



WESTPORT

**TOWN OF WESTPORT**  
**REPRESENTATIVE TOWN MEETING**  
**REPRESENTATIVE TOWN MEETING PACKET**  
**JUNE 3, 2025**  
**07:30 PM**



## REPRESENTATIVE TOWN MEETING AGENDA

JUNE 3, 2025  
07:30 PM

### Call

All Representative Town Meeting members and inhabitants of the Town of Westport are hereby notified that a meeting of the Representative Town Meeting members will be held at Town Hall, 110 Myrtle Ave. in the auditorium on Tuesday June 3, 2025, at 7:30 PM for the purposes listed below. If necessary, the meeting shall reconvene on Tuesday, June 17, 2025, to deal with any agenda items not disposed of at the adjournment of the June 3, 2025, meeting.

Attachment: [Resolutions.pdf](#)

### 1. Connecticut Neighborhood Assistance Act (NAA) Program Applicants

To take such action as the meeting may determine, upon the request of the Human Services Director, to approve applicants to the Connecticut Neighborhood Assistance Act (NAA) Program pursuant to CGS 12-630aa et seq.

Attachment: [\\_1 RTM Rq NAA 6.3.25.pdf](#)

### 2. Westport Library Board of Trustees Appointments & Re-Appointment

To take such action as the meeting may determine, upon the recommendation of the RTM Library, Museum and Arts Committee, in accordance with Section C34-1 of the Town Charter, to appoint two electors from the Town of Westport and re-appoint one member to serve as Trustees of the Westport Library.

Attachment: [\\_2 RTM LMA Committee Meeting Minutes.pdf](#)

### 3. Fire Department Compressor Replacement

To take such action as the meeting may determine, upon the recommendation of the Board of Finance and a request by the Fire Chief, to approve an appropriation in the amount of \$160,050.00 to the Capital and Non-Recurring Account Fund Account for the replacement of the compressor at the Fire Department.

Attachment: [\\_3 RTM Public Protection Finance Committees Report.pdf](#)

### 4. Conservation Department Land Use Fees Ordinance Amendment

To take such action as the meeting may determine, upon the recommendation of the First Selectwoman and a request by the Conservation Director, to amend Section 2-55 of the Code of Ordinances of the Town of Westport, Connecticut, by increasing the land use fees to the extent they relate to the Conservation Department. (Second Reading. Full text of the proposed fee schedule is available in the Town Clerk's office).

Attachment: [\\_4 RTM SUBMISSION -Conservation Fee Schedule Changes.pdf](#)

Attachment: [\\_4 Conservation Proposed Fees Clean Copy.pdf](#)

Attachment: [\\_4 RTM Finance and Environment Comm Report on Conservation Fee Ordinance.pdf](#)

Attachment: [\\_4 Conservation Fees Ordinance Report.pdf](#)

Attachment: [\\_4 Town of Westport - Internal Control Assessment of Nontax Revenue Report - v7 Draft 2 9-23.pdf](#)

### 5. Long Lots School Building Project Review

First review of the Long Lots School building project with updated plans, elevations, financial information and timing requirements for the upcoming funding and appropriation.

**RTM Meeting  
June 3, 2025**

**RESOLUTIONS**

(1)

**RESOLVED**: That upon the request of the Human Services Director, pursuant to CGS 12-630aa et seq, The Westport Country Playhouse and The Westport Historical Society, Inc. (Westport Museum for History & Culture) are hereby approved as programs eligible for investment by businesses under provisions of the 2025 Connecticut Neighborhood Assistance Act (NAA) Program.

(2)

**RESOLVED**: That upon the recommendation of the RTM Library, Museum and Arts Committee, in accordance with Section C34-1 of the Town Charter, Darcy Travlos and Ashley Zwick are hereby appointed to serve as Trustees of the Westport Library for a four-year term beginning July 1, 2025 to June 30, 2029. Jeremy Price is reappointed as Trustee of the Westport Library for a one-year term from July 1, 2025 to June 30, 2026.

(3)

**RESOLVED**: That upon the recommendation of the Board of Finance and a request by the Fire Chief, the sum of \$160,050.00 to the Capital and Non-Recurring Account Fund Account for the replacement of the compressor at the Fire Department is hereby appropriated.

(4)

**RESOLVED**: That upon the recommendation of the First Selectwoman and a request by the Conservation Director, Section 2-55 of the Code of Ordinances of the Town of Westport, Connecticut is hereby amended, by increasing the land use fees to the extent they relate to the Conservation Department. (Second reading. Full text of the proposed fee schedule is available in the Town Clerk's office).



## Department of Human Services

Town Hall, 110 Myrtle Avenue  
Westport, CT 06880  
Westportct.gov  
[humansrv@westportct.gov](mailto:humansrv@westportct.gov)  
Telephone (203) 341-1050

TO: Jennifer Tooker, First Selectwoman  
Jeff Weiser, RTM Moderator

cc: Eileen Flug, Assistant Town Attorney  
Jeff Dunkerton, Town Clerk

FROM: Elaine Daignault, DHS Director

DATE: May 20, 2025

RE: Items for the June 3, 2025 RTM Meeting

2025 MAY 20 A 10:14  
RECEIVED  
WESTPORT CT  
TOWN CLERK

I respectfully request that the following items are placed on the June 3, 2025, RTM agenda for legislative approval, per CGS §Sec 12-630aa et.seq.:

The approval of local non-profit organization applications for the **2025 Neighborhood Assistance Act Tax Credit program**:

*The applications will be forthcoming.*

This NAA program provides a corporation business tax credit for businesses that make cash contributions to non-profit and municipal organizations that apply.

This program allows businesses to claim a State tax credit for cash contributions to qualifying community programs conducted by tax-exempt or municipal agencies.

Human Services Commission | Commission for Senior Services | Youth Commission |  
Commission on People with Disabilities

2024 CT Neighborhood Assistance Act Submissions

Organization Name	Program Title	Federal Employer Identification Number	Program Completion Date	Total NAA Funding Requested.
Westport Historical Society	HVAC and Fire Alarm Repair	23-7402125	11/30/2025	15,000
Westport Country Playhouse	Library Pass Program	23-7357943	5/31/2025	17,000

G:\MS\_OFF\Devonte Dewitt-Smith\NAA\2025 Neighborhood Assistance Act\2025 CT NAA Applicants

# Westport Country Playhouse



Department of Revenue Services

Municipality: Westport

**Form NAA-01**  
**2025 Connecticut Neighborhood Assistance Act (NAA)**  
**Program Proposal**

This form **must** be completed and submitted to your municipality for approval. All items **must** be completed with as much detail as possible. If additional space is needed, attach additional sheets. Please type or print clearly. See attached instructions before completing. **Do not submit this form directly to the Department of Revenue Services.**

**Part I — General Information**

Name of tax exempt organization/municipal agency: \_\_\_\_\_  
WESTPORT COUNTRY PLAYHOUSE

Address: 25 POWERS COURT WESTPORT, CT 06880

Federal Employer Identification Number: 2 3 - 7 3 5 7 9 4 3

Program title: LIBRARY PASS PROGRAM

Name of contact person: BETH HUISKING

Telephone number: (203) 571-1294

Email address: BHUISKING@WESTPORTPLAYHOUSE.ORG

Total NAA funding requested (\$250 minimum, \$150,000 maximum): \$ 17,000

Is your organization required to file federal Form 990 or 990EZ, Return of Organization Exempt from Income Tax?

Yes       No

If **Yes**, attach a copy of the **first page** of your most recent return.

If **No**, attach a copy of your determination letter from the U.S. Treasury Department, Internal Revenue Service.

Visit us at [portal.ct.gov/DRS](http://portal.ct.gov/DRS) for more information.

**Part II — Program Information**

Check the appropriate description of your program:

**100% credit percentage**

- Energy conservation; or
- Comprehensive college access loan forgiveness (see Conn. Gen. Stat. § 12-635(3)).

**60% credit percentage**

- Job training/education for unemployed persons aged 50 or over;
- Job training/education for persons with physical disabilities;
- Program serving low-income persons;
- Child care services;
- Establishment of a child day care facility;
- Open space acquisition fund; or
- Other (specify): \_\_\_\_\_

Description of program: \_\_\_\_\_

The Playhouse works with libraries in Bridgeport, Norwalk, Stratford, Milford to provide \$5 tickets to our Mainstage productions. The program was created as a way to increase accessibility to our events to those that cannot afford the full price of a theater ticket, which range from \$35 to \$85.

We also offer library passes to Westport and Fairfield, however we are not looking for funding to help with those tickets.

Need for program: \_\_\_\_\_

In a 2023 study by the Broadway League, the average annual household income of Broadway theatregoers was \$276,375; 55% of national theatregoers reported an annual household income of \$100,000+; and 18% of Broadway admissions came from households with an annual income below \$100,000. The median income for Bridgeport is \$56,584; Norwalk is \$105,301; Milford is \$110,126; and Stratford is \$93,820. Using those numbers, it is our belief that only around 25% of residents from those towns are able to attend theater at full price. And while

Neighborhood area to be served: \_\_\_\_\_

Bridgeport (6 branches), Norwalk (2 branches), Stratford, Milford

Plan to implement the program: \_\_\_\_\_

We work with librarians to deliver passes that can be checked out at the various branches of each library. Those passes entitle the patron to purchase up to four tickets for \$5 each.

**Timetable:**

Program start date: 10-01-2025  
MM - DD - YYYY

Program completion date: 04-30-2025  
MM - DD - YYYY

Post-project audit due date: 05-31-2025  
MM - DD - YYYY

The program start date must not be more than two years prior to the program completion date. Additionally, the program completion date must not extend beyond December 31, 2027.

Any program receiving \$25,000 or more in NAA funding is required to provide a post-project audit, prepared by a certified public accounting firm, to the municipality overseeing the program, no later than three months after the program completion date.

**Part III — Financial Information**

**Program Budget:**

Complete in full. Expenditures must equal or exceed total funding.

**Sources of Revenue:**

NAA funds requested \$17,000.00

Other funding sources - itemized sources:

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_

**Total Funding:**

**Proposed Program Expenditures:**

Direct operating expenses - itemized description:

- a) REVENUE LOST TO LIBRARY PASSES 2024/2025 \$17,113.00
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_

Administrative expenses - itemized description:

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_

**Total Proposed Expenditures:**

**Part IV — Municipal Information**

To be completed by the municipal agency overseeing implementation of the program

Name of municipal agency overseeing implementation of the program: _____ Department of Human Services, Town of Westport
Mailing address: _____ 110 Myrtle Avenue, Westport, CT 06880
Name of municipal liaison: Elaine Daignault
Telephone number: (203) 341-1050
Fax number: (203) 341-1073
Email address: edaignault@westportct.gov

<p align="center"><b>Post-Project Audit</b></p> <p align="center">Is a post-project audit required for this proposal?</p> <p align="center"><input checked="" type="checkbox"/> Yes      <input type="checkbox"/> No</p> <p align="center">If <b>Yes</b>, date post-project audit due:</p> <p align="center"><u>5-31-25</u></p> <p align="center">Date</p>
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## 2025 Connecticut Neighborhood Assistance Act (NAA) Program Proposal Instructions

Complete all items on **Form NAA-01, 2025 Connecticut Neighborhood Assistance Act (NAA) Program Proposal**. Incomplete applications will **not** be accepted. For where to direct inquiries, see *Additional Information* below.

### Part I – General Information

Enter the name of the tax exempt organization or municipal agency, address, Federal Employer Identification Number, name, telephone number, and email address of the contact person.

**Program Title:** Assign a unique program title to each program for which your organization is making an application.

**Federal Form 990:** Attach a copy of the first page of your organization's most recent federal Form 990 or Form 990EZ. If your organization is not required to file either Form 990 or Form 990EZ, attach a copy of the determination letter from the Internal Revenue Service.

### Part II – Program Information

**Description of Program:** Describe the program, including information about how the program will operate, its benefit to the community, how recipients will be selected, and any measures used to determine the program's impact on the community.

**Need for Program:** Demonstrate a need for this program. For example, provide relevant statistics.

**Neighborhood Area to Be Served:** Describe the neighborhood or municipality this program will serve.

**Plan to implement the program:** Describe how the program will operate. Identify other persons or organizations involved in the administration of the program.

**Timetable:** Indicate the starting and completion dates of the program. The program completion date must not be more than two years from the program start date.

### Part III – Financial Information

Each program proposal must include a program budget that includes all sources of funding and all anticipated expenditures. The information provided in the budget may be used during a post-project audit.

**Sources of Revenue:** The budget must include the requested NAA funding and any other anticipated revenue sources.

**NAA Funding Requested:** Indicate the total amount your organization is requesting for its program. This amount may not exceed the total proposed expenditures.

Please note that the minimum NAA funding is \$250, with a maximum funding of \$150,000 per organization or agency per year.

**Other Funding Sources:** Provide a detailed description(s) and the amount(s) of all funding sources.

**Proposed Program Expenditures:** The budget must include a detailed description and the amount of all direct operating and administrative expenditures. **Expenditures must equal or exceed total funding.**

**Direct Operating Expenses:** Expenses include materials, equipment, wages, salaries, tuition fees, sub-contracting services, and any other expenses needed to administer the program.

### Part IV – Municipal Information

This part is to be completed by the municipal agency overseeing implementation of the program.

**Municipal Liaison:** The municipality must designate an individual to serve as a liaison with the Department of Revenue Services (DRS) for all NAA matters.

**Post-Project Audit:** Any program receiving \$25,000 or more in NAA funding is required to have a post-project audit prepared by a certified public accounting firm and submitted for certification, to the municipality overseeing the program, no later than three months after the program completion date. For further information on the post-project audit requirements, please refer to Conn. Gen. Stat. § 12-637a.

### Additional Information

See the *Guide to Connecticut Business Tax Credits* available on the DRS website at [portal.ct.gov/DRS](http://portal.ct.gov/DRS). E-mail any questions to [NAAProgram@ct.gov](mailto:NAAProgram@ct.gov) or call 860-297-5687, Monday through Friday, 8:30 a.m. to 4:30 p.m. for more information.

**\*\* PUBLIC DISCLOSURE COPY \*\***

## Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)  
Do not enter social security numbers on this form as it may be made public.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047  
**2023**  
Open to Public Inspection

Form **990**  
Department of the Treasury  
Internal Revenue Service

**A For the 2023 calendar year, or tax year beginning and ending**

<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C Name of organization</b> WESTPORT COUNTRY PLAYHOUSE INC Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite 25 POWERS COURT City or town, state or province, country, and ZIP or foreign postal code WESTPORT, CT 06880 <b>F Name and address of principal officer:</b> ELIZABETH HUISKING SAME AS C ABOVE	<b>D Employer identification number</b> 23-7357943 <b>E Telephone number</b> (203)227-5137 <b>G Gross receipts \$</b> 6,735,104. <b>H(a) Is this a group return for subordinates?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No <b>H(b) Are all subordinates included?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions <b>H(c) Group exemption number</b>
<b>I Tax-exempt status:</b> <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		<b>J Website:</b> www.WESTPORTPLAYHOUSE.ORG
<b>K Form of organization:</b> <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other		<b>L Year of formation:</b> 1973 <b>M State of legal domicile:</b> CT

**Part I Summary**

<b>1</b> Briefly describe the organization's mission or most significant activities: TO TRANSFORM PEOPLE'S LIVES THROUGH THE POWER OF THEATER AND THE PERFORMING ARTS. OUR AIM IS TO		
<b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
<b>3</b> Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	25
<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	25
<b>5</b> Total number of individuals employed in calendar year 2023 (Part V, line 2a)	<b>5</b>	112
<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b>	25
<b>7 a</b> Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	58,054.
<b>b</b> Net unrelated business taxable income from Form 990-T, Part I, line 11	<b>7b</b>	0.

		Prior Year	Current Year
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h)	2,568,186.	3,879,414.
	<b>9</b> Program service revenue (Part VIII, line 2g)	1,141,291.	1,333,911.
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	190,308.	87,065.
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	-81,177.	280,973.
	<b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	3,818,608.	5,581,363.
<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
	<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	3,083,748.	2,727,853.
	<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)	184,462.	22,931.
	<b>b</b> Total fundraising expenses (Part IX, column (D), line 25)	211,683.	
	<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	2,436,726.	1,956,675.
<b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	5,704,936.	4,707,459.	
<b>19</b> Revenue less expenses. Subtract line 18 from line 12	-1,886,328.	873,904.	
<b>Net Assets or Fund Balances</b>	<b>20</b> Total assets (Part X, line 16)	12,245,477.	12,422,784.
	<b>21</b> Total liabilities (Part X, line 26)	2,174,517.	1,477,920.
	<b>22</b> Net assets or fund balances. Subtract line 21 from line 20	10,070,960.	10,944,864.

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	Signature of officer ELIZABETH HUISKING, MANAGING DIRECTOR Type or print name and title	Date
<b>Paid Preparer Use Only</b>	Print/Type preparer's name PAUL BALLASY Preparer's signature PAUL BALLASY Firm's name COHNREZNICK LLP Firm's address 350 CHURCH STREET, 12TH FLOOR HARTFORD, CT 06103	Date 11/13/24 Check if self-employed <input type="checkbox"/> PTIN P00852868 Firm's EIN 22-1478099 Phone no. 959-200-7000

May the IRS discuss this return with the preparer shown above? See instructions  Yes  No

LHA For Paperwork Reduction Act Notice, see the separate instructions. 332001 12-21-23 Form 990 (2023)  
SEE SCHEDULE O FOR ORGANIZATION MISSION STATEMENT CONTINUATION

# Westport Historical Society, Inc.

Print Form

Clear Form



Department of Revenue Services

Municipality: Westport

**Form NAA-01**  
**2025 Connecticut Neighborhood Assistance Act (NAA)**  
**Program Proposal**

This form **must** be completed and submitted to your municipality for approval. All items **must** be completed with as much detail as possible. If additional space is needed, attach additional sheets. Please type or print clearly. See attached instructions before completing. **Do not submit this form directly to the Department of Revenue Services.**

**Part I — General Information**

Name of tax exempt organization/municipal agency: \_\_\_\_\_  
 Westport Historical Society, Inc. D/B/A Westport Museum for History & Culture

Address: 25 Avery Place, Westport, CT 06880

Federal Employer Identification Number: 2 3 - 7 4 0 2 1 2 5

Program title: HVAC and Fire Alarm Repair

Name of contact person: Ramin Ganeshram

Telephone number: 203-222-1424

Email address: executivedirector@westporthistory.org

**Total NAA funding requested** (\$250 minimum, \$150,000 maximum): \$ 15,000

<p>Is your organization required to file federal Form 990 or 990EZ, Return of Organization Exempt from Income Tax?</p> <p><input checked="" type="checkbox"/> Yes      <input type="checkbox"/> No</p> <p>If <b>Yes</b>, attach a copy of the <b>first page</b> of your most recent return.</p> <p>If <b>No</b>, attach a copy of your determination letter from the U.S. Treasury Department, Internal Revenue Service.</p>
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Visit us at [portal.ct.gov/DRS](http://portal.ct.gov/DRS) for more information.

**Part II — Program Information**

Check the appropriate description of your program:

**100% credit percentage**

- Energy conservation; or
- Comprehensive college access loan forgiveness (see Conn. Gen. Stat. § 12-635(3)).

**60% credit percentage**

- Job training/education for unemployed persons aged 50 or over;
- Job training/education for persons with physical disabilities;
- Program serving low-income persons;
- Child care services;
- Establishment of a child day care facility;
- Open space acquisition fund; or
- Other (specify): \_\_\_\_\_

Description of program: \_\_\_\_\_  
Replacement of HVAC systems and parts; replacement of fire alarm panel

Need for program: \_\_\_\_\_

One of the museum's AC units failed last summer and a heating coil failed this spring. These units are needed to condition the space for habitation of visitors and protect collections which require temperature and humidity control storage and display areas. The museum serves K-12 school groups throughout Fairfield County. Additionally, the Museum serves as both a Heating and cooling station for the public as needed. Separately, the fire alarm system at the Museum is not communicating with the alarm station and needs to be replaced.

Neighborhood area to be served: \_\_\_\_\_  
Lower Fairfield County

Plan to implement the program: \_\_\_\_\_  
We have received quotes for a new airconditioning unit that range from \$7,000 to 11,000. We have also received quotes for the new fire alarm panel from our current alarm company for \$2300. We have asked the latter to participate in the NAA in order to do this work, should we be admitted into the program. We will also choose an HVAC provider based on who will be willing to participate in the NAA program

**Timetable:**

Program start date: 06-30-2025  
MM - DD - YYYY

Program completion date: 11-30-2025  
MM - DD - YYYY

Post-project audit due date: \_\_\_\_\_  
MM - DD - YYYY

The program start date must not be more than two years prior to the program completion date. Additionally, the program completion date must not extend beyond December 31, 2027.

Any program receiving \$25,000 or more in NAA funding is required to provide a post-project audit, prepared by a certified public accounting firm, to the municipality overseeing the program, no later than three months after the program completion date.

**Part III — Financial Information**

**Program Budget:**

Complete in full. Expenditures must equal or exceed total funding.

**Sources of Revenue:**

NAA funds requested \$20,000

Other funding sources - itemized sources:

a) Westport Historical Society funds \$2200

b) \_\_\_\_\_

c) \_\_\_\_\_

d) \_\_\_\_\_

**Total Funding:** \_\_\_\_\_

**Proposed Program Expenditures:**

Direct operating expenses - itemized description:

a) \_\_\_\_\_

b) \_\_\_\_\_

c) \_\_\_\_\_

d) \_\_\_\_\_

Administrative expenses - itemized description:

a) Salaries for project management \$2000

b) Bookkeeper time \$200

c) \_\_\_\_\_

d) \_\_\_\_\_

**Total Proposed Expenditures:** \$22,200

**Part IV — Municipal Information**

**To be completed by the municipal agency overseeing implementation of the program**

Name of municipal agency overseeing implementation of the program: _____ Department of Human Services, Town of Westport _____
Mailing address: _____ 110 Myrtle Avenue, Westport, CT 06880 _____
Name of municipal liaison: <u>Elaine Daignault</u> _____
Telephone number: (203) 341-1050
Fax number: (203) 341-1073
Email address: <u>edaignault@westportct.gov</u> _____

<p style="text-align: center;"><b>Post-Project Audit</b></p> <p style="text-align: center;">Is a post-project audit required for this proposal?</p> <p style="text-align: center;"><input type="checkbox"/> Yes                      <input checked="" type="checkbox"/> No</p> <p style="text-align: center;">If <b>Yes</b>, date post-project audit due:</p> <p style="text-align: center;">_____</p> <p style="text-align: center;">Date</p>
---

## 2025 Connecticut Neighborhood Assistance Act (NAA) Program Proposal Instructions

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**Proposed Program Expenditures:** The budget must include a detailed description and the amount of all direct operating and administrative expenditures. **Expenditures must equal or exceed total funding.**

**Direct Operating Expenses:** Expenses include materials, equipment, wages, salaries, tuition fees, sub-contracting services, and any other expenses needed to administer the program.

### Part II – Program Information

**Description of Program:** Describe the program, including information about how the program will operate, its benefit to the community, how recipients will be selected, and any measures used to determine the program's impact on the community.

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**Plan to implement the program:** Describe how the program will operate. Identify other persons or organizations involved in the administration of the program.

**Timetable:** Indicate the starting and completion dates of the program. The program completion date must not be more than two years from the program start date.

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**Municipal Liaison:** The municipality must designate an individual to serve as a liaison with the Department of Revenue Services (DRS) for all NAA matters.

**Post-Project Audit:** Any program receiving \$25,000 or more in NAA funding is required to have a post-project audit prepared by a certified public accounting firm and submitted for certification, to the municipality overseeing the program, no later than three months after the program completion date. For further information on the post-project audit requirements, please refer to Conn. Gen. Stat. § 12-637a.

### Part III – Financial Information

Each program proposal must include a program budget that includes all sources of funding and all anticipated expenditures. The information provided in the budget may be used during a post-project audit.

**Sources of Revenue:** The budget must include the requested NAA funding and any other anticipated revenue sources.

**NAA Funding Requested:** Indicate the total amount your organization is requesting for its program. This amount may not exceed the total proposed expenditures.

### Additional Information

See the *Guide to Connecticut Business Tax Credits* available on the DRS website at [portal.ct.gov/DRS](http://portal.ct.gov/DRS). E-mail any questions to [NAAProgram@ct.gov](mailto:NAAProgram@ct.gov) or call **860-297-5687**, Monday through Friday, 8:30 a.m. to 4:30 p.m. for more information.

Form **990**

**Return of Organization Exempt From Income Tax**  
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)  
Do not enter social security numbers on this form as it may be made public.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047  
**2023**  
**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

**A For the 2023 calendar year, or tax year beginning** \_\_\_\_\_, **and ending** \_\_\_\_\_

**B** Check if applicable:  
 Address change  
 Name change  
 Initial return  
 Final return/terminated  
 Amended return  
 Application pending

**C Name of organization**  
**Westport Historical Society Inc**

**D Employer identification number**  
**23-7402125**

**E Telephone number**  
**203-222-1424**

**G Gross receipts** \$ **297,288**

**F Name and address of principal officer:**  
**Ramin Ganeshram**  
**25 Avery Place**  
**Westport CT 06880**

**H(a) Is this a group return for subordinates?**  Yes  No  
**H(b) Are all subordinates included?**  Yes  No  
 If "No," attach a list. See instructions

**I Tax-exempt status:**  501(c)(3)  501(c) ( ) (insert no.)  4947(a)(1) or  527

**J Website:** **westporthistory.org** **H(c) Group exemption number** \_\_\_\_\_

**K Form of organization:**  Corporation  Trust  Association  Other **L Year of formation:** **1889** **M State of legal domicile:** **CT**

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities: <b>Inspire holistic discovery of Westport history, inclusive of its collective heritage</b>		
	<b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	<b>3</b> Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	<b>5</b>
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	<b>5</b>
	<b>5</b> Total number of individuals employed in calendar year 2023 (Part V, line 2a)	<b>5</b>	<b>7</b>
	<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b>	<b>22</b>
	<b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	<b>0</b>
<b>7b</b> Net unrelated business taxable income from Form 990-T, Part I, line 11	<b>7b</b>	<b>0</b>	
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b> 2,181,111	<b>Current Year</b> 203,442
	<b>9</b> Program service revenue (Part VIII, line 2g)	35,216	28,873
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	21,341	57,999
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	35,485	4,198
	<b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	2,273,153	294,512
<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)		0
	<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)		0
	<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	358,731	361,125
	<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)		0
	<b>b</b> Total fundraising expenses (Part IX, column (D), line 25)	64,265	
	<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	254,153	347,193
<b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	612,884	708,318	
<b>19</b> Revenue less expenses. Subtract line 18 from line 12	1,660,269	-413,806	
<b>Net Assets or Fund Balances</b>	<b>20</b> Total assets (Part X, line 16)	<b>Beginning of Current Year</b> 3,557,727	<b>End of Year</b> 3,183,401
	<b>21</b> Total liabilities (Part X, line 26)	53,005	42,853
	<b>22</b> Net assets or fund balances. Subtract line 21 from line 20	3,504,722	3,140,548

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

**Sign Here** Signature of officer: **Ramin Ganeshram** Date: \_\_\_\_\_  
 Type or print name and title: **Executive Director**

**Paid Preparer Use Only** Print/Type preparer's name: **Kenneth A. Kron, CPA** Preparer's signature: **Kenneth A. Kron, CPA** Date: **11/20/24** Check  if self-employed  if PTIN **P00412073**  
 Firm's name: **Mahoney Sabol & Company, LLP** Firm's EIN: **06-1289571**  
 Firm's address: **180 Glastonbury Blvd Ste 400 Glastonbury, CT 06033-4439** Phone no.: **860-541-2000**

May the IRS discuss this return with the preparer shown above? See instructions  Yes  No  
 For Paperwork Reduction Act Notice, see the separate instructions. Form **990** (2023)  
 DAA

**MEETING MINUTES**

**Library, Museum & Arts Committee Meeting**

**May 1, 2025 4:30 –8:30 PM**

**Westport Public Library**

**Committee Members Present**

- Kristin Mott Purcell, Chair
- Dick Lowenstein
- Wendy Batteau
- Karen Kramer
- Candace Banks
- Brany Biggs

The meeting was called to order at 4:30PM. Wendy Batteau made the motion to go into executive session so the committee could discuss the candidates for Library Board of Trustee RTM appointments and two reappointments. Karen Kramer seconded. All present voted in favor.

At approximately 8:30 Candace Banks made the motion to return from executive session. Karen Kramer seconded. All present voted in favor.

**MEETING MINUTES**

**Library, Museum & Arts Committee Meeting**

**May 2, 2025 2:00 – 6:00 PM**

**Westport Public Library**

Committee Members Present

- Kristin Mott Purcell, Chair
- Dick Lowenstein
- Wendy Batteau
- Karen Kramer
- Candace Banks
- Melissa Levy

The meeting was called to order at 2:00PM. Melissa Levy made the motion to go into executive session so the committee could discuss the candidates for Library Board of Trustee RTM appointment. Candace Banks seconded. All present voted in favor.

At approximately 5:30 Karen Kramer made the motion to return from executive session. Candace Bankes seconded.

Karen Kramer made the motion to recommend to the full RTM the appointment of Darcy Travlos and Ashley Zwick to a 4-year term as a Library Board Trustee commencing July 1, 2025. Wendy Batteau seconded the motion. The committee voted 5-1 to appoint Ms. Travlos and Ms. Zwick as the RTM appointed Westport Library Board of Trustees.

Melissa Levy made the motion to recommend to the full RTM the reappointment of Jeremy Price as Trustee of the Westport Library for a one-year term from July 1, 2025 to June 30, 2026. Wendy Batteau seconded the motion. All voted in favor and the motion passed unanimously.

Submitted by:

Kristin Mott Purcell

RTM - 1 / LMA Chair

6.2.25

May 28, 2025

On Wednesday May 28<sup>th</sup> the RTM Public Protection Committee and Finance Committee met via Zoom to discuss and vote on the following agenda item-

Upon the request of the Fire Chief, to approve an appropriation in the amount of \$160,050.00 to the capital and Non – Recurring Account Fund Account 31502220-500396 for the replacement of the compressor at the Fire Department.

Deputy Fire Chief Matthew Cohen made an excellent presentation, pointing out the goal was to keep the current compressor going until 2030 when a new one is scheduled in the capital forecast for the 2030 budget.

Deputy Chief Cohen pointed out the current compressor in use since 2004 would be too expensive to repair, as there are already leaks in the current unit. The compressor is used to fill air tanks for both police and fire dive teams as well as other breathing apparatus.

After a short discussion both Finance and Public Protection Committees voted unanimously (9-0 Public Protection and 6-0 Finance) to approve to recommend to the full RTM to approve this appropriation.

Finance – Seth Braunstein -Chair, Pam Kopack, Melissa Levy, Don O’Day, Mike Perry, and Nancy Kail

Public Protection – Jimmy Izzo – Chair, Claudia Shaum, Karen Kramer, Andy Colabella, Alma Sarelli, Sal Liccione, Lou Mall, David Rosenwaks, Noah Hammond, and Dick Lowenstein.

Fire Department – Deputy Chief Matthew Cohen and Chief Nick Marsen

Respectfully Submitted,

Jimmy Izzo Chair -RTM Public Protection  
Seth Braunstein Chair – RTM Finance



**CONSERVATION DEPARTMENT**  
TOWN HALL – 110 MYRTLE AVENUE  
WESTPORT, CT 06880  
P 203.341.1170 F 203.341.1088

**TO:** Jeff Wieser, RTM Moderator  
**CC:** Jeff Dunkerton, Town Clerk  
**FROM:** Colin Kelly, Conservation Director  
**DATE:** April, 21, 2025

**RE: Request to Amend Appendix C – Fees  
Section 1 Schedule of Fees  
Chapter 2 Administration  
2-55 Land Use Fees  
Conservation Department and Conservation Commission**

I am writing to respectfully request that the Representative Town Meeting consider adopting changes to the Town Code governing the fees of the Conservation Department and Commission. Attached is a narrative explaining the changes and the reasons for them as well as changes to Section 2-55 of the Code itself. These have been reviewed and approved by the Conservation Commission.

I am hoping that a First Reading by the RTM may occur during its May meeting, with a Second Reading and adoption in time for the start of the 2025/2026 fiscal year on July 1, 2025.

I am aware that I will need to appear before various RTM Committees to further discuss and evaluate the changes.

Thank you in advance for your favorable consideration of this request.

Fees/2025/RTM submission/J.Wieser Request



**CONSERVATION DEPARTMENT**  
 TOWN HALL – 110 MYRTLE AVENUE  
 WESTPORT, CT 06880  
 P 203.341.1170 F 203.341.1088

TO: Representative Town Meeting  
 CC: Jeff Dunkerton, Town Clerk  
 FROM: Colin Kelly, Conservation Director  
 DATE: April, 21, 2025

**RE: Proposed Fee Schedule Changes**

The Connecticut General Statutes state that municipalities may establish “reasonable fees” for the processing of applications. **(Sec. 8-1c. Fees for municipal land use applications.)** The Conservation Department fees are found within Appendix C for the Westport Code of Ordinances, found under Section I. Conservation Department: Inland Wetlands and Watercourse (IWW) Regulations and the Waterway Protection Line Ordinance (WPLO). Wherein it states: “*The above fees shall be reviewed by the Conservation Director at least every three years and recommendations submitted to the Conservation Commission and the RTM.*”

The Conservation Department and Conservation Commission fees have not been amended in almost ten (10) years. The last update of 07/07/2015 adjusted the fees for a few items that consisted of permit modifications fees and smaller declaratory permit fees.

We, as staff, found that the previous versions of the fee schedule have proven difficult for the public to interpret. Additionally, Westport land-use departments are changing to online permit software for management of permit applications. Therefore, we feel there is a need to simplify the fee structure currently in use by our department. We feel that the revised permit fees should be based on project type instead of the current tiered structure based on the cost of construction. This would allow the public to review the fee schedule and select from a menu of flat fees for each requested activity. Additionally, we feel that these fees represent a reasonable cost for service provided during permit review and oversight.

We acknowledge that the Conservation Department fees should not become too costly for the average homeowner. We are also mindful that fees should not become prohibitive in that they deter people from applying (and therefore may be more apt to build illegally). However, we reviewed our proposed fee amounts to strike a balance to meet the expectations of the regulations and be able to provide services to the Town of Westport. We also note that Auditor report from September 2023, “*Internal Control Assessment IA-23-02*”, prepared by CLA, noted that the Conservation Department has a “Recovered Expenditure Percentage” that falls in the 31%-40% of our departmental budget.

Our staff’s primary focus and duties are to serve as the regulatory agency for Inland Wetlands and Watercourses in town. We are acting as one of the departments required in a series of the collective Land-use Offices. I estimate that 80-85% of our staff’s time is serving this primary duty. Knowing this, a review of our budgetary expenditure has shown an increase of ~21% over the

last ten years. In this same time period, we have only seen a ~6% revenue increase. While our proposal for updated fees generally appears to double with this proposal, it is more evident now since we did not keep in track with the three year review. This represents a disparity wherein our department has not kept in pace with the reasonable costs and we are attempting to correct this issue.

Conservation Staff has had conversations with Town of Fairfield, Conservation Director Tim Bishop, regarding their fee schedule. Mr. Bishop expressed they have had success presenting the new fees and found no issues with the public adopting the structure. The Conservation Departments in Westport and Fairfield have similar duties and we hope Westport will benefit from a streamlined approach to enhance user experience and ease of calculation.

As a result, the new proposal generally incorporates an increase in fees for applications submitted for review. We have prepared a comparison document noting revenue fees and accompanying chart to visual indicate that increase in budget expenditure. Also included is a reference document that looks back at the fees for the permits issued by our department from July 2024 through December 2024 and gives a direct comparison of the fee had these changes been put in place. This document included all permits from the Commission and those managed at the staff level.

#### **Key Differences and Proposed Improvements:**

##### Fee Structure Clarity:

New fees are detailed, activity-specific fees categorized by residential, multi-family, and commercial types. This would simplify identification of the correct fees for applicants.

##### Standardized Base Fees:

Base fees are generally higher but structured to reduce confusion about base vs. additional charges. For example, imposing \$500 fee for a general public hearing fee in addition to inland wetland permits, clearly stating supplemental charges based on specific projects, making calculations straightforward.

##### Permit Modification/Extensions:

We provide clear extension/modification fees (e.g., 25% of the original base fee), which makes extending permits predictable.

##### Corrective Action Fees:

We encourage compliance while providing an easy-to-calculate corrective cost. By updating Westport's fee schedule with these structured categories and clearer supplemental fees, applicants could calculate expected costs more easily. This alignment could also improve the town's efficiency in processing permits and applications.

PART II - CODE OF ORDINANCES, TOWN OF WESTPORT  
APPENDIX C FEES

**APPENDIX C FEES**

**Sec. 1. Schedule of fees.**

\$	Description	Fee Amount
<i>Chapter 2. Administration</i>		
2-55	Land-use fees.	
†	Conservation Department and Commission: Inland Wetlands and Watercourse (IWW) Regulations and the Waterway Protection Line Ordinance (WPLO).	
1.	Administrative Approvals (AA) for those activities located outside all regulated areas: A separate fee will be assessed for each permit issued. <b>ACTIVITY FEES</b>	
	<b>SINGLE FAMILY RESIDENCE</b>	Declaratory ruling (AA) and Waterway Protection Line Ordinance Exemptions (WPLO/E):
	Projects costing less than or equal to \$10,000.00	\$25.00
	New Single Family Residence (Addition > 1,000 sq. ft. Projects costing between \$10,000.01 and \$25,000.00 is considered a new residence)	\$75.00
		\$1,750
	Projects costing between \$25,000.01 and \$100,000.00	\$225.00
	Projects costing between \$100,000.01 and \$500,000.00 Residential Addition (>500 & < 1,000 sq. ft.)	\$300.00-1,200
	Projects costing >\$500,000.00 Residential Addition (<500 sq. ft.)	\$525.00-750
	Declaratory ruling (AA and WPLO/E)	\$15.00 for legal advertisement
	Site visit fee for wetland boundary determination (Ord. of 6-22-2012(1))	\$125.00-1,200

Conservation Proposed Fees  
Clean Version  
April 2025

			Accessory Dwelling Unit (1,000 sq. ft. or less)	
II.	Conservation Commission Applications.			
	A.		Requests for issuance of administrative approvals for activity in upland review area or within WPLO area (work session request). Septic System Replacement/Repair (included in new construction)	\$500\$200.00 plus the applicable conservation department fees above
	B.		A separate flat fee will be assessed for each type of permit, IWW and/or WPLO, requested at a public hearing.	
			Summary ruling (IWW)	Flat fee, plus \$45.00 for legal advertisement, plus \$50.00 per half acre or portion thereof
			Plenary ruling (IWW)	Flat fee, plus \$45.00 for legal advertisement, plus \$75.00 per half acre or portion thereof
			Site visit fee for wetland boundary determination (Ord. of 6-22-2012(1))	\$125.00
			Waterway Protection Sewer Line Ordinance (WPLO) Installation	Flat fee, plus \$45.00 for legal advertisement, plus \$50.00 per half acre or portion thereof \$300
			Activity Class	Flat fee. The flat fee for applications proposing more than one activity class shall be equal to the sum of the flat fees for each applicable activity class. Flat fees include activities with encroachments

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Conservation Proposed Fees  
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				within the WPLO	
				<del>New Non-Residential Structures-</del>	<del>\$200</del>
				<u>MULTI FAMILY RESIDENTIAL</u>	
				<del>New buildings, including commercial buildings, and related amenities, utility companies and other non-residential structures, non-profits clubs, condominiums.-New Subdivision</del>	<del>\$950.00-750 / lot</del>
				<del>New Multi-Family Construction</del>	<del>\$750 / unit (\$10,000 cap)</del>
				<del>Alterations or modifications of existing structure, including commercial buildings and related amenities, utility companies and other nonresidential structures, non-profits, clubs, condominiums. (Ord. of 6-22-2012(1)) Demolition of structures</del>	<del>\$625.00-\$500 / structure</del>
				<u>INDUSTRIAL/COMMERCIAL</u>	
				<del>Residential Structures- New Commercial, Institutional, Educational, or Non-Residential Structure not covered above</del>	<del>\$3,500 / building</del>
				<del>Single Family Dwelling</del>	<del>\$600.00</del>
				<del>Additions, Renovations, Site Work</del>	<del>Two-family dwelling, multifamily dwelling accessory building, addition, deck, greenhouse, or other modifications greater than 100 sq. ft. \$2,000 / building or activity.</del>
				<del>A/C, Generator, Equipment Pad</del>	<del>\$500 / activity</del>

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			<u>Demolition of Structures</u>	<u>\$750 / building</u>
			<b>WATERBODY/WATERCOURSE</b>	
			<u>Docks</u>	<u>\$1,000</u>
			<u>Marinas</u>	<u>\$3,000</u>
			<u>In Water Disturbance, Dredging, Seawall (each activity)</u>	<u>\$2,500</u>
			<b>OTHER ACTIVITIES</b>	
		▲	<u>Accessory building, addition, deck, greenhouse, air conditioning unit, pool equipment, generator, or other modifications equal to or less than 100 sq. ft. Garage, Barn, or Accessory Structure (i.e. pool house or cabana)</u>	<u>\$600</u> <del>\$125.00</del>
		▲	<u>Tennis court.</u>	<u>\$475.00</u>
		▲	<u>Swimming Pool.</u>	<u>\$475.00-1,250</u>
		▲	<u>Subdivision. For those subdivision lots and/or condominium units that encroach on wetlands, watercourses, and/or setbacks from wetlands and watercourses. Sport or Tennis Court</u>	<u>\$475.00 per lot</u> <del>\$1,000</del>
		▲	<u>Hot Tubs, patios, etc.</u>	<u>\$400</u>
			<u>Driveway/Driveway Addition over 200 sq. ft.</u>	<u>\$500</u>
			<u>Road Installation</u>	<u>\$1,500</u>
		▲	<u>Land alteration, including stockpiling, filling, dumping, transferring of materials, clearing, pond construction or dredging, stream channel/embankment work, septic systems, retaining walls, drainage improvements, trails and bridges. Other Land Disturbance (i.e. grading, retaining walls, etc.)</u>	<u>\$400.00</u>
		▲	<u>All activities within a waterway including but not limited to: Installation of docks, piers, floats,</u>	

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Conservation Proposed Fees  
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April 2025

			bridge abutments and piping of watercourses-Other Project including but not limited to decks, porches, pergolas, fences, sheds, a/c units, generators, test pits, remediation, soil borings, stormwater detention/drainage, underground storage tanks	\$250 <del>\$400.00</del>
<b>II.iii. CORRECTIVE ACTION PERMITS:</b>				
		▲	This work covers work performed without a permit or work exceeding the original permit:	Double the fees required for the Regulated Activity Permit.
<b>III. PERMIT MODIFICATIONS/EXTENSIONS/TRANSFERS</b>				
		▲	Double the fees required for a Regulated Activity Permit- Modification / Extension / Withdraw & Resubmit * (except those applicable applications under Section 9.1.6(3) of the Regulations)	25% of original base permit fee
			Transfer of Ownership	\$500
<b>IV. Modification of or amendment to an existing permit.</b>				
			WWW and/or WPLD permit modifications costing between:	
			\$0.00 — \$10,000.00	\$25.00 for each permit
			\$10,000.01 — \$25,000.00	\$50.00 for each permit
			\$25,000.01 — \$50,000.00	\$100.00 for each permit
			\$50,000.01 — \$75,000.00	\$150.00 for each permit
			>\$75,000.00	\$225.00 for each permit
<b>v. FEES FOR OUTSIDE CONSULTANTS:</b>				See Section 2-56.
<b>vi. CEASE AND DESIST AND CONFORMANCE ORDERS:</b>				

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			1.	For violations pursuant to the Inland Wetlands and Watercourses Regulations of the Town of Westport, Connecticut.	See Section 30-123.
			2.	For violations pursuant to the Waterway Protection Line Ordinance.	See Ch. 30, Art. IV.
<del>VI.</del>	<b>REQUEST FOR AMENDMENTS TO CONSERVATION COMMISSION Regulations and Wetland Boundary Maps-REGULATIONS AND WETLAND BOUNDARY MAPS</b>				
			1.	Map amendment requested by owner (based on parcel size) (Ord. of 6-22-2012(1))- <u>Commission Review</u>	
				Number of acres	<i>Fee</i>
				<del>0 to 1</del>	<del>\$650.00</del>
				<del>1.01</del> Up to 3 acres	<del>\$750.00-1,000</del>
				3.01 or greater	<del>\$1,000 + \$350.00 per / acre &gt; 3 acre</del>
			2.	Map amendment presented by staff. (Ord. of 6-22-2012(1))	<del>\$200.00</del>
			3.	Request for amendment to conservation commission regulations	\$750.00 + \$45.00 for legal ad
<del>VII.</del>	<del>Sediment and erosion control plan review-</del> <b>LANDSCAPE PLAN REVIEW</b>				
				For commercial, nonresidential activity.	\$200.00, plus \$75.00 for each one-half

Conservation Proposed Fees  
Clean Version  
April 2025





PART II - CODE OF ORDINANCES, TOWN OF WESTPORT  
APPENDIX C FEES

**APPENDIX C FEES**

**Sec. 1. Schedule of fees.**

		Conservation Department and Commission: Inland Wetlands and Watercourse (IWW) Regulations and the Waterway Protection Line Ordinance (WPLO).	
	I.	<b>ACTIVITY FEES</b>	
		<b>SINGLE FAMILY RESIDENCE</b>	
		New Single Family Residence (Addition > 1,000 sq. ft. is considered a new residence)	\$1,750
		Residential Addition (>500 & < 1,000 sq. ft.)	\$1,200
		Residential Addition (<500 sq. ft.)	\$750
		Accessory Dwelling Unit (1,000 sq. ft. or less)	\$1,200
		Septic System Replacement/Repair (included in new construction)	\$500
		Sewer Line Installation	\$300
		Demolition of Structures	\$200
		<b>MULTI FAMILY RESIDENTIAL</b>	
		New Subdivision	\$750 / lot
		New Multi-Family Construction	\$750 / unit (\$10,000 cap)
		Demolition of structures	\$500 / structure
		<b>INDUSTRIAL/COMMERCIAL</b>	
		New Commercial, Institutional, Educational, or Non-Residential Structure not covered above	\$3,500 / building
		Additions, Renovations, Site Work	\$2,000 / building or activity
		A/C, Generator, Equipment Pad	\$500 / activity
		Demolition of Structures	\$750 / building
		<b>WATERBODY/WATERCOURSE</b>	
		Docks	\$1,000
		Marinas	\$3,000

Conservation Proposed Fees  
Clean Version  
April 2025

			In Water Disturbance, Dredging, Seawall (each activity)	\$2,500
			<b>OTHER ACTIVITIES</b>	
			Garage, Barn, or Accessory Structure (i.e. pool house or cabana)	\$600
			Swimming Pool	\$1,250
			Sport or Tennis Court	\$1,000
			Hot Tubs, patios, etc.	\$400
			Driveway/Driveway Addition over 200 sq. ft.	\$500
			Road Installation	\$1,500
			Other Land Disturbance (i.e. grading, retaining walls, etc.)	\$400
			Other Project: including but not limited to decks, porches, pergolas, fences, sheds, a/c units, generators, test pits, remediation, soil borings, stormwater detention/drainage, underground storage tanks	\$250
	II.	<b>CORRECTIVE ACTION PERMITS</b>		
			This work covers work performed without a permit or work exceeding the original permit	Double the fees required for the Regulated Activity Permit.
	III.	<b>PERMIT MODIFICATIONS/EXTENSIONS/TRANSFERS</b>		
			Modification / Extension / Withdraw & Resubmit * (except those applicable applications under Section 9.1.6(3) of the Regulations)	25% of original base permit fee
			Transfer of Ownership	\$500
	IV.	<b>FEES FOR OUTSIDE CONSULTANTS:</b>		See Section 2-56.
	V.	<b>CEASE AND DESIST AND CONFORMANCE ORDERS:</b>		
		1.	For violations pursuant to the Inland Wetlands and Watercourses Regulations of the Town of Westport, Connecticut.	See Section 30-123.

		2.	For violations pursuant to the Waterway Protection Line Ordinance.	See Ch. 30, Art. IV.
<b>VI. REQUEST FOR AMENDMENTS TO CONSERVATION COMMISSION REGULATIONS AND WETLAND BOUNDARY MAPS</b>				
		1.	Map amendment : Commission Review	
			Number of acres	<i>Fee</i>
			Up to 3 acres	\$1,000
			3.01 or greater	\$1,000 + \$350 / acre > 3 acre
		2.	Request for amendment to conservation commission regulations	\$750.00 + \$45.00 for legal ad
<b>VII. LANDSCAPE PLAN REVIEW</b>				
			Landscape Plan Review	\$100
<b>VIII. ADMINISTRATIVE FEES</b>				
			State Fee (IWW applications only)	\$60
			Process Fee – Includes Pre-application meetings, Legal Notices, Inspections – for application greater than \$1,000	\$800
			Commission Review Fee	\$500
<b>IX. BOND MANAGEMENT FEE</b>				
		a.	Staff level required bonds.	\$100.00
		b.	Conservation Commission required bonds.	\$300.00
The above fees shall be reviewed by the Conservation Director at least every three years and recommendations submitted to the Conservation Commission and the RTM.				
( Ord. of )				

PART II - CODE OF ORDINANCES, TOWN OF WESTPORT  
APPENDIX C FEES

**APPENDIX C FEES**

**Sec. 1. Schedule of fees.**

§	Description	Fee Amount
<i>Chapter 2. Administration</i>		
2-55	Land use fees.	
I.	Conservation Department: Inland Wetlands and Watercourse (IWW) Regulations and the Waterway Protection Line Ordinance (WPLO).	
	Administrative Approvals (AA) for those activities located outside all regulated areas: A separate fee will be assessed for each permit issued.	
	Declaratory ruling (AA) and Waterway Protection Line Ordinance Exemptions (WPLO/E):	
	Projects costing less than or equal to \$10,000.00	\$25.00
	Projects costing between \$10,000.01 and \$25,000.00	\$75.00
	Projects costing between \$25,000.01 and \$100,000.00	\$225.00
	Projects costing between \$100,000.01 and \$500,000.00	\$300.00
	Projects costing >\$500,000.00	\$525.00
	Declaratory ruling (AA and WPLO/E)	\$15.00 for legal advertisement
	Site visit fee for wetland boundary determination (Ord. of 6-22-2012(1))	\$125.00
II.	Conservation Commission Applications.	
A.	Requests for issuance of administrative approvals for activity in upland review area or within WPLO area (work session request).	\$200.00 plus the applicable conservation department fees above
B.	A separate flat fee will be assessed for each type of permit, IWW and/or WPLO, requested at a public hearing.	

				Summary ruling (IWW)	Flat fee, plus \$45.00 for legal advertisement, plus \$50.00 per half acre or portion thereof
				Plenary ruling (IWW)	Flat fee, plus \$45.00 for legal advertisement, plus \$75.00 per half acre or portion thereof
				Site visit fee for wetland boundary determination (Ord. of 6-22-2012(1))	\$125.00
				Waterway Protection Line Ordinance (WPLO)	Flat fee, plus \$45.00 for legal advertisement, plus \$50.00 per half acre or portion thereof
				Activity Class	Flat fee. The flat fee for applications proposing more than one activity class shall be equal to the sum of the flat fees for each applicable activity class. Flat fees include activities with encroachments within the WPLO
				New Non-Residential Structures:	
				New buildings, including commercial buildings, and related amenities, utility companies and other non-residential structures, non-profits clubs, condominiums.	\$950.00
				Alterations or modifications of existing structure, including commercial buildings and related amenities, utility companies and other nonresidential structures, non-profits, clubs, condominiums. (Ord. of 6-22-2012(1))	\$625.00
				Residential Structures:	
				Single-Family Dwelling	\$600.00
				Two-family dwelling, multifamily dwelling accessory building, addition, deck, greenhouse, or other modifications greater than 100 sq. ft.	\$475.00 per unit
				Accessory building, addition, deck, greenhouse, air conditioning unit, pool	\$125.00

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			equipment, generator, or other modifications equal to or less than 100 sq. ft.	
			Tennis court.	\$475.00
			Swimming pool.	\$475.00
			Subdivision. For those subdivision lots and/or condominium units that encroach on wetlands, watercourses, and/or setbacks from wetlands and watercourses.	\$475.00 per lot
			Land alteration, including stockpiling, filling, dumping, transferring of materials, clearing, pond construction or dredging, stream channel/embankment work, septic systems, retaining walls, drainage improvements, trails and bridges.	\$400.00
			All activities within a waterway including but not limited to: Installation of docks, piers, floats, bridge abutments and piping of watercourses.	\$400.00
	III.	Corrective Action Permits.		
			This work covers work performed without a permit or work exceeding the original permit:	
			Double the fees required for a Regulated Activity Permit.	
	IV.	Modification of or amendment to an existing permit.		
			IWW and/or WPLO permit modifications costing between:	
			\$0.00—\$10,000.00	\$25.00 for each permit
			\$10,000.01—\$25,000.00	\$50.00 for each permit
			\$25,000.01—\$50,000.00	\$100.00 for each permit
			\$50,000.01—\$75,000.00	\$150.00 for each permit
			>\$75,000.00	\$225.00 for each permit
	V.	Fees for outside consultants:		See Section 2-56.

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VI. Cease and desist and conformance orders:				
		1.	For violations pursuant to the Inland Wetlands and Watercourses Regulations of the Town of Westport, Connecticut.	See Section 30-123.
		2.	For violations pursuant to the Waterway Protection Line Ordinance.	See Ch. 30, Art. IV.
VII. Request for amendments to Conservation Commission Regulations and Wetland Boundary Maps:				
		1.	Map amendment requested by owner (based on parcel size) (Ord. of 6-22-2012(1)):	
			<i>Number of acres</i>	<i>Fee</i>
			0 to 1	\$650.00
			1.01 to 3	\$750.00
			3.01 or greater	\$350.00 per acre
		2.	Map amendment presented by staff. (Ord. of 6-22-2012(1))	\$200.00
		3.	Request for amendment to conservation commission regulations	\$750.00 + \$45.00 for legal ad
VIII. Sediment and erosion control plan review:				
			For commercial, nonresidential activity.	\$200.00, plus \$75.00 for each one-half acre or portion thereof
			For subdivision.	\$175.00, plus \$75.00 per lot
			For multifamily and two-family residential dwellings.	\$125.00, plus \$75.00 per unit
			New single-family residence.	\$100.00
			For additions to single-family residence and modifications of residential property.	\$50.00
IX. Sediment and Erosion Control Inspections:				
		a.	Any building, structure, or other improvement which will create a new footprint or expand an existing footprint by 2,500 sq. ft. or more (the "Project").	\$300.00
		b.	An additional \$200.00 will be charged if the Project is, in whole or in part, within the 100' upland review area and the	

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			upland review area has steep slopes of 25% or greater.	
		c.	Land disturbance and/or clearing of one-half acre or more whether or not associated with a development activity.	\$200.00
			In no event will sediment and erosion control inspection fees exceed \$500.00.	
	X.	Certificate of Compliance:		
			Projects costing less than \$10,000.00	\$25.00
			Projects costing between \$10,000.01 and \$25,000.00	\$50.00
			Projects costing between \$25,000.01 and \$100,000.00	\$75.00
			Projects costing between \$100,000.01 and \$500,000.00	\$100.00
			Projects costing >\$500,000.00	\$150.00
			Commercial, multifamily (per unit).	\$150.00
	XI.	Bond Management Fee:		
		a.	Staff level required bonds.	\$100.00
		b.	Conservation Commission required bonds.	\$300.00
		The above fees shall be reviewed by the Conservation Director at least every three years and recommendations submitted to the Conservation Commission and the RTM.		
		( Ord. of 7-7-2015 )		

(Res. of 4-22-2011, eff. 7-1-2011; 6-6-2023(1) )

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**CONSERVATION DEPARTMENT**  
TOWN HALL – 110 MYRTLE AVENUE  
WESTPORT, CT 06880  
P 203.341.1170 F 203.341.1088

### CHECKLIST FOR PROPOSED ORDINANCES

**TO:** The RTM Ordinance Committee  
**FROM:** Colin Kelly, Conservation Director  
**DATE:** April 11, 2025  
**RE:** Fee Increases

**CONTACT PERSON:** Colin Kelly, Conservation Director 203-341-1170

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**1. Why do we need this ordinance? (What problem does it solve?)**

**Answer:** The Town Code requires that our fees be reviewed every three years. Our fees were last revised in 2015. Based on the data we have collected and what the staff has seen recently, we are right-sizing the fees. The fee schedule, as it currently exists, is a challenge for the general public to populate a fee. After reviewing other comparable Towns fee schedules, we preferred the format taken by Fairfield. Their previous fee schedule, pre-2023, was very complex. They have successfully adjusted to a simpler fee schedule which is menu based and summarized by project type. We believe this approach would be a benefit for the Town of Westport. This overhaul should give members of the public a promising idea of what to expect from their fees when submitting applications for a project.

**2. Is the proposed ordinance a new one or an amendment to an existing Westport ordinance? If an amendment, what are the proposed changes and why are they important? (copy of the existing ordinance to be attached)**

**Answer:** This is an amendment to the existing ordinance, Appendix C, Section 2-55 governing land use fees relating to those permits/activities issued and conducted by the Conservation Department.

**3. Is this the only practical solution to the perceived problem or are there other options (either legislative or non-legislative)?**

**Answer:** There is no non-legislative option. Land Use fee increases are required to be reviewed and approved by the RTM.

**4. Have we exhausted all non-legislative alternatives?**

**Answer:** N/A. There are non-legislative alternatives.

**5. Does the problem warrant the solution? That is, is the problem serious enough, or widespread enough, to justify any restrictions that will result if this ordinance is passed?**

**Answer:** The problem to be solved is to right-size our fees and to make them easy for the public to understand.

Based on the September 2023 Internal Control Assessment by CliftonLarson Allen LLP, it showed that our percentage of expenditures recovered by revenue ranged between 31 to 40 percent over a 4 year period of FY 18/19 to FY 21/22. Our review of the last ten years indicates a ~21% increase in budget expenditure while only receiving a ~6% increase in revenues in that same period. Our department is looking to adjust the fees to a reasonable cost for the services our department provides.

**6. Is the proposed ordinance fair to Westport's citizens?**

**Answer:** Yes, the increased fees will only be paid by those citizens wishing to conduct work on their property containing inland wetlands and/or the Waterway Protection Line. Our department consists of 5 full-time staff and 1 part-time employee. I have estimated that 80-85% of our daily tasks are consumed by the duties required for land-use project reviews. From application intake, review, reports & Analysis, inspections, enforcement and compliance are all effectively managed and processed with a small staff. The Citizens requiring our assistance and review have received a timely and thorough review as they move through required land-use permits. We feel these fees are fair cost for the services received. We have included the comparison chart for reviewing our current fee structure to the proposed structure.

**7. Have the rights of all Westporters been considered?**

**Answer:** Yes, for the reasons listed above.

**8. If the proposed ordinance involves a fine or penalty, is the penalty reasonable in the amount and fair in application? How was the amount determined? Is a maximum penalty specified? Are there any exemptions for extenuating circumstances? Is an appeals process specified? Is the appeals process fair? Is it practical?**

**Answer:** There are no proposed changes to fines or penalties by this request. (Fines and penalties are found within Sect. 30-149 of the Town Code and Sect.16.0 of the Regulations for the Protection and Preservation of Wetlands and Watercourses.) The fees were determined both by looking at staff's time, the complexity of the projects that are coming in, while noting what other communities are doing with their fee schedules. In our assessment, we adjusted the fees to reflect a reasonable cost for the reviews as required by the regulations. The lack of fee changes in the last ten years has not kept track with the increased cost for review. This request is attempting to right-size the fees in a way that would benefit both the Town and reflect the Department's efforts in permitting and enforcement.

If a property owner disagrees with the fee, they have the right to appeal to the Conservation Commission, as noted in Sect.13.0 of the Regulations for the Protection and Preservation of Wetlands and Watercourses.

**9. Is the proposed ordinance consistent with the Town Plan of Conservation and Development?**

**Answer:** N/A

**Questions regarding financial implications:**

**10. If the proposed ordinance involves the collection of any fees (including a monetary fine or penalty), will the revenue be retained by the Town? If so, how much revenue is estimated? Will it be included in the general fund? If not, where will the funds be distributed?**

**Answer:** Fees collected by the Conservation Department are deposited into the General Fund. It is anticipated that the Department's revenue will double under the proposed Fee Schedule based on a testing of the fees we conducted from July 1 to December 31, 2024, which is included in your packet.

**11. Will the passage of the proposed ordinance result in a decrease in amounts currently expended by the town (for example, decreased maintenance costs)? If so, how much savings is estimated?**

**Answer:** N/A

**12. Will passage of the proposed ordinance result in any increased expenses for the town (for example, increased enforcement costs)? If so, how much additional cost is estimated?**

**Answer:** No

**13. Will the passage of the proposed ordinance result in any decreased revenues for the town? (An ordinance covering abatement of property taxes would be an example)**

**Answer:** No

**14. If so, how much revenue loss is estimated?**

**Answer:** N/A

**Questions to be answered with assistance from the Town Attorney or Assistant Town Attorney:**

**15. Does the proposed ordinance conflict with any existing laws (Municipal, State or Federal)? If so, what modifications can be recommended? ( Or, should the proposed ordinance be rejected in favor of a non-legislate alternative?)**

**Answer:** The proposed fee increases do not conflict with any existing laws. CGS §8-1c authorizes a municipality to establish a schedule of reasonable fees for the processing of applications by an

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Inland Wetland Commission. CGS §22a-42a(e) also states than an Inland Wetland Agency may require a filing fee, the amount of which “shall be sufficient to cover the reasonable cost of reviewing and acting on applications and petitions, including but not limited to, the costs of certified mailings, publications of notices, and decisions and monitoring compliance with permit conditions or agency orders.”

**16. Is the language (and the intent) of the proposed ordinance consistent with Westport’s powers as a municipality? (Copy of the State and/or Federal enabling legislation to be attached.)**

**Answer:** Yes. See the answer to Question 15 above. Copies of the enabling statutes, CGS §8-1c and CGS §22a-42a(e), are attached.

**17. Are there any existing State or Federal statutes covering the same subject? If so, why is the proposed ordinance necessary or advisable? (copy of the relevant State or Federal law to be attached)**

**Answer:** There is no conflicting State or Federal statute on this subject.

**18. Do our neighboring towns have similar ordinances? (copies to be attached) Does the policy in the neighboring towns have an impact on Westport?**

**Answer:** Yes, Neighboring towns do have similar ordinances that establish land use fees. However, these fee ordinances do not have any impact on Westport.

**19. Is the language of the proposed ordinance consistent with its intent? Is the language of the proposed ordinance as clear as it can be? Will it be as easily understood? Would it be clearer if definitions were added or revisions were made?**

**Answer:** Yes, the language is clear and consistent with its intent.

**GENERAL STATUTES OF CONNECTICUT -Revised to January 1, 2025**  
**Title 8: Zoning, Planning, Housing and Economic and Community Development**  
**CHAPTER 124: ZONING**

**Sec. 8-1c. Fees for municipal land use applications.**

- (a) Any municipality may, by ordinance, establish a schedule of reasonable fees for the processing of applications by a municipal zoning commission, planning commission, combined planning and zoning commission, zoning board of appeals or inland wetlands commission. Such schedule shall supersede any specific fees set forth in the general statutes, or any special act or established by a planning commission under section 8-26.
- (b) A municipality may, by regulation, require any person applying to a municipal zoning commission, planning commission, combined planning and zoning commission, zoning board of appeals or inland wetlands commission for approval of an application to pay the cost of reasonable fees associated with any necessary review by consultants with expertise in land use of any particular technical aspect of such application, such as regarding traffic or stormwater, for the benefit of such commission or board. Any such fees shall be accounted for separately from other funds of such commission or board and shall be used only for expenses associated with the technical review by consultants who are not salaried employees of the municipality or such commission or board. Any amount of the fee remaining after payment of all expenses for such technical review, including any interest accrued, shall be returned to the applicant not later than forty-five days after the completion of the technical review.
- (c) No municipality may adopt a schedule of fees under subsection (a) of this section that results in higher fees for (1) development projects built using the provisions of section 8-30g, or (2) residential buildings containing four or more dwelling units, than for other residential dwellings, including, but not limited to, higher fees per dwelling unit, per square footage or per unit of construction cost.

**GENERAL STATUTES OF CONNECTICUT -Revised to January 1, 2025**  
**Title 22a: Environmental Protection**  
**CHAPTER 440\*: WETLANDS AND WATERCOURSES**

**Sec. 22a-42a.** Establishment of boundaries by regulation. Adoption of regulations. Permits. Filing fee.

The inland wetlands agency may require a filing fee to be deposited with the agency. The amount of such fee shall be sufficient to cover the reasonable cost of reviewing and acting on applications and petitions, including, but not limited to, the costs of certified mailings, publications of notices and decisions and monitoring compliance with permit conditions or agency orders.

**GREENWICH INLAND WETLANDS AND WATERCOURSES AGENCY**  
**SCHEDULE OF FEES**  
 Effective as of December 18, 2023

Minimum filing fee and as appropriate, the additional fees are due at the time an application is filed.

TYPE OF ACTIVITY	MINIMUM FEE	ADDITIONAL FEE
Subdivisions of land with no proposed development	\$2,000	
Subdivision of land with proposed development on new lots	\$4,000	\$4,000 / lot
Condominium or attached unit development	\$4,500	\$4,500 *
All other commercial, educational, institutional or non-residential activities	\$4,000	\$4,000 *
Single family residence – new dwelling and ancillary improvements	\$4,000	\$4,000 *
Residential additions or accessory structures greater than 1,000 s.f. footprint, including tennis courts, or increased impervious surfaces (driveway, patio, pool terrace etc.)	\$2,500	\$2,500 *
Residential additions or accessory structures with a 250 - 1,000 s.f. footprint, including pools and spas	\$1,500	\$750 *
Residential additions or accessory structures less than 250 s.f. in size, including septic system expansion or repair	\$1,000	\$250 *
Demolition of residence or garage without replacement of structure	\$1,000	\$250 *
Pond dredging, pond or river docks	\$1,500	
Management of invasive species or landscaping with no other activity requiring grading or tree removal	\$750	
Tree removal within wetlands or upland review area	\$1,500	\$500 / tree over 4" DBH
Decks and minor activities, including stormwater management measures, less than 50 feet from a wetland or watercourse	\$500	\$100 *
Minor activities more than 50 feet from a wetland or watercourse, including designation of septic reserve areas	\$250	\$100*
Review of permitted activities and non-regulated uses listed under Section 4.4	\$500	

<b>Other Fees for All Types of Activities Above:</b>	
Violation, including unauthorized tree removal	3X minimum fee for the activity
Public Hearing Fee	Applicant is responsible for incidental expenses (certified mail, publication of notices, transcripts)
Agency's Consultants for Application Review	Determined at time of engagement
Permit Extension Fee	Fee is equal to ½ of original application fee, including any additional fees.
Compliance Inspections (per visit)	\$300

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State Filing Fee

An additional State Filing Fee of \$60.00 to be paid on all new applications (pursuant to CGS22a-27j) amended by PA09-03. This State Fee of \$60.00 applies to NEW applications only.

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The fee schedule may be established annually by the Agency in December or when the regulations are amended.

\* In residential zones RA-1 or smaller, a fee for extensive disturbance will be assessed for disturbing more than 50% of the minimum lot area for the zone. In residential zones RA-2 and RA-4 and all other zones, an extensive disturbance fee for disturbance over ½ acre shall be assessed.

REV. 12/18/2023



**Town of Fairfield**  
**Inland Wetland Agency**  
 725 Old Post Road · Fairfield, CT 06524 · (203) 256-3071  
**Fee Schedule – Per Proposed Activity**

**SINGLE-FAMILY RESIDENTIAL**

New Single-Family Residence.....	\$3,500
Single Family Residence Addition (<500 SF).....	\$1,000
Single Family Residence Addition (>500 SF).....	\$2,500
Demolition of Structure.....	\$1,500
Septic System Replacement/Repair (incl. with new construction).....	\$1,000
B100A.....	\$200
Accessory Dwelling Unit.....	\$2,500

**MULTI-FAMILY RESIDENTIAL**

New Subdivision (per additional lot).....	\$2,500/lot
New Multi-Family Single Structure.....	\$5,000
New Multi-Family Multiple Structures.....	\$1,500/unit
Demolition of Structure.....	\$1,500/structure

**INDUSTRIAL/COMMERCIAL**

New Commercial, Institutional, Educational or Non-Residential Structures Not Covered Above.....	\$7,500
Demolition of Structure (<1,000 SF).....	\$2,000/structure
Demolition of Structure (every additional 1,000 SF).....	\$1,000

**WATER BODY/WATERCOURSE**

In-Water Disturbance or Dredging .....	\$3,500
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**OTHER ACTIVITIES**

Other Accessory Structure (i.e. pool house, cabana).....	\$500
Swimming Pool, Sport/Tennis Court.....	\$900
Deck/Porch/Fence/Pergola.....	\$400
Patio.....	\$400
Shed.....	\$500
Garage/Barn.....	\$1,000
Equipment Pad (<200 SF).....	\$150
Landscaping Only.....	\$200
Driveway/Road Installation.....	\$950
Other Land Disturbance.....	\$500
Test Pits/Remediation/Soil Borings.....	\$250
Stormwater Detention/Drainage.....	\$500
Underground Storage Tank Installation.....	\$250
Wetlands Map Amendment.....	\$960/parcel
As-of-Right/Declaratory Ruling.....	No Fee
Inland Wetland Permit Fee (applicable to all).....	\$5,000

**PERMIT MODIFICATIONS/EXTENSIONS**

CWC Modification/Extension.....	\$300.00
IWPA Modification/Extension.....	25% of original base fee

**PUBLIC HEARING**

Public Hearing.....	\$500
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**VIOLATION/CORRECTIVE ACTION**

CWC or IWPA Violation/Corrective Action.....	2X Permit Fee
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Pricing does not include \$60.00 State of Connecticut fee per CGS22a-27j [Amended PA09-03].

*Wilton*

**ADOPTED BY THE RTM,  
EFFECTIVE June 11, 2023**

**LAND USE BOARD APPLICATION FEES**

<b>PLANNING &amp; ZONING COMMISSION</b>	<b>Includes State Fee</b>
Amendment to Town Plan of Conservation & Development	\$760
Amendment to Zoning Regulations	\$760
Amendment to Zoning Map	\$760
Special Permit New construction involving principal use or structure	\$600
Special Permit Other special permits or amendments	\$290
Site Plan / Business Site Plan	\$530
Final Subdivision and/or Re-Subdivision ( <i>per new lot</i> )	\$800 + \$60
Coastal Site Plan Review	\$400
Flood Damage Prevention Application	\$400
Land Filling, Excavation, Earth Removal and/or Regrading	\$400
Administrative Permits Including requests under CGS Section 8-26g	\$400

*NOTE: Where a proposal involves multiple applications (three or more), an applicant shall pay only the two highest fees of the three or more.*

<b>ENVIRONMENTAL PROTECTION COMMISSION</b>	<b>Includes State Fee</b>
Wetlands Map Amendment (no extra public hearing charge)	\$400
Wetland Regulation Amendment (no extra public hearing charge)	\$1100
Applications Limited to Basic Maintenance, Including: <ul style="list-style-type: none"> <li>• Minimal tree cutting only</li> <li>• Pond dredging</li> <li>• Path clearing</li> <li>• Installation of a fence or stonewall</li> <li>• Site disturbance/new construction of 200 square feet or less</li> <li>• Other minimal activities</li> </ul>	\$370
Construction of a New or Replacement Residence; Significant Activities within a Regulated Wetland; or Significant Filling & Grading within an Upland Review Area:	\$1600
All Other Activity for Work Within Wetlands and/or the Regulated Area	\$1000
Public Hearing Fee (in addition to the above)	\$300

<b>ZONING BOARD OF APPEALS</b>	<b>Including State Fee</b>
Application	\$700

<b>ARCHITECTURAL REVIEW BOARD</b>	<b>Including State Fee (minimum)</b>
\$75 Application Fee per sign, awning and/or façade (max. \$300)	\$135

<b>ZONING PERMITS</b>	<b>Including State Fee</b>
Applications with a total work value of \$79,999 or less	\$150
Applications with a total work value ranging from \$80,000 to \$250,000	\$375
Applications with a total work value of greater than \$250,000	\$660

*MISC/Handouts/Land Use Application Fees effective 04.02.2023*

**TOWN OF NEW CANAAN**  
**INLAND WETLANDS COMMISSION**  
**FEE SCHEDULE**

Please note that the Inland Wetlands Commission fees listed below do not include Town Clerk Filing Fees. See "Other Fees" listed below. Two separate checks (one for the application fee and one for the Town Clerk recording fee) will be collected at the time of your application submittal. Make checks payable to the Town of New Canaan.  
**REGULATED ACTIVITY APPLICATIONS**

**SINGLE-FAMILY RESIDENCE:**

- |   |                            |
|---|----------------------------|
| <b>FILING FEE</b> -----   | <b>\$ 800.00</b>           |
| • Includes: preliminary review of plans with Wetlands Agent, site evaluation inspection and final compliance inspection. (Includes \$60.00 DEEP State Permit Fees). |                            |
| • Additional site inspections that require corrective measures by the applicant. -----  | <b>Per visit \$ 500.00</b> |
| • Modification, Transfer, Extension, Renewal of Permit. -----   | <b>\$ 500.00</b>           |
| • Public Hearing Fee as may apply.  |                            |

**SUBDIVISIONS: CONDOMINIUMS, MULTI-FAMILY UNITS:**

- |   |                                    |
|---|------------------------------------|
| <b>BASE FILING FEE</b> -----  | <b>\$1000.00</b>                   |
| • Plus \$500.00 per lot or unit that encroaches on wetlands, watercourses, and/or setbacks from wetlands and watercourses. (Includes \$60.00 DEEP State Permit Fees). |                                    |
| • Additional site inspections that require corrective measures by the applicant. ----   | <b>Per visit/Per lot \$ 500.00</b> |
| • Modification, Transfer, Extension, Renewal of Permit. -----   | <b>\$ 500.00</b>                   |
| • Public Hearing Fee as may apply.  |                                    |

**POND CLEANING AND/OR DREDGING:** (Includes \$60.00 DEEP State Permit Fees).

- |  |                  |
|--|------------------|
| • Dredging < half acre. -----                    | <b>\$ 600.00</b> |
| • Dredging between half acre and one acre. ----- | <b>\$ 800.00</b> |
| • Dredging >one acre. -----                      | <b>\$1000.00</b> |
| • Stream channel/embankment work. -----          | <b>\$ 600.00</b> |
| • Public Hearing Fee as may apply.               |                  |

**OTHER ACTIVITIES:** (Includes \$60.00 DEEP State Permit Fees)

- |   |                  |
|---|------------------|
| • Tennis courts and swimming pools.                                   |                  |
| • Accessory buildings, decks, building additions and land alteration. |                  |
| • < half acre of disturbance. -----                                   | <b>\$ 600.00</b> |
| • Between half acre and one acre of disturbance. -----                | <b>\$ 800.00</b> |
| • > one acre of disturbance. -----                                    | <b>\$1000.00</b> |
| • Public Hearing Fee as may apply.                                    |                  |

**PUBLIC HEARING FEE:** 50% OF INITIAL APPLICATION FEE - TBD PER APPLICATION

**Section 5.1 Review**

- |                                       |                  |
|---------------------------------------|------------------|
| • Office review and site visit. ----- | <b>\$ 200.00</b> |
|---------------------------------------|------------------|

\\NCDATA\LandUse\Wetlands\Wetland Forms\Wetland Application Packet\4 FEE SCHEDULE effective 12.01.17.doc

**OTHER:**

Reproduction costs (copies \$.50/page; maps \$4.00/page).	
Regulations. -----	\$ 25.00
Statement of Compliance - FINAL SITE INSPECTION. -----	\$ 100.00
SITE PLAN PREVIEW FOR SEPTIC PROPOSALS (from Health Department). -----	\$ 100.00
(Site visit included).FLOODPLAIN PERMIT APPLICATION. -----	\$1000.00

**CORRECTIVE ACTION PERMITS:**

This covers work performed without a permit or work exceeding the original permit that in either case would require a permit:

- Triple the fees required for a Regulated Activity permit.
- No Certificate of Compliance will be issued until all fees are paid.
- Federal, State and local Government Agencies are exempt from permit fees.

**Note:** These fees were approved by the Board of Selectman at the September 18, 2012 meeting and are effective January 1, 2013. The fees may be amended from time to time. In the event that the State fees (including the Town Clerk Fees) are increased, these fees shall be increased by the same amount.

**COMPLEX APPLICATION FEE:**

The Commission may charge an additional fee sufficient to cover the cost of reviewing and acting on complex applications. Such fee may include, but not be limited to, the cost of retaining experts to analyze, review and report on issues requiring such experts. The Commission or its Agent shall estimate the complex application fee which shall be paid pursuant to Section 3.3 of these regulations within 10 days of the applicant's receipt or notice of such estimate. Any portion of the complex application fee in excess of the actual cost shall be refunded to the applicant no later than 30 days after the publication of the Commission's decision.

**OTHER FEES:**

**TOWN CLERK FILING FEES: \$60.00 for first page and \$5.00 for each additional page. (Wetland Permits are generally two pages. All other requests are generally one page.)**

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**SUMMARY OF FEE SCHEDULE  
CONSERVATION DEPARTMENT AND COMMISSION**

(AS TAKEN FROM APPENDIX C OF THE WESTPORT TOWN CODE)  
Revised 6/20/02, revised 8/11/03, revised 11/7/03, revised 7/29/04, amended 12/9/08, revised 10/1/09  
Revised, 4/5/11, revised 6/5/12, revised 7/7/15, 3/18/16  
**EFFECTIVE AUGUST 1, 2015**

PROJECT LOCATION: \_\_\_\_\_

AUTHORIZED DEPT. SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

TOTAL FEE: \_\_\_\_\_

<b>ADMINISTRATIVE REVIEWS:</b> (For those activities located outside the regulated areas)	FEE	CHARGE
<b>A separate fee will be assessed for each permit issued.</b>		
<b>INLAND WETLANDS AND WATERCOURSES DECLARATORY RULING (AA)</b>		
<u>Projects cost</u>		
Less than \$10,000.00	\$25.00	
Between \$10,000.01 and \$25,000.00	\$75.00	
Between \$25,000.01 and \$100,000.00	\$225.00	
Between \$100,000.01 and \$500,000.00	\$300.00	
> \$500,000.00	\$525.00	
State Fee	\$60.00	
Legal Advertisement Fee	\$15.00	
<b>WATERWAY PROTECTION LINE ORDINANCE EXEMPTION (WPL/E)</b>		
<u>Projects cost</u>		
Less than \$10,000.00	\$25.00	
Between \$10,000.01 and \$25,000.00	\$75.00	
Between \$25,000.01 and \$100,000.00	\$225.00	
Between \$100,000.01 and \$500,000.00	\$300.00	
> \$500,000.00	\$525.00	
Legal Advertisement Fee	\$15.00	
	<b>SUBTOTAL</b>	

<b>COMMISSION REVIEWS:</b> (Activities located within regulated areas)		
<b>A separate fee will be assessed for each permit</b>		
<b>WPLO</b>		
Legal Advertisement Fee	\$45.00	
Flat Fee plus \$50 per half acre or portion thereof (excluding docks)		
<b>IWW</b>		
State Fee	\$60.00	
<b>Summary Ruling (In Upland Review Area)</b>		
Legal Advertisement Fee	\$45.00	
Flat Fee plus \$50.00 per half acre or portion thereof		
<b>Plenary Ruling (Public Hearing)</b>		
Legal Advertisement Fee	\$45.00	
Flat Fee plus \$75.00 per half acre or portion thereof		
<b>Page 1 Sub-Total</b>		

The **FLAT FEE** for applications proposing more than one (1) activity class shall be equal to the sum of the flat fees for each applicable activity class. Flat fees include activities with encroachments within the WPLO jurisdictional boundary and the IWW upland review area setbacks.

FLAT FEES	FEE	IWW	WPLO
Subdivision – for lots that encroach on wetlands and/or watercourses and/or upland review areas	\$475.00 per lot		
<b>Non-Residential Structures</b>			
New buildings, including commercial buildings, and related amenities, utility companies and other related non-residential structures , non-profits, clubs, condominiums	\$950.00		
Alterations or modifications of existing structure, including commercial buildings and related amenities, utility companies, and other non-residential structures, non-profits, clubs, condominiums	\$625.00		
<b>Residential Structures</b>			
Single Family Residence	\$600.00		
Two-family dwelling, multi-family dwelling, accessory building, addition, deck, greenhouse, or other modifications greater than 100 square feet.	\$475.00 per unit		
Accessory building, addition, deck, greenhouse, air conditioning unit, pool equipment, generator, or other modifications equal to or less than 100 square feet.	\$125.00		
Tennis court	\$475.00		
Swimming pool	\$475.00		
Land Alteration – including stockpiling, filling, dumping, transferring of materials, clearing, pond construction or dredging, stream channel/embankment work, septic systems, retaining walls, drainage improvements, trails and bridges.	\$400.00		
All activities with a waterway including but not limited to: Installation of docks, piers, floats, bridge abutments, and piping of watercourses.	\$400.00		

Request for Issuance of Administrative Approvals For activities in upland review area or within WPLO areas. (Work Session Requests	\$200.00 Plus the applicable Administrative Review fees above.		
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Site Visit for Wetland Boundary Determination	\$125.00		
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Page 2 Sub-Total			
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<b>Sediment and Erosion Control Plan Review and Inspections</b>		
<b>Sediment and erosion control plan review:</b>	<b>FEE</b>	<b>CHARGE</b>
For Commercial, non-residential activity	\$200.00 plus \$75.00 for each ¼ acre or portion thereof	
For subdivision	\$175.00 plus \$75.00 per lot	
For multi-family and two-family residential dwellings	\$125.00 plus \$75.00 per unit	
New single family residence	\$100.00	
For additions to single-family residence and modifications of residential property	\$50.00	
<b>Sediment and Erosion Control Inspections</b>		
a. Any building, structure, or other improvement which will create a new footprint or expand an existing footprint by 2,500 sq. ft. or more (the "Project")	\$300.00	
b. An additional \$200 will be charged if the Project is, in whole or in part, within the 100 ft. upland review and the upland review area has steep slopes of 25% or greater	\$200.00	
c. Land disturbance and/or clearing of on-half acre or more whether or not associated with a development activity	\$200.00	
<b>In no event will sediment and erosion control inspection fees exceed \$500.</b>		

<b>Modification of or amendment to an existing IWW and/or WPLO between:</b>		
<b>IWW and/or WPLO permit modifications costing between:</b>		
\$0.00 - \$10,000.00	\$25.00 for each permit	
\$10,000.01 - \$25,000.00	\$50.00 for each permit	
\$25,000.01 - \$50,000.00	\$100.00 for each permit	
\$50,000.01 - \$75,000.00	\$150.00 for each permit	
➤ 75,000.01	\$225.00 for each permit	

<b>Corrective Action Permits</b>		
<b>Note: These fees will be assessed at twice the amount required for a regular permit and cover:</b>		
a. Activities without a permit		
b. Activities performed exceeding the scope of the original permit		
	Regular Fee	
	X 2	

<b>CERTIFICATE OF COMPLIANCE: (paid at time application is filed)</b>		
Commercial or other non-residential	\$300.00	
New residential building or multi-family per unit	\$150.00	
Residential Projects under \$25,000.00	\$25.00	
Residential Projects over \$25,000.00	\$100.00	
<b>No Certificate of Compliance will be issued until all fees are paid.</b>		

<b>Page 3 Sub-Total</b>		
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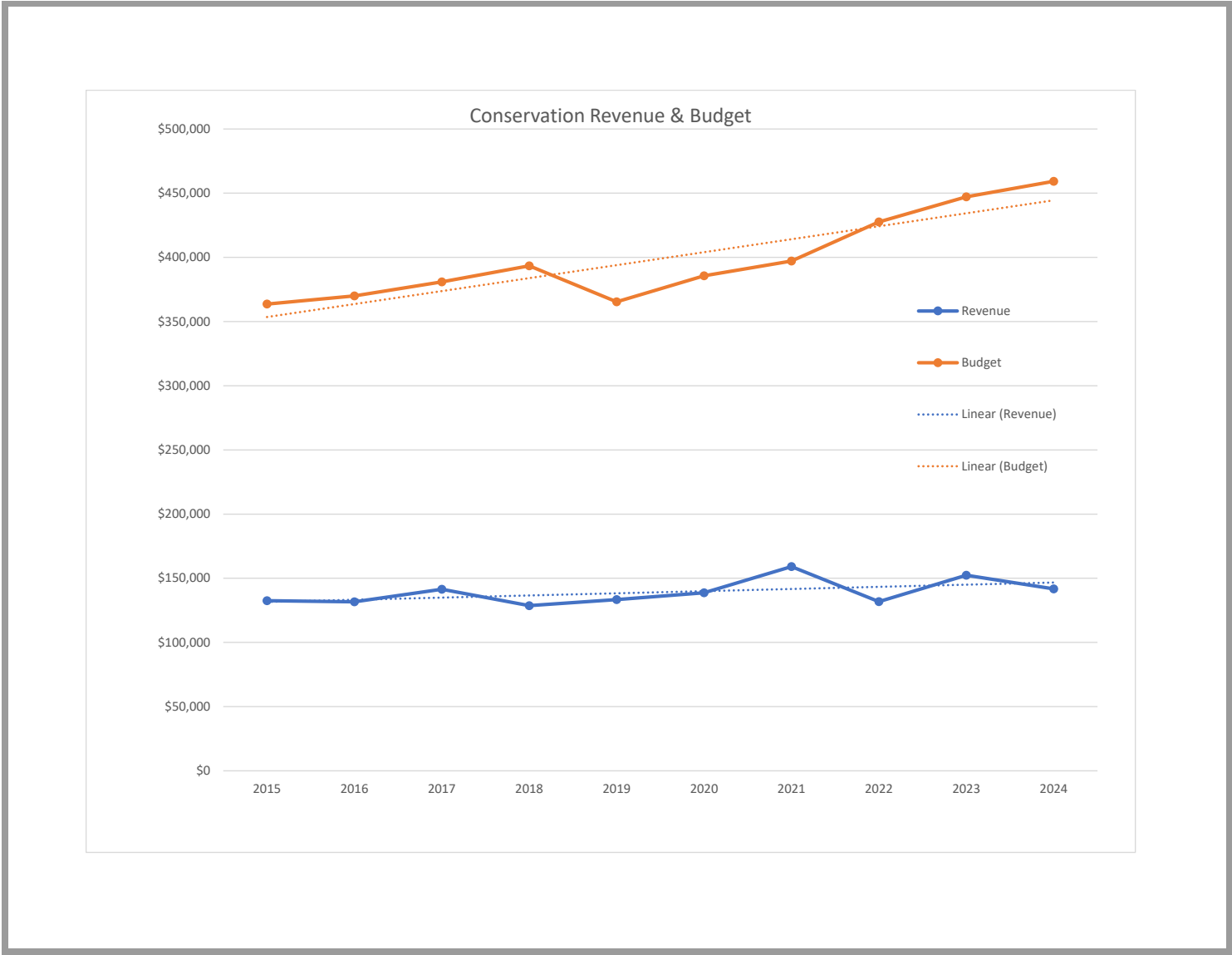
<b>WETLAND BOUNDARY MAP AMENDMENTS</b>	<b>FEE</b>	<b>CHARGE</b>
<b>A. Commission Reviews</b>		
0 – 1 acres	\$650.00	
1.01 – 3 acres	\$750.00	
3.01 acres or greater	\$350 per acre or portion thereof	
<b>B. Map amendment requested by staff</b>		

<b>REQUEST FOR AMENDMENTS TO CONSERVATION COMMISSION REGULATIONS</b>		
	\$750.00	
Legal ad	\$45.00	

<b>BOND MANAGEMENT FEE</b>		
a. Staff level required bonds	\$100.00	
b. Conservation Commission required bonds	\$300.00	

**AQUIFER PROTECTION AREA (SEE REGULATIONS)**

Page 4 Sub-Total	
Page 1 Sub-Total	
Page 2 Sub-Total	
Page 3 Sub-Total	
<b>Total</b>	



Conservation Department: Comparison of Revenue vs Expenditure												
Year	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10 year % change	change every year from trend
Revenue	\$132,501	\$131,591	\$141,424	\$128,686	\$133,343	\$138,677	\$159,082	\$131,858	\$152,417	\$141,682	<b>6%</b>	\$1,679
yearly percentage change		-1%	7%	-9%	4%	4%	15%	-17%	16%	-7%		
Expenditure: (Actual Budget)	\$363,606	\$369,923	\$380,832	\$393,377	\$365,311	\$385,679	\$397,100	\$427,566	\$447,174	\$459,265	<b>21%</b>	\$10,102
yearly percentage change		2%	3%	3%	-8%	5%	3%	7%	4%	3%		



## Town of Westport

### Internal Control Assessment IA 23-02 (Nontax Revenue)

September 2023 – REPORT DRAFT VERSION 1

Prepared by:

Jeffrey Ziplow, Principal  
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Matt Folger, Senior

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A. Revenue Comparison by Department

2018-2019					
	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	Revenue				
Conservation	\$ 133,343.00	\$ 700,763.00	N/A	\$ 258,658.00	N/A
Town Clerk	\$ 2,092,048.00	\$ 5,518,015.00	\$ 1,451,274.00	\$ 2,278,012.00	\$ 1,232,355.00
Parks and Rec	\$ 5,116,955.00	\$ 6,637,650.00	\$ 639,919.00	\$ 4,473,351.00	\$ 1,498,903.00
Building	\$ 1,506,783.00	\$ 5,032,380.00	\$ 1,222,135.00	\$ 3,645,637.00	N/A
Fire Department - Commercial Plan Review	\$ 236,255.00	N/A	\$ 148,317.00	\$ 318,425.00	N/A
Railroad Parking	\$ 1,929,961.86	\$ 831,576.00	\$ 1,094,964.00	N/A	\$ 200,946.00
Department of Public Works	\$ 484,914.00	N/A	\$ 855,603.00	\$ 3,074,908.00	\$ 618,040.00
EMS	\$ 964,226.00	N/A	N/A	N/A	N/A
Planning and Zoning	\$ 763,119.00	\$ 1,061,232.00	\$ 121,986.00	\$ 77,944.00	\$ 1,157,924.00

2019-2020					
	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	Revenue				
Conservation	\$ 138,677.00	\$ 510,654.00	N/A	\$ 236,415.00	N/A
Town Clerk	\$ 2,114,012.00	\$ 5,578,934.00	\$ 1,658,328.00	\$ 2,407,164.00	\$ 1,307,757.00
Parks and Rec	\$ 4,304,407.00	\$ 5,535,185.00	\$ 875,083.00	\$ 4,182,175.00	\$ 1,244,792.00
Building	\$ 1,126,593.00	\$ 4,312,535.00	\$ 1,063,433.00	\$ 3,233,109.00	N/A
Fire Department - Commercial Plan Review	\$ 157,080.00	N/A	\$ 228,461.00	\$ 615,016.00	N/A
Railroad Parking	\$ 1,243,692.19	\$ 860,816.00	\$ 861,918.00	N/A	\$ 150,543.00
Department of Public Works	\$ 392,592.00	N/A	\$ 596,550.00	\$ 3,066,067.00	\$ 557,843.00
EMS	\$ 908,662.00	N/A	N/A	N/A	N/A
Planning and Zoning	\$ 625,955.00	\$ 879,673.00	\$ 129,133.00	\$ 82,903.00	\$ 842,368.00

2020-2021					
	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	Revenue				
Conservation	\$ 159,082.00	\$ 582,453.00	N/A	\$ 380,496.00	N/A
Town Clerk	\$ 4,064,439.00	\$ 11,265,586.00	\$ 3,114,024.00	\$ 4,435,217.00	\$ 3,125,321.00
Parks and Rec	\$ 5,166,718.00	\$ 7,217,774.00	\$ 1,683,765.00	\$ 5,448,302.00	\$ 1,089,305.00
Building	\$ 1,948,267.00	\$ 5,545,849.00	\$ 1,289,616.00	\$ 3,318,752.00	N/A
Fire Department - Commercial Plan Review	\$ 212,929.00	N/A	\$ 146,656.00	\$ 371,161.00	N/A
Railroad Parking	\$ 2,044,812.34	\$ 593,161.00	\$ 383,630.00	N/A	\$ 5,948.00
Department of Public Works	\$ 258,080.00	\$ 1,879,715.00	\$ 874,833.00	\$ 3,086,587.00	\$ 703,016.00
EMS	\$ 827,741.00	N/A	N/A	N/A	N/A
Planning and Zoning	\$ 979,844.00	\$ 1,042,219.00	\$ 198,790.00	\$ 110,511.00	\$ 1,118,568.00

2021-2022					
	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	Revenue				
Conservation	\$ 131,857.50	\$ 489,235.00	N/A	\$ 286,734.00	N/A
Town Clerk	\$ 4,090,930.08	\$ 10,613,082.00	\$ 2,640,893.00	\$ 3,893,282.00	\$ 2,537,643.00
Parks and Rec	\$ 6,455,557.43	\$ 7,468,123.00	\$ 1,861,882.00	\$ 5,226,714.00	\$ 1,696,975.00
Building	\$ 2,179,194.35	\$ 6,662,498.00	\$ 1,831,255.00	\$ 2,605,842.00	N/A
Fire Department - Commercial Plan Review	\$ 248,454.00	N/A	\$ 143,894.00	\$ 364,941.00	N/A
Railroad Parking	\$ 1,619,196.28	\$ 685,017.00	\$ 782,453.00	N/A	\$ 27,261.00
Department of Public Works	\$ 513,745.81	\$ 3,217,203.00	\$ 1,041,250.00	\$ 3,117,338.00	\$ 791,358.00
EMS	\$ 854,945.94	N/A	N/A	N/A	N/A
Planning and Zoning	\$ 1,061,785.81	\$ 1,203,904.00	\$ 168,565.00	\$ 92,879.00	\$ 1,174,202.00

Observations

- a. The Town of Westport is the only one of the five municipalities that records EMS revenues.
- b. Railroad parking revenues are significantly higher in Westport compared to the other municipalities.
- c. Conservation has less than half of the revenues compared to the other municipalities that have a Conservation department. This is related to construction/size of the other municipalities but may also be attributed to a lack of re-evaluation of conservation fees.

B. Expenditure Comparison by Department

2018-2019					
	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	Expenditures				
Conservation	\$ 365,311.00	\$ 454,252.00	N/A	\$ 874,845.00	N/A
Town Clerk	\$ 465,497.00	\$ 706,003.00	\$ 313,998.00	\$ 540,650.00	\$ 404,419.00
Parks and Rec	\$ 5,867,469.00	\$ 12,375,885.00	\$ 1,310,325.00	\$ 2,728,124.00	\$ 3,801,501.00
Building	\$ 482,437.00	\$ 1,677,702.00	\$ 449,485.00	\$ 682,943.00	N/A
Fire Department	\$ 9,006,029.00	N/A	\$ 412,353.00	\$ 13,314,243.00	\$ 3,732,755.00
Railroad Parking	\$ 1,921,957.27	\$ 312,221.00	\$ 981,891.00	N/A	\$ 121,615.00
Department of Public Works	\$ 2,023,960.00	\$ 5,909,605.00	\$ 1,175,255.00	\$ 4,112,759.00	\$ 1,527,722.00
EMS	\$ 1,228,033.00	N/A	N/A	N/A	\$ 551,650.00
Planning and Zoning	\$ 670,119.00	\$ 1,503,191.00	\$ 751,700.00	\$ 623,499.00	\$ 1,250,871.00

		2019-2020				
Department	Westport	Greenwich	Darien	Fairfield	New Canaan	
Conservation	\$ 385,679.00	\$ 483,250.00	N/A	\$ 919,165.00	N/A	
Town Clerk	\$ 409,451.00	\$ 722,685.00	\$ 308,677.00	\$ 545,132.00	\$ 391,289.00	
Parks and Rec	\$ 5,573,229.00	\$ 12,567,093.00	\$ 1,692,989.00	\$ 2,754,278.00	\$ 2,790,083.00	
Building	\$ 482,947.00	\$ 1,707,272.00	\$ 460,118.00	\$ 631,247.00	N/A	
Fire Department	\$ 9,377,198.00	N/A	\$ 380,203.00	\$ 13,564,306.00	\$ 3,912,973.00	
Railroad Parking	\$ 1,831,649.98	\$ 296,084.00	\$ 1,458,688.00	N/A	\$ 177,050.00	
Department of Public Works	\$ 2,301,863.00	\$ 6,127,462.00	\$ 1,187,640.00	\$ 4,463,178.00	\$ 1,600,093.00	
EMS	\$ 1,232,228.00	N/A	N/A	N/A	\$ 543,533.00	
Planning and Zoning	\$ 632,793.00	\$ 1,463,484.00	\$ 757,959.00	\$ 649,414.00	\$ 1,307,905.00	

		2020-2021				
Department	Westport	Greenwich	Darien	Fairfield	New Canaan	
Conservation	\$ 397,100.00	\$ 426,487.00	N/A	\$ 956,202.00	N/A	
Town Clerk	\$ 420,657.00	\$ 875,741.00	\$ 276,966.00	\$ 586,114.00	\$ 438,788.00	
Parks and Rec	\$ 5,359,685.00	\$ 12,850,730.00	\$ 2,276,560.00	\$ 2,732,644.00	\$ 3,715,078.00	
Building	\$ 491,252.00	\$ 1,652,333.00	\$ 503,914.00	\$ 736,492.00	N/A	
Fire Department	\$ 9,900,764.00	N/A	\$ 380,100.00	\$ 14,139,184.00	\$ 4,067,955.00	
Railroad Parking	\$ 1,426,724.14	\$ 296,937.00	\$ 941,868.00	N/A	\$ 109,940.00	
Department of Public Works	\$ 2,455,306.00	\$ 5,998,551.00	\$ 1,310,147.00	\$ 4,340,707.00	\$ 1,714,532.00	
EMS	\$ 1,275,084.00	N/A	N/A	N/A	\$ 538,852.00	
Planning and Zoning	\$ 645,768.00	\$ 1,419,230.00	\$ 781,985.00	\$ 654,614.00	\$ 1,011,197.00	

2021-2022					
	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	Expenditures				
Conservation	\$ 427,566.00	\$ 398,488.00	N/A	\$ 809,743.00	N/A
Town Clerk	\$ 428,425.00	\$ 815,036.00	\$ 316,088.00	\$ 596,346.00	\$ 422,963.00
Parks and Rec	\$ 6,423,713.00	\$ 13,887,614.00	\$ 2,547,834.00	\$ 5,004,355.00	\$ 4,442,492.00
Building	\$ 504,958.02	\$ 1,657,125.00	\$ 490,281.00	\$ 807,884.00	N/A
Fire Department	\$ 10,285,541.00	N/A	\$ 385,193.00	\$ 14,790,707.00	\$ 3,932,215.00
Railroad Parking	\$ 1,654,963.00	\$ 317,546.00	\$ 743,161.00	N/A	\$ 33,190.00
Department of Public Works	\$ 2,530,615.00	\$ 6,238,651.00	\$ 1,455,224.00	\$ 3,920,633.00	\$ 1,696,486.00
EMS	\$ 1,298,983.00	N/A	N/A	N/A	\$ 561,011.00
Planning and Zoning	\$ 655,020.00	\$ 1,530,093.00	\$ 734,534.00	\$ 628,837.00	\$ 992,886.00

Observations

- a. Aside from Greenwich, the Town of Westport’s Parks and Recreation department has higher expenditures than all other municipalities.
- b. Planning and Zoning expenditures in Westport are typically lower than other municipalities.

C. Recovered Expenditure Percentage by Department

2018-2019					
	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	% of Expenditures Recovered by Revenue				
Conservation	37%	154%	N/A	30%	N/A
Town Clerk	449%	782%	462%	421%	305%
Parks and Rec	87%	54%	49%	164%	39%
Building	312%	300%	272%	534%	N/A
Fire Department - Commercial Plan Review	3%	N/A	36%	2%	N/A
Railroad Parking	100%	266%	112%	N/A	165%
Department of Public Works	24%	N/A	73%	75%	40%
EMS	79%	N/A	N/A	N/A	N/A
Planning and Zoning	114%	71%	16%	13%	93%

2019-2020					
Department	Westport	Greenwich	Darien	Fairfield	New Canaan
	% of Expenditures Recovered by Revenue				
Conservation	36%	106%	N/A	26%	N/A
Town Clerk	516%	772%	537%	442%	334%
Parks and Rec	77%	44%	52%	152%	45%
Building	233%	253%	231%	512%	N/A
Fire Department - Commercial Plan Review	2%	N/A	60%	5%	N/A
Railroad Parking	68%	291%	59%	N/A	85%
Department of Public Works	17%	N/A	50%	69%	35%
EMS	74%	N/A	N/A	N/A	N/A
Planning and Zoning	99%	60%	17%	13%	64%

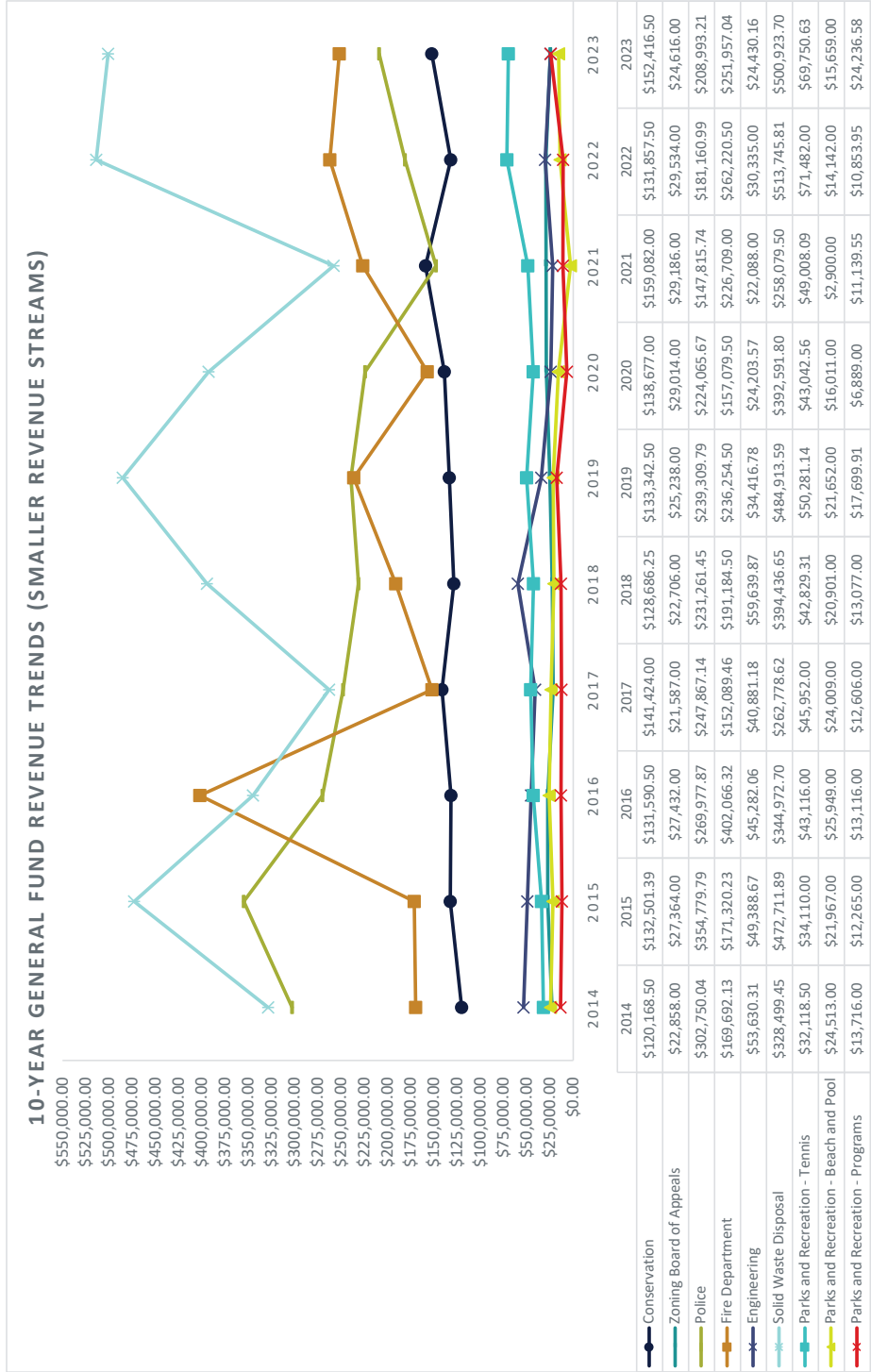
2020-2021					
Department	Westport	Greenwich	Darien	Fairfield	New Canaan
	% of Expenditures Recovered by Revenue				
Conservation	40%	137%	N/A	40%	N/A
Town Clerk	966%	1286%	1124%	757%	712%
Parks and Rec	96%	56%	74%	199%	29%
Building	397%	336%	256%	451%	N/A
Fire Department - Commercial Plan Review	2%	N/A	39%	3%	N/A
Railroad Parking	143%	200%	41%	N/A	5%
Department of Public Works	11%	31%	67%	71%	41%
EMS	65%	N/A	N/A	N/A	N/A
Planning and Zoning	152%	73%	25%	17%	111%

Department	2021-2022				
	Westport	Greenwich	Darien	Fairfield	New Canaan
	% of Expenditures Recovered by Revenue				
Conservation	31%	123%	N/A	35%	N/A
Town Clerk	955%	1302%	835%	653%	600%
Parks and Rec	100%	54%	73%	104%	38%
Building	432%	402%	374%	323%	N/A
Fire Department - Commercial Plan Review	2%	N/A	37%	2%	N/A
Railroad Parking	98%	216%	105%	N/A	82%
Department of Public Works	20%	52%	72%	80%	47%
EMS	66%	N/A	N/A	N/A	N/A
Planning and Zoning	162%	79%	23%	15%	118%

Observations

- a. Planning and Zoning in Westport covered expenditures at a higher percentage than all other municipalities.
- b. Town Clerk is always the department with the highest revenue/expenditure ratio, with a large increase due to conveyance taxes.
- c. Parks and Recreation comes close to or does cover expenditures in most years (apart from 2020 due to Covid), and typically has a higher revenue/expenditure ratio compared to other municipalities.

### V. 10 Year Westport Non-Tax Revenue Trends









Fee Schedule Comparison - Current Fees vs. Proposed Fees - Half Year Study from 7/1/24 to 12/31/24

DATE	TYPE	APPLICANT	ADDRESS	DESCRIPTION	CURRENT FEE	TOTAL	PROPOSED FEE	TOTAL	WATER	SEWER	STORM	WIND	PLUMBING	ELECTRICAL	MECHANICAL	LANDSCAPE	ASBESTOS	ENVIRONMENTAL	ARCHITECTURAL	ENGINEERING	PERMITS	INSPECTION	TRAVEL	OTHER
11/07/24	WPL	WPL	12824	Cross Highway Bridge over Dismal's Brook repair and upgrade existing bridge over Dismal's Brook, plantings	\$0.00		\$0.00																	
11/07/24	WPL	WPL	12825	12 Ganges Avenue remove and replace existing deck, porch, terrace, outdoor kitchen, new landscaping	\$1,000.00		\$1,000.00			\$200						\$1,200	\$400					\$0	\$0	\$0
11/08/24	AA	WPL	12816	27 Kings Highway North new driveway in rear location	\$600.00		\$600.00																	
11/20/24	AA	WPL	12837	21 Lockwood Circle info, driveway, patio, septic, drainage	\$1,300.00		\$1,300.00		\$1,700							\$400	\$500						\$0	\$0
11/12/24	AA	WPL	12818	8 Maple Road 1st and 2nd floor additions, front stoop	\$1,225.00		\$1,000.00		\$1,200														\$0	\$0
11/12/24	AA	WPL	12819	1 Michale Lane remove pergola over patio and replace with roof	\$625.00		\$610.00			\$750														\$0
11/12/24	AA	WPL	12840	2 Timber Lane general and propane tanks	\$200.00		\$710.00			\$200														\$0
11/22/24	AA	WPL	12841	184 Colony Road deck	\$925.00		\$310.00			\$250														\$0
11/21/24	AA	WPL	12842	48 Woodside Avenue pool, patio, drainage and outdoor fireplace	\$875.00		\$1,510.00								\$1,200	\$400							\$0	\$0
11/21/24	AA	WPL	12843	21 Lockwood Circle pool, patio and mechanicals	\$800.00		\$1,510.00								\$1,200	\$400							\$0	\$0
						\$16,735.00		\$27,380.00																
12/18/24	AA	WPL	12844	37 Sutter Hill Road garage and convert barn into ADU	\$1,875.00		\$1,800.00		\$1,200		\$800												\$0	\$0
12/07/24	AA	WPL	12845	1 Highland Road 2 story garage with office on second story	\$1,275.00		\$2,000.00		\$1,200														\$0	\$0
12/04/24	WPL	WPL	12846	27 & 33 Poplar Road map amendment	\$750.00		\$1,000.00														\$1,000		\$0	
12/20/24	WPL	WPL	12847	35 Peachtree Avenue half rear square partition	\$65.00		\$200.00				\$200													\$0
12/12/24	WPL	WPL	12849	18 Poplar Road HFR, pool, and associated site work	\$4,000.00		\$1,200.00		\$1,700						\$1,200	\$400		\$500					\$0	\$0
12/18/24	WPL	WPL	12850	501 Highland Road heat pump	\$65.00		\$200.00				\$200													\$0
12/20/24	AA	WPL	12854	39 Woodside Lane barn	\$100.00		\$600.00				\$600													\$0
<b>TOTAL</b>						<b>\$96,140.00</b>		<b>\$210,590</b>																

PART II - CODE OF ORDINANCES, TOWN OF WESTPORT  
APPENDIX C FEES

**APPENDIX C FEES**

**Sec. 1. Schedule of fees.**

		Conservation Department: Inland Wetlands and Watercourse (IWW) Regulations and the Waterway Protection Line Ordinance (WPLO).	
	I.	<b>ACTIVITY FEES</b>	
		<b>SINGLE FAMILY RESIDENCE</b>	
		New Single Family Residence (Addition > 1,000 sq. ft. is considered a new residence)	\$1,750
		Residential Addition (>500 & < 1,000 sq. ft.)	\$1,200
		Residential Addition (<500 sq. ft.)	\$750
		Accessory Dwelling Unit (1,000 sq. ft. or less)	\$1,200
		Septic System Replacement/Repair (included in new construction)	\$500
		Sewer Line Installation	\$300
		Demolition of Structures	\$200
		<b>MULTI FAMILY RESIDENTIAL</b>	
		New Subdivision	\$750 / lot
		New Multi-Family Single Structure	\$5,000
		New Multi-Family Multiple Structures	\$2,500 and \$750 / unit
		Demolition of structures	\$500 / structure
		<b>INDUSTRIAL/COMMERCIAL</b>	
		New Commercial, Institutional, Educational, or Non-Residential Structure not covered above	\$3,500 / building
		Additions, Renovations, Site Work	\$2,000 / building or activity
		A/C, Generator, Equipment Pad	\$500 / activity
		Demolition of Structures	\$750 / building
		<b>WATERBODY/WATERCOURSE</b>	
		Docks	\$1,000

		Marinas	\$3,000
		In Water Disturbance, Dredging, Seawall (each activity)	\$2,500
		<b>OTHER ACTIVITIES</b>	
		Garage, Barn, or Accessory Structure (i.e. pool house or cabana)	\$600
		Swimming Pool	\$1,250
		Sport or Tennis Court	\$1,000
		Hot Tubs, patios, etc.	\$400
		Driveway/Driveway Addition over 200 sq. ft.	\$500
		Road Installation	\$1,500
		Other Land Disturbance (i.e. grading, retaining walls, etc.)	\$400
		Other Project: including but not limited to decks, porches, pergolas, fences, sheds, a/c units, generators, test pits, remediation, soil borings, stormwater detention/drainage, underground storage tanks	\$250
	<b>II.</b>	<b>CORRECTIVE ACTION PERMITS</b>	
		This work covers work performed without a permit or work exceeding the original permit	Double the fees required for the Regulated Activity Permit.
	<b>III.</b>	<b>PERMIT MODIFICATIONS/EXTENSIONS/TRANSFERS</b>	
		Modification / Extension / Withdraw & Resubmit * (except those applicable applications under Section 9.1.6(3) of the Regulations)	25% of original base permit fee
		Transfer of Ownership	\$500
	<b>IV.</b>	<b>FEES FOR OUTSIDE CONSULTANTS:</b>	See Section 2-56.
	<b>V.</b>	<b>CEASE AND DESIST AND CONFORMANCE ORDERS:</b>	

Conservation Proposed Fees  
 Redline Version  
 April 2025

		1.	For violations pursuant to the Inland Wetlands and Watercourses Regulations of the Town of Westport, Connecticut.	See Section 30-123.
		2.	For violations pursuant to the Waterway Protection Line Ordinance.	See Ch. 30, Art. IV.
	VI.	<b>REQUEST FOR AMENDMENTS TO CONSERVATION COMMISSION REGULATIONS AND WETLAND BOUNDARY MAPS</b>		
		1.	Map amendment : Commission Review	
			Number of acres	<i>Fee</i>
			Up to 3 acres	\$1,000
			3.01 or greater	\$1,000 + \$350 / acre > 3 acre
		2.	Request for amendment to conservation commission regulations	\$750.00 + \$45.00 for legal ad
	VII.	<b>LANDSCAPE PLAN REVIEW</b>		
			Landscape Plan Review	\$100
	VIII.	<b>ADMINISTRATIVE FEES</b>		
			State Fee (IWW applications only)	\$60
			Process Fee – Includes Pre-application meetings, Legal Notices, Inspections – for application greater than \$1,000	\$800
			Commission Review Fee	\$500
	IX.	<b>BOND MANAGEMENT FEE</b>		
		a.	Staff level required bonds.	\$100.00
		b.	Conservation Commission required bonds.	\$300.00
		The above fees shall be reviewed by the Conservation Director at least every three years and recommendations submitted to the Conservation Commission and the RTM.		
	( Ord. of )			

Conservation Proposed Fees  
 Redline Version  
 April 2025

May 27, 2025 – Joint Meeting of RTM Finance & Environment Committees (Met Via Zoom)

Agenda: To discuss "proposed changes to current fee schedule in Section 1, Appendix C in the Westport Code of Ordinances" as requested by the Conservation Department.

For Finance:

Seth Braunstein - Chair

- Don O'Day
- Nancy Kail
- Pam Kopack
- Melissa Levy
- Noah Hammond
- Mike Perry

For Environment:

- Ellen Lautenberg - Chair
- Wendy Batteau
- Melissa Levy
- Kristin Schneeman
- Claudia Shaum
- Julie Whamond

For the Town:

- Colin Kelly - Director, Conservation Department
- Susan Johnson - Conservation Department
- Michele Carey-Moody - Conservation Commission Member

Regulations require a review every 3 years and it has been 10 years since any changes have been made and no significant increases have occurred since 2008. Conservation Director Colin Kelly recommended a simplified set of fees with significant increases in order to "catch up."

Colin presented his arguments for the suggested revisions and showed a number of comparisons to other towns as well as prior fee income vs expenses. Colin made the point that currently their fees are very complex with many different categories, tiers and fee

structures. Different types of projects require different reviews. Even seasoned employees can struggle with the fee requirements - likely the public is having trouble understanding how it works too. Trying to make things easier for the public. They are looking to simplify and streamline their fee structure to make it more of a menu driven approach (similar to what Fairfield has done in re-structuring their fees). The previous version of their fee schedule was 8 pages and working to get it down to 3 pages that is more clear and menu driven.

Colin looked at what is being charged by neighboring towns (9 other towns) and did their best to look at fees on a like for like basis and concluded that they are now squarely in the middle of the pack. He recognizes that it is difficult to compare vs. other towns as each community structures their Conservation department differently and shares services differently, making it hard to accurately assess how the costs vary from town to town. Colin made the point that they are also attempting to assess their fees relative to the costs of providing these services and fully expect to be much closer to offsetting costs vs. the current gap.

Colin did a comparison of the fees collected over the first 6 months of 2024 and applied the proposed new fees and it equated to ~219% higher total (applying the CPI rate of inflation over the past 20 years would dictate an increase of ~173%).

They are very busy and would benefit from adding people to their staff but feel it is necessary to address the fee issue before opening the discussion around adding personnel - something to consider down the road.

Discussion by the RTM members focused on these issues: Conservation is just one of four land use review bodies in town - four opportunities for the town to generate fees. Could there be an opportunity to consider a packaged fee approach? This sort of approach would be subject to the directive of the town's elected officials. Could there be a more holistic approach to how the town enforces development costs? Could there be an incremental approach to phase in the increases rather than doing a one-time catch up?

For Finance, Pam Kopack motioned, Don O'Day seconded - vote result was 5 to 2.

For Environment, Kristin Schneeman motioned, Claudia Shaum seconded - vote result was 5 to 1.

Respectfully submitted by:

Seth Braunstein, Chair of the RTM Finance Committee

Ellen Lautenberg, Chair of the RTM Environment Committee

**TO: Representative Town Meeting**

**FROM: RTM Ordinance Committee**

**SUBJECT: Review proposed amendment to Section 2-55 of the Code of Ordinances of the Town of Westport by increasing the land use fees to the extent they relate to the Conservation Department**

**Meeting of May 28, 2025**

Members present: Brandi Briggs (Chair), Kristin Schneeman, Lauren Karpf, Andrew Colabella, Pam Kopack and Ellen Lautenberg

Others present: Assistant Town Attorney Eileen Flug, Director of Conservation, Colin Kelly

On May 28, 2025, the Ordinance committee met by Zoom with the Finance and Environment committees to discuss and review the proposed amendment to Section 2-55 of the Code of Ordinances of the Town of Westport by increasing the land use fees to the extent they relate to the Conservation Department. The meeting began with Colin Kelly, Director of Conservation, giving a brief background on the proposed ordinance fee changes. He stated that the fees are supposed to be reviewed every three years but this has not happened. The last time the fees were reviewed was 10 years ago and only one minor fee was changed. The last time the fees were adjusted was 20 years ago so our conservation fees have not been updated to reflect current pricing. The current ordinance is also hard to understand and there was a need to make it more user friendly and understandable for the Conservation office and the public. It has been simplified and is now a menu based selection where the user can checkoff the fees for their property instead of a tier based. Mr. Kelly said they did a comparison of surrounding towns to help determine the new fees.

After the Environment and Finance committees then did their discussion and votes, the Ordinance committee started their review. The committee agreed the new format was much better and easier to understand. There was a question of order of categories and Mr. Kelly said it was done by starting with the largest projects/parts of projects down to smaller projects. We then moved to the language of the ordinance. No one had any changes or concerns with the language.

After concluding that the ordinance was ready, Andrew Colabella made a motion, Pam Kopack seconded and the committee voted unanimously (6-0) that the that the proposed amendment to Section 2-55 of the Code of Ordinances of the Town of Westport by increasing the land use fees to the extent they relate to the Conservation Department is ready for full RTM review.



## Town of Westport

### Internal Control Assessment IA 23-02 (Nontax Revenue)

September 2023 – REPORT DRAFT VERSION 2

Prepared by:

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## I. Project Overview

### A. Background

The Town of Westport (hereinafter referred to as the “Town”) engaged CliftonLarsonAllen, LLP (hereinafter referred to as “CLA”) to provide internal audit and operational assessment services related to the processes and controls associated with nontax revenues within the Town. This review included an assessment of the following nontax revenues: licenses, permits and fees, service charges, parks and recreation program revenues, investment income, and state and federal grants.

### B. Project Approach & Tasks

This assessment included the following tasks and activities:

1. Describe the composition of nontax revenues for the Town of Westport over the past ten years, identifying any key drivers and significant changes or trends.
2. Describe how nontax revenues are budgeted and accounted for within the Town, including systems utilized. Document key processes.
3. Benchmark various larger components of nontax revenue against Towns with similar amenities or with similar demographics, highlighting best practices.
4. Identify opportunities for improved controls over nontax revenue within the Town.
5. Develop findings and recommendations.
6. Management review and approval.

### C. Acknowledgements

CLA would like to thank the Department Heads and staff in the Town of Westport for their participation, support, on-going dialogue, and feedback during this assessment.



## II. Westport Nontax Revenues Overview (By Department)

Below is a description of the processes related to budgeting, managing, and monitoring nontax revenues by the in-scope Departments and Offices.

### A. Town Clerk's Department

#### 1. Revenue Streams and Collection Processes

- a. The Town Clerk's Office collects the following sources of non-tax revenues:
  - i. Conveyance taxes – largest revenue source for the Department
  - ii. Land record reporting – second largest revenue source
  - iii. Dog licenses
  - iv. Vitals and records issuances/requests
  - v. Fishing licenses
  - vi. Land record copies
  - vii. Certified document copies
  - viii. Recordings
- b. Much of how payments are processed, including charges to residents/customers and the portion of which is retained by the Town/paid to the State is dictated by the State of Connecticut
  - i. The Town pays the State their portion monthly
- c. Payment methods for services/charges for the Town Clerk are as follows:
  - i. Payments made in person, onsite at Town Hall are strictly cash or check
  - ii. Online electronic recording fees can be paid via credit card
  - iii. Online dog license payments may also be paid via credit card
  - iv. Online payments for electronic fees

#### 2. Budgeting Process

- a. Per interview with the Office, budgeting for their expected annual revenue can be challenging
  - i. The Office typically begins their budgeting process by considering the current real estate market/market trends (as conveyance taxes associated with property sales make up the bulk of the Office's revenue)
    1. It was noted that the pandemic resulted in a large amount of real estate activity for the Town and thus, a significant increase in conveyance tax collections in recent years
  - ii. The Office then meets with the Finance Director to review historical revenue numbers. The numbers are averaged for the past few years
  - iii. With direction from the Finance Director, a determination is made if the budget will be "safer" or "more aggressive" for the upcoming fiscal year
  - iv. The budget is then posted in the ClearGov budget management system



### 3. Technology Systems and Tools

a. The Office uses the following systems for revenue collection, processing, and management:

- i. Cott Systems – Public Records Management System (includes a Point-of-Sale, POS, component). All revenues and fees are recorded in this software
  1. Westport offers customers four (4) eRecording vendors/online services including Indecomm, Simplifile, CSC, and eRecording Partners Network
  2. All four (4) systems are integrated with Cott Systems
- ii. VitalChek.com – Online vital records system. Allows residents to order birth, death, marriage, and divorce certificates online with a credit card payment
- iii. Accela - Licensing and Permitting System. Dog licenses are issued out of this system. Fees for dog licenses are collected via Point & Pay (payment processor), if a customer chooses to pay online
  1. At this time, Accela does not differentiate which dog license transactions were collected on site or online, the Office must organize/reconcile this manually
- iv. Tyler Technologies - MUNIS – Financial Management system
  1. The Finance Department records revenues on behalf of the Clerk's Office within MUNIS

### 4. Reconciliation Procedures and Revenue Recording

a. The Clerk's Office completes the following reconciliation procedures each morning to account for the prior day's activity. It was noted that the Office must do this process in the morning to allow for any online activity that occurred after the end of business the prior day to be accounted for. Daily cash and checks that have been collected are kept in a safe in the Office

- i. A transmittal report is run that breaks out all the types of fees collected for the day
- ii. A close report is run out of Cott Systems, Acella, and Point & Pay
  1. These numbers are entered into an Excel spreadsheet that identifies and totals each collection amount by Org-Object code, source (e.g., marriage license, conveyance tax), Cott amount, Point & Pay Online, or Accela in Person

b. These reports along with the Excel spreadsheet are provided to the Finance Department each morning. Finance provides the Office with an initial receipt for their records and then Finance records the revenue activity in MUNIS

- i. Purchasing Department Staff – responsibilities include: regulations, purchasing research, purchasing forms, service agreements/commodity awards, RFQ/RFP process tracking, cooperative purchases, coordinating with the Finance Department, approving requisitions in the financial system software, and contract development



## B. Parks and Recreation

### 1. Revenue Streams and Collection Processes

- a. The Parks and Recreation Department collects the following sources of revenue:
  - i. Beach emblems – approximately \$1.5M annually
  - ii. Beach hand passes
  - iii. Park revenue/sales at beaches
  - iv. Golf including greens fees and concessions
    1. Greens fees are typically between \$1.2-1.3M annually
    2. The Town utilizes a third-party individual as their Golf Pro but fees are collected for the Town and there are additional concessions offered at the Golf Courses that pay a fee to Westport. The Town is paid approximately \$100K per year (by contract) for the food concessions which covers three (3) Town locations. Additional concessions fees may be due to the town depending on sales volume.
  - v. Marina including boat slips and fuel resale – approximately \$800-900K annually
  - vi. Tennis
  - vii. Pool
  - viii. Recreation programs – approximately \$1.5M annually
  - ix. Rentals – Eight (8) Town-owned rental properties that the Parks and Recreation Department collects monthly rent from
- b. Payment methods for Parks and Recreation vary, including:
  - i. Payments made in person, onsite at the various Town Recreation facilities (e.g., Beaches, pool, marina, golf course, etc.). These can be made via cash, check, or credit card
  - ii. Online payments for hand passes, beach emblems, program fees, marina fees etc. can be paid for online via credit card
  - iii. Credit card fees are all currently incurred by the department and not charged to the customer

### 2. Budgeting Process

- a. Per interview with the Office, budgeting requires analysis of trends from the previous year
- b. Price increases are considered at this time, however approvals for any price changes must be approved by the Parks and Recreation Commission, as well as the Board of Selectwomen
- c. The Office then meets with the Finance Director to review historical revenue numbers and discussion any questions or concerns
- d. The budget is then posted in the ClearGov budget management system

### 3. Technology Systems and Tools

- a. The Office uses the following systems for revenue collection, processing, and management:
  - i. ActiveNet – Recreation Activity System (includes a POS component). Revenues and fees are recorded in this software
    1. The system does not interface with MUNIS



- ii. Chelsea Reservations – Golf and Tennis reservation system (includes a POS component)
    - 1. The Golf Professional also utilizes this system to sell other golf related items (clothing etc.)
  - iii. Tyler Technologies - MUNIS – Financial Management system
    - 1. The Finance Department records revenues on behalf of the Parks and Recreations Department within MUNIS
4. Reconciliation Procedures and Revenue Recording
- a. Parks and Recreation department completes the following reconciliation procedures each day.
    - i. A daily activity report is run from ActiveNet and Chelsea detailing all cash, check and credit card activity for the day
    - ii. Each “business” within Parks and Recreation cashes out their registers each night and provides the Parks and Recreation Deputy Director with a sales breakout and cash
    - iii. A reconciliation of all monies received is performed each night prior to locking all cash/checks in the department’s safe. The reconciliation is reperformed the next morning, and all materials are delivered to finance
    - iv. Finance provides the Office with an initial receipt for their records and then Finance records the revenue activity in MUNIS

### C. Planning and Zoning

1. Revenue Streams and Collection Processes
- a. The Planning and Zoning Department collects the following sources of revenue:
    - i. Residential and Commercial Zoning Permits
    - ii. Planning and Zoning Applications
    - iii. Zoning Board of Appeals Applications
  - b. Payments to Planning and Zoning must be made via cash or check
    - i. Credit cards currently cannot be used online or in-person. The Town has plans to implement credit card payments in the Fall of 2023
2. Budgeting Process
- a. The Office budgets by using the average number of permits issues in the prior three (3) years and the average revenue per permit in the prior three (3) years to estimate revenue for the upcoming fiscal year.
    - i. The budget is then posted in the ClearGov budget management system
3. Technology Systems and Tools
- a. The Office uses the following systems for revenue collection, processing, and management:
    - i. Accela - Licensing and Permitting System. Permits and Applications are processed using this system, but payments are not currently recorded via Accela. Online transactions cannot be processed using this system currently
    - ii. Excel – Revenues and applications are recorded and tracked using this system daily



- iii. Cash Registers – Cash payments are recorded
- iv. Tyler Technologies - MUNIS – Financial Management system
  - 1. The Finance Department records revenues on behalf of the Planning and Zoning Department within MUNIS
- v. Finance provides the Office with an initial receipt for their records and then Finance records the revenue activity in MUNIS

4. Reconciliation Procedures and Revenue Recording

- a. The Planning and Zoning Department completes the following reconciliation procedures to account for the week's activity.
  - i. An X1 report is printed from the register to account for all cash. Checks collected are summed
  - ii. Cash and checks are reconciled to the Application Log and a Revenue Summary, Activity Summary and Account Revenue Summary are compiled
  - iii. These materials and all cash/checks are provided to the finance department weekly

## D. Conservation

1. Revenue Streams and Collection Processes

- a. The Conservation Department collects the following sources of revenue:
  - i. Administrative Reviews
  - ii. Commission Reviews
  - iii. Flat Fees for Subdivisions, Non-Residential Structures, Residential Structures, and Land Alteration
  - iv. Sediment and Erosion Control Plan Review and Inspections
  - v. Corrective Action Permits
  - vi. Certificates of Compliance
  - vii. Wetland Boundary Map Amendments
- b. Payments to Conservation are primarily made via cash or check
  - i. Approximately 1% of permits are processed online. The department has the ability to take online payments, but this has not been fully activated/utilized
  - ii. Most payments are made via check, although smaller transactions are paid for using cash

2. Budgeting Process

- a. The Conservation Department does not currently budget for revenues.

3. Technology Systems and Tools

- a. The Office uses the following systems for revenue collection, processing, and management:
  - i. Accela - Licensing and Permitting System. Permits and Applications are processed using this system, with only a small number of permits processed online. In most cases, the



department initiates the applications on behalf of the customer, and acts as the applicant by moving it through the workflow and uploading all necessary files

- ii. Cash Registers – Cash payments are recorded
- iii. Tyler Technologies - MUNIS – Financial Management system
  - 1. The Finance Department records revenues on behalf of the Conservation Department within MUNIS
  - 2. Conservation Assistant tracks all revenues and expenditures utilizing MUNIS reports and reconciles against their internally used Excel files that track expenditures on a monthly basis
  - 3. Finance provides the Office with an initial receipt for their records and then Finance records the revenue activity in MUNIS

4. Reconciliation Procedures and Revenue Recording

- a. The Conservation Department completes the following reconciliation procedures to account for the week’s activity.
  - i. A report from the digital register is run every Friday morning to reconcile against all cash/checks collected. Accela is checked to account for any payments processed via eCheck or credit card
    - 1. Shellfish revenues are recorded in a separate fund from all other Conservation revenues (which are recorded in the General Fund) and must be split out
  - ii. Cash and checks are stored in the Finance Department safe nightly, and then brought back to the conservation Department the following morning. Cash and checks are not deposited with Finance until the end of the week unless a large amount of cash is collected
  - iii. These materials and all cash/checks are provided to the finance department weekly

E. Building

1. Revenue Streams and Collection Processes

- a. The Building Department collects the following sources of revenue:
  - i. Building Permits
  - ii. Demolition Permits
- b. Payments to Building are primarily made via check
  - i. Most payments are made via check, although smaller transactions are paid for using cash
  - ii. Payments cannot currently be made online. Some smaller fees may be made available for online payments in the future, however most permits would have large credit card processing fees

2. Budgeting Process

- a. The Building Department budgets revenue based on historical reporting and projected trends in real estate



3. Technology Systems and Tools

- a. The Office uses the following systems for revenue collection, processing, and management:
  - i. Accela - Permitting System. Permits and Applications are processed using this system. The department initiates the applications on behalf of the customer, and acts as the applicant by moving it through the workflow and uploading all necessary files
  - ii. Excel – A daily spreadsheet is maintained with all permits issued and reconciled weekly to Accela
  - iii. Tyler Technologies - MUNIS – Financial Management system
    - 1. The Finance Department records revenues on behalf of the Building Department within MUNIS.
  - iv. Finance provides the Office with an initial receipt for their records and then Finance records the revenue activity in MUNIS

4. Reconciliation Procedures and Revenue Recording

- a. The Building Department completes the following reconciliation procedures to account for the week's activity.
  - i. A report from Accela is run every Friday morning to reconcile against all cash/checks collected and the departments internally maintained Excel spreadsheet of all permits issued.
  - ii. These materials and all cash/checks are provided to the finance department weekly

F. Selectwoman's Office

1. Revenue Streams and Collection Processes

- a. The Selectwoman's Office collects the following sources of revenue:
  - i. Vendor Permits
  - ii. Encroachment Waivers
  - iii. Property and Auditorium rentals
- b. Payments to Selectwoman's Office are primarily made via mailed-in checks
  - i. If applications are done in-person, payment can be made via cash or check

2. Budgeting Process

- a. The Selectwoman's Office does not budget for revenues collected

3. Technology Systems and Tools

- a. The Office uses the following systems for revenue collection, processing, and management:
  - i. Excel – A spreadsheet is maintained with to track all permits issued. Applications are available online but must be mailed with a check to the Selectwoman's Office.
  - ii. Tyler Technologies - MUNIS – Financial Management system
    - 1. The Finance Department records revenues on behalf of the Selectwoman's Office within MUNIS.



- iii. Finance provides the Office with an initial receipt for their records and then Finance records the revenue activity in MUNIS

4. Reconciliation Procedures and Revenue Recording

- a. The Selectwoman’s Office completes the following procedures to account for the office’s activity.
  - i. All cash/checks received are brought to finance same-day with a copy of a memo indicating the purpose of the payment

**G. Police Department Railroad Parking**

1. Revenue Streams and Collection Processes

- a. The Police Department collects the following sources of revenue:
  - i. Yearly Railroad Parking permits
  - ii. Daily Railroad Parking Fees
  - iii. Railroad Parking Fines
  - iv. Leases to business operating out of the Train Station
- b. Payments to the Police Department are made via credit card online, or via cash or check in-person

2. Budgeting Process

- a. The Police Department budgets for revenues based on historical trends in permit purchases
  - i. Since the Covid pandemic in 2020, travel via train has reduced significantly, resulting in lower revenues for the Railroad Parking Fund

3. Technology Systems and Tools

- a. The Office uses the following systems for revenue collection, processing, and management:
  - i. Passport – Used to record daily fees, violations, and process yearly railroad parking permits
  - ii. Tyler Technologies - MUNIS – Financial Management system
    - 1. The Finance Department records revenues on behalf of the Police Department within MUNIS.
  - iii. Finance provides the Office with an initial receipt for their records and then Finance records the revenue activity in MUNIS

4. Reconciliation Procedures and Revenue Recording

- a. The Police Department completes the following procedures to account for the office’s activity weekly
  - i. A report from Passport of Daily Fees and Violations is run at the end of each week, along with a Permit Sales Report



- ii. Monies collected are totaled, and any cash/checks are brought to the Finance Department
- iii. A State Tax Report is provided to the Finance Department on a monthly basis

## H. Grants

### 1. Human Services

- a. The Department currently receives the following grants:
  - i. A Department of Housing Small Cities Grant has been received by the Department since 2017. In FY 24, the grant is for approximately \$1.2 million, and must be re-applied for annually
  - ii. Another Department of Housing Small Cities Grant is pending for renovations to the Gillespie center for approximately \$1.2 million. This is a one-time grant for construction that has contracted out services to an architect and general contractor to manage the project
  - iii. A Youth Service Grant is received from the Department of Children and Families (DCF). The Town receives a certain percentage of state money, and the town matches funds received. Typically the grant is for \$22,000-\$25,000 and can be budgeted for ahead of time. For FY24, ARPA money a component of the Grant, but is not included in the budget
  - iv. Human Services has other senior services grants through the Southwestern Connecticut Agency on Aging (SWCAA) that total approximately \$33,000
- b. There is currently no designated Grants Manager within the department

### 2. Department of Public Works

- a. The Department currently receives the following grant types:
  - i. Federal Grants are typically received for bridge projects, which are reimbursed for 80% of the total project cost. The Town must appropriate funds for the total cost of the project, and reimbursement requests are then made through the Department of Transportation (DOT) Financial Management System. All project requirements and procedures are governed by the DOT
  - ii. State Grants can also be for bridge projects but are reimbursed for 50% of the total project cost. An appropriation for the total cost of the project is done by the Town, and a supplementary application is submitted after the project has been completed to receive payment from the State. The State has the ability to decline to pay for certain aspects of the project
  - iii. Town Economic Assistance Program (STEAP) grants are also received by the Town and have a limit of \$500,000
  - iv. The Local Transportation Capital Improvement Program (LOTICIP) grants the Town receives are paid in full prior to the start of construction, and currently does not have a limit (although the DOT and Local Council of Governments have the authority to do so)
- b. Typically the Project Manager of the construction project manages the grant, as there is no one else in the department that manages all grants



- c. Grants received by the Department of Public Works are for construction projects and therefore receive capital appropriations, so no budgeting is needed

3. Fire Department

- a. The Department does not currently receive any Grants other than Emergency Management Performance Grants (EMPG) from Federal Emergency Management Association (FEMA), if needed
- b. There is currently an Emergency Management Budget, however if additional funds are needed by the Town for Emergency Management, reimbursements can be applied for and will likely be approved
- c. All FEMA grants are handled by the Emergency Management Director

4. Police Department

- a. The Police Department typically applies every year for federal grants, however due to the Town's median household income (high) and crime rates (low), they are rarely selected
  - i. Grants are applied for and managed by the Detective Commander
- b. The Edward Byrne Memorial Justice Assistance Grant (JAG) was received to pay for the overtime cost of one officer to participate in the Regional Auto Theft Task Force. This was for approximately \$15,000, and expired in September of 2022
- c. After the expiration of the above JAG Grant, American Recovery Plan (ARP) funds from the State were awarded for two years to pay for the overtime work of the officer in the Regional Auto Theft Task Force
  - i. The total award of these funds is \$35,000
  - ii. Overtime hours, along with the cost paid by the Town, are reported quarterly to the State by Lieutenant Cabana. Finance receives the reimbursement and deposits the funds in the Police Overtime account within MUNIS
- d. A Ballistic Vest Grant is typically received annually from the State. The Town provides an estimated cost of ballistic vests (they must be replaced every five years), and the State reimburses 50% of the cost
  - i. This year, the total cost of the replacement vests is approximately \$20,000, with the grant covering \$10,000 of the cost
  - ii. The costs of the vest not covered by the grant is paid for with funds as a part of the officer's contract, therefore no budgeting is needed for this grant
- e. The Town applies for the State Click-It-Or-Ticket and Distracted Driving initiatives each year.
  - i. In recent years, the Town has not received Click-It-Or-Ticket funding
  - ii. The Distracted Driving initiative occurs twice a year and covers the cost of overtime pay to participating officers. The Town provides the State with the rates for the necessary officers, which dictates the funding amount (which is typically between \$18,000 and \$25,000)



## I. Investment

### 1. Finance Department

- a. All investment decisions for Operating and working Capital Funds are handled by the Finance Director.
- b. The investment of each of the six Pension Trust funds is carried out by the "Investment Committee" (consisting of the Chair of the Board of Finance, the Finance Director, and a third person chosen by the two and approved by each pension board of the various funds). The Investment Committee makes investment decisions based on guidelines and investment policy established by the pension board of each of the pension funds.
  - i. The pension boards have adopted an investment policy to allocate 62.5 percent of fund assets to equities with the balance invested in fixed income securities and cash equivalents.
- c. Investment Income revenue is typically budgeted for conservatively.
- d. The Town invests in their own CD's that they ladder at 6, 12, 18, 24 months etc.
- e. The Town also uses Saxon and Northern Capital to invest in CD's. The Town coordinates with both firms to ensure CDs are not duplicated.
- f. Other investment categories include Money Market accounts and mortgage-backed securities.



### III. Town of Westport Control Findings and Recommendations

Below are CLA's findings and recommendations related to nontax revenues.

**1. Finding – Not all Westport Departments Budget for Their Revenues**

- a. Based on our interviews, the extent of involvement that each nontax revenue generating Department has in the budget development process varies. Some Departments are more active in the budget development process in coordination with Finance, others rely almost entirely on the Finance Department to set their budgets.

**1. Recommendation – Engage Individual Departments in Annual Budgeting**

- a. The Town should require individual revenue-generating Departments to become more active participants/leaders in the annual budgeting process for their respective department. This may include reviewing/comparing previous 3-5 years of revenue activity, market research, conservative and "aggressive" proposed budget options, and written justifications or explanations for how the proposed budget numbers were estimated.

This prepared budget analysis and draft document can then be shared and discussed with Finance and other Town leadership (as necessary) before the final budget numbers are jointly agreed upon by both Financial/Town management and Department Heads.

- b. This process will help standardize the budget-building procedures for all revenue-generating Departments in Town and allow the Departments more ownership and accountability in their specific Department.
- c. Finance should provide initial training on the budget development process, how to utilize MUNIS and ClearGov for historical budget analysis/comparison, and methods for creating an appropriate annual budget.

**2. Finding – There is No Formal Standard or Requirements for When Revenues Collected Must be Provided to Finance**

- a. Based on our interviews, Departments appear to be bringing their prepared deposit packets to Finance regularly, but there is no Town-wide standard (either a dollar threshold or timeframe) for when the deposits must be brought to Finance.
- b. While CLA did not observe any problems or significant delays in this area, a lack of formal standards/requirements regarding turning in deposits to Finance presents a risk that a department may inadvertently or intentionally hold a deposit beyond a reasonable amount of time or in an excessive amount.
- c. The Cash Control Memo currently in place outlines the internal controls for processing cash receipts including having Departments observe the Finance Department count cash/checks, providing back up and summary transmittal reports to Finance along with cash/check collections, signature of the summary transmittal report by Finance, and the preparation of a deposit slip, but the frequency requirement, or dollar threshold requirement are not documented.



**2. Recommendation – Set a Standard (Dollar Threshold or Timeframe) for When Deposits Must be Turned into Finance**

- a. The Town should consider setting a standard for when Departments must bring their deposits and backup information to Finance and add this requirement to the Cash Control Memo to help reduce risk and create better consistency among all revenue-collecting Departments in Town.

**3. Finding – The Town has Struggled to Completed a Full Land Use Software Implementation**

- a. Based on our interviews, the full capabilities of Accela have not been fully implemented in all departments. The Town is currently working on utilizing an online resident portal to initiate and complete some permits/actions that is set to go live in the Fall of 2023.
- b. Some departments keep excel documents to duplicate the information currently held in Accela due to a lack of trust in the system.
- c. Most permits/applications/actions must currently be submitted in person, and Town employees act on behalf of the resident in the system. The Town is currently working on utilizing an online resident portal to initiate and complete some permits/actions that is set to go live in the Fall of 2023.

**3. Recommendation – Complete Full Implementation of the Accela System**

- a. The Town should complete the final implementation of the Online Resident Portal and credit card payment processing registers across all land use departments.
- b. A Project Manager (either internally or externally) should be put in place to ensure all departments are utilizing Accela's features correctly, change requests are completed accurately and timely by the vendor, and the goals of the Accela implementation are met.
- c. Workflows between departments within Accela should be assessed to ensure the software is being fully utilized.
- d. An Accela Committee should be established and meet bi-weekly to ensure the completion of open items with the vendor as well as ensure standardization of practices/knowledge-sharing. This Committee should include relevant department heads, members of IT, and the Operations Director, Tom Kiely.

**4. Finding – Credit Card Payments Have Not Been Implemented Town-Wide**

- a. Based on our interviews, only a few departments utilize credit card transactions (Town Clerk and Parks and Recreation). All other departments can only process cash and checks in-person.
- b. Credit Card processors have been given to multiple departments; however they have not been set up. Based on discussions with Town IT, credit card processing should be implemented by the Fall of 2023 within these departments.
- c. The Police Department has had issues processing credit card payments online with the vendor (Passport) that handles the railroad parking permits. For an extended period of time, payments could only be made in person via cash or check.



**4. Recommendation – Implement Credit Card Payment Capabilities Town-Wide**

- a. The Town should continue with its plan to implement credit card processing in-person in all departments. Training on the use of the machines will need to occur.
- b. Updates to end-of-day collection procedures will need to occur for most departments, as well as updates to all reconciliation procedures.
- c. Strategies for which party is responsible for incurring the credit card processing fee (Town or Resident) will need to be developed, and departments may consider incorporating the credit card fee into their fee schedules. Based on our interviews, the Departments that currently utilize credit card payments do not utilize the same strategy for the entity responsible for incurring the credit card processing fee.

**5. Finding – Fees Charged by Departments Need to Be Reassessed on a More Regular Basis**

- a. CLA noted that the fees charged for services provided by the Town are not regularly reviewed/updated. The Conservation Department has not updated their fee schedule since 2016, and Planning and Zoning have not updated their fee schedule since 2015.

**5. Recommendation – Implement Standardized Fee-Schedule Reviews**

- a. The Town should implement procedures for departments to review their fee schedules on an annual or bi-annual basis to ensure the departments are charging appropriately for their services, are in-line with their revenue goals, and they are on pace with towns of similar size and make-up.



## IV. Benchmarking Against Similar Municipalities

As part of this audit, CLA researched similar municipalities to obtain and benchmark the larger components of the nontax revenues against the Town of Westport. CLA analyzed the information over the past five (5) years and highlighted any significant differences in nontax revenues. Fiscal Year 2022 could not be included due to a lack of available data. With input and confirmation from the Town of Westport, the following municipalities were used for comparative analysis:

- Town of Darien
- Town of New Canaan
- Town of Greenwich
- Town of Fairfield



A. Revenue Comparison by Department

2018-2019					
Department	Westport	Greenwich	Darien	Fairfield	New Canaan
Conservation	\$ 133,343.00	\$ 700,763.00	N/A	\$ 258,658.00	N/A
Town Clerk	\$ 2,092,048.00	\$ 5,518,015.00	\$ 1,451,274.00	\$ 2,278,012.00	\$ 1,232,355.00
Parks and Rec	\$ 5,116,955.00	\$ 6,637,650.00	\$ 639,919.00	\$ 4,473,351.00	\$ 1,498,903.00
Building	\$ 1,506,783.00	\$ 5,032,380.00	\$ 1,222,135.00	\$ 3,645,637.00	N/A
Fire Department - Commercial Plan Review	\$ 236,255.00	N/A	\$ 148,317.00	\$ 318,425.00	N/A
Railroad Parking	\$ 1,929,961.86	\$ 831,576.00	\$ 1,094,964.00	N/A	\$ 200,946.00
Department of Public Works	\$ 484,914.00	N/A	\$ 855,603.00	\$ 3,074,908.00	\$ 618,040.00
EMS	\$ 964,226.00	N/A	N/A	N/A	N/A
Planning and Zoning	\$ 763,119.00	\$ 1,061,232.00	\$ 121,986.00	\$ 77,944.00	\$ 1,157,924.00

2019-2020					
Department	Westport	Greenwich	Darien	Fairfield	New Canaan
Conservation	\$ 138,677.00	\$ 510,654.00	N/A	\$ 236,415.00	N/A
Town Clerk	\$ 2,114,012.00	\$ 5,578,934.00	\$ 1,658,328.00	\$ 2,407,164.00	\$ 1,307,757.00
Parks and Rec	\$ 4,304,407.00	\$ 5,535,185.00	\$ 875,083.00	\$ 4,182,175.00	\$ 1,244,792.00
Building	\$ 1,126,593.00	\$ 4,312,535.00	\$ 1,063,433.00	\$ 3,233,109.00	N/A
Fire Department - Commercial Plan Review	\$ 157,080.00	N/A	\$ 228,461.00	\$ 615,016.00	N/A
Railroad Parking	\$ 1,243,692.19	\$ 860,816.00	\$ 861,918.00	N/A	\$ 150,543.00
Department of Public Works	\$ 392,592.00	N/A	\$ 596,550.00	\$ 3,066,067.00	\$ 557,843.00
EMS	\$ 908,662.00	N/A	N/A	N/A	N/A
Planning and Zoning	\$ 625,955.00	\$ 879,673.00	\$ 129,133.00	\$ 82,903.00	\$ 842,368.00

2020-2021					
Department	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	Revenue				
Conservation	\$ 159,082.00	\$ 582,453.00	N/A	\$ 380,496.00	N/A
Town Clerk	\$ 4,064,439.00	\$ 11,265,586.00	\$ 3,114,024.00	\$ 4,435,217.00	\$ 3,125,321.00
Parks and Rec	\$ 5,166,718.00	\$ 7,217,774.00	\$ 1,683,765.00	\$ 5,448,302.00	\$ 1,089,305.00
Building	\$ 1,948,267.00	\$ 5,545,849.00	\$ 1,289,616.00	\$ 3,318,752.00	N/A
Fire Department - Commercial Plan Review	\$ 212,929.00	N/A	\$ 146,656.00	\$ 371,161.00	N/A
Railroad Parking	\$ 2,044,812.34	\$ 593,161.00	\$ 383,630.00	N/A	\$ 5,948.00
Department of Public Works	\$ 258,080.00	\$ 1,879,715.00	\$ 874,833.00	\$ 3,086,587.00	\$ 703,016.00
EMS	\$ 827,741.00	N/A	N/A	N/A	N/A
Planning and Zoning	\$ 979,844.00	\$ 1,042,219.00	\$ 198,790.00	\$ 110,511.00	\$ 1,118,568.00

2021-2022					
Department	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	Revenue				
Conservation	\$ 131,857.50	\$ 489,235.00	N/A	\$ 286,734.00	N/A
Town Clerk	\$ 4,090,930.08	\$ 10,613,082.00	\$ 2,640,893.00	\$ 3,893,282.00	\$ 2,537,643.00
Parks and Rec	\$ 6,455,557.43	\$ 7,468,123.00	\$ 1,861,882.00	\$ 5,226,714.00	\$ 1,696,975.00
Building	\$ 2,179,194.35	\$ 6,662,498.00	\$ 1,831,255.00	\$ 2,605,842.00	N/A
Fire Department - Commercial Plan Review	\$ 248,454.00	N/A	\$ 143,894.00	\$ 364,941.00	N/A
Railroad Parking	\$ 1,619,196.28	\$ 685,017.00	\$ 782,453.00	N/A	\$ 27,261.00
Department of Public Works	\$ 513,745.81	\$ 3,217,203.00	\$ 1,041,250.00	\$ 3,117,338.00	\$ 791,358.00
EMS	\$ 854,945.94	N/A	N/A	N/A	N/A
Planning and Zoning	\$ 1,061,785.81	\$ 1,203,904.00	\$ 168,565.00	\$ 92,879.00	\$ 1,174,202.00

Observations

- a. The Town of Westport is the only one of the five municipalities that records EMS revenues.
- b. Railroad parking revenues are significantly higher in Westport compared to the other municipalities.
- c. Conservation has less than half of the revenues compared to the other municipalities that have a Conservation department. This is related to construction/size of the other municipalities but may also be attributed to a lack of re-evaluation of conservation fees.

B. Expenditure Comparison by Department

2018-2019					
Department	Westport	Greenwich	Darien	Fairfield	New Canaan
	<b>Expenditures</b>				
Conservation	\$ 365,311.00	\$ 454,252.00	N/A	\$ 874,845.00	N/A
Town Clerk	\$ 465,497.00	\$ 706,003.00	\$ 313,998.00	\$ 540,650.00	\$ 404,419.00
Parks and Rec	\$ 5,867,469.00	\$ 12,375,885.00	\$ 1,310,325.00	\$ 2,728,124.00	\$ 3,801,501.00
Building	\$ 482,437.00	\$ 1,677,702.00	\$ 449,485.00	\$ 682,943.00	N/A
Fire Department	\$ 9,006,029.00	N/A	\$ 412,353.00	\$ 13,314,243.00	\$ 3,732,755.00
Railroad Parking	\$ 1,921,957.27	\$ 312,221.00	\$ 981,891.00	N/A	\$ 121,615.00
Department of Public Works	\$ 2,023,960.00	\$ 5,909,605.00	\$ 1,175,255.00	\$ 4,112,759.00	\$ 1,527,722.00
EMS	\$ 1,228,033.00	N/A	N/A	N/A	\$ 551,650.00
Planning and Zoning	\$ 670,119.00	\$ 1,503,191.00	\$ 751,700.00	\$ 623,499.00	\$ 1,250,871.00

2019-2020					
	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	Expenditures				
Conservation	\$ 385,679.00	\$ 483,250.00	N/A	\$ 919,165.00	N/A
Town Clerk	\$ 409,451.00	\$ 722,685.00	\$ 308,677.00	\$ 545,132.00	\$ 391,289.00
Parks and Rec	\$ 5,573,229.00	\$ 12,567,093.00	\$ 1,692,989.00	\$ 2,754,278.00	\$ 2,790,083.00
Building	\$ 482,947.00	\$ 1,707,272.00	\$ 460,118.00	\$ 631,247.00	N/A
Fire Department	\$ 9,377,198.00	N/A	\$ 380,203.00	\$ 13,564,306.00	\$ 3,912,973.00
Railroad Parking	\$ 1,831,649.98	\$ 296,084.00	\$ 1,458,688.00	N/A	\$ 177,050.00
Department of Public Works	\$ 2,301,863.00	\$ 6,127,462.00	\$ 1,187,640.00	\$ 4,463,178.00	\$ 1,600,093.00
EMS	\$ 1,232,228.00	N/A	N/A	N/A	\$ 543,533.00
Planning and Zoning	\$ 632,793.00	\$ 1,463,484.00	\$ 757,959.00	\$ 649,414.00	\$ 1,307,905.00

2020-2021					
	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	Expenditures				
Conservation	\$ 397,100.00	\$ 426,487.00	N/A	\$ 956,202.00	N/A
Town Clerk	\$ 420,657.00	\$ 875,741.00	\$ 276,966.00	\$ 586,114.00	\$ 438,788.00
Parks and Rec	\$ 5,359,685.00	\$ 12,850,730.00	\$ 2,276,560.00	\$ 2,732,644.00	\$ 3,715,078.00
Building	\$ 491,252.00	\$ 1,652,333.00	\$ 503,914.00	\$ 736,492.00	N/A
Fire Department	\$ 9,900,764.00	N/A	\$ 380,100.00	\$ 14,139,184.00	\$ 4,067,955.00
Railroad Parking	\$ 1,426,724.14	\$ 296,937.00	\$ 941,868.00	N/A	\$ 109,940.00
Department of Public Works	\$ 2,455,306.00	\$ 5,998,551.00	\$ 1,310,147.00	\$ 4,340,707.00	\$ 1,714,532.00
EMS	\$ 1,275,084.00	N/A	N/A	N/A	\$ 538,852.00
Planning and Zoning	\$ 645,768.00	\$ 1,419,230.00	\$ 781,985.00	\$ 654,614.00	\$ 1,011,197.00

2021-2022					
	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	Expenditures				
Conservation	\$ 427,566.00	\$ 398,488.00	N/A	\$ 809,743.00	N/A
Town Clerk	\$ 428,425.00	\$ 815,036.00	\$ 316,088.00	\$ 596,346.00	\$ 422,963.00
Parks and Rec	\$ 6,423,713.00	\$ 13,887,614.00	\$ 2,547,834.00	\$ 5,004,355.00	\$ 4,442,492.00
Building	\$ 504,958.02	\$ 1,657,125.00	\$ 490,281.00	\$ 807,884.00	N/A
Fire Department	\$ 10,285,541.00	N/A	\$ 385,193.00	\$ 14,790,707.00	\$ 3,932,215.00
Railroad Parking	\$ 1,654,963.00	\$ 317,546.00	\$ 743,161.00	N/A	\$ 33,190.00
Department of Public Works	\$ 2,530,615.00	\$ 6,238,651.00	\$ 1,455,224.00	\$ 3,920,633.00	\$ 1,696,486.00
EMS	\$ 1,298,983.00	N/A	N/A	N/A	\$ 561,011.00
Planning and Zoning	\$ 655,020.00	\$ 1,530,093.00	\$ 734,534.00	\$ 628,837.00	\$ 992,886.00

Observations

- a. Aside from Greenwich, the Town of Westport’s Parks and Recreation department has higher expenditures than all other municipalities.
- b. Planning and Zoning expenditures in Westport are typically lower than other municipalities.

C. Recovered Expenditure Percentage by Department

2018-2019					
	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	% of Expenditures Recovered by Revenue				
Conservation	37%	154%	N/A	30%	N/A
Town Clerk	449%	782%	462%	421%	305%
Parks and Rec	87%	54%	49%	164%	39%
Building	312%	300%	272%	534%	N/A
Fire Department - Commercial Plan Review	3%	N/A	36%	2%	N/A
Railroad Parking	100%	266%	112%	N/A	165%
Department of Public Works	24%	N/A	73%	75%	40%
EMS	79%	N/A	N/A	N/A	N/A
Planning and Zoning	114%	71%	16%	13%	93%

2019-2020					
	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	% of Expenditures Recovered by Revenue				
Conservation	36%	106%	N/A	26%	N/A
Town Clerk	516%	772%	537%	442%	334%
Parks and Rec	77%	44%	52%	152%	45%
Building	233%	253%	231%	512%	N/A
Fire Department - Commercial Plan Review	2%	N/A	60%	5%	N/A
Railroad Parking	68%	291%	59%	N/A	85%
Department of Public Works	17%	N/A	50%	69%	35%
EMS	74%	N/A	N/A	N/A	N/A
Planning and Zoning	99%	60%	17%	13%	64%

2020-2021					
	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	% of Expenditures Recovered by Revenue				
Conservation	40%	137%	N/A	40%	N/A
Town Clerk	966%	1286%	1124%	757%	712%
Parks and Rec	96%	56%	74%	199%	29%
Building	397%	336%	256%	451%	N/A
Fire Department - Commercial Plan Review	2%	N/A	39%	3%	N/A
Railroad Parking	143%	200%	41%	N/A	5%
Department of Public Works	11%	31%	67%	71%	41%
EMS	65%	N/A	N/A	N/A	N/A
Planning and Zoning	152%	73%	25%	17%	111%

2021-2022					
	Westport	Greenwich	Darien	Fairfield	New Canaan
Department	% of Expenditures Recovered by Revenue				
Conservation	31%	123%	N/A	35%	N/A
Town Clerk	955%	1302%	835%	653%	600%
Parks and Rec	100%	54%	73%	104%	38%
Building	432%	402%	374%	323%	N/A
Fire Department - Commercial Plan Review	2%	N/A	37%	2%	N/A
Railroad Parking	98%	216%	105%	N/A	82%
Department of Public Works	20%	52%	72%	80%	47%
EMS	66%	N/A	N/A	N/A	N/A
Planning and Zoning	162%	79%	23%	15%	118%

Observations

- a. Planning and Zoning in Westport covered expenditures at a higher percentage than all other municipalities.
- b. Town Clerk is always the department with the highest revenue/expenditure ratio, with a large increase due to conveyance taxes.
- c. Parks and Recreation comes close to or does cover expenditures in most years (apart from 2020 due to Covid), and typically has a higher revenue/expenditure ratio compared to other municipalities.

D. Revenue Generation by Service

2018-2019					
Non-Tax Revenue Stream	Westport Revenue	Greenwich Revenue	Darien Revenue	Fairfield Revenue	New Canaan Revenue
Railroad Permits	\$ 1,825,861.91	\$ 793,254.00	N/A	N/A	N/A
Commercial Plan Review	\$ 236,255.00	N/A	\$ 148,317.00	\$ 318,425.00	N/A
Refuse Tipping Fees	\$ 445,944.00	N/A	\$ 506,696.00	\$ 2,590,983.00	\$ 401,445.00
EMS Fees	\$ 964,226.00	N/A	N/A	N/A	N/A
Boating	\$ 953,827.00	\$ 870,724.00	N/A	\$ 738,889.00	N/A
Golf	\$ 1,275,193.00	\$ 1,659,675.00	N/A	\$ 2,032,134.00	N/A
Beach, Pool & Admin	\$ 2,819,954.00	\$ 2,065,878.00	\$ 338,252.00	\$ 1,200,694.00	\$ 573,563.00
Parks and Rec Instructional/Program Fees	\$ 948,163.48	N/A	N/A	N/A	\$ 449,829.00

2019-2020					
Non-Tax Revenue Stream	Westport Revenue	Greenwich Revenue	Darien Revenue	Fairfield Revenue	New Canaan Revenue
Railroad Permits	\$ 1,997,519.93	\$ 802,062.00	N/A	N/A	N/A
Commercial Plan Review	\$ 157,080.00	N/A	\$ 228,461.00	\$ 615,016.00	N/A
Refuse Tipping Fees	\$ 362,839.00	N/A	\$ 357,665.00	\$ 2,572,473.00	\$ 370,369.00
EMS Fees	\$ 908,662.00	N/A	N/A	N/A	N/A
Boating	\$ 1,021,456.00	\$ 783,621.00	\$ 5,258.00	\$ 770,050.00	N/A
Golf	\$ 1,199,401.00	\$ 1,731,898.00		\$ 2,043,812.00	N/A
Beach, Pool & Admin	\$ 2,033,618.00	\$ 1,484,844.00	\$ 344,002.00	\$ 981,218.00	\$ 497,384.00
Parks and Rec Instructional/Program Fees	\$ 547,495.00	N/A	N/A	N/A	\$ 474,853.00

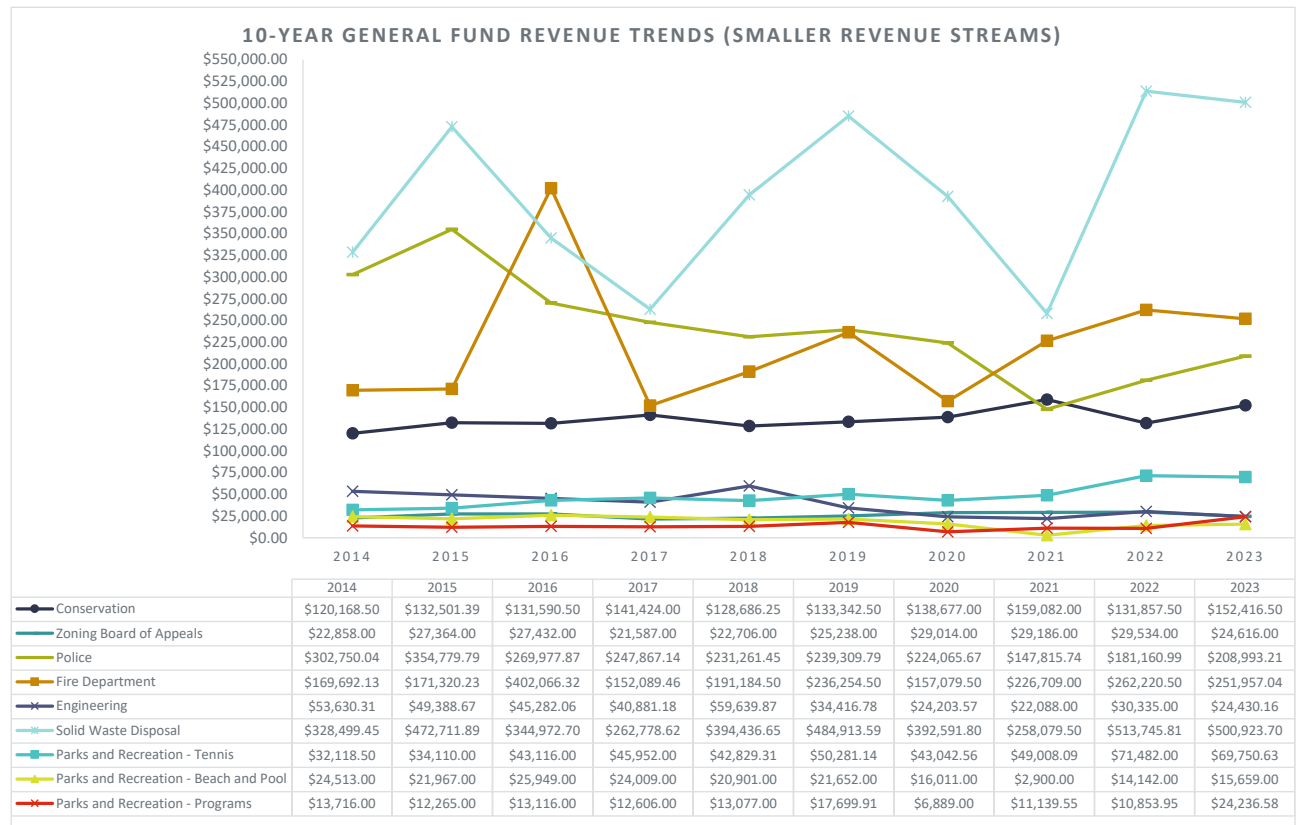
2020-2021					
Non-Tax Revenue Stream	Westport Revenue	Greenwich Revenue	Darien Revenue	Fairfield Revenue	New Canaan Revenue
Railroad Permits	\$ 1,209,309.29	\$ 581,982.00	N/A	N/A	N/A
Commercial Plan Review	\$ 212,929.00	N/A	\$ 146,656.00	\$ 371,161.00	N/A
Refuse Tipping Fees	\$ 229,350.00	\$ 1,879,715.00	\$ 415,074.00	\$ 2,528,774.00	\$ 388,715.00
EMS Fees	\$ 827,741.00	N/A	N/A	N/A	N/A
Boating	\$ 1,043,020.00	\$ 924,865.00	\$ 28,147.00	\$ 766,279.00	N/A
Golf	\$ 1,623,586.00	\$ 2,681,232.00	N/A	\$ 3,042,191.00	N/A
Beach, Pool & Admin	\$ 2,631,197.00	\$ 2,093,408.00	\$ 406,345.00	\$ 1,255,829.00	\$ 404,827.00
Parks and Rec Instructional/Program Fees	\$ 716,061.23	N/A	N/A	N/A	\$ 379,439.00

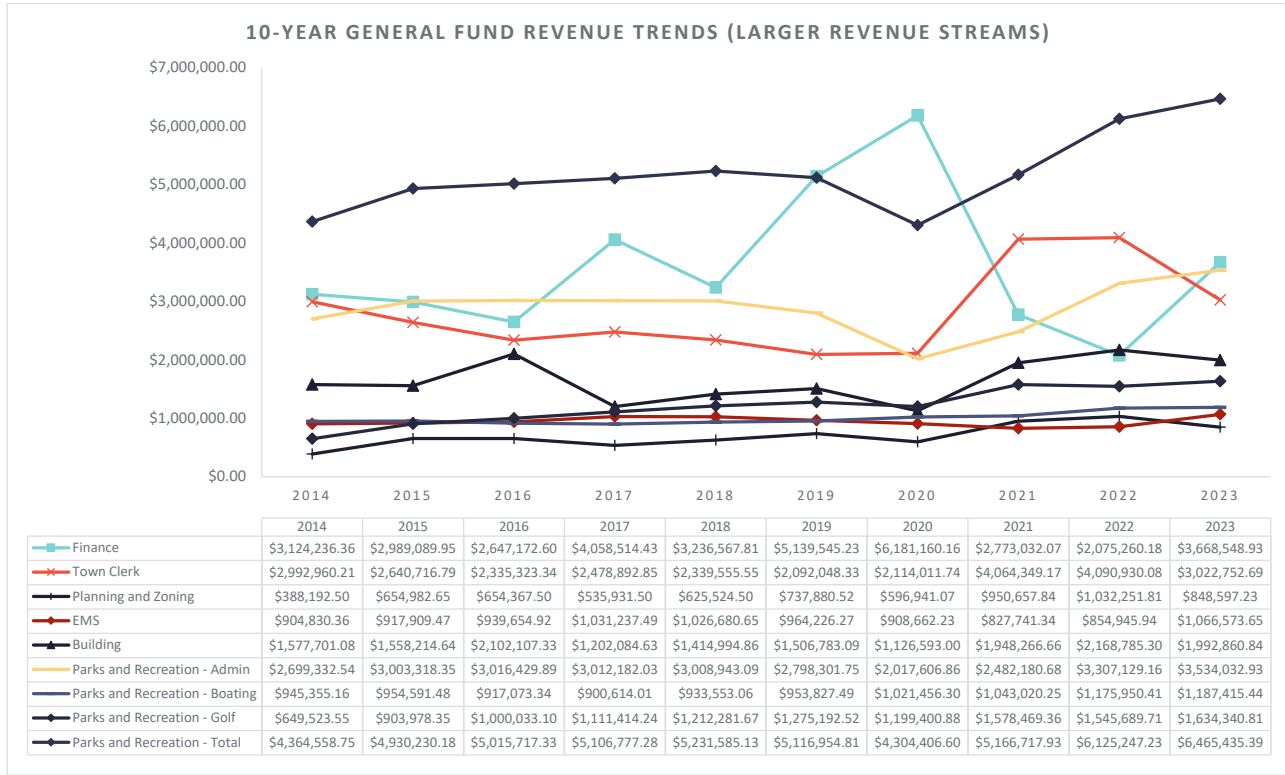
2021-2022					
Non-Tax Revenue Stream	Westport Revenue	Greenwich Revenue	Darien Revenue	Fairfield Revenue	New Canaan Revenue
Railroad Permits	\$ 1,540,430.02	\$ 671,342.00	N/A	N/A	N/A
Commercial Plan Review	\$ 248,454.00	N/A	\$ 143,894.00	\$ 364,941.00	N/A
Refuse Tipping Fees	\$ 494,895.81	\$ 2,381,014.00	\$ 673,518.00	\$ 2,561,287.00	\$ 477,660.00
EMS Fees	\$ 854,945.94	N/A	N/A	N/A	N/A
Boating	\$ 1,175,950.41	\$ 911,931.00	\$ 31,086.00	\$ 757,182.00	N/A
Golf	\$ 1,581,147.60	\$ 2,391,962.00	N/A	\$ 2,849,183.00	N/A
Beach, Pool & Admin	\$ 3,486,426.26	\$ 2,102,512.00	\$ 392,936.00	\$ 1,204,615.00	\$ 595,830.00
Parks and Rec Instructional/Program Fees	\$ 1,257,821.12	N/A	N/A	N/A	\$ 583,771.00

Observations

- a. Parks and Recreation receives a significantly higher amount of revenue compared to the other municipalities for beach, pool and admin services.
- b. Compared to Greenwich and Fairfield, refuse tipping fees are significantly lower in Westport.
- c. Greenwich and Fairfield (Fairfield has an 18-hole and par-3 golf course) receive higher revenues for their golf courses compared to Westport.

### V. 10 Year Westport Non-Tax Revenue Trends





### Notable Changes in Revenue

- a. Solid Waste Disposal revenue has been very volatile since, with dips in 2020 and 2021 due to Covid, but has recovered to pre-covid levels in 2023.
- b. Due to a large increase in home sales, the Town Clerk's office experienced a large increase in revenue from conveyance taxes, that has started to return to pre-covid levels.
- c. Since 2021, Parks and Recreation revenues have increased significantly. Compared to pre-covid, growth rates are also much higher. This is likely due to an increase in golf course revenues, which have gone from \$649,523.55 in revenue in 2014 to \$1,634,340.81 in 2023 (152% growth). In addition, Parks and Recreation admin revenues (which are mainly attributed to car emblems, hand passes and instructional fees) have seen large growth since the expected dip in 2020.
- d. Since 2021, Parks and Recreation revenues have increased significantly. Compared to pre-covid, growth rates are also much higher. This is likely due to an increase in golf course revenues, which have gone from \$649,523.55 in revenue in 2014 to \$1,634,340.81 in 2023 (152% growth). In addition, Parks and Recreation admin revenues (which are mainly attributed to car emblems, hand passes and instructional fees) have seen large growth since the expected dip in 2020.
- e. Police revenues, largely attributable to parking fines, have seen a large dip in revenues since 2015. While revenues have seen growth since 2021, police parking fine revenue was \$287,980 in 2015, and in 2023, is \$102,086.48.

## VI. Management Comments

### 1. Recommendation – Engage Individual Departments in Annual Budgeting

**Finance Department Response:** The budgeting of revenues is a group effort that involves department heads, the First Selectwoman, the Finance Director, and Controller. The Finance department reviews the history over the past three to five years and assists the department heads in projecting the budget. Many factors have an effect on these projections, including the economic forecasts for growth and overall economic development in addition to input from the Assessor and Building departments who are looking forward and forecasts of the commercial and residential growth of the Town. The other land-use departments rely on this projection when forecasting their revenue.

### 2. Recommendation – Set a Standard (Dollar Threshold or Timeframe) for When Deposits Must be Turned into Finance

**Finance Department Response:** Since the volume of fees collected can be small for some departments, these departments bring their checks and cash once a week to the Finance Department where they are verified, and checks are processed online with the bank and cash is brought to the bank for deposit. A policy with a deposit be limited to \$10,000 in checks and \$5,000 in cash must be brought to the Finance Department once that limit is reached. Larger departments already bring their deposits in daily.

### 3. Recommendation – Complete Full Implementation of the Accela System

**Finance Department Response:** The Land Use software, Accela, is used by all Land Use departments and a new project manager will be leading the charge of implementing all the functions and integration of the software. This will include eliminating redundant software and customer online applications.

### 4. Recommendation – Implement Credit Card Payment Capabilities Town-Wide

**Finance Department Response:** Credit cards are now accepted by all land use departments and are integrated with the Accela software. Most departments use a third-party credit card processor who collects a fee for each credit card transaction and is not an expense of the Town. The Town by statute cannot charge a processing fee, and therefore must rely on the authorized third-party providers. Parks and Recreation credit card charges do not go through a third-party processor. The credit card fees are included in the fee charged to participants for programs and goods purchased by the user and those fees are reviewed annually and set by the Parks and Recreation Commission and approved by the Board of Selectwomen. Revenues collected by each department are unique in terms of volume, fees and costs related to credit card usage. Some departments will accept credit cards for large dollar amount transactions but will transfer the cost burden on to the taxpayer as the credit card fees can be as much as 3% of the transaction amount. Very few people will want to absorb the large fee associated with tax payments and building permit transaction fees. All departments that build in the credit card fee in the cost of the transaction are under review and may switch to a user-based fee being assessed by the third-party processor, thus standardizing the process in all departments.

### 5. Recommendation – Implement Standardized Fee-Schedule Reviews

**Finance Department Response:** Fees charged by the Conservation and Planning and Zoning need to be reviewed and updated as deemed necessary along with public comment. The P&Z fees relating to certain land use approvals are set by the RTM. These fees are associated with preservation of open space and Affordable Housing fees which are deposited to Special Revenue Funds and not budgeted for. These funds cannot be spent unless an appropriation is requested and approved by the governing bodies. These appropriations follow the same policy as any appropriation of General Fund and Capital funds.



**6. Recommendation – Other**

**Finance Department Response:** Technology software used in Parks in Recreation for programs, camps, boating, and golf are run through systems registered to the Town. Outsourced programs such as golf are used by the vendor to reserve tee times and other associated golf related functions. However, the Golf pro has an independent system to run his business that is not licensed or paid for by the Town. Other functions are outsourced for registration, billing and permits such as Railroad parking, Police outside duty and medical response invoicing where the third party manages the process and collection of fees.



## VII. Interviewees

CLA interviewed the following Town of Westport employees as part of this assessment.

Sara Amaro, Administrative Assistant II, Planning and Zoning	Sheila Carey, Controller
Ruth Cavayero, Deputy Town Clerk	Gary Conrad, Finance Director
Darrell DeMakes, Digital Operations Manager	Jeffrey Dunkerton, Town Clerk
Dave Farrell, Deputy Chief, Support Division	Jennifer Fava, Parks and Recreation Director
Eileen Francis, Selectwoman’s Office Manager	Rick Giunta, Parks and Recreation Deputy Director
Colin Kelly, Director of Conservation	Thomas Kiely, Operations Director, Selectwoman’s Office
Stephen Smith, Building Official	Anthony Taccone, GIS Specialist
Mike Tartaglia, Zoning Official, Planning and Zoning	Susan Voris, Conservation Assistant
Sandy Wright, Building Administrative Assistant	Mary Young, Planning and Zoning Director
Eileen Zhang, Office of Information Technology Director	Mark Matrudo, Fire Chief
Eileen Zhang, Office of Information Technology Director	Nicholas Marsan, Deputy Fire Chief
Elaine Daignault, Director of Human Services	Peter Ratkiewich, Director of Public Works
Sibel Yorulmaz, Human Services Finance Manager	Jillian Cabana, Lieutenant, Detective Commander

