

# TOWN OF SOUTH WINDSOR CONNECTICUT



## **Operating and Capital Budget Fiscal Year 2017-2018**

Adopted May 22, 2017



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of South Windsor  
Connecticut**

For the Fiscal Year Beginning

**July 1, 2016**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of South Windsor for its annual budget for the fiscal year beginning July 1, 2016.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



## **TOWN OF SOUTH WINDSOR 2017 - 2018 OPERATING BUDGET**

### **TOWN COUNCIL**

Carolyn Mirek  
Mayor

M. Saud Anwar

Lisa Maneeley

Cynthia Beaulieu

Elizabeth Pendleton

William Carroll, Jr.

Matthew Riley

Edward Havens

Janice Snyder

Matthew Galligan  
Town Manager





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## **READERS GUIDE**

We hope that we have developed a budget document that is easy for all to use, but comprehensive enough for the experienced reader. Following is a brief description of the major sections of the budget.

<b>Budget Message</b>	The fiscal year 2018 budget document begins with an annual budget message that contains an overview of the entire document. Included in this section is an explanation of budget development, current economic conditions, and an overall financial status of the Town.
<b>Citizens Guide</b>	This section contains background and statistical information on the Town. It also explains the budget process in detail and provides the Town financial policies.
<b>Revenues</b>	The revenue section starts with an overview then continues with revenue descriptions, explanations on property taxes, mill rate, and grand list information.
<b>Department Budgets</b>	This section provides the “nuts and bolts” of the budget. In this section, you will find the cost of specific activities and functions. Each department provides goals, accomplishments and performance measures.
<b>Debt Service</b>	Here you will find an overview of debt and lease financing. Detailed schedules provide payment and debt limitation information.
<b>Capital Improvements</b>	This section provides a summary of the Town’s capital improvements, policies and long term planning schedules.
<b>Special Revenue Fund</b>	This section describes the two special funds that are funded by user charges. General summary information is followed by cost of specific activity or function. There are also goals, accomplishments and performance measures.
<b>Appendix</b>	In this year’s budget, the appendix features useful information on the Town’s workforce, population and schedules of budget histories and projected results. This section also contains detailed information of functional units and the glossary.

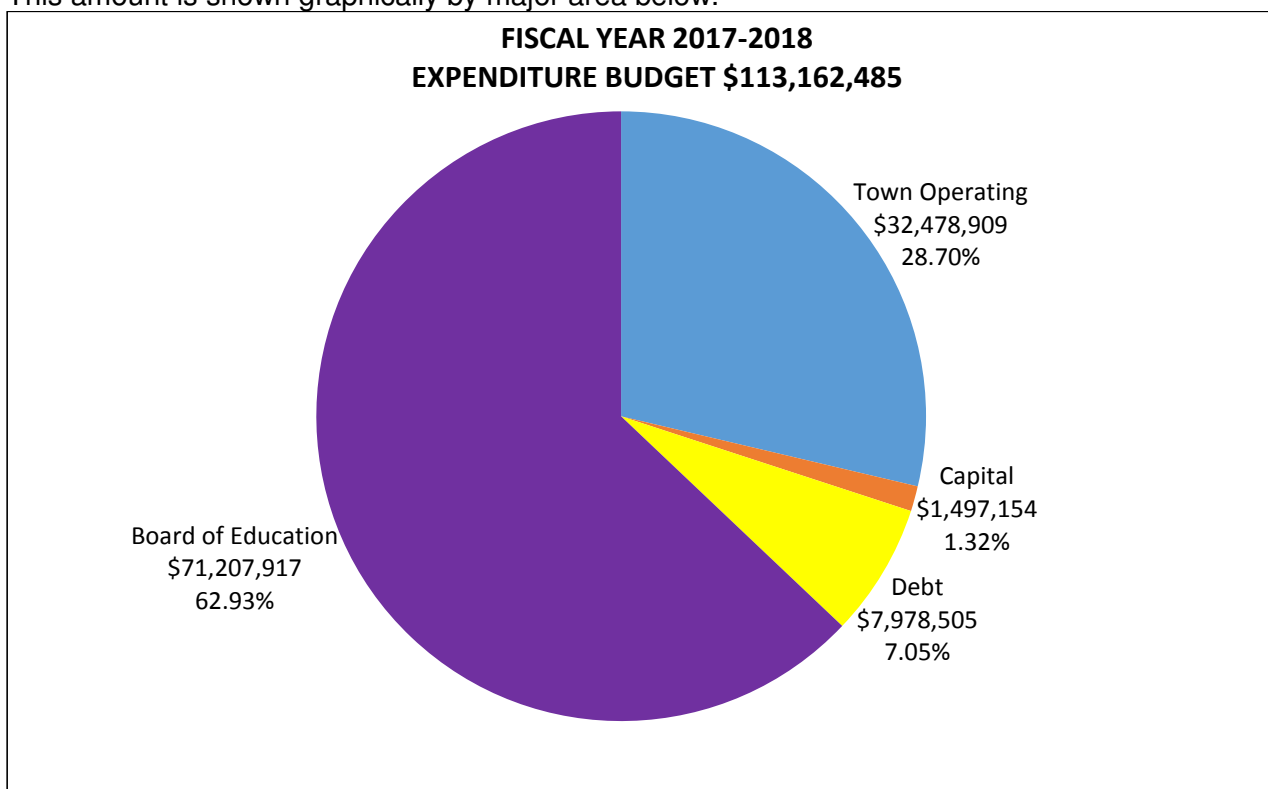
## **BUDGET MESSAGE**

June 2017

Dear South Windsor Residents:

I am pleased to present the adopted operating budget for Fiscal Year 2017-2018 approved by the Town Council at its May 22, 2017 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 2017-2018 is \$113,162,485. 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**

The budget process this year was particularly difficult due to the massive revenue deficit that the State of CT is experiencing and the uncertainty over their upcoming biannual budget. At the time of writing this letter, the State of CT has still not adopted a budget for the period beginning July 1, 2017. Several factors were considered while adopting this budget. The first was the Governor's proposed budget numbers were received by local municipalities in early February. It was proposed that South Windsor receive approximately \$4.9m less in revenue for fiscal year ending 2018 and also included a proposal to pass down teacher pension costs onto local municipalities. Through strong fiscal management and maximizing resources, this budget incorporates all of the proposed revenue cuts proposed from the State of CT. Administration is still monitoring the legislation on teacher pension costs and with the impact unclear, the Town did not adopt any expense associated with this proposal.

Also effecting budget decisions was the State Legislature enacted 2.5% cap on municipal expenditures effective FY 2018. The spending cap includes a number of exemptions such as Debt Service, Capital expenditures (over \$100,000), payment for unfunded pension liabilities, Special Education, and other such exemptions. The .53% total increase in expenditures satisfies the state spending cap. After increases to exempt categories such as the pension ARC for accrued unfunded liability and special education costs are considered, the Town operating budget proposal is well below the 2.5% cap.

While the State of CT budget process remains in flux, and with potential changes that may be enacted in the 2017 legislative session, the Town Manager continues to lobby through the Connecticut Conference of Municipalities (CCM) to ensure that our State legislature and 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. The Town Manager has 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.

Other economic and budget considerations that went into the final budget decisions were: the crumbling foundations issue located in the Northeast part of the United States; the mill rate cap for motor vehicles at 32 mills versus the 37 mills in fiscal year 2017; two new school referendums approved on March 21, 2017; the use of fund balance; the 2017 budgetary results and mid-year State reductions.

## **Future Challenges**

A look ahead to 2017-2018 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 financial software
- Negotiate five union contracts; one expiring 6/30/18 and four expiring 6/30/19
- Complete town-wide full inspection Revaluation
- Continue expansion of Fiber network
- Replace computer aided dispatch and records
- Implement updated fee schedule
- Economic development continuation of programs targeted with the focus on the Buckland Gateway and the I-291 Corridor
- Institute planning and construction of two new elementary schools approved by referendum
- Ongoing road and drainage improvements throughout the town

### **Non-Financial**

- Move Emergency Operations Command Center to Sullivan Avenue (including staff)
- Consider the solar farm 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

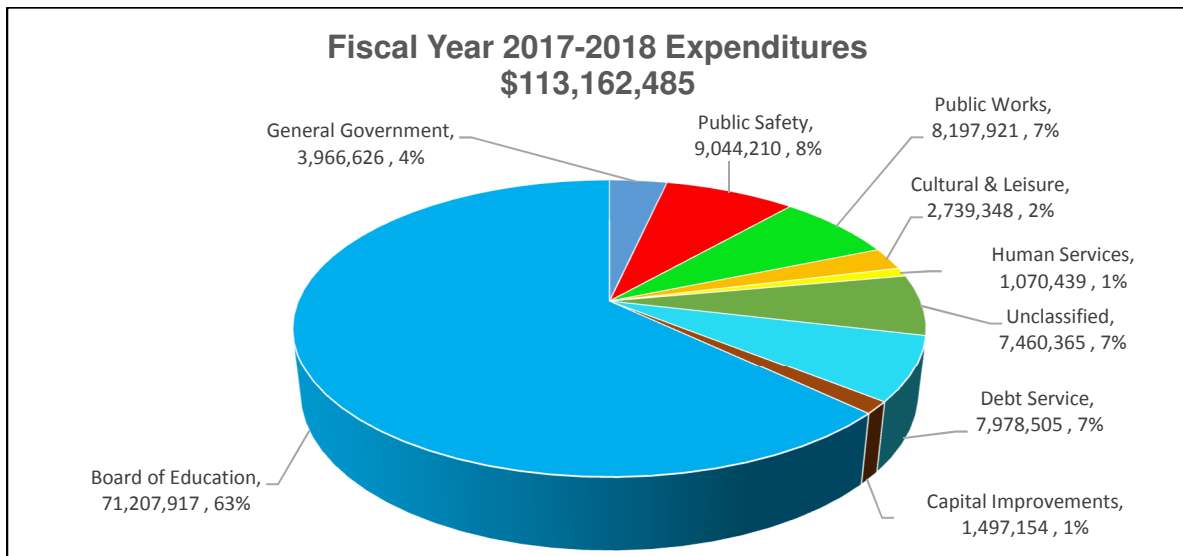
The annual budget requires setting priorities and making tough decisions. Negotiating a budget demands give and take and a great deal of compromise with all parties involved. I would like to thank our Superintendent of Schools, Dr. Kate Carter, our Town Manager Matthew Galligan, and our town and board 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 patience and commitment to our town.

Respectfully submitted,



Carolyn Mirek  
Mayor

## **EXECUTIVE SUMMARY**



### **Expenditure Highlights**

The Town Council voted on the projected operating expenditures totaling \$113,162,485 an increase over current year of .53%. The expenditure budget represents the General Government, Public Safety, Public Works, Cultural & Leisure, Human Services, Unclassified, Debt Service, Capital Improvements and Board of Education. The Town Council vote also included a decrease to the Board of Education budget by \$544,153 for a total budget of \$71,207,917. The General Operating budget (including debt and capital expenditures) will be \$41,954,568. The mill rates adopted on May 22, 2017 are 38.08 mills for real estate and personal property (a 1.99% increase) and 32.00 mills for motor vehicles (a 13.51% decrease). If all the actual requests received from the BOE, Town and Capital Improvement committee were fulfilled, the tax increase would have been in the range of 8.5%. In order to keep the moderate tax increase, all of our Town and BOE employees will be looking for innovative ways to save monies with maintaining the same excellent level of services along with looking for new grants that may be available to the Town. Below compares three fiscal years:

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>\$ Change</b>	<b>% Change</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>FY17 to 18</b>	<b>FY 17 to 18</b>
Town	\$ 30,945,022	\$ 32,216,389	\$ 32,478,909	\$ 262,520	.81%
Debt	6,555,231	7,330,506	7,978,505	647,999	8.84%
Capital	1,000,000	1,264,213	1,497,154	232,941	18.43%
Education	70,355,567	71,752,070	71,207,917	(544,153)	-.76%
Total Expenditures	\$108,855,820	\$112,563,178	\$113,162,485	\$ 3,707,358	.53%

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 2016-2017 and Fiscal Year 2017-2018.

### **Town**

#### **General Government**

This category provides the overall leadership and oversight of operation for the Town and is increasing by \$213,523 or 5.69% primarily due to contractual obligations and maintenance contracts.

## **Public Safety**

The Public Safety Division is made up of Police Protection, Fire Department, Fire Marshal, water lines, hydrants, and street lighting. This function of the Town will increase by \$66,224 or .74% and key highlights include: Police Department including Administration, Operations, Support Services and Community Services is increasing \$26,559, Emergency Management is decreasing by \$96,200 and Fire Protection is increasing by \$34,384 along with hydrants and water lines increasing \$101,480.

## **Public Works**

This category of expenses is estimated to increase \$101,221 or 1.25%. 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 decreasing by \$314,659 or (10.30%). The decrease is due to allocating full-time salaries for recreation and parks staff to the Recreation Special Revenue Fund. This fund relies on revenues generated through sponsorships, user fees and charges for programs run throughout the year.

## **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 \$53,218 or 5.23%. The major factor for increase is for a new health director and senior services.

## **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 increasing by \$142,993 or 1.95%. The pension line item is the primary reason for increase due to changes in actuarial assumptions which increased the annual actuarial determined contribution (ADC) which the Town is fully committed to funding.

## **Debt**

This category makes up 7.05% of the 2017-2018 adopted General Fund budget expenditures which comprises capital leases and debt principal and interest payments for all bonds. Total projected debt service expenditures for Fiscal Year 2017-2018 are \$7,978,505 an increase of \$647,999 or 8.84% over the previous year due to borrowing for Orchard Hill Elementary School and road improvement projects. For the 2018-2019 Fiscal Year debt service is projected to slightly increase and in subsequent years level off and then gradually decrease.

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 2017 issue of \$16,000,000 in notes and \$11,860,000 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 \$325,953 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**

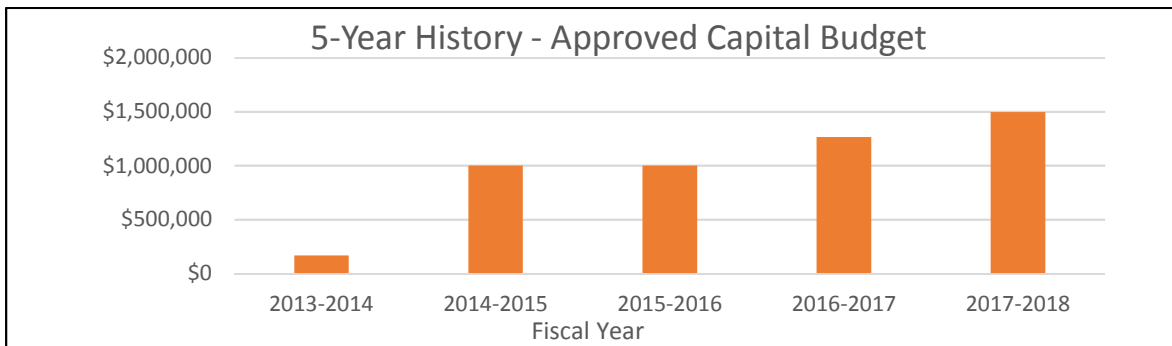
Capital Improvement Fund was established to finance all or part of the cost of construction, reconstruction, or acquisition of specific capital improvements or specific capital equipment. Capital improvement means any physical improvement and any related preliminary studies and surveys, lands or rights 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. 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.

This fund was re-established in Fiscal Year 2014-2015 while a reasonable baseline was budgeted, following several years of budgets that were primarily focused on reacting to drastic changes in the economy. 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 projected budget for fiscal year 2017-2018 is \$1,497,154 and in fiscal year 2016-2017 it was \$1,264,213.

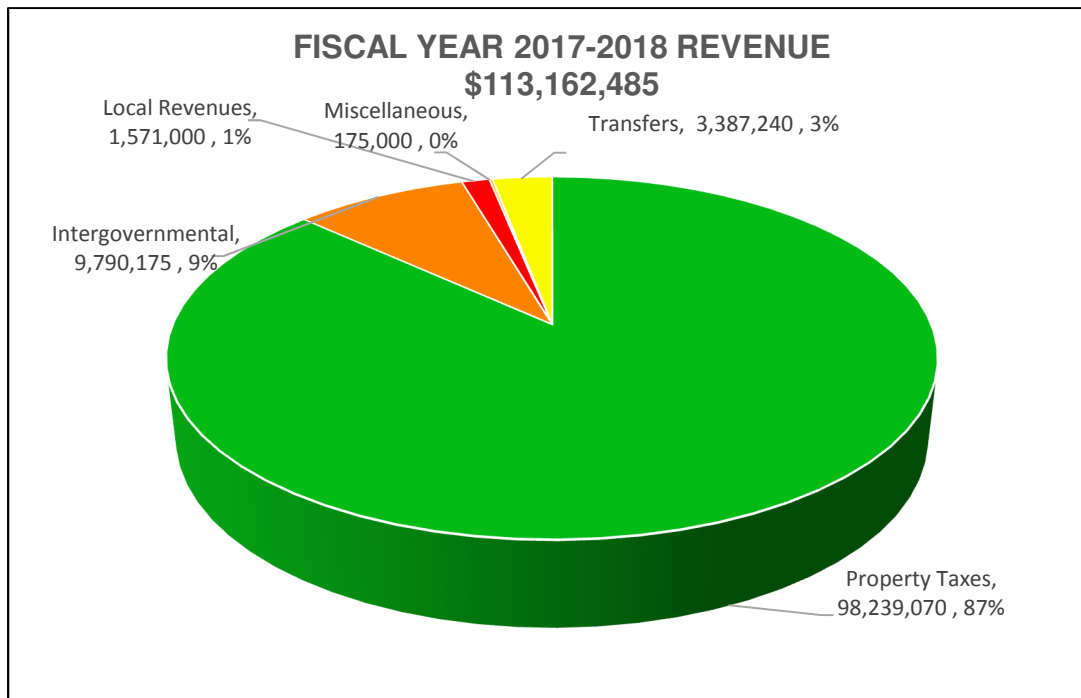
The graph below shows a five-year history of adopted capital amounts:



## **Education**

This category provides a district budget which complies with federal and state mandates while maintaining a safe, clean learning environment for all staff and students. The Town Council voted to decrease the Board of Education by \$544,153 for a total budget of \$71,207,917 or 62.93% of entire general operating budget for fiscal year 2017-2018 budget.

## **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 increased transfers from prior year levels to offset the reduction of revenues from State funding for the Fiscal Year 2017-2018 budget estimates. Below details last three years:

	FY 2016 Actual	FY 2017 Projected	FY 2018 Adopted	\$ Change FY17 to 18	% Change FY 17 to 18
Property Taxes	\$ 92,903,380	\$ 95,415,040	\$ 98,239,070	\$ 2,824,030	2.96%
Intergovernmental	14,346,038	14,699,398	9,790,175	(4,929,223)	(33.49%)
Local Revenues	2,379,396	1,491,500	1,571,000	79,500	5.33%
Miscellaneous	115,249	50,000	175,000	125,000	250.00%
Transfers	57,537	887,240	3,387,240	2,500,000	281.77%
Total Revenues	\$109,801,600	\$112,563,178	\$113,162,485	\$ 599,307	.53%

## **Property Taxes**

Property Taxes are the major revenue source and account for 86.81% of the 2017-2018 adopted General Fund budgeted revenues. The combined Town, Debt, and Education budget requires \$96,284,070 from current taxes which is 85.08% of the overall budgeted revenue and has increased by \$2,774,030 resulting in a mill rate increase of 1.99% for real estate and personal property and a decrease of (13.51%) for motor vehicles at 38.08 and 32.00 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**

This category represents 8.65% of overall budgeted revenue although it has significantly decreased from the prior year adopted budget by (\$4,929,223). This percentage is down from 13.08% in the last fiscal year, due to the State's proposed revenue cuts to Towns. Although this budget maintains existing services, the Town's ability to improve service delivery or expand services will remain minimal without further state resources.

The largest item in this category is the Education Cost Sharing (ECS) grant, in the amount of \$5,329,310. The budgeted revenue item reflects the total amount anticipated by the State of Connecticut for the ECS less amounts the Town is obligated to pay for students attending magnet schools which is estimated at \$600,000. Also included in this category is a new Special Education grant of \$2,481,094. This line item has decreased (\$4,675,694) or (62.55%).

Another important item to mention in this category is the Municipal Aid/Hold Harmless grant which is related to the manufacturing machinery and small equipment tax for small businesses in the State of Connecticut which has been replaced with the Municipal Revenue Sharing Account (MRSA). The MRSA sharing grant program funded by state sales tax revenue is to assist towns with their machinery and equipment business. For Fiscal Year 2017-2018 the anticipated amount due from the State is \$804,258 increased by \$245,543 or 43.95%

Another component of the MRSA grant is to help municipalities fund projects (i.e. improvement of roads, sidewalks, maintenance on municipal buildings, etc.). In Fiscal Year 2015-16 the Town received \$1,338,190 which is the same amount received in Fiscal Year 2016-17. In Fiscal Year 2017-18 this grant has been replaced with Municipal Revenue Sharing with anticipation of receiving \$830,111.

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 and creative in finding funds outside the General Operating Fund. These projects mentioned 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 Revenue

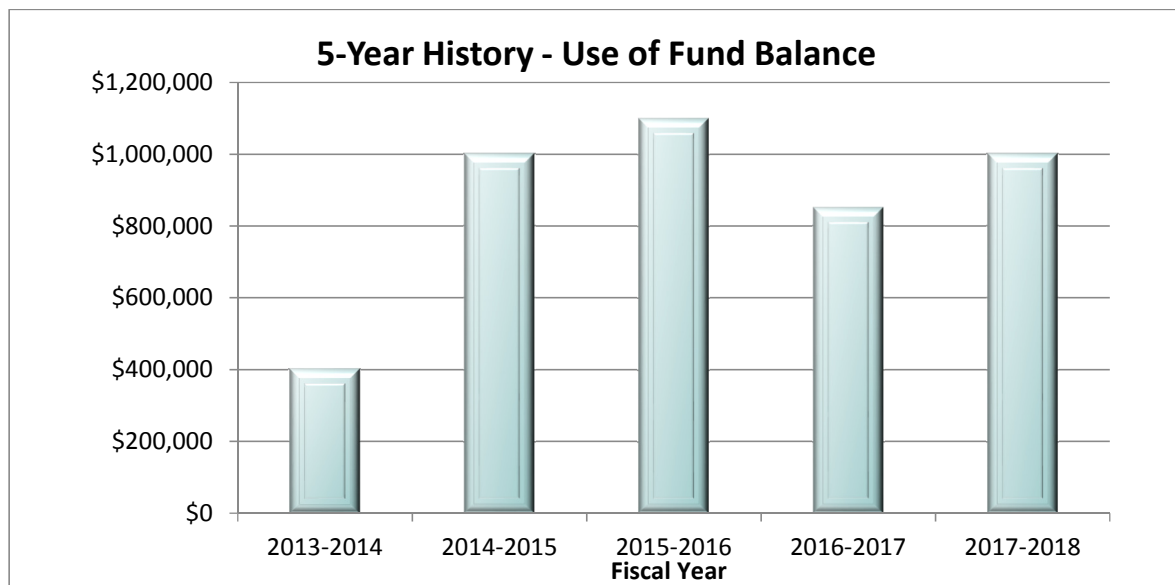
Also referred to as Charges for Services, represent 1.39% of the 2017-2018 adopted General Fund budgeted revenues with a slight increase of \$79,500 over previous year due to increase in building permit revenue and town clerk recording fees.

Future assumptions anticipate these revenues will experience increases due to a newly proposed fee schedule that awaits Town Council approval in August to September 2017 time period.

## Miscellaneous and Transfers

These items are comprised of less than 3.15% of the overall budget. Both categories show an 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 \$1,000,000 of Fund Balance surplus an increase from Fiscal Year 2016-17 by \$150,000 or 17.65%. In Fiscal Year 2016-2017 was budgeted at \$850,000. In Fiscal Year 2017-2018 the Town Council has adopted revenue budget items that include a transfer of \$2,000,000 from the Health Insurance account, and a transfer of \$350,000 from the Capital Non-Recurring account. All transfers were necessary to balance the budget due to the decrease of state revenue. The estimated June 30, 2017 fund balance is \$11,243,966 or 9.36%.



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 Standard and Poor's Rating Agency to increase the fund balance during the last bond and note issuance.

## **Grand List**

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

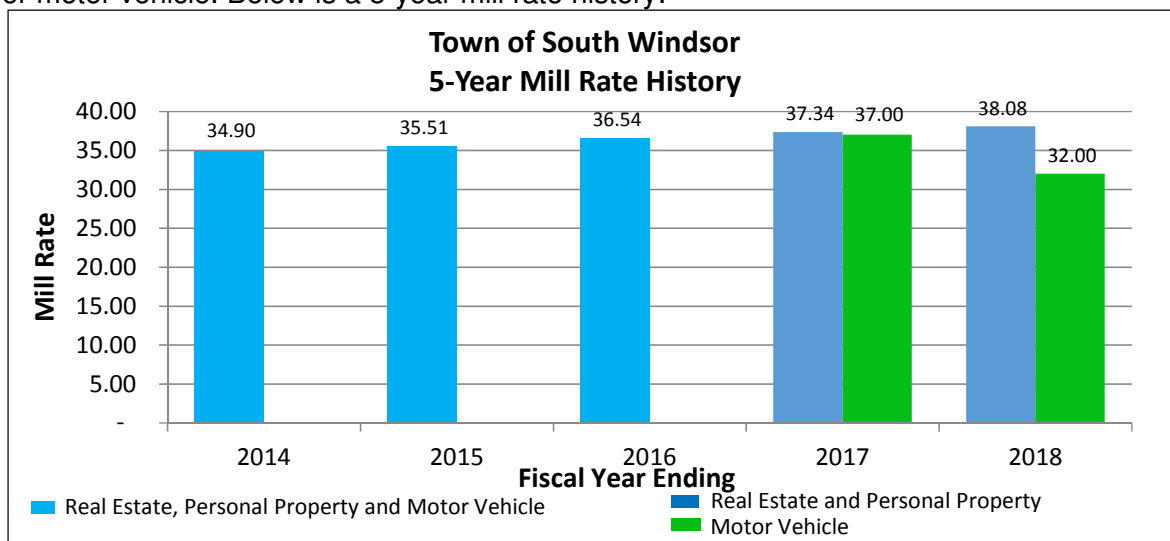
The 2016 Grand Lists reflect the following:

	<b>Gross</b>	<b>Exemptions</b>	<b>Net</b>	<b>Percent Change From 2015</b>
Real Estate	\$2,354,986,979	\$210,509,430	\$2,144,477,549	.55%
Personal Property	340,605,990	99,527,840	241,078,150	18.70%
Motor vehicles	225,387,225	8,234,774	217,152,451	3.07%
<b>Total</b>	<b>\$2,920,980,194</b>	<b>\$318,272,044</b>	<b>\$2,602,708,150</b>	<b>2.21% overall</b>

We are aware of the importance of growing the Grand List, as this is the primary source of revenue for the Town. The Town's overall 2016 Grand List increased by 2.21% 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 38.08 for real estate and personal property and 32.00 for motor vehicle. Below is a 5-year mill rate history:



## **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 265.

## Special Revenue Summary

	<b>FY 2017 Adopted</b>	<b>FY 2018 Adopted</b>	<b>\$ Change FY17 to 18</b>	<b>% Change FY 17 to 18</b>
<b>SEWER FUND</b>				
Revenue	4,557,681	4,922,286	364,605	7.99%
Expenditures	4,499,896	4,871,606	371,710	8.26%
<b>**NOTE: Sewer budget was adopted by the WPCA on June 6, 2017</b>				
<b>RECREATION FUND</b>				
Revenue	2,499,393	2,702,441	203,048	8.12%
Expenditures	2,592,075	3,830,860	1,238,785	47.79%

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 \$1,128,419 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 cannot 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.



## Community Profile

The Town of South Windsor (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, retail, high-tech industry and open space.

Located 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.

The Town’s public school system provides a balanced curriculum for approximately 4,032 students. There are more than a dozen local colleges and universities in the area for both undergraduate and graduate studies. The public school system consists of five schools for pupils in grades Pre-K through 6, one middle school for pupils in grades 6-8 and one high school for pupils in grades 9-12. The schools are governed by a nine-member elected Board of Education.

The Town provides a full range of services to its citizens. These include: police and fire protection, emergency medical services; education; library services; public works (streets, waste disposal, engineering and infrastructure maintenance); parks and recreation (parks, athletic fields, and tennis courts); senior services and cultural events; health and welfare services and general administrative services.



## Miscellaneous Statistical Information

<b>Name</b>	South Windsor	<b>Settled</b>	1633
<b>Date of Incorporation</b>	1845	<b>Road Miles</b>	140
<b>Form of Government</b>	Council/Manager	<b>County</b>	Hartford
<b>Population (2015)</b>	25,806	<b>Revaluation</b>	October 2017
<b>Registered Voters (2015)</b>	15,045	<b>Area in square miles</b>	28
<b>Median Age (2015)</b>	43	<b>Population density (2015)</b>	919
<b>Households (2015)</b>	9,602	<b>Bond Ratings</b>	Aa2 MOODY'S AA+ STANDARD & POOR'S
<b>Median Household Income (2015)</b>	\$97,389	<b>FY 17 Mill Rate</b>	RE/PP 37.34 MV 37.00

Source: CERC Profile

## **Municipal Government**

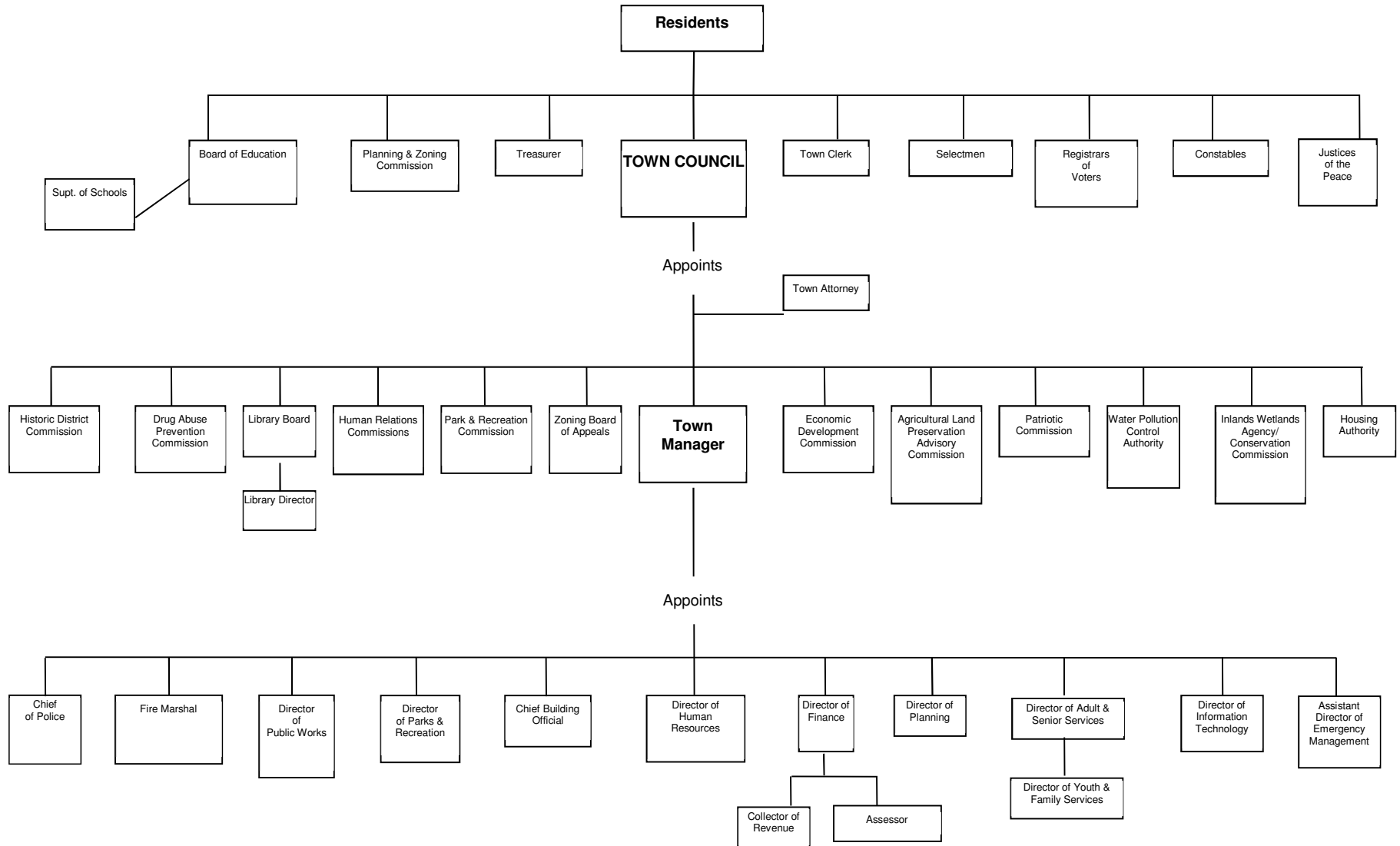
The Town of South Windsor has been organized under the Council-Manager form of government since 1960 with a nine-member Council elected at large (the "Town Council"). The legislative function is performed by a bipartisan Town Council of nine members, who are elected biennially for two-year terms. Minority 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
Carolyn Mirek	Mayor	2 years – Elected	3 years
Janice A. Snyder	Deputy Mayor	2 years – Elected	5 years
Dr. M. Saud Anwar	Town Council	2 years – Elected	5 years
Cynthia Beaulieu	Town Council	1 year – Appointed	Less than 1 year
William Carroll Jr.	Town Council	2 years – Elected	1 years
Edward Havens	Town Council	2 years – Elected	39 years
Lisa M. Maneeley	Town Council	2 years – Elected	1 years
Elizabeth Pendleton	Town Council	2 years – Elected	3 year
Matthew Riley	Town Council	2 years – Elected	2 years
David S. Joy	Chairman, Board of Education	2 years – Elected	19 years
Barbara Pandiscia	Town Treasurer	2 years – Elected	3 years
Matthew B. Galligan	Town Manager	Appointed	21 years
Patricia Perry	Director of Finance	Appointed	3 years
McGivney & Kluger	Town Attorney	Appointed	Less than 1 year
Dr. Kate Carter	Superintendent of Schools	Appointed	6 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 35 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.

### Educational Facilities

<u>School</u>	<u>Grades</u>	<u>Date Occupied</u>	<u>Addition/ Renovation</u>	<u>No. of Classrooms</u>	<u>Enrollment 10/01/16</u>	<u>Capacity</u>
Wapping Elementary School	K-5	1953	1961, 1992	17	327	525
Philip R. Smith Elementary School	K-5	1959	1961, 1988, 2000	21	311	576
Pleasant Valley Elementary School	K-5	1958	1988, 2000	24	360	552
Orchard Hill Elementary	K-5	1964	1988, 2000	23	421	576
Eli Terry Elementary School	K-5	1965	1966, 2000	18	361	528
Timothy Edwards Middle School	6-8	1968	1999	102	965	1,440
South Windsor High School	9-12	1962	1966, 1991	109	1,326	1,500
Total				314	4,071	5,697

(1) not including 79 Pre-K students

### Educational Enrollment History and Projections

<u>Actual Enrollments</u>			<u>Actual Enrollments</u>				
<u>School Year (1)</u>	<u>K-5</u>	<u>6-8</u>	<u>School Year (1)</u>	<u>K-5</u>	<u>6-8</u>	<u>9-12</u>	<u>Total</u>
1998	619	614	2007-08	2,064	1,149	1,652	4,865
1999	596	612	2008-09	2,001	1,114	1,617	4,732
2001-02	2,350	1,296	2009-10	1,937	1,073	1,579	4,589
2002-03	2,357	1,239	2010-11	1,850	1,089	1,546	4,485
2003-04	2,309	1,182	2011-12	1,731	1,091	1,466	4,288
2004-05	2,188	1,199	2012-13	1,718	1,065	1,411	4,194
2005-06	2,174	1,219	2013-14	1,760	1,044	1,370	4,174
2006-07	2,112	1,203	2014-15	1,753	979	1,368	4,100
2007-08	2,064	1,149	2015-16	1,749	968	1,315	4,032
2008-09	2,001	1,114	2016-17	1,780	965	1,326	4,071
2009-10	1,937	1,073	<u>Projected Enrollments</u>				
2010-11	1,850	1,089	2017-18	1,819	949	1,299	4,067
2011-12	1,731	1,091	2018-19	1,842	943	1,258	4,043
2012-13	1,718	1,065	2019-20	1,804	966	1,246	4,016
2013-14	1,760	1,044	2020-21	1,844	991	1,231	4,066
2014-15	1,753	979	2021-22	1,845	1,012	1,213	4,070

## **Budget Process**

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

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

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

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

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

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

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

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

Annually, the Town Council adopts a five-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.

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

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

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

## **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.

## Fund Structure

### Basis of Budget and Accounting

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

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

### Pension Policy

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

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

requirement by Governmental Accounting Standard Number 27 to make this contribution annually.

The current Defined Benefit Pension Plan consists of Town and Board of Education employees, so this policy applies to both. The Town and Board of Education will work towards fully funding the ARC, which is identified in their annual actuarial valuation reports. The ARC shall be fully funded in all fiscal years beginning after June 30, 2010. The budgets approved for fiscal years after June 30, 2010 shall include an amount equal to the ARC reflected in the most recent actuarial valuation report. For example, the 2014/2015 budget will include the ARC calculated in the January 1, 2014 actuarial valuation report.

### **Investment Policy**

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

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

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

### **Capital Improvement Plan Policy**

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

Capital improvements shall meet one of the following criteria:

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

## **Debt Policy**

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

## **Assumption of Additional Debt**

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

The Town will endeavor to limit this ratio of debt service to no more than 10% of the total Town budget including debt service. In preparing the Town's Capital Improvement Plan, the Town will limit the dollar amount of bonds that are planned to be issued each year.

## **Debt Structure**

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

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

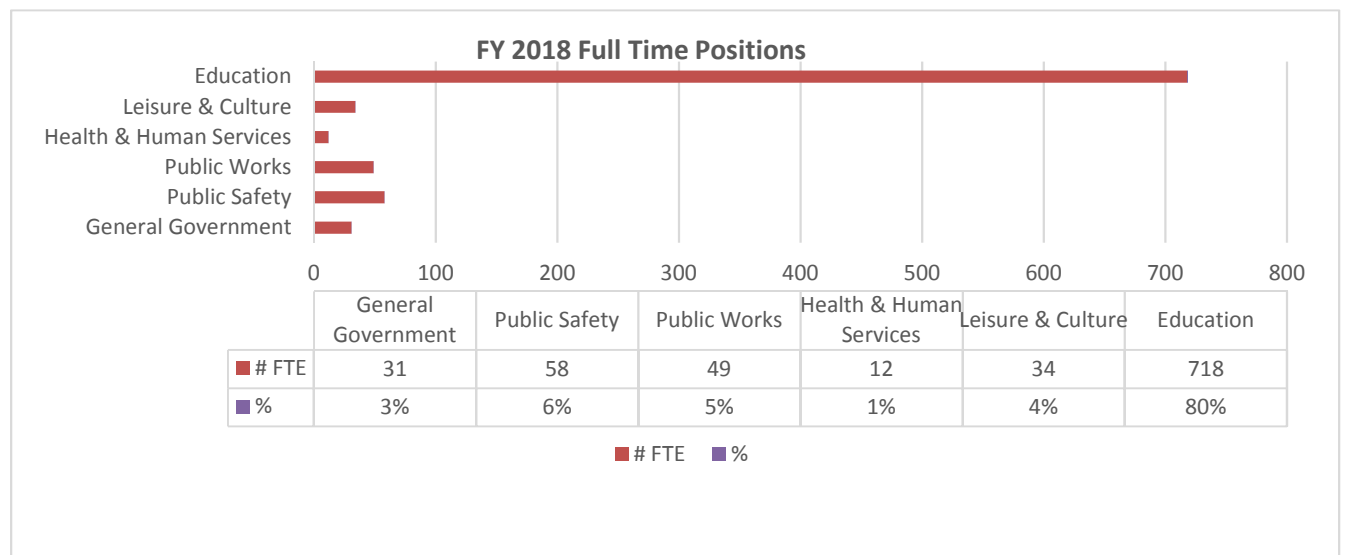
- The Town will maintain a debt schedule with 50% of outstanding principal maturing within ten years.
- The Town will limit long-term debt to those capital improvements which cannot be financed from existing fund balances or current revenues.
- The maturity of long-term debt will be consistent with,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



## Summary of Full Time Positions

	FY 2014	FY 2015	FY 2016	Adopted FY 2017
<b>GENERAL GOVERNMENT</b>				
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
	31	31	31	31
<b>PUBLIC SAFETY</b>				
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
	57	58	58	58
<b>PUBLIC WORKS</b>				
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
	47	49	49	49
<b>HEALTH &amp; HUMAN SERVICES</b>				
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
	13	12	12	12
<b>LEISURE &amp; CULTURE</b>				
Library	12	12	12	12
Recreation - Administration	8	8	8	8
	33	34	34	34
<b>EDUCATION</b>	709	714	708	657
<b>TOTAL FULL-TIME</b>	<b>890</b>	<b>898</b>	<b>892</b>	<b>841</b>

\* One FTE position funded at 1/2 year for fiscal year 2017-2018



## 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 2016/2017 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 five pages demonstrate the relationship of departmental goals to Town Vision.

## Strategic and Departmental Goals Matrix for Fiscal Year 2017-2018

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
<b>BUILDING DEPARTMENT</b>							
Continuation of a successful blight remediation program using existing GIS tracking options and self-sufficiency through violation fees		X					
Educate staff and customers for significant accessibility, energy and building code changes						X	
<b>EDUCATION</b>							
Comply with federal and state education mandates				X			
Maintain a clean, safe learning environment for all staff and students				X			
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					
Consider new initiatives to be considered by the Board				X			
<b>HUMAN RESOURCES</b>							
Continue work with union and employee issues						X	
Coordinate teambuilding initiatives for staff throughout the Town departments						X	
Coordinate staff trainings and log to ensure proper training for appropriate staff						X	
Continue to work with State Agencies and other programs to provide individuals with work evaluation experiences and internships						X	
<b>HUMAN SERVICES</b>							
Provide a safe, supervised, social setting after school and on the weekends for youth at the Teen Center						X	

### Strategic and Departmental Goals Matrix for Fiscal Year 2017-2018 (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
<b>HUMAN SERVICES (cont'd)</b>							
Expand the prevention and positive youth development programs offered out of the Teen Center						X	
Provide outreach to the community to educate low income adults and senior citizens on services available						X	
Creative initiatives to encourage "baby boomers" to participate in senior activities						X	
<b>INFORMATION TECHNOLOGY</b>							
Fiber network still in process to improve capabilities					X		
Final stage of technology implementation of the Emergency Operations Center (EOC) and secure Fiber from Town Hall to EOC					X		
<b>FINANCE</b>							
Prepare for next round of revaluation of town real property	X						
Research inventive ways to streamline collection methods		X					
Continue participation in annual GFOA Budget award and GFOA Comprehensive Annual Financial Report (CAFR) award		X					
Offer ACH for vendors to reduce manual checks while implementing safety measures		X					
Support Town Manager's office with the preparation of the 2018-2019 budget		X					
Meet or exceed all audit deadlines		X					
<b>LIBRARY</b>							
Support the Common Core Standards while purchasing new materials				X		X	
Emphasize STEAM (Science, Technology, Engineering, Art, and Math) programs and hands-on learning experiences for all ages				X		X	

### Strategic and Departmental Goals Matrix for Fiscal Year 2017-2018 (continued)

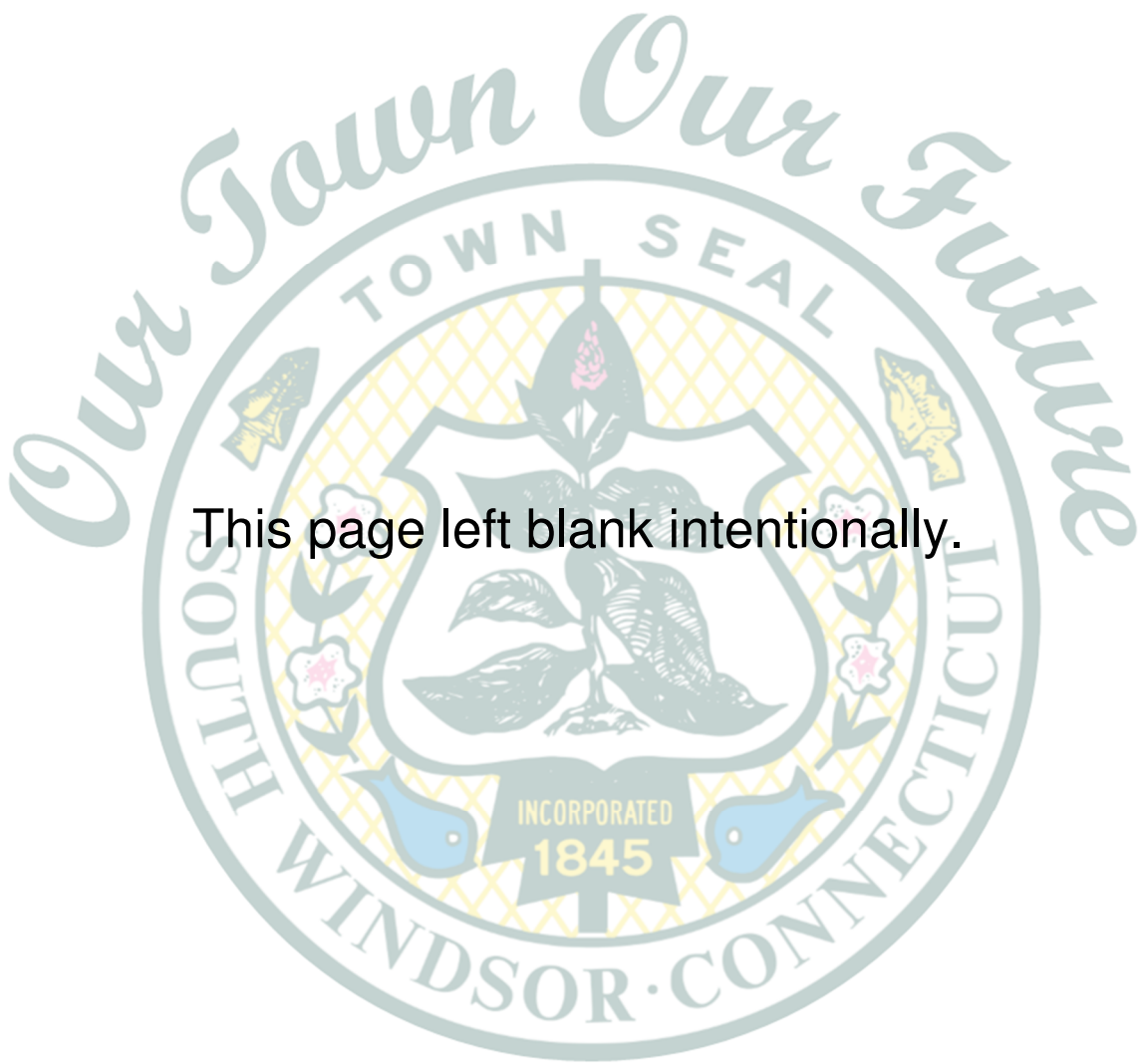
Town of South Windsor's Departmental Goals	Balanced Economic Base	Responsibly Manage Financial Resources	Promote Public Safety	Provide High Quality Education	Maintain/Expand Existing Infrastructure	Deliver Exceptional Services	Preserve Open Space/Protect the Environment
<b>LIBRARY (cont'd)</b>							
Continue working with TEMS and SWHS library media specialists to avoid duplication when purchasing online databases		X					
Continue to update electronic 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	
<b>PLANNING</b>							
Implementation of the Plan of Conservation and Development with the Planning and Zoning Commission							X
Updating of the open space mapping and documents							X
<b>PUBLIC SAFETY</b>							
Offer the Citizen "P.A.C.T." Academy again in a revised format			X			X	
Increase communications capability by adding a second channel to the communications system			X				
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	
Promote fire safety with the South Windsor Volunteer Fire Department			X			X	
Prepare and present the 20-25 year firefighting apparatus replacement plan					X		
<b>PUBLIC WORKS</b>							
Continue work on Street Light Initiative and other Energy Initiatives			X				X

### Strategic and Departmental Goals Matrix for Fiscal Year 2017-2018 (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
<b>PUBLIC WORKS (cont'd)</b>							
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
<b>RECREATION</b>							
Examine rental facility fees for potential adjustments to increase revenue stream		X					
Review and present 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					
Design, build and open our first-ever mountain biking trail at Rye Street Park.					X	X	

### Strategic and Departmental Goals Matrix for Fiscal Year 2017-2018 (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
<b>RECREATION ( cont'd)</b>							
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
<b>TOWN CLERK</b>							
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	
<b>TOWN MANAGER</b>							
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					



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## **BUDGET SUMMARY**

### **REVENUE AND EXPENDITURE COMPARISON 2017-2018 OPERATING BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Adopted</b>	<b>FY 2018 Adopted</b>	<b>\$ Change FY 2017 to FY 2018</b>	<b>% Change FY 2017 to FY 2018</b>
<b>REVENUES</b>					
PROPERTY TAXES	92,999,372	95,415,040	98,239,070	2,824,030	2.96%
INTERGOVERNMENTAL	14,250,046	14,719,398	9,790,175	(4,929,223)	(33.49%)
LOCAL REVENUES	2,379,396	1,491,500	1,571,000	79,500	5.33%
MISCELLANEOUS	115,249	50,000	175,000	125,000	250.00%
TRANSFERS	57,537	887,240	3,387,240	2,500,000	281.77%
<b>TOTAL REVENUES</b>	<b>109,801,600</b>	<b>112,563,178</b>	<b>113,162,485</b>	<b>599,307</b>	<b>0.53%</b>
<b>EXPENDITURES</b>					
GENERAL GOVERNMENT	3,252,524	3,753,103	3,966,626	213,523	5.69%
PUBLIC SAFETY	8,013,707	8,977,986	9,044,210	66,224	0.74%
PUBLIC WORKS	7,313,382	8,096,700	8,197,921	101,221	1.25%
CULTURE & LEISURE	2,790,388	3,054,007	2,739,348	(314,659)	(10.30%)
HEALTH & HUMAN SERVICES	893,128	1,017,221	1,070,439	53,218	5.23%
DEBT SERVICE	6,830,607	7,330,506	7,978,505	647,999	8.84%
CAPITAL IMPROVEMENTS	1,714,980	1,264,213	1,497,154	232,941	18.43%
UNCLASSIFIED	6,541,282	7,317,372	7,460,365	142,993	1.95%
<b>TOTAL TOWN</b>	<b>37,349,998</b>	<b>40,811,108</b>	<b>41,954,568</b>	<b>1,143,460</b>	<b>2.80%</b>
BOARD OF EDUCATION	70,235,567	71,752,070	71,207,917	(544,154)	(0.76%)
<b>TOTAL EXPENDITURES</b>	<b>107,585,565</b>	<b>112,563,178</b>	<b>113,162,485</b>	<b>599,307</b>	<b>0.53%</b>

<b>TOWN COUNCIL ADJUSTMENTS TO REQUESTED BUDGET</b>
---

**Total Town Manager Requested Budget:** 115,860,452

<b>Department</b>	<b>Description</b>	<b>Change</b>
General Government	Reduce Economic Development Department Costs	(14,769)
General Government	Freeze IT Analysts Position until 1/1/18	(30,000)
General Government	Freeze Assistant Assessor Position until 1/1/18	(30,000)
General Government	Reduce expenses for out-of-state travel (All Departments)	(15,200)
General Government	Reduce Human Resources Advertising/Education line	(5,000)
General Government	Reduce IT Temporary Salary Account	(10,000)
General Government	Reduce Town Attorney Fee Account	(25,000)
General Government	Eliminate Chairs from Central Services Budget	(7,000)
Culture & Leisure	Reduce Library requested to FY 2017 amount	(27,091)
Culture & Leisure	Charge RSRF with 25% of Rec Admin/Parks Salaries	(310,367)
Culture & Leisure	Eliminate Purchase of Scarifier & Chipper Truck	(47,000)
Culture & Leisure	Eliminate Parks Department Mandates	(12,500)
Health & Human Services	Eliminate Human Service Mini Bus (non-grant portion)	(9,000)
Health & Human Services	Reduce PT Health employee to 20 hours per week	(7,558)
Health & Human Services	Freeze Program Coordinator Position until 1/1/18	(21,000)
Public Safety	Eliminate Replacement Server/Access Control System	(10,000)
Public Safety	Eliminate purchase of two Police Vehicles	(59,640)
Public Safety	Freeze two Police Operation Positions until 1/1/18	(60,000)
Public Safety	Reduce PT Fire Marshal employees to 15 hours per week	(28,774)
Public Works	Eliminate Engineering Department Mandate	(10,000)
Public Works	Eliminate Streets MS4 Applicable Mandates	(36,000)
Public Works	Eliminate Street Department Replacement Truck	(60,000)
Public Works	Reduce Fleet Department gas/diesel line item	(25,000)
Public Works	Wapping costs for Facility move	(46,500)
Public Works	Freeze Street Manager Position until 1/1/18	(42,500)
Public Works	Reduce Department Equipment-Salt line item	(30,000)
Public Works	Eliminate purchase of UHF Repeater	(7,500)
Unclassified	Reduce Benefit line item for frozen positions	(20,568)
Unclassified	Eliminate Employer match to RHS	(145,000)
Board of Education	Board of Education Reduction	(1,545,000)
<b>Total Town Council Approved:</b>		<b>113,162,485</b>

## **REVENUES**

### **REVENUE SUMMARY STATEMENT Fiscal Year 2017-2018**

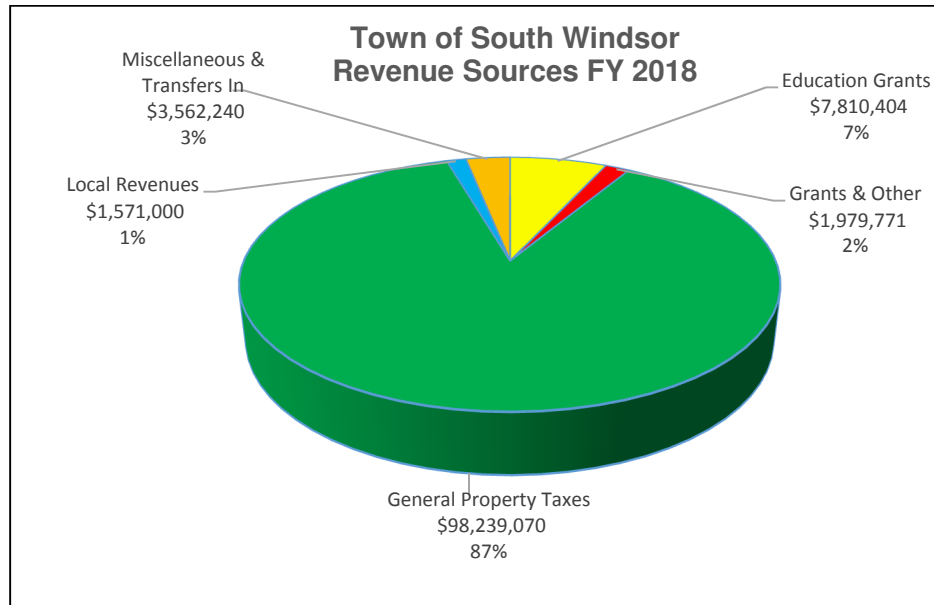
<b>Description</b>	<b>2015/2016 Actual</b>	<b>2016/2017 Adopted</b>	<b>2017/2018 Adopted</b>	<b>\$ CHANGE FY 2017 to FY 2018</b>	<b>% CHANGED FY 2017 to FY 2018</b>
<b>GENERAL PROPERTY TAXES</b>					
CURRENT TAXES	90,022,160	93,510,040	96,284,070	2,774,030	2.97%
PRIOR YEAR	1,270,284	700,000	700,000	-	0.00%
INTEREST	653,413	450,000	450,000	-	0.00%
LIENS	6,204	5,000	5,000	-	0.00%
SUPPLE. MOTOR VEHICLE	951,318	750,000	800,000	50,000	6.67%
	<b>92,903,378</b>	<b>95,415,040</b>	<b>98,239,070</b>	<b>2,824,030</b>	<b>2.96%</b>
<b>STATE OF CT FOR EDUCATION</b>					
				-	0.00%
SCHOOL BUILDING GRANTS	0	0	0	-	0.00%
SPECIAL EDUCATION	0	0	2,481,094	2,481,094	100.00%
EDUCATION COST SHARING	12,565,316	12,486,098	5,329,310	(7,156,788)	-57.32%
	<b>12,565,316</b>	<b>12,486,098</b>	<b>7,810,404</b>	<b>(4,675,694)</b>	<b>-37.45%</b>
<b>STATE OF CT FOR OTHER PURPOSE</b>					
ELDERLY TAX FREEZE	3,783	3,600	3,600	-	0.00%
STATE IN LIEU OF TAXES	59,427	54,351	55,258	907	1.67%
PROPERTY TAX RELIEF	152,303	150,000	150,000	-	0.00%
STATE SUNDRY GRANTS	59,843	0	0	-	0.00%
YOUTH SERVICE GRANT	21,809	20,000	20,000	-	0.00%
FEMA REIMBURSEMENTS	0	0	0	-	0.00%
TELEPHONE ACCESS RELIEF	69,196	40,000	40,000	-	0.00%
MUNICIPAL REVENUE SHARING	0	558,715	804,258	245,543	43.95%
MUNICIPAL REVENUE SHARING	0	0	830,111	830,111	100.00%
MRSA MUNICIPAL PROJECTS	1,338,190	1,338,190	0	(1,338,190)	-100.00%
PILOT			8,100	8,100	100.00%
DOT ELDERLY TRANSPORTATION	33,444	33,444	33,444	-	0.00%
ADD'L VETERAN'S EXEMPTION	15,931	15,000	15,000	-	0.00%
	<b>1,753,927</b>	<b>2,213,300</b>	<b>1,959,771</b>	<b>(253,529)</b>	<b>-11.45%</b>
<b>INTERGOVTL (OTHER THAN STATE)</b>					
IN LIEU OF TAXES	26,796	20,000	20,000	-	0.00%
BOE APPROPRIATION REIMB	0	0	0	-	0.00%
	<b>26,796</b>	<b>20,000</b>	<b>20,000</b>	<b>-</b>	<b>0.00%</b>

**REVENUE SUMMARY STATEMENT**  
**Fiscal Year 2017-2018**

Description	2015/2016 Actual	2016/2017 Adopted	2017/2018 Adopted	\$ CHANGE FY 2017 to FY 2018	% CHANGED FY 2017 to FY 2018
<b>LOCAL REVENUES</b>					
BUILDING PERMITS	990,166	600,000	650,000	50,000	8.33%
TOWN MANAGER'S RENTS/FEES	0	0	0	-	0.00%
PROBATE COURT	7,247	7,000	8,000	1,000	14.29%
TOWN CLERK FEES	644,547	500,000	525,000	25,000	5.00%
PLANNING & ZONING FEES	21,020	12,500	16,000	3,500	28.00%
GENERAL GOV. SUNDRY	457,271	120,000	120,000	-	0.00%
POLICE	30,117	26,000	26,000	-	0.00%
LIBRARY FINES & FEES	20,297	20,000	20,000	-	0.00%
EDUCATION	0	0	0	-	0.00%
ENGINEERING PERMITS	4,409	5,000	5,000	-	0.00%
ZONING BOARD OF APPEALS	1,170	1,000	1,000	-	0.00%
REFUSE & RECYCLING FEES	127,992	125,000	125,000	-	0.00%
FIRE MARSHAL FEES	95,457	75,000	75,000	-	0.00%
	<b>2,399,692</b>	<b>1,491,500</b>	<b>1,571,000</b>	<b>79,500</b>	<b>5.33%</b>
<b>MISCELLANEOUS</b>					
GENERAL FUND INTEREST	108,904	50,000	175,000	125,000	250.00%
CANCEL PR YEAR ENCUMBRANCE	6,347	0	0	-	0.00%
PRIOR PERIOD ADJUSTMENT	0	0	0	-	0.00%
BOND REFUNDING PREMIUM	0	0	0	-	0.00%
	<b>115,251</b>	<b>50,000</b>	<b>175,000</b>	<b>125,000</b>	<b>250.00%</b>
<b>TRANSFERS</b>					
GENERAL FUND SURPLUS	0	850,000	1,000,000	150,000	17.65%
TRANSFER IN FROM HEALTH INS			2,000,000	2,000,000	100.00%
TRANSFER IN FROM CN&R			350,000	350,000	100.00%
SEWER TAX COLLECTION SVC.	37,240	37,240	37,240	-	0.00%
	<b>37,240</b>	<b>887,240</b>	<b>3,387,240</b>	<b>2,500,000</b>	<b>281.77%</b>
<b>TOTAL REVENUE</b>	<b>109,801,601</b>	<b>112,563,178</b>	<b>113,162,485</b>	<b>599,307</b>	<b>0.53%</b>

## 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 2018 budget projections for revenues are crucial to determining the ability to pay for anticipated expenditures.



**Property Taxes** represent 86.81% of total revenues and are the main source of revenue for the Town. The overall increase in this category is \$2,824,030 with the majority of the increase in current taxes. The increase in the current levy includes grand list growth of 2.21% and assumes separate mill rates for Real Estate/Personal Property and Motor Vehicles.

**Non-Tax Revenues** represent 13.19% of total revenues and have decreased \$2,224,723 from previous year. **Education Cost Sharing (ECS)** - This budget revenue estimates the ECS funding at \$5,329,310 (includes the reduction for the magnet school) and the State implemented new grant for Special Education whereas the Town is expected to receive \$2,481,094. Total decreased from prior year is \$4,675,694.

**Grants for Municipal Projects** – This budget does not include any revenue estimates for the municipal projects. Fiscal Year 2016-2017 the Town received \$1,338,190.

**Municipal Revenue Sharing Grant (MRS)** – This grant was established with the Fiscal Year 2016-2017 budget and this budget estimates a total due from the State of \$1,634,369.

**Municipal Revenue Sharing-Motor Vehicle** – Effective with the FY 2018 budget, state law establishes a 32 mill cap and a grant to communities with a mill rate exceeding this cap. Due to the uncertainty of the State's financial position, this budget does not allocate any amount for proposed grant.

**Local Revenues** represent fees from various permits and services. Due to the expected continuation of economic development in the Town, the revenue estimate in this category has increased by \$79,500.

**Interest Earnings** has increased \$125,000 over the 2017 adopted budget amount, based on historical earnings over the past few years.

**Appropriation from Surplus/Fund Balance** is used to supplement budgeted revenues to balance the budget. This year's budget revenue estimates include a transfer from the general fund surplus account of \$1,000,000, a transfer from the health insurance account of \$2,000,000, a transfer from the capital non-recurring account of \$350,000 and a sewer tax collection service of \$37,240 for a total of \$3,387,240.

## **2016 Grand List**

The 2016 Grand List has been signed by the Assessor as of January 31, 2017.

The 2016 Grand List reflects the following:

	<b>Gross</b>	<b>Exemptions</b>	<b>Net</b>	<b>%change from 2015</b>
Real Estate	\$ 2,354,986,979	\$ 210,509,430	\$ 2,144,477,549	<b>+0.55%</b>
Personal Property	\$ 340,605,990	\$ 99,527,840	\$ 241,078,150	<b>+18.7%</b>
Motor Vehicles	\$ 225,387,225	\$ 8,234,774	\$ 217,152,451	<b>+3.07%</b>
Total	\$ 2,920,980,194	\$ 318,272,044	\$ 2,602,708,150	<b>+2.21%</b>

## Top Ten Taxpayers

### Principal Taxpayers – 2016 Grand List

	<b>Name</b>	<b>Real Estate</b>	<b>Personal Property</b>	<b>Motor Vehicle</b>	<b>Grand Total</b>	<b>% of Grand List</b>
1	Eversource (CL&P)	\$ 1,992,200	\$ 90,932,690	\$ 0	\$ 92,924,890	3.57%
2	Evergreen Walk Lifestyle Ctr (Shoppes at Evergreen Walk)	\$ 31,322,700	\$ 0	\$ 0	\$ 31,322,700	1.20%
3	Aldi, Inc. (Connecticut (Distribution Center)	\$ 20,825,000	\$ 1,983,960	\$ 0	\$ 24,066,830	0.92%
4	FedEx Ground Package (FEM Sullivan Rd LLC)	\$ 5,409,180	\$ 12,046,070	\$ 0	\$ 17,455,250	0.67%
5	Federated Retail Holdings (Macy's Warehouse)	\$ 11,914,200	\$ 0	\$ 0	\$ 11,914,200	0.46%
6	DST Realty	\$ 11,825,750	\$ 2,219,130	\$ 0	\$ 14,044,880	0.54%
7	Connecticut Water Co.	\$ 2,127,300	\$ 10,256,480	\$ 0	\$ 12,383,780	0.48%
8	Town Center of S.W. (Stop & Shop, Other Buildings)	\$ 12,348,800	\$ 0	\$ 0	\$ 12,348,800	0.47%
9	Computer Sciences Corp	\$ 0	\$ 10,970,120	\$ 0	\$ 10,970,120	0.42%
10	South Windsor Dev LLC	\$ 10,748,800	\$ 0	\$ 0	\$ 10,748,800	0.41%
	<b>GRAND TOTAL</b>	<b>\$ 108,513,930</b>	<b>\$ 128,408,450</b>	<b>\$1,257,870</b>	<b>\$ 238,180,250</b>	<b>9.15%</b>

## MILL RATE CALCULATION

	Real Estate & Personal Property	Motor Vehicles
Taxable Grand List - As Filed By The Assessor's Office	\$ 2,385,555,699	\$ 217,152,451
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	\$ 2,381,044,024	\$ 217,152,451
Multiplied By The Estimated Tax Collection Rate	98.75%	97.00%
Taxable Grand List Used To Calculate Mill Rate	<u>\$ 2,351,280,974</u>	<u>\$ 210,637,877</u>
Amount To Be Raised By Taxes - From Budget	\$ 89,543,658	\$ 6,740,412
Divide By Taxable Grand List From Above	<u>\$ 2,351,280,974</u>	<u>\$ 210,637,877</u>
FY 2017-2018 Mill Rate (Per \$1,000)	38.08	32.00
Increase in Taxes	<u>1.99%</u>	<u>-13.51%</u>

### 3-Year Mill Rate History

Mill Rate for 2016 – 2017	37.34	37.00
Mill Rate for 2015 – 2016	36.54	36.54
Mill Rate for 2014 – 2015	35.51	35.51



## 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.

## EXPENDITURES

<b>TOWN OF SOUTH WINDSOR BUDGET INFORMATION 2017-2018</b>				
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<u>Description</u>	<u>2016-2017 Council Approved</u>	<u>2017-2018 Council Approved</u>	<u>2017-2018 \$ Increase</u>	<u>2017-2018 % Increase</u>
Town Government	40,811,108	41,954,568	1,143,460	2.80%
Board of Education	<u>71,752,070</u>	<u>71,207,917</u>	<u>(544,153)</u>	<u>(0.76%)</u>
Total Town Budget	<u><u>112,563,178</u></u>	<u><u>113,162,485</u></u>	<u><u>599,307</u></u>	<u><u>0.53%</u></u>

# EXPENDITURE SUMMARY STATEMENT

## Fiscal Year 2017-2018

DEPARTMENT	2016-2017 COUNCIL ADOPTED	2017-2018 DEPARTMENT REQUEST	2017-2018 MANAGER PROPOSED	2017-2018 COUNCIL ADOPTED	\$ CHANGE FY 2017 to FY 2018	% CHANGED FY 2017 to FY 2018
<b>GENERAL GOVERNMENT</b>						
TOWN COUNCIL	222,105	225,661	225,661	225,661	3,556	1.60%
HUMAN RELATIONS COMMISSION	2,500	2,500	2,500	2,500	-	0.00%
HISTORIC DISTRICT COMMISSION	1,000	1,000	1,000	1,000	-	0.00%
PUBLIC BUILDING COMMISSION	520	520	520	520	-	0.00%
HOUSING AUTHORITY	-	-	-	-	-	0.00%
S.W. REDEVELOPMENT AGENCY	1,000	1,000	1,000	1,000	-	0.00%
INLAND/WETLAND COMM.	7,025	7,025	7,025	7,025	-	0.00%
LAND PRESERVATION ADVISORY	300	300	300	300	-	0.00%
OPEN SPACE TASK FORCE	500	500	500	500	-	0.00%
PARKS & RECREATION COMMISSION	4,500	4,500	4,500	4,500	-	0.00%
JUVENILE FIRESETTER COMM.	1,500	1,500	1,500	1,500	-	0.00%
PLANNING & ZONING COMMISSION	8,150	8,150	8,150	8,150	-	0.00%
ZONING BOARD OF APPEALS	2,500	2,500	2,500	2,500	-	0.00%
ECONOMIC DEVELOPMENT COMM.	3,000	3,000	3,000	3,000	-	0.00%
PROBATE COURT	17,750	20,070	20,070	20,070	2,320	13.07%
REGISTRAR OF VOTERS	157,245	157,468	157,468	157,468	223	0.14%
TOWN MANAGER	239,165	245,414	245,414	243,414	4,249	1.78%
HUMAN RESOURCES	146,204	212,569	154,569	149,569	3,365	2.30%
ECONOMIC DEVELOPMENT	14,769	99,769	14,769	-	(14,769)	-100.00%
PLANNING DEPARTMENT	248,582	271,152	266,152	265,252	16,670	6.71%
BUILDING DEPARTMENT	221,790	271,737	271,737	271,737	49,947	22.52%
ASSESSOR	285,954	456,076	426,076	395,126	109,172	38.18%
BOARD OF TAX REVIEW	-	-	-	-	-	0.00%
COLLECTOR OF REVENUE	229,424	235,911	235,911	235,911	6,487	2.83%
FINANCE OFFICE	334,890	349,956	349,956	347,956	13,066	3.90%
TOWN CLERK	231,976	230,334	230,334	230,334	(1,642)	-0.71%
TOWN ATTORNEY	175,000	175,000	175,000	150,000	(25,000)	-14.29%
TOWN HALL	265,436	350,882	290,232	283,232	17,796	6.70%
INFORMATION TECHNOLOGY	892,348	1,011,580	959,430	919,430	27,082	3.03%
TOTAL QUALITY MANAGEMENT	-	-	-	-	-	0.00%
HEALTH & SAFETY COMMITTEE	-	-	-	-	-	0.00%
MEDIA	37,970	38,970	38,970	38,970	1,000	2.63%
<b>Total GENERAL GOVERNMENT</b>	<b>3,753,103</b>	<b>4,385,045</b>	<b>4,094,245</b>	<b>3,966,626</b>	<b>213,523</b>	<b>5.69%</b>

**EXPENDITURE SUMMARY STATEMENT (Continued)**  
**Fiscal Year 2017-2018**

<b>DEPARTMENT</b>	<b>2016-2017 COUNCIL ADOPTED</b>	<b>2017-2018 DEPARTMENT REQUEST</b>	<b>2017-2018 MANAGER PROPOSED</b>	<b>2017-2018 COUNCIL ADOPTED</b>	<b>\$ CHANGE FY 2017 to FY 2018</b>	<b>% CHANGED FY 2017 to FY 2018</b>
<b>PUBLIC SAFETY</b>						
ADMINISTRATION	484,548	579,326	574,326	571,326	86,777	17.91%
OPERATIONS	3,816,407	3,878,887	3,878,887	3,818,887	2,480	0.06%
SUPPORT SERVICES	1,939,687	2,152,777	1,952,777	1,883,137	(56,550)	-2.92%
COMMUNITY SERVICES	169,570	171,418	171,418	171,418	1,848	1.09%
EMERGENCY MANAGEMENT	204,771	212,331	108,571	108,571	(96,200)	-46.98%
FIRE MARSHAL	215,243	263,921	238,521	207,247	(7,996)	-3.71%
SW VOLUNTEER FIRE DEPT.	900,960	935,344	935,344	935,344	34,384	3.82%
HYDRANTS & WATER LINES	794,300	914,200	895,780	895,780	101,480	12.78%
STREET LIGHTS	452,500	452,500	452,500	452,500	-	0.00%
<b>Total PUBLIC SAFETY</b>	<b>8,977,986</b>	<b>9,560,704</b>	<b>9,208,124</b>	<b>9,044,210</b>	<b>66,224</b>	<b>0.74%</b>
<b>PUBLIC WORKS</b>						
PUBLIC WORKS MANAGEMENT	147,753	150,817	150,817	149,917	2,164	1.46%
ENGINEERING	453,928	541,758	461,758	451,758	(2,170)	-0.48%
HIGHWAY MAINTENANCE	2,899,596	4,384,343	3,024,660	2,848,660	(50,936)	-1.76%
FLEET SERVICES	955,316	975,987	975,987	950,987	(4,329)	-0.45%
BUILDING MAINTENANCE	1,664,893	2,225,792	1,865,399	1,818,899	154,006	9.25%
REFUSE DISPOSAL	1,975,214	1,977,700	1,977,700	1,977,700	2,486	0.13%
<b>Total PUBLIC WORKS</b>	<b>8,096,700</b>	<b>10,256,397</b>	<b>8,456,321</b>	<b>8,197,921</b>	<b>101,221</b>	<b>1.25%</b>
<b>CULTURAL &amp; LEISURE</b>						
PARKS & RECREATION ADMIN.	604,763	600,720	600,720	289,043	(315,720)	-52.21%
PARK MAINTENANCE	1,386,217	1,536,553	1,446,778	1,387,278	1,061	0.08%
LIBRARY	1,063,027	1,090,118	1,090,118	1,063,027	-	0.00%
<b>Total CULTURAL &amp; LEISURE</b>	<b>3,054,007</b>	<b>3,227,391</b>	<b>3,137,616</b>	<b>2,739,348</b>	<b>(314,659)</b>	<b>-10.30%</b>
<b>HUMAN SERVICES</b>						
ENVIRONMENTAL HEALTH	173,958	182,184	177,184	169,626	(4,332)	-2.49%
HUMAN SERVICES ADMINISTRATION	85,598	92,272	92,272	92,272	6,674	7.80%
YOUTH AND FAMILY SERVICES	285,841	291,509	291,509	291,509	5,668	1.98%
ADULT AND SENIOR SERVICES	384,066	431,969	431,969	410,969	26,903	7.00%
MINI-BUS SERVICE	70,366	97,670	97,670	88,670	18,304	26.01%
SHELTERED WORKSHOPS	2,697	2,697	2,697	2,697	-	0.00%
PUBLIC HEALTH NURSE	14,696	14,696	14,696	14,696	-	0.00%
<b>Total HUMAN SERVICES</b>	<b>1,017,221</b>	<b>1,112,997</b>	<b>1,107,997</b>	<b>1,070,439</b>	<b>53,218</b>	<b>5.23%</b>

**EXPENDITURE SUMMARY STATEMENT (Continued)**  
**Fiscal Year 2017-2018**

<b>DEPARTMENT</b>	<b>2016-2017 COUNCIL ADOPTED</b>	<b>2017-2018 DEPARTMENT REQUEST</b>	<b>2017-2018 MANAGER PROPOSED</b>	<b>2017-2018 COUNCIL ADOPTED</b>	<b>\$ CHANGE FY 2017 to FY 2018</b>	<b>% CHANGED FY 2017 to FY 2018</b>
<b>UNCLASSIFIED</b>						
CONTINGENCY	115,000	115,000	115,000	115,000	-	0.00%
S.W. PATRIOTIC COMMISSION	13,500	13,500	13,500	13,500	-	0.00%
CEMETERIES	8,000	8,000	8,000	8,000	-	0.00%
WOOD MEMORIAL LIBRARY	7,500	12,500	7,500	7,500	-	0.00%
MUNICIPAL INS - CASUALTY & LIAB	269,217	272,067	272,067	272,067	2,850	1.06%
PENSION FUND	2,181,695	2,413,411	2,413,411	2,413,411	231,716	10.62%
SOCIAL SECURITY	1,059,397	1,125,042	1,085,903	1,065,335	5,938	0.56%
HEALTH & LIFE INSURANCE	2,917,357	3,108,383	2,951,510	2,804,870	(112,487)	-3.86%
OTHER POST EMPLOYMENT BENEFITS	314,861	314,861	314,861	314,861	-	0.00%
WORKERS' COMPENSATION INS.	390,846	408,000	405,571	405,571	14,725	3.77%
UNEMPLOYMENT COMPENSATION	15,000	15,000	15,000	15,000	-	0.00%
SALARY CONTINGENCY	25,000	25,250	25,250	25,250	250	1.00%
<b>Total UNCLASSIFIED</b>	<b>7,317,372</b>	<b>7,831,014</b>	<b>7,627,573</b>	<b>7,460,365</b>	<b>142,993</b>	<b>1.95%</b>
<b>TOTAL TOWN BUDGET</b>	<b>32,216,389</b>	<b>36,373,548</b>	<b>33,631,876</b>	<b>32,478,909</b>	<b>262,520</b>	<b>0.81%</b>
<b>DEBT SERVICE</b>						
CAPITAL LEASES	1,135,540	1,164,339	1,164,339	1,164,339	28,799	2.54%
INTEREST, BONDED DEBT	1,586,586	1,726,105	1,726,105	1,726,105	139,519	8.79%
PRINCIPAL, BONDED DEBT	4,608,380	5,088,061	5,088,061	5,088,061	479,681	10.41%
<b>Total DEBT SERVICE</b>	<b>7,330,506</b>	<b>7,978,505</b>	<b>7,978,505</b>	<b>7,978,505</b>	<b>647,999</b>	<b>8.84%</b>
<b>CAPITAL IMPROVEMENTS</b>						
CAPITAL IMPROVEMENTS	1,264,213	1,900,000	1,497,154	1,497,154	232,941	18.43%
<b>Total CAPITAL IMPROVEMENTS</b>	<b>1,264,213</b>	<b>1,900,000</b>	<b>1,497,154</b>	<b>1,497,154</b>	<b>232,941</b>	<b>18.43%</b>
<b>TOTAL BOARD OF EDUCATION BUDGET</b>	<b>71,752,070</b>	<b>72,752,917</b>	<b>72,752,917</b>	<b>71,207,917</b>	<b>(544,153)</b>	<b>-0.76%</b>
<b>TOTAL EXPENDITURES FY 2017-2018</b>	<b>112,563,178</b>	<b>119,004,970</b>	<b>115,860,452</b>	<b>113,162,485</b>	<b>599,307</b>	<b>0.53%</b>

## GENERAL GOVERNMENT

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

Account Code	Descriptions	2016-2017 Council Approved	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Council Approved
1110	Town Council	222,105	225,661	225,661	225,661
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	7,025	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	8,150	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	17,750	20,070	20,070	20,070
1250	Registrars of Voters	157,245	157,468	157,468	157,468
1310	Town Manager	239,165	245,414	245,414	243,414
1320	Human Resources	146,204	212,569	154,569	149,569
1330	Economic Development Department	14,769	99,769	14,769	0
1430	Planning Department	248,582	271,152	266,152	265,252
1440	Building Department	221,790	271,737	271,737	271,737
1511	Assessor	285,954	456,076	426,076	395,126
1512	Board of Tax Review	0	0	0	0
1514	Collector of Revenue	229,424	235,911	235,911	235,911
1532	Finance Office	334,890	349,956	349,956	347,956
1540	Town Clerk	231,976	230,334	230,334	230,344
1550	Town Attorney	175,000	175,000	175,000	150,000
1921	Central Services	265,436	350,882	290,232	283,232
1922	Information Technology	892,348	1,011,580	959,430	919,430
1923	Total Quality Management	0	0	0	0
1924	Health and Safety Committee	0	0	0	0
1925	Media	37,970	38,970	38,970	38,970
	<b>Total General Government</b>	<b>3,753,103</b>	<b>4,385,045</b>	<b>4,094,245</b>	<b>3,966,626</b>

<b>PROGRAM</b>	<b>TOWN COUNCIL</b>	<b>1110</b>
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***Program Explanation:***

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

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

***Budget Change Commentary:***

**Town Council Goals for 2017-2018**

**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 2016-2017**

**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:
  - 1<sup>st</sup> 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:**

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Clerk of the Council	1	1.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Meetings attended	35	31	28	23	28
Resolution passed	150	158	207	155	133
Public Hearings	8	11	13	8	8
Ordinances passed	5	3	4	3	3

**Function** GENERAL GOVERNMENT  
**Department** LEGISLATIVE  
**Division** TOWN COUNCIL  
**Division Code** 1110

2015/2016	2016/2017				2017/2018	2017/2018	2017/2018
COUNCIL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
51,918	51,957	11110100	00110	FULL TIME SALARIES	52,996	52,996	52,996
484	500	11110200	00210	OFFICE SUPPLIES	500	500	500
664	1,000	11110200	00221	OPERATING MATERIAL	1,000	1,000	1,000
1,496	2,000	11110300	00310	ADVERTISING	2,000	2,000	2,000
108,737	109,390	11110300	00320	PROFESSIONAL	110,700	110,700	110,700
1,955	8,000	11110300	00350	PRINTING	8,000	8,000	8,000
35,191	39,468	11110300	00374	FEES & MEMBERSHIPS	40,309	40,309	40,309
0	1,000	11110300	00375	RECRUITMENT & TRAINING	1,000	1,000	1,000
8,534	8,791	11110300	00380	GRANTS & CONTRIBUTIONS	9,156	9,156	9,156

<b>PROGRAM</b>	<b>HUMAN RELATIONS COMMISSION</b>	<b>1121</b>
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***Program Explanation:***

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

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
1,636	2,500	11121200 00210	OFFICE SUPPLIES	2,500	2,500	2,500
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1,636	2,500		TOTAL	2,500	2,500	2,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>HISTORIC DISTRICT COMMISSION</b>	<b>1122</b>
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***Program Explanation:***

The principal function of the 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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
39	0	11122200 00210	OFFICE SUPPLIES	0	0	0
809	500	11122300 00310	ADVERTISING	500	500	500
77	500	11122300 00320	PROFESSIONAL	500	500	500
<hr/>						
925	1,000		TOTAL	1,000	1,000	1,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>PUBLIC BUILDING COMMISSION</b>	<b>1124</b>
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***Program Explanation:***

The 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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
0	500	11124100 00113	PART TIME WAGES	500	500	500
0	20	11124200 00210	OFFICE SUPPLIES	20	20	20
1,989	0	11124300 00320	PROFESSIONAL	0	0	0
0	0	11124300 00350	PRINTING	0	0	0
<hr/>						
1,989	520		TOTAL	520	520	520
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%



<b>PROGRAM</b>	<b>HOUSING AUTHORITY</b>	<b>1125</b>
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***Program Explanation:***

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

<u>2015/2016</u> <u>ACTUAL</u>	<u>2016/2017</u> <u>COUNCIL</u> <u>APPROVED</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2017/2018</u> <u>DEPARTMENT</u> <u>REQUEST</u>	<u>2017/2018</u> <u>MANAGER</u> <u>PROPOSED</u>	<u>2017/2018</u> <u>COUNCIL</u> <u>APPROVED</u>
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0.00%	0.00%		TOTAL			
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>REDEVELOPMENT AGENCY</b>	<b>1126</b>
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***Program Explanation:***

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

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

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

***Budget Change Commentary:***

There is no change in the program budget.

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
0	1,000	11126300 00320	PROFESSIONAL	1,000	1,000	1,000
<hr/>						
0	1,000		TOTAL	1,000	1,000	1,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>INLAND WETLANDS AGENCY/CONSERVATION COMMISSION</b>	<b>1130</b>
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***Program Explanation:***

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

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

Code, Chapter 9, Article VII

***Budget Change Commentary:***

There is no change in the program budget.

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
131	1,000	11130200 00221	OPERATING MATERIAL	1,000	1,000	1,000
40	825	11130200 00226	LANDSCAPING	825	825	825
2,221	3,000	11130300 00310	ADVERTISING	3,000	3,000	3,000
1,290	1,000	11130300 00320	PROFESSIONAL	1,000	1,000	1,000
0	200	11130300 00350	PRINTING	200	200	200
0	100	11130300 00371	MAINTENANCE CONTRACTS	100	100	100
190	900	11130300 00374	FEES & MEMBERSHIPS	900	900	900
0	0	11130400 00441	OFFICE EQUIPMENT	0	0	0
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3,871	7,025		TOTAL	7,025	7,025	7,025
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>AGRICULTURAL LAND PRESERVATION ADVISORY COMMISSION</b>	<b>1131</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

There is no change in the program budget.

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
0	300	11131300 00374	FEES & MEMBERSHIPS	300	300	300
<hr/>						
0	300		TOTAL	300	300	300
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%



<b>PROGRAM</b>	<b>OPEN SPACE TASK FORCE</b>	<b>1132</b>
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***Program Explanation:***

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

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

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

***Budget Change Commentary:***

There is no change in the program budget.

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
0	500	11132200 00221	OPERATING MATERIAL	500	500	500
35	0	11132300 00350	PRINTING	0	0	0
<hr/>						
35	500		TOTAL	500	500	500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>PARK AND RECREATION COMMISSION</b>	<b>1134</b>
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***Program Explanation:***

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

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

***Budget Change Commentary:***

There is no change in the program budget.

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
0	100	11134200 00210	OFFICE SUPPLIES	100	100	100
0	100	11134200 00221	OPERATING MATERIAL	100	100	100
23	400	11134300 00310	ADVERTISING	400	400	400
950	1,500	11134300 00320	PROFESSIONAL	1,500	1,500	1,500
25	1,000	11134300 00350	PRINTING	1,000	1,000	1,000
1,047	1,400	11134300 00374	FEES & MEMBERSHIPS	1,400	1,400	1,400
<hr/>						
2,045	4,500		TOTAL	4,500	4,500	4,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>JUVENILE FIRESETTER INTERVENTION AND PREVENTION COMMISSION</b>	<b>1135</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

There is no change in the program budget.

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
0	500	11135200 00210	OFFICE SUPPLIES	500	500	500
0	500	11135200 00221	OPERATING MATERIALS	500	500	500
194	500	11135300 00375	RECRUITMENT & TRAINING	500	500	500
<hr/>						
194	1,500		TOTAL	1,500	1,500	1,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>PLANNING AND ZONING COMMISSION</b>	<b>1431</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

There is no change in the program budget.

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
0	0	11431200 00210	OFFICE SUPPLIES	0	0	0
342	500	11431200 00221	OPERATING MATERIAL	500	500	500
6,625	5,000	11431300 00310	ADVERTISING	5,000	5,000	5,000
1,508	1,650	11431300 00320	PROFESSIONAL	1,650	1,650	1,650
173	500	11431300 00350	PRINTING	500	500	500
328	500	11431300 00374	FEES & MEMBERSHIPS	500	500	500
<hr/>						
8,977	8,150		TOTAL	8,150	8,150	8,150
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%



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

Zoning regulations are designed to encourage the most appropriate use of land. The Zoning Board of Appeals acts upon all requests for variances and exceptions to ensure 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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
13	100	11432200 00221	OPERATING MATERIAL	100	100	100
1,755	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
0	0	11432400 00441	OFFICE EQUIPMENT	0	0	0
<hr/>						
1,768	2,500		TOTAL	2,500	2,500	2,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>ECONOMIC DEVELOPMENT COMMISSION</b>	<b>1465</b>
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***Program Explanation:***

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

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

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

***Budget Change Commentary:***

There is no change in the program budget.

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
0	500	11465200 00221	OPERATING MATERIAL	500	500	500
0	500	11465300 00310	ADVERTISING	500	500	500
2,000	1,000	11465300 00320	PROFESSIONAL	1,000	1,000	1,000
0	200	11465300 00350	PRINTING	200	200	200
670	800	11465300 00374	FEES & MEMBERSHIPS	800	800	800
<hr/>						
2,670	3,000		TOTAL	3,000	3,000	3,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>PROBATE COURT</b>	<b>1210</b>
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***Program Explanation:***

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

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

***Budget Change Commentary:***

The Probate Court's budget increased overall by 13.07%.

**Function**            **GENERAL GOVERNMENT**  
**Department**       **JUDICIAL**  
**Division**            **PROBATE**  
**Division Code**    **1210**

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
15,333	17,750	11210300 00380	GRANTS & CONTRIBUTIONS	20,070	20,070	20,070
15,333	17,750		TOTAL	20,070	20,070	20,070
			PERCENTAGE CHANGE	13.07%	13.07%	13.07%

<b>PROGRAM</b>	<b>REGISTRARS OF VOTERS</b>	<b>1250</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

The department budget has increased by 0.14%.

***Program Objectives and Goals FY 2018:***

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

***Program Accomplishments FY 2017:***

- 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:***

2015-2016		2016-2017		Position Title	2017-2018	
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 Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Registered Voters	15,045	14,556	14,832	15,750	15,000
Changes – all types processed	2,970	3,269	4,030	7,000	2,500

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
102,741	110,145	11250100 00113	PART TIME WAGES	110,368	110,368	110,368
2,711	3,000	11250100 00114	TEMPORARY	3,000	3,000	3,000
398	300	11250200 00210	OFFICE SUPPLIES	300	300	300
14,652	17,000	11250200 00221	OPERATING MATERIAL	17,000	17,000	17,000
0	100	11250300 00310	ADVERTISING	100	100	100
24,130	11,500	11250300 00320	PROFESSIONAL	11,500	11,500	11,500
3,017	4,000	11250300 00330	RENTAL & LEASES	4,000	4,000	4,000
0	400	11250300 00350	PRINTING	400	400	400
3,273	2,000	11250300 00360	UTILITIES	2,000	2,000	2,000
2,600	3,500	11250300 00373	REPAIR/MAINT EQUIPMENT	3,500	3,500	3,500
1,704	3,500	11250300 00374	FEES & MEMBERSHIPS	3,500	3,500	3,500
2,252	1,800	11250300 00375	RECRUITMENT & TRAINING	1,800	1,800	1,800
157,478	157,245	TOTAL		157,468	157,468	157,468
		PERCENTAGE CHANGE		0.14%	0.14%	0.14%



<b>PROGRAM</b>	<b>TOWN MANAGER</b>	<b>1310</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

The Town Manager's budget has an increase of 1.78% due to salary increases and various membership increases.

***Program Objectives and Goals FY 2018:***

- 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 2017:***

- Received a second GFOA Award for Excellence in Financial Reporting
- 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:***

2015-2016		2016-2017		Position Title	2017-2018	
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

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Town Council Meetings Attended	32	28	29	28	29
Staff Meetings Conducted	18	9	10	12	12
Various Committee/Commission Meetings	34	33	46	50	40
CCM Meetings	16	22	21	14	18
CRCOG Meetings	11	5	5	5	6
CIRMA Meetings	10	6	9	10	9
Internal and External Daily Appointments	493	527	422	430	468

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
220,314	219,029	11310100 00110	FULL TIME SALARIES	225,113	225,113	225,113
0	0	11310100 00113	PART TIME WAGES	0	0	0
0	300	11310200 00210	OFFICE SUPPLIES	300	300	300
700	900	11310200 00221	OPERATING MATERIAL	900	900	900
0	700	11310300 00310	ADVERTISING	700	700	700
4,106	12,200	11310300 00320	PROFESSIONAL	12,200	12,200	10,200
2,000	0	11310300 00330	RENTAL & LEASES	0	0	0
5,665	6,036	11310300 00374	FEES & MEMBERSHIPS	6,201	6,201	6,201
<hr/>						
232,786	239,165		TOTAL	245,414	245,414	243,414
			PERCENTAGE CHANGE	2.61%	2.61%	1.78%

<b>PROGRAM</b>	<b>HUMAN RESOURCES</b>	<b>1320</b>
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***Program Explanation:***

This program of spending provides funding for personnel administration activities. The personnel related activities funded by this program includes advertising for employment vacancies, pre-employment screenings, 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 2.3%. The increase is due to annual salary increase.

***Program Objectives and Goals FY 2018:***

- 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 work with CT Prime on the Wellness Subcommittee
- 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 2017:***

- Successfully completed negotiations of three union contracts (Public Works, Town Hall, and CSO's)
- 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
- 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
- Successfully oversaw the unannounced Workers' Compensation and OSHA Audits
- 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 handle FOI Requests appropriately
- Continued to assist in resolving union grievances

***Program Accomplishments FY 2017 (cont'd):***

- Held a successful and well attended Employee Health Fair
- Participated in the CRCOG HR Steering Committee
- Participated in the CT Prime Wellness Subcommittee
- Attended additional training opportunities in human resource areas

**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
-	-	1	1.0	Director of Human Resources	1	1.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Safety Committee & Wellness Meetings	4	12	12	12	12
Staff Meetings	18	9	14	15	15
Job Advertisements	13	12	15	10	10
Training Workshops	10	9	7	10	10
Blood Drives	2	2	2	2	2
Employee Health Fair	0	1	1	1	1
FMLA Requests	26	23	33	25	25
Lunch & Learns/Wellness Seminars	-	7	9	12	12

**Function** GENERAL GOVERNMENT  
**Department** EXECUTIVE  
**Division** HUMAN RESOURCES  
**Division Code** 1320

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
93,412	95,370	11320100 00110	FULL TIME SALARIES	165,005	107,005	107,005
220	1,580	11320200 00221	OPERATING MATERIAL	1,580	1,580	1,580
0	6,000	11320300 00310	ADVERTISING	4,000	4,000	2,000
14,625	18,929	11320300 00320	PROFESSIONAL	18,929	18,929	18,929
408	600	11320300 00330	RENTAL & LEASES	700	700	700
838	1,425	11320300 00374	FEES & MEMBERSHIPS	1,355	1,355	1,355
5,778	22,300	11320300 00375	RECRUITMENT & TRAINING	21,000	21,000	18,000
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115,281	146,204		TOTAL	212,569	154,569	149,569
			PERCENTAGE CHANGE	45.39%	5.72%	2.30%

<b>PROGRAM</b>	<b>ECONOMIC DEVELOPMENT</b>	<b>1330</b>
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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 Department will also ensure the implementation of economic development assistance and incentive programs for local businesses.

***Budget Change Commentary:***

The funding for this program was removed.

***Program Objectives and Goals FY 2018:***

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

***Program Accomplishments FY 2017***

- Approval of Hotel development at Evergreen Walk
- Commencement of 200 units of rental housing construction at Evergreen Walk
- Construction of Mobis distribution facility
- Construction of Vistar distribution facility

***Assigned Positions:***

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
-	-	0	0.0	Economic Development Coordinator	1	1.0

Function GENERAL GOVERNMENT  
 Department EXECUTIVE  
 Division ECONOMIC DEVELOPMENT  
 Division Code 1310

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
0	0	11330100 00110	FULL TIME SALARIES	85,000	0	0
0	0	11330100 00113	PART TIME WAGES	0	0	0
0	300	11330200 00210	OFFICE SUPPLIES	300	300	0
0	500	11330200 00221	OPERATING MATERIAL	500	500	0
0	0	11330300 00310	ADVERTISING	0	0	0
0	12,000	11330300 00320	PROFESSIONAL	12,000	12,000	0
0	0	11330300 00330	RENTAL & LEASES	0	0	0
0	1,969	11330300 00374	FEES & MEMBERSHIPS	1,969	1,969	0
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0	14,769		TOTAL	99,769	14,769	0
			PERCENTAGE CHANGE	100.00%	100.00%	-100.00%

<b>PROGRAM</b>	<b>PLANNING DEPARTMENT</b>	<b>1430</b>
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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 to cover salary increases and office equipment needs.

***Program Objectives and Goals FY 2018:***

- 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.
- Continue to work on updating of the open space mapping and documents.
- Continue to work on updating the Town's Inland Wetlands Regulations
- Provide education to the Boards and Commissions as needed.
- Continue to provide technical assistance to the Public Works Department, Parks and Recreation Department, Police Department and Fire Department as needed.
- 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.



### ***Program Objectives and Goals FY 2018 (cont'd):***

- 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 Public Stuff phone APP to provide better access for the public to information 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 and work on implementing elements of the Complete Streets Policy.
- 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 and tracking the necessary data layers for updates.
- Continue to work with volunteer groups in further developing the open space properties and construction 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 Priest Farm 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, and expanding the capacity of the existing community gardens.

### ***Program Accomplishments FY 2017:***

- Continued to improve the Planning Department's web presence. Planning site now includes all land use forms, regulations and plans. All use land use applications, agendas, and minutes can be viewed on line.
- Facilitated the Vibrant Community Initiative Grant that was awarded for a Preservation Planning Study for Main Street completed in early 2106 to be used as a guide for Main Street as it evolves.
- Continued participation in CRCOG Pedestrian/Bike Committee.
- Assisted the Health Department in the development and administration of the Town's Mosquito Program.
- Senior Environmental Planner served as the Chair and National Vice-Chair to the CT Envirothon and Chairman 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 community outreach activities at the Trails Day and Heritage Day celebrations.
- Assisted in the planning and development of Town Owned land – participated on the SWAAN Committee creating a strategic plan for future use of the Priest Property; constructed a multi-use field using fee in lieu of open space funds on the Barton Property on Brookfield Street that could accommodate the Wapping Fair; assisted in the plans for additional community gardens on Town open space on Deming Street, acquired an \$18,000.00 USDA grant to construct two high tunnels on the Avery Street community garden site, and other open space projects as they arose.
- Continued participation in CAZEO programs for Zoning Enforcement Officer.
- Finalized the installation of four bus shelters to be maintained by CT Transit.
- Participated in the steering committee for the CT Transit Study representing South Windsor's interests in expanding bus service within our Town.
- Staff assisted the South Windsor High School Envirothon team in preparing for the State competition in May.
- Senior Environmental Planner presented a workshop for the Down to Earth Garden Club on Landscaping for Wildlife in Your Backyard.

**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
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 Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Land Use Meeting (PZC)	25	23	23	24	22
Land Use Meeting (IWA/CC)	13	17	15	20	22
Land Use Meeting (ZBA)	4	4	5	9	7
Land Use Meeting (OSTF)	6	8	9	9	12
Land Use Meeting (ADRC)	7	9	6	15	12
Land Use Meeting (Main St Sub)	6	7	0	0	0
Land Use Meeting (SWAAN)	-	10	8	8	8
Site Plan/Special Exception Reviews; Zone Change reviews; Text Amendments reviews	40	63	54	52	52
Subdivision Reviews	3	4	6	7	6
Other Reviews (e.g. Wetlands Minimal Impact Permits)	3	4	5	6	6
Variance Reviews	7	4	10	8	8
Zoning Permits issued (e.g. Animal Agriculture, Minor Home Occupations, Farmstands)	41	47	49	56	52
Zoning Compliance Reviews (Realtor/attorney requests)	10	9	19	16	18
Zoning Compliance Reviews (building permits- e.g. new buildings, additions, accessory structures, garages, above ground pools, in-ground pools, tenant buildouts)	278	234	327	270	280
Certificate of Occupancy issued (new residential units including condo/apts)	24	89	38	100	200
Certificate of Occupancy issued (new commercial space)	7	10	16	12	15
Certificate of Compliance issued (accessory structures/signs)	26/21	19/29	22/30	25/30	25/30
Sign Permits (permanent/temporary)	15/43	31/60	26/62	50/70	45/65
Zoning/Wetlands Enforcement Actions	49	42	40	26	30

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
212,350	212,750	11430100 00110	FULL TIME SALARIES	230,708	230,708	230,708
4,403	3,500	11430100 00111	OVERTIME	4,000	4,000	4,000
0	3,161	11430100 00112	LONGEVITY	1,500	1,500	1,500
20,319	20,821	11430100 00113	PART TIME WAGES	21,244	21,244	21,244
0	0	11430100 00114	TEMPORARY	0	0	0
199	250	11430200 00210	OFFICE SUPPLIES	250	250	250
415	1,100	11430200 00221	OPERATING MATERIAL	1,100	1,100	1,100
1,197	3,250	11430300 00320	PROFESSIONAL	8,250	3,250	3,250
0	100	11430300 00330	RENTAL & LEASES	100	100	100
0	150	11430300 00350	PRINTING	150	150	150
2,800	2,800	11430300 00374	FEES & MEMBERSHIPS	2,800	2,800	1,900
150	200	11430300 00375	RECRUITMENT & TRAINING	200	200	200
0	350	11430400 00441	OFFICE EQUIPMENT	500	500	500
0	150	11430400 00442	DEPARTMENT EQUIPMENT	350	350	350
241,833	248,582		TOTAL	271,152	266,152	265,252
			PERCENTAGE CHANGE	9.08%	7.07%	6.71%

<b>PROGRAM</b>	<b>BUILDING DEPARTMENT</b>	<b>1440</b>
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***Program Explanation:***

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

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

The Building Department processed record high revenue, in excess of \$1,000,000 dollars, in fiscal year 2015-16, while our Blight Enforcement penalty fees produced in excess of \$100,000. These figures pose a challenge, to continuing our productive, efficient and quality pecuniary, plan review, customer consultation, inspections and enforcement services.

***Budget Change Commentary:***

With the exception of Council approved personnel increases over the last seven years our budget has decreased despite a radical increase in building and blight activity. The Building Department is comprised of one Administrative Secretary, Chief Building Official and one full time Assistant Building Official. In the last decade a clerical assistant to the Administrative Secretary and a part time Building Official position have been eliminated from this Department's program.

This Department's 2017-18 budget increase reflects the aforementioned building activity and the need to enhance our Department's administrating services. In addition, to maintaining present levels of education and training the Building Department must modernize our plan filing, archiving and street files, of which we are sole wardens.

***Program Objectives and Goals FY 2018***

- Funding approval for part time Assistant Building Official
- Funding approval for part time clerical assistant
- Funding approval for Mobile Shelving System for Street Files

***Program Accomplishments FY 2017***

- Successful transition to new Building Code cycle
- Record revenues exceeding \$1,000,000 in one fiscal year
- Successful blight response/remediation program
- Solar photo-voltaic permitting, education and community awareness

**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
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 Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Housing units	28	28	26	50	30
Commercial (including additions & modifications)	216	187	119	150	160
Inspections	1,709	1,559	2,518	2,200	2,200
Total permits	1,886	1,968	2,314	2,000	1,900
Certificates of Occupancy	149	156	138	136	140

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
200,562	202,725	11440100 00110	FULL TIME SALARIES	209,047	209,047	209,047
500	500	11440100 00112	LONGEVITY	500	500	500
4,896	6,515	11440100 00113	PART TIME WAGES	49,385	49,385	49,385
0	0	11440100 00114	TEMPORARY	0	0	0
571	600	11440200 00210	OFFICE SUPPLIES	600	600	600
135	1,050	11440200 00221	OPERATING MATERIAL	1,250	1,250	1,250
0	5,600	11440200 00222	VEHICLE & EQUIP SUPPLIES	340	340	340
0	0	11440200 00223	UNIFORMS & CLOTHING	0	0	0
551	2,000	11440300 00320	PROFESSIONAL	1,200	1,200	1,200
0	0	11440300 00330	RENTAL & LEASES	6,615	6,615	6,615
0	600	11440300 00350	PRINTING	600	600	600
570	2,200	11440300 00374	FEES & MEMBERSHIPS	2,200	2,200	2,200
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207,784	221,790		TOTAL	271,737	271,737	271,737
			PERCENTAGE CHANGE	22.52%	22.52%	22.52%

<b>PROGRAM</b>	<b>ASSESSOR'S OFFICE</b>	<b>1511</b>
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***Program Explanation:***

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

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

***Budget Change Commentary:***

The Assessor's Office budget has increased \$109,172 with the large majority of increase is \$127,400 for Revaluation followed by \$4,901 due to annual salary increase, \$850 in advertising, \$6,500 in contracts and \$1,740 in recruitment and training following a decrease of \$1,350 in fees and memberships.

***Program Objectives and Goals FY 2018:***

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

***Program Accomplishments FY 2017:***

- Finalized the 2015 Grand Lists with continued improvement to the records and lists under the Assessors' charge.
- Attended Board of Assessment Appeals hearings and court cases.
- Coordinate State and Local Tax Exemption Programs.
- Worked with the Town Staff to successfully maintain multiple division records; maintain town records for the CAMA system and implemented and update information on a new Quality Data System (QDS).

**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Assessor	1	1.0
2	2.0	2	2.0	Assistant Assessor	2	2.0
1	1.0	1	1.0	Assessment Clerk	1	1.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Field inspections	1,926	1,922	2,381	2,234	2,300
Real Estate accounts	11,066	11,063	11,101	11,175	11,200
Motor Vehicle accounts	25,459	25,751	25,611	25,566	25,625
Personal Property accounts	1,598	1,601	1,512	1,403	1,425
Supplemental Motor Vehicle accounts	3,818	4,143	4,146	4,160	4,175
Properties transferred	700	810	873	950	879
Salas ratio analysis completed *First year after revaluation, state does not accept submitted ratios	379	0*	500	570	535
Assessment appeals court cases settled during fiscal year, note revaluation activity increase.	10	3	n/a	1	Reval. Year 19



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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
300,059	261,414	11511100 00110	FULL TIME SALARIES	266,315	266,315	236,315
0	540	11511100 00112	LONGEVITY	500	500	500
345	0	11511200 00210	OFFICE SUPPLIES	0	0	0
1,735	2,675	11511200 00221	OPERATING MATERIAL	1,846	1,846	1,846
223	2,200	11511300 00310	ADVERTISING	3,050	3,050	3,050
260	3,500	11511300 00320	PROFESSIONAL	15,000	10,000	10,000
2,149	2,500	11511300 00330	RENTAL & LEASES	2,500	2,500	2,500
1,775	1,900	11511300 00350	PRINTING	1,900	1,900	1,900
10,025	7,625	11511300 00371	MAINTENANCE CONTRACTS	160,025	135,025	135,025
623	2,400	11511300 00374	FEES & MEMBERSHIPS	2,000	2,000	1,050
470	1,200	11511300 00375	RECRUITMENT & TRAINING	2,940	2,940	2,940
317,664	285,954		TOTAL	456,076	426,076	395,126
			PERCENTAGE CHANGE	59.49%	49.00%	38.18%

<b>PROGRAM</b>	<b>BOARD OF TAX REVIEW</b>	<b>1512</b>
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***Program Explanation:***

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

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

***Budget Change Commentary:***

There is no change in the program budget.

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
0	0		TOTAL	0	0	0
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>COLLECTOR OF REVENUE</b>	<b>1514</b>
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***Program Explanation:***

The office of the Collector of Revenue is a division of the Finance Department. The Collector of Revenue is governed by the General Statutes of the State of Connecticut (Sec. 12-130 et seq.) to bill, collect, process, deposit and account for property taxes. This office is also responsible for billing and collecting residential and commercial sewer user fees and sewer 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 department has increased by \$6,487 due to annual salary increase. Also, as a result of a full time retirement position and the process to go through finding a replacement, the part time salaries line item has increased slightly.

***Program Objectives and Goals FY 2018:***

- Continue to improve collections and streamline methods
- Continue to utilize new software system – Quality Data Systems (QDS) to streamline processes and eliminate manual calculations
- Increase the use of State Marshals for collecting delinquent taxes
- Review and update security measures within the Tax Office

***Program Accomplishments FY 2017:***

- Maintained a collection rate of 98.6%
- Increased online tax payments
- Processed over 42,000 Real Estate and Property Tax bills to residents
- Converted and Implemented new tax software program – Quality Data Systems
- Increased number of times delinquent notices were sent to taxpayers

**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
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	1.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Tax Bills Sent	41,900	42,500	42,500	42,680	42,900
Current Taxes Collectible per Town's Audited Financial Statements	\$86,233,525	\$89,231,213	\$92,900,690	n/a	n/a
Current Taxes Collectible per Approved Budget	\$85,137,629	\$87,696,371	\$90,070,464	n/a	n/a
Current Taxes Collected	\$84,266,163	\$87,115,043	\$90,022,160	n/a	n/a
Collection Rate of Current Taxes Collectible per Town's Audited Financial Statements	98.6%	98.6%	98.8%	98.9%	98.9%
Collection Rate of Current Taxes Collectible per Approved Budget	98.75%	98.75%	98.79%	98.88%	98.90%
Prior Year Taxes Collectible per Approved Budget	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
174,563	174,497	11514100 00110	FULL TIME SALARIES	180,611	180,611	180,611
4,788	2,700	11514100 00111	OVERTIME	1,000	1,000	1,000
1,200	3,124	11514100 00112	LONGEVITY	700	700	700
16,716	17,353	11514100 00113	PART TIME WAGES	18,500	18,500	18,500
1,152	2,000	11514300 00310	ADVERTISING	2,000	2,000	2,000
530	6,200	11514300 00320	PROFESSIONAL	6,200	6,200	6,200
225	750	11514300 00330	RENTAL & LEASES	1,000	1,000	1,000
15,227	16,700	11514300 00350	PRINTING	19,500	19,500	19,500
4,682	3,700	11514300 00374	FEES & MEMBERSHIPS	3,900	3,900	3,900
998	2,400	11514300 00375	RECRUITMENT & TRAINING	2,500	2,500	2,500
220,081	229,424		TOTAL	235,911	235,911	235,911
			PERCENTAGE CHANGE	2.83%	2.83%	2.83%

<b>PROGRAM</b>	<b>FINANCE OFFICE</b>	<b>1532</b>
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***Program Explanation:***

The Finance Office manages the entire Finance Department, the Central Services Division, Capital Leases, Principal and Interest on Bonded Debt, and the Municipal Insurance Division. Its mission is to provide cost effective services and information to the Town's Council, Town Manager, and the residents. The primary responsibilities of the Finance Office staff are to maintain accurate records of all receipts and disbursements, administer financial and internal controls in accordance with established Town policies and procedures, manage available cash, process payroll and accounts payable in a timely manner, and monitor revenue and expenditure budgets. This Office also assists the Town Manager in preparing the annual budget, prepares monthly, quarterly and annual financial reports, and reports on the activity in the Pension and South Windsor Medical Insurance Funds.

***Budget Change Commentary:***

The Finance Office budget has increased by \$13,066 due to annual salary increases and adjustments.

***Program Objectives and Goals FY 2018:***

- Provide Town Auditors with the necessary information to complete the audit of the June 30, 2017 financial statements and continue to improve on criteria to submit to GFOA for consideration of the award for excellence "Comprehensive Achievement Financial Report"
- Final phase of the implementation of the Purchasing Card (P-Card) Program to all eligible employees
- Continuously looking at town policies and procedures and implement security measures where necessary
- Research and implement paperless accounts payable invoices
- Assist Town Manager's office with the preparation of the 2018 budget and any supplemental schedules requested

***Program Accomplishments FY 2017:***

- Coordinated the bonds and bond anticipation notes issue; met with rating agencies to attain ratings for bond issue
- Provide Town Auditors with the necessary information to complete the audit of the June 30, 2016 financial statements
- First time submission to GFOA for consideration of the award of excellence on the "Comprehensive Achievement Financial Report" for the period ending June 30, 2016
- Assist Town Manager's office with the preparation of the 2017 budget and any supplemental schedules requested
- Implemented the Purchasing Card Program to a trial group of individuals
- Update the Unified Chart of Accounts implemented by Office of Policy and Management's to compile all financial data between municipalities
- Achieved GFOA Distinguished Budget Presentation Award
- Support departments to obtain financing for their approved equipment acquisitions and their capital projects
- Maintained and reconciled 48 Funds, consisting of 3,264 general ledger accounts
- Provide monthly revenue and expenditure activity along with contingency details to Town Council

**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
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	0	0.0	Staff Accountant	0	0.0
0	0.0	1	1.0	General Ledger/Cash Receipts Accountant	1	1.0
0	0.0	1	1.0	Accounts Payable Accountant	1	1.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Accounts payable checks issued	7,421	6,913	6,690	6,600	6,300
Accounts payable ACH issued	n/a	19	710	900	1,200
Purchase orders processed	2,890	2,784	2,845	2,900	3,001
Invoices processed (either ACH or AP)	11,454	10,598	11,308	10,602	11,980
Total number of payroll checks and direct deposits	14,992	14,700	14,456	14,768	14,800
% of payroll that is direct deposit	89%	89%	88%	89%	90%
W-2s prepared	462	465	456	460	462
Bank accounts maintained	18	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	98%	98%	98%	99%	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	2,575	2,638	3,208	3,256	3,256
Unassigned Fund Balance as % of expenditures	5.13%	5%	7.15%	6%	6%



**Function** GENERAL GOVERNMENT  
**Department** FINANCE  
**Division** FINANCE OFFICE  
**Division Code** 1532

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
326,170	326,090	11532100 00110	FULL TIME SALARIES	340,706	340,706	340,706
19	500	11532100 00111	OVERTIME	500	500	500
1,200	1,200	11532100 00112	LONGEVITY	1,200	1,200	1,200
5,072	0	11532100 00114	TEMPORARY	0	0	0
544	1,600	11532200 00221	OPERATING MATERIAL	2,500	2,500	2,500
10	2,000	11532300 00330	RENTAL & LEASES	1,000	1,000	1,000
916	3,500	11532300 00374	FEES & MEMBERSHIPS	4,050	4,050	2,050
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333,931	334,890		TOTAL	349,956	349,956	347,956
			PERCENTAGE CHANGE	4.50%	4.50%	3.90%

<b>PROGRAM</b>	<b>TOWN CLERK</b>	<b>1540</b>
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***Program Explanation:***

The Town Clerk's 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:***

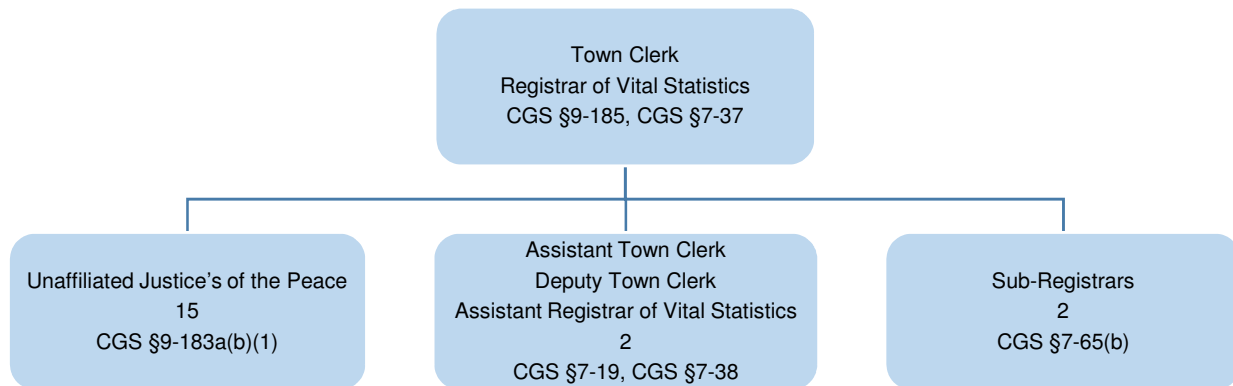
Decreases in printing due to a decrease in absentee ballots, and advertising with no foreseen primaries and just the Municipal election to advertise for in the upcoming fiscal year.

***Program Objectives and Goals FY 2018:***

- Continuation of microfilming & scanning all Land Records, Maps, Vital Records and Veterans Discharges.
- Continuation of indexing and linking maps to our land records system.

***Program Accomplishments FY 2017:***

- Microfilmed and scanned all Land records.
- Microfilm all marriage, death and birth records received.
- Microfilm all veterans discharges received
- Swore in and distributed certificates and ID cards to all newly elected and appointed Justices of the Peace
- Issued approximately 1400 absentee, military and overseas ballots for the Presidential Election
- Filed, microfilmed and scanned 80 maps, linked into the land records



**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
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 Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Number of Documents Recorded - calendar	7,800	6,324	6,423	6,500	6,600
Town Fee's Collected	506,784	494,328	646,388	550,000	600,000
State Fee's collected	1,154,041	1,436,708	1,891,036	1,900,000	2,000,000
Vital Records recorded – calendar year	952	975	947	981	990
Dog Licenses issued	2,515	2,563	2,636	2,700	2,750
Maps filed – calendar year	-	71	60	80	90

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
195,778	195,926	11540100 00110	FULL TIME SALARIES	197,784	197,784	197,784
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
1,711	3,000	11540300 00310	ADVERTISING	2,000	2,000	2,000
16,229	24,000	11540300 00320	PROFESSIONAL	24,000	24,000	24,000
0	0	11540300 00330	RENTAL & LEASES	0	0	0
2,546	7,000	11540300 00350	PRINTING	4,500	4,500	4,500
375	500	11540300 00371	MAINTENANCE CONTRACTS	500	500	500
0	550	11540300 00373	REPAIR/MAINT EQUIPMENT	550	550	550
160	500	11540300 00374	FEES & MEMBERSHIPS	500	500	500
36	250	11540300 00375	RECRUITMENT & TRAINING	250	250	250
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216,835	231,976		TOTAL	230,334	230,334	230,334
			PERCENTAGE CHANGE	-0.71%	-0.71%	-0.71%

<b>PROGRAM</b>	<b>TOWN ATTORNEY</b>	<b>1550</b>
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***Program Explanation:***

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

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

***Budget Change Commentary:***

This budget has decreased \$25,000 based on a three-year historical trend.

Function GENERAL GOVERNMENT  
 Department LAW  
 Division TOWN ATTORNEY  
 Division Code 1550

<u>2015/2016 ACTUAL</u>	<u>2016/2017 COUNCIL APPROVED</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2017/2018 DEPARTMENT REQUEST</u>	<u>2017/2018 MANAGER PROPOSED</u>	<u>2017/2018 COUNCIL APPROVED</u>
121,448	175,000	11550300 00320	PROFESSIONAL	175,000	175,000	150,000
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121,448	175,000		TOTAL	175,000	175,000	150,000
			PERCENTAGE CHANGE	0.00%	0.00%	-14.29%

<b>PROGRAM</b>	<b>CENTRAL SERVICES</b>	<b>1921</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

This budget increased by \$17,796 due to: annual salary increase; printing and issuing of W-2's; advertising and maintenance contracts.

***Program Objectives and Goals FY 2018:***

- Research, implement and maintain a Purchasing Card Program to streamline the process of online purchases by departments, reduce the need for employees to use their personal credit cards for Town purchases and then request reimbursement, and increase access to necessary goods and services during emergency situations
- Continue to coordinate the purchase of office supplies
- Continue to provide assistance to Boards and Commissions

***Program Accomplishments FY 2017:***

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

***Assigned Positions:***

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Administrative Secretary	1	1.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
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	\$11,860,000	\$16,000,000
Bond Anticipation Notes issued	\$6,320,000	\$7,160,000	\$21,360,000	\$16,000,000	\$3,517,000
Debt Service as a percentage of budgeted expenditures	4.9%	4.9%	5.1%	6.1%	5.9%

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
44,863	44,490	11921100 00110	FULL TIME SALARIES	45,380	45,380	45,380
0	500	11921100 00111	OVERTIME	500	500	500
500	900	11921100 00112	LONGEVITY	900	900	900
0	0	11921100 00113	PART TIME WAGES	22,400	0	0
27,961	42,000	11921200 00210	OFFICE SUPPLIES	42,000	42,000	42,000
52,844	65,500	11921200 00221	OPERATING MATERIAL	65,500	65,500	65,500
0	1,000	11921300 00310	ADVERTISING	1,000	1,000	1,000
50,391	58,994	11921300 00320	PROFESSIONAL	75,400	75,400	75,400
34,697	38,600	11921300 00330	RENTAL & LEASES	38,600	38,600	38,600
5,795	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
130	0	11921300 00373	REPAIR/MAINT EQUIPMENT	0	0	0
86	0	11921300 00375	RECRUITMENT & TRAINING	31,500	0	0
0	1,500	11921400 00441	OFFICE EQUIPMENT	15,750	9,000	2,000
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219,580	265,436		TOTAL	350,882	290,232	283,232
			PERCENTAGE CHANGE	32.19%	9.34%	6.70%



<b>PROGRAM</b>	<b>INFORMATION TECHNOLOGY</b>	<b>1922</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

A significant portion of our budget increase is a result of restoring our equipment replacement program funding. By moving the leases payments from the equipment account, we have provided the necessary funds to meet the equipment replacement program as originally designed under the Capital Projects Program. Our maintenance costs have a modest increase based on efforts by the department to control them. Additionally, the department continues to strive to implement cost-saving measures including virtualization of servers and desktops, initiating regional cooperation agreements and leasing agreements.

For many years, the IT equipment account has been underfunded from the requested levels to maintain the Town's equipment replacement program. This program follows industry best practices. It is critical we keep our equipment current to provide our employees the proper tools in order to deliver the necessary services to our citizens. Furthermore, with today's increased cyber threats, we need to have proper funding to improve our security stance both defensively and offensively.

***Program Objectives and Goals FY 2018:***

- Conduct a Cyber Resilience Review (CRR) and provide Cyber Awareness Training to all staff
- Implement additional security technologies based on the CRR report
- Work on securing the next phase of the fiber network to improve the capabilities of Town staff in an ever-changing technological work environment
- Train on the technology of the Emergency Operations Center (EOC) and work with Town departments on implementing its use.
- Pursue a shared technology purchasing agreement with Town of Coventry and Town of Tolland
- Continue researching new technologies to improve staff abilities and efficiency

***Program Accomplishments FY 2017:***

- Upgraded the towns data centers to hyper-converged infrastructure to save space and energy
- Worked on securing the next phase of the fiber network to improve the capabilities of Town staff in an ever-changing technological work environment
- Completed the build out of the Emergency Operations Center and its technology
- Received ICE Grant from State of Connecticut for shared technology purchasing with Town of Coventry and Town of Tolland
- Continued researching new technologies to improve staff abilities and efficiency

**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
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 Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Work Order Tickets	2,393	3,217	2,899	4,713	4,700

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED	
352,784	323,973	11922100	00110	FULL TIME SALARIES	328,208	328,208	298,208	
8,458	0	11922100	00114	TEMPORARY	35,464	35,464	25,464	
22,124	24,500	11922200	00221	OPERATING MATERIAL	24,500	24,500	24,500	
2,505	24,000	11922300	00320	PROFESSIONAL	44,000	24,000	24,000	
991	1,200	11922300	00330	RENTAL & LEASES	30,980	30,980	30,980	
0	2,300	11922300	00350	PRINTING	2,300	2,300	2,300	
222,530	319,895	11922300	00371	MAINTENANCE CONTRACTS	329,648	304,648	304,648	
0	0	11922300	00373	REPAIR/MAINT EQUIPMENT	0	0	0	
1,566	1,750	11922300	00374	FEES & MEMBERSHIPS	1,750	1,750	1,750	
17,093	30,150	11922300	00375	RECRUITMENT & TRAINING	30,150	23,000	23,000	
42,433	164,581	11922400	00441	OFFICE EQUIPMENT	184,581	184,581	184,581	
670,483	892,348			TOTAL	1,011,580	959,430	919,430	
					PERCENTAGE CHANGE	13.36%	7.52%	3.03%

<b>PROGRAM</b>	<b>TOTAL QUALITY MANAGEMENT</b>	<b>1923</b>
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***Program Explanation:***

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

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
0	0	11923200 00221	OPERATING MATERIAL	0	0	0
0	0	11923300 00375	RECRUITMENT & TRAINING	0	0	0
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0	0	TOTAL		0	0	0
		PERCENTAGE CHANGE		0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>HEALTH AND SAFETY COMMITTEE</b>	<b>1924</b>
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***Program Explanation:***

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

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

***Budget Change Commentary:***

This program budget is moving to the Human Resources program.

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
0	0	11924300 00320	PROFESSIONAL	0	0	0
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0	1,000		TOTAL	0	0	0
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>MEDIA</b>	<b>1925</b>
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***Program Explanation:***

The Information 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 increase in the Media budget is in the Office Equipment account. The increase reflects the need to replace the audio system in the Town Council Chambers. Equipment has been failing and due to the age of the system, replacements can be extremely difficult to find and expensive to purchase.

***Program Objectives and Goals FY 2018***

- Research grants to purchase new equipment.
- Produce shows with greater resident involvement.
- 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 2017***

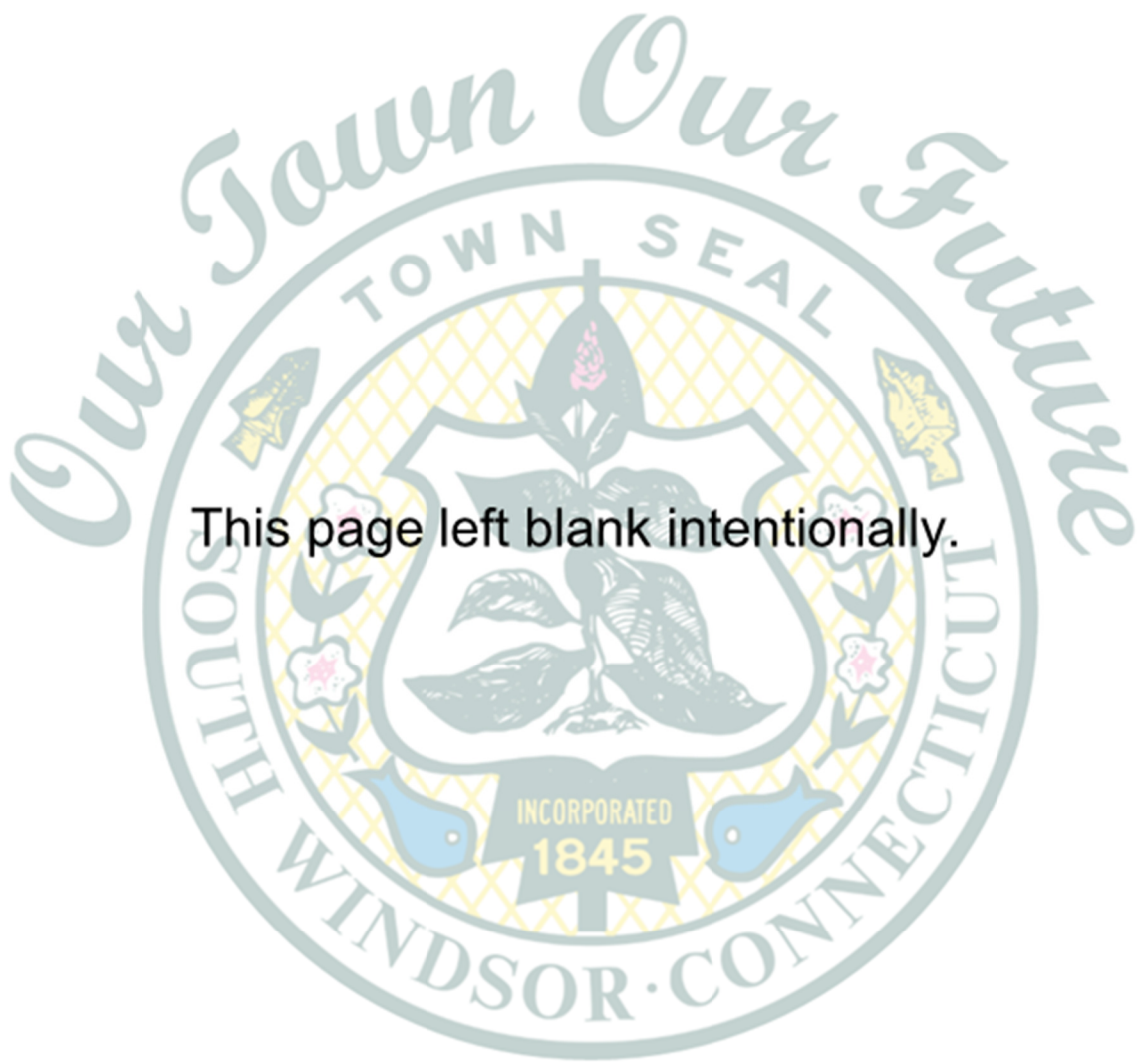
- Completed and released updated Police Department website.
- Upgraded main pieces of media equipment and moved the control room from the Building Maintenance room to the IT room.
- Continued to increase the number of residents using the Town's social media sites.

<b>Performance Data</b>	<b>Actual 2013-2014</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Estimated 2016-2017</b>	<b>Anticipated 2017-2018</b>
Town Council Meeting	20	21	22	22	21
Special Town Meeting	12	9	8	9	8
Special Events	2	2	2	2	3
G-Media Specialty Productions	12	0	4	0	0
Social Media Posts	242	220	300	260	250



**Function** GENERAL GOVERNMENT  
**Department** CENTRAL SERVICES  
**Division** MEDIA  
**Division Code** 1925

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
1,259	2,500	11925100 00110	FULL TIME SALARIES	2,500	2,500	2,500
10,576	25,195	11925300 00320	PROFESSIONAL	25,195	25,195	25,195
0	575	11925300 00375	RECRUITMENT & TRAINING	575	575	575
443	9,700	11925400 00441	OFFICE EQUIPMENT	10,700	10,700	10,700
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12,277	37,970		TOTAL	38,970	38,970	38,970
			PERCENTAGE CHANGE	2.63%	2.63%	2.63%



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## 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 and hydrants and street lighting. The South Windsor Police Department is a full time municipal police department that provides police services to the community twenty-four hours a day throughout the year. The police facility is located at 151 Sand Hill Road and serves as the headquarters for all of the agency's activities and serves as the public safety answering point (PSAP) for all 9-1-1 calls. The South Windsor Fire Department is headquartered at 1175 Ellington Road and is served by a total of three fire houses and 130 members. The South Windsor Fire Department is a fully volunteer force and is managed by a volunteer fire chief who answers to the Fire Commission. The Volunteer Fire Department is a grant agency funded through a single line item. The Fire Commission and Fire Department staff then administer the allocation of those funds. The Office of the Fire Marshal is a Town-staffed agency with one full time and four part time employees. The Fire Marshal works cooperatively with the Volunteer Fire Department as well as the Planning Department, Building Department, Public Works Department and Police Department. The Fire Marshal is charged by State Statutes with the determination of the cause and origin of fires that occur within the Town, fire safety code inspections, and engages in a number of fire prevention programs and permitting programs. Emergency medical services (EMS) are provided by a private 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	2016-2017 Council Approved	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Council Approved
2110	Police – Administration	484,548	579,326	574,326	571,326
2120	Police – Operations	3,816,407	3,878,887	3,878,887	3,818,887
2140	Police – Support Services	1,939,687	2,152,777	1,952,777	1,883,137
2150	Police – Community Services	169,570	171,418	171,418	171,418
2200	Police – Emergency Management	204,771	212,331	108,571	108,571
2210	Fire Marshal	215,243	263,921	238,521	207,247
2220	South Windsor Volunteer Fire Department	900,960	935,344	935,344	935,344
2240	Hydrants and Water Lines	794,300	914,200	895,780	895,780
2300	Street Lights	452,500	452,500	452,500	452,500
	<b>Total Public Safety</b>	<b>8,977,986</b>	<b>9,560,704</b>	<b>9,208,124</b>	<b>9,044,210</b>

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

**General Overview:**

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

***Budget Change Commentary:***

The overall police department budget increase is .54%. The proposed budget maintains our authorized strength of 43 sworn personnel. This budget includes negotiated raises for bargaining unit employees, replacement vehicles and equipment, technology equipment and expansion of our body-worn cameras.

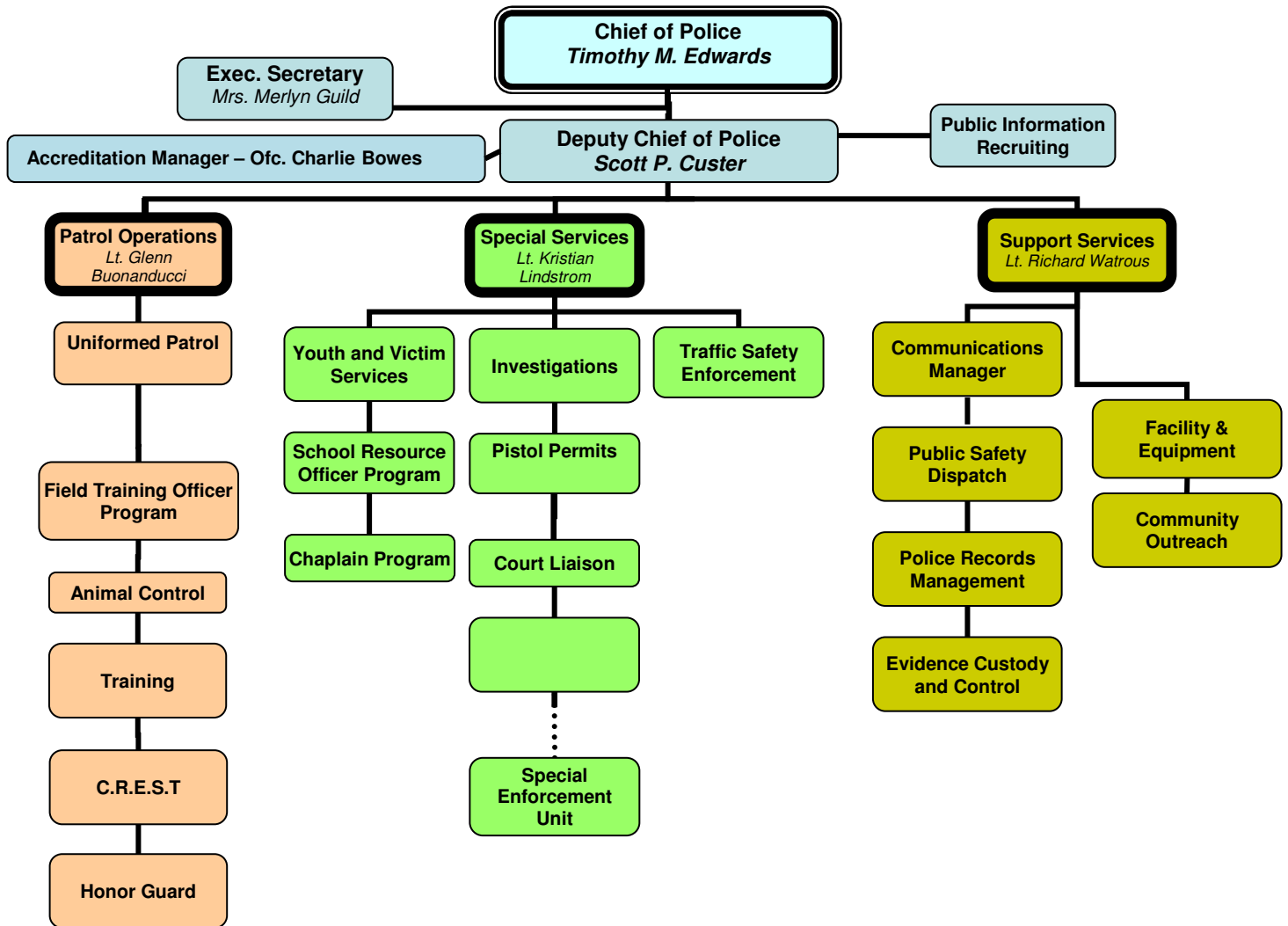
***Department Objectives and Goals FY 2018***

- Working toward national C.A.L.E.A. accreditation and adopting industry best practices
- Fully implement Peer Support Program for department staff
- Continued efforts in diversity recruiting to fill open police and dispatch positions
- Maintain TRACS facility and review opportunities for expanded services
- Continue seeking opportunities for greater positive community interactions
- Improve our vehicle fleet replacing aging Crown Victorias with all-wheel drive vehicles for all-weather capability
- Replacement of 2003 Computer Aided Dispatch and Records Management System (CAD/RMS)
- Secure the police/dispatch facility with a physical barrier to protect vehicles & communication equipment
- Secure communications via an encryption system

***Department Accomplishments FY 2017***

- Renovated the Patrol Report Writing room with new paint, flooring and furniture to support reporting function
- Trained patrol staff as Crisis Intervention Team (C.I.T.), dealing with persons in crisis and de-escalation methods
- Began law enforcement accreditation at the national level via C.A.L.E.A.
- Worked with community organizations to support food, fuel and toy drives locally
- Collaborated with town attorney creating a Panhandler ordinance to prevent pedestrian accidents
- Obtained new service weapons for all officers, replacing 12 year old weapons via private donation
- Formalized agreement with South Windsor Public Schools for police/school interaction
- Equipped all patrol staff and animal control officers with body-worn cameras
- Trained and equipped all officers with the drug “Narcan”, to combat opioid crisis
- Changed rank of “Agent” to the better understood title “Corporal”
- Implemented a Lethality Assessment Program used at all domestic violence calls to protect victims
- Increased communications capability by adding a second channel to the police communications system

# South Windsor Police Table of Organization 2016



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

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

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

***Budget Change Commentary:***

The Administration portion of the budget reflects an increase of 17.90 % to reflect the salary transfer of an Officer from the Operations Division to Administration to serve as Accreditation Manager and the salary adjustments for the Chief, Deputy Chief and Executive Secretary.

***Assigned Positions:***

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Chief of Police	1	1.0
1	1.0	1	1.0	Deputy Chief of Police	1	1.0
1	1.0	1	1.0	Executive Secretary	1	1.0
0	0	0	0	Accreditation Manager- C.A.L.E.A. (transferred from Operations)	1	1.0

**Function** PUBLIC SAFETY  
**Department** POLICE PROTECTION  
**Division** ADMINISTRATION  
**Division Code** 2110

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
387,854	348,651	12110100 00110	FULL TIME SALARIES	424,624	424,624	424,624
0	0	12110100 00111	OVERTIME	0	0	0
0	0	12110100 00112	LONGEVITY	0	0	0
0	0	12110100 00113	PART TIME WAGES	0	0	0
6,301	10,830	12110200 00221	OPERATING MATERIAL	10,830	10,830	10,830
7,853	14,000	12110300 00320	PROFESSIONAL	19,000	14,000	14,000
6,918	6,430	12110300 00374	FEES & MEMBERSHIPS	9,430	9,430	6,430
23,119	38,150	12110300 00375	RECRUITMENT & TRAINING	38,150	38,150	38,150
47,726	66,487	12110300 00380	GRANTS & CONTRIBUTIONS	77,292	77,292	77,292
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479,770	484,548		TOTAL	579,326	574,326	571,326
			PERCENTAGE CHANGE	19.56%	18.53%	17.91%

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

**POLICE – OPERATIONS DIVISION**

The Operations Division includes the Special Services Division and is comprised of Patrol, Criminal Investigation, Traffic, Youth and Victim Services and the TRACS animal shelter supervision. The division employs a total of 36 positions and is commanded by 2 lieutenants. The division is comprised of four distinct units: Patrol; Traffic, Investigations; and Youth & Victim Services.

**Patrol Section** – 25 positions assigned: 1 Lieutenant, 4 Sergeants; 5 Corporals; 12 Officers (3 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. The TRACS Supervisor also is supervised by the Operations Lieutenant.

**Traffic Safety Enforcement Unit** – 1 Sergeant; 1 Corporal, 1 Officer. This unit is responsible for the investigation of traffic accidents and is supervised by the Special Services Lieutenant. 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 Lieutenant, 1 Sergeant; 2 Corporals; 1 Officer. This unit handles all complex and time consuming investigations. They serve as the intelligence gathering and dissemination unit of the police department. They participate in the CRIST (Capitol Region Investigative Support Team) which serves as a regional major case investigation unit. The unit also includes a narcotics investigator who is assigned to the East Central Narcotics Task Force (ECN). The Lieutenant supervises all of the staff assigned to the Criminal Investigations Unit, Youth and Victim Advocate, School Resource Officers and Vice & Narcotics investigator. He also oversees all pistol permits and Sex Offender registry compliance.

**Youth and Victim Services** – 1 Sergeant; 3 Officers. This unit is responsible for the School Resource Officer program which places an officer in the SW High School as well as at Timothy Edwards Middle School. Additionally, one officer splits time between SRO duties at the elementary schools and as a youth services investigator. The supervisor of the unit also serves as a full time youth services investigator. The unit deals with situations involving youth or juvenile related crime. Additionally, the unit is responsible for providing specialized services to crime victims and ensuring crime victims are connected with the resources of the State's Victim Advocate and the Office of Victim Services.

***Budget Change Commentary:***

The increase in the Operations portion of the budget is .065% due to contractual salary increases and a requested increase in the Overtime account.



**Assigned Positions (Operations):**

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	2	2.0	Lieutenant	2	2.0
8	8.0	7	7.0	Sergeant	7	7.0
9	9.0	7	7.0	Corporal	8	8.0
21	21.0	21	21.0	Officer	20	20.0

Performance Data	Actual 2012-2013	Actual 2013	Actual 2014	Actual 2015	Actual 2016
Total Calls for Service	44,701	34,562	37,756	33,671	32,521
Traffic Accident Reports(PR-1)	410	586	579	632	659
Citations Issued	2,330	1,400	1,753	2,147	1,494
Medical Assist	2,198	2,176	2,231	2,412	2,334
Animal	642	640	637	618	642
Alarm	1,237	1,221	1,256	1,175	1,336
Criminal Arrests	685	569	655	630	490
Burglary	49	62	60	72	147
Larceny	340	358	313	232	205
Domestic	218	153	192	181	152
Assault	4	6	5	19	12
Sexual Assault	7	4	11	9	9

**Function** PUBLIC SAFETY  
**Department** POLICE PROTECTION  
**Division** OPERATIONS  
**Division Code** 2120

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
3,087,847	3,340,907	12120100 00110	FULL TIME SALARIES	3,343,387	3,343,387	3,283,387
381,592	350,000	12120100 00111	OVERTIME	410,000	410,000	410,000
91,547	125,500	12120100 00112	LONGEVITY	125,500	125,500	125,500
3,560,986	3,816,407		TOTAL	3,878,887	3,878,887	3,818,887
			PERCENTAGE CHANGE	1.64%	1.64%	0.06%

<b>PROGRAM</b>	<b>POLICE DEPARTMENT – SUPPORT SERVICES</b>	<b>2140</b>
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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 Emergency Telecommunicators.** The communications center at police headquarter is the recognized PSAP (Public Safety Answering Point) for the Town of South Windsor. All 9-1-1 calls for any type emergency come to the police communications center. The center is staffed by two people 24-hours a day. Calls are tracked and managed using a computer aided dispatch system (CAD). Dispatchers are responsible for dispatching all emergency services to include police, fire, medical, mutual aid and Lifestar. It is also the after-hours answering point for calls to Public Works. The communication center is staffed with two dispatchers 24-hours a day every day of the year.
- **Police Records – 2 Police Record Specialists.** The department employs two records specialists who are responsible for the review, filing and dissemination of police record information. They are responsible for maintaining the files of home and business alarm systems and the enforcement of the Town's alarm ordinance. They organize and prepare records for public dissemination, superior court and juvenile court. They are responsible for maintaining South Windsor's criminal history database.
- **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, as well as disposing of drugs from our heavily used lobby drug drop-box.
- **Facility and Equipment – 1 Support Services Technician.** This is a civilian position charged with the maintenance of the police facility and all fleet vehicles as well as the purchasing of uniforms, equipment and supplies.
- **Community Outreach –** This position is responsible for the department's community outreach programs such as the Elderly Services outreach, organizing Food and Toy Drives, and other community participation, as well as the DEA prescription drug recovery program.

***Budget Change Commentary:***

The reduction for the Support Services portion of the budget is -2.91% as a result of the elimination of two patrol vehicles and reduction in cost of gasoline.

**Assigned Positions (Support Services):**

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Lieutenant	1	1.0
1	1.0	1	1.0	Corporal	1	1.0
2	2.0	2	2.0	Police Records Specialist	2	2.0
1	1.0	1	1.0	Support Services Technician (SST)	1	1.0
8	8.0	8	8.0	Emergency Telecommunicator (Dispatcher)	8	8.0

Performance Data	2012-2013	2013	2014	2015	2016
9-1-1 Calls received by Answering Point (PSAP)	7,463	7,812	8,618	8,504	8,823

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
787,297	864,251	12140100 00110	FULL TIME SALARIES	871,719	871,719	871,719
291,707	200,000	12140100 00111	OVERTIME	205,000	205,000	205,000
23,923	56,275	12140100 00112	LONGEVITY	44,417	44,417	44,417
0	0	12140100 00113	PART TIME WAGES	0	0	0
47,871	62,570	12140200 00221	OPERATING MATERIAL	63,320	63,320	63,320
79,802	195,000	12140200 00222	VEHICLE & EQUIP SUPPLIES	210,000	190,000	190,000
69,027	76,300	12140200 00223	UNIFORMS & CLOTHING	76,300	76,300	76,300
28,277	28,764	12140200 00227	AMMUNITION & EXPLOSIVES	28,764	28,764	28,764
0	1,500	12140300 00310	ADVERTISING	1,500	1,500	1,500
0	0	12140300 00320	PROFESSIONAL	0	0	0
35,479	41,456	12140300 00330	RENTAL & LEASES	49,676	49,676	49,676
2,562	4,000	12140300 00350	PRINTING	4,000	4,000	4,000
32,207	33,712	12140300 00360	UTILITIES	36,697	36,697	36,697
18,759	89,521	12140300 00371	MAINTENANCE CONTRACTS	78,127	78,127	78,127
21,269	66,337	12140300 00373	REPAIR/MAINT EQUIPMENT	60,537	60,537	60,537
143,590	220,001	12140400 00442	DEPARTMENT EQUIPMENT	422,720	242,720	173,080
1,581,771	1,939,687		TOTAL	2,152,777	1,952,777	1,883,137
			PERCENTAGE CHANGE	10.99%	0.67%	-2.92%

<b>PROGRAM</b>	<b>POLICE DEPARTMENT – COMMUNITY SERVICES</b>	<b>2150</b>
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***Program Explanation:***

**POLICE – COMMUNITY SERVICES**

The Animal Control Officers (ACO) serve as assistant municipal animal control officers for the Town and assist the department in many other areas. A.C.O's may investigate certain motor vehicle collisions, provide traffic control, and assist with vehicle maintenance and communications. The 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 the towns of South Windsor, East Hartford, and Manchester.

***Budget Change Commentary:***

The increase to this portion of the budget is 1.09% which includes contractual salary increases for the Animal Control Officers and a requested increase in the Overtime account.

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

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	2.0	Animal Control Officer	2	2.0
1	0.5	2	1.0	Part-Time Kennel Assistant (Cost Share with EH & Manch)	2	1.0

Performance Data	2012-2013	2013	2014	2015	2016
Animal Calls for Service	624	655	637	618	642
Dogs Impounded	63	100	142	55	42
Dogs Sold as Pets	15	24	77	10	16
Dogs Redeemed by Owner	25	41	39	36	25
Animal Bites	35	26	25	22	22

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
128,480	131,120	12150100 00110	FULL TIME SALARIES	131,858	131,858	131,858
9,885	16,000	12150100 00111	OVERTIME	17,000	17,000	17,000
3,311	3,250	12150100 00112	LONGEVITY	3,360	3,360	3,360
0	0	12150100 00113	PART TIME WAGES	0	0	0
304	950	12150200 00221	OPERATING MATERIAL	950	950	950
0	1,500	12150200 00223	UNIFORMS & CLOTHING	1,500	1,500	1,500
307	750	12150300 00310	ADVERTISING	750	750	750
1,295	4,550	12150300 00320	PROFESSIONAL	4,550	4,550	4,550
0	100	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
143,582	169,570	TOTAL		171,418	171,418	171,418
		PERCENTAGE CHANGE		1.09%	1.09%	1.09%

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

The mission of the South Windsor Office of Emergency Management (SW-OEM) is to implement a comprehensive emergency management program, which includes planning, response, recovery and mitigation from natural and human made disasters. Through this, SW-OEM places an emphasis on building a resilient community.

SW-OEM in conjunction with local, regional and state agencies, organizes emergency preparedness training, Neighborhood Emergency Trainings (NET), Community Emergency Response Team (CERT) training, all within the scope of the National Incident Management System (NIMS), the National Response Framework (NRF) and the National Recovery Framework (NRF) to town staff, volunteers, and members of the community.

SW-OEM protects 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 decreasing by \$96,200 over the prior year due to department equipment lease budget moving to the capital lease line.

***Program Objectives and Goals FY 2018:***

- Review and update all Emergency Operation Plans (EOP).
- Review, and intergrade all school EOPs into the town's EOPs and the emergency operations center (EOC).
- Coordinate training and exercises with other town departments.
- Develop new EOC activation, operational and functional plans and policies.
- Implement Neighborhood Emergency Teams (NETs).
- Host Community Emergency Response Teams (CERT) basic core classes to increase membership.
- Continue to participate in community awareness and preparedness educational programs.
- Continue training and exercise programs within the scope of Homeland Security Exercise and Evaluation Program (HSEEP) with local, regional, and state agencies.
- Continue working closely with local, regional and state agencies; identifying hazards and risk assessments.
- Expand on a robust Emergency Communications (EmComms) system to include CERT members, and amateur radio operators.
- Continue training town agencies the National Incident Management System (NIMS), and Incident Command System (ICS) in conjunction with Connecticut Dept. of Emergency Management & 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.
- Develop an active shooter plans and policies for all town employees in conjunction with Law Enforcement, Fire Marshal Office, and Fire Department.



**Program Objectives and Goals FY 2018 (cont'd):**

- 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 2017:**

- Received Emergency Management Performance Grant (EMPG) with finance department.
- Updated and reviewed Emergency Operations Plans (EOPs).
- Updated and reviewed Natural Hazard Mitigation Plans (NHMP).
- Updated and reviewed Hazardous Material Response Plan (HMRP).
- Conducted Shelter Management training for CERT and town staff
- Conducted Exercises in conjunction with local, regional, and state agencies.
- Continue working with School Resource Officer to present Student Tools for Emergency Planning (STEP) to all 5<sup>th</sup> grade students.
- Develop and implement Emergency Operations Center (EOC) activation and operations policies and procedures  
In conjunction with town agencies.
- Purchase necessary equipment to support response, recovery, and preparedness efforts.
- Enhanced GIS and EOC technology (video wall) functions with IT to meet the needs and requirements of town agencies
- 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:**

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	.5	1	.75	Assistant Director of Emergency Management	1	.75

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
50,600	42,120	12200100	00113	PART TIME WAGES	49,920	49,920	49,920
14,100	30,000	12200200	00221	OPERATING MATERIAL	30,000	20,000	20,000
3,627	10,000	12200300	00320	PROFESSIONAL SERVICES	10,000	10,000	10,000
-	77,651	12200300	00330	RENTAL & LEASES	83,651	651	651
31,618	45,000	12200400	00442	DEPARTMENT EQUIPMENT	38,760	28,000	28,000

<b>PROGRAM</b>	<b>FIRE MARSHAL</b>	<b>2210</b>
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***Program Explanation:***

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

The staff of the South Windsor Fire Marshal's Office consists of a full-time Fire Marshal, a part-time Deputy Fire Marshal, and 3 part-time Fire Inspectors. Our staff is charged to perform various duties, many of which are mandated by the Connecticut General Statutes. These duties include inspection of all properties, with the exception of one and two-family homes for smoke alarms only. The Fire Marshal is required to perform investigations as they pertain to the cause and origin of fires that are in the Town of South Windsor. Our staff is mandated to issue permits for hazardous operations, which include but are not limited to the installation of permanent propane tanks and piping, heating fuel storage tanks, gasoline and diesel fuel storage tanks, blasting permits, and commercial fireworks displays.

***Budget Change Commentary:***

The program budget has decreased \$7,996 compared to the prior year approved budget. This decrease reflects a reduction of \$9,149 in part-time salaries and a reduction in training of \$2,500 offset by gains in supplies, clothing, and memberships. The 25% reduction in the part-time salary will have a direct impact on the amount of yearly fire safety inspection conducted, training, and services provided.

***Program Objectives and Goals FY 2018:***

- To continue fire safety inspections of the condominiums.
- To continue to participate in community events to provide fire prevention education.
- To continue to promote advanced training and certification for employees.
- To continue to provide cooperative fire investigations with the Police Department

***Program Accomplishments FY 2017:***

- Sent Deputy Fire Marshal, one Fire Inspector, and one Police Officer to National Fire Academy Fire Investigation School
- Updated safety and investigation tools

**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
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
1	.5	1	.5	Fire Inspector	1	.5
1	.4	1	.5	Fire Inspector	1	.4

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Inspections	1979	2093	1546	2300	1500
Investigations	9	23	27	10	10
Plan Reviews	25	28	21	35	35
Training	73	34	22	70	70
Meetings	422	411	463	500	500
Juvenile Fire Setter Meeting	4	6	2	4	4
Juvenile Review Board	11	19	2	20	20
Administrative Duties	139	109	154	150	150

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
93,045	93,116	12210100	00110	FULL TIME SALARIES	94,979	94,979	94,979
68	1,000	12210100	00111	OVERTIME	1,000	1,000	1,000
88,640	95,472	12210100	00113	PART TIME WAGES	125,497	115,097	86,323
1,024	1,400	12210200	00210	OFFICE SUPPLIES	2,000	2,000	2,000
5,794	7,750	12210200	00221	OPERATING MATERIAL	7,750	7,750	7,750
2,273	3,260	12210200	00222	VEHICLE & EQUIPMENT	3,260	3,260	3,260
2,440	3,000	12210200	00223	UNIFORMS & CLOTHING	3,500	3,500	3,500
0	0	12210300	00320	PROFESSIONAL	5,000	0	0
0	0	12210300	00330	RENTAL & LEASES	10,000	0	0
1,076	1,845	12210300	00374	FEES & MEMBERSHIPS	2,010	2,010	2,010
5,814	8,400	12210300	00375	RECRUITMENT & TRAINING	8,925	8,925	6,425
200,173	215,243			TOTAL	263,921	238,521	207,247
				PERCENTAGE CHANGE	22.62%	10.81%	-3.71%

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

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

***Budget Change Commentary:***

<b>Program</b>	<b>Explanation</b>	<b>Budget Amount</b>	<b>%</b>
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.	\$305,152.30	32.6%
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.	\$227,850.00	24.4%
Administration & Management	Officer & Administrative Salaries. General offices expenses including printing, postage and supplies. Computer and computer network expenses.	\$139,325.00	14.9%
Protective Clothing & Safety	New and replacement protective clothing. Entry level and periodic medical exams. Mandated physical testing.	\$109,855.00	11.7%
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.	\$96,442.00	10.3%
Training & Education	Entry level fire fighter certification training. Mandated refresher training. Weekly department drills. Specialized rescue and fire suppression training. Leadership development.	\$42,720.00	4.6%
Fire Prevention & Safety Education	Activities related to providing the citizens of South Windsor with fire prevention education including Fire Prevention Week activities.	\$14,000.00	1.5%
	<b>Total</b>	<b>\$935,344.30</b>	<b>100.0%</b>

The Staff and I have worked very hard to keep the budget request to the very lowest possible increase. The 3.8% increase is spread over the budget with minimal increases and only increased by \$35,000.

The categories that increased;

- Training – As you know, the State budget was released recently, and the allotted monies to run the Regional Fire Schools were cut drastically. The cut last year along with this year's cut has a direct impact on our members attending and getting the basic FFI and FFII classes.
- EMS – Training and supplies were increased slightly as our position as "Supplemental 1<sup>st</sup> Responders" requires a specific level of EMS training and supplies for the apparatus.
- Firefighting Equipment – Meeting NFPA requirements, there are equipment items that have a limited life span with additional items needing period replacement.

As we work through these challenging times, we also look at where we can decrease the budget and have made cuts to specific areas:

- Our Haz. Mat and Meter area was cut 38%, still leaving us in great shape.
- Our Protective Clothing and Uniform category was also cut by 11%, mostly as we have a replacement plan for items with expiration dates, i.e. turnout gear and helmets. After celebrating our 75<sup>th</sup> Anniversary, members were outfitted with uniforms and that allotment was reduced, but still planning for future members.

Your support over the years, especially these past four years I have been honored to serve as Chief and present these budgets, is greatly appreciated. To reflect, Fiscal Year 2013-2014 was a 7% increase, Fiscal Year 2014-2015 was a 10% increase, FY 2015-2016 was a 4% increase, and Fiscal Year 2016-2017 was 4%. With your past support, the Staff and I worked very hard to keep this year's proposal at a minimum of just 3.8% over last year's budget.

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 approximately 25 members in each Company, a Command Staff of 10 Officers, a Training division of 3 (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 approximately twenty (20) young adults... the older Fire Exploring Post in Connecticut!

Without additional costs, our goals for Fiscal Year 2017-2018 include:

- Continue to provide and meet the needs of our community on an 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 Fire Marshal's Office, Emergency Management, Town Staff, Town Council, and community
- To enhance our efforts and applications for grants

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
864,596	900,960	12220300 00380	GRANTS & CONTRIBUTIONS	935,344	935,344	935,344
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864,596	900,960		TOTAL	935,344	935,344	935,344
			PERCENTAGE CHANGE	3.82%	3.82%	3.82%



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

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

***Budget Change Commentary:***

This year's request reflects a \$34,384 increase due to water rate increases by CT Water and MDC and funding two projects for snow removal from hydrants.

<b>Performance Data</b>	<b>Actual 2013-2014</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Estimated 2016-2017</b>	<b>Anticipated 2017-2018</b>
Connecticut Water Hydrants	623	623	623	633	645
MDC Hydrants	240	240	240	277	277
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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
759,341	794,300	12240300 00360	UTILITIES	914,200	895,780	895,780
759,341	794,300		TOTAL	914,200	895,780	895,780
			PERCENTAGE CHANGE	15.10%	12.78%	12.78%

<b>PROGRAM</b>	<b>STREET LIGHTS</b>	<b>2300</b>
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***Program Explanation:***

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

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

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

- Buckland Road at Deming Street
- Buckland Road at Cedar
- Buckland Road at Terry Office Park
- Buckland Road at Tamarack
- Buckland Road at Hemlock
- Maintenance of Crosswalk – 989 Ellington Road

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
442,279	448,000	12300300 00360	UTILITIES	448,000	448,000	448,000
0	0	12300300 00372	REPAIR/MAINT FACILITIES	0	0	0
2,834	4,500	12300300 00373	REPAIR/MAINT EQUIPMENT	4,500	4,500	4,500
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445,113	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, and as established under Section C604 of the town Charter, involves overall management, direction, and control of policies 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	2016-2017 Council Approved	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Council Approved
3110	Public Works – Administration	147,753	150,817	150,817	149,917
3111	Public Works – Engineering	453,928	541,758	461,758	451,758
3112	Public Works – Street Services – Highway Maintenance	2,899,596	4,384,343	3,024,660	2,848,660
3113	Public Works – Street Services – Fleet Services	955,316	975,987	975,987	950,987
3200	Public Works – Public Buildings Division	1,664,893	2,225,792	1,865,399	1,818,899
3240	Public Works – Refuse Disposal	1,975,214	1,977,700	1,977,700	1,977,700
	<b>Total Public Works</b>	<b>8,096,700</b>	<b>10,256,397</b>	<b>8,456,321</b>	<b>8,197,921</b>

<b>PROGRAM</b>	<b>PUBLIC WORKS – ADMINISTRATION</b>	<b>3110</b>
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***Program Explanation:***

Public Works Administration, as established under Section C604 of the Town Charter, involves the overall management, direction, and control of policies and programs necessary to 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 as submitted contains no changes other than proposed salary adjustments.

***Program Objectives and Goals FY 2018:***

- Continue to plan and delivery Critical Training and personnel development for all Public Works Personnel
- Continue to work to get Pavement Management Program back to critical funding levels to stabilize the Pavement Condition Index(PCI)
- Continue Local and Regional Partnerships
- Continue to work with Eversource Energy (former CL&P) and PURA to affirm practical working SOP's for Emergency Response Incidents

***Program Accomplishments FY 2017:***

- Staff Training for CPR/First Aid, OSHA 10, 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 , SW Energy Committee
- Established Debris Management Site-Barton Property
- Establish VMP for Avery Brook Channel
- Redeployed Citizen Service Request Dashboard via a more robust Connect South Windsor Mobile App thus improving transparency and service level responses
- Worked with Energy Committee to establish electrical cost saving measures(Street lights, other building lighting and energy measures)

***Assigned Positions:***

2015-2016		2016-2017		Position Title	2017-2018	
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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
143,144	143,253	13110100 00110	FULL TIME SALARIES	146,117	146,117	146,117
0	0	13110200 00210	OFFICE SUPPLIES	200	200	200
0	0	13110200 00221	OPERATING MATERIAL	0	0	0
409	1,000	13110300 00310	ADVERTISING	1,000	1,000	1,000
2,344	3,500	13110300 00374	FEES & MEMBERSHIPS	3,500	3,500	2,600
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145,897	147,753		TOTAL	150,817	150,817	149,917
			PERCENTAGE CHANGE	2.07%	2.07%	1.46%

<b>PROGRAM</b>	<b>PUBLIC WORKS – ENGINEERING</b>	<b>3111</b>
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***Program Explanation:***

The Engineering Division is responsible for the design and construction management of public infrastructure projects, including Town roads, storm water drainage, sanitary sewers, sidewalks, culverts, bridges and parks. We also provide engineering reviews of proposed subdivisions and commercial/industrial site plans to the Planning and Zoning Commission, the Inland Wetland Agency/Conservation Commission, and the Water Pollution Control Authority. The Engineering division is also responsible for issuing Street Excavation permits, Drain Layers permits, marking sewers for Call Before You Dig requests, reviewing building permit requests and Certificate of Occupancy site inspections. We interface daily with residents developers, consultants, and all Town Departments providing a wide variety of services such as maps, permits, locations of utilities, assistance with sanitary laterals, storm water drainage, and other inquires. 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](http://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 2017-2018 has changed from the approved budget for 2016-2017 as follows:

- Project Manager position included for help with project management and administration, MS4 permit requirements, GIS projects, pavement management, misc drainage problems, Public Stuff, Engineering updates to Town web site, and sidewalk complaints. - \$75,000
- Budget for GIS consultant services increased - \$3,500
- Budget for computer tablet needed for Engineering field work including locating and updating stormwater structures, locating sanitary sewers and inspections - \$1,000
- Budget to implement new Town wide Storm water Management Plan to comply with CT DEEP MS4 storm water permit requirements is same but moved from 320 to 440 lines

***Program Objectives and Goals FY 2018:***

- 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 Phase 3 of the streets and drainage improvements in the Avery Heights (Benedict Drive) neighborhood. This will complete improvements to all streets in this neighborhood.
- Mill and pave about 2 miles of roads using bond funds approved in 2014
- Begin the rehabilitation of the Main Street Bridge over the Podunk River

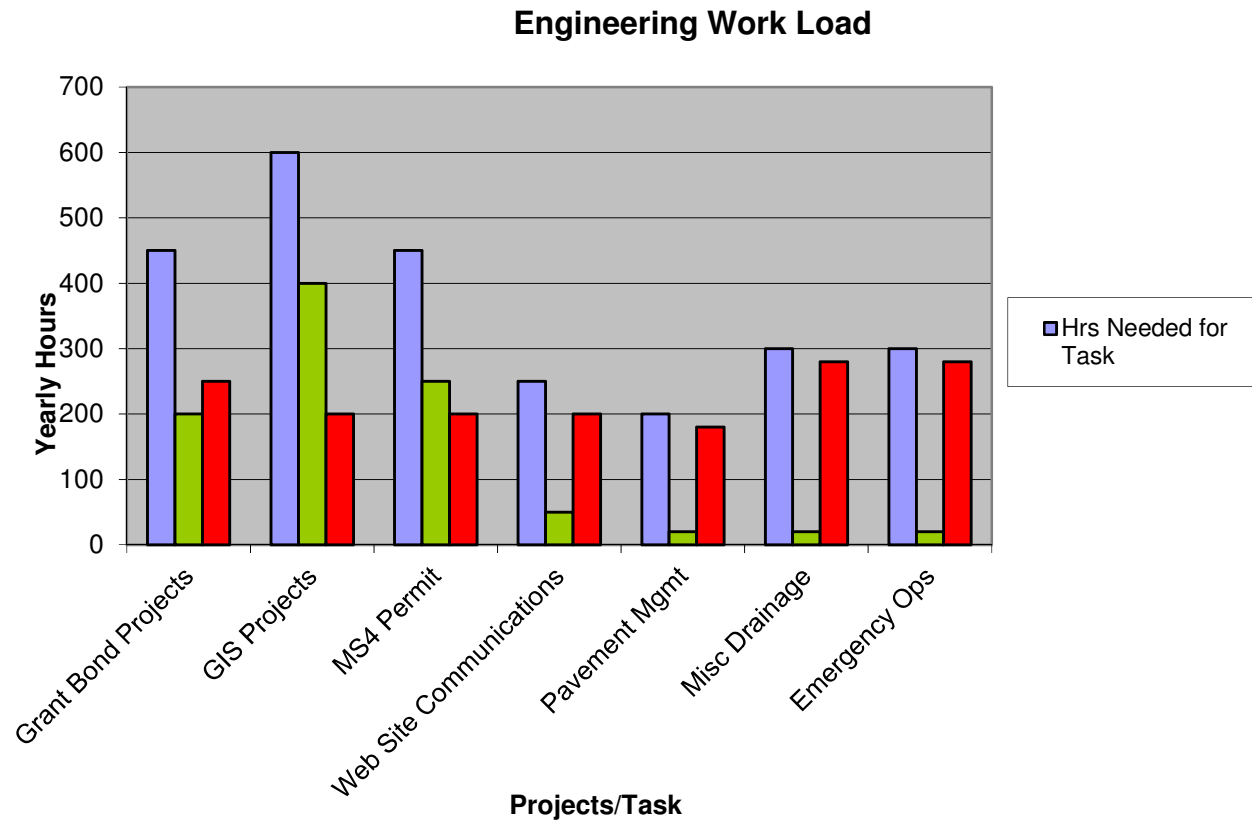
***Program Accomplishments FY 2017:***

- Completed reconstruction of Avery St 1 from Beelzebub Rd south past Kelly Rd
- Constructed improvements to Abbe Rd from south of Robert Dr to the Town Line
- Mill and repave 4.0 miles of local roads using bond funds approved in 2014.
- Reconstructed Phase 1 and 2 streets in the Avery Heights (Benedict Drive) Neighborhood
- Completed design of improvements to Avery Street 2 between Kelly Road and Orchard Hill Road and bid project
- Complete design, permitting and ROW to install sidewalks along Buckland Road from Deming Street to the Library and Town Hall. This includes extending the twin culverts for Plum Gulley Brook and updating 3 traffic signals for pedestrians.



**Program Accomplishments FY 2017 (cont'd):**

- Continue to use GIS and Public Stuff dashboard for citizen requests for service and to show project status



**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
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
-	-	-	-	Project Manager	0	0.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Street Excavation Permits	350	352	286	350	360
Drain Layers Permits	55	66	95	90	90
CBYD Requests	1600	161	2164	2000	2000
Building Permit Reviews	28	31	28	32	36
Certificate of Occupancy Inspections	23	26	38	35	35
GIS Dashboard Requests	900	1100	1200	1200	1300
Value of projects Managed by Engineering (Design, Const)	\$2,813,850	\$2,423,000	\$4,669,200	\$5,205,900	\$6,526,600

**Function** PUBLIC WORKS  
**Department** PUBLIC WORKS  
**Division** ENGINEERING  
**Division Code** 3111

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
415,835	416,478	13111100 00110	FULL TIME SALARIES	499,808	424,808	424,808
409	500	13111100 00111	OVERTIME	500	500	500
1,400	1,400	13111100 00112	LONGEVITY	1,400	1,400	1,400
0	0	13111100 00114	TEMPORARY	0	0	0
3,193	3,800	13111200 00221	OPERATING MATERIAL	3,800	3,800	3,800
342	350	13111200 00223	UNIFORMS & CLOTHING	350	350	350
0	100	13111200 00228	SMALL TOOLS	100	100	100
3,828	21,000	13111300 00320	PROFESSIONAL	14,500	9,500	9,500
12	100	13111300 00330	RENTAL & LEASES	100	100	100
184	300	13111300 00350	PRINTING	300	300	300
0	400	13111300 00373	REPAIR/MAINT EQUIPMENT	400	400	400
3,320	4,500	13111300 00374	FEES & MEMBERSHIPS	4,500	4,500	4,500
0	0	13111300 00440	DEPARTMENT MANDATES	10,000	10,000	0
0	5,000	13111400 00442	DEPARTMENT EQUIPMENT	6,000	6,000	6,000
428,523	453,928		TOTAL	541,758	461,758	451,758
			PERCENTAGE CHANGE	19.35%	1.73%	-0.48%

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

The Street Services Division of the Public Works Department maintains the Town's road and drainage infrastructure and provides Emergency Services for weather related emergencies and disasters. We also provide 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 2017-18:

***Program Objectives and Goals FY 2018:***

- Customer service continues to be our number one focus. We retired the dashboard system and have upgraded to a smart phone app based system which allows for residents to directly report any issue or concern they see within town. This new system called Connect South Windsor has had excellent feed back from the residents and allows the department to develop various metrics in regards to our work load, response time, and customer satisfaction.
- 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. We have bonded road funds to address poor roads but have no funding for maintenance. We had requested \$500,000 in the budget last year to start addressing this issue and get ahead of the downward projection we are in. This year, the VHB report indicates a budget of \$2,000,000 to maintain the current pavement condition index; in consideration of current budgetary constraints being observed in the state the department is only requesting \$1,000,000.
- The DPW currently has one maintainer 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. In order to maintain the current levels of service and stay ahead of anticipated unfunded mandates and the ever increasing expectations of the towns' residents the department is requesting the addition of a maintainer.
- Streets Services is requesting to upgrade the radio systems within the Public Works division to alleviate all of the dead spots in town and allow more interoperability between other first responders and their support staff, the department of public works. With the installation of this new digital system the communication will be more easily managed, and the GPS systems the town uses to manage their assets can be utilized through the radio system-which after the initial set up costs, will save the town money on their GPS service. Anticipated initial costs for this upgrade are \$41,600.

***Program Objectives and Goals FY 2018 (cont'd):***

- Catch basin repair and drainage repairs will continue to be one of the departments' main focuses this upcoming fiscal year. However, there is a drainage issue in the Avery Heights neighborhood that is beyond the capabilities of the Public Works Department. The concrete lined Avery Channel has experienced a spike of tree failures this past year which has created a liability and cost to the town which the department is suggesting be managed accordingly. The solution for this issue is a Vegetative Management Plan (VMP), which addresses all of the hard wood and invasive growth along the channel. The VMP has been created and in order to implement it and execute the work the department is requesting a \$180,000 line item. The project will be multi-phased with the majority of the work (and cost) being absorbed in the first year. It is anticipated that this project will cost an additional \$30,000 the following fiscal year (2018/19) and \$5,000 the following cycle.
- This previous fiscal year saw CONN OSHA visiting the town for a surprise inspection. The Public Works Department was exemplarily in their inspection, however; it was found that there is a new requirement for a hearing monitoring program for all of the field staff. This program was implemented immediately to avoid any disciplinary or punitive actions against the town. The new hearing monitoring program creates a need for an additional \$3,000 to the recruitment and training budget. The department is also requesting an additional \$1,000 to cover the increasing cost to the CDL drug testing program.
- DPW's garage facility continues to evolve with the industry. Within this evolution there has been the creation of several new laws which dictate how certain materials and pieces of equipment must be stored. In the spirit of being compliant with the new rules and regulations the department is requesting funds to build additional dry storage areas. Much of this work will be able to be performed in house by our own staff, however; there is a modest request of a \$125,000 line item to cover the above ground material and contracted costs. This \$125,000 will create an additional 2,500 sf +/- of dry storage area which will bring us closer to compliance, and also breathe more life expectancy into our equipment due to the ability to keep them out of the elements. The department at this time would also like to inform the town that in the not so distant future there will be a need to expand the foot print of the town garage property, this plan has been laid out for nearly a decade now with the intent being to purchase the parcel of land behind the garage to expand the capacity of the facility. There is more information on this in the Gannet Flemming Facility Use Report the town commissioned in 2008.
- Our towns' trees have been exposed to a myriad of different stresses over the year, whether it is this year's droughts or Storm Alfred years back; the towns hard woods haven't had a break. The department laments the fact that it has to inform the town that the Emerald Ash Borer (EAB) is upon us. With this advent there will be a need to make a concerted effort to remove all of the Towns' ash trees before the EAB has an opportunity to kill the trees and create a very dangerous scenario of having 300 plus Ash trees along the roadways with the potential to fall at any moment. In order to stay ahead of this liability and known hazard, the department is requesting an increase of \$30,000 to our operating budget to mitigate this risk.
- There are several outfalls located in the town that are in a serious state of disrepair that need to be attended to before they fail and cause additional damage to property. Some of these are located off of Sullivan Avenue, the corner of Rye Street and Troy Road, and at the end of Farnham Street. This scenario can be avoided with a \$50,000 addition to the budget to address some of the outfalls and bring them back to standard good condition. This additional line item will only address 1 or 2 locations a year, of which the town has over 30 that have not had the prescribed maintenance over the years due to budgetary constraints. Along with this, the new MS4 permits mandates that we shall maintain these structures at a minimum of a bi-annual basis. It is understood that this is a monumental task of which the department suggests we approach in a metered manner and address the most likely of failure first this upcoming fiscal year, creating a program by which the town will be compliant with the mandate within 5 years.

***Program Accomplishments FY 2016- 2017:***

- The annual leaf program was accomplished in 31 crew days moving 22,333 cubic yards of leaves.
- Several contracts were renegotiated over the past year which will now provide more value to the towns' taxpayers.
- 2016's winter was unique in its lack of depth of snow, yet the roads required a lot of treatments to keep safe. The town saw a total of 30" of snow over 13 different weather events utilizing 2202 tons of salt. 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 4500 tons of salt. Funding needs to be in place and stay in place. If salt is not used in a season then the funds should go back in the budget or the undesignated fund balance.
- Never Road was rebuilt utilizing a road reclamation process. This full-depth reconstruction was performed between Miller Road and Graham. The reclamation process and the paving operation for this particular section cost \$250,000 to complete.
- Rye Streets long standing drainage issue at the town line was rectified with the installation of a large dry well system. Along with the dry well system an additional catch basin was installed and a new road surface was installed along with curbing.
- In collaboration between the Department of Public Works and the Parks and Recreation Department, a 17 acre parcel of land at Brookfield Street was clear cut, a 500' long 12' high land berm installed, and 17 acres of open space were designed, leveled out and seeded in preparation for a multi-use field in the future. Currently the intended uses for this property are a debris management field, a multi sports field, and event grounds for many of the towns' celebrations. This project was completed at great value to the towns' taxpayer, completing the work in house and saving the town's residents close to \$300,000 in the process.
- Patria Circle Cul-de-sac was reinvigorated with a new drainage plan and profile installed to alleviate all of the standing water and ice issues experienced there over the years.
- Avery Brook Channel experienced a significant uptick in downed trees along the channel way. These downed trees were removed with the assistance of the department and outside vendors. An access point was cleared out at the Brook to help facilitate more efficient maintenance in the future.
- All of the towns' road signs were inventoried through an outside vendor, bringing the town into compliance. With this information we have now implemented a plan to replace all of our subpar signing and non-conforming signs. The inventory also allows us to easily extract very useful information for traffic studies that would have taken hundreds of hours to capture in the past.
- Several long standing tree issues were attended to this year in collaboration with Eversource and Asplundh Tree. These issues mitigate line of sight issues, root heave, and risk exposure. The current tree program continues to keep ahead of the curve of liability and exposure.
- The department acquired a rubber tired excavator to allow us to perform more work in-house and perform current job functions more efficiently. This excavator allowed the department to assist in some emergency drainage issues on Hilton Drive that would have cost the town an exorbitant amount of money to have an outside contractor perform on such notice-if at all. The excavator also allowed the department to help with the installation of the driveway between the Town Hall and the new South Windsor Annex. This work was completed at yet another huge cost savings to the towns' tax payer by keeping the work in-house and not contracted out.

**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
.5	.5	1	1.0	Superintendent of Streets	1	1.0
1	1.0	1	1.0	Street Services Manager	1	1.0
.5	.5	0	0	Administrative Manager (not funded)	0	0
1	1.0	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
9	9.0	9	9.0	Maintainer II	9	9.0
2	2.0	2	2.0	Maintainer 1	3	3.0
0	0	0	0	Part Time Summer Help	0	0

Performance Data	Actual 1990-1991	Actual 2001-2002	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2017-2018
Road Surface Treatment Miles	12.90	7.04	7.32	0.0	5.50	6.50
Catch Basin Cleaned	944	3015	2,048	49	1891	4000
Leaf Collection Cubic Yards	12708	19930	18,087	21,706	22333	25,000
Tons of Patch Used For Potholes	114.40	111	221	346	186.67	400
Catch Basins repaired	65	104	57	118	150	150
Roadside Mowing Passes	3	3	4.5	4	3	4
Sweeping Days / # Sweepers	60 / 2	15 / 3	29/1	30/1	39/1	30/1
Plow Routes	18	19	20	21	22	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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
1,288,404	1,291,849	13112100	00110	FULL TIME SALARIES	1,381,101	1,326,418	1,283,918
114,535	182,788	13112100	00111	OVERTIME	182,788	182,788	182,788
2,450	3,755	13112100	00112	LONGEVITY	3,900	3,900	3,900
0	0	13112100	00114	TEMPORARY	0	0	0
7,413	20,682	13112200	00221	OPERATING MATERIAL	20,682	20,682	20,682
17,579	14,595	13112200	00223	UNIFORMS & CLOTHING	15,095	15,095	15,095
232,590	254,490	13112200	00224	SNOW & ICE REMOVAL	254,490	254,490	224,490
172,080	186,888	13112200	00225	HIGHWAY MATERIALS	186,888	186,888	186,888
3,071	3,450	13112200	00226	LANDSCAPING	3,450	3,450	3,450
12,176	10,090	13112200	00228	SMALL TOOLS	10,090	10,090	10,090
0	350	13112300	00320	PROFESSIONAL	350	350	350
264,643	388,580	13112300	00330	RENTAL & LEASES	408,280	408,280	400,780
0	0	13112300	00350	PRINTING	0	0	0
70,026	70,480	13112300	00371	MAINT CONTRACTS	1,280,480	100,480	100,480
0	550	13112300	00373	REPAIR/MAINT EQUIPMENT	550	550	550
2,642	3,075	13112300	00374	FEES & MEMBERSHIPS	3,225	3,225	3,225
3,318	9,575	13112300	00375	RECRUITMENT & TRAINING	13,575	13,575	13,575
19,850	30,000	13112300	00380	GRANTS & CONTRIBUTIONS	30,000	30,000	30,000
0	0	13112300	00440	DEPARTMENT MANDATES	36,000	36,000	0
		13112400	00430	CAPITAL PROJECTS	125,000	0	0
424,602	428,399	13112400	00442	DEPARTMENT EQUIPMENT	428,399	428,399	368,399
2,635,376	2,899,596			TOTAL	4,384,343	3,024,660	2,848,660
				PERCENTAGE CHANGE	51.21%	4.31%	-1.76%

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

The Fleet Services Division of Public Works continues to support all town departments by maintaining their vehicles and equipment, with the exception of heavy fire apparatus which the town is not equipped to maintain. Fleet Services continues to keep vehicles in safe operating condition and prolong their longevity by providing routine services and emergency vehicle inspection on a scheduled basis. The department is equipped to provide emergency road service if necessary. There is over 10 million dollars' worth of equipment and vehicles maintained by 3 qualified and certified technicians. Fleet services also provides fuel for all departments excluding Police Services that provide their own fuel at police headquarters.

***Budget Change Commentary:***

This program budget will be increasing by 2.16% to account for salary increases.

***Program Objectives and Goals FY 2018:***

- To continue to provide superior service to all of the towns vehicles with competitive savings.
- To continue to 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
- Recommend the replacement of vehicles and equipment due to deterioration of major body components, safety and specific program needs.
- To continue to revamp shop and shop storage area for improved efficiency and safety.

***Program Accomplishments FY 2017:***

- Fleet services continues to look for value and efficiency in all aspects of our operation. It is with this spirit that we are able to submit a budget with only a 1.5% increase. The department is able to maintain over 10 million dollars of rolling stock with only 3 mechanics due to our unique processes. This feat is no small accomplishment and does not happen by default, but rather is the product of a philosophy which always asks, "Can we do this better?"
- Implemented a service schedule that allows us to preemptively perform maintenance work off season when parts are not at a premium and more readily available.
- Refurbished another dump truck with considerable savings for the town, allowing the fleet to have some redundancy in case of a breakdown during an event.
- Revamped storage area to allow for more precise stock control and more efficient flow of work and personnel.
- Fabricated custom storm water grate at a huge cost savings to the towns' residents.
- Installed snow blower on loader to facilitate snow removal during large snow storms.
- Designed and built an undercarriage wash system to continue preservation of town vehicles and equipment.

***Assigned Positions:***

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Fleet Manager	1	1.0
3	3.0	2	2.0	Mechanic	2	2.0
0	0	1	1.0	Assist. Mechanic	1.0	1.0



<b>Performance Data</b>	<b>Actual 2013-2014</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Estimated 2016-2017</b>	<b>Anticipated 2017-2018</b>
Maintenance – Scheduled Repairs	771	754	738	750	765
Maintenance – Unscheduled Repairs	293	330	230	240	250
Road Calls	72	68	58	60	65
Fuel – Unleaded (Gallons)	33,139	32,502	35,032	42,000	42,000
Fuel – Diesel (Gallons)	34,150	36,059	30,784	28,000	28,000
Street Department Vehicles & Equipment Beyond Life Expectancy	7	10	14	15	10
Dump Trucks	16	16	15	17	19
Small Trucks & Pickups	23	21	21	23	28
General Fleet Vehicles	17	17	17	17	22
Buses	3	3	4	4	4
Police Department Vehicles	42	42	41	41	42
Heavy Equipment / Trailers	34	40	41	41	41

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
257,326	284,468	13113100	00110	FULL TIME SALARIES	299,219	299,219	299,219
37,999	36,821	13113100	00111	OVERTIME	39,821	39,821	39,821
250	3,278	13113100	00112	LONGEVITY	3,278	3,278	3,278
0	0	13113100	00114	TEMPORARY	0	0	0
31,968	29,625	13113200	00221	OPERATING MATERIAL	30,745	30,745	30,745
227,007	299,944	13113200	00222	VEHICLE & EQUIP SUPPLIES	299,944	299,944	274,944
3,639	13,650	13113200	00228	SMALL TOOLS	13,650	13,650	13,650
141,316	164,870	13113200	00232	FLEET & EQUIP REPAIR	164,870	164,870	164,870
14,079	11,760	13113300	00371	MAINTENANCE CONTRACTS	13,560	13,560	13,560
154,355	89,300	13113300	00373	REPAIR/MAINT EQUIPMENT	89,300	89,300	89,300
250	500	13113300	00374	FEES & MEMBERSHIPS	500	500	500
3,884	5,100	13113300	00375	RECRUITMENT & TRAINING	5,100	5,100	5,100
0	16,000	13113400	00442	DEPARTMENT EQUIPMENT	16,000	16,000	16,000
872,073	955,316	TOTAL			975,987	975,987	950,987
		PERCENTAGE CHANGE			2.16%	2.16%	-0.45%

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

The Public Buildings Division consists of three full-time staff members. The division utilizes three overlapping shifts that cover the hours between 7a.m. to 10 p.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 leaseholds 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 capital 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 for sixteen facilities. Building Security, HVAC Automation Control, Computerized Maintenance Management Systems, Card Access and Surveillance Systems, Utility tracking systems, and web based safety training systems and documentation are all managed and maintained by the Public Buildings Division.

***Budget Change Commentary:***

Budget increases will be seen in the following areas:

- Increased costs associated with storage of household goods from commercial and residential evictions
- Increased cost for MDC water rates
- Wapping Elementary School transition costs. Costs associated with moving in and equipment costs to set up the maintenance department in its new location
- Annual increase in Custodial and HVAC service contracts.
- Additional costs for maintenance repairs and custodial cleaning at the new Rotary Pavilion
- Full Service HVAC and Automation contracts for the Annex
- Increase cost in Capacity Pass through Charges from ISO New England (Electricity Generation)

***Program Objectives and Goals FY 2018:***

- Manage services provided by vendors for contract compliance. Update State and Federal regulations program for newly installed boilers and generators NESHAP Air Emission Standards
- Reorganize the second floor Public Works space as vacancies now that Facilities and Health Department have moved to the EOC. Replace carpets in the same areas.
- Move and set up Maintenance operations into Wapping School
- Upgrade interior and exterior lighting and controls with LED technology (phase one) at the Public Library and Police Department Buildings
- Continue identifying, documenting and implementing new Standard Operating Procedures (SOP's) for staff.

***Program Objectives and Goals FY 2018 (cont'd):***

- 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 stakeholders 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 they are needed.
- Continue repairing double hung windows at the Community Center

- Design and bid and manage heat pump and cooling tower replacement project at the Community Center
- Plan and execute the removal and relocation of the high voltage transformer from the boiler room at Town Hall to a proper location outside the building
- Complete phase II of the Fire Code upgrades at Town Hall
- Plan, schedule, coordinate and manage Human Services planned renovations at the Community Center
- Complete duct cleaning on upper level of the Library
- Complete Town Managers Office Updates
- Start planning for the installation of a VOIP phone system for Town Hall

***Program Accomplishments FY 2017:***

- Closed out the renovation of the Emergency Operations Center and transition support staff into the building.
- Removed deteriorated brick columns supporting portico at the Community Center and wrapped the columns with vinyl PVC boards and finish trim.
- HVAC Building Automation Upgrades all buildings
- Retrofitted twenty-three architectural pendant globe lights at the Library
- Painted the Teen Center at the Community Center
- Painted the Banquet Hall at the Community Center
- Installed new LED lamp post lights between Town Hall and Library walkways
- Installed three new cameras at Town Hall and Two new cameras at the Town Garage
- Removed and replaced 100 linear feet of gutters at Town Garage
- Solicited RFP's for Custodial Cleaning and HVAC services, signed contracts for both
- Installed new panic buttons at Town Garage
- Removed and replaced all old sinks in men's and ladies rooms in Town Hall
- Installed new LED lighting in the locker and shower rooms at the VMP
- Installed new countertop security glass in the Tax Collectors Office
- Removed and replaced rotted "I" Beam under the front entry doors at Town Hall and removed old wooden doors and replaced with modern storefront aluminum framed glass and doors
- Sandblasted and painted the handicapped hand railing in front of the Wapping Community House
- 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.
- Repainted exterior of Rotary Pavilion
- Installed new projector and associated electronic controls at the Annex

***Department Challenges:***

We continue to request additional staff in the way of a Maintenance Supervisor and Building Maintainer. Both positions are crucial to maintaining the existing, newly built, and renovated buildings and associated assets. With these new facilities comes additional administrative duties like contract management, equipment testing and inspections, code compliance and a host of other duties. These added administrative duties and tasks continue to outpace our ability to manage them on a timely basis. We now maintain 25%

***Department Challenges (cont'd):***

more square feet of building space with the same staffing levels as we did in 2008. In addition, we are now maintaining a new EOC and will be maintaining a new Rotary Pavilion at VMP this summer.

***Assigned Positions***

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Facilities Manager	1	1.0
3	3.0	3	3.0	Building Maintainers	3	3.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Work Orders Completed	1,430	1,637	1,545	1,644	1,745
Work Order Requests	1,280	1,455	1,402	1,464	1,266
Energy Use All Buildings (kWh in Millions)	1.850	1.722	1.807	1.907	1.957

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
233,665	243,389	13200100 00110	FULL TIME SALARIES	388,168	260,025	260,025
3,476	1,879	13200100 00111	OVERTIME	2,500	2,500	2,500
1,200	4,731	13200100 00112	LONGEVITY	4,731	4,731	4,731
38,852	43,330	13200200 00221	OPERATING MATERIAL	53,933	53,933	53,933
698	5,650	13200200 00223	UNIFORMS & CLOTHING	5,650	5,650	5,650
43	900	13200200 00228	SMALL TOOLS	900	900	900
1,255	0	13200300 00320	PROFESSIONAL	0	0	0
3,718	8,160	13200300 00330	RENTAL & LEASES	15,396	15,396	15,396
481,749	762,509	13200300 00360	UTILITIES	917,259	817,509	817,509
375,617	405,570	13200300 00371	MAINTENANCE CONTRACTS	538,520	488,520	488,520
98,585	61,990	13200300 00372	REPAIR/MAINT FACILITIES	79,990	72,490	72,490
127,551	90,595	13200300 00373	REPAIR/MAINT EQUIPMENT	147,095	95,595	95,595
1,530	1,650	13200300 00374	FEES & MEMBERSHIPS	1,650	1,650	1,650
0	0	13200400 00430	CAPITAL PROJECTS	0	46,500	0
0	34,540	13200400 00442	DEPARTMENT EQUIPMENT	70,000	0	0
1,367,939	1,664,893		TOTAL	2,225,792	1,865,399	1,818,899
			PERCENTAGE CHANGE	33.69%	12.04%	9.25%

<b>PROGRAM</b>	<b>PUBLIC WORKS – REFUSE DISPOSAL</b>	<b>3240</b>
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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 2018:***

- 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
- Coordinate efforts with DEEP to ensure registration of all haulers working within the Town
- Explore new ways to implement unit – based pricing systems for refuse disposal

***Program Accomplishments FY 2017:***

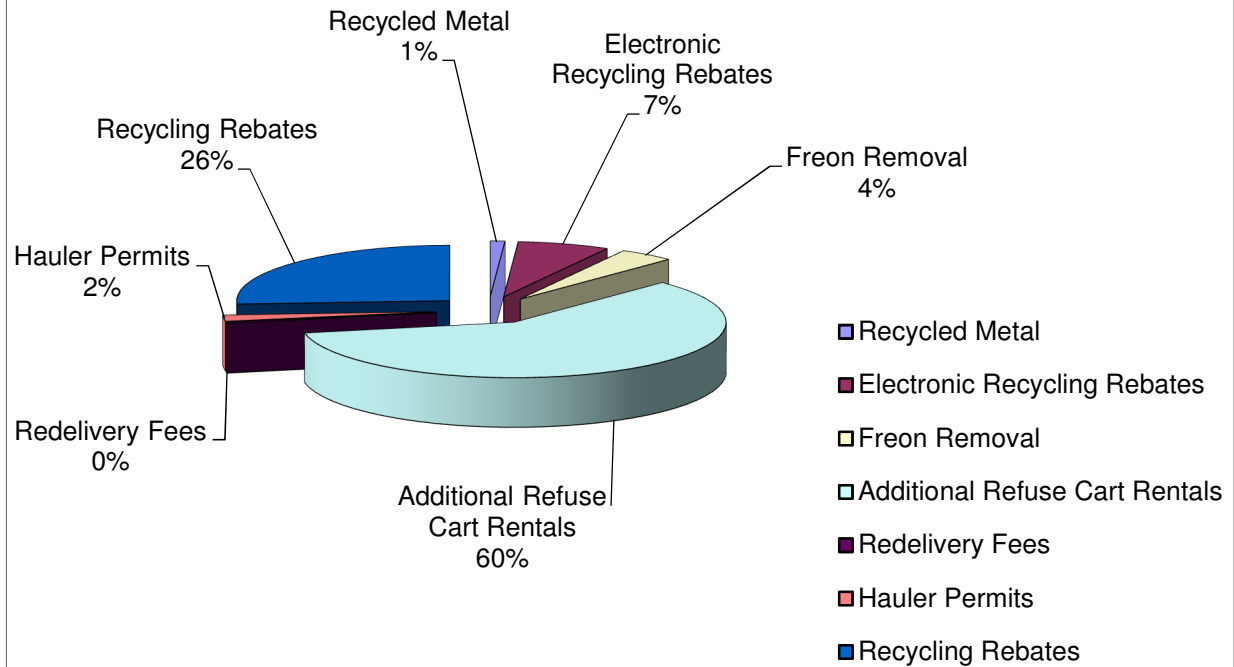
- Implementing a textile Recycling Program

***Assigned Positions:***

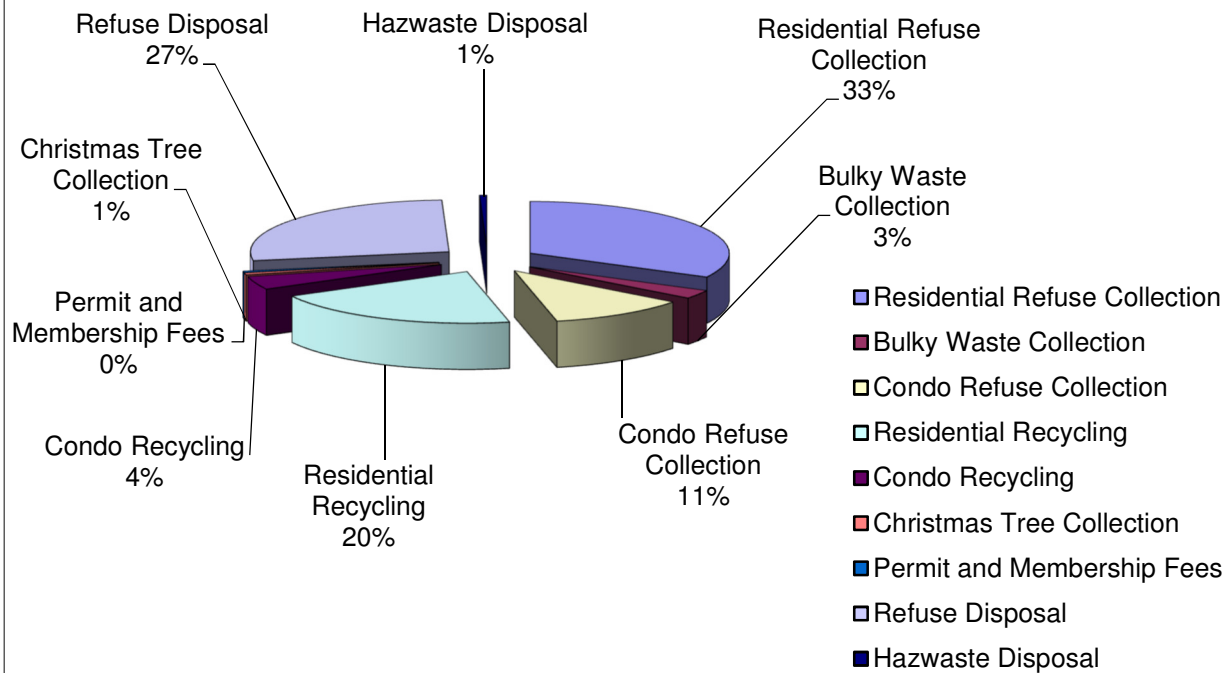
2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	.75	1	.75	Contract Compliance Officer	1	.75
1	.20	1	.20	Pollution Control Superintendent	1	.20

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Number of Residential Units	7,902	7,930	7,950	7,969	7,998
Annual Refuse (tons) Per Residential Unit	0.92	0.92	0.91	0.90	0.90
Annual Recyclables (tons) Per Residential Unit	0.34	0.33	0.33	0.34	0.33
Annual Household Hazardous Waste (tons)	3.3	2.5	2.5	2.5	2.5
Annual Bulky Waste Disposal (tons)	481	541	612	600	600
Annual Collection of Electronic Recyclables (tons)	68	52	79.47	80	80

## REFUSE & RECYCLING REVENUE SUMMARY 2017/2018



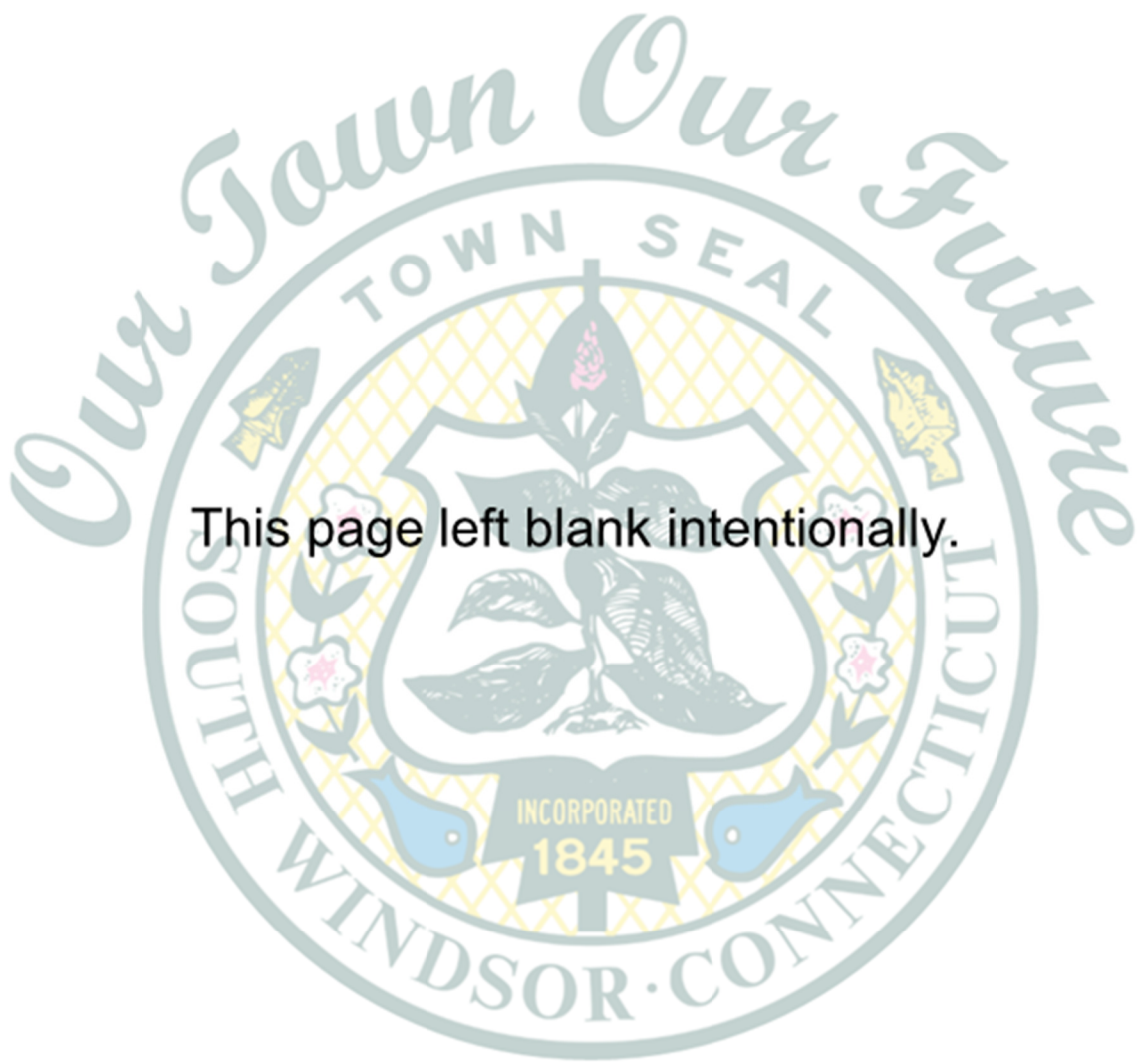
## REFUSE & RECYCLING EXPENDITURE SUMMARY 2017/2018





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

2015/2016	2016/2017				2017/2018	2017/2018	2017/2018
COUNCIL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
51,343	54,650	13240100	00110	FULL TIME SALARIES	55,636	55,636	55,636
0	0	13240200	00221	OPERATING MATERIAL	0	0	0
1,374,128	1,389,927	13240300	00320	PROFESSIONAL	1,383,533	1,383,533	1,383,533
0	0	13240300	00350	PRINTING	0	0	0
2,637	8,137	13240300	00374	FEES & MEMBERSHIPS	9,014	9,014	9,014
489,979	522,500	13240300	00390	OTHER PURCHASE SERVICE	529,517	529,517	529,517
0	0	13240400	00442	DEPARTMENT EQUIPMENT	0	0	0



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## 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	2016-2017 Council Approved	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Council Approved
6110	Environmental Health	173,958	182,184	177,184	169,626
6260	Visiting Nurse and Community Care, Inc.	14,696	14,696	14,696	14,696
6210	Human Services – Administration	85,598	92,272	92,272	92,272
6215	Human Services – Youth and Family Services	285,841	291,509	291,509	291,509
6225	Human Services – Adult and Senior Services	384,066	431,969	431,969	410,969
6250	Human Services – Sheltered Workshops	2,697	2,697	2,697	2,697
6240	Human Services – Adult and Senior Services – Transportation	70,366	97,670	97,670	88,670
	<b>Total Human Services</b>	<b>1,017,221</b>	<b>1,112,997</b>	<b>1,107,997</b>	<b>1,070,439</b>

<b>PROGRAM</b>	<b>ENVIRONMENTAL HEALTH</b>	<b>6110</b>
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***Program Explanation:***

The South Windsor Health Department is responsible for protecting the community from potential health hazards by creating and maintaining conditions that keep people healthy. The public health mission is to Prevent Illness, Promote Wellness, and to Protect Health. In South Windsor, we strive to fulfill this mission by preventing the onset and transmission of disease, promoting awareness through education, and protecting the public through environmental health investigations and inspections. The Health Department staff is committed to enforcing the State of Connecticut Public Health Code, Connecticut General Statutes and Local Ordinances pertaining to public health. Environmental Health Services provided by the Department include: Food Service Establishment Inspections (350 required annually), Temporary Food Event Inspections (100 required annually), Food Service 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 bi-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:***

- \$1500 increase for software maintenance contract
- \$1000 increase for additional office furniture needed
- \$2000 increase for Public Health Emergency Preparedness Funding

***Program Objectives and Goals FY 2018:***

- Increase department revenue by addressing current fee schedule and adoption of new health ordinances. A very modest fee proposal would generate about \$26,000.000 in revenue based on the activities of the last fiscal year.
- Lead Poisoning Prevention outreach and case management.
- Increase in number of Food Service Inspections conducted to meet minimum statutory requirements.
- Create and implement daycare establishment permitting.

***Program Accomplishments FY 2017:***

- Created and implemented food service establishment permitting.
- Created and implemented public pool permitting.
- Developed electronic inspection forms and database for use in the field, which streamlines inspection times and data management.
- Developed and increased electronic file retention systems, which allows for more complete record storage without taking up filing cabinet, storage, or desk space.
- Developed and implemented Everbridge call down lists for local businesses and medical professionals to be notified of pertinent public health emergencies and other relevant time sensitive information.
- Awarded Lead Poisoning Prevention Grant from Connecticut Department of Public Health.
- Updated Health Department website with health recalls, forms and educational information
- Created the South Windsor Emergency Preparedness Coalition (SWERC) which includes departments town-wide to discuss relevant emergency preparedness topics as they relate to our town.
- Participated in MDA 31 Logistics Drill 2/17/17 testing how pallets of medication would be shared from Windsor to South Windsor in order to set up a POD for residents of South Windsor.

**Program Accomplishments FY 2017 (cont'd):**

- Hosted Region 3 Ebola Full Scale Exercise 3/21/2017.
- Maintain current level of quality public health services.

**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	1	1	Environmental Health Officer	1	1
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 Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Food Service Inspections (includes routine, re-inspections, emergency response inspections, temporary food events, complaints)	195	107	160	175	200
Food Service Plan Reviews			77	80	80
Child Care Facility Inspections (includes routine & re-inspections)	16	6	10	5	8
Pool Inspections (includes routine and re-inspections)	13	3	11	3	15
Hotel/Motel Inspections	24	20	32	35	35
Lead Poisoning/Elevated BLL Cases	1	0	1	3	3
Soil Testing Conducted (includes deep test pits and percolation testing)	6	0	1	0	1
Septic Permits Issued – New Construction	23	34	52	40	40
Septic Permits Issued- Repairs	1	4	1	4	5
B100a Reviews	11	5	9	5	10
Well Permits Issued	10	10	11	5	8
Laboratory Activities (water testing, lead testing, rabies cases, tick testing)	7	3	4	15	10
Environmental Complaint Investigations	80	6	18	20	20
Misc. Inspections and Investigations (cosmetology, tattoo parlors, GI outbreak, foodborne outbreak)	48	29	34	30	30

**Health Department Existing and Proposed Fee Schedule  
January 2017**

Foodservice

	Lowest	Highest	Average	South Windsor current	South Windsor proposed	How many last year?
Class I	60	150	111	0	50	17
Class II	123	225	172	0	100	8
Class III	144	350	281	0	125	17
Class IV				0		65
0-25 seats	125	440	333		100	
25-49 seats	200	440	350		150	
50+ seats	265	500	398		200	
Plan Review	170	230				
Temporary	40	75	58	0	50	77
Seasonal and/or Farmer's Market	50	138	96	0	50	15
Reinspection fee	100	200 or 50% annual	138	0	50	20
Prorate fees	Proposed- New applications that come in after July 1 are charged ½ fee of Class. Applications that come in after November 1 are charged full fee, but given a license for the remainder of the fiscal year plus the entire next fiscal year.					
Based on month- 12 rates						
New applications in last 2 months of licensing year are given permit for remainder current year + whole next year no add'l cost						
New applications in last 2 months of licensing year are given permit for remainder current year + whole next year no add'l cost; new applications 3 months before end of licensing year get charged ½ rate						
Approximate Revenue Possible based on 2015-16 Activity						\$17,500

**Health Department Existing and Proposed Fee Schedule  
January 2017**

\*Subsurface Sewage/Land Use/Other

	Lowest	Highest	Average	South Windsor current	<b>South Windsor proposed</b>	How many last year?
Lot Site Investigation (LSI)	125/lot new 100/lot repair	200/lot new 200/lot repair	150/lot	0	<b>100/lot</b>	22
LSI Retest	150	350	250	0	<b>150/lot</b>	Not tracked
Plan Review	100	250	225	0	<b>200/lot (with 1 revision)</b>	9
Revised Plan Review	100	100	100	0	<b>100/lot</b>	Not tracked
Subdivision Plan Review (3 or more lots)	100/lot	150/lot	125/lot	0	<b>100/lot</b>	N/A
New Septic Permit	150	350	250	0	<b>200</b>	1
Repair Septic Permit	50	225	100	10	<b>100</b>	9
Tank Only Repair	100		100	10	<b>100</b>	Not tracked
B100a	50		50	0	<b>50</b>	11
Well Only Plan Review	25	125	75	1	<b>50</b>	4
Motel	100	400	300	0	<b>250</b>	1
Pools	100	150	125	0	<b>100</b>	19
Tattoo Filing Fee	100			0	<b>50</b>	Not tracked
Cosmetology	50	200	125	0	<b>100</b>	Not tracked
Cosmo Plan Review	100			0	<b>50</b>	Not tracked
Daycare	100/Insp		100	0	<b>50</b>	11
Approximate Revenue Possible based on 2015-16 Activity						\$8,550.00
<b>Approximate Total Revenue Possible based on 2015-16 Activity</b>						<b>\$26,050.00</b>

\*Will require local ordinance changes/updates

## Health Department Strategic Plan

<b><u>NEEDS/ PRIORITIES</u></b>	<b>RESPONSIBILITY LEAD &amp; SUPPORT/ KEY INTERFACES</b>	<i>ISSUES/CONCERNS</i>	<i>STRATEGIC RESPONSES</i>	<b>SUCCESS INDICATORS</b>	<i>REFERENCE MATERIAL</i>
Transition from a Part-Time Department to a Full-Time Department	Environmental Health Officer Town Manager	<ul style="list-style-type: none"> <li>DPH looking to consolidate remaining part time departments</li> <li>SW would lose local control over department</li> <li>Full time staff with MPH needed to be full time DOH</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Health Officer earns MPH to become full time DOH</li> </ul>	<ul style="list-style-type: none"> <li>Becoming a full-time health department</li> </ul>	<ul style="list-style-type: none"> <li>State Statutes</li> </ul>
Staffing	Town Council Town Manager Environmental Health Officer	<ul style="list-style-type: none"> <li>Not meeting State required inspection schedule</li> <li>Lacking local ordinances</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> <li>Grant Funding</li> </ul>	<ul style="list-style-type: none"> <li>Increase inspections</li> <li>Increase scope of inspection services available</li> </ul>	<ul style="list-style-type: none"> <li>State Statutes</li> <li>Inspection database</li> </ul>
Health Education Programs	Environmental Health Officer Director of Human Services Director of Parks and Recreation	<ul style="list-style-type: none"> <li>Lack of health promotion educational programs</li> <li>Need a Health Educator on staff (CHES preferred)</li> </ul>	<ul style="list-style-type: none"> <li>Grant Funding</li> <li>Public education</li> </ul>	<ul style="list-style-type: none"> <li>Offering health education programs for residents</li> </ul>	
Food Safety Training Program	<b>Environmental Health Officer</b> Environmental Health Specialist	<ul style="list-style-type: none"> <li>Lack of local low cost resources for food service operators to educate their staff</li> <li>Health Department only offers enforcement; not acting as a local asset to enrich the knowledge base of food service workers</li> </ul>	<ul style="list-style-type: none"> <li>Develop a food safety training program to be offered to local food service staff</li> </ul>	<ul style="list-style-type: none"> <li><b>Active enrollment in food service education program</b></li> <li>Overall food service inspection scores increase</li> <li>Decreased food service complaints/Foodborne Alert Complaint Forms</li> </ul>	
Charge Annual Fees for Services Provided	Town Council Town Manager Environmental Health Officer	<ul style="list-style-type: none"> <li>SW is the only local Health Department not charging food service, daycare, pool, motel fees</li> <li>SSD and Well fees are antiquated</li> </ul>	<ul style="list-style-type: none"> <li>Pass local ordinance to increase fee structure</li> </ul>	<ul style="list-style-type: none"> <li><b>Health Department can sustain expansion due to increased revenue</b></li> </ul>	<ul style="list-style-type: none"> <li>Fee structures of local health departments and districts</li> </ul>
Local Cosmetology Ordinance	Town Council Town Manager Environmental Health Officer	<ul style="list-style-type: none"> <li>SW does not have any local ordinance to oversee cosmetology, salon, or barbershop establishments (No state statute to reference)</li> </ul>	<ul style="list-style-type: none"> <li>Pass local ordinance to outline cosmetology safety regulations, plan review, and inspection frequency</li> </ul>	<ul style="list-style-type: none"> <li><b>Permitting and inspecting cosmetology establishments</b></li> </ul>	<ul style="list-style-type: none"> <li>Local health department regulations throughout the state</li> </ul>



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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
47,818	66,300	16110100 00110	FULL TIME SALARIES	67,626	67,626	67,626
29,558	38,610	16110100 00113	PART TIME WAGES	39,382	39,382	31,824
0	0	16110100 00114	TEMPORARY	0	0	0
330	1,000	16110200 00210	OFFICE SUPPLIES	550	550	550
2,252	6,000	16110200 00221	OPERATING MATERIAL	4,133	4,133	4,133
330	600	16110200 00223	UNIFORMS & CLOTHING	600	600	600
137	200	16110200 00228	SMALL TOOLS	200	200	200
31,588	55,700	16110300 00320	PROFESSIONAL	61,200	56,200	56,200
286	300	16110300 00350	PRINTING	300	300	300
897	1,248	16110300 00374	FEES & MEMBERSHIPS	1,193	1,193	1,193
3,025	4,000	16110300 00375	RECRUITMENT & TRAINING	4,000	4,000	4,000
0	0	16110400 00396	PUBLIC HEALTH EMERGENCY PREP	2,000	2,000	2,000
0	0	16110400 00441	OFFICE EQUIPMENT	1,000	1,000	1,000
116,220	173,958		TOTAL	182,184	177,184	169,626
			PERCENTAGE CHANGE	4.73%	1.85%	-2.49%

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

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

***Budget Change Commentary:***

There is no change in the program budget.

***Program Objectives and Goals FY 2018:***

- 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 2017:***

- 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.

<b>Performance Data</b>	<b>Actual 2013-2014</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Estimated 2016-2017</b>	<b>Anticipated 2017-2018</b>
Geriatric Support- Visits	20	3	11	8	7
Home Health Aides- Visits	190	1	8	5	8
Meals on Wheels	94	13	4	10	8
Elder Wellness Program - Hours	150	101	150	150	150
Flu Vaccine- Shots Administered	222	220	196	202	200

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
6,668	14,696	16260300 00380	GRANTS & CONTRIBUTIONS	14,696	14,696	14,696
6,668	14,696		TOTAL	14,696	14,696	14,696
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>HUMAN SERVICES – ADMINISTRATION</b>	<b>6210</b>
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***Program Explanation:***

The 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/Transportation Coordinator 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 2018:***

- 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.
- Apply for a grant to replace an aging 20 passenger wheelchair equipped bus OR wheelchair accessible mini van

***Program Accomplishments FY 2017:***

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

***Assigned Positions:***

2015-2016		2016-2017		Position Title	2017-2018	
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 Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Purchase orders processed	535	471	492	200	150
Vouchers processed	547	462	567	650	700
# of riders on senior/disabled busses (unduplicated)	574	591	565	600	625
# of medicals	830	912	1216	1,286	1300
# of miles logged on busses	62,173	66,009	70,354	68,258	71,000

**Function** HUMAN SERVICES  
**Department** HUMAN SERVICES  
**Division** ADMINISTRATION  
**Division Code** 6210

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
44,833	44,866	16210100 00110	FULL TIME SALARIES	51,000	51,000	51,000
0	0	16210100 00111	OVERTIME	0	0	0
0	0	16210100 00112	LONGEVITY	0	0	0
27,741	27,591	16210100 00113	PART TIME WAGES	28,132	28,132	28,132
0	0	16210100 00114	TEMPORARY	0	0	0
3,384	4,700	16210200 00221	OPERATING MATERIAL	4,700	4,700	4,700
171	500	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
500	1,000	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
83,568	85,598		TOTAL	92,272	92,272	92,272
			PERCENTAGE CHANGE	7.80%	7.80%	7.80%

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

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

***Budget Change Commentary:***

This budget reflects a 2% salary increase for full and part time staff excluding Teen Center supervisor positions.

***Program Objectives and Goals FY 2018:***

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

***Program Accomplishments FY 2017:***

- Secured \$22,574 State of CT. Department of Education, Youth Service Bureau Grant
- Secured \$5, 817 State of CT. Department of Education, YSB Enhancement 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
- 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.
- Expanded the current prevention and positive youth development programs offered out of the Teen Center
- 2, 415 visits to the Teen Center (a 40% increase in visits compared to following year)
- Increased supports services provided to the South Windsor elementary schools.
- Began to offer education & seminars to South Windsor school staff on pertinent topics.
- Provided educational opportunities to those that serve on our various boards and groups to best address the needs of youth in South Windsor.
- 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.

**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
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)	6	-
1	-	1	-	Contractual Clinician (3-7 hrs per week)	1	-

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Positive Youth Development Program Participants	2,797	1,900	2,045	2,000	2,000
Teen Center Participants	313	275	252	260	280
Parenting Education and Support Clients	462	485	402	380	400
Juvenile Court Diversion - Juvenile Review Board Cases	13	16	4	10	10
Individual/Family/Group Counseling Clients	70	85	68	75	80

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
104,045	115,664	16215100 00110	FULL TIME SALARIES	117,955	117,955	117,955
110,027	130,962	16215100 00113	PART TIME WAGES	134,339	134,339	134,339
354	0	16215100 00114	TEMPORARY	0	0	0
6,512	10,275	16215200 00221	OPERATING MATERIAL	10,275	10,275	10,275
0	300	16215300 00310	ADVERTISING	300	300	300
7,378	20,020	16215300 00320	PROFESSIONAL	20,020	20,020	20,020
1,238	2,520	16215300 00330	RENTAL & LEASES	2,520	2,520	2,520
2,435	3,000	16215300 00350	PRINTING	3,000	3,000	3,000
500	500	16215300 00372	REPAIR/MAINT FACILITIES	500	500	500
2,506	2,600	16215300 00374	FEES & MEMBERSHIPS	2,600	2,600	2,600
234,995	285,841		TOTAL	291,509	291,509	291,509
			PERCENTAGE CHANGE	1.98%	1.98%	1.98%



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

The Adult and Senior Services Division provides support services for all Town residents 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. An additional \$40,000 is budgeted in the Capital Outlay fund to assist with building enhancements specific to senior citizen needs when Human Services takes over the community center.

***Program Objectives and Goals FY 2018:***

- 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 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
- Apply for a grant to replace an aging 20 passenger bus OR to purchase a wheelchair accessible mini van
- Continue to provide administrative oversight of the entire Human Services Department
- Celebrate the 10<sup>th</sup> Anniversary of the Triad for Senior Safety

***Program Accomplishments FY 2017:***

- Created a Friends of the South Windsor Senior Center 501c3 organization to raise funds for building enhancements specific to accessibility
- Received 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
- Increased the CARES Program to five days per week (social day program for seniors who need supervision and social stimulation)
- For a sixth 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 \$1,400
- Provided outreach at five housing sites, Post Office, doctor’s offices and civic groups; 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:**

2015-2016		2016-2017		Position Title	2017-2018	
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 Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Office visits (with caseworkers)	2,115	1,669	1,326	1,500	1500
CEAP Energy Assistance Applications Processed	431	421	408	400	400
Contacts for Medicare CHOICES Counseling	102	85	118	120	120
Completed Homeowners Tax Relief and Renters Rebate Applications	500	372	497	300	400
Households Assisted with Private Fuel and Operation Fuel Funds	132	141	129	120	120
People served in food bank annually	700	489	457	500	500
Caregivers who attended monthly support group	85	82	50	50	50
# of families receiving Thanksgiving Baskets/# people in those families	210/437	158/372	193/457	186/405	195/425
Children and seniors served in the Holiday Toy/Gift Program	266	256	233	234	225
Meals served at congregate lunch site	7,000	7,562	8,452	8,400	8,000
Trips offered at senior center	125	110	133	120	115
People who attended trips	2,929	2,556	1,905	2,000	2,000
Attendees for cards and games weekly	300	300	300	300	300
Attendees in Exercise Programs	309	300	350	375	350
Swipes in My Senior Center Program	30,989	30,000	28,272	29,000	30,000
Volunteers	195	210	230	240	250
Newsletters distributed monthly	1,700	1,850	1,950	2,000	2,100

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
276,513	281,945	16225100 00110	FULL TIME SALARIES	287,607	287,607	266,607
60,954	73,122	16225100 00113	PART TIME WAGES	75,363	75,363	75,363
7,519	9,000	16225200 00221	OPERATING MATERIAL	9,000	9,000	9,000
0	0	16225300 00310	ADVERTISING	0	0	0
8,422	11,000	16225300 00320	PROFESSIONAL	11,000	11,000	11,000
1,191	1,311	16225300 00330	RENTAL & LEASES	1,311	1,311	1,311
3,013	3,500	16225300 00350	PRINTING	3,500	3,500	3,500
1,188	1,188	16225300 00360	UTILITIES	1,188	1,188	1,188
395	1,000	16225300 00373	REPAIR/MAINT EQUIPMENT	1,000	1,000	1,000
689	700	16225300 00374	FEES & MEMBERSHIPS	700	700	700
280	300	16225300 00375	RECRUITMENT & TRAINING	300	300	300
138	1,000	16225300 00390	OTHER PURCHASE SERVICE	1,000	1,000	1,000
0	0	16225400 00441	DEPARTMENT EQUIPMENT	40,000	40,000	40,000
360,303	384,066		TOTAL	431,969	431,969	410,969
			PERCENTAGE CHANGE	12.47%	12.47%	7.00%

<b>PROGRAM</b>	<b>HUMAN SERVICES – SHELTERED WORKSHOPS</b>	<b>6250</b>
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***Program Explanation:***

MARC of Manchester provides 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.

<b>Performance Data</b>	<b>Actual 2013-2014</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Estimated 2016-2017</b>	<b>Anticipated 2017-2018</b>
Employment services	10	10	15	16	17
Residential service	3	2	2	3	4
In-Home personal support	3	3	2	3	4
Summer Camperships	5	3	0	0	0

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
2,697	2,697	16250300 00380	GRANTS & CONTRIBUTIONS	2,697	2,697	2,697
			TOTAL	2,697	2,697	2,697
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>HUMAN SERVICES – ADULT AND SENIOR SERVICES – TRANSPORTATION</b>	<b>6240</b>
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***Program Explanation:***

The Town provides bus transportation services to senior citizens (60+) and persons with disabilities. Destinations include senior center, sheltered workshops, medical appointments including dialysis 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; an additional twenty (20) hours per week for drivers to meet the demands of increased medical appointments.

***Program Objectives and Goals FY 2018:***

- Apply for grant for a new 20 passenger lift equipped bus to replace aging bus OR wheelchair accessible mini van
- To continue to work to meet continued needs / demands for transportation services

***Program Accomplishments FY 2017:***

- Secured DOT Grant to supplement our transportation program
- Unduplicated ridership increased by 462 people in two year period (approximately 10% more)
- 30% increase in medical transportation in two year period

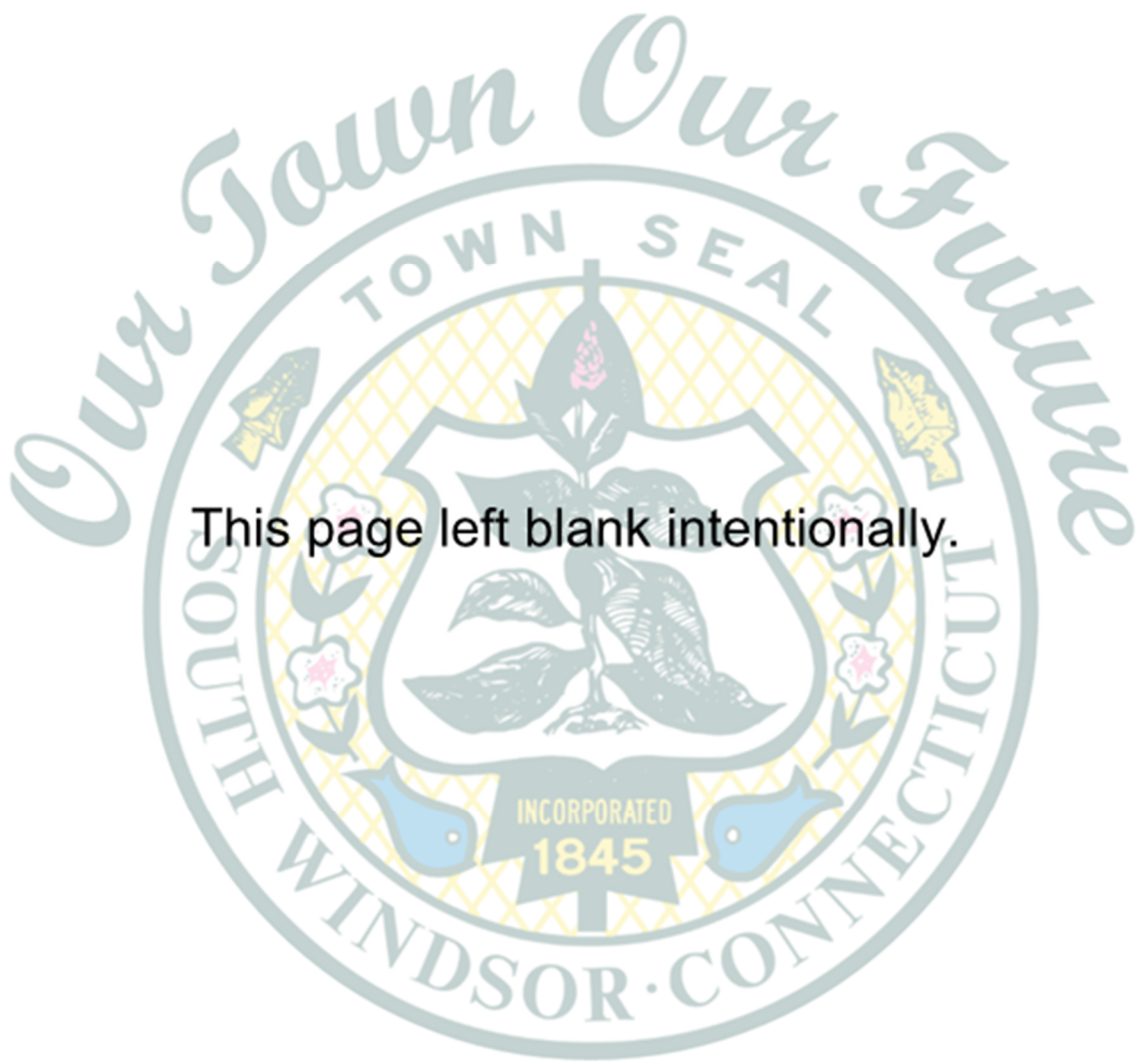
***Assigned Positions:***

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
6	6 PT	6	6 PT	Bus Drivers	6	6 PT

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Annual Bus Mileage	62,173	66,009	70,354	68,258	71,000
Unduplicated Ridership	574	591	565	600	625
Medicals	830	912	1,216	1,286	1,300

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
0	0	16240100 00111	OVERTIME	0	0	0
87,098	70,366	16240100 00113	PART TIME WAGES	88,670	88,670	88,670
0	0	16240400 00442	DEPARTMENT EQUIPMENT	9,000	9,000	0
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87,098	70,366		TOTAL	97,670	97,670	88,670
			PERCENTAGE CHANGE	38.80%	38.80%	26.01%



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## CULTURAL AND LEISURE SERVICES

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

Account Code	Descriptions	2016-2017 Council Approved	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Council Approved
5112	Parks and Recreation – Administration	604,763	600,720	600,720	289,043
5150	Parks and Recreation – Parks	1,386,217	1,536,553	1,446,778	1,387,278
5510	Library	1,063,027	1,090,118	1,090,118	1,063,027
	<b>Total Cultural and Leisure Services</b>	<b>3,054,007</b>	<b>3,227,391</b>	<b>3,137,616</b>	<b>2,739,348</b>

# MISSION STATEMENT

2011

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



**SOUTH WINDSOR**  
**Parks & Recreation**

<b>PROGRAM</b>	<b>PARKS &amp; RECREATION DEPARTMENT - ADMINISTRATION DIVISION</b>	<b>5112</b>
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***Program Explanation:***

Effective July 1, 2010 the Recreation Department was merged with the Parks 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 & 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 as an upgrade to an Administrative Secretary position). The fourth Recreation Supervisor position was created in September 2014 re-structured 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 will effectively manage the \$3,830,860 proposed SRRF budget representing over 4000 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 reduced Administration budget of \$290,353 originally proposed at \$600,720 and a \$1,387,278 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:***

**Although \$600,720 is needed to support our administrative budget, an unprecedented \$310,367 was removed with the expectation that the Special Revenue Recreation Fund will reimburse the general fund 52% of salaries. This displays as a -52% change from the previous year. We realize that these are perhaps the most difficult budget times in our town's history, and we have to "do our part", but please be aware that this is an extremely dangerous practice that will not be sustainable without dramatic increases in user fees in the future. Our fear then is that we will become unaffordable for many of our residents, depriving them of a healthy lifestyle, minimizing their quality of life and becoming a less attractive community in which to live.**

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

- \$565,829 or 94% of this budget segment (line item 100 personnel) is needed to support our critical administrative staff – the staff that makes all the other departmental budgets work successfully. All full time salaries were increased by 2% across the board.
- For the 2017-2018 budget we must include the continuation of rental fees to support remote storage in the wake of losing our critical bulk storage at the Old Post Office to the E.O.C. project. A five-year progressive lease agreement for a 3,400 SF local commercial space was executed in October, 2015 and is shared with the Building Maintenance Division of Public Works. As a result two-thirds of the annual rate, or \$16,632, appears in our Administration budget with the remaining third in DPW's budget. The 2017-18 monthly rate is \$2,100, up minimally from \$2,000 for the first two years.
- We are also asking to increase professional membership & development funds in line item 374 drastically reduced over the previous few years to \$7,310 (up \$1,710 from last year) to keep our professional staff on the cutting edge of industry trends and rapidly evolving standards. **This took a subsequent hit of \$1,300 in April reducing this line item to \$6,000**
- We are also in the second of a three-year lease/purchase agreement for our Dodge Caravan at an annual cost of \$7,864.

### ***Program Objectives and Goals FY 2017-2018:***

- 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.
- Heavy focus on staff development, orientation & training. With three new-hires with only 6 to 24 months experience, another with just 2.5 years' on the job and a fifth individual in a brand new promoted role for less than a year it is critical and advantageous to provide quality learning experiences, professional memberships and networking opportunities to bring them up to speed expeditiously. Simultaneously, we will determine 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 and implement plans to re-locate our operations to Wapping School.
- Expansion of community gardens (Nelson 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 targeted in the coming year are: Adult Programming, Financial Assistance, Programs in Parks, Programming "Holes" and Sponsorship.
- Implement increased rental facility fees 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.

### ***Program Accomplishments FY 2016-2017:***

- Ayers Road softball field grand opening successfully held on April 23, 2016.
- Completed year three activity with our Facebook account hitting an all-time high of 1,755 "likes" as of this revision 6/27/17.

### ***Program Accomplishments FY 2016-2017 (cont'd):***

- 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” tackled the following items this year: Independent Contracted Service Provider Policies, Registration Software Replacement, Summer Sports Camps and Volunteer Policies.
- 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
- Hired two new dynamic Recreation Supervisors and promoted another from within to Asst. Director replacing Ryan Kane who left to advance his career as Director of Recreation for the Town of Concord, MA, and Patrick Telman who accepted a position with the Newington Parks & Recreation Dept.

***Assigned Positions:***

2015-2016		2016-2017		Position Title	2017-2018	
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
4	4.0	4	4.0	Recreation Supervisor	4	4.0
1	1.0	1	1.0	Accounting Specialist	1	1.0
0	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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
554,775	572,640	15112100 00110	FULL TIME SALARIES	564,398	564,398	254,031
0	690	15112100 00111	OVERTIME	1,431	1,431	1,431
0	0	15112100 00112	LONGEVITY	0	0	0
148	500	15112200 00210	OFFICE SUPPLIES	500	500	500
0	0	15112200 00221	OPERATING MATERIAL	0	0	0
0	0	15112200 00223	UNIFORMS & CLOTHING	0	0	0
2,035	600	15112200 00231	DAILY OPERATING ACTIVITY	1,200	1,200	1,200
204	0	15112300 00320	PROFESSIONAL	0	0	0
58	24,733	15112300 00330	RENTAL & LEASES	25,031	25,031	25,031
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
2,199	5,600	15112300 00374	FEES & MEMBERSHIPS	7,310	7,310	6,000
0	0	15112300 00375	RECRUITMENT & TRAINING	0	0	0
0	0	15112300 00390	OTHER PURCHASE SERVICE	850	850	850
0	0	15112400 00441	OFFICE EQUIPMENT	0	0	0
0	0	15112400 00442	DEPARTMENT EQUIPMENT	0	0	0
559,419	604,763		TOTAL	600,720	600,720	289,043
			PERCENTAGE CHANGE	-0.67%	-0.67%	-52.21%

<b>PROGRAM</b>	<b>PARKS &amp; RECREATION DEPARTMENT - PARKS DIVISION</b>	<b>5150</b>
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***Program Explanation:***

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

The Parks & Recreation Department **administrative staff** consists of: the full-time positions of a Director, Assistant Director, a Parks Superintendent, four Recreation Supervisors, and an Accounting Specialist. These individuals effectively manage the proposed \$3,830,860 SRRF budget representing over 400 annual programs and services delivered by hundreds of seasonal or part-time employees, contracted service specialists and volunteers. Administrators also manage the proposed \$1,387,278 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, +2.93% for FY 2015-2016 and +7.9% for FY 2016-2017. That proudly represents an average increase of only 3.7% 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 18 new acres of open space resulting from the development of the Storm Debris Site/Fair Grounds at Rye Street Park on Brookfield Street, and 2,995 linear feet of new of public sidewalk to maintain (795 linear feet on Ayers Road Connecting the lower lot to the High School; 1,310 linear feet on the newly constructed Sidewalk on Nevers Road connecting the Community Center to Ayers Rd then to the High School; and 795 feet starting at Kelly Rd. going up Avery St.). The proposed 2017-2018 Parks Division operating budget initially requested a more assertive increase of 10.9%, or \$150,336 (\$1,536,553 versus \$1,386,207 last year). Although this was 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. This approach was streamlined at the Town Manager level with a reduction of \$89,775 providing a 4.37% increase with an adjusted bottom line of \$1,446,778.

For the 2017-2018 fiscal year we were once again proposing the addition of a "Parks Manager" position to assist our Superintendent in carrying out crew supervision, turf management and coverage in the Superintendent's absence. This position would also help us address the major concerns created by the anticipated expanded unfunded state mandate banning the use of pesticides on all public grounds – at all schools, public buildings and parks – and to help us continue to meet the high expectations of our facility users. **This \$78,000 position was removed as part of the aforementioned cuts made on 3/6/17.** Other significant impacts include:

- Full time salaries increased 2% to meet the union contract stipulated raise for crew members.
- The overtime account is up slightly 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 in previous years, and to service the local sports tournaments and special events on weekends.

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

- A \$14,670 increase was originally requested in 221, materials & supplies, and 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 to go under bleachers at premiere athletic fields. **This line item was reduced by \$6,775 on 3/6/17 which means some of these intentions will not be realized.**
- To maintain safe and playable turf on our premiere athletic fields and the added maintenance required at the new Orchard Hill School grounds and the Barton Property additional fertilizer and seed applications are necessary and as a result, our 226 landscaping account requires an additional \$13,875. **This request was reduced by \$5,000 on 3/6/17 to \$8,875 which will require us to re-evaluate some of these priorities.**
- The need for a paint tote mixer to properly and quickly prepare increased volumes of field marking paint has driven our 228 account up \$1,500.
- An increase of \$3,010 was necessary in our 360 utilities account to cover the anticipated 5% increase in water usage fees for our irrigation systems.
- My Friend's Place accessible playground is now 10 years old and despite many improvements made for the 10<sup>th</sup> anniversary celebration on June 24, 2017, it is still in dire need of equipment and safety fall surface updating, repairs and replacement. We anticipated needing \$20,000 to make these necessary improvements. We also hope to spend \$5,000 for a band-aide fix to the asphalt surfaces at the Rye Street Park basketball & tennis courts. Even with these anticipated expenses the 372 line item is flat.
- A new line item, 440 had been added to the budget this year to accommodate a substantial capital expense of \$12,500 to begin compliance with the new MS4 DEEP State mandate for storm water infrastructure maintenance. Our Parks Division was to absorb 50% of the first year estimated cost and Public Works will assume the other 50% or \$12,500 for a Town total of \$25,000 in FY 2017-2018. **Second round cuts made on April 27, 2017 eliminated this line item entirely.**
- In keeping aligned with our "Employees + Equipment = Efficiency" initiative we are looking to add a Lesco Over-seeder, a 12 ft. single axle trailer to transport small equipment, a Ventrex ballfield groomer, a Smithco ballfield scarifier, a landscape rake & grapple for our Bobcat, a new Switch-n-Go body for our chipper truck #70 and replace the high mileage former police cruiser 2011 Ford Crown Vic with a new Ford Explorer. You will see a slight decrease of 2.15%, or \$2,144 in our 442 department equipment line item. **A severe second round cut of \$47,000 to this line item on 4/27/17 will drastically reduce our ability to stay on track with our equipment needs to remain as efficient as possible and replace items before catastrophic failure.**

### ***Program Objectives and Goals FY 2017-2018:***

- 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 vast majority of the bullet points above are driven by this on-going goal.
- Albeit difficult under current budget constraints we will try to 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 worn equipment and adding new equipment, we expedite and improve the care of prime athletic fields and public grounds.
- Rehabilitation of My Friend's Place playground and the Tyler Memorial Bark Park in preparation of their 10<sup>th</sup> anniversary celebrations.
- Renovations at Tyler Memorial Bark Park in time for the 10<sup>th</sup> anniversary celebration in November 2017.
- Officially open the new Fairgrounds at Rye Street Park on Brookfield Street in time for the Wapping Fair in September 2017.
- Develop a plan for the care and maintenance of an anticipated 47.2 new acres of park property and school grounds: 11 acres greenspace at Nevers Park, 18.2 acres at the former Dzen Tree Farm Pond and 18 acres at the new Orchard Hill School.



***Program Objectives and Goals FY 2017-2018 (cont'd):***

- Continue work at Nevers, Lawrence Rd. 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.
- Complete construction of the new Rotary Pavilion II at Veterans Memorial Park on time for kicking off a rental season in Spring 2018.

***Program Accomplishments FY 2016-2017:***

- Assist with the installation of Kevin's Kourt accessible basketball feature to be added to My Friend's Place Summer of 2017.
- Complete the sound/visual reducing privacy fence project behind the High School stadium.
- Designed, built and opened our first-ever mountain biking trail system at Rye Street Park - four trails totaling 19,850 feet or 3.76 miles! The Red Trail “Dave's Back” is 5,712 ft., or 1.08 miles in length is a more difficult course for more experienced riders. The Blue Trail “Yeti Chicken” is 1,000 ft., or 0.19 mile in length and provides an intermediate level of difficulty, as does the Yellow Trail “Holly-Hodie” at 4,403 ft., or 0.83 mile. And, the Violet Trail “3-Legged Race” is 8,735 ft. or 1.7 miles is geared for beginners.
- Improved the badly deteriorated lower parking lot at Veterans Memorial Park.
- Converted grass infield to a completely skinned clay infield at the Wapping Little League Field.
- Before years' end we will have completed the installation of the 900 foot long, 8 foot high sound/visual reducing privacy fence separating the high school stadium from the abutting neighbors.
- Completed the new Memorial Wall by the military monuments at Veterans Memorial Park in conjunction with the South Windsor Patriotic Commission and local volunteer contractors.
- With the assistance of Public Works and Mitchell Trucking, we completed phase II development of the 18 acres at the former Barton property for use as a storm debris site and the Fairgrounds at Rye Street Park.
- 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 purchased a used Holder Snow Removal Unit and completely refurbished it from the ground up in-house. 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 5071, 5072 & 5074 had the frames sandblasted and painted replace the bodies in house on truck 5072 and 5071 and purchased two walk-behind Honda snow blowers and a snow blower accessory for the new Bobcat for public sidewalk clearing. We have also upgraded the way we will be cutting some of our premier athletic field with the Town Council allowing us to wave complete bidding to purchase a used Jacobsen 100 inch mower the is designed for a higher quality of cut and advance lawn stripping .
- 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
- 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 repeat Christmas tree “give-away” coordinated through Human Services, although much smaller than last year, was still a success bringing holiday cheer to a half-dozen local families in need.
- Our Bike Fleet Trailer was transported to and from all five elementary schools for the 4<sup>th</sup> grade bicycle education program conducted by the physical education department in conjunction with SW Walk & Wheel Ways.

**Program Accomplishments FY 2016-2017 (cont'd):**

- 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:**

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	0	0	Parks Manager	1	1.0
1	1.0	1	1.0	Maintainer III	1	1.0
9	9.0	9	9.0	Maintainer II	10	10.0
1	1.0	1	1.0	Maintainer I	0	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
14	11.96	14	11.96	Parks Manager	15	12.96

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Athletic Fields maintained (soccer, lacrosse, football)	22.5	24.5	25.5	25.5	26.5 +OH
Baseball/Softball Fields maintained	16	16	16	16	16
Acres - Routine Mowing (weekly service minimum)	154.6	164.8	166.8	183.8 +Barton	231 +Nevers, Dzen, OH
Acres – Fertility Management	57.75	62.7	64.7	82.7	125.4
Acres – Pest Management	49.25	62.2	62.2	80.2	109.4
Acres – Cultural Practices (aerating, over-seeding, sod)	50.4	57.9	65.9	83.9	131.1
School Grounds maintained	8	8	8	8	9
Open Space Property	14	14	16	17	18
Public Building Grounds maintained	8	8	16	16	16
Playgrounds maintained	2	2	2	2	2+
Large Equipment maintained (mowers, snowblowers etc)	134	138	143	145	148
Trail System Maintained (miles/locations)	11.7 / 19	11.7 / 19	11.7 / 19	11.7 / 19	15.7/ 20 +Rye-Bike
Linear Feet of Sidewalks edged and Snow removal		24,000	25,000	27,995	29,495

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
658,307	658,549	15150100 00110	FULL TIME SALARIES	755,066	677,066	677,066
85,479	122,890	15150100 00111	OVERTIME	127,060	127,060	127,060
1,350	8,332	15150100 00112	LONGEVITY	8,320	8,320	8,320
23,117	19,729	15150100 00113	PART TIME WAGES	22,113	22,113	22,113
11,330	10,080	15150100 00114	TEMPORARY	11,520	11,520	11,520
137,677	146,075	15150200 00221	OPERATING MATERIAL	160,745	153,970	153,970
8,931	9,088	15150200 00223	UNIFORMS & CLOTHING	9,363	9,363	9,363
47,573	53,075	15150200 00226	LANDSCAPING	66,950	61,950	61,950
5,675	8,480	15150200 00228	SMALL TOOLS	9,980	9,980	9,980
12,896	17,865	15150300 00330	RENTAL & LEASES	17,865	17,865	17,865
71,774	73,420	15150300 00360	UTILITIES	76,430	76,430	76,430
100,880	101,051	15150300 00371	MAINTENANCE CONTRACTS	103,051	103,051	103,051
15,005	48,500	15150300 00372	REPAIR/MAINT FACILITIES	48,500	48,500	48,500
1,856	4,000	15150300 00373	REPAIR/MAINT EQUIPMENT	4,000	4,000	4,000
1,440	3,740	15150300 00374	FEES & MEMBERSHIPS	3,890	3,890	3,890
2,500	1,800	15150300 00375	RECRUITMENT & TRAINING	1,800	1,800	1,800
0	0	15150300 00440	DEPARTMENT MANDATES	12,500	12,500	0
0	0	15150400 00430	CAPITAL PROJECTS	0	0	0
69,443	99,543	15150400 00442	DEPARTMENT EQUIPMENT	97,400	97,400	50,400
1,255,232	1,386,217		TOTAL	1,536,553	1,446,778	1,387,278
			PERCENTAGE CHANGE	10.85%	4.37%	0.08%

<b>PROGRAM</b>	<b>LIBRARY</b>	<b>5510</b>
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***Program Explanation:***

The South Windsor Public Library, established under the authority of the Library Board of Directors by the Town Charter, provides organized collections of a wide variety of materials, study and meeting facilities, and access to 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. Along with the rest of Town Departments, the Library's ability to maintain core services and respond to community needs is challenged by crises in the State budget as never before. Our Internet service through the CT Education Network, previously provided to libraries at no cost, now adds \$5,400/year to our expenses, and an overhaul of the statewide delivery system between libraries, previously provided through the State Library, will add as-yet undetermined fees in 2017-18. In order to develop our library path in the digital age, we are utilizing staff turnover to achieve new organizational patterns without adding positions.

***Program Goals and Objectives FY 2018:***

- Continue and expand Outreach support to day care centers and nursery schools
- 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
- Evaluate e-content and database usage trends for future allocation of resources and growth of e-collections
- Work with cataloger to provide full bibliographic access to new e-resources
- With the leadership of the new Emerging Technology Librarian, develop a coordinated plan for services to patrons of all ages via computers, mobile devices, social media, and the Library's web presence; expand programming to increase use of library e-resources
- Encourage learning and discovery through systematic collection development in multiple subject areas and formats
- Expand programs and collections in all formats to reflect the diversity of languages and cultures in our community
- Promote reading through readers advisory services, interlibrary loan, book groups, displays, tours, and programs
- Continue building personal, attentive, and effective relationships with library patrons, vendors, and the IT department

***Program Accomplishments FY 2017:*****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 encourage summer reading and expanded the program's goals to encourage parents and children to read together at least fifteen minutes per day.
- Helped to develop a strong sense of community and responsibility in South Windsor teens by offering volunteer opportunities during summer reading and throughout the school year
- Continued to encourage students in 6<sup>th</sup> through 12<sup>th</sup> grade to serve on our Teen Advisory Board, assisting with program and collection development for their peers and younger children
- 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

***Program Accomplishments FY 2017 (cont'd):***

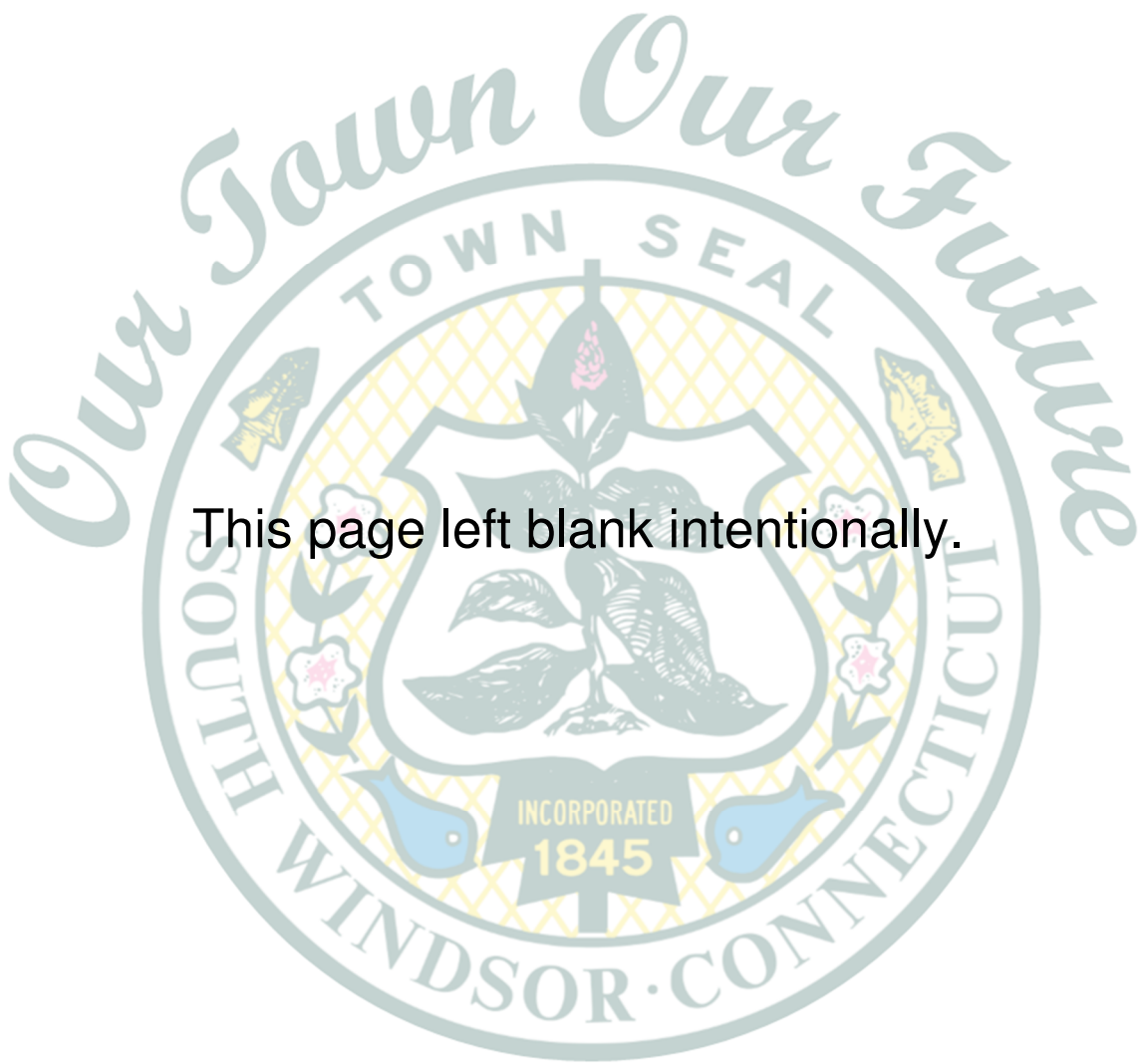
- Worked with leaders of the South Windsor Chess Club to establish a Chess Club for beginners, including lessons and tournaments

The Adult Department:

- Added a large library of e-content in multiple formats via ***hoopla!***
- Increased our collection of **OverDrive** e-books and e-audiobooks
- Added the **biblioboard/self-e** platform for publishing and circulating e-books
- Added a secure charging station for tablets and other mobile devices
- Added e-mail function for scanned documents
- Promoted reading through ongoing displays, library-hosted book groups, programs, and acquisition of book group titles via interlibrary loan
- Targeted the following print collection areas for weeding and systematic updating: history, gardening, home repair, crafts, music
- Collaborated with local organizations, clubs, and Town Commissions to present programs and displays

**Function**            **CULTURAL & LEISURE**  
**Department**       **LIBRARY**  
**Division**            **LIBRARY**  
**Division Code**     **5510**

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
643,195	678,739	15510100	00110	FULL TIME SALARIES	647,323	647,323	620,119
665	500	15510100	00112	LONGEVITY	500	500	650
149,545	170,609	15510100	00113	PART TIME WAGES	219,861	219,861	219,861
4,851	5,000	15510200	00210	OFFICE SUPPLIES	5,000	5,000	6,000
163,753	136,782	15510200	00221	OPERATING MATERIAL	140,000	140,000	145,000
0	500	15510300	00310	ADVERTISING	500	500	500
41,196	41,834	15510300	00320	PROFESSIONAL	48,139	48,139	41,834
8,036	7,871	15510300	00330	RENTAL & LEASES	7,806	7,806	7,871
481	750	15510300	00350	PRINTING	750	750	750
4,271	4,200	15510300	00360	UTILITIES	4,200	4,200	4,200
6,432	12,177	15510300	00371	MAINTENANCE CONTRACTS	12,269	12,269	12,177
3,053	4,065	15510300	00374	FEES & MEMBERSHIPS	3,770	3,770	4,065
250	0	15510300	00375	RECRUITMENT & TRAINING	0	0	0
1,938	0	15510400	00441	OFFICE EQUIPMENT	0	0	0



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## UNCLASSIFIED

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

Account Code	Descriptions	2016-2017 Council Approved	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 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	12,500	7,500	7,500
9015	Salary Contingency	25,000	25,250	25,250	25,250
9004	Municipal Insurance – Casualty and Liability	269,217	272,067	272,067	272,067
9005	Pension	2,181,695	2,413,411	2,413,411	2,413,411
9006	Social Security	1,059,397	1,125,042	1,085,903	1,065,335
9007	Health and Life Insurance	2,917,357	3,108,383	2,951,510	2,804,870
9009	Other Post Employment Benefits (OPEB)	314,861	314,861	314,861	314,861
9010	Workers' Compensation	390,846	408,000	405,571	405,571
9011	Unemployment Compensation	15,000	15,000	15,000	15,000
	<b>Total Unclassified</b>	<b>7,317,372</b>	<b>7,831,014</b>	<b>7,627,573</b>	<b>7,460,365</b>

<b>PROGRAM</b>	<b>CONTINGENCY</b>	<b>9001</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

The Contingency budget amount has not changed.

<b>Performance Data</b>	<b>Actual 2013-2014</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Adopted 2016-2017</b>	<b>Adopted 2017-2018</b>
Amount of Contingency Used	\$109,000	\$115,000	\$115,000	\$115,000	\$115,000

**Function** UNCLASSIFIED  
**Department** CONTINGENCY  
**Division** CONTINGENCY  
**Division Code** 9001

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
20,000	115,000	19001300 00390	OTHER PURCHASE SERVICE	115,000	115,000	115,000
20,000	115,000		TOTAL	115,000	115,000	115,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

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

This account provides for Town support of the Patriotic Commission.

***Budget Change Commentary:***

The program has a zero percent increase.

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
13,231	13,500	19002300 00380	GRANTS & CONTRIBUTIONS	13,500	13,500	13,500
13,231	13,500		TOTAL	13,500	13,500	13,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

<b>PROGRAM</b>	<b>CEMETERIES</b>	<b>9003</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

This program has a zero percent increase.

**Function** UNCLASSIFIED  
**Department** CEMETERIES  
**Division** CEMETERIES  
**Division Code** 9003

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 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%

<b>PROGRAM</b>	<b>WOOD MEMORIAL LIBRARY</b>	<b>9008</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

The program budget has a zero percent increase.



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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
7,500	7,500	19008300 00380	GRANTS & CONTRIBUTIONS	12,500	7,500	7,500
TOTAL				12,500	7,500	7,500
PERCENTAGE CHANGE				66.67%	0.00%	0.00%

<b>PROGRAM</b>	<b>SALARY CONTINGENCY</b>	<b>9015</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

The program budget has a slight increase.

<b>Performance Data</b>	<b>Actual 2013-2014</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Estimated 2016-2017</b>	<b>Anticipated 2017-2018</b>
Expired Union Contracts	2	2	3	0	0

**Function** UNCLASSIFIED  
**Department** SALARY CONTINGENCY  
**Division** SALARY CONTINGENCY  
**Division Code** 9015

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
0	25,000	19015300 00390	OTHER PURCHASE SERVICE	25,250	25,250	25,250
<hr/>						
0	25,000		TOTAL	25,250	25,250	25,250
			PERCENTAGE CHANGE	1.00%	1.00%	1.00%

<b>PROGRAM</b>	<b>MUNICIPAL INSURANCE – CASUALTY &amp; LIABILITY</b>	<b>9004</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

The Town is in year two of a three-year contract with CIRMA for a maximum of 3% increase each year. Year one had a zero increase. Year two is expected to increase by 1.06%.

***Program Objectives and Goals FY 2018:***

- 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 2017:***

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

<b>Performance Data</b>	<b>Actual 2013-2014</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Estimated 2016-2017</b>	<b>Anticipated 2017-2018</b>
Number of claims	15	16	12	14	13
Number of CIRMA Workshops Attended	4	4	4	5	4
Number of Employees Attending	39	39	39	45	40

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
235,782	269,217	19004300 00320	PROFESSIONAL	272,067	272,067	272,067
			TOTAL	272,067	272,067	272,067
			PERCENTAGE CHANGE	1.06%	1.06%	1.06%

<b>PROGRAM</b>	<b>PENSION</b>	<b>9005</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

The Pension Budget increased by \$231,716 due to interest rate assumptions, 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.

<b>Performance Data</b>	<b>Actual 2013-2014</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Estimated 2016-2017</b>	<b>Anticipated 2017-2018</b>
Covered Employees	188	189	187	189	189
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 2017/2018 budget will include the ADC calculated in the July 1, 2016 actuarial valuation report.

**Function** UNCLASSIFIED  
**Department** PENSION  
**Division** PENSION CONTRIBUTIONS  
**Division Code** 9005

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
2,108,751	2,181,695	19005100 00130	EMPLOYEE BENEFITS	2,413,411	2,413,411	2,413,411
2,108,751	2,181,695		TOTAL	2,413,411	2,413,411	2,413,411
			PERCENTAGE CHANGE	10.62%	10.62%	10.62%

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

This account provides for the necessary Social Security contribution for Town employees. The wage bases for 2017 are \$127,200 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 \$5,938 as a result of salary increases; offset by the reallocation of salaries and benefits from the Special Revenue Pollution Control/Wastewater Treatment Fund.

<b>Performance Data</b>	<b>Actual 2013-2014</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Estimated 2016-2017</b>	<b>Anticipated 2017-2018</b>
Number of Full Time Employees Paid	178	172	169	170	170
Number of Part Time Employees Paid	46	50	49	50	50



**Function** UNCLASSIFIED  
**Department** PENSION  
**Division** SOCIAL SECURITY TAXES  
**Division Code** 9006

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
963,842	1,059,397	19006100 00130	EMPLOYEE BENEFITS	1,125,042	1,085,903	1,065,335
963,842	1,059,397		TOTAL	1,125,042	1,085,903	1,065,335
			PERCENTAGE CHANGE	6.20%	2.50%	0.56%

<b>PROGRAM</b>	<b>HEALTH &amp; LIFE INSURANCE</b>	<b>9007</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

The program budget reflects a decrease of \$112,487, due to decreased claims, employer contributions and also the reallocation of salaries and benefits to the Special Revenue Pollution Control/Wastewater Treatment Fund and the Recreation Fund.

<b>Performance Data</b>	<b>Actual 2013-2014</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Estimated 2016-2017</b>	<b>Anticipated 2017-2018</b>
Covered Employees	166	155	150	142	142
Health Insurance Plans	7	8	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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
3,232,328	2,917,357	19007100 00130	EMPLOYEE BENEFITS	3,108,383	2,951,510	2,804,870
3,232,328	2,917,357		TOTAL	3,108,383	2,951,510	2,804,870
			PERCENTAGE CHANGE	6.55%	1.17%	-3.86%

<b>PROGRAM</b>	<b>GASB 45 - OTHER POST EMPLOYMENT BENEFITS (OPEB)</b>	<b>9009</b>
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***Program Explanation:***

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

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

***Budget Change Commentary:***

This budget remains the same as previous budget year.

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
310,716	314,861	19009100 00130	EMPLOYEE BENEFITS	314,861	314,861	314,861
310,716	314,861		TOTAL	314,861	314,861	314,861
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

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

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

***Budget Change Commentary:***

This budget has increased by \$14,725 or 3.77% due to anticipated premium and salary increases.

***Program Objectives and Goals FY 2018:***

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

***Program Accomplishments FY 2017:***

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

<b>Performance Data</b>	<b>Actual 2013-2014</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Estimated 2016-2017</b>	<b>Anticipated 2017-2018</b>
Number of claims	47	30	30	30	30
Number of CIRMA Workshops Attended	2	2	2	2	2
Number of Employees Attending	72	35	35	36	35

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
384,058	390,846	19010100 00130	EMPLOYEE BENEFITS	408,000	405,571	405,571
384,058	390,846		TOTAL	408,000	405,571	405,571
			PERCENTAGE CHANGE	4.39%	3.77%	3.77%

<b>PROGRAM</b>	<b>UNEMPLOYMENT COMPENSATION</b>	<b>9011</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

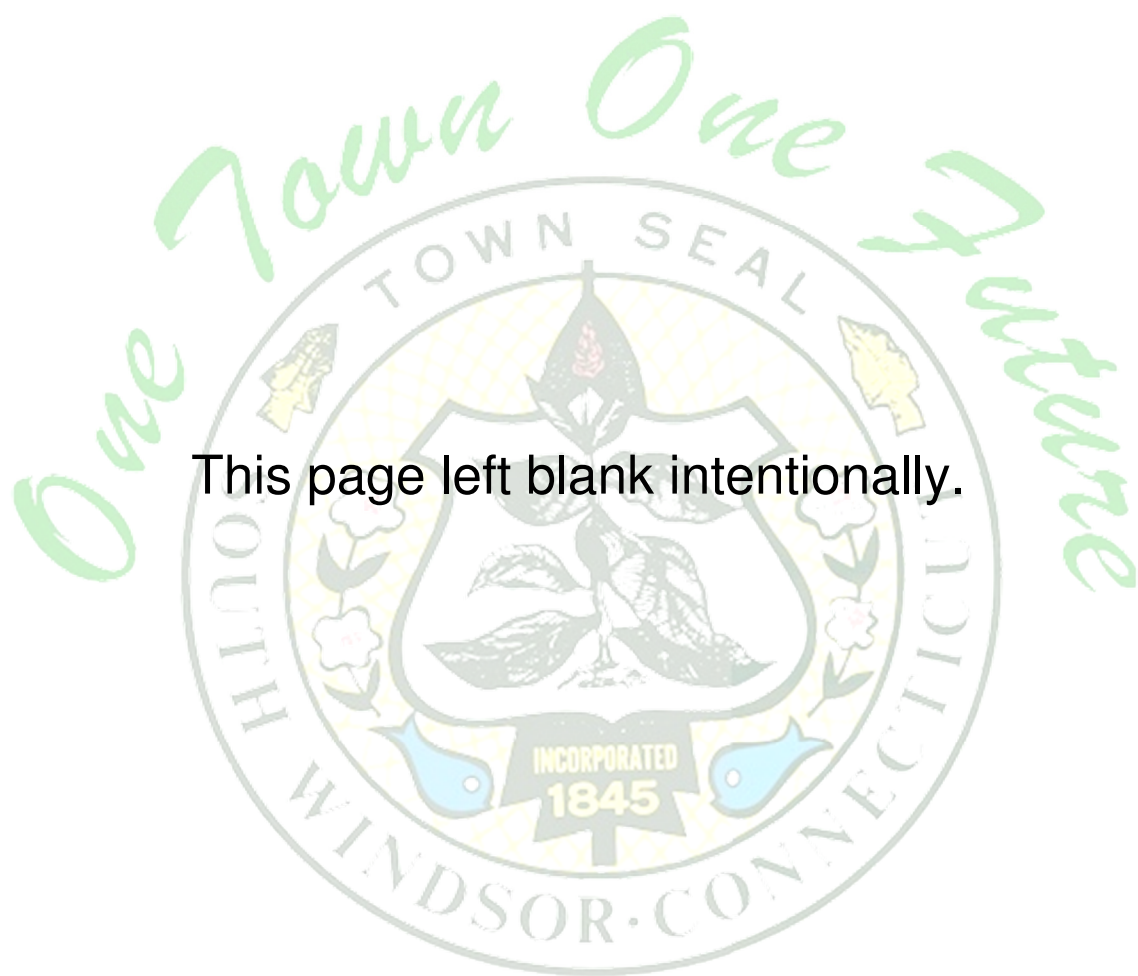
This budget remains the same as previous budget year.

<b>Performance Data</b>	<b>Actual 2013-2014</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Estimated 2016-2017</b>	<b>Anticipated 2017-2018</b>
Former Employee(s) Collecting Unemployment	2	2	1	1	1
Employee(s) on Unpaid Leave Collecting Unemployment	1	0	0	0	0



**Function** UNCLASSIFIED  
**Department** UNEMPLOYMENT COMPENSATION  
**Division** UNEMPLOYMENT COMPENSATION  
**Division Code** 9011

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
1,311	15,000	19011100 00130	EMPLOYEE BENEFITS	15,000	15,000	15,000
1,311	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	2016-2017 Council Approved	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Council Approved
9991	South Windsor Public Schools	71,752,070	72,752,917	72,752,917	71,207,917
	<b>Total Board of Education</b>	<b>71,752,070</b>	<b>72,752,917</b>	<b>72,752,917</b>	<b>71,207,917</b>

<b>PROGRAM</b>	<b>SOUTH WINDSOR PUBLIC SCHOOLS</b>	<b>9991</b>
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***South Windsor Public Schools Vision Statement***

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

***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 initiatives associated with the 2015-2018 Strategic Plan

**SOUTH WINDSOR PUBLIC SCHOOLS  
2017-2018 Board of Education Budget  
REDUCTION SUMMARY CHART**

On February 14, 2017 the Board of Education approved a proposed budget increase of 1.39%. On May 15, 2017 the Town Council reduced the Board of Education budget in response to anticipated loss in state aid. As a result, there was no increase in the Board of Education budget, rather the approved appropriation reflects a decrease of -0.76%. Listed below are the reductions, categorized by budget program, that were approved by the Board of Education on May 23, 2017. More information regarding reductions is provided on the individual budget program pages. The narratives remain unchanged from the original approved budget in order to capture the original request. Original content is in black and reductions are in red.

<b>REGULAR EDUCATION BUDGET</b>	<b>PROGRAM REDUCTION</b>	<b>PERSONNEL REDUCTION</b>	<b>TOTAL REDUCTION</b>
Art	-\$7,070	-\$106,244	-\$113,314
Business Education	-\$120	\$0	-\$120
Cooperative Work Education	-\$40	\$0	-\$40
Family & Consumer Sciences	-\$3,346	-\$57,332	-\$60,678
General Education	-\$30,535	-\$144,403	-\$174,938
Health Education	-\$1,212	-\$50,757	-\$51,969
Library/Media	-\$1,662	-\$37,114	-\$38,776
Literacy	-\$8,128	-\$263,544	-\$271,672
Mathematics	-\$6,078	-\$71,729	-\$77,807
Music	-\$8,315	-\$165,822	-\$174,137
Physical Education	-\$3,383	-\$138,513	-\$141,896
Science/Elementary STEM	-\$11,639	\$0	-\$11,639
Social Studies	-\$4,002	\$0	-\$4,002
Technology Education	-\$3,378	-\$143,671	-\$147,049
World Language/English Learners	-\$7,945	\$0	-\$7,945
<b>SUBTOTAL</b>	<b>-\$96,853</b>	<b>-\$1,179,129</b>	<b>-\$1,275,982</b>
<b>SPECIAL PROGRAMS BUDGET</b>	<b>PROGRAM REDUCTION</b>	<b>PERSONNEL REDUCTION</b>	<b>TOTAL REDUCTION</b>
Special Education	-\$24,934	-\$181,382	-\$206,316
Pupil Services	-\$3,587	\$0	-\$3,587
<b>SUBTOTAL</b>	<b>-\$28,521</b>	<b>-\$181,382</b>	<b>-\$209,903</b>

**SOUTH WINDSOR PUBLIC SCHOOLS**  
**2017-2018 Board of Education Budget**  
**REDUCTION SUMMARY CHART**  
**(Continued)**

<b>STUDENT SERVICES BUDGET</b>	<b>PROGRAM REDUCTION</b>	<b>PERSONNEL REDUCTION</b>	<b>TOTAL REDUCTION</b>
Athletics	-\$21,013	\$0	-\$21,013
Gifted & Talented	-\$165	\$0	-\$165
School Counseling	-\$3,065	\$0	-\$3,065
Student Activities	-\$628	-\$19,971	-\$20,599
<b>SUBTOTAL</b>	<b>-\$24,871</b>	<b>-\$19,971</b>	<b>-\$44,842</b>
<b>DISTRICT OPERATIONS BUDGET</b>	<b>PROGRAM REDUCTION</b>	<b>PERSONNEL REDUCTION</b>	<b>TOTAL REDUCTION</b>
Business Services	-\$4,767	\$0	-\$4,767
Central Services	-\$31,635	\$0	-\$31,635
Technology Support Services	-\$44,517	\$0	-\$44,517
<b>SUBTOTAL</b>	<b>-\$80,919</b>	<b>\$0</b>	<b>-\$80,919</b>
<b>STAFF SERVICES BUDGET</b>	<b>PROGRAM REDUCTION</b>	<b>PERSONNEL INCREASE</b>	<b>TOTAL ADDITION</b>
Staff Services/Unemployment	\$0	\$66,645	\$66,645
	<b>TOTAL PROGRAM REDUCTION</b>	<b>TOTAL PERSONNEL REDUCTION</b>	<b>TOTAL BUDGET REDUCTION</b>
	<b>-\$231,164</b>	<b>-\$1,313,837</b>	<b>-\$1,545,001</b>

**Budget Change Commentary:**

<b>Descriptions</b>	<b>2017-2018 Superintendent Proposed</b>	<b>2017-2018 Board of Education Proposed</b>	<b>2017-2018 Town Council Approved</b>
Board of Education	\$72,752,917	\$72,752,917	\$71,207,917
<b>Subtotal – Board of Education</b>	<b>\$72,752,917</b>	<b>\$72,752,917</b>	<b>\$71,207,917</b>

**SOUTH WINDSOR PUBLIC SCHOOLS**  
**2017-2018 FTE Staffing Chart**

<b>STAFF - ALL FUNDING SOURCES</b>	<b>2015-2016 Actual</b>	<b>Current Staff As of 10/01/16</b>	<b>Approved 2017-2018 Staff</b>	<b>Approved 2017-2018 Staff Changes</b>
CERTIFIED STAFF	410.05	420.15	402.05	(18.10)
NON-CERTIFIED STAFF	299.33	271.63	255.13	(16.50)
<b>TOTAL</b>	<b>709.38</b>	<b>691.78</b>	<b>657.18</b>	<b>(34.60)</b>

## DEBT SERVICE

Account Code	Descriptions	2016-2017 Council Approved	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Council Approved
7001	Capital Leases	1,135,540	1,164,339	1,164,339	1,164,339
7003	Debt Service – Interest, Bonded Indebtedness	1,586,586	1,726,105	1,726,105	1,726,105
7004	Debt Service – Principal Payments, Bonded Indebtedness	4,608,380	5,088,061	5,088,061	5,088,061
	<b>Total Debt Service</b>	<b>7,330,506</b>	<b>7,978,505</b>	<b>7,978,505</b>	<b>7,978,505</b>

### Debt Policy

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

### Assumption of Additional Debt

The Town shall not assume additional tax-supported general-purpose debt without conducting an objective analysis as to the community's ability to assume and support additional debt service payments. The measure used shall be the 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.

**Combined Schedule of Bonded Debt through Maturity  
As of February 16, 2017**

Fiscal	Principal	Interest	Total Debt
<u>Year</u>	<u>Payments</u>	<u>Payments</u>	<u>Service</u>
2016-17	4,764,916	1,611,182	6,376,098
2017-18	4,057,966	1,474,612	5,532,578
2018-19	3,945,981	1,356,547	5,302,528
2019-20	3,924,562	1,240,741	5,165,303
2020-21	3,958,719	1,114,034	5,072,753
2021-22	3,958,992	988,407	4,947,399
2022-23	3,794,358	863,582	4,657,940
2023-24	3,834,318	764,265	4,598,583
2024-25	3,527,865	682,634	4,210,499
2025-26	3,561,582	600,781	4,162,363
2026-27	3,470,731	516,319	3,987,050
2027-28	3,477,917	434,355	3,912,272
2028-29	2,998,555	357,235	3,355,790
2029-30	3,019,812	284,410	3,304,222
2030-31	3,041,699	208,597	3,250,296
2031-32	2,544,230	140,241	2,684,471
2032-33	1,316,217	84,438	1,400,655
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>\$60,833,420</u>	<u>\$12,804,980</u>	<u>\$73,638,400</u>



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

DEBT SERVICE FUND										Series B	Series B	Series B																								
PRINCIPAL AND INTEREST										Refunding	Refunding	Refunding																								
PAYMENTS SCHEDULE										Mar-12	Jun-14	Jun-14																								
			2002	2006	2007	2012	2012	2012	2014	2014	2014	2014	2014	2015	2015	2016	2016	2017	2017																	
			Sewer	Sewer	Sewer	Storm Alfred	Sewer	Gen Purp	Gen Purp	Schools	Sewers	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools																	
			Clean Water	Clean Water	Clean Water	8/15-I	Clean Water	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	8/15-I	8/15-I																
			Monthly P & I	Monthly P & I	Monthly P & I	2/15-P&I	Monthly 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	2/15-P&I	2/15-P&I																
			\$800,000	\$402,727	\$1,568,029	2,000,000	\$27,516,583	15,185,000	2,100,000	2,470,000	1,750,000	4,222,000	2,393,000	2,100,000	2,470,000	3,000,000	1,300,000	4,000,000	7860000																	
			CWF-PLO-459-PDC	CWF-PLO-109-CSL	CWF-PLO-135-CSL	1.5439%	CWF-PLO-503-C	2.5089%	3.3508%	3.3508%	3.3508%	1.4522%	1.4522%	2.5777%	2.5777%	2.4316%	2.4316%	2.4649%	2.7337%																	
Fiscal Year																																				
2018	Principal	5,282,966	44,752	20,867	79,375	200,000	1,242,972	935,000	100,000	125,000	75,000	534,000	176,000	100,000	200,000	160,000	65,000	365,000	860,000																	
	Interest	1,934,830	3,361	3,353	14,929	20,000	427,449	413,994	69,750	81,475	57,575	101,790	2,760	53,000	90,269	94,281	40,625	158,940	301,278																	
	Total	7,217,796	48,113	24,221	94,303	220,000	1,670,422	1,348,994	169,750	206,475	132,575	635,790	178,760	153,000	290,269	254,281	105,625	523,940	1,161,278																	
2019	Principal	4,820,981	45,655	21,288	80,977	200,000	1,268,061	945,000	100,000	130,000	95,000	485,000	50,000	100,000	200,000	160,000	65,000	350,000	525,000																	
	Interest	1,769,047	2,458	2,932	13,327	16,000	402,361	378,644	64,750	75,225	53,825	91,600	500	49,000	82,269	86,281	37,375	144,783	267,718																	
	Total	6,590,028	48,113	24,221	94,303	216,000	1,670,422	1,323,644	164,750	205,225	148,825	576,600	50,500	149,000	282,269	246,281	102,375	494,783	792,718																	
2020	Principal	4,769,562	46,577	21,718	82,611	200,000	1,293,656	955,000	100,000	130,000	95,000	475,000	paid in full			100,000	200,000	160,000	65,000	320,000	525,000															
	Interest	1,609,491	1,536	2,503	11,692	12,000	376,766	340,644	59,750	68,725	49,075	79,625				47,250	78,769	78,281	34,125	127,283	241,468															
	Total	6,379,053	48,113	24,221	94,303	212,000	1,670,422	1,295,644	159,750	198,725	144,075	554,625				147,250	278,769	238,281	99,125	447,283	766,468															
2021	Principal	5,058,719	47,517	22,156	84,279	200,000	1,319,768	960,000	100,000	125,000	100,000	475,000				100,000	200,000	160,000	65,000	475,000	625,000															
	Interest	1,440,533	596	2,064	10,025	8,000	350,654	302,344	55,750	63,525	45,275	60,625				43,250	70,769	70,281	30,875	111,283	215,218															
	Total	6,499,253	48,113	24,221	94,303	208,000	1,670,422	1,262,344	155,750	188,525	145,275	535,625				143,250	270,769	230,281	95,875	586,283	840,218															
2022	Principal	4,923,991	4,002	22,604	85,980	200,000	1,346,406	965,000	100,000	125,000	100,000	485,000				100,000	200,000	160,000	65,000	365,000	600,000															
	Interest	1,259,908	8	1,617	8,324	4,000	324,016	263,844	53,750	61,025	43,275	36,625				39,250	62,769	62,281	27,625	87,533	183,968															
	Total	6,183,899	4,009	24,221	94,303	204,000	1,670,422	1,228,844	153,750	186,025	143,275	521,625				139,250	262,769	222,281	92,625	452,533	783,968															
2023	Principal	4,844,358	paid in full				paid in full																													
	Interest	1,086,832			23,060				87,715		1,373,583		970,000		100,000		125,000		100,000		490,000				100,000		200,000		160,000		65,000		327,000		723,000	
	Total	5,931,190			24,221				94,303		1,670,422		1,195,144		151,250		182,900		140,775		502,250				136,250		256,769		214,281		89,375		396,283		876,968	
2024	Principal	4,234,318			23,525				89,486		1,401,307		1,470,000		100,000		125,000		100,000		paid in full				100,000		200,000		160,000		65,000		124,000		276,000	
	Interest	935,015			695				4,818		269,114		188,288		48,250		54,150		37,775						34,250		52,769		51,081		23,075		52,933		117,818	
	Total	5,169,333			24,221				94,303		1,670,422		1,658,288		148,250		179,150		137,775						134,250		252,769		211,081		88,075		176,933		393,818	
2025	Principal	4,127,865			21,982				91,292		1,429,592		1,125,000		100,000		135,000		100,000						100,000		200,000		160,000		65,000		186,000		414,000	
	Interest	845,384			220				3,012		240,830		157,472		45,250		50,400		34,775						32,250		48,769		47,881		21,775		50,453		112,298	
	Total	4,973,249			22,202				94,303		1,670,422		1,282,472		145,250		185,400		134,775						132,250		248,769		207,881		86,775		236,453		526,298	
2026	Principal	4,161,582							93,135		1,458,447		1,135,000		100,000		150,000		100,000						100,000		200,000		160,000		65,000		186,000		414,000	
	Interest	745,531							1,169		211,974		127,088		42,250		46,350		31,775						30,250		44,769		44,681		20,475		44,873		99,878	
	Total	4,907,113							94,303		1,670,422		1,262,088		142,250		196,350		131,775						130,250		244,769		204,681		85,475		230,873		513,878	
2027	Principal	4,070,731			7,846				1,487,885		1,125,000		100,000		150,000		100,000								100,000		175,000		160,000		65,000		186,000		414,000	
	Interest	643,068			13				182,537		94,594		39,250		41,850		28,775								28,125		40,519		41,481		19,175		39,293		87,458	
	Total	4,713,799			7,859				1,670,422		1,219,594		139,250		191,850		128,775								128,125		215,519		201,481		84,175		225,293		501,458	
			paid in full																																	

DEBT SERVICE FUND  
PRINCIPAL AND INTEREST  
PAYMENTS SCHEDULE (cont'd)

					Series B					Series B	Series B						
					Refunding					Refunding	Refunding						
					Mar-12					Jun-14	Jun-14						
			2002	2006	2007	2012	2012	2012	2014	2014	2014	2015	2015	2016	2016	2017	2017
			Sewer	Sewer	Sewer	Storm Alfred	Sewer	Gen Purp	Gen Purp	Schools	Sewers	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools
			Clean Water	Clean Water	Clean Water	8/15-I	Clean Water	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	Monthly P & I	Monthly P & I	2/15-P&I	Monthly 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
			\$800,000	\$402,727	\$1,568,029	2,000,000	\$27,516,583	15,185,000	2,100,000	2,470,000	1,750,000	4,222,000	2,393,000	2,100,000	2,470,000	3,000,000	1,300,000
			CWF-PLO-459-PDC	CWF-PLO-109-CSL	CWF-PLO-135-CSL	1.5439%	CWF-PLO-503-C	2.5089%	3.3508%	3.3508%	3.3508%	1.4522%	1.4522%	2.5777%	2.5777%	2.4316%	2.4316%
Fiscal Year																	
2028	Principal	4,077,917					1,517,917	1,110,000	100,000	150,000	100,000			100,000	175,000	160,000	65,000
	Interest	543,105					152,505	63,863	36,250	37,350	25,775			25,875	36,581	38,281	17,875
	Total	4,621,022					1,670,422	1,173,863	136,250	187,350	125,775			125,875	211,581	198,281	82,875
2029	Principal	3,598,555					1,548,555	550,000	150,000	145,000	105,000			100,000	175,000	155,000	70,000
	Interest	447,985					121,866	40,350	33,000	32,475	22,525			23,500	32,425	34,681	16,413
	Total	4,046,540					1,670,422	590,350	183,000	177,475	127,525			123,500	207,425	189,681	86,413
2030	Principal	3,619,812					1,579,812	540,000	150,000	145,000	105,000			100,000	175,000	155,000	70,000
	Interest	357,160					90,610	24,000	28,125	27,763	19,113			21,000	28,050	31,000	14,750
	Total	3,976,972					1,670,422	564,000	178,125	172,763	124,113			121,000	203,050	186,000	84,750
2031	Principal	3,641,699					1,611,699	530,000	150,000	150,000	100,000			100,000	175,000	155,000	70,000
	Interest	263,347					58,722	7,950	22,875	22,688	15,438			18,000	22,800	27,125	13,000
	Total	3,905,047					1,670,422	537,950	172,875	172,688	115,438			118,000	197,800	182,125	83,000
2032	Principal	3,144,231					1,644,231	<i>paid in full</i>		150,000	150,000	100,000			100,000	175,000	150,000
	Interest	176,991					26,191			17,625	17,438	11,938			15,000	17,550	23,250
	Total	3,321,222					1,670,422			167,625	167,438	111,938			115,000	192,550	173,250
2033	Principal	1,916,217					416,217			150,000	145,000	105,000			100,000	175,000	150,000
	Interest	103,188					1,388			11,625	11,438	7,938			12,000	12,300	18,750
	Total	2,019,405					417,605			161,625	156,438	112,938			112,000	187,300	168,750
2034	Principal	900,000					<i>paid in full</i>				150,000	150,000	100,000			150,000	75,000
	Interest	53,050									6,000	6,000	4,000			9,000	6,750
	Total	953,050									156,000	156,000	104,000			159,000	81,750
2035	Principal	485,000							<i>paid in full</i>		<i>paid in full</i>		<i>paid in full</i>		150,000	110,000	150,000
	Interest	22,050													4,500	3,300	9,750
	Total	507,050													154,500	113,300	159,750
2036	Principal	250,000											<i>paid in full</i>		<i>paid in full</i>		175,000
	Interest	7,500															5,250
	Total	257,500															180,250
2037	Principal	-													<i>paid in full</i>		77,250
	Interest	-															2,250
		-															0

DEBT SERVICE FUND  
PRINCIPAL AND INTEREST  
PAYMENTS SCHEDULE (cont'd)

					Series B					Series B	Series B						
					Refunding					Refunding	Refunding						
					Mar-12					Jun-14	Jun-14						
			2002	2006	2007	2012	2012	2014	2014	2014	2014	2015	2015	2016	2016	2017	2017
			Sewer	Sewer	Sewer	Storm Alfred	Sewer	Gen Purp	Gen Purp	Schools	Sewers	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools
			Clean Water	Clean Water	Clean Water	8/15-I	Clean Water	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	Monthly P & I	Monthly P & I	2/15-P&I	Monthly 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
			\$800,000	\$402,727	\$1,568,029	2,000,000	\$27,516,583	15,185,000	2,100,000	2,470,000	1,750,000	4,222,000	2,393,000	2,100,000	2,470,000	3,000,000	1,300,000
			CWF-PLO-459-PDC	CWF-PLO-109-CSL	CWF-PLO-135-CSL	1.5439%	CWF-PLO-503-C	2.5089%	3.3508%	3.3508%	3.3508%	1.4522%	1.4522%	2.5777%	2.5777%	2.4316%	2.4316%
Fiscal Year																	
2037	Principal	-															
	Interest	-															
		-															
Gen Purp	Principal	28,159,000				1,000,000		13,315,000	2,000,000			2,944,000		1,900,000		3,000,000	4,000,000
Schools	Principal	15,001,000								2,355,000			226,000		3,260,000	1,300,000	7,860,000
Sewers	Principal	24,768,504	188,502	177,200	782,693		21,940,109				1,680,000						
Total	Principal	67,928,504	188,502	177,200	782,693	1,000,000	21,940,109	13,315,000	2,000,000	2,355,000	1,680,000	2,944,000	226,000	1,900,000	3,260,000	3,000,000	1,300,000

**Computation of Statutory Debt Limit**  
**As of February 16, 2017 (Pro Forma)**

Total Fiscal Year 2016 tax collections (including interest and lien fees)	\$ 92,873,129
State Reimbursement for Revenue Loss on:	
Tax Relief for the Elderly	2,000
Base for Establishing Debt Limit	<u>\$ 92,875,129</u>

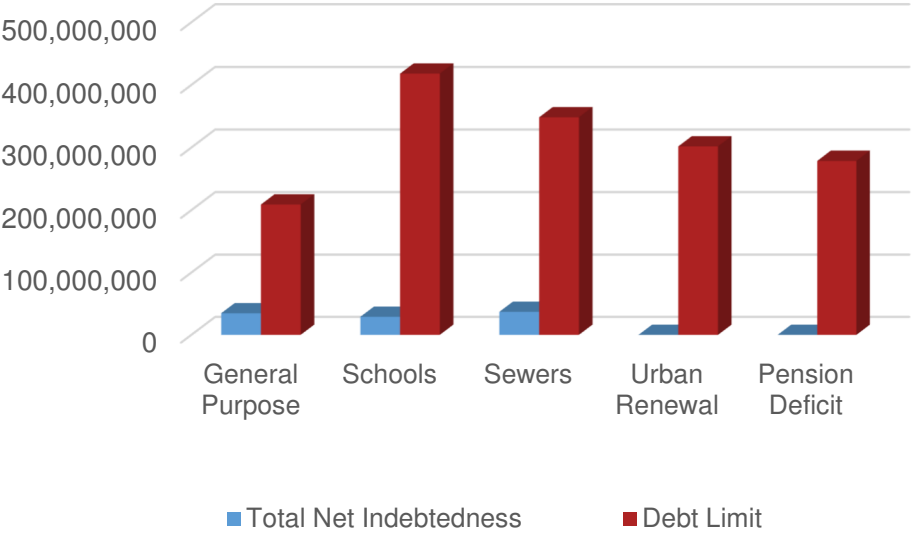
**Debt Limit**

	General Purpose	Schools	Sewers	Urban Renewal	Pension Deficit	Total Debt
(2.25 times base)	\$ 208,969,040					
(4.50 times base)		\$ 417,938,081				
(3.75 times base)			\$ 348,281,734			
(3.25 times base)				\$ 301,844,169		
(3.00 times base)					\$ 278,625,387	
(7.00 times base)						\$ 650,125,903

**Indebtedness** (Including the Bonds and the Notes)

Bonds Pay able	\$ 23,709,000	\$ 7,141,000	\$ 1,680,000	\$ -	\$ -	\$ 32,530,000
The Bonds <i>(This Issue)</i>	4,000,000	7,860,000	-	-	-	11,860,000
The Notes <i>(This Issue)</i>	4,000,000	12,000,000	-	-	-	16,000,000
State of Connecticut Clean Water Fund ("CWF")						
Project Loan Obligation (PLO) (1)	-	-	22,973,897	-	-	22,973,897
Authorized but Unissued Debt	3,003,082	3,206,688	11,723,412	-	-	17,933,182
Total Indebtedness	34,712,082	30,207,688	36,377,309	-	-	101,297,079
Exclusions	-	(1,296,889)	-	-	-	(1,296,889)
Total Net Indebtedness	34,712,082	28,910,799	36,377,309	-	-	100,000,190
Excess of Limit Over Outstanding and Authorized Debt	\$ 174,256,958	\$ 389,027,282	\$ 311,904,425	\$ 301,844,169	\$ 278,625,387	\$ 550,125,713

**Town of South Windsor**  
**Debt Limitation vs. Actual Debt Issue**  
**Fiscal Year Ending June 30, 2016**



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

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

***Budget Change Commentary:***

The budget increase is \$28,799, which results from two new obligations.

Description	End Date	Fiscal Year 17/18	Fiscal Year 18/19	Fiscal Year 19/20	Fiscal Year 20/21	Fiscal Year 21/22	Fiscal Year 22/23	Fiscal Year 23/24	Fiscal Year 24/25	Fiscal Year 25/26
CT Innovations	08/12/19	38,860	40,414	42,031	43,712	-	-	-	-	-
Fire Ladder Truck	07/15/26	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000
Fire Pumper (Real Lease)	06/01/21	81,030	81,030	81,030	81,030	81,030	-	-	-	-
Communicaton Equip PD	07/15/19	54,756	54,756	54,756	54,756	-	-	-	-	-
Sutphen Monarch Fire Pumper	08/25/23	103,657	103,657	103,657	103,657	103,657	103,657	103,657	-	-
Town Generators - TIP Capital	04/21/20	107,849	107,849	107,849	89,874	-	-	-	-	-
BOE Generator - TIP Capital	09/15/21	92,946	92,946	92,946	92,946	92,946	23,236	-	-	-
Boilers - TIP Capital	06/24/20	47,732	47,732	47,732	47,732	-	-	-	-	-
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	06/01/23	50,488	50,488	50,488	50,488	50,488	50,488	-	-	-
Taxand Assessment Software	07/15/21	26,010	26,010	26,010	26,010	26,010	-	-	-	-
		1,164,339	1,165,893	1,167,510	1,151,217	915,142	471,206	397,481	293,824	293,824

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
1,083,118	1,135,540	17001300 00320	PROFESSIONAL	1,164,339	1,164,339	1,164,339
1,083,118	1,135,540		TOTAL	1,164,339	1,164,339	1,164,339
			PERCENTAGE CHANGE	2.54%	2.54%	2.54%

<b>PROGRAM</b>	<b>DEBT SERVICE - INTEREST ON BONDED INDEBTEDNESS</b>	<b>7003</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

The Debt Service – Interest on Bonded Indebtedness budget increased by \$139,519. Increase related to the 2017 issue including Orchard Hill and Road Improvements.

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
1,548,216	1,586,586	17003300 00320	PROFESSIONAL	1,726,105	1,726,105	1,726,105
			TOTAL	1,726,105	1,726,105	1,726,105
			PERCENTAGE CHANGE	8.79%	8.79%	8.79%



<b>PROGRAM</b>	<b>DEBT SERVICE - PRINCIPAL ON BONDED INDEBTEDNESS</b>	<b>7004</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

The Debt Service – Principal on Bonded Indebtedness budget increased by \$479,681. Increase related to 2017 issue for Orchard Hill and Road Improvements.

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
4,199,274	4,608,380	17004300 00320	PROFESSIONAL	5,088,061	5,088,061	5,088,061
4,199,274	4,608,380		TOTAL	5,088,061	5,088,061	5,088,061
			PERCENTAGE CHANGE	10.41%	10.41%	10.41%

## CAPITAL IMPROVEMENTS

Account Code	Descriptions	2016-2017 Council Approved	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Council Approved
9001	Capital Improvements	1,264,213	1,900,000	1,497,154	1,497,154
	<b>Total Capital Improvements</b>	<b>1,264,213</b>	<b>1,900,000</b>	<b>1,497,154</b>	<b>1,497,154</b>

## ***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 undesigned 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.

<b>PROGRAM</b>	<b>CAPITAL IMPROVEMENTS</b>	<b>8000</b>
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**Projects Adopted by Capital Projects Committee for FY 2018**

<b>Agency</b>	<b>Project</b>	<b>Grant/ Offset</b>	<b>FY 17/18</b>
Public Works-Engineering	Avery Street Road Reconstruction-Phase III		\$500,000
Board of Education	South Windsor High School Roof-Sec C		\$670,000
Board of Education	Oil Tank Removal Pleasant Valley School Timothy Edwards Middle School Wapping School		\$317,000
Unassigned	Funds Added To Capital and Non-Recurring		\$10,154
	<b>TOTAL</b>		<b>\$1,497,154</b>

The planned 2017-2018 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.

**Avery Street Road Reconstruction-Phase III**

1. Description of Project: Avery Street is in poor condition with old deteriorated pavement and insufficient drainage. The reconstruction of Avery Street from Orchard Hill Dr south to the Manchester Town Line was selected by CRCOG and approved for funding by ConnDOT under the CT Local Transportation Capital Improvement Program (LOTICIP). This section of road will be reconstructed to a uniform 28 feet width with new storm water drainage structures and pipes, road base, pavement and curbs. In addition, new sidewalks are proposed for pedestrian use that will connect neighborhoods along Avery Street. The Town is responsible for the cost of design and construction inspection. The CT LTICIP program will fund 100% of the cost of construction and rights-of-way.
2. Estimated Total Project Cost: \$2,759,400
3. Other offset funding available: \$2,259,400
4. Useful life of project: 20 years
5. Project Timeline: Planning start: Fall 2017  
Physical start: Spring 2018  
Completion: Fall 2018
6. Estimated additional annual operating cost \$ 0
7. Estimated annual savings: \$ 0  
Explanation: Reconstruction of Avery Street for safety and upgrades to drainage. No savings on annual operating budget.

### **South Windsor High School Roof-Section C**

1. Description of Project: Remove, repair deck as needed, insulate and surface Area C of SWHS roof. This two year project will resurface approx. 103,000 square feet at a total estimated cost of \$2,530,000. Phase one cost is estimated at \$1,266,321.
2. Estimated Total Project Cost: \$1,266,321
3. Other offset funding available: \$596,321
4. Useful life of project: 30 years
5. Project Timeline: Planning start: January 2017  
Physical start: June 2017  
Completion: August 2017
6. Estimated additional annual operating cost \$ 0
7. Estimated annual savings \$4,000  
Explanation: Savings will be realized through less manpower on repairs and energy efficiencies may reduce utility costs.

### **Tank Removal/Gas Conversion-Pleasant Valley School**

1. Description of Project: Remove 10,000 gal underground tank #2 oil storage tank and not replace. Replace two heating and one domestic hot water burners with new gas burning units and connect to natural gas.
2. Estimated Total Project Cost: \$115,000
3. Other offset funding available: \$10,500
4. Useful life of project: 30 years
5. Project Timeline: Planning start: January 2017  
Physical start: June 2017  
Completion: August 2017
6. Estimated additional annual operating cost \$ 0
7. Estimated annual savings \$5,000  
Explanation: Savings generated on maintenance and repairs along with energy efficiencies which may reduce utility costs.



### **Tank Removal/Gas Conversion-Timothy Edwards Middle School**

1. Description of Project: Remove 10,000 gal underground tank #2 oil storage tank and not replace. Replace three heating and one domestic hot water burners with new gas burning units and connect to natural gas.
2. Estimated Total Project Cost: \$235,000
3. Other offset funding available: \$140,650
4. Useful life of project: 30 years
5. Project Timeline:      Planning start: January 2017  
                                 Physical start: June 2017  
                                 Completion: August 2017
6. Estimated additional annual operating cost \$ 0
7. Estimated annual savings \$4,750  
Explanation: Savings generated on maintenance and repairs along with energy efficiencies which may reduce utility costs.

### **Tank Removal/Gas Conversion-Wapping School**

1. Description of Project: Remove 10,000 gal underground tank #2 oil storage tank and not replace. Replace two heating and one domestic hot water burners with new gas burning units and connect to natural gas.
2. Estimated Total Project Cost: \$135,000
3. Other offset funding available: \$16,850
4. Useful life of project: 30 years
5. Project Timeline:      Planning start: January 2017  
                                 Physical start: June 2017  
                                 Completion: August 2017
6. Estimated additional annual operating cost \$ 0
7. Estimated annual savings \$4,750  
Explanation: Savings generated on maintenance and repairs along with energy efficiencies which may reduce utility costs.

### ***5-Year Capital Expenditure Plan***

The following pages list by department planned capital expenditures over a five-year period.

**5-Year Capital Expenditure Plan**  
**Fiscal Year 2017-2018 (Current) through Fiscal Year 2022-2023**

Item	Location	FY 17/18*	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
<b>BOARD OF EDUCATION</b>							
Oil Tank (UG)	PV & TE	\$ 198,000	\$ -	\$ -	\$ -	\$ -	\$ -
Elevator Install	ELLS	-	226,000	-	-	-	-
Oil Tank (UG) & Boilers	WAP	119,000	157,846	-	-	-	-
Roof	SWHS	670,000	670,000	-	-	-	-
Fire Alarm Upgrade	ELLS	-	44,000	-	-	-	-
Athletic Field Improvements - Irrigation	PARC	-	50,000	-	-	-	-
Fire Alarm Upgrade	OH, PRS	-	110,000	-	-	-	-
Oil Tank (UG)	OH	-	120,000	-	-	-	-
Safe Routes to School Improvements	ETS	-	125,000	-	-	-	-
Roof	WAP	-	1,100,000	-	-	-	-
Repl. / Repair of exterior masonry band	SWHS	-	1,751,250	-	-	-	-
Roof	TE	-	-	1,000,000	1,000,000	-	-
Boilers	WAP	-	-	-	52,450	-	-
Parking Lots	WAP	-	-	-	245,000	-	-
Oil Tank (UG)	HS B	-	-	-	-	235,000	-
Emergency roof repairs at PRS School	PRS	-	-	-	-	-	-
Oil Tank (UG)	HS A	-	-	-	-	-	-
Oil Tank (UG) 135000 FY26/27	ELLS	-	-	-	-	-	-
Roof	ELLS	-	-	-	-	-	-
Sidewalks	TEMS	-	-	-	-	-	-
Wapping School Renovation Design	WAP	-	-	-	-	-	-
<b>SUBTOTAL BOARD OF EDUCATION</b>		<b>\$ 987,000</b>	<b>\$ 4,354,096</b>	<b>\$ 1,000,000</b>	<b>\$ 1,297,450</b>	<b>\$ 235,000</b>	<b>\$ -</b>
<b>COMMUNITY CENTER</b>							
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	-	-	-
Boilers	CC	-	-	-	-	75,000	-
<b>SUBTOTAL COMMUNITY CENTER</b>		<b>\$ -</b>	<b>\$ 1,545,000</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>
<b>FIRE</b>							
Generator	FHQ	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -
HVAC	FH 1 & 2	-	200,000	-	-	-	-
Fiber Communication Network	FH3 / PW	-	250,000	-	-	-	-
Parking Lots	FHQ	-	500,000	-	-	-	-
Fiber Communications Network	PWG / FHQ	-	-	-	200,000	-	-
Roof	FHQ	-	-	-	-	-	75,000
<b>SUBTOTAL FIRE</b>		<b>\$ -</b>	<b>\$ 1,025,000</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 75,000</b>

**5-Year Capital Expenditure Plan (Continued)**  
**Fiscal Year 2017-2018 (Current) through Fiscal Year 2022-2023**

Continued

Item	Location	FY 17/18*	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
<b>LIBRARY</b>							
Cooling Tower Replacement	LIB	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -
Elevator Replacement	LIB	-	200,000	-	-	-	-
Roof	LIB	-	400,000	-	-	-	-
Carpeting	LIB	-	-	-	-	50,000	50,000
<b>SUBTOTAL LIBRARY</b>		<b>\$ -</b>	<b>\$ 675,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b>PARKS AND RECREATION</b>							
Pool Covers	VMP	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Basketball/Tennis Court Renovations	RYE ST PARK	-	142,700	-	-	-	-
Parking Lots	Upper VMP	-	200,000	-	-	-	-
Parking Lots	Lower VMP	-	200,000	-	-	-	-
Storage Building	Park & Rec	-	200,000	-	-	-	-
Parking Lots	NEVERS PARK	-	206,000	-	-	-	-
Parks & Rec Master Plan Projects	TOWN	-	350,000	175,000	175,000	-	-
Pool Resurfacing	VMP	-	-	350,000	-	-	-
Roof	VMP	-	-	-	-	-	50,000
<b>SUBTOTAL PARKS &amp; RECREATION</b>		<b>\$ -</b>	<b>\$ 1,398,700</b>	<b>\$ 525,000</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>
<b>PUBLIC WORKS</b>							
Parking Lots	PD	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Road Reconstruction	AVERY ST 3	500,000	-	-	-	-	-
ADA Transition Plan Upgrades	TOWN	-	100,000	100,000	100,000	100,000	100,000
Final Closure	Land Fill	-	100,000	400,000	400,000	400,000	400,000
Bridge	PValley / Podunk R	-	100,000	-	485,000	-	-
Road Reconstruction	Nevers Rd	-	120,000	1,755,000	-	-	-
Drainage	Abby Rd	-	150,000	-	420,000	-	-
Drainage	Edwin Rd	-	150,000	-	-	-	-
Ramp	TH Front Doors	-	150,000	-	-	-	-
Windows	TH	-	200,000	-	-	-	-
Drainage	TOWN	-	250,000	50,000	50,000	100,000	100,000
Drainage	Ridge Rd	-	250,000	-	-	-	-
Public Buildings Security/Doors Upgrades	TOWN BLDGS	-	300,000	100,000	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	-	-	-	-
Ventilation & VAV Upgrades	TH	-	400,000	-	-	-	-
Road Reconstruction	Ridge Rd / Deming St	-	500,000	-	-	-	-
Road Reconstruction	Avery St 4	-	527,000	-	-	-	-
Sidewalks	TOWN	-	600,000	200,000	200,000	200,000	200,000
Renovations	TH	-	630,000	-	-	-	-
Road Misc Maintenance	TOWN	-	1,700,000	1,000,000	1,200,000	1,300,000	1,400,000
Drainage	PV Rd	-	-	100,000	650,000	-	-

**5-Year Capital Expenditure Plan (Continued)**  
**Fiscal Year 2017-2018 (Current) through Fiscal Year 2022-2023**

Continued

Item	Location	FY 17/18*	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
<b>PUBLIC WORKS (CONTINUED)</b>							
Drainage	Avery Brook Pond	-	-	150,000	250,000	-	-
Drainage	Edwin Rd	-	-	160,000	-	-	-
Elevator Replacement	PD	-	-	200,000	-	-	-
Parking Lots	TH / LIB	-	-	210,000	-	-	-
Sidewalks	Buckland Rd	-	-	250,000	-	-	-
Drainage	Rye St	-	-	350,000	-	-	-
Expansion & Heated Bays	TG	-	-	-	50,000	300,000	500,000
Roof	TG	-	-	-	200,000	-	-
Drainage	Governors Hwy	-	-	-	325,000	-	-
Drainage	Griffin Rd	-	-	-	430,000	-	-
Elevator Replacement	TH	-	-	-	450,000	-	-
Drainage	Strong Rd	-	-	-	500,000	-	-
Parking Lots	Rye St Park	-	-	-	507,000	-	-
Drainage	TRACS	-	-	-	-	65,000	-
Boilers	PD	-	-	-	-	75,000	-
Drainage	McGrath Rd 1	-	-	-	-	175,000	-
Drainage	Scott Dr	-	-	-	-	180,000	-
Drainage	Farnham Est	-	-	-	-	255,000	-
Drainage	Commerce Wy	-	-	-	-	275,000	-
Drainage	McGrath Rd 2	-	-	-	-	280,000	-
Drainage	1200-1474 Main St	-	-	-	-	700,000	-
Drainage	Abbe / Miller / Haystack	-	-	-	-	-	125,000
Roof	SALTSHED	-	-	-	-	-	150,000
Roof	PD	-	-	-	-	-	200,000
Roof	TH	-	-	-	-	-	200,000
ADA Upgrades Fire Code Related	TH	-	-	-	-	-	-
<b>SUBTOTAL PUBLIC WORKS</b>		<b>\$ 500,000</b>	<b>\$ 7,378,000</b>	<b>\$ 5,025,000</b>	<b>\$ 6,317,000</b>	<b>\$ 4,505,000</b>	<b>\$ 3,475,000</b>
<b>TECHNOLOGY</b>							
GIS	TOWN	\$ -	\$ 380,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Fiber Communications Network	FD /PWG	-	-	200,000	-	-	-
Fiber Communications Network	FHQ / LIB	-	-	-	200,000	-	-
Fiber Communications Network	FHQ / VMP / PLANT	-	-	-	-	200,000	-
Fiber Communications Network	PD /FD3	-	-	-	-	-	-
Phone System Replacements	PD / CC	-	-	-	-	-	-
<b>SUBTOTAL TECHNOLOGY</b>		<b>\$ -</b>	<b>\$ 380,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 100,000</b>
<b>UNASSIGNED</b>							
Capital Non-Recurring	NA	\$ 10,154	\$ -	\$ -	\$ -	\$ -	\$ -
<b>SUBTOTAL UNASSIGNED</b>		<b>\$ 10,154</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**5-Year Capital Expenditure Plan (Continued)**  
**Fiscal Year 2017-2018 (Current) through Fiscal Year 2022-2023**

Continued

Item	Location	FY 17/18*	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Totals		\$ 1,497,154	\$ 16,755,796	\$ 7,025,000	\$ 8,289,450	\$ 5,165,000	\$ 3,750,000
Grand Total							\$ 42,482,400

\* Funded through 2017-2018 General Fund Budget

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

2015/2016 ACTUAL	2016/2017 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2017/2018 DEPARTMENT REQUEST	2017/2018 MANAGER PROPOSED	2017/2018 COUNCIL APPROVED
1,000,000	1,264,213	18000400 00430	CAPITAL PROJECTS	1,900,000	1,497,154	1,497,154
<hr/>						
1,000,000	1,264,213		TOTAL	1,900,000	1,497,154	1,497,154
			PERCENTAGE CHANGE	50.29%	18.43%	18.43%

## 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	2016-2017 Council Approved	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Council Approved
3252	Special Revenue – Pollution Control – Wastewater & Disposal	3,297,746	3,390,113	3,390,113	3,390,369
1129	Water Pollution Control Authority	900	900	900	900
5121	Recreation Special Revenue Fund – Day Camp	696,338	752,990	752,990	836,740
5122	Recreation Special Revenue Fund – 4 <sup>th</sup> R	882,991	963,576	963,576	1,070,748
5123	Recreation Special Revenue Fund – Veterans' Memorial Park	397,756	428,944	428,944	476,652
5124	Recreation Special Revenue Fund – Outdoor Recreation	100,462	91,544	91,544	101,726
5125	Recreation Special Revenue Fund – Indoor Recreation	218,898	218,597	218,597	242,910
5126	Recreation Special Revenue Fund – Social/Cultural	218,461	284,183	284,183	315,791
5127	Recreation Special Revenue Fund – Facilities	47,169	50,659	50,659	56,293
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	700,000
	<b>Total Special Revenue Funds</b>	<b>5,890,721</b>	<b>6,211,506</b>	<b>6,211,506</b>	<b>6,521,873</b>

## SPECIAL REVENUE POLLUTION CONTROL/WASTEWATER TREATMENT FUND

### Comparison of Annual Revenues

DESCRIPTION	2013/2014 ACTUAL	2014/2015 ACTUAL	2015/2016 ADOPTED	2016/2017 PROPOSED	2017/2018 ADOPTED
USER CHARGES	3,954,598	4,054,792	4,070,370	4,224,366	4,427,505
SEPTIC FEES	11,778	9,383	11,050	11,000	12,000
<b>SUBTOTAL</b>	<b>3,966,376</b>	<b>4,064,175</b>	<b>4,081,420</b>	<b>4,235,366</b>	<b>4,439,505</b>
ASSESSMENTS	0	0	5,000	20,000	16,350
INTEREST & LIEN FEES	112,406	132,533	130,085	120,000	160,000
CONNECTION CHARGES	71,469	169,416	115,541	150,000	120,000
PERMIT FEES	2,820	3,720	3,540	3,900	4,000
GRANT REIMBURSEMENT/LOAN	0	0	0	0	27,450
INVESTMENT INT. EARNINGS	48	29	98	65	100
MISCELLANEOUS REVENUE			1,346		
TRANSFER FROM OPERATING RESERVE	0	180,200	0	0	106,531
CANCEL PRIOR YEAR ENCUMBRANCES	0	26,834	20,741	0	20,000
INTERNAL SERVICES	23,000	23,000	23,000	28,350	28,350
<b>SUBTOTAL</b>	<b>209,742</b>	<b>535,733</b>	<b>282,550</b>	<b>322,315</b>	<b>482,781</b>
<b>TOTAL REVENUE</b>	<b>4,176,118</b>	<b>4,599,907</b>	<b>4,363,970</b>	<b>4,557,681</b>	<b>4,922,286</b>

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



## SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

### **DEBT SERVICE - PRINCIPAL & INTEREST**

	<b><u>2014/2015</u></b>	<b><u>2015/2016</u></b>	<b><u>2016/2017</u></b>	<b><u>2017/2018</u></b>
	<b><u>ACTUAL</u></b>	<b><u>ADOPTED</u></b>	<b><u>ADOPTED</u></b>	<b><u>ADOPTED</u></b>
TOWN OF VERNON				
Principal	27,283	28,395	14,412	0
Interest	<u>1,159</u>	<u>597</u>	<u>84</u>	<u>0</u>
Subtotal	<u>28,442</u>	<u>28,992</u>	<u>14,496</u>	<u>0</u>
STATE GRANT FOR UV SYSTEM				
Principal	42,148	42,998	43,867	44,752
Interest	<u>5,965</u>	<u>5,116</u>	<u>4,247</u>	<u>3,361</u>
Subtotal	<u>48,114</u>	<u>48,114</u>	<u>48,114</u>	<u>48,113</u>
SUBMERSIBLE PUMP STATION UPGRADE				
Principal	74,756	76,265	77,805	79,375
Interest	<u>19,547</u>	<u>18,039</u>	<u>16,499</u>	<u>14,929</u>
Subtotal	<u>94,303</u>	<u>94,303</u>	<u>94,304</u>	<u>94,304</u>
PLEASANT VALLEY PUMP STATION LOAN				
Principal	19,653	20,050	20,454	20,867
Interest	<u>4,568</u>	<u>4,171</u>	<u>3,766</u>	<u>3,353</u>
Subtotal	<u>24,221</u>	<u>24,221</u>	<u>24,220</u>	<u>24,221</u>
DRY PIT PUMP STATION UPGRADES				
Principal	0	0	0	70,000
Interest	<u>60,396</u>	<u>61,075</u>	<u>61,075</u>	<u>61,075</u>
Subtotal	<u>60,396</u>	<u>61,075</u>	<u>61,075</u>	<u>131,075</u>
<b>TOTAL DEBT SERVICE</b>	<b><u>255,476</u></b>	<b><u>256,705</u></b>	<b><u>242,209</u></b>	<b><u>297,712</u></b>

## SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

### **CAPITAL IMPROVEMENTS**

	<b><u>2014/2015</u></b>	<b><u>2015/2016</u></b>	<b><u>2016/2017</u></b>	<b><u>2017/2018</u></b>
	<b><u>ACTUAL</u></b>	<b><u>ADOPTED</u></b>	<b><u>ADOPTED</u></b>	<b><u>ADOPTED</u></b>
I/I REMOVAL	55,000	55,000	55,000	60,000
ARC FLASH ASSESSMENT	40,000			
CLARIFIER	390,000			
NEVERS ROAD SEWER EXTENSION		69,000	0	
TRUSS PIPE REHAB		231,100	0	
AVERY STR SEWER MAIN IMPROVEMENTS		100,000	0	
RESERVE RIGHT OF WAY STUDY				
RESERVE FOR DEBT SERVICE				
EASEMENT VEGETATION MANAGEMENT		226,000	317,000	268,625
PHASE IV SYSTEM IMPROVEMENTS			45,000	506,378
SULLIVAN AVE SIPHON REHAB			318,000	510,000
TOTAL CAPITAL IMPROVEMENTS	<u>485,000</u>	<u>681,000</u>	<u>735,000</u>	<u>1,345,003</u>

### **CONTRIBUTIONS TO RESERVE FUNDS**

OPERATING RESERVE	180,200	180,200	180,200	0
REPLACEMENT RESERVE	<u>242,691</u>	<u>31,625</u>	<u>31,625</u>	<u>0</u>
TOTAL CAPITAL & RESERVES	<u><b>907,891</b></u>	<u><b>892,825</b></u>	<u><b>946,825</b></u>	<u><b>1,345,003</b></u>

<b>PROGRAM</b>	<b>SPECIAL REVENUE – POLLUTION CONTROL – WASTEWATER AND DISPOSAL</b>	<b>3252</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

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 2018:***

- 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
- Complete construction of Sullivan Avenue Siphon Improvements
- Implement Phase III, Area 1, and Phase II Area 2 Sewer and Phase I Area 3 Easement Vegetation Control Plan.

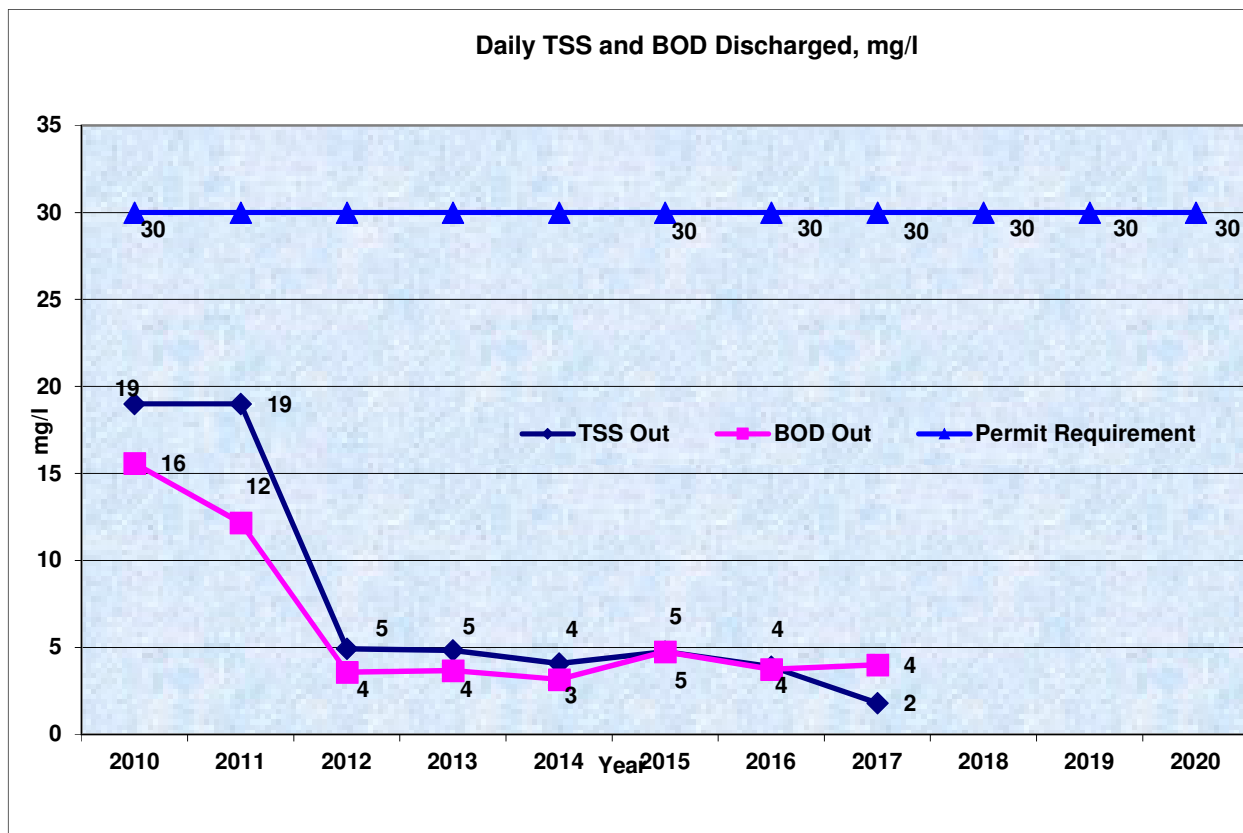
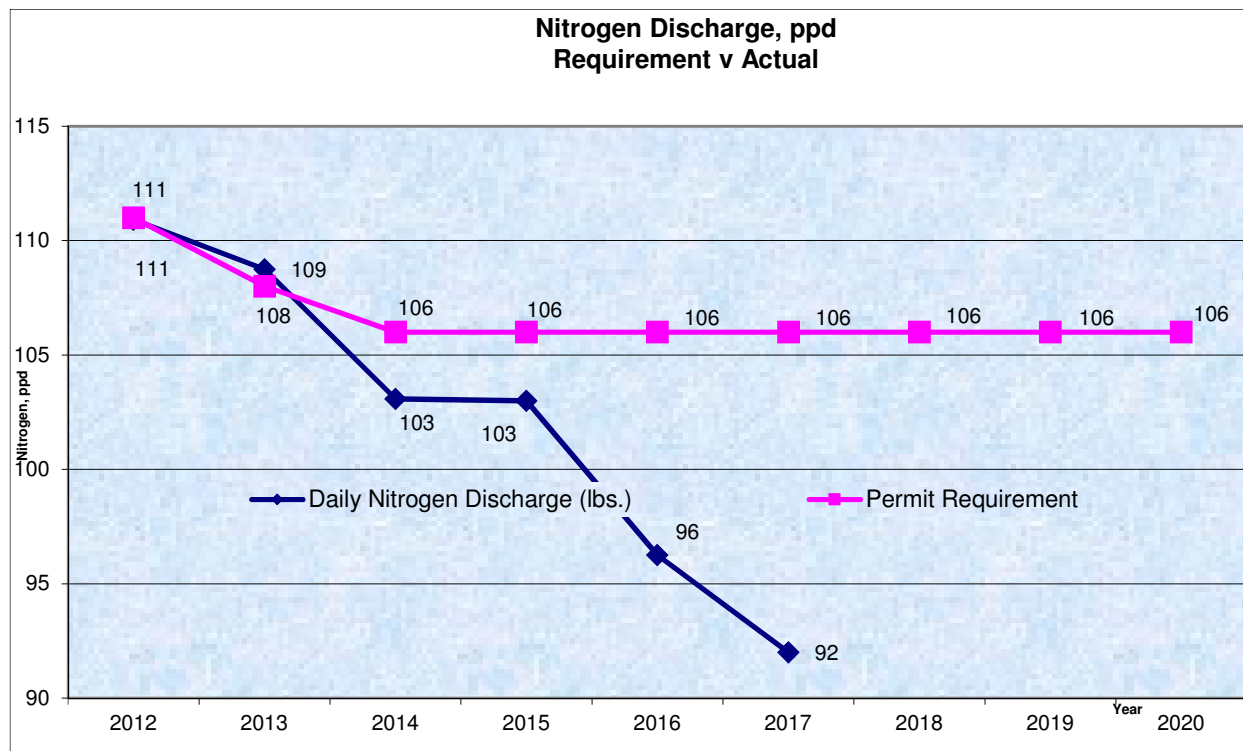
***Program Accomplishments FY 2017:***

- 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 I, Area 1 and Phase I Area 2 of Sanitary Sewer Easement Vegetation Control Plan
- Completed Electrical Safety Manual
- Awarded Clean Water Fund Loan 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
- Completed Design for Sullivan Avenue inverted siphon improvements
- Implemented Second Year Program for Sewer User Charge Discount Program for Elderly and Totally Disadvantaged citizens.

**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	.80	1	.80	Superintendent	1	0.80
1	1.00	1	1.00	Plant Supervisor	1	1.0
1	1.0	1	1.0	Chief Mechanic	1	1.0
1	1.0	2	1.0	t 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
2	1.0	2	1.0	Pollution Control Technician II	2	1.0
1	1.0	1	1.0	Pollution Control Technician I	1	1.0
2	0.75	1	0.75	Pollution Control Technician I	1	0.75
1	0.25	1	0.25	Administrative Secretary	1	0.25

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Wastewater Treated (million gallons)	909	920	817	875	900
Average Daily Effluent Suspended Solids (mg/l)	4	4	6	4	5
Average Daily Effluent Biochemical Oxygen Demand (mg/l)	3	3	5	4	5
Average Daily Effluent Total Nitrogen (lbs.)	106	106	102	95	95
Maintenance per Million Gallons of Wastewater Treated (hrs.)	8.4	8.6	8.5	9.3	9.4
Number of Emergency Call-outs or Alarms	117	94	106	100	90
Miles of Sewer Line Cleaned	2..5	10	10	306	30



## SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

### OPERATING EXPENDITURES

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTED
FULL TIME SALARIES	788,739	755,466	870,210	938,724	962,908
OVERTIME	80,532	93,102	39,866	50,324	51,969
LONGEVITY	1,675	1,300	1,820	0	0
TEMPORARY	0	0	0	0	0
EMPLOYEE BENEFITS	481,999	502,219	512,695	502,289	544,762
OFFICE SUPPLIES	1,258	1,231	1,200	1,300	1,600
OPERATING MATERIAL	70,680	70,893	78,000	78,000	84,000
MOTOR VEHICLE SUPPLIES	13,428	8,435	24,620	24,000	24,620
UNIFORMS & CLOTHING	6,062	15,842	13,200	14,250	15,750
FLEET & EQUIP REPAIR	134,981	129,056	57,300	60,000	65,000
ADVERTISING	306	1,646	0	0	0
PROFESSIONAL	151,039	177,075	155,999	155,999	155,999
RENTAL & LEASES	20,706	15,508	19,970	17,970	26,020
UTILITIES	493,590	415,613	491,450	491,450	491,450
MAINTENANCE CONTRACTS	472,467	463,735	491,900	496,080	499,475
REPAIR & MAINTAIN EQUIP.	18,409	14,752	18,750	19,000	19,000
FEES & MEMBERSHIPS	425	0	1,520	1,520	1,520
RECRUITMENT & TRAINING	25,980	14,687	26,500	26,500	25,300
OTHER PURCHASE SRVCS.	339,089	219,788	296,500	296,500	296,500
INTERNAL SERVICE CHRGS.	37,240	37,240	37,240	37,240	37,240
CAPITAL PROJECTS	0	150,231	75,000	45,000	37,000
DEPARTMENT EQUIPMENT	213,096	6,574	0	41,600	50,000
<b>TOTAL</b>	<b>3,351,700</b>	<b>3,094,392</b>	<b>3,213,740</b>	<b>3,297,746</b>	<b>3,390,113</b>

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

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

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

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

***Budget Change Commentary:***

A new sewer user charge discount program will be implemented.

***Program Objectives and Goals FY 2018:***

- Work Closely with Town Council to improve equitable distribution of sewer system costs
- Update GIS Mapping of Town Sanitary Sewer System
- To Work closely with other Town boards, the Town Manager, Town Council in leadership round table discussions of common goals and issues to improve communication and promote cooperation.
- Apply for State grants to remove sources of infiltration and inflows
- Work closely with the Town Manager and the Finance Department to implement an Enterprise Fund for Pollution Control

***Program Accomplishments FY 2017:***

- Received State 2% Clean Water Fund Loan for improvements to remove sources of infiltration and inflows
- Completed Design for improvements to remove sources of infiltration and inflows
- Completed Phase III Sanitary Sewer Evaluation of Inflow and financed by State Clean Water Fund Planning Grant
- Completed Project to Rehabilitate Ellington Road Pump Station Force Main Extension

***Assigned Positions:***

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.25	1	0.25	Administrative Secretary	1	0.25

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Number of Meetings	12	14	12	12	12
Number of Public Hearings	1	1	3	2	1
Number of Applications Received	11	14	10	11	10
Number of New Residential Connections Approved	156	20	6	20	20
Number of New Commercial Connections Approved	3	5	5	5	5
Number of New or Revised Regulations	0	1	2	0	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.

	2013/2014 ACTUAL	2014/2015 ACTUAL	2015/2016 ADOPTED	2016/2017 ADOPTED	2017/2018 ADOPTED
OFFICE SUPPLIES	0	230	50	50	50
ADVERTISING	527	743	650	850	850
PROFESSIONAL	0	0	0	0	0
OFFICE EQUIPMENT	0	149	0	0	0
CAPITAL OUTLAY	0	0	0	0	0
TOTAL	527	1,122	700	900	900

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

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



<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – OVERVIEW</b>	
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***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 2017-2018, the on-going challenge is to maintain affordability in these strained economic times yet remain self-sustaining financially. Accounts for Day Camp, 4<sup>th</sup> 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 nominal user fee increases for most 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 some cases, 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 SRRF experienced the most dramatic jolt in its 16-year history. It was originally submitted at \$2,790,494 (a mere 9% jump from FY 2016-17). An unprecedented \$310,367 was added as an expense and distributed on a percentage basis across all seven accounts with the expectation that the Special Revenue Recreation Fund balance will reimburse the general fund for 52% of administrative salaries. We realize that these are perhaps the most difficult budget times in our town’s history, and we have to “do our part”, but please be aware that this is an extremely dangerous practice that will not be sustainable without dramatic increases in user fees in the future. Our fear then is that we will become unaffordable for many of our residents, depriving them of a healthy lifestyle, minimizing their quality of life and becoming a less attractive community in which to live. In addition, and without the benefit of the typical town-wide capital improvement planning and funding, another \$700,000 from the 16 year accumulated fund balance has been allocated for the re-purposing of the Wapping School as a new home for parks and recreation. This displays as a 47.8% increase from the previous year! Beyond the major impact of the salary reimbursement and the capital cost of relocating to Wapping School, the other significant changes for the 2017-2018 year include:**

1. **Day Camp** operations will once again be expanded slightly to accommodate additional campers based on public demand. Minimum wage was upgraded to meet the state required \$10.10 per hour rate, and a full time Registered Nurse was added to the camp staff.
2. **4<sup>th</sup> R Program** anticipates static growth due to space constraints, increase rental fees to BOE, compliance with new minimum wage rate of \$10.10 per hour and the addition of a Registered Nurse to the staff.
3. **VMP** was also greatly impacted by the upgraded state minimum wage. However, the most significant change is the considerable 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 and limiting pass-holder daily guest pass quantities to alleviate overcrowding, especially on weekends. These changes were instituted on a trial basis last year based on substantive and considerable input from respondents to multiple surveys conducted over the past two years and recommendations from previous Town Council. On paper, this account is \$99,613 in the hole. Under these new policies, to sustain the operation moving forward we will have no choice but to incrementally increase user fees annually, beginning this year.

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

4. Outdoor sustained a reduction of nearly \$9,000 due to a decrease in participation in the TE Ski/Snowboard Club.
5. Indoor is static even with increases in team user fees for adult volleyball (\$20) and women's basketball league (\$120).
6. The Social/Cultural budget will experience a number of changes for fiscal year 2017-2018. We anticipate a substantial increase in expenses of \$65,722 with an associated shortfall of \$36,299, collecting an anticipated \$247,884 in revenue. This shortage is primarily due to the incredible growth of our free special events as the expenses are out-pacing incoming sponsorship dollars, including one time celebrations of the 30th anniversary of the Concert Series, the 10th anniversaries of both the Boundless playground and Bark Park, necessary staffing to ensure quality events and other enhancements to existing events.
7. Facilities account is basically flat showing a slight increase to accommodate extra staff to assist with the operation of the new Rotary Pavilion at VMP at the same time experiencing a decrease in rentals due to the loss of the Banquet Hall at the community center once we relocate to Wapping.
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 \$88,963.

### ***Program Objectives and Goals FY 2017-2018:***

- 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.
- Explore strategies to expand the highly successful 4<sup>th</sup> 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 4<sup>th</sup> "R" program.
- Continue the strong push at VMP to provide "RESIDENT" value to the facility, which includes pricing adjustments for non-residents and setting a limit for pass holder daily guests passes 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
- Implement the transition of the Community Center to Human Services for Fiscal Year 2017-2018 and the transition of Parks & Recreation to Wapping, including eliminating facility reservation at the Center to the public effective January 2018. The room reservations function for the public will be transferred to our new home at Wapping School.
- Maintain affordability and contain program user fees
- Again, tapping into fund balance may very well be necessary to remain self-sustaining programmatically

### ***Program Accomplishments FY 2016-2017:***

- Successfully transitioned administrative staff with two new hires replacing two resignations and one internal promotion within a two-month period.
- Converted to electronic health medical emergency forms for Day Camp and 4<sup>th</sup> R programs.
- Successfully obtained American Camp Association (ACA) Accreditation for all five camps for summer 2017, adding Trailblazers and Junior Adventurers to previously accredited Little explorers, Camp Discovery and Adventure Unit.
- Prepared for the Fall 2017 transition to the new Orchard Hill & 4 schools vs. 5 schools for the 4<sup>th</sup> R program.
- An all time record high of 339 students were enrolled in January, 2017, with an average enrollment of 329 pupils per month which represents a 10% growth over the previous year, a 175% growth in average monthly attendance and a 325% growth in the program since inception in 2007-2008.
- The 4<sup>th</sup> "R" program completed its second 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 Early Release Wednesdays with a rotation schedule between all 5 schools.
- Continued increase in attendance at Fall Fest at Nevers Park, a collaboration of the morning runs in partnership with Golf Fore Kids 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.
- 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

## **Special Revenue Fund**

Town of South Windsor  
Recreation Department  
March 2000

### **DEFINITION:**

"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 PROGRAMS, OR RECEIVING SERVICES."

Cooperatively developed by the Accounting Firm of Scully & Wolf, LLP; Melanie Crucitti, Director of Finance; and Ray Favreau, Director of Recreation, 3/24/00.

## SPECIAL REVENUE RECREATION FUND

### Comparison of Annual Revenues

DESCRIPTION	2013/2014 ACTUAL	2014/2015 ACTUAL	2015/2016 ACTUAL	2016/2017 ADOPTED	2017/2018 ADOPTED
DAY CAMP	466,386	725,887	636,913	698,730	755,628
4TH R	837,350	1,380,855	951,942	910,225	983,100
VETERANS' MEMORIAL PARK	314,175	260,039	381,414	292,200	330,331
OUTDOOR RECREATION	40,575	59,332	62,391	101,277	90,008
INDOOR RECREATION	209,337	202,740	197,157	218,992	213,531
SOCIAL/CULTURAL	165,547	160,115	154,934	197,010	247,884
FACILITIES	39,949	53,777	48,130	51,049	52,049
INVESTMENT INT. EARNINGS	0	0	0	0	0
CANCEL PRIOR YEAR ENCUMBRANCES	170	8,172	11,360	0	0
APPROPRIATION - FUND BALANCE	29,910	0	0	29,910	29,910
TOTAL REVENUE	2,103,399	2,850,917	2,444,241	2,499,393	2,702,441

## SPECIAL REVENUE RECREATION FUND

### Comparison of Annual Expenditures

DESCRIPTION	2013/2014 ACTUAL	2014/2015 ACTUAL	2015/2016 ACTUAL	2016/2017 ADOPTED	2017/2018 ADOPTED
DAY CAMP	440,866	502,735	585,187	696,338	836,740
4TH R	622,135	678,731	703,162	882,991	1,070,748
VETERANS' MEMORIAL PARK	292,845	301,723	323,198	397,756	476,652
OUTDOOR RECREATION	26,523	55,067	63,289	100,462	101,726
INDOOR RECREATION	203,442	210,801	209,080	218,898	242,910
SOCIAL/CULTURAL	174,680	169,462	186,387	218,461	315,791
FACILITIES	33,890	27,247	30,287	47,169	56,293
INTERNAL SERVICE CHARGES	23,000	23,000	23,000	0	0
CONTINGENCY	0	0	0	0	30,000
CAPITAL PROJECTS	0	0	0	0	700,000
TOTAL REVENUE	1,817,381	1,968,766	2,123,590	2,562,075	3,830,860

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

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

***Budget Change Commentary:***

**Prior to the 27% contribution and adjustment of \$83,749.81 towards the mandated \$310,367 reimbursement for administrative salaries** the overall Day Camp budget was up 8.2%, or \$56,653 from fiscal year 2016-17. An anticipated increase of \$56,898 in associated revenue is expected due to larger enrollment in our summer day camps, including the three-day camp under the name of Navigators for special needs participants, the increase in minimum wage, more specialty camps, a slight increases in user fees and the addition of a full time registered nurse (RN) to our day camp staff. **At the new adjusted expense total of \$836,739.81 an appropriation from fund balance will be necessary to be self-sustaining.** 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). Additionally, RN services will be readily available at 60 hours/week for our core five summer day camps due to the increasing need to accommodate participants with special medical needs. Hiring directly was 20% less expensive than contracting for RN services from a third party vendor as was done in the past. To meet the growth in expenses minimal user fee increases were necessary ranging from as little as \$1 to \$20 depending on the size and depth of the camp.

***Program Objectives and Goals FY 2018:***

- Increase enrollment opportunities for residents at our “Fab Five” day camp sites: Little Explorers, Camp Discovery, Trailblazers, Junior Adventurers and Adventure Unit.
- Retain American Camp Association (ACA) accreditation for all five camps, as Junior Adventurers and Trailblazers were the last of our five camps to be officially accredited as of 2016.
- 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 \$10.10/hr. as of Jan. 1, 2017.
- Utilize a full time RN to appropriately handle all medical and first aid needs of Little Explorers, Camp Discovery, Trailblazers, Junior Adventurers and Adventure Unit.
- 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: “American Girl”, “Jumping Clay”, “Let’s Gogh Art”, “Softball”, “Capture the Flag”, “Fort Building”, “Author Camp”, “That’s Where I Rec: Sports” and “That’s Where I Rec: Creative” bringing our total specialty camp offerings to 30.
- Continue to improve upon opportunities and ability to service participants with Special Needs.

***Program Accomplishments FY 2017:***

- Increased enrollment in our “Fab Five” camps to maximum capacity.
- Highest enrollment to date in Adventure Unit, Camp Discovery, Trailblazers and Junior Adventurers.

**Program Accomplishments FY 2017 (cont'd):**

- Maintained our accreditation with the American Camp Association (ACA) of three camps: Little Explorers, Camp Discovery & Adventure Unit. Successfully accredited Junior Adventurers and Trailblazers that now makes all of our core day camp programs ACA accredited.
- Successfully grew Junior Adventurers camp during its second year 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 6 out of the 9 camp weeks.
- 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.

**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
5	5.0	5	5.0	Camp Director	5	5.0
3	3.0	4	4.0	Asst. Camp Director	4	4.0
42	42.0	50	50.0	Camp Counselor	55	55.0
11	5.5	9	4.5	Camp Counselor Part Time	10	5.0
3	3.0	3	3.0	First Aid Responder	3	3.0
11	11.0	11	11.0	Special Needs One-to-One	11	11.0
				Registered Nurse (2 at 30 hrs./week = 60 hours)	2	1.5
75	69.5	82	77.5	<b>TOTAL</b>	90	84.5
60	30.0	60	30.0	Specialty Camp Contractors	60	30.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Adventure Unit Camper Registrations	345	297	351	387	426
Camp Discovery Campers Registrations	1620	1384	1388	1527	1670
Little Explorers Campers Registrations	288	334	233	270	305
Trailblazer Campers Registrations	296	190	386	495	545
Junior Adventurers registrations	0	0	313	355	408
Specialty Camp Registrations	370	505	484	462	500
<i>Footnote: Fluctuation in numbers is directly attributable to the school calendar and length of summer</i>					

## DAY CAMP

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME ALLOCATION	0	0	0	0	83,750
OVERTIME	27,327	36,712	46,107	30,800	44,705
TEMPORARY	199,078	215,875	238,135	326,152	341,782
EMPLOYEE BENEFITS	17,218	17,386	24,767	27,307	29,566
OFFICE SUPPLIES	289	0	59	700	800
OPERATING MATERIAL	11,120	21,933	22,095	13,000	17,950
UNIFORMS & CLOTHING	5,301	4,239	11,356	8,975	9,805
DAILY OPERATING ACTIVITY	0	0	0	500	900
SOFTWARE FEES	24,849	28,147	31,501	34,937	37,781
ADVERTISING	14,387	19,459	19,533	27,949	30,225
PROFESSIONAL	93,918	101,697	177,269	135,668	152,577
RENTAL & LEASES	42,389	52,123	8,936	67,000	66,300
UTILITIES	0	0	0	1,560	1,560
REPAIR/MAINT EQUIPMENT	170	0	0	0	0
FEES & MEMBERSHIPS	2,115	2,274	2,358	12,260	12,539
RECRUITMENT & TRAINING	2,704	2,631	3,072	6,230	6,500
DEPARTMENT EQUIPMENT	0	259	0	3,300	0
OTHER	0	0	0	0	0
TOTAL	440,866	502,735	585,187	696,338	836,740



<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – 4<sup>th</sup> R</b>	<b>5122</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

**Prior to the 35% contribution and adjustment of \$107,171.81 towards the mandated \$310,367 reimbursement for administrative salaries** The proposed expenses were \$80,585 higher than last year’s projection. This is primarily due to the increase in staffing expenses that result from state minimum wage increases as well as the addition of a part time nurse to assist in our priority of keeping the children safe and healthy when in our program. The bulk of this increase appears in the 113 Temporary category as well as the associated FICA & social security taxes in the 130 line item, which are also impacted by the minimum wage increase. An anticipated increase in revenue of \$72,875 will easily offset this. **At the new adjusted expense total of \$1,070,747.81 an appropriation from fund balance will be necessary to be self-sustaining.** User fees will increase by \$5.00 for the AM sessions, \$8.00 for the PM sessions, and \$10.00 for the AM&PM sessions as a reflection of the increase in staff wages and program operating costs. All fees are still competitive with area providers and the 4<sup>th</sup> “R” remains an affordable option for families. Additional changes are also realized in the 200, 300 and 400 line items as the program moves from being located in 5 elementary school sites to 4 elementary school sites (a reflection of the BOE’s elementary school redistricting plan).

***Program Objectives and Goals FY 2018:***

- The single most impactful driver of this budget is evidenced in operation; this area was greatly effected due to the increase in staff cost to comply with the new mandatory minimum wage rate of \$10.10./hr. effective Jan. 1, 2017 and the possibility of a continued yearly minimum wage increase.
- Maintain schedules for the early release program on specific Wednesdays in support of BOE professional development through the 4<sup>th</sup> R format.
- Continue extended extra curricular activities such as art, drama, and fitness groups/instructors to provide extra learning experiences for the enrolled children.
- Accommodate all current participants at Wapping Elementary School at their respective newly assigned elementary schools.
- Provide a smooth transition for all participants as the program moves from 5 elementary schools to 4 as well as to the new Orchard Hill School.
- Continue to collaborate with the BOE in regards to the development of the new elementary schools in future years.
- Collaborate with High School Clubs & Organizations to provide mentors to the kids in the program to provide better community feeling.

**Program Accomplishments FY 2017:**

- Successfully completed the tenth year of this ground-breaking municipal service as a collaborative initiative with the Board of Education.
- Brought in outside professional resources to provide the 4<sup>th</sup> "R" students experiences through hip hop dance, music lessons, mobile art truck, paint night, animal shows, and other extra curricular activities.
- The 4<sup>th</sup> "R" program completed its second year of "Fit Zone," a fitness component designed to keep children moving and help them learn new ways to stay healthy and active. This program was held on early release Wednesdays with a rotation schedule between all 5 schools.
- The 4<sup>th</sup> "R" had a common theme of "giving back" across the program. The participants and staff accomplished the following community service projects.
  - Adopted 2 South Windsor families for Christmas.
  - Collected hundreds of non-perishable food items to provide Thanksgiving dinners to South Windsor families.
- An all time record high of 339 students were enrolled in January 2017, with an average enrollment of 329 pupils per month which represents a 10% growth over the previous year, a 175% growth in average monthly attendance and 325% growth in the program since inception on day one 2007-2008.
- Successfully held multiple family nights throughout the year to provide an opportunity for all 4<sup>th</sup> "R" families to get together for a fun, enjoyable evening of activities. Such nights included Foster Family Farm corn maze, a Wolf Pack hockey game, a 10<sup>th</sup> birthday party, pizza parties, magicians and talent shows.

**Assigned Positions:**

2015-2016		2017-2018		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	.75	1	.75	4 <sup>th</sup> R Program Coordinator (.75)	1	.75
5	3.45	5	3.45	4 <sup>th</sup> R Site Supervisor (.69)	4	2.76
5	3.45	5	3.45	4 <sup>th</sup> R Asst. Site Supervisor (.69)	4	2.76
27	18.63	27	18.63	4 <sup>th</sup> R Program Aide (.69)	36	24.84
1	.75	1	.75	4 <sup>th</sup> R Inclusion Coordinator (.75)	1	.75
5	2.5	5	2.5	4 <sup>th</sup> R Special Needs One-to-One (.50)	4	2.00
44	29.53	44	29.53	TOTAL	50	33.86

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Average monthly 4 <sup>th</sup> R enrollments	260	280	300	329	330-350

#### 4TH R

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME ALLOCATION	0	0	0	0	107,172
OVERTIME WAGES	3,466	4,314	12,698	8,000	-
PART TIME WAGES	-	-	-	-	-
TEMPORARY	384,018	418,225	416,977	570,387	647,437
EMPLOYEE BENEFITS	29,295	32,902	33,233	44,247	49,529
OFFICE SUPPLIES	794	2,499	-	3,500	3,000
OPERATING MATERIAL	60,207	66,292	89,999	96,850	89,960
UNIFORMS	11,939	4,948	4,718	6,000	6,400
SOFTWARE FEES	44,617	45,795	51,446	45,511	58,986
ADVERTISING	36,362	41,978	31,908	36,409	39,324
PROFESSIONAL	4,744	1,589	11,826	2,850	3,300
RENTAL & LEASES	33,242	49,324	41,785	54,627	50,032
UTILITIES	4,481	5,316	6,051	5,760	5,760
REPAIR/MAINT EQUIP	-	-	-	2,000	1,600
FEES & MEMBERSHIPS	329	70	50	1,640	1,940
RECRUITMENT & TRAINING	1,850	3,520	2,470	3,210	4,308
DEPARTMENT EQUIPMENT	6,792	1,959	-	2,000	2,000
OTHER	-	-	-	-	-
<b>TOTAL</b>	<b>622,135</b>	<b>678,731</b>	<b>703,162</b>	<b>882,991</b>	<b>1,070,748</b>

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – VETERANS MEMORIAL PARK</b>	<b>5123</b>
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***Program Explanation:***

Providing a healthy, safe and enjoyable place for community residents to participate in summer aquatic related activities is the primary objective of this unit. An important secondary goal is to provide residents with an opportunity for instruction in swimming and lifesaving. Lessons are Red Cross-sanctioned and taught by certified instructors. Continuation of a variety of other aquatic opportunities, such as the Swim Team, Lifeguard Training, WSI, Junior Lifeguarding 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 3:00-6:30pm while school is still in session and 12:00-7:30pm once school is closed, Monday - Friday and 11am - 6:30pm Saturday and Sunday. Additional public swim hours for residents and pass-holders only 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:***

**Prior to the 15% contribution and adjustment of \$47,708.44 towards the mandated \$310,367 reimbursement for administrative salaries** the overall VMP budget would again see substantial changes in 2017-18 with an increase of \$31,188 in expenses. Although we anticipate generating \$37,131 more in revenue than last year's projections, we still estimate a substantive shortfall. 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), seasonal temporary swim staff (114) was actually increased by \$18,916. The other substantial increase occurred in the (442) account as \$5,000 was added to replace a failing diving board. The following (300) accounts remained consistent with last year, \$23,000 remained in (320) for Water Quality Maintenance and \$5,000 remained in (371) for maintenance of the pumps and filters. Additionally, \$7,500 remain in the department equipment account (442) to replace the handicapped chair lift to stay in line with ADA compliance. Revenues were calculated conservatively based upon last year actual and the respected and well received changes made last year that placed the emphasis on resident satisfaction. Fees were increased for all users of VMP to help offset minimum wage staffing costs and the need to cover the loss of group sales and non-resident weekend/Holiday daily admissions and pass sales resulting from resident imposed policy changes. Under these new policies, to sustain the operation moving forward we will have no choice but to incrementally increase user fees annually. **At the new adjusted expense total of \$476,652.44 an appropriation from fund balance will be necessary to be self-sustaining.**

***Program Objectives and Goals FY 2018:***

- Continue to enhance the experience for the user with added value from Quality Service, Special events etc...
- Replace one of two Diving Boards
- Enhance the already existing elaborate swim lesson schedule with 2 new offerings. NEW group lessons for preschool aged swimmers and a one week condensed program of private lessons in August.
- By continuing the elimination of group sales which resulted in appreciable attendance reduction on weekends, the impact it made in loss revenue has motivated price increases for resident and non-resident fees for daily admissions, season passes, swim lessons and the swim team.
- Upgrade mechanicals to ensure compliance and maximize efficiency
- As a continuation of 2016-2017 Goals, 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 from \$9.60/hr. to \$10.10/hr. as of Jan. 1, 2017.

**Program Accomplishments FY 2017:**

- A strong push to provide “RESIDENT” value to the facility was successful with the facility changes.
- Eliminating group sales was successful in eliminating overcrowding on weekends, but detrimental to revenue generation.
- Special events were popular and were very successful with the patrons.

**Assigned Positions:**

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
2	3.0	2	2.0	Pool Director	3	2.0
2	2.0	2	2.0	Head Lifeguard	2	2.0
18	27.0	20	18.0	Lifeguard	27	20.0
12	12.0	12	12.0	Water Safety Instructor	12	12.0
3	3.0	3	3.0	Swim Team Coach	3	3.0
1	1.0	1	0.5	Head Maintainer (.50)	1	1.0
3	4.0	3	3.0	Maintainer	4	3.0
1	0.0	0	0.5	Water Quality Staff	0	0.5
3	3.0	3	3.0	Gate Attendant	3	3.0
1.5	1.5	1.5	1.5	Concession Attendant	1.5	1.5
2.0	1.0	2.0	1.0	Weekend Supervisor/Intern	2.0	1.0
45.5	58.5	48.5	45.0	TOTAL	58.5	49.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Household Pass - Resident	852	0	0	0	0
Household Pass – Non-Resident	307	0	0	0	0
Individual Pass - Resident	X	1074	1915	1500	1500
Individual Pass – Non-Resident	X	842	925	964	970
Daily Admissions (includes group sales)	\$73,858	\$79,497	\$68,200	\$74,400	\$78,000
Swim Lessons – group registrations	699	645	720	664	700
Swim Lesson – private registrations	282	166	185	236	220
Swim Team enrollment	175	175	140	175	175
Concession Revenues	\$18,240	\$18,694	\$20,000	\$24,000	\$25,000
Gross Revenues for Facility	\$283,611	\$267,349	\$323,533	\$305,734	\$329,331
Special Events	6	4	4	8	8

## VETERANS' MEMORIAL PARK

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	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME ALLOCATION	0	0	0	0	47,708
OVERTIME WAGES	6,951	8,065	5,667	9,000	9,000
PART TIME WAGES	0	0	0	0	0
TEMPORARY	204,209	193,655	214,726	251,910	270,826
EMPLOYEE BENEFITS	15,847	15,013	18,779	19,960	20,707
OFFICE SUPPLIES	1,927	1,167	213	3,885	3,885
OPERATING MATERIAL	20,830	22,154	23,892	23,108	27,308
UNIFORMS & CLOTHING	3,746	3,177	2,617	5,685	5,685
DAILY OPERATING ACTIVITY	0	186	70	200	200
SOFTWARE FEES	16,740	20,060	22,419	14,610	16,467
ADVERTISING	9,471	14,132	12,059	11,688	13,173
PROFESSIONAL	5,570	11,096	17,311	36,710	35,968
RENTAL & LEASES	2,132	1,644	0	0	0
PRINTING	0	0	0	0	0
UTILITIES	452	414	454	600	600
MAINTENANCE CONTRACTS	0	0	0	5,000	5,000
REPAIRS EQUIPMENT	0	390	0	0	0
FEES & MEMBERSHIPS	1,495	2,022	2,813	2,300	2,025
RECRUITMENT & TRAINING	1,524	1,716	2,178	4,950	4,950
OTHER PURCHASE SERVICE	300	650	0	650	650
DEPARTMENT EQUIPMENT	1,651	6,182	0	7,500	12,500
OTHER	0	0	0	0	0
TOTAL	292,845	301,723	323,198	397,756	476,652

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

This unit provides funding for the activities that are usual to the outdoor season, and not offered by 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:***

**Prior to the 3% contribution and adjustment of \$10,181.80 towards the mandated \$310,367 reimbursement for administrative salaries** overall expenses were decreased by \$8,918, despite a substantial increase in the 114 line item due to the need for additional part time staff members previously not accounted for in this segment of the budget. Simultaneously we anticipate a decrease in revenue of \$11,269. Both of these decreases are attributable to a 50% reduction in the size and scope of the middle school ski & snowboard program and minimal usage of the ropes course during a much-needed year of program rehabilitation. **At the new adjusted expense total of \$101,725.80 an appropriation from fund balance will be necessary to be self-sustaining.**

***Program Objectives and Goals FY 2018:***

- Increase number of teams participating in Adult Softball league by creating two divisions.
- Increase overall participation in Tennis Tournament with easier online registration access and broader scope of advertising at local tennis facilities.
- Successful redevelopment of the TEMS Ski Program with growing program enrollment and added ski trips.
- Restructure ropes course advertising, scheduling, and town engagement to ultimately increase group visits. Reengage use of ropes course by BOE, Parks and Recreation, and Human Services. Develop and re-assemble a new team of facilitators.

***Program Accomplishments FY 2017:***

- Increased enrollment across the board in all Tennis classes.
- Engaged softball participants in a successful inaugural home run derby with 26 participants.
- Successfully maintained the TEMS Ski Program with 81 participants.
- Continued excellent participation in 2016 Tennis Tournament with 29 registrants.

**Assigned Positions:**

2015-2016		2016-2017		2016-2017	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	1.5	Tennis Lesson Instructor (Contractor - .75)	2	1.5
2	2.0	2	1.0	Hi-Performance (formerly Clinic) Instructor (Contract - .50)	2	1.0
10	10.0	10	0.8	TLC Ropes Course Facilitator (Contractor - .08)	10	0.8
8	8.0	8	0.9	Softball Umpire (Contractor - .11)	8	0.9
1	1.0	1	.2	Skiing	1	.2
23	23.0	23	2.9	TOTAL	23	2.9

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Adult Softball Registered Teams (# of players)	14 (168)	14 (166)	15 (180)	15	18
Tennis Lesson Registration - Adult	35	51	46	38	40
Tennis Lesson Registration - Youth	210	196	195	239	230
Hi-Performance Registration (formerly Tennis Clinic)	20	48	56	70	70
Tennis Tournament Participants	0	32	29	29	29
TLC Ropes Course Groups	20	4	6	5	8
Skiing	0	89	76	81	90



## OUTDOOR RECREATION

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTED
FULL-TIME ALLOCATION	0	0	0	0	10,182
TEMPORARY	0	0	0	1,400	5,641
EMPLOYEE BENEFITS	0	0	0	107	432
OFFICE SUPPLIES	0	0	0	0	0
OPERATING MATERIAL	1,433	4,371	3,321	2,605	2,825
UNIFORMS & CLOTHING	330	345	871	250	190
SOFTWARE FEES	2,163	3,265	3,631	5,064	4,500
ADVERTISING	1,268	1,765	1,818	4,051	3,600
PROFESSIONAL	19,461	38,582	51,092	76,355	66,426
RENTAL & LEASES	0	5,145	0	8,200	4,080
UTILITIES	0	0	0	360	360
REPAIR/MAINT FACILITIES	1,428	1,124	860	1,650	1,450
REPAIR EQUIPMENT	0	0	0	0	0
FEES & MEMBERSHIPS	440	470	687	420	540
RECRUITMENT & TRAINING	0	0	1,010	0	1,500
OTHER	0	0	0	0	0
TOTAL	26,523	55,067	63,289	100,462	101,726

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – INDOOR</b>	<b>5125</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

**Prior to the 8% contribution and adjustment of \$24,313.01 towards the mandated \$310,367 reimbursement for administrative salaries,** we had projected the expense side of this account to be static FY 2017-2018 with a slight decrease in revenue of \$5,461 from last year's projection due to dwindling actual numbers in youth basketball participation. **At the new adjusted expense total of \$242,910.01 an appropriation from fund balance will be necessary to be self-sustaining.**

***Program Objectives and Goals FY 2018:***

- 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 \$20 per team across the board for men's basketball and men's and women's volleyball leagues. Women's basketball increased \$120 to reflect the men's basketball fee.
- Increase adult participation through various tournaments and new programs (focusing on fitness and wellness).
- Grow girls' basketball divisions to provide more age appropriate divisions.

***Program Accomplishments FY 2017:***

- Restructured Rec Plus to provide a more positive experience to youth wishing to gain more experience. This basketball program continues to bridge the gap between in-house and travel.
- Provided an innovative on-line coaching program to five divisions of youth basketball to better assist newer basketball coaches. This also assisted in providing similar experiences to participants across the board which promotes fair, positive play.
- 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.
- Maximized use of town owned facilities for adult and youth sports leagues.

**Assigned Positions:**

2015-2016		2015-2016		2016-2017	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
4	1.0	4	1	Week night/Weekend staff (.25)	4	1
74	7.4	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 Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Mighty Mite Hoop enrollment	224	229	200	217	250
Divisional League Play Youth Basketball enrollment	885	722	725	632	655
Instructional & Fitness Program registrations	1,283	1,206	1,153	1,068	1,200
Men's Basketball League – team enrollment	19	12	15	15	18
Women's basketball League - team enrollment	8	8	6	5	6
Men's Volleyball League - team enrollment	17	18	18	22	20
Women's Volleyball League - team enrollment	20	22	22	21	20

## INDOOR RECREATION

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTED
FULL-TIME ALLOCATION	0	0	0	0	24,313
TEMPORARY	4,272	3,979	6,500	6,400	16,528
EMPLOYEE BENEFITS	327	304	497	490	1,264
OFFICE SUPPLIES	0	210	0	0	0
OPERATING MATERIAL	7,117	14,089	11,918	10,096	9,260
UNIFORMS & CLOTHING	16,570	16,138	11,665	16,632	17,364
SOFTWARE FEES	11,154	13,015	14,561	10,950	10,677
ADVERTISING	6,481	8,935	7,932	8,760	8,541
PROFESSIONAL	148,709	146,284	147,333	154,080	143,123
RENTAL & LEASES	3,200	3,475	3,000	4,500	5,000
PRINTING	0	0	0	0	0
UTILITIES	0	0	425	360	360
FEES & MEMBERSHIPS	2,064	1,885	1,315	1,600	1,360
RECRUITMENT & TRAINING	3,549	2,487	3,935	4,130	4,220
DEPARTMENT EQUIPMENT	0	0	0	900	900
OTHER	0	0	0	0	0
TOTAL	203,442	210,801	209,080	218,898	242,910

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND - SOCIAL/ CULTURAL</b>	<b>5126</b>
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***Program Explanation:***

A variety of activities and programs geared toward social interaction, the arts and first time playgroup experiences are funded in this unit. One of our most popular programs attracting more than 200 unique "little" residents on a weekly basis is the department's Preschool Program. Other opportunities include Drama, Dance, Social Club for Special Needs participants, and Art Classes. Special events such as the Fishing Derby, the Summer Concert Series, Outdoor Movies, July is Parks and Recreation Month, Playground Parties, Skate with Santa, Egg Hunt, Work out Wednesdays, Pet Owners' social events, Pooch Plunge, Witch Way 5K, Jacob's Jog, Fall Fest, May the 4<sup>th</sup> Be With You Star Wars event, Cartoon Character Event 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 2017-2018. **Prior to the 10% contribution and adjustment of \$31,607.69 towards the mandated \$310,367 reimbursement for administrative salaries** we anticipated a substantial increase in expenses of \$65,722 with an associated shortfall of \$36,299, collecting an anticipated \$247,884 in revenue. This shortage is primarily due to the incredible growth of our free special events as the expenses are out-pacing incoming sponsorship dollars, including one time celebrations of the 30<sup>th</sup> anniversary of the Concert Series, the 10<sup>th</sup> anniversaries of both the Boundless playground and Bark Park, necessary staffing to ensure quality events and other enhancements to existing events. **At the new adjusted expense total of \$315,790.69 an appropriation from fund balance will be necessary to be self-sustaining.**

***Program Objectives and Goals FY 2018:***

- 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 will prepare for and execute a smooth transition to the new Parks and Recreation building, Wapping Elementary School, in late winter/early spring 2018.
- Continue to grow and adapt the preschool program to stay current with the needs of families with preschool aged children.
- Enhance programming for Special Needs Participants
- Increase sponsor opportunities

***Program Accomplishments FY 2017:***

- Large increase of attendance and vendors at Fall Fest at Nevers Park, a collaboration of the morning trail runs (Jacob's Jog 7 Witch Way 5K) in partnership with Golf Fore Kids Foundation, Farmers' Market in Partnership with SW Food Alliance, and the Fall Fest Vendor Fair and Haunted Torch Walk in partnership with SW Police Services, CT Special Olympics and Parks & Recreation special needs programming
- Successful operation of the third Annual Cartoon Character event, with proceeds to benefit special needs programming throughout parks & recreation
- Large increase in attendance at, and popularity of, the Annual Egg Hunt, where 27,000 plastic eggs are distributed!
- Successful showing of outdoor movies at Wapping School Courtyard.

**Program Accomplishments FY 2017 (cont'd):**

- Launched popular free events during July is Parks and Rec Month including Playground Parties, VMP special events, Veterans' appreciation day, Parks Brigade, Moonlight Walks, and Work out Wednesdays.
- The Summer Concert series continues to increase in popularity becoming a staple community event.

**Assigned Positions:**

2015-2016		2016-2017		2016-2017	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.10	1	0.10	Art Instructor (.10)	2	0.20
1	0.03	1	0.03	Dance Instructor (.03)	1	0.03
1	0.04	1	0.04	Drama Instructor (.04)	1	0.04
6	3.60	6	3.60	Preschool Instructor (.60)	6	3.60
3	0.39	3	0.39	Preschool Aide (.13)	3	0.39
3	0.15	3	0.15	T.E. After School Instructor (.05)	2	0.10
				Fall Fest set up staff (.38)	2	0.72
				Fall Fest staff (.25)	4	1.00
				Trail Runs staff (.1)	4	0.4
				Star Wars event staff(.05)	3	0.15
				July is Park/Rec month staff (.25)	2	0.5
				Skate with Santa staff (.1)	6	0.6
				Cartoon Character Staff (.1)	5	0.6
				Movies staff (.15)	3	0.45
				Concert Crew (.23)	2	0.46
4	0.80	4	0.8	Concert Crew (0.15)	10	1.5
3	0.45	3	0.45	Fishing Derby Lifeguards (.15)	2	0.30
1	0.08	1	0.08	Mon. Night Social Club Supervisor (.075)	1	0.075
80	13.50	80	13.5	Volunteers for Special Events (.15)	50	7.5
20	3.40	20	3.4	Staff for Special Events (.17)		
123	22.54	123	22.54	TOTAL	109	17.97

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Art Class Registrations	40	70	70	32	55
Cartoon Character event	350	0	350	185	185
Community Band Participants	60	60	60	60	60
Community Chorus Participants	51	51	51	51	51
Dance Registrations	36	36	36	36	36
Drama Registrations	63	55	55	55	55
Fall Fest	0	100	250	1,500	2,000
Egg Hunt Participants	3,000	3,200	3,200	3,200	3,500
Fishing Derby Participants	100	100	100	100	120
Outdoor Movie Nights	0	0	350	300	400
Mon. Night Social Club participants (average weekly attendance)	30	30	30	30	30
Preschool Class Registrations	1,241	1,250	1,100	1,200	1,250
Summer Concert Attendance	9,200	8,500	10,000	10,000	10,500
Skate with Santa Participants	250	250	250	175	250
TE After School Club Participants	133	219	120	140	150
Trail Runs			142	142	160
Afterschool Clubs	0	0	10		

## SOCIAL/CULTURAL

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME ALLOCATION	0	0	0	0	31,608
TEMPORARY	66,420	60,941	62,466	78,999	123,737
EMPLOYEE BENEFITS	5,053	4,661	4,792	6,043	9,466
OFFICE SUPPLIES	383	90	0	700	200
OPERATING MATERIAL	12,674	13,489	20,774	17,517	17,660
UNIFORMS & CLOTHING	0	648	316	490	490
SOFTWARE FEES	8,820	11,652	13,038	9,851	12,394
ADVERTISING	5,884	8,101	8,659	9,305	12,465
PROFESSIONAL	70,617	66,175	75,090	90,153	101,878
RENTAL & LEASES	821	959	330	1,450	1,500
UTILITIES	0	0	0	360	360
REPAIR/MAINT FACILITIES	0	0	0	500	500
FEES & MEMBERSHIPS	4,007	2,094	714	2,304	2,688
RECRUITMENT & TRAINING	0	393	207	189	245
OTHER PURCHASE SERVICE	0	0	0	600	600
DEPARTMENT EQUIPMENT	0	259	0	0	0
OTHER	0	0	0	0	0
TOTAL	174,680	169,462	186,387	218,461	315,791

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

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

***Budget Change Commentary:***

- A minor increase in the 100 Account, staffing, (\$3,000) for the extra staffing that will be needed for the new Rotary Pavilion II at VMP
- **Prior to the 2% contribution and adjustment of \$5,634.45 towards the mandated \$310,367 reimbursement for administrative salaries** this account was basically flat with anticipated expenses up \$3,490 and associated revenues increasing only by \$1,000 due to anticipated loss revenue without the Community Center Banquet Hall for rentals. **At the new adjusted expense total of \$56,293.45 an appropriation from fund balance will be necessary to be self-sustaining.**

***Program Objectives and Goals FY 2018:***

- 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 accepting resident reservations for the New Rotary Pavilion II at VMP by Fall, 2017.
- 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 January 1, 2018. We hope to transfer and expand the room reservation function for the public to our new home at Wapping School.

***Program Accomplishments FY 2017:***

- Establishment of the Weekend/Weeknight Supervisor position has proven to be very successful. It provided parks, facilities and programs the extra TLC and proper supervision to better serve the public.
- 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:**

2015-2016		2016-2017		Position Title	2017-2018	
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 Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Rotary Pavilion I Reservations (program & Non-program uses)	127	143	143	145	150
Community Center Reservations (non-programmatic)	133	265	250	250	150
Indoor Batting Cages (non-program use)	25	9	14	15	15
Rotary Pavilion II Reservations @ VMP( program & Non program uses)					25

## FACILITIES

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME ALLOCATION	0	0	0	0	5,634
PART TIME WAGES	3,802	3,256	5,318	20,610	23,311
EMPLOYEE BENEFITS	451	249	407	1,577	1,783
OPERATING MATERIAL	2,003	1,438	1,372	713	926
SOFTWARE FEES	2,128	2,194	2,459	2,552	2,602
ADVERTISING	1,256	1,749	1,671	2,042	2,082
PROFESSIONAL	8,996	2,086	4,731	2,880	1,260
RENTAL & LEASES	0	0	0	0	0
UTILITIES	0	0	0	1,100	1,100
MAINTENANCE CONTRACTS	9,286	6,391	8,295	8,295	8,795
REPAIR/MAINT FACILITIES	5,476	9,443	1,365	6,100	7,500
REPAIR/MAINT EQUIP	88	71	4,221	300	300
RECRUITMENT & TRAINING	404	370	448	1,000	1,000
DEPARTMENT EQUIPMENT	0	0	0	0	0
OTHER	0	0	0	0	0
TOTAL	33,890	27,247	30,287	47,169	56,293

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

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

***Budget Change Commentary:***

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

**TRANSFER TO THE GENERAL FUND**

	<b>2013/2014</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ADOPTED</b>
INTERNAL SERVICE CHARGES	23,000	23,000	23,000	0	0
<b>TOTAL</b>	23,000	23,000	23,000	0	0

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

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

***Budget Change Commentary:***

This program has a zero percent budget increase.

## CONTINGENCY

	2013/2014 ACTUAL	2014/2015 ACTUAL	2015/2016 ACTUAL	2016/2017 ADOPTED	2017/2018 ADOPTED
OTHER PURCHASE SERVICE	0	0	0	30,000	30,000
<b>TOTAL</b>	0	0	0	30,000	30,000

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – CAPITAL IMPROVEMENTS</b>	<b>8000</b>
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***Program Explanation:***

This program provides funding for Capital Improvement Projects.

***Budget Change Commentary:***

For Fiscal year 2018, an amount of \$700,000 is budgeted for the complete move of Recreation Administrative Offices/Program Rooms to the Wapping School.

## CAPITAL PROJECTS

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
CAPITAL PROJECTS	0	0	0	0	700,000
<b>TOTAL</b>	0	0	0	0	700,000



## **APPENDIX**

### **Major Employers**

	<b>Town of South Windsor Major Employer</b>	<b>Nature of Business</b>	<b>Number of Employees</b>
1	The Town of South Windsor	Government and Education	821
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	Super Stop & Shop	Retail	221
8	Performance Food Group	Distributor	183
9	Lowes Home Improvement	Retail	170
10	Electro Methods	Manufacturer	155

### **Employment by Industry**

	<b>Town of South Windsor</b>		<b>Hartford County</b>		<b>State of Connecticut</b>	
	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
Agriculture, forestry, fisheries	18	0.1	971	0.2	7,214	0.4
Construction	451	3.3	20,326	4.6	100,593	5.6
Manufacturing	1,702	12.5	47,167	10.7	191,286	10.7
Wholesale trade	263	1.9	11,439	2.6	44,581	2.5
Retail trade	1,490	11.0	47,266	10.7	193,799	10.9
Transportation & warehousing & utilities	368	2.7	17,635	4.0	66,850	3.8
Information	164	1.2	10,130	2.3	41,486	2.3
Finance, insurance, real estate	2,343	17.2	50,071	11.4	163,822	9.2
Professional, scientific & management	1,307	9.6	47,097	10.7	199,942	11.2
Educational, health & social services	3,372	24.8	116,493	26.5	471,587	26.5
Arts, entertainment & recreation	847	6.2	32,621	7.4	153,516	8.6
Other professional services	527	3.9	18,629	4.2	79,998	4.5
Public Administration	755	5.5	19,874	4.5	66,743	3.7
<b>TOTAL</b>	<b>13,607</b>	<b>100.0</b>	<b>439,719</b>	<b>100.0</b>	<b>1,781,417</b>	<b>100.0</b>

**Educational Attainment  
Years of School Completed, Age 25 & Over**

	Town of South Windsor		Hartford County		State of Connecticut	
	Number	Percent	Number	Percent	Number	Percent
Less than 9th grade	431	2.4	28,945	4.7	105,725	4.3
9th to 12th grade	408	2.3	39,821	6.4	144,132	5.9
High School graduate	3,881	21.6	167,890	27.1	673,973	27.4
Some college	2,513	14.0	108,799	17.6	430,129	17.5
Associate degree	1,542	8.6	48,350	7.8	183,289	7.4
Bachelor degree	5,112	28.4	126,856	20.5	516,001	21.0
Graduate or professional degree	4,094	22.8	97,803	15.8	409,606	16.6
Total	<u>17,981</u>	<u>100.0</u>	<u>618,464</u>	<u>100.0</u>	<u>2,462,855</u>	<u>100.0</u>
Total high school graduate or higher (%)		95.3%		88.9%		89.9%
Total bachelor degree or higher (%)		51.2%		36.3%		37.6%

**Income Distribution**

	Town of South Windsor		Hartford County		State of Connecticut	
	Families	Percent	Families	Percent	Families	Percent
\$ -0- to 9,999	56	0.8	9,374	4.1	30,926	3.5
10,000 to 14,999	4	0.1	5,555	2.4	18,063	2.0
15,000 to 24,999	150	2.1	12,899	5.7	46,085	5.1
25,000 to 34,999	192	2.7	14,650	6.5	55,716	6.2
35,000 to 49,999	410	5.8	21,434	9.4	83,173	9.3
50,000 to 74,999	984	14.0	37,073	16.3	139,724	15.6
75,000 to 99,999	1,155	16.5	33,159	14.6	126,557	14.1
100,000 to 149,999	1,706	24.3	46,035	20.3	183,030	20.4
150,000 to 199,999	1,143	16.3	22,517	9.9	94,575	10.6
200,000 or more	1,214	17.3	24,401	10.7	117,791	13.2
	<u>7,014</u>	<u>100.0</u>	<u>227,097</u>	<u>100.0</u>	<u>895,640</u>	<u>100.0</u>

**Characteristics of Housing Units**

Sales Price Category	Town of South Windsor		Hartford County		State of Connecticut	
	Number	Percent	Number	Percent	Number	Percent
Less than \$50,000	247	3.0	6,300	2.8	24,620	2.7
50,000 to 99,999	189	2.3	7,343	3.3	28,771	3.2
100,000 to 149,999	638	7.7	24,757	11.1	78,066	8.6
150,000 to 199,999	801	9.6	44,151	19.7	140,544	15.5
200,000 to 299,999	3,033	36.4	73,415	32.8	251,106	27.7
300,000 to 499,999	2,903	34.8	52,651	23.5	235,670	26.0
500,000 to 999,999	491	5.9	13,718	6.1	106,965	11.8
1,000,000 and over	37	0.4	1,665	0.7	40,485	4.5
	<u>8,339</u>	<u>100.0</u>	<u>224,000</u>	<u>100.0</u>	<u>906,227</u>	<u>100.0</u>
Median Values	\$276,300		\$236,400		\$270,500	

## SUMMARY OF THE PRIOR FIVE FISCAL YEARS

Fiscal Year	Proposed	Council Approved	Reduction to Requested Amount	Requested Increase \$	Requested Increase %	Actual Increase \$	Actual Increase %
<b>16/17</b>							
General Gov Oper	\$33,586,292	\$32,216,389	\$1,369,903	\$2,608,148	8.42%	\$1,238,245	4.00%
Board of Education	\$71,752,070	\$71,752,070	\$0	\$1,396,503	1.98%	\$1,396,503	1.98%
Debt Service	\$6,194,966	\$6,194,966	\$0	\$386,400	6.65%	\$386,400	6.65%
Capital Leases	\$1,135,540	\$1,135,540	\$0	\$421,997	59.14%	\$421,997	59.14%
Capital Projects	\$1,500,000	\$1,264,213	\$235,787	\$500,000	50.00%	\$264,213	26.42%
Total Budget	\$114,168,868	\$112,563,178	\$1,605,690	\$5,313,048	4.88%	\$3,707,358	3.41%
<b>Tax Increase</b>	<b>2.18%</b>						

<b>15/16</b>							
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%
<b>Tax Increase</b>	<b>2.90%</b>						

<b>14/15</b>							
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%
<b>Tax Increase</b>	<b>5.93%</b>						

<b>13/14</b>							
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%
<b>Tax Increase</b>	<b>18.59%</b>						

<b>12/13</b>							
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%
<b>Tax Increase</b>	<b>2.27%</b>						

Average 5-year Increase/(Decrease)		
General Government	\$1,044,077	3.61%
Board of Education	\$1,550,409	2.32%
Debt Service	\$410,932	8.69%
Capital Leases	\$99,691	23.15%
Capital Projects	\$127,522	85.21%

**Three Year Consolidated Budgeted Funds  
Financial Statements  
Major Fund and Non-Major Funds**

	MAJOR FUND			NON-MAJOR FUNDS <sup>1</sup>			TOTAL		
	GENERAL FUND			GOVERNMENTAL FUNDS			ALL BUDGETED GOVERNMENTAL FUNDS		
	FY 2016 Actual	FY 2017 Estimated	FY 2018 Adopted	FY 2016 Actual	FY 2017 Estimated	FY 2018 Adopted	FY 2016 Actual	FY 2017 Estimated	FY 2018 Adopted
<b>FINANCIAL SOURCES</b>									
Property Taxes	\$ 92,999,372	\$ 95,509,180	\$98,239,070	\$ -	\$ -	\$ -	\$ 92,999,372	\$ 95,509,180	\$ 98,239,070
Intergovernmental	21,589,783	14,502,364	9,790,175	-	-	-	21,589,783	14,502,364	9,790,175
Local Revenues	2,379,396	1,654,541	1,571,000	6,573,136	6,764,052	7,736,170	8,952,532	8,418,593	9,307,170
Misc. Revenues	108,902	830,357	175,000	172,072	25,651	-	280,974	856,008	175,000
Transfers In/Use of Fund Balance	-	-	3,387,240	-	-	-	-	-	3,387,240
<b>TOTAL FINANCIAL SOURCES</b>	<b>117,077,453</b>	<b>112,496,442</b>	<b>113,162,485</b>	<b>6,745,208</b>	<b>6,789,703</b>	<b>7,736,170</b>	<b>123,822,661</b>	<b>119,286,145</b>	<b>120,898,655</b>
<b>FINANCIAL USES</b>									
General Government	3,292,016	3,513,201	3,966,626	-	-	-	3,292,016	3,513,201	3,966,626
Public Safety	8,111,848	8,845,557	9,044,210	-	-	-	8,111,848	8,845,557	9,044,210
Public Works	7,073,306	7,877,971	8,197,921	3,458,576	3,906,164	5,033,728	10,531,882	11,784,135	13,231,649
Culture & Leisure	2,804,943	3,002,813	2,739,348	2,124,513	2,167,339	3,830,860	4,929,456	5,170,152	6,570,208
Health & Human Services	871,198	1,017,603	1,070,439	-	-	-	871,198	1,017,603	1,070,439
Unclassified	6,556,833	7,036,769	7,460,365	-	-	-	6,556,833	7,036,769	7,460,365
Debt Service	6,874,897	7,271,341	7,978,505	-	-	-	6,874,897	7,271,341	7,978,505
Capital	-	-	1,497,154	-	-	-	-	-	1,497,154
Education	76,768,518	71,752,070	71,207,917	-	-	-	76,768,518	71,752,070	71,207,917
<b>TOTAL FINANCIAL USES</b>	<b>112,353,559</b>	<b>110,317,325</b>	<b>113,162,485</b>	<b>5,583,089</b>	<b>6,073,503</b>	<b>8,864,588</b>	<b>117,936,648</b>	<b>116,390,828</b>	<b>122,027,073</b>
Other Financing Sources									
Premium-bond issuance	207,067	-	-	-	-	-	207,067	-	-
Transfers in	57,537	52,240	-	23,000	23,000	-	80,537	75,240	-
Transfers out	(1,714,980)	(1,814,980)	-	(718,240)	(735,000)	-	(2,433,220)	(2,549,980)	-
<b>TOTAL Other financing sources (uses)</b>	<b>(1,450,376)</b>	<b>(1,762,740)</b>	<b>-</b>	<b>(695,240)</b>	<b>(712,000)</b>	<b>-</b>	<b>(2,145,616)</b>	<b>(2,474,740)</b>	<b>-</b>
Net Change in Fund Balance	3,273,518	416,377	-	466,879	4,200	(1,128,418)	3,740,397	420,577	(1,128,418)
Fund Balance - Beginning of Year	6,858,362	10,131,880	10,548,257	1,361,504	1,828,383	1,832,583	8,219,866	11,960,263	12,380,840
Fund Balance - End of Year	<u>\$ 10,131,880</u>	<u>\$ 10,548,257</u>	<u>\$ 10,548,257</u>	<u>\$ 1,828,383</u>	<u>\$ 1,832,583</u>	<u>\$ 704,165<sup>2</sup></u>	<u>\$ 11,960,263</u>	<u>\$ 12,380,840</u>	<u>\$ 11,252,422</u>

<sup>1</sup> Non-Major Funds consist of Sewer and Recreation Fund

<sup>2</sup> Town Council approved additional \$1,010,567 in expenditures for Recreation Department. Renovating and moving administrative offices will occur in fiscal year 2018

**Comparative Budget Impact  
Actual, Adopted and Projected  
Fiscal Year 2016 through Fiscal Year 2021**

	<u>Actual 2015-2016</u>	<u>Adopted 2016-2017</u>	<u>Adopted 2017-2018</u>	<u>Projected 2018-2019</u>	<u>Projected 2019-2020</u>	<u>Projected 2020-2021</u>
<b>REVENUES</b>						
Taxes-Current	\$ 90,022,160	\$ 93,510,040	\$ 96,284,070	\$101,175,372	\$104,075,161	\$107,047,444
Taxes-Prior Years	2,881,219	1,905,000	1,955,000	1,955,000	1,955,000	1,955,000
Education Grants	12,565,316	12,486,098	7,810,404	7,810,404	7,810,404	7,810,404
State Grants	1,780,723	2,233,300	1,979,771	1,979,771	1,979,771	1,979,771
Local Revenues	2,399,692	1,491,500	1,571,000	1,571,000	1,571,000	1,571,000
Transfers/Misc.	<u>152,491</u>	<u>937,240</u>	<u>3,562,240</u>	<u>1,500,000</u>	<u>1,500,000</u>	<u>1,500,000</u>
Total Revenue	\$109,801,601	\$112,563,178	\$113,162,485	\$115,991,547	\$118,891,336	\$121,863,619
<b>EXPENDITURES</b>						
Town	\$ 29,519,391	\$32,216,389	\$32,478,909	\$ 33,290,882	\$ 34,123,154	\$ 34,976,233
Debt	6,830,607	7,330,506	7,978,505	8,177,968	8,382,417	8,591,977
Capital	1,000,000	1,264,213	1,497,154	1,534,583	1,572,947	1,612,271
Education	<u>70,235,567</u>	<u>71,752,070</u>	<u>71,207,917</u>	<u>72,988,115</u>	<u>74,812,818</u>	<u>76,683,138</u>
Total Expenditures	\$107,585,565	\$112,563,178	\$113,162,485	\$115,991,547	\$118,891,336	\$121,863,619
Grand List (stated in thousands)	2,501,567	2,546,423	2,602,708	2,615,722	2,628,800	2,641,944
	PP/RE/MV	PP/RE	PP/RE	PP/RE	PP/RE	PP/RE
Mill Rate	36.54	37.34	38.08	39.95	40.96	41.98
		MV	MV	MV	MV	MV
		37.00	32.00	32.00	32.00	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
<b>FUNCTION: GENERAL GOVERNMENT</b>							
Town Council	♦						
Registrar of Voters	♦						
Town Manager	♦						
Human Resources	♦						
Planning Department	♦						
Building Department	♦						
Assessor	♦						
Collector of Revenue	♦						
Finance Office	♦						
Town Clerk	♦						♦
Town Attorney	♦						
Town Hall	♦						
Information Technology	♦						
Media	♦						
<b>FUNCTION: PUBLIC SAFETY</b>							
Police	♦						♦
Emergency Management	♦						
Fire Marshal	♦						♦
Fire Department	♦						
<b>FUNCTION: PUBLIC WORKS</b>							
Public Works	♦						♦
Engineering	♦						
Highway Maintenance	♦						
Fleet Services	♦						
Building Maintenance	♦						
Refuse Disposal	♦						
Pollution Control & Wastewater Management		♦		♦	♦	♦	♦
<b>FUNCTION: CULTURE &amp; LEISURE</b>							
Parks & Recreation Administration	♦						
Park Maintenance	♦						
Recreation Programs			♦				
Library	♦						♦

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

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

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



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

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

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

**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**

ARC – Actuarial Recommended Contribution  
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 (now MIRA)  
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  
MIRA – Materials Innovation and Recycling Authority  
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