

Town of South Windsor Connecticut



**FY 2013-2014
Operating and Capital Budget
Adopted May 13, 2013**

Equal Opportunity Employer

**TOWN OF SOUTH WINDSOR
2013 - 2014 OPERATING BUDGET**

TOWN COUNCIL

Thomas Delnicki
Mayor

M. Saud Anwar

Kevin McCann

Gary Bazzano

Cary Prague

Cindy Beaulieu

Janice Snyder

Edward Havens

Keith Yagaloff

Matthew B. Galligan
Town Manager

Mission of the Town of South Windsor: To create an environment where residents, the business community, Town officials and government work together to maximize the quality of life in the community. The Town will achieve its vision by providing cost effective, quality municipal services, and by implementing progressive and innovative strategies to:

- *Establish a balanced economic base*
- *Responsibly manage financial resources*
- *Promote public safety*
- *Provide high quality education for our children*
- *Maintain and expand the existing infrastructure*
- *Deliver exceptional public works services, human services, recreational and cultural services*

TABLE OF CONTENTS

	<u>Page Number</u>
BUDGET MESSAGE	i
BUDGET SUMMARY	
Five Year Budget Comparison	
CITIZENS' GUIDE TO THE BUDGET	
Description of the Town	3
Municipal Government	4
Public Schools	4
Organizational Chart	5
Strategic Planning	6
Budget Process	8
Resolution Adopting a Fund Balance Policy	9
Fund Balance Policy	9
REVENUES	
Revenue Summary Statements	11
Projected Decreases/Increases for 2012/2013 from Non-Tax Revenue Sources	13
Overview of Total Revenues	14
Investment Policy	15
Property Taxes	16
Mill Rate Calculation	18
Comparison of Annual Revenues – Pollution Control – Wastewater and Disposal	19
Debt Service – Pollution Control – Wastewater and Disposal	20
3252 Special Revenue – Pollution Control – Wastewater and Disposal	22
1129 Water Pollution Control Authority	26
Comparison of Annual Revenues – Special Recreation Fund	29
5121 Recreation Special Revenue Fund – Day Camp	30
5122 Recreation Special Revenue Fund – 4 th R	33
5123 Recreation Special Revenue Fund – Veterans' Memorial Park	36
5124 Recreation Special Revenue Fund – Outdoor Recreation	40
5125 Recreation Special Revenue Fund – Indoor Recreation	43

Page Number

5126	Recreation Special Revenue Fund – Social/Cultural	46
5127	Recreation Special Revenue Fund – Facilities	49
5128	Recreation Special Revenue Fund – Transfer to the General Fund	52
9001	Recreation Special Revenue Fund – Contingency	54
8000	Recreation Special Revenue Fund – Capital Improvements	56
	Revenue Descriptions	58

EXPENDITURES

	Expenditure Overview	61
	Expenditure Summary Statements	62

GENERAL GOVERNMENT

	Overview	69
1110	Town Council	71
1121	Human Relations Commission	74
1122	Historic District Commission	76
1124	Public Building Commission	78
1125	Housing Authority	80
1126	Redevelopment Agency	82
1130	Inland Wetlands Agency/Conservation Commission	84
1131	Agricultural Land Preservation Advisory Commission	86
1132	Open Space Task Force	88
1135	Juvenile Firesetter Intervention and Prevention Commission	90
1134	Park and Recreation Commission	92
1431	Planning and Zoning Commission	94
1432	Zoning Board of Appeals	96
1465	Economic Development Commission	98
1210	Probate Court	100
1250	Registrars of Voters	102
1310	Town Manager	104
1320	Human Resources	107
1430	Planning Department	110
1440	Building Department	114
1511	Assessor	117

Page Number

1512	Board of Tax Review	120
1514	Collector of Revenue	122
1532	Finance Office	125
1540	Town Clerk	128
1550	Town Attorney	131
1921	Central Services	133
1922	Information Technology	136
1923	Total Quality Management	139
1924	Health and Safety Committee	141
1925	Media	143

PUBLIC SAFETY

	Overview	147
	Police Department Overview	148
	Police Department Organizational Chart	149
2110	Police – Administration	150
2120	Police – Operations	152
2140	Police – Support Services	155
2150	Police – Community Services	158
2210	Fire Marshal	160
2220	South Windsor Volunteer Fire Department	163
2240	Hydrants and Water Lines	165
2300	Street Lights	167

PUBLIC WORKS

	Overview	169
3110	Public Works – Administration	170
3111	Public Works – Engineering	173
3112	Public Works – Street Services – Highway Maintenance	176
3113	Public Works – Street Services – Fleet Services	179
3200	Public Works – Public Buildings Division	184
3240	Public Works – Refuse Disposal	189

Page Number

HUMAN SERVICES

Overview	193
6110 Environmental Health	194
6260 Visiting Nurse and Community Care, Inc.	197
6210 Human Services – Administration	199
6215 Human Services – Youth and Family Services	202
6225 Human Services – Adult and Senior Services	205
6250 Human Services – Sheltered Workshops	208
6240 Human Services – Adult and Senior Services – Transportation	210

CULTURAL AND LEISURE SERVICES

Overview	213
Parks and Recreation – Mission Statement	214
Parks and Recreation – Chain of Command	215
Parks and Recreation – Budget Flowchart	216
5112 Parks and Recreation – Administration	217
5150 Parks and Recreation – Parks	221
5510 Library	225

UNCLASSIFIED

Overview	231
9001 Contingency	232
9002 Patriotic Commission	234
9003 Cemeteries	236
9008 Wood Memorial Library	238
9015 Salary Contingency	240
9004 Municipal Insurance – Casualty and Liability	242
9005 Pension	244
Pension Funding Policy	246
9006 Social Security	247
9007 Health and Life Insurance	249
9009 Other Post Employment Benefits (OPEB) – GASB 45	251
9010 Workers’ Compensation	253
9011 Unemployment Compensation	255

Page Number

BOARD OF EDUCATION

Overview	257
9991 Board of Education	258

DEBT SERVICE

Overview	263
Debt Service Schedule	264
Combined Schedule of Bonded Debt Through Maturity	269
Debt Policy	270
7001 Capital Leases	272
7003 Debt Service – Interest, Bonded Indebtedness	274
7004 Debt Service – Principal Payments, Bonded Indebtedness	276

CAPITAL IMPROVEMENTS

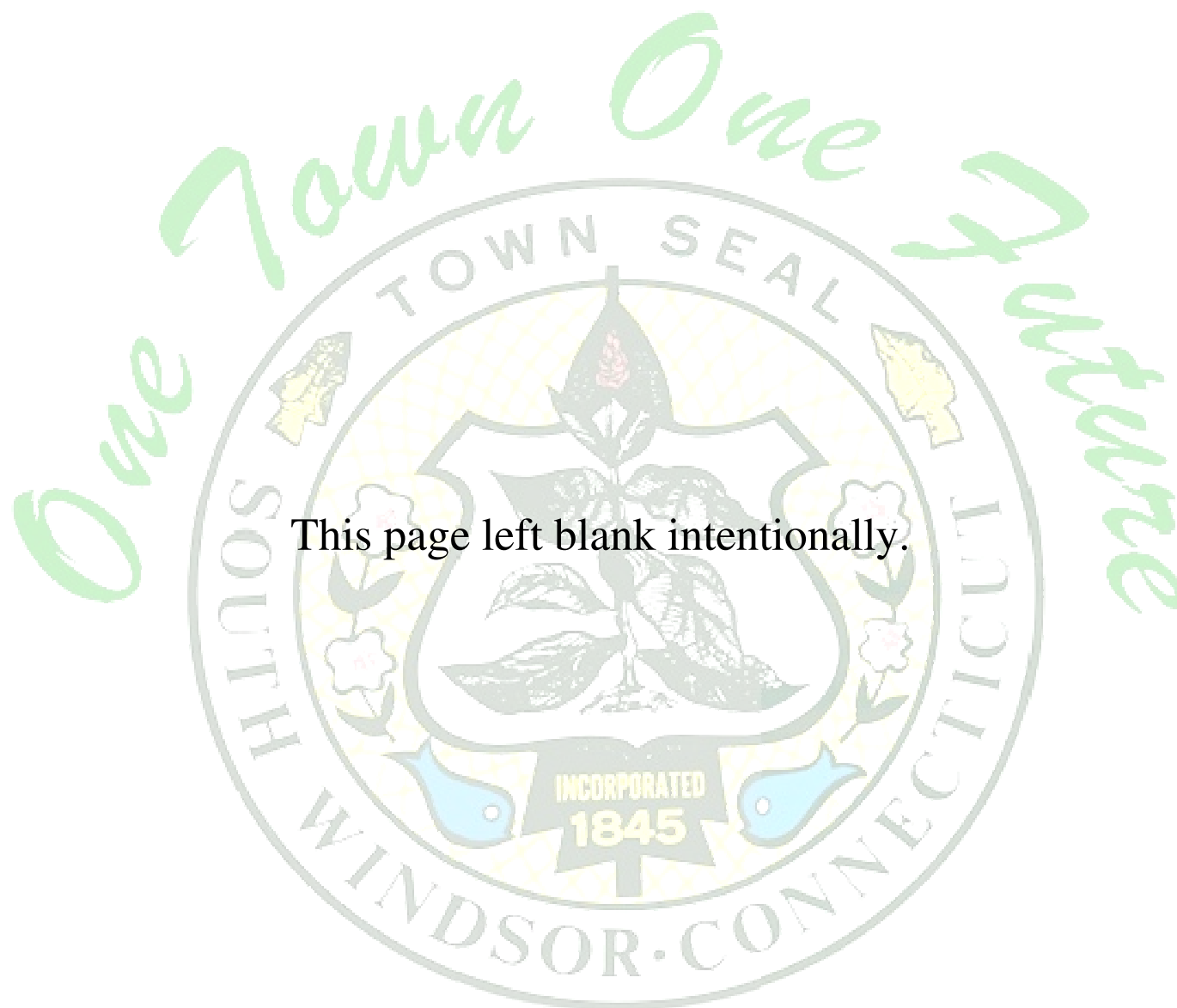
Overview	279
8000 Capital Improvements	280

STATISTICS

Miscellaneous Statistical Information	285
Major Employers	286
Top Ten Taxpayers	287

GLOSSARY

288



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July 10, 2013

Dear Town Residents:

As Mayor of the Town of South Windsor, I, Thomas Delnicki, am presenting the budget for Fiscal Year 2013-2014. The Town Council of the Town of South Windsor has formatted a new budget approach which will ensure our financial stability in the marketplace when the rating agencies come in to review our financial condition as it relates to our budget. This document will be submitted to the Government Finance Office Association who will make sure that this document is concise and that it will provide beneficial information to the residents of the Town of South Windsor as well as for the financial institutions that we currently do business with. If residents are interested in reviewing this document, it will be on our website, as well as in the Town Clerk's Office and in the Public Library. Residents can try to understand what this budget means to our community and the difficulty that the Town Council had in making certain decisions to make sure that the level of service that our residents have been accustomed to would not falter in any way.

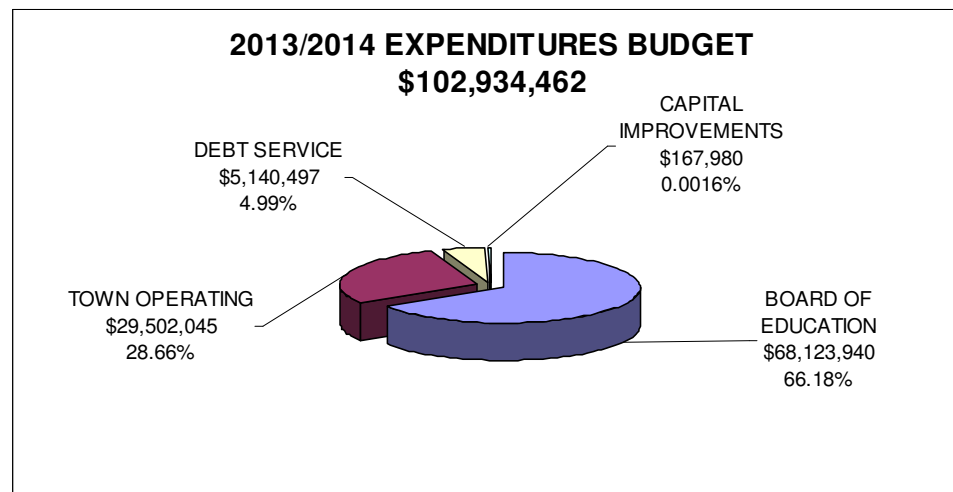
In preparing this budget, the Town Council realizes there are various outside constraints that we are not in control of which increase expenditures. We have worked very hard to reduce the unfunded mandates that affect all municipal budgets. This particular year was also difficult because of the revaluation. Our assessments decreased, and this is explained more fully in this budget proposal.

The Town Council is still concerned about the economic conditions at the local, state, and national levels. Some sectors of the economy seem to be improving, yet there has been another shortfall in the State of Connecticut's budget. During this period of time, CCM members, of which the Town of South Windsor participates, have lobbied very hard to attempt to lessen the impact to municipalities. Our revenues coming from the various State programs will leave the Town somewhat whole, but the difference will be approximately \$247,000 from one year to the next. Most of our legislators agree that those numbers are accurate for at least one year. As shown by the Council's resolution to the Governor, the car tax proposal is an area that we need to keep a watchful eye on. This car tax proposal would have a drastic effect on the Town of South Windsor. That could reduce our revenues by about \$6.1 million. Residents who pay real property taxes would bear much of the burden as the car tax would have to be shifted to real property taxes. Taxes would also be shifted to vehicles over the \$25,000 threshold, which includes many vehicles used in our business sector. Although this proposal would not be effective this year, if it were implemented into the next budget, there would be a major impact on our residents and businesses.

The real impact in this upcoming Fiscal Year's budget is not only expenditures but also the revaluation of our personal property and cars. This has reduced our taxable assessment by 10.93%. This has a major impact regarding the amount of taxes that need to be raised in order to maintain the level of service for the Town residents. As you review this budget, you will see that all department heads have come in at 0% increases as requested by the Town Manager. This has left certain departments short in manpower or programs that we wish to continue providing, and there are no new programs that would have a positive impact on the residents of the community. The biggest impact to this budget is the Debt Service account. There is a \$1.6 million increase for the sewer debt. There was a policy approved by the Town Council a few years ago that required the

debt for the rehabilitation of the Water Pollution Control Facility to be paid for by General Fund taxes. Although the amount is \$1.6 million, the impact will be just under \$1 million when combined with the debt that is coming off is included. The cost drivers of this budget will be listed in another section of the budget document. The Town Council has highlighted this so that the residents know what the major drivers of this budget are, and that they are beyond the control of the Town Council.

While Town staff and Town Council are certainly cognizant of the economic climate that we are still facing in the preparation of this budget, the Town and the Board of Education have legitimate needs. These needs exceed any revenue growth, but these needs are just to provide the basic services that the residents of the community are accustomed to. There are no new programs that the Town would like to introduce in order to better serve the community. Unfortunately, the tax increase that is proposed is necessary just to support the status quo of our services. As you will find later in this budget document, there is no increase in Capital Improvements, and the Capital Improvements Budget is \$167,980.. Therefore, any additional capital items are only going to increase expenditures and taxes. The Capital Projects Committee is working very diligently to come up with a new plan so that we can meet the infrastructure goals and objectives of the Town of South Windsor. Instead of looking to purchase various pieces of equipment, that same equipment can be leased using the same \$167,000 as a lease payment. There are some important items, such as the generator for South Windsor High School, that need to be funded. The High School is used as a shelter in times of natural disasters. We need to be more innovative with the dollars that we have and in stretching them as far as we can. The Committee has worked very hard and has approved certain items to be leased in order to meet our infrastructure needs for the safety and well-being of the Town. The Committee will continue to work over the next few months on future budgets, as we hope this economy will change. As revenues increase, we will be able to put substantial money back into our Capital Budget and replenish our ten year program. The Capital Projects Committee would also like to remind our residents that there have been various bonding issues for street improvements that are currently being worked on. This has upgraded the Town's infrastructure. The Town Council and Capital Projects Committee have not neglected these improvements, as we have felt that residents should vote on capital improvements they feel are necessary for the Town. These programs have been very successful.



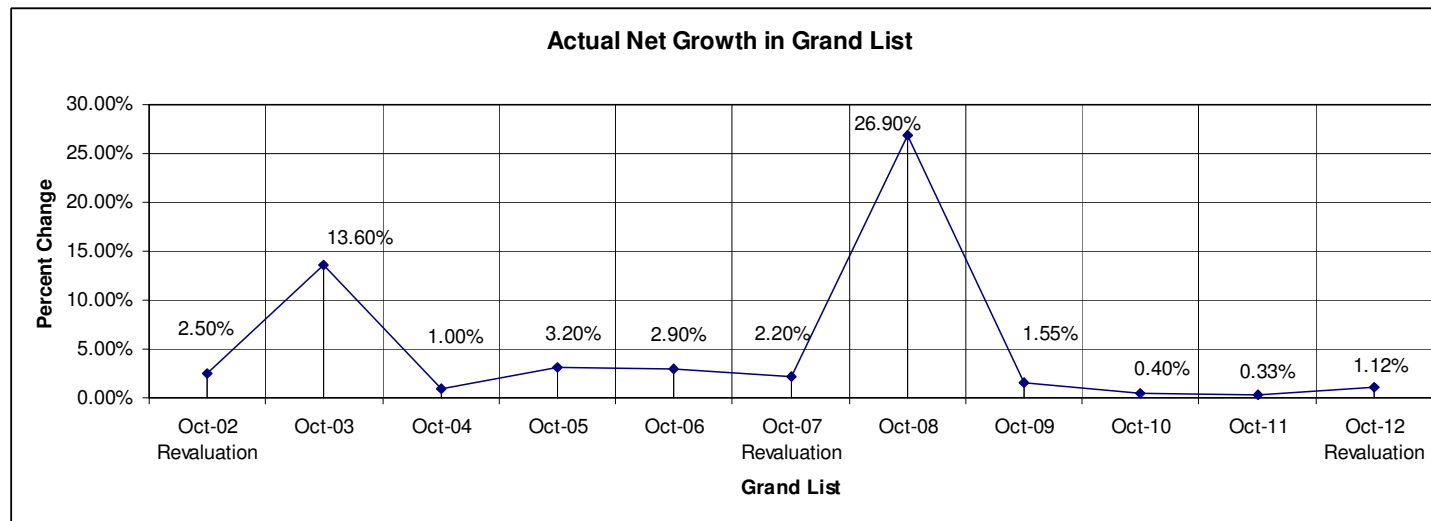
<p style="text-align: center;">TOWN OF SOUTH WINDSOR TOWN MANAGER BUDGET ADJUSTMENTS 2013-2014</p>

	<u>G/L Account #</u>	<u>Amount</u>	<u>Description</u>
Total Town Manager's Proposed Budget		35,101,830	
Town Council Budget Adjustments:			
Capital Projects	18000400-00430	(119,625)	Leasing
Information Technology Equipment	11922400-00441	(84,000)	Reduction of equipment
Engineering Professional	13111300-00320	(40,000)	GIS Reduction
Public Works Streets Equipment	13112400-00442	(77,683)	Leasing
Public Works Tree Maintenance	13112300-00371	(30,000)	Reduction
Police Operations Full-Time Salaries	12120100-00110	<u>60,000</u>	Hire officer for half-year
Total Town Council Approved Budget		<u><u>34,810,522</u></u>	

This budget is not constructed so that it can withstand additional reductions without further program implications. Town programs and line items have been reviewed numerous times over the last several months in an effort to minimize expenses. The overall budget is \$102,934,462.

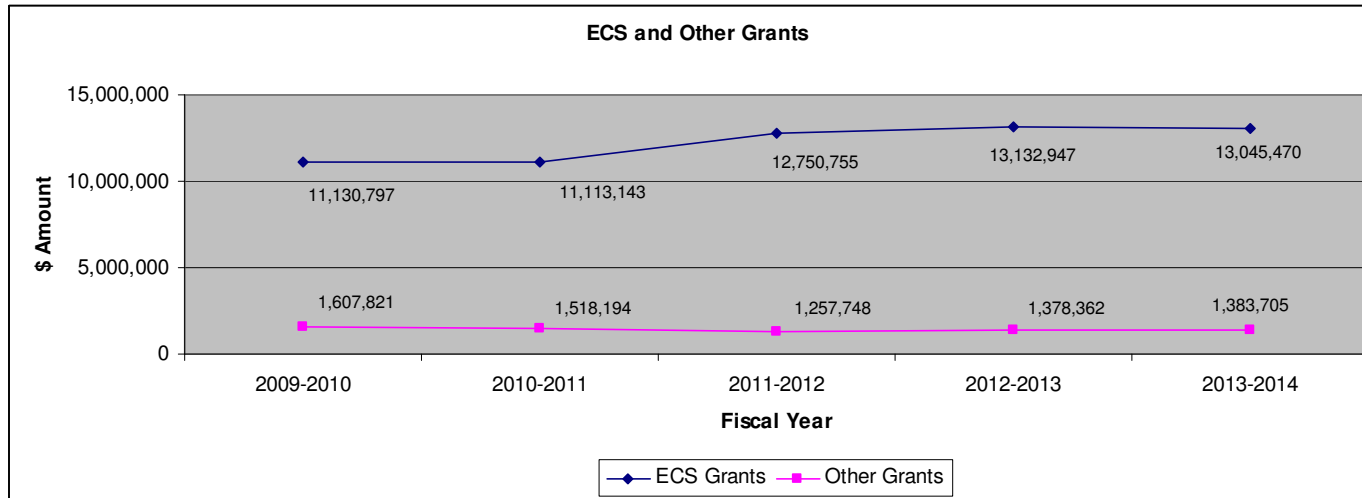
The recommended tax rate to support the budget is 34.90 Mills which represents an increase of 5.47 Mills over the current General Fund Mill Rate. The average taxpayer could see an increase in taxes ranging from 5.5% to 7% depending on their new assessment. At the same time, there could be an increase in taxes greater than that on personal property which includes cars, machinery, and equipment. These values are more constant and less of a reduction than real property.

The Town's overall Grand List decline is 10.93% due to the current Revaluation. In past years, we have been successful in growth and had limited growth in comparison to this year. This overall decline is far less than the average norm when compared to other communities who also went through revaluation. These other communities have had adjustments from 15% to 20%. The Town Council feels that in the future there will be some growth in the Grand List after these adjustments due to new economic development programs and a positive change in the economy.



As you can see by the actual growth in the Grand List over a ten year period, we have been quite successful at bringing new values into the Town. Because of the expected decrease, the Mill Rate will increase because of the mathematical equation that incorporates these values and the increase in the budget. As I have stated before, this increase will have a more substantial effect on motor vehicles and personal property as their reduction is slower than the reduction in values of real property during this recent revaluation. The property tax is the most burdensome tax on our taxpayers. Over the next few fiscal years, I do not foresee any substantial growth in State aid to help the Town lessen that burden. I feel that we should increase our efforts in our economic development program to help bring new businesses and jobs into the community. This will be the only way to reduce burden on our current property tax structure. The main revenue structure for towns like South Windsor consists of receivable taxes from residents and businesses.

Our proposed revenue for next Fiscal Year's budget has been adjusted again. There are still no revenues coming in from the School Building Grants as those grants and debts have been reduced. Payment In Lieu of Taxes, which are the Pequot funds, has been eliminated from the budget but will be shifted to the LoCIP funding accounts. State Sundry Grants and DOT Transportation Grants have also been eliminated, which has reduced some of our grant revenue. Last year, there was a Municipal Revenue Sharing amount that took the place of the Machinery and Equipment Tax, and this year there are MRSA Grant payments to help the Town of South Windsor replace the losses from the Machinery and Equipment Tax for one more year. I cannot say whether we will be able to hold onto this Grant in the future, but it is something that we need to watch in order to compensate during Fiscal Year 2014-2015. Local revenues have been changed from \$1,200,070 to \$1,415,070 which is a slight increase for various fees that the Town Council feels will be available to the Town next year. Overall, General Fund Revenue has been reduced by \$196,286. As a revenue item, the Town Council reduced the use of the General Fund Balance to \$400,000. The Town Council needs to have a discussion regarding diminishing Fund Balance as revenues become tighter in the coming years.



Proposed Revenue Adjustments

Increases/(Decreases)

- Prior Year's Taxes \$ 125,000
- Town Clerk Fees \$ 65,000
- General Government Sundry \$ 25,000
- Building Fees \$ 100,000
- Fire Marshal Fees (\$ 400,000)

Proposed Expenditure Reductions

Increases/(Decreases)

- Capital Projects (\$ 119,625)
- Information Technology Equipment (\$ 84,000)
- Engineering Professional (\$ 40,000)
- Public Works Equipment Leasing (\$ 77,683)

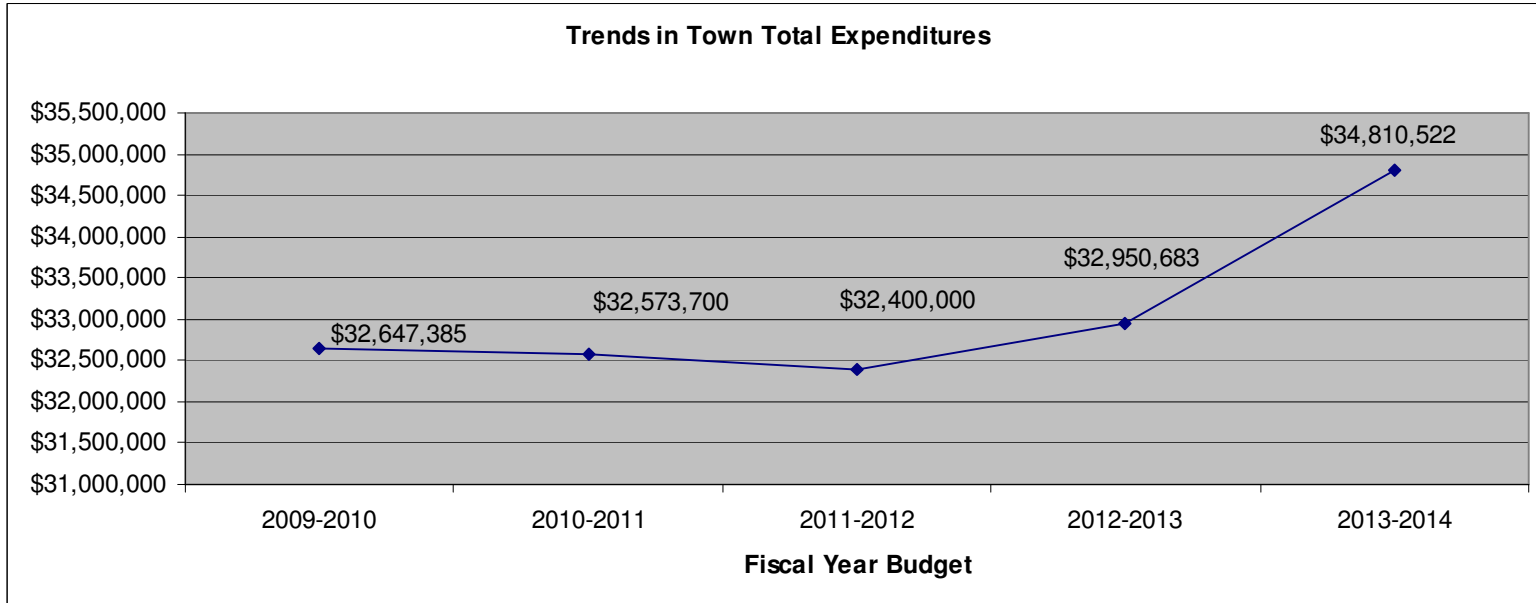
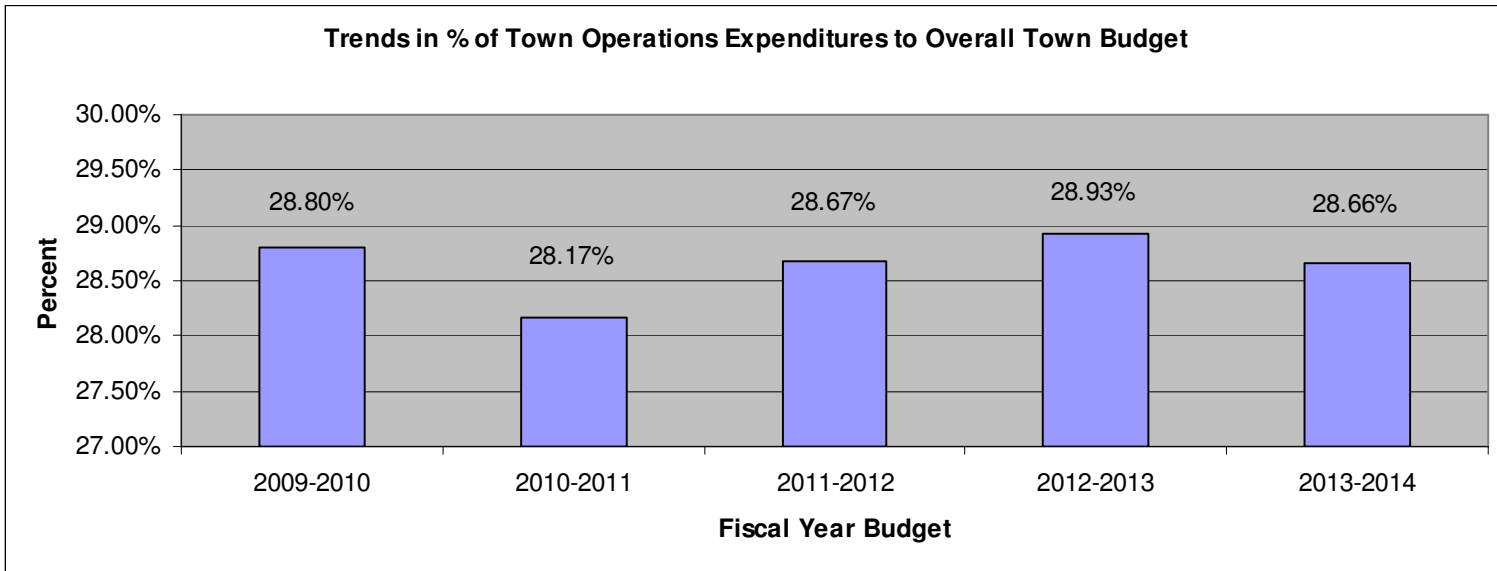
- Public Works Tree Maintenance (\$ 30,000)
- Police Department New Officer \$ 60,000

Proposed Expenditure Increases Proposed by the Town Manager and Adopted by the Town Council

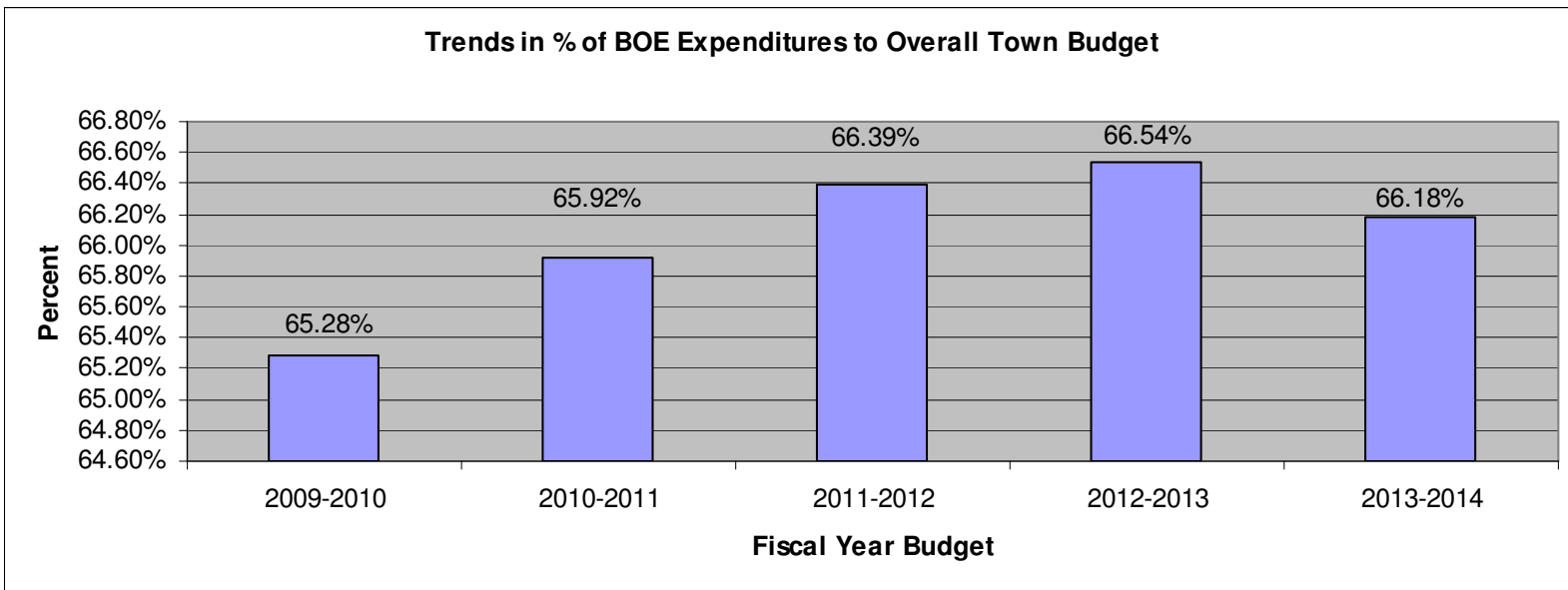
- Increase in debt service due to sewer debt of \$1.6 million; effect on the budget is an \$961,738 increase.
- Pension increase of \$202,871 to match the actuarial required contribution (ARC).
- Due to the high volume of claims, health insurance will increase by \$350,000.
- Workers' compensation will increase by \$13,087.
- Unemployment insurance will increase by \$15,000.
- Computers and the I.T. Department will move \$168,083 from Capital Improvements Budget to Operating Budget.
- I.T. Maintenance contracts will increase by \$31,313.
- Public Works Department increase of \$206,067.
- Casualty and Liability Insurance increase of \$11,739.
- Fire Protection and Water Hydrants will increase by \$47,852.

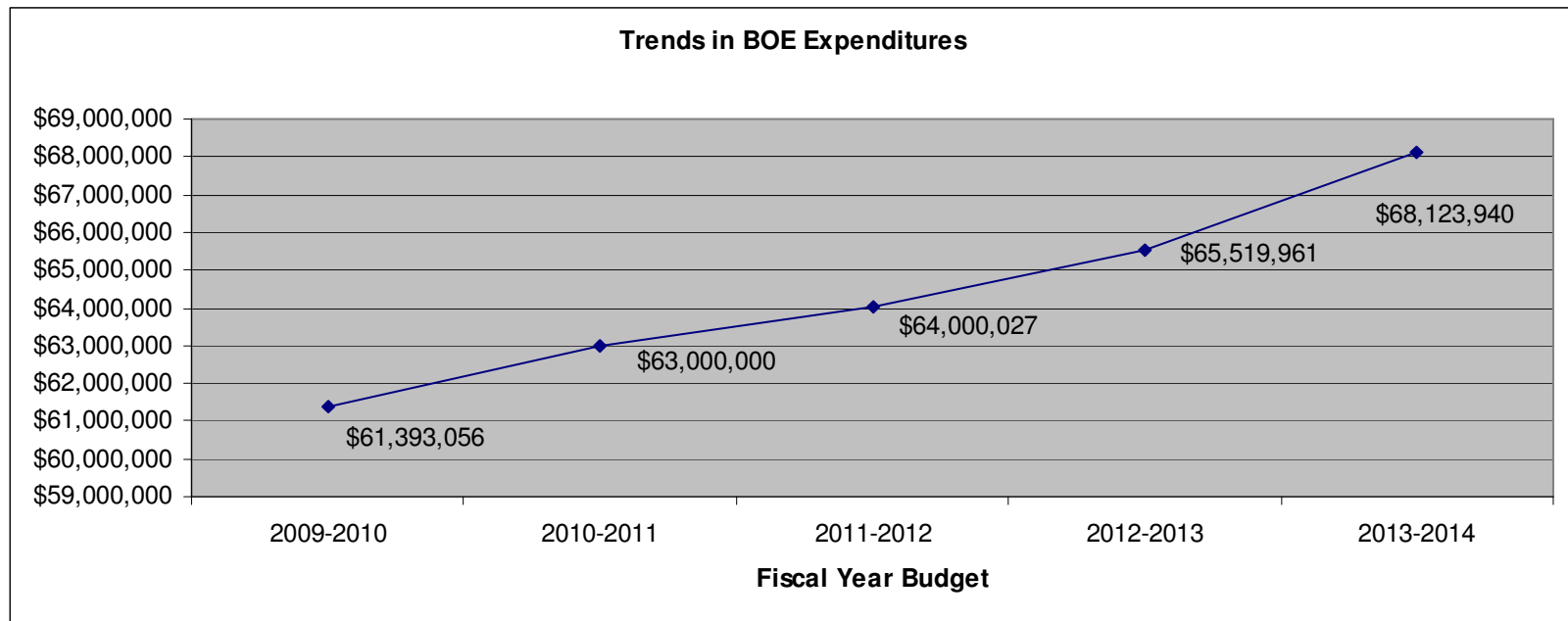
These are the major increases in our budget. The rest of the Departments' increases are miniscule, as the requirement from the Town Manager is that all departments should come in with a zero percent increase in their operating budgets.

As you can tell by the graphs on the next page, the Town's operating expenditures in the overall budget has remained constant from Fiscal Year 2008-2009 to Fiscal Year 2012-2013. I might also point out in the next graph that the Town's total expenditures in Fiscal Year 2008-2009 were \$33,138,230. In Fiscal Year 2012-2013, the overall Town total budget was \$32,950,683. This is one of the reasons why we are in a tough situation this year. There is no optimal place to reduce expenditures, departments are bringing forward zero percent increases, and our Capital Improvements Budget is \$167,980. It is also unfortunate that Debt Service for the sewer has increased this year, and that the revaluation has decreased our assessments. These two graphs show that with reductions on prior year's budgets made it difficult to reduce Fiscal Year 2013-2014's budget without hurting services.



Below are trends from the Board of Education's Expenditures. Their trends from 2008 to 2013 have increased. Their percentage of the overall budget has increased from 65.28% to 66.18%. In the second graph, the total Board of Education expenditures have increased over the last five years due to providing a quality school system and from meeting mandated expenditures required by the State Department of Education. I believe that the Board of Education has been a financial steward of their expenditures in the past few years, as they have produced surpluses. These surpluses have been implemented into the pension and health insurance budgets to reduce costs to the Town's taxpayers. This implementation will offset future increases in these accounts.





The Superintendent and Town Manager have always been committed to working together to explore options that will reduce future costs. We have reduced costs in health administration, pension, and shared services over the years. This has allowed us to better serve the community in the most cost-effective manner.

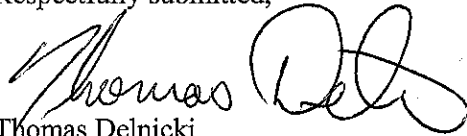
As the graphs will demonstrate to the Town residents, we reduced expenditures but were still able to keep a level of service that our residents have been accustomed to. We could only do this because we are fortunate enough to have highly qualified, dedicated, and creative Town employees that help maintain the high level of service. It is with the cooperation of the Superintendent of Schools, Board of Education, and Town Council that we have been able to provide these services with tax increases ranging from 1.5% to 2.7% over a five year period. I believe that the commitment made by Town government to keep taxes at a minimum during these tough economic times while keeping the same level of service was a monumental task, but it was accomplished.

The Town of South Windsor remains a community seen as a desirable place to work and live in. Although we have been fortunate enough to bring strong financial and economic development to the Town, we still preserve our open space, provide great recreational and cultural amenities, have sensitivity in our Plan of Conservation and Development, and have a strong educational system which makes South Windsor a much sought after community to live in. The Town Council knows this is going to be a very difficult budget for our residents, but we believe that as the economy

gets better that our future is going to see new economic development projects and new programs in our school system. These will have a positive impact on the future growth of South Windsor.

I would like to thank all of our elected and appointed officials and Town employees that have worked very hard over this past year to bring this new budget document to the Town residents and the Town of South Windsor. The Town Council wants to make sure that we maintain a vibrant municipal government so we can meet the needs of all the residents of the great Town of South Windsor.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Thomas Delnicki". The signature is stylized with a large, looped initial "T" and a cursive "Delnicki".

Thomas Delnicki
Mayor

BUDGET SUMMARY

TOWN OF SOUTH WINDSOR SUMMARY OF THE PRIOR FIVE FISCAL YEARS

Fiscal Year	Proposed	Council Approved	Reduction to Requested Amount	Requested Increase \$	Requested Increase %	Actual Increase \$	Actual Increase %	Tax Increase
12/13								
General Gov Oper	\$28,721,093	\$28,125,315	\$595,778	\$1,725,089	6.39%	\$1,129,311	4.18%	
Board of Education	\$65,515,510	\$65,519,961	(\$4,451)	\$1,515,483	2.37%	\$1,519,934	2.37%	
Debt Service	\$4,178,759	\$4,178,759	\$0	\$38,455	0.93%	\$38,455	0.93%	
Capital Leases	\$359,004	\$359,004	\$0	(\$278,083)	-43.65%	(\$278,083)	-43.65%	
Capital Projects	\$626,605	\$287,605	\$339,000	\$0	0.00%	(\$339,000)	-54.10%	
Total Budget	\$99,400,971	\$98,470,644	\$930,327	\$3,000,944	3.11%	\$2,070,617	2.15%	2.27%
11/12								
General Gov Oper	\$27,232,690	\$26,996,004	\$236,686	\$962,520	3.66%	\$725,834	2.76%	
Board of Education	\$64,181,640	\$64,000,027	\$181,613	\$1,181,640	1.88%	\$1,000,027	1.59%	
Debt Service	\$4,140,304	\$4,140,304	\$0	(\$245,332)	-5.59%	(\$245,332)	-5.59%	
Capital Leases	\$637,087	\$637,087	\$0	(\$19,202)	-2.93%	(\$19,202)	-2.93%	
Capital Projects	\$1,261,605	\$626,605	\$635,000	\$0	0.00%	(\$635,000)	-50.33%	
Total Budget	\$97,453,326	\$96,400,027	\$1,053,299	\$1,879,626	1.97%	\$826,327	0.86%	1.54%
10/11								
General Gov Oper	\$27,556,396	\$26,270,170	\$1,286,226	\$1,104,331	4.17%	(\$181,895)	-0.69%	
Board of Education	\$64,887,407	\$63,000,000	\$1,887,407	\$3,494,351	5.69%	\$1,606,944	2.62%	
Debt Service	\$4,385,636	\$4,385,636	\$0	\$80,490	1.87%	\$80,490	1.87%	
Capital Leases	\$656,289	\$656,289	\$0	\$27,720	4.41%	\$27,720	4.41%	
Capital Projects	\$1,261,605	\$1,261,605	\$0	\$0	0.00%	\$0	0.00%	
Total Budget	\$98,747,333	\$95,573,700	\$3,173,633	\$4,706,892	5.01%	\$1,533,259	1.63%	1.80%

Fiscal Year	Proposed	Council Approved	Reduction to Requested Amount	Requested Increase \$	Requested Increase %	Actual Increase \$	Actual Increase %	Tax Increase
09/10								
General Gov Oper	\$26,269,939	\$26,452,065	(\$182,126)	\$836,663	3.29%	\$1,018,789	4.01%	
Board of Education	\$61,743,056	\$61,393,056	\$350,000	\$1,743,056	2.91%	\$1,393,056	2.32%	
Debt Service	\$4,374,146	\$4,305,146	\$69,000	\$41,114	0.95%	(\$27,886)	-0.64%	
Capital Leases	\$802,897	\$628,569	\$174,328	\$367,580	84.44%	\$193,252	44.39%	
Capital Projects	\$2,936,605	\$1,261,605	\$1,675,000	\$0	0.00%	(\$1,675,000)	-57.04%	
Total Budget	\$96,126,643	\$94,040,441	\$2,086,202	\$2,988,413	3.21%	\$902,211	0.97%	1.52%
08/09								
General Gov Oper	\$26,100,292	\$25,433,276	\$667,016	\$1,929,085	7.98%	\$1,262,069	5.22%	
Board of Education	\$60,752,075	\$60,000,000	\$752,075	\$3,322,670	5.79%	\$2,570,595	4.48%	
Debt Service	\$4,333,032	\$4,333,032	\$0	\$361,646	9.11%	\$361,646	9.11%	
Capital Leases	\$435,317	\$435,317	\$0	\$17,712	4.24%	\$17,712	4.24%	
Capital Projects	\$3,597,605	\$2,936,605	\$661,000	\$901,055	33.42%	\$240,055	8.90%	
Total Budget	\$95,218,321	\$93,138,230	\$2,080,091	\$6,532,168	7.37%	\$4,452,077	5.02%	
Reval – Mill Rate Decreased From 32.54 to 27.42								
Average Increase over the last 5 years - General Government				\$790,822	3.10%			
Board of Education				\$1,618,111	2.68%			
Debt Service				\$41,475	1.13%			
Capital Leases				(\$11,720)	1.29%			
Capital Projects				(\$481,789)	-30.51%			

CITIZENS' GUIDE TO THE BUDGET

Description of the Town

The Town of South Windsor (the “Town”) was founded in 1633 as part of Windsor and, 1845 incorporated as a separate municipality. Throughout most of its history, the Town has been an agriculture community as a result of its fertile land and abundant water resources. Today, however, South Windsor affords a blend of residential living, high-tech industry and open space.

Situated just northeast of Hartford, the Town occupies 28.5 square miles bounded by East Windsor and Ellington to the north, Vernon to the east, Manchester and East Hartford to the south, and the Connecticut River to the west. The Town is located equidistant from New York City and Boston and is only 20 miles south of Springfield, Massachusetts. South Windsor has immediate access to interstates 84, 91, and 291 and is only minutes from Bradley International Airport. Freight lines connect the Town to the entire northeast corridor.

Land use in South Windsor remains varied and diverse. Residential use accounts for nearly 85% of the total acreage while commercial and industrial land use is approximately 15%. Major industries include aircraft electromechanical systems, optical and laser technologies, assisted living/healthcare systems, financial services and printing and graphic systems.

The Town Plan of Development was initially adopted in 1968 and was revised in 2002. It is currently being updated and will be completed in 2013. Comprehensive zoning regulations were first adopted in 1928 and are also revised on a periodic basis to reflect current development standards and practices. Both have resulted in a balanced economy, improved residential development and stabilized tax base. The Town has embarked on some new and exciting projects that will help shape the future. One of the most critical is the Strategic Plan, which will identify past, present and future needs in a positive and effective manner.

The Town’s modern educational facilities include five elementary schools, one middle school and one high school. There are more than a dozen local colleges and universities in the area for both undergraduate and graduate studies.

The Town has nearly 2,000 undeveloped acres of commercial and industrial land. The Town is well suited for continued growth because of (1) its proximity to the major metropolitan areas of New York City, Boston, Springfield and Hartford, (2) the immediate access to highly developed interstate highways and railways, (3) its exemplary education system and (4) its active search for industrial and commercial growth through its economic development program and tax incentives. It is anticipated that ongoing negotiations will bring additional employment opportunities to the Town in the future.

Municipal Government

The Town of South Windsor has been organized under the Council-Manager form of government since 1960 with a nine-member Council elected at large. The legislative function is performed by a bipartisan Council of nine members, who are elected biennially for two-year terms. Minority political party representation is guaranteed in that no political party may have more than six members. The Town Council elects a Mayor from its membership for the two-year term. The Council appoints the Town Manager for an indefinite term. The Town Manager is the Chief Administrative Officer of the Town and serves at the pleasure of the Town Council. The Town Manager is appointed by the Town Council on the basis of professional executive training and other qualifications.

The Town Manager is directly responsible to the council for planning, organizing and directing municipal activities, except schools and commissions appointed by the Council, and also serves as the Personnel Director.

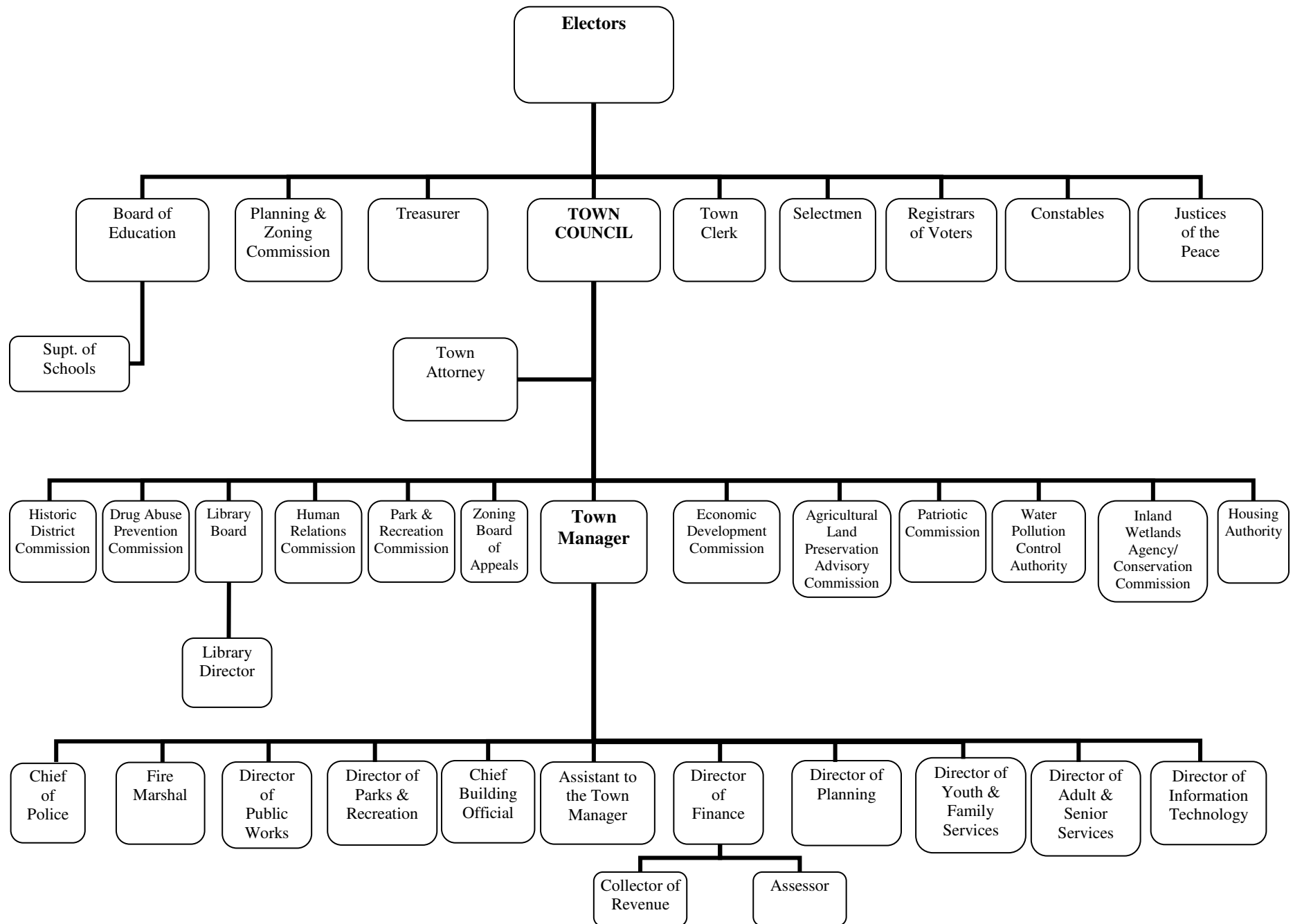
The Town Manager appoints department heads; oversees the compliance of local laws and ordinances; provides recommendations and reports to the Council; prepares the annual budget and the annual report; keeps the Council advised on the Town's financial condition; and performs other duties prescribed by Charter, ordinance or Council resolution.

South Windsor's full time professional staff include the Town Manager, Town Attorney, Director of Finance, Assessor, Collector of Revenue, Town Engineer, Town Planner, Director of Parks and Recreation, Chief Building Official, Director of Public Works, Town Clerk, Police Chief, Library Director, Director of Human Services, Fire Marshal, Director of Information Technology, and Assistant to the Town Manager.

Public Schools

The Town's elementary school system consists of five schools for pupils in grades K through 5, one school for grades 6-8, and one high school for grades 9-12. The schools are governed by a nine-member Board of Education.

<u>School</u>	<u>Enrollment</u>
Wapping Elementary School	306
Philip R. Smith Elementary School	343
Pleasant Valley Elementary School	359
Orchard Hill Elementary	366
Eli Terry Elementary School	344
Timothy Edwards Middle School	1,065
South Windsor High School	1,411
Total	4,194



Strategic Planning

NEEDS/PRIORITIES	RESPONSIBILITY LEAD & SUPPORT/ KEY INTERFACES	ISSUES/CONCERNS
Economic Development	<u>Town Manager</u> Planning & Zoning Economic Development Commission Redevelopment Agency Chamber of Commerce Inland Wetlands/ Conservation Commission WPCA	<ul style="list-style-type: none"> • Lack of utilities; Zoning constraints and limitations, i.e. multi-story • Lack of upscale housing • Increasing residential tax burden (I/C grand list too low); growth in population & increasing demand for services • Specific areas to focus on, i.e. Buckland Gateway, I-291 Corridor • Tax incentives/partnerships offered by the Town • Increased traffic: congestion, safety • Deteriorating ind.l./commercial (Rte 5, Rte 194) • Environmental impacts of development • Use of valuable land for low-tax-generating bus.
Education	<u>Board of Education</u> State, PTO, Town Manager Staff, Various Commissions – i.e. Human Relations, Drug & Alcohol Abuse	<ul style="list-style-type: none"> • Assuring adequate funding sources • Better integration of school and town budgets • Rising costs for education • Training of staff/commission members
Environmental Protection	<u>Inland Wetlands/ Conservation Commission</u> SWALPAC (Agricultural Preservation) Open Space Task Force Local & Regional Groups, WPCA	<ul style="list-style-type: none"> • Increasing demands on marginal land (steep slopes, wetlands, poorly drained) • Need for better communication among land use regulatory boards & commissions • Stormwater management • Protection of environmentally sensitive areas • Destruction & fragmentation of wildlife habitat
Maintenance of Infrastructure	<u>Town Manager & Public Works Director</u> Board of Education Capital Projects Committee	<ul style="list-style-type: none"> • Inadequate funding on an annual basis • Resident opposition to improvements • Operation and maintenance resources, i.e. manpower
Public Safety	<u>Town Council & Department Heads</u> Fire, Police, Public Works, Ambulance, Surrounding Communities, Building Dept., Sanitarian, Environmental Health, Human Services	<ul style="list-style-type: none"> • Response time • Adequate personnel • Growing town – residential/commercial • Environmental Health issues • Fire Safety • Terrorism

Strategic Planning (cont'd)

NEEDS/PRIORITIES	RESPONSIBILITY LEAD & SUPPORT/ KEY INTERFACES	ISSUES/CONCERNS
Quality of Municipal Services	<u>Town Manager</u> Department Heads	<ul style="list-style-type: none"> • Staffing levels • Customer service • Space needs • Adequacy of programs • Safety of staff/facilities
Recreation	<u>Town Manager & Recreation Department</u> Planning & Zoning Board of Education Parks & Recreation Committee Human Services Community Organizations	<ul style="list-style-type: none"> • Adequate facilities • Maintenance of existing facilities • Future needs • Demographic trends • Funding of improvements
Rural character	<u>Planning & Zoning</u> Open Space Task Force SWALPAC Conservation and Historic Commissions	<ul style="list-style-type: none"> • Type, amount, location, pressures of development • Population growth and lifestyle changes • Loss of Open Space
Taxes/Financial	<u>Council & Town Manager</u> Board of Education & Superintendent Economic Development State	<ul style="list-style-type: none"> • Bond rating status • Ratio of industrial/commercial taxes • Long-term financial projection – opportunities for cost sharing/ reduction between Town and BOE
Traffic	Access Management Planning & Zoning/Town Council Police	<ul style="list-style-type: none"> • Pedestrian/alternate transportation • Impact of improvements on rural character • Environmental impacts, speed; proliferation of curb cuts, mass transit, safety, congestion

Budget Process

The Town follows the following procedure in establishing the budgetary data included in the General Fund and certain Special Revenue Funds financial statements. No later than March 22nd the Town Manager shall present to the Council a budget and recommendations. The Council shall hold one or more public hearings no later than May 7th, at which time any elector or taxpayer may be heard regarding appropriations for the ensuing fiscal year. By May 22nd, the Town Council submits to the annual Town Meeting proposed expenditures and the means of financing them. Per the Connecticut General Statutes, the annual Town Meeting may be adjourned to a referendum vote within 14 days of the Town Meeting date.

<u>On or About</u>	<u>Action</u>
Prior to March 15	The Board of Education submits to the Town Council a proposed budget for the fiscal year commencing the following July 1.
Prior to March 22	The Town Manager submits to the Town Council a proposed operating budget for General Government for the fiscal year commencing the following July 1. The operating budget includes proposed expenditures and the means of financing them.
By April 15	The Town Council must have the Board of Education budget available to the public.
By April 27	The Town Council must have the General Government budget available to the public.
By April 30	Public hearings are conducted on the Board of Education budget.
By May 7	Public hearings are conducted on the General Government budget.
May 15	Approval of the budget of the Board of Education shall be legally enacted.
May 22	Approval of the General Government budget and the total Town budget shall be legally enacted.

All unencumbered appropriations lapse at year end, except those for the Capital Projects Fund and certain special revenue grants. Appropriations for capital projects are continued until completion of applicable projects, even when projects extend more than one fiscal year.

Resolution Adopting a Fund Balance Policy

WHEREAS, at its regular meeting on July 2, 2007, the South Windsor Town Council adopted a Fund Balance Policy; and

WHEREAS, Government Accounting Standards Board (GASB) Statement No. 54 Fund Balance Reporting and Governmental Fund Type Definitions, which is effective for fiscal year ending June 30, 2011, has changed the components of fund balance; and

WHEREAS, the flow assumptions for spending fund balance should be outlined in the Town's Fund Balance Policy;

NOW, THEREFORE, BE IT RESOLVED that the South Windsor Town Council hereby adopts the updated Fund Balance Policy shown in the attached exhibit A.

Fund Balance Policy

This Fund Balance Policy establishes procedures for reporting unassigned fund balance in the General Fund's annual financial statements. It is, also, intended to preserve sufficient levels of fund balance to provide resources if unforeseen financial circumstances arise during the fiscal year; ensure the provision of services to residents; and maintain a stable tax structure.

In accordance with Government Accounting Standards Board (GASB) Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, the Town's fund balance now consists of the following categories:

- **Nonspendable** – amounts that are inherently nonspendable, such as prepaid items and endowment funds where the principal balance must remain intact.
- **Restricted** – amounts constrained for a specific purpose by an external source, such as grants from the State of CT.
- **Committed** – amounts identified for a specific purpose by a formal action of the Town's highest level of decision making authority. Any funds designated as Committed Fund Balance require the passage of a resolution by the South Windsor Town Council, prior to the end of the fiscal year. The same formal action must be taken to remove or change limitations previously approved by the Town Council.
- **Assigned** – amounts intended for a specific purpose, such as encumbrances and most special revenue funds. In addition to the Town Council, the Town Manager has the authority to assign funds when appropriate, i.e. encumbering purchase orders.
- **Unassigned** – for the General Fund, consists of excess funds that have not been classified in the previous four categories. The General Fund is the only fund that can report a positive unassigned fund balance amount, which is considered spendable resources. For all other governmental funds, only deficit fund balance amounts will be reported as unassigned fund balance.

The Town considers restricted fund balances to be spent first when an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available. Similarly, when committed, assigned, and unassigned fund balances are available for an expenditure, committed funds are spent first, assigned funds second, and unassigned funds last.

General Fund Unassigned Fund Balance at June 30th should be in the range of 5% to 10% of annual General Fund expenditures for that fiscal year. In the event that the balance falls below the established minimum, the Town shall develop a plan to replenish the fund balance to the 5% minimum level within two years.

The maintenance of specific fund balance levels is an element of sound fiscal management required for sustaining a high credit rating and financial management flexibility.

REVENUES

REVENUE SUMMARY STATEMENTS
Fiscal Year 2013-2014

Description	2009/2010 Actual	2010/2011 Actual	2011/2012 Actual	2012/2013 Adopted	2013/2014 Adopted
GENERAL PROPERTY TAXES					
CURRENT TAXES	73,788,899	76,038,924	71,060,220	80,492,525	85,137,629
PRIOR YEAR	696,985	582,926	7,690,395	475,000	600,000
INTEREST	418,014	414,869	346,662	300,000	300,000
LIENS	5,820	7,149	1,675	4,000	4,000
SUPPLE. MOTOR VEHICLE	467,754	500,674	378,543	485,000	500,000
	75,377,472	77,544,542	79,477,494	81,756,525	86,541,629
STATE OF CT FOR EDUCATION					
SCHOOL BUILDING GRANTS	866,530	696,079	313,043	0	0
EDUCATION COST SHARING	11,130,797	11,113,143	12,750,755	13,132,947	13,045,470
	11,997,327	11,809,222	13,063,797	13,132,947	13,045,470
STATE OF CT FOR OTHER PURPOSE					
ELDERLY TAX FREEZE	3,573	3,713	3,784	3,000	3,000
STATE IN LIEU OF TAXES	70,637	71,688	51,984	66,830	0
PROPERTY TAX RELIEF	135,165	137,853	149,231	125,300	125,300
STATE SUNDRY GRANTS	19,726	104,116	35,797	25,000	0
YOUTH SERVICE GRANT	22,585	22,589	22,589	20,000	20,000
FEMA REIMBURSEMENTS	0	0	114,840	0	0
TELEPHONE ACCESS RELIEF	63,915	49,375	51,630	40,000	40,000
MUNICIPAL REVENUE SHARING	1,246,062	1,084,232	790,934	1,084,232	0
MUNICIPAL AID/HOLDHARMLESS	0	0	0	0	1,181,405
DOT ELDERLY TRANSPORTATION	30,345	30,345	22,759	0	0
ADD'L VETERAN'S EXEMPTION	15,813	14,283	14,200	14,000	14,000
	1,607,821	1,518,194	1,257,748	1,378,362	1,383,705
INTERGOVTL (OTHER THAN STATE)					
IN LIEU OF TAXES	21,684	22,897	23,594	20,000	20,000
BOE APPROPRIATION REIMB	1,834,504	1,834,504	0	0	0
	1,856,188	1,857,401	23,594	20,000	20,000

REVENUE SUMMARY STATEMENTS

Fiscal Year 2013-2014

Description	2009/2010 Actual	2010/2011 Actual	2011/2012 Actual	2012/2013 Adopted	2013/2014 Adopted
LOCAL REVENUES					
BUILDING PERMITS	265,535	299,068	802,135	500,000	600,000
TOWN MANAGER'S RENTS/FEES	17,052	17,492	16,082	18,300	0
PROBATE COURT	1,180	2,677	5,079	4,000	4,000
TOWN CLERK FEES	472,127	484,179	424,788	410,000	475,000
PLANNING & ZONING FEES	4,647	4,311	10,287	5,000	5,000
GENERAL GOV. SUNDRY	323,937	117,061	160,463	75,000	100,000
POLICE	25,850	22,907	25,909	26,000	26,000
LIBRARY FINES & FEES	28,715	25,775	22,973	25,000	25,000
EDUCATION	17,707	12,230	0	10,000	10,000
ENGINEERING PERMITS	5,280	5,170	4,920	2,000	2,000
ZONING BOARD OF APPEALS	870	1,295	1,690	2,000	2,000
REFUSE & RECYCLING FEES	113,079	105,140	77,904	143,270	157,418
FIRE MARSHAL FEES	5,382	18,559	72,515	50,000	75,000
	1,281,361	1,115,864	1,624,746	1,270,570	1,481,418
MISCELLANEOUS					
GENERAL FUND INTEREST	52,168	48,914	38,575	75,000	25,000
CANCEL PR YEAR ENCUMBRANCE	117,730	97,492	142,059	0	0
PRIOR PERIOD ADJUSTMENT	1,665	0	0	0	0
BOND REFUNDING PREMIUM	0	19,156	0	0	0
	171,563	165,562	180,634	75,000	25,000
TRANSFERS					
GENERAL FUND SURPLUS	800,000	800,000	1,150,000	800,000	400,000
SEWER TAX COLLECTION SVC.	37,240	37,240	37,240	37,240	37,240
	837,240	837,240	1,187,240	837,240	437,240
TOTAL REVENUE	93,128,972	94,848,025	96,815,253	98,470,644	102,934,462

**CHANGE IN REVENUES FROM NON-TAX SOURCES
FROM 2012-2013 ADOPTED BUDGET TO 2013-2014 ADOPTED BUDGET**

INCREASES / (DECREASES):

State Aid for Education

- ECS and Transportation **(87,477)**

Non-Education State and Federal Grants

5,343

- State In Lieu Of Taxes
 - Mashantucket Pequot (56,268)
 - PILOT State – Owned Property (10,562)
- State Miscellaneous Grants (25,000)
- Manufacturer’s Equipment/Municipal Revenue Sharing (1,084,232)
- Municipal Aid/Hold Harmless 1,181,405

Local Revenues

(4,152)

- Town Manager Land Rental Income (18,300)
- Refuse & Recycling Fees 14,148
- Prior Year’s Taxes 125,000
- Town Clerk Fees 65,000
- General Government Sundry 25,000
- Fire Marshal Fees 25,000
- Building Fees 100,000
- Reduction of a Fund Balance (400,000)

Miscellaneous Income

- Interest Earnings **(50,000)**

NET REVENUE DECREASE

(196,286)

Overview of Total Revenues

The Town of South Windsor must provide a balanced budget, so estimated revenues must equal estimated expenditures. With this in mind, the 2014 budget projections for revenues are crucial to determining the ability to pay for anticipated expenditures.

- The main source of revenue for the Town is *Property Taxes*. The 2012 Grand List reflects the application of a Town wide revaluation to all real estate properties and the affect the changed housing market has on assessed values. Overall, the Grand List decreased by 10.93%. The budget for Prior Year Taxes and related Interest and Liens remains the same as the current budget. .Based on current year collections, the Supplemental Motor Vehicle Tax budget was increased by \$15,000. The tax rate is expressed in terms of “mills” with one mill equivalent to one dollar of tax for every one thousand dollars of assessed value. The tax levy is a computation of the total amount of budgeted tax revenue necessary to be raised from property taxes, assuming a 98.75% collection rate.
- *State Grants* are formula based revenues. South Windsor, similar to other towns, relies on grants to supplement its revenue. The 2014 estimated grant revenues are based on the State’s publication Estimates of State Formula Aid to Municipalities, which outlines the impact of the Governor’s Proposed Budget on each municipality. The most recent version was provided to the Town by the State of Connecticut Office of Policy and Management in March 2013. State Aid for South Windsor is projected to decrease from 2012/2013 adopted budget amounts by \$82,134.
- *Local Revenues* represent fees from various permits and services. Due to the expected continuation of economic development in Town, the Town Council proposed revenue for building permits has increased by \$100,000 for the 2013/2014 adopted budget.
- *Interest Earnings* has been reduced significantly for the 2014 revenue budget, based on current interest rates and actual earnings over the past several years.

Appropriation from Surplus/Fund Balance is used to supplement budgeted revenues, so there is a balanced budget. For 2014, the Town Council has proposed appropriating \$400,000 from Fund Balance. This amount has been reduced by \$400,000 as compared to the 2012/2013 approved budget.

Investment Policy

The Town of South Windsor will invest the proceeds received from the sale of bonds, notes, or other obligations; or other funds, including those in the General Fund, in accordance with the Connecticut State Statutes.

In general, Connecticut State Statutes allow the Town to invest in (1) obligations of the United States of America or United States government sponsored corporations, in shares or other interests in any custodial arrangement, pool or no-load, open-ended management type investment company or investment trust; (2) obligations of any State of the United States or any political subdivision, authority, or agency thereof, provided that the obligations are rated within one of the top two rating categories of any nationally recognized rating service; and (3) obligations of the State of Connecticut, including any regional school district, town, city, and metropolitan district, provided that such government entities are rated within one of the top three rating categories of any nationally recognized rating service.

Pursuant to Connecticut law, this policy does not include funds held in various pension plans, which have been established for the exclusive benefit of participating employees and their beneficiaries.

Property Taxes

The 2012 Grand Lists have been signed by the Assessor as of February 26, 2013

The 2012 Grand Lists reflect the following:

	Gross	Exemptions	Net	%change from 2011
Real Estate	\$2,113,752,046	\$31,180,290	\$2,082,571,756	-13.2%
Personal Property	\$258,829,020	\$76,594,388	\$182,234,632	+10.2%
Motor vehicles	\$207,156,730	\$3,570,080	\$203,586,650	-0.48%
Total	\$2,579,737,796	\$111,344,758	\$2,468,393,038	-10.93%

The Grand List reflects the changes in assessments and values of real property, and personal properties since the 2011 grand list. The lists reflect the application of town wide revaluation values to all real estate accounts and the affect the changed market has on grand list totals. Each category having shown a mixed experienced growth and decline as has occurred in our regional economy in recent years. This is best illustrated by the increase in the Personal Property portion of the Grand List since 2011 that was attributed to increased recorded assets as well as the decrease reflective of market conditions for real property since the last revaluation year 2007 measurements’.

Comparisons of the 2011 and 2012 Grand Lists:

Grand List Assessments as percentage of total net assessments:

	2011 Grand List	2012 Grand List	
Real Estate	86.7%	84.4 %	Indicates a shift in burden to PP & MV – 2.3%
Personal Property	6.0%	7.4%	Shift from RE of approximately 1.4%.
Motor Vehicles	7.3%	8.2%	Shift from RE of approximately .9%

Any shift in tax burden that may occur will result in increases and decreases to category accounts. You may pay a proportional increase in real property, and a corresponding reduction in personal property. How an individual is affected depends upon how their individual changes compare to town wide levels.

Top Ten Taxpayers

Principal Taxpayers – 2012 Grand List

	Name	Real Estate	Personal Property	Motor Vehicle	Grand Total	% of Grand List
1	CT Light and Power	\$1,995,400	\$55,039,810	-	\$57,035,210	2.31%
2	Evergreen Walk Lifestyle Center (Shoppes at Evergreen Walk)	\$30,801,300	-	-	\$30,801,300	1.25%
3	Federated Retail Holdings (Macy's Warehouse)	\$11,407,900	\$3,726,680	\$58,560	\$15,193,140	.62%
4	Town Center of South Windsor	\$13,057,600	-	-	\$13,057,600	.53%
5	DST Realty	\$9,664,120	\$2,073,330	-	\$11,737,450	.48%
6	Connecticut Water Co.	\$2,124,300	\$9,563,190	-	\$11,687,490	.47%
7	Evergreen Walk LLC	\$11,182,500	-	-	\$11,182,500	.45%
8	Target Corp.	\$9,694,900	\$1,345,150	-	\$11,040,050	.45%
9	Benchmark GPT Windsor LLC (Village at Buckland Court)	\$9,132,100	\$777,750	-	\$9,909,850	.40%
10	Lowes Home Centers Inc	\$8,658,300	\$945,400	-	\$9,603,700	.39%

<p style="text-align: center;">TOWN OF SOUTH WINDSOR CALCULATION OF TAXABLE GRAND LIST AND MILL RATE 2013 - 2014</p>

Taxable Grand List - As Filed By The Assessor's Office	\$ 2,468,393,038
Less Estimated Real Estate Assessments Related To:	
Waived Taxes Less Than \$5.00	\$ 55,000
South Windsor's Elderly Tax Relief Program	\$ 5,267,042
Plus Estimated Real Estate Assessments Related To:	
Prorated New Construction	\$ 7,000,000
Adjusted Taxable Grand List	\$ 2,470,070,996
Multiplied By The Estimated Tax Collection Rate	98.75%
Taxable Grand List Used To Calculate Mill Rate	\$ 2,439,195,109
Amount To Be Raised By Taxes - From Adjusted Budget	\$ 85,137,629
Divide By Taxable Grand List From Above	\$ 2,439,195,109
Mill Rate (Per \$1,000)	\$ 34.90
Increase in Taxes	18.59%
Mill Rate for 2012 - 2013	29.43

SPECIAL REVENUE POLLUTION CONTROL/WASTEWATER TREATMENT FUND

Comparison of Annual Revenues

DESCRIPTION	2009/2010 ACTUAL	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 ADOPTED	2013/2014 ADOPTED
USER CHARGES	3,525,165	3,046,465	3,561,460	4,007,011	4,007,011
ASSESSMENTS	965	11,151	-	36,151	36,151
INTEREST & LIEN FEES	70,187	77,675	77,357	65,000	65,000
CONNECTION CHARGES	65,374	35,794	50,795	60,000	60,000
SEPTIC FEES	8,724	7,276	9,762	7,920	7,920
PERMIT FEES	3,480	2,640	3,120	3,000	3,000
INVESTMENT INT. EARNINGS	6,787	3,756	344	3,800	3,800
CANCEL PRIOR YEAR ENCUMBRANCES	0	4,609	6,325	0	0
APPROPRIATION - FUND BALANCE	0	0	8462	442,276	739,309
INTERNAL SERVICES	0	12474	-	23,000	23,000
TOTAL REVENUE	3,680,682	3,201,840	3,717,625	4,648,158	4,945,191

** APPROVED BY THE WATER POLLUTION CONTROL AUTHORITY COMMISSION **

SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

DEBT SERVICE - PRINCIPAL & INTEREST

		2011/2012 ACTUAL	2012/2013 ADOPTED	2013/2014 ADOPTED
TOWN OF VERNON				
	Principal	26,214	26,743	27,283
	Interest	2,778	2,249	1,709
Subtotal		28,992	28,992	28,992
STATE GRANT FOR UV SYSTEM				
	Principal	39,696	40,497	41,314
	Interest	8,418	7,617	6,800
Subtotal		48,114	48,114	48,114
SUBMERSIBLE PUMP STATION UPGRADE				
	Principal	70,406	71,827	73,277
	Interest	23,897	22,476	21,026
Subtotal		94,303	94,303	94,303
PLEASANT VALLEY PUMP STATION LOAN				
	Principal	18,510	18,883	19,264
	Interest	5,711	5,338	4,957
Subtotal		24,221	24,221	24,221

DEBT SERVICE - PRINCIPAL & INTEREST

	2011/2012 ACTUAL	2012/2013 ADOPTED	2013/2014 ADOPTED
DRY PIT PUMP STATION UPGRADES	0	0	118,180
TOTAL DEBT SERVICE	<u>195,630</u>	<u>195,630</u>	<u>313,810</u>

CAPITAL IMPROVEMENTS

	2011/2012 ADOPTED	2012/2013 ADOPTED	2013/2014 ADOPTED
I/I REMOVAL	50,000	50,000	55,000
CONCRETE PIPE FORCEMAIN REPLACEMENT	0	882,000	0
RESERVE PLANT DEBT SVC 1/20th PAYMENT	0	700,000	0
REPLACE RESERVE FOR PLANT DEBT SRV PAYMENTS FOR FY 12/13	0	0	560,000
RESERVE FOR RIGHT OF WAY STUDY	<u>0</u>	<u>0</u>	<u>65,000</u>
TOTAL CAPITAL IMPROVEMENTS	<u>50,000</u>	<u>1,632,000</u>	<u>680,000</u>

CONTRIBUTIONS TO RESERVE FUNDS

OPERATING RESERVE		180,200
REPLACEMENT RESERVE		<u>72,199</u>
	TOTAL	<u>252,399</u>

PROGRAM	SPECIAL REVENUE – POLLUTION CONTROL – WASTEWATER AND DISPOSAL	3252
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Program Explanation:

The Pollution Control Division of the Public Works Department is responsible for the collection, treatment, and discharge of wastewater. Activities include wastewater treatment, sludge disposal, laboratory analysis, sewer line and pump station maintenance. Program authorization is in accordance with Town Ordinances No. 50, No. 95, No. 102, and as amended by Ordinances No. 73, No. 70, No. 67, and No. 63; and as authorized under the Rules and Regulations promulgated by the Water Pollution Control Authority pursuant to authority conferred by Chapter 103 of the General Statutes, Revision of 1958, as amended and supplemented.

Budget Change Commentary:

Account 110 (Wages) will increase \$40,193 due to union wage increases and the addition of a new position –Operator I. The increase in staff is necessary to handle a corresponding increase in equipment maintenance work, and sewer line cleaning. The Overtime Account (110) was reduced by \$33,678 because of Plant improvements. Account 320 (Professional) was reduced by \$55,600 resulting from Plant improvements to remove nitrogen thereby reducing the number of nitrogen credits the Town would have to purchase. Account 360 (Utilities) increased due to increased costs for fuel, heating oil, and electricity (\$91,131). Contractor Services (Account 371) for HVAC, building, and equipment maintenance increased by \$46,700 because of the Plant upgrade. The Equipment Repair Account (373) increased by \$10,000 for the required Plant Power Center/MCC breaker and disconnection certification. The increase (\$208,000) in Capital Outlay (Account 442) is for replacement of the existing utility truck/plow and the closed circuit TV inspection equipment and associated truck.

Program Objectives and Goals FY 2014:

- Complete Phase II Inflow/Infiltration Study
- Apply for Clean Water Fund Grant to remove/repair sources of inflow/infiltration of water into sewer system
- Clean 45 miles of sewer lines
- Complete Rights-of-Way sewer maintenance survey and prepare an annual budget for vegetation control
- Apply for a Clean Water Fund Planning Grant to complete a Rights-of-Way vegetation control plan

Program Accomplishments FY 2013:

- Completed \$37 million Water Pollution Control Facility Upgrade Project
- Completed program to upgrade eleven pumping stations
- Completed Sewer Improvement Project to replace 1100 feet of corroded concrete pipe, and 80 feet of the Clark Street Pump Station forcemain, and rehabilitate five sewer manholes.
- Completed Phase I Inflow/Infiltration Study to identify sources of extraneous flows into sewer system
- Significantly reduced overtime expenditures (estimated at \$34,000) use the use of a computer alarm monitoring system
- Significant improvements in wastewater treatment to remove nitrogen will likely reduce nitrogen credits (\$60,000) the Town may have to purchase

Program Accomplishments FY 2013 (cont'd):

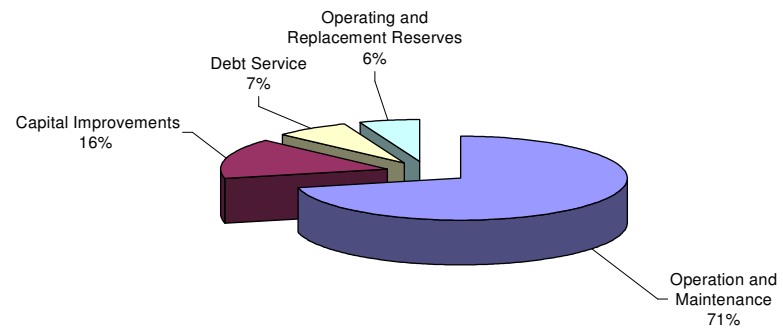
- Significant improvements in wastewater treatment have achieved a quality of effluent discharge to the Connecticut River that is close to potable water quality standards in terms of turbidity and solids concentrations

Assigned Positions:

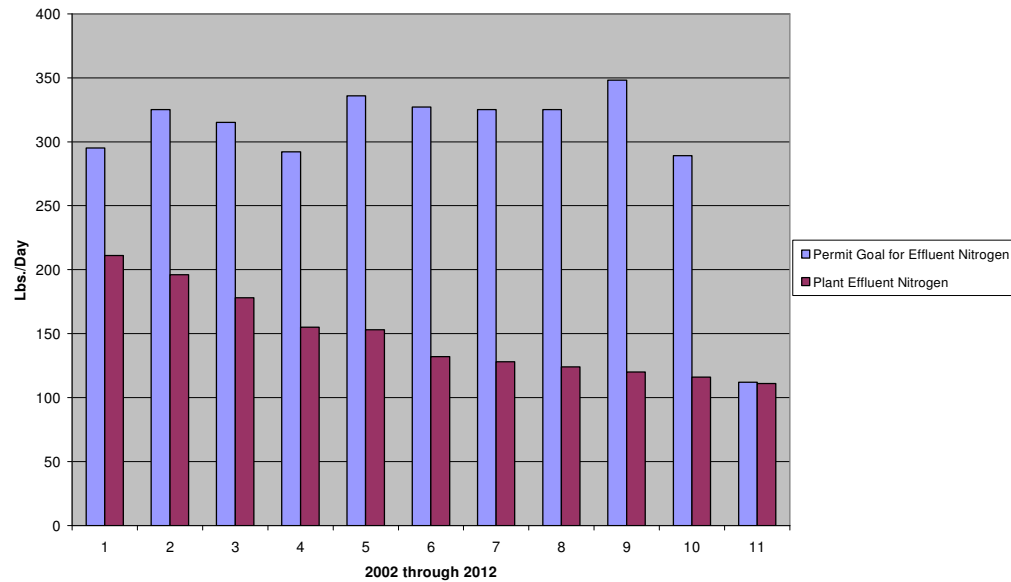
2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	.80	1	.80	Superintendent	1	1.0
1	1.0	1	1.0	Plant Supervisor	1	1.0
1	1.0	1	1.0	Facility Mechanic	1	1.0
1	1.0	1	1.0	Laboratory Technician	1	1.0
1	1.0	1	1.0	Plant Operator III	1	1.0
4	4.0	4	4.0	Plant Operator II	4	4.0
2	2.0	2	2.0	Plant Operator I	3	3.0
1	0.25	1	0.25	Administrative Secretary	1	0.25

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Wastewater Treated (million gallons)	701	684	808	800	800
Average Daily Effluent Suspended Solids (mg/l)	19	19	5	5	5
Average Daily Effluent Biochemical Oxygen Demand (mg/l)	16	12	4	4	4
Average Daily Effluent Total Nitrogen (lbs.)	325	342	277	111	100
Plant Maintenance per Million Gallons of Wastewater Treated (hrs.)	5.26	6.01	6.49	7.90	8.0
Number of Emergency Call-outs or Alarms	58	73	148	110	100
Miles of Sewer Line Cleaned	33	1.9	2.8	12	45

Pollution Control Budget FY 2013/2014 Expenditures



Treatment Plant Nitrogen Removal



SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

OPERATING EXPENDITURES

	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL TIME SALARIES	667,748	700,694	731,424	744,597	771,259	811,452
OVERTIME	84,721	81,100	119,969	126,400	71,727	38,049
LONGEVITY	1,344	925	850	1,263	1,820	1,820
TEMPORARY	2,950	0	0	0	0	0
EMPLOYEE BENEFITS	321,236	337,107	426,766	468,203	502,827	504,477
OFFICE SUPPLIES	790	1,098	800	728	1,000	1,000
OPERATING MATERIAL	172,754	230,456	160,499	59,272	60,000	64,000
MOTOR VEHICLE SUPPLIES	34,742	20,546	9,753	23,706	19,703	20,990
UNIFORMS & CLOTHING	4,684	4,364	4,868	7,003	6,450	7,500
FLEET & EQUIP REPAIR	83,641	55,162	54,146	63,647	54,150	48,450
ADVERTISING	142	142	0	0	0	0
PROFESSIONAL	199,795	189,446	190,626	246,907	211,388	155,788
RENTAL & LEASES	2,582	2,902	4,917	6,125	9,120	17,520
UTILITIES	352,102	362,984	430,224	462,590	433,569	524,700
MAINTENANCE CONTRACTS	76,062	105,565	119,185	136,014	272,200	318,900
REPAIR & MAINTAIN EQUIP.	14,455	6,193	3,777	7,107	10,000	29,700
FEES & MEMBERSHIPS	0	2,386	0	0	1,395	1,395
RECRUITMENT & TRAINING	3,708	3,963	1,955	4,164	4,480	8,880
OTHER PURCHASE SRVCS.	465,342	476,185	583,711	396,597	334,500	300,000
INTERNAL SERVICE CHRGS.	37,240	37,240	37,240	37,240	37,240	37,240
OFFICE EQUIPMENT	0	0	0	0	0	0
DEPARTMENT EQUIPMENT	36,666	1,167	0	0	17,000	225,000
TOTAL	2,562,704	2,619,625	2,880,710	2,791,563	2,819,828	3,116,861

** APPROVED BY THE WATER POLLUTION CONTROL AUTHORITY COMMISSION **

PROGRAM	WATER POLLUTION CONTROL AUTHORITY	1129
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Program Explanation:

The Authority of seven members is appointed by the Town Council pursuant to Town Ordinance No. 103 for a term of six years. The powers, duties and responsibilities of the Water Pollution Control Authority are derived from Chapter 103 of the General Statutes.

The Water Pollution Control Authority has the responsibility of constructing and operating a sewage system, levying benefit assessments, awarding construction contracts, selecting engineers, applying for State and Federal funds, and other duties as specified in the Connecticut General Statutes.

Budget Change Commentary:

There have been no changes.

Program Objectives and Goals FY 2014:

- Work Closely with Town Council to improve equitable distribution of sewer system costs
- Update GIS Mapping of Town Sanitary Sewer System
- To work closely with other Town boards, the Town Manager, Town Council in leadership round table discussions of common goals and issues to improve communication and promote cooperation.
- Apply for State grants to remove sources of infiltration and inflows
- Obtain State approval for Town's Plan for Sanitary Sewer Service Area

Program Accomplishments FY 2013:

- Completed \$37 million upgrade of Water Pollution Control financed by State Clean Water Funds
- Completed Program to upgrade Town's eleven pump stations
- Completed Phase I Sanitary Sewer Evaluation financed by State Clean Water Fund Planning Grant
- Completed Project to Replace Corroded Concrete Pipe and Pump Station Forcemain
- Completed Inflow and Infiltration Survey identifying sources of extraneous flows entering Sewer System

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.25	1	0.25	Administrative Secretary	1	0.25

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Number of Meetings	8	11	10	11	12
Number of Public Hearings	1	4	2	1	1
Number of Applications Received	7	3	11	10	10
Number of New Residential Connections Approved	8	8	4	6	6
Number of New Commercial Connections Approved	3	4	6	6	6
Number of New or Revised Regulations	2	1	1	1	1

Chapter 103 of the General Statutes and Special Act 2-260 of the 1969 General Assembly.

The Water Pollution Control Authority has the responsibility of constructing and operating a sewage system, levying benefit assessments, awarding construction contracts, selecting engineers, applying for State and Federal funds, and other duties as specified in the Connecticut General Statutes.

EXPENDITURES

	<u>2008/2009</u> <u>ACTUAL</u>	<u>2009/2010</u> <u>ACTUAL</u>	<u>2010/2011</u> <u>ACTUAL</u>	<u>2011/2012</u> <u>ACTUAL</u>	<u>2012/2013</u> <u>ADOPTED</u>	<u>2013/2014</u> <u>ADOPTED</u>
OFFICE SUPPLIES	0	15	107	32	100	50
ADVERTISING	732	394	889	638	600	650
PROFESSIONAL	0	0	254	0	0	0
OFFICE EQUIPMENT	0	0	0	0	0	0
CAPITAL OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u><u>732</u></u>	<u><u>409</u></u>	<u><u>1,250</u></u>	<u><u>669</u></u>	<u><u>700</u></u>	<u><u>700</u></u>

Code, Chapter 7, Article II
Chapter 154

** APPROVED BY THE WATER POLLUTION CONTROL AUTHORITY COMMISSION **

SPECIAL REVENUE RECREATION FUND

Comparison of Annual Revenues

DESCRIPTION	2010/2011 ACTUAL	2011/2012 ADOPTED	2012/2013 ADOPTED	2013/2014 ADOPTED
DAY CAMP	398,530	370,284	387,034	466,386
4TH R	361,217	682,350	681,300	837,350
VETERANS' MEMORIAL PARK	262,513	283,915	298,210	314,175
OUTDOOR RECREATION	28,113	33,297	38,120	40,575
INDOOR RECREATION	167,905	176,390	194,755	209,337
SOCIAL/CULTURAL	145,767	154,775	151,035	165,547
FACILITIES	32,851	31,825	39,699	39,949
INVESTMENT INT. EARNINGS	2,889	0	0	0
APPROPRIATION - FUND BALANCE	165,564	96,256	46,949	29,910
TOTAL REVENUE	<u>1,565,349</u>	<u>1,829,092</u>	<u>1,837,102</u>	<u>2,103,229</u>

PROGRAM	RECREATION SPECIAL REVENUE FUND – DAY CAMP	5121
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Program Explanation:

This program area offers quality day and specialty camp experiences for youth ages 3 to 16. These offerings provide valuable childcare for the youth of South Windsor through a safe and enjoyable environment. The major emphasis is on providing a memorable leisure opportunity and a valuable childcare alternative for social interaction, skill development and creative expression at a competitive price.

Budget Change Commentary:

Added in a new day camp (Trailblazers) for ages 5-9 to serve the increased resident demand for day camps, at an increase of \$47,000 in expenses and anticipated off-setting revenues of \$49,000. Added staffing to increase supervision of programs at an expense of \$9,328. Increased staff at Adventure Unit at accost of \$7,000 to increase enrollment opportunities. Overall revenues increased by \$79,000, primarily due to the expected larger enrollment in our summer day camps (Camp Discovery, Trailblazers & Adventure Unit).

Program Objectives and Goals FY 2014:

- Maintain our Accreditation with The American Camp Association for our three major camps: Little Explorers, Camp Discovery & Adventure Unit. Inspection will take place during summer of 2013.
- Increase enrollment opportunities for residents at all day camp sites: Little Explorers, Camp Discovery, Trailblazers & Adventure Unit. Last summer Camp Discovery (Ages 5-12) was full by June 1st, Adventure Unit (Ages 12-15) was full with waitlist for 7 of the 8 weeks.
- Increase quality of supervision in our summer camp programs that service up to 400 children per week, with an additional supervisor.
- Open a second site (Trailblazers) to accommodate the growing wait list for Camp Discovery and increase maximum enrollment to 250 campers per week across both sites.
- Develop and implement new specialty camps as opportunities arise.
- Continue to improve upon opportunities and ability to service participants with Special Needs.

Program Accomplishments FY 2013:

- Developed and implemented new specialty camps: Bobcat Volleyball Academy, Science Camps.
- Developed the trial Trailblazers day camp to meet the increased demand for day camp options for residents' children ages 5-12 as Camp Discovery was at maximum enrollment of 180 campers per week.
- Accommodated 12 unique campers with assorted special needs throughout the 10 weeks of summer camp

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
3	3.0	3	3.0	Camp Director	4	4.0
2	2.0	2	2.0	Asst. Camp Director	3	3.0
27	27.0	37	37.0	Camp Counselor	38	38.0
4	2.0	4	2.0	Camp Counselor Part Time	5	2.5
2	2.0	2	2.0	First Aid Responder	2	2.0
10	10.0	10	10.0	Special Needs One-to-One	11	11.0
48	46.0	58	56.0	TOTAL	63	60.5
32		37		Specialty Camp Contractors	37	

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Adventure Unit Camper Registrations	210	237	290	332	345
Camp Discovery Campers Registrations	1655	1560	1752	1546	1620
Little Explorers Campers Registrations	281	298	314	274	288
Trailblazer Campers Registrations	0	0	0	190	296
Specialty Camp Registrations	280	351	350	415	370
<i>Footnote: Fluctuation in numbers is directly attributable to the school calendar and length of summer</i>					

DAY CAMP

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
OVERTIME	0	0	6,711	3,315	6,240
TEMPORARY	143,630	201,218	197,452	187,107	232,376
EMPLOYEE BENEFITS	11,766	15,457	15,729	14,567	18,254
OFFICE SUPPLIES	438	4,792	2,515	300	300
OPERATING MATERIAL	5,587	6,900	10,654	9,000	11,350
UNIFORMS & CLOTHING	977	4,202	8,151	5,180	5,920
DAILY OPERATING ACTIVITY	328	727	243	300	500
CREDIT CARD FEES	11,503	13,062	13,228	11,611	13,992
ADVERTISING	12,294	11,077	13,715	19,352	23,319
PROFESSIONAL	70,879	71,010	85,834	83,863	88,213
RENTAL & LEASES	25,813	38,151	43,766	39,200	48,350
UTILITIES	11	0	0	910	1,110
REPAIR/MAINT EQUIPMENT	0	0	0	0	0
FEES & MEMBERSHIPS	3,984	1,994	50	1,950	2,100
RECRUITMENT & TRAINING	3,977	3,078	2,569	4,048	4,760
OTHER PURCHASE SERVICES	0	0	0	0	0
OTHER	0	530	5,828	4,000	2,000
TOTAL	<u>291,187</u>	<u>372,200</u>	<u>406,445</u>	<u>384,703</u>	<u>458,784</u>

PROGRAM	RECREATION SPECIAL REVENUE FUND – 4th R	5122
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Program Explanation:

As a supplement to the three basic “R’s”, reading, writing and arithmetic, that students receive during the school day, we provided what we feel is the fourth critical “R” – Recreation, before and after their academic day. Thus the title of the program – “The 4th R”. The primary purpose of the “4th R” is to provide a local platform for keeping our youth active with daily physical activity, and to offer an alternative, centrally coordinated, convenient, safe and affordable before and after school option for our residents. The program operates from 7:00am up to the start of the school day, and then again from school dismissal to 6:00pm. We utilize a combination of indoor space, like the gymnasium and cafeteria, as well as the outdoor grounds weather permitting to provide group physical activities, cultural/craft time, individual enrichment and study time and healthy snacks, with a monthly special event thrown in for good measure. A secondary goal is to be dependable and convenient by providing child care coverage during school vacations, snow days, early dismissals, delayed starts and professional development days. The “4th R” is yet another terrific example of the shared services concept as well as a continual commitment to the Town’s CARE initiative.

Budget Change Commentary:

Increase in the 113 part time wages account of \$144,488 was in large part due to support the Board of Education’s proposed Wednesday early release program. This increase accommodates additional new participants for the new Wednesday only program and also covers increased hours of operation on Wednesdays for the existing 4th “R” program. An increase in the 200 accounts by \$21,832 was again primarily due to the needs of operating a potential Wednesday early release program. The 4th “R” also had a slight increase to the operational needs to accommodate the expected enrollment increase from the anticipated change to “all day” Kindergarten also made by the Board of Education. We experienced a slight increase of \$9,293 to the 300 account. Projected revenues should increase by \$156,050 primarily due to the potential Wednesday only early release program at \$126,000 with the balance of \$30,050 attributable to the 4th “R” increase of 4% generated by the Wednesday early release.

Program Objectives and Goals FY 2014:

- To adjust schedules for the possibility of early release program on specific Wednesdays in support of BOE professional development.
- To be prepared for the possibility of operating a Wednesday only program for the specific early release Wednesdays.
- Continue to arrange for development and accommodations created by all-day Kindergarten.
- Continue to increase the use of outside resources for more hands on staff training.
- Bring in art, drama, and fitness groups/instructors to provide extra learning experiences for the children enrolled.

Program Accomplishments FY 2013:

- Successfully completed the sixth year of this ground-breaking municipal service as a collaborative initiative with the Board of Education.
- An all time record high of 219 students were enrolled in January 2013, with an average enrollment of 210 pupils per month which represents a 18% growth over the previous year.

Program Accomplishments FY 2013 (cont'd)

- Successful family nights held a couple times throughout the year at each site to provide an opportunity for all 4th “R” families to get together for a fun, enjoyable evening to play with their kids and bring the siblings along while providing an opportunity to see the staff and other families and friends in the program. Some themes for these nights were bingo, pizza, bounce houses, cookie decorating and arts and crafts.

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	.75	1	.75	4 th R Program Coordinator (.75)	1	.75
5	3.45	5	3.45	4 th R Site Supervisor (.69)	5	3.45
5	3.45	5	3.45	4 th R Asst. Site Supervisor (.69)	5	3.45
10	6.9	12	8.28	4 th R Program Aide (.69)	15	10.35
0	0.0	0	0.0	4 th R Inclusion Coordinator (.75)	1	.75
5	2.5	5	2.5	4 th R Special Needs One-to-One (.50)	5	2.5
0	0.0	0	0.0	Wed. Only Director (.30)	1	.30
0	0.0	0	0.0	Wed. Only Asst. Director (.20)	1	.20
0	0.0	0	0.0	Wed. Only Counselors (.15)	2	.30
0	0.0	0	0.0	Wed. Only Special Needs One-to-One (.15)	1	.15
26	17.0	28	15.0	TOTAL	37	22.2

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Average monthly 4 th R enrollments	179	184	178	210	250

4TH R

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
OVERTIME WAGES	0	0	0	0	0
PART TIME WAGES	243,167	250,097	288,016	397,090	541,578
EMPLOYEE BENEFITS	18,565	19,112	22,107	30,377	41,431
OFFICE SUPPLIES	237	387	785	2,500	3,250
OPERATING MATERIAL	38,747	30,757	30,480	87,900	103,700
UNIFORMS	2,780	3,153	2,993	3,420	4,020
DAILY OPERATING ACTIVITY	1,470	0	0	0	0
CREDIT CARD FEES	14,288	16,263	16,469	20,439	25,121
ADVERTISING	22,973	23,188	28,754	34,065	41,868
PROFESSIONAL	7,003	3,805	3,847	3,000	2,550
RENTAL & LEASES	34,553	45,576	42,581	47,121	46,821
UTILITIES	3,615	3,886	5,490	4,920	8,760
REPAIR/MAINT EQUIP	0	0	0	1,500	1,500
FEES & MEMBERSHIPS	140	60	0	140	140
RECRUITMENT & TRAINING	1,086	2,410	3,417	3,310	1,710
DEPARTMENT EQUIPMENT	1,938	0	1,334	9,450	9,500
OTHER	0	0	0	0	0
TOTAL	<u>390,562</u>	<u>398,694</u>	<u>446,273</u>	<u>645,232</u>	<u>831,949</u>

PROGRAM	RECREATION SPECIAL REVENUE FUND – VETERANS MEMORIAL PARK	5123
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Program Explanation:

Providing a healthy, safe and enjoyable place for community residents to participate in summer aquatic related activities is the primary objective of this unit. An important secondary goal is to provide residents with an opportunity for instruction in swimming and lifesaving. Lessons are Red Cross-sanctioned and taught by certified instructors. Continuation of a variety of other aquatic opportunities, such as the Swim Team, Lifeguard Training, Junior Lifeguarding, WSI, Water Aerobics, and several special events throughout the season round out the programming. The park is open seven days a week for the season beginning Memorial Day weekend and ending the last Sunday in August. Public swimming hours are 2:00-6:30pm while school is still in session and 12:00-7:30pm once school is closed, Monday – Friday and 11am – 6:30pm Saturday and Sunday. Swim lessons are conducted from 8:00am to 12:00pm and 5:00 to 7:30pm weekdays. Private swim lessons are also available and scheduled in 30 minute increments from 9:00am to 7:30 pm each weekday. The facility also accommodates group for schools, birthday parties, family reunions, social gatherings and day cares. Each of the department camps also pay weekly visits to the facility adding value to the camper experience.

Budget Change Commentary:

The overall budget saw a decrease of \$15,325 from fiscal year 2012-13. While expenses increased only \$640 revenue grew by \$15,965. There are increases in line items for uniforms and clothing, advertising, professional, rentals and leases, utilities, and recruitment and training. We were able to reduce costs in many areas in order to keep fees reasonable for our customers, the most notable of which is a \$5,422 savings to our Personnel account (100), made possible by better utilizing members of our parks division to maintain water quality and safety. By maintaining a high quality facility and programs, we have seen an increase in swim lesson registrations, daily admissions and group reservations, which in turn increases our revenues helping to control user fee and maintain affordability.

Program Objectives and Goals FY 2014:

- Successfully achieve our budgetary goals by keeping our program fees affordable and ensuring quality program service to our customers through highly trained qualified staff.
- Increase Seals Swim Team and swim lesson enrollment
- Enhance the park with new features and amenities such as Wi-Fi to attract visitors provide a more inviting/attractive environment to keep pace with competition.
- Institute slight user fee increases to remain self-sustaining.
- Improve our computer systems to increase our ability to track data and provide the fastest and most professional experience for our customers.
- Continue to add additional staff trainings to assure our lifeguards and swim instructors are performing their duties to meet the highest expectations
- Reinstitute the Diving program and add additional programmatic opportunities for both children and adults.
- Perform an internal ADA audit to begin the process of implementing necessary improvements to meet the new standards.
- Using the 14 modules of the CDC's Model Aquatic Health Code, begin to evaluate and prioritize areas of improvement for the facility and staffing to meet the updated standards.

Program Accomplishments FY 2013:

- Swim Team maintained a winning record for both the Junior and Senior divisions.
- Concession building was insulated and new A/C installed for more efficient climate/product control. We operate this “over-the-counter” refreshment service completely in-house, replacing the temporary make-shift portable set up and eliminating unreliable vending machines of the past with high hopes of generating additional revenue to help control user fees.
- Added two new water features in our training pool, which have proved to be very popular with kids of all ages.
- Certified seven staff as Certified Pool Operators to safely and effectively maintain the water quality and safety.
- Added a Water Zumba program and worked with the Human Services Department to offer a water fitness class for seniors.
- Seals Swim Team reached its maximum capacity of 170 swimmers
- Increased our picnic table inventory to meet the demand from groups and families who spend the day at the park.
- Worked with customers to meet individual needs to maximize the number of children participating in swim lessons.
- Added Noodle Night as a highly successful special event
- We were tested with the challenge of an unprecedented flood, and as a team worked together to clean, repair, and reopen the facility to minimize disruption to public swim, swim team and swim lessons.

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
2	2	2	2	Pool Director	2	2
2	2	2	2	Head Lifeguard	2	2
18	18	18	18	Lifeguard	18	18
12	12	12	12	Water Safety Instructor	12	12
3	3	3	3	Swim Team Coach	3	3
1	0.5	1	0.5	Head Maintainer (.50)	1	0.5
3	3	3	3	Maintainer	3	3
0	0	0	0	Water Quality Staff	1	0.5
3	3	3	3	Gate Attendant	3	3
1.5	1.5	1.5	1.5	Concession Attendant	1.5	1.5
45.5	45.0	45.5	45.0	TOTAL	46.5	45.5

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Household Pass – Resident	945	1012	924	894	955
Household Pass – Non-Resident	122	166	163	231	205
Daily Admissions (includes group sales)	\$51,458	\$58,266	\$66,518	\$82,284	\$52,575
Swim Lessons – group registrations	601	672	607	694	700
Swim Lesson – private registrations	296	240	278	280	280
Swim Team enrollment	131	154	160	161	161
Concession Revenues	0	\$22,200	\$20,689	\$20,156	\$22,000
Gross Revenues for Facility	\$231,192	\$285,495	\$278,599	\$298,121	\$314,175
Special Events	0	0	3	4	6

VETERANS' MEMORIAL PARK

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>
PART TIME WAGES	0	12,474	922	0	0
TEMPORARY	169,336	191,069	186,508	235,820	230,784
EMPLOYEE BENEFITS	13,046	14,728	14,476	18,040	17,655
OFFICE SUPPLIES	1,482	2,117	1,548	3,740	3,140
OPERATING MATERIAL	9,134	9,183	28,571	23,148	21,888
UNIFORMS & CLOTHING	2,379	4,011	5,053	5,122	5,292
DAILY OPERATING ACTIVITY	3,450	2,410	77	200	200
CREDIT CARD FEES	13,114	14,891	15,080	8,946	9,425
ADVERTISING	11,789	11,000	11,316	14,911	15,709
PROFESSIONAL	6,530	5,468	2,221	3,020	6,020
RENTAL & LEASES	0	0	2,257	765	810
UTILITIES	379	385	421	600	5,280
FEES & MEMBERSHIPS	158	1,179	988	1,980	1,980
RECRUITMENT & TRAINING	837	474	3,165	4,340	4,940
OTHER PURCHASE SERVICE	0	400	200	800	500
DEPARTMENT EQUIPMENT	510	4,546	0	3,550	2,000
OTHER	0	13,333	(135)	0	0
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL	<u>232,144</u>	<u>287,668</u>	<u>272,668</u>	<u>324,982</u>	<u>325,623</u>

PROGRAM	RECREATION SPECIAL REVENUE FUND – OUTDOOR	5124
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Program Explanation:

This unit provides funding for the activities that are usual to the outdoor season, and not offered by private sector or local independent sports organizations, such as Adult Softball and Youth & Adult Outdoor Tennis Lessons, Clinics & tournaments. These activities provide for active living, a great deal of spectator value and often serve as an introductory experience for youth not available through the local youth sports organizations. The Team Building & Leadership Center (TLC, or Challenge/Ropes Course) is also accounted for in this program.

Budget Change Commentary:

Slightly higher expenses of approximately \$500 is due to a rate increase for contracted softball umpire costs through the ASA (American Softball Association) and the number of games needed to accommodate an increase in teams. Off-setting revenue of \$500 from additional softball teams creates a break-even situation.

Program Objectives and Goals FY 2014:

- Increase enrollment in youth tennis lessons with the addition of Pee Wee tennis for younger athletes and Hi Performance tennis lessons for more skilled participants.
- Improve ability to supervise programs with the additional program supervisor position.
- Increase number of teams participating in Adult Softball league at progressively increasing user fees to approach the regional market price.

Program Accomplishments FY 2013:

- Effectively collaborated with Youth Boys Lacrosse, Midget Football and the Soccer Club for shared scheduling of multi-use fields at Rye Street Park while maintaining a 14 game regular season double elimination playoff for adult softball
- Youth & Adult tennis lessons continue to draw solid participation
- Adult softball league continues to draw solid participation with over 20 teams, 4 teams more than budgeted goal of 16 teams, a 25% growth!
- Successfully added 3rd division to softball league to better balance competition.

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
2	1.5	2	1.5	Tennis Lesson Instructor (Contractor - .75)	2	1.5
2	1.0	2	1.0	Tennis Clinic Instructor (Contractor - .50)	2	1.0
10	0.8	10	0.8	TLC Ropes Course Facilitator (Contractor - .08)	10	0.8
8	0.9	8	0.9	Softball Umpire (Contractor - .11)	8	0.9
22	2.7	22	2.7	TOTAL	22	2.7

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Adult Softball Registered Teams (# of players)	15 (181)	18 (214)	18 (216)	20 (238)	20 (240)
Tennis Lesson Registration – Adult	40	46	39	30	35
Tennis Lesson Registration – Youth	222	176	191	205	210
Tennis Clinic Registration	19	13	12	20	20
Tennis Tournament Participants	16	0	0	0	0
TLC Ropes Course Groups	0	0	15	20	20

OUTDOOR RECREATION

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
TEMPORARY	0	0	580	1,400	1,400
EMPLOYEE BENEFITS	0	0	0	107	107
OFFICE SUPPLIES	0	25	0	150	0
OPERATING MATERIAL	2,593	2,205	3,662	2,200	2,730
UNIFORMS & CLOTHING	0	265	293	60	60
CREDIT CARD FEES	1,956	2,221	2,249	1,144	1,217
ADVERTISING	1,695	1,257	1,413	1,906	2,029
PROFESSIONAL	20,620	20,601	25,540	29,834	30,489
RENTAL & LEASES	150	0	0	0	0
UTILITIES	0	0	0	1,193	360
REPAIR/MAINT FACILITIES	0	188	1,947	1,650	1,650
REPAIR EQUIPMENT	0	0	54	0	0
FEES & MEMBERSHIPS	400	450	655	400	500
RECRUITMENT & TRAINING	0	450	0	0	0
OTHER	0	0	0	0	0
TOTAL	<u>27,414</u>	<u>27,661</u>	<u>36,391</u>	<u>40,044</u>	<u>40,542</u>

PROGRAM	RECREATION SPECIAL REVENUE FUND – INDOOR	5125
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Program Explanation:

This unit provides funding for the activities sponsored by the department during the more commonly called indoor season. The majority of these activities fall into the group instruction/fitness category (like Aerobics, Pilates, Yoga, Martial Arts & Zumba), with emphasis placed on individual participation rather than a team concept. This account also includes the very popular league programming such as the eleven divisions of Youth Basketball (from grades K through 12), as well as four divisions of Adult Basketball, Middle School Volleyball and Adult Volleyball (with separate men's and women's divisions).

Budget Change Commentary:

Overall expense increase of approximately \$14,000. This is largely due to addition of the \$5000 of expenses related to the new Rec Plus basketball program, \$4000 in additional part time supervisory staff, both of which are added to the 13/14 budget. With the continued growth of adult leagues and development of more opportunities for participation, there is the expectation of more games and a greater need for officials. Revenue increased by \$15,000, as a result of the increase in number of sponsors received for youth basketball, the addition of the Rec plus program and continued growth of adult opportunities.

Program Objectives and Goals FY 2014:

- To advocate and affect a change in the youth sports culture through the development of programs that are sensitive to other sports programs and schedules in town, and that are in the best interest of the child athlete/participant.
- Look into development of new programs for teens and adults, and alternative activities for school vacation weeks throughout the year.
- Look to continue growth of all adult sports leagues
- Increase adult participation through various tournaments and new programs
- Added part time positions to better supervise programs at night and on weekends in order to maintain quality of the programs offered
- Increase number of sponsors in youth basketball

Program Accomplishments FY 2013:

- Continued replacement program for the aging adjustable portable basketball goals.
- Continue re-organization of the Travel Basketball program.
- Instituted a "Rec.+” youth basketball program to bridge gap between in-house and travel to provide for those wishing to gain more experience.
- Continued to experience strong participation in all youth basketball leagues and skill development programs (1,000 participants).
- Worked in conjunction with SWHS to offer Challenger Basketball for Special Needs athletes
- Offered the opportunity for team and individual photos to all in house youth basketball and More Mighty Mite teams.
- Continued growth of Adult Volleyball Leagues.
- Reorganization of Adult Basketball Leagues to better address eligibility issues.

Program Accomplishments FY 2013 (cont'd)

- Maximized use of town owned facilities for adult and youth sports leagues
- Added four new adult fitness programs
- Instituted a “pay before play” fee system to expedite collection of league fees

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	0	0	Week night/Weekend staff (.25)	1	.25
74	7.4	74	7.4	Contractors (.10)	74	7.4
123	9.8	115	9.2	Volunteer Youth Basketball Coach – In-House (3 hours/week - .08)	120	9.6
12	3.0	12	3.0	Volunteer Youth Basketball Coach – Travel (10 hours/week - .25)	12	3.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Mighty Mite Hoop enrollment	231	182	197	181	224
Divisional League Play Youth Basketball enrollment	809	807	751	850	885
Instructional & Fitness Program registrations	940	892	935	1,118	1,283
Men’s Basketball League – team enrollment	18	16	15	18	19
Women’s basketball League – team enrollment	8	7	8	8	8
Men’s Volleyball League – team enrollment	18	19	17	16	17
Women’s Volleyball League – team enrollment	15	18	20	20	20

INDOOR RECREATION

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
TEMPORARY	0	0	0	1,610	5,997
EMPLOYEE BENEFITS	0	0	0	123	459
OFFICE SUPPLIES	0	84	0	0	0
OPERATING MATERIAL	8,298	8,361	9,302	8,585	8,665
UNIFORMS & CLOTHING	16,413	16,361	13,660	19,513	16,413
CREDIT CARD FEES	8,743	9,927	10,054	5,843	6,280
ADVERTISING	8,983	9,294	10,045	9,738	10,467
PROFESSIONAL	107,714	119,713	140,865	138,934	148,458
RENTAL & LEASES	13,599	3,420	19,859	1,700	4,500
PRINTING	0	22	0	0	0
UTILITIES	11	0	0	360	360
FEES & MEMBERSHIPS	1,620	1,490	1,650	1,200	1,200
RECRUITMENT & TRAINING	5,056	1,225	1,823	4,100	3,980
DEPARTMENT EQUIPMENT	220	922	897	900	0
OTHER	0	0	0	0	0
TOTAL	<u>170,657</u>	<u>170,820</u>	<u>208,156</u>	<u>192,606</u>	<u>206,779</u>

PROGRAM	RECREATION SPECIAL REVENUE FUND – SOCIAL/CULTURAL	5126
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Program Explanation:

A variety of activities and programs geared toward social interaction, the arts and first time playgroup experiences are funded in this unit. One of our most popular programs attracting more than 200 unique “little” residents on a weekly basis is the department’s Preschool Programs. Other opportunities include Drama, Dance, Social Club for Special Needs, and Art Classes. Special events such as the Fishing Derby, the Summer Concert Series, Skate with Santa, Egg Hunt and Community Band and Chorus are also a major part of this programming.

Budget Change Commentary:

The budget for the most part remained static; there was an adjustment to increase some programs fees to match the increase of wages and salaries.

Program Objectives and Goals FY 2014:

- Continue collaboration with outside groups to provide a variety of events and programs to families.
- Change Preschool schedule to maximize the use of space with classes that traditionally are popular.
- Start preschool age classes for residents on Saturdays that cannot attend during the week due to conflicting schedules.
- Offer a larger selection of new kid’s fitness programs throughout the school year to help eliminate childhood obesity.

Program Accomplishments FY 2013:

- Successful collaboration with Golf Fore Kids Foundation to operate a Kids fun run and a 5k where the proceeds went to Golf Fore the Kids Foundation and Parks & Recreation special needs programming.
- Initiated a new version of the Monday Night Social Club for younger children on Tuesday nights called Our Special Night.
- Successful operation of the first annual Cartoon Character Pancake Breakfast and Cartoon Character Hot Dog Roast, with net proceeds to benefit special needs programming through the parks & recreation department.
- Large increase of population at the Annual Egg Hunt
- The Summer Concert series continues to increase in popularity becoming a staple community event.

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.10	1	0.10	Art Instructor (.10)	1	0.10
4	0.8	4	0.8	Concert Crew (0.2)	4	0.8
1	0.03	1	0.03	Dance Instructor (.03)	1	0.03
1	0.04	1	0.04	Drama Instructor (.04)	1	0.04
3	0.45	3	0.45	Fishing Derby Lifeguards (.15)	3	0.45
1	0.08	1	0.08	Mon. Night Social Club Supervisor (.08)	1	0.08
6	3.6	6	3.6	Preschool Instructor (.60)	6	3.6
4	0.52	4	0.52	Preschool Aide (.13)	4	0.52
4	0.20	4	0.20	T.E. After School Instructor	4	0.20
50	6.0	80	13.5	Volunteers for Special Events (.17)	80	13.5
75	11.82	105	19.32	TOTAL	105	19.32

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Art Class Registrations	50	50	50	50	30
Cartoon Character Breakfast Participants	0	0	0	300	350
Cartoon Character Hot Dog Roast Participants	0	0	0	250	300
Community Band Participants	40	47	56	56	60
Community Chorus Participants	39	42	46	51	51
Dance Registrations	36	36	36	36	36
Drama Registrations	36	36	36	76	63
Egg Hunt Participants	2,000	2,500	2,500	3,000	3,000
Fishing Derby Participants	51	69	0	75	100
Mon. Night Social Club participants (average weekly attendance)	25	25	30	30	30
Preschool Class Registrations	2,160	1,354	1,419	1,491	1,322
Summer Concert Attendance	7,200	8,400	6,150	8,920	10,000
Skate with Santa Participants	200	200	250	300	350
TE After School Club Participants	132	134	116	114	124

SOCIAL/CULTURAL

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>
TEMPORARY	0	61,508	62,015	69,787	69,037
EMPLOYEE BENEFITS	0	4,757	4,901	5,339	5,281
OFFICE SUPPLIES	0	290	183	200	200
OPERATING MATERIAL	15,256	12,992	11,453	11,025	10,975
UNIFORMS & CLOTHING	2,115	350	584	800	560
CREDIT CARD FEES	6,154	6,988	7,077	4,531	4,966
ADVERTISING	7,277	7,704	7,839	8,252	8,977
PROFESSIONAL	55,001	60,451	58,220	61,427	65,775
RENTAL & LEASES	783	2,100	1,857	1,300	1,150
UTILITIES	10	0	0	360	360
REPAIR/MAINT FACILITIES	0	927	0	500	500
FEES & MEMBERSHIPS	1,152	2,792	1,642	2,304	2,304
RECRUITMENT & TRAINING	77	154	0	216	216
OTHER PURCHASE SERVICE	0	632	0	600	600
DEPARTMENT EQUIPMENT	2,700	0	0	0	0
OTHER	0	0	0	0	0
TOTAL	<u>90,525</u>	<u>161,643</u>	<u>155,771</u>	<u>166,641</u>	<u>170,901</u>

PROGRAM	RECREATION SPECIAL REVENUE FUND – FACILITIES	5127
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Program Explanation:

The purpose of this account, initiated Fiscal Year 1997-1998, is to provide a formalized and structured financial format to efficiently manage reservations, rentals and public use of Parks & Recreation Department authorized facilities. This includes reservations and rentals of the Community Center; Rotary Pavilion; Rotary Baseball Field; Rye Street Park Athletic Fields/Facilities; the new Indoor Batting Cages as well as shared responsibility for public tennis courts and the building and sports lighting at the Little League Complex on Ayers Road. Within this account, use of these facilities is for non-programmatic independent activities, typically for local groups and organizations, as well as for private functions. This account provides for planned repairs, maintenance, replacement and improvement of equipment and supplies necessary for quality accommodation of resident users.

Budget Change Commentary:

- Slight increase in line item 113 to reflect additional part time weeknight and weekend staff to better monitor rental facilities.
- An associated reduction was made in line item 320 to off-set the weeknight/ weekend staffing change.
- Significant adjustments were made in Utilities and Maintenance accounts to better reflect actuals.

Program Objectives and Goals FY 2014:

- Increase in weekend and weeknight program and facility supervision to better serve the public. The hope is that more consistent and quality customer service will generate more reservations and as a result additional revenue.
- Reduce the number of complimentary reservations, lost revenue, by instituting a more diverse pricing tier. For example, a slight fee (discounted from the standard fee) versus free use for local sports groups, or civic organizations.

Program Accomplishments FY 2013:

- Partnered with South Windsor Rotary Club for the yet another series of improvements at the Rotary Pavilion including three retractable curtain walls on the south side and a concrete patio on the east side.
- Additional repairs made to the Wapping Tennis Courts lights.
- Continued contracted custodial services to keep the new Concession/Restroom/Storage building at Rye Street Park clean in season.
- Continued with our annual floor maintenance program at the Ellsworth Gymnasium.
- Completely refurbished the all-purpose room 214 at the community center in-house – removed wall paper, prepped surface, applied textured primer to cover imperfections, applied two final coats with four new brighter colors, primed and painted all the trim.

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	0	0	Weeknight/Weekend Facility Customer Service Staff	5	1
5	1.5	5	1.5	Facility Rental Monitor	5	0.5
				TOTAL	10	1.5

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Rotary Pavilion Reservations	130	140	109	123	130
Community Center Reservations (non-programmatic)	109	121	115	124	124
Indoor Batting Cages (non-program use)	0	0	0	12	25

FACILITIES

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
PART TIME WAGES	10,115	2,783	3,790	3,500	7,495
EMPLOYEE BENEFITS	333	201	161	268	573
OPERATING MATERIAL	296	181	1,430	903	713
CREDIT CARD FEES	1,726	1,959	1,984	1,191	1,198
ADVERTISING	1,641	1,303	1,464	1,985	1,997
PROFESSIONAL	22,201	15,271	17,050	14,280	10,380
RENTAL & LEASES	2,525	0	0	0	0
UTILITIES	2,356	1,963	740	9,792	1,100
MAINTENANCE CONTRACTS	7,195	5,987	2,363	11,075	8,295
REPAIR/MAINT FACILITIES	8,061	6,019	7,499	6,100	6,100
REPAIR/MAINT EQUIP	207	0	0	300	300
RECRUITMENT & TRAINING	286	410	245	500	500
DEPARTMENT EQUIPMENT	289	3,953	2,500	3,000	0
OTHER	0	0	0	0	0
TOTAL	<u>57,231</u>	<u>40,030</u>	<u>39,224</u>	<u>52,894</u>	<u>38,651</u>

PROGRAM	RECREATION SPECIAL REVENUE FUND – TRANSFER TO THE GENERAL FUND	5128
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Program Explanation:

This program is the amount to be reimbursed to the General Fund for some of the Recreation Department's Administration expenses.

Budget Change Commentary:

This program has a zero percent budget increase.

TRANSFER TO THE GENERAL FUND

	2009/2010 ACTUAL	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 ADOPTED	2013/2014 ADOPTED
INTERNAL SERVICE CHARGES	<u>0</u>	<u>100,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u><u>0</u></u>	<u><u>100,000</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

PROGRAM	RECREATION SPECIAL REVENUE FUND – CONTINGENCY	9001
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Program Explanation:

The purpose of this account is to provide for unexpected expenses occurring in the fiscal year.

Budget Change Commentary:

This program has a zero percent budget increase.

CONTINGENCY

	<u>2009/2010 ACTUAL</u>	<u>2010/2011 ACTUAL</u>	<u>2011/2012 ACTUAL</u>	<u>2012/2013 ADOPTED</u>	<u>2013/2014 ADOPTED</u>
OTHER PURCHASE SERVICE	<u>0</u>	<u>0</u>	<u>0</u>	<u>30,000</u>	<u>30,000</u>
TOTAL	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>30,000</u></u>	<u><u>30,000</u></u>

PROGRAM	RECREATION SPECIAL REVENUE FUND – CAPITAL IMPROVEMENTS	8000
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Program Explanation:

This program provides funding for Capital Improvement Projects.

Budget Change Commentary:

This program has a zero percent budget increase.

CAPITAL IMPROVEMENTS

	<u>2009/2010</u> <u>ACTUAL</u>	<u>2010/2011</u> <u>ACTUAL</u>	<u>2011/2012</u> <u>ACTUAL</u>	<u>2012/2013</u> <u>ADOPTED</u>	<u>2013/2014</u> <u>ADOPTED</u>
CAPITAL IMPROVEMENTS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

Revenue Descriptions

Property Taxes

Current Taxes – property taxes due for current fiscal year.

Prior Year Taxes – property taxes due for up to fourteen previous fiscal years.

Interest – interest applied to delinquent tax payments, per State Statutes.

Lien Fees – charge to file and release liens on delinquent real estate properties, in the Town Clerk's Office.

Supplemental Motor Vehicle - property tax levied on motor vehicles, not included on the October Grand List.

State of Connecticut for Education

Education Cost Sharing (ECS) Grant – grant funding distributed according to the spending needs of the school, per statutory formula.

State of Connecticut for Other Purposes

Elderly Tax Freeze – partial reimbursement for tax freeze for the elderly whose yearly income, excluding Social Security, does not exceed \$6,000. This grant is being phased out, so no new participants are allowed in the program since fiscal year 2009-2010.

State in Lieu of Taxes – This line item includes the Mashantucket Pequot grant, which is a percentage of State proceeds from the Mashantucket Pequot and Mohegan Sun casinos' slot machine revenues and the State Property Pilot, which is the amount paid on State property within Town, in lieu of property taxes. Both of these items are eliminated in the 2014 State Proposed budget.

Property Tax Relief – distribution of State sales tax and State's portion of the Property Conveyance tax.

State Sundry Grants – Miscellaneous State grants and reimbursements. All miscellaneous grants are eliminated in the 2014 State Proposed budget.

Youth Services Grants – to assist with funding youth services programs.

FEMA Reimbursements – federal assistance to cover clean up costs associated with storms Irene and Alfred.

Telephone Access – state imposed payments from telecommunication vendors in lieu of property taxes.

Manufacturer's Equipment Pilot – Connecticut General Statutes Sec. 12-81 (72) provides for a five-year 100% property tax exemption for certain manufacturing machinery and equipment. The 2012 State budget eliminated this grant and replaced it with the Municipal Revenue Sharing grant, which is eliminated in the 2014 State Proposed budget.

Municipal Aid/Hold Harmless – a new grant in the Governor's 2014 Proposed budget. The purpose of this grant is to offset any lost revenue from the elimination of other grants.

DOT Elderly Transportation – to assist with funding the Town's senior bus service.

Veteran's Exemption– partial reimbursement of Veterans tax exemptions.

Local Revenues

Building Permit Fees – fees collected for issuance of building permits as required by law.

Town Manager Rental Fees – fees collected from individuals who lease agricultural land from the Town.

Probate Court – expenditure reimbursements from East Windsor and Windsor. South Windsor is one of 3 Towns that make up the Greater Windsor Probate Court, which has its office located in South Windsor's Town Hall. As a service to the court, South Windsor pays 100% of Probate Court's operating expenses and then receives reimbursement from the other Towns.

Town Clerk Fees – revenue collected by the Town Clerk's Office per Town Charter and State Statutes. Fees include, but are not limited to, trade name certifications, dog licenses, marriage licenses, and document recordings.

Planning and Zoning – fees for planning and zoning applications.

General Government Sundry – miscellaneous receipts that do not belong in any other revenue account.

Police – fees charged for various public safety services; such as monitoring security alarms, fingerprinting, and copy charges for police records.

Library Fines and Fees – charges for overdue books, videos, lost cards and lost books.

Education – miscellaneous revenue and reimbursements received from the school system.

Engineering Permits – fees for engineering permit applications.

Zoning Board of Appeals – fees for zoning appeals.

Refuse & Recycling Fees – charges for the sale of additional automated containers, recycling bins, and scrap metal. This account also reflects any recycling rebates received by the Town.

Fire Marshal Fees – fees for the Fire Marshal to inspect new construction to ensure the building owner is in compliance with State and local fire safety regulations.

Miscellaneous

General Fund Interest – interest earnings on available cash balances.

Cancel Prior Year Encumbrances – All encumbrances that are not needed for their originally intended purpose expire at the end of the next fiscal year and the unused amounts are recorded as revenue.

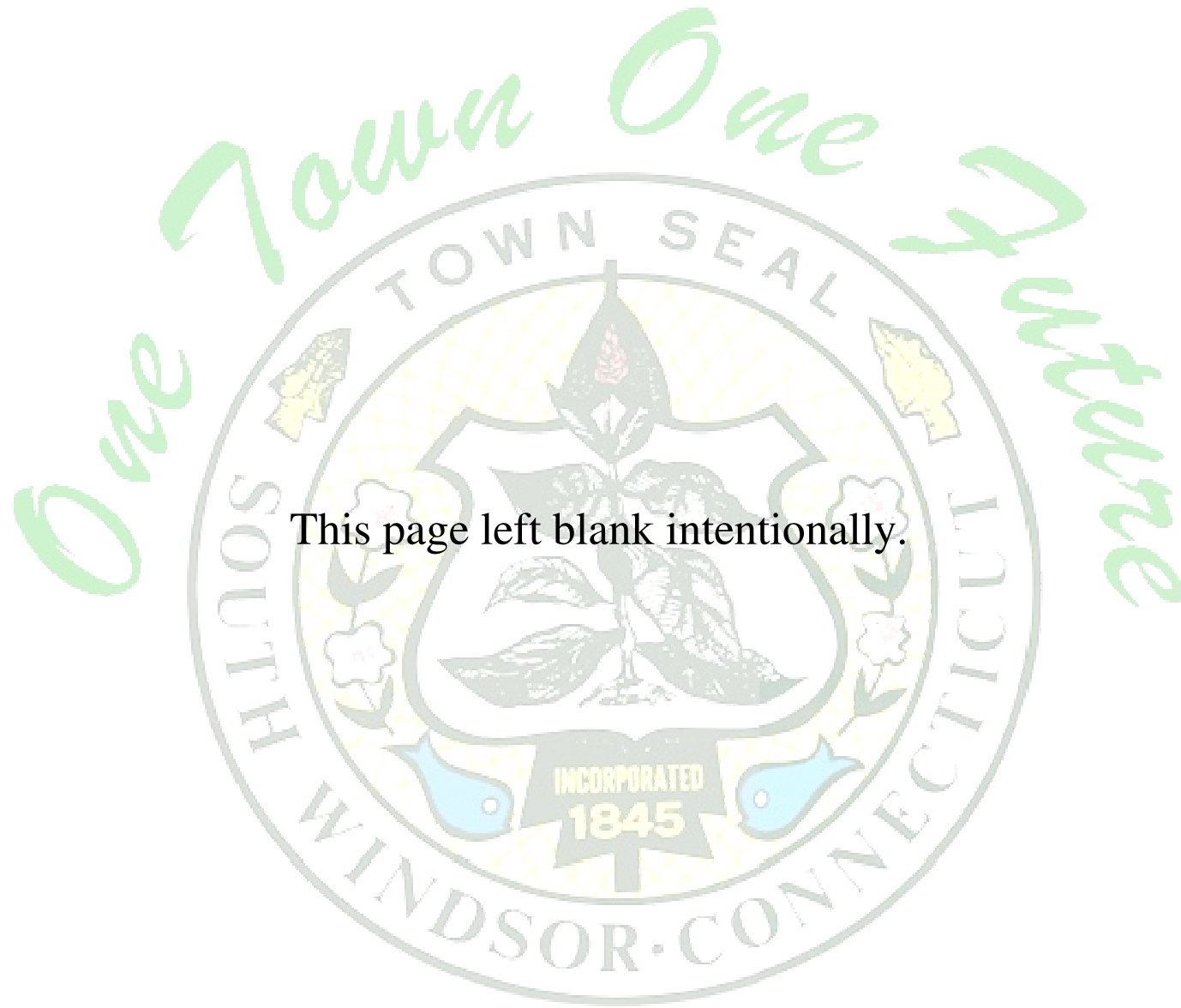
Prior Period Adjustment – audit adjustments made to a prior fiscal year.

Bond Refunding Premium – amount received over the par value of long-term bonds refunded by the Town. Bonds are refunded to take advantage of lower rates and reduce interest costs.

Transfers

Appropriation from Surplus/Fund Balance – transfers made from undesignated General Fund balance.

Sewer Tax Collection Service – payment from the Sewer Fund for the Collector of Revenue's office to bill and collect sewer user fees and assessments.



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EXPENDITURES

TOWN OF SOUTH WINDSOR BUDGET INFORMATION 2013-2014

Description	2012-2013 Adopted Budget	2013-2014 Adopted Budget	2013-2014 \$ Increase	2013-2014 % Increase
Town Government	32,950,683	34,810,522	1,859,839	5.64%
Board of Education	<u>65,519,961</u>	<u>68,123,940</u>	<u>2,603,979</u>	<u>3.97%</u>
Total Town Budget	<u><u>98,470,644</u></u>	<u><u>102,934,462</u></u>	<u><u>4,463,818</u></u>	<u><u>4.53%</u></u>

EXPENDITURE SUMMARY STATEMENTS Fiscal Year 2013-2014								
2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Budget	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved	\$ Change 2012-2013 Adopted Budget to 2013-2014 Adopted
				GENERAL GOVERNMENT				
142,876	200,144	197,225	206,405	LEGISLATIVE TOWN COUNCIL	210,033	210,033	210,033	3,628
142,876	200,144	197,225	206,405	Total	210,033	210,033	210,033	3,628
2,343	2,524	2,275	2,500	BOARDS & COMMISSIONS				
502	991	292	1,000	HUMAN RELATIONS COMMISSION	2,500	2,500	2,500	0
0	0	0	520	HISTORIC DISTRICT COMMISSION	1,000	1,000	1,000	0
3,580	1,890	0	0	PUBLIC BUILDING COMMISSION	520	520	520	0
180	272	60	1,000	HOUSING AUTHORITY	0	0	0	0
3,935	2,813	2,965	5,525	S. W. REDEVELOPMENT AGENCY	1,000	1,000	1,000	0
0	0	15	300	INLAND/WETLANDS COMM.	5,525	5,525	5,525	0
678	530	337	750	LAND PRESERVATION ADVISORY	300	300	300	0
4,508	1,260	2,656	4,500	OPEN SPACE TASK FORCE	500	500	500	(250)
0	866	421	1,500	PARK & RECREATION COMMISSION	4,500	4,500	4,500	0
6,237	5,406	7,677	7,250	JUVENILE FIRESETTER COMM.	1,500	1,500	1,500	0
1,878	2,093	3,226	2,500	PLANNING & ZONING COMMISSION	7,150	7,150	7,150	(100)
1,615	759	2,000	3,000	ZONING BOARD OF APPEALS	2,500	2,500	2,500	0
				ECONOMIC DEVELOPMENT COMM.	3,000	3,000	3,000	0
25,456	19,404	21,924	30,345	Total	29,995	29,995	29,995	(350)
10,086	9,061	8,698	12,254	JUDICIAL PROBATE COURT	13,238	13,238	13,238	984
10,086	9,061	8,698	12,254	Total	13,238	13,238	13,238	984

EXPENDITURE SUMMARY STATEMENTS Fiscal Year 2013-2014								
2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Budget	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved	\$ Change 2012-2013 Adopted Budget to 2013-2014 Adopted
105,131	139,312	140,610	143,940	ELECTIONS REGISTRAR OF VOTERS	146,581	146,581	146,581	2,641
105,131	139,312	140,610	143,940	Total	146,581	146,581	146,581	2,641
300,253 154,842	273,349 135,612	278,325 71,442	314,773 63,711	EXECUTIVE TOWN MANAGER HUMAN RESOURCES	314,677 63,711	314,677 63,711	314,677 63,711	(96) 0
455,095	408,961	349,767	378,484	Total	378,388	378,388	378,388	(96)
284,353 192,984	288,200 187,722	211,889 185,750	221,086 210,249	COMMUNITY DEVELOPMENT PLANNING DEPARTMENT BUILDING DEPARTMENT	223,772 213,957	223,772 213,957	223,772 213,957	2,686 3,708
477,337	475,922	397,639	431,335	Total	437,729	437,729	437,729	6,394
240,587 0 185,353 308,808	254,786 0 194,921 316,228	262,519 0 204,576 330,525	275,936 0 204,424 336,459	FINANCE ASSESSOR BOARD OF TAX REVIEW COLLECTOR OF REVENUE FINANCE OFFICE	280,924 0 215,671 343,804	280,924 0 215,671 343,804	280,924 0 215,671 343,804	4,988 0 11,247 7,345
734,748	765,935	797,620	816,819	Total	840,399	840,399	840,399	23,580
224,280	196,103	202,161	214,235	RECORDING & REPORTING TOWN CLERK	217,803	217,803	217,803	3,568
224,280	196,103	202,161	214,235	Total	217,803	217,803	217,803	3,568

EXPENDITURE SUMMARY STATEMENTS Fiscal Year 2013-2014								
2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Budget	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved	\$ Change 2012-2013 Adopted Budget to 2013-2014 Adopted
168,810	187,767	180,486	175,000	LAW TOWN ATTORNEY	175,000	175,000	175,000	0
168,810	187,767	180,486	175,000	Total	175,000	175,000	175,000	0
278,648	273,046	270,742	281,643	CENTRAL SERVICES				
437,641	464,455	457,514	540,474	TOWN HALL	377,880	282,880	282,880	1,237
5,501	6,256	0	1,500	INFORMATION TECHNOLOGY	745,511	745,511	661,511	121,037
0	69	0	1,000	TOTAL QUALITY MANAGEMENT	1,500	1,500	1,500	0
11,603	7,413	15,478	27,325	HEALTH & SAFETY COMMITTEE	1,000	1,000	1,000	0
				MEDIA	28,970	28,970	28,970	1,645
733,393	751,239	743,734	851,942	Total	1,154,861	1,059,861	975,861	123,919
3,077,212	3,153,848	3,039,864	3,260,759	Total GENERAL GOVERNMENT	3,604,027	3,509,027	3,425,027	164,268
				PUBLIC SAFETY				
404,858	414,339	416,159	384,543	POLICE PROTECTION				
3,063,164	2,884,481	3,142,654	3,188,353	ADMINISTRATION	390,306	409,032	409,032	24,489
1,530,779	1,647,177	1,716,425	1,842,244	OPERATIONS	3,263,501	3,263,501	3,323,501	135,148
128,951	124,835	142,318	149,364	SUPPORT SERVICES	1,759,001	1,759,001	1,759,001	(83,243)
				COMMUNITY SERVICES	151,696	151,696	151,696	2,332
5,127,752	5,070,832	5,417,556	5,564,504	Total	5,564,504	5,583,230	5,643,230	78,726
141,249	122,953	129,658	144,867	FIRE PROTECTION				
630,240	665,462	690,462	710,553	FIRE MARSHAL	185,079	185,079	185,079	40,212
660,108	685,415	708,422	728,600	SW VOLUNTEER FIRE DEPT.	760,962	760,962	760,962	50,409
				HYDRANTS & WATER LINES	750,800	750,800	750,800	22,200
1,431,597	1,473,830	1,528,542	1,584,020	Total	1,696,841	1,696,841	1,696,841	112,821

EXPENDITURE SUMMARY STATEMENTS Fiscal Year 2013-2014								
2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Budget	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved	\$ Change 2012-2013 Adopted Budget to 2013-2014 Adopted
380,131	410,094	394,109	409,500	OTHER PROTECTION STREET LIGHTS	409,500	409,500	409,500	0
380,131	410,094	394,109	409,500	Total	409,500	409,500	409,500	0
6,939,480	6,954,756	7,340,207	7,558,024	Total PUBLIC SAFETY	7,670,845	7,689,571	7,749,571	191,547
				PUBLIC WORKS				
128,189	131,285	135,464	136,845	ADMINISTRATION PUBLIC WORKS MANAGEMENT	139,492	139,492	139,492	2,647
128,189	131,285	135,464	136,845	Total	139,492	139,492	139,492	2,647
356,543	365,341	381,893	391,941	ENGINEERING TECHNICAL SUPPORT	439,475	439,475	399,475	7,534
356,543	365,341	381,893	391,941	Total	439,475	439,475	399,475	7,534
1,988,543 644,089	2,103,977 717,027	2,013,387 780,200	2,152,522 809,748	STREET SERVICES HIGHWAY MAINTENANCE FLEET SERVICES	2,264,988 823,021	2,264,988 823,021	2,157,305 823,021	4,783 13,273
2,632,632	2,821,004	2,793,587	2,962,270	Total	3,088,009	3,088,009	2,980,326	18,056
1,175,209	1,274,698	1,204,160	1,329,646	PUBLIC BUILDINGS BUILDING MAINTENANCE	1,348,137	1,348,137	1,348,137	18,491
1,175,209	1,274,698	1,204,160	1,329,646	Total	1,348,137	1,348,137	1,348,137	18,491

EXPENDITURE SUMMARY STATEMENTS Fiscal Year 2013-2014								
2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Budget	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved	\$ Change 2012-2013 Adopted Budget to 2013-2014 Adopted
1,869,862	1,865,763	2,032,865	1,952,312	POLLUTION CONTROL REFUSE DISPOSAL	1,963,968	1,963,968	1,963,968	11,656
1,869,862	1,865,763	2,032,865	1,952,312	Total	1,963,968	1,963,968	1,963,968	11,656
6,162,435	6,458,091	6,547,969	6,773,014	Total PUBLIC WORKS	6,979,081	6,979,081	6,831,398	58,384
				RECREATION & LIBRARY				
368,546	281,333	500,359	511,102	PARKS & RECREATION ADMINISTRATION	512,327	512,327	512,327	1,225
1,022,891	1,082,972	1,149,677	1,096,651	PARK MAINTENANCE	1,099,187	1,099,187	1,099,187	2,536
1,391,437	1,364,305	1,650,036	1,607,753	Total	1,611,514	1,611,514	1,611,514	3,761
961,520	976,803	997,506	1,020,075	LIBRARY LIBRARY	1,022,524	1,022,524	1,022,524	2,449
961,520	976,803	997,506	1,020,075	Total	1,022,524	1,022,524	1,022,524	2,449
2,352,957	2,341,108	2,647,542	2,627,828	Total RECREATION & LIBRARY	2,634,038	2,634,038	2,634,038	6,210
				CONSERVATION OF HEALTH				
103,770	78,012	125,369	117,258	ENVIRONMENTAL HEALTH	122,758	122,758	122,758	5,500
103,770	78,012	125,369	117,258	Total	122,758	122,758	122,758	5,500

EXPENDITURE SUMMARY STATEMENTS								
Fiscal Year 2013-2014								
2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Budget	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved	\$ Change 2012-2013 Adopted Budget to 2013-2014 Adopted
171,407	157,719	202,007	175,026	HUMAN SERVICES				
223,738	223,728	231,302	257,119	ADMINISTRATION	174,955	174,955	174,955	(71)
279,188	335,608	309,019	331,112	YOUTH AND FAMILY SERVICES	257,294	257,294	257,294	175
57,203	58,623	66,509	54,701	ADULT AND SENIOR SERVICES	329,949	329,949	329,949	(1,163)
4,624	4,624	4,624	4,624	MINI-BUS SERVICE	55,692	55,692	55,692	991
8,244	10,000	10,667	17,825	SHELTERED WORKSHOPS	4,624	4,624	4,624	0
				PUBLIC HEALTH NURSE	17,825	17,825	17,825	0
744,404	790,302	824,128	840,407	Total	840,339	840,339	840,339	(68)
848,174	868,314	949,497	957,665	Total HEALTH & HUMAN SERVICES	963,097	963,097	963,097	5,432
				DEBT SERVICE				
969,460	930,633	1,185,304	1,098,759	INTEREST, BONDED DEBT	1,443,012	1,443,012	1,443,012	344,253
3,335,000	3,455,000	2,955,000	3,080,000	PRINCIPAL, BONDED DEBT	3,697,485	3,697,485	3,697,485	617,485
4,304,460	4,385,633	4,140,304	4,178,759	Total DEBT SERVICE	5,140,497	5,140,497	5,140,497	961,738
				CAPITAL IMPROVEMENTS				
634,042	646,026	718,531	359,004	CAPITAL LEASES	342,873	342,873	342,873	(16,131)
1,273,805	982,159	626,605	287,605	CAPITAL IMPROVEMENTS	287,605	287,605	167,980	(119,625)
1,907,847	1,628,185	1,345,136	646,609	Total CAPITAL IMPROVEMENTS	630,478	630,478	510,853	(135,756)

EXPENDITURE SUMMARY STATEMENTS Fiscal Year 2013-2014								
2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Budget	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved	\$ Change 2012-2013 Adopted Budget to 2013-2014 Adopted
				UNCLASSIFIED				
10,000	0	15,000	115,000	CONTINGENCY	115,000	115,000	115,000	0
11,350	13,483	13,195	13,500	S.W. PATRIOTIC COMMISSION	13,500	13,500	13,500	0
3,000	3,000	13,680	3,000	CEMETERIES	3,000	3,000	3,000	0
7,500	7,500	7,500	7,500	WOOD MEMORIAL LIBRARY	7,500	7,500	7,500	0
0	0	0	0	SALARY CONTINGENCY	0	0	0	0
205,200	224,718	220,911	234,582	MUNICIPAL INS - CASUALTY & LIAB	246,321	246,321	246,321	11,739
1,196,744	1,430,578	1,529,760	1,909,773	PENSION FUND	2,090,440	2,090,440	2,090,440	180,667
869,181	841,581	884,547	923,094	SOCIAL SECURITY	945,298	945,298	945,298	22,204
2,425,920	2,516,866	3,139,729	3,026,953	HEALTH & LIFE INSURANCE	3,742,272	3,392,272	3,392,272	365,319
173,000	158,000	158,000	263,000	OTHER POST EMPLOYMENT BENEFITS	263,000	263,000	263,000	0
407,605	350,798	330,191	436,623	WORKERS' COMPENSATION INS.	449,710	449,710	449,710	13,087
22,859	55,007	43,965	15,000	UNEMPLOYMENT COMPENSATION	30,000	30,000	30,000	15,000
0	0	108,400	0	OTHER FINANCE SOURCES	0	0	0	0
5,332,359	5,601,531	6,464,878	6,948,025	Total UNCLASSIFIED	7,906,041	7,556,041	7,556,041	608,016
30,924,924	31,391,466	32,475,397	32,950,683	TOTAL TOWN BUDGET	35,528,104	35,101,830	34,810,522	1,859,839
60,254,002	62,998,921	64,000,024	65,519,961	TOTAL BOARD OF EDUCATION BUDGET	68,123,940	68,123,940	68,123,940	2,603,979
91,178,926	94,390,387	96,475,421	98,470,644	TOTAL EXPENDITURES FY 2013-2014	103,652,044	103,225,770	102,934,462	4,463,818

GENERAL GOVERNMENT

General Government provides the overall leadership and oversight for the operations of the Town of South Windsor. The Town Council establishes policies that guide the direction of the Town and ensure the optimum delivery of services to residents in the most cost effective manner. The Town Manager provides general supervision of all Town departments and carries out the Town Council's directives. The other departments and commissions within this Division provide services that benefit the employees and the Town as a whole.

Account Code	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved
1110	Town Council	210,033	210,033	210,033
1121	Human Relations Commission	2,500	2,500	2,500
1122	Historic District Commission	1,000	1,000	1,000
1124	Public Building Commission	520	520	520
1125	Housing Authority	0	0	0
1126	Redevelopment Agency	1,000	1,000	1,000
1130	Inland Wetlands Agency/Conservation Commission	5,525	5,525	5,525
1131	Agricultural Land Preservation Advisory Commission	300	300	300
1132	Open Space Task Force	500	500	500
1135	Juvenile Firesetter Intervention and Prevention Commission	1,500	1,500	1,500
1134	Park and Recreation Commission	4,500	4,500	4,500
1431	Planning and Zoning Commission	7,150	7,150	7,150
1432	Zoning Board of Appeals	2,500	2,500	2,500
1465	Economic Development Commission	3,000	3,000	3,000
1210	Probate Court	13,238	13,238	13,238
1250	Registrars of Voters	146,581	146,581	146,581
1310	Town Manager	314,677	314,677	314,677
1320	Human Resources	63,711	63,711	63,711
1430	Planning Department	223,772	223,772	223,772
1440	Building Department	213,957	213,957	213,957

Account Code	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved
1511	Assessor	280,924	280,924	280,924
1512	Board of Tax Review	0	0	0
1514	Collector of Revenue	215,671	215,671	215,671
1532	Finance Office	343,804	343,804	343,804
1540	Town Clerk	217,803	217,803	217,803
1550	Town Attorney	175,000	175,000	175,000
1921	Central Services	377,880	282,880	282,880
1922	Information Technology	745,511	745,511	661,511
1923	Total Quality Management	1,500	1,500	1,500
1924	Health and Safety Committee	1,000	1,000	1,000
1925	Media	28,970	28,970	28,970
	Total General Government	3,604,027	3,509,727	3,425,027

PROGRAM	TOWN COUNCIL	1110
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Program Explanation:

The Town Council is responsible for the formulation and enactment of public policies of the Town, and provides representation for the citizens of South Windsor in determining Town policies, programs, and legislation.

The Council's duties include enacting Ordinances, Resolutions, and orders necessary for the proper governing of the Town's affairs; appointing a Town Manager, a Town Attorney; and a Clerk of the Council, appointing citizens to various Boards and Commissions; reviewing and adopting the Annual Budget; establishing such other policies and measures as will promote the general welfare of the Town and the safety and health of its citizens; and representing the Town at official functions.

Budget Change Commentary:

The Town Council's program budget is flat compared to the prior year.

Town Council Goals for 2013-2014

Long-Term Objectives:

The long-term objectives of the Town of South Windsor can be summarized as the following:

1. Improve appearance and functionality of Town infrastructure through various capital projects and improvements.
2. Improve efficiency of government operations by streamlining government functions. This will be achieved through continued efforts to evaluate current procedures and implement new protocols that can reduce time and cost required for business activities.
3. Improve existing public services for residents.
4. Provide citizens with new services where needs are identified and funds are available.

Town Council Priority Action Items for 2013-2014

Short Term Goals:

In keeping with these long-term objectives, the following section summarizes the Town's short-term goals for the budget year, as they correspond with the Town's long-term objectives.

1. Improve appearance and functionality of Town infrastructure through various capital projects and improvements. This year's infrastructure efforts include:
 - Generators at all strategic locations for emergency operations
 - Information Technology equipment for technology upgrades
 - GIS improvements
 - Upgrade of Public Works rolling stock and equipment
2. Improve efficiency of government operations by streamlining government functions. This will be achieved through continued efforts to evaluate current procedures and implement new protocols that can reduce time and cost required for business activities. These efforts include:
 - Participation in regional purchasing and bidding programs to obtain necessary equipment/commodities at the lowest possible prices.
 - Prioritize construction projects for first and second years of the Capital Plan based upon level of service required and cost estimates.
3. Improve existing public services for residents by:
 - Monitoring effectiveness of Citizens' Dashboard Request System
 - Adding an additional police officer.
4. Provide citizens with new services where needs are identified. This year's goals for new services include:

No new services are programmed for the next fiscal year due to budget limitations.

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Council Clerk	1	1.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Meetings attended	38	33	37	34	31
Resolution passed	139	111	118	110	120
Public Hearings	22	18	14	5	10
Ordinances passed	5	2	4	4	3

Function	Department	Division	Division Code
GENERAL GOVERNMENT	LEGISLATIVE	TOWN COUNCIL	1110

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
47,770	45,233	45,233	11110100 00110	FULL TIME SALARIES	48,861	48,861	48,861
347	500	500	11110200 00210	OFFICE SUPPLIES	500	500	500
490	1,000	1,000	11110200 00221	OPERATING MATERIAL	1,000	1,000	1,000
79	2,000	2,000	11110300 00310	ADVERTISING	2,000	2,000	2,000
104,319	110,200	110,200	11110300 00320	PROFESSIONAL	110,200	110,200	110,200
1,473	8,000	8,000	11110300 00350	PRINTING	8,000	8,000	8,000
34,201	34,472	34,472	11110300 00374	FEES & MEMBERSHIPS	34,472	34,472	34,472
0	1,000	1,000	11110300 00375	RECRUITMENT & TRAINING	1,000	1,000	1,000
8,316	4,000	4,000	11110300 00380	GRANTS & CONTRIBUTIONS	4,000	4,000	4,000
196,996	206,405	206,405		TOTAL	210,033	210,033	210,033
				PERCENTAGE CHANGE	1.76%	1.76%	1.76%

PROGRAM	HUMAN RELATIONS COMMISSION	1121
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Program Explanation:

The Human Relations Commission was created by Ordinance No. 76 and amended by Ordinance No. 85. The powers and duties are derived from Section 2-1800 of the Connecticut General Statutes. There are nine (9) members on the Commission appointed for a three- (3) year term by the Town Council.

The Commission was established to encourage communication and mutual respect among all its citizens. The purpose of the commission is to pursue a community wide program of education that furthers inter-group understanding, tolerance and acceptance. Its responsibilities include receiving complaints regarding inequity of treatment, violations of human rights, or disharmonious human relations; resolving such complaints through mediation or referring complainants to the appropriate outside agencies; acting as a resource to the Town Council and the community by researching, investigating and acting upon pertinent issues; and promoting activities which carryout the purpose of the Commission.

The Commission is also required by law to submit an Annual Report of its activities to the Council.

Budget Change Commentary:

There is no change in the program budget.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	BOARDS/COMMISSIONS	HUMAN RELATIONS COMMISSION	1121

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
2,275	2,500	2,500	11121200 00210	OFFICE SUPPLIES	2,500	2,500	2,500

2,275	2,500	2,500		TOTAL	2,500	2,500	2,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	HISTORIC DISTRICT COMMISSION	1122
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Program Explanation:

The principal function of the Commission is to administer the Historic District of the Town. The Commission holds public hearings on changes proposed to be made by the property owners in the District and, if it approves, issues Certificates of Appropriateness and Compliance to such owners.

Budget Change Commentary:

There is no change to the program budget.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	BOARDS/COMMISSIONS	HISTORIC DISTRICT COMMISSION	1122

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
24	0	0	11122200 00210	OFFICE SUPPLIES	0	0	0
268	500	500	11122300 00310	ADVERTISING	500	500	500
0	500	500	11122300 00320	PROFESSIONAL	500	500	500
292	1,000	1,000		TOTAL	1,000	1,000	1,000
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PUBLIC BUILDING COMMISSION	1124
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Program Explanation:

The Commission appoints its own Chairman and Vice Chairman. A part-time secretary is also appointed by the Commission to take minutes of the meetings and handle other business of the Commission.

The Commission is responsible for the planning and construction of public buildings authorized by the voters. To carry out these responsibilities, the Commission studies sites and building locations for public buildings and recommends appropriate sites to the Council.

For each project, the Commission recommends the appropriate funding level; has preliminary and final building construction plans prepared; selects an architect; determines what professional services are required; seeks competitive bids for construction; awards contracts; arranges for adequate supervision during construction; makes applications for State or Federal funds for the Town's benefit; turns the project over to the Town Government upon completion; and prepares a report for the Council which accounts for the total expenditures made on the project.

The Commission meets at least once a month to carry out its duties.

Budget Change Commentary:

There is no change to the program budget.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	BOARDS/COMMISSIONS	PUBLIC BUILDING COMMISSION	1124

<u>2011/2012 ACTUAL</u>	<u>2012/2013 BUDGET</u>	<u>2012/2013 AMENDED BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2013/2014 DEPARTMENT REQUEST</u>	<u>2013/2014 MANAGER PROPOSED</u>	<u>2013/2014 COUNCIL APPROVED</u>
0	500	500	11124100 00113	PART TIME WAGES	500	500	500
0	20	20	11124200 00210	OFFICE SUPPLIES	20	20	20
0	520	520		TOTAL	520	520	520
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	HOUSING AUTHORITY	1125
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Program Explanation:

There are five (5) members appointed by the Town Council for a period of five (5) years. The Authority has the responsibility of determining housing needs in the community, constructing housing for the elderly and low income families, and obtaining State and Federal funds for housing construction and rental assistance.

The duties and responsibilities of the Housing Authority are defined in Chapter 128 of the Connecticut General Statutes.

Budget Change Commentary:

There is no change in the program budget.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	BOARDS/COMMISSIONS	HOUSING AUTHORITY	1125

<u>2011/2012 ACTUAL</u>	<u>2012/2013 BUDGET</u>	<u>2012/2013 AMENDED BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2013/2014 DEPARTMENT REQUEST</u>	<u>2013/2014 MANAGER PROPOSED</u>	<u>2013/2014 COUNCIL APPROVED</u>
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0	0	0		TOTAL	0	0	0
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	REDEVELOPMENT AGENCY	1126
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Program Explanation:

The Redevelopment Agency was created by the Town Council in September 1997. Its powers and duties are derived from sections of the Connecticut General Statutes. The five (5) members on the Commission are appointed for a five (5) year term by the Town Manager with the approval of the Town Council.

The Redevelopment Agency was established to help promote economic development projects within the Town; assist the Economic Development Commission; provide guidance on financing issues to local small businesses; review the Town's plans of development; market the Town of South Windsor to businesses that are either looking to relocate or expand; and make appropriate recommendations to the various boards and commissions. In addition, the Agency will take a more global look at the opportunities that may be present for the Town to capitalize on.

The Redevelopment Agency shall be authorized to exercise all the powers provided by Sections 8-124 to 8-139, Chapter 130, of the Connecticut General Statutes, as they may be amended.

Budget Change Commentary:

There is no change in the budget program.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	BOARDS/COMMISSIONS	REDEVELOPMENT AGENCY	1126

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
60	1,000	1,000	11126300 00320	PROFESSIONAL	1,000	1,000	1,000

60	1,000	1,000		TOTAL	1,000	1,000	1,000
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	INLAND WETLANDS AGENCY/CONSERVATION COMMISSION	1130
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Program Explanation:

The Conservation Commission is responsible for the development and conservation of the natural resources of the Town of South Windsor. This is accomplished through many channels including education of the public, commission-sponsored activities and projects, and formalized programs. The Commission has nine regular members and two alternates who are appointed by the Town Manager.

The Inland/Wetlands Agency is responsible for carrying out Public Act 115-Sections 22a, 36-45 of the Connecticut General Statutes. The Agency has nine regular members and two alternates, who are appointed by the Town Council.

Code, Chapter 9, Article VII

Budget Change Commentary:

There is no change in the budget program.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	BOARDS/COMMISSIONS	INLAND WETLANDS AGENCY/ CONSERVATION COMMISSION	1130

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #		LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
732	1,000	1,000	11130200	00221	OPERATING MATERIAL	1,000	1,000	1,000
0	825	825	11130200	00226	LANDSCAPING	825	825	825
1,164	1,500	1,500	11130300	00310	ADVERTISING	1,500	1,500	1,500
850	1,000	1,000	11130300	00320	PROFESSIONAL	1,000	1,000	1,000
0	200	200	11130300	00350	PRINTING	200	200	200
0	100	100	11130300	00371	MAINTENANCE CONTRACTS	100	100	100
220	900	900	11130300	00374	FEES & MEMBERSHIPS	900	900	900

PROGRAM	AGRICULTURAL LAND PRESERVATION ADVISORY COMMISSION	1131
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Program Explanation:

The South Windsor Agricultural Land Preservation Advisory Commission (SWALPAC) is an advisory commission to the Town Council. The Commission was appointed by the Town Council in 1987 to aid in the preservation of farmland and open space and to offer support to the agricultural community. The Advisory Commission is comprised of representatives from a broad spectrum of the professional community including farmers, local business people, realtors, town staff, and land use commissioners.

SWALPAC helped formulate and bring to referendum the Open Space Funding in 1987 and 1996. Several properties have been purchased with those funds: the Sluzkanis Property (Nevers Road Park), the Barton Property (Rye Street), Priest Farm (Sullivan Avenue), the Willard-Waldron-Kelley Property (Clark Street), and the Mitchell Property (Sullivan Avenue and West Road).

The Commission continues to evaluate and comment on open space properties for possible purchase by the Town.

Budget Change Commentary:

There is no change in the budget program.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	BOARDS/COMMISSIONS	AGRICULTURAL LAND PRESERVATION ADVISORY COMM.	1131

<u>2011/2012 ACTUAL</u>	<u>2012/2013 BUDGET</u>	<u>2012/2013 AMENDED BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2013/2014 DEPARTMENT REQUEST</u>	<u>2013/2014 MANAGER PROPOSED</u>	<u>2013/2014 COUNCIL APPROVED</u>
15	300	300	11131300 00374	FEES & MEMBERSHIPS	300	300	300

15	300	300		TOTAL	300	300	300
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	OPEN SPACE TASK FORCE	1132
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Program Explanation:

The Open Space Task Force (OSTF) was initially formed by the Town Council in 1994 to “develop a community responsive policy regarding the use of Town-owned subdivision open space properties”. Through adoption of the Subdivision Open Space Use and Maintenance Ordinance and Implementation Program, the OSTF makes recommendations to the Town Council concerning parcels of open space land proposed by developers and provides guidance on other land use/purchase issues.

The proposed budget will provide minimal funding for ongoing educational programs as well as other items consistent with the Implementation Program.

Members of the Open Space Task Force include a representative from the Inland/Wetlands Agency, a representative from the Planning and Zoning Commission, a representative from the South Windsor Agricultural Land Preservation Advisory Commission, a representative from the Park & Recreation Commission, three representatives from the public, the Director of Planning, the Director of Public Works, and the Parks Superintendent.

Budget Change Commentary:

There is no change in the program budget.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	BOARDS/COMMISSIONS	OPEN SPACE TASK FORCE	1132

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
336	500	500	11132200 00221	OPERATING MATERIAL	500	500	500
0	250	250	11132300 00350	PRINTING	250	250	250

336	750	750		TOTAL	750	750	750
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	JUVENILE FIRESETTER INTERVENTION AND PREVENTION COMMISSION	1135
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Program Explanation:

The South Windsor Juvenile Firesetter Intervention and Prevention Program is designed to provide approved fire safety education to youths in need of intervention. The program will provide adult mentors to youth participants who will guide the youth through their individualized curricula. The program goal is to help enhance the youth's emotional and social behaviors while extending other therapeutic resources to the youth and their families.

Budget Change Commentary:

There is no change in the program budget.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	BOARDS/COMMISSIONS	JUVENILE FIRESETTER INTERVENTION & PREVENTION COMM.	1135

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
29	500	500	11135200 00210	OFFICE SUPPLIES	500	500	500
129	500	500	11135200 00221	OPERATING MATERIALS	500	500	500
263	500	500	11135300 00375	RECRUITMENT & TRAINING	500	500	500

421	1,500	1,500		TOTAL	1,500	1,500	1,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PARK AND RECREATION COMMISSION	1134
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Program Explanation:

The Park and Recreation Commission, established by Town Charter in 1969, with nine members and two alternates, is charged with the following duties:

“The Commission shall, either on its own initiative or in response to specific requests from the Town Council or the Recreation Director, provide reports or recommendations to the Council or the Recreation Director concerning the initiation, development, maintenance, or administration of recreation programs for South Windsor, and the acquisition, development, use, and maintenance of public parks, playgrounds, swimming pools, or other recreational facilities.”

Budget Change Commentary:

There is no change in the program budget.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	BOARDS/COMMISSIONS	PARK & RECREATION COMMISSION	1134

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
0	100	100	11134200 00210	OFFICE SUPPLIES	100	100	100
0	100	100	11134200 00221	OPERATING MATERIAL	100	100	100
293	400	400	11134300 00310	ADVERTISING	400	400	400
1,270	1,500	1,500	11134300 00320	PROFESSIONAL	1,500	1,500	1,500
60	1,700	1,700	11134300 00350	PRINTING	1,000	1,000	1,000
1,033	700	700	11134300 00374	FEES & MEMBERSHIPS	1,400	1,400	1,400
2,656	4,500	4,500		TOTAL	4,500	4,500	4,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PLANNING AND ZONING COMMISSION	1431
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Program Explanation:

The Planning and Zoning Commission consists of seven (7) elected members, and three (3) alternate members appointed by the Town Council. The Planning and Zoning Commission is responsible for the administration of land use in the Town, as provided by State Statutes and in accordance with the Town Charter; and performs a crucial role in determining both the present and future direction of the physical development of the Town.

Budget Change Commentary:

There is a 1.38% decrease in the program budget.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	BOARDS/COMMISSIONS	PLANNING & ZONING COMMISSION	1431

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
268	600	600	11431200 00221	OPERATING MATERIAL	500	500	500
5,543	4,000	4,000	11431300 00310	ADVERTISING	4,000	4,000	4,000
1,493	1,500	1,500	11431300 00320	PROFESSIONAL	1,500	1,500	1,500
200	650	650	11431300 00350	PRINTING	650	650	650
174	500	500	11431300 00374	FEES & MEMBERSHIPS	500	500	500

7,677	7,250	7,250		TOTAL	7,150	7,150	7,150
				PERCENTAGE CHANGE	-1.38%	-1.38%	-1.38%

PROGRAM	ZONING BOARD OF APPEALS	1432
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Program Explanation:

Established in 1938, the Zoning Board of Appeals determines and varies the application of the zoning regulations on specific parcels of land where a literal enforcement of regulations would result in exceptional difficulty or unusual hardship. The Board also hears appeals to actions of the Town Zoning Enforcement Officer. Zoning regulations are designed to encourage the most appropriate use of land. The Zoning Board of Appeals acts upon all requests for variances and exceptions to insure that these changes are in the best interests of the Town and its citizens.

Budget Change Commentary:

There is no change in the program budget.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	BOARDS/COMMISSIONS	ZONING BOARD OF APPEALS	1432

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
60	100	100	11432200 00221	OPERATING MATERIAL	100	100	100
2,879	2,000	2,000	11432300 00310	ADVERTISING	2,000	2,000	2,000
288	100	100	11432300 00350	PRINTING	100	100	100
0	300	300	11432300 00374	FEES & MEMBERSHIPS	300	300	300

3,226	2,500	2,500		TOTAL	2,500	2,500	2,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	ECONOMIC DEVELOPMENT COMMISSION	1465
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Program Explanation:

The Economic Development Commission was created by Ordinance. Its powers and duties are derived from Section 7-136 of the Connecticut General Statutes. The ten (10) members on the Commission are appointed for a four (4) year term by the Town Council.

The Commission researches the economic conditions and trends in the Town; recommends to the Council courses of action to improve its economic condition; promotes economic development; and disseminates information such as graphs, charts, and pamphlets in order to promote the Town.

The Commission is also required by law to submit an Annual Report of its activities to the Council.

Budget Change Commentary:

There is no change in the program budget.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	BOARDS/COMMISSIONS	ECONOMIC DEVELOPMENT COMMISSION	1465

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
0	500	500	11465200 00221	OPERATING MATERIAL	500	500	500
0	500	500	11465300 00310	ADVERTISING	500	500	500
1,400	1,000	1,000	11465300 00320	PROFESSIONAL	1,000	1,000	1,000
0	200	200	11465300 00350	PRINTING	200	200	200
600	800	800	11465300 00374	FEES & MEMBERSHIPS	800	800	800

2,000	3,000	3,000		TOTAL	3,000	3,000	3,000
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PROBATE COURT	1210
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Program Explanation:

The Greater Windsor Probate Court serves the Towns of East Windsor, South Windsor, and Windsor. In addition to its traditional role of overseeing decedents' estates and trusts, the Probate Court handles a wide range of sensitive issues affecting children, the elderly, and persons with intellectual or psychiatric disabilities.

The office of the Greater Windsor Probate Court is located in South Windsor's Town Hall.

Budget Change Commentary:

The Probate Court's budget increased overall by \$984 due to an increase in operating supplies.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	JUDICIAL	PROBATE	1210

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
8,698	12,254	12,254	11210300 00380	GRANTS & CONTRIBUTIONS	13,238	13,238	13,238

8,698	12,254	12,254		TOTAL	13,238	13,238	13,238
				PERCENTAGE CHANGE	8.03%	8.03%	8.03%

PROGRAM	REGISTRARS OF VOTERS	1250
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Program Explanation:

The CT General Statutes authorize the Registrars of Voters to conduct elections, primaries and referendum. Registrars of Voters are mandated to hold special voter registration sessions, perform an annual canvass of voters and maintain voter records and all election equipment.

Budget Change Commentary:

The only budget change is a 2% increase in part time wages.

Program Objectives and Goals FY 2014:

- Efficient transition to Election Day Registration
- Review polling locations and other possible cost efficiencies

Program Accomplishments FY 2013:

- Test Town for the new updated statewide Voter Registration System
- Held Presidential Election, Democratic & Republican US Senate Primaries, and Special Election for Judge of Probate

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
2	2 PT	2	2 PT	Registrars of Voters	2	2 PT
2	2 PT	2	2 PT	Deputy Registrars of Voters	2	2 PT

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Registered Voters	15,260	14,879	14,926	15,900	15,400
Changes – all types processed	3248	5528	2607	5000	3000

Function	Department	Division	Division Code
GENERAL GOVERNMENT	ELECTIONS	REGISTRAR OF VOTERS	1250

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
91,500	103,792	103,792	11250100 00113	PART TIME WAGES	105,868	105,868	105,868
410	3,215	3,215	11250100 00114	TEMPORARY	3,280	3,280	3,280
436	300	300	11250200 00210	OFFICE SUPPLIES	300	300	300
12,602	10,660	10,660	11250200 00221	OPERATING MATERIAL	10,660	10,660	10,660
953	600	600	11250300 00310	ADVERTISING	600	600	600
27,854	18,973	18,973	11250300 00320	PROFESSIONAL	18,973	18,973	18,973
339	400	400	11250300 00330	RENTAL & LEASES	400	400	400
0	400	400	11250300 00350	PRINTING	400	400	400
3,486	1,550	1,550	11250300 00360	UTILITIES	1,550	1,550	1,550
0	2,600	2,600	11250300 00373	REPAIR/MAINT EQUIPMENT	2,600	2,600	2,600
1,353	1,250	1,250	11250300 00374	FEES & MEMBERSHIPS	1,750	1,750	1,750
393	200	200	11250300 00375	RECRUITMENT & TRAINING	200	200	200
139,326	143,940	143,940		TOTAL	146,581	146,581	146,581
				PERCENTAGE CHANGE	1.83%	1.83%	1.83%

PROGRAM	TOWN MANAGER	1310
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Program Explanation:

Under the Council-Manager form of government prescribed in the Town Charter, the Town Manager is appointed by the Town Council to serve as its Chief Executive Officer. As such, he/she is responsible for overseeing the Town's daily operations. Responsibilities include but are not limited to overseeing the execution of all the ordinances, regulations and policies adopted by the Town Council; development and execution of the annual operating and capital budgets and a 5-Year Capital Improvement Plan; and maintaining regular communication with the Town Council, the various boards and commissions, Town staff and the residential and business community.

Budget Change Commentary:

The Town Manager's program budget is flat compared to the prior year.

Program Objectives and Goals FY 2014:

- Develop a Town budget to limit the fiscal impact of State revenue reductions
- Continue to pursue grants that will enhance the Town's existing programs and infrastructure
- Monitor Town budget expenditures to ensure financial stability

Program Accomplishments FY 2013:

- Received a STEAP Grant for \$500,000.00 for EOC/Business Center for Town Hall Annex
- Increased the Town's future tax base through our Economic Development incentives
- Successfully managed storm events and clean-up that reduced risk to the community
- Obtain all FEMA reimbursements

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Manager	1	1.0
1	1.0	1	1.0	Assistant to the Town Manager	1	1.0
0	0	1	1.0	Executive Secretary	1	1.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Town Council Meetings Attended	-	-	-	28	30
Staff Meetings Conducted	-	-	-	14	18
Various Committee/Commission Meetings	-	-	-	25	25
CCM Meetings	-	-	-	9	10
CRCOG Meetings	-	-	-	8	11
CIRMA Meetings	-	-	-	9	10
Daily Appointments (Internal and External)	-	-	-	483	493

Function	Department	Division	Division Code
GENERAL GOVERNMENT	EXECUTIVE	TOWN MANAGER	1310

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
216,118	264,375	264,375	11310100 00110	FULL TIME SALARIES	271,529	271,529	271,529
3,572	0	0	11310100 00113	PART TIME WAGES	0	0	0
390	250	250	11310200 00210	OFFICE SUPPLIES	300	300	300
1,754	900	900	11310200 00221	OPERATING MATERIAL	900	900	900
30	700	700	11310300 00310	ADVERTISING	700	700	700
51,452	43,650	43,650	11310300 00320	PROFESSIONAL	36,350	36,350	36,350
0	0	0	11310300 00330	RENTAL & LEASES	0	0	0
4,204	4,898	4,898	11310300 00374	FEES & MEMBERSHIPS	4,898	4,898	4,898
277,521	314,773	314,773		TOTAL	314,677	314,677	314,677
				PERCENTAGE CHANGE	-0.03%	-0.03%	-0.03%

PROGRAM	HUMAN RESOURCES	1320
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Program Explanation:

This program of spending provides funding for personnel administration activities. The personnel related activities funded by this program includes advertising for employment vacancies, fees associated with Random Drug/Alcohol Testing program, pre-employment screenings, employee activities, and employee awards.

Budget Change Commentary:

The program budget has a zero percent increase.

Program Objectives and Goals FY 2014:

- Assist in the contract negotiation process of 4 unions (Pollution Control, Public Works, Town Hall, and CSO)
- Continue to update various Human Resource policies as needed
- As necessary and consistent with the proposed budget, recruit and fill various vacant staff positions
- Continue to assist with union issues

Program Accomplishments FY 2013:

- Smoothly transitioned to a new Occupation Health Provider (Hartford Medical Group)
- Applied to the State Department of Public Health to have the Town of South Windsor designated as a HEARTSafe Workplace
- Continue to administer the vaccination program for Bloodborne Pathogen Exposure
- Served on CRCOG's HR Outsourcing Subcommittee
- Recruited and filled vacant full-time and part-time positions
- Continue to act as liaison between the Town and Town Attorney
- Attended training opportunities in human resource areas

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
				N/A – Incorporated into Town Manager's Office		

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Safety Committee Meetings	-	-	-	4	6
Staff Meetings	-	-	-	13	18
Job Advertisements	-	-	-	7	2
Training Workshops	-	-	-	12	5
Blood Drives	-	-	-	2	2
Employee Health Fair	-	-	-	1	1
FMLA Requests	-	-	-	25	-

Function	Department	Division	Division Code
GENERAL GOVERNMENT	EXECUTIVE	HUMAN RESOURCES	1320

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
0	1,250	1,250	11320200 00221	OPERATING MATERIAL	1,250	1,250	1,250
4,044	4,000	4,000	11320300 00310	ADVERTISING	4,000	4,000	4,000
59,922	46,261	46,261	11320300 00320	PROFESSIONAL	46,261	46,261	46,261
487	600	600	11320300 00330	RENTAL & LEASES	600	600	600
0	0	0	11320300 00374	FEES & MEMBERSHIPS	0	0	0
5,409	11,600	11,600	11320300 00375	RECRUITMENT & TRAINING	11,600	11,600	11,600
69,862	63,711	63,711		TOTAL	63,711	63,711	63,711
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PLANNING DEPARTMENT	1430
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Program Explanation:

The Town Planner is the technical agent of the Planning and Zoning Commission (PZC). The Town Planner is responsible for the review of all development proposals and makes recommendations regarding consistency with local regulations and the community and environmental impact of proposed land uses. The Town Planner also serves as staff to the Architectural Design Review Board (ADRC). The Town Planner provides hands on development and direction for the State mandated Plan of Conservation and Development and the continual adaptation of South Windsor Zoning Regulations to reflect those goals.

The Senior Environmental Planner is the technical agent to the Inland Wetlands Agency/Conservation Commission (IWA/CC). The Environmental Planner serves as the staff advisor to the Open Space Task Force (OSTF), coordinates open space activities and provides support to the South Windsor Agricultural Land Preservation Agency (SWALPAC) as needed. Additionally, the Environmental Planner provides direct support to South Windsor's Eagle Scout program benefiting community environmental projects. The Zoning Enforcement Officer (ZEO) and Town Planner provide staff and technical assistance to the Zoning Board of Appeals and enforce the zoning code for the Town of South Windsor.

The Planning Department is responsible for the dissemination of information regarding land use statistics, community demographics and provides general land use development assistance to residents and developers. The Department acts as direct link for the public to the GIS mapping system for zoning, wetlands and property information. The staff responds to complaints and engages in enforcement for both zoning and wetlands violations. We are also responsible for the retention of all land use files for the three agencies, PZC, IWA/CC and ZBA, and handle related correspondence for each agency. In addition, staff members provide assistance to other departments and Town Council on special projects as needed. Secretarial assistance is provided to this department for the processing of planning and zoning applications for as well as to the PZC, IWA/CC, ZBA, ADRC and OSTF.

Budget Change Commentary:

The program budget is remaining the same.

Program Objectives and Goals FY 2014:

- Continue to provide technical assistance to the Planning and Zoning Commission, Inland Wetland Agency/Conservation Commission, Zoning Board of Appeals, Architecture and Design Review Committee and Open Space Task Force
- Continue to work with the Planning and Zoning Commission on the update of the Town's Plan of Conservation and Development and facilitate its adoption in the summer of 2013
- Provide education to the Boards and Commission as needed
- Continue to improve the Planning Department's web presence to include all forms, regulations and plans and create greater web presence by adding land use applications online
- Continue to provide technical assistance to the Public Works Department, Parks and Recreation Department, Police Department and Fire Department as needed

Program Objectives and Goals FY 2014 (cont'd):

- Continue the development of educational materials and mapping available to the public
- Continue the ongoing scanning of all land use applications and strive to provide information more readily for our customers
- Provide assistance in creating GIS mapping for the general public as well as mapping for the land use agencies
- Develop the application to expand the use of the Town's Dashboard to assist in the review of zoning permits in the field and to assist in the enforcement of the zoning regulations
- Continue to work with volunteer groups in further developing the open space properties and constructing of new trails
- Continue "Safe Routes to School" program focusing on the administration of the grant application for infrastructure improvements at Eli Terry School and assist in developing plans for additional schools
- Continue developing GIS skills and continue to participate in GIS steering committee and the development of the MapConnect Product
- Assist the Chamber of Commerce in their economic development efforts
- Assist in developing a strategic plan for ongoing maintenance of open space properties working towards building a consensus of various stakeholders
- Assist in the implementation of the Demolition Delay Ordinance
- Continue the certification program for the Zoning Enforcement Officer
- Assist in the development of additional community gardens on Town open space

Program Accomplishments FY 2013:

- Continue participation in CRCOG Pedestrian/Bike Committee
- Staffing of the Open Space Task Force; completed re-working of the open space mapping and documents
- Coordinated and distributed the Town Council's survey on referendum projects
- Reviewed and commented on the State's Draft Plan of Conservation and Development recommending map changes that meet the future goals of the Town of South Windsor
- Assisted the Health Department in the development and administration of the Town's Mosquito Program
- Hired new Planning Department Administrative Secretary and trained individual
- Continued attendance by the Zoning Enforcement Officer at the CAZEO program to obtain certification as a "Zoning Enforcement Officer"
- Town Planner served as the Registration Chair for the Southern New England American Planning Association conference held in Hartford September 2012
- Senior Environmental Planner serves as the National Vice-Chair to the Connecticut Envirothon
- Senior Environmental Planner was certified as a Tree Warden
- Senior Environmental Planner serves as chair of the CT Council of Soil and Water Conservation
- Staff worked with the Parks and Recreation Department and the Boy Scouts to improve and expand access to open space areas in the form of walking trails
- Staff assisted the Open Space Task Force in the hosting the CT Trails Day at the Major Michael Donnelly Preserve

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Planner	1	1.0
1	1.0	1	1.0	Senior Environmental Planner	1	1.0
1	.5	1	.5	Zoning Enforcement Officer	1	.5
1	1.0	1	1.0	Administrative Secretary	1	1.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Land Use Meeting (PZC)	21	18	27	22	22
Land Use Meeting (IWA/CC)	10	10	16	19	15
Land Use Meeting (ZBA)	8	7	11	10	9
Land Use Meeting (OSTF)	10	10	9	9	9
Land Use Meeting (ADRC)	6	6	7	8	8
Site Plan/Special Exception Reviews; Zone Change reviews; Text Amendments reviews	38	31	49	32	32
Subdivision Reviews	4	0	3	3	3
Other Reviews (e.g. Wetlands Minimal Impact Permits)	6	5	5	5	5
Variance Reviews	7	9	16	10	10
Zoning Permits issued (e.g. Animal Agriculture, Minor Home Occupations, Farmstands)		11*	26	28	28
Zoning Compliance Reviews (Realtor/attorney requests)	6	15	11	9	10
Zoning Compliance Reviews (building permits- e.g. new buildings, additions, accessory structures, garages, above ground pools, in-ground pools, tenant buildouts)	276	274	271	263	280
Certificate of Occupancy issued (new residential units)	17	11	19	20	20
Certificate of Occupancy issued (new commercial space)	11	5	7	6	6
Certificate of Compliance issued (accessory structures/signs)		20/4*	57/32	58/10	58/10
Sign Permits (temporary/permanent)	48/38	52/19	54/24	50/25	50/25
Zoning/Wetlands Enforcement Actions	20	32	55	58	50

2013. □ Data available as of Feb 2011

Function	Department	Division	Division Code
GENERAL GOVERNMENT	COMMUNITY DEVELOPMENT	PLANNING DEPARTMENT	1430

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
175,025	190,558	190,558	11430100 00110	FULL TIME SALARIES	192,901	192,901	192,901
4,075	2,500	2,500	11430100 00111	OVERTIME	2,500	2,500	2,500
22,918	19,628	19,628	11430100 00113	PART TIME WAGES	20,021	20,021	20,021
3,584	0	0	11430100 00114	TEMPORARY	0	0	0
41	250	250	11430200 00210	OFFICE SUPPLIES	250	250	250
1,385	1,250	1,250	11430200 00221	OPERATING MATERIAL	1,250	1,250	1,250
2,927	3,500	3,500	11430300 00320	PROFESSIONAL	3,500	3,500	3,500
0	150	150	11430300 00330	RENTAL & LEASES	100	100	100
0	250	250	11430300 00350	PRINTING	150	150	150
1,189	2,500	2,500	11430300 00374	FEES & MEMBERSHIPS	2,500	2,500	2,500
0	500	500	11430300 00375	RECRUITMENT & TRAINING	600	600	600
211,144	221,086	221,086		TOTAL	223,772	223,772	223,772
				PERCENTAGE CHANGE	1.21%	1.21%	1.21%

PROGRAM	BUILDING DEPARTMENT	1440
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Program Explanation:

The Building Department enforces the State Building Codes and ensures that properties are safe for residents and business owners of South Windsor. The Building Department is also responsible for enforcing the Demolition Code and maintaining the appearance and integrity of structures and properties pursuant to the Town's Anti-Blight Ordinance.

Our Building Officials are licensed by the State of Connecticut to administer and enforce the current codes, statutes, ordinances and regulations for the Town of South Windsor and the State of Connecticut. In addition to code enforcement and plan review, our officials review structural and life safety aspects related to plumbing, heating, electrical, HVAC systems, fire sprinkler systems and energy efficiency.

Budget Change Commentary:

The Building Department expense budget has decreased, with the exception of Council-approved personnel increases, over the last six years despite an increase in building activity and revenue income. The Building Department staff is comprised of one Administrative Secretary, a Chief Building Official and one Assistant Building Official. In the last four years, a clerical assistant to the Administrative Secretary and a part-time Building Official position have been eliminated from the Department program.

Program Objectives and Goals FY 2014:

- Utilize the Town website to promote safety through educational material and information
- Encourage digital formatting for commercial plans to conserve storage space and provide ready access for emergency and construction referencing
- Continue effort to join our neighboring communities for online permitting software
- Rehire part time Building Official to resume open permit close out program. This program was instrumental to residential smoke/CO₂ detector installation.

Program Accomplishments FY 2013:

- Implemented Connecticut Public Act to supplement blight enforcement and remediation
- Continued required archiving of documents and plans
- Cost saving in-house production of inspection slips records
- Utilization of GIS program to track blight and structure reference

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Chief Building Official	1	1.0
1	1.0	1	1.0	Assistant Building Official	1	1.0
1	1.0	1	1.0	Administrative Secretary	1	1.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
PERMITS:					
New Homes	23	12	18	24	36
Commercial	52	52	66	80	100
Total Permits	1,971	1,722	1,779	1,900	2,000
Certificate of Occupancy	544	458	294	310	350
Inspections	1,962	1,755	1,742	1,900	2,000

Function	Department	Division	Division Code
GENERAL GOVERNMENT	COMMUNITY DEVELOPMENT	BUILDING DEPARTMENT	1440

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
180,794	185,472	185,472	11440100 00110	FULL TIME SALARIES	189,180	189,180	189,180
0	0	0	11440100 00112	LONGEVITY	0	0	0
0	19,227	19,227	11440100 00113	PART TIME WAGES	19,227	19,227	19,227
343	500	500	11440200 00210	OFFICE SUPPLIES	500	500	500
1,631	1,050	1,050	11440200 00221	OPERATING MATERIAL	1,050	1,050	1,050
125	0	0	11440200 00223	UNIFORMS & CLOTHING	0	0	0
540	1,200	1,200	11440300 00320	PROFESSIONAL	1,200	1,200	1,200
0	600	600	11440300 00350	PRINTING	600	600	600
1,545	2,200	2,200	11440300 00374	FEES & MEMBERSHIPS	2,200	2,200	2,200
184,978	210,249	210,249		TOTAL	213,957	213,957	213,957
				PERCENTAGE CHANGE	1.76%	1.76%	1.76%

PROGRAM	ASSESSOR'S OFFICE	1511
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Program Explanation:

The Office of the Assessor is a division within the Finance Department. Under the provisions of Connecticut State Statute 12-55, the Assessor is responsible for the annual compilation of the Town's Grand List. This list includes all taxable and non-taxable real property, business personal property, and motor vehicles. Other requirements include the annual processing of property tax exemptions, the maintenance of ownership records and tax maps, and the preparation of written and oral reports. All new construction (real estate) must be inspected, valued, and added to the Grand List annually. New construction, which is incomplete on the assessment date (Oct. 1), must be valued at its percentage of completion on the assessment date.

Automobiles, that are registered after October 1 and before the following August 1, are also assessed and compiled into a Supplemental Motor Vehicle List. This list, when finished, becomes part of the previously completed Grand List.

Budget Change Commentary:

The Assessor's Office budget increased by \$4,988 due to annual salary increases.

Program Objectives and Goals FY 2014:

- Each year the office is assigned the task to create the Grand List and maintain the records necessary to successfully assign assessments to real estate, personal property, and motor vehicles owned in the Town of South
- We will continue to educate ourselves and our public on statutory law changes applicable to assessments
- We will continue to work with other Town departments to produce the information to successfully complete elderly programs, veteran programs, farm programs, abatement programs, and any other programs assigned as part of the assessment function

Program Accomplishments FY 2013:

- Finalized the 2012 revaluation and the associated tasks related to the 2012 Grand Lists
- Attended Board of Assessment Appeals hearings and court cases
- Worked with the I.T. staff to successfully implement the conversion to the CAMA system and the updating of the MUNIS system

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Assessor	1	1.0
2	2.0	2	2.0	Assistant Assessor	2	2.0
1	1.0	1	1.0	Assessment Clerk	1	1.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Field inspections	1864	1699	1922	1926	2000
Real Estate accounts	11136	11151	11149	11043	11060
Motor Vehicle accounts	25611	25662	25494	25459	25475
Personal Property accounts	1535	1549	1563	1592	1625
Supplemental Motor Vehicle accounts	3526	3568	3813	3900	4000
Properties transferred	810	720	670	700	800
Salas ratio analysis completed	402	362	335	379	400
Assessment appeals court cases*	5	1	1	1	44
*court cases settled during fiscal year, note revaluation activity increase.					

Function	Department	Division	Division Code
GENERAL GOVERNMENT	FINANCE	ASSESSOR'S OFFICE	1511

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
245,852	249,391	249,391	11511100 00110	FULL TIME SALARIES	254,379	254,379	254,379
450	300	300	11511100 00112	LONGEVITY	300	300	300
1,528	2,400	2,400	11511200 00221	OPERATING MATERIAL	2,400	2,400	2,400
0	300	300	11511300 00310	ADVERTISING	300	300	300
0	5,000	5,000	11511300 00320	PROFESSIONAL	5,000	5,000	5,000
2,453	2,500	2,500	11511300 00330	RENTAL & LEASES	2,500	2,500	2,500
2,487	1,900	1,900	11511300 00350	PRINTING	1,900	1,900	1,900
7,250	11,000	11,000	11511300 00371	MAINTENANCE CONTRACTS	11,000	11,000	11,000
751	1,945	1,945	11511300 00374	FEES & MEMBERSHIPS	1,945	1,945	1,945
700	1,200	1,200	11511300 00375	RECRUITMENT & TRAINING	1,200	1,200	1,200
261,471	275,936	275,936		TOTAL	280,924	280,924	280,924
				PERCENTAGE CHANGE	1.81%	1.81%	1.81%

PROGRAM	BOARD OF TAX REVIEW	1512
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Program Explanation:

The Board of Tax Review, by State Statute, is responsible for hearing appeals by aggrieved taxpayers and reviewing and correcting valuations set by the Assessor.

The Board of Tax Review in South Windsor consists of three (3) members. They must meet at least three times during the month of February. During the month of September, they must meet once for the sole purpose of hearing appeals related to supplemental motor vehicle assessments.

Budget Change Commentary:

There is no change in the program budget.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	BOARDS/COMMISSIONS	BOARD OF TAX REVIEW	1512

<u>2011/2012 ACTUAL</u>	<u>2012/2013 BUDGET</u>	<u>2012/2013 AMENDED BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2013/2014 DEPARTMENT REQUEST</u>	<u>2013/2014 MANAGER PROPOSED</u>	<u>2013/2014 COUNCIL APPROVED</u>
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0	0	0		TOTAL	0	0	0
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	COLLECTOR OF REVENUE	1514
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Program Explanation:

The office of the Collector of Revenue is a division of the Finance Department. The Collector of Revenue is governed by the General Statutes of the State of Connecticut (Sec. 12-130 et seq.) to bill, collect, process, deposit and account for property taxes. This office is also responsible for billing and collecting residential and commercial sewer user fees and sewer assessments, for the Water Pollution Control Authority. Furthermore, this office maintains accurate accounting records and appropriate internal controls, enforces the payment of delinquent taxes in accordance with State Statutes, and provides property tax information to the citizens of South Windsor.

Budget Change Commentary:

The Collector of Revenue's budget increased by \$11,247. This increase is a result of a salary increase, per union contract, for an employee who earned the State's Certified Connecticut Municipal Collector designation; contractual payments owed to union staff members; overtime incurred during the months of July and January; and increased fees for continuing professional education required to maintain the State's certification.

Program Objectives and Goals FY 2014:

- Continue to improve collections and streamline methods
- Increase the use of State Marshals for collecting delinquent taxes
- Review and update security measures within the Tax Office

Program Accomplishments FY 2013:

- Began accepting online tax payments
- Increased number of times delinquent notices sent to taxpayers
- Successfully completed a sale of the Town's Tax Liens

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	1	1	Collector of Revenue	1	1
1	1	1	1	Deputy Collector of Revenue	1	1
1	1	1	1	Tax Assistant	1	1
1	.50	1	.50	Part Time Tax Assistant	1	.50

Performance Data	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Tax Bills Sent	41,700	41,797	41,874	41,900
Current Taxes Collectible per Town's Audited Financial Statements	\$77,518,490	\$78,796,861	\$81,710,338	
Current Taxes Collectible per Approved Budget	\$76,311,208	\$77,827,824	\$80,492,525	
Current Taxes Collected	\$76,539,598	\$77,752,911	80,535,709	
Collection Rate of Current Taxes Collectible per Town's Audited Financial Statements	98.7%	98.7%	98.6%	98.7%
Collection Rate of Current Taxes Collectible per Approved Budget	100.3%	99.9%	100.1%	99.0%
Prior Year Taxes Collectible per Approved Budget	\$475,000	\$475,000	\$475,000	\$475,000
Prior Year Taxes Collected	\$582,926	\$877,841	\$570,000	\$475,000

Function	Department	Division	Division Code
GENERAL GOVERNMENT	FINANCE	COLLECTOR OF REVENUE	1514

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
155,355	158,709	158,709	11514100 00110	FULL TIME SALARIES	169,097	169,097	169,097
2,789	1,800	1,800	11514100 00111	OVERTIME	1,900	1,900	1,900
903	1,400	1,400	11514100 00112	LONGEVITY	1,800	1,800	1,800
14,855	14,865	14,865	11514100 00113	PART TIME WAGES	14,924	14,924	14,924
2,000	2,000	2,000	11514300 00310	ADVERTISING	2,000	2,000	2,000
7,003	6,100	6,100	11514300 00320	PROFESSIONAL	6,100	6,100	6,100
218	750	750	11514300 00330	RENTAL & LEASES	750	750	750
17,445	16,000	16,000	11514300 00350	PRINTING	16,000	16,000	16,000
2,951	1,200	1,200	11514300 00374	FEES & MEMBERSHIPS	1,500	1,500	1,500
384	1,600	1,600	11514300 00375	RECRUITMENT & TRAINING	1,600	1,600	1,600
203,902	204,424	204,424		TOTAL	215,671	215,671	215,671
				PERCENTAGE CHANGE	5.50%	5.50%	5.50%

PROGRAM	FINANCE OFFICE	1532
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Program Explanation:

The Finance Office manages the entire Finance Department, the Central Services Division, Capital Leases, Principal and Interest on Bonded Debt, and the Municipal Insurance Division. In addition, the office handles the recording of activity in the Pension and South Windsor Medical Insurance Funds. The primary responsibilities of the Finance Office staff are to maintain accurate records of all receipts and disbursements, administer financial and internal controls in accordance with established Town policies and procedures, manage available cash, process payroll and accounts payable in a timely manner, and monitor revenue and expenditure budgets. This Office also assists the Town Manager in preparing the annual budget, prepares monthly, quarterly and annual financial reports, and reconciles bank statements.

Budget Change Commentary:

The Finance Office budget increased by \$7,345 due to annual salary increases.

Program Objectives and Goals FY 2014:

- Provide Town Auditors with the information necessary to complete the audit of the June 30, 2013 financial statements
- Assist with the preparation of the 2015 budget
- Continue to manage required divisions and work toward achieving the goals of each division
- Monitor the progress/outcome of the Office of Policy and Management's benchmarking initiative, which its purpose is to develop a Unified Chart of Accounts for Connecticut municipalities

Program Accomplishments FY 2013:

- Prepared and/or updated required information to assist in the issuance of bonds by the State's Clean Water Fund
- Provided necessary reports, schedules, information, and assistance to the Town Auditors for the audit of the June 30, 2012 financial statements
- Worked with IT and the Collector of Revenue's office to implement online tax payments
- Maintained and reconciled 36 Funds, consisting of 242 general ledger accounts
- Monitored current year revenue and expenditure activity
- Worked closely with the Town Manager's Office to produce the Town's 2014 budget

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Finance	1	1.0
1	1.0	1	1.0	Assistant Director of Finance	1	1.0
1	1.0	1	1.0	Payroll Coordinator	1	1.0
2	2.0	2	2.0	Staff Accountant	2	2.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Accounts payable checks issued	7,006	7,220	7,040	7,560	7,500
Purchase orders processed	2,783	2,674	2,791	2,600	2,600
Invoices processed	10,417	10,525	10,392	10,421	10,500
Total number of payroll checks and direct deposits	14,102	14,567	14,308	14,267	14,300
% of payroll that is direct deposit	74%	73%	77%	86%	86%
W-2s prepared	410	406	449	445	450
Bank accounts maintained	16	17	17	18	18
Percentage of bank deposits made within 24 hours	99%	99%	99%	99%	99%
Reconcile bank statements within 1 month of receipt	94%	94%	94%	94%	94%
Issue CAFR within 6 months following the end of the fiscal year	December	December	December	December	November
Long Term Bonded Debt per capita **	2,764	2,566	2,355	2,294	3,546
Unassigned Fund Balance as % of expenditures	5.58%	3.63%	3.64%	3.56%	3.56%

Function	Department	Division	Division Code
GENERAL GOVERNMENT	FINANCE	FINANCE OFFICE	1532

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
324,811	330,524	330,524	11532100 00110	FULL TIME SALARIES	337,869	337,869	337,869
450	555	555	11532100 00111	OVERTIME	555	555	555
750	900	900	11532100 00112	LONGEVITY	900	900	900
0	500	500	11532200 00221	OPERATING MATERIAL	500	500	500
892	1,815	1,815	11532300 00330	RENTAL & LEASES	1,815	1,815	1,815
2,115	2,165	2,165	11532300 00374	FEES & MEMBERSHIPS	2,165	2,165	2,165
329,018	336,459	336,459		TOTAL	343,804	343,804	343,804
				PERCENTAGE CHANGE	2.18%	2.18%	2.18%

PROGRAM	TOWN CLERK	1540
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Program Explanation:

The Town Clerks office is charged with numerous functions by State Statutes and the Town Charter. Some of these duties include, but are not limited to, recording and maintenance of all land records, maps, vital records, veteran's discharges, minutes of the Town Council and other Boards and Commissions. The Town Clerk is also the Registrar of Vital Statistics, and performs all duties as prescribed by the Department of Public Health. We are also Election Officials, and are responsible for numerous duties as prescribed by the Secretary of the State which includes notification to political parties for nomination of delegate selection, SEEC filings, candidate selection for various elected officials, the design and printing of all ballots, certifying all nominating petitions, ballots and election and referendum results to the Secretary of the State, issuing absentee, presidential, military and overseas ballots, all legal notices and warnings of elections, certifying all records for bond issuance, Swearing in all elected officials, Notary Publics, and Justices of the Peace, appointing unaffiliated Justices of the Peace, issuing various licenses and permits. The office is also charged with the collection of various fees' for the Town and State. We maintain all ordinances as they are passed and are responsible for the maintenance of the online charter and code, and codification of ordinances. Other State agencies we report to are the Department of Agriculture, Public Records Administrator, State Library, Department of Revenue Services, and the DEEP. Newly passed legislation has charged the Town Clerk with the filings of all properties under civil action and foreclosures for contact information of property management to combat blighted properties.

Budget Change Commentary:

There is no increase to our budget from last year, excluding an increase in salaries.

Program Objectives and Goals FY 2014:

- On-going microfilming and scanning of all maps filed – available to print for attorneys, title searchers, and the general public who use the vault
- All maps are scanned and ready for printing dating back as early as 1806. These are also made available for the GIS mapping system
- Implementing new land records system with a historic document preservation grant, our software provider will no longer be supporting the version now currently used, and we will need to upgrade
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Program Accomplishments FY 2013:

- Back-scanning of land records sating back to May of 1923 – available to the public and online web portal
- Created an index of all veterans exemptions dating back to 1945 – done in-house without using any public funds, made available to assessor's office for their records
- Currently in the process of recreating older books with a historic document preservation grant – 50 volumes are in the process of being recreated to extend the life of land records as well as freeing up much needed vault space with the smaller version of books

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Clerk	1	1.0
2	2.0	2	2.0	Assistant Town Clerk	2	2.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Number of Documents Recorded	6140	6267	7284	7300	7400
Town Fee's Collected	470,430	480,680	421,086	440,000	450,000
State Fee's Collected	819,648	887,688	988,116	1,000,000	1,100,000
Dog Licenses	2765	2843	2472	2600	2750
Vital Records	719	690	933	945	955
Fish & Game	788	241	285	290	295

Function	Department	Division	Division Code
GENERAL GOVERNMENT	RECORDING AND REPORTING	TOWN CLERK	1540

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
176,526	178,385	178,385	11540100 00110	FULL TIME SALARIES	181,953	181,953	181,953
46	250	250	11540200 00210	OFFICE SUPPLIES	250	250	250
0	0	0	11540200 00221	OPERATING MATERIAL	0	0	0
2,707	3,000	3,000	11540300 00310	ADVERTISING	3,000	3,000	3,000
15,614	24,000	24,000	11540300 00320	PROFESSIONAL	24,000	24,000	24,000
1,988	2,000	2,000	11540300 00330	RENTAL & LEASES	2,000	2,000	2,000
3,828	4,800	4,800	11540300 00350	PRINTING	4,800	4,800	4,800
320	550	550	11540300 00371	MAINTENANCE CONTRACTS	550	550	550
268	500	500	11540300 00373	REPAIR/MAINT EQUIPMENT	500	500	500
110	500	500	11540300 00374	FEES & MEMBERSHIPS	500	500	500
0	250	250	11540300 00375	RECRUITMENT & TRAINING	250	250	250
201,407	214,235	214,235		TOTAL	217,803	217,803	217,803
				PERCENTAGE CHANGE	1.67%	1.67%	1.67%

PROGRAM	TOWN ATTORNEY	1550
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Program Explanation:

The Town Attorney provides the following services on behalf of the Town:

- Represents the Town, its departments and all boards and commissions in litigation.
- Reviews bylaws, rules, regulations, and policies adopted by boards and commissions.
- Reviews and/or prepares contracts, leases or other legal documents for the town, its departments and boards and commissions.
- Prepares ordinances and resolutions for consideration by the Town Council.
- Prepares legal opinions in response to questions posed by Town Council, staff or Town boards.
- Assists boards and Town staff in enforcing regulations and ordinances by pursuing violations through lawsuits and other remedies provided by law.
- Represents the town with respect to the purchase and sale of Town property.

Budget Change Commentary:

The program budget has a zero percent increase.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	LAW	TOWN ATTORNEY	1550

<u>2011/2012 ACTUAL</u>	<u>2012/2013 BUDGET</u>	<u>2012/2013 AMENDED BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2013/2014 DEPARTMENT REQUEST</u>	<u>2013/2014 MANAGER PROPOSED</u>	<u>2013/2014 COUNCIL APPROVED</u>
180,486	175,000	175,000	11550300 00320	PROFESSIONAL	175,000	175,000	175,000

180,486	175,000	175,000		TOTAL	175,000	175,000	175,000
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	CENTRAL SERVICES	1921
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Program Explanation:

This administration account covers many Town Hall functions and activities, including the office expenses related to supplies, postage, and copying. The Finance Department is currently responsible for this division.

Budget Change Commentary:

This budget increased overall by \$96,237 due to the addition of a Budget/Management Analyst position. This high level administrative position will work closely with the Town Manager's Office and Finance Department and will have the primary responsibilities of conducting research; reviewing and recommending proposals for programs, purchases, and financing methods; administering the annual budget; analyzing current year revenues and expenditures; assisting with the annual audit as necessary; maintaining capital asset schedules for reporting purposes, and various special projects.

Program Goals FY 2014

- Research, implement and maintain a Purchasing Card Program to streamline the process of online purchases by departments, reduce the need for employees to use their personal credit cards for Town purchases and then request reimbursement, and increase access to necessary goods and services during emergency situations
- Continue to maintain and update capital asset schedules
- Continue to provide assistance to Boards and Commissions
- Replace copiers with expiring lease terms
- Administer the Town's 2014 Approved Budget
- Coordinate the Official Statement preparation and Bond issuance in February

Program Accomplishments FY 2013:

- Arranged lease purchase agreement for the purchase of new communications equipment for the Police Department
- Maintained and/or updated capital asset information
- Coordinated the preparation of the Official Statement and issuance of \$10,105,000 of Bond Anticipation Notes
- Provided assistance to various Boards and Commissions

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Administrative Secretary	1	1.0
0	0	0	0	Budget/Management Analyst	0	0
1	.50	0	0	Clerical staff	0	0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Number of Boards and Commissions minutes are prepared for	5	5	5	5	5
General Obligation Bond rating (Moody's/Standard & Poor's)	Aa3/AA	Aa2/AA	Aa2/AA	Aa2/AA	Aa2/AA
General Obligation Bonds issued	-	\$9,650,000	\$2,000,000	-	\$4,070,000
Bond Anticipation Notes issued	-	\$1,950,000	\$9,050,000	\$10,105,000	\$9,790,000
Debt Service as a percentage of budgeted expenditures	4.57%	4.59%	4.29%	4.24%	4.98%
Long term bonded debt per capita	\$1,493	\$2,353	\$2,797	\$2,680	\$2,651

Function	Department	Division	Division Code
GENERAL GOVERNMENT	CENTRAL SERVICES	CENTRAL SERVICES	1921

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
36,132	37,415	37,415	11921100 00110	FULL TIME SALARIES	133,164	38,164	38,164
445	1,441	1,441	11921100 00111	OVERTIME	1,057	1,057	1,057
556	578	578	11921100 00112	LONGEVITY	587	587	587
16,163	0	0	11921100 00113	PART TIME WAGES	0	0	0
30,002	40,525	40,525	11921200 00210	OFFICE SUPPLIES	40,525	40,525	40,525
54,831	60,081	60,081	11921200 00221	OPERATING MATERIAL	60,081	60,081	60,081
0	1,000	1,000	11921300 00310	ADVERTISING	1,000	1,000	1,000
87,885	89,113	89,113	11921300 00320	PROFESSIONAL	91,895	91,895	91,895
33,628	35,331	35,331	11921300 00330	RENTAL & LEASES	35,812	35,812	35,812
8,017	8,600	8,600	11921300 00350	PRINTING	8,600	8,600	8,600
2,688	3,159	3,159	11921300 00371	MAINTENANCE CONTRACTS	3,159	3,159	3,159
0	400	400	11921300 00373	REPAIR/MAINT EQUIPMENT	0	0	0
222	2,500	2,500	11921300 00375	RECRUITMENT & TRAINING	500	500	500
0	1,500	1,500	11921400 00441	OFFICE EQUIPMENT	1,500	1,500	1,500
270,568	281,643	281,643		TOTAL	377,880	282,880	282,880
				PERCENTAGE CHANGE	34.17%	0.44%	0.44%

PROGRAM	INFORMATION TECHNOLOGY	1922
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Program Explanation:

The Information Technology Department is charged with maintaining the Town's current infrastructure, both hardware and software, to keep the staff functioning efficiently. Technical assistance is also provided to aid staff in resolving problems and challenges that arise. I.T. is also responsible for exploring new technologies and evaluating the benefits and cost effectiveness of implementing such technologies in order to improve staff productivity and efficiency.

Budget Change Commentary:

A significant part of our budget increase is a result of maintenance and service contracts of which we have little control. Computer replacement being moved from Capital Projects to the I.T. operating budget accounts for another portion of the increase. Great efforts have been made to implement cost saving measures including virtualization of servers and desktops and initiating regional cooperation agreements. While attempting to reduce costs, we have not lost sight of our charge to protect the integrity of the network and the data stored there.

Program Objectives and Goals FY 2014:

- Complete the first and second round implementation of virtual work stations.
- Work with the Building Department and Public Works to get online payments working in those departments.
- Continue expanding the dashboards and the departments that utilize them.
- Continue researching new technologies to improve productivity and efficiency while reducing costs.

Program Accomplishments FY 2013:

- Successfully utilized the Community and Emergency Operations Center Dashboards during and after extreme weather events.
- Received State and Nation-wide attention for our development and use of the dashboards.
- Completed a full tax cycle with on-line tax payments, with better than expected results.
- Began the implementation of the first round of virtual workstations.

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Information Technology	1	1.0
1	1.0	1	1.0	Assistant Director of Information Technology	1	1.0
1	1.0	1	1.0	Network Administrator/Project Leader	1	1.0
2	2.0	2	2.0	Information Technology Technician	2	1.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Work Order Tickets	-	2342	2422	2519	2620

Function	Department	Division	Division Code
GENERAL GOVERNMENT	CENTRAL SERVICES	INFORMATION TECHNOLOGY	1922

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
292,748	291,304	291,304	11922100 00110	FULL TIME SALARIES	296,945	296,945	296,945
16,463	24,500	24,500	11922200 00221	OPERATING MATERIAL	24,500	24,500	24,500
12,814	23,000	23,000	11922300 00320	PROFESSIONAL	23,000	23,000	23,000
804	960	960	11922300 00330	RENTAL & LEASES	960	960	960
573	1,200	1,200	11922300 00350	PRINTING	1,200	1,200	1,200
120,400	168,560	168,560	11922300 00371	MAINTENANCE CONTRACTS	199,873	199,873	199,873
1,462	1,500	1,500	11922300 00374	FEES & MEMBERSHIPS	1,500	1,500	1,500
11,011	29,450	29,450	11922300 00375	RECRUITMENT & TRAINING	29,450	29,450	29,450
0	0	0	11922400 00441	OFFICE EQUIPMENT	168,083	168,083	84,083
456,275	540,474	540,474		TOTAL	745,511	745,511	661,511
				PERCENTAGE CHANGE	37.94%	37.94%	22.39%

PROGRAM	TOTAL QUALITY MANAGEMENT	1923
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Program Explanation:

The Total Quality Management budget represents a funding level aimed at: (A) maintaining the current commitment to Strategic Planning, (B) maintaining the current commitment to organizational Total Quality Management training and recognition activities, (C) funding of informational town publications and (D) implementing recommendations received from successfully implemented TQM teams.

This is a town-wide initiative to work towards common goals. For almost 15 years, all new employees have been trained in Total Quality Management principles; additional training has been provided to employees to enhance Customer Service and promote teamwork within the organization; and the Town has developed a Strategic Plan by working with various Boards/Commissions. This plan is a town-wide initiative to work towards common goals.

Budget Change Commentary:

There is no change in the program budget.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	CENTRAL SERVICES	TOTAL QUALITY MANAGEMENT	1923

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
0	0	0	11923200 00221	OPERATING MATERIAL	0	0	0
0	1,500	1,500	11923300 00375	RECRUITMENT & TRAINING	1,500	1,500	1,500
0	1,500	1,500		TOTAL	1,500	1,500	1,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	HEALTH AND SAFETY COMMITTEE	1924
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Program Explanation:

The Town wide Health & Safety Committee was established in 1998 to provide a resource of information for employees and management, and to assist in the goal of providing employees a safe and effective workplace.

The Main Committee is comprised of members from subcommittees located at their respective work areas. Those locations are the Town Hall and Library, Community Center, Water Pollution Control Plant, Police Department, Fire Department and Town Garage.

Budget Change Commentary:

The budget for this program remains the same.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	CENTRAL SERVICES	HEALTH & SAFETY COMMITTEE	1924

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
0	1,000	1,000	11924300 00320	PROFESSIONAL	1,000	1,000	1,000

0	1,000	1,000		TOTAL	1,000	1,000	1,000
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	MEDIA	1925
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Program Explanation:

The Information Technologies Department's G-Media is a combination of South Windsor's website, television station and social media sites. G-Media is responsible for providing the citizens with as much information as possible through all available outlets.

In addition to the main website, G-Media also maintains a streaming video site where live broadcasts, as well as replays of Town Council Meetings can be viewed. Archives of specialty programs such as Police Department PSAs and commercials for Human Services Programs that have been produced are also available. Broadcasts to both Cox Communications and ATT U-Verse Customers are managed from Town Hall. The social media sites, Facebook and Twitter, are also being utilized to provide information to residents.

Budget Change Commentary:

The only increases in the Media budget are reflections of the annual cost increases in service and maintenance contracts. Failure to renew these contracts could have potentially devastating consequences. If a piece of equipment or software were to fail, it's likely that broadcasts of any kind would be impossible without spending a great deal of money to resolve the issue.

Program Objectives and Goals FY 2014:

- Continue the effort to increase the quantity and variety of the programming being produced.
- Purchase and install new equipment using grant funds acquired in FY2013.
- Reconfigure broadcast setup to eliminate equipment that has failed.
- Continue to increase the number of residents using the Town's social media sites.

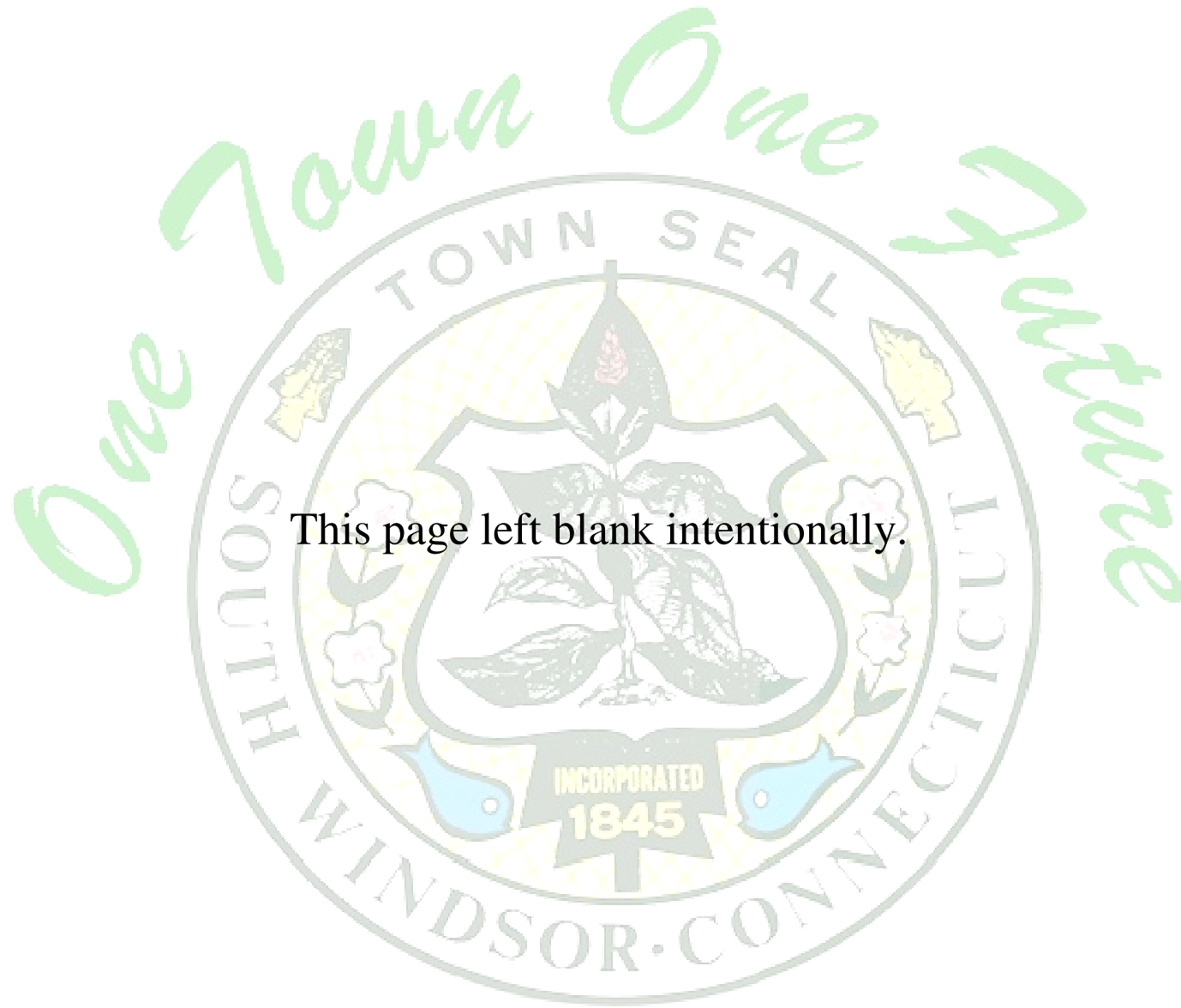
Program Accomplishments FY 2013:

- Acquired \$35,434 in grant funds to purchase equipment.
- Filmed and broadcasted 31 Town Council Meetings and 15 specialty programs.
- Continued to increase the number of residents using the Town's social media sites.

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Town Council Meeting	24	24	26	22	22
Special Town Meeting	15	8	8	11	6
Special Events	5	7	4	4	4
G-Media Specialty Productions	6	11	18	15	15
Social Media Posts	-	185	262	426	450

Function	Department	Division	Division Code
GENERAL GOVERNMENT	CENTRAL SERVICES	MEDIA	1925

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
576	2,500	2,500	11925100 00110	FULL TIME SALARIES	2,500	2,500	2,500
11,760	21,950	21,950	11925300 00320	PROFESSIONAL	23,595	23,595	23,595
0	575	575	11925300 00375	RECRUITMENT & TRAINING	575	575	575
3,143	2,300	2,300	11925400 00441	OFFICE EQUIPMENT	2,300	2,300	2,300
15,478	27,325	27,325		TOTAL	28,970	28,970	28,970
				PERCENTAGE CHANGE	6.02%	6.02%	6.02%



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PUBLIC SAFETY

The Public Safety portion of the South Windsor Budget covers expenditures for the Police Department, the Fire Department, the Office of the Fire Marshal, water lines and hydrants and street lighting. The South Windsor Police Department is a full time municipal police department that provides police services to the community twenty-four hours a day throughout the year. The police facility is located at 151 Sand Hill Road and serves as the headquarters for all of the agency's activities and serves as the public safety answering point (PSAP) for all 9-1-1 calls. The South Windsor Fire Department is headquartered at 1175 Ellington Road and is served by a total of three fire houses and 130 members. The South Windsor Fire Department is a fully volunteer force and is managed by a volunteer fire chief who answers to the Fire Commission. The Volunteer Fire Department is a grant agency funded through a single line item. The Fire Commission and Fire Department staff then administer the allocation of those funds. The Office of the Fire Marshal is a Town-staffed agency with one full time and four part time employees. The Fire Marshal works cooperatively with the Volunteer Fire Department as well as the Planning Department, Building Department, Public Works Department and Police Department. The Fire Marshal is charged by State Statutes with the determination of the cause and origin of fires that occur within the Town, fire safety code inspections, and engages in a number of fire prevention programs and permitting programs. Emergency medical services (EMS) are provided by a private not-for-profit corporation known as the South Windsor Ambulance Corp, Inc. This is a wholly private entity that is headquartered in a Town-owned facility located at 232 West Road. The South Windsor Ambulance Corps, Inc. does not receive funding through the Town Council. The Public Safety portion of the South Windsor Budget also provides for the funding of certain water lines and fire hydrants located throughout Town. Additionally, this portion of the budget also provides for the funding of street lights and traffic control lights throughout Town.

Account Code	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved
2110	Police – Administration	390,306	409,032	409,032
2120	Police – Operations	3,263,501	3,263,501	3,323,501
2140	Police – Support Services	1,759,001	1,759,001	1,759,001
2150	Police – Community Services	151,696	151,696	151,696
2210	Fire Marshal	185,079	185,079	185,079
2220	South Windsor Volunteer Fire Department	760,962	760,962	760,962
2240	Hydrants and Water Lines	750,800	750,800	750,800
2300	Street Lights	409,500	409,500	409,500
	Total Public Safety	7,670,845	7,689,571	7,749,571

PROGRAM	POLICE DEPARTMENT – OVERVIEW	
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Program Explanation:

General Overview:

The South Windsor Police Department budget is divided into four distinct sections; Administration, Operations, Support Services and Community Services. A specific description for each section of the agency and the associated budges is contained in the following pages. All four sections of the agency work to support the mission, objectives and goals of the department.

Budget Change Commentary:

The overall budget increase is 0%. While salaries were increased in accordance with bargaining unit agreements, all other proposed expenditures were decreased resulting in a net 0% increase.

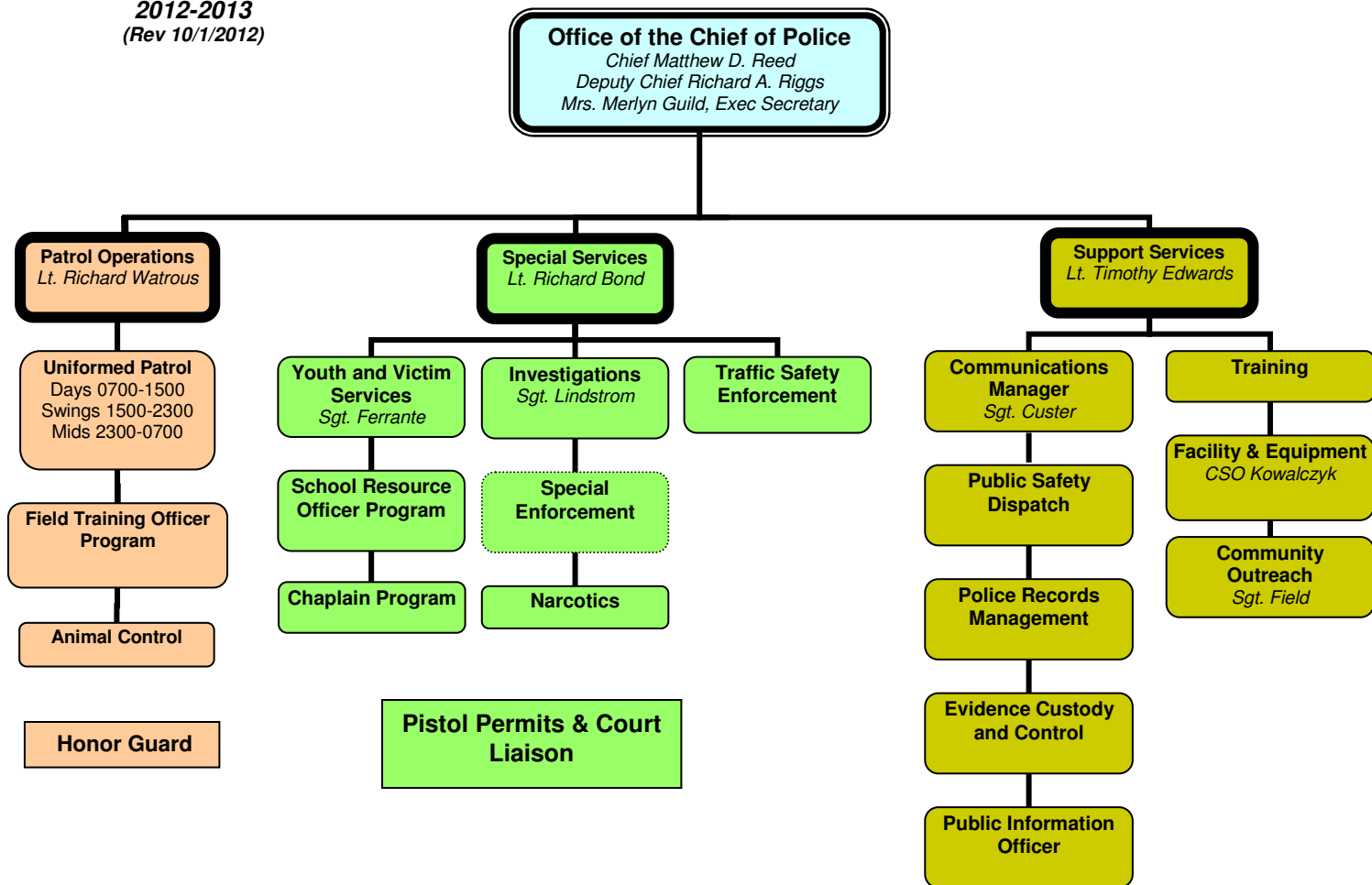
Department Objectives and Goals FY 2014:

- Continue to manage law enforcement resources within the constraints set by Council which includes a continued reduction of police personnel
- Explore options for law enforcement accreditation
- Review operational directives for conformance to recognized best practices
- Commence negotiations for successor agreement to police union bargaining agreement
- Manage new regional animal control facility
- Continue work with legal counsel on agency litigation
- Continue training in active shooter response
- Continue collaboration with SW Public Schools as part of Safe Schools Initiative
- Begin seeking replacement for computer aided dispatch and records management systems

Department Accomplishments FY 2013:

- Finalize purchase and installation of new 400 MHz radio system
- Development of regional animal control facility (TRACS)
- Construction of new communications center within existing police facility
- Worked with legal council to resolve employee grievances
- Procurement and installation of modern premises surveillance system
- Installation of video monitoring equipment in interview rooms in accordance with new statute (grant)
- Procurement and installation of new records file cabinet system allowing for on sight storage of 3 times the number of records
- Became licensed as an unused pharmaceutical collection point

South Windsor Police
Table of Organization
2012-2013
 (Rev 10/1/2012)



PROGRAM	POLICE DEPARTMENT – ADMINISTRATION	2110
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Program Explanation:

3 positions assigned: Chief of Police; Deputy Chief of Police; Executive Secretary

Administration is responsible for directing and initiating programs for public and personal safety within the Town of South Windsor. The division analyzes operational and service demands; develops, coordinates, and evaluates departmental operating programs; oversees the department's role as a resource to the Town and other interested organizations; coordinates with other criminal justice agencies in matters concerning law enforcement and safety; confers with citizens and Town officials on law enforcement problems; selects personnel and enforces discipline and training requirements; directs and coordinates the assignment of personnel and equipment; and supervises special studies and the preparation of reports. The Chief of Police is designated as the Legal Traffic Authority for the Town and as the Municipal Animal Control Officer. The Police Department is also responsible for the operation and administration of the Tyler Regional Animal Care Shelter (TRACS) on Sullivan Avenue. The shelter provides animal care services for the towns of South Windsor, Manchester and East Hartford.

Budget Change Commentary:

The overall budget increase is 0%. While salaries were increased in accordance with bargaining unit agreements, all other proposed expenditures were decreased resulting in a net 0% increase.

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Chief of Police	1	1.0
1	1.0	1	1.0	Deputy Chief of Police	1	1.0
1	1.0	1	1.0	Executive Secretary	1	1.0

Function	Department	Division	Division Code
PUBLIC SAFETY	POLICE PROTECTION	ADMINISTRATION	2110

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
343,859	288,023	288,023	12110100 00110	FULL TIME SALARIES	293,786	293,786	293,786
237	0	0	12110100 00111	OVERTIME	0	0	0
0	0	0	12110100 00112	LONGEVITY	0	0	0
1,392	10,830	10,830	12110200 00221	OPERATING MATERIAL	10,830	10,830	10,830
7,654	8,000	8,000	12110300 00320	PROFESSIONAL	12,000	12,000	12,000
4,187	6,165	6,165	12110300 00374	FEES & MEMBERSHIPS	6,165	6,165	6,165
27,416	34,425	34,425	12110300 00375	RECRUITMENT & TRAINING	30,425	30,425	30,425
34,162	37,100	37,100	12110300 00380	GRANTS & CONTRIBUTIONS	37,100	55,826	55,826
418,908	384,543	384,543		TOTAL	390,306	409,032	409,032
				PERCENTAGE CHANGE	1.50%	6.37%	6.37%

PROGRAM	POLICE DEPARTMENT – OPERATIONS	2120
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Program Explanation:

The Operations Division is comprised of two sections; Patrol and Special Services

Patrol Section – 28 positions assigned: 1 Lieutenant; 4 Sergeants; 6 Agents; 15 Officers (2 of which are vacant)

Patrol personnel are first responders for all calls for service in the community. Patrol officers conduct initial and follow-up investigation of criminal incidents; respond to medical emergencies, animal problems and other miscellaneous calls for service. The patrol section is divided into three shifts or watches; midnights (11 p.m. – 7 a.m.), days (7 a.m.-3 p.m.) and evenings (3 p.m.-11 p.m.). Each watch is supervised by a sergeant. The entire patrol division is supervised by a lieutenant.

Special Services Section – 1 Lieutenant assigned. This section provides a number of specialized services to the Town. The division is supervised by a lieutenant and includes the following units:

- **Criminal Investigations Unit:** - 1 Sergeant; 1 Agent; 2 Officers. This unit handles all complex and time consuming investigations. They serve as the intelligence gathering and dissemination unit of the police department. They participate in the CRIST (Capitol Region Investigative Support Team) which serves as a regional major case investigation unit. The unit also includes a narcotics investigator who is assigned to the East Central Narcotics Task Force (ECN).
- **Traffic Safety Enforcement Unit** – 2 Officers. This unit is responsible for the investigation of traffic accidents. The unit is charged with enforcing the motor vehicle code in an effort to reduce the number of roadway accidents and increase roadway safety. Members of the unit participate in Metro Traffic Services (MTS) a regional traffic safety enforcement program. The unit is active in aggressive driver enforcement, the Click it or Ticket seatbelt campaign and DUI enforcement checkpoints. Members of the unit are trained as accident reconstructionists.
- **Youth and Victim Services** – 1 Sergeant; 2 Officers. This unit is responsible for the School Resource Officer program which places an officer in the SW High School as well as at Timothy Edwards Middle School. The unit deals with situations involving youth or juvenile related crime. Additionally, the unit is responsible for providing specialized services to crime victims and ensuring crime victims are connected with the resources of the State's Victim Advocate and the Office of Victim Services.

Budget Change Commentary:

The overall budget increase is 0%. While salaries were increased in accordance with bargaining unit agreements, all other proposed expenditures were decreased resulting in a net 0% increase.

Assigned Positions (Operations):

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	2.0	Lieutenant	2	2.0
6	6.0	6	6.0	Sergeant	6	6.0
7	7.0	7	7.0	Agent	7	7.0
21	19.0	21	19.0	Officer	21	19.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Cal. Year 2012	Anticipated 2013-2014
Total Calls for Service	36210	35073	37259	44701	-
Traffic Accident Reports(PR-1)	459	582	431	410	-
Citations Issued	2838	2113	1976	2330	-
Medical Assist	1922	1923	2347	2198	-
Animal	655	676	782	642	-
Alarm	1161	1163	1211	1237	-
Criminal Arrests	900	711	719	645	-
Cases in which Penal Code Offenses Reported (Sec. 53a)	1120	1023	1018	938	-
Cases in which Narcotics Offenses Reported (Sec 21a)	215	108	79	78	-
Burglary	156	122	81	49	-
Larceny	418	395	395	340	-
Domestic	263	241	240	218	-
Assault	27	21	9	4	-
Sexual Assault	15	12	14	7	-

Function	Department	Division	Division Code
PUBLIC SAFETY	POLICE PROTECTION	OPERATIONS	2120

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
2,598,091	2,768,353	2,768,353	12120100 00110	FULL TIME SALARIES	2,853,726	2,853,726	2,913,726
435,213	330,000	330,000	12120100 00111	OVERTIME	350,000	350,000	350,000
100,804	90,000	90,000	12120100 00112	LONGEVITY	59,775	59,775	59,775
3,134,108	3,188,353	3,188,353		TOTAL	3,263,501	3,263,501	3,323,501
				PERCENTAGE CHANGE	2.36%	2.36%	4.24%

PROGRAM	POLICE DEPARTMENT – SUPPORT SERVICES	2140
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Program Explanation:

The Support Services Division is supervised by *1 lieutenant* and includes the following units:

- **Communications Section** – *8 Dispatchers*. The communications center at Police Headquarters is the recognized PSAP (Public Safety Answering Point) for the Town of South Windsor. All 9-1-1 calls for any type emergency come to the police communications center. The center is staffed by two people 24-hours a day. Calls are tracked and managed using a computer aided dispatch system (CAD). Dispatchers are responsible for dispatching all emergency services to include police, fire, medical, mutual aid and Lifestar. The Communication Center is staffed with two dispatchers 24-hours a day every day of the year.
- **Police Records** – *2 Police Record Specialists*. The Department employs two records specialists who are responsible for the review, filing and dissemination of police record information. They are responsible for maintaining the files of home and business alarm systems and the enforcement of the Town's alarm ordinance. They organize and prepare records for public dissemination, superior court and juvenile court. They are responsible for maintaining South Windsor's criminal history database.
- **Public Information Officer** – *1 Sergeant*. The department's PIO is assigned to this division and is responsible for the dissemination of public information to the media. This position also serves as the supervisor for the communications center.
- **Property and Evidence** – The sergeant assigned as the PIO is also charged with maintaining the department's property and evidence storage system ensuring evidence is preserved and maintained for court proceedings.
- **Facility and Equipment** – *1 Community Service Officer*. This is a civilian position charged with the maintenance of the police facility and vehicles as well as the purchasing of uniforms, equipment and supplies.
- **Community Outreach** – *1 Sergeant*. This position is responsible for the department's community outreach programs such as child safety seat inspection and installation as well as the senior driving program and prescription drug recovery program.

Budget Change Commentary:

The overall budget increase is 0%. While salaries were increased in accordance with bargaining unit agreements, all other proposed expenditures were decreased resulting in a net 0% increase.

Assigned Positions (Support Services):

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Lieutenant	1	1.0
2	2.0	2	2.0	Sergeant	2	2.0
2	2.0	2	2.0	Police Records Specialist	2	2.0
1	1.0	1	1.0	Community Service Officer (CSO)	1	1.0
8	8.0	8	8.0	Dispatcher	8	8.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Cal. Year 2012	Anticipated 2013-2014
9-1-1 Calls received by Answering Point (PSAP)	6,393	7,042	8,286	7,463	

Function	Department	Division	Division Code
PUBLIC SAFETY	POLICE PROTECTION	SUPPORT SERVICES	2140

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
840,459	850,017	850,017	12140100 00110	FULL TIME SALARIES	876,448	876,448	876,448
314,587	195,000	195,000	12140100 00111	OVERTIME	195,000	195,000	195,000
34,598	34,250	34,250	12140100 00112	LONGEVITY	51,072	51,072	51,072
41,733	70,000	70,000	12140200 00221	OPERATING MATERIAL	51,170	51,170	51,170
127,453	204,500	204,500	12140200 00222	VEHICLE & EQUIP SUPPLIES	190,000	190,000	190,000
59,695	70,300	70,300	12140200 00223	UNIFORMS & CLOTHING	60,300	60,300	60,300
24,285	25,714	25,714	12140200 00227	AMMUNITION & EXPLOSIVES	22,714	22,714	22,714
297	1,500	1,500	12140300 00310	ADVERTISING	1,500	1,500	1,500
529	1,600	1,600	12140300 00320	PROFESSIONAL	0	0	0
56,335	75,718	75,718	12140300 00330	RENTAL & LEASES	43,902	43,902	43,902
3,562	4,000	4,000	12140300 00350	PRINTING	4,000	4,000	4,000
26,259	32,183	32,183	12140300 00360	UTILITIES	27,215	27,215	27,215
17,115	31,947	31,947	12140300 00371	MAINTENANCE CONTRACTS	33,728	33,728	33,728
26,568	64,382	64,382	12140300 00373	REPAIR/MAINT EQUIPMENT	56,582	56,582	56,582
138,775	181,133	181,133	12140400 00442	DEPARTMENT EQUIPMENT	145,370	145,370	145,370
1,712,248	1,842,244	1,842,244		TOTAL	1,759,001	1,759,001	1,759,001
				PERCENTAGE CHANGE	-4.52%	-4.52%	-100.00%

PROGRAM	POLICE DEPARTMENT – COMMUNITY SERVICES	2150
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Program Explanation:

The Community Services Officers (CSO) serve as assistant municipal animal control officers for the Town and assist the department in many other areas. CSOs may investigate certain motor vehicle accidents, provide traffic control, and assist with vehicle maintenance and communications. Community Service Officers who work as animal control officers are responsible for the enforcement of all laws and ordinances pertaining to dogs. Additionally, animal control personnel support the operations of the Tyler Regional Animal Care Shelter (TRACS).

Budget Change Commentary:

The overall budget increase is 0%. While salaries were increased in accordance with bargaining unit agreements, all other proposed expenditures were decreased resulting in a net 0% increase.

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	2.0	Community Service Officer	2	2.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	To Date (12/30/12) 2012-2013	Anticipated 2013-2014
Animal Calls for Service	647	754	753	295	
Dogs Impounded	59	60	79	15	
Dogs Sold as Pets	31	7	24	4	
Dogs Redeemed by Owner	26	41	44	7	
Animal Bites	24	32	41	21	

Function	Department	Division	Division Code
PUBLIC SAFETY	POLICE PROTECTION	COMMUNITY SERVICES	2150

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
113,669	117,114	117,114	12150100 00110	FULL TIME SALARIES	119,446	119,446	119,446
14,329	10,000	10,000	12150100 00111	OVERTIME	10,000	10,000	10,000
2,178	3,050	3,050	12150100 00112	LONGEVITY	3,050	3,050	3,050
1,727	950	950	12150200 00221	OPERATING MATERIAL	950	950	950
0	1,500	1,500	12150200 00223	UNIFORMS & CLOTHING	1,500	1,500	1,500
597	750	750	12150300 00310	ADVERTISING	750	750	750
3,887	4,550	4,550	12150300 00320	PROFESSIONAL	4,550	4,550	4,550
5,202	100	100	12150300 00330	RENTAL & LEASES	100	100	100
0	800	800	12150300 00350	PRINTING	800	800	800
0	10,200	10,200	12150300 00372	REPAIR/MAINT FACILITIES	10,200	10,200	10,200
80	150	150	12150300 00374	FEES & MEMBERSHIPS	150	150	150
0	200	200	12150300 00380	GRANTS & CONTRIBUTIONS	200	200	200
141,669	149,364	149,364		TOTAL	151,696	151,696	151,696
				PERCENTAGE CHANGE	1.56%	1.56%	1.56%

PROGRAM	FIRE MARSHAL	2210
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Program Explanation:

It is the mission of the Fire Marshal's Office to prevent and/or reduce the incidence of fire by increasing the awareness and knowledge of the residents and businesses respecting fire safety, and by ensuring compliance with the Connecticut Fire Safety Code and applicable regulations of the State of Connecticut.

The staff of the South Windsor Fire Marshal's Office consists of a full-time Fire Marshal, a part-time Deputy Fire Marshal, two part-time Fire Inspectors, and a part-time Fire & Life Safety Educator. Our staff is charged to perform various duties, many of which are mandated by the Connecticut General Statutes. These duties include inspection of all properties, with the exception of one and two-family homes. The Fire Marshal is required to perform investigations as they pertain to the cause and origin of fires that are in the Town of South Windsor. Our staff is mandated to issue permits for hazardous operations, which include but are not limited to the installation of permanent propane tanks and piping, heating fuel storage tanks, gasoline and diesel fuel storage tanks, blasting permits, and commercial fireworks displays.

Budget Change Commentary:

The program budget is increased by \$25,392 to reflect full year payroll for additional part-time hours for the fire inspectors and regular salary adjustments. Part time hours were adjusted by the Town Council in January of 2013 to increase inspections of condominium units and to continue to provide smoke alarm educational programs.

Program Objectives and Goals FY 2014:

- To complete the first round of all condominium inspections
- To continue to participate in community events to provide fire prevention education
- To work with new business and occupancies to complete construction projects
- To work closely with the South Windsor Volunteer Fire Department

Program Accomplishments FY 2013:

- Completed work on 2010 FEMA grant for smoke alarms
- Increased condominium inspections

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Fire Marshal	1	1.0
1	.5	1	.5	Deputy Fire Marshal	1	.5
1	.5	1	.3	Fire Inspector	1	.5
0	0	1	.3	Fire Inspector	1	.5
0	0	1	.25	Fire & Life Safety Educator	1	.4

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Inspections	508	627	588	850	850
Investigations	37	34	18	10	10
Plan Reviews	41	41	63	35	35
Training	33	45	37	35	35
Meetings	659	506	363	350	350
Juvenile Fire Setter Meeting	22	31	30	25	25
Juvenile Review Board	12	17	8	12	12
Administrative Duties	202	195	139	150	150

Function	Department	Division	Division Code
PUBLIC SAFETY	FIRE PROTECTION	FIRE MARSHAL	2210

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
81,894	85,636	85,636	12210100 00110	FULL TIME SALARIES	87,349	87,349	87,349
36,897	47,301	47,301	12210100 00113	PART TIME WAGES	85,800	85,800	85,800
899	1,000	1,000	12210200 00210	OFFICE SUPPLIES	1,000	1,000	1,000
3,649	3,800	3,800	12210200 00221	OPERATING MATERIAL	3,800	3,800	3,800
94	985	985	12210200 00222	VEHICLE & EQUIPMENT	460	460	460
1,561	1,600	1,600	12210200 00223	UNIFORMS & CLOTHING	1,600	1,600	1,600
1,129	1,290	1,290	12210300 00374	FEES & MEMBERSHIPS	1,250	1,250	1,250
3,059	3,255	3,255	12210300 00375	RECRUITMENT & TRAINING	3,820	3,820	3,820
129,182	144,867	144,867		TOTAL	185,079	185,079	185,079
				PERCENTAGE CHANGE	27.76%	27.76%	27.76%

PROGRAM	SOUTH WINDSOR VOLUNTEER FIRE DEPARTMENT	2220
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Program Explanation:

The South Windsor Volunteer Fire Department is responsible for fire protection and rescue services within the Town of South Windsor. These include control and extinguishment of all types of fires, rescues from vehicles, water and other entrapment situations, and fire safety and education activities. The department also provides mutual assistance to neighboring towns. The Department manages the maintenance, upkeep and repair of the Town's three fire stations as well as its fleet of fire apparatus and support vehicles.

Budget Change Commentary:

The proposed budget for FY 2013-2014 is \$760,962.00, an overall increase of approx. 7% from the current budget of FY 2012-2013 of \$720,550. Approx. 4% is for an increase in the reimbursement rate and the remaining 3% is operating cost increases.

If you recall, at least year's budget presentation to the Council by Chief Crombie, many of the Councilors talked of increasing the reimbursement rate from \$6.00 to \$8.00 per event. With as much support from sides of the chamber as there appeared to be, the (FY2012-2013) budget was still approved as presented without that increase. This budget proposal has that rate increase included and alone is an approx. 4% increase.

The other 3% increase is operational. A major increase is in the fuel budget as we are already surpassed what was in this FY budget for that category. Other increases are outlined in the goals

Lastly, we did NOT include a very much needed 'generator' for station 2 in this budget. That cost of \$13,000.00 would have pushed the increase to close to 9%. We had been trying to get that in the Capital Expenditures, but it appears to not meet the dollar amount criteria for that process. In the past there have been separate expenditures for standalone items such as this not contained in the budget. I would ask that this be considered for such expenditure as recent storms have proven there is no doubt that this 30 year + generator needs replacement.

Program Objectives and Goals FY 2014:

- Expanding our medical training / certifications to be more compliant with actual day-to-day operations
- Increasing the fuel category to avoid run over's
- Install an EAP program for our members. With the number if incidents that we respond to having an strong individual impact there is a need to address this for the health and welfare of our members
- Increase both compliance and effectiveness of required annual medical physicals of all members. As part of this challenge was to switch from our current provider to HMG with an increase of services as well as being in line with the services used by the Town
- Continue to provide and enhance all the services that we current provide to the Community as a fully Volunteer Fire Department through our 130 +/- members

Function	Department	Division	Division Code
PUBLIC SAFETY	FIRE PROTECTION	SW VOLUNTEER FIRE DEPARTMENT	2220

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
690,462	710,553	710,553	12220300 00380	GRANTS & CONTRIBUTIONS	760,962	760,962	760,962

690,462	710,553	710,553		TOTAL	760,962	760,962	760,962
				PERCENTAGE CHANGE	7.09%	7.09%	7.09%

PROGRAM	HYDRANTS AND WATER LINES	2240
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Program Explanation:

This program provides funding of fire protection charges for water mains and hydrants serving the community. The Connecticut Water Company, MDC, and the Town of Manchester provide this service to the Town and charge a fee to provide water for fire protection. The program also provides funding for reimbursements to condominium associations for hydrant fees, snow removal around hydrants, and annual maintenance of Town owned hydrants.

Budget Change Commentary:

Increase in this years request reflects Connecticut Water Company's increase in WICA fee, additional leased hydrants placed for new construction, and increase in Town of Manchester fees. We have eliminated monies for hydrant flag replacements in this year's budget request.

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Connecticut Water Hydrants	623	623	623	623	630
MDC Hydrants	240	240	240	240	240
Town of Manchester	1	1	1	1	1
Condominium Hydrants	26	26	26	26	26

Function	Department	Division	Division Code
PUBLIC SAFETY	FIRE PROTECTION	HYDRANTS & WATER LINES	2240

<u>2011/2012 ACTUAL</u>	<u>2012/2013 BUDGET</u>	<u>2012/2013 AMENDED BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2013/2014 DEPARTMENT REQUEST</u>	<u>2013/2014 MANAGER PROPOSED</u>	<u>2013/2014 COUNCIL APPROVED</u>
708,421	728,600	728,600	12240300 00360	UTILITIES	750,800	750,800	750,800

708,421	728,600	728,600		TOTAL	750,800	750,800	750,800
				PERCENTAGE CHANGE	3.05%	3.05%	3.05%

PROGRAM	STREET LIGHTS	2300
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Program Explanation:

The cost of electricity for streetlights and traffic control lights throughout South Windsor are paid through this budget program. The Police Department administers this budget program and coordinates the maintenance of existing streetlights and town-owned traffic control signals. The Police Department also reviews requests for the installation of new streetlights and arranges for the installation of such lights through Connecticut Light and Power (CL&P). The Chief of Police is designated as the Town's Legal Traffic Authority (LTA) by virtue of Ordinance 94-36.

The Town of South Windsor provides reimbursement to condominium complexes for the cost of roadway lighting.

The Town of South Windsor owns and is responsible for the maintenance of traffic control signals at the following intersections:

- Buckland Road at Deming Street
- Buckland Road at Cedar
- Buckland Road at Terry Office Park
- Buckland Road at Tamarack
- Buckland Road at Hemlock
- Sullivan Avenue at Geisslers Plaza
- Ellington Road Lighted Crosswalk

Generally, when a new traffic control light is requested, the requesting party is responsible for obtaining all required approvals as well as paying for the purchase of the equipment, the installation and all associated site work and roadway modification. This process and the associated cost may be negotiated with the Town or the State, if a state highway is involved.

Budget Change Commentary:

The program budget increase is zero percent.

Function	Department	Division	Division Code
PUBLIC SAFETY	OTHER PROTECTION	STREET LIGHTS	2300

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
391,265	405,000	405,000	12300300 00360	UTILITIES	405,000	405,000	405,000
632	0	0	12300300 00372	REPAIR/MAINT FACILITIES	0	0	0
2,213	4,500	4,500	12300300 00373	REPAIR/MAINT EQUIPMENT	4,500	4,500	4,500
394,109	409,500	409,500		TOTAL	409,500	409,500	409,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PUBLIC WORKS

Public Works, as first responders per Presidential Order, and as established under Section C604 of the town Charter, involves overall management, direction, and control of polices and programs necessary to insure delivery of essential municipal public works services and emergency operations, thus preserving the physical quality and safety of the community environment. Public Works Administration activities involve planning and direction of 46 full-time personnel in the Public Works Department engaged in a wide variety of professional, technical, and public service related programs. The Public Works Department consists of the following divisions: Street Services, Fleet Services, Building Maintenance, Engineering, Water Pollution Control, and Refuse Disposal/Recycling.

Account Code	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved
3110	Public Works – Administration	139,492	139,492	139,492
3111	Public Works – Engineering	439,475	439,475	399,475
3112	Public Works – Street Services – Highway Maintenance	2,264,988	2,264,988	2,157,305
3113	Public Works – Street Services – Fleet Services	823,021	823,021	823,021
3200	Public Works – Public Buildings Division	1,348,137	1,348,137	1,348,137
3240	Public Works – Refuse Disposal	1,963,968	1,963,968	1,963,968
	Total Public Works	6,979,081	6,979,081	6,831,398

PROGRAM	PUBLIC WORKS – ADMINISTRATION	3110
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Program Explanation:

Public Works Administration, as established under Section C604 of the Town Charter, involves the overall management, direction, and control of policies and programs necessary to insure delivery of essential municipal public works services- thus preserving the physical quality of the community environment. As designated First Responders the Public Works Department role in both Natural and other Emergency incidents ensures the public's safety prior to, during and after the incident response and recovery.

Budget Change Commentary:

The budget increased 1.9% overall due to an increase in the salary account.

Program Objectives and Goals FY 2013/2014:

- Continue to plan and delivery Critical Training for all Public Works Personnel
- Continue to work to get Pavement Management Program back to critical funding levels to stabilize the Pavement Condition Index(PCI)
- Continue Local and Regional Partnerships to further Dashboard Technology Initiatives
- Continue to work to get Equipment Replacement Schedule/Program back to 2007/2008 Levels to insure program responsiveness and levels of service and mitigate potential increased operational expenses
- Continue to re-prioritize program objectives and level of services to align operations with reduced staffing and resource levels
- Work to establish a Debris Management Site
- Continue to work with CL&P and PURA to affirm practical working SOP's for Emergency Response Incidents

Program Accomplishments FY 2012/2013:

- Continued development of Dashboard applications including adding Citizen Service Request types, Updating of the EOC capability , deployment of both an internal and external ios application for the Dashboards and other Local and Regional Partnerships
- MOU with the Town of Newtown for development of the Android App for Dashboard along with collaborative initiatives
- Special Achievement Award from ESRI for Dashboard Technology Deployment
- Refinement of Dashboard and GIS and GPS Technology for Leaf Collection and Snow Plow Operations
- Successful response to Hurricane Sandy
- Staff Training for CPR/First Aid, OSHA 10, Confined Space Entry
- Reassessment of Level of Services due to Staff reductions and reduced recourses'
- Statewide Public Works partnership while serving on Connecticut Transportation Institute Advisory Board

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Public Works	1	1.0
0	0	0	0	Executive Secretary/Program Coordinator	0	0

Function	Department	Division	Division Code
PUBLIC WORKS	PUBLIC WORKS	ADMINISTRATION	3110

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
130,948	132,345	132,345	13110100 00110	FULL TIME SALARIES	134,992	134,992	134,992
75	0	0	13110200 00221	OPERATING MATERIAL	0	0	0
1,058	1,000	1,000	13110300 00310	ADVERTISING	1,000	1,000	1,000
2,810	3,500	3,500	13110300 00374	FEES & MEMBERSHIPS	3,500	3,500	3,500
134,891	136,845	136,845		TOTAL	139,492	139,492	139,492
				PERCENTAGE CHANGE	1.93%	1.93%	1.93%

PROGRAM	PUBLIC WORKS – ENGINEERING	3111
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Program Explanation:

The Engineering Division is responsible for the design and construction management of public infrastructure projects, including Town roads, storm water drainage, sanitary sewers, sidewalks, culverts, bridges and parks. We also provide engineering reviews of proposed subdivisions and commercial/industrial site plans to the Planning and Zoning Commission, the Inland Wetland Agency/Conservation Commission, and the Water Pollution Control Authority. We interface daily with residents, developers, consultants, and all Town Departments providing a wide variety of services such as maps, permits, locations of utilities, assistance with sanitary laterals, storm water drainage, and other inquiries.

The Engineering Division is also responsible for the South Windsor GIS, which is used for storing and tracking data and features on properties and infrastructure in Town. In the past year we have used GIS to assess Town properties for future debris management sites, assist in locating sidewalks, locate possible areas for biking trails, track leaf collection, snow plowing, for our Emergency Operations Center, and to respond to many other resident requests for information. We continue to keep our current GIS data up to date and are currently adding the sanitary sewer and storm drainage layers, storm water outfalls and historic building inventory to our GIS.

GIS continues to progress with it's newly updated GIS public website that includes more information than our previous website and is linked with the town's new VISION property assessment database. South Windsor has become one of the top GIS leaders in Connecticut and has been recognized nationally with a Special Achievement in GIS award from ESRI for its highly adaptable Citizen Service Request Dashboard technology. To learn more about our GIS program, visit our website. (www.southwindsor.org/gis)

The Engineering division is also responsible for issuing Street Excavation permits, Drain Layers permits, marking sewers for Call Before You Dig requests, reviewing building permit requests and Certificate of Occupancy site inspections.

Budget Change Commentary:

The proposed Engineering budget for 2013-2014 has changed from the approved budget for 2012-2013 as follows: \$40,000 added to the 320 line for GIS consulting to continue to develop storm sewer and easement databases. These services were previously covered in the Capital Projects budget for GIS. Minor salary increases for all staff.

Program Objectives and Goals FY 2014:

- Complete GIS databases for Sanitary Sewer and Storm water system. Update GIS databases for Town and citizen use.
- Develop and implement sidewalk program to inspect a portion of the sidewalks in Town and repair defects posing hazards on an annual basis
- Complete bonded capital road and drainage projects from 2006 list
- Begin Construction and Design for 2012 bonded capital road and drainage projects
- Continue to use GIS dashboard for citizen requests for service and to show project status

Program Objectives and Goals FY 2014 (cont'd):

- Complete pedestrian improvements to Eli Terry School as part of the SRTS grant
- Manage design of improvements to Avery Street between Kelly Road and Beelzebub Drive

Program Accomplishments FY 2013:

- Awarded construction contracts for capital projects including Main St Bridge, Strong Road, Long Hill Road and Foster Street Extension to use 2006 bond funds
- Complete pedestrian improvements to Orchard Hill School as part of the SRTS grant
- Completed the reconstruction of Kelly Road
- Began design for the reconstruction of Avery Street from south of Kelly Rd to north of Beelzebub Drive
- Updated Town GIS website for citizens and developed CSR Dashboard as part of Town GIS

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Engineer	1	1.0
2	2.0	2	2.0	Project Engineer	2	2.0
1	1.0	1	1.0	GIS Analyst	1	1.0
1	1.0	1	1.0	Engineering Assistant	1	1.0
1	1.0	1	1.0	Administrative Secretary	1	1.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Street Excavation Permits	212	210	233	260	260
Drain Layers Permits	65	58	53	70	70
CBYD Requests	1200	1300	1200	1300	1300
Building Permit Reviews	22	11	19	18	20
Certificate of Occupancy Inspections	43	18	22	25	30
Value of Projects Managed by Engineering (Design, Const)	\$2,650,000	\$3,044,000	\$1,150,000	\$4,000,000	\$2,187,000
GIS Dashboard Requests	-	-	375	700	1000

Function	Department	Division	Division Code
PUBLIC WORKS	PUBLIC WORKS	ENGINEERING	3111

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
369,608	376,741	376,741	13111100 00110	FULL TIME SALARIES	384,275	384,275	384,275
215	500	500	13111100 00111	OVERTIME	500	500	500
900	750	750	13111100 00112	LONGEVITY	750	750	750
3,442	3,800	3,800	13111200 00221	OPERATING MATERIAL	3,800	3,800	3,800
290	350	350	13111200 00223	UNIFORMS & CLOTHING	350	350	350
0	100	100	13111200 00228	SMALL TOOLS	100	100	100
3,050	7,000	7,000	13111300 00320	PROFESSIONAL	47,000	47,000	7,000
0	100	100	13111300 00330	RENTAL & LEASES	100	100	100
155	300	300	13111300 00350	PRINTING	300	300	300
0	400	400	13111300 00373	REPAIR/MAINT EQUIPMENT	400	400	400
2,568	1,900	1,900	13111300 00374	FEES & MEMBERSHIPS	1,900	1,900	1,900
380,230	391,941	391,941		TOTAL	439,475	439,475	399,475
				PERCENTAGE CHANGE	12.13%	12.13%	1.92%

PROGRAM	PUBLIC WORKS – STREET SERVICES – HIGHWAY MAINTENANCE	3112
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Program Explanation:

The Street Services Division of the Public Works Department maintains the Town's road and drainage infrastructure and provides Emergency Services for weather related emergencies and disasters. We also provide occasional support services for the Town's Police, EMS and Fire Departments. The Division is a service driven organization that is program orientated. Snow Removal, Leaf Collection, Street sweeping, Catch Basin Cleaning, Roadside Mowing, Sign Maintenance and Repair, Line Painting are programs that are planned for and executed by the Division. There are approximately 140 miles of roadway in Town. The Division has historically planned and performed various road maintenance strategies and methods in an effort to preserve the Town's road infrastructure. There are 20 full time employees in the Street Services Division.

Budget Change Commentary:

The total proposed budget request increase is \$112,366.00. It consists of some equipment replacements, rental and service fees for the GPS truck equipment we have and a 2% salary increase. The replacement of a 1993 and a 1994 leaf machine total \$64,000. The units were scheduled to be replaced several years ago. We are also asking for the funds to replace a worn out roadside Mowing attachment for the roadside mower. The estimated cost for the replacement mower attachment is \$20,000. The service fees for the GPS truck equipment comes to \$5000. The 2% salary adjustment for all 20 employees equals \$23,366.00

Program Objectives and Goals FY 2014:

- In another difficult budget year we will continue to deliver the same services and programs with the same level of service by continuing to evaluate our processes and improve on the things that we can.
- We will continue to support other Departments requests when possible and forge great working relationships.
- Continue to work with VHB to update Town's pavement condition and software support for the pavement management program so we can continue to have solid information about the status of our road network.
- We look forward to taking on the annual pavement maintenance program that the voters have overwhelmingly chose to fund and made possible through the 2012 bond referendum.
- We also want to continue to do in house drainage improvements and road work improvements to the Town's infrastructure.

Program Accomplishments FY 2013:

- We had a great response in exercising the Town's Hurricane disaster plan with Hurricane Sandy.
- We have embraced the Dashboard System for resident requests for service which has improved our overall customer service in providing timely responses and delivery of services.

Program Accomplishments FY 2013 (cont'd):

- All of the Town's large plow trucks and leaf equipment have been outfitted with GPS units. This technology has been able to provide visual up to date status information for the residents to use, along with our use in the daily planning of the program. We are planning on mapping the roadside mowing route and developing a list of property owners so that we can proceed to clean up tree debris, improve site line issues and improve the overall appearance of the Town.
- We did several large in house drainage projects with the most notable one being located on Clark Street. We also eliminated a large puddleing area prone to freezing which was located at the intersection of Strong Road and Ident Road, adjacent to the bus company.
- Line painting was done at all of the Town's parking lots with the exception of Board of Educations Buildings for the first time in over 5 years.
- There have been significant upgrades made to the street signs all over Town.
- The annual Leaf Program was accomplished in a record amount of crew days needed to harvest the leaves.
- The leaf harvest of 2010 which was 21,000 cubic yards of leaves was composted and sold at a public auction for a record amount of \$13,000 dollars.

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	0	0	Superintendent of Operations (unfunded)	0	0
1	1.0	1	1.0	Street Services Division Manager	1	1.0
1	1.0	1	1.0	Administrative Manager	1	1.0
0	0	1	1.0	Associate Manager	1	1.0
1	1.0	1	1.0	Administrative Secretary II	1	1.0
5	1.0	5	5.0	Maintainer III	5	5.0
11	11.0	10	10.0	Maintainer II	10	10.0
0	0	1	1.0	Maintainer I	1	1.0
0	0	0	0	Part Time Summer Help	0	0

Performance Data	Actual 1990-1991	Actual 2001-2002	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Road Surface Treatment Miles	12.90	7.04	1.04	2.0	6.0
Catch Basin Cleaned	944	3015	2896	2200	2000
Leaf Collection Cubic Yards	12708	19930	15386	15497	20000
Tons of Patch Used For Potholes	114.40	11	140	180	220
Catch Basins repaired	65	104	93	115	115
Roadside Mowing Passes	3	3	4	4	4
Sweeping Days / # Sweepers	60 / 2	15 / 3	30 / 1	27 / 1	30/1
Plow Routes	18	19	21	21	21
Miles of Road Plowed	124.11	134	139.5	139.5	140.0

Function	Department	Division	Division Code
PUBLIC WORKS	PUBLIC WORKS	STREET SERVICES	3112

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
1,168,894	1,182,420	1,182,420	13112100 00110	FULL TIME SALARIES	1,205,886	1,205,886	1,205,886
119,637	119,134	119,134	13112100 00111	OVERTIME	119,134	119,134	119,134
7,178	2,190	2,190	13112100 00112	LONGEVITY	2,190	2,190	2,190
0	0	0	13112100 00114	TEMPORARY	0	0	0
6,467	19,682	19,682	13112200 00221	OPERATING MATERIAL	19,682	19,682	19,682
8,876	11,664	11,664	13112200 00223	UNIFORMS & CLOTHING	11,664	11,664	11,664
115,656	140,740	140,740	13112200 00224	SNOW & ICE REMOVAL	140,740	140,740	140,740
108,387	164,268	164,268	13112200 00225	HIGHWAY MATERIALS	164,268	164,268	164,268
1,706	3,450	3,450	13112200 00226	LANDSCAPING	3,450	3,450	3,450
10,549	10,090	10,090	13112200 00228	SMALL TOOLS	10,090	10,090	10,090
231	350	350	13112300 00320	PROFESSIONAL	350	350	350
255,014	317,357	317,357	13112300 00330	RENTAL & LEASES	322,357	322,357	322,357
0	0	0	13112300 00350	PRINTING	0	0	0
140,997	70,470	70,470	13112300 00371	MAINT CONTRACTS	70,470	70,470	40,470
0	250	250	13112300 00373	REPAIR/MAINT EQUIPMENT	250	250	250
2,559	3,075	3,075	13112300 00374	FEES & MEMBERSHIPS	3,075	3,075	3,075
9,592	6,700	6,700	13112300 00375	RECRUITMENT & TRAINING	6,700	6,700	6,700
12,368	25,000	25,000	13112300 00380	GRANTS & CONTRIBUTIONS	25,000	25,000	25,000
39,337	75,682	75,682	13112400 00442	DEPARTMENT EQUIPMENT	159,682	159,682	81,999
2,007,446	2,152,522	2,152,522		TOTAL	2,264,988	2,264,988	2,157,305
				PERCENTAGE CHANGE	5.22%	5.22%	0.22%

PROGRAM	PUBLIC WORKS – STREET SERVICES – FLEET SERVICES	3113
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Program Explanation:

Fleet Services Division of Public Works continues supporting Town departments by maintaining their vehicles and equipment. We support departments such as Street Services, Parks and Recreation, Building Department, Engineering Department, Building Maintenance, Human Services, Police Services, Town Hall motor pool vehicles, Pollution Control and Fire Department with the exception of Heavy Fire apparatus which the Town Garage shop is not equipped to handle or service. Fleet Services continue to strive to keep vehicles safe and to prolong longevity by providing routine services and road service when necessary. There is over 4 million dollars worth of equipment and vehicles are maintained by three trained and qualified technicians. Fleet Services also provides fuel for vehicles for the aforementioned departments excluding Police services, which provide their own fuel for their fleet at their facility.

Budget Change Commentary:

- Unfunded Fleet Manager position
- Average fuel increase of 4.5% - 5.0% annually
- Materials and repair cost increases to maintain aging fleets

Program Objectives and Goals FY 2014:

- To strive, during another difficult budget year, and continue to inspect and perform services to extend the longevity of the increasing aging Town fleet
- Continue to recommend the replacement of vehicles and equipment by deterioration of major body components, safety and specific program needs
- Investigate innovative methods to preserve critical body components on vehicles without increasing costs to budget
- Revamp vehicle maintenance schedules to reduce service intervals to be more inline with manufacturers recommended maintenance schedules to save funding and decrease annual maintenance times
- Continue to recycle vehicle fluids and parts where applicable to save on disposal costs
- Continue to spec the purchase of dump trucks involved in snow removal with computerized ground speed controls to minimize road salt usage until entire fleet is outfitted with the controls

Program Accomplishments FY 2013:

- Do All hopper conveyor body was removed from a truck which was beyond economical repair and no longer safe to operate and installed the Do All on a truck with a dump body that was in very poor shape, thus taking two trucks and making a good one to continue its use. All transitional and mechanical work was performed at the Town Garage's shop except for paint work to refurbish the Do All body before its installation.
- Continued to provide support for maintaining and emergency repairs of vehicles and equipment for departments during major storms or other Town emergency situations

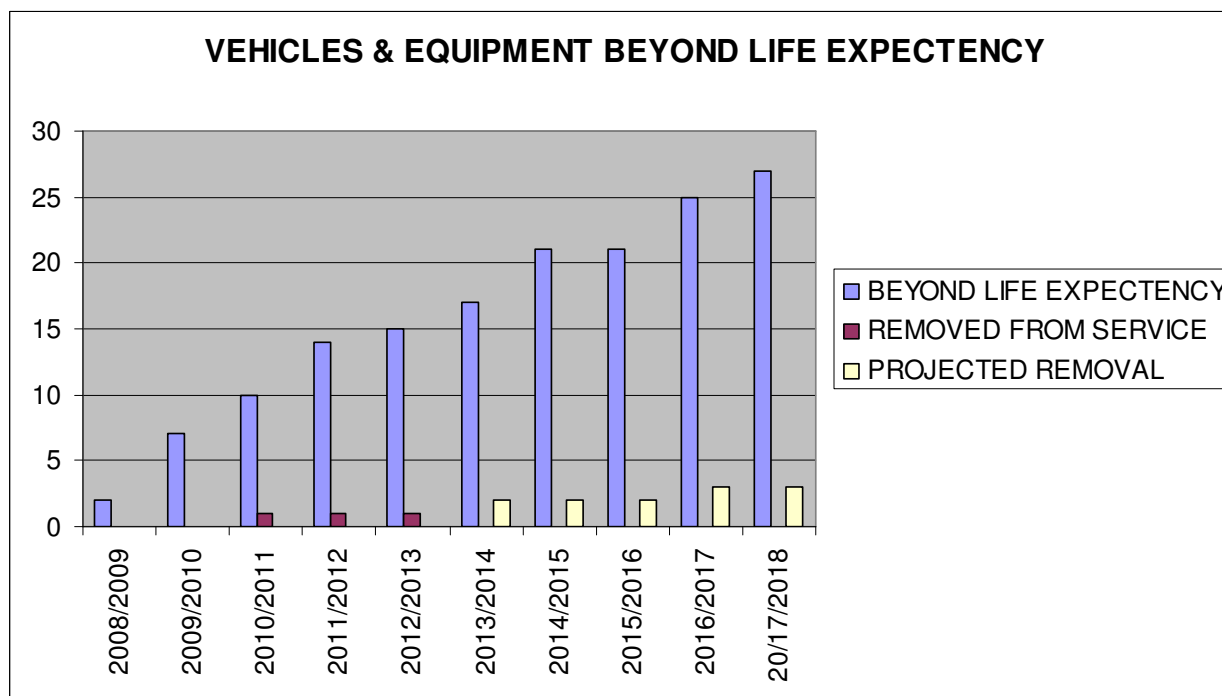
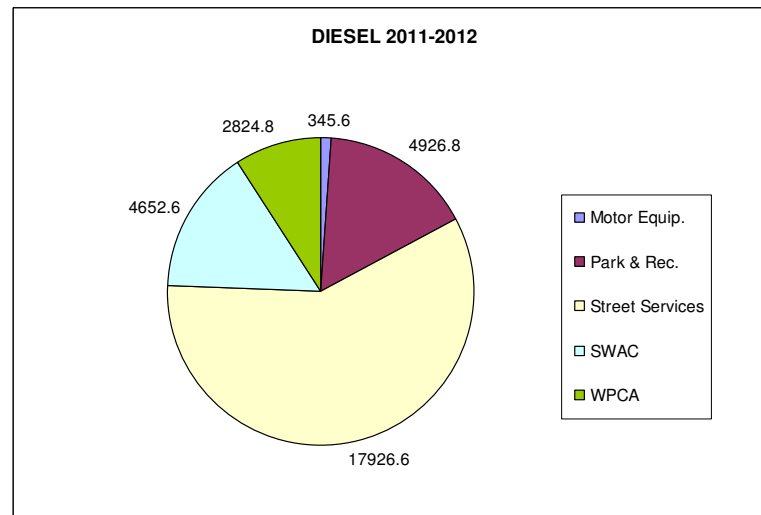
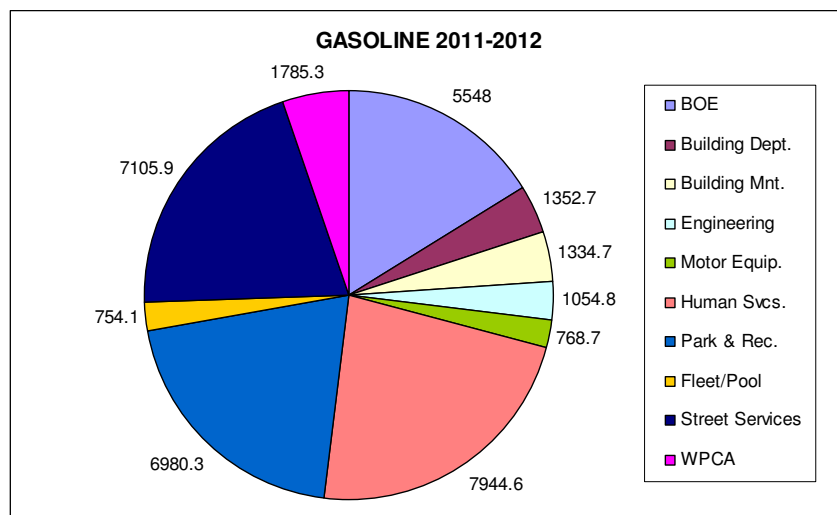
Program Accomplishments FY 2013 (cont'd):

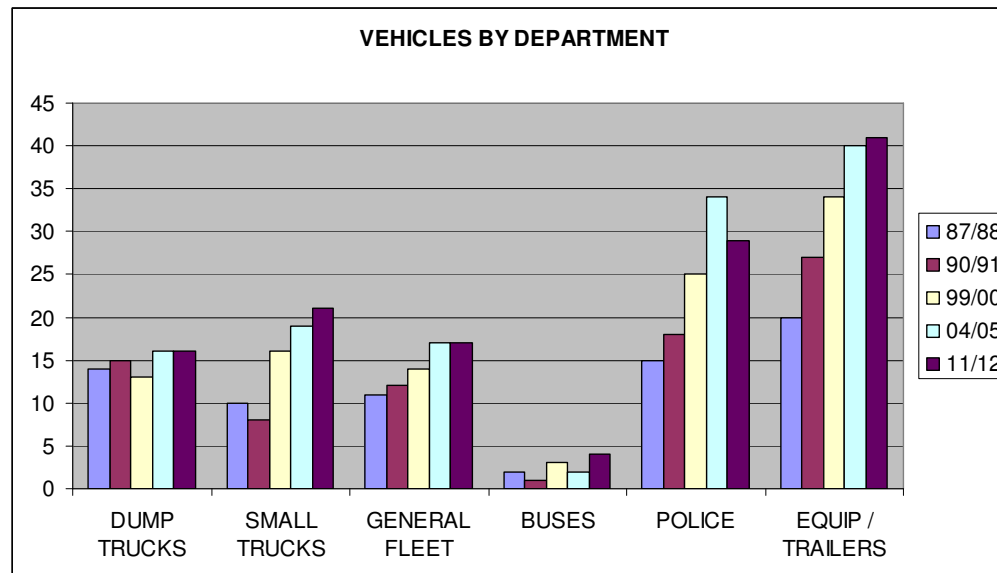
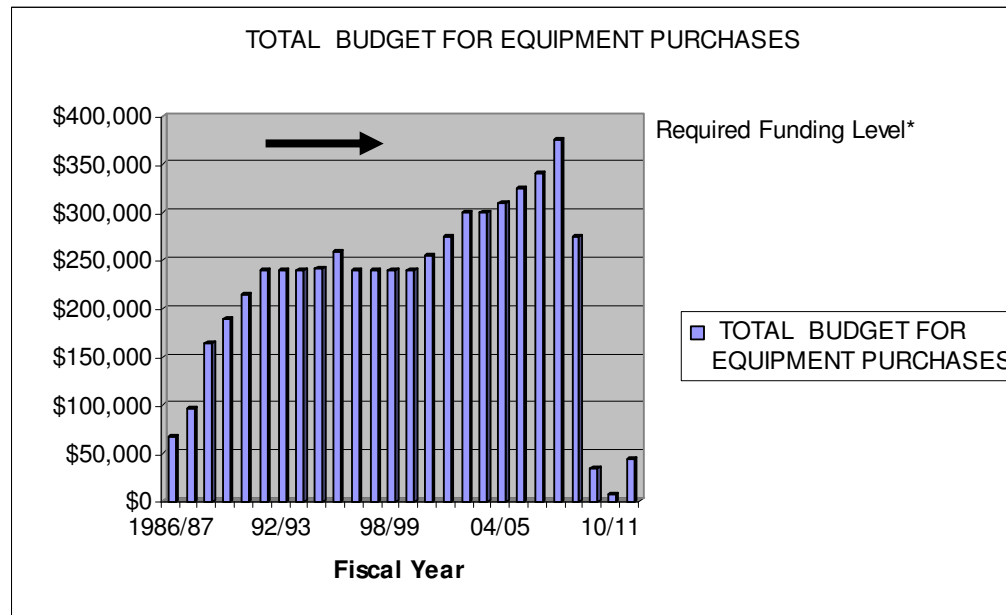
- Completed DEEP LUST (leaking underground storage tanks) certification for the fuel facilities at the Town Garage
- Refurbished Street Sweeper to extend its life and reliability to perform during spring sweeping program per the Storm Water Act

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	0	0	Fleet Manager	0	0
3	3.0	3	3.0	Mechanic	1	1.0
0	0	0	0	Assistant Mechanic	2	2.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Maintenance – Scheduled Repairs	771	754	738	744	750
Maintenance – Unscheduled Repairs	293	330	230	301	315
Road Calls	72	68	58	67	70
Fuel – Unleaded (Gallons)	33,139	32,502	35,032	36,000	37,000
Fuel – Diesel (Gallons)	34,150	36,059	30,784	33,500	36,000
Street Department Vehicles & Equipment Beyond Life Expectancy	7	10	14	15	17
Capital Equipment Purchases	\$34,132	\$7,390	43,920	\$75,682	\$159,682
Dump Trucks	16	16	15	16	16
Small Trucks & Pickups	23	21	21	23	24
General Fleet Vehicles	17	17	17	17	17
Buses	3	3	3	3	4
Police Department Vehicles	31	31	32	32	32
Heavy Equipment / Trailers	34	40	41	41	41





Function	Department	Division	Division Code
PUBLIC WORKS	PUBLIC WORKS	FLEET SERVICES	3113

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
266,497	192,698	192,698	13113100 00110	FULL TIME SALARIES	184,261	184,261	184,261
18,087	31,398	31,398	13113100 00111	OVERTIME	28,258	28,258	28,258
2,028	2,266	2,266	13113100 00112	LONGEVITY	1,916	1,916	1,916
0	0	0	13113100 00114	TEMPORARY	0	0	0
27,523	29,625	29,625	13113200 00221	OPERATING MATERIAL	29,625	29,625	29,625
205,395	286,731	286,731	13113200 00222	VEHICLE & EQUIP SUPPLIES	306,681	306,681	306,681
1,071	4,350	4,350	13113200 00228	SMALL TOOLS	4,350	4,350	4,350
129,070	135,870	135,870	13113200 00232	FLEET & EQUIP REPAIR	140,870	140,870	140,870
5,758	12,610	12,610	13113300 00371	MAINTENANCE CONTRACTS	12,610	12,610	12,610
124,640	113,450	113,450	13113300 00373	REPAIR/MAINT EQUIPMENT	113,450	113,450	113,450
750	750	750	13113300 00374	FEES & MEMBERSHIPS	1,000	1,000	1,000
0	0	0	13113300 00375	RECRUITMENT & TRAINING	0	0	0
780,818	809,748	809,748		TOTAL	823,021	823,021	823,021
				PERCENTAGE CHANGE	1.64%	1.64%	1.64%

PROGRAM	PUBLIC WORKS – PUBLIC BUILDINGS DIVISION	3200
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Program Explanation:

The Public Buildings Division consists of four full time staff members. Three positions are unionized and one is a non-bargaining management position. The Public Buildings Division currently maintains a combination of assets including Recreational Facilities, Municipal Buildings, Storage Facilities and Out Buildings totaling approximately 150,000 sq/ft. The Public Buildings Division maintains and administers multiple lease holds for farmland, and outbuildings as well as HVAC, Janitorial, Electrical and Life Safety Service contracts. The division is responsible for major building repairs, projects and project management on an ongoing basis. The Division's role also includes supporting internal departments and divisions with various support functions including office upgrades, routine tasks, emergency requests and projects. The Division is responsible for energy management and conservation of natural gas, water, electricity and fuel oil utilities for all sites. Building Security, HVAC Automation Control and MSDS Web based applications are managed and maintained by the Public Buildings Division.

Budget Change Commentary:

2013/2014 FY Budget is projected to increase by \$18,493 all of which is for standard contract price increases only.

Program Objectives and Goals FY 2014:

- Manage services provided by vendor for contract compliance and customer satisfaction and take appropriate action for non-compliance
- Develop and implement a "Balance Scorecard" set of key performance indicators and metrics that includes financial goals, benchmarks for energy use utilizing EPA's Portfolio Manager
- Benchmark Building Maintenance performance. The objectives include reduction in emergency work order requests, and downtime as well as meeting annual training goals per employee.
- Continue to find renewable energy projects that fit our need for equipment replacements that offer reasonable return on investment

Program Accomplishments FY 2013:

- Renovated electrical out building at Nevers Rd Park
- Refurbished Town Garage Salt Shed on Burgess Rd
- Painted offices at Community Center
- Installed new audio visual equipment for meeting rooms at Town Garage
- Wrapped wood fascia trim on filter building at Veterans Memorial Park
- Replaced cracked sidewalks at Police Department and Library
- Installed new vertical blinds in Council Chambers
- Commissioned new Energy Management System at Library
- Installed Card Access system at Town Garage

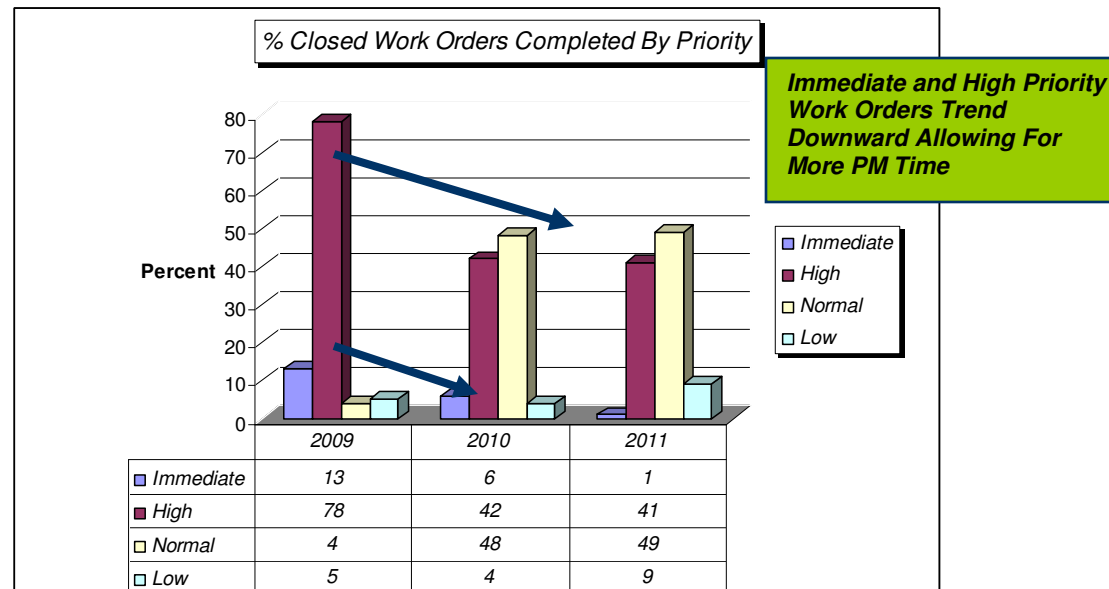
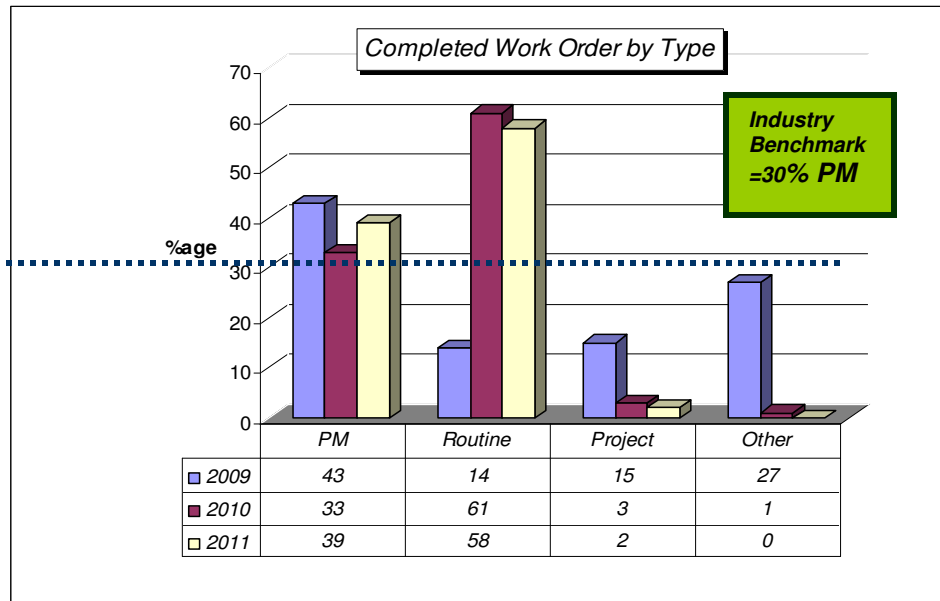
Program Accomplishments FY 2013 (cont'd):

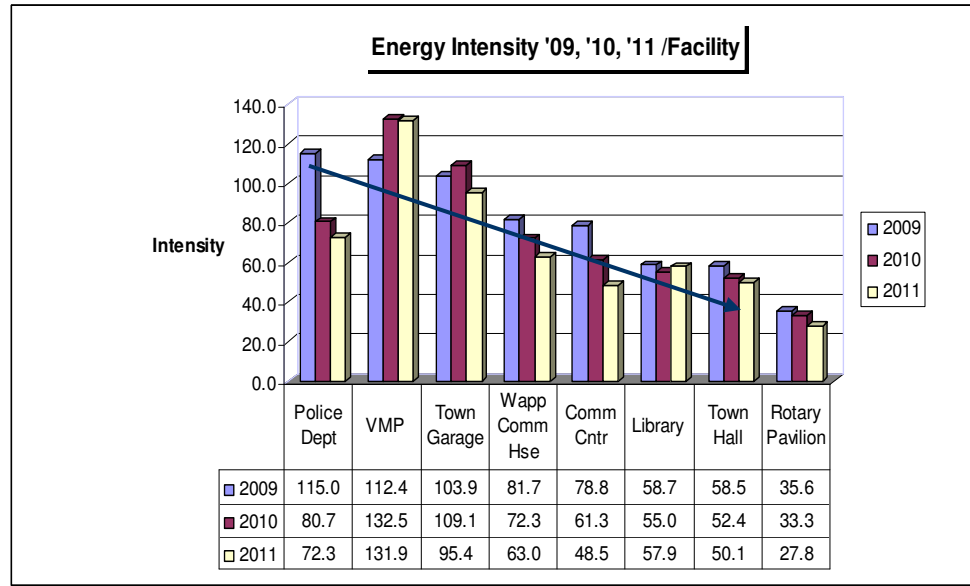
- Installed updated fire alarm and security monitoring systems at all public buildings
- Installed video security systems at VMP and Rye St Parks

Assigned Positions

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Facilities Manager	1	1.0
3	3.0	3	3.0	Building Maintainers	3	3.0

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Safety Committee	1	1	1	1	1
Meetings attended	30	32	28	39	35
Resolutions Passed	2	2	1	1	2
Public Hearing Items	2	2	1	1	2





Energy Use Intensity = Annual Building Energy of all
sources divided by the gross square footage of the building

Function	Department	Division	Division Code
PUBLIC WORKS	PUBLIC WORKS	BUILDING MAINTENANCE	3200

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
216,834	229,498	229,498	13200100 00110	FULL TIME SALARIES	234,088	234,088	234,088
4,556	1,879	1,879	13200100 00111	OVERTIME	1,879	1,879	1,879
660	3,406	3,406	13200100 00112	LONGEVITY	3,780	3,780	3,780
32,573	39,557	39,557	13200200 00221	OPERATING MATERIAL	39,557	39,557	39,557
1,144	5,150	5,150	13200200 00223	UNIFORMS & CLOTHING	5,150	5,150	5,150
739	900	900	13200200 00228	SMALL TOOLS	900	900	900
0	0	0	13200300 00320	PROFESSIONAL	0	0	0
12,645	14,278	14,278	13200300 00330	RENTAL & LEASES	2,407	2,407	2,407
574,227	626,158	626,158	13200300 00360	UTILITIES	635,356	635,356	635,356
283,560	311,185	311,185	13200300 00371	MAINTENANCE CONTRACTS	327,385	327,385	327,385
41,727	55,990	55,990	13200300 00372	REPAIR/MAINT FACILITIES	55,990	55,990	55,990
27,745	34,695	34,695	13200300 00373	REPAIR/MAINT EQUIPMENT	34,695	34,695	34,695
1,526	1,650	1,650	13200300 00374	FEES & MEMBERSHIPS	1,650	1,650	1,650
5,300	5,300	5,300	13200400 00442	DEPARTMENT EQUIPMENT	5,300	5,300	5,300
1,203,236	1,329,646	1,329,646		TOTAL	1,348,137	1,348,137	1,348,137
				PERCENTAGE CHANGE	1.39%	1.39%	1.39%

PROGRAM	PUBLIC WORKS – REFUSE DISPOSAL	3240
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Program Explanation:

This program provides for the curbside collection and disposal of residential refuse and recyclables through municipal contracts. The program also provides for the collection and disposal of household hazardous wastes, bulky wastes, and electronic recyclables. Program authorization is in accordance with Town Ordinances No. 79, 80, and 125.

Budget Change Commentary:

The Town has entered into new contracts with the Connecticut Resources Recovery Authority (CRRA) and Murphy Road Recycling for refuse disposal and recyclable Marketing services respectively. CRRA will be providing refuse disposal services at a reduced unit cost at a savings anticipated to be about \$38,000. Murphy Road Recycling will be providing to the Town a rebate expected to be \$22.50 per ton of recyclables or about \$63,000 per year. The MDC has limited participation in its regional household hazardous waste program which the Town had been involved with over the past 20 years. The Town is currently considering other alternative programs with the Central Connecticut Solid Waste Authority, and there is an opportunity to reduce program cost by about \$4,000 in Fiscal Year 2014.

Program Objectives and Goals FY 2014:

- Continue to increase awareness of the costs of waste disposal and the savings associated with recycling
- Increase the use of educational materials to promote waste reduction, reuse, and recycling
- Increase awareness of alternative products for reduction of household hazardous wastes
- Increase the use of educational materials and seminars to promote backyard composting

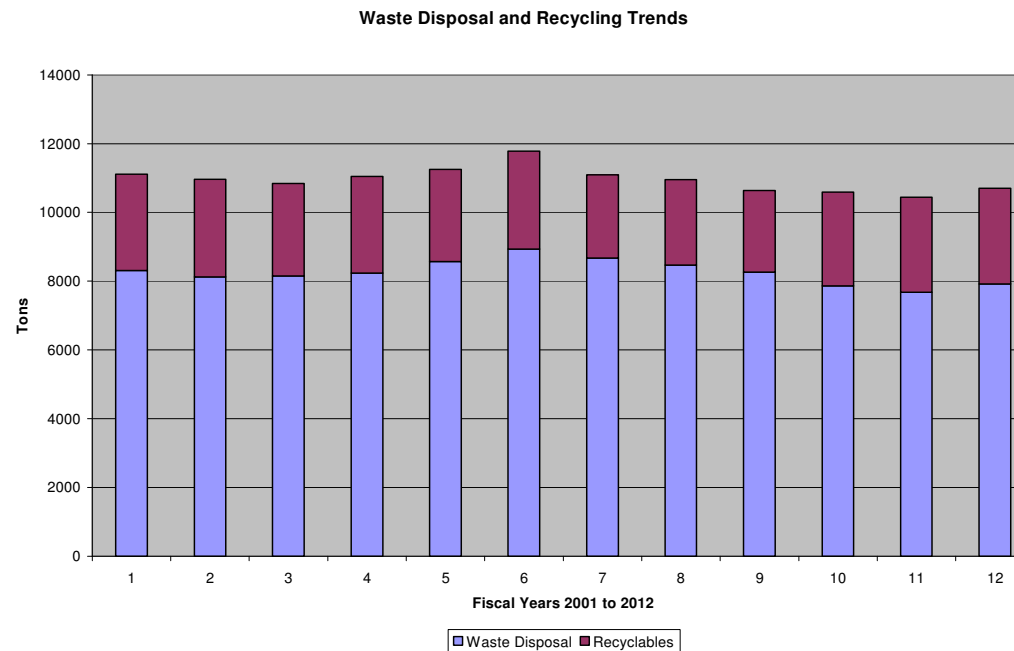
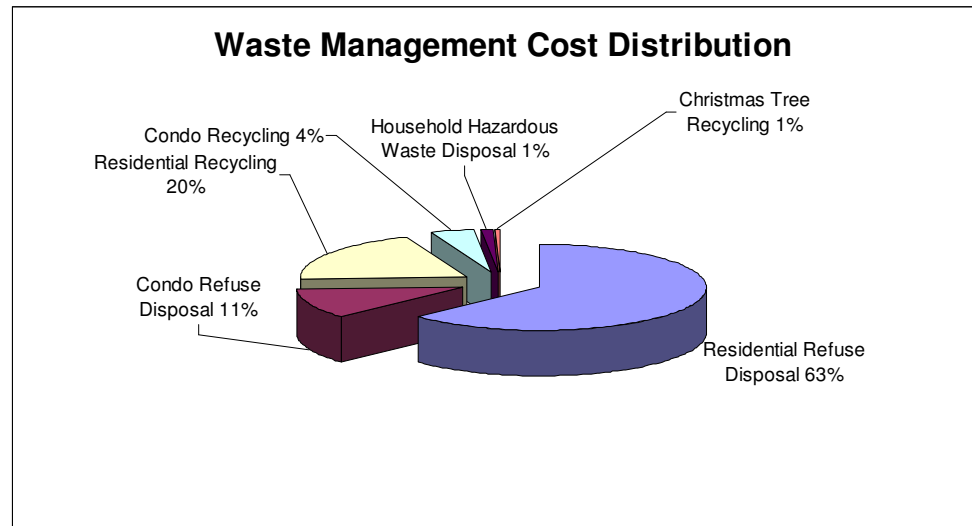
Program Accomplishments FY 2013:

- Increased Electronic Recycling from 4 to 6 collection events each year
- Completed and signed contract with C.R.R.A. for Tier II waste disposal services at a reduction in unit costs
- Identified alternative programs for household hazardous waste disposal that will reduce program costs
- Continued as the most successful municipal recycling program in the Capital Region

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	.75	1	.75	Contract Compliance Officer	1	.75
1	.20	1	.20	Pollution Control Superintendent	1	.20

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Number of Residential Units	7,831	7,850	7,866	7,878	7,897
Annual Refuse (tons) Per Residential Unit	1.0	0.98	1.0	0.99	0.99
Annual Recyclables (tons) Per Residential Unit	0.35	0.35	0.35	0.36	0.36
Annual Household Hazardous Waste (tons)	3.1	3.5	3.3	3.3	3.3
Annual Bulky Waste Disposal (tons)	311	419	427	420	420
Annual Collection of Electronic Recyclables (tons)	0	23.4	31.5	39.0	39.0
Number of Residential Service Complaints	101	145	73	60	50



Function	Department	Division	Division Code
PUBLIC WORKS	PUBLIC WORKS	REFUSE & RECYCLING	3240

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
22	0	0	13240200 00221	OPERATING MATERIAL	0	0	0
1,500,277	1,366,963	1,366,963	13240300 00320	PROFESSIONAL	1,400,439	1,400,439	1,400,439
0	0	0	13240300 00350	PRINTING	0	0	0
435	5,275	5,275	13240300 00374	FEES & MEMBERSHIPS	3,290	3,290	3,290
531,246	580,074	580,074	13240300 00390	OTHER PURCHASE SERVICE	560,239	560,239	560,239
885	0	0	13240400 00442	DEPARTMENT EQUIPMENT	0	0	0
				TOTAL	1,963,968	1,963,968	1,963,968
				PERCENTAGE CHANGE	0.60%	0.60%	0.60%

HUMAN SERVICES

This division includes the Human Services Department and the Health Department. The Human Services Department is a multi-generational service agency serving children, families, adults and seniors in our community. We are comprised of two divisions: Youth and Family Services and Adult and Senior Services. Our mission is to enable South Windsor residents to achieve personal and social well-being by providing a variety of services and programs that are both pro-active and responsive to community needs. The Health Department is responsible for safeguarding the environmental health of the residents of the Town of South Windsor. This activity is conducted using the State Public Health Code, the Code of the Town of South Windsor, and other applicable guidelines. Major areas of responsibility include food service inspections and consultations, inspections of day care centers and nursery schools, supervision of septic system installation, approval of private water supplies, inspection of public swimming areas, and investigation of complaints and sources of pollution within the community.

Account Code	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved
6110	Environmental Health	122,758	122,758	122,758
6260	Visiting Nurse and Community Care, Inc.	17,825	17,825	17,825
6210	Human Services – Administration	174,955	174,955	174,955
6215	Human Services – Youth and Family Services	257,294	257,294	257,294
6225	Human Services – Adult and Senior Services	329,949	329,949	329,949
6250	Human Services – Sheltered Workshops	4,624	4,624	4,624
6240	Human Services – Adult and Senior Services – Transportation	55,692	55,692	55,692
	Total Human Services	963,097	963,097	963,097

PROGRAM	ENVIRONMENTAL HEALTH	6110
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Program Explanation:

The South Windsor Health Department is responsible for protecting the community from potential health hazards by creating and maintaining conditions that keep people healthy. The public health mission is to *Prevent Illness, Promote Wellness*, and to *Protect Health*. In South Windsor, we strive to fulfill this mission by preventing the onset and transmission of disease, promoting awareness through education, and protecting the public through environmental health investigations and inspections. The Health Department staff is committed to enforcing the State of Connecticut Public Health Code, Connecticut General Statutes and Local Ordinances pertaining to public health. Environmental Health Services provided by the Department include: Food Service Establishment Inspections, Temporary Food Event Inspections, Food Service Plan Reviews, Approval and Oversight of the Repair and Installation of Subsurface Sewage Disposal Systems, Private Water Supply System Permitting, Child Care Facility Inspections, Public Pool Inspections, Environmental Complaint Investigations, Communicable Disease Control, Chronic Disease Control, Public Health Preparedness and other Core Public Health Functions.

Budget Change Commentary:

The program budget has increased by \$5,500 to reflect additional fees associated with the Health Department's Professional Expenses. The Fiscal Year Budget for 2012-13 did not include \$2,500 for the Director of Health's licensure and insurance fees and \$3,000 for medical director services. These fees account for the \$5,500 increase in the overall budget.

Program Objectives and Goals FY 2014:

- Continued health education campaigns and outreach
- To Increase number of Food Service Inspections conducted to meet statutory requirements
- Continued Participation in the Region 2 Asthma Coalition for Asthma Prevention Programs
- Expansion of health education programs by obtaining grant funding
- Continued Lead Poisoning Prevention outreach and case management
- To update public health preparedness plans
- Continue to work closely with other departments to provide efficient service to new businesses

Program Accomplishments FY 2013:

- Initiated and implemented integrated mosquito management program at the parks and recreation facilities
- Updated health department forms and website
- Participated in multiple public health outreach campaigns
- Increased number of Food Service Inspections from previous years
- Updated all files and contact information for emergency outreach efforts
- Joined the Region 2 Asthma Coalition and implemented the "Putting on Airs" asthma prevention program

Program Accomplishments FY 2013 (cont'd):

- Awarded Lead Poisoning Prevention Grant from Connecticut Department of Public Health
- Updated OSHA required Bloodborne Pathogen Exposure Control Plan
- Participation in MDA#31 Public Health Planning Committee and drills

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Environmental Health Officer	1	1.0
1	.175	1	.175	Director of Health	1	.175
1	.21	1	.21	Environmental Health Specialist (Food Inspector)	1	.37

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Food Service Inspections (includes routine, re-inspections, emergency response inspections, temporary food events, complaints)	85	94	155	160	185
Food Service Plan Reviews	Unknown	2	10	12	15
Child Care Facility Inspections (includes routine & re-inspections)	10	10	13	13	13
Pool Inspections (includes routine and re-inspections)	14	20	21	20	20
Lead Poisoning Investigations	Unknown	0	1	1	1
Soil Testing Conducted (includes deep test pits and percolation testing)	Unknown	8	31	32	35
Septic Permits Issued – New Construction	Unknown	3	1	1	1
Septic Permits Issued- Repairs	Unknown	6	9	10	12
B100a Reviews	Unknown	9	10	10	10
Well Permits Issued	Unknown	6	2	5	5
Laboratory Activities (water testing, lead testing, rabies cases, tick testing)	Unknown	2	7	5	5
Environmental Complaint Investigations	Unknown	22	47	50	50
Misc. Inspections and Investigations (cosmetology, tattoo parlors, GI outbreak, foodborne outbreak)	Unknown	7	10	10	10

Function	Department	Division	Division Code
HUMAN SERVICES	CONSERVATION OF HEALTH	ENVIRONMENTAL HEALTH	6110

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
65,336	68,213	68,213	16110100 00110	FULL TIME SALARIES	69,577	69,577	69,577
0	10,000	10,000	16110100 00113	PART TIME WAGES	18,200	18,200	18,200
8,100	0	0	16110100 00114	TEMPORARY	0	0	0
73	300	300	16110200 00210	OFFICE SUPPLIES	250	250	250
228	3,350	3,350	16110200 00221	OPERATING MATERIAL	2,186	2,186	2,186
101	300	300	16110200 00223	UNIFORMS & CLOTHING	300	300	300
0	100	100	16110200 00228	SMALL TOOLS	100	100	100
50,602	31,000	31,000	16110300 00320	PROFESSIONAL	28,200	28,200	28,200
0	200	200	16110300 00350	PRINTING	150	150	150
533	795	795	16110300 00374	FEES & MEMBERSHIPS	795	795	795
200	3,000	3,000	16110300 00375	RECRUITMENT & TRAINING	3,000	3,000	3,000
125,172	117,258	117,258		TOTAL	122,758	122,758	122,758
				PERCENTAGE CHANGE	4.69%	4.69%	4.69%

PROGRAM	VISITING NURSE AND COMMUNITY CARE, INC.	6260
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Program Explanation:

The Town maintains a contract with VNHS to provide Geriatric Wellness Assessments, Wellness Clinics, Flu Clinics, Home Health Aide Services, Homemakers and Meals-On-Wheels. There are no Town staff members assigned to this service. Service is contracted out to regional VNHS agency.

Budget Change Commentary:

Contract has been maintained at the same level for several years. Any unspent funds are returned to the Town.

Program Objectives and Goals FY 2014:

- To continue to provide above named services in a timely and efficient manner
- To assist any emergency shelter operations by providing Personal Care Assistants to the site.

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Skilled Nursing Services – Visits	-	4,322	4,483	4,530	4,590
Physical Therapy- Visits	-	1,905	1,871	1,900	1,917
Home Health Aides- Visits	-	2,817	2,430	2,680	2,689
Meals on Wheels	-	4,202	2,737	2,740	2,780
Elder Wellness Program Participants	-	1,100	1,184	2,200	2,210
Flu Vaccine- Shots Administered	-	222	473	420	430

Function	Department	Division	Division Code
HUMAN SERVICES	CONSERVATION OF HEALTH	VISITING NURSE & COMMUNITY CARE	6260

<u>2011/2012 ACTUAL</u>	<u>2012/2013 BUDGET</u>	<u>2012/2013 AMENDED BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2013/2014 DEPARTMENT REQUEST</u>	<u>2013/2014 MANAGER PROPOSED</u>	<u>2013/2014 COUNCIL APPROVED</u>
10,667	17,825	17,825	16260300 00380	GRANTS & CONTRIBUTIONS	17,825	17,825	17,825

10,667	17,825	17,825		TOTAL	17,825	17,825	17,825
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	HUMAN SERVICES – ADMINISTRATION	6210
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Program Explanation:

The Department of Human Services is comprised of three divisions- Administration, Adult and Senior Services and Youth and Family Services. All divisions work collaboratively to deliver optimum service to our multi-generational clientele. Administration includes department director, administrative assistant (clerical) and transportation coordinator.

Budget Change Commentary:

With the exception of 2% salary increases, this is a zero growth budget. Cuts have been made across all divisions to achieve this.

Program Objectives and Goals FY 2014:

- Continue to prioritize space needs at the Community Center and work toward a viable solution
- Improve safety of Community center parking lot by promoting construction of a new exit driveway
- Continue to work with the senior advisory committee and Adult and Senior Services coordinator to address concerns / needs of our Senior Center
- Assist Youth and Family Services coordinator in raising profile of Y&FS
- Develop a plan for replacing aging office equipment which is prone to regular failure
- Continue to forge good public relations through our front office staff

Program Accomplishments FY 2013:

- Successful merger of Social Services and Senior Services under one division head
- Secured grant funding for a new senior / disabled bus
- Secured grant funding for expansion of our transportation services
- Supported division coordinators in initiatives to expand programming and raise agency profile in community
- Worked with Building Maintenance Department to establish a part-time day building maintainer to assist with room set-up and other maintenance chores
- Successful implementation of the My Senior Center computer program which tracks all program and trip data at Senior Center

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Human Services	1	1.0
1	1.0	1	1.0	Administrative Assistant	1	1.0
1	.65	1	.80	Transportation Coordinator	1	.80

Performance Data (Clerical and Transportation)	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Purchase orders processed	418	340	453	354	435
Vouchers processed	421	571	487	478	475
# of riders on senior/disabled busses (unduplicated)	355	400	491	520	550
# of medicals	300	365	382	652	700
# of miles logged on busses	51,154	48,927	51,365	57,408	61,648

Function	Department	Division	Division Code
HUMAN SERVICES	HUMAN SERVICES	ADMINISTRATION	6210

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
129,805	132,168	132,168	16210100 00110	FULL TIME SALARIES	134,803	134,803	134,803
710	756	756	16210100 00111	OVERTIME	770	770	770
300	300	300	16210100 00112	LONGEVITY	450	450	450
27,581	27,012	27,012	16210100 00113	PART TIME WAGES	27,321	27,321	27,321
1,181	0	0	16210100 00114	TEMPORARY	0	0	0
961	3,950	3,950	16210200 00221	OPERATING MATERIAL	3,950	3,950	3,950
0	1,000	1,000	16210300 00310	ADVERTISING	500	500	500
92	1,000	1,000	16210300 00320	PROFESSIONAL	0	0	0
840	840	840	16210300 00330	RENTAL & LEASES	840	840	840
0	500	500	16210300 00350	PRINTING	0	0	0
0	400	400	16210300 00374	FEES & MEMBERSHIPS	221	221	221
617	1,000	1,000	16210300 00375	RECRUITMENT & TRAINING	0	0	0
6,100	6,100	6,100	16210300 00380	GRANTS & CONTRIBUTIONS	6,100	6,100	6,100
13,313	0	0	16210400 00441	OFFICE EQUIPMENT	0	0	0
19,943	0	0	16210400 00442	DEPARTMENT EQUIPMENT	0	0	0
201,441	175,026	175,026		TOTAL	174,955	174,955	174,955
				PERCENTAGE CHANGE	-0.04%	-0.04%	-0.04%

PROGRAM	HUMAN SERVICES – YOUTH AND FAMILY SERVICES DIVISION	6215
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Program Explanation:

The Youth and Family Services Division provides services and programs for youth and families of South Windsor. These services include crisis intervention, short-term counseling, referral services, juvenile justice programs, youth advocacy, parent education and support, prevention initiatives and positive youth development programs, including the South Windsor Teen Center.

Budget Change Commentary:

The division budget was decreased by \$4,038 due to 2% salary increases for full and part time staff and an overall budget increase of 0%.

Program Objectives and Goals FY 2014:

- Continue to secure local, state and federal grants to support our programs
- Continue to provide a safe, supervised, social setting after school and on the weekends for youth at the Teen Center
- Evaluate our current prevention programs to ensure that they are addressing emerging community needs
- Continue to provide services and programs for South Windsor Schools
- Continue to provide novel parenting programs that follow current trends and expanding topics

Program Accomplishments FY 2013:

- Secured \$22,574 State of CT. Department of Education, Youth Service Bureau Grant
- Secured \$6,250 State of CT. Department of Education, YSB Enhancement Grant
- Secured \$4,999 SAMHSA, Drug-Free Communities Grant
- Secured \$4,245 State of CT. Department of Mental Health & Addiction Services, LPC Grant
- Secured \$3,000 SAMHSA, Stop Act Grant
- Secured \$1,500 Savings Bank of Manchester, Rising Stars Grant
- Raised \$10,650 from donations and fund raising efforts
- Continued to provide crisis intervention, short-term counseling, referral services, juvenile justice programs, parent education and support, prevention initiatives and positive youth development programs, including the South Windsor Teen Center
- Provided individual and group counseling services *within* South Windsor High School and Timothy Edwards Middle School
- Provided the following positive youth development programs *within* South Windsor High School and Timothy Edwards Middle School: Broken Dreams, Smoking Prevention Week, Internet Safety, Jump Start Tutoring Program, SADD – Students Against Destructive Decisions, Adolescent Brain Development and How to Talk to your Child about Alcohol
- Collaborated with the South Windsor Police Department on the Summer Youth Police Academy

Program Accomplishments FY 2013 (cont'd):

- Supported the South Windsor Mentoring Program with both staff and funding
- Diverted youth from the juvenile justice system by coordinating the South Windsor Juvenile Review Board
- Collaborated with the South Windsor Fire Marshal's Office, Fire Department and Police Department on the South Windsor Juvenile Fire Setter Intervention Commission and Education Program

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Division Coordinator	1	1.0
1	1.0	1	1.0	Teen Center Coordinator	1	1.0
1	.80	1	.50	Youth and Family Counselor	1	.65
1	.80	1	.50	Parent Educator	1	.80
1	.65	1	.25	School Outreach Specialist	1	.65
9	-	9	-	Teen Center Supervisors (3-6 hours per MONTH)	9	-

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Positive Youth Development Program Participants	967	584	1,899	600	600
Teen Center Participants	460	471	427	500	500
Parenting Education and Support Clients	425	399	394	400	400
Juvenile Court Diversion – Juvenile Review Board Cases	18	19	15	15	15
Individual/Family/Group Counseling Clients	58	87	63	50	50

Function	Department	Division	Division Code
HUMAN SERVICES	HUMAN SERVICES	YOUTH & FAMILY SERVICES	6215

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #		LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
116,722	105,180	105,180	16215100	00110	FULL TIME SALARIES	107,285	107,285	107,285
92,865	120,994	120,994	16215100	00111	PART TIME WAGES	114,209	114,209	114,209
2,546	0	2,600	16215100	00114	TEMPORARY	0	0	0
7,911	8,000	8,000	16215200	00221	OPERATING MATERIAL	8,275	8,275	8,275
102	400	400	16215300	00310	ADVERTISING	300	300	300
4,906	14,040	14,040	16215300	00320	PROFESSIONAL	18,720	18,720	18,720
1,211	2,505	2,505	16215300	00330	RENTAL & LEASES	2,505	2,505	2,505
1,568	3,000	3,000	16215300	00350	PRINTING	3,000	3,000	3,000
0	400	400	16215300	00372	REPAIR/MAINT FACILITIES	400	400	400
1,943	2,600	2,600	16215300	00374	FEES & MEMBERSHIPS	2,600	2,600	2,600
229,772	257,119	259,719	TOTAL			257,294	257,294	257,294
						PERCENTAGE CHANGE	-0.93%	-0.93%

PROGRAM	HUMAN SERVICES – ADULT AND SENIOR SERVICES DIVISION	6225
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Program Explanation:

The Adult and Senior Services Division provides support services for all Town residents who may be experiencing social, emotional or economic concerns. Case management and program eligibility counseling as well as intake and oversight of social service programs are provided. Additionally, a variety of wellness, social, and educational programs are available to residents age 55 and over. This includes both daytime, evening and weekend programming. The Adult and Senior Services Division is committed to the goal of providing services that increase independence, decrease institutionalization and promote socialization and life enhancement for all South Windsor citizens.

Budget Change Commentary:

The division budget was decreased by \$7,258 due to a 2% salary increase for part time and full time staff and an overall budget increase of 0%.

Program Objectives and Goals FY 2014:

- Continue to educate the community on services available to low income adults and senior citizens
- Find new and creative ways to encourage “baby boomers” to participate in senior activities
- Work with IT to develop case management program for social services
- Continue to identify senior needs through the Senior Advisory Council and work towards meeting those needs
- Continue to collaborate with the Recreation Department for the most efficient use of space at the Community Center

Program Accomplishments FY 2013:

- Secured \$13,006 State of CT Social Service Block Grant funds to provide Home Management Services to older adults with income below 150% of Federal Poverty Level
- Increased the CARES program from 8 participants to 12, providing socialization to more seniors who need a little supervision and social stimulation, thus providing a much needed respite for caregivers
- Registered 1400 people in the My Senior Center Program, a web based program to increase efficiency, track stats, provide readily available emergency contact info and more
- Served a record number of families and children through the Holiday Toy Program
- Utilized the outdoor screened in gazebo (purchased with money raised from fundraisers and civic groups in FY 2012) as additional program space
- For a second year in a row, volunteers and members of the Senior Advisory Council read to all classrooms in all elementary schools in town; donated 115 books using funds from DST Output

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Division Coordinator	1	1.0
1	1.0	1	1.0	Human Service Specialist II(Caseworker)	1	1.0
1	1.0	1	1.0	Human Service Specialist I (Caseworker)	1	1.0
1	1.0	1	1.0	Human Service Specialist II (Program Coordinator)	1	1.0
1	1.0	1	1.0	Human Service Specialist I (Program Coordinator)	1	1.0
1	.72	1	.72	Human Services Specialist II (Caseworker)	1	.72
1	.37	1	.37	CARES Program Facilitator	1	.37
1	.53	1	.53	Senior Nutrition Manager	1	.53
1	.27	1	.27	Assistant Nutrition Manager	1	.27

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Office visits (with caseworkers)	1361	1564	1412	1400	1450
CEAP Energy Assistance Applications Processed	399	422	417	400	400
Contacts for Medicare CHOICES Counseling	181	266	199	200	200
Completed Homeowners Tax Relief and Renters Rebate Applications	328	317	351	350	350
Households Assisted with Private Fuel and Operation Fuel Funds	130	140	124	120	120
People served in food bank annually	560	581	512	500	550
Caregivers who attended monthly support group	-	97	99	100	100
# of families receiving Thanksgiving Baskets/# people in those families	160/306	181/304	169/304	196/468	195/460
Children and seniors served in the Holiday Toy/Gift Program	164	179	174	239	220
Meals served at congregate lunch site	6950	7000	8000	8000	8000
Trips offered at senior center	-	120	119	120	120
People who attended trips	-	2500	2314	2300	2300
Attendees for cards and games weekly	-	-	300	300	300
Attendees in Special programs at the center	-	1200	4625	4500	4500
Attendees in Exercise Programs	-	500	500	500	500
Volunteers	160	160	180	185	185

Function	Department	Division	Division Code
HUMAN SERVICES	HUMAN SERVICES	ADULT & FAMILIES	6225

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
238,073	234,459	234,459	16225100 00110	FULL TIME SALARIES	243,313	243,313	243,313
54,690	63,479	63,479	16225100 00113	PART TIME WAGES	70,892	70,892	70,892
7,615	8,900	8,900	16225200 00221	OPERATING MATERIAL	8,900	8,900	8,900
0	350	350	16225300 00310	ADVERTISING	0	0	0
813	998	998	16225300 00320	PROFESSIONAL	0	0	0
1,845	2,612	2,612	16225300 00330	RENTAL & LEASES	1,306	1,306	1,306
2,367	3,500	3,500	16225300 00350	PRINTING	3,100	3,100	3,100
990	1,188	1,188	16225300 00360	UTILITIES	1,188	1,188	1,188
0	420	420	16225300 00373	REPAIR/MAINT EQUIPMENT	0	0	0
798	1,000	1,000	16225300 00374	FEES & MEMBERSHIPS	500	500	500
371	400	400	16225300 00375	RECRUITMENT & TRAINING	100	100	100
571	800	800	16225300 00390	OTHER PURCHASE SERVICE	650	650	650
0	0	0	16225400 00442	DEPARTMENT EQUIPMENT	0	0	0
308,135	318,106	318,106		TOTAL	329,949	329,949	329,949
				PERCENTAGE CHANGE	3.72%	3.72%	3.72%

PROGRAM	HUMAN SERVICES – SHELTERED WORKSHOPS	6250
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Program Explanation:

MARC of Manchester and Greater Enfield ARC provide employment training, socialization and independent living skills for developmentally disabled populations.

Budget Change Commentary:

There is no change in this budget; level remains the same.

Program Objectives and Goals FY 2014:

- To continue to meet the needs of the developmentally disabled in the region

Program Accomplishments FY 2013:

- South Windsor residents received employment services, residential services, in-home personal supports, Camp Shriver camperships and after school / work program services

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Employment services	-	-	-	9	10
Residential service	-	-	-	3	3
In-Home personal support	-	-	-	2	3
Camp Shriver Camperships	-	-	-	4	4

Function	Department	Division	Division Code
HUMAN SERVICES	HUMAN SERVICES	SHELTERED WORKSHOPS	6250

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
4,624	4,624	4,624	16250300 00380	GRANTS & CONTRIBUTIONS	4,624	4,624	4,624

4,624	4,624	4,624		TOTAL	4,624	4,624	4,624
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	HUMAN SERVICES – ADULT AND SENIOR SERVICES – TRANSPORTATION	6240
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Program Explanation:

The Town provides bus transportation services to senior and disabled populations. Destinations include senior center, sheltered workshops, medical appointments and weekly shopping / errands.

Assets: Four buses; 3 twenty passenger, one 12 passenger; all lift equipped.

Budget Change Commentary:

Budget reflects driver salaries with a 2% raise.

Program Objectives and Goals FY 2014:

- To continue to work to meet continued needs / demands for transportation services

Program Accomplishments FY 2013:

- DOT grant secured which allowed us to acquire a new 20 passenger bus
- Unduplicated ridership increased from 491 in 2012 to 520 passengers in 2013
- Almost 50% increase in medicals from previous year

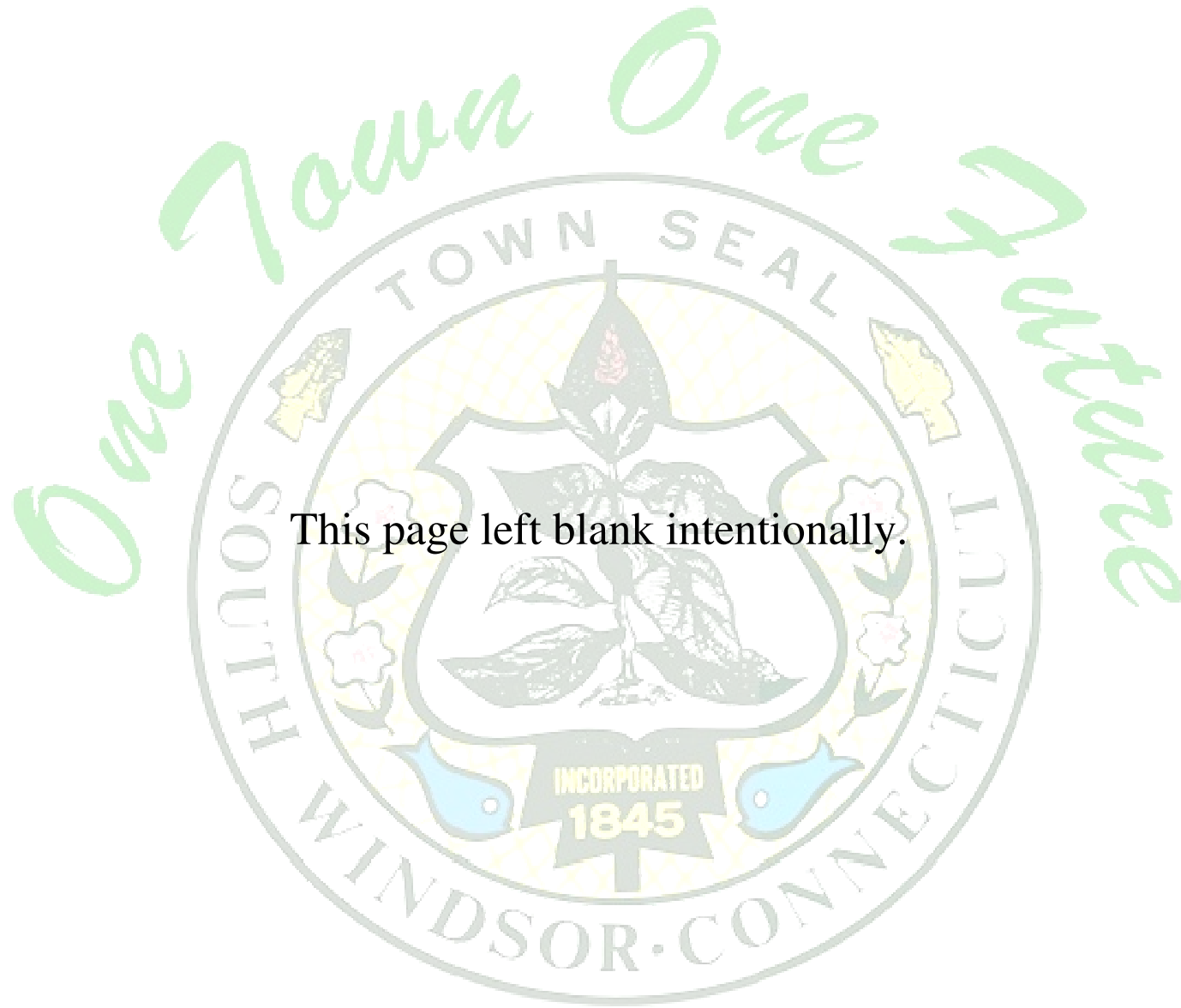
Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
6	6 PT	6	6 PT	Bus Drivers	6	6 PT

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Annual Bus Mileage	51,154	48,927	51,365	58,580	60,160
Unduplicated Ridership	355	400	491	520	535
Medicals	300	365	382	760	780

Function	Department	Division	Division Code
HUMAN SERVICES	HUMAN SERVICES	SENIOR BUS SERVICE	6240

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
335	0	0	16240100 00111	OVERTIME	0	0	0
65,643	54,701	54,701	16240100 00113	PART TIME WAGES	55,692	55,692	55,692
65,978	54,701	54,701		TOTAL	55,692	55,692	55,692
				PERCENTAGE CHANGE	1.81%	1.81%	1.81%



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CULTURAL AND LEISURE SERVICES

Cultural and Leisure Services encompasses Parks & Recreation and Library Services. The Town's Director of Parks & Recreation administers all recreational programs and the care and maintenance of all public parks, athletic fields, school and public building grounds, as well as all Town-owned open space properties for Town residents. An Assistant Director provides administrative support services for the recreation division and a Parks Superintendent coordinates all park, grounds and field maintenance activities. The Library Director manages the South Windsor Public Library, which provides print, non-print, and electronic materials to serve the informational, educational, recreational, and cultural needs of all age groups. The Library also provides a wide array of programs, special items such as museum passes, and community meeting spaces; and participates in cooperative projects with the South Windsor Public Schools, Town agencies, and community organizations.

Account Code	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved
5112	Parks and Recreation – Administration	512,327	512,327	512,327
5150	Parks and Recreation – Parks	1,099,187	1,099,187	1,099,187
5510	Library	1,022,524	1,022,524	1,022,524
	Total Cultural and Leisure Services	2,634,038	2,634,038	2,634,038

MISSION STATEMENT

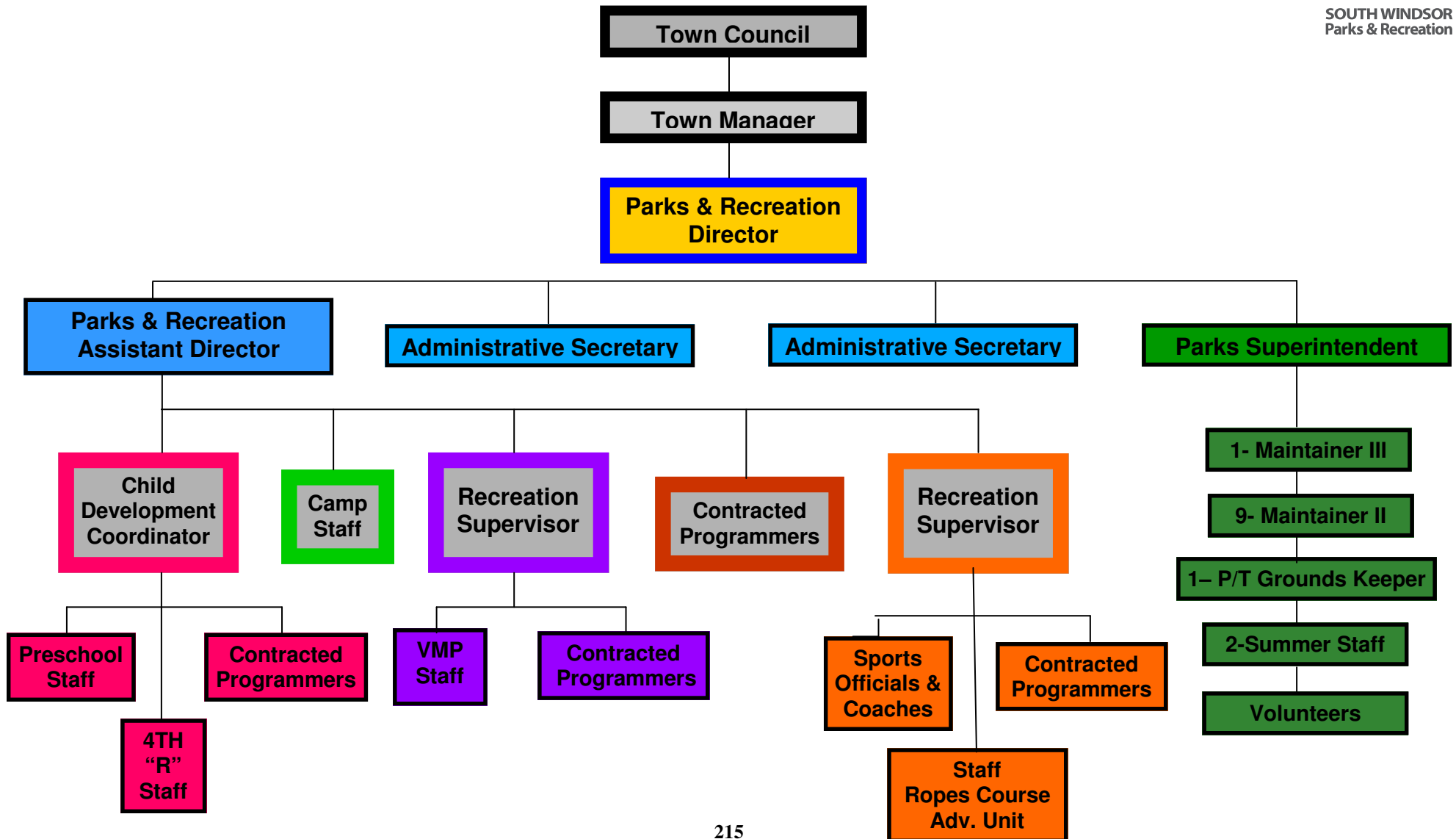
2011

“The South Windsor Parks & Recreation Department is committed to enhancing our community through quality recreation programs and parks that provide exceptional experiences.”

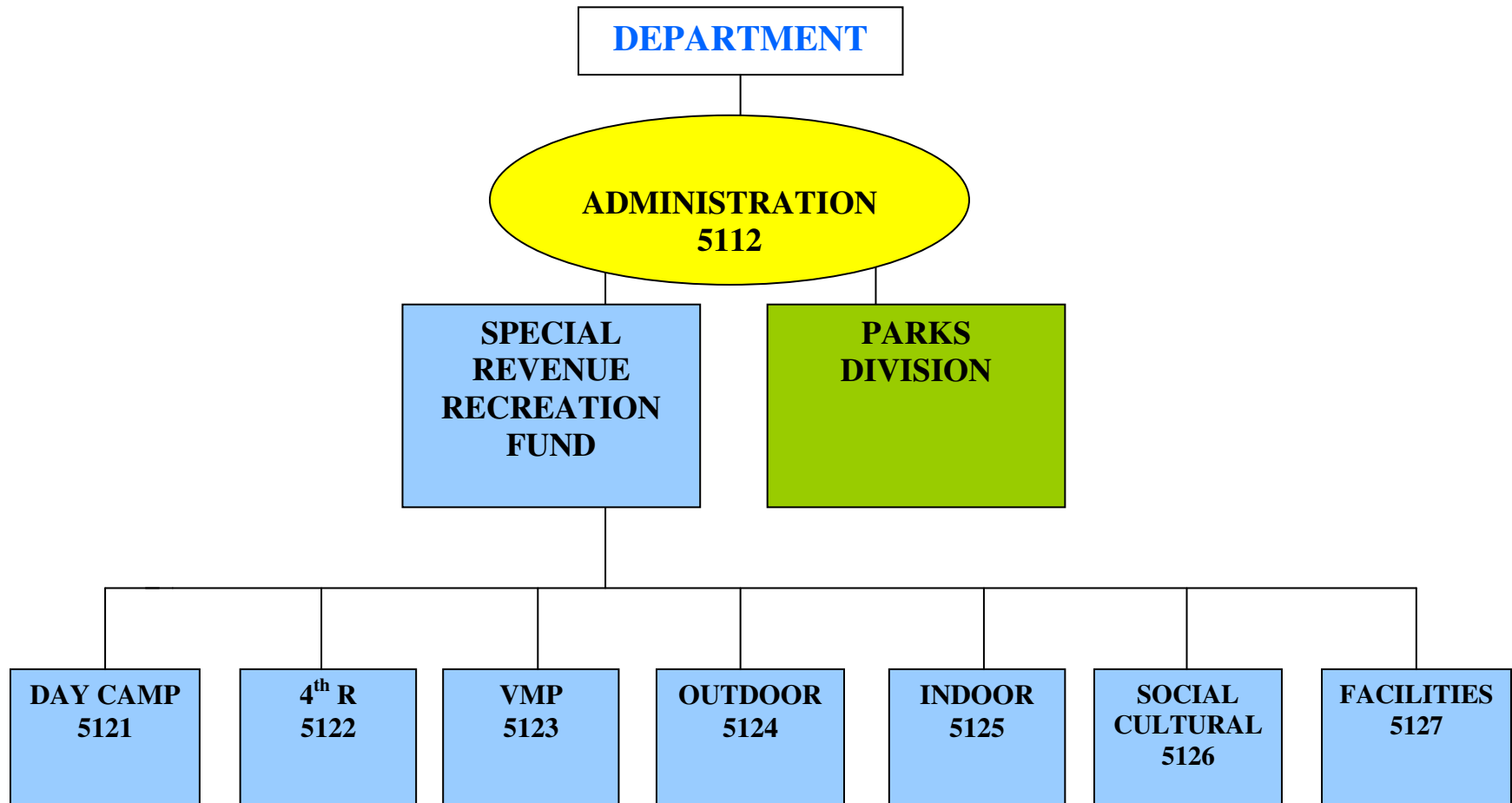


**SOUTH WINDSOR
Parks & Recreation**

Parks & Recreation Department



**South Windsor Parks and Recreation Department
Budget Chart of Accounts 2013-2014
Flow Chart**



PROGRAM	PARKS & RECREATION DEPARTMENT - ADMINISTRATION DIVISION	5112
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Program Explanation:

Effective July 1, 2010, the Recreation Department was merged with the Parks & Grounds Division formerly of Public Works to form a more traditional, and we anticipate more efficient and effective, Parks & Recreation Department. The rationale behind this re-structuring was to shift priorities to raise the standard of care for all publicly accessible space and better connect the programming aspect and maintenance element for enhanced customer service and satisfaction.

The **Recreation Division** has the responsibility of planning and managing the Town's recreation and leisure services. The primary purpose of the Division is to provide activities and programs of sufficient quantity and quality to meet the needs of the community. Administration is funded with a tax based line item budget, while all recreational activities, programs and services are self-supporting through appropriate program user fees and contributions administered through a Special Revenue Recreation Fund (SRRF) initiated in Fiscal Year 2000-2001. Although the mid-term success of the SRRF can be best judged by the positive fund balances realized in all but one of the first eleven years of operation, the true, long-term success of the SRRF remains to be seen as increasing financial obligations and a recessionary economy make it difficult to remain affordable to our end users. In the past, sound budgeting and staff diligence has generated enough of a SRRF fund balance to support our program growth, improvements and enhancements. The primary goal of all seven sub-accounts within the SRRF is to provide affordable, quality and self-sustaining programs and services.

The **Parks Division** is responsible for the care and maintenance of all public parks, athletic fields, school and public building grounds, and Town-owned open space property. This involves the care of grass, shrubs, trees, irrigation systems, fencing, playgrounds, picnic tables, grills, tennis courts, the pools at Veterans Memorial Park, flower gardens, community gardens, sidewalks, parking lots and athletic field renovations.

The Parks & Recreation Department **administrative staff** consists of: the full-time positions of a Director, Assistant Director, a Parks Superintendent, two Recreation Supervisors, a Child Development Coordinator and two Administrative Secretaries. These individuals effectively manage the \$2,103,228 SRRF budget representing over 280 annual programs and services delivered by hundreds of seasonal or part-time employees, contracted service specialists and volunteers. Contracting with these specialists and utilizing volunteers allows the department to realize a substantial savings while maintaining and enhancing program quality. Administrators also manage the Administration budget of \$512,327 and a \$1,099,187 Parks Division annual operating budget. Additionally, they oversee a Parks crew of ten full time Maintainers, and one part time Groundskeeper, supplemented by two seasonal summer helpers (all located in a separate Parks Division Budget).

Budget Change Commentary:

Achieving the targeted "flat" budgetary level (which actually is proposed at a miniscule 0.24% increase) is not without tremendous negative impact to our administrative operation. With full time salaries comprising 97.5% of the administrative budget, we are left with only 2.5% from which to cut in our attempt to reach a zero increase budget. Significant cuts were:

- Secretarial over time – reduced 33% from 18 hours per secretary per year to 12 leaving little room for covering responsibilities of one another when sick or on vacation
- Materials & Supplies line item – eliminated, so typical office items not covered by central services will not be ordered

Budget Change Commentary (cont'd):

- Uniforms & Clothing line item - eliminated, staff shirts will have to be offered for purchase by employees and considered optional versus required as has been the case for many events during the year
- Annual Petty Cash line item- reduced 50%, which we hope will be enough to cover the unexpected incidentals throughout the year
- Rental & Leases line item – reduced 10%, which again we hope will be sufficient to cover mileage reimbursement to eight administrative staff for use of personal vehicles for town business when the three assigned town vehicles are all in use and unavailable
- Printing line item – eliminated, typically used for printing services through the Board of Education Copy Center and will create added pressure on our advertising budget in our Special Revenue Fund
- Repair & Maintenance line item – eliminated, any failures in equipment like P/A systems, computer accessories, chairs, etc that could be repaired or were supposed to be serviced will not be.
- Fees & Memberships line item – reduced 80% effectively wiping out our professional development needs at the State and National level which in turn will jeopardize some staff certifications
- Recruitment & Training line item – eliminated, again jeopardizing certifications
- Other Purchase Services line item – eliminated, and will require discontinuation of the department subscription to the J.I. and the Chamber of Commerce Directory advertisement
- Office Equipment line item – eliminated, and as such we hope to not have to replace any desk chairs or a fax machine

With these deep cuts, 99% of the requested funds for fiscal year 2013-2014 are now needed to support salaries for our critical administrative staff – the staff that makes all the other departmental budgets work successfully. The remaining 1% is insufficient to meet the non-wage functional needs of the office operation.

Of greatest concern is our ability to re-claim any of the above line items in future budgets without a dramatic spike.

Program Objectives and Goals FY 2014:

- Investigate ways to achieve some of the deep decreases outlined above, and still maintain an efficient office with well-trained staff.
- Maintain affordability with economic sensitivity in establishing user fees and charges while assuming growing expenses in the SRRF.
- Maintain current level of service despite substantial budgetary impact.
- Explore department storage options with the anticipated loss of the old post office.
- Establish a FaceBook account as a critical marketing tool.
- Revitalize the “Benefits for Businesses” program to expand on potential users and sponsorships as additional revenue sources.
- Establish user fees for community gardens previously offered free of charge for decades.
- Adjust the senior population age eligibility to better reflect the times
- Examine rental facility fees for potential adjustments to increase revenue stream.

Program Accomplishments FY 2013:

- Maintained affordability with economic sensitivity in establishing user fees and charges while assuming growing expenses in the SRRF.
- Maintained current level of service with minimal budgetary impact.
- Expanded of community gardens, adult programs, and trail maintenance program.

Program Accomplishments FY 2013 (cont'd):

- Continued to develop a more aggressive schedule for athletic field renovation , maintenance and expansion
- Continued efforts to implement the Master Plan for Parks & Recreation – continue development of Lawrence Road Park, enhancements to VMP, complete skate park, improve neighborhood connector paths, renovation of outdoor tennis courts and basketball court at Rye St. Park.
- Focused on continual improvement and enhancements to the Department-built PrestoSports web site making it more user-friendly and a stronger marketing tool, resulting in an increase in on-line registrations, now consistently at 55%, with periodic spikes above 85%.

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Parks & Recreation Director	1	1.0
1	1.0	1	1.0	Assistant Director of Parks & Recreation	1	1.0
1	1.0	1	1.0	Parks Superintendent	1	1.0
3	3.0	3	3.0	Recreation Supervisor	3	3.0
2	2.0	2	2.0	Administrative Secretary	2	2.0

Function	Department	Division	Division Code
CULTURAL & LEISURE	PARKS & RECREATION	ADMINISTRATION	5112

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
487,571	497,052	497,052	15112100 00110	FULL TIME SALARIES	507,130	507,130	507,130
213	1,103	1,103	15112100 00111	OVERTIME	751	751	751
906	1,677	1,677	15112100 00112	LONGEVITY	1,701	1,701	1,701
273	500	500	15112200 00210	OFFICE SUPPLIES	500	500	500
182	430	430	15112200 00221	OPERATING MATERIAL	0	0	0
0	420	420	15112200 00223	UNIFORMS & CLOTHING	0	0	0
202	1,200	1,200	15112200 00231	DAILY OPERATING ACTIVITY	600	600	600
5	0	0	15112300 00320	PROFESSIONAL	0	0	0
1,594	550	550	15112300 00330	RENTAL & LEASES	495	495	495
300	980	980	15112300 00350	PRINTING	0	0	0
0	500	500	15112300 00372	REPAIR/MAINT FACILITIES	0	0	0
4,991	5,430	5,430	15112300 00374	FEES & MEMBERSHIPS	1,150	1,150	1,150
161	260	260	15112300 00375	RECRUITMENT & TRAINING	0	0	0
488	500	500	15112300 00390	OTHER PURCHASE SERVICE	0	0	0
244	500	500	15112400 00441	OFFICE EQUIPMENT	0	0	0
497,129	511,102	511,102		TOTAL	512,327	512,327	512,327
				PERCENTAGE CHANGE	0.24%	0.24%	0.24%

PROGRAM	PARKS & RECREATION DEPARTMENT - PARKS DIVISION	5150
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Program Explanation:

The Parks Division is responsible for the care and maintenance of all public parks, athletic fields, school and public building grounds, and Town-owned open space property. This involves the care of grass, shrubs, trees, irrigation systems, fencing, playgrounds, picnic tables, grills, tennis courts, the pools at Veterans Memorial Park, flower gardens, community gardens, sidewalks, parking lots and athletic field renovations and routine maintenance. Open space and environmental stewardship has become one of the Parks Division's major focuses. Care and maintenance of our precious conservation areas is equally important to that of our active park system. Our on-going collaboration with the Open Space Task Force, Inland Wetlands Agency, Town Conservation Officer, and Park & Recreation Commission's Walk & Wheel Ways Committee has created an environmental synergy with controlled development of public lands in Town.

The Parks & Recreation Department administrative staff consists of: the full-time positions of a Director, Assistant Director, a Parks Superintendent, two Recreation Supervisors, a Child Development Coordinator and two Administrative Secretaries. These individuals effectively manage the \$2,103,228 SRRF budget representing over 280 annual programs and services delivered by hundreds of seasonal or part-time employees, contracted service specialists and volunteers. Administrators also manage the \$1,099,187 Parks Division annual operating budget. The Parks crew consists of ten full time Maintainers, and one part time Groundskeeper, supplemented by two seasonal summer staff. The "mantra" of this hard-working crew is "Yes we can"!

Budget Change Commentary:

At a mere 0.23% increase (\$2,537) the Parks Division operating budget is virtually unchanged from Fiscal Year 2012-2013. Our ability to accomplish this is simply due to savings we will realize in the replacement of two retired Maintainer II positions with two entry level Maintainer I employees at a lower salary. A budgetary increase will occur when these two employees achieve the union contracted experience level and as such promoted to Maintainer II status with the associated increase in wages. **Of greatest concern with this "flat" proposed budget is our ability to continue our commitment to the higher level of service we have established, meet public expectations, and take on new responsibilities and facilities without a dramatic spike in future budgets.**

Program Objectives and Goals FY 2014:

- Continued with our "Employee + Equipment = Efficiency" initiative focusing on combining staff skills and strengths with the right equipment to get the job done better and faster., by adding another zero turn landscape mower to expedite and improve the care of prime athletic fields, a new larger capacity wood chipper to better handle the heavy tree work and property clearing we are challenged with, and a rock-hound attachment for our BobCat skid steer loader for landscape and athletic field renovations.
- Re-configure the Buckland Road medians with lower maintenance landscaping to save time and labor, yet provide beautification to this highly visible gateway to Town.
- Investigate potential options to improve the badly deteriorated lower parking lot at Veterans Memorial Park.
- Begin planning for increasing storage needs at the Town Garage.
- Replace the heavily storm-damaged cover for the lap pool at Veterans Memorial Park.
- Re-evaluate the "Trash in the Parks" program for potential modification.

Program Accomplishments FY 2013:

- Continued with our “Employee + Equipment = Efficiency” initiative focusing on combining staff skills and strengths with the right equipment to get the job done better and faster. Added a Redexim Deep Tine Aerator, sander/top-dresser unit and a second zero turn landscape mower with bagging system to our inventory to better care for athletic field turf.
- Completed rebuilding the all-purpose athletic fields at the high school correcting the serious drainage problems.
- Blazed 3,960 linear feet of trails at Lawrence Road Park, and cleared the south bank of the pond on the site as part of our in-house long-term effort to develop this property into a passive park.
- Completed construction and/or repairs on five neighborhood connector paths supporting the implementation of the Walk & Wheel Ways master plan.
- Renovated the Orchard Hill softball field with a completely skinned infield in support of the growing girls softball program.
- Built and erected security gates at Nevers, Rye Street and Veterans Memorial Parks.
- Designed, built and installed an additional park sign for Never Park & Rotary Pavilion for the entrance off Chief Ryan Way.
- Implemented the Town’s new proactive approach to mosquito control as directed by DEEP and our local Health Dept.
- Assisted three local Boy Scouts in successful completion of their Eagle Scout projects within our park system.

Assigned Positions:

2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	1	1	Maintainer III	1	1
9	9	9	9	Maintainer II	9	9
1	0.50	1	0.50	Groundskeeper	1	0.50
2	0.46	2	0.46	Summer Staff (Seasonal full time for 12 weeks x 2 = 24 weeks total)	2	0.46

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Athletic Fields maintained (soccer, lacrosse, football)	22.5	22.5	22.5	22.5	24.5
Baseball/Softball Fields maintained	16	16	16	16	16
Acres – Routine Mowing (weekly service minimum)	154.6	154.6	154.6	154.6	154.6
Acres – Fertility Management	57.75	57.75	57.75	57.75	57.75
Acres – Pest Management	49.25	49.25	49.25	49.25	49.25
Acres – Cultural Practices (aerating, over-seeding, sod)	50.4	50.4	50.4	50.4	50.4
School Grounds maintained	8	8	8	8	8
Open Space Property	14	14	14	14	14
Public Building Grounds maintained	8	8	8	8	8
Playgrounds maintained	2	2	2	2	2
Large Equipment maintained (mowers, snow blowers, back-packs, etc)	119	123	127	131	134
Trail System Maintained (miles/locations)	9.37 / 17	9.37 / 17	9.60 / 18	9.70 / 19	10.3 / 21

Function	Department	Division	Division Code
CULTURAL & LEISURE	PARKS & RECREATION	PARKS & GROUNDS	5150

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
541,080	555,828	555,828	15150100 00110	FULL TIME SALARIES	559,000	559,000	559,000
61,548	66,973	66,973	15150100 00111	OVERTIME	67,389	67,389	67,389
8,578	8,565	8,565	15150100 00112	LONGEVITY	8,828	8,828	8,828
20,775	18,225	18,225	15150100 00113	PART TIME WAGES	18,585	18,585	18,585
10,754	9,600	9,600	15150100 00114	TEMPORARY	9,600	9,600	9,600
94,593	94,500	94,500	15150200 00221	OPERATING MATERIAL	94,445	94,445	94,445
6,974	8,210	8,210	15150200 00223	UNIFORMS & CLOTHING	8,210	8,210	8,210
42,624	43,900	43,900	15150200 00226	LANDSCAPING	43,900	43,900	43,900
6,874	5,690	5,690	15150200 00228	SMALL TOOLS	5,675	5,675	5,675
7,225	9,265	9,265	15150300 00330	RENTAL & LEASES	9,265	9,265	9,265
66,019	70,220	70,220	15150300 00360	UTILITIES	70,220	70,220	70,220
187,039	126,815	126,815	15150300 00371	MAINTENANCE CONTRACTS	126,815	126,815	126,815
21,160	23,500	23,500	15150300 00372	REPAIR/MAINT FACILITIES	23,500	23,500	23,500
15	350	350	15150300 00373	REPAIR/MAINT EQUIPMENT	350	350	350
1,646	1,480	1,480	15150300 00374	FEES & MEMBERSHIPS	1,480	1,480	1,480
1,100	1,800	1,800	15150300 00375	RECRUITMENT & TRAINING	1,800	1,800	1,800
70,093	51,730	51,730	15150400 00442	DEPARTMENT EQUIPMENT	50,125	50,125	50,125
1,148,097	1,096,651	1,096,651		TOTAL	1,099,187	1,099,187	1,099,187
				PERCENTAGE CHANGE	0.23%	0.23%	0.23%

PROGRAM	LIBRARY	5510
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Program Explanation:

The South Windsor Public Library, established under the authority of the Library Board of Directors by the Town Charter, provides organized collections of a wide variety of materials, study and meeting facilities, and access to information beyond our walls via computers available to the public and our Wi-Fi network. Aided by the support of the Friends of the Library, we are able to participate in local and regional activities, such as The Dictionary Project and the Scripps National Spelling Bee, and to offer a variety of programs and cultural experiences. The Library is an active member of regional, state, and national library associations through which we are able to purchase materials and equipment at significant discounts, subscribe to databases, and participate in continuing education and training.

In order to promote the communication of ideas, an enlightened citizenship, and the enrichment of personal lives, we are enthusiastic participants in the effort to merge traditional library services with those made possible by technology, and to expand our role in addressing the needs of our community not driven by technology, such as the need for a place to gather to teach, to learn, and to have fun.

In the Children's Department, we serve children from pre-school ages through 8th or 9th grade. As part of our commitment to instill a life-long love of reading, the Library offers outreach story time visits to day care centers and nursery schools in our community. In the Library, we offer reading readiness programs specifically for preschool children and have book discussion groups for students in 3rd-12th grade. We also support several clubs; a Pokémon club for all ages, a LEGO® club for ages 5 and up, a Spelling Bee Club for grades 2-8, and the Nutmeg Book Club for students in grades 3-8. Once a month, girls ages 10-13 meet in the Children's Department for fun or serious discussions, to make and share healthy snacks, and to write in their journals. The Teen Advisory Group meets monthly to talk about programs they can present, programs they'd like to attend and materials they would like us to purchase for their area, fostering a feeling of connection and ownership in the Library. Our Summer Reading Program is offered in conjunction with the elementary schools; volunteers are recruited for this program from Timothy Edwards Middle School. While students may find some e-books in the Library's Overdrive Collection, we have two specific on-line e-book sites: TumbleBooks and True Flix, which are used at home and at schools. We do everything possible to make all children feel welcome so that they will associate their library with fun as well as learning; turning them into life-long readers!

In the Adult Department, we serve patrons of all ages by a wide variety of materials in print and non-print formats, both locally and through regional, state, and national interlibrary loan systems. We present programs that offer insight into the materials we provide, including author presentations, discussion groups, and instructional programs. We assist book groups that meet outside of the library by helping select titles for discussion and borrowing sufficient numbers of books for the groups' use. We provide study and meeting spaces, museum passes, tax forms, and proctoring services for the growing number students participating in distance learning. The Library's display cases and the Friends Room and Staircase Galleries provide areas for local artists to display their talents and for the South Windsor Public Schools to share the considerable skills of student artists in the annual Scholastic Art Exhibit, now in its 35th year.

The Technical Services Department assists both the Adult and Children's Departments by preparing collection materials for the public in a timely and economical way, making sure that the materials are packaged durably and in a visually appealing manner. In addition, the Department maintains our bibliographic database and provides internal computer support. The Circulation Department maintains our borrower database and processes our circulation of nearly 300,000 items per year. The Department oversees physical upkeep of the collections and supervises volunteers ranging from young Scouts working on badge projects to adults performing court-ordered community service. The Library Director and Business Manager provide overall planning and personnel and

Program Explanation (cont'd):

financial management for the organization and meet with the Library Board, which oversees Library policies and maintains fiscal authority. All members of the Library staff are regularly scheduled at public service desks.

Budget Change Commentary:

The program budget follows the preliminary instruction for estimating personnel costs, almost entirely offset by decreases in predicted fixed costs (300 accounts). While the proposed Operating Materials budget shows a decrease compared to previous years, by Board policy, unspent funds from other accounts may be transferred to the Materials account.

Program Objectives and Goals FY 2014:

- Continue support of the Common Core Standards while choosing new materials
- Continue working with elementary and middle school librarians to promote the Nutmeg Book Club and the Summer Reading Program
- Continue support of 6th through 12th grade students through programs and volunteer opportunities
- Continue support of the Rotary Club/PEP book discussion group
- Continue Outreach support to day care centers and nursery schools
- Continue presenting programs for all ages
- Assume lead sponsorship of the South Windsor Spelling Bee
- Reorganize the picture book area to make finding books easier for our youngest readers (and their parents)
- Purchase materials to expand our foreign language offerings
- Continue working with TEMS and SWHS library media specialists to avoid duplication when purchasing online databases
- Develop additional computer services to mobile users
- Develop a computer instructional lab and offer additional computer classes for the public
- Continue to support local and library book groups
- Continue to satisfy demand for print and audio/video content in multiple formats
- Maintain robust print collections for leisure reading and lifelong learning
- Promote reading through book groups, interlibrary loan, displays, and programs
- Add electronic version of Morningstar Mutual Funds
- Evaluate new electronic products that may better serve the information needs of our community
- Participate in the evaluation, selection, and implementation of a new integrated library system (ILS) for our regional network, CONNECT

Program Accomplishments FY 2013:

The Children's Department:

- Worked with school library media specialists to set up the Nutmeg Book Club and to coordinate a Summer Reading Program (pre-school – 12th grade) that was compatible with the Governor's Summer Reading program and other statewide programs
- Helped to develop a strong sense of community and responsibility through the teen volunteer program during summer reading

Program Accomplishments FY 2013 (cont'd):

- Met with school Library Media Specialists and Assistant Superintendent Dan Hansen regarding the implementation of the Common Core Standards in South Windsor Schools. Began support of the Common Core Standards by replacing outdated non-fiction materials with new materials.
- Conducted a cross-generational book discussion group with the Rotary Club and the PEP (Parallel Education Program) students and teacher
- Visited all the elementary schools with members of the Friends of South Windsor Public Library to distribute dictionaries to every third grade student. Since 2006, more than 2,000 dictionaries have been distributed.
- Conducted tours for every kindergarten class in South Windsor (Friends of the Library paid field trip expenses)
- Conducted approximately 200 outreach visits to day care centers and nursery schools
- Offered special services for teachers, including creating topical collections of materials for classroom use and offering extended loan periods

The Adult Department:

- Added a scanner for public use
- Increased our MP3 collection (Playaways)
- Increased our downloadable eBooks collection
- Added museum passes in response to patron requests
- Upgraded staff and public computers
- Completed a major project updating the fiction collection; continued updating the non-fiction collection
- Received and processed a donated collection of books related to horticulture
- Collaborated with the Down to Earth Garden Club, the South Windsor Historical Society, the South Windsor Human Relations Commission, the South Windsor Chamber of Commerce, and the South Windsor Voices Project to present programs and plan community activities
- Participated in Town and regional emergency planning
- Served as a project site for UCONN Master Gardener students

Assigned Positions:

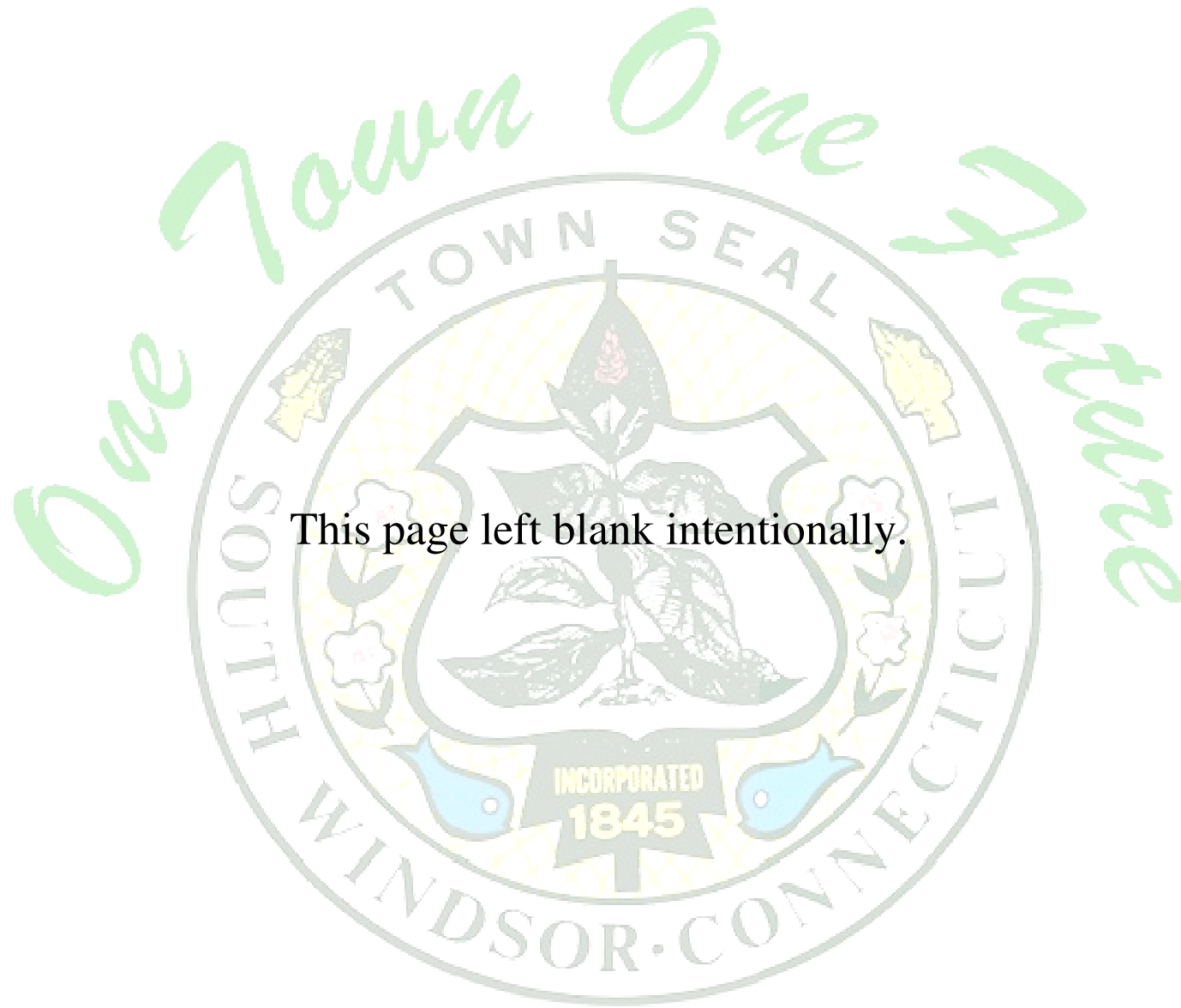
2011-2012		2012-2013		Position Title	2013-2014	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Library Director	1	1.0
3	3.0	3	3.0	Adult Services/Reference Librarians* (3 individuals rotate – 1/week) FTE 0.1	3	3.0
3	3.0	3	3.0	Children's/YA Librarian, Outreach Librarian, Young Adult Specialist	3	3.0
3	3.0	3	3.0	Technical Services Department	3	3.0
12	6.6	12	6.6	Circulation Assistants* (4 individuals rotate – 2/week) FTE 0.2	12	6.6
1	1.0	1	1.0	Business Manager	1	1.0

*Sunday staff September – June (No change in staffing 2011 – 2014)

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Total Circulation	281,672	280,467	284,291	283,300	283,300
Reference Questions	14,212	14,949	14,666	14,750	14,750
Library Visits	231,651	218,042	223,867	225,100	225,100
Number of Library sponsored programs all ages	279	434	487	500	500
Attendance at Library sponsored programs	6,376	8,070	8,795	8,850	8,850
Weekly hours Open to the Public (September – May/June-July-August)	66.5/59.5	66.5/59.5	66.5/59.5	66.5/59.5	66.5/59.5
Items reviewed, ordered, received, processed, catalogued & added to collection	7,671	7,193	7,574	7,800	7,800

Function	Department	Division	Division Code
CULTURAL & LEISURE	LIBRARY	LIBRARY	5510

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
628,506	651,800	651,800	15510100 00110	FULL TIME SALARIES	664,836	664,836	664,836
0	1,000	1,000	15510100 00112	LONGEVITY	1,000	1,000	1,000
120,842	134,037	134,037	15510100 00113	PART TIME WAGES	136,718	136,718	136,718
11,853	13,000	13,000	15510200 00210	OFFICE SUPPLIES	12,000	12,000	12,000
168,758	150,368	150,368	15510200 00221	OPERATING MATERIAL	142,811	142,811	142,811
567	750	750	15510300 00310	ADVERTISING	750	750	750
44,580	45,661	45,661	15510300 00320	PROFESSIONAL	43,259	43,259	43,259
8,443	8,627	8,627	15510300 00330	RENTAL & LEASES	8,500	8,500	8,500
618	750	750	15510300 00350	PRINTING	750	750	750
3,899	3,900	3,900	15510300 00360	UTILITIES	3,900	3,900	3,900
1,437	1,597	1,597	15510300 00371	MAINTENANCE CONTRACTS	1,500	1,500	1,500
4,490	5,335	5,335	15510300 00374	FEES & MEMBERSHIPS	4,250	4,250	4,250
0	750	750	15510300 00375	RECRUITMENT & TRAINING	750	750	750
271	2,500	2,500	15510400 00441	OFFICE EQUIPMENT	1,500	1,500	1,500
994,264	1,020,075	1,020,075		TOTAL	1,022,524	1,022,524	1,022,524
				PERCENTAGE CHANGE	0.24%	0.24%	0.24%



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UNCLASSIFIED

The Unclassified section encompasses the budgeted expenditures that are not allocated to one function or department. These budgets include contingency, municipal insurance policies, and employee benefits.

Account Code	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved
9001	Contingency	115,000	115,000	115,000
9002	Patriotic Commission	13,500	13,500	13,500
9003	Cemeteries	3,000	3,000	3,000
9008	Wood Memorial Library	7,500	7,500	7,500
9015	Salary Contingency	0	0	0
9004	Municipal Insurance – Casualty and Liability	246,321	246,321	246,321
9005	Pension	2,090,440	2,090,440	2,090,440
9006	Social Security	945,298	945,298	945,298
9007	Health and Life Insurance	3,742,272	3,742,272	3,742,272
9009	Other Post Employment Benefits (OPEB)	263,000	263,000	263,000
9010	Workers' Compensation	449,710	449,710	449,710
9011	Unemployment Compensation	30,000	30,000	30,000
	Total Unclassified	7,906,041	7,906,041	7,906,041

PROGRAM	CONTINGENCY	9001
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Program Explanation:

The Contingency budget is established to provide for unexpected expenses occurring in the fiscal year.

Budget Change Commentary:

The Contingency budget amount has not changed.

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Amount of Contingency Used	\$142,433	\$165,000	\$150,000	\$115,000	\$115,000

Function	Department	Division	Division Code
UNCLASSIFIED	CONTINGENCY	CONTINGENCY	9001

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
15,000	115,000	115,000	19001300 00390	OTHER PURCHASE SERVICE	115,000	115,000	115,000

15,000	115,000	115,000		TOTAL	115,000	115,000	115,000
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PATRIOTIC COMMISSION	9002
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Program Explanation:

This account provides for Town support of the Patriotic Commission. The Patriotic Commission was established to recognize, accommodate and foster pride and patriotism among the citizens of South Windsor in the nation, the state and the Town; and demonstrate evidence thereof, through the development and conduct of programs and activities.

Budget Change Commentary:

The program has a zero percent increase.

Function	Department	Division	Division Code
UNCLASSIFIED	SW PATRIOTIC COMMISSION	SW PATRIOTIC COMMISSION	9002

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
13,195	13,500	13,500	19002300 00380	GRANTS & CONTRIBUTIONS	13,500	13,500	13,500

13,195	13,500	13,500		TOTAL	13,500	13,500	13,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	CEMETARIES	9003
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Program Explanation:

This grant is allocated to the South Windsor Cemetery Association for upkeep of the South Windsor Cemetery.

Budget Change Commentary:

This program has a zero percent increase.

Function	Department	Division	Division Code
UNCLASSIFIED	CEMETERIES	CEMETERIES	9003

<u>2011/2012 ACTUAL</u>	<u>2012/2013 BUDGET</u>	<u>2012/2013 AMENDED BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2013/2014 DEPARTMENT REQUEST</u>	<u>2013/2014 MANAGER PROPOSED</u>	<u>2013/2014 COUNCIL APPROVED</u>
13,680	3,000	3,000	19003300 00380	GRANTS & CONTRIBUTIONS	3,000	3,000	3,000

13,680	3,000	3,000		TOTAL	3,000	3,000	3,000
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	WOOD MEMORIAL LIBRARY	9008
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Program Explanation:

This account provides for the Town's support of the Wood Memorial Library.

Budget Change Commentary:

The program budget has a zero percent increase.

Function	Department	Division	Division Code
UNCLASSIFIED	WOOD MEMORIAL LIBRARY	WOOD MEMORIAL LIBRARY	9008

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
7,500	7,500	7,500	19008300 00380	GRANTS & CONTRIBUTIONS	7,500	7,500	7,500

7,500	7,500	7,500		TOTAL	7,500	7,500	7,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	SALARY CONTINGENCY	9015
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Program Explanation:

This account represents funds reserved for union contracts that have not yet been resolved and for any other salary adjustments that may occur during the fiscal year.

Budget Change Commentary:

This budget has not changed.

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Expired Union Contracts	1	0	1	3	0

Function	Department	Division	Division Code
UNCLASSIFIED	SALARY CONTINGENCY	SALARY CONTINGENCY	9015

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
0	20,000	20,000	19015300 00390	OTHER PURCHASE SERVICE	0	0	0

0	20,000	20,000		TOTAL	0	0	0
				PERCENTAGE CHANGE	-100.00%	-100.00%	-100.00%

PROGRAM	MUNICIPAL INSURANCE – CASUALTY & LIABILITY	9004
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Program Explanation:

This budget represents the estimated cost of various types of liability insurance currently held by the Town. The Town has General Liability, Automobile, and Property insurance, which includes excess liability and public officials coverages. This program also funds commercial crime and flood insurance policies and liability deductibles and endorsements.

Budget Change Commentary:

The cost of insurance has increased by \$11,739 due to anticipated increases in exposure.

Program Objectives and Goals FY 2014:

- Obtain pollution insurance coverage for the Town's underground storage tanks, prior to the State's coverage ending in fiscal year 2013 -2014
- Continue to obtain third party reimbursements for damages to Town property
- Continue to assess risk exposures in Town facilities and take remedial action
- Complete CIRMA Stewardship Report to compare Town practices against established risk management practices

Program Accomplishments FY 2013:

- Reviewed losses on a regular basis
- Reviewed covered vehicles and equipment list with CIRMA
- Coordinated the updating of appraised values for the treatment plant and all pump stations to ensure adequate property, equipment, and flood insurance coverage and limits
- Employees participated in CIRMA's training opportunities, which included but were not limited to preventing sexual harassment and defensive driving

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Anticipated 2012-2013
Number of claims	15	46	34	22
Number of CIRMA Workshops Attended	1	5	4	3
Number of Employees Attending	1	91	9	4

Function	Department	Division	Division Code
UNCLASSIFIED	CASUALTY & LIABILITY	CASUALTY & LIABILITY INSURANCE	9004

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
220,911	234,582	234,582	19004300 00320	PROFESSIONAL	246,321	246,321	246,321

220,911	234,582	234,582		TOTAL	246,321	246,321	246,321
				PERCENTAGE CHANGE	5.00%	5.00%	5.00%

PROGRAM	PENSION	9005
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Program Explanation:

This account funds the Town's share of pension costs for all employees, not including Board of Education employees.

Budget Change Commentary:

The January 1, 2013 Actuarial Valuation for the Town's pension plan reflects an Annual Required Contribution (ARC) of \$180,667 more than the 2013 fiscal year. In addition, salary increases impact the Town's expense.

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Covered Employees	183	179	179	175	178
Pension Plans	2	2	2	2	2

Function	Department	Division	Division Code
UNCLASSIFIED	PENSION	PENSION CONTRIBUTIONS	9005

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
1,528,120	1,909,773	1,909,773	19005100 00130	EMPLOYEE BENEFITS	2,090,440	2,090,440	2,090,440

1,528,120	1,909,773	1,909,773		TOTAL	2,090,440	2,090,440	2,090,440
				PERCENTAGE CHANGE	9.46%	9.46%	9.46%

Pension Funding Policy

The Town of South Windsor establishes this Pension Funding Policy for employer contributions to the defined benefit plan.

The overall goal of this policy is to ensure that the Annual Required Contribution (ARC) is fully funded each year.

A defined benefit pension plan's ARC is defined by Governmental Accounting Standard Number 27. In general, the calculation of the ARC includes benefits that are accruing annually, interest on the unfunded liability, and a payment intended to amortize the pension plan's unfunded liability over 30 years. Although it is called the Annual Required Contribution (ARC), there is actually no requirement by Governmental Accounting Standard Number 27 to make this contribution annually.

However, when assessing the financial condition of the Town and assigning bond ratings, the Rating Agencies take into account the funding status of the municipality's pension plan and its policy concerning contributions to the plan. By contributing the ARC to the plan each year, the pension plan's funding status will improve over time.

The current Defined Benefit Pension Plan consists of Town and Board of Education employees, so this policy applies to both. The Town and Board of Education will work towards fully funding the ARC, which is identified in their annual actuarial valuation reports. The ARC shall be fully funded in all fiscal years beginning after June 30, 2010. The budgets approved for fiscal years after June 30, 2010 shall include an amount equal to the ARC reflected in the most recent actuarial valuation report. For example, the 2010/2011 budget will include the ARC calculated in the January 1, 2010 actuarial valuation report.

PROGRAM	SOCIAL SECURITY	9006
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Program Explanation:

This account provides for the necessary Social Security contribution for Town employees. The wage bases for 2013 are \$113,700 for Social Security and unlimited for Medicare. For Social Security the rate is 6.2% and for Medicare the rate is 1.45%.

Budget Change Commentary:

The Social Security budget has a net increase of \$22,204 as a result of an increase in full time salaries and a decrease in overtime and part time wages.

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Number of Full Time Employees Paid	185	187	181	181	178
Number of Part Time Employees Paid	51	66	60	51	51

Function	Department	Division	Division Code
UNCLASSIFIED	PENSION	SOCIAL SECURITY TAXES	9006

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
880,947	923,094	923,094	19006100 00130	EMPLOYEE BENEFITS	945,298	945,298	945,298

880,947	923,094	923,094		TOTAL	945,298	945,298	945,298
				PERCENTAGE CHANGE	2.41%	2.41%	2.41%

PROGRAM	HEALTH & LIFE INSURANCE	9007
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Program Explanation:

A medical and dental insurance plan is available to all permanent employees who are full-time or part-time and average twenty five or more hours per week. The insurance premiums are paid for by the Town and covered employees. A group accident policy, fully Town paid, is in force for members of the Police Department. Life and disability insurance plans are also provided for eligible employees.

Budget Change Commentary:

The Health & Life insurance budget reflects an increase of \$715,319, as a result of anticipated claims.

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Covered Employees	-	-	-	175	178
Health Insurance Plans	-	-	-	6	6
Life Insurance Plans	-	-	-	1	1
Long-Term Disability Insurance Plans	-	-	-	1	1

Function	Department	Division	Division Code
UNCLASSIFIED	HEALTH & LIFE INSURANCE	HEALTH & LIFE INSURANCE	9007

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
3,139,729	3,026,953	3,026,953	19007100 00130	EMPLOYEE BENEFITS	3,742,272	3,392,272	3,392,272

3,139,729	3,026,953	3,026,953		TOTAL	3,742,272	3,392,272	3,392,272
				PERCENTAGE CHANGE	23.63%	12.07%	12.07%

PROGRAM	GASB 45 - OTHER POST EMPLOYMENT BENEFITS (OPEB)	9009
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Program Explanation:

This account reflects the cost associated with Government Accounting Standards Board (GASB) Statement 45, which requires state and local governments to account for and report their costs and obligations related to post employment benefits other than pensions.

The Town is required to have an actuarial valuation, of its OPEB program, completed every other year.

Budget Change Commentary:

The budget remains the same as the Approved Budget for fiscal year 2012-2013.

Performance Data	Police Union Employees	All Other Town Employees	Teachers	BOE Non-Certified Staff	Total
July 1, 2009 Valuation					
Annual Required Contribution For Fiscal Year 2011	\$143,000	\$133,000	\$401,000	\$23,000	\$700,000
Expected Benefit Payouts	<u>\$(61,000)</u>	<u>\$(58,000)</u>	<u>\$(398,000)</u>	<u>\$(25,000)</u>	<u>\$(542,000)</u>
Net Budget Impact	\$82,000	\$75,000	\$3,000	\$(2,000)	\$158,000
July 1, 2011 Valuation					
Annual Required Contribution For Fiscal Year 2013	\$159,000	\$146,000	\$532,000	\$27,000	\$864,000
Expected Benefit Payouts	<u>\$(60,000)</u>	<u>\$(71,000)</u>	<u>\$(441,000)</u>	<u>\$(29,000)</u>	<u>\$(601,000)</u>
Net Budget Impact	\$99,000	\$75,000	\$91,000	\$(2,000)	\$263,000

Function	Department	Division	Division Code
UNCLASSIFIED	GASB 45	GASB STATEMENT 45 CONTRIBUTION	9009

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
158,000	263,000	263,000	19009100 00130	EMPLOYEE BENEFITS	263,000	263,000	263,000

158,000	263,000	263,000		TOTAL	263,000	263,000	263,000
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	WORKERS' COMPENSATION INSURANCE	9010
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Program Explanation:

This budget represents the estimated cost of workers' compensation insurance.

Budget Change Commentary:

The cost of insurance has increased by \$13,087 due to anticipated premium increases.

Program Objectives and Goals FY 2014:

- Continue to review claim information on a regular basis
- Continue to encourage employee participation in workshops offered by CIRMA

Program Accomplishments FY 2013:

- Assisted CIRMA with annual workers' compensation payroll audit
- Reviewed claim reports on a regular basis
- Employees participated in CIRMA's training opportunities, which included but were not limited to preventing sprains & strains and blood borne pathogens

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Anticipated 2012-2013
Number of claims	15	46	34	22
Number of CIRMA Workshops Attended	5	3	4	2
Number of Employees Attending	21	73	32	98

Function	Department	Division	Division Code
UNCLASSIFIED	WORKERS' COMPENSATION	WORKERS' COMPENSATION INSURANCE	9010

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
330,191	436,623	436,623	19010100 00130	EMPLOYEE BENEFITS	449,710	449,710	449,710

330,191	436,623	436,623		TOTAL	449,710	449,710	449,710
				PERCENTAGE CHANGE	3.00%	3.00%	3.00%

PROGRAM	UNEMPLOYMENT COMPENSATION	9011
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Program Explanation:

The Town of South Windsor is on an actual pay basis for Unemployment Compensation. Monies in this account are set up to cover payments to eligible terminated employees.

Budget Change Commentary:

The Unemployment Compensation budget has increased by \$15,000 due to individuals collecting unemployment benefits for a longer period of time.

Performance Data	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014
Former Employee(s) Collecting Unemployment	-	13	11	8	8
Employee(s) on Unpaid Leave Collecting Unemployment	-	0	1	1	0

Function	Department	Division	Division Code
UNCLASSIFIED	UNEMPLOYMENT COMPENSATION	UNEMPLOYMENT COMPENSATION	9011

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
43,966	15,000	15,000	19011100 00130	EMPLOYEE BENEFITS	30,000	30,000	30,000

43,966	15,000	15,000		TOTAL	30,000	30,000	30,000
				PERCENTAGE CHANGE	100.00%	100.00%	100.00%

BOARD OF EDUCATION

The South Windsor Board of Education strives to enhance learning opportunities for all students in all program areas, provide necessary resources to support educational initiatives, encourage a positive and accepting culture in all schools for students, staff and our community, and review and update board policies, guidelines and operating processes.

Account Code	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved
9991	Board of Education	68,123,940	-	68,123,940
	Total Board of Education	68,123,940	68,123,940	68,123,940

PROGRAM	SOUTH WINDSOR PUBLIC SCHOOLS	9991
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South Windsor Public Schools Vision Statement

The South Windsor Public Schools promotes an engaging and dynamic culture of learning that prepares students to achieve their own individual excellence. Within an emotionally safe environment, educators will foster students' academic, social and personal growth. Our students will demonstrate critical and creative thinking, self-direction, collaboration, adaptability, compassion and civic responsibility in an ever-changing global society. *Adopted by Board of Education April 9, 2013*

Board of Education Budget Guidelines:

The South Windsor Board of Education will develop a district budget that recognizes the need to balance both state and local fiscal constraints with our responsibility to meet the needs of our students and increase student achievement. The Board will strive to provide resources to:

- Comply with federal and state education mandates.
- Maintain a safe, clean learning environment for all staff and students.
- Implement initiatives associated with the 2011-2014 Strategic Plan.
 - Adopt budget that funds the implementation of full-day kindergarten beginning with the 2013-2014 school year.
- Maintain fiscal responsibility by examining current staffing and programs, identifying cost avoidance measures, seeking efficiencies and analyzing historical budget data.
- Maintain fiscal responsibility by ensuring adequate funding for healthcare reserve fund and future pension liabilities.

Superintendent's January 22, 2013 Budget Memorandum:

MEMORANDUM

DATE: January 22, 2013

TO: Members, Board of Education
 FROM: Kate Carter, Ed.D., Superintendent of Schools
 RE: 2013-2014 Superintendent's Budget Proposal

I am pleased to present to the Board of Education and the entire South Windsor community the Superintendent's Budget for Fiscal Year 2013-2014. As I prepared this budget, I reflected on the positive feedback we have received over the past two budget cycles. I am proud that Board of Education members and Town Council members have lauded our efforts to be transparent, straight-forward, and cognizant of the difficult economic times we face. As you are aware, last year's budget book has been selected for an award from the Connecticut Association of Boards of Education. In the submission made to CABA, we cited the positive working relationship between the Town Council and the Board of Education, noting that the Board budget had been fully supported by the Town Council for two consecutive years, an outcome that was characterized locally as "history-making." We noted that CABA's recognition of the budget book would serve as a vehicle to celebrate the positive working relationship between the Board of Education, Town Council, the administration, and our community at large.

Please know that we endeavored to live up to the aforementioned principles and have worked extremely hard to present a budget that is consistent with the feedback we have received. It is my hope that this budget will be embraced in the same manner as the previous two budgets.

I continue to be disappointed that the current economic climate precludes me from presenting a budget that fully reflects my vision for South Windsor Public Schools. Due to the financial constraints on local municipalities, I have prepared a budget that reflects the fiscal responsibility required in these difficult times. Thus, the Superintendent's Budget for fiscal year 2013-2014 is \$68,123,940 representing an increase of 3.97%.

There were six notable factors allowing for the relatively small increase to the Superintendent's budget. The proposed budget:

- Excludes \$229,898 of requests for new staff and programs submitted by our administrative team
- Excludes \$1.5 million of requests to support existing programs
- Represents a variety of cost-saving measures, including personnel reductions due to retirements and declining enrollments
- Contains cost avoidance through last year's action of directing FY 2012 surplus funds to the pension account
- Reflects last year's effort to adequately fund the Board of Education's health care reserve which allows for a more conservative health care line item in this current budget proposal
- Reflects the outcomes of favorable negotiations with bargaining units

It should be noted that we continue to face significant obstacles despite having arrived at such a relatively low increase. As I mentioned last year, the recent expiration of the Ed Jobs Funds and the sunset of the impact of teacher concessions has a lingering impact on future budgets. This year's most significant challenge, however, is associated with the growing costs of special education. While the level of state support is declining, costs are rising. Specifically, we have seen a 45% percent increase in the costs associated with student outplacements. Thus, special education costs are the main driver of the budget increase and even surpass our contractual increases and costs associated with health care.

For the third consecutive year, the superintendent's low budget increase reflects a departure from historical data. Below is recent history outlining the budget increases requested by former South Windsor superintendents.

2001-2002	11.4%	2007-2008	4.9%
2002-2003	7.0%	2008-2009	6.0%
2003-2004	9.8%	2009-2010	7.4%
2004-2005	4.0%	2010-2011	6.2%
2005-2006	10.1%	2011-2012	2.1%
2006-2007	9.0%	2012-2013	2.4%

Average Increase: 6.69%

Not only does this data place the 2013-2014 budget increase into context, it serves as an important reminder that merely meeting the cost of contractual salary increases has not been South Windsor's history and should not be a goal for our future. Investing in our schools is an investment in our community as South Windsor's property values are inextricably linked to the quality of our schools. It is easy to be a good steward when the economy is strong, but authentic stewardship occurs when there is a commitment to investing wisely, even when times are difficult.

Thus, despite the historically low increase, there are some notable investments within the budget. Many of the following investments align with the 2011-2014 Strategic Plan:

- Full-Day Kindergarten
- New Mathematics textbooks for grades three and four
- Funding for new high school courses that are not reliant upon additional staff
 - AP Spanish Language and Culture
 - Engineering Design
 - Italian II
 - Consumer Chemistry
 - Meteorology
 - Piano Keyboard
 - Computer Programming
- Improvements to Athletics Program
 - Boys and Girls Swim Teams
 - Boys JV Volleyball

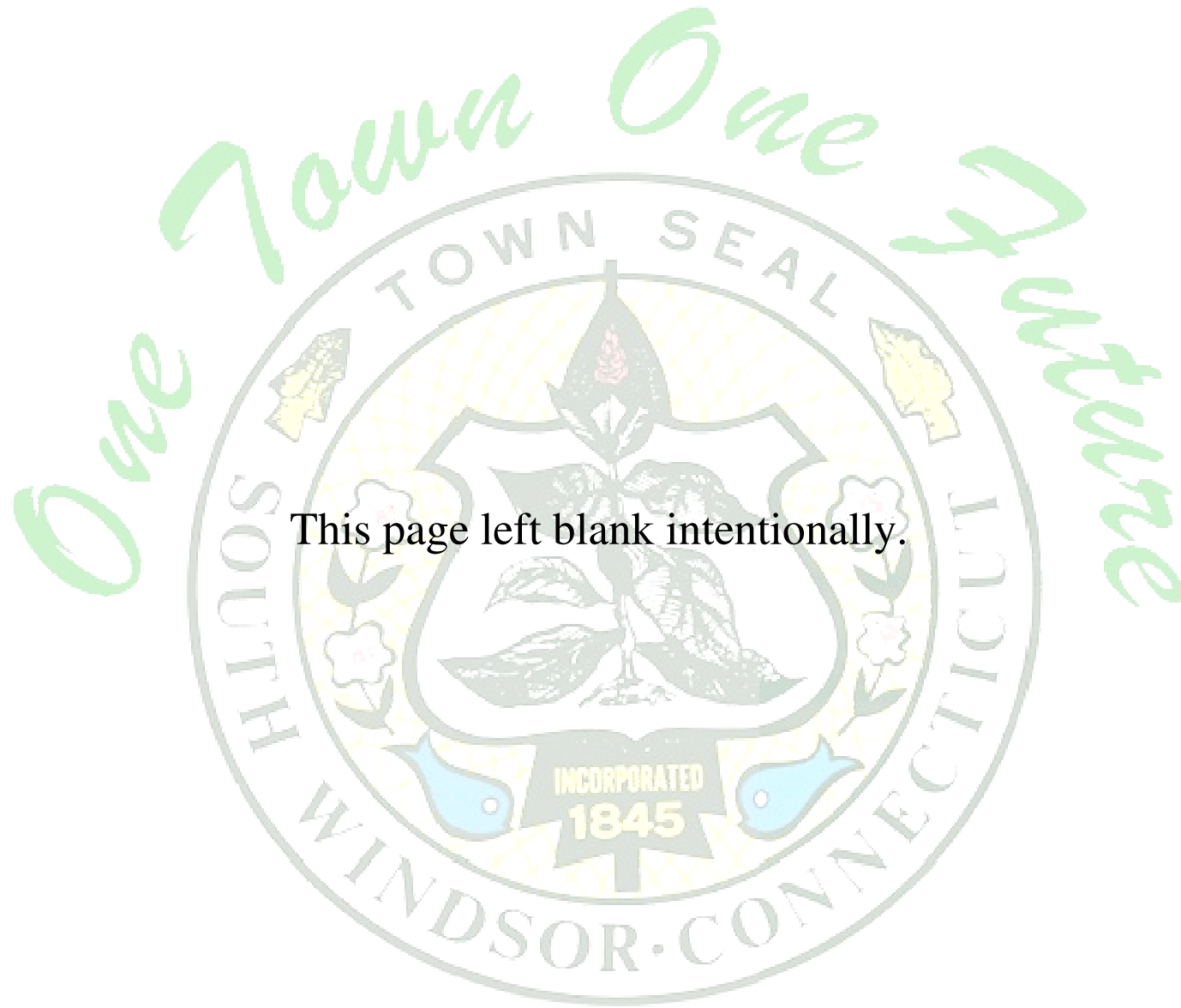
I look forward to our collective work in furthering the goals set forth in our 2011-2014 Strategic Plan. We are particularly excited about honoring the Board of Education's commitment to offer full-day kindergarten. This investment in our youngest learners is critical to their academic and personal growth. While the list above does not represent the full complement of improvements I would like to include in the 2013-2014 budget, I am pleased that we were able to address some critical needs while maintaining a historically low increase. I am eager to continue our work as we endeavor to deliver an outstanding education to the children of South Windsor.

Budget Change Commentary:

Descriptions	2013-2014 Superintendent Request	2013-2014 Board of Education Proposed	2013-2014 Town Council Approved
Board of Education	\$68,123,940	\$68,123,940	\$68,123,940
Subtotal – Board of Education	\$68,123,940	\$68,123,940	\$68,123,940

SOUTH WINDSOR PUBLIC SCHOOLS
2013-2014 FTE Staffing Chart

STAFF - ALL FUNDING SOURCES	2011-2012 Actual	2012-2013 Actual Staff (As of 10/1/12)	Approved 2013-2014 Staff	2013-2014 Staffing Level Changes
CERTIFIED STAFF	398.35	401.25	402.65	1.40
NON-CERTIFIED STAFF	303.00	299.70	304.70	5.00
TOTAL	701.35	700.95	707.35	6.40



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DEBT SERVICE

Account Code	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved
	Capital Leases	342,873	342,873	342,873
	Debt Service – Interest, Bonded Indebtedness	1,443,012	1,443,012	1,443,012
	Debt Service – Principal Payments, Bonded Indebtedness	3,697,485	3,697,485	3,697,485
	Total Debt Service	5,483,370	5,483,370	5,483,370

DEBT SERVICE FUND - PRINCIPAL AND INTEREST PAYMENTS SCHEDULE

PAGE 1

PAGE 1								Series A	Series A	Series B	Series B			Series B	Clean		
			Refunding	Refunding	Refunding	Refunding	Refunding			Refunding	Refunding	Refunding	Refunding			Refunding	Water
			Jun-08	Jun-08	Jun-08	Jun-08	Jun-08			Jun-09	Jun-09	Jun-09	Jun-09			Mar-12	Fund
			2008	1999	1999	1999	2001	2001	2009	2009	2009	2009	2009	2011	2012	2012	Loan
			(Ref)	(NM)	(NM)												
PIF = Paid In Full			Gen Purp	High Sch.	Open Space	T.E. Sch.	T.E. Sch.	VMP Pool	Gen Purp	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Storm Alfred	Gen Purp	Sewer
			8/15-I	3/1-I	3/1-I	3/1-I	9/15-I	9/15-I	8/15-I	3/1-I	3/1-I	3/1-I	3/1-I	8/15-I	8/15-I	2/1-I	Monthly P & I
			2/15-P&I	9/1-P&I	9/1-P&I	9/1-P&I	3/15-P&I	3/15-P&I	2/15-P&I	9/1-P&I	9/1-P&I	9/1-P&I	9/1-P&I	2/15-P&I	2/15-P&I	8/1-P&I	\$139,201.81
			8,625,000	2,028,000	248,000	309,000	951,400	1,114,100	4,800,000	1,045,000	3,375,000	1,433,000	3,522,000	9,650,000	2,000,000	15,185,000	27,516,583
			4.3880%	2.8087%	2.8087%	2.8087%	2.8087%	2.8087%	3.1684%	2.3101%	2.3101%	2.1029%	2.1029%	4.1414%	1.5439%	2.5089%	CWL 503-C
Fiscal Year																	

PIF = Paid In Full

Fiscal
Year265

PAGE 3

PAGE 3

							Series A	Series A	Series B	Series B			Series B	Clean							
							Refunding	Refunding	Refunding	Refunding			Refunding	Water							
							Jun-08	Jun-08	Jun-08	Jun-08	Jun-08			Mar-12	Fund						
							2008	1999	1999	1999	2001	2001	2009	2009	2009	2009	2011	2012	2012	Loan	
							(Ref)	(NM)	(NM)												
							Gen	High	Open			VMP									
PIF = Paid In Full							Purp	Sch.	Space	T.E. Sch.	T.E. Sch.	Pool	Gen Purp	Gen Purp	Schools	Gen Purp	Schools	Gen	Storm	Gen Purp	Sewer
							8/15-I	3/1-I	3/1-I	3/1-I	9/15-I	9/15-I	8/15-I	3/1-I	3/1-I	3/1-I	3/1-I	8/15-I	8/15-I	2/1-I	Monthly P & I
							2/15-P&I	9/1-P&I	9/1-P&I	9/1-P&I	3/15-P&I	3/15-P&I	2/15-P&I	9/1-P&I	9/1-P&I	9/1-P&I	9/1-P&I	2/15-P&I	2/15-P&I	8/1-P&I	\$139,201.81
							8,625,000	2,028,000	248,000	309,000	951,400	1,114,100	4,800,000	1,045,000	3,375,000	1,433,000	3,522,000	9,650,000	2,000,000	15,185,000	27,516,583
							4.3880%	2.8087%	2.8087%	2.8087%	2.8087%	2.8087%	3.1684%	2.3101%	2.3101%	2.1029%	2.1029%	4.1414%	1.5439%	2.5089%	CWL 503-C
Fiscal Year																					

PAGE 4

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PAGE 5

COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY

AS OF

March 13, 2012

Fiscal Year	Principal Payments	(1)	Existing Debt				Principal This Issue	Principal All Issues
			Interest Payments	Total Debt Service	Refunded Bonds			
2011-12	2,955,000		1,185,304	4,140,304				2,955,000
2012-13	3,925,690		1,386,756	5,312,446				3,925,690
2013-14	3,697,485		1,443,012	5,140,497				3,697,485
2014-15	4,200,646		1,316,332	5,516,978				4,200,646
2015-16	4,274,274		1,193,379	5,467,653				4,274,274
2016-17	4,388,380		1,075,173	5,463,553				4,388,380
2017-18	3,112,972		969,906	4,082,878				3,112,972
2018-19	2,988,061		885,723	3,873,784				2,988,061
2019-20	2,948,656		801,910	3,750,565				2,948,656
2020-21	2,979,768		717,248	3,697,015				2,979,768
2021-22	3,011,406		630,609	3,642,015				3,011,406
2022-23	2,843,583		541,983	3,385,565				2,843,583
2023-24	2,871,307		457,402	3,328,709				2,871,307
2024-25	2,554,592		398,302	2,952,894				2,554,592
2025-26	2,593,447		339,062	2,932,509				2,593,447
2026-27	2,612,885		277,130	2,890,015				2,612,885
2027-28	2,627,917		216,367	2,844,284				2,627,917
2028-29	2,098,555		162,216	2,260,772				2,098,555
2029-30	2,119,812		114,610	2,234,422				2,119,812
2030-31	2,141,699		66,672	2,208,372				2,141,699
2031-32	1,644,231		26,191	1,670,422				1,644,231
2032-33	416,217		1,388	417,605				416,217
	<u>\$ 63,006,583</u>		<u>\$ 14,206,675</u>	<u>\$ 77,213,259</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 63,006,583</u>

Debt Policy

The Town of South Windsor establishes the following Debt Policy for the issuance and management of debt. This policy applies to all general obligation debt and revenue debt issued by the Town, including leases and any other forms of obligation of indebtedness.

The overall goals of the debt policy are to:

- establish conditions for the use of debt;
- maintain established levels of debt within certain measures of affordability;
- retain the highest practical credit rating; and
- maintain full and complete financial disclosure and reporting.

DEBT POLICY OBJECTIVES

Use of Debt Financing

Debt financing, to include general obligation bonds, general obligation bond anticipation notes, revenue bonds, lease/purchase agreements, and other obligations permitted to be issued or incurred under Connecticut law, shall only be used to purchase capital assets that cannot be acquired from either current revenues or fund balance/retained earnings and to fund infrastructure improvements and additions.

Assumption of Additional Debt

The Town shall not assume additional tax-supported general-purpose debt without conducting an objective analysis as to the community's ability to assume and support additional debt service payments. The measure used shall be the ratio of Net Annual Debt Service expenditures to Total Budgeted Expenditures in the General Fund. The state pays part of the principal and interest for some of the Town's school construction bonds, for example, which lowers the property tax burden of repaying the debt.

The Town will endeavor to limit this ratio of debt service to no more than 10% of the total Town budget including debt service. In preparing the Town's Capital Improvement Plan, the Town will limit the dollar amount of bonds that are planned to be issued each year. The limit will be that the annual debt service repayment schedule that results from the proposed bond issues can not exceed the above target.

This allows capital financing to grow along with the level of the Town's operations.

Debt Structure

There shall be no debt structures that include increasing debt service levels in subsequent years, with the first and second year of a bond payout schedule the exception. There shall always be at least interest paid in the first full fiscal year after a bond sale. Principal will start to be repaid no later than the second fiscal year after the bond issue for general obligation debt, and no later than the third fiscal year for revenue supported debt.

Call Provisions

Call provisions for bond issues shall be made as short as possible consistent with the lowest interest cost to the Town. When economically feasible, all bonds shall be callable only at par.

Sale Process

The Town shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated sale. The Town shall attempt to award the bonds based on a true interest cost (TIC) basis.

However, the Town may award bonds based on a net interest cost (NIC) basis as long as the financial advisor agrees that the NIC basis can satisfactorily determine the lowest and best bid.

Rating Agencies

Full disclosure of operations and open lines of communication shall be made to the rating agencies. Presentations to the rating agencies will be conducted as necessary. Credit rating(s) will be sought from Moody's, Standard & Poor's, and/or Fitch as recommended by the Town's financial advisor. The Town shall, at a minimum, maintain its current bond rating, and strive to improve it when possible.

Continuing Disclosure

The Town is committed to continuing disclosure of financial and pertinent credit information relevant to the Town's outstanding securities and will abide by the provisions of Securities and Exchange Commission (SEC) Rule 15c2-12 concerning primary and secondary market disclosure.

Debt Refunding

Town staff and/or the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding should exceed 2.0% of the refunded maturities.

Interest Earnings

Interest earnings received on the investment of bond proceeds shall be used to assist in paying the interest due on bond issues, to the extent permitted by law. The procedures for investment shall follow the written Investment Policy of the Town.

Lease/Purchase Agreements

Lease/Purchase Agreements are alternatives to bond financing for capital purchases that are lienable. Lease purchase financing has generally smaller upfront costs than a traditional bond issue and can often be executed more quickly than a standard bond issue. However, it will typically have higher interest rates than standard bond issue. A lease/purchase may therefore be more economical for smaller borrowings, where the amortized upfront costs of a bond issue would give a standard bond issue a higher average interest cost than a lease/purchase with minimal upfront costs.

PROGRAM	CAPITAL LEASES	7001
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Program Explanation:

This budget covers the annual installments due on lease commitments.

Budget Change Commentary:

The net budget decrease is \$16,132, which resulted from the maturity of the lease for the Woodcock Property in fiscal year 2013 and the addition of the lease for the communication equipment at the Police Department in fiscal year 2014.

Performance Data

<u>Description</u>	<u>End Date</u>	<u>Fiscal Year</u> <u>11/12</u>	<u>Fiscal Year</u> <u>12/13</u>	<u>Fiscal Year</u> <u>13/14</u>	<u>Fiscal Year</u> <u>14/15</u>	<u>Fiscal Year</u> <u>15/16</u>	<u>Fiscal Year</u> <u>16/17</u>	<u>Fiscal Year</u> <u>17/18</u>	<u>Fiscal Year</u> <u>18/19</u>
Fire Pumper	01/26/15	52,278	52,278	52,278	52,278	0	0	0	0
Fire Pumper Equipment	01/26/15	8,531	8,531	8,531	8,531	0	0	0	0
CT Development Auth	08/12/19	31,289	32,756	34,067	35,429	36,846	38,320	39,853	41,447
Fire Ladder Truck	07/15/16	112,211	112,211	112,211	112,211	112,211	112,211	0	0
Woodcock Property	Finished	433,191	72,198	0	0	0	0	0	0
Fire Pumper (Real Lease)	06/01/21	81,030	81,030	81,030	81,030	81,030	81,030	81,030	81,030
Communication Equip PD	07/15/19	0	0	54,756	54,756	54,756	54,756	54,756	54,756
		718,530	359,005	342,873	344,235	284,843	286,317	175,639	177,233

Function	Department	Division	Division Code
DEBT SERVICE	CAPITAL LEASES	LEASE PAYMENTS	7001

<u>2011/2012 ACTUAL</u>	<u>2012/2013 BUDGET</u>	<u>2012/2013 AMENDED BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2013/2014 DEPARTMENT REQUEST</u>	<u>2013/2014 MANAGER PROPOSED</u>	<u>2013/2014 COUNCIL APPROVED</u>
718,531	359,004	359,004	17001300 00320	PROFESSIONAL	342,873	342,873	342,873

718,531	359,004	359,004		TOTAL	342,873	342,873	342,873
				PERCENTAGE CHANGE	-4.49%	-4.49%	-4.49%

PROGRAM	DEBT SERVICE - INTEREST ON BONDED INDEBTEDNESS	7003
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Program Explanation:

This account provides for interest payments on bonds and bond anticipation notes.

Budget Change Commentary:

The Debt Service – Interest on Bonded Indebtedness budget increased by \$344,253.

Function	Department	Division	Division Code
DEBT SERVICE	DEBT SERVICE	INTEREST - BONDED INDEBTEDNESS	7003

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
1,185,304	1,098,759	1,098,759	17003300 00320	PROFESSIONAL	1,443,012	1,443,012	1,443,012

1,185,304	1,098,759	1,098,759		TOTAL	1,443,012	1,443,012	1,443,012
				PERCENTAGE CHANGE	31.33%	31.33%	31.33%

PROGRAM	DEBT SERVICE - PRINCIPAL ON BONDED INDEBTEDNESS	7004
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Program Explanation:

This account provides for principal payments on bonds and bond anticipation notes.

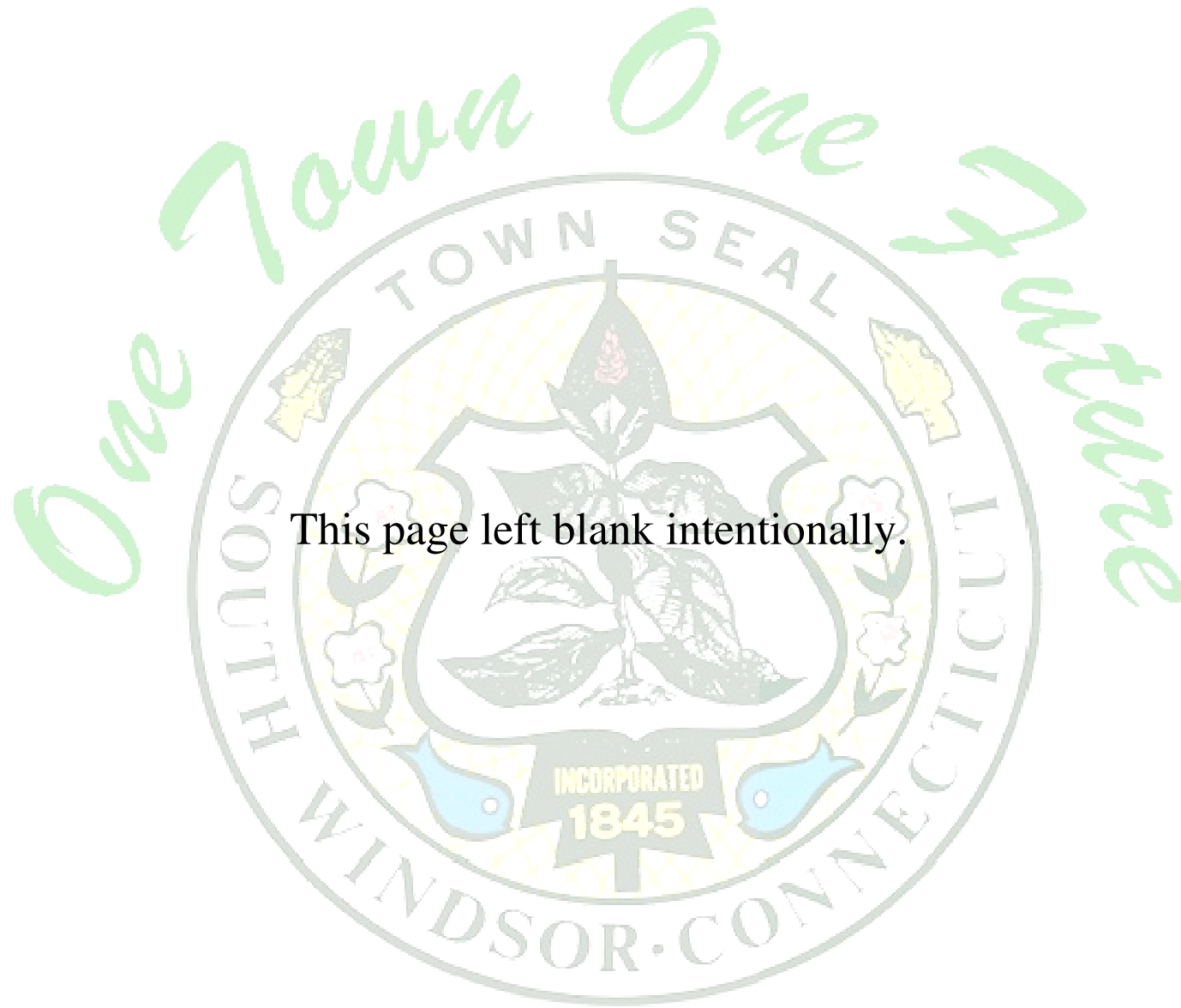
Budget Change Commentary:

The Debt Service – Principal on Bonded Indebtedness budget increased by \$617,485.

Function	Department	Division	Division Code
DEBT SERVICE	DEBT SERVICE	PRINCIPAL --- BONDED INDEBTEDNESS	7004

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
2,955,000	3,080,000	3,080,000	17004300 00320	PROFESSIONAL	3,697,485	3,697,485	3,697,485

2,955,000	3,080,000	3,080,000		TOTAL	3,697,485	3,697,485	3,697,485
				PERCENTAGE CHANGE	20.05%	20.05%	20.05%



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CAPITAL IMPROVEMENTS

Account Code	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved
9001	Capital Improvements	287,605	287,605	167,980
	Total Capital Improvements	287,605	287,605	167,980

Capital Improvement Program

- (a) Submission – The Town Manager and Superintendent of Schools shall prepare and submit to the Capital Projects Committee a ten-year Capital Improvement Program at least six months prior to receipt of the next fiscal year’s operating budget.
- (b) Contents – The Capital Improvement Program shall include: (1) a clear summary of its contents; (2) a list of all capital improvements proposed to be undertaken during the next ten fiscal years with supporting data; (3) cost estimates, method of financing, and recommended time schedules; and (4) the estimated annual cost of operating and maintaining the facilities included. The above information shall be revised and extended each year.

Capital Project Accounting and Capital Stabilization Fund

- 1. All capital appropriations are to be made for project purposes and be presented in specific line item format (i.e. design, project management, construction, equipment, etc.). An estimated project completion schedule shall also be included with each capital appropriation request.
- 2. Appropriations for the acquisition, construction, or reconstruction of “major capital facilities” are to be made to a Capital Improvement Fund instead of the General Fund, regardless of the financing source for the capital appropriation. “Major capital facilities” will be defined as any acquisition, construction, or reconstruction project which has an estimated cost of \$200,000 or more and is expected to take more than a single fiscal year to complete. Capital appropriations of less than \$200,000, and those which are expected to be completed within a single year will continue to be appropriated to the General Fund.
- 3. As capital projects are completed during the course of a fiscal year, the responsible department head shall notify the Finance Director, who shall close unobligated appropriation balances to the Capital Stabilization Fund. All year-end encumbered capital appropriation balances shall be brought forward from one year to the next, without any action of the responsible department head.

Not later than July 15 of each fiscal year, each department head having a capital appropriation in either the Capital Improvement or General Fund, for which there is an unexpended and unencumbered balance at June 30, shall provide the Finance Director with a detailed request to carry the balance forward into the new fiscal year. This request shall contain a detailed description of the work to be performed, including any variations from the original plan, and a projected schedule for completion of the project.

- 4. A Capital Stabilization Fund shall be established within the Capital Improvement Fund section of the Town’s books. The Finance Director is hereby authorized to close all completed general revenue and free cash financed capital appropriation balances in both the General and Capital Improvement Funds to this fund.

No expenditures shall be made from the Capital Stabilization Fund. The fund shall serve solely as a source for financing future capital needs.

Unobligated balances in bonded capital project accounts shall be transferred to the Capital Stabilization Fund at the completion of each such capital project. These balances shall be reserved for future appropriation in accordance with the municipal finance laws.

To the extent that the Town Council has not voted to designate Capital Stabilization funds for a specific future project, the Unreserved Fund Balance in the Capital Stabilization Fund shall be available for appropriation for additional capital needs.

5. To the extent that undesignated and unreserved funds are available in the Capital Stabilization Fund at the time that the Capital Budget is submitted to the Capital Projects Committee, this fund shall be used as the priority source for capital appropriations. Free Cash shall not be used as a financing source for a capital appropriation while equal funding is available in the Capital Stabilization Fund.
6. The Finance Director shall provide the Capital Projects Committee with a quarterly and annual detailed report on the status of all capital appropriations, including a summary of all activity into and out of the Capital Stabilization fund.

Capital Improvement Program Goals

The Capital Improvement Program (CIP) shall be updated annually based upon changes in the Town's capital needs and financing availability in order to: identify needed improvements and/or additions to the Town's equipment and infrastructure; schedule projects in priority order over the ensuing ten-year period; and ensure adherence to Town financial policy and Town Charter requirements.

CIP Financing Sources

In order to be a meaningful and useful management tool, the Capital Improvement Program must be based upon a realistic financing plan. The financing plan for the Capital Improvement Plan continues the Town of South Windsor's established policy of pay-as-you-go financing, combined with prudent use of available debt financing capacity. This policy has allowed the Town to obtain and maintain AA credit rating.

Financing sources included in the Capital Improvement Plan are divided into three categories: Tax-Supported, Non-Tax-Supported, and Lease-Supported

Tax-Supported Funding Sources

General Obligation Bonds – The Town can sell tax exempt bonds, usually in February each year. The annual debt service is included in the Operating Budget.

Operating Budget (General Fund) – Annual departmental budgets, supported primarily by property taxes, local revenue, and state aid.

Other – Funds such as Capital Surplus, Capital Stabilization, and Sale of Municipal Buildings.

Non-Tax-Supported Funding Sources

State and Federal Grants – Project Specific or block grants from federal, state, or other governmental agencies.

Recreation and Sewer Revenue – Fees and charges paid by sewer customers, which are used to support the Operating Budget (Special Revenue Fund) and generate a Sewer Fund Balance (surplus available for sewer purposes).

Other – Town trust or other funds designated for specific purposes by law, charter or ordinance. Includes donations and gifts.

Lease-Supported Funding Sources

6320 Corporation – Create a 6320 Corporation as allowed under Federal I.R.S. Regulations for municipal projects.

Public/Private Partnership – Public/Private development and tax-exempt financing programs.

Definition of Capital Projects

A Capital Project is a physical public betterment of improvement involving facilities, land, or equipment, with a substantial useful life and a cost of \$100,000 or more.

Items classified as capital projects include:

- New public buildings (including equipment needed to furnish such buildings);
- Significant alterations, additions or improvements to existing public buildings;
- Land improvements, acquisition, and development;
- Equipment replacement and/or refurbishing;
- Street reconstruction and major resurfacing;
- Pedestrian walkway construction and major rehabilitation;
- Sewer main construction and rehabilitation;
- Sanitary sewer and storm drain construction and rehabilitation; and
- Long-range planning studies.

Capital Improvement Plan Policies

Capital projects shall be undertaken in order to satisfy documented needs and demands of the Town of South Windsor. The Capital Improvement Program shall be a realistic multi-year plan of capital spending, based upon revenues and other financial resources that may reasonably be anticipated over the term of the plan. All capital project proposals shall be thoroughly evaluated in terms of their estimated impact upon the annual operating budget of the Town of South Windsor.

Capital improvements shall meet one of the following criteria:

- Enhance protection of public health and/or safety.
- Ensure compliance with state and/or federal law or administrative regulations.
- Reduce and/or stabilize operating budget costs.
- Prolong the functional life of a capital asset of the Town by 10 years or more.
- Encourage further expansion of the Town's real estate tax base, employment or housing.
- Improve the ability of the Town to deliver services.

Other Financial Policies

The mere availability of state and/or federal funds shall not necessarily result in the initiation of a capital project. The Town will utilize free cash only for capital projects, reserves and obligations of prior fiscal years. Special Revenue Funds will be reviewed annually in the context of the CIP. Unreserved fund balances will be utilized for capital projects in conformity with General Laws.

Long-term debt will be consistent with the following guidelines:

- The Town will maintain a debt schedule with 50% of outstanding principal maturing within ten years.
- The Town will limit long-term debt to those capital improvements which cannot be financed from existing fund balances or current revenues.
- The maturity of long-term debt will be consistent with, or less than, the expected lifetime of the project.
- The Town will use special assessments, revenue bonds, and other available self-liquidating debt measures in lieu of general obligation bonds whenever possible. Sewer revenue will offset sewer-related debt service.
- General Fund Debt Service will be approximately 10% of General Fund Budget. Total capital expenditures will be approximately 5% of General Fund Budget.
- Good communication with rating agencies will be maintained, and a policy of full disclosure on every financial report and bond prospectus will be followed.

Function	Department	Division	Division Code
CAPITAL IMPROVEMENTS	CAPITAL IMPROVEMENTS	CAPITAL IMPROVEMENTS	8000

2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 AMENDED BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2013/2014 DEPARTMENT REQUEST	2013/2014 MANAGER PROPOSED	2013/2014 COUNCIL APPROVED
626,605	287,605	287,605	18000400 00430	CAPITAL PROJECTS	287,605	287,605	167,980

626,605	287,605	287,605		TOTAL	287,605	287,605	167,980
				PERCENTAGE CHANGE	0.00%	0.00%	-41.59%

Town of South Windsor, Connecticut

Miscellaneous Statistical Information

Date of Incorporation	1845	Road Miles	140
Form of Government	Council/Manager	County	Hartford
Population (estimated 2010)	25,709	Revaluation	October 2012
Registered Voters	14,926	High School – 1	Grades 9-12
Area in square miles	28	Middle School – 1	Grades 6-8
Population density	917	Elementary School – 5	Grades K-5
Median Age (2011)	38	Bond Ratings	Aa2 MOODY'S AA STANDARD & POOR'S
Households (2011)	9,926	Pension Plans	The Aetna Defined Contribution ICMA Deferred Compensation
Median Household Income (2011)	\$90,073		

Town of South Windsor, Connecticut

Major Employers

	Employer	Nature of Business	Number of Employees
1	The Town of South Windsor	Government and Education	802
2	DST Output	Service	721
3	Ticket Network	Service	451
4	The May Company	Distributor	389
5	Target Department Stores	Retail	271
6	Electro Methods	Manufacturer	180
7	Lowes Home Improvement	Retail	150
8	HPC Food Services	Food Products (Wholesale)	140
9	Eastern Connecticut Health Network	Medical	100

Town of South Windsor, Connecticut
Top Ten Taxpayers for 2012 Grand List

	<u>Name</u>	<u>Real Estate</u>	<u>Personal Property</u>	<u>Motor Vehicle</u>	<u>Grand Total</u>
1	CT Light and Power	\$1,995,400	\$55,039,810	-	\$57,035,210
2	Evergreen Walk Lifestyle Center (Shoppes at Evergreen Walk)	\$30,801,300	-	-	\$30,801,300
3	Federated Retail Holdings (Macy's Warehouse)	\$11,407,900	\$3,726,680	\$58,560	\$15,193,140
4	Town Center of South Windsor	\$13,057,600	-	-	\$13,057,600
5	DST Realty	\$9,664,120	\$2,073,330	-	\$11,737,450
6	Connecticut Water Co.	\$2,124,300	\$9,563,190	-	\$11,687,490
7	Evergreen Walk LLC	\$11,182,500	-	-	\$11,182,500
8	Target Corp.	\$9,694,900	\$1,345,150	-	\$11,040,050
9	Benchmark GPT Windsor LLC (Village at Buckland Court)	\$9,132,100	\$777,750	-	\$9,909,850
10	Lowes Home Centers Inc	\$8,658,300	\$945,400	-	\$9,603,700

Glossary

Annual Budget: A budget, which is adopted by the Town Council, for a specific fiscal year.

Appropriation: A legal authorization granted by a legislative body to expend funds and/or incur obligations for specific purposes.

Balanced Budget: A budget wherein the revenues equal the expenditures for any given year.

Basis of Accounting: a term used to refer to when revenues and expenditures are recognized and reported in the financial statements.

Board of Education: The Board of Education is the elected body responsible for developing educational policy for the Tolland Public School System. It is a nine-member body whose members are elected every two years. The Board of Education hires a Superintendent to administer the school system.

Bond: The borrowing of funds from the general public, on a long-term basis, for a specific purpose. The borrowed funds, plus interest at a specified rate, are paid-off in installments on specified dates usually over twenty or thirty years.

Bond Anticipation Notes: A short-term interest-bearing note issued by a government in anticipation of issuing a bond at a later date. The note is retired from proceeds of the bond issue to which it was related.

Budget: A plan of financial operation for a definite period of time based on estimated expenditures and the proposed means of financing them.

Capital Improvement Plan: A plan for funding capital expenditures each fiscal year for a specific number of years. It identifies, by fiscal year, each project the Town intends to complete.

Contingency: A budgetary reserve set-aside for emergencies or unexpected expenditures not otherwise budgeted for. The use of contingency requires the approval of the Town Council.

Depreciation: A noncash expense that reduces the value of an asset as a result of wear and tear, age, or obsolescence. Most assets lose their value over time (in other words, they depreciate), and must be replaced once the end of their useful life is reached.

Encumbrance: A commitment related to unperformed contracts for goods or services. Used in budgeting, an encumbrance is not a GAAP expenditure or liability, but represents the estimated expenditure that will result if unperformed contracts in process are completed.

Fiscal Year: The 12 month period at the end of which a government determines its financial condition and the results of operations and closes its books. For the Town of South Windsor, the fiscal year begins on July 1st and ends on June 30th.

Fund: An accounting entity with a self-balancing set of accounts in which assets, all related liabilities, equity, and changes therein are recorded. Each fund is established to report on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between assets and liabilities reported in governmental funds.

Generally Accepted Account Principles (GAAP): The conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

Grand List: The total assessed value of residential, industrial, commercial and personal property and motor vehicles using a ratio of 70%, in accordance with State statutes and recommended guidelines. The grand list is established on October 1 each year for the following fiscal year budget.

Grants: A contribution of cash or other assets from another entity to be used for expended for a specified purpose or activity. A majority of grant funds received are from the State of Connecticut and the Federal Government.

LoCIP: Local Capital Improvements Program is a State grant awarded for the purpose of assisting a municipality with the cost of State approved capital projects.

Mill Rate: The rate applied against assessed values to determine applicable taxes.

Object Codes: A uniform classification indentifying the transactions of the government by the nature of the goods or services purchased.

Other Post Employment Benefits (OPEB): Other post employment benefits provided by an employer to plan participants, beneficiaries and covered dependents through a plan or arrangement separate from a retirement plan. OPEB may include health care benefits, life insurance, and other assistance programs.

Other Financing Use: A decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditure trends. The use of the other financial uses category is limited to items so classified by GAAP.

Program: Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Revenue: All amounts of money received by a government entity, net of refunds and other correcting transactions, other than from the issuance of debt or the liquidation of investments.

State Treasurer's Investment Fund (STIF): The State Treasurer's Investment Fund is a pool of high quality, short-term money market instruments analyzed by the Cash Management Division of the State Treasurer's Office.

Superintendent of Schools: The Superintendent of Schools is appointed by the Board of Education and is responsible to the Board of Education for administering the South Windsor Public School System.

Surplus: This term refers to the Unappropriated General Fund Balance. These funds are usually excess revenues received above those budgeted and unexpended funds from the Town and School budgets. The rating agencies of Standard and Poor's and Moody's Investors Service regard about 10% fund balance as adequate to meet the unforeseen needs of the community.

Town Council: The Town Council is the elected legislative body of the Town of South Windsor. The Council is composed of nine members elected at large, on a partisan basis, every two years. The Town Council hires a Town Manager to administer the affairs of the Town.

Town Manager: The Town Manager is appointed by the Town Council and is the Chief Administrative Officer of the town. The Town Manager has such powers and duties as the Town Charter, State Statutes, and Town Council may prescribe for the Chief Executive Officer of a municipality.

Unassigned Fund Balance: Available expendable financial resources in a governmental fund that are not the object of tentative management plans (i.e., commitments).

LISTING OF ACRONYMS

ADA – Americans with Disabilities Act
BOE – Board of Education
CAFR – Comprehensive Financial Report
CCM – Connecticut Conference of Municipalities
CT DOT – Connecticut Department of Transportation
CGS – Connecticut General Statutes
CRRA – Connecticut Resources Recovery Authority
DECD – Department of Economic and Community Development
ECS – Education Cost Sharing
EDC – Economic Development Commission
FEMA – Federal Emergency Management Agency
GAAP – General Acceptable Accounting Principals
GASB – Governmental Accounting Standard Board
GFOA – Government Finance Officers Association
OPEB – Other Post Employment Benefits
PZC – Planning and Zoning Commission
SWVFD – South Windsor Volunteer Fire Department
WPCA – Water Pollution Control Authority
ZBA – Zoning Board of Appeals