	25,000	25,000	-
Trans Private Schools	311,460	266,986	258,356	275,686	275,686	280,000	4,314	1.56%
Channel 79 TV	29,000	29,000	29,000	29,000	29,000	29,000	-	0.00%
Probate Court	9,831	10,035	11,977	12,000	12,000	12,000	-	0.00%
<b>Other Agencies</b>	<b>636,958</b>	<b>608,202</b>	<b>599,217</b>	<b>619,680</b>	<b>619,680</b>	<b>649,000</b>	<b>29,320</b>	<b>4.73%</b>
Bond Principal Town	6,004,345	6,165,410	6,896,870	6,811,585	6,830,585	6,780,515	(31,070)	-0.46%
Bond Principal School	6,728,000	7,192,312	6,933,172	5,028,415	5,029,415	5,278,485	250,070	4.97%
Bond Interest Town	2,116,213	1,993,359	2,006,265	2,567,440	2,367,387	2,583,377	15,937	0.62%
Bond Interest Schools	2,047,784	1,988,475	1,606,413	1,806,759	1,759,724	1,728,512	(78,247)	-4.33%
BOE ICT Lease	617,064	679,013	672,151	630,557	630,557	621,878	(8,679)	-1.38%
<b>Debt Service</b>	<b>17,513,406</b>	<b>18,018,570</b>	<b>18,114,871</b>	<b>16,844,756</b>	<b>16,617,668</b>	<b>16,992,767</b>	<b>148,011</b>	<b>0.88%</b>
Salary Contingency	-	-	-	-	-	275,024	275,024	-

	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ADOPTED	FY20 REVISED	FY21 APPROVED	\$ Variance	% VARIANCE
<b>Expenditures</b>								
Contingency	-	-	-	500,000	28,319	300,000	(200,000)	-40.00%
<b>Contingency</b>				<b>500,000</b>	<b>28,319</b>	<b>575,024</b>	<b>75,024</b>	<b>15.00%</b>
Town Utility Sewer Contribution	76,125	76,125	76,125	76,125	28,140	-	(76,125)	-100.00%
Transfer to CNR	1,011,200	2,465,901	2,898,365	1,729,715	1,489,829	2,225,212	495,497	28.65%
Transfer to Town Clerk Fund	-	-	-	-	-	-	-	-
Transfer To Waveny Pool Fund	57,752	50,318	37,996	31,750	31,750	39,531	7,781	24.51%
<b>Interfund Transfers</b>	<b>1,145,077</b>	<b>2,592,344</b>	<b>3,012,486</b>	<b>1,837,590</b>	<b>1,549,719</b>	<b>2,264,743</b>	<b>427,153</b>	<b>23.25%</b>
Saxe Auditorium Remediation	43,932	-	-	-	-	-	-	-
2015 Communication Antenna	757	-	-	-	-	-	-	-
<b>Capital - Town</b>	<b>44,689</b>							
Board Of Ed AP Carryover	(0)	150,811	246,605	-	32,000	-	-	-
<b>Operating Carry Over - BOE</b>	<b>(0)</b>	<b>150,811</b>	<b>246,605</b>		<b>32,000</b>			
<b>Total General Fund Expenditures</b>	<b>142,907,033</b>	<b>145,492,711</b>	<b>149,587,468</b>	<b>150,940,416</b>	<b>150,975,886</b>	<b>152,223,434</b>	<b>1,283,018</b>	<b>0.85%</b>

**Town of New Canaan, Connecticut**

Statement of Revenues, Expenditures and Changes in Fund Balances  
 Governmental Funds  
 Year Ended June 30, 2017

	General Fund	Special Bonding Fund	Bridge Replacement Fund	Other Governmental Funds	Tota Governm Fund
<b>REVENUES</b>					
Taxes and assessments	\$ 134,630,783	\$ -	\$ -	\$ 1,224,044	\$135,854,827
Intergovernmental	17,407,495	-	73,717	1,415,865	18,897,077
Licenses and permits	1,186,411	-	-	2,600	1,189,011
Fines and forfeitures	342,729	-	-	-	342,729
Use of money and property	1,246,876	-	-	-	1,246,876
Charges for services	2,965,911	-	-	6,115,932	9,081,843
Contributions	920	-	-	279,164	280,084
Income from investments	<u>283,036</u>	<u>7,986</u>	<u>-</u>	<u>6,918</u>	<u>297,940</u>
Total Revenues	<u>158,064,161</u>	<u>7,986</u>	<u>73,717</u>	<u>9,044,523</u>	<u>167,190,387</u>
<b>EXPENDITURES</b>					
Current					
General government	12,478,592	-	-	398,692	12,877,284
Public safety and protection	11,381,183	-	-	772,277	12,153,460
Operation of plant	-	-	-	1,220,838	1,220,838
Public works	8,029,473	-	-	-	8,029,473
Social services	538,496	-	-	20,562	559,058
Parks and recreation	1,814,780	-	-	-	1,814,780
Education	101,174,698	-	-	3,519,112	104,693,810
Payment to other agencies	3,661,458	-	-	-	3,661,458
Debt service	17,513,407	158,170	-	64,715	17,736,292
Capital outlay	<u>644,689</u>	<u>-</u>	<u>609,675</u>	<u>20,586,061</u>	<u>21,840,425</u>
Total Expenditures	<u>157,236,776</u>	<u>158,170</u>	<u>609,675</u>	<u>26,582,257</u>	<u>184,586,878</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>827,385</u>	<u>(150,184)</u>	<u>(535,958)</u>	<u>(17,537,734)</u>	<u>(17,396,491)</u>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers in	10,000	-	-	1,087,325	1,097,325
Transfers out	(1,145,077)	-	-	(10,000)	(1,155,077)
Sale of capital assets	30,795	-	-	-	30,795
Lease financing	600,000	-	-	-	600,000
Premium on financing	-	454,870	-	-	454,870
Issuance of general obligation bonds	<u>-</u>	<u>-</u>	<u>-</u>	<u>9,300,000</u>	<u>9,300,000</u>
Total Other Financing Sources	<u>(504,282)</u>	<u>454,870</u>	<u>-</u>	<u>10,377,325</u>	<u>10,327,913</u>
Net Change in Fund Balances	323,103	304,686	(535,958)	(7,160,409)	(7,068,578)
Fund Balances - Beginning of Year	<u>28,963,138</u>	<u>2,320,143</u>	<u>(95,665)</u>	<u>12,420,556</u>	<u>43,608,172</u>
Fund Balances - End of Year	<u>\$ 29,286,241</u>	<u>\$ 2,624,829</u>	<u>\$ (631,623)</u>	<u>\$ 5,260,147</u>	<u>\$ 36,539,594</u>



**Town of New Canaan, Connecticut**

Statement of Revenues, Expenses and Changes in Net Position  
 Proprietary Funds  
 Year Ended June 30, 2017

	Business-Type Activities- Enterprise Funds			
	Waveny Pool Fund	Other Enterprise Funds	Totals Enterprise Funds	Internal Service Funds
Operating revenues				
Parking fees and rent	\$ -	\$ 409,622	\$ 409,622	\$ -
Charges for services	<u>544,362</u>	<u>104,099</u>	<u>648,461</u>	<u>21,130,066</u>
Total Operating Revenues	<u>544,362</u>	<u>513,721</u>	<u>1,058,083</u>	<u>21,130,066</u>
Operating expenses				
Costs of services	332,359	242,073	574,432	-
Claims incurred	-	-	-	15,986,744
Administration	-	-	-	2,814,204
Purchased insurance	-	-	-	818,343
Service fee	<u>240</u>	<u>-</u>	<u>240</u>	<u>73,564</u>
Total Operating Expenses	<u>332,599</u>	<u>242,073</u>	<u>574,672</u>	<u>19,692,855</u>
Income from Operations	<u>211,763</u>	<u>271,648</u>	<u>483,411</u>	<u>1,437,211</u>
Non-operating revenues (expenses)				
Interest income	1,669	906	2,575	25,211
Interest expense	<u>(53,146)</u>	<u>-</u>	<u>(53,146)</u>	<u>-</u>
Net Non-Operating Revenues (Expenses)	<u>(51,477)</u>	<u>906</u>	<u>(50,571)</u>	<u>25,211</u>
Income Before Transfers	160,286	272,554	432,840	1,462,422
Transfers in	<u>57,752</u>	<u>-</u>	<u>57,752</u>	<u>-</u>
Change in Net Position	218,038	272,554	490,592	1,462,422
Total Net Position - Beginning of Year	<u>218,135</u>	<u>1,415,779</u>	<u>1,633,914</u>	<u>2,481,931</u>
Total Net Position - End of Year	<u>\$436,173</u>	<u>\$1,688,333</u>	<u>\$2,124,506</u>	<u>\$ 3,944,353</u>



**Town of New Canaan, Connecticut**

Statement of Revenues, Expenditures and Changes in Fund Balances  
 Governmental Funds  
 Year Ended June 30, 2018

	General Fund	Bridge Replacement Fund	Other Governmental Funds	Total Governmental Funds
<b>REVENUES</b>				
Taxes and assessments	\$ 138,764,292	\$ -	\$ 1,299,516	\$ 140,063,808
Intergovernmental	18,968,080	2,028,101	4,476,148	25,472,329
Licenses and permits	1,116,281	-	286,318	1,402,599
Fines and forfeitures	376,520	-	-	376,520
Use of money and property	1,395,612	-	495,548	1,891,160
Charges for services	3,263,410	-	4,742,012	8,005,422
Contributions	4,973	-	703,560	708,533
Income from investments	612,668	-	20,758	633,426
Total Revenues	<u>164,501,836</u>	<u>2,028,101</u>	<u>12,023,860</u>	<u>178,553,797</u>
<b>EXPENDITURES</b>				
Current				
General government	12,499,952	-	800,364	13,300,316
Public safety and protection	11,604,353	-	903,364	12,507,717
Operation of plant	-	-	1,271,962	1,271,962
Public works	8,504,113	-	-	8,504,113
Social services	549,905	-	190,767	740,672
Parks and recreation	1,768,630	-	21,504	1,790,134
Education	103,797,257	-	3,702,114	107,499,371
Payment to other agencies	2,968,868	-	-	2,968,868
Debt service	18,018,566	-	192,709	18,211,275
Capital outlay	<u>790,242</u>	<u>2,027,928</u>	<u>18,194,875</u>	<u>21,013,045</u>
Total Expenditures	<u>160,501,886</u>	<u>2,027,928</u>	<u>25,277,659</u>	<u>187,807,473</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>3,999,950</u>	<u>173</u>	<u>(13,253,799)</u>	<u>(9,253,676)</u>
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	10,000	-	4,369,448	4,379,448
Transfers out	(2,592,344)	-	(1,837,422)	(4,429,766)
Sale of capital assets	22,400	-	-	22,400
Lease financing	790,242	-	-	790,242
Premium on financing	-	-	776,563	776,563
Issuance of general obligation bonds	<u>-</u>	<u>671,064</u>	<u>19,328,936</u>	<u>20,000,000</u>
Total Other Financing Sources	<u>(1,769,702)</u>	<u>671,064</u>	<u>22,637,525</u>	<u>21,538,887</u>
Net Change in Fund Balances	2,230,248	671,237	9,383,726	12,285,211
Fund Balances - Beginning of Year	<u>29,286,241</u>	<u>(631,623)</u>	<u>9,629,162</u>	<u>38,283,780</u>
Fund Balances - End of Year	<u>\$ 31,516,489</u>	<u>\$ 39,614</u>	<u>\$ 19,012,888</u>	<u>\$ 50,568,991</u>



**Town of New Canaan, Connecticut**

Statement of Revenues, Expenses and Changes in Net Position  
 Proprietary Funds  
 Year Ended June 30, 2018

	Business-Type Activities	Governmental Activities
	Enterprise Funds	Internal Service Funds
	Waveny Pool Fund	
Operating revenues		
Parking fees and rent	\$ -	\$ -
Charges for services	<u>538,178</u>	<u>20,457,286</u>
Total Operating Revenues	<u>538,178</u>	<u>20,457,286</u>
Operating expenses		
Costs of services	317,064	-
Claims incurred	-	15,565,902
Administration	-	4,298,265
Purchased insurance	-	-
Service fee	<u>240</u>	<u>-</u>
Total Operating Expenses	<u>317,304</u>	<u>19,864,167</u>
Income from Operations	<u>220,874</u>	<u>593,119</u>
Non-operating revenues (expenses)		
Interest income	295	-
Insurance recoveries	-	-
Bond Principle Payment	(199,000)	-
Interest expense	<u>(47,945)</u>	<u>-</u>
Net Non-Operating Revenues (Expenses)	<u>(246,650)</u>	<u>-</u>
Income Before Transfers	(25,776)	593,119
Transfers in	<u>50,318</u>	<u>-</u>
Transfers out		
Change in Net Position	24,542	593,119
Total Net Position - Beginning of Year	<u>436,173</u>	<u>3,944,353</u>
Total Net Position - End of Year	<u>\$ 460,715</u>	<u>\$ 4,537,472</u>



**Town of New Canaan, Connecticut**

**Statement of Revenues, Expenditures and Changes in Fund Balances  
Governmental Funds  
For The Year Ended June 30, 2019**

	<u>General Fund</u>	<u>Bridge Replacement Fund</u>	<u>Other Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>Revenues:</b>				
Property taxes	\$141,703,404	\$ -	\$ 1,457,934	\$143,161,338
Intergovernmental	25,857,879	265,765	1,679,183	27,802,827
Charges for services	6,084,052	-	5,502,786	11,586,838
Investment income	1,486,008	-	39,976	1,525,984
Contributions	-	-	945,415	945,415
<b>Total revenues</b>	<u>175,131,343</u>	<u>265,765</u>	<u>9,625,294</u>	<u>185,022,402</u>
<b>Expenditures:</b>				
<b>Current:</b>				
General government	12,510,277	-	402,639	12,912,916
Public safety and protection	11,870,822	-	1,068,053	12,938,875
Public works	8,821,325	-	1,382,994	10,204,319
Social services	557,923	-	526,014	1,083,937
Parks and recreation	1,784,158	-	90,613	1,874,771
Education	113,936,308	-	4,355,741	118,292,049
Payments to other agencies	3,008,603	-	-	3,008,603
Debt service	18,114,871	-	14,208,351	32,323,222
Capital outlay	-	582,206	14,741,707	15,323,913
<b>Total expenditures</b>	<u>170,604,287</u>	<u>582,206</u>	<u>36,776,112</u>	<u>207,962,605</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>4,527,056</u>	<u>(316,441)</u>	<u>(27,150,818)</u>	<u>(22,940,203)</u>
<b>Other financing sources (uses):</b>				
Issuance of debt	-	-	7,269,967	7,269,967
Issuance of refunding bonds	-	-	37,470,000	37,470,000
Payment to refunded bond escrow agent	-	-	(26,574,992)	(26,574,992)
Bond premium	-	-	3,546,020	3,546,020
Sale of capital assets	22,462	-	-	22,462
Insurance settlement	-	-	500,000	500,000
Transfers in	236,181	-	3,092,939	3,329,120
Transfers out	(2,936,361)	-	(430,755)	(3,367,116)
<b>Net other financing sources (uses)</b>	<u>(2,677,718)</u>	<u>-</u>	<u>24,873,179</u>	<u>22,195,461</u>
<b>Net change in fund balances</b>	1,849,338	(316,441)	(2,277,639)	(744,742)
<b>Fund balances - July 1, 2018</b>	<u>31,516,489</u>	<u>39,614</u>	<u>19,012,888</u>	<u>50,568,991</u>
<b>Fund Balances - June 30, 2019</b>	<u>\$ 33,365,827</u>	<u>\$ (276,827)</u>	<u>\$16,735,249</u>	<u>\$ 49,824,249</u>



**Town of New Canaan, Connecticut**

**Statement of Revenues, Expenses and Changes in Fund Net Position  
Proprietary Funds  
For the Year Ended June 30, 2019**

	Business-type Activities	Governmental Activities
	Enterprise Fund	Internal Service Funds
	Waveny Pool Fund	
Operating revenues:		
Charges for services	\$ 535,567	\$ 20,714,303
Operating expenses:		
Personnel services	194,628	-
Utilities	42,362	-
Repairs and maintenance	27,971	-
Materials and supplies	27,931	-
Contracted services	8,576	-
Classes and programs	5,988	-
Other	295	-
Depreciation	39,388	
Claims incurred	-	18,988,176
Administration	-	2,279,129
Total operating expenses	347,139	21,267,305
Operating income (loss)	188,428	(553,002)
Nonoperating revenues (expenses):		
Interest expense	(30,190)	-
Income (loss) before transfers	158,238	(553,002)
Transfers in	37,996	-
Change in net position	196,234	(553,002)
Total net position - July 1, 2018	721,755	4,537,472
Total net position - June 30, 2019	\$ 917,989	\$ 3,984,470

## Town Personnel By Department

Selectmen	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
First Selectman	1.00	1.00	1.00	1.00
Administrative Officer	1.00	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00
HR Generalist	0.26	0.26	0.50	0.50
<b>Total Full Time</b>	<b>3.26</b>	<b>3.26</b>	<b>3.50</b>	<b>3.50</b>

Finance	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
Chief Financial Officer/Budget Director	-	-	-	1.00
Chief Financial Officer	1.00	1.00	1.00	-
Budget Director	-	1.00	1.00	-
Comptroller	1.00	1.00	1.00	1.00
Financial Analyst	-	-	-	1.00
Accountant Senior	1.00	-	-	-
Staff Accountant	2.00	2.00	2.00	2.00
Accountant	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

Assessor	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
Assessor	1.00	1.00	1.00	1.00
Deputy Assessor	1.00	1.00	1.00	1.00
Assessment Technician	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

Tax Collector	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
Tax Collector	1.00	1.00	1.00	1.00
Assistant Tax Collector	-	-	1.00	1.00
Tax Clerk II	2.00	2.00	1.00	1.00
<b>Total Full Time</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

Human Resources	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
Human Resource Director	1.00	1.00	1.00	1.00
Payroll/Benefits Administrator	1.00	1.00	1.00	1.00
HR Generalist	0.37	0.37	0.50	0.50
<b>Total Full Time</b>	<b>2.37</b>	<b>2.37</b>	<b>2.50</b>	<b>2.50</b>

	2017-2018	2018-2019	2019-20	2020-21
<b>Information Technology</b>	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Director of Information Technology	1.00	1.00	1.00	1.00
IT Operations Manager	1.00	1.00	1.00	1.00
Technology Specialist	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

	2017-2018	2018-2019	2019-20	2020-21
<b>Legal</b>	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
HR Generalist	0.37	0.37	-	-
<b>Total Full Time</b>	<b>0.37</b>	<b>0.37</b>	<b>-</b>	<b>-</b>

	2017-2018	2018-2019	2019-20	2020-21
<b>Town Clerk</b>	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Town Clerk	1.00	1.00	1.00	1.00
Assistant Town Clerk II	2.00	2.00	2.00	2.00
<b>Total Full Time</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

	2017-2018	2018-2019	2019-20	2020-21
<b>Parking Department</b>	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Parking Authority Manager	1.00	1.00	1.00	1.00
Parking Enforcement Officer	3.00	4.00	4.00	3.00
<b>Total Full Time</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>

	2017-2018	2018-2019	2019-20	2020-21
<b>Police Department</b>	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
<i>Sworn Non-Bargaining</i>				
Chief of Police	1.00	1.00	1.00	1.00
Captain-Operations	1.00	1.00	1.00	1.00
Captain-Staff Services	1.00	1.00	1.00	1.00
<i>Civilian Non-Bargaining</i>				
Building Maintenance Police	1.00	1.00	1.00	1.00
Police Chief Administrative Assistant	1.00	1.00	1.00	1.00
Records Clerk	1.00	1.00	1.00	1.00
Property Mgt. Clerk	1.00	1.00	1.00	1.00
Systems Administrator/Adm. Assistant	1.00	1.00	1.00	1.00
<i>Total Non-Bargaining</i>	<i>8.00</i>	<i>8.00</i>	<i>8.00</i>	<i>8.00</i>
<i>Bargaining Unit</i>				
Lieutenant	5.00	5.00	5.00	5.00
Sergeant	8.00	8.00	8.00	8.00
Patrolman	31.00	31.00	31.00	31.00
<i>Total Bargaining Unit</i>	<i>44.00</i>	<i>44.00</i>	<i>44.00</i>	<i>44.00</i>
<b>Total Full Time</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>

<b>Animal Control / Park Ranger</b>	<b>2017-2018 Revised</b>	<b>2018-2019 Revised</b>	<b>2019-20 Revised</b>	<b>2020-21 Adopted</b>
<u>Full Time</u>				
Animal Control Officer	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<b>Fire Department</b>	<b>2017-2018 Revised</b>	<b>2018-2019 Revised</b>	<b>2019-20 Revised</b>	<b>2020-21 Adopted</b>
<u>Full Time</u>				
<i>Non-Bargaining</i>				
Director of Fire Services	1.00	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00	1.00
Administrative Assistant (Split with DPW)	-	0.50	0.50	0.50
<i>Total Non-Bargaining</i>	<i>2.00</i>	<i>2.50</i>	<i>2.50</i>	<i>2.50</i>
<i>Bargaining Unit</i>				
Captain	4.00	4.00	4.00	4.00
Lieutenant	4.00	4.00	4.00	4.00
Fireman-Engineer	16.00	16.00	16.00	16.00
<i>Total Bargaining Unit</i>	<i>24.00</i>	<i>24.00</i>	<i>24.00</i>	<i>24.00</i>
<b>Total Full Time</b>	<b>26.00</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>

<b>Land Use</b>	<b>2017-2018 Revised</b>	<b>2018-2019 Revised</b>	<b>2019-20 Revised</b>	<b>2020-21 Adopted</b>
<u>Full Time</u>				
Director Building Department	1.00	1.00	1.00	1.00
Town Planner/ZEO	1.00	1.00	1.00	1.00
Wetlands Agent Director	1.00	1.00	1.00	1.00
Director of Health	1.00	1.00	1.00	1.00
Deputy Building Official	1.00	1.00	1.00	1.00
Sanitarian	1.00	1.00	1.00	1.00
Assistant Building Inspector	1.00	1.00	1.00	1.00
Assistant ZEO	1.00	1.00	1.00	1.00
Administrative Asst. II	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Administrative Assistant-EH	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

<b>Public Works - Director's Office</b>	<b>2017-2018 Revised</b>	<b>2018-2019 Revised</b>	<b>2019-20 Revised</b>	<b>2020-21 Adopted</b>
<u>Full Time</u>				
Director	1.00	1.00	1.00	1.00
Assistant Director	1.00	1.00	1.00	1.00
Admin. Assistant	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

<b>Public Works - Highway</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-20</b>	<b>2020-21</b>
	<b>Revised</b>	<b>Revised</b>	<b>Revised</b>	<b>Adopted</b>
<u>Full Time</u>				
<i>Non-Bargaining</i>				
Highway Superintendent	1.00	1.00	1.00	1.00
<i>Total Non-Bargaining</i>	1.00	1.00	1.00	1.00
<i>Bargaining Unit</i>				
Mechanics Foreman	1.00	1.00	1.00	1.00
Mechanic	4.00	4.00	4.00	4.00
Equipment Operator III/ Crew Leader (3)	3.00	3.00	3.00	3.00
Operator II/Dispatcher	1.00	1.00	1.00	1.00
Equipment Operator	12.00	12.00	12.00	12.00
Welder	1.00	1.00	1.00	1.00
Mason	1.00	1.00	1.00	1.00
Laborer	2.00	2.00	2.00	2.00
<i>Total Bargaining Unit</i>	25.00	25.00	25.00	25.00
<b>Total Full Time</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>

<b>Public Works - Engineering</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-20</b>	<b>2020-21</b>
	<b>Revised</b>	<b>Revised</b>	<b>Revised</b>	<b>Adopted</b>
<u>Full Time</u>				
Sr. Engineer	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<b>Town Buildings</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-20</b>	<b>2020-21</b>
	<b>Revised</b>	<b>Revised</b>	<b>Revised</b>	<b>Adopted</b>
<u>Full Time</u>				
Superintendent of Buildings	1.00	1.00	1.00	1.00
Building Maintenance Repairman	1.00	1.00	1.00	1.00
Administrative Asst (split w/Fire)	0.50	0.50	0.50	0.50
<b>Total Full Time</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>

<b>Public Works - Transfer Station</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-20</b>	<b>2020-21</b>
	<b>Revised</b>	<b>Revised</b>	<b>Revised</b>	<b>Adopted</b>
<u>Full Time</u>				
<i>Non-Bargaining</i>				
Superintendent Transfer Station & Waste Water (1)	0.20	-	-	-
Transfer Station Supervisor	1.00	1.00	1.00	1.00
<i>Total Non-Bargaining</i>	1.20	1.00	1.00	1.00
<i>Bargaining Unit</i>				
Trans Station Operator III	1.00	1.00	1.00	1.00
Trans Station Operator	1.00	1.00	1.00	1.00
Equipment Operator II	1.00	1.00	1.00	1.00
Laborer	1.00	1.00	1.00	1.00
<i>Total Bargaining Unit</i>	4.00	4.00	4.00	4.00
<b>Total Full Time</b>	<b>5.20</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

	2017-2018	2018-2019	2019-20	2020-21
<b>Public Works - Parks</b>	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
<i>Non-Bargaining</i>				
Director of Parks & Grounds	1.00	1.00	1.00	1.00
Assistant Superintendent	-	-	-	-
<i>Total Non-Bargaining</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>
<i>Bargaining Unit</i>				
Field Technician / Crew Leader	1.00	1.00	1.00	1.00
Mechanic Technician	1.00	1.00	1.00	1.00
Park Crew Leader	1.00	1.00	1.00	1.00
Irrigation Technician	1.00	1.00	1.00	1.00
Groundsman III	8.00	8.00	8.00	8.00
<i>Total Bargaining Unit</i>	<i>12.00</i>	<i>12.00</i>	<i>12.00</i>	<i>12.00</i>
<b>Total Full Time</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

	2017-2018	2018-2019	2019-20	2020-21
<b>Recreation - Admin and Program</b>	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Recreation Director	1.00	1.00	1.00	1.00
Asst. Recreation Director	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00
Office Manager	1.00	1.00	1.00	1.00
Administrative Asst. II	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

	2017-2018	2018-2019	2019-20	2020-21
<b>Recreation - Waveny</b>	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Maintenance-Waveny	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

	2017-2018	2018-2019	2019-20	2020-21
<b>Recreation - Lapham Community Center</b>	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Senior Service Director	1.00	1.00	1.00	1.00
Program Director	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

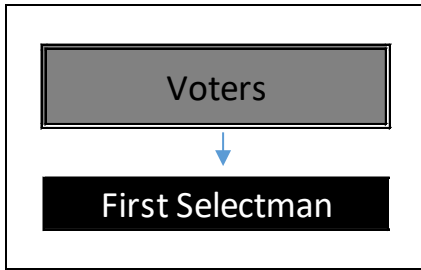
	2017-2018	2018-2019	2019-20	2020-21
<b>Health &amp; Human Services</b>	Revised	Revised	Revised	Adopted
<u>Full Time</u>				
Director Health & Human Services	1.00	1.00	1.00	1.00
Assistant Director Human Services	1.00	1.00	1.00	-
Youth/Family Services Coordinator	1.00	1.00	1.00	1.00
Adult/Senior Services Coordinator		1.00	1.00	1.00
HS Program Assistant	1.00	1.00	1.00	1.00
Youth & Family Specialist	1.00	-	-	-
<b>Total Full time</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>

Sewer Operations	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
<i>Non-Bargaining</i>				
Plant Superintendent	1.00	1.00	1.00	1.00
<i>Total Non-Bargaining</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>
<i>Bargaining Unit</i>				
Sewer Plant Chief Operator	1.00	1.00	1.00	1.00
Sewer Plant Operator	3.00	3.00	3.00	3.00
<i>Total Bargaining Unit</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>
<b>Total Full Time</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Grand Total Town Full Time Personnel</b>	<b>186.70</b>	<b>188.00</b>	<b>188.00</b>	<b>186.00</b>

*There has been a decrease of two Full Time Funded positions between FY 19-20 and FY 20-21*

**Mission**

Provide leadership for the executive branch of the Town government and oversee most services provided to residents.



**Department Goals**

1. Provide cost effective services through prudent leadership and management
2. Maintain and enhance Town infrastructure
3. Provide timely and effective public safety and health services
4. Preserve and enhance the quality of life in New Canaan

**Summary of Major Responsibilities**

The First Selectman’s Office responds to citizen inquiries, including information requests, suggestions, complaints, and requests for action in all areas of municipal government.

The First Selectman is the Chief Executive and enforces the bylaws and ordinances of the Town and the laws of the State.

The Board of Selectmen has a duty to carry out the provisions of the Town Charter, the power to make certain appointments and fill-certain vacancies, and the duty to be the purchasing agent for the Town.

The Administrative Officer provides administrative and management services and related work products in support of the First Selectman. The Administrative Officer assists the First Selectman with details relating to specific office operations by administering various

functions of the town government, which may include but is not limited to: review of contracts/agreements for service; preparation of agendas and minutes; risk management; special events coordination; interpretation of Town Code; ordinances and regulations in conjunction with the Town Attorney; strategic and operational review of public services; assisting the public with concerns; handling Town building lease agreements with various groups or organizations; administration of law suits and Freedom of Information Act (FOIA) requests; coordination with Audit Committee, Internal Audit Team and Finance, etc.

**Recent/New Programs and Initiatives**

Prior to FY 19-20, the HR Generalist position was split between three departments: First Selectman, Human Resources, and Legal. Beginning FY 19-20, the position will be equally split between the First Selectman and Human Resources Department.

**Recent/New Programs and Initiatives**

- Initiated a program for the installation of solar photovoltaic equipment on four or five Town buildings. The initiative involves proposed solar panel installations using renewable energy credits issued by Eversource under a State of Connecticut alternative energy incentive program
- Participating in the Eversource Energy Incentive Program and a Bright Idea Grant from the Connecticut Energy Efficiency Fund to install energy efficient lighting in Town buildings
- Proposed a microgrid project at New Canaan High School



- Installation of natural gas in the Town of New Canaan
- Launching a Town survey for feedback on various city services and community priorities

**Major Departmental Challenges**

Retaining and enhancing quality of life while maintaining economic vitality is challenging:

- Lack of funding and support from the state
- Federal tax reform
- Transportation issues

**FY 17-18 Accomplishments**

- Improving Cell Phone Service
- Increasing Commuter Parking
- Strengthening Financial Management
- Insuring Transparency in Government
- Expanding Natural Gas Availability Creates Savings Opportunities
- Supporting Downtown Business District
- Building/Improving Senior Housing
- Preserving Open Space and Historic Areas
- Working Collaboratively with Town Leaders and Town Employees

**FY 18-19 Objectives**

- Present and pass lowest Town budget increase in 10 years
- Continue to study parking lot usage to optimize parking availability in the most cost effective manner
- Support the installation of solar photovoltaic equipment on Town and school buildings
- Support the installation of natural gas pipelines
- Establish a Tourism and Economic Development Advisory Committee to strengthen the local economy
- Establish a Technology Advisory Committee
- Update the Town's digital operations, including the Town website and the use of social media, to expand access to government, improve

- constituent communications, and increase operational efficiencies
- Plan for a Community Survey, which will be used to take a critical look at operations and ways to improve service
- Support the update and expansion of the Emergency Services radio communications network, including a license agreement for the use of the Waveny Water Tank for the emergency communications network
- Continue to look for opportunities to preserve open space.
- Fund the Land Acquisition Fund
- Initiate a sewer billing change from an ad-valorem property sewer tax to a consumption-based sewer fee
- Initiate various Town Building projects, e.g., Police Department, Vine Cottage, Town Hall Annex, Parcel A on Lapham Road, and 220 Elm Street
- Continue to pursue opportunities for additional senior housing
- Support the renovation of Waveny House, including a project to make the facility compliant with the Americans with Disabilities Act
- Initiate a Memorandum of Understanding between the Town and Getabout, Inc. for vehicles and dispatch and driving services
- Support the public/private partnership with the New Canaan Athletic Foundation
- Support the public/private partnership for the renovation of the Mead Park baseball fields
- Support the public/private partnership with the Waveny Park Conservancy in maintaining and restoring Waveny Park
- Support the Canaan Parish project for affordable housing
- Support the upfront Budget Guidance and Debt Management Guidelines initiatives
- Support the appointment of a Director of Behavioral Health



- Support the change of governance for the Bristow Bird Sanctuary transferring oversight from the Park and Recreation Commission to the Conservation Commission
- Stress the importance of a complete and reasonable five-year capital plan
- Support the revision of the Town's Whistleblower Policy
- Support the creation of a Blight Review Board
- Support the creation of a proposed Bicycle Committee

Selectman also plans to work with the Board of Finance and Town Council to contain spending and keep the 2019-20 tax increase as close to flat as possible consistent with contractually obligated wage increases for town employees and teachers.

**Alignments with New Canaan being a community of choice for its residents**

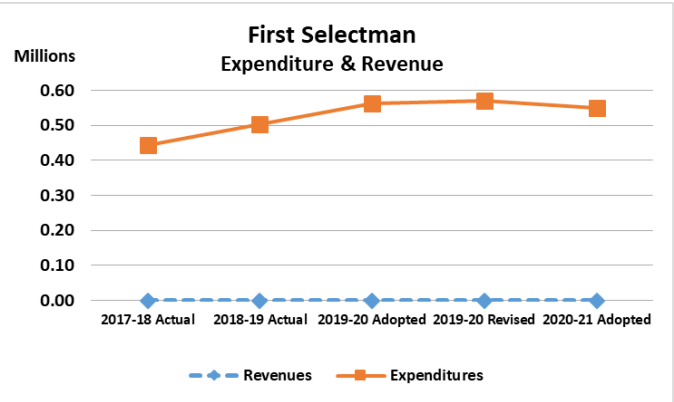
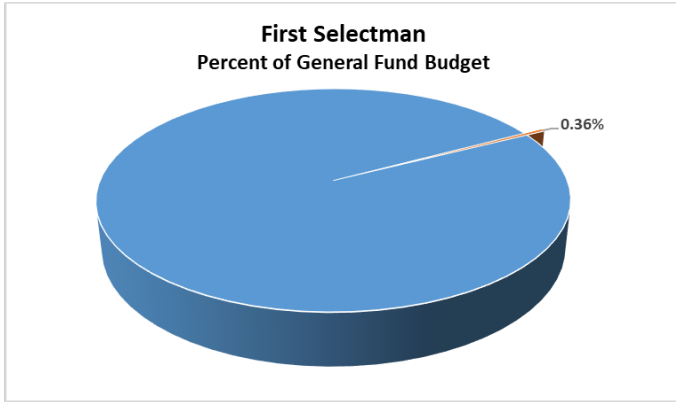
**As the Chief Executive and enforces the bylaws and ordinances of the Town and the laws of the state.**

**FY 19-20 Objectives**

- Striving to work collaboratively with the new representatives in the State Assembly to ensure that the new Administration in Hartford does not put an unfair burden on New Canaan in addressing the State's fiscal problems. The First

Selectmen								
Position Title	2017-2018 Revised		2018-2019 Revised		2019-20 Revised		2020-21 Adopted	
<u>Full Time</u>								
First Selectman	1.0	\$ 147,000	1.00	\$ 147,000	1.00	\$ 147,000	1.00	\$ 147,000
Administrative Officer	1.0	145,043	1.00	148,306	1.00	151,866	1.00	151,866
Executive Secretary	1.0	76,475	1.00	78,197	1.00	80,696	1.00	80,696
HR Generalist	-		0.26	25,000	0.50	47,125	0.50	47,125
<b>Total Full Time</b>	<b>3.0</b>	<b>368,517</b>	<b>3.26</b>	<b>398,503</b>	<b>3.50</b>	<b>426,686</b>	<b>3.50</b>	<b>426,686</b>
<u>Part Time</u>								
Selectmen (2)		16,042		16,042		16,042		16,042
<b>Total Part Time</b>		<b>16,042</b>		<b>16,042</b>		<b>16,042</b>		<b>16,042</b>
<u>Miscellaneous Pay</u>								
Overtime		2,000		2,000		2,040		1,500
<b>Total Miscellaneous Pay</b>		<b>2,000</b>		<b>2,000</b>		<b>2,040</b>		<b>1,500</b>
<b>Total Salary</b>		<b>386,559</b>		<b>416,545</b>		<b>444,768</b>		<b>444,228</b>





**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	%
<b>First Selectman</b>							
<b>Expenditures</b>							
Wages	385,738	434,351	436,766	444,771	444,228	(543)	-0.12%
Employee Benefits	34,098	42,907	48,575	49,187	46,906	(2,281)	-4.64%
Purchased Professional Services	450	5,594	50,000	50,000	30,000	(20,000)	-40.00%
Purchased Property Services	2,339	1,880	2,550	2,550	2,500	(50)	-1.96%
Purchased Other Services	4,515	2,747	5,500	5,500	5,500	-	0.00%
Supplies	2,402	2,418	4,000	4,000	4,000	-	0.00%
Miscellaneous	14,649	12,596	15,000	15,000	15,000	-	0.00%
<b>Total Expenditure</b>	<b>444,192</b>	<b>502,492</b>	<b>562,391</b>	<b>571,008</b>	<b>548,134</b>	<b>(22,874)</b>	<b>-4.01%</b>
<b>Total FTEs</b>	<b>3.00</b>	<b>3.26</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>-</b>	<b>0.00%</b>

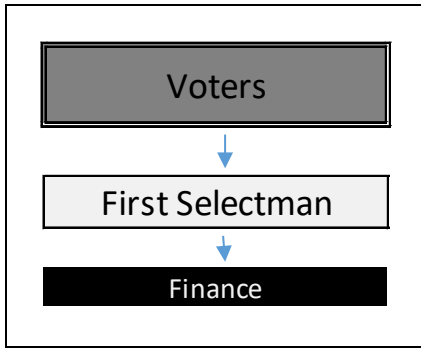
For line item detail budget see the Revenue & Expenditure Summary Section

<b>Performance Indicators</b>	<b>FY 18-19 Actual</b>	<b>FY 19-20 Estimated</b>	<b>FY 20-21 Estimated</b>
Freedom of Information Act (FOIA) Requests	136	81	90



**Mission**

To provide for general accounting, budget development and control, financial reporting, management of Town funds and debt management.



**Department Goals**

1. Ensure funds are accounted for in compliance with Government Accounting Standards Board (GASB), Generally Accepted Accounting Principles, (GAAP) and Governmental Accounting, Auditing, and Financial Reporting
2. Facilitate the work of each operating department/agency through prompt and proper payment of vendors
3. Provide information to Town Boards and Committees

**Summary of Major Responsibilities**

The Finance Department is responsible for the management and supervision of the Town’s finances including budget, accounting for town funds, including accounts payable and accounts receivable, bonding, and all banking operations for both the Town and the BOE operating and capital accounts.

The Finance Office is also responsible for facilitating Mill Rate calculation, assessing and collecting taxes, and collecting sewer use fees.

The office ensures the adherence to all provisions of the Town Charter, GASB, and GAAP. It prepares

monthly financial reports on the fiscal condition of the Town in relation to the budget, acts as a liaison to all Departments and financial institutions on matters relating to Town business, and ensures all debt obligations of the Town are paid in accordance with borrowing provisions. The Finance Department also oversees preparation of the Town Budget and works closely with the BOE.

The department is responsible to the Town Administration, Board of Finance, and Audit Committee. It facilitates the annual audit of the Town and received the Government Finance Officers Association recognition for Excellence in Financial Reporting.

**Anticipated Operational Changes**

The Finance Department is initiating a Town department-wide focus on record retention and the procedures for discarding records when record retention periods have been met. This is being done so that the use of building space to accommodate record storage does not become overwhelming. The department is also transitioning to a new fixed asset system effort to improve financial reporting, accountability, and operational efficiencies in managing the Town’s fixed assets.

**Recent/New Programs and Initiatives**

Over the last year the Finance Department has made several changes:

- Following the retirement of the Chief Financial Officer, the position of Budget Director and Chief Financial Officer were merged.
- The Department is also reviewing opportunities to reorganize the internal audit functions.

- Physical – the space has been altered through the removal of high walls around work spaces
- Cross Training – personnel have made an effort to cross train so that if a member of the staff is not at work, the work flow will not stop
- Personnel – job tasks have been redistributed and a new Budget Director position has replaced the position of Senior Accountant

### Recent Departmental Recognitions

The Town of New Canaan received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the USA and Canada for the fiscal year 2018. The Town also received the GFOA Certificate of Achievement for the Annual Popular Financial Report (PAFR).

### Major Departmental Challenges

The First Selectmen wishes for changes to be made so that the budgetary forecasting will allow for progress with the least amount of additional burden on the taxpayer. The Town recently merged the Chief Financial Officer and Budget Director positions and is bringing on a Financial Analyst. The department is looking to enhance forecasting and for use of budget moderating techniques and technology. This emphasis is the result of potential impacts of revaluation, the new Federal tax law, and a renewed focus on the amount of debt that the Town carries.

### FY 2017-18 Accomplishments

- Revised operations in order to be viewed as a service organization that is user- friendly and helpful
- Worked cooperatively with the Town auditors in order to eliminate the number of Material Weaknesses identified in the financial controls and to allow the Town to receive an award for Excellence in Financial Reporting from the GFOA
- Addressed the growing number of Authorized but Unissued Bond Projects through the issuance of

\$20 million in Bonds at a True Interest Cost of 2.824% in a rising interest rate environment

- Enhanced budget materials and information provided in the budget process through the creation of a Budget Director position following the resignation of the Senior Accountant

### FY 18-19 Objectives

- Gain a better understanding of Capital Projects on the horizon so that large fluctuations can be addressed in concert with concern over rising debt, the revaluation in New Canaan, and federal tax impacts
- Issue bonds to finance a variety of Town capital projects
- Streamline the budget process
- Provide information to Boards and the TC a format that is easily understood in order to facilitate better informed financial decision-making
- Work better as a team within the Department and as perceived by other departments in the Town
- Work with the Debt Management Committee of the BOF to better control the amount of debt in compliance with the Debt Management Guidelines
- Redistribute work and edit the Finance Policies and Procedures to reflect that redistribution
- Reduce the number of significant deficiencies identified in the financial audit
- Initiate steps to pursue the Distinguished Budget Presentation Award from the GFOA

### FY 19-20 Objectives

- Make significant achievement in pursuit of the Distinguished Budget Presentation Award from the GFOA
- Provide a user-friendly Annual Report to inform residents on the Town's financial status and the operational accomplishments of the Town

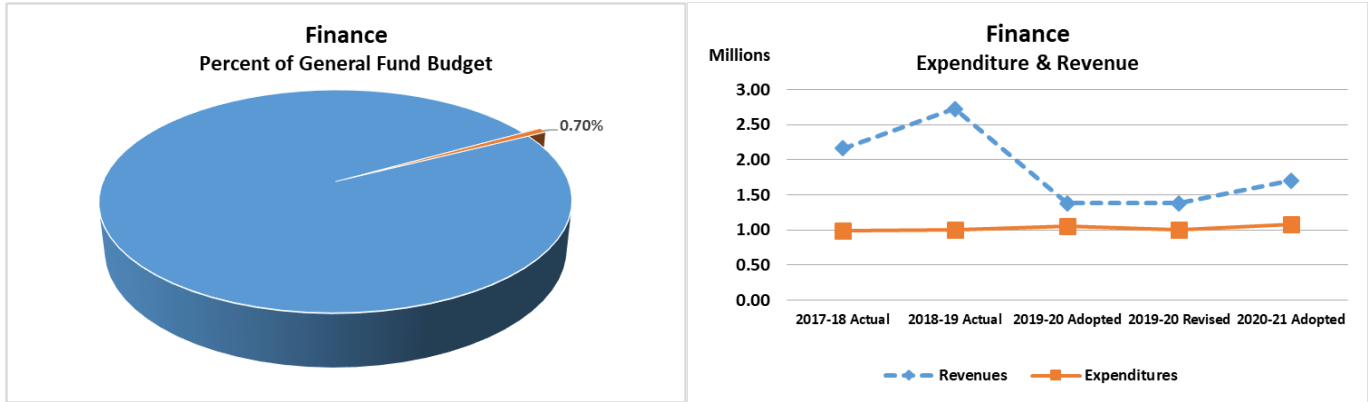
- To work with IT to allow a greater number of transactions to be handled online
- To maintain cooperative working relationships with other departments and agencies, as well as Boards, TC, and Committees

**Alignments with New Canaan being a community of choice for its residents**

The goal of Finance is to allow operating departments to do their job in the provision of services to New Canaan residents. Municipal Departments are here to serve New Canaan residents.

Finance									
Position Title	2017-2018 Revised		2018-2019 Revised		2019-20 Revised		2020-21 Adopted		
<u>Full Time</u>									
Chief Financial Officer/Budget Director							1.0	\$ 157,000	
Chief Financial Officer	1.0	\$ 146,500	1.0	\$ 145,000	1.0	\$ 148,480	-	-	
Budget Director	-		1.0	126,283	1.0	132,546	-	-	
Comptroller	1.0	122,411	1.0	126,283	1.0	132,546	1.0	139,121	
Senior Financial Analyst							1.0	94,000	
Accountant Senior	1.0	97,356	-	-	-	-	-	-	
Staff Accountant	2.0	135,862	2.0	139,950	2.0	140,283	2.0	142,027	
Accountant	1.0	87,483	1.0	90,360	1.0	92,617	1.0	92,617	
<b>Total Full Time</b>	<b>6.0</b>	<b>589,613</b>	<b>6.0</b>	<b>627,875</b>	<b>6.0</b>	<b>646,473</b>	<b>6.0</b>	<b>624,764</b>	
<u>Part Time</u>									
Treasurer		1,400		20,000		20,480		20,480	
<b>Total Part Time</b>		<b>1,400</b>		<b>20,000</b>		<b>20,480</b>		<b>20,480</b>	
<u>Miscellaneous Pay</u>									
Overtime		1,000		500		510		500	
<b>Total Miscellaneous Pay</b>		<b>1,000</b>		<b>500</b>		<b>510</b>		<b>500</b>	
<b>Total Salary</b>		<b>592,013</b>		<b>648,375</b>		<b>667,463</b>		<b>645,744</b>	





**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 AMOUNT	VARIANCE %
<b>Finance</b>							
<b>Revenues</b>							
Intergovernmental Revenues	938,458	740,090	271,822	271,822	395,314	123,492	45.43%
Charges for Services	227,876	195,489	75,513	75,513	75,513	-	0.00%
Investment Earnings	612,641	1,486,008	800,000	800,000	1,000,000	200,000	25.00%
Rents & Royalties	345,286	266,998	210,000	210,000	210,000	-	0.00%
Other Revenues	13,824	15,496	15,496	15,496	15,496	-	0.00%
Other Financing Sources	22,306	22,664	10,100	10,100	10,100	-	0.00%
<b>Total Revenues</b>	<b>2,160,392</b>	<b>2,726,745</b>	<b>1,382,931</b>	<b>1,382,931</b>	<b>1,706,423</b>	<b>323,492</b>	<b>23.39%</b>
<b>Expenditures</b>							
Wages	636,383	649,843	660,458	704,151	645,744	(58,407)	-8.29%
Employee Benefits	92,736	88,828	93,608	94,509	89,745	(4,764)	-5.04%
Purchased Professional Services	229,653	239,543	273,800	161,548	301,100	139,552	86.38%
Purchased Property Services	2,839	3,027	4,000	4,000	4,000	-	0.00%
Purchased Other Services	6,802	10,144	12,300	13,200	12,300	(900)	-6.82%
Supplies	4,663	7,149	7,610	8,310	7,610	(700)	-8.42%
Miscellaneous	15,445	2,674	2,150	18,700	18,700	-	0.00%
<b>Total Expenditures</b>	<b>988,521</b>	<b>1,001,209</b>	<b>1,053,926</b>	<b>1,004,418</b>	<b>1,079,199</b>	<b>74,781</b>	<b>7.45%</b>
<b>Total FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>0.00%</b>

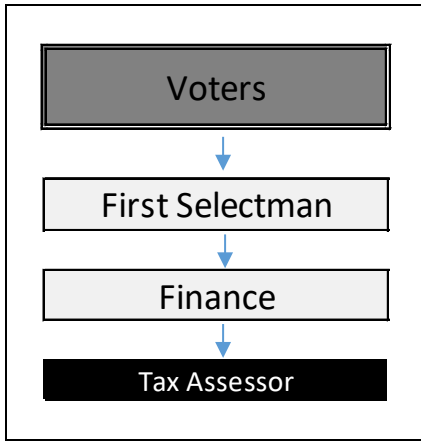
For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 18-19	FY 19-20	FY 20-21
	Actual	Estimated	Estimated
Moody's Bond Rating	Aaa	Aaa	Aaa
GFOA Popular Annual Financial Report (PAFR) Award	-	1	1
GFOA Compr. Annual Financial Report (CAFR) Award	1	1	1
GFOA Budget Award	-	1	1
Accounts Payable Check Printed	6,649	6,500	6,500



**Mission**

The Assessor’s Office is responsible for the discovery, listing, valuation and equalization of all properties in the Town of New Canaan. This office is also responsible for the maintenance of assessment records and annual calculation of the tax base.



**Department Goals**

1. Complete the state-mandated, town-wide revaluation
2. Update all personal property listings
3. Complete the yearly grand list

**Summary of Major Responsibilities**

- Notify tax payers of the valuation process
- Conduct inspections on all building permits as required and notify the owners
- Conduct personal property audits
- Help taxpayers and issue corrections for all motor vehicle taxation issues
- Administer all local and state elderly tax relief programs
- Help the Board of Assessment with appeals and the process for motor vehicles and real property assessment

**Anticipated Operational Changes**

- Changing the current CAMA vision to a new vendor, Equality
- Changing current public information regarding values and assessment to be hosted by Equality

**Recent/New Programs and Initiatives**

- Access to the DMV site to help research all motor vehicle taxation issues
- Notification to and education of every taxpayer with whom the Department has contact about the processes and what to expect when the new assessments are mailed
- Anticipate holding public forums regarding the revaluation before the new assessments are mailed

**Major Departmental Challenges**

Because the 2018 revaluation aligned property values with the market, the challenge will be next July when citizens receive their tax bill with the presumption that it will be less because their property value has decreased. The Department has started to inform citizens that taxes are driven by town spending.

**FY 18-19 Accomplishments**

- 2018 revaluation

**FY 19-20 Objectives**

- Complete the CAMA vision conversion of all data
- Perform personal property audits
- Complete building permit inspections
- Convert sewer billing methodology from an *ad valorem* sewer tax to a tiered, flat-rate sewer fee system effective July 1, 2019

**FY 20-21 Objectives**

- Perform personal property audits
- Monitor all values changes and building permits inspections
- Work with QDS to establish a process for the new sewer module system to be more efficient by utilizing the equality CAMA without the need to manually update changes



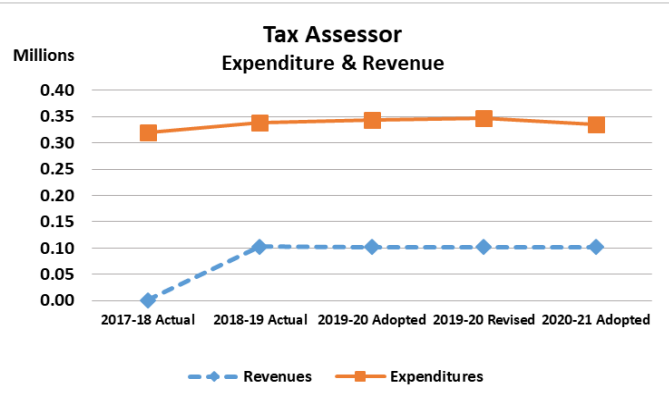
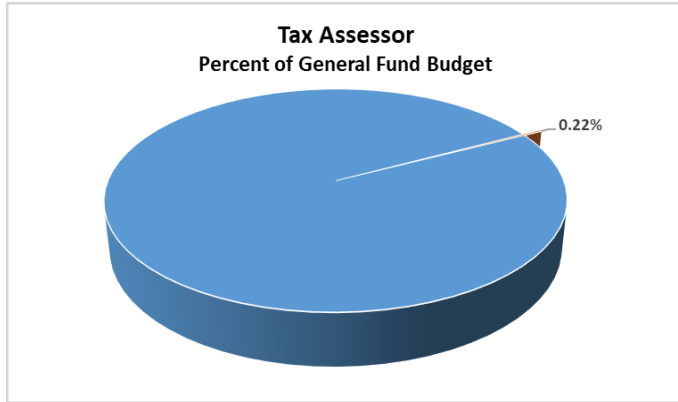
**Alignments with New Canaan being a community of choice for its residents**

- Educate tax payers of the value process
- Provide online access to taxpayer database

**Assessor**

Position Title	2017-2018 Revised		2018-2019 Revised		2019-20 Revised		2020-21 Adopted	
<u>Full Time</u>								
Assessor	1.0	\$ 119,426	1.0	\$ 122,113	1.0	\$ 125,044	1.0	\$ 125,044
Deputy Assessor	1.0	79,537	1.0	81,525	1.0	84,199	1.0	84,199
Assessment Technician	1.0	63,477	1.0	65,064	1.0	61,586	1.0	61,586
<b>Total Full Time</b>	<b>3.0</b>	<b>262,440</b>	<b>3.0</b>	<b>268,702</b>	<b>3.0</b>	<b>270,828</b>	<b>3.0</b>	<b>270,828</b>
<u>Part Time</u>								
Part Time (Board of Assessment Appeals)		1,200		1,200		1,224		1,200
Part Time (Independent Appraisers/office)		12,750		12,750		13,005		13,000
Clerical Help		1,500		1,500		1,530		500
<b>Total Part Time</b>		<b>15,450</b>		<b>15,450</b>		<b>15,759</b>		<b>14,700</b>
<u>Miscellaneous Pay</u>								
Overtime		800		800		500		200
<b>Total Miscellaneous Pay</b>		<b>800</b>		<b>800</b>		<b>500</b>		<b>200</b>
<b>Total Salary</b>		<b>278,690</b>		<b>284,952</b>		<b>287,087</b>		<b>285,728</b>





**Budget By Category**

Tax Assessor	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 AMOUNT	VARIANCE %
<b>Revenues</b>							
Other Revenues	1,134	102,881	101,728	101,728	101,728	-	
<b>Total Revenues</b>	<b>1,134</b>	<b>102,881</b>	<b>101,728</b>	<b>101,728</b>	<b>101,728</b>	<b>-</b>	
<b>Expenditures</b>							
Wages	274,338	286,713	289,782	292,713	285,728	(6,985)	-2.39%
Employee Benefits	21,885	22,725	23,468	23,692	21,510	(2,182)	-9.21%
Purchased Professional Services	16,607	22,238	20,014	19,324	18,500	(824)	-4.26%
Purchased Property Services	1,539	1,623	1,388	2,038	1,850	(188)	-9.24%
Purchased Other Services	1,844	1,234	2,800	2,840	2,600	(240)	-8.45%
Supplies	3,465	3,212	4,690	4,690	3,964	(726)	-15.48%
Miscellaneous	600	520	750	750	750	-	0.00%
<b>Total Expenditures</b>	<b>320,277</b>	<b>338,265</b>	<b>342,892</b>	<b>346,047</b>	<b>334,902</b>	<b>(11,145)</b>	<b>-3.22%</b>
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.00%</b>

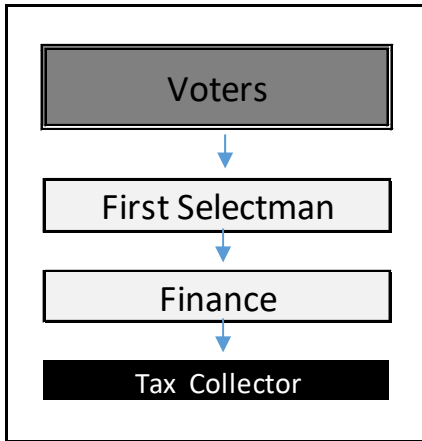
For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 17-18	FY 18-19	FY 19-20
	Actual	Estimated	Estimated
	2017 Grandlist	2018 Grand List	2019 Grandlist
Real Estate # of properties	7,404	7,404	N/A
Motor Vehicle # of vehicles	16,912	16,611	N/A
Supplemental MV # of vehicles	3,074	2,995	N/A
Personal Properties # of accounts	787	761	N/A
Elderly Tax applicants processed	115	100	N/A
data collection/inspections (permits)	426	N/A	N/A
mv pricing/delete/adjustments	2,500	2,300	N/A



**Mission**

The Tax Collector office provides billing and collections of real estate, personal property, motor vehicle, sewer and special assessment billing. Taxes are billed annually and collected semi-annually on real estate and annually on motor vehicles and personal property.



- Increase in phone calls due to new sewer billing classified as non-public info

**Recent/New Programs and Initiatives**

- Texting reminders to taxpayers that tax bills are due through the new Town e-notify website

**Recent Departmental Recognitions**

- Public appreciation of phone calls answered by a knowledgeable person instead of machine
- Tax office answers approximately 30- 45 calls a day, with an average call taking 10 to 20 minutes to complete

**Department Goals**

1. Use collection agency for delinquent personal property and motor vehicle bills
2. Use of foreclosure by attorney for delinquent real estate bills
3. Use CT State Marshal for personal property delinquent bills
4. Maintain collection rate over 99%

**Summary of Major Responsibilities**

- Give ample notice when municipal taxes are due by advertising in local newspaper
- Give notice that taxes are due by posting on New Canaan TV channel 79
- Email/text taxpayers that taxes are due through the Town website email system
- Continue with monthly mailings of delinquent statements in fluorescent colors so recipients take notice of mailing
- Full access on Town website of all tax bills, both paid and due (excluding sewer bills, which are non-public information)

**Anticipated Operational Changes**

- New expenditure due to off-site data storage

**Major Departmental Challenges**

- Implementing any State of CT statute change because municipal tax collection is governed by the State.

**FY 2018-19 Accomplishments**

- Forwarded the least amount of motor vehicle delinquent accounts ever to collection agency
- Received payments for delinquent personal property accounts through the use of the State Marshal
- Converted sewer billing methodology from an *ad valorem* sewer tax to a tiered, flat-rate sewer fee system effective July 1, 2019

**FY 2019-20 Objectives**

- Use of Foreclosure by attorney for delinquent real estate bills
- Continue use of collection agency to collect delinquent bills
- Use of CT State Marshal for delinquent personal property bills

- **FY 2020-21 Objectives**
- Use collection agency to collect delinquent bills
- Use CT State Marshal to collect delinquent personal property bills

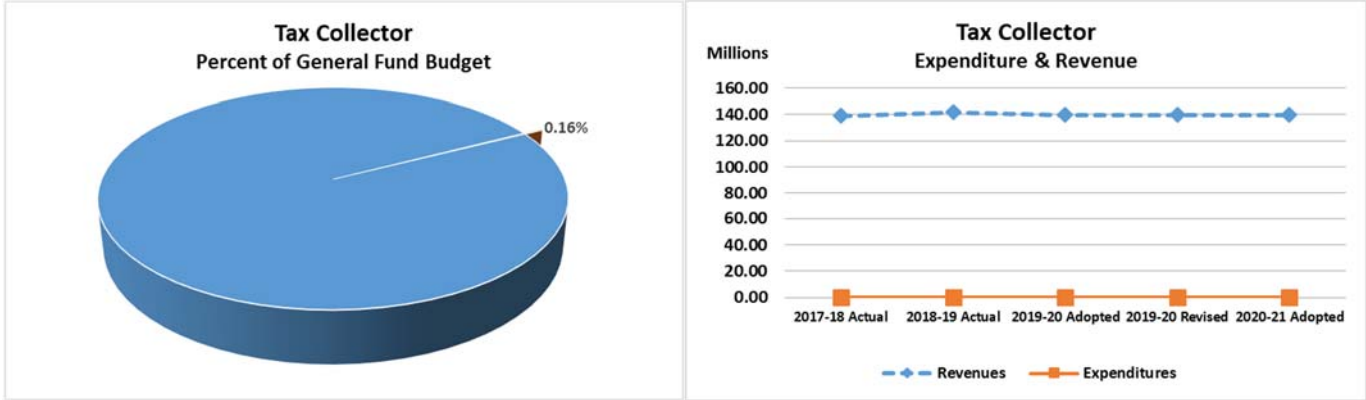
**Tax Collector alignments with New Canaan being a community of choice for its residents**

- Tax office provides online payment options, mail in options and walk in options for payment.
- Tax office provides email reminders when taxes are due.
- Tax office provides 24/7 website tax information access.

Tax Collector				
Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
Tax Collector	1.0 \$ 101,251	1.0 \$ 103,529	1.0 \$ 106,017	1.0 \$ 106,017
Assistant Tax Collector	-	-	1.0 65,144	1.0 68,165
Tax Clerk II	1.0 57,187	1.0 58,617	-	-
<b>Tax Clerk II</b>	1.0 57,187	1.0 58,617	1.0 60,570	1.0 60,570
<b>Total Full Time</b>	<b>3.0 215,624</b>	<b>3.0 220,762</b>	<b>3.0 231,730</b>	<b>3.0 234,752</b>
<u>Part Time</u>				
Clerical Coverage	8,140	10,200	10,200	10,200
<b>Total Part Time</b>	<b>8,140</b>	<b>10,200</b>	<b>10,200</b>	<b>10,200</b>
<u>Miscellaneous Pay</u>				
<u>Overtime</u>	200	400	400	400
Total Miscellaneous Pay	200	400	400	400
<b>20% Allocation to Sewer Fund</b>	<b>(44,793)</b>	<b>(46,272)</b>	<b>(48,466)</b>	<b>(49,070)</b>
<b>Total Salary</b>	<b>179,172</b>	<b>185,090</b>	<b>193,864</b>	<b>196,281</b>

20% of Tax Collector personnel costs are charged to the Sewer Fund





**Budget By Category**

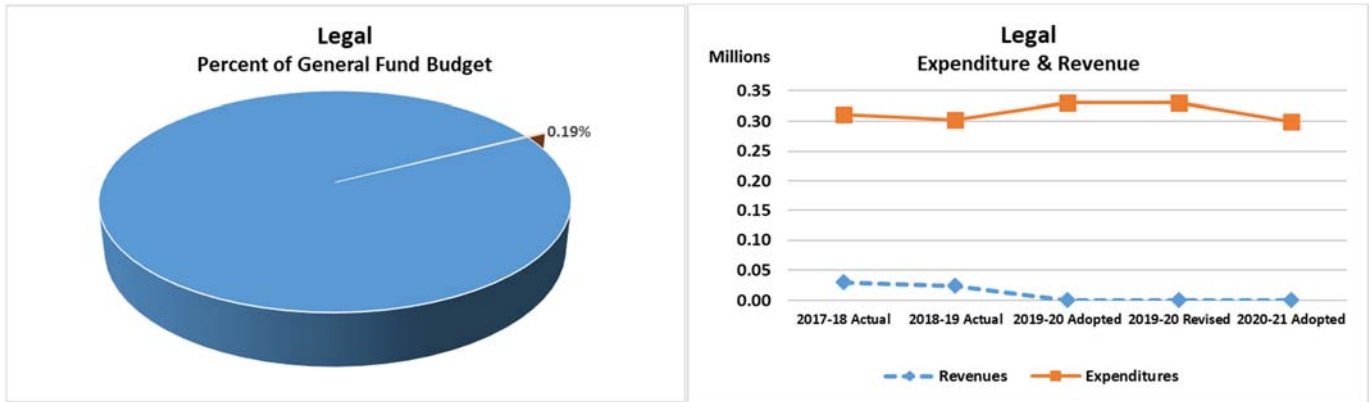
	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	%
<b>Tax Collector</b>							
<b>Revenues</b>							
Tax Revenues	138,764,292	141,703,403	139,730,686	139,730,686	139,494,758	(235,928)	-0.17%
<b>Total Revenues</b>	<b>138,764,292</b>	<b>141,703,403</b>	<b>139,730,686</b>	<b>139,730,686</b>	<b>139,494,758</b>	<b>(235,928)</b>	<b>-0.17%</b>
<b>Expenditures</b>							
Wages	179,785	181,708	191,879	194,200	196,284	2,084	1.07%
Employee Benefits	16,498	16,127	17,954	18,106	18,267	161	0.89%
Purchased Professional Services	8,300	9,202	13,212	9,964	12,950	2,986	29.97%
Purchased Property Services	2,093	2,042	2,200	2,502	2,200	(302)	-12.06%
Purchased Other Services	17,696	13,315	23,300	25,250	17,350	(7,900)	-31.29%
Supplies	1,784	1,055	2,400	3,064	2,900	(164)	-5.35%
Miscellaneous	175	175	500	500	500	-	0.00%
<b>Total Expenditures</b>	<b>226,330</b>	<b>223,624</b>	<b>251,445</b>	<b>253,585</b>	<b>250,451</b>	<b>(3,134)</b>	<b>-1.24%</b>
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section



<b>Performance Indicators</b>	<b>FY 18-19 Actual</b>	<b>FY 19-20 Actual</b>	<b>FY 20-21 Estimated</b>
Text & emails reminders to taxpayers on taxes due	2,000	2,000	2,000
Mailing of real estate bills	7,200	7,177	7,200
Mailing of personal property bills	800	761	800
Mailing of motor vehicle bills	17,200	16,624	17,100
Mailing of supplementals	3,000	3,030	3,000
Mailing of sewer bills		2,800	2,800
Download of lockbox processing	10,000	11,000	12,000
Download of escrow accounts	5,000	5,000	4,000
Download of online payments	6,400	5,800	6,400
Download of collection agency payments	100	100	200
Processing of mail and over the counter payments	29,000	29,000	29,000
Average annual real estate liens	51	50	40
Average annual UCC liens on personal property	55	40	50
Average weekly put-on / take-off with DMV	70	70	80
Average monthly mailing of delinquent statement	849	870	900
Average weekly research of returned mail	20	24	20
Calls per day. Each call averaging 10 to 20 minutes	25	45	30

The Town of New Canaan has a professional contract for legal services. The Town’s legal counsel is the legal advisor and counsel for the Town of New Canaan, its Departments, Boards, Commissions and employees. The primary purpose is to provide legal services, support and advice in a prompt and professional manner. They represent the Town in all manner of litigation or other legal proceedings, whether in the court system or before any or all other State or government agencies. They assist and advise in the preparation of all ordinances, regulations and other legal papers. The legal counsel also negotiates, prepares and approves contracts and other legal instruments to which the Town is a party.



Budget By Category							
	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 AMOUNT	VARIANCE %
<b>Legal</b>							
<b>Revenues</b>							
Other Revenues	30,000	24,011	-	-	-	-	
<b>Total Revenues</b>	<b>30,000</b>	<b>24,011</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures</b>							
Employee Benefits	-	-	-	-	-	-	
Purchased Professional Services	295,652	302,052	330,000	330,000	300,000	(30,000)	-9.09%
Purchased Other Services	15,074	396	-	-	-	-	
<b>Total Expenditures</b>	<b>310,726</b>	<b>302,448</b>	<b>330,000</b>	<b>330,000</b>	<b>300,000</b>	<b>(30,000)</b>	<b>-9.09%</b>
<b>Total FTEs</b>	<b>0.37</b>	<b>0.37</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

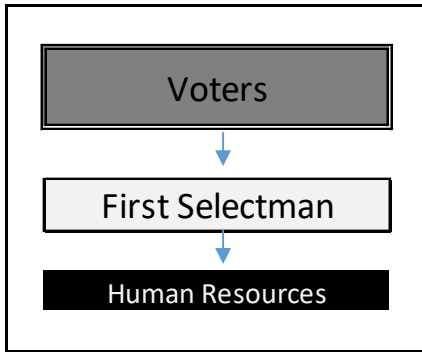
For line item detail budget see the Revenue & Expenditure Summary Section

<b>Legal</b>						
Position Title	2017-2018 Revised		2018-2019 Revised		2019-20 Revised	2020-21 Adopted
<u>Full Time</u>						
HR Generalist	0.37	27,840	0.37	35,000		
<b>Total Full Time</b>	<b>0.37</b>	<b>27,840</b>	<b>0.37</b>	<b>35,000</b>		
<b>Total Salary</b>		<b>27,840</b>		<b>35,000</b>		



**Mission**

The Town of New Canaan is dedicated to the recruitment and selection of a diverse employment group that is committed to promote a healthy, positive, productive and safe work environment. We strive to provide the public with responsive, fair, personnel and professional services.



**Department Goals**

1. Support the creation of an engaged and talented workforce that reflects the community and is seen as an employer of choice
2. Work seamlessly and strategically within the Department and with all other Town departments
3. Operate efficiently and effectively with results-driven and customer-focused enterprise-wide decisions

**Summary of Major Responsibilities**

- Hire talented staff by carefully evaluating each open position to determine in what manner the person in that position will interact with the public and what skills are needed
- Primary internal contact for information and communication to employees, Town governing bodies, and outside parties (financial, legal, governmental/IRS, etc.) about Town-sponsored employee/retirement benefits
- Work directly with outside providers (such as trustees, brokers, record keepers, actuaries, auditors, etc.) to administer the employee/retirement benefit plans
- Maintain records for all employees and participating/eligible retirees to ensure the appropriate benefits are available and provided

**Anticipated Operational Changes**

- None anticipated (budget dependent)

**Recent/New Programs and Initiatives**

- Currently working with Town’s IT Department and KnowBe4 to set up online training for employees
- Changed Town’s COBRA provider to ensure employees are receiving professional service for benefits when they leave the Town of New Canaan

**Recent Departmental Recognitions**

- Received dividend check for \$120,210 from Connecticut Interlocal Risk Management Agency, representing significant cost reduction by the Department

**Major Departmental Challenges**

- Controlling healthcare and workers’ compensation

**FY 18-19 Accomplishments**

- Worked closely with CIRMA to monitor Workers’ Compensation/Liability costs and develop programs to reduce those expenditures
- Worked closely with the insurance broker to reduce health insurance costs
- Provided on-time, accurate GASB 67/68 and 74/75 disclosures to auditors; early adopter of GASB 75 (first among peer group)
- Worked with Vanguard to issue 320 +/- 1099Rs on time with minimal issues
- Provided 319 pension benefit statements to participating employees in March 2019 (two weeks earlier than 2018)
- Conducted successful, timely open enrollment for post-65 retirees in Nov./Dec. 2018 and for pre-65



- retirees (and all retiree dental participants) in June 2019
- Completed an Independent Audit of Employee/Dependents for health insurance benefits

- Implement programs from CIRMA to reduce workers' compensation/liability costs
- Continue to evaluate transition plans in each department
- Negotiate a contract with the Town Attorney for the Public Works Department

**FY 19-20 Objectives**

- Continue to review medical expenditures and attempt to reduce costs
- Train managers regarding staffing issues
- Provide programs to reduce workers' compensation costs
- Complete valuations and GASB disclosures in a timely and accurate manner
- Work closely with new RPAC members on plan decisions
- Evaluate and lower fees charged to DCP Plan participants

**FY 20-21 Objectives**

- Work closely with healthcare broker to review healthcare costs and possible savings

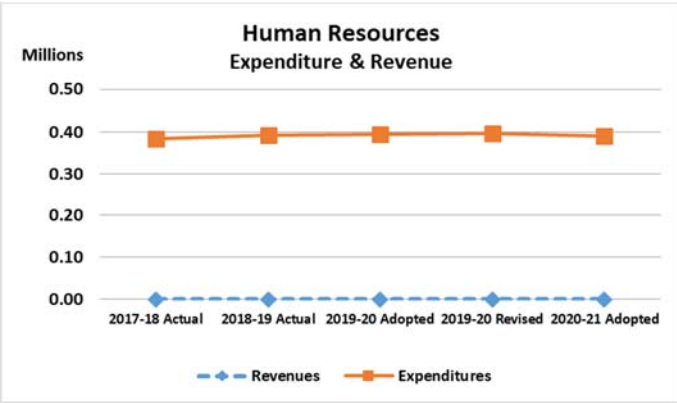
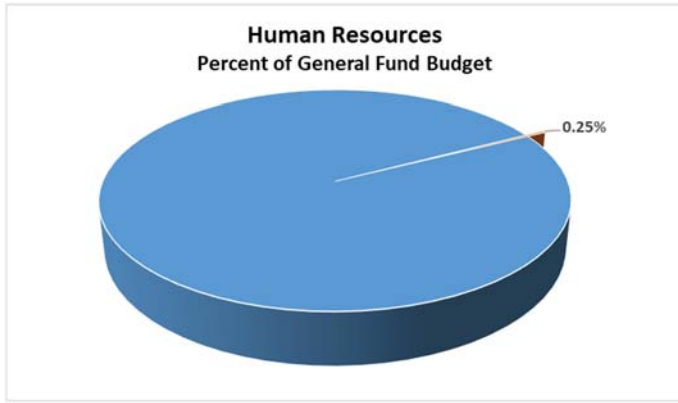
**Alignments with New Canaan being a community of choice for its residents**

1. Support departments in increasing diversity to have a talented workforce that is more reflective of our community.
2. We involve departments in HR issues that affect their operations.
3. Develop systems to improve internal controls, standardize and improve processes and increase compliance
4. Manage/balance the tradeoff of negotiated, competitive employee/retirement benefits with the cost to the Town.

**Human Resources**

Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
Human Resource Director	1.00 \$ 129,756	1.00 \$ 132,676	1.0 \$ 135,860	1.0 \$ 135,860
Payroll/Benefits Administrator	1.00 87,816	1.00 92,037	1.0 83,594	1.0 87,733
HR Generalist	0.37 27,840	0.37 35,000	0.5 47,125	0.5 47,125
<b>Total Full Time</b>	<b>2.37 245,412</b>	<b>2.37 259,712</b>	<b>2.50 266,578</b>	<b>2.50 270,717</b>
<u>Part Time</u>				
Pension & Finance Analyst	2,160		4,000	4,000
<b>Total Part Time</b>	<b>2,160</b>	<b>-</b>	<b>4,000</b>	<b>4,000</b>
<u>Miscellaneous Pay</u>				
Overtime	500	500	510	350
<b>Total Miscellaneous Pay</b>	<b>500</b>	<b>500</b>	<b>510</b>	<b>350</b>
<b>Total Salary</b>	<b>248,072</b>	<b>260,212</b>	<b>271,088</b>	<b>275,067</b>





**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	FY20-FY21 VARIANCE %
<b>Human Resources</b>							
<b>Expenditures</b>							
Wages	265,863	266,017	263,995	267,904	275,067	7,163	2.67%
Employee Benefits	27,842	31,057	34,559	34,858	32,474	(2,384)	-6.84%
Purchased Professional Services	78,738	85,518	83,500	84,800	73,500	(11,300)	-13.33%
Purchased Property Services	1,728	1,587	1,734	1,734	1,500	(234)	-13.49%
Purchased Other Services	8,685	6,109	8,385	5,785	5,525	(260)	-4.49%
Supplies	1,614	1,444	1,800	1,800	1,700	(100)	-5.56%
Miscellaneous	113	-	125	125	250	125	100.00%
<b>Total Expenditures</b>	<b>384,584</b>	<b>391,733</b>	<b>394,098</b>	<b>397,006</b>	<b>390,016</b>	<b>(6,990)</b>	<b>-1.76%</b>
<b>Total FTEs</b>	<b>2.37</b>	<b>2.37</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>-</b>	<b>0.00%</b>

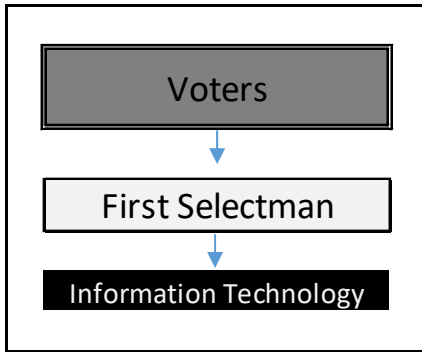
For line item detail budget see the Revenue & Expenditure Summary Section



<b>Recruitment and Selection</b>			
# of advertisements for employment	9	8	14
# of applications received and reviewed	277	221	225
# of interviews conducted	39	32	38
<b>Grievances</b>			
# of grievances filed	14	8	9
# of grievances filed for arbitration with state	2	1	2
# of grievances resolved	12	7	8
<b>Employee Benefits</b>			
# of Open Enrollments	191	190	190
# of new hires	10	15	11
# of seasonal hires	230	230	228
# of retirement's	16	16	17
# of Survivor benefits	16	14	15
<b>Pension</b>			
# of Retirement Calculations (BOE, Library and Town)	24	29	30
# of Benefit Statement's	319	315	321
<b>Workman's Compensation</b>			
# of claims	42	46	44

**Mission**

The primary role of the Information Technology (IT) Department is to provide the appropriate technology that allows employees to access and share information in such a way that will improve services to the Town and to the residents of the community. The Department supports all computer and data network functions for all Town departments.



**Department Goals**

1. Provide the best technology for users to make their work more efficient
2. Provide a stable network on which users can rely on with little to no downtime
3. Stay current with Town technology in order to reduce vendor costs and lower the budget expenses

**Summary of Major Responsibilities**

- **Technical Consulting Services:** Provide assistance with the assessment, selection, and acquisition of all computer and software systems
- **Project Management Services:** Provide a realistic schedule for technical assistance in the selection, implementation, or upgrade of a system, in order for projects to be completed on time and within budget
- **Technical Support Services:** Provide computer operations, desktop, infrastructure, and applications support, and data backup and recovery services
- **Wide Area Network (WAN) Services:** Provide year-round support to WAN-connected entities, including hardware/software upgrades, patches, equipment replacement, and monitoring, as well

as administration of telecommunications systems and new Emergency Services Radio Backbone

**Anticipated Operational Changes**

- Keeping the WAN at full speed while reducing costs by expanding our fiber connection to West School so the Town can stop leasing
- Operating the IT Department 24x7x365 with no overtime
- Saving on energy, hardware, software, and administrative cost annually since becoming a fully virtual environment

**Recent/New Programs and Initiatives**

- Website refresh project makes the Town website mobile-ready and easier to navigate
- New data center hardware provides better security and speed for in-house database use (*i.e.*, Recreation Department programs, Assessor Online portal) along with better remote access and reliability for employees, residents, visitors, and vendors

**Recent Departmental Recognitions**

- New website with better communications to residents
- Cyber security presentation and education for five town bodies, including policies and action/reaction plans with various scenarios of cyber-attacks.
- IT audits passed from both an external firm and internal firms
- Payment card industry compliance passed for network-based payment processing

**Major Departmental Challenges**

- Staying current with State mandates and cyber security, as well securing and updating Town devices
- Keeping up to date with cyber threats and staying on budget, while supporting all entities of the WAN

**FY 2018-19 Accomplishments**

- Installed new VM server infrastructure
- Replaced network switching equipment
- Upgraded OS desktops to Windows 10
- Conducted cyber security initiatives and training
- Completed Emergency Services radio network installation and set up
- Replaced desktop devices to improve security, reliability, and speed

**FY 19-20 Objectives**

- Advanced VM training for staff
- Complete new VM desktop rollout
- Replace network switch equipment
- Continue to upgrade OS desktops to Windows 10
- Conduct cyber security education for all
- Increase automated network monitoring tools to help mitigate cyber threats
- Access control network along with CCTV initiative

**FY 20-21 Objectives**

- Continue to educate users about cyber threats
- Replace network switch equipment with BOE, Library, and WAN routing
- Revisit Departments to help streamline processes
- Upgrade VOIP (phone system), possible replacement of 700 phone sets
- Continue to access control system Town-wide

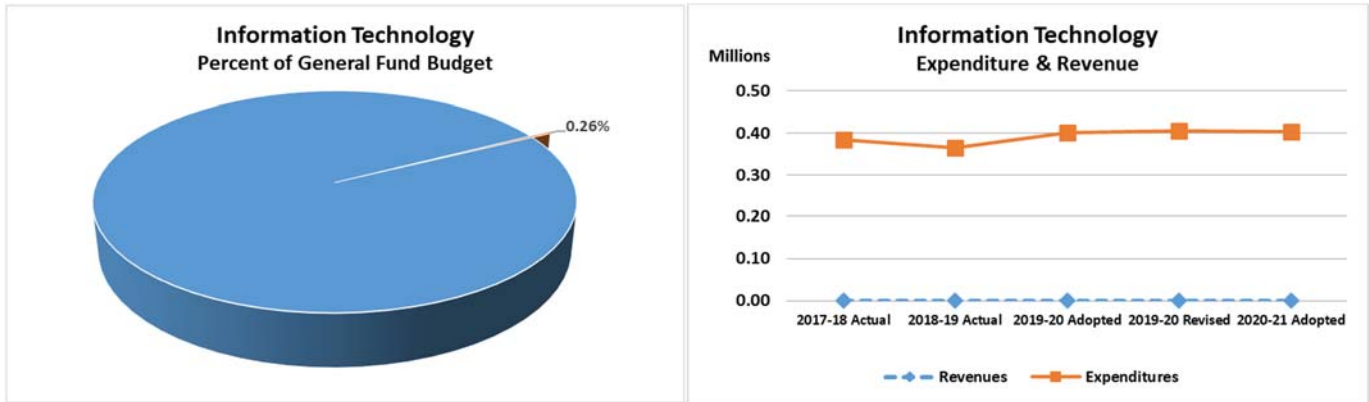
**Alignments with New Canaan being a community of choice for its residents**

When the IT Department provides systems that are accessible and reliable, the internal users become more efficient allowing them to better serve the residents of New Canaan.

**Information Technology**

Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
Director of Information Technology	1.0 \$ 129,756	1.0 \$ 132,676	1.0 \$ 135,860	1.0 \$ 135,860
IT Operations Manager	1.0 93,612	1.0 97,119	1.0 101,158	1.0 101,158
IT Systems Administrator	1.0 79,537	1.0 81,525	1.0 84,199	1.0 84,199
<b>Total Full Time</b>	<b>3.0 302,905</b>	<b>3.0 311,320</b>	<b>3.0 321,216</b>	<b>3.0 321,216</b>
<u>Miscellaneous Pay</u>				
Overtime	-	-	-	-
<b>Total Miscellaneous Pay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Salary</b>	<b>302,905</b>	<b>311,320</b>	<b>321,216</b>	<b>321,216</b>





Budget By Category					FY20-FY21 VARIANCE		
Information Technology	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	AMOUNT	%
<b>Expenditures</b>							
Wages	302,905	307,076	316,429	321,224	321,216	(8)	0.00%
Employee Benefits	23,178	23,247	25,207	25,674	25,573	(101)	-0.39%
Purchased Professional Services	43,612	64,784	56,000	54,900	52,500	(2,400)	-4.37%
Purchased Other Services	60	19	200	200	200	-	0.00%
Supplies	14,227	(29,688)	3,500	4,500	3,500	(1,000)	-22.22%
<b>Total Expenditures</b>	<b>383,981</b>	<b>365,438</b>	<b>401,336</b>	<b>406,498</b>	<b>402,989</b>	<b>(3,509)</b>	<b>-0.86%</b>
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.00%</b>

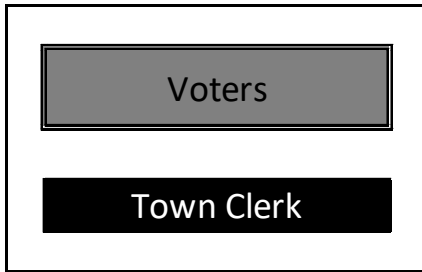
For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 18-19 Actual	FY 19-20 Estimated	FY 20-21 Estimated
User Service Requests	2,400	2,500	2,100
New Projects / Installs	20	20	20
24x7 Support	365	365	365
Work done in-house Saving	120,000	120,000	120,000
WAN Network Security Updates/Patches per month	30	50	50
WAN Support (Waveny Care, BOE, Library, PD, etc) Req	50	80	80



**Mission**

To execute and implement the duties of the Town Clerk as prescribed by the Connecticut General Statutes, state regulations and the Town Charter in an efficient and impartial manner and in doing so, to manage, protect and preserve the permanent records of the Town for the present and the future.



**Summary of Major Responsibilities**

1. Serves as a resource for others within the community by providing direction, guidance, information, and assistance
2. Provides the professional link between residents, local governing bodies, and State agencies, and is the official keeper of the Town Seal
3. Responsible for the preservation, conservation, and safekeeping of the Town's official records and documents dating back to 1801, when New Canaan was incorporated as a town
4. Records, indexes, and microfilms deeds, mortgages, liens, assignments, survey maps, and other instruments concerning title to land
5. Receives and posts official notices of meetings and most agendas for public inspection of more than 54 Boards, Commissions, and Committees.
6. Records all filings into bound archival books for current, historical review and permanent record
7. Issues an assortment of business licenses and permits
8. Registers new voters, executes the absentee ballot process, executes referenda, and calls for a re-canvass when a vote is close
9. Administers training sessions for poll workers in conjunction with the Registrar of Voters

10. Issues and certifies the Town's final election results, administers the Oath of Office to all elected and appointed officials, and keeps the Secretary of State apprised on the status of all Town officials
11. Works closely with local candidates, political campaigns, and the State Elections Enforcement Commission with campaign finance
12. Provides guidance to elected and appointed officials on Freedom of Information requirements
13. Continues active Records Management Program
14. Serves as the Town's Registrar of Vital Statistics - issues licenses and certified certificates for Birth, Marriage, and Death
15. Appoints Sub-Registrar and works closely with funeral directors, Clergy and Justices of the Peace, and the State Department of Public Health.

**Recent/New Programs and Initiatives**

New Programs and initiatives are often generated by changing policy, or mandates, from one of the following offices or agencies to whom the Town Clerk reports or is under the direction:

- Secretary of the State
- State Elections Enforcement Commission
- Freedom of Information Commission
- Dept. of Revenue Services
- Office of the State Public Administrator
- State Library and Archives
- Dept. of Public Health
- Dept. of Agriculture
- Dept. of Environmental Protection

**Major Departmental Challenges**

Keeping up with changing laws and policies that affect the way we do business every day. Accomplishing our statutory and duties and obligations with reduced funding in our budget.

**FY 19-20 Objectives**

- To create a secure and organized staging area for records in transition or those awaiting destruction
- Manage the absentee ballot process for two possible Presidential Preference Primaries
- To continue to seek best practices and keep up with State mandates

**FY 20-21 Objectives**

- To manage the absentee ballot process for one Presidential Election Cycle, in addition to two potential Primaries
- To continue to offer guidance and support to Town employees and elected officials for the local records management program
- To continue seeking best practices and keep up with State mandates

**Town Clerk alignments with New Canaan being a community of choice for its residents**

The Town Clerk provides the professional link between residents, local offices, and State Agencies, and her office has become the “face” of Town Hall for many residents. Whether they are obtaining a birth certificate to enroll their child in school, licensing their dog, refinancing their home, obtaining an absentee ballot or looking for general information, the Town Clerk’s office provides direction and guidance. Residents are welcomed with reliable information and with the assurance that public information is available and that confidential information is protected.





Town Clerk				
Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted

<u>Full Time</u>				
Town Clerk	1.0 \$ 101,988	1.0 \$ 103,135	1.0 \$ 106,786	1.0 \$ 106,786
Assistant Town Clerk II	2.0 138,120	2.0 141,573	2.0 146,206	2.0 146,206
<b>Total Full Time</b>	<b>3.0 240,107</b>	<b>3.0 244,708</b>	<b>3.0 252,992</b>	<b>3.0 252,992</b>

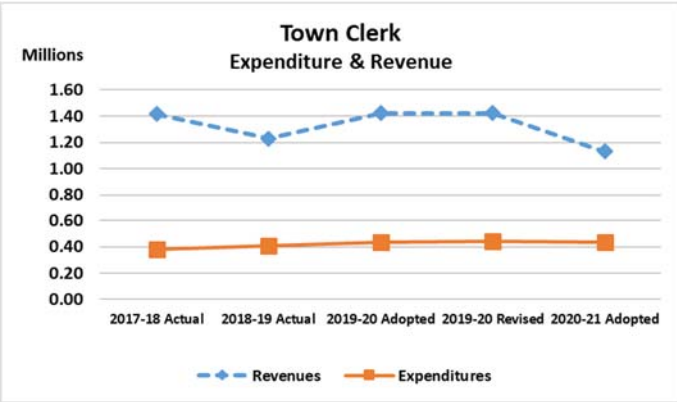
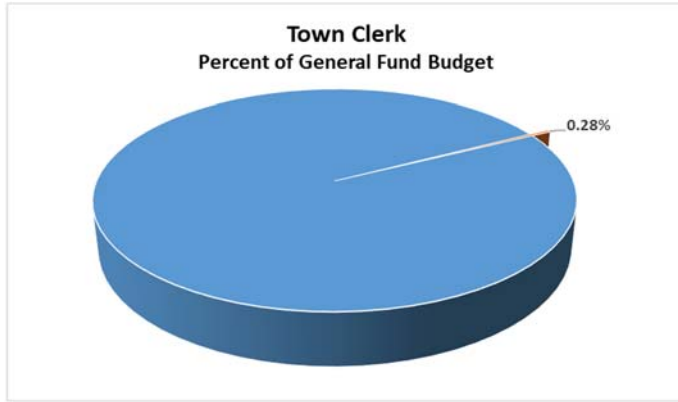
<u>Part Time</u>				
Clerical Assistance	55,000	74,250	74,250	68,000
<b>Total Part Time</b>	<b>- 55,000</b>	<b>- 74,250</b>	<b>- 74,250</b>	<b>- 68,000</b>

<u>Miscellaneous Pay</u>				
Overtime	5,000	4,000	4,080	4,080
<b>Total Miscellaneous Pay</b>	<b>5,000</b>	<b>4,000</b>	<b>4,080</b>	<b>4,080</b>

<b>Total Salary</b>	<b>300,107</b>	<b>322,958</b>	<b>331,322</b>	<b>325,072</b>
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**Notes:**  
As per Town Charter, the Town Council sets the salary of the Town Clerk.





**Budget By Category**

Town Clerk	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	%
<b>Revenues</b>							
License and Permits	9,150	8,757	9,575	9,575	9,500	(75)	-0.78%
Charges for Services	1,408,048	1,223,598	1,414,610	1,414,610	1,123,450	(291,160)	-20.58%
<b>Total Revenues</b>	<b>1,417,198</b>	<b>1,232,355</b>	<b>1,424,185</b>	<b>1,424,185</b>	<b>1,132,950</b>	<b>(291,235)</b>	<b>-20.45%</b>
<b>Expenditures</b>							
Wages	295,506	300,659	328,841	331,344	325,072	(6,272)	-1.89%
Employee Benefits	23,213	23,172	26,456	26,647	26,647	-	0.00%
Purchased Professional Services	25,559	20,349	29,450	29,450	23,970	(5,480)	-18.61%
Purchased Property Services	9,761	25,949	10,200	10,200	12,210	2,010	19.71%
Purchased Other Services	8,984	12,030	16,000	16,000	15,000	(1,000)	-6.25%
Supplies	17,232	20,546	20,500	20,500	29,000	8,500	41.46%
Miscellaneous	2,515	1,715	4,000	4,000	3,000	(1,000)	-25.00%
<b>Total Expenditures</b>	<b>382,770</b>	<b>404,419</b>	<b>435,447</b>	<b>438,141</b>	<b>434,899</b>	<b>(3,242)</b>	<b>-0.74%</b>
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section

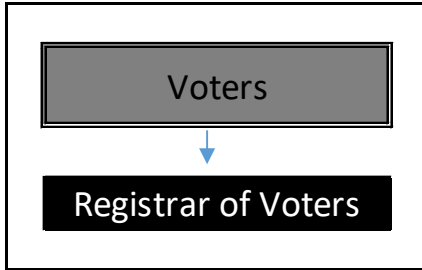


Performance Indicator	FY 17-18	FY 18-19	FY 19-20	FY 20-21
	Actual	Actual	Estimated	Estimated
<b>Land Records</b>				
# of land record instruments recorded, indexed, proofed, verified, returned	3,235	2,778	2,775	3,000
# of land record pages printed, scanned, microfilmed	15,565	12,825	12,800	14,000
# of maps filed, indexed, scanned, microfilmed	35	18	20	20
# of day book reports printed	248	248	248	248
<b>Vital Statistics/Records</b>				
# of birth records recorded, indexed, archived	126	131	130	130
# of marriage records recorded, indexed, archived	97	68	70	70
# of marriage licenses issued and # certified and sent to State	72	65	65	65
# of death records recorded, indexed, archived and # certified /sent to State	113	136	135	135
# of vitals certified copies issued and sold	1,079	1,141	1,150	1,150
# of home births (10 forms/birth) processed	1	1	1	1
# of sexton's reports processed	24	24	24	24
<b>Licenses/ Permits</b>				
# of liquor licenses processed	27	28	30	30
# of peddler's permits issued	1	7	7	5
# of dog licenses issued (plus-1 renewal and 1 delinquent mailing)	2,945	2,997	3,000	3,000
<b>Miscellaneous</b>				
# of notary registrations filed and processed	46	38	40	40
# of reports sent to the State of Connecticut	102	102	102	102
# of trade names certificates filed, indexed, scanned	47	69	65	65
# of document copies sold	31,421	25,200	25,200	25,200
# of certifications of documents prepared and sold	118	116	120	120
# of map copies printed and sold	1,518	1,350	1,350	1,350
# of foreclosure registration forms filed	53	35	35	35
# of legal notices/public notices issued	40	44	50	50
<b>Elections</b>				
# of elections/ primaries	1	3	3	3
# of regular absentee ballots issued	401	1,634	800	2,000
# of overseas absentee ballots issued	0	25	20	25
# of regular absentee ballots returned and processed	381	1,492	700	1,800
# of overseas absentee ballots returned and processed	0	18	30	25
# of campaign finance filings processed	60	2	45	2
# of petitions verified and processed	40	0	60	60
<b>Boards and Commissions</b>				
# of Boards, Commissions, Committees maintained	51	52	54	54
# of filings received and processed	1,350	1,350	1,375	1,375
<b>Finance</b>				
# of requisitions	21	15	15	15
# of check requests	20	13	15	15
# of invoices received, coded, processed	141	144	145	145
# of internal Town Clerk reports	30	30	30	30
# of daily reports to Finance	248	248	248	248
# of daily reports to Treasurer	248	248	248	248
<b>Revenue</b>				
\$ amount of real estate conveyance tax to Town general fund	\$ 1,276,762	\$ 1,122,868	\$ 1,122,800	1,000,000
\$ amount to Town general fund from other revenue accounts	\$ 159,624	\$ 146,058	\$ 146,000	150,000
\$ amount to State in fees	\$ 160,341	\$ 155,088	\$ 155,000	160,000
\$ amount of real estate conveyance tax collected and transferred to State	\$ 5,090,737	\$ 4,375,208	\$ 4,375,000	3,800,000



**Mission**

To maintain an accurate and current list of Voters for the Town of New Canaan; To organize, manage and tabulate primary and general elections and referendums



**Department Goals**

1. To ensure accuracy of voter rolls and compile and maintain election statistics
2. To secure adequate personnel for efficient election and referendum execution
3. To tabulate and efficiently report election results

**Summary of Major Responsibilities**

- Responsible for voter registration
- Promote a variety of voter education projects, including special voter making sessions at the New Canaan High School each May and supervised absentee balloting at Waveny Care Center, as well as working with civic groups such as the League of Women Voters to promote greater voter participation
- Administer all elections and develop procedures to ensure the voting rights of all citizens and the fair conduct of all elections
- Assist candidates, the public, and the parties in the preparation of specialized voter lists and individual requests for information

**Anticipated Operational Changes**

- Proposed *de minimus* change to departmental budget in order to attract an improved pool of likely candidates to the positions in the future

**Recent/New Programs and Initiatives**

- Ongoing state-mandated training requirements for registrars and moderators in order to assure confidence within the Town’s votaries that their votes are properly tabulated and accounted

**Recent Departmental Recognitions**

- Successful Secretary of State audit of municipal election in Districts 2 and 3
- All moderators are currently certified and must recertify every 48 months

**Major Departmental Challenges**

- If the State Legislature moves to hold all primaries during the summer months in future years, it could present additional hurdles in securing residents willing to work primary or referenda elections due to the residents’ tendency to observe summer hiatuses
- If additional population density in Town leads to further increase in District One residencies, a possible bifurcation of that District to alleviate overloading of polling place may be necessary

**FY 2018-19 Accomplishments**

- 2018 Republican and Democratic Gubernatorial primaries 2018 Gubernatorial Election 2018 additional moderator training
- Reduced Registrars of Voters position from three to two

**FY 19-20 Objectives**

- 2019 Municipal Elections
- 2020 Democratic and Republican Presidential Preference Primaries
- Begin sinking fund for replacement of older equipment and/or additional equipment should the

size of District One increase further, mandating a bifurcation of that district

**FY 2020-21 Objectives**

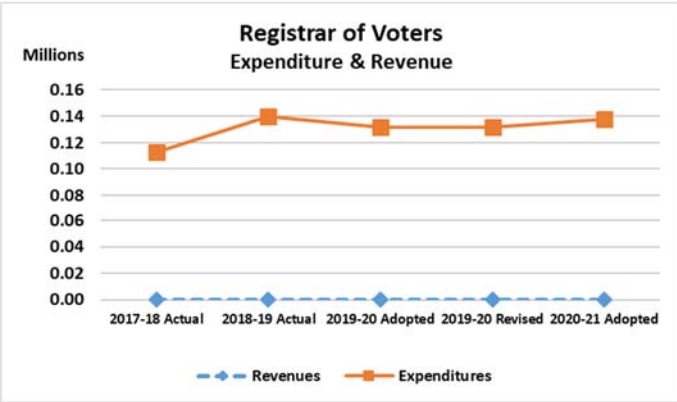
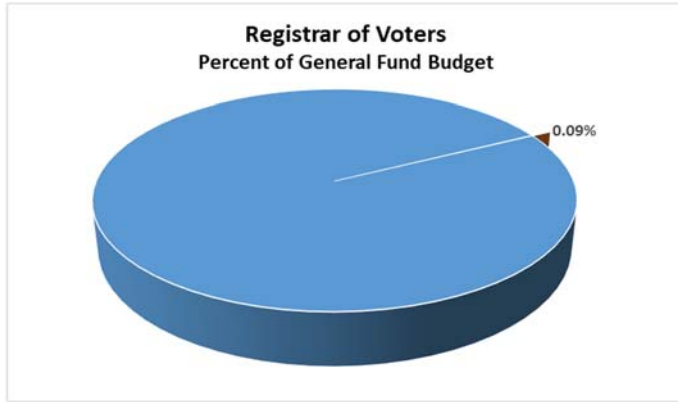
- Review District 1 for division into two separate districts.
- Training of additional Moderators
- Administer 2020 Presidential Election
- Administer Town-wide voter canvas
- Continue sinking fund for replacement of older equipment and/or additional equipment should District One bifurcate

**Alignments with New Canaan being a community of choice for its residents**

The goal of the Registrar of Voters is to provide a transparent and trustworthy system of election determination that instills confidence in the Town’s Voters.

Registrar of Voters				
Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Part Time</u>				
Registrars of Voters	\$ 66,000	\$ 55,000	\$ 44,000	\$ 44,000
Deputy Registrar of Voters	13,000			
Clerical Assistance	4,500	8,000	8,000	10,000
<b>P/T Elections</b>		10,000	10,000	11,000
<b>Total Part Time</b>	83,500	73,000	62,000	65,000





**Budget By Category**

Registrar of Voters	2017-18	2018-19	2019-20	2019-20	2020-21	FY20-FY21 VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
<b>Expenditures</b>							
Wages	76,256	68,997	65,800	65,800	65,000	(800)	-1.22%
Employee Benefits	5,774	4,843	6,563	6,563	6,563	-	0.00%
Purchased Professional Services	18,023	50,028	41,565	40,965	47,875	6,910	16.87%
Purchased Property Services	8,581	9,816	12,680	12,180	12,680	500	4.11%
Purchased Other Services	3,165	4,543	3,060	4,160	3,520	(640)	-15.38%
Supplies	984	1,492	1,097	1,097	1,430	334	30.41%
Miscellaneous	195	130	816	816	815	(1)	-0.12%
<b>Total Expenditures</b>	<b>112,979</b>	<b>139,849</b>	<b>131,581</b>	<b>131,581</b>	<b>137,883</b>	<b>6,303</b>	<b>4.79%</b>
<b>Total FTEs</b>	-	-	-	-	-	-	-

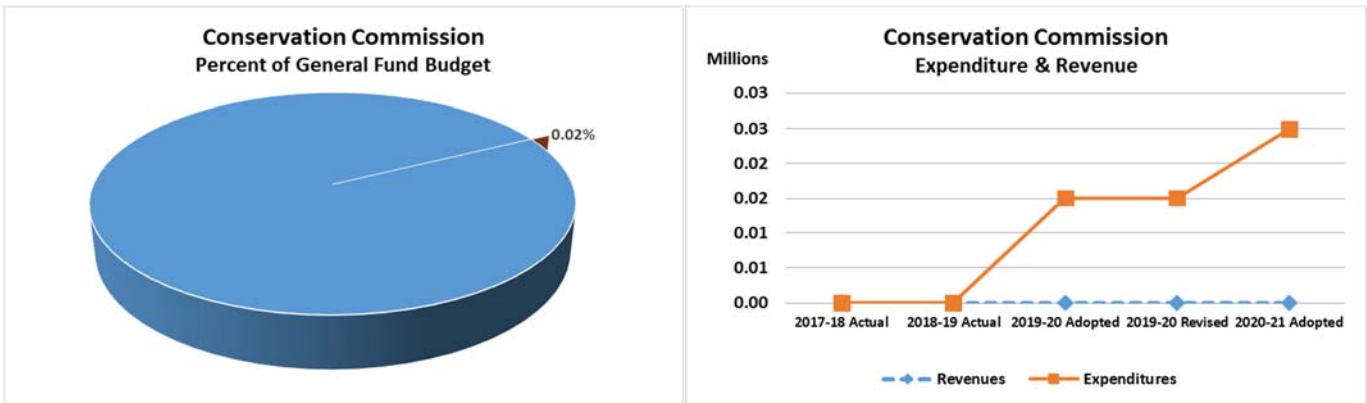
For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 18-19	FY 19-20	FY 20-21
	Estimated	Estimated	Estimated
Poling Stations	3	3	3
Municipal Elections	0	1	0
Governor Primary	1	0	0
State Democratic and Republican Primaries	0	0	2
State Elections	1	0	0
Presidential Preference Primary	0	1	0
Presidential Election			1



The Conservation Commission was created to keep an inventory defining the Town’s open space and to evaluate those lands for their proper and potential use.

We will also seek to advise in the development, management, protection and conservation of our natural resources and to coordinate our activities with existing Town committees, commissions and departments and with other conservation bodies.



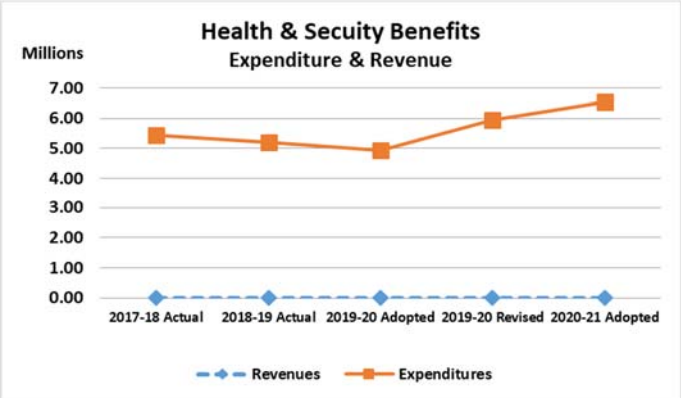
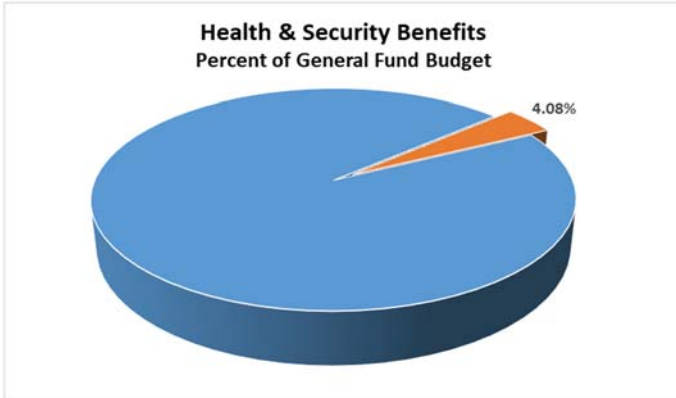
**Budget By Category**

Conservation Commission	2017-18	2018-19	2019-20	2019-20	2020-21	FY20-FY21 VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
<b>Expenditures</b>							
Purchased Professional Services	-	-	15,000	15,000	25,000	10,000	66.67%
<b>Total Expenditures</b>	-	-	15,000	15,000	25,000	10,000	66.67%
<b>Total FTEs</b>	-	-	-	-	-	-	

For line item detail budget see the Revenue & Expenditure Summary Section



The Health & Security Benefits accounts for funding employee health & security. The Town of New Canaan is self insured. The Town also provides 401A contributions for certain Board of Education employees.



**Budget By Category**

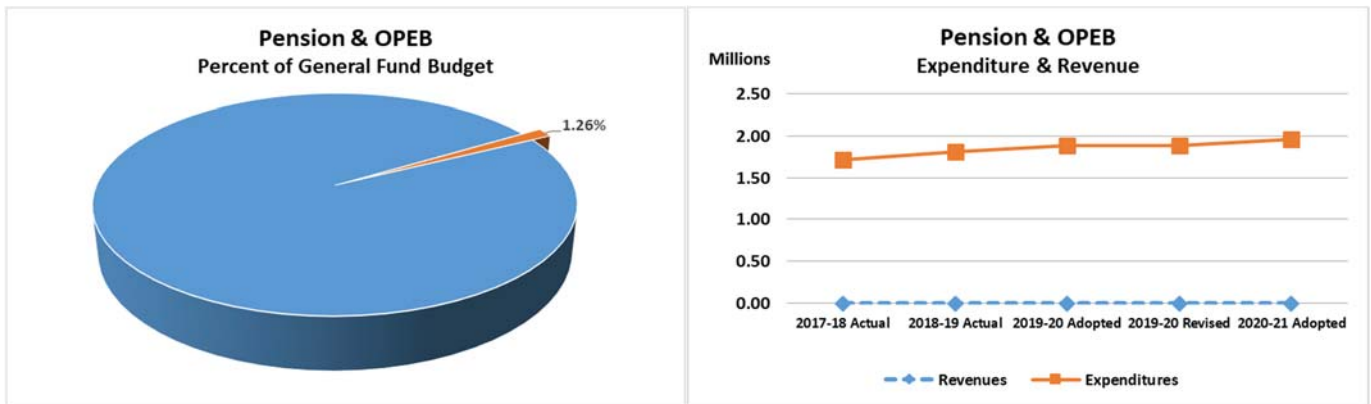
	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 AMOUNT	VARIANCE %
<b>Health &amp; Security Benefits Expenditures</b>							
Contribution to Town Bens Fund	5,299,742	5,047,742	4,774,741	5,774,741	6,381,032	606,291	10.50%
401A Employer Contributions	109,991	130,891	130,000	130,000	133,250	3,250	2.50%
Uniforms & Equipment	-	340	-	-	-	-	-
Unemployment Comp	24,734	2,927	15,300	15,300	15,300	-	0.00%
Wellness	8,359	10,755	8,466	9,766	8,500	(1,266)	-12.96%
	<b>5,442,826</b>	<b>5,192,655</b>	<b>4,928,507</b>	<b>5,929,807</b>	<b>6,538,082</b>	<b>608,275</b>	<b>10.26%</b>





**Pensions:** The Town is the administrator of a single employer, contributory defined benefit retirement plan (the "DB Plan") which covers substantially all Town employees except certified faculty and administrative personnel of the Board of Education who participate in a contributory retirement plan administered by the State Teachers Retirement Board. The DB Plan provides retirement, disability, and death benefits to plan members and their beneficiaries. The authority under which the DB Plan is established was the action of a special Town meeting held on March 13, 1962. The Town shall have the right by action of the Town Council to amend the DB Plan within the guidelines stipulated in the pension plan document. In January 2011, the Town established a new 401(A) defined contribution retirement plan (the "DC Plan") in lieu of the DB Plan for Town and Board of Education non-bargained employees including teaching assistants hired on or after January 1, 2011 and all Department of Public Works employees hired on or after July 1, 2010. Those employees who are ineligible to participate in the DB Plan because of their hire date, can voluntarily contribute to the DC Plan as allowable under IRS regulations. Currently, the Board of Education matches its employees' contributions up to 5% of base pay. The Town matches Town Hall Union and Town non-bargained employees' contributions up to 6% of base pay. Department of Public Works employees are required to contribute 3% of base pay and the Town matches up to 7% of their base pay. Teachers, who are covered by the State of Connecticut Teachers' Retirement System, are ineligible to participate in the Town's pension plans. Town of New Canaan teachers participate in a contributory retirement plan administered by the State Teachers Retirement Board.

**OPEB:** The Town provides health insurance, life insurance, and lump sum benefits in accordance with union contracts for members and non-union employees. If comparable insurance is available to these retirees at no cost to them, then these benefits will not be available until this comparable insurance is terminated



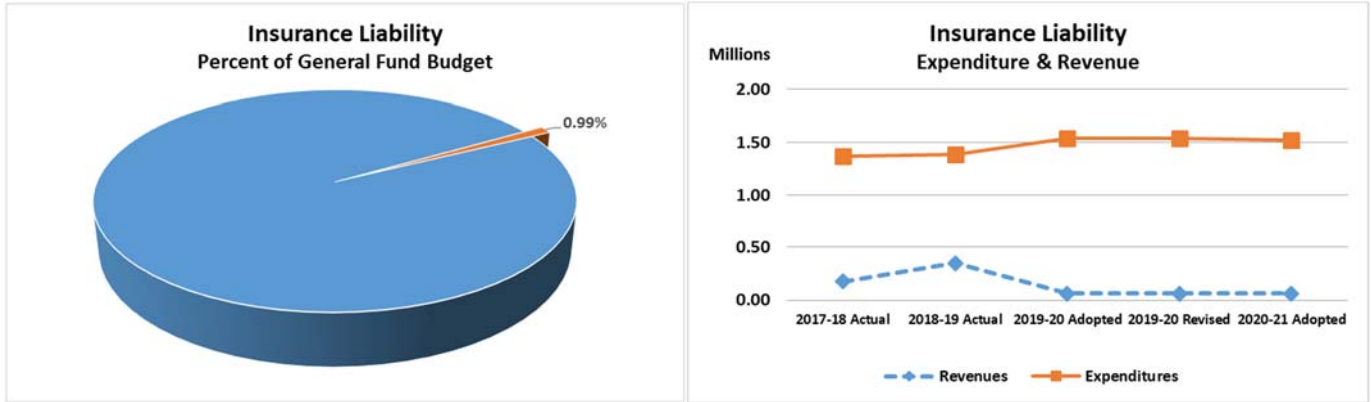
**Budget By Category**

	2017-18	2018-19	2019-20	2019-20	2020-21	FY20-FY21 VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
<b>Pensions &amp; OPEB</b>							
Town Pension Contribution	1,220,851	1,319,772	1,446,047	1,446,047	1,543,662	97,615	6.75%
OPEB GASB 45	500,000	500,000	440,000	440,000	419,083	(20,917)	-4.75%
<b>Total Expenditures</b>	<b>1,720,851</b>	<b>1,819,772</b>	<b>1,886,047</b>	<b>1,886,047</b>	<b>1,962,745</b>	<b>76,698</b>	<b>4.07%</b>
Total FTEs	-	-	-	-	-	-	

For line item detail budget see the Revenue & Expenditure Summary Section



The Insurance Liability accounts include expenses related to the Town’s Liability-Auto-Property (LAP) premiums and the Town’s portion of Worker’s Compensation insurance.



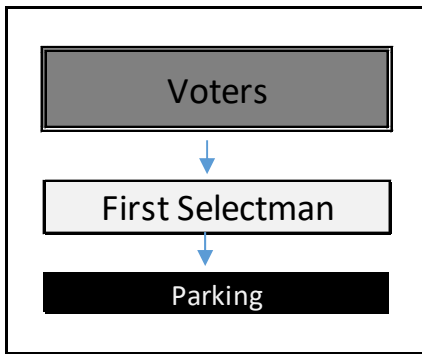
**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	VARIANCE %
<b>Insurance Liability</b>							
<b>Revenues</b>							
Other Revenues	177,030	350,741	60,000	60,000	60,000	-	0.00%
<b>Total Revenues</b>	<b>177,030</b>	<b>350,741</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>-</b>	<b>0.00%</b>
<b>Expenditures</b>							
Employee Benefits	757,685	815,774	742,532	798,032	840,000	41,968	5.26%
Purchased Other Services	610,719	571,273	796,200	740,700	688,336	(52,364)	-7.07%
<b>Total Expenditures</b>	<b>1,368,404</b>	<b>1,387,047</b>	<b>1,538,732</b>	<b>1,538,732</b>	<b>1,528,336</b>	<b>(10,396)</b>	<b>-0.68%</b>
<b>Total FTEs</b>	-	-	-	-	-	-	

For line item detail budget see the Revenue & Expenditure Summary Section

**Mission**

To maintain and manage parking activities for the Town of New Canaan through the monitoring and enforcement of metered, unmetered and permit public parking spaces. This serves to maintain a safe parking environment for pedestrians, commuters and vehicle operations.



**Department Goals**

1. Explore new and innovative ideas on how to expand parking and parking services
2. Continue to provide excellent parking service to New Canaan residents, businesses, and visitors
3. Continue to provide a safe and effective parking environment

**Summary of Major Responsibilities**

- Manage parking activities for the Town of New Canaan through the monitoring and enforcement of metered, unmetered, and permit public parking spaces
- Enforce parking regulations
- Provide parking information
- Process payments for parking citations
- Issue annual parking permits
- Process payments for annual parking permits
- Maintain commuter and business wait lists
- Process payments for wait list applications
- Notify of permit eligibility
- Collect coin and paper currency from 12 parking pay machines on a monthly, weekly, and biweekly schedule
- Maintain, repair, install, and update software for 12 parking pay machines

- Monitor parking pay machine status remotely from office computers
- Maintain, repair, and perform system updates for license plate reader
- Maintain and manage signage, striping, and numbering in municipal parking lots
- Handle phone and e-mail responses to questions, concerns, and information regarding parking
- Prepare Parking Commission appeals and meeting information
- Process appeal decisions and notify of the Parking Commissions decisions by letter, e-mail, or phone
- Monitor Boxcar lots

**Anticipated Operational Changes**

- Loss of enforcement officer position

**Recent/New Programs and Initiatives**

- Continue to work with Boxcar to implement their program into more private parking lots
- Continue to stripe streets and parking lots and maintain signage to help and as supplement Public Works

**Major Departmental Challenges**

- Provide more parking for the Town’s commuters

**FY 18-19 Accomplishments**

- Moved back to Town Hall
- Changed part-time enforcement position to full-time enforcement position
- Added 68 Boxcar spaces to Talmadge Hill
- Added ten additional commercial permits to Morse Court and Park Street lots
- Purchased a new right-handed Jeep
- Exhausted Talmadge Hill wait list
- Decreased all wait list levels

**FY 19-20 Objectives**

- Purchase a new vehicle to replace Ford Explorer
- Facilitate safety of pedestrians in the downtown area
- Add 20 Boxcar spaces to Walgreens

**FY 20-21 Objectives**

- Purchase Body Cameras
- Upgrade Parking Machines to 4G network
- Add PayByPhone to short-term parking lots
- Continue to work on website to improve information and mapping
- Facilitate safety of pedestrians in the downtown area

**Alignments with New Canaan being a community of choice for its residents**

Since New Canaan is a small and tight knit community the Parking Department has worked and will continue to work very hard to provide the best parking services and options for the town’s residents, commuters, business owners, their employees and the many, many visitors that come to this town. We will continue to provide and maintain a safe, friendly and stress free parking environment.

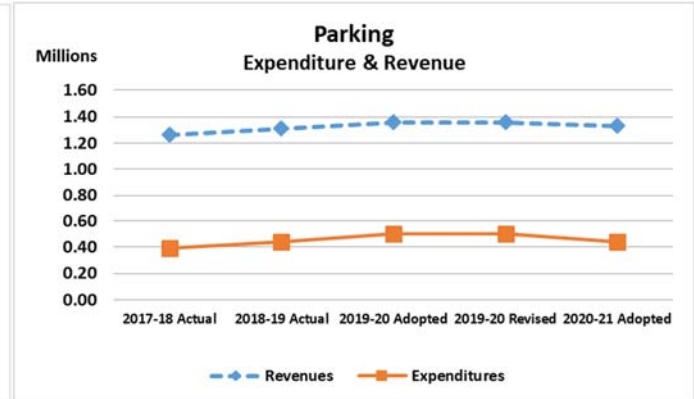
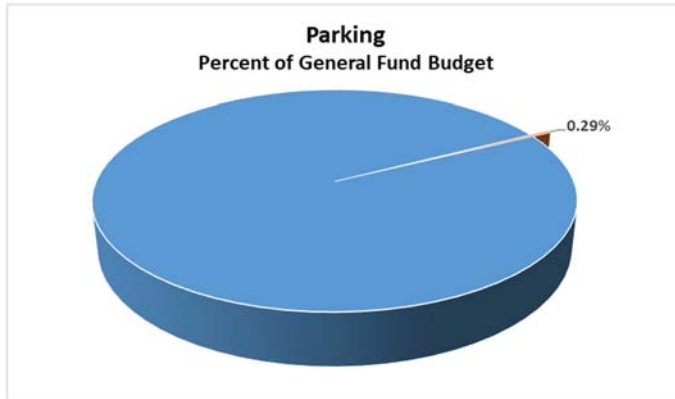
**Parking Department**

Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
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<u>Full Time</u>				
Parking Authority Manager	1.0 \$ 89,086	1.0 \$ 93,383	1.0 \$ 95,625	1.0 \$ 100,368
Parking Enforcement Officer	3.0 170,835	4.0 229,355	4.0 246,820	3.0 186,279
<b>Total Full Time</b>	<b>4.0 259,922</b>	<b>5.0 322,739</b>	<b>5.0 342,444</b>	<b>4.0 286,647</b>
<u>Part Time</u>				
Part Time	22,713			
<b>Total Part Time</b>	<b>22,713</b>	-	-	-
<u>Miscellaneous Pay</u>				
Cleaning Allowance				600
Overtime	200	200		
<b>Total Miscellaneous Pay</b>	<b>200</b>	<b>200</b>	-	<b>600</b>
Salary Allocation to Railroad	(9,060)	(9,060)		
<b>Total Salary</b>	<b>273,774</b>	<b>313,879</b>	<b>342,444</b>	<b>287,247</b>

\*\* Loss of one (1) Full Time Enforcement Officer





Budget By Category		2017-18	2018-19	2019-20	2019-20	2020-21	FY20-FY21	VARIANCE
		ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
<b>Parking Revenues</b>								
Charges for Services		923,290	980,367	1,007,000	1,007,000	1,030,500	23,500	2.33%
Fines & Special Assessments		340,820	331,052	350,000	350,000	300,000	(50,000)	-14.29%
<b>Total Revenues</b>		<b>1,264,110</b>	<b>1,311,419</b>	<b>1,357,000</b>	<b>1,357,000</b>	<b>1,330,500</b>	<b>(26,500)</b>	<b>-1.95%</b>
<b>Expenditures</b>								
Wages		263,652	318,416	343,527	343,527	287,247	(56,280)	-16.38%
Employee Benefits		25,244	26,662	37,629	37,629	27,178	(10,451)	-27.77%
Purchased Professional Services		44,336	42,126	45,600	45,600	45,600	-	0.00%
Purchased Property Services		8,780	5,526	13,777	15,557	15,486	(71)	-0.46%
Purchased Other Services		2,635	2,672	3,000	3,000	3,000	-	0.00%
Supplies		17,334	17,863	24,911	24,840	24,911	71	0.29%
Miscellaneous		30,634	28,062	36,000	34,291	36,000	1,709	4.98%
<b>Total Expenditures</b>		<b>392,617</b>	<b>441,326</b>	<b>504,444</b>	<b>504,444</b>	<b>439,422</b>	<b>(65,022)</b>	<b>-12.89%</b>
<b>Total FTEs</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>(1.00)</b>	<b>-20.00%</b>

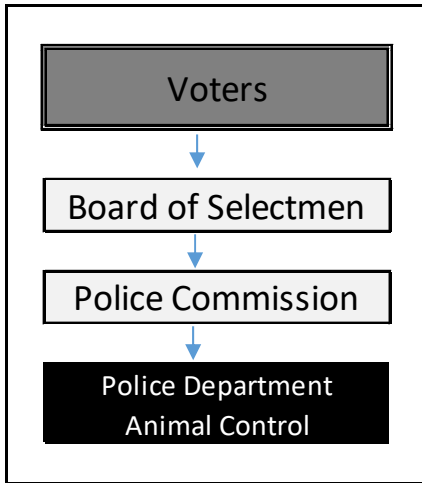
For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 18-19	FY 19-20	FY 20-21
	Actual	Estimated	Estimated
Parking violations issued	12,407	11,571	11,500
Parking payments processed	12,409	11,593	11,500
Parking permits processed	1,767	1,748	1,800
Wait list letters processed	501	487	500
One day permits processed	1,134	455	450
Phone calls handled	3,800	3,832	4,000
Emails handled	5,235	6,200	6,200
Appeals processed	282	300	300
Walk-ins helped- approximately	4,160	4,464	4,500
Total miles patrolled	7,018	7,100	7,100



**Mission**

The professional officers and staff of the New Canaan Police Department provide dedicated services to the community and strive to build a cooperative relationship of trust and support with the public.



- Serve the entire population of New Canaan regarding domestic and wildlife concerns
- Respond to roaming dogs, animal bites, dog licensing, neglect cases, welfare concerns, and injured, orphaned, or sick wildlife

**Anticipated Operational Changes**

- The Department continues to carefully manage overtime expenditures — FY18 saw the lowest aggregate overtime spending in nearly six years

**Recent/New Programs and Initiatives**

- Launched a program to more effectively handle behavioral health incidents
- Ongoing targeted traffic enforcement initiated, aimed at reducing motor vehicle accidents
- Continue to follow our Five-Year, 2018-2022 Strategic Plan
- Created a Five-Year, 2018-2022 Strategic Plan

**Recent Departmental Recognitions**

- Commission on Law Enforcement Accreditation
- Due to the professionalism and dedication of officers, the Town is annually rated as one of the safest Towns in Connecticut and is consistently rated as safer than 89% of all Towns/Cities in the United States

**Major Departmental Challenges**

- Hiring sworn officers
- Local opioid crisis resulting in many overdoses and deaths

**FY 2018-19 Accomplishments**

- Successful annual law enforcement audit: Nearly 125 files reviewed; all were compliant
  - One of only 2 CALEA accredited agencies in Fairfield County

**Department Goals**

1. Maintain a safe and secure community
2. Develop and maintain service-oriented policing
3. Keep current with law enforcement technologies
4. Develop and implement a Comprehensive Traffic Safety Plan
5. Develop and implement training programs that enhance organizational effectiveness
6. Prepare for future Department growth and crime trends
7. Develop employee skills that promote organizational leadership
8. Continued Education (Animal Control)
9. Continued Communication (Animal Control)
10. Continued Timely Response (Animal Control)

**Summary of Major Responsibilities**

- Handle an average of 18,000 annual incidents
- Designated first responders to all medical emergencies
- Investigate all crimes from infraction violations to felonies
- Staff the Town’s only 24/7 emergency dispatch center

- Fewer than 20% of Police Agencies in Connecticut are CALEA; less than 5% nationally
- Continued to follow five-year strategic plan
- Participated in federal cyber-crimes task force
- Enhanced community outreach thru coffee with a cop and other initiatives
- Provided professional and responsive animal control services to the Town
- Handled 348 animal calls for service

**FY 19-20 Objectives**

- Conduct Town-wide community survey and analyze data
- Ensure successful annual law enforcement (CALEA) audit
- Raise funds for second K9, purchase and train K9
- Follow and amend Five-Year Strategic Plan
- Reduce motor vehicle accidents at high accident locations
- Reduce the availability of illegal drugs (especially heroin)
- Renovate police building Continue to provide cost-effective animal control services

**FY 20-21 Objectives**

- Finalize crisis intervention programming
- Conduct targeted enforcement at high accident locations
- Reduce motor vehicle accidents (especially injury) by 5%
- Ensure successful law enforcement (CALEA) audit
- Follow and update Five-Year Strategic Plan
- Reduce the availability of illegal drugs (especially heroin)
- Renovate police building
- Continue to provide cost-effective animal control services

**Alignments with New Canaan being a community of choice for its residents**

Working as a TEAM and demonstrating the utmost of INTEGRITY, RESPECT, PRIDE, and COURAGE, we will provide the highest level of SERVICE to the community.

Police Department									
Position Title	2017-2018 Revised		2018-2019 Revised		2019-20 Revised		2020-21 Adopted		
<u>Full Time</u>									
<i>Sworn Non-Bargaining</i>									
Chief of Police	1.0	\$ 142,364	1.0	\$ 149,207	1.0	\$ 152,788	1.0	\$ 152,788	
Captain-Operations	1.0	123,509	1.0	133,422	1.0	136,625	1.0	136,625	
Captain-Staff Services	1.0	127,305	1.0	133,422	1.0	136,625	1.0	136,625	
<i>Civilian Non-Bargaining</i>									
Building Maintenance Police	1.0	61,464	1.0	64,418	1.0	58,211	1.0	58,211	
Police Chief Administrative Assistant	1.0	64,878	1.0	67,998	1.0	70,169	1.0	70,169	
Records Clerk	1.0	61,006	1.0	63,939	1.0	66,042	1.0	66,042	
Property Mgt. Clerk	1.0	61,116	1.0	64,053	1.0	66,152	1.0	66,152	
Systems Administrator/Adm. Assistant	1.0	60,206	1.0	63,099	1.0	65,180	1.0	65,180	
<i>Total Non-Bargaining</i>	<i>8.0</i>	<i>701,849</i>	<i>8.0</i>	<i>739,559</i>	<i>8.0</i>	<i>751,792</i>	<i>8.0</i>	<i>751,792</i>	
<i>Bargaining Unit</i>									
<b>Lieutenants:</b>									
Lieutenant	5.0	534,834	5.0	560,539	5.0	575,981	5.0	591,820	
<b>Sergeants:</b>									
Sergeant	8.0	683,672	8.0	716,524	8.0	841,416	8.0	864,556	
<b>Patrolmen:</b>									
Patrolman	31.0	2,556,108	31.0	2,688,266	31.0	2,629,894	31.0	2,740,844	
<i>Total Bargaining Unit</i>	<i>44.0</i>	<i>3,774,614</i>	<i>44.0</i>	<i>3,965,328</i>	<i>44.0</i>	<i>4,047,290</i>	<i>44.0</i>	<i>4,197,219</i>	
<b>Total Full Time</b>	<b>52.0</b>	<b>4,476,462</b>	<b>52.0</b>	<b>4,704,887</b>	<b>52.0</b>	<b>4,799,082</b>	<b>52.0</b>	<b>4,949,011</b>	
<u>Part Time</u>									
Part Time and Clerical		16,800		16,800		17,136		18,720	
School Guard (2)		24,000		24,000		24,480		21,280	
<b>Total Part Time</b>		<b>40,800</b>		<b>40,800</b>		<b>41,616</b>		<b>40,000</b>	
<u>Miscellaneous Pay</u>									
Overtime		250,000		250,000		225,000		225,000	
Overtime-Traffic Enforcement		10,000		8,000		10,000		5,000	
Overtime-Sick		70,000		75,000		70,000		70,000	
Overtime-Injury		20,000		18,000		15,000		10,000	
Overtime-Training		95,000		95,000		95,000		100,000	
Salaries Overtime-Accumulated Time		100,000		95,000		120,000		125,000	
Detective Standby		13,975		16,000		17,000		16,500	
Shift Differential Pay		95,000		95,000		98,000		97,000	
Actg. Lt. & Sgt. Pay		19,000		18,500		19,000		22,000	
Cleaning Allowance		16,450		16,450		16,450		16,450	
Educational Pay		50,450		55,000		55,000		50,000	
12 Paid Holidays & in Lieu of Vacation		202,000		210,000		216,000		216,000	
<b>Total Miscellaneous Pay</b>		<b>941,875</b>		<b>951,950</b>		<b>956,450</b>		<b>952,950</b>	
<b>Total Salary</b>		<b>5,459,137</b>		<b>5,697,637</b>		<b>5,797,148</b>		<b>5,941,961</b>	

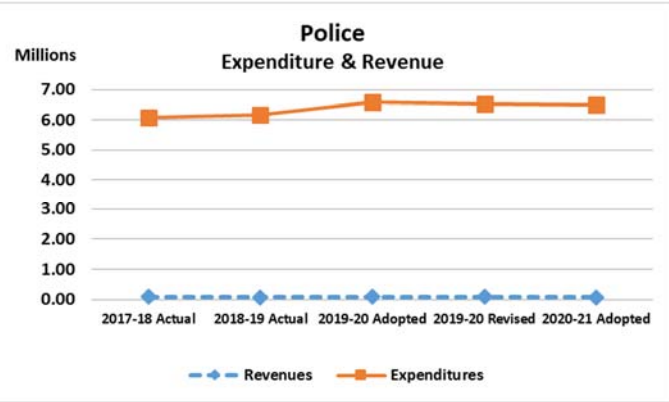
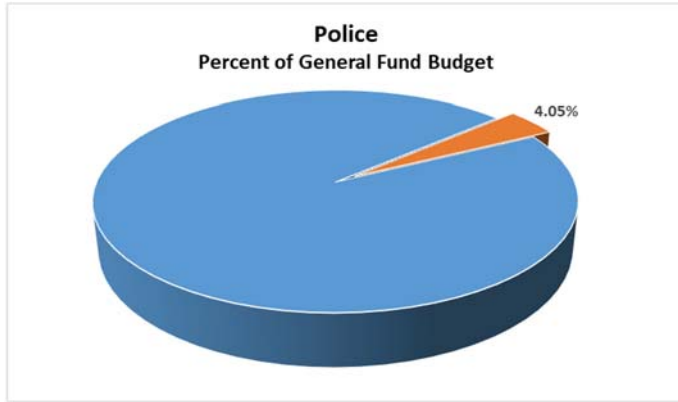




**Animal Control / Park Ranger**

Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
Animal Control Officer	1.0 \$ 81,828	1.0 \$ 83,668	1.0 \$ 86,326	1.0 \$ 86,326
<b>Total Full Time</b>	<b>1.0 81,828</b>	<b>1.0 83,668</b>	<b>1.0 86,326</b>	<b>1.0 86,326</b>
<u>Part Time</u>				
Part Time	13,576	13,576	13,848	6,500
<b>Total Part Time</b>	<b>13,576</b>	<b>13,576</b>	<b>13,848</b>	<b>6,500</b>
<u>Miscellaneous Pay</u>				
Overtime	1,600	1,600	1,632	1,600
<b>Total Miscellaneous Pay</b>	<b>1,600</b>	<b>1,600</b>	<b>1,632</b>	<b>1,600</b>
<b>Total Salary</b>	<b>97,004</b>	<b>98,844</b>	<b>101,806</b>	<b>94,426</b>





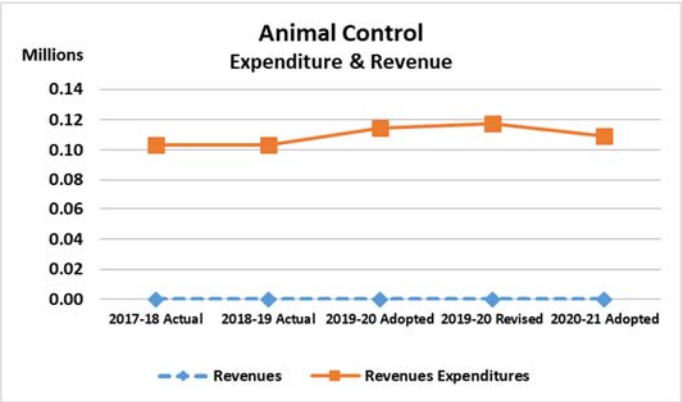
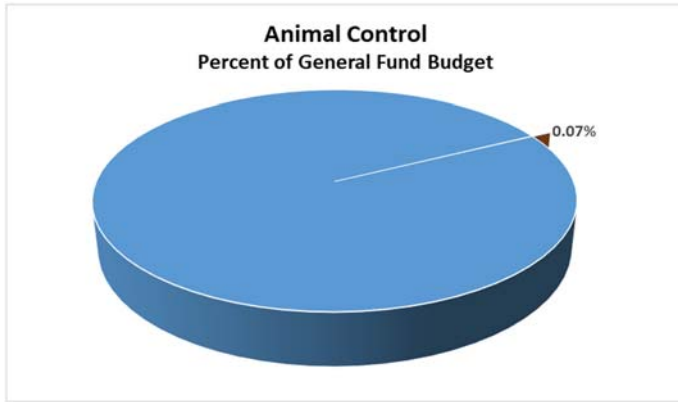
**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	VARIANCE %
<b>Police Department</b>							
<b>Revenues</b>							
License and Permits	3,836	2,760	4,400	4,400	3,150	(1,250)	-28.41%
Charges for Services	7,746	9,083	8,450	8,450	9,200	750	8.88%
Fines & Special Assessments	64,579	53,521	65,000	65,000	58,000	(7,000)	-10.77%
Other Revenues	2,605	-	-	-	-	-	
<b>Total Revenues</b>	<b>78,765</b>	<b>65,364</b>	<b>77,850</b>	<b>77,850</b>	<b>70,350</b>	<b>(7,500)</b>	<b>-9.63%</b>
<b>Expenditures</b>							
Wages	5,446,241	5,517,996	5,892,692	5,808,385	5,799,887	(8,498)	-0.15%
Employee Benefits	123,421	160,154	130,324	130,634	130,934	300	0.23%
Purchased Professional Services	100,192	118,932	135,000	141,350	128,500	(12,850)	-9.09%
Purchased Property Services	53,789	43,400	51,100	54,600	50,600	(4,000)	-7.33%
Purchased Other Services	7,728	11,207	11,800	10,800	10,500	(300)	-2.78%
Supplies	331,855	325,422	366,341	363,441	363,250	(191)	-0.05%
Miscellaneous	2,246	2,021	2,500	3,000	2,500	(500)	-16.67%
<b>Total Expenditures</b>	<b>6,065,473</b>	<b>6,179,131</b>	<b>6,589,757</b>	<b>6,512,210</b>	<b>6,486,171</b>	<b>(26,039)</b>	<b>-0.40%</b>
<b>Total FTEs</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 18-19	FY 19-20	FY20-21
	Actual	Estimated	Estimated
Incidents/Calls for Service	15,569	13,956	15,000
Motor Vehicle Accidents	483	483	480
Arrests	133	146	145





**Budget By Category**

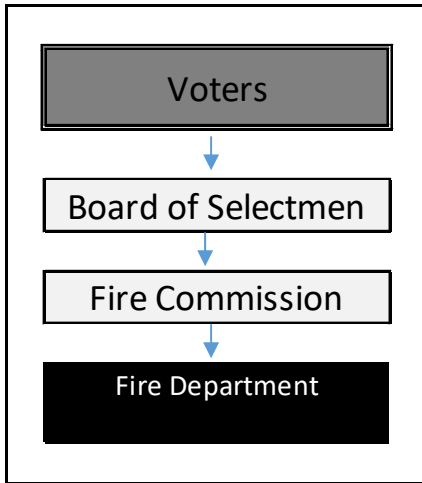
	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	VARIANCE %
<b>Animal Control</b>							
<b>Expenditures</b>							
Wages	91,113	89,973	99,148	101,812	94,426	(7,386)	-7.25%
Employee Benefits	12,414	12,647	13,442	13,646	12,601	(1,045)	-7.66%
Purchased Professional Services	13	996	2,040	2,040	2,000	(40)	-1.96%
<b>Total Expenditures</b>	<b>103,539</b>	<b>103,616</b>	<b>114,630</b>	<b>117,498</b>	<b>109,027</b>	<b>(8,471)</b>	<b>-7.21%</b>
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 18-19	FY 19-20	FY 20-21
	Actual	Estimated	Estimated
Animal Control Calls	418	318	250
Impounded Animals	46	45	40
Adoptions	4	2	2
Euthanized	0	1	0
Animal Bites	15	16	14
Infractions	16	6	5
Written Warnings	22	25	23
Licensed Dogs	2,832	2,663	2,700

**Mission**

The mission of the New Canaan Fire Department since 1881 is to protect life, property and the environment from fire and other emergencies, using our well trained personnel in a timely manner, and to be ever vigilant and prepared for changes in our community.



**Department Goals**

1. Protect life, property, and the environment
2. Inspect all commercial buildings and multi-family dwellings per State statute, issue permits by statute
3. Educate the public in fire prevention and safety

**Summary of Major Responsibilities**

- Protect life, property, and the environment from fire and other emergencies, using well-trained personnel in a timely manner
- Be ever vigilant and prepared for changes in the community

**Recent/New Programs and Initiatives**

- The Department seeks Federal, State, and private grant opportunities for which to apply

**Recent Departmental Recognitions**

- Public Protection Classification rating improved to 4/4Y in 2015 by the Insurance Service Office

**Major Departmental Challenges**

- Volunteer firefighter recruitment and retention

**FY 18-19 Accomplishments**

- Fulfill the Department mission
- Maintain the current level of service
- Maintain equipment of operational readiness
- Maintain firehouse in a safe and functional condition
- Improve regional dispatch system
- Improve mobile data system
- Improve our Rescue Task Force capabilities in cooperation with New Canaan Police, Volunteer Ambulance Corps, and Office of Emergency Management

**FY 19-20 Objectives**

- Continue 2018-19 objectives
- Maintain a dynamic volunteer component
- Replace Rescue 5
- Continue water supply improvement initiative
- Continue investigating regional initiatives to improve public protection and lower expenses
- Implement new regional dispatch center with additional partnerships

**FY 20-21 Objectives**

- Continue 2019-20 objectives
- Maintain a dynamic volunteer component
- Place new Rescue 5 in service
- Continue water supply improvement initiative

**Alignments with New Canaan being a community of choice for its residents**

Home safety is a quality of life issue. People must feel safe in their homes, at work and in school.

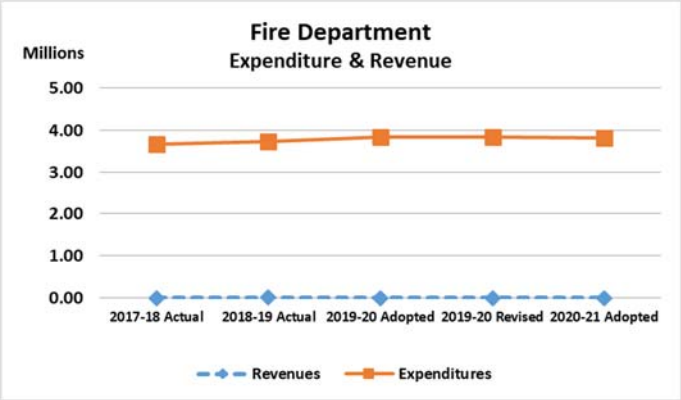
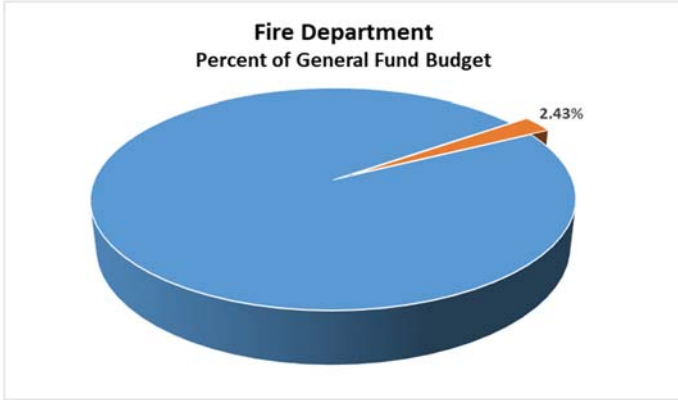


Fire Department							
Position Title	2017-2018 Revised		2018-2019 Revised		2019-20 Revised		2020-21 Adopted
<u>Full Time</u>							
<i>Non-Bargaining</i>							
Director of Fire Services	1.0	\$ 138,190	1.0	\$ 141,300	1.0	\$ 144,691	1.0 \$ 144,691
Fire Marshal	1.0	113,863	1.0	116,425	1.0	119,219	1.0 119,219
Administrative Assistant (Split with DPW)	-	30,026	0.5	31,550	0.5	32,590	0.5 32,590
<i>Total Non-Bargaining</i>	<i>2.0</i>	<i>282,079</i>	<i>2.5</i>	<i>289,274</i>	<i>2.5</i>	<i>296,500</i>	<i>2.5 296,500</i>
<i>Bargaining Unit</i>							
<b>Captains:</b>							
Captain (4)	4.0	404,910	4.0	414,020	4.0	424,334	4.0 434,943
<b>Lieutenants:</b>							
Lieutenant (4)	4.0	364,010	4.0	372,200	4.0	381,498	4.0 391,035
<b>Firemen-Engineers:</b>							
Fireman-Engineer (16)	16.0	1,277,321	16.0	1,321,520	16.0	1,330,193	16.0 1,363,448
<i>Total Bargaining Unit</i>	<i>24.0</i>	<i>2,046,241</i>	<i>24.0</i>	<i>2,107,741</i>	<i>24.0</i>	<i>2,136,025</i>	<i>24.0 2,189,426</i>
<b>Total Full Time</b>	<b>26.0</b>	<b>2,328,320</b>	<b>26.5</b>	<b>2,397,015</b>	<b>26.5</b>	<b>2,432,525</b>	<b>26.5 2,485,926</b>
<u>Part Time</u>							
Assistant Fire Marshals		41,512		41,512		41,500	21,500
Volunteers (minimum manpower coverage)		14,500		14,500		33,000	33,000
<b>Total Part Time</b>		<b>56,012</b>		<b>56,012</b>		<b>74,500</b>	<b>54,500</b>
<u>Miscellaneous Pay</u>							
Shift Differential							0
Acting Captain/Lt.		9,000		9,000		6,000	8,000
Training		55,550		56,700		54,500	54,500
<b>Overtime:</b>							
Overtime		55,000		55,000		35,000	33,000
Vacation Coverage		250,000		255,625		265,000	279,000
Holiday Coverage		197,000		210,000		230,000	230,000
Sick Coverage		200,000		197,000		176,000	170,000
Callback		10,000		9,000		7,500	6,500
Injury		40,000		26,675		46,500	46,500
Promo Tests				9,100		9,100	9,100
<b>Total Miscellaneous Pay</b>		<b>816,550</b>		<b>828,100</b>		<b>829,600</b>	<b>836,600</b>
<b>Total Salary</b>		<b>3,200,882</b>		<b>3,281,127</b>		<b>3,336,625</b>	<b>3,377,026</b>

Notes: Firefighter James Pickering retired, replaced by Firefighter Garbus



Performance Indicators	FY 18-19	FY 19-20	FY 20-21
	Actual	Estimated	Estimated
Incidents	1,227	1,136	1,150
Fire Loss	\$327,350	\$4,000,000	\$400,000
Mutual Aid Received	9	30	25
Mutual Aid Given	18	19	19
Average Firefighters per Incident	7.5	7.5	7.5
Average Response Time	7:39 min.	7:30 min	7:30 min.
Simultaneous Incidents	119	115	115
Training man-hours	4,846	4,900	4,800
Public Education Events	45	45	45
Fire Marshal Investigations	123	125	125
Fire Marshal Inspections	1362	1,200	1,200
Fire Marshal Consultations	1658	1,650	1,650
Fire Marshal Plan Reviews	152	150	150



**Budget By Category**

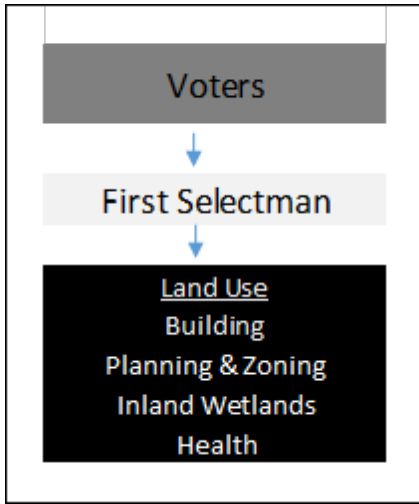
	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	VARIANCE %
<b>Fire Department</b>							
<b>Revenues</b>							
License and Permits	180	-	-	-	-	-	-
Fines & Special Assessments	-	2,200	-	-	-	-	-
<b>Total Revenues</b>	<b>180</b>	<b>2,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>							
Wages	3,202,245	3,303,461	3,354,848	3,359,933	3,333,635	(26,298)	-0.78%
Employee Benefits	68,748	71,276	72,199	72,848	74,715	1,867	2.56%
Purchased Professional Services	100,861	64,728	107,500	108,600	110,516	1,916	1.76%
Purchased Property Services	103,394	102,552	103,500	103,100	103,400	300	0.29%
Purchased Other Services	3,022	1,651	3,000	3,000	2,800	(200)	-6.67%
Supplies	183,198	183,550	196,410	196,810	192,710	(4,100)	-2.08%
Miscellaneous	5,399	5,536	6,200	6,200	5,550	(650)	-10.48%
<b>Total Expenditures</b>	<b>3,666,866</b>	<b>3,732,755</b>	<b>3,843,657</b>	<b>3,850,491</b>	<b>3,823,326</b>	<b>(27,165)</b>	<b>-0.71%</b>
<b>Total FTEs</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section



**Mission**

To protect life safety and property values through the enforcement of the CT State Building Code.



**Department Goals**

1. Provide high level of customer service and timeliness in issuing permits and performing site inspections
2. Ensure contractors are performing quality and code-compliant work
3. Self-educate and stay current with ever-changing building codes, as well as methods and means of construction, and engineering practices
4. Continue to find ways in which to improve and work more efficiently and effectively

**Summary of Major Responsibilities**

- Enforcement of the Connecticut State Building Code by performing plan review prior to permit issuances and multiple site inspections throughout construction to ensure code compliance
- Issue Certificates of Use and Occupancy upon code compliant completion
- Respond to complaints of hazardous conditions and the enforcement of the Town of New Canaan Blight Prevention and Abatement Ordinance
- Serve as the custodian for all land use records

- Enforcement officer for the Connecticut State Demolition Code and the Town of New Canaan Demolition Delay ordinance

**Anticipated Operational Changes**

- Variations in revenue of \$200,000 may result in an additional budgetary request of \$10,000 to \$15,000 for expenditures, given the relationship between construction/permit activity and the Department’s workload
- Some projects require a demand on services for several years after the permit is issued and the fee paid, placing the Department in a unique position wherein the Department is paid upfront for services it has yet to provide

**Recent/New Programs and Initiatives**

- New, less expensive land use software installed to increase the availability of on-line services

**Recent Departmental Recognitions**

- Recipient of the Clifton Clark Award from the CT Building Officials Association for exceptional contributions to building code safety

**Major Departmental Challenges**

- Maintain a high level of service while enforcing the CT State Building Code in an increasingly difficult housing and construction atmosphere

**FY 2018-19 Accomplishments**

- Progress in digitalization of all land use files with the goal of easier accessibility for clients such as land use attorneys, realtors, and title searchers, as well as in-house staff
- Adoption of new land use software that is capable of greatly increasing on-line services and



decreasing the need for contractors to visit the office, reducing walk-in traffic, as well as saving them time and fuel in coming to the office

**FY 19-20 Objectives**

- To continue to provide effective services

**FY 20-21 Objectives**

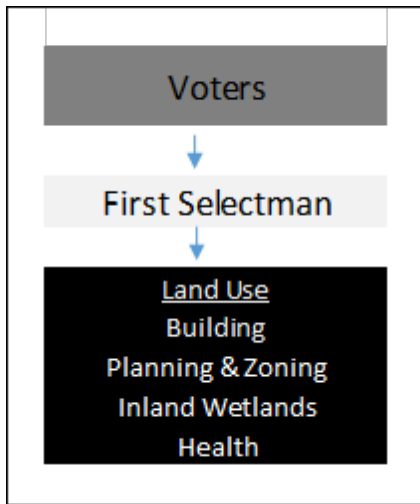
- To add an on-line permitting feature so as to reduce foot traffic and improve customer service
- To be more proactive in communicating code- and construction-related information to clients.
- To implement and expand software program to include the Health, Inland Wetlands, and Planning & Zoning Departments
- To find new software capable of on-line services

**Alignments with New Canaan being a community of choice for its residents**

Protecting property values via code enforcement would offer some level of comfort to those seeking to purchase a home here as well knowing the schools, town buildings and all other public and commercial buildings are code compliant, safe and accessible to those with disability needs. The Town of New Canaan Blight Abatement Ordinance is designed to offer a minimum standard of care and maintenance for properties thereby enhancing the community as a whole.

**Mission**

The Town of New Canaan is dedicated to the recruitment and selection of a diverse employment group that is committed to promote a healthy, positive, productive and safe work environment. We strive to provide the public with responsive, fair, personnel and professional services.



**Department Goals**

1. Provide residents, businesses, developers, and the public with exceptional customer service to better help everyone understand the regulations surrounding land use in New Canaan in order to preserve and enhance the character and quality of life
2. Provide technical guidance and support for various land use boards and commissions, including the Planning & Zoning Commission and Zoning Board of Appeals
3. Promote internal communication among all land use sub-departments in order to provide exceptional customer service to the public

**Summary of Major Responsibilities**

- Utilize the Plan of Conservation and Development, New Canaan Zoning Regulations, Subdivision Regulations, and Village District Guidelines
- Interpret and enforce the Town’s Zoning Regulations

- Provide exceptional and efficient customer service on all land use matters
- Serve as a staff liaison to the Planning & Zoning Commission and the Zoning Board of Appeals
- Provide guidance to the public on how to efficiently navigate the land use processes in New Canaan Administrative support

**Operational Changes**

- Added a part-time Planner I position in FY2020, increasing staffing, and allowing for the handling of more diverse projects throughout the Town

**Recent/New Programs and Initiatives**

- Researching more efficient records digitalization to reduce manual searches
- Improved use of GIS software □ Analyze and recommend updates to the Zoning Regulations where appropriate

**Major Departmental Challenges**

- Lack of institutional knowledge on the part of the staff

**FY 18-19 Accomplishments**

- Reviewed approximately 250 building permits for zoning compliance
- Processed nine zoning variance applications
- Approved approximately 100 tag sale permits
- Processed 24 Special Permits and 14 site plans
- Drafted, reviewed, analyzed, and processed three Regulation Amendments
- Staff review of all tent permits

**FY 19-20 Accomplishments**

- Reviewed approximately 275 Building Permits for zoning compliance
- Processed 12 zoning variance applications

- Approved approximately 100 tag sale permits
- Processed 28 Special Permits and 17 site plan applications and three Regulation Amendments
- Reviewed 27 generator permits.
- Processed 12 sidewalk café permits
- Reviewed and processed 24 sign and awning permits
- Reviewed and processed 8 zoning permits and three home occupancy permits
- Drafted, reviewed, analyzed, and processed three Regulation Amendments
- Staff review of all tent permits

- Provide professional staffing and administrative support to the Planning and Zoning Commission and the Zoning Board of Appeals

**Alignments with New Canaan being a community of choice for its residents**

Ideally, to be a one-stop-shop for land use questions. Provide the correct amount of resources to assist the public with a variety of land use processes as efficiently and effectively as possible.

**FY 20-21 Objectives**

- Educate and provide objective information to residents, business owners, and developers regarding land use issues
- Review and process applications and administer and enforce the Zoning and Subdivision Regulations of the Town
- Provide guidance and assistance to residents, business owners, and developers on how to navigate the local land use approvals process

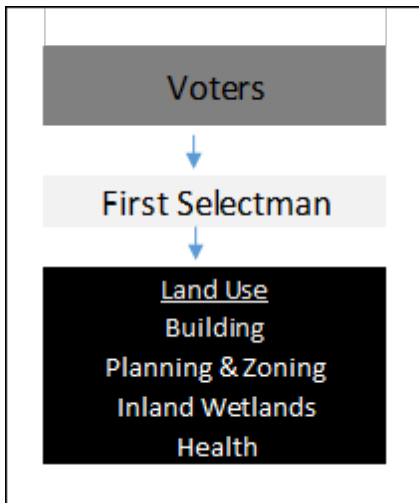
**Mission**

**Inland Wetlands Director:**

The preservation and protection of the wetlands and watercourses from the random, unnecessary and unregulated uses, disturbances or destruction is in the public interest and is essential to the health, welfare and safety of the citizens of the state.

**Floodplain Manager:**

To regulate the use of flood hazard areas to promote public health, safety and general welfare of its citizenry.



- Protect human life and health and prevent damage to property from flooding

**Anticipated Operational Changes**

- Legal budget is stable, but can vary and is subject to applications that may be controversial and/or legally complex, which is unknown
- Re-drafting of the State Model Regulations by the Department of Energy and Environmental Protection may increase requirements

**Recent/New Programs and Initiatives**

- Newly launched Town website
- Improved record scanning and management
- Continued development of technology such as Geographic Information System

**Recent Departmental Recognitions**

- Trained in Flood Rules and Regulations, Inland Wetlands, Munis-Financial Program, website Information Technology, Human Resources-Harassment
- Attended CT Association of Inland Wetlands and Conservation Commission Members’, CT Association of Wetland Scientists’, and CT Association of Floodplain Managers annual meetings

**Major Departmental Challenges**

- Keeping up with the land use workload during busier periods of construction activities
- Handling the rise in non-permitted activities during slower periods of construction activities which results in extra effort, time, and challenges

**Department Goals**

1. Provide excellent customer service by assisting the public with a variety of technical land use property inquiries for both wetland and floodplain scenarios
2. Provide comprehensive reviews of proposed projects and efficiently communicate any issues in order to allow for a smooth transition to permitting and the implementation of a successful project
3. Provide guidance and technical support to the Inland Wetland Commission members to assist in solid decision-making for land use activities involving both wetlands and floodplains
4. Provide site inspections to ensure compliance and protection of wetlands and floodplains

**Summary of Major Responsibilities**

- Preservation and protection of the wetlands and watercourses from random, unnecessary, and unregulated use, disturbance, or destruction

to resolve in order to bring property into compliance

**FY 2018-19 Accomplishments**

- Reviewed and processed approximately 52 wetland permits that average a week's worth of staff time from application submittal to final wetland compliance inspection
- Conducted 29 Inland Wetland meetings/hearings, including leading Commission site visits
- Drafted and filed all agendas, Commission meeting minutes, and site visit minutes in a timely fashion with the Town Clerk's office
- Filled Commission member vacancy
- Trained four Commission members
- Coordinated Clean Your Mile efforts
- Established liaison relationship for communications with Conservation Commission
- Reviewed and processed multiple building permit applications
- Reviewed several Planning and Zoning Commission applications and provided comments to Planning and Zoning staff
- Conducted hundreds of site inspections and investigated complaints
- Provided an average of 10 hours a week of consultation with proposed buyers, homeowners, consultants, and other Town staff

**FY 19-20 Objectives**

- Continue to enhance Inland Wetlands website page, add relevant information, and more fillable forms
- Stay knowledgeable of recent legislation that might affect wetland regulations
- Continue to educate the public at large on wetlands and floodplains

- Continue to manage records and promote the proper disposal of qualified records in accordance with record retention laws
- Provide training opportunities for new and existing Commission members
- Seek training opportunities for staff

**FY 20-21 Objectives**

- Work to keep new website's information current and useful
- Provide additional opportunities to educate the public and Commission members
- Continue to manage records and promote the proper disposal of qualified records in accordance with record retention laws

**Alignments with New Canaan being a community of choice for its residents**

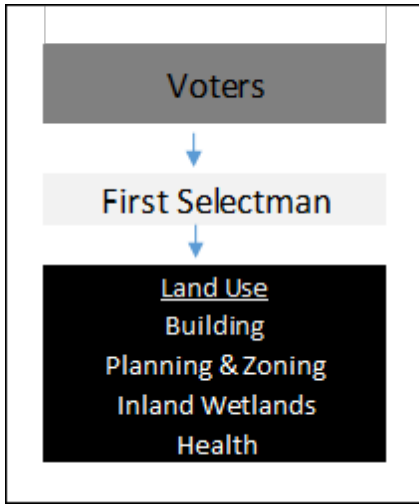
Based on comments from customers regarding their experience with the department, the majority find that the amount of resources available to assist customers through the land use process is better than other experiences elsewhere. Staff is knowledgeable, professional, responsive, user-friendly and helpful.

By participation in the National Floodplain Insurance Program, property owners are able to receive federally subsidized flood insurance only if the community enacts and enforces minimum floodplain regulations. Audit by State Floodplain Coordinator confirmed New Canaan's compliance.



**Mission**

It is the mission of the Health Department to control preventable diseases through education, inspections and monitoring by enforcing the federal, state and local codes, laws and regulations for maintaining and promoting public health.



- Respond to and investigate various complaints from landlord/tenant disputes about rodent/vector concerns

**Anticipated Operational Changes**

- Adoption of the FDA model Food Code, which goes fully into effect in 2020, by the State legislature has led to a decrease in the classification for a majority of establishments which resulted in decreased revenue for the Town

**Recent/New Programs and Initiatives**

- Revising our emergency operations Point of Dispensing (POD) plan to reflect CDC and State DPH changes to Public Health Emergency Preparedness response
- Working in collaboration with Norwalk Hospital and the Western CT Health Network on new Community Health Improvement Plan (CHIP) to assess the needs of our population

**Department Goals**

1. Install health module of Municipality and go-live
2. Continue GIS project, overlaying septic and well maps on all residential properties
3. Ensure a smooth transition with the State adoption of the FDA model Food Code

**Summary of Major Responsibilities**

- Responsible for carrying out and enforcing all aspects of the CT Public Health Code
- Deliver the ten essential services as mandated by the State Health Department
- License and inspect all food service establishments, daycares, salons, public pools, septic and refuse trucks, private wells, and septic systems
- Review all building permits for properties on septic
- Provide case management of all New Canaan children found to have an elevated blood lead level
- Manage infectious disease cases such as Tuberculosis, campylobacter, pertussis, norovirus, etc.

**Major Departmental Challenges**

- Limited staffing presents a challenge to keep up-to-date with the required number of inspections per State regulations for restaurants and food service establishments
- The Department is not meeting all ten of the essential services right now due to limited staffing
- Code changes, such as water softener treatment system approvals and inspections, create more work as an unfunded mandate from DEEP that was added to the State septic code

**FY 2018-19 Accomplishments**

- Obtained Phase 1 Sewage Disposal Certification for Administrative Assistant, who can now answer basic septic code questions and review and

approve generator and propane tank locations for properties on septic

- Collaboration with Norwalk Hospital and the Western CT Health Network for community health partnership as part of one of ten essential health services
- Conducted community needs assessment and gathered 834 completed surveys to utilize in developing CHIP
- Revised POD emergency preparedness plan to separate New Canaan from Norwalk and now have our own stand-alone POD

➤ **FY 19-20 Objectives**

- Continue developing the health module for Municipality and possibly offering online services through Municipality
- Work with IT on building an external link to all the Department’s digital files to provide instant access to all scanned files, including septic and well information and maps for properties on septic, copies of restaurant, daycare, public swimming pool, etc. inspection reports, for residents, realtors, engineers, attorneys, contractors, local media, etc., thereby decreasing FOIA requests
- Address the deficiencies noted in State report regarding the Department and the delivery of the ten essential services
- Continue GIS septic & well mapping with Tighe & Bond, depending on funding

**FY 20-21 Objectives**

- Complete health module installation into Municipality and go Live
- Continue ongoing GIS project of overlaying septic and well maps onto current GIS system for better planning capabilities
- Work towards the ten essential services mandated by the State Department of Public Health and getting the Town of New Canaan into full compliance
- Provide more public health outreach with our residents and provide more educational material on topics such as EEE, Lyme disease, West Nile, Zika, etc.
- Collaborate with Human Services on providing the ten essential health services and reduce any duplication of efforts.

**Alignments with New Canaan being a community of choice for its residents**

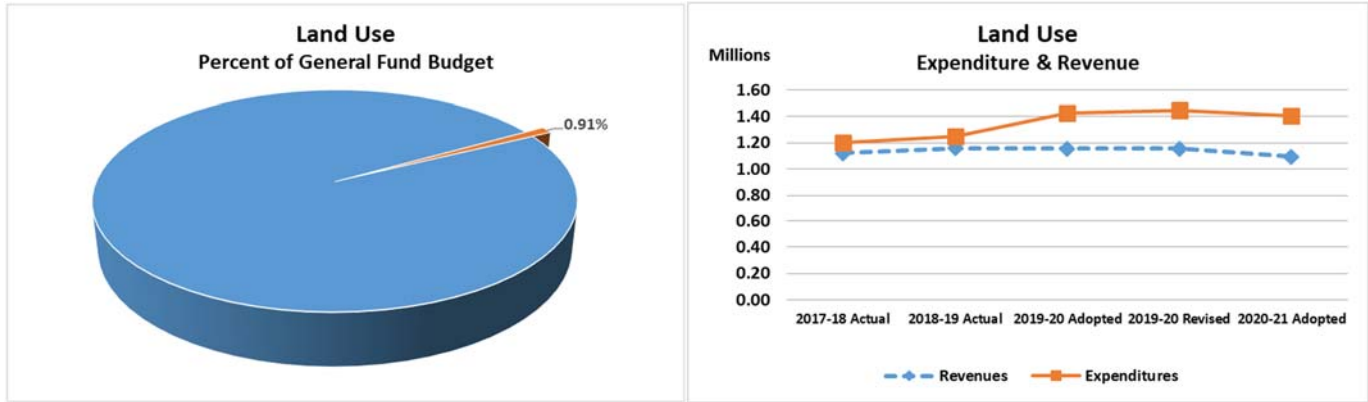
The goals of the health department correspond with protecting our communities’ health and safety by licensing, inspecting, and educating our regulated facilities. The New Canaan health department responds to various complaints including tenant/land lord disputes, rodent infestations, garbage complaints, overgrowth, food service establishment complaints, salons, etc.



<b>Land Use</b>								
<b>Position Title</b>	<b>2017-2018</b>		<b>2018-2019</b>		<b>2019-20</b>		<b>2020-21</b>	
	<b>Revised</b>		<b>Revised</b>		<b>Revised</b>		<b>Adopted</b>	
<u>Full Time</u>								
Director Building Department	1.0	\$ 123,503	1.0	\$ 129,440	1.0	\$ 135,860	1.0	\$ 135,860
Town Planner/ZEO	1.0	119,426	1.0	123,000	1.0	125,952	1.0	125,952
Director of Health	1.0	97,356	1.0	99,547	1.0	112,736	1.0	118,328
Wetlands Agent Director	1.0	107,403	1.0	109,820	1.0	112,455	1.0	112,455
Deputy Building Official	1.0	91,782	1.0	94,800	1.0	97,165	1.0	97,165
Sanitarian	1.0	88,767	1.0	91,686	1.0	96,322	1.0	96,322
Assistant Building Inspector	1.0	74,326	1.0	76,770	1.0	84,199	1.0	84,199
Assistant ZEO	1.0	79,537	1.0	81,525	1.0	80,146	1.0	83,878
Administrative Asst. II	1.0	70,697	1.0	73,022	1.0	74,864	1.0	74,864
Administrative Assistant-EH	1.0	61,560	1.0	63,584	1.0	68,427	1.0	68,427
Administrative Assistant	1.0	61,560	1.0	63,584	1.0	65,180	1.0	65,180
<b>Total Full Time</b>	<b>11.0</b>	<b>975,919</b>	<b>11.0</b>	<b>1,006,778</b>	<b>11.0</b>	<b>1,053,306</b>	<b>11.0</b>	<b>1,062,630</b>
<u>Part-Time</u>								
Land Use Records Manager		75,720		70,000		35,700		33,500
Planner I						40,000		40,000
<b>Total Part Time</b>		<b>75,720</b>		<b>70,000</b>		<b>75,700</b>		<b>73,500</b>
<u>Miscellaneous Pay</u>								
Overtime		15,000		15,000		15,300		14,000
<b>Total Miscellaneous Pay</b>		<b>15,000</b>		<b>15,000</b>		<b>15,300</b>		<b>14,000</b>
<b>Total Salary</b>		<b>1,066,639</b>		<b>1,091,778</b>		<b>1,144,306</b>		<b>1,150,130</b>







**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	VARIANCE %
<b>Land Use</b>							
<b>Revenues</b>							
License and Permits	1,061,578	1,097,096	1,103,100	1,103,100	1,043,200	(59,900)	-5.43%
Charges for Services	60,310	59,070	52,500	52,500	52,500	-	0.00%
Other Revenues	868	1,758	800	800	800	-	0.00%
<b>Total Revenues</b>	<b>1,122,756</b>	<b>1,157,924</b>	<b>1,156,400</b>	<b>1,156,400</b>	<b>1,096,500</b>	<b>(59,900)</b>	<b>-5.18%</b>
<b>Expenditures</b>							
Wages	988,095	1,059,674	1,130,729	1,141,435	1,150,130	8,695	0.76%
Employee Benefits	82,743	90,673	122,859	123,732	115,876	(7,856)	-6.35%
Purchased Professional Services	96,676	55,290	121,890	131,559	92,560	(38,999)	-29.64%
Purchased Property Services	8,752	9,246	10,302	10,302	10,300	(2)	-0.02%
Purchased Other Services	9,017	7,912	11,220	14,220	10,500	(3,720)	-26.16%
Supplies	15,332	28,076	26,561	26,561	26,500	(61)	-0.23%
Miscellaneous	3,331	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,203,946</b>	<b>1,250,871</b>	<b>1,423,561</b>	<b>1,447,809</b>	<b>1,405,866</b>	<b>(41,944)</b>	<b>-2.90%</b>
<b>Total FTEs</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 17-18	FY 18-19	FY 19-20
	Actual	Actual	To date
Number of septic permits issued	62	61	36
Number of restaurants licensed	106	100	95
Number of restaurants inspected	218	202	96
Number of well permits issued (incl. geothermal)	64	33	13
Number of commercial pools licensed	22	22	*2 (22 in May)
Number of commercial pools inspected	32	27	2
Number of salons licensed	40	41	41
Number of salons inspected (includes re-inspections)	56	52	0
Number of building permits reviewed for health	277	213	87
Number of septic plans reviewed	104	81	32
Number of generator/propane tank permits	132	159	47
Number of trucks licensed/inspected	41	44	41
Number of septic inspections	186	184	84
Number of ticks submitted to state lab FY19-20 = 64			



**Mission**

New Canaan EMS's mission is to consistently and compassionately provide the highest quality pre hospital emergency medical care to our patients free of charge.

**Department Goals**

To provide high quality emergency care for 911 medical calls in New Canaan

**Summary of Major Responsibilities**

- Provider of emergency medical services to the town of New Canaan, Connecticut
- Active members assigned a weekly shift and ride as a crew
- Members attend ongoing monthly medical education seminars
- Provider of the highest level of pre-hospital emergency medical care, including transport to Stamford Hospital and Norwalk Hospital in one of three state-of-the-art ambulances, free of charge to patients
- Operates 24 hours a day, 7 days a week,

**Anticipated Operational Changes**

- None anticipated (budget dependent)

**Recent/New Programs and Initiatives**

- Rebranding Corps, including name change from NCVAC to NCEMS and new website
- Community education with Stop the Bleed program
- Obtained a new All-terrain Vehicle, for off-road emergencies and community events

**Recent Departmental Recognitions**

- DAR award for Excellence in Community Service

**Major Departmental Challenges**

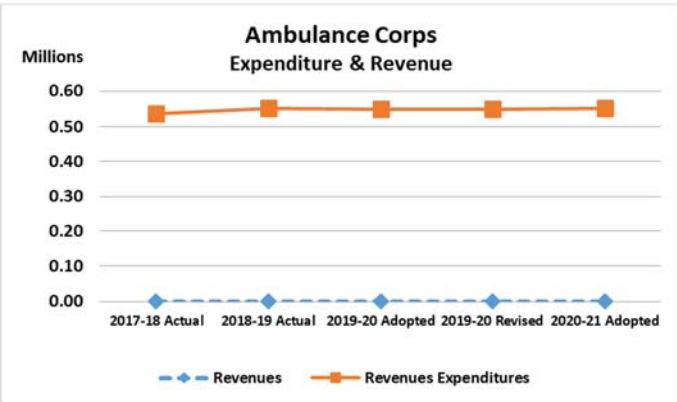
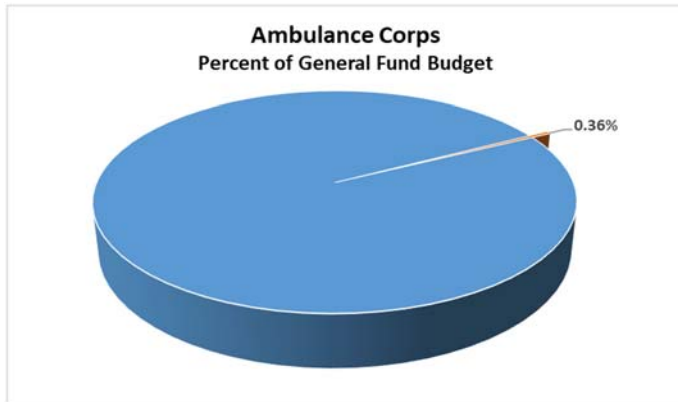
- None anticipated (budget dependent)

**FY 18-19 Accomplishments**

- Handled over 1700 calls, which included 184 times that a second or third ambulance and crew was needed because the primary crew was on a call
- Updated mobile data terminals, which connect to dispatch center, in emergency vehicles
- Completed strategy and planning for rebranding initiative, and design of new website.
- Broadened community outreach and education, including training in Hands Only CPR, Stop the Bleed, and basic first aid, to various clubs and civic organizations
- Enhanced member training to include in-house monthly refresher sessions, led by paramedics
- Participated in town-wide emergency services drills
- Conducted two EMT certification courses

**FY 19-20 Objectives**

- Complete rebranding initiative and enhancements to new website
- Expand community training to include schools and more civic organizations
- Conduct two EMT certification courses
- Participate in multi-agency drills for emergency response
- Continue recruiting new member



**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	VARIANCE %
<b>Ambulance Corps Expenditures</b>							
Purchased Professional Services	390,276	399,840	399,842	399,842	399,842	-	0.00%
Purchased Property Services	1,155	1,080	1,236	1,236	-	(1,236)	-100.00%
Purchased Other Services	60,900	60,900	54,900	54,900	53,000	(1,900)	-3.46%
Supplies	84,567	89,830	94,956	94,956	100,184	5,228	5.51%
<b>Total Expenditures</b>	<b>536,897</b>	<b>551,650</b>	<b>550,934</b>	<b>550,934</b>	<b>553,026</b>	<b>2,092</b>	<b>0.38%</b>
<b>Total FTEs</b>	-	-	-	-	-	-	

For line item detail budget see the Revenue & Expenditure Summary Section



**Mission**

The mission of the Office of Emergency Management (OEM) is to protect the lives and property of the citizens of New Canaan.

**Summary of Major Responsibilities**

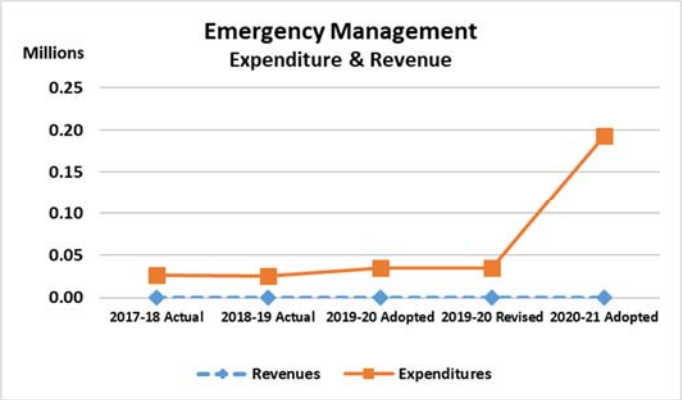
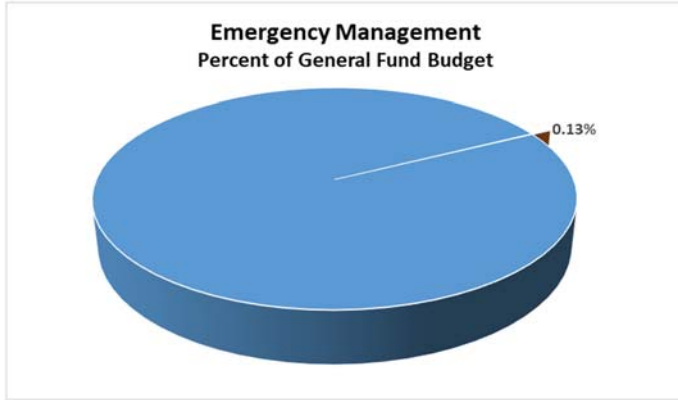
- To protect the lives and property of the citizens of New Canaan
- Plan and prepare for emergencies
- Coordinate emergency response and recovery
- Collect and disseminate emergency information
- Coordinate emergency response from other local, State, and Federal agencies
- Protect and provide maximum security for New Canaan residents under many different conditions, including:
  - Chemical, biological, radiological, nuclear & explosive emergency preparedness
  - Critical resource shortages
  - Demonstrations & civil unrest
  - Earthquakes
  - Infrastructure failures
  - Power outages
  - Severe weather
  - Terrorism
  - Transportation accidents
  - Water failures & flood conditions

**Coordinating Emergency Response & Recovery**

- Manage and run Emergency Operations Center, which is the central point for information coordination and decision making during major events
- Provide unified, accurate, and timely information to the public
- Utilize public address, reverse-911 outcall systems, press briefings, door-to-door notifications and electronic signs
- Coordinate with Regional, State, and Federal government agencies following a major event in order to speed recovery

**Prepare for Emergencies**

- Prepare and update the local Emergency Operations Plans annually
- Conduct preparedness exercises to test plans and response techniques



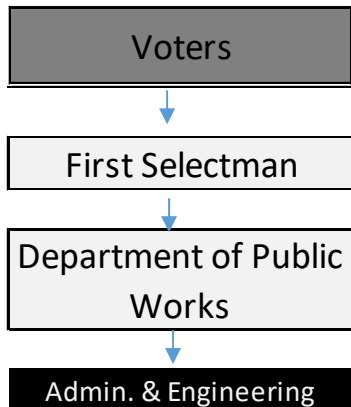
**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 AMOUNT	VARIANCE %
<b>Emergency Management</b>							
<b>Expenditures</b>							
Purchased Professional Services	21,532	21,758	28,356	28,356	184,356	156,000	550.15%
Purchased Property Services	750	-	1,020	1,020	2,020	1,000	98.04%
Supplies	4,070	4,078	5,624	5,624	6,624	1,000	17.78%
<b>Total Expenditures</b>	<b>26,352</b>	<b>25,836</b>	<b>35,000</b>	<b>35,000</b>	<b>193,000</b>	<b>158,000</b>	<b>451.42%</b>
Total FTEs	-	-	-	-	-	-	

For line item detail budget see the Revenue & Expenditure Summary Section

**Mission**

To Provide and Maintain a Safe and Effective Infrastructure for the Town and its residents.



**Anticipated Operational Changes**

- None anticipated (budget dependent)

**Recent Departmental Recognitions**

- Third Best Small Town to Live in by Smithsonian Magazine

**Major Departmental Challenges**

- Provide the Town’s residents, visitors, and guests the best quality experience at the lowest possible cost

**Department Goals**

1. Preserve and maintain the Town’s existing infrastructure
2. Provide the expected services on-time and within budget
3. Preserve the character of the Town

**Summary of Major Responsibilities**

1. Administration
2. Engineering
3. Maintenance of Town buildings
4. Highway Department
5. Parks Department (including school grounds)
6. Transfer Station
7. Tree Service
8. Town Utilities (including street lights and fire hydrants)
9. Wastewater Treatment Facility
10. Serve the entire population of the Town, as well as any visitors, guests, or employees who work within the Town

**Recent/New Programs and Initiatives**

- ADA Compliance Review of all Town departments and programs

**FY 18-19 Accomplishments**

- Substantial completion of the Wastewater Treatment Facility Bridge
- Key partner in bringing natural gas into Town
- Paved/overlaid over ten miles of Town roads
- Installed key sidewalk connections around Town
- Major Renovation of Mead Park, including baseball fields, playground, and colonnade

**FY 19-20 Objectives**

- Continue to provide the expected services on-time and under budget
- Perform ADA self-evaluation and transition plan
- Design of the reconstruction of West Road Bridge
- Pave and/or overlay numerous Town roads
- Repair/replace existing sidewalks and parking lots
- Construct proposed parking lot expansions

**FY 19-20 Accomplishments (To Date)**

- Design of West Road Bridge Reconstruction (4/20)
- Key partner in bringing natural gas into Town
- Paved/overlaid over ten miles of Town roads
- Installed key sidewalk connections around Town
- Major Renovation of Mead Park Gold Star Walk



**FY 20-21 Objectives**

- Continue to provide the expected services on-time and under budget
- Reconstruct the West Road Bridge
- Design Reconstruction of Ponus Ridge at Collins Pond Bridge
- Pave and/or overlay numerous Town roads
- Repair/replace existing sidewalks and parking lots
- Construct proposed parking lot expansions

**Alignments with New Canaan being a community of choice for its residents**

By preserving the Town’s infrastructure in a timely and cost-effective manner as well as preserving and maintaining the character of the Town we make the Town a community of choice for its residents.

**Public Works - Director's Office**

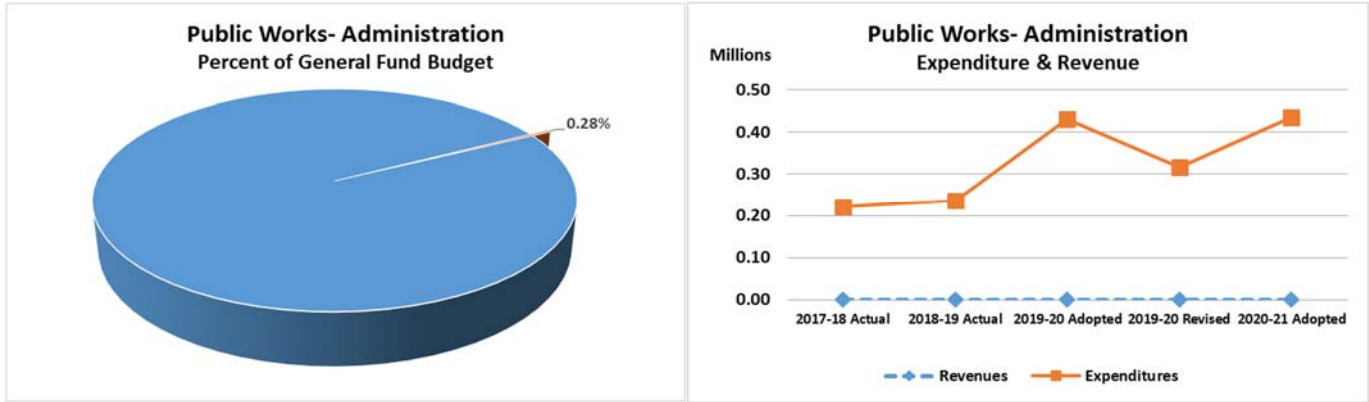
Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
Director	1.0 \$ 134,825	1.0 \$ 137,859	1.0 \$ 141,168	1.0 \$ 141,168
Assistant Director	1.0 100,618	1.0 120,000	1.0 118,556	1.0 118,556
Admin. Assistant	1.0 60,053	1.0 63,099	1.0 76,771	1.0 76,771
<b>Total Full Time</b>	<b>3.0 295,496</b>	<b>3.0 320,959</b>	<b>3.0 336,495</b>	<b>3.0 336,495</b>
<u>Overtime</u>				
Over-Time		225	225	1,000
<b>Total Overtime</b>	<b>-</b>	<b>225</b>	<b>225</b>	<b>1,000</b>
<b>Total Salary</b>	<b>295,496</b>	<b>321,184</b>	<b>336,720</b>	<b>337,495</b>

**Public Works - Engineering**

Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
Sr. Engineer	1.0 \$ 93,612	1.0 \$ 95,718	1.0 98,015	1.0 98,015
<b>Total Full Time</b>	<b>1.0 93,612</b>	<b>1.0 95,718</b>	<b>1.0 98,015</b>	<b>1.0 98,015</b>
<u>Part Time</u>				
Construction Insp. Engineer	38,453	38,453	39,222	34,222
<b>Total Part Time</b>	<b>38,453</b>	<b>38,453</b>	<b>39,222</b>	<b>34,222</b>
<b>Total Salary</b>	<b>132,065</b>	<b>134,171</b>	<b>137,237</b>	<b>132,237</b>





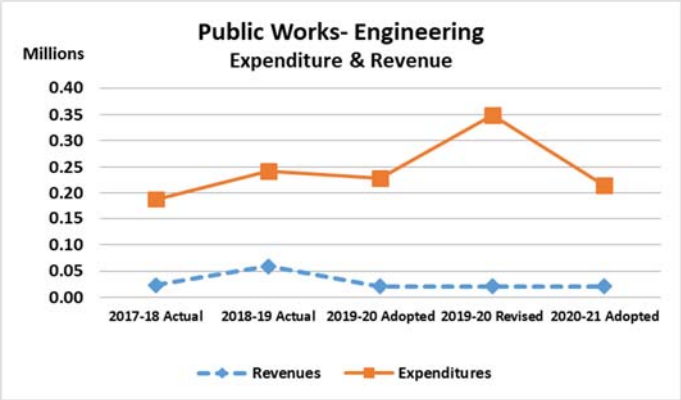
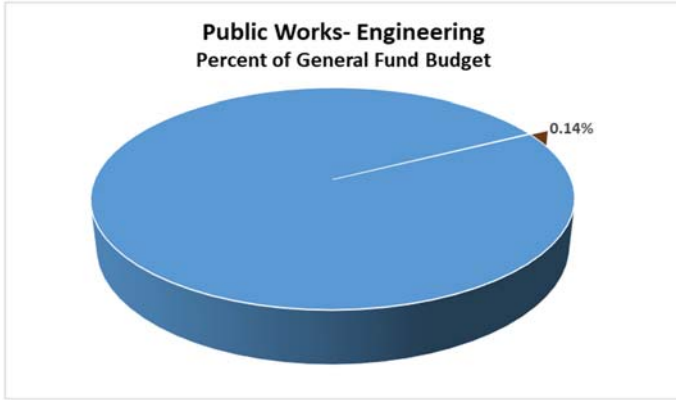


**Budget By Category**

Public Works Administration Expenditures	2017-18	2018-19	2019-20	2019-20	2020-21	FY20-FY21 VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Wages	196,002	203,020	334,855	247,149	337,495	90,346	36.56%
Employee Benefits	18,058	18,953	37,940	23,341	39,312	15,971	68.42%
Purchased Professional Services	20	243	50,500	37,315	50,500	13,185	35.33%
Purchased Property Services	3,612	4,278	3,500	4,700	4,200	(500)	-10.64%
Purchased Other Services	1,712	2,555	1,950	1,950	2,450	500	25.64%
Supplies	1,646	7,609	2,400	1,775	2,550	775	43.66%
Miscellaneous	565	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>221,615</b>	<b>236,659</b>	<b>431,145</b>	<b>316,230</b>	<b>436,507</b>	<b>120,277</b>	<b>38.03%</b>
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 18-19	FY 19-20	FY 20-21
	Actual	Estimated	Estimated
Road Opening Permits	226	100	100
Driveway Permits	5	12	12
Sanitary Sewer Hook-Ups	4	6	6
Storm Sewer Hook-Ups	6	6	6



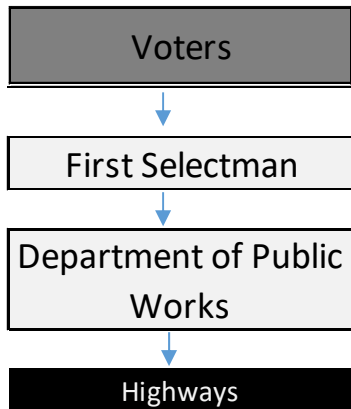
**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 AMOUNT	VARIANCE %
<b>Public Works-Engineering</b>							
<b>Revenues</b>							
License and Permits	21,531	59,262	20,600	20,600	21,100	500	2.43%
Other Revenues	1,500	-	-	-	-	-	#DIV/0!
<b>Total Revenues</b>	<b>23,031</b>	<b>59,262</b>	<b>20,600</b>	<b>20,600</b>	<b>21,100</b>	<b>500</b>	<b>2.43%</b>
<b>Expenditures</b>							
Wages	122,634	127,538	134,940	237,237	132,237	(105,000)	-44.26%
Employee Benefits	15,661	16,175	17,023	31,875	16,861	(15,014)	-47.10%
Purchased Professional Services	47,571	93,229	69,500	68,651	57,000	(11,651)	-16.97%
Purchased Property Services	-	92	700	700	700	-	0.00%
Purchased Other Services	56	81	200	200	200	-	0.00%
Supplies	2,267	5,139	5,888	9,308	6,750	(2,558)	-27.48%
Miscellaneous	288	410	550	721	500	(221)	-30.69%
<b>Total Expenditures</b>	<b>188,476</b>	<b>242,664</b>	<b>228,801</b>	<b>348,692</b>	<b>214,248</b>	<b>(134,444)</b>	<b>-38.56%</b>
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section

**Mission**

To Maintain the Town’s Roadway System in a Safe and Cost-Effective Manner



- Road identification (as needed)
- Equipment maintenance (Fleet)
- Vehicle Maintenance (Fleet)
- Emergency communications
- Assist in the removal of large trees as appropriate
- Solid waste and recycling collection from Town buildings and Town litter bins
- Roadside and parks tree planting
- Plant and tree watering
- General services — Moving furniture and equipment
- Provide barricades for special events
- Monitor/supervise construction projects by others as appropriate

**Department Goals**

1. Maintain the Town’s roadways, sidewalks, and drainage systems in a cost-effective manner
2. Provide safe transport for all residents, visitors, and guests through the Town’s roadway system during all types of weather
3. Preserve the character of the Town

**Summary of Major Responsibilities**

- Paving and road maintenance
- Plowing and de-icing of Town roads
- General masonry repairs
- Stone walls
- Catch basins
- Manholes
- Drainage
- Cleaning catch basins
- Removing debris obstructing flow
- Leaf collection (one-acre zones or less)
- Leaf composting
- Roadside vegetation control
- Road line striping
- Installation and maintenance of signs
- Traffic (as directed by Police Department)

**Anticipated Operational Changes**

- None anticipated (budget dependent)

**Recent/New Programs and Initiatives**

- Partnerships with the New Canaan Beautification League, the New Canaan Garden Club, the Waveny Conservancy, as well as many other local and national organizations

**Recent Departmental Recognitions**

- Town is consistently rated one of the best places to work, live, or play in Fairfield County, the State, and the Nation

**Major Departmental Challenges**

- Provide the necessary, required, and expected services on time and under budget

**FY 18-19 Accomplishments**

- Reconstruction of the WWTF Bridge
- Paved/overlaid over ten miles of Town Roads
- Key partner in bringing natural gas into Town



**FY 19-20 Objectives**

- Continue to provide the expected services on-time and under budget
- Pave and/or overlay numerous Town roads
- Reconstruct the West Road Bridge
- Continue to partner with Eversource Gas

**FY 20-21 Objectives**

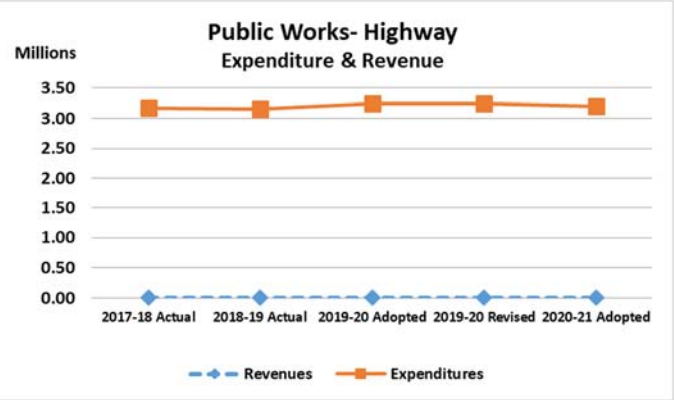
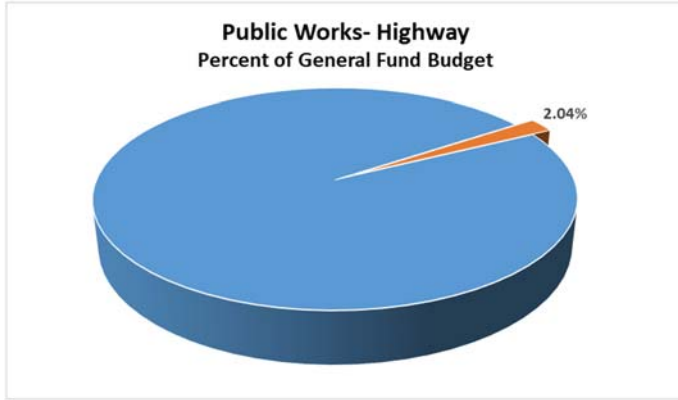
- Continue to provide the expected services on-time and under budget
- Pave and/or overlay numerous Town roads
- Reconstruct the Ponus Ridge Bridge at Collins Pond
- Continue to partner with Eversource Gas

**Alignments with New Canaan being a community of choice for its residents**

By preserving the Town’s infrastructure in a timely and cost-effective manner as well as preserving and maintaining the character of the Town we make the Town a community of choice for its residents.

Public Works - Highway									
Position Title	2017-2018 Revised		2018-2019 Revised		2019-20 Revised		2020-21 Adopted		
<u>Full Time</u>									
<i>Non-Bargaining</i>									
Highway Superintendent	1.0	\$ 117,131	1.0	\$ 119,766	1.0	\$ 122,640	1.0	\$ 122,640	
		-		-					
<b>Total Non-Bargaining</b>	<b>1.0</b>	<b>117,131</b>	<b>1.0</b>	<b>119,766</b>	<b>1.0</b>	<b>122,640</b>	<b>1.0</b>	<b>122,640</b>	
<i>Bargaining Unit</i>									
Mechanics Foreman	1.0	82,992	1.0	85,067	1.0	85,399	1.0	85,399	
Mechanic (4)	4.0	275,704	4.0	287,369	4.0	291,046	4.0	291,046	
Operators									
Equipment Operator III/ Crew Leader (3)	3.0	224,890	3.0	230,512	3.0	231,392	3.0	231,392	
Equipment Operator II		66,810		68,494		68,758		68,758	
Operator II/Dispatcher	1.0	74,963	1.0	76,837	1.0	77,131	1.0	77,131	
Equipment Operator	12.0	798,512	12.0	826,165	12.0	829,333	12.0	829,333	
Laborers:									
Welder	1.0	72,197	1.0	76,835	1.0	77,131	1.0	77,131	
Mason	1.0	70,179	1.0	71,934	1.0	72,203	1.0	72,203	
Laborer	2.0	124,821	2.0	130,458	2.0	133,486	2.0	133,486	
<b>Total Bargaining Unit</b>	<b>25.0</b>	<b>1,716,104</b>	<b>25.0</b>	<b>1,776,833</b>	<b>25.0</b>	<b>1,788,748</b>	<b>25.0</b>	<b>1,788,748</b>	
<b>Total Full Time</b>	<b>26.0</b>	<b>1,833,235</b>	<b>26.0</b>	<b>1,896,599</b>	<b>26.0</b>	<b>1,911,388</b>	<b>26.0</b>	<b>1,911,388</b>	
<u>Miscellaneous Pay</u>									
Shift Diff. (Mechs & Winter)		-		-		-		-	
Meal Allowance		-		-		-		16,800	
Salaries Shift Differential		3,000		2,500		2,550		2,550	
Overtime		207,000		266,828		272,165		272,165	
<b>Total Miscellaneous Pay</b>		<b>210,000</b>		<b>269,328</b>		<b>274,715</b>		<b>291,515</b>	
Allocation of Overtime to Railroad		(52,500)		(52,500)		(52,500)		(52,500)	
<b>Total Salary</b>		<b>1,990,735</b>		<b>2,113,427</b>		<b>2,133,603</b>		<b>2,150,403</b>	





**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	%
<b>Public Works-Highway</b>							
<b>Expenditures</b>							
Wages	2,126,600	2,204,087	2,146,725	2,150,960	2,150,403	(557)	-0.03%
Employee Benefits	207,043	213,619	216,051	216,271	216,051	(220)	-0.10%
Purchased Professional Services	101,808	38,288	80,500	80,500	64,054	(16,446)	-20.43%
Purchased Property Services	463,596	397,366	469,880	470,380	459,880	(10,500)	-2.23%
Purchased Other Services	598	10	2,000	2,119	2,000	(119)	-5.62%
Supplies	272,763	306,461	326,552	327,455	304,552	(22,903)	-6.99%
<b>Total Expenditures</b>	<b>3,172,407</b>	<b>3,159,831</b>	<b>3,241,708</b>	<b>3,247,685</b>	<b>3,196,940</b>	<b>(50,745)</b>	<b>-1.56%</b>
<b>Total FTEs</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 18-19	FY 19-20	FY 20-21
	Actual	Estimated	Estimated
Lane Miles Road Swept	446	450	225
CB Cleaned	500	500	500
Snow/Ice Call-Outs	20	20	20



**Mission**

To Operate and Maintain Town Buildings in a Safe and Energy-Efficient Manner

**Department Goals**

Create efficient buildings and capital improvement programs by using a realistic budget model that will reduce the tax burden on residents

**Summary of Major Responsibilities**

- Building Maintenance
- Renovations
- Capital Improvements Including Street and Parking Lot Lighting

**Recent/New Programs and Initiatives**

- ADA Compliance Review of all Town departments and programs

**Anticipated Operational Changes**

- None anticipated (budget dependent)

**Major Departmental Challenges**

- Reduction of budget while maintaining buildings to industry standards

**FY 19-20 Accomplishments (To Date)**

- Demolition of Richmond Hill Barn
- State approvals for elevator/ADA drawings and Waveny Mansion upgrades
- Solar panels installed on Town Hall, Pool Building, Highway Department, and Nature Center Animal Care Building.
- Repairs to Ambulance Corps Building, including porch rehab, completed
- Replacement of Highway Garage roof and renovation of interior
- Ongoing utilities reviews of bills and accounts

- Restoration, painting, and window replacement at Irwin Barn
- Roof replacement for Pool, Nature Center Animal Care, and Day Care Center Buildings
- Addition of bathroom to allow additional preschool enrollment at the Nature Center, in conjunction with the Nature Center
- Upgraded Town Hall file storage with designated space for each Department
- Completed renovation of Town Hall Annex to accommodate Human Services Department and rented the second floor to New England Academy of Dance.
- Created an RFP for Vine Cottage prospective sale; currently reviewing with Committee
- Bid out Preventive Maintenance Tasks for FY21

**FY 20-21 Objectives**

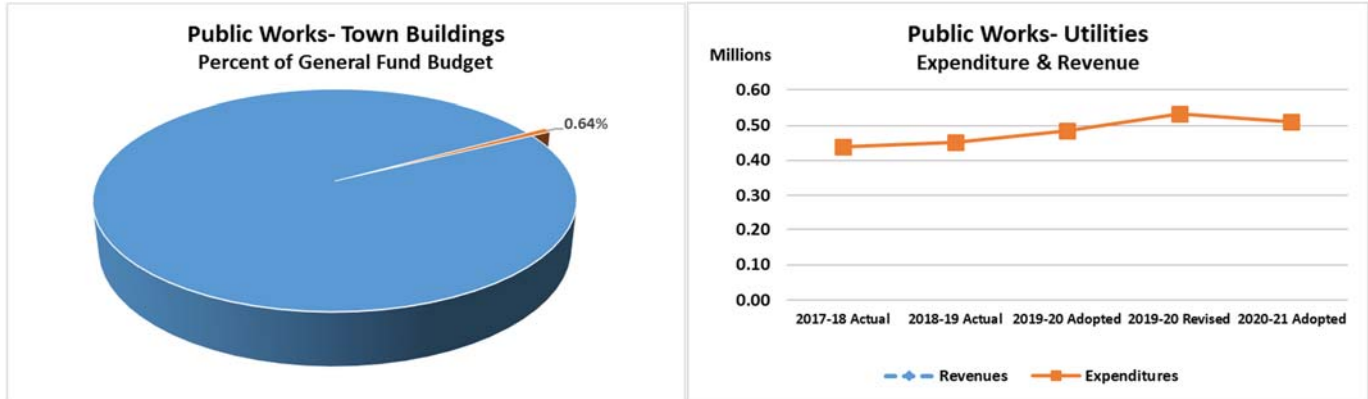
- Complete Phase II and III of Waveny House ADA Upgrades
- Install heating system in the Ambulance Building
- Install new roof on Irwin Barn
- Install new roof on the Playhouse Theater
- Complete the oil to natural gas conversion of Town Buildings
- Complete ADA upgrade to Carriage Barn, Powerhouse Theater, and New Canaan Nature Center
- Complete the planning stage for the Police Department Renovation/Construction Project
- Continue uploading information into Facility Dude Capital Forecasting & PM Software



Town Buildings									
Position Title	2017-2018		2018-2019		2019-20		2020-21		
	Revised		Revised		Revised		Adopted		
<u>Full Time</u>									
Superintendent of Buildings	1.0	\$ 117,125	1.0	\$ 119,760	1.0	\$ 122,635	1.0	\$ 122,635	
Building Maintenance Repairman	1.0	58,899	1.0	60,372	1.0	62,357	1.0	62,357	
Administrative Asst (split w/Fire)	0.5	30,026	0.5	31,550	0.5	32,590	0.5	32,590	
<b>Total Full Time</b>	<b>2.5</b>	<b>206,051</b>	<b>2.5</b>	<b>211,682</b>	<b>2.5</b>	<b>217,582</b>	<b>2.5</b>	<b>217,582</b>	
<u>Part-Time</u>									
Part-Time		-		1,500		1,530		5,000	
<b>Total Part-Time</b>		-		1,500		1,530		5,000	
<u>Overtime</u>									
Over-Time		2,400		2,400		2,448		5,250	
<b>Total Overtime</b>		2,400		2,400		2,448		5,250	
<b>Total Salary</b>		<b>208,451</b>		<b>215,582</b>		<b>221,560</b>		<b>227,832</b>	







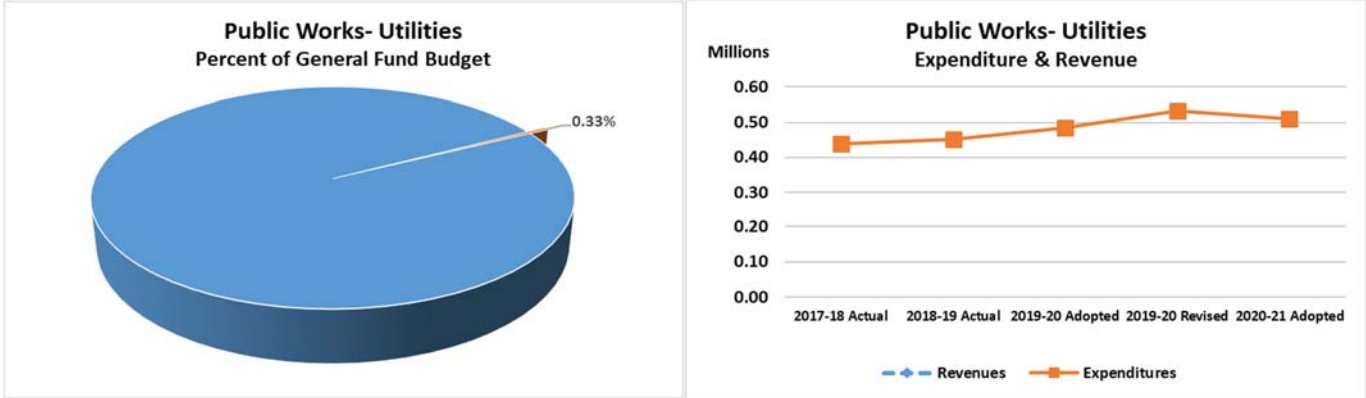
**Budget By Category**

Public Works-Town Buildings	2017-18	2018-19	2019-20	2019-20	2020-21	FY20-FY21 VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
<b>Expenditures</b>							
Wages	210,301	214,654	218,685	225,179	227,832	2,653	1.18%
Employee Benefits	19,402	20,271	22,926	23,146	22,798	(348)	-1.50%
Purchased Professional Services	227,003	403,755	386,500	398,880	360,750	(38,130)	-9.56%
Purchased Property Services	267,238	150,238	167,000	157,000	183,850	26,850	17.10%
Purchased Other Services	663	738	950	1,700	700	(1,000)	-58.82%
Supplies	198,272	208,534	202,226	200,976	200,140	(836)	-0.42%
<b>Total Expenditures</b>	<b>922,881</b>	<b>998,191</b>	<b>998,287</b>	<b>1,006,881</b>	<b>996,070</b>	<b>(10,811)</b>	<b>-1.07%</b>
<b>Total FTEs</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section



The Public Works Utilities accounts funds the costs of street lights and water hydrants throughout the Town.



**Budget By Category**

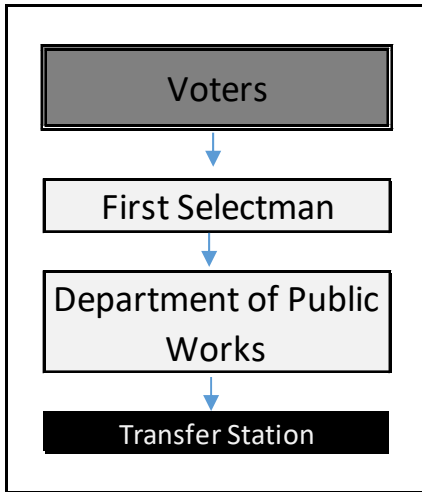
Public Works-Utilities	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	%
<b>Expenditures</b>							
Purchased Other Services	438,998	452,885	485,000	532,985	509,985	(23,000)	-4.32%
<b>Total Expenditures</b>	<b>438,998</b>	<b>452,885</b>	<b>485,000</b>	<b>532,985</b>	<b>509,985</b>	<b>(23,000)</b>	<b>-4.32%</b>
Total FTEs	-	-	-	-	-	-	-

For line item detail budget see the Revenue & Expenditure Summary Section



**Mission**

To dispose of the Town’s Garbage, Recycling, Brush and Construction Debris in the Most Cost-Efficient Manner Possible.



**Recent Departmental Recognitions**

- Described as one of the best transfer stations in the region

**Major Departmental Challenges**

- Recycling costs

**FY 18-19 Accomplishments**

- Loaded and removed 2,477 tons of brush and construction material
- Loaded and removed 6,096 tons of garbage
- Loaded and removed 1,580 tons of recycling
- Loaded and removed 261 tons of scrap metal
- Recycled 14.46 tons of textiles
- Sold 2,745 permits

**FY 19-20 Objectives**

- Continue to maintain and operate the transfer station as a user-friendly facility
- Continue to monitor materials that are delivered to the transfer station

**FY 20-21 Objectives**

- Continue to maintain and operate the transfer station as a user-friendly facility
- Plan to fit more recycling material into the containers in order to reduce the overall amount of containers
- Look into more stewardship programs available to reduce the waste stream

**Department Goals**

1. To continue to remove the Town’s waste effectively
2. To make it as easy and pleasant as possible for the residents to dispose of their trash and recycling
3. To find ways to reduce or reuse the trash flow

**Summary of Major Responsibilities**

- Remove all of the Town’s waste as quickly as possible and ensure it is done within the State’s guidelines

**Anticipated Operational Changes**

- None anticipated (budget dependent)

**Recent/New Programs and Initiatives**

- Placed containers for plastic bags and plastic film at the transfer station
- New clothing bins that will accept a larger variety of materials

**Alignments with New Canaan being a community of choice for its residents**

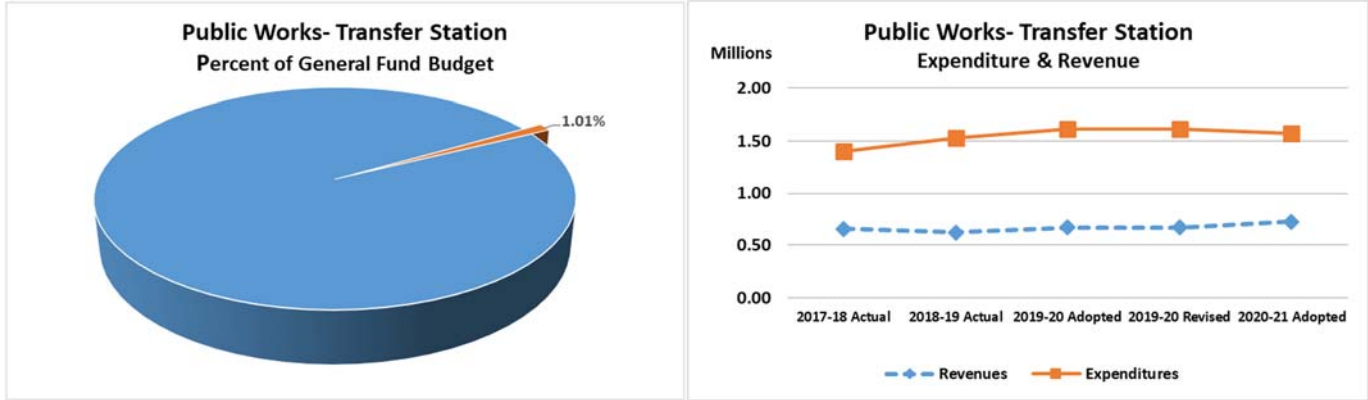
By assisting the Town with the basic need of waste removal, reuse and recycling in a timely and cost-effective manner we make the Town a community of choice for its residents.



**Public Works - Transfer Station**

Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
<i>Non-Bargaining</i>				
Superintendent Transfer Station & Waste Water (1)	0.2 \$ 27,842	-	-	-
Transfer Station Supervisor	1.0 107,411	1.0 109,828	1.0 112,464	1.0 112,464
<b>Total Non-Bargaining</b>	<b>1.2 135,253</b>	<b>1.0 109,828</b>	<b>1.0 112,464</b>	<b>1.0 112,464</b>
<i>Bargaining Unit</i>				
Trans Station Operator III	1.0 70,179	1.0 71,934	1.0 72,203	1.0 72,203
Trans Station Operator	1.0 66,810	1.0 68,494	1.0 68,758	1.0 68,758
Equipment Operator II	1.0 66,810	1.0 68,494	1.0 68,758	1.0 68,758
Laborer	1.0 62,920	1.0 62,358	1.0 63,705	1.0 -
<b>Total Bargaining Unit</b>	<b>4.0 266,718</b>	<b>4.0 271,281</b>	<b>4.0 273,424</b>	<b>4.0 209,719</b>
<b>Total Full Time</b>	<b>5.20 401,971</b>	<b>5.00 381,109</b>	<b>5.00 385,887</b>	<b>5.00 322,183</b>
<u>Miscellaneous Pay</u>				
Meal Allowance	-	-	-	510
Overtime	85,942	88,090	89,852	93,000
<b>Total Miscellaneous Pay</b>	<b>85,942</b>	<b>88,090</b>	<b>89,852</b>	<b>93,510</b>
<b>Total Salary</b>	<b>487,913</b>	<b>469,199</b>	<b>475,739</b>	<b>415,693</b>





**Budget By Category**

Public Works-Transfer Station	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	VARIANCE %
<b>Revenues</b>							
Charges for Services	653,258	618,040	665,785	665,785	721,785	56,000	8.41%
<b>Total Revenues</b>	<b>653,258</b>	<b>618,040</b>	<b>665,785</b>	<b>665,785</b>	<b>721,785</b>	<b>56,000</b>	<b>8.41%</b>
<b>Expenditures</b>							
Wages	473,546	461,430	466,934	469,570	415,692	(53,878)	-11.47%
Employee Benefits	45,939	39,743	50,318	50,520	46,491	(4,029)	-7.98%
Purchased Professional Services	596,180	770,752	863,600	837,500	863,600	26,100	3.12%
Purchased Property Services	239,302	206,872	178,000	203,000	193,000	(10,000)	-4.93%
Purchased Other Services	-	-	250	250	255	5	2.00%
Supplies	38,788	36,391	43,079	44,179	42,492	(1,687)	-3.82%
Miscellaneous	10,365	12,534	10,500	10,500	10,500	-	0.00%
<b>Total Expenditures</b>	<b>1,404,120</b>	<b>1,527,722</b>	<b>1,612,680</b>	<b>1,615,518</b>	<b>1,572,030</b>	<b>(43,488)</b>	<b>-2.69%</b>
<b>Total FTEs</b>	<b>5.20</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>0.00%</b>

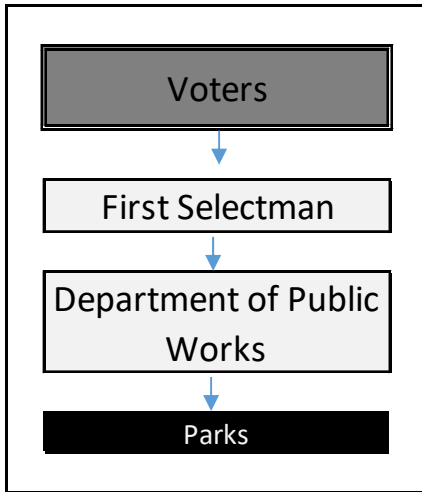
For line item detail budget see the Revenue & Expenditure Summary Section

Performance Indicators	FY 18-19	FY 19-20	FY 20-21
	Actual	Estimated	Estimated
MSW(tons)	5,923	5,880	5,880
CD/Brush(tons)	2,441	2,350	2,350
Recycling(tons)	1,580	1,600	1,600



**Mission**

The Parks Department maintains all the Town and BOE Athletic Fields, Town Parks, School Grounds along with many of the Town Properties such as Town Hall, Vine Cottage, and Police Department etc. in the best condition possible with the resources provided.



**Department Goals**

- 1. Provide an enjoyable and safe outdoor experience for the residents of New Canaan
- 2. High-level maintenance, during all seasons, including snow and ice control

**Summary of Major Responsibilities**

- Maintain all Town parks and BOE grounds, along with other Town properties, during all seasons

**Anticipated Operational Changes**

- Budget reductions will impact level of maintenance in the following areas:
  - Overtime
  - Softball/baseball field maintenance
  - Planting beds' weeding and trimming
  - Elimination of one mosquito catch basin treatment
  - No fertilizer at Irwin Park and elementary schools
  - Elimination of custom stone topping for Waveny trail maintenance

**Recent/New Programs and Initiatives**

- Assistant Superintendent of Parks has made improvements to maintenance and supervision

**Recent Departmental Recognitions**

- Best athletic facilities in the area

**Major Departmental Challenges**

- Maintain properties with limited budget
- Fulfill the residents' desires with limited resources

**FY 18-19 Accomplishments**

- Maintained the parks in exemplary condition.
- Worked with the Waveny Conservancy to restore the Park

**FY 19-20 Objectives**

- Install irrigation replacement at Coppo Field
- Maintain new artificial fields

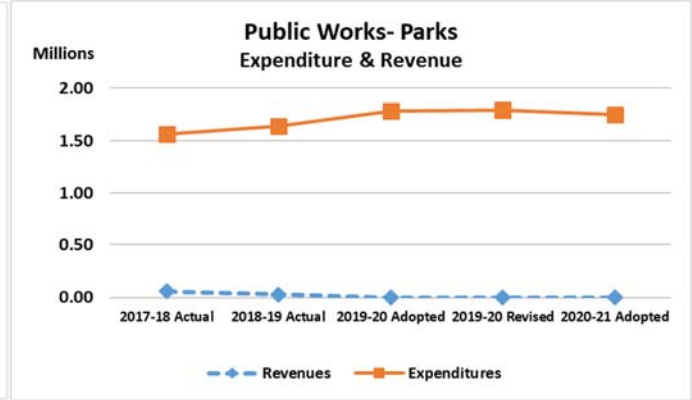
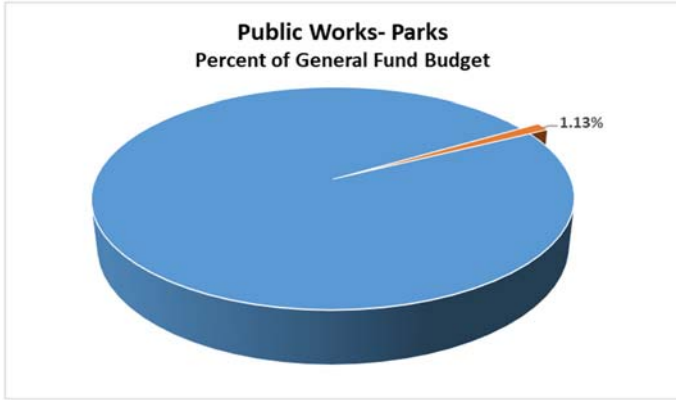
**FY 20-21 Objectives**

- Develop specifications for tennis rebuilding project
- Keep maintaining the parks in exemplary condition.



<b>Public Works - Parks</b>									
<b>Position Title</b>	<b>2017-2018</b>		<b>2018-2019</b>		<b>2019-20</b>		<b>2020-21</b>		
	<b>Revised</b>		<b>Revised</b>		<b>Revised</b>		<b>Adopted</b>		
<u>Full Time</u>									
<i>Non-Bargaining</i>									
Director of Parks & Grounds	1.0	\$ 119,346	1.0	\$ 125,082	1.0	\$ 128,084	1.0	\$ 128,084	
Assistant Superintendent	-		-		-	81,549	-	81,549	
<b>Total Non-Bargaining</b>	<b>1.0</b>	<b>119,346</b>	<b>1.0</b>	<b>125,082</b>	<b>1.0</b>	<b>209,633</b>	<b>1.0</b>	<b>209,633</b>	
<i>Bargaining Unit</i>									
Field Technician / Crew Leader	1.0	74,963	1.0	80,538	1.0	80,847	1.0	80,847	
Mechanic Technician	1.0	66,955	1.0	71,934	1.0	72,203	1.0	72,203	
<b>Irrigation Tech &amp; Crew Leader</b>									
Park Crew Leader	1.0	66,955	1.0	71,934	1.0	72,203	1.0	72,203	
Irrigation Technician	1.0	66,955	1.0	71,934	1.0	-	1.0	-	
Groundsman									
Groundsman III	8.0	510,016	8.0	547,955	8.0	545,273	8.0	545,273	
<b>Total Bargaining Unit</b>	<b>12.00</b>	<b>785,845</b>	<b>12.00</b>	<b>844,294</b>	<b>12.00</b>	<b>770,527</b>	<b>12.00</b>	<b>770,527</b>	
<b>Total Full Time</b>	<b>13.0</b>	<b>905,191</b>	<b>13.0</b>	<b>969,376</b>	<b>13.0</b>	<b>980,160</b>	<b>13.0</b>	<b>980,160</b>	
<u>Part Time</u>									
Part Time - Laborer		-		-		-		-	
<b>Total Part Time</b>		-		-		-		-	
<u>Overtime</u>									
Overtime		83,205		102,863		104,752		103,952	
<b>Total Overtime</b>		<b>83,205</b>		<b>102,863</b>		<b>104,752</b>		<b>103,952</b>	
Allocation of Overtime to Railroad		(8,400)		(8,400)		(8,400)		(8,400)	
<b>Total Salary</b>		<b>979,996</b>		<b>1,063,839</b>		<b>1,076,512</b>		<b>1,075,712</b>	





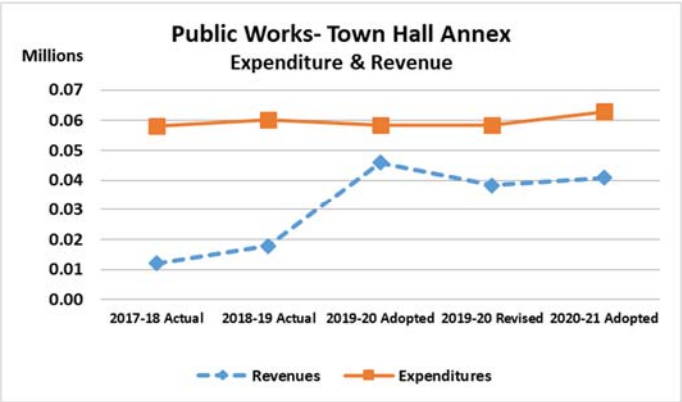
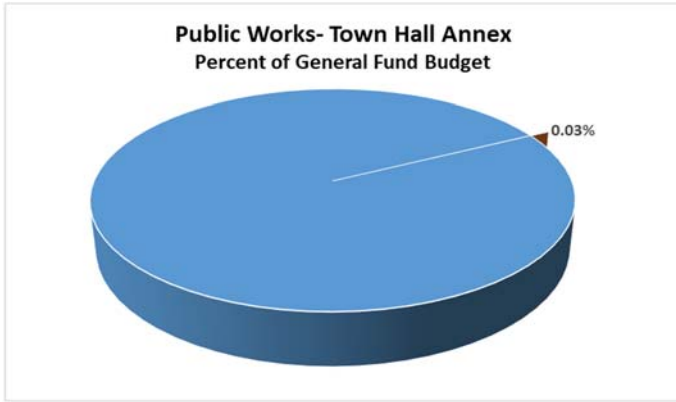
**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	%
<b>Public Works-Parks</b>							
<b>Revenues</b>							
Charges for Services	57,280	26,783	-	-	-	-	
<b>Total Revenues</b>	<b>57,280</b>	<b>26,783</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures</b>							
Wages	1,063,420	1,068,597	1,086,209	1,089,211	1,082,432	(6,779)	-0.62%
Employee Benefits	89,206	90,988	98,067	101,871	95,047	(6,824)	-6.70%
Purchased Professional Services	237,430	323,131	365,450	352,361	333,560	(18,801)	-5.34%
Purchased Property Services	38,352	38,777	55,000	55,000	52,200	(2,800)	-5.09%
Purchased Other Services	180	1,355	1,600	1,600	1,600	-	0.00%
Supplies	132,564	116,887	181,603	191,103	183,391	(7,712)	-4.04%
Miscellaneous	245	280	400	415	400	(15)	-3.61%
<b>Total Expenditures</b>	<b>1,561,397</b>	<b>1,640,015</b>	<b>1,788,329</b>	<b>1,791,561</b>	<b>1,748,630</b>	<b>(42,931)</b>	<b>-2.40%</b>
<b>Total FTEs</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section







**Budget By Category**

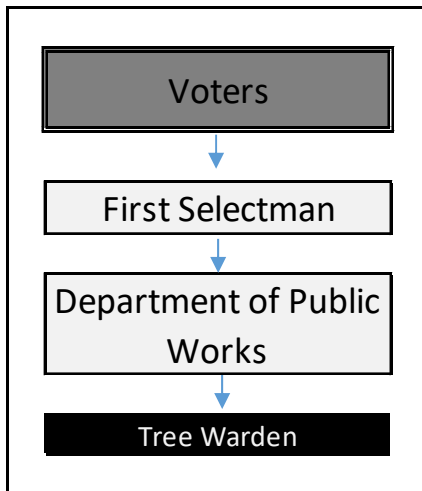
Public Works-Town Hall Annex Expenditures	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	FY20-FY21 VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
Purchased Professional Services	4,873	8,250	25,000	15,000	15,000	-	0.00%
Purchased Property Services	1,644	2,076	10,000	9,500	10,580	1,080	11.37%
Supplies	5,585	7,451	10,850	13,850	15,310	1,460	10.54%
<b>Total Expenditures</b>	<b>12,101</b>	<b>17,776</b>	<b>45,850</b>	<b>38,350</b>	<b>40,890</b>	<b>2,540</b>	<b>6.62%</b>
Total FTEs	-	-	-	-	-	-	-

For line item detail budget see the Revenue & Expenditure Summary Section



**Mission**

Creating Environments for Life by Enhancing the Beauty and Value of Nature



**Department Goals**

- 1. Maintain the Town’s trees in a cost-effective manner
- 2. Aesthetics – Preserve the character of the Town

**Summary of Major Responsibilities**

- Care and control of all trees and shrubs in whole or in part within the limits of any Town road or grounds as well as those that extend or overhang and public road or ground.
- Serves the entire population of the Town as well as any visitors, guests, or employees who work within the Town

**Anticipated Operational Changes**

- None anticipated (budget dependent)

**Recent/New Programs and Initiatives**

- Seeking Tree City USA Status Again this Year

**Recent Departmental Recognitions**

- The Town is consistently rated one of the best places to work, live, or play in Fairfield County, the State, and the Nation

**Major Departmental Challenges**

- Balancing the requirements for the very large, dense, and diverse tree canopy in Town in the most cost-effective manner, while addressing resident concerns

**FY 18-19 Accomplishments**

- Managed expectations of residents and visitors as to the natural beauty of New Canaan
- Replanted several trees in Town

**FY 19-20 Accomplishments to Date**

- Managed expectations of residents and visitors as to the natural beauty of New Canaan
- Replanted Gold Star Walk in Mead Park
- Replanted all trees in Morse Court parking lot
- Replanted trees in several locations throughout Town

**FY 19-20 Objectives**

- Continue to provide the expected services on-time and under budget

**FY 20-21 Objectives**

- Continue to provide the expected services on-time and under budget

**Alignments with New Canaan being a community of choice for its residents**

By preserving the Town’s trees in a timely and cost-effective manner we preserve and maintain the character of the Town and make it a community of choice for its residents.

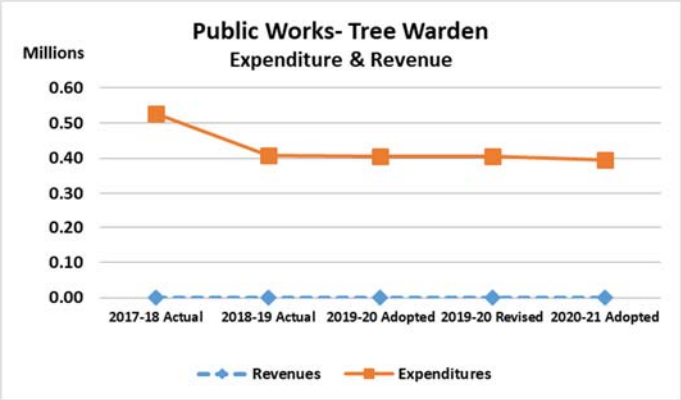
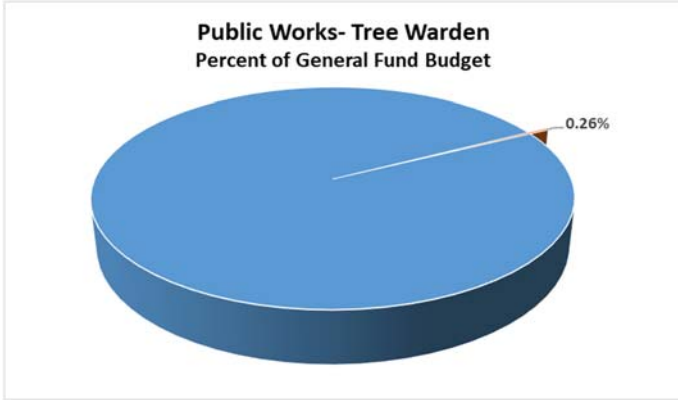


**Tree Service**

Position Title	2017-2018 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted
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<u>Part Time</u>				
Tree Warden	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
Total Part Time	24,000	24,000	24,000	24,000
Total Salary	24,000	24,000	24,000	24,000





**Budget By Category**

Public Works-Tree Warden	2017-18	2018-19	2019-20	2019-20	2020-21	FY20-FY21 VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
<b>Expenditures</b>							
Wages	24,000	24,591	24,000	24,000	24,000	-	0.00%
Employee Benefits	1,836	1,881	1,836	1,836	1,836	-	0.00%
Purchased Professional Services	436,572	290,474	275,000	275,000	275,000	-	0.00%
Purchased Property Services	65,761	91,765	97,250	97,250	90,000	(7,250)	-7.46%
Purchased Other Services	-	-	1,000	1,000	-	(1,000)	
Supplies	554	383	5,000	5,000	5,000	-	0.00%
<b>Total Expenditures</b>	<b>528,724</b>	<b>409,094</b>	<b>404,086</b>	<b>404,086</b>	<b>395,836</b>	<b>(8,250)</b>	<b>-2.04%</b>
<b>Total FTEs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	



**Mission**

The New Canaan Nature Center is an environmental education dedicated to inspiring people of all ages to respect, protect and enjoy the world of nature.

**About the New Canaan Nature Center (NCNC)**

The New Canaan Nature Center (NCNC) has been a New Canaan sanctuary for nature lovers for almost six decades. In 1959, Susan Bliss deeded her 40-acre estate of buildings, gardens, greenhouses, and specimen plantings to the Town of New Canaan. The deed specified that the property be used “for the purposes of an arboretum, bird sanctuary, nature center, horticulture and for passive recreation and related purposes.” In 1960, the Town appointed the newly formed NCNC to manage the property as a community nature center. To achieve its mission to inspire people of all ages to respect and protect the world of nature, and to move toward its vision of being a valued and shared community resource, the New Canaan Nature Center has established four strategic objectives, with 12 supporting initiatives:

**Strategic Objectives**

1. Enrich the community’s environmental learning experiences:
  - Sustain the strength of our core pre-school, camp, and family programs
  - Develop adult horticultural and environmental programs
  - Evaluate and strengthen off-site school programs
  - Improve the visitor’s experience
2. Conserve the Nature Center’s gardens, habitats, buildings, and collections:

- Rehabilitate the Nature Center’s gardens, trails, and habitats
  - Restore buildings and collections
  - Create a capital improvement plan to restore the Nature Center’s assets
3. Raise the visibility of the Nature Center’s programming and diverse outdoor experiences:
    - Implement a comprehensive marketing and communications plan
    - Reinforce community connections
  4. Ensure the Nature Center’s financial stability and growth:
    - Increase revenue from existing and new sources
    - Strengthen management infrastructure and processes

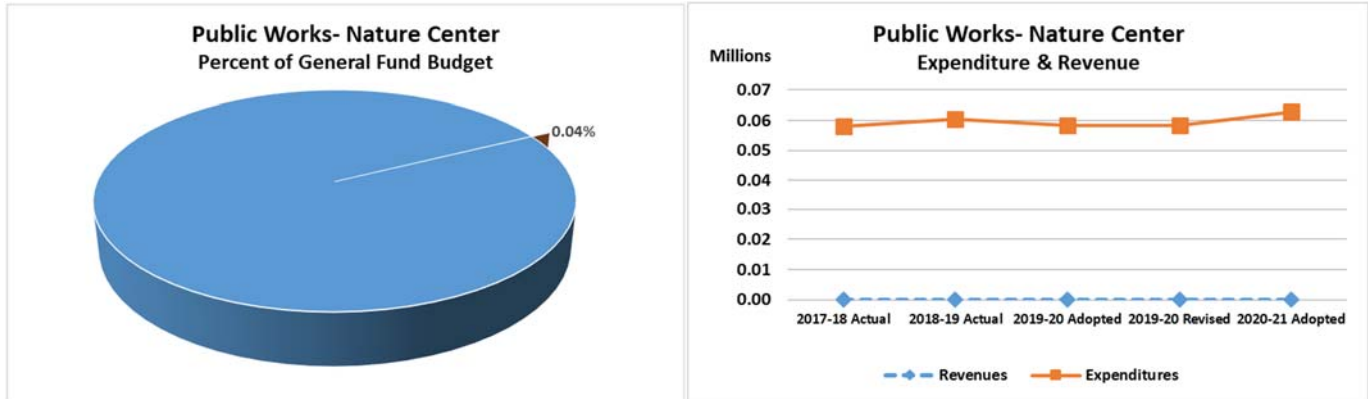
**Revenue Sources**

Membership fees, program revenue, special events, individual and corporate donations, and grants fund the annual \$1.6 million operating budget. Programming revenues contribute 60% to the annual budget. The Town of New Canaan provides in-kind maintenance of land and buildings.

**Major Departmental Challenges**

- Increasing number of organizations offering nature-based programming
- Increasing competition among not-for-profits for a limited pool of charitable dollars





**Budget By Category**

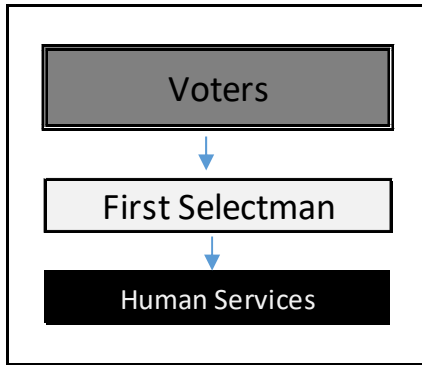
	ACTUAL ACTUAL	ACTUAL ACTUAL	ADOPTED ADOPTED	REVISED REVISED	ADOPTED ADOPTED	FY20-FY21 VARIANCE AMOUNT	%
Public Works- Nature Center							
Expenditures							
Supplies	58,208	60,363	58,332	58,332	62,896	4,564	7.82%
<b>Total Expenditures</b>	<b>58,208</b>	<b>60,363</b>	<b>58,332</b>	<b>58,332</b>	<b>62,896</b>	<b>4,564</b>	<b>7.82%</b>
Total FTEs	-	-	-	-	-	-	-

For line item detail budget see the Revenue & Expenditure Summary Section



**Mission**

The mission of the Department of Health & Human Services is to help all New Canaan residents to function optimally by developing programs and activities that address developmental needs, as well as by helping residents obtain appropriate social services and resources.



**Department Goals**

1. Assist residents with immediate need of food, clothing, and/or shelter
2. Effectively collaborate with local agencies and organizations to promote and encourage positive outcomes for residents requesting assistance
3. Empower residents to make informed choices for healthier living by providing relevant public health information and education

**Summary of Major Responsibilities**

- Serve residents of all demographics

**Anticipated Operational Changes**

- Assess staffing needs
- Assess Public Health Essential Services and areas of greatest need

**Recent/New Programs and Initiatives**

- Behavioral Health initiatives
- GetAbout transportation services
- New Canaan Coalition
- Domestic Violence Partnership
- New Canaan Food Pantry
- Seasonal Flu Clinics
- Employee Wellness Fair

**Recent Departmental Recognitions**

- Received Touch-A-Life Award in April 2017 from New Canaan Community Foundation for the care and services provided to the community

**Major Departmental Challenges**

- Increased low income and affordable housing units may result in an increase of residents seeking assistance (*i.e.*, financial, food pantry, or physical/mental health)

**FY 18-19 Accomplishments**

- GetAbout transportation partnership for senior and disabled population
- Case management and coordination of services for over 500 clients
- Food Pantry management serving 140 to 170 clients every two weeks
- Tele-health Program monitoring for 75 to 100 residents
- State program application/renewal assistance (*i.e.*, Energy Assistance and Renter's Rebate, Medicaid, SNAP)
- Holiday and Back-to-School Programs
- Domestic Violence Partnership meetings and awareness events
- Flu vaccine clinics for residents and employees
- Employee health fair
- Monthly Human Services Commission meetings
- Health education and promotion services

**FY 19-20 Objectives**

- Continued Health & Human Service Commission community assessment of public health issues relevant to community at large
- Continued community education and outreach via social media

- Continued partnering with local agencies and organizations to meet residents’
- Continued monitoring and management of Department budget
- Continued assessment of Human Services programs and operations in order to most effectively and efficiently serve residents’ needs
- Continue to provide current information regarding Medicare, Medicaid, and other State and Federal programs

**FY 20-21 Objectives**

- Assess community needs to better understand where the greatest discrepancies exist and possible plans for improvement with regards to the Ten Essential Public Health Services

**Alignments with New Canaan being a community of choice for its residents**

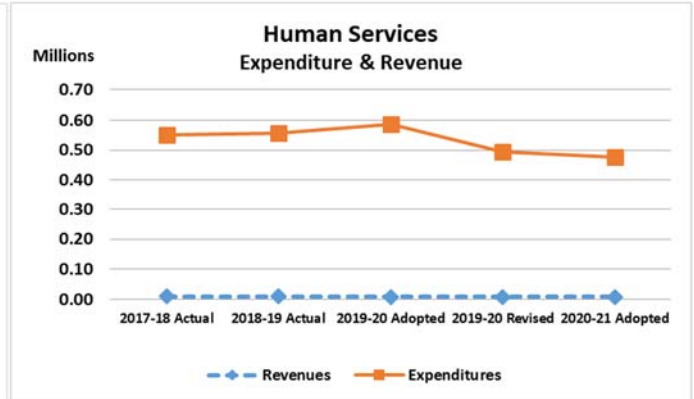
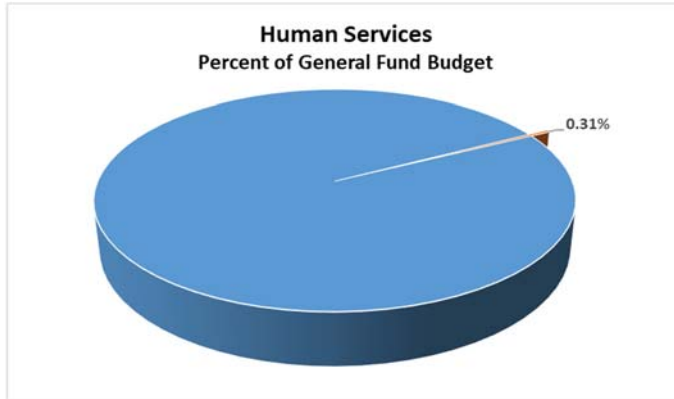
Health & Human Services offers a variety of services to all residents whether just informational or thru direct care services. Every situation is different and outcomes may differ depending on circumstances.



**Health & Human Services**

Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
Director Health & Human Services	1.0 \$ 119,426	1.0 \$ 125,166	1.0 \$ 128,170	1.0 \$ 124,912
Assistant Director Human Services	1.0 83,584	1.0 89,792	1.0 94,246	-
Youth/Family Services Coordinator	1.0 87,816	1.0 92,036	1.0 94,245	1.0 94,245
Adult/Senior Services Coordinator	-	1.0 70,748	1.0 74,428	1.0 84,000
HS Program Assistant	1.0 63,209	1.0 66,247	1.0 68,427	1.0 68,427
Youth & Family Specialist	1.0 70,925	-	-	-
<b>Total Full time</b>	<b>5.0 424,959</b>	<b>5.0 443,988</b>	<b>5.0 459,515</b>	<b>4.0 371,584</b>
<u>Part Time</u>				
Community Liason		65,000		
Part-Time Nurse Coordinator	60,000	-		
Public Health Nurse	10,000	-		
Medical Director	25,000	25,000	12,000	12,000
<b>Part Time Salaries</b>	<b>95,000</b>	<b>90,000</b>	<b>12,000</b>	<b>12,000</b>
<u>Miscellaneous Pay</u>				
Overtime	3,000	3,000	3,000	1,000
<b>Total Miscellaneous Pay</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>1,000</b>
<b>Total Salary</b>	<b>522,959</b>	<b>536,988</b>	<b>474,515</b>	<b>384,584</b>





**Budget By Category**

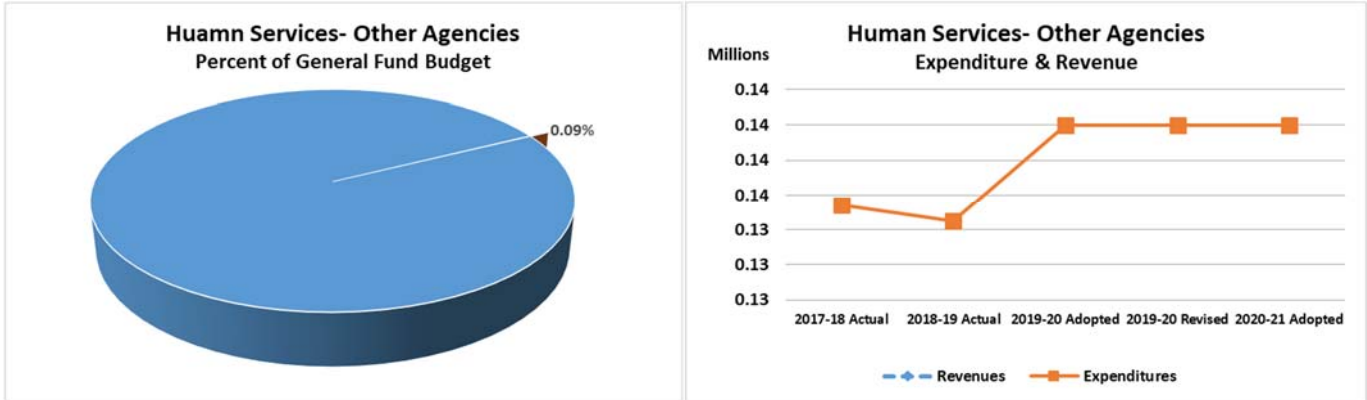
	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 AMOUNT	VARIANCE %
<b>Human Services</b>							
<b>Revenues</b>							
Charges for Services	9,155	9,953	8,000	8,000	8,000	-	0.00%
Other Revenues	725	-	-	-	-	-	-
<b>Total Revenues</b>	<b>9,880</b>	<b>9,953</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>-</b>	<b>0.00%</b>
<b>Expenditures</b>							
Wages	455,889	467,137	467,092	364,046	384,584	20,538	5.64%
Employee Benefits	42,164	42,922	46,881	59,847	43,442	(16,405)	-27.41%
Purchased Professional Services	33,247	30,784	50,000	50,000	37,000	(13,000)	-26.00%
Purchased Property Services	3,021	2,552	3,200	3,200	2,500	(700)	-21.88%
Purchased Other Services	10,551	9,399	11,600	11,600	6,450	(5,150)	-44.40%
Supplies	3,998	3,602	5,400	5,400	3,000	(2,400)	-44.44%
Miscellaneous	1,035	1,528	1,900	1,900	1,200	(700)	-36.84%
<b>Total Expenditures</b>	<b>549,906</b>	<b>557,923</b>	<b>586,073</b>	<b>495,993</b>	<b>478,176</b>	<b>(17,817)</b>	<b>-3.59%</b>
<b>Total FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>(1.00)</b>	<b>-20.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section

<b>Performance Indicators</b>	<b>FY 17-18 Actual</b>	<b>FY 18-19 Estimated</b>	<b>FY 19-20 Estimated</b>
Number of Clients	480	502	510
Amount of Assistance Provided	\$22,910	\$20,944	\$22,000
Number of Food Pantry Participants	1,609	1,243	1,650
Number of Annual Flu Shots Given	350	370	330



Through the Human Services Department, the Town funds various agencies that provide services to residents of New Canaan.



**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 AMOUNT	VARIANCE %
<b>Human Services- Other Agencies</b>							
<b>Expenditures</b>							
Getabout	46,000	46,000	46,000	46,000	46,000	-	0.00%
Kids In Crisis	51,384	56,000	56,000	56,000	56,000	-	0.00%
New Canaan Cares	18,000	17,500	-	-	18,000	18,000	
Child Guidance Center	5,000	5,000	5,000	5,000	5,000	-	0.00%
Domestic Violence Crisis Centre	5,000	5,000	5,000	5,000	5,000	-	0.00%
Meals On Wheels	5,000	5,000	5,000	5,000	5,000	-	0.00%
Smart Prepare	-	-	-	-	-	-	
Community Prog Mental Wellness	5,000	-	23,000	23,000	5,000	(18,000)	-78.26%
SW Reg. Mental Health Board	-	-	-	-	-	-	
<b>Total Expenditures</b>	<b>135,384</b>	<b>134,500</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>-</b>	<b>0.00%</b>
<b>Total FTEs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

For line item detail budget see the Revenue & Expenditure Summary Section



**Mission**

To inspire lifelong learning through innovation and discovery. To be the information and cultural center of the community.

**FY 2021**

**Department Goals**

1. Deliver a best in class service to NC community
2. Community and Town Engagement
3. Streamline Operations
4. Provide a dynamic and rewarding workplace environment
5. Fundraise for and Plan a new Facility (concurrent to ongoing operational fundraising)

**Summary of Major Responsibilities**

- New Canaan Library is responsible for providing the New Canaan community a library service that is a platform for life-long learning, information and culture. We offer free and equal access to learning opportunities and cultural experiences to every citizen through enriching programs for all ages, excellent dynamic collections both digital and analogue and the expertise of our well qualified staff. We also support the non-profit community of New Canaan through the provision of meeting space and through partnerships.
- The Library is also responsible to raise funds to support its operation. This year the fundraising burden is \$700,000. *(NB: this is **not** related to our Campaign for a new New Canaan Library).*

- To provide context: Last year we raised the largest sum of dollars and dollars per capita in our cohort (budget range \$1-\$5MM) and in our reference group<sup>1</sup> and raised the 2<sup>nd</sup> highest number of dollars in the entire state. We've increased our fundraising 45% over the past 6 years to serve the increasing demand

for our services, figure 1 and we raise the largest percentage of our operating income in our reference group.

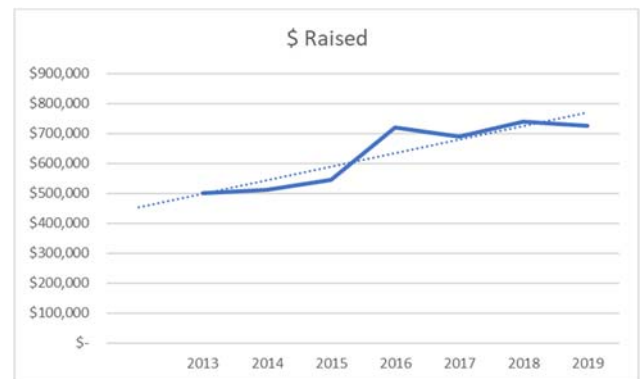


Figure 1

Our visitor numbers, the very high percentage of households who use the library (90%), the attendance level at our programs (38,500 in FY 19) and the continued very high rate of borrowing by New Canaanites are some of the indicators of the very high value that the residents of town place on the library, and is further demonstrated by their philanthropic generosity – giving at the highest rate in the state.

**Anticipated Operational Changes**

None anticipated (budget dependent)

**Recent/New Programs and Initiatives**

We foster a culture of innovation ensuring that our team is encouraged and recognized for initiating improvements and creating new, exciting learning opportunities for our community. An example is the development and growth of our STEAM (Science,

<sup>1</sup> Reference group: Darien, Greenwich, Westport, Wilton, Ridgefield



Technology, Engineering, Arts and Math) program. We offer an active Maker Lab, STEAM classroom and a full-time technology educator as well as a full-time digital services librarian. The services we provide in this area are valued very highly by the community and almost all of the funding for this development has come from philanthropic gifts.

#### Recent Departmental Recognitions

- Our Vice President: Christine Seaver was recently named board MVP by the New Canaan Community Foundation
- Jeff Zaino Manager of Infrastructure and Kayla del Biondo, Digital Services librarian presented to the Connecticut Education Network
- Samantha Connell, Teen Services librarian presented to the Connecticut Library Association
- Kayla del Biondo presented to the New England Library Association

#### Major Departmental Challenges

- The most significant challenge for the library is delivering the excellent quality of library service our community deserves and expects in our failing building. Beyond the continuous drain on capital resource for maintenance and repairs, the building itself presents daily challenges for service delivery due to failures of HVAC, plumbing, drains and recently electricity as well as space limitations. In addition, twice in the past 18 months we've been inundated on our lower level during periods of intense rain when the town's storm water pushed into our drains and causing severe flooding. Not only did this take our auditorium off-line for over a month each time but also cost over \$32,000 in capital expenditures (source: fundraising). Staff time is regularly diverted from public service to building related tasks.
- Relative to our reference group we are 5<sup>th</sup> of 6 on municipal support, op-ex/capita, salaries/capita, and program cost/capita, and we are challenged

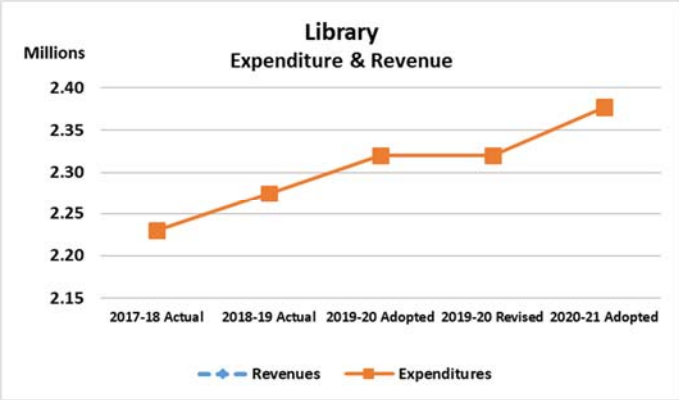
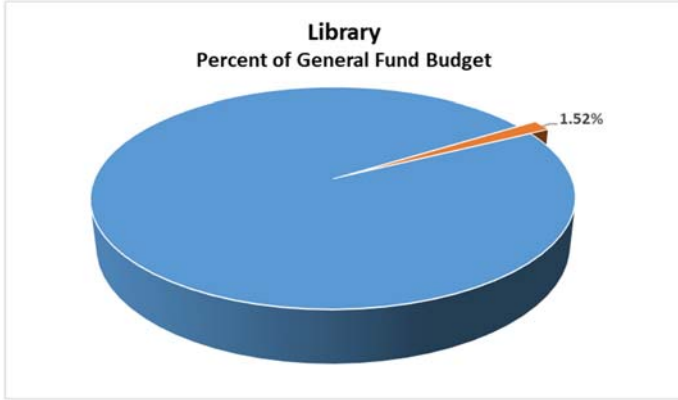
to recruit and retain high quality talent due to our salaries not being competitive with our peers. However, we outperform that position on most every indicator including: children and adult program attendance, circulation of books, digital media & children's materials.

#### Earlier Accomplishments

Over the past several years we've worked to maximize efficiencies and to focus all resource on the delivery of excellent service. During this time, we have successfully executed a complete reorganization, eliminated many outmoded processes and introduced a continuous improvement culture while also evolving our structure regularly to shift our talent to match service delivery needs. We undertook an intensive, month's long evaluation and visioning process implemented by the Aspen Institute Dialogue for public libraries which culminated in robust community consultation. We then undertook an inclusive strategic planning exercise to guide us over the past 3 years. We've built and used in-house capacity to undertake our own website development, marketing and promotion, event planning. We are a learning organization, ensuring our team is at the front edge of their field delivering the best in class library service.

#### FY 19-20 Objectives

During this fiscal year, we are focused on continuing to deliver exceptional library service including a robust program of experiential learning for the community and exceptional, dynamic collections and by supporting the community through the provision of space and partnerships *while we are actively diverting significant human resource to the fundraising activity associated with the Campaign for the new New Canaan Library.*



**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	VARIANCE %
Library							
Expenditures							
Purchased Other Services	2,230,280	2,274,886	2,320,250	2,320,250	2,378,072	57,822	2.49%
Total Expenditures	2,230,280	2,274,886	2,320,250	2,320,250	2,378,072	57,822	2.49%
Total FTEs	-	-	-	-	-	-	-

For line item detail budget see the Revenue & Expenditure Summary Section



**Mission**

It is the mission of the New Canaan Recreation Department to enhance quality of life for New Canaan residents by utilizing all resources under our control including public parks, public buildings, and public facilities to foster beneficial use of personal and family time for recreation and leisure. To accomplish this, we will provide and promote a wide variety of quality recreation services that meet citizen needs and interests at a reasonable cost.

**Department Goals**

- To provide the community with a broad-based variety of recreation activities that are responsive to the needs of the community, inclusive of everyone regardless of economic status, and at a reasonable cost.

- Worked with Friends of Mead Park Playground to install new rubberized safety surfacing under the new playground equipment
- Replaced both the main and toddler playground equipment and structures at Mead Park

**Summary of Major Responsibilities**

- Manage and supervise all staff and programs that are offered to the community

**FY 19-20 Objectives**

- Worked with DPW to install new flagstone patio surface at Mead Park Colonnade area
- Installed new all-weather furniture at Mead Park Colonnade patio to create seating area
- Work in public-private/ partnership with NC Softball to install new field lights on the Water Tower Softball Field

**Anticipated Operational Changes**

- None anticipated (budget dependent)

**Recent/New Programs and Initiative**

- Added Girls’ Flag Football Program
- Revised Adult and youth Tennis Clinic Format to include new Spring and Fall offerings

**FY 20-21 Objectives**

- Finish installation of new shade umbrellas at Kiwanis Park
- Continue to improve and add walking/running trails in Waveny Park
- Resurface all-weather Tennis courts at NCHS  
Continue to offer new programs that meet the changing needs and interests of the community

**Major Departmental Challenges**

- To continue to provide a broad range of programs and incorporate new programming and activities that will allow the community to make optimum use of their leisure time

**FY 18-19 Accomplishments**

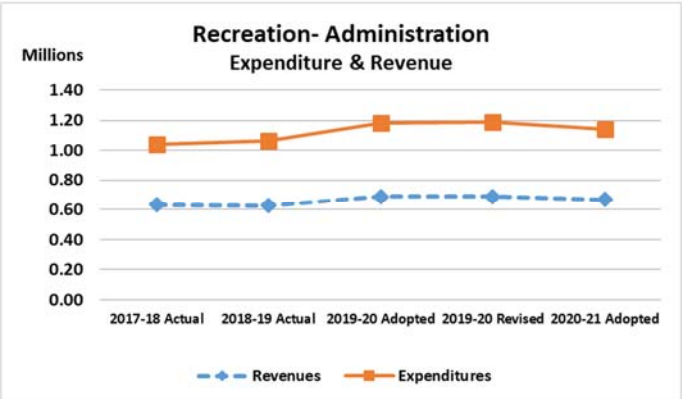
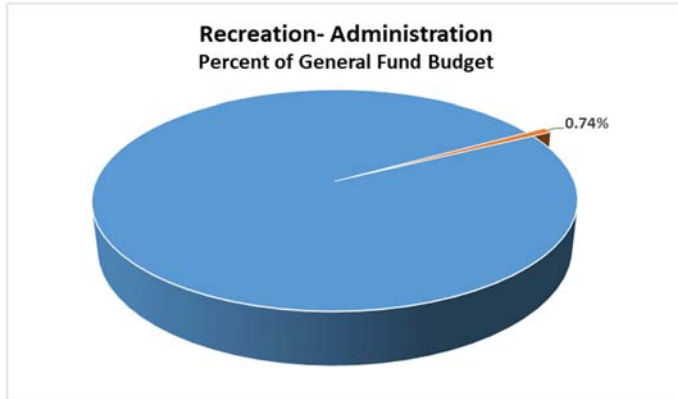
- Worked with DPW and Waveny Park Conservancy to add additional trails in Waveny Park



Recreation - Administration and Program				
Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
Recreation Director	1.0 \$ 122,411	1.0 \$ 125,166	1.0 \$ 128,170	1.0 \$ 128,170
Asst. Recreation Director	1.0 97,356	1.0 99,547	1.0 101,936	1.0 101,936
Recreation Supervisor	1.0 76,475	1.0 78,196	1.0 80,073	1.0 80,073
Office Manager	1.0 64,631	1.0 66,247	1.0 68,427	1.0 68,427
Administrative Asst. II	1.0 59,532	1.0 61,020	1.0 63,035	1.0 63,035
<b>Total Full Time</b>	<b>5.0 420,406</b>	<b>5.0 430,175</b>	<b>5.0 441,639</b>	<b>5.0 441,639</b>
<u>Part Time</u>				
Office Clerk		7,750	7,750	7,750
Tennis Court Attendant		20,600	20,600	19,000
Day Camp Director (4)		17,400	17,400	17,400
Day Camp Specialist (7)		18,250	18,250	18,250
Camp Counselor (14)		27,250	27,250	27,250
Activity Aide (3)		19,000	19,000	17,500
Outside Program Instructors		166,500	166,250	158,350
Security and Patrol		4,500	4,500	4,500
<b>Total Part Time</b>	<b>275,000</b>	<b>281,250</b>	<b>281,000</b>	<b>270,000</b>
<u>Miscellaneous Pay</u>				
Overtime	10,500	10,500	3,500	3,000
<b>Total Miscellaneous Pay</b>	<b>10,500</b>	<b>10,500</b>	<b>3,500</b>	<b>3,000</b>
<b>Total Salary</b>	<b>705,906</b>	<b>721,925</b>	<b>726,139</b>	<b>714,639</b>







**Budget By Category**

Recreation Administration	2017-18	2018-19	2019-20	2019-20	2020-21	FY20-FY21	VARIANCE
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
<b>Revenues</b>							
Charges for Services	597,693	621,531	689,750	689,750	664,840	(24,910)	-3.61%
Rents & Royalties	35,150	4,750	-	-	5,000	5,000	
<b>Total Revenues</b>	<b>632,843</b>	<b>626,281</b>	<b>689,750</b>	<b>689,750</b>	<b>669,840</b>	<b>(19,910)</b>	<b>-2.89%</b>
<b>Expenditures</b>							
Wages	665,431	683,210	718,860	726,130	714,639	(11,491)	-1.58%
Employee Benefits	50,729	53,512	56,593	57,149	55,200	(1,949)	-3.41%
Purchased Professional Services	6,108	3,051	7,150	7,150	7,000	(150)	-2.10%
Purchased Property Services	22,219	18,129	37,350	37,350	34,350	(3,000)	-8.03%
Purchased Other Services	219,107	225,368	272,150	271,400	239,750	(31,650)	-11.66%
Supplies	33,657	33,428	44,479	45,229	42,950	(2,279)	-5.04%
Capital Assets	6,870	7,277	8,500	8,500	8,500	-	0.00%
Miscellaneous	36,605	37,020	37,250	37,250	37,250	-	0.00%
<b>Total Expenditures</b>	<b>1,040,725</b>	<b>1,060,993</b>	<b>1,182,332</b>	<b>1,190,158</b>	<b>1,139,639</b>	<b>(50,519)</b>	<b>-4.24%</b>
<b>Total FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section



Performance Indicators	FY 17-18	FY 18-19	FY 19-20
	Actual	Estimated	Estimated
<b>Spring Activites</b>			
Youth Soccer	164	125	125
Adult Tennis Clinics	59	59	75
Youth Tennis Clinics	-	68	80
Girls Flag Footbal	10	17	24
BASF - Extension Programs	-	116	130
Youth GuitarLessons Grades 5 - 8	15	11	15
Adult/youth Golf Instruction	17	17	17
Smart Start Baseball	20	16	20
Smart Start Soccer	17	19	24
Smart Start Golf	7	6	10
<b>Summer Activities</b>			
Youth Tennis Clinics	89	166	180
Adult Tennis Clinics	17	12	24
Youth Swim/dive Team	67	61	75
Water Polo Program	15	19	24
Waveny Summer Concerts - Number of Events	11	12	12
- Estimated Attendance	600	600	600
Childrens Outdoor Concert-#/attendance	1/300	1/300	1/300
Waveny XC Races-#/Avg. Attendance	14/90	14/90	14/90
Adult Mens Softball league- # Teams/ Participants	10/190	10/195	10/195
Waveny Day Camp - 3 Sessions	211	181	200
PeeWee Camp - 5 - 7 Yr. Olds	64	62	75
Summer Baseball - Pitch/Hit/Swim	13	18	24
Summer Field Hockey/swim	20	21	24
Summer Tennis/Swim	20	21	30
4 Day Lego Camps	27	35	35
Youth Swim Lessons-Private/Group	290/360	456/271	400/325



Performance Indicators	FY 17-18 Actual	FY 18-19 Estimated	FY 19-20 Estimated
<b>Fall Activities</b>			
BASF Programs - 3 Elementary Schools	420	380	400
Fall Youth Soccer	211	180	200
Fall Guitar Lessons- Grades 5-8	14	10	12
Fall Adult Tennis Clinics	27	27	30
Fall Youth Tennis Clinics	62	84	90
Fall Paddle Tennis Clinics	55	62	72
Fall Youth Paddle Tennis Clinics- Grades 3 -8	12	20	24
Halloween Party Family Fun night	155	155	155
Fall Flag Football Program - Grades 2 -9	357	313	325
Fall Girls Flag Football Program - Grades 3 - 6	36	40	45
Adult Beginner Paddle Tennis- intro Clinic	40	24	30
Youth Field Hockey Program - Grades 3 & 4	42	48	48
<b>Winter Activities</b>			
Parent-Teacher Conf. Day Programs	848	764	800
BASF Programs -3 Elementary Schools	451	430	450
Breakfast w/ Santa	460	475	475
Youth Winter Paddle Clinic	23	23	25
Youth Guitar Lessons- Grades 5-8q	16	11	15
Adult Beginner/Int.Padle Clinics	28	29	29
Family New Years Eve Party	127	120	120
Monthly Friday Paddle Socials (7 Events)	135	130	130
Teddy Bear Tea	17	35	35
Winter Adult Paddle Tennis Clinics	58	55	60



**Mission**

It is the mission of the New Canaan Recreation Department to enhance quality of life for New Canaan residents by utilizing all resources under our control including public parks, public buildings, and public facilities to foster beneficial use of personal and family time for recreation and leisure. To accomplish this, we will provide and promote a wide variety of quality recreation services that meet citizen needs and interests at a reasonable cost.

**Department Goals**

- 1. To provide the community with a beautiful building that can be used as a place for meetings, weddings, social events, and other activities

**Summary of Major Responsibilities**

- Serve as the administrative office for the booking of events, maintain a calendar of events, and coordinate all activities at Waveny House

**Anticipated Operational Changes**

- None anticipated (budget dependent)

**Recent/New Programs and Initiatives**

- Working with the DPW Facilities Department to implement structural changes to the building to meet the ADA code for access to the entire building

**Recent Departmental Recognitions**

- Worked with the NC Preservation Alliance to file an application to have Waveny House listed on the National historic Registry

**Major Departmental Challenges**

- Work with on-line marketing services to present Waveny House as a venue for weddings and social events

**FY 18-19 Accomplishments**

- Worked with the Waveny Park Conservancy as they hosted a kickoff gala party to highlight the public-private partnership to enhance Waveny Park and its facilities

**FY 19-20 Objectives**

- Work with DPW’s Facilities Department and the architectural firm to implement Phase I of the ADA renovations

**FY 20-21 Objectives**

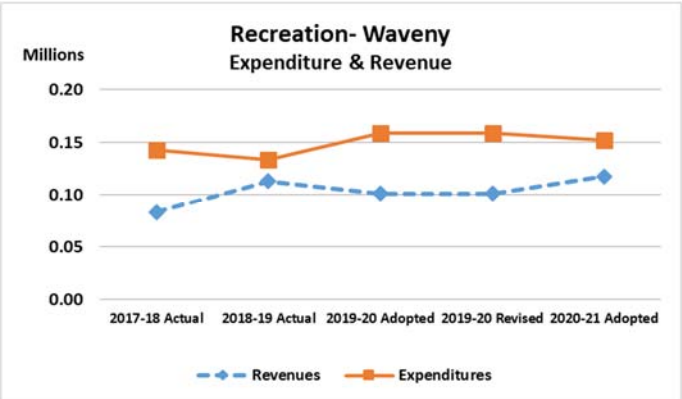
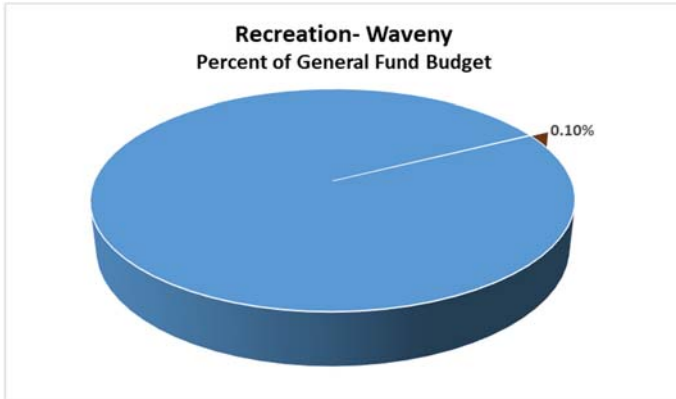
- Continue plans to implement Phase I of the ADA renovations



**Recreation - Waveny**

Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
Maintenance-Waveny	1.0 \$ 58,899	1.0 \$ 60,372	1.0 \$ 62,687	1.0 \$ 62,349
<b>Total Full Time</b>	<b>1.0 58,899</b>	<b>1.0 60,372</b>	<b>1.0 62,687</b>	<b>1.0 62,349</b>
<u>Part Time</u>				
Part time	9,500	7,000	7,000	5,000
<b>Total Part Time</b>	<b>9,500</b>	<b>7,000</b>	<b>7,000</b>	<b>5,000</b>
<u>Miscellaneous Pay</u>				
Overtime	26,000	24,000	24,480	22,000
<b>Total Miscellaneous Pay</b>	<b>26,000</b>	<b>24,000</b>	<b>24,480</b>	<b>22,000</b>
<b>Total Salary</b>	<b>94,399</b>	<b>91,372</b>	<b>94,167</b>	<b>89,349</b>





**Budget By Category**

Recreation - Waveny	2017-18	2018-19	2019-20	2019-20	2020-21	FY20-FY21 VARIANCE	
	ACTUAL	ACTUAL				ADOPTED	REVISED
<b>Revenues</b>							
Charges for Services	3,273	2,950	1,250	1,250	3,000	1,750	140.00%
Rents & Royalties	79,755	110,077	100,000	100,000	115,000	15,000	15.00%
<b>Total Revenues</b>	<b>83,028</b>	<b>113,027</b>	<b>101,250</b>	<b>101,250</b>	<b>118,000</b>	<b>16,750</b>	<b>16.54%</b>
<b>Expenditures</b>							
Wages	89,403	83,702	94,167	94,167	89,349	(4,818)	-5.12%
Employee Benefits	9,532	9,382	11,164	11,164	10,413	(751)	-6.73%
Purchased Professional Services	17,143	17,111	18,750	18,750	18,750	-	0.00%
Purchased Property Services	11,383	11,864	15,000	15,000	15,000	-	0.00%
Purchased Other Services	3,000	3,000	1,500	1,500	3,000	1,500	100.00%
Supplies	12,212	8,264	18,400	18,400	15,900	(2,500)	-13.59%
<b>Total Expenditures</b>	<b>142,674</b>	<b>133,322</b>	<b>158,981</b>	<b>158,981</b>	<b>152,412</b>	<b>(6,569)</b>	<b>-4.13%</b>
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section



**Mission**  
 It is the mission of the New Canaan Recreation Department to enhance quality of life for New Canaan residents by utilizing all resources under our control including public parks, public buildings, and public facilities to foster beneficial use of personal and family time for recreation and leisure. To accomplish this, we will provide and promote a wide variety of quality recreation services that meet citizen needs and interests at a reasonable cost.

**Department Goals**

To provide a balanced outdoor racquet sports activity during the fall, winter and spring months for Platform Tennis players in the community.

**Summary of Major Responsibilities**

- Maintain, administer and operate 5 platform tennis courts in Waveny Park.

**Anticipated Operational Changes**

- Work to implement additional clinics and activities on the courts. Work to organize summer Platform Tennis activities which have become popular in the past couple of seasons.

**Recent/New Programs and Initiatives**

**Recent Departmental Recognitions**

**Major Departmental Challenges**

**FY 18-19 Accomplishments**

- Supervised the construction of the 5<sup>th</sup> Platform Tennis Court as part of a Public Private partnership. The court was completed and opened for play in January 2019

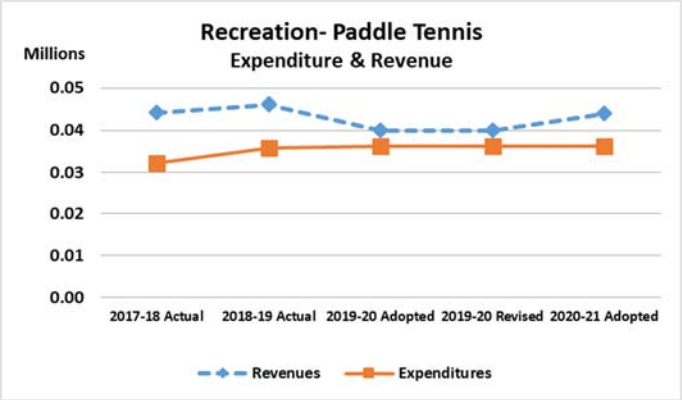
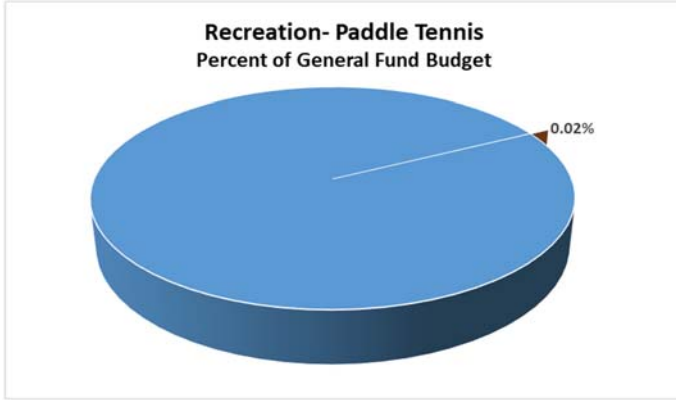
**FY 20-21-20 Objectives**

- Continue to organize a vibrant Platform Tennis Program for residents enjoyment

**Recreation - Paddle Tennis**

Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
Part Time				
Court Attendants	\$ 23,500	\$ 23,500	\$ 23,970	\$ 24,500
Total Part Time	23,500	23,500	23,970	24,500
<b>Total Salary</b>	<b>23,500</b>	<b>23,500</b>	<b>23,970</b>	<b>24,500</b>





**Budget By Category**

Recreation - Paddle Tennis	2017-18	2018-19	2019-20	2019-20	2020-21	FY20-FY21 VARIANCE		
	ACTUAL	ACTUAL				ADOPTED	REVISED	ADOPTED
<b>Revenues</b>								
Charges for Services	44,243	46,210	40,000	40,000	44,000	4,000	10.00%	
<b>Total Revenues</b>	<b>44,243</b>	<b>46,210</b>	<b>40,000</b>	<b>40,000</b>	<b>44,000</b>	<b>4,000</b>	<b>10.00%</b>	
<b>Expenditures</b>								
Wages	22,423	26,546	23,970	23,970	24,500	530	2.21%	
Employee Benefits	1,715	-	1,834	1,834	1,834	-	0.00%	
Purchased Property Services	7,254	7,761	7,650	7,650	7,500	(150)	-1.96%	
Supplies	714	1,494	2,800	2,800	2,400	(400)	-14.29%	
<b>Total Expenditures</b>	<b>32,106</b>	<b>35,800</b>	<b>36,254</b>	<b>36,254</b>	<b>36,234</b>	<b>(20)</b>	<b>-0.06%</b>	
<b>Total FTEs</b>	-	-	-	-	-	-		

For line item detail budget see the Revenue & Expenditure Summary Section



**Mission**

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**Department Goals**

Continue to provide quality facilities and service(s) for multiple buildings in the Town’s Parks

**Major Departmental Challenges**

- Continue to provide services with a shrinking budget

**Earlier Accomplishments**

- Worked with Athletic Fields Building Committee to implement the reconstruction of the existing Water Tower Field and the creation of the new Fields 2 & 3 and the renovation of the HS Track.

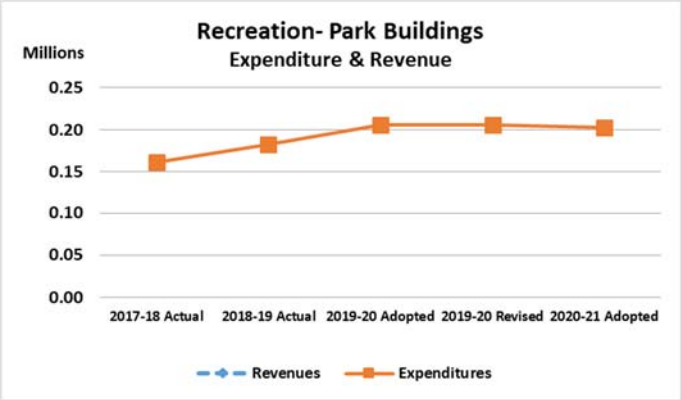
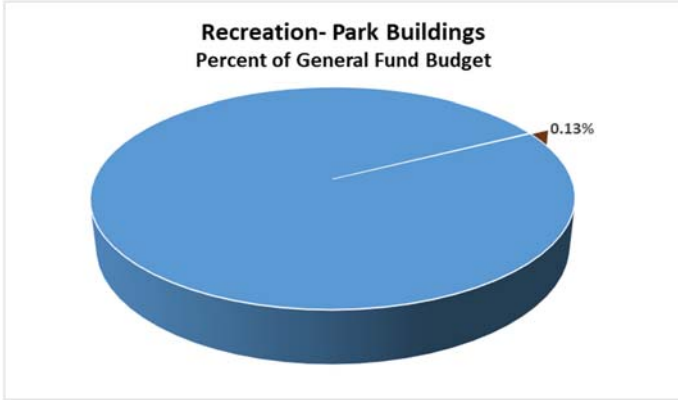
**FY 19-20 Objectives**

- Completed public-private partnership for the installation of lights on the Girls’ Water Tower Softball Field
- 

**Recreation - Park Buildings**

Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Part Time</u>				
Custodian	\$ 4,500	\$ 2,000	\$ 2,000	\$ 2,000
Total Part Time	4,500	2,000	2,000	2,000
Total Salary	4,500	2,000	2,000	2,000





**Budget By Category**

Recreation - Park Buildings	2017-18	2018-19	2019-20	2019-20	2020-21	FY20-FY21 VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
<b>Expenditures</b>							
Wages	-	-	2,000	2,000	2,000	-	0.00%
Employee Benefits	-	-	153	153	153	-	0.00%
Purchased Professional Services	13,527	13,290	16,350	16,350	16,500	150	0.92%
Purchased Property Services	20,612	19,478	23,250	23,250	23,000	(250)	-1.08%
Supplies	127,519	150,408	164,440	164,440	161,500	(2,940)	-1.79%
<b>Total Expenditures</b>	<b>161,658</b>	<b>183,176</b>	<b>206,193</b>	<b>206,193</b>	<b>203,153</b>	<b>(3,040)</b>	<b>-1.47%</b>
<b>Total FTEs</b>	-	-	-	-	-	-	

For line item detail budget see the Revenue & Expenditure Summary Section

**Mission**

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**Department Goals**

The primary goal of the Lapham Center is to provide the community with a broad based variety of activities that are responsive to the needs of the Adult and Senior Community that are inclusive of everyone regardless of economic status and at a reasonable cost.

**Summary of Major Responsibilities**

- Manage and supervise all instructional staff
- Organize and promote all programs that are offered to the adult community.

**Anticipated Operational Changes**

**Recent/New Programs and Initiative**

**Recent Departmental Recognitions**

**Major Departmental Challenges**

- To continue to provide a broad range of programs and incorporate new programing and activities

that will allow the community to make optimum use of their leisure time.

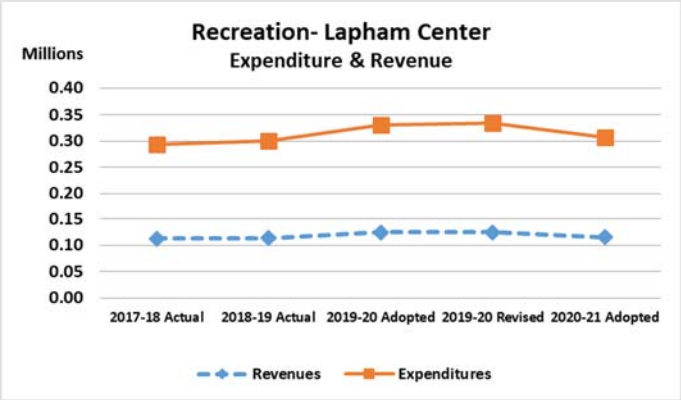
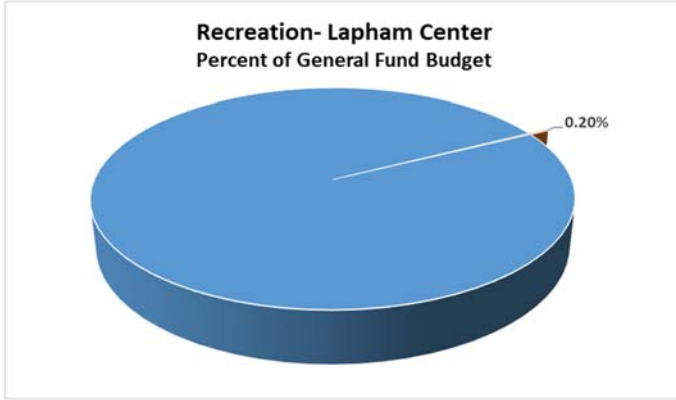
**FY 18-19 Accomplishments**

- Ran Comprehensive Medicare Part – D Workshop which saved 515 residents over \$185,000
- Organized Bi-monthly Medicare Part D counseling for residents turning 65 to help them navigate signing up for the program
- Partnered with “Staying Put in New Canaan” to offer programs of interest to the community. We had 27 Lunch and Learn sessions in FY19

**FY 20-21 Objectives**

- Continue to evaluate classes and programs and look for new offerings
- Continue to work with local organizations to provide programs and information for the adult population





**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED
<b>Recreation - Lapham Center</b>				
<b>Revenues</b>				
Charges for Services	112,227	113,039	124,250	124,250
<b>Total Revenues</b>	<b>112,227</b>	<b>113,039</b>	<b>124,250</b>	<b>124,250</b>
<b>Expenditures</b>				
Wages	253,731	259,376	278,378	283,085
Employee Benefits	19,144	19,749	22,096	22,272
Purchased Property Services	1,293	1,283	1,400	1,400
Purchased Other Services	5,603	5,155	9,000	6,596
Supplies	13,001	13,021	18,300	18,300
Miscellaneous	574	1,160	2,200	2,200
<b>Total Expenditures</b>	<b>293,347</b>	<b>299,743</b>	<b>331,374</b>	<b>333,853</b>
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**Budget By Category**

	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	VARIANCE %
<b>Revenues</b>			
Charges for Services	115,000	(9,250)	-7.44%
<b>Total Revenues</b>	<b>115,000</b>	<b>(9,250)</b>	<b>-7.44%</b>
<b>Expenditures</b>			
Wages	261,677	(21,408)	-7.56%
Employee Benefits	20,900	(1,372)	-6.16%
Purchased Property Services	1,400	-	0.00%
Purchased Other Services	5,850	(746)	-11.31%
Supplies	15,650	(2,650)	-14.48%
Miscellaneous	2,200	-	0.00%
<b>Total Expenditures</b>	<b>307,677</b>	<b>(26,176)</b>	<b>-7.84%</b>
<b>Total FTEs</b>	<b>2.00</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section



**Recreation - Lapham Community Center**

Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
<u>Full Time</u>				
Senior Service Director	1.0 \$ 93,841	1.0 \$ 95,952	1.0 \$ 98,255	1.0 \$ 78,000
Program Director	1.0 64,631	1.0 66,247	1.0 68,427	1.0 68,427
<b>Total Full Time</b>	<b>2.0 158,472</b>	<b>2.0 162,199</b>	<b>2.0 166,682</b>	<b>2.0 146,427</b>
<u>Part-Time</u>				
Part Time	110,000	112,500	113,000	113,000
<b>Total Part Time</b>	<b>110,000</b>	<b>112,500</b>	<b>113,000</b>	<b>113,000</b>
<u>Miscellaneous Pay</u>				
Overtime	1,500	1,000	1,000	2,250
<b>Total Miscellaneous Pay</b>	<b>1,500</b>	<b>1,000</b>	<b>1,000</b>	<b>2,250</b>
<b>Total Salary</b>	<b>269,972</b>	<b>275,699</b>	<b>280,682</b>	<b>261,677</b>



**Mission**

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**Department Goals**

The Civic Activities account provides a broad range of support services to a number of community events

**Summary of Major Responsibilities**

- Provide funding for Waveny Summer Concerts
- Support services for events held on Town Athletic Fields and for Family Fourth Celebration
- Support services for annual Memorial Day Parade and service at Lakeview Cemetery.

**Anticipated Operational Changes**

**Recent/New Programs and Initiatives**

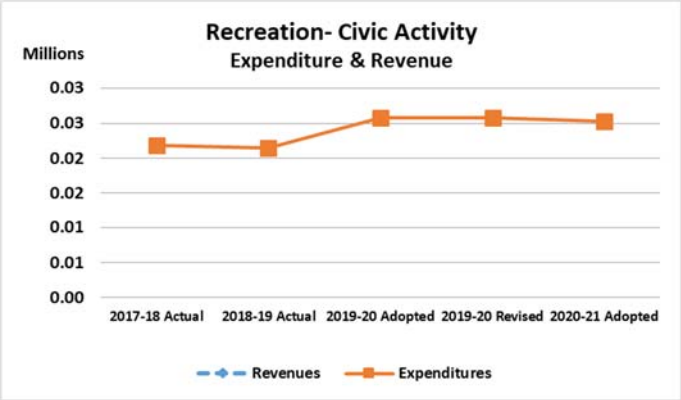
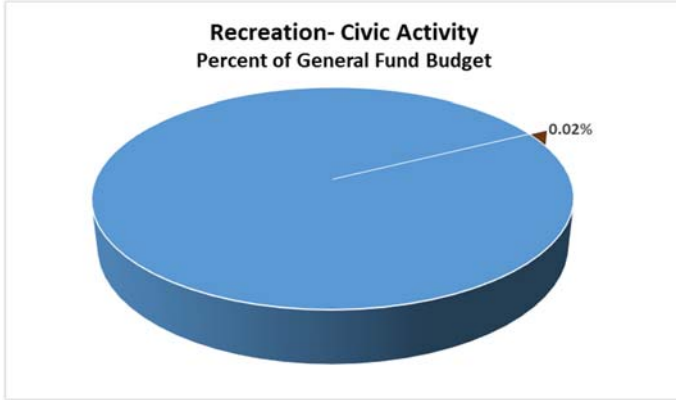
**Recent Departmental Recognitions**

**Major Departmental Challenges**

**FY 20-21 Objectives**

- Continue to offer vibrant Summer Concert Series for the Community with a variety of music
- Continue to provides services that are necessary for community programs to be successful





**Budget By Category**

Recreation-Civic Activity	2017-18	2018-19	2019-20	2019-20	2020-21	FY20-FY21 VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
<b>Expenditures</b>							
Purchased Professional Services	11,739	11,105	12,250	12,250	12,500	250	2.04%
Purchased Other Services	9,369	8,778	12,000	12,000	11,250	(750)	-6.25%
Supplies	735	1,549	1,500	1,500	1,500	-	0.00%
<b>Total Expenditures</b>	<b>21,842</b>	<b>21,432</b>	<b>25,750</b>	<b>25,750</b>	<b>25,250</b>	<b>(500)</b>	<b>-1.94%</b>
<b>Total FTEs</b>	-	-	-	-	-	-	

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**Department Goals**

- Kiwanis Park is a seasonal swimming facility that offers a fresh water pond with a sand beach, picnic pavilion with snack bar and a large playground. The swimming season runs from early June through late August

season, this will result in cost savings for staffing of the facility

**Recent/New Programs and Initiatives**

- Added (4) shade umbrellas to provide shade areas on the beach

**Summary of Major Responsibilities**

- Provide public swimming facility for residents of Town
- Provide swimming for Town Waveny Day Camp and New Canaan Day Care Center programs
- A portion of the Park is rented to the New Canaan YMCA for their Summer Day Camp Program
- Monitor well for water supply and chlorination equipment for water quality

**Major Departmental Challenges**

- Implement new programing that will attract residents to utilize the facility

**FY 20-21 Objectives**

- Develop programs and look into adding waterfront equipment that will make the facility attractive to swimmers
- Continue to provides services that are necessary for community programs that utilize the Park to be successful
- Reorganize hours of operation and adjust staffing levels to in order to recognize cost savings

**Anticipated Operational Changes**

- After review of hours of usage hours of operation will be changed for the 2020



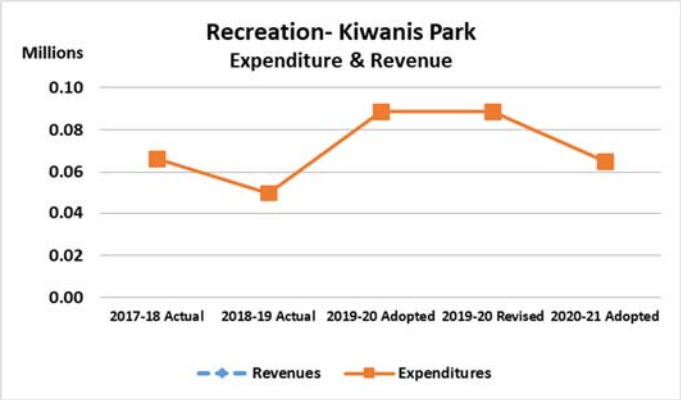
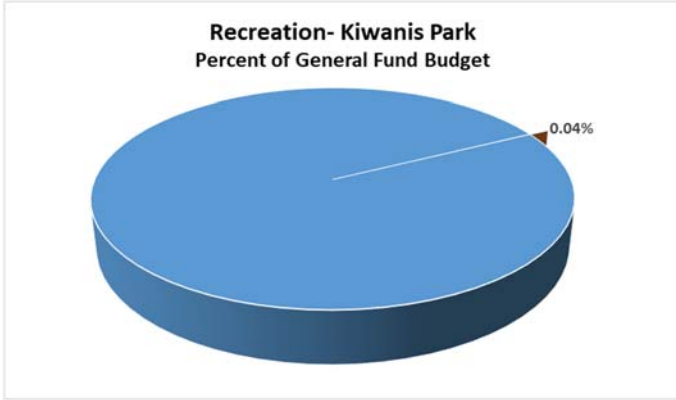


**Kiwanis Park**

Position Title	2017-2018 Revised	2018-2019 Revised	2019-20 Revised	2020-21 Adopted
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<u>Part Time</u>				
Aquatic Supervisor	\$ 14,700	\$ 15,500	\$ 15,500	\$ -
Lifeguards	33,050	34,250	34,250	38,250
Lifeguard Captain				
Gate Attendant Kiwanis	7,250	7,250	7,250	-
<b>Total Part Time</b>	<b>55,000</b>	<b>57,000</b>	<b>57,000</b>	<b>38,250</b>
<b>Total Salary</b>	<b>55,000</b>	<b>57,000</b>	<b>57,000</b>	<b>38,250</b>





**Budget By Category**

Recreation - Kiwanis Park	2017-18	2018-19	2019-20	2019-20	2020-21	FY20-FY21 VARIANCE	
	ACTUAL	ACTUAL	ADOPTED	REVISED	ADOPTED	AMOUNT	%
<b>Expenditures</b>							
Wages	40,473	26,318	57,000	57,000	38,250	(18,750)	-32.89%
Employee Benefits	3,104	2,038	4,361	4,361	3,750	(611)	-14.01%
Purchased Property Services	5,016	4,595	6,000	6,000	4,000	(2,000)	-33.33%
Supplies	17,870	16,742	21,530	21,530	19,000	(2,530)	-11.75%
<b>Total Expenditures</b>	<b>66,462</b>	<b>49,692</b>	<b>88,891</b>	<b>88,891</b>	<b>65,000</b>	<b>(23,891)</b>	<b>-26.88%</b>
Total FTEs	-	-	-	-	-	-	

For line item detail budget see the Revenue & Expenditure Summary Section

## **BOARD OF EDUCATION**

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**Brendan Hayes, Vice Chair**

**Jennifer Richardson, Secretary**

**Dionna Carlson**

**Carl Gardiner**

**Bob Naughton**

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**Sheri West**

## **CENTRAL ADMISTRATION**

**Bryan D Luizzi, Ed. D.**

Superintendent of Schools

**Jo-Ann Keating, Ed.D., SFO**

Director of Finance and Operations

**Jill Correnty, Ed. D**

Assistant Superintendent for Curriculum & Instruction

**William, Tesbir**

Assistant Superintendent for Pupil Personnel & Family Services

**Darlene Pianka**

Director if Human Resources

**Tracy Haberman**

Budget Director

## **NEW CANAAN PUBLIC SCHOOLS 2019-2020 PROPOSED BUDGET**

Dear New Canaan Board of Education and New Canaan Community,

It is my great privilege to present to you the Superintendent's Proposed Operating and Capital Budgets for the New Canaan Public Schools 2020-2021(FY21) fiscal year.

We believe that educating students is the most important work on the planet, and we approach each day with the passion and zeal that this responsibility deserves. We are wholeheartedly committed to providing an exceptional educational experience for every student, and we anchor our efforts in rigorous standards of performance in an engaging, caring and supportive environment. Every day in our schools students are learning, growing, and exploring. Classrooms are no longer didactic places where teachers are the "sage on the stage" and students are the "empty vessels" waiting to be filled. Indeed, our core beliefs agree with the poet Yeats who said, "Education is not the filling of a pail but the lighting of a fire!". To kindle a fire in every student, we provide active, engaging, and inquiry-based educational experiences focused on the acquisition of knowledge and skills relevant for today's and tomorrow's world.

Our district-wide efforts have yielded outstanding results through the years, and the New Canaan Public Schools has a well-deserved state and national reputation as a premier school system. This success flows from our classrooms, where world-class faculty and staff are engaged with our students every day in the instructional core (students – teachers – content). Supporting this work, our engaged parent community provides a wide array of outstanding opportunities and support for our students, in and out of the classroom. And at a macro-level, the entire New Canaan community provides resources and positive support as we strive ever forward in our mission to sustain the excellence of the New Canaan Public Schools while continually improving and responding to changing times and an uncertain future. This powerful collaborative relationship, between schools, parents, and the community, has yielded impressive results, and has empowered the NCPS to consistently place among the very best in the state and nation. It is our mission, and our commitment, to continue delivering the very highest level of service to every one of the students in our care.

The Board of Education, administration, faculty, and staff are committed to maintaining and, where appropriate, increasing the breadth and depth of programs and opportunities available to students; simultaneously, we also recognize our responsibilities as stewards of all of the district's resources, financial, facilities, and otherwise. Over the past decade, we have expanded our programs to include areas of high interest and relevance for today's learners while continuously reviewing existing programs for effectiveness. Those that are no longer effectively meeting our goals are reduced or eliminated in order to maximize the impact of available resources across our schools and district. In all that we do, we are dedicated to meeting and exceeding the high expectations and standards of the New Canaan community as we prepare our students for the complex, dynamic, and exciting future ahead.

The New Canaan Board of Education is an active participant and partner in this work, and as such it remains a model for the state and country. Our nine (9) member volunteer Board brings a wealth of knowledge and experience to the governance of the school district. As volunteer members of an elected Board, each member actively and thoughtfully serves the school system and community with the highest integrity. Their outstanding efforts contribute to and reflect the excellence of our school system, and their ongoing work directly impacts the quality of the educational experience for all of our students; as Superintendent, I am honored to work alongside such dedicated, professional, compassionate, and insightful community members.

The New Canaan Public Schools is guided by our District Goals and related indicators, which the administrators, faculty, and staff continuously translate into action at the building and classroom levels. In the Spring of each year, these goals and indicators are reviewed, revised, discussed, and approved by the administration. Afterwards, they are presented to the Board of Education for discussion, and after two readings and careful consideration they are revised, approved and accepted by the Board. Once accepted, plans are

established to actualize the high expectations articulated in the document, and to identify meaningful indicators of progress to be shared publicly. Throughout the course of the year, presentations at Board of Education meetings provide updates and feedback to the Board and the public regarding progress on these goals, and as the year concludes, a process of reflection, refinement, revision, and reaffirmation flows into the revision cycle for the following year. This structure has served the district extremely well through the years. It provides clear and actionable guidance for the work of the district while empowering the professionals at the district, building and classroom level to determine the best pathways to reach each expressed outcome on behalf of our students.

A school district's budget is much more than a spreadsheet; along with the representations of resource allocations, it also contains within it an expression of the mission, vision, values, and goals of a school system. In essence, it serves as a policy document representing the district's beliefs about students and learning. In recognition of the budget's significance, the administration and Board of Education take a systematic, purposeful approach to budget preparation. Early in the process, Budget Assumptions and Related Priorities are developed, refined, and shared as a guide to budget development. These Budget Assumptions flow directly from the District Goals, which helps ensure that all budget requests are directly tied to the district's strategic priorities in the year ahead. By using the Budget Assumptions as a guide, the community's values and beliefs about learning remain forefront throughout the process. As the budget process has unfolded for the 2020 – 2021 school year, we have dedicated our efforts to maintaining the quality of each program, containing operational budget drivers wherever possible, continually adapting and adjusting to changing enrollment and demographic patterns, identifying high-leverage program areas for enhancement and support, and resourcing the initiative focused on aligning school schedules to optimize student learning.

This process of budget development, approval, and adoption purposefully provides multiple opportunities for stakeholders to provide input and feedback. This initial Superintendent's Proposed Budget will be shared with the Board of Education on Monday, January 6, 2020. Subsequently, there will be several opportunities for parents to learn about the budget, including joint meetings of the Elementary PTC's on January 7, 2020, at 9:30 at East Elementary School, January 15, 2020, for the Saxe PTC and NCHS PFAs, in the Wagner Room at 9:30, a public hearing on Monday, January 13, at 7:00 in the NCHS Wagner Room, and the second reading of the budget by the Board of Education on Tuesday, January 21, 2020.

Upon adoption by the Board of Education on January 21, 2020, the budget transitions from the Superintendent's budget to the Board of Education's Budget. The Board of Education's Budget will then be shared with the Board of Selectmen at 8:30 A.M. on January 23, with an overview of the operating budget and a closer look at capital project requests.

On February 11, 2020, we will present the Board of Education's Budget to the Board of Finance, as we continue our discussions of FY21 together. Throughout February, the Board of Finance will dialogue with the Board of Education about the budget proposal; on March 3, 2020, the BOF will hold a public hearing for community members to share their feedback, and on March 5, 2020 the BOF will vote on a budget to move forward.

The Town Council will hear a presentation of the Board of Education's Budget on March 18, 2020, and the subsequent TC meetings will focus on the totality of town budgets for 2021. A public hearing is scheduled for March 31, 2020, with the TC, and the it concludes the vetting and approval process with its final vote, which is scheduled for April 2, 2020.

Throughout the process, over 17 budget-focused meetings provide for an inclusive process that provides numerous feedback opportunities for all stakeholders. While this process takes stamina and perseverance, it successfully provides many informative opportunities for the Board of Education to share its strategic priorities and focus with all members of the community; which, in turn, informs all stakeholders so they can better understand and support our mission on behalf of the children in our care.

A Board of Education's budget is primarily comprised of two parts, operating and capital. The operating budget is the financing required to run the schools and district each year – in essence, what is required to “operate” the district. Board of Education operating budgets in Connecticut are structured into eight “objects,” which are: Salary, Benefits, Contracted Services, Property Services, Supplies, Purchased Services, Equipment, and Other. The state gives Boards of Education autonomy over the management of their operating budget, which empowers districts to be responsive to changing conditions in the course of a year on behalf of students and the schools. Unlike the operating budget, the capital budget is the financing required to maintain the town and district's investments in facilities, technology, and other areas. The capital budget funding is managed at the town level, and the Board of Education submits requisitions to the town to expend the money that has been put aside for these approved purchases and expenditures. Since both budgets are required to successfully operate and sustain a school system, they are both included in the superintendent's budget proposal, and both are part of our presentations to the boards and community.

The FY21 Superintendent's proposed operating budget is \$92,775,764, a difference of \$1,340,809 from the adopted FY12 budget, representing a 1.47% increase over the current year.

The education of children is a “people business” – as such, the largest items in the operating budget are salary and benefits for the district's over 740 certified and non-certified employees.

Salary for the district's over 740 employees is the largest account in the budget, comprising 65% of the overall budget. This account is increasing by \$2,213,487 million, an increase of 3.71% year to year.

We continue to actively pursue cost containment measures to best manage the insurance costs for the approximately 660 staff members in the plan. In recent years, these efforts have yielded positive results, and this budget captures a significant savings in this area. Thanks to the good work of the Board and the cooperative partnership with our employee unions, along with positive experience over the past few months, this budget captures a \$1,927,153 savings in employee benefits, which is a 12.87% decrease in costs.

Since the Spring of 2017, the district has been engaged in a process of learning about the impacts of sleep on student health and wellness. As we learned more about this connection, we committed to developing and considering alternative scenarios for school start and end times, with a focus on improving student wellness. This initiative is described in detail below; for budgetary purposes, it adds \$954,521 to the Superintendent's budget proposal.

The remaining budget objects (Contracted Services, Property Services, Supplies, Equipment, other) represent only 8% of the total budget; combined, they are increasing by \$20,881, or 0.2%.



## Salary

As is common in school districts, employee costs (salary and benefits) are the largest budget items and most significant drivers of the budget. Education, after all, is people business, and human capital is our most important asset. Combined, employee costs represent 81% of the \$92,775,764 budget (\$74,880,242). The salary budget consists of contracted wages for the NCPS's six (6) bargaining units, unaffiliated employees, and other positions based upon enrollment and demographic needs. Additionally, salary costs include substitute costs, overtime, and other salary related items. For example, "grid progression" is the change in salary earned by teachers who have received additional degrees related to their service in the NCPS and is included in the so-named budget line. As another example, costs associated with salaries for unaffiliated employees and any non-certified bargaining unit that may be in negotiations when the fiscal year begins are included in the "Salary Adjustments" budget line. The table below identifies notable changes in salary costs for current staff:

Bargaining Group	Salary Increase
Teachers	\$230,535 (GWI)
	\$993,105 (step movement)
	\$110,087 (grid progression)
Administrators	\$79,392
Custodians	\$51,962
Secretaries	In negotiations
Paraprofessionals	In negotiations

Each year, teachers retire from the school district and new teachers are hired in their places. In the recent past, these numbers have fluctuated from a low of two (2) teachers to a high of fourteen (14). When the district hires new teachers, oftentimes the new teacher will be at a lower salary than the retiring teacher, and that savings is realized in the salary account of the budget. In reviewing this turnover differential through the years, the district has found that savings average approximately \$34,000 for each retired teacher in the salary account. However, there are some important caveats to this number. First of all, savings are not always available when a teacher retires. Indeed, in several disciplines, a teacher shortage has made it increasingly difficult to recruit and hire, and often the district is hiring experienced teachers away from other districts who are on the same salary level as the retiree. The pool for qualified teachers in World Languages, the Sciences, Speech Language, Administration, and Special Education has always been shallow; in the past few years, the district is also finding other subject areas are experiencing the similar shortages of qualified applicants.

A second caveat to this savings is the other related costs incurred outside of the salary account whenever we onboard a new employee. Just as private employers have onboarding costs associated with training and developing new employees, the NCPS invests in supporting the ongoing training and development of all staff members, and in particular, the newest faculty joining our district. Therefore, while there may be a savings in the salary account, other costs, such as tuition reimbursement and grid progression, can be substantial, and diminishes overall savings. In light of these factors, this budget includes a \$125,000 reduction for turnover savings, which is reduced from the overall budget request.

### *Staffing and Enrollment*

Enrollment in the elementary school program is projected to decrease by approximately 18 students in 2020-21. Staffing is driven by enrollment; with three elementary schools, however, it is important for the district to continually monitor enrollments at each grade, as an unanticipated variation of only a few students at any grade level can result in a need to add staff in order to stay within Board of Education established class size guidelines. As a result, this budget anticipates a 1.2 FTE increase in the elementary schools by including an enrollment variability adjustment reduction of 2.4 FTE somewhere across the elementary grades to be determined later. If we were to strictly abide by the projections, we would be increasing a total of 3.6 FTE; however, given our experience, the school-based enrollments have a wider variability than the district overall, and we are reasonably confident that a -2.4 FTE enrollment variability assumption is warranted.

At Saxe Middle School, enrollment projections indicate a modest decrease of eight (8) students in the overall student body. However, it is important to review the distribution of students by grade, which tells a more informative story. In 2020-21, our demographers have projected a decline of 47 students in 7<sup>th</sup> grade next year, as a smaller class moves up through the grades. In response, this budget is decreasing 7<sup>th</sup> grade staffing by 1.8 FTE, with the additional 0.2 FTE being maintained to alleviate the class size issues in advanced mathematics classes in the grade level. While this reduction of staffing is challenging to the team model, we nonetheless feel it is appropriate given the projected class sizes and our responsibility to continually maintain an efficient program that delivers excellent results.

New Canaan High School enrollment is anticipated to increase by 18 students next year, with the largest cohort of students in the district moving from 11<sup>th</sup> to 12<sup>th</sup> grade in the fall. Over the past few years we have continued to expand our programming at NCHS, and our students have found our Social Studies electives to be particularly appealing. Student interest in this programming is driving this year's budget request for 1.0 FTE in the Social Studies department at the high school. In the past years we've addressed student enrollment needs by adding fractional FTE's at NCHS (World Languages and Science), and after careful analysis the gradual increase in enrollment has grown this current need.

### *Out of District Tuition Costs*

Working together with the town, several years ago the Board's out-of-district-tuition account was fully funded at the level of anticipated need. Collaboratively, the town and the Board agreed that the same-year excess costs grant received by the town from the state would be available to the Board of Education if needed, and every year the remainder would be recorded as a revenue by the town. In recent years, the excess cost grant has exceeded \$1,000,000; this past year, the Board requested and received approximately \$160,000 to be made whole on out of district tuition costs, with the remainder of the grant going into New Canaan's General Fund as agreed. The Superintendent's budget proposal again fully-funds this out of district tuition account, which totals \$4,709,218.

### *Employee Benefits*

The Board of Education has managed a self-insured health insurance plan with great success for many years. After recent negotiations, every bargaining group has transitioned to a High Deductible Health Plan (HDHP) with a Health Savings Account (HSA). The district's HDHP is, in many regards, a mutually beneficial health insurance plan. Participants can invest tax-free into their HSA accounts, unused balances accrue and are portable, and our carrier, Cigna, has an expansive network of providers. Importantly, the New Canaan Board of Education plan is structured differently from most in the state in a fundamental way. In past negotiations with the teachers, an arbitrator awarded the district a design change that added a 90% / 10% coinsurance, up to an established maximum, for health-related services beyond the deductible. This design change is included in all HDHP plans in NCPS, and is a cost containment measure that has helped ensure the sustainability of the program by reducing overall plan costs. Furthermore, the partnership between the district and its employees



is demonstrated by the cooperative approach that's been taken towards premium contributions by the various groups. In 2020-21, premium contributions from employees will be:

	Plan Design	Premium Contributions
Teachers	HDHP	20%
Administrators	HDHP	21%
Custodians	HDHP	20%
Food Service	HDHP	In negotiations
Secretaries	HDHP	In negotiations
Paraprofessionals	HDHP	In negotiations

As a significant cost driver, the district closely manages health benefits as a key lever for budgetary control. To better understand how the district manages and budgets for health benefits, please see the corresponding section of this budget book.

*Aligning School Schedules to Optimize Student Learning*

Since April of 2017, the district and the Board have been engaged in learning about the connections between sleep, school start and end times, and student wellness. Throughout the process, we have been open to and inviting of public participation, with public hearings, three community wide surveys, several focus groups with over 100 participants representing all stakeholders, monthly updates at formal Board of Education meetings, and numerous discussions and debates. In alignment with our work, a grass-roots community effort has worked to educate the community through speakers, petitions, online newsletters, and other venues. Over the past 2+ years, we have learned about the strong connection between sleep and wellness, and also have learned about the complex challenge of changing the start and end times at our schools.

Early in the process, the administration visited with the staff at each school for feedback and suggestions. Several key suggestions were raised, including the value of concentrating elementary learning time in the morning (currently 2 schools are in session until 3:35) due to children's stamina at the youngest ages. Additionally, we heard about traffic challenges in and around New Canaan, the advantages to aligning the schedules for the three elementary schools, the desire to align Saxe to one start/end time (they currently run an upper division (7/8) separated 45 minutes from the lower division (5/6)), and the challenges of changing end times for student-athletes. This feedback, along with feedback from parents, students, the community, and others, has all been carefully considered and, where possible, incorporated into the proposal that the Superintendent's budget contains.

As we have developed this proposed scenario, we have focused on aligning school schedules in order to optimize student learning. By alignment, we are referring to the alignment of the three elementary schools, the alignment of the 7-12 grades with research and recommendations from major medical groups (CDC, CDC; American Academy of Child & Adolescent Psychiatry; American Academy of Pediatrics; AMA; American Psychological Assoc.; National Educators Assoc.; National Assoc. of School Nurses; National Sleep Foundation; National Parent Teacher Assoc., and others), and the alignment of our elementary tier with the feedback from our educational professionals, who consistently shared that elementary students learn best in the morning, and that late afternoon instructional time was disadvantageous for this age group.

After thorough discussion and careful consideration and after receiving guidance from the Board of Education throughout the process, the Superintendent’s Budget Proposal for 2020-2021 includes the following scenario:

Tier	School	Start Time	End Time
1	East	7:45	2:15
	South		
	West		
2	NCHS	8:30	3:00
	Saxe Upper Division (7/8)	8:35	3:05
3	Saxe Lower Division (5/6)	9:15	3:45

The challenges with making such a change loom large; however, given the research the district and Board have conducted over the past years, bringing a new model of school start and end times forward in this year’s Superintendent’s Budget is the right thing to do on behalf of our students and the community. The constraints we’ve worked through include the size of New Canaan (125+ miles of roads), the location of our schools (grouped in Southern NC), the speed limits on our roads (most are 25 MPH), and the traffic conditions that buses contend with each day. Working within these constraints, we have developed this scenario, which we believe to contain advantages for students at all levels, for consideration in the budget process.

There are several dimensions of costs associated with this proposal, focused on staffing and busing needs. Since the district is currently sharing staff among its elementary schools and Saxe, there’s an assumption of a 1.0 FTE need to replace the shared staffing, since the schedule alignment would no longer accommodate shared staffing. Additionally, since the elementary schools are dismissing first in this scenario, we are anticipating a need to provide additional hours for a Teaching Assistant at South to receive elementary students whose parents/guardians are not present to accept them after school. While this does not happen daily, it occurs often enough to warrant consideration and some additional funding. The bulk of the cost comes from the need for additional buses, since the first tier becomes significantly larger by adding all three elementary schools together. Our planning has demonstrated the need for seven (7) additional buses for this scenario, which would cost approximately \$733,498, and two (2) additional drivers for our in-district STV fleet. Therefore, the total budgetary impact of this initiative in the FY 21 budget is anticipated to be approximately \$954,521.

For more information on this initiative, please visit our website, [www.ncps-k12.org](http://www.ncps-k12.org), where you'll find an entire section dedicated to our efforts, including links to resources and past surveys, presentations, and discussions.

### *Budget Efficiencies*

In our work, we are continually identifying and evaluating potential cost savings opportunities, and this year's Superintendent's Budget Proposal once again includes several notable examples. In particular, we are realizing savings by in-sourcing select functions, such as special education transportation, maintenance, printing, and special education specialized services. Additionally, the Board continues to benefit from the conversion to natural gas, and now solar, for our buildings. In the year ahead, we anticipate Solar installations at East, West, and Saxe schools, with long-range plans including NCHS and a co-generation effort at Saxe and NCHS. Moving our bus fleet to propane has been another efficiency, as has our work to replace our lighting fixtures with low-consumption LED lights at the elementary schools and to install load-balancing equipment to manage potential energy spikes and consumption. Regardless of whether they save the district money or "bend the curve" on expenditures, we continually evaluate all opportunities for savings as we focus on balancing excellence with efficiency.

### *Board of Finance Budget Guidance*

In the Fall, the Board of Finance issued budgetary guidance to the Board of Education and other town bodies requesting especially tight fiscal prudence this year due to a confluence of unpredictable and uncontrollable factors anticipated in the next fiscal year. In particular, the Board of Finance is concerned with the recent revaluation of property, the subsequent recalculation of the town's Grand List, the town's accumulated debt, the possibility of increasing taxes in order to help Connecticut balance its budget, and changes in the real estate market driven by the revaluation. This environment has led the Board of Finance to issue budgetary guidance meant to help ensure sustainability of programming to all town operations, including the Board of Education. After careful review and consideration, this year's target from the Board of Finance requests that the Board of Education do its utmost to bring the 2020-2021 budget in at or below 1.5%. After months of careful work and positive experience in our health insurance and benefits accounts, we are proud to have met and exceeded the 1.5% target.

### **Capital Budget**

The capital budget request in the Superintendent's Budget Proposal includes Facilities, Technology Services, and Special Education Transportation vehicles. The district maintains a 5-year Capital Plan, which it regularly reviews and adjusts based on need and priorities. In building this budget, great care was taken to identify items that could be deferred to the future, and other urgent items were accelerated as needed.

### *Facilities*

The facilities capital budget includes the building needs for each of the district's five (5) schools, and totals \$8,325,750 for 2020-2021. Several of these budgets (East, West, NCHS) include parking lot paving (\$1.3 million), which has traditionally been managed by the town through the public works budget. Additionally, having replaced the South Elementary School roof in the summer of 2019 (FY20 budget), the East Elementary School roof is included in the FY21 capital budget, at an expected cost of \$2 million. Other large items include a chiller replacement at West (\$290,000), Co-Generation plants at Saxe and NCHS (\$2.1 million), and energy conservation efforts (\$850,000). If the town funds the Co-Generation plant at Saxe, there is no need to budget for a \$463,125 boiler replacement in future years. Both the co-generation plants and the energy conservation efforts will result in long-term savings for the district.

This year's facilities budget also includes a newly accelerated item, the planetarium at NCHS. New Canaan students are quite fortunate to have a planetarium in their high school; while it has performed admirably through the years, the need and opportunity for an upgrade and refurbishment have become very apparent in recent years. The projector, which was installed in 1970, continues to provide a "traditional" planetarium experience; however, after participating in a demonstration of current technology at NCHS last year, we learned of the multi-disciplinary opportunities a new projector provides. Since the new projectors are high-resolution digital, they transform the planetarium canvas into an immersive experience across disciplines. Additionally, the seats in the planetarium, along with the sound system, are original; refurbishing the space and upgrading the projector will provide us with an outstanding educational space for students of all ages in multiple disciplines; additionally, we anticipate that it will become a community resource for years ahead. The money in the budget (\$550,000) represents a portion of the total anticipated costs of the project, and we anticipate the remaining costs would come from fundraising by our parent groups and other interested parties. The planetarium provides another powerful opportunity for us to provide a world-class educational opportunity to all of our students, and we are eager and excited to partner with the town and the community to bring this wonderful resource into the 21<sup>st</sup> century.

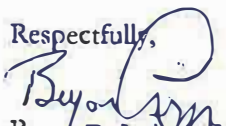
#### *Special Education Transportation*

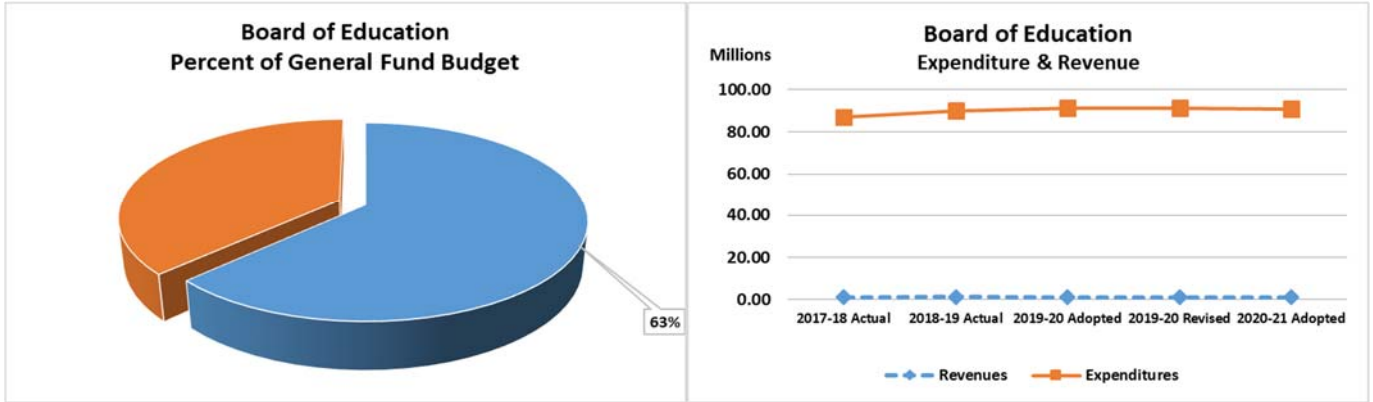
The requests for replacement vans for the in-house transportation department are consistent with the long-term replacement schedule disseminated during past budget cycles. Due to their age and the significant daily use required, these vans accumulate significant miles, and repair costs on these vehicles continue to increase. Therefore, in this budget we are proposing funding to replace three of the oldest and least reliable vehicles in the fleet. This request keeps the district aligned with the previously disseminated and agreed upon replacement schedule with a 7-year lifecycle for each vehicle, and continues to support the district's responsibilities to provide a consistent and safe transportation system for our special education students in need. Of the three requested vehicles, one is a wheelchair capable van, which accounts for the slightly higher cost (\$15,000) for one of the three. Overall, the request is \$165,000 for the three vehicles.

The third element of the capital request is for technology purchases, which is done through a four-year lease arrangement with the town. This year's request totals \$150,000, which equates to approximately \$600,000 in spending power for the 2020-21 school year. In the proposed budget, we must account for the previous three years of lease spending as well, which brings the total cost to \$621,878 for next year.

#### *Summary*

The Superintendent's Proposed 2020-21 Budget meets our contractual obligations, state and federal mandates, and our commitment to the community to continue providing a high-quality program on behalf of every child in our care. By balancing excellence with efficiency, we provide a world-class educational experience to our students in a cost-effective, sustainable manner. I encourage you to learn more about this budget proposal online at our website (<http://ncps-k12.org>), and to participate throughout the process by attending meetings and communicating with town representatives. As you learn about the Superintendent's 2020-21 Budget, please keep in mind that education, at its core, is not an expense but an investment. An investment in our children, in our community, and in the future.

Respectfully,  
  
Bryan D. Luiza, Ed. D.  
Superintendent of Schools



**Budget By Category**

Board of Education	2017-18	2018-19	2019-20	2019-20	2020-21	FY20-FY21 VARIANCE	
	ACTUAL	ACTUAL				ADOPTED	REVISED
<b>Revenues</b>							
Intergovernmental Revenues	1,084,472	917,132	1,000,000	1,000,000	1,000,000	-	0.00%
Charges for Services	2,952	226,181	-	-	-	-	-
<b>Total Revenues</b>	<b>1,087,424</b>	<b>1,143,312</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>-</b>	<b>0.00%</b>
<b>Expenditures</b>							
Group Insurance-BOE	11,230,902	11,991,285	12,289,526	12,289,526	9,758,415	(2,531,111)	-20.60%
Expense Summary	75,625,992	77,772,202	79,145,162	79,145,162	81,122,213	1,977,051	2.50%
Board Of Education Carryover	150,811	246,605	-	-	-	-	-
<b>Total Expenditures</b>	<b>87,007,705</b>	<b>90,010,092</b>	<b>91,434,688</b>	<b>91,434,688</b>	<b>90,880,628</b>	<b>(554,060)</b>	<b>-0.61%</b>

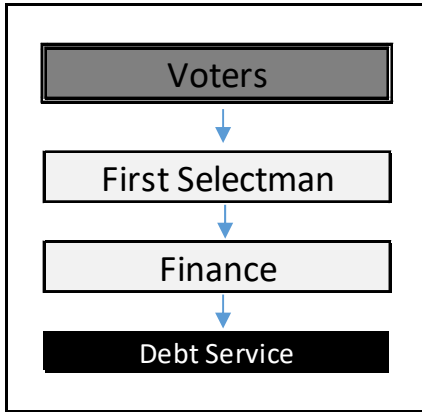
For line item detail budget see the Revenue & Expenditure Summary Section





**Mission**

To provide for general accounting, budget development and control, financial reporting, management of Town funds and debt management.



Each bond issue constitutes a general obligation of the Town, meaning the investors are protected from default risk by a pledge of the Town’s full faith and taxing power. During the most bond rating in October 2018, Moody's Investors Service assigned an “Aaa” rating to the Town of New Canaan.

Moody’s most recent rationale for the rating was: *“the “Aaa” rating reflects the town's favorable location in Fairfield County, supported by a strong tax base and extraordinary resident wealth and income. The “Aaa” rating further takes into account the town's strong management team which has consistently maintained stable financial operations and healthy reserves. Further, the rating incorporates modest long-term liabilities for debt service, pension, and OPEB and the town's modest exposure to the fiscal uncertainties of the State of Connecticut (A1 stable)”.*

**Bond Funding**

The Town issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds are direct obligations of the Town and pledge the full faith and credit of the Town. The City also chooses to use bonds when projects are so large, it would never be feasible to save up enough money to pay in cash. The smaller annual debt payments are manageable. It’s also about fairness. If the useful life of a \$1 million building improvement is 20 years, why should today’s residents pay 100% of the cost of 1/20th of its use? By spreading out financing, the cost is distributed more fairly across time, and shared equally among the people who receive a benefit from the improvement. Of the \$18.33 million approved FY 20-21 Capital Improvement Plan, \$14.1 million (77%) is designated to be bonded. The Summary of the 5 Year Capital Program includes a breakdown of all FY 20-21 approved projects and their funding sources.

The actual timing of bond issuance to fund a portion of the CIP depends on the pace of project completion. Typically, the Town provides temporary financing of projects with available cash balances and issues the bonds at the conclusion of the project when long-term debt requirements can be precisely determined. In these instances, the bond proceeds are used to replenish the cash balances that provided temporary financing for the project.

	<b>Rating Categories</b>		
	<b>Moody's</b>	<b>S&amp;P Global</b>	<b>Fitch</b>
Best Quality	Aaa	AAA	AAA
High Quality	Aa1	AA+	AA+
	Aa2	AA	AA
	Aa3	AA-	AA-
Upper Medium Grade	A1	A+	A+
	A2	A	A
	A3	A-	A-
Medium Grade	Baa1	BBB+	BBB+
	Baa2	BBB	BBB
	Baa3	BBB-	BBB-

**Debt Management Committee**

- Establish debt management guidelines to provide parameters and direction regarding decisions on capital expenditures and the means to fund them
- Maintain a comprehensive approach to capital project financing, which is based on economic considerations of affordability and the establishment of capital development needs and priorities
- Provide guidance to decision makers regarding the timing and purposes for which debt may be issued, types and amounts of permissible debt financing, methods of sale that may be used, and structural features that may be incorporated
- Underscore the Town’s commitment to the strategic management of its capital financing process
- Identify the acceptable parameters of debt issuance and management
- Provide a framework for monitoring capital financing practices and results
- Provide parameters for Town officials, department managers, and constituents regarding appropriateness of debt financing

**Debt Ratios**

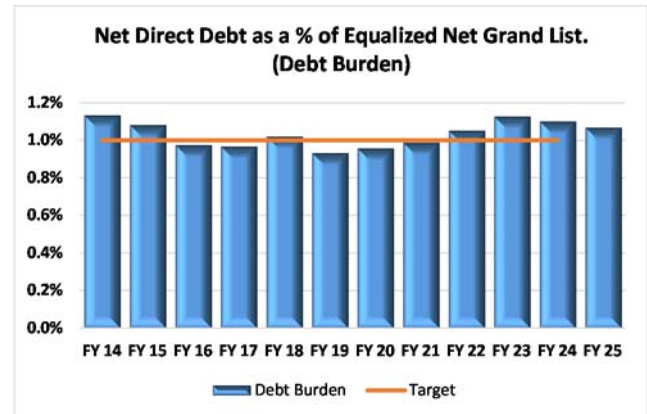
The following ratios and benchmarks outline the guidelines established by the Debt Guidelines which

guide the Town in maintaining its debt to manageable levels.

Recognizing that financial metrics are widely utilized in the evaluation of credit worthiness, the following ratios will be considered by the Town on a current basis and on a five-year look back when assessing the Town’s debt capacity. These guidelines suggest that the Town reduce the amount of debt it assumes going forward and provided the metrics from which debt can be measured

i. Debt Burden

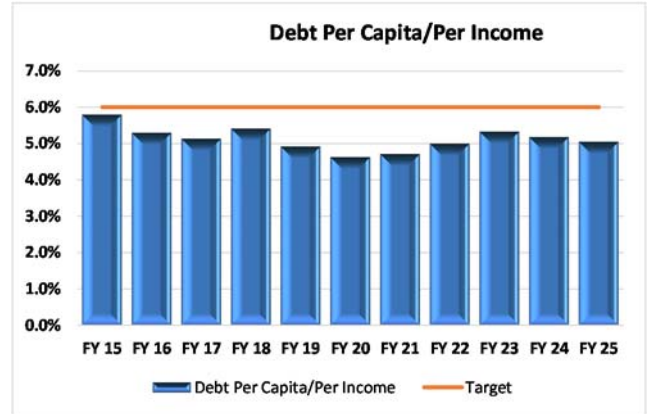
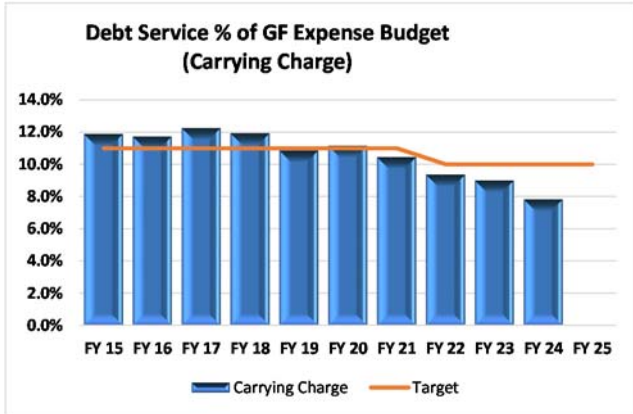
Net Direct Debt as a percentage of Equalized Net Grand List. The Town’s Debt Burden ratio should not exceed 1.25%, with a target ratio level approximating the rolling average of the prior 5 fiscal years.



ii. Carrying Charge

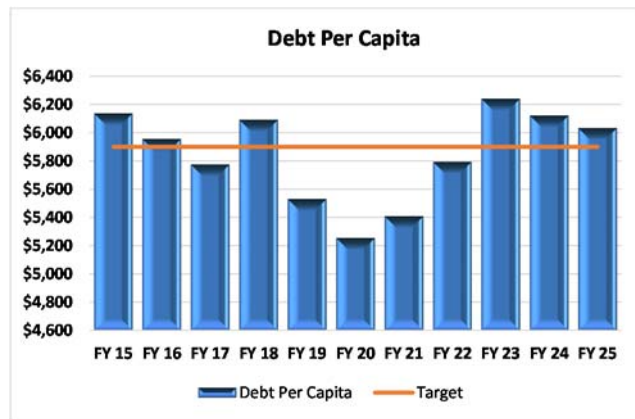
Annual Debt Service as a percentage of General Fund operating budget expenditures. The Town’s carrying charge for annual debt service should not exceed 15% with a target level not to exceed 11% within two to three years from the date of implementation of these Guidelines, and below 10% within five years from the date of implementation of these Guidelines.





iii. Debt Per Capita i.

Net Direct Debt per resident. The Town’s Debt Per Capita ratio should not exceed 125% of the rolling average of the prior five fiscal years, with a target level approximating the rolling average of the prior five years.



iv. Debt Per Capita/Per Capita Income

Net Direct Debt Per Capita as a percentage of Per Capita Income. The Town’s per capita debt as a percentage of its per capita income should not exceed 8.5% with a target level approximating the rolling average of the prior five fiscal years.

Other Funding

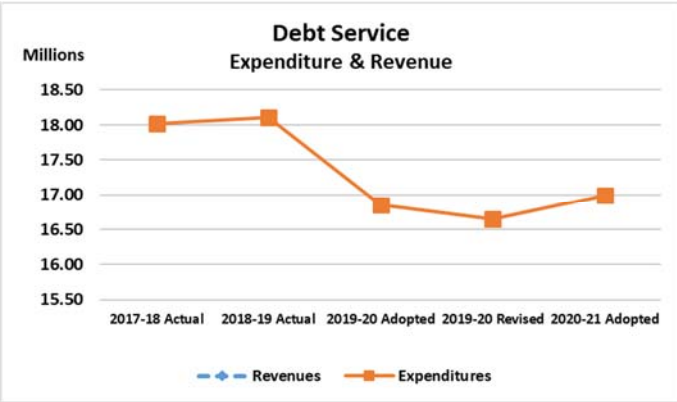
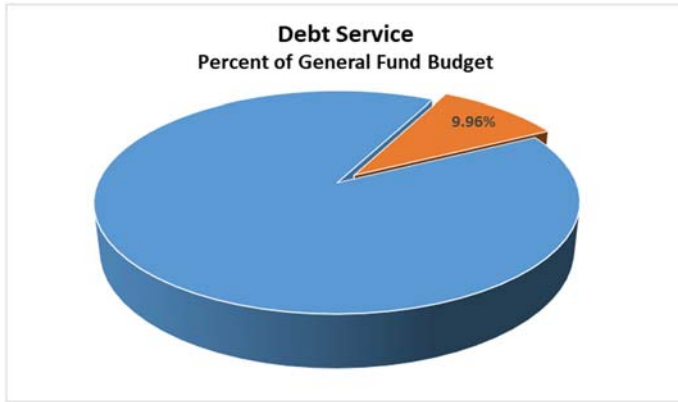
The Town occasionally successfully applies for various Federal and State grants and also receives donations from a variety of sources to fund capital projects. These grants and donations are accounted for separately for appropriate audit tracking, but the projects are managed by the Town. The approved FY 19-20 Capital Budget allocates \$3 million from the Special Bond. These funds were earned over time from successful completion of bonded projects that came in under budget and credits due from interest rate savings from re-funding. These funds are allowed to be applied towards new and existing projects and provide an alternative source of project funding. Of the \$10.5 million approved FY 19-20 Capital Improvement Plan, \$3.5 million (33.5%) will be funded from sources other than new bonding and exiting tax funding. The Summary of the 5 Year Capital Program includes a breakdown of all FY 19-20 approved projects and their funding sources.





General Obligation Bonds- Payments to Maturity					
Governmental Activities General Obligation Bonds			Governmental Activities General Obligation Bonds		
Year End	Principal	Interest	Year End	Principal	Interest
2021	\$ 12,325,000	\$ 4,315,288	2031	3,885,000	573,175
2022	12,510,000	3,732,388	2032	2,315,000	459,375
2023	11,695,000	3,145,513	2033	2,320,000	376,875
2024	11,945,000	2,598,888	2034	2,325,000	293,481
2025	10,795,000	2,111,488	2035	1,635,000	223,094
2026	7,430,000	1,676,988	2036	1,535,000	168,806
2027	7,465,000	1,391,575	2037	1,535,000	116,819
2028	5,655,000	1,108,225	2038	1,070,000	64,756
2029	4,805,000	899,275	2039	515,000	25,875
2030	4,170,000	728,800	2040	395,000	7,900
				<b>\$ 106,325,000</b>	<b>\$ 24,018,581</b>





**Budget By Category**

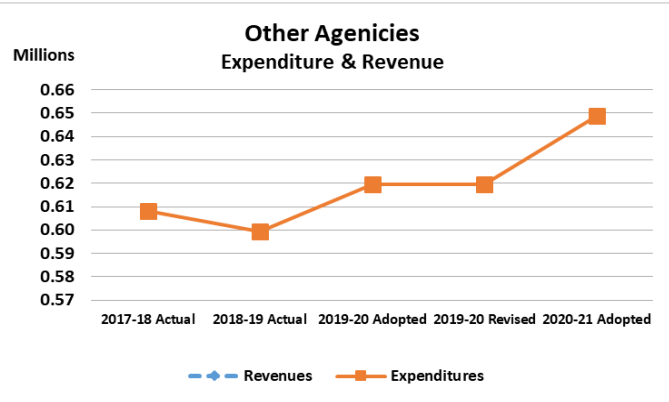
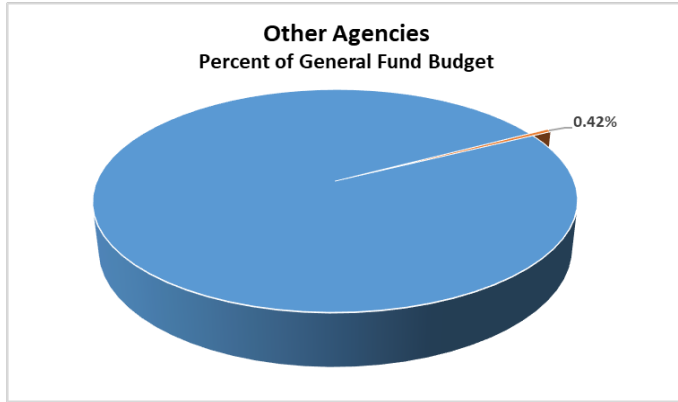
	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	VARIANCE %
<b>Debt Service</b>							
<b>Expenditures</b>							
Bond Prin Town	6,165,410	6,896,870	6,811,585	6,811,585	6,780,515	(31,070)	-0.46%
Bond Prin School	7,192,312	6,933,172	5,028,415	5,028,415	5,278,485	250,070	4.97%
Bond Interest Town	1,993,359	2,006,265	2,567,440	2,367,440	2,583,377	215,937	9.12%
Bond Interest Schools	1,988,475	1,606,413	1,806,759	1,806,759	1,728,512	(78,247)	-4.33%
BOE ICT Lease	679,013	672,151	630,557	630,557	621,878	(8,679)	-1.38%
<b>Total Expenditures</b>	<b>18,018,570</b>	<b>18,114,871</b>	<b>16,844,756</b>	<b>16,644,756</b>	<b>16,992,767</b>	<b>348,011</b>	<b>2.09%</b>

For line item detail budget see the Revenue & Expenditure Summary Section



The Town of New Canaan funds outside agencies.

- **Transportation Private Schools** - State law requires school districts to provide transportation for all school age children whenever it “reasonable and desirable” local NC students residents transportation going to local private schools within the school district. The state may reimburses a portion of these costs based on a State formula.
- **Health & Welfare**- Under Connecticut General Statute Chapter 169-10-217a each town or regional school district which provides health services for children attending its public schools in any grade, from kindergarten to twelve, inclusive, shall provide the same health services for children in such grades attending private nonprofit schools therein, when a majority of the children attending such schools are residents of the state of Connecticut. The state may reimburses a portion of these costs based on a State formula.
- **Day Care- State**- The Town of New Canaan provides funding to the Day Care Center of New Canaan
- **Channel 79**- The Town of New Canaan provides funding to Channel 79 to support to the public access channel.
- **Probabte Court** - The Darien-New Canaan Probate District is one of 54 probate courts in Connecticut. The Darien-New Canaan Probate District is one of 54 probate courts in Connecticut. It has jurisdiction over the towns of Darien and New Canaan. It was created by the State Legislature's Public Act 09-01, effective January 5, 2011 by removing the New Canaan from Norwalk and merging it with the Darien Probate District. to create the Darien It has jurisdiction over the towns of Darien and New Canaan.It was created by the State Legislature's Public Ac t 09-01, effective January 5, 2011
- **New Canaan Historical Society** The Society owns or operates eight museums and buildings, including: The 1764 Hanford-Silliman House, The 1960 Gores Pavilion, and The Rogers Studio and Museum..



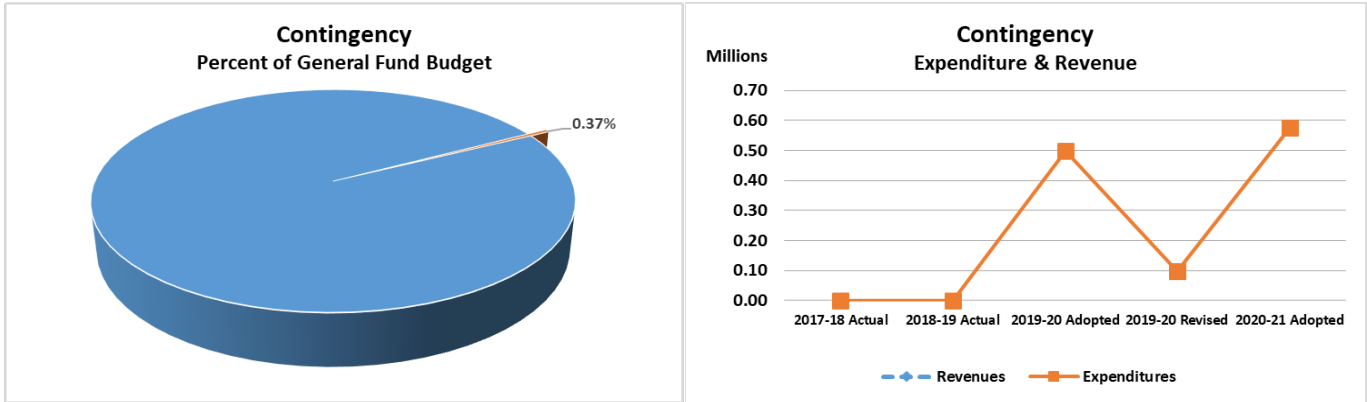
**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	VARIANCE %
<b>Other Agencies</b>							
<b>Expenditures</b>							
Health/Welfare	270,234	267,937	271,047	271,047	271,000	(47)	-0.02%
New Canaan Historical Society	-	-	-	-	25,000	25,000	
Day Care Center	31,947	31,947	31,947	31,947	32,000	53	0.17%
Trans Private Schools	266,986	258,356	275,686	275,686	280,000	4,314	1.56%
Channel 79 TV	29,000	29,000	29,000	29,000	29,000	-	0.00%
Probate Court	10,035	11,977	12,000	12,000	12,000	-	0.00%
<b>Total Expenditures</b>	<b>608,202</b>	<b>599,217</b>	<b>619,680</b>	<b>619,680</b>	<b>649,000</b>	<b>29,320</b>	<b>4.73%</b>

For line item detail budget see the Revenue & Expenditure Summary Section



The General Fund Contingency account is established for the purpose of holding moneys to be spent for unforeseen expenses and/or emergencies. These funds can only be spent with Board of Finance approval.

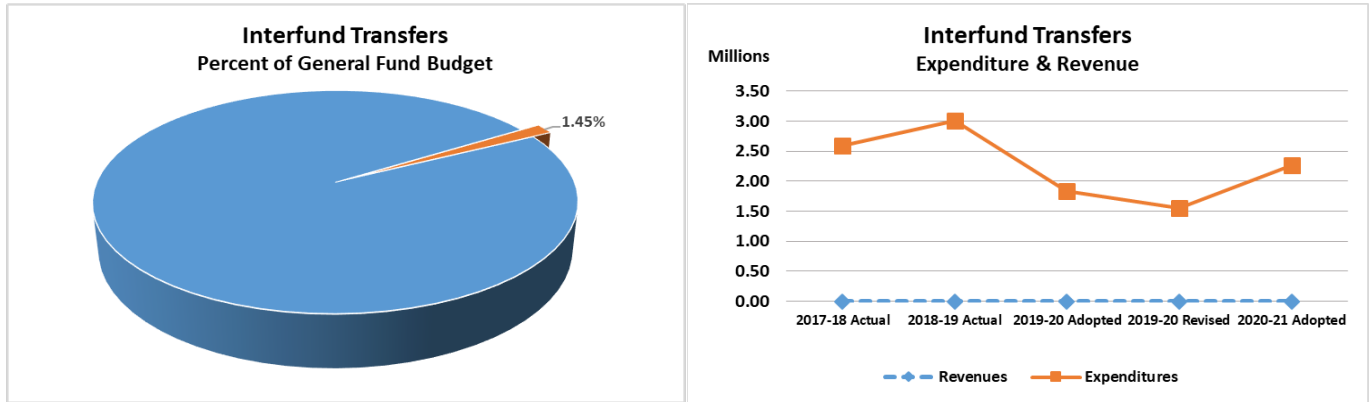


**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 AMOUNT	VARIANCE %
Contingency							
Expenditures							
Salary Contingency	-	-	-	-	275,024	275,024	
Contingency	-	-	500,000	99,256	300,000	200,744	202.25%
Total Expenditures	-	-	500,000	99,256	575,024	475,768	479.33%

For line item detail budget see the Revenue & Expenditure Summary Section

Interfund Transfers account for exoenses that are approved to be funded from the General Fund but the expenses are tracked seperately in other funds. The largest transfers is to the Tax Supported Capital Projects to fund projects that are not being funded.



**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	%
<b>Interfund Transfers</b>							
<b>Expenditures</b>							
Town Utility Sewer Contribution	76,125	76,125	76,125	28,140	-	(28,140)	-100.00%
Transfer to Tax Funded Capital Fund	2,465,901	2,898,365	1,729,715	1,494,715	2,225,212	730,497	48.87%
Transfer To Waveny Pool Fund	50,318	37,996	31,750	31,750	39,531	7,781	24.51%
<b>Total Expenditures</b>	<b>2,592,344</b>	<b>3,012,486</b>	<b>1,837,590</b>	<b>1,554,605</b>	<b>2,264,743</b>	<b>710,138</b>	<b>45.68%</b>

For line item detail budget see the Revenue & Expenditure Summary Section

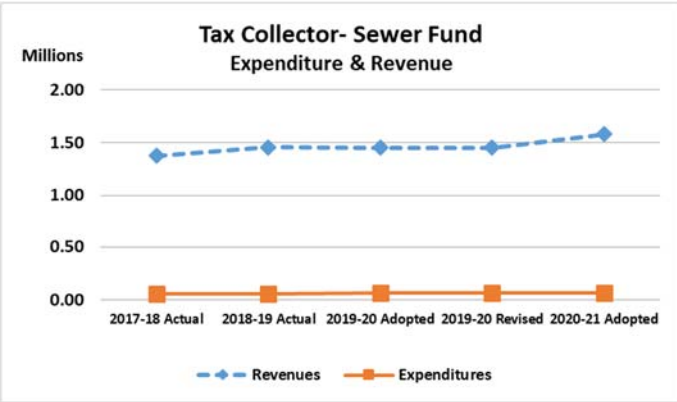
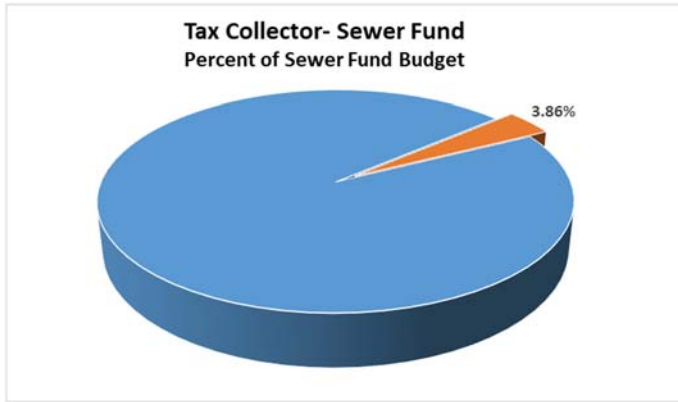


The Sewer Fund is used to account for revenues specifically designated for the maintenance and operation of the distribution system and sewer plant. The Board of Finance of the Town of New Canaan, acting as the Town’s Water Pollution Control Authority, on June 11, 2019, approved a change in the method of charging for sewer use from an *ad valorem* sewer tax to a tiered, flat-rate sewer fee system effective July 1, 2019. 20% of the Tax Collector’s Office personnel expenses are budgeted in the Sewer Fund.

**Sewer Fund Budget By Department**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 AMOUNT	VARIANCE %
<b>Sewer Operations</b>							
<b>Revenues</b>							
Tax Collector	1,376,510	1,457,934	1,454,191	1,454,191	1,584,232	130,041	8.94%
Sewer Operations	299,302	327,008	159,655	159,655	781,507	621,852	389.50%
<b>Total Revenues</b>	<b>1,675,813</b>	<b>1,784,942</b>	<b>1,613,846</b>	<b>1,613,846</b>	<b>2,365,739</b>	<b>751,893</b>	<b>46.59%</b>
<b>Expenditures</b>							
Tax Collector	55,199	52,198	62,430	62,430	66,133	3,703	5.93%
Insurance Liability	82,000	81,512	85,000	85,000	85,000	-	0.00%
Health & Security Benefits	-	54	-	-	-	-	-
Debt Service	62,215	58,088	62,100	62,100	62,100	-	0.00%
Sewer Operations	1,170,189	1,528,905	1,392,146	1,472,302	2,140,336	668,034	45.37%
Contingency	-	-	12,170	12,170	12,170	-	0.00%
<b>Total Expenditures</b>	<b>1,369,603</b>	<b>1,720,757</b>	<b>1,613,846</b>	<b>1,694,002</b>	<b>2,365,739</b>	<b>671,737</b>	<b>39.65%</b>





**Budget By Category**

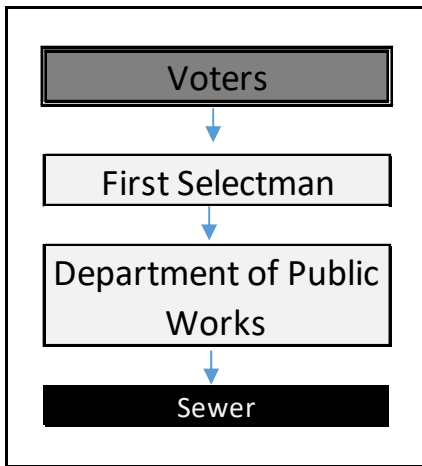
	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE	
						AMOUNT	%
<b>Tax Collector- Sewer Fund</b>							
<b>Revenues</b>							
Tax Collections	1,299,516	1,381,809	1,377,066	4,500	4,500	-	0.00%
Sewer Utility Revenue	-	-	-	1,372,566	1,578,732	206,166	15.02%
Interest on Investments	869	-	1,000	1,000	1,000	-	0.00%
General Fund Contribution	76,125	76,125	76,125	76,125	-	(76,125)	-100.00%
<b>Total Revenues</b>	<b>1,376,510</b>	<b>1,457,934</b>	<b>1,454,191</b>	<b>1,454,191</b>	<b>1,584,232</b>	<b>130,041</b>	<b>8.94%</b>
<b>Expenditures</b>							
Wages	46,053	46,162	47,970	47,970	49,127	1,157	2.41%
Employee Benefits	4,231	4,295	4,340	4,340	3,916	(424)	-9.77%
Purchased Professional Services	1,725	75	2,740	2,740	2,730	(10)	-0.36%
Purchased Property Services	-	-	750	750	680	(70)	-9.33%
Purchased Other Services	3,084	1,107	5,000	5,000	8,150	3,150	63.00%
Supplies	106	559	1,630	1,630	1,530	(100)	-6.13%
<b>Total Expenditures</b>	<b>55,199</b>	<b>52,198</b>	<b>62,430</b>	<b>62,430</b>	<b>66,133</b>	<b>3,703</b>	<b>5.93%</b>

For line item detail budget see the Revenue & Expenditure Summary Section



**Mission**

The Department’s mission is to efficiently and effectively operate the wastewater treatment plant and wastewater collection system for the benefit of the citizens of the Town of New Canaan and in compliance with regulatory and standard practices set forth by the State of Connecticut Department of Energy and Environmental Protection and the Federal Environmental Protection Agency. We will continue to provide for the betterment of our wastewater system through better management, operation and maintenance programs.



**Department Goals**

1. To operate the Wastewater Treatment Facility within discharge limits which are set by the State of Connecticut DEEP
2. To maintain the Water Pollution Control Facility, collection system sewers, and collection system pumping stations
3. To continue to operate the facility to effectively reduce Total Phosphorus without a major facilities upgrade.
4. To monitor and report to CT DEEP and EPA zinc data and to explore processes that may help to reduce zinc in the WPCF discharge

**Summary of Major Responsibilities**

- Responsible for operation and maintenance of the WPCF and sewer collection system

**Recent/New Programs and Initiatives**

- Approved a change in the method of charging for sewer use from the current *ad valorem* sewer tax to a tiered, flat-rate sewer fee system, effective July 1, 2019

**Major Departmental Challenges**

- The facility has been in operation for 20 years
- Major component (equipment) replacement is scheduled in the future

**FY 18-19 Accomplishments**

- Operate facility within permit limits
- Operate Sewer Department within budget
- No residential complaints
- Maintain WPCF and collection system without any major issues
- Operator training
- No work-related injuries
- Safety training
- Equipment replacement

**FY 19-20 Objectives**

- Operate facility within permit limits
- Operate Sewer Department within budget
- No residential complaints
- Maintain WPCF and collection system without any major issues
- Operator training
- No work-related injuries
- Safety training

**FY 20-21 Objectives**

- Equipment replacement
- Operate facility within permit limits
- Operate Sewer Department within Budget
- No residential Complaints
- Maintain WPCF and collection system without any major issues
- Operator Training
- No work-related injuries (Safety Training)
- Equipment replacements

**Summary of Major Responsibilities**

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- Operator training
- No work-related injuries
- Safety training
- Equipment replacement

**FY 19-20 Objectives**

- Operate facility within permit limits
- Operate Sewer Department within budget
- No residential complaints
- Maintain WPCF and collection system without any major issues
- Operator training

- No work-related injuries
- Safety training

**FY 20-21 Objectives**

- Equipment replacement
- Operate facility within permit limits
- Operate Sewer Department within Budget
- No residential Complaints
- Maintain WPCF and collection system without any major issues
- Operator Training
- No work-related injuries (Safety Training)
- Equipment replacements

**Alignments with New Canaan being a community of choice for its residents**

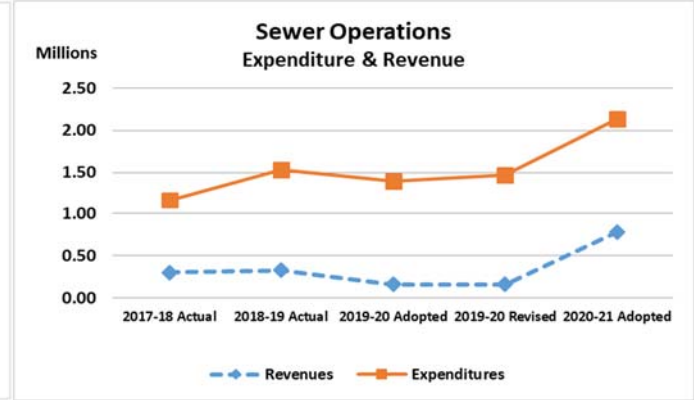
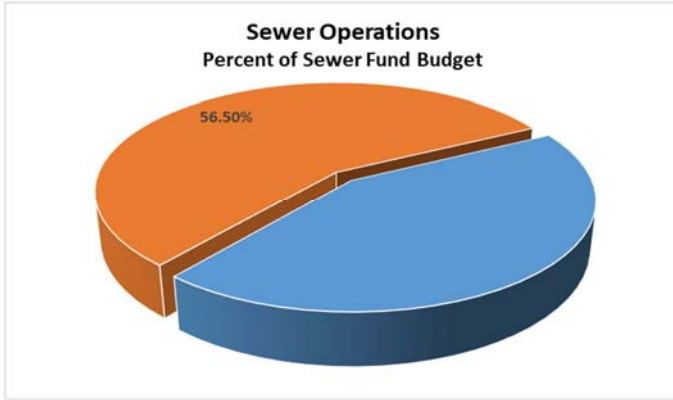
All goals set by the Public Works Sewer Department not only keeps us in compliance with our discharge permit but also keeps the discharge waterway (Five Mile River) free of pollutants.

The facility (upgraded in 1999) has been in compliance for the past 19 year.



Sewer Operations									
Position Title	2017-2018 Revised		2018-2019 Revised		2019-20 Revised		2020-21 Adopted		
<u>Full Time</u>									
<i>Non-Bargaining</i>									
Plant Superintendent	1.0	\$ 141,456	1.0	\$ 120,000	1.0	\$ 120,000	1.0	\$ 120,000	
		(27,942)		-					
<i>Total Non-Bargaining</i>	<i>1.0</i>	<i>113,514</i>	<i>1.0</i>	<i>120,000</i>	<i>1.0</i>	<i>120,000</i>	<i>1.0</i>	<i>120,000</i>	
<i>Bargaining Unit</i>									
Sewer Plant Chief Operator	1.0	82,992	1.0	85,067	1.0	85,399	1.0	85,399	
Sewer Plant Operator (3)	3.0	195,562	3.0	205,483	3.0	206,274	3.0	206,274	
<i>Total Bargaining Unit</i>	<i>4.0</i>	<i>278,554</i>	<i>4.0</i>	<i>290,550</i>	<i>4.0</i>	<i>291,673</i>	<i>4.0</i>	<i>291,673</i>	
<b>Total Full Time</b>		<b>392,068</b>		<b>410,550</b>		<b>411,673</b>		<b>411,673</b>	
<u>Miscellaneous Pay</u>									
Meal Allowance								700	
Educational								600	
Overtime		45,000		49,700		60,000		60,000	
Total Miscellaneous Pay		45,000		49,700		60,000		61,300	
<b>Total Salary</b>		<b>437,068</b>		<b>460,250</b>		<b>471,673</b>		<b>472,973</b>	





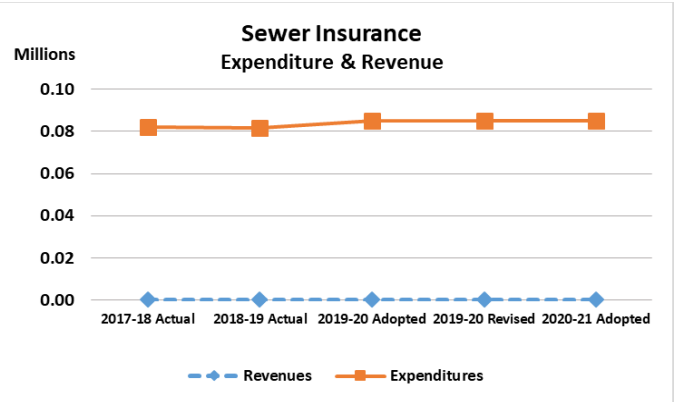
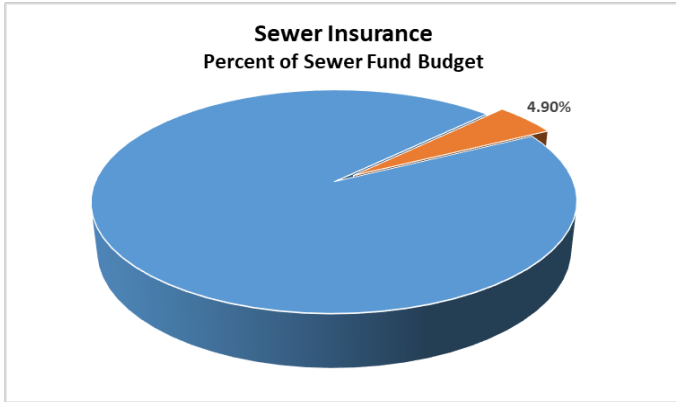
**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	%
<b>Sewer Operations</b>							
<b>Revenues</b>							
Charges for Services	299,302	327,008	79,655	79,655	289,600	209,945	263.57%
Transfer from Reserves	-	-	80,000	80,000	491,907	411,907	514.88%
<b>Total Revenues</b>	<b>299,302</b>	<b>327,008</b>	<b>159,655</b>	<b>159,655</b>	<b>781,507</b>	<b>621,852</b>	<b>389.50%</b>
<b>Expenditures</b>							
Wages	400,958	413,853	473,485	473,485	472,973	(512)	-0.11%
Employee Benefits	74,314	39,437	54,968	54,968	51,800	(3,168)	-5.76%
Purchased Professional Services	224,563	247,312	271,100	271,100	260,500	(10,600)	-3.91%
Purchased Property Services	92,447	45,145	63,250	63,250	61,250	(2,000)	-3.16%
Purchased Other Services	2,191	250	2,255	2,255	2,255	-	0.00%
Supplies	346,437	418,589	422,688	422,688	412,658	(10,030)	-2.37%
Capital Projects	29,279	364,319	104,400	184,556	878,900	694,344	376.22%
<b>Total Expenditures</b>	<b>1,170,189</b>	<b>1,528,905</b>	<b>1,392,146</b>	<b>1,472,302</b>	<b>2,140,336</b>	<b>668,034</b>	<b>45.37%</b>

For line item detail budget see the Revenue & Expenditure Summary Section.  
Other Sewer revenues are account for in Tax Collector- Sewer Fund budget.

<b>Performance Indicators</b>	<b>FY 18-19 Actual</b>	<b>FY 19-20 Estimated</b>	<b>FY 20-21 Estimated</b>
Phosphorus Removal 315 lbs/season (DEEP max)	167lbs/season	149lbs/season	200lbs/season
Nitrogen Removal 64 lbs/day (DEEP max allowed)	26 lbs/day	32 lbs/day	32 /lbs/day
Sewer Cleaning (Goal 8 mile per year)	8 miles/year	8 miles/year	8 miles/year



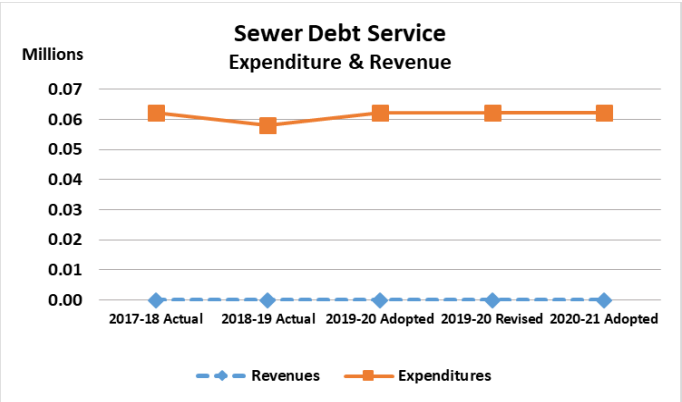
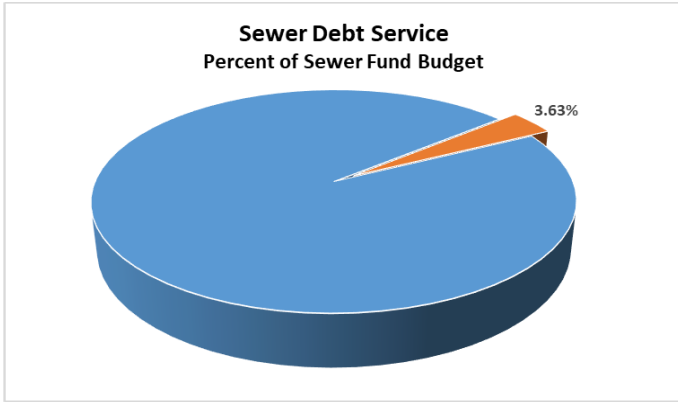


**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	%
<b>Sewer Insurance</b>							
<b>Expenditures</b>							
Employee Benefits	25,404	25,704	27,000	27,000	27,000	-	0.00%
Purchased Other Services	56,596	55,808	58,000	58,000	58,000	-	0.00%
<b>Total Expenditures</b>	<b>82,000</b>	<b>81,512</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>-</b>	<b>0.00%</b>

For line item detail budget see the Revenue & Expenditure Summary Section



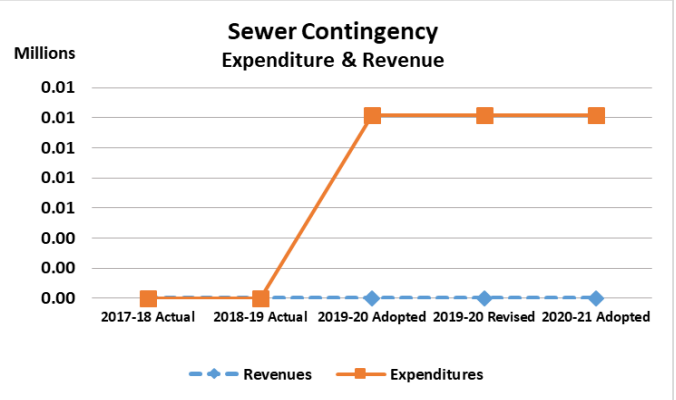
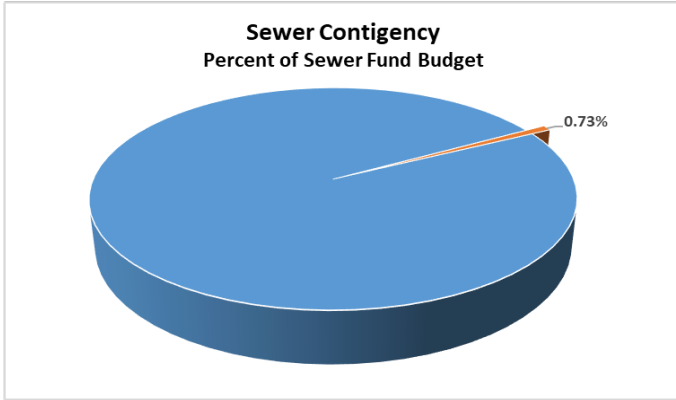


**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	%
Sewer Debt Service							
Expenditures							
Debt Service	62,215	58,088	62,100	62,100	62,100	-	0.00%
Total Expenditures	62,215	58,088	62,100	62,100	62,100	-	0.00%

For line item detail budget see the Revenue & Expenditure Summary Section





**Budget By Category**

	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 ADOPTED	2019-20 REVISED	2020-21 ADOPTED	FY20-FY21 VARIANCE AMOUNT	%
Sewer Contingency							
Expenditures							
Contingency	-	-	12,170	12,170	12,170	-	0.00%
Total Expenditures	-	-	12,170	12,170	12,170	-	

For line item detail budget see the Revenue & Expenditure Summary Section



Artist Rendering- New Canaan Town Hall

### Capital Improvement Program Overview

The Capital Improvement Program (CIP) includes the *acquisition, construction, remodeling, and major maintenance of public facilities, infrastructure systems and purchase of major equipment*. Town department managers working in conjunction the Finance Department provide day-to-day oversight of the program and projects. The approved FY 19-20 Capital Budget is \$10.5 million funded through a variety of sources.

### The CIP Process

The process for requesting capital expenditures is defined in the Town Charter. In late fall department heads, Town officers, boards, commissions and committees begin preparing their five-year capital budget requests. These entities work closely with the First Selectman in preparing their capital budget requests. After review, these requests are submitted to the Board of Selectmen for consideration and review. The Board of Selectmen considers these requests and submits them to the Board of Finance, not later than two weeks after the first Tuesday of February. The CIP is approved together with the

operating budget by the Board of Finance, however bond authorization for projects to be bonded are approved separately by the Town Council prior to bonding.

### Debt Management Committee

The Debt Management Committee was created for the purpose of establishing debt management guidelines to provide parameters and direction regarding decisions on capital expenditures and the means to fund them. Sources to fund capital needs include debt, pay-as-you-go financing, grants and donations received and divestitures of existing assets. The intent of the Town is to maintain a comprehensive approach to capital project financing, which is based on economic considerations of affordability and the establishment of capital development needs and priorities.

The foundation of any well-managed debt program is the establishment of a comprehensive debt management guideline. In addition to the general parameters, the management guidelines provide guidance to decision makers regarding the timing and

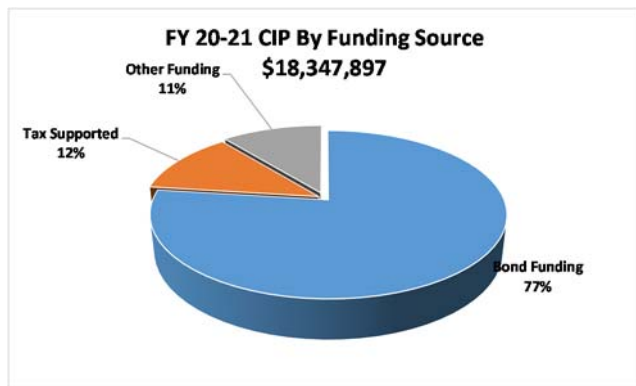


purposes for which debt may be issued, types and amounts of permissible debt financing, methods of sale that may be used, and structural features that may be incorporated.

As such, the Debt Management Guideline is designed to:

- Underscore the Town’s commitment to the strategic management of its capital financing process;
- Identify the acceptable parameters of debt issuance and management;
- Provide a framework for monitoring capital financing practices and results.
- Provide parameters for Town officials, department managers, and constituents regarding appropriateness of debt financing.

That guidelines suggest that the Town reduce the amount of debt it assumes going forward and has provided the metrics from which debt can be measured.



**Tax Supported (Cash Funding)**

The Town of New Canaan funds capital projects through a variety of funding sources. Tax supported capital projects are projects that are funded from existing taxes levied in the operating budget. The funds are transferred from the General Fund and allocated to a tax supported capital projects fund. Typically approved capital projects that are

maintenance activities are not eligible for bonding and are typically tax supported. For FY 20-21 approved capital projects, the Board of Finance set a threshold of \$50,000 as a ceiling for bonding. Projects that were \$50,000 or less were designated to be funded through taxes. Of the \$18.3 million approved FY 20-21 Capital Improvement Plan, \$2.2 million (12%) is tax supported. The Summary of the 5 Year Capital Program includes a breakdown of all FY 20-21 approved projects and their funding sources.

**Statutory Debt Limits**

State statute generally prohibits a municipality’s bond debt from exceeding seven times its annual tax receipts. Further, the law generally limits the amount of bonded debt that a municipality may accrue in the following five funding categories: general purposes, school building projects, sewers, urban renewal, and pension deficit. The law specifies certain debt types (e.g., tax anticipation notes) that do not count toward these caps (CGS § 7-374).

However, if a municipality’s debt limit is higher than these statutory limits on June 27, 1963, then the statutory bond limit does not reduce that cap (CGS § 7-374a). Special act provisions that conflict with the cap are deemed repealed (CGS § 7-375).

By law, a town or city and its political subdivisions (e.g., boroughs and special taxing districts) generally may not incur aggregate bond debt in any of the following classes in an amount that will cause the total debt for that class to exceed the following percent of annual tax receipts:

- 225% for all debt other than debt for urban renewal projects, water pollution control projects, school building projects, and unfunded pension obligations (i.e., general purposes);

- 325% for urban renewal projects (i.e., projects authorized under Title 8, unless the borrowing is exempt from the cap);
- 375% for water pollution control projects;
- 450% for school building projects (as defined in CGS § 10-289), including the municipality’s proportional share of a regional school district’s debt; and
- 300% for unfunded pension obligations (as defined in CGS § 7-374c).

The law limits the aggregate amount of bond debt (i.e., items above) to 700% of annual receipts (CGS § 7-374

**Bond Funding**

The Town issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds are direct obligations of the Town and pledge the full faith and credit of the Town. The City also chooses to use bonds when projects are so large, it would never be feasible to save up enough money to pay in cash. The smaller annual debt payments are manageable. It’s also about fairness. If the useful life of a \$1 million building improvement is 20 years, why should today’s residents pay 100% of the cost of 1/20th of its use? By spreading out financing, the cost is distributed more fairly across time, and shared equally among the people who receive a benefit from the improvement. Of the \$18.3 million approved FY 20-21 Capital Improvement Plan, \$14.1 million (770%) is designated to be bonded. The Summary of the 5 Year Capital Program includes a breakdown of all FY 20-21 approved projects and their funding sources.

Each bond issue constitutes a general obligation of the Town, meaning the investors are protected from default risk by a pledge of the Town’s full faith and taxing power. During the most bond rating in October 2019, Moody’s Investors Service assigned a “Aaa”

rating to the Town of New Canaan. The Town also has a “AAA” from Standard & Poor’s and “AAA” from Fitch Rating Service, meaning the Town is very well positioned to meet its debt obligations, and the result is favorable interest rates.

Moody’s most recent rationale for the rating was *“the “Aaa” rating reflects the town’s favorable location in Fairfield County, supported by a strong tax base and extraordinary resident wealth and income. The “Aaa” rating further takes into account the town’s strong management team which has consistently maintained stable financial operations and healthy reserves. Further, the rating incorporates modest long-term liabilities for debt service, pension, and OPEB and the town’s modest exposure to the fiscal uncertainties of the State of Connecticut (A1 stable)”*.

The actual timing of bond issuance to fund a portion of the CIP depends on the pace of project completion. Typically, the Town provides temporary financing of projects with available cash balances, and issues the bonds at the conclusion of the project when long term debt requirements can be precisely determined. In these instances, the bond proceeds are used to replenish the cash balances that provided temporary financing for the project.

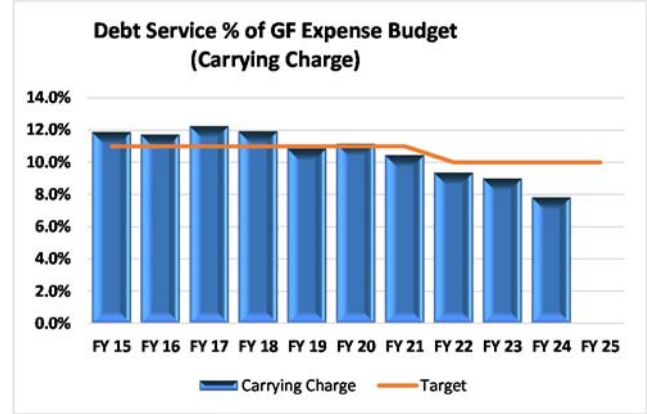
<b>Rating Categories</b>			
	<b>Moody’s</b>	<b>S&amp;P Global</b>	<b>Fitch</b>
Best Quality	Aaa	AAA	AAA
High Quality	Aa1	AA+	AA+
	Aa2	AA	AA
	Aa3	AA-	AA-
Upper Medium Grade	A1	A+	A+
	A2	A	A
	A3	A-	A-
Medium Grade	Baa1	BBB+	BBB+
	Baa2	BBB	BBB
	Baa3	BBB-	BBB-



The following charts outline the guidelines established by the Debt Guidelines which guide the Town in maintaining its debt to manageable levels.

**Debt Ratios**

Recognizing that financial metrics are widely utilized in the evaluation of credit worthiness, the following ratios will be considered by the Town on a current basis and on a five-year look back when assessing the Town’s debt capacity:

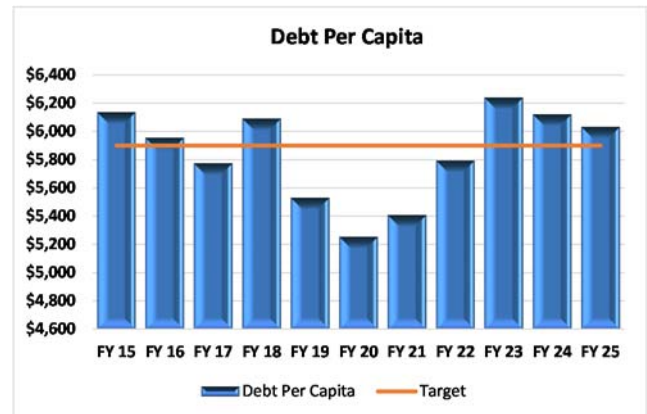
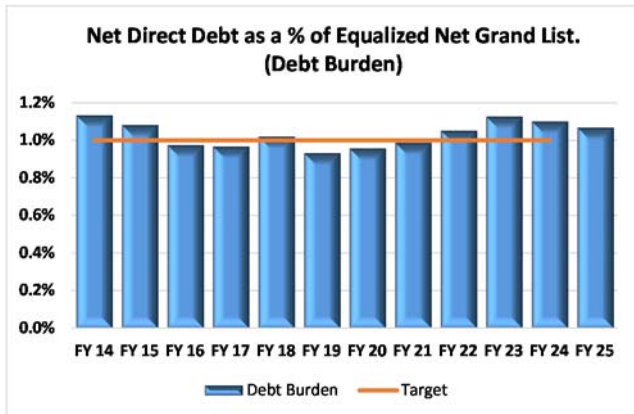


i. Debt Burden

Net Direct Debt as a percentage of Equalized Net Grand List. The Town’s Debt Burden ratio should not exceed 1.25%, with a target ratio level approximating the rolling average of the prior 5 fiscal years.

iii. Debt Per Capita

Net Direct Debt per resident. The Town’s Debt Per Capita ratio should not exceed 125% of the rolling average of the prior 5 fiscal years, with a target level approximating the rolling average of the prior 5 years.



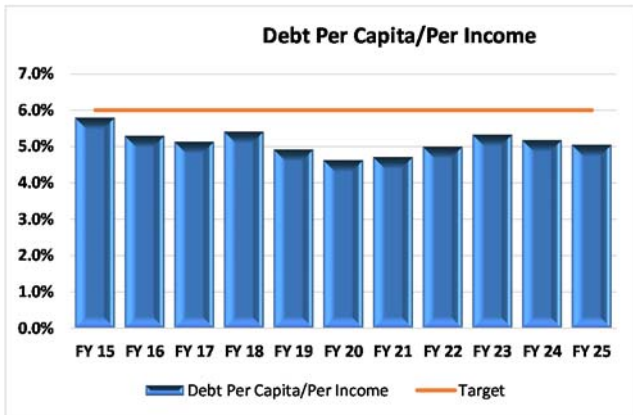
ii. Carrying Charge

Annual Debt Service as a percentage of General Fund operating budget expenditures. The Town’s carrying charge for annual debt service should not exceed 15% with a target level not to exceed 11% within 2-3 years from the date of implementation of these Guidelines, and below 10% within five (5) years from the date of implementation of these Guidelines.

iv. Debt Per Capita/Per Capita Income

Net Direct Debt Per Capita as a percentage of Per Capita Income. The Town’s per capita debt as a percentage of its per capita income should not exceed 8.5% with a target level approximating the rolling average of the prior 5 fiscal years.





**Other Funding**

The Town occasionally successfully applies for various federal and state grants and also receives donations from a variety of sources to fund capital projects. These grants and donations are accounted for separately for appropriate audit tracking but the projects are managed by the Town. The approved FY 20-21 Capital Budget allocates \$1.9 million from the grants and prior unspent bonds. Of the \$18.3 million approved FY 20-21 Capital Improvement Plan, \$1.9 million (11%) will be funded from sources other than new bonding and exiting tax funding. The Summary of the 5 Year Capital Program includes a breakdown of all FY 19-20 approved projects and their funding sources.

**Plan of Conservation and Development (POCD)**

The POCD is a ten-year, state-mandated, planning document, meant to guide growth and development in the Town of New Canaan. It also identifies strategies to protect important resources and attributes of New Canaan. The plan sets the table for many initiatives the town will undertake. This plan is in addition to recently completed over the last few years which examined the location and usage of municipal facilities and infrastructure, the health of the downtown, how to address affordable housing and how to address senior housing. Those studies, as well as other initiatives, formed the backbone of the adopted Plan and lead it on a focused path.

The Plan is broken down into two documents; the Strategic Element and an accompanying Implementation Element. The Strategic Element provides an overall strategic direction on the important issues identified by the Town, while the Implementation Element is a more detailed compilation of tasks and programs to address the issues outlined in the Strategic Element. Ideally the Implementation Element will be reviewed and updated on an annual basis and be amended as tasks are completed and new tasks identified. The New Canaan Capital Improvement Plan is a tool that is achieved the goals set forth in the POCD. The strategic elements of the plan are:

- i. Preserve and Enhance Community Character
- ii. Nurture Downtown
- iii. Enhance Livability
- iv. Achieve Sustainability and Resilience



DEPARTMENT	<b>Information Technology</b>		
PROJECT NAME:	<b>IT Hardware / Software</b>		
RATIONALE:	Server operating system upgrades, additional node for virtual infrastructure, various hardware & software peripherals		
PROJECT LIFE:	5-7 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$75,000	\$0	\$0	<b>\$75,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduce cost, improved security, improved performance and reliability			

DEPARTMENT	<b>Information Technology</b>		
PROJECT NAME:	<b>WAN Hardware / Software</b>		
RATIONALE:	Replace end of life equipment. Improve / increase security products and suites		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$60,000	\$0	\$0	<b>\$60,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduce cost, improved security, improved performance and reliability			

DEPARTMENT	<b>Fire</b>		
PROJECT NAME:	<b>Staff Vehicle</b>		
RATIONALE:	Replace the 2008 Ford Escape Assistant Chief vehicle for a new SUV; plus associated expenses for radio and equipment installation.		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$40,000	\$0	\$0	<b>\$40,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced maintenance and other expenses associated with a new vehicle.			

DEPARTMENT	<b>Fire</b>		
PROJECT NAME:	<b>SCBA Air Bottles</b>		
RATIONALE:	Federal law requires that SCBA bottles be replaced and destroyed 15 years after the date of manufacture		
PROJECT LIFE:	15 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$5,000	\$0	<b>\$5,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
No cost savings is anticipated, this is replacement of obsolete equipment.			

DEPARTMENT	<b>Fire</b>		
PROJECT NAME:	<b>Radio Replacement</b>		
RATIONALE:	Replacing four pagers. These radios are over 10 years old and at their end of life.		
PROJECT LIFE:	10 years		
EXPTD. START:	July 1 2020	EXPTD. COMPLETION:	June 30 2021
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$1,700	\$0	<b>\$1,700</b>
<b>IMPACT ON OPERATING BUDGET</b>			
No cost savings is anticipated, this is replacement of obsolete equipment.			

DEPARTMENT	<b>Recreation</b>		
PROJECT NAME:	<b>Waveny Trail Extension</b>		
RATIONALE:	The proposed trail extension would improve approximately 1,250 feet of trail. The resurfaced trails would allow park users to walk/run the trails on the interior perimeter of the park. These trail surfaces are in need of drainage and new surfacing to replace rutted out galleys that are on the trails that present hazards to users. This is part of a five year program to improve the conditions of the park trail system.		
PROJECT LIFE:			
EXPTD. START:	Fall 2020	EXPTD. COMPLETION:	Fall 2021
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$50,000	\$0	<b>\$50,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduce repair and maintenance expenses			

DEPARTMENT	<b>Recreation</b>		
PROJECT NAME:	<b>Resurface HS Tennis Courts</b>		
RATIONALE:	The HS Tennis Courts were constructed in 2016. The painted surface is peeling and needs to be resurfaced. The process would grind the existing surface to the concrete base and then a new binder coat would be applied followed by two coats of the colored surface with new lines.		
PROJECT LIFE:			
EXPTD. START:	Fall 2020	EXPTD. COMPLETION:	Fall 2021
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$45,000	\$0	<b>\$45,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduce repair and maintenance expenses			

DEPARTMENT	<b>Recreation</b>		
PROJECT NAME:	<b>Kiwanis Playground Fencing</b>		
RATIONALE:	Metal perimeter fencing around the playground at Kiwanis Park was installed in 1997. Several sections of the fence have been damaged. This style of fence is no longer available so replacement sections cannot be acquired to make necessary repairs. The replacement fence would be similar to the new fence installed at the Mead Park playground.		
PROJECT LIFE:			
EXPTD. START:	Fall 2020	EXPTD. COMPLETION:	Fall 2021
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$25,000	\$0	<b>\$25,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduce repair and maintenance expenses			

DEPARTMENT	<b>Recreation</b>		
PROJECT NAME:	<b>Mead Park Tennis Building</b>		
RATIONALE:	Replacement of Existing Wooden Shed for Tennis Attendant		
PROJECT LIFE:	7 Years		
EXPTD. START:	Fall 2020	EXPTD. COMPLETION:	Fall 2021
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$20,000	\$0	<b>\$20,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduce repair and maintenance expenses			

DEPARTMENT	<b>Recreation</b>		
PROJECT NAME:	<b>Mead Park Colonnade</b>		
RATIONALE:	This are was originally constructed as a wading pool when the Park opened in the early 1930's. during WWII the wading pool was removed and the area was converted to a space for victory gardens. In the early 1970's the two bathrooms on either side were removed due to vandalism. Last summer flagstone patio area was added along with seating and a picnic table. We are proposing to further upgrade the area by adding a wood trellace to the area over the patio for some shade as it is very hot in the direct sun.		
PROJECT LIFE:	15 Years		
EXPTD. START:	Fall 2020	EXPTD. COMPLETION:	Fall 2021
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$15,000	\$0	<b>\$15,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduce repair and maintenance expenses			

DEPARTMENT	<b>Recreation</b>		
PROJECT NAME:	<b>Waveny Athletic Field Fencing</b>		
RATIONALE:	There are a number of Safety Fences in front of the team bench areas on the softball and baseball fields that need to have new fabric attached to the frame. The existing fence fabric is bent and in poor condition.		
PROJECT LIFE:	7 Years		
EXPTD. START:	Fall 2020	EXPTD. COMPLETION:	Fall 2021
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$10,000	\$0	<b>\$10,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduce repair and maintenance expenses			

DEPARTMENT	<b>Recreation</b>		
PROJECT NAME:	<b>Waveny Athletic Field Fencing</b>		
RATIONALE:	There are a number of Safety Fences in front of the team bench areas on the softball and baseball fields that need to have new fabric attached to the frame. The existing fence fabric is bent and in poor condition.		
PROJECT LIFE:	7 Years		
EXPTD. START:	Fall 2020	EXPTD. COMPLETION:	Fall 2021
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$8,000	\$0	<b>\$8,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduce repair and maintenance expenses			



DEPARTMENT	<b>Recreation</b>		
PROJECT NAME:	<b>Speed Sentry Units</b>		
RATIONALE:	Traffic Control		
PROJECT LIFE:	7 Years		
EXPTD. START:	Fall 2020	EXPTD. COMPLETION:	Fall 2021
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$5,000	\$0	<b>\$5,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduce repair and maintenance expenses			

DEPARTMENT	<b>Ambulance</b>		
PROJECT NAME:	<b>New Ambulance</b>		
RATIONALE:	<p>This project is the replacement of oldest of the three ambulances in service to the residents of New Canaan. A third rig continues to be appropriate to insure that the EMS transport needs of our residents are met as quickly as possible. Over the past few years, EMS call volumes should continue to increase. This trend is due in part to local hospital walk-in clinic volume and the underlying shift in the town's demographics. We also continue to experience increase in the number of occasions where multiple rigs are called into service at the same time. The ambulance being replaced will be nine years old in FY22. Replacing an ambulance at nine years allows the Town to maximize the trade-in value of the vehicle because after that point, it cannot be resold as an ambulance.</p>		
PROJECT LIFE:	9 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$210,000	\$0	\$0	<b>\$210,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduce repair and maintenance expenses			

DEPARTMENT	<b>Police</b>		
PROJECT NAME:	<b>Vehicle Replacement (3 Vehicles)</b>		
RATIONALE:	To ensure the police fleet is safe, reliable and able to respond to emergencies.		
PROJECT LIFE:	4 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$105,000	\$0	<b>\$105,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
New vehicles will reduce the costs of maintenance/repairs and enhance reliability.			

DEPARTMENT	<b>Police</b>		
PROJECT NAME:	<b>Vehicle Equipment (3 Vehicles)</b>		
RATIONALE:	To ensure the police fleet is safe, reliable and able to respond to emergencies.		
PROJECT LIFE:	6 Years		
EXPTD. START:	Jul-20	EXPTD. COMPLETION:	1-Nov-20
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$30,000	\$0	<b>\$30,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
New equipment should reduce repair costs.			

DEPARTMENT	<b>Police</b>		
PROJECT NAME:	<b>Vehicle changeover costs (3 Vehicles)</b>		
RATIONALE:	To ensure the police fleet is safe, reliable and able to respond to emergencies.		
PROJECT LIFE:	4 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$15,000	\$0	<b>\$15,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
New equipment should reduce repair costs.			

DEPARTMENT	<b>Police</b>		
PROJECT NAME:	<b>Bulletproof Vest Replacement</b>		
RATIONALE:	To ensure officers are safe, well protected and have current vests.		
PROJECT LIFE:	5 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$5,000	\$3,750	<b>\$8,750</b>
<b>IMPACT ON OPERATING BUDGET</b>			
New equipment should reduce repair costs.			

DEPARTMENT	<b>Police</b>		
PROJECT NAME:	<b>Mobile Data Terminal (MDT) Replacement</b>		
RATIONALE:	Mobile data terminals (rugged laptops) are installed in each vehicle and are used by officers to write reports and to access criminal justice databases. Current MDTs are 6+ years old and are approaching their end of useful life.		
PROJECT LIFE:	5 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$7,000	\$0	<b>\$7,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
New equipment should reduce repair costs.			

DEPARTMENT	<b>Police</b>		
PROJECT NAME:	<b>Taser Replacement</b>		
RATIONALE:	Tasers are a proven less lethal use of force tool that reduces injuries to both officers and suspects.		
PROJECT LIFE:	5 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$5,000	\$0	<b>\$5,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
None			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Waveny House</b>		
RATIONALE:	In order to extend the useful life, a new garage door and interior finishing is required.		
PROJECT LIFE:	25+ Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$1,835,000	\$0	\$0	<b>\$1,835,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduction of recurring maintenance expenses			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Co-Generation Plant (BOE)</b>		
RATIONALE:	Power generation and energy savings		
PROJECT LIFE:	20+ Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$775,000	\$0	\$0	<b>\$775,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduction of recurring maintenance expenses			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Playhouse Movie Theatre</b>		
RATIONALE:	In order to extend the useful life, the roof is being replaced.		
PROJECT LIFE:	50+ Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$231,020	\$0	\$0	<b>\$231,020</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduction of recurring maintenance expenses			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Waveny House HVAC Systems Engineering</b>		
PROJECT NAME:	100+Years		
RATIONALE:	In order to extend the useful life of Havoc system		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
EXPTD. START:		EXPTD. COMPLETION:	
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$125,000	\$0	\$0	<b>\$125,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduction of recurring maintenance expenses			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Engineering/Oil to Gas Conversion Town Buildings</b>		
RATIONALE:	In order to extend the useful life, and energy conservation		
PROJECT LIFE:	25+ Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$100,000	\$0	\$0	<b>\$100,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduction of recurring maintenance expenses			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Waveny Park Carriage Barn Art Gallery</b>		
RATIONALE:	In order to extend the useful life, doors are being repaired together with interior finishing.		
PROJECT LIFE:	25+ Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$74,600	\$0	\$0	<b>\$74,600</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduction of recurring maintenance expenses			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Waveny Park Powerhouse Theatre</b>		
RATIONALE:	In order to extend the useful life and to maximize the building usage		
PROJECT LIFE:	25+ Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$70,000	\$0	\$0	<b>\$70,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduction of recurring maintenance expenses			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Town Hall</b>		
RATIONALE:	In order to extend the useful life and to maximize the building usage		
PROJECT LIFE:	N/A		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$50,000	\$0	<b>\$50,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduction of recurring maintenance expenses			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Highway Garage-Old Incinerator Building</b>		
RATIONALE:	In order to extend the useful life and to maximize the building usage		
PROJECT LIFE:	25+ Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$40,297	\$0	<b>\$40,297</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduction of recurring maintenance expenses			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Town Hall Annex Building</b>		
RATIONALE:	In order to extend the useful life and to maximize the building usage		
PROJECT LIFE:	25+ Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$35,576	\$0	<b>\$35,576</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduction of recurring maintenance expenses			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Fire House</b>		
RATIONALE:	In order to extend the useful life and to maximize the building usage		
PROJECT LIFE:	25+ Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$35,000	\$0	<b>\$35,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduction of recurring maintenance expenses			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Parks Garage Saxe</b>		
RATIONALE:	In order to extend the useful life and to maximize the building usage		
PROJECT LIFE:	25+ Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$31,837	\$0	<b>\$31,837</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduction of recurring maintenance expenses			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Nature Center Animal Care</b>		
RATIONALE:	In order to extend the useful life and to maximize the building usage		
PROJECT LIFE:	25+ Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$20,000	\$0	<b>\$20,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduction of recurring maintenance expenses			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>School House Apartments/Daycare</b>		
RATIONALE:	In order to extend the useful life and to maximize the building usage		
PROJECT LIFE:	20 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$20,000	\$0	<b>\$20,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Nature Center Education Annex</b>		
RATIONALE:	In order to extend the useful life and to maximize the building usage		
PROJECT LIFE:	20 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$18,000	\$0	<b>\$18,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Waveny Park Lapham Community Center</b>		
RATIONALE:	In order to extend the useful life and to maximize the building usage		
PROJECT LIFE:	20 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$17,078	\$0	<b>\$17,078</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			



DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Waveny Park Lodge Paddle Tennis House</b>		
RATIONALE:	In order to extend the useful life and to maximize the building usage		
PROJECT LIFE:	20 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$11,124	\$0	<b>\$11,124</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Town Buildings</b>		
PROJECT NAME:	<b>Police Station Renovation</b>		
RATIONALE:	In order to extend the useful life and to maximize the building usage		
PROJECT LIFE:	20 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$10,000	\$0	<b>\$10,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Administration &amp; Engineering</b>		
PROJECT NAME:	<b>Pavement Management and Improvement Program</b>		
RATIONALE:	Annual road reconstruction is required in order to properly maintain the Town's roadway infrastructure. The pavement on the majority of the Town's roads is older than 20 years and has exceeded the expected service life.		
PROJECT LIFE:	20 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$2,000,000	\$0	\$438,065	<b>\$2,438,065</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Administration &amp; Engineering</b>		
PROJECT NAME:	<b>Bridge at West Road</b>		
RATIONALE:	This bridge is approximately 75 years old and has been damaged during a recent storm event. An investigation was performed in the Summer of 2018. Reconstruction of the bridge is necessary.		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$1,000,000	\$0	\$1,000,000	<b>\$2,000,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Avoids unanticipated repairs and legal action against the Town.			

DEPARTMENT	<b>Public Works- Administration &amp; Engineering</b>		
PROJECT NAME:	<b>Parking Lots</b>		
RATIONALE:	Annual parking lot reconstruction is required to properly maintain the Town's infrastructure. The majority of the Town parking lots are older than 20 years and have exceeded their expected service life.		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$300,000	\$0	\$0	<b>\$300,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Avoids unanticipated repairs and legal action against the Town.			

DEPARTMENT	<b>Public Works- Administration &amp; Engineering</b>		
PROJECT NAME:	<b>Sidewalk Improvements</b>		
RATIONALE:	Annual sidewalk repair and maintenance are required in order to properly maintain the Town's Infrastructure and to ensure that the sidewalks exceed the expected service life. Proper maintenance should reduce the Town's exposure to claims for tripping, falling, etc. The current POCD, 2014 details several locations where new sidewalks would be beneficial, namely connecting existing walks with Town facilities i.e., Buildings, Parks, Schools, etc.		
PROJECT LIFE:	20 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$300,000	\$0	\$0	<b>\$300,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for routine maintenance			

DEPARTMENT	<b>Public Works- Administration &amp; Engineering</b>		
PROJECT NAME:	<b>Bridge at Collins Pond</b>		
RATIONALE:	This bridge is approximately 62 years old and has been damaged during a recent storm event. An investigation was performed in the Summer of 2018. Reconstruction of the bridge is necessary.		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$0	\$250,000	<b>\$250,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Avoids unanticipated repairs and legal action against the Town.			

DEPARTMENT	<b>Public Works- Administration &amp; Engineering</b>		
PROJECT NAME:	<b>Pavement Preservation</b>		
RATIONALE:	Annual road repair is required in order to properly maintain the Town's roadway infrastructure. Proper maintenance of new and existing roads (crack sealing, localized repairs, etc.) will ensure that they reach and exceed the expected service life.		
PROJECT LIFE:	5-7 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$250,000	\$0	<b>\$250,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Administration &amp; Engineering</b>		
PROJECT NAME:	<b>Cameras and Security Measures</b>		
RATIONALE:	Installation of Security Cameras at Various Locations in Town. Due to recent events, the safety and security of our residents was re-analyzed and it was determined that several locations in Town could benefit from the installation of security cameras		
PROJECT LIFE:	5-7 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$50,000	\$0	<b>\$50,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Administration &amp; Engineering</b>		
PROJECT NAME:	<b>Drainage Improvements</b>		
RATIONALE:	Annual drainage installation, repair, and maintenance are required in order to properly maintain the Town's roadway Infrastructure and to ensure that the roads exceed the expected service life.		
PROJECT LIFE:	20 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$50,000	\$0	<b>\$50,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for routine maintenance			

DEPARTMENT	<b>Public Works- Administration &amp; Engineering</b>		
PROJECT NAME:	<b>Guiderail Improvements</b>		
RATIONALE:	Guiderail repair and maintenance are required in order to properly maintain the Town's Infrastructure and to ensure that the guiderails exceed the expected service life. Proper maintenance should reduce the Town's exposure to claims for accidents.		
PROJECT LIFE:	20 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$50,000	\$0	<b>\$50,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs and avoidance of potential litigation.			

DEPARTMENT	<b>Public Works- Administration &amp; Engineering</b>		
PROJECT NAME:	<b>Signage and Striping</b>		
RATIONALE:	The annual replacement of the Town's road and street signs and pavement markings is a requirement of the Federal Highway Administration. The majority of the Town's signs and markings have exceeded the expected service life.		
PROJECT LIFE:	5-7 Years		
EXPTD. START:	7/1/2020	EXPTD. COMPLETION:	6/30/2021
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$25,000	\$0	<b>\$25,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Highway</b>		
PROJECT NAME:	<b>2WD Dump-Sander</b>		
RATIONALE:	This truck will replace an older model existing truck with high mileage		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$200,000	\$0	\$0	<b>\$200,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Highway</b>		
PROJECT NAME:	<b>Wood Chipper</b>		
RATIONALE:	Replacing an older model Wood Chipper with high hours used for all types of Tree and Brush removal along road side and emergency tree removal		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$60,000	\$0	\$0	<b>\$60,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Ongoing maintenance / repairs.			

DEPARTMENT	<b>Public Works- Highway</b>		
PROJECT NAME:	<b>Low Boy Dump Truck</b>		
RATIONALE:	This truck will replace an older model existing truck with high mileage		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$53,000	\$0	\$0	<b>\$53,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Highway</b>		
PROJECT NAME:	<b>Vacuum Leaf System</b>		
RATIONALE:	Replacing an existing older model leaf system with heavy usage. The vacuum leaf system is used daily in the Fall for all leaf cleanup as well as Spring and Fall property cleaning.		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$35,000	\$0	<b>\$35,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Ongoing maintenance / repairs.			

DEPARTMENT	<b>Public Works- Highway</b>		
PROJECT NAME:	<b>Equipment Refurbishing</b>		
RATIONALE:	Prolongs the life of heavy equipment with limited cost		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$25,000	\$0	<b>\$25,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Highway</b>		
PROJECT NAME:	<b>Trailer</b>		
RATIONALE:	To replace existing, older model trailer used for material and equipment transport		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$10,000	\$0	<b>\$10,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Transfer Station</b>		
PROJECT NAME:	<b>Rebuild Block Wall</b>		
RATIONALE:	The current wall has fallen several times. Luckily no one was on the other side		
PROJECT LIFE:	10-20 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$27,500	\$0	<b>\$27,500</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Ongoing maintenance / repairs.			

DEPARTMENT	<b>Public Works- Park Fields</b>		
PROJECT NAME:	<b>Bristow Bird Sanctuary</b>		
RATIONALE:	Five year plan developed by Conservation Commission to refurbish the bird sanctuary in anticipation of its 100 year anniversary		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$199,500	\$0	\$0	<b>\$199,500</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Park Fields</b>		
PROJECT NAME:	<b>Irrigation Upgrades</b>		
RATIONALE:	The town has invested substantial money in irrigation systems. Some of these systems need to be upgraded to allow continuous use without downtime		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$100,000	\$0	\$0	<b>\$100,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Park Fields</b>		
PROJECT NAME:	<b>Field Improvements</b>		
RATIONALE:	The town needs to maintain the athletic facilities so that users will be safe. The majority of this money is used to repair baseball and softball infields (skinned) there will also be some sodding, mounds and batter box repair		
PROJECT LIFE:	1-3 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$60,000	\$0	<b>\$60,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
None but allows both safe playing surface and ability to open fields quicker after a rain event			

DEPARTMENT	<b>Public Works- Park Fields</b>		
PROJECT NAME:	<b>Stone Wall Repairs</b>		
RATIONALE:	There are many walls around Waveny which are crumbling and need repair estimated total cost is around \$300,000		
PROJECT LIFE:	20 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$50,000	\$0	\$0	<b>\$50,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Ongoing maintenance / repairs.			

DEPARTMENT	<b>Public Works- Park Fields</b>		
PROJECT NAME:	<b>Fence and Backstop Replacement</b>		
RATIONALE:	Replacement of existing fences and backstops in various Parks in Town		
PROJECT LIFE:	20 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$50,000	\$0	\$0	<b>\$50,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Ongoing maintenance / repairs.			



DEPARTMENT	<b>Public Works- Park Fields</b>		
PROJECT NAME:	<b>Scoreboard Replacement</b>		
RATIONALE:	To replace scoreboards on athletic fields to allow continuous use with limited breakdowns.		
PROJECT LIFE:	10 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$13,000	\$0	<b>\$13,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Park Fields</b>		
PROJECT NAME:	<b>Water Fountains</b>		
RATIONALE:	Many of the towns drinking fountains are old and in disrepair. These fountains need upgrading to make sure they are handicap accessible.		
PROJECT LIFE:	15 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$12,000	\$0	<b>\$12,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Ongoing maintenance / repairs.			

DEPARTMENT	<b>Public Works- Park Equipment</b>		
PROJECT NAME:	<b>Tractor</b>		
RATIONALE:	To replace a 20-25 year old tractor. Unit was deferred from last year's budget.		
PROJECT LIFE:	15 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$88,000	\$0	\$0	<b>\$88,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Park Equipment</b>		
PROJECT NAME:	<b>Articulating Loader</b>		
RATIONALE:	This is a replacement of a skid steer loader which is over 25 years old. The loader is a small loader so we can use in in trails and also for snow clearing on sidewalks and other small properties.		
PROJECT LIFE:	15 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$63,000	\$0	\$0	<b>\$63,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Park Equipment</b>		
PROJECT NAME:	<b>Vehicle w/ accessories</b>		
RATIONALE:	Replacement of existing vehicle		
PROJECT LIFE:	10-15 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$55,000	\$0	\$0	<b>\$55,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Park Equipment</b>		
PROJECT NAME:	<b>Flail Mower/Debris Catcher</b>		
RATIONALE:	This mower will improve the quality of the towns natural areas such as the corn field and Irwin fields. When mowing the machine collets the debris for disposal		
PROJECT LIFE:	10-15 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$48,000	\$0	<b>\$48,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Park Equipment</b>		
PROJECT NAME:	<b>Trailers</b>		
RATIONALE:	To replace existing enclosed trailer used for Baseball and softball daily maintenance. Existing trailer is 12 years old		
PROJECT LIFE:	10-12 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$10,000	\$0	<b>\$10,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Park Equipment</b>		
PROJECT NAME:	<b>Ride on Mowers</b>		
RATIONALE:	This is to replace an old unreliable mower which has a life expectancy of 8 years. These mowers mow all the school grounds and parks and are run on a daily basis during the growing season.		
PROJECT LIFE:	8 Years		
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$10,000	\$0	<b>\$10,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>New Canaan Library</b>		
PROJECT NAME:	<b>Library Construction</b>		
RATIONALE:	Town contribution towards new library building.		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$2,000,000	\$0	\$0	<b>\$2,000,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Funds set into the Land Acquisition Fund could potentially absorb future land acquisition opportunities as they arise.			

DEPARTMENT	<b>Public Works- Sewer Operations</b>		
PROJECT NAME:	<b>Combined Heat and Power Unit</b>		
RATIONALE:	Install CHP Unit to generate electricity and save cost		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$600,000	\$0	<b>\$600,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Sewer Operations</b>		
PROJECT NAME:	<b>Collection System Inflow Evaluation</b>		
RATIONALE:	Study WPCF flow increase due to storm events		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$200,000	\$0	<b>\$200,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Sewer Operations</b>		
PROJECT NAME:	<b>WPCF-Engineering Services</b>		
RATIONALE:	Consulting services in regard to WPCF operation		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$20,000	\$0	<b>\$20,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Sewer Operations</b>		
PROJECT NAME:	<b>Control Building</b>		
RATIONALE:	Building maintenance		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$14,343	\$0	<b>\$14,343</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Sewer Operations</b>		
PROJECT NAME:	<b>Submersible Pump</b>		
RATIONALE:	One of twelve submersible pumps operating in pumping stations		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$13,800	\$0	<b>\$13,800</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Sewer Operations</b>		
PROJECT NAME:	<b>Sewer Rehab</b>		
RATIONALE:	Repair and replace manhole covers, rings, point repairs and root control.		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$10,600	\$0	<b>\$10,600</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Sewer Operations</b>		
PROJECT NAME:	<b>Post Treatment Building</b>		
RATIONALE:	Building maintenance		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$10,157	\$0	<b>\$10,157</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

DEPARTMENT	<b>Public Works- Sewer Operations</b>		
PROJECT NAME:	<b>Mead Park Pump Station</b>		
RATIONALE:	Building maintenance		
PROJECT LIFE:			
EXPTD. START:	1-Jul-20	EXPTD. COMPLETION:	30-Jun-21
<b>FINANCIAL INFORMATION</b>			
BONDING	TAX FUNDING	OTHER	<b>PROJECT TOTAL</b>
\$0	\$10,000	\$0	<b>\$10,000</b>
<b>IMPACT ON OPERATING BUDGET</b>			
Reduced time and materials required for maintenance / repairs.			

**NEW CANAAN PUBLIC SCHOOLS - FIVE (5) YEAR CAPITAL PLAN**

<u>Facility</u>	<u>Item Description</u>	<u>Bonding</u>	<u>Tax Funding</u>	<u>Other</u>	<u>Total</u>
<b>District</b>	Engineering Services - West Roof	100,000			100,000
	Energy Conservation - Engineering Services	-	50,000		50,000
	Engineering Services - General	-	30,000		30,000
		-			-
	<b>Total District:</b>	<b>100,000</b>	<b>80,000</b>	<b>-</b>	<b>180,000</b>

<u>Facility</u>	<u>Item Description</u>	<u>Bonding</u>	<u>Tax Funding</u>	<u>Other</u>	<u>Total</u>
<b>East</b>	Roof Replacement	2,002,000			2,002,000
	Remediate Water Incurson	100,000			100,000
	Masonry Restoration/Repair/Repoint Brick	80,000			80,000
	Carpet Media Center (was FY23)	-	47,350		47,350
	Painting- East		30,000		30,000
	<b>Total East:</b>	<b>2,182,000</b>	<b>77,350</b>	<b>-</b>	<b>2,259,350</b>

<u>Facility</u>	<u>Item Description</u>	<u>Bonding</u>	<u>Tax Funding</u>	<u>Other</u>	<u>Total</u>
<b>South</b>	Resurface Kindergarten Playground and sidewalks	70,000			70,000
	Carpet Media Center	56,500			56,500
	Painting-South	-	30,000		30,000
	Expansion Joint Repair	-	18,000		18,000
	<b>Total South:</b>	<b>126,500</b>	<b>48,000</b>	<b>-</b>	<b>174,500</b>

<u>Facility</u>	<u>Item Description</u>	<u>Bonding</u>	<u>Tax Funding</u>	<u>Other</u>	<u>Total</u>
<b>West</b>	Chiller Replacement	290,000			290,000
	Replace/Remediate Oil Tank	-	50,000		50,000
	Masonry Restoration/Repoint-Repair Brick	-	50,000		50,000
	Painting		30,000		30,000
	Replace PE Wall Mats	-	25,000		25,000
	Carpet Replacement School Psych Office	-	15,000		15,000
	<b>Total West:</b>	<b>290,000</b>	<b>170,000</b>	<b>-</b>	<b>460,000</b>

<u>Facility</u>	<u>Item Description</u>	<u>Bonding</u>	<u>Tax Funding</u>	<u>Other</u>	<u>Total</u>
<b>Saxe</b>	Energy Conservation/LED Lighting	325,000			325,000
	Saxe Cafeteria Roof			300,000	300,000
	Painting-Saxe		50,000		50,000
	Floor Tile Repair		30,000		30,000
	Replace Parking Lot Fixtures		20,000		20,000
	Install Walkway Inner Circle		15,000		15,000
	<b>Total Saxe:</b>	<b>325,000</b>	<b>115,000</b>	<b>300,000</b>	<b>740,000</b>

<u>Facility</u>	<u>Item Description</u>	<u>Bonding</u>	<u>Tax Funding</u>	<u>Other</u>	<u>Total</u>
<b>HS</b>	Re-pave Parking Lot	375,000			375,000
	Energy Conservation/LED Lighting	325,000			325,000
	Masonry Restoration	150,000			150,000
	Replace common areas flooring	108,000			108,000
	Auditorium Lighting System - Cosler	100,000			100,000
	Replace carpeting Auditorium Lobby, Main Office, Guidance	69,000			69,000
	Painting-HS	-	50,000		50,000
	New Carpet/ LVT Roome 119/ 120	-	35,000		35,000
	Family Consumer Science Casework	-	25,000		25,000
	<b>Total HS:</b>	<b>1,127,000</b>	<b>110,000</b>	<b>-</b>	<b>1,237,000</b>

	<b>Total Facilities:</b>	<b>4,150,500</b>	<b>600,350</b>	<b>300,000</b>	<b>5,050,850</b>
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<u>Facility</u>	<u>Item Description</u>	<u>Bonding</u>	<u>Tax Funding</u>	<u>Other</u>	<u>Total</u>
SPED	SPED Transportation Vehicle Replacement (W/C Van)	-	65,000		65,000
	SPED Transportation Vehicle Replacement #1	-	50,000		50,000
	SPED Transportation Vehicle Replacement #2	-	50,000		50,000
	<b>Total SPED:</b>	-	<b>165,000</b>	-	<b>165,000</b>

<b>Total Projected Capital Needs</b>		<b>4,150,500</b>	<b>473,288</b>		<b>4,623,788</b>
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<u>Facility</u>	<u>Item Description</u>	<u>Bonding</u>	<u>Tax Funding</u>	<u>Other</u>	<u>Total</u>
Technology Services			-		-
17-18 Lease				155,052	155,052
18-19 Lease				159,535	159,535
19-20 Lease				157,291	157,291
20-21 Lease				150,000	150,000
<b>Total Equipment Lease *Annual spend for the IT Lease is approx. \$630,000</b>				<b>621,878</b>	<b>621,878</b>

<b>Total Projected Capital and Lease Needs</b>		<b>4,150,500</b>	<b>473,288</b>	<b>621,878</b>	<b>5,245,665</b>
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## Town of New Canaan- Summary of 5 Year Capital Program

	2020-21				TOTAL (A thru E)
	Bonding	Tax Funding	Other	Total	
<b>Tax Assessor</b>					
2023 State Mandated Full Town Wide Revaluation	-	-	-	-	300,000
<b>Information Technology</b>					
IT-Hardware/Software	75,000			75,000	345,000
WAN Software / Hardware	60,000			60,000	300,000
<b>Fire</b>					
Staff Vehicle Replacement	-	40,000	-	40,000	40,000
SCBA Air Bottles	-	5,000	-	5,000	5,000
Radio Replacement	-	1,700	-	1,700	1,700
Personal Protective Equipment	-	-	-	-	72,500
Water Supply Improvement	-	-	-	-	40,000
Equipment / Tools	-	-	-	-	20,000
Fire Hose Replacement	-	-	-	-	40,000
Fire Station Alert System	-	-	-	-	20,000
Pumper Replacement (Engine 2)	-	-	-	-	618,000
<b>Parking</b>					
Replacement vehicle	-	-	-	-	-
Replacement Cameras & Licence Plate Reader	-	-	-	-	-
Replacement Cameras & Licence Plate Reader	-	-	-	-	15,000
	-	-	-	-	20,000
<b>Recreation</b>					
Waveny Trail Extension *	-	50,000	-	50,000	170,000
Resurface HS Tennis Courts (7)	-	45,000	-	45,000	45,000
Kiwanis Playground Fencing	-	25,000	-	25,000	25,000
Mead Park Tennis Building	-	20,000	-	20,000	20,000
Mead Park Colonnade Hardscape	-	15,000	-	15,000	15,000
Waveny Athletic Field Fencing *	-	10,000	-	10,000	50,000
Dixon Park Walkway	-	8,000	-	8,000	8,000
Speed Sentry Units	-	5,000	-	5,000	5,000
Dixon Park Playground Upgrade	-	-	-	-	25,000
Lapham Center Furniture Replacement	-	-	-	-	7,500
Mead Park Tennis Court Lighting	-	-	-	-	75,000
Mead Park Tennis Walkways	-	-	-	-	12,500
Waveny Athletic Field Bleachers	-	-	-	-	15,000
<b>Ambulance</b>					
New Ambulance	210,000				210,000

**Town of New Canaan- Summary of 5 Year Capital Program**

	2020-21				TOTAL (A thru E)
	Bonding	Tax Funding	Other	Total	
<b>Police</b>					
Police vehicles (3)	-	105,000	-	105,000	451,000
Equipment for new vehicles (3)	-	30,000	-	30,000	94,000
Vehicle changeover costs (3)	-	15,000	-	15,000	61,000
Bullet Proof Vest Replacement	-	8,750	-	8,750	43,750
Mobile Data Terminal Replacement	-	7,000	-	7,000	35,000
Taser Replacement	-	5,000	-	5,000	25,000
Speed Sentry Units	-	-	-	-	10,000
Portable radio replacement	-	-	-	-	24,000
Mobile Radio Replacement	-	-	-	-	15,000
License Plate Reader	-	-	-	-	40,000
<b>DPW-Town Buildings</b>					
Waveny House	1,835,000	-	-	1,835,000	3,892,520
Co-Generation Plant-eliminates need for Boiler Replacement (BOE)	775,000	-	-	775,000	775,000
Playhouse Movie Theatre	231,020	-	-	231,020	375,592
Waveny House HVAC System Engineering	125,000	-	-	125,000	3,125,000
Engineering/Oil to Gas conversions Town Bldg	100,000	-	-	100,000	100,000
Waveny Park Carriage Barn Art Gallery	74,600	-	-	74,600	74,600
Waveny Park Powerhouse Theatre	70,000	-	-	70,000	114,223
Town Hall	-	50,000	-	50,000	103,360
Highway Garage - Old Incinerator bldg.	-	40,297	-	40,297	423,732
Town Hall Annex Human Services (Outback)	-	35,576	-	35,576	77,408
Fire House	-	35,000	-	35,000	35,000
Parks Garage Saxe	-	31,837	-	31,837	196,706
Nature Center Animal Care	-	20,000	-	20,000	20,000
School House Apartments / Daycare	-	20,000	-	20,000	20,000
Nature Center Education Annex	-	18,000	-	18,000	55,102
Waveny Park Lapham Community Center	-	17,078	-	17,078	67,872
Waveny Park Lodge Paddle Tennis House	-	11,124	-	11,124	11,124
Police Station Renovation	-	10,000	-	10,000	10,010,000
Waveny Park Pool*	-	-	-	-	1,739
Nature Center Potting Shed/Old Greenhouse DEMO	-	-	-	-	9,112
Irwin Park Barn	-	-	-	-	4,284
Irwin Park Gores Pavilion	-	-	-	-	37,669
Waveny Park Storage Barn (Paks bld)	-	-	-	-	79,000
Nature Center Education Building	-	-	-	-	102,228
Waveny Park Potting Shed (in front of Powerhouse)	-	-	-	-	138,410
Vine Cottage Renovation	-	-	-	-	22,225
Nature Center maple syrup shed	-	-	-	-	4,500
Kiwanis Park Pavilion	-	-	-	-	30,000
					250,000
					280,000



**Town of New Canaan- Summary of 5 Year Capital Program**

	2020-21				2021-22					2022-23			2023-24		2024-25	TOTAL
	A		Other		B					C			D		E	(A thru E)
	Bonding	Tax Funding			Funding source determined during annual budget process											
Fence/ Backstops Replacement	-	50,000	-	-	50,000	-	-	-	-	50,000	-	-	-	-	50,000	250,000
Scoreboard Replacement	-	13,000	-	-	13,000	-	-	-	-	-	-	-	-	-	-	33,000
Water fountains	-	12,000	-	-	12,000	-	-	-	-	-	-	4,500	-	-	-	16,500
Playground Safety updates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
Driving Range Improvement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	65,000
Waveny Phase II	-	-	-	-	-	-	-	-	-	100,000	-	-	-	-	-	210,000
<b>DPW-Parks Equip.</b>																
Tractor	88,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	88,000
Articulating Loader	63,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	63,000
Vehicle w/accessories	55,000	-	-	-	-	-	-	-	-	110,000	-	-	-	-	-	330,000
Flail mower/debris catcher	-	48,000	-	-	48,000	-	-	-	-	-	-	-	-	-	-	48,000
Trailers	-	10,000	-	-	10,000	-	-	-	-	12,000	-	-	-	-	12,000	34,000
Ride on Mowers	-	10,000	-	-	10,000	-	-	-	-	10,000	-	-	-	-	10,000	40,000
Leaf Box and vacuum	-	10,000	-	-	10,000	-	-	-	-	9,000	-	-	-	-	-	9,000
Field Mower	-	-	-	-	-	-	-	-	-	-	-	-	-	9,500	-	9,500
Paint Machines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17,000
Seeder/Aerator	-	-	-	-	-	-	-	-	-	-	-	28,000	-	-	-	28,000
Infield Machine	-	-	-	-	-	-	-	-	-	30,000	-	-	-	-	-	30,000
Utility Carts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	44,000
Ventrac type accessories	-	-	-	-	-	-	-	-	-	-	-	34,000	-	-	-	45,000
Athletic Field Mower (16')	-	-	-	-	-	-	-	-	-	98,000	-	-	-	-	-	98,000
10' Front Mower	-	-	-	-	-	-	-	-	-	64,000	-	-	-	65,000	-	129,000
Backhoe Loader	-	-	-	-	-	-	-	-	-	135,000	-	-	-	-	-	135,000
Sidewalk Plow	-	-	-	-	-	-	-	-	-	150,000	-	-	-	150,000	-	300,000
Sidewalk sander	-	-	-	-	-	-	-	-	-	7,000	-	-	-	-	-	7,000
Salt Spreader Body	-	-	-	-	-	-	-	-	-	8,000	-	-	-	-	-	8,000
Snowplow tractor mount	-	-	-	-	-	-	-	-	-	-	-	10,000	-	-	-	10,000
Brush cutters	-	-	-	-	-	-	-	-	-	-	-	10,000	-	-	-	10,000
Blowers	-	-	-	-	-	-	-	-	-	6,000	-	-	-	15,000	-	21,000
72" Mower	-	-	-	-	-	-	-	-	-	-	64,000	-	-	-	-	128,000
<b>New Canaan Library</b>																
Library Building	2,000,000	-	-	-	-	-	-	-	-	2,500,000	-	-	-	-	-	10,000,000
<b>Conservation Commission</b>																
Other Land Acquisition Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	250,000
<b>Total Town Capital</b>	<b>9,974,120</b>	<b>1,459,862</b>	<b>1,688,065</b>	<b>13,122,047</b>	<b>19,428,145</b>	<b>19,133,690</b>	<b>9,078,590</b>	<b>8,289,072</b>	<b>69,051,544</b>							

**Town of New Canaan - Summary of 5 Year Capital Program**

	2020-21				TOTAL (A thru E)
	Bonding	Tax Funding	Other	Total	
<b>Board of Education</b>					
Engineering Services - West Roof	100,000	-	-	100,000	-
Energy Conservation - Engineering Services	-	50,000	-	50,000	350,000
Engineering Services - General	-	30,000	-	30,000	50,000
Roof Replacement	2,002,000	-	-	2,002,000	150,000
Remediate Water Incurison	100,000	-	-	100,000	2,002,000
Masonry Restoration/Repair/Repoint Brick	80,000	-	-	80,000	100,000
Carpet Media Center (was FY23)	-	47,350	-	47,350	160,000
Painting- East	-	30,000	-	30,000	47,350
Boiler Replacement (expected life less than 5 years)	-	-	-	-	30,000
Parking Lot Renovation (was FY22)	-	-	-	-	385,000
Floor Tile Replacement (was FY23)	-	-	-	-	250,000
Refinish Stage	-	-	-	-	250,000
Resurface Kindergarten Playground and sidewalks	70,000	-	-	70,000	22,500
Carpet Media Center	56,500	-	-	56,500	70,000
Painting-South	-	30,000	-	30,000	56,500
Expansion Joint Repair	-	18,000	-	18,000	30,000
Floor Tile Replacement (was FY22)	-	-	-	-	18,000
Boiler Replacement (expected life less than 3 years)	-	-	-	-	250,000
Chiller Replacement	290,000	-	-	290,000	300,000
Replace/Remediate Oil Tank	-	50,000	-	50,000	290,000
Masonry Restoration/Repoint-Repair Brick	-	50,000	-	50,000	50,000
Painting	-	30,000	-	30,000	55,000
Replace PE Wall Mats	-	25,000	-	25,000	150,000
Carpet Replacement School Psych Office	-	15,000	-	15,000	25,000
Roof Replacement	-	-	-	-	15,000
Renovate Parking Lot	-	-	-	-	2,200,000
Vinyl Covering on lunch line and hallway by ramps	-	-	-	-	300,000
Carpet Music Rooms	-	-	-	-	25,000
Boiler Replacement (expected life less than 3 years)	-	-	-	-	17,000
Carpet Media Center	-	-	-	-	309,000
Floor Tile Replacement	-	-	-	-	83,000
Energy Conservation/LED Lighting	325,000	-	-	325,000	83,000
Saxe Cafeteria Roof	-	-	300,000	300,000	250,000
Painting-Saxe	-	50,000	-	50,000	1,325,000
Floor Tile Repair	-	30,000	-	30,000	300,000
Replace Parking Lot Fixtures	-	20,000	-	20,000	25,000
Install Walkway Inner Circle	-	15,000	-	15,000	17,000
Masonry Repairs/Repoint Brick	-	-	-	-	309,000
Renovate Parking Lot & Curb Repairs	-	-	-	-	83,000
Refinish Gym Floor	-	-	-	-	250,000

**Town of New Canaan - Summary of 5 Year Capital Program**

	2020-21			TOTAL (A thru E)
	Bonding	Tax Funding	Other	
Re-pave Parking Lot	375,000	-	-	375,000
Energy Conservation/LED Lighting	325,000	-	-	325,000
Masonry Restoration	150,000	-	-	150,000
Replace common areas flooring	108,000	-	-	108,000
Auditorium Lighting System - Cosler	100,000	-	-	100,000
Replace carpeting Auditorium Lobby, Main Office, Guidance Painting-HS	69,000	-	-	69,000
New Carpet/ LVT Rooms 119/ 120	-	50,000	-	50,000
Family Consumer Science Casework	-	35,000	-	35,000
Co-Generation Plant	-	25,000	-	25,000
Roof Replacement (estimate pending comprehensive study)	-	-	-	-
SPED Transportation Vehicle Replacement (W/C Van)	-	65,000	-	65,000
SPED Transportation Vehicle Replacement #1	-	50,000	-	50,000
SPED Transportation Vehicle Replacement #2	-	50,000	-	50,000
<b>Total Board of Education Capital</b>	<b>4,150,500</b>	<b>765,350</b>	<b>300,000</b>	<b>5,215,850</b>

	2021-22	2022-23	2023-24	2024-25	TOTAL
	B	C	D	E	(A thru E)
	Funding source determined during annual budget process				
	375,000	-	-	-	750,000
	-	-	-	1,000,000	1,325,000
	-	-	-	-	150,000
	-	-	-	-	108,000
	-	-	-	-	100,000
	-	-	-	-	69,000
	50,000	50,000	50,000	50,000	250,000
	-	-	-	-	35,000
	-	-	-	-	25,000
	1,200,000	-	-	-	1,200,000
	-	3,500,000	3,500,000	-	7,000,000
	50,000	50,000	50,000	-	215,000
	50,000	50,000	50,000	-	200,000
	50,000	50,000	50,000	-	200,000
	<b>6,547,000</b>	<b>4,601,500</b>	<b>4,585,000</b>	<b>2,220,000</b>	<b>23,169,350</b>

	2021-22	2022-23	2023-24	2024-25	TOTAL
	25,975,145	23,735,190	13,663,590	10,509,072	92,220,894
<b>BOE Technology Leases</b>					
17-18 Lease	-	-	-	-	155,052
18-19 Lease	159,535	-	-	-	159,535
19-20 Lease	157,291	157,291	-	-	471,873
20-21 Lease	150,000	150,000	150,000	-	600,000
21-22 Lease	150,000	150,000	150,000	150,000	600,000
22-23 Lease	-	-	-	150,000	150,000
<b>Total Leases</b>	<b>616,826</b>	<b>457,291</b>	<b>300,000</b>	<b>300,000</b>	<b>2,295,994</b>

**Town of New Canaan- Summary of 5 Year Capital Program**

	2020-21 A			2021-22					2022-23			2023-24			2024-25			TOTAL (A thru E)	
	Bonding	Tax Funding	Other	Total	B	C	D	E	Funding source determined during annual budget process	D	E	Funding source determined during annual budget process	D	E	Funding source determined during annual budget process	D	E		
<b>Sewer Fund Projects</b>																			
Combined Heat and Power Unit	-	600,000	-	600,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	600,000
Collection System Inflow Evaluation	-	200,000	-	200,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	200,000
Engineering Services (Zinc, Phosphorus, WPCF upgrades) (c)	-	20,000	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	100,000
Control Building	-	14,343	-	14,343	18,721	45,539	154,134	-	18,721	45,539	154,134	-	18,721	45,539	154,134	-	18,721	45,539	232,737
Submersible Pump	-	13,800	-	13,800	14,200	14,600	14,600	15,000	14,200	14,600	14,600	15,000	14,200	14,600	14,600	15,000	14,200	14,600	72,200
Sewer Rehab	-	10,600	-	10,600	10,900	11,200	11,500	12,000	10,900	11,200	11,500	12,000	10,900	11,200	11,500	12,000	10,900	11,200	56,200
Post-Treatment Building	-	10,157	-	10,157	11,432	52,966	-	-	11,432	52,966	-	-	11,432	52,966	-	-	11,432	52,966	74,555
Mead Park Pump Station	-	10,000	-	10,000	980	3,308	-	-	980	3,308	-	-	980	3,308	-	-	980	3,308	14,288
UV Re-Hab (c)	-	-	-	-	20,000	-	20,000	-	20,000	-	20,000	-	20,000	-	20,000	-	20,000	-	40,000
Horizontal Grinder Pump2	-	-	-	-	31,000	-	-	35,000	31,000	-	-	35,000	31,000	-	-	35,000	31,000	-	66,000
Sensor Replacements	-	-	-	-	-	14,000	-	-	-	14,000	-	-	-	14,000	-	-	-	14,000	14,000
Pre-Treatment Building	-	-	-	-	4,899	18,338	-	-	4,899	18,338	-	-	4,899	18,338	-	-	4,899	18,338	23,237
Old Stamford Road Pump Station	-	-	-	-	3,681	490	1,837	-	3,681	490	1,837	-	3,681	490	1,837	-	3,681	490	6,008
<b>Total Sewer Fund</b>	<b>-</b>	<b>878,900</b>	<b>-</b>	<b>878,900</b>	<b>135,813</b>	<b>180,441</b>	<b>222,071</b>	<b>82,000</b>	<b>135,813</b>	<b>180,441</b>	<b>222,071</b>	<b>82,000</b>	<b>135,813</b>	<b>180,441</b>	<b>222,071</b>	<b>82,000</b>	<b>135,813</b>	<b>180,441</b>	<b>1,499,225</b>

The Informational Budgets section includes information on all other governmental funds other than the General Fund. Special Revenue account for proceeds of specific revenue sources that are legally restricted for specific purposes (e.g. Sewer Taxing District Fund, Special Projects Fund, Railroad Fund, Parking Fund, etc.). Capital Project Funds account for the financial resources used for the construction and/or acquisition of major capital facilities (e.g. Road Paving Fund, Small Bonded Capital Projects Fund, Tax Funded Capital Projects Fund, Special Bonding Fund, etc.). The information on these funds is based on audited FY 2018-19 financials and includes each fund’s beginning balance as of July 1, of Fiscal Year 2019-20.

**Sewer Fund**

Sewer Taxing District Fund– The Sewer Taxing District Fund is used to account for revenues generated from property taxes specifically designated for the maintenance and operation of the distribution system and sewer plant.	Beginning Balance	2,933,461
	Plus FY 19 Revenues	1,784,942
	Less FY 19 Expenses	1,720,757
	Net Other Financing Sources	-
	FY 19 Beginning Fund Balance	2,997,646

**School Lunch Fund**

School Lunch Fund – The School Lunch Fund is used to account for the operations of the schools’ cafeterias.	Beginning Balance	610,281
	Plus FY 19 Revenues	2,348,758
	Less FY 19 Expenses	2,092,172
	Net Other Financing Sources	500,000
	FY 19 Beginning Fund Balance	1,366,867

**Subrecipient Grants Fund**

Subrecipient Grants Fund – The Sub recipient Grants Fund is used to account for revenues received and paid to a sub recipient.	Beginning Balance	-
	Plus FY 19 Revenues	250,985
	Less FY 19 Expenses	250,985
	Net Other Financing Sources	-
	FY 19 Beginning Fund Balance	-

**Summer Learning Fund**

Summer Learning Fund – The Summer Learning Fund is used to account for registration revenues related to summer school and related expenditures.	Beginning Balance	241,896
	Plus FY 19 Revenues	154,555
	Less FY 19 Expenses	165,043
	Net Other Financing Sources	-
	FY 19 Beginning Fund Balance	231,408





**Town Grants Fund**

Town Grants Fund – The Town Grants Fund is used to account for revenues from federal and state grants.	Beginning Balance	21,903
	Plus FY 19 Revenues	178,291
	Less FY 19 Expenses	210,363
	Net Other Financing Sources	-
	FY 19 Beginning Fund Balance	(10,169)

**Facilities Rental Fund**

Facilities Rental Fund – The Facilities Rental Fund is used to account for revenues and expenditures related to the rental of school properties to third parties.	Beginning Balance	143,071
	Plus FY 19 Revenues	191,352
	Less FY 19 Expenses	138,350
	Net Other Financing Sources	(10,000)
	FY 19 Beginning Fund Balance	186,073

**Special Projects Fund**

Special Projects Fund – The Special Projects Fund is used to account for donations from individuals and private organizations to be used for the stated purpose.	Beginning Balance	623,890
	Plus FY 19 Revenues	947,644
	Less FY 19 Expenses	418,837
	Net Other Financing Sources	(117,635)
	FY 19 Beginning Fund Balance	1,035,062

**Extra Duty Fund**

Extra Duty Fund – The Extra Duty Fund is used to account for revenues related to extra duties performed by police officers and fire department employees to be used for the stated purpose.	Beginning Balance	455,298
	Plus FY 19 Revenues	1,303,253
	Less FY 19 Expenses	1,021,080
	Net Other Financing Sources	-
	FY 19 Beginning Fund Balance	737,471

**Town Clerk Fund**

Town Clerk Fund – The Town Clerk Fund is used to account for revenues related to historic document preservation and community investment to be used for the stated purpose.	Beginning Balance	98,561
	Plus FY 19 Revenues	9,240
	Less FY 19 Expenses	-
	Net Other Financing Sources	-
	FY 19 Beginning Fund Balance	107,801



**State and Federal Educational Grants Fund**

State and Federal Educational Grants Fund – The State and Federal Educational Grants Fund is used to account for revenues from federal, state and local grants for educational purposes.

Beginning Balance	245,181
Plus FY 19 Revenues	<u>1,208,048</u>
Less FY 19 Expenses	1,209,441
Net Other Financing Sources	<u>(226,181)</u>
FY 19 Beginning Fund Balance	17,607

**School Donations Fund**

School Donations Fund – The School Donations Fund is used to account for donations from PTOs and booster clubs for educational purposes.

Beginning Balance	39,787
Plus FY 19 Revenues	<u>222,288</u>
Less FY 19 Expenses	174,301
Net Other Financing Sources	<u>-</u>
FY 19 Beginning Fund Balance	87,774

**Railroad Fund**

Railroad Fund – The Railroad Fund is used to account for revenues and expenditures related to the operation of the railway station.

Beginning Balance	235,826
Plus FY 19 Revenues	<u>200,946</u>
Less FY 19 Expenses	121,615
Net Other Financing Sources	<u>-</u>
FY 19 Beginning Fund Balance	315,157

**Property Rental Fund**

Property Rental Fund – The Property Rental Fund is used to account for revenues and expenditures related to the Town’s rental of property.

Beginning Balance	47,687
Plus FY 19 Revenues	<u>10,400</u>
Less FY 19 Expenses	3,529
Net Other Financing Sources	<u>-</u>
FY 19 Beginning Fund Balance	54,558

**Movie Theater Building Fund**

Movie Theater Building Fund – The Movie Theater Building Fund is used to account for Movie Theater building revenues and expenditures.

Beginning Balance	696,073
Plus FY 19 Revenues	<u>99,830</u>
Less FY 19 Expenses	18,950
Net Other Financing Sources	<u>-</u>
FY 19 Beginning Fund Balance	776,953



**Parking Fund**

Parking Fund – The Parking Fund is used to account for fees-in-lieu-of the required parking spaces pursuant to section 8-2c of the Connecticut general statutes and a portion of the parking lot permit fees. These can be used for the repair and maintenance, expansion, and improvement of public parking facilities.

Beginning Balance	821,971
Plus FY 19 Revenues	159,970
Less FY 19 Expenses	27,181
Net Other Financing Sources	-
FY 19 Beginning Fund Balance	954,760

**Affordable Housing Fund**

Affordable Housing Fund – The Affordable Housing Fund is used to account for building permit fees to be used for affordable housing projects.

Beginning Balance	184,535
Plus FY 19 Revenues	231,397
Less FY 19 Expenses	369,122
Net Other Financing Sources	-
FY 19 Beginning Fund Balance	46,810

**Visual and Performing Arts Fund**

Visual and Performing Arts Fund – The Visual and Performing Arts Fund is used to account for revenues and expenditures related to school musicals and other arts.

Beginning Balance	65,962
Plus FY 19 Revenues	60,774
Less FY 19 Expenses	47,684
Net Other Financing Sources	-
FY 19 Beginning Fund Balance	79,052

**School Energy Efficiency Fund**

School Energy Efficiency Fund – The School Energy Efficiency Fund is used to account for energy efficiency programs.

Beginning Balance	(252,094)
Plus FY 19 Revenues	-
Less FY 19 Expenses	-
Net Other Financing Sources	-
FY 19 Beginning Fund Balance	(252,094)

**Road Paving Fund**

Road Paving Fund – The Road Paving Fund is used to account for expenditures relating to various road paving projects throughout the Town

Beginning Balance	4,063,823
Plus FY 19 Revenues	-
Less FY 19 Expenses	3,282,718
Net Other Financing Sources	10,126
FY 19 Beginning Fund Balance	791,231



**Small Bonded Capital Projects Fund**

Small Bonded Capital Projects Fund – The Small Bonded Capital Projects Fund is used to account for expenditures related to small bonded capital projects that are not significant enough to be a standalone fund.	Beginning Balance	520,633
	Plus FY 19 Revenues	127,982
	Less FY 19 Expenses	3,302,378
	Net Other Financing Sources	3,123,661
	FY 19 Beginning Fund Balance	469,898

**South School Improvements Fund**

South School Improvements Fund – The South School Improvements Fund is used to account for expenditures related to improvements at the South School.	Beginning Balance	(108,322)
	Plus FY 19 Revenues	-
	Less FY 19 Expenses	-
	Net Other Financing Sources	66,813
	FY 19 Beginning Fund Balance	(41,509)

**Town Hall Renovations Fund**

Town Hall Renovations Fund – the Town Hall Renovations Fund is used to account for expenditures related to renovations at the town hall.	Beginning Balance	2,514
	Plus FY 19 Revenues	-
	Less FY 19 Expenses	1,914
	Net Other Financing Sources	(600)
	FY 19 Beginning Fund Balance	-

**Saxe School Improvements Fund**

Saxe School Improvements Fund – The Saxe School Improvements Fund is used to account for expenditures related to improvements at the Saxe School.	Beginning Balance	34,360
	Plus FY 19 Revenues	-
	Less FY 19 Expenses	446,092
	Net Other Financing Sources	-
	FY 19 Beginning Fund Balance	(411,732)

**Tax Funded Capital Fund**

Tax Funded Capital Fund – The Tax Funded Capital Fund is used to account for capital acquisitions which, by nature, occur over the course of multiple years.	Beginning Balance	2,493,423
	Plus FY 19 Revenues	51,543
	Less FY 19 Expenses	3,307,272
	Net Other Financing Sources	3,016,000
	FY 19 Beginning Fund Balance	2,253,694



**Special Bonding Fund**

Special Bonding Fund - The Special Bonding Fund is used to provide working capital for projects that will be ultimate financed through general obligation bonds.	Beginning Balance	3,246,513
	Plus FY 19 Revenues	22,330
	Less FY 19 Expenses	15,306,312
	Net Other Financing Sources	15,910,995
	FY 19 Beginning Fund Balance	3,873,526

**Waveny Roof Fund**

Waveny Roof Fund – The Waveny Roof Fund is used to account for expenditures related to a replacing the roof at Waveny.	Beginning Balance	36,481
	Plus FY 19 Revenues	689
	Less FY 19 Expenses	-
	Net Other Financing Sources	-
	FY 19 Beginning Fund Balance	37,170

**Track Fund**

Track Fund – The Track Fund is used to account for expenditures relating to the high school track replacement and the water tower turf.	Beginning Balance	578,073
	Plus FY 19 Revenues	9,888
	Less FY 19 Expenses	244,062
	Net Other Financing Sources	-
	FY 19 Beginning Fund Balance	343,899

**Mead Baseball Fields Fund**

Mead Baseball Fields Fund – The Mead Baseball Fields Fund is used to account for expenditures relating to Mead Park baseball fields.	Beginning Balance	883,743
	Plus FY 19 Revenues	50,109
	Less FY 19 Expenses	933,852
	Net Other Financing Sources	-
	FY 19 Beginning Fund Balance	-

**Public Safety Radio Fund**

Public Safety Radio Fund – The Public Safety Radio Fund is used to account for expenditures relating to the improvement of the public safety radio system.	Beginning Balance	(8,504)
	Plus FY 19 Revenues	-
	Less FY 19 Expenses	1,961,952
	Net Other Financing Sources	2,600,000
	FY 19 Beginning Fund Balance	629,544



**Accrual Basis of Accounting** - The method of accounting in which transactions are recorded at the time they are earned or incurred, as opposed to when cash is received or spent.

**Appropriation** - An authorization made by the appropriating authority of a government which permits officials to incur obligations against and to make expenditures of governmental resources.

**Board of Finance** - An eleven member board responsible for annual budget reviews and approvals, the setting of the annual mill rate, approving account transfers and special appropriations, administering the pension fund, and bond issues.

**Town Council**- New Canaan's legislative body. Twelve members are elected, six members in every odd-numbered year to serve four-year, staggered terms. The primary responsibilities of the Council encompass bylaws, ordinances and approval of appropriations.

**Budget** - A plan of operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

**CAFR** - (Comprehensive Annual Financial Report) - A governmental unit's official annual report prepared and published as a matter of public record; contains general purpose financial statements, introductory material, schedules to demonstrate legal compliance and statistical information.

**CALEA**- Commission on Accreditation for Law Enforcement Agencies, Inc. is a credentialing authority, based in the United States, whose primary mission is to accredit public safety agencies, namely law enforcement agencies, training academies, communications centers, and campus public safety agencies.

**Capital Budget** - A plan of proposed capital projects and the means of financing them for the current fiscal period.

**CIP**- Capital Improvement Plan

**CIRMA**- Connecticut Interlocal Risk Management Agency was established in 1980 in response to the municipal insurance crisis of the time.

**Collective Bargaining Agreement** - A contract between the Town of New Canaan and the various employee bargaining groups which defines working conditions, salary and benefits, and job categories.

**Contingency** - Monies set-aside in the operating budget to provide for unforeseen expenditures or for anticipated expenditures of uncertain amounts.

**Contractual Employee** - An individual who is hired to work on a specific project and is employed for the duration of that project. Contractual employees are employed via a contractual services agreement.

**COVID-19**-A highly contagious respiratory disease caused by the SARS-CoV-2 virus. SARS-CoV-2 is thought to spread from person to person through droplets released when an infected person coughs, sneezes, or talks. 'CO' stands for 'corona,' 'VI' for 'virus,' and 'D' for disease. Formerly, this disease was referred to as "2019 novel coronavirus"

**Credit Rating** - A rating set by an independent agency which reflects an entity's ability to repay debt resulting from the sale of bonds. Moody's Investor Service, Standard and Poor's Corp., and Fitch Investor Service are the three major rating agencies in the United States.

**CT-DPH**-Connecticut Department of Public Health

**Debt Service** - The amount of money needed to be placed in the annual operating budget to pay interest and principal on outstanding debt in full and on schedule.

**DEEP**- Connecticut Department of Energy and Environmental Protection

**Encumbrance** - Commitment of funds to be used for goods and services not yet delivered. Funds are usually reserved or set aside, and encumbered once a contractual obligation has been entered.

**Enterprise Funds** - These funds account for operations of the Town to provide goods or services to the general public on a continuing basis that will be financed or recovered primarily through user charges.

**Expenditure** - A payment, or an incurred liability to make a payment, for an asset or an expense.

**First Selectman**- The First Selectman, as the Chief Executive, is responsible for the procurement and administration of all functions and services required by the Town Charter. The Board of Selectmen, collectively, initiates all budget requests and appropriations, acts as purchasing agent for the Town, and approves all non-elected appointments to Boards, Commissions and Committees.

**Fiscal Year** - A twelve month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. New Canaan operates on a fiscal year of July 1 – June 30.

**Full-Time Employee** - An individual who works year round for more than 30 hours per week. These individuals are eligible for all Town benefits.

**Fund Accounting** - An accounting practice which segregates assets and related liabilities and residual equities for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations, and which operates as a separate fiscal entity with a self-balancing set of accounts.

**Fund Balance** - The difference between assets and fund liabilities of governmental and similar trust funds.

**GAAP (Generally Accepted Accounting Principles)** - Uniform minimum standards and guidelines for financial accounting and reporting.

**General Fund** - The general operating fund of the Town. All unrestricted resources except those required to be accounted for in another fund and are accounted for in this fund.

**General Obligation Bonds** - Bonds for whose payment the full faith and credit of the issuing body are pledged. Commonly considered to be those bonds payable from taxes and other general revenues.

**Goal** - A general statement of purpose. A goal provides a framework within which the department can operate.

**Grand List** - A listing of total assessed value of the real estate, personal property and automobiles within the Town boundaries.

**GFOA**- Government Finance Officers Association is a professional association of approximately 19,000 state, provincial, and local government finance officers in the United States and Canada

**Grant Agency** - Any private, non-profit agency which receives funding from the Town of New Canaan to provide services to residents of the Town.

**Internal Service Fund** - A type of proprietary fund where the financing of goods or services provided by one department or agency to other departments or agencies is accounted for on a cost-reimbursement bases. Internal Service Funds use a full accrual basis of accounting.

**Line Item** - Also called an account. A specific expenditure or revenue category within a departmental budget, e.g., postage, electric, travel, or printing and duplication.

**Mill Rate** - The rate used in calculating taxes based on the valuation of property, expressed in mills per dollar of property value. A mill is equivalent to one one-thousandth of a dollar of assessed value.

**Modified Accrual Accounting** - A basis of accounting in which revenues are recorded when collected and expenditures are recorded when encumbered.

**Objective** - A statement of anticipated level of achievements, usually quantifiable and with a specified period of time.

**OPEB**- Other Post-Employment Benefits refers to the benefits, other than pensions, that a state or local government employee receives as part of his or her package of retirement benefits.

**Operating Budget** - A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The adoption of an annual operating budget is required by Town Charter.

**Output** - The amount of services provided such as the number of lane miles resurfaced or the tons of refuse collected.

**Part-Time Employee** - An individual who works year round for no more than 19 hours per week. These individuals are not eligible for Town benefits.

**Pay-as-You-Go Basis** - A term used to describe the financial policy of a governmental unit that finances all or a portion of its capital outlays from current revenues rather than by borrowing.

**Performance Measurements** - A set of quantitative data that gauges the overall effectiveness and efficiency of governmental programs.



**PPE**- Personal protective equipment, commonly referred to as "PPE", is equipment worn to minimize exposure to hazards that cause serious workplace injuries and illnesses

**Property Tax** - An assessment against real property (i.e. buildings, equipment, and vehicles) based on the property's value multiplied by the mill rate.

**Revenue** - Income received from all sources appropriated for the payment of expenses.

**Risk Management** -. All the ways and means used to avoid accidental loss or to reduce its consequences if it does occur.

**Self-Insurance** - The retention of a risk of loss arising out of the ownership of property or from some other case, instead of transferring that risk to an independent third party through the purchase of an insurance policy.

**Tax Collection Rate** - The amount of taxes collected compared to the total taxes levied in a given fiscal year.

**Tax Levy** - The total amount of taxes imposed by a governmental unit.

**Temporary Employee** - Any individual who works more than 19 hours per week for less than 120 days per year. These individuals are not eligible for any Town benefits.

**User Fee** - A charge levied against users of a service or purchasers of a product provided or sold by a governmental unit

**WWTP**- Wastewater Treatment Plant

