



TOWN OF SOUTH WINDSOR CONNECTICUT

Operating and Capital Budget Fiscal Year 2016-2017

SOUTH WINDSOR
TOWN HALL

Adopted May 16, 2016



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of South Windsor
Connecticut**

For the Fiscal Year Beginning

July 1, 2015

Executive Director



TOWN OF SOUTH WINDSOR 2016 - 2017 OPERATING BUDGET

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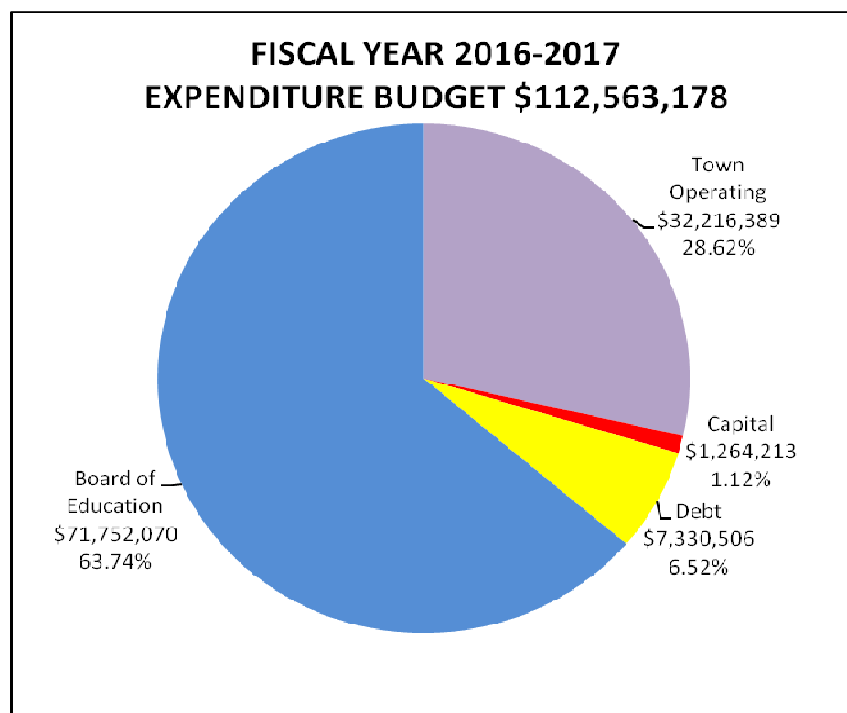
BUDGET MESSAGE

May 16, 2016

Dear South Windsor Residents:

I am pleased to present the adopted operating budget for Fiscal Year 2016-2017 approved by the Town Council at its May 16, 2016 meeting. This adopted budget and documentation represents hours of meetings, presentations, and decisions that take into account the reduction of revenue from the State of Connecticut while maintaining the excellent level of services, programs, and facilities that the residents of South Windsor have become accustomed to.

The total approved Town of South Windsor budget for Fiscal Year 2016-2017 is \$112,563,178. This amount is shown graphically by major area below.



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, 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 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
- Any additional information as requested

This information is reviewed by the department and division directors along with the 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. The final budget and mill rate is adopted by Town Council in May.

Economic and Budget Challenges

Over the years, the Town's budget has been reduced considerably in order to accommodate the taxpayers of our community and keep the maximum level of services available. Each year, this task becomes more challenging with balancing the state aid reduction with increased contractual costs. During Fiscal Year 2016-2017 the State of Connecticut implemented a cap on the motor vehicle mill rate. The state-wide cap was set at a maximum of 37 mills for grand list year 2015 (billed and collected during Fiscal year 2016-2017) and a maximum of 32 mills for grand list year 2016 and each grand list year thereafter. As these economic times are tough throughout the state, the decisions made by the Town Council were made in order to ensure that taxpayers of the Town did not see significant tax increase.

Although the State of Connecticut adopted the budget late in the season and the municipalities were unsure of the amount of municipal aid coming from the State. The State contemplated for months about all programs, municipal aid and State employee layoffs. As the State is in turmoil it trickles down to the municipalities.

This budget encompasses all of the State changes to date and represents a 3.41% overall expenditure increase with a 4.11% increase in Town Operating Expenditures and 1.98% in BOE Expenditures.

The Town Manager continues to lobby through the Connecticut Conference of Municipalities (CCM) to ensure 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 these efficiencies.

Overview of Assumptions for Expenditures and Revenues

The Board of Education submitted a total budget of \$71,752,070 which was an increase of \$1.3 million over previous year adopted budget. The General Operating budget (including debt and capital expenditures) was initially submitted at \$42,416,798 but was reduced to the adopted amount of \$40,811,108. The mill rates adopted on May 16, 2016 are 37.34 mills for real estate and personal property (a 2.18% increase) and 37.00 mills for motor vehicles (a 1.26% increase). If all the actual requests of the BOE, Town and Capital Improvement committee were fulfilled, the tax increase would have been in the range of 5.9%. In order to keep the moderate tax increase, there were several requested new positions that were not

approved. As is the case throughout each year, both Town and BOE employees will be looking for innovative ways to save monies along with looking for new grants or regional opportunities that may become available to maintaining the same excellent level of services

Town and Education projected operating expenditures equal \$103,968,459 which represents 92.36% of the 2016-2017 adopted General Fund Budget. This category has increased 2.63% 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 6.51% of the 2016-2017 adopted General Fund budget expenditures. Total projected debt service expenditures for Fiscal Year 2016-2017 are \$7,330,506, which is up 11.83% over the previous year due to capital leases for turf field and the Emergency Operations Command video wall along with the borrowing for Orchard Hill Elementary School and road improvements. For the 2017-2018 Fiscal Year debt service is projected to slightly increase and in subsequent years level off and then gradually decrease.

The 2016-2017 projected Capital Improvements budget increased to \$1,264,213. Funding for Capital Projects within the General Fund had been steady in past three years. According to the Town Ordinance #206 approved on June 15, 2015 the Town uses the Capital Improvement budget as the primary funding source for capital projects to be funded on an annual basis. The Town Council shall have a minimum annual appropriation and transfer to the Capital Improvement fund an amount equivalent to 1% of the current adopted annual budget. This reflects the Town's commitment to maintaining core services while limiting the impact on taxpayers. In future years, increases are projected until this budget reaches the goal of \$2,750,000 annually.

Total Property Taxes are the major revenue source and account for 84.77% of the 2016-2017 adopted General Fund budgeted revenues. The current year mill rate increase is a modest 2.18% for real estate and personal property and 1.26% for motor vehicles at 37.34 and 37.00 mills, respectively. The Town's seven year trend in its collection rate is 98.75% for real estate and personal property and 97% for motor vehicles. The 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 gradually increase. However, with the State and local economy showing only slight signs of a recovery, it is assumed that the Town's ability to maintain a 98.75% collection rate for real estate and 97% for motor vehicle will remain regardless of the economic conditions.

Intergovernmental Revenues represent 13.08% of the overall 2016-2017 adopted General Fund budgeted revenues. With the State's 2016-2017 budget reductions, the Town is still able to maintain a modest increase for the same level of service.

Local Revenue (also referred to as Charges for Services) represent 1.33% of the 2016-2017 adopted General Fund budgeted revenues with a slight increase of \$49,500. Future assumptions anticipate these revenues may experience a slight increase as there has been discussion of additional and increased fees.

Miscellaneous items are a minimal portion of the 2016-2017 adopted General Fund budgeted revenues. Interest income has rebounded slightly and the projection reflects this increase with a conservative approach to uncertain future investment markets results.

Appropriation from Fund Balance and Transfers comprises of less than 1% of the 2016-2017 adopted General Fund budgeted revenues. Use of Fund balance was adopted at \$850,000 which represents a decrease of \$250,000 from previous year. The estimated June 30, 2016 fund balance is estimated to be \$7,092,244 or 6.30%.

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 1st each year.

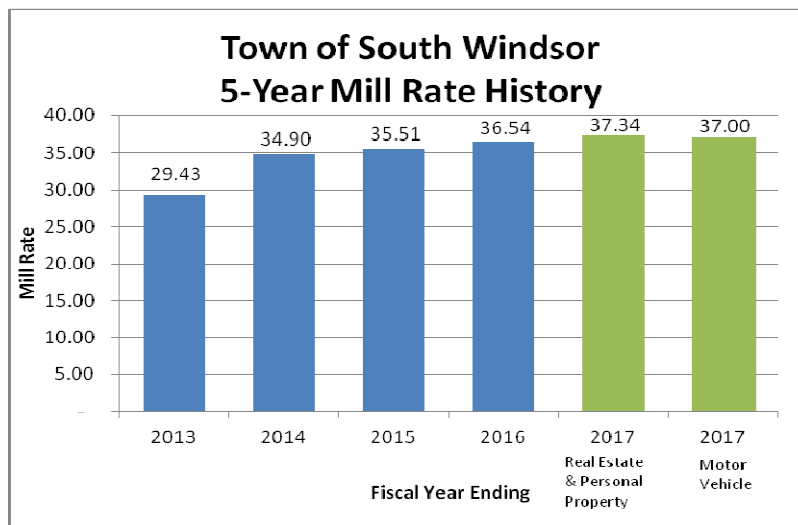
The 2015 Grand Lists reflect the following:

	Gross	Exemptions	Net	Percent Change From 2014
Real Estate	\$2,160,395,641	\$27,720,580	\$2,132,675,061	1.80%
Personal Property	\$272,704,520	\$69,646,560	\$203,057,960	4.06%
Motor vehicles	217,673,720	6,982,870	210,690,850	0.47%
Total	\$2,650,773,881	\$104,350,010	\$2,546,423,871	1.86% overall

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 2015 Grand List increased by 1.86% due to the real estate 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.

Mill Rate

To support this budget, the mill rate is 37.34 for real estate and personal property and 37.00 for motor vehicle. Below is a 5-year mill rate history:



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 2015-2016 and Fiscal Year 2016-2017.

General Fund Expenditure Summary

	FY 2015	FY 2016	FY 2017	\$ Change	% Change
	Actual	Adopted	Adopted	FY16 to 17	FY 16 to 17
Town	\$ 29,803,650	\$ 30,945,022	\$ 32,216,389	\$1,271,367	4.11%
Debt	6,255,201	6,555,231	7,330,506	775,275	11.83%
Capital	1,000,000	1,000,000	1,264,213	264,213	26.42%
Education	68,683,931	70,355,567	71,752,070	1,396,503	1.98%
Total Expenditures	\$105,742,781	\$108,855,820	\$112,563,178	\$3,707,358	3.41%

General Government

This category provides the overall leadership and oversight of operation for the Town and is increasing by \$230,988 or 6.56% primarily due to contractual obligations and maintenance contracts.

Public Safety

The Public Safety Division is made up of Police Protection, Volunteer Fire Department, Fire Marshal, Emergency Management water lines, hydrants, and street lighting. This function of the Town will increase by \$531,295 or 6.29%. Increase is due to contractual salary increases, overtime, department vehicles and furniture/fixtures for new emergency operations center.

Public Works

This category of expenses is estimated to increase \$346,950 or 4.48%. The major factors contributing to the increase are: utilities, contracted snow plowing services, road salt reserves, emergency operations overtime and department equipment.

Culture and Leisure

This category encompasses Parks & Recreation and Library Services and is increasing by \$206,527 or 7.25%. The overall increase is due to contractual salary increases and replacement of aging department equipment.

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 \$60,244 or 6.30%. The major factor for increase is for a new health director and senior service programs.

Debt Service

This category comprises capital leases and debt principal and interest payments for all bonds and will increase by \$775,275 or 11.83%. 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 February 2016 issue of \$21,360,000 in notes and \$4,300,000 bond issue. The 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, this issue provided a bond premium of \$162,778 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.

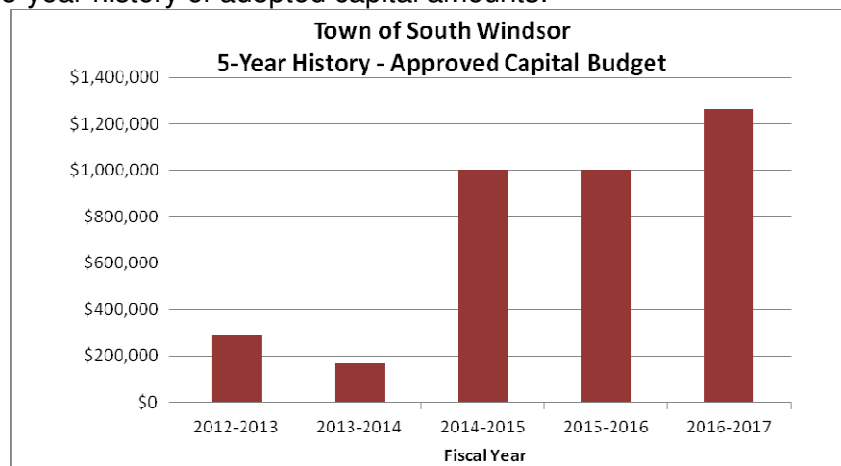
Capital Improvements

Capital Improvement Fund was established to finance all or part of the cost of construction, reconstruction, or acquisition of specific capital improvements or specific capital equipment. Capital improvement means any physical improvement and any related preliminary studies and surveys, lands or rights of lands, furnishings, equipment, machinery or apparatus for any physical improvement having an estimated cost in excess of \$25,000.

The Town Council, as part of the annual operating and budget process, will review the capital projects recommended by the Capital Projects Committee and Town Manager. The Town Manager will recommend a financing plan, based on total project costs, cash flow, projected methods of financing, Capital Improvement fund projections, mill rate and debt service impact on operating budgets. The Town Council will review these factors when developing project priorities and Capital Improvement allocations for the following year.

The Town will use the Capital Improvement fund as the primary funding source for capital projects to be funded on an annual basis. The Town council shall have a minimum annual appropriation and transfer to the Capital Improvement fund an amount equivalent to 1% of the current adopted annual budget.

In Fiscal Year 2016-2017 the Capital Improvement budget was adopted at \$1,264,213 an increase of \$264,213 over approved amount in Fiscal Year 2015-2016. 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 \$104,637 or 1.41%. The primary reason for decrease is total number of claims for the town has decreased and is reflected in the premiums set forth by our providers.

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 2016-2017 budget estimates. Detailed below are the revenue components of the budget, which illustrate the comparison between Fiscal Year 2015-2016 and Fiscal Year 2016-2017.

General Fund Revenue Summary

	FY 2015	FY 2016	FY 2017	\$ Change	% Change
	Actual	Adopted	Adopted	FY16 to 17	FY 16 to 17
Property Taxes	\$ 89,231,213	\$ 91,574,464	\$ 95,415,040	\$3,840,576	4.19%
Intergovernmental	14,559,915	14,672,116	14,719,398	47,282	.32%
Local Revenues	1,541,587	1,442,000	1,491,500	49,500	3.43%
Miscellaneous	132,791	30,000	50,000	20,000	66.67%
Transfers	1,037,240	1,137,240	887,240	(250,000)	(21.98%)
Total Revenues	\$106,502,746	\$108,855,820	\$112,563,178	\$3,707,358	3.41%

Property Taxes

The combined Town, Debt, and Education budget requires \$93,510,040 from current taxes which is 83.07% of the overall budgeted revenue and has increased by \$3,439,576 due to the mill rate increase of 2.18% for real estate and personal property and 1.26% for motor vehicles. The Town of South Windsor anticipated the collected rate at 98.75% for real estate and personal property and 97% for motor vehicle which has been standard over the last five to eight years. The remaining \$1,905,000 budgeted in the property tax category includes amounts for prior year taxes, interest, and lien fees and represents 2.66% of overall revenues.

Intergovernmental Revenues

This category represents 13.08% of overall budgeted revenue and has increased \$47,282 from the prior year adopted budget.

The largest item in this category is the Education Cost Sharing (ECS) grant, in the amount of \$12.4 million. In prior years, the Town's budgeted revenue reflected the entire amount of revenue due from the State of Connecticut for ECS. This year's budget takes into account the direct payment that is allocated to the magnet school located with the district. Therefore, in Fiscal Year 2016-2017 the budgeted revenue item reflects the total amount anticipated by the State of Connecticut for ECS less the magnet school portion of approximately \$500,000. Also taken into account in this line item was the elimination by the State of the public school transportation grant. The State law requires that school districts provide transportation for all

school-age children that are reasonable and desirable. Therefore, this line item will experience a decrease of \$585,828 or 4.69% due to the items stated above.

Another important item to mention in this category is the newly created Municipal Revenue Sharing Grant (MRS) grant. This new grant, for the Town of South Windsor, is estimated at \$558,715. This grant will be funded by allocating $\frac{1}{2}$ cent of State Sales Taxes. In order to offset losses from the motor vehicle mill rate cap, OPM will distribute this grant starting in fiscal year 2017. The grant amount is based on the difference between taxes levied on motor vehicles for the 2013 grand list year, budgeted and collected in fiscal year 2015 and the amount of the levy for that same year had the mill rate been set at the cap amount of 37 mills.

Also, the Town will be receiving Local Capital Improvement Program (LoCIP) funds administered by the Office of Policy and Management (OPM) as well as Town Road Aid administered by the Department of Transportation (DOT) for approved projects upon completion. The Town also has received various grants which do not affect the General Operating budget. The employees are diligent in finding funds outside the General Operating Fund. These projects mention above are not budgeted for, as we need to apply for these funds from the State, which are approved for specific projects where the duration may be multiple fiscal years.

Local Revenues

This category is comprised of department fees/permits and is 1.33% of overall budgeted revenue and is projected to remain flat over previous year.

Interest and Transfers

These items are comprised of less than 1% of the overall budget. Both categories show a slight increase over the previous year. Interest income revenue has shown an increase in the past three years and was budgeted with a slight but conservative approach in response to uncertain investment markets.

The Town Council has adopted a revenue budget that includes the use of \$850,000 of Fund Balance surplus a decrease from Fiscal Year 2015-16 by \$250,000 or 22.73%. In Fiscal Year 2014-2015 this item was budgeted at \$1,000,000 and in Fiscal Year 2015-2016 was budgeted at \$1,100,000. Over the past few years 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 reduce the use of the budgeted Fund Balance reserves to pay for current year expenditures. The Town's goal is to gradually decrease use in this area as it was suggested by Moody's and Standard & Poor's Rating Agencies to increase the fund balance during the last bond and note issuance.

Other Funds

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

A consolidated statement is provided below with additional detail on estimated revenues and expenditures for each of the two funds starts on page 253.

Special Revenue Summary

	FY 2016 Adopted	FY 2017 Adopted	\$ Change FY16 to 17	% Change FY 16 to 17
SEWER FUND				
Revenue	4,363,970	4,557,681	193,711	4.44%
Expenditures	(3,213,740)	(3,297,746)	(84,006)	2.61%
<i>**NOTE: Sewer budget was adopted by the WPCA on June 7, 2016</i>				
RECREATION FUND				
Revenue	2,463,829	2,499,393	35,564	1.44%
Expenditures	(2,452,577)	(2,592,075)	139,498	5.68%

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 \$92,682 of Fund Balance surplus. 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.

Future Challenges

A look ahead to 2016-2017 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

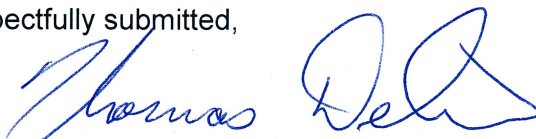
- Upgrade Assessor and Collector of Revenue tax software
- Complete first phase of full inspection revaluation
- Fiber network expansion continuation
- Replace computer aided dispatch and records
- Reviewing and possible updating of fee schedules
- Continue economic development with programs targeted on the Buckland Gateway and the I-291 Corridor
- Construction of New Elementary School
- Ongoing road and drainage improvements

Non-Financial

- Move staff to newly created EOC/Town Hall Annex Building
- Study green energy improvements including solar options
- Offer citizens Police and Community Together (P.A.C.T) Academy
- Assess the facility safety and space needs throughout the Town
- Continue the review of Main Street reconstruction including preservation of open space
- Ongoing review of plans of the LED street light conversion
- Utilization of body cameras with all Police Officers

The annual budget requires setting priorities and making tough decisions. Negotiating a budget demands give and take and a great deal of compromise with all parties involved. I would like to thank our Superintendent of Schools, Dr. Kate Carter, our Town Manager Matthew Galligan, and our town and board employees for their intuitive ideas in finding ways to reduce costs. I also want to thank the Board of Education Chair, Mr. David Joy and all of the Board of Education members and my fellow Town Council members for their diligence and commitment to our town.

Respectfully submitted,



Thomas Delnicki
Mayor

CITIZENS' GUIDE TO THE BUDGET

Description of the Town

The Town was founded in 1633 as part of Windsor and, in 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 82% of the total acreage while commercial and industrial land use is approximately 18%. 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 Conservation and Development was initially adopted in 1968 with revisions in 2002 and 2013. Comprehensive zoning regulations were first adopted in 1928 and are also revised on a periodic basis to reflect current development standards and practices. Both have resulted in a balanced economy, improved residential development, and stabilized tax base. The Town has embarked on some new and exciting projects that will help shape the future. One of the most critical is the Strategic Plan, which will identify past, present, and future needs in a positive and effective manner.

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

The Town has nearly 1,200 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

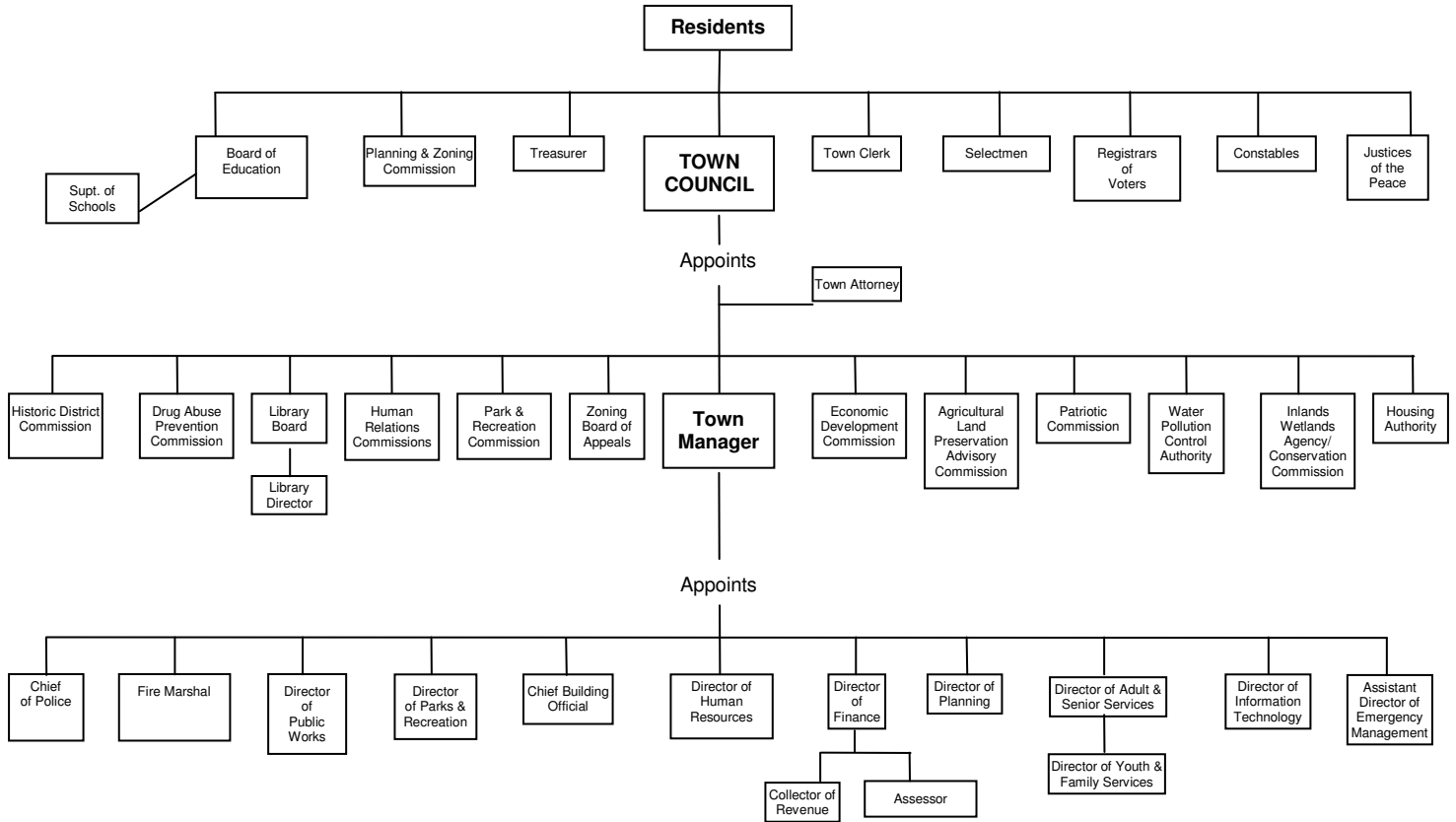
The Town of South Windsor has been organized under the Council-Manager form of government since 1960 with a nine-member Council elected at large (the "Town Council"). The legislative function is performed by a bipartisan Town Council of nine members, who are elected biennially for two-year terms. Minority 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, Director of Planning, Director of Parks and Recreation, Chief Building Official, Director of Public Works, Town Clerk, Police Chief, Library Director, Director of Adult and Senior Services, Director of Youth and Family Services, Fire Marshal, Director of Information Technology, and Director of Human Resources.

ORGANIZATIONAL CHART



Municipal Officials

Name	Position	Term	Length of Service
Thomas Delnicki	Mayor	2 years – Elected	17 years
Carolyn Mirek	Deputy Mayor	2 years – Elected	2 years
Dr. M. Saud Anwar	Town Council	2 years – Elected	4 years
William Carroll, Jr.	Town Council	2 years – Elected	Less than 1 year
Edward Havens	Town Council	2 years – Elected	38 years
Lisa M. Maneeley	Town Council	2 years – Elected	Less than 1 year
Elizabeth Pendleton	Town Council	2 years – Elected	2 years
Matthew Riley	Town Council	2 years – Elected	1 year
Janice A. Snyder	Town Council	2 years – Elected	4 years
David S. Joy	Chairman, Board of Education	2 years – Elected	18 years
Barbara Pandiscia	Town Treasurer	2 years – Elected	2 years
Matthew B. Galligan	Town Manager	Appointed	19 years
Patricia Perry	Director of Finance	Appointed	2 years
Keith Yagaloff & Associates	Town Attorney	Appointed	1 year
Dr. Kate Carter	Superintendent of Schools	Appointed	5 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 32 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 at 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

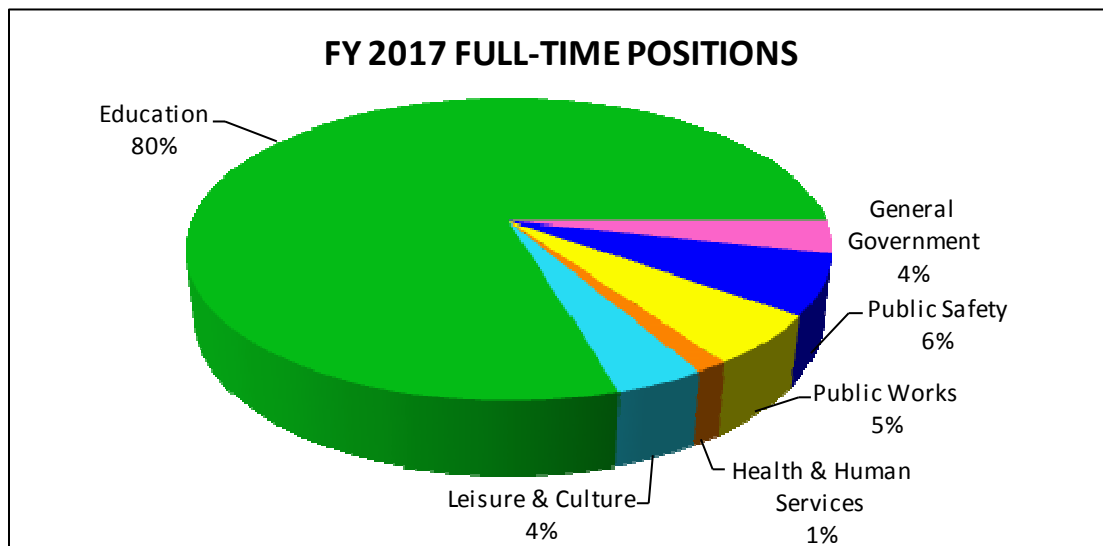
The Town's elementary school system consists of five schools for pupils in grades K through 5, one school for grades 6-8, and one high school for grades 9-12. The schools are governed by a nine-member Board of Education.

School	Enrollment 10/01/15
Wapping Elementary School	312
Philip R. Smith Elementary School	319
Pleasant Valley Elementary School	354
Orchard Hill Elementary	389
Eli Terry Elementary School	375
Timothy Edwards Middle School	968
South Windsor High School	1,315
Total	4,197

SUMMARY OF FULL TIME POSITIONS

		FY 2014	FY 2015	FY 2016	Adopted FY 2017
GENERAL GOVERNMENT	Town Manager	3	3	3	3
	Central Services	1	1	1	1
	Clerk of the Council	1	1	1	1
	Town Clerk	3	3	3	3
	Information Technology	5	5	5	5
	Planning	3	3	3	3
	Building Dept	3	3	3	3
	Assessor's Office	4	4	4	4
	Tax Office	3	3	3	3
	Finance Office	5	5	5	5
PUBLIC SAFETY	Police - Administration	3	3	3	3
	Police - Operations	37	39	39	39
	Police - Technical Services	14	13	13	13
	Police - Community Service	2	2	2	2
	Fire Marshal	1	1	1	1
PUBLIC WORKS	Public Works - Admin	1	1	1	1
	Engineering	6	6	6	6
	Highway	20	20	20	20
	Motor Repair	3	4	4	4
	Building Maintenance	4	4	4	4
	Pollution Control	11	12	12	12
	Pollution Control -Admin	2	2	2	2
HEALTH & HUMAN SERVICES	Health Department	1	1	1	1
	Social Services	2	1	1	1
	Youth & Family Services	4	4	4	4
	Senior Services	6	6	6	6
LEISURE & CULTURE	Library	12	12	12	12
	Recreation - Administration	8	8	8	8
	Parks & Recreation	13	14	14	14
EDUCATION		709	714	708	718
TOTAL FULL-TIME		890	898	892	902

A total of 10 new full-time positions have been budgeted for fiscal year 2017. These additions are discussed in more detail on page 223



Strategic Planning

Our Vision

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
Preserve open space and protect the environment

Several sessions were held throughout the 2015/2016 fiscal year to review and update the Town's strategic planning process. The vision statement from "One Town, One Future" to "Our Town, Our Future". Additionally, Town Council members added the following two taglines:

- South Windsor: A desirable and vibrant community for all.
- A united government working toward our vision.

The list of ten priority areas previously identified were discussed and separated into two categories: Finance and Desirability. The finance priorities are those that the Town Council oversees and considers regularly. The desirability areas are those that are often governed by commissions or groups that present to Town Council.

Financial

Education
Maintenance of Infrastructure
Public Safety/Traffic
Quality of Municipal Services
Taxes/Finance

Desirability

Economic Development
Environmental Protection/Rural Character
Recreation

The following pages demonstrate the relationship of departmental goals to Town Vision.

FY 2016/17 South Windsor Strategic Planning and Departmental Goals Matrix

Town of South Windsor's Departmental Goals	Balanced Economic Base	Responsibly Manage Financial Resources	Promote Public Safety	Provide High Quality Education	Maintain/Expand Existing Infrastructure	Deliver Exceptional Services	Preserve Open Space/Protect the Environment
Town Manager							
Develop a Town budget to limit the fiscal impact of State revenue reductions	X						
Continue to pursue grants that will enhance the Town's existing programs and infrastructure		X					
Monitor Town budget expenditures to ensure financial stability		X					
Human resources							
Continue to handle union and employee issues						X	
Coordinate teambuilding initiatives						X	
Continue to coordinate employee trainings						X	
Continue to work with State Agencies and other programs to provide individuals with work evaluation experiences and internships						X	
Planning							
Continue to work with the Planning and Zoning Commission on the implementation of the Plan of Conservation and Development							X
Continue to work on updating of the open space mapping and documents.							X
Building Department							
Continue successful blight remediation program through existing GIS tracking options and self sufficiency through violation fees.		X					
Prepare staff and customers for significant accessibility, energy and building code changes						X	
Finance							
Successfully complete full revaluation of town real property	X						
Continue to improve and streamline collection methods		X					

FY 2016/17 South Windsor Strategic Planning and Departmental Goals Matrix (continued)

Town of South Windsor's Departmental Goals	Balanced Economic Base	Responsibly Manage Financial Resources	Promote Public Safety	Provide High Quality Education	Maintain/Expand Existing Infrastructure	Deliver Exceptional Services	Preserve Open Space/Protect the Environment
Finance (cont'd)							
Continue participation in annual GFOA budget award and apply for GFOA CAFR award		X					
Expand payment to vendors via ACH to reduce need for manual checks		X					
Support Town Manager's office with the preparation of the 2017-2018 budget		X					
Meet or exceed all audit deadlines		X					
Implement the Purchasing Card Program		X					
Town Clerk							
Continuation of microfilming and scanning Town Council minutes						X	
Continuation of index and image link of maps to our Land Records System						X	
Microfilming of Land Records, Maps, Vital Records, and Veterans Discharges						X	
Information Technology							
Work on securing the next phase of the fiber network to improve the capabilities					X		
Assist with technology implementation of the Emergency Operations Center (EOC) and secure Fiber from Town Hall to EOC					X		
Public Safety							
Offer the Citizen "P.A.C.T." Academy again in a revised format			X			X	
Replace Computer Aided Dispatch and Records Management System with a lower cost alternative		X					
Increase communications capability by adding a second channel to the communications system			X				

FY 2016/17 South Windsor Strategic Planning and Departmental Goals Matrix (continued)

Town of South Windsor's Departmental Goals	Balanced Economic Base	Responsibly Manage Financial Resources	Promote Public Safety	Provide High Quality Education	Maintain/Expand Existing Infrastructure	Deliver Exceptional Services	Preserve Open Space/Protect the Environment
Public Safety (cont'd)							
Continue support of Emergency Management initiatives			X				
Provide advanced training to CERT members including shelter management, traffic, MDA-31, and the Medical Reserve Corps			X				
Provide comprehensive Emergency Operation Center/Incident Command training to pertinent Town employees			X			X	
To work closely with the South Windsor Volunteer Fire Department to promote fire safety education			X			X	
Up-date and present the 20-25 year firefighting apparatus replacement plan					X		
Public Works							
Continue work on Street Light Initiative and other Energy Initiatives			X				X
Work to update a Debris Management Plan for Barton Property							X
Prepare for new State mandated MS4 Permit requirements						X	
Develop new Town wide Stormwater Management Plan to comply with new CT DEEP stormwater permit requirements						X	
Update Town's pavement condition and software support for the pavement management program							
Recommend the replacement of vehicles and equipment due to deterioration of major body components, safety, and specific program needs					X		
Implement a Mattress Recycling Program							X
Implement Textile Recycling Program							X

FY 2016/17 South Windsor Strategic Planning and Departmental Goals Matrix (continued)

Town of South Windsor's Departmental Goals	Balanced Economic Base	Responsibly Manage Financial Resources	Promote Public Safety	Provide High Quality Education	Maintain/Expand Existing Infrastructure	Deliver Exceptional Services	Preserve Open Space/Protect the Environment
Human Services							
Continue to provide a safe, supervised, social setting after school and on the weekends for youth at the Teen Center						X	
Expand the current prevention and positive youth development programs offered out of the Teen Center						X	
Continue to provide outreach to the community to educate low income adults and senior citizens on services available						X	
Find new and creative ways to encourage "baby boomers" to participate in senior activities						X	
Receive delivery of new 20 passenger lift equipped bus to replace aging bus					X		
Recreation							
Examine rental facility fees for potential adjustments to increase revenue stream		X					
Continued efforts to implement the Master Plan for Parks & Recreation – continue development of Lawrence Road Park, enhancements to VMP, improve neighborhood connector paths, renovation of outdoor tennis courts and basketball court at Rye St. Park						X	
Prepare for a successful repurposing of Wapping Elementary School for Parks & Recreation/Public use					X	X	
Continue 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.		X					

FY 2016/17 South Windsor Strategic Planning and Departmental Goals Matrix (continued)

Town of South Windsor's Departmental Goals	Balanced Economic Base	Responsibly Manage Financial Resources	Promote Public Safety	Provide High Quality Education	Maintain/Expand Existing Infrastructure	Deliver Exceptional Services	Preserve Open Space/Protect the Environment
Recreation (cont'd)							
Design, build and open our first-ever mountain biking trail at Rye Street Park.					X	X	
Continue work at Nevers and Rye Street Parks thinning the forest of unhealthy trees, opening up lines of sight, creating open "grove" areas and improving park amenities as part of our "Parks Beautification" initiative.						X	X
Library							
Continue support of the Common Core Standards while choosing new materials				X		X	
Emphasize STEAM (Science, Technology, Engineering, Art, and Math) programs and hands-on learning experiences for all ages				X		X	
Continue working with TEMS and SWHS library media specialists to avoid duplication when purchasing online databases		X					
Add new e-content in various media: e-books, e-audio, e-video, and e-magazines						X	
Expand programs and collections in all formats to reflect the diversity of languages and cultures in our community						X	
Education							
Comply with federal and state education mandates.				X			
Maintain a safe, clean learning environment for all staff and students.				X			

FY 2016/17 South Windsor Strategic Planning and Departmental Goals Matrix (continued)

Town of South Windsor's Departmental Goals	Balanced Economic Base	Responsibly Manage Financial Resources	Promote Public Safety	Provide High Quality Education	Maintain/Expand Existing Infrastructure	Deliver Exceptional Services	Preserve Open Space/Protect the Environment
Education (cont'd)							
Maintain fiscal responsibility by examining current staffing and programs, identifying cost avoidance measures, seeking efficiencies and analyzing historical budget data.		X					
Maintain fiscal responsibility by ensuring adequate funding for the healthcare reserve fund and future pension liabilities.		X					
Anticipate initiatives likely to be considered by the Board when developing the 2016-2019 Strategic Plan.				X			

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 15th.

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 30th. 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 7th. 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

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

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

Fund Structure

Basis of Budgeting

The Town of South Windsor maintains a legally adopted budget for its General Fund Budget in accordance with provisions of the Town Charter and the Connecticut General Statutes. All of the budgeted funds use the modified accrual accounting method and is adopted with accordance to the Generally Accepted Accounting Principles (GAAP). The modified accrual basis of accounting recognizes revenues as soon as they are both measurable and available. Available represents revenues are collectible within the current period revenues susceptible to accrual must be collected within 60 days, following the end of the fiscal year. This generally includes property taxes, expenditure-reimbursement type grants, certain intergovernmental revenues and operating transfers, and excludes licenses and permits, charges for services, assessment and miscellaneous revenues that are generally not measurable until received. Expenditures are generally recognized when a liability is incurred. The exceptions to this general rule are principal and interest on general long term debt and compensated absences currently recognized when payment is due.

Throughout the fiscal year, the Town utilizes encumbrance accounting where purchase orders, contracts or other commitments are recorded as expenditures in order to reserve a portion of the applicable appropriation. Encumbrances are recognized as a valid charge against a budget appropriation in the year in which the purchase order, contract or other commitment is issued. At year end remaining encumbered appropriations in the town's budgetary funds are carried forward to the following year until the commitment is fulfilled. In addition, generally, all unencumbered appropriations lapse at year-end with the exception of those for the capital projects funds.

Basis of Accounting

For government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

- **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.

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

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

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.

BUDGET SUMMARY

REVENUE AND EXPENDITURE COMPARISON 2016 - 2017 OPERATING BUDGET

	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	\$ Change FY 2016 to FY 2017	% Change FY 2016 to FY 2017
REVENUES					
PROPERTY TAXES	89,231,213	91,574,464	95,415,040	3,840,576	4.19%
INTERGOVERNMENTAL	14,559,915	14,672,116	14,719,398	47,282	0.32%
LOCAL REVENUES	1,541,587	1,442,000	1,491,500	49,500	3.43%
MISCELLANEOUS	132,791	30,000	50,000	20,000	66.67%
TRANSFERS	1,037,240	1,137,240	887,240	(250,000)	-21.98%
TOTAL REVENUES	106,502,746	108,855,820	112,563,178	3,707,358	3.41%
EXPENDITURES					
GENERAL GOVERNMENT	3,307,448	3,522,115	3,753,103	230,988	6.56%
PUBLIC SAFETY	8,195,855	8,446,691	8,977,986	531,295	6.29%
PUBLIC WORKS	7,468,778	7,749,750	8,096,700	346,950	4.48%
CULTURE & LEISURE	2,754,662	2,847,480	3,054,007	206,527	7.25%
HEALTH & HUMAN SERVICES	912,504	956,977	1,017,221	60,244	6.30%
UNCLASSIFIED	7,164,402	7,422,009	7,317,372	(104,637)	-1.41%
TOTAL TOWN	29,803,650	30,945,022	32,216,389	1,271,367	4.11%
DEBT SERVICE	6,255,201	6,555,231	7,330,506	775,275	11.83%
CAPITAL IMPROVEMENTS	1,000,000	1,000,000	1,264,213	264,213	26.42%
BOARD OF EDUCATION	68,683,931	70,355,567	71,752,070	1,396,503	1.98%
TOTAL EXPENDITURES	105,742,781	108,855,820	112,563,178	3,707,358	3.41%

TOWN COUNCIL ADJUSTMENTS TO REQUESTED BUDGET

Total Requested Budget: 114,168,868

Department	Description	Change
Town Council	Reduce expenditures relating to Strategic Planning	(3,710)
Human Resources	Reduce expenditures for Wellness Programs	(7,500)
Registrars	Reduce expenditures for additional primary costs	(26,500)
Finance-Assessor	Move revaluation costs to Capital Project Fund	(153,300)
Information Technology	Reduce Department Equipment budget	(50,000)
Public Safety-Police Operations	Reduce Department Equipment budget	(70,000)
Public Safety-Police Operations	Reduce Overtime budget	(50,000)
Emergency Management	Reduce expenditure request for EOC Truck	(6,000)
Emergency Management	Move EOC Fixture/Furniture cost to Capital Project Fund	(88,000)
Emergency Management	Reduce Department Equipment budget	(30,000)
Public Safety-Fire Marshal Car	Reduce expenditure request for replacement vehicle	(9,000)
Public Works-Street Services	Reduce Overtime budget	(15,000)
Public Works-Street Services	Reduce Department Materials budget	(19,000)
Recreation	Move fencing costs to Capital Project Fund	(76,000)
Unclassified-Health & Life Insurance	Reduce contribution to Health Insurance Fund	(200,000)
Town Departments	Requested New Positions	(465,892)
Capital Projects	Reduce Capital Project Expenditure requests	(335,787)
TOTAL EXPENDITURES FY 2016-2017		<u><u>112,563,178</u></u>

REVENUE SUMMARY STATEMENTS
Fiscal Year 2016-2017

Description	2014/2015 Actual	2015/2016 Adopted	2016/2017 Adopted	\$ Change FY 2016 to FY 2017	% Change FY 2016 to FY 2017
GENERAL PROPERTY TAXES					
CURRENT TAXES	87,115,043	90,070,464	93,510,040	3,439,576	3.82%
PRIOR YEAR	695,978	600,000	700,000	100,000	16.67%
INTEREST	497,279	300,000	450,000	150,000	50.00%
LIENS	6,420	4,000	5,000	1,000	25.00%
SUPPLE. MOTOR VEHICLE	916,493	600,000	750,000	150,000	25.00%
	89,231,213	91,574,464	95,415,040	3,840,576	4.19%
STATE OF CT FOR EDUCATION					
SCHOOL BUILDING GRANTS	0	0	0	0	0.00%
EDUCATION COST SHARING	12,613,396	13,071,926	12,486,098	(585,828)	(4.48%)
	12,613,396	13,071,926	12,486,098	(585,828)	(4.48%)
STATE OF CT FOR OTHER PURPOSE					
ELDERLY TAX FREEZE	3,664	3,000	3,600	600	20.00%
STATE IN LIEU OF TAXES	73,435	0	54,351	54,351	100.00%
PROPERTY TAX RELIEF	148,759	140,000	150,000	10,000	7.14%
STATE SUNDRY GRANTS	224,208	0	0	0	0.00%
YOUTH SERVICE GRANT	22,734	20,000	20,000	0	0.00%
FEMA REIMBURSEMENTS	0	0	0	0	0.00%
TELEPHONE ACCESS RELIEF	85,089	40,000	40,000	0	0.00%
MUNICIPAL REVENUE SHARING (Sales Tax/MV Grants)	0	0	558,715	558,715	0.00%
MRSA MUNICIPAL PROJECTS	1,258,566	1,338,190	1,338,190	0	0.00%
DOT ELDERLY TRANSPORTATION	33,444	25,000	33,444	8,444	33.78%
ADD'L VETERAN'S EXEMPTION	15,026	14,000	15,000	1,000	7.14%
	1,864,925	1,580,190	2,213,300	633,110	40.07%
INTERGOVTL (OTHER THAN STATE)					
IN LIEU OF TAXES	81,594	20,000	20,000	0	0.00%
BOE APPROPRIATION REIMB	0	0	0	0	0.00%
	81,594	20,000	20,000	0	0.00%

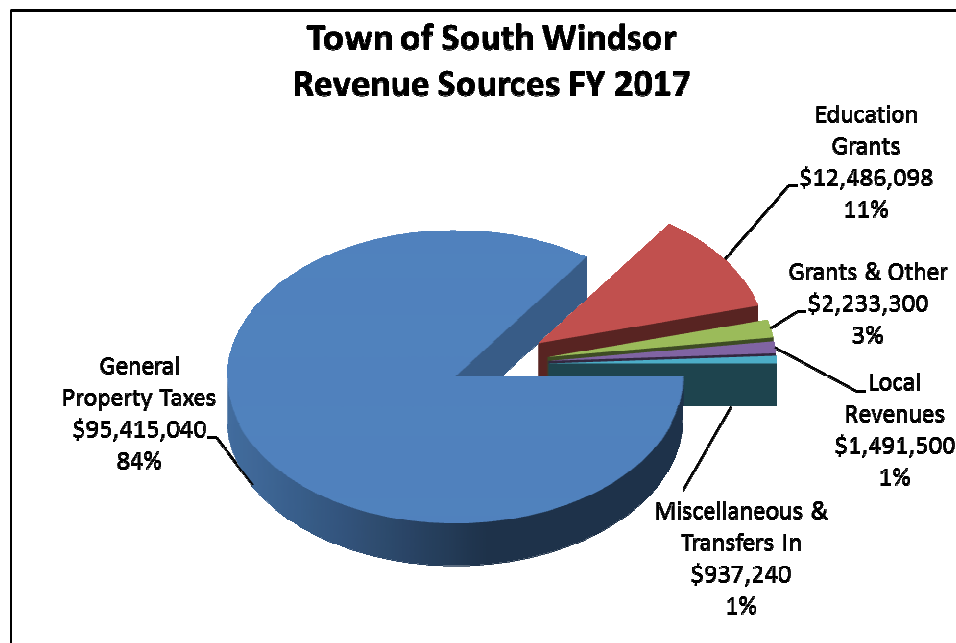
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REVENUE SUMMARY STATEMENTS (Con't.)
Fiscal Year 2016-2017

Description	2014/2015 Actual	2015/2016 Adopted	2016/2017 Adopted	\$ Change FY 2016 to FY 2017	% Change FY 2016 to FY 2017
LOCAL REVENUES					
BUILDING PERMITS	653,105	600,000	600,000	0	0.00%
TOWN MANAGER'S RENTS/FEES	0	0	0	0	0.00%
75 PROBATE COURT	7,153	4,000	7,000	3,000	75.00%
TOWN CLERK FEES	495,581	475,000	500,000	25,000	5.26%
PLANNING & ZONING FEES	20,331	5,000	12,500	7,500	150.00%
GENERAL GOV. SUNDRY	134,800	100,000	120,000	20,000	20.00%
POLICE	23,994	26,000	26,000	0	0.00%
LIBRARY FINES & FEES	18,018	25,000	20,000	(5,000)	(20.00%)
EDUCATION	0	0	0	0	0.00%
ENGINEERING PERMITS	5,810	5,000	5,000	0	0.00%
ZONING BOARD OF APPEALS	650	2,000	1,000	(1,000)	(50.00%)
REFUSE & RECYCLING FEES	128,375	125,000	125,000	0	0.00%
FIRE MARSHAL FEES	53,770	75,000	75,000	0	0.00%
	1,541,587	1,442,000	1,491,500	49,500	3.43%
MISCELLANEOUS					
GENERAL FUND INTEREST	52,618	30,000	50,000	20,000	66.67%
CANCEL PR YEAR ENCUMBRANCE	80,173	0	0	0	0.00%
PRIOR PERIOD ADJUSTMENT	0	0	0	0	0.00%
BOND REFUNDING PREMIUM	0	0	0	0	0.00%
	132,791	30,000	50,000	20,000	66.67%
TRANSFERS					
GENERAL FUND SURPLUS	1,000,000	1,100,000	850,000	(250,000)	(22.73%)
SEWER TAX COLLECTION SVC.	37,240	37,240	37,240	0	0.00%
	1,037,240	1,137,240	887,240	(250,000)	(21.98%)
TOTAL REVENUE	106,502,746	108,855,820	112,563,178	3,707,358	3.41%

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 2017 budget projections for revenues are crucial to determining the ability to pay for anticipated expenditures.



Overall, net revenue increased \$452,610 over 2016 Council Adopted Revenues. Major changes by category are listed below:

Grants	\$633,110
Local Revenues	\$49,500
Miscellaneous	\$20,000
Decrease in Use of Fund Balance	(\$250,000)

- The main source of revenue for the Town is **Property Taxes**. The 2015 Net Grand List reflects an increase of 1.86%. The budget for Prior Year Taxes, Interest, Liens, and Supplemental Motor Vehicle Tax has increased slightly due to actual amounts received in recent years. 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.
- **Education/State Grants** are formula based revenues. South Windsor, similar to other towns, relies on grants to supplement its revenue. The 2017 estimated grant revenues are based on the State’s publication Estimates of State Formula Aid to Municipalities, which outlines the impact of the Governor’s Proposed Budget on each municipality. State Aid for South Windsor is projected to increase from the 2016 adopted budget amounts primarily due to a new grant.

The State of CT has established a motor vehicle mill rate cap effective with the fiscal year 2017 budget. The state wide cap is 37 mills for the grand list year 2015 and 32 mills for each grand list year thereafter. To compensate for revenue loss, the state is implementing a new grant which OPM will distribute starting in fiscal year 2017. The grant amount is based on the difference between taxes levied on motor vehicles for the 2013 grand list year, budgeted and collected in fiscal year 2015.

Municipal Revenue Sharing Grant (MRS) – This is new grant, for the Town of South Windsor, is estimated at \$558,715. This grant will be funded by allocating ½ cent of State Sales Taxes to fund ECS, PILOT, Motor Vehicle and offset losses from the motor vehicle mill rate cap, OPM will distribute this grant starting in fiscal year 2017. The grant amount is based on the difference between taxes levied on motor vehicles for the 2013 grand list year, budgeted and collected in fiscal year 2015.

- **Local Revenues** represent fees from various permits and services. Due to the expected continuation of economic development in Town, the Manager Proposed revenue in this category has increased by \$49,500.
- **Interest Earnings** has increased \$20,000 over the 2016 adopted budget amount, based on actual earnings over the past several years.
- **Appropriation from Surplus/Fund Balance** is used to supplement budgeted revenues, so there is a balanced budget. Amount used for 2017 is a reduction of (\$250,000) from the 2016 budget.

Property Taxes

The 2015 Grand Lists were signed by the Assessor on February 5, 2016.

The 2015 Grand Lists reflect the following:

	Gross	Exemptions	Net	%change from 2014
Real Estate	\$ 2,160,395,641	\$ 27,720,580	\$ 2,132,675,061	+1.80%
Personal Property	\$ 272,704,520	\$ 69,646,560	\$ 203,057,960	+4.06%
Motor vehicles	\$ 217,673,720	\$ 6,982,870	\$ 210,690,850	+.47%
Total	\$ 2,650,773,881	\$ 104,350,010	\$ 2,546,423,871	+1.86%

The 2015 Grand List reflects the changes in assessments and values of real property, and personal properties since the 2014 Grand List was signed by the Board of Assessment Appeals. The lists reflect the application of Town wide revaluation values to all real estate accounts and the affect the changed market has on grand list totals. Each category having shown a mixed experienced growth as has occurred in our regional economy in recent years. This is best illustrated by the slight increase in the Motor Vehicle portion of the Grand List since 2014 that is reflective of the chaos occurring at DMV affecting local assessments especially when compared to market automotive sales indicators, as well as the unsettled market conditions for real estate reflected by the changes that real property has had occurred since the last revaluation year 2012 measurements.

Comparisons of the 2014 and 2015 Grand Lists

Grand List Assessments as percentage of total net assessments:

	2014 Grand List	2015 Grand List	
Real Estate	83.8%	83.8%	Indicates a shift in burden to PP & MV +.8%
Personal Property	7.8%	8.0%	Shift from MV of approximately .2%
Motor Vehicles	8.4%	8.2%	Shift to PP of approximately .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.

Principal Taxpayers – 2015 Grand List

	Name	Real Estate	Personal Property	Motor Vehicle	Grand Total	% of Grand List
1	Eversource (CL&P).....	\$ 1,992,200	\$ 57,897,590	\$ -	\$ 59,889,790	2.35%
2	Evergreen Walk Lifestyle Ctr. (Shoppes at Evergreen Walk).....	\$ 30,792,400	\$ -	\$ -	\$ 30,792,400	1.21%
3	Aldi, Inc. (Connecticut) (Distribution Center).....	\$ 23,601,800	\$ 2,101,650	\$ -	\$ 25,703,450	1.01%
4	FedEx Ground Package (FEM Sullivan Rd LLC).....	\$ 5,409,180	\$ 10,431,580	\$ -	\$ 15,840,760	.61%
5	Federated Retail Holdings (Macy's Warehouse)	\$ 11,407,900	\$ 3,591,750	\$ 44,380	\$ 15,044,030	.59%
6	DST Realty	\$ 11,825,750	\$ 2,938,220	\$ -	\$ 14,763,970	.58%
7	Town Center of S.W. (Stop and Shop, Other Buidlings).....	\$ 12,348,800	\$ -	\$ -	\$ 12,348,800	.49%
8	Connecticut Water Co.....	\$ 2,127,300	\$ 10,181,010	\$ -	\$ 12,308,310	.48%
9	Computer Sciences Corp.....	\$ -	\$ 11,347,150	\$ -	\$ 11,347,150	.45%
10	Carla's Pasta	\$ 3,468,700	\$ 7,867,370	\$ -	\$ 11,336,070	.45%

Calculation of Taxable Grand List and Mill Rate

	Real Estate & Personal Property	Motor Vehicles
Taxable Grand List - As Filed By The Assessor's Office	\$ 2,335,733,021	\$ 210,690,850
Less Estimated Real Estate Assessments Related To:		
Waived Taxes Less Than \$5.00	\$ 55,000	
South Windsor's Elderly Tax Relief Program	\$ 4,456,675	
Plus Estimated Real Estate Assessments Related To:		
Prorated New Construction	\$ -	\$ -
Adjusted Taxable Grand List	\$ 2,331,221,346	\$ 210,690,850
Multiplied By The Estimated Tax Collection Rate	98.75%	97.00%
Taxable Grand List Used To Calculate Mill Rate	<u>\$ 2,302,081,079</u>	<u>\$ 204,370,125</u>
Amount To Be Raised By Taxes - From Budget	\$ 85,948,345	\$ 7,561,695
Divide By Taxable Grand List From Above	<u>\$ 2,302,081,079</u>	<u>\$ 204,370,125</u>
FY 2016-2017 Mill Rate (Per \$1,000)	<u>37.34</u>	<u>37.00</u>
Increase in Taxes	<u>2.18%</u>	<u>1.26%</u>

3-Year Mill Rate History

Mill Rate for 2015 - 2016	36.54	36.54
Mill Rate for 2014 - 2015	35.51	35.51
Mill Rate for 2013 - 2014	34.90	34.90

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.

Motor Vehicle Property Tax Grant – Grant to offset losses from the MVMR cap starting in FY 2017. Grant amount is the difference between taxes levied on motor vehicles in the 2013 assessment year and the amount of levy for the same year had the tax rate been set at 32 mills.

Municipal Revenue Sharing Grant (MRS) – Funding by allocating ½ cent of State Sales Tax to fund ECS, PILOT, Motor Vehicle and MRS grants.

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

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

Local Revenues

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

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

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

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

Planning and Zoning – fees for planning and zoning applications.

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

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

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

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

Engineering Permits – fees for engineering permit applications.

Zoning Board of Appeals – fees for zoning appeals.

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

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

Miscellaneous

General Fund Interest – interest earnings on available cash balances.

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

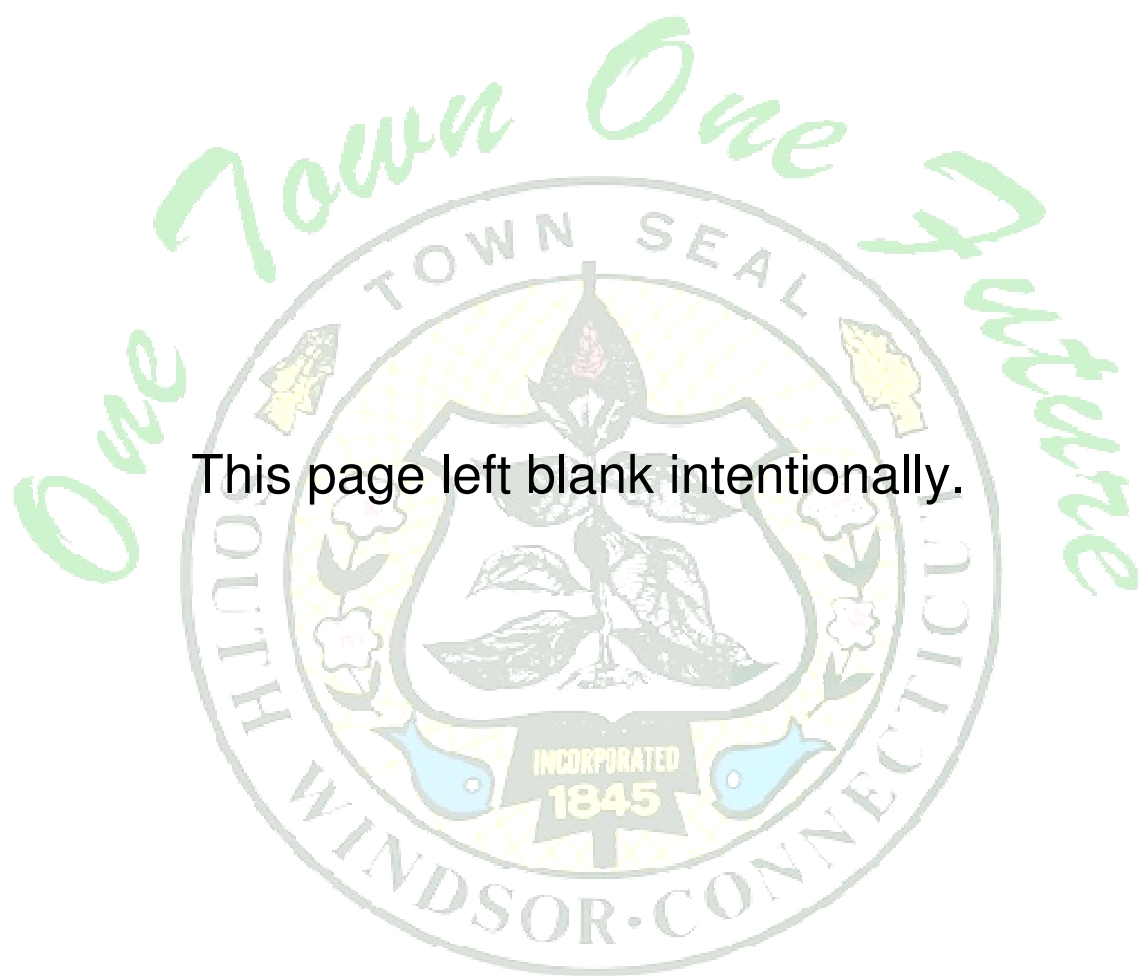
Prior Period Adjustment – audit adjustments made to a prior fiscal year.

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

Transfers

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

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



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<p style="text-align: center;">EXPENDITURES BUDGET INFORMATION 2016-2017</p>

Description	2015-2016 Council Approved	2016-2017 Council Approved	2016-2017 \$ Increase	2016-2017 % Increase
Town Government	38,500,253	40,811,108	2,310,855	6.00%
Board of Education	<u>70,355,567</u>	<u>71,752,070</u>	<u>1,396,503</u>	<u>1.98%</u>
Total Town Budget	<u><u>108,855,820</u></u>	<u><u>112,563,178</u></u>	<u><u>3,707,358</u></u>	<u><u>3.41%</u></u>

EXPENDITURE SUMMARY STATEMENT
Fiscal Year 2016-2017

DEPARTMENT	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted	\$ Change FY 2016 to FY 2017	% Change FY 2016 to FY 2017
GENERAL GOVERNMENT					
TOWN COUNCIL	204,425	221,048	222,105	1,057	0.48%
HUMAN RELATIONS COMMISSION	1,434	2,500	2,500	-	0.00%
HISTORIC DISTRICT COMMISSION	972	1,000	1,000	-	0.00%
PUBLIC BUILDING COMMISSION	2,999	520	520	-	0.00%
HOUSING AUTHORITY	-	-	-	-	0.00%
S.W. REDEVELOPMENT AGENCY	-	1,000	1,000	-	0.00%
INLAND/WETLAND COMM.	4,652	5,525	7,025	1,500	27.15%
LAND PRESERVATION ADVISORY	-	300	300	-	0.00%
OPEN SPACE TASK FORCE	73	500	500	-	0.00%
PARKS & RECREATION COMMISSION	1,570	4,500	4,500	-	0.00%
JUVENILE FIRESETTER COMM.	290	1,500	1,500	-	0.00%
PLANNING & ZONING COMMISSION	9,029	7,150	8,150	1,000	13.99%
ZONING BOARD OF APPEALS	1,516	2,500	2,500	-	0.00%
ECONOMIC DEVELOPMENT COMM.	2,150	3,000	3,000	-	0.00%
PROBATE COURT	13,154	15,559	17,750	2,191	14.08%
REGISTRAR OF VOTERS	139,278	155,085	157,245	2,160	1.39%
TOWN MANAGER	315,767	243,189	239,165	(4,024)	-1.65%
HUMAN RESOURCES	43,380	127,506	146,204	18,698	14.66%
ECONOMIC DEVELOPMENT	-	-	14,769	14,769	0.00%
PLANNING DEPARTMENT	230,070	241,914	248,582	6,668	2.76%
BUILDING DEPARTMENT	197,005	207,100	221,790	14,690	7.09%
ASSESSOR	272,638	283,061	285,954	2,893	1.02%
BOARD OF TAX REVIEW	-	-	-	-	0.00%
COLLECTOR OF REVENUE	219,522	223,646	229,424	5,778	2.58%
FINANCE OFFICE	339,928	344,175	334,890	(9,285)	-2.70%
TOWN CLERK	211,865	223,657	231,976	8,319	3.72%
TOWN ATTORNEY	175,918	175,000	175,000	-	0.00%
TOWN HALL	254,464	261,999	265,436	3,437	1.31%
INFORMATION TECHNOLOGY	646,774	735,111	892,348	157,237	21.39%
TOTAL QUALITY MANAGEMENT	79	1,500	-	(1,500)	-100.00%
HEALTH & SAFETY COMMITTEE	-	1,000	-	(1,000)	-100.00%
MEDIA	18,496	31,570	37,970	6,400	20.27%
Total GENERAL GOVERNMENT	3,307,448	3,522,115	3,753,103	230,988	6.56%

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EXPENDITURE SUMMARY STATEMENT (Con't.)
Fiscal Year 2016-2017

DEPARTMENT	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted	\$ Change FY 2016 to FY 2017	% Change FY 2016 to CHANGED
PUBLIC SAFETY					
ADMINISTRATION	467,601	440,217	484,548	44,331	10.07%
OPERATIONS	3,539,068	3,639,301	3,816,407	177,106	4.87%
SUPPORT SERVICES	1,690,022	1,793,853	1,939,687	145,834	8.13%
COMMUNITY SERVICES	141,826	166,791	169,570	2,779	1.67%
EMERGENCY MANAGEMENT	130,956	117,000	204,771	87,771	75.02%
FIRE MARSHAL	196,448	204,033	215,243	11,210	5.49%
SW VOLUNTEER FIRE DEPT.	814,220	864,596	900,960	36,364	4.21%
HYDRANTS & WATER LINES	763,020	768,400	794,300	25,900	3.37%
STREET LIGHTS	452,696	452,500	452,500	-	0.00%
Total PUBLIC SAFETY	8,195,855	8,446,691	8,977,986	531,295	6.29%
PUBLIC WORKS					
PUBLIC WORKS MANAGEMENT	141,828	144,041	147,753	3,712	2.58%
ENGINEERING	420,167	427,308	453,928	26,620	6.23%
HIGHWAY MAINTENANCE	2,839,876	2,807,186	2,899,596	92,410	3.29%
FLEET SERVICES	825,061	920,702	955,316	34,614	3.76%
BUILDING MAINTENANCE	1,274,490	1,478,058	1,664,893	186,835	12.64%
REFUSE DISPOSAL	1,967,357	1,972,455	1,975,214	2,759	0.14%
Total PUBLIC WORKS	7,468,778	7,749,750	8,096,700	346,950	4.48%
CULTURAL & LEISURE					
PARKS & RECREATION ADMIN.	526,094	534,359	604,763	70,404	13.18%
PARK MAINTENANCE	1,199,159	1,285,484	1,386,217	100,733	7.84%
LIBRARY	1,029,408	1,027,637	1,063,027	35,390	3.44%
Total CULTURAL & LEISURE	2,754,662	2,847,480	3,054,007	206,527	7.25%
HUMAN SERVICES					
ENVIRONMENTAL HEALTH	95,595	146,150	173,958	27,808	19.03%
HUMAN SERVICES ADMINISTRATION	101,431	82,675	85,598	2,923	3.54%
YOUTH AND FAMILY SERVICES	258,846	280,285	285,841	5,556	1.98%
ADULT AND SENIOR SERVICES	375,120	362,973	384,066	21,093	5.81%
MINI-BUS SERVICE	69,157	67,501	70,366	2,865	4.24%
SHELTERED WORKSHOPS	4,356	2,697	2,697	-	0.00%
PUBLIC HEALTH NURSE	8,000	14,696	14,696	-	0.00%
Total HUMAN SERVICES	912,504	956,977	1,017,221	60,244	6.30%

Continued

EXPENDITURE SUMMARY STATEMENT (Con't.)
Fiscal Year 2016-2017

DEPARTMENT	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted	\$ Change FY 2016 to FY 2017	% Change FY 2016 to FY 2017
UNCLASSIFIED					
CONTINGENCY	-	115,000	115,000	-	0.00%
S.W. PATRIOTIC COMMISSION	13,416	13,500	13,500	-	0.00%
CEMETERIES	8,000	8,000	8,000	-	0.00%
WOOD MEMORIAL LIBRARY	10,000	7,500	7,500	-	0.00%
MUNICIPAL INS - CASUALTY & LIAB	273,678	269,217	269,217	-	0.00%
PENSION FUND	2,001,441	2,021,187	2,181,695	160,508	7.94%
SOCIAL SECURITY	936,329	1,039,964	1,059,397	19,433	1.87%
HEALTH & LIFE INSURANCE	3,259,784	3,249,988	2,917,357	(332,631)	-10.23%
OTHER POST EMPLOYMENT BENEFITS	310,716	310,716	314,861	4,145	1.33%
WORKERS' COMPENSATION INS.	347,306	371,937	390,846	18,909	5.08%
UNEMPLOYMENT COMPENSATION	3,733	15,000	15,000	-	0.00%
SALARY CONTINGENCY	-	-	25,000	25,000	100.00%
Total UNCLASSIFIED	7,164,402	7,422,009	7,317,372	(104,637)	-1.41%
TOTAL TOWN BUDGET	29,803,650	30,945,022	32,216,389	1,271,367	4.11%
DEBT SERVICE					
CAPITAL LEASES	539,247	746,665	1,135,540	388,875	52.08%
INTEREST, BONDED DEBT	1,515,308	1,585,186	1,586,586	1,400	0.09%
PRINCIPAL, BONDED DEBT	4,200,646	4,223,380	4,608,380	385,000	9.12%
Total DEBT SERVICE	6,255,201	6,555,231	7,330,506	775,275	11.83%
CAPITAL IMPROVEMENTS					
CAPITAL IMPROVEMENTS	1,000,000	1,000,000	1,264,213	264,213	26.42%
Total CAPITAL IMPROVEMENTS	1,000,000	1,000,000	1,264,213	264,213	26.42%
TOTAL BOARD OF EDUCATION BUDGET	68,683,931	70,355,567	71,752,070	1,396,503	1.98%
TOTAL EXPENDITURES FY 2016-2017	105,742,781	108,855,820	112,563,178	3,707,358	3.41%

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	2015-2016 Council Approved	2016-2017 Department Request	2016-2017 Manager Proposed	2016-2017 Council Approved
1110	Town Council	221,048	224,796	225,815	222,105
1121	Human Relations Commission	2,500	2,500	2,500	2,500
1122	Historic District Commission	1,000	1,000	1,000	1,000
1124	Public Building Commission	520	520	520	520
1125	Housing Authority	0	0	0	0
1126	Redevelopment Agency	1,000	1,000	1,000	1,000
1130	Inland Wetlands Agency/Conservation Commission	5,525	7,025	7,025	7,025
1131	Agricultural Land Preservation Advisory Commission	300	300	300	300
1132	Open Space Task Force	500	500	500	500
1134	Park and Recreation Commission	4,500	4,500	4,500	4,500
1135	Juvenile Firesetter Intervention and Prevention Commission	1,500	1,500	1,500	1,500
1431	Planning and Zoning Commission	7,150	8,150	8,150	8,150
1432	Zoning Board of Appeals	2,500	2,500	2,500	2,500
1465	Economic Development Commission	3,000	3,000	3,000	3,000
1210	Probate Court	15,559	17,750	17,750	17,750
1250	Registrars of Voters	155,085	161,745	183,745	157,245
1310	Town Manager	243,189	235,828	239,165	239,165
1320	Human Resources	127,506	202,511	202,511	146,204
1330	Economic Development Department	0	99,769	99,769	14,769
1430	Planning Department	241,914	247,107	248,582	248,582
1440	Building Department	207,100	263,955	264,790	221,790
1511	Assessor	283,061	436,678	439,254	285,954
1512	Board of Tax Review	0	0	0	0
1514	Collector of Revenue	223,646	239,715	241,321	229,424
1532	Finance Office	344,175	334,788	334,890	334,890
1540	Town Clerk	223,657	228,134	231,976	231,976
1550	Town Attorney	175,000	175,000	175,000	175,000
1921	Central Services	261,999	265,436	265,436	265,436
1922	Information Technology	735,111	952,464	942,348	892,348
1923	Total Quality Management	1,500	0	0	0
1924	Health and Safety Committee	1,000	0	0	0
1925	Media	31,570	37,970	37,970	37,970
	Total General Government	3,522,115	4,156,141	4,182,817	3,753,103

PROGRAM	TOWN COUNCIL	1110
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Program Explanation:

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

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

Budget Change Commentary:

Town Council Goals for 2016-2017

Long Term Objectives:

The long-term objectives of the Town 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 2015-2016

Short Term Goals:

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

1. Improve appearance and functionality of Town infrastructure through various capital projects and improvements. This year's infrastructure efforts include:
 - 1st of 5 year plan for road improvement projects
 - Completion of Emergency Operations Center
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.

Short Term Goals (cont'd):

- 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:
 - Connect South Windsor PublicStuff Information and Request Service
 - Creating CERT teams for Emergency Services
 - Funding education to expand school programs

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.
5. Restructure the Town's Strategic Plan to update goals and priorities.

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Council Clerk	1	1.0

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Meetings attended	35	35	31	36	29
Resolution passed	174	150	158	163	155
Public Hearings	6	8	11	10	9
Ordinances passed	3	5	3	4	3

Function GENERAL GOVERNMENT
Department LEGISLATIVE
Division TOWN COUNCIL
Division Code 1110

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
51,213	50,899	11110100 00110	FULL TIME SALARIES	50,938	51,957	51,957
174	500	11110200 00210	OFFICE SUPPLIES	500	500	500
319	1,000	11110200 00221	OPERATING MATERIAL	1,000	1,000	1,000
1,664	2,000	11110300 00310	ADVERTISING	2,000	2,000	2,000
107,988	110,000	11110300 00320	PROFESSIONAL	113,100	113,100	109,390
630	8,000	11110300 00350	PRINTING	8,000	8,000	8,000
33,950	39,161	11110300 00374	FEES & MEMBERSHIPS	39,468	39,468	39,468
0	1,000	11110300 00375	RECRUITMENT & TRAINING	1,000	1,000	1,000
8,488	8,488	11110300 00380	GRANTS & CONTRIBUTIONS	8,791	8,791	8,791
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204,425	221,048		TOTAL	224,796	225,815	222,105
			PERCENTAGE CHANGE	1.70%	2.16%	0.48%

PROGRAM	HUMAN RELATIONS COMMISSION	1121
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Program Explanation:

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

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

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

Budget Change Commentary:

There is no change in the program budget.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
1,434	2,500	11121200 00210	OFFICE SUPPLIES	2,500	2,500	2,500
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1,434	2,500		TOTAL	2,500	2,500	2,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	HISTORIC DISTRICT COMMISSION	1122
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Program Explanation:

The principal function of the Historic District 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 GENERAL GOVERNMENT
Department BOARDS/COMMISSIONS
Division HISTORIC DISTRICT COMMISSION
Division Code 1122

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
350	0	11122200 00210	OFFICE SUPPLIES	0	0	0
622	500	11122300 00310	ADVERTISING	500	500	500
0	500	11122300 00320	PROFESSIONAL	500	500	500
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972	1,000		TOTAL	1,000	1,000	1,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PUBLIC BUILDING COMMISSION	1124
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Program Explanation:

The Public Building 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 GENERAL GOVERNMENT
Department BOARDS/COMMISSIONS
Division PUBLIC BUILDING COMMISSION
Division Code 1124

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
0	500	11124100 00113	PART TIME WAGES	500	500	500
0	20	11124200 00210	OFFICE SUPPLIES	20	20	20
2,340	0	11124300 00320	PROFESSIONAL	0	0	0
659	0	11124300 00350	PRINTING	0	0	0
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2,999	520		TOTAL	520	520	520
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	HOUSING AUTHORITY	1125
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Program Explanation:

The Housing Authority consists of 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 GENERAL GOVERNMENT
Department BOARDS/COMMISSIONS
Division HOUSING AUTHORITY
Division Code 1125

2014/2015	2015/2016			2016/2017	2016/2017	2016/2017
	COUNCIL			DEPARTMENT	MANAGER	COUNCIL
<u>ACTUAL</u>	<u>APPROVED</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>REQUEST</u>	<u>PROPOSED</u>	<u>APPROVED</u>

			TOTAL			
0.00%	0.00%		PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	REDEVELOPMENT AGENCY	1126
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Program Explanation:

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

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

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

Budget Change Commentary:

There is no change in the program budget.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
0	1,000	11126300 00320	PROFESSIONAL	1,000	1,000	1,000
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0	1,000		TOTAL	1,000	1,000	1,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	INLAND WETLANDS AGENCY/CONSERVATION COMMISSION	1130
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Program Explanation:

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

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

Code, Chapter 9, Article VII

Budget Change Commentary:

There is a 27% increase in the program budget.

Function GENERAL GOVERNMENT
Department BOARDS/COMMISSIONS
Division INLANDS-WETLANDS CONSERVATION COMMISSION
Division Code 1126

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
10	1,000	11130200 00221	OPERATING MATERIAL	1,000	1,000	1,000
0	825	11130200 00226	LANDSCAPING	825	825	825
2,662	1,500	11130300 00310	ADVERTISING	3,000	3,000	3,000
850	1,000	11130300 00320	PROFESSIONAL	1,000	1,000	1,000
288	200	11130300 00350	PRINTING	200	200	200
0	100	11130300 00371	MAINTENANCE CONTRACTS	100	100	100
645	900	11130300 00374	FEES & MEMBERSHIPS	900	900	900
198	0	11130400 00441	OFFICE EQUIPMENT	0	0	0
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4,652	5,525		TOTAL	7,025	7,025	7,025
			PERCENTAGE CHANGE	27.15%	27.15%	27.15%

PROGRAM	AGRICULTURAL LAND PRESERVATION ADVISORY COMMISSION	1131
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Program Explanation:

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

Budget Change Commentary:

There is no change in the program budget.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
0	300	11131300 00374	FEES & MEMBERSHIPS	300	300	300
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0	300		TOTAL	300	300	300
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	OPEN SPACE TASK FORCE	1132
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Program Explanation:

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

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

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

Budget Change Commentary:

There is no change in the program budget.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
175	500	11132200 00221	OPERATING MATERIAL	500	500	500
0	0	11132300 00350	PRINTING	0	0	0
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175	500		TOTAL	500	500	500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PARK AND RECREATION COMMISSION	1134
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Program Explanation:

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

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

Budget Change Commentary:

There is no change in the program budget.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
0	100	11134200 00210	OFFICE SUPPLIES	100	100	100
55	100	11134200 00221	OPERATING MATERIAL	100	100	100
0	400	11134300 00310	ADVERTISING	400	400	400
450	1,500	11134300 00320	PROFESSIONAL	1,500	1,500	1,500
0	1,000	11134300 00350	PRINTING	1,000	1,000	1,000
1,065	1,400	11134300 00374	FEES & MEMBERSHIPS	1,400	1,400	1,400
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1,570	4,500		TOTAL	4,500	4,500	4,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	JUVENILE FIRESETTER INTERVENTION AND PREVENTION COMMISSION	1135
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Program Explanation:

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

Budget Change Commentary:

There is no change in the program budget.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
0	500	11135200 00210	OFFICE SUPPLIES	500	500	500
0	500	11135200 00221	OPERATING MATERIALS	500	500	500
290	500	11135300 00375	RECRUITMENT & TRAINING	500	500	500

290	1,500	TOTAL	1,500	1,500	1,500
		PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PLANNING AND ZONING COMMISSION	1431
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Program Explanation:

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

Budget Change Commentary:

There is a 14% increase in the program budget.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
0	0	11431200 00210	OFFICE SUPPLIES	0	0	0
724	500	11431200 00221	OPERATING MATERIAL	500	500	500
6,106	4,000	11431300 00310	ADVERTISING	5,000	5,000	5,000
1,441	1,500	11431300 00320	PROFESSIONAL	1,650	1,650	1,650
442	650	11431300 00350	PRINTING	500	500	500
317	500	11431300 00374	FEES & MEMBERSHIPS	500	500	500
9,029	7,150		TOTAL	8,150	8,150	8,150
			PERCENTAGE CHANGE	13.99%	13.99%	13.99%

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
13	100	11432200 00221	OPERATING MATERIAL	100	100	100
1,355	2,000	11432300 00310	ADVERTISING	2,000	2,000	2,000
0	100	11432300 00350	PRINTING	100	100	100
0	300	11432300 00374	FEES & MEMBERSHIPS	300	300	300
149	0	11432400 00441	OFFICE EQUIPMENT	0	0	0
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1,516	2,500		TOTAL	2,500	2,500	2,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	ECONOMIC DEVELOPMENT COMMISSION	1465
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Program Explanation:

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

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

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

Budget Change Commentary:

There is no change in the program budget.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
0	500	11465200 00221	OPERATING MATERIAL	500	500	500
0	500	11465300 00310	ADVERTISING	500	500	500
1,600	1,000	11465300 00320	PROFESSIONAL	1,000	1,000	1,000
0	200	11465300 00350	PRINTING	200	200	200
550	800	11465300 00374	FEES & MEMBERSHIPS	800	800	800
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2,150	3,000		TOTAL	3,000	3,000	3,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PROBATE COURT	1210
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Program Explanation:

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

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

Budget Change Commentary:

The Probate Court's budget increased overall by 14.08%.

Function GENERAL GOVERNMENT
Department JUDICIAL
Division PROBATE
Division Code 1210

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
13,154	15,559	11210300 00380	GRANTS & CONTRIBUTIONS	17,750	17,750	17,750
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13,154	15,559		TOTAL	17,750	17,750	17,750
			PERCENTAGE CHANGE	14.08%	14.08%	14.08%

PROGRAM	REGISTRARS OF VOTERS	1250
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Program Explanation:

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

Budget Change Commentary:

The department budget has increased by 1.39%.

Program Objectives and Goals FY 2017:

- Greater use of the available technology
- Become certified Registrars of Voters under the new certification program

Program Accomplishments FY 2016:

- Electronic check-in of voters through the use of poll-books decreased voter waiting lines
- Use of technology for Election day registration
- Online voter registration through DMV

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
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 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Registered Voters	15,529	15,045	14,556	15,200	15,750
Changes – all types processed	5,967	2,970	3,286	2,500	3,000

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
97,056	107,985	11250100 00113	PART TIME WAGES	110,145	110,145	110,145
206	3,000	11250100 00114	TEMPORARY	3,000	3,000	3,000
359	300	11250200 00210	OFFICE SUPPLIES	300	300	300
14,285	15,000	11250200 00221	OPERATING MATERIAL	17,000	17,000	17,000
150	100	11250300 00310	ADVERTISING	100	100	100
17,890	15,500	11250300 00320	PROFESSIONAL	16,000	38,000	11,500
5,462	3,500	11250300 00330	RENTAL & LEASES	4,000	4,000	4,000
0	400	11250300 00350	PRINTING	400	400	400
2,249	1,500	11250300 00360	UTILITIES	2,000	2,000	2,000
0	3,500	11250300 00373	REPAIR/MAINT EQUIPMENT	3,500	3,500	3,500
1,490	2,500	11250300 00374	FEES & MEMBERSHIPS	3,500	3,500	3,500
130	1,800	11250300 00375	RECRUITMENT & TRAINING	1,800	1,800	1,800
139,278	155,085		TOTAL	161,745	183,745	157,245
			PERCENTAGE CHANGE	4.29%	18.48%	1.39%

PROGRAM	TOWN MANAGER	1310
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Program Explanation:

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

Budget Change Commentary:

The Town Manager's budget has a decrease of 1.65%. This is due to the fact that the previous fiscal year included one additional pay period.

Program Objectives and Goals FY 2017:

- 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 2016:

- Received a second GFOA Award for Budget Presentation
- Increased the Town's future tax base through our Economic Development Incentives
- Maintained the Town's ratings of AA+ with Standard & Poor's and AA2 with Moody's
- Maintained financial stability and fiscal integrity

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	Positions	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Manager	1	1.0
1	1.0	1	1.0	Executive Secretary	1	1.0
1	1.0	-	-	Director of Human Resources	-	-

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Town Council Meetings Attended	35	32	28	30	30
Staff Meetings Conducted	12	18	9	14	15
Various Committee/Commission Meetings	25	34	33	25	24
CCM Meetings	17	16	22	20	21
CRCOG Meetings	8	11	5	9	8
CIRMA Meetings	7	10	6	8	9
Internal and External Daily Appointments	502	493	527	450	475

Function **GENERAL GOVERNMENT**
Department **EXECUTIVE**
Division **TOWN MANAGER**
Division Code **1310**

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
292,606	226,738	11310100 00110	FULL TIME SALARIES	215,692	219,029	219,029
0	0	11310100 00113	PART TIME WAGES	0	0	0
80	300	11310200 00210	OFFICE SUPPLIES	300	300	300
196	900	11310200 00221	OPERATING MATERIAL	900	900	900
135	700	11310300 00310	ADVERTISING	700	700	700
17,213	10,200	11310300 00320	PROFESSIONAL	12,200	12,200	12,200
0	0	11310300 00330	RENTAL & LEASES	0	0	0
5,536	4,351	11310300 00374	FEES & MEMBERSHIPS	6,036	6,036	6,036
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315,767	243,189		TOTAL	235,828	239,165	239,165
			PERCENTAGE CHANGE	-3.03%	-1.65%	-1.65%

PROGRAM	HUMAN RESOURCES	1320
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Program Explanation:

This program of spending provides funding for personnel administration activities. The personnel related activities funded by this program include advertising for employee vacancies, pre-employment screenings, the Employee Assistance Program, the Human Resources component to our payroll software, fees associated with Random Drug/Alcohol Testing program, employee activities, employee training, and employee awards.

Budget Change Commentary:

The program budget has increased by approximately 14.66%. The increase is due to a Health & Safety and Wellness line item being added to this program. The Director of Human Resources is now overseeing the employee Fitness Center. Some funds from this Health & Safety and Wellness line item will be used to maintain the equipment. The remainder of the funds will be used for safety and wellness initiatives. Promoting wellness is not only beneficial to employees who gain techniques to attain and maintain a healthy lifestyle so that they can improve their quality of life and have more energy and be happier at home with their family and friends, it is also proven to increase productivity at work and reduce health care costs. It is also important to educate about safety to help prevent workers' compensation injuries.

Program Objectives and Goals FY 2017:

- Continue to evaluate and prepare for PPACA mandates to minimize/eliminate any possible impacts on the Town
- Continue to update various Human Resource policies as needed
- Update the Affirmative Action Plan
- As necessary and consistent with the proposed budget, recruit and fill various vacant/new staff positions
- Continue to work with CRCOG as a Pilot Town for the grant funded HR Portal Project
- Continue to handle union and employee issues
- Coordinate teambuilding initiatives
- Continue to coordinate employee trainings
- Continue to work with State Agencies and other programs to provide individuals with work evaluation experiences and internships

Program Accomplishments FY 2016:

- In the process of negotiating three union contracts (Public Works, Town Hall, and CSO's) that expire 6/30/2016.
- Completed negotiations of the Police and Pollution Control Union contracts
- Finalized the benefit implementation of our new human resources software
- Finalized the centralized training database of all employee certifications so that supervisors can track training needs
- Opened up the self-service portion of the human resources software and are allowing employees to opt out of receiving paper payroll checks because they can view their weekly check information online, saving the Town money on printed checks
- Continued to oversee the Workers' Compensation Program and assist in getting employees back to work while also assisting the remedy of the cause of injury
- Incorporated a second initial treatment center for Workers' Compensation Injuries that is also serving as our only pre-employment physical and drug testing providing and negotiated favorable rates

Program Accomplishments FY 2016 (cont'd):

- 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 assist employees that are retiring with their benefits
- Continued to meet various mandated filing requirements
- Continued to work with the Wellness Committee that concentrates its efforts on assisting employees to live healthy lifestyles
- Held numerous highly attended Wellness Seminars
- Continued to act as liaison between the Town and Town Attorney
- Participated in the CRCOG HR Steering Committee
- Attended additional training opportunities in human resource areas

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
-	-	1	1.0	Director of Human Resources	1	1.0

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Safety Committee & Wellness Meetings	4	4	12	12	12
Staff Meetings	12	18	9	14	15
Job Advertisements	10	13	12	15	10
Training Workshops	12	10	9	7	10
Blood Drives	2	2	2	2	2
Employee Health Fair	1	0	1	1	1
FMLA Requests	25	26	23	32	25
Lunch & Learns/Wellness Seminars	-	-	7	9	12

Function GENERAL GOVERNMENT
Department EXECUTIVE
Division HUMAN RESOURCES
Division Code 1320

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
0	93,500	11320100 00110	FULL TIME SALARIES	144,177	144,177	95,370
784	1,580	11320200 00221	OPERATING MATERIAL	1,580	1,580	1,580
3,897	6,000	11320300 00310	ADVERTISING	6,000	6,000	6,000
30,518	15,121	11320300 00320	PROFESSIONAL	18,929	18,929	18,929
183	600	11320300 00330	RENTAL & LEASES	600	600	600
0	1,305	11320300 00374	FEES & MEMBERSHIPS	1,425	1,425	1,425
7,998	9,400	11320300 00375	RECRUITMENT & TRAINING	29,800	29,800	22,300
43,380	127,506		TOTAL	202,511	202,511	146,204
			PERCENTAGE CHANGE	58.82%	58.82%	14.66%

PROGRAM	ECONOMIC DEVELOPMENT	1330
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Program Explanation:

Economic Development focuses on improving the economic well-being and quality of life for the Town of South Windsor by simultaneously recruiting and retaining businesses in Town to stabilize and grow the tax base. This division also markets the Town to businesses who may be interested in expanding or relocating to South Windsor in order to retain and create jobs within the community. The division will also ensure the implementation of economic development assistance and incentive programs for local businesses. Currently, the Town Manager utilizes these funds for Economic Development matters.

Budget Change Commentary:

This is a new program budget.

Program Objectives and Goals FY 2017:

- Retention and expansion of existing businesses
- Develop businesses through incubator usage
- Promote and market South Windsor as a quality Town to work and live

Function **GENERAL GOVERNMENT**
 Department **EXECUTIVE**
 Division **ECONOMIC DEVELOPMENT**
 Division Code **1310**

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
0	0	11330100 00110	FULL TIME SALARIES	85,000	85,000	0
0	0	11330100 00113	PART TIME WAGES	0	0	0
0	0	11330200 00210	OFFICE SUPPLIES	300	300	300
0	0	11330200 00221	OPERATING MATERIAL	500	500	500
0	0	11330300 00310	ADVERTISING	0	0	0
0	0	11330300 00320	PROFESSIONAL	12,000	12,000	12,000
0	0	11330300 00330	RENTAL & LEASES	0	0	0
0	0	11330300 00374	FEES & MEMBERSHIPS	1,969	1,969	1,969
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0	0		TOTAL	99,769	99,769	14,769
			PERCENTAGE CHANGE	100.00%	100.00%	100.00%

PROGRAM	PLANNING DEPARTMENT	1430
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Program Explanation:

The Director of Planning is the technical agent of the Planning and Zoning Commission (PZC). The Director of Planning 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 Director also serves as staff to the Architectural Design Review Board (ADRC). The Director provides direction for the State mandated Plan of Conservation and Development and recommends 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 Senior 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) and South Windsor Agricultural, Arts and Nature Center (SWAAN), as needed.

Additionally the Senior Environmental Planner provides direct support to South Windsor's Eagle Scout program benefiting community environmental projects. The Zoning Enforcement Officer (ZEO) and Director of Planning 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. This Department is also responsible for the retention of all land use files for the three agencies, PZC, IWA/CC and ZBA, and handles related correspondence for each agency. In addition, staff members provide assistance to other departments and Town Council on special projects as needed.

Secretarial assistance is provided to this department for the processing of planning and zoning applications for as well as to the PZC, IWA/CC, ZBA, ADRC and OSTF.

Budget Change Commentary:

The program budget is increasing by approximately \$6,667 due to restoration of previous cuts including Department Equipment, Professional Services, Operating Materials, Longevity and fee increases for annual dues.

Program Objectives and Goals FY 2017:

- 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, Open Space Task Force and South Windsor Agricultural, Arts and Nature Center.
- Continue to work with the Planning and Zoning Commission on the implementation of the Plan of Conservation and Development adopted in the summer of 2013 including the reviewing elements of the recent Main Street Preservation Study. Staff various subcommittees as required.
- Continue to work on updating of the open space mapping and documents.
- Continue to work on updating the Towns Inland Wetland Regulations
- Provide education to the Boards and Commission as needed.
- Continue to provide technical assistance to the Public Works Department, Parks and Recreation Department, Police Department and Fire Department as needed.

Program Objectives and Goals FY 2017 (cont'd):

- Provide assistance in creating GIS mapping for the general public as well as mapping for the land use agencies and continue the development of educational materials and mapping available to the public.
- Continue the ongoing scanning of all land use applications and mapping to make information more readily available for our customers.
- Develop the application of the Town's PublicStuff APP to provide better access to information the public as it relates to land use meetings, the zoning regulations, town mapping, etc.
- Continue working with Local Road Safety Committee identifying current issues that affect our roadways.
- Continue working on the "Safe Routes to School" program and the administration of the infrastructure improvements at Eli Terry School.
- Continue developing GIS skills and continue to participate in GIS steering committee
- Continue to work with volunteer groups in further developing the open space properties and constructing of new trails.
- Assist in developing a strategic plan for ongoing maintenance of open space properties working towards building a consensus of various stakeholders.
- Continue to work on the development of Town Owned land – participation on the SWAAN Committee in developing the Strategic Plan for the site; finalize the multi-use field and potential Wapping Fair site for the Barton Property on Brookfield Street; assistance with additional community gardens on Town open space
- Continue on the steering committee for the CT Transit Study to make sure South Windsor's interests are considered as changes occur in the future.
- Finalize and oversee the installation of the Regional Bus Shelters

Program Accomplishments FY 2016:

- Improved the Planning Department's web presence on the newly revised Website. Planning site now includes all land use forms, regulations and plans and all use land use applications can be viewed on line.
- Assisted in the development of Town owned land – including participation on the SWAAN Committee; facilitation of the multi-use field and potential Wapping Fair site for the Barton Property on Brookfield Street; assistance with additional community gardens on Town open space
- Facilitated the Vibrant Community Initiative Grant that was awarded for a Preservation Planning Study for Main Street with the completion of the planning study expected February 2106.
- Continued participation in CRCOG Pedestrian/Bike Committee.
- Assisted the Health Department in the development and administration of the Town's Mosquito Program.
- Completed attendance by the Zoning Enforcement Officer at the CAZEO program to obtain certification as a "Zoning Enforcement Officer"
- Senior Environmental Planner served as the National Vice-Chair to the CT Envirothon and 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 with walking trails
- Staff assisted the Open Space Task Force in the hosting the CT Trails Day
- Assisted in the development of Town Owned land – participate on the SWAAN Committee creating a strategic plan for future use of the Priest Property; designing a multi-use field, with the potential to accommodate the Wapping Fair, for the Barton Property on Brookfield Street; assisting in the plans for additional community gardens on Town open space and other open space projects as they arise.
- Completed certification program for the Zoning Enforcement Officer.
- Finalized the design and the installation of four bus shelters to be maintained by Ct Transit

Program Accomplishments FY 2016 (cont'd):

- Director of Planning served as the Registration Chair (600 attendees) for the SNEAPA 2015 conference held in Hartford

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Planning	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 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Land Use Meeting (PZC)	22	25	23	22	22
Land Use Meeting (IWA/CC)	11	13	17	20	20
Land Use Meeting (ZBA)	10	4	4	10	10
Land Use Meeting (OSTF)	9	6	8	9	9
Land Use Meeting (ADRC)	7	7	9	12	12
Land Use Meeting (Main St Sub)	-	6	7	4	0
Land Use Meeting (SWAAN)	-	-	10	8	10
Site Plan/Special Exception Reviews; Zone Change reviews; Text Amendments reviews	32	40	63	60	60
Subdivision Reviews	3	3	4	4	4
Other Reviews (e.g. Wetlands Minimal Impact Permits)	5	3	4	5	5
Variance Reviews	10	7	4	11	10
Zoning Permits issued (e.g. Animal Agriculture, Minor Home Occupations, Farmstands)	16	41	47	44	44
Zoning Compliance Reviews (Realtor/attorney requests)	9	10	9	16	16
Zoning Compliance Reviews (building permits- e.g. new buildings, additions, accessory structures, garages, above ground pools, in-ground pools, tenant buildouts)	263	278	234	250	250
Certificate of Occupancy issued (new residential units including condo/apts)	20	24	89	100	100
Certificate of Occupancy issued (new commercial space)	6	7	10	16	15
Certificate of Compliance issued (accessory structures/signs)	28/3	26/21	19/29	22/30	25/30
Sign Permits (permanent/temporary)	15/30	15/43	31/60	26/60	30/60
Zoning/Wetlands Enforcement Actions	38	49	42	63	56

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
198,857	211,110	11430100 00110	FULL TIME SALARIES	211,276	212,750	212,750
3,512	2,500	11430100 00111	OVERTIME	3,500	3,500	3,500
0	0	11430100 00112	LONGEVITY	3,161	3,161	3,161
20,959	20,804	11430100 00113	PART TIME WAGES	20,821	20,821	20,821
0	0	11430100 00114	TEMPORARY	0	0	0
0	250	11430200 00210	OFFICE SUPPLIES	250	250	250
387	950	11430200 00221	OPERATING MATERIAL	1,100	1,100	1,100
3,000	3,250	11430300 00320	PROFESSIONAL	3,250	3,250	3,250
0	0	11430300 00330	RENTAL & LEASES	100	100	100
0	100	11430300 00350	PRINTING	150	150	150
2,831	2,800	11430300 00374	FEES & MEMBERSHIPS	2,800	2,800	2,800
180	150	11430300 00375	RECRUITMENT & TRAINING	200	200	200
344	0	11430400 00441	OFFICE EQUIPMENT	350	350	350
0	0	11430400 00442	DEPARTMENT EQUIPMENT	150	150	150
230,070	241,914		TOTAL	247,107	248,582	248,582
			PERCENTAGE CHANGE	2.15%	2.76%	2.76%

PROGRAM	BUILDING DEPARTMENT	1440
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Program Explanation:

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

In 2013 the Town Council approved five hours per week for an Assistant Blight Enforcement Officer. This addition to our staff has substantially increased timely resolution of citizen blight complaints and contributed to the resolution of foreclosure related property degradation.

Budget Change Commentary:

Due to a significant increase in new construction and renovation the Building Department has experienced dramatic impact to our Department accounting, processing, permitting and inspections and additional activity from recent revisions to the Blight Enforcement Ordinance and the Demolition Delay Ordinance. The Building Department staff is comprised of one Administrative Secretary a Chief Building Official and one full time Assistant Building Official. In the last four years a clerical assistant to the Administrative Secretary and a part time Building Official position have been eliminated from the Department program. This has significantly, impacted permit close-outs.

Program Objectives and Goals FY 2017:

- Utilize the Town website to promote safety through educational material and information.
- Encourage digital formatting for commercial plans conserving storage space and provide ready access to documents for emergency and construction reference.
- 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 detector installation.
- Continue successful blight remediation program through existing GIS tracking options and self sufficiency through violation fees.
- Prepare staff and customers for significant accessibility, energy and building code changes.
- Implemented Ct. Public Act to supplement blight enforcement and remediation.

Program Accomplishments FY 2016:

- Hired part time Assistant Blight Enforcement Officer.
- Concluded archiving of documents and plans.
- Established procedures for 'Solarize South Windsor' initiative.
- Utilization of GIS program to track blight and structure referencing.
- Implement efficient and timely processing of solar installations.

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
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
1	5hrs/wk	1	5hrs/wk	Blight Enforcement Officer	1	5hrs/wk

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Housing units	16	28	28	52	60
Commercial (including additions & modifications)	272	216	187	240	300
Inspections	1,991	1,709	1,559	3,200	3,000
Total permits	1,971	1,886	1,986	2,600	2,800
Certificates of Occupancy	152	149	156	260	280

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
191,754	195,636	11440100 00110	FULL TIME SALARIES	201,890	202,725	202,725
0	0	11440100 00112	LONGEVITY	500	500	500
3,940	5,474	11440100 00113	PART TIME WAGES	6,515	6,515	6,515
0	0	11440100 00114	TEMPORARY	43,000	43,000	0
334	600	11440200 00210	OFFICE SUPPLIES	600	600	600
87	1,050	11440200 00221	OPERATING MATERIAL	1,050	1,050	1,050
0	340	11440200 00222	VEHICLE & EQUIP SUPPLIES	5,600	5,600	5,600
0	0	11440200 00223	UNIFORMS & CLOTHING	0	0	0
705	1,200	11440300 00320	PROFESSIONAL	2,000	2,000	2,000
0	600	11440300 00350	PRINTING	600	600	600
185	2,200	11440300 00374	FEES & MEMBERSHIPS	2,200	2,200	2,200
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197,005	207,100		TOTAL	263,955	264,790	221,790
			PERCENTAGE CHANGE	27.45%	27.86%	7.09%

PROGRAM	ASSESSOR'S OFFICE	1511
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Program Explanation:

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

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

Budget Change Commentary:

The Assessor's Office budget has increased by \$2,893 due to contractual obligations.

Program Objectives and Goals FY 2017:

- Create the 2016 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 Windsor.
- Educate staff and our citizens on statutory law changes applicable to assessments.
- Work directly with 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 2016:

- Finalized the 2015 Grand Lists with continued improvement to the records and lists under the Assessors' charge.
- Coordinate State and Local Tax Exemption Programs.
- Attend court cases as necessary.
- Worked with the Town Staff to successfully maintain multiple division records; maintain town records for the CAMA system and updating of MUNIS system.

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
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 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Field inspections	1,926	1,922	2,000	2,000	2,100
Real Estate accounts	11,066	11,063	11,100	11,154	11,175
Motor Vehicle accounts	25,459	25,751	25,850	25,636	25,636
Personal Property accounts	1,598	1,601	1,625	1,527	1,527
Supplemental Motor Vehicle accounts	3,818	4,143	4,200	4,094	4,094
Properties transferred	700	810	900	950	950
Salas ratio analysis completed *First year after revaluation, state does not accept submitted ratios	379	0*	420	480	480
Assessment appeals court cases settled during fiscal year, note revaluation activity increase.	10	3	1	1	2

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

2014/2015	2015/2016				2016/2017	2016/2017	2016/2017
ACTUAL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
253,614	258,521	11511100	00110	FULL TIME SALARIES	258,838	261,414	261,414
0	540	11511100	00112	LONGEVITY	540	540	540
160	0	11511200	00210	OFFICE SUPPLIES	0	0	0
1,583	2,575	11511200	00221	OPERATING MATERIAL	2,675	2,675	2,675
260	300	11511300	00310	ADVERTISING	3,000	3,000	300
50	3,500	11511300	00320	PROFESSIONAL	3,500	3,500	3,500
2,107	2,500	11511300	00330	RENTAL & LEASES	2,500	2,500	2,400
1,629	1,900	11511300	00350	PRINTING	1,900	1,900	1,900
10,025	10,025	11511300	00371	MAINTENANCE CONTRACTS	160,125	160,125	10,025
2,420	2,000	11511300	00374	FEES & MEMBERSHIPS	2,400	2,400	2,000
790	1,200	11511300	00375	RECRUITMENT & TRAINING	1,200	1,200	1,200

PROGRAM	BOARD OF TAX REVIEW	1512
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Program Explanation:

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

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

Budget Change Commentary:

There is no change in the program budget.

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

	2015/2016			2016/2017	2016/2017	2016/2017
2014/2015	COUNCIL			DEPARTMENT	MANAGER	COUNCIL
<u>ACTUAL</u>	<u>APPROVED</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>REQUEST</u>	<u>PROPOSED</u>	<u>APPROVED</u>

0	0	TOTAL	0	0	0
		PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	COLLECTOR OF REVENUE	1514
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Program Explanation:

The office of the Collector of Revenue is a division of the Finance Department. The Collector of Revenue is governed by the General Statutes of the State of Connecticut (Sec. 12-130 et seq.) to bill, collect, process, deposit and account for property taxes. This office is also responsible for billing and collecting residential and commercial sewer user fees and sewer assessments, for the Water Pollution Control Authority. Additionally, 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 has increased by \$5,778. This increase is a result of a salary and longevity increases, overtime incurred during the months of July and January, and increased fees for printing tax bills and for continuing professional education required to maintain the State's certification.

Program Objectives and Goals FY 2017:

- Continue to improve collections and streamline methods
- Increase the use of the South Windsor Constables for collecting delinquent taxes
- Place liens in a timely manner on delinquent properties
- Report delinquent properties to the State of Connecticut
- Review and update security measures within the Tax Office

Program Accomplishments FY 2016:

- Maintained a collection rate of 98.6%
- Increased online tax payments
- Processed over 42,000 Real Estate and Property Tax bills to residents
- Increased number of times delinquent notices sent to taxpayers
- Successfully completed a sale of the Town's Tax Liens

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
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	Tax Assistant	1	0.5

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Tax Bills Sent	41,874	41,900	42,500	43,551	43,000
Current Taxes Collectible per Town's Audited Financial Statements	\$81,710,338	\$86,233,525	\$86,233,525	n/a	n/a
Current Taxes Collectible per Approved Budget	\$80,911,525	\$85,137,629	\$87,696,371	n/a	n/a
Current Taxes Collected	\$80,535,709	\$84,266,163	\$87,042,718	n/a	n/a
Collection Rate of Current Taxes Collectible per Town's Audited Financial Statements	98.6%	98.6%	98.7%	98.7%	98.7%
Collection Rate of Current Taxes Collectible per Approved Budget	99.5%	99.5%	98.75%	98.75%	98.75%
Prior Year Taxes Collectible per Approved Budget	\$475,000	\$809,302	\$809,323	\$695,978	\$700,000

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
171,879	172,533	11514100 00110	FULL TIME SALARIES	202,141	203,747	174,497
5,330	2,400	11514100 00111	OVERTIME	2,700	2,700	2,700
1,511	1,250	11514100 00112	LONGEVITY	3,124	3,124	3,124
15,513	17,013	11514100 00113	PART TIME WAGES	0	0	17,353
963	2,000	11514300 00310	ADVERTISING	2,000	2,000	2,000
6,178	6,300	11514300 00320	PROFESSIONAL	6,200	6,200	6,200
0	750	11514300 00330	RENTAL & LEASES	750	750	750
14,839	16,500	11514300 00350	PRINTING	16,700	16,700	16,700
3,123	3,700	11514300 00374	FEES & MEMBERSHIPS	3,700	3,700	3,700
185	1,200	11514300 00375	RECRUITMENT & TRAINING	2,400	2,400	2,400
219,522	223,646		TOTAL	239,715	241,321	229,424
			PERCENTAGE CHANGE	7.18%	7.90%	2.58%

PROGRAM	FINANCE OFFICE	1532
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Program Explanation:

The Finance Office manages the Finance Department, Central Services Division, Capital Leases, Debt Service, Municipal Insurance, Pension and Workers' Compensation as well as oversees the Revenue of Collection and Assessor's Office. The Finance Office is primarily responsible for accounting/financial reporting, assisting in completing the annual audit, assisting the Town Manager's office with the annual Town budget, investments and cash management, weekly payroll, accounts payable and revenue management. Its mission is to provide cost effective services with providing timely and accurate information to the Town's Council, Manager and residents. The Finance Office also administers financial and internal controls in accordance with established Town policies and procedures.

Budget Change Commentary:

The Finance Office budget has decreased by \$9,285 due to staff changes.

Program Objectives and Goals FY 2017:

- Assist the Town Auditors with the information necessary to complete the audit of the June 30, 2016 financial statements
- Support Town Manager's office with the preparation of the 2017-2018 budget
- Implement the Purchasing Card Program
- Submit application for Certificate of Achievement for Excellence in Financial Reporting Program through GFOA for June 30, 2016 Financial Statements
- 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 2016:

- Coordinated the bonds and bond anticipation notes issue; met with rating agencies to maintain town ratings for both bond and note issue
- Provided necessary reports, schedules, information, and assistance to the Town Auditors for the audit of the June 30, 2015 financial statements
- Maintained and reconciled 46 Funds, consisting of 1,284 general ledger accounts
- Provide monthly revenue and expenditure activity to Town Council and reports to departments as requested

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
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	0	0.0
0	0.0	0	0.0	General Ledger/Cash Receipts Accountant	1	1.0
0	0.0	0	0.0	Accounts Payable Accountant	1	1.0

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Accounts payable checks issued	6,781	7,421	6,913	6,975	7,000
% of accounts payable that is ACH payments*	n/a	n/a	9%	11%	15%
Purchase orders processed	2,641	2,890	2,784	2,900	3,000
Invoices processed	10,019	11,454	10,968	10,118	11,000
Total number of payroll checks and direct deposits	14,157	14,992	14,716	14,352	14,352
% of payroll that is direct deposit	81%	89%	90%	90%	91%
W-2s prepared	447	462	461	463	465
Bank accounts maintained	17	18	18	18	18
Percentage of bank deposits made within 24 hours	99%	99%	99%	99%	99%
Reconcile bank statements within 1 month of receipt	94%	98%	98%	98%	99%
Issue Audit Report within 6 months following the end of the fiscal year	December	December	December	December	December
Long Term Bonded Debt per capita	1,388	2,682	2,638	3,208	3,208
Unassigned Fund Balance as % of expenditures	5.19%	5.13%	5.05%	5.15%	5.25%

*ACH began June 2015

Function GENERAL GOVERNMENT
Department FINANCE
Division FINANCE OFFICE
Division Code 1532

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
337,403	338,825	11532100 00110	FULL TIME SALARIES	325,988	326,090	326,090
0	0	11532100 00111	OVERTIME	500	500	500
1,200	1,200	11532100 00112	LONGEVITY	1,200	1,200	1,200
0	0	11532100 00114	TEMPORARY	0	0	0
461	500	11532200 00221	OPERATING MATERIAL	1,600	1,600	1,600
0	1,850	11532300 00330	RENTAL & LEASES	2,000	2,000	2,000
864	1,800	11532300 00374	FEES & MEMBERSHIPS	3,500	3,500	3,500
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339,928	344,175		TOTAL	334,788	334,890	334,890
			PERCENTAGE CHANGE	-2.73%	-2.70%	-2.70%

PROGRAM	TOWN CLERK	1540
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Program Explanation:

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

Budget Change Commentary:

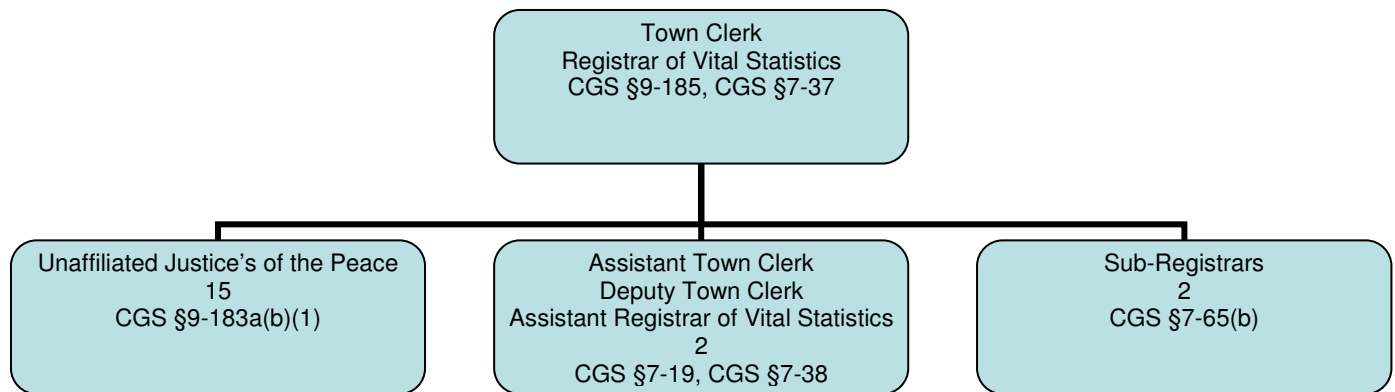
Increases in printing due to the upcoming presidential election, a small increase in our maintenance contract for our copier, as well as a 2% increase in salaries.

Program Objectives and Goals FY 2017:

- Continuation of microfilming and scanning Town Council minutes
- Continuation of index and image link of maps to our Land Records System
- Microfilming of Land Records, Maps, Vital Records, and Veterans Discharges

Program Accomplishments FY 2016:

- Microfilmed and scanned Town Council minutes from July 1984 through August 2014
- Recreated index books from 1845 through 1983
- Connected and trained on new Department of Public Health Birth registration system
- Microfilmed and scanned 60 newly recorded maps-made available to GIS system
- Connected to new Connecticut Voter Registration system for our duties on elections. This includes inputting all election candidates as well as post election audit of all votes.
- Recreated index books back to 1845, Volume 1, and incorporated on our Public Land Records System.



Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Clerk	1	1.0
0	0	1	1.0	Deputy Town Clerk	1	1.0
2	2.0	1	1.0	Assistant Town Clerk	1	1.0

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Number of Documents Recorded	7,759	7,800	6,324	6,400	6,500
Town Fees Collected	580,000	506,784	500,000	500,000	500,000
State Fees Collected	992,152	1,154,041	1,436,708	1,450,000	1,500,000
Vital Records Recorded – calendar year actual	933	952	975	947	950
Dog Licenses Issued	2,645	2,515	2,563	2,600	2,650
Maps Recorded	-	-	71	60	65
Notary Publics Sworn In	-	-	-	90	95
Liquor Licenses Issued	-	-	-	35	45

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
188,846	191,907	11540100 00110	FULL TIME SALARIES	192,084	195,926	195,926
0	0	11540100 00114	TEMPORARY	0	0	0
0	250	11540200 00210	OFFICE SUPPLIES	250	250	250
0	0	11540200 00221	OPERATING MATERIAL	0	0	0
688	3,000	11540300 00310	ADVERTISING	3,000	3,000	3,000
17,605	22,000	11540300 00320	PROFESSIONAL	24,000	24,000	24,000
0	0	11540300 00330	RENTAL & LEASES	0	0	0
4,034	4,800	11540300 00350	PRINTING	7,000	7,000	7,000
327	400	11540300 00371	MAINTENANCE CONTRACTS	500	500	500
195	550	11540300 00373	REPAIR/MAINT EQUIPMENT	550	550	550
170	500	11540300 00374	FEES & MEMBERSHIPS	500	500	500
0	250	11540300 00375	RECRUITMENT & TRAINING	250	250	250
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211,865	223,657		TOTAL	228,134	231,976	231,976
			PERCENTAGE CHANGE	2.00%	3.72%	3.72%

PROGRAM	TOWN ATTORNEY	1550
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Program Explanation:

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

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

Budget Change Commentary:

The program budget has a zero percent increase.

Function	GENERAL GOVERNMENT
Department	LAW
Division	TOWN ATTORNEY
Division Code	1550

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
175,918	175,000	11550300 00320	PROFESSIONAL	175,000	175,000	175,000

175,918	175,000	TOTAL	175,000	175,000	175,000
		PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	CENTRAL SERVICES	1921
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Program Explanation:

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

Budget Change Commentary:

This budget increased by \$3,437 or 1.3%.

Program Objectives and Goals FY 2017:

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

Program Accomplishments FY 2016:

- Provided assistance to various Boards and Commissions
- Coordinated purchase of all annual office supplies
- Renewed postage machine contract at decreased rate

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Administrative Secretary	1	1.0

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Number of Boards and Commissions minutes are prepared for	5	5	5	5	5
General Obligation Bond rating (Moody's/Standard & Poor's)	Aa2/AA	Aa2/AA+	Aa2/AA+	Aa2/AA+	Aa2/AA+
General Obligation Bonds issued	-	\$6,320,000	\$5,160,000	\$4,300,000	\$15,000,000
Bond Anticipation Notes issued	\$10,105,000	\$6,320,000	\$7,160,000	\$21,360,000	\$6,000,000
Debt Service as a percentage of budgeted expenditures	4.5%	4.9%	4.9%	5.1%	5.1%

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
42,698	44,457	11921100	00110	FULL TIME SALARIES	44,490	44,490	44,490
0	500	11921100	00111	OVERTIME	500	500	500
992	671	11921100	00112	LONGEVITY	900	900	900
0	0	11921100	00113	PART TIME WAGES	0	0	0
29,329	42,000	11921200	00210	OFFICE SUPPLIES	42,000	42,000	42,000
62,440	64,500	11921200	00221	OPERATING MATERIAL	65,500	65,500	65,500
0	1,000	11921300	00310	ADVERTISING	1,000	1,000	1,000
76,888	56,819	11921300	00320	PROFESSIONAL	58,994	58,994	58,994
35,037	38,600	11921300	00330	RENTAL & LEASES	38,600	38,600	38,600
4,272	8,600	11921300	00350	PRINTING	8,600	8,600	8,600
2,313	3,352	11921300	00371	MAINTENANCE CONTRACTS	3,352	3,352	3,352
495	0	11921300	00373	REPAIR/MAINT EQUIPMENT	0	0	0
0	0	11921300	00375	RECRUITMENT & TRAINING	0	0	0
0	1,500	11921400	00441	OFFICE EQUIPMENT	1,500	1,500	1,500
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254,464	261,999	TOTAL			265,436	265,436	265,436
		PERCENTAGE CHANGE			1.31%	1.31%	1.31%

PROGRAM	INFORMATION TECHNOLOGY	1922
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Program Explanation:

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

Budget Change Commentary:

A significant portion 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 agreements. While attempting to reduce costs, we have not lost sight of our charge to protect the integrity of the network and data stored there.

This year, the I.T. equipment account was reduced by 25% of what was requested to maintain the Town's equipment replacement program. This program follows industry best practices. Last year this account was reduced resulting in several key pieces of equipment having to be replaced under less than desirable circumstances. We could see similar situations this year based on the age of some equipment. This could impact multiple departments operations. It is anticipated the budget reduction will be added to the budget request for FY 17/18

Program Objectives and Goals FY 2017:

- Conduct a Cyber Resilience Review (CRR) and provide SANS Securing the Human (Cyber Awareness Training) to key staff
- Work on securing the next phase of the fiber network to improve the capabilities of Town staff in an ever changing technological work environment
- Assist with technology implementation of the Emergency Operations Center (EOC) and secure Fiber from Town Hall to EOC
- Apply for ICE Grant from State of Connecticut for shared technology purchasing with Town of Coventry and Town of Tolland
- Continue researching new technologies to improve staff abilities and efficiency

Program Accomplishments FY 2016:

- Continue implementation of virtual work stations
- Work on securing the next phase of the fiber network to improve the capabilities of Town staff in an ever changing technological work environment
- Assist with technology selection and build out of the Emergency Operations Center
- Apply for ICE Grant of the State of Connecticut for shared technology purchasing with Town of Coventry and Town of Tolland
- Continue researching new technologies to improve staff abilities and efficiency

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
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 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Work Order Tickets	2,427	2,393	3,217	2,899	4,706

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

2014/2015	2015/2016				2016/2017	2016/2017	2016/2017
ACTUAL	COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	DEPARTMENT REQUEST	MANAGER PROPOSED	COUNCIL APPROVED
328,828	330,720	11922100	00110	FULL TIME SALARIES	334,088	323,973	323,973
0	0	11922100	00114	TEMPORARY	0	0	0
17,691	24,500	11922200	00221	OPERATING MATERIAL	24,500	24,500	24,500
21,400	24,000	11922300	00320	PROFESSIONAL	24,000	24,000	24,000
881	1,010	11922300	00330	RENTAL & LEASES	1,200	1,200	1,200
0	2,300	11922300	00350	PRINTING	2,300	2,300	2,300
169,867	247,831	11922300	00371	MAINTENANCE CONTRACTS	319,895	319,895	319,895
0	0	11922300	00373	REPAIR/MAINT EQUIPMENT	0	0	0
1,207	1,750	11922300	00374	FEES & MEMBERSHIPS	1,750	1,750	1,750
22,943	30,150	11922300	00375	RECRUITMENT & TRAINING	30,150	30,150	30,150
83,959	72,850	11922400	00441	OFFICE EQUIPMENT	214,581	214,581	164,581

PROGRAM	TOTAL QUALITY MANAGEMENT	1923
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Program Explanation:

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

This is a town-wide initiative to work towards common goals. For almost 16 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:

This program budget is moving to the Human Resources program.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
0	0	11923200 00221	OPERATING MATERIAL	0	0	0
79	1,500	11923300 00375	RECRUITMENT & TRAINING	0	0	0
<hr/>						
79	1,500		TOTAL	0	0	0
			PERCENTAGE CHANGE	-100.00%	-100.00%	-100.00%

PROGRAM	HEALTH AND SAFETY COMMITTEE	1924
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Program Explanation:

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

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

Budget Change Commentary:

This program budget is moving to the Human Resources program.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
0	1,000	11924300 00320	PROFESSIONAL	0	0	0
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0	1,000		TOTAL	0	0	0
			PERCENTAGE CHANGE	-100.00%	-100.00%	-100.00%

PROGRAM	MEDIA	1925
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Program Explanation:

The Information Technology 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 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 is 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 2017:

- Research grants to purchase new equipment
- Produce shows with greater resident involvement
- Improve current Economic Development website presence
- 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

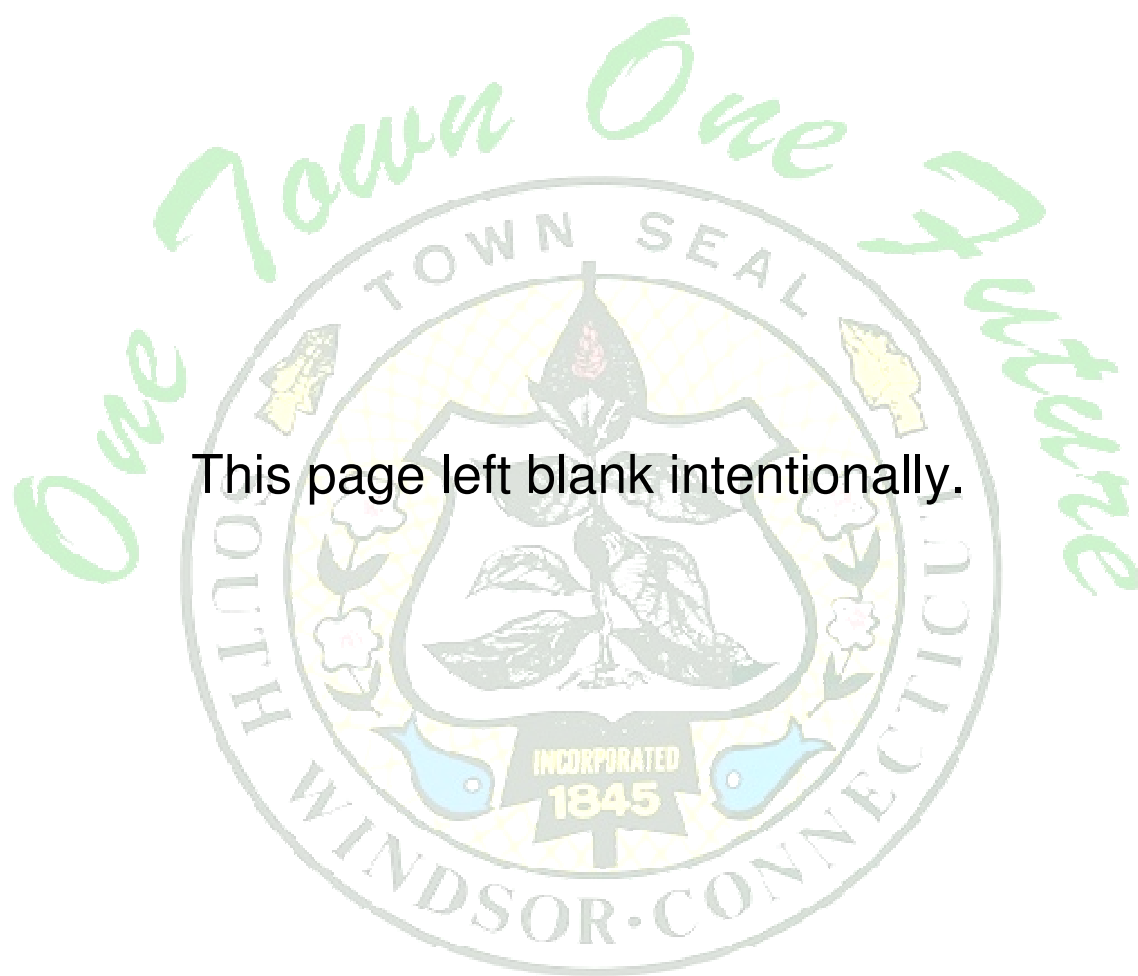
Program Accomplishments FY 2016:

- Finish the update of the Town website
- News streaming video vendor Swagit
- Continued to increase the number of residents using the Town's social media sites

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Town Council Meeting	19	20	21	22	23
Special Town Meeting	11	12	9	8	9
Special Events	3	2	2	2	2
G-Media Specialty Productions	20	12	0	4	0
Social Media Posts	379	242	220	300	260

Function GENERAL GOVERNMENT
Department CENTRAL SERVICES
Division MEDIA
Division Code 1925

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
903	2,500	11925100 00110	FULL TIME SALARIES	2,500	2,500	2,500
16,460	25,195	11925300 00320	PROFESSIONAL	25,195	25,195	25,195
0	575	11925300 00375	RECRUITMENT & TRAINING	575	575	575
1,133	3,300	11925400 00441	OFFICE EQUIPMENT	9,700	9,700	9,700
18,496	31,570		TOTAL	37,970	37,970	37,970
			PERCENTAGE CHANGE	20.27%	20.27%	20.27%



PUBLIC SAFETY

The Public Safety portion of the South Windsor Budget covers expenditures for the Police Department, Emergency Management, the Fire Department, the Office of the Fire Marshal, water lines, 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 corporation known as Ambulance Service of Manchester (ASM). This is a wholly private entity that is headquartered in the Town of Manchester. ASM does not receive any 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	2015-2016 Council Approved	2016-2017 Department Request	2016-2017 Manager Proposed	2016-2017 Council Approved
2110	Police – Administration	440,217	483,308	484,548	484,548
2120	Police – Operations	3,639,301	3,866,407	3,866,407	3,816,407
2140	Police – Support Services	1,793,853	2,009,687	2,009,687	1,939,687
2150	Police – Community Services	166,791	169,570	169,570	169,570
2200	Police – Emergency Management	117,000	253,251	328,771	204,771
2210	Fire Marshal	204,033	278,865	224,243	215,243
2220	South Windsor Volunteer Fire Department	864,596	900,960	900,960	900,960
2240	Hydrants and Water Lines	768,400	794,300	794,300	794,300
2300	Street Lights	452,500	452,500	452,500	452,500
	Total Public Safety	8,446,691	9,208,848	9,230,986	8,977,986

PROGRAM	POLICE DEPARTMENT – OVERVIEW	
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Program Explanation:

General Overview:

The South Windsor Police Department budget is divided into four distinct sections; Administration, Operations, Support Services and Community Services. A specific description for each section of the agency 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 police department budget request increase is 6%. The proposed budget maintains our authorized strength of 43 sworn personnel. This budget request includes items deleted from the previous year, including patrol vehicles and the purchase of a second radio channel for use during emergencies, natural disasters, and planned events such as the Hartford Marathon, Memorial Day Parade and other local events requiring longer term police operations.

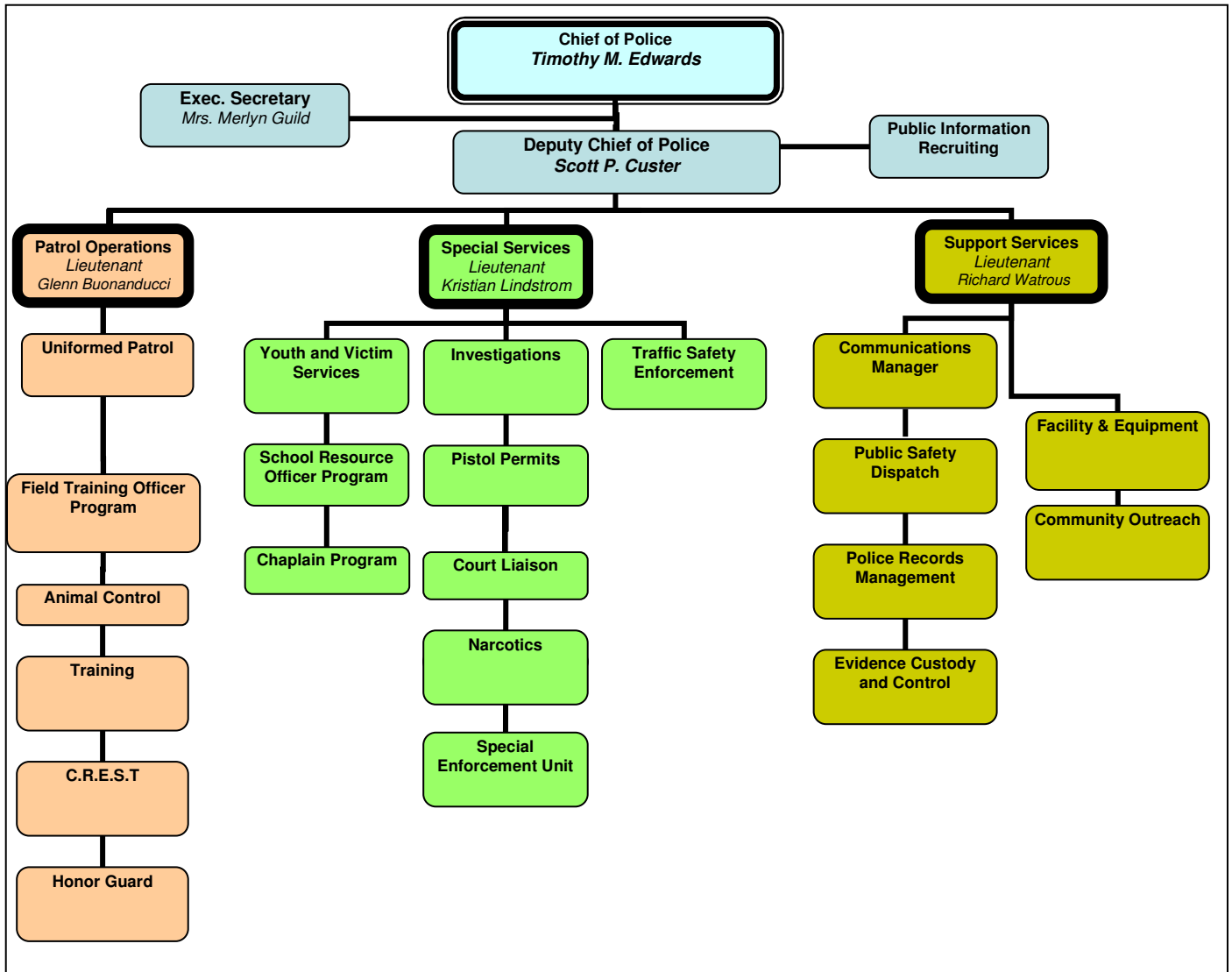
Department Objectives and Goals FY 2017:

- Implement de-escalation training for officers as “Crisis Intervention Teams”
- Offer the Citizen “P.A.C.T.” Academy again in a revised format
- Rename the Agent rank to Corporal so it is better understood by the general public
- Continue law enforcement accreditation at the National level
- Continue support of Emergency Management initiatives
- Maintain TRACS facility and review opportunities for expanded services
- Formalize agreement with South Windsor Public Schools for police/school interaction and body camera use
- Continue seeking opportunities for expanded youth programming
- Implement the fair and impartial policing policy and recruiting diversity programs
- Replace Computer Aided Dispatch and Records Management System with a lower cost alternative (CT Chief)
- Increase communications capability by adding a second channel to the communications system (Capital Project)

Department Accomplishments FY 2016:

- Obtained equipment and implemented a body-worn camera program for officers with cloud storage for video/pictures
- Implemented “Back to School” traffic safety and school zone traffic safety programs, no fatal accidents in 2015
- Implemented Lethality Assessment Program (L.A.P.) for domestic violence victims
- Supported Community Emergency Response Team (CERT) training and programming
- Reviewed and revised operational directives for conformance to recognized best practices
- Implemented training accountability via an on-line policy management system (PowerDMS)
- Completed a 3-year successor agreement to police union bargaining agreement
- Participated in transition planning for new Emergency Operations Center construction
- Completed work with legal counsel on agency litigation
- Continued training in active shooter response for local businesses
- Continued collaboration with SW Public Schools as part of Safe Schools Initiative

**South Windsor Police -
Table of Organization 2016**
(Rev 11/29/2015)



PROGRAM	POLICE DEPARTMENT – ADMINISTRATION	2110
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Program Explanation:

POLICE – ADMINISTRATION 4 full-time positions assigned: Chief of Police; Deputy Chief of Police; Executive Secretary;

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

Note: The part-time position of **Deputy Director of Emergency Management** has been removed from the police department's budget; therefore, the appropriate reduction is noted below.

Budget Change Commentary:

The administration portion of the budget reflects an increase of 10% to reflect salary adjustments for the Chief, Deputy Chief, Executive Secretary and Compliance Administrator.

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
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	.5	1	0	Emergency Management Deputy Director – PART-TIME (transferred to different budget)	0	0

Function PUBLIC SAFETY
Department POLICE PROTECTION
Division ADMINISTRATION
Division Code 2110

2014/2015	2015/2016			2016/2017	2016/2017	2016/2017
ACTUAL	COUNCIL			DEPARTMENT	MANAGER	COUNCIL
	APPROVED	ACCOUNT #		REQUEST	PROPOSED	APPROVED
300,257	305,182	12110100	00110	FULL TIME SALARIES	347,411	348,651
0	0	12110100	00111	OVERTIME	0	0
0	0	12110100	00112	LONGEVITY	0	0
0	0	12110100	00113	PART TIME WAGES	0	0
2,620	10,830	12110200	00221	OPERATING MATERIAL	10,830	10,830
73,614	14,000	12110300	00320	PROFESSIONAL	14,000	14,000
8,207	6,430	12110300	00374	FEES & MEMBERSHIPS	6,430	6,430
31,700	38,150	12110300	00375	RECRUITMENT & TRAINING	38,150	38,150
51,202	65,625	12110300	00380	GRANTS & CONTRIBUTIONS	66,487	66,487

PROGRAM	POLICE DEPARTMENT – OPERATIONS	2120
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Program Explanation:

POLICE – OPERATIONS DIVISION

The Operations Division budget is comprised of both the Operations Division and Special Services Division. The budget includes officers assigned to Patrol, Criminal Investigations, Traffic, Narcotics, Training, and Youth and Victim Services. The division employs a total of 39 positions and is commanded by two lieutenants and also supervises the Training Sergeant. *(2 Lieutenants, 1 Sergeant-training)*

Patrol Section – *23 positions assigned: 3 Sergeants; 4 Agents; 18 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; 2 Officers.* This unit is responsible for the investigation of traffic accidents. The unit is charged with enforcing the motor vehicle code in an effort to reduce the number of roadway accidents and increase roadway safety. Members of the unit participate in Metro Traffic Services (MTS), a regional traffic safety enforcement program. The unit is active in aggressive driver enforcement, the Click it or Ticket seatbelt campaign and DUI enforcement checkpoints. Members of the unit are trained as accident reconstructionists.

Criminal Investigations Unit: - *1 Sergeant; 3 Agents.* 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; 1Agent; 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 that 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 the operations portion of the budget is 5% which includes contractual salary increases per the C.B.A.

Assigned Positions (Operations):

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Lieutenant	2	1.0
8	8.0	7	7.0	Sergeant	7	7.0
9	9.0	7	7.0	Agent	8	7.0
21	21.0	21	21.0	Officer	22	21.0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Actual 2013-2014	Actual 2014-2015
Total Calls for Service	35073	37259	44701	34562	33329
Traffic Accident Reports(PR-1)	582	431	410	586	584
Citations Issued	2113	1976	2330	1400	1849
Medical Assist	1923	2347	2198	2176	2241
Animal	676	782	642	640	647
Alarm	1163	1211	1237	1221	1264
Criminal Arrests	711	719	685	569	643
Burglary	122	81	49	62	122
Larceny	395	395	340	358	229
Domestic	241	240	218	153	195
Assault	21	9	4	6	6
Sexual Assault	12	14	7	4	12

Function PUBLIC SAFETY
Department POLICE PROTECTION
Division OPERATIONS
Division Code 2120

2014/2015	2015/2016				2016/2017	2016/2017	2016/2017
COUNCIL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
3,058,287	3,254,301	12120100	00110	FULL TIME SALARIES	3,340,907	3,340,907	3,340,907
399,163	300,000	12120100	00111	OVERTIME	400,000	400,000	350,000
81,618	85,000	12120100	00112	LONGEVITY	125,500	125,500	125,500

PROGRAM	POLICE DEPARTMENT – SUPPORT SERVICES	2140
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Program Explanation:

POLICE – SUPPORT SERVICES DIVISION

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 headquarters is the recognized PSAP (Public Safety Answering Point) for the Town of South Windsor. All 9-1-1 calls for any type emergency come to the police communications center. The center is staffed by two people 24-hours a day. Calls are tracked and managed using a computer aided dispatch system (CAD). Dispatchers are responsible for dispatching all emergency services to include police, fire, medical, mutual aid and Lifestar. The communications center is staffed with two dispatchers 24-hours a day every day of the year.
- **Police Records – 2 Police Records 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.
- **Communications Supervisor** –The Support Services supervisor is responsible for the dissemination of public information to the media. This position also serves as the supervisor for the communications center and serves as "keeper of the records".
- **Property and Evidence** –The Property Officer is charged with maintaining the department's property and evidence storage system ensuring evidence is preserved and maintained for court proceedings. The officer also arranges for destruction of unwanted medications from the lobby dropbox.
- **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, which include food drives, clothing drives, holiday toy drives, assisting our weekly child safety seat inspection and installation clinics, as well as the senior citizen outreach programs and the prescription drug recovery program.

Budget Change Commentary:

The increase for the support services portion of the budget is 8%. This includes contractual salary increases, replacement of patrol vehicles not funded last year, and the purchase of body worn camera cloud storage for video.

Assigned Positions (Support Services):

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Lieutenant	1	1.0
2	2.0	0	0	Sergeant	0	0
0	0	1	1.0	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	2011	2012	2013	2014	2015
9-1-1 Calls received by Answering Point (PSAP)	8,286	7,463	9,388	8,618	8,504

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

2014/2015	2015/2016				2016/2017	2016/2017	2016/2017
ACTUAL	COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	DEPARTMENT REQUEST	MANAGER PROPOSED	COUNCIL APPROVED
770,639	837,267	12140100	00110	FULL TIME SALARIES	864,251	864,251	864,251
307,442	200,000	12140100	00111	OVERTIME	200,000	200,000	200,000
24,591	26,764	12140100	00112	LONGEVITY	56,275	56,275	56,275
(767)	0	12140100	00113	PART TIME WAGES	0	0	0
55,400	59,970	12140200	00221	OPERATING MATERIAL	62,570	62,570	62,570
156,769	195,000	12140200	00222	VEHICLE & EQUIP SUPPLIES	195,000	195,000	195,000
63,658	73,300	12140200	00223	UNIFORMS & CLOTHING	76,300	76,300	76,300
28,201	28,764	12140200	00227	AMMUNITION & EXPLOSIVES	28,764	28,764	28,764
390	1,500	12140300	00310	ADVERTISING	1,500	1,500	1,500
0	0	12140300	00320	PROFESSIONAL	0	0	0
39,001	37,380	12140300	00330	RENTAL & LEASES	41,456	41,456	41,456
2,654	4,000	12140300	00350	PRINTING	4,000	4,000	4,000
29,727	32,410	12140300	00360	UTILITIES	33,712	33,712	33,712
22,195	41,831	12140300	00371	MAINTENANCE CONTRACTS	89,521	89,521	89,521
29,072	65,222	12140300	00373	REPAIR/MAINT EQUIPMENT	66,337	66,337	66,337
161,050	190,445	12140400	00442	DEPARTMENT EQUIPMENT	290,001	290,001	220,001

PROGRAM	POLICE DEPARTMENT – COMMUNITY SERVICES	2150
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Program Explanation:

POLICE – COMMUNITY SERVICES

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). Two part-time kennel assistants assist with maintenance of the TRACS facility. These positions are employees of South Windsor but the cost of the positions is shared by South Windsor, East Hartford, and Manchester.

Budget Change Commentary:

The increase to this portion of the budget is 2% which includes anticipated contractual salary changes for the Community Services Officers.

Assigned Positions (Community Services)

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	2.0	Community Service Officer	2	2.0
1	.5	2	1.0	Part-Time Kennel Assistant (Cost Share with EH & Manch)	2	1.0

Performance Measures	2011	2012	2013	2014	2015
Animal Calls for Service	753	624	655	647	648
Dogs Impounded	79	63	100	142	67
Dogs Sold as Pets	24	15	24	77	10
Dogs Redeemed by Owner	44	25	41	39	36
Animal Bites	41	35	26	25	22

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
123,419	128,546	12150100 00110	FULL TIME SALARIES	131,120	131,120	131,120
13,992	16,000	12150100 00111	OVERTIME	16,000	16,000	16,000
1,443	3,145	12150100 00112	LONGEVITY	3,250	3,250	3,250
0	0	12150100 00113	PART TIME WAGES	0	0	0
158	950	12150200 00221	OPERATING MATERIAL	950	950	950
1,200	1,500	12150200 00223	UNIFORMS & CLOTHING	1,500	1,500	1,500
342	750	12150300 00310	ADVERTISING	750	750	750
1,272	4,550	12150300 00320	PROFESSIONAL	4,550	4,550	4,550
0	0	12150300 00330	RENTAL & LEASES	100	100	100
0	800	12150300 00350	PRINTING	800	800	800
0	10,200	12150300 00372	REPAIR/MAINT FACILITIES	10,200	10,200	10,200
0	150	12150300 00374	FEES & MEMBERSHIPS	150	150	150
0	200	12150300 00380	GRANTS & CONTRIBUTIONS	200	200	200
141,826	166,791		TOTAL	169,570	169,570	169,570
			PERCENTAGE CHANGE	1.67%	1.67%	1.67%

PROGRAM	POLICE DEPARTMENT – EMERGENCY MANAGEMENT	2200
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Program Explanation:

The mission of the South Windsor Office of Emergency Management (SW-OEM) is to protect the community by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters. This is achieved through a whole community approach to emergency management.

Budget Change Commentary:

The revised program budget is increased by \$87,771.00. This increase reflects the following adjustments:

- Wages increased \$660.00
 - Salary adjustment to meet current median wage
- Operational Material increased \$12,700.00
 - Materials for CERT, traffic, Light Search & Rescue, Shelter Management, EOC/ICS, and Active Shooter Awareness.
- Professional increased \$3,000.00
 - All-Hazards/Active Shooter training and materials, EOC training for town staff, Specialized CERT training, Drills, Workshops, and Exercises.
- Department Equipment decreased by \$6,240.00
 - CERT, Shelter Management, EmComms, Traffic Incident Management, MDA-31 & Medical Reserve Corps, and Active Shooter Awareness.

Program Objectives and Goals FY 2017:

- Review and update all Emergency Operations Plans (EOP)
- Review and intergrade all school EOPs into the Town's EOPs and the emergency operations center (EOC)
- Coordinate with other Town departments the completion of the EOC
- Develop new EOC operational and functional plans and policies
- To expand upon community outreach programs
- To increase Community Emergency Response Teams (CERT) members
- To continue to participate in community awareness and preparedness educational programs
- To continue training and exercise programs with Town agencies, regional and state agencies
- To continue working closely with local, regional and state agencies; identifying hazards and risk assessments
- To continue to evaluate emergency operations plans
- To expand outreach programs to include neighborhood emergency teams
- To expand on a robust Emergency Communications system (EmComm) to include CERT members, amateur radio operators
- Continue training Town agencies in the National Incident Management System (NIMS) and Incident Command System (ICS) in conjunction with Connecticut Department of Emergency Management and Homeland Security
- Continue to expand upon purchasing necessary equipment to support response, recovery, preparedness and mitigation efforts
- Expand upon mitigation efforts in conjunction with Town agencies and other stakeholders
- Expand upon GIS capabilities
- Develop in conjunction with the South Windsor Chamber of Commerce a disaster preparedness workshop for small and medium businesses

Program Objectives and Goals FY 2017 (cont'd):

- Develop and active shooter plans and policies for all Town employees in conjunction with Law Enforcement, Fire Marshal Office, and Fire Department
- Train, Drill and Exercise Active Shooter plans and all-hazard plans with Town employees, as well as shelter management, EmComms, and traffic for CERT members
- Provide advanced training to CERT members including shelter management, traffic, MDA-31, and the Medical Reserve Corps
- Provide comprehensive Emergency Operation Center/Incident Command training to pertinent Town employees
- Continue to expand upon all programs initiated

Program Accomplishments FY 2016:

- Updated and reviewed emergency operations plans (EOP)
- Initiated and trained two CERT class – approximately 47 members
- Initiated a shelter management program with the Community Center; educational system, and CERT
- Initiated EmComms plans with CERT and amateur radio operators
- Participated in two regional and state HSEEP exercises; natural disasters
- Initiated and with School Resource Officer to present Student Tools for Emergency Planning (STEP) to all 5th grade students
- Develop and design an Emergency Operations Center (EOC) & CERT base of operations, along with a community outreach center
- Purchase necessary equipment to support response, recovery, and preparedness efforts
- Enhanced the current temporary emergency operation center located in the police training room with GIS and other IT equipment
- Foster collaborative relationships with volunteer organizations, and groups
- Foster collaborative relationships with the business community
- Initiated disaster preparedness program for small and medium businesses

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	0	0	Assistant Director of Emergency Management	1	.5

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
43,624	47,700	12200100	00113	PART TIME WAGES	54,600	42,120	42,120
26,940	17,300	12200200	00221	OPERATING MATERIAL	30,000	30,000	30,000
1,384	7,000	12200300	00320	PROFESSIONAL SERVICES	20,000	20,000	10,000
-	0	12200300	00330	RENTAL & LEASES	83,651	83,651	77,651
59,007	45,000	12200400	00442	DEPARTMENT EQUIPMENT	65,000	153,000	45,000

PROGRAM	FIRE MARSHAL	2210
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Program Explanation:

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

The staff of the South Windsor Fire Marshal's Office consists of a full-time Fire Marshal, a part-time Deputy Fire Marshal, 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 \$11,210. This increase reflects:

- \$6,155 in the salary accounts.
- \$1,200 in operating budget.
- \$1,000 in uniforms.
- \$455 in fees/memberships.
- \$2400 in training to cover costs to National Fire Academy for newer employees.

Program Objectives and Goals FY 2017:

- To conduct fire safety inspections of the condominiums.
- To begin 3 family housing inspections.
- To re-inspect overdue mercantile, business, and assembly occupancies.
- 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 2016:

- Sent two Fire Inspectors and one Police Officer to National Fire Academy Fire Investigation School
- Inspected Gasoline and Service Stations for the first time
- Completed Handrail and Guards project on stairs at Town Hall

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	1	1	Fire Marshal	1	1
1	.5	1	.5	Deputy Fire Marshal	1	.5
1	.5	1	.5	Fire Inspector	1	.5
0	.5	1	.5	Fire Inspector	1	.5
0	.3	1	.5	Fire Inspector	1	.4

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Inspections	588	1979	2093	2300	2300
Investigations	18	9	23	10	10
Plan Reviews	63	25	28	35	35
Training	37	73	34	70	70
Meetings	363	422	411	500	500
Juvenile Fire Setter Meeting	30	4	6	4	4
Juvenile Review Board	8	11	19	20	20
Administrative Duties	195	139	109	150	150

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
90,131	91,213	12210100	00110	FULL TIME SALARIES	103,070	93,116	93,116
0	0	12210100	00111	OVERTIME	1,000	1,000	1,000
85,800	92,220	12210100	00113	PART TIME WAGES	140,140	95,472	95,472
1,391	1,400	12210200	00210	OFFICE SUPPLIES	1,400	1,400	1,400
6,478	6,550	12210200	00221	OPERATING MATERIAL	7,750	7,750	7,750
3,158	3,260	12210200	00222	VEHICLE & EQUIPMENT	3,260	3,260	3,260
2,101	2,000	12210200	00223	UNIFORMS & CLOTHING	3,000	3,000	3,000
0	0	12210300	00330	RENTAL & LEASES	9,000	9,000	0
1,315	1,390	12210300	00374	FEES & MEMBERSHIPS	1,845	1,845	1,845
6,076	6,000	12210300	00375	RECRUITMENT & TRAINING	8,400	8,400	8,400
196,448	204,033	TOTAL			278,865	224,243	215,243
		PERCENTAGE CHANGE			36.68%	9.91%	5.49%

PROGRAM	SOUTH WINDSOR VOLUNTEER FIRE DEPARTMENT	2220
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Program Explanation:

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

Budget Change Commentary:

Program	Explanation	Budget Amount	%
Buildings, Apparatus & Equipment	Management and upkeep of the three fire stations including all utilities, general repairs, cleaning and grounds. Maintenance & fuel for the nine vehicle fleet. Mandated testing for equipment such as hose, ladders, and breathing apparatus.	\$298,625.00	33.1%
Volunteer Retention & Recruitment	Reimbursement for expenses (\$8.00 per incident). Accident & Disability Insurance. Length of Service Award Program. Annual Dinner and Spouse Appreciation Night. Dress Uniforms.	\$221,850.00	24.6%
Administration & Management	Officer & Administrative Salaries. General offices expenses including printing, postage and supplies. Computer and computer network expenses.	\$132,225.00	14.7%
Protective Clothing & Safety	New and replacement protective clothing. Entry level and periodic medical exams. Mandated physical testing.	\$118,225.00	13.1%
Fire & Rescue Operations	New and replacement equipment related to providing current and enhanced fire suppression and rescue services. Communications equipment including radios, pagers and phones.	\$73,265.00	8.1%
Training & Education	Entry level fire fighter certification training. Mandated refresher training. Weekly department drills. Specialized rescue and fire suppression training. Leadership development.	\$43,970.00	4.9%
Fire Prevention & Safety Education	Activities related to providing the citizens of South Windsor with fire prevention education including Fire Prevention Week activities.	\$12,800.00	1.4%
	Total	\$900,960.00	100.0%

The Staff and I have worked very hard to keep the budget request to the very lowest possible increase. The 4% increase is spread over the budget with minimal increases.

The categories that increased;

- Expense Reimbursement for Members: This is twofold; both slight increases, one in the LOSP, Length of Service Program, aka, retirement fund. This has not been increased in many years. Many members reaching max benefits due to time. This slight increase helps extend those benefits. The second area is with event reimbursements for members. As much as this is not increasing from the current \$8 per event, it allows for a new incentive plan, increasing the amount based on certifications / qualifications.
- Training: Due to the State of CT reducing or nearly eliminating much of the funds that had gone to the CT Fire Academy and Regional Fire Schools, the required certifications Firefighter I and II cost increased back to the end users, the students.
- Communications: The main means of alerting our members for incidents is via pagers. We had previously budgeted for mostly repairs with a few new pagers. Due to both the age of many of the current pagers and enhancements of technology, we are in need of newer replacement pagers as well as slight increase in cell phones for Officers with the increase use of smart phones for calls, texts and e-mail.
- Protective Clothing: Another slight increase as the Cancer Awareness Prevention. A 2nd hood for each member. Increase costs in inspection and maintenance of protective clothing much due to National Standard time mandates.
- Honor Guard: Proudly the SWFD Honor Guard represents the FD and Town on a regular basis, locally, regionally and nationally. Slight increase for their equipment and other costs.

Your support over the years, especially these past four years, since I have been honored to serve as Chief and present these budgets is greatly appreciated. To reflect, FY 2013/2014 was a 7% increase, FY 2014/2015 was a 10% increase, FY 2015/2016 was a 3% increase. With those two major increases the Fire Department was able to be in compliance with our mandated Physical requirements as well as other requirements. With your past support, the Staff and I worked very hard to keep this year's proposal at a minimal of just 4% over last year's budget.

One of the area of both the budget and operations in recent time has been the area of building maintenance. As indicated in the past, a Deputy Chief (Jay Knipple) was responsible for the building maintenance for all three (3) stations. He and the Department took great pride in these buildings and related areas. With the pending retirement of Chief Knipple, we started opening communications with the Town for support in this area.

As a general overview, for the Town to assist, even in a minimal means, there was a cost increase to the Town in the form of personnel. After months of discussions no formal action took place. This past year, the FD Staff readjusted responsibilities and enhanced the professional development and succession planning. Captain Jay Samsel, with a professional background in building maintenance, has taken on many of those responsibilities. He and the Town Staff communicate regularly and work together, enhancing the SWFD needs.

There are no budget changes for this year.

In closing, the South Windsor Fire Department is made up of 125+/- dedicated community residents from all walks of life and ages that continue to provide the excellent Fire Protection and Fire / Life Safety Education to our Community. The Department is made up of three (3) Fire Fighting Companies with approx. 25 members per (Company 1, 2 and 3), a Command Staff of 10 Officers, a Training division of three (3) Officers, a Support Company of ten (10) members (Company 6) that perform numerous tasks

related to fireground support, but not Firefighters, a Fire & Life Safety Division made up of both Firefighters and non Firefighters and of course our Explorer Program (Company 5 / Explorer Post 838) with approx. twenty (20) young adults...the oldest Fire Exploring Post in CT.

Without additional cost needs, our goals for FY 2016/2017 include:

- Continue to provide and meet the needs of our Community on a all VOLUNTEER basis
- Continue to be a PROFESSIONAL Department with all we do, from responding to incidents, training, Public Education, Policies and actions
- Continue to enhance our professional relationships with the FMO, Emergency Management, Town Staff, Town Council and Community
- Up-date and present the 20-25 year apparatus replacement plan
- To enhance our efforts and applications for grants

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
814,220	864,596	12220300 00380	GRANTS & CONTRIBUTIONS	900,960	900,960	900,960
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814,220	864,596		TOTAL	900,960	900,960	900,960
			PERCENTAGE CHANGE	4.21%	4.21%	4.21%

PROGRAM	HYDRANTS AND WATER LINES	2240
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Program Explanation:

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

Budget Change Commentary:

This year's request reflects a \$25,000 increase due to water rate increases and the funding of two projects for snow removal from hydrants.

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Connecticut Water Hydrants	623	623	623	630	633
MDC Hydrants	240	240	277	280	280
Town of Manchester	1	1	1	1	1
Condominium Hydrants	26	26	26	26	26

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
763,020	768,400	12240300	00360	UTILITIES	794,300	794,300	794,300
				TOTAL	794,300	794,300	794,300
				PERCENTAGE CHANGE	3.37%	3.37%	3.37%

PROGRAM	STREET LIGHTS	2300
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Program Explanation:

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

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

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

- Buckland Road at Deming Street
- Buckland Road at Cedar
- Buckland Road at Terry Office Park
- Buckland Road at Tamarack
- Buckland Road at Hemlock

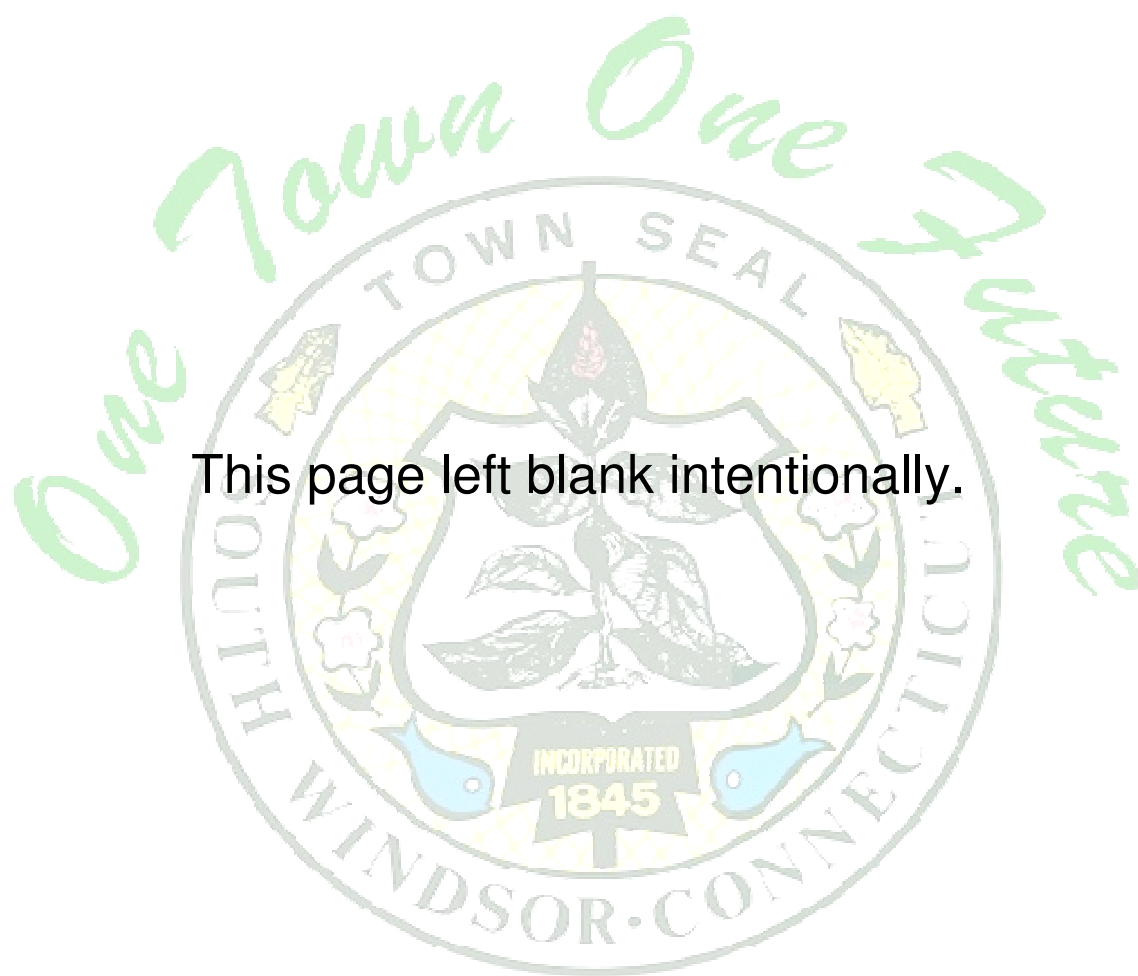
Generally, when a new traffic control light is requested, the requesting party is responsible for obtaining all required approvals as well as paying for the purchase of the equipment, the installation and all associated site work and roadway modification. This process and the associated cost may be negotiated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

Budget Change Commentary:

The program budget has a zero percent increase.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
450,845	448,000	12300300 00360	UTILITIES	448,000	448,000	448,000
0	0	12300300 00372	REPAIR/MAINT FACILITIES	0	0	0
1,851	4,500	12300300 00373	REPAIR/MAINT EQUIPMENT	4,500	4,500	4,500
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452,696	452,500		TOTAL	452,500	452,500	452,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%



PUBLIC WORKS

Public Works, as first responders per Presidential Order, 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	2015-2016 Council Approved	2016-2017 Department Request	2016-2017 Manager Proposed	2016-2017 Council Approved
3110	Public Works – Administration	144,041	219,944	185,253	147,753
3111	Public Works – Engineering	427,308	449,933	453,928	453,928
3112	Public Works – Street Services – Highway Maintenance	2,807,186	3,486,419	2,960,943	2,899,596
3113	Public Works – Street Services – Fleet Services	920,702	953,623	955,316	955,316
3200	Public Works – Public Buildings Division	1,478,058	1,729,885	1,697,393	1,664,893
3240	Public Works – Refuse Disposal	1,972,455	1,973,634	1,975,214	1,975,214
	Total Public Works	7,749,750	8,813,438	8,228,047	8,096,700

PROGRAM	PUBLIC WORKS – ADMINISTRATION	3110
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Program Explanation:

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

Budget Change Commentary:

The budget requests reinstatement of the Executive Secretary position to strive towards departmental resiliency and succession planning. The funding for the Executive Secretary position would be used instead to hire a Project Manager position that would manage training requirements for the department and provide program and project support for all Public Works Divisions. The position has not been funded for several years but is necessary to provide critical oversight of mandated and operations functions within Public Works. The position was not funded during this budgetary request.

Program Objectives and Goals FY 2017:

- Continue to plan Department Resiliency, and deliver 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 work on Street Light Initiative and other Energy Initiatives
- Work to update a Debris Management Plan for Barton Property
- Prepare for new State mandated MS4 Permit requirements
- Continue to work with Eversource Energy (formerly CL&P) and PURA to affirm practical working SOP's for Emergency Response Incidents

Program Accomplishments FY 2016:

- Continued Refinement of Dashboard and GIS and GPS Technology for Leaf Collection and Snow Plow Operations
- Staff Training for, Confined Space Rescue Training Exercise with SWFD, ARC Flash
- Statewide Public Works partnership while serving on Connecticut Transportation Institute Advisory Board, the CT Safety Circuit Rider program, and the CASE Winter Maintenance Study committee; SW Energy Committee
- Reestablished Street Services Organizational Structure

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
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/Project Manager	0	0

Function PUBLIC WORKS
Department PUBLIC WORKS
Division ADMINISTRATION
Division Code 3110

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
138,072	140,291	13110100 00110	FULL TIME SALARIES	215,444	180,753	143,253
0	0	13110200 00221	OPERATING MATERIAL	0	0	0
1,047	750	13110300 00310	ADVERTISING	1,000	1,000	1,000
2,709	3,000	13110300 00374	FEES & MEMBERSHIPS	3,500	3,500	3,500
141,828	144,041		TOTAL	219,944	185,253	147,753
			PERCENTAGE CHANGE	52.70%	28.61%	2.58%

PROGRAM	PUBLIC WORKS – ENGINEERING	3111
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Program Explanation:

The ENGINEERING DIVISION is responsible for the design and construction management of public infrastructure projects, including Town roads, storm water drainage, sanitary sewers, sidewalks, culverts, bridges and parks. We also provide engineering reviews of proposed subdivisions and commercial/industrial site plans to the Planning and Zoning Commission, the Inland Wetland Agency/Conservation Commission, and the Water Pollution Control Authority. 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 by all Town departments and many citizens and businesses to respond to requests for information. Visit our Town Website (www.southwindsor.org) for more information on GIS, the Citizen Service Request Dashboard and Engineering capital projects.

Budget Change Commentary:

The proposed Engineering budget for 2016-2017 has changed from the approved budget for 2015-2016 as follows:

- Increased budget for training and professional development for GIS and AutoCAD
- Increased professional budget to develop new Town wide Stormwater Management Plan to comply with new CT DEEP stormwater permit requirements
- Budget for lease of large format Engineering plotter to replace 10 year old plotter
- Budget for flat files needed for storage of Engineering project plans

Program Objectives and Goals FY 2017:

- Complete reconstruction of Avery Street 1 from Beelzebub Rd south past Kelly Rd
- Construct improvements to Abbe Rd from south of Robert Dr to the Town Line.
- Complete design and begin reconstruction of Avery Street 2 from Gray Road to Orchard Hill Drive
- Complete design permitting and begin construction of sidewalks along Buckland Road and Sullivan Avenue from the Deming Street to the Town Hall and Library.
- Reconstruct about 2/3 of the streets and improve drainage in the Avery Heights (Benedict Drive) neighborhood
- Mill and pave about 4 miles of roads using bond funds approved in 2014
- Begin the rehabilitation of the Main Street Bridge over the Podunk River

Program Accomplishments FY 2016:

- Reconstruct Nevers Road between Lake Street and the Community Center driveway including replacing twin culverts by Ayers Road.
- Begin reconstruction of Avery Street 1 from south of Kelly Rd to north of Beelzebub Road
- Pave 4.4 miles of local roads using bond funds approved in 2014.
- Begin reconstruction of streets in the Avery Heights (Benedict Drive) Neighborhood
- Begin Designing improvements to Avery Street 2 between Kelly Road and Orchard Hill Road
- Complete design of improvements to Abbe Road from south of Robert Drive to the East Windsor Town Line.
- Continue to use GIS dashboard for citizen requests for service and to show project status

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
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 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Street Excavation Permits	288	350	352	355	360
Drain Layers Permits	51	55	66	75	80
CBYD Requests	1600	1600	1610	1700	1700
Building Permit Reviews	15	28	31	35	36
Certificate of Occupancy Inspections	23	23	26	30	30
GIS Dashboard Requests	700	900	1100	1200	1300
Value of projects Managed by Engineering (Design, Const)	\$3,382,250	\$2,813,850	\$2,423,000	\$4,622,660	\$6,000,000

Function PUBLIC WORKS
Department PUBLIC WORKS
Division ENGINEERING
Division Code 3111

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
393,350	401,763	13111100	00110	FULL TIME SALARIES	412,483	416,478	416,478
0	500	13111100	00111	OVERTIME	500	500	500
1,400	1,400	13111100	00112	LONGEVITY	1,400	1,400	1,400
9,095	0	13111100	00114	TEMPORARY	0	0	0
3,206	3,800	13111200	00221	OPERATING MATERIAL	3,800	3,800	3,800
175	350	13111200	00223	UNIFORMS & CLOTHING	350	350	350
0	100	13111200	00228	SMALL TOOLS	100	100	100
10,809	15,995	13111300	00320	PROFESSIONAL	21,000	21,000	21,000
0	100	13111300	00330	RENTAL & LEASES	100	100	100
332	300	13111300	00350	PRINTING	300	300	300
0	400	13111300	00373	REPAIR/MAINT EQUIPMENT	400	400	400
1,801	2,600	13111300	00374	FEES & MEMBERSHIPS	4,500	4,500	4,500
0	0	13111400	00442	DEPARTMENT EQUIPMENT	5,000	5,000	5,000
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420,167	427,308	TOTAL			449,933	453,928	453,928
		PERCENTAGE CHANGE			5.29%	6.23%	6.23%

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

The Street Services Division of the Public Works Department maintains the Town's road and drainage infrastructure and provides Emergency Services for weather related emergencies and disasters. We also provide on call support services for the Town's Police, EMS, and Fire Departments. The Division is a service driven organization that is program oriented. Road Maintenance, Snow Removal, Leaf Collection, Street Sweeping, Catch Basin Cleaning, Roadside Mowing, Sign Maintenance and Repair, and Line Painting are a few core programs that the Division performs. There are approximately 140 miles of roadway to maintain 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 now 20 full time employees in the Street Services Division.

Budget Change Commentary:

Monetary hurdles that lie ahead of us in 2016-17:

- Customer service continues to be our number one focus. We continue to process requests for service through the dashboard system and look to make improvements to our overall service delivery. South Windsor leads the way in resident satisfaction. Our stream lined leaf collection program, mailbox replacement procedures, tree problems or concerns, and roadside vegetation problems are just a few of the things we manage using a truly innovative state of the art operating system. Dash board allows the residents to interface with the department in a clear concise way. Our operations and our accessibility to the public have created a transparent open approach with the residents, something not generally seen in Government. We are a Town that sets the bar when it comes to customer service, creating a friendly environment, through the use innovative technology.
- The towns' road infrastructure continues to deteriorate at an alarmingly increasing pace. There has been considerable revenue invested in monitoring and quantifying the state of disrepair of the town roads. We are reaching the critical tipping point where the cost to repair now versus 5 years from now will be exponentially more. There must be a more reliable source of funding put into place, now. We continue to invest resources and capital into bandaging the roads. The roads are at a critical point where simple surface treatments or alternative maintenance treatments will not be an option. If we continue deferring maintenance the town will incur costs and expenses that are representative of reconstruction. This trend represents a total loss of opportunity and is inefficient. It is definitely not cost effective and will cost the tax payers at least three times the money. We have bonded road funds to address poor roads but have no funding for maintenance. We have requested \$500,000 in the budget this year to start addressing this issue and get ahead of the downward spiral we are in.
- The DPW currently has two maintainers in training and continues to support their professional development. The future of the department and the level of service the citizens have with current work force size allows for no potential growth, while requests for services from internal and external customers is rising.
- Streets Services is requesting to upgrade one of the loaders in the fleet for a more current model that can withstand the environmental effects of working in the salt shed. New loaders are now manufactured with more poly carbonate and aluminum parts that will not corrode like our existing loaders. Replacement will greatly reduce the amount of maintenance costs absorbed on annual basis to keep our current loader operational. Along with this there have been new developments in the Load Rite System which will stream line our data collection process allowing us to more efficiently manage our salt costs. It is the intent to upgrade the Load Rite weighing system while outfitting the fleet with a newer loader.

Budget Change Commentary (cont'd):

- Catch basin repair and drainage repairs are at the forefront of our infrastructure and our goals for the upcoming fiscal year. Looking at our current approach to repairing these elements and it is evident that we can work more efficiently and produce more with our work force if we start to utilize a mini excavator. For example, the current approach of replacing a basin top is with a back hoe that can only work from one end, being fixed in radius. If we utilized a mini excavator it would allow us to have a radius of 360 degrees, being able to park a dump truck behind it and swing around, rather than the current approach of having to double handle the material, or take an additional lane of traffic which is not always feasible, or safe. Therefore we are requesting to purchase a used mini excavator to use for a couple of seasons. It will allow us to produce more with our workforce and prove to be more than just helpful, but cost effective.

Program Objectives and Goals FY 2017:

- 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 2016:

- The annual leaf program was accomplished in 25 crew days moving a record 27,875 cubic yards of leaves, 6,000 more than last year.
- 2015's winter proved challenging yet successful. The Town of South Windsor saw a total of 70" of snow over 24 different weather events utilizing 3,885 tons of salt. To alleviate line of site issues and ease snow bank removal, DPW acquired a heavy duty loader mounted snow blower (much like at airports) at a highly discounted rate. It is critical that we keep our salt shed filled at adequate capacity to take advantage of competitive salt rates. The salt shed can hold 4,500 tons of salt and we need to keep it full. Funding needs to be in place and stay in place. If salt is not used in a season than the funds should go back in the budget or the undesignated fund balance.
- Over 300 tons of asphalt was used to patch potholes in Town at a cost of over \$150,000 for Fiscal Year 2014-2015. Although this is a small feat in and of itself, it is important to note that this workload is just a band aid and an indicator for the overall poor conditions of the Town's roads, and truly is a lost opportunity of workforce and revenue. Furthermore it is important to take note that only ten years ago the Town spent 1/6th of the capital compared to Fiscal Year 2014-2015 on pot patching, when the road resurfacing budget was \$800,000 as opposed to \$0 budget currently.
- Troy Road from Sullivan Ave. to Brookfield Street and multiple unimproved sections of Foster Street Extension were crack sealed, saw cut, patched and then overlaid with hot mix. Both streets were plagued with potholes and were failing. The lack of timely maintenance attributed to the lack of funding left these roads in a state which demanded valuable time and financial resources in order to again make them serviceable.
- We completed the remaining section of the Strong Road tree removal and pruning project left over from last year with a coordinated effort utilizing our crew, our contractor Distinctive Tree and Gardens, and Eversource Energy. We also completed all of West Road. We will continue the program and continue taking a proactive approach to managing our roadside urban forest.

Assigned Positions:

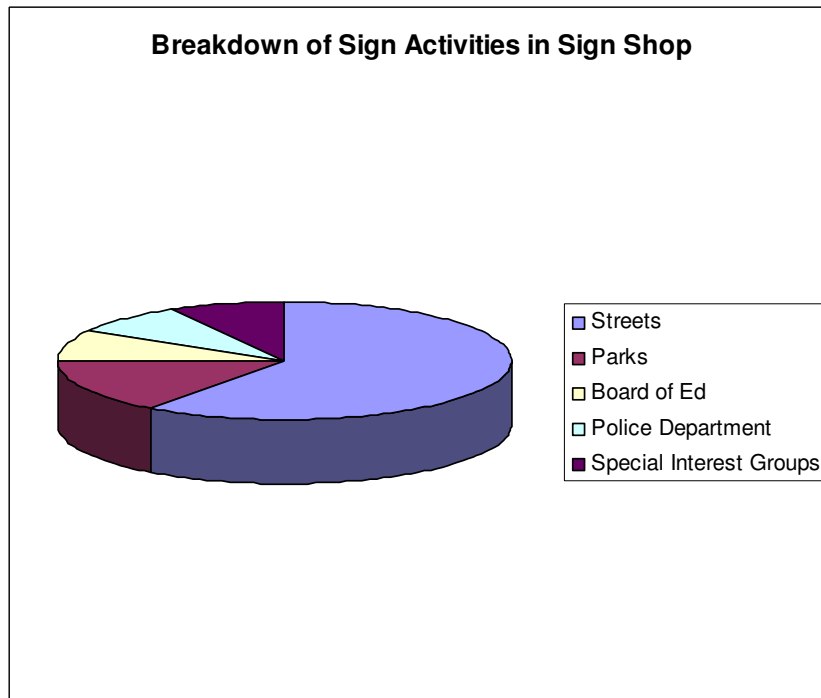
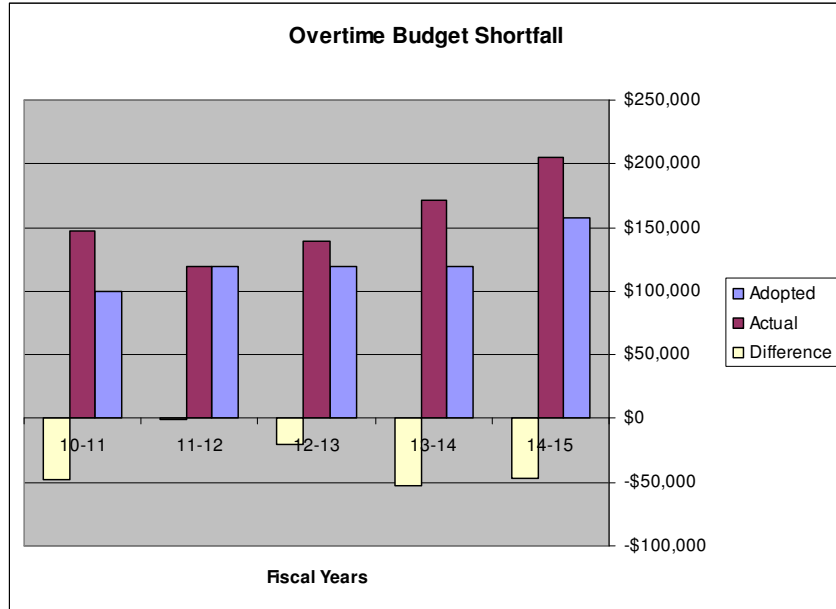
2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	.5	.5	Superintendent of Streets	1	1.0
1	1.0	1	1.0	Street Services Manager	1	1.0
1	1.0	.5	.5	Administrative Manager (not funded)	0	0
0	0	1	1.0	Associate Manager	1	1.0
1	1.0	1	1.0	Administrative Secretary II	1	1.0
5	5.0	5	5.0	Maintainer III	5	5.0
11	11.0	9	9.0	Maintainer II	9	9.0
0	0	2	2.0	Maintainer 1	3	3.0
0	0	0	0	Part Time Summer Help	0	0

Performance Measures	Actual 1990-1991	Actual 2001-2002	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Road Surface Treatment Miles	12.90	7.04	7.32	0.0	5.0	2.00
Catch Basin Cleaned	944	3015	2,048	49	2,200	2,600
Leaf Collection Cubic Yards	12,708	19,930	18,087	21,706	22,000	22,000
Tons of Patch Used For Potholes	114.40	11	221	346	300	400
Catch Basins repaired	65	104	57	118	150	125
Roadside Mowing Passes	3	3	4.5	4	5	4
Sweeping Days / # Sweepers	60/2	15/3	29/1	30/1	30/1	30/1
Plow Routes	18	19	20	21	21	22
Miles of Road Plowed	124.11	134	140.0	140.0	140.0	140.0

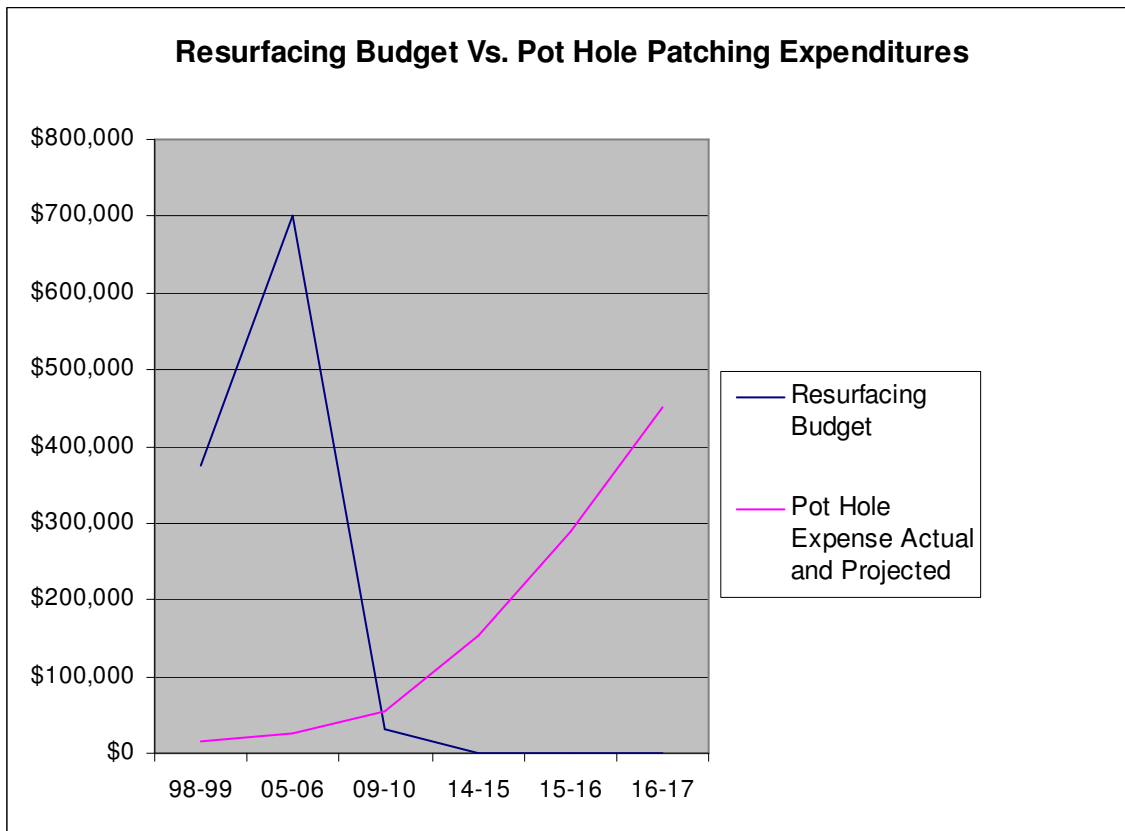
Function PUBLIC WORKS
Department PUBLIC WORKS
Division STREET SERVICES
Division Code 3112

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
1,246,784	1,280,991	13112100 00110	FULL TIME SALARIES	1,344,672	1,319,196	1,291,849
205,084	157,783	13112100 00111	OVERTIME	197,788	197,788	182,788
3,825	3,734	13112100 00112	LONGEVITY	3,755	3,755	3,755
0	0	13112100 00114	TEMPORARY	0	0	0
5,871	20,682	13112200 00221	OPERATING MATERIAL	20,682	20,682	20,682
15,270	12,444	13112200 00223	UNIFORMS & CLOTHING	14,595	14,595	14,595
267,749	240,740	13112200 00224	SNOW & ICE REMOVAL	254,490	254,490	254,490
191,927	161,688	13112200 00225	HIGHWAY MATERIALS	705,888	205,888	186,888
139	3,450	13112200 00226	LANDSCAPING	3,450	3,450	3,450
10,077	10,090	13112200 00228	SMALL TOOLS	10,090	10,090	10,090
0	0	13112300 00320	PROFESSIONAL	350	350	350
359,926	378,505	13112300 00330	RENTAL & LEASES	388,580	388,580	388,580
196	0	13112300 00350	PRINTING	0	0	0
55,518	70,480	13112300 00371	MAINT CONTRACTS	70,480	70,480	70,480
0	550	13112300 00373	REPAIR/MAINT EQUIPMENT	550	550	550
2,889	3,075	13112300 00374	FEES & MEMBERSHIPS	3,075	3,075	3,075
4,430	9,575	13112300 00375	RECRUITMENT & TRAINING	9,575	9,575	9,575
47,686	25,000	13112300 00380	GRANTS & CONTRIBUTIONS	30,000	30,000	30,000
422,505	428,399	13112400 00442	DEPARTMENT EQUIPMENT	428,399	428,399	428,399
2,839,876	2,807,186		TOTAL	3,486,419	2,960,943	2,899,596
			PERCENTAGE CHANGE	24.20%	5.48%	3.29%

The graph below depicts the yearly shortfalls the over time budget has encumbered. It is our suggestion to increase the overtime budget taking into consideration the average shortfall of the past 5 years of \$40,000



Currently the sign shop services the above divisions as detailed. The sign shop is operated by 1 maintainer that spends 25% of his time outside of the shop attending to other street service issues (snow, leaf, equipment issues, etc). To continue to provide excellent timely service to the other divisions and keep on top of the sum 5000 signs in the town proper we would like to add an additional maintainer to help assist with the daily work load.



The graph above shows the direct correlation between the resurfacing budget and the pot hole patching expense. Please note that pot hole patching is not a cost savings, yet a loss of revenue and other opportunity. Pot hole patching is akin to tarping over a leaky roof. The tarp may keep the water out short term, but will certainly fail in short order, and the time and cost of putting the tarp on the roof is lost and cannot ever be recovered.

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

The Fleet Services Division of Public Works continues to support the Town's departments by maintaining their vehicles and equipment. Departments include Services, Parks and Recreation, Building Department, Engineering Department, Building Maintenance, Human Services, Police Services, Town Hall motor pool vehicles, Pollution Control, and Fire Department with the exception of Heavy Fire apparatus which the Town garage shop is not equipped to handle or service. Fleet Services continues to strive to keep vehicles safe and to prolong their longevity by providing routine services and road service when necessary. There is over \$4 million worth of equipment and vehicles maintained by three qualified and certified technicians. Fleet services also provides fuel for the departments previously mentioned 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 5.96% for the following items.

- 2.0% salary increase for Three Full Time Mechanics
- 50,000 for replacement of 40 year old truck lift

Major Challenges:

- To replace aging shop equipment and increase shop equipment to facilitate scheduling more work to be done in house.
- Possible fuel savings from cheaper prices and less fuel usage
- Materials and repair cost increases to maintain aging fleets.

Program Objectives and Goals FY 2017:

- To continue to provide superior service to all of the Town's vehicles with competitive savings
- Implement the new RTA (Ron Turly Associates) system, allowing us to maintain our fleets more efficiently and generate more data points to make timely decisions which will induce additional savings
- Continue to recycle vehicle fluids and parts to save on disposal costs
- Recommend the replacement of vehicles and equipment due to deterioration of major body components, safety, and specific program needs

Program Accomplishments FY 2016:

- Maintained the Town's fleet within budget constraints with the absence of two of the mechanics for the majority of the year. Albeit this was at the cost of additional outside expense and overtime but it was truly a challenge in the highest regard.
- Refurbished another dump truck with superior savings for the Town, allowing the fleet to have some redundancy in case of a breakdown during an event
- Hired a new, very talented and driven mechanic

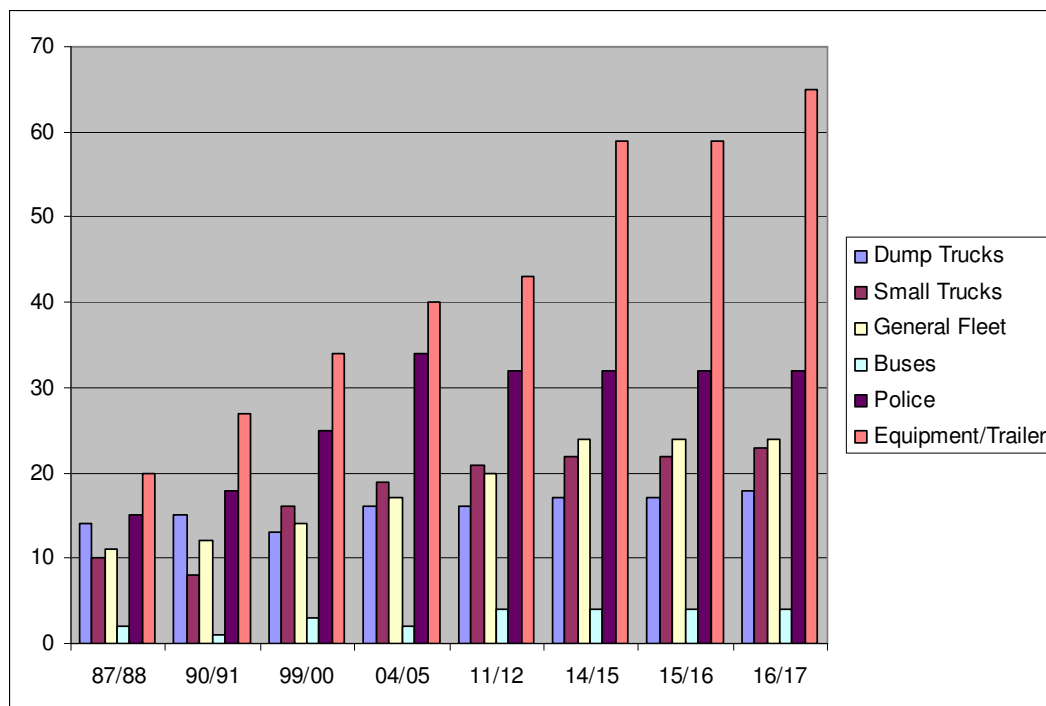
Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	0	0	Fleet Manager	1	1
1	1.0	2	2.0	Mechanic	2	2.0
2	2.0	1	1.0	Assistant Mechanic	1	1.0

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Maintenance – Scheduled Repairs	825	712	744	750	775
Maintenance – Unscheduled Repairs	81	100	301	315	325
Road Calls	14	26	67	70	70
Fuel – Unleaded (Gallons)	33,762	37,545	36,000	37,000	37,000
Fuel – Diesel (Gallons)	28,310	31,046	33,500	32,000	32,000
Street Department Vehicles & Equipment Beyond Life Expectancy	14	14	15	17	17
Capitol Equipment Purchases	\$7,390	43,920	\$75,682	\$159,682	\$16,000
Dump Trucks	15	15	16	16	17
Small Trucks & Pickups	21	21	23	24	25
General Fleet Vehicles	17	17	17	17	17
Buses	3	3	4	4	4
Police Department Vehicles	31	32	32	32	32
Heavy Equipment / Trailers	40	41	41	41	44

VEHICLES MAINTAINED BY FLEET DEPARTMENT BY YEAR

	87/88	90/91	99/00	04/05	11/12	14/15	15/16	16/17
Dump Trucks	14	15	13	16	16	17	17	18
Small Trucks	10	8	16	19	21	22	22	23
General Fleet	11	12	14	17	20	24	24	24
Buses	2	1	3	2	4	4	4	4
Police	15	18	25	34	32	32	32	32
Equipment/Trailer	20	27	34	40	43	59	59	65



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

2014/2015	2015/2016				2016/2017	2016/2017	2016/2017
ACTUAL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
236,469	285,117	13113100	00110	FULL TIME SALARIES	282,775	284,468	284,468
49,811	28,821	13113100	00111	OVERTIME	36,821	36,821	36,821
725	3,278	13113100	00112	LONGEVITY	3,278	3,278	3,278
0	0	13113100	00114	TEMPORARY	0	0	0
29,867	29,625	13113200	00221	OPERATING MATERIAL	29,625	29,625	29,625
234,402	298,681	13113200	00222	VEHICLE & EQUIP SUPPLIES	299,944	299,944	299,944
11,994	13,650	13113200	00228	SMALL TOOLS	13,650	13,650	13,650
151,737	154,870	13113200	00232	FLEET & EQUIP REPAIR	164,870	164,870	164,870
15,078	11,760	13113300	00371	MAINTENANCE CONTRACTS	11,760	11,760	11,760
94,209	89,300	13113300	00373	REPAIR/MAINT EQUIPMENT	89,300	89,300	89,300
490	500	13113300	00374	FEES & MEMBERSHIPS	500	500	500
280	5,100	13113300	00375	RECRUITMENT & TRAINING	5,100	5,100	5,100
0	0	13113400	00442	DEPARTMENT EQUIPMENT	16,000	16,000	16,000

PROGRAM	PUBLIC WORKS – PUBLIC BUILDINGS DIVISION	3200
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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:

The Public Buildings Division budget overall increase is \$186,835.

The increases are as follows:

- Salaries account will see a 2% increase for all staff members
- The operating supplies account will increase by \$2000; this nominal increase for cost of goods increases
- The Rental/Leases account increases are \$8,160, this is the annual cost for Public Buildings Division share of the Edwin Road Storage facility for one year.
- The Utilities account overall increase is \$62,100. The increase is primarily due to Eversource's Transmission and Distribution increases and a nominal increase for MDC water usage as well as natural gas, water and electrical costs for the new Emergency Operations Center
- The Maintenance Contractual account increase is \$51,900. The Towns three new generators require additional preventive maintenance above and beyond the standard maintenance the previous generators were getting. The extra maintenance is required in order to maintain the 5 year parts and labor warranty on the units. The Janitorial, HVAC, Automation and Temperature Control (5 year) contracts all expire at the end of 2016, therefore larger than normal increases for these services are expected. There is also a small increase for additional hours for the part-time day porter at the Community Center (requested by the Human Services Department.) There are standard contract increases for refuse removal, HVAC, Janitorial, Fire Alarm testing, Backflow and Sprinkler testing. These services for the EOC are also included in the increases.
- The Repair Maintenance Facilities account will see an increase of \$2000 for standard increase cost of goods
- The Repair Maintenance Equipment account will increase \$2000 for increased needs for other than contract cost repairs for HVAC and fire protection services
- The Maintenance Equipment account will increase by \$34,540. We currently have three staff who share two vehicles. I'd like to purchase an additional service van so that we stop tying up a pool vehicle that all other departments rely on.

Program Objectives and Goals FY 2017:

- Manage services provided by vendors for contract compliance. Update State and Federal regulations program for newly installed boilers and generators NESHAP Air Emission Standards
- Closeout the renovation of the Emergency Operations Center and transition support staff into the building.
- Reorganize the second floor Public works areas as vacancies will be created once the EOC is occupied.
- Relocate the IT Departments filming studio from the Building Maintenance shop area to the IT Room. This area will be unoccupied by staff once the EOC is fully occupied.
- Continue to upgrade exterior building, lot lights and interior building lighting with LED technology
- Continue identifying, documenting and implementing new Standard Operating Procedures (SOP's) for staff.
- Continue to build upon our recent progress utilizing the inventory module within our Computerized Maintenance Management System (CMMS.) This will help us to better understand and accurately measure what resources our customers, co workers and stake holders require from the Public Buildings Division to operate their programs and departmental needs. This will also allow us to better explain, verify and justify the need for additional resources when and where they're needed.
- Continue repairing double hung windows at the Community Center
- Replace brick columns supporting portico in front of the Community Center
- Upgrade HVAC systems for Probate and Registrars offices
- Replace carpet in Public Works offices in Town Hall
- Install VOIP phones at the Community Center and Police Department. This technology will eliminate the need for a physical phone system at each location. These new systems will reduce our cost as well as eliminate the need to rely on frequent updates and service to our voicemail and phone system.
- Repaint exterior of Rotary Pavilion

Program Accomplishments FY 2016:

- Built upon our existing security measures for Town employees by installing burglar systems to active several panic devices through the Library and Community Center as well as adding security cameras at the Town Garage
- Working with an environmental engineering firm I have completed a comprehensive Spill Prevention Control and Countermeasure Plan for the Public Works facility, Library, and Police Department. This plan is required for any site that holds more than 1380 gallons of fuel oil on site.
- Two of my staff members were awarded and a Building Operator Certification from the State of Connecticut. The certification consisted of 50 hours of classroom study time as well as the ability to demonstrate the skills learned by completing both practical and traditional exams.
- Installed two Fitch fuel oil catalysts which will cut heating oil consumption by 10% annually at the Community Center and Wapping Community House
- Made several repairs and renovations to the VMP. Those included a new roof on the guard shack and new PVC siding and trim on the majority of the guard shack.
- Upgraded all lighting at the Public Works Garage to LED lighting technology
- Upgraded lighting in the Town Hall Council Chambers, as well as stairwells and halls using LED lighting
- Solicited RFP's for on-call MEP-FP and Environmental Services. We have hired three firms that will compete for our businesses for these types of services.
- Cleaned all the duct work grills and registers on the first floor of the Library
- Installed four new parking lot lights at the Town Garage
- Completed a Public Building wide Arc Flash Engineering Study and Assessment on all electrical panels and motor control loads

Department Challenges:

- Limited operating budget. Several years of budget cuts have limited our ability to properly maintain on our existing facilities. Capital Projects budget is also very limited in available funds making it difficult and taxing on operating budgets.
- Staffing needs. This Division continues to take on additional maintenance tasks and responsibilities for new and newly expanded buildings and associated programmatic support. We now maintain 25% more square footage with the same staffing levels as we had in 2008 and we will shortly be taking the operations and maintenance of the new EOC, a new Rotary Pavilion at VMP as well as the Wapping Elementary School in 2017.

Assigned Positions

2014-2015		2015-2016		Position Title	2016-2017	
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 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Work Orders Completed	1,390	1,430	1,637	1,774	1,800
Work Order Requests	1,309	1,280	1,455	1,464	1,475
Energy Use All Buildings (kWh in Millions)	1.861	1.850	1.90	1,610	1,645

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
218,580	247,227	13200100	00110	FULL TIME SALARIES	308,381	275,889	243,389
3,772	1,879	13200100	00111	OVERTIME	1,879	1,879	1,879
2,394	4,731	13200100	00112	LONGEVITY	4,731	4,731	4,731
38,225	41,333	13200200	00221	OPERATING MATERIAL	43,330	43,330	43,330
5,029	5,650	13200200	00223	UNIFORMS & CLOTHING	5,650	5,650	5,650
0	900	13200200	00228	SMALL TOOLS	900	900	900
200	0	13200300	00320	PROFESSIONAL	0	0	0
3,350	2,600	13200300	00330	RENTAL & LEASES	8,160	8,160	8,160
493,033	698,724	13200300	00360	UTILITIES	762,509	762,509	762,509
313,379	324,779	13200300	00371	MAINTENANCE CONTRACTS	405,570	405,570	405,570
66,200	59,990	13200300	00372	REPAIR/MAINT FACILITIES	61,990	61,990	61,990
118,224	88,595	13200300	00373	REPAIR/MAINT EQUIPMENT	90,595	90,595	90,595
2,087	1,650	13200300	00374	FEES & MEMBERSHIPS	1,650	1,650	1,650
10,017	0	13200400	00442	DEPARTMENT EQUIPMENT	34,540	34,540	34,540
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1,274,490	1,478,058	TOTAL			1,729,885	1,697,393	1,664,893
		PERCENTAGE CHANGE			17.04%	14.84%	12.64%

PROGRAM	PUBLIC WORKS – REFUSE DISPOSAL	3240
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Program Explanation:

The Refuse Disposal 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 is a member of the Capital Regional East Operating Committee (CREOC) for the collection and disposal of household hazardous wastes. In this Fiscal Year, administrative costs were reallocated from Pollution Control to Public Works – Refuse Disposal.

Program Objectives and Goals FY 2017:

- 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
- Implement a Mattress Recycling Program
- Implement Textile Recycling Program

Program Accomplishments FY 2016:

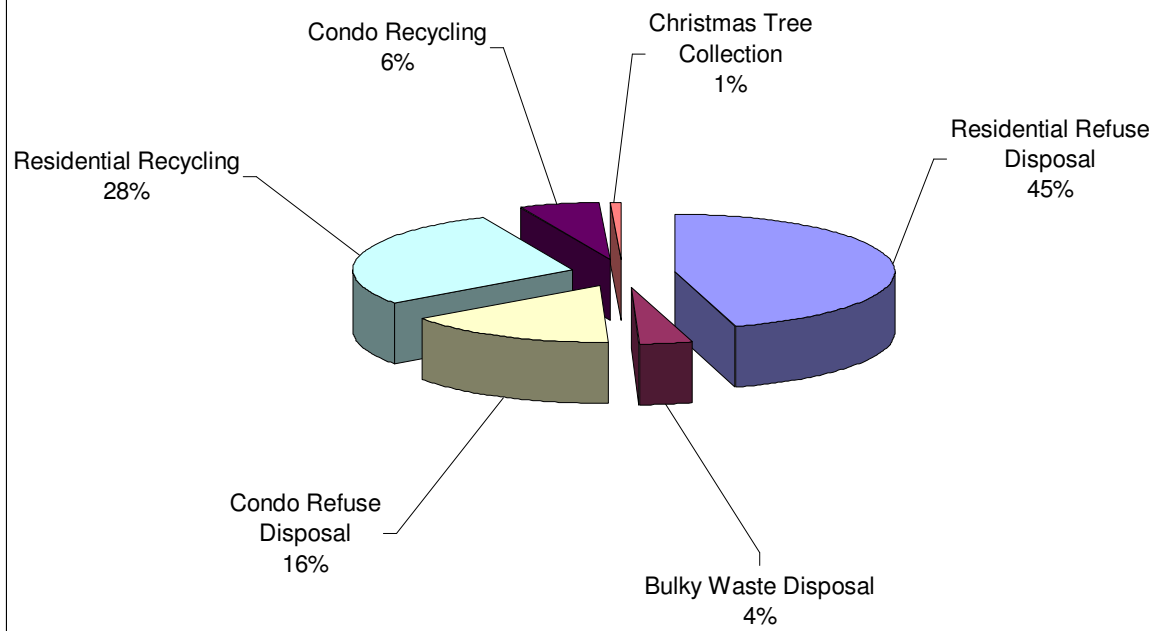
- Through the Central Connecticut Solid Waste Authority (CCSWA) selected a vendor for Textile Recycling
- Initiated a new services contract resulting in a 5 percent reduction in the cost of refuse disposal

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
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 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Number of Residential Units	7879	7,902	7930	7953	7977
Annual Refuse (tons) Per Residential Unit	0.92	0.92	0.92	0.91	0.91
Annual Recyclables (tons) Per Residential Unit	0.34	.34	0.33	0.33	0.33
Annual Household Hazardous Waste (tons)	3.3	3.3	2.5	2.5	2.5
Annual Bulky Waste Disposal (tons)	414	481	541	600	600
Annual Collection of Electronic Recyclables (tons)	71	68	52	55	55

EXPENDITURE SUMMARY 2016/2017



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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
53,356	54,436	13240100 00110	FULL TIME SALARIES	53,070	54,650	54,650
0	0	13240200 00221	OPERATING MATERIAL	0	0	0
1,366,634	1,386,747	13240300 00320	PROFESSIONAL	1,389,927	1,389,927	1,389,927
0	0	13240300 00350	PRINTING	0	0	0
2,625	2,685	13240300 00374	FEES & MEMBERSHIPS	8,137	8,137	8,137
544,742	528,587	13240300 00390	OTHER PURCHASE SERVICE	522,500	522,500	522,500
0	0	13240400 00442	DEPARTMENT EQUIPMENT	0	0	0
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1,967,357	1,972,455		TOTAL	1,973,634	1,975,214	1,975,214
			PERCENTAGE CHANGE	0.06%	0.14%	0.14%

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	2015-2016 Council Approved	2016-2017 Department Request	2016-2017 Manager Proposed	2016-2017 Council Approved
6110	Environmental Health	146,150	173,958	173,958	173,958
6260	Visiting Nurse and Community Care, Inc.	14,696	14,696	14,696	14,696
6210	Human Services – Administration	82,675	84,684	85,598	85,598
6215	Human Services – Youth and Family Services	280,285	283,498	285,841	285,841
6225	Human Services – Adult and Senior Services	362,973	370,154	374,066	384,066
6250	Human Services – Sheltered Workshops	2,697	2,697	2,697	2,697
6240	Human Services – Adult and Senior Services – Transportation	67,501	70,366	70,366	70,366
	Total Human Services	956,977	1,000,053	1,007,221	1,017,221

PROGRAM	ENVIRONMENTAL HEALTH	6110
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Program Explanation:

The South Windsor Health Department is responsible for protecting the community from potential health hazards by creating and maintaining conditions that keep people healthy. The public health mission is to *Prevent Illness, Promote Wellness*, and to *Protect Health*. In South Windsor, we strive to fulfill this mission by preventing the onset and transmission of disease, promoting awareness through education, and protecting the public through environmental health investigations and inspections. The Health Department staff is committed to enforcing the State of Connecticut Public Health Code, Connecticut General Statutes, and Local Ordinances pertaining to public health. Environmental Health Services provided by the Department include: Food Plan Reviews (5-10 annually), Approval and Oversight of the Repair and Installation of Subsurface Sewage Disposal Systems (25 annually), Private Water Supply System Permitting (5-8 annually), Child Care Facility Inspections (13 required annually), Public Pool Inspections (25 minimum required annually), Environmental Complaint Investigations, Communicable Disease Control, Chronic Disease Control, Public Health Preparedness, and other Core Public Health Functions.

Budget Change Commentary:

The program budget is increasing by \$27,808. This increase reflects:

- \$5,758 to the part-time salary account to cover misappropriation account error in 2015-16 budget
- \$20,000 to hire a new part-time director

Program Objectives and Goals FY 2017:

- 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
- Increase in number of Food Service Inspections conducted to meet minimum statutory requirements

Program Accomplishments FY 2016:

- Close out two Water Control Orders from DEEP dating back to 1986
- Increase quality of health department staffing to aid in delivery of public health services and programs
- Partnership with Town departments to provide efficient service to new businesses
- Maintain current level of quality public health services
- Awarded Lead Poisoning Prevention Grant from Connecticut Department of Public Health
- Updated Health Department website with health recalls, forms, and educational information

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Environmental Health Officer	1	1.0
1	0.37	1	0.37	Environmental Health Specialist	1	0.37
1	0.175	1	0.175	Health Director	1	0.175
1	0.175	1	0.175	Medical Advisor	1	0.175

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Food Service Inspections (includes routine, re-inspections, emergency response inspections, temporary food events, complaints)	189	195	107	150	300
Food Service Plan Reviews	11	16	6	6	10
Child Care Facility Inspections (includes routine & re-inspections)	11	13	3	15	15
Pool Inspections (includes routine and re-inspections)	27	24	20	25	30
Hotel/Motel Inspections	2	1	0	1	3
Lead Poisoning/Elevated BLL Cases	1	6	0	3	3
Soil Testing Conducted (includes deep test pits and percolation testing)	20	23	34	40	45
Septic Permits Issued – New Construction	0	1	4	4	5
Septic Permits Issued- Repairs	12	11	5	10	15
B100a Reviews	7	10	10	8	15
Well Permits Issued	6	7	3	4	5
Laboratory Activities (water testing, lead testing, rabies cases, tick testing)	3	80	6	15	20
Environmental Complaint Investigations	40	48	29	20	25
Misc. Inspections and Investigations (cosmetology, tattoo parlors, GI outbreak, foodborne outbreak)	10	10	10	10	15

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
37,160	71,500	16110100 00110	FULL TIME SALARIES	66,300	66,300	66,300
33,390	32,852	16110100 00113	PART TIME WAGES	38,610	38,610	38,610
0	0	16110100 00114	TEMPORARY	0	0	0
371	800	16110200 00210	OFFICE SUPPLIES	1,000	1,000	1,000
347	6,000	16110200 00221	OPERATING MATERIAL	6,000	6,000	6,000
386	400	16110200 00223	UNIFORMS & CLOTHING	600	600	600
70	200	16110200 00228	SMALL TOOLS	200	200	200
19,037	29,700	16110300 00320	PROFESSIONAL	55,700	55,700	55,700
0	300	16110300 00350	PRINTING	300	300	300
753	1,398	16110300 00374	FEES & MEMBERSHIPS	1,248	1,248	1,248
4,079	3,000	16110300 00375	RECRUITMENT & TRAINING	4,000	4,000	4,000
95,595	146,150		TOTAL	173,958	173,958	173,958
			PERCENTAGE CHANGE	19.03%	19.03%	19.03%

PROGRAM	VISITING NURSE AND COMMUNITY CARE, INC.	6260
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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:

There is no change in the program budget.

Program Objectives and Goals FY 2017:

- To continue to provide above named services in a timely and efficient manner for those without insurance or who are pending insurance
- To assist any emergency shelter operations by providing Personal Care Assistants to the site

Program Accomplishments FY 2016:

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

Assigned Staff:

There are no Town staff members assigned to this service. Service is contracted out to regional VNHS agency.

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Geriatric Support- Visits		20	3	5	5
Home Health Aides- Visits		190	1	5	5
Meals on Wheels		94	13	15	15
Elder Wellness Program - Hours		150	101	150	150
Flu Vaccine- Shots Administered		222	220	196	195

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
8,000	14,696	16260300 00380	GRANTS & CONTRIBUTIONS	14,696	14,696	14,696
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8,000	14,696		TOTAL	14,696	14,696	14,696
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	HUMAN SERVICES – ADMINISTRATION	6210
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Program Explanation:

The Adult and Senior Services Director has administrative oversight of the Human Services Department which includes both the Adult and Senior Division and Youth and Family Division. The only staff shown in the Administration budget is for our Executive Secretary and clerical positions which are shared by all of Human Services staff.

Budget Change Commentary:

This budget shows a 2% increase in salaries.

Program Objectives and Goals FY 2017:

- Continue to assist with all clerical functions in the Youth and Family Services and Adult and Senior Services Divisions of Human Services
- Coordinate all aspects of the Transportation program for people over the age of 60 and for those with disabilities

Program Accomplishments FY 2016:

- Successfully received a grant through the DOT to replace an aging 20 passenger and wheelchair equipped bus

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	0	0	Director of Human Services	0	0
1	1.0	1	1.0	Executive Secretary/Transportation Coordinator	1	1.0
1	.80	1	.80	Clerical Assistant	1	.80

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Purchase orders processed	354	535	471	475	475
Vouchers processed	478	547	462	475	475
# of riders on senior/disabled busses (unduplicated)	465	574	591	625	650
# of medicals	690	830	912	1,000	1,200
# of miles logged on busses	57,408	62,173	66,009	72,830	74,500

Function HUMAN SERVICES
Department HUMAN SERVICES
Division ADMINISTRATION
Division Code 6210

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
85,548	43,953	16210100 00110	FULL TIME SALARIES	43,973	44,866	44,866
0	0	16210100 00111	OVERTIME	0	0	0
0	0	16210100 00112	LONGEVITY	0	0	0
3,639	27,030	16210100 00113	PART TIME WAGES	27,571	27,591	27,591
(432)	0	16210100 00114	TEMPORARY	0	0	0
4,341	4,000	16210200 00221	OPERATING MATERIAL	4,700	4,700	4,700
426	252	16210300 00310	ADVERTISING	500	500	500
0	0	16210300 00320	PROFESSIONAL	0	0	0
840	840	16210300 00330	RENTAL & LEASES	840	840	840
0	0	16210300 00350	PRINTING	0	0	0
969	500	16210300 00374	FEES & MEMBERSHIPS	1,000	1,000	1,000
0	0	16210300 00375	RECRUITMENT & TRAINING	0	0	0
6,100	6,100	16210300 00380	GRANTS & CONTRIBUTIONS	6,100	6,100	6,100
0	0	16210400 00441	OFFICE EQUIPMENT	0	0	0
0	0	16210400 00442	DEPARTMENT EQUIPMENT	0	0	0
101,431	82,675		TOTAL	84,684	85,598	85,598
			PERCENTAGE CHANGE	2.43%	3.54%	3.54%

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

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

Budget Change Commentary:

This budget reflects a 2% salary increase for full and part time staff excluding the Teen Employment position, which was raised to meet current minimum wage.

- Looking to increase hours of School Outreach Specialist Position
- Elimination of Positive Youth Development Specialist Position to use funds towards increasing School Outreach Position
- Designated funds for Rising Stars Summer Community Service Program placed in operating budget
- Reduced number of Teen Center Supervisor positions

Program Objectives and Goals FY 2017:

- 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
- Expand the current prevention and positive youth development programs offered out of 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 community education programs, health and wellness programs, and positive youth development programs

Program Accomplishments FY 2016:

- 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 \$750 from Rays of Hope Grant through South Windsor Community Foundation
- 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 and the Rising Stars Summer Community Service Program
- 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: Mentoring, Smoking Prevention Week, Internet Safety, Jump Start Tutoring Program, SADD – Students Against Destructive Decisions

Program Accomplishments FY 2016 (cont'd):

- Continued collaboration with the South Windsor Police Department on successful programs like “Cops, Coffee & Conversation” and other community programs
- Active in the Connecticut Youth Services Association (with 103 other Youth Service Bureaus in Connecticut)
- Diverted youth from the juvenile justice system by coordinating the South Windsor Juvenile Review Board
- Recruited and retained new membership for (SWAFF) South Windsor Alliance for Families
- Collaborated with the South Windsor Fire Marshal's Office, Fire Department, and Police Department on the South Windsor Juvenile Fire Setter Intervention Commission and Education Program

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Youth and Family Services	1	1.0
1	1.0	1	1.0	Teen Center Coordinator	1	1.0
1	.66	1	.66	Youth and Family Counselor	1	.66
1	.80	1	.80	Parent Educator	1	.80
1	.65	1	.65	School Outreach Specialist	1	.80
9	-	9	-	Teen Center Supervisors (3-6 hours per MONTH)	9	-
1	-	1	-	Contractual Clinician (3-7 hrs per week)	1	-

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Positive Youth Development Program Participants	2, 431	2, 797	1900	2500	2000
Teen Center Participants	373	313	275	350	400
Parenting Education and Support Clients	408	462	485	450	450
Juvenile Court Diversion - Juvenile Review Board Cases	16	13	16	10	15
Individual/Family/Group Counseling Clients	68	70	85	90	100

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
125,266	114,639	16215100 00110	FULL TIME SALARIES	114,388	115,664	115,664
107,649	121,803	16215100 00113	PART TIME WAGES	129,895	130,962	130,962
1,916	0	16215100 00114	TEMPORARY	0	0	0
8,235	8,275	16215200 00221	OPERATING MATERIAL	10,275	10,275	10,275
300	300	16215300 00310	ADVERTISING	300	300	300
9,904	26,648	16215300 00320	PROFESSIONAL	20,020	20,020	20,020
1,112	2,520	16215300 00330	RENTAL & LEASES	2,520	2,520	2,520
1,866	3,000	16215300 00350	PRINTING	3,000	3,000	3,000
0	500	16215300 00372	REPAIR/MAINT FACILITIES	500	500	500
2,598	2,600	16215300 00374	FEES & MEMBERSHIPS	2,600	2,600	2,600
258,846	280,285		TOTAL	283,498	285,841	285,841
			PERCENTAGE CHANGE	1.15%	1.98%	1.98%

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

The Adult and Senior Services Division provides support services for all Town residents 18 years of age and over who may be experiencing social, emotional, or economic concerns. Case management and program eligibility counseling as well as intake and oversight of social service programs are provided. Additionally, a variety of wellness, social, and educational programs are available to residents age 55 and over. This includes both daytime, evening, and weekend programming. The Adult and Senior Services Division is committed to the goal of providing services that increase independence, decrease institutionalization, and promote socialization and life enhancement for all South Windsor citizens.

Budget Change Commentary:

The Adult and Senior Services Division budget has included a 2% staff increase. This budget also shows an increase of four hours per week for the CARES Coordinator, which will allow this program for frail seniors to increase from four to five days per week. An additional \$10,000 is budgeted in the Professional Line to compensate for the loss of the SSBG Grant that provided homemaker services to those with income of less than 200% of the Federal Poverty Level. Small increases in operating, printing, repair and maintenance are also shown.

Program Objectives and Goals FY 2017:

- Receive delivery of new 20 passenger and wheelchair equipped bus using DOT grant funds (\$52,000) and tax dollars (\$14,000) secured in FY 2016 to replace aging bus to meet the needs of increased demands for transportation
- Continue to 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
- Pursue grants and embark on fundraising to make the existing community center more accessible for seniors and to enhance the building to better meet the needs of the entire Human Services Department when Recreation moves out in 2018.
- Continue to collaborate with the Recreation Department for the most efficient use of space at the Community Center
- Continue to provide administrative oversight of the Human Services Department

Program Accomplishments FY 2016:

- Secured \$19,796 State of CT Social Service Block Grant funds to provide Home Management Services to older adults with income below 200% of Federal Poverty Level
- Celebrated 35 years of senior programming with an event co-sponsored with several businesses with over 150 attendees
- Solicited donations from businesses and civic groups to put sound panels in banquet hall (\$8,000) to reduce echo
- For a fifth 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 totaling \$1,200
- Provided outreach at five housing sites and the police department; mass mailing of our senior newsletter to over 5,000 residents 55+ on the registrar of voters list as a way to educate people on our services

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.00	1	1.00	Director of Adult and Senior Services	1	1.00
1	1.00	1	1.00	Assistant Director of Adult and Senior Services	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 I (Program Coordinator)	1	1.00
1	1.00	1	1.00	Human Service Specialist II (Program Coordinator)	1	1.00
1	.72	1	.80	Human Services Specialist I (Caseworker)	1	.80
1	.37	1	.48	CARES Program Facilitator	1	.58
1	.53	1	.66	Senior Nutrition Manager	1	.66
1	.27	1		Assistant Nutrition Manager		

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Office visits (with caseworkers)	2,038	2,115	1,669	1,500	1,500
CEAP Energy Assistance Applications Processed	413	431	421	400	400
Contacts for Medicare CHOICES Counseling	265	102	85	150	150
Completed Homeowners Tax Relief and Renters Rebate Applications	349	500	372	350	300
Households Assisted with Private Fuel and Operation Fuel Funds	127	132	141	120	120
People served in food bank annually	520	700	489	500	500
Caregivers who attended monthly support group	83	85	82	70	80
# of families receiving Thanksgiving Baskets/# people in those families	196/468	210/437	158/372	193/457	200/450
Children and seniors served in the Holiday Toy/Gift Program	239	266	256	233	230
Meals served at congregate lunch site	8,000	7,000	7,562	7,500	7,500
Trips offered at senior center	120	125	110	120	120
People who attended trips	2,300	2,929	2,556	2,500	2,500
Attendees for cards and games weekly	300	300	300	300	300
Attendees in Exercise Programs	500	309	300	350	350
Swipes in My Senior Center Program (first trackable FY 12/13)	32,017	30,989	30,000	31,000	32,000
Volunteers	185	195	210	210	210
Newsletters distributed monthly	1,600	1,700	1,850	1,950	2,000

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
271,746	276,963	16225100	00110	FULL TIME SALARIES	278,033	281,945	281,945
77,087	70,111	16225100	00113	PART TIME WAGES	73,122	73,122	73,122
9,155	8,000	16225200	00221	OPERATING MATERIAL	9,000	9,000	9,000
0	0	16225300	00310	ADVERTISING	0	0	0
10,063	500	16225300	00320	PROFESSIONAL	1,000	1,000	11,000
1,124	1,311	16225300	00330	RENTAL & LEASES	1,311	1,311	1,311
2,633	3,100	16225300	00350	PRINTING	3,500	3,500	3,500
1,188	1,188	16225300	00360	UTILITIES	1,188	1,188	1,188
500	500	16225300	00373	REPAIR/MAINT EQUIPMENT	1,000	1,000	1,000
476	700	16225300	00374	FEES & MEMBERSHIPS	700	700	700
148	300	16225300	00375	RECRUITMENT & TRAINING	300	300	300
1,000	300	16225300	00390	OTHER PURCHASE SERVICE	1,000	1,000	1,000
0	0	16225400	00442	DEPARTMENT EQUIPMENT	0	0	0
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375,120	362,973	TOTAL			370,154	374,066	384,066
		PERCENTAGE CHANGE			1.98%	3.06%	5.81%

PROGRAM	HUMAN SERVICES – SHELTERED WORKSHOPS	6250
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Program Explanation:

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

Budget Change Commentary:

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

Program Objectives and Goals FY 2017:

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

Program Accomplishments FY 2016:

- 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.

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Employment services	9	10	10	10	11
Residential service	3	3	2	4	4
In-Home personal support	2	3	3	4	4
Summer Camperships	4	5	3	4	4

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
4,356	2,697	16250300 00380	GRANTS & CONTRIBUTIONS	2,697	2,697	2,697
<hr/>						
4,356	2,697		TOTAL	2,697	2,697	2,697
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

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

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

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

Budget Change Commentary:

Budget reflects 2% increase for bus driver salaries. Additional five hours per week for drivers to meet the demands of increased medical appointments.

Program Objectives and Goals FY 2017:

- Receive delivery of new 20 passenger lift equipped bus to replace aging bus
- To continue to work to meet continued needs/demands for transportation services

Program Accomplishments FY 2016:

- Secured DOT Grant to replace aging bus
- Secured DOT Grant to supplement our transportation program
- Unduplicated ridership increased 125 people in two year period
- 25% increase in medical transportation in two year periods

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
6	6 PT	6	6 PT	Bus Drivers	6	6 PT

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Annual Bus Mileage	57,408	62,173	66,009	72,830	74,500
Unduplicated Ridership	465	574	591	615	650
Medicals	690	830	912	1,000	1,200

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
110	0	16240100 00111	OVERTIME	0	0	0
69,048	67,501	16240100 00113	PART TIME WAGES	70,366	70,366	70,366
0	0	16240400 00442	DEPARTMENT EQUIPMENT	0	0	0
69,157	67,501		TOTAL	70,366	70,366	70,366
			PERCENTAGE CHANGE	4.24%	4.24%	4.24%

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	2015-2016 Council Approved	2016-2017 Department Request	2016-2017 Manager Proposed	2016-2017 Council Approved
5112	Parks and Recreation – Administration	534,359	598,779	604,763	604,763
5150	Parks and Recreation – Parks	1,285,484	1,539,827	1,501,217	1,386,217
5510	Library	1,027,637	1,063,027	1,063,027	1,063,027
	Total Cultural and Leisure Services	2,847,480	3,201,633	3,169,007	3,054,007

MISSION STATEMENT

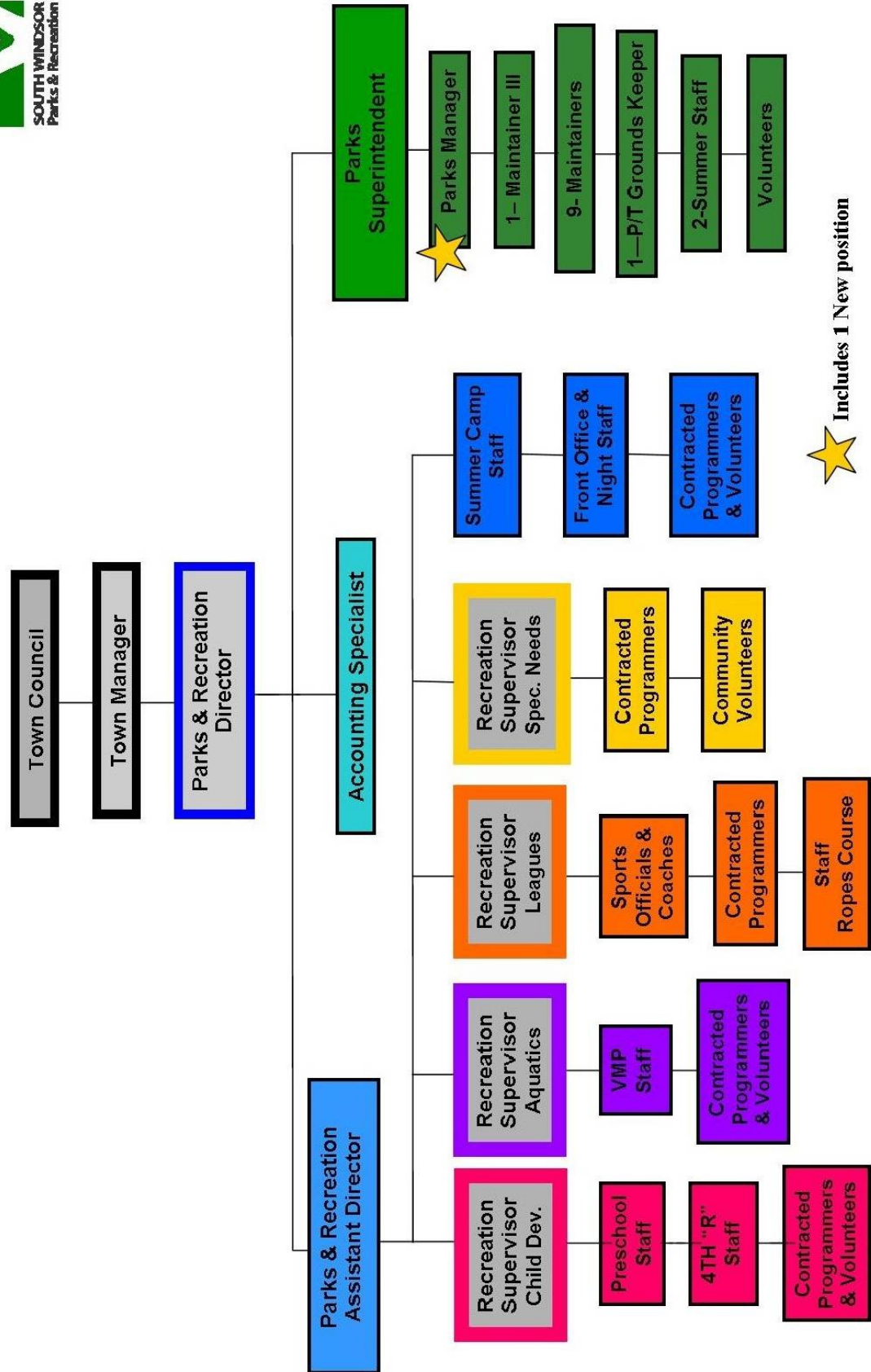
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“The South Windsor Parks & Recreation Department is committed to enhancing our community through quality recreation programs and parks that provide exceptional experiences.”



**SOUTH WINDSOR
Parks & Recreation**

Parks & Recreation Department

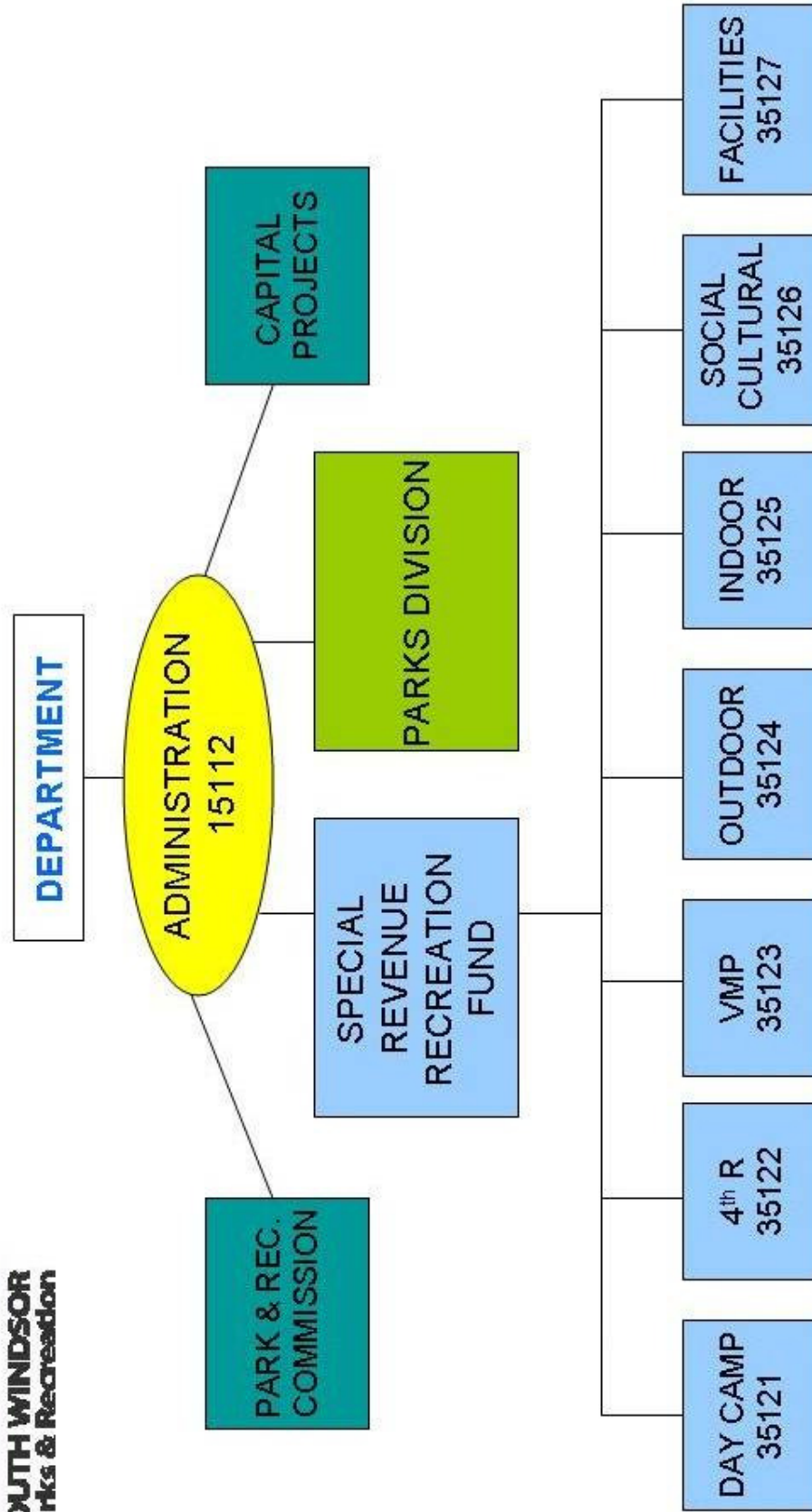




SOUTH WINDSOR
Parks & Recreation

South Windsor Parks & Recreation Department Budget Chart of Accounts 2016-2017

Flow Chart



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

Effective July 1, 2010 the Recreation Department was merged with the Parks and Grounds Division formerly of Public Works to form a more traditional, and we have since proven to be a more efficient and effective, Parks and Recreation Department. The rationale behind this restructuring 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. The long-term success of the SRRF can be best judged by the positive fund balances realized in all but one of the first fifteen years of operation. 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 system, fencing, playgrounds, picnic tables, grills, tennis courts, the pools at Veterans Memorial Park, flower gardens, community gardens, sidewalks, parking lots, and athletic field renovations. In addition, our Parks Division provides valuable resources for department activities, like our Fall Fest, as well as support services for community events like Armed Forces Day Picnic in the Park, or the Wapping Fair just to name a few.

The Parks and Recreation Department **administrative staff** currently consists of: the full-time positions of a Director, Assistant Director, a Parks Superintendent, four Recreation Supervisors, and an Accounting Specialist (created October 2013). The fourth Recreation Supervisor position was created in September 2014 and restructured from a vacant secretarial slot due to retirement. This individual is responsible for accommodating individuals with special needs and enhancing current, and creating new, special events for the department. These administrators effectively manage the \$2,586,725 SRRF proposed budget representing over 350 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 proposed Administration budget of \$598,779 and a \$1,539,825 Parks Division annual operating budget. Additionally, they oversee a parks crew of eleven 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 12%, equating to \$64,420 is requested to properly support our administration budget.

- Of that increase (line item 110 at \$38,142) is needed to support our critical administrative staff – the staff that makes all the other departmental budgets work successfully. Recreation Supervisor salaries were in dire need of substantial adjustment to be more competitive with our market area. This is an absolute necessity to retain our good employees and minimize premature attrition.

Budget Change Commentary (cont'd):

- For the 2016-2017 budget we must include the addition of rental fees to support remote storage in the wake of losing our critical bulk storage at the Old Post Office to the Emergency Operations Center project. A five year lease agreement for a 3,400 SF local commercial space was executed last October and is shared with the Building Maintenance Division of Public Works. As a result two-thirds of the annual rate, or \$15,840 appears in our Administration budget with the remaining third in DPW's budget.
- We are also asking to replace \$2,200 in professional development funds cut last year as well as replacing our 11-year old mini-van deemed unsafe and not road worthy with over 150,000 miles. We propose accomplishing this through a three-year lease/purchase arrangement at an annual cost of \$8,333. These are both repeat items from last year's budget request that were cut during deliberations.

Program Objectives and Goals FY 2017:

- Investigate ways to recover some of the deep cuts made in FY 2014-2015 and FY 2015-2016, to maintain efficiency with well-trained staff and meet the non-wage functional needs of the office operation
- Continue staff restructuring with shifts in the division of responsibilities to best take advantage of identified skills and talents of existing staff to better position us for continuing growth
- 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
- Solidify 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")
- Institute phase II of our newly created "Power Teams" to tackle problem solving and quality improvement initiatives. Topics to be assigned in the coming year are: Adult Programming, Front Line Customer Service Staff, I-Movie/Video, Department marketing, Programs in Parks and Sponsorship.
- 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, improve neighborhood connector paths, renovation of outdoor tennis courts and basketball court at Rye St. Park
- Our greatest challenge will be preparing for a successful repurposing of Wapping Elementary School for Parks & Recreation/Public use with limited and questionable funding

Program Accomplishments FY 2016:

- Completed reconstruction of the Ayers Road softball field with a grand opening slated for April 23, 2016
- Completed year two activity with our Facebook account hitting a milestone 1,000 "likes"!
- Tremendous and better-than-expected progress has been made in our assertive team effort to address areas of concern and quality improvements identified in our annual review workshops with our recently created "power teams" approach. Each member of our management team has been paired up with a partner that they may not collaborate with on a regular basis and assigned a specific topic. Each manager serves on no more than two "power teams" and with a different partner. The "power teams" are expected to complete their assignments within the year and present their findings and solutions to the entire management team for review and finalizing prior to releasing any new policies, procedures, or programs that will best reflect the department's mission. "Power Teams" are tackling the following items this year: Independent Contracted Service Providers, Marketing of our Parks, Registration Software, Ropes Course, Summer Sports Camps and Volunteers.

Program Accomplishments FY 2016 (cont'd):

- 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
- Transitioned our department website from Presto Sports provider (geared toward university athletics) to Civic Plus (with strength in the municipal setting) making it more streamlined, user-friendly, and a stronger marketing tool, which we are hoping will drive an increase in online registrations, now consistently at 75%, with periodic spikes well above 90%

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
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	4	4.0	Recreation Supervisor	4	4.0
1	1.0	1	1.0	Accounting Specialist	1	1.0
1	1.0	0	0	Administrative Secretary	0	0
8	8.0	8	8.0	TOTAL	8	8.0

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
515,879	528,514	15112100 00110	FULL TIME SALARIES	566,656	572,640	572,640
126	675	15112100 00111	OVERTIME	690	690	690
376	0	15112100 00112	LONGEVITY	0	0	0
186	500	15112200 00210	OFFICE SUPPLIES	500	500	500
2,780	0	15112200 00221	OPERATING MATERIAL	0	0	0
0	0	15112200 00223	UNIFORMS & CLOTHING	0	0	0
2,076	600	15112200 00231	DAILY OPERATING ACTIVITY	600	600	600
0	0	15112300 00320	PROFESSIONAL	0	0	0
0	560	15112300 00330	RENTAL & LEASES	24,733	24,733	24,733
0	0	15112300 00350	PRINTING	0	0	0
0	0	15112300 00371	MAINTENANCE CONTRACTS	0	0	0
0	0	15112300 00372	REPAIR/MAINT FACILITIES	0	0	0
3,401	3,510	15112300 00374	FEES & MEMBERSHIPS	5,600	5,600	5,600
1,269	0	15112300 00375	RECRUITMENT & TRAINING	0	0	0
0	0	15112300 00390	OTHER PURCHASE SERVICE	0	0	0
0	0	15112400 00441	OFFICE EQUIPMENT	0	0	0
0	0	15112400 00442	DEPARTMENT EQUIPMENT	0	0	0
526,094	534,359	TOTAL		598,779	604,763	604,763
		PERCENTAGE CHANGE		12.06%	13.18%	13.18%

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

The **Parks Division** is responsible for the care and maintenance of all public parks, athletic fields, school and public building grounds, and Town-owned open space property. This involves the care of grass, shrubs, trees, irrigation systems, fencing, playgrounds, picnic tables, grills, tennis courts, the pools at Veterans Memorial Park, flower gardens, community gardens, sidewalks, parking lots, and athletic field renovations and routine maintenance. Open space and environmental stewardship has become one of the parks division's major 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, three Recreation Supervisors, a Child Development Coordinator, and an Accounting Specialist. These individuals effectively manage the proposed \$2,586,725 SRRF budget representing over 350 annual programs and services delivered by hundreds of seasonal or part-time employees, contracted service specialists, and volunteers. Administrators also manage the proposed \$1,539,826 Parks Division annual operating budget. The current Parks crew consists of eleven 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:

Since the transition to a Parks & Recreation Department in 2010, the Parks budget was submitted at (2.32%) for FY 2011-2012, (0.19%) for FY 2012-2013, +0.23% for FY 2013-2014, +13.6% for FY 2014-2015 and +2.93% for FY 2015-2016. That proudly represents an average increase of only 2.85% per year, yet with significant results, despite the addition of more responsibilities and increasingly demanding expectations. Just within the last year we are now responsible for 10.53 new acres of open space resulting from the Mannarino sub-division phase 3 off Barber Hill Road, and over 2,000 linear feet of new of public sidewalk to maintain (615 linear feet on Ayers Road and another 1,525 linear feet on the newly constructed portion of Nevers Road). The proposed 2016-2017 Parks Division operating budget requests an increase of 7.9%. Although this is contrary to the previous five year average the proposed budget was developed to more efficiently maintain levels of service and better meet current needs with an opportunity to address the growing demands of the community.

Significant impacts include:

- With only 52 pay periods compared to 53 last year, full time salaries are actually flat even with the 2% anticipated union contract stipulated raise.
- The overtime account is up \$10,696, or 9.5% due to both the contractual salary increase of 2% and additional man hours to cover anticipated emergencies in an attempt to avoid a major shortfall as was experienced last year.
- A \$19,925 increase in 221, materials & supplies, is driven by an increase in both price and quantity of field marking paint, adding wood guard rail style fencing at Rye Street Park to keep vehicles in the parking lots and off the athletic fields, turf grass management products for our IPM plan, increase need for irrigation system parts, and concrete pads for the bleachers at the Ayers Road Softball Field.
- To maintain safe and playable turf on our premiere athletic fields additional fertilizer applications are necessary and as a result our 226 landscaping account requires an additional \$6,225.

Budget Change Commentary (cont'd):

- The wear and tear on small equipment (weed-wackers, string trimmers, chain saws and back pack blowers) necessary to maintain a continual increase in acreage for which we are responsible, as well as associated tree work, has driven our 228 account up \$2,805.
- An increase of \$2,000 was necessary in our 360 utilities account to cover increase water usage at the new full irrigation system at the re-constructed softball field at the Ayers Road Little League Complex.
- My Friend's Place accessible playground is now nearly 9 years old and in dire need of equipment updating, repairs and replacement. In preparation for celebrating it's 10th anniversary in June of 2017 we anticipated needing \$25,000 to make these necessary improvements.
- In keeping aligned with our "Employees + Equipment = Efficiency" initiative we are looking to replace an 11 year-old Toro 580 gang mower with a new Toro Sidewinder and replace the aging 1993 John Deere and 1995 Ford Tractors with a new John Deere or Kabota 4x4 Tractor. You will see an increase of \$30,100 in our 442 department equipment line item.

Program Objectives and Goals FY 2017:

- Continue to meet the high expectations of our facility users, more efficiently maintain levels of service, better meet current needs and seek opportunities to address the growing demands of the community. The last seven of the nine bullet points above are driven by this on-going goal.
- Continue 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 replacing an 11 year-old Toro 580 gang mower with a new Toro Sidewinder to expedite and improve the care of prime athletic fields and public grounds, and replace the aging 1993 John Deere and 1995 Ford Tractors with a new John Deere or Kabota 4x4 Tractor.
- Design, build and open our first-ever mountain biking trail at Rye Street Park.
- Investigate potential options to improve the badly deteriorated lower parking lot at Veterans Memorial Park.
- Continue work at Nevers and Rye Street Parks thinning the forest of unhealthy trees, opening up lines of sight, creating open "grove" areas and improving park amenities as part of our "Parks Beautification" initiative.
- Re-evaluate the "Trash in the Parks" program for potential modification.

Program Accomplishments FY 2016:

- Complete re-construction of the Ayers Road Softball Field - re-aligning the orientation of the field for better visibility and safety, new skinned infield, full irrigation system, all new perimeter fencing LED scoreboard, new dugouts, players benches & bleachers, power for pitching machine, accessibility paths and sidewalks along Ayers from Nevers to the high school.
- 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.
- Successfully took over the care and maintenance of two athletic fields at the 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. We sold our Bobcat S185 Skid Steer Wheel Loader to DPW and upgraded to a Bobcat T590 Skid Steer Track Loader to minimize turf damage when working on park projects. We had the rusting dump bodies of trucks 72 & 74 refurbished and purchased two walk-behind Honda snow blowers and a snow blower accessory for the new Bobcat for public sidewalk clearing.
- Prepared parks and provided services for special events like: Fall Fest, 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.

Program Accomplishments FY 2016 (cont'd):

- By popular demand we repeated the set up of the Parks & Recreation "Giving Tree" at the gazebo at Nevers Park to benefit the SW Food Bank.
- Our first-ever Christmas tree "give-away" coordinated through Human Services and in partnership with Mannarino Builders was a huge success brining holiday cheer to 25 local families in need.
- Our Bike Fleet Trailer was transported to and from all five elementary schools for the 4th grade bicycle education program conducted by the physical education department in conjunction with SW Walk & Wheel Ways.
- Continued our "Parks Beautification" program pruning trees to improve sight lines and aesthetics, clearing brush and invasives, and we began installing heavy-duty wood guard rail fencing at targeted areas of the parks to keep vehicles in the parking lots and off the athletic fields as phase 1 of a multi-phase initiative.

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	0	0	Parks Manager	0	0
1	1.0	1	1.0	Maintainer III	1	1.0
7	7.0	9	9.0	Maintainer II	9	9.0
2	2.0	1	1.0	Maintainer I	1	1.0
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	14	11.96	TOTAL	14	11.96

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Athletic Fields maintained (soccer, lacrosse, football)	22.5	22.5	24.5	25.5	25.5
Baseball/Softball Fields maintained	16	16	16	16	16
Acres - Routine Mowing (weekly service minimum)	154.6	154.6	164.8	166.8	183.8
Acres – Fertility Management	57.75	57.75	62.7	64.7	64.7
Acres – Pest Management	49.25	49.25	62.2	62.2	62.2
Acres – Cultural Practices (aerating, over-seeding, sod)	50.4	50.4	57.9	65.9	65.9
School Grounds maintained	8	8	8	8	8
Open Space Property	14	14	14	16	17
Public Building Grounds maintained	8	8	8	16	16
Playgrounds maintained	2	2	2	2	2
Large Equipment maintained (mowers, snow blowers, etc)	131	134	138	143	145
Trail System Maintained (miles/locations)	9.70 / 19	11.7 / 19	11.7 / 19	11.7/19	11.7/19
Linear Feet of Sidewalks edged and Snow Removal			24,000	25,000	27,140

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
612,038	657,942	15150100 00110	FULL TIME SALARIES	736,549	697,549	658,549
134,336	112,194	15150100 00111	OVERTIME	122,890	122,890	122,890
6,454	7,936	15150100 00112	LONGEVITY	8,332	8,332	8,332
22,256	19,710	15150100 00113	PART TIME WAGES	19,339	19,729	19,729
7,780	10,080	15150100 00114	TEMPORARY	10,080	10,080	10,080
129,500	126,150	15150200 00221	OPERATING MATERIAL	146,075	146,075	146,075
9,317	9,088	15150200 00223	UNIFORMS & CLOTHING	9,088	9,088	9,088
37,700	46,850	15150200 00226	LANDSCAPING	53,075	53,075	53,075
3,209	5,675	15150200 00228	SMALL TOOLS	8,480	8,480	8,480
7,926	17,265	15150300 00330	RENTAL & LEASES	17,865	17,865	17,865
57,714	71,420	15150300 00360	UTILITIES	73,420	73,420	73,420
92,497	101,051	15150300 00371	MAINTENANCE CONTRACTS	101,051	101,051	101,051
28,235	23,500	15150300 00372	REPAIR/MAINT FACILITIES	48,500	48,500	48,500
160	1,500	15150300 00373	REPAIR/MAINT EQUIPMENT	4,000	4,000	4,000
1,035	3,740	15150300 00374	FEES & MEMBERSHIPS	3,740	3,740	3,740
1,060	1,800	15150300 00375	RECRUITMENT & TRAINING	1,800	1,800	1,800
0	0	15150400 00430	CAPITAL PROJECTS	75,843	75,843	0
47,942	69,583	15150400 00442	DEPARTMENT EQUIPMENT	99,700	99,700	99,543
1,199,159	1,285,484		TOTAL	1,539,827	1,501,217	1,386,217
			PERCENTAGE CHANGE	19.79%	16.78%	7.84%

PROGRAM	LIBRARY	5510
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Program Explanation:

The South Windsor Public Library, established under the authority of the Library Board of Directors by the Town Charter, provides organized collections of a wide variety of materials, study and meeting facilities, and access to electronic information both at the Library and remotely. With the support of the Friends of the Library, we are able to participate in local and regional activities, such as Books for Babies, 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.

The Children's Department serves children from pre-school ages through the beginning of high school. 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 early literacy programs for children as young as six months, beginning readers' programs, and book discussion groups for students in 3rd-12th grade. We've instituted a 100 Books Before Kindergarten program to emphasize a parent's role in preparing their children for school. Several clubs support the changing interests of children, young adults, and their families. Our Summer Reading Program is offered in conjunction with the elementary schools, with the assistance of volunteers recruited from TEMS and SWHS. Electronic access to such collections as Science Flix, True Flix, Book Flix, and Tumble Books offers a chance for young people to "visit" the Library 24/7.

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. Our programs offer insight into the materials we provide, including author presentations, discussion groups, and instructional programs. In addition, we partner with other Town agencies and civic groups to provide programs and resources of interest to their members and the general public. 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 distance learning students. 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 38th year.

The Technical Services Department assists both the Adult and Children's Departments by preparing collection materials for the public in a timely and economical way, making sure that the materials are packaged durably and in a visually appealing manner. In addition, the department maintains our bibliographic database and provides internal computer support. The Circulation Department maintains our borrower database and processes our circulation of nearly 300,000 items per year. The department oversees physical upkeep of the collections and supervises volunteers ranging from young Scouts working on badge projects to adults performing court-ordered community service. The Library Director and Business Manager provide overall planning and personnel and 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 and incorporates our best estimates for fixed costs. Operating budgets of the past few years have required decreases in the Materials budget: the main source of books, databases, downloadable materials, programs, and services. Our budget request for 2016 – 2017 includes an increase in Materials to allow us to introduce new resources and services of interest to our patrons today.

Program Goals and Objectives FY 2017:

- Continue support of the Common Core Standards while choosing new materials
- Emphasize STEAM (Science, Technology, Engineering, Art, and Math) programs and hands-on learning experiences for all ages
- Continue working with TEMS and SWHS library media specialists to avoid duplication when purchasing online databases
- Continue and expand Outreach support to day care centers and nursery schools
- Develop additional computer services to mobile users; expand use of social media
- Update the Library's web presence
- Encourage learning and discovery through systematic collection development in multiple subject areas and formats
- Add new e-content in various media: e-books, e-audio, e-video, and e-magazines
- Expand programs and collections in all formats to reflect the diversity of languages and cultures in our community
- Promote reading through book groups, interlibrary loan, displays, tours, and programs; encourage all students to have a library card
- Continue building personal, attentive, and effective relationships with library patrons, vendors, and the IT department

Program Accomplishments FY 2016:

The Children's Department:

- Provided outreach visits to day care centers and nursery schools
- Conducted tours for every kindergarten class in South Windsor (Friends of the Library paid field trip expenses); presented each student with a library card
- Visited all the elementary schools with members of the Friends of South Windsor Public Library to distribute dictionaries to every third grade student.
- Worked with school library media specialists to set up the Nutmeg Book Club and to coordinate a Summer Reading Program (pre-school – 12th grade) that was compatible with the Governor's Summer Reading program and other statewide programs
- Helped to develop a strong sense of community and responsibility through the teen volunteer program during summer reading
- Provided opportunities for service through Project Genesis and other supported employment programs for persons with special needs
- Continued support of the Common Core Standards by replacing outdated non-fiction materials with new materials.
- Offered special services for teachers, including creating topical collections of materials for classroom use and offering extended loan periods

The Adult Department:

- Worked with Town IT department to maximize benefits of new fiber optic network, wi-fi, and new hardware security from patron and staff perspectives
- Highlighted high-demand collections by adding a "Newest of the New" fiction shelf and providing lists of recently added DVDs and audiobooks
- Added Overdrive magazines available for use on mobile devices
- Increased e-book and audio collections

Program Accomplishments FY 2016 (cont'd):

- Added CT DMV Permit Practice Test to homepage
- Continued to partner with online educational software provider Mango Languages to expand offerings to 71 languages (including English instruction from 19 languages)
- Targeted the following print collection areas for weeding and systematic updating: cookbooks, travel, self-help, computer books, arts, and humanities
- Collaborated with local organizations, clubs, and Town Commissions to present programs and displays

Assigned Positions:

2014 - 2015		2015-2016		Position Title	2016-2017	
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 (*Sunday Staff – 3 librarians rotate -1/wk. = 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 (*Sunday Staff – 4 individuals rotate 2/week = FTE 0.2)	12	6.6
1	1.0	1	1.0	Business Manager	1	1.0

Performance Data	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016 - 2017
Total Circulation	283,300	277,448	269,755	260,000	260,000
Reference Questions	14,750	14,425	12,806	13,000	13,000
Library Visits	225,100	212,581	217,268	220,000	225,000
Number of Library sponsored programs (for all ages)	500	433	562	500	525
Attendance at Library sponsored programs	8,850	9,740	12,179	10,960	11,200
Weekly hours open to the public (September – May/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, or discarded	7,800	8,404	8,575	10,000	10,000

Function CULTURAL & LEISURE
Department LIBRARY
Division LIBRARY
Division Code 5510

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
623,526	676,642	15510100	00110	FULL TIME SALARIES	678,739	678,739	678,739
380	500	15510100	00112	LONGEVITY	500	500	500
152,529	170,006	15510100	00113	PART TIME WAGES	170,609	170,609	170,609
9,174	10,000	15510200	00210	OFFICE SUPPLIES	5,000	5,000	5,000
175,094	107,517	15510200	00221	OPERATING MATERIAL	136,782	136,782	136,782
716	500	15510300	00310	ADVERTISING	500	500	500
44,745	42,845	15510300	00320	PROFESSIONAL	41,834	41,834	41,834
7,241	8,450	15510300	00330	RENTAL & LEASES	7,871	7,871	7,871
804	750	15510300	00350	PRINTING	750	750	750
4,119	3,750	15510300	00360	UTILITIES	4,200	4,200	4,200
5,636	2,477	15510300	00371	MAINTENANCE CONTRACTS	12,177	12,177	12,177
4,088	4,200	15510300	00374	FEES & MEMBERSHIPS	4,065	4,065	4,065
0	0	15510300	00375	RECRUITMENT & TRAINING	0	0	0
1,357	0	15510400	00441	OFFICE EQUIPMENT	0	0	0
1,029,408	1,027,637	TOTAL			1,063,027	1,063,027	1,063,027
		PERCENTAGE CHANGE			3.44%	3.44%	3.44%

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	2015-2016 Council Approved	2016-2017 Department Request	2016-2017 Manager Proposed	2016-2017 Council Approved
9001	Contingency	115,000	115,000	115,000	115,000
9002	Patriotic Commission	13,500	13,500	13,500	13,500
9003	Cemeteries	8,000	8,000	8,000	8,000
9008	Wood Memorial Library	7,500	7,500	7,500	7,500
9015	Salary Contingency	0	25,000	25,000	25,000
9004	Municipal Insurance – Casualty and Liability	269,717	269,217	269,217	269,217
9005	Pension	2,021,187	2,175,619	2,181,695	2,181,695
9006	Social Security	1,039,964	1,092,278	1,082,301	1,059,397
9007	Health and Life Insurance	3,249,988	3,388,024	3,344,203	2,917,357
9009	Other Post Employment Benefits (OPEB)	310,716	314,861	314,861	314,861
9010	Workers' Compensation	371,937	391,937	391,937	390,846
9011	Unemployment Compensation	15,000	15,000	15,000	15,000
	Total Unclassified	7,422,009	7,815,936	7,768,214	7,317,372

PROGRAM	CONTINGENCY	9001
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Program Explanation:

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

Budget Change Commentary:

The Contingency budget amount has not changed.

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Amount of Contingency Used	\$107,048	\$109,000	\$115,000	\$91,000	\$115,000

Function UNCLASSIFIED
Department CONTINGENCY
Division CONTINGENCY
Division Code 9001

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
0	115,000	19001300 00390	OTHER PURCHASE SERVICE	115,000	115,000	115,000
0	115,000		TOTAL	115,000	115,000	115,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PATRIOTIC COMMISSION	9002
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Program Explanation:

This account provides for Town support of the Patriotic Commission.

Budget Change Commentary:

The program has a zero percent increase.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
13,416	13,500	19002300 00380	GRANTS & CONTRIBUTIONS	13,500	13,500	13,500
<hr/>						
13,416	13,500		TOTAL	13,500	13,500	13,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	CEMETERIES	9003
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Program Explanation:

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

Budget Change Commentary:

This program has a zero percent increase.

Function UNCLASSIFIED
Department CEMETERIES
Division CEMETERIES
Division Code 9003

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
8,000	8,000	19003300 00380	GRANTS & CONTRIBUTIONS	8,000	8,000	8,000
TOTAL				8,000	8,000	8,000
PERCENTAGE CHANGE				0.00%	0.00%	0.00%

PROGRAM	WOOD MEMORIAL LIBRARY	9008
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Program Explanation:

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

Budget Change Commentary:

The program budget has a zero percent increase.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
10,000	7,500	19008300 00380	GRANTS & CONTRIBUTIONS	7,500	7,500	7,500
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10,000	7,500		TOTAL	7,500	7,500	7,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	SALARY CONTINGENCY	9015
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Program Explanation:

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

Budget Change Commentary:

Funding has been restored in this account at an amount of \$25,000.

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Expired Union Contracts	3	2	2	3	0

Function UNCLASSIFIED
Department SALARY CONTINGENCY
Division SALARY CONTINGENCY
Division Code 9015

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
0	0	19015300 00390	OTHER PURCHASE SERVICE	25,000	25,000	25,000
TOTAL				25,000	25,000	25,000
PERCENTAGE CHANGE				0.00%	0.00%	0.00%

PROGRAM	MUNICIPAL INSURANCE – CASUALTY & LIABILITY	9004
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Program Explanation:

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

Budget Change Commentary:

This budget line item has not changed. The Town entered into a three-year contract with CIRMA for a maximum of 3% increase each year. Indications received from CIRMA are 0% increase for fiscal year 2017.

Program Objectives and Goals FY 2017:

- 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
- Assess cyber and drone risk exposure for Town and BOE

Program Accomplishments FY 2016:

- 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

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Number of claims	19	15	16	12	14
Number of CIRMA Workshops Attended	4	4	4	4	5
Number of Employees Attending	159	39	39	39	45

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

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PROGRAM	PENSION	9005
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Program Explanation:

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

Budget Change Commentary:

The Pension Budget increased by \$160,508 due to increased salaries and employees joining the defined contribution plan. The Pension Committee continues to meet quarterly to monitor the overall performance of the plan including discussions on fees, governance, liabilities and assets.

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Covered Employees	175	188	189	187	186
Pension Plans	2	2	2	2	2

Pension Policy

The overall goal of this policy is to ensure that the Actuarial Determined Contribution (ADC) is fully funded each year.

A defined benefit pension plan's ADC is defined by Governmental Accounting Standard Number 27. In general, the calculation of the ADC 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 Actuarial Determined Contribution (ADC), 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 ADC, which is identified in their annual actuarial valuation reports. The ADC 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 ADC reflected in the most recent actuarial valuation report. For example, the 2016/2017 budget will include the ADC calculated in the July 1, 2015 actuarial valuation report.

Function UNCLASSIFIED
Department PENSION
Division PENSION CONTRIBUTIONS
Division Code 9005

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
2,001,441	2,021,187	19005100 00130	EMPLOYEE BENEFITS	2,175,619	2,181,695	2,181,695
2,001,441	2,021,187		TOTAL	2,175,619	2,181,695	2,181,695
			PERCENTAGE CHANGE	7.64%	7.94%	7.94%

PROGRAM	SOCIAL SECURITY	9006
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Program Explanation:

This account provides for the necessary Social Security contribution for Town employees. The wage bases for 2016 are \$118,500 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 \$19,433 as a result of salary increases; offset by the reallocation of salaries and benefits from the Special Revenue Pollution Control/Wastewater Treatment Fund.

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Anticipated 2015-2016	Anticipated 2016-2017
Number of Full Time Employees Paid	181	178	172	177	177
Number of Part Time Employees Paid	51	46	50	52	52

Function UNCLASSIFIED
Department PENSION
Division SOCIAL SECURITY TAXES
Division Code 9006

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
936,329	1,039,964	19006100 00130	EMPLOYEE BENEFITS	1,092,278	1,082,301	1,059,397
936,329	1,039,964		TOTAL	1,092,278	1,082,301	1,059,397
			PERCENTAGE CHANGE	5.03%	4.07%	1.87%

PROGRAM	HEALTH & LIFE INSURANCE	9007
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Program Explanation:

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

Budget Change Commentary:

The program budget reflects a decrease of \$332,631, due to anticipated premium decreases, employer contributions and also the reallocation of salaries and benefits to the Special Revenue Pollution Control/Wastewater Treatment Fund.

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Covered Employees	175	166	172	177	177
Health Insurance Plans	6	7	8	8	8
Life Insurance Plans	1	1	1	1	1
Long-Term Disability Insurance Plans	1	1	1	1	1

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
3,259,784	3,249,988	19007100	00130	EMPLOYEE BENEFITS	3,388,024	3,344,203	2,917,357
3,259,784	3,249,988	TOTAL			3,388,024	3,344,203	2,917,357
		PERCENTAGE CHANGE			4.25%	2.90%	-10.23%

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

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

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

Budget Change Commentary:

The budget has increased \$4,145 or 1.3%.

Performance Measures	Police Union Employees	All Other Town Employees	Teachers	BOE Non-Certified Staff	Total
July 1, 2013 Valuation					
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
July 1, 2015 Valuation					
Annual Required Contribution For Fiscal Year 2017	\$158,192	\$66,810	\$627,794	\$28,178	880,974
Expected Benefit Payouts	<u>\$(60,661)</u>	<u>\$(44,939)</u>	<u>\$(453,233)</u>	<u>\$(7,280)</u>	<u>\$(566,113)</u>
Net Budget Impact	\$97,531	\$21,871	\$174,561	\$20,898	\$314,861

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
310,716	310,716	19009100 00130	EMPLOYEE BENEFITS	314,861	314,861	314,861
310,716	310,716		TOTAL	314,861	314,861	314,861
			PERCENTAGE CHANGE	1.33%	1.33%	1.33%

PROGRAM	WORKERS' COMPENSATION INSURANCE	9010
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Program Explanation:

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

Budget Change Commentary:

This budget has increased by \$18,909 or 5.08% due to anticipated premium and salary increases.

Program Objectives and Goals FY 2017:

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

Program Accomplishments FY 2016:

- 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

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Number of claims	34	47	30	30	30
Number of CIRMA Workshops Attended	4	2	2	2	2
Number of Employees Attending	32	72	35	35	35

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
347,306	371,937	19010100 00130	EMPLOYEE BENEFITS	391,937	391,937	390,846
347,306	371,937		TOTAL	391,937	391,937	390,846
			PERCENTAGE CHANGE	5.38%	5.38%	5.08%

PROGRAM	UNEMPLOYMENT COMPENSATION	9011
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Program Explanation:

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

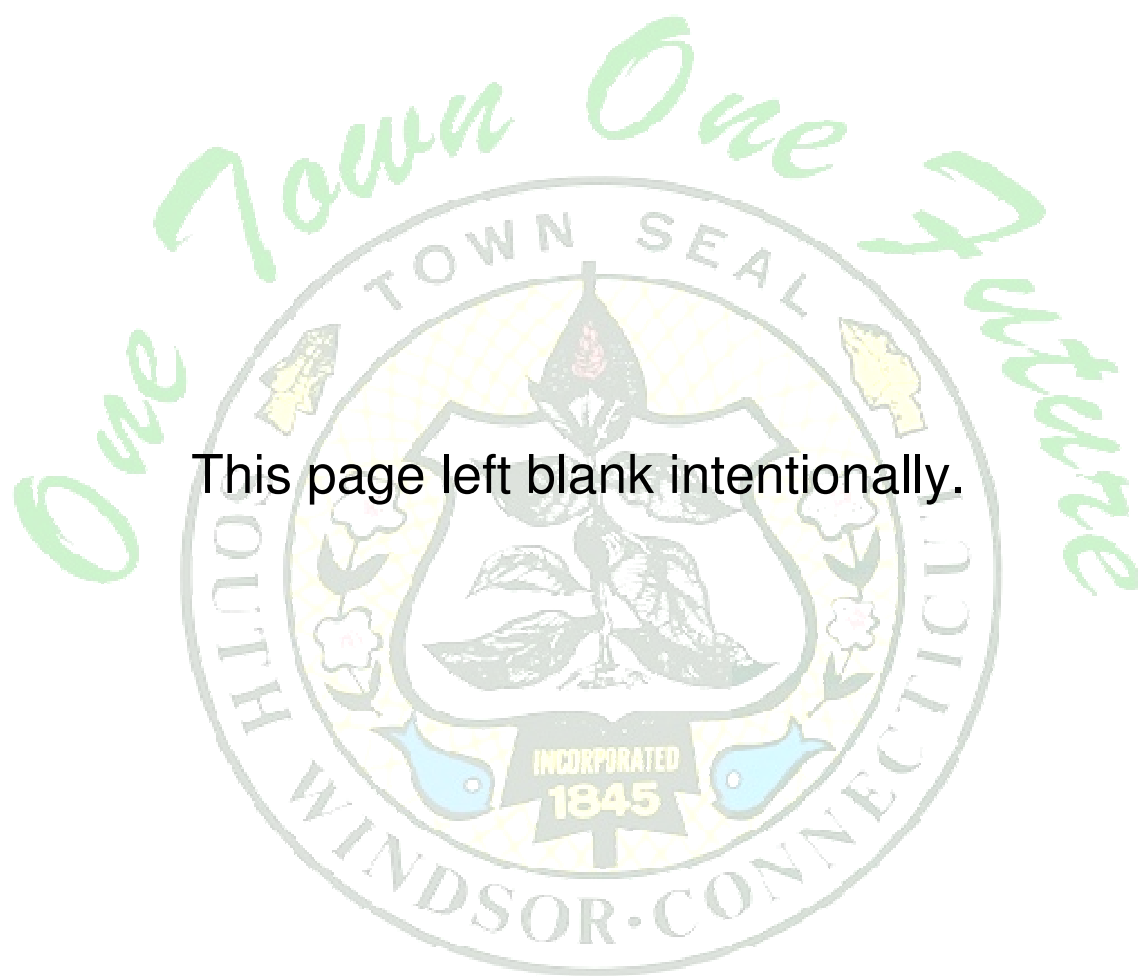
Budget Change Commentary:

This budget remains the same as previous budget year.

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Former Employee(s) Collecting Unemployment	8	2	2	2	2
Employee(s) on Unpaid Leave Collecting Unemployment	1	1	0	0	0

Function UNCLASSIFIED
Department UNEMPLOYMENT COMPENSATION
Division UNEMPLOYMENT COMPENSATION
Division Code 9011

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
3,733	15,000	19011100 00130	EMPLOYEE BENEFITS	15,000	15,000	15,000
3,733	15,000		TOTAL	15,000	15,000	15,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%



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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	2015-2016 Council Approved	2016-2017 Department Request	2016-2017 Manager Proposed	2016-2017 Council Approved
9991	South Windsor Public Schools	70,355,567	71,752,070	71,752,070	71,752,070
	Total Board of Education	70,355,567	71,752,070	71,752,070	71,752,070

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

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

Board of Education Budget Guidelines:

The South Windsor Board of Education will develop a district budget that balances its responsibility to meet the needs of our students while maintaining fiscal responsibility. 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.
- Demonstrate fiscal responsibility by examining current staffing and programs, identifying cost avoidance measures, seeking efficiencies and analyzing historical budget data.
- Ensure adequate funding for healthcare reserve fund and future pension liabilities.
- Implement initiative associated with the 2015-2018 Strategic Plan, specifically:
 - *Increase student access to a broader variety of elective courses at South Windsor High School with an emphasis on Career Pathway opportunities*
 - Funding implication: increase staffing levels at the high school to support eight-period schedule
 - *Increase STEM initiatives districtwide*
 - Funding implication: pilot 1.0 elementary STEM teacher
 - *Meet goals in South Windsor's 2015-2018 Technology Plan*
 - Funding implication: 1:1 computing devices at South Windsor High School
 - *Provide resources and training to further support social and emotional needs of students*
 - Funding implication: additional 1.0 school psychologist

Superintendent's January 26, 2016 Budget Memorandum:

SUPERINTENDENT'S TRANSMITTAL MEMORANDUM

TO: Members, Board of Education
 FROM: Kate Carter, Ed.D, Superintendent of Schools
 RE: 2016-2017 Superintendent's Budget Proposal
 DATE: January 26, 2016

I am pleased to present to the Board of Education and the entire South Windsor community the Superintendent's Budget for Fiscal Year 2016-2017. We maintained our longstanding commitment to deliver a transparent, reader-friendly document that not only captures efficiencies and cost avoidance whenever possible, but also reflects wise investments for our schools. In addition, this budget demonstrates our fidelity to the 2015-2018 Strategic Plan and our commitment to mitigate the setbacks associated with the \$1.3 million cut imposed on last year's budget request. Due to favorable changes in health care plans, we were able to achieve this goal while maintaining a historically low increase.

The Superintendent's Budget for fiscal year 2016-2017 is \$71,752,070 representing an increase of 1.98%.

There are five notable factors allowing for the low increase to the Superintendent's Budget. The proposed budget:

- Excludes \$105,752 of requests for new staff and programs submitted by our administrative team
- Excludes \$660,729 of requests to support existing programs
- Represents a variety of cost-saving measures, including personnel reductions and changes to health care plans
- Contains cost avoidance through last year's action of directing a portion of unexpended FY 2015 funds to the pension account
- Defers full scale deployment and calls for only a pilot of 1:1 computing devices for ninth and tenth grade students

For the sixth 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 increase was 7.58%. During my tenure the average proposed percentage increase is 2.84%. Below is recent history outlining superintendents' proposed percentage increases.

2001-2002	11.4%	2007-2008	4.9%	2013-2014	3.97%
2002-2003	7.0%	2008-2009	6.0%	2014-2015	1.94%
2003-2004	9.8%	2009-2010	7.4%	2015-2016	4.71%
2004-2005	4.0%	2010-2011	6.2%	2016-2017	1.98%
2005-2006	10.1%	2011-2012	2.08%		
2006-2007	9.0%	2012-2013	2.37%		

Not only does this data place the 2016-2017 budget increase into context, it serves as an important reminder that merely meeting the cost of contractual salary increases has not been in 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. I am proud to work for a Board of Education that is committed to making savvy financial decisions while serving as a thoughtful steward of our school system.

In addition to contractual obligations, there are some notable investments within the budget. The following investments reflect our commitment to the goals communicated in our 2015-2018 Strategic Plan:

- K-5 Science, Technology, Engineering, and Math (STEM) pilot
- Additional school psychologist to support the mental health needs of middle and high school students
- 1:1 computing devices for grade 9 and 10 students
- Staffing levels that will support an eight-period schedule at the high school in order to promote career pathway courses such as:
 - AP Mobile Computer Science
 - Computer Integrated Manufacturing
 - Construction Technology II
 - Debate
 - Disease Prevention
 - Fashion Design/Illustration I
 - Fashion Design/Illustration II
 - Food Chemistry
 - Introduction to Allied Health
 - Journalism
 - Local Government & Law Enforcement
 - Model United Nations
 - National Government and Intelligence
 - Regional World Studies
 - Theater Studies/Acting

I look forward to our collective work in furthering the goals set forth in the Board of Education's 2015-2018 Strategic Plan. While the list above does not represent the full complement of improvements I would like

to include in the 2016-2017 budget, I am pleased that we are able to address some critical needs while maintaining a very 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	2016-2017 Superintendent Request	2016-2017 Board of Education Proposed	2016-2017 Town Council Approved
Board of Education	\$71,752,070	\$71,752,070	\$71,752,070
Subtotal – Board of Education	\$71,752,070	\$71,752,070	\$71,752,070

**SOUTH WINDSOR PUBLIC SCHOOLS
2016-2017 FTE Staffing Chart**

STAFF - ALL FUNDING SOURCES	2014-2015 Actual	Current Staff As of 10/01/15	Approved 2016-2017 Staff	Approved 2016-2017 Staff Changes
CERTIFIED STAFF	410.45	410.95	416.05	5.10
NON-CERTIFIED STAFF	303.40	301.33	301.83	0.50
TOTAL	713.85	712.28	717.88	5.60

DEBT SERVICE

Account Code	Descriptions	2015-2016 Council Approved	2016-2017 Department Request	2016-2017 Manager Proposed	2016-2017 Council Approved
7001	Capital Leases	746,665	1,135,540	1,135,540	1,135,540
7003	Debt Service – Interest, Bonded Indebtedness	1,585,186	1,586,586	1,586,586	1,586,586
7004	Debt Service – Principal Payments, Bonded Indebtedness	4,223,380	4,608,380	4,608,380	4,608,380
	Total Debt Service	6,655,231	7,330,506	7,330,506	7,330,506

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.

Debt Service Fund – Principal and Interest Payments Schedule

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			Series B Refunding Mar-12					Series B Refunding Jun-14		Series B Refunding Jun-14		Clean Water Fund Loan		
			2012	2012	2014	2014	2014	2014	2014	2015	2015	2016	2016	
			Storm Alfred	Gen Purp	Gen Purp	Schools	Sewers	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Sewer
PIF = Paid in Full			8/15-I	2/1-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	Monthly P & I
			2/15-P&I	8/1-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	\$139,201.81
			2,000,000	15,185,000	2,100,000	2,470,000	1,750,000	4,222,000	2,393,000	1,900,000	3,260,000	3,000,000	1,300,000	27,516,583
			1.5439%	2.5089%	3.3508%	3.3508%	3.3508%	1.4522%	1.4522%			2.4316%	2.4316%	CWL 503-C
Fiscal Year														
2017	Principal	4,608,380	200,000	930,000	100,000	115,000	70,000	882,000	1,093,000			0	0	1,218,380
	Interest	1,586,586	24,000	449,044	74,750	87,225	61,075	129,180	31,845	53,000	90,269	93,757	40,399	452,042
	Total	6,194,966	224,000	1,379,044	174,750	202,225	131,075	1,011,180	1,124,845	53,000	90,269	93,757	40,399	1,670,422
2018	Principal	3,938,061	200,000	935,000	100,000	125,000	75,000	534,000	176,000	100,000	200,000	160,000	65,000	1,268,061
	Interest	1,427,880	20,000	413,994	69,750	81,475	57,575	101,790	2,760	53,000	90,269	94,281	40,625	402,361
	Total	5,365,941	220,000	1,348,994	169,750	206,475	132,575	635,790	178,760	153,000	290,269	254,281	105,625	1,670,422
2019	Principal	3,823,656	200,000	945,000	100,000	130,000	95,000	485,000	50,000	100,000	200,000	160,000	65,000	1,293,656
	Interest	1,312,235	16,000	378,644	64,750	75,225	53,825	91,600	500	49,000	82,269	86,281	37,375	376,766
	Total	5,135,891	216,000	1,323,644	164,750	205,225	148,825	576,600	50,500	149,000	282,269	246,281	102,375	1,670,422
PIF														
2020	Principal	3,799,768	200,000	955,000	100,000	130,000	95,000	475,000		100,000	200,000	160,000	65,000	1,319,768
	Interest	1,198,898	12,000	340,644	59,750	68,725	49,075	79,625		47,250	78,769	78,281	34,125	350,654
	Total	4,998,666	212,000	1,295,644	159,750	198,725	144,075	554,625	0	147,250	278,769	238,281	99,125	1,670,422
2021	Principal	3,831,406	200,000	960,000	100,000	125,000	100,000	475,000		100,000	200,000	160,000	65,000	1,346,406
	Interest	1,074,709	8,000	302,344	55,750	63,525	45,275	60,625		43,250	70,769	70,281	30,875	324,016
	Total	4,906,115	208,000	1,262,344	155,750	188,525	145,275	535,625	0	143,250	270,769	230,281	95,875	1,670,422
2022	Principal	3,873,583	200,000	965,000	100,000	125,000	100,000	485,000		100,000	200,000	160,000	65,000	1,373,583
	Interest	951,283	4,000	263,844	53,750	61,025	43,275	36,625		39,250	62,769	62,281	27,625	296,839
	Total	4,824,866	204,000	1,228,844	153,750	186,025	143,275	521,625	0	139,250	262,769	222,281	92,625	1,670,422
PIF														

Continued

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			Series B					Series B		Series B		Clean		
			Refunding					Refunding	Refunding	Water				
			Mar-12					Jun-14	Jun-14	Fund				
			2012	2012	2014	2014	2014	2014	2014	2015	2015	2016	2016	Loan
			Storm Alfred	Gen Purp	Gen Purp	Schools	Sewers	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Sewer
PIF = Paid in Full	8/15-I		2/1-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	Monthly P & I
	2/15-P&I		8/1-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	\$139,201.81
	2,000,000		15,185,000	2,100,000	2,470,000	1,750,000	4,222,000	2,393,000	1,900,000	3,260,000	3,000,000	1,300,000		27,516,583
	1.5439%		2.5089%	3.3508%	3.3508%	3.3508%	1.4522%	1.4522%			2.4316%	2.4316%		CWL 503-C
Fiscal Year														
2023	Principal	3,711,307		970,000	100,000	125,000	100,000	490,000	0	100,000	200,000	160,000	65,000	1,401,307
	Interest	828,108		225,144	51,250	57,900	40,775	12,250		36,250	56,769	54,281	24,375	269,114
	Total	4,539,415		1,195,144	151,250	182,900	140,775	502,250	0	136,250	256,769	214,281	89,375	1,670,422
PIF														
2024	Principal	3,749,592		1,470,000	100,000	125,000	100,000			100,000	200,000	160,000	65,000	1,429,592
	Interest	730,467		188,288	48,250	54,150	37,775			34,250	52,769	51,081	23,075	240,830
	Total	4,480,059		1,658,288	148,250	179,150	137,775			134,250	252,769	211,081	88,075	1,670,422
2025	Principal	3,443,447		1,125,000	100,000	135,000	100,000			100,000	200,000	160,000	65,000	1,458,447
	Interest	650,546		157,472	45,250	50,400	34,775			32,250	48,769	47,881	21,775	211,974
	Total	4,093,994		1,282,472	145,250	185,400	134,775			132,250	248,769	207,881	86,775	1,670,422
2026	Principal	3,497,885		1,135,000	100,000	150,000	100,000			100,000	200,000	160,000	65,000	1,487,885
	Interest	570,174		127,088	42,250	46,350	31,775			30,250	44,769	44,681	20,475	182,537
	Total	4,068,059		1,262,088	142,250	196,350	131,775			130,250	244,769	204,681	85,475	1,670,422
2027	Principal	3,492,917		1,125,000	100,000	150,000	100,000			100,000	175,000	160,000	65,000	1,517,917
	Interest	486,273		94,594	39,250	41,850	28,775			28,125	40,519	41,481	19,175	152,505
	Total	3,979,190		1,219,594	139,250	191,850	128,775			128,125	215,519	201,481	84,175	1,670,422
2028	Principal	3,508,555		1,110,000	100,000	150,000	100,000			100,000	175,000	160,000	65,000	1,548,555
	Interest	403,716		63,863	36,250	37,350	25,775			25,875	36,581	38,281	17,875	121,866
	Total	3,912,272		1,173,863	136,250	187,350	125,775			125,875	211,581	198,281	82,875	1,670,422
2029	Principal	3,029,812		550,000	150,000	145,000	105,000			100,000	175,000	155,000	70,000	1,579,812
	Interest	325,979		40,350	33,000	32,475	22,525			23,500	32,425	34,681	16,413	90,610
	Total	3,355,790		590,350	183,000	177,475	127,525			123,500	207,425	189,681	86,413	1,670,422
Continued														

Debt Service Fund – Principal and Interest Payments Schedule (Con't.)

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			Series B Refunding Mar-12					Series B Refunding Jun-14		Series B Refunding Jun-14		Clean Water Fund Loan	
			2012	2012	2014	2014	2014	2014	2014	2015	2015	2016	2016
			<i>Storm Alfred</i>	<i>Gen Purp</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Sewers</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Gen Purp</i>	<i>Schools</i>
PIF = Paid in Full			8/15-I	2/1-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I
			2/15-P&I	8/1-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I
			2,000,000	15,185,000	2,100,000	2,470,000	1,750,000	4,222,000	2,393,000	1,900,000	3,260,000	3,000,000	1,300,000
			1.5439%	2.5089%	3.3508%	3.3508%	3.3508%	1.4522%	1.4522%			2.4316%	2.4316%
Fiscal Year			CWL 503-C										
2030	Principal	3,051,699		540,000	150,000	145,000	105,000			100,000	175,000	155,000	70,000
	Interest	252,522		24,000	28,125	27,763	19,113			21,000	28,050	31,000	14,750
	Total	3,304,222		564,000	178,125	172,763	124,113			121,000	203,050	186,000	84,750
2031	Principal	3,074,231		530,000	150,000	150,000	100,000			100,000	175,000	155,000	70,000
	Interest	176,066		7,950	22,875	22,688	15,438			18,000	22,800	27,125	13,000
	Total	3,250,297		537,950	172,875	172,688	115,438			118,000	197,800	182,125	83,000
2032	Principal	1,316,217		<i>PIF</i>						100,000	175,000	150,000	75,000
	Interest	115,438			17,625	17,438	11,938			15,000	17,550	23,250	11,250
	Total	1,431,655			167,625	167,438	111,938			115,000	192,550	173,250	86,250
2033	Principal	900,000			150,000	145,000	105,000			100,000	175,000	150,000	75,000
	Interest	83,050			11,625	11,438	7,938			12,000	12,300	18,750	9,000
	Total	983,050			161,625	156,438	112,938			112,000	187,300	168,750	84,000
2034	Principal	900,000			150,000	150,000	100,000			150,000	125,000	150,000	75,000
	Interest	53,050			6,000	6,000	4,000			9,000	7,050	14,250	6,750
	Total	953,050			156,000	156,000	104,000			159,000	132,050	164,250	81,750
2035	Principal	485,000			<i>PIF</i>					150,000	110,000	150,000	75,000
	Interest	22,050								4,500	3,300	9,750	4,500
	Total	507,050								154,500	113,300	159,750	79,500
2036	Principal	250,000								<i>PIF</i>		175,000	75,000
	Interest	7,500										5,250	2,250
	Total	257,500										180,250	77,250
												<i>PIF</i>	<i>PIF</i>

Continued

Debt Service Fund – Principal and Interest Payments Schedule (Con’t.)

			Series B Refunding Mar-12					Series B Refunding Jun-14		Series B Refunding Jun-14		Clean Water Fund Loan	
			2012	2012	2014	2014	2014	2014	2014	2015	2015	2016	2016
			Storm Alfred	Gen Purp	Gen Purp	Schools	Sewers	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools
PIF = Paid in Full			8/15-I	2/1-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I
			2/15-P&I	8/1-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I
			2,000,000	15,185,000	2,100,000	2,470,000	1,750,000	4,222,000	2,393,000	1,900,000	3,260,000	3,000,000	1,300,000
			1.5439%	2.5089%	3.3508%	3.3508%	3.3508%	1.4522%	1.4522%			2.4316%	2.4316%
													CWL 503-C
Gen Purp	Principal	26,271,000	1,200,000	14,245,000	2,100,000			3,826,000		1,900,000		3,000,000	
Schools	Principal	8,349,000				2,470,000			1,319,000		3,260,000		1,300,000
Sewers	Principal	23,665,516					1,750,000						
													21,915,516
Total	Principal	58,285,516	1,200,000	14,245,000	2,100,000	2,470,000	1,750,000	3,826,000	1,319,000	1,900,000	3,260,000	3,000,000	1,300,000
													21,915,516

COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY

As of February 17, 2016

Fiscal Year	Principal Payments	Interest Payments	Total Debt Service
2016-17	4,608,380	1,586,586	6,194,966
2017-18	3,938,061	1,427,880	5,365,941
2018-19	3,823,656	1,312,235	5,135,891
2019-20	3,799,768	1,198,898	4,998,666
2020-21	3,831,406	1,074,709	4,906,115
2021-22	3,873,583	951,283	4,824,866
2022-23	3,711,307	828,108	4,539,415
2023-24	3,749,592	730,467	4,480,059
2024-25	3,443,447	650,546	4,093,994
2025-26	3,497,885	570,174	4,068,059
2026-27	3,492,917	486,273	3,979,190
2027-28	3,508,555	403,716	3,912,272
2028-29	3,029,812	325,979	3,355,790
2029-30	3,051,699	252,522	3,304,222
2030-31	3,074,231	176,066	3,250,297
2031-32	1,316,217	115,438	1,431,655
2032-33	900,000	83,050	983,050
2033-34	900,000	53,050	953,050
2034-35	485,000	22,050	507,050
2035-36	250,000	7,500	257,500
	<u>\$58,285,516</u>	<u>\$12,256,531</u>	<u>\$ 70,542,048</u>

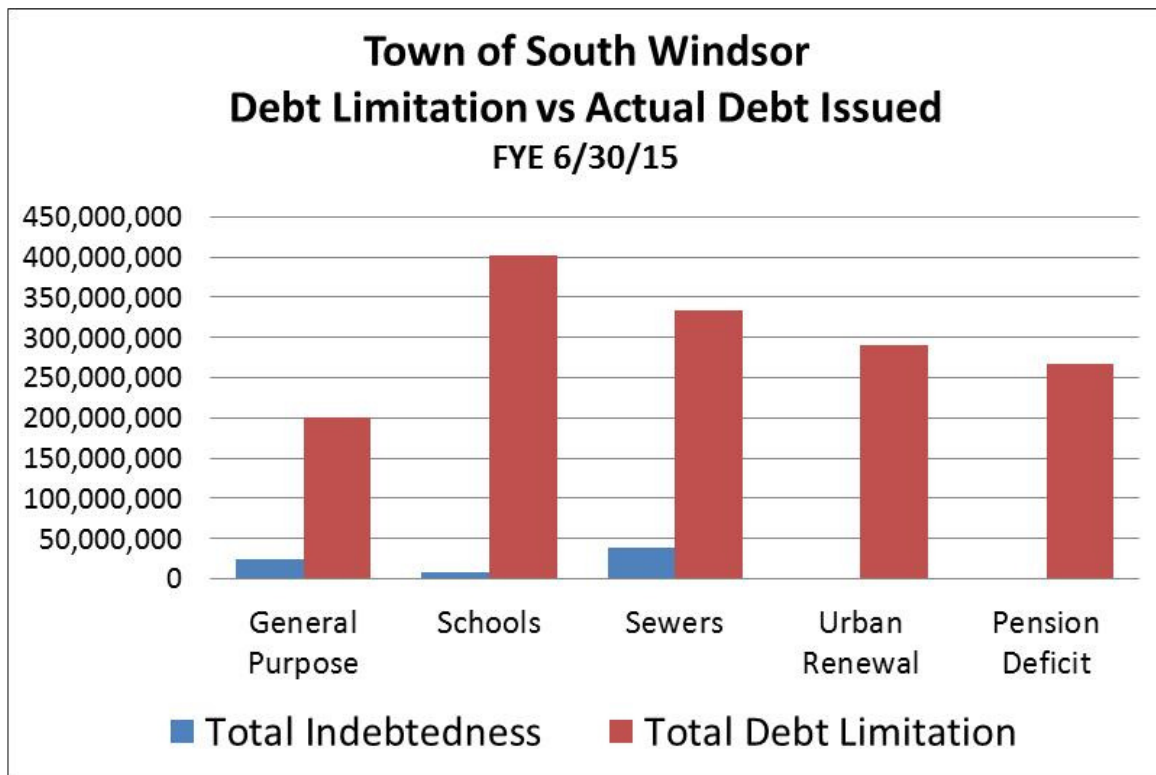
**SCHEDULE OF DEBT LIMITATION
FOR THE YEAR ENDED JUNE 30, 2015**

Total tax collections (including interest and lien fees) received by
the Treasurer for the year ended June 30, 2015 \$ 89,231,053
Tax relief for the elderly 2,000

BASE **\$ 89,233,053**

	General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit
Debt limitation:					
2-1/4 times base	\$ 200,774,369	\$ -	\$ -	\$ -	\$ -
4-1/2 times base		401,548,739			
3-3/4 times base			334,623,949		
3-1/4 times base				290,007,422	
3 times base					267,699,159
Total debt limitation	\$ 200,774,369	\$ 401,548,739	\$ 334,623,949	\$ 290,007,422	\$ 267,699,159
Indebtedness:					
Bonds and notes payable	24,852,000	8,473,000	1,750,000	-	-
Bond anticipation note		-	25,821,991		
Authorized, unissued bonds	3,082	-	11,723,412		
Total indebtedness	24,855,082	8,473,000	39,295,403	-	-
Debt Limitation in Excess of Outstanding and Authorized Debt	\$ 175,919,287	\$ 393,075,739	\$ 295,328,546	\$ 290,007,422	\$ 267,699,159

Note: In no case shall total indebtedness exceed seven times annual receipts from taxation \$ 624,631,731



PROGRAM	CAPITAL LEASES	7001
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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 \$388,875, which results from two new obligations.

		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
		16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Description	End Date									
CT Innovations	08/12/19	38,860	40,414	42,031	43,712	0	0	0		0
Fire Ladder Truck	07/15/16	112,211	0	0	0	0	0	0		0
Fire Pumper (Real Lease)	06/01/21	81,030	81,030	81,030	81,030	81,030	0	0		0
Communicaton Equip PD	07/15/19	54,756	54,756	54,756	54,756	0	0	0		0
Sutphen Monarch Fire Pumper	08/25/23	103,657	103,657	103,657	103,657	103,657	103,657	103,657		0
Town Generators - TIP Capital	04/21/20	107,849	107,849	107,849	89,874		0	0		0
BOE Generator - TIP Capital	09/15/21	92,946	92,946	92,946	92,946	92,946	23,236	0		0
Boilers - TIP Capital	06/24/20	47,732	47,732	47,732	47,732		0	0		0
Turf Fields - CB Leasing	07/15/20	267,187	267,187	267,187	267,187	267,187				
EOC Construction - CB Leasing	11/01/24	178,824	178,824	178,824	178,824	178,824	178,824	178,824	178,824	178,824
EOC Computer Wall \$275 6/yr		50,488	50,488	50,488	50,488	50,488	50,488			
		1,135,540	974,395	976,012	959,719	723,644	305,718	282,481	178,824	178,824

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
539,247	746,665	17001300 00320	PROFESSIONAL	1,135,540	1,135,540	1,135,540
539,247	746,665		TOTAL	1,135,540	1,135,540	1,135,540
			PERCENTAGE CHANGE	52.08%	52.08%	52.08%

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

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

Budget Change Commentary:

The Debt Service – Interest on Bonded Indebtedness budget increased by \$1,400.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
1,515,308	1,585,186	17003300 00320	PROFESSIONAL	1,586,586	1,586,586	1,586,586
<hr/>						
1,515,308	1,585,186		TOTAL	1,586,586	1,586,586	1,586,586
			PERCENTAGE CHANGE	0.09%	0.09%	0.09%

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

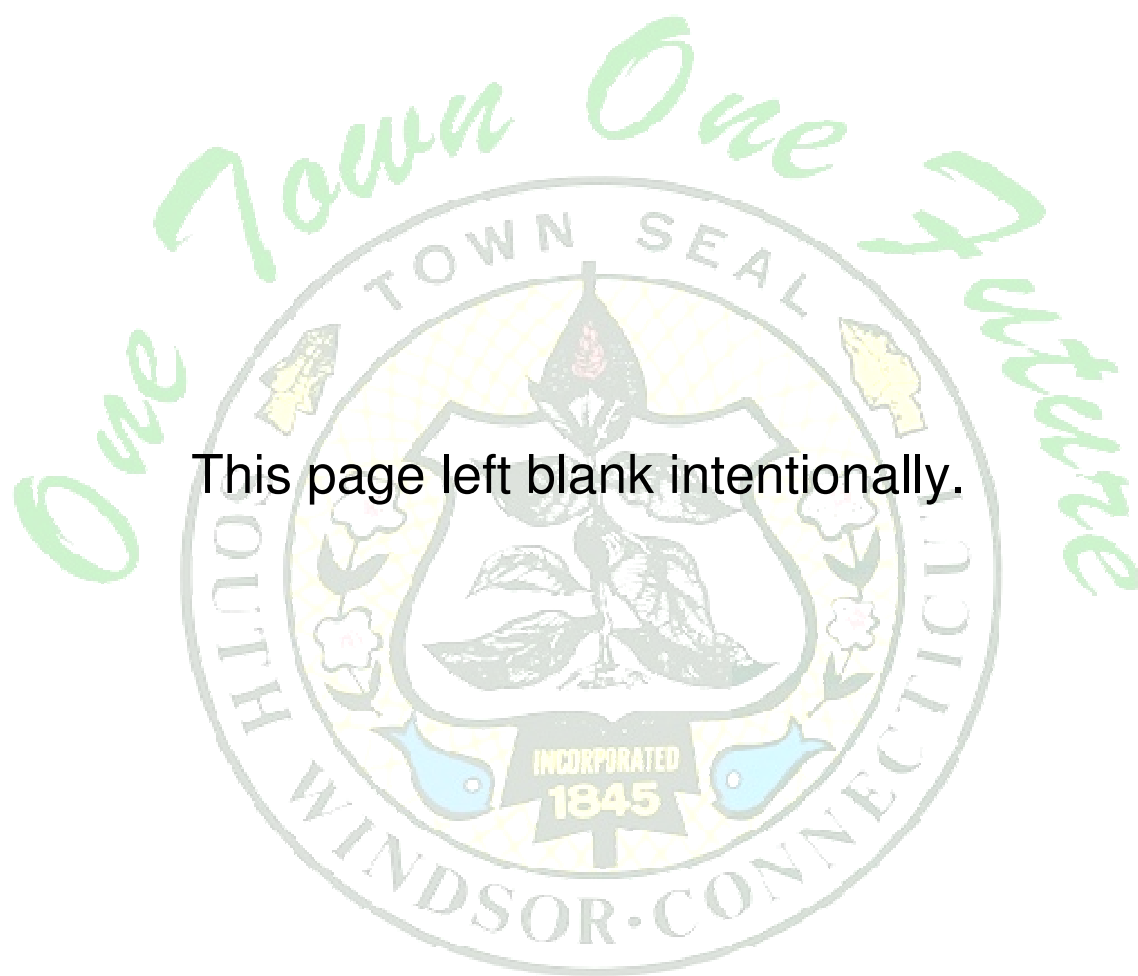
This account provides for principal payments on bonds and bond anticipation notes.

Budget Change Commentary:

The Debt Service – Principal on Bonded Indebtedness budget decreased by \$385,000.

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
4,200,646	4,223,380	17004300 00320	PROFESSIONAL	4,608,380	4,608,380	4,608,380
4,200,646	4,223,380		TOTAL	4,608,380	4,608,380	4,608,380
			PERCENTAGE CHANGE	9.12%	9.12%	9.12%



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CAPITAL IMPROVEMENTS

Account Code	Descriptions	2015-2016 Council Approved	2016-2017 Department Request	2016-2017 Manager Proposed	2016-2017 Council Approved
9001	Capital Improvements	1,000,000	2,000,000	1,500,000	1,264,213
	Total Capital Improvements	1,000,000	2,000,000	1,500,000	1,264,213

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.

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.

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.

PROGRAM	CAPITAL IMPROVEMENTS	8000
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Projects Adopted by Capital Projects Committee for FY 2017

Agency	Project	Grant/ Offset	FY 16/17
Public Works-Buildings	Phone System Replacements - PD & CC		\$75,000
Information Technology	Fiber Communications Network - PD to FD		\$240,000
Board of Education	Emergency roof repairs at Philip R Smith School		\$55,663
Board of Education	Major repair/replacement of the slate roof at Ellsworth		\$450,000
Board of Education	Replace TEMS Front Sidewalks		\$180,000
Public Works-Buildings	ADA Upgrades at Town Hall - Fire Code Related		\$150,000
Public Works & Recreation	Wapping School Renovation Design		\$100,000
Unassigned	Funds Added To Capital and Non-Recurring		\$13,550
	TOTAL		\$1,264,213

The planned 2016-2017 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. Details of individual projects are outlined below.

Phone System Replacements for Police Department and Community Center

1. Description of Project: Replace two phone systems. The Police Department phone system is 31 years old. New replacement phones and voicemail components are no longer manufactured. The Community Center phone system is over 20 years old and is identical to the one at the Police Department. We're unable to take advantage of the Towns fiber wide area network (WAN) or voice over internet technologies (VOIP).
2. Estimated Total Project Cost: \$75,000
3. Other offset funding available: \$ 0
4. Useful life of project: 20 years
5. Project Timeline: Planning start: Summer 2016
 Physical start: Fall 2016
 Completion: Fall 2016
6. Estimated additional annual operating cost \$ 0
7. Estimated annual savings: \$ 0
 Explanation: Savings would be found in efficiency.

Fiber Communications Network-Police to Fire House at 2 West Road

1. Description of Project: This network will be leased for 20 years and will securely connect all town Gov't buildings for unified communication both voice, video and data capabilities. We will provide WiFi access at these building locations for Gov't computers so that the public safety vehicles (i.e. Police, Fire and ambulance) will have a location to park and stay connected. With 12 pair of cables being pulled we should have plenty of bandwidth to meet staff needs for the life of the lease. Currently, we are using Citrix to connect our building over T1's copper circuits and staff is routinely stating that they require more bandwidth and access to information only housed in town hall. This lease is the State of Connecticut lease being used to connect all public safety answering points. Our neighboring towns Manchester, Glastonbury and Vernon all have or are currently constructing fiber networks.
2. Estimated Total Project Cost: \$240,000
3. Other offset funding available: \$ 0
4. Useful life of project: 20 years
5. Project Timeline: Planning start: May 2016
 Physical start: July 2016
 Completion: December 2016
6. Estimated additional annual operating cost \$ 0
7. Estimated annual savings \$53,316.00

Explanation: The savings is in hard contract dollars that will be avoided however the additional bandwidth and capabilities in terms of service and video surveillance are not calculated here.

Emergency roof repairs at Philip R Smith School

1. Description of Project: The winter of 2014-15 did significant damage to a section of this roof. It has leaked in several areas with every storm and repair can not be delayed until planned renovation of this building in 2018-19.
2. Estimated Total Project Cost: \$55,663
3. Other offset funding available: \$ 0
4. Useful life of project: 30 years
5. Project Timeline: Planning start: April 2016
 Physical start: July 2016
 Completion: July 2016
6. Estimated additional annual operating cost \$ 0
7. Estimated annual savings \$ 0

Explanation: The savings would be less manpower to repair the roof and in utility costs.

Replacement of slate roof at Ellsworth School

1. Description of Project: The winter of 2014-15 did significant damage to this roof. It has leaked in several areas with every storm and repair should not be delayed.
2. Estimated Cost: \$450,000
3. Other offset funding available: \$ 0
4. Useful life of project: 50 years
5. Project Timeline: Planning start: April 2016
 Physical start: July 2016
 Completion: September 2016
6. Estimated additional annual operating cost \$ 0
7. Estimated annual savings \$ 0

Explanation: The savings would be less manpower to repair the roof and in utility costs.

Replace TEMS front sidewalks

1. Description of Project: Sidewalks at the three front entrances at TEMS have cracked and heaved in spite of being repaired several times. Needed is correction to the base material to prevent this recurring.
2. Estimated Cost: \$180,000
3. Other offset funding available: \$ 0
4. Useful life of project: 30 years
5. Project Timeline: Planning start: April 2016
 Physical start: July 2016
 Completion: August 2016
6. Estimated additional annual operating cost \$ 0
7. Estimated annual savings \$ 0

Explanation: Savings would be found in reduced Town liability and legal costs for any claims related to trip and fall accidents that occurred on sidewalks.

ADA Upgrades at Town Hall

1. Description of Project: Town Hall was inspected by the State Fire Marshal in 2010 to confirm and assist in reducing Fire Code deficiencies noted. Egress stair towers door and council chamber entry doors will be replaced with properly rated doors. Stair handrails and guards will be changed to meet the existing Fire Code standards. An area of refuge will be established on the second floor. The Fire Alarm system and its related components will also be replaced.
2. Estimated Cost: \$150,000
3. Other offset funding available: \$ 0
4. Useful life of project: 30 years
5. Project Timeline: Planning start: Summer 2016
 Physical start: Winter 2016
 Completion: Spring 2017
6. Estimated additional annual operating cost: \$ 0
7. Estimated annual savings: \$ 0

Explanation: Costs associated with penalties and litigation as a result of injury and or citations.

Wapping School Re-purpose Audit/Design

1. Description of Project: With the anticipated closing of Wapping Elementary School and it's repurposing for Parks & Recreation for the Fall 2017/Winter 2018 time frame as outlined in the B.O.E. 10-Year Elementary Schools Facility Plan the building needs to be evaluated for year-round public access for recreational uses. With the change in use we must properly identify code issues, American with Disabilities Act compliance requirements, like independently operated entrance doors for example, climate control (HVAC) for year-round use, computerization for administration and public, and structural issues for potential renovations in the future.
2. Estimated Cost: \$100,000
3. Other offset funding available: \$ 0
4. Useful life of project: 30 years
5. Project Timeline: Planning start: Winter 2016
 Physical start: Summer 2016
 Completion: Fall 2017
6. Estimated additional annual operating cost \$ 0
7. Estimated annual savings \$ 0

Explanation: Avoidance of potential A.D.A. claims and potential subsequent litigation. HVAC considerations for energy efficiency and identify the most cost effective renovations to transition a school environment to a plausible parks & recreation setting.

5-Year Capital Expenditure Plan

The following pages, list by department, planned capital expenditures over a five-year period. There are no significant non-recurring capital investments anticipated in the next fiscal year.

5-Year Capital Expenditure Plan
Fiscal Year 2016-17 through Fiscal Year 2020-2021

Item	Location	FY 16/17*	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Community Center						
Heat Pump & Cooling Tower Replacement	CC	\$ -	\$ 390,000	\$ -	\$ -	\$ -
Parking Lots	CC	-	-	255,000	-	-
Roof	CC	-	-	400,000	-	-
Parking Lots	CC/TG	-	-	500,000	-	-
Oil Tank (UG)	CC	-	-	-	175,000	-
Subtotal Community Center		\$ -	\$ 390,000	\$ 1,155,000	\$ 175,000	\$ -
Fire						
Fiber Communication Network	FH3/PW	\$ -	\$ 220,000	\$ -	\$ -	\$ -
Parking Lots	FHQ	-	250,000	-	-	-
Generator	FHQ	-	-	75,000	-	-
HVAC	FH 1 & 2	-	-	200,000	-	-
Subtotal Fire		\$ -	\$ 470,000	\$ 275,000	\$ -	\$ -
Library						
Roof	LIB	\$ -	\$ 400,000	\$ -	\$ -	\$ -
Subtotal Library		\$ -	\$ 400,000	\$ -	\$ -	\$ -
Parks & Rec						
Rotary Pavilion	VMP	\$ -	\$ 57,000	\$ -	\$ -	\$ -
Pool Covers	VMP	-	100,000	-	-	-
Basketball/Tennis Court Renovations	RYE ST PARK	-	142,700	-	-	-
Parks & Rec Master Plan Projects	TOWN	-	175,000	175,000	175,000	175,000
Storage Building	Park & Rec	-	-	100,000	-	-
Parking Lots	Upper VMP	-	-	200,000	-	-
Parking Lots	Lower VMP	-	-	200,000	-	-
Parking Lots	NEVERS PARK	-	-	206,000	-	-
Subtotal Parks & Rec		\$ -	\$ 474,700	\$ 881,000	\$ 175,000	\$ 175,000
Police						
Parking Lots	PD	\$ -	\$ -	\$ 150,000	\$ -	\$ -
Subtotal Police		\$ -	\$ -	\$ 150,000	\$ -	\$ -
Public Works						
ADA Upgrades Fire Code Related	TH	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Drainage	TOWN	-	50,000	200,000	50,000	50,000
Public Buildings Security/Doors Upgrades	TOWN BLDGS	-	200,000	100,000	100,000	100,000
Update Fire Alarms	CC/PD/FHQ/FH2	-	300,000	-	-	-
Bridge	Main St/Podunk R	-	350,000	-	-	-
Parking Lots	TG	-	351,000	-	-	-
Sidewalks	TOWN	-	400,000	200,000	200,000	200,000
Ventilation & VAV Upgrades	TH	-	400,000	-	-	-
Road Reconstruction	AVERY ST 3	-	500,000	-	-	-
Road Misc Maintenance	TOWN	-	850,000	850,000	850,000	850,000
Security/Doors Upgrades	TOWN BLDGS	-	-	80,000	-	-
Final Closure	Land Fill	-	-	100,000	250,000	250,000
Bridge	PValley/Podunk R	-	-	100,000	-	485,000
Road Reconstruction	Nevers Rd	-	-	120,000	1,755,000	-
Drainage	Abby Rd	-	-	150,000	-	420,000
Ramp	TH Front Doors	-	-	150,000	-	-
Windows	TH	-	-	150,000	-	-
Road Reconstruction	Ridge Rd/Deming St	-	-	500,000	-	-
Road Reconstruction	Avery St 4	-	-	527,000	-	-
Renovations	TH	-	-	630,000	-	-
Drainage	PV Rd	-	-	-	100,000	650,000
Drainage	Avery Brook Pond	-	-	-	150,000	250,000
Drainage	Edwin Rd	-	-	-	160,000	-
Parking Lots	TH/LIB	-	-	-	210,000	-
Sidewalks	Buckland Rd	-	-	-	250,000	-
Drainage	Rye St	-	-	-	350,000	-
Drainage	TRACS	-	-	-	-	65,000
Drainage	McGrath Rd 1	-	-	-	-	175,000
Drainage	Scott Dr	-	-	-	-	180,000
Roof	TG	-	-	-	-	200,000
Drainage	Farnham Est	-	-	-	-	255,000
Drainage	Commerce Wy	-	-	-	-	275,000
Drainage	McGrath Rd 2	-	-	-	-	280,000
Drainage	Governors Hwy	-	-	-	-	325,000

Continued

5-Year Capital Expenditure Plan (Con't.)

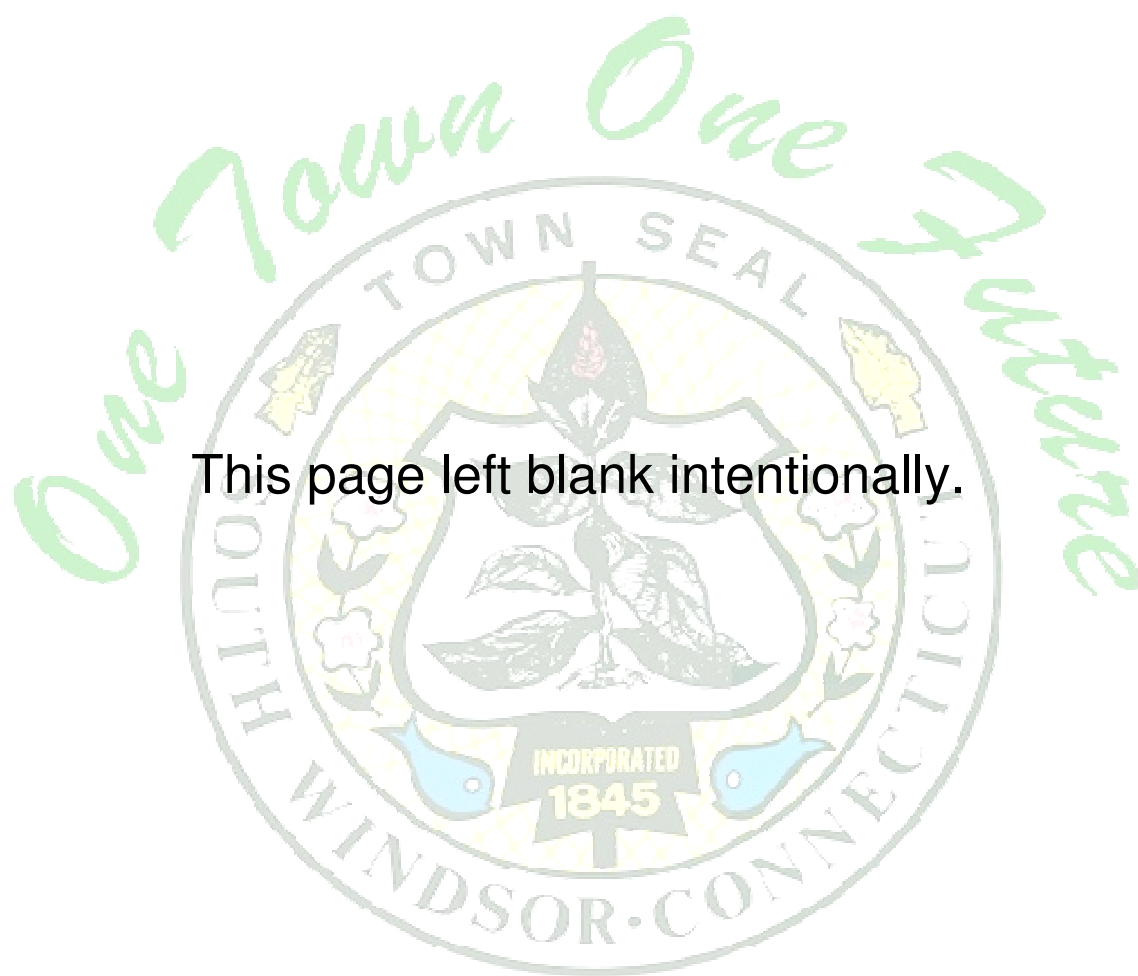
Item	Location	FY 16/17*	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Drainage	Griffin Rd	-	-	-	-	430,000
Elevator Replacement	TH	-	-	-	-	450,000
Drainage	Strong Rd	-	-	-	-	500,000
Parking Lots	Rye St Park	-	-	-	-	507,000
Subtotal Public Works		\$ 150,000	\$3,401,000	\$3,857,000	\$4,425,000	\$ 6,897,000
Board of Education						
Emergency roof repairs at Philip Smith School	PRS	\$ 55,663	\$ -	\$ -	\$ -	\$ -
Wapping School Renovation Design	WAP	100,000	-	-	-	-
Sidewalks	TEMS	180,000	-	-	-	-
Roof	ELLS	450,000	-	-	-	-
Fire Alarm Upgrade	ET, ELLS	-	88,000	-	-	-
Oil Tank (UG)	PV, Wap	-	110,000	-	-	-
Roof	WAP	-	1,100,000	-	-	-
Roof	SWHS	-	1,631,600	-	-	-
Athletic Field Improvements - Irrigation	PARC	-	-	50,000	-	-
Boilers	WAP	-	-	52,450	-	-
Fire Alarm Upgrade	OH, PRS	-	-	110,000	-	-
Safe Routes to School Improvements	ETS	-	-	125,000	-	-
Oil Tank (UG)	OH, HS A, TE	-	-	165,000	-	-
Roof	PRS	-	-	1,075,000	-	-
Roof	TE	-	-	-	1,000,000	1,000,000
Repl./Repair of the exterior masonry band (Drivit)	SWHS	-	-	-	1,751,250	-
Parking Lots	WAP	-	-	-	-	245,000
Subtotal Board of Education		\$ 785,663	\$2,929,600	\$1,577,450	\$2,751,250	\$ 1,245,000
Technology						
Phone System Replacements	PD / CC	\$ 75,000	\$ -	\$ -	\$ -	\$ -
Fiber Communications Network	PD /FD3	240,000	-	-	-	-
Fiber Communications Network	FD /PWG	-	250,000	-	-	-
GIS	TOWN	-	280,000	100,000	100,000	100,000
Fiber Communications Network	PWG/FHQ	-	-	200,000	-	-
Fiber Communications Network	FHQ/VMP/PLANT	-	-	-	200,000	-
Fiber Communications Network	FHQ/LIB	-	-	-	-	200,000
Subtotal Technology		\$ 315,000	\$ 530,000	\$ 300,000	\$ 300,000	\$ 300,000
Totals		\$1,250,663	\$8,595,300	\$8,195,450	\$7,826,250	\$ 8,617,000
Grand Total						\$34,484,663

Notes

* Funded through 2016-17 General Fund Budget

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

2014/2015 ACTUAL	2015/2016 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2016/2017 DEPARTMENT REQUEST	2016/2017 MANAGER PROPOSED	2016/2017 COUNCIL APPROVED
1,000,000	1,000,000	18000400 00430	CAPITAL PROJECTS	2,000,000	1,500,000	1,264,213
1,000,000	1,000,000		TOTAL	2,000,000	1,500,000	1,264,213
			PERCENTAGE CHANGE	100.00%	50.00%	26.42%



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	2015-2016 Council Approved	2016-2017 Department Request	2016-2017 Manager Proposed	2016-2017 Council Approved
3252	Special Revenue – Pollution Control – Wastewater & Disposal	3,213,740	3,297,746	3,297,746	3,297,746
1129	Water Pollution Control Authority	700	900	900	900
5121	Recreation Special Revenue Fund – Day Camp	635,514	696,338	696,338	696,338
5122	Recreation Special Revenue Fund – 4 th R	848,404	882,991	882,991	882,991
5123	Recreation Special Revenue Fund – Veterans' Memorial Park	357,257	397,756	397,756	397,756
5124	Recreation Special Revenue Fund – Outdoor Recreation	95,264	100,462	100,462	100,462
5125	Recreation Special Revenue Fund – Indoor Recreation	234,394	218,898	218,898	218,898
5126	Recreation Special Revenue Fund – Social/Cultural	211,775	218,461	218,461	218,461
5127	Recreation Special Revenue Fund – Facilities	39,969	47,169	47,169	47,169
5128	Recreation Special Revenue Fund – Transfer to General Fund	0	0	0	0
9001	Recreation Special Revenue Fund – Contingency	30,000	30,000	30,000	30,000
8000	Recreation Special Revenue Fund – Capital Improvements	0	0	0	0
	Total Special Revenue Funds	5,667,017	5,798,039	5,798,039	5,798,039

SPECIAL REVENUE POLLUTION CONTROL/WASTEWATER TREATMENT FUND

Comparison of Annual Revenues

DESCRIPTION	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 ACTUAL	2015/2016 ADOPTED	2016/2017 ADOPTED
USER CHARGES	3,974,563	3,954,598	4,054,792	4,070,370	4,224,366
SEPTIC FEES	12,256	11,778	9,383	11,050	11,000
SUBTOTAL	3,986,819	3,966,376	4,064,175	4,081,420	4,235,366
ASSESSMENTS	0	0	0	26,000	20,000
INTEREST & LIEN FEES	93,294	112,406	132,533	110,000	120,000
CONNECTION CHARGES	191,820	71,469	169,416	70,000	150,000
PERMIT FEES	2,580	2,820	3,720	3,500	3,900
GRANT REIMBURSEMENT/LOAN	0	0	0	50,000	0
INVESTMENT INT. EARNINGS	322	48	29	50	65
TRANSFER FROM OPERATING RESERVE	0	0	180,200	0	0
CANCEL PRIOR YEAR ENCUMBRANCES	23,782	0	26,834	0	0
INTERNAL SERVICES	23,000	23,000	23,000	23,000	28,350
SUBTOTAL	334,798	209,742	535,733	282,550	322,315
TOTAL REVENUE	4,321,617	4,176,118	4,599,907	4,363,970	4,557,681

** APPROVED BY THE WATER POLLUTION CONTROL AUTHORITY COMMISSION ON JUNE 7, 2016**

SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

DEBT SERVICE - PRINCIPAL & INTEREST

	<u>2013/2014</u>	<u>2014/2015</u>	<u>2015/2016</u>	<u>2016/2017</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>
TOWN OF VERNON				
Principal	27,283	27,283	28,395	10,950
Interest	<u>1,709</u>	<u>1,159</u>	<u>597</u>	<u>3,547</u>
Subtotal	<u>28,992</u>	<u>28,442</u>	<u>28,992</u>	<u>14,497</u>
STATE GRANT FOR UV SYSTEM				
Principal	41,314	42,148	42,998	33,831
Interest	<u>6,800</u>	<u>5,965</u>	<u>5,116</u>	<u>14,283</u>
Subtotal	<u>48,114</u>	<u>48,114</u>	<u>48,114</u>	<u>48,114</u>
SUBMERSIBLE PUMP STATION UPGRADE				
Principal	73,277	74,756	76,265	66,309
Interest	<u>21,026</u>	<u>19,547</u>	<u>18,039</u>	<u>27,994</u>
Subtotal	<u>94,303</u>	<u>94,303</u>	<u>94,303</u>	<u>94,303</u>
PLEASANT VALLEY PUMP STATION LOAN				
Principal	19,264	19,653	20,050	16,749
Interest	<u>4,957</u>	<u>4,568</u>	<u>4,171</u>	<u>7,472</u>
Subtotal	<u>24,221</u>	<u>24,221</u>	<u>24,221</u>	<u>24,221</u>
DRY PIT PUMP STATION UPGRADES				
Principal	0	0	0	70,000
Interest	<u>0</u>	<u>60,396</u>	<u>61,075</u>	<u>61,075</u>
Subtotal	<u>0</u>	<u>60,396</u>	<u>61,075</u>	<u>131,075</u>
TOTAL DEBT SERVICE	<u>195,630</u>	<u>255,476</u>	<u>256,705</u>	<u>312,210</u>

SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

CAPITAL IMPROVEMENTS

	<u>2013/2014</u>	<u>2014/2015</u>	<u>2015/2016</u>	<u>2016/2017</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>
I/I REMOVAL	55,000	55,000	55,000	55,000
ARC FLASH ASSESSMENT	-	40,000	-	-
CLARIFIER	-	390,000	-	-
NEVERS ROAD SEWER EXTENSION	-	-	69,000	-
TRUSS PIPE REHAB	-	-	231,000	-
AVERY STR SEWER MAIN IMPROVEMENTS	-	-	100,000	-
RESERVE RIGHT OF WAY STUDY	65,000	-	-	-
RESERVE FOR DEBT SERVICE	560,000	-	-	-
EASEMENT VEGETATION MANAGEMENT	-	-	226,000	317,000
PHASE IV SYSTEM IMPROVEMENTS	-	-	-	45,000
SULLIVAN AVE SIPHON REHAB	-	-	-	318,000
TOTAL CAPITAL IMPROVEMENTS	<u>680,000</u>	<u>485,000</u>	<u>681,000</u>	<u>735,000</u>

CONTRIBUTIONS TO RESERVE FUNDS

OPERATING RESERVE	180,200	180,200	180,200	180,200
REPLACEMENT RESERVE	<u>72,199</u>	<u>242,691</u>	<u>31,625</u>	<u>686,157</u>
	252,399	422,891	211,825	866,357
 TOTAL CAPITAL & RESERVES	 <u>932,399</u>	 <u>907,891</u>	 <u>892,825</u>	 <u>1,601,357</u>

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

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

Budget Change Commentary:

Wages and benefit costs have been reallocated to Parks and Recreation Department for technical services for the operation and maintenance of the Veterans Memorial Park Swimming Pool.

Program Objectives and Goals FY 2017:

- Inspect/clean 30 miles of sewer lines
- Implement grant funded program for the design and construction of Phase IV Sanitary Sewer Improvements I/I Remove and pipe rehabilitation
- Implement the design and construction of Sullivan Avenue Siphon Improvements
- Implement Phase II, Area I, and Phase I Area II Sewer Easement Vegetation Control Plan

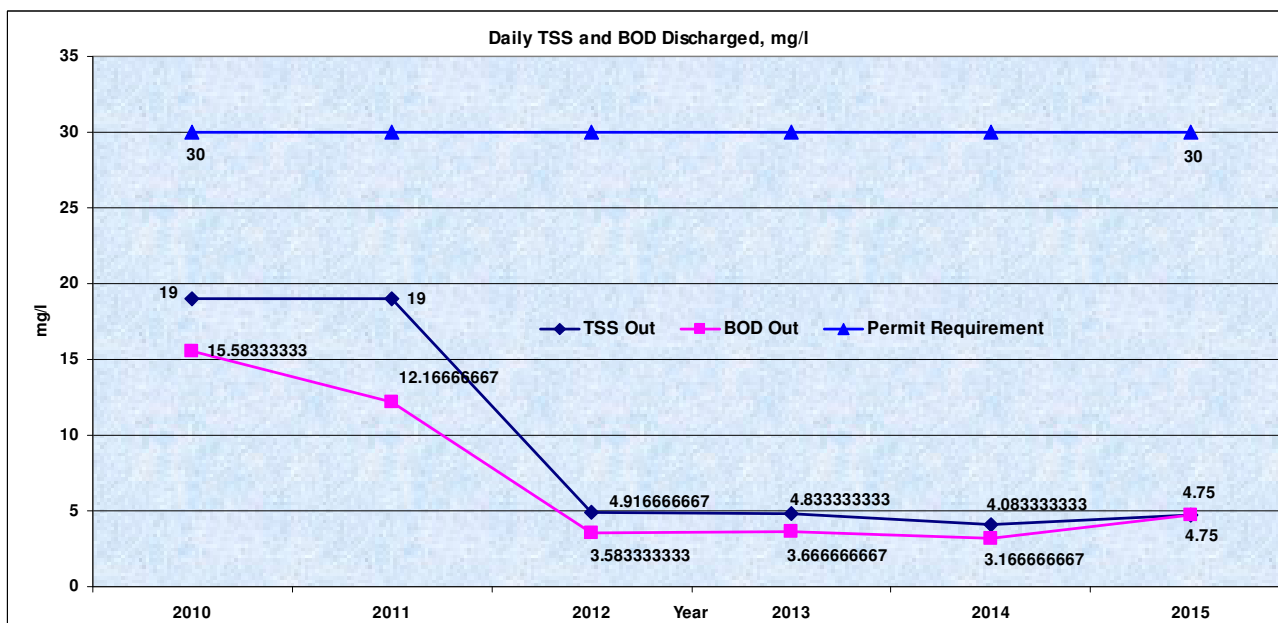
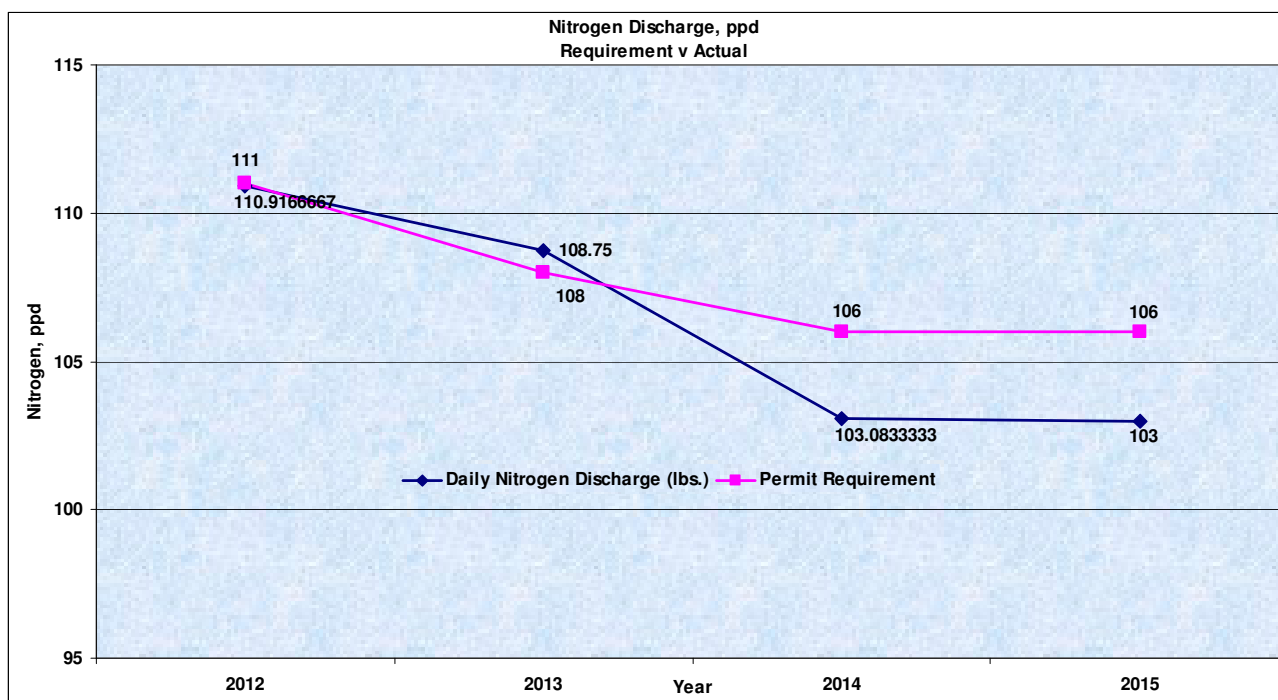
Program Accomplishments FY 2016:

- Significant improvements in wastewater treatment to remove nitrogen will likely result in the Town selling rather than buying nitrogen credits
- Rehabilitated 3,100 linear feet of truss pipe
- Implemented Phase I, Area I of Sanitary Sewer Easement Vegetation Control Plan
- Completed Arc Flash Hazard Assessment Study
- Updated and further developed Electrical Safety Program
- Awarded Clean Water Fund Grant to remove/repair sources of inflow/infiltration of water into sewer system
- Increase reserve capacity of Avery Street sewer main
- Extended Nevers Road sewer main
- Complete sewer reserve capacity analysis of Sullivan Avenue inverted siphon
- Implemented Program for Sewer User Charge Discount Program for Elderly and Totally Disadvantaged citizens.

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
1	.80	1	.80	Superintendent	1	0.80
1	1.0	1	1.0	Plant Supervisor	1	1.0
1	1.0	1	1.0	Chief Mechanic	1	1.0
0	1.0	2	1.0	Assistant Mechanic	2	1.0
1	1.0	1	1.0	Laboratory Analyst	1	1.0
1	1.0	1	1.0	Pollution Control Technician IV	1	1.0
2	1.0	2	1.0	Pollution Control Technician III	2	1.0
4	0	2	1.0	Pollution Control Technician II	2	1.0
1	1.0	1	1.0	Pollution Control Technician I	1	1.0
0	0.75	1	0.75	Pollution Control Technician I	1	0.75
1	0.25	1	0.25	Administrative Secretary	1	0.25

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Wastewater Treated (million gallons)	926	909	920	857	900
Average Daily Effluent Suspended Solids (mg/l)	5	4	4	5	5
Average Daily Effluent Biochemical Oxygen Demand (mg/l)	4	3	3	4	5
Average Daily Effluent Total Nitrogen (lbs.)	106	106	106	103	100
Maintenance per Million Gallons of Wastewater Treated (hrs.)	8.4	8.4	8.6	8.5	8.1
Number of Emergency Call-outs or Alarms	148	117	94	100	100
Miles of Sewer Line Cleaned	2.5	2.5	10	10	30



SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

OPERATING EXPENDITURES

	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL TIME SALARIES	761,053	788,739	755,466	870,210	938,724
OVERTIME	91,447	80,532	93,102	39,866	50,324
LONGEVITY	1,500	1,675	1,300	1,820	0
TEMPORARY	0	0	0	0	0
EMPLOYEE BENEFITS	506,419	481,999	502,219	512,695	502,289
OFFICE SUPPLIES	1,121	1,258	1,231	1,200	1,300
OPERATING MATERIAL	54,236	70,680	70,893	78,000	78,000
MOTOR VEHICLE SUPPLIES	9,844	13,428	8,435	24,620	24,000
UNIFORMS & CLOTHING	5,353	6,062	15,842	13,200	14,250
FLEET & EQUIP REPAIR	65,153	134,981	129,056	57,300	60,000
ADVERTISING	629	306	1,646	0	0
PROFESSIONAL	209,582	151,039	177,075	155,999	155,999
RENTAL & LEASES	2,354	20,706	15,508	19,970	17,970
UTILITIES	452,130	493,590	415,613	491,450	491,450
MAINTENANCE CONTRACTS	378,046	472,467	463,735	491,900	496,080
REPAIR & MAINTAIN EQUIP.	11,626	18,409	14,752	18,750	19,000
FEES & MEMBERSHIPS	0	425	0	1,520	1,520
RECRUITMENT & TRAINING	9,098	25,980	14,687	26,500	26,500
OTHER PURCHASE SRVCS.	303,488	339,089	219,788	296,500	296,500
INTERNAL SERVICE CHRGS.	37,240	37,240	37,240	37,240	37,240
CAPITAL PROJECTS	0	0	150,231	75,000	45,000
DEPARTMENT EQUIPMENT	9,911	213,096	6,574	0	41,600
TOTAL	2,910,230	3,351,700	3,094,392	3,213,740	3,297,746

** APPROVED BY THE WATER POLLUTION CONTROL AUTHORITY COMMISSION JUNE 7, 2016**

PROGRAM	WATER POLLUTION CONTROL AUTHORITY	1129
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Program Explanation:

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

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

Budget Change Commentary:

A new sewer user charge discount program will be implemented.

Program Objectives and Goals FY 2017:

- 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, and 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
- Work closely with the Town Manager and the Finance Department to implement an Enterprise Fund for Pollution Control

Program Accomplishments FY 2016:

- Applied for State grants to remove sources of infiltration and inflows
- Completed Phase II Sanitary Sewer Evaluation of Inflow and financed by State Clean Water Fund Planning Grant
- Completed Project to rehabilitate 3,100 linear feet of truss pipe

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.25	1	0.25	Administrative Secretary	1	0.25

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Number of Meetings	11	12	14	12	12
Number of Public Hearings	1	1	1	1	1
Number of Applications Received	9	11	14	10	10
Number of New Residential Connections Approved	24	156	20	18	20
Number of New Commercial Connections Approved	6	3	5	6	5
Number of New or Revised Regulations	0	0	1	1	1

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.

	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 ACTUAL	2015/2016 ADOPTED	2016/2017 ADOPTED
OFFICE SUPPLIES	105	0	230	50	50
ADVERTISING	432	527	743	650	850
PROFESSIONAL	0	0	0	0	0
OFFICE EQUIPMENT	0	0	149	0	0
CAPITAL OUTLAY	0	0	0	0	0
TOTAL	537	527	1,122	700	900

**Code, Chapter 7, Article II
Chapter 154**

** APPROVED BY THE WATER POLLUTION CONTROL AUTHORITY COMMISSION ON JUNE 7, 2016**

PROGRAM	RECREATION SPECIAL REVENUE FUND – OVERVIEW	
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Special Revenue Fund Definition for Recreation Department

"To establish a fund to account for the activity of the Recreation Department which will be primarily funded by fees collected from individuals participating in the programs, or receiving services". This fund was cooperatively developed on March 24, 2000 by the Accounting Firm of Scully & Wolf, LLP; Melanie Crucitti, Director of Finance; and Ray Favreau, Director of Recreation.

Program Explanation:

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", and now "Division" of Parks & Recreation, would operate programmatically independent of the tax-based general fund budget, relying exclusively on revenues generated through user fees and charges, sponsorship and donations.

For the fiscal year 2016-2017, the on-going challenge is to maintain affordability in these continued tough economic times yet remain self-sustaining financially. Accounts for Day Camp, 4th R, Veterans Memorial Park, Outdoor, Indoor, Social/Cultural, and Facilities will continue to operate as the revenue supported SRRF. Under this format, programs must survive on their own merit and all direct programmatic expenses must be met. Meeting these operating costs has created the need for us to impose very nominal user fee increases for some activities. The fee increases vary depending on the magnitude of the program. These increases are necessary to meet our charge and keep pace with expenses, without compromising on the quality of our programs that you have come to expect, and we are committed to deliver. In many cases (far more than not), we were able to maintain static prices. It is imperative to remember that the SRRF budget that follows is not a request for allocations, but rather a "plan" outlining what we propose to accomplish and how we project to finance that.

Budget Change Commentary:

The total projected program operating expenses of the SRRF are up 10.3%, or \$228,871. Significant changes for the 2015-2016 year include:

1. Day Camp operations will be expanded slightly to accommodate additional campers based on public demand. We will also transition to electronic health medical emergency forms.
2. 4th R Program anticipates a 5% growth reflected in number of participants, increase rental fees to BOE and transition to electronic health/medical/emergency forms.
3. VMP the addition of a \$23,000 internal service charge to cover the cost of water quality control services at VMP provided by the Town's Water Treatment Plant professional staff. The most significant change is the significant loss of revenue that we expect (some \$50,000-\$60,000 potentially) will occur with admission pricing changes that favor residents in addition to the elimination of group sales to alleviate overcrowding, especially on weekends. These changes are being instituted based on substantive and considerable input from respondents to multiple surveys conducted over the past year and recommendations from previous Town Council. On paper this account is \$100,206 in the hole.
4. Outdoor remained static, although adult softball fees did increase \$75 per team.
5. Indoor is actually down \$15,497 due to re-negotiating and reducing a number of independent contractor payment schedules. Adult sports leagues fees increased \$45 per team across the board for men's and women's basketball and volleyball leagues.

6. Social/Cultural is estimated to recover 90% of its' operational cost which could conceivably result in a \$22,000 loss. This is due to the fact that our free, and very necessary, special events offered to the public are outpacing sponsorship dollars. This is one of our next major challenges.
7. Facilities account is static.
8. The remaining minor increases are attributable to inflationary cost of doing business (like keeping pace with increase in minimum wage), expansion of some programs, and the addition of new activities.
9. Maintaining affordability and containing program user fees was once again our primary focus. Since we anticipate that estimated revenues will NOT keep pace with expenses, especially at VMP, and as such we are looking to tap into fund balance to remain self-sustaining programmatically. Worse case scenario \$86,242.

Program Objectives and Goals FY 2017:

- Increase enrollment opportunities to meet the demand and absorb wait lists for residents at our "Fab Five" day camp sites: Little Explorers, Camp Discovery, Trailblazers, Junior Adventurers and Adventure Unit.
- Obtain American Camp Association (ACA) Accreditation for all five camps above for summer 2016, ultimately adding Trailblazers and Junior Adventurers to previously accredited Little explorers, Camp Discovery and Adventure Unit.
- Expand the highly successful 4th R Before & After School program to meet the demand for local affordable quality child-care.
- Collaborate with the Board of Ed for the upcoming years of new Elementary Schools and the impact of this to the 4th "R" program.
- Preparation for fall 2017 with transition to new Orchard Hill & 4 schools vs. 5 schools.
- A strong push at VMP to provide "RESIDENT" value to the facility, which includes pricing adjustments for non-residents and the elimination of group sales as an experiment to address the tendency for overcrowding on weekends.
- Expand TEMS ski and snowboard program absorbed from the BOE.
- Increase outside user groups for the ropes course to add to the continued use of ropes course by BOE, Parks and Rec. and Human Services.
- Increase adult participation through various tournaments and new programs (focusing on fitness and wellness).
- Increase and enhance Adult and Family programs and special events.
- Enhance programming for Special Needs Participants
- Begin the transition of Community Center to Human Services for Fiscal Year 2017-2018 and the transition of Parks & Recreation to Wapping same year, including eliminating facility reservation at the Center to the public effective September 2017. The room reservations function for the public will be transferred to our new home at Wapping School.
- Maintain affordability and contain program user fees
- Tapping into fund balance may very well be necessary to remain self-sustaining programmatically

Program Accomplishments FY 2016:

- Successfully added new Junior Adventurers camp targeting children ages 10-12 offering them the best of both worlds: the playfulness of Camp Discovery combined with some of the exciting trips of Adventure Unit. There was a waitlist for 3 of the weeks.
- Added Successful Navigators Summer Camp for teens with special needs including time with campers in Human Service's Rising Star program.

- An all time record high of 331 students were enrolled in October 2015, with an average enrollment of 332 pupils per month which represents a 18% growth over the previous year, and a 267% growth in the program since inception in 2007-2008.
- The 4th “R” program completed its first year of “Fit Zone”. A fitness component designed to get kids moving more on and learn new and un ways to stay healthy and active. This program was held on ERW with a rotation schedule between all 5 schools.
- VMP experienced 36,248 public swim “visits” over 88 days of operation, an average of 412/day, and over 900 swim lesson registrations
- Continued increase of attendance at Fall Fest at Nevers Park, a collaboration of the morning runs in partnership with Golf Fore Kids Foundation, Farmer’s Market in Partnership with SW Food Alliance, and the Fall Fest Vendor Fair and Haunted Torch Walk a partnership with SW Police Services and CT Special Olympics and Parks & Recreation special needs programming.
- Successful showing of outdoor movies at Wapping School Courtyard.
- Launched popular free events during July is Parks and Rec Month including, Playground Parties, VMP special events, Parks Brigade, Moonlight Walks, and Work out Wednesdays.
- Increase in weekend and weeknight program and facility supervision to better serve the public. Especially at the Community Center, with staff on site on weekends from 8am to 11pm to better manage the facility.

SPECIAL REVENUE RECREATION FUND

Comparison of Annual Revenues

DESCRIPTION	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 ACTUAL	2015/2016 ADOPTED	2016/2017 ADOPTED
DAY CAMP	694,625	466,386	725,887	631,030	698,730
4TH R	263,681	837,350	1,380,855	887,075	910,225
VETERANS' MEMORIAL PARK	304,897	314,175	260,039	329,055	292,200
OUTDOOR RECREATION	37,457	40,575	59,332	98,454	101,277
INDOOR RECREATION	206,772	209,337	202,740	236,555	218,992
SOCIAL/CULTURAL	162,704	165,547	160,115	208,141	197,010
FACILITIES	43,420	39,949	53,777	43,609	51,049
INVESTMENT INT. EARNINGS	0	0	0	0	0
CANCEL PRIOR YEAR ENCUMBRANCES	0	170	8,172	0	0
APPROPRIATION - FUND BALANCE	0	29,910	0	29,910	29,910
TOTAL REVENUE	<u>1,713,555</u>	<u>2,103,399</u>	<u>2,850,917</u>	<u>2,463,829</u>	<u>2,499,393</u>

SPECIAL REVENUE RECREATION FUND

Comparison of Annual Expenditures

DESCRIPTION	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 ACTUAL	2015/2016 ADOPTED	2016/2017 ADOPTED
DAY CAMP	425,335	440,866	502,735	635,514	696,338
4TH R	485,700	622,135	678,731	848,404	882,991
VETERANS' MEMORIAL PARK	277,930	292,845	301,723	357,257	397,756
OUTDOOR RECREATION	26,134	26,523	55,067	95,264	100,462
INDOOR RECREATION	189,667	203,442	210,801	234,394	218,898
SOCIAL/CULTURAL	169,764	174,680	169,462	211,775	218,461
FACILITIES	43,881	33,890	27,247	39,969	47,169
INVESTMENT INT. EARNINGS	0	23,000	23,000	0	0
CANCEL PRIOR YEAR ENCUMBRANCES	0	0	0	30,000	30,000
APPROPRIATION - FUND BALANCE	0	0	0	0	0
TOTAL REVENUE	1,618,411	1,817,381	1,968,766	2,452,577	2,592,075

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

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

Budget Change Commentary:

The overall Day Camp budget is up 9.6%, or \$60,824 from fiscal year 2015-16, with an anticipated increase of \$67,700 in associated revenue due to expected larger enrollment in our summer day camps, new three-day camp under the name of Navigators for special needs participants, the increase in minimum wage, an additional week of day camps due to the school schedule, more specialty camps and slight increases in user fees. The bulk 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 2017:

- Increase enrollment opportunities for residents at our “Fab Five” day camp sites: Little Explorers, Camp Discovery, Trailblazers, Junior Adventurers and Adventure Unit.
- Obtain American Camp Association (ACA) Accreditation for all five camps above for summer 2016, ultimately adding Trailblazers and Junior Adventurers to previously accredited Little explorers, Camp Discovery and Adventure Unit.
- Utilize online emergency medical forms for all day camp participants making it easier and more efficient for customers and staff.
- The single most impactful driver of this budget is evidenced in operation which was hit hard with the increase cost to comply with the graduated mandatory new minimum wage rate increase of \$9.60/hr. effective Jan. 1, 2016 and \$10.10/hr. as of Jan. 1, 2017.
- 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 Red Hot robots, Skyhawks Lacrosse, For the First Time in Forever, Live Action Flix, and Lego Flix bringing our total specialty camp offerings to 30.
- Continue to improve upon opportunities and ability to service participants with Special Needs.

Program Accomplishments FY 2016:

- Increased enrollment in our “Fab Five” camps to maximum capacity.
- 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 this summer.
- Successfully added new Junior Adventurers camp targeting children ages 10-12 offering them the best of both worlds: the playfulness of Camp Discovery combined with some of the exciting trips of Adventure Unit. There was a waitlist for 3 of the weeks.
- Accommodated 11 unique campers with assorted special needs throughout the 10 weeks of summer camp

Program Accomplishments FY 2016 (cont'd):

- Added Successful Navigators Summer Camp for teens with special needs including time with campers in Human Service's Rising Star program.
- Continued success in C.A.M.P. designed to encourage communication and social skills to transition middle schoolers from summer to the school year.
- Highest enrollment to date in Adventure Unit and Trailblazers.

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
4	4	5	5	Camp Director	5	5
3	3	3	3	Asst. Camp Director	4	4
38	38	42	42	Camp Counselor	50	50
5	2.5	11	5.5	Camp Counselor Part Time	9	4.5
2	2	3	3	First Aid Responder	3	3
11	11	11	11	Special Needs One-to-One	11	11
63	60.5	75	69.5	TOTAL	82	77.5
49	24.5	60	30	Specialty Camp Contractors	60	30

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Adventure Unit Camper Registrations	332	345	297	351	396
Camp Discovery Campers Registrations	1546	1620	1384	1388	1440
Little Explorers Campers Registrations	274	288	334	233	297
Trailblazer Campers Registrations	190	296	190	386	441
Junior Adventurers registrations	0	0	0	313	324
Specialty Camp Registrations	415	370	505	484	500
<i>Footnote: Fluctuation in numbers is directly attributable to the school calendar and length of summer</i>					

DAY CAMP

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
OVERTIME	6,711	30,653	27,327	36,712	16,925	30,800
TEMPORARY	197,452	203,499	199,078	215,875	279,668	326,152
EMPLOYEE BENEFITS	15,729	17,071	17,218	17,386	22,689	27,307
OFFICE SUPPLIES	2,515	71	289	0	500	700
OPERATING MATERIAL	10,654	16,812	11,120	21,933	12,550	13,000
UNIFORMS & CLOTHING	8,151	5,187	5,301	4,239	7,505	8,975
DAILY OPERATING ACTIVITY	243	0	0	0	500	500
SOFTWARE FEES	13,228	17,493	24,849	28,147	31,552	34,937
ADVERTISING	13,715	13,693	14,387	19,459	25,241	27,949
PROFESSIONAL	85,834	64,992	93,918	101,697	163,054	135,668
RENTAL & LEASES	43,766	46,249	42,389	52,123	65,950	67,000
UTILITIES	0	0	0	0	1,260	1,560
REPAIR/MAINT EQUIPMENT	0	130	170	0	0	0
FEES & MEMBERSHIPS	50	2,190	2,115	2,274	2,800	12,260
RECRUITMENT & TRAINING	2,569	3,591	2,704	2,631	5,320	6,230
DEPARTMENT EQUIPMENT	0	2,828	0	259	0	3,300
OTHER	5,828	876	0	0	0	0
TOTAL	406,445	425,335	440,866	502,735	635,514	696,338

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

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

Budget Change Commentary:

The proposed expenses are \$34,587 higher than last year’s projection due to the increase in expenses with minimum wage increases. An anticipated increase in revenue of \$23,150 will easily offset this. The bulk of that change appears in the 113 part time wages and the associated FICA & social security taxes in the 130 line item, also impacted by the raise in minimum wage. Subsequent changes are realized in the 300 line item showing an increase of \$9,850 for BOE school use charges and electronic medical participant forms. The 400 accounts remained static. User fees will increase \$5.00 to cover the cost of a new electronic form system for the participants enrolled. The projected revenues will once again more than cover the large cost to deliver this much needed service for our customers.

Program Objectives and Goals FY 2017:

- The single most impactful driver of this budget is evidenced in operation which was hit hard with the increase cost to comply with the graduated mandatory new minimum wage rate increase of \$9.60/hr. effective Jan. 1, 2016 and \$10.10/hr. as of Jan. 1, 2017.
- Maintain schedules for the early release program on specific Wednesdays in support of BOE professional development through the 4th 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.
- Collaborate with the Board of Ed for the upcoming years of new Elementary Schools and the impact of this to the 4th “R” program.
- Collaborate with High School Clubs & Organizations to provide mentors to the kids in the program to provide better community feeling.
- Preparation for fall 2017 with transition to new Orchard Hill & 4 schools vs. 5 schools.

Program Accomplishments FY 2016:

- Successfully completed the ninth year of this ground-breaking municipal service as a collaborative initiative with the Board of Education.

- Brought in outside professional resources to provide the 4th "R" students experiences through hip hop dance, music lessons, mobile art truck, paint night, animal shows, and other extra curricular activities.
- The 4th "R" program completed its first year of "Fit Zone". A fitness component designed to get kids moving more on and learn new and un ways to stay healthy and active. This program was held on ERW with a rotation schedule between all 5 schools.
- The 4th "R" had a common theme across the program of "giving back" The participants and staff accomplished the following giving back projects.
- Adopted a South Windsor Family for Christmas
- Wrote letters and made cards a very sick child for Christmas
- Made blankets to donate to local shelters
- Provided a very successful " yes we CAN drive" where lots of food and toiletries were donated to SWFF bank
- An all time record high of 331 students were enrolled in October 2015, with an average enrollment of 332 pupils per month which represents a 18% growth over the previous year, and a 267% growth in the program since inception in 2007-2008.
- 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. Some themes for these nights were Foster Family Farm corn maze, pizza parties, movie nights, magicians and talent shows.

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
1	.75	1	.75	4 th R Program Coordinator (.75)	1	.75
5	3.45	5	3.45	4 th R Site Supervisor (.69)	5	3.45
5	3.45	5	3.45	4 th R Asst. Site Supervisor (.69)	5	3.45
25	17.25	27	18.63	4 th R Program Aide (.69)	27	18.63
1	.75	1	.75	4 th R Inclusion Coordinator (.75)	1	.75
5	2.5	5	2.5	4 th R Special Needs One-to-One (.50)	5	2.5
42	28.15	44	29.53	TOTAL	44	29.53

Performance Measures	Actual 2012-13	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Anticipated 2016-17
Average monthly 4 th R enrollments	211	260	280	300	320

4TH R

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
OVERTIME WAGES	-	1,821	3,466	4,314	-	8,000
PART TIME WAGES	288,016	3,910	-	-	-	-
TEMPORARY	-	288,823	384,018	418,225	554,955	570,387
EMPLOYEE BENEFITS	22,107	21,675	29,295	32,902	42,454	44,247
OFFICE SUPPLIES	785	440	794	2,499	3,500	3,500
OPERATING MATERIAL	30,480	48,806	60,207	66,292	101,525	96,850
UNIFORMS	2,993	2,744	11,939	4,948	4,470	6,000
SOFTWARE FEES	16,469	23,186	44,617	45,795	44,354	45,511
ADVERTISING	28,754	32,669	36,362	41,978	35,483	36,409
PROFESSIONAL	3,847	823	4,744	1,589	1,950	2,850
RENTAL & LEASES	42,581	42,894	33,242	49,324	48,103	54,627
UTILITIES	5,490	5,257	4,481	5,316	5,760	5,760
REPAIR/MAINT EQUIP	-	-	-	-	2,000	2,000
FEES & MEMBERSHIPS	-	-	329	70	140	1,640
RECRUITMENT & TRAINING	3,417	3,511	1,850	3,520	1,710	3,210
DEPARTMENT EQUIPMENT	1,334	9,141	6,792	1,959	2,000	2,000
OTHER	-	-	-	-	-	-
TOTAL	446,273	485,700	622,135	678,731	848,404	882,991

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

Providing a healthy, safe and enjoyable place for community residents to participate in summer aquatic related activities is the primary objective of this unit. An important secondary goal is to provide residents with an opportunity for instruction in swimming and lifesaving. Lessons are Red Cross-sanctioned and taught by certified instructors. Continuation of a variety of other aquatic opportunities, such as the Swim Team, Lifeguard Training, WSI, Junior Lifeguarding and 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 2:00-6:30pm 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 will see some drastic changes in 2016-17 with an increase of \$35,150 in expenses while generating \$72,005 less in revenue than last year's projections. The bulk of the increases result from the upgraded state minimum wage rate in line items for staff wages (114) and the associated FICA/Social Security taxes (130), part time swim staff was actually increased by \$17,773 (after \$11,200 was transferred over to 320 for Water Quality Maintenance). The other substantial increase occurred in the (300) accounts \$23,000 was added to (320) for Water Quality Maintenance and \$5,000 was added to (371) for maintenance of the pumps and filters. Additionally \$7,500 remained in the department equipment (442) was required to replace the handicapped chair lift to stay in line with ADA compliance. Revenues were calculated conservatively based upon last year actual and anticipated change in the Non-resident weekend daily admission.

Program Objectives and Goals FY 2017:

- A strong push to provide "RESIDENT" value to the facility
- Eliminate group sales as an experiment to address the tendency for overcrowding on weekends.
- The single most impactful driver of this budget is evidenced in operation which was hit hard with the increase cost to comply with the graduated mandatory new minimum wage rate increase of \$9.60/hr. effective Jan. 1, 2016 and \$10.10/hr. as of Jan. 1, 2017.
- Enhance the experience for the user with added value from Quality Service, Special events etc...
- Upgrade mechanicals to ensure compliance and maximize efficiency

Program Accomplishments FY 2016:

- Transferred the stand-alone concession fund into the VMP account budget to help offset user fee's
- Experienced 36,248 public swim "visits" over 88 days of operation, an average of 412/day
- Over 900 swim lesson registrations
- Surveyed and Evaluated the Season Pass Holders experience
- Successfully instituted 45 minute private lessons as an added option to our customers

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	2	Pool Director	3	2
2	2.0	2	2	Head Lifeguard	2	2
18	18.0	18	18	Lifeguard	27	20
12	12.0	12	12	Water Safety Instructor	12	12
3	3.0	3	3	Swim Team Coach	3	3
1	0.5	1	0.5	Head Maintainer (.50)	1	1
3	3.0	3	3	Maintainer	4	3
0	0	1	0.5	Water Quality Staff	0	0
3	3.0	3	3	Gate Attendant	3	3
1.5	1.5	1.5	1.5	Concession Attendant	1.5	1.5
				Weekend Supervisor/Intern	2.0	1
45.5	45.0	45.5	45.0	TOTAL	58.5	48.5

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Household Pass - Resident	894	852	0	0	0
Household Pass – Non-Resident	231	307	0	0	0
Individual Pass - Resident	X	X	1074	1915	775
Individual Pass – Non-Resident	X	X	842	925	510
Daily Admissions (includes group sales)	\$67,646	\$73,858	\$79,497	\$68,200	\$74,400
Swim Lessons – group registrations	694	699	645	720	770
Swim Lesson – private registrations	280	282	166	185	200
Swim Team enrollment	175	175	175	140	175
Concession Revenues	\$20,156	\$18,240	\$18,694	\$20,000	\$25,000
Gross Revenues for Facility	\$266,147	\$283,611	\$267,349	\$323,533	\$292,200
Special Events	4	6	4	4	8

VETERANS' MEMORIAL PARK

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
OVERTIME WAGES	0	4,739	6,951	8,065	0	9,000
PART TIME WAGES	922	0	0	0	0	0
TEMPORARY	186,508	185,731	204,209	193,655	254,804	251,910
EMPLOYEE BENEFITS	14,476	12,700	15,847	15,013	19,493	19,960
OFFICE SUPPLIES	1,548	1,559	1,927	1,167	1,925	3,885
OPERATING MATERIAL	28,571	20,997	20,830	22,154	20,152	23,108
UNIFORMS & CLOTHING	5,053	6,185	3,746	3,177	6,175	5,685
DAILY OPERATING ACTIVITY	77	0	0	186	200	200
SOFTWARE FEES	15,080	18,932	16,740	20,060	16,453	14,610
ADVERTISING	11,316	10,836	9,471	14,132	13,162	11,688
PROFESSIONAL	2,221	5,209	5,570	11,096	8,468	36,710
RENTAL & LEASES	2,257	3,065	2,132	1,644	1,150	0
PRINTING	0	63	0	0	0	0
UTILITIES	421	385	452	414	600	600
MAINTENANCE CONTRACTS	0	0	0	0	0	5,000
REPAIRS EQUIPMENT	0	0	0	390	0	0
FEES & MEMBERSHIPS	988	1,012	1,495	2,022	2,025	2,300
RECRUITMENT & TRAINING	3,165	3,687	1,524	1,716	4,500	4,950
OTHER PURCHASE SERVICE	200	435	300	650	650	650
DEPARTMENT EQUIPMENT	0	2,395	1,651	6,182	7,500	7,500
OTHER	(135)	0	0	0	0	0
TOTAL	272,668	277,930	292,845	301,723	357,257	397,756

PROGRAM	RECREATION SPECIAL REVENUE FUND – OUTDOOR	5124
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Program Explanation:

This unit provides funding for the activities that are usual to the outdoor season, and not offered by the private sector or local independent sports organizations, such as Adult Softball, Youth & Adult Outdoor Tennis Lessons, Clinics & Tournaments and Skiing/Snowboarding for the middle school age group. 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 in expenses of \$5,198 in the overall account due to nominally increased umpire fees, ski trip fees, new Ropes Course camp and various materials and supply price increases. These will be offset by very minor price increases, and an anticipated increase in revenue of \$2,823.

Program Objectives and Goals FY 2017:

- Increase number of teams participating in Adult Softball league at progressively increasing user fees to approach the regional market price. As such, adult softball fees will increase \$75 per team.
- Increase overall participation in Tennis Tournament with easier online registration access
- Successful redevelopment of the TEMS Ski Program with growing program enrollment and added ski trips.
- Increase outside user groups for the ropes course. Continued use of Ropes course by BOE, Parks and Rec and Human Services

Program Accomplishments FY 2016:

- Increased or maintained enrollment across the board in all Tennis classes
- Adult softball league gained one additional team over previous season.
- Successfully maintained the TEMS Ski Program with 89 participants
- Excellent participation in 2015 Tennis Tournament with 29 registrants

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
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
1	.2	1	.2	Skiing	1	.2
23	2.9	23	2.9	TOTAL	23	2.9

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Adult Softball Registered Teams (# of players)	20 (238)	14 (168)	14 (166)	15 (180)	16
Tennis Lesson Registration - Adult	30	35	51	46	50
Tennis Lesson Registration - Youth	205	210	196	195	200
Hi-Performance Registration (formerly Tennis Clinic)	20	20	48	56	55
Tennis Tournament Participants	0	0	32	29	30
TLC Ropes Course Groups	20	20	4	6	10
Skiing	0	0	89	76	80

OUTDOOR RECREATION

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
TEMPORARY	580	0	0	0	1,400	1,400
EMPLOYEE BENEFITS	0	0	0	0	107	107
OFFICE SUPPLIES	0	0	0	0	0	0
OPERATING MATERIAL	3,662	2,330	1,433	4,371	2,450	2,605
UNIFORMS & CLOTHING	293	1,984	330	345	210	250
SOFTWARE FEES	2,249	2,778	2,163	3,265	4,758	5,064
ADVERTISING	1,413	1,500	1,268	1,765	3,938	4,051
PROFESSIONAL	25,540	15,812	19,461	38,582	71,771	76,355
RENTAL & LEASES	0	0	0	5,145	8,200	8,200
UTILITIES	0	0	0	0	360	360
REPAIR/MAINT FACILITIES	1,947	1,340	1,428	1,124	1,650	1,650
REPAIR EQUIPMENT	54	0	0	0	0	0
FEES & MEMBERSHIPS	655	390	440	470	420	420
RECRUITMENT & TRAINING	0	0	0	0	0	0
OTHER	0	0	0	0	0	0
TOTAL	36,390	26,134	26,523	55,067	95,264	100,462

PROGRAM	RECREATION SPECIAL REVENUE FUND – INDOOR	5125
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Program Explanation:

This unit provides funding for the activities sponsored by the department during the more commonly called indoor season. The majority of these activities fall into the group instruction/fitness category (like Aerobics, 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:

We project an overall decrease in expenses of \$15,497 in this account for FY 2016-2017, primarily in the 320 professional line item as a result of renegotiating and reducing numerous contractor payment schedules (some transitioned from hourly to per diem rates), a downward slide in the rate of participation in adult group fitness classes due to thriving private sector competition and the elimination of a handful of unsuccessful programs. As a result, there is an associated decrease in revenue of \$17,563 from last year's projection. Fortunately, our adult sports leagues are strong with the expectation of more games and a greater need for officials. Youth user fees remained static while user fees for adult programming were increased between \$5 and \$45 depending on the size and depth of the activity.

Program Objectives and Goals FY 2017:

- 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
- Adult sports leagues fees increased \$45 per team across the board for men's and women's basketball and volleyball leagues.
- Increase adult participation through various tournaments and new programs (focusing on fitness and wellness).
- Increase the number of sponsors in youth basketball by 10%.

Program Accomplishments FY 2016:

- 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 (nearly 1,000 participants).
- Continued to work in conjunction with SWHS to offer Challenger Basketball for Special Needs athletes
- Once again offered the opportunity for team and individual photos to all in house youth basketball and More Mighty Mite teams.
- The increase in participation levels in the Adult Volleyball Leagues may have reached capacity as gym space is essentially maxed out

- Continued growth of Adult Basketball Leagues - same number of Women's teams yet more players involved.
- Maximized use of town owned facilities for adult and youth sports leagues.
- Attempted 3 new adult Tournaments, Volleyball. Knockerball and 3 on 3 basketball

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
1	.25	4	1.0	Week night/Weekend staff (.25)	4	1.0
74	74	74	7.4	Contractors (.10)	74	7.4
120	9.6	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 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Mighty Mite Hoop enrollment	181	224	229	200	200
Divisional League Play Youth Basketball enrollment	850	885	722	725	725
Instructional & Fitness Program registrations	1,118	1,283	1,206	1,153	1,200
Men's Basketball League – team enrollment	18	19	12	15	16
Women's basketball League - team enrollment	8	8	8	6	8
Men's Volleyball League - team enrollment	16	17	18	18	18
Women's Volleyball League - team enrollment	20	20	22	22	22

INDOOR RECREATION

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
TEMPORARY	0	0	4,272	3,979	5,437	6,400
EMPLOYEE BENEFITS	0	0	327	304	416	490
OFFICE SUPPLIES	0	0	0	210	0	0
OPERATING MATERIAL	9,302	9,160	7,117	14,089	9,120	10,096
UNIFORMS & CLOTHING	13,660	11,898	16,570	16,138	17,536	16,632
SOFTWARE FEES	10,054	12,593	11,154	13,015	11,828	10,950
ADVERTISING	10,045	10,715	6,481	8,935	9,462	8,760
PROFESSIONAL	140,865	137,933	148,709	146,284	170,245	154,080
RENTAL & LEASES	19,859	6,019	3,200	3,475	4,500	4,500
PRINTING	0	135	0	0	0	0
UTILITIES	0	0	0	0	360	360
FEES & MEMBERSHIPS	1,650	525	2,064	1,885	1,600	1,600
RECRUITMENT & TRAINING	1,823	689	3,549	2,487	3,890	4,130
DEPARTMENT EQUIPMENT	897	0	0	0	0	900
OTHER	0	0	0	0	0	0
TOTAL	208,157	189,667	203,442	210,801	234,394	218,898

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

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

The Social/Cultural budget will experience a number of changes for fiscal year 2016-2017. We anticipate a slight increase in expenses of only \$7,186 with an associated shortfall of \$21,451 (which is actually only \$11,131 less than last year's projection). This shortage is primarily due to the incredible growth of our free special events whose expenses are out-pacing incoming sponsorship dollars, the shifting of a few programs to more appropriate accounts (C.A.M.P. for example) and visible signs of the projected reduction in the youth population in town that has begun to impact our preschool programs.

Program Objectives and Goals FY 2017:

- 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 and enhance Adult and Family programs and special events.
- Increase the variety of programs offered for kid's dance, art and other varieties of afterschool club programs.
- Preschool staff to begin to prepare and plan for move to Wapping School in fiscal year 2017/18.
- Enhance programming for Special Needs Participants

Program Accomplishments FY 2016:

- Continued increase of attendance at Fall Fest at Nevers Park, a collaboration of the morning runs in partnership with Golf Fore Kids Foundation, Farmer's Market in Partnership with SW Food Alliance, and the Fall Fest Vendor Fair and Haunted Torch Walk a partnership with SW Police Services and CT Special Olympics and Parks & Recreation special needs programming.
- Successful operation of the third Annual Cartoon Character event, with net proceeds to benefit special needs programming through the parks & recreation department.
- Large increase in attendance at, and popularity of, the Annual Egg Hunt, where 25,000 plastic eggs are distributed!
- Successful showing of outdoor movies at Wapping School Courtyard.
- Launched popular free events during July is Parks and Rec Month including, Playground Parties, VMP special events, Parks Brigade, Moonlight Walks, and Work out Wednesdays.
- The Summer Concert series continues to increase in popularity becoming a staple community event.

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
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
5	3.0	6	3.6	Preschool Instructor (.60)	6	3.6
3	0.39	3	0.39	Preschool Aide (.13)	3	0.39
4	0.20	3	0.15	T.E. After School Instructor (.05)	3	0.15
20	3.4	20	3.4	Staff for Special Events (.17)	20	3.4
80	13.5	80	13.5	Volunteers for Special Events (.17)	80	13.5
123	22.54	123	22.54	TOTAL	123	22.54

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Art Class Registrations	50	40	70	70	70
Cartoon Character event	300	350	0	350	350
Community Band Participants	56	60	60	60	60
Community Chorus Participants	51	51	51	51	51
Dance Registrations	36	36	36	36	36
Drama Registrations	76	63	55	55	55
Fall Fest	0	0	100	250	350
Egg Hunt Participants	3,000	3,000	3,200	3,200	3,200
Fishing Derby Participants	75	100	100	100	100
Outdoor Movie Nights	0	0	0	350	450
Mon. Night Social Club participants (average weekly attendance)	30	30	30	30	30
Preschool Class Registrations	1,384	1,241	1,250	1,100	1,150
Summer Concert Attendance	8,920	9,200	8,500	10,000	10,000
Skate with Santa Participants	300	250	250	250	250
TE After School Club Participants	114	133	219	120	120
Trail Runs				142	142
Afterschool Clubs	0	0	0	10	15

SOCIAL/CULTURAL

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
TEMPORARY	62,015	67,119	66,420	60,941	75,220	78,999
EMPLOYEE BENEFITS	4,901	5,037	5,053	4,661	5,754	6,043
OFFICE SUPPLIES	183	0	383	90	200	700
OPERATING MATERIAL	11,453	11,520	12,674	13,489	16,335	17,517
UNIFORMS & CLOTHING	584	271	0	648	490	490
SOFTWARE FEES	7,077	9,123	8,820	11,652	10,407	9,851
ADVERTISING	7,839	7,069	5,884	8,101	9,026	9,305
PROFESSIONAL	58,220	66,419	70,617	66,175	88,700	90,153
RENTAL & LEASES	1,857	1,274	821	959	1,550	1,450
UTILITIES	0	0	0	0	500	360
REPAIR/MAINT FACILITIES	0	149	0	0	500	500
FEES & MEMBERSHIPS	1,642	1,575	4,007	2,094	2,304	2,304
RECRUITMENT & TRAINING	0	208	0	393	189	189
OTHER PURCHASE SERVICE	632	0	0	0	600	600
DEPARTMENT EQUIPMENT	0	0	0	259	0	0
OTHER	0	0	0	0	0	0
TOTAL	156,401	169,764	174,680	169,462	211,775	218,461

PROGRAM	RECREATION SPECIAL REVENUE FUND – FACILITIES	5127
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Program Explanation:

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

Budget Change Commentary:

A small transfer within line items indicates a minor increase in the 100 Account, staffing, (\$3,000) matched with a small reduction item 320, professional, (\$3,000) to better reflect proper accounting. Otherwise this account is basically flat with anticipated expenses up \$7,199 and associated revenues increasing by \$7,440.

Program Objectives and Goals FY 2017:

- Continue 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.
- Begin the transition of Community Center to Human Services for Fiscal Year 2017-2018 and the transition of Parks & Recreation to Wapping same year, including eliminating facility reservation at the Center to the public effective September 2017. The room reservations function for the public will be transferred to our new home at Wapping School.

Program Accomplishments FY 2016:

- Increase in weekend and weeknight program and facility supervision to better serve the public. Especially at the Community Center, with staff on site on weekends from 8am to 11pm to better manage the facility.
- Continued with our annual floor maintenance program at the Ellsworth Gymnasium. Continued contracted services to keep the Concession/restroom building at Rye Street park clean in season.

Assigned Positions:

2014-2015		2015-2016		Position Title	2016-2017	
Positions	FTE	Positions	FTE		Positions	FTE
5	1.0	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
10	1.5	10	1.5	TOTAL	10	1.5

Performance Measures	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Estimated 2015-2016	Anticipated 2016-2017
Rotary Pavilion Reservations (program & Non-program uses)	123	127	143	143	145
Community Center Reservations (non-programmatic)	124	133	265	250	250
Indoor Batting Cages (non-program use)	12	25	9	14	15

FACILITIES

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
PART TIME WAGES	3,790	2,646	3,802	3,256	12,222	20,610
EMPLOYEE BENEFITS	161	118	451	249	935	1,577
OPERATING MATERIAL	1,430	1,311	2,003	1,438	713	713
SOFTWARE FEES	1,984	2,333	2,128	2,194	2,180	2,552
ADVERTISING	1,464	1,500	1,256	1,749	1,744	2,042
PROFESSIONAL	17,050	17,625	8,996	2,086	5,880	2,880
RENTAL & LEASES	0	0	0	0	0	0
UTILITIES	740	280	0	0	1,100	1,100
MAINTENANCE CONTRACTS	2,363	9,345	9,286	6,391	8,295	8,295
REPAIR/MAINT FACILITIES	7,499	5,534	5,476	9,443	6,100	6,100
REPAIR/MAINT EQUIP	0	260	88	71	300	300
RECRUITMENT & TRAINING	245	615	404	370	500	1,000
DEPARTMENT EQUIPMENT	2,500	2,314	0	0	0	0
OTHER	0	0	0	0	0	0
TOTAL	39,224	43,881	33,890	27,247	39,969	47,169

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

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

Budget Change Commentary:

This program has included its budget amount in the revenue fund for Veterans Memorial Park.

TRANSFER TO THE GENERAL FUND

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
INTERNAL SERVICE CHARGES	100,000	0	23,000	23,000	0	0
TOTAL	100,000	0	23,000	23,000	0	0

PROGRAM	RECREATION SPECIAL REVENUE FUND – CONTINGENCY	9001
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Program Explanation:

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

Budget Change Commentary:

This program has a zero percent budget increase.

CONTINGENCY

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
OTHER PURCHASE SERVICE	0	0	0	0	30,000	30,000
TOTAL	0	0	0	0	30,000	30,000

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

This program provides funding for Capital Improvement Projects.

Budget Change Commentary:

This program has a zero percent budget increase.

CAPITAL PROJECTS

	2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 ACTUAL	2015/2016 ADOPTED	2016/2017 ADOPTED
CAPITAL PROJECTS	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

APPENDIX

Miscellaneous Statistical Information

Date of Incorporation	1845	Road Miles	140
Form of Government	Council/Manager	County	Hartford
Population (2012)	25,577	Revaluation	October 2012
Registered Voters (2014)	15,045	High School – 1	Grades 9-12
Area in square miles	28	Middle School – 1	Grades 6-8
Population density	914	Elementary School – 5	Grades K-5
Median Age (2012)	42	Bond Ratings	Aa2 MOODY'S AA+ STANDARD & POOR'S
Households (2012)	9,384	Pension Plans	The Aetna Defined Contribution ICMA Deferred Compensation
Median Household Income (2012)	\$91,519		

Source: CERC Profile

Major Employers

	Employer	Nature of Business	Number of Employees
1	The Town of South Windsor	Government and Education	801
2	DST Output	Service	650
3	Ticket Network	Service	441
4	The May Company	Distributor	389
5	Doosan Fuel Cell America	Manufacturer	320
6	Target Department Stores	Retail	250
7	Lowes Home Improvement	Retail	170
8	Electro Methods	Manufacturer	155
9	HPC Food Services	Food Products (Wholesale)	153
10	Paradigm Healthcare Ctr	Medical	130

APPROVED BUDGET HISTORY Prior Five Fiscal Years

Fiscal Year	Proposed	Council Approved	Reduction to Requested Amount	Requested Increase \$	Requested Increase %	Actual Increase \$	Actual Increase %
15/16							
General Gov Oper	\$31,597,645	\$30,978,144	\$619,501	\$977,895	3.19%	\$358,394	1.17%
Board of Education	\$71,694,151	\$70,355,567	\$1,338,584	\$3,138,584	4.58%	\$1,800,000	2.63%
Debt Service	\$5,808,566	\$5,808,566	\$0	\$71,015	1.24%	\$71,015	1.24%
Capital Leases	\$810,491	\$713,543	\$96,948	\$456,256	128.80%	\$359,308	101.43%
Capital Projects	\$1,000,000	\$1,000,000	\$0	\$0	0.00%	\$0	0.00%
Total Budget	\$110,910,853	\$108,855,820	\$2,055,033	\$4,643,750	4.37%	\$2,588,717	2.44%
Tax Increase	2.90%						

14/15							
General Gov Oper	\$31,369,346	\$30,619,750	\$749,596	\$2,210,174	7.58%	\$1,460,578	5.01%
Board of Education	\$69,443,581	\$68,555,567	\$888,014	\$1,319,641	1.94%	\$431,627	0.63%
Debt Service	\$5,737,551	\$5,737,551	\$0	\$597,054	11.61%	\$597,054	11.61%
Capital Leases	\$344,235	\$354,235	(\$10,000)	\$1,362	0.40%	\$11,362	3.31%
Capital Projects	\$567,980	\$1,000,000	(\$432,020)	\$400,000	238.12%	\$832,020	495.31%
Total Budget	\$107,462,693	\$106,267,103	\$1,195,590	\$4,528,231	4.40%	\$3,332,641	3.24%
Tax Increase	5.93%						

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%
Tax Increase	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%
Tax Increase	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%
Tax Increase	1.54%						

Average 5-year Increase/(Decrease)

General Government	\$941,595	2.99%
Board of Education	\$1,471,113	2.24%
Debt Service	\$284,586	6.37%
Capital Leases	\$11,451	-8.67%
Capital Projects	(\$52,321)	69.86%

Three Year Consolidated Budget Funds
Financial Statements
Major Fund and Non-Major Funds

	MAJOR FUND GENERAL FUND			NON-MAJOR FUNDS¹ GOVERNMENTAL FUNDS			TOTAL ALL BUDGETED GOVERNMENTAL FUNDS		
	FY 2015 Actual	FY2016 Estimated	FY2017 Adopted	FY 2015 Actual	FY 2016 Estimated	FY 2017 Adopted	FY 2015 Actual	FY 2016 Estimated	FY 2017 Adopted
FINANCIAL SOURCES									
Property Taxes	\$89,316,302	\$93,000,361	\$95,415,040	\$ -	\$ -	\$ -	\$89,316,302	\$93,000,361	\$95,415,040
Intergovernmental	20,827,429	14,311,338	14,719,398	-	-	-	20,827,429	14,311,338	14,719,398
Local Revenues	1,523,569	2,263,052	1,491,500	7,212,589	6,332,267	4,557,681	8,736,158	8,595,319	6,049,181
Misc. Revenues	52,618	110,540	50,000	35,035	23,081	-	87,653	133,621	50,000
Transfers In/Use of Fund Balance	-	-	887,240	-	-	-	-	-	887,240
TOTAL FINANCIAL SOURCES	111,719,918	109,685,291	112,563,178	7,247,624	6,355,348	4,557,681	118,967,542	116,040,639	117,120,859
FINANCIAL USES									
General									
Government	3,324,922	3,422,923	3,753,103	-	-	-	3,324,922	3,422,923	3,753,103
Public Safety	8,163,311	8,312,508	8,977,986	-	-	-	8,163,311	8,312,508	8,977,986
Public Works	7,406,192	7,703,112	8,096,700	3,257,559	3,368,319	3,297,746	10,663,751	11,071,431	11,394,446
Culture & Leisure	2,728,344	2,840,136	3,054,007	1,919,151	2,012,121	-	4,647,495	4,852,257	3,054,007
Health & Human Services	909,718	936,284	1,017,221	-	-	-	909,718	936,284	1,017,221
Unclassified	6,467,843	7,287,536	7,317,372	-	-	-	6,467,843	7,287,536	7,317,372
Debt Service	6,255,201	6,830,603	7,330,506	-	-	-	6,255,201	6,830,603	7,330,506
Capital	-	-	1,264,213	-	-	735,000	-	-	1,999,213
Education	75,058,105	70,355,567	71,752,070	-	-	-	75,058,105	70,355,567	71,752,070
TOTAL FINANCIAL USES	110,313,636	107,688,669	112,563,178	5,176,710	5,380,440	4,032,746	115,490,346	113,069,109	116,595,924
Other Financing Sources									
Premium-bond issuance	78,540	-	-	-	-	-	78,540	-	-
Transfers in	55,258	52,240	-	309,970	23,000	-	365,228	75,240	-
Transfers out	(1,711,223)	(1,814,980)	-	(787,931)	(921,440)	(524,935)	(2,499,154)	(2,736,420)	(524,935)
TOTAL Other financing sources (uses)	(1,577,425)	(1,762,740)	-	(477,961)	(898,440)	(524,935)	(2,055,386)	(2,661,180)	(524,935)
Net Change in Fund Balance	(171,143)	233,882	-	1,592,953	76,468	-	1,421,810	310,350	-
Fund Balance - Beginning of Year	7,029,505	6,858,362	7,092,244	(231,449)	1,361,504	1,437,972	6,798,056	8,219,866	8,530,216
Fund Balance - End of Year	<u>\$ 6,858,362</u>	<u>\$ 7,092,244</u>	<u>\$ 7,092,244</u>	<u>\$ 1,361,504²</u>	<u>\$ 1,437,972</u>	<u>\$ 1,437,972</u>	<u>\$ 8,219,866</u>	<u>\$ 8,530,216</u>	<u>\$ 8,530,216</u>

1 Non-Major Funds consist of Sewer and Recreation Fund

2 Non-Major Funds Fund Balance for FY 2015 reflects the change in incorrect way of posting deferred previous years.

Comparative Budget Impact
Actual, Adopted and Projected
Fiscal Year 2015 through Fiscal Year 2020

	<u>Actual 2014-2015</u>	<u>Adopted 2015-2016</u>	<u>Adopted 2016-2017</u>	<u>Projected 2017-2018</u>	<u>Projected 2018-2019</u>	<u>Projected 2019-2020</u>
REVENUES						
Taxes-Current	\$ 87,115,043	\$ 90,070,464	\$ 93,510,040	\$ 96,324,120	\$ 99,207,137	\$102,163,644
Taxes-Prior Years	2,116,170	1,504,000	1,905,000	1,905,000	1,905,000	1,905,000
Education Grants	12,613,396	13,071,926	12,486,098	12,486,098	12,486,098	12,486,098
State Grants	1,946,519	1,600,190	2,233,300	2,233,300	2,233,300	2,233,300
Local Revenues	1,541,587	1,442,000	1,491,500	1,491,500	1,491,500	1,491,500
Transfers/Misc.	<u>1,170,031</u>	<u>1,167,240</u>	<u>937,240</u>	<u>937,240</u>	<u>937,240</u>	<u>937,240</u>
Total Revenue	\$106,502,746	\$108,855,820	\$112,563,178	\$115,377,258	\$118,260,275	\$121,216,782
EXPENDITURES						
Town	\$ 29,803,650	\$ 30,945,022	\$ 32,216,389	\$ 33,625,794	\$ 34,432,813	\$ 35,500,230
Debt	6,255,201	6,555,231	7,330,506	6,690,336	6,711,903	6,779,022
Capital	1,000,000	1,000,000	1,264,213	1,300,000	1,326,000	1,352,520
Education	<u>68,683,931</u>	<u>70,355,567</u>	<u>71,752,070</u>	<u>73,761,128</u>	<u>75,789,559</u>	<u>77,585,010</u>
Total Expenditures	\$105,742,781	\$108,855,820	\$112,563,178	\$115,377,258	\$118,260,275	\$121,216,782
Grand List (stated in thousands)	2,469,841	2,501,567	2,546,423	2,559,155	2,571,951	2,584,811
Mill Rate	PP/RE/MV 35.51	PP/RE/MV 36.54	PP/RE 37.34 MV 37.00	PP/RE 38.23 MV 32.00	PP/RE 39.14 MV 32.00	PP/RE 40.07 MV 32.00

Note: PP = Personal Property; RE = Real Estate and MV = Motor Vehicle

Assumptions:

- * Adopted budget for fiscal year 2016-2017 (based on Grand List 2015) includes the new State of Connecticut legislation implemented with a Motor Vehicle Tax Cap of 37 mills for FY17 and 32 for following years.
- * Grand List growth estimated at 0.5%.
- * Expenditure projections are based on an average increase of 2.50% (In consideration of the new State of Connecticut legislation of the Municipal Spending Cap for fiscal year 2017-2018 set at the greater of inflation rate or 2.5% with a few exemptions (i.e. debt service, special education, court orders, arbitration awards and major disasters).
- * Tax collection rate assumed at current 98.75%.

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
FUNCTION: GENERAL GOVERNMENT							
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	♦						
FUNCTION: PUBLIC SAFETY							
Police	♦						♦
Emergency Management	♦						
Fire Marshal	♦						♦
Fire Department	♦						
FUNCTION: PUBLIC WORKS							
Public Works	♦						♦
Engineering	♦						
Highway Maintenance	♦						
Fleet Services	♦						
Building Maintenance	♦						
Refuse Disposal	♦						
Pollution Control & Wastewater Management		♦		♦	♦	♦	♦
FUNCTION: CULTURE & LEISURE							
Parks & Recreation Administration	♦						
Park Maintenance	♦						
Recreation Programs			♦				
Library	♦						♦

	GENERAL FUND	SEWER	RECREATION	SELF- HEALTH	OPEB	PENSION TRUST	GRANTS
FUNCTION: HEALTH & HUMAN SERVICES							
Environmental Health	♦						♦
Human Services	♦						♦
FUNCTION: DEBT SERVICE	♦	♦					
FUNCTION: CAPITAL PROJECTS	♦	♦	♦				♦
FUNCTION: UNCLASSIFIED							
Contingency	♦						
Patriotic Commission	♦						
Cemeteries	♦						
Wood Memorial Library	♦						
Casualty & Liability Insurance	♦	♦	♦				
Pension						♦	
Social Security	♦	♦	♦				
Health & Life Insurance				♦			
OPEB					♦		
Worker's Compensation	♦						
Unemployment Compensation	♦						
FUNCTION: EDUCATION	♦			♦	♦	♦	♦

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.

Fiduciary Fund: A fund structure used to report assets held in trust for others and cannot be used to support Town programs.

Fiscal Year: The 12 month period at the end of which a government determines its financial condition and the results of operations and closes its books. For the Town of South Windsor, the fiscal year begins on July 1st and ends on June 30th.

Fund: An accounting entity with a self-balancing set of accounts in which assets, all related liabilities, equity, and changes therein are recorded. Each fund is established to report on

specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between assets and liabilities reported in governmental funds.

Generally Accepted Account Principles (GAAP): The conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

General Fund: A fund structure that accounts for all of the Town's revenues and expenditures, except for specific activities accounted for in another fund.

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.

Proprietary Fund: A fund structure used to account for the Town's business type activities.

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.

Special Revenue Fund: A fund structure used to account for the revenues and expenditures of a specific activity.

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 Annual 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