

# CITY MANAGER'S PROPOSED BUDGET

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FY 2019-2020

**City of Meriden, Connecticut**  
**March 4, 2019**





# City of Meriden, Connecticut

## OFFICE OF THE CITY MANAGER

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Timothy P. Coon

*City Manager*

1 Mar 2019

Mayor Scarpati and Members of the Meriden City Council,

In accordance with applicable charter requirements, I am pleased to present to you the City of Meriden FY2020 budget. The budget plan presented herein is designed to effectively manage City operations, provide necessary services, and meet long term financial, social, economic and environmental goals.

The most important take away from the development of this budget is that through strong staff work and cooperation between myself and Department heads, I am able to present to you a budget on the City expenditure side that demonstrates a reduction in expenditures of \$450,000 vis a vis revenues. I would like to continue the strong investment the City has made in its schools and its buildings by adding to the previous year's Education expenditure line by a total of \$750,000 (0.75% increase). The reduction in City operations combined with the proposed Education funding results in an increase needed in projected revenues of \$300,000. As a result, this budget projects a 0.08 mill increase in the tax rate, from 41.04 to 41.12, or a 0.19% increase.

There are still some variables that have not yet been adequately calculated, that may positively affect the FY2020 budget. These include final quantification of specific personnel expense savings due to the shake out from the retirement program incentive. These will become more evident as we move through the budget approval cycle.

### **Background**

This budget represents a unique confluence of events. The first event I would like to bring to your attention is the Incentive Program for Retirement that was offered to qualified City employees. This program, discussed at length, provides immediate and ongoing savings to the City budget.

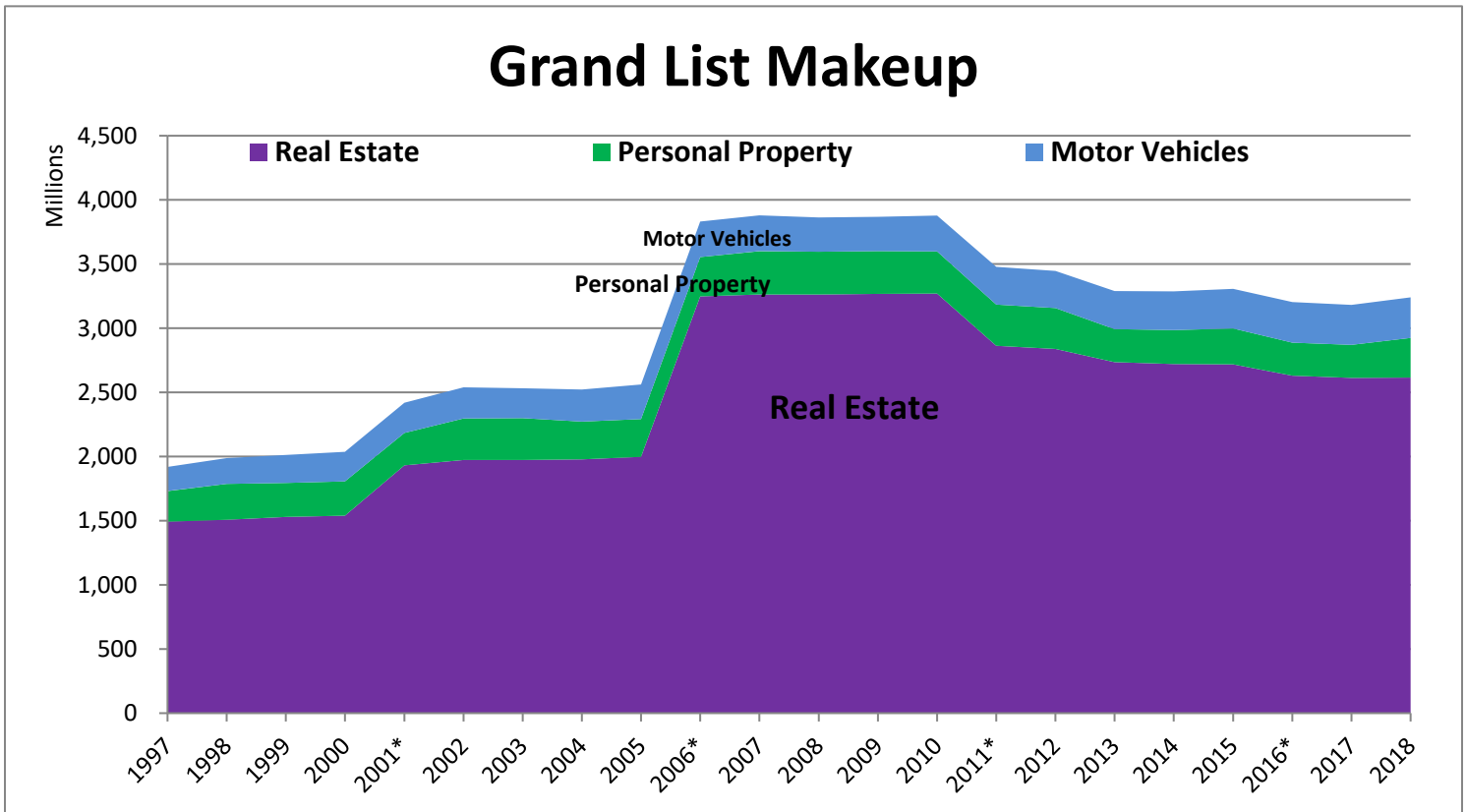
The second event, was the Eversource assessment issue. This event provided additional revenues to the City, immediately and for the future and are being applied in ways that are

fiscally prudent and allows the City to continue its strong financial footing as evidenced in the repeated yearly audits and in Meriden's current credit rating of AA.

### Grand List

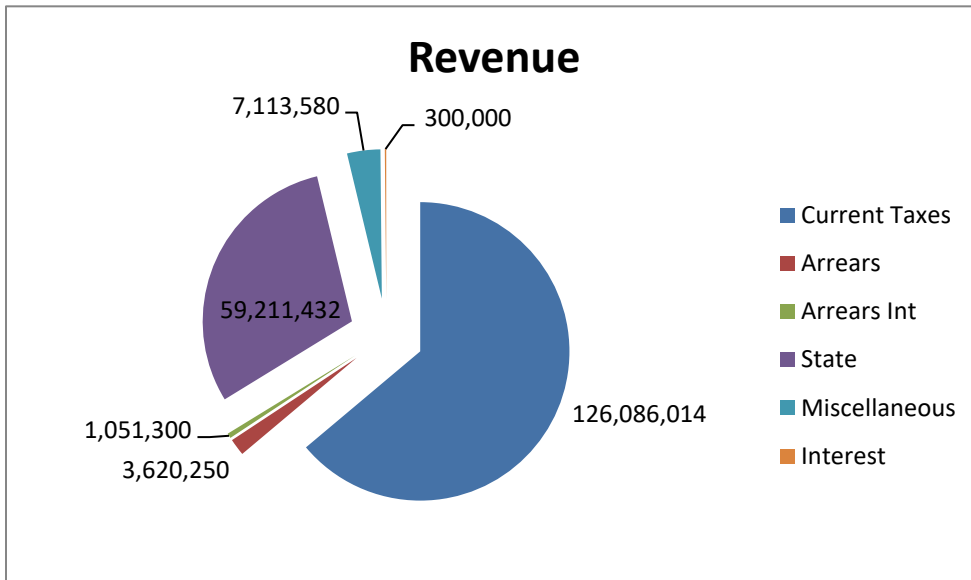
The 2018 Grand List showed a net grand list growth for this year of 1.83%. The chart below shows historical trends specific to the various categories found in the calculation of the Grand List.

Specifically, the category of Real Estate showed an increase of \$1.1 million (.04% growth), Personal Property \$53.1 million (20.75% growth) and Motor Vehicle increased \$4.5 million (1.45% growth).



## Revenue

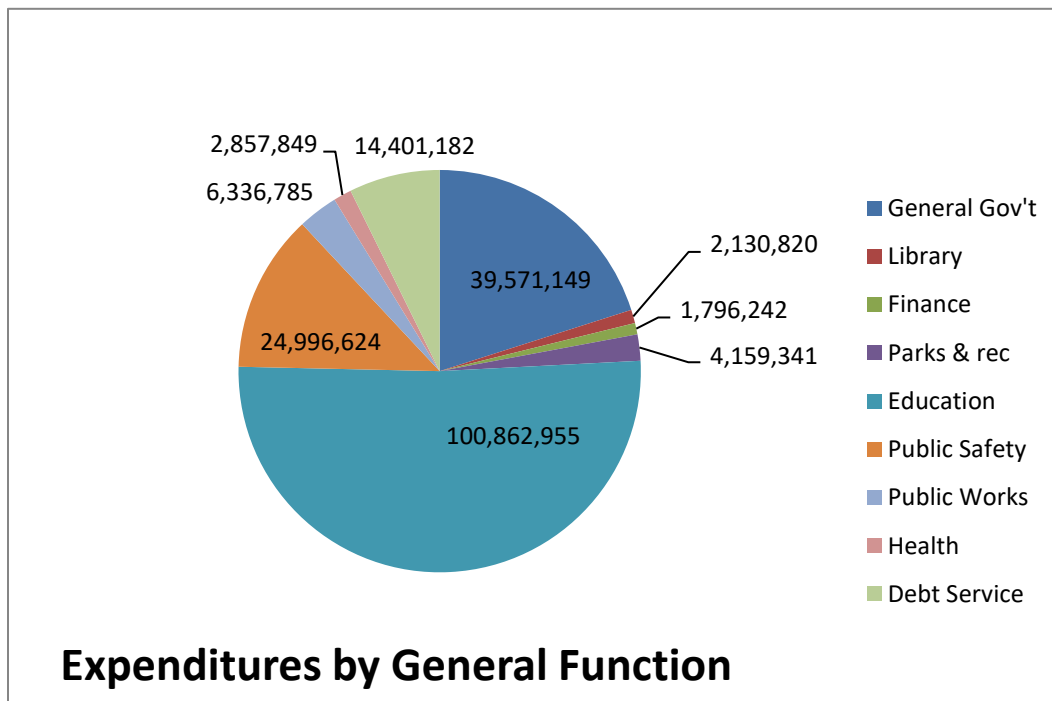
This budget contains revenue totaling \$197,382,576. Where this revenue is generated is shown in the categories contained in the chart below.



Revenue for Current Taxes total \$126,086,014, Arrears total \$3,620,250, Arrears Interest total \$1,051,300, revenues from the State total \$59,211,432, Miscellaneous revenues total \$7,113,580 and Interest total \$300,000.

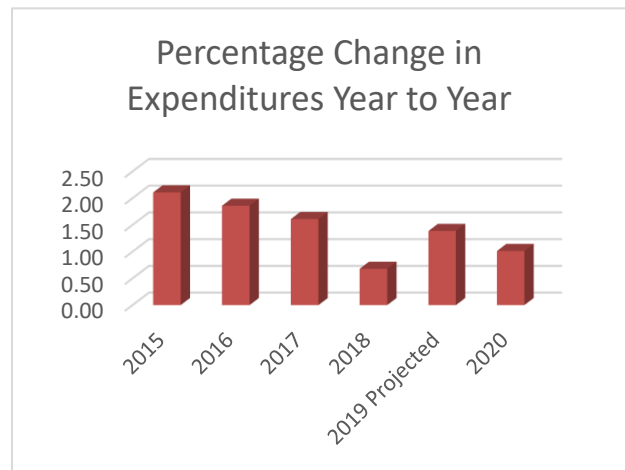
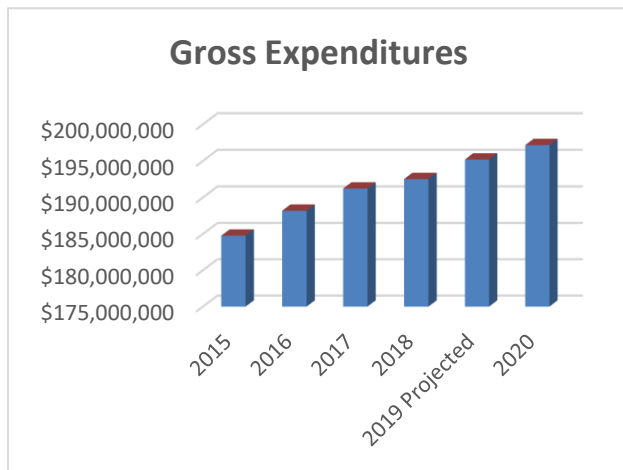
## Expenditures

The chart and table below indicates FY2020 expenditures by general City function. Of the 312 budget lines that comprise City expenditures, exclusive of the Enterprise lines and Debt Service, 198 lines (63%) are either flat or reduced.



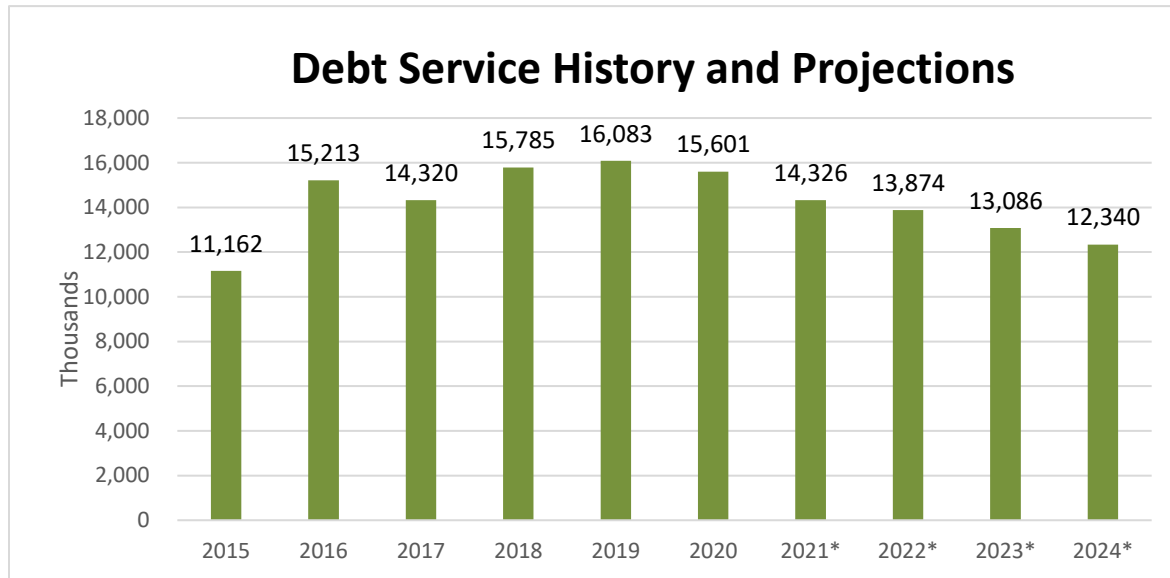
<b>General Gov't</b>	<b>39,571,149</b>
<b>Library</b>	<b>2,130,820</b>
<b>Finance</b>	<b>1,796,242</b>
<b>Parks &amp; rec</b>	<b>4,159,341</b>
<b>Education</b>	<b>100,862,955</b>
<b>Public Safety</b>	<b>24,996,624</b>
<b>Public Works</b>	<b>6,336,785</b>
<b>Health</b>	<b>2,857,849</b>
<b>Debt Service</b>	<b>14,401,182</b>

Additionally, if we were to look at the Expenditure trends over the last five years we see a growth in expenditures in gross dollars, but a general decrease in percentage growth year over year.



## Debt Service History

A positive factor in the development of this budget is the declining amount needed to fund the City's current debt obligations. This year debt service dropped from \$16.083 million to \$15.601 million, a difference of \$482,000.



## Retirement Program

The City offered a retirement program that contained certain incentives that has resulted in the anticipated retirements of 59 City employees. This retirement incentive adjustment will be captured in a general admin line that is not firm yet because of the variability that exists as employees leave and union movements to fill these positions occur. We intend to capture this item more accurately before the completion of the budget approval process.

## Personnel Changes and Organizational Efficiencies

A combination of factors, technological, organizational, and retirements, have created some opportunities to shape City government to increase efficiencies and effectiveness. As a technological factor, the City proposes elimination of 7 part time parking attendants and to replace them with a Pay by Plate metering system.

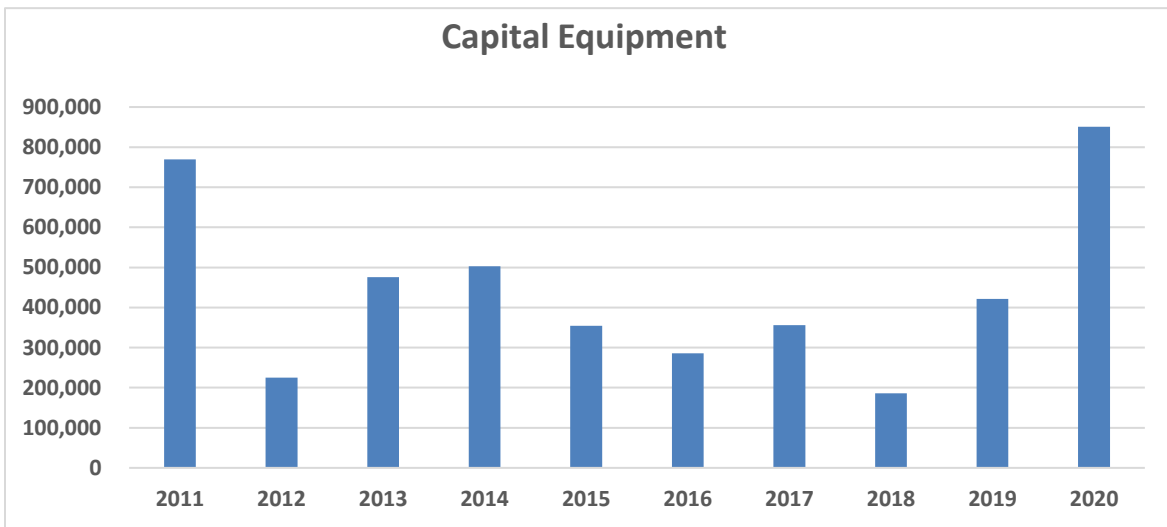
Organizational factors most specifically include the addition of a Strategic Communications Specialist position that will report directly to the City Manager. It also includes responsibility re-assignments in the Health Department that enables the City to not fund a Public Health Nurse Administrator. Organizational factors also include the re-assignment of positions within the Highway department that result in not filling one

supervisor position, changing some job duties, adding two laborer positions, and showing a net result of a loss of one part time position. This is also a function of retirement and the special capabilities lost in that retirement.

Retirement factors allow the elimination of a Technology Support Specialist as a full time position which will be filled on a part time basis. Bottom line, there are three full time positions, and eight part time positions being eliminated, followed by the addition of three full time positions, and one part time position. I assess the net effect of these personnel changes as being slightly net positive financially for the city.

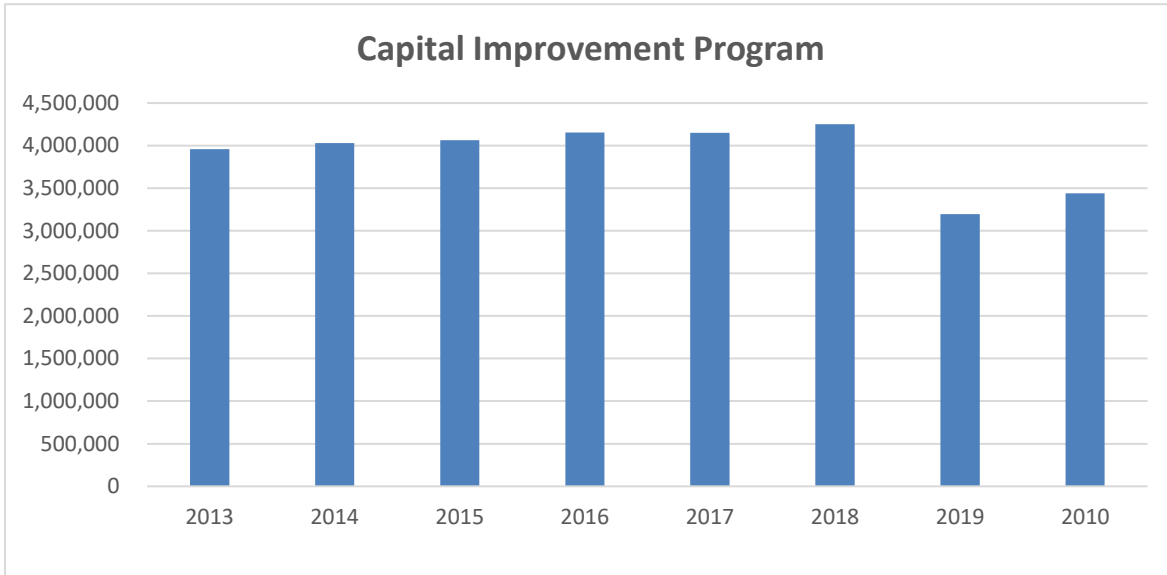
### **Capital Equipment and Capital Improvement Program**

During the budget process the Finance Director and I recognized that a number of items that Department Heads had proposed to be funded under the Capital Improvement Program, more appropriately belonged under the Capital Equipment line. This was done to more accurately reflect that these items were not of a longer term nature or a sufficient dollar amount that would be more appropriate to the CIP. That explains the increase of \$429,495 in the Capital Equipment total.



It must also be brought to the attention of Council that the Capital Improvement Program’s self-imposed cap of 50% of the previous year’s principal paydown (less the new high schools’ principal) is becoming a burden to meet. This is due to a generally good situation in that the City is reducing its indebtedness and therefore its principal payments are declining. We are at the point where it is becoming exceedingly difficult to meet the infrastructure and capital demands of the City due to this cap. I would recommend that Council consider changing the structure of this cap for upcoming budgets.

The current CIP program at \$3,440,000 is under the cap requirement of \$3,467,330 by \$27,330. Initial Department head requests totaled \$7,562,953, which was reduced \$4.12 million through a collaborative process involving myself, and Department Heads. There were a large number of requests that were removed, modified, or moved due to priorities collaboratively identified by the Committee.

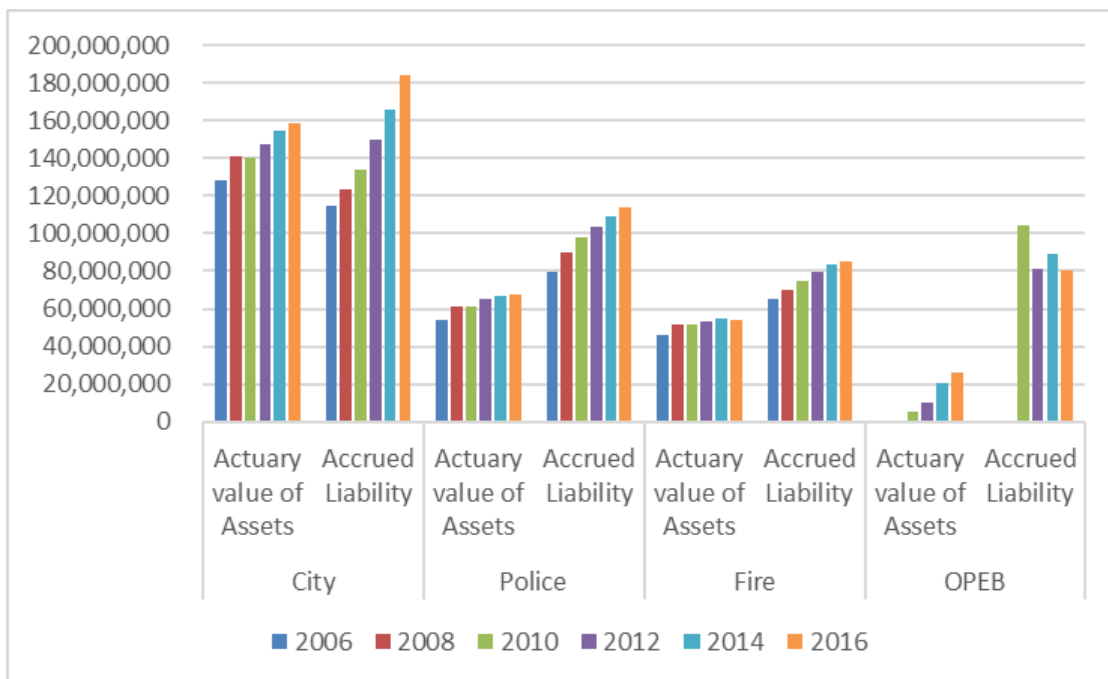


### Health Insurance

The City has completed the transition to full census accounting for all contributors to the medical benefits plan.

### Pension

The City has historically done a good job funding its pension obligations. This budget continues that trend. It should be noted that a new actuary report is due July 1<sup>st</sup>, which, obviously, we do not have yet. We hope to have these numbers by the end of the budget cycle. We project an increase in the actuarial determined pension obligation but cannot quantify it at this time. The chart below shows accrued assets vs accrued liabilities to give a sense of trends related to pension obligations.





## Employment Trends

The table included below gives a general indication of the declining number of employees for the City. The table measures full time employees as of Jan 1 each year. As indicated earlier, I expect the headcount to remain stable, or show a very slight decline.

	<b>2019</b>		<b>2018</b>		<b>2017</b>		<b>2016</b>	
	Budget	Actual*	Budget	Actual*	Budget	Actual*	Budget	Actual*
General Fund	492.95	462.45	492.05	473.55	488.05	483.55	479.73	462.73
Enterprise Funds	54	51	53	53	54	52	53	49
<b>Total</b>	<b>546.95</b>	<b>513.45</b>	<b>545.05</b>	<b>526.55</b>	<b>542.05</b>	<b>535.55</b>	<b>532.73</b>	<b>511.73</b>

\*Actual is based on first payroll of January in each year.

## Conclusion

This budget represents the professional opinions of the Department Heads and the Finance Director who assisted me in the creation of it. I greatly appreciate all the hard work that these professionals provided to me. I thank them for it. We feel that this is a strong budget that puts the City in a good position to provide the essential services as efficiently and financially prudently as the City's citizens expect. As always, I look forward to working with the Council and the Mayor as we review and amend this budget as needed.

Respectfully submitted,



Timothy Coon  
City Manager

**CITY OF MERIDEN, CT**  
**PROPOSED 2019-20 ANNUAL BUDGET**

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# SECTION 1

# INTRODUCTION

**CITY BUDGET CALENDAR PER CHARTER**  
**(DATES SUBJECT TO CHANGE)**

<u>DATE</u>	<u>ACTION</u>	<u>BY WHOM</u>	<u>TO WHOM</u>	<u>CHARTER OBLIGATIONS</u>
1/1/2019	Budget Estimates	Finance Director	City Manager	At least 180 days before end of the fiscal year
03/04/2019	Manager's Budget	City Manager	City Council	No later than 120 days from end of fiscal year
by 4/16/2019	Hold one (1) or more public hearings	City Council	Public	No later than 75 days from end of fiscal year
5/06/2019 Budget	Adopt	City Council	-----	Within 20 days of last Public Hearing
05/11/2019	Mayoral Veto (Line Item Basis)	Mayor	City Council	Within 5 days of adoption
05/16/2019	Set Tax Rate	City Council	-----	Within 10 days of final adoption

**CITY OF MERIDEN, CT**  
**PROPOSED 2019-20 ANNUAL BUDGET**

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**Elected Officials**

Mayor Kevin M. Scarpati

*Meriden City Council:*

Deputy Mayor Michael P. Cardona (At Large)

David D. Lowell, Majority Leader (At Large)

Catherine R. Battista, Deputy Majority Leader (Area 4)

Larue Graham, Deputy Majority Leader (Area 2)

Daniel R. Brunet, Minority Leader (Area 3)

Walter A. Shamrock, Deputy Minority Leader (At Large)

Joseph F. Carabetta, III (Area 2)

Miguel Castro (Area 1)

Bruce A. Fontanella (At Large)

Brian P. Daniels (Area 3)

Sonya R. Jelks (Area 1)

Bob R. Williams, Jr. (Area 4)

City Clerk, Denise L. Grandy

Registrar (D), Maureen E. Flynn

Registrar (R), Catherine E. Sarault

**CITY OF MERIDEN, CT**  
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**Appointed Officials**

Timothy Coon, City Manager

Michael D. Quinn, Corporation Counsel

Renata Bertotti, Director - Development and Enforcement

Doree Price, Director – Emergency Communications

Michael Lupkas, Finance Director

Ken Morgan, Fire Chief

Thomas J. De Vaux, Golf Facility Manager

Lea M. Crown, Director – Human Services

Karen C. Roesler, Director - Library Services

Christian Bourdon, Director – Parks and Recreation

Robert Scalise, Personnel Director

Jeffry W. Cossette, Police Chief

Howard Weissberg, Director - Public Works

Dennis A. Waz, Director - Public Utilities



## UNASSIGNED FUND BALANCE

## PURPOSE

To maintain a balance of unassigned funds sufficient to respond to unforeseen contingencies and unanticipated and unusual changes in revenues or expenses.

## POLICY

For the purpose of these policies, *unassigned* fund balance is the remaining balance available following the reduction for;

**-Nonspendable fund balance** - amounts that are not in a spendable form (e.g., inventory and prepaid amounts) or are required to be maintained intact (such as the corpus of an endowment fund);

**-Restricted fund balance** - amounts constrained to specific purposes by their external providers such as grantors, bondholders, contributors or laws and regulations of the government;

**-Committed fund balance** - amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority (City Council); amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint;

**-Assigned fund balance** - amounts a government *intends* to use for a specific purpose; intent can be expressed by the governing body or by the Purchasing Agent, who has the delegated authority to assign amounts by the City Charter.

The City of Meriden recognizes the importance of achieving and maintaining an appropriate level of unassigned fund balance to withstand short-term financial emergencies.

After evaluating the City's operating characteristics, overall financial health, the diversity and flexibility of its tax base, the reliability of non-property tax revenues, its working capital needs, the impact on its bond ratings, national, state and local economic outlooks, emergency and disaster risk levels and other issues, the City of Meriden hereby establishes the following policy regarding the appropriate maintenance of

unassigned fund balance. The City shall maintain adequate unassigned fund balance to fulfill the following objectives:

- (1) To maintain funds available for appropriation in an amount sufficient to pay for unforeseen and unusual expenditures or unforeseen and unusual shortfalls in revenue after adoption of the annual budget;
- (2) To maintain adequate levels of reserves sufficient to ensure the timely payment of all City obligations
- (3) To maintain adequate reserves sufficient to avoid unreasonably high spikes in the mill rate due to temporary decreases in revenues or unusual non-recurring increases in expenses;

In keeping with said policy and in order to meet such objectives, the goal of the City is to maintain an unassigned fund balance level equal to the average of one month's budgeted annual operating expenditures and other financing uses (transfers out) for the prior audited fiscal year.

To reach and maintain that goal, the policy of the City also includes the following:

The City recognizes that the unassigned fund balance may fall below the above desired level through differences between planned and actual revenues and expenditures, or financial emergencies or catastrophic events of an unforeseen nature. It is the City's policy to achieve that level of unassigned fund balance and to replenish the level of fund balance should it thereafter fall short of that goal by adopting and implementing a plan to do so over a period no longer than three fiscal years following the date of adoption of these policies or no longer than three fiscal years following a determination in the City's Comprehensive Annual Financial Report ("CAFR") that the unassigned fund balance level has fallen below the level specified above.

To the extent feasible in accordance with these policies, one-time revenues will be applied toward one-time expenditures, used to meet the unassigned fund balance goal or, that goal having been met, to establish reserves for future anticipated expenditures, capital projects, or to reduce debt service; one time revenues will not be used to finance ongoing operating expenses and programs.

The City recognizes that the maintenance of adequate unassigned fund balance is an essential element of sound fiscal management necessary to sustaining a sound credit rating and flexibility in financial management. Exceptions and changes to this policy may be allowed by approval of the City Council upon recommendation of the City Manager and Director of Finance to maintain flexibility in the best financial interest of the City and in case of emergencies and one-time opportunities.

### *History of Fund Balance*

<b>FY Ended</b>	<b>Unassigned (*Unreserved, Undesignated prior to 2011) Fund Balance</b>	<b>Total Fund Balance</b>	<b>Operating Budget and Transfers Out</b>	<b>Policy Percentage Unassigned (*Unreserved, Undesignated prior to 2011) Fund Balance</b>	<b>Policy Percentage Fund Balance</b>
<b>June 30, 2019 (est) (unaudited)</b>	<b>15,322,351</b>	<b>16,810,125</b>	<b>195,222,527</b>	<b>7.84%</b>	<b>8.61%</b>
<b>June 30, 2018</b>	<b>14,822,351</b>	<b>16,310,125</b>	<b>193,485,249</b>	<b>7.66%</b>	<b>8.43%</b>
<b>June 30, 2017</b>	<b>16,839,359</b>	<b>18,331,584</b>	<b>191,261,548</b>	<b>8.80%</b>	<b>9.58%</b>
<b>June 30, 2016</b>	<b>16,664,792</b>	<b>18,145,295</b>	<b>190,835,874</b>	<b>8.73%</b>	<b>9.51%</b>
<b>June 30, 2015</b>	<b>16,296,211</b>	<b>17,668,570</b>	<b>185,007,719</b>	<b>8.81%</b>	<b>9.55%</b>
<b>June 30, 2014</b>	<b>16,042,985</b>	<b>17,526,836</b>	<b>181,026,635</b>	<b>8.86%</b>	<b>9.68%</b>
<b>June 30, 2013</b>	<b>15,725,159</b>	<b>17,497,456</b>	<b>185,260,498</b>	<b>8.49%</b>	<b>9.44%</b>
<b>June 30, 2012</b>	<b>16,603,606</b>	<b>17,257,240</b>	<b>181,157,305</b>	<b>9.17%</b>	<b>9.53%</b>
<b>June 30, 2011</b>	<b>17,307,887</b>	<b>18,266,261</b>	<b>180,126,507</b>	<b>9.61%</b>	<b>10.14%</b>
<b>June 30, 2010</b>	<b>13,321,056</b>	<b>14,302,825</b>	<b>167,984,309</b>	<b>7.93%</b>	<b>8.51%</b>
<b>June 30, 2009</b>	<b>13,267,025</b>	<b>14,251,708</b>	<b>177,423,309</b>	<b>7.48%</b>	<b>8.03%</b>
<b>June 30, 2008</b>	<b>3,960,834</b>	<b>9,475,372</b>	<b>174,815,005</b>	<b>2.27%</b>	<b>5.42%</b>
<b>June 30, 2007</b>	<b>3,643,968</b>	<b>11,493,579</b>	<b>168,782,187</b>	<b>2.16%</b>	<b>6.81%</b>
<b>June 30, 2006</b>	<b>3,009,203</b>	<b>9,811,633</b>	<b>160,854,004</b>	<b>1.87%</b>	<b>6.10%</b>
<b>June 30, 2005</b>	<b>1,832,923</b>	<b>9,612,152</b>	<b>156,508,448</b>	<b>1.17%</b>	<b>6.14%</b>

## **Debt**

### ***Purpose***

The purpose of the City's policy regarding debt is to establish parameters and guidance for the City to ensure that borrowing and repayment of debt to meet its capital requirements are carried out and executed to ensure the timely and advantageous repayment of its long term debt obligations in a manner affordable to and within the City's capacity to pay.

### ***Policy***

The City recognizes the foundation of any well-managed debt program is a comprehensive debt policy. It is the intention of this policy to 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.

Most importantly, this debt policy is the City's recognition of a binding commitment to full and timely repayment of all debt as an intrinsic requirement for entry into the capital markets. The policy shall be executed and adhered to so as to ensure that the City maintains a sound debt position and that its credit quality is protected and enhanced.

## **CAPITAL IMPROVEMENT PLAN**

In executing this policy the City prepares a multi-year Capital Improvement Plan for consideration and adoption by the City Council as part of the City's budget process. The Capital Plan identifies capital projects for the forthcoming year and the next succeeding five fiscal years. As part of the capital project planning process, the City evaluates the financial impact of each proposed project. The plan is updated annually. The status of authorized capital projects is reviewed periodically during each fiscal year to ensure that project costs do not exceed authorized funding. The City evaluates its current debt obligations and future debt funding scenarios as part of its Five-Year Capital Improvement Program process in order to prioritize its future financing needs and ensure that authorized long term bonding is within its capacity to pay and adheres to these policies.

The City is guided by three principles in selecting a funding source for capital improvements: equity, effectiveness and efficiency. It is the policy of the City that the beneficiaries of a project pay the costs of the project. For example, a project that is a general function of government that benefits the entire community, such as a school, police station or library, will be paid for with general tax revenues or financed with general obligation bonds. If, however, the project, such as a water or sewer facility, benefits

specific users, the revenues are to be derived through user fees, charges and assessments. In selecting a source or sources for financing projects the City elects one or more financing options that effectively funds the total cost of the project. The City seeks first to fund projects with grants and funding from other than City sources, from funds that have been reserved for the purpose of the project or from current revenues. If such sources are not sufficient the City selects a financing technique that provides for the lowest total cost consistent with acceptable risk factors and principals of equity and effectiveness.

It is the policy of the City to budget sufficient current revenues to finance ongoing maintenance needs to keep the City's capital facilities and infrastructure systems in good repair and to maximize the useful life of each capital asset. Each City department with capital needs periodically reviews, plans and schedules the replacement of existing capital assets and the acquisition of new capital assets.

Debt is issued consistent with limitations imposed by federal and state law or regulation and the City Charter and City Code. Connecticut statutes limit the amount of indebtedness the City may have outstanding to seven times the total annual tax collections including interest and lien fees plus the reimbursement for revenue loss on tax relief programs. The City by resolution of the City Council has further limited the amount of indebtedness it may have outstanding to one half the amount allowed by state statute.

## **DEBT LIMITATIONS**

Section C8-13 of the Charter sets forth the general power of the City to issue debt:

### *§ C8-13. Borrowing.*

*The city shall have the power to incur indebtedness by issuing its bonds or notes as provided by the General Statutes of the State of Connecticut, as the same may be from time to time amended, and subject to the limitations thereof and of this Charter. The issuance of all municipal bonds and notes shall be authorized by resolution of the City Council.*

*The City Council or such officials as it shall designate shall determine the rate of interest of such bonds and notes and shall determine the amount of each issue of bonds or notes, their form, their date, the dates of principal and interest payments, the manner of issuing such bonds or notes and by whom such bonds and notes shall be signed or countersigned and all other particulars thereof.*

Section 23-2 of the City Code further limits new borrowing as follows:

*The amount of new bonded indebtedness authorized in each fiscal year, except for bonded indebtedness incurred to fund school building projects, expenditures that are*

*mandated or reimbursed by the State of Connecticut or bonded indebtedness to be paid from enterprise funds shall be limited in amount to no more than one-half the (principal)\* amount of such bonded indebtedness retired in the preceding fiscal year, unless approved by a vote of two-thirds of the entire membership of the City Council.*

\*-Inserted for policy clarification.

The City plans long-term and short-term debt issuances to finance the City's capital program based on cash flow needs, sources of revenue, capital construction periods, available financing instruments and market conditions. In order to limit further its reliance on long term debt, it is the policy of the City to finance capital projects through the issuance of debt for the shortest period practical. Borrowings by the City are not to be of a duration that exceeds the economic life of the improvement that it finances and where feasible should be shorter than the projected economic life. Debt is not issued for the cost of current operations. Debt is not issued for the acquisition of capital equipment having a useful life of five years or less. Moreover, to the extent possible, the City designs the repayment of the debt so as to recapture rapidly its credit capacity for future use. Duly taking into account its capacity to pay and the other goals enunciated in these policies, it is the preference of the City to pay for capital projects in a period of ten years, except for such improvements that have a life greater than twenty years, such as school construction and except for such projects that are funded by enterprise fund user fees. At the time of establishing the structure of a bond issue, the impact on the mill rate is evaluated so as to minimize overall tax increases and maintain level payments on bonded indebtedness as a percentage of the general fund.

## **DEBT BENCHMARKS**

The City uses a number of debt ratios to assess its debt burden, including those most commonly used in comparable communities and those developed by bond rating agencies. The City recognizes that such ratios are useful guides but not the exclusive means by which it should measure its debt burden and creditworthiness. The City recognizes that from time to time extraordinary capital needs, financial emergencies or unusual changes in the value of its grand list may cause the City to exceed such ratio. With regard to each of the goals set forth below, the City excludes enterprise fund debt from its calculations.

The City employs the following debt ratios when reviewing the City's capacity to issue debt:

- **Total outstanding debt as a percentage of Net Taxable Grand List (Moody's Median: 3.3 %.):**

The goal of the City is for its general obligation bonded indebtedness to be no more than three percent of the value of its net taxable grand list.

<b>Moody's Median: 3.3%</b>				
<b>Grand List of October 1,</b>	<b>Fiscal year Ending June 30,</b>	<b>Net Taxable Grand List (000)</b>	<b>Total General Fund Debt (1)</b>	<b>Total General Fund Debt as a % of the NTGL</b>
2018	2020 (unaudited)	3,126,241	124,518,400	3.98%
2017	2019 (unaudited)	3,069,921	135,764,700	4.42%
2016	2018	3,098,514	145,821,000 (2)	4.71%
2015	2017	3,225,473	157,110,602 (2)	4.87%
2014	2016	3,218,337	108,607,000	3.37%
2013	2015	3,227,412	118,714,700	3.68%
2012	2014	3,218,470	77,383,203	2.40%
2011	2013	3,249,442	85,617,203	2.64%
2010	2012	3,639,460	68,929,000	1.89%
2009	2011	3,641,629	77,888,161	2.14%
2008	2010	3,634,360	68,666,078	1.89%
2007	2009	3,659,204	80,903,298	2.21%
2006	2008	3,608,414	69,944,215	1.94%
2005	2007	2,420,649	82,722,012	3.42%
2004	2006	2,373,439	80,476,709	3.39%
2003	2005	2,338,821	93,485,905	3.99%
2002	2004	2,331,434	77,942,889	3.34%
2001	2003	2,329,825	91,602,482	3.93%

(1) Excludes Enterprise Fund Debt

(2) Excludes \$11,427,000 Crossover Refunding Debt

• Annual general obligation debt service as a percentage of General Fund operating budget expenditures. Moody's Median: 10%):

The goal of the City is for its general obligation debt service, excluding debt service for school construction projects, to be no more than five percent of its general fund

operating budget. The policy of the City is to adhere to its self imposed annual bond authorization cap, which limits new authorizations, with some exceptions, to no more than one-half of the amount of principal on such debt retired in the preceding fiscal year, until that goal is achieved.

<b>Moody's Median: less than 10%</b>			
<b>Fiscal year Ending June 30,</b>	<b>General Obligation Debt Service (P+I) (000) (1)</b>	<b>General Fund Operating Expenditures (000)</b>	<b>General Fund Debt Service as a % of Operating Exp.</b>
<b>2019 (est)</b>	<b>15,483</b>	<b>195,223</b>	<b>7.93%</b>
<b>2018</b>	<b>15,698</b>	<b>193,485</b>	<b>8.11%</b>
<b>2017</b>	<b>14,110</b>	<b>191,384</b>	<b>7.37%</b>
<b>2016</b>	<b>12,932</b>	<b>188,386</b>	<b>6.86%</b>
<b>2015</b>	<b>11,162</b>	<b>184,757</b>	<b>6.04%</b>
<b>2014</b>	<b>11,247</b>	<b>181,027</b>	<b>6.21%</b>
<b>2013</b>	<b>11,143</b>	<b>185,260</b>	<b>6.01%</b>
<b>2012</b>	<b>11,930</b>	<b>181,157</b>	<b>6.59%</b>
<b>2011</b>	<b>12,397</b>	<b>170,823</b>	<b>7.26%</b>
<b>2010</b>	<b>14,183</b>	<b>167,984</b>	<b>8.44%</b>
<b>2009</b>	<b>14,201</b>	<b>175,731</b>	<b>8.08%</b>
<b>2008</b>	<b>16,946</b>	<b>174,794</b>	<b>9.69%</b>
<b>2007</b>	<b>18,064</b>	<b>177,100</b>	<b>10.20%</b>
<b>2006</b>	<b>17,959</b>	<b>167,283</b>	<b>10.74%</b>
<b>2005</b>	<b>15,867</b>	<b>161,018</b>	<b>9.85%</b>
<b>2004</b>	<b>17,400</b>	<b>157,319</b>	<b>11.06%</b>

**(1) Excludes Enterprise Fund Debt and net of transfers**

**• Retirement rate of principal in 10 years for new debt issuances (Moody's Median: greater than 50%):**



The goal of the City is to maintain a retirement rate greater than 66%.

<b>Moody's Median: greater than 50%</b>		
<b>Fiscal year Ending June 30,</b>	<b>Total General Fund Principal Outstanding (000) (1)</b>	<b>% of Debt Retired after 10 Years</b>
<b>2019</b>	<b>135,765</b>	<b>69.88%</b>
<b>2018(2)</b>	<b>145,821</b>	<b>65.74%</b>
<b>2017(2)</b>	<b>157,111</b>	<b>62.42%</b>
<b>2016</b>	<b>108,607</b>	<b>66.10%</b>
<b>2015</b>	<b>118,715</b>	<b>63.75%</b>
<b>2014</b>	<b>77,383</b>	<b>70.21%</b>
<b>2013</b>	<b>85,617</b>	<b>69.09%</b>
<b>2012</b>	<b>68,629</b>	<b>77.49%</b>
<b>2011</b>	<b>77,888</b>	<b>77.13%</b>
<b>2010</b>	<b>68,666</b>	<b>84.48%</b>
<b>2009</b>	<b>80,903</b>	<b>83.79%</b>
<b>2008</b>	<b>69,944</b>	<b>94.50%</b>
<b>2007</b>	<b>82,722</b>	<b>93.26%</b>

**(1) Excludes Enterprise Fund Debt**

**(2) Excludes \$11,427,000 Crossover Refunding Debt**

• **Amount of outstanding debt as a percentage of general fund budget:**

The goal of the City is that outstanding debt be no more than fifty percent of its general fund budget.

<b>Fiscal year Ending June 30,</b>	<b>Total General Fund Principal Outstanding (000) (1)</b>	<b>General Fund Operating Expenditures (000)</b>	<b>Outstanding Principal as a % of Operating Budget</b>
<b>2019 (est)</b>	<b>135,765</b>	<b>195,223</b>	<b>69.54%</b>
<b>2018(2)</b>	<b>145,821</b>	<b>193,485</b>	<b>75.37%</b>
<b>2017(2)</b>	<b>157,111</b>	<b>191,384</b>	<b>82.09%</b>
<b>2016</b>	<b>108,607</b>	<b>188,386</b>	<b>57.65%</b>
<b>2015</b>	<b>118,715</b>	<b>184,757</b>	<b>64.25%</b>
<b>2014</b>	<b>77,383</b>	<b>181,481</b>	<b>42.64%</b>
<b>2013</b>	<b>85,617</b>	<b>185,260</b>	<b>46.21%</b>
<b>2012</b>	<b>68,629</b>	<b>181,157</b>	<b>37.88%</b>
<b>2011</b>	<b>77,888</b>	<b>170,823</b>	<b>45.60%</b>
<b>2010</b>	<b>68,666</b>	<b>167,984</b>	<b>40.88%</b>
<b>2009</b>	<b>80,903</b>	<b>175,731</b>	<b>46.04%</b>
<b>2008</b>	<b>69,944</b>	<b>174,794</b>	<b>40.01%</b>
<b>2007</b>	<b>82,722</b>	<b>177,100</b>	<b>46.71%</b>

(1) Excludes Enterprise Fund Debt

(2) Excludes \$11,427,000 Crossover Refunding Debt

**Overlapping Debt**

There is no overlapping municipal debt in the City.

**METHODS OF SALE**

**Competitive Sale:** The City, as a matter of policy, shall seek to issue its debt obligations in a competitive sale unless it is determined by the Director of Finance with the concurrence of the City Manager that such a sale method will not produce the best results for the City. In such instances where the City, in a competitive bidding for its debt securities (whether general obligation or non-general obligation debt), deems the bids received as unsatisfactory or does not receive bids, it may, at the election of the Finance Director with the concurrence of the City Manager, enter into negotiation for sale of the securities.

**Negotiated Sale:** When determined appropriate by the Director of Finance, with the concurrence of the City Manager, the City may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue by issue basis, for a series of issues, or for part or all of a specific financing program. Selection of the underwriting team shall be made pursuant to selection procedures set forth in this debt policy under “Selection of Consultants and Service Providers”.

**Private Placement:** When determined appropriate by the Director of Finance, with the concurrence of the City Manager, the City may elect to sell its debt obligations through a private placement of limited public offering. Selection of a placement agent shall be made pursuant to selection procedures developed by the Director of Finance.

## **DISCLOSURE AND ARBITRAGE COMPLIANCE**

**Rating Agencies:** Full disclosure of operations and open lines of communication shall be made to the rating agencies. City staff, with assistance of financial advisors, shall prepare the necessary materials and presentation to the rating agencies. A credit rating will be sought from one or more of Moody’s, Standard & Poor’s and FitchRating credit rating agencies as recommended by the Director of Finance, with the concurrence of the City Manager in conjunction with the City’s financial advisor.

**Arbitrage:** The Director of Finance shall establish a system of record keeping and reporting to meet the arbitrage rebate compliance requirement of the federal tax code. This effort shall include tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebateable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the City’s outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants shall be monitored to ensure compliance to all covenants.

**Continuing Disclosure:** The City is committed to continuing disclosure of financial and pertinent credit information relevant to the City’s outstanding securities and will abide by the Provisions of Securities and Exchange Commission (SEC) Rule 15c2-12 concerning primary and secondary market disclosure.

## SELECTION OF CONSULTANTS AND SERVICE PROVIDERS

**Solicitation:** The City's Director of Finance shall be responsible for solicitation and the selection process for securing professional services that are required to develop and implement the City's debt program. Goals of the solicitation and selection process shall include encouraging participation from qualified service providers, both local and national, and securing services at competitive prices. The solicitation and selection shall conform to the requirements of the City Charter and Code and the policies developed in conformity thereto with regard to the selection of providers of professional services.

**Financing Team:** The City may employ outside financial specialists, such as bond counsel and a financial advisor, to assist it in developing a bond issuance strategy and preparing bond documents and marketing bonds to investors. Other outside firms, such as those providing paying agent/registrars, trustee, credit enhancement, auditing, or printing services are retained as required.

## INVESTMENT OF PROCEEDS

All idle funds are invested in conformity with federal and state laws, rules and regulations, the City Charter and Code and internal policies and procedures. Besides legality, the City's foremost investment objective is safety of principal. The City will maintain sufficient liquidity to meet project expenditure requirements.

## Funding of Employee Pension Benefits

### PURPOSE

To fund the pension obligations of the City to its employees upon the accrual of such benefits in the amounts necessary to pay such obligations as they become due.

### POLICY

To make a contribution equal to the amount determined by the City's actuaries to be necessary to meet its "Annual Required Contribution" (ARC). In accordance with Government Accounting Standards Board (GASB) standards an actuarial valuation is completed every two years. The City may elect to update the valuation annually.

The City of Meriden shall maintain a plan of funding as required to fund its pension liabilities over a period of thirty years as allowed by GASB Statement Number 25. Funds will be set aside and invested with a long term risk level in accordance with the requirements of the City Charter and Code and in accordance with the investment policy duly adopted by the City of Meriden Pension Board. Trust Funds have been established and will be maintained for the investment of all pension assets.

To the extent that it is practical to do so keeping in mind the other objectives that the City may have with regard to employee benefits, the City shall endeavor to maintain only those benefits that are reasonably affordable and within the City's long term capacity to pay and no more costly than pension benefits that are maintained by other similarly situated cities and towns with a similar capacity to pay for such benefits.

**History of Contributions:**

<b>Fiscal Year Ended</b>	<b>Employees' Retirement Plan</b>		<b>Police Pension Plan</b>		<b>Firefighters' Pension Plan</b>	
	<b>Annual Required Contribution</b>	<b>Percentage Contributed</b>	<b>Annual Required Contribution</b>	<b>Percentage Contributed</b>	<b>Annual Required Contribution</b>	<b>Percentage Contributed</b>
<b>6/30/19 (estimated)</b>	<b>4,044,454</b>	<b>100.0%</b>	<b>4,769,583</b>	<b>100.0%</b>	<b>3,201,799</b>	<b>100.0%</b>
<b>6/30/18</b>	<b>4,044,454</b>	<b>100.0%</b>	<b>4,769,583</b>	<b>100.0%</b>	<b>3,201,799</b>	<b>100.0%</b>
<b>6/30/17</b>	<b>3,316,370</b>	<b>101.0%</b>	<b>4,464,984</b>	<b>100.0%</b>	<b>3,054,069</b>	<b>100.0%</b>
<b>6/30/16</b>	<b>3,264,731</b>	<b>101.4%</b>	<b>4,441,422</b>	<b>100.0%</b>	<b>3,040,690</b>	<b>100.0%</b>
<b>6/30/15</b>	<b>2,307,742</b>	<b>100.0%</b>	<b>4,227,288</b>	<b>100.0%</b>	<b>2,823,649</b>	<b>100.0%</b>
<b>6/30/14</b>	<b>2,304,669</b>	<b>100.1%</b>	<b>4,201,533</b>	<b>100.0%</b>	<b>2,808,242</b>	<b>100.0%</b>
<b>6/30/13</b>	<b>2,038,150</b>	<b>100.9%</b>	<b>4,066,540</b>	<b>100.0%</b>	<b>2,643,414</b>	<b>100.0%</b>
<b>6/30/12</b>	<b>1,898,009</b>	<b>100.4%</b>	<b>4,028,938</b>	<b>100.0%</b>	<b>2,620,905</b>	<b>100.0%</b>
<b>6/30/11</b>	<b>479,981</b>	<b>102.0%</b>	<b>3,683,113</b>	<b>100.0%</b>	<b>2,441,615</b>	<b>100.0%</b>
<b>6/30/10</b>	<b>354,382</b>	<b>102.3%</b>	<b>3,646,850</b>	<b>100.0%</b>	<b>2,419,234</b>	<b>100.0%</b>
<b>6/30/09</b>	<b>764,137</b>	<b>100.0%</b>	<b>3,556,861</b>	<b>100.0%</b>	<b>2,464,361</b>	<b>100.0%</b>

<b>6/30/08</b>	<b>649,414</b>	<b>101.6%</b>	<b>3,509,801</b>	<b>100.0%</b>	<b>2,435,594</b>	<b>100.0%</b>
<b>6/30/07</b>	<b>185,534</b>	<b>105.4%</b>	<b>3,601,118</b>	<b>100.3%</b>	<b>2,605,081</b>	<b>100.4%</b>
<b>6/30/06</b>	<b>74,741</b>	<b>100.0%</b>	<b>3,540,516</b>	<b>91.5%</b>	<b>2,574,201</b>	<b>85.7%</b>
<b>6/30/05</b>	<b>0</b>	<b>N/A</b>	<b>3,413,205</b>	<b>99.0%</b>	<b>1,906,328</b>	<b>100.0%</b>

## **Funding of Other Post Employment Benefits (OPEB)**

### **PURPOSE**

To fund the long-term obligations of the City of Meriden related to “Other Post Employment Benefits” (OPEBs) in the amounts necessary to meet such obligations.

### **Policy**

It is the policy of the City of Meriden to fund its OPEB obligations fully and adequately as determined by actuarial assessment of those obligations in order to ensure that it will meet its contractual obligations to its employees. The City recognizes that a plan of funding is required to achieve and maintain fund levels and rates of return necessary to fund its long-term liability. It is the policy of the City to do so over a period of 30 years as allowed by GASB Statement Number 45. During June 2009 the City of Meriden established a Trust Fund for the investment of all OPEB assets. The policy of the City shall be to make a contribution equal to the amount determined by its actuaries necessary to meet its “Annual Required Contribution” (ARC). The City recognizes that it has yet to make annual appropriations equal to its ARC. It is the goal of the City to increase its annual appropriation over a five year period from the date of the adoption of this policy until its annual appropriation is equal to its ARC. Funds will be set aside and invested with a long term risk level in accordance with the requirements of the City Charter and Code and in accordance with the investment policy duly adopted by the City of Meriden Pension Board.

To the extent that it is practical to do so keeping in mind the other objectives that the City may have with regard to employee benefits, the City shall endeavor to maintain only such benefits that are reasonably affordable and within the City’s long term capacity to pay and no more costly than the post employment benefits that are agreed to by other similarly situated cities and towns with a similar capacity to pay for such benefits.

## OPEB Funding Plan

<i>Fiscal Year</i>	<i>Actual or Budget/Plan</i>	<i>Amount</i>	<i>Trust Assets (including earnings)</i>
<b>2009</b>	<b>Actual</b>	<b>500,000</b>	<b>1,726,497</b>
<b>2010</b>	<b>Actual</b>	<b>1,000,000</b>	<b>2,706,682</b>
<b>2011</b>	<b>Actual</b>	<b>2,000,000</b>	<b>5,205,368</b>
<b>2012</b>	<b>Actual</b>	<b>3,500,000</b>	<b>8,855,324</b>
<b>2013</b>	<b>Actual</b>	<b>3,500,000</b>	<b>14,673,865</b>
<b>2014</b>	<b>Actual</b>	<b>3,500,000</b>	<b>20,830,636</b>
<b>2015</b>	<b>Actual</b>	<b>3,500,000</b>	<b>25,421,669</b>
<b>2016</b>	<b>Actual</b>	<b>3,250,000</b>	<b>27,180,098</b>
<b>2017</b>	<b>Actual</b>	<b>2,450,000</b>	<b>32,514,135</b>
<b>2018</b>	<b>Actual</b>	<b>500,000</b>	<b>34,506,569</b>
<b>2019</b>	<b>Recommended Budget</b>	<b>400,000</b>	<b>37,683,095 (est.)</b>

Note above includes \$1.1 million from Fund 619.

## Mill Rate Calculation

### PURPOSE

The purpose of this policy is to set forth the procedure by which the mill rate is calculated annually in the adoption of the City budget.

### POLICY

The mill rate is calculated by first subtracting non-tax revenues from expenditures in the approved budget. The sum is then divided by the net taxable grand list. The result shall then be adjusted to take into account any credits due on taxes for the fiscal year due to settlements of assessment appeals and the amount of other anticipated adjustments to the grand list. The result is then multiplied by the collection rate to arrive at the mill rate.

The collection rate shall be set by averaging the percentage of budgeted tax revenues actually collected as set forth in the City's Comprehensive Annual Financial Report ("CAFR") for the preceding two fiscal years. This rate may be adjusted upward or downward based on current local economic conditions.

The goal of the City is to avoid unreasonable assumptions in the mill rate calculation that will cause deficits in the operating budget.

### *History of the Collection Rate*

Fiscal Year Ended	Collection Rate %	Two-Year Average	Collection Rate Following Year
June 30, 2018	98.07%	97.98%	97.98%
June 30, 2017	97.89%	97.83%	97.83%
June 30, 2016	97.78%	97.69%	97.69%
June 30, 2015	97.59%	97.46%	97.46%
June 30, 2014	97.33%	97.40%	97.40%
June 30, 2013	97.46% *as adjusted	97.42%	97.42%
June 30, 2012	97.39%	97.44%	97.44%
June 30, 2011	97.49%	97.49%	97.49%



June 30, 2010	97.49%	97.37%	97.37%
June 30, 2009	97.24%	97.27%	97.25%
June 30, 2008	97.29%	97.26%	97.25%
June 30, 2007	97.23%	97.03%	97.00%
June 30, 2006	96.83%	96.94%	97.00%
June 30, 2005	97.04%	96.81%	97.00%

## Capital Assets

### Capital Assets

A capital asset is defined as a piece of equipment or investment in general infrastructure that has a value in excess of \$25,000 and has an expected useful life greater than one year. The annual value of such assets is reported in the Comprehensive Annual Financial Report in accordance with Governmental Accounting Standards (“GASB”) has Statement 34.

### Controllable Assets

Certain purchases made by the City do not meet the criteria established for designation as a capital asset. However, such items should be monitored for proper use and disposal, even though their value does not substantially impact the overall value of City assets. These controllable assets either render a critical function or put the City at risk by their absence (e.g. office equipment). Department heads make every effort to maintain adequate controls for such controllable assets and relay such controls to the purchasing agent.

### Capitalization Threshold

All assets with an initial individual cost of \$25,000 or greater shall be recorded as a distinct asset for the purposes of reporting asset values in the City's Comprehensive Annual Financial Report, Financial Statement, and all related reports. The City shall maintain of minimum the following information on such assets: description, acquisition cost, acquisition date, asset custodian, location, and condition.

The costs for improvements to current assets are to be added to the cost of the existing asset, where practical (in certain cases, improvements may be identified to be a unique asset). The costs of normal maintenance and repairs that do not add to the value of the asset, or materially extend asset lives, are not capitalized. Donated capital assets shall be recorded at the estimated fair market value at the date of donation. Assets shall be assigned to one of the following class groups, for the purposes of reporting in government-wide financial statements: land and land improvements, buildings and building improvements, equipment, construction work in progress, and infrastructure.

Certain assets valued less than \$25,000 but considered significant as to warrant the monitoring of their condition and location, shall additionally be tracked but not considered in the reporting of asset values as described in the City's Comprehensive Annual Financial Report or Financial Statement. Such items include but are not limited to computers, printers, minor furnishings, firearms, and general office equipment.

## **Asset Classes**

### **Land and Land Improvements**

Land and land improvements, including easements and rights of way, are assigned a useful life of 100 years; however, no depreciation is applied to land and land improvements.

### **Construction**

Construction includes all buildings and building-related structures. Construction-in-process is considered as a separate type of construction and is tracked as a separate asset until the time of completion, at which point the value is reclassified as either a new building or related structure, or added to the value of the construction renovated. Construction is divided into the following sub classes, with relevant useful life assigned to each subclass:

300	Buildings & Structures	50 years
301	Portable Structures	25 years
303	Swimming Pools	40 years
304	HVAC Systems	20 years
309	Electrical	30 years
310	Plumbing	30 years
311	Sprinklers/Fire Systems	25 years
312	Elevators	20 years

## Infrastructure

Investment in systems that provide a critical service to a municipality when considered as a system, but not a distinct separate asset, is recorded as infrastructure. By its nature, infrastructure is difficult to define as a separate system, and is difficult to define useful life on a broad basis. The Governmental Accounting Standards Board has recommended, and the City of Meriden has adopted, reporting of infrastructure using the following subclasses and relative useful life for the subclasses:

400	General Infrastructure	65 years
401	Bridges	50 years
410	Tunnels	60 years
412	Streets/alleys – subsurface	30 years
414	Streets/alleys - asphalt	20 years
417	Traffic control signals	20 years
420	Sidewalks and curbing	20 years
423	Dams, Basins, and levees	60 years
431	Street Lighting	20 years
435	Water/sewer collection (piping)	40 years

## Machinery and Equipment

Machinery and equipment typically comprises the largest number of assets, but comprises the smallest overall value in relation to other classes. Machinery and equipment are given consideration within the following sub classes, with related useful life:

500	Machinery & Equipment	15 years
502	Business Machines	7 years
503	Communications Equipment	10 years
504	Copiers	5 years
505	Custodial Equipment	15 years
506	Furniture & Accessories	20 years
507	Custodial/Kitchen Appliances	15 years
508	Machinery & Tools	15 years

509	Science & Engineering Equipment	10 years
510	Computer Software	5 years
513	Athletic Equipment	10 years
515	Books & Multimedia	7 years
518	Musical Instruments	10 years
519/520	Police and Fire Equipment	10 years
522	Contractor Equipment	10 years
523	Grounds Maintenance Equipment	15 years

The City of Meriden does not engage in the practice of tagging specific equipment; however, all machinery and equipment is monitored by departments on an annual basis.

## **Vehicles**

Consideration is made for vehicles separately from machinery & equipment, in one of the following subclasses:

6xx	Other Licensed Vehicles	8-15 years
602	Fire Protection Vehicles	10 years
603	Police Patrol Vehicles	5 years

Equipment such as forklifts, loaders, bulldozers, and backhoes are considered contractor's equipment, and are not defined as a vehicle for purposes of asset reporting.

## **Property Accounting**

### **Useful Life Assessments**

Normal useful life is defined as the physical life, in terms of years, that an asset is expected to endure before it deteriorates to an unusable condition. Asset classes as defined in this document have been assigned an estimated useful life; a useful life is assigned to each and every asset according to the values listed in the table of classes.

### **Asset In-Service Dates**

An asset's age is typically based on when the asset was acquired, or when the asset underwent its most recent major renovation. The current system uses the invoice date for determination of when the asset was acquired.

## **Fund Designations/Function Designations**

### **Fund Designations**

For accounting purposes, assets are associated with a fund type; either governmental or proprietary. Assets associated with governmental funds are intended primarily for general governmental use, serving such uses as public safety or public use. The source of the funds used to acquire these assets is typically, although not exclusively, derived from common collected taxes and fees. Assets associated with proprietary funds are intended primarily for the use of specific self-supporting units; for the City of Meriden, the Water Department, Sewer Department and Hunter Golf Course is an example of a self-supporting unit. The source of the funds used to acquire these assets is typically, although not exclusively, derived from specific fees associated with direct use of the services offered.

### **Function Designations**

Assets are additionally associated with a function (also referred to as program use).

The City of Meriden defines assets as relevant to one of the following functions:

- 1000 General Government
- 2000 Public Safety
- 3000 Public Works
- 4000 Health and Social Services
- 5000 Education
- 6000 Libraries
- 7000 Parks and Receptions

### **Depreciation Considerations**

Depreciation shall be applied to all capital assets, assigned on an annual basis. The straight line depreciation method shall be used, according to the following formula: Original cost less salvage value, divided by estimated useful life.

Depreciation is not applied to land or land improvements.

## **Property Control**

### **Department Responsibilities**

City departments maintain all assets within their control in as good condition as may be in the asset's working environment. Departments take care that the working environment for the assets is appropriate and suitable for such assets. City departments must treat all assets in an ethical manner, and must not misuse the assets or use the assets for personal use or benefit.

City departments provide to the Public Works/Garage any relevant information or documents (e.g. vehicle titles, certificates of origin) for vehicle assets within their control. City departments consult with and obtain approval of the Purchasing Department, for suitable and appropriate disposal method for assets no longer required by the department.

City departments annually report all additions and deletions of assets for their department to the Finance Department. Such annual report must be made within thirty days of the end of the fiscal year relevant to the annual report.

### **Finance Department Responsibilities**

The Finance Department maintains a full and comprehensive list of capitalized assets possessed by the City. Information on the asset history, location, and appropriate custodial responsibility is retained and managed in such list. The Finance Department is responsible for the continuing maintenance of asset records in the City's financial records system, including maintenance of tables relative to such asset records. The various departments reports asset additions and/or deletions to the Finance Office, for its consideration in the preparation of the Comprehensive Annual Financial Report ("CAFR"). The Director of Finance is responsible for the presentation of the value of all assets in the Comprehensive Annual Financial Report. Such reporting includes the reporting of assets both by fund and by function. The Finance Department is responsible for the calculation and application of all depreciation, and any and all adjustments to the appropriate fund(s). The Finance Department provides direction and management in the establishment of appropriate useful lives for asset classes.

### **Additions and Deletions**

All City departments are required to provide detailed information on all assets newly acquired during a fiscal year, no later than thirty (30) days after the last day of the fiscal year. Such information shall include, where possible: asset description, location funding source, acquisition date, purchase order number, serial number, and asset cost.

All City departments are required to provide detailed information on all asset deletions during a fiscal year, no later than thirty (30) days after the last day of the fiscal year. Such deletions shall be within guidelines established by the City regarding appropriate disposition of assets.

Additions and deletions of assets are to be reported directly to the Finance Department, who shall compile a summary of all additions and deletions.

### **Methods of Asset Disposition**

Assets owned by the City may be deleted from the list of assets by the following means:

**1. Trade-in-** Assets may be considered for trade-in at the time of acquisition of replacement assets, subject to normal purchasing bidding guidelines, and written approval by the department head.

**2. Surplus Sale-** In the event that no other City department has been identified as a potential recipient of surplus property, the Purchasing Department may sell surplus property by soliciting competitive bids. Such sales will be the result of public notice in a locally distributed newspaper, no less than ten days prior to the scheduled sale. Auctions and internet sales are also allowable disposal methods.

**3. Discard/Disposal -** A department head, with written approval by the City Manager and the Director of Finance, may recommend the disposal of assets that are both no longer in use and have been determined to have no remaining value.

### **Annual Reporting**

The total value of assets is reported in the Comprehensive Annual Financial Report ("CAFR") as prepared by the Finance Department. The value of assets, reported by function, shall include the beginning value, a summary of additions, a summary of retirements, and an ending value for the fiscal year being reported.

# CITY OF MERIDEN, CT PROPOSED 2019-20 ANNUAL BUDGET

## Budget Summary Cost Center Totals

SUMMARY										
***** Cost Center Total ***** Revenues	68,490,536	69,514,616	66,804,003	67,523,598	33,121,622	68,061,944	67,457,356	(66,242)		-0.10%
***** Cost Center Total *****	122,893,683	123,970,633	123,898,927	127,927,044	65,893,073	131,203,030	129,706,264	1,779,220		1.39%
Revenue Total for Fund 0001	191,384,220	193,485,249	190,702,930	195,450,642	99,014,694	199,264,973	197,163,620	1,712,978		0.88%
***** Cost Center Total ***** Council	240,776	226,956	240,680	233,179	141,418	246,307	246,172	12,993		5.57%
***** Cost Center Total ***** City Manager	647,724	406,663	394,372	368,295	180,125	341,707	476,662	108,367		29.42%
***** Cost Center Total ***** Law	1,106,327	803,000	1,000,916	908,018	548,516	908,590	1,008,756	100,738		11.09%
***** Cost Center Total ***** Human Resources	357,112	264,500	301,709	274,120	132,019	240,344	282,613	8,493		3.10%
***** Cost Center Total ***** Library	2,076,227	2,118,926	2,101,545	2,089,137	1,114,748	2,040,118	2,130,820	41,683		2.00%
***** Cost Center Total ***** City Clerk	374,276	405,831	359,264	413,919	214,327	399,716	414,037	118		0.03%
***** Cost Center Total ***** Aviation	396,187	442,100	369,908	423,107	167,286	303,591	442,345	19,238		4.55%
***** Cost Center Total ***** Elections	216,803	216,720	199,444	255,022	196,621	267,370	251,537	(3,485)		-1.37%
***** Cost Center Total ***** Economic Development	101,799	285,170	259,125	244,677	116,713	221,791	272,711	28,034		11.46%
***** Cost Center Total ***** Contingency	-	460,000	-	267,655	-	267,655	500,000	232,345		86.81%
***** Cost Center Total ***** Finance	621,376	646,070	630,815	663,819	319,776	636,807	672,515	8,696		1.31%
***** Cost Center Total ***** Insurance	3,788,631	3,719,403	3,199,091	4,059,913	4,097,811	4,097,811	4,176,055	116,142		2.86%
***** Cost Center Total ***** Employee Benefits	24,699,788	25,629,185	26,557,704	26,650,899	12,056,791	26,874,002	26,533,652	(117,247)		-0.44%
***** Cost Center Total ***** Finance General Administration	2,336,786	2,491,808	2,374,036	2,557,012	1,337,223	2,309,275	2,186,275	(370,737)		-14.50%
***** Cost Center Total ***** Capital Equipment	1,343,823	174,868	1,160	421,550	421,550	421,550	851,045	429,495		101.88%
***** Cost Center Total ***** Purchasing	270,409	259,843	254,019	262,760	137,328	262,048	266,616	3,856		1.47%
***** Cost Center Total ***** Information Technology	1,092,440	1,114,896	953,202	979,257	696,337	1,067,690	1,061,993	82,736		8.45%
***** Cost Center Total ***** Tax Collector	416,550	449,889	409,511	447,757	232,749	468,737	447,938	181		0.04%
***** Cost Center Total ***** Assessment	518,889	413,055	421,852	407,079	200,850	371,733	409,173	2,094		0.51%
***** Cost Center Total ***** Development & enforcement	785,518	854,577	805,440	886,914	467,273	852,854	876,206	(10,708)		-1.21%
***** Cost Center Total ***** Parks	1,661,501	1,736,665	1,715,358	1,743,980	925,385	1,771,022	1,810,152	66,172		3.79%
***** Cost Center Total ***** Recreation	447,537	316,962	270,834	335,543	193,128	321,618	356,158	20,615		6.14%
***** Cost Center Total ***** Education	99,758,340	99,758,340	99,758,340	100,111,455	47,484,209	100,111,455	100,861,455	750,000		0.75%
***** Cost Center Total ***** Education	2,209	1,500	880	1,500	385	1,500	1,500	-		0.00%
***** Cost Center Total ***** Police	12,834,254	13,108,541	12,667,252	13,097,121	7,217,295	13,081,840	13,773,287	676,166		5.16%
***** Cost Center Total ***** Fire	9,255,908	9,359,188	9,426,455	9,323,642	5,089,284	9,588,047	9,710,696	387,054		4.15%
***** Cost Center Total ***** Emergency Communications	1,299,089	1,452,015	1,337,367	1,457,202	763,228	1,443,065	1,512,641	55,439		3.80%
***** Cost Center Total ***** Engineering	695,610	820,607	801,510	799,979	409,280	766,583	826,512	26,533		3.32%
***** Cost Center Total ***** Snow and Ice Control	819,907	675,000	730,152	675,000	88,180	675,000	750,000	75,000		11.11%
***** Cost Center Total ***** Garage and Warehouse	456,327	484,779	505,789	497,665	252,895	479,790	489,845	(7,820)		-1.57%
***** Cost Center Total ***** Traffic Engineering	889,949	736,173	760,668	765,126	358,509	754,063	799,822	34,696		4.53%
***** Cost Center Total ***** Highway	1,433,302	1,603,717	1,538,896	1,629,617	772,909	1,615,555	1,647,546	17,929		1.10%
***** Cost Center Total ***** Transfer Station / Landfill	146,025	171,500	136,727	231,000	122,030	226,356	257,000	26,000		11.26%
***** Cost Center Total ***** Waste Collection	1,411,574	1,398,900	1,401,336	1,420,930	702,082	1,420,930	1,434,600	13,670		0.96%
***** Cost Center Total ***** Bulky Waste	202,078	79,976	116,186	95,900	56,055	95,900	96,400	500		0.52%
***** Cost Center Total ***** Building Maintenance	1,684,977	1,799,938	1,873,908	1,990,031	764,396	2,008,077	2,034,795	44,764		2.25%
***** Cost Center Total ***** Parking	130,959	144,703	128,833	137,440	68,192	127,317	35,060	(102,380)		-74.49%
***** Cost Center Total ***** Health	2,047,980	2,211,140	2,227,453	2,266,966	1,096,701	2,094,623	2,220,604	(46,362)		-2.05%
***** Cost Center Total ***** Social Services	35,200	40,000	27,200	40,000	12,000	40,000	35,000	(5,000)		-12.50%
***** Cost Center Total ***** Senior Services	449,845	504,594	473,635	533,049	242,209	480,761	602,245	69,196		12.98%
***** Cost Center Total ***** Youth Services	55,068	-	-	-	-	-	-	-		#DIV/0!
***** Cost Center Total ***** Debt Services	14,110,266	15,697,550	15,785,207	15,483,407	4,681,453	15,483,407	14,401,182	(1,082,225)		-6.99%
***** Cost Center Total ***** Transfers	-	-	-	-	-	-	-	-		#DIV/0!
Expenditure Total for Fund 0001	191,219,345	193,485,248	192,517,779	195,450,642	94,079,261	195,186,606	197,163,620	1,712,978		0.88%
Balance Surplus / (Deficit)	164,874	1	(1,814,849)	-	4,935,433	4,078,367	-	0		



# REVENUES

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
REVENUES										
NON-TAX REVENUES										
0001-0210-30-0-0000-603	STATE PROPERTY PILOT	192,354	192,354	192,354	258,466	258,466	258,466	258,466	-	0.00%
0001-0210-30-0-0000-604	CIRCUIT COURT RENT & FEES	77,892	65,892	46,857	77,892	13,733	17,369	17,368	(60,524)	-77.70%
0001-0210-30-0-0000-605	PA 217A PRIVATE SCHOOLS	32,056	31,603	30,721	30,721	35,783	35,783	35,783	5,062	16.48%
0001-0210-30-0-0000-608	STATE PILOT HOSPITALS & COLLEGES	1,175,795	1,175,795	772,912	772,912	772,912	772,912	772,912	-	0.00%
0001-0210-30-0-0000-610	TOWN AID TO ROADS	665,434	665,433	663,740	663,740	364,302	728,605	728,604	64,864	9.77%
0001-0210-30-0-0000-615	FEMA RECOVERY	-	-	35,156	-	-	-	-	-	#DIV/0!
0001-0210-30-0-0000-617	STATE PEQUOT/MOHEGAN GRANT	865,535	865,535	857,313	698,609	232,870	698,609	698,609	-	0.00%
0001-0210-30-0-0000-618	REIMBURSED EXEMPTIONS	537,036	527,714	71,324	115,771	340,866	340,866	340,866	225,095	194.43%
0001-0210-30-0-0000-620	TRANSIT DISTRICT	272,158	255,000	281,650	255,000	73,869	255,000	255,000	-	0.00%
0001-0210-30-0-0000-622	MRSA PAYMENTS	1,563,650	1,563,650	-	-	-	-	-	-	#DIV/0!
0001-0210-30-0-0000-625	POLICE PARKING TAG FUND	46,130	54,285	48,539	50,000	12,472	37,431	37,425	(12,575)	-25.15%
0001-0210-30-0-0000-626	LICENSES & PERMITS	30,932	49,543	14,248	11,650	12,163	24,543	24,550	12,900	110.73%
0001-0210-30-0-0000-627	ADMIN CHARGES	79,179	103,000	98,942	77,950	46,953	97,021	97,025	19,075	24.47%
0001-0210-30-0-0000-628	ABANDONED MOTOR VEHICLES	-	-	-	-	1,478	1,478	2,500	2,500	#DIV/0!
0001-0210-30-0-0000-629	ALARM FEES	22,725	16,000	18,175	17,625	13,325	25,778	25,750	8,125	46.10%
0001-0210-30-0-0000-630	BUILDING DEPARTMENT FEES	753,311	875,000	638,193	965,500	595,458	895,785	820,800	(144,700)	-14.99%
0001-0210-30-0-0000-632	ANTI-BLIGHT FINES	-	5,000	-	5,000	-	-	-	(5,000)	-100.00%
0001-0210-30-0-0000-635	CITY CLERK FEES	1,178,602	1,265,000	1,370,586	1,467,825	973,690	1,528,713	1,445,000	(22,825)	-1.56%
0001-0210-30-0-0000-640	TAX COLLECTOR FEES	533	600	322	400	-	400	-	(400)	-100.00%
0001-0210-30-0-0000-641	TAX COLLECTOR INTEREST	1,154,938	1,073,643	1,056,531	1,053,815	401,644	1,058,610	1,030,100	(23,715)	-2.25%
0001-0210-30-0-0000-642	TAX COLLECTOR LIEN FEES	22,165	21,400	22,306	21,950	10,444	22,185	21,200	(750)	-3.42%
0001-0210-30-0-0000-643	BILLBOARD RENTAL-CBS	79,500	78,000	79,500	79,500	47,525	81,471	81,500	2,000	2.52%
0001-0210-30-0-0000-644	HISPANOS UNIDOS, INC RENTAL	5,000	5,000	5,000	5,000	2,917	5,000	5,000	-	0.00%
0001-0210-30-0-0000-646	TAX COLLECTOR DMV FEES	76,036	80,000	78,087	76,025	-	78,087	78,075	2,050	2.70%
0001-0210-30-0-0000-650	HEALTH LICENSES & FEES	81,091	82,000	79,169	81,975	63,599	82,658	82,650	675	0.82%
0001-0210-30-0-0000-656	RECREATION FEES	6,680	9,000	8,802	12,125	5,794	11,087	11,087	(1,038)	-8.56%
0001-0210-30-0-0000-657	PARK CONC LEASES	3,425	8,000	6,835	15,000	5,425	10,594	10,600	(4,400)	-29.33%
0001-0210-30-0-0000-660	FINES LOST & DAMAGED BOOKS	11,485	11,500	8,373	10,425	4,288	7,206	7,200	(3,225)	-30.94%
0001-0210-30-0-0000-669	TELECOMMUNICATIONS PERSONAL PROP	282,469	282,469	191,833	191,253	-	191,833	191,832	579	0.30%
0001-0210-30-0-0000-670	STATE EDUCATION ECS GRANT	53,687,450	53,783,711	53,584,040	54,261,826	27,005,914	54,373,826	54,261,826	-	0.00%
0001-0210-30-0-0000-675	SPECIAL EDUCATION	793,989	1,300,000	660,433	761,986	-	755,098	598,419	(163,567)	-21.47%
0001-0210-30-0-0000-678	MISC. STATE GRANTS	17,468	-	3,141	-	-	-	-	-	#DIV/0!
0001-0210-30-0-0000-679	MUNICIPAL FUND REV SHARE	893,641	950,000	893,641	893,641	-	893,641	893,641	-	0.00%
0001-0210-30-0-0000-680	INCOME FROM INVESTMENT - GENERAL	133,736	395,000	266,776	350,000	228,422	350,000	300,000	(50,000)	-14.29%
0001-0210-30-0-0000-683	AVIATION-FUEL SALES	321,660	350,000	264,089	331,520	138,519	211,164	352,800	21,280	6.42%
0001-0210-30-0-0000-685	AVIATION RENT & FEES	113,624	105,500	115,812	114,800	69,870	123,484	124,512	9,712	8.46%
0001-0210-30-0-0000-686	COST ALLOCATION ENTERPRISE FUNDS	2,023,921	2,095,983	2,095,983	1,700,000	-	1,700,000	1,700,000	-	0.00%
0001-0210-30-0-0000-689	AVIATION - RAMP FEES	241	920	1,100	1,175	825	1,175	1,200	25	2.13%
0001-0210-30-0-0000-690	AVIATION - LAND USE RENT	3,127	5,364	4,170	4,775	2,550	4,371	4,640	(135)	-2.83%
0001-0210-30-0-0000-691	INTEREST - COE ESTATE	15,877	9,072	4,567	9,133	4,567	9,134	9,134	1	0.01%
0001-0210-30-0-0000-695	OTHER REVENUE	3,318	61,047	(163,281)	53,582	57,035	57,035	60,362	6,780	12.65%
0001-0210-30-0-0000-696	SALE OF SURPLUS PROPERTY	57,456	100,000	39,145	50,000	106,556	106,556	50,000	-	0.00%
0001-0210-30-0-0000-698	BULKY WASTE FEES	54,100	65,000	54,680	49,925	37,530	69,706	69,700	19,775	39.61%
0001-0210-30-0-0000-700	PARKING COMMISSION REVENUE	181,899	187,160	160,779	197,100	86,869	160,360	160,300	(36,800)	-18.67%
0001-0210-30-0-0000-705	RENT - MERIDEN HUMANE SOCIETY	-	-	2,000	2,400	1,600	2,743	2,400	-	0.00%
0001-0210-30-0-0000-706	FIRE MARSHAL FEES	-	-	-	-	-	-	70,000	70,000	#DIV/0!
0001-0210-30-0-0000-730	FIRE RECRUITMENT REVENUE	-	-	12,000	12,000	-	-	-	(12,000)	-100.00%
0001-0210-30-0-0000-731	MISC. REVENUE - RENTAL INCOME	18,020	18,100	16,470	17,500	9,845	15,599	15,600	(1,900)	-10.86%
0001-0210-30-0-0000-732	MISC. REVENUE - POLICE	37,887	49,500	43,963	39,500	18,958	53,362	53,350	13,850	35.06%
0001-0210-30-0-0000-733	MISC. REVENUE - ENGINEERING	27,878	26,000	23,599	21,600	14,079	24,896	24,900	3,300	15.28%
0001-0210-30-0-0000-734	MISC. REVENUE - PLANNING & IWVC	15,297	16,500	25,019	20,350	8,921	16,570	16,575	(3,775)	-18.55%
0001-0210-30-0-0000-735	E911 QUARTERLY	12,179	12,177	12,118	12,117	5,992	11,984	11,984	(133)	-1.10%
0001-0210-30-0-0000-736	MISC. REVENUE - ASSESS & COLLECT	1,944	900	916	1,000	794	457	475	(525)	-52.50%
0001-0210-30-0-0000-737	MISC. REVENUE - FIRE	-	1,000	100	1,000	8,759	8,759	1,700	700	70.00%
0001-0210-30-0-0000-738	MISC. REVENUE - RECYCLING	11,160	20,175	5,284	3,300	1,379	2,788	2,775	(525)	-15.91%
0001-0210-30-0-0000-739	MISC. REVENUE - PURCHASING	-	-	82	-	35	35	-	-	#DIV/0!
0001-0210-30-0-0000-740	MISC. REVENUE - THOM EDISON REIMB	36,444	35,250	35,639	36,400	7,983	36,400	35,650	(750)	-2.06%
0001-0210-30-0-0000-741	MISC. REVENUE - PERSONNEL	33	-	-	-	-	-	-	-	#DIV/0!
0001-0210-30-0-0000-742	MISC. REVENUE - AIRCRAFT REGISTRATI	2,860	2,860	4,360	4,360	3,400	3,400	3,600	(760)	-17.43%
0001-0210-30-0-0000-748	PRINCIPAL REV-IRRIG LOAN	54,069	63,574	58,436	56,006	-	58,436	60,562	4,556	8.13%
0001-0210-30-0-0000-749	INTEREST REV-IRRIG LOAN	40,254	41,252	39,419	38,317	-	39,419	37,293	(1,024)	-2.67%
0001-0210-30-0-0000-751	MISC REV-RECOMM HOLD (RECYCLING)	2,855	-	-	-	-	-	-	-	#DIV/0!
0001-0210-30-0-0000-753	BANK OF AMERICA PCARD REBATE	27,995	28,000	47,481	47,450	54,349	54,349	54,350	6,900	14.54%
0001-0210-30-0-0000-754	Municipal Stabilization Grant New	-	-	1,039,872	622,306	622,306	622,306	622,306	-	0.00%
0001-0210-30-0-0000-755	Rebates Archimedes Screw	-	-	-	36,000	-	36,000	36,000	-	0.00%
0001-0210-30-0-0000-756	Rebates Solar Fields	-	-	-	191,000	-	191,000	191,000	-	0.00%
0001-0210-30-0-0000-757	Police Vehicle Outside OVT	-	-	-	200,400	-	200,400	200,400	-	0.00%
0001-0210-30-0-0122-699	TRANSFER IN-NPP (0122)	41,363	63,155	63,155	-	-	-	-	-	#DIV/0!
0001-0210-30-0-0401-699	TRANSFER IN- BOND (0401) PROJ CLOSE	135,000	-	-	-	-	-	-	-	#DIV/0!
0001-0210-30-0-0651-699	TRANSFERS IN - HEALTH FUND (116)	200,000	200,000	200,000	200,000	200,000	200,000	25,000	(175,000)	-87.50%
0001-0210-30-0-0681-699	TRANSFERS IN - BOND FUND (401)	307,682	165,000	511,550	165,000	-	400,000	325,000	160,000	96.97%
**** Cost Center Total **** Revenues		68,490,536	69,514,616	66,804,003	67,523,598	33,121,622	68,061,944	67,457,356	(66,242)	-0.10%

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>TAX REVENUES</b>										
0001-0260-30-0-0000-661	PROPERTY TAXES CURRENT YEA	119,170,620	120,215,383	120,155,755	123,923,376	64,692,284	125,932,539	126,086,014	2,162,638	1.75%
0001-0260-30-0-0000-662	PROPERTY TAXES PRIOR YEARS	2,120,647	2,350,000	2,236,815	2,414,812	1,200,789	3,456,405	1,804,900	(609,912)	-25.26%
0001-0260-30-0-0000-663	PROPERTY TAXES MV SUPPLEME	1,602,417	1,404,000	1,506,357	1,587,606	-	1,814,086	1,814,100	226,494	14.27%
0001-0260-30-0-0000-664	PROPERTY TAXES SUSPENSE	-	1,250	-	1,250	-	-	1,250	-	0.00%
<b>***** Cost Center Total *****</b>		<b>122,893,683</b>	<b>123,970,633</b>	<b>123,898,927</b>	<b>127,927,044</b>	<b>65,893,073</b>	<b>131,203,030</b>	<b>129,706,264</b>	<b>1,779,220</b>	<b>1.39%</b>
Revenue	<b>Total for Fund 0001</b>	<b>191,384,220</b>	<b>193,485,249</b>	<b>190,702,930</b>	<b>195,450,642</b>	<b>99,014,694</b>	<b>199,264,973</b>	<b>197,163,620</b>	<b>1,712,978</b>	<b>0.88%</b>

## **SECTION 2**

### **GENERAL GOVERNMENT:**

**City Council/Mayor**

**City Manager**

**City Clerk**

**Law**

**Personnel/Human Resources**

**Elections**

**Airport/Meriden Markham**

**Information Technology**

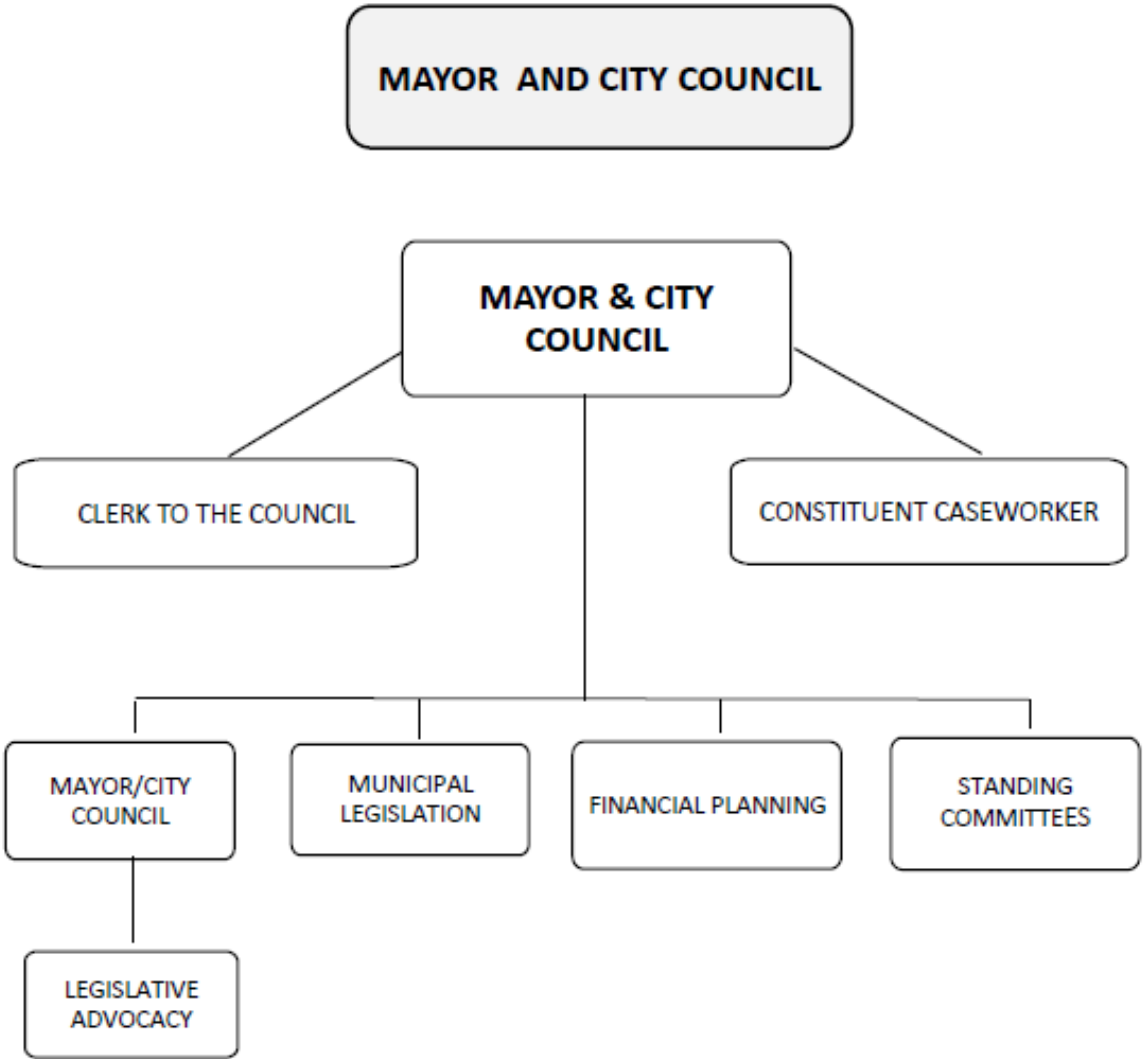
**Insurance**

**Benefits**

**General Administration**

**CITY OF MERIDEN, CT  
PROPOSED 2019-20 ANNUAL BUDGET**

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**DEPARTMENT: MAYOR/CITY COUNCIL - BUDGET CODE: 0001-0110**

**DESCRIPTION:**

**Office of the Mayor** - Elected to a two-year term of office, presides over the City Council, serves as an ex-officio member and is recognized as the City's Chief Elected Official. The Mayor may recommend or introduce proposed ordinances, resolutions, or motions to the Council, has the power to veto any ordinance, legislative resolution, or appropriation adopted by the Council and may veto the budget on a line item basis. The Mayor does not vote on Council matters except in the case of a tie (except on zoning issues). The Mayor appoints the Deputy Mayor and recommends appointments to selected boards and Commissions.

**Clerk to the Mayor/City Council** - This position is responsible for facilitating the smooth and efficient operation of the Office of the Mayor, the City Council, as well as various Council committees. The Clerk tracks and records all Council actions, prepares agendas, distributes agendas, reports, and other materials, and disseminates information about legislative actions to the general public. The Clerk also processes US Passport applications for citizens.

**Standing Committees** - There are several Council standing committees, organized by municipal functions: finance, public works, economic development, public safety, and health and human services, which conduct the majority of the Council's activities at regularly scheduled meetings. The standing committees hold public hearings, review Council referrals, and forward recommendations to the City Council for its consideration and approval. No ordinances or proposed bylaws can be approved by the Council until an appropriate Council Committee has held a public hearing on the item in question.

**Municipal Legislation** - The Council holds the exclusive legislative power for the City of Meriden and has the power to enact, amend, or repeal ordinances consistent with the Connecticut General Statutes and the City Charter. The Council may also create or dissolve by ordinance, boards, commissions, departments, and offices, except those required specifically by the General Statutes or the Charter. Most proposed legislation is referred to the appropriate standing committee for its review and recommendation prior to final approval. The Council is also the City's Zoning Commission.

**Constituent Advocacy** - This is administrative and professional work providing specialized staff assistance to the City Council and Mayor. Work involves responding to citizen inquiries and complaints, facilitating solutions and mediating between citizens and government officials, and performing other tasks as assigned by the City Council members and the Mayor.

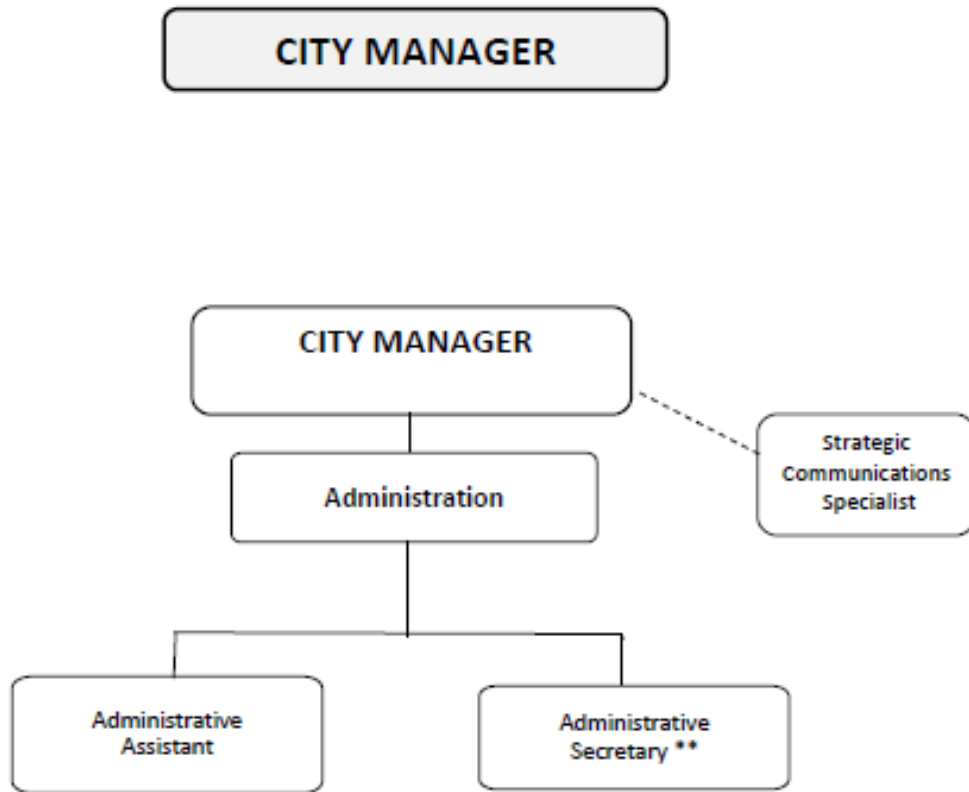
**Financial Planning** - The Council has the exclusive fiscal and budget-making authority of the City. It has the authority to set the charges to be made for all City services. The Council has the authority to approve capital expenditures. The Council has the power to levy taxes on real and personal property within the City to finance municipal operations.

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1	
Payroll Projection						
Program : PR815L			7/01/19 to 7/01/20			
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentag</u>	<u>Budget Amount</u>	<u>Object Total</u>
<b>COUNCIL (0110)</b>						
COUNCIL ELECTED	0001	0110	188	100.00	5,400.00	
COUNCIL ELECTED	0001	0110	188	100.00	5,400.00	
COUNCIL ELECTED	0001	0110	188	100.00	2,400.00	
COUNCIL ELECTED	0001	0110	188	100.00	6,800.00	
COUNCIL ELECTED	0001	0110	188	100.00	2,400.00	
COUNCIL ELECTED	0001	0110	188	100.00	4,400.00	
COUNCIL ELECTED	0001	0110	188	100.00	2,400.00	
COUNCIL ELECTED	0001	0110	188	100.00	7,400.00	
COUNCIL ELECTED	0001	0110	188	100.00	2,400.00	
COUNCIL ELECTED	0001	0110	188	100.00	5,800.00	
COUNCIL ELECTED	0001	0110	188	100.00	5,400.00	
COUNCIL ELECTED	0001	0110	188	100.00	3,400.00	
MAYOR ELECTED	0001	0110	188	100.00	16,788.00	70,388.00
CONSTITUENT CASEWORKER	0001	0110	190	100.00	49,546.84	49,546.84
CLERK TO THE CITY COUNCIL	0001	0110	196	100.00	72,036.86	72,036.86
					<b>191,971.70</b>	<b>191,971.70</b>

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>COUNCIL (0110)</b>										
0001-0110-40-0-0000-188	ELECTED OFFICIALS	71,111	65,388	68,666	71,388	35,694	71,388	70,388	(1,000)	-1.40%
0001-0110-40-0-0000-190	ADMINISTRATIVE	48,339	49,225	49,143	49,277	26,991	50,263	49,547	270	0.55%
0001-0110-40-0-0000-191	OVERTIME CONTINGENCY	-	-	8,477	-	4,659	8,676	7,500	7,500	#DIV/0!
0001-0110-40-0-0000-196	MME	73,893	69,143	68,952	70,414	38,115	70,980	72,037	1,623	2.30%
0001-0110-40-0-0000-386	COUNCIL OF GOVERNMENTS	16,300	16,300	17,400	17,400	20,300	20,300	20,300	2,900	16.67%
0001-0110-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	28,673	23,400	25,052	21,700	14,701	21,700	23,400	1,700	7.83%
0001-0110-40-0-0000-640	MEETINGS & MEMBERSHIPS	2,460	3,500	2,990	3,000	959	3,000	3,000	-	0.00%
<b>**** Cost Center Total **** Council</b>		<b>240,776</b>	<b>226,956</b>	<b>240,680</b>	<b>233,179</b>	<b>141,418</b>	<b>246,307</b>	<b>246,172</b>	<b>12,993</b>	<b>5.57%</b>

# CITY OF MERIDEN, CT PROPOSED 2019-20 ANNUAL BUDGET

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\*\* 20% of salary pd from CD, 80% from General Fund;  
administrative support to Economic Development and  
Grants Administrator

++ direct support to City Manager and Director  
of Facilities & Technology

## **DEPARTMENT: CITY MANAGER - BUDGET CODE: 0001-0120**

### **DESCRIPTION:**

**Mission:** The City Manager and staff are responsible for the administration of City government except Education. This includes coordination of all departmental assignments, intergovernmental relations, analysis of municipal issues, development of policy recommendations to the City Council, and preparation and oversight of the City budget. The City Manager is directly responsible to the Meriden City Council and is responsible for implementation of policies established by the Meriden City Council.

**Citizen Inquiry Services:** Citizen inquiries are received and processed continually throughout the year directly by the City Manager or by the staff.

### **Proposed Goals**

1. Preserve the financial stability and sustainability of city operations.
2. Provide programs that support staff morale, organizational stability and enhance effectiveness to ensure the highest level of customer service.
3. Improve operational efficiency, effectiveness and service delivery.
4. Initiate, advance or complete key city projects.
5. Promote a safe and healthy community.
6. Well-maintained infrastructure and community facilities.
7. Promote a vibrant economy.
8. Bolster and maintain a sense of community.

### **Successes and Accomplishments**

1. Implemented budget reductions as required due to the first ever budget referendum that are on course to create a surplus for the FY2019 budget.
2. Successfully implemented a previously developed incentive program for retirements that has led to 59 City employees taking advantage of the program. This will pay off in numerous ways financially for the City in the years to come.
3. Continued to shepherd a number of on-going City projects along the path to completion, most notably the closing of 11 Crown Street, paving the way for the development of that project.
4. Negotiated successfully and collaboratively, and to the mutual benefit of both parties, a tax assessment issue with Eversource that led to the payment to the City of \$3.4 million dollars representing full closure of this issue.
5. Fostered a collaborative and supportive work environment for City employees.



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Payroll Projection Report						
Program : PR815L 7/01/19 to 7/01/20						
Job Title	Fund	Dept	Obl	Percentage	Budget Amount	Object Total
<b>CITY MANAGER (0120)</b>						
CITY MANAGER	0001	0120	190	100.00	161,318.80	
PUBLIC INFORMATION OFFICER	0001	0120	190	100.00	75,000.00	236,318.80
ADMINISTRATIVE ASSISTANT	0001	0120	196	100.00	72,036.86	
ADMINISTRATIVE SECRETARY	0001	0120	196	90.00	59,340.76	131,377.62
					367,696.42	367,696.42
ADMINISTRATIVE SECRETARY	1113	0120	190	10.00	6,593.42	
					6,593.42	

**EMPLOYEES:**

**FY 18**

**FY 19**

**FY20 Proposed**

3

3

4

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>CITY MANAGER (0120)</b>										
0001-0120-40-0-0000-189	SEASONAL WORKERS	-	-	121	-	-	-	-	-	#DIV/0!
0001-0120-40-0-0000-190	ADMINISTRATIVE	474,074	203,057	220,165	165,454	64,847	168,250	236,319	70,865	42.83%
0001-0120-40-0-0000-191	OVERTIME CONTINGENCY	-	-	1,469	-	418	779	-	-	#DIV/0!
0001-0120-40-0-0000-196	MME	92,869	94,459	101,411	96,194	51,654	96,193	131,378	35,184	36.58%
0001-0120-40-0-0000-240	DEFERRED COMPENSATION	9,235	8,247	8,124	8,247	2,892	5,386	8,065	(182)	-2.21%
0001-0120-40-0-0000-352	VEHICLE MAINTENANCE	3,850	3,600	1,500	3,600	1,500	3,000	3,600	-	0.00%
0001-0120-40-0-0000-390	MANAGEMENT NON UNION	-	40,000	-	40,000	-	-	40,000	-	0.00%
0001-0120-40-0-0000-394	RECRUITMENT	12,153	-	14,118	-	13,298	13,298	-	-	#DIV/0!
0001-0120-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	10,284	12,500	4,026	10,000	1,447	10,000	12,500	2,500	25.00%
0001-0120-40-0-0000-640	MEMBERSHIP & MEETINGS	45,258	44,800	43,439	44,800	44,067	44,800	44,800	-	0.00%
<b>**** Cost Center Total **** City Manager</b>		<b>647,724</b>	<b>406,663</b>	<b>394,372</b>	<b>368,295</b>	<b>180,125</b>	<b>341,707</b>	<b>476,662</b>	<b>108,367</b>	<b>29.42%</b>

## CITY CLERK AND ELECTIONS

Budget Code 0001-0170, 0001-0182

The City Clerk/Registrar of Vital Statistics has to comply with 568 State Statutes. Unlike surrounding towns, Meriden has a hospital, with 801 births, 675 deaths occurring in 2018. These records can only be corrected or amended in the town of occurrence, which is Meriden.

255 marriage licenses were issued in 2018.

Exclusive Records and Documents – all records of public meetings, agendas, and minutes are maintained in the clerk's office for historical purposes. Military discharges and trade name certificates are filed in the clerk's office as well.

Archives – It is the responsibility of this department to formulate, implement, and maintain a system for managing public records. The staff assures access to and protects records, reviews and disposes of obsolete records.

Licensing – Marriage licenses, sports licenses and dog licenses are issued through this office in accordance with appropriate City and State regulations and guidelines.

Land Records – Mandated by Connecticut General Statutes, the Clerk's office is responsible for all land records and maps. The indexing of such records must be kept current instantly, and be available for public inspection during regular working hours.

Vital Records – In accordance with Connecticut General Statutes, the staff is responsible to accurately record all births, marriages and deaths, which occur in the City. Permits for burials, cremations and disinterments are issued from this office. There are thousands of requests each year for certified copies of vital statistic records.

Elections – State Statutes dictates the Clerk's office controls all aspects of absentee balloting. This office also takes on the responsibility of entering election results into the State's online Election Night Reporting System.

Codification – The City Clerk is responsible for the maintenance and accuracy of the City's Charter and Code Book.

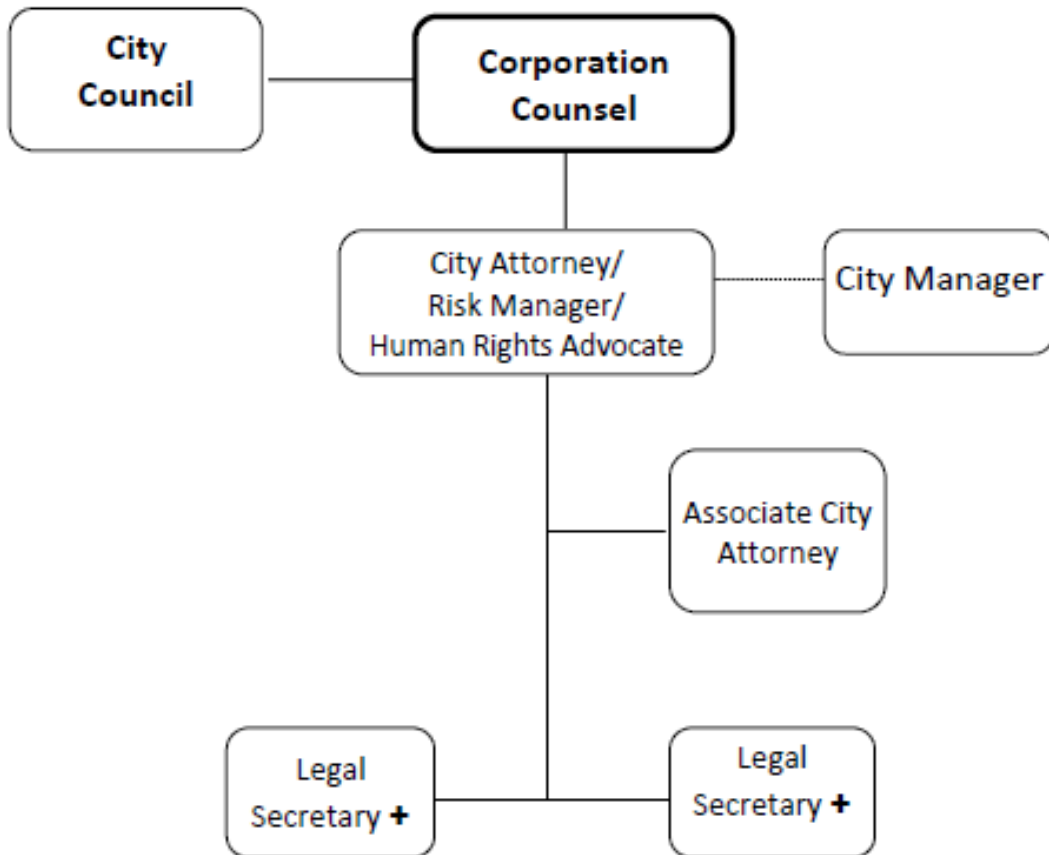
Prepared: 11/27/18,15:40:36		2019-2020 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/19 to 7/01/20					
Job Title	Fund	Dept	Obl	Percentage	Budget Amount	Object Total	
<b>CITY CLERK (0170)</b>							
CITY CLERK	0001	0170	188	100.00	80,059.22	80,059.22	
	0001	0170	192	100.00	49,504.00	49,504.00	
ASSISTANT CITY CLERK, REG	0001	0170	196	100.00	62,903.83		
ASSISTANT CITY CLERK, REG	0001	0170	196	100.00	67,842.58		
CLERK III	0001	0170	196	100.00	23,927.66		
CLERK III	0001	0170	196	100.00	52,498.35		
CLERK III	0001	0170	196	100.00	-	207,172.42	
					336,735.64	336,735.64	

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>CITY CLERK (0170)</b>										
0001-0170-40-0-0000-188	ELECTED OFFICIALS	73,281	77,000	81,160	73,201	42,756	79,623	80,060	6,859	9.37%
0001-0170-40-0-0000-191	OVERTIME CONTINGENCY	2,375	3,000	3,421	1,000	1,140	2,123	1,750	750	75.00%
0001-0170-40-0-0000-192	OTHER NON-UNION	-	-	-	-	-	-	49,504	49,504	#DIV/0!
0001-0170-40-0-0000-196	MME	235,456	257,281	218,254	266,668	130,162	242,393	207,173	(59,495)	-22.31%
0001-0170-40-0-0000-351	CODIFICATION	-	-	-	-	-	-	5,000	5,000	
0001-0170-40-0-0000-354	LAND RECORDS	39,748	45,000	33,466	45,000	23,946	45,000	45,000	-	0.00%
0001-0170-40-0-0000-355	VITAL STATISTICS	2,293	2,500	2,522	3,500	-	3,500	2,500	(1,000)	-28.57%
0001-0170-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	14,818	14,250	14,387	14,250	5,426	14,250	14,250	-	0.00%
0001-0170-40-0-0000-446	ELECTIONS	4,565	4,000	4,128	7,500	10,027	10,027	6,000	(1,500)	-20.00%
0001-0170-40-0-0000-640	MEMBERSHIPS & MEETINGS	1,739	2,800	1,926	2,800	870	2,800	2,800	-	0.00%
<b>**** Cost Center Total **** City Clerk</b>		<b>374,276</b>	<b>405,831</b>	<b>359,264</b>	<b>413,919</b>	<b>214,327</b>	<b>399,716</b>	<b>414,037</b>	<b>118</b>	<b>0.03%</b>
<b>ELECTIONS (0182)</b>										
0001-0182-40-0-0000-188	ELECTED OFFICIALS	59,531	57,071	60,067	60,022	32,415	60,365	60,351	329	0.55%
0001-0182-40-0-0000-189	SEASONAL WORKERS	3,776	-	4,096	-	3,074	3,858	-	-	#DIV/0!
0001-0182-40-0-0000-191	OVERTIME CONTINGENCY	-	-	-	-	434	808	1,000	1,000	
0001-0182-40-0-0000-192	OTHER NON-UNION	53,382	43,149	45,438	47,000	25,269	47,000	47,186	186	0.40%
0001-0182-40-0-0000-390	PRIMARIES	12,481	35,000	28,271	65,000	72,340	72,340	65,000	-	0.00%
0001-0182-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	17,640	11,000	8,773	11,000	5,819	11,000	11,000	-	0.00%
0001-0182-40-0-0000-446	ELECTIONS	64,560	65,000	51,909	70,000	56,496	70,000	65,000	(5,000)	-7.14%
0001-0182-40-0-0000-640	MEMBERSHIPS & MEETINGS	5,434	5,500	890	2,000	774	2,000	2,000	-	0.00%
<b>**** Cost Center Total **** Elections</b>		<b>216,803</b>	<b>216,720</b>	<b>199,444</b>	<b>255,022</b>	<b>196,621</b>	<b>267,370</b>	<b>251,537</b>	<b>(3,485)</b>	<b>-1.37%</b>

**CITY OF MERIDEN, CT  
PROPOSED 2019-20 ANNUAL BUDGET**

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**LAW DEPARTMENT**



+ additional responsibilities include support to risk management

# LEGAL DEPARTMENT

## MISSION

The mission of the Legal Department, through the office of Corporation Counsel, is to provide timely and quality legal services and legal advice to elected and appointed city officials and staff. Where appropriate, the lawyers shall appear for and protect the City's interests in all actions, suits or proceedings brought by or against it or any of its departments, officers, agencies, boards or commissions. The Corporation Counsel shall be the legal advisor of the City Council, the City Manager, all City officers, boards and commissions, in all matters affecting the City and shall furnish a written opinion of any question of law involving powers and duties. Upon request, contracts shall be reviewed and approved. The Law Department shall have power to appeal from orders, decisions and judgments, and to compromise or settle any claims by or against the City.

## SUCSESSES AND ACCOMPLISHMENTS

- Collections. Worked with departments to collect outstanding balances owed. Collected payments on 70 liens, oversaw the successful tax sale to recoup delinquent taxes on numerous properties.
- Closings. Transferred 10 properties into private ownership to add to the tax rolls. Worked with the Water Division to identify and obtain key properties in the Watershed Area.
- Freedom of Information. Responded to 63 FOI requests sent to various departments.
- Assessment Appeals. Settled 36 assessment appeals.
- Benji the Bulldog. Worked with Animal Control to successfully obtain ownership of a neglected bulldog named Benji by filing a petition with Court, as well as monitored the pending criminal proceedings against his owners.
- Collaboration. Worked with all departments to accomplish their objectives, effectively providing legal advice and assistance.

## FUTURE GOALS AND INITIATIVES

- **Law Department**. Handle legal matters concerning the City of Meriden in accordance with law in a timely, efficient, and effective manner.

1. General Counsel. Act as the City of Meriden's law firm and advocate, having a recognition of and direct alignment with the City's strategic objectives. Develop and promulgate best-value legal services resulting in positive outcomes for City administration. Provide as needed legal advice and counsel, attend meetings as needed.
2. Litigation. Defend civil cases brought against the City in State and Federal Court; represent City's interests before various state agencies in administrative appeals.
3. Litigation Management. Oversee and assist outside counsel hired for specialized matters and insurance counsel to maximize the delivery of outside legal services to obtain best value outcomes. Develop and manage positive working and tripartite relationships with external legal teams to maximize efficiency and positive results.
4. Labor/employment. Partner with HR as needed to negotiate labor contracts, participate in labor/grievance proceedings and provide training to City staff on wide variety of employment related topics. Coordinate with HR to review and monitor Workers' Compensation claims
5. Legal Opinions. Research, draft, issue legal opinions on municipal governance, policy issues and legal matters in accordance with State and Federal Law and City Charter and Code in response to request of City Council and appropriate City administration officials.
6. Create Resolutions and Ordinances. Research relevant law and prepare resolutions/ordinances to implement policy decisions of City Council and to update the City Code as needed.
7. Contracts. Draft, negotiate and/or review contracts, agreements and other legal instruments to which the City of Meriden is a party.
8. Closings/conveyance of Real Property. Prepare deeds, conduct closings of property for the acquisition and transfer of real property.
9. Collections. Provide legal support to City departments having responsibility for collections of obligations owed to the City, such as taxes, water & sewer use charges, liens and damage to City property.
10. Legal Representation. Represent City officials and defend City's interests in litigation, subpoenas, document production, depositions, and other matters which may arise in the scope of their employment with the City.
11. Freedom of Information. Serve as the centralized department for complex FOIA requests. Coordinate and review responses and production under FOIA, sensitive to performing a review of documents which may include privileged/exempt information.
12. Legal counsel to Boards & Commissions. Serve as legal counsel to City Council and its committees, as well as other municipal Boards and Commissions. Upon request, attend meetings and provide legal advice.

- **Risk Management.** Service delivery and seamless alignment of Risk Management responsibilities with Law Department and City administration team.
  1. Insurance Coverage. Obtain insurance coverage on an annual basis for all municipal operations, based on loss experience.
  2. Certificates of Insurance. Review and recommend appropriate insurance coverage for external sources for activities/contracts with the City. Obtain the City's certificate of insurance as appropriate.
  3. Exposure Identification, Risk Control and Analysis. Develop a team approach with City officials to identify areas of risk; review and make recommendations for appropriate risk control measures while balancing demands.
  4. Claim and Litigation Management. Document and track all claims and potential claims brought against the City, obtain internal resolution or submit to insurance as appropriate. Partner with insurance company, adjuster and insurance counsel to strengthen the tripartite relationship to derive optimal results for the City with minimal risk and cost.
  5. Establish Municipal Risk Management Protocol & Programs. Develop and/or review risk management protocol, policies and procedures, working in conjunction with City's insurance agencies to decrease loss exposure proactively.
  6. Risk Mitigation through Education. Recommend and conduct training session as needed to reduce potential liability of the City; prepare memoranda as needed for same; and provide for continuing risk education and professional development across city departments.
  
- **ADA Coordinator/Human Rights Advocate.** Upon department retirements, it is likely they will be realigned into other departments FY19-20. These services are currently being performed by the Law Department staff.
  1. ADA Coordinator. Ensure physical and programmatic accessibility to municipal facilities and programs. Provide technical background and assistance as needed for municipal projects. Compliance with State and Federal ADA requirements. Obtained the Municipal ADA Coordinator certification.
  2. Human Rights Advocate. Liaise with the Human Rights Advisory Board, serve as a clearinghouse for information and referral for Meriden citizens regarding human rights/legal issues.
  3. Disabilities Commission. Serve as staff to Commission for Persons with Disabilities; perform education and outreach on disability-related issues.
  4. Municipal Veterans' Representative. After training, serve as the municipal representative for information and resources available for Meriden Veterans.

## PERSONNEL AND EXPENDITURES SUMMARY

Payroll Projection						
Program : PR815L					7/01/19 to 7/01/20	
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obi</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>
<b>LEGAL (0130)</b>						
<b>ASSOCIATE CITY ATTORNEY</b>	<b>0001</b>	<b>0130</b>	<b>190</b>	<b>100.00</b>	<b>109,898.16</b>	
<b>CITY ATTORNEY</b>	<b>0001</b>	<b>0130</b>	<b>190</b>	<b>100.00</b>	<b>132,044.26</b>	
<b>CORPORATION COUNSEL</b>	<b>0001</b>	<b>0130</b>	<b>190</b>	<b>100.00</b>	<b>29,238.89</b>	<b>271,181.31</b>
<b>LEGAL SECRETARY</b>	<b>0001</b>	<b>0130</b>	<b>196</b>	<b>100.00</b>	<b>72,036.86</b>	
<b>LEGAL SECRETARY</b>	<b>0001</b>	<b>0130</b>	<b>196</b>	<b>100.00</b>	<b>72,036.86</b>	<b>144,073.72</b>
					<b>415,255.03</b>	<b>415,255.03</b>

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>LEGAL (0130)</b>										
0001-0130-40-0-0000-189	SEASONAL WORKERS	1,704	3,000	1,799	3,000	1,627	1,627	-	(3,000)	-100.00%
0001-0130-40-0-0000-190	ADMINISTRATIVE	263,724	263,648	268,194	257,690	139,258	259,332	271,182	13,492	5.24%
0001-0130-40-0-0000-191	OVERTIME CONTINGENCY	13	-	2,187	-	304	304	-	-	#DIV/0!
0001-0130-40-0-0000-196	MME	135,999	74,852	137,871	140,828	75,622	140,827	144,074	3,246	2.30%
0001-0130-40-0-0000-198	SUPERVISORS	51,376	-	-	-	-	-	-	-	#DIV/0!
0001-0130-40-0-0000-352	VEHICLE MAINTENANCE	-	-	-	2,400	1,200	2,400	2,400	-	0.00%
0001-0130-40-0-0000-356	STREETS & SIDEWALKS	7,337	8,000	9,934	8,000	1,036	8,000	10,000	2,000	25.00%
0001-0130-40-0-0000-359	Outside Counsel	-	-	-	-	-	-	150,000	150,000	#DIV/0!
0001-0130-40-0-0000-357	LITIGATION/INSURANCE	597,643	365,000	530,350	425,000	292,666	425,000	375,000	(50,000)	-11.76%
0001-0130-40-0-0000-390	ASSESSMENT APPEALS FEES	24,600	55,000	20,831	40,000	25,250	40,000	25,000	(15,000)	-37.50%
0001-0130-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	21,728	29,000	24,629	26,600	10,662	26,600	26,600	-	0.00%
0001-0130-40-0-0000-640	MEMBERSHIPS & MEETINGS	2,203	4,500	5,121	4,500	892	4,500	4,500	-	0.00%
<b>**** Cost Center Total **** Law</b>		<b>1,106,327</b>	<b>803,000</b>	<b>1,000,916</b>	<b>908,018</b>	<b>548,516</b>	<b>908,590</b>	<b>1,008,756</b>	<b>100,738</b>	<b>11.09%</b>



## ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Tax sales	2	1	1	1
Mailbox Claims filed/paid	125/120	65/	95/88	95/88
Liens placed on property	64	49	89	65
Liens paid and released	72	69	92	75
Closings	12	10	17	12
Insurance Certificates	45	35	40	40
Claims forwarded to Insurance	194	2500088	200	200
Foreclosures	15	9	12	12
Assessment Appeals	53	41`	17	6
State cases	32	37	30	30
Federal cases	9	6	7	7
Administrative Appeals	8	6	6	6
Appellate Court	2	4	3	3

# PERSONNEL/HUMAN RESOURCES

The Personnel/Human Resources Department is a proactive strategic partner providing quality support and advice with integrity, responsiveness, and sensitivity to all 600+ employees of the City of Meriden CT. We are committed to providing innovative human resource solutions as well as maximizing the value of our greatest asset - our employees. The Department will also continue to ensure a valued work force in a safe and discrimination free environment by maintaining compliance with employment laws and bargaining unit contracts; providing management and employee training; and developing and updating policies and procedures while reducing spending and controlling costs. The Department continues to serve as a source of information and expertise in all areas of Personnel/Human Resource Management in order to maintain effective, supportive and legal working environments throughout the City.

Prepared: 11/27/18,15:40:36					2019-2020 Budget		Page 1
Payroll Projection Report							
Program : PR815L							
7/01/19 to 7/01/20							
Job Title	Fund	Dept	Obl	Percentage	Budget Amount	Object Total	
<b>PERSONNEL (0150)</b>							
DIRECTOR OF HUMAN RESOURC	0001	0150	190	100.00	107,576.15		
PERSONNEL TECHNICIAN I	0001	0150	190	100.00	54,505.53	162,081.68	
CLERK III	0001	0150	196	100.00	60,565.49	60,565.49	
					222,647.17	222,647.17	
PERSONNEL TECHNICIAN I	0503	3910	***	66.666%*****	-		
HR TECH II/PENSION ASSIST	0620	0210	196	33.33	20,212.61		
HR TECH II/PENSION ASSIST	0621	0210	196	33.33	20,212.61		
HR TECH II/PENSION ASSIST	0622	0210	196	33.33	20,212.61		
					60,637.84		

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>PERSONNEL (0150)</b>										
0001-0150-40-0-0000-189	SEASONAL WORKERS	10,383	5,000	17,103	5,000	8,760	16,313	5,000	-	0.00%
0001-0150-40-0-0000-190	ADMINISTRATION	241,645	164,007	151,252	168,462	65,744	122,431	162,082	(6,380)	-3.79%
0001-0150-40-0-0000-191	OVERTIME CONTINGENCY	1,668	1	-	1	-	1	1	-	0.00%
0001-0150-40-0-0000-196	MME	57,100	58,092	57,949	59,193	31,800	59,219	60,566	1,373	2.32%
0001-0150-40-0-0000-210	EAP SERVICES	4,551	4,500	14,366	4,964	4,981	4,981	4,964	-	0.00%
0001-0150-40-0-0000-352	VEHICLE MAINTENANCE	-	-	-	2,400	600	1,200	2,400	-	0.00%
0001-0150-40-0-0000-357	FEES	4,550	2,000	17,352	2,000	4,100	4,100	5,000	3,000	150.00%
0001-0150-40-0-0000-381	TRAINING	40	1,800	-	1,500	-	1,500	1,500	-	0.00%
0001-0150-40-0-0000-384	TUITION REIMBURSEMENT	18,038	11,000	25,272	15,000	10,798	15,000	20,000	5,000	33.33%
0001-0150-40-0-0000-390	PHYSICALS	-	-	-	1,500	272	1,500	5,000	3,500	233.33%
0001-0150-40-0-0000-391	ALCOHOL/DRUG TESTING	8,289	7,600	7,900	6,600	3,950	6,600	7,600	1,000	15.15%
0001-0150-40-0-0000-440	OFFICE EXPENSE & SUPPLY	9,072	8,000	9,599	5,000	1,014	5,000	6,000	1,000	20.00%
0001-0150-40-0-0000-640	MEETINGS & MEMBERSHIPS	1,776	2,500	916	2,500	-	2,500	2,500	-	0.00%
**** Cost Center Total **** Human Resources		357,112	264,500	301,709	274,120	132,019	240,344	282,613	8,493	3.10%

# AVIATION

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>AVIATION (0181)</b>										
0001-0181-40-0-0000-189	SEASONAL WORKERS	33,441	18,942	11,710	14,286	7,525	14,014	15,920	1,634	11.44%
0001-0181-40-0-0000-191	OVERTIME CONTINGENCY	67	800	1,224	1,500	723	1,346	1,500	-	0.00%
0001-0181-40-0-0000-198	SUPERVISORS	26,599	49,858	49,074	51,321	28,053	52,242	54,925	3,604	7.02%
0001-0181-40-0-0000-390	OTHER PURCHASED SERVICES	1,480	1,500	1,500	1,500	-	1,500	12,000	10,500	700.00%
0001-0181-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	6,457	4,000	3,722	4,000	1,323	4,000	4,000	-	0.00%
0001-0181-40-0-0000-445	AVIATION MAINTENANCE	67,609	50,000	72,023	54,500	14,272	54,500	60,000	5,500	10.09%
0001-0181-40-0-0000-448	OPERATING COSTS	91	-	-	-	-	-	-	-	#DIV/0!
0001-0181-40-0-0000-449	FUEL COSTS	260,436	317,000	230,633	296,000	115,370	175,970	294,000	(2,000)	-0.68%
0001-0181-40-0-0000-601	BANKING SERVICES	6	-	22	-	19	19	-	-	#DIV/0!
<b>**** Cost Center Total **** Aviation</b>		<b>396,187</b>	<b>442,100</b>	<b>369,908</b>	<b>423,107</b>	<b>167,286</b>	<b>303,591</b>	<b>442,345</b>	<b>19,238</b>	<b>4.55%</b>

# INFORMATION TECHNOLOGY

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>INFORMATION TECHNOLOGY (0270)</b>										
0001-0270-40-0-0000-190	ADMINISTRATIVE	156,298	200,043	73,579	-	-	-	-	-	#DIV/0!
0001-0270-40-0-0000-191	OVERTIME CONTINGENCY	124	500	21	500	-	500	500	-	0.00%
0001-0270-40-0-0000-196	MME	153,672	163,571	87,048	88,894	47,734	88,893	90,954	2,060	2.32%
0001-0270-40-0-0000-198	SUPERVISORS	207,747	183,522	288,656	294,663	165,637	308,457	311,384	16,721	5.67%
0001-0270-40-0-0000-325	RENTALS	400,013	383,920	300,429	388,750	396,390	463,390	416,720	27,970	7.19%
0001-0270-40-0-0000-353	TELEPHONES	141,559	133,400	169,927	155,400	70,111	155,400	155,400	-	0.00%
0001-0270-40-0-0000-381	TRAINING	4,577	12,500	8,727	12,500	3,085	12,500	50,000	37,500	300.00%
0001-0270-40-0-0000-391	VIDEO SERVICES	17,700	21,000	12,600	21,000	3,900	21,000	21,000	-	0.00%
0001-0270-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	6,715	5,685	6,222	6,800	2,058	6,800	7,485	685	10.07%
0001-0270-40-0-0000-510	SOFTWARE	2,440	8,000	4,620	8,000	7,185	8,000	5,800	(2,200)	-27.50%
0001-0270-40-0-0000-640	MEMBERSHIP & MEETINGS	1,595	2,755	1,374	2,750	235	2,750	2,750	-	0.00%
<b>**** Cost Center Total **** Information Technology</b>		<b>1,092,440</b>	<b>1,114,896</b>	<b>953,202</b>	<b>979,257</b>	<b>696,337</b>	<b>1,067,690</b>	<b>1,061,993</b>	<b>82,736</b>	<b>8.45%</b>

# INSURANCE

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>INSURANCE (0212)</b>										
0001-0212-40-0-0000-460	BOILERS & MACHINERY	6,594	20,520	20,520	22,059	-	-	-	(22,059)	-100.00%
0001-0212-40-0-0000-461	BONDS MONEY & SECURITIES	1,782	2,466	2,466	2,651	-	-	1,782	(869)	-32.78%
0001-0212-40-0-0000-462	FIRE & VANDALISM	228,333	168,760	168,760	181,417	-	-	225,031	43,614	24.04%
0001-0212-40-0-0000-463	LIABILITY INSURANCE	1,022,922	822,089	835,122	828,746	1,270,621	1,270,621	873,184	44,438	5.36%
0001-0212-40-0-0000-469	POLICE PROFESS LIAB	127,392	123,359	123,359	132,611	-	-	142,950	10,339	7.80%
0001-0212-40-0-0000-470	PUB OFFICIAL LIAB	92,485	51,995	53,777	55,895	8,644	8,644	60,276	4,381	7.84%
0001-0212-40-0-0000-476	WORKERS COMP INDEMNITY P	2,170,978	2,314,149	1,779,022	2,604,264	2,604,264	2,604,264	2,654,264	50,000	1.92%
0001-0212-40-0-0000-479	WORKERS COMP EXCESS LIAB	138,145	216,065	216,065	232,270	214,282	214,282	218,568	(13,702)	-5.90%
<b>**** Cost Center Total **** Insurance</b>		<b>3,788,631</b>	<b>3,719,403</b>	<b>3,199,091</b>	<b>4,059,913</b>	<b>4,097,811</b>	<b>4,097,811</b>	<b>4,176,055</b>	<b>116,142</b>	<b>2.86%</b>

# BENEFITS AND CONTINGENCY

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>BENEFITS (0213)</b>										
0001-0213-40-0-0000-201	CITY MEDICAL BENEFITS	5,117,211	7,077,322	7,624,489	8,098,465	2,086,741	8,098,465	7,583,312	(515,153)	-6.36%
0001-0213-40-0-0000-202	POST RETIREMENT (OPEB)	2,192,170	400,000	400,000	300,000	-	300,000	400,000	100,000	33.33%
0001-0213-40-0-0000-207	LIFE INSURANCE	115,520	115,350	119,805	120,000	71,356	132,882	120,000	-	0.00%
0001-0213-40-0-0000-220	LONGEVITY	78,928	173,150	162,717	74,450	70,569	70,569	52,874	(21,576)	-28.98%
0001-0213-40-0-0000-231	EMPLOYEE RETIREMENT	2,888,372	3,601,794	3,601,794	3,468,753	1,734,377	3,468,753	3,468,753	-	0.00%
0001-0213-40-0-0000-235	DEFINED CONTRIB PLAN EXP	441,717	500,000	508,572	700,000	304,229	566,550	735,000	35,000	5.00%
0001-0213-40-0-0000-236	POLICE DEFINED CONTRIB PLAN	13,770	25,000	15,961	25,000	9,979	18,584	25,000	-	0.00%
0001-0213-40-0-0000-237	FIRE DEFINED CONTRIB PLAN E	498	3,000	1,374	10,000	353	658	10,000	-	0.00%
0001-0213-40-0-0000-241	UNEMPLOYMENT COMPENSATI	132,558	140,000	187,061	170,000	111,643	157,396	165,000	(5,000)	-2.94%
0001-0213-40-0-0000-242	UNUSED SICK LEAVE	346,824	346,000	357,763	356,675	353,469	353,469	177,217	(179,458)	-50.31%
0001-0213-40-0-0000-244	SOCIAL SECURITY	3,280,905	3,100,187	3,333,351	3,230,684	1,848,770	3,393,842	3,351,720	121,036	3.75%
0001-0213-40-0-0000-250	POLICE BENEFITS	1,243,642	970,000	1,008,417	851,000	564,951	979,476	1,065,390	214,390	25.19%
0001-0213-40-0-0000-254	POLICE RETIREMENT	4,464,984	4,769,583	4,769,583	4,769,583	2,384,792	4,769,583	4,769,583	-	0.00%
0001-0213-40-0-0000-260	FIRE BENEFITS	1,234,896	1,205,000	1,263,639	1,190,000	824,949	1,271,263	1,318,737	128,737	10.82%
0001-0213-40-0-0000-264	FIRE RETIREMENT	3,054,069	3,201,799	3,201,799	3,201,799	1,600,900	3,201,799	3,201,799	-	0.00%
0001-0213-40-0-0000-277	POLICE LONGEVITY	52,150	-	-	44,223	49,600	49,600	49,000	4,777	10.80%
0001-0213-40-0-0000-278	FIRE LONGEVITY	39,050	-	-	39,267	40,112	40,112	39,267	-	0.00%
0001-0213-40-0-0000-282	UNIFORMS GUARDS	2,526	1,000	1,381	1,000	-	1,000	1,000	-	0.00%
<b>**** Cost Center Total **** Employee Benefits</b>		<b>24,699,788</b>	<b>25,629,185</b>	<b>26,557,704</b>	<b>26,650,899</b>	<b>12,056,791</b>	<b>26,874,002</b>	<b>26,533,652</b>	<b>(117,247)</b>	<b>-0.44%</b>
<b>CONTINGENCY (0200)</b>										
0001-0200-40-0-0000-601	CONTINGENCY	-	460,000	-	450,000	-	450,000	500,000	50,000	11.11%
0001-0200-40-0-0000-602	CONTINGENCY	-	-	-	(182,345)	-	(182,345)	-	182,345	-100.00%
<b>**** Cost Center Total **** Contingency</b>		<b>-</b>	<b>460,000</b>	<b>-</b>	<b>267,655</b>	<b>-</b>	<b>267,655</b>	<b>500,000</b>	<b>232,345</b>	<b>86.81%</b>

# GENERAL ADMINISTRATION

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>GENERAL ADMINISTRATION (0214)</b>										
0001-0214-40-0-0000-310	TRANSIT	236,567	295,000	336,135	295,000	129,207	295,000	296,763	1,763	0.60%
0001-0214-40-0-0000-331	PUPIL TRANSPORTATION	1,055,246	1,080,789	1,091,403	1,104,177	550,810	906,488	938,656	(165,521)	-14.99%
0001-0214-40-0-0000-342	WATER	232,011	275,000	198,804	225,000	144,055	223,799	225,250	250	0.11%
0001-0214-40-0-0000-343	HYDRANTS	65,000	65,000	65,000	65,000	-	65,000	65,000	-	0.00%
0001-0214-40-0-0000-344	SEWERS	135,899	211,850	141,199	191,850	93,471	156,236	157,800	(34,050)	-17.75%
0001-0214-40-0-0000-369	PLATT BAND UNIFORM	5,000	-	-	-	-	-	-	-	#DIV/0!
0001-0214-40-0-0000-371	MALONEY SCHOLARSHIP	24,000	24,000	24,000	24,000	18,000	24,000	24,000	-	0.00%
0001-0214-40-0-0000-372	VETERANS ORGANIZATION	18,000	15,000	12,599	14,000	15,414	15,414	18,450	4,450	31.79%
0001-0214-40-0-0000-374	AMBULANCE	153,735	153,735	153,735	153,735	117,300	156,400	157,680	3,945	2.57%
0001-0214-40-0-0000-375	EMERGENCY MEDICAL DISPATCH	38,723	38,723	38,723	45,177	19,361	46,467	38,723	(6,454)	-14.29%
0001-0214-40-0-0000-376	NERDEN RTC DAY CAMP	40,000	40,000	40,000	40,000	40,000	40,000	40,000	-	0.00%
0001-0214-40-0-0000-388	AUDIT	82,075	81,000	70,888	81,000	61,874	61,874	88,500	7,500	9.26%
0001-0214-40-0-0000-395	PROBATE COURT	14,519	15,000	15,625	15,000	7,379	15,000	15,000	-	0.00%
0001-0214-40-0-0000-440	ZONING EXP & SUPPLIES & PA	4,825	5,800	5,688	5,800	1,606	5,800	5,500	(300)	-5.17%
0001-0214-40-0-0000-718	REPAY HOUSING AUTHORITY	11,411	11,411	11,411	11,411	-	11,411	11,411	-	0.00%
0001-0214-40-0-0000-719	TEXTBOOK LOAN	14,940	15,000	14,984	15,000	-	15,000	15,000	-	0.00%
0001-0214-40-0-0000-726	SPECIAL EVENTS & CELEBRATI	88,986	40,000	39,016	-	-	-	-	-	#DIV/0!
0001-0214-40-0-0000-727	SOLOMON GOFFE HOUSE	420	-	-	-	-	-	-	-	#DIV/0!
0001-0214-40-0-0000-731	MARKETING PROMOTION	11,163	-	-	-	-	-	-	-	#DIV/0!
0001-0214-40-0-0000-746	MERIDEN SCHOLASTIC SCHOLA	21,500	40,000	30,500	40,000	27,000	40,000	40,000	-	0.00%
0001-0214-40-0-0000-748	NEIGHBORHOOD ASSOCIATION	3,549	3,500	3,492	3,500	-	3,500	3,500	-	0.00%
0001-0214-40-0-0000-760	TEEN SATELLITE PROGRAMS	78,125	80,000	80,000	80,000	53,750	80,000	80,000	-	0.00%
0001-0214-40-0-0000-779	PROJECT GRADUATION	-	-	-	1,000	-	1,000	1,000	-	0.00%
0001-0214-40-0-0000-783	LINEAR TRAIL ADVISORY COMM	1,093	1,000	835	1,000	-	1,000	1,000	-	0.00%
0001-0214-40-0-0000-784	GOLF SUPPORTIVE CONTRIBUT	-	-	-	50,000	50,000	50,000	50,000	-	0.00%
0001-0214-40-0-0000-785	MMBC SUPPORTIVE CONTRIBUT	-	-	-	-	-	-	71,680	71,680	
0001-0214-40-0-0001-726	SPECIAL EVENTS Veterans Day	-	-	-	1,500	2,023	2,023	1,500	-	
0001-0214-40-0-0002-726	SPECIAL EVENTS Mayor's Clean	-	-	-	1,000	-	1,000	1,000	-	
0001-0214-40-0-0003-726	SPECIAL EVENTS Memorial Day	-	-	-	2,500	-	2,500	2,500	-	
0001-0214-40-0-0004-726	SPECIAL EVENTS Fly In Airport	-	-	-	2,000	2,000	2,000	-	(2,000)	
0001-0214-40-0-0005-726	SPECIAL EVENTS Puerto Rican F	-	-	-	2,000	2,000	2,000	-	(2,000)	
0001-0214-40-0-0006-726	SPECIAL EVENTS Miscellaneous	-	-	-	1,000	-	1,000	1,000	-	
0001-0214-40-0-0010-726	SPECIAL EVENTS Daffodil Festive	-	-	-	85,362	1,974	85,362	85,362	-	
0001-0214-40-0-0000-728	INCENTIVE PLAN REDUCTION	-	-	-	-	-	-	(250,000)	(250,000)	
<b>**** Cost Center Total ****</b>	<b>Finance General Administration</b>	<b>2,336,786</b>	<b>2,491,808</b>	<b>2,374,036</b>	<b>2,557,012</b>	<b>1,337,223</b>	<b>2,309,275</b>	<b>2,186,275</b>	<b>(370,737)</b>	<b>-14.50%</b>

# **SECTION 3**

## **FINANCE:**

Finance

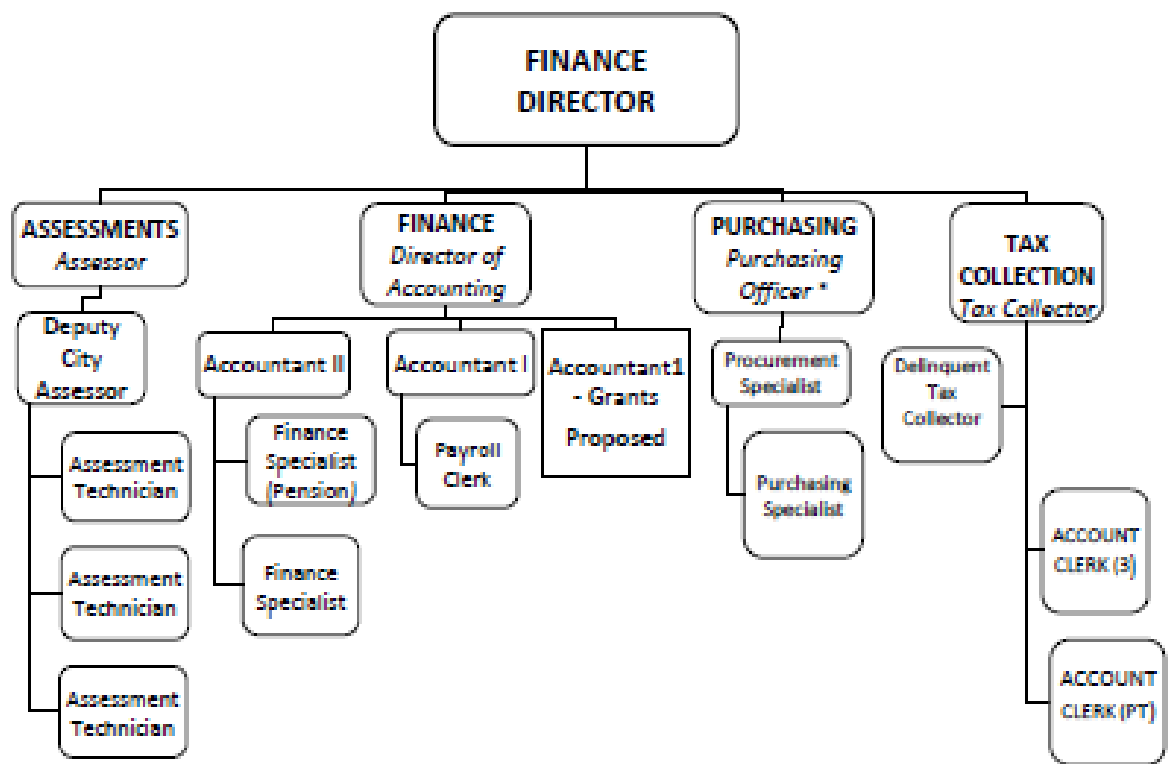
Assessor

Purchasing

Tax Collection

CITY OF MERIDEN, CT  
PROPOSED 2019-20 ANNUAL BUDGET

**FINANCE**



\* Administrative support to MMK

# FINANCE DEPARTMENT

## MISSION

It is the mission of the City of Meriden Finance Department to provide responsive, cost-effective timely support services to the City of Meriden residents, City employees, City retirees, and Meriden elected officials.

## SUCSESSES AND ACCOMPLISHMENTS

- Received a Certificate of Achievement of Excellence in Financial Reporting for a fifteenth straight year for our annual Financial Statements.
- Received unmodified opinions (the highest rating available) on our State and Federal Single Audit reports with no compliance findings for a third straight year.
- Expanded our reporting capacities with respect to the health insurance fund to provide more transparency between BOE and City costs.
- Obtained data extraction software (MONARCH) and have assisted several departments with expended reporting capabilities in excel to increase productivity at the departmental level.
- Effectively revamped Finance Department procedures to account for vendor modifications requiring alternative procedures (i.e. HSA administrator, Workers Compensation)
- Developed an early retirement severance plan to provide savings to the City and assisted the Personnel Department for proper administration.
- Modernized the City's Travel & Expense policies and procedures as well as updated the City's P-Card policy.
- Achieved a collection rate over 98% on the 2016 grand list, the highest rate in years.



## FUTURE GOALS AND INITIATIVES

- Develop webinars for employee training in Works and Naviline software programs and work with the IT department to place them on the City’s intranet portal.
- Implement a new financial management system (ONESolution) through extensive coordinated efforts with the IT Department, the Board of Education, and the third party software consultants.
- Continue to develop an accounting policies and procedure manual.
- Send two assessor employees to assessor certification classes.
- Continue to encourage tax staff to obtain CCMC designations through training.
- Review the Naviline vendor listing and purge inactive records
- Review purchasing policies and procedures to ensure compliance with the Uniform Guidance Procurement Standards.

## PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/27/18,15:40:36		2019-2020 Budget				Page 1	
Payroll Projection							
Program : PR815L		7/01/19 to 7/01/20					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget</u> <u>Amount</u>	<u>Object</u> <u>Total</u>	
<b>FINANCE (0210)</b>							
DIRECTOR OF FINANCE	0001	0210	190	100.00	139,657.67	139,657.67	
FINANCE SPECIALIST	0001	0210	196	75.00	46,625.71		
FINANCE SPECIALIST	0001	0210	196	100.00	62,159.32		
PAYROLL CLERK	0001	0210	196	100.00	57,376.46	166,161.49	
ACCOUNTANT	0001	0210	198	100.00	73,894.29		
ACCOUNTANT II	0001	0210	198	100.00	91,833.90		
DIRECTOR OF ACCOUNTING	0001	0210	198	100.00	104,815.21	270,543.40	
					<b>576,362.56</b>	<b>576,362.56</b>	
FINANCE SPECIALIST	0620	0210	196	8.33	5,177.87		
FINANCE SPECIALIST	0621	0210	196	8.33	5,177.87		
FINANCE SPECIALIST	0622	0210	196	8.34	5,177.87		
					<b>15,533.61</b>		

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>FINANCE (0210)</b>										
0001-0210-40-0-0000-189	SEASONAL WORKERS	1,105	-	187	-	706	706	-	-	#DIV/0!
0001-0210-40-0-0000-190	ADMINISTRATIVE	136,117	136,174	135,800	136,174	74,586	138,897	139,658	3,484	2.56%
0001-0210-40-0-0000-191	OVERTIME CONTINGENCY	1,244	2,500	1,525	1,000	210	210	1,000	-	0.00%
0001-0210-40-0-0000-196	MME	149,249	153,996	144,549	158,703	84,233	156,862	166,162	7,459	4.70%
0001-0210-40-0-0000-198	SUPERVISORS	254,583	257,649	257,175	272,791	131,552	244,982	270,544	(2,247)	-0.82%
0001-0210-40-0-0000-352	VEHICLE MAINTENANCE	2,400	2,400	2,400	2,400	1,200	2,400	2,400	-	0.00%
0001-0210-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	22,975	29,000	25,929	29,000	8,167	29,000	29,000	-	0.00%
0001-0210-40-0-0000-601	BANKING SERVICES	52,253	61,850	60,907	59,000	14,245	59,000	59,000	-	0.00%
0001-0210-40-0-0000-640	MEMBERSHIP & MEETINGS	1,451	2,500	2,344	4,750	1,035	4,750	4,750	-	0.00%
0001-0210-40-0-0000-703	GENERAL OFFICE SUPPLIES	-	1	-	1	3,843	1	1	-	0.00%
<b>**** Cost Center Total **** Finance</b>		<b>621,376</b>	<b>646,070</b>	<b>630,815</b>	<b>663,819</b>	<b>319,776</b>	<b>636,807</b>	<b>672,515</b>	<b>8,696</b>	<b>1.31%</b>

## PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Issue timely Financial Statements with no significant deficiencies or material weaknesses	YES	YES	YES	YES	YES
Achieve a tax collection rate that meet or exceed budgeted projections	YES	YES	YES	YES	YES
Complete grand list and required state assessment reports in a timely manner	YES	YES	YES	YES	YES

## ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2020 ESTIMATED
<b>Purchasing Division Indicators</b>				
Purchase Orders Issued	2,975	2,725	1,703	*
Bid Quotes Processed	32	29	19	*
Bids Processed	41	39	29	*
<b>Tax Division Indicators</b>				
Tax bills issued	77,233	77,891	77,491	*
<b>Assessor Division Indicators</b>				
Real estate accounts (taxable)	18,961	18,954	18,932	*
Real estate accounts (exempt)	599	609	616	*
Personal property accounts	1,907	1,894	1,879	*
Motor vehicle accounts	45,694	46,521	46,767	*
Motor vehicle supplemental accounts	10,671	10,522	9,913	*
<b>Finance Division Indicators</b>				
Accounts Payable checks issued	11,715	10,913	10,490	*
P-Card transactions processed	6,926	7,561	7,620	*
1099-MISC's issued	319	299	307	*
1095-C's issued	648	616	613	*
W-2's issued	896	790	780	*
1099-R's issued	804	818	840	*
* No statistical estimate can be inferred				

# PURCHASING

Prepared: 11/27/18,15:40:36		2019-2020 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/19 to 7/01/20					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>	
<b>PURCHASING (0250)</b>							
PROCUREMENT SPECIALIST	0001	0250	196	100.00	72,036.86		
PURCHASING SPECIALIST	0001	0250	196	100.00	65,934.18	137,971.04	
PURCHASING OFFICER	0001	0250	198	100.00	118,928.99	118,928.99	
					256,900.03	256,900.03	

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>PURCHASING (0250)</b>										
0001-0250-40-0-0000-191	OVERTIME	110	800	395	800	25	25	500	(300)	-37.50%
0001-0250-40-0-0000-196	MME	147,421	133,761	132,059	134,863	72,453	134,925	137,971	3,108	2.30%
0001-0250-40-0-0000-198	SUPERVISORS	115,801	118,281	117,957	118,281	63,515	118,281	118,929	648	0.55%
0001-0250-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	4,999	4,500	1,554	5,215	1,043	5,215	5,215	-	0.00%
0001-0250-40-0-0000-640	MEMBERSHIP & MEETINGS	2,078	2,500	2,054	3,600	100	3,600	4,000	400	11.11%
0001-0250-40-0-0000-702	STOREROOM	-	1	-	1	191	1	1	-	0.00%
<b>**** Cost Center Total **** Purchasing</b>		<b>270,409</b>	<b>259,843</b>	<b>254,019</b>	<b>262,760</b>	<b>137,328</b>	<b>262,048</b>	<b>266,616</b>	<b>3,856</b>	<b>1.47%</b>

# TAX COLLECTOR

Prepared: 11/27/18,15:40:36		2019-2020 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/19 to 7/01/20					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>	
<b>COLLECTIONS (0260)</b>							
ACCOUNT CLERK	0001	0260	196	100.00	60,565.49		
ACCOUNT CLERK	0001	0260	196	100.00	54,504.75		
ACCOUNT CLERK	0001	0260	196	100.00	56,958.40		
ACCOUNT CLERK	0001	0260	196	100.00	28,479.20	200,507.84	
DELINQUENT REVENUE COLLEC	0001	0260	198	100.00	62,327.09		
TAX COLLECTOR	0001	0260	198	100.00	109,177.27	171,504.36	
					372,012.20	372,012.20	

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>TAX COLLECTOR (0260)</b>										
0001-0260-40-0-0000-189	SEASONAL WORKERS	1,305	-	1,224	-	656	656	-	-	#DIV/0!
0001-0260-40-0-0000-191	OVERTIME	2,377	4,500	3,028	4,500	1,975	1,975	2,500	(2,000)	-44.44%
0001-0260-40-0-0000-196	MME	185,905	204,657	196,340	204,400	103,591	192,911	200,508	(3,892)	-1.90%
0001-0260-40-0-0000-198	SUPERVISORS	160,790	166,232	165,776	166,232	91,594	170,570	171,505	5,273	3.17%
0001-0260-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	65,487	73,500	42,604	71,200	34,495	101,200	72,000	800	1.12%
0001-0260-40-0-0000-640	MEMBERSHIP & MEETINGS	686	1,000	539	1,425	438	1,425	1,425	-	0.00%
<b>**** Cost Center Total **** Tax Collector</b>		<b>416,550</b>	<b>449,889</b>	<b>409,511</b>	<b>447,757</b>	<b>232,749</b>	<b>468,737</b>	<b>447,938</b>	<b>181</b>	<b>0.04%</b>

# TAX ASSESSOR

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/19 to 7/01/20				
Job Title	Fund	Dept	Obl	Percentage	Budget Amount	Object Total
<b>ASSESSMENT (0280)</b>						
ASSESSMENT TECHNICIAN	0001	0280	196	100.00	48,066.52	
ASSESSMENT TECHNICIAN	0001	0280	196	100.00	57,475.66	
ASSESSMENT TECHNICIAN	0001	0280	196	100.00	62,159.32	167,701.50
CITY ASSESSOR	0001	0280	198	100.00	118,928.99	
DEPUTY ASSESSOR	0001	0280	198	100.00	77,636.24	196,565.23
					364,266.73	364,266.73

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>ASSESSMENT (0280)</b>										
0001-0280-40-0-0000-189	MISC PART-TIME	4,000	3,000	3,500	2,500	-	-	-	(2,500)	-100.00%
0001-0280-40-0-0000-191	OVERTIME	1,690	4,500	2,002	2,500	1,212	1,212	1,000	(1,500)	-60.00%
0001-0280-40-0-0000-196	MME	183,052	186,236	220,619	190,781	85,874	159,919	167,702	(23,079)	-12.10%
0001-0280-40-0-0000-198	SUPERVISORS	174,836	186,844	172,107	187,393	100,388	186,947	196,566	9,173	4.90%
0001-0280-40-0-0000-350	GASOLINE	144	200	110	200	91	200	200	-	0.00%
0001-0280-40-0-0000-352	VEHICLE MAINTENANCE	20	175	223	175	-	175	175	-	0.00%
0001-0280-40-0-0000-388	AUDIT	-	3,000	3,000	3,000	-	3,000	3,000	-	0.00%
0001-0280-40-0-0000-390	REVALUATION	143,418	15,000	7,750	8,000	7,750	7,750	28,000	20,000	250.00%
0001-0280-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	10,726	12,500	11,129	10,275	5,185	10,275	10,275	-	0.00%
0001-0280-40-0-0000-640	MEMBERSHIP & MEETINGS	1,004	1,600	1,413	2,255	350	2,255	2,255	-	0.00%
<b>***** Cost Center Total ***** Assessment</b>		<b>518,889</b>	<b>413,055</b>	<b>421,852</b>	<b>407,079</b>	<b>200,850</b>	<b>371,733</b>	<b>409,173</b>	<b>2,094</b>	<b>0.51%</b>

# DEBT SERVICE

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>DEBT SERVICE (5211)</b>										
0001-5211-40-5-0000-301	PRINCIPAL BONDS	10,318,700	11,289,602	11,322,970	10,683,300	2,551,000	10,683,300	10,687,300	4,000	0.04%
0001-5211-40-5-0000-302	INTEREST BONDS	4,001,217	7,224,996	7,264,614	5,400,107	2,730,453	5,400,107	4,913,882	(486,225)	-9.00%
0001-5211-40-5-0000-309	BABS FEDERAL SUBSIDY	(209,651)	(212,644)	(197,973)	-	-	-	-	-	#DIV/0!
0001-5211-40-5-0000-699	TRANSFER IN - PREMIUM	-	(2,604,404)	(2,604,404)	(600,000)	(600,000)	(600,000)	(1,200,000)	(600,000)	100.00%
<b>***** Cost Center Total ***** Debt Services</b>		<b>14,110,266</b>	<b>15,697,550</b>	<b>15,785,207</b>	<b>15,483,407</b>	<b>4,681,453</b>	<b>15,483,407</b>	<b>14,401,182</b>	<b>(1,082,225)</b>	<b>-6.99%</b>

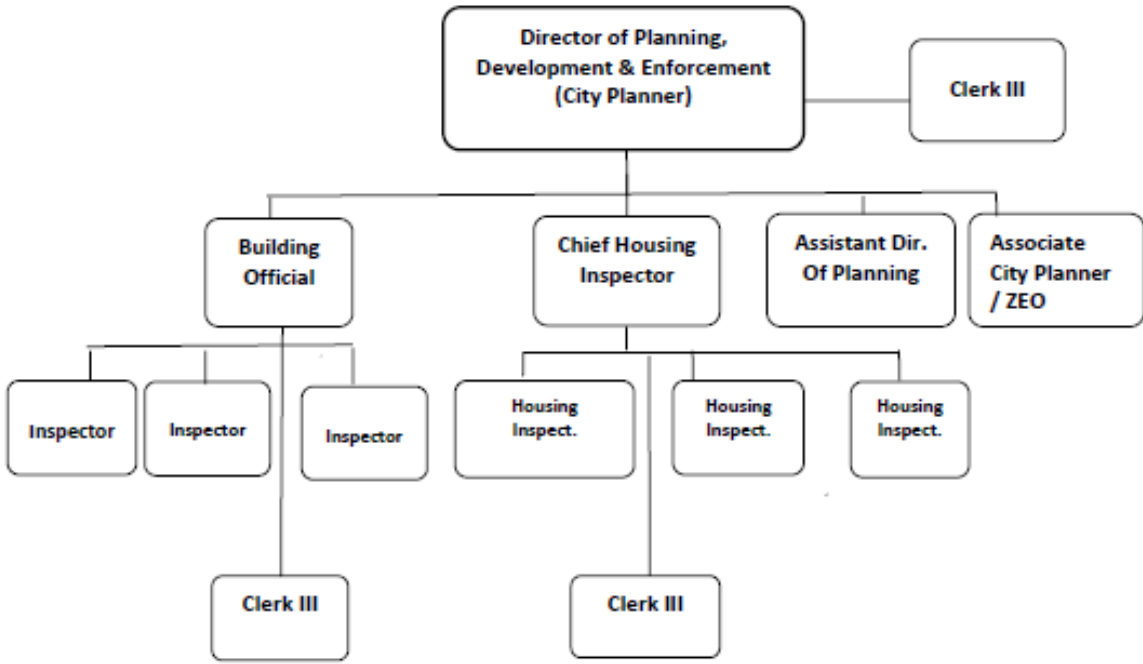
# **SECTION 4**

## **DEVELOPMENT & ENFORCEMENT**

**CITY OF MERIDEN, CT  
PROPOSED 2019-20 ANNUAL BUDGET**

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**DEVELOPMENT AND ENFORCEMENT**





**DEPARTMENT: DEVELOPMENT & ENFORCEMENT – BUDGET CODE: 0001-0510**

# DEVELOPMENT AND ENFORCEMENT DEPARTMENT

## MISSION

The Development and Enforcement Department’s mission is:

- To provide outstanding planning, zoning and code enforcement services in order to ensure the highest quality of life in the City of Meriden.
- To work creatively and collaboratively to enhance the natural and built environment of the City of Meriden so that its population grows, its economy thrives, and it becomes the premier community of choice in the region.

## SUCSESSES AND ACCOMPLISHMENTS

- Initiated an update of the Meriden’s Plan of Conservation and Development, a guiding document that provides the direction for the development and preservation of built, cultural and economic environments in the City for the next decade.
- Initiated a comprehensive review of the City Zoning Regulations.
- Completed the re-registration of the commercial and industrial facilities conducting activities subject to the Aquifer Protection Area regulations.
- The Planning division administered a total of 109 land use applications and plan reviews:

Planning Commission	57
Zoning Board of Appeals	32
Inland Wetlands and Watercourses Commission	14
Aquifer Protection Agency	6
- The Building Division issued a total of 2,603 permits and conducted 3, 812 inspections.

Building permits	1,083
Electrical permits	699
Mechanical permits	459
Plumbing permits	362

- The Housing division has conducted 6,942 inspections and closed out 2,712 housing code and blight ordinance violation cases. The Housing Division also processed 21 applications for participation in C.I.D.E.W.A.L.K. program.

## FUTURE GOALS AND INITIATIVES

- Provide guidance and support to residents, businesses and developers to encourage investment and economic growth for the City through offering a superb customer service;
- Complete the comprehensive update of the City's Plan of Conservation and Development;
- Streamline the development application review process by completing the comprehensive review of the City zoning and subdivision regulations and proposing the revisions as appropriate;
- Evaluate the online permitting and inspection scheduling systems to enhance efficiency in the Building and Housing Divisions;

## PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/19 to 7/01/20				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>
<b>DEVELOPMENT &amp; ENFORCEMENT (0510)</b>						
DIRECTOR OF PLANNING	0001	0510	190	100.00	110,592.31	110,592.31
BUILDING INSPECTOR	0001	0510	196	100.00	83,387.44	
BUILDING INSPECTOR	0001	0510	196	100.00	77,395.26	
BUILDING INSPECTOR	0001	0510	196	100.00	84,067.44	
CHIEF HOUSING INSPECTOR	0001	0510	196	25.00	21,107.75	
CLERK III	0001	0510	196	100.00	60,565.49	
CLERK III	0001	0510	196	50.00	30,282.75	
CLERK III	0001	0510	196	100.00	43,347.55	
HOUSING INSPECTOR	0001	0510	196	25.00	18,009.22	
HOUSING INSPECTOR	0001	0510	196	25.00	18,009.22	
HOUSING INSPECTOR	0001	0510	196	25.00	18,009.22	
NPP/NSP/HOUSING	0001	0510	196	40.00	-	454,181.32
ASSISTANT PLANNING DIRECT	0001	0510	198	100.00	94,287.55	
ASSOCIATE CITY PLANNER	0001	0510	198	100.00	89,154.98	
BUILDING OFFICIAL	0001	0510	198	100.00	94,287.55	277,730.08
					842,503.71	842,503.71
HOUSING INSPECTOR	1113	0510	804	75.00	54,027.65	
CHIEF HOUSING INSPECTOR	1113	0510	804	75.00	63,323.24	
CLERK III	1113	0510	804	50.00	30,282.75	
HOUSING INSPECTOR	1113	0510	804	75.00	54,027.65	
HOUSING INSPECTOR	1113	0510	804	75.00	54,027.65	
					255,688.92	

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>DEVELOPMENT &amp; ENFORCEMENT (0510)</b>										
0001-0510-40-0-0000-189	MISC PART TIME	-	-	536	-	-	-	-	-	#DIV/0!
0001-0510-40-0-0000-190	ADMINISTRATIVE	122,318	123,338	125,221	125,427	85,164	138,657	110,593	(14,834)	-11.83%
0001-0510-40-0-0000-191	OVERTIME	5,288	5,000	981	3,000	514	3,000	3,000	-	0.00%
0001-0510-40-0-0000-196	MME	386,257	437,316	418,227	462,828	229,467	427,324	454,182	(8,646)	-1.87%
0001-0510-40-0-0000-198	SUPERVISORS	228,645	255,723	232,511	267,459	137,293	255,673	277,731	10,272	3.84%
0001-0510-40-0-0000-350	GASOLINE	3,107	3,000	2,921	3,000	1,442	3,000	3,000	-	0.00%
0001-0510-40-0-0000-352	VEHICLE MAINTENANCE	11,624	5,200	4,566	5,200	2,667	5,200	5,200	-	0.00%
0001-0510-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	25,343	21,000	17,111	16,000	8,082	16,000	16,500	500	3.13%
0001-0510-40-0-0000-640	MEMBERSHIPS & MEETINGS	2,936	4,000	3,365	4,000	2,644	4,000	6,000	2,000	50.00%
<b>**** Cost Center Total **** Development &amp; enforcement</b>		<b>785,518</b>	<b>854,577</b>	<b>805,440</b>	<b>886,914</b>	<b>467,273</b>	<b>852,854</b>	<b>876,206</b>	<b>(10,708)</b>	<b>-1.21%</b>

## PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Reduce the time it takes to issue a Land Use Agency approval	30 days	-	-	65	45
Building permit issued within	5 days	-	-	10	5

## ACTIVITY INDICATORS

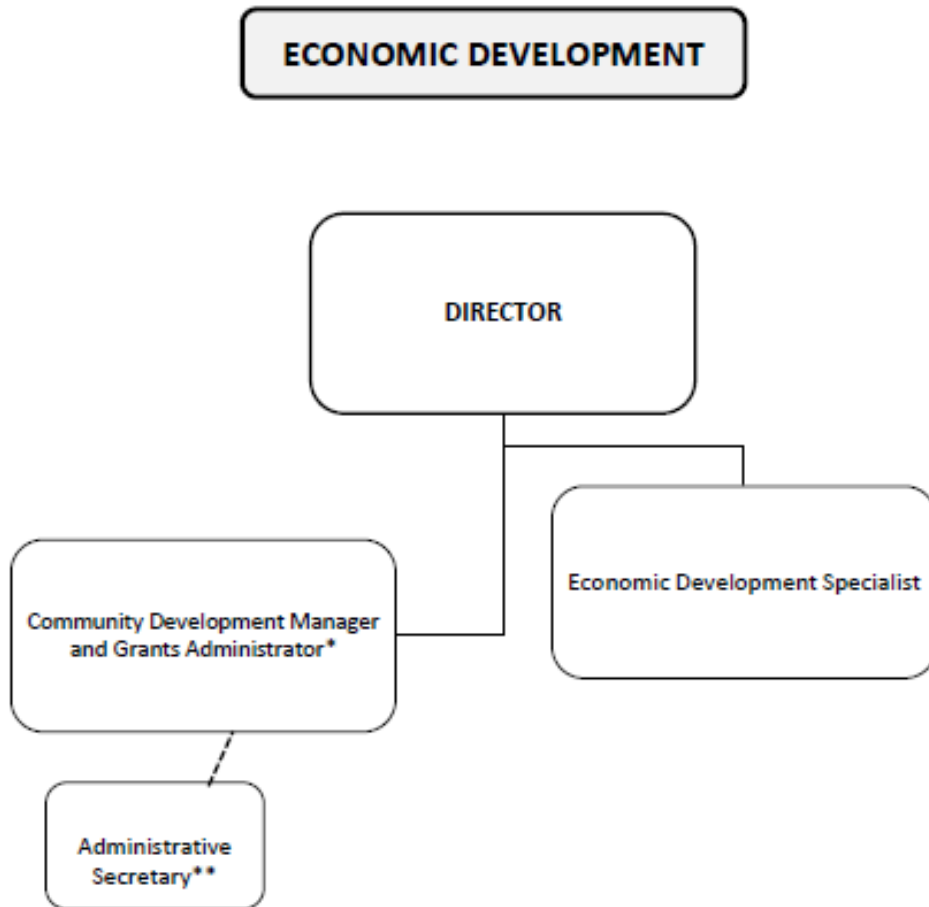
ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Building Permits	2757	2603	2600	-
Building Dept. Inspections	2912	3812	3300	-
Housing Dept. Certificate of Compliance Inspections	2942	2524	2700	-
Housing Dept. Inspections – Total	7723	6924	7400	-
Land Use Permits	-	103	120	-

# **SECTION 5**

## **ECONOMIC DEVELOPMENT**

# CITY OF MERIDEN, CT PROPOSED 2019-20 ANNUAL BUDGET

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\* 75% of salary pd from CD,  
25% from General Fund

\*\*20% of salary pd from  
CD, 80% from General Fund  
- Admin support

# ECONOMIC DEVELOPMENT DEPARTMENT

## MISSION

The mission of the Economic Development Department (EDD) is to sustain and grow the tax base, provide jobs, and create economic activity across numerous sectors within our community. The EDD is also responsible for advancing community development through the administration of the Community Development Block Grant (CDBG) program and other grants.

The EDD staff advances its mission by working on the following objectives:

- Collaborate with private, public and non-profit organizations that create jobs and economic activity in Meriden.
- Support and champion community leaders who work to make Meriden an attractive and economically viable place to live, work and recreate.
- Increase investment in Meriden's inner city, attract businesses to Meriden across numerous economic sectors, and retain existing businesses that have invested in our community.
- Pursue funding for and help implement critical infrastructure improvements or other programs that are necessary to support and sustain economic growth.
- Engage in long-term planning while at the same time recognizing the short-term needs of Meriden business owners, residents and workers.

## SUCSESSES AND ACCOMPLISHMENTS

Marketing: We are in the fourth year of the Meriden2020 marketing campaign and the 16<sup>th</sup> year of the Meridenbiz marketing campaign. Accomplishments in 2018 have included:

- 11,000 users visited Meriden2020.com and Meridenbiz.com in 2018
- 2271 hours of public service announcements on Lamar billboards promoting Meriden activities in 2018
- Established the CT Next/Entrepreneur in Residence program at the Making Meriden Business Center. Helped raise over \$130,000 in grants and private funds to support this program.

- Continued partnership with CT Small Business Development Center (SBDC) to provide Technical Assistance to small business owners in Meriden at no cost to the city.
- Hosted a Manufacturer's Breakfast in cooperation with Middlesex Community College. 12 manufacturers attended to learn about and discuss the opportunities for workforce development and training in the manufacturing sector.
- Held Blight & Brownfields Committee meetings May 17 and on December 13, 2018 to inform the public about the City's effort to reduce blight and remediate brownfield sites in Meriden.

Business Development & Retention, Real Estate Development: City staff works to foster small business development and retention by assisting in the identification of available properties and by referring businesses to lending institutions and other partners. City staff assisted 20 businesses and property owners with their real estate needs in 2018.

Economic Development and Planning Studies: The EDD undertakes economic development and planning studies in order to advance long-term development in Meriden. Current studies include the following:

- 436 Preston Ave/Hall Farm. Development feasibility study.
- South Mountain Road. Development feasibility study for large manufacturing center.
- Lewis Ave. soccer fields. Feasibility study to relocate soccer fields for potential Midstate Medical Center expansion. Study in progress.
- Senior Center. Feasibility study to relocate Senior Center to 1 King Place development. Study in progress.
- 55 West Main Street. Feasibility study to convert to housing. Study completed in partnership with owner and CT Main Street Center.
- 21 Colony Street. Feasibility study to for a historic adaptive reuse project including housing. Study completed in partnership with owner and CT Main Street Center.

Brownfield Redevelopment and Transit Oriented Development (TOD): The City's EDD has been engaged in a long-term process to assess, remediate and repurpose underutilized brownfield sites and foster transit oriented development in Meriden's downtown. Ongoing projects include:

- 1 King Place-former Meriden Wallingford Hospital. \$4 million remediation project. Developer agreement in place.
- Mills/144 Pratt Street. \$3.4 million demolition project.
- Meriden Commons 1 & 2 /161-177 State Street. \$50 million mixed use development by Penrose and MHA.
- 11 Crown Street/2 South Colony Street. \$1.98 demo/abatement project. Developer agreement in place.

- 116 Cook Avenue. \$600,000 in site cleanup. Preferred developer selected.
- 69 East Main Street. Phase I/II/III Environmental Site Assessments have been completed and a supplemental Phase III Environmental site assessment by Louriero is ongoing. Potential future redevelopment site.
- 121 Colony Street Rear. Phase I Environmental site assessment completed. Potential future parking lot. Tax lien sale closing pending in January 2019.

City-owned Property transfers through the Economic Development Task Force: The EDD provides staff support for the Economic Development Task Force, which oversees the acquisition and disposition of city, owned properties. These responsibilities are outlined in Chapter 41 of the City code. 12 properties approved for sale or sold in 2018 totaling \$146,000. Properties once sold are private parcels subject to taxation.

Incentives: The City of Meriden offers several incentive programs for businesses of all sizes. The EDD staff determines if a business qualified for one or more of the following business incentive programs and submits applications to the Tax Assessor for final approval. 19 Meriden companies benefitted from the tax abatement programs in 2018.

Grants: The EDD manages grants related to economic and community development in the City of Meriden. Grants being administered include:

- \$8.4 million state and federal grants for Brownfield Remediation and Reuse
- \$2,500 OPM Neglected Cemeteries Grant for West Cemetery
- \$1,053,112 HUD CDBG Year 44
- \$1.97 million FEMA 19-R & 21-R Hazardous Mitigation Grants for Water Dept. Generators
- \$2.4 million FEMA Amtrak Bridge bypass culvert
- \$27,690 CT DEEP Open Space Grant for watershed protection land acquisition
- \$60,145 Emergency Management Performance Grants from CT DEMHS (Applied For)
- \$25,175 DOJ JAG Grant for crime prevention & neighborhood stabilization

## FUTURE GOALS AND INITIATIVES

- 1 King Place/Former Meriden-Wallingford hospital site (city owned): Complete cleanup of 1 King Place in order to advance private redevelopment of the site. Manage grant funds associated with this project (\$4 million DECD, \$200,000 EPA). Arrange for site transfer to One King LLC under terms of Master Developer Agreement (executed in 2018).
- Implement Façade Improvement Program for downtown: Implement Meriden Match program, a loan program encouraging private businesses to undertake façade improvement projects in downtown. Manage grant funds associated with this project (\$200,000 CDBG



funds) and ensure compliance with federal grant requirements (CDBG). Recruit 10 businesses to participate in program (\$10,000-\$20,000 per project) annually.

- Making Meriden Business Center: Promote downtown development/business development opportunities in cooperation with Entrepreneur in Residence at Making Meriden Business Center located at 5 Colony Street in cooperation with MEDCO, Midstate Chamber and CT Main Street Center. Recruit 10 businesses to downtown Meriden annually.
- Complete cleanup and/or demo of 116 Cook Ave. (city-owned): Secure funds to complete cleanup of 116 Cook Ave. in order to advance private redevelopment at the site.
- Advance Transit Oriented Development (TOD) projects previously approved by Council, including Meriden on the Green: Arrange for transfer of three development parcels at the Green to Pennrose under terms of Master Developer Agreement (executed in 2016).
- Community Development Block Grant: Administer Community Development Block Grant program (\$1 million annual entitlement grant from HUD) and other grants supporting community and economic development goals.
- Continue administration of City Incentive programs: Ensure that businesses that are eligible for city and state incentive programs process their applications and receive credit annually.

**PERSONNEL AND EXPENDITURES SUMMARY**

Prepared: 11/27/18,15:40:36		2019-2020 Budget				Page 1	
Payroll Projection							
Program : PR815L		7/01/19 to 7/01/20					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>	
<b>ECONOMIC DEVELOPMENT (0190)</b>							
COMMUNITY DEV MGR & GRANT	0001	0190	190	20.21	15,789.06		
ECONOMIC DEVELOPMENT	0001	0190	190	90.00	57,306.92		
ECONOMIC DEVELOPMENT DIRE	0001	0190	190	90.00	99,614.48	172,710.46	
					172,710.46	172,710.46	
<b>COMMUNITY DEV MGR &amp; GRANT</b>							
COMMUNITY DEV MGR & GRANT	0159	0120	190	3.18	2,485.31		
COMMUNITY DEV MGR & GRANT	1113	0120	190	70.16	54,823.12		
COMMUNITY DEV MGR & GRANT	1113	0120	192	6.45	5,000.00		
ECONOMIC DEVELOPMENT DIRE	1113	0120	190	10.00	11,068.28		
					73,376.71		
<b>GENERAL ADMINISTRATION</b>							
TRANSIT ADMINISTRATOR	0001	0214	310	100.00	19,922.86	19,922.86	
					19,922.86	19,922.86	

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>ECONOMIC DEVELOPMENT (0190)</b>										
0001-0190-40-0-0000-190	ADMINISTRATIVE OFFICE EXPENSE &	-	192,170	167,334	169,677	75,871	141,291	172,711	3,034	1.79%
0001-0190-40-0-0000-440	SUPPLIES	-	5,000	6,157	-	-	-	5,000	5,000	#DIV/0!
0001-0190-40-0-0000-441	ECONOMIC DEVELOPMENT	101,799	85,000	82,634	75,000	40,842	80,500	90,000	15,000	20.00%
0001-0190-40-0-0000-640	MEMBERSHIP & MEETINGS	-	3,000	3,000	-	-	-	5,000	5,000	#DIV/0!
<b>**** Cost Center Total ****</b>	<b>Economic Development</b>	<b>101,799</b>	<b>285,170</b>	<b>259,125</b>	<b>244,677</b>	<b>116,713</b>	<b>221,791</b>	<b>272,711</b>	<b>28,034</b>	<b>11.46%</b>

## PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Meriden2020.com & Meridenbiz.com users	15,000	15,000	15,000
Brownfield sites assessed, remediated, redeveloped annually	8	8	8
#City properties sold	15	6	10
#Businesses participating in tax incentive programs	20	20	20
#New businesses assisted	20	20	20
Annual grants awarded/administered	\$1 m	\$13.5 m	\$5 m

# **SECTION 6**

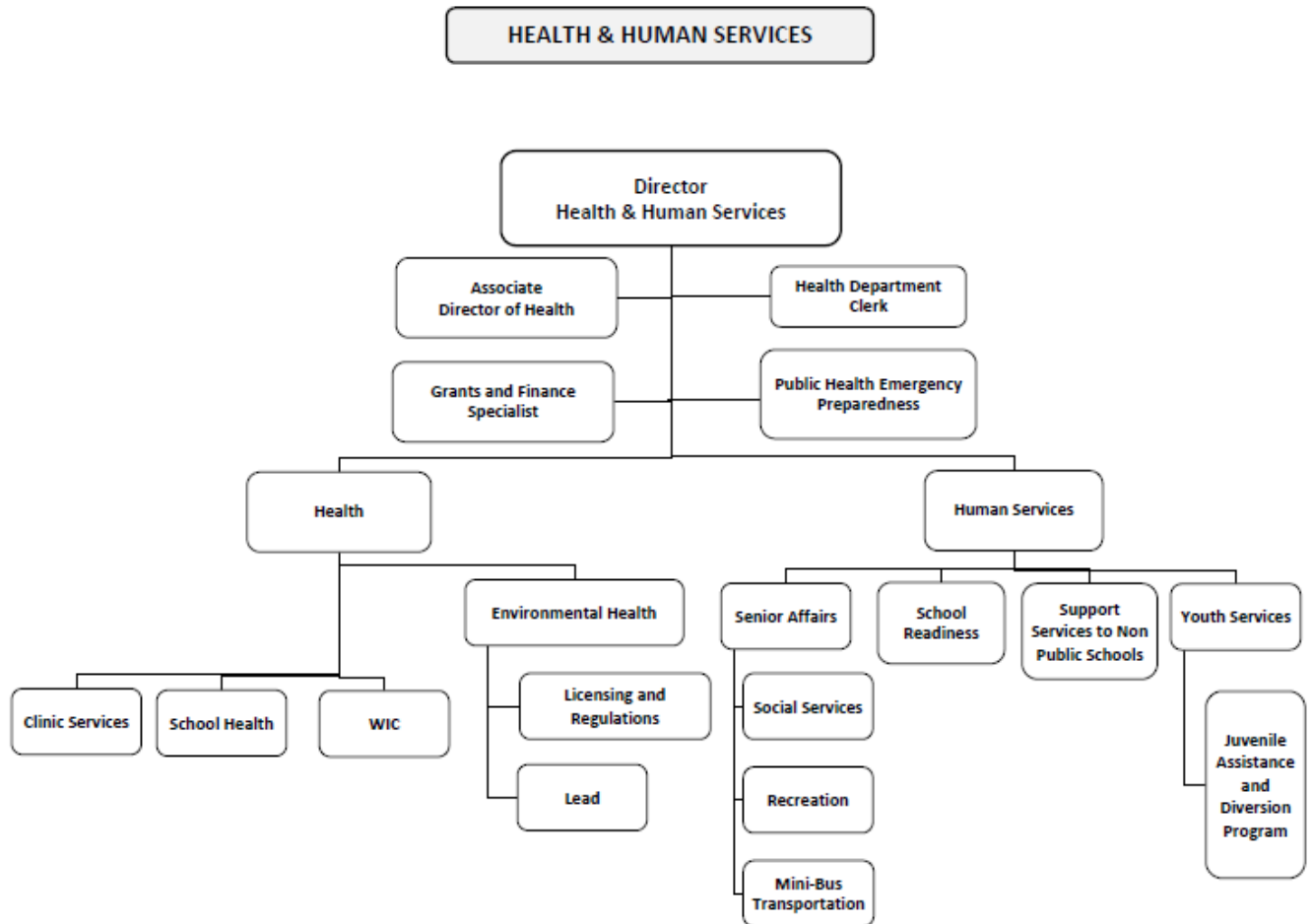
**HEALTH**

**&**

**HUMAN SERVICES**

# CITY OF MERIDEN, CT PROPOSED 2019-20 ANNUAL BUDGET

## STAFFING: HEALTH & HUMAN SERVICES



# HEALTH AND HUMAN SERVICES

## MISSION

To improve the quality of life for all Meriden residents through the promotion of health, prevention of disease, and by assuring a safe and clean environment.

## SUCSESSES AND ACCOMPLISHMENTS

- Provided nearly 2,500 vaccines to our community, including the seasonal flu vaccine.
- Successfully trained and certified 16 city staff from Health, Police, Fire, and Hunter's Ambulance as National Car Seat Technicians in an effort to reduce childhood motor vehicle injuries in Meriden.
- Certified 2 staff to be able to provide Certified Food Protection Manager classes, in an effort to better prepare our Food Service Establishments for the state-wide adoption of the Food and Drug Administration (FDA) Food Code. Classes are offered in English and Spanish.
- Founded a Community Action Team in partnership with Meriden Police, Fire, Housing, Rushford, and Hunter's Ambulance to address the needs of residents using the emergency room as primary care and other issues, including hoarding-like conditions.
- Co-chaired a workgroup with the Meriden Healthy Youth Coalition to address the opioid epidemic in our community. Through this workgroup we:
  - Created a pocket-size resource document for first responders of pharmacies that prescribe Narcan, support and help groups, and other Meriden resources.
  - Created a webpage on our Department website for Meriden and state-wide resources, Connecticut and national data, and education materials.
  - Held a community form in February 2018 and several other mental health first aide-related trainings.
  - Applied for and was awarded a \$2 million dollar SAMHSA grant to address the opioid epidemic with Rushford and our first responders.
- Became a breastfeeding friendly worksite as recognized by the Connecticut Breastfeeding Coalition.

- Supported City Council in adopting a municipal ordinance to create tobacco-free spaces around municipal buildings.
- Our Department refers residents to our Annual Report for a complete list of success, accomplishments, and challenges faced in fiscal year 2018.

## **FUTURE GOALS AND INITIATIVES**

- Increase the amount Clinic billing providers; retaining a minimum of 20% of revenue generated to provide vaccinations to our uninsured and underinsured populations and health promotion/disease prevention programming to reduce health disparities in our community.
- Conduct a full-scale public health emergency preparedness exercise by June 2020. This exercise will test open point of dispensing operations with throughput, most likely for a vaccine-based emerging infectious disease.
- Further food service establishment education regarding the anticipated state adoption of the Food and Drug Administration (FDA) Food Code. Hold a minimum of 2 community forums for food service establishments. Have the Environmental Health Administrator meet the requirements to become a Food Inspection Training Officer (FITO), once training becomes available by the Connecticut Department of Public Health.
- Finalize a comprehensive new employee orientation process to better equip our staff to understand public health, our community, and make referrals to programs and services. Create a workforce development process to standardize staff trainings.

## PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/19 to 7/01/20				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>
<b>HEALTH (4710)</b>						
SCHOOL PSYCHOLOGIST	0001	4710	149	100.00	54,770.16	
SOCIAL WORKER	0001	4710	149	100.00	44,756.02	
SPEECH THERAPIST	0001	4710	149	100.00	45,374.66	144,900.84
HUMAN SERVICES DIRECTOR	0001	4710	190	100.00	114,594.72	114,594.72
Education Stipend	0001	4710	193	100.00	2,000.00	
Lab coat stipend	0001	4710	193	100.00	2,700.00	
Per Diem Nurse	0001	4710	193	100.00	21,000.00	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	53,959.97	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	29,633.77	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	45,810.66	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	50,262.77	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	57,577.07	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	60,387.43	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	36,683.54	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	45,810.66	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	60,387.43	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	45,810.66	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	60,552.87	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	59,440.40	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	45,810.66	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	45,810.66	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	45,810.66	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	33,480.20	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	31,991.37	
PUBLIC HEALTH NURSE I	0001	4710	193	100.00	55,155.57	

<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Amount</u>	<u>Total</u>
PUBLIC HEALTH NURSE II	0001	4710	193	100.00	86,759.40	976,835.75

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>HEALTH (4710)</b>										
0001-4710-40-0-0000-189	MISC. PART-TIME	-	-	408	-	-	-	-	-	#DIV/0!
0001-4710-40-4-0000-149	CERTIFIED SALARIES	120,892	141,063	109,082	144,901	42,430	128,568	144,901	-	0.00%
0001-4710-40-4-0000-189	MISC. PART-TIME	5,160	5,160	5,160	5,160	3,000	5,160	5,160	-	0.00%
0001-4710-40-4-0000-190	ADMINISTRATION	108,917	108,799	111,430	111,736	61,200	113,970	114,595	2,859	2.56%
0001-4710-40-4-0000-191	OVERTIME CONTINGENCY	1,301	3,000	2,650	62	3,138	5,844	3,750	3,688	5948.39%
0001-4710-40-4-0000-193	PUBLIC HEALTH NURSES	950,574	984,000	1,010,616	994,905	502,655	928,290	976,836	(18,069)	-1.82%
0001-4710-40-4-0000-196	MME	540,865	639,944	665,417	675,900	338,495	630,361	637,820	(38,080)	-5.63%
0001-4710-40-4-0000-198	SUPERVISORS	286,290	291,273	290,443	296,151	131,174	244,278	297,291	1,140	0.38%
0001-4710-40-4-0000-350	GASOLINE	1,413	1,900	1,448	1,750	937	1,750	1,750	-	0.00%
0001-4710-40-4-0000-352	VEHICLE MAINTENANCE	3,384	3,400	4,405	3,400	2,172	3,400	3,400	-	0.00%
0001-4710-40-4-0000-440	OFFICE EXPENSES & SUPP	8,282	9,000	7,194	9,000	4,466	9,000	9,000	-	0.00%
0001-4710-40-4-0000-474	ENVIRONMENTAL SUPPLIE	3,907	4,000	3,252	4,000	778	4,000	4,000	-	0.00%
0001-4710-40-4-0000-478	HEALTH SUPPLIES	7,760	9,500	6,851	9,500	3,103	9,500	9,500	-	0.00%
0001-4710-40-4-0000-482	P.A. 10-217A SUPPLIES	2,654	3,000	1,989	3,000	1,417	3,000	3,000	-	0.00%
0001-4710-40-4-0000-490	LEAD PROGRAM	3,868	4,100	3,762	4,000	153	4,000	5,600	1,600	40.00%
0001-4710-40-4-0000-640	MEMBERSHIPS & MEETING	2,713	3,000	3,347	3,500	1,581	3,500	4,000	500	14.29%
0001-4710-40-4-0000-706	SPECIAL PROJECTS	-	1	-	1	-	1	1	-	0.00%
<b>***** Cost Center Total ***** Health</b>		<b>2,047,980</b>	<b>2,211,140</b>	<b>2,227,453</b>	<b>2,266,966</b>	<b>1,096,701</b>	<b>2,094,623</b>	<b>2,220,604</b>	<b>(46,362)</b>	<b>-2.05%</b>

<b>SOCIAL SERVICES (4720)</b>										
0001-4720-40-4-0000-390	EVICIONS	35,200	40,000	27,200	40,000	12,000	40,000	35,000	(5,000)	-12.50%
<b>***** Cost Center Total ***** Social Services</b>		<b>35,200</b>	<b>40,000</b>	<b>27,200</b>	<b>40,000</b>	<b>12,000</b>	<b>40,000</b>	<b>35,000</b>	<b>(5,000)</b>	<b>-12.50%</b>

## PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY 2020
Maintain immunization compliance rates for school vaccines	100%	100%	100%	100%	100%
Follow up with all communicable diseases within 24 hours of received report	100%	N/A	N/A	100%	100%
Offer a minimum of 5 Certified Food Protection Manager courses annually to increase FDA Food Code Compliance	100%	N/A	N/A	100%	100%



## ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATE	FY2020 ESTIMATED
Vaccines Given (Adult and Child)	2,163	2,494	2,700	2,900
Lead Screenings Provided	247	304	325	350
Food Service Establishment Inspections	1,265	1,177	1,200**	1,000**
Nuisance Complaints Addressed and Proactive Sweeps Conducted	886	917	950	975
Sick care visits in School Health offices (adults and children)	62,317	53,973	54,500	55,000
Community Action Team case management	22	47	100	110
Juvenile Review Board cases	94	84	70	70
WIC Participants (Region 8)	3,761	3,034	3,035	3,100
Speech/Language screenings conducted (Support Services to Non-Public Schools)	241	229	230	230
Social Work students served (Support Services to Non-Public Schools)	45	33	35	40
School Psychologist students screened/evaluated (Support Services to Non-Public Schools)	54	81	75	80

\*\*Adoption of the FDA Food Code will determine schedule for food service establishments

# SENIOR CENTER

## (PART OF HEALTH AND HUMAN SERVICES)

### MISSION

To provide seniors in our community with a safe and welcoming space where they can gain access to information, programs and services to enhance their quality of life.

### SUCSESSES AND ACCOMPLISHMENTS

- The Senior Center began using Schedules Plus, a membership tracking system. The system is providing more accurate data on membership and program participation than the paper-based system previously used.
- Staff coordinated many successful integrational programs with students, including those from CT Jr. Republic, Platt and Maloney High Schools, Lincoln and Washington Middle Schools, the Success Academy and the A.R.C.
- The Senior Center hosted a free health screening day led by Southern Connecticut State University nursing students
- The Social Services Worker hosted a holiday gift giving event and a coat drive, reaching over 100 people with each event.
- The Senior Center continued to provide free exercise classes 5 days a week, giving the seniors of our community the opportunity to be healthy, fit and active.

### FUTURE GOALS AND INITIATIVES

- Provide a minimum of 2 evidence-based programs per year at the Senior Center in collaboration with community partners. Programs can focus on diabetes management, fall prevention, medication compliance, or other issues pertaining to the senior population.
- Provide 2 half-day training days for all Senior Center staff to ensure they are current with best practices in working with the senior population.
- Working with Economic Development, continue to explore the possibility of a lease at 1 King Place for a new, modern Senior Center.

2/27/2019 9:31AM

Prepared: 11/27/18, 15:40:36

2019-2020 Budget

Page 1

Payroll Projection Report

Program : PR815L 7/01/19 to 7/01/20

Job Title	Fund	Dept	Obi	Percentage	Budget	Object
					Amount	Total
COMMUNITY YOUTH SERVICE W	0001	4710	196	100.00	50,881.93	
GRANT & FINANCIAL SPECIAL	0001	4710	196	100.00	80,855.66	
HEALTH AIDE I	0001	4710	196	100.00	21,787.86	
HEALTH AIDE I	0001	4710	196	100.00	21,559.43	
HEALTH AIDE I	0001	4710	196	100.00	17,359.00	
HEALTH AIDE I	0001	4710	196	100.00	21,787.86	
HEALTH AIDE I	0001	4710	196	100.00	16,886.00	
HEALTH DEPARTMENT CLERK	0001	4710	196	100.00	55,273.60	
HEALTH SECRETARY	0001	4710	196	100.00		
Clerk III	0001	4710	196	100.00	41,714.29	
SANITARIAN	0001	4710	196	100.00	77,992.75	
SANITARIAN	0001	4710	196	100.00	55,204.34	
SANITARIAN II	0001	4710	196	100.00	90,953.10	
SANITARIAN II	0001	4710	196	100.00	85,563.44	637,819.26
ASSOC DIR HEALTH & HUMAN	0001	4710	198	100.00	109,177.27	
ENVIRONMENTAL HEALTH ADMI	0001	4710	198	100.00	100,054.70	
PUB HEALTH NURSE ADMINIST	0001	4710	198	100.00	88,058.86	297,290.83
					2,171,441.40	2,171,441.40
HEALTH AIDE 2 BILINGUAL	0001	4710	706	100.00	45,599.75	
SCHOOL READINESS COORDINA	0001	4710	706	100.00	79,481.72	
					125,081.47	

## PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1	
Payroll Projection						
Program : PR815L		7/01/19 to 7/01/20				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>
<b>SENIOR CENTER (4730)</b>						
RENTERS REBATE CLERK	0001	4730	192	100.00	-	-
CLERK III	0001	4730	196	100.00	51,921.20	
MINI BUS DISPATCHER	0001	4730	196	100.00	54,729.20	
MINI BUS DRIVER	0001	4730	196	65.70	25,791.68	
MINI BUS DRIVER	0001	4730	196	100.00	32,237.14	
MINI BUS DRIVER	0001	4730	196	100.00	26,875.99	
MINI BUS DRIVER	0001	4730	196	100.00	37,558.46	
NUTRITION SITE WORKER 1	0001	4730	196	100.00	18,907.52	
RECREATION COORDINATOR	0001	4730	196	100.00	54,430.40	
SENIOR CENTER PROGRAM ASS	0001	4730	196	100.00	32,820.00	
COMMUNITY COORDINATOR	0001	4730	196	100.00	18,252.00	
SOCIAL SERVICES WRKR BILI	0001	4730	196	100.00	79,832.86	433,356.45
SENIOR AFFAIRS ADMINISTRA	0001	4730	198	100.00	96,237.90	96,237.90
					<b>529,594.35</b>	<b>529,594.35</b>
<b>MINI BUS DRIVER</b>	<b>0116</b>	<b>4730</b>	<b>192</b>	<b>34.30</b>	<b>13,465.07</b>	

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>SENIOR CENTER (4730)</b>										
0001-4730-40-4-0000-189	OTHER NON-UNION	530	-	1,600	-	1,775	1,775	-	-	#DIV/0!
0001-4730-40-4-0000-191	OVERTIME CONTINGENCY	-	600	3,288	1,000	1,186	2,209	1,000	-	0.00%
0001-4730-40-4-0000-192	OTHER NON-UNION	28,845	29,000	28,805	29,000	14,010	26,089	29,000	-	0.00%
0001-4730-40-4-0000-196	MME	286,258	333,470	305,232	364,435	167,580	312,075	433,357	68,922	18.91%
0001-4730-40-4-0000-198	SUPERVISORS	89,930	93,774	93,517	95,714	51,397	95,714	96,238	524	0.55%
0001-4730-40-4-0000-199	ELDERLY NUTRITION	8,141	9,000	4,357	8,750	853	8,750	8,500	(250)	-2.86%
0001-4730-40-4-0000-350	GASOLINE	12,389	14,000	5,065	12,000	144	12,000	12,000	-	0.00%
0001-4730-40-4-0000-352	VEHICLE MAINTENANCE	6,194	6,500	16,480	5,900	423	5,900	5,900	-	0.00%
0001-4730-40-4-0000-440	OFFICE EXPENSE & SUPPL	16,297	16,750	13,974	14,750	4,479	14,750	14,750	-	0.00%
0001-4730-40-4-0000-640	MEETINGS & MEMBERSHIP	1,260	1,500	1,318	1,500	362	1,500	1,500	-	0.00%
<b>**** Cost Center Total **** Senior Services</b>		<b>449,845</b>	<b>504,594</b>	<b>473,635</b>	<b>533,049</b>	<b>242,209</b>	<b>480,761</b>	<b>602,245</b>	<b>69,196</b>	<b>12.98%</b>

## PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Increase number of volunteer hours at Senior Center	10%	NA	NA	6%	10%

## ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017A CTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Social Work Clients Seen	1258	1300	1350	1400
Senior Center Annual Visits (Duplicated)	25,278	24,357	26,000	28,000
Senior Center Meals Served	10,389	10,546	10,750	10,900
Senior Center Transportation – Rides Provided	17,250	19,002	19,750	20,000
Volunteer Hours	N/A	5,033	5,334	5,867
Renters Rebates Processed	1,238	1,294	1,350	1,375

**CITY OF MERIDEN, CT  
PROPOSED 2019-20 ANNUAL BUDGET**

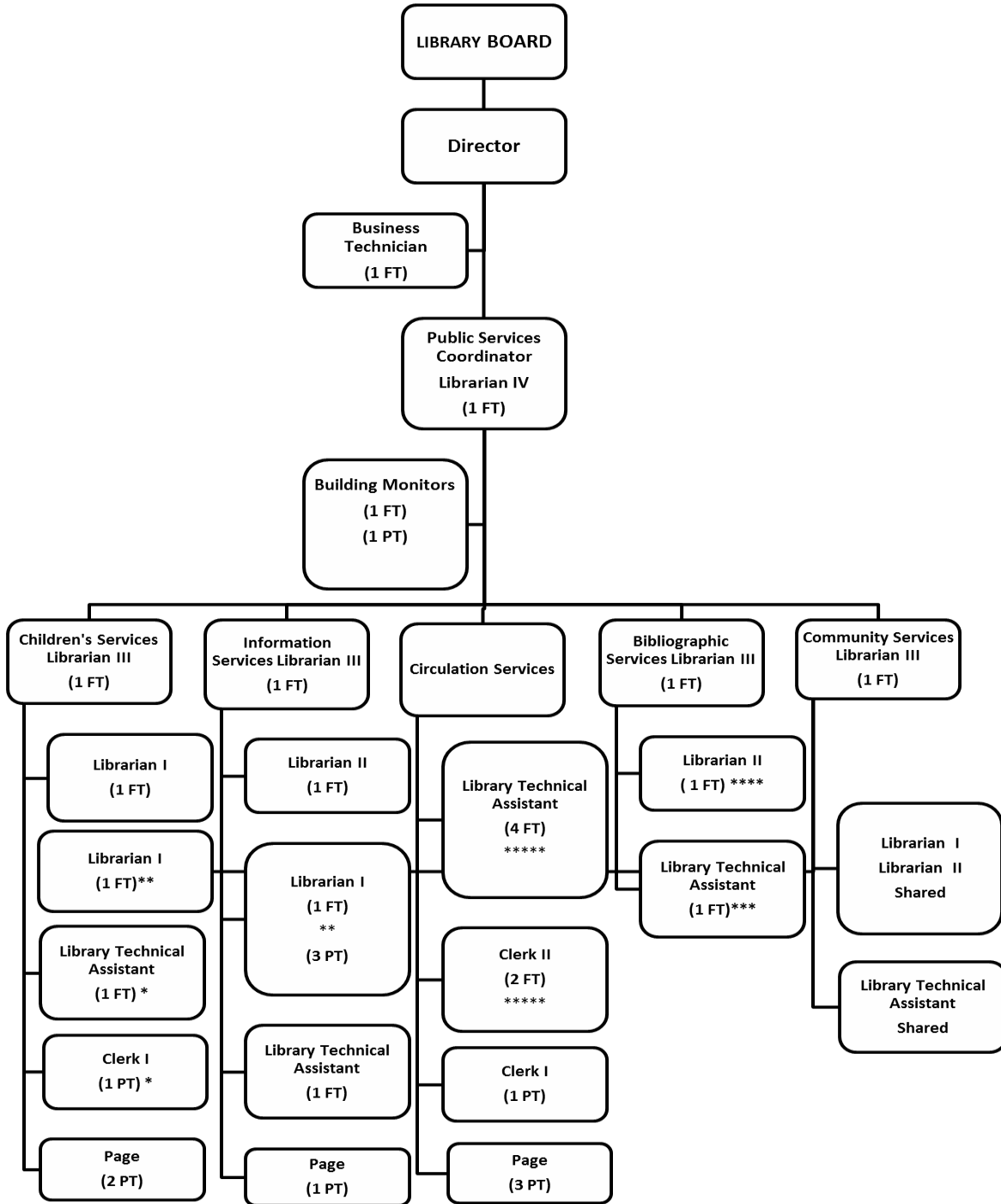
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**SECTION 7**

**LIBRARY**

# CITY OF MERIDEN, CT PROPOSED 2019-20 ANNUAL BUDGET

## STAFFING - LIBRARY



# DEPARTMENT--LIBRARY

## MISSION

The mission of the Meriden Public Library is to inspire lifelong learning, create possibilities and strengthen our community through our resources, programs, and professional assistance.

## SUCSESSES AND ACCOMPLISHMENTS

- Adopted a strategic plan based on input from the community, library board and city leadership. This plan serves as a guide for future development of both services and facilities.
- Initiated text messaging service that allows patrons to renew library materials and receive messages about materials available for pickup.
- Initiated a new interlibrary loan delivery service through LION (Libraries Online). After funding issues nearly eliminated the longstanding State delivery service, this new service allows for consistent and fast delivery of patron requests.
- Reviewed all collections for relevancy and patron demand resulting in freeing up space for new resources, programs and/or services.
- Use of Lynda.com and Hoopla, nearly doubled emphasizing the importance of remote access to library digital resources.
- The Library Building Review Committee selected an architect to initiate planning for a major library renovation.

## FUTURE GOALS AND INITIATIVES

- Develop a staffing plan and provide staff training that supports new spaces, programs, collections and hours that reflect the needs and interest of the community. This includes improvements to the website, reinstating Bookmobile service, and maintaining library hours.
- Improve marketing methods and materials to ensure the community is aware of the services and resources available to them.
- Partner with architects in planning, designing and estimating costs for renovating the library facility to accommodate the way people use the library today and into the future.



PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/27/18,15:40:36		2019-2020 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/19 to 7/01/20					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>	
<b>LIBRARY (0160)</b>							
DIRECTOR OF LIBRARY SERVI	0001	0160	190	100.00	106,627.67	106,627.67	
BUSINESS OPERATIONS TECH-	0001	0160	196	100.00	77,992.75		
LIBRARY BUILDING MONITOR	0001	0160	196	100.00	26,057.00		
LIBRARY CLERK I	0001	0160	196	100.00	21,684.46		
LIBRARY CLERK I	0001	0160	196	100.00	20,308.63		
LIBRARY CLERK II	0001	0160	196	100.00	47,814.86		
LIBRARY CLERK II	0001	0160	196	100.00	47,814.86		
LIBRARY CLERK II	0001	0160	196	100.00	47,814.86		
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.00	65,934.18		
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.00	65,934.18		
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.00	65,934.18		
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.00	65,934.18		
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.00	65,934.18		
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.00	62,159.32		
SECURITY GUARD	0001	0160	196	100.00	52,114.00	733,431.64	
LIBRARIAN I	0001	0160	198	100.00	34,131.00		
LIBRARIAN I	0001	0160	198	100.00	32,600.09		
LIBRARIAN I	0001	0160	198	100.00	68,262.01		
LIBRARIAN I	0001	0160	198	100.00	74,175.95		
LIBRARIAN I	0001	0160	198	100.00	37,087.97		
LIBRARIAN II	0001	0160	198	100.00	80,886.81		
LIBRARIAN II	0001	0160	198	100.00	80,886.81		
LIBRARIAN II	0001	0160	198	100.00	56,559.95		

Prepared: 11/27/18,15:40:36		2019-2020 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/19 to 7/01/20					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>	
LIBRARIAN III	0001	0160	198	100.00	91,833.90		
LIBRARIAN III	0001	0160	198	100.00	91,833.90		
LIBRARIAN III	0001	0160	198	100.00	91,833.90		
LIBRARIAN III	0001	0160	198	100.00	61,676.98		
LIBRARIAN IV	0001	0160	198	100.00	100,054.70	901,823.97	
					1,741,883.28	1,741,883.28	

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>LIBRARY (0160)</b>										
0001-0160-40-0-0000-189	MISC PART-TIME	66,701	71,500	55,778	71,500	30,230	56,296	71,500	-	0.00%
0001-0160-40-0-0000-190	ADMINISTRATIVE	101,816	101,729	103,682	103,967	56,946	106,046	106,628	2,661	2.56%
0001-0160-40-0-0000-191	OVERTIME CONTINGENCY	1,221	-	1,620	-	664	1,237	2,000	2,000	#DIV/0!
0001-0160-40-0-0000-196	MME	677,394	707,920	702,204	723,584	385,622	718,122	742,374	18,790	2.60%
0001-0160-40-0-0000-198	SUPERVISORS	891,183	934,177	926,382	897,807	473,169	866,137	908,898	11,091	1.24%
0001-0160-40-0-0000-350	GASOLINE	612	900	616	600	187	600	600	-	0.00%
0001-0160-40-0-0000-352	VEHICLE MAINTENANCE	2,089	1,500	403	1,800	154	1,800	1,800	-	0.00%
0001-0160-40-0-0000-389	SECURITY SERVICE	700	700	700	700	-	700	700	-	0.00%
0001-0160-40-0-0000-390	OTHER PURCHASED SERV	77,525	75,000	76,503	80,000	47,962	80,000	80,000	-	0.00%
0001-0160-40-0-0000-413	BUILDING SUPPLIES & MA	47,911	45,000	32,734	14,579	4,344	14,579	14,220	(359)	-2.46%
0001-0160-40-0-0000-430	LIBRARY BOOKS & MATE	175,000	150,000	173,474	165,000	101,962	165,000	172,500	7,500	4.55%
0001-0160-40-0-0000-440	OFFICE EXPENSE & SUPPL	30,862	28,000	23,413	27,100	11,490	27,100	27,100	-	0.00%
0001-0160-40-0-0000-640	MEMBERSHIP & MEETINGS	3,213	2,500	4,036	2,500	2,019	2,500	2,500	-	0.00%
<b>**** Cost Center Total **** Library</b>		<b>2,076,227</b>	<b>2,118,926</b>	<b>2,101,545</b>	<b>2,089,137</b>	<b>1,114,748</b>	<b>2,040,118</b>	<b>2,130,820</b>	<b>41,683</b>	<b>2.00%</b>

## PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Bookmobile Service to average at least 30 hours on the road per month	1	30	30	0	30
Increase number of active cardholders	1	17,000	16,000	15,000	16,000
Increase attendance at Library programs	1,2	20,000	19,000	12,000	18,000

Increase borrowing to 4.0 per capita	1,2	223,000	225,000	222,000	224,000
Approve a plan with cost estimates for library renovation	3				

## ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017A CTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
NUMBER OF ACTIVE CARDHOLDERS	17,510	16,462	15,000	16,000
LIBRARY VISITS (ATTENDANCE)	283,600	261,100	202,000	225,000
ITEMS BORROWED	222,807	225,598	222,000	223,000
DIGITAL DOWNLOADS	23,267	24,497	25,500	26,000
PROGRAM ATTENDANCE	20,625	18,668	12,000	18,000
MEETING ROOM USE OTHER THAN LIBRARY	826	833	800	800
HOURS OF PUBLIC COMPUTER USE	38,368	46,638	40,000	38,000
PERSONAL ASSISTANCE TRANSACTIONS	N/A	43,000	40,000	40,000
WEBSITE SESSIONS	N/A	54,000	55,000	56,000

**SECTION 8**

**PARKS, RECREATION  
&  
FACILITIES**

## **DEPARTMENT: PARKS, RECREATION & FACILITIES\***

**BUDGET CODE: 0001-0801, 0802, 3360**

# PARKS

## MISSION

The Parks Division is dedicated to enhancing the quality of life for all Meriden residents through the prudent stewardship of natural resources and provision of recreational opportunities.

## SUCSESSES AND ACCOMPLISHMENTS

- Constructed & opened new dog park at Beaver Pond Park.
- Increased total number of tree maintenance operations.
- Reinstated bulky waste pickup program after a 12-year hiatus.
- Increased use of the Meriden Green through rentals & programming.

## FUTURE GOALS AND INITIATIVES

- Improve tree maintenance under 12-month response time.
- Expand bulky waste pickup program.
- Begin evaluation process of the Hubbard Park pool's long-term future.
- Help facilitate the relocation of the Meriden Soccer Club from the Midstate Medical Center fields.
- Continue to increase use of the Meriden Green.
- Successfully integrate maintenance of the new Pratt Street "boulevard" islands.

# PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/19 to 7/01/20				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obj</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>
<b>PARKS (0801)</b>						
DIRECTOR OF PARKS & PUBLI	0001	0801	190	100.00	107,176.07	107,176.07
ARBORIST/TREE CUTTER/EQUI	0001	0801	194	100.00	76,020.39	
EQUIPMENT OPERATOR 3/CREW	0001	0801	194	100.00	82,292.06	
EQUIPMENT OPERATOR 3/CREW	0001	0801	194	100.00	82,292.06	
LABORER I	0001	0801	194	100.00	45,753.36	
LABORER II	0001	0801	194	100.00	48,185.01	
LABORER'S HELPER	0001	0801	194	100.00	37,519.89	
LABORER'S HELPER					37,519.89	
LABORER'S HELPER					37,519.89	
PARK CARPENTER	0001	0801	194	100.00	-	
PARK HIGHWAY MASON	0001	0801	194	100.00	68,363.42	
PARK MAINTAINER	0001	0801	194	100.00	-	
PARK MAINTAINER	0001	0801	194	100.00	-	
PARK MAINTAINER	0001	0801	194	100.00	-	
PARK MAINTAINER	0001	0801	194	100.00	68,363.42	
PARK MAINTAINER	0001	0801	194	100.00	61,367.10	
PARK MAINTAINER	0001	0801	194	100.00	68,363.42	
PARK ELECTRICIAN	0001	0801	194	100.00	89,395.04	
PARK CARPENTER	0001	0801	194	100.00	71,925.57	
PARK PLUMBER	0001	0801	194	100.00	71,925.57	
PARK MAINTENANCE/CREW LEA	0001	0801	194	100.00	-	
PARK SERVICES TECHNICIAN	0001	0801	194	100.00	-	
TREE CUTTER EQUIPMENT OPE	0001	0801	194	100.00	71,925.57	
TREE CUTTER EQUIPMENT OPE	0001	0801	194	100.00	71,925.57	

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>PARKS (0801)</b>										
0001-0801-40-0-0000-500	CAPITAL EQUIPMENT	19,100	40,000	30,575	-	-	-	-	-	#DIV/0!
0001-0801-40-3-0000-189	MISC PART-TIME	92,564	80,000	69,313	50,000	46,506	79,720	80,000	30,000	60.00%
0001-0801-40-3-0000-190	ADMINISTRATIVE	196,085	104,286	104,763	104,286	57,239	106,592	107,177	2,891	2.77%
0001-0801-40-3-0000-191	OVERTIME CONTINGENCY	130,168	100,000	91,005	70,373	47,205	90,868	75,000	4,627	6.57%
0001-0801-40-3-0000-194	PUBLIC WORKS	941,643	1,163,879	1,069,878	1,161,806	607,336	1,131,009	1,168,641	6,835	0.59%
0001-0801-40-3-0000-198	SUPERVISORS	36,808	-	86,736	86,015	49,045	91,333	91,834	5,819	6.77%
0001-0801-40-3-0000-345	PARK & REC EXPENSE & S	86,169	105,000	113,440	87,000	39,270	87,000	92,000	5,000	5.75%
0001-0801-40-3-0000-346	PARK MAINTENANCE/VAN	3,600	5,000	3,600	5,000	1,200	5,000	6,000	1,000	20.00%
0001-0801-40-3-0000-350	GASOLINE	40,527	45,000	41,235	42,000	25,387	42,000	45,000	3,000	7.14%
0001-0801-40-3-0000-352	VEHICLE MAINTENANCE	87,378	68,000	79,338	68,000	28,853	68,000	74,000	6,000	8.82%
0001-0801-40-3-0000-485	SECURITY	4,028	2,000	2,000	(1,000)	-	(1,000)	-	1,000	-100.00%
0001-0801-40-3-0000-640	MEETINGS & MEMBERSHIP	1,931	2,000	2,000	2,000	260	2,000	2,000	-	0.00%
0001-0801-40-3-0000-642	DOWNTOWN	3,500	3,500	3,476	3,500	1,549	3,500	3,500	-	0.00%
0001-0801-40-3-0000-643	TREE REMOVAL & REPLA	-	-	-	10,000	2,650	10,000	10,000	-	0.00%
0001-0801-40-3-0000-645	Meriden Green Maintenanc	-	-	-	30,000	12,950	30,000	30,000	-	0.00%
0001-0801-40-3-0000-647	Turf Management	18,000	18,000	18,000	25,000	5,936	25,000	25,000	-	0.00%
**** Cost Center Total **** Parks		1,661,501	1,736,665	1,715,358	1,743,980	925,385	1,771,022	1,810,152	66,172	3.79%

# RECREATION

## MISSION

The Recreation Department is dedicated to maximizing recreational opportunities, while enriching and improving quality of life for all Meriden residents.

## SUCSESSES AND ACCOMPLISHMENTS

- Reinstated summer “Adventure Camp” and “Vacation Week Camp” programing after a 10 year hiatus.
- Reinstated fall and winter hiking program after an 11 year hiatus.
- Introduced physical fitness programs (Pilates, Tai Chi, walking group, low-impact exercise) at the Meriden Green.
- Developed partnerships with MEDCO and Restore With The Arts to assist in the development and promotion of the downtown economic development. Together we successfully coordinated the Twilight Concert Series on the Meriden Green, and the YuleFest on Colony Street, Trunk or Treat on the Meriden Green
- Increased department visibility and expanded promotions & marketing through Facebook and a new Instagram account. Residents have increased accessibility to events, announcements, and programming.
- Successfully integrated a new Recreation Coordinator and Facilities Coordinator.
- Redesigned and reorganized the Parks & Recreation Liberty Street office to facilitate a more user friendly environment.
- Implementation of MyRec software. MyRec has assisted in successfully streamlining facility bookings, collecting household information, promoting events, and activity registration.

## FUTURE GOALS AND INITIATIVES

- Offer programing during every extended school vacation period
- Expand hiking program through increased offerings. Install new signboards & update trail markings.
- Increase events at the Meriden Green while supporting downtown economic development, projects, and events.

- Increasing number of exercise programs.
- Improving Hubbard Park Mirror Lake area through a public education campaign regarding waterfowl.

**PERSONNEL AND EXPENDITURES SUMMARY**

Prepared: 11/27/18,15:40:36		2019-2020 Budget				Page 1	
Payroll Projection							
Program : PR815L							
7/01/19 to 7/01/20							
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>	
<b>RECREATION (0802)</b>							
<b>FACILITIES COORDINATOR -</b>	<b>0001</b>	<b>0802</b>	<b>196</b>	<b>100.00</b>	<b>62,800.63</b>		
<b>RECREATION COORDINATOR</b>	<b>0001</b>	<b>0802</b>	<b>196</b>	<b>100.00</b>	<b>65,456.98</b>	<b>128,257.61</b>	
					<b>128,257.61</b>	<b>128,257.61</b>	

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>RECREATION (0802)</b>										
0001-0802-40-3-0000-191	OVERTIME	9,251	1,000	1,819	1,000	1,655	2,414	3,000	2,000	200.00%
0001-0802-40-3-0000-192	OTHER NON-UNION	135,805	130,000	120,714	130,000	92,697	124,594	145,000	15,000	11.54%
0001-0802-40-3-0000-194	PUBLIC WORKS	127,995	-	-	-	-	-	-	-	#DIV/0!
0001-0802-40-3-0000-196	MME	115,129	126,062	89,217	127,643	63,773	118,761	128,258	615	0.48%
0001-0802-40-3-0000-345	RECREATION PROGRAM E	13,980	14,000	14,398	14,000	9,444	14,000	16,000	2,000	14.29%
0001-0802-40-3-0000-348	LEAGUE SUBSIDY	30,000	30,000	30,000	30,000	-	30,000	30,000	-	0.00%
0001-0802-40-3-0000-349	SAFETY SURFACE REPLA	4,400	4,400	3,707	4,400	2,097	4,400	4,400	-	0.00%
0001-0802-40-3-0000-440	OFFICE EXPENSE & SUPPL	9,492	9,000	8,480	6,000	3,613	6,000	7,000	1,000	16.67%
0001-0802-40-3-0000-443	FIREWORKS DISPLAY	-	-	-	20,000	18,950	18,950	20,000	-	0.00%
0001-0802-40-3-0000-640	MEETINGS & MEMBERSHIP	1,485	2,500	2,500	2,500	900	2,500	2,500	-	0.00%
<b>**** Cost Center Total ****</b>	<b>Recreation</b>	<b>447,537</b>	<b>316,962</b>	<b>270,834</b>	<b>335,543</b>	<b>193,128</b>	<b>321,618</b>	<b>356,158</b>	<b>20,615</b>	<b>6.14%</b>



## PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
<b>New Goal-</b> Increase brand awareness by increasing following on social media: Facebook, Instagram, and Twitter		n/a	946/0/0	1490 /145/ 0	2000 /250/ 50

## ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017AC TUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Group Exercise classes	0	0	15	25
Camp Sessions (weeks)	7	8 w/o	10	11
Guided Hikes	0	0	7	30

# FACILITIES

## MISSION

The Facilities Division is committed to providing safe and clean environments for all users of City buildings.

## FUTURE GOALS AND INITIATIVES

- Develop a comprehensive building energy use program and identify the means to reduce costs.
- Identify what exactly the responsibilities of the department/division are.

## PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/27/18,15:40:36		2019-2020 Budget				Page 1	
		Payroll Projection					
Program : PR815L		7/01/19 to 7/01/20					
<u>Job Title</u>	<u>Fun</u>	<u>Dep</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>	
BUILDING MAINTENANCE AND TECH CUSTODIAN	0001	3360	189	100.00	20,447.14		
CUSTODIAN	0001	3360	189	100.00	20,447.14		
CUSTODIAN	0001	3360	189	100.00	20,447.14	61,341.42	
BUILDING CUSTODIAN I	0001	3360	194	100.00	48,737.60		
BUILDING CUSTODIAN I	0001	3360	194	100.00	57,608.52		
BUILDING CUSTODIAN I	0001	3360	194	100.00	57,608.52		
BUILDING CUSTODIAN I	0001	3360	194	100.00	57,608.52		
BUILDING CUSTODIAN I	0001	3360	194	100.00	47,816.00		
BUILDING CUSTODIAN I	0001	3360	194	100.00	57,608.52		
BUILDING CUSTODIAN II	0001	3360	194	100.00	60,628.40	387,616.08	
CUSTODIAL SUPERINTENDENT	0001	3360	198	100.00	91,833.90	91,833.90	
					540,791.40	540,791.40	

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>BUILDING MAINTENANCE (3360)</b>										
0001-3360-40-3-0000-189	MISC PART-TIME	32,426	47,000	46,287	40,673	17,976	33,476	61,344	20,671	50.82%
0001-3360-40-3-0000-190	ADMINISTRATIVE	75,692	60,165	37,272	-	-	-	-	-	#DIV/0!
0001-3360-40-3-0000-191	OVERTIME CONTINGENCY	49,432	45,000	42,644	45,000	23,185	43,177	45,000	-	0.00%
0001-3360-40-3-0000-194	PUBLIC WORKS	388,241	376,139	411,539	385,824	221,716	412,890	387,617	1,793	0.46%
0001-3360-40-3-0000-198	SUPERVISORS	85,111	91,334	90,235	91,334	49,045	91,334	91,834	500	0.55%
0001-3360-40-3-0000-350	GASOLINE	1,423	1,500	1,757	1,500	841	1,500	1,500	-	0.00%
0001-3360-40-3-0000-352	VEHICLE MAINTENANCE	2,434	2,000	4,596	2,000	406	2,000	2,500	500	25.00%
0001-3360-40-3-0000-412	REPAIRS & UPGRADES	23,168	260,000	303,881	286,700	145,953	286,700	300,000	13,300	4.64%
0001-3360-40-3-0000-413	MAINTENANCE SUPPLIES	42,116	43,000	37,777	43,000	16,519	43,000	45,000	2,000	4.65%
0001-3360-40-3-0000-414	HEAT ENERGY LIGHTS	984,933	873,800	897,920	1,094,000	288,754	1,094,000	1,100,000	6,000	0.55%
<b>**** Cost Center Total ****</b>	<b>Building Maintenance</b>	<b>1,684,977</b>	<b>1,799,938</b>	<b>1,873,908</b>	<b>1,990,031</b>	<b>764,396</b>	<b>2,008,077</b>	<b>2,034,795</b>	<b>44,764</b>	<b>2.25%</b>

# **SECTION 9**

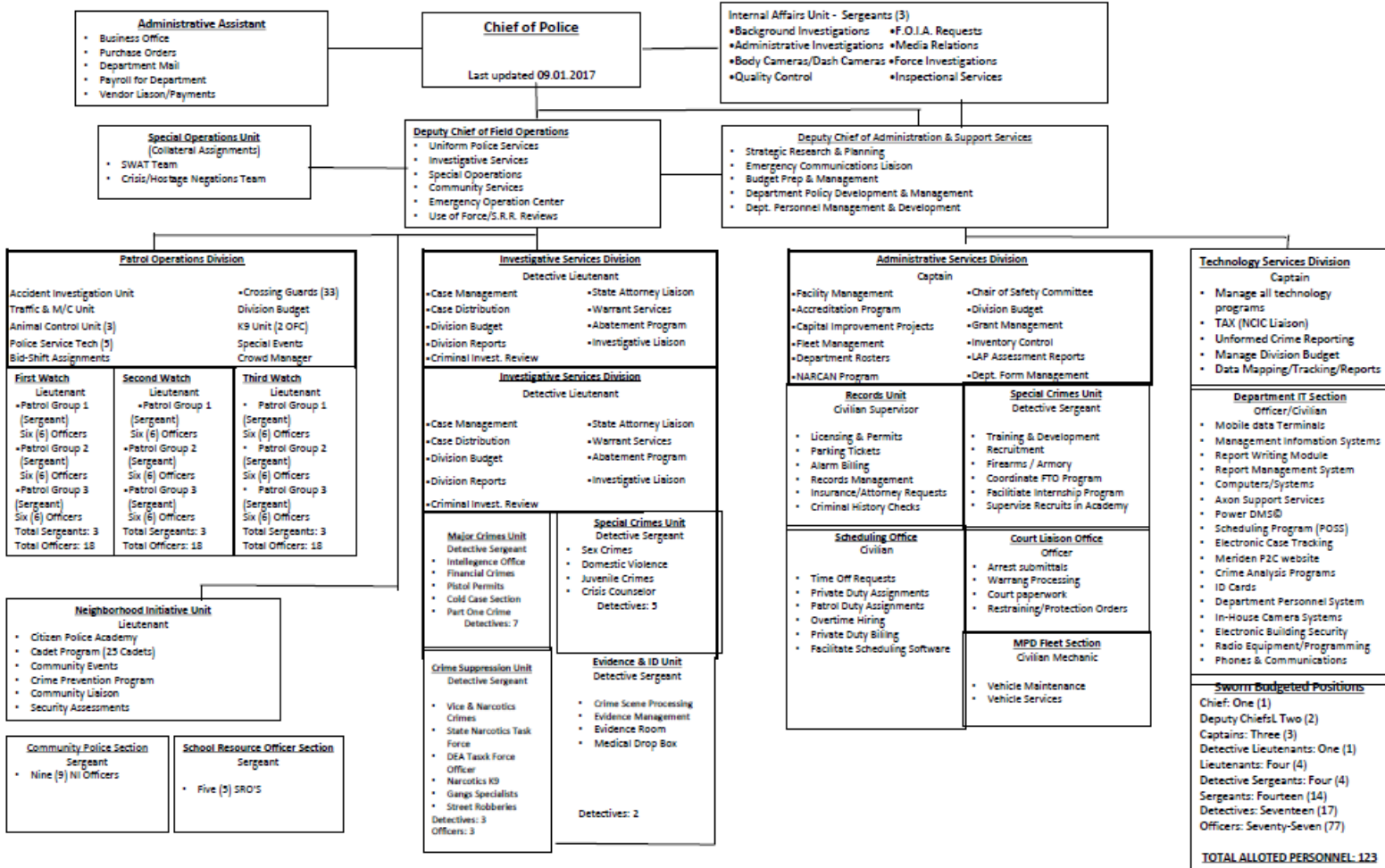
## **PUBLIC SAFETY:**

**POLICE**

**FIRE**

**EMERGENCY TELECOMMUNICATIONS**

# CITY OF MERIDEN, CT PROPOSED 2019-20 ANNUAL BUDGET



# POLICE DEPARTMENT

## MISSION

The Mission of the Meriden Police Department is to protect life, safeguard property, and enforce the law in an ethical, compassionate, and constitutional manner while providing community-based, problem-solving police services in an effort to reduce crime, the fear of crime, and enhance the quality of life for all citizens.

## SUCSESSES AND ACCOMPLISHMENTS

- Completed a Body Camera Project. Ninety-Six Uniformed Officers within the Patrol Division are equipped with a state-of-the-art Body Worn Camera with a sophisticated infrastructure that includes cloud storage and digital evidence.
- Upgraded 3 Interview Rooms with cameras and audio capabilities, connecting to the Evidence.com network which enables us to instantaneously share interviews with suspects and victims with our local States' Attorneys Office.
- Developed a partnership with Rushford Recovery Services in which Narcan was issued to all uniformed personnel, along with training through a grant received by Rushford. More than 5 saves are documented since this program began. Narcan was administered on 18 occasions in 2018.
- Partnered with the Meriden Health Department, Rushford Recovery Services and Midstate Medical Center in securing a 2 Million Dollar Grant targeting a strategic approach to the Opioid Crisis that exists locally and nationally.
- Consistently reduced Part 1 Crimes within the City of Meriden by focusing on our Mission Statement in partnering with our Neighborhood Associations and implementing our Community Policing Philosophy.

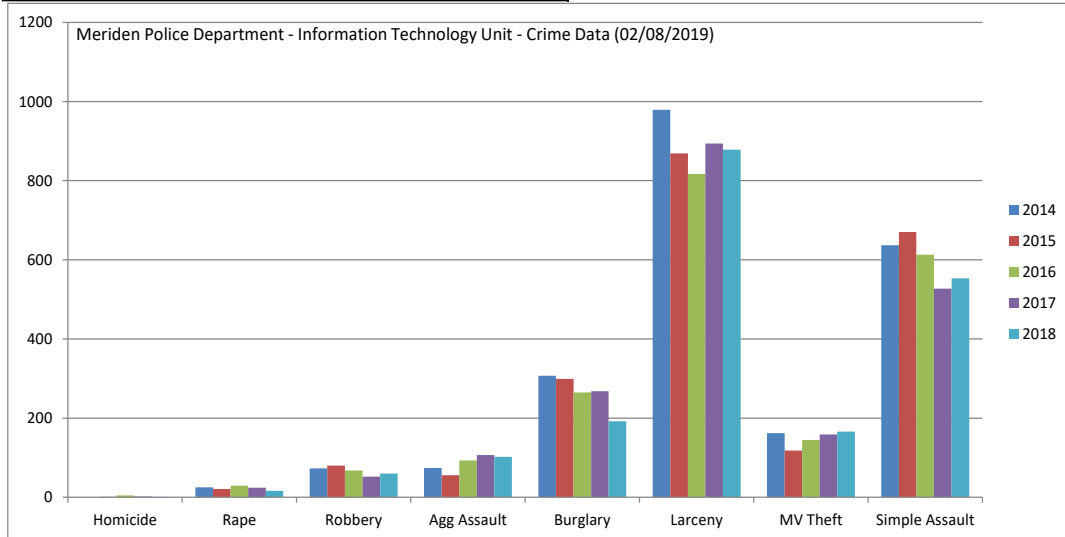
**5 Year - Comparison of Part 1 Crimes**

	2014	2015	2016	2017	2018
Homicide	0	1	5	2	1
Rape	25	21	29	24	16
Robbery	73	80	68	52	60
Agg Assault	74	56	93	107	102
Burglary	307	299	265	268	192
Larceny	979	869	817	894	878
MV Theft	162	118	145	159	166
Simple Assault	637	670	613	527	553
<b>TOTALS</b>	<b>2257</b>	<b>2114</b>	<b>2035</b>	<b>2033</b>	<b>1968</b>

2014 is the starting year for the 5 year comparison of Part 1 crimes for each year.

The chart to the left breaks down the total number of reportable Part 1 offenses for the year. If the number to the right is **RED** it signifies an increase in that crime type for the first quarter of the next year. If the number is **GREEN** it signifies a decrease in that crime type.

Below is a graphical representation of each offense type and its 5 year trend.



## FUTURE GOALS AND INITIATIVES

- Continue to monitor and support efforts that include our Community Policing Philosophy in reducing crime within the City of Meriden.
- Monitor and deploy sworn personnel within the Patrol Division, Community Policing Division and Investigative Services Unit with available funding to best serve the Citizens of Meriden.
- Upgrade the In-Car Camera System for 30 police cruisers to include: Digital Evidence, wireless uploading of data, interfacing with Evidence.com, and evidence sharing within the Criminal Justice system.
- Improve our ability and expertise to successfully investigate the ever-growing case-load of Financial Crimes. Partnering in a Federal Task Force with the United States Secret Service, enabling us to take advantage of the numerous resources available on the Federal level.

- Successfully complete POSTC Tier II Law Enforcement Accreditation. There are 206 Standards of Best Practice that must be met to obtain this level of Professional Accreditation.
- Provide CIT (Crisis Intervention Training) to all sworn personnel, to be funded by the MORR Grant. Training prepares officers to respond and facilitate incidents involving people with mental illness.
- In 2018, the Parking Division was consolidated and reassigned to the Meriden Police Department. To improve technology and efficiency within the Meriden Parking Division a Pay-By Plate System will be utilized for downtown parking areas.

## PERSONNEL AND EXPENDITURES SUMMARY

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Payroll Projection Report							
Program : PR815L		7/01/19 to 7/01/20					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>	
<b>POLICE (2605)</b>							
POLICE CHIEF	0001	2605	190	100.00	132,815.74		
POLICE DEPUTY CHIEF	0001	2605	190	100.00	117,683.02		
POLICE DEPUTY CHIEF	0001	2605	190	100.00	115,375.11	365,873.87	
PART TIME CLERK - NCIC	0001	2605	192	100.00	20,919.00		
POLICE SERVICE TECHNICIAN	0001	2605	192	100.00	14,942.14		
POLICE SERVICE TECHNICIAN	0001	2605	192	100.00	14,942.14		
POLICE SERVICE TECHNICIAN	0001	2605	192	100.00	14,942.14		
POLICE SERVICE TECHNICIAN	0001	2605	192	100.00	14,942.14		
POLICE SERVICE TECHNICIAN	0001	2605	192	100.00	14,942.14	110,571.84	
AUTOMOTIVE MECHANIC	0001	2605	194	100.00	73,241.84	73,241.84	
ADMINISTRATIVE ASSISTANT	0001	2605	196	100.00	72,036.86		
ASSISTANT DOG WARDEN	0001	2605	196	100.00	62,159.32		
ASSISTANT DOG WARDEN	0001	2605	196	100.00	65,934.18		
CRISIS INTERVENTION SPECI	0001	2605	196	100.00	72,036.86		
DOG WARDEN	0001	2605	196	100.00	77,992.75		
DOG WARDEN ASSISTANT	0001	2605	196	100.00	13,946.00		
PART TIME-POLICE RECORDS	0001	2605	196	100.00	-		



POLICE RECORDS CLERK	0001	2605	196	100.00	49,480.52
POLICE RECORDS CLERK	0001	2605	196	100.00	52,114.00
POLICE RECORDS CLERK	0001	2605	196	100.00	-
POLICE RECORDS CLERK	0001	2605	196	100.00	-
POLICE RECORDS/FLEET CLER	0001	2605	196	100.00	51,787.60
PROPERTY TECHNICIAN	0001	2605	196	100.00	72,036.86

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Program : PR815L		7/01/19 to 7/01/20				
					<b>Budget</b>	<b>Object</b>
<b>Job Title</b>	<b>Fund</b>	<b>Dept</b>	<b>Obl</b>	<b>Percentage</b>	<b>Amount</b>	<b>Total</b>
SCHEDULING CLERK - POLICE	0001	2605	196	100.00	60,565.49	650,090.44
POLICE CAPTAIN	0001	2605	197	100.00	110,141.96	
POLICE CAPTAIN	0001	2605	197	100.00	110,141.96	
POLICE CAPTAIN	0001	2605	197	100.00	110,141.96	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE B	0001	2605	197	100.00	86,863.67	
POLICE DETECTIVE LIEUTENA	0001	2605	197	100.00	105,150.76	
POLICE DETECTIVE SERGEANT	0001	2605	197	100.00	95,587.78	
POLICE DETECTIVE SERGEANT	0001	2605	197	100.00	95,587.78	
POLICE DETECTIVE SERGEANT	0001	2605	197	100.00	95,587.78	
POLICE DETECTIVE SERGEANT	0001	2605	197	100.00	95,587.78	
POLICE DETECTIVE SERGEANT	0001	2605	197	100.00	95,587.78	
POLICE LIEUTENANT	0001	2605	197	100.00	100,096.64	

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Payroll Projection						
Program : PR815L		7/01/19 to 7/01/20				
					<b>Budget</b>	<b>Object</b>

<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Amount</u>	<u>Total</u>
POLICE LIEUTENANT	0001	2605	197	100.00	100,096.64	
POLICE LIEUTENANT	0001	2605	197	100.00	100,096.64	
POLICE LIEUTENANT	0001	2605	197	100.00	100,096.64	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	81,901.89	
POLICE OFFICER	0001	2605	197	100.00	75,443.44	
POLICE OFFICER	0001	2605	197	100.00	75,443.44	
POLICE OFFICER	0001	2605	197	100.00	80,102.69	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	80,379.49	
POLICE OFFICER	0001	2605	197	100.00	78,822.64	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	80,102.69	
POLICE OFFICER	0001	2605	197	100.00	80,933.09	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	

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Payroll Projection Report						
Program : PR815L		7/01/19 to 7/01/20			<u>Budget</u>	<u>Object</u>
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Amount</u>	<u>Total</u>
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	71,893.26	
POLICE OFFICER	0001	2605	197	100.00	71,189.26	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	79,964.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,455.49	
POLICE OFFICER	0001	2605	197	100.00	71,893.26	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	

POLICE OFFICER	0001	2605	197	100.00	79,964.29
POLICE OFFICER	0001	2605	197	100.00	82,732.29
POLICE OFFICER	0001	2605	197	100.00	71,893.26
POLICE OFFICER	0001	2605	197	100.00	82,732.29
POLICE OFFICER	0001	2605	197	100.00	71,893.26
POLICE OFFICER	0001	2605	197	100.00	79,133.89
POLICE OFFICER	0001	2605	197	100.00	75,443.44
POLICE OFFICER	0001	2605	197	100.00	82,732.29
POLICE OFFICER	0001	2605	197	100.00	82,732.29
POLICE OFFICER	0001	2605	197	100.00	82,732.29
POLICE OFFICER	0001	2605	197	100.00	82,732.29
POLICE OFFICER	0001	2605	197	100.00	82,732.29
POLICE OFFICER	0001	2605	197	100.00	82,732.29

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Payroll Projection						
Program : PR815L		7/01/19 to 7/01/20				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	80,102.69	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	66,261.26	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
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POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	81,071.49	
POLICE OFFICER	0001	2605	197	100.00	71,189.26	
POLICE OFFICER	0001	2605	197	100.00	80,933.09	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	82,732.29	
POLICE OFFICER	0001	2605	197	100.00	71,189.26	
POLICE OFFICER	0001	2605	197	100.00	71,189.26	
POLICE OFFICER	0001	2605	197	100.00	71,189.26	
POLICE OFFICER	0001	2605	197	100.00	71,189.26	

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Payroll Projection Report						
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<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>
POLICE OFFICER	0001	2605	197	100.00	(71,189.26	
POLICE OFFICER	0001	2605	197	100.00	(71,189.26	
POLICE OFFICER	0001	2605	197	100.00	(71,189.26	
POLICE OFFICER	0001	2605	197	100.00	(71,189.26	

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Payroll Projection Report						
Program : PR815L		7/01/19 to 7/01/20				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>
POLICE SERGEANT	0001	2605	197	100.00	90,974.07	
POLICE SERGEANT	0001	2605	197	100.00	90,974.07	
POLICE SERGEANT	0001	2605	197	100.00	90,974.07	
POLICE SERGEANT	0001	2605	197	100.00	90,974.07	
POLICE SERGEANT	0001	2605	197	100.00	90,974.07	
POLICE SERGEANT	0001	2605	197	100.00	90,974.07	
POLICE SERGEANT	0001	2605	197	100.00	90,974.07	
POLICE SERGEANT	0001	2605	197	100.00	90,974.07	
POLICE SERGEANT	0001	2605	197	100.00	90,974.07	
POLICE SERGEANT	0001	2605	197	100.00	90,974.07	
POLICE SERGEANT	0001	2605	197	100.00	90,974.07	
POLICE SERGEANT	0001	2605	197	100.00	86,863.67	
POLICE SERGEANT	0001	2605	197	100.00	90,974.07	9,869,548.65
POLICE RECORDS SUPERVISOR	0001	2605	198	100.00	54,588.63	
TECHNOLOGY SUPPORT SPECIA	0001	2605	198	100.00	84,703.61	139,292.24

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Payroll Projection						
Program : PR815L		7/01/19 to 7/01/20				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	2,130.23	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,182.92	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,140.39	

SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	7,367.52	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,868.44	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	2,087.68	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	10,905.93	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	1,592.51	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.00	1,592.51	

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Payroll Projection						
Program : PR815L		7/01/19 to 7/01/20				
					<b>Budget</b>	<b>Object</b>
<b>Job Title</b>	<b>Fund</b>	<b>Dept</b>	<b>Obl</b>	<b>Percentage</b>	<b>Amount</b>	<b>Total</b>
SUBSTITUTE CROSSING GUARD	0001	2605	199	100.00	1,592.51	
SUBSTITUTE CROSSING GUARD	0001	2605	199	100.00	1,592.51	
SUBSTITUTE CROSSING GUARD	0001	2605	199	100.00	1,592.51	(43,577.87)
SUBSTITUTE CROSSING GUARD	0001	2605	199	100.00	1,649.14	270,507.47
					11,479,126.35	11,435,548.48

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
POLICE (2605)										
0001-2605-40-2-0000-189	MISC PART-TIME	-	4,000	4,072	4,000	2,000	8,000	4,000	-	0.00%
0001-2605-40-2-0000-190	ADMINISTRATIVE	277,351	238,524	356,226	359,305	195,398	363,880	360,874	1,569	0.44%
0001-2605-40-2-0000-191	OVERTIME	1,721,094	1,526,250	1,515,084	882,369	775,310	1,225,818	1,250,000	367,631	41.66%
0001-2605-40-2-0001-191	OVERTIME - School Resou	-	-	-	60,525	-	-	-	(60,525)	-100.00%
0001-2605-40-2-0000-192	OTHER NON UNION	85,981	90,000	70,197	109,970	38,433	71,572	110,572	602	0.55%
0001-2605-40-2-0000-194	PUBLIC WORKS	83,708	85,494	72,852	60,920	36,747	68,432	73,242	12,322	20.23%
0001-2605-40-2-0000-196	MME	574,996	602,548	618,066	633,427	339,127	631,538	650,091	16,664	2.63%
0001-2605-40-2-0000-197	POLICE PATROL	8,869,963	9,161,000	8,781,089	9,455,223	4,984,802	9,165,373	9,769,549	314,326	3.32%
0001-2605-40-2-0000-198	SUPERVISORS	72,224	73,772	129,614	125,936	72,520	135,050	94,823	(31,113)	-24.71%
0001-2605-40-2-0000-199	CROSSING GUARDS	213,934	267,127	209,044	220,320	115,259	226,668	226,930	6,610	3.00%
0001-2605-40-2-0000-350	GASOLINE	153,603	175,000	158,770	175,000	97,103	175,000	180,000	5,000	2.86%
0001-2605-40-2-0000-352	VEHICLE MAINTENANCE	7,481	35,000	(31,494)	150,000	93,142	150,000	150,000	-	0.00%
0001-2605-40-2-0000-380	COMMUNICATIONS & MAIN	108,520	90,000	71,572	76,000	45,585	76,000	85,000	9,000	11.84%
0001-2605-40-2-0000-381	TRAINING	219,598	193,500	219,266	210,000	66,796	210,000	220,000	10,000	4.76%
0001-2605-40-2-0000-382	SOUTH CENTRAL JUSTICE	12,000	12,325	12,325	12,325	12,325	12,325	12,325	-	0.00%
0001-2605-40-2-0000-390	EXPLORERS/AUXILIARY P	6,499	7,000	2,000	7,000	7,383	7,383	7,000	-	0.00%
0001-2605-40-2-0000-391	CANINE UNIT	1,284	5,000	4,523	6,000	2,239	6,000	6,000	-	0.00%
0001-2605-40-2-0000-392	BICYCLE PATROL	1,721	2,500	2,479	3,000	-	3,000	4,000	1,000	33.33%
0001-2605-40-2-0000-443	POLICE EXPENSE & SUPPL	102,897	120,000	137,667	98,300	53,533	98,300	119,880	21,580	21.95%
0001-2605-40-2-0000-490	ACCREDITATION	-	-	-	500	-	500	500	-	0.00%
0001-2605-40-2-0000-491	CRIME PREVENTION	938	2,500	2,234	5,000	1,499	5,000	6,500	1,500	30.00%
0001-2605-40-2-0000-492	HOSTAGE CRISIS	15,042	20,000	19,108	20,000	800	20,000	20,000	-	0.00%
0001-2605-40-2-0000-510	IT TECHNOLOGY	254,952	250,000	243,970	275,000	184,293	275,000	275,000	-	0.00%
0001-2605-40-2-0000-511	Body Camera / Taser Expe	-	131,000	130,999	131,000	-	131,000	131,000	-	0.00%
0001-2605-40-2-0000-640	MEMBERSHIP & MEETINGS	5,579	6,000	6,078	6,000	5,641	6,000	6,000	-	0.00%
0001-2605-40-2-0000-699	TRANSFER OUT - DOG FU	12,500	10,000	10,000	10,000	-	10,000	10,000	-	0.00%
0001-2605-40-2-0000-709	POLICE PRIVATE DUTY	32,390	1	(78,492)	1	87,360	1	1	-	0.00%
<b>**** Cost Center Total **** Police</b>		<b>12,834,254</b>	<b>13,108,541</b>	<b>12,667,252</b>	<b>13,097,121</b>	<b>7,217,295</b>	<b>13,081,840</b>	<b>13,773,287</b>	<b>676,166</b>	<b>5.16%</b>

# PARKING

Prepared: 11/27/18,15:40:36		2019-2020 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/19 to 7/01/20					
Job Title	Fund	Dept	Obl	Percentage	Budget Amount	Object Total	
<b>PARKING (3940)</b>							
SECURITY ATTENDANT	0001	3940	192	100.00	5,000.00		
SECURITY ATTENDANT	0001	3940	192	100.00	16,711.60		
SECURITY ATTENDANT	0001	3940	192	100.00	5,000.00		
SECURITY ATTENDANT	0001	3940	192	100.00	5,000.00		
SECURITY ATTENDANT	0001	3940	192	100.00	16,711.60		
SECURITY ATTENDANT	0001	3940	192	100.00	14,448.21		
SECURITY ATTENDANT	0001	3940	192	100.00	15,078.57		77,949.98
MANAGER / SECURITY ATTEND	0001	3940	198	100.00	54,588.63		54,588.63
					<b>132,538.61</b>		<b>132,538.61</b>

PARKING (3940)										
0001-3940-40-0-0000-191	OVERTIME CONTINGENCY	-	-	974	-	3,115	5,800	-		
0001-3940-40-0-0000-192	PAYROLL	73,809	85,450	71,086	77,498	33,065	61,575	19,488	(58,011)	-74.85%
0001-3940-40-0-0000-198	SUPERVISORS	53,340	53,103	54,052	54,292	29,154	54,292	13,647	(40,645)	-74.86%
0001-3940-40-0-0000-323	MAINTENANCE	335	2,500	-	2,000	2,000	2,000	625	(1,375)	-68.75%
0001-3940-40-0-0000-350	GASOLINE	602	900	174	900	-	900	225	(675)	-75.00%
0001-3940-40-0-0000-352	VEHICLE MAINTENANCE	255	250	2	250	-	250	200	(50)	-20.00%
0001-3940-40-0-0000-440	GENERAL EXPENSES	2,618	2,500	2,546	2,500	858	2,500	875	(1,625)	-65.00%
**** Cost Center Total **** Parking		<b>130,959</b>	<b>144,703</b>	<b>128,833</b>	<b>137,440</b>	<b>68,192</b>	<b>127,317</b>	<b>35,060</b>	<b>(102,380)</b>	<b>-74.49%</b>

# PERFORMANCE MEASURES

- Monitor Salary and Overtime Budget on a bi-weekly basis and make necessary adjustments quarterly based on variable that exist within personnel and funding. (Injuries, Military Deployment, Staffing Levels, Recruit Levels )
- Schedule on-site Accreditation Assessment in August of 2019
- Tier II Law Enforcement Accreditation in September of 2019
- Complete Axon In-Car Generation II Camera Project with 30 Patrol Cruisers by September of 2019
- Obtain Funding for Pay-By-Plate Parking Kiosks for 2 Parking Facilities within the Downtown area in July of 2019
- Submit RFP for 6 Parking Kiosks with infrastructure in September of 2019
- Select Vendor and begin installation in November of 2019

## ACTIVITY INDICATORS

### Total Calls for Service vs Total Neighborhood Initiative Unit's Calls For Service

Total of All CFS Entire City			Total of All NI CFS NI Areas			% of Calls For Service in NI Areas			% of Off. Initiated NI CFS		
2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
41,506	42,180	44,085	14,841	15,955	17,624	35.76%	37.83%	39.98%	20.91%	21.75%	32.30%

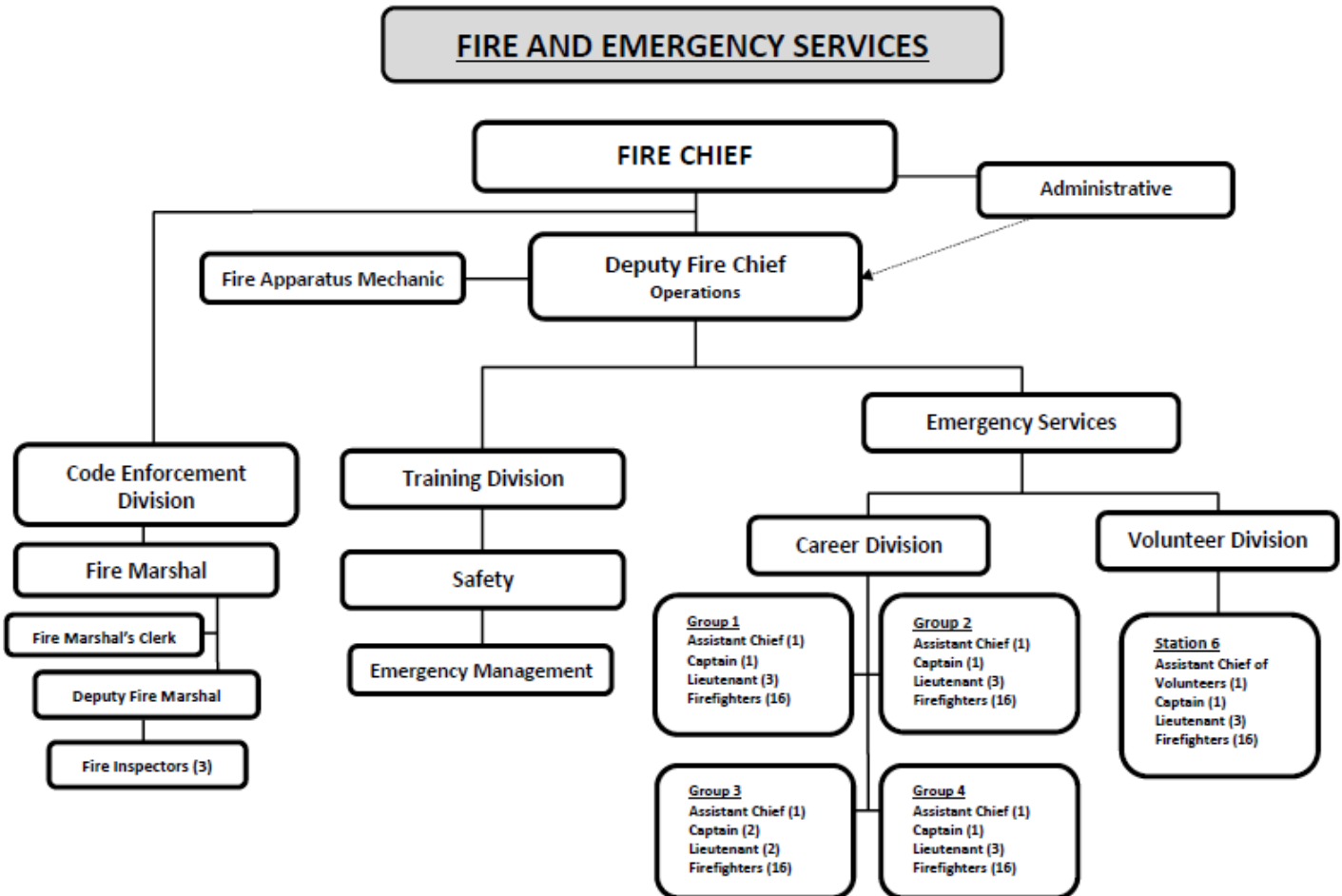
Officer Assigned	NI Area / Associations	Calls for Service			2018		3 Year Total
		2016	2017	2018*	% of NI CFS	% of ALL CFS	
Officer Michael Shedlock	NI Area 6 (Goodwill / Windsor)	1180	1225	1405			3810
	NI Area 7 (Grove / Bartlett)	1577	1658	2041			5276
	<b>Total Calls:</b>	<b>2757</b>	<b>2883</b>	<b>3446</b>	<b>19.55%</b>	<b>7.82%</b>	<b>9086</b>
Officer Kevin Ruane	NI Area 2 (Lower East Side)	2356	2662	2500			7518
	<b>Total Calls:</b>	<b>2356</b>	<b>2662</b>	<b>2500</b>	<b>14.19%</b>	<b>5.67%</b>	<b>7518</b>
Officer Cary Maikranz	NI Area 4 (Dutch Hill)	1253	1288	1491			4032
	NI Area 5 (ECHO)	981	928	1200			3109
	NI Area 15 (Crown Village)	183	221	250			654
	NI Area 16 (Hillside Gardens)	29	24	32			85
	<b>Total Calls:</b>	<b>2446</b>	<b>2461</b>	<b>2973</b>	<b>16.87%</b>	<b>6.74%</b>	<b>7880</b>
Officer Christopher Griffin	NI Area 9 (Westiders)	1498	1499	1803			4800
	NI Area 10 (ACTION 13)	856	887	836			2579
	<b>Total Calls:</b>	<b>2354</b>	<b>2386</b>	<b>2639</b>	<b>14.97%</b>	<b>5.99%</b>	<b>7379</b>
Officer Adam Kery	NI Area 11 (North Meriden)	808	903	1052			2763
	NI Area 17 (Tanglewood)	38	74	90			202
	NI Area 18 (Washington Park)	813	886	820			2519
	NI Area 19 (Stagecoach Riders)	136	120	102			358
	<b>Total Calls:</b>	<b>1795</b>	<b>1983</b>	<b>2064</b>	<b>11.71%</b>	<b>4.68%</b>	<b>5842</b>
Officer Jeffery Witkin	NI Area 12 (Downtown)	634	956	1262			2852
	<b>Total Calls:</b>	<b>634</b>	<b>956</b>	<b>1262</b>	<b>7.16%</b>	<b>2.86%</b>	<b>2852</b>
Corporal Wilfredo Rivera	NI Area 8 (South Meriden)	622	671	707			2000
	NI Area 13 (Lincoln Area)	230	224	270			724
	NI Area 14 (Glen Hills)	74	108	70			252
	<b>Total Calls:</b>	<b>926</b>	<b>1003</b>	<b>1047</b>	<b>5.94%</b>	<b>2.37%</b>	<b>2976</b>
Officer Michael Ford	NI Area 3 (Meriden Green / Train Station)	706	815	781			2302
	<b>Total Calls:</b>	<b>706</b>	<b>815</b>	<b>781</b>	<b>4.43%</b>	<b>1.77%</b>	<b>2302</b>
Officer James Decrisantis	NI Area 1 (City & Brookside Park)	813	746	842			2401
	NI Area 20 (Veteran's Memorial)	54	60	70			184
	<b>Total Calls:</b>	<b>867</b>	<b>806</b>	<b>912</b>	<b>5.17%</b>	<b>2.07%</b>	<b>2585</b>

Last Updated: 12.20.2018

\* Thus far for 2018



# CITY OF MERIDEN, CT PROPOSED 2019-20 ANNUAL BUDGET



# FIRE DEPARTMENT

## MISSION

It is the mission of the City of Meriden Department of Fire and Emergency Services to deliver the best fire and emergency protective services to benefit the quality of life for the citizens and visitors of our community

## SUCSESSES AND ACCOMPLISHMENTS

- Complete the departments 167<sup>th</sup> year of service to the City, including 151 years for Engine 2 and 150 years for Truck 1
- Collaborated with Meriden Police on a plan for ASHER incidents, and then completed a tabletop exercise to find weaknesses in the plan.
- Received a new “Quint” apparatus that has functions as both a pumper and ladder truck.
- Completed 1889 multi-family building inspections that included 5541 individual apartments
- Completed 103 Cause and Origin investigations
- Completed fire education to over 1500 students
- Instituted a new fee schedule to offset some of the expenses related to fire inspections.
- Training
  - Completed 5860 hours of training for career personnel
  - Completed 315 hours of training for SMVFD
  - Hosted two CFA classes allowing eight member to attend tuition free. This resulted in a \$2420 Dollar savings
  - Total 9069 total training hours coordinated by the training division.
- Completed a total of 9142 Responses including:
  - 667 Fire
  - 4761 EMS
  - 734 Rescue calls
  - 770 Other Hazard
  - 1373 Good Intent
  - 667 False Alarms
- Maintained an overall response time of 4:39 for the city (6:22 for SM)

## FUTURE GOALS AND INITIATIVES

- Ensure that the MFD provides safe, cost effective, and professional services to the citizens today and in the future through continued planning of service delivery to address growth and re-development.
- Evaluate, adapt, and monitor new response models to address inequity in service delivery within the city and to maximize use of available resources to address and mitigate emergencies.
- Continue to monitor service-connected injuries (lost time and non-lost time) and develop methods and training to reduce injuries to firefighting staff.
- Continue to leverage technology with a focus on increasing department efficiency, cost effectiveness, and community risk reduction.
- Continue to develop the training grounds to meet the training goals and mission of the department
- Continue the process of Accreditation through the Center Public Safety Excellence

## PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/27/18,15:40:36		2019-2020 Budget				Page 1	
Payroll Projection							
Program : PR815L		7/01/19 to 7/01/20					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>	
<b>FIRE (2610)</b>							
DEPUTY FIRE CHIEF	0001	2610	190	100.00	108,675.53		
FIRE CHIEF	0001	2610	190	100.00	120,750.09	229,425.62	
AUTOMOTIVE MECHANIC	0001	2610	194	100.00	87,891.27	87,891.27	
ASSISTANT FIRE CHIEF	0001	2610	195	100.00	99,750.61		
ASSISTANT FIRE CHIEF	0001	2610	195	100.00	99,750.61		
ASSISTANT FIRE CHIEF	0001	2610	195	100.00	99,750.61		
ASSISTANT FIRE CHIEF	0001	2610	195	100.00	99,750.61		

DEPUTY FIRE MARSHALL	0001	2610	195	100.00	90,407.84
FIRE CAPTAIN	0001	2610	195	100.00	90,370.09
FIRE CAPTAIN	0001	2610	195	100.00	90,370.09
FIRE CAPTAIN	0001	2610	195	100.00	90,370.09
FIRE CAPTAIN	0001	2610	195	100.00	90,370.09
FIRE CAPTAIN	0001	2610	195	100.00	90,370.09

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1	
Payroll Projection						
Program : PR815L		7/01/19 to 7/01/20				
					<u>Budget</u>	<u>Object</u>
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Amount</u>	<u>Total</u>
FIRE CAPTAIN	0001	2610	195	100.00	90,370.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	69,756.97	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	72,859.45	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	63,893.77	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	
FIRE FIGHTER	0001	2610	195	100.00	74,956.09	

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Payroll Projection						
Program : PR815L		7/01/19 to 7/01/20				
					<u>Budget</u>	<u>Object</u>
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Amount</u>	<u>Total</u>



FIRE INSPECTOR	0001	2610	195	100.00	82,249.95	
FIRE INSPECTOR	0001	2610	195	100.00	82,249.95	
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75	
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75	
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75	
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75	
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75	

Prepared: 11/27/18,15:40:36		2019-2020 Budget				Page 1	
Payroll Projection							
Program : PR815L					7/01/19 to 7/01/20		
					<b>Budget</b>	<b>Object</b>	
<b>Job Title</b>	<b>Fund</b>	<b>Dept</b>	<b>Obl</b>	<b>Percentage</b>	<b>Amount</b>	<b>Total</b>	
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE LIEUTENANT	0001	2610	195	100.00	82,288.75		
FIRE MARSHAL	0001	2610	195	100.00	99,761.10		
TRAINING/COMMUNICATIONS O	0001	2610	195	100.00	99,761.10	7,820,433.42	
ADMINISTRATIVE ASSISTANT	0001	2610	196	100.00	72,036.86		
FIRE MARSHAL CLERK	0001	2610	196	100.00	60,565.49	132,602.35	



PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2017 ESTIMATED
Maintain an initial arrival time for the first due company of 4 minutes and 30 seconds (excl. SM)(*w/SM)	95%	100%	99%	99%*	98%*
Maintain a Total Effective Force arrival time for incidents of 8 minutes and 59 Seconds	100%	100%	99%	99%	99%
Deliver fire prevention information to all 3 <sup>rd</sup> grade classes in Meriden Schools	90%	99%	99%	90%	99%
<b>New Measure:</b> Collect fees for inspection related services to offset related expenditures	90%	N/A	N/A	40%	90%



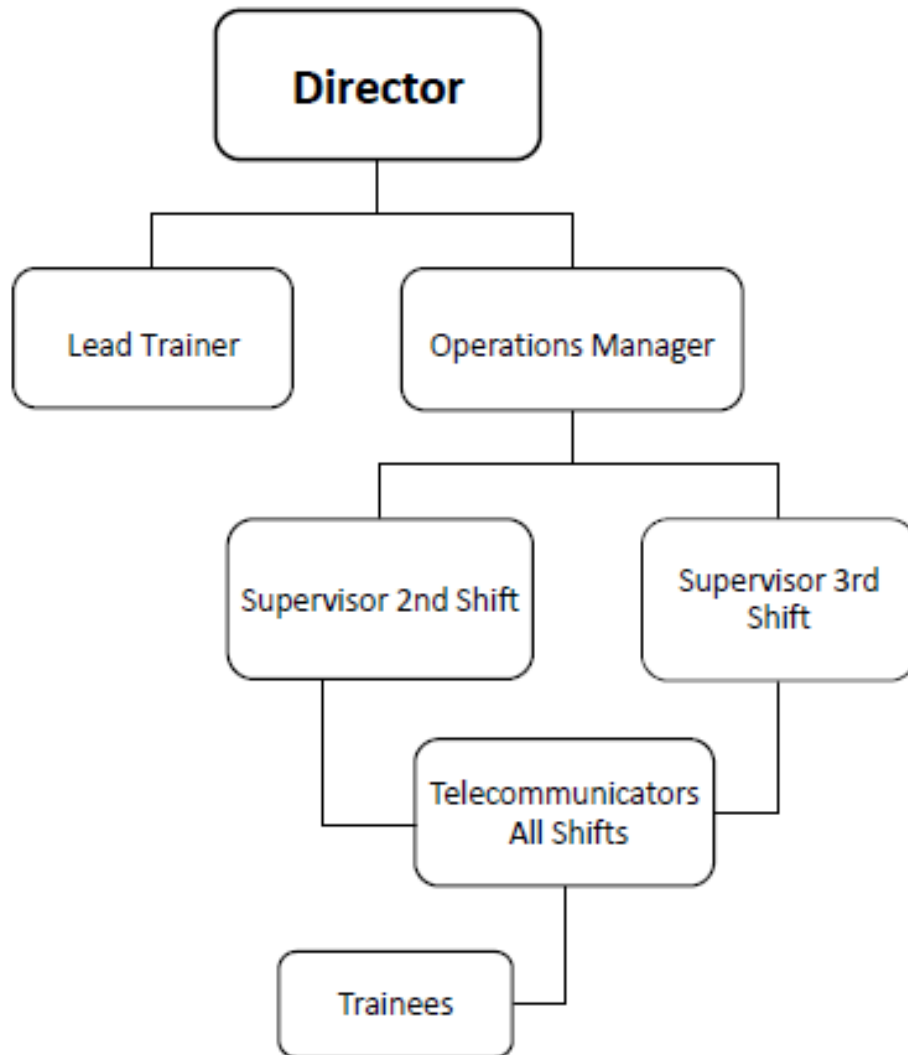
## ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Incidents (All Categories)	9420	9142	9346	9533
Fire Incidents	249	229	239	249
EMS Incidents	5064	4731	2815	4911
False Alarms	846	669	673	681
Responses (All Units)	15301	14276	14561	14852
Inspections	1537	1889	1450	1850
Units Inspected	4701	5541	4450	5600
Permits	106	81	100	110
Investigations	94	103	100	105
Training Hours	16118	9069	11000	13000
Fire	5886	5860	5900	6000
Fire Marshals	570	614	1200	650
Property Fire Loss (Dollars)	\$1,048,287	\$1,617,870	*	*
Property Fire Saved (Dollars)	\$17,388,347	\$11,687,227	*	*
* No statistical estimate can be inferred				

**CITY OF MERIDEN, CT  
PROPOSED 2019-20 ANNUAL BUDGET**

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**EMERGENCY COMMUNICATIONS**



# DEPARTMENT

## MISSION

*The mission of the City of Meriden Department of Emergency Communications is to efficiently and compassionately answer the public's call for emergency service response, perform accurate and timely call handling and priority dispatch services for the public we serve, and to support police, fire and EMS responders in accomplishing their mission.*

## SUCSESSES AND ACCOMPLISHMENTS

- Development of Training Program for all new hires.
- Training development of veteran dispatchers and supervisory personnel.
- Hosted several training classes for our employees which were offered regionally as well.
- Revision and implementation of policy and procedures (ongoing process).
- Coordinated with other agencies regarding modifications/improvements to policies and procedures.
- Coordinated with the police and fire departments for specific training for all employees.
- Microwave link from Harbor to Johnson Ave completed 2017.
- Microwave link from Harbor to Carpenter Ave completed 2018.
- Fireground channel receiver system completed to allow for recording of the channel and monitoring of the Fireground from the Center.

## FUTURE GOALS AND INITIATIVES

- To become fully staffed in order to provide four (4) employees on duty for all shifts.
- Staffing hasn't changed in the center for the past 10 years. In order to provide an efficient service to the agencies we serve and to the public, two calltakers, one fire dispatcher, one police dispatcher and a supervisor are necessary in the Center. This will allow for critical incidents and periods of increased call volume to be handled with the same efficiency that the agencies and the public deserves and have come to expect.
- To relocate the Center to allow for growth. The Center should have the ability to expand based on increased call volume, request for assistance during special events, festivals, parades, grant provided activities of the police department, natural disasters and the like.

- The relocation would allow for additional consoles, equipment, the ability to train more than two people which hinders the hiring/training process; a break room for the staff and a quiet area for employees to use after handling a critical incident such as suicide calls, shootings, fatal fires, etc.
- Upgrades to the CAD computers, remote access computers and microwave links to enhance overall performance and to prevent failures.

**PERSONNEL AND EXPENDITURES SUMMARY**

Prepared: 11/27/18,15:40:36		2019-2020 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/19 to 7/01/20					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>	
EMERGENCY COMMUNICATIONS (2617)							
DIR OF EMERGENCY COMMUNIC	0001	2617	190	100.00	101,950.25		
DEP DIR OF EMERGENCY COMMUNIC	0001	2617	190	100.00	85,000.00	186,950.25	
PUBLIC SAFETY DISP SHFT S	0001	2617	196	100.00	61,530.18		
PUBLIC SAFETY DISP SHFT S	0001	2617	196	100.00	61,530.18		
PUBLIC SAFETY DISP SHFT S	0001	2617	196	100.00	61,530.18		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	48,726.12		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	56,161.49		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	50,565.72		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	56,161.49		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	48,726.12		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	56,161.49		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	56,161.49		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	56,161.49		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	56,161.49		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	56,161.49		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	50,711.32		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	50,784.12		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	47,164.75		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	47,164.75		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.00	48,726.12	970,289.99	
					1,157,240.24	1,157,240.24	

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>EMERGENCY COMMUNICATIONS (2617)</b>										
0001-2617-40-0-0000-189	SEASONAL WORKERS	8,438	15,000	6,769	-	-	-	-	-	#DN/0!
0001-2617-40-0-0000-379	C-MED	23,213	23,276	23,848	24,500	23,848	23,848	25,000	500	
0001-2617-40-2-0000-190	ADMINISTRATION	97,834	97,267	99,134	176,547	54,496	131,485	186,951	10,404	5.89%
0001-2617-40-2-0000-191	OVERTIME	361,929	250,000	385,762	275,000	241,158	442,332	275,000	-	0.00%
0001-2617-40-2-0000-196	MVE	769,462	1,009,072	780,836	923,755	423,145	788,000	970,290	46,535	5.04%
0001-2617-40-2-0000-352	VEHICLE MAINTENANCE	2,200	2,400	2,400	2,400	1,200	2,400	2,400	-	0.00%
0001-2617-40-2-0000-380	COMMUNICATIONS & MAINTENANCE	4,426	5,000	4,501	5,000	1,804	5,000	8,000	3,000	60.00%
0001-2617-40-2-0000-381	TRAINING	11,100	30,000	16,097	30,000	10,089	30,000	25,000	(5,000)	-16.67%
0001-2617-40-2-0000-440	OFFICE EXPENSE & SUPPLIES	20,488	20,000	18,020	20,000	7,488	20,000	20,000	-	0.00%
<b>**** Cost Center Total ****</b>	<b>****Emergency Communications</b>	<b>1,299,089</b>	<b>1,452,015</b>	<b>1,337,367</b>	<b>1,457,202</b>	<b>763,228</b>	<b>1,443,065</b>	<b>1,512,641</b>	<b>55,439</b>	<b>3.80%</b>

## PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Answer 911 calls within 10 seconds 90% of the time.		NA	89	90	90
Track Text-to-911 calls for sufficient staffing needs of the Center		NA	NA		

## ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017A CTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
911 Call Volume	25937	25748	26000	265000
CAD Call Volume	42202	45290	47900	504000
Administrative 10 digits calls	n/a	114322	115322	116500

## EMERGENCY MANAGEMENT

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1	
Payroll Projection Report						
Program : PR815L						
7/01/19 to 7/01/20						
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>
<b>EMERGENCY MANAGEMENT (2690)</b>						
CO-DIRECTOR OF CIVIL DEFE	0001	2605	189	50.00	4,000.00	
CO-DIRECTOR OF CIVIL DEFE	0001	2610	189	50.00	4,000.00	
CO-DIRECTOR OF CIVIL DEFE	0001	2605	189	50.00	4,000.00	
CO-DIRECTOR OF CIVIL DEFE	0001	2610	189	50.00	4,000.00	16,000.00
					16,000.00	16,000.00

# **SECTION 10**

## **PUBLIC WORKS:**

Engineering

Garage

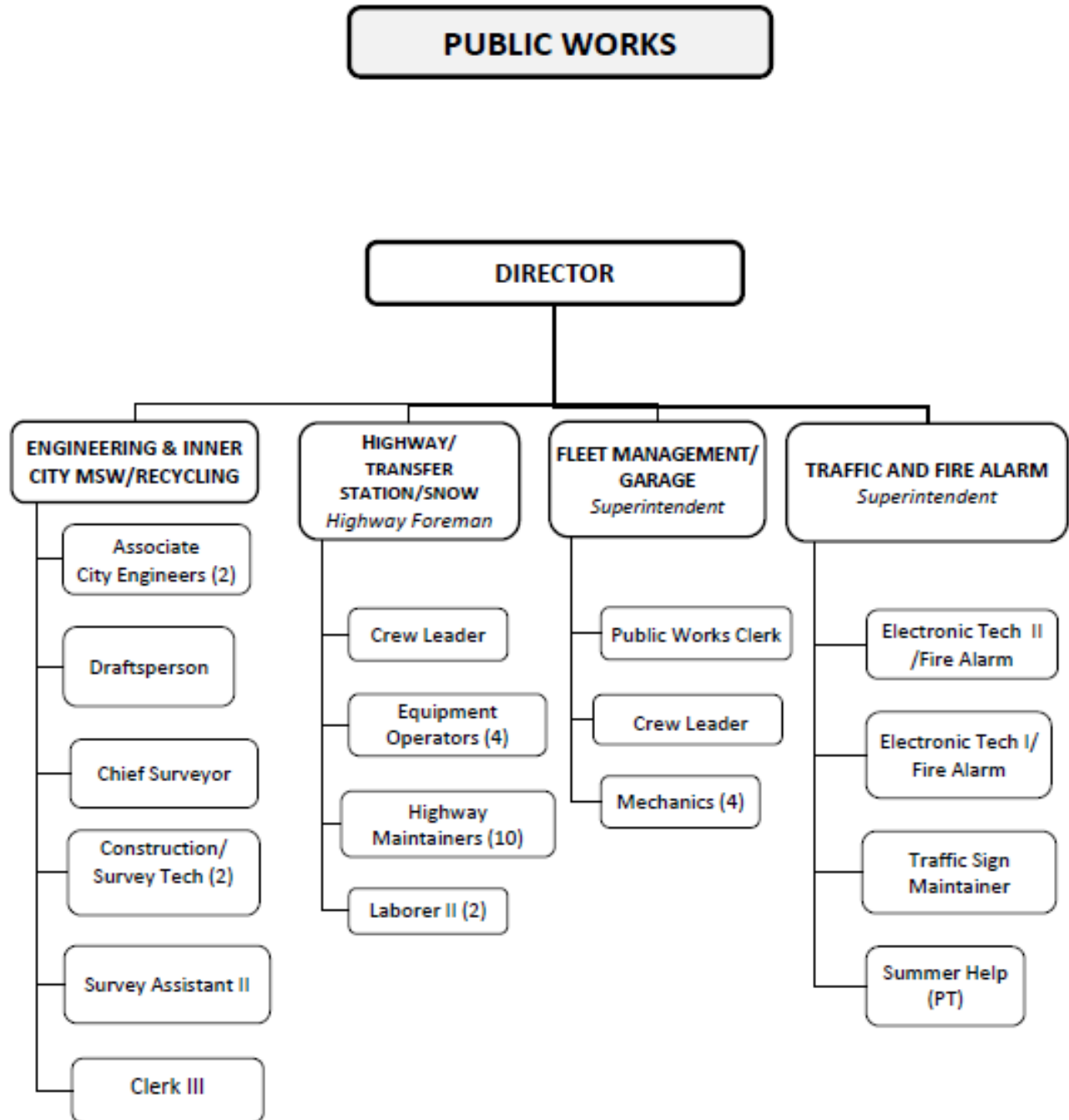
Highway

Traffic

Solid Waste

**CITY OF MERIDEN, CT  
PROPOSED 2019-20 ANNUAL BUDGET**

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**DEPARTMENT: PUBLIC WORKS - BUDGET CODE:**

**0001-3310/3320/3351/3353/3354/3355/3357/3359**

# DEPARTMENT OF PUBLIC WORKS

## MISSION

DPW's mission is to provide the City of Meriden with cost-effective infrastructure management, environmental stewardship, and provide a safe and efficient transportation network.

The infrastructure under DPW's responsibility are roads, sidewalks, drainage structures, city-owned watercourses, bridges, dams, traffic signals, signs and pavement markings, fire alarms, streetlights, and the transfer station and capped landfill.

The Department is comprised of four divisions: Engineering, Highways, Traffic/Fire/Alarm, and Fleet Maintenance. Solid Waste is managed jointly by Engineering (Inner City / Public Building trash and recycling, along with environmental monitoring of the capped landfill) and Highways (Transfer Station operations and maintenance of the capped landfill).

DPW provides technical support for the Department of Public Utilities by maintaining mapping, permitting and inspecting water and sewer work, and marking out water and sewer utilities, representation on the PUC.

DPW provides technical support to the Planning Department through plan reviews, and participation in Planning Commission and Inland Wetlands processes.

## SUCSESSES AND ACCOMPLISHMENTS

Implementation of work order management system for tracking citizen concerns

Weekly staff meetings with Engineering staff

## FUTURE GOALS AND INITIATIVES

### Learning and Growth Goals

- Reinststitute Safety teams and training plans for all DPW employees
- Develop cross training opportunities with Utilities
- Recognition of Public Works Week

## Internal Business Processes

- Upgrade Permitting, Inspection, Enforcement and Plan Reviews with Viewpermit
- Expand on Pilot Program for Construction Management with Appia
- Pursue records retention and electronic document management
- Follow State Library guidelines for records disposition.
- Utilize codes and ordinances, including citations and fines, to reduce costs to taxpayers for recycling, bulky waste and right of way violations

## Customer Service

- Upgrade Work order management systems with Spiceworks
- Work order management,
- updated website,
- Use access-based project tracking software to provide the public with for real time project information
- Remove unnecessary restrictions for work (i.e driveway bonds, allow bonds to cover multiple projects)
- Enhanced customer portal for permitting via Viewpermit

# DPW ENGINEERING DIVISION

## MISSION

Mission of Engineering is to manage flood control, paving sidewalk and drainage infrastructure, address citizen concerns relating to infrastructure and traffic safety, manage the City's solid waste and streetlight programs, and provide engineering support for other departments.

Engineering is responsible for the management of the Harbor Brook Flood Control and Liner Trail Project, Citywide Paving, Citywide Sidewalks, CDBG Sidewalks and the Transit Oriented Development roadway improvements.

Staff issues and tracks a variety of permits including sewer capping permits, road openings, utility repairs, and dumpster permits. Staff reviews all residential and commercial site plan applications, plot plans/foundation plans for residential construction, and reviews record drawings of newly installed water mains, sanitary sewers and storm sewers installed in conjunction with new developments.

Staff performs Survey/Call Before You Dig/Construction Services. The field crews conduct surveys of City owned parcels, complete land record research, provide inspection services on City owned facilities, inspects work performed by contractors that impacts the City facilities, and locates the City's infrastructure through the Call Before You Dig program in accordance with PURA rules/regulations. Over 2500 CBYD locations occur annually.

## SUCSESSES AND ACCOMPLISHMENTS

- Substantial completion of Pratt St Gateway
- Continued progress on trip hazard elimination on Catherine Drive, Nancy Lane
- Removal of bumpouts downtown to ease congestion and create safer sidewalks
- Continued progress on Harbor Brook Flood Control to remove parcels from 100-year floodplain and related flood insurance burdens.
- Continue using alternative pavement methods such as micro-milling, hot in place recycling, and nova-chip.
- Continue coordination with the utility companies has lessen the number of conflicts and damage to newly worked roads and sidewalks.
- Continue with the sidewalk replacement program due to damage caused by tree roots.
- Modified field crew start times to improve efficiency

## FUTURE GOALS AND INITIATIVES

- Implement partial two-way traffic downtown
- Replace guiderail as part of State grant Local Roads Accident Reduction Program
- Complete the design of the Leslie Drive sewer bridge and Harbor Brook channel improvements and prepare project for bidding
- Construct Amtrak Bridge relief drainage system
- Construct Cooper St bridge replacement
- Continue the design of the Center St bridge with construction anticipated for 2018
- Begin design of Harbor Brook improvements between Mill ST and Center ST

- Evaluate new concrete repair techniques to improve sidewalk network.
- Update and improve City standard details to ensure latest design and construction practices are incorporated.

#### Survey/Call Before You Dig/Construction Services

- Conduct an A-2 boundary survey of the City and install boundary markers at adjacent town lines.
- Complete the DEEP required A-2 survey of the Meriden Green and file the required ELUR on the City's land records
- Continue utility coordination for general citywide utility upgrades.
- Increased utilities training for water and sewer design and operations
- Increase limits of markouts to include nearest gate valves for water
- Increase staffing to ensure safe and effective markout operations

#### MS4 Program

- Continue stormwater sample collection at Michael Drive, Transfer Station and Municipal General Permit locations.
- Implement provisions of the new MS4 General Permit.
- Proceed with goals and objectives of MS4 Annual Report

**PERSONNEL AND EXPENDITURES SUMMARY**

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1	
Payroll Projection Report						
Program : PR815L 7/01/19 to 7/01/20						
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>
<b>P.W. - ENGINEERING (3310)</b>						
DIRECTOR OF PUBLIC WORKS	0001	3310	190	100.00	123,005.31	123,005.31
CHIEF SURVEYOR	0001	3310	196	100.00	80,261.49	
CLERK III	0001	3310	196	100.00	60,565.49	
CLERK III	0001	3310	196	100.00	43,429.15	
CONSTRUCTION/SURVEY TECHN	0001	3310	196	100.00	77,992.75	
CONSTRUCTION/SURVEY TECHN	0001	3310	196	100.00	77,992.75	
DRAFTSPERSON	0001	3310	196	100.00	67,842.58	
SURVEY ASSISTANT II	0001	3310	196	100.00	56,958.40	465,042.61
ASSOCIATE CITY ENGINEER	0001	3310	198	100.00	104,815.21	
ASSOCIATE CITY ENGINEER	0001	3310	198	100.00	91,097.38	195,912.59
					783,960.51	783,960.51
RESIDENT REPRESENTATIVE	0401	7370	235	100.00	52,428.58	
					52,428.58	

City of Meriden	2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget	Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019					as of 1/31/19	Year End	Recommended		CY Budget
<b>P.W. - ENGINEERING (3310)</b>									
0001-3310-40-0-0000-500 CAPITAL EQUIPMENT	12,000	-	-	-	-	-	-	-	#DIV/0!
0001-3310-40-0-0000-510 SOFTWARE	-	6,800	6,770	7,600	6,505	7,600	7,600	-	0.00%
0001-3310-40-3-0000-189 SEASONAL WORKERS	-	9,600	-	-	-	-	-	-	#DIV/0!
0001-3310-40-3-0000-190 ADMINISTRATIVE	119,114	119,378	122,026	118,503	68,655	127,852	123,006	4,503	3.80%
0001-3310-40-3-0000-191 OVERTIME	3,076	5,000	7,242	5,500	5,065	9,433	5,500	-	0.00%
0001-3310-40-3-0000-196 MME	325,284	440,041	430,999	455,224	226,616	422,015	465,043	9,819	2.16%
0001-3310-40-3-0000-198 SUPERVISORS	205,001	208,488	207,917	185,102	92,165	171,633	195,913	10,811	5.84%
0001-3310-40-3-0000-320 INSPECTIONS - DAMS & BRIDGES	4,000	3,500	3,300	-	-	-	3,500	3,500	#DIV/0!
0001-3310-40-3-0000-350 GASOLINE	7,267	8,000	6,529	8,300	3,495	8,300	8,300	-	0.00%
0001-3310-40-3-0000-352 VEHICLE MAINTENANCE	7,009	7,000	5,187	6,800	2,152	6,800	6,800	-	0.00%
0001-3310-40-3-0000-440 OFFICE EXPENSE & SUPPLIES	10,788	10,300	9,313	10,300	4,578	10,300	8,200	(2,100)	-20.39%
0001-3310-40-3-0000-640 MEMBERSHIPS & MEETINGS	2,071	2,500	2,226	2,650	50	2,650	2,650	-	0.00%
<b>***** Cost Center Total ***** Engineering</b>	<b>695,610</b>	<b>820,607</b>	<b>801,510</b>	<b>799,979</b>	<b>409,280</b>	<b>766,583</b>	<b>826,512</b>	<b>26,533</b>	<b>3.32%</b>

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>SNOW AND ICE CONTROL (3320)</b>										
0001-3320-40-3-0000-308	SNOW & ICE CONTROL	819,907	675,000	730,152	675,000	88,180	675,000	750,000	75,000	11.11%
<b>**** Cost Center Total **** Snow and Ice Control</b>		<b>819,907</b>	<b>675,000</b>	<b>730,152</b>	<b>675,000</b>	<b>88,180</b>	<b>675,000</b>	<b>750,000</b>	<b>75,000</b>	<b>11.11%</b>

## PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
CBYD Strikes Per Year	0	2	2	0	
Time to process permits	3 days	7.3	8.0	2.8	

## ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
CBYD requests	3627	3251		
Permits issued	451	454	442	

# DPW FLEET MAINTENANCE

## MISSION

Staff is responsible for repairs to the City's fleet of vehicles with the exception of Police, Fire and Board of Education vehicles.

The fleet includes approximately 375 plated pieces of rolling stock (cars, pick-up trucks, pay loaders, dump trucks, senior busses, bucket trucks, etc.) and nearly 300 pieces of non-plated equipment (snow throwers, line painting machines, paving box, lawn mowers, etc.). The City owns and maintains a fast fill Natural Gas fueling station on Michael Drive

## SUCSESSES AND ACCOMPLISHMENTS

- Purchase approved equipment and vehicles and dispose of surplus vehicles through a professional auction facility
- Continue the replacement of in-ground vehicle detection with video detection at signalized intersections.

## FUTURE GOALS AND INITIATIVES

- Transition from shared traffic/garage superintendent to dedicated fleet manager by May 1
- Perform upgrades on the Natural Gas Station to ensure longevity
- Install covered canopy area for safer storage of large equipment and to generate power via solar
- Maintain condition of the fleet (performance measures to be established by new fleet manager)
- Install a regulated waste area external of inner garage area
- Relocate tire storage from electric power source
- Vendor specific training on new equipment

## PERSONNEL AND EXPENDITURES SUMMARY

P.W. - GARAGE (3351)						
<b>AUTOMOTIVE MECHANIC</b>	<b>0001</b>	<b>3351</b>	<b>194</b>	<b>100.00</b>	<b>70,568.86</b>	
<b>AUTOMOTIVE MECHANIC</b>	<b>0001</b>	<b>3351</b>	<b>194</b>	<b>100.00</b>	<b>80,907.78</b>	
<b>AUTOMOTIVE MECHANIC</b>	<b>0001</b>	<b>3351</b>	<b>194</b>	<b>100.00</b>	<b>80,907.78</b>	
<b>AUTOMOTIVE MECHANIC</b>	<b>0001</b>	<b>3351</b>	<b>194</b>	<b>100.00</b>	<b>80,907.78</b>	
<b>MAINT MECH II/GARAGE CREW</b>	<b>0001</b>	<b>3351</b>	<b>194</b>	<b>100.00</b>	<b>87,891.27</b>	<b>401,183.47</b>
<b>PUBLIC WORKS CLERK</b>	<b>0001</b>	<b>3351</b>	<b>196</b>	<b>100.00</b>	<b>62,159.32</b>	<b>62,159.32</b>
					<b>463,342.79</b>	<b>463,342.79</b>

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>P.W. - GARAGE (3351)</b>										
0001-3351-40-3-0000-191	OVERTIME	2,701	3,000	6,427	3,000	2,334	4,347	3,000	-	0.00%
0001-3351-40-3-0000-194	PUBLIC WORKS	385,882	398,726	406,779	409,280	210,061	391,185	401,184	(8,096)	-1.98%
0001-3351-40-3-0000-196	MVE	54,954	59,652	59,488	61,884	32,626	60,757	62,160	276	0.45%
0001-3351-40-3-0000-323	REPAIRS & MAINTENANCE SERVICE	4,862	5,000	4,779	5,000	2,692	5,000	5,000	-	0.00%
0001-3351-40-3-0000-350	GASOLINE	1,020	1,800	973	1,900	325	1,900	1,900	-	0.00%
0001-3351-40-3-0000-352	VEHICLE MAINTENANCE	585	2,300	2,407	2,300	889	2,300	2,300	-	0.00%
0001-3351-40-3-0000-440	OFFICE EXPENSE & SUPPLIES	6,018	6,500	3,634	6,500	2,184	6,500	6,500	-	0.00%
0001-3351-40-3-0000-640	MEMBERSHIP & MEETINGS	75	500	170	500	-	500	500	-	0.00%
0001-3351-40-3-0000-710	GARAGE MATERIALS	(7,269)	1	13,879	1	1,784	1	1	-	0.00%
0001-3351-40-3-0000-755	INVENTORY OVER/SHORT	-	-	-	-	-	-	-	-	#DIV/0!
0001-3351-40-3-0000-756	CNG FUELING STATION	7,500	7,300	7,253	7,300	-	7,300	7,300	-	0.00%
<b>**** Cost Center Total ****</b>	<b>Garage and Warehouse</b>	<b>456,327</b>	<b>484,779</b>	<b>505,789</b>	<b>497,665</b>	<b>252,895</b>	<b>479,790</b>	<b>489,845</b>	<b>(7,820)</b>	<b>-1.57%</b>



# DPW TRAFFIC / FIRE ALARMS

## MISSION

Division maintains 64 signal-controlled intersections, 12 flashers and 3 closed loop traffic signal systems. Staff maintains the City's Fire Alarm system which includes 240 call boxes, +/-90 miles of cable and performs annual testing of the fire alarm system for all schools. Staff maintains and installs traffic signs (No Parking, Handicapped Parking, Fire Lane, etc.), and pavement markings.

## SUCSESSES AND ACCOMPLISHMENTS

- Shared service agreement with Southington for traffic signal maintenance
- Sylvan Johnson signal
- Centennial Coe intersection upgrade
- Purchase of thermoplastic kettle

## FUTURE GOALS AND INITIATIVES

- Reorganize Department to account for loss of signal supervisor
- Upgrade signals as part of CMAQ two way traffic grant
- Upgrade signals and controllers citywide to ensure safe efficient operations
- Continue replacing all non conforming reflective signs to meet FHWA/MUTCD requirements for sign retro-reflectivity.
- Bike trail striping
- Update of signal specifications
- Signals – conflict monitoring and full signal evaluation/maintenance once/year
- Evaluate pavement marking usage – thermos by road type and volume
- IMSA training for all traffic personnel

## PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1	
<b>Payroll Projection Report</b>						
Program : PR815L		7/01/19 to 7/01/20				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>
<b>P.W. - TRAFFIC (3353)</b>						
ELECTRONIC TECH I FIRE AL	0001	3353	196	100.00	79,481.72	
ELECTRONIC TECH II FIRE A	0001	3353	196	100.00	90,953.10	
TRAFFIC SIGN MAINTAINER	0001	3353	196	100.00	56,958.40	227,393.22
SUPT TRAFFIC OPER/VEHICLE	0001	3353	198	100.00	109,177.27	109,177.27
					<b>336,570.49</b>	<b>336,570.49</b>

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>P.W. - TRAFFIC (3353)</b>										
0001-3353-40-3-0000-189	PART TIME SUMMER HELP	19,353	16,000	16,379	16,000	8,316	11,602	16,000	-	0.00%
0001-3353-40-3-0000-191	OVERTIME CONTINGENCY	7,980	13,500	14,337	12,800	4,855	9,041	11,000	(1,800)	-14.06%
0001-3353-40-3-0000-196	MME	205,518	218,240	214,517	223,693	118,560	220,787	227,394	3,701	1.65%
0001-3353-40-3-0000-198	SUPERVISORS	106,300	108,583	108,285	108,583	58,307	108,582	109,178	595	0.55%
0001-3353-40-3-0000-341	STREET LIGHT MAINTENANCE	439,369	252,500	289,342	276,700	125,886	276,700	307,400	30,700	11.10%
0001-3353-40-3-0000-350	GASOLINE	7,854	10,000	7,623	10,000	3,960	10,000	10,000	-	0.00%
0001-3353-40-3-0000-352	VEHICLE MAINTENANCE	9,736	12,500	11,802	12,000	3,133	12,000	12,000	-	0.00%
0001-3353-40-3-0000-365	SAFETY EQUIPMENT	3,867	3,000	5,111	3,500	8	3,500	5,000	1,500	42.86%
0001-3353-40-3-0000-366	SIGNALIZATION	55,344	58,000	54,339	58,000	29,426	58,000	58,000	-	0.00%
0001-3353-40-3-0000-367	SIGNS & LINES	31,211	40,000	35,187	40,000	4,183	40,000	40,000	-	0.00%
0001-3353-40-3-0000-368	ALARM SYSTEMS	-	900	-	900	14	900	900	-	0.00%
0001-3353-40-3-0000-440	OFFICE EXPENSE	1,937	1,750	2,525	1,750	741	1,750	1,750	-	0.00%
0001-3353-40-3-0000-640	MEMBERSHIP & MEETINGS	1,480	1,200	1,220	1,200	1,118	1,200	1,200	-	0.00%
<b>***** Cost Center Total ***** Traffic Engineering</b>		<b>889,949</b>	<b>736,173</b>	<b>760,668</b>	<b>765,126</b>	<b>358,509</b>	<b>754,063</b>	<b>799,822</b>	<b>34,696</b>	<b>4.53%</b>

# DPW HIGHWAYS

## MISSION

The Highway Division is responsible for all maintenance activities associated with the City's +/-190 miles of roads. Activities include paving, patching, pothole repair, curbing, street sweeping, catch basin cleaning, drainage maintenance and construction, collection of leaves / Christmas trees, and snow removal.

## SUCSESSES AND ACCOMPLISHMENTS

- Continue the year round use of the patch truck. Pothole complaints and the number of potholes continues to decline due to this program and through crack sealing.
- Continue to evaluate which streets should be pre-treated using the salt brine truck. Focus areas to include those streets around the City's well fields.
- Increased in house construction - catch basins, storm drainage, paving started in Summer 2016 where city staff repair/installs new catch basins prior to paving instead of using contracted forces
- Sweep all city streets during the spring. Provide continuous sweeping of the inner tax district between April and November since the majority of the debris is found here.

## FUTURE GOALS AND INITIATIVES

### Snow removal

- Continue calibration of spreaders
- Explore use of prewetting saddles on trucks
- Expand use of brine on roads

### Construction

- Continue to identify construction activities that can be performed in-house as time permits.
- Drainage
- Catch basin cleaning
- Line jetting
- Trash rack installation

### Cleanliness

- Continue aggressive sweeping program
- Explore options for more effective removal of illegal bulky waste
- New techniques in removal trash and pollutants from waterways

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1	
Payroll Projection						
Program : PR815L					7/01/19 to 7/01/20	
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>
<b>P.W. - HIGHWAY (3354)</b>						
EQUIP OPER III/CR LDR COM	0001	3354	194	100.00	80,907.78	
EQUIPMENT OPERATOR 3/CREW	0001	3354	194	100.00	75,182.58	
EQUIPMENT OPERATOR 3/CREW	0001	3354	194	100.00	75,182.58	
EQUIPMENT OPERATOR 3/CREW	0001	3354	194	100.00	75,182.58	
HIGHWAY MAINTAINER	0001	3354	194	100.00	62,033.49	
HIGHWAY MAINTAINER	0001	3354	194	100.00	65,913.21	
HIGHWAY MAINTAINER	0001	3354	194	100.00	62,033.49	
HIGHWAY MAINTAINER	0001	3354	194	100.00	67,213.43	
HIGHWAY MAINTAINER	0001	3354	194	100.00	60,334.80	
HIGHWAY MAINTAINER	0001	3354	194	100.00	67,213.43	
HIGHWAY MAINTAINER	0001	3354	194	100.00	65,913.21	
HIGHWAY MAINTAINER	0001	3354	194	100.00	67,213.43	
HIGHWAY MAINTAINER	0001	3354	194	100.00	67,213.43	
HIGHWAY MAINTAINER	0001	3354	194	100.00	58,531.26	
HWY MAINT/CREW LEAD/COMPE	0001	3354	194	100.00	87,891.27	
LABORER II	0001	3354	194	100.00	50,428.23	
LABORER II	0001	3354	194	100.00	49,473.03	1,137,861.23
HIGHWAY FOREMAN	0001	3354	198	100.00	91,833.90	91,833.90
					1,229,695.13	1,229,695.13

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>P.W. - HIGHWAY (3354)</b>										
0001-3354-40-3-0000-191	OVERTIME CONTINGENCY	36,319	34,000	44,542	36,200	28,257	39,037	36,200	-	0.00%
0001-3354-40-3-0000-194	PUBLIC WORKS	964,148	1,101,633	1,056,371	1,120,433	592,583	1,103,535	1,137,862	17,429	1.56%
0001-3354-40-3-0000-198	SUPERVISORS	89,429	91,334	91,083	91,334	49,045	91,333	91,834	500	0.55%
0001-3354-40-3-0000-350	GASOLINE	63,142	95,000	77,960	95,000	32,865	95,000	95,000	-	0.00%
0001-3354-40-3-0000-352	VEHICLE MAINTENANCE	188,772	195,000	188,164	195,000	47,664	195,000	195,000	-	0.00%
0001-3354-40-3-0000-359	STREET MAINT SUPPLIES	15,589	16,000	16,228	16,000	11,125	16,000	16,000	-	0.00%
0001-3354-40-3-0000-360	SIDEWALK,BASIN CONSTRUCTION	2,990	3,000	2,737	3,000	1,966	3,000	3,000	-	0.00%
0001-3354-40-3-0000-363	STORM DRAIN CONSTRUCTION	3,368	6,500	6,009	6,500	-	6,500	6,500	-	0.00%
0001-3354-40-3-0000-390	ROADSIDE BULKY WASTE	390	500	500	500	35	500	500	-	0.00%
0001-3354-40-3-0000-391	SAFETY & HEALTH PLAN	2,956	3,000	3,421	3,000	546	3,000	3,000	-	0.00%
0001-3354-40-3-0000-440	OFFICE EXPENSE & SUPPLIES	5,646	6,000	5,576	6,000	2,260	6,000	5,500	(500)	-8.33%
0001-3354-40-3-0000-442	CLOTHING	5,488	6,500	6,363	6,500	3,567	6,500	7,000	500	7.69%
0001-3354-40-3-0000-485	SOIL/CATCH BASIN DISPOSAL	54,989	45,000	39,691	49,900	2,998	49,900	49,900	-	0.00%
0001-3354-40-3-0000-640	MEMBERSHIP & MEETINGS	75	250	250	250	-	250	250	-	0.00%
<b>**** Cost Center Total **** Highway</b>		<b>1,433,302</b>	<b>1,603,717</b>	<b>1,538,896</b>	<b>1,629,617</b>	<b>772,909</b>	<b>1,615,555</b>	<b>1,647,546</b>	<b>17,929</b>	<b>1.10%</b>

## PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Snow and Ice Control Cost per event	\$40,000	\$45,550	\$42,950	\$45,000	
Snow and Ice Control Cost per inch	\$12,000	\$14,185	\$11,268	\$35,156	

## ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Snow and Ice Control total cost	\$819,907	\$730,152	\$675,000	\$750,000
Inches of Snow / Snow Events / Ice Events	57.8 / 9 / 9	64.8 / 13 / 4	19.2 / 6 / 9	

# DPW SOLID WASTE / TRANSFER STATION

## MISSION

The mission of the Transfer Station is to serve greatest number of residents while maintaining cost neutrality in its operations. The transfer station allows for Meriden residents to dispose of brush, electrical waste and acceptable mattresses at no cost, and bulky waste items on a fee based schedule. Highways Staff operates the Transfer Station, located on Evansville Avenue. Highways also maintains the capped landfill adjacent to the Transfer Station, and Engineering monitors the landfill management and well reports.

The mission of the Solid Waste Operation is to safely and cost effectively manage Inner District and City building trash and recycling collection.

## SUCSESSES AND ACCOMPLISHMENTS

- The transfer station is home to the City's e-waste collection program and the mattress recycling program which began in 2017
- Two successful Free Bulky Waste Days were held, one in May and one in November.
- Promoted new relationship with HazWaste Central. Meriden became a member of the South Central Regional Water Authority's Haz-Waste Central household on July 1, 2017. This service is available most Saturdays from May through October.
- Enhanced recycling education through targeted mailings and social media posts.

## FUTURE GOALS AND INITIATIVES

- Develop strategies for reducing illegal bulky waste, including a streamlined citation process
- Minimize recycling violations within the inner district trash collection area
- Improve recycling City wide and in City owned buildings and facilities.
- Revise the City's Solid Waste Ordinance to comply with updated DEEP regulations.
- Continue to monitor the number of residential units in the inner district that are eligible for City sponsored recycling and MSW collection.
- Continue groundwater monitoring of the landfill to ensure there are no changes in the chemical composition due to the closing of the Saw Mill Well.
- Monitor operations of the solar farm to ensure there are no adverse impacts on the capped landfill.
- Review vehicle fee structure of transfer station

- Conduct household hazardous waste oday on September 24, 2019 in Meriden to provide easy disposal of hazardous materials.
- Encourage re-use and recycle events to reduce waste, such as Community swap/cleanup and acceptance of cardboard at transfer station

## EXPENDITURES SUMMARY

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>P.W. - TRANSFER STATION (3355)</b>										
0001-3355-40-3-0000-191	OVERTIME	19,423	21,000	19,586	21,000	10,196	18,856	21,000	-	0.00%
0001-3355-40-3-0000-339	MONITORING	62,119	80,000	59,720	77,000	32,131	77,000	70,000	(7,000)	-9.09%
0001-3355-40-3-0000-340	RECYCLING-HAZARDOUS WAST	10,000	40,000	13,630	40,000	1,576	40,000	67,000	27,000	67.50%
0001-3355-40-3-0000-342	Meriden Green Financial Assuranc	7,500	15,000	15,000	67,500	65,000	65,000	67,500	-	0.00%
0001-3355-40-3-0000-350	GASOLINE	6,073	2,500	4,225	4,000	2,462	4,000	6,000	2,000	50.00%
0001-3355-40-3-0000-352	VEHICLE MAINTENANCE	37,652	9,000	22,466	18,000	10,545	18,000	22,000	4,000	22.22%
0001-3355-40-3-0000-390	OTHER PURCHASED SERVICES	847	1,500	390	1,000	-	1,000	1,000	-	0.00%
0001-3355-40-3-0000-440	OFFICE EXPENSE & SUPPLY	2,412	2,500	1,711	2,500	119	2,500	2,500	-	0.00%
<b>**** Cost Center Total **** Transfer Station / Landfill</b>		<b>146,025</b>	<b>171,500</b>	<b>136,727</b>	<b>231,000</b>	<b>122,030</b>	<b>226,356</b>	<b>257,000</b>	<b>26,000</b>	<b>11.26%</b>
<b>P.W. - WASTE COLLECTION (3357)</b>										
0001-3357-40-3-0000-369	DUMPING FEES	524,579	542,400	559,576	566,930	282,732	566,930	579,600	12,670	2.23%
0001-3357-40-3-0000-390	CONTRACT	886,676	856,000	841,449	853,500	419,350	853,500	853,500	-	0.00%
0001-3357-40-3-0000-440	OFFICE EXPENSE & SUPPLY	319	500	312	500	-	500	1,500	1,000	200.00%
<b>**** Cost Center Total **** Waste Collection</b>		<b>1,411,574</b>	<b>1,398,900</b>	<b>1,401,336</b>	<b>1,420,930</b>	<b>702,082</b>	<b>1,420,930</b>	<b>1,434,600</b>	<b>13,670</b>	<b>0.96%</b>
<b>P.W. - BULKY WASTE (3359)</b>										
0001-3359-40-3-0000-191	OVERTIME CONTINGENCY	2,024	1	-	-	-	-	-	-	#DIV/0!
0001-3359-40-3-0000-194	PUBLIC WORKS	77,047	-	3,018	-	-	-	-	-	#DIV/0!
0001-3359-40-3-0000-196	MME	16,149	-	-	-	-	-	-	-	
0001-3359-40-3-0000-350	GASOLINE	3,259	3,100	3,165	3,100	1,981	3,100	3,100	-	0.00%
0001-3359-40-3-0000-352	VEHICLE MAINTENANCE	6,688	4,500	10,225	4,800	1,335	4,800	4,800	-	0.00%
0001-3359-40-3-0000-390	DUMP FEES	94,736	71,000	99,313	87,000	52,332	87,000	87,000	-	0.00%
0001-3359-40-3-0000-440	OFFICE EXPENSE & SUPPLY	1,885	1,000	464	1,000	407	1,000	1,500	500	50.00%
0001-3359-40-3-0000-442	CLOTHING ALLOWANCE	290	375	-	-	-	-	-	-	#DIV/0!
<b>**** Cost Center Total **** Bulky Waste</b>		<b>202,078</b>	<b>79,976</b>	<b>116,186</b>	<b>95,900</b>	<b>56,055</b>	<b>95,900</b>	<b>96,400</b>	<b>500</b>	<b>0.52%</b>

# **SECTION 11**

## **EDUCATION**



<b>BOARD OF EDUCATION (1000)</b>										
0001-1000-40-1-0000-149	BOARD OF EDUCATION	87,547,986	88,540,016	88,540,016	100,111,455	47,484,209	100,111,455	86,622,611	(13,488,844)	-13.47%
0001-1000-40-1-0000-201	HEALTH INSURANCE	12,210,354	11,218,324	11,218,324	-	-	-	14,238,844	14,238,844	#DIV/0!
<b>**** Cost Center Total ****</b>	<b>Education</b>	<b>99,758,340</b>	<b>99,758,340</b>	<b>99,758,340</b>	<b>100,111,455</b>	<b>47,484,209</b>	<b>100,111,455</b>	<b>100,861,455</b>	<b>750,000</b>	<b>0.75%</b>
<b>SCHOOL BUILDING COMMITTEE (1184)</b>										
0001-1184-40-1-0000-160	SALARY EXPENSE	-	1,500	-	1,500	-	1,500	1,500	-	0.00%
0001-1184-40-1-2320-160	SALARY EXPENSE	2,209	-	880	-	385	-	-	-	#DIV/0!
<b>**** Cost Center Total ****</b>	<b>Education</b>	<b>2,209</b>	<b>1,500</b>	<b>880</b>	<b>1,500</b>	<b>385</b>	<b>1,500</b>	<b>1,500</b>	<b>-</b>	<b>0.00%</b>

# **SECTION 12**

## **ENTERPRISE:**

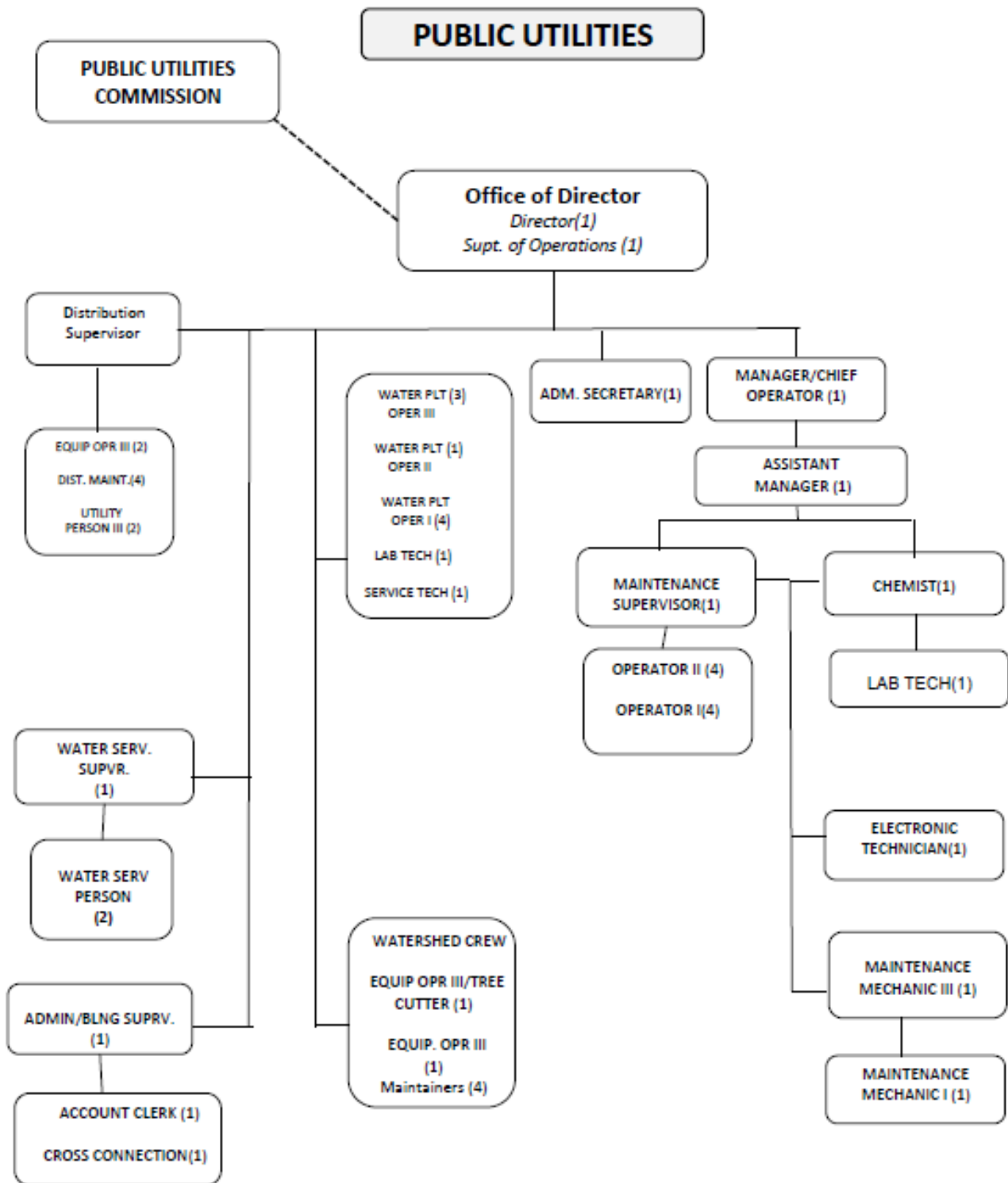
Fiscal

Water

Sewer

Golf

# CITY OF MERIDEN, CT PROPOSED 2019-20 ANNUAL BUDGET



# PUBLIC UTILITIES- WATER DEPARTMENT

## MISSION

It is the mission of the City of Meriden, Department of Public Utilities- Water Division to treat, store, and deliver the highest quality water to customers for consumption and firefighting purposes in a cost effective manner while achieving EPA water quality standards.

## SUCSESSES AND ACCOMPLISHMENTS

- Treat approximately 2 billion gallons of water annually for community consumption
- Inspected 1230 properties located within the City of Meriden's Watershed (Meriden, Cheshire, Berlin, and Wallingford)
- Performed approximately 28,000 in house water quality tests annually. An additional 1900 tests are performed by contracted Laboratory service.
- Inspected 1164 Backflow Preventers, Reduced Pressure Devices annually
- Repaired 103 Water Service Leaks, 20 Water Main Leaks, 17 Fire Hydrant Repairs, 7 Water Services damaged by Contractors
- Flushed over 220 miles of Water Main
- Inspected and repaired (as needed) 1556 Municipal Fire Hydrants
- Inspected 282 Private Fire Hydrants
- Review up to 4000 Water/Sewer Accounts quarterly for billing accuracy
- Processed 888 interim readings for real estate sales (calls from closing attorneys)
- Processed 2012 water service turn on/off and other meter related calls
- Monitor Delinquent Payment Plans (average 250 monthly, and send up to 150 Default letters monthly)
- Issued 4000 Termination and Final notices to terminate service for failing to pay water/sewer bills. Up to 800 customers are shut off annually.

## FUTURE GOALS AND INITIATIVES

- Updating water treatment facilities to current technological standards.
- Upgrade water storage tanks to improve water quality and reduce long term maintenance of structures
- Continue rehabilitation of water mains to improve water quality and water flow
- Continue water main valve replacement program – current winter treatment of roadways results in corrosion and inoperability of water main valves
- Work with Public Works to reduce the amount of sodium chloride applied in aquifer protection areas to protect public drinking water wells
- Continue to work with neighboring town officials in addressing water quality issues that affect public drinking water supplies.
- Reduce the amount of billing delinquencies
- Reduce amount of unaccounted for water

## PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1	
<b>Payroll Projection Report</b>						
Program : PR815L		7/01/19 to 7/01/20				
					<b><u>Budget</u></b>	<b><u>Object</u></b>
<b><u>Job Title</u></b>	<b><u>Fund</u></b>	<b><u>Dept</u></b>	<b><u>Obl</u></b>	<b><u>Percentage</u></b>	<b><u>Amount</u></b>	<b><u>Total</u></b>
<b>FISCAL DIVISION (0503-</b>						
DIRECTOR OF PUBLIC UTILIT	0503	3910	190	100.00	129,314.04	129,314.04
WATER SERVICEPERSON	0503	3910	194	100.00	59,306.43	
WATER SERVICEPERSON	0503	3910	194	100.00	52,635.50	111,941.93
PUBLIC UTIL BILLING & ADM	0503	3910	196	100.00	77,992.75	77,992.75
SUPERINT/OPERATIONS-WATER	0503	3910	198	100.00	114,399.16	
WATER SERVICE SUPERVISOR	0503	3910	198	100.00	61,502.19	175,901.35
					<b>495,150.07</b>	<b>495,150.07</b>

Payroll Projection							
7/01/19 to 7/01/20							
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>	
<b>WATER (0503-3920)</b>							
EQUIP OPER III/CR LDR COM	0503	3920	194	100.00	63,069.78		
EQUIP OPER III/CR LDR COM	0503	3920	194	100.00	63,069.78		
EQUIPMENT OPERATOR 3/CREW	0503	3920	194	100.00	66,249.22		
LAB TECH SOURC WATER INSP	0503	3920	194	100.00	62,470.69		
UTILITYPERSON III	0503	3920	194	100.00	75,182.58		
UTILITYPERSON III	0503	3920	194	100.00	58,616.34		
WATER DISTRIBUTION MAINTA	0503	3920	194	100.00	52,384.56		
WATER DISTRIBUTION MAINTA	0503	3920	194	100.00	52,384.56		
WATER DISTRIBUTION MAINTA	0503	3920	194	100.00	52,384.56		
WATER DISTRIBUTION MAINTA	0503	3920	194	100.00	52,384.56		
WATER PLANT OPERATOR I	0503	3920	194	100.00	55,012.98		
WATER PLANT OPERATOR I	0503	3920	194	100.00	58,531.26		
WATER PLANT OPERATOR I	0503	3920	194	100.00	58,531.26		
WATER PLANT OPERATOR II	0503	3920	194	100.00	63,941.89		
WATER PLANT OPERATOR II	0503	3920	194	100.00	67,213.43		
WATER PLANT OPERATOR III	0503	3920	194	100.00	76,671.55		
WATER PLANT OPERATOR III	0503	3920	194	100.00	87,891.27		
WATER PLANT OPERATOR III	0503	3920	194	100.00	87,891.27		
WATER SERVICE TECHNICIAN	0503	3920	194	100.00	87,891.27		
WATERSHED EQ OP III TREEC	0503	3920	194	100.00	68,298.60		
WATERSHED MAINTAINER	0503	3920	194	100.00	65,913.21		
WATERSHED MAINTAINER	0503	3920	194	100.00	60,163.83		
WATERSHED MAINTAINER	0503	3920	194	100.00	52,385.16		
WATERSHED MAINTAINER	0503	3920	194	100.00	52,385.16		1,540,918.77
CROSS CONNECTION INSPECTO	0503	3920	196	100.00	77,992.75		
UTILITY CLERK	0503	3920	196	100.00	65,934.18		143,926.93

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1		
Payroll Projection							
7/01/19 to 7/01/20							
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>	
Program : PR815L							
WATER DISTRIBUTION SUPERV	0503	3920	198	100.00	80,971.26	80,971.26	
					1,765,816.96	1,765,816.96	

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
EXPENSES										
0503-3920-45-0-0000-191	OVERTIME	168,498	158,100	178,532	168,100	97,449	181,474	175,000	6,900	4.10%
0503-3920-45-0-0000-194	PUBLIC WORKS	1,555,550	1,663,039	1,601,744	1,765,213	855,407	1,592,977	1,540,919	(224,294)	-12.71%
0503-3920-45-0-0000-196	MME	130,683	132,955	132,600	135,426	75,941	141,420	143,928	8,502	6.28%
0503-3920-45-0-0000-198	SUPERVISORS	89,451	91,333	91,083	91,334	49,045	91,334	80,972	(10,362)	-11.35%
0503-3920-45-0-0000-602	FURLOUGH CONTINGENCY	-	-	-	(28,913)	-	(28,913)	-	28,913	-100.00%
0503-3920-45-0-0000-200	EMPLOYEE'S BENEFITS	861,822	865,170	1,347,937	1,050,874	1,037,768	1,050,874	1,169,923	119,049	11.33%
0503-3920-45-0-0000-202	POST RETIREMENT BENEFITS	144,196	56,508	56,508	104,335	-	104,335	70,837	(33,498)	-32.11%
0503-3920-45-0-0000-301	DEBT SERVICE-PRINCIPAL	914,000	966,743	966,743	951,100	576,000	951,100	953,000	1,900	0.20%
0503-3920-45-0-0000-302	DEBT SERVICE-INTEREST	502,301	603,356	521,173	468,024	240,905	468,024	423,080	(44,944)	-9.60%
0503-3920-45-0-0000-306	TAXES TO OTHER TOWNS	59,901	62,885	61,446	62,885	63,088	63,088	65,000	2,115	3.36%
0503-3920-45-0-0000-309	BABS FEDERAL SUBSIDY	(12,959)	(13,413)	(12,868)	-	-	-	206,672	206,672	#DIV/0!
0503-3920-45-0-0000-314	PRINCIPAL CWF-BROADBROOK DESIG	69,712	71,119	71,119	72,555	36,096	72,555	74,019	1,464	2.02%
0503-3920-45-0-0000-315	INTEREST CWF-BROADBROOK DESIG	26,343	24,936	24,936	23,501	11,931	23,501	22,037	(1,464)	-6.23%
0503-3920-45-0-0000-317	PRINCIPAL CWF-BROADBROOK CONS	697,333	711,408	711,408	725,767	361,071	725,767	740,417	14,650	2.02%
0503-3920-45-0-0000-318	INTEREST CWF-BROADBROOK CONS	321,178	307,103	307,103	292,744	148,185	292,744	278,095	(14,649)	-5.00%
0503-3920-45-0-0000-319	PRINCIPAL CWF- Swain Avenue	29,826	67,050	60,554	61,776	30,734	61,776	63,024	1,248	2.02%
0503-3920-45-0-0000-320	INTEREST CWF - Swain Avenue	14,175	30,394	27,449	26,227	13,268	26,227	24,981	(1,246)	-4.75%
0503-3920-45-0-0000-321	PUBLIC UTILITIES	785,260	925,000	748,987	875,000	405,103	875,000	800,000	(75,000)	-8.57%
0503-3920-45-0-0000-323	REPAIRS & MAINTENANCE	21,119	25,000	19,154	25,000	6,538	25,000	25,000	-	0.00%
0503-3920-45-0-0000-350	GASOLINE	44,670	50,000	43,969	50,000	22,620	50,000	45,000	(5,000)	-10.00%
0503-3920-45-0-0000-352	VEHICLE MAINTENANCE	76,023	60,000	52,383	65,000	20,419	65,000	60,000	(5,000)	-7.69%
0503-3920-45-0-0000-388	AUDIT	9,075	17,500	9,344	18,500	13,667	18,500	19,750	1,250	6.76%
0503-3920-45-0-0000-390	WATER PURCHASED	30,791	90,000	26,437	90,000	11,953	90,000	40,000	(50,000)	-55.56%
0503-3920-45-0-0000-398	FISCAL DIVISION SERVICE	949,247	871,219	871,219	878,461	-	878,461	832,465	(45,996)	-5.24%
0503-3920-45-0-0000-399	ASSESSMENT GENERAL FUND	707,159	743,190	743,190	743,190	-	743,190	743,190	-	0.00%
0503-3920-45-0-0000-440	OFFICE EXPENSE & SUPPLIES	50,013	58,000	57,741	53,000	25,381	53,000	91,000	38,000	71.70%
0503-3920-45-0-0000-489	MEDICAL EXPENSE	3,883	3,600	3,169	4,000	448	4,000	4,000	-	0.00%
0503-3920-45-0-0000-491	MAINT OF MAINS & ACCESS	33,955	35,000	35,040	35,000	15,787	35,000	35,000	-	0.00%
0503-3920-45-0-0000-492	MAINTENANCE OF RESERVOIR	36,028	45,000	33,506	45,000	3,560	45,000	40,000	(5,000)	-11.11%
0503-3920-45-0-0000-493	MAINT OF PUMP STATIONS	29,494	40,000	39,728	40,000	9,296	40,000	40,000	-	0.00%
0503-3920-45-0-0000-494	SERVICES-MATERIALS	3,431	10,000	(37,189)	7,500	(10,851)	7,500	7,500	-	0.00%
0503-3920-45-0-0000-495	TREATMENT EXPENSE	523,604	525,000	585,462	535,000	332,815	535,000	600,000	65,000	12.15%
0503-3920-45-0-0000-501	CAPITAL OUTLAY	74,075	48,500	60,683	122,865	185	122,865	-	(122,865)	-100.00%
0503-3920-45-0-0000-504	WATER EQUIPMENT	16,388	20,000	18,920	20,000	6,458	20,000	22,000	2,000	10.00%
0503-3920-45-0-0000-506	HYDRANTS-MATERIALS	14,692	15,000	14,154	15,000	3,344	15,000	15,000	-	0.00%
0503-3920-45-0-0000-640	MEMBERSHIPS & MEETINGS	13,971	14,500	18,449	20,000	10,032	20,000	30,000	10,000	50.00%
0503-3920-45-0-0000-400	Primacy Fee - State of Connecticut	-	-	-	-	22,626	22,626	45,253	45,253	#DIV/0!
0503-3920-45-0-0000-643	INSURANCE	907,016	794,151	779,234	853,712	198,636	853,712	908,534	54,822	6.42%
0503-3920-45-0-0000-714	REPAIR TRENCHES	64,153	65,000	79,175	75,000	35,671	75,000	80,000	5,000	6.67%
<b>Expense Total for Fund 0503</b>		<b>9,966,057</b>	<b>10,254,346</b>	<b>10,350,222</b>	<b>10,542,176</b>	<b>4,730,576</b>	<b>10,412,137</b>	<b>10,515,596</b>	<b>(26,580)</b>	<b>-0.25%</b>
<b>Revenue Fund 0503</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>as of 1/31/19</b>	<b>Year End</b>	<b>Recommended</b>	<b>-</b>	<b>#DIV/0!</b>
<b>Balance Surplus / (Deficit)</b>		<b>(9,966,057)</b>	<b>(10,254,346)</b>	<b>(10,350,222)</b>	<b>(10,542,176)</b>	<b>#VALUE!</b>	<b>#VALUE!</b>	<b>#VALUE!</b>	<b>26,580</b>	<b>-0.25%</b>

WATER (3920)										
REVENUES										
0503-3920-30-0-0000-633	MUNICIPAL HYDRANT FEES	93,800	93,600	93,900	93,600	94,300	93,600	93,600	-	0.00%
0503-3920-30-0-0000-634	FIRE SERVICE CHARGE	91,813	88,600	92,169	88,600	93,669	88,600	92,169	3,569	4.03%
0503-3920-30-0-0000-641	INTEREST	210,277	210,000	210,865	210,000	85,210	210,000	210,000	-	0.00%
0503-3920-30-0-0000-642	LIEN FEES	62,556	42,000	39,088	62,500	10,743	62,500	40,000	(22,500)	-36.00%
0503-3920-30-0-0000-680	INTEREST ON INVESTMENTS	3,923	9,400	14,815	7,500	4,328	7,500	7,500	-	0.00%
0503-3920-30-0-0000-687	BASIC SERVICE CHARGE	830,502	831,311	831,804	831,311	416,412	831,311	831,311	-	0.00%
0503-3920-30-0-0000-691	BB NEW CINGULAR WIRELESS	15,870	15,870	15,870	15,072	8,927	15,072	15,072	-	0.00%
0503-3920-30-0-0000-692	VERIZON WIRELESS LEASE INC	26,400	26,400	26,400	33,607	15,400	33,607	33,607	-	0.00%
0503-3920-30-0-0000-693	T-MOBILE WIRELESS LEASE INC	37,141	35,844	36,922	26,400	19,604	26,400	26,400	146	0.00%
0503-3920-30-0-0000-695	MISC. INCOME	117,764	112,396	159,448	118,000	66,679	118,000	120,684	2,684	2.27%
0503-3920-30-0-0000-696	FORESTRY MANAGEMENT	-	-	-	-	16,451	-	-	-	#DIV/0!
0503-3920-30-0-0000-400	Primacy Fee - State of Connecticut	-	-	-	-	25,881	3,138	45,253	45,253	#DIV/0!
0503-3920-30-0-0000-699	RETAINED EARNINGS	-	18,501	-	42,865	-	42,865	-	(42,865)	-100.00%
0503-3920-30-0-0000-984	WATER SALES	8,706,901	8,770,428	9,007,365	9,012,721	4,813,428	9,012,721	9,000,000	(12,721)	-0.14%
<b>***** Cost Center Total ***** Revenues</b>		<b>10,196,946</b>	<b>10,254,350</b>	<b>10,528,646</b>	<b>10,542,176</b>	<b>5,671,033</b>	<b>10,545,314</b>	<b>10,515,596</b>	<b>(26,580)</b>	<b>-0.25%</b>

## PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Flush 220 miles of watermain	100 %	100%	100%	100%	100%

## ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Inspect/repair 1556 Municipal Fire Hydrants	100%	100	100%	100



# PUBLIC UTILITIES – WATER POLLUTION CONTROL

## MISSION

It is the mission of the City of Meriden WPCF to treat wastewater generated by its residents, businesses, and industrial users in an environmentally and fiscally responsible manner while protecting the health, well-being, and quality of life for our residents and wildlife living within and downstream of our community.

## SUCSESSES AND ACCOMPLISHMENTS

- Meriden WPCF is considered by the CT DEEP as one of the highest performing wastewater treatment facilities in the State as judged by water quality and maintenance/plant cleanliness.
- Meriden WPCF has been in the top five of over seventy facilities in Connecticut for nitrogen removal rates. Typically 2-3 ppm of nitrate is considered about the limit of technology when removing nitrogen from wastewater. The Meriden WPCF averages 1-2 ppm. A number that only one other plant in Connecticut is able to achieve besides Meriden.
- Phosphorus reduction – using a process called biological phosphorus removal, most WPCF's in Connecticut can lower their effluent phosphorus to between 0.7 to 1.0 ppm. Meriden is one of the only plants statewide using this process to achieve numbers below 0.5 ppm at times.
- There are over 70 wastewater treatment facilities in Connecticut, with Meriden WPCF being one of only eight in the entire State that has a State Certified Laboratory through the State of Connecticut, Department of Public Health. The Laboratory produces over 24,000 tests annually as mandated by the State of Connecticut DEEP, the U.S. EPA, and other wastewater related reporting.
- Collection system rehabilitation –
  - To date, Meriden has lined over 100,000 linear feet of sewer pipe.
  - Pipes lined range in size from 8" to 30" in diameter.

- Successfully lined over 4,900' of 30" brick sewer main originally installed in the late 1800's.
- Lining has reduced flows to the Plant by almost 20%. Before the lining work, on an average day, the Plant would have treated a flow of 11.6 mgd. After the lining, the Plant now only has to treat 9.28 million gallons.
- State Fats, Oils, and Grease (FOG) Compliance
  - Approximately 223 food preparation establishments in the City fall under the FOG General Permit.
  - City-wide FOG compliance is 93%.
  - All new food preparation establishments must register and be inspected by the WPCF FOG Compliance manager.
- Training –
  - All Staff receives yearly mandatory OSHA Training on Blood-borne Pathogens, Lock-Out/Tag-Out, Respiratory Training, Personal Protection Equipment, Hoists and Cranes, and Confined Space.
  - All Licensed WPCF Operators are State mandated to complete a minimum of six (6) hours of wastewater related classes per year in order to maintain their current licenses.
  - Other yearly mandatory training completed includes Call Before You Dig, Respiratory Medical Clearance, Respiratory Fit Testing, and Asbestos Training.
  - WPCF Staff averages over 300 hours of safety related training per year.
  - Completed design on \$48.9 million dollar phosphorus removal project, including plant-wide equipment replacement and upgrades to the Cedarwood Valley and Silver Lake Pump Stations.
  - Design and replacement of plant-wide computer control system (SCADA) involving all hardware and Plant controls. Approximately 2,100 different points of monitoring and/or control.
- WPCF Staff jetted and cleared 64,661 feet of sewer pipe, averaging 5,400 feet per month.
- WPCF Staff televised 7,390 feet of sanitary sewer pipe last year.

## FUTURE GOALS AND INITIATIVES

- Maintain nitrogen discharges to under 4.4 mg/l or under 449 lbs. a day per our State Permit.
- Continue to maintain our current interim phosphorus limit of 0.7 mg/l.
- Begin planning for partial process and equipment shut-downs related to the upcoming phosphorus construction project and pump station work. Project planned to take thirty (30) months.
- Start discussion on how to remove inflow and infiltration from private sanitary sewer laterals.
- Start flow monitoring to gather data for Phase II of our Inflow and Infiltration Study mandated by the U.S. EPA and State of Connecticut DEEP.

## PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/27/18,15:40:36		2019-2020 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/19 to 7/01/20					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>	
<b>SEWER (0502 - 3930)</b>							
LABORATORY TECHNICIAN	0502	3930	194	100.00	67,213.43		
MAINTENANCE MECHANIC I	0502	3930	194	100.00	55,322.63		
MAINTENANCE MECHANIC III	0502	3930	194	100.00	87,891.27		
SEWER PLANT OPERATOR I	0502	3930	194	100.00	60,334.80		
SEWER PLANT OPERATOR I	0502	3930	194	100.00	55,357.72		
SEWER PLANT OPERATOR I	0502	3930	194	100.00	56,874.52		
SEWER PLANT OPERATOR I	0502	3930	194	100.00	67,213.43		
SEWER PLANT OPERATOR II	0502	3930	194	100.00	75,182.58		
SEWER PLANT OPERATOR II	0502	3930	194	100.00	75,182.58		
SEWER PLANT OPERATOR II	0502	3930	194	100.00	65,535.72		
SEWER PLANT OPERATOR II	0502	3930	194	100.00	71,575.49	737,684.17	
ADMINISTRATIVE SECRETARY	0502	3930	196	100.00	65,934.18	65,934.18	
CHEMIST	0502	3930	198	100.00	88,289.72		
ELECTRONIC TECHNCIAN WPCF	0502	3930	198	100.00	74,175.95		
WPCF ASSISTANT MANAGER	0502	3930	198	100.00	100,054.70		
WPCF FACILITY MANAGER	0502	3930	198	100.00	109,177.27		
WPCF MAINTENANCE SUPERVIS	0502	3930	198	100.00	88,289.72	459,987.36	
					1,263,605.71	1,263,605.71	

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>SEWER (3930)</b>										
<b>REVENUES</b>										
0502-3930-30-0-0000-641	SEWER CONNECTION ASSESSM	11,463	2,300	5,222	2,300	22,783	22,783	5,222	2,922	127.04%
0502-3930-30-0-0000-642	INTEREST & LIEN FEES	255,926	285,000	246,266	255,926	92,374	173,072	246,266	(9,660)	-3.77%
0502-3930-30-0-0000-644	SEWER ASSESSMENT REVENU	5,560	-	11,281	-	2,454	2,454	-	-	#DIV/0!
0502-3930-30-0-0000-680	INTEREST ON INVESTMENTS	12,214	17,000	22,196	12,200	14,368	14,368	22,196	9,996	81.93%
0502-3930-30-0-0000-687	BASIC SERVICE FEE	706,455	699,662	707,877	699,662	354,459	699,662	682,758	(16,904)	-2.42%
0502-3930-30-0-0000-690	NITROGEN CREDIT	425,237	170,000	138,328	136,000	162,547	162,547	145,000	9,000	6.62%
0502-3930-30-0-0000-694	CONNECTIONS	-	-	-	5,560	-	5,560	5,560	-	0.00%
0502-3930-30-0-0000-695	MISC. INCOME	26,142	27,000	11,645	30,142	6,732	30,142	16,428	(13,714)	-45.50%
0502-3930-30-0-0000-699	RETAINED EARNINGS	-	18,501	-	1,295	-	-	-	(1,295)	-100.00%
0502-3930-30-0-0000-984	SEWER USE CHARGE	7,789,561	8,578,057	8,802,606	8,570,306	4,772,803	8,570,306	9,355,000	784,694	9.16%
<b>**** Cost Center Total **** Revenues</b>		<b>9,232,557</b>	<b>9,797,520</b>	<b>9,945,421</b>	<b>9,713,391</b>	<b>5,428,520</b>	<b>9,680,895</b>	<b>10,478,430</b>	<b>765,039</b>	<b>7.88%</b>
<b>EXPENSES</b>										
0502-3930-45-0-0000-191	OVERTIME	97,579	95,000	92,605	95,000	45,891	85,460	95,000	-	0.00%
0502-3930-45-0-0000-194	LABOR PUBLIC WORKS	694,325	718,485	701,270	734,534	380,469	708,527	737,685	3,151	0.43%
0502-3930-45-0-0000-196	MME	62,210	63,292	63,107	64,449	34,608	64,449	65,935	1,486	2.31%
0502-3930-45-0-0000-198	SUPERVISORS	444,504	453,164	452,442	457,481	243,622	453,685	459,988	2,507	0.55%
0502-3930-45-0-0000-602	FURLOUGH CONTINGENCY	-	-	-	(14,442)	-	(14,442)	-	14,442	-100.00%
0502-3930-45-0-0000-200	EMPLOYEE BENEFITS	771,707	613,735	706,774	718,515	274,452	718,515	759,950	41,435	5.77%
0502-3930-45-0-0000-202	POST RETIREMENT BENEFITS	58,837	23,037	23,037	52,325	-	52,325	15,931	(36,394)	-69.55%
0502-3930-45-0-0000-301	PRINCIPAL RETIREMENT	515,500	527,387	527,387	476,700	51,000	476,700	476,800	100	0.02%
0502-3930-45-0-0000-302	INTEREST	304,845	397,214	298,540	280,064	140,909	280,064	259,883	(20,181)	-7.21%
0502-3930-45-0-0000-307	PRINCIPAL RETIREMENT CWF	28,568	14,284	14,283	-	-	-	735,122	735,122	#DIV/0!
0502-3930-45-0-0000-308	INTEREST CWF	595	84	83	-	-	-	-	-	#DIV/0!
0502-3930-45-0-0000-309	BABS FEDERAL SUBSIDY	(26,402)	(26,787)	(24,939)	-	-	-	-	-	#DIV/0!
0502-3930-45-0-0000-310	PRINCIPAL CWF-UPGRADE PLA	1,628,833	1,661,940	1,661,940	1,695,484	843,507	1,695,484	1,729,707	34,223	2.02%
0502-3930-45-0-0000-311	INTEREST CWF-UPGRADE PLAN	527,880	494,733	494,773	461,228	234,849	461,228	427,005	(34,223)	-7.42%
0502-3930-45-0-0000-312	PRINCIPAL CWF-I&I	79,497	81,113	81,113	82,750	41,168	82,750	84,420	1,670	2.02%
0502-3930-45-0-0000-313	INTEREST CWF-I&I	27,888	26,273	26,273	24,635	12,524	24,635	22,965	(1,670)	-6.78%
0502-3930-45-0-0000-321	UTILITIES	940,623	1,086,000	961,188	975,000	515,147	975,000	975,000	-	0.00%
0502-3930-45-0-0000-323	REPAIRS AND MAINTENANCE	92,750	90,000	121,433	90,000	42,073	90,000	90,000	-	0.00%
0502-3930-45-0-0000-342	WATER / SEWER BILL	8,654	9,000	10,926	9,000	5,841	9,000	11,500	2,500	27.78%
0502-3930-45-0-0000-350	GASOLINE	14,238	15,500	11,543	15,500	7,702	15,500	15,500	-	0.00%
0502-3930-45-0-0000-352	VEHICLE MAINTENANCE	17,807	15,000	30,023	15,000	9,822	15,000	20,000	5,000	33.33%
0502-3930-45-0-0000-388	AUDIT	9,075	17,500	9,344	18,500	13,667	18,500	18,500	-	0.00%
0502-3930-45-0-0000-391	MEDICAL EXPENSES	4,879	3,000	3,245	5,000	258	5,000	5,000	-	0.00%
0502-3930-45-0-0000-398	SERV PROV BY FISCAL DIV.	845,147	785,425	785,425	791,616	-	791,616	751,372	(40,244)	-5.08%
0502-3930-45-0-0000-399	ASSESSMENT GENERAL FUND	669,945	705,976	705,976	650,432	-	650,432	650,432	-	0.00%
0502-3930-45-0-0000-484	SEWER EXPENSE AND SUPPLIE	396,387	410,000	413,499	507,592	228,046	507,592	440,000	(67,592)	-13.32%
0502-3930-45-0-0000-485	BIOSOLID DISPOSAL	658,352	845,000	747,712	775,000	386,188	775,000	800,000	25,000	3.23%
0502-3930-45-0-0000-486	PUMP STATION OPR AND MAINT	48,503	38,000	57,608	38,000	6,770	38,000	38,000	-	0.00%
0502-3930-45-0-0000-501	CAPITAL OUTLAY	(169,800)	18,501	13,831	1,296	185	1,296	88,000	86,704	6690.12%
0502-3930-45-0-0000-640	MEMBERSHIPS & MEETINGS	11,755	11,000	7,905	11,000	6,877	11,000	11,000	-	0.00%
0502-3930-45-0-0000-643	INSURANCE	748,833	604,662	594,372	681,732	681,732	681,732	693,735	12,003	1.76%
<b>Expense Total for Fund 0502</b>		<b>9,513,514</b>	<b>9,797,518</b>	<b>9,592,717</b>	<b>9,713,391</b>	<b>4,207,308</b>	<b>9,674,048</b>	<b>10,478,430</b>	<b>765,039</b>	<b>7.88%</b>
<b>Revenue Fund 0502</b>		<b>9,232,557</b>	<b>9,797,520</b>	<b>9,945,421</b>	<b>9,713,391</b>	<b>5,428,520</b>	<b>9,680,895</b>	<b>10,478,430</b>	<b>765,039</b>	<b>7.88%</b>
<b>Balance Surplus / (Deficit)</b>		<b>(280,957)</b>	<b>2</b>	<b>352,704</b>	<b>-</b>	<b>1,221,213</b>	<b>6,847</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>

## PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Nitrogen Removal	>449 lbs/d	98 lbs/d	177 lbs/d	>200 lbs/d	>200 lbs/d
Phosphorus Removal	>0.70 mg/l	0.36 mg/l	.036 mg/l	>0.6 0 mg/l	>0.60 mg/l

\*The above reported figures are subject to environmental conditions and, at times, beyond the control of WPCF Staff

## ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Lining	9,810 ft	4,300 ft	1,000 ft	10,000 ft
Cleaning	67,374 ft	64,661 ft	65,000 ft	50,000 ft
Televising	35,301 ft	7,390 ft	15,000 ft	15,000 ft

## METER DEPARTMENT

### SUCSESSES AND ACCOMPLISHMENTS

- Continued with the Meter Replacement Program to update the metering system. We target the older style meters that have lead in the body casting and replace them with the new no-lead water meters, which are in line with the State's lead standard policy. Updating the meters also results in more accurate billing.
- 580 total training hours completed by 29 water/sewer employees.
- Achieved Water Distribution Operator certification through the CT Department of Public Health Operator Certification Program for Public Utilities/Water Division employees.
- The water metering system of about 36,000 devices (water meters, radio transmitters) was kept above a 98% successful read rate, resulting in more accurate billing. We continuously monitor the status of the devices and make repairs as we become aware of the problems.
- Due to a change in our operating hours, we added another time slot for appointments, resulting in two more possible appointments daily, or 10 per week.
- This past year the meter department (2 servicemen):
  - Services about 18,000 accounts
  - Completed 888 interim readings
  - Replaced 756 water meters
  - Tested 758 water meters for accuracy
  - Replaced 161 radio transmitters
  - Responded to 2829 total work orders/service calls

### FUTURE GOALS AND INITIATIVES

- Continue with the Meter Replacement Program on a consistent pace until all water meters with lead are out of the system.
- Continue with safety training and update written programs and procedures as required.
- Maintain water operator certifications for Public Utilities/Water Division employees through adequate training hours.
- Continue to maintain a 98% successful read rate for the water metering system and aim for a 99% and higher successful read rate to improve billing accuracy.
- Adapt to and use technology/industry trends to increase efficiency of the system when it is cost effective to do so.

# PUBLIC UTILITIES FISCAL

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/19 to 7/01/20				
Job Title	Fund	Dept	Obl	Percentage	Budget Amount	Object Total
<b>FISCAL DIVISION (0503-3910)</b>						
DIRECTOR OF PUBLIC UTILIT	0503	3910	190	100.00	129,314.04	129,314.04
WATER SERVICEPERSON	0503	3910	194	100.00	59,306.43	
WATER SERVICEPERSON	0503	3910	194	100.00	52,635.50	111,941.93
PUBLIC UTIL BILLING & ADM	0503	3910	196	100.00	77,992.75	77,992.75
SUPERINT/OPERATIONS-WATER	0503	3910	198	100.00	114,399.16	
WATER SERVICE SUPERVISOR	0503	3910	198	100.00	61,502.19	175,901.35
					495,150.07	495,150.07

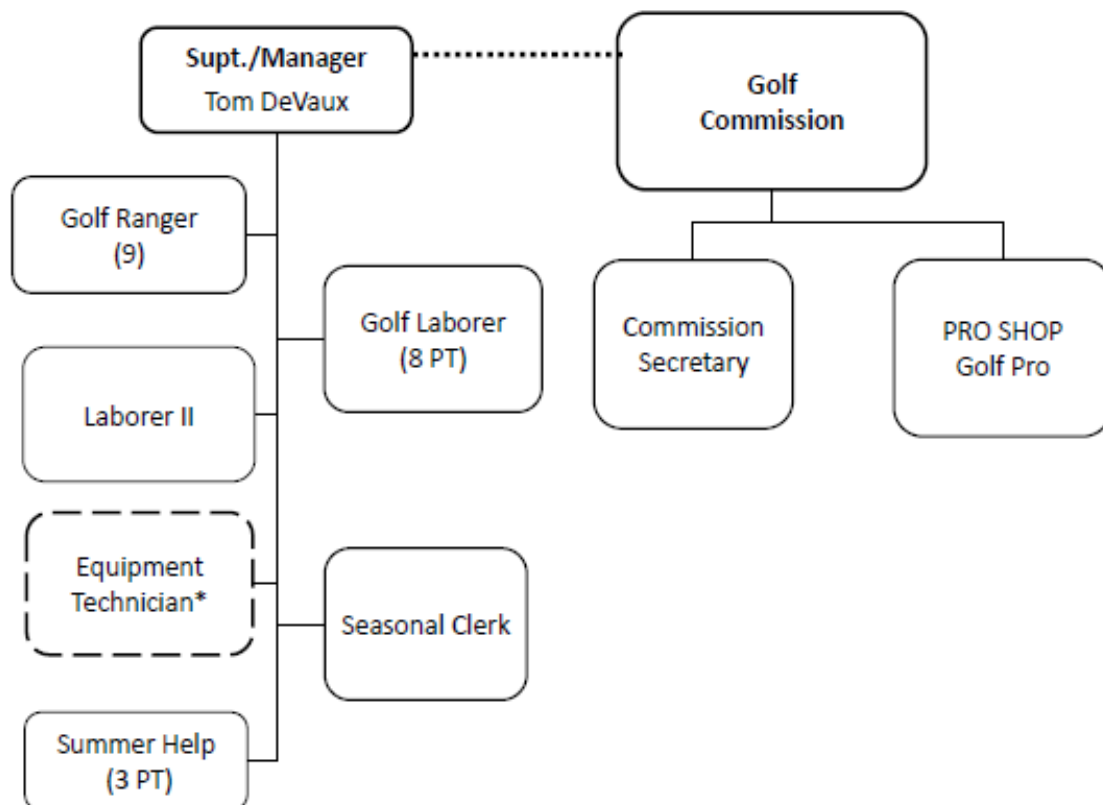
City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>FISCAL (3910)</b>										
<b>REVENUES</b>										
0503-3910-30-0-0000-648	REVENUE WATER DEPARTMEN	949,247	871,219	871,219	878,461	-	878,461	832,465	(45,996)	-5.24%
0503-3910-30-0-0000-649	REVENUE SEWER DEPARTMEN	845,147	785,425	785,425	791,616	-	791,616	751,372	(40,244)	-5.08%
<b>***** Cost Center Total ***** Revenues</b>		<b>1,794,394</b>	<b>1,656,644</b>	<b>1,656,644</b>	<b>1,670,077</b>	<b>-</b>	<b>1,670,077</b>	<b>1,583,837</b>	<b>(86,240)</b>	<b>-5.16%</b>
<b>EXPENSES</b>										
0503-3910-45-0-0000-190	ADMINISTRATION	134,602	123,013	125,742	126,088	69,061	128,609	129,314	3,226	2.56%
0503-3910-45-0-0000-191	OVERTIME	4,039	5,000	2,089	5,000	3,214	5,984	5,000	-	0.00%
0503-3910-45-0-0000-194	PUBLIC WORKS	108,012	111,920	111,613	116,050	62,317	116,049	111,942	(4,108)	-3.54%
0503-3910-45-0-0000-196	MME	145,042	74,863	74,651	76,233	40,936	76,233	77,993	1,760	2.31%
0503-3910-45-0-0000-198	SUPERVISORS	200,824	205,109	204,547	205,110	110,141	205,109	175,902	(29,208)	-14.24%
0503-3910-45-0-0000-200	EMPLOYEE BENEFITS	772,030	266,092	200,736	259,584	175,369	259,584	273,155	13,571	5.23%
0503-3910-45-0-0000-202	POST RETIREMENT BENEFITS	40,992	15,730	15,730	28,470	-	28,470	26,584	(1,886)	-6.62%
0503-3910-45-0-0000-350	GASOLINE	3,437	5,000	3,918	5,000	2,217	5,000	4,500	(500)	-10.00%
0503-3910-45-0-0000-352	VEHICLE MAINTENANCE	4,053	6,900	4,124	5,200	2,313	5,200	5,244	44	0.85%
0503-3910-45-0-0000-357	ATTORNEY FEES	(7,374)	9,000	(7,566)	9,000	(2,750)	9,000	9,000	-	0.00%
0503-3910-45-0-0000-390	OTHER PURCHASED SERVICES	50,384	60,000	53,561	60,000	24,689	60,000	60,000	-	0.00%
0503-3910-45-0-0000-391	MEDICAL EXPENSE	-	650	-	650	-	650	650	-	0.00%
0503-3910-45-0-0000-443	OFFICE EXPENSES AND SUPPL	484	3,200	1,745	2,450	212	2,450	1,450	(1,000)	-40.82%
0503-3910-45-0-0000-463	LIABILITY INSURANCE	136,563	94,349	91,520	101,425	22,667	101,425	34,286	(67,139)	-66.20%
0503-3910-45-0-0000-487	METER MATERIALS	11,844	18,000	17,796	12,000	4,809	12,000	11,000	(1,000)	-8.33%
0503-3910-45-0-0000-489	TAX COLLECTOR/IT SERVICES	646,817	646,817	646,817	646,817	-	646,817	646,817	-	0.00%
0503-3910-45-0-0000-712	WATER METERS	7,900	11,000	7,677	11,000	798	11,000	11,000	-	0.00%
<b>Expense Total for Fund 0503</b>		<b>2,259,649</b>	<b>1,656,643</b>	<b>1,554,701</b>	<b>1,670,077</b>	<b>515,993</b>	<b>1,673,581</b>	<b>1,583,837</b>	<b>(86,240)</b>	<b>-5.16%</b>
<b>Revenue Fund 0503</b>		<b>1,794,394</b>	<b>1,656,644</b>	<b>1,656,644</b>	<b>1,670,077</b>	<b>-</b>	<b>1,670,077</b>	<b>1,583,837</b>	<b>(86,240)</b>	<b>-5.16%</b>
<b>Balance Surplus / (Deficit)</b>		<b>(465,255)</b>	<b>1</b>	<b>101,943</b>	<b>-</b>	<b>(515,993)</b>	<b>(3,504)</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>

# CITY OF MERIDEN, CT PROPOSED 2019-20 ANNUAL BUDGET

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## GOLF



\* One Laborer II being promoted to Equipment Technician



# GOLF DEPARTMENT

## MISSION

The Golf Department provides a year-round recreational facility at the George Hunter Memorial Golf Course, with golf being the primary function.

The golf season generally runs from early Spring to late Fall. Winter activities such as cross country skiing, sliding, and snowshoeing are permitted according to the rules set by the Golf Commission.

## SUCSESSES AND ACCOMPLISHMENTS

- Voted Best Golf Course in area by RJ Readers Choice Awards
- Hosted a very successful City Open Championship sponsored by Meriden Hyundai
- George Hunter was posthumously inducted into the Connecticut PGA Hall of Fame

## FUTURE GOALS AND INITIATIVES

- Work alongside with other area courses in association with the GCSAA and the Turf Pathology Department at the University of Connecticut on the "**Better Management Practices Project**"
  - Create better advocacy when speaking with city and state representatives with regards to:
    - Pesticide use
    - Fertilizer use
    - Water diversion
    - Water consumption
    - Energy conservation
- Launch an online tee time program for our website
- Increase average rounds of golf per year
  - Daily green fees
  - Tournament play
  - League play

# PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/27/18,15:40:36		2019-2020 Budget			Page 1	
<b>Payroll Projection Report</b>						
Program : PR815L		7/01/19 to 7/01/20				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Budget Amount</u>	<u>Object Total</u>
<b>GOLF COURSE (509-0810)</b>						
<b>GOLF COURSE EQUIP TECHNIC</b>	<b>0509</b>	<b>0810</b>	<b>194</b>	<b>100.00</b>	<b>60,334.80</b>	
<b>LABORER II</b>	<b>0509</b>	<b>0810</b>	<b>194</b>	<b>100.00</b>	<b>60,628.40</b>	<b>120,963.20</b>
<b>SUPT. / MANAGER GOLF FACI</b>	<b>0509</b>	<b>0810</b>	<b>198</b>	<b>100.00</b>	<b>100,054.70</b>	<b>100,054.70</b>
					<b>221,017.90</b>	<b>221,017.90</b>

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>GOLF (0810)</b>										
<b>REVENUES</b>										
0509-0810-30-0-0000-650	RECOVERY FROM GOLF PRO	49,336	52,930	49,827	52,930	47,652	52,930	50,100	(2,830)	-5.35%
0509-0810-30-0-0000-655	GREENS FEES	376,947	488,914	402,396	400,863	208,237	400,863	408,691	7,828	1.95%
0509-0810-30-0-0000-656	SEASONS PASSES	122,315	148,000	125,569	148,000	8,600	148,000	135,000	(13,000)	-8.78%
0509-0810-30-0-0000-657	TOURNAMENTS	63,616	67,600	55,950	67,600	44,434	67,600	62,900	(4,700)	-6.95%
0509-0810-30-0-0000-658	LEAGUES	50,640	56,300	43,295	56,300	17,675	56,300	55,900	(400)	-0.71%
0509-0810-30-0-0000-690	RENT	44,400	44,400	44,400	44,400	25,900	44,400	44,400	-	0.00%
0509-0810-30-0-0000-692	GOLF CART FEES	40,160	40,500	42,660	40,500	25,622	40,500	40,532	32	0.08%
0509-0810-30-0-0000-693	GOLF CART FEES-PRO PORTION	214,185	233,500	227,517	233,500	136,649	233,500	220,500	(13,000)	-5.57%
0509-0810-30-0-0000-695	INTEREST INCOME	128	-	96	-	50,000	50,000	-	-	#DIV/0!
<b>**** Cost Center Total **** Revenues</b>		<b>961,727</b>	<b>1,132,144</b>	<b>991,709</b>	<b>1,044,093</b>	<b>564,769</b>	<b>1,094,093</b>	<b>1,018,023</b>	<b>(26,070)</b>	<b>-2.50%</b>
<b>EXPENSES</b>										
0509-0810-45-0-0000-189	MISC PART-TIME	82,271	92,040	94,287	89,190	56,371	91,145	88,280	(910)	-1.02%
0509-0810-45-0-0000-191	OVERTIME	13,784	12,500	15,224	14,250	7,738	14,409	13,450	(800)	-5.61%
0509-0810-45-0-0000-194	PUBLIC WORKS	128,281	111,920	117,375	118,850	62,926	117,184	120,964	2,114	1.78%
0509-0810-45-0-0000-198	SUPERVISORS	97,426	99,510	99,285	99,510	53,435	99,510	100,055	545	0.55%
0509-0810-45-0-0000-200	EMPLOYEE BENEFITS	200,532	125,830	173,476	123,765	59,653	123,765	126,500	2,735	2.21%
0509-0810-45-0-0000-202	POST RETIREMENT BENEFITS	12,168	4,725	4,725	4,393	-	4,393	4,991	598	13.61%
0509-0810-45-0-0000-301	BOND PAYMENTS	16,800	71,268	12,900	3,900	2,000	3,900	2,900	(1,000)	-25.64%
0509-0810-45-0-0000-302	BOND & BAN INTEREST	18,399	41,554	(69,944)	1,478	764	1,478	1,318	(160)	-10.83%
0509-0810-45-0-0000-303	General Fund PAYMENTS	-	-	-	25,000	-	25,000	25,000	-	0.00%
0509-0810-45-0-0000-309	BABS FEDERAL SUBSIDY	(220)	(223)	(208)	-	-	-	-	-	#DIV/0!
0509-0810-45-0-0000-345	GOLF EXPENSE & SUPPLY	178,949	200,440	197,433	191,437	91,731	191,437	185,250	(6,187)	-3.23%
0509-0810-45-0-0000-346	REIMBURSABLE GOLF PRO EXP	50,471	52,930	49,827	52,930	46,943	52,930	50,100	(2,830)	-5.35%
0509-0810-45-0-0000-347	GOLF CART FEES-PRO PORTION	214,185	233,500	227,517	233,500	136,649	233,500	220,500	(13,000)	-5.57%
0509-0810-45-0-0000-396	GOLF PRO	10,000	10,000	10,000	10,000	5,000	10,000	10,000	-	0.00%
0509-0810-45-0-0000-441	CLUBHOUSE EXPENSE	18,468	15,300	23,791	15,800	18,247	18,247	22,500	6,700	42.41%
0509-0810-45-0-0000-463	LIABILITY & GENERAL INSURANC	70,360	44,330	43,100	46,100	47,780	47,780	40,000	(6,100)	-13.23%
0509-0810-45-0-0000-500	CAPITAL EQUIPMENT	14,335	15,000	14,090	15,000	3,720	15,000	5,000	(10,000)	-66.67%
0509-0810-45-0-0000-602	FURLOUGH CONTINGENCY	-	-	-	(2,510)	-	(2,510)	-	2,510	-100.00%
0509-0810-45-0-0000-640	MEETINGS & MEMBERSHIPS	955	1,520	1,390	1,500	1,175	1,500	1,215	(285)	-19.00%
<b>Expense Total for Fund 0509/510</b>		<b>1,127,164</b>	<b>1,132,144</b>	<b>1,014,267</b>	<b>1,044,093</b>	<b>594,132</b>	<b>1,048,668</b>	<b>1,018,023</b>	<b>(26,070)</b>	<b>-2.50%</b>
<b>Revenue Fund 0509/510</b>		<b>961,727</b>	<b>1,132,144</b>	<b>991,709</b>	<b>1,044,093</b>	<b>564,769</b>	<b>1,094,093</b>	<b>1,018,023</b>	<b>(26,070)</b>	<b>-2.50%</b>
<b>Balance Surplus / (Deficit)</b>		<b>(165,437)</b>	<b>-</b>	<b>(22,558)</b>	<b>-</b>	<b>(29,363)</b>	<b>45,425</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>

## PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Increase total rounds of golf per year	23,500	22,488	20,818	23,000	23,500

## ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Daily Fee Rounds	18,643	16,993	19,000	19,300
Tournament Rounds	2,625	2,575	2,750	2,925
League Rounds	1,220	1,250	1,250	1,275

# SECTION 13

# Capital Equipment & CIP

# CAPITAL EQUIPMENT

City of Meriden		2017	2018	2018	2019	2019	2019	City	\$	% Variance
2020 Budget		Actual	Budget	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Rec. vs
As of February 28, 2019						as of 1/31/19	Year End	Recommended		CY Budget
<b>CAPITAL (0215)</b>										
0001-0215-40-0-0000-500	CAPITAL EQUIPMENT	21,432	-	-	-	-	-	-	-	#DIV/0!
0001-0215-40-0-0160-500	CAPITAL EQUIPMENT-LIBRARY	2,150	-	-	-	-	-	-	-	#DIV/0!
0001-0215-40-0-0181-500	CAPITAL EQUIPMENT-Aviation	-	-	1,160	-	-	-	-	-	
0001-0215-40-0-0270-500	CAPITAL EQUIPMENT-IT	222,229	215,000	-	220,000	220,000	220,000	211,000	(9,000)	-4.09%
0001-0215-40-0-0403-699	CAPITAL EQUIPMENT-PREBUY	800,000	(800,000)	-	-	-	-	-	-	#DIV/0!
0001-0215-40-0-0510-500	CAPITAL EQUIPMENT-Planning &	25,068	-	-	-	-	-	15,000	15,000	#DIV/0!
0001-0215-40-0-0801-500	CAPITAL EQUIPMENT-PARKS	8,933	-	-	-	-	-	-	-	#DIV/0!
0001-0215-40-0-2605-500	CAPITAL EQUIPMENT-POLICE	178,537	377,218	-	11,150	11,150	11,150	166,600	155,450	1394.17%
0001-0215-40-0-2605-699	TRANSFER OUT - Bullet Proof V 1	-	-	-	(11,900)	(11,900)	(11,900)	(11,900)	-	0.00%
0001-0215-40-0-2610-500	CAPITAL EQUIPMENT-FIRE	50,040	35,000	-	-	-	-	20,245	20,245	#DIV/0!
0001-0215-40-0-2617-500	CAPITAL EQUIPMENT-EMERGEN	9,280	60,000	-	44,000	44,000	44,000	42,500	(1,500)	-3.41%
0001-0215-40-0-2619-500	CAPITAL EQUIPMENT-SMVFD	9,035	8,250	-	-	-	-	-	-	#DIV/0!
0001-0215-40-0-3310-500	CAPITAL EQUIPMENT-ENGINEER	4,430	35,000	-	6,100	6,100	6,100	6,100	-	0.00%
0001-0215-40-0-3351-500	CAPITAL EQUIPMENT-GARAGE	-	38,000	-	25,000	25,000	25,000	30,500	5,500	22.00%
0001-0215-40-0-3353-500	CAPITAL EQUIPMENT-TRAFFIC	-	50,000	-	54,700	54,700	54,700	59,400	4,700	8.59%
0001-0215-40-0-3354-500	CAPITAL EQUIPMENT-HIGHWAY	-	45,000	-	2,500	2,500	2,500	5,000	2,500	100.00%
0001-0215-40-0-3360-500	CAPITAL EQUIPMENT-FACILITIES	-	111,400	-	70,000	70,000	70,000	200,000	130,000	185.71%
0001-0215-40-0-3940-500	CAPITAL EQUIPMENT-PARKING	12,689	-	-	-	-	-	100,000	100,000	#DIV/0!
0001-0215-40-0-4710-500	CAPITAL EQUIPMENT-HEALTH	-	-	-	-	-	-	6,600	6,600	#DIV/0!
<b>**** Cost Center Total ****</b>	<b>Capital Equipment</b>	<b>1,343,823</b>	<b>174,868</b>	<b>1,160</b>	<b>421,550</b>	<b>421,550</b>	<b>421,550</b>	<b>851,045</b>	<b>429,495</b>	<b>101.88%</b>

# CAPITAL IMPROVEMENT PROGRAM

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS										
City Manager Recommendation Level		C.I.P. FY 19/20 - 24/25					2/24/19			
Dept.	Project Name	FY 19/20	GRANTS	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	TOTAL	
BOE	Hanover Parking Lots - Mill and Pave	225,000							225,000	
	Roger Sherman Chiller Replacement	245,030							245,030	
	Israel Putnam Chiller Replacement			262,846					262,846	
	Hanover Chiller Replacement				241,820				241,820	
	John Barry Chiller Replacement					270,731			270,731	
	<b>TOTAL</b>		<b>470,030</b>	<b>-</b>	<b>262,846</b>	<b>241,820</b>	<b>270,731</b>	<b>-</b>	<b>-</b>	<b>1,245,427</b>
FIRE	Radio Replacement Phase 2/3	200,000		200,000					400,000	
	Three (3) Emergency Response Fleet Vehicles			120,000					120,000	
	Covered Training/Storage Building				350,000				350,000	
	Replace ATV & Recue Boat				80,000				80,000	
	Replace a Fire Pumper					550,000			550,000	
	Training Ground/Facility Improvements						100,000		100,000	
	Replace a Fire Pumper							575,000	575,000	
<b>TOTAL</b>		<b>200,000</b>	<b>-</b>	<b>320,000</b>	<b>430,000</b>	<b>550,000</b>	<b>100,000</b>	<b>575,000</b>	<b>2,175,000</b>	
POLICE									-	
	<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
LIBRARY	Elevator Total Upgrade	120,000							120,000	
	<b>TOTAL</b>	<b>120,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120,000</b>	
INFORMATION TEC	Server Environment Upgrades			80,000					80,000	
	Department SUV				35,000				35,000	
	<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>80,000</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>115,000</b>	
HEALTH	Ford E-450 Mini Bus			75,000					75,000	
	GrantProceeds			(40,000)					(40,000)	
	Ford E-450 Mini Bus					75,000			75,000	
	GrantProceeds					(40,000)			(40,000)	
	Ford E-450 Mini Bus							75,000	75,000	
	GrantProceeds							(40,000)	(40,000)	
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>35,000</b>	<b>-</b>	<b>35,000</b>	<b>-</b>	<b>35,000</b>	<b>105,000</b>	

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS										
City Manager Recommendation Level		C.I.P. FY 19/20 - 24/25					2/24/19			
Dept.	Project Name	FY 19/20	GRANTS	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	TOTAL	
<b>PLANNING</b>	Acquisition & Demolition			75,000	75,000	75,000	75,000	75,000	375,000	
	<b>TOTAL</b>	-	-	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>375,000</b>	
<b>CIVIL PREPAREDNESS</b>									-	
	<b>TOTAL</b>	-	-	-	-	-	-	-	-	
<b>EMER COMMUNICA</b>	Relocation of ECC - Consultant Study	50,000		750,000	1,500,000				2,300,000	
	<b>TOTAL</b>	<b>50,000</b>	-	<b>750,000</b>	<b>1,500,000</b>	-	-	-	<b>2,300,000</b>	
<b>FACILITIES</b>	Fire Department Pavement Repairs	90,000		75,000	75,000	75,000			315,000	
	Police Department Cell Block Upgrades	150,000							150,000	
	Airport T Hanger Refurbishment	30,000		270,000					300,000	
	City Hall Refurbishment			750,000		750,000		750,000	2,250,000	
	<b>TOTAL</b>	<b>270,000</b>	-	<b>1,095,000</b>	<b>75,000</b>	<b>825,000</b>	-	<b>750,000</b>	<b>3,015,000</b>	
<b>ECON DEVELOPMENT</b>									-	
	<b>TOTAL</b>	-	-	-	-	-	-	-	-	
<b>PARKS, RECREATIO</b>	Pickup Truck Replacement			45,000		50,000		50,000	145,000	
	Parks Buildings & Grounds Improvements	50,000		50,000	150,000		150,000		400,000	
	Hubbard Park Water Recreation Improvements	50,000							50,000	
	Parks Paving, Curbs, & Sidewalks			100,000			100,000		200,000	
	Playground & Court Surfacing Improvements			100,000				100,000	200,000	
	Sweeper Rehab					50,000			50,000	
	Bucket Truck Replacement					180,000			180,000	
	Riding Mower Replacement				75,000				75,000	
	Sidewalk Plow Replacement				40,000				40,000	
	<b>TOTAL</b>	<b>100,000</b>	-	<b>295,000</b>	<b>265,000</b>	<b>280,000</b>	<b>250,000</b>	<b>150,000</b>	<b>1,340,000</b>	



INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS										
City Manager Recommendation Level		C.I.P. FY 19/20 - 24/25					2/24/19			
Dept.	Project Name	FY 19/20	GRANTS	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	TOTAL	
	<b>PUBLIC WORKS</b>									
<b>ENGINEERING</b>	City-Wide Road Reconstruction	500,000		500,000	500,000	500,000	500,000	500,000	3,000,000	
	City-Wide Road Reconst LoCIP Funding	592,923	(592,923)	592,923	592,923	592,923	592,923	592,923	2,964,615	
	Grant Proceeds			(592,923)	(592,923)	(592,923)	(592,923)	(592,923)	(2,964,615)	
	City-Wide Sidewalks	275,000		350,000	350,000	350,000	350,000	350,000	2,025,000	
	Guiderail Replacement	30,000		30,000	30,000	30,000	30,000	30,000	180,000	
	Misc. Sidewalk Repairs	75,000		100,000	100,000	100,000	100,000	100,000	575,000	
	City-Wide Drainage	100,000		50,000	50,000	50,000	50,000	50,000	350,000	
	Downtown Improvements	100,000		200,000	200,000	200,000	200,000	200,000	1,100,000	
	MS4 Drainage Requirements	50,000		100,000					150,000	
	CIDEWALK Program	75,000		75,000	75,000	75,000	75,000	75,000	450,000	
	Hicks Ave Drainage/Road Improvements	50,000		200,000	200,000				450,000	
	New Cheshire Road Drainage Improvements	30,000		150,000	120,000				300,000	
	Thorpe Ave Drainage/Road Improvements	50,000		150,000	175,000				375,000	
	Library Parking Lot			75,000					75,000	
	Beaver Pond Dam Rehabilitation	40,000		400,000	400,000				840,000	
	CMAQ Traffic Signals	3,300,000	(2,980,000)	300,000					620,000	
	Bridge/Box Culvert Rehabilitation	50,000		100,000	100,000	100,000			350,000	
	Alcove Street Drainage			40,000	100,000	100,000			240,000	
	Edgemark Acres / Riverside Paving			250,000	250,000				500,000	
	Camp Street Amtrak Bridge				40,000	100,000	100,000		240,000	
	Jordan Brook Phase 3					50,000	550,000		600,000	
	Linear Trail Projects					600,000	400,000	400,000	1,400,000	
	Preston Ave Drainage					50,000	50,000	700,000	800,000	
	Baldwin Ave Realignment					350,000	350,000		700,000	
	Finch Ave Reconstruction						450,000	550,000	1,000,000	
	Johnson Ave Reconstruction Phase 1						350,000	350,000	700,000	
	Allen Ave Reconstruction						350,000	350,000	700,000	
	Westfield Rd Realignment							700,000	700,000	
	Williams St Reconstruction							400,000	400,000	
	<b>TOTAL ENGINEERING</b>	<b>5,317,923</b>	<b>(3,572,923)</b>	<b>3,070,000</b>	<b>2,690,000</b>	<b>2,655,000</b>	<b>3,905,000</b>	<b>4,755,000</b>	<b>18,820,000</b>	
<b>SNOW</b>	Front End Loader	300,000							300,000	
	Dump Body Replacement			85,000		87,000		89,000	261,000	
	<b>TOTAL SNOW</b>	<b>300,000</b>	<b>-</b>	<b>85,000</b>	<b>-</b>	<b>87,000</b>	<b>-</b>	<b>89,000</b>	<b>561,000</b>	
<b>GARAGE</b>	Machine Shop Equipment	90,000							90,000	
	CNG Fueling Station Rehabilitation	30,000							30,000	
	<b>TOTAL GARAGE</b>	<b>120,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120,000</b>	
<b>TRAFFIC</b>	Signal Upgrade Program	100,000		255,000	267,000	280,000	300,000	320,000	1,522,000	
	Pavement Markings	125,000		150,000	150,000	150,000	150,000	150,000	875,000	
	Pickup Truck			53,000					53,000	
	<b>TOTAL TRAFFIC</b>	<b>225,000</b>	<b>-</b>	<b>458,000</b>	<b>417,000</b>	<b>430,000</b>	<b>450,000</b>	<b>470,000</b>	<b>2,450,000</b>	

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS										
City Manager Recommendation Level		C.I.P. FY 19/20 - 24/25					2/24/19			
Dept.	Project Name	FY 19/20	GRANTS	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	TOTAL	
HIGHWAY	Dump Truck	225,000		260,000	270,000	280,000	290,000	300,000	1,625,000	
	Storage Facility Improvements	30,000		80,000	80,000				190,000	
	Utility Truck			75,000					75,000	
	Pickup Truck	55,000				58,000			113,000	
	Street Sweeper				290,000				290,000	
	Triaxle Replacement						250,000		250,000	
										-
	<b>TOTAL HIGHWAY</b>	<b>310,000</b>	<b>-</b>	<b>415,000</b>	<b>640,000</b>	<b>338,000</b>	<b>540,000</b>	<b>300,000</b>	<b>2,543,000</b>	
TRANSFER STATION									-	
	<b>TOTAL TRANSFER STATION</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
BULKY WASTE	Bulky Waste Crane Truck			250,000					250,000	
									-	
	<b>TOTAL BULKY WASTE</b>	<b>-</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250,000</b>	
	<b>TOTAL PUBLIC WORKS</b>	<b>6,272,923</b>	<b>(3,572,923)</b>	<b>4,278,000</b>	<b>3,747,000</b>	<b>3,510,000</b>	<b>4,895,000</b>	<b>5,614,000</b>	<b>24,744,000</b>	
	<b>Total</b>	<b>7,482,953</b>	<b>(3,572,923)</b>	<b>7,190,846</b>	<b>6,368,820</b>	<b>5,545,731</b>	<b>5,320,000</b>	<b>7,199,000</b>	<b>35,534,427</b>	
	<b>Board of Education</b>	<b>(470,030)</b>	<b>-</b>	<b>(262,846)</b>	<b>(241,820)</b>	<b>(270,731)</b>	<b>-</b>	<b>-</b>	<b>(1,245,427)</b>	
	<b>Total w/o BOE</b>	<b>7,012,923</b>	<b>(3,572,923)</b>	<b>6,928,000</b>	<b>6,127,000</b>	<b>5,275,000</b>	<b>5,320,000</b>	<b>7,199,000</b>	<b>34,289,000</b>	
	<b>Total w/o BOE, net of grants</b>	<b>3,440,000</b>								
	<b>Cap Calculation FY2019 Principal Paydown</b>	<b>10,683,300</b>								
	<b>Less New High School Principal</b>	<b>3,748,639</b>	<b>2,154,200</b>	<b>91.57%</b>	<b>1,972,639</b>	<b>1,776,000</b>	<b>3,748,639</b>			
	<b>Balance of Principal Paydown</b>	<b>6,934,661</b>	<i>Good through 2021</i>	<i>Good through 2021</i>	<i>Good through 2021</i>					
	<b>Self Imposed Cap @ 50%</b>	<b>3,467,330</b>								
	<b>Imposed Cap less CIP Plan</b>	<b>27,330</b>								

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS										
City Manager Recommendation Level		C.I.P. FY 19/20 - 24/25					2/24/19			
Dept.	Project Name	FY 19/20	GRANTS	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	TOTAL	
<b>****HARBOR BROOK FLOOD CONTROL PROJECTS</b>										
<b>HARBOR BROOK DRAINAGE IMPROVEMENTS</b>										
	Program Management			80,000	80,000	80,000	80,000	80,000	400,000	
	Cedar St Bridge Replacement	1,500,000		1,000,000	1,000,000				3,500,000	
	Amtrak Bridge to Perkins Square	1,000,000							1,000,000	
	Mill St Area Improvements			1,000,000	1,000,000	1,000,000			3,000,000	
	Property Acquisitions	250,000		250,000	1,000,000				1,500,000	
	Channel work - Cedar to Center			1,725,000	975,000				2,700,000	
	Kensington Ave Box Culvert	1,500,000							1,500,000	
	South Butler St Bridge			1,300,000	2,000,000	1,700,000			5,000,000	
	Channel work - Cooper to Amtrak			2,275,000	2,275,000				4,550,000	
	Channel work - Center to Camp					2,500,000			2,500,000	
	Channel work - Camp to Westfield Road					1,000,000	1,000,000		2,000,000	
	Hanover Pond to Coe Ave					2,000,000	2,500,000		4,500,000	
	<i>Subtotal Harbor Brook</i>								32,150,000	
	<i>Broad Street Bridge (Future&gt;FY2025)</i>							4,500,000	4,500,000	
	Note: Projects are listed in order of priority								-	
	<b>TOTAL HARBOR BROOK DRAINAGE IMPVTS.</b>	<b>4,250,000</b>	<b>-</b>	<b>7,630,000</b>	<b>8,330,000</b>	<b>8,280,000</b>	<b>3,580,000</b>	<b>4,580,000</b>	<b>36,650,000</b>	

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS										
City Manager Recommendation Level		C.I.P. FY 19/20 - 24/25					2/24/19			
Dept.	Project Name	FY 19/20	GRANTS	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	TOTAL	
<b>ENTERPRISE FUNDS</b>										
<b>GOLF</b>									-	
<b>Enterprise</b>									-	
	<b>TOTAL</b>	-	-	-	-	-	-	-	-	
<b>WATER</b>										
<b>PUBLIC UTILITIES SOURCES:</b>										
	Hallmere Reservoir Spillway				750,000				750,000	
	Bradley/Hubbard Dam, Gatehouse Improvements								-	
	Inspection / Design	75,000							75,000	
	Construction			350,000					350,000	
	<i>GrantProceeds</i>			(29,750)					(29,750)	
	Broad Brook Reservoir								-	
	Dam Improvements	75,000		100,000					175,000	
	Watershed Canal Improvements					150,000			150,000	
	Well Redevelopment							100,000	100,000	
	Well Replacement	55,000								
	Evansville West Well Pipe Inspect & Clean						60,000		60,000	
	<b>SUBTOTAL - SOURCES</b>	<b>205,000</b>	<b>-</b>	<b>420,250</b>	<b>750,000</b>	<b>150,000</b>	<b>60,000</b>	<b>100,000</b>	<b>1,630,250</b>	
<b>FACILITIES/PLANTS:</b>										
	Elmere Treatment Plant (New) & Storage Tank								-	
	Evaluation/Design				5,000,000				5,000,000	
	Construction					20,000,000			20,000,000	
	<i>GrantProceeds</i>				(300,000)	(1,500,000)			(1,800,000)	
	Merimere Treatment Plant (new)								-	
	Design							1,500,000	1,500,000	
	<i>GrantProceeds</i>							(105,000)	(105,000)	
	Evansville Treatment Plant Upgrade								-	
	Evaluation/Design					30,000			30,000	
	Construction						100,000		100,000	
	<i>GrantProceeds</i>						(6,500)		(6,500)	
	Platt/Lincoln Treatment Plant Upgrade								-	
	Evaluation/Design	30,000							30,000	
	Construction			150,000					150,000	
	<i>GrantProceeds</i>			(9,000)					(9,000)	
	Merimere Treatment Plant - Restoration	130,000							130,000	
	<b>SUBTOTAL FACILITIES/PLANTS</b>	<b>160,000</b>	<b>-</b>	<b>141,000</b>	<b>4,700,000</b>	<b>18,530,000</b>	<b>93,500</b>	<b>1,395,000</b>	<b>25,019,500</b>	

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS										
City Manager Recommendation Level		C.I.P. FY 19/20 - 24/25					2/24/19			
Dept.	Project Name	FY 19/20	GRANTS	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	TOTAL	
	<b>PUMP STATIONS:</b>									
	Carpenter Ave Zone Improvements								-	
	Williams Street Pump Station								-	
	Evaluation/Design	250,000	(9,000)						241,000	
	Construction			1,000,000					1,000,000	
	<i>GrantProceeds</i>			(75,000)					(75,000)	
	Kenmere Pump Station								-	
	Equipment Improvements				50,000				50,000	
	Pump Station Upgrades								-	
	Schwinks, Carpenter, Collindale, East, Parker	75,000							75,000	
									-	
	<b>SUBTOTAL - PUMP STATIONS</b>	<b>325,000</b>	<b>(9,000)</b>	<b>925,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,291,000</b>	
	<b>TANKS:</b>									
	Fleming Rd 2,000,000 gal								-	
	Construct (new) w / mixing			2,200,000					2,200,000	
	Planning/Design								-	
	<i>GrantProceeds</i>			(550,000)					(550,000)	
	Storage tank upgrades	300,000	(75,000)		300,000				525,000	
	<i>GrantProceeds</i>				(75,000)				(75,000)	
									-	
	<b>SUBTOTAL - TANKS</b>	<b>300,000</b>	<b>(75,000)</b>	<b>1,650,000</b>	<b>225,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,100,000</b>	
	<b>ADMINISTRATION:</b>									
	Meter Replacement Program	66,500		70,000	71,000	72,000	72,000	72,000	423,500	
									-	
	<b>SUBTOTAL - ADMINISTRATION</b>	<b>66,500</b>	<b>-</b>	<b>70,000</b>	<b>71,000</b>	<b>72,000</b>	<b>72,000</b>	<b>72,000</b>	<b>423,500</b>	

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS										
City Manager Recommendation Level		C.I.P. FY 19/20 - 24/25					2/24/19			
Dept.	Project Name	FY 19/20	GRANTS	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	TOTAL	
	<b>EQUIPMENT:</b>									
	Dump Truck (6/8 yds) - Distribution			130,000					130,000	
	One Ton 4 x 4 Pickup - Watershed	50,000							50,000	
	Backhoe				150,000				150,000	
	One Ton 4x4 Pickup w/Utility Body				60,000				60,000	
	Equipment Trailers-Distribution					20,000			20,000	
	Compressor				60,000				60,000	
	3/4 Ton 4x4 Pickup Truck-Dist				60,000				60,000	
	Forklift-Distribution						40,000		40,000	
	Utility Body-Pick up Truck-Dist			60,000					60,000	
	Tri-Axle Dump Truck				250,000				250,000	
	Road Saw						50,000		50,000	
	Hoe Ram							20,000	20,000	
	Half Ton 4x4 Pickup - Operators & Watershed			25,000	25,000	25,000			75,000	
	Box truck - Chemical Hauling					35,000			35,000	
	<b>SUBTOTAL - EQUIPMENT</b>	<b>50,000</b>	<b>-</b>	<b>215,000</b>	<b>605,000</b>	<b>80,000</b>	<b>90,000</b>	<b>20,000</b>	<b>1,060,000</b>	
	<b>DISTRIBUTION SYSTEM:</b>									
	Distribution Improvements	750,000		750,000	750,000	750,000	750,000	750,000	4,500,000	
	Leak Study	30,000			30,000		30,000		90,000	
	Water Mains on Bridges								-	
	Design								-	
	Construction			850,000					850,000	
	E. Main St Water Main - Under I91								-	
	Water Main Improvements								-	
	Design			40,000					40,000	
	Improvements				700,000				700,000	
	<i>GrantProceeds</i>				(687,500)				(687,500)	
	Distribution Valve Replacement			250,000	250,000	250,000	250,000	250,000	1,250,000	
	Distribution Materials / Accessories	50,000			50,000		50,000		150,000	
	<b>SUBTOTAL - DISTRIBUTION SYSTEM</b>	<b>830,000</b>	<b>-</b>	<b>1,890,000</b>	<b>1,092,500</b>	<b>1,000,000</b>	<b>1,080,000</b>	<b>1,000,000</b>	<b>6,892,500</b>	
	<b>TOTAL WATER DIVISION</b>	<b>1,936,500</b>	<b>(84,000)</b>	<b>5,311,250</b>	<b>7,493,500</b>	<b>19,832,000</b>	<b>1,395,500</b>	<b>2,587,000</b>	<b>38,416,750</b>	

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS										
City Manager Recommendation Level		C.I.P. FY 19/20 - 24/25					2/24/19			
Dept.	Project Name	FY 19/20	GRANTS	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	TOTAL	
<b>WATER POLLUTION CONTROL FACILITY</b>										
	COLLECTION SYSTEM IMPROVEMENTS	500,000		500,000	500,000	500,000	500,000	500,000	3,000,000	
	WPCF VEHICLE REPLACEMENT	35,000		45,000					80,000	
	CEDARWOOD VALLEY SIPHON DESIGN				100,000	250,000			350,000	
	MANHOLE FRAMES & COVERS			30,000		30,000		30,000	90,000	
	WPCF BUILDING REPAIRS				40,000				40,000	
	COLLECTION SYSTEM EQUIPMENT UPGRADES			40,000					40,000	
	ROOFS ON WPCF BUILDINGS					250,000			250,000	
	INLET GRIT STUDY/CONSTRUCTION						150,000	750,000	900,000	
									-	
	<b>Total WATER POLLUTION CONTROL FACILITY</b>	<b>535,000</b>	<b>-</b>	<b>615,000</b>	<b>640,000</b>	<b>1,030,000</b>	<b>650,000</b>	<b>1,280,000</b>	<b>4,750,000</b>	
	<b>TOTAL PUBLIC UTILITIES</b>	<b>2,471,500</b>	<b>(84,000)</b>	<b>5,926,250</b>	<b>8,133,500</b>	<b>20,862,000</b>	<b>2,045,500</b>	<b>3,867,000</b>	<b>43,166,750</b>	
	<b>TOTAL ENTERPRISE FUNDS</b>	<b>2,471,500</b>	<b>(84,000)</b>	<b>5,926,250</b>	<b>8,133,500</b>	<b>20,862,000</b>	<b>2,045,500</b>	<b>3,867,000</b>	<b>43,166,750</b>	
	<b>TOTAL WATER FUNDS</b>	1,936,500	(84,000)	5,311,250	7,493,500	19,832,000	1,395,500	2,587,000	38,416,750	
	<b>TOTAL SEWER FUNDS</b>	535,000	-	615,000	640,000	1,030,000	650,000	1,280,000	4,750,000	
	<b>TOTAL GOLF FUNDS</b>	-	-	-	-	-	-	-	-	