

# Town of South Windsor Connecticut



**Fiscal Year 2014-2015  
Operating and Capital Budget  
Adopted May 5, 2014**

*Equal Opportunity Employer*



**TOWN OF SOUTH WINDSOR  
2014 - 2015 OPERATING BUDGET**

**TOWN COUNCIL**

M. Saud Anwar  
Mayor

Thomas Delnicki

Cary Prague

Edward Havens

Janice Snyder

Carolyn Mirek

Stephen Wagner

Elizabeth Pendleton

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*

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May 6, 2014

Dear South Windsor Residents:

I have the honor and privilege of presenting the Fiscal 2014-2015 Year operating budget approved by the Town Council at its May 5, 2014 meeting. The adopted budget continues to manage the cost of operations while maintaining an excellent level of services, programs, and facilities that the residents of South Windsor have become accustomed to.

The approved General Fund Operating budget for the fiscal year ending June 30, 2015 is:

	<b>FY 2013-2014 Adopted</b>	<b>FY 2014-2015 Adopted</b>	<b>\$ Increase</b>	<b>% Change</b>
Total Town Budget	\$102,934,462	\$106,267,103	\$3,332,641	3.24%

### **Introduction**

Below is an explanation of the planning, review, and approval process followed by a summary of the Town's approved spending plan. In order to accurately manage the budget, it is necessary for administrative staff to engage in the budget process year round. This involves re-evaluation of current expenditures, revenues, programs, and services, and changes in operations. The Town continually works to identify efficiencies and improvements to reduce ongoing costs and improve service delivery and responsiveness.

Formal work on the proposed budget begins in early winter each year. Department and division directors prepare proposals which include:

- Summaries of current year operations
- Trends and factors that influence their area of responsibility
- Goals accomplished and objectives for the upcoming year
- Expenditure recommendations with supporting documentation
- Status report and summary of capital project needs
- Options or alternatives to spending requests
- Additional information as needed

This information is reviewed by the department and divisions directors and Town Manager. Based on these reviews, the Town Manager develops a recommended Operating, Debt, and Capital proposal which is presented and reviewed by the Town Council from March through May.



### **Economic and Budget Challenges**

Over the past five years, the Town's budget has been reduced considerably in order to accommodate the taxpayers of our community. During those tough economic times, decisions were made by the Town Council to keep the same level of service while simultaneously reducing costs. Some of the reductions made were in Capital, Equipment, and Personnel. These decisions were thoughtfully made in order to ensure that the taxpayers of the Town did not see outrageous tax increases. Although happening slowly, the current economy is rebounding. I feel that the Town's budget should rebound as well, so that future services and infrastructure issues will be taken care of.

This budget represents the re-establishment of a reasonable baseline in a number of areas, following several years of budgets that were primarily focused on reacting to drastic changes in the economy, State Aid and other revenue disruptions, position eliminations, and expenditure freezes.

With Grand List growth of 3.12% over the past three years and the State of Connecticut second-year budget plan with revenues remaining for municipal governments, I feel it is a good time to put back some items into the budget while keeping the tax rate in check.

As with other municipalities, South Windsor has concerns regarding the effect of the motor vehicle tax proposed by the State. This proposal will eliminate the municipalities' ability to assess taxes on motor vehicles owned by Town residents, since the State would take over the motor vehicle tax assessment and collection. This would have a devastating effect on our revenues. We will continue to monitor this situation.

Continued lobbying through the Connecticut Conference of Municipalities (CCM) ensures that our State legislatures and our Governor keep intact all of the programs that municipalities have become accustomed to in order to keep taxes down and provide capital improvements and services to our communities. We have also been very effective at lobbying through the Capitol Region Council of Governments (CRCOG) which has almost the same concerns as CCM. However, CRCOG has provided additional monies regarding transportation funds, highway funds, and regional cooperation in order to maximize efficiency and reduce cost. We will continue to be involved in those programs so that our future budgets may reflect some reduced expenditures.

### **Overview of Assumptions for Expenditures and Revenues**

Town and Education projected operating expenditures equal \$99,175,317 which represents 93% of the 2014-2015 adopted General Fund Budget. This category has increased 1.95% over last year primarily due to personnel costs and contractual services. Future year increases in operating expenditures are forecasted to be 3% as a result of cost of living increases and contractual obligations.

Debt Service makes up 6% of the 2014-2015 adopted General Fund Budget expenditures. Total projected expenditures for fiscal year 2014-2015 are \$6,091,786, which is up 11.10% over the previous year. For the 2015-2016 fiscal year, projected expenditures are \$5,405,859 and represent a decrease of \$685,927. For the 2016-2017 fiscal year, debt service is projected to slightly increase and in subsequent years, it is assumed to gradually decrease.

The 2014-2015 projected Capital Improvements budget increased significantly over the prior fiscal year and accounts for 1% of the adopted General Fund budget. With a \$1 million projected 2014-2015 adopted budget, the Town plans to improve infrastructure. This increase reflects the

Town's commitment to maintaining core services while limiting the impact on taxpayers. In future years, increases of 40% are projected until this budget reaches the goal of \$2,750,000 annually.

Total Property Taxes are the major revenue source and account for 84% of the 2014-2015 adopted General Fund Budgeted Revenues. The current year mill rate increase is a modest .61 mills with a 1.67% growth in the Grand List. The Town's seven year trend in its collection rate is 98.75%. Collector of Revenues office is diligent in its responsibilities and uses all collection methods allowed by State Statute. Future year tax revenues are assumed to continue gradually increase. However, the State and local economy showing slight signs of a recovery, the Town's ability to maintain a 98.75% collection rate regardless of the economic conditions, and the anticipated long range economic development project schedule are all assumed to offset much of the tax increase.

Intergovernmental Revenues represent 13% of overall 2014-2015 adopted General Fund Budgeted Revenues. With the Governor expecting a surplus at June 30, 2014 (please refer to Governor Malloy's Section of the State of CT website) and the State's 2014-2015 budget maintaining municipal aid, there are no major changes anticipated for this revenue category.

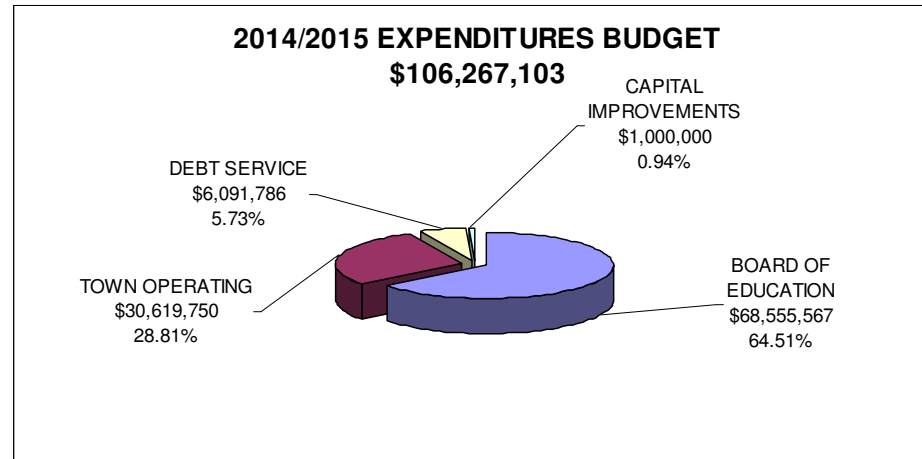
Local Revenue, also referred to as Charges for Services, represents 1% of the 2014-2015 adopted General Fund Budgeted Revenues and is projected to face a minor decrease this fiscal year. Future assumptions, anticipate these revenues will remain at the same level.

Miscellaneous items are to minimal to report its portion of the 2014-2015 adopted General Fund Budgeted Revenues. Interest income earned on idle cash balances has declined each year between 2009 and 2013. Interest income projects area fir it to remain flat over the previous year. A conservative approach in response to uncertain investment markets results in the assumption that future interest income revenues will perform below normal expectations.

Appropriation from Fund Balance and Transfers comprise 2% of the 2014-2015 adopted General Fund Budgeted Revenues. The projected June 30, 2015 Ending Fund Balance is \$6,883,091 or 6.47% of annual expenditures. Fund Balance is expected to remain within the policy guidelines of 5% to 10% in future years.

## Overview

The approved General Fund Operating Budget for Fiscal Year 2014-2015 is \$106,267,103 which is an increase of \$3,332,641 or 3.24% more than the previous fiscal year. Detailed below are the four major categories as a part of the adopted budget.



## Mill Rate

To support this budget, the mill rate is 35.51, an increase of .61 mills or 1.75%.

The following page highlights the actual growth in the Grand List over a ten year period and proves that we have been quite successful at bringing in new values into the Town. Because of the expected increase, the Mill Rate will be slightly increased, but this new revenue has allowed us to put programs back into the Town budget that were eliminated during our tough economic times. Adding these programs back into the budget will not have a large impact on the Town taxpayers because of these revenues. As I stated in previous budgets, the property tax is the most burdensome tax on our taxpayers in the State of Connecticut. Hopefully over the next few years, when construction is completed and new economic development programs are instituted, we can start to capitalize on economic development and bring new businesses into Town while expanding existing business. This will help to increase assessments and lower the burden on our taxpayers. A ten year mill rate history is below.

FY	Rate	FY	Rate
2005-06	31.95	2010-11	28.34
2006-07	32.54	2011-12	28.78
2007-08	27.42	2012-13	29.43
2008-09	27.42	2013-14	34.90
2009-10	27.84	2014-15	35.51

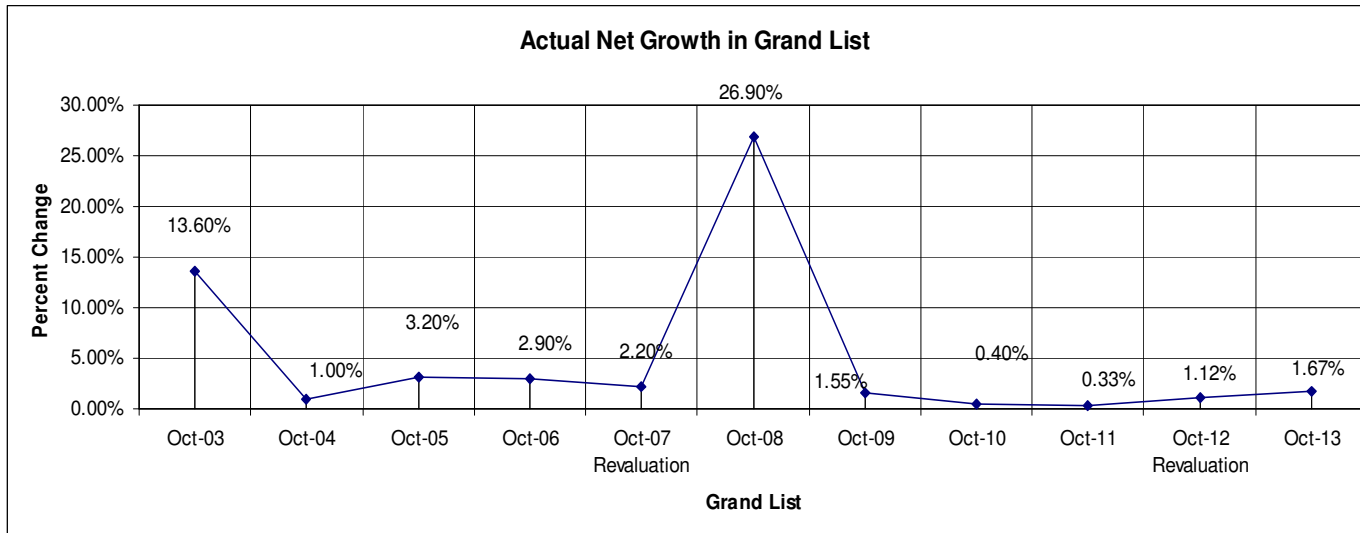
## Grand List

The Grand List is a culmination of a year's worth of work performed by the Assessment staff in the valuation of the Town tax base. It is their task to discover, list, and value all taxable and tax exempt property in our jurisdiction as of October 1<sup>st</sup> each year.

The 2013 Grand Lists reflect the following:

	Gross	Exemptions	Net	% change from 2012
Real Estate	\$2,120,846,950	\$40,167,730	\$2,080,679,220	<b>-.03%</b>
Personal Property	\$287,829,500	\$73,170,744	\$214,658,756	<b>+17.8%</b>
Motor vehicles	\$216,945,460	\$5,855,855	\$211,089,605	<b>+3.9%</b>
Total	\$2,625,621,910	\$119,194,329	\$2,506,427,581	<b>+1.6%</b>

We are aware of the importance of growing the Grand List, as this is the primary source of revenue for the Town. The Town's overall Grand List increased by 1.67% due to the personal property assessments. We have been very successful in growing the Grand List over the past three years due to economic development programs. With these programs, the Town Council gave tax abatements on newly constructed real property. The personal property growth was much more substantial because it is not eligible for the abatement program. These programs have been very successful, and without them we would be stagnant in our assessment this year. Our mill rate and taxes would also be greater without these programs.



### **Expenditure Highlights**

This budget, through the continuing implementation of various efficiencies, many of which were adopted over the past few years, maintains services at the current level while proposing a modest mill rate increase. Detailed below are the expenditure components of the budget, which illustrate the comparison between Fiscal Year 2013-2014 and Fiscal Year 2014-2015.

	<b>General Fund Expenditure Summary</b>				
	<b>FY 2013 Actual</b>	<b>FY 2014 Adopted</b>	<b>FY 2015 Adopted</b>	<b>\$ Change FY 2014 to FY 2015</b>	<b>% Change FY 2014 to FY 2015</b>
Town	26,995,471	29,159,172	30,619,750	1,460,578	5.01%
Debt	4,418,905	5,483,370	6,091,786	608,416	11.10%
Capital	287,605	167,980	1,000,000	832,020	495.31%
Education	65,510,061	68,123,940	68,555,567	431,627	0.63%
<b>Total Expenditures</b>	<b>97,212,042</b>	<b>102,934,462</b>	<b>106,267,103</b>	3,332,641	3.24%

### **General Government**

This category provides the overall leadership and oversight of operation for the Town and is increasing \$150,283 or 4.39% primarily due to salary increases and Information Technology maintenance and service contracts.

### **Public Safety**

The Public Safety Division is made up of Police Protection, Fire Department, Office of the Fire Marshal, water lines, hydrants, and street lighting. This function of the Town will increase by \$563,669 or 7.27% and key highlights include: Police Protection is increasing \$367,284 mainly due to contractual increases and increasing sworn personnel. A new category to the budget this year is Emergency Management which adds \$115,000 and Fire Protection is increasing by \$81,385 due to building maintenance and professional services.

### **Public Works**

This category of expenses is estimated to increase \$760,678 or 11.14%. The major factors contributing to the increase are: contracted snow plowing services, Road Salt reserves, emergency operations overtime, and department equipment. Also, the Town Council restored the Fleet Services Manager effective January 1, 2015.

### **Culture and Leisure**

This category encompasses Parks & Recreation and Library Services and is increasing by \$170,132 or 6.46%. The overall increase is due to contractual salary increases and the approval to hire an additional Maintainer I in Parks & Recreation.

### **Health & Human Services**

The Human Services Department is an agency that serves children, families, adults, and seniors in our community. The Health Department is responsible for the environmental health of the Town. Overall, this division is increasing very slightly by \$6,213 or .65%. Due to the retirement

of the director of Human Services, as of June 30, 2014, the Town re-organized the Human Services Department to reduce costs while maintaining the same level of service.

### Debt Service

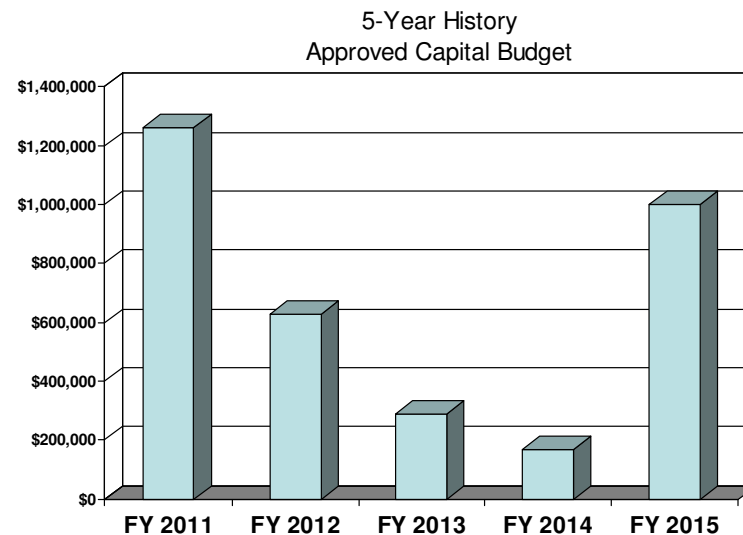
This category comprises capital leases and debt principal and interest payments for all bonds and will increase by \$608,416 or 11.1%. The Town is diligent in sustaining high credit ratings from Standard & Poor's and Moody's Investor Services. These credit ratings have helped us achieve favorable interest rates in our recent issues: February 2014 bond sale of \$6,320,000 and a June 2014 refunding of \$6,615,000. The very low interest rates achieved in these sales saved the Town a significant amount of money, not just in this budget cycle, but for the remainder of the repayment of debt from these two issues. Additionally, the February 2014 bond sale provided a bond premium of \$68,172 which has been added to our debt service reserve fund. The shaded areas in the graph below display the Town's current bond rating.

Bond Rating Grades										
	Best	High			Upper Medium			Medium		
Standard & Poor's	AAA	AA+	AA	AA-	A+	A	A-	BBB+	BBB	BBB-
Moody's	Aaa	Aa1	Aa2	Aa3	A1	A2	A3	Baa1	Baa2	Baa3

*Town of South Windsor ratings indicated in shading.*

### Capital Improvements

Capital projects shall be undertaken in order to satisfy documented needs and demands of the Town. A capital project is a physical public betterment involving facilities, land, or equipment. The increase in this category is \$832,020 or 495.31%. The Fiscal Year 2014-2015 capital figure represents the re-establishment of a reasonable baseline in a number of areas, following several years of budgets that were primarily focused on reacting to drastic changes in the economy. The graph below shows a five-year history of adopted capital amounts.



### **Unclassified**

This section encompasses expenditures that are not allocated to one function or department. Major line items include: contingency, insurance, and employee benefits. This category is decreasing by (\$190,396) or (2.52%). The primary reason for this reduction is the use of reserves in the Town's Health Insurance Fund to pay for \$350,000 of claims in 2015.

### **Revenue Highlights**

Revenues are annually forecasted (estimated) based on revenue type, growth pattern, and historical assumptions. Our forecasting uses a combination of three to five year trend analysis, consensus, and human judgment. The Finance Department works closely with department heads responsible for revenue estimates to identify any changes in local, regional, or national economic conditions. Changes in the Town's environment are also considered. All assumptions, when identified, must be reasonable, valid, and current. Most current revenue estimates remained flat at prior year levels for the Fiscal Year 2014-2015 budget estimates. Detailed below are the revenue components of the budget, which illustrate the comparison between Fiscal Year 2013-2014 and Fiscal Year 2014-2015.

<b>General Fund Revenue Summary</b>					
	<b>FY 2013 Actual</b>	<b>FY 2014 Adopted</b>	<b>FY 2015 Adopted</b>	<b>\$ Change FY 2014 to FY 2015</b>	<b>% Change FY 2014 to FY 2015</b>
Property Taxes	81,603,550	86,541,629	89,200,371	2,658,742	2.98%
Intergovernmental	14,832,154	14,449,175	14,562,492	113,317	0.78%
Local Revenues	1,667,915	1,481,418	1,442,000	(39,418)	-2.66%
Miscellaneous	83,587	25,000	25,000	0	0.00%
Transfers	837,240	437,240	1,037,240	0	0.00%
<b>Total Revenues</b>	<b>99,024,446</b>	<b>102,934,462</b>	<b>106,267,103</b>	<b>3,332,641</b>	<b>3.24%</b>

### **Property Taxes**

The combined Town, Debt, and Education budget requires \$87,696,371 from current taxes which is 82.52% of the overall budgeted revenue and has increased by \$2,658,742 due to the mill rate increase of .61 mills. The Town of South Windsor anticipated the collected rate at 98.75% which has been standard over the last five to seven years. The remaining portion of 1.42% includes revenue budgets for prior year taxes, interest, and liens.

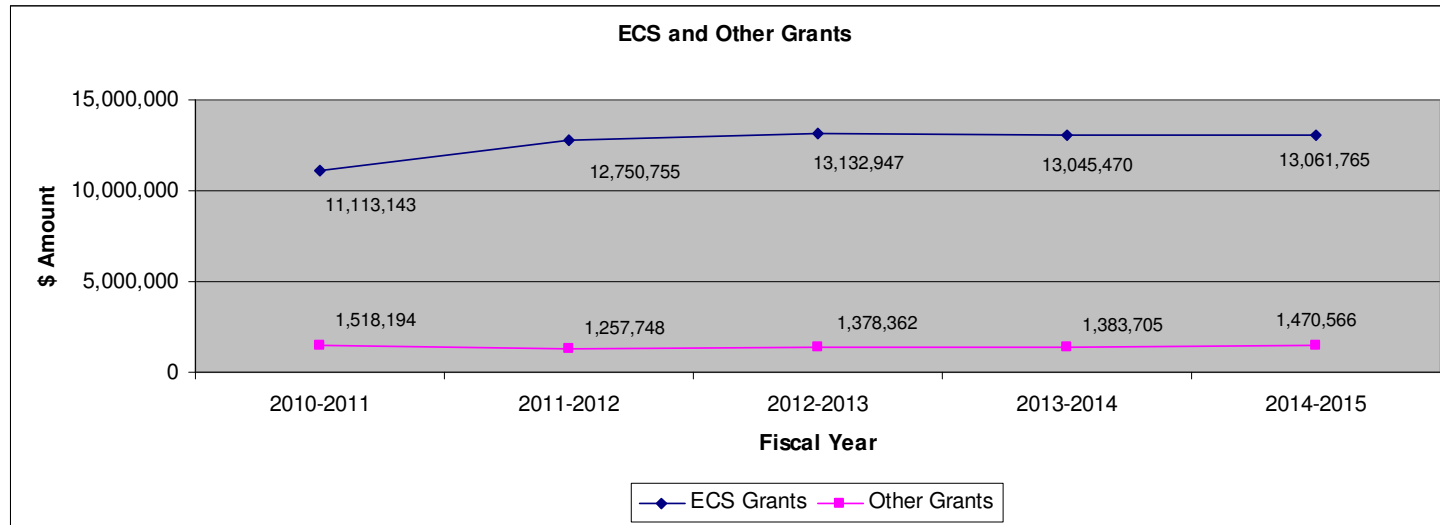
### **Intergovernmental Revenues**

This category represents 13.7% of overall budgeted revenue and has increased \$113,317 from the prior year adopted budget.

A major line item in this category is the Education Cost Sharing grant, in the amount of \$13 million. Another important item is the Municipal Aid/Hold Harmless. This grant replaces the machinery and small equipment tax for small businesses in the State of Connecticut that has been eliminated. It has been replaced so towns like South Windsor that had strong M&E tax revenues would not be hurt by the elimination. Last fiscal year, we received \$1.2 million, and we will receive the same amount of funding this year. We will have to lobby for these revenues from the State

in the future so town taxes are not affected. We will continue to lobby issues through CCM and CRCOG, and hopefully we will continue to receive this money through Fiscal Year 2016-2017.

Also, we will be receiving Local Capital Improvement Program (LoCIP) funds administered by the Office of Policy and Management as well as Town Road Aid which is administered by the Department of Transportation for approved projects upon completion. These are not budgeted for, as we need to apply for these funds from the State, which are approved for specific projects that may span multiple years.



### Local Revenues

This category is comprised of department fees/permits and is 1.36% of overall budgeted revenue. Revenues are projected to decrease by (\$39,418) due to Education rental fees and Refuse & Recycling fees. Other line items remain status quo, with only minor adjustments being made.

### Interest and Transfers

These items comprise 1.00% of the overall budget. Interest income revenue has declined each year between 2009 and 2013 and was budgeted with a conservative approach in response to uncertain investment markets. Both interest and transfers-in remain flat over the previous year.

The Council has adopted a revenue budget that includes the use of \$1,000,000 of Fund Balance surplus, which results in a proposed 14% reduction in ending Fund Balance for the 2014-2015 fiscal year. It has been the Town's practice to include a portion of Fund Balance reserves in the adopted budget. Along with conservative revenue budgets, the Town Council continually reviews the revenue and expenditure activity throughout



the year and works with the Town Manager and Department Heads to reduce spending if needed to mitigate the use of the budgeted Fund Balance reserves to pay for expenditures.

### Other Funds

The Town of South Windsor has two Special Revenue Funds that have appropriated budgets.

The Sewer Operation Fund maintains the Town's wastewater collection and treatment plant facilities through sewer use fees, connection charges and sewer assessments and is adopted by the Water Pollution Control Authority Commission. Increases in expenditures are due to professional fees and maintenance contracts offset by decreases in department equipment and lower utility expenses. In the future, revenue and expenditure changes are forecasted to be consistent with prior trends.

The Recreation Fund accounts for activities, programs and services and is self-supporting through program user fees, sponsorships and donations for all programmatic expenditures. This fund's budget, established in 2000, is legally adopted by the Town Council. Anticipated revenue increases are due to higher projected enrollment in programs and the upgraded state minimum wages for staff are driving up operating costs. The Council has adopted a Recreation Fund revenue budget that includes the use of \$29,732 of Fund Balance surplus, which results in a proposed 7% reduction in ending Fund Balance for the 2014-2015 fiscal year. It has been the Town's practice to include a portion of Fund Balance reserves in the adopted budget because some of the programs are affected by the weather. One example is a rainy summer. The result would be lower attendance at the Town's pool. The Director of Recreation can reduce some expenditure costs to offset the lower revenues, but can't always reduce costs to equal revenue collections due to safety concerns. Future revenue forecasts reflect steady increases in program enrollments, which are projected to offset increases in operating costs.

A consolidated statement is provided below with additional detail on estimated revenues and expenditures for each of the two funds starts on page 259.

<b>Special Revenue Summary</b>				
	<b>FY 2014 Adopted</b>	<b>FY 2015 Adopted</b>	<b>\$ Change FY 2014 to FY 2015</b>	<b>% Change FY 2014 to FY 2015</b>
<b>Sewer Fund</b>				
Revenue	4,363,770	4,363,970	200	0.005%
Expenditures	(3,116,861)	(3,199,353)	(82,492)	2.647%
<b>Recreation Fund</b>				
Revenue	2,103,229	2,231,963	128,734	6.121%
Expenditures	(2,103,229)	(2,231,963)	(128,734)	6.121%

### **Future Challenges**

A look ahead to 2014-2015 and beyond confirms that South Windsor will continue as an active and highly successful community. Examples of projects and initiatives over the coming year include the following:

#### **Financial**

- Continue economic development programs with targeted focus on the Buckland Gateway and I-291 Corridor.
- Land acquisition and preservation will continue as a high priority as opportunities become available.
- Continue Safe Routes to School Program.
- Finalize back-up generator replacements.
- Negotiate two union contracts: Pollution Control (NAGE) and Public Works (AFSCME).
- Continue to evaluate facility safety and space needs.

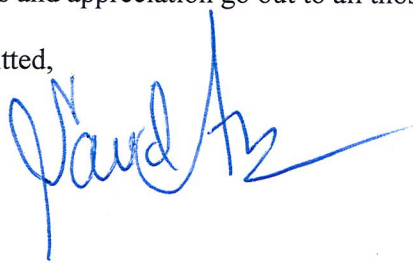
#### **Non-Financial**

- Zoning issues for Town Center corridor.
- Continue Community Emergency Response Training (CERT).
- Work on redesign of Town website to further improve availability and services.
- Study pedestrian/alternate transportation and the impact on rural character.

South Windsor continues to be a very active, sought after community with an outstanding quality of life. The Town operating budget summarized herein continues in this tradition while responding to the various factors influencing economic conditions and Town operations in a cost-effective manner.

My sincerest thanks and appreciation go out to all those who contributed their time to the 2014-2015 budget process.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "M. Saud Anwar", with a long horizontal flourish extending to the right.

M. Saud Anwar  
Mayor

## BUDGET SUMMARY

### REVENUE AND EXPENDITURE COMPARISON 2014 - 2015 OPERATING BUDGET

	<b>FY 2013 Actual</b>	<b>FY 2014 Adopted</b>	<b>FY 2015 Adopted</b>	<b>\$ Change FY 2014 to FY 2015</b>	<b>% Change FY 2014 to FY 2015</b>
<b>REVENUES</b>					
PROPERTY TAXES	81,603,550	86,541,629	89,200,371	(2,658,742)	(3.07%)
INTERGOVERNMENTAL	14,832,154	14,449,175	14,562,492	113,317	0.78%
LOCAL REVENUES	1,667,915	1,481,418	1,442,000	(39,418)	-2.66%
MISCELLANEOUS	83,587	25,000	25,000	0	0.00%
TRANSFERS	837,240	437,240	1,037,240	600,000	137.22%
<b>TOTAL REVENUES</b>	<b>99,024,446</b>	<b>102,934,462</b>	<b>106,267,103</b>	<b>3,332,641</b>	<b>3.24%</b>
<b>EXPENDITURES</b>					
GENERAL GOVERNMENT	3,122,625	3,425,027	3,575,309	150,282	4.39%
PUBLIC SAFETY	7,281,402	7,749,571	8,313,240	563,669	7.27%
PUBLIC WORKS	6,414,184	6,831,398	7,592,076	760,678	11.14%
CULTURE & LEISURE	2,558,244	2,634,038	2,804,170	170,132	6.46%
HEALTH & HUMAN SERVICES	919,423	963,097	969,310	6,213	0.65%
DEBT SERVICE	4,418,905	5,483,370	6,091,786	608,416	11.10%
CAPITAL IMPROVEMENTS	287,605	167,980	1,000,000	832,020	495.31%
UNCLASSIFIED	6,699,593	7,556,041	7,365,645	(190,396)	-2.52%
<b>TOTAL TOWN</b>	<b>31,701,981</b>	<b>34,810,522</b>	<b>37,711,536</b>	<b>2,901,014</b>	<b>8.33%</b>
BOARD OF EDUCATION	65,510,061	68,123,940	68,555,567	431,627	0.63%
<b>TOTAL EXPENDITURES</b>	<b>97,212,042</b>	<b>102,934,462</b>	<b>106,267,103</b>	<b>3,332,641</b>	<b>3.24%</b>

<p style="text-align: center;"><b>TOWN OF SOUTH WINDSOR</b>  <b>TOWN COUNCIL ADJUSTMENTS TO REQUESTED BUDGET</b>  <b>2014-2015</b></p>
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	Account Name	Amount	Description
Total Requested Budget		107,457,580	
Library Budget Request		5,113	Requested increase not included in budget amounts
<b>Total Requested Budget</b>		<b>107,462,693</b>	
<b>Plus or Minus Budget Adjustments:</b>			
Town Manager's Office	Full Time Salaries	(66,570)	Remove new Economic Development Coordinator position
Town Manager's Office	Professional Services	50,000	Add contractual services for Economic Development Coordinator
Human Resources	Advertising	(2,000)	Reduce budget
Human Resources	Recruitment & Training	(1,965)	Reduce budget
Building Department	Part Time Wages	(5,000)	Reduce budget
Finance - Collector of Revenue's Office	Full Time Salaries	(11,076)	Reduce budget for making Part Time position a Full Time employee
Town Clerk	Full Time Salaries	2,729	Adjust budget
Police - Administration	Part Time Wages	(15,000)	Reduce budget for new position
Police - Operations	Full Time Salaries	68,987	Adjust budget
Police - Support Services	Uniforms	(6,500)	Reduce budget for uniforms & equipment
Police - Community Services	Part Time Wages	(20,000)	Reduce budget for new position
Police - Emergency Management	Professional Services	115,000	Add new division
Fire Marshal	Part Time Wages	(5,200)	Reduce budget for upgraded position
Fire Marshal	Rentals & Leases	(15,000)	Reduce budget
South Windsor Volunteer Fire Department	Grants & Contributions	(25,000)	Reduce budget for new shared position
Hydrants & Water Lines	Utilities	(25,694)	Reduce budget
Public Works - Administration	Full Time Salaries	(73,000)	Reduce budget for new and/or upgraded positions
Public Works - Street Services	Full Time Salaries	(10,000)	Reduce budget for upgraded positions
Public Works - Street Services	Snow & Ice Removal	(100,000)	Reduce budget
Public Works - Fleet Services	Full Time Salaries	(41,647)	Budget for Fleet Services Manager starting 1-1-2015

<p style="text-align: center;"><b>TOWN OF SOUTH WINDSOR</b>  <b>TOWN COUNCIL ADJUSTMENTS TO REQUESTED BUDGET</b>  <b>2014-2015</b></p>
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	Account Name	Amount	Description
<b>Plus or Minus Budget Adjustments:</b>			
Public Works - Building Maintenance	Full Time Salaries	(40,000)	Reduce budget for new shared position
Human Services - Administration	Full Time Salaries	(64,000)	Reduce budget due to retirement and department re-organization
Human Services - Senior Bus Services	Part Time Wages	(15,480)	Reduce budget for additional hours
Environmental Health	Operating Material	(5,640)	Reduce budget
Environmental Health	Professional Services	(2,500)	Reduce budget
Parks & Recreation - Administration	Full Time Salaries	(13,113)	Reduce budget for upgraded positions, except Recreation Supervisor
Parks & Recreation - Administration	Rentals & Leases	(6,000)	Reduce budget
			Reduce budget, but allow new Maintainer I and upgrade for Turf Specialist
Parks & Recreation - Parks & Grounds	Full Time Salaries	(4,100)	Specialist
Parks & Recreation - Parks & Grounds	Maintenance Contracts	(2,000)	Reduce budget
Parks & Recreation - Parks & Grounds	Department Equipment	(25,000)	Reduce budget
Capital Leases	Professional Services	10,000	Increase budget due to new fire truck
Capital Improvements	Capital Projects	432,020	Increase budget
Cemeteries	Grants & Contributions	5,000	Increase budget
Social Security	Employee Benefits	(33,134)	Reduce budget based on salary and wage adjustments
Health Insurance	Employee Benefits	(350,000)	Use surplus in Health Ins. Fund to cover claims
Pension	Employee Benefits	(6,693)	Reduce budget based on salary and wage adjustments
Education		(888,014)	Reduce budget
<b>Total Town Council Budget Adjustments</b>		<b>(1,195,590)</b>	
<b>TOTAL APPROVED BUDGET FY 2014-2015</b>		<b>106,267,103</b>	

## 2014/2015 SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCES

GENERAL FUND				
	2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 ESTIMATED	2014/2015 PROJECTED
<b>REVENUES</b>				
PROPERTY TAXES	79,552,717	81,674,471	86,247,017	89,200,371
INTERGOVERNMENTAL	20,555,762	21,232,260	14,961,293	14,562,492
CHARGES FOR SERVICES	1,605,477	1,641,788	1,392,310	1,442,000
INVESTMENT EARNINGS	38,575	34,714	38,898	25,000
INVESTMENT LOSSES				
MISCELLANEOUS				
<b>TOTAL REVENUES</b>	<b>101,752,531</b>	<b>104,583,233</b>	<b>102,639,518</b>	<b>105,229,863</b>
<b>EXPENDITURES</b>				
GENERAL GOVERNMENT	3,043,533	3,113,808	3,280,895	3,575,309
PUBLIC SAFETY	7,345,398	7,275,085	6,999,135	7,499,020
PUBLIC WORKS	6,546,582	6,333,972	6,403,554	7,592,076
HUMAN SERVICES	928,664	938,051	928,367	969,310
CULTURE AND RECREATION	2,634,332	2,558,160	2,568,445	2,804,170
INSURANCE AND SUNDRY	5,856,476	6,090,641	7,319,727	7,365,645
EDUCATION	70,996,075	71,405,984	67,773,940	68,555,567
DEBT SERVICE	4,861,014	4,418,905	5,463,872	6,091,786
CAPITAL OUTLAY	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>102,212,074</b>	<b>102,134,606</b>	<b>100,737,935</b>	<b>104,452,883</b>
EXCESS (DEFICENCY) OF REVENUES OVER EXPENDITURES	(459,543)	2,448,627	1,901,583	776,980
OTHER FINANCING SOURCES:				
ISSUANCE OF BONDS				
ISSUANCE OF REFUNDING BONDS				
PAYMENTS TO BOND ESCROW				
ISSUANCE OF NOTES				
ISSUANCE OF LEASES				
PREMIUM ON BONDS ISSUED	202,148		196,484	
PROCEEDS FROM CAPITAL LEASES				
TRANSFERS IN	60,213	63,367	37,240	37,240
TRANSFERS OUT	(1,126,605)	(888,605)	(928,942)	(1,814,220)
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>(864,244)</b>	<b>(825,238)</b>	<b>(695,218)</b>	<b>(1,776,980)</b>
NET CHANGE IN FUND BALANCE	(1,323,787)	1,623,389	1,206,365	(1,000,000)
FUND BALANCE AT BEGINNING OF YEAR	6,377,124	5,053,337	6,676,726	7,883,091
<b>FUND BALANCE AT END OF YEAR</b>	<b>5,053,337</b>	<b>6,676,726</b>	<b>7,883,091</b>	<b>6,883,091</b>

## 2014/2015 SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCES

SEWER FUND				
	2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 ESTIMATED	2014/2015 PROJECTED
<b>REVENUES</b>				
PROPERTY TAXES				
INTERGOVERNMENTAL				
CHARGES FOR SERVICES	3,636,378	4,193,184	4,054,355	4,212,220
INVESTMENT EARNINGS	66,136	81,652	98,762	82,000
INVESTMENT LOSSES				
MISCELLANEOUS				
<b>TOTAL REVENUES</b>	<b>3,702,514</b>	<b>4,274,836</b>	<b>4,153,117</b>	<b>4,294,220</b>
<b>EXPENDITURES</b>				
GENERAL GOVERNMENT				
PUBLIC SAFETY				
PUBLIC WORKS	2,921,290	4,322,374	3,338,037	3,456,079
HUMAN SERVICES				
CULTURE AND RECREATION				
INSURANCE AND SUNDRY				
EDUCATION				
DEBT SERVICE				
CAPITAL OUTLAY				
<b>TOTAL EXPENDITURES</b>	<b>2,921,290</b>	<b>4,322,374</b>	<b>3,338,037</b>	<b>3,455,379</b>
EXCESS (DEFICENCY) OF REVENUES OVER EXPENDITURES	781,224	(47,538)	815,080	838,141
OTHER FINANCING SOURCES:				
ISSUANCE OF BONDS				
ISSUANCE OF REFUNDING BONDS				
PAYMENTS TO BOND ESCROW				
ISSUANCE OF NOTES				
ISSUANCE OF LEASES				
PREMIUM ON BONDS ISSUED				
PROCEEDS FROM CAPITAL LEASES				
TRANSFERS IN		23,000	23,000	23,000
TRANSFERS OUT	(87,240)	(969,240)	(932,399)	(727,691)
TOTAL OTHER FINANCING SOURCES (USES)	(87,240)	(946,240)	(909,399)	(704,691)
NET CHANGE IN FUND BALANCE	693,984	(993,778)	(94,319)	133,450
FUND BALANCE AT BEGINNING OF YEAR	398,630	1,092,614	98,836	4,517
<b>FUND BALANCE AT END OF YEAR</b>	<b>1,092,614</b>	<b>98,836</b>	<b>4,517</b>	<b>137,967</b>

## 2014/2015 SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCES

RECREATION FUND				
	2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 ESTIMATED	2014/2015 PROJECTED
<b>REVENUES</b>				
PROPERTY TAXES				
INTERGOVERNMENTAL				
CHARGES FOR SERVICES	1,571,305	1,722,259	1,960,337	2,202,231
INVESTMENT EARNINGS				
INVESTMENT LOSSES				
MISCELLANEOUS				
<b>TOTAL REVENUES</b>	<b>1,571,305</b>	<b>1,722,259</b>	<b>1,769,000</b>	<b>2,202,231</b>
<b>EXPENDITURES</b>				
GENERAL GOVERNMENT				
PUBLIC SAFETY				
PUBLIC WORKS				
HUMAN SERVICES				
CULTURE AND RECREATION	1,564,929	1,593,009	1,766,501	2,208,963
INSURANCE AND SUNDRY				
EDUCATION				
DEBT SERVICE				
CAPITAL OUTLAY				
<b>TOTAL EXPENDITURES</b>	<b>1,564,929</b>	<b>1,593,009</b>	<b>1,592,000</b>	<b>2,201,963</b>
EXCESS (DEFICENCY) OF REVENUES OVER EXPENDITURES	6,376	129,250	193,836	(6,732)
OTHER FINANCING SOURCES:				
ISSUANCE OF BONDS				
ISSUANCE OF REFUNDING BONDS				
PAYMENTS TO BOND ESCROW				
ISSUANCE OF NOTES				
ISSUANCE OF LEASES				
PREMIUM ON BONDS ISSUED				
PROCEEDS FROM CAPITAL LEASES				
TRANSFERS IN				
TRANSFERS OUT		(23,000)	(23,000)	(23,000)
TOTAL OTHER FINANCING SOURCES (USES)	-	(23,000)	(23,000)	(23,000)
NET CHANGE IN FUND BALANCE	6,376	106,250	170,836	(29,732)
FUND BALANCE AT BEGINNING OF YEAR	102,043	108,419	214,669	385,505
<b>FUND BALANCE AT END OF YEAR</b>	<b>108,419</b>	<b>214,669</b>	<b>385,505</b>	<b>355,773</b>



**TOWN OF SOUTH WINDSOR  
SUMMARY OF THE PRIOR FIVE FISCAL YEARS**

<u>Fiscal Year</u>	<u>Proposed</u>	<u>Council Approved</u>	<u>Reduction to Requested Amount</u>	<u>Requested Increase \$</u>	<u>Requested Increase %</u>	<u>Actual Increase \$</u>	<u>Actual Increase %</u>	<u>Tax Increase</u>
13/14								
General Gov Oper	\$29,330,855	\$29,159,172	\$171,683	\$1,205,540	4.29%	\$1,033,857	3.68%	
Board of Education	\$68,123,940	\$68,123,940	\$0	\$2,603,979	3.97%	\$2,603,979	3.97%	
Debt Service	\$5,140,497	\$5,140,497	\$0	\$961,738	23.01%	\$961,738	23.01%	
Capital Leases	\$342,873	\$342,873	\$0	(\$16,131)	-4.49%	(\$16,131)	-4.49%	
Capital Projects	\$287,605	\$167,980	\$119,625	\$0	0.00%	(\$119,625)	-41.59%	
Total Budget	\$103,225,770	\$102,934,462	\$291,308	\$4,755,126	4.83%	\$4,463,818	4.53%	18.59%
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%

Fiscal Year	Proposed	Council Approved	Reduction to Requested Amount	Requested Increase \$	Requested Increase %	Actual Increase \$	Actual Increase %	Tax Increase
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%
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%
Average Increase over the last 5 years - General Government				\$745,179	3.10%			
Board of Education				\$1,624,788	2.68%			
Debt Service				\$161,493	1.13%			
Capital Leases				(\$18,489)	1.29%			
Capital Projects				(\$553,725)	-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 of 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. 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.

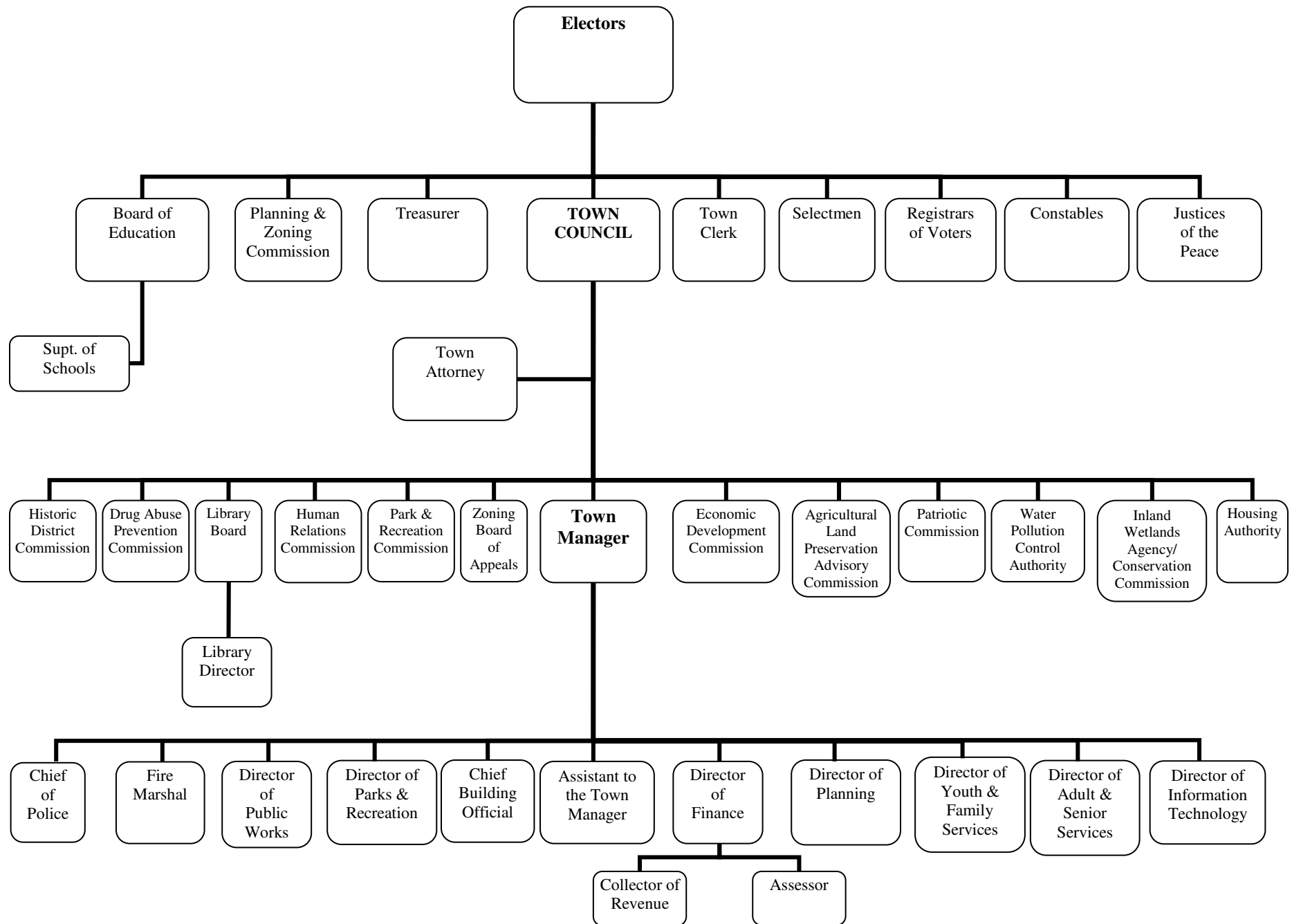
## ***Municipal Government***

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 “Town Council”). The legislative function is performed by a bipartisan Town 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, 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 Director of Human Resources.



### ***Municipal Officials***

<b>Name</b>	<b>Position</b>	<b>Term</b>	<b>Length of Service</b>
M. Saud Anwar	Mayor	2 years – Elected	2 years
Edward Havens	Deputy Mayor	2 years – Elected	36 years
Thomas Delnicki	Town Council	2 years – Elected	15 years
Carolyn Mirek	Town Council	2 years – Elected	Less than 1 year
Elizabeth Pendleton	Town Council	2 years – Elected	Less than 1 year
Cary Prague	Town Council	2 years – Elected	8 years
Janice A. Snyder	Town Council	2 years – Elected	2 years
Stephen Wagner	Town Council	2 years – Elected	Less than 1 year
Keith Yagaloff	Town Council	2 years – Elected	8 years
David S. Joy	Chairman, Board of Education	2 years – Elected	16 years
Barbara Pandiscia	Town Treasurer	2 years – Elected	Less than 1 year
Matthew B. Galligan	Town Manager	Appointed	18 years
Melanie D. Crucitti	Director of Finance	Appointed	18 years
Murtha Cullina LLP	Town Attorney	Appointed	3 years
Dr. Kate Carter	Superintendent of Schools	Appointed	3 years

### ***Principal Officials***

**Town Manager:** Matthew B. Galligan was appointed Town Manager of South Windsor in January 1996. He graduated from Dominican College in 1974 with a Bachelor's Degree in Accounting, and he received his MBA in Accounting from Iona College in 1979.

Mr. Galligan has 31 years of experience in accounting and municipal administration. Before coming to the Town, he was Village Manager of the Village of Mamaroneck, New York; Town Manager for the Town of North Branford, Connecticut; and City Finance Director and then City Manager for the City of Newburgh, New York. Mr. Galligan also served as a municipal auditor for the State of New York and for a New York City accounting firm.

Mr. Galligan is a member of the International City Managers Association, the National Government Finance Officers Association, and the New York and Connecticut Government Finance Officers Association.

**Superintendent of Schools:** Dr. Kate Carter began serving as Superintendent of South Windsor's Public Schools on September 1, 2010. She served as South Windsor's Assistant Superintendent of Personnel and Administration since October 2009. Prior to her work in South Windsor,

Dr. Carter served as an elementary principal for Glastonbury Public Schools and a CREC magnet school principal at Manchester Community College. Dr. Carter began her career as a high school English teacher. She has also been an adjunct English instructor at Manchester Community College. Dr. Carter has had the rare opportunity of serving as a founding principal twice in her career, first a Great Path Academy and then Nayaug Elementary School.

Dr. Carter is an active member of the South Windsor Historical Society and serves on the Board of Trustees for the Lutz Children's Museum. She earned her doctorate degree at Central Connecticut State University. She also holds a sixth year diploma in Educational Leadership and a Master of Science degree in Education. Dr. Carter earned a Bachelor of Science degree in Environmental Conservation.

### ***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.

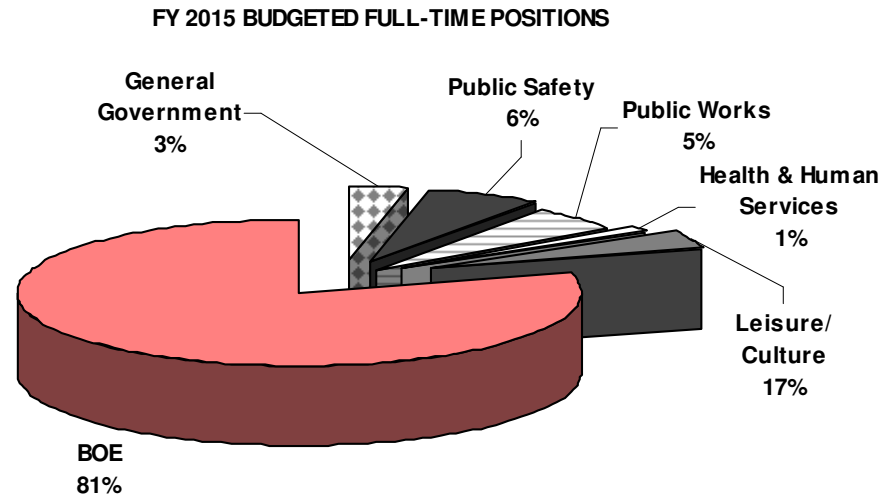
<b>School</b>	<b>Enrollment 2/27/14</b>
Wapping Elementary School	310
Philip R. Smith Elementary School	356
Pleasant Valley Elementary School	344
Orchard Hill Elementary	390
Eli Terry Elementary School	446
Timothy Edwards Middle School	1,051
South Windsor High School	1,367
Total	4,264

### *Summary of Full-Time Positions*

		FY 2012	FY 2013	FY 2014	FY 2015
GENERAL GOVERNMENT	<b>Town Manager</b>	3	3	3	3
	<b>Central Services</b>	1	1	1	1
	<b>Clerk of the Council</b>	1	1	1	1
	<b>Town Clerk</b>	3	3	3	3
	<b>Information Technology</b>	5	5	5	5
	<b>Planning</b>	3	3	3	3
	<b>Building Dept</b>	3	3	3	3
	<b>Assessor's Office</b>	4	4	4	4
	<b>Tax Office</b>	3	3	3	3
	<b>Finance Office</b>	5	5	5	5
PUBLIC SAFETY	<b>Police - Administration</b>	3	3	3	3
	<b>Police - Operations</b>	36	37	37	39
	<b>Police - Technical Services</b>	14	14	14	13
	<b>Police - Community Service</b>	2	2	2	2
	<b>Fire Marshal</b>	1	1	1	1
PUBLIC WORKS	<b>Public Works - Admin</b>	1	1	1	1
	<b>Engineering</b>	6	6	6	6
	<b>Highway</b>	20	20	20	20
	<b>Motor Repair</b>	4	3	3	4
	<b>Building Maintenance</b>	4	4	4	4
	<b>Pollution Control</b>	11	11	11	12
	<b>Pollution Control -Admin</b>	2	2	2	2
HEALTH & HUMAN SERVICES	<b>Health Department</b>	1	1	1	1
	<b>Social Services</b>	3	3	2	1
	<b>Youth &amp; Family Services</b>	4	4	4	4
	<b>Senior Services</b>	6	6	6	6
LEISURE & CULTURE	<b>Library</b>	13	13	12	12
	<b>Recreation - Administration</b>	7	8	8	8
	<b>Parks &amp; Recreation</b>	13	13	13	14
EDUCATION		700	700	709	715
	<b>TOTAL FULL-TIME</b>	882	883	890	899



A net total of nine new full-time positions have been budgeted for fiscal year 2015. The Town is adding three positions and the Board of Education is adding six. An additional Police Officer, a Maintainer I in Parks & Recreation and a Fleet Manager in Public Works are being funded through the General Fund, with a retirement and department restructure in Human Services offsetting one position. A Plant Operator I is being added in the Sewer Fund and reflected in the Pollution Control numbers. The Board of Education additions are discussed on page 235.



## Strategic Planning

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

***Strategic Planning (cont'd)***

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

## ***Budget Process***

The Town of South Windsor adopts its General Government Operating, Board of Education and Special Revenue Fund budgets in accordance with the provisions of its Charter and the Connecticut General Statutes. The adopted budgets cover the fiscal year beginning July 1 and ending June 30.

The Superintendent of South Windsor's Public Schools develops a district budget that recognizes the need to balance state and local constraints with the needs of the students. This budget is submitted to the South Windsor Board of Education. The Board of Education holds several work sessions to discuss the Superintendent's proposed budget, votes to approve a budget at its last regular meeting in February, and must submit a budget to the Town Council not later than March 15<sup>th</sup>.

After considering the level of activity in their current year budgets, the feasibility of adding new programs or deleting existing programs, and the services required to be provided, the departments prepare their budget requests for the next fiscal year and submit them to the Town Manager for review. The Town Manager reviews the budget requests and makes any necessary adjustments, taking into account the needs of the departments, the budget objectives of the Town Council, and the goals of the Town's Strategic Plan. The Town Manager's proposed General Government Operating and Special Revenue Fund budgets are then presented to the Town Council no later than March 22nd.

The Town Council schedules numerous meetings to discuss the proposed budgets. A public hearing to receive citizen input on the proposed Board of Education budget shall be held by April 30<sup>th</sup>. Members of the Board of Education and Town Council, the Superintendent, the Town Manager and required staff attend the public hearing to address citizen's comments and concerns.

A public hearing to receive citizen input on the proposed Town Manager's budget shall be held no later than May 7<sup>th</sup>. Members of the Town Council, Boards and Commissions, the Town Manager and the required staff attend the public hearing to provide any additional information that is needed.

After the Town Council considers the recommendations from the public hearings, the Town Council modifies the budgets as it deems appropriate and adopts the General Government Operating, Board of Education and Special Revenue Fund budgets.

In addition to the department requests, Town Manager's proposed budgets, and Council adopted budgets, the budget document also contains Program Descriptions, a Summary of Accomplishments, and a Listing of Objectives for each division.

All unexpended appropriations of the General Fund and Special Revenue Funds lapse at year-end. Expenditures may not legally exceed budgeted appropriations at the department level. Budget transfers within a department can be authorized by the Department Head and Town Manager. All other transfers require a resolution to be passed by the Town Council. Additional appropriations require a public hearing and Council authorization.

Annually, the Town Council adopts a ten-year Capital Improvement Plan. This plan is reviewed and modified by the Capital Projects Committee as necessary. The Capital Projects Committee, which consists of elected officials and staff from both the Town and Board of Education, determines the priority of each project and decides which year the projects should be completed. The ten-year Capital Improvement Plan, as recommended by the Capital Projects Committee, is submitted to the Town Council for their review and consideration as part of the Town Manager's proposed budget.

### **Balanced Budget Requirement**

A balanced budget is one where revenues are equal to expenses. Section 706 of the Town Charter requires that the adopted budget be in balance. The Council shall determine the amount to be raised by taxes less other estimated income and surplus or deficit to pay the expenses of the Town for the year.

### **Amendments and Additions to the Budget**

Adoption of the Town budget sets the appropriation for each item listed separately for each department, office or commission.

Budget transfers may be necessary for any one of several reasons. At times, objectives may be realigned requiring the corresponding realignment of resources. Transfers may also be needed as a result of actual expenditures that vary from original estimates. Section 711 of the Town Charter allows for transfers of any unencumbered appropriation. The Town Council has the authority to transfer amounts, except those of the Board of Education, between departments. Transfer of funds within the same department made by requested by the Department Head with approval from the Town Manager.

Section 315 allows for the Town Council, by affirmative vote of not less than six members, to add to the annual budget appropriation a sum not to exceed \$25,000 in any one fiscal year. Any amount greater than \$25,000 that is not an emergency appropriation requires a public hearing.

***Budget Calendar for the Fiscal Year Commencing the Following July 1***

<b><u>On or About</u></b>	<b><u>Action</u></b>
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.

## ***Fund Structure***

Funds are a method of providing an accounting mechanism in order to provide accountability over resources that have been segregated for specific activities or objectives. The Town of South Windsor uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The Town has three types of funds:

- **Governmental funds** include most of the Town's basic services are reported in these funds which focus on how money flows into and out of those funds and the balances left at year-end that are available for spending. These funds are reported using an accounting method called modified accrual accounting, which measures cash and all other financial assets that can readily be converted to cash. The governmental fund statements provide a detailed short-term view of the Town's general government.
- **Proprietary funds** are funds used to account for a government's business type activities and therefore share a common measurement focus and basis of accounting with private-sector business enterprises.
- **Fiduciary funds** are those funds used to report assets held in a trust or agency capacity for others and therefore cannot be used to support the government's own programs.

The Town of South Windsor's General Fund has a legally adopted budget and uses the modified accrual basis of accounting for both budgeting and reporting. The modified accrual basis of accounting is accepted by the Governmental Accounting Standards Board (GASB) which set the standards for governmental accounting and financial reporting.

All Governmental Funds focus on current financial resources. The Town recognizes revenues when they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Town considers revenues to be available if they are collected within 60 days of the end of the current fiscal period.

Expenditures generally are recorded in the period the liability is incurred. The only exceptions are for debt service and expenditures related to compensated absences, claims, or judgments which are recorded only when payment is due.

*The Town reports the following Governmental Funds:*

- **General Fund** - accounts for all of the Town's revenues and expenditures, except for those specific activities that are accounted for in another fund.
- **Capital Projects Fund** - accounts for transfers, revenues and expenditures associated with the completion of major capital improvements. All projects are authorized by the Town Council, based on citizen input, staff recommendations, and the adopted ten-year Capital

Improvement Plan. Unexpended Capital Project Funds do not lapse at year-end. The funds are available in subsequent years until the project is complete. All open capital projects are reviewed annually to determine their status. Any remaining balances for completed projects are closed and transferred to another project or fund balance by Council Resolution. This program is funded by General Fund appropriations, bond issues, and Federal and State grants.

- **Recreation Fund** - accounts for the operation of recreation programs. Program user fees are collected and used to cover program specific expenditures. However, this fund currently does not include the costs associated with the administration of the Recreation Department. Such costs are incorporated in the General Fund. The Recreation Fund budget is adopted by the Town Council.
- **Sewer Fund** – accounts for sewer use and assessment fees used to maintain sewer operations within the Town. The Sewer Fund budget is adopted by the Water Pollution Control Authority.
- **Special Revenue Funds** - account for the revenues and expenditures of specific activities.

*The Town reports the following Proprietary Funds:*

- **The Self-Health Fund** - accounts for the cost of providing and administering health and dental insurance benefits to employees and retirees of the Town and Board of Education. Funding is provided by contributions by the Town, Board of Education and plan participants.

*The Town reports the following Fiduciary Funds:*

- **OPEB Fund** - accounts for the accumulation of resources to be used for medical and other retirement benefits.
- **Pension Trust Fund** - accounts for the accumulation of resources to be used for retirement benefits.
- **Agency Funds** – account for monies held on behalf of students and amounts held for performance related activities.



## ***Financial Policies***

### **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 30<sup>th</sup> 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.

**Pension Policy**

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.

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 2014/2015 budget will include the ARC calculated in the January 1, 2014 actuarial valuation report.

**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.

**Capital Improvement Plan Policy**

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.

### **Debt Policy**

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.

### **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.

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.

### *Functional Relationships*

This chart illustrates the relationship between the various functional units used for budgeting and the fund structure used for financial reporting.

	GENERAL FUND	SEWER	RECREATION	SELF- HEALTH	OPEB	PENSION TRUST	GRANTS
<b>FUNCTION: GENERAL GOVERNMENT</b>							
Town Council	♦						
Registrar of Voters	♦						
Town Manager	♦						
Human Resources	♦						
Planning Department	♦						
Building Department	♦						
Assessor	♦						
Collector of Revenue	♦						
Finance Office	♦						
Town Clerk	♦						♦
Town Attorney	♦						
Town Hall	♦						
Information Technology	♦						
Media	♦						
<b>FUNCTION: PUBLIC SAFETY</b>							
Police	♦						♦
Emergency Management	♦						
Fire Marshal	♦						♦
Fire Department	♦						
<b>FUNCTION: PUBLIC WORKS</b>							
Public Works	♦						♦
Engineering	♦						
Highway Maintenance	♦						

	GENERAL FUND	SEWER	RECREATION	SELF- HEALTH	OPEB	PENSION TRUST	GRANTS
Fleet Services	♦						
Building Maintenance	♦						
Refuse Disposal	♦						
Pollution Control & Wastewater Management		♦		♦	♦	♦	♦
<b>FUNCTION: CULTURE &amp; LEISURE</b>							
Parks & Recreation Administration	♦						
Park Maintenance	♦						
Recreation Programs			♦				
Library	♦						♦
<b>FUNCTION: HEALTH &amp; HUMAN SERVICES</b>							
Environmental Health	♦						♦
Human Services	♦						♦
<b>FUNCTION: DEBT SERVICE</b>	♦	♦					
<b>FUNCTION: CAPITAL PROJECTS</b>	♦	♦	♦				♦
<b>FUNCTION: UNCLASSIFIED</b>							
Contingency	♦						
Patriotic Commission	♦						
Cemeteries	♦						
Wood Memorial Library	♦						
Casualty & Liability Insurance	♦	♦	♦				
Pension						♦	
Social Security	♦	♦	♦				
Health & Life Insurance				♦			
OPEB					♦		
Worker's Compensation	♦						
Unemployment Compensation	♦						
<b>FUNCTION: EDUCATION</b>	♦			♦	♦	♦	♦

## REVENUES

REVENUE SUMMARY STATEMENTS							
Fiscal Year 2014-2015							
					2014/2015	2014/2015	2013/2014
							vs
Description	2010/2011	2011/2012	2012/2013	2013/2014	Manager	Council	2014/2015
	Actual	Actual	Actual	Adopted	Proposed	Approved	Approved
<b>GENERAL PROPERTY TAXES</b>							
CURRENT TAXES	76,038,924	77,229,989	79,973,973	85,137,629	89,602,122	87,696,371	2,558,742
PRIOR YEAR	582,926	1,128,124	556,630	600,000	600,000	600,000	0
INTEREST	414,869	578,874	415,180	300,000	300,000	300,000	0
LIENS	7,149	6,966	6,105	4,000	4,000	4,000	0
SUPPLE. MOTOR VEHICLE	500,674	533,540	651,662	500,000	500,000	600,000	100,000
	<b>77,544,542</b>	<b>79,477,493</b>	<b>81,603,550</b>	<b>86,541,629</b>	<b>91,006,122</b>	<b>89,200,371</b>	<b>2,658,742</b>
<b>STATE OF CT FOR EDUCATION</b>							
SCHOOL BUILDING GRANTS	696,079	313,043	0	0	0	0	0
EDUCATION COST SHARING	11,113,143	12,750,755	12,958,227	13,045,470	13,061,765	13,071,926	26,456
	<b>11,809,222</b>	<b>13,063,797</b>	<b>12,958,227</b>	<b>13,045,470</b>	<b>13,061,765</b>	<b>13,071,926</b>	<b>26,456</b>
<b>STATE OF CT FOR OTHER PURPOSE</b>							
ELDERLY TAX FREEZE	3,713	3,784	3,842	3,000	3,000	3,000	0
STATE IN LIEU OF TAXES	71,688	51,984	67,642	0	0	0	0
PROPERTY TAX RELIEF	137,853	149,231	146,393	125,300	135,000	135,000	9,700
STATE SUNDRY GRANTS	104,116	35,797	56,406	0	0	0	0
YOUTH SERVICE GRANT	22,589	22,589	22,585	20,000	20,000	20,000	0
FEMA REIMBURSEMENTS	0	114,840	189,713	0	0	0	0
TELEPHONE ACCESS RELIEF	49,375	51,630	46,171	40,000	40,000	40,000	0
MUNICIPAL REVENUE SHARING	1,084,232	790,934	1,277,035	0	0	0	0
MRSA MUNICIPAL PROJECTS	0	0	0	1,181,405	1,258,566	1,258,566	77,161
DOT ELDERLY TRANSPORTATION	30,345	22,759	25,083	0	0	0	0
ADD'L VETERAN'S EXEMPTION	14,283	14,200	14,307	14,000	14,000	14,000	0
	<b>1,518,194</b>	<b>1,257,748</b>	<b>1,849,177</b>	<b>1,383,705</b>	<b>1,470,566</b>	<b>1,470,566</b>	<b>86,861</b>
<b>INTERGOVTL (OTHER THAN STATE)</b>							
IN LIEU OF TAXES	22,897	23,594	24,750	20,000	20,000	20,000	0
BOE APPROPRIATION REIMB	1,834,504	0	0	0	0	0	0
	<b>1,857,401</b>	<b>23,594</b>	<b>24,750</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>

REVENUE SUMMARY STATEMENTS							
Fiscal Year 2014-2015							
					2014/2015	2014/2015	2013/2014
							vs
Description	2010/2011 Actual	2011/2012 Actual	2012/2013 Actual	2013/2014 Adopted	Manager Proposed	Council Approved	2014/2015 Approved
<b>LOCAL REVENUES</b>							
BUILDING PERMITS	299,068	802,135	726,015	600,000	600,000	600,000	0
TOWN MANAGER'S RENTS/FEES	17,492	16,082	0	0	0	0	0
PROBATE COURT	2,677	5,079	2,002	4,000	4,000	4,000	0
TOWN CLERK FEES	484,179	424,788	562,686	475,000	475,000	475,000	0
PLANNING & ZONING FEES	4,311	10,287	5,375	5,000	5,000	5,000	0
GENERAL GOV. SUNDRY	117,061	160,463	168,531	100,000	100,000	100,000	0
POLICE	22,907	25,909	33,270	26,000	26,000	26,000	0
LIBRARY FINES & FEES	25,775	22,973	26,127	25,000	25,000	25,000	0
EDUCATION	12,230	0	0	10,000	0	0	(10,000)
ENGINEERING PERMITS	5,170	4,920	5,270	2,000	5,000	5,000	3,000
ZONING BOARD OF APPEALS	1,295	1,690	680	2,000	2,000	2,000	0
REFUSE & RECYCLING FEES	105,140	77,904	100,435	157,418	125,000	125,000	(32,418)
FIRE MARSHAL FEES	18,559	72,515	37,524	75,000	75,000	75,000	0
	<b>1,115,864</b>	<b>1,624,746</b>	<b>1,667,915</b>	<b>1,481,418</b>	<b>1,442,000</b>	<b>1,442,000</b>	<b>(39,418)</b>
<b>MISCELLANEOUS</b>							
GENERAL FUND INTEREST	48,914	38,575	34,714	25,000	25,000	25,000	0
CANCEL PR YEAR ENCUMBRANCE	97,492	142,059	48,873	0	0	0	0
PRIOR PERIOD ADJUSTMENT	0	0	0	0	0	0	0
BOND REFUNDING PREMIUM	19,156	200,000	0	0	0	0	0
	<b>165,562</b>	<b>380,634</b>	<b>83,587</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>
<b>TRANSFERS</b>							
GENERAL FUND SURPLUS	800,000	1,150,000	800,000	400,000	400,000	1,000,000	600,000
SEWER TAX COLLECTION SVC.	37,240	37,240	37,240	37,240	37,240	37,240	0
	<b>837,240</b>	<b>1,187,240</b>	<b>837,240</b>	<b>437,240</b>	<b>437,240</b>	<b>1,037,240</b>	<b>600,000</b>
<b>TOTAL REVENUE</b>	<b>94,848,025</b>	<b>97,015,252</b>	<b>99,024,446</b>	<b>102,934,462</b>	<b>107,462,693</b>	<b>106,267,103</b>	<b>3,332,641</b>

**CHANGE IN REVENUES FROM NON-TAX SOURCES  
FROM 2013-2014 ADOPTED BUDGET TO 2014-2015 COUNCIL APPROVED BUDGET**

INCREASES / (DECREASES):

**State Aid for Education**

- ECS and Transportation **26,456**

**Non-Education State and Federal Grants**

- Property Tax Relief **86,861**
- MRSA Municipal Projects 9,700
- 77,161

**Local Revenues**

- Education Rental **(39,418)**
- Engineering Permits (10,000)
- Refuse & Recycling Fees 3,000
- (32,418)

**Transfers**

- General Fund Surplus **600,000**
- 600,000

**NET REVENUE INCREASE**

**673,899**



### ***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 2015 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 2013 Net Grand List reflects an increased of 1.6%. The budget for Prior Year Taxes, Interest, Liens, and Supplemental Motor Vehicle Tax remains the same as the current budget. 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 2015 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. State Aid for South Windsor is projected to increase from the 2014 adopted budget amounts by \$113,317.
- *Local Revenues* represent fees from various permits and services. Due to the expected continuation of economic development in Town, the revenue for building permits has remained at the current budget. Overall, this revenue category decreased by \$39,418 for 2015.
- *Interest Earnings* has remained the same as the 2014 adopted budget amount, based on unchanged 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 2015, the Council approved appropriating \$1,000,000 from Fund Balance. This amount has increased by \$600,000 over the current budget.

### ***Property Taxes***

The 2013 Grand Lists have been signed by the Assessor as of January 31, 2014.

The 2013 Grand Lists reflect the following:

	<b>Gross</b>	<b>Exemptions</b>	<b>Net</b>	<b>%change from 2012</b>
Real Estate	\$2,120,846,950	\$40,167,730	\$2,080,679,220	<b>-.03%</b>
Personal Property	\$287,829,500	\$73,170,744	\$214,658,756	<b>+17.8%</b>
Motor vehicles	\$216,945,460	\$5,855,855	\$211,089,605	<b>+3.9%</b>
Total	\$2,625,621,910	\$119,194,329	\$2,506,427,581	<b>+1.6%</b>

We are aware of the importance of growing the Grand List, as this is the primary source of revenue for the Town. The Town's overall Grand List increased by 1.67% due to the personal property assessments. We have been very successful in growing the Grand List over the past three years due to economic development programs. With these programs, the Town Council gave tax abatements on newly constructed real property. The personal property growth was much more substantial because it is not eligible for the abatement program. These programs have been very successful, and without them we would be stagnant in our assessment this year. Our mill rate and taxes would also be greater without these programs.

### ***Comparisons of the 2012 and 2013 Grand Lists***

Grand List Assessments as percentage of total net assessments:

	<b>2012 Grand List</b>	<b>2013 Grand List</b>	
Real Estate	84.4%	83.0 %	Indicates a shift in burden to PP & MV -.1.4%
Personal Property	7.4%	8.6%	Shift from RE of approximately 1.2%
Motor Vehicles	8.2%	8.4%	Shift from RE of approximately 0.2%

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 – 2013 Grand List**

	<b>Name</b>	<b>Real Estate</b>	<b>Personal Property</b>	<b>Motor Vehicle</b>	<b>Grand Total</b>	<b>% of Grand List</b>
1	CT Light and Power	\$1,995,400	\$55,133,580	-	\$57,128,990	2.28%
2	Dell Equipment Funding LP	-	\$32,887,790	-	\$32,887,790	1.31%
3	Evergreen Walk Lifestyle Center (Shoppes at Evergreen Walk	\$30,801,300	-	-	\$30,801,300	1.23%
4	Federated Retail Holdings (Macy's Warehouse)	\$11,407,900	\$3,445,680	\$58,560	\$14,912,140	.60%
5	FedEx Ground Package (FEM Sullivan Rd LLC)	\$4,338,930	\$10,051,100	-	\$14,390,030	.57%
6	DST Realty	\$11,265,500	\$2,793,980	-	\$14,059,480	.56%
7	Town Center of S.W.	\$13,057,600	-	-	\$13,057,600	.52%
8	Connecticut Water Co	\$2,127,300	\$9,584,400	-	\$11,711,590	.47%
9	Ticket Network	\$6,179,330	\$5,367,000	-	\$11,546,330	.46%
10	Evergreen Walk LLC	\$10,965,500	-	-	\$10,965,500	.44%

<p style="text-align: center;"><b>TOWN OF SOUTH WINDSOR</b>  <b>CALCULATION OF TAXABLE GRAND LIST AND MILL RATE</b>  <b>2014-2015</b></p>
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<b>Taxable Grand List - As Filed By The Assessor's Office</b>	<b>\$ 2,506,427,581</b>
<b>Less Estimated Real Estate Assessments Related To:</b>	
<b>Waived Taxes Less Than \$5.00</b>	<b>\$ 55,000</b>
<b>South Windsor's Elderly Tax Relief Program</b>	<b>\$ 5,267,042</b>
<b>Plus Estimated Real Estate Assessments Related To:</b>	
<b>Prorated New Construction</b>	<b>\$ -</b>
<b>Adjusted Taxable Grand List</b>	<b>\$ 2,501,105,539</b>
<b>Multiplied By The Estimated Tax Collection Rate</b>	<b>98.75%</b>
<b>Taxable Grand List Used To Calculate Mill Rate</b>	<b>\$ 2,469,841,720</b>
<b>Amount To Be Raised By Taxes - From Adjusted Budget</b>	<b>\$ 87,696,371</b>
<b>Divide By Taxable Grand List From Above</b>	<b>\$ 2,469,841,720</b>
<b>Mill Rate (Per \$1,000)</b>	<b>\$ 35.51</b>
<b>Increase in Taxes</b>	<b>1.74%</b>
<b>Mill Rate for 2013 - 2014</b>	<b>34.90</b>

## ***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 a 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** – 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.

**Property Tax Relief** – is a 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.

**Municipal Revenue Sharing Account (MRSA) Municipal Projects** – purpose of this grant is to fund programs related to the construction, improvement, or maintenance of highways and bridges. This includes snow plowing, tree trimming, etc.

**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.

## EXPENDITURES

<b>TOWN OF SOUTH WINDSOR</b> <b>BUDGET INFORMATION</b> <b>2014-2015</b>
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Description	2013-2014 Adopted Budget	2014-2015 Council Approved	2014-2015 \$ Increase	2014-2015 % Increase
Town Government	34,810,522	37,711,536	2,901,014	8.33%
Board of Education	<u>68,123,940</u>	<u>68,555,567</u>	<u>431,627</u>	<u>0.63%</u>
Total Town Budget	<u><u>102,934,462</u></u>	<u><u>106,267,103</u></u>	<u><u>3,332,641</u></u>	<u><u>3.24%</u></u>

## EXPENDITURE SUMMARY STATEMENTS

**Fiscal Year 2014-2015**

2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Budget	Descriptions	2014-2015 Dept & Mgr Proposed	2014-2015 Council Approved	2013-2014 Approved vs 2014-2015 Approved % Change	2013-2014 Approved vs 2014-2015 Approved \$ Change
				<b>GENERAL GOVERNMENT</b>				
200,144	197,225	206,457	210,033	LEGISLATIVE TOWN COUNCIL	217,263	217,263	3.44%	7,230
200,144	197,225	206,457	210,033	<b>Total</b>	217,263	217,263	3.44%	7,230
2,524	2,275	700	2,500	BOARDS & COMMISSIONS				
991	292	735	1,000	HUMAN RELATIONS COMMISSION	2,500	2,500	0.00%	0
0	0	0	520	HISTORIC DISTRICT COMMISSION	1,000	1,000	0.00%	0
1,890	0	0	0	PUBLIC BUILDING COMMISSION	520	520	0.00%	0
272	60	1,000	1,000	HOUSING AUTHORITY	0	0	0.00%	0
2,813	2,965	3,022	5,525	S. W. REDEVELOPMENT AGENCY	1,000	1,000	0.00%	0
0	15	0	300	INLAND/WETLANDS COMM.	5,525	5,525	0.00%	0
530	337	63	500	LAND PRESERVATION ADVISORY	300	300	0.00%	0
1,260	2,656	3,901	4,500	OPEN SPACE TASK FORCE	500	500	0.00%	0
866	421	938	1,500	PARK & RECREATION COMMISSION	4,500	4,500	0.00%	0
5,406	7,677	7,179	7,150	JUVENILE FIRESETTER COMM.	1,500	1,500	0.00%	0
2,093	3,226	2,228	2,500	PLANNING & ZONING COMMISSION	7,150	7,150	0.00%	0
759	2,000	2,450	3,000	ZONING BOARD OF APPEALS	2,500	2,500	0.00%	0
				ECONOMIC DEVELOPMENT COMM.	3,000	3,000	0.00%	0
19,404	21,924	22,216	29,995	<b>Total</b>	29,995	29,995	0.00%	0
9,061	8,698	10,988	13,238	JUDICIAL PROBATE COURT	14,638	14,638	10.58%	1,400
9,061	8,698	10,988	13,238	<b>Total</b>	14,638	14,638	10.58%	1,400



**EXPENDITURE SUMMARY STATEMENTS**  
**Fiscal Year 2014-2015**

2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Budget	Descriptions	2014-2015 Dept & Mgr Proposed	2014-2015 Council Approved	2013-2014 Approved vs 2014-2015 Approved % Change	2013-2014 Approved vs 2014-2015 Approved \$ Change
139,312	140,610	164,020	146,581	ELECTIONS REGISTRAR OF VOTERS	155,483	155,483	6.07%	8,902
139,312	140,610	164,020	146,581	<b>Total</b>	155,483	155,483	6.07%	8,902
273,349	278,325	316,637	314,677	EXECUTIVE TOWN MANAGER	380,949	364,379	15.79%	49,702
135,612	69,862	54,521	63,711	HUMAN RESOURCES	69,567	65,602	2.97%	1,891
408,961	348,187	371,158	378,388	<b>Total</b>	450,516	429,981	13.63%	51,593
288,200	211,889	218,858	223,772	COMMUNITY DEVELOPMENT PLANNING DEPARTMENT	228,121	228,121	1.94%	4,349
187,722	185,750	184,492	213,957	BUILDING DEPARTMENT	222,848	217,848	1.82%	3,891
475,922	397,639	403,350	437,729	<b>Total</b>	450,969	445,969	1.88%	8,240
254,786	262,519	261,532	280,924	FINANCE ASSESSOR	286,132	286,132	1.85%	5,208
0	0	0	0	BOARD OF TAX REVIEW	0	0	0.00%	0
194,921	204,576	206,647	215,671	COLLECTOR OF REVENUE	229,100	218,024	1.09%	2,353
316,228	330,525	339,529	343,804	FINANCE OFFICE	340,559	340,559	-0.94%	(3,245)
765,935	797,620	807,708	840,399	<b>Total</b>	855,791	844,715	0.51%	4,316
196,103	202,161	207,915	217,803	RECORDING & REPORTING TOWN CLERK	224,342	227,071	4.26%	9,268
196,103	202,161	207,915	217,803	<b>Total</b>	224,342	227,071	4.26%	9,268

**EXPENDITURE SUMMARY STATEMENTS**  
**Fiscal Year 2014-2015**

2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Budget	Descriptions	2014-2015 Dept & Mgr Proposed	2014-2015 Council Approved	2013-2014 Approved vs 2014-2015 Approved % Change	2013-2014 Approved vs 2014-2015 Approved \$ Change
187,767	180,486	174,389	175,000	LAW TOWN ATTORNEY	175,000	175,000	0.00%	0
187,767	180,486	174,389	175,000	<b>Total</b>	175,000	175,000	0.00%	0
273,046	270,742	238,682	282,880	CENTRAL SERVICES TOWN HALL	287,921	287,921	1.78%	5,041
464,455	457,514	499,503	661,511	INFORMATION TECHNOLOGY	714,204	714,204	7.97%	52,693
6,256	0	0	1,500	TOTAL QUALITY MANAGEMENT	1,500	1,500	0.00%	0
69	0	0	1,000	HEALTH & SAFETY COMMITTEE	1,000	1,000	0.00%	0
7,413	15,478	16,239	28,970	MEDIA	30,570	30,570	5.52%	1,600
751,239	743,734	754,424	975,861	<b>Total</b>	1,035,195	1,035,195	6.08%	59,334
<b>3,153,848</b>	<b>3,038,284</b>	<b>3,122,625</b>	<b>3,425,027</b>	<b>Total GENERAL GOVERNMENT</b>	<b>3,609,192</b>	<b>3,575,309</b>	<b>4.39%</b>	<b>150,282</b>
				<b>PUBLIC SAFETY</b>				
414,339	416,159	356,968	409,032	POLICE PROTECTION ADMINISTRATION	464,746	449,746	9.95%	40,714
2,884,481	3,142,654	3,046,045	3,323,501	OPERATIONS	3,553,463	3,622,450	9.00%	298,949
1,647,177	1,716,425	1,713,299	1,759,001	SUPPORT SERVICES	1,789,419	1,782,919	1.36%	23,918
124,835	142,318	150,283	151,696	COMMUNITY SERVICES	175,399	155,399	2.44%	3,703
5,070,832	5,417,556	5,266,595	5,643,230	<b>Total</b>	5,983,027	6,010,514	6.51%	367,284
0	0	0	0	EMERGENCY MANAGEMENT EMERGENCY MANAGEMENT	0	115,000	100.00%	115,000
0	0	0	0	<b>Total</b>	0	115,000	100.00%	115,000

**EXPENDITURE SUMMARY STATEMENTS**  
**Fiscal Year 2014-2015**

2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Budget	Descriptions	2014-2015 Dept & Mgr Proposed	2014-2015 Council Approved	2013-2014 Approved vs 2014-2015 Approved % Change	2013-2014 Approved vs 2014-2015 Approved \$ Change
122,953	129,658	155,118	185,079	FIRE PROTECTION				
665,462	690,462	710,553	760,962	FIRE MARSHAL	221,500	201,300	8.76%	16,221
685,415	708,422	729,400	750,800	SW VOLUNTEER FIRE DEPT.	839,220	814,220	7.00%	53,258
				HYDRANTS & WATER LINES	788,400	762,706	1.59%	11,906
1,473,830	1,528,542	1,595,071	1,696,841	<b>Total</b>	1,849,120	1,778,226	4.80%	81,385
410,094	394,109	419,736	409,500	OTHER PROTECTION				
				STREET LIGHTS	409,500	409,500	0.00%	0
410,094	394,109	419,736	409,500	<b>Total</b>	409,500	409,500	0.00%	0
<b>6,954,756</b>	<b>7,340,207</b>	<b>7,281,402</b>	<b>7,749,571</b>	<b>Total PUBLIC SAFETY</b>	<b>8,241,647</b>	<b>8,313,240</b>	<b>7.27 %</b>	<b>563,669</b>
				<b>PUBLIC WORKS</b>				
131,285	135,464	137,147	139,492	ADMINISTRATION				
				PUBLIC WORKS MANAGEMENT	215,192	142,192	1.94%	2,700
131,285	135,464	137,147	139,492	<b>Total</b>	215,192	142,192	1.94%	2,700
365,341	381,893	388,826	399,475	ENGINEERING				
				TECHNICAL SUPPORT	428,749	428,749	7.33%	29,274
365,341	381,893	388,826	399,475	<b>Total</b>	428,749	428,749	7.33%	29,274
2,103,977	2,013,387	2,036,778	2,157,305	STREET SERVICES				
717,027	780,400	653,903	823,021	HIGHWAY MAINTENANCE	2,845,237	2,735,237	26.79%	577,932
				FLEET SERVICES	910,534	868,887	5.57%	45,866
2,821,004	2,793,787	2,690,681	2,980,326	<b>Total</b>	3,755,771	3,604,124	20.93%	623,798

**EXPENDITURE SUMMARY STATEMENTS**  
**Fiscal Year 2014-2015**

2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Budget	Descriptions	2014-2015 Dept & Mgr Proposed	2014-2015 Council Approved	2013-2014 Approved vs 2014-2015 Approved % Change	2013-2014 Approved vs 2014-2015 Approved \$ Change
1,274,698	1,204,160	1,260,895	1,348,137	PUBLIC BUILDINGS BUILDING MAINTENANCE	1,479,804	1,439,804	6.80%	91,667
1,274,698	1,204,160	1,260,895	1,348,137	<b>Total</b>	1,479,804	1,439,804	6.80%	91,667
1,865,763	2,032,865	1,936,635	1,963,968	POLLUTION CONTROL REFUSE DISPOSAL	1,977,207	1,977,207	0.67%	13,239
1,865,763	2,032,865	1,936,635	1,963,968	<b>Total</b>	1,977,207	1,977,207	0.67%	13,239
<b>6,458,091</b>	<b>6,548,169</b>	<b>6,414,184</b>	<b>6,831,398</b>	<b>Total PUBLIC WORKS</b>	<b>7,856,723</b>	<b>7,592,076</b>	<b>11.14%</b>	<b>760,678</b>
				<b>CULTURAL &amp; LEISURE</b>				
281,333	500,359	498,125	512,327	PARKS & RECREATION ADMINISTRATION	546,773	527,660	2.99%	15,333
1,082,972	1,149,677	1,039,795	1,099,187	PARK MAINTENANCE	1,279,973	1,248,873	13.62%	149,686
1,364,305	1,650,036	1,537,920	1,611,514	<b>Total</b>	1,826,746	1,776,533	10.24%	165,019
976,803	997,506	1,020,324	1,022,524	LIBRARY LIBRARY	1,027,637	1,027,637	0.50%	5,113
976,803	997,506	1,020,324	1,022,524	<b>Total</b>	1,027,637	1,027,637	0.50%	5,113
<b>2,341,108</b>	<b>2,647,542</b>	<b>2,558,244</b>	<b>2,634,038</b>	<b>Total CULTURAL &amp; LEISURE</b>	<b>2,854,383</b>	<b>2,804,170</b>	<b>6.46%</b>	<b>170,132</b>

**EXPENDITURE SUMMARY STATEMENTS**  
**Fiscal Year 2014-2015**

2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Budget	Descriptions	2014-2015 Dept & Mgr Proposed	2014-2015 Council Approved	2013-2014 Approved vs 2014-2015 Approved % Change	2013-2014 Approved vs 2014-2015 Approved \$ Change
				<b>HUMAN SERVICES</b>				
78,012	125,369	106,743	122,758	ENVIRONMENTAL HEALTH	155,670	147,530	20.18%	24,772
78,012	125,369	106,743	122,758	<b>Total</b>	155,670	147,530	20.18%	24,772
157,719	202,007	175,279	174,955	HUMAN SERVICES				
223,728	231,302	233,253	257,294	ADMINISTRATION	178,259	114,259	-34.69%	(60,696)
335,608	309,019	316,322	329,949	YOUTH AND FAMILY SERVICES	274,707	274,707	6.77%	17,413
58,623	66,509	72,083	55,692	ADULT AND SENIOR SERVICES	344,673	344,673	4.46%	14,724
4,624	4,624	2,697	4,624	MINI-BUS SERVICE	81,172	65,692	17.96%	10,000
10,000	10,667	13,046	17,825	SHELTERED WORKSHOPS	4,624	4,624	0.00%	0
				PUBLIC HEALTH NURSE	17,825	17,825	0.00%	0
790,302	824,128	812,680	840,339	<b>Total</b>	901,260	821,780	-2.21%	(18,559)
<b>868,314</b>	<b>949,497</b>	<b>919,423</b>	<b>963,097</b>	<b>Total HUMAN SERVICES</b>	<b>1,056,930</b>	<b>969,310</b>	<b>0.65%</b>	<b>6,213</b>
				<b>DEBT SERVICE</b>				
646,026	718,531	359,276	342,873	CAPITAL LEASES	344,235	354,235	3.31%	11,362
930,633	1,185,304	979,629	1,443,012	INTEREST, BONDED DEBT	1,536,905	1,536,905	6.51%	93,893
3,455,000	2,955,000	3,080,000	3,697,485	PRINCIPAL, BONDED DEBT	4,200,646	4,200,646	13.61%	503,161
<b>5,031,659</b>	<b>4,858,835</b>	<b>4,418,905</b>	<b>5,483,370</b>	<b>Total DEBT SERVICE</b>	<b>6,081,786</b>	<b>6,091,786</b>	<b>11.10%</b>	<b>608,416</b>
				<b>CAPITAL IMPROVEMENTS</b>				
982,159	626,605	287,605	167,980	CAPITAL IMPROVEMENTS	567,980	1,000,000	495.31%	832,020
<b>982,159</b>	<b>626,605</b>	<b>287,605</b>	<b>167,980</b>	<b>Total CAPITAL IMPROVEMENTS</b>	<b>567,980</b>	<b>1,000,000</b>	<b>495.31%</b>	<b>832,020</b>

**EXPENDITURE SUMMARY STATEMENTS**  
**Fiscal Year 2014-2015**

2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Budget	Descriptions	2014-2015 Dept & Mgr Proposed	2014-2015 Council Approved	2013-2014 Approved vs 2014-2015 Approved % Change	2013-2014 Approved vs 2014-2015 Approved \$ Change
				<b>UNCLASSIFIED</b>				
0	15,000	7,952	115,000	CONTINGENCY	115,000	115,000	0.00%	0
13,483	13,195	13,368	13,500	S.W. PATRIOTIC COMMISSION	13,500	13,500	0.00%	0
3,000	13,680	0	3,000	CEMETERIES	3,000	8,000	166.67%	5,000
7,500	7,500	7,500	7,500	WOOD MEMORIAL LIBRARY	7,500	7,500	0.00%	0
224,718	220,911	235,713	246,321	MUNICIPAL INS - CASUALTY & LIAB	269,742	269,742	9.51%	23,421
1,430,578	1,529,760	1,889,955	2,090,440	PENSION FUND	2,007,084	2,000,392	-4.31%	(90,048)
841,581	884,547	868,426	945,298	SOCIAL SECURITY	1,076,714	1,043,580	10.40%	98,282
2,516,866	3,139,729	2,974,896	3,392,272	HEALTH & LIFE INSURANCE	3,572,822	3,222,822	-5.00%	(169,450)
158,000	158,000	263,000	263,000	OTHER POST EMPL. BENEFITS	310,716	310,716	18.14%	47,716
350,798	330,191	422,526	449,710	WORKERS' COMPENSATION INS.	359,393	359,393	-20.08%	(90,317)
55,007	43,965	16,257	30,000	UNEMPLOYMENT COMPENSATION	15,000	15,000	-50.00%	(15,000)
0	108,400	0	0	OTHER FINANCE SOURCES	0	0	0.00%	0
<b>5,601,531</b>	<b>6,464,878</b>	<b>6,699,593</b>	<b>7,556,041</b>	<b>Total UNCLASSIFIED</b>	<b>7,750,471</b>	<b>7,365,645</b>	<b>-2.52%</b>	<b>(190,396)</b>
<b>31,391,466</b>	<b>32,474,017</b>	<b>31,701,981</b>	<b>34,810,522</b>	<b>TOTAL TOWN BUDGET</b>	<b>38,019,112</b>	<b>37,711,536</b>	<b>8.33%</b>	<b>2,901,014</b>
<b>62,998,921</b>	<b>64,000,024</b>	<b>65,510,061</b>	<b>68,123,940</b>	<b>TOTAL BOARD OF EDUCATION BUDGET</b>	<b>69,443,581</b>	<b>68,555,567</b>	<b>0.63%</b>	<b>431,627</b>
<b>94,390,387</b>	<b>96,474,041</b>	<b>97,212,042</b>	<b>102,934,462</b>	<b>TOTAL EXPENDITURES FY 2014-2015</b>	<b>107,462,693</b>	<b>106,267,103</b>	<b>3.24%</b>	<b>3,332,641</b>

## 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	2014-2015 Department Request	2014-2015 Manager Proposed	2014-2015 Council Approved
1110	Town Council	217,263	217,263	217,263
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	14,638	14,638	14,638
1250	Registrars of Voters	155,483	155,483	155,483
1310	Town Manager	380,949	380,949	364,379
1320	Human Resources	69,567	69,567	65,602
1430	Planning Department	228,121	228,121	228,121
1440	Building Department	222,848	222,848	217,848

Account Code	Descriptions	2013-2014 Department Request	2013-2014 Manager Proposed	2013-2014 Council Approved
1511	Assessor	286,132	286,132	286,132
1512	Board of Tax Review	0	0	0
1514	Collector of Revenue	229,100	229,100	218,024
1532	Finance Office	340,559	340,559	340,559
1540	Town Clerk	224,342	224,342	227,071
1550	Town Attorney	175,000	175,000	175,000
1921	Central Services	287,921	287,921	287,921
1922	Information Technology	714,204	714,204	714,204
1923	Total Quality Management	1,500	1,500	1,500
1924	Health and Safety Committee	1,000	1,000	1,000
1925	Media	30,570	30,570	30,570
	<b>Total General Government</b>	<b>3,609,192</b>	<b>3,609,192</b>	<b>3,575,309</b>



<b>PROGRAM</b>	<b>TOWN COUNCIL</b>	<b>1110</b>
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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 has a slight increase for salary adjustments.

**Town Council Goals for 2014-2015**

**Long-Term Objectives:**

The long-term objectives of the Tow of South Windsor can be summarized in 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 quality services where needs are identified and funds are available.

**Town Council Priority Action Items for 2014-2015**

**Short Term Goals:**

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

**Short Term Goals (cont'd):**

1. Improve appearance and functionality of Town infrastructure through various capital projects and improvements. This year's infrastructure efforts include:
  - Replacement of boilers at the Town Hall and Public Library
  - 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
  - Adding an Economic Development Coordinator
  - Adding a Fleet Management Supervisor
  - Adding a Maintainer I position in Parks and Recreation
  - Adding a Turf Management Specialist
4. Provide citizens with quality services where needs are identified. The Town of South Windsor provides a vast amount of quality services that the citizens enjoy. Through surveys, citizens have ranked these services as outstanding.

**Assigned Positions:**

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Council Clerk	1	1.0

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Meetings attended	33	37	35	35	31
Resolution passed	111	118	174	150	138
Public Hearings	18	14	6	8	11
Ordinances passed	2	4	3	5	3

Function	Department	Division	Division Code
GENERAL GOVERNMENT	LEGISLATIVE	TOWN COUNCIL	1110

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
47,999	48,000	48,861	11110100 00110	FULL TIME SALARIES	49,839	49,839	49,839
347	266	500	11110200 00210	OFFICE SUPPLIES	500	500	500
490	126	1,000	11110200 00221	OPERATING MATERIAL	1,000	1,000	1,000
79	0	2,000	11110300 00310	ADVERTISING	2,000	2,000	2,000
104,319	108,772	110,200	11110300 00320	PROFESSIONAL	110,736	110,736	110,736
1,473	1,698	8,000	11110300 00350	PRINTING	8,000	8,000	8,000
34,201	33,950	34,472	11110300 00374	FEES & MEMBERSHIPS	35,700	35,700	35,700
0	120	1,000	11110300 00375	RECRUITMENT & TRAINING	1,000	1,000	1,000
8,316	13,525	4,000	11110300 00380	GRANTS & CONTRIBUTIONS	8,488	8,488	8,488
197,224	206,457	210,033		TOTAL	217,263	217,263	217,263
				PERCENTAGE CHANGE	3.44%	3.44%	3.44%

<b>PROGRAM</b>	<b>HUMAN RELATIONS COMMISSION</b>	<b>1121</b>
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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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
2,275	700	2,500	11121200 00210	OFFICE SUPPLIES	2,500	2,500	2,500
2,275	700	2,500		TOTAL	2,500	2,500	2,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>HISTORIC DISTRICT COMMISSION</b>	<b>1122</b>
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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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
24	255	0	11122200 00210	OFFICE SUPPLIES	0	0	0
268	480	500	11122300 00310	ADVERTISING	500	500	500
0	0	500	11122300 00320	PROFESSIONAL	500	500	500
292	735	1,000		TOTAL	1,000	1,000	1,000
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>PUBLIC BUILDING COMMISSION</b>	<b>1124</b>
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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 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
0	0	500	11124100 00113	PART TIME WAGES	500	500	500
0	0	20	11124200 00210	OFFICE SUPPLIES	20	20	20
0	0	520		TOTAL	520	520	520
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>HOUSING AUTHORITY</b>	<b>1125</b>
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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</u> <u>ACTUAL</u>	<u>2012/2013</u> <u>ACTUAL</u>	<u>2013/2014</u> <u>BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015</u> <u>DEPARTMENT</u> <u>REQUEST</u>	<u>2014/2015</u> <u>MANAGER</u> <u>PROPOSED</u>	<u>2014/2015</u> <u>COUNCIL</u> <u>APPROVED</u>
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0	0	0		TOTAL	0	0	0
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>REDEVELOPMENT AGENCY</b>	<b>1126</b>
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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 program budget.

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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
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%

<b>PROGRAM</b>	<b>INLAND WETLANDS AGENCY/CONSERVATION COMMISSION</b>	<b>1130</b>
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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 program budget.

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
732	467	1,000	11130200 00221	OPERATING MATERIAL	1,000	1,000	1,000
0	112	825	11130200 00226	LANDSCAPING	825	825	825
1,164	1,409	1,500	11130300 00310	ADVERTISING	1,500	1,500	1,500
850	910	1,000	11130300 00320	PROFESSIONAL	1,000	1,000	1,000
0	0	200	11130300 00350	PRINTING	200	200	200
0	0	100	11130300 00371	MAINTENANCE CONTRACTS	100	100	100
220	125	900	11130300 00374	FEES & MEMBERSHIPS	900	900	900
2,966	3,023	5,525		TOTAL	5,525	5,525	5,525
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>AGRICULTURAL LAND PRESERVATION ADVISORY COMMISSION</b>	<b>1131</b>
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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.

***Budget Change Commentary:***

There is no change in the program budget.



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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
15	0	300	11131300 00374	FEES & MEMBERSHIPS	300	300	300

15	0	300		TOTAL	300	300	300
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>OPEN SPACE TASK FORCE</b>	<b>1132</b>
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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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
336	63	500	11132200 00221	OPERATING MATERIAL	500	500	500
0	0	0	11132300 00350	PRINTING	0	0	0

336	63	500		TOTAL	500	500	500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>JUVENILE FIRESETTER INTERVENTION AND PREVENTION COMMISSION</b>	<b>1135</b>
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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 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
29	371	500	11135200 00210	OFFICE SUPPLIES	500	500	500
129	400	500	11135200 00221	OPERATING MATERIALS	500	500	500
263	167	500	11135300 00375	RECRUITMENT & TRAINING	500	500	500
421	938	1,500		TOTAL	1,500	1,500	1,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>PARK AND RECREATION COMMISSION</b>	<b>1134</b>
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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 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
0	0	100	11134200 00210	OFFICE SUPPLIES	100	100	100
0	11	100	11134200 00221	OPERATING MATERIAL	100	100	100
293	1,000	400	11134300 00310	ADVERTISING	400	400	400
1,270	895	1,500	11134300 00320	PROFESSIONAL	1,500	1,500	1,500
60	1,810	1,000	11134300 00350	PRINTING	1,000	1,000	1,000
1,033	186	1,400	11134300 00374	FEES & MEMBERSHIPS	1,400	1,400	1,400
2,656	3,902	4,500		TOTAL	4,500	4,500	4,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>PLANNING AND ZONING COMMISSION</b>	<b>1431</b>
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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 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
0	48	0	11431200 00210	OFFICE SUPPLIES	0	0	0
268	13	500	11431200 00221	OPERATING MATERIAL	500	500	500
5,543	4,565	4,000	11431300 00310	ADVERTISING	4,000	4,000	4,000
1,493	1,429	1,500	11431300 00320	PROFESSIONAL	1,500	1,500	1,500
200	728	650	11431300 00350	PRINTING	650	650	650
174	397	500	11431300 00374	FEES & MEMBERSHIPS	500	500	500
7,677	7,180	7,150		TOTAL	7,150	7,150	7,150
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>ZONING BOARD OF APPEALS</b>	<b>1432</b>
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***Program Explanation:***

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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
60	25	100	11432200 00221	OPERATING MATERIAL	100	100	100
2,879	2,203	2,000	11432300 00310	ADVERTISING	2,000	2,000	2,000
288	0	100	11432300 00350	PRINTING	100	100	100
0	0	300	11432300 00374	FEES & MEMBERSHIPS	300	300	300
3,226	2,228	2,500		TOTAL	2,500	2,500	2,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>ECONOMIC DEVELOPMENT COMMISSION</b>	<b>1465</b>
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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 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
0	150	500	11465200 00221	OPERATING MATERIAL	500	500	500
0	0	500	11465300 00310	ADVERTISING	500	500	500
1,400	1,800	1,000	11465300 00320	PROFESSIONAL	1,000	1,000	1,000
0	0	200	11465300 00350	PRINTING	200	200	200
600	500	800	11465300 00374	FEES & MEMBERSHIPS	800	800	800
2,000	2,450	3,000		TOTAL	3,000	3,000	3,000
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>PROBATE COURT</b>	<b>1210</b>
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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 \$1,400 due to an increase in operating supplies.

Function	Department	Division	Division Code
GENERAL GOVERNMENT	JUDICIAL	PROBATE	1210

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
8,698	10,988	13,238	11210300 00380	GRANTS & CONTRIBUTIONS	14,638	14,638	14,638

8,698	10,988	13,238		TOTAL	14,638	14,638	14,638
				PERCENTAGE CHANGE	10.58%	10.58%	10.58%

<b>PROGRAM</b>	<b>REGISTRARS OF VOTERS</b>	<b>1250</b>
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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 budget change is a 6% increase; 2% increase in part time wages and professionals. Secretary of the State (SOTS) mandates Moderator Certification every 2 years instead of 4. SOTS will no longer cover the maintenance of the tabulators. The ROVAC Conference will be held in Danbury for 1 year increasing costs. Electronic Poll Books will be tested and used at future elections.

***Program Objectives and Goals FY 2015:***

- Efficient transition to Election Day Registration
- Continue to work with SOTS on the End of Night Reporting System to speed up check in of voters through use of the Electronic Poll Books

***Program Accomplishments FY 2014:***

- Test Town for the End of Night Reporting System
- Held Republican Municipal Primary; Municipal Election; & Referendum for School Construction

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
2	1.0	2	1.0	Registrars of Voters	2	1.0
2	1.0	2	1.0	Deputy Registrars of Voters	2	1.0

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Registered Voters	14,879	14,926	15,529	15,400	15,900
Changes – all types processed	5,528	2,607	5,967	3,000	4,000



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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
92,783	99,225	105,868	11250100 00113	PART TIME WAGES	107,985	107,985	107,985
410	3,837	3,280	11250100 00114	TEMPORARY	3,346	3,346	3,346
436	66	300	11250200 00210	OFFICE SUPPLIES	300	300	300
12,602	15,895	10,660	11250200 00221	OPERATING MATERIAL	15,000	15,000	15,000
953	157	600	11250300 00310	ADVERTISING	600	600	600
27,854	39,052	18,973	11250300 00320	PROFESSIONAL	19,352	19,352	19,352
339	828	400	11250300 00330	RENTAL & LEASES	600	600	600
0	390	400	11250300 00350	PRINTING	400	400	400
3,486	2,870	1,550	11250300 00360	UTILITIES	2,000	2,000	2,000
0	0	2,600	11250300 00373	REPAIR/MAINT EQUIPMENT	3,500	3,500	3,500
1,353	1,700	1,750	11250300 00374	FEES & MEMBERSHIPS	2,000	2,000	2,000
393	0	200	11250300 00375	RECRUITMENT & TRAINING	400	400	400
140,609	164,020	146,581		TOTAL	155,483	155,483	155,483
				PERCENTAGE CHANGE	6.07%	6.07%	6.07%

<b>PROGRAM</b>	<b>TOWN MANAGER</b>	<b>1310</b>
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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 budget has a 16% increase to account for the contractual obligations of an Economic Development Coordinator and for the promotion of the Assistant to the Town Manager to Director of Human Resources.

***Program Objectives and Goals FY 2015:***

- 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 2014:***

- 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
- Obtain all FEMA reimbursements
- Increased Town's Standard & Poor's Rating from AA to AA+

***Assigned Positions:***

2012-2013		2013-2014		2013-2014	2014-2015	
Positions	Positions	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Manager	1	1.0
1	1.0	1	1.0	Director of Human Resources	1	1.0
1	1.0	1	1.0	Executive Secretary	1	1.0

Performance Measures	Actual 2009-2010	Actual 2010-2011	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Town Council Meetings Attended	-	-	35	32	35
Staff Meetings Conducted	-	-	12	18	14
Various Committee/Commission Meetings	-	-	25	34	34
CCM Meetings	-	-	17	16	16
CRCOG Meetings	-	-	8	11	11
CIRMA Meetings	-	-	7	10	10
Internal and External Daily Appointments	-	-	502	493	500

Function	Department	Division	Division Code
GENERAL GOVERNMENT	EXECUTIVE	TOWN MANAGER	1310

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
217,135	263,892	271,529	11310100 00110	FULL TIME SALARIES	361,143	361,143	294,573
3,359	0	0	11310100 00113	PART TIME WAGES	300	300	0
390	0	300	11310200 00210	OFFICE SUPPLIES	900	900	300
1,754	52	900	11310200 00221	OPERATING MATERIAL	700	700	900
30	0	700	11310300 00310	ADVERTISING	12,200	12,200	700
51,452	47,695	36,350	11310300 00320	PROFESSIONAL	0	0	62,200
0	0	0	11310300 00330	RENTAL & LEASES	0	0	0
4,204	4,998	4,898	11310300 00374	FEES & MEMBERSHIPS	5,706	5,706	5,706
278,325	316,637	314,677		TOTAL	380,949	380,949	364,379
				PERCENTAGE CHANGE	21.06%	21.06%	15.79%

<b>PROGRAM</b>	<b>HUMAN RESOURCES</b>	<b>1320</b>
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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, pre-employment screenings, fees associated with Random Drug/Alcohol Testing program, employee activities, employee training, and employee awards.

***Budget Change Commentary:***

The program budget has a slight increase. The increase accounts for additional funding for employment advertising, maintenance of the Town Hall AED, and employee CPR/AED training.

***Program Objectives and Goals FY 2015:***

- Continue to participate in the contract negotiation process of 2 expired union contracts (Pollution Control and Public Works)
- 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 and employee issues
- Coordinate teambuilding initiatives
- Continue to coordinate employee trainings

***Program Accomplishments FY 2014:***

- Assisted in the successful negotiation of two union contacts (UPSEU and Community Service Officers/Dispatchers)
- Continued to administer the DOT Random Testing Program and Vaccination Program for Bloodborne Pathogen Exposure
- Recruited and filled vacant full-time and part-time positions
- Continued to meet various mandated filing requirements
- Continued to act as liaison between the Town and Town Attorney
- Continued to take graduate courses at University of New Haven for credit towards my MPA
- Attended additional training opportunities in human resource areas

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
				N/A – Incorporated into Town Manager's Office		

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Safety Committee Meetings	-	-	4	4	4
Staff Meetings	-	-	12	18	14
Job Advertisements	-	-	10	13	7
Training Workshops	-	-	12	10	10
Blood Drives	-	-	2	2	2
Employee Health Fair	-	-	1	0	1
FMLA Requests	-	-	25	26	25

Function	Department	Division	Division Code
GENERAL GOVERNMENT	EXECUTIVE	HUMAN RESOURCES	1320

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
0	175	1,250	11320200 00221	OPERATING MATERIAL	1,580	1,580	1,580
4,044	5,053	5,065	11320300 00310	ADVERTISING	6,000	6,000	4,000
59,922	40,696	46,261	11320300 00320	PROFESSIONAL	48,887	48,887	48,887
487	362	600	11320300 00330	RENTAL & LEASES	600	600	600
0	0	0	11320300 00374	FEES & MEMBERSHIPS	0	0	0
5,409	8,235	10,535	11320300 00375	RECRUITMENT & TRAINING	12,500	12,500	10,535
69,862	54,521	63,711		TOTAL	69,567	69,567	65,602
				PERCENTAGE CHANGE	9.19%	9.19%	2.97%

<b>PROGRAM</b>	<b>PLANNING DEPARTMENT</b>	<b>1430</b>
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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 (ZBA) 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 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 2015:***

- 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 implementation of the Plan of Conservation and Development which was adopted in the summer of 2013. Staff various subcommittees as required.
- Provide education to the Boards and Commission as needed.
- Continue to improve and update the Planning Department's web presence to include all forms, regulations and plans and create greater web presence by adding land use applications online.



***Program Objectives and Goals FY 2015 (cont'd):***

- Continue to provide technical assistance to the Public Works Department, Parks and Recreation Department, Police Department and Fire Department as needed.
- 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 available 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 2014:***

- Continue participation in CROG Pedestrian/Bike Committee.
- Staffing of the Open Space Task Force; completed re-working of the open space mapping and documents.
- Assisted the Health Department in the development and administration of the Town's Mosquito Program.
- Continued attendance by the Zoning Enforcement Officer at the CAZEO program to obtain certification as a "Zoning Enforcement Officer"
- 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

**Assigned Positions:**

2012-2013		2013-2014		Position Title	2014-2015	
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 Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Land Use Meeting (PZC)	18	27	22	24	24
Land Use Meeting (IWA/CC)	10	16	11	19	19
Land Use Meeting (ZBA)	7	11	10	6	8
Land Use Meeting (OSTF)	10	9	9	7	9
Land Use Meeting (ADRC)	6	7	7	11	11
Site Plan/Special Exception Reviews; Zone Change reviews; Text Amendments reviews	31	49	32	42	45
Subdivision Reviews	0	3	3	3	3
Other Reviews (e.g. Wetlands Minimal Impact Permits)	5	5	5	5	5
Variance Reviews	9	16	10	7	9
Zoning Permits issued (e.g. Animal Agriculture, Minor Home Occupations, Farmstands)	11*	26	16	41	40
Zoning Compliance Reviews (Realtor/attorney requests)	15	11	9	9	10
Zoning Compliance Reviews (building permits- e.g. new buildings, additions, accessory structures, garages, above ground pools, in-ground pools, tenant buildouts)	274	271	263	290	300
Certificate of Occupancy issued (new residential units)	11	19	20	20	
Certificate of Occupancy issued (new commercial space)	5	7	6	6	
Certificate of Compliance issued (accessory structures/signs)	20/4*	57/32	28/3	26/21	30/15
Sign Permits (temporary/permanent)	52/19	24/54	15/30	15/43	20/45
Zoning/Wetlands Enforcement Actions	32	55	58	48	50

\*Data available as of Feb 2011

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
176,151	190,471	192,901	11430100 00110	FULL TIME SALARIES	196,850	196,850	196,850
4,075	2,417	2,500	11430100 00111	OVERTIME	2,500	2,500	2,500
22,537	19,318	20,021	11430100 00113	PART TIME WAGES	20,421	20,421	20,421
3,584	0	0	11430100 00114	TEMPORARY	0	0	0
41	0	250	11430200 00210	OFFICE SUPPLIES	250	250	250
1,385	50	1,250	11430200 00221	OPERATING MATERIAL	1,250	1,250	1,250
2,927	3,050	3,500	11430300 00320	PROFESSIONAL	3,500	3,500	3,500
0	5	100	11430300 00330	RENTAL & LEASES	100	100	100
0	31	150	11430300 00350	PRINTING	150	150	150
1,189	2,926	2,500	11430300 00374	FEES & MEMBERSHIPS	2,800	2,800	2,800
0	590	600	11430300 00375	RECRUITMENT & TRAINING	300	300	300
211,890	218,858	223,772		TOTAL	228,121	228,121	228,121
				PERCENTAGE CHANGE	1.94%	1.94%	1.94%

<b>PROGRAM</b>	<b>BUILDING DEPARTMENT</b>	<b>1440</b>
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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 and a part-time (5hrs) assistant blight enforcement officer. 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 2015:***

- 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/CO<sub>2</sub> detector installation.
- The addition of an assistant blight enforcement officer at 5 hours per week has enabled this Department's effective resolution of blight issues and collection of penalty fees.

***Program Accomplishments FY 2014:***

- Implemented a 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
- Part-time (5 hours per week) blight enforcement officer

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
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
0	0	1	5hrs/wk	Blight Officer	1	5hrs/wk

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Anticipated 2013-2014	Anticipated 2014-2015
<b>PERMITS:</b>					
New Homes	12	18	24	36	160
Commercial	52	66	80	100	150
Total Permits	1,722	1,779	1,900	2,000	2300
Certificate of Occupancy	458	294	310	350	450
Inspections	1,755	1,742	1,900	2,000	2800

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #		LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
181,566	183,600	189,180	11440100	00110	FULL TIME SALARIES	191,341	191,341	191,341
0	0	0	11440100	00112	LONGEVITY	0	0	0
0	0	19,227	11440100	00113	PART TIME WAGES	25,857	25,857	20,857
343	148	500	11440200	00210	OFFICE SUPPLIES	600	600	600
1,631	125	1,050	11440200	00221	OPERATING MATERIAL	1,050	1,050	1,050
125	0	0	11440200	00223	UNIFORMS & CLOTHING	0	0	0
540	618	1,200	11440300	00320	PROFESSIONAL	1,200	1,200	1,200
0	0	600	11440300	00350	PRINTING	600	600	600
1,545	0	2,200	11440300	00374	FEES & MEMBERSHIPS	2,200	2,200	2,200

<b>PROGRAM</b>	<b>ASSESSOR'S OFFICE</b>	<b>1511</b>
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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, subscription, and cost of living increases.

***Program Objectives and Goals FY 2015:***

- 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 2014:***

- Finalized the 2013 grand Lists continue to improve the records and lists under the Assessors' charge.
- Attended BAA hearings and court appeals
- Worked with the Town staff to successfully maintain multiple division records, maintain the town records for the CAMA system and the updating of the MUNIS system

***Assigned Positions:***

2013-2014		2014-2015		Position Title	2014-2015	
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 Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Field inspections	1699	1922	1926	1922	2000
Real Estate accounts	11151	11149	11066	11063	11100
Motor Vehicle accounts	25662	25494	25459	25751	25850
Personal Property accounts	1549	1563	1598	1601	1625
Supplemental Motor Vehicle accounts	3568	3813	3818	4143	4200
Properties transferred	720	670	700	810	900
Salas ratio analysis completed *first year after revaluation state does not ACCEPT submitted ratios	362	335	379	0*	420
Assessment appeals court cases* *court cases settled during fiscal year, note revaluation activity increase.	1	1	1	10	3



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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
246,899	247,930	254,379	11511100 00110	FULL TIME SALARIES	259,467	259,467	259,467
450	450	300	11511100 00112	LONGEVITY	225	225	225
0	594	0	11511200 00210	OFFICE SUPPLIES	0	0	0
1,528	1,417	2,400	11511200 00221	OPERATING MATERIAL	2,565	2,565	2,565
0	71	300	11511300 00310	ADVERTISING	300	300	300
0	75	5,000	11511300 00320	PROFESSIONAL	5,000	5,000	5,000
2,453	2,306	2,500	11511300 00330	RENTAL & LEASES	2,500	2,500	2,500
2,487	1,645	1,900	11511300 00350	PRINTING	1,900	1,900	1,900
7,250	5,750	11,000	11511300 00371	MAINTENANCE CONTRACTS	11,075	11,075	11,075
751	573	1,945	11511300 00374	FEES & MEMBERSHIPS	1,900	1,900	1,900
700	720	1,200	11511300 00375	RECRUITMENT & TRAINING	1,200	1,200	1,200
262,518	261,531	280,924		TOTAL	286,132	286,132	286,132
				PERCENTAGE CHANGE	1.85%	1.85%	1.85%

<b>PROGRAM</b>	<b>BOARD OF TAX REVIEW</b>	<b>1512</b>
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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</u> <u>ACTUAL</u>	<u>2012/2013</u> <u>ACTUAL</u>	<u>2013/2014</u> <u>BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015</u> <u>DEPARTMENT</u> <u>REQUEST</u>	<u>2014/2015</u> <u>MANAGER</u> <u>PROPOSED</u>	<u>2014/2015</u> <u>COUNCIL</u> <u>APPROVED</u>
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0

0

0

TOTAL

0

0

0

PERCENTAGE CHANGE

0.00%

0.00%

0.00%

<b>PROGRAM</b>	<b>COLLECTOR OF REVENUE</b>	<b>1514</b>
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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 assessment, 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 \$2,353.00. The primary reason for this change is annual salary increases.

***Program Objectives and Goals FY 2015:***

- Continue to increase collections and streamline methods
- Increase the use of the two Town constables for collecting delinquent taxes
- Continue to revisit security measures within the Collector of Revenue's Office
- Complete a tax lien sale

***Program Accomplishments FY 2014:***

- On line tax payments increased this fiscal year
- Increased the use of State Marshals to collect delinquent taxes
- Reviewed office security
- Successfully completed a sale of the Town's Tax liens

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Collector of Revenue	1	1.0
1	1.0	1	1.0	Deputy Collector of Revenue	1	1.0
1	1.0	1	1.0	Tax Assistant	1	1.0
1	0.5	1	0.5	Part Time Tax Assistant	1	0.5

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Tax Bills Sent	41,700	41,797	41,874	41,900	42,500
Current Taxes Collectible per Town's Audited Financial Statements	\$77,518,490	\$78,796,861	\$81,710,338	n/a	n/a
Current Taxes Collectible per Approved Budget	\$76,311,208	\$77,827,824	\$80,977,525	85,137,629	n/a
Current Taxes Collected	\$76,539,598	\$77,752,911	\$80,535,709	85,137,629	n/a
Collection Rate of Current Taxes Collectible per Town's Audited Financial Statements	98.7%	98.7%	98.6%	98.7%	98.7%
Collection Rate of Current Taxes Collectible per Approved Budget	100.3%	99.9%	99.5%	100.0%	99.2%
Prior Year Taxes Collectible per Approved Budget	\$475,000	\$475,000.	\$475,000	\$475,000	\$475,000

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
156,016	160,170	169,097	11514100 00110	FULL TIME SALARIES	193,288	193,288	182,212
2,789	1,448	1,900	11514100 00111	OVERTIME	2,100	2,100	2,100
903	1,578	1,800	11514100 00112	LONGEVITY	2,962	2,962	2,962
14,855	15,360	14,924	11514100 00113	PART TIME WAGES	0	0	0
2,000	2,000	2,000	11514300 00310	ADVERTISING	2,000	2,000	2,000
7,003	6,815	6,100	11514300 00320	PROFESSIONAL	6,200	6,200	6,200
218	224	750	11514300 00330	RENTAL & LEASES	750	750	750
17,445	16,000	16,000	11514300 00350	PRINTING	16,500	16,500	16,500
2,951	2,437	1,500	11514300 00374	FEES & MEMBERSHIPS	3,700	3,700	3,700
384	613	1,600	11514300 00375	RECRUITMENT & TRAINING	1,600	1,600	1,600
204,563	206,645	215,671		TOTAL	229,100	229,100	218,024
				PERCENTAGE CHANGE	6.23%	6.23%	1.09%

<b>PROGRAM</b>	<b>FINANCE OFFICE</b>	<b>1532</b>
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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. Its mission is to provide cost effective services and information to the Town's Council, Manager, and residents. 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 reports on the activity in the Pension and South Windsor Medical Insurance Funds.

***Budget Change Commentary:***

The Finance Office budget decreased by \$3,245 due to annual salary increases being offset by an associate's retirement.

***Program Objectives and Goals FY 2015:***

- Provide Town Auditors with the information necessary to complete the audit of the June 30, 2014 financial statements
- Assist with the preparation of the 2016 budget
- Research and implement remote deposit
- Continue to 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 2014:***

- Coordinated the issuance of bonds and bond anticipation notes
- Changed procedure for submitting retirement applications to enhance the security of the retiree's personal information
- Provided necessary reports, schedules, information, and assistance to the Town Auditors for the audit of the June 30, 2013 financial statements
- Worked with departments to obtain financing for their approved equipment acquisitions
- Maintained and reconciled 37 Funds, consisting of 248 general ledger accounts
- Monitored current year revenue and expenditure activity

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
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 Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Accounts payable checks issued	7,220	7,040	6,781	6,900	7,000
Purchase orders processed	2,674	2,791	2,641	2,650	2,650
Invoices processed	10,525	10,392	10,019	10,300	10,300
Total number of payroll checks and direct deposits	14,567	14,308	14,157	14,200	14,200
% of payroll that is direct deposit	73%	77%	81%	85%	85%
W-2s prepared	406	449	447	450	450
Bank accounts maintained	17	17	17	19	19
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	1,171	1,400	1,388	2,281	2,281
Unassigned Fund Balance as % of expenditures	3.63%	3.64%	5.19%	3.56%	3.56%



Function	Department	Division	Division Code
GENERAL GOVERNMENT	FINANCE	FINANCE OFFICE	1532

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
326,318	331,082	337,869	11532100 00110	FULL TIME SALARIES	334,324	334,324	334,324
450	0	555	11532100 00111	OVERTIME	555	555	555
750	750	900	11532100 00112	LONGEVITY	1,200	1,200	1,200
0	6,600	0	11532100 00114	TEMPORARY	0	0	0
0	0	500	11532200 00221	OPERATING MATERIAL	500	500	500
892	870	1,815	11532300 00330	RENTAL & LEASES	1,815	1,815	1,815
2,115	227	2,165	11532300 00374	FEES & MEMBERSHIPS	2,165	2,165	2,165
330,525	339,529	343,804		TOTAL	340,559	340,559	340,559
				PERCENTAGE CHANGE	-0.94%	-0.94%	-0.94%

<b>PROGRAM</b>	<b>TOWN CLERK</b>	<b>1540</b>
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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. The Town Clerks are also charged by statute with the filings of all properties under civil action and foreclosures for contact information of property management to combat blighted properties. Recent legislation passed affecting this office include new recording fees for all nominees of documents. The new fee which was implemented July 15<sup>th</sup>, 2013 changed the \$53.00 fee for recording the first page of a document to \$159.00. For grantors, the State portion is \$127.00, with the Town retaining \$32.00. For grantees, the State portion is \$110.00, with \$39.00 to the Town, and \$10.00 for the Town Clerk Dollar Fund. Also passed by legislation was An Act Concerning Absentee Ballot Status for the permanently disabled, which allows a person with a permanent disability and files an application for absentee ballot with a certificate from a primary care provider indicating the elector is permanently disabled, to receive a ballot for each election, primary or referendum conducted for which such elector is eligible to vote.

***Budget Change Commentary:***

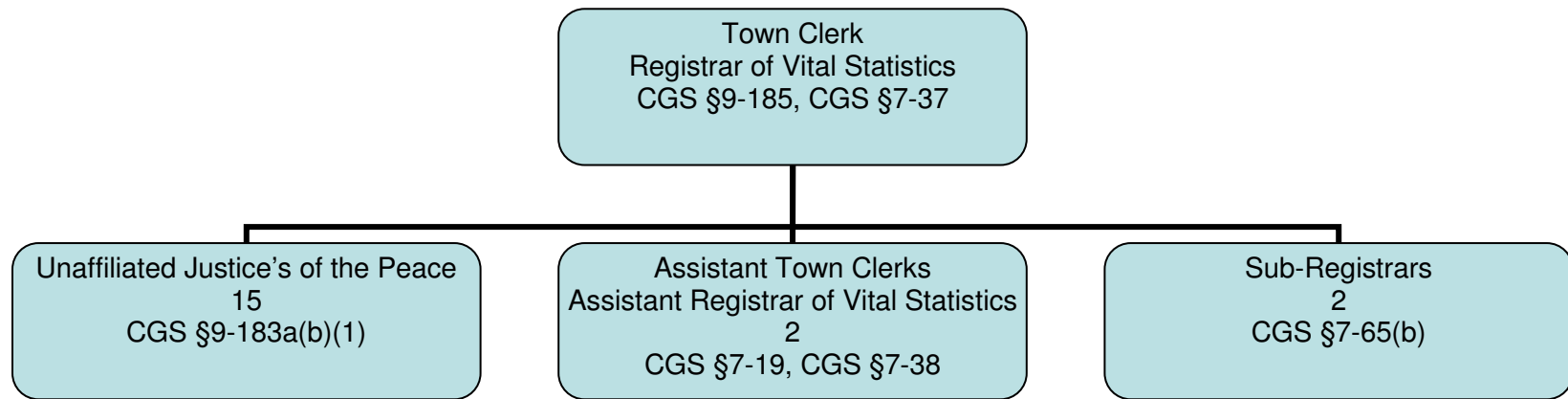
\$4,000 was added to the professional account for the codification of recently passed Town Council ordinances which have not yet been incorporated into the code of ordinances.

***Program Objectives and Goals FY 2015:***

- Microfilm all maps, vital records, and veterans' discharges for preservation of documents.
- Recreate the remainder of 11 x 17 volumes to create more vault space and expand the life of the land record books.
- Recreate older index books.

**Program Accomplishments FY 2014:**

- Implemented a new Land Records Recording System with a state grant for historic document preservation
- Recreated Grantor, Grantee index books dating 1845 through 1938.
- Microfilmed and scanned all maps received from October 2012 through mid December 2013.



**Assigned Positions:**

2012-2013		2013-2014		Position Title	2014-2015	
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 Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Number of Documents Recorded	6267	7284	7759	7800	7825
Town Fee's Collected	480,680	421,086	580,000	490,000	500,000
State Fee's Collected	887,688	988,116	992,152	998,000	1,000,000
Dog Licenses	2843	2472	2645	2600	2650
Vital Records	690	933	952	965	980
Fish & Game -not an accurate count due to the number of free lifetime licenses issued	241	285	290	295	295

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
177,279	178,383	181,953	11540100 00110	FULL TIME SALARIES	185,592	185,592	188,321
0	2,152	0	11540100 00114	TEMPORARY	0	0	0
46	0	250	11540200 00210	OFFICE SUPPLIES	250	250	250
0	0	0	11540200 00221	OPERATING MATERIAL	0	0	0
2,707	378	3,000	11540300 00310	ADVERTISING	3,000	3,000	3,000
15,614	20,359	24,000	11540300 00320	PROFESSIONAL	29,000	29,000	29,000
1,988	1,325	2,000	11540300 00330	RENTAL & LEASES	0	0	0
3,828	4,626	4,800	11540300 00350	PRINTING	4,800	4,800	4,800
320	179	550	11540300 00371	MAINTENANCE CONTRACTS	400	400	400
268	293	500	11540300 00373	REPAIR/MAINT EQUIPMENT	550	550	550
110	170	500	11540300 00374	FEES & MEMBERSHIPS	500	500	500
0	50	250	11540300 00375	RECRUITMENT & TRAINING	250	250	250
202,160	207,915	217,803		TOTAL	224,342	224,342	227,071
				PERCENTAGE CHANGE	3.00%	3.00%	4.26%

<b>PROGRAM</b>	<b>TOWN ATTORNEY</b>	<b>1550</b>
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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 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
180,486	174,389	175,000	11550300 00320	PROFESSIONAL	175,000	175,000	175,000

180,486	174,389	175,000		TOTAL	175,000	175,000	175,000
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>CENTRAL SERVICES</b>	<b>1921</b>
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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 1.8% due to contractual obligations.

***Program Goals FY 2015***

- 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 coordinate the purchase of office supplies
- Continue to provide assistance to Boards and Commissions

***Program Accomplishments FY 2014:***

- Worked with the I.T. Department to replace the Town's copiers/printers
- Provided assistance to various Boards and Commissions

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Administrative Secretary	1	1.0
1	.50	0	0	Clerical staff	0	0

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
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	-	\$6,320,000	\$6,320,000
Bond Anticipation Notes issued	\$1,950,000	\$9,050,000	\$10,105,000	\$6,320,000	-
Debt Service as a percentage of budgeted expenditures	4.59%	4.29%	4.55%	4.99%	4.99%



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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
36,285	37,416	38,164	11921100 00110	FULL TIME SALARIES	39,023	39,023	39,023
445	7	1,057	11921100 00111	OVERTIME	1,057	1,057	1,057
556	575	587	11921100 00112	LONGEVITY	1,100	1,100	1,100
16,163	0	0	11921100 00113	PART TIME WAGES	0	0	0
30,002	26,418	40,525	11921200 00210	OFFICE SUPPLIES	40,525	40,525	40,525
54,831	49,192	60,081	11921200 00221	OPERATING MATERIAL	60,081	60,081	60,081
0	0	1,000	11921300 00310	ADVERTISING	1,000	1,000	1,000
87,885	82,618	91,895	11921300 00320	PROFESSIONAL	92,299	92,299	92,299
33,628	32,227	35,812	11921300 00330	RENTAL & LEASES	39,384	39,384	39,384
8,017	6,835	8,600	11921300 00350	PRINTING	8,600	8,600	8,600
2,688	2,894	3,159	11921300 00371	MAINTENANCE CONTRACTS	3,352	3,352	3,352
0	0	0	11921300 00373	REPAIR/MAINT EQUIPMENT	0	0	0
222	0	500	11921300 00375	RECRUITMENT & TRAINING	0	0	0
0	500	1,500	11921400 00441	OFFICE EQUIPMENT	1,500	1,500	1,500
270,722	238,682	282,880		TOTAL	287,921	287,921	287,921
				PERCENTAGE CHANGE	1.78%	1.78%	1.78%

<b>PROGRAM</b>	<b>INFORMATION TECHNOLOGY</b>	<b>1922</b>
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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, initiating regional cooperation agreements and leasing agreement. 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 2015:***

- Continue implementation of virtual work stations
- Work on securing a fiber network to expand the capabilities of staff in an ever changing technological work environment
- Expand public's online access to government information
- Continue researching new technologies to improve staff abilities and efficiency

***Program Accomplishments FY 2014:***

- Complete the first and second round implementation of virtual work stations.
- Work with the Public Works Department to expand this use of online technology.
- Continue expanding the dashboards and the departments that utilize them.
- Continue researching new technologies to improve productivity and efficiency while reducing costs.

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
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	2.0

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Work Order Tickets	2342	2422	2427	2393	3217

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
293,987	295,122	296,945	11922100 00110	FULL TIME SALARIES	321,022	321,022	321,022
16,463	20,284	24,500	11922200 00221	OPERATING MATERIAL	24,500	24,500	24,500
12,814	15,454	23,000	11922300 00320	PROFESSIONAL	24,000	24,000	24,000
804	804	960	11922300 00330	RENTAL & LEASES	1,010	1,010	1,010
573	80	1,200	11922300 00350	PRINTING	2,300	2,300	2,300
120,400	145,250	199,873	11922300 00371	MAINTENANCE CONTRACTS	220,972	220,972	220,972
0	318	0	11922300 00373	FEES & MEMBERSHIPS	0	0	0
1,462	880	1,500	11922300 00374	FEES & MEMBERSHIPS	1,750	1,750	1,750
11,011	17,795	29,450	11922300 00375	RECRUITMENT & TRAINING	30,150	30,150	30,150
0	3,516	84,083	11922400 00441	OFFICE EQUIPMENT	88,500	88,500	88,500
457,514	499,503	661,511		TOTAL	714,204	714,204	714,204
				PERCENTAGE CHANGE	7.97%	7.97%	7.97%

<b>PROGRAM</b>	<b>TOTAL QUALITY MANAGEMENT</b>	<b>1923</b>
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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 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
0	0	0	11923200 00221	OPERATING MATERIAL	0	0	0
0	0	1,500	11923300 00375	RECRUITMENT & TRAINING	1,500	1,500	1,500
0	0	1,500		TOTAL	1,500	1,500	1,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>HEALTH AND SAFETY COMMITTEE</b>	<b>1924</b>
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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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
0	0	1,000	11924300 00320	PROFESSIONAL	1,000	1,000	1,000

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



<b>PROGRAM</b>	<b>MEDIA</b>	<b>1925</b>
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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 2015:***

- Research grant opportunities to purchase new equipment.
- Produce shows with greater resident involvement.
- Update the Town and Police Department websites.
- Create an Economic Development website.
- Continue the effort to increase the quantity and variety of the programming being produced.
- Continue to increase the number of residents using the Town's social media sites.

***Program Accomplishments FY 2014:***

- Installed and utilized new equipment purchased with grant funds.
- Filmed and broadcasted 30 Town Council Meetings and 15 specialty programs.
- Continued to increase the number of residents using the Town's social media sites.

<b>Performance Measures</b>	<b>Actual 2010-2011</b>	<b>Actual 2011-2012</b>	<b>Actual 2012-2013</b>	<b>Estimated 2013-2014</b>	<b>Anticipated 2014-2015</b>
Town Council Meeting	24	26	19	20	22
Special Town Meeting	8	8	11	10	10
Special Events	7	4	3	2	3
G-Media Specialty Productions	11	18	20	15	15
Social Media Posts	185	262	379	400	400

Function	Department	Division	Division Code
GENERAL GOVERNMENT	CENTRAL SERVICES	MEDIA	1925

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
576	824	2,500	11925100 00110	FULL TIME SALARIES	2,500	2,500	2,500
11,760	11,760	23,595	11925300 00320	PROFESSIONAL	25,195	25,195	25,195
0	1,500	575	11925300 00375	RECRUITMENT & TRAINING	575	575	575
3,143	2,155	2,300	11925400 00441	OFFICE EQUIPMENT	2,300	2,300	2,300
15,478	16,239	28,970		TOTAL	30,570	30,570	30,570
				PERCENTAGE CHANGE	5.52%	5.52%	5.52%

## 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	2014-2015 Department Request	2014-2015 Manager Proposed	2014-2015 Council Approved
2110	Police – Administration	464,746	464,746	449,746
2120	Police – Operations	3,553,463	3,553,463	3,622,450
2140	Police – Support Services	1,789,419	1,789,419	1,782,919
2150	Police – Community Services	175,399	175,399	155,399
2200	Police – Emergency Management	0	0	115,000
2210	Fire Marshal	221,500	221,500	201,300
2220	South Windsor Volunteer Fire Department	839,220	839,220	814,220
2240	Hydrants and Water Lines	788,400	788,400	762,706
2300	Street Lights	409,500	409,500	409,500
	<b>Total Public Safety</b>	<b>8,241,647</b>	<b>8,241,647</b>	<b>8,313,240</b>

<b>PROGRAM</b>	<b>POLICE DEPARTMENT – OVERVIEW</b>	
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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 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 department budget increase is 4.4%. This increase follows the previous fiscal in which there was a 0% increase. This budget includes one additional police officer thus returning our authorized strength to 43 sworn personnel. This budget also includes 1 part time position; Deputy Director of Emergency Management. This part time position was instituted through action of the Town Council during FY 13-14. At that time a special allocation was made to fund the position. This is the first year the position is integrated into the Public Safety Budget.

***Department Objectives and Goals FY 2015:***

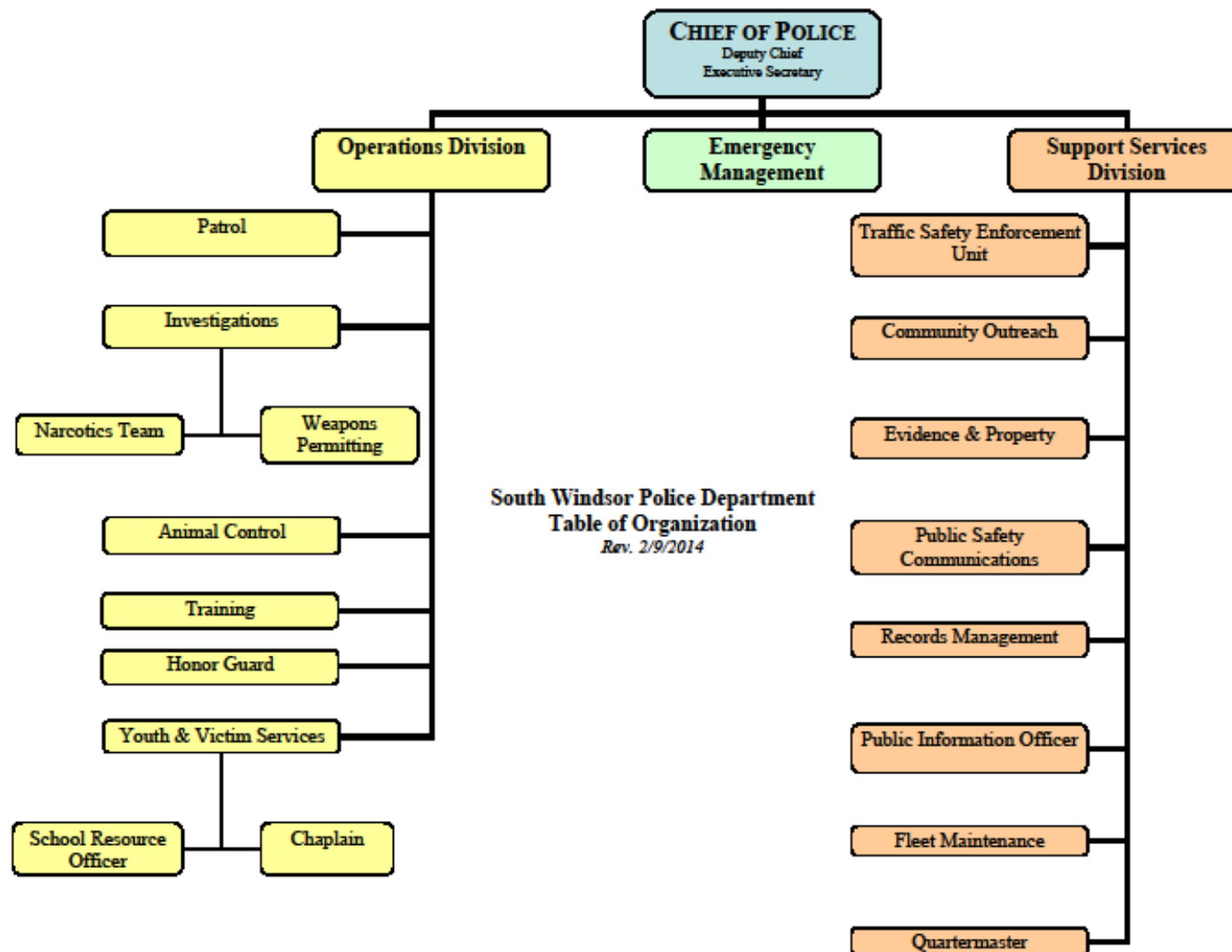
- Begin law enforcement accreditation at the state level
- Continue and expand the Community Emergency Response Team (CERT) training and programming
- Review operational directives for conformance to recognized best practices
- Commence negotiations for successor agreement to police union bargaining agreement
- Integrate part time personnel into regional animal shelter operation
- 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 2014:***

- Successful completion of first year of operation of the regional animal control facility (TRACS)
- Integration of Emergency Management operations into the police department
- Hiring of a part time emergency management deputy director
- Planning and initiation of a Community Emergency Response Team (CERT)
- CERT training
- Continued procurement and installation of modern premises surveillance system
- Reduce department to 2 divisions and modify table of organization

***Department Accomplishments FY 2014 (cont'd):***

- Plan and execute funeral for Lt. Richard Bond, a 33 year veteran who died January 8, 2014
- Conducted promotional examinations for the rank of Lt, Sgt. and Agt.
- Promotion of Lt. Scott Custer, Sgt. Chris Duchesne and Agt. Mark Halibozek
- Retirement of Deputy Chief Richard Riggs on August 9, 2013, after 34 years of service
- Promotion of Lt. Timothy Edwards to the position and rank of Deputy Chief of Police
- Reassignment of duties in light of retirements and promotions



<b>PROGRAM</b>	<b>POLICE DEPARTMENT – ADMINISTRATION</b>	<b>2110</b>
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***Program Explanation:***

*3 full-time positions assigned: Chief of Police; Deputy Chief of Police; Executive Secretary/1 part-time position: Emergency Management Deputy Director*  
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.

The part-time position of **Emergency Management Deputy Director** was funded in the middle of the 2013-2014 fiscal year. It is proposed that this part time position be continued and funded through this portion of the budget. The position is limited to a maximum of 24 hours per week at an hourly rate.

***Budget Change Commentary:***

The increase in this portion of the budget is 9% (\$40,714). The increase is the result of salary increases for the three full time positions and the addition of one part time position funded during Fiscal Year 2013-2014.

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
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
0	0	0	0	Emergency Management Deputy Director – PART-TIME	1	.5



Function	Department	Division	Division Code
PUBLIC SAFETY	POLICE PROTECTION	ADMINISTRATION	2110

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
341,348	288,025	293,786	12110100 00110	FULL TIME SALARIES	299,425	299,425	299,425
0	0	0	12110100 00113	PART TIME WAGES	31,200	31,200	16,200
0	0	0	12110100 00111	OVERTIME	0	0	0
0	0	0	12110100 00112	LONGEVITY	0	0	0
1,392	683	10,830	12110200 00221	OPERATING MATERIAL	10,830	10,830	10,830
7,654	7,309	12,000	12110300 00320	PROFESSIONAL	14,000	14,000	14,000
4,187	4,167	6,165	12110300 00374	FEES & MEMBERSHIPS	11,165	11,165	11,165
27,416	26,884	30,425	12110300 00375	RECRUITMENT & TRAINING	37,225	37,225	37,225
34,162	29,900	55,826	12110300 00380	GRANTS & CONTRIBUTIONS	60,901	60,901	60,901
416,160	356,968	409,032		TOTAL	464,746	464,746	449,746
				PERCENTAGE CHANGE	13.62%	13.62%	9.95%

<b>PROGRAM</b>	<b>POLICE DEPARTMENT – OPERATIONS</b>	<b>2120</b>
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***Program Explanation:***

The Operations Division is comprised of Patrol, Criminal Investigation, Youth and Victim Services. The division employs a total of 39 positions and is commanded by a lieutenant. The division is comprised of three distinct units: Patrol; Investigations; and Youth & Victim Services.

**Patrol Section – 31 positions assigned: 4 Sergeants; 6 Agents; 17 Officers (4 officer positions 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.

**Traffic Safety Enforcement Unit – 1 Sergeant; 1 Agent, 1 Officer.** 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.

**Criminal Investigations Unit: - 1 Sergeant; 2 Agents; 1 Officer.** 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).

**Youth and Victim Services – 1 Sergeant; 1 Agent; 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. Additionally, one officer splits time between SRO duties at the elementary schools and as a youth services investigator. The supervisor of the unit also serves as a full time youth services investigator. 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 increase in this portion of the budget is 8.3% (\$298,949). The increase includes contractual salary increases as well as a new officer position. A 4 year average was used for estimating contractual annual payouts and a sergeant position was transferred from support services to operations.

***Assigned Positions (Operations):***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	2.0	Lieutenant	1	1.0
6	6.0	6	6.0	Sergeant	7	7.0
7	7.0	7	7.0	Agent	10	10.0
21	19.0	21	19.0	Officer	21	21.0

Performance Measures	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Cal. Year 2013
Total Calls for Service	36210	35073	37259	44701	34562
Traffic Accident Reports(PR-1)	459	582	431	410	586
Citations Issued	2838	2113	1976	2330	1400
Medical Assist	1922	1923	2347	2198	2176
Animal	655	676	782	642	640
Alarm	1161	1163	1211	1237	1221
Criminal Arrests	900	711	719	685	569
Burglary	156	122	81	49	62
Larceny	418	395	395	340	358
Domestic	263	241	240	218	153
Assault	27	21	9	4	6
Sexual Assault	15	12	14	7	4

Function	Department	Division	Division Code
PUBLIC SAFETY	POLICE PROTECTION	OPERATIONS	2120

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
2,605,888	2,580,574	2,913,726	12120100 00110	FULL TIME SALARIES	3,098,463	3,098,463	3,167,450
435,962	382,845	350,000	12120100 00111	OVERTIME	350,000	350,000	350,000
100,804	82,626	59,775	12120100 00112	LONGEVITY	105,000	105,000	105,000
3,142,654	3,046,045	3,323,501		TOTAL	3,553,463	3,553,463	3,622,450
				PERCENTAGE CHANGE	6.92%	6.92%	9.00%

<b>PROGRAM</b>	<b>POLICE DEPARTMENT – SUPPORT SERVICES</b>	<b>2140</b>
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***Program Explanation:***

**POLICE – SUPPORT SERVICES DIVISION (12140)**

The Support Services Division includes the public safety dispatch function. Public safety communications for police, fire and medical are handled through the dispatch center in the police facility. This is the state designated Public Safety Answering Point (PSAP) for South Windsor. The Division also provides for a number of other support services for the police department. The division employs a total of 13 positions.

**Communications Section – 8 Dispatchers.** The communications center at police headquarter 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 communications 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** –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 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** – 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 increase for this portion of the budget is 1.3% (\$23,918). Increases are the result of contractual salary increases, anticipated increase cost for gasoline and the increased cost of equipment items and ammunition.

***Assigned Positions (Support Services):***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Lieutenant	1	1.0
2	2.0	2	2.0	Sergeant	0	0
0	0	0	0	Agent	1	1.0
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 Measures	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Cal. Year 2013
9-1-1 Calls received by Answering Point (PSAP)	6,393	7,042	8,286	7,463	9,388

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
842,004	788,553	876,448	12140100 00110	FULL TIME SALARIES	802,550	802,550	802,550
0	0	0	12140100 00113	PART TIME WAGES	0	0	0
317,219	345,874	195,000	12140100 00111	OVERTIME	195,000	195,000	195,000
34,598	30,830	51,072	12140100 00112	LONGEVITY	56,275	56,275	56,275
41,733	38,383	51,170	12140200 00221	OPERATING MATERIAL	65,970	65,970	65,970
127,453	127,156	190,000	12140200 00222	VEHICLE & EQUIP SUPPLIES	210,000	210,000	210,000
59,695	56,421	60,300	12140200 00223	UNIFORMS & CLOTHING	73,300	73,300	66,800
24,285	21,056	22,714	12140200 00227	AMMUNITION & EXPLOSIVES	28,764	28,764	28,764
297	102	1,500	12140300 00310	ADVERTISING	1,500	1,500	1,500
529	842	0	12140300 00320	PROFESSIONAL	0	0	0
56,335	64,387	43,902	12140300 00330	RENTAL & LEASES	44,902	44,902	44,902
3,562	2,400	4,000	12140300 00350	PRINTING	4,000	4,000	4,000
26,259	28,472	27,215	12140300 00360	UTILITIES	32,311	32,311	32,311
17,115	10,242	33,728	12140300 00371	MAINTENANCE CONTRACTS	41,355	41,355	41,355
26,568	31,153	56,582	12140300 00373	REPAIR/MAINT EQUIPMENT	65,222	65,222	65,222
138,775	167,428	145,370	12140400 00442	DEPARTMENT EQUIPMENT	168,270	168,270	168,270
1,716,425	1,713,299	1,759,001		TOTAL	1,789,419	1,789,419	1,782,919
				PERCENTAGE CHANGE	1.73%	1.73%	1.36%

<b>PROGRAM</b>	<b>POLICE DEPARTMENT – COMMUNITY SERVICES</b>	<b>2150</b>
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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 increase to this portion of the budget is 2.4%% (\$3,703). The increase is the result of contractual salary increases.

***Assigned Positions (Community Services)***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	2.0	Community Service Officer	2	2.0

Performance Measures	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Cal. Year 2013
Animal Calls for Service	647	754	753	624	655
Dogs Impounded	59	60	79	63	100
Dogs Sold as Pets	31	7	24	15	24
Dogs Redeemed by Owner	26	41	44	25	41
Animal Bites	24	32	41	35	26



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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
114,142	117,103	119,446	12150100 00110	FULL TIME SALARIES	123,044	123,044	123,044
0	0	0	12150100 00113	PART TIME WAGES	20,000	20,000	0
14,505	20,866	10,000	12150100 00111	OVERTIME	10,000	10,000	10,000
2,178	1,832	3,050	12150100 00112	LONGEVITY	3,155	3,155	3,155
1,727	340	950	12150200 00221	OPERATING MATERIAL	950	950	950
0	0	1,500	12150200 00223	UNIFORMS & CLOTHING	1,500	1,500	1,500
597	298	750	12150300 00310	ADVERTISING	750	750	750
3,887	1,550	4,550	12150300 00320	PROFESSIONAL	4,550	4,550	4,550
5,202	0	100	12150300 00330	RENTAL & LEASES	100	100	100
0	0	800	12150300 00350	PRINTING	800	800	800
0	8,294	10,200	12150300 00372	REPAIR/MAINT FACILITIES	10,200	10,200	10,200
80	0	150	12150300 00374	FEES & MEMBERSHIPS	150	150	150
0	0	200	12150300 00380	GRANTS & CONTRIBUTIONS	200	200	200
142,318	150,283	151,696		TOTAL	175,399	175,399	155,399
				PERCENTAGE CHANGE	15.63%	15.63%	2.44%

<b>PROGRAM</b>	<b>POLICE DEPARTMENT – EMERGENCY MANAGEMENT</b>	<b>2200</b>
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***Program Explanation:***

This division was newly created in FY 2014/15 and is intended to ensure South Windsor’s compliance with Connecticut General Statutes 28-1 et seq. regarding Civil Preparedness.

The South Windsor Office of Emergency Management and Community Preparedness has been deemed to be South Windsor’s recognized civil preparedness agency. The agency is responsible for the preparation and maintenance of South Windsor’s emergency operations plan and overseeing the setup of an emergency operations center and emergency service shelter.

Further, the agency is responsible for preparing and responding to disasters that may occur in the community. The agency is responsible for coordinating the mitigation and recovery from a local disaster situation.

The Office of Emergency Management and Community Preparedness is responsible for recruiting and training volunteers from the community to assist in their disaster preparedness mission. The Office is also responsible for promoting emergency preparedness throughout the community through such programs as CERT-Community Emergency Response Team; TeenCERT; STEP-Student Tools for Emergency Planning and other similar community-based programs.

***Budget Change Commentary:***

This is a newly created budget program.

Function	Department	Division	Division Code
PUBLIC SAFETY	POLICE PROTECTION	EMERGENCY SERVICES	2200

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
0	0	0	12200300 00320	PROFESSIONAL SERVICES	0	0	115,000

0	0	0		TOTAL	0	0	115,000
				PERCENTAGE CHANGE			100.00%

<b>PROGRAM</b>	<b>FIRE MARSHAL</b>	<b>2210</b>
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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, and 3 part-time Fire Inspectors. 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 for smoke alarms only. 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 \$36,412. This increase reflects the following adjustments to the salary accounts, department equipment, and cell phone reimbursement to the Fire Department. Monies are also provided to reflect that the State of Connecticut is adopting new Fire Codes which will require the Town to purchase new Fire Code books.

***Program Objectives and Goals FY 2015:***

- To conduct second round of fire safety inspections of the condominiums.
- To re-inspect over due condominium complexes.
- 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 to promote fire safety education.
- To continue to promote advanced training and certification for employees.

***Program Accomplishments FY 2014:***

- Completed work on 2010 FEMA grant for smoke alarms.
- Increased condominium inspections.
- Completed new construction projects at FedEx and CREC School.
- Updated computers to participate in Thin Client project.

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	1	1	Fire Marshal	1	1
1	.5	1	.5	Deputy Fire Marshal	1	.5
1	.3	1	.5	Fire Inspector	1	.5
0	.3	1	.5	Fire Inspector	1	.5
0	.25	1	.3	Fire Inspector	1	.3

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Inspections	508	627	588	1979	1800
Investigations	37	34	18	9	10
Plan Reviews	41	41	63	25	35
Training	33	45	37	73	70
Meetings	659	506	363	422	500
Juvenile Fire Setter Meeting	22	31	30	4	25
Juvenile Review Board	12	17	8	11	12
Administrative Duties	202	195	139	109	150

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
82,244	82,755	87,349	12210100 00110	FULL TIME SALARIES	89,900	89,900	89,900
37,024	58,755	85,800	12210100 00113	PART TIME WAGES	96,000	96,000	90,800
899	853	1,000	12210200 00210	OFFICE SUPPLIES	1,400	1,400	1,400
3,649	3,413	3,800	12210200 00221	OPERATING MATERIAL	6,550	6,550	6,550
94	2,961	460	12210200 00222	VEHICLE & EQUIPMENT	3,260	3,260	3,260
1,561	1,735	1,600	12210200 00223	UNIFORMS & CLOTHING	2,000	2,000	2,000
0	0	0	12210300 00330	RENTAL & LEASES	15,000	15,000	0
1,129	827	1,250	12210300 00374	FEES & MEMBERSHIPS	1,390	1,390	1,390
3,059	3,819	3,820	12210300 00375	RECRUITMENT & TRAINING	6,000	6,000	6,000
129,659	155,118	185,079		TOTAL	221,500	221,500	201,300
				PERCENTAGE CHANGE	19.68%	19.68%	8.76%

<b>PROGRAM</b>	<b>SOUTH WINDSOR VOLUNTEER FIRE DEPARTMENT</b>	<b>2220</b>
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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:***

Three area of the budget were increased more than the standard minimal increases;

- Salaries (Officer Stipends) 1.71% increase
- Professional Services 2.87% increase
- Buildings 3.52% increase
- All other combined 2.18% increase

Salaries / Officer Stipends: This increase is for the Fire Chief, Command Staff (Chief Officers) and Company Officers increase in their annual stipends for their responsibilities above responding to incidents and training requirements. This has not been increased in nearly ten years.

- Survey of 'like' Departments for annual stipend for FIRE CHIEF
  - Glastonbury – PT at 19.5 hrs weekly = \$55,000.00
  - Vernon – no set hours = \$25,000.00
  - Manchester 8<sup>th</sup> District – no set hours = \$39,900.00

Professional Services: this area covers the medical physicals for all members. Per NFPA (National Fire Protection Association) requirement, all 'interior' Fire Fighters must pass an annual physical that includes a number of medical tests above a normal physical. Other support members are only required on a bi-annual basis.

- We had not been compliant for many years. We spent the last two years (combined fiscal budgets) to 'catch up' with nearly all members.
- We need to conduct these annual physicals in each fiscal budget year, increasing this area by 2.87% from what was approx. \$16,000.00 +/- over the last two budgets to proposed \$37,335.00.
- This also includes a number of 'new member' physicals that has increased in the last few years.

Building: this area is being proposed to increase by 3.52%. Our buildings are older and have not been maintained to the level of what should have been done (mostly due to budget restrictions). We need to do more preventive maintenance and catch up work

- Station 1 / HQ – Built in 1978 (36 years old) Many building components are original
- Station 2 - Built in late 1950's – Addition in late 1980's – needs attention in many areas
- Station 3 / SWAC – Built in 2011 – Many issues with mechanical services

***Program Objectives and Goals FY 2015:***

- To work closer with Town Department heads as a means of being more coordinated and cost savings, focused on building maintenance
- Place the new engine / pumper (currently being built) in service
- To continue to enhance the level of in-house training, with a focus of FF II certifications
- Continuation of compliance with medical physicals for all members

***Program Accomplishments FY 2014***

- Successfully obtained State recognition as a 'supplemental first responder'
- Established a Employees Assistance Program (EAP) for all members and their families
- Switched providers for our annual medical physicals and were 100% compliant!
- Celebrated our 75<sup>th</sup> Anniversary and hosted the CT State Firefighters Convention



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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
690,462	710,553	760,962	12220300 00380	GRANTS & CONTRIBUTIONS	839,220	839,220	814,220

690,462	710,553	760,962		TOTAL	839,220	839,220	814,220
				PERCENTAGE CHANGE	10.28%	10.28%	7.00%

<b>PROGRAM</b>	<b>HYDRANTS AND WATER LINES</b>	<b>2240</b>
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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:***

This year's request reflects Connecticut Water Company increase in WICA fee, MDC increase, Manchester Water increase, and additional hydrants placed in service for new construction. Additional funds for hydrant flag replacement projects have been included.

<b>Performance Measures</b>	<b>Actual 2010-2011</b>	<b>Actual 2011-2012</b>	<b>Actual 2012-2013</b>	<b>Estimated 2013-2014</b>	<b>Anticipated 2014-2015</b>
Connecticut Water Hydrants	623	623	623	630	633
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 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
708,421	729,400	750,800	12240300 00360	UTILITIES	788,400	788,400	762,706

708,421	729,400	750,800		TOTAL	788,400	788,400	762,706
				PERCENTAGE CHANGE	5.01%	5.01%	1.59%

<b>PROGRAM</b>	<b>STREET LIGHTS</b>	<b>2300</b>
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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
- Sullivan Avenue at Dunkin Donuts
- 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 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
391,265	417,845	405,000	12300300 00360	UTILITIES	405,000	405,000	405,000
632	0	0	12300300 00372	REPAIR/MAINT FACILITIES	0	0	0
2,213	1,891	4,500	12300300 00373	REPAIR/MAINT EQUIPMENT	4,500	4,500	4,500
394,109	419,736	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	2014-2015 Department Request	2014-2015 Manager Proposed	2014-2015 Council Approved
3110	Public Works – Administration	215,192	215,192	142,192
3111	Public Works – Engineering	428,749	428,749	428,749
3112	Public Works – Street Services – Highway Maintenance	2,845,237	2,845,237	2,735,237
3113	Public Works – Street Services – Fleet Services	910,534	910,534	868,887
3200	Public Works – Public Buildings Division	1,479,804	1,479,804	1,439,804
3240	Public Works – Refuse Disposal	1,977,207	1,977,207	1,977,207
	<b>Total Public Works</b>	<b>7,856,723</b>	<b>7,856,723</b>	<b>7,592,076</b>

<b>PROGRAM</b>	<b>PUBLIC WORKS – ADMINISTRATION</b>	<b>3110</b>
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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 ensure delivery of essential municipal public works services, thus preserving the physical quality of the community environment. As designated First Responders, the Public Works Department's 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 proposed budget had included reinstatement of the Executive Secretary position funding and the Assistant to the Director of Public Works funding (position responsibilities added to a Division Head. ). These requests were not approved by the Town Council. The funding for the Executive Secretary position would have been used instead to hire a Program Coordinator position that would management training requirements for the department and provide program and project support for all divisions of Public Works. The Assistant to the DPW would have to provide line authority and Organization leadership in the DPW's absence as is available in the other Departments like the Police and Recreation Departments. Both positions have not been funded for several years but are necessary to provide critical oversight of mandated and operations functions within Public Works.

***Program Objectives and Goals FY 2015:***

- Continue to plan and delivery Critical Training and personnel development 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
- 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 2014:***

- 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
- Agreement with the Town of Westport for Dashboard along with collaborative initiatives
- Refinement of Dashboard and GIS and GPS Technology for Leaf Collection and Snow Plow Operations
- 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:***

2012-2013		2013-2014		Position Title	2014-2015	
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( Unfunded)	0	0
0	0	0	0	Assist. Director of Public Works (Unfunded)	0	0



Function	Department	Division	Division Code
PUBLIC WORKS	PUBLIC WORKS	ADMINISTRATION	3110

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
131,521	132,343	134,992	13110100 00110	FULL TIME SALARIES	210,692	210,692	137,692
75	106	0	13110200 00221	OPERATING MATERIAL	0	0	0
1,058	1,002	1,000	13110300 00310	ADVERTISING	1,000	1,000	1,000
2,810	3,696	3,500	13110300 00374	FEES & MEMBERSHIPS	3,500	3,500	3,500
135,464	137,147	139,492		TOTAL	215,192	215,192	142,192
				PERCENTAGE CHANGE	54.27%	54.27%	1.94%

<b>PROGRAM</b>	<b>PUBLIC WORKS – ENGINEERING</b>	<b>3111</b>
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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. 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. 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. This is used regularly to respond to many resident requests for information. We continue to keep our current GIS data up to date, and are currently adding the storm water drainage system to our GIS. South Windsor Engineering continues to take the lead in GIS with our dashboard technology. This year, we have gone mobile with our dashboard application for Apple iPhones and iPads. Combining ESRI's Collection Application and our mobile app, we've been able to spread our technology to other departments to collect and verify data. Our Fire Marshal's personnel were able to collect and verify hydrant data as well as create a maintenance log of the hydrants. Our Public Works Department was able to use the same GIS technology to create roadside mowing areas showing fixed hazards to the mower (such as utility pedestals) along these paths and roadside spraying locations for our yearly spraying program. We intend to use this same technology to inform snow plow trucks drivers of where bus stop are located so they can avoid piling snow in those areas. We have also been able to update our GIS Website, sanitary sewer system, snow and salting routes, school districts and acquire the 2012 aerial flight done from the state of Connecticut. GIS has been very helpful for Emergency Management. Our EOC dashboard was used to record and report utility lines and trees that came down along roads during Hurricane Irene. Staff also ran a disaster scenario responding to a mock tornado here in South Windsor in June. Visit our Town Website ([www.southwindsor.org/gis](http://www.southwindsor.org/gis)) for more information on GIS and Engineering projects.

***Budget Change Commentary:***

The proposed Engineering budget for 2014-2015 has changed from the approved budget for 2013-2014 as follows: \$20,000 added to the 320 line for GIS consulting to continue to develop storm sewer and easement databases. Note: these services were previously covered in the capital projects budget for GIS. Minor salary increases for all staff.

***Program Objectives and Goals FY 2015:***

- Construct improvements to sections of Dart Hill Road, Foster Street and Ridge Road.
- Complete the rehabilitation of the Main Street Bridge over the Podunk River.
- Implement sidewalk program to inspect a portion of the sidewalks in Town and repair defects posing hazards.
- Continue to use GIS dashboard for citizen requests for service and to show project status

***Program Objectives and Goals FY 2015 (cont'd):***

- Complete pedestrian improvements to Eli Terry School as part of the SRTS grant.
- Complete the design of improvements to Avery Street from south of Kelly Rd to north of Beelzebub Drive
- Begin Designing improvements to Avery street between Kelly Road and Orchard Hill Road
- Design and begin construction of sidewalks along Buckland Road and Sullivan Avenue from the Town Hall to Deming Street

***Program Accomplishments FY 2014:***

- Repaved 4.65 miles of local roads using 2012 bond funds.
- Replaced or repaired 2080 feet of sidewalk in Town
- Designed improvements to sections of Dart Hill Road, Foster Street and Nevers Road per the 2012 bond projects list.
- Designed the reconstruction of Avery Street from south of Kelly Rd to north of Beelzebub Drive.
- Designed the rehabilitation of the Main Street Bridge over the Podunk River.
- Complete GIS databases for Sanitary Sewer system. Update GIS databases

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
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 Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Street Excavation Permits	210	233	288	280	280
Drain Layers Permits	58	53	51	55	60
CBYD Requests	1300	1200	1600	1600	1700
Building Permit Reviews	11	19	15	18	20
Certificate of Occupancy Inspections	18	22	23	25	30
Value of Projects Managed by Engineering (Design, Const)	\$3,044,000	\$1,150,000	\$3,550,000	\$2,068,000	\$4,400,000
GIS Dashboard Requests	-	375	700	1000	1200

Function	Department	Division	Division Code
PUBLIC WORKS	PUBLIC WORKS	ENGINEERING	3111

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
371,272	376,741	384,275	13111100 00110	FULL TIME SALARIES	392,199	392,199	392,199
215	59	500	13111100 00111	OVERTIME	500	500	500
900	900	750	13111100 00112	LONGEVITY	1,400	1,400	1,400
3,442	3,318	3,800	13111200 00221	OPERATING MATERIAL	3,800	3,800	3,800
290	0	350	13111200 00223	UNIFORMS & CLOTHING	350	350	350
0	0	100	13111200 00228	SMALL TOOLS	100	100	100
3,050	4,587	7,000	13111300 00320	PROFESSIONAL	27,000	27,000	27,000
0	0	100	13111300 00330	RENTAL & LEASES	100	100	100
155	123	300	13111300 00350	PRINTING	300	300	300
0	211	400	13111300 00373	REPAIR/MAINT EQUIPMENT	400	400	400
2,568	2,887	1,900	13111300 00374	FEES & MEMBERSHIPS	2,600	2,600	2,600
381,894	388,826	399,475		TOTAL	428,749	428,749	428,749
				PERCENTAGE CHANGE	7.33%	7.33%	7.33%

<b>PROGRAM</b>	<b>PUBLIC WORKS – STREET SERVICES – HIGHWAY MAINTENANCE</b>	<b>3112</b>
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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:***

Some of the challenges that lie ahead of us in 2014:

- Customer Service is our number one focus. We are a customer service driven organization and we have many requests for service. As for example, we had 95 street tree issues or calls for service last fiscal year that we addressed. We need to have enough staff to help stay on top of resident concerns and complaints and have the time to handle all requests for service professionally. We need to plan not only for the day to day operations but also to have the time to plan long term. With the current staffing levels at the garage we lack the necessary time for planning.
- We are experiencing more potholes and rapidly deteriorating pavement conditions on many of the roads as our pavement inventory ages. The road infrastructure is at a critical point where timely road maintenance functions need to be pre-planned. There needs to be a more permanent or reliable source of funding like we had when pavement maintenance was funded in the CIP account.
- An Increase for the purchase of Road Salt was approved. We are working towards restoring a reserve stock pile of treated road salt. The reserve will ensure that we have an adequate supply in the event of a severe winter with regional salt shortages.
- Equipment replacement funding has been restored and we are working on getting the equipment replacement schedule back on track.

The total approved budget increase is for **\$577,932.00**. The major drivers for the increase consist of items that have been underfunded and budgeted below actual spending, such as Contracted Snow Plowing Services (**\$32,150**), Emergency Operations Overtime (**\$38,649**) and Road Salt Reserves (**\$100,000**). The total amount for these three things is **\$170,799.00**. The Tree Maintenance Budget was reduced in the 2013-2014 Budget by (**\$30,000**). That funding was restored to the same funding level as the 2012-2013 Budget amount of \$70,000.

In addition to those four items, (**\$346,400.00**) was approved to replace worn out and aged Equipment that is now unreliable. We will replace 8 snow plows that have been in service for more than 25 years. The estimated replacement cost for the plows is (\$64,000). Funding was also approved to replace the dump body to the 1995 catch basin cleaning truck. It was built with mild steel and is rotted. It has been welded and repaired numerous times. A brand new Vac-All unit would have a replacement cost of close to \$200,000. The estimated replacement cost for a new body to be fabricated and installed on the existing chassis is (\$50,000). The truck is in great shape and we are confident that we can get an additional ten more years of service from it. We also are replacing a 2001 (38,000 GVW) dump and plow truck that has some frame rusting issues and has a severely rotted out dump body. The estimated replacement cost of the truck is (\$152,400).

***Budget Commentary (cont'd):***

In addition to that truck we will replace a 1999 (25,000 GVW) dump truck that has some frame rotting issues and has gone well beyond its anticipated service life. The estimated replacement cost for this Truck is (\$80,000).

There are some small increases for Vendor Provided Services for Department Uniforms, Safety Equipment, Life Saving Equipment, and also for CPR and First Aid Training. The combined total approved for those four things is (\$4,471.00).

There was also a 2% salary adjustment approved for all 20 employees. The total approved increase to the Salary account is (\$26,262.00).

***Program Objectives and Goals FY 2015:***

- 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 will continue to develop and modify our written Standard Operating Procedures for all weather related emergencies and Town Garage operations.
- We also want to continue to do in house drainage improvements and road work improvements to the Town's infrastructure.

***Program Accomplishments FY 2014:***

- We are using the Citizen Service Request Dashboard System to manage all Resident requests for service. Programs such as sign maintenance and repairs and street tree concerns are documented, tracked and completed through the system. The system is helping us organize and deliver customer service more efficiently.
- We dealt with the worst single snow event to come along in more than 30 years. Storm Charlotte delivered up to 27 inches of snow on us. We had some issues getting roads open and have gained some valuable experience in dealing with a huge amount of snow in a short time.
- We managed to complete planned drainage structure prep and repair work well in advance of the contractor hired to pave for the Town this past summer in addition to the amount of winter plow damage we had throughout the winter season. The following roads were patched and all of the drainage was inspected and repaired prior to paving and chip sealing. Newmarker Road, Beldon Road, Herman Way, Meadow Road, Niederwerfer Road, Windsorville Road, and Pleasant Valley Road.
- The Public Works Crew installed a new catch basin as part of a small drainage project and piped the water to a nearby existing manhole which headed off a severe ongoing erosion problem on Beldon Road. We hired a local contractor from town to core drill into the manholes cast concrete wall to make the pipe connection both timely and well engineered. We added curbing to the job to guide the water and restored the steep slope which was eroding into the Podunk River.
- We did a record amount of patching on roads that needed it prior to resurfacing them.
- The annual Leaf Program was accomplished in a record 18 crew days.
- 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.

***Program Accomplishments FY 2014 (cont'd):***

- We mapped our entire roadside mowing route on the GIS Mobile Dashboard System. The map shows hazards and identifies individual parcels along the route. We will use the parcel information to contact resident property owners if some tree pruning or if some problem with overgrown vegetation needs to be addressed. Roadside mowing is a core function of the department.

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	0	0	Superintendent of Operations (unfunded)	1	1.0
1	1.0	1	1.0	Street Services Division Manager	1	1.0
1	1.0	1	1.0	Administrative Manager	0	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 Measures	Actual 1990-1991	Actual 2001-2002	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Road Surface Treatment Miles	12.90	7.04	1.04	2.0	6.0	2.0
Catch Basin Cleaned	944	3015	2896	1677	2000	2400
Leaf Collection Cubic Yards	12708	19930	15386	15497	18500	18500
Tons of Patch Used For Potholes	114.40	11	140	120	220	250
Catch Basins repaired	65	104	93	90	115	120
Roadside Mowing Passes	3	3	4	4	5	5
Sweeping Days / # Sweepers	60 / 2	15 / 3	30 / 1	27 / 1	28/1	28/1
Plow Routes	18	19	21	21	20	21
Miles of Road Plowed	124.11	134	139.5	139.5	140.0	140.0

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
1,174,687	1,202,979	1,205,886	13112100 00110	FULL TIME SALARIES	1,242,148	1,242,148	1,232,148
119,783	139,678	119,134	13112100 00111	OVERTIME	157,783	157,783	157,783
7,178	4,408	2,190	13112100 00112	LONGEVITY	2,190	2,190	2,190
0	0	0	13112100 00114	TEMPORARY	0	0	0
6,467	15,150	19,682	13112200 00221	OPERATING MATERIAL	20,682	20,682	20,682
8,876	9,601	11,664	13112200 00223	UNIFORMS & CLOTHING	11,950	11,950	11,950
115,656	58,904	140,740	13112200 00224	SNOW & ICE REMOVAL	340,740	340,740	240,740
108,387	133,299	164,268	13112200 00225	HIGHWAY MATERIALS	164,268	164,268	164,268
1,706	555	3,450	13112200 00226	LANDSCAPING	3,450	3,450	3,450
10,549	4,545	10,090	13112200 00228	SMALL TOOLS	10,090	10,090	10,090
231	250	350	13112300 00320	PROFESSIONAL	350	350	350
255,014	291,517	322,357	13112300 00330	RENTAL & LEASES	354,507	354,507	354,507
0	0	0	13112300 00350	PRINTING	0	0	0
140,997	63,948	40,470	13112300 00371	MAINT CONTRACTS	70,480	70,480	70,480
0	508	250	13112300 00373	REPAIR/MAINT EQUIPMENT	550	550	550
2,559	2,470	3,075	13112300 00374	FEES & MEMBERSHIPS	3,075	3,075	3,075
9,592	4,982	6,700	13112300 00375	RECRUITMENT & TRAINING	9,575	9,575	9,575
12,368	28,728	25,000	13112300 00380	GRANTS & CONTRIBUTIONS	25,000	25,000	25,000
39,337	75,256	81,999	13112400 00442	DEPARTMENT EQUIPMENT	428,399	428,399	428,399
2,013,386	2,036,778	2,157,305		TOTAL	2,845,237	2,845,237	2,735,237
				PERCENTAGE CHANGE	31.89%	31.89%	26.79%



<b>PROGRAM</b>	<b>PUBLIC WORKS – STREET SERVICES – FLEET SERVICES</b>	<b>3113</b>
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***Program Explanation:***

Fleet Services Division of Public Works continues supporting town departments by maintaining their vehicles and equipment. Departments such as Street Services, Park 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 10 million dollars worth of equipment and vehicles are maintained by 3 trained and qualified technicians. Fleet Services also provides fuel for vehicles of the mentioned departments excluding Police services that provide their own fuel for their fleet at their facility.

***Budget Change Commentary:***

We are requesting a total budget increase of \$46,648 for the following items.

- Increase of \$ 41,647 to reinstate Fleet Division Manager Position starting 1/1/2015
- 2% salary increase for One Full Time Mechanic
- 2% salary increase for Two Assistant Mechanics
- Promotion from Assistant Mechanic to Mechanic

**Major Challenges:**

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

***Program Objectives and Goals FY 2015:***

- To continue to provide and perform repair and maintenance services and 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.

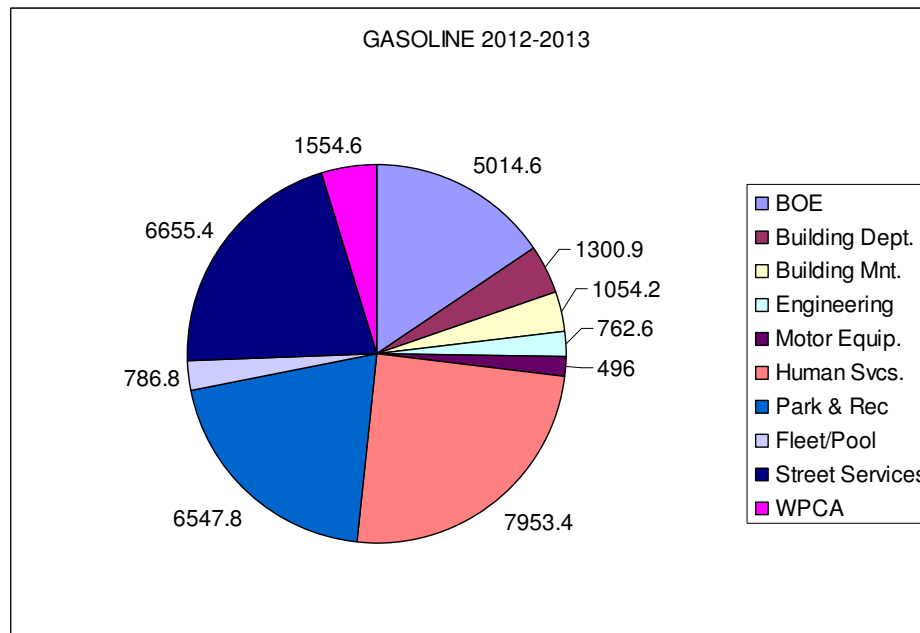
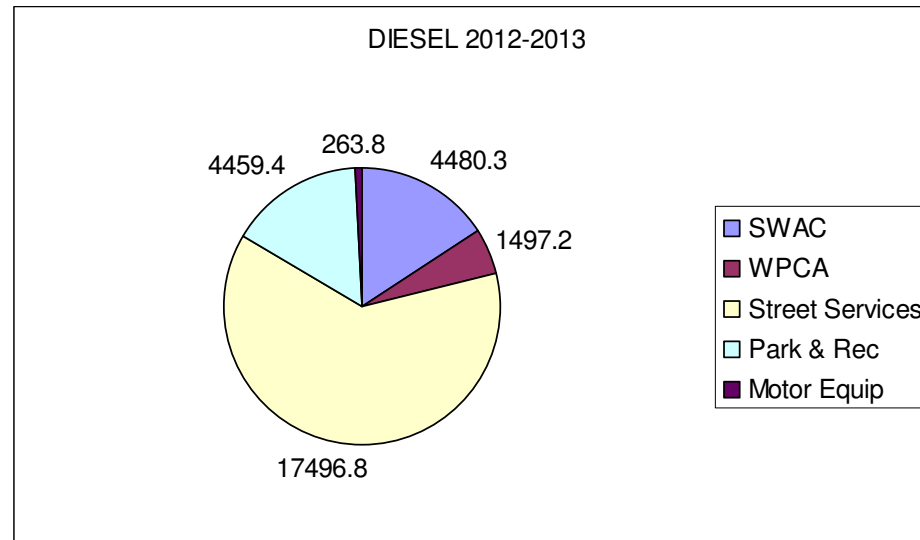
***Program Accomplishments FY 2014:***

- Rebuilding of Loader Boom in-house for \$11,000 cost savings
- Sandblasted, primed and painted 8 plows for prolonging life expectancy
- Rebuilt and Painted Leaf Boxes
- Replaced 3 PTO/pump Assemblies on trucks
- Replacement of rims and tires on numerous trucks
- Keep trucks running during winter events
- Updating and organizing parts & storage areas
- Completed DEEP LUST, (leaking underground storage tanks), certification for the fuel facilities at the Town Garage.
- Continued to provide support for maintaining and emergency repairs of vehicles and equipment for all Departments during major storms or other Town Emergency Situations.
- Tiger Mower

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	0	0	Fleet Manager	1	1.0
3	3.0	3	3.0	Mechanic	2	2.0
0	0	0	0	Assistant Mechanic	1	1.0

Performance Measures	Actual 2010-2011	Actual 2011-2012	Estimated 2012-2013	Anticipated 2013-2014	Anticipated 2014-2015
Maintenance – Scheduled Repairs	754	738	744	750	814
Maintenance – Unscheduled Repairs	330	230	301	315	81
Road Calls	68	58	67	70	13
Fuel – Unleaded (Gallons)	32,502	35,032	36,000	37,000	37,000
Fuel – Diesel (Gallons)	36,059	30,784	33,500	36,000	36,000
Street Department Vehicles & Equipment Beyond Life Expectancy	10	14	15	17	23
Capitol Equipment Purchases	\$7,390	43,920	\$75,682	\$159,682	\$428,399
Dump Trucks	16	15	16	16	16
Small Trucks & Pickups	21	21	23	24	24
General Fleet Vehicles	17	17	17	17	20
Buses	3	3	3	4	4
Police Department Vehicles	31	32	32	32	32
Heavy Equipment / Trailers	40	41	41	41	43



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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
266,078	174,072	184,261	13113100 00110	FULL TIME SALARIES	270,946	270,946	229,299
18,087	19,139	28,258	13113100 00111	OVERTIME	28,821	28,821	28,821
2,028	738	1,916	13113100 00112	LONGEVITY	2,181	2,181	2,181
0	0	0	13113100 00114	TEMPORARY	0	0	0
27,523	15,398	29,625	13113200 00221	OPERATING MATERIAL	29,625	29,625	29,625
205,395	245,620	306,681	13113200 00222	VEHICLE & EQUIP SUPPLIES	308,681	308,681	308,681
1,071	1,554	4,350	13113200 00228	SMALL TOOLS	13,650	13,650	13,650
129,070	122,628	140,870	13113200 00232	FLEET & EQUIP REPAIR	154,870	154,870	154,870
5,758	3,177	12,610	13113300 00371	MAINTENANCE CONTRACTS	11,760	11,760	11,760
124,640	70,851	113,450	13113300 00373	REPAIR/MAINT EQUIPMENT	89,300	89,300	89,300
750	726	1,000	13113300 00374	FEES & MEMBERSHIPS	500	500	500
0	0	0	13113300 00375	RECRUITMENT & TRAINING	200	200	200
780,400	653,903	823,021		TOTAL	910,534	910,534	868,887
				PERCENTAGE CHANGE	10.63%	10.63%	5.57%

<b>PROGRAM</b>	<b>PUBLIC WORKS – PUBLIC BUILDINGS DIVISION</b>	<b>3200</b>
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***Program Explanation:***

The Public Buildings Division consists of three full-time staff members. The division utilizes three overlapping shifts that cover the hours between 7a.m. to 11p.m. daily. The Public Buildings Division currently maintains a combination of assets throughout town including Recreational Facilities, Municipal Buildings, Storage Facilities and Out Buildings totaling approximately 200,000 sq/ft. The Public Buildings Division maintains and administers multiple lease holds for farmland, agricultural use and tobacco production. The Division manages and maintains over thirty utility accounts and fifteen contracts for services such as HVAC, Janitorial, Electrical, Energy, and Life Safety Service contracts. The Division is responsible for large and small scale building repairs and projects as well as capitol projects implementation and 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 program specific projects. The Division is responsible for energy management and conservation of natural gas, water, electricity and fuel oil utilities for sixteen facilities. Building Security, HVAC Automation Control, Computerized Maintenance Management Systems and Safety Data Sheet Web based applications are managed and maintained by the Public Buildings Division.

***Budget Change Commentary:***

FY 2014/15 Maintenance Contracts for HVAC, Fire Protection, Janitorial, Elevator, and Telephony will increase \$11,085 (3.3%) Repair Maintenance Facilities general increase in cost of goods \$2,000 (3.5 %.). Utilities increases are due in large part to heating oil cost and use increases. An increase of 3.7% or \$23,400 which includes a (\$2000) decrease in telephony costs related to an audit of all telephony circuits resulting the removal of circuits not longer being used. The Maintenance Repair Equipment account (373) which covers the maintenance and repair of Fire Alarm Equipment, valves and pumps, appliances, telephony systems, air exhaust equipment and other than contract repairs will see the biggest increase. The increase is due to the need for a back up A/C unit for the Police Department server room, the installation of Parking lot lights at the Town Garage and replacing the aging Town Hall front entry steps. The total increase to the account is \$51,000 or 149%.

The overall budget including salaries will increase \$92,065.

***Program Objectives and Goals FY 2015:***

- Manage services provided by vendors for contract compliance. Manage new State and Federal regulations program for boilers and generators Air Emission Standards.
- Develop and implement a "Balance Scorecard" set of key performance indicators (KPI's) and metrics that include financial goals, internal and external benchmarking energy goals as well as benchmarking Building Maintenance and contracted services performance. The objectives include reduction in emergency work order requests, meeting annual training goals and customer satisfaction surveys for contracted and in-house services.
- Continue efforts to find funding for both energy efficient and renewable energy projects that fit our need for equipment replacements and offer reasonable return on investment.
- Manage Back Up Generator replacement project(s) at Town Buildings and High School
- Manage the Underground Storage Tank replacement project at the Police Department

***Program Objectives and Goals FY 2015 (cont'd):***

- Investigate the feasibility of developing a shared services program with the Fire Departments to complete Building Maintenance related tasks for the three Fire Companies
- Continue identifying, documenting and implementing new Standard Operating Procedures (SOP's) for staff.

**Department Challenges:**

- Limited operating budget. There are assets with replacement costs that fall below the Capitol Projects threshold of \$100,000 but are also too large in cost to be supported by the operating budget.
- Capitol Asset Replacements. In 2009 a Capitol Needs Assessment study was completed which identified the need as well as costs associated with a Capitol Asset replacement schedule. To date, no funds have been allocated for Capitol Asset replacements from the assessment.
- Staffing needs. As the chart below depicts, the Division continues to take on additional maintenance tasks and responsibilities for new and newly expanded buildings and associated program support. We now maintain 25% more square footage with the same staffing levels as we had in 2008.
- One of the biggest challenges in the department is maintaining enough reserve in the budget throughout the year to account for potential shortfalls due to increases in energy use throughout the year. The second challenge is planning, scheduling and completing projects within the first six months of the fiscal year knowing that a budget freeze may be implemented as it has been in the last few years.
- State Contract Policy Change. State contracts that were previously used for a variety of services, supplies and projects now have to go out to bid. The added work associated with the bidding process is detrimental to the efficiency at which this work gets done as well as the cost to do business.

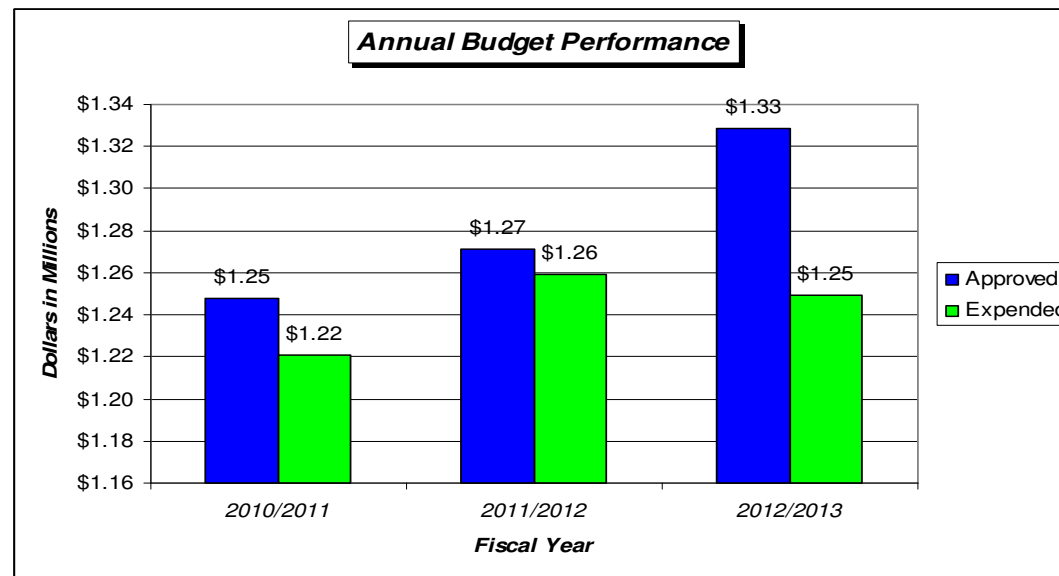
***Program Accomplishments FY 2014:***

- Replaced Town Hall side door frame, landing and stoop
- Replaced loose and missing brick and re-pointed all of the retaining and knee walls in front of Town Hall
- Updated first floor lavatories at Town Hall to meet ADA code
- Installed card access systems at the Community Center and Library
- Sanded sealed and stained front and side doors at Town Hall
- Repainted the outside of the filter building at VMP and replaced rotted trim boards

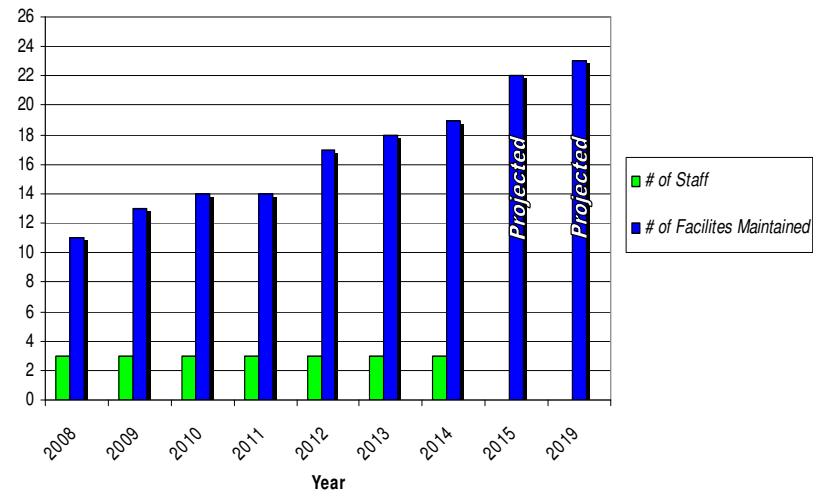
### Assigned Positions

2012-2013		2013-2014		Position Title	2014-2015	
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

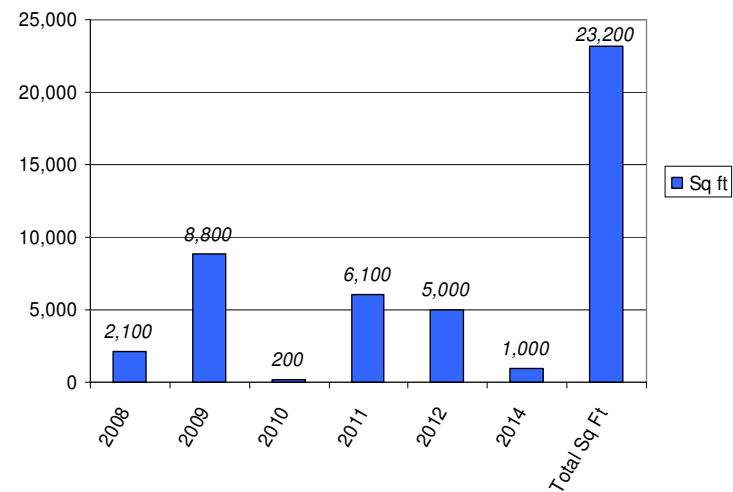
Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Work Orders Completed	1323	1318	1309	1280	1250
Work Order Requests	1360	1371	1390	1430	1460
Energy Use All Buildings (kWh in Millions)	1.804	1.791	1.861	1.850	1.875



**Number of Public Buildings Maintained Since 2008**



**Additional Square Footage of Public Buildings/Out Buildings Maintained Since 2008**





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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
217,759	220,215	234,088	13200100 00110	FULL TIME SALARIES	279,481	279,481	239,481
4,556	3,629	1,879	13200100 00111	OVERTIME	1,879	1,879	1,879
660	972	3,780	13200100 00112	LONGEVITY	4,680	4,680	4,680
32,573	32,586	39,557	13200200 00221	OPERATING MATERIAL	41,056	41,056	41,056
1,144	1,459	5,150	13200200 00223	UNIFORMS & CLOTHING	5,650	5,650	5,650
739	487	900	13200200 00228	SMALL TOOLS	900	900	900
0	0	0	13200300 00320	PROFESSIONAL	0	0	0
12,645	2,354	2,407	13200300 00330	RENTAL & LEASES	2,600	2,600	2,600
574,227	589,604	635,356	13200300 00360	UTILITIES	658,853	658,853	658,853
283,560	291,723	327,385	13200300 00371	MAINTENANCE CONTRACTS	338,470	338,470	338,470
41,727	60,751	55,990	13200300 00372	REPAIR/MAINT FACILITIES	57,990	57,990	57,990
27,745	50,297	34,695	13200300 00373	REPAIR/MAINT EQUIPMENT	86,595	86,595	86,595
1,526	1,518	1,650	13200300 00374	FEES & MEMBERSHIPS	1,650	1,650	1,650
5,300	5,300	5,300	13200400 00442	DEPARTMENT EQUIPMENT	0	0	0
1,204,160	1,260,895	1,348,137		TOTAL	1,479,804	1,479,804	1,439,804
				PERCENTAGE CHANGE	9.77%	9.77%	6.80%

<b>PROGRAM</b>	<b>PUBLIC WORKS – REFUSE DISPOSAL</b>	<b>3240</b>
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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 joined the Capital Regional East Operating Committee (CREOC) for the collection and disposal of household hazardous wastes. This program will replace the MDC regional program which was discontinued last year for non-member MDC communities. New in this fiscal year, \$34,754 in administrative wages has been reallocated from Pollution Control to the Refuse/Recycling Budget. A new position involving shared services between Pollution Control and the Parks and Recreation Department is proposed to meet the need for technical services for the operation and maintenance of the swimming pool pump and filtration equipment at the Veteran's Memorial Park.

***Program Objectives and Goals FY 2015:***

- Continue to increase awareness of the costs of waste disposal and the savings associated with recycling
- To cooperate with State and local officials to create an infrastructure for diversion and product stewardship while reducing reliance on waste-to-energy
- 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

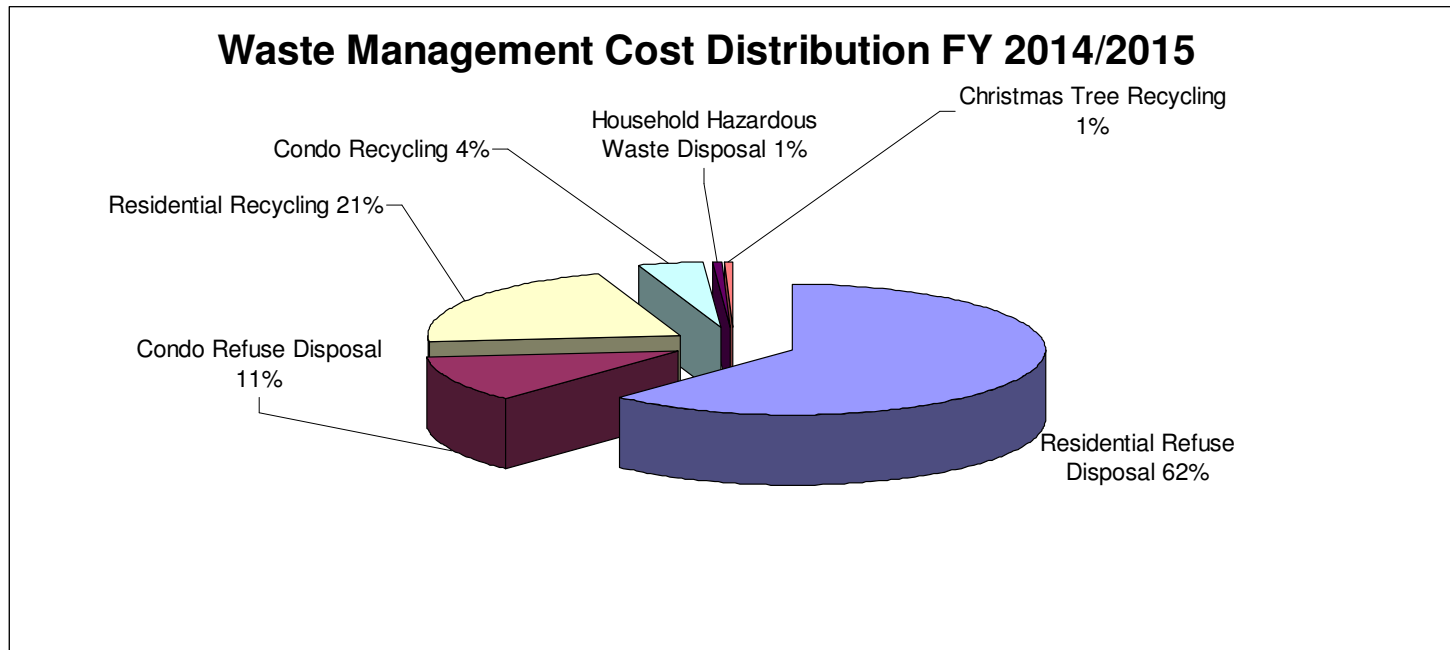
***Program Accomplishments FY 2014:***

- Through the Central Connecticut Solid Waste Authority (CCSWA) developed RFP for Textile Recycling
- Through CCSWA developed RFP for refuse disposal alternative to C.R.R.A. services
- Joined the Capital Regional East Operating Committee (CREOG) for the regional collection and disposal of household hazardous waste
- Continued as the most successful municipal recycling program in the Capital Region

**Assigned Positions:**

2012-2013		2013-2014		Position Title	2014-2015	
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 Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Number of Residential Units	7,850	7,866	7879	7,902	7,925
Annual Refuse (tons) Per Residential Unit	0.98	1.0	.92	0.92	.92
Annual Recyclables (tons) Per Residential Unit	0.35	0.35	0.34	0.34	0.34
Annual Household Hazardous Waste (tons)	3.5	3.3	3.3	3.3	3.3
Annual Bulky Waste Disposal (tons)	419	427	414	420	420
Annual Collection of Electronic Recyclables (tons)	23.4	31.5	71	75	75





## 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	2014-2015 Department Request	2014-2015 Manager Proposed	2014-2015 Council Approved
6110	Environmental Health	155,670	155,670	147,530
6260	Visiting Nurse and Community Care, Inc.	17,825	17,825	17,825
6210	Human Services – Administration	178,259	178,259	114,259
6215	Human Services – Youth and Family Services	274,707	274,707	274,707
6225	Human Services – Adult and Senior Services	344,673	344,673	344,673
6250	Human Services – Sheltered Workshops	4,624	4,624	4,624
6240	Human Services – Adult and Senior Services – Transportation	81,172	81,172	65,692
	<b>Total Human Services</b>	<b>1,056,930</b>	<b>1,056,930</b>	<b>969,310</b>

<b>PROGRAM</b>	<b>ENVIRONMENTAL HEALTH</b>	<b>6110</b>
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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 had adjustments in several areas with an overall increase of \$23,749. The increase will be allocated toward necessary improvements including a fully funded part-time staff position to aid in the delivery of required public health services and to ensure more efficient delivery of services to customers. The revenue structure of the Health Department is in need of updating; fee structures are antiquated, and the adoption of ordinances and permitting needs to be revisited.

***Program Objectives and Goals FY 2015:***

- Increase health department staffing to aid in delivery of public health services and programs.
- Initiate public health campaigns and outreach efforts.
- Increase department revenue by addressing current fee schedule and adoption of health ordinances.
- Expansion of health education programs.
- Lead Poisoning Prevention outreach and case management.
- Participation in the Region 2 Asthma Coalition Asthma Prevention Programs.
- Increase in number of Food Service Inspections conducted to meet statutory requirements.
- Partnership with town departments to provide efficient service to new businesses.
- Maintain current level of quality public health services.

***Program Accomplishments FY 2014:***

- South Windsor Well Water Study.
- Radon Action Month Outreach Campaign.
- Participation in MDA#31 Public Health Planning Committee and drills.

***Program Accomplishments FY 2014 (cont'd):***

- Updated public health preparedness plans.
- Integrated mosquito management program at the town parks and recreation facilities.
- Participated in educational public health outreach campaigns.
- Awarded Cities Readiness Initiative Grant.
- Awarded Lead Poisoning Prevention Grant from Connecticut Department of Public Health.
- Increased number of Food Service Inspections from previous years.
- Updated OSHA required Bloodborne Pathogen Exposure Control Plan.
- Updated Health Department website with health recalls, forms and educational information.

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	1	1	Environmental Health Officer	1	1
1	.175	1	.175	Director of Health	1	.175
1	.21	1	.37	Environmental Health Specialist /Food Service Inspector	1	.65

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Food Service Inspections (includes routine, re-inspections, emergency response inspections, temporary food events, complaints)	94	155	189	200	300
Food Service Plan Reviews	2	10	11	12	12
Child Care Facility Inspections (includes routine & re-inspections)	10	13	11	13	13
Pool Inspections (includes routine and re-inspections)	20	21	27	25	25
Hotel/Motel Inspections	0	1	2	1	2
Lead Poisoning/Elevated BLL Cases	0	1	1	8	12
Soil Testing Conducted (includes deep test pits and percolation testing)	8	31	20	20	20
Septic Permits Issued – New Construction	3	1	0	0	0
Septic Permits Issued- Repairs	6	9	12	12	12
B100a Reviews	9	10	7	6	8
Well Permits Issued	6	2	6	6	6
Laboratory Activities (water testing, lead testing, rabies cases, tick testing)	2	7	3	22	5
Environmental Complaint Investigations	22	47	40	38	35
Misc. Inspections and Investigations (cosmetology, tattoo parlors, GI outbreak, foodborne outbreak)	7	10	10	10	10

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
65,623	68,139	69,577	16110100 00110	FULL TIME SALARIES	72,012	72,012	72,012
0	6,325	18,200	16110100 00113	PART TIME WAGES	38,220	38,220	32,580
8,100	150	0	16110100 00114	TEMPORARY	0	0	0
73	203	250	16110200 00210	OFFICE SUPPLIES	800	800	800
228	1,010	2,186	16110200 00221	OPERATING MATERIAL	6,140	6,140	6,140
101	290	300	16110200 00223	UNIFORMS & CLOTHING	400	400	400
0	82	100	16110200 00228	SMALL TOOLS	200	200	200
50,602	27,347	28,200	16110300 00320	PROFESSIONAL	32,200	32,200	29,700
0	0	150	16110300 00350	PRINTING	300	300	300
533	1,633	795	16110300 00374	FEES & MEMBERSHIPS	1,398	1,398	1,398
200	1,564	3,000	16110300 00375	RECRUITMENT & TRAINING	4,000	4,000	4,000
125,459	106,743	122,758		TOTAL	155,670	155,670	147,530
				PERCENTAGE CHANGE	26.81%	26.81%	20.18%



<b>PROGRAM</b>	<b>VISITING NURSE AND COMMUNITY CARE, INC.</b>	<b>6260</b>
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***Program Explanation:***

The Town maintains a contract with Visiting Nurses and Health Services to provide Geriatric Wellness Assessments, Wellness Clinics, Flu Clinics, Home Health Aide Services, Homemakers and Meals-On-Wheels.

***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 2015:***

- 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.

***Program Accomplishments FY 2014:***

- Services delivered efficiently, professionally and conveniently for our senior populations

***Assigned Staff:***

This service does not contain Town staff. Service is contracted out to regional VNHS agency.

<b>Performance Measures</b>	<b>Actual 2010-2011</b>	<b>Actual 2011-2012</b>	<b>Actual 2012-2013</b>	<b>Estimated 2013-2014</b>	<b>Anticipated 2014-2015</b>
Geriatric Support- Visits				20	20
Adult Day Care- Hours				150	150
Home Health Aides- Visits				190	190
Meals on Wheels				94	94
Elder Wellness Program - Hours				150	150
Flu Vaccine- Shots Administered				217	215
Total Individuals Served in All programs				98	100

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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
10,667	13,046	17,825	16260300 00380	GRANTS & CONTRIBUTIONS	17,825	17,825	17,825

10,667	13,046	17,825		TOTAL	17,825	17,825	17,825
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>HUMAN SERVICES – ADMINISTRATION</b>	<b>6210</b>
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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 Secretary and Clerical Assistant.

***Budget Change Commentary:***

This year's budget will reflect a change in administration for Human Services. The position of Director of Human Services is eliminated. The Adult and Services Coordinator position is promoted to the Director of Adult and Senior Services and this position will have administrative oversight of the department as well as the adult and senior division. One Social Services Caseworker will be promoted to Assistant Director of Adult and Senior Services. The Youth and Family Services Coordinator is promoted to Director of Youth and Family Services and will continue to have administrative oversight of that division. In addition, the Administrative Secretary position is promoted to Executive Secretary.

***Program Objectives and Goals FY 2015:***

- 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
- Support the new Youth and Family Services Coordinator in strengthening the Y&FS division
- The position of Director of Human Services is eliminated.
- Department will be administered by Director of Adult and Senior Services.

***Program Accomplishments FY 2014:***

- Successfully transitioned a new Youth and Family Services Coordinator to head the division subsequent to a resignation
- Worked with SWPD and Recreation Dept. to initiate a building safety assessment of the community center
- Worked with IT Dept. to acquire new and more efficient technology (copier/printers) for the office
- Supported division coordinators in initiatives to expand programming and raise agency profile in community

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Human Services	0	0
1	1.0	1	1.0	Administrative Assistant	1	1.0
1	.80	1	.80	Transportation Coordinator	1	.80

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Purchase orders processed	340	453	354	435	462
Vouchers processed	571	487	478	475	475
# of riders on senior/disabled busses (unduplicated)	400	491	520	550	575
# of medicals	365	382	652	700	1118
# of miles logged on busses	48,927	51365	57,408	61,648	64,773

Function	Department	Division	Division Code
HUMAN SERVICES	HUMAN SERVICES	ADMINISTRATION	6210

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
130,359	132,673	134,803	16210100 00110	FULL TIME SALARIES	138,069	138,069	74,069
710	0	770	16210100 00111	OVERTIME	0	0	0
300	450	450	16210100 00112	LONGEVITY	0	0	0
27,784	30,708	27,321	16210100 00113	PART TIME WAGES	27,050	27,050	27,050
988	338	0	16210100 00114	TEMPORARY	0	0	0
961	3,441	3,950	16210200 00221	OPERATING MATERIAL	4,700	4,700	4,700
0	0	500	16210300 00310	ADVERTISING	500	500	500
92	729	0	16210300 00320	PROFESSIONAL	0	0	0
840	840	840	16210300 00330	RENTAL & LEASES	840	840	840
0	0	0	16210300 00350	PRINTING	0	0	0
0	0	221	16210300 00374	FEES & MEMBERSHIPS	1,000	1,000	1,000
617	0	0	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
202,006	175,279	174,955		TOTAL	178,259	178,259	114,259
				PERCENTAGE CHANGE	1.89%	1.89%	-34.69%

<b>PROGRAM</b>	<b>HUMAN SERVICES – YOUTH AND FAMILY SERVICES DIVISION</b>	<b>6215</b>
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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:***

Youth and Family Services coordinator promoted to Director of Youth and Family Services. 2% salary increase for full and part time staff, 1% increase for Teen Center supervisory staff. Increase in Contractual Services due to change in contracted clinician rate and need for Positive Youth Development Specialist.

***Program Objectives and Goals FY 2015:***

- 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
- Expand Juvenile Review Board to take on school cases and provide intake assessment services to all JRB cases

***Program Accomplishments FY 2014:***

- 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 \$1,500 Savings Bank of Manchester, Rising Stars Grant
- Secured \$2,500, New Alliance Foundation, Jump Start Tutoring Grant
- Raised \$7, 158 from donations and fund raising effort
- 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

***Program Accomplishments FY 2014 (cont'd):***

- Collaborated with the South Windsor Police Department on the Summer Youth Police Academy
- 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 Marshall's Office, Fire Department and Police Department on the South Windsor Juvenile Fire Setter Intervention Commission and Education Program

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Youth and Family Services (Promotion)	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	-
1	-	1	-	Contractual Clinician (3-7 hrs per week)	1	-
1	-	1	-	Contracted Positive Youth Development Specialist (7 hours a week)	1	-

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Positive Youth Development Program Participants	584	1,899	2,431	1,700	2,000
Teen Center Participants	471	427	373	500	500
Parenting Education and Support Clients	399	394	408	400	400
Juvenile Court Diversion - Juvenile Review Board Cases	19	15	16	20	25
Individual/Family/Group Counseling Clients	87	63	68	60	60

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #		LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
116,595	102,827	107,285	16215100	00110	FULL TIME SALARIES	109,430	109,430	109,430
94,521	107,242	114,209	16215100	00111	PART TIME WAGES	117,142	117,142	117,142
2,546	1,631	0	16215100	00114	TEMPORARY	0	0	0
7,911	10,267	8,275	16215200	00221	OPERATING MATERIAL	8,275	8,275	8,275
102	400	300	16215300	00310	ADVERTISING	300	300	300
4,906	4,684	18,720	16215300	00320	PROFESSIONAL	30,940	30,940	30,940
1,211	1,226	2,505	16215300	00330	RENTAL & LEASES	2,520	2,520	2,520
1,568	3,404	3,000	16215300	00350	PRINTING	3,000	3,000	3,000
0	0	400	16215300	00372	REPAIR/MAINT FACILITIES	500	500	500
1,943	1,572	2,600	16215300	00374	FEES & MEMBERSHIPS	2,600	2,600	2,600



<b>PROGRAM</b>	<b>HUMAN SERVICES – ADULT AND SENIOR SERVICES DIVISION</b>	<b>6225</b>
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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:***

Due to the elimination of the Human Service Director position, the division coordinator is promoted to Director of Adult and Senior Services and one Social Services Caseworker is promoted to Assistant Director of Adult and Senior Services. The division budget was increased to reflect these changes, in addition to the increase in driver's hours to meet the demands of transportation needs. The CARES program was extended from three to four days and a 2% salary increase for part time and full time staff was also included in this budget.

***Program Objectives and Goals FY 2015:***

- To successfully assume duties of administrative oversight of the department as Director of Adult and Senior Services
- To successfully transition social services casework position to Assistant Director of Adult and Senior Services.
- Increase the transportation services for medical appointments due to higher demand
- Provide outreach to the community to educate low income adults and senior citizens on services available
- Find new and creative ways to encourage "baby boomers" to participate in senior activities
- Continue to identify senior needs through the Senior Advisory Council and work towards meeting those needs
- Increase the CARES program from three to four days a week in order to provide social, mental and physical stimulation to frail seniors
- Continue to collaborate with the Recreation Department for the most efficient use of space at the Community Center

***Program Accomplishments FY 2014:***

- Secured \$13,200 State of CT Social Service Block Grant funds to provide Home Management Services to older adults with income below 200% of Federal Poverty Level
- Served a record number of families and children through the Holiday Toy Program
- Utilized the outdoor screened in gazebo to provide an additional 50 programs with 500 people participating
- Increased the number of CARES participants from 12 to the max of 15 (up from 8 in FY 2013)
- For a third 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:**

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.00	1	1.00	Director of Adult and Senior Services (Promotion)	1	1.00
1	1.00	1	1.00	Assistant Director of Adult and Senior Services (Promotion)	1	1.00
1	1.00	1	1.00	Human Service Specialist I (Caseworker)	1	1.00
1	1.00	1	1.00	Human Service Specialist II (Program Coordinator)	1	1.00
1	1.00	1	1.00	Human Service Specialist II (Program Coordinator)	1	1.00
1	.72	1	.72	Human Services Specialist II (Caseworker)	1	.72
1	.37	1	.37	CARES Program Facilitator	1	.48
1	.53	1	.53	Senior Nutrition Manager	1	.53
1	.27	1	.27	Assistant Nutrition Manager	1	.27

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Office visits (with caseworkers)	1564	1412	2038	1500	1500
CEAP Energy Assistance Applications Processed	422	417	413	400	400
Contacts for Medicare CHOICES Counseling	266	199	265	200	150
Completed Homeowners Tax Relief and Renters Rebate Applications	317	351	349	350	300
Households Assisted with Private Fuel and Operation Fuel Funds	140	124	127	120	120
People served in food bank annually	581	512	520	500	500
Caregivers who attended monthly support group	97	99	83	95	95
# of families receiving Thanksgiving Baskets/# people in those families	181/304	169/304	196/468	210/437	200/450
Children and seniors served in the Holiday Toy/Gift Program	179	174	239	266	230
Meals served at congregate lunch site	7000	8000	8000	8000	7500
Trips offered at senior center	120	119	120	130	120
People who attended trips	2500	2314	2300	2562	2500
Attendees for cards and games weekly	-	300	300	300	300
Attendees in Special programs at the center	1200	4625	4500	4625	4500
Attendees in Exercise Programs	500	500	500	309	350
Swipes in My Senior Center Program (first trackable FY 12/13)	-	-	32,017	33,000	33,000
Volunteers	160	180	185	185	185

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
239,131	225,149	243,313	16225100 00110	FULL TIME SALARIES	256,608	256,608	256,608
54,516	64,166	70,892	16225100 00113	PART TIME WAGES	70,566	70,566	70,566
7,615	9,457	8,900	16225200 00221	OPERATING MATERIAL	8,900	8,900	8,900
0	257	0	16225300 00310	ADVERTISING	0	0	0
813	9,602	0	16225300 00320	PROFESSIONAL	500	500	500
1,845	1,241	1,306	16225300 00330	RENTAL & LEASES	1,311	1,311	1,311
2,367	2,858	3,100	16225300 00350	PRINTING	3,100	3,100	3,100
990	1,104	1,188	16225300 00360	UTILITIES	1,188	1,188	1,188
0	420	0	16225300 00373	REPAIR/MAINT EQUIPMENT	500	500	500
798	880	500	16225300 00374	FEES & MEMBERSHIPS	700	700	700
371	388	100	16225300 00375	RECRUITMENT & TRAINING	300	300	300
571	800	650	16225300 00390	OTHER PURCHASE SERVICE	1,000	1,000	1,000
0	0	0	16225400 00442	DEPARTMENT EQUIPMENT	0	0	0
309,018	316,322	329,949		TOTAL	344,673	344,673	344,673
				PERCENTAGE CHANGE	4.46%	4.46%	4.46%

<b>PROGRAM</b>	<b>HUMAN SERVICES – SHELTERED WORKSHOPS</b>	<b>6250</b>
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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 2015***

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

***Program Accomplishments FY 2014***

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

***Assigned Positions:***

There are no assigned positions in the Department; money is paid directly to these agencies to compensate for the services provided.

<b>Performance Measures</b>	<b>Actual 20010-2011</b>	<b>Actual 2011-2012</b>	<b>Actual 2012-2013</b>	<b>Estimated 2013-2014</b>	<b>Anticipated 2014-2015</b>
Employment services			9	10	10
Residential service			3	3	3
In-Home personal support			2	2	3
Summer Camperships			4	4	4

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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
4,624	2,697	4,624	16250300 00380	GRANTS & CONTRIBUTIONS	4,624	4,624	4,624

4,624	2,697	4,624		TOTAL	4,624	4,624	4,624
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>HUMAN SERVICES – ADULT AND SENIOR SERVICES – TRANSPORTATION</b>	<b>6240</b>
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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 increased driver time and driver salaries with a 2% raise.

***Program Objectives and Goals FY 2015:***

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

***Program Accomplishments FY 2014:***

- Secured DOT Grant to supplement our transportation program
- Unduplicated ridership increased from 465 in 2013 to 535 passengers in 2014
- Almost 15% increase in medicals from previous year

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
6	6 PT	6	6 PT	Bus Drivers	6	6 PT

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipate 2014-2015
Annual Bus Mileage	48,927	51,365	56,319	62,505	69,758
Unduplicated Ridership	400	491	465	535	575
Medicals	365	382	690	800	846

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
335	169	0	16240100 00111	OVERTIME	0	0	0
65,643	70,939	55,692	16240100 00113	PART TIME WAGES	81,172	81,172	65,692
0	975	0	16240400 00442	DEPARTMENT EQUIPMENT	0	0	0

65,978	72,083	55,692		TOTAL	81,172	81,172	65,692
				PERCENTAGE CHANGE	45.75%	45.75%	17.96%

## 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	2014-2015 Department Request	2014-2015 Manager Proposed	2014-2015 Council Approved
5112	Parks and Recreation – Administration	546,773	546,773	527,660
5150	Parks and Recreation – Parks	1,279,973	1,279,973	1,248,873
5510	Library	1,022,524	1,022,524	1,027,637
	<b>Total Cultural and Leisure Services</b>	<b>2,849,270</b>	<b>2,849,270</b>	<b>2,804,170</b>



# MISSION STATEMENT

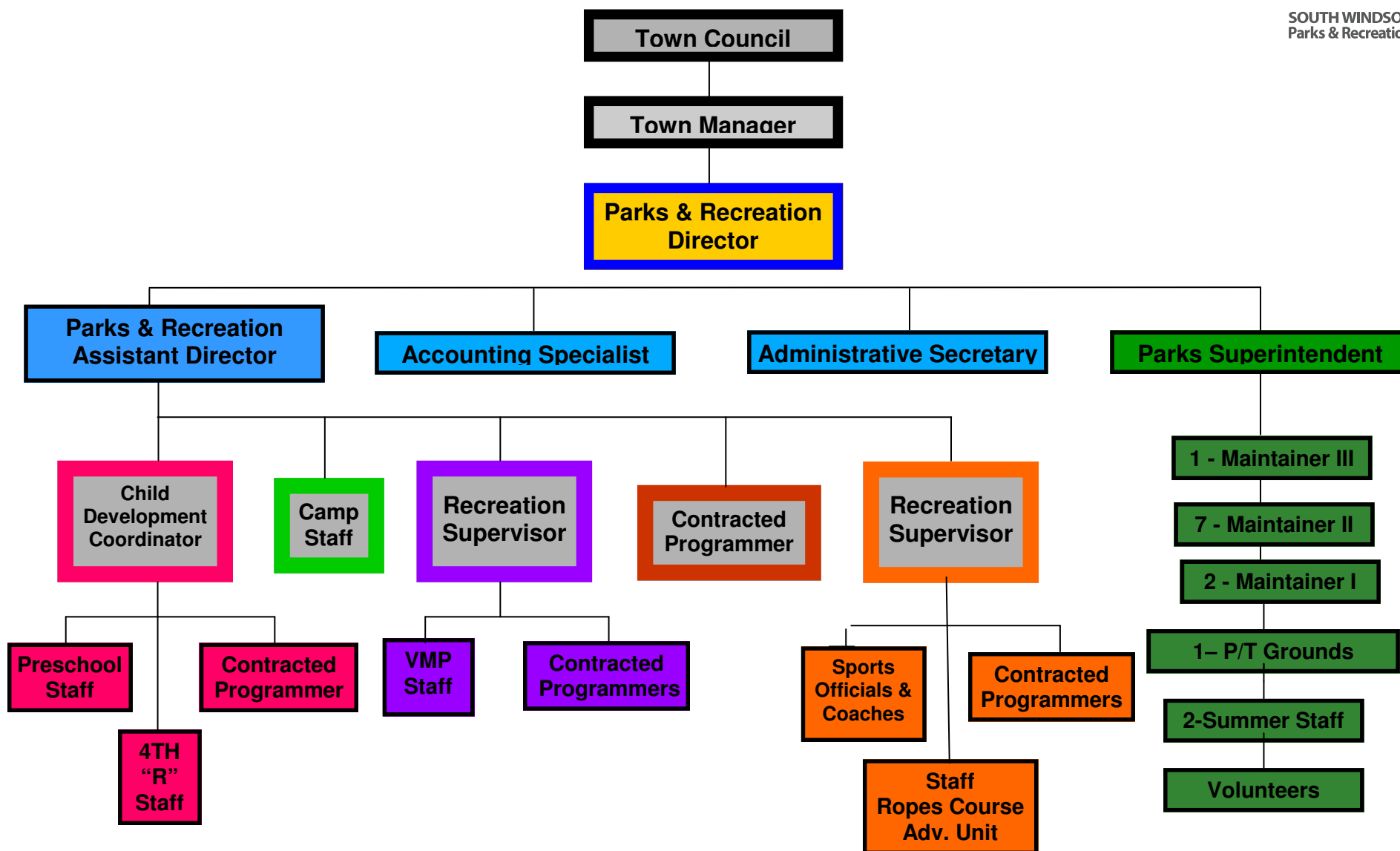
2011

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

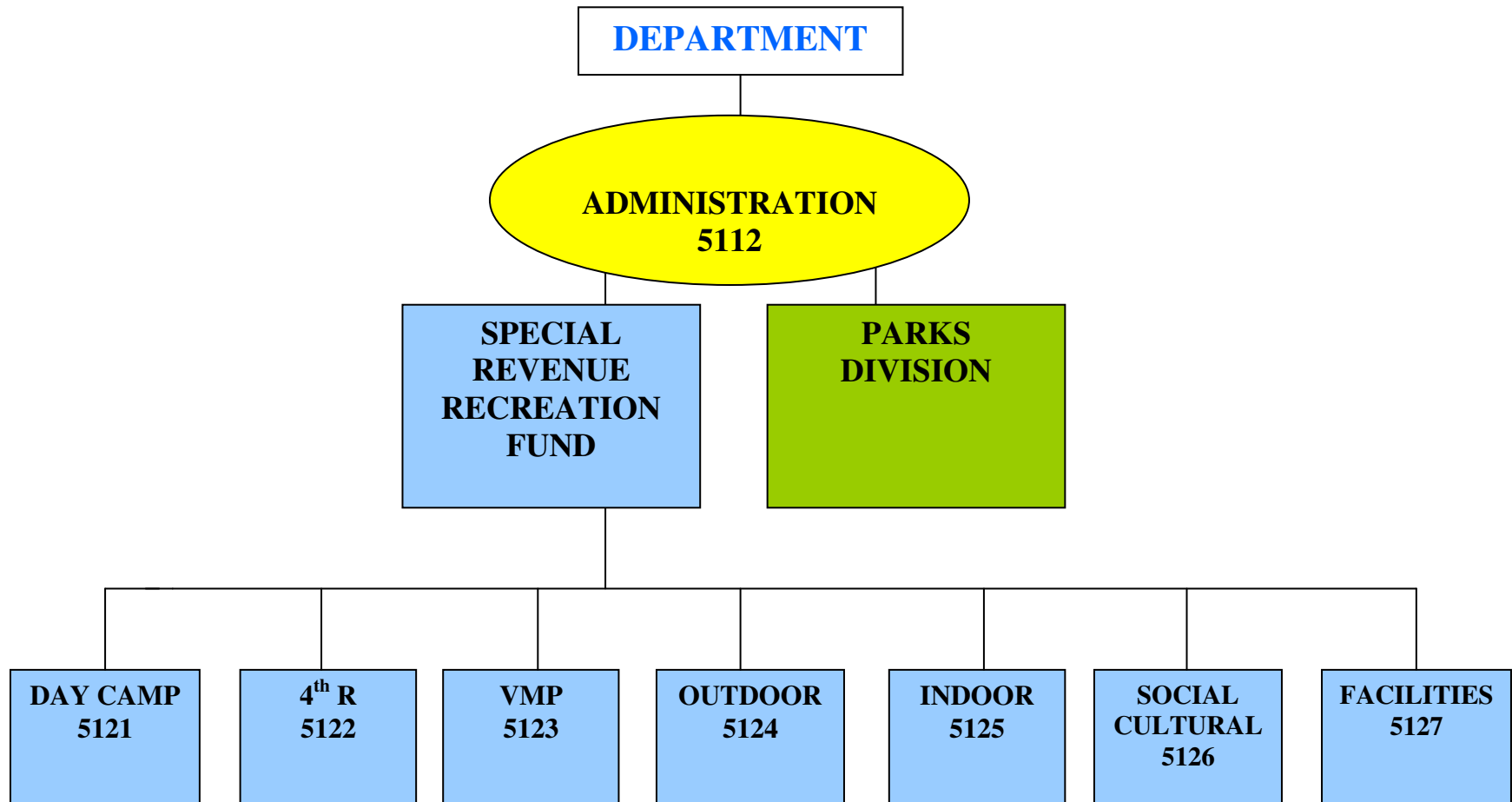


**SOUTH WINDSOR  
Parks & Recreation**

# Parks & Recreation Department



**South Windsor Parks and Recreation Department  
Budget Chart of Accounts 2014-2015  
Flow Chart**



<b>PROGRAM</b>	<b>PARKS &amp; RECREATION DEPARTMENT - ADMINISTRATION DIVISION</b>	<b>5112</b>
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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, the newly created Accounting Specialist (October, 2013) in place of an administrative secretary position vacated due to resignation and a proposed re-structuring of the second administrative secretary position (vacant due to retirement) to a Recreation Supervisor responsible for accommodating individuals with special needs and enhancing current, and creating new, special events for the department. These individuals effectively manage the \$2,231,231 SRRF budget representing over 300 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 \$547,280 and a \$1,279,974 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:***

An overall increase of 6.7%, equating to \$34,446 is requested to properly support our administration budget. Of that increase:

- \$15,060 (line item 110) is needed to support timely re-structuring and salaries for our critical administrative staff – the staff that makes all the other departmental budgets work successfully. This includes transitioning the final vacant and obsolete Administrative Secretary position to a non-bargaining additional programmer - Recreation Supervisor for Special Needs & Special Events. With the high probability of a successful school referendum and

***Budget Change Commentary cont'd:***

subsequent relocation of our department to a new home at a re-purposed Wapping School building we will be more able to expand programming and fulfill unmet needs of the community. The cost differential between the vacant administrative secretary and the proposed new Recreation Supervisor is only \$1,833. We are confident we can fund part time clerical needs through the SRRF and increase employment opportunities for our young residents. The other proposal driving the 110 increase is the request for providing raises of 2% for the current administrative staff.

- \$2,000 returned to the 374 line item for professional development and conference attendance cut last year.

***Program Objectives and Goals FY 2015:***

- Investigate ways to recover some of the deep cuts made in FY 2013-2014, to maintain efficiency with well-trained staff and meet the non-wage functional needs of the office operation.
- Continue with staff re-structuring and planning for the future by transitioning the remaining administrative secretary position into a Recreation Supervisor non-bargaining group member to address the growing need for inclusion of folks with special needs and improvement and expansion of community special events appealing to all ages.
- Maintain affordability with economic sensitivity in establishing user fees and charges while assuming growing expenses in the SRRF.
- Maintain, or exceed current level of service.
- Explore department storage options with the anticipated loss of the old post office.
- Expansion of community gardens (Jones Property), adult programs, and trail maintenance program (“Adopt-A-Trail”).
- Revitalize the “Benefits for Businesses” program to expand on potential users and sponsorships as additional revenue sources.
- Examine rental facility fees for potential adjustments to increase revenue stream.
- Continued efforts to implement the Master Plan for Parks & Recreation – continue development of Lawrence Road Park, enhancements to VMP, complete phase one of the skate park, improve neighborhood connector paths, renovation of outdoor tennis courts and basketball court at Rye St. Park.

***Program Accomplishments FY 2014:***

- Established a Facebook account as a critical marketing tool.
- Established user fees for community gardens previously offered free of charge for decades.
- Began re-structuring of full time staff to better address and manage the rapid department growth by creating an Accounting Specialist position (formerly an administrative secretary position and still part of the bargaining unit) responsible for accounts payable, accounts receivable, purchasing, payroll, budget tracking, etc.
- Adjusted the senior population age eligibility to better reflect the times
- Maintained affordability with economic sensitivity in establishing user fees and charges while assuming growing expenses in the SRRF.
- Maintained current level of service despite substantial budgetary impact.
- Continued to develop a more aggressive schedule for athletic field renovation , maintenance and expansion
- Focused on continual improvement and enhancements to the department PrestoSports built web site making it more user-friendly and a stronger marketing tool, resulting in an increase in on-line registrations, now consistently at 60%, with periodic spikes well above 85%.

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
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	4	4.0
0	0	0	0	Accounting Specialist	1	1.0
2	2.0	2	2.0	Administrative Secretary	0	0
8	8.0	8	8.0	TOTAL	8	8.0

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
490,800	487,161	507,130	15112100 00110	FULL TIME SALARIES	535,303	535,303	522,190
213	0	751	15112100 00111	OVERTIME	660	660	660
906	632	1,701	15112100 00112	LONGEVITY	0	0	0
273	0	500	15112200 00210	OFFICE SUPPLIES	500	500	500
182	920	0	15112200 00221	OPERATING MATERIAL	0	0	0
0	0	0	15112200 00223	UNIFORMS & CLOTHING	0	0	0
202	423	600	15112200 00231	DAILY OPERATING ACTIVITY	600	600	600
5	520	0	15112300 00320	PROFESSIONAL	0	0	0
1,594	1,128	495	15112300 00330	RENTAL & LEASES	6,560	6,560	560
300	715	0	15112300 00350	PRINTING	0	0	0
0	1,005	0	15112300 00371	MAINTENANCE CONTRACTS			0
0	0	0	15112300 00372	REPAIR/MAINT FACILITIES	0	0	0
4,991	4,561	1,150	15112300 00374	FEES & MEMBERSHIPS	3,150	3,150	3,150
161	849	0	15112300 00375	RECRUITMENT & TRAINING	0	0	0
488	211	0	15112300 00390	OTHER PURCHASE SERVICE	0	0	0
244	0	0	15112400 00441	OFFICE EQUIPMENT	0	0	0
500,358	498,125	512,327		TOTAL	546,773	546,773	527,660
				PERCENTAGE CHANGE	6.72%	6.72%	2.99%

<b>PROGRAM</b>	<b>PARKS &amp; RECREATION DEPARTMENT - PARKS DIVISION</b>	<b>5150</b>
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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 focus. 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, Wetlands Commission, 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 \$2,231,231 SRRF budget representing over 300 annual programs and services delivered by hundreds of seasonal or part-time employees, contracted service specialists and volunteers. Administrators also manage the \$1,279,973 Parks Division annual operating budget. The current 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:***

After four consecutive years of holding the line at "zero", the proposed 2014-2015 Parks Division operating budget includes requests for an additional \$149,686 to enhance levels of service, increase efficiencies and meet the growing demands of the community.

We are proposing the addition of a "Turf Specialist" position to the unionized crew (hopefully promoting from within and then adding a new Maintainer 1) to address the major concerns created by the anticipated expanded unfunded state mandate banning the use of pesticides on all public grounds – at all schools, public buildings and parks – and to help us continue to meet the high expectations of our facility users. This requires a new salary cost of \$60,320 (or 33% of the proposed total increase). To help support this financially we are willing to completely eliminate snow and trim mowing contractors at \$8,900 and \$6,864 respectively and handle these duties in-house. Another \$12,647 is needed to provide the union contract stipulated 2% raise, and our over time budget for emergencies was increased \$43,065 based on a five year average of 41% (also used by DPW). We may be assuming an even larger responsibility for the pool maintenance services at VMP, so in preparation for this probability we have added additional in-house over time at \$14,040 to accommodate this.

Other significant impacts include:

- \$31,705 increase in materials and supplies primarily for water chemistry products at VMP
- \$8,000 increase in rentals and leases for portable toilets in the parks.
- \$22,000 increase in repair & maintenance of facilities for gutter and plaster crack repairs at VMP if not funded properly through the C.I.P. budget
- A reduction of \$23,764 in our maintenance contracts line item for parking lot snow removal and trim mowing services that we will take on in-house.



***Program Objectives and Goals FY 2015:***

- Take over the care and maintenance of the two athletic fields at the new CREC School on Long Hill Road.
- 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 and public grounds, and 72” snow blower attachment for our Bobcat skid steer loader for faster, more efficient snow removal on sidewalks and parking lots.
- 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.
- Re-evaluate the “Trash in the Parks” program for potential modification.

***Program Accomplishments 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. Added a Vermeer Wood Chipper, replacement Ford pick up truck, Club Car Utility Vehicle/Field Line Marker, Toro Snow Thrower, Honda Generator, and Boom Sprayer to our inventory to better care for our parks, grounds and athletic fields.
- Completed rebuilding of the infield at Rotary Baseball Field.
- Completed construction of a stone dust connector trail from Windshire/Abbe to the Nevers Park trail system.
- Prepared parks and provided services for special events like: SWFD 75<sup>th</sup> Anniversary Celebration, Celebrate Fall, Stop, Drop and Roll Challenge Run, Wapping Fair, Wreaths Across America, Memorial Day & Veterans Day at VMP.
- Prepared both Rye Street and Nevers Parks for 5 large youth baseball, lacrosse, soccer, and football tournaments.
- Established a “Gateway Guardianship” program with local business owner of TurfMaster at the Rte. 5/I-291 site.
- Designed and built a second ride-on athletic field line marker using a new Club Car Utility vehicle and the genius of staff member Dave Turkington.
- Replaced two retirees, Bob Brown & Gail Sadonis, with two new crew members, Jake Burnham & Mike Samsel.
- Designed, built and installed additional signs for the West Road and DQ entrances to the Donnelley Preserve, Lawrence Road Park identification and park map units, Red Shepard Field at the high school and refurbished a damaged Wapping Park sign.
- Continued implementing the Town’s new proactive approach to mosquito control as directed by DEEP and our local Health Dept.
- Assisted one local Boy Scout in successful completion of their Eagle Scout projects within our park system – “Adopt-A-Trail” program.

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	0	0	Turf Specialist	1	1.0
1	1.0	1	1.0	Maintainer III	1	1.0
9	9.0	9	9.0	Maintainer II	9	9.0
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
13	10.96	13	10.96	TOTAL	14	11.96

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
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	164.8
Acres – Fertility Management	57.75	57.75	57.75	57.75	62.7
Acres – Pest Management	49.25	49.25	49.25	49.25	62.2
Acres – Cultural Practices (aerating, over-seeding, sod)	50.4	50.4	50.4	50.4	57.9
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, etc)	123	127	131	134	139
Trail System Maintained (miles/locations)	9.37 / 17	9.60 / 18	9.70 / 19	11.7 / 19	11.7 / 19

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
542,199	539,506	559,000	15150100 00110	FULL TIME SALARIES	631,967	631,967	627,867
61,548	70,401	67,389	15150100 00111	OVERTIME	110,454	110,454	110,454
8,578	8,501	8,828	15150100 00112	LONGEVITY	7,514	7,514	7,514
21,236	19,987	18,585	15150100 00113	PART TIME WAGES	18,957	18,957	18,957
10,754	8,368	9,600	15150100 00114	TEMPORARY	9,600	9,600	9,600
94,593	95,723	94,445	15150200 00221	OPERATING MATERIAL	126,150	126,150	126,150
6,974	5,807	8,210	15150200 00223	UNIFORMS & CLOTHING	8,210	8,210	8,210
42,624	39,213	43,900	15150200 00226	LANDSCAPING	43,900	43,900	43,900
6,874	5,547	5,675	15150200 00228	SMALL TOOLS	5,675	5,675	5,675
7,225	23,334	9,265	15150300 00330	RENTAL & LEASES	17,265	17,265	17,265
66,019	54,928	70,220	15150300 00360	UTILITIES	71,420	71,420	71,420
187,039	102,819	126,815	15150300 00371	MAINTENANCE CONTRACTS	103,051	103,051	101,051
21,160	16,746	23,500	15150300 00372	REPAIR/MAINT FACILITIES	45,500	45,500	45,500
15	0	350	15150300 00373	REPAIR/MAINT EQUIPMENT	350	350	350
1,646	0	1,480	15150300 00374	FEES & MEMBERSHIPS	2,980	2,980	2,980
1,100	989	1,800	15150300 00375	RECRUITMENT & TRAINING	1,800	1,800	1,800
70,093	47,926	50,125	15150400 00442	DEPARTMENT EQUIPMENT	75,180	75,180	50,180
1,149,677	1,039,795	1,099,187		TOTAL	1,279,973	1,279,973	1,248,873
				PERCENTAGE CHANGE	16.45%	16.45%	13.62%

<b>PROGRAM</b>	<b>LIBRARY</b>	<b>5510</b>
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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 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 special activities, such as The Dictionary Project and Book Expo America, 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 8<sup>th</sup> or 9<sup>th</sup> 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 3<sup>rd</sup>-12<sup>th</sup> grade to encourage critical reading skills. A variety of clubs support young people's changing interests. 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 TEMS.

In the Adult Department, we serve patrons of all ages with 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 36<sup>th</sup> 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 the circulation of all materials. 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 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 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 Goals and Objectives for FY 2015:***

- Continue support of the Common Core Standards by meeting with teachers and school library media specialists to determine particular needs
- Continue working with elementary and middle school librarians to promote the Nutmeg Book Club and the Summer Reading Program
- Work with school personnel to examine new ways we can support each other and enhance the community learning environment
- Continue support of the Rotary Club/PEP book discussion group
- Continue Outreach support to day care centers and nursery schools
- Expand e-book offerings for students
- Enhance marketing of library resources, especially through better use of social media
- Work with the Human Services Department and other organizations to introduce Conversational Reading to families looking for new ways to share reading with their children
- Continue working with TEMS and SWHS library media specialists to avoid duplication when purchasing online databases
- Maintain robust print, audio-visual, and electronic collections for leisure reading and lifelong learning
- Promote reading through book groups, interlibrary loan, displays, and programs
- Remain informed of new developments in library services and responsive to requests from library users
- Provide current and reliable technology for public use
- Complete implementation of the new integrated library system (ILS) for our regional network, CONNECT, introducing new features to our users
- Continue emphasis on personal professional reference service

***Program Accomplishments for FY 2014:*****The Children's Department:**

- Met with school Library Media Specialists and Assistant Superintendent Dan Hansen regarding the implementation of the Common Core Standards in South Windsor Schools. Continued support of the Common Core Standards by replacing outdated non-fiction materials with new materials
- Promoted services for teachers (including creating topical collections of materials for classroom use and offering extended loan periods): over 125 teachers now involved in this program
- Organized and conducted 2013 South Windsor Spelling Bee and supported local winner through the Scripps National Spelling Bee in Washington, D.C.
- Expanded teen volunteer program to year-round program; worked with Project Genesis and public school programs for special needs students to develop volunteer opportunities at the Library
- Expanded Saturday programming (2<sup>nd</sup> Saturday Matinee, Family Stories, Allan's Angels R.E.A.D. to the Dogs, etc.)
- Utilized professional development training to incorporate early literacy skills development in programs for very young children and their parents and critical reading skills in an expanded roster of book discussion groups for elementary- and middle school-age students
- 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
- Conducted approximately 200 outreach visits to six day care centers and nursery schools
- Received training and grant to incorporate Conversational Reading concepts in new programs for children and their parents
- Worked with South Windsor M.O.M.S. Club to utilize their generous grant to upgrade furnishings and equipment in the Children's Library and to develop a new collection of Learning Kits and provide more materials for children's programming
- Maintained social media presence on Facebook, Twitter, and the SW Library blog on South Windsor Patch

The Adult Department:

- Expanded Overdrive e-book and e-audio collections; added titles to the Overdrive Advantage program
- Added museum passes in response to patron requests
- Upgraded staff and public computers and printers
- Completed organizational plan to highlight high demand collections
- Added subscription to downloadable full-text magazines (Zinio)
- Added database for researching mutual funds (Morningstar)
- Provided access to continuing education software (Universal Class)
- Conducted a series of technology training classes
- With the Children's Department, developed SW Library blog on SW Patch
- Selected titles and developed plans for continuing use of a large donation for books related to homemaking
- 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

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
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)  
Reference Librarians (3 individuals rotate - 1/week) FTE .1  
Circulation Assistants (4 individuals rotate - 2/week) FTE .2

Performance Measures	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 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 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
631,255	642,607	664,836	15510100 00110	FULL TIME SALARIES	664,836	664,836	656,232
0	0	1,000	15510100 00112	LONGEVITY	1,000	1,000	1,000
121,335	140,258	136,718	15510100 00113	PART TIME WAGES	136,718	136,718	152,577
11,853	10,733	12,000	15510200 00210	OFFICE SUPPLIES	12,000	12,000	14,000
168,758	164,386	142,811	15510200 00221	OPERATING MATERIAL	142,811	142,811	137,738
567	375	750	15510300 00310	ADVERTISING	750	750	750
44,580	42,514	43,259	15510300 00320	PROFESSIONAL	43,259	43,259	42,860
8,443	8,410	8,500	15510300 00330	RENTAL & LEASES	8,500	8,500	8,732
618	166	750	15510300 00350	PRINTING	750	750	750
3,899	3,914	3,900	15510300 00360	UTILITIES	3,900	3,900	3,950
1,437	1,578	1,500	15510300 00371	MAINTENANCE CONTRACTS	1,500	1,500	2,548
4,490	4,159	4,250	15510300 00374	FEES & MEMBERSHIPS	4,250	4,250	5,000
0	0	750	15510300 00375	RECRUITMENT & TRAINING	750	750	0
271	1,224	1,500	15510400 00441	OFFICE EQUIPMENT	1,500	1,500	1,500
997,506	1,020,324	1,022,524		TOTAL	1,022,524	1,022,524	1,027,637
				PERCENTAGE CHANGE	0.00%	0.00%	0.50%



## 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	2014-2015 Department Request	2014-2015 Manager Proposed	2014-2015 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	8,000
9008	Wood Memorial Library	7,500	7,500	7,500
9015	Salary Contingency	0	0	0
9004	Municipal Insurance – Casualty and Liability	269,742	269,742	269,742
9005	Pension	2,007,084	2,007,084	2,000,392
9006	Social Security	1,076,714	1,076,714	1,043,580
9007	Health and Life Insurance	3,572,822	3,572,822	3,222,822
9009	Other Post Employment Benefits (OPEB)	310,716	310,716	310,716
9010	Workers' Compensation	359,393	359,393	359,393
9011	Unemployment Compensation	15,000	15,000	15,000
	<b>Total Unclassified</b>	<b>7,750,471</b>	<b>7,750,471</b>	<b>7,365,645</b>

<b>PROGRAM</b>	<b>CONTINGENCY</b>	<b>9001</b>
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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.

<b>Performance Measures</b>	<b>Actual 2010-2011</b>	<b>Actual 2011-2012</b>	<b>Actual 2012-2013</b>	<b>Estimated 2013-2014</b>	<b>Anticipated 2014-2015</b>
Amount of Contingency Used	\$165,000	\$150,000	\$107,048	\$115,000	\$115,000

Function	Department	Division	Division Code
UNCLASSIFIED	CONTINGENCY	CONTINGENCY	9001

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
15,000	7,952	115,000	19001300 00390	OTHER PURCHASE SERVICE	115,000	115,000	115,000

15,000	7,952	115,000		TOTAL	115,000	115,000	115,000
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>PATRIOTIC COMMISSION</b>	<b>9002</b>
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***Program Explanation:***

This account provides for Town support of the Patriotic Commission.

***Budget Change Commentary:***

The program has a zero percent increase.

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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
13,195	13,368	13,500	19002300 00380	GRANTS & CONTRIBUTIONS	13,500	13,500	13,500

13,195	13,368	13,500		TOTAL	13,500	13,500	13,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>CEMETARIES</b>	<b>9003</b>
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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:***

The Cemeteries budget increased by \$5,000.

Function	Department	Division	Division Code
UNCLASSIFIED	CEMETERIES	CEMETERIES	9003

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
13,680	0	3,000	19003300 00380	GRANTS & CONTRIBUTIONS	3,000	3,000	8,000

13,680	0	3,000		TOTAL	3,000	3,000	8,000
				PERCENTAGE CHANGE	0.00%	0.00%	166.67%

<b>PROGRAM</b>	<b>WOOD MEMORIAL LIBRARY</b>	<b>9008</b>
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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 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 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%

<b>PROGRAM</b>	<b>SALARY CONTINGENCY</b>	<b>9015</b>
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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.

<b>Performance Measures</b>	<b>Actual 2010-2011</b>	<b>Actual 2011-2012</b>	<b>Actual 2012-2013</b>	<b>Estimated 2013-2014</b>	<b>Anticipated 2014-2015</b>
Expired Union Contracts	0	1	3	2	2

Function	Department	Division	Division Code
UNCLASSIFIED	SALARY CONTINGENCY	SALARY CONTINGENCY	9015

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
0	20,000	0	19015300 00390	OTHER PURCHASE SERVICE	0	0	0

0	20,000	0		TOTAL	0	0	0
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>MUNICIPAL INSURANCE – CASUALTY &amp; LIABILITY</b>	<b>9004</b>
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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 \$23,421 due to anticipated increases in premiums and exposure.

***Program Objectives and Goals FY 2015:***

- Coordinate review of water damage losses to determine ways to minimize exposure
- Continue to obtain third party reimbursements for damages to Town property
- Continue to assess risk exposures in Town facilities and take remedial action

***Program Accomplishments FY 2014:***

- Obtained pollution insurance coverage for the Town's underground storage tanks because the State's coverage ended in October 2013
- Reviewed losses on a regular basis
- Employees participated in CIRMA's training opportunities, which included but were not limited to globally harmonized and workplace violence

<b>Performance Measures</b>	<b>Actual 2010-2011</b>	<b>Actual 2011-2012</b>	<b>Actual 2012-2013</b>	<b>Anticipated 2013-2014</b>
Number of claims	46	34	19	12
Number of CIRMA Workshops Attended	5	4	4	4
Number of Employees Attending	91	9	159	39

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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
220,911	235,713	246,321	19004300 00320	PROFESSIONAL	269,742	269,742	269,742

220,911	235,713	246,321		TOTAL	269,742	269,742	269,742
				PERCENTAGE CHANGE	9.51%	9.51%	9.51%

<b>PROGRAM</b>	<b>PENSION</b>	<b>9005</b>
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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 Pension Committee meets quarterly to monitor the performance of the plan's assets. At the January 29, 2014 Pension Committee meeting, the committee members voted to reduce the assumed discount rate from 8% to 7.5%, to be in line with assumptions used by other Connecticut municipalities. This resulted in an increase in the ARC, which was offset by the better than expected investment earnings on the plan's assets.

<b>Performance Measures</b>	<b>Actual 2010-2011</b>	<b>Actual 2011-2012</b>	<b>Actual 2012-2013</b>	<b>Actual 2013-2014</b>	<b>Anticipated 2014-2015</b>
Covered Employees	179	179	175	166	178
Pension Plans	2	2	2	2	2

**Pension Policy**

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.

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 2014/2015 budget will include the ARC calculated in the January 1, 2014 actuarial valuation report.

Function	Department	Division	Division Code
UNCLASSIFIED	PENSION	PENSION CONTRIBUTIONS	9005

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
1,529,760	1,889,955	2,090,440	19005100 00130	EMPLOYEE BENEFITS	2,007,084	2,007,084	2,000,391

1,529,760	1,889,955	2,090,440		TOTAL	2,007,084	2,007,084	2,000,391
				PERCENTAGE CHANGE	-3.99%	-3.99%	-4.31%

<b>PROGRAM</b>	<b>SOCIAL SECURITY</b>	<b>9006</b>
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***Program Explanation:***

This account provides for the necessary Social Security contribution for Town employees. The wage bases for 2014 are \$117,000 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 increased by \$97,282 as a result of salary increases; a proposed increase in full time employees; and reallocation of salaries and benefits from the Special Revenue Pollution Control/Wastewater Treatment Fund.

<b>Performance Measures</b>	<b>Actual 2010-2011</b>	<b>Actual 2011-2012</b>	<b>Actual 2012-2013</b>	<b>Estimated 2013-2014</b>	<b>Anticipated 2014-2015</b>
Number of Full Time Employees Paid	187	181	181	178	184
Number of Part Time Employees Paid	66	60	51	46	50



Function	Department	Division	Division Code
UNCLASSIFIED	PENSION	SOCIAL SECURITY TAXES	9006

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
884,547	868,426	945,298	19006100 00130	EMPLOYEE BENEFITS	1,076,714	1,076,714	1,043,580

884,547	868,426	945,298		TOTAL	1,076,714	1,076,714	1,043,580
				PERCENTAGE CHANGE	13.90%	13.90%	10.40%

<b>PROGRAM</b>	<b>HEALTH &amp; LIFE INSURANCE</b>	<b>9007</b>
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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 Manager Proposed Health & Life insurance budget reflected an increase of \$180,550, consisting of \$156,554 due to anticipated claims and \$23,996 as a result of the reallocation of salaries and benefits from the Special Revenue Pollution Control/Wastewater Treatment Fund. The Town Council elected to use \$350,000 of reserves from the Self Insured Health Insurance Fund. Therefore, the resulting change is a reduction of \$169,450 to this budget.

<b>Performance Measures</b>	<b>Actual 2010-2011</b>	<b>Actual 2011-2012</b>	<b>Actual 2012-2013</b>	<b>Estimated 2013-2014</b>	<b>Anticipated 2014-2015</b>
Covered Employees	-	-	175	166	170
Health Insurance Plans	-	-	6	7	8
Life Insurance Plans	-	-	1	1	1
Long-Term Disability Insurance Plans	-	-	1	1	1

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
3,139,729	2,974,896	3,392,272	19007100 00130	EMPLOYEE BENEFITS	3,572,822	3,572,822	3,222,822

3,139,729	2,974,896	3,392,272		TOTAL	3,572,822	3,572,822	3,222,822
				PERCENTAGE CHANGE	5.32%	5.32%	-5.00%

<b>PROGRAM</b>	<b>GASB 45 - OTHER POST EMPLOYMENT BENEFITS (OPEB)</b>	<b>9009</b>
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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 increased by \$47,716.

<b>Performance Measures</b>	<b>Police Union Employees</b>	<b>All Other Town Employees</b>	<b>Teachers</b>	<b>BOE Non-Certified Staff</b>	<b>Total</b>
<b>July 1, 2011 Valuation</b>					
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
<b>July 1, 2013 Valuation</b>					
Annual Required Contribution For Fiscal Year 2015	\$230,342	\$112,932	\$627,780	\$36,222	1,007,276
Expected Benefit Payouts	<u>\$(68,137)</u>	<u>\$(82,952)</u>	<u>\$(508,487)</u>	<u>\$(36,984)</u>	<u>\$(696,560)</u>
Net Budget Impact	\$162,205	\$29,980	\$119,293	\$(762)	\$310,716

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
158,000	263,000	263,000	19009100 00130	EMPLOYEE BENEFITS	310,716	310,716	310,716

158,000	263,000	263,000		TOTAL	310,716	310,716	310,716
				PERCENTAGE CHANGE	18.14%	18.14%	18.14%

<b>PROGRAM</b>	<b>WORKERS' COMPENSATION INSURANCE</b>	<b>9010</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

This budget has decreased by \$56,185 due to anticipated premium increases being offset by the end of a Heart and Hypertension settlement agreement.

***Program Objectives and Goals FY 2015:***

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

***Program Accomplishments FY 2014:***

- Assisted CIRMA with annual workers' compensation payroll audit
- Reviewed claim reports on a regular basis
- Employees participated in CIRMA's defensive driving and OSHA workshops

<b>Performance Measures</b>	<b>Actual 2010-2011</b>	<b>Actual 2011-2012</b>	<b>Actual 2012-2013</b>	<b>Anticipated 2013-2014</b>
Number of claims	46	34	47	30
Number of CIRMA Workshops Attended	3	4	2	2
Number of Employees Attending	73	32	72	35

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

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
330,191	422,526	449,710	19010100 00130	EMPLOYEE BENEFITS	359,393	359,393	359,393

330,191	422,526	449,710		TOTAL	359,393	359,393	359,393
				PERCENTAGE CHANGE	-20.08%	-20.08%	-20.08%

<b>PROGRAM</b>	<b>UNEMPLOYMENT COMPENSATION</b>	<b>9011</b>
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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 been decreased by \$15,000 due to a reduction in the number of individuals collecting unemployment benefits.

<b>Performance Measures</b>	<b>Actual 2010-2011</b>	<b>Actual 2011-2012</b>	<b>Actual 2012-2013</b>	<b>Estimated 2013-2014</b>	<b>Anticipated 2014-2015</b>
Former Employee(s) Collecting Unemployment	13	11	8	2	2
Employee(s) on Unpaid Leave Collecting Unemployment	0	1	1	1	0



Function	Department	Division	Division Code
UNCLASSIFIED	UNEMPLOYMENT COMPENSATION	UNEMPLOYMENT COMPENSATION	9011

2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 BUDGET	ACCOUNT #	LINE ITEM DESCRIPTION	2014/2015 DEPARTMENT REQUEST	2014/2015 MANAGER PROPOSED	2014/2015 COUNCIL APPROVED
43,966	16,257	30,000	19011100 00130	EMPLOYEE BENEFITS	15,000	15,000	15,000

43,966	16,257	30,000		TOTAL	15,000	15,000	15,000
				PERCENTAGE CHANGE	-50.00%	-50.00%	-50.00%

## 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	2014-2015 Department Request	2014-2015 Manager Proposed	2014-2015 Council Approved
9991	South Windsor Public Schools	69,443,581	69,443,581	68,555,567
	<b>Total Board of Education</b>	<b>69,443,581</b>	<b>69,443,581</b>	<b>68,555,567</b>

<b>PROGRAM</b>	<b>SOUTH WINDSOR PUBLIC SCHOOLS</b>	<b>9991</b>
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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.
- 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.

In addition, the administration will advise the Board of the potential budget impact of shifting technology expenditures from the Town's capital accounts to the Board of Education's operating budget.

*Superintendent's January 28, 2014 Budget Memorandum:*

**SOUTH WINDSOR PUBLIC SCHOOLS  
1737 Main Street  
South Windsor, CT 06074**

**MEMORANDUM**

**DATE: January 28, 2014**

TO: Members, Board of Education  
FROM: Kate Carter, Ed.D., Superintendent of Schools  
RE: 2014-2015 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 2014-2015. As we prepared this budget, I reflected on the positive feedback we have received over the past three budget cycles. I do not take this praise for granted and we have been steadfast in our commitment to continue to earn the support of our civic leaders and the community at large. As you are aware, the 2012-2013 budget book was selected for an award from the Connecticut Association of Boards of Education. CABA's recognition of the budget book served as a vehicle to celebrate the positive working relationship between the Board of Education, the Town Council, the administration, and our community at large. Please know that we have worked extremely hard to present a budget that replicates these award-winning features. Specifically, we endeavored to deliver a transparent, reader-friendly document that not only captures efficiencies and cost avoidance whenever possible, but also contains wise investments for our schools. It is my hope that this proposed budget will be embraced in the same manner as the previous three budgets.

The Superintendent's Budget for fiscal year 2014-2015 is \$69,443,581 representing an increase of 1.94%.

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

- Excludes \$251,743 of requests for new staff and programs submitted by our administrative team
- Excludes \$845,252 of requests to support existing programs
- Represents a variety of cost-saving measures, including personnel reductions due to retirements and declining enrollments
- Reflects favorable outcomes with bargaining units
- Contains cost avoidance through last year's action of directing FY 2013 surplus funds to the pension account
- Projects a decrease in special education outplacement costs

For the fourth consecutive year, the proposed budget increase reflects a departure from historical data. In 2010, the ten-year average of former South Windsor superintendents' proposed percentage increases was 7.58%. During my tenure the average proposed percentage increase is 2.6%. This year's proposed increase of 1.94% is the lowest increase I have proposed to date. Below is recent history outlining superintendents' proposed percentage increases.

2001-2002	11.4%	2008-2009	6.0%
2002-2003	7.0%	2009-2010	7.4%
2003-2004	9.8%	2010-2011	6.2%
2004-2005	4.0%	2011-2012	2.1%
2005-2006	10.1%	2012-2013	2.4%
2006-2007	9.0%	2013-2014	4.0%
2007-2008	4.9%	2014-2015	1.94%

Not only does this data place the 2014-2015 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:

- Restoration of Art Instruction in Grade 6
- Mathematics Enrichment Teacher for High Performing Students in Grades 3-5
- Math Interventionist at Timothy Edwards Middle School
- Enhanced Technology Support
- New Mathematics Textbooks for Grade 5
- Funding for one new middle school course and five high school courses that are not reliant upon additional staff
  - Pre-Engineering Program - Grade 8
  - Printmaking
  - Zoology
  - Myth, Movies & History
  - Dance/Movement Course
  - Italian III
- Improvements to Athletics Program
  - TE Baseball Team
  - SWHS Assistant Wrestling Coach
  - SWHS Assistant Cheerleading Coach

I look forward to our collective work in furthering the goals set forth in our 2011-2014 Strategic Plan. While the list above does not represent the full complement of improvements I would like to include in the 2014-2015 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	2014-2015 Superintendent Request	2014-2015 Board of Education Proposed	2014-2015 Town Council Approved
Board of Education	\$69,443,581	\$69,005,567	\$68,555,567
<b>Subtotal – Board of Education</b>	<b>\$69,443,581</b>	<b>\$69,005,567</b>	<b>\$68,555,567</b>

**SOUTH WINDSOR PUBLIC SCHOOLS  
2014-2015 FTE Staffing Chart**

<b>STAFF - ALL FUNDING SOURCES</b>	<b>2012-2013 Actual</b>	<b>Current Staff As of 10/01/13</b>	<b>Approved 2014-2015 Staff</b>	<b>2014-2015 Staffing Level Changes</b>
CERTIFIED STAFF	400.25	405.85	409.65	3.80
NON-CERTIFIED STAFF	299.70	303.50	305.40	1.90
<b>TOTAL</b>	<b>699.95</b>	<b>709.35</b>	<b>715.05</b>	<b>5.70</b>

## DEBT SERVICE

Account Code	Descriptions	2014-2015 Department Request	2014-2015 Manager Proposed	2014-2015 Council Approved
7001	Capital Leases	344,235	344,235	354,235
7003	Debt Service – Interest, Bonded Indebtedness	1,536,905	1,536,905	1,536,905
7004	Debt Service – Principal Payments, Bonded Indebtedness	4,200,646	4,200,646	4,200,646
	<b>Total Debt Service</b>	<b>6,081,786</b>	<b>6,081,786</b>	<b>6,091,786</b>

### Debt Policy

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 ration 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.

## **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.

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.



**DEBT SERVICE FUND - PRINCIPAL AND INTEREST PAYMENTS SCHEDULE**

**PAGE 1**

			Series A	Series A	Series B	Series B			Series B	Clean			
Refunding Jun-08 2001	Refunding Jun-08 2001		Refunding Jun-09 2009	Refunding Jun-09 2009	Refunding Jun-09 2009	Refunding Jun-09 2009			Refunding Mar-12 2012	Water Fund Loan			
T.E. Sch.	VMP Pool	Gen Purp	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Storm Alfred	Gen Purp	Sewer Monthly P & I	Gen Purp	Schools	Sewers
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	P & I	8/15-I	8/15-I	8/15-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	2/15-P&I	2/15-P&I	2/15-P&I
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	2,100,000	2,470,000	1,750,000
2.8087%	2.8087%	3.1684%	2.3101%	2.3101%	2.1029%	2.1029%	4.1414%	1.5439%	2.5089%	CWL 503-C	3.3508%	3.3508%	3.3508%

**Fiscal Year**

2014	Principal	3,697,485	163,000	192,000	350,000	134,000	436,000	166,000	409,000	500,000	200,000	0	1,147,485	0	0	0
	Interest	1,443,012	10,326	12,143	22,750	20,915	67,623	29,200	71,675	165,000	34,000	486,444	522,937	0	0	0
	Total	5,140,497	173,326	204,143	372,750	154,915	503,623	195,200	480,675	665,000	234,000	486,444	1,670,422	0	0	0
2015	Principal	4,200,646	161,000	189,000	350,000	138,000	447,000	171,000	419,000	500,000	200,000	455,000	1,170,646	0	0	0
	Interest	1,536,904	5,233	6,143	14,875	14,115	45,548	20,775	50,975	145,000	32,000	481,894	499,776	73,919	86,256	60,396
	Total	5,737,550	166,233	195,143	364,875	152,115	492,548	191,775	469,975	645,000	232,000	936,894	1,670,422	73,919	86,256	60,396
			<i>paid in full</i>													
2016	Principal	4,274,274			350,000	141,000	454,000	275,000	675,000	500,000	200,000	485,000	1,194,274	0	0	0
	Interest	1,416,429			7,875	8,550	27,563	12,375	30,375	130,000	28,000	472,494	476,147	74,750	87,225	61,075
	Total	5,690,703			357,875	149,550	481,563	287,375	705,375	630,000	228,000	957,494	1,670,422	74,750	87,225	61,075
			<i>paid in full</i>													
2017	Principal	4,673,380				139,000	451,000	275,000	675,000	500,000	200,000	930,000	1,218,380	100,000	115,000	70,000
	Interest	1,298,223				4,350	13,988	4,125	10,125	117,500	24,000	449,044	452,042	74,750	87,225	61,075
	Total	5,971,603				143,350	464,988	279,125	685,125	617,500	224,000	1,379,044	1,670,422	174,750	202,225	131,075
			<i>paid in full</i>													
2018	Principal	3,412,972				56,000	179,000			500,000	200,000	935,000	1,242,972	100,000	125,000	75,000
	Interest	1,178,706				1,425	4,538			102,500	20,000	413,994	427,449	69,750	81,475	57,575
	Total	4,591,678				57,425	183,538	0	0	602,500	220,000	1,348,994	1,670,422	169,750	206,475	132,575

<i>Refunding Jun-08 2001</i>	<i>Refunding Jun-08 2001</i>	<i>2009</i>	<i>Series A Refunding Jun-09 2009</i>	<i>Series A Refunding Jun-09 2009</i>	<i>Series B Refunding Jun-09 2009</i>	<i>Series B Refunding Jun-09 2009</i>	<i>2011</i>	<i>2012 Storm Alfred</i>	<i>Series B Refunding Mar-12 2012</i>	<i>Clean Water Fund Loan</i>	<i>2014</i>	<i>2014</i>	<i>2014</i>
<i>T.E. Sch.</i>	<i>VMP Pool</i>	<i>Gen Purp</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Gen Purp</i>		<i>Gen Purp</i>	<i>Sewer Monthly P &amp; I</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Sewer</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		8/15-I	8/15-I	8/15-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	2/15-P&I	2/15-P&I	2/15-P&I
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	2,100,000	2,470,000	1,750,000
2.8087%	2.8087%	3.1684%	2.3101%	2.3101%	2.1029%	2.1029%	4.1414%	1.5439%	2.5089%	CWL 503-C	3.3508%	3.3508%	3.3508%

**Fiscal Year**

2019	Principal	3,313,061		18,000	57,000		500,000	200,000	945,000	1,268,061	100,000	130,000	95,000
	Interest	1,079,523		293	926		87,500	16,000	378,644	402,361	64,750	75,225	53,825
	Total	4,392,584		18,293	57,926	0	587,500	216,000	1,323,644	1,670,422	164,750	205,225	148,825
			<i>paid in full paid in full</i>										
2020	Principal	3,273,656					500,000	200,000	955,000	1,293,656	100,000	130,000	95,000
	Interest	979,460					72,500	12,000	340,644	376,766	59,750	68,725	49,075
	Total	4,253,115		0	0	0	572,500	212,000	1,295,644	1,670,422	159,750	198,725	144,075
2021	Principal	3,304,768					500,000	200,000	960,000	1,319,768	100,000	125,000	100,000
	Interest	881,798					56,250	8,000	302,344	350,654	55,750	63,525	45,275
	Total	4,186,565					556,250	208,000	1,262,344	1,670,422	155,750	188,525	145,275
2022	Principal	3,336,406					500,000	200,000	965,000	1,346,406	100,000	125,000	100,000
	Interest	788,659					38,750	4,000	263,844	324,016	53,750	61,025	43,275
	Total	4,125,065					538,750	204,000	1,228,844	1,670,422	153,750	186,025	143,275
			<i>paid in full</i>										
2023	Principal	3,168,583					500,000		970,000	1,373,583	100,000	125,000	100,000
	Interest	691,908					20,000		225,144	296,839	51,250	57,900	40,775
	Total	3,860,490					520,000		1,195,144	1,670,422	151,250	182,900	140,775
			<i>paid in full</i>										

<i>Refunding Jun-08 2001</i>	<i>Refunding Jun-08 2001</i>	<i>2009</i>	<i>Series A Refunding Jun-09 2009</i>	<i>Series A Refunding Jun-09 2009</i>	<i>Series B Refunding Jun-09 2009</i>	<i>Series B Refunding Jun-09 2009</i>	<i>2011</i>	<i>2012 Storm Alfred</i>	<i>Series B Refunding Mar-12 2012</i>	<i>Clean Water Fund Loan</i>	<i>2014</i>	<i>2014</i>	<i>2014</i>
<i>T.E. Sch.</i>	<i>VMP Pool</i>	<i>Gen Purp</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Gen Purp</i>		<i>Gen Purp</i>	<i>Sewer Monthly P &amp; I</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Sewer</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		8/15-I	8/15-I	8/15-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	2/15-P&I	2/15-P&I	2/15-P&I
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	2,100,000	2,470,000	1,750,000
2.8087%	2.8087%	3.1684%	2.3101%	2.3101%	2.1029%	2.1029%	4.1414%	1.5439%	2.5089%	CWL 503-C	3.3508%	3.3508%	3.3508%

**Fiscal Year**

2024	Principal	3,196,307								1,470,000	1,401,307	100,000	125,000	100,000
	Interest	597,577								188,288	269,114	48,250	54,150	37,775
	Total	3,793,884								1,658,288	1,670,422	148,250	179,150	137,775
2025	Principal	2,889,592								1,125,000	1,429,592	100,000	135,000	100,000
	Interest	528,727								157,472	240,830	45,250	50,400	34,775
	Total	3,418,319								1,282,472	1,670,422	145,250	185,400	134,775
2026	Principal	2,943,447								1,135,000	1,458,447	100,000	150,000	100,000
	Interest	459,437								127,088	211,974	42,250	46,350	31,775
	Total	3,402,884								1,262,088	1,670,422	142,250	196,350	131,775
2027	Principal	2,962,885								1,125,000	1,487,885	100,000	150,000	100,000
	Interest	387,005								94,594	182,537	39,250	41,850	28,775
	Total	3,349,890								1,219,594	1,670,422	139,250	191,850	128,775
2028	Principal	2,977,917								1,110,000	1,517,917	100,000	150,000	100,000
	Interest	315,742								63,863	152,505	36,250	37,350	25,775
	Total	3,293,659								1,173,863	1,670,422	136,250	187,350	125,775

<i>Refunding Jun-08 2001</i>	<i>Refunding Jun-08 2001</i>	<i>2009</i>	<i>Series A Refunding Jun-09 2009</i>	<i>Series A Refunding Jun-09 2009</i>	<i>Series B Refunding Jun-09 2009</i>	<i>Series B Refunding Jun-09 2009</i>	<i>2011</i>	<i>2012 Storm Alfred</i>	<i>Series B Refunding Mar-12 2012</i>	<i>Clean Water Fund Loan</i>	<i>2014</i>	<i>2014</i>	<i>2014</i>
<i>T.E. Sch.</i>	<i>VMP Pool</i>	<i>Gen Purp</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Gen Purp</i>		<i>Gen Purp</i>	<i>Sewer Monthly P &amp; I</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Sewer</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		8/15-I	8/15-I	8/15-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	2/15-P&I	2/15-P&I	2/15-P&I
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	2,100,000	2,470,000	1,750,000
2.8087%	2.8087%	3.1684%	2.3101%	2.3101%	2.1029%	2.1029%	4.1414%	1.5439%	2.5089%	CWL 503-C	3.3508%	3.3508%	3.3508%

**Fiscal Year**

2029	Principal	2,498,555								550,000	1,548,555	150,000	145,000	105,000
	Interest	250,216								40,350	121,866	33,000	32,475	22,525
	Total	2,748,772								590,350	1,670,422	183,000	177,475	127,525
2030	Principal	2,519,812								540,000	1,579,812	150,000	145,000	105,000
	Interest	189,610								24,000	90,610	28,125	27,763	19,113
	Total	2,709,422								564,000	1,670,422	178,125	172,763	124,113
2031	Principal	2,541,699								530,000	1,611,699	150,000	150,000	100,000
	Interest	127,672								7,950	58,722	22,875	22,688	15,438
	Total	2,669,372								537,950	1,670,422	172,875	172,688	115,438
										<i>paid in full</i>				
2032	Principal	2,044,231									1,644,231	150,000	150,000	100,000
	Interest	73,191									26,191	17,625	17,438	11,938
	Total	2,117,422									1,670,422	167,625	167,438	111,938
2033	Principal	816,217									416,217	150,000	145,000	105,000
	Interest	32,388									1,388	11,625	11,438	7,938
	Total	848,605									417,605	161,625	156,438	112,938

<i>Refunding</i>	<i>Refunding</i>		<i>Series A</i>	<i>Series A</i>	<i>Series B</i>	<i>Series B</i>			<i>Series B</i>	<i>Clean</i>			
<i>Jun-08</i>	<i>Jun-08</i>		<i>Refunding</i>	<i>Refunding</i>	<i>Refunding</i>	<i>Refunding</i>			<i>Refunding</i>	<i>Water</i>			
<i>2001</i>	<i>2001</i>	<i>2009</i>	<i>Jun-09</i>	<i>Jun-09</i>	<i>Jun-09</i>	<i>Jun-09</i>	<i>2011</i>	<i>2012</i>	<i>Mar-12</i>	<i>Fund</i>	<i>2014</i>	<i>2014</i>	<i>2014</i>
<i>Gen Purp</i>	<i>VMP Pool</i>	<i>High Sch.</i>	<i>Gen Purp</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Gen Purp</i>	<i>Storm</i>	<i>Sewer</i>	<i>Gen Purp</i>	<i>Gen Purp</i>	<i>Schools</i>
<i>9/15-I</i>	<i>9/15-I</i>	<i>8/15-I</i>	<i>3/1-I</i>	<i>3/1-I</i>	<i>3/1-I</i>	<i>3/1-I</i>	<i>8/15-I</i>	<i>8/15-I</i>	<i>2/1-I</i>	<i>Monthly</i>	<i>8/15-I</i>	<i>8/15-I</i>	<i>8/15-I</i>
<i>3/15-P&amp;I</i>	<i>3/15-P&amp;I</i>	<i>2/15-P&amp;I</i>	<i>9/1-P&amp;I</i>	<i>9/1-P&amp;I</i>	<i>9/1-P&amp;I</i>	<i>9/1-P&amp;I</i>	<i>2/15-P&amp;I</i>	<i>2/15-P&amp;I</i>	<i>8/1-P&amp;I</i>	<i>P &amp; I</i>	<i>2/15-P&amp;I</i>	<i>2/15-P&amp;I</i>	<i>2/15-P&amp;I</i>
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	2,100,000	2,470,000	1,750,000
2.8087%	2.8087%	3.1684%	2.3101%	2.3101%	2.1029%	2.1029%	4.1414%	1.5439%	2.5089%	CWL 503-C	3.3508%	3.3508%	3.3508%

**Fiscal Year**

2034	Principal	400,000												150,000	150,000	100,000
	Interest	16,000												6,000	6,000	4,000
	Total	416,000												156,000	156,000	104,000
														<i>paid in full paid in full paid in full</i>		
Gen Purp	Principal	27,353,000	324,000	381,000	1,050,000	626,000		887,000		5,000,000	1,800,000	15,185,000		2,100,000		
Schools	Principal	6,672,000					2,024,000		2,178,000						2,470,000	
Sewers	Principal	28,420,894											26,670,894			1,750,000
Total	Principal	62,445,894	324,000	381,000	1,050,000	626,000	2,024,000	887,000	2,178,000	5,000,000	1,800,000	15,185,000	26,670,894	2,100,000	2,470,000	1,750,000

# **SCHEDULE OF BONDED DEBT THROUGH MATURITY**

**AS OF**

**February 19, 2014**

<u>Fiscal Year</u>	<u>Principal Payments</u>	<u>Interest Payments</u>	<u>Total Debt Service</u>
2013-14	3,697,485	1,443,012	5,140,497
2014-15	4,200,646	1,536,904	5,737,550
2015-16	4,274,274	1,416,428	5,690,702
2016-17	4,673,380	1,298,223	5,971,603
2017-18	3,412,972	1,178,705	4,591,677
2018-19	3,313,061	1,079,524	4,392,585
2019-20	3,273,656	979,460	4,253,116
2020-21	3,304,768	881,798	4,186,566
2021-22	3,336,406	788,660	4,125,066
2022-23	3,168,583	691,908	3,860,491
2023-24	3,196,307	597,577	3,793,884
2024-25	2,889,592	528,727	3,418,319
2025-26	2,943,447	459,437	3,402,884
2026-27	2,962,885	387,006	3,349,891
2027-28	2,977,917	315,742	3,293,659
2028-29	2,498,555	250,216	2,748,772
2029-30	2,519,812	189,610	2,709,422
2030-31	2,541,699	127,672	2,669,372
2031-32	2,044,230	73,191	2,117,422
2032-33	816,217	32,388	848,605
2033-34	400,000	16,000	416,000
	<u>\$ 62,445,893</u>	<u>\$ 14,272,187</u>	<u>\$ 76,718,080</u>

TOWN of SOUTH WINDSOR, CONNECTICUT  
SCHEDULE OF DEBT LIMITATION  
FOR THE YEAR ENDED JUNE 30, 2013

Total tax collections (including interest and lien fees) received by the Treasurer for the year ended June 30, 2013					\$ 81,734,565
Tax relief for the elderly					2,000
BASE					<u><u>\$ 81,736,565</u></u>
	General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit
<b>Debt limitation:</b>					
2-1/4 times base	\$ 183,907,271	\$ -	\$ -	\$ -	\$ -
4-1/2 times base		367,814,543			
3-3/4 times base			306,512,119		
3-1/4 times base				265,643,836	
3 times base					245,209,695
<b>Total debt limitation</b>	<u>\$ 183,907,271</u>	<u>\$ 367,814,543</u>	<u>\$ 306,512,119</u>	<u>\$ 265,643,836</u>	<u>\$ 245,209,695</u>
<b>Indebtedness:</b>					
Bonds and notes payable	23,879,000	5,576,000		-	-
Bond anticipation note		-	28,465,648		
Authorized, unissued bonds	1,903,082	1,855,000	11,723,412		
<b>Total indebtedness</b>	<u>25,782,082</u>	<u>7,431,000</u>	<u>40,189,060</u>	<u>-</u>	<u>-</u>
Less amounts to be provided by the state and others					
<b>Net indebtedness</b>	<u>25,782,082</u>	<u>7,431,000</u>	<u>40,189,060</u>	<u>-</u>	<u>-</u>
<b>Debt Limitation in Excess of Outstanding and Authorized Debt</b>	<u><u>\$ 158,125,189</u></u>	<u><u>\$ 360,383,543</u></u>	<u><u>\$ 266,323,059</u></u>	<u><u>\$ 265,643,836</u></u>	<u><u>\$ 245,209,695</u></u>

Note: In no case shall total indebtedness exceed seven times annual receipts from taxation \$ 572,155,955

<b>PROGRAM</b>	<b>CAPITAL LEASES</b>	<b>7001</b>
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***Program Explanation:***

This budget covers the annual installments due on capital lease commitments and the annual obligation due on a remediation project.

***Budget Change Commentary:***

The budget increase is \$11,362, which results from an increase in the estimated annual obligation due to the State for the remediation project at 300 Rye Street and the initial payment due on the new fire truck in August 2014.

***Performance Measures***

<u>Description</u>	<u>End Date</u>	<u>Fiscal Year 12/13</u>	<u>Fiscal Year 13/14</u>	<u>Fiscal Year 14/15</u>	<u>Fiscal Year 15/16</u>	<u>Fiscal Year 16/17</u>	<u>Fiscal Year 17/18</u>	<u>Fiscal Year 18/19</u>	<u>Fiscal Year 19/20</u>
Fire Pumper	01/26/15	52,278	52,278	52,278	0	0	0	0	0
Fire Pumper Equipment	01/26/15	8,531	8,531	8,531	0	0	0	0	0
Hudson Baylor Agreement	08/12/19	32,756	34,067	35,429	36,846	38,320	39,853	41,447	43,105
Fire Ladder Truck	07/15/16	112,211	112,211	112,211	112,211	112,211	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	54,756	54,756	54,756	54,756	54,756	54,756	54,756
Sutphen Monarch Fire Pumper	08/25/23	0	0	10,000	103,657	103,657	103,657	103,657	103,657
		359,005	342,873	344,235	284,843	286,317	175,639	177,233	178,891



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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
718,531	359,276	342,873	17001300 00320	PROFESSIONAL	344,235	344,235	354,235

718,531	359,276	342,873		TOTAL	344,235	344,235	354,235
				PERCENTAGE CHANGE	0.40%	0.40%	3.31%

<b>PROGRAM</b>	<b>DEBT SERVICE - INTEREST ON BONDED INDEBTEDNESS</b>	<b>7003</b>
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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 \$93,893.

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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
1,185,304	979,629	1,443,012	17003300 00320	PROFESSIONAL	1,536,905	1,536,905	1,536,905

1,185,304	979,629	1,443,012		TOTAL	1,536,905	1,536,905	1,536,905
				PERCENTAGE CHANGE	6.51%	6.51%	6.51%

<b>PROGRAM</b>	<b>DEBT SERVICE - PRINCIPAL ON BONDED INDEBTEDNESS</b>	<b>7004</b>
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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 \$503,161.

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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
2,955,000	3,080,000	3,697,485	17004300 00320	PROFESSIONAL	4,200,646	4,200,646	4,200,646

2,955,000	3,080,000	3,697,485		TOTAL	4,200,646	4,200,646	4,200,646
				PERCENTAGE CHANGE	13.61%	13.61%	13.61%

## CAPITAL IMPROVEMENTS

Account Code	Descriptions	2014-2015 Department Request	2014-2015 Manager Proposed	2014-2015 Council Approved
9001	Capital Improvements	567,980	567,980	1,000,000
	<b>Total Capital Improvements</b>	<b>567,980</b>	<b>567,980</b>	<b>1,000,000</b>

### ***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***

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. 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. 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.

*Projects Adopted by Capital Projects Committee*

**Town of South Windsor  
Capital Plan FY 2014-2015  
As of June 25, 2014**

Priority	Agency	Project	Grant/Offset	Budget	Capital Budget	Other	FY 15/16 Funds
					TOSW FY 14/15	Funding	
100	Park & Rec	ADA upgrades pool at Veterans Memorial Park		\$15,000	\$0		\$0
100	Park & Rec	Gutter leveling and crack repair all pools V.M.P.		\$22,000	\$0		\$0
100	Public Works	ADA & Fire Code upgrades Town Hall		\$200,000	\$100,000		\$100,000
100	Public Works	Sidewalk Repairs & Replacement		\$200,000	\$0		\$200,000
100	Schools	Fire Alarm upgrade Pleasant Valley & Wapping	\$51,700	\$58,300	\$0		\$0
200	I.T.	Fiber Communication network (Phase 1 of 3)	\$20,000	\$140,000	\$140,000		\$0
200	Public Works	Town Hall Boiler & Control Replacement	\$10,000	\$275,000	\$185,000	\$90,000	\$0
200	Public Works	Buckland Road Sidewalks	\$680,400	\$120,000	\$120,000		\$0
200	Public Works	Main Street Bridge over Podunk	\$827,580	\$815,400	\$200,000		\$615,400
200	Public Works	Avery Street Reconstruction	\$2,127,000	\$500,000	\$150,000		\$350,000
200	Public Works	Abbe Road Improvements	\$531,900	\$190,000	\$100,000		\$90,000
200	Public Works	Edwin Road Storm Sewer	\$80,000	\$80,000	\$0		\$80,000
	Unassigned	Funds Added To Capital and Non-Recurring			\$5,000		
Total			\$4,328,580	\$2,615,700	\$1,000,000	\$90,000	\$1,435,400

**100** Safety/Code required, **200** Grant or Reimbursement offset

The planned 2014-2015 capital projects will maintain, improve, or replace existing infrastructure. These scheduled projects are routine in nature and will have a negligible impact on future operating costs. However, there will be a non-financial impact on services by improving road conditions and increasing staff's efficiency with the fiber connection project.

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

<u>2011/2012 ACTUAL</u>	<u>2012/2013 ACTUAL</u>	<u>2013/2014 BUDGET</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2014/2015 DEPARTMENT REQUEST</u>	<u>2014/2015 MANAGER PROPOSED</u>	<u>2014/2015 COUNCIL APPROVED</u>
626,605	287,605	167,980	18000400 00430	CAPITAL PROJECTS	567,980	567,980	1,000,000

626,605	287,605	167,980		TOTAL	567,980	567,980	1,000,000
				PERCENTAGE CHANGE	238.12%	238.12%	495.31%

## SPECIAL REVENUE FUNDS

The Pollution Control Budget operates as a special revenue fund. It is the intent, through the implementation of user charges, to fund 100 percent of the operation, maintenance and replacement costs of the treatment system from the users of the system on a proportional basis related to flow and strength of wastewater.

The Special Revenue Recreation Fund (SRRF) was officially established by the Town Council in May, 2000, and first became effective for the 2000-2001 Fiscal Year budget. The premise being that the Recreation Department would operate programmatically independent of the tax-based general fund budget, relying exclusively on revenues generated through user fees and charges, sponsorship and donations.

Account Code	Descriptions	2014-2015 Department Request	2014-2015 Manager Proposed	2014-2015 Council Approved
3252	Special Revenue – Pollution Control – Wastewater & Disposal	3,199,353	3,199,353	4,363,270
1129	Water Pollution Control Authority	700	700	700
5121	Recreation Special Revenue Fund – Day Camp	499,333	499,333	499,333
5122	Recreation Special Revenue Fund – 4 <sup>th</sup> R	812,353	812,353	812,353
5123	Recreation Special Revenue Fund – Veterans’ Memorial Park	355,852	355,852	355,852
5124	Recreation Special Revenue Fund – Outdoor Recreation	57,948	57,948	57,948
5125	Recreation Special Revenue Fund – Indoor Recreation	230,903	230,903	230,903
5126	Recreation Special Revenue Fund – Social/Cultural	206,722	206,722	206,722
5127	Recreation Special Revenue Fund – Facilities	38,852	38,852	38,852
5128	Recreation Special Revenue Fund – Transfer to General Fund	0	0	0
9001	Recreation Special Revenue Fund – Contingency	30,000	30,000	30,000
8000	Recreation Special Revenue Fund – Capital Improvements	0	0	0
	<b>Total Special Revenue Funds</b>	<b>5,432,016</b>	<b>5,432,016</b>	<b>6,595,933</b>

**SPECIAL REVENUE POLLUTION CONTROL/WASTEWATER TREATMENT FUND**

Comparison of Annual Revenues

<b>DESCRIPTION</b>	<b>2010/2011 ACTUAL</b>	<b>2011/2012 ACTUAL</b>	<b>2012/2013 ACTUAL</b>	<b>2013/2014 ADOPTED</b>	<b>2014/2015 ADOPTED</b>
USER CHARGES	3,046,465	3,561,460	3,974,563	4,104,535	3,959,250
SEPTIC FEES	7,276	9,762	12,256	8,000	8,160
<b>SUBTOTAL</b>	<b>3,053,741</b>	<b>3,571,222</b>	<b>3,986,819</b>	<b>4,112,535</b>	<b>3,967,410</b>
ASSESSMENTS	11,151	0	0	26,000	26,000
INTEREST & LIEN FEES	77,675	77,357	93,294	75,000	82,000
CONNECTION CHARGES	35,794	50,795	191,820	65,000	93,300
PERMIT FEES	2,640	3,120	2,580	3,000	3,500
GRANT REIMBURSEMENT/LOAN	0	0	0	58,135	121,660
INVESTMENT INT. EARNINGS	3,756	344	322	400	350
TRANSFER FROM OPERATING RESERVE	0	8,462	0	700	46,750
CANCEL PRIOR YEAR ENCUMBRANCES	4,609	6,325	23,782	0	0
INTERNAL SERVICES	12,474	0	23,000	23,000	23,000
<b>SUBTOTAL</b>	<b>148,099</b>	<b>146,403</b>	<b>334,798</b>	<b>251,235</b>	<b>396,560</b>
<b>TOTAL REVENUE</b>	<b>3,201,840</b>	<b>3,717,625</b>	<b>4,321,617</b>	<b>4,363,770</b>	<b>4,363,970</b>

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

**SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND**

**DEBT SERVICE - PRINCIPAL & INTEREST**

		<b>2012/2013 ACTUAL</b>	<b>2013/2014 ADOPTED</b>	<b>2014/2015 ADOPTED</b>
TOWN OF VERNON				
	Principal	26,743	27,283	27,862
	Interest	2,249	1,709	1,160
Subtotal		28,992	28,992	28,992
STATE GRANT FOR UV SYSTEM				
	Principal	40,497	41,314	42,148
	Interest	7,617	6,800	5,965
Subtotal		48,114	48,114	48,114
SUBMERSIBLE PUMP STATION UPGRADE				
	Principal	71,827	73,277	74,756
	Interest	22,476	21,026	19,547
Subtotal		94,303	94,303	94,303
PLEASANT VALLEY PUMP STATION LOAN				
	Principal	18,883	19,264	19,653
	Interest	5,338	4,957	4,568
Subtotal		24,221	24,221	24,221
STATE CLEAN WATER FUND LOAN				
	Principal	845,689	0	0
	Interest	407,126	0	0
Subtotal		1,252,815	0	0
DRY PIT PUMP STATION UPGRADES				
	Interest	0	118,180	60,396
TOTAL DEBT SERVICE		1,448,445	313,810	256,026

**CAPITAL IMPROVEMENTS**

	<b>2012/2013 ACTUAL</b>	<b>2013/2014 ADOPTED</b>	<b>2014/2015 ADOPTED</b>
I/I REMOVAL	50,000	55,000	55,000
CONCRETE PIPE FORCEMAIN REPLACEMENT	882,000	0	0
RESERVE PLANT DEBT SVC 1/20th PAYMENT	0	0	0
REPLACE RESERVE FOR PLANT DEBT SRV PAYMENTS FOR FY 12/13	0	560,000	0
RESERVE FOR RIGHT OF WAY STUDY	0	65,000	0
SECONDARY CLARIFIER - TREATMENT PLANT			390,000
ARC FLASH ASSESSMENT TREATMENT PLANT			40,000
TOTAL CAPITAL IMPROVEMENTS	<u>932,000</u>	<u>680,000</u>	<u>485,000</u>
<b>CONTRIBUTIONS TO RESERVE FUNDS</b>			
OPERATING RESERVE		180,200	180,200
REPLACEMENT RESERVE		<u>72,199</u>	<u>242,691</u>
TOTAL RESERVES		<u>252,399</u>	<u>422,891</u>



<b>PROGRAM</b>	<b>SPECIAL REVENUE – POLLUTION CONTROL – WASTEWATER AND DISPOSAL</b>	<b>3252</b>
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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 decrease by \$34,754 due to a reallocation of administrative hours from Pollution Control to the Refuse/Recycling Budget. A new position involving shared services between Pollution Control and the Parks and Recreational Department is proposed to provide technical services for the operation and maintenance of swimming pool pump and filtration equipment at the Veteran's Memorial Park.

***Program Objectives and Goals FY 2015:***

- 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 30 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 2014:***

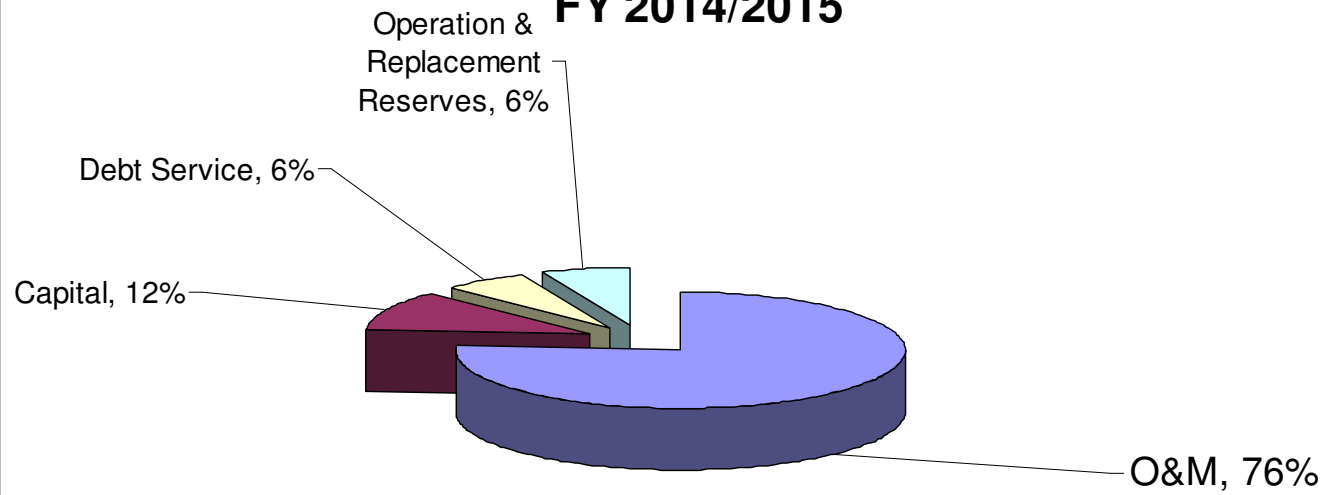
- Completed Closed Circuit TV inspection of 10,000 linear feet of sewer line to identify locations of inflow and infiltration into collection system
- Completed program to upgrade eleven pumping stations
- Completed Sewer Improvement Project to replace 1100 feet of corroded concrete pipe, and 80 feet of the Clark Street Pump Station forcemain, and rehabilitate five sewer manholes.
- Significant improvements in wastewater treatment to remove nitrogen will likely result in the Town not having to purchase any nitrogen credits
- 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:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
1	.80	1	.80	Superintendent	1	0.80
1	1.00	1	1.00	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	1.0	2	1.0	Plant Operator II	4	1.0
2	1.0	4	1.0	Plant Operator I	2	1.0
0	0	0	0	Plant Operator I	1	0.75
1	0.25	1	0.25	Administrative Secretary	1	0.25

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Wastewater Treated (million gallons)	684	808	926	850	850
Average Daily Effluent Suspended Solids (mg/l)	19	5	5	5	5
Average Daily Effluent Biochemical Oxygen Demand (mg/l)	12	4	4	4	4
Average Daily Effluent Total Nitrogen (lbs.)	342	277	106	106	100
Maintenance per Million Gallons of Wastewater Treated (hrs.)	6.01	6.49	8.4	8.4	8.4
Number of Emergency Call-outs or Alarms	73	148	117	110	100
Miles of Sewer Line Cleaned	1.9	2.8	2.5	10	30

## Pollution Control Expenditure Distribution FY 2014/2015



**SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND**

**OPERATING EXPENDITURES**

	<b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ADOPTED</b>
FULL TIME SALARIES	761,053	744,597	0	811,452	789,131
OVERTIME	91,449	126,400	0	38,049	40,211
LONGEVITY	531	1,263	0	1,820	1,820
TEMPORARY	0	0	0	0	0
EMPLOYEE BENEFITS	506,419	468,203	0	504,477	536,035
OFFICE SUPPLIES	1,121	728	0	1,000	1,000
OPERATING MATERIAL	54,236	59,272	0	64,000	78,000
MOTOR VEHICLE SUPPLIES	9,843	23,706	0	20,990	22,640
UNIFORMS & CLOTHING	5,352	7,003	0	7,500	7,898
FLEET & EQUIP REPAIR	65,153	63,647	0	48,450	54,150
ADVERTISING	629	0	0	0	0
PROFESSIONAL	209,582	246,907	0	155,788	172,663
RENTAL & LEASES	2,354	6,125	0	17,520	17,520
UTILITIES	452,130	462,590	0	524,700	515,550
MAINTENANCE CONTRACTS	377,888	136,014	0	318,900	424,200
REPAIR & MAINTAIN EQUIP.	11,626	7,107	0	29,700	15,200
FEES & MEMBERSHIPS	0	0	0	1,395	1,395
RECRUITMENT & TRAINING	9,098	4,164	0	8,880	13,200
OTHER PURCHASE SRVCS.	303,488	396,597	0	300,000	299,500
INTERNAL SERVICE CHRGS.	37,240	37,240	37,240	37,240	37,240
CAPITAL PROJECTS	0	0	0	0	162,000
DEPARTMENT EQUIPMENT	9,911	0	0	225,000	10,000
TOTAL	<u>2,909,103</u>	<u>2,791,563</u>	<u>37,240</u>	<u>3,116,861</u>	<u>3,199,353</u>

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

<b>PROGRAM</b>	<b>WATER POLLUTION CONTROL AUTHORITY</b>	<b>1129</b>
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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 2015:***

- 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

***Program Accomplishments FY 2014:***

- Obtained State approval for Town's Plan for Sanitary Sewer Service Area
- Applied for State grants to remove sources of infiltration and inflows
- Completed Program to upgrade Town's eleven pump stations
- Completed Phase II Sanitary Sewer Evaluation of Inflow and financed by State Clean Water Fund Planning Grant
- Completed Project to Rehabilitate manholes to reduce by 100,000 gallons per day inflow and infiltration into sewage system
- Completed Inflow and Infiltration Survey identifying sources of extraneous flows entering Sewer System

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.25	1	0.25	Administrative Secretary	1	0.25

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Number of Meetings	11	10	11	12	12
Number of Public Hearings	4	2	1	1	1
Number of Applications Received	3	11	9	10	10
Number of New Residential Connections Approved	8	4	24	20	20
Number of New Commercial Connections Approved	4	6	6	6	5
Number of New or Revised Regulations	1	1	0	1	2

## BOARDS AND COMMISSIONS - WATER POLLUTION CONTROL AUTHORITY

### Program Description

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

	2010/2011 <u>ACTUAL</u>	2011/2012 <u>ACTUAL</u>	2012/2013 <u>ACTUAL</u>	2013/2014 <u>ADOPTED</u>	2014/2015 <u>ADOPTED</u>
OFFICE SUPPLIES	107	32	105	50	50
ADVERTISING	889	638	432	650	650
PROFESSIONAL	254	0	0	0	0
OFFICE EQUIPMENT	0	0	0	0	0
CAPITAL OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u><u>1,250</u></u>	<u><u>669</u></u>	<u><u>537</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

<b>DESCRIPTION</b>	<b>2011/2012 ACTUAL</b>	<b>2012/2013 ADOPTED</b>	<b>2013/2014 ADOPTED</b>	<b>2014/2015 ADOPTED</b>
DAY CAMP	386,164	387,034	466,386	500,507
4TH R	505,092	681,300	837,350	849,320
VETERANS' MEMORIAL PARK	273,235	298,210	314,175	326,655
OUTDOOR RECREATION	26,760	38,120	40,575	56,040
INDOOR RECREATION	195,022	194,755	209,337	225,435
SOCIAL/CULTURAL	142,565	151,035	165,547	204,325
FACILITIES	32,210	39,699	39,949	39,949
INVESTMENT INT. EARNINGS	281	0	0	0
CANCEL PRIOR YEAR ENCUMBRANCES	9,976	0	0	0
APPROPRIATION - FUND BALANCE	96,256	46,949	29,910	29,732
TOTAL REVENUE	<u>1,667,561</u>	<u>1,837,102</u>	<u>2,103,229</u>	<u>2,231,963</u>



<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – DAY CAMP</b>	<b>5121</b>
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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:***

The overall Day Camp budget is up \$40,549 from fiscal year 2013-14, with an anticipated increase of \$34,121 in revenue due to the expected larger enrollment in our summer day camps, additional specialty camps and slight increases in user fees. The bulk (50%) of the increases result from the upgraded state minimum wage rate in line items for staff wages (114) and the associated FICA/Soc.Sec.taxes (130). Additional increases appear in the software processing account (240) which is directly proportionate to anticipated new revenues collected, the introduction of new specialty camps (320) and increase transportation costs for trips (330). To meet the growth in expenses, minimal user fee increases were necessary ranging from as little as \$1 to \$25 depending on the size and depth of the camp.

***Program Objectives and Goals FY 2015:***

- 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 May 1<sup>st</sup>, 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 some additional staff
- Develop and implement new specialty camps as opportunities arise: Mad Science Eureka, Campers Achieving Maximum Potential, Wicked Cool Wellness Camp.
- Continue to improve upon opportunities and ability to service participants with Special Needs.

***Program Accomplishments FY 2014:***

- Developed and implemented new specialty camps: Mad Science NASA Camp
- Maintained our Accreditation with The American Camp Association for our three major camps: Little Explorers, Camp Discovery & Adventure Unit. Our next inspection will take place during summer of 2016.
- Accommodated 11 unique campers with assorted special needs throughout the 10 weeks of summer camp

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
3	3.0	4	4.0	Camp Director	4	4.0
2	2.0	3	3.0	Asst. Camp Director	3	3.0
37	37.0	38	38.0	Camp Counselor	38	38.0
4	2.0	5	2.5	Camp Counselor Part Time	5	2.5
2	2.0	2	2.0	First Aid Responder	2	2.0
10	10.0	11	11.0	Special Needs One-to-One	11	11.0
58	56.0	63	60.5	<b>TOTAL</b>	63	60.5
37	0	37		Specialty Camp Contractors	49	

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Anticipated 2014-2015
Adventure Unit Camper Registrations	237	290	332	345	321
Camp Discovery Campers Registrations	1560	1752	1546	1620	1386
Little Explorers Campers Registrations	298	314	274	288	256
Trailblazer Campers Registrations	0	0	190	296	240
Specialty Camp Registrations	351	350	415	370	616
<i>Footnote: Fluctuation in numbers is directly attributable to the school calendar and length of summer</i>					

**DAY CAMP**

	<b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ADOPTED</b>
OVERTIME	0	6,711	30,653	6,240	5,775
TEMPORARY	201,218	197,452	203,499	232,376	250,653
EMPLOYEE BENEFITS	15,457	15,729	17,071	18,254	19,617
OFFICE SUPPLIES	4,792	2,515	71	300	300
OPERATING MATERIAL	6,900	10,654	16,812	11,350	11,350
UNIFORMS & CLOTHING	4,202	8,151	5,187	5,920	5,920
DAILY OPERATING ACTIVITY	727	243	0	500	500
SOFTWARE FEES	13,062	13,228	17,493	13,992	20,020
ADVERTISING	11,077	13,715	13,693	23,319	25,025
PROFESSIONAL	71,010	85,834	64,992	88,213	98,353
RENTAL & LEASES	38,151	43,766	46,249	48,350	53,350
UTILITIES	0	0	0	1,110	1,110
REPAIR/MAINT EQUIPMENT	0	0	130	0	0
FEES & MEMBERSHIPS	1,994	50	2,190	2,100	2,100
RECRUITMENT & TRAINING	3,078	2,569	3,591	4,760	4,760
DEPARTMENT EQUIPMENT	0	0	2,828	0	0
OTHER	530	5,828	876	2,000	500
<b>TOTAL</b>	<b>372,200</b>	<b>406,445</b>	<b>425,335</b>	<b>458,784</b>	<b>499,333</b>

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – 4<sup>th</sup> R</b>	<b>5122</b>
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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 4<sup>th</sup> R”. The primary purpose of the “4<sup>th</sup> 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 “4<sup>th</sup> 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:***

The proposed budget is actually \$19,596 less than that requested last year due to the removal of the “Wednesday Only” program that was attempted in the 2013-2014 year to support the Board of Education’s proposed Wednesday early release professional development program. Due to the # of low enrollments this program currently it is not efficient to operate in 2014-2015. The bulk of that change appears in the 113 part time wages and associated FICA & Soc. Sec. taxes in the 130 line item. Subsequent decreases are realized in the 200 (\$1,329), 300 (\$1,495) and 400 (\$7,500) line items again primarily due to no longer operating a “Wednesday Only” early release program. The 4<sup>th</sup> “R” also had a slight increase to the operational needs, with the addition of 5 staff members, to accommodate the expected enrollment increase. Although user fees will remain unchanged at the 2013-2014 levels, the projected revenues will once again more than cover the large cost to deliver this much needed service for our residents

***Program Objectives and Goals FY 2015:***

- Maintain schedules for the early release program on specific Wednesdays in support of BOE professional development through the 4<sup>th</sup> R format
- Continue to arrange for development and accommodations created by all-day Kindergarten.
- Continue extended extra curricular activities such as art, drama, and fitness groups/instructors to provide extra learning experiences for the children enrolled.

***Program Accomplishments FY 2014:***

- Successfully completed the seventh year of this ground-breaking municipal service as a collaborative initiative with the Board of Education.
- An all time record high of 271 students were enrolled in January 2014, with an average enrollment of 260 pupils per month which represents a 20% growth over the previous year.

***Program Accomplishments FY 2014 (cont'd):***

- Successful family nights held multiples times throughout the year 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 Foster Family Farm corn maze, pizza parties with the use of bounce houses, cookie decorating and arts and crafts

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
1	.75	1	.75	4 <sup>th</sup> R Program Coordinator (.75)	1	.75
5	3.45	5	3.45	4 <sup>th</sup> R Site Supervisor (.69)	5	3.45
5	3.45	5	3.45	4 <sup>th</sup> R Asst. Site Supervisor (.69)	5	3.45
12	8.28	20	10.35	4 <sup>th</sup> R Program Aide (.69)	25	17.25
0	0	1	.75	4 <sup>th</sup> R Inclusion Coordinator (.75)	1	.75
5	2.5	5	2.5	4 <sup>th</sup> R Special Needs One-to-One (.50)	5	2.5
0	0	1	.30	Wed. Only Director (.30)	0	0
0	0	1	.20	Wed. Only Asst. Director (.20)	0	0
0	0	2	.30	Wed. Only Counselors (.15)	0	0
0	0	1	.15	Wed. Only Special Needs One-to-One (.15)	0	0
28	15.0	37	22.2	TOTAL	42	28.15

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Average monthly 4 <sup>th</sup> R enrollments	184	178	211	260	275

**4TH R**

	<b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ADOPTED</b>
OVERTIME WAGES	0	0	1,821	0	0
PART TIME WAGES	250,097	288,016	3,910	541,578	532,431
TEMPORARY	0	0	288,823	0	0
EMPLOYEE BENEFITS	19,112	22,107	21,675	41,431	40,731
OFFICE SUPPLIES	387	785	440	3,250	2,500
OPERATING MATERIAL	30,757	30,480	48,806	103,700	95,600
UNIFORMS	3,153	2,993	2,744	4,020	3,420
SOFTWARE FEES	16,263	16,469	23,186	25,121	33,242
ADVERTISING	23,188	28,754	32,669	41,868	42,466
PROFESSIONAL	3,805	3,847	823	2,550	2,550
RENTAL & LEASES	45,576	42,581	42,894	46,821	47,803
UTILITIES	3,886	5,490	5,257	8,760	5,760
REPAIR/MAINT EQUIP	0	0	0	1,500	2,000
FEES & MEMBERSHIPS	60	0	0	140	140
RECRUITMENT & TRAINING	2,410	3,417	3,511	1,710	1,710
DEPARTMENT EQUIPMENT	0	1,334	9,141	9,500	2,000
OTHER	0	0	0	0	0
<b>TOTAL</b>	<b>398,694</b>	<b>446,273</b>	<b>485,700</b>	<b>831,949</b>	<b>812,353</b>

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – VETERANS MEMORIAL PARK</b>	<b>5123</b>
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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, WSI, Junior Lifeguarding, Synchronized Swimming, and a variety of water fitness classes 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 2:00-7:30pm while school is still in session and 12:00-7:30pm once school is closed, Monday - Friday and 12pm - 6:30pm Saturday and Sunday. Additional public swim hours for residents and pass-holders will be offered on Saturdays from 10am-12pm. Group swim lessons are conducted from 8am to 12pm and 5pm to 7:30pm weekdays. Private swim lessons are also available and scheduled at 30 minute intervals from 9:00 am to 7:30 pm.

***Budget Change Commentary:***

The overall VMP budget is up \$30,229 from fiscal year 2013-14. While expected expenses increased \$30,229 anticipated revenue grew by \$12,480. The bulk (70%) of the increases result from the upgraded state minimum wage rate in line items for staff wages (114) and the associated FICA/Soc.Sec.taxes (240). An additional increase in department equipment (442) to replace the P/A system, add a second pass card printer, another pass card reader, replace the pace clock and add new mirrors in the restrooms. We were able to reduce utilities costs (360) by abandoning the “hoped for” Wi-Fi service. Revenues were calculated very conservatively as we transition from a household pass format to an individual pass system. The change will be instituted to tighten gate control and reduce abuse of the old household pass arrangement. 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 2015:***

- Successfully achieve our budgetary goals by keeping our program fees affordable and ensuring quality program service to our customers through highly trained qualified staff.
- Activate new pass system in which all users will have an individual pass.
- Enhance the park with new features and amenities to attract visitors and provide a more inviting/attractive environment to keep pace with competition.
- Enhance computer operating system and software to be able to provide more customer service.
- Upgrade mechanicals to ensure compliance and maximize efficiency
- Institute slight user fee increases to remain self-sustaining.

***Program Accomplishments FY 2014:***

- Swim Team maintained a perfect winning record for both the Junior and Senior divisions and won the league championship for both divisions. The team also reached its maximum capacity of 175 swimmers.

***Program Accomplishments FY 2014 (cont'd):***

- Swim lessons had its largest enrollment numbers ever, with 95% of classes filling.
- Overcame major facility obstacles including an electrical fire and a flood without major impact to public swim or programs.
- Staff made a total of 22 saves including distressed and active drowning rescues.

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	2.0	Pool Director	2	2.0
2	2.0	2	2.0	Head Lifeguard	2	2.0
18	18.0	18	18.0	Lifeguard	18	18.0
12	12.0	12	12.0	Water Safety Instructor	12	12.0
3	3.0	3	3.0	Swim Team Coach	3	3.0
1	0.5	1	0.5	Head Maintainer (.50)	1	0.5
3	3.0	3	3.0	Maintainer	3	3.0
0	0	1	0.5	Water Quality Staff	1	0.5
3	3.0	3	3.0	Gate Attendant	3	3.0
1.5	1.5	1.5	1.5	Concession Attendant	1.5	1.5
45.5	45.0	46.5	45.0	TOTAL	46.5	45.5

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Household Pass - Resident	1012	924	894	852	0
Household Pass – Non-Resident	166	163	231	307	0
Individual Pass - Resident	X	X	X	X	1,915
Individual Pass – Non-Resident	X	X	X	X	1,025
Daily Admissions (includes group sales)	\$58,266	\$66,518	\$67,646	\$73,858	\$60,200
Swim Lessons – group registrations	672	607	694	700	870
Swim Lesson – private registrations	240	278	280	300	281
Swim Team enrollment	154	160	175	175	175
Concession Revenues	\$22,200	\$20,689	\$20,156	\$18,240	\$20,000
Gross Revenues for Facility	\$285,495	\$278,599	\$266,147	\$283,611	\$325,655
Special Events	0	3	4	6	4



**VETERANS' MEMORIAL PARK**

	<b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ADOPTED</b>
OVERTIME WAGES	0	0	4,739	0	0
PART TIME WAGES	12,474	922	0	0	0
TEMPORARY	191,069	186,508	185,731	230,784	252,283
EMPLOYEE BENEFITS	14,728	14,476	12,700	17,655	19,300
OFFICE SUPPLIES	2,117	1,548	1,559	3,140	3,630
OPERATING MATERIAL	9,183	28,571	20,997	21,888	22,028
UNIFORMS & CLOTHING	4,011	5,053	6,185	5,292	6,147
DAILY OPERATING ACTIVITY	2,410	77	0	200	200
SOFTWARE FEES	14,891	15,080	18,932	9,425	13,066
ADVERTISING	11,000	11,316	10,836	15,709	16,333
PROFESSIONAL	5,468	2,221	5,209	6,020	7,205
RENTAL & LEASES	0	2,257	3,065	810	1,150
PRINTING	0	0	63	0	0
UTILITIES	385	421	385	5,280	600
FEES & MEMBERSHIPS	1,179	988	1,012	1,980	2,230
RECRUITMENT & TRAINING	474	3,165	3,687	4,940	4,880
OTHER PURCHASE SERVICE	400	200	435	500	500
DEPARTMENT EQUIPMENT	4,546	0	2,395	2,000	6,300
OTHER	13,333	(135)	0	0	0
TOTAL	<u>287,668</u>	<u>272,668</u>	<u>277,930</u>	<u>325,623</u>	<u>355,852</u>

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – OUTDOOR</b>	<b>5124</b>
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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:***

Increase of \$18,400 in the 320 professional account for new programs which will be offset by revenue generated from the corresponding program user fees. All other line items are static.

***Program Objectives and Goals FY 2015:***

- 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.
- Increase number of teams participating in Adult Softball league at progressively increasing user fees to approach the regional market price

***Program Accomplishments FY 2014:***

- Youth & Adult tennis lessons continue to draw solid participation
- Adult softball league continues to draw solid participation with 14 teams.
- Increase in Hi Performance tennis enrollment when compared to the tennis clinics from previous years.

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
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	Hi-Performance (formerly Clinic) Instructor (Contract - .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 Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Adult Softball Registered Teams (# of players)	18 (214)	18 (216)	20 (238)	14 (168)	20 (240)
Tennis Lesson Registration - Adult	46	39	30	35	35
Tennis Lesson Registration - Youth	176	191	205	210	180
Hi-Performance Registration (formerly Tennis Clinic)	13	12	20	20	42
Tennis Tournament Participants	0	0	0	0	0
TLC Ropes Course Groups	0	15	20	20	4

# **OUTDOOR RECREATION**

	<b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ADOPTED</b>
TEMPORARY	0	580	0	1,400	1,400
EMPLOYEE BENEFITS	0	0	0	107	107
OFFICE SUPPLIES	25	0	0	0	0
OPERATING MATERIAL	2,205	3,662	2,330	2,730	2,470
UNIFORMS & CLOTHING	265	293	1,984	60	150
SOFTWARE FEES	2,221	2,249	2,778	1,217	2,182
ADVERTISING	1,257	1,413	1,500	2,029	2,802
PROFESSIONAL	20,601	25,540	15,812	30,489	46,477
RENTAL & LEASES	0	0	0	0	0
UTILITIES	0	0	0	360	360
REPAIR/MAINT FACILITIES	188	1,947	1,340	1,650	1,650
REPAIR EQUIPMENT	0	54	0	0	0
FEES & MEMBERSHIPS	450	655	390	500	350
RECRUITMENT & TRAINING	450	0	0	0	0
OTHER	0	0	0	0	0
TOTAL	<u>27,662</u>	<u>36,390</u>	<u>26,134</u>	<u>40,542</u>	<u>57,948</u>

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – INDOOR</b>	<b>5125</b>
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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, 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 \$24,000. 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 '14-'15 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 \$16,000, 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. Youth user fees remained static while user fees for adult programming were increased between \$7 to \$35 depending on the size and depth of the activity.

***Program Objectives and Goals FY 2015:***

- 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 2014:***

- Continue re-organization of the Travel Basketball program.
- Maintained successful participation in 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.
- Maintain participation levels of Adult Volleyball Leagues as gym space is essentially maxed out
- Continued growth Adult Basketball Leagues

***Program Accomplishments FY 2014 (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:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	1	.25	Week night/Weekend staff (.25)	1	.25
74	7.4	74	7.4	Contractors (.10)	74	7.4
115	9.2	120	9.6	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 Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Mighty Mite Hoop enrollment	182	197	181	224	207
Divisional League Play Youth Basketball enrollment	807	751	850	885	801
Instructional & Fitness Program registrations	892	935	1,118	1,283	1,206
Men’s Basketball League – team enrollment	16	15	18	19	18
Women’s basketball League - team enrollment	7	8	8	8	8
Men’s Volleyball League - team enrollment	19	17	16	17	18
Women’s Volleyball League - team enrollment	18	20	20	20	20

# **INDOOR RECREATION**

	<b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ADOPTED</b>
TEMPORARY	0	0	0	5,997	5,437
EMPLOYEE BENEFITS	0	0	0	459	416
OFFICE SUPPLIES	84	0	0	0	0
OPERATING MATERIAL	8,361	9,302	9,160	8,665	8,465
UNIFORMS & CLOTHING	16,361	13,660	11,898	16,413	17,698
SOFTWARE FEES	9,927	10,054	12,593	6,280	9,017
ADVERTISING	9,294	10,045	10,715	10,467	11,272
PROFESSIONAL	119,713	140,865	137,933	148,458	168,488
RENTAL & LEASES	3,420	19,859	6,019	4,500	4,500
PRINTING	22	0	135	0	0
UTILITIES	0	0	0	360	360
FEES & MEMBERSHIPS	1,490	1,650	525	1,200	1,200
RECRUITMENT & TRAINING	1,225	1,823	689	3,980	4,050
DEPARTMENT EQUIPMENT	922	897	0	0	0
OTHER	0	0	0	0	0
TOTAL	<u>170,819</u>	<u>208,157</u>	<u>189,667</u>	<u>206,779</u>	<u>230,903</u>

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – SOCIAL/CULTURAL</b>	<b>5126</b>
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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, Witch Way 5K, Jacob’s Jog, Cartoon Character Breakfast/Hot Dog Roast and Community Band and Chorus are also a major part of this programming.

***Budget Change Commentary:***

A 21% increase in this account plan is driven by wage increases for a very veteran preschool teaching staff (\$5,550 in 113), materials for new special events (\$4,260 in 221), software processing associated with increased revenue (\$3,207 in line item 240), advertising (\$1,939 in 310) based on higher anticipated revenue, and \$19,910 expected to support new pilot programs to expand and diversify our offerings to the community. There were adjustments made to some program fees to match these increases, typically a slight increase of \$3 to \$5 based on the size and depth of the activity.

***Program Objectives and Goals FY 2015:***

- Continue collaboration with outside groups to provide a variety of events and programs to families.
- Continue to offer diverse selection of new kid’s fitness programs throughout the school year to help eliminate childhood obesity.
- Increase variety of programs offered for kid’s dance and art.
- Increase Adult and Family programs and special events.

***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.
- Successful operation of the Second 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 in population at, and popularity of, the Annual Egg Hunt, where 25,000 plastic eggs are distributed!
- The Summer Concert series continues to increase in popularity becoming a staple community event.



***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
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 (.05)	3	0.15
80	13.5	80	13.5	Volunteers for Special Events (.17)	80	13.5
105	19.32	105	19.32	TOTAL	105	19.27

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Art Class Registrations	50	50	50	40	70
Cartoon Character Breakfast Participants	0	0	300	350	360
Cartoon Character Hot Dog Roast Participants	0	0	250	300	310
Community Band Participants	47	56	56	60	60
Community Chorus Participants	42	46	51	51	51
Dance Registrations	36	36	36	36	36
Drama Registrations	36	36	76	63	55
Egg Hunt Participants	2,500	2,500	3,000	3,000	3200
Fishing Derby Participants	69	0	75	100	100
Mon. Night Social Club participants (average weekly attendance)	25	30	30	30	30
Preschool Class Registrations	1,354	1,419	1,384	1,322	1,250
Summer Concert Attendance	8,400	6,150	8,920	9,200	10,000
Skate with Santa Participants	200	250	300	250	350
TE After School Club Participants	134	116	114	121	130

**SOCIAL/CULTURAL**

	<b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ADOPTED</b>
TEMPORARY	61,508	62,015	67,119	69,037	74,587
EMPLOYEE BENEFITS	4,757	4,901	5,037	5,281	5,706
OFFICE SUPPLIES	290	183	0	200	200
OPERATING MATERIAL	12,992	11,453	11,520	10,975	15,235
UNIFORMS & CLOTHING	350	584	271	560	490
SOFTWARE FEES	6,988	7,077	9,123	4,966	8,173
ADVERTISING	7,704	7,839	7,069	8,977	10,916
PROFESSIONAL	60,451	58,220	66,419	65,775	85,685
RENTAL & LEASES	2,100	1,857	1,274	1,150	1,450
UTILITIES	0	0	0	360	360
REPAIR/MAINT FACILITIES	927	0	149	500	500
FEES & MEMBERSHIPS	2,792	1,642	1,575	2,304	2,304
RECRUITMENT & TRAINING	154	0	208	216	216
OTHER PURCHASE SERVICE	632	632	0	600	600
DEPARTMENT EQUIPMENT	0	0	0	0	300
OTHER	0	0	0	0	0
TOTAL	<u>161,645</u>	<u>156,401</u>	<u>169,764</u>	<u>170,901</u>	<u>206,722</u>

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – FACILITIES</b>	<b>5127</b>
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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:***

- The 100% 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, professional to off-set the weeknight/ weekend staffing change for a zero net impact.
- Otherwise this account is basically flat.

***Program Objectives and Goals FY 2015:***

- 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.
- Further 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 2014:***

- Partnered with South Windsor Rotary Club for the yet another series of improvements at the Rotary Pavilion including addition of a concrete patio and sidewalks, gas fire pit and gas cooking grill.
- Additional repairs made to the Wapping Tennis Courts lights.
- Continued contracted custodial services to keep the Concession/Restroom/Storage building at Rye Street Park clean in season.
- Continued with our annual floor maintenance program at the Ellsworth Gymnasium.

***Assigned Positions:***

2012-2013		2013-2014		Position Title	2014-2015	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	5	1.0	Weeknight/Weekend Facility Customer Service Staff (.20)	5	1.0
5	1.5	5	0.5	Facility Rental Monitor (.10)	5	0.5
5	1.5	10	1.5	TOTAL	10	1.5

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Rotary Pavilion Reservations (program & Non-program uses)	140	109	123	127	130
Community Center Reservations (non-programmatic)	121	115	124	133	135
Indoor Batting Cages (non-program use)	0	0	12	25	30

## FACILITIES

	<b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ADOPTED</b>
PART TIME WAGES	2,783	3,790	2,646	7,495	11,490
EMPLOYEE BENEFITS	201	161	118	573	879
OPERATING MATERIAL	181	1,430	1,311	713	713
SOFTWARE FEES	1,959	1,984	2,333	1,198	1,598
ADVERTISING	1,303	1,464	1,500	1,997	1,997
PROFESSIONAL	15,271	17,050	17,625	10,380	5,880
RENTAL & LEASES	0	0	0	0	0
UTILITIES	1,963	740	280	1,100	1,100
MAINTENANCE CONTRACTS	5,987	2,363	9,345	8,295	8,295
REPAIR/MAINT FACILITIES	6,019	7,499	5,534	6,100	6,100
REPAIR/MAINT EQUIP	0	0	260	300	300
RECRUITMENT & TRAINING	410	245	615	500	500
DEPARTMENT EQUIPMENT	3,953	2,500	2,314	0	0
OTHER	0	0	0	0	0
TOTAL	<u>40,030</u>	<u>39,224</u>	<u>43,881</u>	<u>38,651</u>	<u>38,852</u>

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – TRANSFER TO THE GENERAL FUND</b>	<b>5128</b>
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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**

	<b>2010/2011 ACTUAL</b>	<b>2011/2012 ACTUAL</b>	<b>2012/2013 ACTUAL</b>	<b>2013/2014 ADOPTED</b>	<b>2014/2015 ADOPTED</b>
INTERNAL SERVICE CHARGES	100,000	0	23,000	0	
TOTAL	100,000	0	23,000	0	0

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – CONTINGENCY</b>	<b>9001</b>
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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**

	<b><u>2010/2011</u></b> <b><u>ACTUAL</u></b>	<b><u>2011/2012</u></b> <b><u>ACTUAL</u></b>	<b><u>2012/2013</u></b> <b><u>ACTUAL</u></b>	<b><u>2013/2014</u></b> <b><u>ADOPTED</u></b>	<b><u>2014/2015</u></b> <b><u>ADOPTED</u></b>
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>

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – CAPITAL IMPROVEMENTS</b>	<b>8000</b>
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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 PROJECTS

	<b><u>2010/2011</u></b> <b><u>ACTUAL</u></b>	<b><u>2011/2012</u></b> <b><u>ACTUAL</u></b>	<b><u>2012/2013</u></b> <b><u>ACTUAL</u></b>	<b><u>2013/2014</u></b> <b><u>ADOPTED</u></b>	<b><u>2014/2015</u></b> <b><u>ADOPTED</u></b>
CAPITAL PROJECTS	<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>

## **Town of South Windsor, Connecticut**

### **Miscellaneous Statistical Information**

<b>Date of Incorporation</b>	1845	<b>Road Miles</b>	140
<b>Form of Government</b>	Council/Manager	<b>County</b>	Hartford
<b>Population (2011)</b>	25,577	<b>Revaluation</b>	October 2012
<b>Registered Voters</b>	14,926	<b>High School – 1</b>	Grades 9-12
<b>Area in square miles</b>	28	<b>Middle School – 1</b>	Grades 6-8
<b>Population density</b>	914	<b>Elementary School – 5</b>	Grades K-5
<b>Median Age (2011)</b>	42	<b>Bond Ratings</b>	Aa2 MOODY'S AA+ STANDARD & POOR'S
<b>Households (2011)</b>	9,445	<b>Pension Plans</b>	The Aetna Defined Contribution ICMA Deferred Compensation
<b>Median Household Income (2011)</b>	\$92,513		

## **Town of South Windsor, Connecticut**

### **Major Employers**

	<b>Employer</b>	<b>Nature of Business</b>	<b>Number of Employees</b>
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 2013 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	\$55,133,580	-	\$57,128,990
2	Dell Equipment Funding LP	-	\$32,887,790	-	\$32,887,790
3	Evergreen Walk Lifestyle Center (Shoppes at Evergreen Walk	\$30,801,300	-	-	\$30,801,300
4	Federated Retail Holdings (Macy's Warehouse)	\$11,407,900	\$3,445,680	\$58,560	\$14,912,140
5	FedEx Ground Package (FEM Sullivan Rd LLC)	\$4,338,930	\$10,051,100	-	\$14,390,030
6	DST Realty	\$11,265,500	\$2,793,980	-	\$14,059,480
7	Town Center of S.W.	\$13,057,600	-	-	\$13,057,600
8	Connecticut Water Co	\$2,127,300	\$9,584,400	-	\$11,711,590
9	Ticket Network	\$6,179,330	\$5,367,000	-	\$11,546,330
10	Evergreen Walk LLC	\$10,965,500	-	-	\$10,965,500

## *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 1<sup>st</sup> and ends on June 30<sup>th</sup>.

**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