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City of Meriden, Connecticut

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1 Mar 2020

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 FY2021 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.

This budget presents a 2.4% increase in expenditures that is primarily driven by a \$1.6 million dollar increase (43.5%) in the Actuarially Required Contribution (ARC). The lowering of the Return on Investment (ROI) assumption from 7.75% to 7.375% drives this. This is somewhat mitigated by a healthy increase in the Net Grand List of 1.27%. These two items, at this time, translate to a 2.4% increase in the mill rate. As a result, this budget projects a 0.99 mill increase in the tax rate, from 40.86 to 41.85.

Additionally this budget was adversely affected by another event: the several union contracts that were settled that included retroactive wage increases. There are still some variables that have not yet been adequately calculated, that may positively affect the FY2021 budget. These will become more evident as we move through the budget approval cycle.

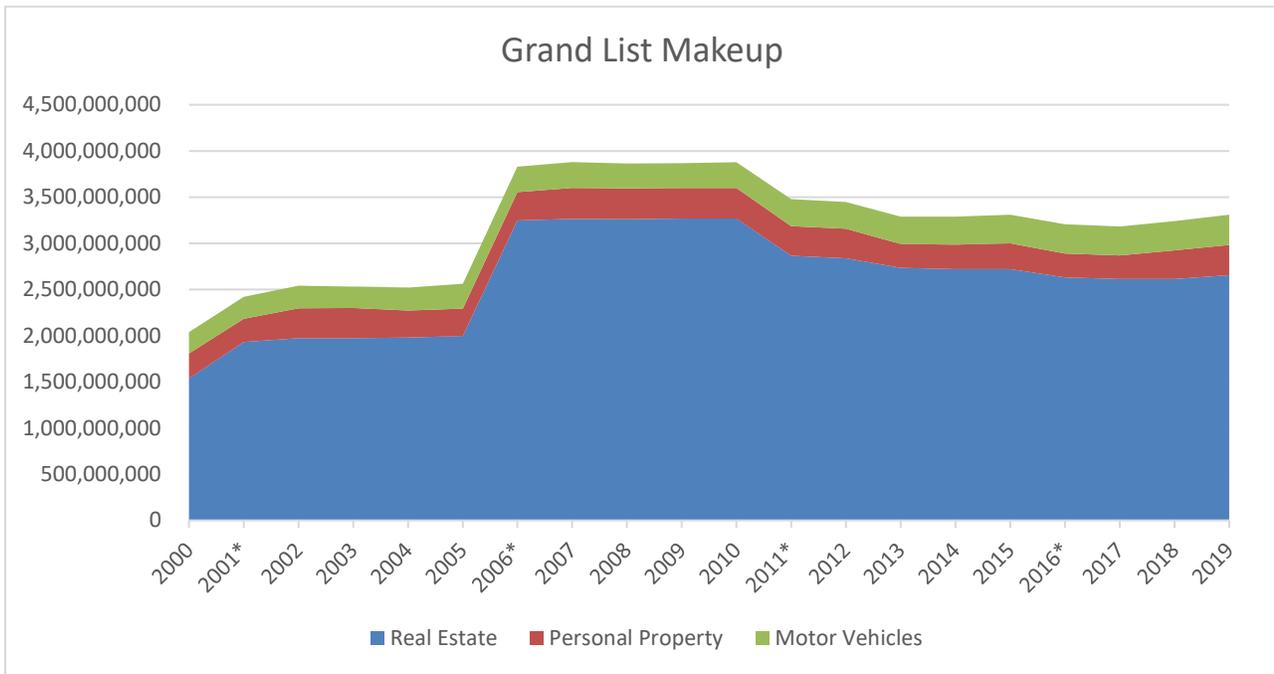
Background

The City continues on its strong financial footing as evidenced in the repeated yearly audits and in Meriden's current credit rating of AA from S&P.

Grand List

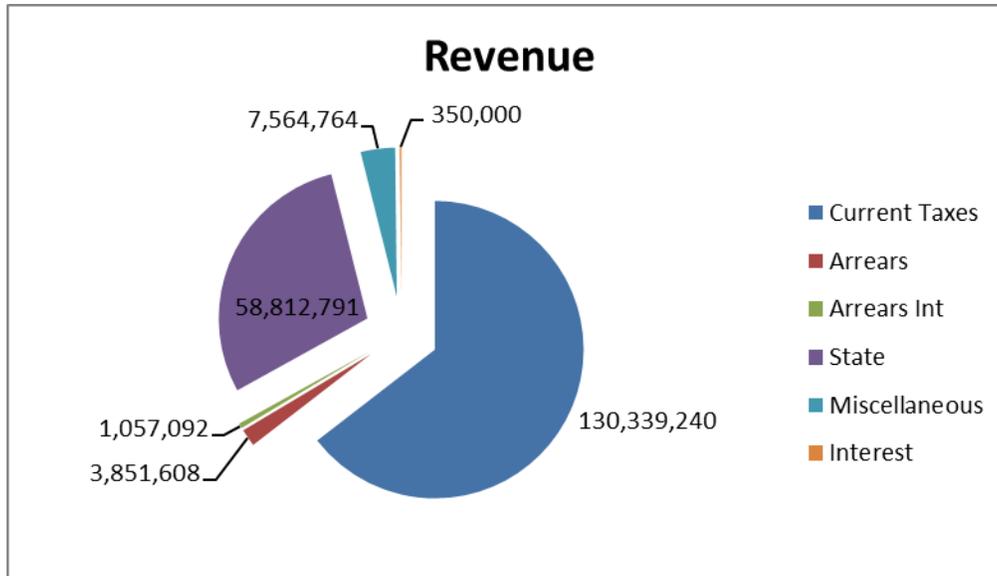
The 2019 Grand List showed a net grand list growth for this year of 1.27%. The chart below shows historical trends specific to the various categories found in the calculation of the Grand List.

Specifically, the category of Real Estate showed an increase of \$19.8 million (.77% growth), Personal Property \$8.5 million (3.77% growth) and Motor Vehicle increased \$11.3 million (3.6% growth).



Revenue

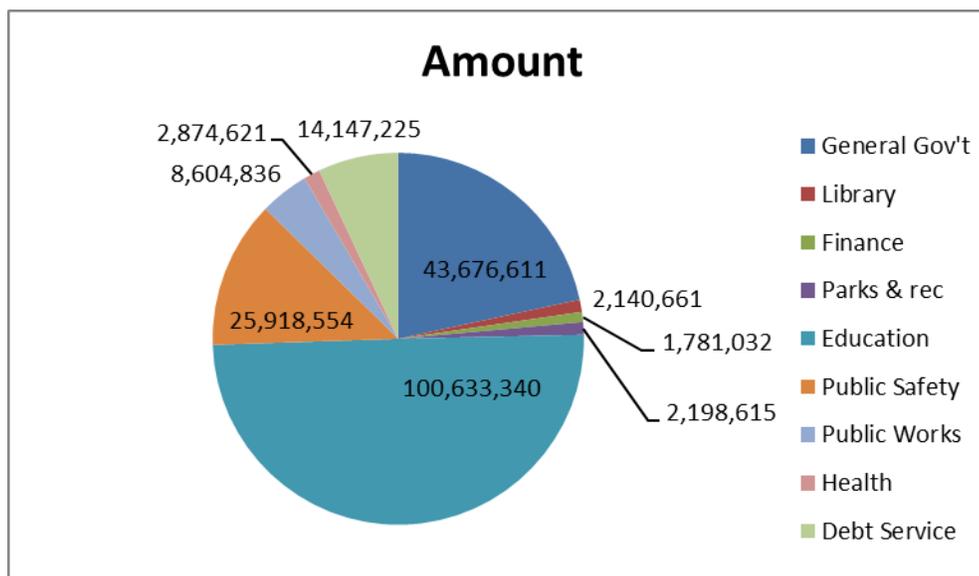
This budget contains revenue totaling \$201,975,495. Where this revenue is generated is shown in the categories contained in the chart below.



Revenue for Current Taxes total \$130,339,240, Arrears total \$3,851,608, Arrears Interest total \$1,057,092, revenues from the State total \$58,812,791, Miscellaneous revenues total \$7,564,764 and Interest total \$350,000.

Expenditures

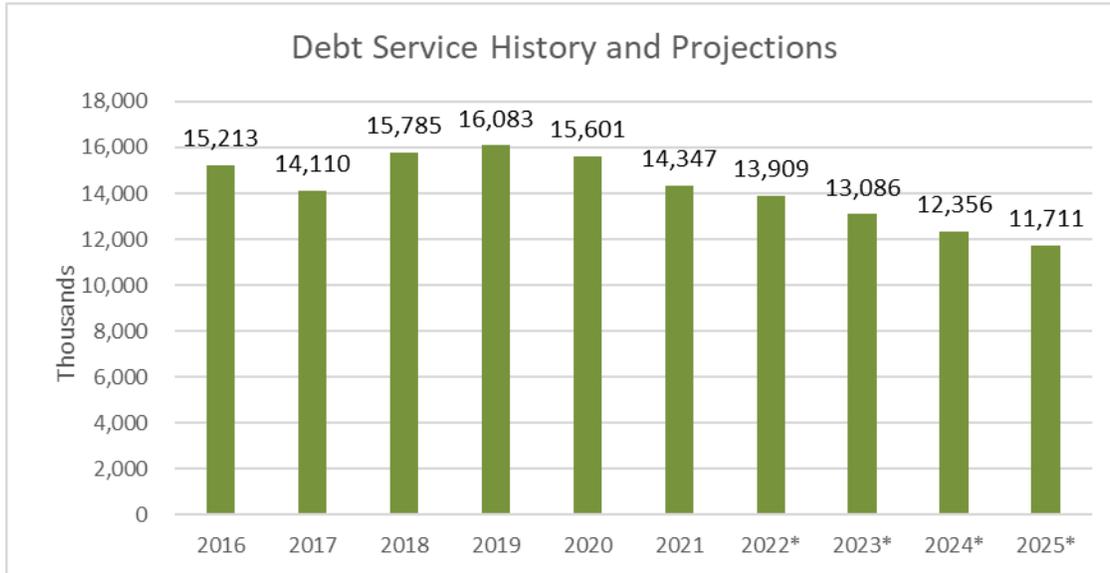
The chart and table below indicates FY2021 expenditures by general City function. Of the 386 budget lines that comprise City expenditures, exclusive of the Enterprise lines and Debt Service, 223 lines (58%) are either flat or reduced. Some of the key budget drivers on expenditures were the General Liability & Worker's Compensation which increased 8.1%, Employee Benefits increased 8.5% Information Technology increased 18.8%, Fire Services increased 5.7% and Police 5.1%.



Function	Amount
General Gov't	43,676,611
Library	2,140,661
Finance	1,781,032
Parks & rec	2,198,615
Education	100,633,340
Public Safety	25,918,554
Public Works	8,604,836
Health	2,874,621
Debt Service	14,147,225

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 \$15.601 million to \$14.347 million, a difference of \$1.254M.



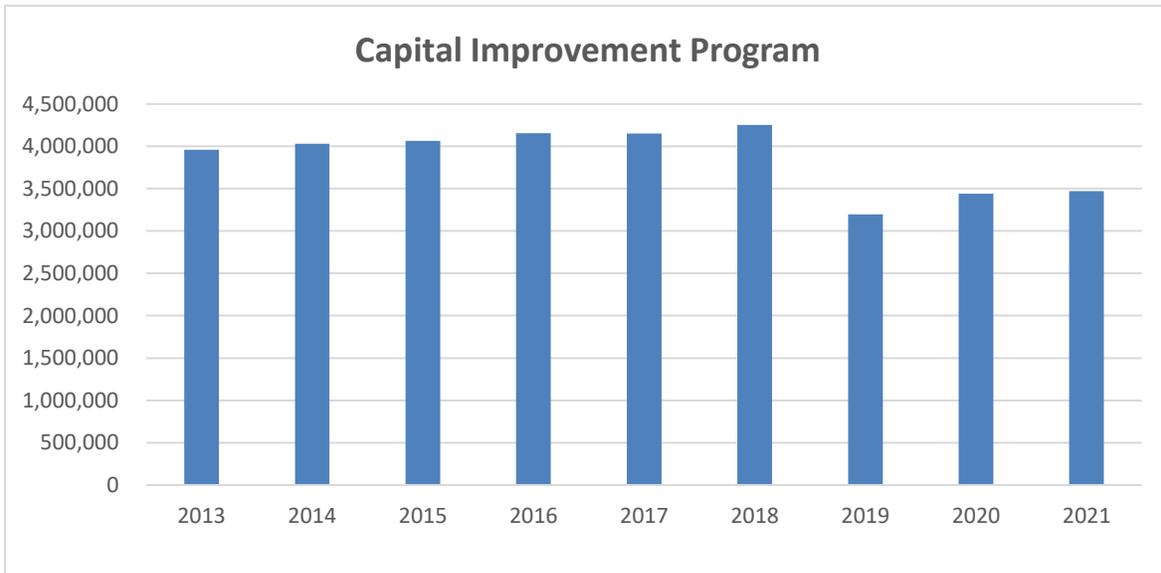
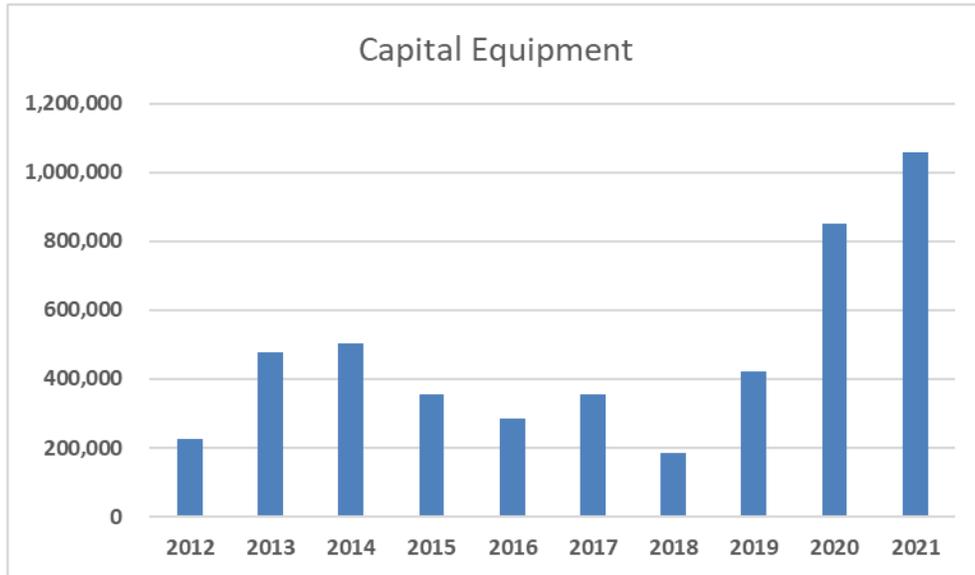
Capital Equipment and Capital Improvement Program

The Capital Equipment account continues the philosophy of being a more appropriate place for items of a lesser dollar amount or a shorter life span. This account increase from FY 20 of \$851,045 to FY21 of \$1,056,731 is mostly attributable to budgeting the cost of the upcoming revaluation.

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.

The current Capital Improvement Program, at \$3,469,080 is under the cap requirement of \$3,469,330 by \$250. Initial Department head requests totaled \$10,550,877, which was reduced \$7.08 million through a collaborative process involving myself, and Department Heads. Some major components of the CIP include \$1.5 million dollars for roads, \$715k for

virtual desktops, and boiler replacements for the Senior Center and John Barry Elementary School for a combined total \$625k.

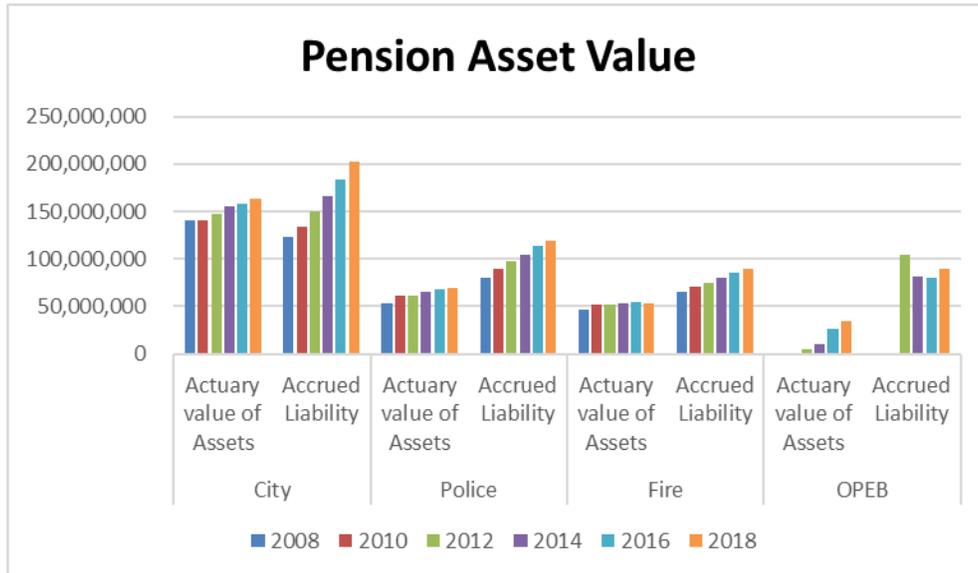


Health Insurance

The City has worked extensively with the Board of Education and the City's health insurance consultant to manage health insurance costs as prudently as possible. We project a 6.8% increase in health care costs. This number is notoriously variable but we are optimistic that this number is conservative.

Pension

The City has historically done a good job funding its pension obligations. This budget continues that trend. It includes the adjusted ARC increase mentioned earlier. The chart below shows accrued assets vs accrued liabilities to give a sense of trends related to pension obligations.



Conclusion

This budget represents the professional opinions of myself, the Finance Director and the Department Heads, all of whom were involved in crafting it. I greatly appreciate all the hard work that these professionals provided to me as this budget was crafted. I thank them greatly 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 2020-21 ANNUAL BUDGET

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SECTION 1

INTRODUCTION

<u>DATE</u>	<u>ACTION</u>	<u>BY WHOM</u>	<u>TO WHOM</u>	<u>CHARTER OBLIGATIONS</u>
11/30/2019	Budget Estimates	Departments	Finance Director	
1/1/2020	Budget Estimates	Finance Director	City Manager	At least 180 days before end of the fiscal year
03/04/2020	Manager's Budget	City Manager	City Council	No later than 120 days from end of fiscal year
by 4/16/2020	Hold one (1) or more public hearings	City Council	Public	No later than 75 days from end of fiscal year
5/06/2020	Adopt Budget	City Council	-----	Within 20 days of last Public Hearing
	* City Council meeting on 5/7/18			
05/11/2020	Mayoral Veto (Line Item Basis)	Mayor	City Council	Within 5 days of adoption
05/15/2020	Set Tax Rate	City Council	-----	Within 10 days of final adoption

Elected Officials

Mayor Kevin M. Scarpati

Meriden City Council:

Deputy Mayor Michael P. Cardona (At Large)

David D. Lowell, Majority Leader (At Large)

Larue A. Graham, Deputy Majority Leader (Area 2)

Sonya R. Jelks, Deputy Majority Leader (Area 1)

Daniel R. Brunet, Minority Leader (Area 3)

Bob Williams, Jr. Assistant Minority Leader (Area 4)

Nicole Tomassetti, (Area 2)

Miguel Castro, (Area 1)

Bruce A. Fontanella, (At Large)

Krystle Blake, (Area 3)

Michael Rohde, (At Large)

Michael Carabetta, (Area 4)

City Clerk, Denise L. Grandy

Registrar (D), Maureen E. Flynn

Registrar (R), Catherine E. Sarault

Appointed Officials

Timothy Coon, City Manager

Michael D. Quinn, Corporation Counsel

Renata Bertotti, Director - Development and Enforcement

Doree Price, Director – Emergency Communications

Kevin McNabola, Finance Director

Ken Morgan, Fire Chief

Thomas J. De Vaux, Golf Facility Manager

Lea M. Crown, Director – Human Services

Christian Bourdon, Director – Parks and Recreation

Robert Scalise, Personnel Director

Jeffry W. Cossette, Police Chief

Howard Weissberg, Director - Public Works

Richard Meskill, Director - Public Utilities

Financial Policies of the City of Meriden

Council Approved February 1, 2010

Amended November 19, 2012

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

FY Ended	Unassigned (*Unreserved, Undesignated prior to 2011) Fund Balance	Total Fund Balance	Operating Budget and Transfers Out	Policy Percentage Unassigned (*Unreserved, Undesignated prior to 2011) Fund Balance	Policy Percentage Fund Balance
June 30, 2020 est unaudited	14,925,000	16,060,275	199,289,046	7.49%	8.06%
June 30, 2019	15,480,791	16,960,125	198,981,434	7.78%	8.52%
June 30, 2018	14,822,351	16,310,125	193,485,249	7.66%	8.43%
June 30, 2017	16,839,359	18,331,584	191,261,548	8.80%	9.58%
June 30, 2016	16,664,792	18,145,295	190,835,874	8.73%	9.51%
June 30, 2015	16,296,211	17,668,570	185,007,719	8.81%	9.55%
June 30, 2014	16,042,985	17,526,836	181,026,635	8.86%	9.68%
June 30, 2013	15,725,159	17,497,456	185,260,498	8.49%	9.44%
June 30, 2012	16,603,606	17,257,240	181,157,305	9.17%	9.53%
June 30, 2011	17,307,887	18,266,261	180,126,507	9.61%	10.14%
June 30, 2010	13,321,056	14,302,825	167,984,309	7.93%	8.51%
June 30, 2009	13,267,025	14,251,708	177,423,309	7.48%	8.03%
June 30, 2008	3,960,834	9,475,372	174,815,005	2.27%	5.42%
June 30, 2007	3,643,968	11,493,579	168,782,187	2.16%	6.81%
June 30, 2006	3,009,203	9,811,633	160,854,004	1.87%	6.10%
June 30, 2005	1,832,923	9,612,152	156,508,448	1.17%	6.14%

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.

Moody’s Median: 3.3%				
Grand List of October 1,	Fiscal year Ending June 30,	Net Taxable Grand List (000)	Total General Fund Debt (1)	Total General Fund Debt as a % of the NTGL
2018	2020 (unaudited)	3,139,320	124,518,400	3.96%
2017	2019	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.

Moody’s Median: less than 10%			
Fiscal year Ending June 30,	General Obligation Debt Service (P+I) (000) (1)	General Fund Operating Expenditures (000)	General Fund Debt Service as a % of Operating Exp.
2020	14,401	199,289 est	7.22%
2019	15,483	198,981	7.78%
2018	15,698	193,485	8.11%
2017	14,110	191,384	7.37%
2016	12,932	188,386	6.86%
2015	11,162	184,757	6.04%
2014	11,247	181,027	6.21%
2013	11,143	185,260	6.01%
2012	11,930	181,157	6.59%
2011	12,397	170,823	7.26%
2010	14,183	167,984	8.44%
2009	14,201	175,731	8.08%
2008	16,946	174,794	9.69%
2007	18,064	177,100	10.20%
2006	17,959	167,283	10.74%
2005	15,867	161,018	9.85%
2004	17,400	157,319	11.06%

(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%.

Moody’s Median: greater than 50%		
Fiscal year Ending June 30,	Total General Fund Principal Outstanding (000) (1)	% of Debt Retired after 10 Years
2020	124,518	74.43%
2019	135,765	69.88%
2018(2)	145,821	65.74%
2017(2)	157,111	62.42%
2016	108,607	66.10%
2015	118,715	63.75%
2014	77,383	70.21%
2013	85,617	69.09%
2012	68,629	77.49%
2011	77,888	77.13%
2010	68,666	84.48%
2009	80,903	83.79%
2008	69,944	94.50%
2007	82,722	93.26%

(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.

Fiscal year Ending June 30,	Total General Fund Principal Outstanding (000) (1)	General Fund Operating Expenditures (000)	Outstanding Principal as a % of Operating Budget
2020est	124,518	199,289	62.48%
2019	135,765	198,981	68.23%
2018(2)	145,821	193,485	75.37%
2017(2)	157,111	191,384	82.09%
2016	108,607	188,386	57.65%
2015	118,715	184,757	64.25%
2014	77,383	181,481	42.64%
2013	85,617	185,260	46.21%
2012	68,629	181,157	37.88%
2011	77,888	170,823	45.60%
2010	68,666	167,984	40.88%
2009	80,903	175,731	46.04%
2008	69,944	174,794	40.01%
2007	82,722	177,100	46.71%

(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/registrar, 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 as allowed by GASB Statement Number 68. 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:

<i>Fiscal Year Ended</i>	<i>Employees’ Retirement Plan</i>		<i>Police Pension Plan</i>		<i>Firefighters’ Pension Plan</i>	
	<i>Annual Required Contribution</i>	<i>Percentage Contributed</i>	<i>Annual Required Contribution</i>	<i>Percentage Contributed</i>	<i>Annual Required Contribution</i>	<i>Percentage Contributed</i>
6/30/20	5,698,548	100%	5,025,145	100%	3,514,375	100%
6/30/19	4,061,085	100.4%	4,769,583	100.0%	3,201,799	100.0%
6/30/18	4,044,454	100.0%	4,769,583	100.0%	3,201,799	100.0%
6/30/17	3,316,370	101.0%	4,464,984	100.0%	3,054,069	100.0%
6/30/16	3,264,731	101.4%	4,441,422	100.0%	3,040,690	100.0%
6/30/15	2,307,742	100.0%	4,227,288	100.0%	2,823,649	100.0%
6/30/14	2,304,669	100.1%	4,201,533	100.0%	2,808,242	100.0%
6/30/13	2,038,150	100.9%	4,066,540	100.0%	2,643,414	100.0%
6/30/12	1,898,009	100.4%	4,028,938	100.0%	2,620,905	100.0%
6/30/11	479,981	102.0%	3,683,113	100.0%	2,441,615	100.0%

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 75. 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>
2012	Actual	3,500,000	8,855,324
2013	Actual	3,500,000	14,673,865
2014	Actual	3,500,000	20,830,636
2015	Actual	3,500,000	25,421,669
2016	Actual	3,250,000	27,180,098
2017	Actual	2,450,000	32,514,135
2018	Actual	500,000	34,506,569
2019	Actual	900,000	35,912,836
2020	EST	400,000	37,983,095

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, 2019	97.88	97.98	97.98
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%

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 EXPENDITURES 2020-21 ANNUAL BUDGET

	2018	2019	2020	2020	2020	City	\$	% Variance
	Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
				as of 12/31/19	Year End	Recommended		CY Budget
S U M M A R Y								
**** Cost Center Total **** Revenues	66,804,003	69,271,703	67,973,338	18,679,743	68,358,124	67,784,647	(188,691)	-0.3%
**** Cost Center Total ****	123,898,927	130,396,442	129,334,446	69,497,451	129,609,939	134,190,848	4,856,402	3.8%
Revenue Total for Fund 0001	190,702,930	199,668,145	197,307,784	88,177,194	197,968,063	201,975,495	4,667,711	2.4%
**** Cost Center Total **** Council	240,680	248,772	246,172	133,924	248,609	258,224	12,052	4.9%
**** Cost Center Total **** City Manager	394,372	308,157	454,721	240,696	480,934	554,750	100,029	22.0%
**** Cost Center Total **** Law	1,000,916	1,146,798	951,034	369,512	929,770	1,010,935	59,901	6.3%
**** Cost Center Total **** Human Resources	301,709	252,756	264,143	133,044	282,621	284,861	20,718	7.8%
**** Cost Center Total **** Library	2,101,545	1,964,209	2,022,189	978,007	1,999,765	2,140,661	118,472	5.9%
**** Cost Center Total **** City Clerk	359,264	385,018	414,037	195,951	399,847	424,149	10,112	2.4%
**** Cost Center Total **** Aviation	369,908	274,219	442,344	119,071	447,655	417,605	(24,739)	-5.6%
**** Cost Center Total **** Elections	199,444	272,482	251,537	136,661	263,606	255,040	3,503	1.4%
**** Cost Center Total **** Economic Development	259,125	197,628	272,711	72,587	243,087	287,853	15,142	5.6%
**** Cost Center Total **** Contingency	-	-	450,000	-	450,000	450,000	-	0.0%
**** Cost Center Total **** Finance	630,815	612,574	663,999	309,079	669,084	685,272	21,273	3.2%
**** Cost Center Total **** Insurance	3,199,091	3,987,535	4,176,055	4,243,912	4,243,912	4,512,995	336,940	8.1%
**** Cost Center Total **** Employee Benefits	26,557,704	30,954,894	27,366,018	12,915,048	29,483,976	29,681,900	2,315,882	8.5%
**** Cost Center Total **** Finance General Administration	2,374,036	2,298,768	2,396,917	1,115,314	2,371,417	1,985,288	(411,629)	-17.2%
**** Cost Center Total **** Capital Equipment	-	532,879	851,045	851,045	851,045	1,056,731	205,686	24.2%
**** Cost Center Total **** Purchasing	254,019	280,922	218,219	112,652	219,935	229,233	11,014	5.0%
**** Cost Center Total **** Information Technology	953,202	989,211	1,017,628	697,089	1,141,886	1,208,516	190,888	18.8%
**** Cost Center Total **** Tax Collector	409,511	450,122	447,938	207,458	470,179	476,102	28,164	6.3%
**** Cost Center Total **** Assessment	421,852	340,799	491,140	179,623	488,907	390,425	(100,715)	-20.5%
**** Cost Center Total **** Development & enforcement	805,440	828,925	796,648	379,950	783,517	865,914	69,266	8.7%
**** Cost Center Total **** Parks	1,715,358	1,737,539	1,846,988	858,892	1,808,918	1,837,671	(9,317)	-0.5%
**** Cost Center Total **** Recreation	270,834	326,691	356,158	197,038	348,456	360,944	4,786	1.3%
**** Cost Center Total **** Education	99,758,340	100,111,455	100,633,340	42,386,585	100,633,340	101,155,190	521,850	0.5%
**** Cost Center Total **** Education	880	1,154	1,500	835	2,335	-	(1,500)	-100.0%
**** Cost Center Total **** Police	12,667,252	13,221,524	13,449,238	6,751,280	13,631,171	14,135,543	686,305	5.1%
**** Cost Center Total **** Fire	9,426,455	9,670,223	9,696,952	4,797,093	9,720,942	10,249,422	552,470	5.7%
**** Cost Center Total **** Emergency Communications	1,337,367	1,346,725	1,508,313	685,202	1,379,882	1,527,566	19,253	1.3%
**** Cost Center Total **** Engineering	801,510	787,484	826,512	420,804	846,710	839,349	12,837	1.6%
**** Cost Center Total **** Snow and Ice Control	730,152	588,981	750,000	318,966	750,000	719,474	(30,526)	-4.1%
**** Cost Center Total **** Garage and Warehouse	505,789	461,304	489,845	267,691	467,914	579,635	89,790	18.3%
**** Cost Center Total **** Traffic Engineering	760,668	756,125	859,822	349,534	848,968	783,421	(76,401)	-8.9%
**** Cost Center Total **** Highway	1,538,896	1,489,431	1,647,546	661,814	1,392,426	1,709,965	62,419	3.8%
**** Cost Center Total **** Transfer Station / Landfill	136,727	186,623	265,000	123,467	260,513	185,000	(80,000)	-30.2%
**** Cost Center Total **** Waste Collection	1,401,336	1,451,614	1,434,600	657,900	1,434,600	1,618,812	184,212	12.8%
**** Cost Center Total **** Bulky Waste	113,167	128,603	96,400	26,847	96,593	97,400	1,000	1.0%
**** Cost Center Total **** Building Maintenance	1,873,908	2,153,858	1,960,631	876,712	1,957,004	2,030,254	69,623	3.6%
**** Cost Center Total **** Parking	128,833	96,963	31,413	32,545	67,856	5,000	(26,413)	-84.1%
**** Cost Center Total **** Health	2,227,453	2,107,811	2,220,604	974,225	2,146,677	2,181,193	(39,411)	-1.8%
**** Cost Center Total **** Social Services	27,200	24,000	35,000	18,000	35,000	40,001	5,001	14.3%
**** Cost Center Total **** Senior Services	473,635	463,226	602,245	262,131	588,811	595,976	(6,269)	-1.0%
**** Cost Center Total **** Youth Services	-	-	-	-	-	-	-	-
**** Cost Center Total **** Debt Services	15,785,207	15,483,406	14,401,182	3,842,351	14,401,182	14,147,225	(253,957)	-1.8%
**** Cost Center Total **** Transfers	174,868	60,000	-	-	-	-	-	-
Expenditure Total for Fund 0001	192,688,468	198,981,411	197,307,784	87,900,530	199,289,046	201,975,495	4,667,711	2.4%

CITY OF MERIDEN, CT

PROPOSED REVENUES 2020-21 ANNUAL BUDGET

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of December 31, 2019					as of 12/31/19	Year End	Recommended		CY Budget
REVENUES									
NON-TAX REVENUES									
0001-0210-30-0-0000-603	STATE PROPERTY PILOT	192,354	258,466	258,466	258,466	258,466	258,466	-	0.0%
0001-0210-30-0-0000-604	CIRCUIT COURT RENT & FEES	46,857	23,542	23,542	7,847	23,542	23,542	-	0.0%
0001-0210-30-0-0000-605	PA 217A PRIVATE SCHOOLS	30,721	35,783	35,783	-	35,783	35,783	-	0.0%
0001-0210-30-0-0000-608	STATE PILOT HOSPITALS & COLLEGES	772,912	772,912	772,912	772,912	772,912	772,912	-	0.0%
0001-0210-30-0-0000-610	TOWN AID TO ROADS	663,740	662,689	662,689	-	662,689	662,689	-	0.0%
0001-0210-30-0-0000-615	FEMA RECOVERY	35,156	-	-	-	-	-	-	
0001-0210-30-0-0000-617	STATE PEQUOT/MOHEGAN GRANT	857,313	698,609	698,609	-	698,609	698,609	-	0.0%
0001-0210-30-0-0000-618	REIMBURSED EXEMPTIONS	71,324	340,866	340,866	-	340,866	340,866	-	0.0%
0001-0210-30-0-0000-620	TRANSIT DISTRICT	281,650	316,894	255,000	124,345	297,316	297,316	42,316	16.6%
0001-0210-30-0-0000-625	POLICE PARKING TAG FUND	48,539	36,560	31,967	18,252	36,156	36,156	4,189	13.1%
0001-0210-30-0-0000-626	LICENSES & PERMITS	14,248	25,526	26,453	11,904	30,385	26,453	-	0.0%
0001-0210-30-0-0000-627	ADMIN. CHARGES	98,942	102,907	114,292	59,403	105,525	105,525	(8,767)	-7.7%
0001-0210-30-0-0000-628	ABANDONED MOTOR VEHICLES	-	1,478	2,500	-	2,500	2,500	-	0.0%
0001-0210-30-0-0000-629	ALARM FEES	18,175	17,725	22,299	7,875	10,926	10,926	(11,373)	-51.0%
0001-0210-30-0-0000-630	BUILDING DEPARTMENT FEES	638,193	1,065,822	1,002,660	572,605	1,038,429	1,038,429	35,769	3.6%
0001-0210-30-0-0000-635	CITY CLERK FEES	1,370,586	1,508,821	1,595,000	739,797	1,354,782	1,354,782	(240,218)	-15.1%
0001-0210-30-0-0000-640	TAX COLLECTOR FEES	322	-	-	-	-	-	-	
0001-0210-30-0-0000-641	TAX COLLECTOR INTEREST	1,056,531	1,036,032	1,124,565	494,252	1,040,293	1,040,293	(84,272)	-7.5%
0001-0210-30-0-0000-642	TAX COLLECTOR LIEN FEES	22,306	21,218	21,860	9,940	16,799	16,799	(5,061)	-23.2%
0001-0210-30-0-0000-643	BILLBOARD RENTAL-CBS	79,500	83,525	82,567	45,950	83,525	83,525	958	1.2%
0001-0210-30-0-0000-644	HISPANOS UNIDOS, INC RENTAL	5,000	5,000	5,000	2,500	5,000	5,000	-	0.0%
0001-0210-30-0-0000-646	TAX COLLECTOR DMV FEES	78,087	78,737	78,087	-	78,737	78,737	650	0.8%
0001-0210-30-0-0000-650	HEALTH LICENSES & FEES	79,169	81,998	80,981	62,499	96,333	80,981	-	0.0%
0001-0210-30-0-0000-656	RECREATION FEES	8,802	12,957	12,375	8,856	20,472	20,472	8,097	65.4%
0001-0210-30-0-0000-657	PARK CONC LEASES	6,835	12,080	10,985	6,728	16,125	16,125	5,140	46.8%
0001-0210-30-0-0000-660	FINES LOST & DAMAGED BOOKS	8,373	6,903	6,340	3,076	5,927	5,927	(413)	-6.5%
0001-0210-30-0-0000-669	TELECOMMUNICATIONS PERSONAL PROPERT	191,833	177,422	176,922	-	176,922	177,422	500	0.3%
0001-0210-30-0-0000-670	STATE EDUCATION ECS GRANT	53,584,040	54,066,659	54,261,826	13,445,928	54,261,826	53,783,711	(478,115)	-0.9%
0001-0210-30-0-0000-675	SPECIAL EDUCATION	660,433	615,777	598,419	-	598,419	743,809	145,390	24.3%
0001-0210-30-0-0000-678	MISC. STATE GRANTS	3,141	-	-	-	-	-	-	
0001-0210-30-0-0000-679	MUNICIPAL FUND REV SHARE	893,641	893,641	893,641	-	893,641	893,641	-	0.0%
0001-0210-30-0-0000-680	INCOME FROM INVESTMENT - GENERAL	266,776	1,038,343	350,000	458,842	800,000	350,000	-	0.0%

CITY OF MERIDEN, CT

PROPOSED REVENUES 2020-21 ANNUAL BUDGET

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of December 31, 2019					as of 12/31/19	Year End	Recommended		CY Budget
0001-0210-30-0-0000-683	AVIATION-FUEL SALES	264,089	229,926	352,800	105,708	352,800	262,500	(90,300)	-25.6%
0001-0210-30-0-0000-685	AVIATION RENT & FEES	115,812	113,503	124,512	68,771	123,954	174,512	50,000	40.2%
0001-0210-30-0-0000-686	COST ALLOCATION ENTERPRISE FUNDS	2,095,983	1,700,000	1,700,000	-	1,700,000	1,700,000	-	0.0%
0001-0210-30-0-0000-689	AVIATION - RAMP FEES	1,100	3,360	1,967	1,210	1,450	1,450	(517)	-26.3%
0001-0210-30-0-0000-690	AVIATION - LAND USE RENT	4,170	4,400	4,880	2,300	4,643	5,040	160	3.3%
0001-0210-30-0-0000-691	INTEREST - COE ESTATE	4,567	9,114	9,094	4,547	9,094	9,094	-	0.0%
0001-0210-30-0-0000-695	OTHER REVENUE	(163,281)	277,009	57,742	6,679	57,742	57,742	-	0.0%
0001-0210-30-0-0000-696	SALE OF SURPLUS PROPERTY	39,145	170,591	75,000	40,626	75,000	50,000	(25,000)	-33.3%
0001-0210-30-0-0000-698	BULKY WASTE FEES	54,680	70,825	69,781	47,100	106,058	106,058	36,277	52.0%
0001-0210-30-0-0000-700	PARKING COMMISSION REVENUE	160,779	147,391	151,506	60,785	151,506	154,085	2,579	1.7%
0001-0210-30-0-0000-705	RENT - MERIDEN HUMANE SOCIETY	2,000	2,400	2,400	1,900	3,400	3,600	1,200	50.0%
0001-0210-30-0-0000-706	FIRE MARSHAL FEES	-	-	70,000	85,087	70,000	160,000	90,000	128.6%
0001-0210-30-0-0000-707	PILOT Payment Mills	-	14,461	14,461	-	14,461	14,461	-	0.0%
0001-0210-30-0-0000-730	FIRE RECRUITMENT REVENUE	12,000	-	-	17,100	17,100	-	-	
0001-0210-30-0-0000-731	MISC. REVENUE - RENTAL INCOME	16,470	16,770	15,546	8,310	16,650	16,650	1,104	7.1%
0001-0210-30-0-0000-732	MISC. REVENUE - POLICE	43,963	39,251	53,971	27,606	70,543	70,543	16,572	30.7%
0001-0210-30-0-0000-733	MISC. REVENUE - ENGINEERING	23,599	21,832	24,609	15,773	26,884	26,884	2,275	9.2%
0001-0210-30-0-0000-734	MISC. REVENUE - PLANNING & IWWC	25,019	15,481	17,801	16,570	34,096	34,096	16,295	91.5%
0001-0210-30-0-0000-735	E911 QUARTERLY	12,118	11,984	11,984	6,263	12,525	12,525	541	4.5%
0001-0210-30-0-0000-736	MISC. REVENUE - ASSESS & COLLECT	916	1,452	584	563	1,239	1,239	655	112.2%
0001-0210-30-0-0000-737	MISC. REVENUE - FIRE	100	62,391	1,700	39	63,867	1,700	-	0.0%
0001-0210-30-0-0000-738	MISC. REVENUE - RECYCLING	5,284	4,483	3,725	2,269	10,411	4,269	544	14.6%
0001-0210-30-0-0000-739	MISC. REVENUE - PURCHASING	82	45	-	-	-	-	-	
0001-0210-30-0-0000-740	MISC. REVENUE - THOM EDISON REIMB	35,639	37,866	35,639	8,234	37,866	37,866	2,227	6.2%
0001-0210-30-0-0000-742	MISC. REVENUE - AIRCRAFT REGISTRATI	4,360	3,400	3,400	4,360	4,479	4,479	1,079	31.7%
0001-0210-30-0-0000-748	PRINCIPAL REV-IRRIG LOAN	58,436	56,252	60,562	-	56,252	56,252	(4,310)	-7.1%
0001-0210-30-0-0000-749	INTEREST REV-IRRIG LOAN	39,419	38,255	37,293	-	38,255	38,255	962	2.6%
0001-0210-30-0-0000-751	MISC REV-RECOMM HOLD (RECYCLING)	-	-	-	-	-	-	-	
0001-0210-30-0-0000-753	BANK OF AMERICA PCARD REBATE		54,349	54,350	63,521	63,521	63,521	9,171	16.9%
0001-0210-30-0-0000-754	Municipal Stabilization Grant New	47,481	622,306	622,306	622,306	622,306	622,306	-	0.0%
0001-0210-30-0-0000-755	Rebates Archimedes Screw	1,039,872	124,920	90,000	11,963	90,000	124,920	34,920	38.8%
0001-0210-30-0-0000-756	Rebates Solar Fields	-	201,870	191,000	95,672	191,000	201,870	10,870	5.7%
0001-0210-30-0-0000-757	Police Vehicle Outside O/T	-	282,335	200,400	199,785	200,400	282,335	81,935	40.9%
0001-0210-30-0-0122-699	TRANSFER IN-NPP (0122)	63,155	-	42,719	42,720	42,720	25,000	(17,719)	-41.5%
0001-0210-30-0-0401-699	TRANSFER IN- BOND (0401) PROJ CLOSE	-	200,000	-	-	-	-	-	
0001-0210-30-0-0651-699	TRANSFERS IN - HEALTH FUND (116)	200,000	-	-	-	-	-	-	
0001-0210-30-0-0681-699	TRANSFERS IN - BOND FUND (401)	511,550	734,590	325,000	-	325,000	500,000	175,000	53.8%
**** Cost Center Total ****	Revenues	66,804,003	69,271,703	67,973,338	18,679,743	68,358,124	67,784,647	(188,691)	-0.3%

CITY OF MERIDEN, CT

PROPOSED REVENUES 2020-21 ANNUAL BUDGET

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of December 31, 2019					as of 12/31/19	Year End	Recommended		CY Budget
TAX REVENUES									
0001-0260-30-0-0000-661	PROPERTY TAXES CURRENT YEAR	120,155,755	125,324,891	125,323,581	68,136,123	125,767,559	130,339,240	5,015,659	4.0%
0001-0260-30-0-0000-662	PROPERTY TAXES PRIOR YEARS	2,236,815	3,231,724	2,164,900	1,361,328	1,997,665	1,997,665	(167,235)	-7.7%
0001-0260-30-0-0000-663	PROPERTY TAXES MV SUPPLEMENT	1,506,357	1,839,827	1,844,715	-	1,844,715	1,852,693	7,978	0.4%
0001-0260-30-0-0000-664	PROPERTY TAXES SUSPENSE	-	-	1,250	-	-	1,250	-	0.0%
****	Cost Center Total ****	123,898,927	130,396,442	129,334,446	69,497,451	129,609,939	134,190,848	4,856,402	3.8%
Revenue	Total for Fund 0001	190,702,930	199,668,145	197,307,784	88,177,194	197,968,063	201,975,495	4,667,711	2.4%

SECTION 2

GENERAL GOVERNMENT:

City Council/Mayor

City Manager

Airport/Meriden Markham

City Clerk

Elections

Law

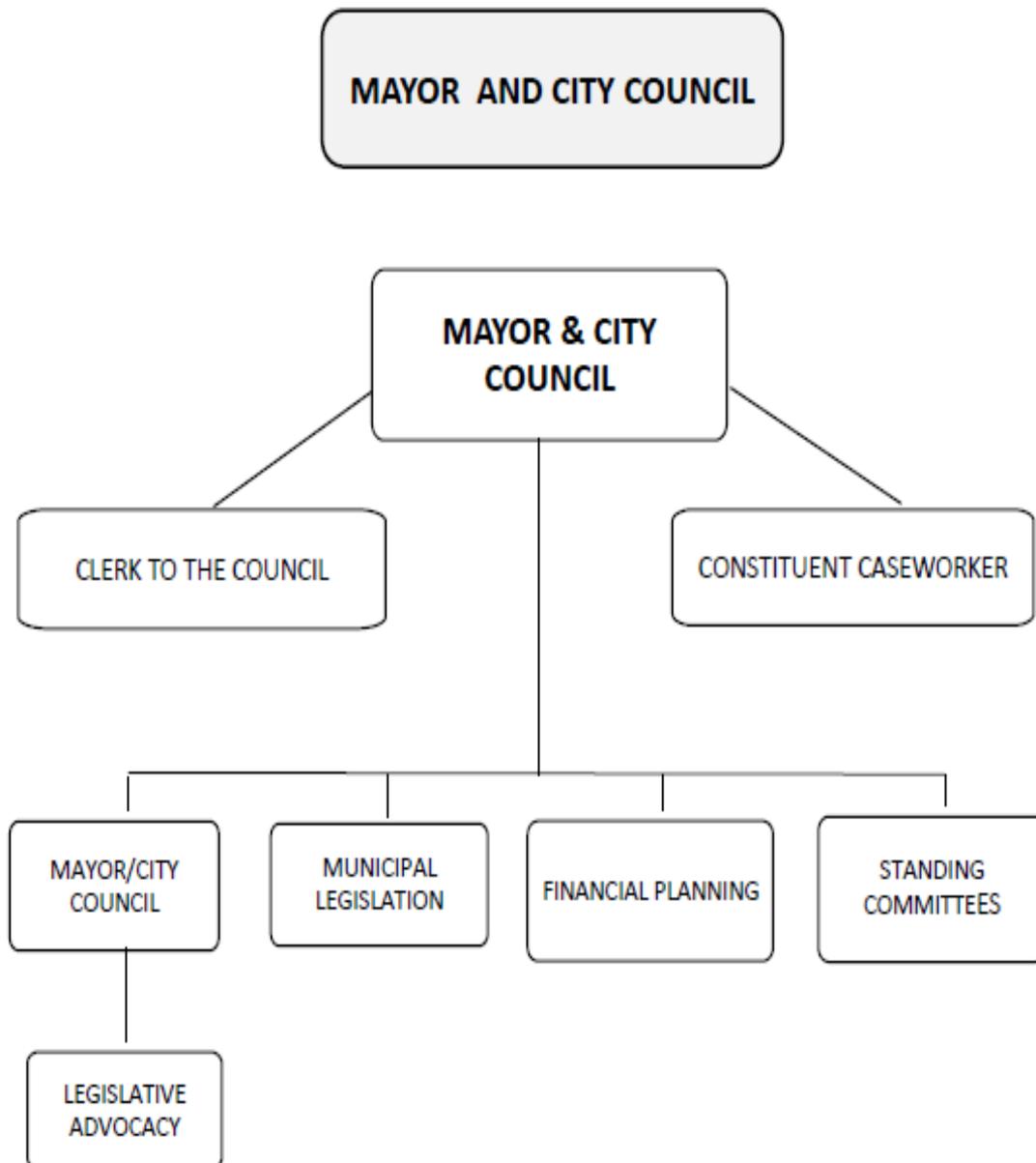
Personnel/Human Resources

Information Technology

Insurance

Benefits

General Administration



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.

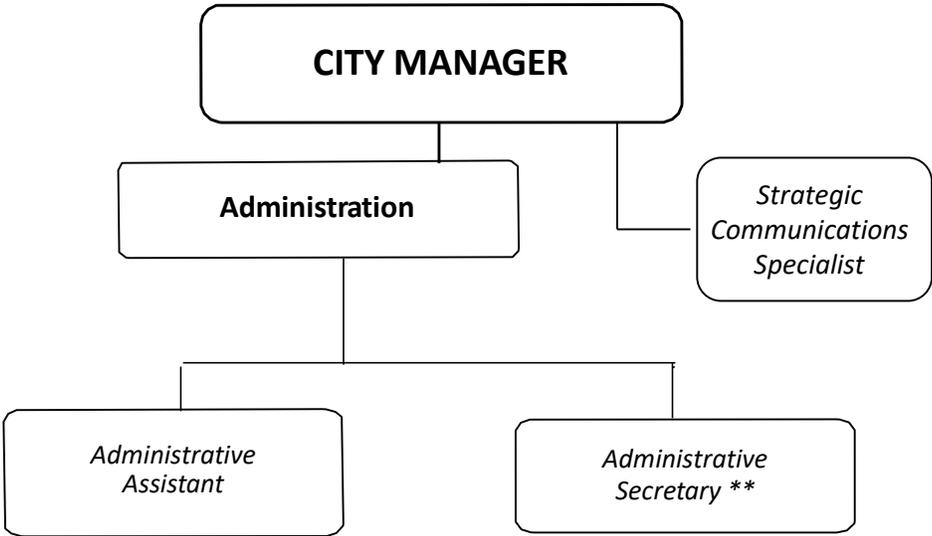
Constituent Advocacy - This is administrative and professional work providing specialized staff assistance to the City Council and Mayor. Work involves responding to citizen inquiries and complaints, facilitating solutions and mediating between citizens and government officials, and performing other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

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Payroll Projection Report								
Program : PR815L		7/01/20 to 6/30/21						
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>		
COUNCIL (0110)								
COUNCIL ELECTED	0001	0110	188	100.000	5,400.00			
COUNCIL ELECTED	0001	0110	188	100.000	5,400.00			
COUNCIL ELECTED	0001	0110	188	100.000	2,400.00			
COUNCIL ELECTED	0001	0110	188	100.000	6,800.00			
COUNCIL ELECTED	0001	0110	188	100.000	2,400.00			
COUNCIL ELECTED	0001	0110	188	100.000	4,400.00			
COUNCIL ELECTED	0001	0110	188	100.000	2,400.00			
COUNCIL ELECTED	0001	0110	188	100.000	7,400.00			
COUNCIL ELECTED	0001	0110	188	100.000	2,400.00			
COUNCIL ELECTED	0001	0110	188	100.000	5,800.00			
COUNCIL ELECTED	0001	0110	188	100.000	5,400.00			
COUNCIL ELECTED	0001	0110	188	100.000	3,400.00			
MAYOR ELECTED	0001	0110	188	100.000	16,800.00	70,400.00		
CONSTITUENT CASEWORKER	0001	0110	190	100.000	51,282.35	51,282.35		
CLERK TO THE CITY COUNCIL	0001	0110	196	100.000	71,840.57	71,840.57		
					193,522.92	193,522.92		

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
EXPENDITURES									
ADMINISTRATION									
COUNCIL (0110)									
0001-0110-40-0-0000-188	ELECTED OFFICIALS	68,666	71,388	70,388	35,694	71,388	70,400	12	0.0%
0001-0110-40-0-0000-190	ADMINISTRATIVE	49,143	50,125	49,547	25,501	51,142	51,283	1,736	3.5%
0001-0110-40-0-0000-191	OVERTIME								
0001-0110-40-0-0000-191	CONTINGENCY	8,477	9,419	7,500	3,001	7,500	7,500	-	0.0%
0001-0110-40-0-0000-196	MME	68,952	70,533	72,037	35,776	71,779	71,841	(196)	-0.3%
0001-0110-40-0-0000-386	GOVERNMENTS	17,400	20,300	20,300	20,400	20,400	20,400	100	0.5%
0001-0110-40-0-0000-440	SUPPLIES	25,052	24,393	23,400	12,890	23,400	32,300	8,900	38.0%
0001-0110-40-0-0000-640	MEMBERSHIPS	2,990	2,614	3,000	662	3,000	4,500	1,500	50.0%
****	Cost Center Total **** Council	240,680	248,772	246,172	133,924	248,609	258,224	12,052	4.9%

CITY MANAGER



**** 10% of salary pd from CD, 90% from General Fund;
administrative support to Economic Development and
Grants Administrator**

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. Enhance communication and transparency for all stake holders to foster transparency and engagement.
2. Maintain and develop additional processes to strengthen the City fiscally and sustainably.
3. Provide programs that enhance staff morale and lead to the highest level of customer service.
4. Complete Key Projects, and Advance or Initiate New Projects as Needed.
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. Provided steady and supportive leadership to City staff that led to increased morale.
2. Provided a budget framework that permitted City leadership to provide a reduction in the mil rate from previous year
3. Instituted a retirement incentive that saved over 500k in City costs in FY2019 and will continue to reduce City costs for years ahead, with projected savings exceeding \$5 million over the next 20 years.
4. Acting as Director of Personnel, instituted a process to manage staff turnover that exceeded 12% as a result of the retirement incentive program, while working with stake holders to expand the diversity of City staff.
5. Directly led the process of the hiring of a Director of Personnel, a Director of Planning and Enforcement, a Director of Public Works, a Director of Economic Development and was heavily involved in the process of the hiring of, a Director of Library Services,

Director of Water and Sewer, City Attorney and Associate City Attorney, Tax Assessor and Purchasing Officer.

6. Led and/or managed numerous important projects for the City
Projects that recur at 10 year intervals:
 - a. Census Project – Complete Count Committee
 - b. Plan of Conservation and Development
7. Initiated a formalized Department Head evaluation process.

Significant On-going Projects

1. Harbor Brook Flood Control projects
 - a. Amtrak Bridge Relief Culvert
 - b. Cooper Street Bridge
 - c. Platt HS to Bradley Avenue Linear Trail
 - d. Harbor Brook Channel, Coe to Cooper, Linear Trail Grove to Cooper
 - e. Center Street Bridge
 - f. Perkins Street Channel
 - g. Harbor Brook Channel, Cooper to Amtrak Bridge, Linear Trail Cooper to Meriden Green
 - h. Cedar Street Bridge
 - i. Meriden Green Expansion
2. 1 King Place
3. 11 Crown Street
4. 116 Cook Ave
5. Soccer Fields relocation
6. New City-wide administrative software for financial management, human resource management, permitting and workflow management and civic engagement.

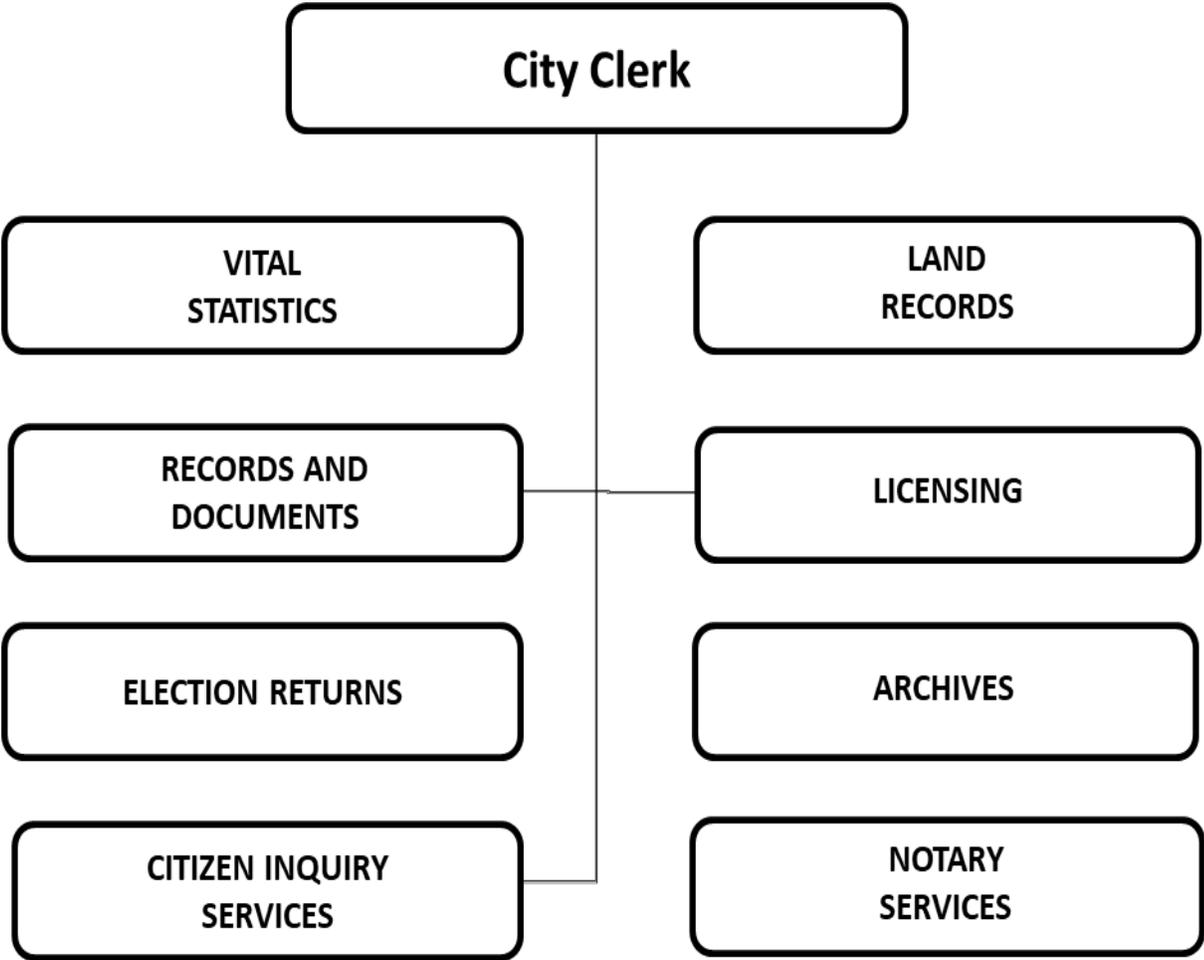
<u>EMPLOYEES:</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY21 Proposed</u>
	3	4	4

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Payroll Projection									
Program : PR815L		7/01/20 to 6/30/21				2021 Budget		Object	
Job Title	Fund	Dept	Obl	Percentage	Request	Total			
CITY MANAGER (0120)									
TEMPORARY PROJECT	0001	0120	189	100.000	45,047.02	45,047.02			
PUBLIC INFORMATION OFFICER	0001	0120	190	100.000	75,000.00				
CITY MANAGER	0001	0120	190	100.000	163,277.84	238,277.84			
ADMINISTRATIVE ASSISTANT	0001	0120	196	100.000	69,280.57				
ADMINISTRATIVE SECRETARY	0001	0120	196	90.000	59,179.07	128,459.64			
					411,784.50	411,784.50			
ADMINISTRATIVE SECRETARY	1114	0120	190	10.00	6,575.45				
					6,575.45				
City of Meriden	2018	2019	2020	2020	2020	City	\$	% Variance	
2021 Budget	Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs	
As of February 10, 2020				12/31/2019	Year End	Rcmnd		CY Budget	
CITY MANAGER (0120)									
0001-0120-40-0-0000-189	SEASONAL WORKERS	121	-	-	23,521	49,641	45,048	45,048	100.0%
0001-0120-40-0-0000-190	ADMINISTRATIVE	220,165	138,694	236,319	83,660	202,364	238,278	1,959	0.8%
0001-0120-40-0-0000-191	OVERTIME								
0001-0120-40-0-0000-191	CONTINGENCY	1,469	856	-	679	1,217	1,500	1,500	100.0%
0001-0120-40-0-0000-196	MME	101,411	91,861	109,437	61,595	123,529	128,460	19,023	17.4%
0001-0120-40-0-0000-240	COMPENSATION	8,124	6,585	8,065	4,114	8,282	8,164	99	1.2%
0001-0120-40-0-0000-352	MAINTENANCE	1,500	3,300	3,600	1,903	3,600	6,000	2,400	66.7%
0001-0120-40-0-0000-390	UNION	-	-	40,000	-	-	50,000	10,000	25.0%
0001-0120-40-0-0000-394	RECRUITMENT	14,118	13,298	-	-	-	-	-	
0001-0120-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	4,026	8,020	12,500	20,512	47,500	32,500	20,000	160.0%
0001-0120-40-0-0000-640	MEMBERSHIP & MEETINGS	43,439	45,543	44,800	44,712	44,800	44,800	-	0.0%
****	Cost Center Total ****	394,372	308,157	454,721	240,696	480,934	554,750	100,029	22.0%
	City Manager								

AVIATION

Prepared: 11/18/19,16:36:21		2020-2021 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>
AVIATION (0181)						
CLERK	0001	0181	189	100.000		
CLERK	0001	0181	189	100.000	16,800.00	
CLERK	0001	0181	189	100.000		
CLERK	0001	0181	189	100.000		16,800.00
AIRPORT MANAGER	0001	0181	198	100.000	59,304.55	59,304.55
					76,104.55	76,104.55

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
AVIATION (0181)									
0001-0181-40-0-0000-189	SEASONAL WORKERS	11,710	14,011	15,920	8,256	16,499	16,800	880	5.5%
0001-0181-40-0-0000-191	OVERTIME CONTINGENCY	1,224	1,528	1,500	808	1,600	2,500	1,000	66.7%
0001-0181-40-0-0000-198	SUPERVISORS	49,074	52,121	54,925	29,375	59,541	59,305	4,380	8.0%
0001-0181-40-0-0000-390	OTHER PURCHASED SERVICES	1,500	-	12,000	-	12,000	6,000	(6,000)	-50.0%
0001-0181-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	3,722	3,074	4,000	1,455	4,000	5,500	1,500	37.5%
0001-0181-40-0-0000-445	AVIATION MAINTENANCE	72,023	38,446	60,000	13,031	60,000	65,000	5,000	8.3%
0001-0181-40-0-0000-449	FUEL COSTS	230,633	164,999	293,999	66,110	294,000	262,500	(31,499)	-10.7%
0001-0181-40-0-0000-601	BANKING SERVICES	22	41	-	35	14		-	
***** Cost Center Total ***** Aviation		369,908	274,219	442,344	119,071	447,655	417,605	(24,739)	-5.6%



CITY CLERK

MISSION

To serve all who come into the Clerk’s Office with prompt, friendly, and professional customer service.

SUCSESSES AND ACCOMPLISHMENTS

- Completed scanning and microfilming land records Volume(s) 1 through 105. We now have all the land records microfilmed and stored offsite.
- All 1900-century vital records microfilmed and stored offsite.
- Installed individual receipt printers, allows the processing of mail at desks.

FUTURE GOALS AND INITIATIVES

- Continue the microfilming of vital records to current date. No funds are budgeted for microfilming, preservation and grants monies are used.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/18/19,16:36:21		2020-2021 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
					<u>2021 Budget</u>	<u>Object</u>
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Request</u>	<u>Total</u>
CITY CLERK (0170)						
CITY CLERK	0001	0170	188	100.000	82,411.00	82,411.00
UNCLASSIFIED ASST CITY CL	0001	0170	192	100.000	49,776.00	49,776.00
ASSISTANT CITY CLERK, REG	0001	0170	196	100.000	65,499.32	
ASSISTANT CITY CLERK, REG	0001	0170	196	100.000	67,657.72	
CLERK III	0001	0170	196	100.000	51,187.20	
CLERK III	0001	0170	196	100.000	21,817.71	206,161.95
					338,348.95	338,348.95

Prepared: 11/18/19,16:36:21		2020-2021 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
ELECTIONS (0182)							
REGISTRAR ELECTED	0001	0182	188	100.000	31,302.93		
REGISTRAR ELECTED	0001	0182	188	100.000	31,302.93	62,605.86	
ASSISTANT REGISTRAR OF VO	0001	0182	192	100.000	18,552.28		
ASSISTANT REGISTRAR OF VO	0001	0182	192	100.000	19,881.64	38,433.92	
					101,039.78	101,039.78	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
CITY CLERK (0170)									
0001-0170-40-0-0000-188	ELECTED OFFICIALS	81,160	79,405	80,060	39,934	82,400	82,411	2,351	2.9%
	OVERTIME								
0001-0170-40-0-0000-191	CONTINGENCY	3,421	6,189	1,750	1,355	1,750	4,000	2,250	128.6%
0001-0170-40-0-0000-192	OTHER NON-UNION	-	11,424	49,504	24,562	49,144	49,776	272	0.5%
0001-0170-40-0-0000-196	MME	218,254	218,263	207,173	96,162	191,003	206,162	(1,011)	-0.5%
0001-0170-40-0-0000-351	CODIFICATION	-	-	5,000	4,755	5,000	5,000	-	0.0%
0001-0170-40-0-0000-354	LAND RECORDS	33,466	39,180	45,000	22,802	45,000	45,000	-	0.0%
0001-0170-40-0-0000-355	VITAL STATISTICS	2,522	3,413	2,500	-	2,500	3,000	500	20.0%
0001-0170-40-0-0000-440	SUPPLIES	14,387	15,392	14,250	858	14,250	18,000	3,750	26.3%
0001-0170-40-0-0000-446	ELECTIONS	4,128	10,027	6,000	4,074	6,000	7,500	1,500	25.0%
	MEMBERSHIPS & MEETINGS								
0001-0170-40-0-0000-640		1,926	1,725	2,800	1,450	2,800	3,300	500	17.9%
**** Cost Center Total **** City Clerk		359,264	385,018	414,037	195,951	399,847	424,149	10,112	2.4%

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
ELECTIONS (0182)									
0001-0182-40-0-0000-188	ELECTED OFFICIALS	60,067	61,327	60,351	31,132	62,434	62,606	2,255	3.7%
0001-0182-40-0-0000-189	SEASONAL WORKERS	4,096	4,666	-	4,440	6,740	5,000	5,000	100.0%
0001-0182-40-0-0000-191	CONTINGENCY	-	434	1,000	13	1,000	-	(1,000)	-100.0%
0001-0182-40-0-0000-192	OTHER NON-UNION	45,438	45,556	47,186	24,608	50,432	38,434	(8,752)	-18.5%
0001-0182-40-0-0000-390	PRIMARIES	28,271	85,465	65,000	17,065	65,000	65,000	-	0.0%
	OFFICE EXPENSE & SUPPLIES								
0001-0182-40-0-0000-440		8,773	10,951	11,000	4,940	11,000	12,000	1,000	9.1%
0001-0182-40-0-0000-446	ELECTIONS	51,909	62,668	65,000	53,620	65,000	70,000	5,000	7.7%
	MEMBERSHIPS & MEETINGS								
0001-0182-40-0-0000-640		890	1,415	2,000	844	2,000	2,000	-	0.0%
**** Cost Center Total **** Elections		199,444	272,482	251,537	136,661	263,606	255,040	3,503	1.4%

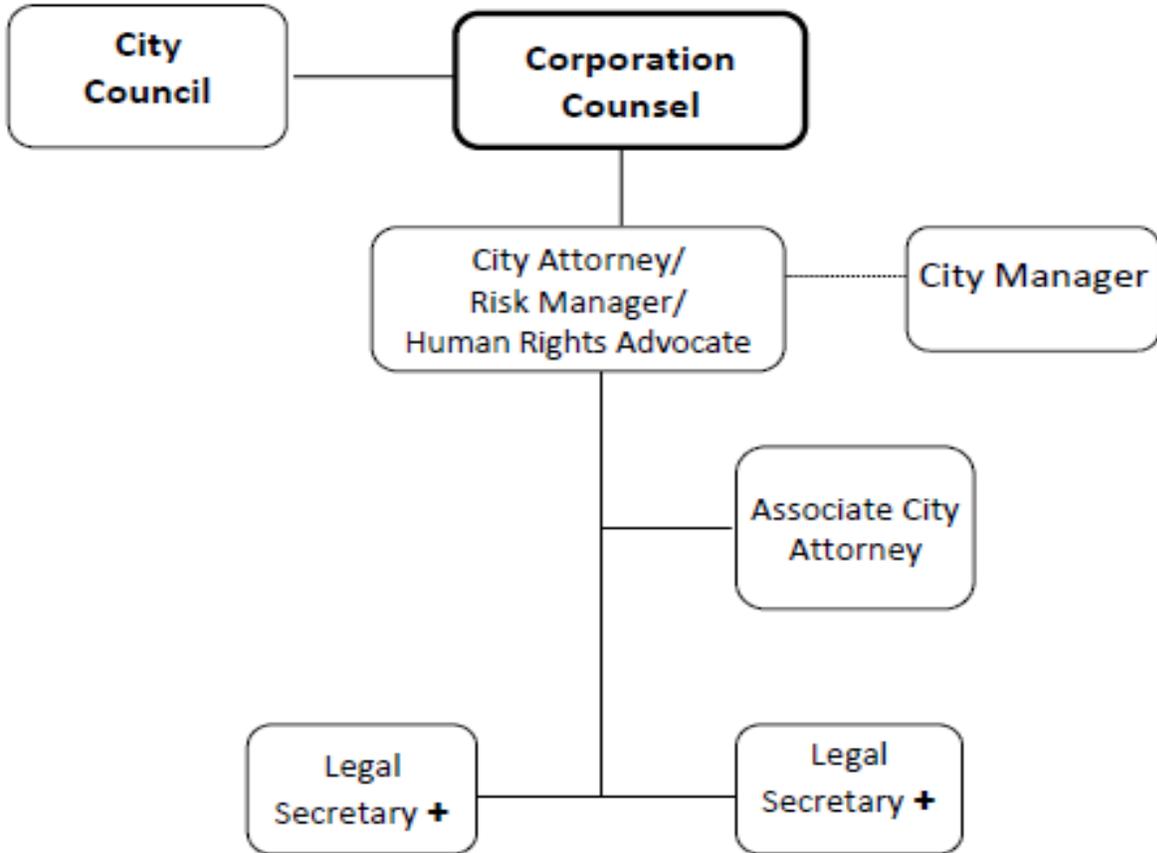
PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Revenue		1,268,122	1,509,574	1,360,000	1,350,000

ACTIVITY INDICATORS

ACTIVITY INDICATORS		FY2018 ACTUAL	FY2019 ACTUAL	FY2020 As of 12/31/2019
Vitals				
Recorded Births		801	760	366
Recorded Deaths		675	720	271
Recorded Marriages		255	272	142
Land Records		8065	8374	4301

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 officials and staff. Where appropriate, the attorneys appear for and protect the City's interests in all actions, suits, and proceedings brought by or against the City or any of its departments, officers, agencies, boards, or commissions. The Corporation Counsel is the legal advisor to the City Council, the City Manager, and 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 the power to appeal from orders, decisions, and judgments and to compromise or settle any and all claims by or against the City.

SUCSESSES AND ACCOMPLISHMENTS

- Assessment Appeals. Settled numerous tax assessment appeals.
- Closings. Conveyed real property to private ownership which added tax revenue; acquired real property for flood control purposes.
- Collaboration. Worked with all departments to accomplish their objectives, effectively provided legal advice and assistance.
- Collections. Work with numerous departments to collect outstanding balances owed. Collected payments on 38 liens; tax sale effectuated to recoup delinquent taxes on several properties; foreclosed liens.
- Freedom of Information. Responded to numerous FOIA requests sent to various departments and coordinated production and compliance.
- Transition. Effectuated the transition of the Law Department team after three long-time employees retired.

FUTURE GOALS AND INITIATIVES

- **LAW DEPARTMENT**. Handle legal matters concerning the City of Meriden in accordance with the law in a timely, efficient, and effective manner.
- 1. General Counsel. Act as the City of Meriden's law firm and advocate, having a general 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 to entire City, attend meetings as needed.
- 2. Litigation. Defend civil cases brought against the City in Federal and State courts; represent the City's interest before various state agencies in administrative appeals.

3. Litigation Management. Oversee and assist outside counsel retained 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 Human Resources as needed to negotiate labor contracts, participate in labor/grievance proceedings, and provide training to City staff on a wide variety of employment-related topics. Coordinate with Human Resources to review and monitor workers' compensation claims.
5. Legal Opinions. Research, draft, and issue legal opinions on municipal governance, policy issues, and legal matters in accordance with Federal and State law and the 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 draft/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 Meriden is a party.
8. Closings/conveyances of Real Property. Prepare deeds, attend closings of real property for the acquisition and disposition of real property.
9. Collections. Provide legal support to City departments having responsibility for collections or obligations owed to the City such as taxes, water and sewer use charges, liens, and damage to City property.
10. Legal Representation. Represent City officials and defend the City's interests in all aspects of litigation, including but not limited to pleadings, discovery, document production, depositions, hearings, pretrial proceedings, trials, appeals, and other matters which may arise in the scope of officials' employment with the City.
11. Freedom of Information. Serve as the centralized department for complex Freedom of Information Act requests. Coordinate and review responses and production under FOIA, sensitive to performing a review of compliance which may include privileged and exempt information.
12. Legal Counsel to Boards and 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.
13. Law Department Administration. Continue staff training and education to strengthen, develop, and grow legal knowledge to maximize employee utilization.
- **RISK MANAGEMENT**. Service delivery and seamless alignment of Risk Management responsibilities with the 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 certificates of insurance as necessary.
 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 counsel to strengthen tripartite relationship to derive optimal results for the City with minimal risk and cost.
 5. Establish Municipal Risk Management Protocol and Programs. Develop and/or review risk management protocol, policies, and procedures, working in conjunction and proactively with City's insurance agencies to decrease loss exposure.
 6. Risk Management through Education and Training. Recommend, coordinate, and conduct training sessions 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.** Services are currently the responsibility of the Law Department staff; realign into other departments for FY 20-21.
 1. ADA Coordinator. In conjunction with Engineering and Facilities Management, ensure physical and programmatic accessibility to municipal facilities and programs. Provide technical legal assistance as needed for municipal projects to ensure compliance with State and Federal Law.
 2. Human Rights Advocate. The City Attorney currently serves as the Human Rights Advocate the Meriden Code. The primary duty of the Human Rights Advocate is to ensure the objectivity of any investigations undertaken pursuant to the Meriden Equal Opportunities Ordinances. Liaise with the Human Rights Advisory Board, serve as a clearinghouse for information and referral source for Meriden citizens regarding human rights/legal issues.
 3. Disabilities Commission. City attorneys to serve as staff to Commission for Persons with Disabilities when such Commission has a full complement of members.
 4. Municipal Veterans' Representative. After training, serve as the municipal representative for information and resources available for Meriden Veterans.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/18/19,16:36:21		2020-2021 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>
LEGAL (0130)						
ASSOCIATE CITY ATTORNEY	0001	0130	190	100.000	105,576.89	
CITY ATTORNEY	0001	0130	190	100.000	120,659.23	
CORPORATION COUNSEL	0001	0130	190	100.000	29,159.22	255,395.34
LEGAL SECRETARY	0001	0130	196	100.000	62,211.09	

LEGAL SECRETARY	0001	0130	196	100.000	62,727.09	124,938.18
					380,333.52	380,333.52

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
LEGAL (0130)									
0001-0130-40-0-0000-189	SEASONAL WORKERS	1,799	3,097	-	1,642	1,642	3,000	3,000	100.0%
0001-0130-40-0-0000-190	ADMINISTRATIVE	268,194	262,419	257,342	113,692	220,002	255,396	(1,946)	-0.8%
0001-0130-40-0-0000-191	OVERTIME CONTINGENCY	2,187	851	-	-	-	1,000	1,000	10000.0%
0001-0130-40-0-0000-196	MME	137,871	127,502	100,192	57,550	114,626	124,939	24,747	24.7%
0001-0130-40-0-0000-352	MAINTENANCE	-	2,400	2,400	1,200	2,400	3,000	600	25.0%
0001-0130-40-0-0000-356	SIDEWALKS	9,934	4,975	10,000	1,500	10,000	10,000	-	0.0%
0001-0130-40-0-0000-357	LITIGATION/INSURANCE	530,350	650,892	375,000	175,237	375,000	375,000	-	0.0%
0001-0130-40-0-0000-358	FORECLOSURE ACTIVITIES		-		-		70,000	70,000	100.0%
0001-0130-40-0-0000-359	OUTSIDE COUNSEL	-	-	150,000	6,952	150,000	100,000	(50,000)	-33.3%
0001-0130-40-0-0000-381	TRAINING		-		-		2,000	2,000	100.0%
0001-0130-40-0-0000-390	ASSESSMENT APPEALS FEES	20,831	59,673	25,000	6,325	25,000	35,000	10,000	40.0%
0001-0130-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	24,629	29,560	26,600	4,709	26,600	26,600	-	0.0%
0001-0130-40-0-0000-640	MEMBERSHIPS & MEETINGS	5,121	5,428	4,500	705	4,500	5,000	500	11.1%
***** Cost Center Total *****	Law	1,000,916	1,146,798	951,034	369,512	929,770	1,010,935	59,901	6.3%

ACTIVITY INDICATORS

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED
Administrative Appeals	8	6	4	6
Appellate Court Cases	2	4	4	3
Assessment Appeals	53	41	17	25
Claims Processed and Forwarded to Insurance	194	250	120	200
Closings/Conveyances of Real Property	12	10	10	12
Federal Cases	9	6	9	7
Foreclosures	15	9	11	12
Insurance Certificates	45	35	21	40
Liens Processed (Paid and Released)	72	69	38	70
Liens Recorded on Property	64	49	75	65
Mailbox Claims Processed/Paid	125/120	65	88/25	95/85
State Cases	32	37	39	35
Tax Sales	2	1	8	5

HUMAN RESOURCES

MISSION

It is the mission of the City of Meriden Department of Human Resources to be 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. Toward that end, our goal is to attract and retain exceptional employees by providing them with competitive wages, comprehensive benefits and opportunities for further training and education. The Department continues 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 Human Resource management in order to maintain effective, supportive and legal working environments throughout the City.

SUCSESSES AND ACCOMPLISHMENTS

- Continued to be in full compliance with the Department’s Mission statement through the capable leadership of the City Manager who served as Acting Director of Human Resources until a new Director commenced employment on March 1, 2019.
- Managed an unprecedented Retirement Incentive Program (“RIP”) which saw 58 employees retire who collectively provided the City with well over 1,000 years of service.
- Hired 58 new employees to replace those departing under the RIP including several Department Heads.
- Negotiated new union contracts for Dispatch, Nurses and Local 740, which were approved by the City Council, thus saving the City thousands of dollars on arbitration costs and staff time over what would have been several months of preparation for and attendance at evidentiary hearings.
- Improved relations with City unions, City employees, City departments, City Manager, City Council, Mayor, retirees and the public.
- Established a new, more formal, written annual performance evaluation process for Department Heads and commenced implementation.

FUTURE GOALS AND INITIATIVES

- Ensure that the Department provides cost effective, legally compliant and professional Human Resource services to the City today and in the future.
- Continue to provide necessary staff training to ensure that it maintains a high level of expertise in administering all personnel-related Department programs and policies for City employees and retirees including health insurance and pension benefits.
- Continue to improve upon relations with City unions, City employees, City departments, City Manager, City Council, Mayor, retirees and the public.
- Continue to monitor health insurance claims, including workers' compensation, against the Department's budget and look for cost-savings measures to contain such costs.
- Submit Requests for Proposals ("RFPs") to outside vendors to ensure that the City continues to receive cost effective programs with excellent customer service that meet the needs of its employees and retirees.
- Extend the new annual performance evaluation process to non-union personnel and commence discussions with the City's unions to implement it for its members.
- Update the City's policies and procedures and make them available to employees on the City's intranet along with commonly used forms and union contracts to create a convenient and quick user experience.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/18/19,16:36:21		2020-2021 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>
PERSONNEL (0150)						
DIRECTOR OF HUMAN RESOURC	0001	0150	190	100.000	107,587.80	
PERSONNEL TECHNICIAN I	0001	0150	190	100.000	55,308.35	162,896.15
CLERK III	0001	0150	196	100.000	43,798.63	43,798.63
					206,694.78	206,694.78
PERSONNEL TECHNICIAN I	0503	3910	***	6.666%*****	-	
HR TECH II/PENSION ASSIST	0620	0210	196	33.33	20,510.29	
HR TECH II/PENSION ASSIST	0621	0210	196	33.33	20,510.29	
HR TECH II/PENSION ASSIST	0622	0210	196	33.33	20,510.29	
					61,530.88	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmd		CY Budget
PERSONNEL (0150)									
0001-0150-40-0-0000-189	SEASONAL WORKERS	17,103	19,618	5,000	8,418	21,947	17,703	12,703	254.1%
0001-0150-40-0-0000-190	ADMINISTRATION	151,252	126,087	162,082	81,003	162,451	162,897	815	0.5%
0001-0150-40-0-0000-191	CONTINGENCY	-	-	1	4	10	-	(1)	-100.0%
0001-0150-40-0-0000-196	MME	57,949	58,392	42,096	19,088	37,251	43,799	1,703	4.0%
0001-0150-40-0-0000-210	EAP SERVICES	14,366	9,962	4,964	-	9,962	9,962	4,998	100.7%
0001-0150-40-0-0000-352	VEHICLE MAINTENANCE	-	1,400	2,400	1,200	2,400	2,400	-	0.0%
0001-0150-40-0-0000-357	FEES	17,352	5,600	5,000	600	5,000	2,000	(3,000)	-60.0%
0001-0150-40-0-0000-381	TRAINING	-	-	1,500	-	1,500	1,500	-	0.0%
0001-0150-40-0-0000-384	TUITION REIMBURSEMENT	25,272	19,353	20,000	13,075	20,000	25,000	5,000	25.0%
0001-0150-40-0-0000-390	PHYSICALS	-	698	5,000	5,119	6,000	5,000	-	0.0%
0001-0150-40-0-0000-391	ALCOHOL/DRUG TESTING	7,900	7,900	7,600	3,950	7,600	7,600	-	0.0%
0001-0150-40-0-0000-440	OFFICE EXPENSE & SUPPLY	9,599	3,747	6,000	587	6,000	6,000	-	0.0%
0001-0150-40-0-0000-640	MEETINGS & MEMBERSHIPS	916	-	2,500	-	2,500	1,000	(1,500)	-60.0%
**** Cost Center Total **** Human Resources		301,709	252,756	264,143	133,044	282,621	284,861	20,718	7.8%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Avoid arbitration in collective bargaining	100%	33% (1 of 3 contracts avoided)	100% (3 of 3 contracts avoided)	100% (Loc.740)	100% (Police)
Avoid state CHRO and federal EEOC discrimination complaints	100%	100% (none)	100% (none)	100% (none)	100% (none)
Avoid OSHA complaints	100%	1 complaint (resolved)	100% (none)	100% (none)	100% (none)

ACTIVITY INDICATORS

ACTIVITY INDICATORS	Goal	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Sexual Harassment training for all City employees due 10/1/2020 in accordance with new CT law aac	100%	41% (254 out of 620)	75% (465 out of 620)	100%
Department training for 4.5 Positions	100%	44% (2 of 4.5)	100%	100%
Negotiate new collective bargaining agreements or conclude arbitration with 8 unions	100%	100%	100%	100%

INFORMATION TECHNOLOGY DEPARTMENT

MISSION

The Information Technology Department's mission is to provide innovative technology solutions that supports Meriden's departments in delivering quality services to the community.

SUCSESSES AND ACCOMPLISHMENTS

- Expansion of the Wi-Fi system. This system enhances the City network security and offers a centrally managed platform. Public Wi-Fi access is available in Health, Senior Center, Police Department, Library, Fire and City Hall. The City Green anticipated date is set for spring 2020.
- Migrated the City's Financial Application system to a new HTML5 platform with more functionality and security.
- Selected the City Permitting system to a solution with improved online functionality. Go live is scheduled for July 2020.
- Expanded City switching infrastructure on a modern management platform.
- Upgraded the City virtual server platform to allow advanced capabilities and faster disaster recovery functionality.
- Proactive infrastructure monitoring systems have been updated.
- Department training and team building.
- Enhanced infrastructure security using several strategies.

FUTURE GOALS AND INITIATIVES

- Continue building and enhancing the City's GIS to better support the informational needs and operations of our City departments, businesses and citizens.
- Review the City Disaster Recovery plan and make updates as needed.
- Review and update the City's Technology policy as needed.
- Migrate the City's Financial Application system to a new HTML5 platform with more functionality. Use the state's Chart of Accounts allowing consistency and improved transparency.
- Continue to update Technology infrastructure on a scheduled cycle to ensure the City is current.

- Upgrade the City Permitting system to a solution with improved online functionality.
- Review the City's infrastructure security and make changes/upgrades as needed.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/18/19,16:36:21		2020-2021 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
Job Title	Fund	Dept	Obl	Percentage	2021 Budget	Object
					Request	Total
INFORMATION TECHNOLOGY (0270)						
GIS SPECIALIST	0001	0270	198	100.000	101,863.03	
MANAGER OF IT SERVICES	0001	0270	198	100.000	121,062.35	
NETWORK SUPPORT SPECIALIS	0001	0270	198	100.000	79,113.88	
TECHNOLOGY SPECIALIST	0001	0270	198	100.000	103,707.08	405,746.35
					405,746.35	405,746.35

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmd		CY Budget
TECHNOLOGY									
INFORMATION TECHNOLOGY (0270)									
0001-0270-40-0-0000-190	ADMINISTRATIVE	73,579	-	-	-	-		-	
0001-0270-40-0-0000-191	OVERTIME								
0001-0270-40-0-0000-196	CONTINGENCY	21	10,447	500	212	500	500	-	0.0%
0001-0270-40-0-0000-198	MME	87,048	56,258	63,270	-	-	-	(63,270)	-100.0%
0001-0270-40-0-0000-198	SUPERVISORS	288,656	315,121	294,703	198,153	400,430	405,747	111,044	37.7%
0001-0270-40-0-0000-325	RENTALS	300,429	431,837	416,720	429,844	498,521	498,521	81,801	19.6%
0001-0270-40-0-0000-340	COPIERS & COPY COSTS	-	-	-	-	-	40,533	40,533	100.0%
0001-0270-40-0-0000-353	TELEPHONES	169,927	130,640	155,400	56,217	155,400	186,800	31,400	20.2%
0001-0270-40-0-0000-381	TRAINING	8,727	15,126	50,000	4,917	50,000	30,500	(19,500)	-39.0%
0001-0270-40-0-0000-391	VIDEO SERVICES	12,600	12,600	21,000	3,200	21,000	21,000	-	0.0%
0001-0270-40-0-0000-440	SUPPLIES	6,222	6,891	7,485	816	7,485	7,485	-	0.0%
0001-0270-40-0-0000-510	SOFTWARE	4,620	7,185	5,800	1,877	5,800	8,000	2,200	37.9%
0001-0270-40-0-0000-640	MEMBERSHIP & MEETINGS	1,374	3,106	2,750	1,853	2,750	9,430	6,680	242.9%
***** Cost Center Total *****	Information Technology	953,202	989,211	1,017,628	697,089	1,141,886	1,208,516	190,888	18.8%

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Upgrade Financial System	100%	n/a	50%	90%	100%

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Consistent with state Chart of Accounts	NA	NA	80%	100%

INSURANCE

City of Meriden	2018	2019	2020	2020	2020	City	\$	% Variance	
2021 Budget	Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs	
As of February 10, 2020				12/31/2019	Year End	Rcmnd		CY Budget	
INSURANCE (0212)									
0001-0212-40-0-0000-460	BOILERS & MACHINERY	20,520	-	-	-	-	-		
0001-0212-40-0-0000-461	SECURITIES	2,466	-	1,782	-	-	(1,782)	-100.0%	
0001-0212-40-0-0000-462	FIRE & VANDALISM	168,760	-	225,031	-	-	(225,031)	-100.0%	
0001-0212-40-0-0000-463	LIABILITY INSURANCE	835,122	1,281,291	873,184	1,589,648	1,589,648	1,538,585	665,401	76.2%
0001-0212-40-0-0000-469	POLICE PROFESS LIAB	123,359	-	142,950	-	-	-	(142,950)	-100.0%
0001-0212-40-0-0000-470	PUB OFFICIAL LIAB	53,777	8,644	60,276	-	-	-	(60,276)	-100.0%
0001-0212-40-0-0000-476	WORKERS COMP INDEMNITY PAYMENTS	1,779,022	2,483,318	2,654,264	2,654,264	2,654,264	2,729,264	75,000	2.8%
0001-0212-40-0-0000-479	WORKERS COMP EXCESS LIABILITY INS	216,065	214,282	218,568	-	-	245,146	26,578	12.2%
****	Cost Center Total **** Insurance	3,199,091	3,987,535	4,176,055	4,243,912	4,243,912	4,512,995	336,940	8.1%

BENEFITS AND CONTINGENCY

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
BENEFITS (0213)									
0001-0213-40-0-0000-201	CITY MEDICAL BENEFITS	7,624,489	11,441,273	7,384,373	1,928,093	7,384,373	7,885,625	501,252	6.8%
0001-0213-40-0-0000-202	POST RETIREMENT (OPEB)	400,000	900,000	400,000	-	400,000	900,000	500,000	125.0%
0001-0213-40-0-0000-207	LIFE INSURANCE	119,805	115,074	120,000	57,510	103,156	103,156	(16,844)	-14.0%
0001-0213-40-0-0000-220	LONGEVITY	162,717	70,644	45,438	43,243	45,438	41,843	(3,595)	-7.9%
0001-0213-40-0-0000-231	EMPLOYEE RETIREMENT	3,601,794	3,709,713	3,642,191	2,613,452	5,226,905	5,226,905	1,584,714	43.5%
0001-0213-40-0-0000-235	DEFINED CONTRIB PLAN EXP	508,572	393,747	735,000	376,312	742,260	742,260	7,260	1.0%
0001-0213-40-0-0000-236	POLICE DEFINED CONTRIB PLAN EXP	15,961	16,916	25,000	11,989	20,403	30,000	5,000	20.0%
0001-0213-40-0-0000-237	FIRE DEFINED CONTRIB PLAN EXP	1,374	2,896	5,000	3,334	6,477	6,477	1,477	29.5%
0001-0213-40-0-0000-241	UNEMPLOYMENT COMPENSATION	187,061	145,108	160,000	72,085	101,268	125,000	(35,000)	-21.9%
0001-0213-40-0-0000-242	UNUSED SICK LEAVE	357,763	353,469	219,797	188,531	188,531	188,531	(31,266)	-14.2%
0001-0213-40-0-0000-244	SOCIAL SECURITY	3,333,351	3,353,590	3,351,720	1,737,582	3,474,720	3,343,471	(8,249)	-0.2%
0001-0213-40-0-0000-250	POLICE BENEFITS	1,008,417	1,017,603	1,097,330	767,926	1,602,451	1,130,330	33,000	3.0%
0001-0213-40-0-0000-254	POLICE RETIREMENT	4,769,583	4,769,583	5,246,541	2,512,573	5,246,541	5,025,146	(221,395)	-4.2%
0001-0213-40-0-0000-260	FIRE BENEFITS	1,263,639	1,372,496	1,320,937	757,438	1,330,683	1,318,737	(2,200)	-0.2%
0001-0213-40-0-0000-264	FIRE RETIREMENT	3,201,799	3,201,799	3,521,979	1,757,187	3,521,979	3,514,735	(7,244)	-0.2%
0001-0213-40-0-0000-277	POLICE LONGEVITY	-	49,600	49,600	50,050	50,050	50,050	450	0.9%
0001-0213-40-0-0000-278	FIRE LONGEVITY	-	40,112	40,112	37,742	37,742	37,742	(2,370)	-5.9%
0001-0213-40-0-0000-282	UNIFORMS GUARDS	1,381	1,271	1,000	-	1,000	11,892	10,892	1089.2%
**** Cost Center Total ****	Employee Benefits	26,557,704	30,954,894	27,366,018	12,915,048	29,483,976	29,681,900	2,314,882	8.5%

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
CONTINGENCY (0200)									
0001-0200-40-0-0000-601	CONTINGENCY	-	-	450,000	-	450,000	450,000	-	0.0%
**** Cost Center Total ****	Contingency	-	-	450,000	-	450,000	450,000	-	0.0%

GENERAL ADMINISTRATION

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of December 31, 2019					as of 12/31/19	Year End	Recommended		CY Budget
GENERAL ADMINISTRATION (0214)									
0001-0214-40-0-0000-310	TRANSIT	336,135	302,912	296,763	80,163	296,609	297,316	553	0.2%
0001-0214-40-0-0000-331	PUPIL TRANSPORTATION	1,091,403	919,975	938,656	469,328	938,656	549,896	(388,760)	-41.4%
0001-0214-40-0-0000-342	WATER	198,804	199,731	200,080	132,428	179,721	199,731	(349)	-0.2%
0001-0214-40-0-0000-343	HYDRANTS	65,000	65,000	65,000	-	65,000	65,000	-	0.0%
0001-0214-40-0-0000-344	SEWERS	141,199	147,712	148,158	87,023	148,624	147,712	(446)	-0.3%
0001-0214-40-0-0000-371	MALONEY SCHOLARSHIP	24,000	18,000	21,000	24,000	24,000	18,000	(3,000)	-14.3%
0001-0214-40-0-0000-372	VETERANS ORGANIZATION	12,599	15,414	18,450	12,778	18,450	18,450	-	0.0%
0001-0214-40-0-0000-374	AMBULANCE	153,735	196,166	157,680	40,064	157,680	157,680	-	0.0%
0001-0214-40-0-0000-375	EMERGENCY MEDICAL DISPATCH/EMERGENCY	38,723	41,950	45,177	12,908	38,723	45,177	-	0.0%
0001-0214-40-0-0000-376	NERDEN RTC DAY CAMP	40,000	40,000	40,000	40,000	40,000	40,000	-	0.0%
0001-0214-40-0-0000-388	AUDIT	70,888	69,874	88,500	66,710	88,500	77,007	(11,493)	-13.0%
0001-0214-40-0-0000-395	PROBATE COURT	15,625	13,920	15,000	6,420	15,000	15,000	-	0.0%
0001-0214-40-0-0000-440	ZONING EXP & SUPPLIES & PART TIME	5,688	4,865	5,500	5,218	5,500	5,500	-	0.0%
0001-0214-40-0-0000-718	REPAY HOUSING AUTHORITY	11,411	11,411	11,411	-	11,411	11,411	-	0.0%
0001-0214-40-0-0000-719	TEXTBOOK LOAN	14,984	14,992	15,000	-	15,000	-	(15,000)	-100.0%
0001-0214-40-0-0000-726	SPECIAL EVENTS & CELEBRATIONS	39,016	-	-	-	-	-	-	
0001-0214-40-0-0000-727	SOLOMON GOFFE HOUSE	-	-	-	-	-	-	-	
0001-0214-40-0-0000-730	CONSERVATION COMMITTEE	-	-	-	-	-	1,000	1,000	100.0%
0001-0214-40-0-0000-746	MERIDEN SCHOLASTIC SCHOLARSHIP FUN	30,500	27,000	30,000	28,000	28,000	40,000	10,000	33.3%
0001-0214-40-0-0000-748	NEIGHBORHOOD ASSOCIATIONS	3,492	3,306	3,500	-	3,500	3,500	-	0.0%
0001-0214-40-0-0000-760	TEEN SATELLITE PROGRAMS	80,000	74,375	80,000	24,375	80,000	80,000	-	0.0%
0001-0214-40-0-0000-779	PROJECT GRADUATION	-	-	1,000	-	1,000	1,000	-	0.0%
0001-0214-40-0-0000-783	LINEAR TRAIL ADVISORY COMMITTEE	835	962	1,000	(42)	1,000	1,000	-	0.0%
0001-0214-40-0-0000-784	GOLF SUPPORTIVE CONTRIBUTION	-	50,000	50,000	50,000	50,000	50,000	-	0.0%
0001-0214-40-0-0000-785	MMBC SUPPORTIVE CONTRIBUTION	-	-	71,680	35,840	71,680	83,991	12,311	17.2%
0001-0214-40-0-0001-726	SPECIAL EVENTS Veterans Day	-	2,023	1,500	-	1,500	1,500	-	0.0%
0001-0214-40-0-0002-726	SPECIAL EVENTS Mayor's Cleanup	-	764	1,000	100	1,000	1,000	-	0.0%
0001-0214-40-0-0003-726	SPECIAL EVENTS Memorial Day Parade	-	2,500	2,500	-	2,500	2,500	-	0.0%
0001-0214-40-0-0004-726	SPECIAL EVENTS Fly In Airport	-	2,000	2,000	-	2,000	-	(2,000)	-100.0%
0001-0214-40-0-0005-726	SPECIAL EVENTS Puerto Rican Festival	-	2,000	-	-	-	-	-	
0001-0214-40-0-0006-726	SPECIAL EVENTS Miscellaneous	-	999	1,000	-	1,000	1,000	-	0.0%
0001-0214-40-0-0010-726	SPECIAL EVENTS Daffodil Festival	-	70,917	85,362	-	85,362	70,917	(14,445)	-16.9%
**** Cost Center Total **** Finance General Administration		2,374,036	2,298,768	2,396,917	1,115,314	2,371,417	1,985,288	(411,629)	-17.2%

SECTION 3

FINANCE:

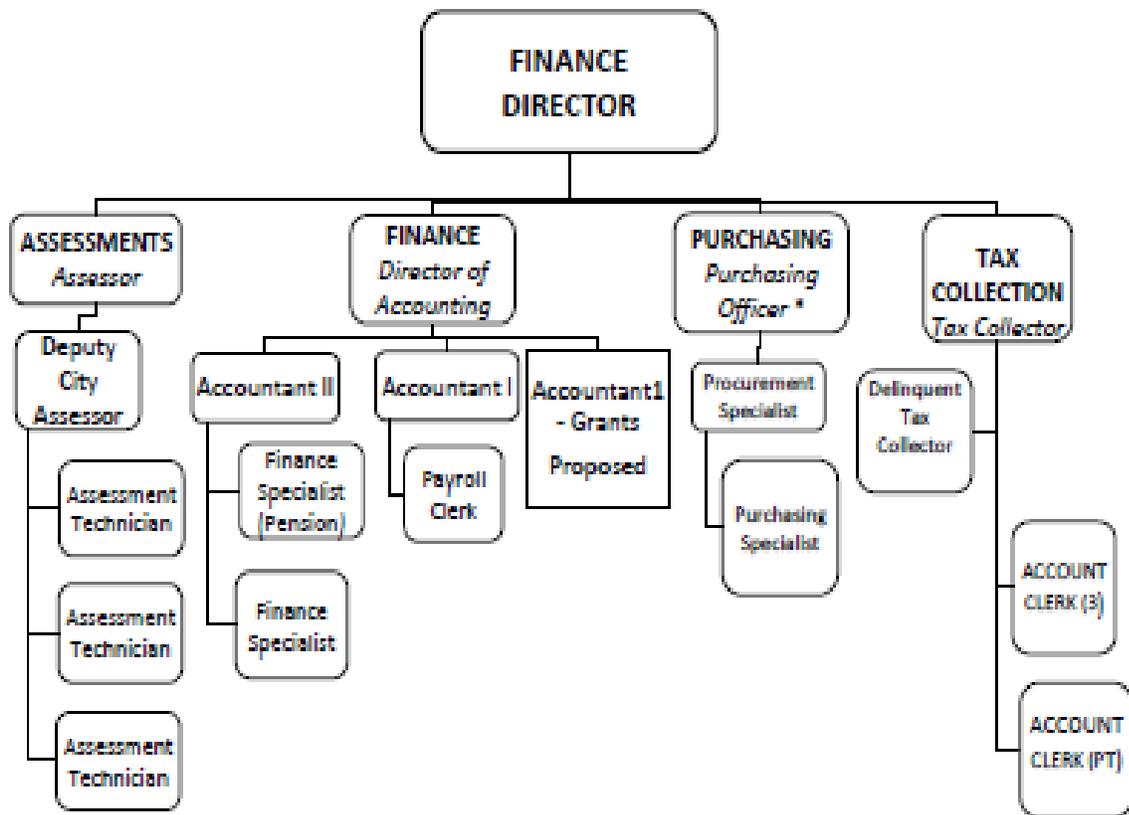
Finance

Assessor

Purchasing

Tax Collection

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

- Expected to receive a Certificate of Achievement of Excellence in Financial Reporting for a sixteenth 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 fourth straight year.
- Expanded upon the use of data extraction software (MONARCH) to assist several departments with expanded reporting capabilities in excel to increase productivity at the departmental level.
- Continue to revamp Finance Department procedures to account for vendor modifications requiring alternative funding and/or payment methods
- Revised the City's procurement standards to comply Uniform Guidance Procurement Standards
- Initiated the process of collecting lease guidance information for the City to assist with compliance regarding GASB Standard # 87.

FUTURE GOALS AND INITIATIVES

- Maintain the city's strong financial condition by developing realistic budgets that result in balanced financial results of operation.
- Maintain the city's strong oversight over financial operations through regular revenue and expenditure forecasting. Prepare quarterly forecasts of revenues, expenditures, and changes in fund balance for the general fund.
- Prepare and update the city's three-year pro forma operating budget projection in advance of the annual budget process, in order to assist the City Manager in formulating his budgetary priorities.
- Work closely with Department Heads to drive process improvement in developing the 5 Year Capital Plan and Fleet Plan.

- Work with Department Heads to develop a comprehensive energy plan for the City & Board of Education that will provide economies of scale within energy procurement ultimately saving the City & Taxpayers significant dollars.
- Enhanced Staff Training including all staff within the Assessor's Office to obtain a Connecticut Certified Municipal Assessor's Designation.
- Maintain the city's excellence in financial reporting by regularly producing timely and accurate financial reports.
- 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.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/18/19,16:36:21		2020-2021 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
FINANCE (0210)							
DIRECTOR OF FINANCE	0001	0210	190	100.000	134,218.8	134,218.85	
FINANCE SPECIALIST	0001	0210	196	75.000	46,492.4		
FINANCE SPECIALIST	0001	0210	196	100.000	59,807.5		
PAYROLL CLERK	0001	0210	196	100.000	59,807.5	166,107.54	
ACCOUNTANT	0001	0210	198	100.000	82,173.0		
ACCOUNTANT II	0001	0210	198	100.000	97,191.2		
DIRECTOR OF ACCOUNTING	0001	0210	198	100.000	110,929.3	290,293.64	
					590,620.0	590,620.02	
FINANCE SPECIALIST	0620	0210	196	8.33	5,163.7		
FINANCE SPECIALIST	0621	0210	196	8.33	5,163.7		
FINANCE SPECIALIST	0622	0210	196	8.34	5,163.7		
					15,491.2		

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
FINANCE									
FINANCE (0210)									
0001-0210-40-0-0000-189	SEASONAL WORKERS	187	914	-	1,266	1,266	-	-	
0001-0210-40-0-0000-190	ADMINISTRATIVE	135,800	138,516	131,142	75,605	146,827	134,219	3,077	2.3%
0001-0210-40-0-0000-191	CONTINGENCY	1,525	529	1,000	1,030	2,687	1,500	500	50.0%
0001-0210-40-0-0000-196	MME	144,549	137,600	166,162	61,926	130,546	166,108	(54)	0.0%
0001-0210-40-0-0000-198	SUPERVISORS	257,175	254,202	270,544	144,501	292,606	290,294	19,750	7.3%
0001-0210-40-0-0000-352	VEHICLE MAINTENANCE	2,400	2,400	2,400	1,303	2,400	2,400	-	0.0%
0001-0210-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	25,929	26,367	29,000	10,874	29,000	27,000	(2,000)	-6.9%
0001-0210-40-0-0000-601	BANKING SERVICES	60,907	49,974	59,000	4,152	59,000	59,000	-	0.0%
0001-0210-40-0-0000-640	MEMBERSHIP & MEETINGS	2,344	2,072	4,750	830	4,750	4,750	-	0.0%
0001-0210-40-0-0000-703	GENERAL OFFICE SUPPLIES	-	-	1	7,592	1	1	-	0.0%
**** Cost Center Total **** Finance		630,815	612,574	663,999	309,079	669,084	685,272	21,273	3.2%

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	FY2019 ACTUAL
Purchasing Division Indicators				
Purchase Orders Issued	2,975	2,725	1,703	1,332
Bid Quotes Processed	32	29	19	24

Bids Processed	41	39	29	32
Tax Division Indicators				
Tax bills issued	77,233	77,891	77,491	77,989
Assessor Division Indicators				
Real estate accounts (taxable)	18,961	18,954	18,932	18,960
Real estate accounts (exempt)	599	609	616	583
Personal property accounts	1,907	1,894	1,879	2,016
Motor vehicle accounts	45,694	46,521	46,767	46,628
Motor vehicle supplemental accounts	10,671	10,522	9,913	10,622
Finance Division Indicators				
Accounts Payable checks issued	11,715	10,913	10,490	10,043
P-Card transactions processed	6,926	7,561	7,620	8,109
1099-MISC's issued	319	299	307	310
1095-C's issued	648	616	613	663
W-2's issued	896	790	780	795
1099-R's issued	804	818	840	896

PURCHASING

Prepared: 11/18/19,16:36:21		2020-2021 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>
PURCHASING (0250)						
PROCUREMENT SPECIALIST	0001	0250	196	100.000	53,397.03	
PURCHASING SPECIALIST	0001	0250	196	100.000	59,906.74	113,303.77
PURCHASING OFFICER	0001	0250	198	100.000	102,678.92	102,678.92
					215,982.69	215,982.69

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
PURCHASING (0250)									
0001-0250-40-0-0000-191	OVERTIME	395	228	500	2,098	500	500	-	0.0%
0001-0250-40-0-0000-196	MME	132,059	146,902	116,027	52,998	106,288	113,304	(2,723)	-2.3%
0001-0250-40-0-0000-198	SUPERVISORS	117,957	124,144	92,476	52,968	103,931	102,679	10,203	11.0%
0001-0250-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	1,554	8,936	5,215	4,328	5,215	5,150	(65)	-1.2%
0001-0250-40-0-0000-640	MEMBERSHIP & MEETINGS	2,054	712	4,000	260	4,000	7,600	3,600	90.0%
0001-0250-40-0-0000-702	STOREROOM	-	-	1	-	1		(1)	-100.0%
****	Cost Center Total **** Purchasing	254,019	280,922	218,219	112,652	219,935	229,233	11,014	5.0%

TAX COLLECTOR

Prepared: 11/18/19,16:36:21		2020-2021 Budget				Page 1		
Payroll Projection Report								
Program : PR815L		7/01/20 to 6/30/21						
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>		
COLLECTIONS (0260)								
ACCOUNT CLERK	0001	0260	196	100.000	65,754.52			
ACCOUNT CLERK	0001	0260	196	100.000	48,923.20			
ACCOUNT CLERK	0001	0260	196	100.000	61,989.94			
ACCOUNT CLERK	0001	0260	196	100.000	24,819.20	201,486.86		
DELINQUENT REVENUE COLLEC	0001	0260	198	100.000	75,431.98			
TAX COLLECTOR	0001	0260	198	100.000	115,537.22	190,969.19		
					392,456.05	392,456.05		

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
TAX COLLECTOR (0260)									
0001-0260-40-0-0000-189	SEASONAL WORKERS	1,224	656	-	420	420	1,500	1,500	100.0%
0001-0260-40-0-0000-191	OVERTIME	3,028	1,975	2,500	3,768	9,739	4,500	2,000	80.0%
0001-0260-40-0-0000-196	MME	196,340	179,575	200,508	96,643	193,254	201,487	979	0.5%
0001-0260-40-0-0000-198	SUPERVISORS	165,776	170,102	171,505	95,286	193,342	190,970	19,465	11.3%
0001-0260-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	42,604	97,215	72,000	11,018	72,000	76,000	4,000	5.6%
0001-0260-40-0-0000-640	MEMBERSHIP & MEETINGS	539	599	1,425	324	1,425	1,645	220	15.4%
****	Cost Center Total **** Tax Collector	409,511	450,122	447,938	207,458	470,179	476,102	28,164	6.3%

TAX ASSESSOR

Prepared: 11/18/19,16:36:21		2020-2021 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
ASSESSMENT (0280)							
ASSESSMENT TECHNICIAN	0001	0280	196	100.000	57,610.97		
ASSESSMENT TECHNICIAN	0001	0280	196	100.000	54,168.00		
ASSESSMENT TECHNICIAN	0001	0280	196	100.000	47,586.74	159,365.71	
CITY ASSESSOR	0001	0280	198	100.000	112,216.56		
DEPUTY ASSESSOR	0001	0280	198	100.000	77,821.92	190,038.48	
					349,404.19	349,404.19	

Prepared: 11/18/19,16:36:21		2020-2021 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
ASSESSMENT APPEALS (0281)							
BOARD OF TAX RELIEF	0001	0280	189	100.000	500.00		
BOARD OF TAX RELIEF	0001	0280	189	100.000	500.00		
BOARD OF TAX RELIEF	0001	0280	189	100.000	500.00		
BOARD OF TAX RELIEF	0001	0280	189	100.000	500.00		
BOARD OF TAX RELIEF	0001	0280	189	100.000	500.00	2,500.00	
					2,500.00	2,500.00	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
ASSESSMENT (0280)									
0001-0280-40-0-0000-189	MISC PART-TIME	3,500	2,000	-	-	-	2,500	2,500	100
0001-0280-40-0-0000-191	OVERTIME	2,002	17,819	1,000	2,708	4,138	2,000	1,000	100.0%
0001-0280-40-0-0000-196	MME	220,619	135,123	167,702	66,438	154,007	159,366	(8,336)	-5.0%
0001-0280-40-0-0000-198	SUPERVISORS	172,107	163,539	178,533	89,242	186,857	190,039	11,506	6.4%
0001-0280-40-0-0000-350	GASOLINE	110	159	200	236	200	500	300	150.0%
0001-0280-40-0-0000-352	VEHICLE MAINTENANCE	223	3	175	-	175	375	200	114.3%
0001-0280-40-0-0000-388	AUDIT	3,000	-	3,000	-	3,000	5,000	2,000	66.7%
0001-0280-40-0-0000-390	REVALUATION	7,750	7,750	128,000	17,400	128,000	-	(128,000)	-100.0%
0001-0280-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	11,129	12,829	10,275	3,486	10,275	15,270	4,995	48.6%
0001-0280-40-0-0000-640	MEMBERSHIP & MEETINGS	1,413	1,578	2,255	112	2,255	15,375	13,120	581.8%
**** Cost Center Total **** Assessment		421,852	340,799	491,140	179,623	488,907	390,425	(100,715)	-20.5%

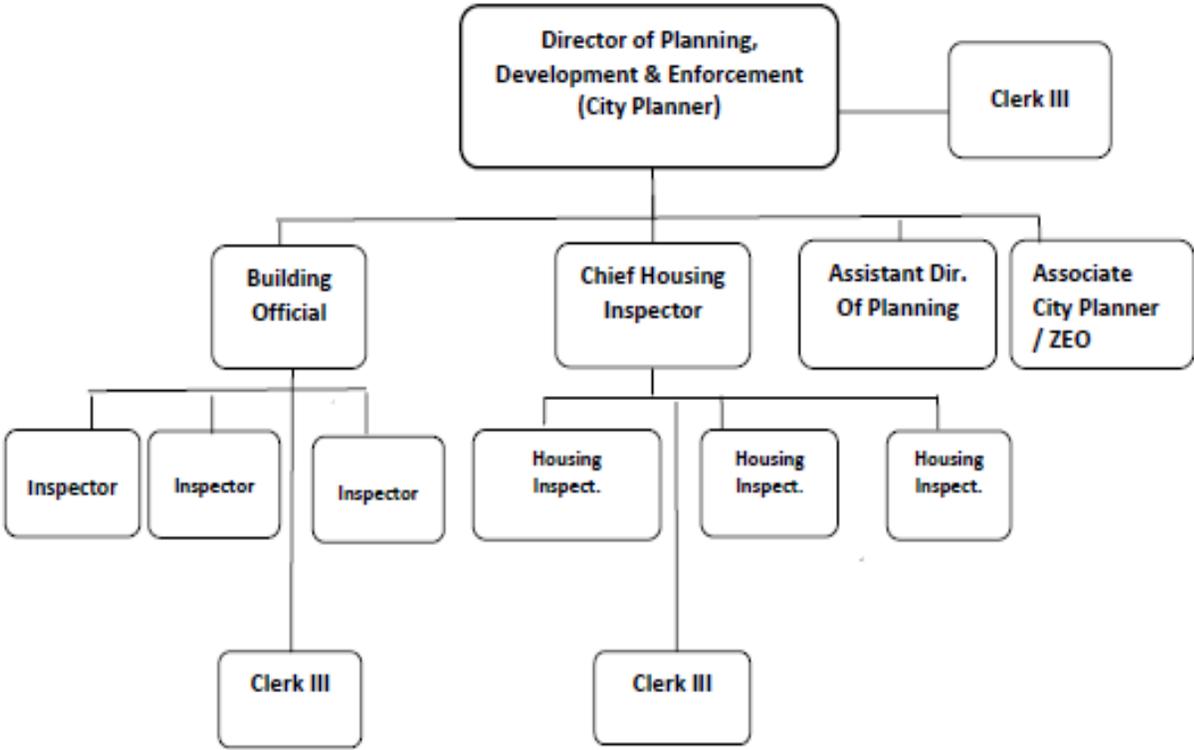
DEBT SERVICE

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
DEBT SERVICE (5211)									
0001-5211-40-5-0000-301	PRINCIPAL BONDS	11,322,970	10,683,300	10,687,300	2,555,000	10,687,300	9,904,300	(783,000)	-7.3%
0001-5211-40-5-0000-302	INTEREST BONDS	7,264,614	5,400,106	4,913,882	2,487,351	4,913,882	4,442,925	(470,957)	-9.6%
0001-5211-40-5-0000-309	SUBSIDY	(197,973)	-	-	-	-	-	-	
0001-5211-40-5-0000-699	PREMIUM	(2,604,404)	(600,000)	(1,200,000)	(1,200,000)	(1,200,000)	(200,000)	1,000,000	-83.3%
**** Cost Center Total **** Debt Services		15,785,207	15,483,406	14,401,182	3,842,351	14,401,182	14,147,225	(253,957)	-1.8%

SECTION 4

DEVELOPMENT & ENFORCEMENT

DEVELOPMENT AND ENFORCEMENT



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

- Completed the update of the Meriden's Plan of Conservation and Development
- Initiated an update of City Zoning Regulations
- Expedited issuance of simple building and zoning permits by establishing set office hours during which such permits can be signed instantaneously
- The Planning division administered a total of 110 land use applications and plan reviews:

Planning Commission	66
Zoning Board of Appeals	22
Inland Wetlands and Watercourses Commission	20
Aquifer Protection Agency	2
- Zoning Enforcement received and closed 60 complaints between March 20, 2019 and June 31, 2019.
- The Building Division issued a total of 1681 building permits and conducted 4,143 inspections.

Building permits	808
Electrical permits	422
Mechanical permits	288
Plumbing permits	163

- The Housing division has conducted 6,810 inspections and closed out 2,331 housing code and blight ordinance violation cases.

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.
- Work with the Communication Director to educate the public about the services of the Development and Enforcement Department.
- Continue to promote and seek out additional opportunities for the professional development of our Land Use Board and Commission members.
- Begin the implementation of Action Agenda items.
- Engage stakeholders in a comprehensive review of the City zoning and subdivision regulations and propose the revisions as appropriate.
- Conduct Property Conditions Survey to identify at risk buildings and neighborhoods. Use the results to target customized initiatives for neighborhood stabilization.
- As a part of the Adaptive Reuse initiative, continue to work with State of CT, AIA, and various professionals on creating an incentives package for the adaptive reuse of buildings and sites within the Adaptive Reuse Overlay Zone.
- Hold informational sessions on zoning rules regarding window signage, home conducted auto repair/sales, and keeping of farm animals. Begin the comprehensive enforcement in these areas of zoning.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/18/19,16:36:21		2020-2021 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
					<u>2021 Budget</u>	<u>Object</u>
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Request</u>	<u>Total</u>
DEVELOPMENT & ENFORCEMENT (0510)						
DIRECTOR OF PLANNING	0001	0510	190	100.000	112,540.04	112,540.04
BUILDING INSPECTOR	0001	0510	196	100.000	80,706.06	
BUILDING INSPECTOR	0001	0510	196	100.000	85,330.29	
BUILDING INSPECTOR	0001	0510	196	100.000	62,868.34	
CHIEF HOUSING INSPECTOR	0001	0510	196	25.000	20,059.03	

CLERK III	0001	0510	196	100.000	47,719.54	
CLERK III	0001	0510	196	100.000	56,803.20	
CLERK III	0001	0510	196	50.000	21,817.72	
HOUSING INSPECTOR	0001	0510	196	25.000	13,028.26	
HOUSING INSPECTOR	0001	0510	196	25.000	15,630.17	
HOUSING INSPECTOR	0001	0510	196	25.000	15,810.77	419,773.38
ASSISTANT PLANNING DIRECT	0001	0510	198	100.000	101,863.03	
ASSOCIATE CITY PLANNER	0001	0510	198	100.000	90,872.57	
BUILDING OFFICIAL	0001	0510	198	100.000	101,863.03	294,598.63
					826,912.05	826,912.05
CHIEF HOUSING INSPECTOR	1114-0510-41-0-204			75.000	60,177.09	
CLERK III	1114-0510-41-0-204			50.000	21,817.72	
HOUSING INSPECTOR	1114-0510-41-0-204			75.000	46,890.52	
HOUSING INSPECTOR	1114-0510-41-0-204			75.000	39,084.77	
HOUSING INSPECTOR	1114-0510-41-0-204			75.000	47,432.32	
					215,402.41	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
DEVELOPMENT & ENFORCEMENT									
DEVELOPMENT & ENFORCEMENT (0510)									
0001-0510-40-0-0000-189	MISC PART TIME	536	-	-	-	-	8,000	8,000	100
0001-0510-40-0-0000-190	ADMINISTRATIVE	125,221	135,933	110,593	55,963	112,233	112,541	1,948	1.8%
0001-0510-40-0-0000-191	OVERTIME	981	1,012	3,000	95	248	2,000	(1,000)	-33.3%
0001-0510-40-0-0000-196	MME	418,227	416,653	374,624	168,184	350,388	419,774	45,150	12.1%
0001-0510-40-0-0000-198	SUPERVISORS	232,511	244,980	277,731	143,294	289,948	294,599	16,868	6.1%
0001-0510-40-0-0000-350	GASOLINE	2,921	2,875	3,000	1,886	3,000	3,000	-	0.0%
0001-0510-40-0-0000-352	VEHICLE MAINTENANCE	4,566	5,180	5,200	2,121	5,200	3,000	(2,200)	-42.3%
0001-0510-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	17,111	17,082	16,500	6,053	16,500	17,000	500	3.0%
0001-0510-40-0-0000-640	MEMBERSHIPS & MEETINGS	3,365	5,210	6,000	2,355	6,000	6,000	-	0.0%
***** Cost Center Total *****	Development & enforce	805,440	828,925	796,648	379,950	783,517	865,914	69,266	8.7%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TO DATE	FY2021 ESTIMATED
Land Use – PC	30 days	-	25		
Land Use - ZBA	30 days	-	20		
Land Use - TOD	15	-	18		
Land Use - Wetlands	30	-	31		
Land Use – Zoning Commission	30	-	70		
Building Permit	5 days	-	3		

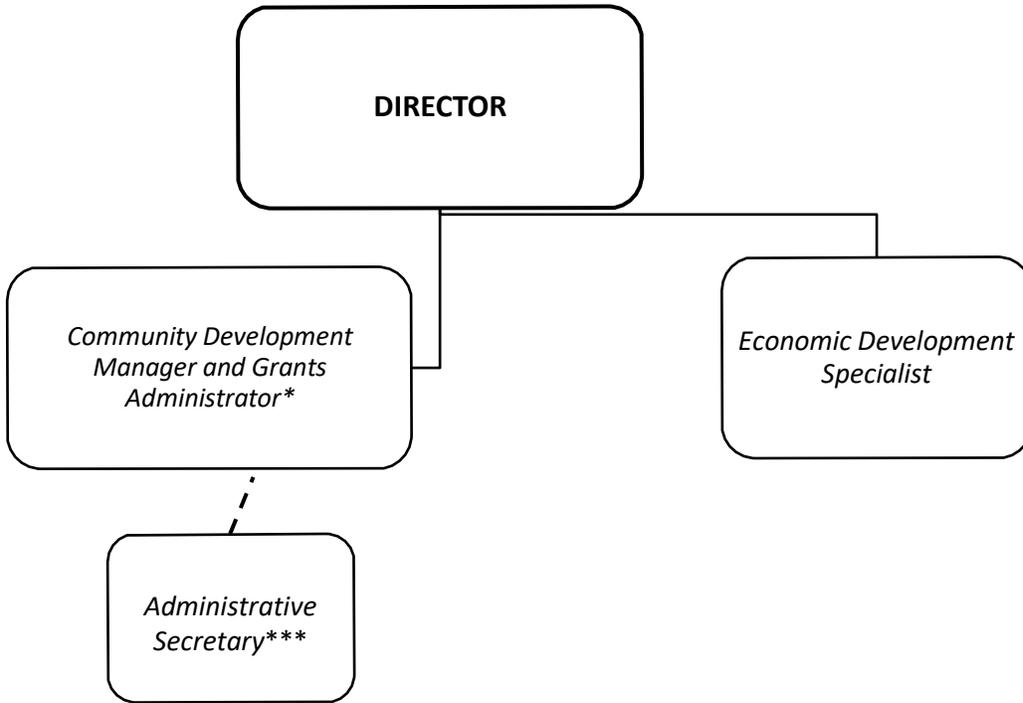
ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 YTD
Building permits	-	1995	1681	
Building Dept. - Inspections	-	3812	4143	
Housing Dept. – CofC Inspections	2942	2524	2232	
Housing Dept. – Inspections (total)	7723	6924	6810	
Planning Dept. – Land Use applications	-	103	110	

SECTION 5

ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT



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

***10% of salary pd from
CD, 90% from General Fund
- Admin support

ECONOMIC DEVELOPMENT DEPARTMENT

MISSION

The mission of the Economic Development Department (EDD) is to support and foster economic growth in our tax base. Working with current and potential employers, the EDD will help create new jobs and opportunities for expansion within the Meriden community. Under the umbrella of the EDD is the Community Development Block Grant (CDBG). CDBG is federal grant used to advance community development. The EDD staff advances its mission by working on the following objectives.

- Support and champion community leaders who work to make Meriden an attractive and economically viable place to live, work and recreate.
- Collaborate with private, public and non-profit organizations that create jobs and economic activity in Meriden.
- Increase investment in Meriden by attracting new businesses across numerous economic sectors while working to retain existing businesses.
- 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.
- Following the guidelines of the newly created Plan of Conservation and Development (POCD), the EDD will work with the Planning and Zoning Department to ensure that developers understand our goals and objectives for future land use.

SUCSESSES AND ACCOMPLISHMENTS

Marketing: We are in the fifth year of the Meriden2020 marketing campaign and the 17th year of the Meridenbiz marketing campaign.

- Thousands of hours of public service announcements on Lamar billboards promoting Meriden activities in 2019, including events such as the Farmers Market, Meriden Concert Series, Parks Department activities, Meriden Public Schools Musicals and many more non-profit events highlighting the City of Meriden.
- Creation of Civic Lift, a community wide calendar that will crawl all Meriden activities and events in collaboration with the Communications Director, MMBC staff and EDD staff that will populate events throughout the 2019/2020 year.
- Will continue working with the Meriden Economic Development Corporation (MEDCO) and Making Meriden Business Center (MMBC) to help raise over \$140,000 in grants and private funds that funded MMBC's CT/ Next Entrepreneur in Residence 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 the 2019 American Association of State Highway and Transportation Officials (AASHTO) annual meeting, showcasing our TOD District. We led a tour of over 40 professionals through Meriden's downtown area.
- Showcased Meriden in conjunction with the Meriden Housing Authority and MMBC at the first Opportunity Zone presentation by the State of Connecticut. Highlighted our three zones along with the advancements in our TOD District.
- Awarded a large company an assistance grant to locate to the City of Meriden. This is the first time the Meriden Manufacturing Agency has awarded this type of grant since 2016. Since arriving in Meriden, the company has since grown their workforce.
- Showcased the City of Meriden through a presentation and tour to the first "Downtown Preservation and Development Conference" Co-hosted by CERC, MEDCO, CT Main Street and MMBC. 80 individuals representing many facets of economic development were in attendance.

Business Development & Retention, Real Estate Development:

The EDD 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 numerous businesses and property owners with their real estate needs in 2019.

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:

- Lewis Ave Soccer Fields: Completed study in 2019. Continue to work with stakeholders to facilitate the process of relocating the fields.
- Midstate Medical Center: Continue to work on their expansion project for a new medical building,
- 82 West Main Street: Draining Program completed by Cardinal Engineering and installed by the property owner, in conjunction with the Public Works Department.
- Senior Center. Feasibility study to relocate Senior Center to 1 King Place has been completed. Plan on hold pending future decisions regarding property usage.

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 completed in 2019. Developer agreement extended until August 2020.
- Mills/ 144 Pratt Street: 3.4 million demolition project completed. Currently working with the State of Connecticut to close out all grants.
- Meriden Commons 1 & 2 /161-177 State Street completed, with Meriden Commons 2 opening in 2019. This \$50 million mixed use development by Pennrose and the MHA continues with onsite groundwater monitoring.
- 11 Crown Street/2 South Colony Street. This \$31 Million Dollar project, 81 unit mixed income development should be completed by the summer of 2020.
- 116 Cook Avenue: Preferred developer agreement extended.
- 69 East Main Street. Phase I/II/III Environmental Site Assessments have been completed and a supplemental Phase III Environmental site assessment by Louriero has been completed. Future uses include open space or memorials.
- 121 Colony Street Rear. Phase I Environmental site assessment completed. Potential future parking lot. Phase II and III ongoing.

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. Working with the Planning Dept. and City Legal Department, we have ensured that correct process is followed with the disposal of city owned properties. Staff is evaluating city owned properties for future disposal.

Incentives: The City of Meriden offers several incentive programs for businesses of all sizes. The EDD staff determines if a business is qualified for one or more of the following business incentive programs and submits applications to the Tax Assessor for final approval. We have renewed the East Main Street incentive program in early 2020 with an expanded geographical area to encourage future development. In 2019 staff has approved one application and two currently pending.

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 (ongoing)
- \$2,500 OPM Neglected Cemeteries Grant for West Cemetery (ongoing)

- \$1,056,563 HUD CDBG Year 45
- \$1.97 million FEMA 19-R & 21-R Hazardous Mitigation Grants for Water Dept. Generators closed out in 2019.
- \$2.4 million FEMA Amtrak Bridge bypass culvert-extension requested.
- \$27,690 CT DEEP Open Space Grant for watershed protection land acquisition (ongoing)
- \$60,145 Emergency Management Performance Grants from CT DEMHS (received)
- \$25,175 DOJ JAG Grant for crime prevention & neighborhood stabilization-2016 currently closing out
- \$27,740 DOJ JAG 2018 grant open

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). Executed 9 month extension in 2019. Worked to transfer ownership to preferred developer per master agreement. If preferred developer does not take ownership, EDD will look for options with direction from the Meriden City Council.
- 116 Cook Ave: Transferred to preferred developer. If developer does not take the property, considerations will be given to new development opportunities or demolished for flood control.
- Reinstate Blight and Brownfield Committee meetings.
- Continue Façade Improvement Program for downtown: Continue Meriden Match program, a loan program encouraging private businesses to undertake façade improvement projects in downtown. Continue to manage grant funds associated with this project (\$140,000 CDBG funds) and ensure compliance with federal grant requirements (CDBG). Continue to recruit 10 businesses to participate in program (\$10,000-\$20,000 per project) annually. Implement new signage program for Downtown District, utilizing above funding.
- Making Meriden Business Center: Continue to 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.
- Continue to develop a master plan for a downtown “Co-Working Space”. Grant funding will be sought as this will be a possible direction for MEDCO and MMBC.
- 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 (extended in 2019), per Meriden City Council.
- 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. Complete five year consolidated plan update.

- Continue administration of City Incentive programs: Ensure that businesses that are eligible for city and state incentive programs. Help businesses with their annual applications and ensure that they receive proper credits. Look to continually expand our incentive programs to attract and help businesses succeed.
- Expand and support further activity on the Meriden Green. Increased activity will help create and support more economic activity around the TOD.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/18/19,16:36:21		2020-2021 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
ECONOMIC DEVELOPMENT (0190)							
COMMUNITY DEV MGR & GRANT	0001	0190	190	20.210	16,024.45		
ECONOMIC DEVELOPMENT DIRE	0001	0190	190	90.000	96,829.02		
ECONOMIC DEVELOP SPECIALI	0001	0190	190	100.000	75,000.00	187,853.47	
					187,853.47	187,853.47	
GENERAL ADMINISTRATION (0214)							
COMMUNITY DEV MGR & GRANT	0159	0120	190	3.18	2,521.41		
COMMUNITY DEV MGR & GRANT	1114	0120	190	6.25	4,955.61		
COMMUNITY DEV MGR & GRANT	1113	0120	190	70.36	55,788.25		
ECONOMIC DEVELOPMENT DIRE	1114	0120	190	10.00	10,758.78		
					74,024.05		
TRANSIT ADMINISTRATOR	0001	0214	310	100.000	20,265.94	20,265.94	
					20,265.94	20,265.94	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
ECONOMIC DEVELOPMENT									
ECONOMIC DEVELOPMENT (0190)									
0001-0190-40-0-0000-190	ADMINISTRATIVE	167,334	122,732	172,711	56,698	143,087	187,853	15,142	8.8%
0001-0190-40-0-0000-440	SUPPLIES	6,157	-	5,000	1,089	5,000	5,000	-	0.0%
0001-0190-40-0-0000-441	DEVELOPMENT	82,634	74,896	90,000	11,753	90,000	90,000	-	0.0%
0001-0190-40-0-0000-640	MEETINGS	3,000	-	5,000	3,048	5,000	5,000	-	0.0%
****	Cost Center Total **** Economic Development	259,125	197,628	272,711	72,587	243,087	287,853	15,142	5.6%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Meriden2020.com & Meridenbiz.com users	10,000	10,000	12,000
Brownfield sites assessed, remediated, redeveloped annually	5	4	5
#City properties sold	15	3	15
#Businesses participating in tax incentive programs	20	20	20
#New businesses assisted	20	20	20

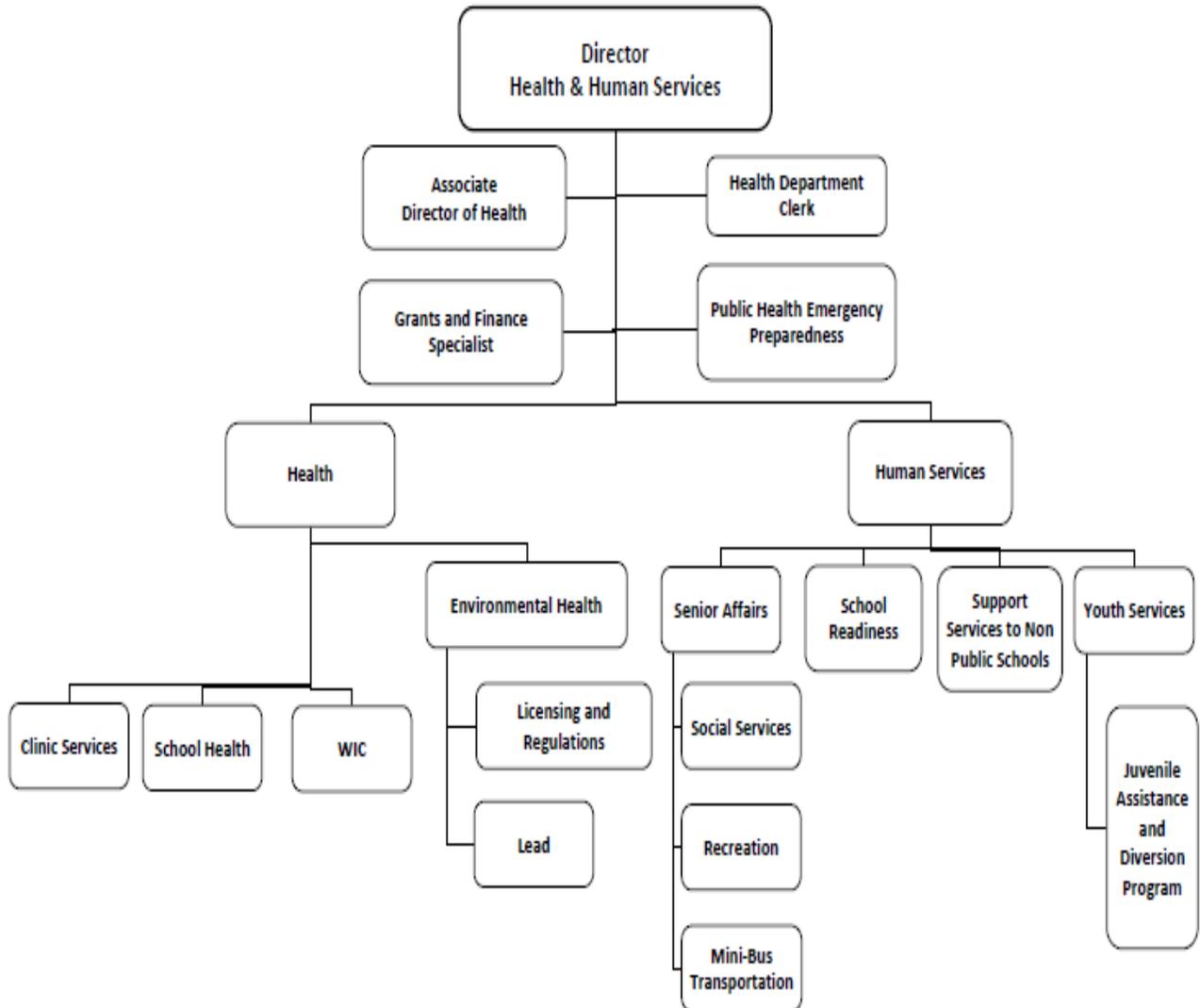
SECTION 6

HEALTH

&

HUMAN SERVICES

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 over 2,500 vaccines to our community, including the seasonal flu vaccine. We also partnered with the CT Department of Public Health on a proactive Hepatitis A vaccination initiative, providing over 350 vaccines to at-risk populations.
- Partnered with Community Health Center's School Based Health Center program to increase access to school and sports physicals. We provided these services on-site in our Clinic. Over 60 students took advantage of this opportunity.
- Increased the amount of Clinic billing providers – we now accept Medicare, Medicaid, Cigna, HUSKY, Aetna, and ConnecticutCare.
- Conducted a full-scale public health emergency preparedness exercise in April 2019. This exercise tested point of dispensing set up, local distribution site delivery, communications, and site security.
- Our Environmental Health Administrator meet the requirements to become a Food Inspection Training Officer (FITO), which is “a certified food inspector who has received training developed or approved by the commissioner and been authorized by the commissioner to train candidates for food inspector certification.”
- Successfully implemented Year 1 of the Meriden Opioid Referral for Recovery (MORR) program, a 4 year, \$2 million dollar SAMHSA grant to address the opioid epidemic with Rushford and our first responders:
 - Purchased and distributed 400 Narcan kits to Police and Fire
 - Distributed over 2500 medication disposal bags at community events
 - Held 15 Narcan trainings to community groups
 - Saw 52 intakes into the program between February and September 30.
- Finalized a new employee orientation process, which includes training in “Public Health 101” open to all new city employees. We have also developed a formal new employee orientation binder and survey new staff every 3 months on their onboarding to the department.
- Adopted the use of several surveillance systems to monitor the health of our community, including ODMAP for opioid overdose, EpiCenter for syndromic surveillance, and emPOWER for at-risk electricity-dependent Medicare beneficiaries.
- Supported City Council in adopting a Tobacco 21 ordinance ahead of state-wide adoption. Held retailer information sessions and continue to promote Tobacco 21 and vaping prevention in our community.

Our Department refers residents and city leadership to our Annual Report for a complete list of success, accomplishments, and challenges faced in fiscal year 2019.

FUTURE GOALS AND INITIATIVES

- Develop a branding strategy to deliver a consistent message to the public that results in a better understanding of the role, activities, and value of public health. Brand assets include a logo and internal and external communications and marketing materials, including stationary, business cards, brochures, banners, flyers, social media, photography, website pages, and more.
- Develop a planned approach for developing and implementing health promotion materials and activities, following Public Health Accreditation Board standards and measures.
- Revise the Shelter and Mass Care annex of the city Emergency Operation Plan.
- Conduct a full-scale point of dispensing drill with throughput in April 2021, as part of the regional multi-year training and exercise plan.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/18/19,16:36:21		2020-2021 Budget			
Payroll Projection Report					
Program : PR815L		7/01/20 to 6/30/21			
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>
HEALTH (4710)					
SCHOOL PSYCHOLOGIST	0001	4710	149	100.000	51,634.40
SOCIAL WORKER	0001	4710	149	100.000	44,865.08
SPEECH THERAPIST	0001	4710	149	100.000	45,486.00
HUMAN SERVICES DIRECTOR	0001	4710	190	100.000	116,282.39
Education Stipend	0001	4710	193	100.000	2,000.00
Lab coat stipend	0001	4710	193	100.000	2,700.00
Per Diem Nurse	0001	4710	193	100.000	21,000.00
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	53,925.04
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	89,910.83
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	52,942.52
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	61,743.92
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	65,031.78
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	52,396.68
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	41,911.42
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	52,724.18
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	59,541.66
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	65,031.78
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	52,942.52
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	29,068.98
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	65,031.78
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	52,942.52
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	63,979.30
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	36,154.19
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	18,789.67

PUBLIC HEALTH NURSE I	0001	4710	193	100.000	29,493.88
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Prepared: 11/18/19,16:36:21

2020-2021 Budget

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Payroll Projection Report

Program : PR815L

7/01/20 to 6/30/21

Job Title	Fund	Dept	Obl	Percentage	2021 Budget	Object
					Request	Total
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	65,031.78	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	52,942.52	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	63,979.30	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	36,154.19	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	18,789.67	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	29,493.88	
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	59,227.05	1,075,838.05
PUBLIC HEALTH NURSE I	0001	4710	193	100.000	47,348.35	
CLERK III	0001	4710	196	100.000	43,635.43	
COMMUNITY YOUTH SERVICE W	0001	4710	196	100.000	67,657.72	
GRANT & FINANCIAL SPECIAL	0001	4710	196	100.000	84,200.92	
HEALTH AIDE I	0001	4710	196	100.000	21,787.86	
HEALTH AIDE I	0001	4710	196	100.000	21,787.86	
HEALTH AIDE I	0001	4710	196	100.000	19,288.71	
HEALTH AIDE I	0001	4710	196	100.000	21,787.86	
HEALTH AIDE I	0001	4710	196	100.000	19,026.00	
HEALTH AIDE I	0001	4710	196	100.000	16,023.00	
HEALTH DEPARTMENT CLERK	0001	4710	196	100.000	56,803.20	
SANITARIAN	0001	4710	196	100.000	77,780.23	
SANITARIAN	0001	4710	196	100.000	60,347.66	
PUBLIC HEALTH EDUCATOR	0001	4710	196	100.000	21,164.00	
SANITARIAN II	0001	4710	196	100.000	90,705.26	
SANITARIAN II	0001	4710	196	100.000	85,330.29	707,326.00
ASSOC DIR HEALTH & HUMAN	0001	4710	198	100.000	125,862.18	
ENVIRONMENTAL HEALTH ADMI	0001	4710	198	100.000	105,873.56	231,735.74
					2,131,182.17	2,131,182.17
HEALTH AIDE 2 BILINGUAL	0001	4710	706	100.000	46,940.98	
SCHOOL READINESS COORDINA	0001	4710	706	100.000	80,850.45	
					46,940.98	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of December 31, 2019					as of 12/31/19	Year End	Recommended		CY Budget

HEALTH & HUMAN SERVICES									
HEALTH (4710)									
0001-4710-40-0-0000-189	MISC. PART-TIME	408	-	-	-	-		-	
0001-4710-40-4-0000-149	CERTIFIED SALARIES	109,082	122,665	144,901	58,099	123,024	-	(144,901)	-100.0%
0001-4710-40-4-0000-189	MISC. PART-TIME	5,160	5,160	5,160	3,000	6,450	6,000	840	16.3%
0001-4710-40-4-0000-190	ADMINISTRATION	111,430	113,658	114,595	57,823	115,965	116,293	1,698	1.5%
0001-4710-40-4-0000-191	OVERTIME CONTINGENCY	2,650	4,895	3,750	5,920	6,500	3,750	-	0.0%
0001-4710-40-4-0000-193	PUBLIC HEALTH NURSES	1,010,616	972,490	976,836	407,084	919,376	1,075,838	99,002	10.1%
0001-4710-40-4-0000-196	MME	665,417	624,132	637,820	300,669	637,820	707,326	69,506	10.9%
0001-4710-40-4-0000-198	SUPERVISORS	290,443	228,110	297,291	114,515	297,291	231,736	(65,555)	-22.1%
0001-4710-40-4-0000-350	GASOLINE	1,448	1,668	1,750	801	1,750	1,750	-	0.0%
0001-4710-40-4-0000-352	VEHICLE MAINTENANCE	4,405	3,620	3,400	2,129	3,400	3,400	-	0.0%
0001-4710-40-4-0000-440	OFFICE EXPENSES & SUPPLIES	7,194	8,904	9,000	3,857	9,000	9,000	-	0.0%
0001-4710-40-4-0000-474	ENVIRONMENTAL SUPPLIES	3,252	2,973	4,000	586	4,000	4,000	-	0.0%
0001-4710-40-4-0000-478	HEALTH SUPPLIES	6,851	11,438	9,500	3,717	9,500	9,500	-	0.0%
0001-4710-40-4-0000-482	P.A. 10-217A SUPPLIES	1,989	2,926	3,000	533	3,000	3,000	-	0.0%
0001-4710-40-4-0000-490	LEAD PROGRAM	3,762	2,448	5,600	297	5,600	5,600	-	0.0%
0001-4710-40-4-0000-640	MEMBERSHIPS & MEETINGS	3,347	2,725	4,000	1,488	4,000	4,000	-	0.0%
0001-4710-40-4-0000-706	SPECIAL PROJECTS	-	-	1	13,706	1	-	(1)	-100.0%
**** Cost Center Total **** Health		2,227,453	2,107,811	2,220,604	974,225	2,146,677	2,181,193	(39,411)	-1.8%

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
SOCIAL SERVICES (4720)									
0001-4720-40-4-0000-390	EVICTIONS	27,200	24,000	35,000	18,000	35,000	30,000	(5,000)	-14.3%
0001-4720-40-4-0000-440	OFFICE EXPENSE & SUPPLIES		-		-		10,001	10,001	100.0%
**** Cost Center Total **** Social Services		27,200	24,000	35,000	18,000	35,000	40,001	5,001	14.3%

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
YOUTH SERVICES (4745)									
0001-4745-40-4-0000-198	SUPERVISORS	-	-	-	-	-			
0001-4745-40-4-0000-440	OFFICE EXPENSE & SUPPLIES	-	-	-	-	-			
0001-4745-40-4-0000-640	MEMBERSHIPS & MEETINGS	-	-	-	-	-			
**** Cost Center Total **** Youth Services		-	-	-	-	-	-	-	

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
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	100%	100%	100%
Offer a minimum of 5 Certified Food Protection Manager courses annually to increase FDA Food Code Compliance	100%	N/A	100%	100%	100%

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATE	FY2021 ESTIMATE
Vaccines Given (Adult and Child)	2,494	2,543	2,750	2,800
Lead Screenings Provided	304	260	250	260
Food Service Establishment Inspections	1,177	786	800	800
Nuisance Complaints Addressed and Proactive	917	800	850	850
Sick care visits in School Health offices (adults and children)	53,973	57,604	56,000	56,000
Community Action Team case management	47	100	110	
Juvenile Review Board cases	84	82	80	80

WIC Participants (Region 8)	3,034	3,092	3,100	3,100
Speech/Language screenings conducted (Support Services to Non-Public Schools)	229	194	185	185
Social Work students served (Support Services to Non-Public Schools)	33	35	40	40
School Psychologist students screened/evaluated (Support Services to Non-Public Schools)	54	99	75	75

**State-wide 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 offered two evidence-based programs in 2019, one session in February and another in September.
- For the second year the Senior Center closed for 2 half days to provide workforce development opportunities for all staff. In September 2019 trainings included blood-borne pathogens, conflict resolution and boundaries, confidentiality, Alzheimer's' Awareness, and creating transgender inclusive environments.
- Mini-bus drivers were cross trained in the transportation scheduling program. This allows drivers to cover the Mini-Bus Transportation office if the Dispatcher has an unplanned absence.
- Free tax assistance was provided to over 500 local seniors through a partnership with AARP.
- The Senior Center collaborated with the Meriden Board of Education to hold "Web Wednesdays", where students at Platt and Maloney high schools taught seniors various computer skills.
- The Social Services Worker hosted a holiday gift giving event in December 2018 where gift donations are collected from the community and distributed to members. This event provided 124 members with a holiday gift.
- The Meriden Senior Center coat drive provided coats and winter accessories to 125 seniors in January 2019.

Our Department refers residents and city leadership to the Department of Health and Human Service's Annual Report for a complete list of success, accomplishments, and challenges faced in fiscal year 2019.

FUTURE GOALS AND INITIATIVES

- Conduct in a city-wide community needs assessment of our senior population.
- Increase the marketing of our Senior Center by creating a power point and presenting it to local area agencies and senior housing sites.
- Working with Economic Development and City Leadership, continue to explore the possibility of a lease with 1 King Place for a new, modern Senior Center.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/18/19,16:36:21		2020-2021 Budget				
Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>
SENIOR CENTER (4730)						
RENTERS REBATE CLERK	0001	4730	192	100.000		-
CLERK III	0001	4730	196	100.000	54,463.20	
COMMUNITY SERVICES WORKER	0001	4730	196	100.000	18,329.54	
MINI BUS DISPATCHER	0001	4730	196	100.000	56,803.20	
MINI BUS DRIVER	0001	4730	196	65.700	32,549.08	
MINI BUS DRIVER	0001	4730	196	100.000	38,210.86	
MINI BUS DRIVER	0001	4730	196	100.000	36,573.71	
NUTRITION SITE WORKER 1	0001	4730	196	100.000	15,489.64	
RECREATION COORDINATOR	0001	4730	196	100.000	48,996.57	
SENIOR CENTER PROGRAM ASS	0001	4730	196	100.000	37,896.68	
SOCIAL SERVICES WRKR BILI	0001	4730	196	100.000	79,048.57	418,361.05
SENIOR AFFAIRS ADMINISTRA	0001	4730	198	100.000	101,863.03	101,863.03
					520,224.08	520,224.08
MINI BUS DRIVER	Grant	4730	196	34.300	25,072.57	
					25,072.57	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
SENIOR CENTER (4730)									
0001-4730-40-4-0000-189	OTHER NON-UNION	1,600	1,775	-	-	-	-	-	
0001-4730-40-4-0000-191	OVERTIME								
0001-4730-40-4-0000-192	CONTINGENCY	3,288	1,675	1,000	405	1,000	1,750	750	75.0%
0001-4730-40-4-0000-192	OTHER NON-UNION	28,805	27,420	29,000	13,656	29,000	30,000	1,000	3.4%
0001-4730-40-4-0000-196	MME	305,232	301,647	433,357	183,602	411,579	418,362	(14,995)	-3.5%
0001-4730-40-4-0000-198	SUPERVISORS	93,517	95,451	96,238	51,574	104,582	101,864	5,626	5.8%
0001-4730-40-4-0000-199	ELDERLY NUTRITION	4,357	5,923	8,500	6,326	8,500	8,000	(500)	-5.9%
0001-4730-40-4-0000-350	GASOLINE	5,065	10,874	12,000	283	12,000	12,000	-	0.0%
0001-4730-40-4-0000-352	MAINTENANCE	16,480	5,900	5,900	(206)	5,900	6,500	600	10.2%
0001-4730-40-4-0000-440	SUPPLIES	13,974	12,049	14,750	5,771	14,750	16,000	1,250	8.5%
0001-4730-40-4-0000-640	MEMBERSHIPS	1,318	512	1,500	720	1,500	1,500	-	0.0%
***** Cost Center Total ***** Senior Services		473,635	463,226	602,245	262,131	588,811	595,976	(6,269)	-1.0%

PERFORMANCE MEASURES

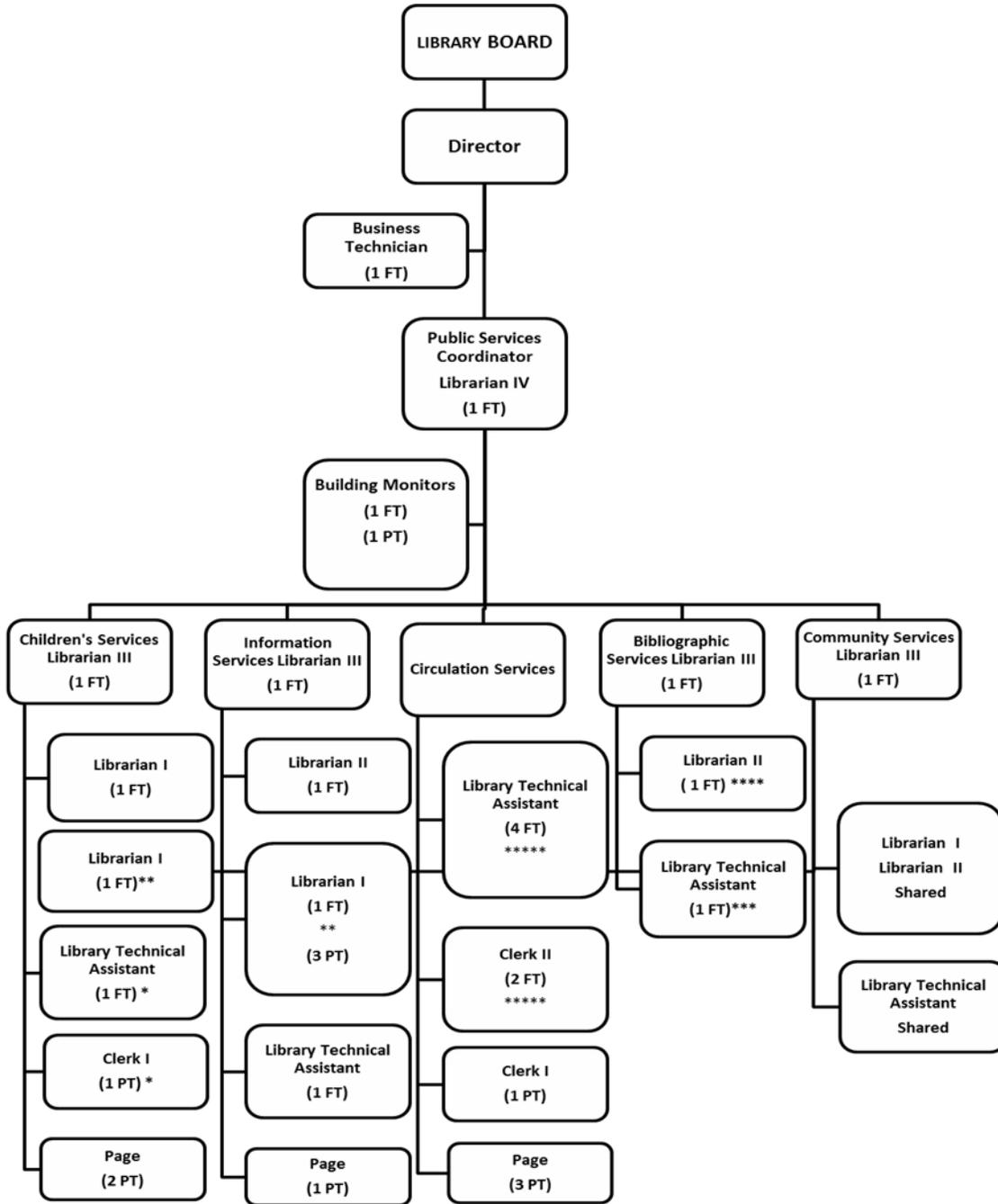
PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATE	FY2021 ESTIMATED
Increase number of volunteer hours at Senior Center	10%	NA	NA	6%	10%

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATE	FY2021 ESTIMATED
Social Work Clients Seen	1,300	1,144	1,400	1,500
Senior Center Annual Visits (Duplicated)	24,357	20,855	20,000	25,000
Senior Center Meals Served	10,546	11,085	10,750	11,000
Senior Center Transportation – Rides Provided	19,002	21,826	21,000	22,000
Volunteer Hours	5,033	4,029	5,000	5,000
Renters Rebates Processed	1,294	1,299	1,300	1,375

SECTION 7

LIBRARY



LIBRARY

MISSION

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

SUCSESSES AND ACCOMPLISHMENTS

During the past fiscal year:

- Over 204,000 visitors used the library.
- 15,978 Meriden residents actively used their Meriden Public Library cards.
- The library received nearly 30,000 reference questions
- 203,871 items (182,831 print, 21,040 electronic) circulated out of the Meriden Public Library.
- The Meriden public library conducted 1,597 programs on-site with a combined attendance of nearly 9,000 attendees.
- 39,560 sessions took place using the 41 public access computers on-site.
- Library staff continued to maintain a vibrant collection of nearly 150,000 print format items, making sure that they continued to meet the demands and needs of the citizens of Meriden.
- The Meriden public library provided patrons with access to 53 exclusive databases that generated more than 47,000 downloads of much needed research information in the past year.

FUTURE GOALS AND INITIATIVES

- Increase the circulation of materials from the Meriden Public Library.
- Increase the size and variety of Spanish language materials and Spanish language programs within the Meriden Public Library.
- Increase attendance by patrons to the Meriden Public Library.
- Initiate a major library renovation in order to increase the usability of the existing space.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/18/19,16:36:21		2020-2021 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>
LIBRARY (0160)						
DIRECTOR OF LIBRARY SERVI	0001	0160	190	100.000	100,549.36	100,549.36
BUSINESS OPERATIONS TECH-	0001	0160	196	100.000	74,612.23	
LIBRARY BUILDING MONITOR	0001	0160	196	100.000	22,550.74	
LIBRARY CLERK I	0001	0160	196	100.000	17,025.54	
LIBRARY CLERK I	0001	0160	196	100.000	16,701.20	
LIBRARY CLERK II	0001	0160	196	100.000	47,684.57	
LIBRARY CLERK II	0001	0160	196	100.000	47,684.57	
LIBRARY CLERK II	0001	0160	196	100.000	43,995.77	
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.000	65,754.52	
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.000	65,754.52	
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.000	65,754.52	
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.000	57,015.77	
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.000	65,754.52	
LIBRARY TECHNICAL ASSISTA	0001	0160	196	100.000	61,989.94	
SECURITY GUARD	0001	0160	196	100.000	51,972.00	704,250.41
LIBRARIAN I	0001	0160	198	100.000	37,715.99	
LIBRARIAN I	0001	0160	198	100.000	36,116.04	
LIBRARIAN I	0001	0160	198	100.000	75,431.98	
LIBRARIAN I	0001	0160	198	100.000	39,251.93	
LIBRARIAN I	0001	0160	198		75,431.98	
LIBRARIAN II	0001	0160	198	100.000	78,321.31	
LIBRARIAN II	0001	0160	198	100.000	85,478.68	
LIBRARIAN II	0001	0160	198	100.000	85,607.61	
LIBRARIAN II	0001	0160	198	100.000	85,607.61	

Prepared: 11/18/19,16:36:21		2020-2021 Budget				
Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>
LIBRARIAN III	0001	0160	198	100.000	85,632.21	
LIBRARIAN III	0001	0160	198	100.000	86,799.79	
LIBRARIAN III	0001	0160	198	100.000	86,089.87	
LIBRARIAN IV	0001	0160	198	100.000	105,873.56	963,358.55
					1,768,158.32	1,768,158.32

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
LIBRARY									
LIBRARY (0160)									
0001-0160-40-0-0000-189	MISC PART-TIME	55,778	57,136	71,500	24,927	50,641	60,000	(11,500)	-16.1%
0001-0160-40-0-0000-190	ADMINISTRATIVE	103,682	105,756	100,872	51,848	105,094	100,550	(322)	-0.3%
0001-0160-40-0-0000-191	OVERTIME CONTINGENCY	1,620	1,419	2,000	886	1,900	2,000	-	0.0%
0001-0160-40-0-0000-196	MME	702,204	682,321	683,096	334,733	668,562	704,250	21,154	3.1%
0001-0160-40-0-0000-198	SUPERVISORS	926,382	831,059	865,301	399,631	873,848	963,358	98,057	11.3%
0001-0160-40-0-0000-350	GASOLINE	616	187	600	-	600	600	-	0.0%
0001-0160-40-0-0000-352	VEHICLE MAINTENANCE	403	503	1,800	-	1,800	1,800	-	0.0%
0001-0160-40-0-0000-389	SECURITY SERVICE	700	700	700	1,000	1,000	700	-	0.0%
0001-0160-40-0-0000-390	OTHER PURCHASED SERVICES	76,503	88,059	80,000	60,233	80,000	84,018	4,018	5.0%
0001-0160-40-0-0000-413	BUILDING SUPPLIES & MATERIALS	32,734	14,148	14,220	2,060	14,220	14,220	-	0.0%
0001-0160-40-0-0000-430	LIBRARY BOOKS & MATERIALS	173,474	156,899	172,500	90,826	172,500	175,000	2,500	1.4%
0001-0160-40-0-0000-440	OFFICE EXPENSE & SUPPLIES	23,413	23,598	27,100	10,238	27,100	30,965	3,865	14.3%
0001-0160-40-0-0000-640	MEMBERSHIP & MEETINGS	4,036	2,424	2,500	1,625	2,500	3,200	700	28.0%
**** Cost Center Total ****	Library	2,101,545	1,964,209	2,022,189	978,007	1,999,765	2,140,661	118,472	5.9%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Maintain attendance to the library of over 200,000 patrons per year. Future goal of 2021 is to increase library usage by 7% from previous year to over	220,000 patrons per year.	100%	100%	100%	107%
Maintain a Spanish language collection of over 1,000 items within the collection. Future goal for 2021 increase the size of the collection by 50%	200,000 items within the collection.	100%	100%	100%	150%

Maintain circulation of items from the Meriden Public Library to over 200,000 per year. Future goal to increase circulation by 18% from the previous year.	Circulation of over 240,000 items	100%	100%	100%	118%

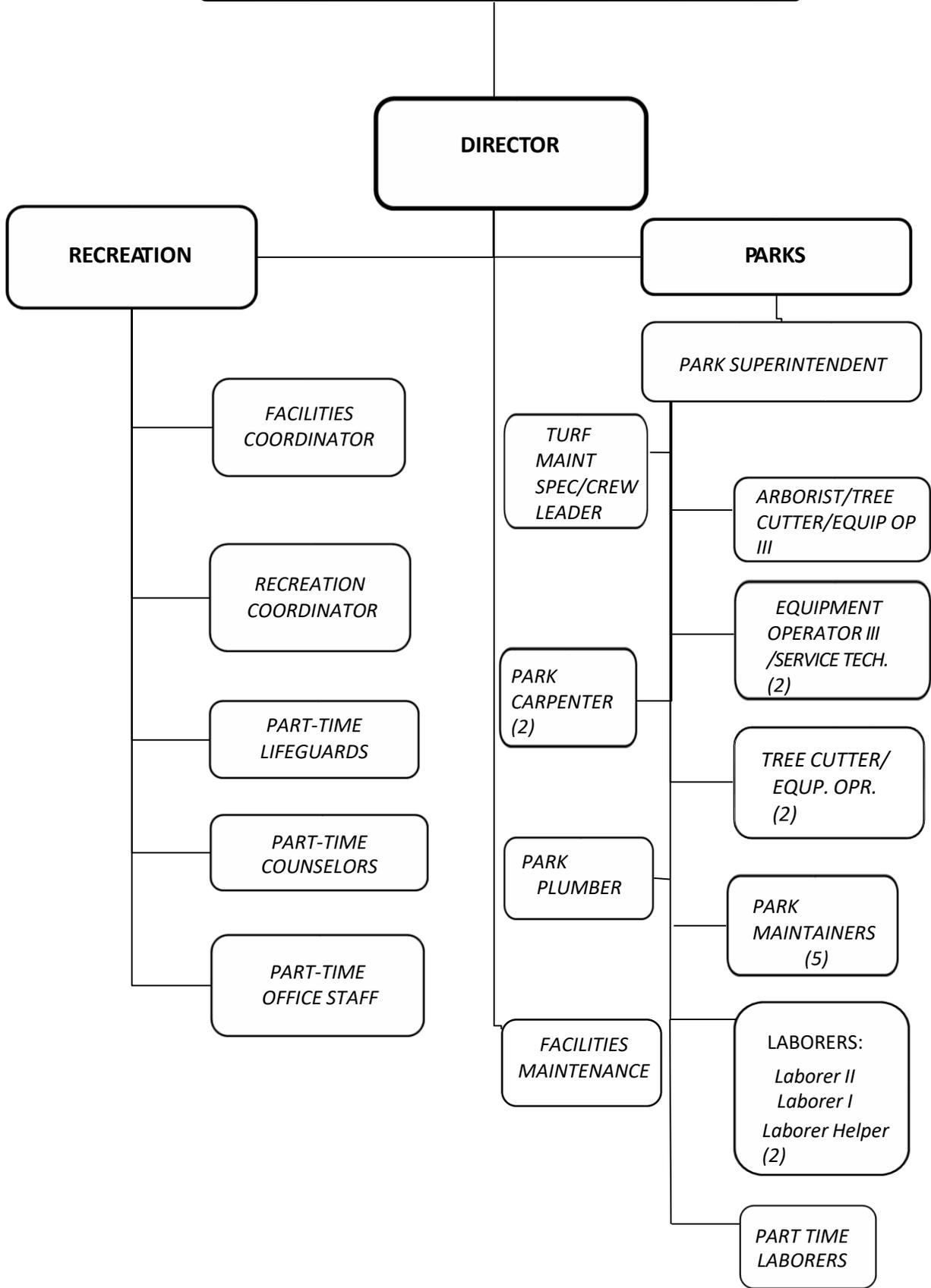
ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Attendance	281,655	261,087	204,111	220,000
Spanish language collection	1,059	1,209	1,334	2,001
Circulation	238,668	225,598	203,871	240,800

SECTION 8

PARKS, RECREATION & FACILITIES

PARKS AND RECREATION



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

- Completely reconstructed Habershon Park SMYL “A Field” infield & restored infield irrigation system. Reconstructed Columbus Park soccer field and softball field #2 infield lip.
- Completed FAA-mandated tree maintenance project at Meriden-Markham Airport & surrounding area and Cynrose Place/Ian Drive streetwide-trimming operation.
- Constructed a new 5-bay garage at the Hubbard Park maintenance yard and reconfigured the parking & landscape materials storage areas. Rebuilt the Public Works Complex Traffic Division storage building & reconfigured the Engine 6 interior to accommodate full-time use.
- Re-landscaped Falcon Field Westfield Road entrance island.
- Improved tree maintenance response time within the 12-month initial posting period.
- Conducted the Bulky Waste Pickup Program for 4.5 months.

FUTURE GOALS AND INITIATIVES

- Enhance Giuffrida Park lot area through expansion, addition of a permanent portable restroom, and improvements to the trailhead section.
- Expand the Bulky Waste Pickup Program to year-round service.
- Increase tree plantings throughout the city.
- Establish a turf improvement program at the Meriden Dog Park.
- Refurbish the Hubbard Park gazebo.
- Correct the Q-River Trail northern shoulder swale drainage issues.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/18/19,16:36:21		2020-2021 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>
PARKS (0801)						
DIRECTOR OF PARKS & PUBLI	0001	0801	190	100.000	108,754.55	108,754.55
ARBORIST/TREE CUTTER/EQUI	0001	0801	194	100.000	71,383.42	
EQUIP OPER III / SERVICE	0001	0801	194	100.000	83,815.81	
EQUIP OPER III / SERVICE	0001	0801	194	100.000	85,500.11	
LABORER I	0001	0801	194	100.000	49,273.36	
LABORER II	0001	0801	194	100.000	55,145.39	
LABORER'S HELPER	0001	0801	194	100.000	41,360.40	
PARK CARPENTER	0001	0801	194	100.000	73,333.29	
PARK CARPENTER	0001	0801	194	100.000	61,669.06	
PARK HIGHWAY MASON	0001	0801	194	100.000	71,028.47	
PARK MAINTAINER	0001	0801	194	100.000	71,028.47	
PARK MAINTAINER	0001	0801	194	100.000	71,028.47	
PARK MAINTAINER	0001	0801	194	100.000	71,028.47	
PARK MAINTAINER	0001	0801	194	100.000	65,554.51	
PARK MAINTAINER	0001	0801	194	100.000	71,028.47	
PARK PLUMBER	0001	0801	194	100.000	74,729.48	
TREE CUTTER EQUIPMENT OPE	0001	0801	194	100.000	74,729.48	
TURF MAINT SPEC/CREW LEAD	0001	0801	194	100.000	81,023.43	1,172,660.11
PARK SUPERINTENDENT	0001	0801	198	100.000	91,674.11	91,674.11
					1,373,088.77	1,373,088.77

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
PARKS & RECREATION & BUILDINGS									
PARKS (0801)									
0001-0801-40-0-0000-500	CAPITAL EQUIPMENT	30,575	-	50,000	37,382	37,382	-	(50,000)	-100.0%
0001-0801-40-3-0000-189	MISC PART-TIME	69,313	83,834	80,000	40,606	76,576	80,000	-	0.0%
0001-0801-40-3-0000-190	ADMINISTRATIVE	104,763	106,300	107,177	54,080	108,457	108,755	1,578	1.5%
0001-0801-40-3-0000-191	CONTINGENCY	91,005	67,829	75,000	46,217	61,119	88,000	13,000	17.3%
0001-0801-40-3-0000-194	PUBLIC WORKS	1,069,878	1,112,237	1,168,641	517,135	1,140,878	1,172,661	4,020	0.3%
0001-0801-40-3-0000-198	SUPERVISORS	86,736	92,225	77,670	43,809	87,925	91,675	14,005	18.0%
0001-0801-40-3-0000-345	PARK & REC EXPENSE & SUPPLIES	113,440	88,628	92,000	35,454	92,000	92,000	-	0.0%
0001-0801-40-3-0000-346	PARK MAIN./VANDALISM	3,600	5,000	7,000	5,040	10,080	10,080	3,080	44.0%
0001-0801-40-3-0000-350	GASOLINE	41,235	49,444	45,000	25,735	50,000	50,000	5,000	11.1%
0001-0801-40-3-0000-352	VEHICLE MAINTENANCE	79,338	61,044	74,000	25,036	74,000	74,000	-	0.0%
0001-0801-40-3-0000-485	SECURITY	2,000	-	-	-	-	-	-	-
0001-0801-40-3-0000-640	MEETINGS & MEMBERSHIPS	2,000	2,000	2,000	750	2,000	2,000	-	0.0%
0001-0801-40-3-0000-642	DOWNTOWN	3,476	3,500	3,500	1,059	3,500	3,500	-	0.0%
0001-0801-40-3-0000-643	TREE REMOVAL & REPLACEMENT	-	11,361	10,000	2,106	10,000	10,000	-	0.0%
0001-0801-40-3-0000-645	MAINTENANCE	-	30,491	30,000	9,610	30,000	30,000	-	0.0%
0001-0801-40-3-0000-647	TURF MANAGEMENT	18,000	23,647	25,000	14,872	25,000	25,000	-	0.0%
**** Cost Center Total ****	Parks	1,715,358	1,737,539	1,846,988	858,892	1,808,918	1,837,671	(9,317)	-0.5%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Major field renovations	2	67%	100%	100%	100%
Major tree maintenance projects	2	100%	100%	100%	100%
% of Bulky Waste program pickups of total pickups	75%	N/A	67%	69%	70%

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Tree Plantings	27	8	65	75
Tree Maintenance Operations	559	846	800	785
Bulky Waste Pickups	537	764	725	695

RECREATION

MISSION

The Recreation Division is committed to providing high-quality recreational activities that positively impact

SUCSESSES AND ACCOMPLISHMENTS

- Extended the Summer Playground Program from six weeks to seven weeks.
- Launched a new digital-based pool pass program which improved the accuracy of tracking of pool attendance and pool tag sales.
- Purchased an outdoor movie screen through a collaborative grant enabling the opportunity to host several free family movie nights at Hubbard Park and the Meriden Green.
- Hugely successful yoga program at Castle Craig. Classes included: Sunset Yoga, Full Moon Yoga, Sunrise Yoga, and guided hikes followed by Vinyasa Yoga.
- Introduction of monthly summer/fall guided hikes followed by Slow Flow Yoga at Giuffrida Park.
- Recreation Coordinator received CPR/First Aid Trainer certification.
- Surpassed 2020 estimated social media goal by over a thousand followers.
- Led first department bus trip in seventeen years.

FUTURE GOALS AND INITIATIVES

- Increase the number of exercise programs.
- Offer CPR classes to Meriden residents.
- Offer water Zumba and/or water aerobics classes at Hubbard Park.
- Digitize specialty camp registrations.
- Collaborate with educational programmers to offer additional specialty camps.

- Continue to expand partnerships with local businesses & non-profit agencies to increase programming and economic development opportunities.

PERSONNEL AND EXPENDITURES SUMMARY

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Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>
RECREATION (0802)						
FACILITIES COORDINATOR -	0001	0802	196	100.000	65,385.72	
RECREATION COORDINATOR	0001	0802	196	100.000	67,657.72	133,043.44
					133,043.44	133,043.44

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
RECREATION (0802)									
0001-0802-40-3-0000-191	OVERTIME	1,819	2,992	3,000	2,003	3,000	3,000	-	0.0%
0001-0802-40-3-0000-192	OTHER NON-UNION	120,714	126,900	145,000	99,160	139,699	145,000	-	0.0%
0001-0802-40-3-0000-196	MME	89,217	119,556	128,258	62,993	126,332	133,044	4,786	3.7%
0001-0802-40-3-0000-345	RECREATION PROGRAM EXPENSE	14,398	14,497	16,000	6,802	16,000	16,000	-	0.0%
0001-0802-40-3-0000-348	LEAGUE SUBSIDY	30,000	30,000	30,000	-	30,000	30,000	-	0.0%
0001-0802-40-3-0000-349	SAFETY SURFACE REPLACEMENT	3,707	4,194	4,400	2,193	4,400	4,400	-	0.0%
0001-0802-40-3-0000-440	OFFICE EXPENSE & SUPPLIES	8,480	6,572	7,000	3,521	7,000	7,000	-	0.0%
0001-0802-40-3-0000-443	FIREWORKS DISPLAY	-	19,425	20,000	19,525	19,525	20,000	-	0.0%
0001-0802-40-3-0000-640	MEMBERSHIPS	2,500	2,555	2,500	841	2,500	2,500	-	0.0%
****	Cost Center Total ***** Recreation	270,834	326,691	356,158	197,038	348,456	360,944	4,786	1.3%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Increase brand awareness by increasing following on social media: Facebook		946	3171	3671	4171
Increase brand awareness by increasing following on social media: Instagram		0	495	595	695

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Yoga Group Classes	0	10	13	13
Guided Hikes	4	8	10-13	10-13
Indoor/Outdoor Pool Tags Sold	N/A	1318	1410	1493
Indoor Recreational Swim Participant Check In (October 2019 –December 2019)	N/A	156	181	200
Outdoor Recreation Swim Participant Check In (May 2019-December 2019)	N/A	3173	3323	3398

FACILITIES

MISSION

It is the primary function of the Facilities Division to provide a clean & safe environment for citizens & employees utilizing City-owned property. The division oversees all

SUCSESSES AND ACCOMPLISHMENTS

- In a six month period procured \$88,000. in savings through negotiating labor rates, materials selection, and more projects being completed in-house by department staff.
- Modernized areas throughout City Hall offices.
- Repaired fresh air intake ducts for cleaner work environments.
- Relocated the Economic Development within City Hall, and refurbished the Planning Department main office space.

FUTURE GOALS AND INITIATIVES

- Continue negotiating labor rates and contracts to ensure the City is receiving the best ROI for funds spent.
- Continue to upgrade HVAC system to achieve a 90%-plus AFUE rating.
- Continue to upgrade plumbing fixtures to low-GPM models to save on water consumption.
- Assist the August Curtis Cultural Center to realize its full potential in benefitting Meriden residents.
- Ensure that the LED upgrade program continues throughout the remaining City-owned buildings to reduce energy usage.
- Refurbish the exterior City Hall main entrance area through door, step, drainage, & monument improvements.
- Continue reshaping the workforce to have greater maintenance capability.

PERSONNEL AND EXPENDITURES SUMMARY

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Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
BUILDING MAINTENANCE AND TECH (3360)							
BUILDING CUSTODIAN I	0001	3360	194	100.000	49,908.30		
BUILDING CUSTODIAN I	0001	3360	194	100.000	53,010.95		
BUILDING CUSTODIAN I	0001	3360	194	100.000	60,878.37		
BUILDING CUSTODIAN I	0001	3360	194	100.000	60,878.37		
BUILDING CUSTODIAN I	0001	3360	194	100.000	49,978.06		
BUILDING CUSTODIAN I	0001	3360	194	100.000	47,536.99		
BUILDING CUSTODIAN I	0001	3360	194	100.000	60,878.37		
BUILDING CUSTODIAN II	0001	3360	194	100.000	64,069.67	447,139.10	
CUSTODIAL SUPERINTENDENT	0001	3360	198	100.000	93,363.23	93,363.23	
					540,502.33	540,502.33	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
BUILDING MAINTENANCE (3360)									
0001-3360-40-3-0000-189	MISC PART-TIME	46,287	32,589	61,344	7,928	16,605	20,450	(40,894)	-66.7%
0001-3360-40-3-0000-190	ADMINISTRATIVE	37,272	-	-	-	-	-	-	
0001-3360-40-3-0000-191	CONTINGENCY	42,644	46,889	45,000	31,319	63,000	45,000	-	0.0%
0001-3360-40-3-0000-194	PUBLIC WORKS	411,539	395,947	387,617	197,219	389,603	447,140	59,523	15.4%
0001-3360-40-3-0000-198	SUPERVISORS	90,235	90,541	77,670	48,190	98,796	93,364	15,694	20.2%
0001-3360-40-3-0000-350	GASOLINE	1,757	1,623	1,500	981	1,500	1,800	300	20.0%
0001-3360-40-3-0000-352	VEHICLE MAINTENANCE	4,596	1,453	2,500	130	2,500	2,500	-	0.0%
0001-3360-40-3-0000-412	REPAIRS & UPGRADES	303,881	304,169	300,000	136,786	300,000	300,000	-	0.0%
0001-3360-40-3-0000-413	MAINTENANCE SUPPLIES	37,777	35,743	45,000	17,246	45,000	45,000	-	0.0%
0001-3360-40-3-0000-414	HEAT ENERGY LIGHTS	897,920	1,244,905	1,040,000	436,913	1,040,000	1,075,000	35,000	3.4%
**** Cost Center Total **** Building Maintenance		1,873,908	2,153,858	1,960,631	876,712	1,957,004	2,030,254	69,623	3.6%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY20 21 ESTIMA TED
Modernize/update office areas.	12	N/A	N/A	14	18
Major upgrades through painting and/or floor replacement.	6	N/A	N/A	3	8
Perform previously outsourced operations/projects by in-house staff.	50%	N/A	N/A	20%	25%

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Employee trainings.	1	1	4	5

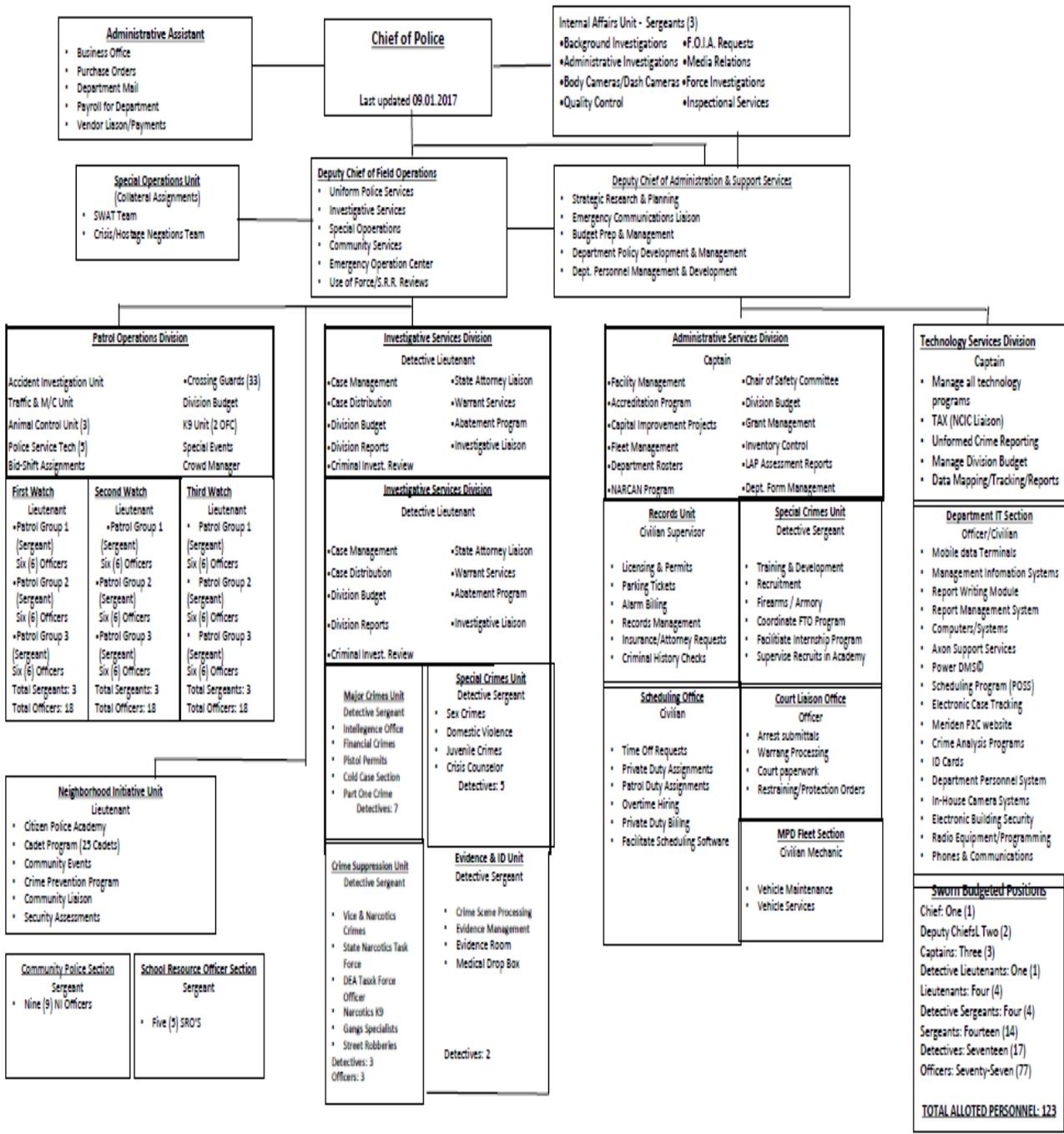
SECTION 9

PUBLIC SAFETY:

POLICE

FIRE

EMERGENCY TELECOMMUNICATIONS



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 the Department's 151st year of service to the City of Meriden.
- Our Department was awarded a Tier II level Accreditation with the State of Connecticut. Tier II Accreditation encompasses the Professional and Liability level certifications covering 206 state standards of modern policing.
- Utilizing state of the art technology (Forensic Genealogy) and partnering with Dr. Colleen Fitzpatrick of Identifiers, our detectives were able to solve a 32 year old cold case, positively identifying the parents of David Paul, the infant that was abandoned and died in the winter of 1988.
- Restructured and modernized the recruitment efforts of the agency to continue to work towards achieving full staffing and increasing diversity within our agency. To date, we have accomplished 100% staffing and have achieved the most diverse staffing in our agency's history. Additionally, within the past year our agency has hired 18 new officers:
 - Eight (8) African American Males (44.4%)
 - One (1) African American Female (5.5%)
 - Ten (10) White Males (55.5%)
- Partnered with the Fire Department to implement a joint Axon Drone Program. This program will assist the Meriden Police Department in:
 - Accident Investigations
 - Search and Rescue Efforts
 - Crime Scene Investigations
- AXON interview cameras
 - Install and implementation of improved in-building cameras within the interview rooms
- Partnered with Federal Law Enforcement Agencies to address the increase of gun violence within the City.

- Expanded the extremely successful K9 Program adding another patrol / narcotics trained dog, and a specially trained firearms detection dog (one of four in the State of Connecticut).
- Implementation of the Parking Kiosks (to be completed in June of 2020) and new downtown parking enforcement plan.
- Successfully recovered more than one dozen firearms through numerous investigations by our patrol and detective divisions within the past year.

FUTURE GOALS AND INITIATIVES

- Upgrade our department AXON camera program, to include:
 - AXON III body Camera with features:
 - GPS location services
 - Shot recognition abilities (works with the recently adopted AXON Drone Program to triangulate possible shots fired locations)
 - AXON Fleet Program
 - Install and activation of in-car (cruiser) cameras
- Reinstate the Citizen Police Academy for the upcoming fiscal year to include:
 - UOF scenario training
 - Case studies
 - Community Policing Education
- Implementation of the National Incident-Based Reporting System (NIBRS), which is a new and improved way to report crime to the Federal Government. This system replaces the Uniformed Crime Reporting System currently in place.
- Cell Block renovation to reflect modern policing needs and practices. The renovation will aid in enhancing the safety of prisoners and police officers.
- Our agency plans to seek the State of Connecticut Tier III Management Accreditation Level. This would bring our agency to the highest level of state accreditation covering 322 standards and practices.

PERSONNEL AND EXPENDITURES SUMMARY

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Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>
POLICE (2605)						
INTERIM POLICE CHIEF	0001	2605	190	100.000	134,771.67	

POLICE DEPUTY CHIEF	0001	2605	190	100.000	119,416.14	
POLICE DEPUTY CHIEF	0001	2605	190	100.000	1.00	254,188.81
PART TIME CLERK - NCIC	0001	2605	192	100.000	20,862.00	
POLICE SERVICE TECHNICIAN	0001	2605	192	100.000	14,901.43	
POLICE SERVICE TECHNICIAN	0001	2605	192	100.000	14,901.43	
POLICE SERVICE TECHNICIAN	0001	2605	192	100.000	14,901.43	
POLICE SERVICE TECHNICIAN	0001	2605	192	100.000	14,901.43	
POLICE SERVICE TECHNICIAN	0001	2605	192	100.000	14,901.43	
TECH SUPPORT SPECIALIST	0001	2605	192	100.000	39,020.46	
POLICE SERVICE TECHNICIAN	0001	2605	192	100.000	10,033.62	144,423.23
AUTOMOTIVE MECHANIC	0001	2605	194	100.000	81,023.43	81,023.43
ADMINISTRATIVE ASSISTANT	0001	2605	196	100.000	71,840.57	
ASSISTANT DOG WARDEN	0001	2605	196	100.000	61,989.94	
ASSISTANT DOG WARDEN	0001	2605	196	100.000	65,754.52	
DOG WARDEN	0001	2605	196	100.000	77,780.23	
DOG WARDEN ASSISTANT	0001	2605	196	100.000	13,908.00	
POLICE RECORDS CLERK	0001	2605	196	100.000	40,613.49	
POLICE RECORDS CLERK	0001	2605	196	100.000	40,817.49	
POLICE RECORDS CLERK	0001	2605	196	100.000	38,252.23	
POLICE RECORDS CLERK	0001	2605	196	100.000	-	
POLICE RECORDS/FLEET CLERK	0001	2605	196	100.000	51,972.00	
PROPERTY TECHNICIAN	0001	2605	196	100.000	71,840.57	
SCHEDULING CLERK - POLICE	0001	2605	196	100.000	65,754.52	600,523.56

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Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
					<u>2021 Budget</u>	<u>Object</u>
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>Request</u>	<u>Total</u>
POLICE CAPTAIN	0001	2605	197	100.000	112,313.28	
POLICE CAPTAIN	0001	2605	197	100.000	112,313.28	
POLICE CAPTAIN	0001	2605	197	100.000	112,313.28	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE B	0001	2605	197	100.000	88,576.09	
POLICE DETECTIVE LIEUTENA	0001	2605	197	100.000	107,223.69	
POLICE DETECTIVE SERGEANT	0001	2605	197	100.000	97,472.18	

POLICE OFFICER	0001	2605	197	100.000	84,363.26	
POLICE OFFICER	0001	2605	197	100.000	84,363.26	
POLICE OFFICER	0001	2605	197	100.000	84,363.26	
POLICE OFFICER	0001	2605	197	100.000	67,542.02	
POLICE OFFICER	0001	2605	197	100.000	84,363.26	
POLICE OFFICER	0001	2605	197	100.000	84,363.26	
POLICE OFFICER	0001	2605	197	100.000	84,363.26	
POLICE OFFICER	0001	2605	197	100.000	84,363.26	
POLICE OFFICER	0001	2605	197	100.000	84,363.26	
POLICE OFFICER	0001	2605	197	100.000	81,674.50	
POLICE OFFICER	0001	2605	197	100.000	84,363.26	
POLICE OFFICER	0001	2605	197	100.000	84,363.26	
POLICE OFFICER	0001	2605	197	100.000	84,363.26	
POLICE OFFICER	0001	2605	197	100.000	84,363.26	
POLICE OFFICER	0001	2605	197	100.000	79,799.88	
POLICE OFFICER	0001	2605	197	100.000	84,363.26	
POLICE OFFICER	0001	2605	197	100.000	84,363.26	

2020-2021 Budget					Page 1		
Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
POLICE OFFICER	0001	2605	197		(67,542.02)		
POLICE OFFICER	0001	2605	197		(67,542.02)		
POLICE OFFICER	0001	2605	197		(67,542.02)		
POLICE OFFICER	0001	2605	197		(67,542.02)		
POLICE SERGEANT	0001	2605	197	100.000	92,767.52		
POLICE SERGEANT	0001	2605	197	100.000	92,767.52		
POLICE SERGEANT	0001	2605	197	100.000	92,767.52		
POLICE SERGEANT	0001	2605	197	100.000	92,767.52		
POLICE SERGEANT	0001	2605	197	100.000	92,767.52		
POLICE SERGEANT	0001	2605	197	100.000	92,767.52		
POLICE SERGEANT	0001	2605	197	100.000	92,767.52		
POLICE SERGEANT	0001	2605	197	100.000	92,767.52		
POLICE SERGEANT	0001	2605	197	100.000	92,767.52		
POLICE SERGEANT	0001	2605	197	100.000	92,767.52		
POLICE SERGEANT	0001	2605	197	100.000	92,767.52		
POLICE SERGEANT	0001	2605	197	100.000	92,767.52		
POLICE SERGEANT	0001	2605	197	100.000	92,767.52		
Military reimbursement	0001	2605	197	100.000	(100,000.00)	9,875,730.24	

2020-2021 Budget					Page 1		
Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
POLICE RECORDS SUPERVISOR	0001	2605	198	100.000	66,237.64	66,237.64	
SCHOOL TRAFFIC GUARD	0001	2605	199	100.000	2,296.71		

SECURITY ATTENDANT	0001	3940	192	100.000		-	
SECURITY ATTENDANT	0001	3940	192	100.000		-	-
						-	-

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of December 31, 2019					as of 12/31/19	Year End	Recommended		CY Budget

PUBLIC SAFETY									
POLICE (2605)									
0001-2605-40-2-0000-189	MISC PART-TIME	4,072	4,000	4,000	2,152	4,000	4,000	-	0.0%
0001-2605-40-2-0000-190	ADMINISTRATIVE	356,226	307,637	312,958	125,848	255,173	254,189	(58,769)	-18.8%
0001-2605-40-2-0000-191	OVERTIME	1,515,084	1,199,759	1,251,189	601,044	1,066,266	1,286,654	35,465	2.8%
0001-2605-40-2-0000-192	OTHER NON UNION	70,197	85,695	110,572	55,190	111,332	144,423	33,851	30.6%
0001-2605-40-2-0000-194	PUBLIC WORKS	72,852	71,719	73,242	36,899	74,001	81,024	7,782	10.6%
0001-2605-40-2-0000-196	MME	618,066	640,701	561,187	276,944	555,621	600,524	39,337	7.0%
0001-2605-40-2-0000-197	POLICE PATROL	8,781,089	9,191,852	9,343,360	4,829,010	9,730,450	9,875,731	532,371	5.7%
0001-2605-40-2-0000-198	SUPERVISORS	129,614	103,232	41,996	32,042	64,960	66,238	24,242	57.7%
0001-2605-40-2-0000-199	CROSSING GUARDS	209,044	226,870	222,528	100,835	222,528	234,992	12,464	5.6%
0001-2605-40-2-0000-350	GASOLINE	158,770	171,866	150,000	85,593	150,000	153,977	3,977	2.7%
0001-2605-40-2-0000-352	VEHICLE MAINTENANCE	(31,494)	161,740	150,000	50,196	150,000	150,000	-	0.0%
0001-2605-40-2-0000-380	COMMUNICATIONS & MAINTENANCE	71,572	60,095	85,000	12,528	85,000	85,000	-	0.0%
0001-2605-40-2-0000-381	TRAINING	219,266	186,330	220,000	60,821	220,000	238,000	18,000	8.2%
0001-2605-40-2-0000-382	SOUTH CENTRAL JUSTICE	12,325	12,325	12,325	12,325	12,325	13,900	1,575	12.8%
0001-2605-40-2-0000-390	EXPLORERS/AUXILIARY POLICE	2,000	-	7,000	6,435	7,000	9,000	2,000	28.6%
0001-2605-40-2-0000-391	CANINE UNIT	4,523	4,185	6,000	2,890	6,000	8,000	2,000	33.3%
0001-2605-40-2-0000-392	BICYCLE PATROL	2,479	2,544	4,000	48	4,000	4,000	-	0.0%
0001-2605-40-2-0000-443	POLICE EXPENSE & SUPPLIES	137,667	93,420	119,880	39,528	119,880	125,000	5,120	4.3%
0001-2605-40-2-0000-490	ACCREDITATION	-	50	500	92	500	500	-	0.0%
0001-2605-40-2-0000-491	CRIME PREVENTION	2,234	1,499	6,500	161	6,500	6,500	-	0.0%
0001-2605-40-2-0000-492	HOSTAGE CRISIS	19,108	18,487	20,000	3,591	20,000	21,800	1,800	9.0%
0001-2605-40-2-0000-510	IT TECHNOLOGY	243,970	269,263	275,000	220,017	275,000	300,000	25,000	9.1%
0001-2605-40-2-0000-511	Body Camera / Taser Expense	130,999	130,896	131,000	-	131,000	131,000	-	0.0%
0001-2605-40-2-0000-640	MEMBERSHIP & MEETINGS	6,078	7,081	6,000	1,775	6,000	6,090	90	1.5%
0001-2605-40-2-0000-699	TRANSFER OUT - DOG FUND	10,000	-	10,000	-	10,000	10,000	-	0.0%
0001-2605-40-2-0000-709	POLICE PRIVATE DUTY	(78,492)	130,479	1	19,875	1	1	-	0.0%
0001-2605-40-2-0001-191	OVERTIME - School Resource Officer	-	56,227	75,000	41,893	75,000	75,000	-	0.0%
0001-2605-40-2-0002-191	OVERTIME - Neighborhood Initiatives	-	83,571	250,000	133,548	268,634	250,000	-	0.0%
**** Cost Center Total **** Police		12,667,252	13,221,524	13,449,238	6,751,280	13,631,171	14,135,543	686,305	5.1%

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
PARKING (3940)									
0001-3940-40-0-0000-191	OVERTIME CONTINGENCY	974	10,944	-	7,518	16,075		-	#DIV/0!
0001-3940-40-0-0000-192	PAYROLL	71,086	52,167	19,488	24,590	49,856		(19,488)	-100.0%
0001-3940-40-0-0000-198	SUPERVISORS	54,052	29,775	10,000	-	-		(10,000)	-100.0%
0001-3940-40-0-0000-323	MAINTENANCE	-	2,000	625	-	625		(625)	-100.0%
0001-3940-40-0-0000-350	GASOLINE	174	-	225	-	225		(225)	-100.0%
0001-3940-40-0-0000-352	MAINTENANCE	2	126	200	-	200		(200)	-100.0%
0001-3940-40-0-0000-440	GENERAL EXPENSES	2,546	1,952	875	437	875	5,000	4,125	471.4%
***** Cost Center Total ***** Parking		128,833	96,963	31,413	32,545	67,856	5,000	(26,413)	-84.1%

PERFORMANCE MEASURES

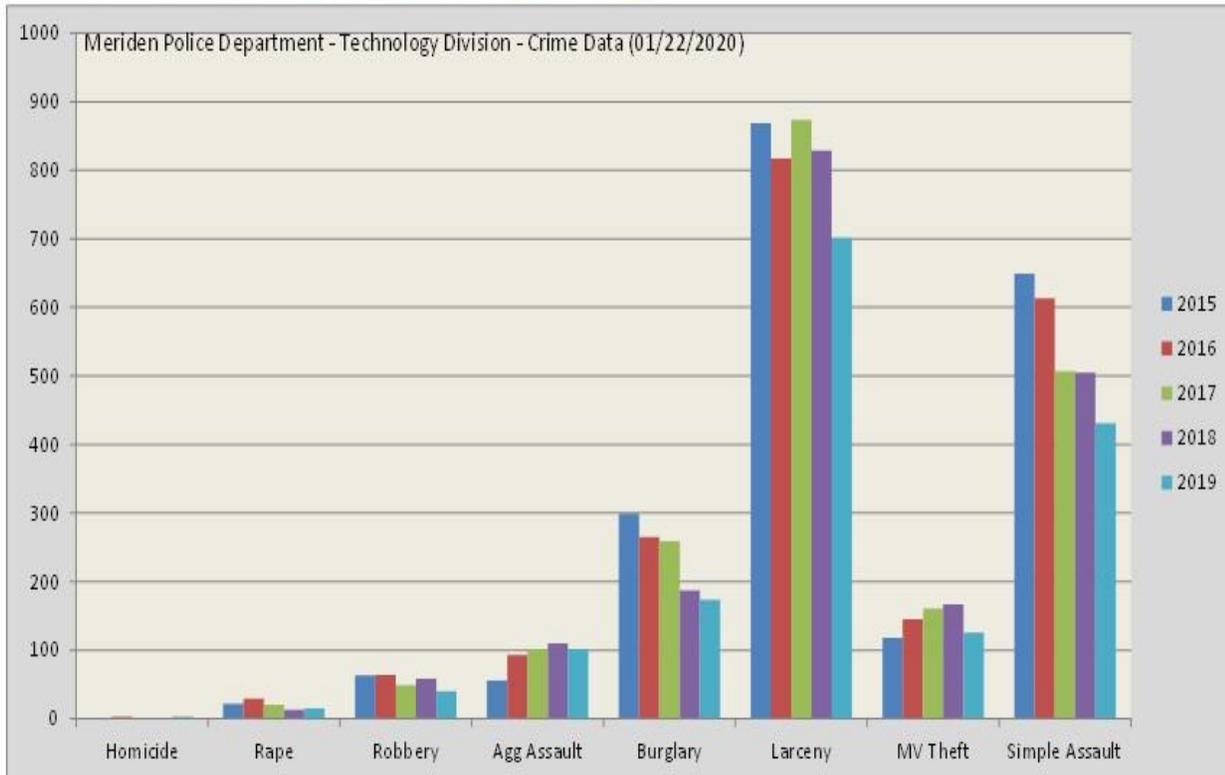
5 Year Comparison of Part 1 Crimes

Part 1 Crime	2015	2016	2017	2018	2019
Homicide	1	3	1	1	3
Rape	22	29	21	13	15
Robbery	63	64	49	58	40
Agg Assault	56	93	102	110	102
Burglary	299	265	259	187	174
Larceny	869	817	873	829	701
MV Theft	118	145	161	167	126
Simple Assault	649	613	507	505	431
TOTALS	2077	2029	1973	1870	1592

2015 is the starting year for the 5 year comparison of Part 1 crimes.

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.

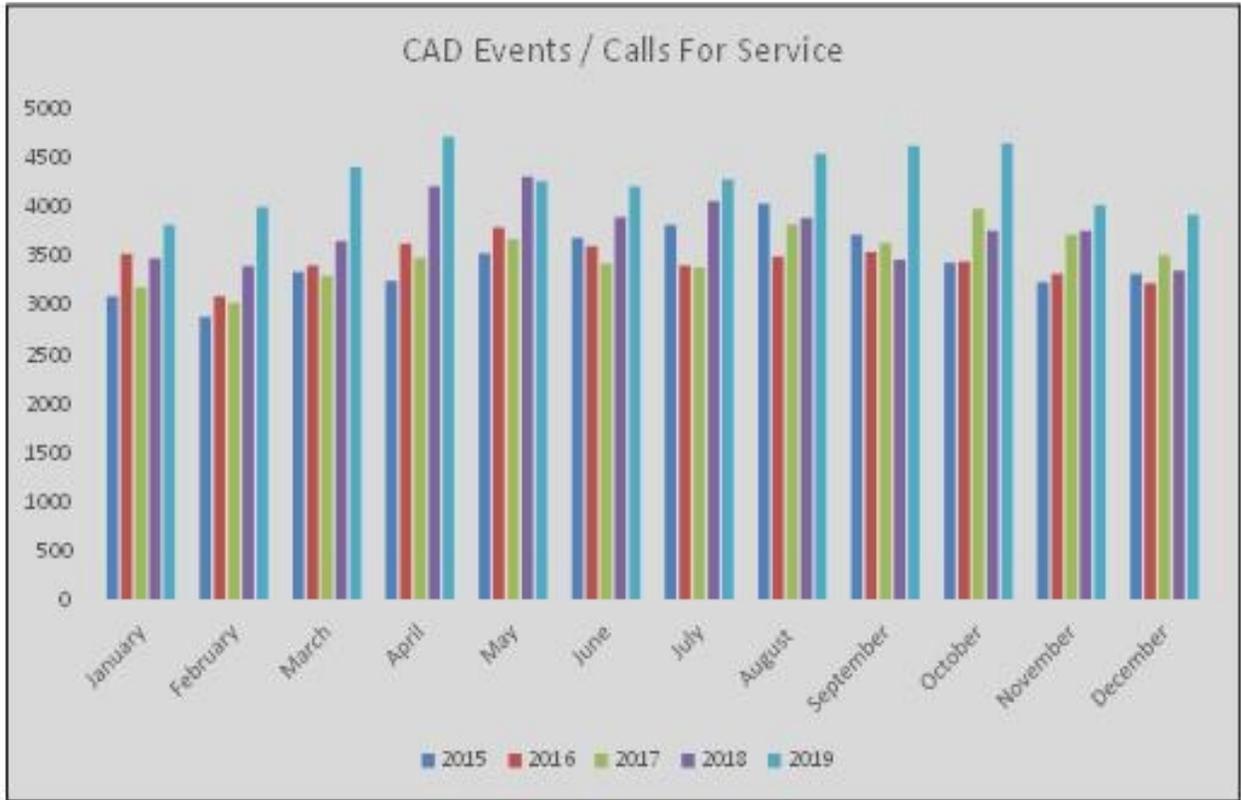
Below is a graphical representation of each offense type and its 5 year trend.



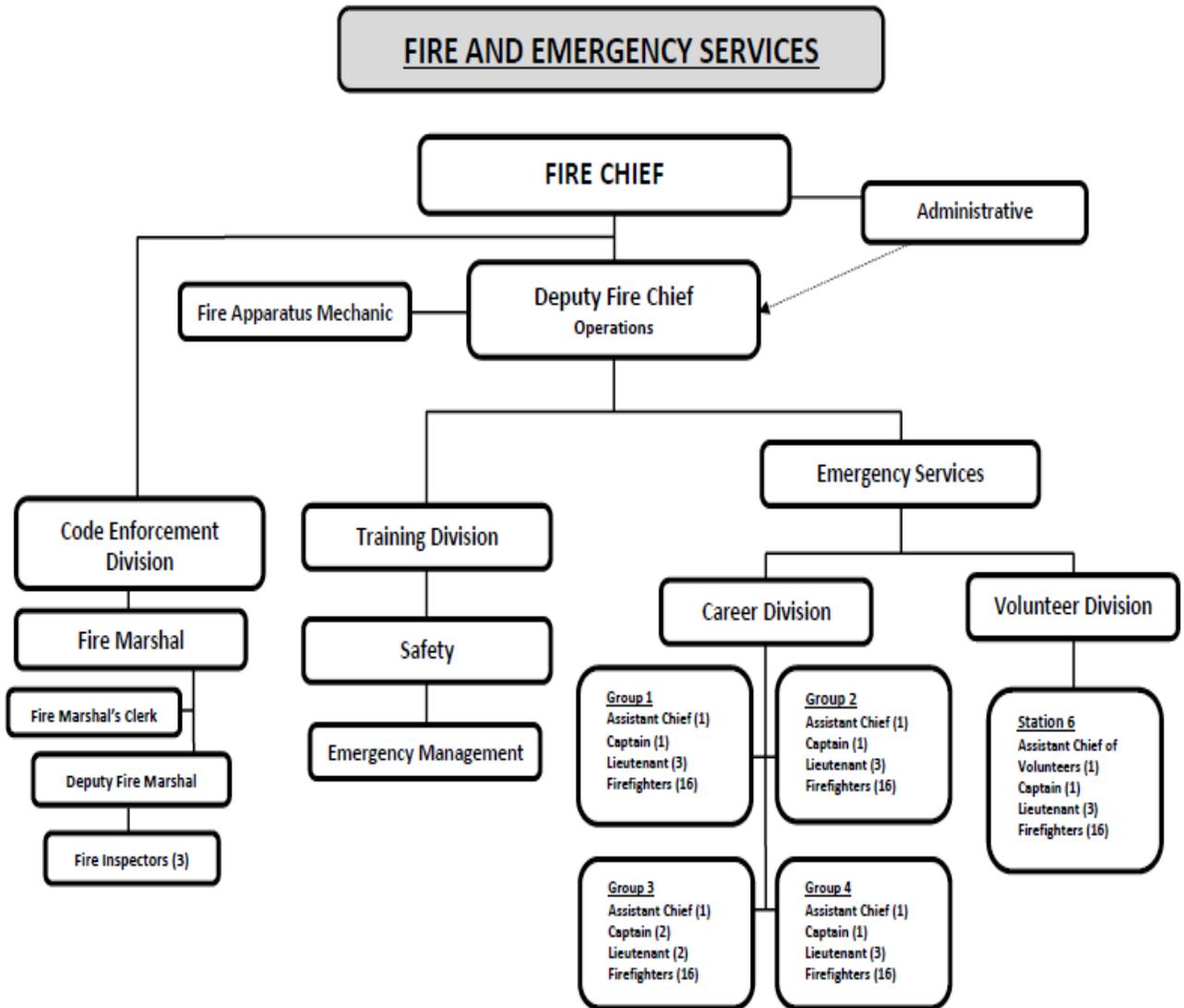
ACTIVITY INDICATORS

Month	CAD Events / Calls for Service				
	2015	2016	2017	2018	2019
January	3093	3527	3188	3480	3819
February	2883	3094	3027	3399	4004
March	3343	3412	3304	3654	4411
April	3252	3634	3490	4214	4716
May	3530	3791	3679	4312	4266
June	3692	3606	3430	3903	4215
July	3820	3409	3390	4063	4282
August	4034	3502	3825	3892	4545
September	3722	3547	3642	3469	4625
October	3433	3450	3987	3760	4654
November	3237	3321	3719	3766	4021
December	3324	3224	3511	3354	3923
TOTALS	41363	41517	42192	45266	51481
Numerical and Percentage increase over previous year totals		+154 0.37%	+675 1.63%	+3074 7.29%	+6215 13.73%

Calls for Service / CAD Events have increased each year from 2015 thru 2019. Overall the totals between 2015 and 2019 are an increase of **10,118** calls for service. This is an overall increase of **24.46%** volume of calls in the past five years.



Meriden Police Technology Division - 01/07/2020



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 168th year of service to the City, including 152 years for Engine 2 and 151 years for Truck 1, and we celebrated the 150th year of service for Engine 3
- Completed a department reorganization to staff a full time unit in South Meriden, and to re-structure the volunteer response model. This plan reduced the response times in South Meriden from an average of 6 minutes and 22 seconds, to just over three minutes. This is in line with the other stations in the city
- Completed Phase 1 of the radio replacement project that included the purchase of 44 hand-held radios. This included the purchase of four multi-band radios utilized to increase interdepartmental communications.
- Continued the fleet reduction plan, eliminating three units (2 heavy vehicles, and 1 staff van.
- Continued the development of a live fire-training prop to assist in keeping our personnel at peak performance.

FY 2018-2019 Numbers

- Community Risk Reduction
 - Completed 764 multi-family building inspections that included 2230 individual apartments
 - Completed 124 Cause and Origin investigations
 - Instituted a new fee schedule to offset some of the expenses related to fire inspections. This is exceeding projections in revenues. The FMO collected \$148,657 in the calendar year, 48% more than projected revenue for 2019.
 - Provided over 1100 elementary grade students with fire prevention education
- Training
 - Completed 5146 hours of training for career personnel
 - Completed 960 hours of probationary firefighter training
 - Completed 108 hours of training for SMVFD
 - Completed 36 hours (each) of basic leadership training for 4 Lieutenants

- Hosted five CFA classes allowing four member to attend tuition free. This resulted in a \$5075 Dollar savings
- Total 7099 total training hours coordinated by the training division.
- Responded to 9036 Incidents including in :
 - 215 Fire,
 - 5008 EMS,
 - 358 Rescue,
 - 813 Other hazard,
 - 588 Service Calls,
 - 1380 Good Intent, and
 - 667 False Alarms
 - Maintained an overall response time of 4:53

FUTURE GOALS AND INITIATIVES

- Expand the administrative staff by one Deputy Fire Chief to provide added support for the increase in administrative demand, and operations. This will ensure that an executive level chief officer is available around the clock to support department operations.
- Implement a modified model to increased staffing with the focus of increasing safety, efficiency and reducing job related injuries.
- Continue to evaluate, adapt, and monitor the new response model to ensure effective service delivery within the city and to maximize use of available resources to address and mitigate emergencies.
- Complete Phase 2 of the radio project, projected to save the city \$195,000 over the original cost estimate.
- 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.

					4,000.00	4,000.00
DIRECTOR OF CIVIL DEFENSE	Grant funds				4,000.00	
					4,000.00	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
FIRE (2610)									
0001-2610-40-2-0000-189	MISC PART-TIME	5,993	8,664	4,000	2,000	4,000	8,000	4,000	100.0%
0001-2610-40-2-0000-190	ADMINISTRATIVE	223,098	227,555	229,426	115,766	232,168	232,805	3,379	1.5%
0001-2610-40-2-0000-191	OVERTIME								
0001-2610-40-2-0000-194	CONTINGENCY	993,076	1,282,311	1,105,075	653,042	1,234,793	1,170,000	64,925	5.9%
0001-2610-40-2-0000-194	PUBLIC WORKS	84,931	85,466	87,892	43,586	87,412	92,880	4,988	5.7%
0001-2610-40-2-0000-195	FIRE	7,541,777	7,479,600	7,665,359	3,757,702	7,568,607	8,125,000	459,641	6.0%
0001-2610-40-2-0000-196	MME	108,337	119,316	110,659	49,644	95,421	115,476	4,817	4.4%
0001-2610-40-2-0000-235	TRANSFER IN - PREMIUM	28,100	28,200	28,200	-	28,200	30,000	1,800	6.4%
0001-2610-40-2-0000-350	GASOLINE	39,541	49,461	41,000	25,752	45,000	45,850	4,850	11.8%
0001-2610-40-2-0000-352	MAINTENANCE	105,723	85,035	82,500	33,974	82,500	85,580	3,080	3.7%
0001-2610-40-2-0000-380	MAINTENANCE	16,783	24,892	31,000	17,741	31,000	31,000	-	0.0%
0001-2610-40-2-0000-381	TRAINING	22,747	16,260	40,000	10,106	40,000	40,600	600	1.5%
0001-2610-40-2-0000-390	PHYSICALS	36,923	47,474	41,683	5,870	41,683	41,683	-	0.0%
0001-2610-40-2-0000-394	RECRUITMENT	6,861	117	2,000	-	2,000	2,000	-	0.0%
0001-2610-40-2-0000-413	MAINT SUPPLIES	33,964	29,421	41,300	20,060	41,300	41,350	50	0.1%
0001-2610-40-2-0000-440	OFFICE EXPENSE & SUPPLIES	13,182	16,350	17,000	6,658	17,000	17,340	340	2.0%
0001-2610-40-2-0000-503	FIRE EQUIPMENT	88,836	86,926	80,658	34,553	80,658	80,658	-	0.0%
0001-2610-40-2-0000-505	EQUIPMENT	68,867	77,760	78,700	19,179	78,700	78,700	-	0.0%
0001-2610-40-2-0000-640	MEMBERSHIP & MEETINGS	7,718	5,418	10,500	1,460	10,500	10,500	-	0.0%
***** Cost Center Total ***** Fire		9,426,455	9,670,223	9,696,952	4,797,093	9,720,942	10,249,422	552,470	5.7%

PERFORMANCE MEASURES

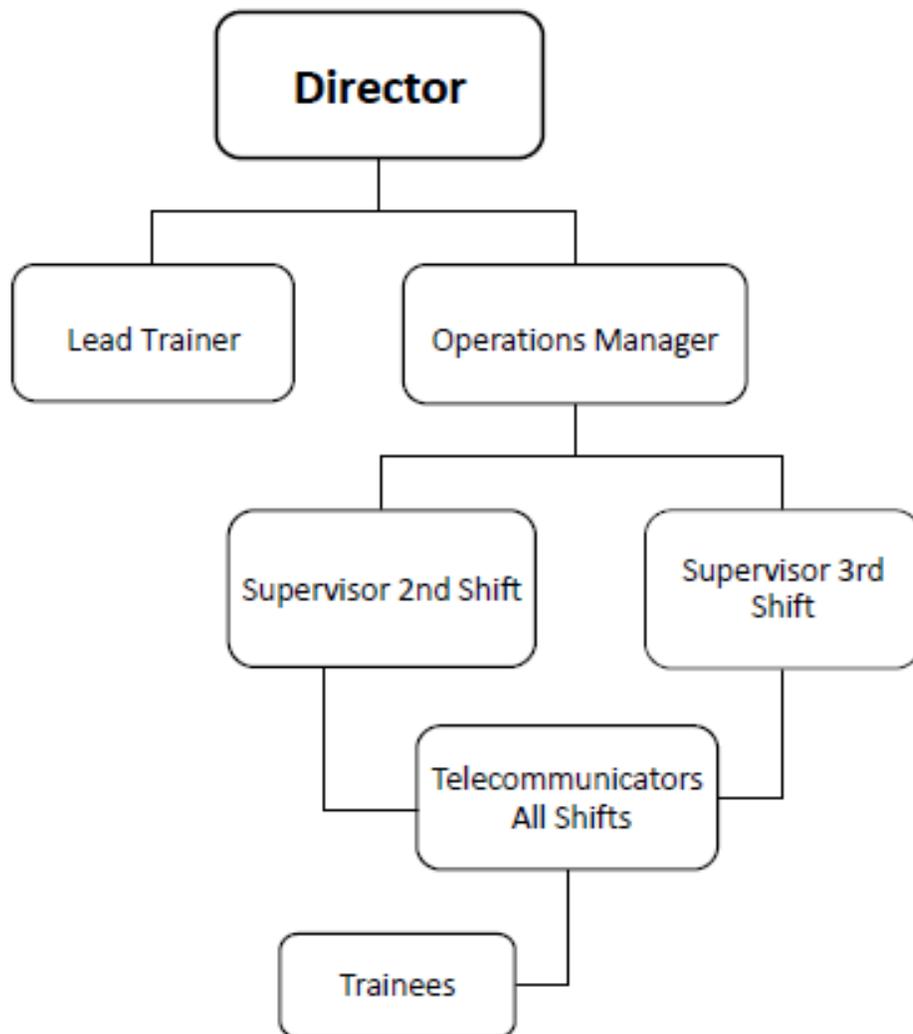
PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Maintain an initial arrival time for the first due company of 4 minutes and 59 seconds city wide	95%	89%	89.1%	89.2%	90%
Maintain a Total Effective Force arrival time for incidents of 8 minutes and 59 Seconds	100%	87.3%	97%	95%	96%
Deliver fire prevention information to all 3 rd grade classes in Meriden Schools	90%	90%	90%	90%	92%
Monitor Fees collected for inspection related services to offset related expenditures * 6 months	90%	N/A	120%*	140%	100%
(NEW FY 21) Measured the cost benefit relationship of changing the overtime duty to increase staffing on Engine 3	75%	N/A	N/A	N/A	TBD

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 YTD	FY2020 ESTIMATED
Incidents (All Categories)	9171	9036	4431	9403
Fire Incidents	254	215	102	216
Rescue/EMS Incidents	5467	5366	2497	5299
False Alarms	726	665	311	660
Responses (All Units)	14537	14281	6888	14671
Inspections	1644	764	166	352
Units Inspected	4776*	2230	816	1732
Permits	60	45	37	79

Investigations	96	124	46	98
Training Hours	10420	7591	2267	4811
Fire	9744	6642	2127	4514
Fire Marshals	676	949	140	2970
Property Fire Loss (Dollars)	\$1,716,25	\$3,026,780	\$1,032,277	*
Property Fire Saved (Dollars)	\$6,973,476	\$7,102,166	\$1,575,947	*
* No statistical estimate can be inferred				

EMERGENCY COMMUNICATIONS



EMERGENCY COMMUNICATIONS

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

- Ongoing revision and updating of policies and procedures.
- Continued efforts to coordinate training with the Fire Department and Police Department for new hires and veteran employees.
- Continue to work with Powerphone to implement the CACHE program for all employees to provide consistent guidance with call handling.
- Hired an Assistant Director to oversee the training of new hires and veterans, to update the training program based on changes with police and fire policies and to work directly with the new employees and the training officers.
- Staffing and recruitment efforts continue in order to find the "right" candidate for the Center who thrives in a fast pace environment which requires overtime, shift work, processing hysterical callers for critical incidents, ability to make critical decisions that affect the police and fire units responding to calls and multitask all the time.
- Implemented an updated background check packet which is utilized by Internal Affairs to screen all candidates.
- Implemented a process for certified applicants on Policeapp in order to recruit certified dispatchers; full time and part time, to reduce overtime costs and length of training.
- Successfully negotiated a new 3 year Collective Bargaining Agreement with the assistance of Human Resources.
- NG911 upgrade and implementation of Text-to-911.
- Upgrade of all Avtec consoles from Windows 7 to Windows 10 to be compatible with latest Avtec upgrade and to avoid down time and equipment failures.

FUTURE GOALS AND INITIATIVES

- Continue to work with the committee to relocate the 911 Center to allow room for expansion, increase the number of consoles, add a lunch room, training room/EOC and room for supplies, cabinets, lockers etc. An RFP has been issued with a return date of February 27, 2020 to solicit bids from Consultants who can assist with identifying a location in the City.
- The CACHE software will be implemented by the end of the third quarter. This has been an ongoing project working with the vendors involved, training, and testing.
- To obtain funding to install a generator at 500 S. Broad Street. This is a critical site for radio communications and installing a generator to ensure its operation power outages is a priority. This has been included in the CIP requests.
- RapidSOS – This product will be implemented by the end of the first quarter. The shape files for the City have been provided to the vendor and testing has been completed. The training of personal will be done in February/March. This software is internet based and provides another tool for the dispatchers to query a cell phone number once the individual has called 911, to identify the location of the caller if they are unable to tell the dispatcher.
- Finalize backup Center with the Fire Department and have employees work from this site to become familiar with it.
- We will begin a “Dispatcher of the Month” program where every month a dispatcher is recognized for their efforts, dedication and commitment to public safety.
- Upgrade of one or both microwave links submitted as part of the CIP request. Once these are completed the City shouldn’t need to upgrade any other site for approximately five years.
- Training will be a large focus this coming year. Due to staffing levels some training has not been done. As we continue to hire and increase staffing, there will be a focus on new hire training, re-certification training in all disciplines for all employees, outside training for suicide prevention, active shooter, aggressive situations, customer service and the like to enhance the performance of the employees and also serve as a review.
- Implementation of a formal Quality Assurance program by the start of the third quarter.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/18/19,16:36:21		2020-2021 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
EMERGENCY COMMUNICATIONS (2617)							
ASST DIR EMERG COMMUNICAT	0001	2617	190	100.000	80,439.48		
DIR OF EMERGENCY COMMUNIC	0001	2617	190	100.000	103,452.00	183,891.48	
PUBLIC SAFETY DISP SHFT S	0001	2617	196	100.000	64,923.58		
PUBLIC SAFETY DISP SHFT S	0001	2617	196	100.000	64,923.58		
PUBLIC SAFETY DISP SHFT S	0001	2617	196	100.000	61,594.42		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	54,314.23		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	59,353.22		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	51,484.34		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	59,353.22		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	59,353.22		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	59,353.22		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	59,353.22		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	59,353.22		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	55,677.57		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	51,484.34		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	55,753.31		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	-		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	-		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	-		
PUBLIC SAFETY DISPATCHER	0001	2617	196	100.000	-	816,274.67	
					1,000,166.15	1,000,166.15	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
EMERGENCY COMMUNICATIONS (2617)									
0001-2617-40-0-0000-189	SEASONAL WORKERS	6,769	-	-	-	-	22,000	22,000	100.0%
0001-2617-40-0-0000-379	C-MED	23,848	23,848	29,595	24,595	29,595	25,000	(4,595)	-15.5%
0001-2617-40-2-0000-190	ADMINISTRATION	99,134	101,166	186,951	78,917	168,732	183,892	(3,059)	-1.6%
0001-2617-40-2-0000-191	OVERTIME	385,762	447,694	408,455	226,997	448,775	425,000	16,545	4.1%
0001-2617-40-2-0000-196	MME	780,836	733,220	827,912	340,154	677,381	816,274	(11,638)	-1.4%
0001-2617-40-2-0000-352	VEHICLE MAINTENANCE	2,400	2,400	2,400	1,200	2,400	2,400	-	0.0%
0001-2617-40-2-0000-380	COMMUNICATIONS & MAINTENANCE	4,501	3,082	8,000	2,368	8,000	8,000	-	0.0%
0001-2617-40-2-0000-381	TRAINING	16,097	16,424	25,000	6,994	25,000	25,000	-	0.0%
0001-2617-40-2-0000-440	OFFICE EXPENSE & SUPPLIES	18,020	18,891	20,000	3,977	20,000	20,000	-	0.0%
**** Cost Center Total ****Emergency Communicat		1,337,367	1,346,725	1,508,313	685,202	1,379,882	1,527,566	19,253	1.3%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Answer 911 calls within 10 seconds 90% of the time		89.88	92	90	90
Track Text-to-911 calls for sufficient staffing needs of the Center		N/A	125	135	150

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
911 Call Volume	25937	25748	24457	25500
CAD Call Volume	51604	54431	60279	63779
Administrative 10 digit calls	N/A	114322	111711	113016

SECTION 10

PUBLIC WORKS:

Engineering

Garage

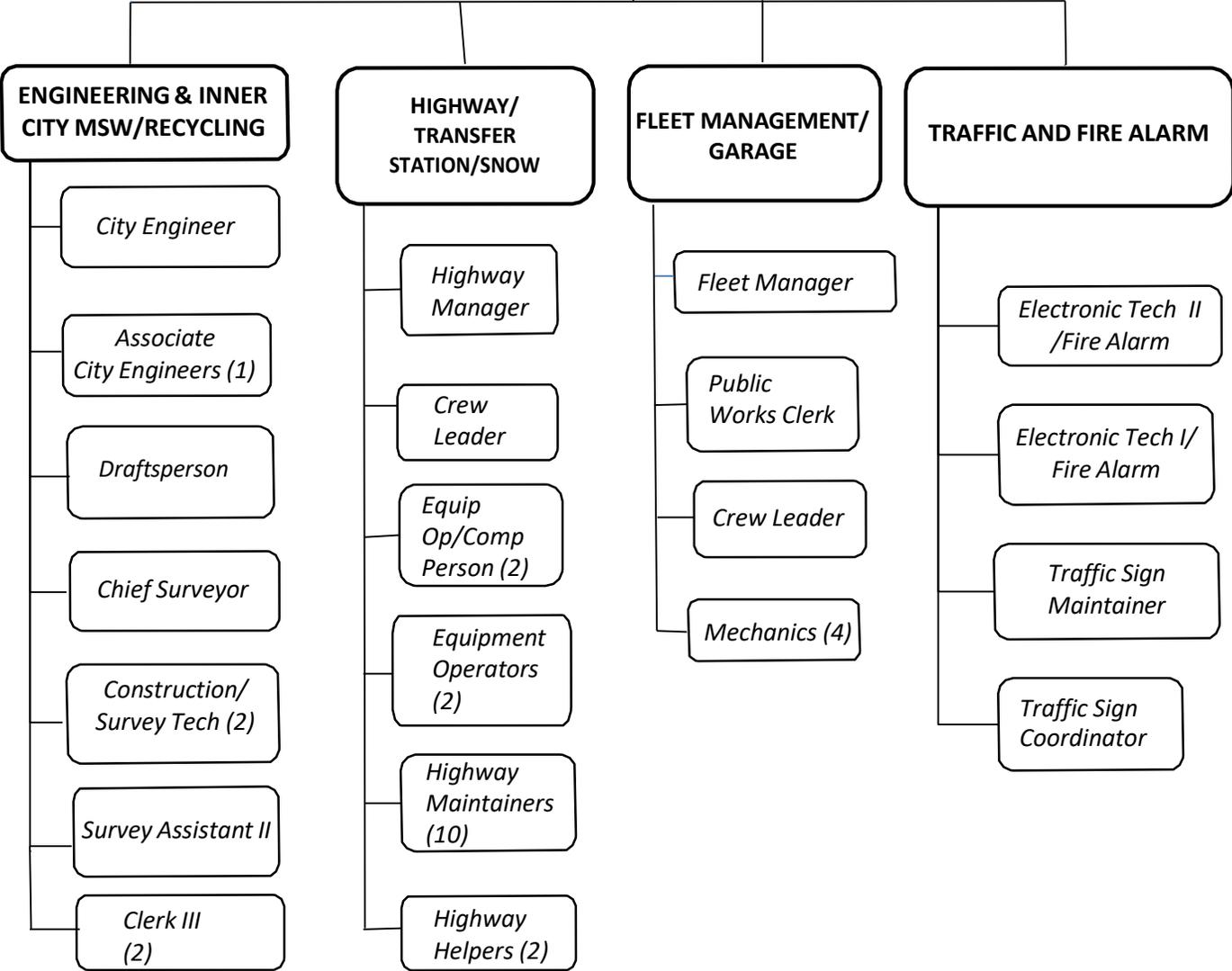
Highway

Traffic

Solid Waste

PUBLIC WORKS

DIRECTOR



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

- Replaced significant number of employees leaving due to retirement or transfers.
- Restructured Traffic Division through elimination of Traffic Superintendent and assignment of duties to Highways and Engineering, and reestablishment of Traffic Sign Coordinator position.
- Establishment of full-time Fleet Manager
- Following State Library guidelines for records disposition to reduce unnecessary and duplicated storage of materials.
- Provided effective enforcement of state recycling ordinances via public awareness meetings, letters and citations.
- Removed unnecessary restrictions for work (i.e driveway bonds, allow bonds to cover multiple projects)

FUTURE GOALS AND INITIATIVES

Learning and Growth Goals

- Reconstitute 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 Central Square
- Continued use of Construction Management with Appia

- Pursue records retention and electronic document management
- Update and improve City standard details to ensure latest design and construction practices are incorporated.

Customer Service

- Upgrade Work order management systems with Central Square
- Use Central Square project software to provide the public with for real time project information
- Enhanced customer portal for permitting via Central Square

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Process all permits within 2 working days	95%				
Training sessions attended per employee	3				
CBYD strikes per request					

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
CBYD requests				
Permits issued				

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

- Developed internal auditing process for capital projects
- Increased use of technology, i.e. construction management software, to improve operations on capital projects.
- Continued progress on harbor brook flood control to remove parcels from 100-year floodplain and related flood insurance burdens.
- Continued design on harbor brook from Amtrak bridge to downtown, and Meriden green phase 2.
- Construct Amtrak bridge relief drainage system
- Brookside Park vegetated buffer installation, trail section and pollinator pathway.
- Removal debris along eastern section of harbor brook, in coordination with parks department.
- Continue using alternative pavement methods such as micro-milling, hot in place recycling, and nova-chip, and mitigation of a wear issue experienced in prior year's paving.
- Expanded alternative pavement program to include use of rubber chip seal, which significantly reduced road degradation on affected roads.

- Assumed management of the CIDEWALK City Sidewalk Cost Share program that provides assistance for property owners to repair their sidewalks.
- Continued progress on sidewalk trip hazard elimination due to damage caused by tree roots on Schwinks Drive, Heather Heights
- Began replacement of asphalt sidewalk sections damaged by tree roots in South Meriden
- Pilot test on new concrete repair techniques for damaged sidewalks and stairs
- Continued coordination with the utility companies has lessened the number of conflicts and damage to newly worked roads and sidewalks.
- Completed the DEEP required A-2 survey of the Meriden Green and file the required ELUR on the City's land records

FUTURE GOALS AND INITIATIVES

- Implement partial two-way traffic downtown starting in fall 2020.
- Replace guiderail on Preston Ave, South Curtis St and Thorpe Ave as part of State Grant from the Local Roads Accident Reduction Program
- Construction of the Leslie Drive sewer bridge and Harbor Brook channel improvements, and Cooper Street signal
- Construct Cooper St bridge replacement
- Continue the design of the Center St bridge with construction anticipated for 2018
- Continue design of Harbor Brook improvements from Cooper St to Amtrak bridge
- Begin design of Harbor Brook improvements between Mill St and Center St
- Pilot new sidewalk construction techniques to greatly reduce cost of new installations.
- Receive approval by state to pursue research parkway linear trail, funded through transportation alternatives program.

Survey/Call Before You Dig/Construction Services

- Conduct an A-2 boundary survey of the City and install boundary markers at adjacent town lines.
- Increased utilities training for water and sewer design and operations
- Conduct fire flow testing for fire department and water department during hydrant flushing 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: 11/18/19,16:36:21		2020-2021 Budget			Page 1	
Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>
P.W. - ENGINEERING (3310)						
DIRECTOR OF PUBLIC WORKS	0001	3310	190	100.000	124,816.99	124,816.99
CHIEF SURVEYOR	0001	3310	196	100.000	83,562.29	
CLERK III	0001	3310	196	100.000	60,400.46	
CLERK III	0001	3310	196	100.000	47,938.74	
CONSTRUCTION/SURVEY TECHN	0001	3310	196	100.000	77,780.23	
CONSTRUCTION/SURVEY TECHN	0001	3310	196	100.000	67,009.37	
DRAFTSPERSON	0001	3310	196	100.000	67,657.72	
SURVEY ASSISTANT II	0001	3310	196	100.000	43,472.23	447,821.04
ASSOCIATE CITY ENGINEER	0001	3310	198	100.000	110,929.38	
ASSOCIATE CITY ENGINEER	0001	3310	198	100.000	106,620.20	217,549.58
					790,187.61	790,187.61
RESIDENT REPRESENTATIVE	0401	7370	235	100.000	13,466.18	
					13,466.18	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
PUBLIC WORKS									
P.W. - ENGINEERING (3310)									
0001-3310-40-0-0000-500	CAPITAL EQUIPMENT	-	6,116	-	-	-	-	-	
0001-3310-40-0-0000-510	SOFTWARE	6,770	6,505	7,600	6,605	7,600	6,910	(690)	-9.1%
0001-3310-40-3-0000-189	SEASONAL WORKERS	-	5,777	-	16,013	14,903	9,600	9,600	100.0%
0001-3310-40-3-0000-190	ADMINISTRATIVE	122,026	124,962	123,006	62,067	124,476	124,817	1,811	1.5%
0001-3310-40-3-0000-191	OVERTIME	7,242	5,614	5,500	5,307	7,775	5,500	-	0.0%
0001-3310-40-3-0000-196	MME	430,999	433,565	465,043	204,419	443,114	447,822	(17,221)	-3.7%
0001-3310-40-3-0000-198	SUPERVISORS	207,917	180,533	195,913	107,479	213,941	217,550	21,637	11.0%
0001-3310-40-3-0000-320	& BRIDGES	3,300	-	3,500	8,950	8,950	3,500	-	0.0%
0001-3310-40-3-0000-350	GASOLINE	6,529	7,211	8,300	3,294	8,300	7,200	(1,100)	-13.3%
0001-3310-40-3-0000-352	MAINTENANCE	5,187	4,867	6,800	1,866	6,800	5,600	(1,200)	-17.6%
0001-3310-40-3-0000-440	SUPPLIES	9,313	10,406	8,200	4,804	8,200	8,200	-	0.0%
0001-3310-40-3-0000-640	MEETINGS	2,226	1,928	2,650	-	2,650	2,650	-	0.0%
*****	Cost Center Total ***** Engineering	801,510	787,484	826,512	420,804	846,710	839,349	12,837	1.6%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Capital construction costs	Contingencies and incidentals limited to 20% of project award				
Pavement Condition Rating	No Decrease				

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Square feet of sidewalk installed				
Pavement miles improved				

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

- Transition from retiring Traffic Supervisor / Vehicles to dedicated Fleet Manager in March 2020.
- Developed vehicle purchase request form to ensure that best decisions are made for all parties
- Develop dedicated fleet management CIP that addresses all needs of City as opposed to by individual departments
- Continued to evaluate and implement appropriate alternative fuel vehicle where appropriate.
- Purchase approved equipment and vehicles and dispose of surplus vehicles through a professional auction facility

FUTURE GOALS AND INITIATIVES

- Work with new Finance Director and Purchasing Agent to ensure that all best practices for procurement are followed.
- Perform upgrades on the Natural Gas Station to ensure longevity and develop phase out plan for CNG station including a slow charging station for vehicles that will remain.
- 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)
- Vendor specific training on new equipment
- Develop safety and training program to provide growth opportunities and expanded expertise for garage personnel
- Upgrade garage office layout, hardware and software to provide enhanced efficiency

- Evaluate waste oil furnace for providing primary heat to garage while reducing need to haul and dispose of waste oil.
- Install a regulated waste area external of inner garage area
- Relocate tire storage from electric power source

PERSONNEL AND EXPENDITURES SUMMARY

P.W. - GARAGE (3351)							
AUTOMOTIVE MECHANIC	0001	3351	194	100.000	76,790.53		
AUTOMOTIVE MECHANIC	0001	3351	194	100.000	74,574.35		
AUTOMOTIVE MECHANIC	0001	3351	194	100.000	76,790.53		
AUTOMOTIVE MECHANIC	0001	3351	194	100.000	85,500.11		
MAINT MECH II/GARAGE CREW	0001	3351	194	100.000	92,879.98	406,535.49	
PUBLIC WORKS CLERK	0001	3351	196	100.000	61,989.94	61,989.94	
NEW FLEET MANAGER	0001	3351	198	100.000	84,508.00	84,508.00	
					553,033.43	553,033.43	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmd		CY Budget
P.W. - GARAGE (3351)									
0001-3351-40-3-0000-189	SEASONAL WORKERS		1,666		-			-	
0001-3351-40-3-0000-191	OVERTIME	6,427	6,298	3,000	1,351	3,000	3,000	-	0.0%
0001-3351-40-3-0000-194	PUBLIC WORKS	406,779	363,628	401,184	187,628	376,264	406,536	5,352	1.3%
0001-3351-40-3-0000-196	MME	59,488	60,590	62,160	30,826	61,821	61,990	(170)	-0.3%
0001-3351-40-3-0000-198	SUPERVISORS	-	-	-	-	-	84,508	84,508	100.0%
0001-3351-40-3-0000-323	MAINTENANCE SERVICE	4,779	3,440	5,000	2,073	5,000	5,000	-	0.0%
0001-3351-40-3-0000-350	GASOLINE	973	866	1,900	455	1,000	1,000	(900)	-47.4%
0001-3351-40-3-0000-352	MAINTENANCE	2,407	2,299	2,300	2,757	2,300	2,300	-	0.0%
0001-3351-40-3-0000-440	SUPPLIES	3,634	3,372	6,500	1,341	6,500	6,500	-	0.0%
0001-3351-40-3-0000-640	MEETINGS	170	130	500	-	500	1,500	1,000	200.0%
0001-3351-40-3-0000-710	GARAGE MATERIALS	13,879	14,478	1	34,733	1	1	-	0.0%
0001-3351-40-3-0000-755	OVER/SHORT	-	(49)	-	4,228	4,228		-	
0001-3351-40-3-0000-756	STATION	7,253	4,587	7,300	2,298	7,300	7,300	-	0.0%
**** Cost Center Total ****	Garage and Warehouse	505,789	461,304	489,845	267,691	467,914	579,635	89,790	18.3%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Fleet Age (by type -)	10yrs for dump				
Service response times	1 day vehicles, 1 week trucks				
Vehicles safety checks	100% of vehicles				

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Service per day (2 small and 1 large)				

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

- Traffic Division reorganization
- Addition of sign coordinator to increase sign and line maintenance
- Speed awareness program implementation with radar signs and yard signs
- Design work underway on 5 intersections outside of downtown
- Completion of East Main Street corridor study
- Establishment of downtown parking task force to address on street and off street parking in downtown. Reestablishment of parking time limits and loading zones in downtown and along Meriden Green.
- Continued efforts to more effectively manage street light program that city took over three years prior.
- Upgraded streetlights on Main St in South Meriden
- Continue the replacement of in-ground vehicle detection with video detection at signalized intersections.

FUTURE GOALS AND INITIATIVES

- Completion of Route 5 Corridor Study.
- Upgrade all streetlights on West Main Street and Colony Street
- Explore Shared service agreement for traffic signal maintenance with surrounding towns and SCRCOG similar to existing agreement with Southington
- Upgrade downtown 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 from Coe Ave to downtown and along Pratt St, Camp St and State St
- 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: 11/18/19,16:36:21		2020-2021 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
P.W. - TRAFFIC (3353)							
ELECTRONIC TECH I FIRE AL	0001	3353	196	100.000	79,265.15		
ELECTRONIC TECH II FIRE A	0001	3353	196	100.000	90,705.26		
TRAFFIC SIGN COORDINATOR	0001	3353	196	100.000	56,601.60		
TRAFFIC SIGN MAINTAINER	0001	3353	196	100.000	43,798.63	270,370.64	
SUPT TRAFFIC OPER/VEHICLE	0001	3353	198	100.00	-	-	
					270,370.64	270,370.64	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
P.W. - TRAFFIC (3353)									
0001-3353-40-3-0000-189	HELP	16,379	21,136	16,000	2,880	7,320	5,000	(11,000)	-68.8%
0001-3353-40-3-0000-191	CONTINGENCY	14,337	7,321	11,000	3,249	11,000	11,000	-	0.0%
0001-3353-40-3-0000-196	MME	214,517	202,815	227,394	123,510	243,392	270,371	42,977	18.9%
0001-3353-40-3-0000-198	SUPERVISORS	108,285	106,202	109,178	45,110	91,006	-	(109,178)	-100.0%
0001-3353-40-3-0000-341	MAINTENANCE	289,342	305,025	367,400	131,496	367,400	367,400	-	0.0%
0001-3353-40-3-0000-350	GASOLINE	7,623	7,694	10,000	4,587	10,000	10,000	-	0.0%
0001-3353-40-3-0000-352	MAINTENANCE	11,802	10,329	12,000	6,383	12,000	12,000	-	0.0%
0001-3353-40-3-0000-365	SAFETY EQUIPMENT	5,111	3,557	5,000	120	5,000	5,000	-	0.0%
0001-3353-40-3-0000-366	SIGNALIZATION	54,339	47,335	58,000	20,189	58,000	58,000	-	0.0%
0001-3353-40-3-0000-367	SIGNS & LINES	35,187	41,966	40,000	11,401	40,000	40,000	-	0.0%
0001-3353-40-3-0000-368	ALARM SYSTEMS	-	14	900	-	900	900	-	0.0%
0001-3353-40-3-0000-440	OFFICE EXPENSE	2,525	1,313	1,750	411	1,750	1,750	-	0.0%
0001-3353-40-3-0000-640	MEETINGS	1,220	1,418	1,200	200	1,200	2,000	800	66.7%
**** Cost Center Total **** Traffic Engineering		760,668	756,125	859,822	349,534	848,968	783,421	(76,401)	-8.9%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Upgrade for sign retroreflectivity requirements	15% per year				
Fire line maintenance					

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Sign Replacements				
Signal Maintenance				
Signal Repair Calls 24 hour response time for all signs and signals (stop signs down and no signal indication –				
Fire Alarm maintenance once/year, schools 2x/ year				

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

- Due to retirements and transfers, hired 5 new highway maintainers, 1 laborer, and 2 highway helpers. Of a workforce of 18, only 3 employees remained in same position.
- 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 expand pre-treatment of roads using the salt brine truck. Additional brine trucks added to fleet allow for greater coverage and reduce the overall salt usage during events.
- Evaluation of alternative treatment materials for snow removal, for both sidewalks and roads.
- Increased in house construction to include catch basins, storm drainage, and in-house paving. Staff repairs and installs new catch basins prior to paving instead of using contracted forces. Started drainage construction on Hicks Ave and Thorpe Ave.
- Sweeping of 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 additional pretreatment strategies.
- Expand use of brine on roads, sidewalk and parking lots

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: 11/18/19,16:36:21		2020-2021 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
P.W. - HIGHWAY (3354)							
EQUIP OPER III/CR LDR COM	0001	3354	194	100.000	85,500.11		
EQUIP OPER III/CR LDR COM	0001	3354	194	100.000	76,790.53		
EQUIPMENT OPERATOR 3/CREW	0001	3354	194	100.000	75,638.12		
EQUIPMENT OPERATOR 3/CREW	0001	3354	194	100.000	75,638.12		
HIGHWAY HELPER	0001	3354	194	100.000	38,982.55		
HIGHWAY HELPER	0001	3354	194	100.000	38,982.55		
HIGHWAY MAINTAINER	0001	3354	194	100.000	58,026.42		
HIGHWAY MAINTAINER	0001	3354	194	100.000	57,700.90		
HIGHWAY MAINTAINER	0001	3354	194	100.000	71,028.47		
HIGHWAY MAINTAINER	0001	3354	194	100.000	65,554.51		
HIGHWAY MAINTAINER	0001	3354	194	100.000	61,853.49		
HIGHWAY MAINTAINER	0001	3354	194	100.000	57,700.90		
HIGHWAY MAINTAINER	0001	3354	194	100.000	69,654.44		
HIGHWAY MAINTAINER	0001	3354	194	100.000	58,026.42		
HIGHWAY MAINTAINER	0001	3354	194	100.000	55,515.23		
HIGHWAY MAINTAINER	0001	3354	194	100.000	65,554.51		
HWY MAINT/CREW LEAD/COMPE	0001	3354	194	100.000	91,195.68		
LABORER II	0001	3354	194	100.000	52,184.55		
LABORER II	0001	3354	194	100.000	50,063.43	1,205,590.94	
HIGHWAY MANAGER	0001	3354	198	100.000	105,873.56	105,873.56	
					1,311,464.50	1,311,464.50	
						34,482,358.75	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of December 31, 2019					as of 12/31/19	Year End	Recommended		CY Budget

P.W. - HIGHWAY (3354)									
0001-3354-40-3-0000-191	OVERTIME CONTINGENCY	44,542	37,931	36,200	28,722	38,023	36,200	-	0.0%
0001-3354-40-3-0000-194	PUBLIC WORKS	1,056,371	1,063,475	1,137,862	450,785	868,790	1,205,591	67,729	6.0%
0001-3354-40-3-0000-198	SUPERVISORS	91,083	91,083	91,834	51,336	103,962	105,874	14,040	15.3%
0001-3354-40-3-0000-350	GASOLINE	77,960	84,900	95,000	35,993	95,000	79,000	(16,000)	-16.8%
0001-3354-40-3-0000-352	VEHICLE MAINTENANCE	188,164	131,883	195,000	67,508	195,000	185,000	(10,000)	-5.1%
0001-3354-40-3-0000-359	STREET MAINT SUPPLIES	16,228	15,271	16,000	10,013	16,000	16,000	-	0.0%
0001-3354-40-3-0000-360	SIDEWALK,BASIN CONSTRUCTION	2,737	2,958	3,000	2,564	3,000	6,000	3,000	100.0%
0001-3354-40-3-0000-363	STORM DRAIN CONSTRUCTION	6,009	6,523	6,500	2,160	6,500	10,000	3,500	53.8%
0001-3354-40-3-0000-390	ROADSIDE BULKY WASTE	500	392	500	-	500	500	-	0.0%
0001-3354-40-3-0000-391	SAFETY & HEALTH PLAN	3,421	1,346	3,000	1,624	3,000	3,000	-	0.0%
0001-3354-40-3-0000-440	OFFICE EXPENSE & SUPPLIES	5,576	6,112	5,500	2,164	5,500	3,800	(1,700)	-30.9%
0001-3354-40-3-0000-442	CLOTHING	6,363	6,000	7,000	2,244	7,000	7,500	500	7.1%
0001-3354-40-3-0000-485	SOIL/CATCH BASIN DISPOSAL	39,691	41,558	49,900	6,701	49,900	49,000	(900)	-1.8%
0001-3354-40-3-0000-640	MEMBERSHIP & MEETINGS	250	-	250	-	250	2,500	2,250	900.0%
**** Cost Center Total **** Highway		1,538,896	1,489,431	1,647,546	661,814	1,392,426	1,709,965	62,419	3.8%

SNOW AND ICE CONTROL (3320)									
0001-3320-40-3-0000-308	SNOW & ICE CONTROL	730,152	588,981	750,000	318,966	750,000	719,474	(30,526)	-4.1%
**** Cost Center Total **** Snow and Ice Control		730,152	588,981	750,000	318,966	750,000	719,474	(30,526)	-4.1%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Snow time to clear roads – normal snow event, ice events					
Cost per event. Cost per inch per lane mile					
Pothole response time - winter/normal					

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Potholes patched				
Catch basins repaired / tops / total				
Linear feet of storm line flushed				
Number of catch basins cleaned				

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.
- Provided Hazardous Waste Disposal Day at Transfer Station in Meriden in September
- Enhanced recycling education through targeted mailings and social media posts. Provided enforcement of recycling statutes through mailing and citations.
- Introduced cardboard recycling at Transfer Station
- Held electronics recycling event at City Park
- Award new solid waste and recycling contracts for inner city and city buildings.
- Develop strategies for reducing illegal bulky waste, including a streamlined citation process
- Council approved City partition in Sustainable CT.

FUTURE GOALS AND INITIATIVES

- Work with Sustainable CT to improve citywide recycling efforts through engagement with the Board of Education
- Explore opportunities for expansion of recycling at Transfer Station.
- 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 additional household hazardous waste day 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		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
P.W. - TRANSFER STATION (3355)									
0001-3355-40-3-0000-191	OVERTIME	19,586	16,536	21,000	9,304	16,513	21,000	-	0.0%
0001-3355-40-3-0000-339	MONITORING	59,720	69,780	70,000	21,980	70,000	70,000	-	0.0%
0001-3355-40-3-0000-340	HAZARDOUS WASTE	13,630	12,905	75,000	4,053	75,000	60,000	(15,000)	-20.0%
0001-3355-40-3-0000-342	ASSURANCE FUND	15,000	65,000	67,500	65,000	67,500	-	(67,500)	-100.0%
0001-3355-40-3-0000-350	GASOLINE	4,225	5,176	6,000	2,493	6,000	5,500	(500)	-8.3%
0001-3355-40-3-0000-352	MAINTENANCE	22,466	16,884	22,000	20,637	22,000	25,000	3,000	13.6%
0001-3355-40-3-0000-390	OTHER PURCHASED SERVICES	390	-	1,000	-	1,000	1,000	-	0.0%
0001-3355-40-3-0000-440	OFFICE EXPENSE & SUPPLY	1,711	343	2,500	-	2,500	2,500	-	0.0%
**** Cost Center Total **** Transfer Station / Landfi		136,727	186,623	265,000	123,467	260,513	185,000	(80,000)	-30.2%

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
P.W. - WASTE COLLECTION (3357)									
0001-3357-40-3-0000-340	RECYCLING-HAZARDOUS WASTE		1,576		-			-	
0001-3357-40-3-0000-369	DUMPING FEES	559,576	609,637	579,600	238,365	579,600	613,200	33,600	5.8%
0001-3357-40-3-0000-390	CONTRACT	841,449	840,126	853,500	419,535	853,500	1,005,112	151,612	17.8%
0001-3357-40-3-0000-440	SUPPLY	312	275	1,500	-	1,500	500	(1,000)	-66.7%
**** Cost Center Total **** Waste Collection		1,401,336	1,451,614	1,434,600	657,900	1,434,600	1,618,812	184,212	12.8%

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmd		CY Budget
P.W. - BULKY WASTE (3359)									
0001-3359-40-3-0000-191	OVERTIME CONTINGENCY	-	-	-	193	193		-	
0001-3359-40-3-0000-350	GASOLINE	3,165	2,861	3,100	1,117	3,100	3,100	-	0.0%
0001-3359-40-3-0000-352	VEHICLE MAINTENANCE	10,225	2,000	4,800	529	4,800	5,200	400	8.3%
0001-3359-40-3-0000-390	DUMP FEES	99,313	122,249	87,000	24,903	87,000	87,000	-	0.0%
0001-3359-40-3-0000-440	OFFICE EXPENSE & SUPPLY	464	1,494	1,500	105	1,500	2,100	600	40.0%
**** Cost Center Total ****	Bulky Waste	113,167	128,603	96,400	26,847	96,593	97,400	1,000	1.0%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Recycling pickup rejection rate					
Recycling rate - inner district					

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Solid Waste Citations issued				
MSW disposal costs - inner district / City buildings				
Number of transfer station users (free vs fee)				

SECTION 11

EDUCATION

BOARD OF EDUCATION

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of December 31, 2019					as of 12/31/19	Year End	Recommended		CY Budget
BOARD OF EDUCATION (1000)									
0001-1000-40-1-0000-149	BOARD OF EDUCATION	88,540,016	100,111,455	100,633,340	42,386,585	100,633,340	101,155,190	521,850	0.5%
0001-1000-40-1-0000-201	HEALTH INSURANCE	11,218,324	-	-	-	-		-	
**** Cost Center Total **** Education		99,758,340	100,111,455	100,633,340	42,386,585	100,633,340	101,155,190	521,850	0.5%
SCHOOL BUILDING COMMITTEE (1184)									
0001-1184-40-1-0000-160	SALARY EXPENSE	-	-	1,500	-	1,500	-	(1,500)	-100.0%
0001-1184-40-1-2320-160	SALARY EXPENSE	880	1,154	-	835	835		-	#DIV/0!
**** Cost Center Total **** Education		880	1,154	1,500	835	2,335	-	(1,500)	-100.0%

SECTION 12

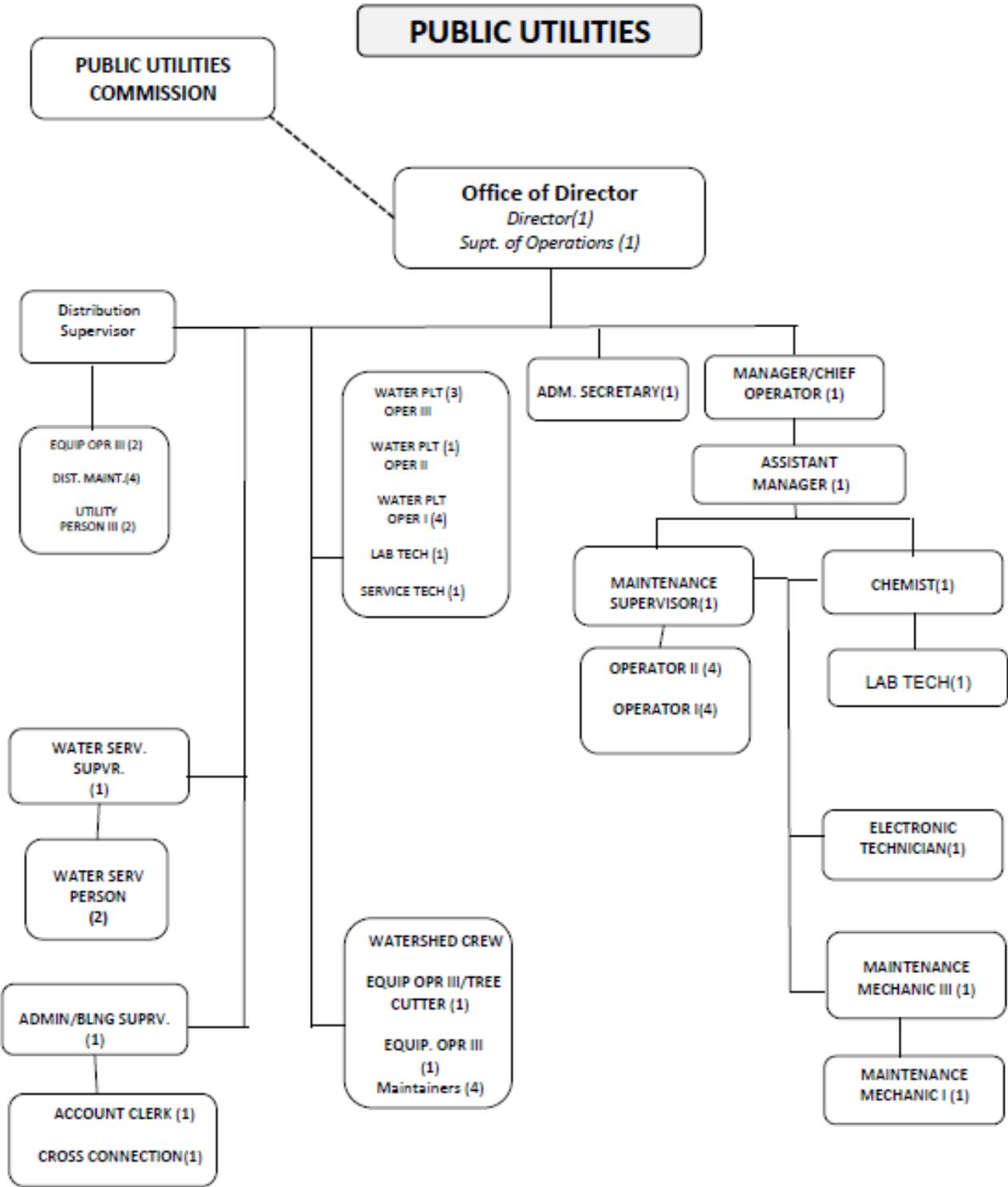
ENTERPRISE:

Fiscal

Water

Sewer

Golf



PUBLIC UTILITIES- WATER DIVISION

MISSION

It is the mission of the Water Division to protect, treat, store, and deliver the highest quality water to its customers in accordance with the regulations of the Connecticut Department of Public Health, in addition to providing for the fire fighting and protection needs of the City in a fiscally prudent manner.

SUCSESSES AND ACCOMPLISHMENTS

- Water treatment facilities process approximately 2 billion gallons of water annually
- Completed 1230 watershed inspection on source of supply land located in Berlin, Cheshire, Meriden and Wallingford.
- Conducted over 29,000 water quality test annually utilizing in house personnel and contracted laboratory services.
- Within the cross connection inspection program, which keeps potentially contaminated water from back feeding into the distribution system, the staff tested 1206 backflow prevention and reduced pressure devices annually
- Distribution crews worked to repair 52 service leaks, 38 main breaks, 12 fire hydrants and 6 water gate valves.
- Inspected and repaired (as needed) 1556 municipal and 282 private fire hydrants
- Safety training hours provided for 29 utility employees.

FUTURE GOALS AND INITIATIVES

- Updating water treatment facilities to current technological standards.
- Restore and 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
- Correspond with Public Works and large commercial facilities to reduce 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: 11/18/19,16:36:21		2020-2021 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
WATER (0503-3920)							
EQUIP OPER III/CR LDR COM	0503	3920	194	100.000	76,790.53		
EQUIP OPER III/CR LDR COM	0503	3920	194	100.000	83,815.81		
EQUIPMENT OPERATOR 3/CREW	0503	3920	194	100.000	-		
EQUIPMENT OPERATOR 3/CREW	0503	3920	194	100.000	-		
LAB TECH SOURC WATER INSP	0503	3920	194	100.000	69,255.53		
UTILITYPERSON III	0503	3920	194	100.000	67,260.97		
UTILITYPERSON III	0503	3920	194	100.000	79,449.95		
WATER DISTRIBUTION MAINTA	0503	3920	194	100.000	58,763.32		
WATER DISTRIBUTION MAINTA	0503	3920	194	100.000	58,629.38		
WATER DISTRIBUTION MAINTA	0503	3920	194	100.000	58,134.93		
WATER DISTRIBUTION MAINTA	0503	3920	194	100.000	63,759.41		
WATER PLANT OPERATOR I	0503	3920	194	100.000	63,759.41		
WATER PLANT OPERATOR I	0503	3920	194	100.000	69,654.44		
WATER PLANT OPERATOR I	0503	3920	194	100.000	55,515.23		
WATER PLANT OPERATOR II	0503	3920	194	100.000	77,898.62		
WATER PLANT OPERATOR II	0503	3920	194	100.000	73,488.42		
WATER PLANT OPERATOR III	0503	3920	194	100.000	83,350.41		
WATER PLANT OPERATOR III	0503	3920	194	100.000	92,879.98		
WATER PLANT OPERATOR III	0503	3920	194	100.000	92,879.98		
WATER SERVICE TECHNICIAN	0503	3920	194	100.000	92,879.98		
WATERSHED EQ OP III TREEC	0503	3920	194	100.000	78,629.96		
WATERSHED EQUIP OPER 3/CR	0503	3920	194	100.000	71,466.50		
WATERSHED MAINTAINER	0503	3920	194	100.000	57,809.40		
WATERSHED MAINTAINER	0503	3920	194	100.000	57,917.91		
WATERSHED MAINTAINER	0503	3920	194	100.000	55,515.23		
WATERSHED MAINTAINER	0503	3920	194	100.000	58,026.42	1,697,531.73	

Prepared: 11/18/19,16:36:21		2020-2021 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
CROSS CONNECTION INSPECTO	0503	3920	196	100.000	77,780.23		
UTILITY CLERK	0503	3920	196	100.000	61,989.94	139,770.17	
WATER ASSISTANT MANAGER	0503	3920	198	100.000	89,352.00		
WATER DISTRIBUTION SUPERV	0503	3920	198	100.000	86,231.85	175,583.85	
					2,012,885.75	2,012,885.75	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmd		CY Budget
WATER (3920)									
REVENUES									
0503-3920-30-0-0000-633	FEES	93,900	94,300	93,600	-	93,600	94,800	1,200	1.3%
0503-3920-30-0-0000-634	FIRE SERVICE CHARGE	92,169	93,669	92,169	-	92,169	94,240	2,071	2.2%
0503-3920-30-0-0000-641	INTEREST	210,865	175,829	210,000	84,619	210,000	205,000	(5,000)	-2.4%
0503-3920-30-0-0000-642	LIEN FEES	39,088	40,838	40,000	8,465	40,000	40,000	-	0.0%
0503-3920-30-0-0000-680	INVESTMENTS	14,815	25,101	7,500	8,990	7,500	18,825	11,325	151.0%
0503-3920-30-0-0000-687	CHARGE	831,804	833,521	831,311	-	831,311	712,184	(119,127)	-14.3%
0503-3920-30-0-0000-691	WIRELESS LEASE INC	15,870	15,209	15,072	6,282	15,076	15,077	5	0.0%
0503-3920-30-0-0000-692	LEASE INCOME	26,400	26,400	33,607	11,000	26,400	30,360	(3,247)	-9.7%
0503-3920-30-0-0000-693	LEASE INCOME	36,922	33,607	26,400	14,003	33,607	33,607	7,207	27.3%
0503-3920-30-0-0000-695	MISC. INCOME	159,448	97,742	158,644	3,915	158,644	120,684	(37,960)	-23.9%
0503-3920-30-0-0000-696	MANAGEMENT	-	50,060	-	-	-	40,000	40,000	100.0%
0503-3920-30-0-0000-400	Connecticut	-	60,636	45,253	-	45,253	32,662	(12,591)	-27.8%
0503-3920-30-0-0000-699	RETAINED EARNINGS	-	-	-	-	-	-	-	
0503-3920-30-0-0000-984	WATER SALES	9,007,365	8,849,033	9,000,000	1,384	9,000,000	9,000,000	-	0.0%
**** Cost Center Total **** Revenues		10,528,646	10,395,945	10,553,556	138,657	10,553,561	10,437,439	(116,117)	-1.1%

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
EXPENSES									
0503-3920-45-0-0000-191	OVERTIME	178,532	177,802	175,000	98,415	229,892	180,000	5,000	2.9%
0503-3920-45-0-0000-194	PUBLIC WORKS	1,601,744	1,125,393	1,540,919	647,376	1,401,060	1,697,533	156,614	10.2%
0503-3920-45-0-0000-196	MME	132,600	142,153	143,928	64,157	139,388	139,771	(4,157)	-2.9%
0503-3920-45-0-0000-198	SUPERVISORS	91,083	95,521	80,972	37,020	80,469	175,584	94,612	116.8%
0503-3920-45-0-0000-200	BENEFITS	1,347,937	735,191	1,169,923	221,712	1,169,923	1,037,895	(132,028)	-11.3%
0503-3920-45-0-0000-202	BENEFITS	56,508	104,335	70,837	-	70,837	57,450	(13,387)	-18.9%
0503-3920-45-0-0000-301	PRINCIPAL	966,743	951,100	953,000	578,000	953,000	973,000	20,000	2.1%
0503-3920-45-0-0000-302	INTEREST	521,173	418,132	423,080	218,437	423,080	380,371	(42,709)	-10.1%
0503-3920-45-0-0000-306	TOWNS	61,446	63,088	65,000	-	65,000	68,000	3,000	4.6%
0503-3920-45-0-0000-309	SUBSIDY	(12,868)	-	206,672	-	206,672		(206,672)	-100.0%
0503-3920-45-0-0000-314	BROADBROOK DESIGN	71,119	72,554	74,019	30,662	74,019	75,513	1,494	2.0%
0503-3920-45-0-0000-315	BROADBROOK DESIGN	24,936	23,500	22,037	9,361	22,037	20,542	(1,495)	-6.8%
0503-3920-45-0-0000-316	BROADBROOK DESIGN		-		-		122,107	122,107	100.0%
0503-3920-45-0-0000-317	BROADBROOK	711,408	725,767	740,417	306,710	740,417	755,361	14,944	2.0%
0503-3920-45-0-0000-318	BROADBROOK	307,103	292,744	278,095	117,670	278,095	263,150	(14,945)	-5.4%
0503-3920-45-0-0000-319	Avenue	60,554	61,776	63,024	26,107	63,024	64,295	1,271	2.0%
0503-3920-45-0-0000-320	Avenue	27,449	26,227	24,981	10,561	24,981	23,708	(1,273)	-5.1%
0503-3920-45-0-0000-321	PUBLIC UTILITIES	748,987	804,358	800,000	362,302	800,000	825,000	25,000	3.1%
0503-3920-45-0-0000-323	MAINTENANCE	19,154	15,415	25,000	2,709	25,000	20,000	(5,000)	-20.0%
0503-3920-45-0-0000-350	GASOLINE	43,969	46,420	45,000	19,002	45,000	48,000	3,000	6.7%
0503-3920-45-0-0000-352	MAINTENANCE	52,383	38,673	60,000	26,670	60,000	60,000	-	0.0%
0503-3920-45-0-0000-388	AUDIT	9,344	14,667	19,750	5,500	19,750	16,250	(3,500)	-17.7%
0503-3920-45-0-0000-390	WATER PURCHASED	26,437	47,405	40,000	15,900	40,000	45,000	5,000	12.5%
0503-3920-45-0-0000-398	SERVICE	871,219	878,461	870,425	-	870,425	801,889	(68,536)	-7.9%
0503-3920-45-0-0000-399	GENERAL FUND	743,190	619,192	743,190	-	743,190	619,192	(123,998)	-16.7%
0503-3920-45-0-0000-400	Connecticut	-	45,253	45,253	-	45,253	32,662	(12,591)	-27.8%
0503-3920-45-0-0000-440	SUPPLIES	57,741	67,672	91,000	51,705	91,000	91,000	-	0.0%
0503-3920-45-0-0000-489	MEDICAL EXPENSE	3,169	3,884	4,000	570	4,000	4,000	-	0.0%
0503-3920-45-0-0000-491	ACCESS	35,040	35,002	35,000	10,122	35,000	35,000	-	0.0%
0503-3920-45-0-0000-492	RESERVOIR	33,506	26,768	40,000	1,102	40,000	40,000	-	0.0%
0503-3920-45-0-0000-493	STATIONS	39,728	21,862	40,000	11,064	40,000	40,000	-	0.0%
0503-3920-45-0-0000-494	SERVICES-MATERIALS	(37,189)	(3,993)	7,500	(15,925)	7,500	7,500	-	0.0%
0503-3920-45-0-0000-495	TREATMENT EXPENSE	585,462	597,630	600,000	201,447	600,000	622,000	22,000	3.7%
0503-3920-45-0-0000-501	CAPITAL OUTLAY	60,683	17,503	-	15,000	-	15,000	15,000	100.0%
0503-3920-45-0-0000-504	WATER EQUIPMENT	18,920	19,164	22,000	11,832	22,000	20,000	(2,000)	-9.1%
0503-3920-45-0-0000-506	MATERIALS	14,154	14,774	15,000	-	15,000	15,000	-	0.0%
0503-3920-45-0-0000-602	CONTINGENCY	-	-	-	-	-	-	-	#DIV/0!
0503-3920-45-0-0000-640	MEETINGS	18,449	19,833	30,000	14,877	30,000	23,000	(7,000)	-23.3%
0503-3920-45-0-0000-643	INSURANCE	779,234	893,838	908,534	920,169	920,169	942,666	34,132	3.8%
0503-3920-45-0-0000-714	REPAIR TRENCHES	79,175	76,110	80,000	28,248	80,000	80,000	-	0.0%
Expense Total for Fund 0503		10,350,222	9,315,171	10,553,556	4,048,479	10,475,182	10,437,439	(116,117)	-1.1%
Revenue Fund 0503		10,528,646	10,395,945	10,553,556	138,657	10,553,561	10,437,439	(116,117)	-1.1%
Balance Surplus / (Deficit)		178,425	1,080,774	-	(3,909,822)	78,379	0	0	

PERFORMANCE MEASURES

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

ACTIVITY INDICATORS

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

PUBLIC UTILITIES – WATER POLLUTION CONTROL FACILITY

MISSION

It is the mission of the WPCF to collect and treat wastewater generated by the City's residents, businesses, and industrial users in an environmentally and fiscally prudent manner while protecting the health and quality of life for the community along with the wildlife living downstream.

SUCSESSES AND ACCOMPLISHMENTS

- Completed design and bid for a State and Federal mandated phosphorous reduction program and signed the associated WPCF and Remote Pump Station Upgrade construction project agreement which broke ground in July of 2019.
- System wide supervisory control and data acquisition (SCADA) project was 95% completed, 3 months ahead of schedule.
- Meriden WPCF was the second highest earner in the Connecticut Nitrogen Credit Exchange Program last year earning over \$500,000.00
- Meriden continued to meet its interim phosphorous removal permit limit of less than 0.70 mg/l
- Completed an Inflow and Infiltration (I&I) study to help remove excess water (storm, groundwater, illegal connections) from entering the collection system as part of a federally mandated Capacity, Management, Operation and Maintenance (CMOM) program.

FUTURE GOALS AND INITIATIVES

- Maintain our Nitrogen discharge permit limit to less than 4.4 mg/l which will help earn dollars from the Connecticut Nitrogen Credit Exchange Program.
- Maintain our less than 0.70 mg/l interim phosphorus limits until the associated WPCF and Remote Pump Station Upgrade construction project is completed
- Use results from a second phase I&I study to plan for continued improvements to our collection system for conformance with the Federal CMOM mandate.

PERSONNEL AND EXPENDITURES SUMMARY

Prepared: 11/18/19,16:36:21		2020-2021 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
SEWER PLANT OPERATOR I	0502	3930	194	100.000	67,571.24		
SEWER PLANT OPERATOR I	0502	3930	194	100.000	65,554.51		
SEWER PLANT OPERATOR I	0502	3930	194	100.000	61,853.49		
SEWER PLANT OPERATOR I	0502	3930	194	100.000	71,028.47		
SEWER PLANT OPERATOR I	0502	3930	194	100.000	57,809.40		
SEWER PLANT OPERATOR II	0502	3930	194	100.000	79,449.95		
SEWER PLANT OPERATOR II	0502	3930	194	100.000	79,449.95		
SEWER PLANT OPERATOR II	0502	3930	194	100.000	77,898.62	795,729.85	
ADMINISTRATIVE SECRETARY	0502	3930	196	100.000	59,906.74	59,906.74	
CHEMIST	0502	3930	198	100.000	93,436.67		
ELECTRONIC TECHNCIAN WPCF	0502	3930	198	100.000	78,503.86		
WPCF ASSISTANT MANAGER	0502	3930	198	100.000	105,873.56		
WPCF FACILITY MANAGER	0502	3930	198	100.000	115,537.22		
WPCF MAINTENANCE SUPERVIS	0502	3930	198	100.000	93,436.67	486,787.98	
					1,342,424.57	1,342,424.57	
SEWER (0502 - 3930)							
LABORATORY TECHNICIAN	0502	3930	194	100.000	71,028.47		
MAINTENANCE MECHANIC I	0502	3930	194	100.000	71,205.76		
MAINTENANCE MECHANIC III	0502	3930	194	100.000	92,879.98		

City of Meriden	2018	2019	2020	2020	2020	City	\$	% Variance	
2021 Budget	Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs	
As of February 10, 2020				12/31/2019	Year End	Rcmdnd		CY Budget	
ENTERPRISE FUNDS									
SEWER (3930)									
REVENUES									
0502-3930-30-0-0000-641	SEWER CONNECTION ASSESSMENTS	5,222	29,634	5,222	1,500	5,222	5,222	-	0.0%
0502-3930-30-0-0000-642	INTEREST & LIEN FEES	246,266	220,041	246,266	88,046	246,266	230,266	(16,000)	-6.5%
0502-3930-30-0-0000-644	SEWER ASSESSMENT REVENUE	11,281	5,431	-	1,497	1,497	1,500	1,500	100.0%
0502-3930-30-0-0000-680	INVESTMENTS	22,196	47,575	22,196	18,278	22,196	35,681	13,485	60.8%
0502-3930-30-0-0000-687	BASIC SERVICE FEE	707,877	709,761	682,758	-	682,758	682,758	-	0.0%
0502-3930-30-0-0000-690	NITROGEN CREDIT	138,328	162,547	145,000	508,846	508,846	145,000	-	0.0%
0502-3930-30-0-0000-694	CONNECTIONS	-	-	5,560	-	5,560	5,560	-	0.0%
0502-3930-30-0-0000-695	MISC. INCOME	11,645	50,568	50,690	1,992	50,690	14,635	(36,055)	-71.1%
0502-3930-30-0-0000-699	RETAINED EARNINGS	-	-	-	-	-	-	-	
0502-3930-30-0-0000-984	SEWER USE CHARGE	8,802,606	8,864,558	9,355,000	2,626	9,355,000	9,380,000	25,000	0.3%
****	Cost Center Total **** Revenues	9,945,421	10,090,115	10,512,692	622,785	10,878,035	10,500,622	(12,070)	-0.1%

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
EXPENSES									
0502-3930-45-0-0000-191	OVERTIME	92,605	82,681	95,000	49,476	108,442	95,000	-	0.0%
0502-3930-45-0-0000-194	LABOR PUBLIC WORKS	701,270	704,175	737,685	313,424	674,403	795,730	58,045	7.9%
0502-3930-45-0-0000-196	MME	63,107	52,007	65,935	26,074	56,648	59,907	(6,028)	-9.1%
0502-3930-45-0-0000-198	SUPERVISORS	452,442	460,689	459,988	228,792	501,306	486,788	26,800	5.8%
0502-3930-45-0-0000-200	EMPLOYEE BENEFITS	706,774	785,205	759,950	226,518	759,950	731,005	(28,945)	-3.8%
0502-3930-45-0-0000-202	BENEFITS	23,037	52,325	15,931	-	15,931	9,344	(6,587)	-41.3%
0502-3930-45-0-0000-301	RETIREMENT	527,387	476,700	476,800	51,000	476,800	509,800	33,000	6.9%
0502-3930-45-0-0000-302	INTEREST	298,540	228,887	259,883	130,547	259,883	238,558	(21,325)	-8.2%
0502-3930-45-0-0000-307	PRINCIPAL RETIREMENT CWF	14,283	-	735,122	-	735,122	680,846	(54,276)	-7.4%
0502-3930-45-0-0000-308	INTEREST CWF	83	-	-	-	-	-	-	-
0502-3930-45-0-0000-309	BABS FEDERAL SUBSIDY	(24,939)	-	-	-	-	-	-	-
0502-3930-45-0-0000-310	PRINCIPAL CWF-UPGRADE PLANT	1,661,940	1,695,485	1,729,707	716,513	1,729,707	1,764,620	34,913	2.0%
0502-3930-45-0-0000-311	INTEREST CWF-UPGRADE PLANT	494,773	461,228	427,005	182,117	427,005	392,092	(34,913)	-8.2%
0502-3930-45-0-0000-312	PRINCIPAL CWF-I&I	81,113	82,750	84,420	34,970	84,420	86,124	1,704	2.0%
0502-3930-45-0-0000-313	INTEREST CWF-I&I	26,273	24,635	22,965	9,774	22,965	21,261	(1,704)	-7.4%
0502-3930-45-0-0000-321	UTILITIES	961,188	1,092,140	975,000	400,988	975,000	1,100,000	125,000	12.8%
0502-3930-45-0-0000-323	REPAIRS AND MAINTENANCE	121,433	79,286	90,000	27,464	90,000	110,000	20,000	22.2%
0502-3930-45-0-0000-342	WATER / SEWER BILL	10,926	11,752	11,500	6,008	11,500	12,000	500	4.3%
0502-3930-45-0-0000-350	GASOLINE	11,543	14,331	15,500	5,275	15,500	16,000	500	3.2%
0502-3930-45-0-0000-352	VEHICLE MAINTENANCE	30,023	13,990	20,000	1,375	20,000	22,000	2,000	10.0%
0502-3930-45-0-0000-388	AUDIT	9,344	14,667	18,500	5,500	18,500	16,250	(2,250)	-12.2%
0502-3930-45-0-0000-391	MEDICAL EXPENSES	3,245	2,299	5,000	82	5,000	5,000	-	0.0%
0502-3930-45-0-0000-398	SERV PROV BY FISCAL DIV.	785,425	791,616	785,634	-	785,634	729,406	(56,228)	-7.2%
0502-3930-45-0-0000-399	ASSESSMENT GENERAL FUND	705,976	541,910	650,432	-	650,432	541,910	(108,522)	-16.7%
0502-3930-45-0-0000-484	SEWER EXPENSE AND SUPPLIES	413,499	433,477	440,000	154,461	440,000	490,000	50,000	11.4%
0502-3930-45-0-0000-485	BIOSOLID DISPOSAL	747,712	690,340	800,000	305,400	800,000	796,500	(3,500)	-0.4%
0502-3930-45-0-0000-486	AND MAINT	57,608	14,043	38,000	12,334	38,000	40,000	2,000	5.3%
0502-3930-45-0-0000-501	CAPITAL OUTLAY	13,831	1,175	88,000	64,548	88,000	14,000	(74,000)	-84.1%
0502-3930-45-0-0000-640	MEETINGS	7,905	9,524	11,000	5,854	11,000	16,000	5,000	45.5%
0502-3930-45-0-0000-643	INSURANCE	594,372	681,732	693,735	702,968	702,968	720,481	26,746	3.9%
Expense Total for Fund 0502		9,592,717	9,499,050	10,512,692	3,661,462	10,504,117	10,500,622	(12,070)	-0.1%
Revenue Fund 0502		9,945,421	10,090,115	10,512,692	622,785	10,878,035	10,500,622	(12,070)	-0.1%
Balance Surplus / (Deficit)		352,704	591,065	-	(3,038,677)	373,918	-	-	-

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY 2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY 2020 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	0.51 mg/l	>0.60 mg/l

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ESTIMATED
Lining (linear feet)	9,810 ft	4,300 ft	2,000 ft	10,000 ft
Cleaning (linear feet)	67,374 ft	64,661 ft	39,818 ft	50,000 ft
Televising (linear feet)	35,301 ft	7,390 ft	4,823 ft	10,000 ft

*above figures lower than anticipated due to operations staff reduction of almost 40% for 2019 due to Injury's and open positions.

FISCAL DIVISION

SUCSESSES AND ACCOMPLISHMENTS

- Continued with the Meter Replacement Program to keep the system updated by targeting older style units that have small amounts of lead in the brass body casting. Replacement models have no-lead and will comply with the CTDPH standard policy. Billing accuracy will also improve.
- 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 and radio transmitters) was kept above a 98.9% 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.
- Office staff review up to 4,000 Water/Sewer Accounts quarterly for billing accuracy
- Office and meter staff processed 897 interim readings for real estate sales (calls from closing attorneys)
- Office and meter staff processed 2,745 calls to turn on or off water services and other meter related events
- Office staff monitor delinquent payment plans (average 250 monthly, and send up to 150 default letters as needed)

- Staff issued 3,000 termination and final notices for failure to pay water/sewer bills. Customers are shut off as necessary to make collections.
- This past year the meter staff:
 - Replaced 722 meters
 - Tested 757 water meters for accuracy
 - Replaced 180 radio transmitters
 - Responded to 2745 total work orders/service calls

FUTURE GOALS AND INITIATIVES

- Continue with the Meter Replacement Program until all “low-lead” meters are out of the system
- Continue with Safety Training and update written programs and procedures as required.
- Provide training for water operators to maintain CTDPH certifications.
- Strive to achieve a 99% successful water meter read rate.

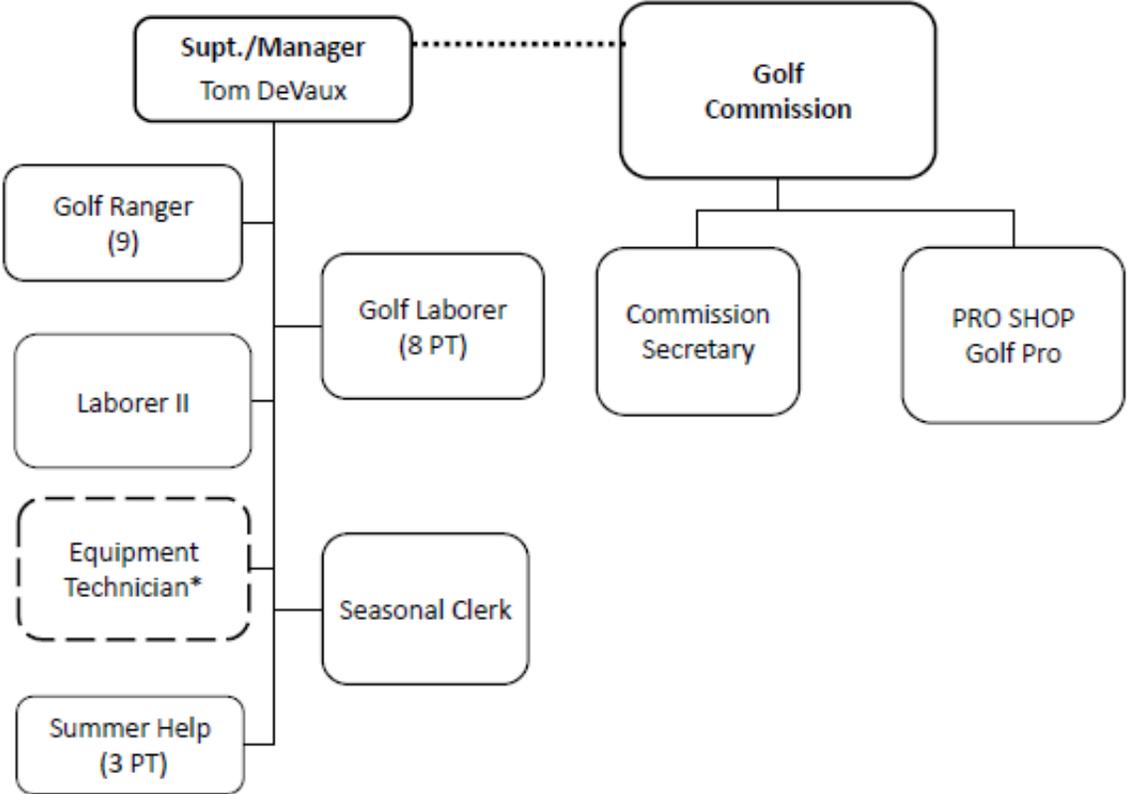
PERSONNEL AND EXPENDITURES SUMMARY

Payroll Projection Report						
Program : PR815L		7/01/20 to 6/30/21				
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>
FISCAL DIVISION (0503-3910)						
DIRECTOR OF PUBLIC UTILIT	0503	3910	190	100.000	115,631.96	115,631.96
WATER SERVICEPERSON	0503	3910	194	100.000	61,033.51	
WATER SERVICEPERSON	0503	3910	194	100.000	54,119.04	115,152.55
PUBLIC UTIL BILLING & ADM	0503	3910	196	100.000	77,780.23	77,780.23
SUPERINT/OPERATIONS-WATER	0503	3910	198	100.000	121,062.35	
WATER SERVICE SUPERVISOR	0503	3910	198	100.000	79,119.01	200,181.36
					508,746.11	508,746.11

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
FISCAL (3910)									
REVENUES									
0503-3910-30-0-0000-648	DEPARTMENT	871,219	878,461	870,425	-	870,425	801,889	(68,536)	-7.9%
0503-3910-30-0-0000-649	DEPARTMENT	785,425	791,616	785,634	-	785,634	729,406	(56,228)	-7.2%
**** Cost Center Total **** Revenues		1,656,644	1,670,077	1,656,059	-	1,656,059	1,531,295	(124,764)	-7.5%

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
EXPENSES									
0503-3910-45-0-0000-190	ADMINISTRATION	125,742	138,872	129,314	53,077	115,316	115,632	(13,682)	-10.6%
0503-3910-45-0-0000-191	OVERTIME	2,089	3,560	5,000	942	5,000	5,000	-	0.0%
0503-3910-45-0-0000-194	PUBLIC WORKS	111,613	145,634	111,942	48,387	105,106	115,153	3,211	2.9%
0503-3910-45-0-0000-196	MME	74,651	76,024	77,993	35,702	77,568	77,781	(212)	-0.3%
0503-3910-45-0-0000-198	SUPERVISORS	204,547	215,984	175,902	86,450	188,951	200,182	24,280	13.8%
0503-3910-45-0-0000-200	EMPLOYEE BENEFITS	200,736	1,102,377	273,155	142,757	273,155	244,105	(29,050)	-10.6%
0503-3910-45-0-0000-202	BENEFITS	15,730	28,470	26,584	-	26,584	21,559	(5,025)	-18.9%
0503-3910-45-0-0000-350	GASOLINE	3,918	4,309	4,500	2,456	4,500	5,000	500	11.1%
0503-3910-45-0-0000-352	MAINTENANCE	4,124	4,330	5,244	1,731	5,244	5,244	-	0.0%
0503-3910-45-0-0000-357	ATTORNEY FEES	(7,566)	(2,440)	9,000	(310)	9,000	9,000	-	0.0%
0503-3910-45-0-0000-390	SERVICES	53,561	47,389	60,000	23,481	60,000	60,000	-	0.0%
0503-3910-45-0-0000-391	MEDICAL EXPENSE	-	-	650	-	650	650	-	0.0%
0503-3910-45-0-0000-443	AND SUPPLIES	1,745	212	1,450	69	1,450	1,450	-	0.0%
0503-3910-45-0-0000-463	LIABILITY INSURANCE	91,520	22,667	106,508	24,826	106,508	109,641	3,133	2.9%
0503-3910-45-0-0000-487	METER MATERIALS	17,796	10,559	11,000	84	11,000	11,000	-	0.0%
0503-3910-45-0-0000-489	SERVICES	646,817	538,898	646,817	-	646,817	538,898	(107,919)	-16.7%
0503-3910-45-0-0000-494	SERVICE MATERIALS		(1,784)		(600)			-	
0503-3910-45-0-0000-712	WATER METERS	7,677	2,274	11,000	(3,345)	11,000	11,000	-	0.0%
Expense Total for Fund 0503		1,554,701	2,337,335	1,656,059	415,707	1,647,849	1,531,295	(124,764)	-7.5%
Revenue Fund 0503		1,656,644	1,670,077	1,656,059	-	1,656,059	1,531,295	(124,764)	-7.5%
Balance Surplus / (Deficit)		101,943	(667,258)	-	(415,707)	8,210	-	-	

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

- 6 consecutive months of growth from June 2019-November 2019
- Hosted a very successful City Open Championship sponsored by Meriden Hyundai

FUTURE GOALS AND INITIATIVES

- Continue work with other area golf course Superintendents 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: 11/18/19,16:36:21		2020-2021 Budget				Page 1	
Payroll Projection Report							
Program : PR815L		7/01/20 to 6/30/21					
<u>Job Title</u>	<u>Fund</u>	<u>Dept</u>	<u>Obl</u>	<u>Percentage</u>	<u>2021 Budget Request</u>	<u>Object Total</u>	
GOLF COURSE (509-0810)							
GOLF COURSE EQUIP TECHNIC	0509	0810	194	100.000	65,554.51		
LABORER II	0509	0810	194	100.000	50,063.43		115,617.95
SUPT. / MANAGER GOLF FACI	0509	0810	198	100.000	105,873.56		105,873.56
					221,491.51		221,491.51

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
EXPENSES									
0509-0810-45-0-0000-189	MISC PART-TIME	94,287	86,673	88,280	63,526	99,575	85,890	(2,390)	-2.7%
0509-0810-45-0-0000-191	OVERTIME	15,224	13,060	13,450	4,581	7,858	14,200	750	5.6%
0509-0810-45-0-0000-194	PUBLIC WORKS	117,375	125,566	107,819	27,619	107,819	115,618	7,799	7.2%
0509-0810-45-0-0000-198	SUPERVISORS	99,285	99,237	100,055	49,735	108,963	105,874	5,819	5.8%
0509-0810-45-0-0000-200	EMPLOYEE BENEFITS	173,476	192,726	126,500	29,563	126,500	126,500	-	0.0%
0509-0810-45-0-0000-202	BENEFITS	4,725	4,393	4,991	-	4,991	4,762	(229)	-4.6%
0509-0810-45-0-0000-301	BOND PAYMENTS	12,900	3,900	2,900	1,000	2,900	2,900	-	0.0%
0509-0810-45-0-0000-302	INTEREST	(69,944)	1,416	1,318	671	1,318	1,188	(130)	-9.9%
0509-0810-45-0-0000-303	PAYMENTS	-	-	25,000	-	25,000	25,000	-	0.0%
0509-0810-45-0-0000-309	SUBSIDY	(208)	-	-	-	-	-	-	-
0509-0810-45-0-0000-345	SUPPLY	197,433	197,244	185,250	104,426	185,250	187,437	2,187	1.2%
0509-0810-45-0-0000-346	PRO EXP	49,827	50,139	50,100	54,619	54,619	53,100	3,000	6.0%
0509-0810-45-0-0000-347	PORTION	227,517	228,798	220,500	150,983	255,901	225,000	4,500	2.0%
0509-0810-45-0-0000-396	GOLF PRO	10,000	10,000	10,000	5,000	10,000	10,000	-	0.0%
0509-0810-45-0-0000-441	CLUBHOUSE EXPENSE	23,791	34,004	22,500	9,723	22,500	28,900	6,400	28.4%
0509-0810-45-0-0000-463	INSURANCE	43,100	47,780	40,000	51,152	51,152	45,000	5,000	12.5%
0509-0810-45-0-0000-500	CAPITAL EQUIPMENT	14,090	14,038	5,000	1,368	5,000	8,500	3,500	70.0%
0509-0810-45-0-0000-640	MEMBERSHIPS	1,390	1,775	1,215	615	1,215	1,215	-	0.0%
Expense Total for Fund 0509/510		1,014,267	1,110,749	1,004,878	554,583	1,070,561	1,041,084	36,206	3.6%
Revenue Fund 0509/510		991,709	973,773	1,004,878	593,549	1,125,097	1,041,084	36,206	3.6%
Balance Surplus / (Deficit)		(22,558)	(136,976)	-	38,966	54,537	-	-	

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
GOLF (0810)									
REVENUES									
0509-0810-30-0-0000-650	GOLF PRO	49,827	50,139	50,100	54,451	54,451	53,100	3,000	6.0%
0509-0810-30-0-0000-655	GREENS FEES	402,396	375,066	395,546	238,122	437,311	428,284	32,738	8.3%
0509-0810-30-0-0000-656	SEASONS PASSES	125,569	117,575	135,000	4,400	135,000	125,000	(10,000)	-7.4%
0509-0810-30-0-0000-657	TOURNAMENTS	55,950	61,105	62,900	38,955	53,570	62,900	-	0.0%
0509-0810-30-0-0000-658	LEAGUES	43,295	51,279	55,900	16,022	46,483	55,900	-	0.0%
0509-0810-30-0-0000-690	RENT	44,400	44,400	44,400	14,800	44,400	44,400	-	0.0%
0509-0810-30-0-0000-692	GOLF CART FEES	42,660	42,900	40,532	28,327	47,981	46,500	5,968	14.7%
0509-0810-30-0-0000-693	PORTION	227,517	228,798	220,500	150,983	255,901	225,000	4,500	2.0%
0509-0810-30-0-0000-695	INTEREST INCOME	96	2,512	-	47,488	50,000	-	-	
**** Cost Center Total **** Revenues		991,709	973,773	1,004,878	593,549	1,125,097	1,041,084	36,206	3.6%

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Increase Total Golf Related Revenue	\$630,500	\$626,699	\$605,094	\$643,200	\$640,500

ACTIVITY INDICATORS

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Daily Fee/Season Pass Revenue	\$527,454	\$92,710	\$529,700	\$553,284
Tournament Revenue	\$55,950	\$61,105	\$62,000	\$62,900
League Revenue	\$43,295	\$51,279	\$51,500	\$55,900

SECTION 13

Capital Equipment & CIP

CAPITAL EQUIPMENT

City of Meriden		2018	2019	2020	2020	2020	City	\$	% Variance
2021 Budget		Actual	Actual	Budget	Y-T-D	Projected	Manager	Variance	CM Req. vs
As of February 10, 2020					12/31/2019	Year End	Rcmnd		CY Budget
CAPITAL									
CAPITAL (0215)									
0001-0215-40-0-0000-500	ASSESSOR	-	424	-	-	-	250,000	250,000	100.0%
0001-0215-40-0-0270-500	IT	-	226,905	211,000	211,000	211,000	265,000	54,000	25.6%
0001-0215-40-0-0510-500	PLANNING & ENFORCE	-	-	15,000	15,000	15,000		(15,000)	-100.0%
0001-0215-40-0-0801-500	CAPITAL EQUIPMENT- PARKS	-	-	-	-	-	5,000	5,000	100.0%
0001-0215-40-0-2605-500	POLICE	-	115,150	166,600	166,600	166,600	306,286	139,686	83.8%
0001-0215-40-0-2605-699	PROOF V 1000	-	(11,900)	(11,900)	(11,900)	(11,900)	(11,900)	-	0.0%
0001-0215-40-0-2610-500	FIRE	-	-	20,245	20,245	20,245	66,000	45,755	226.0%
0001-0215-40-0-2617-500	CAPITAL EQUIPMENT- EMERGENCY COMM	-	44,000	42,500	42,500	42,500	-	(42,500)	-100.0%
0001-0215-40-0-2619-500	CAPITAL EQUIPMENT- SMVFD	-	-	-	-	-	17,600	17,600	100.0%
0001-0215-40-0-3310-500	CAPITAL EQUIPMENT- ENGINEERING	-	6,100	6,100	6,100	6,100	6,245	145	2.4%
0001-0215-40-0-3351-500	CAPITAL EQUIPMENT- GARAGE	-	25,000	30,500	30,500	30,500	25,000	(5,500)	-18.0%
0001-0215-40-0-3353-500	CAPITAL EQUIPMENT- TRAFFIC	-	54,700	59,400	59,400	59,400	18,000	(41,400)	-69.7%
0001-0215-40-0-3354-500	CAPITAL EQUIPMENT- HIGHWAY	-	2,500	5,000	5,000	5,000		(5,000)	-100.0%
0001-0215-40-0-3360-500	CAPITAL EQUIPMENT- FACILITIES	-	70,000	200,000	200,000	200,000	109,500	(90,500)	-45.3%
0001-0215-40-0-3940-500	CAPITAL EQUIPMENT- PARKING	-	-	100,000	100,000	100,000		(100,000)	-100.0%
0001-0215-40-0-4710-500	CAPITAL EQUIPMENT- HEALTH	-	-	6,600	6,600	6,600		(6,600)	-100.0%
**** Cost Center Total **** Capital Equipment		-	532,879	851,045	851,045	851,045	1,056,731	205,686	24.2%
Expenditure Total for Fund 0001		192,688,468	198,981,411	197,307,784	87,900,530	199,289,046	201,975,495	4,667,711	2.4%
Revenue Fund 0001		190,702,930	199,668,145	197,307,784	88,177,194	197,968,063	201,975,495	4,667,711	2.4%
Balance Surplus / (Deficit)		(1,985,538)	686,734	-	276,664	(1,320,983)	(0)	(0)	

CAPITAL IMPROVEMENT PROGRAM

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS									
Department Request Level		C.I.P. FY 20/21 - 25/26						12/31/2019	
Dept.	Project Name	FY 20/21	GRANTS	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	TOTAL
BOE	John Barry Boiler Replacement	429,500							429,500
	John Barry Chiller Replacement			250,000					250,000
	Washington Boiler Replacement			820,000					820,000
	Administrative Offices (22 Liberty St.) Roof Replacement				2,000,000				2,000,000
	Thomas Edison Roof Replacement					1,800,000			1,800,000
	TOTAL		429,500	-	1,070,000	2,000,000	1,800,000	-	-
FIRE	Three (3) Emergency Response Fleet Vehicles	100,000							100,000
	Covered Training/Storage Building			350,000					350,000
	Replace a Fire Pumper			610,000					610,000
	Replace ATV & Recue Boat				100,000				100,000
	Training Ground / Improvements				100,000				100,000
	Three (3) Emergency Response Fleet Vehicles				150,000				150,000
	Facility Improvements					500,000			500,000
	Replace a Fire Pumper						630,000		630,000
	Extrication Tool Replacement							130,000	130,000
	Purchase 3 Emergency Response Fleet Vehicles							160,000	160,000
TOTAL		100,000	-	960,000	350,000	500,000	630,000	290,000	2,830,000
POLICE	Portable Radio Upgrade Scheduled Replacement	150,523		150,523	150,523				451,569
	Cell Block Renovation								-
	Parking Kiosk Plan								-
	Video Storage Solution (Server Back Ups / Cameras)	80,000							80,000
	Locker Room Renovation			100,000	100,000	75,000			275,000
TOTAL		230,523	-	250,523	250,523	75,000	-	-	806,569
LIBRARY									-
	TOTAL		-	-	-	-	-	-	-
INFORMATION	Server Environment Upgrades	102,532							102,532
	Department SUV	-		25,000					25,000
	Virtual Desktop Deployment PD/City Hall	715,525		50,000	50,000	50,000	50,000	50,000	965,525
	Penetration Testing/Security Improvements	34,000							34,000
	TOTAL		852,057	-	75,000	50,000	50,000	50,000	50,000
HEALTH	Ford E-450 Mini Bus			75,000					75,000
	Ford E-450 Mini Bus				75,000				75,000
	Ford E-450 Mini Bus						75,000		75,000
	Ford Fusion					19,000			19,000
	Ford Fusion							20,000	20,000
	TOTAL		-	-	75,000	75,000	19,000	75,000	20,000

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS

Department Request Level		C.I.P. FY 20/21 - 25/26						12/31/2019	
Dept.	Project Name	FY 20/21	GRANTS	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	TOTAL
PLANNING	Acquisition & Demolition			75,000	75,000	75,000	75,000	75,000	375,000
	TOTAL	-	-	75,000	75,000	75,000	75,000	75,000	375,000
AVIATION	Mini Split AC w/3Ton Condenser Unit - 3 Units	27,000							27,000
	Airport Generator and Transfer Switch			60,000					60,000
	TOTAL	27,000	-	60,000	-	-	-	-	87,000
EMER COMMUN	Generator for the S. Broad St. Site			32,800					32,800
	Microwave Link Upgrade Harbor Towers to Michael Dr. (PW)			20,300					20,300
	Microwave Link Upgrade Harbor Towers 500 S. Broad St.			24,200					24,200
	Relocation of ECC (Emerg Comm Ctr)	50,000		700,000	750,000	800,000			2,300,000
	TOTAL	50,000	-	777,300	750,000	800,000	-	-	2,377,300
FACILITIES	Small Maintenance Machines			50,000		50,000			100,000
	Fire Department Pavement Repairs	75,000		75,000	75,000				225,000
	Fire Department Station 5 Generator Replacement			105,000					105,000
	Police Department Cell Block Upgrades								-
	Police Department Locker Room Refurbishment					480,000			480,000
	City Hall City Clerk Vault Refurbishment	40,000							40,000
	City Hall Air Handling System Unit Replacements			3,175,000					3,175,000
	City Hall Air Handling System Pipe/Duct Replacement				3,025,000				3,025,000
	Senior Center Boiler Replacement	195,000							195,000
	Misc. Facilities Improvements			50,000		55,000		70,000	175,000
	1711 House Exterior Upgrades			75,000					75,000
	TOTAL	310,000	-	3,530,000	3,100,000	585,000	-	70,000	7,595,000
ECON DEVELOPMENT									-
	TOTAL	-	-	-	-	-	-	-	-
PARKS, RECRE	Pickup Truck with Plow Replacement			50,000	50,000		55,000		155,000
	Parks Buildings & Grounds Improvements	150,000		175,000	100,000		75,000		500,000
	Parks Paving, Curbs, & Sidewalks			100,000			100,000		200,000
	Playground & Court Surfacing Improvements	100,000			75,000	100,000		75,000	350,000
	Sweeper Rehab				50,000				50,000
	Bucket Truck Replacement					180,000			180,000
	Riding Mower Replacement			75,000	100,000			75,000	250,000
	Sidewalk Plow Replacement			55,000			60,000		115,000
	TOTAL	250,000	-	455,000	375,000	280,000	290,000	150,000	1,800,000

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS

Department Request Level		C.I.P. FY 20/21 - 25/26					12/31/2019		
Dept.	Project Name	FY 20/21	GRANTS	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	TOTAL
	PUBLIC WORKS								
ENGINEERING	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	525,697	(525,697)	525,697	525,697	525,697	525,697	525,697	2,628,485
	Grant Proceeds			(525,697)	(525,697)	(525,697)	(525,697)	(525,697)	(2,628,485)
	City-Wide Sidewalks	175,000		350,000	350,000	350,000	350,000	350,000	1,925,000
	Guiderail Replacement	30,000		30,000	30,000	30,000	30,000	30,000	180,000
	Misc. Sidewalk Repairs	100,000		100,000	100,000	100,000	100,000	100,000	600,000
	City-Wide Drainage			50,000	50,000	50,000	50,000	50,000	250,000
	Downtown Improvements			200,000	200,000	200,000	200,000	200,000	1,000,000
	Survey Van			25,000					25,000
	Plotter								-
	CIDEWALK Program			75,000	75,000	75,000	75,000	75,000	375,000
	CMAQ Traffic Signals	50,000							50,000
	Coe Ave / Hanover St Intersection				1,000,000				1,000,000
	Hicks Ave Drainage/Road Improvements	30,000		200,000	200,000				430,000
	Thorpe Ave Drainage/Road Improvements	50,000		150,000	150,000				350,000
	Beaver Pond Dam Rehabilitation	100,000		650,000					750,000
	Library Parking Lot	50,000							50,000
	Bridge/Box Culvert Rehabilitation			100,000	100,000				200,000
	Edgemark Acres / Riverside Paving			325,000					325,000
	New Cheshire Road Drainage Improvements	50,000		100,000					150,000
	MS4 Drainage Requirements			100,000					100,000
	Alcove Street Drainage			40,000	100,000	100,000			240,000
	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						500,000	500,000	1,000,000
	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
									-
	TOTAL ENGINEERING	1,660,697	(525,697)	2,995,000	2,855,000	1,545,000	4,005,000	5,305,000	17,840,000
SNOW	Dump Body Replacement	85,000			87,000		89,000		261,000
									-
	TOTAL SNOW	85,000	-	-	87,000	-	89,000	-	261,000
GARAGE	Machine Shop Equipment				50,000				50,000
	CNG Fueling Station Rehabilitation						30,000		30,000
	Lift Replacement							200,000	200,000
									-
	TOTAL GARAGE	-	-	-	50,000	-	30,000	200,000	280,000
TRAFFIC	Signal Upgrade Program	50,000		255,000	267,000	280,000	300,000	320,000	1,472,000
	Pavement Markings	25,000		150,000	150,000	150,000	150,000	150,000	775,000
	Pickup Truck			53,000					53,000
									-
	TOTAL TRAFFIC	75,000	-	458,000	417,000	430,000	450,000	470,000	2,300,000

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS

Department Request Level		C.I.P. FY 20/21 - 25/26							12/31/2019
Dept.	Project Name	FY 20/21	GRANTS	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	TOTAL
HIGHWAY	Dump Truck	230,000		270,000	280,000	290,000	300,000	310,000	1,680,000
	Storage Facility Improvements	50,000		50,000	50,000				150,000
	Utility Truck	74,500							74,500
	Triaxle Replacement			250,000					250,000
	Pickup Truck				58,000				58,000
	Street Sweeper					290,000			290,000
	TOTAL HIGHWAY		354,500	-	570,000	388,000	580,000	300,000	310,000
TRANSFER STATION	Facility Upgrades			10,000	10,000	10,000			30,000
	TOTAL TRANSFER STATION		-	10,000	10,000	10,000	-	-	30,000
BULKY WASTE	Grapple Truck			250,000					250,000
	TOTAL BULKY WASTE		-	250,000	-	-	-	-	250,000
TOTAL PUBLIC WORKS		2,175,197	(525,697)	4,283,000	3,807,000	2,565,000	4,874,000	6,285,000	23,463,500
Total		4,424,277	(525,697)	11,610,823	10,832,523	6,749,000	5,994,000	6,940,000	46,024,926
Board of Education		(429,500)	-	(1,070,000)	(2,000,000)	(1,800,000)	-	-	(5,299,500)
Total w/o BOE		3,994,777	(525,697)	10,540,823	8,832,523	4,949,000	5,994,000	6,940,000	40,725,426
Total w/o BOE, net of grants		3,469,080							
Cap Calculation FY2020 Principal Paydown		10,687,300							
Less New High School Principal		3,748,639	2,154,200	91.57%	1,972,639	1,776,000	3,748,639		
Balance of Principal Paydown		6,938,661	Good thru	Good through 2021	Good through 2021				
Self Imposed Cap @ 50%		3,469,330							
Imposed Cap less CIP Plan		250							

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS

Department Request Level		C.I.P. FY 20/21 - 25/26						12/31/2019	
Dept.	Project Name	FY 20/21	GRANTS	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	TOTAL
****HARBOR BROOK FLOOD CONTROL PROJECTS									
HARBOR BROOK									
DRAINAGE IMPROVEMENTS									
	Program Management	80,000		80,000	80,000	80,000	80,000	80,000	480,000
	Environmental Monitoring - Meriden Green	65,000		65,000	65,000	65,000	65,000	65,000	390,000
	Cedar St Bridge Replacement	1,000,000		1,000,000					2,000,000
	Amtrak Bridge to Perkins Square	200,000							200,000
	Mill St Area Improvements	2,000,000		2,000,000					4,000,000
	Property Acquisitions	250,000		250,000	500,000				1,000,000
	Channel work - Cedar to Center	1,725,000		975,000					2,700,000
	Kensington Ave Box Culvert	1,000,000							1,000,000
	Crow Hollow Brook	100,000		150,000	200,000	200,000			650,000
	Channel work - Cooper to Amtrak	2,275,000		2,275,000	2,275,000				6,825,000
	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
	Broad Street Bridge							4,500,000	4,500,000
	Note: Projects are listed in order of priority								-
	TOTAL HARBOR BROOK DRAINAGE IMPVTS.	8,695,000	-	6,795,000	5,620,000	3,345,000	3,645,000	4,645,000	32,745,000
ENTERPRISE FUNDS									
	GOLF								-
	Enterprise								-
	TOTAL	-	-	-	-	-	-	-	-

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS

Department Request Level		C.I.P. FY 20/21 - 25/26						12/31/2019	
Dept.	Project Name	FY 20/21	GRANTS	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	TOTAL
	PUBLIC UTILITIES								
WATER	SOURCES:								
	Hallmere Reservoir Spillway				750,000				750,000
	Bradley/Hubbard Dam, Gatehouse Improvements								-
	Inspection / Design								-
	Construction			350,000					350,000
	Merimere Reservoir								-
	Dam/Spillway Improvements	75,000							75,000
	Watershed Canal Improvements					150,000			150,000
	Well Redevelopment							100,000	100,000
									-
	SUBTOTAL - SOURCES	75,000	-	350,000	750,000	150,000	-	100,000	1,425,000
	FACILITIES/PLANTS:								
	Elmere Treatment Plant (New) & Storage Tank								-
	Evaluation/Design			5,000,000					5,000,000
	Construction				20,000,000				20,000,000
	Grants			(300,000)	(1,500,000)				(1,800,000)
	Merimere Treatment Plant (new)								-
	Design						1,500,000		1,500,000
	Evansville Treatment Plant Upgrade								-
	Evaluation/Design				30,000				30,000
	Construction					100,000			100,000
	Platt/Lincoln Treatment Plant Upgrade								-
	Evaluation/Design								-
	Construction	150,000							150,000
	Electrical Improvements			35,000					35,000
	Bradley Hubbard WTP - Restoration	13,000							13,000
									-
	SUBTOTAL FACILITIES/PLANTS	163,000	-	4,735,000	18,530,000	100,000	1,500,000	-	25,028,000

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS

Department Request Level		C.I.P. FY 20/21 - 25/26						12/31/2019	
Dept.	Project Name	FY 20/21	GRANTS	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	TOTAL
	PUMP STATIONS:								
	Carpenter Ave Zone Improvements								-
	Williams Street Pump Station								-
	Evaluation/Design								-
	Construction			1,000,000					1,000,000
	Grants								-
	Kenmere Pump Station								-
	Equipment Improvements			100,000					100,000
									-
	SUBTOTAL - PUMP STATIONS	-	-	1,100,000	-	-	-	-	1,100,000
	TANKS:								
	Fleming Rd - 2,000,000 gal								-
	Construct (new) w / mixing			700,000					700,000
	Planning/Design								-
	Grant								-
	Storage tank Upgrades				500,000				500,000
									-
	SUBTOTAL - TANKS	-	-	700,000	500,000	-	-	-	1,200,000
	ADMINISTRATION:								
	Meter Replacement Program	70,000		71,000	72,000	72,000	72,000	72,000	429,000
									-
	SUBTOTAL - ADMINISTRATION	70,000	-	71,000	72,000	72,000	72,000	72,000	429,000

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS

Department Request Level		C.I.P. FY 20/21 - 25/26						12/31/2019	
Dept.	Project Name	FY 20/21	GRANTS	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	TOTAL
	EQUIPMENT:								
	Dump Truck (6/8 yds)-Distribution	130,000							130,000
	Backhoe - Distribution			150,000					150,000
	One Ton 4x4 Pickup w/Utility Body - Watershed			60,000					60,000
	Equipment Trailers - Distribution				20,000				20,000
	Compressor - Distribution			60,000					60,000
	3/4 Ton 4x4 Pickup Truck- Distribution			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 Distribution					50,000			50,000
	Equipment trailer - Watershed	15,000							15,000
	Hoe Ram						20,000		20,000
	Half Ton 4x4 Pickup - Operators & Watershed	25,000		25,000	25,000				75,000
	Box truck - Chemical Hauling - Operations				35,000				35,000
									-
	SUBTOTAL - EQUIPMENT	230,000	-	355,000	330,000	90,000	20,000	-	1,025,000
	DISTRIBUTION SYSTEM:								
	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
	Distribution Valve Replacement			150,000	150,000	150,000	150,000	150,000	750,000
	Distribution Materials / Accessories			50,000		50,000		50,000	150,000
									-
	SUBTOTAL - DISTRIBUTION SYSTEM	790,000	-	1,680,000	1,750,000	980,000	900,000	980,000	7,080,000
	TOTAL WATER DIVISION	1,328,000	-	8,991,000	21,932,000	1,392,000	2,492,000	1,152,000	37,287,000

INTERDEPARTMENTAL REVIEW COMMITTEE FOR CAPITAL PROJECTS

Department Request Level		C.I.P. FY 20/21 - 25/26						12/31/2019	
Dept.	Project Name	FY 20/21	GRANTS	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	TOTAL
WATER POLLUTION CONTROL FACILITY									
	COLLECTION SYSTEM IMPROVEMENTS	500,000		500,000	500,000	500,000	500,000	500,000	3,000,000
	WPCF VEHICLE REPLACEMENT	45,000						45,000	90,000
	CEDARWOOD VALLEY SIPHON DESIGN			100,000					100,000
	CEDARWOOD VALLEY SIPHON CONSTRUCTION				250,000				250,000
	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/DESIGN					150,000			150,000
	INLET GRIT CONSTRUCTION						750,000		750,000
	WPCF MAINTENANCE EQUIPMENT			20,000					20,000
									-
	Total WATER POLLUTION CONTROL FACILITY	615,000	-	660,000	780,000	900,000	1,280,000	545,000	4,780,000
	TOTAL PUBLIC UTILITIES	1,943,000	-	9,651,000	22,712,000	2,292,000	3,772,000	1,697,000	42,067,000
	TOTAL ENTERPRISE FUNDS	1,943,000	-	9,651,000	22,712,000	2,292,000	3,772,000	1,697,000	42,067,000
	TOTAL WATER FUNDS	1,328,000	-	8,991,000	21,932,000	1,392,000	2,492,000	1,152,000	37,287,000
	TOTAL SEWER FUNDS	615,000	-	660,000	780,000	900,000	1,280,000	545,000	4,780,000
	TOTAL GOLF FUNDS	-	-	-	-	-	-	-	-