

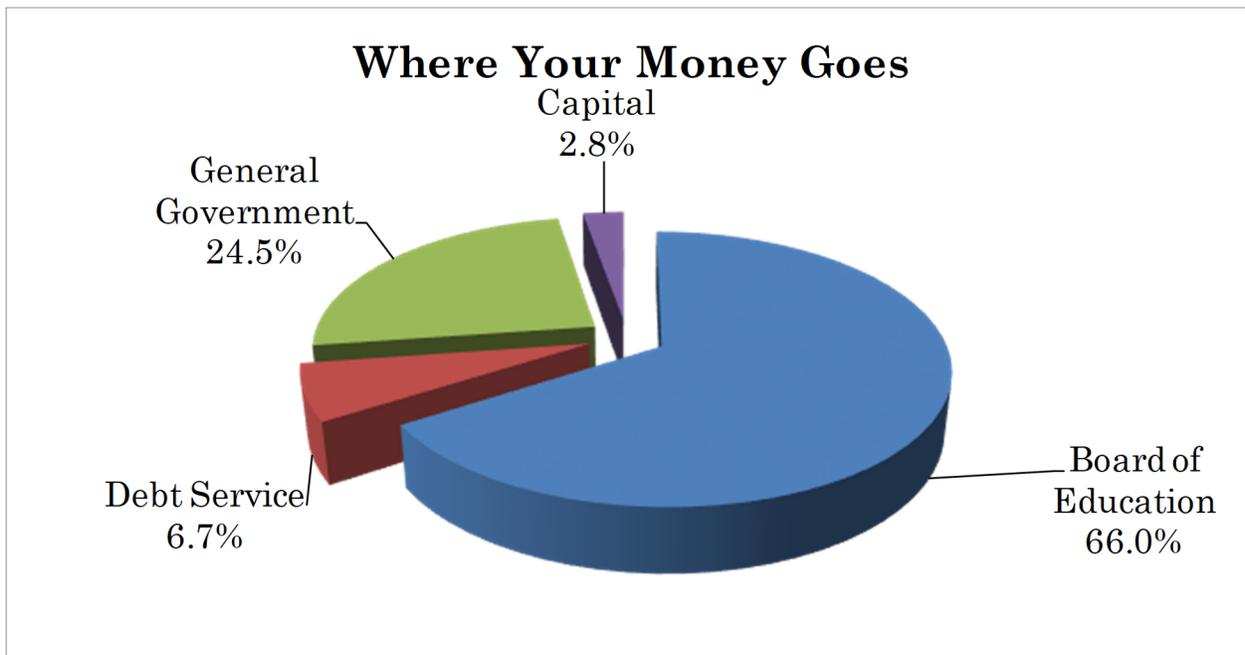
Expenditures

EXPENDITURES

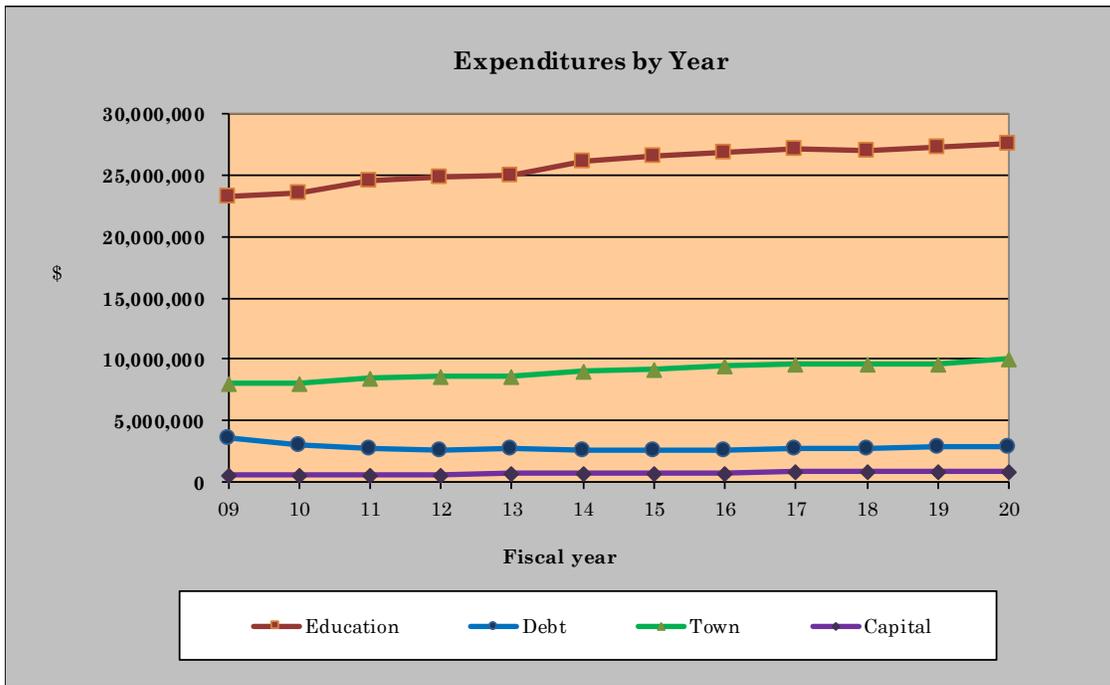
The expenditure part of the budget is broken down into the categories of General Government, Board of Education, Debt Service, and Capital Expenditures which includes the Reserve for Capital & Nonrecurring Expenditures (CNREF). The requested expenditures for the FY year 20/21 total \$42,533,880, an increase of \$1,192,316, or 2.88% over the adopted FY 19/20 budget.

Budget Area	Adopted Budget FY19/20	Requested Budget FY20/21	\$ Inc/Dec	% Change
General Government	\$ 10,012,102	\$ 10,430,806	\$ 418,704	4.18%
Board of Education	27,526,597	28,066,606	540,009	1.96%
Debt Service	2,870,865	2,863,968	(6,897)	-0.24%
Capital	932,000	1,172,500	240,500	25.80%
TOTAL EXPENDITURES	\$ 41,341,564	\$ 42,533,880	\$ 1,192,316	2.88%

The following chart shows a breakout of the various budget areas by percentage which, when combined, create the annual budget.

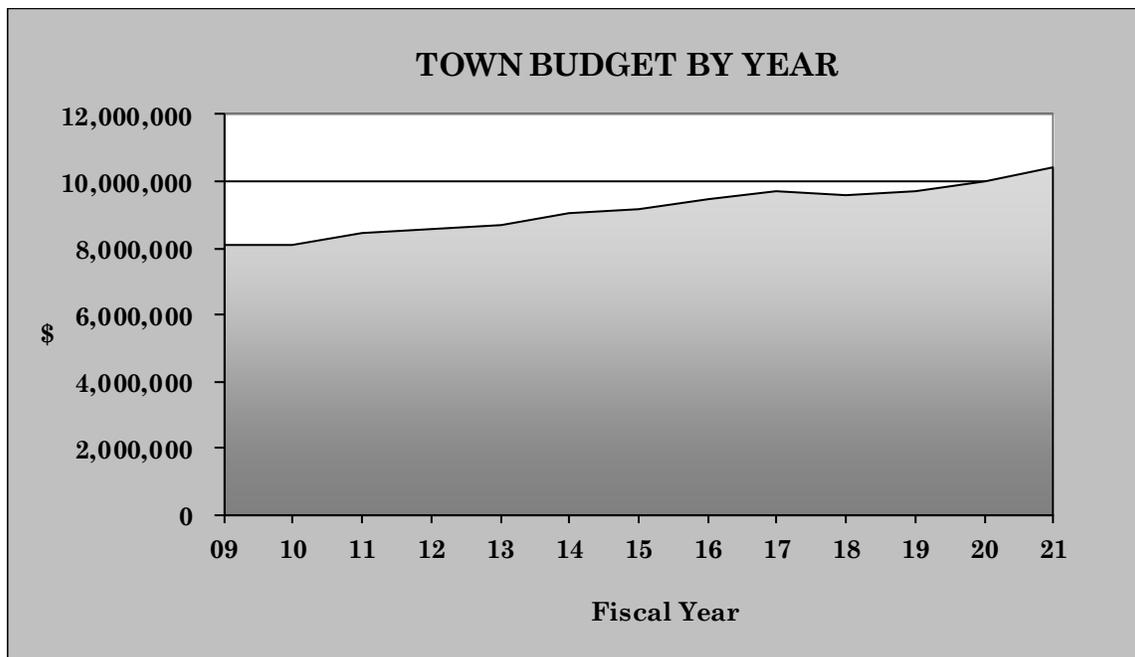


The next illustration shows historical trends for the same categories.



General Government

The Town operating budget recommended for FY 20/21 is \$10,430,806, which represents a \$418,704 or a 4.18% increase compared to the current adopted budget. The Town budget makes up 24.52% of the total operating budget.



The following table presents a summary of the operating budget by function.

	<u>FY19/20</u>	<u>FY20/21</u>	<u>Inc/(Dec)</u>	<u>%</u>
General Administration	\$ 1,717,683	\$ 1,826,708	\$ 109,025	6.35%
Public Safety	2,600,841	2,711,981	111,140	4.27%
Public Works	2,497,687	2,571,137	73,450	2.94%
Human Services	293,416	308,790	15,374	5.24%
Civic and Cultural	606,375	620,090	13,715	2.26%
Sundry	2,296,100	2,392,100	96,000	4.18%
Total	<u>\$ 10,012,102</u>	<u>\$ 10,430,806</u>	<u>\$ 418,704</u>	<u>4.18%</u>

Within each function the Town operating budget is composed of five major expenditure objects: Personnel Services, Contractual Services, Supplies, Capital Expenditures and Utilities. A table comparing FY 19/20 and FY20/21 is provided below. A detailed analysis of the five expenditure objects follows.

	<u>FY19/20</u>	<u>FY20/21</u>	<u>%</u>	<u>\$ Change</u>	<u>% Change</u>
Personnel	\$ 7,249,150	\$ 7,580,060	72.7%	\$ 330,910	4.6%
Contractual	1,569,033	1,666,941	16.0%	97,908	6.2%
Supplies	890,133	877,193	8.4%	(12,940)	-1.5%
Capital	25,400	24,400	0.2%	(1,000)	-3.9%
Utilities	278,386	282,212	2.7%	3,826	1.4%
Total	<u>\$ 10,012,102</u>	<u>\$ 10,430,806</u>	<u>100%</u>	<u>\$ 418,704</u>	<u>4.2%</u>

Personnel Services

The recommended expenditures for personnel services have increased by \$330,910 or 4.6%. Personnel services include wages, overtime, pension, health insurance, and Social Security. No new full time or part time positions are requested. The Registrars of Voters have asked for a substantial increase due to minimum wage impact of \$8,000. Two of the four labor unions have approved contracts. We will be negotiating with the other two this spring, Nonunion employees are receiving comparable wage increases and increased medical premium sharing. Due to Medical inflation and claims our health insurance rates are projected to have a 5.0% increase (\$47,000). Instead of increasing staff to gear up for major public works construction projects we contracted out for Wetlands inspections to a regional soil service commencing on October 1, 2019. The full year of service will add \$12,750, as noted under Contractual Services. Last year, The Council increased the Library wages effective January 1, 2020 (\$5,750) to help align the current pay rates with market rates of comparable libraries. This was the first in a three-year plan. Library wages are up 3.95% due to this market adjustment.

Pension expenses have increased by 6.6% to \$421,368 as recommended by the actuary. We continue to contribute the amount based on the annual actuarial review. Our unfunded pension liability is solid and was 80.6% funded as of July 1, 2019. In addition, the Town's contribution to the Volunteer Fire's Length of Service Award Program increased \$16,200 due to recommendation by the actuary. This plan was funded at 57.8% as of December 31, 2018.

Contractual Services

Contractual services increased by \$97,908 or 6.2%. A list of major changes in this category includes:

Software Licenses	\$23,000
Tree removal	\$20,000
Wetlands service contracts	\$12,750
CO2 monitoring	\$3,000
Janitorial services	\$12,360
Workers' compensation & LAP insurance	(\$4,000)
OPEB valuation	\$3,000
Postage	(3,415)

Supplies

The supply area of the budget decreased by \$12,940 or 1.5%. Most adjustments were minor and reflect current costs. Transfers to other operations are included in this section of the budget. Major changes include:

Office Furniture	(\$1,000)
Gasoline	(\$2,800)
Claims & Losses/contingency	(\$7,500)

Capital Expenditures

Capital Expenditures within the General Government budget have decreased \$1,000 from the prior year budget.

Utilities

It is difficult to predict utility expenses due to the change of four buildings to natural gas and the impact of solar on electricity. Utilities have increased \$3,826 or 1.40%. We are re-bidding electric rates and hope to lock in a competitive, multi-year rate. We have changed all street lights to LED with significant savings and hope to change floodlights and decorative street lights which have just been authorized by PURA.

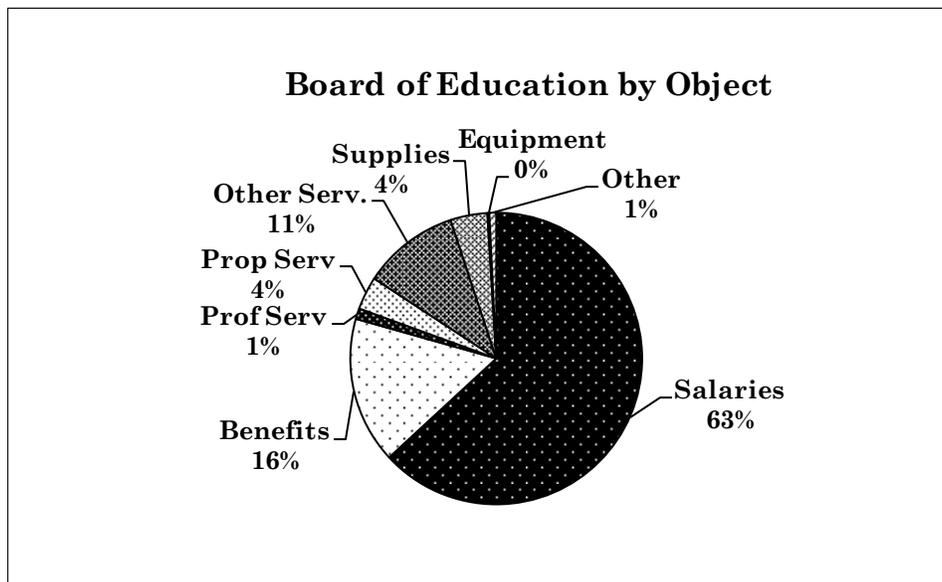
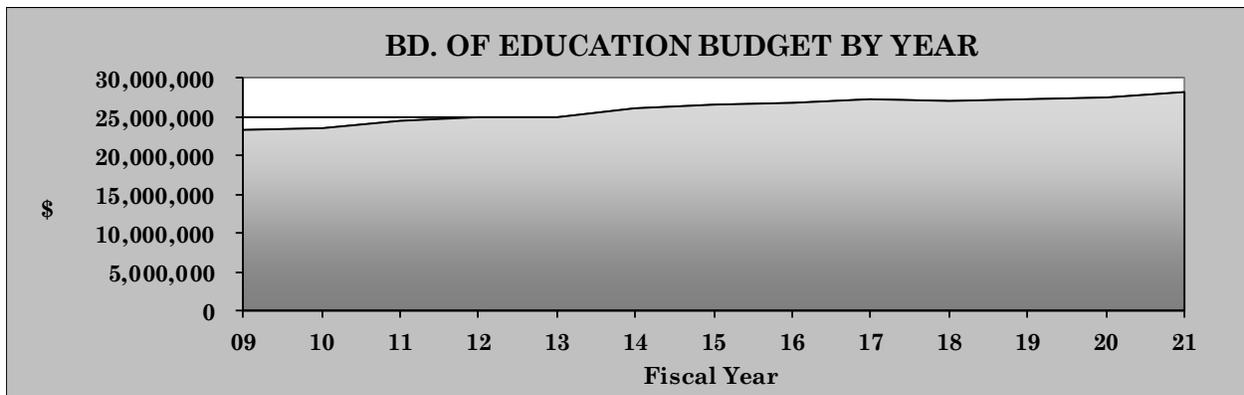
Town of Coventry
Town Manager Recommended
Summary by Department

	<u>Budget Fiscal Year: 2021 to 2021</u>				Dept Head	Town Manager	Mgr/Bud Inc/Dec	%
	2019 Actual	2020 Budget	2020 Actual YTD	2020 Est. Actual				
1101 TOWN COUNCIL	36,591	36,663	31,180	38,300	37,070	39,320	2,657	7.25%
1201 TOWN MANAGER	224,048	230,424	140,158	228,145	252,004	235,504	5,080	2.20%
1300 FINANCE ADMINISTRATION	118,869	124,895	87,587	128,470	142,620	142,620	17,725	14.19%
1301 ACCOUNTING	121,918	129,325	79,691	129,975	133,150	133,150	3,825	2.96%
1302 COLLECTOR OF REVENUE	115,971	119,850	69,154	119,900	122,815	122,115	2,265	1.89%
1303 ASSESSOR	145,563	149,977	90,806	150,177	154,441	154,441	4,464	2.98%
1304 ASSESSMENT APPEALS	509	1,100	71	1,100	1,100	850	-250	-22.73%
1305 TREASURER	22,750	23,450	14,367	25,250	27,130	27,130	3,680	15.69%
1306 INFORMATION TECHNOLOGY	179,040	180,500	188,726	194,500	204,500	204,500	24,000	13.30%
1401 PLANNING	144,326	151,316	93,964	151,316	159,060	161,560	10,244	6.77%
1402 ZONING BOARD/APPEALS	21,924	21,760	13,194	21,760	23,880	23,880	2,120	9.74%
1403 CONSERVATION	1,875	1,885	129	1,885	3,285	2,635	750	39.79%
1404 ECONOMIC DEVELOPMENT	21,224	21,255	10,204	21,255	22,080	21,580	325	1.53%
1406 INLAND WETLANDS	46,958	77,530	50,364	77,530	92,420	92,420	14,890	19.21%
1407 P&Z COMMISSION	651	2,475	267	2,475	1,375	1,375	-1,100	-44.44%
1501 LEGAL COUNSEL	56,107	85,000	58,865	85,000	85,000	85,000	0	0.00%
1502 PROBATE COURT	7,731	8,995	8,993	8,995	8,615	8,615	-380	-4.22%
1601 RECORDING/LICENSING	156,901	163,893	98,060	163,893	167,338	166,563	2,670	1.63%
1701 ELECTIONS	61,802	63,490	40,044	66,990	75,000	75,000	11,510	18.13%
1801 TOWN OFFICE BLDG.	88,666	82,500	85,134	89,400	90,400	90,400	7,900	9.58%
1802 CENTRAL SERS./SUPPLY	33,442	41,400	24,192	38,300	37,950	38,050	-3,350	-8.09%
2101 POLICE ADMINISTRATION	189,413	294,468	181,622	294,783	305,420	310,228	15,760	5.35%
2102 POLICE OPERATIONS	1,347,029	1,297,128	796,137	1,290,780	1,375,630	1,344,878	47,750	3.68%
2103 POLICE SUPPORTIVE SERVICES	328,970	340,285	218,762	341,285	354,070	352,420	12,135	3.57%
2104 POLICE MARINE PATROL	4,330	7,000	1,936	7,000	7,000	6,000	-1,000	-14.29%
2105 POLICE STATION	55,589	66,730	62,114	69,655	68,530	69,230	2,500	3.75%
2201 FIRE MARSHAL	11,471	18,050	9,575	17,050	18,650	17,650	-400	-2.22%
2202 COVENTRY VOL FIRE ASSN	34,846	38,060	31,996	37,120	40,860	40,600	2,540	6.67%
2203 NORTH COV. VOL. FIRE DEPT	33,457	30,150	32,438	33,350	34,300	34,040	3,890	12.90%
2206 NO. COV. SUB-STATION	4,311	6,720	4,822	6,720	9,040	9,040	2,320	34.52%
2207 JOINT FIRE BUDGET	380,469	384,080	353,224	412,750	457,050	404,960	20,880	5.44%
2208 CVFA SOUTH ST. SUBSTATION	10,726	13,850	9,792	14,395	16,850	15,535	1,685	12.17%
2301 EMERGENCY MANAGEMENT	27,242	29,595	19,550	30,795	31,325	31,225	1,630	5.51%
2401 ANIMAL CONTROL	70,864	74,725	43,501	75,025	76,575	76,175	1,450	1.94%
3100 ROADS & DRAINAGE	614,059	620,595	378,058	622,895	642,615	641,390	20,795	3.35%
3101 PUBLIC WORKS BUILDING	59,979	60,699	67,539	68,177	64,775	64,555	3,856	6.35%
3102 SNOW REMOVAL	295,740	316,550	250,873	316,550	316,550	316,550	0	0.00%
3103 FACILITY MAINTENANCE	291,621	334,200	196,387	334,200	350,945	347,470	13,270	3.97%
3104 PUBLIC WORKS ADMINISTRATIC	225,753	244,260	148,366	244,260	248,215	247,615	3,355	1.37%
3105 FLEET MAINTENANCE	435,422	473,080	342,425	473,080	478,300	474,650	1,570	0.33%
3107 MATCHING FUNDS	2,000	2,500	2,500	2,500	2,500	2,500	0	0.00%
3108 STREET LIGHTS	43,452	51,000	41,715	46,000	47,000	47,000	-4,000	-7.84%
3109 CEMETERY COMM.	28,626	25,338	15,909	25,838	33,042	28,542	3,204	12.65%
3110 TREE WARDEN	83,354	52,750	51,231	52,750	104,750	74,750	22,000	41.71%
3111 FACILITIES - OTHER	48,582	8,750	6,870	10,450	8,750	9,550	800	9.14%
3201 ENGINEERING	76,104	87,880	55,841	87,880	89,470	89,470	1,590	1.81%
3301 BLDG. INSPECTION	144,596	152,800	95,404	152,800	156,475	156,475	3,675	2.41%
3302 BUILDING CODE BD. OF APPEAL	45	45	45	45	45	45	0	0.00%
3501 HEALTH DEPT.	66,019	67,240	67,419	67,419	70,575	70,575	3,335	4.96%
4102 VISITING NURSE & COMM. CARE	1,332	1,000	1,000	1,000	1,000	500	-500	-50.00%
4200 HUMAN SERVICES/GA	166,756	171,251	112,006	159,971	183,176	182,195	10,944	6.39%
4205 ELDERLY SERVICES	115,138	121,165	84,296	124,095	126,826	126,095	4,930	4.07%
5101 BOOTH DIMOCK/PORTER LIBRAI	477,882	500,550	250,710	500,550	512,800	512,575	12,025	2.40%
5201 PARKS & REC SUP/OPERATION:	99,900	102,150	74,348	102,150	103,840	103,840	1,690	1.65%
5301 MEMORIAL DAY	1,357	3,675	942	3,675	3,675	3,675	0	0.00%
8101 MUNICIPAL INSURANCE	357,699	392,000	342,599	392,000	392,000	388,000	-4,000	-1.02%
8102 PENSION/SOCIAL SECURITY	890,469	933,800	727,777	933,800	994,300	994,300	60,500	6.48%
8103 HEALTH INSURANCE	903,150	925,300	524,871	925,300	972,300	972,300	47,000	5.08%
8301 CONTINGENCY	11,900	15,000	2,875	15,000	15,000	12,500	-2,500	-16.67%
8303 CLAIMS AND LOSSES	12,167	30,000	13,398	30,000	30,000	25,000	-5,000	-16.67%
	\$ 9,558,685	\$ 10,012,102	\$ 6,806,023	\$ 10,067,709	\$ 10,585,457	\$ 10,430,806	\$ 418,704	4.18%

Board of Education

The Coventry Public Schools prepares an independent budget utilizing the same process the Town agencies go through. The Superintendent of Schools gathers and prepares a budget, which is reviewed and modified as necessary by the Board of Education and then forwarded to the Town Council for review and modification. The Town Council, under Connecticut law, has the authority only to reduce the bottom line of the Board's budget, not specific programs. The Board of Education submitted a budget request of \$28,066,606, an increase of \$540,009 or 1.96%, above their adopted FY 20 budget. Please see the separate Board of Education budget for details.

Six capital projects totaling \$3,030,000 for Education are also included in the Capital Budget of which \$217,000 is proposed from General fund taxation. Please see the separate Capital budget for details.



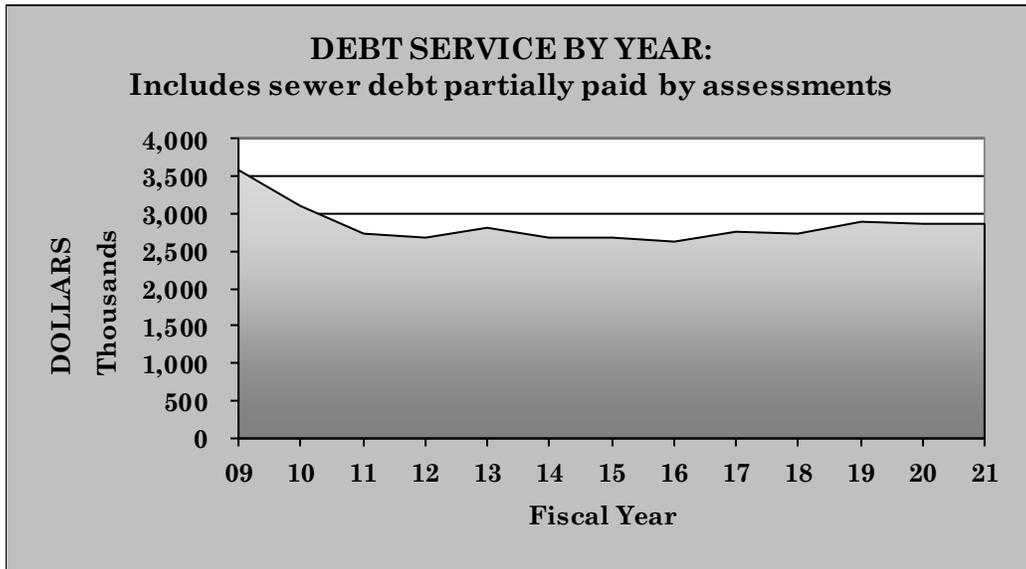
2020 - 2021 OBJECT COMPARISON BUDGET - CHARTER FORMAT

DESCRIPTION	2018-2019	2019-2020	Dec. 31, 2019	2019-2020	2020-2021	From FY20 Budget		
	ACTUAL	BUDGET	ACTUAL	ESTIMATED	PROPOSED	\$ CHANGE	% CHANGE	
SALARIES								
111	CERTIFIED SALARIES	\$ 12,867,358	\$ 13,380,706	\$ 4,952,216	\$ 13,351,902	\$ 13,630,032	\$ 249,326	1.86%
112	NON-CERTIFIED SALARIES	3,343,252	3,325,177	1,421,574	3,307,278	3,432,455	107,278	3.23%
113	EXTRA CURRICULAR SALARIES	42,911	49,937	13,755	49,937	56,029	6,092	12.20%
114	ATHLETIC SALARIES	211,450	221,530	89,219	221,530	232,274	10,744	4.85%
120	CERTIFIED TEMPORARY SALARIES	273,466	301,750	101,877	301,750	301,750	-	0.00%
121	NON-CERTIFIED TEMP. SALARIES	33,239	63,650	34,769	63,650	63,650	-	0.00%
TOTAL FOR SALARIES		\$ 16,771,676	\$ 17,342,750	\$ 6,613,410	\$ 17,296,047	\$ 17,716,190	\$ 373,440	2.15%
BENEFITS								
210	HEALTH INSURANCE	\$ 3,229,192	\$ 3,284,427	\$ 1,679,850	\$ 3,261,849	\$ 3,471,010	\$ 186,583	5.68%
220	SOCIAL SECURITY	256,104	276,116	106,826	265,095	276,215	99	0.04%
221	MEDICARE	238,870	245,188	92,174	243,368	250,272	5,084	2.07%
230	PENSION	330,100	366,907	322,191	364,189	388,433	21,526	5.87%
250	UNEMPLOYMENT COMPENSATION	19,007	40,000	6,238	30,000	30,000	(10,000)	-25.00%
251	TUITION REIMBURSEMENT	19,156	15,000	-	15,655	15,000	-	0.00%
260	WORKERS COMPENSATION	120,084	130,224	92,550	128,404	133,404	3,180	2.44%
TOTAL FOR BENEFITS		\$ 4,212,513	\$ 4,357,862	\$ 2,299,829	\$ 4,308,560	\$ 4,564,334	\$ 206,472	4.74%
PROFESSIONAL SERVICES								
330	LEGAL & AUDIT	\$ 75,893	\$ 105,640	\$ 61,724	\$ 105,640	\$ 116,640	\$ 11,000	10.41%
332	PUPIL SERVICES	227,571	195,208	65,176	195,208	168,123	(27,085)	-13.87%
333	INSTRUCTIONAL IMPROVEMENT	53,316	54,000	2,722	54,000	49,200	(4,800)	-8.89%
TOTAL FOR PROFESSIONAL SERVICES		\$ 356,780	\$ 354,848	\$ 129,622	\$ 354,848	\$ 333,963	\$ (20,885)	-5.89%
PROPERTY SERVICES								
410	UTILITIES	\$ 295,873	\$ 305,000	\$ 120,878	\$ 297,290	\$ 301,529	\$ (3,471)	-1.14%
411	SEWER SERVICES	41,250	42,750	41,250	41,250	42,750	-	0.00%
420	DISPOSAL SERVICES	30,222	40,000	20,910	40,000	37,000	(3,000)	-7.50%
430	CONTRACTED SERVICES	861,519	656,064	445,459	677,664	645,293	(10,771)	-1.64%
TOTAL FOR PROPERTY SERVICES		\$ 1,228,864	\$ 1,043,814	\$ 628,497	\$ 1,056,204	\$ 1,026,572	\$ (17,242)	-1.65%
OTHER SERVICES								
510	STUDENT TRANSPORTATION	\$ 1,697,230	\$ 1,700,536	\$ 586,404	\$ 1,683,343	\$ 1,772,300	\$ 71,764	4.22%
513	ATHLETIC TRIPS	74,591	64,400	20,577	64,400	64,400	-	0.00%
520	PROPERTY & LIABILITY INSURANCE	207,166	213,168	159,353	197,808	217,242	4,074	1.91%
530	TELEPHONE	79,932	73,220	34,707	75,798	77,212	3,992	5.45%
531	POSTAGE	20,938	21,000	8,090	21,000	21,000	-	0.00%
540	ADVERTISING	-	6,000	-	6,000	5,000	(1,000)	-16.67%
550	PRINTING	15,439	15,090	4,094	15,090	13,685	(1,405)	-9.31%
560	TUITION	798,574	791,370	415,466	850,262	778,355	(13,015)	-1.64%
560	EXCESS COST REIMBURSEMENT	(258,339)	(195,603)	-	(192,119)	(198,699)	(3,096)	1.58%
561	TUITION, NON-PUBLIC	733,476	519,844	224,212	519,591	485,474	(34,370)	-6.61%
561	EXCESS COST REIMBURSEMENT	(307,195)	(225,966)	-	(307,195)	(263,449)	(37,483)	16.59%
580	TRAVEL	27,278	28,991	13,469	28,991	31,009	2,018	6.96%
TOTAL FOR OTHER SERVICES		\$ 3,089,090	\$ 3,012,050	\$ 1,466,372	\$ 2,962,969	\$ 3,003,529	\$ (8,521)	-0.28%
SUPPLIES								
611	INSTRUCTIONAL SUPPLIES	\$ 570,277	\$ 500,834	\$ 335,029	\$ 500,834	\$ 502,930	\$ 2,096	0.42%
612	CUSTODIAL SUPPLIES	51,521	73,000	36,593	73,000	73,000	-	0.00%
613	MAINTENANCE SUPPLIES	163,940	93,000	84,419	93,000	95,000	2,000	2.15%
620	HEAT ENERGY	174,131	161,250	59,241	173,183	178,572	17,322	10.74%
626	GASOLINE & DIESEL	100,148	88,300	33,569	89,589	89,100	800	0.91%
640	TEXTBOOKS	59,573	62,305	19,498	62,305	60,749	(1,556)	-2.50%
641	WORKBOOKS	44,793	53,168	26,810	53,168	50,611	(2,557)	-4.81%
642	LIBRARY BOOKS & PERIODICALS	21,251	23,863	10,994	23,863	24,083	220	0.92%
690	OTHER SUPPLIES	102,146	82,693	36,414	82,693	75,837	(6,856)	-8.29%
TOTAL FOR SUPPLIES		\$ 1,287,780	\$ 1,138,413	\$ 642,567	\$ 1,151,635	\$ 1,149,882	\$ 11,469	1.01%
EQUIPMENT								
739	OTHER EQUIPMENT	\$ 94,839	\$ 77,883	\$ 43,032	\$ 77,883	\$ 58,607	\$ (19,276)	-24.75%
TOTAL FOR EQUIPMENT		\$ 94,839	\$ 77,883	\$ 43,032	\$ 77,883	\$ 58,607	\$ (19,276)	-24.75%
OTHER								
810	DUES AND FEES	106,699	132,402	74,013	132,402	144,454	12,052	9.10%
891	ATHLETIC SUBSIDY	46,900	47,900	33,000	47,900	50,400	2,500	5.22%
892	ASSEMBLIES & GRADUATION	20,545	18,675	5,032	18,675	18,675	-	0.00%
TOTAL FOR OTHER		\$ 174,144	\$ 198,977	\$ 112,045	\$ 198,977	\$ 213,529	\$ 14,552	7.31%
TOTAL FOR BUDGET		\$ 27,215,686	\$ 27,526,597	\$ 11,935,374	\$ 27,407,123	\$ 28,066,606	\$ 540,009	1.96%

Debt Service

Debt Service as a percentage of the budget is 6.73% of the total budget which is well below the 10% threshold of concern. It is proposed to decrease by \$6,897 or minus 0.24%. The good news is that the Town's long term bonded debt service peaked a couple of years ago and will now continue to decline or allow other needed projects to proceed without a major tax impact. Sewer debt continues to be mostly paid by sewer assessments, but the assessment fund is running out of money and is no longer able to fully pay annual debt service. This is reflected as a declining revenue to the general fund, not an increase in Debt service. The WPCA is not raising sewer use bills but is partially compensating for this shortfall caused in part by lower investments earnings.

One \$4,300,000 bond for school roofs, school fire alarm replacement, and Library renovations is proposed. Payments for this bonding would not affect our budget until FY22. The budget proposal includes the purchase of a large dump truck (7-year lease for \$32,300 annually). Lease purchases are detailed in the Capital section of the budget document. Even with these proposals the debt budget will decline. The entire debt schedule is included in the Debt portion of the budget.



Capital Expenditures

The Capital Expenditures Budget request for the general operating budget is \$1,172,500, an increase of \$240,500 or 25.80% from the prior year budget. The largest items are recurring expenses for summer roads, lake management, Town and School computer resources, classroom furniture, replacement Police, Fire and Public works equipment and a contribution into the Open Space and Capital non-recurring expenditure funds. Over the years many projects were deleted or delayed in an effort to hold down the impact of the overall tax increase, creating a backlog of projects. Please refer to the Capital section of the budget for further details and information on other funding sources.

Under the Local Capital Improvement Program (LoCIP), the State of Connecticut will reimburse the Town 100% of approved infrastructure improvements. Details of planned projects are contained in the Capital budget. Based upon auditor's advice, LoCIP has been established as a Special Revenue Fund. We receive approximately \$100,000 per year. These items are not part of the referendum and are voted on at the Town Meeting. \$100,000 is proposed for several projects this year.

