

# Town of South Windsor

## FY 2019 Operating and Capital BUDGET



Adopted May 7, 2018



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of South Windsor  
Connecticut**

For the Fiscal Year Beginning

**July 1, 2017**

*Christopher P. Morill*

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, Connecticut, for its annual budget for the fiscal year beginning on July 1, 2017.

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 communications device.

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



## **TOWN OF SOUTH WINDSOR 2018 - 2019 OPERATING BUDGET**

### **TOWN COUNCIL**

M. Saud Anwar  
Mayor

Audrey Delnicki

Andrew Paterna

Jeffrey Glickman

Elizabeth Pendleton

Mary Justine Hockenberry

Matthew Riley

Lisa Maneeley

Janice Snyder

Matthew Galligan  
Town Manager



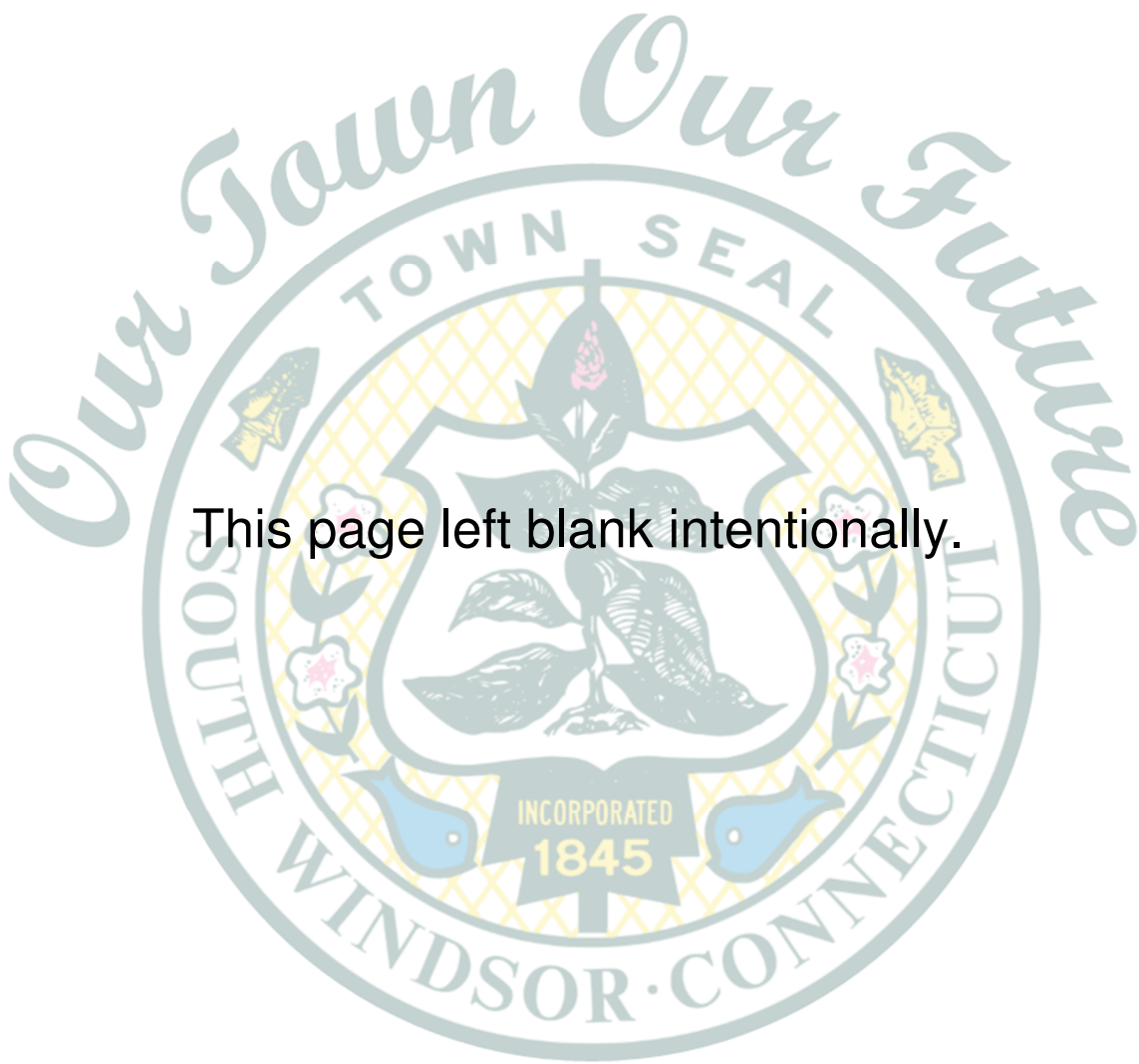
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## READERS GUIDE

### **How to Review This Budget**

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.

### **Budget Message**

The fiscal year 2019 budget document begins with an annual budget message which 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.

### **Citizens Guide**

This section contains background and statistical information on the Town. It also explains the budget process in detail and provides the Town financial policies.

### **Revenues**

The revenue section starts with an overview then continues with revenue descriptions, explanations on property taxes, mill rate, and grand list information.

### **Department Budgets**

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.

### **Debt Service**

Here you will find an overview of debt and lease financing. Detailed schedules provide payment and debt limitation information.

### **Capital Improvements**

This section provides a summary of the Town’s capital improvements, policies and long term planning schedules.

### **Special Revenue Fund**

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.

### **Appendix**

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.

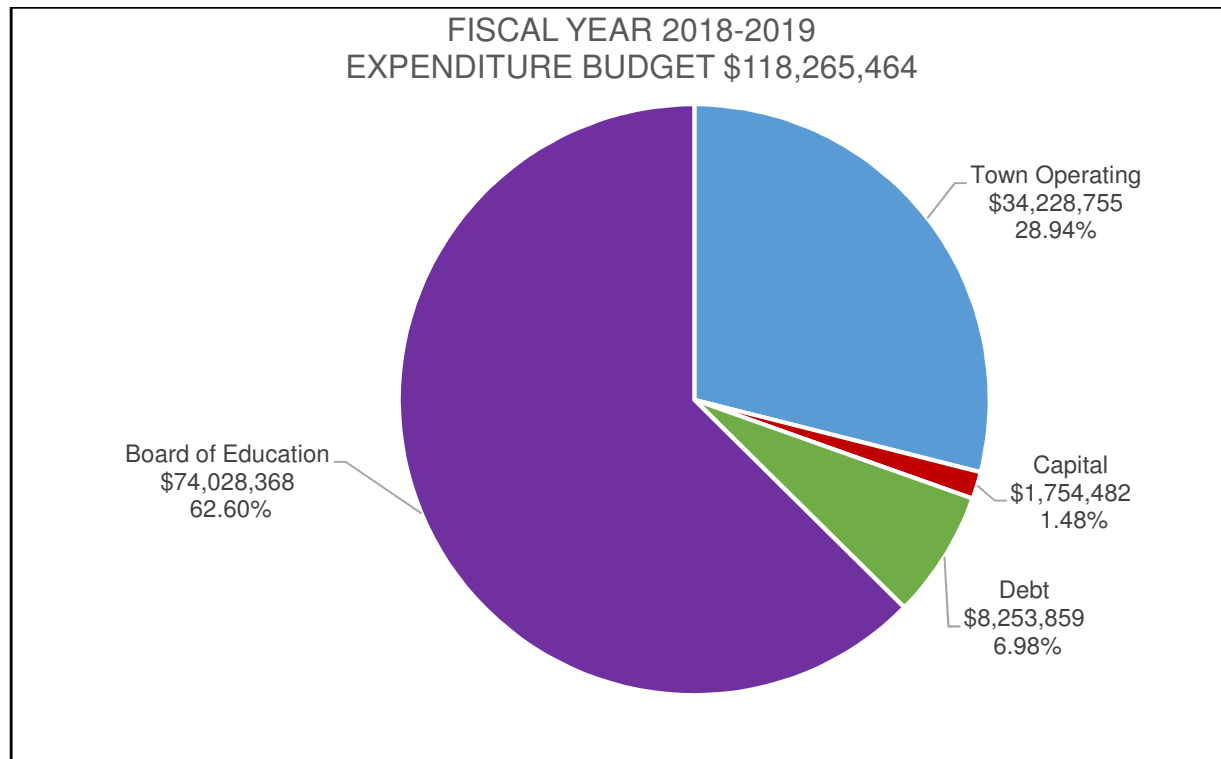
## Budget Message

June 2018

Dear South Windsor Residents:

I am pleased to present the adopted operating budget for Fiscal Year 2018-2019 approved by the Town Council at its May 7, 2018 meeting. This adopted budget and documentation represents hours of meetings, presentations, and reflects the funding requests of Town Departments, Board of Education, Capital Requests, and required Debt Service.

The total approved Town of South Windsor budget for Fiscal Year 2018-2019 is \$118,265,464. 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**

Key elements considered in the development of this budget include:

- Budget must reflect the Council's adopted goals and priorities.
- Must continue increased funding for capital and equipment needs.
- Must deliver the same levels of service to South Windsor residents.
- Must continue to advance the Strategic Plan.
- Growth from 10/1/2017 Revaluation.
- Incorporate changes in grants from State of Connecticut biennial budget.

The Assessor signed the 10/1/17 grand list on January 31, 2018 with an overall increase of 5.61%. This increase was due in part to residential and commercial construction due to economic development programs and the completed full-inspection revaluation on all real estate in Town. With the growth and increase in tax revenues, the Council felt it was time to restore some of the negative cuts from the previous budget cycle.

The State of Connecticut's biennial budget was adopted in November 2017. Although we knew the proposed state grant numbers for the Town for fiscal 2019, we were provided with updated figures on February 6, 2018 that were greatly reduced or eliminated altogether due to Governor holdbacks. Through strong fiscal management and maximizing resources, this budget incorporates all of the proposed revenue cuts from the State of CT. Even though the State did not act on legislation that would require towns to contribute to teacher pension costs, we are keeping a watchful eye as impact is still unknown; the Town did not adopt any expense associated with this proposal.

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 45 mills versus the 37 mills in fiscal year 2018; planning and construction of two new elementary schools that were approved by referendum on March 21, 2017; the use of transfers-in and decreasing use of prior year fund balance.

### **Future Challenges**

Careful planning, budgeting and support of taxpayers in 2018-2019 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**

- Negotiate four union contracts expiring 6/30/19
- Continue expansion of Fiber network

- Economic development continuation of programs targeted with the focus on the Buckland Gateway and the I-291 Corridor
- Construction of two new elementary schools approved by referendum
- Ongoing road and drainage improvements throughout the Town

**Non-Financial**

- Consider alternative energy 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

Negotiating a budget demands give and take and a great deal of compromise from all parties involved. I appreciate the hard work of everyone involved in this process and would like to thank our Superintendent of Schools, Dr. Kate Carter, and our Town Manager Matthew Galligan. I also want to thank the Board of Education and my fellow Town Council members for their patience and commitment to our town.

I look forward to working with residents, staff, and the business community as we implement this financial plan to strive for a prosperous future ahead.

Respectfully submitted,

A handwritten signature in black ink, reading "Dr. M. Saud Anwar". The signature is written in a cursive style with a long horizontal line extending from the end.

Dr. M. Saud Anwar  
Mayor

## Budget Summary

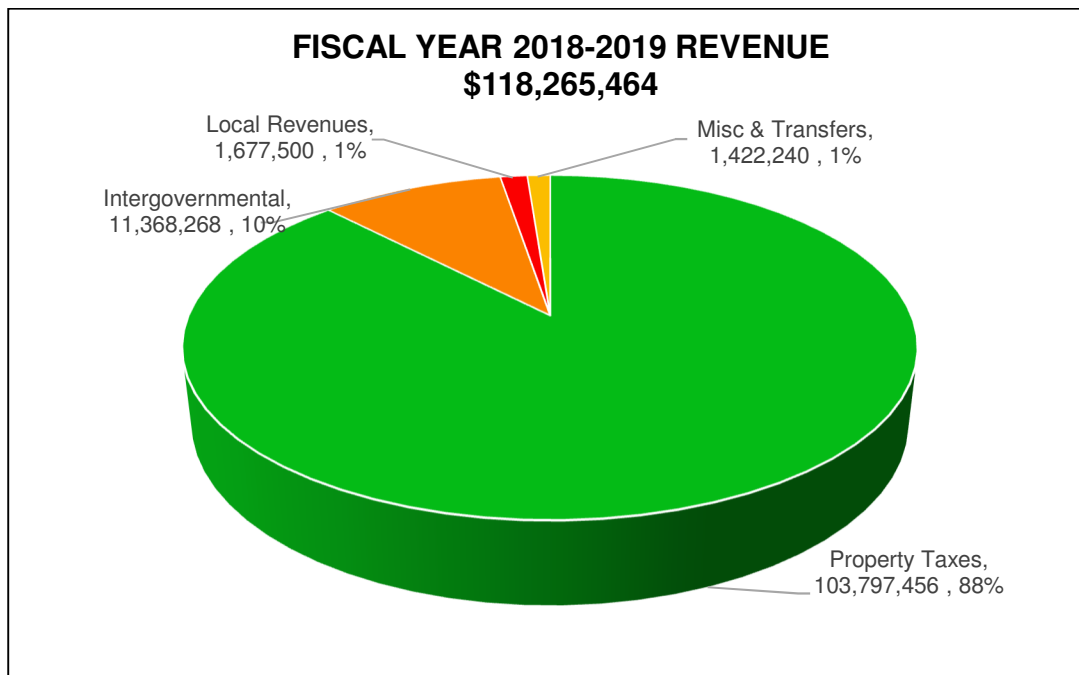
This budget, through the continuing implementation of various efficiencies, many of which were adopted over the past few years, maintains services at the current level while proposing a modest mill rate increase. Detailed below are highlights of the expenditure and revenue components. Expanded details can be found on pages 31 and 41.

### Revenue and Expenditure Comparison 2018 - 2019 Operating Budget

	<b>FY 2017 Adopted</b>	<b>FY 2018 Adopted</b>	<b>FY 2019 Adopted</b>	<b>\$ Change FY 2018 to FY 2019</b>	<b>% Change FY 2018 to FY 2019</b>
<b>REVENUES</b>					
PROPERTY TAXES	95,415,040	98,239,070	103,797,456	5,558,387	5.66%
INTERGOVERNMENTAL	14,719,398	9,790,175	11,368,268	1,578,093	16.12%
LOCAL REVENUES	1,491,500	1,571,000	1,677,500	106,500	6.78%
MISCELLANEOUS	50,000	175,000	300,000	125,000	71.43%
TRANSFERS	887,240	3,387,240	1,122,240	(2,265,000)	-66.87%
<b>TOTAL REVENUES</b>	<b>112,563,178</b>	<b>113,162,485</b>	<b>118,265,464</b>	<b>5,102,980</b>	<b>4.51%</b>
<b>EXPENDITURES</b>					
GENERAL GOVERNMENT	3,753,103	3,966,626	4,019,283	52,656	1.33%
PUBLIC SAFETY	8,977,986	9,044,210	9,378,820	334,611	3.70%
PUBLIC WORKS	8,096,700	8,197,921	8,687,300	489,378	5.97%
CULTURE & LEISURE	3,054,007	2,739,348	3,255,043	515,695	18.83%
HEALTH & HUMAN SERVICES	1,017,221	1,070,439	1,113,357	42,918	4.01%
UNCLASSIFIED	7,317,372	7,460,365	7,774,953	314,588	4.22%
<b>TOTAL TOWN</b>	<b>30,945,022</b>	<b>32,478,909</b>	<b>34,228,755</b>	<b>1,749,847</b>	<b>5.39%</b>
<b>DEBT SERVICE</b>	<b>7,330,506</b>	<b>7,978,505</b>	<b>8,253,859</b>	<b>275,354</b>	<b>3.45%</b>
<b>CAPITAL IMPROVEMENTS</b>	<b>1,264,213</b>	<b>1,497,154</b>	<b>1,754,482</b>	<b>257,328</b>	<b>17.19%</b>
<b>BOARD OF EDUCATION</b>	<b>71,752,070</b>	<b>71,207,917</b>	<b>74,028,368</b>	<b>2,820,451</b>	<b>3.96%</b>
<b>TOTAL EXPENDITURES</b>	<b>108,855,820</b>	<b>113,162,485</b>	<b>118,265,464</b>	<b>5,102,980</b>	<b>4.51%</b>

## 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.



### Property Taxes

Property Taxes are the major revenue source and account for 87.77% of the 2018-2019 adopted General Fund budgeted revenues. The combined Town, Debt, and Education budget requires \$101,742,456 from current taxes which is 86.03% of the overall budgeted revenue. The Town's seven year trend in its collection rate is 98.75% for real estate and personal property and 97% for motor vehicles.

### Intergovernmental Revenues

This category represents 9.61% of overall budgeted revenue and has increased from the prior year adopted budget by \$1,578,093. This category represents education and other grants received from the State of CT. Due to budget uncertainties last year, this category was budgeted very conservatively. Due to the adoption of the State's Biennial budget for FY 2017-2019, we were able to increase figures in this category.

### Local Revenues

Represent 1.42% (also referred to as Charges for Services) of the 2018-2019 adopted General Fund budgeted revenues with a slight increase of \$106,500 over previous year due mainly to historical trends and increased/expanded fee structure.



#### Miscellaneous and Transfers

These items represent 1.20% of total budgeted revenue. 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 \$700,000 of Fund Balance surplus a decrease from previous fiscal year by \$300,000 or -30.00%.

Over the past few years it has been the Town's practice to include a portion of Fund Balance reserves in the adopted budget. 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.

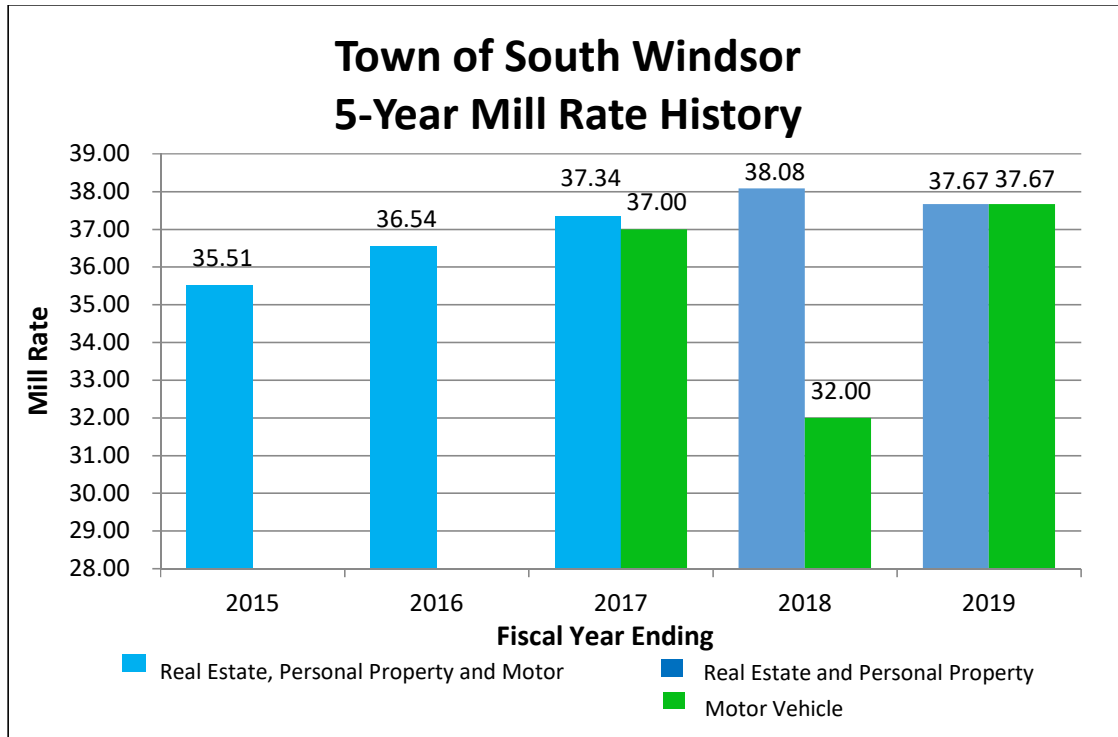
The 2016 Grand Lists reflect the following:

	<b>Gross</b>	<b>Exemptions</b>	<b>Net</b>	<b>Percent Change From 2016</b>
Real Estate	\$2,458,057,060	\$229,669,313	\$2,228,387,747	3.91%
Personal Property	381,763,430	82,280,205	299,483,225	24.23%
Motor vehicles	2230,786,948	9,724,728	221,062,220	1.80%
<b>Total</b>	<b>\$3,070,607,438</b>	<b>\$321,762,146</b>	<b>\$2,748,845,292</b>	<b>5.61% 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 2017 Grand List increased by 5.61% due to a completed revaluation and economic growth. We have been very successful in growing the Grand List over the past three years due to economic development programs.

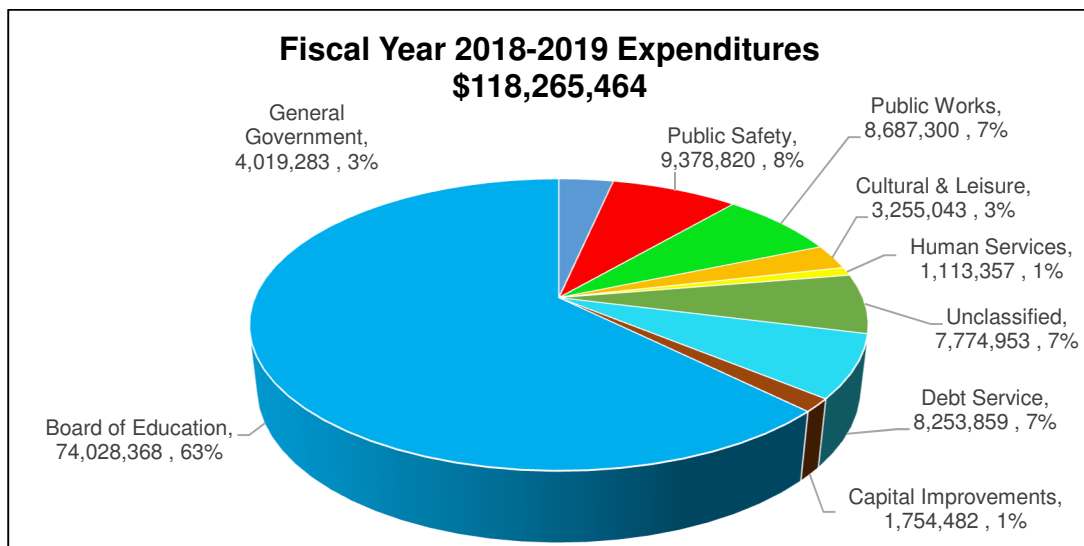
## MILL RATE

To support this budget, the mill rate is 37.67. The chart below is a 5-year mill rate history:



## Expenditure Highlights

The Town Council approved total operating expenditures for fiscal year 2018-2019 of \$118,265,464 an increase over current year of 4.51%. The chart below details expenditures by category.



### General Government

This category provides the overall leadership and oversight of operation for the Town and is increasing by \$52,656 or 1.33% 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 \$334,611 or 3.70% and key highlights include: Police Department including Administration, Operations, Support Services and Community Services is increasing \$289,178, Emergency Management is decreasing by \$12,403 and Fire Protection is increasing by \$18,761 along with hydrants and water lines increasing \$720.

### Public Works

This category of expenses is estimated to increase \$489,379 or 5.97%. The major factors contributing to the increase are: utilities, contracted snow plowing services, road salt reserves, emergency operations overtime and department equipment.

### Culture and Leisure

This category encompasses Parks & Recreation and Library Services and is increasing by \$515,695 or 18.83%. The increase is due to reversing prior-year allocation of 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. Adding to the increase is contractual obligations and equipment.

### Health & Human Services

The Human Services Department is an agency that serves children, families, adults, and seniors in our community. The Health Department is responsible for the environmental health of the Town. Overall, this division is increasing \$42,918 or 4.01%. The major factor for increase is the restoration of positions and salary increases.

### 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 \$314,588 or 4.22%. 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 6.97% of the total 2018-2019 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 2018-2019 are \$8,253,859 an increase of \$275,354 or 3.45% over the previous year due to borrowing for Orchard Hill Elementary School and road improvement projects.

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 2018 issue of \$4,850,000 in notes and \$11,500,000 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 \$350,238 which has been added to our

debt service reserve fund. The shaded areas in the graph below display the Town's current bond rating.

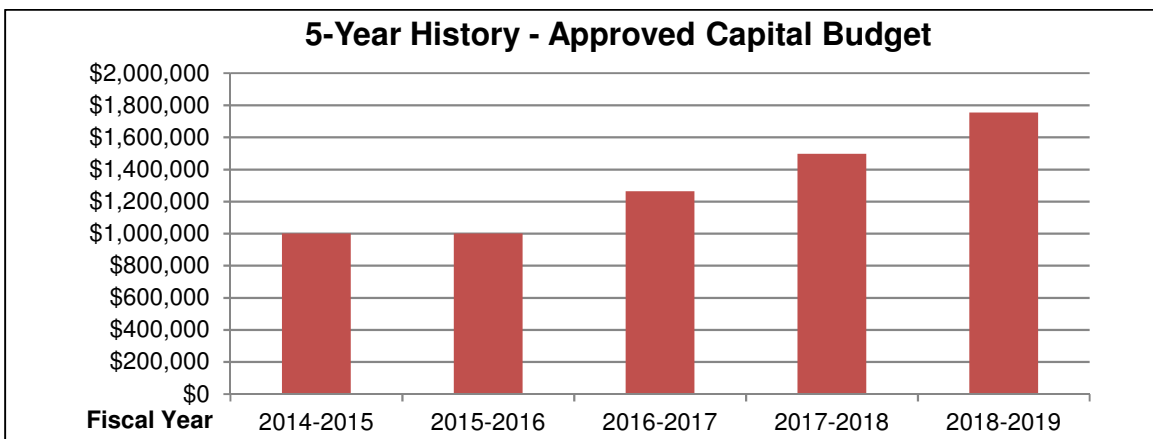
Bond Rating Grades										
	Best	High			Upper Medium			Medium		
Standard & Poor's	AAA	AA+	AA	AA-	A+	A	A-	BBB+	BBB	BBB-
Moody's	Aaa	Aa1	Aa2	Aa3	A1	A2	A3	Baa1	Baa2	Baa3

*Town of South Windsor ratings indicated in shading*

### Capital

The projected budget for fiscal year 2018-2019 is \$1,754,482 or 17.19% increase over previous year. 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 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 increase the Board of Education by \$2,820,451 for a total budget of \$74,028,368 or 62.5% of entire general operating budget for fiscal year 2018-2019 budget.

## 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 251.

### Special Revenue Summary

	<b>FY 2018</b>	<b>FY 2019</b>	<b>\$ Change</b>	<b>% Change</b>
	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>FY 18 to 19</u></b>	<b><u>FY 18 to 19</u></b>
<b>SEWER FUND</b>				
Revenue	4,922,286	5,191,685	269,399	5.47%
Expenditures	4,871,606	5,168,608	297,002	6.09%
<b>**NOTE: Sewer budget was adopted by the WPCA on June 5, 2018</b>				
<b>RECREATION FUND</b>				
Revenue	2,702,441	2,959,691	257,250	9.51%
Expenditures	3,830,860	2,929,621	-901,239	-23.5%

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. It has been the Town's practice to include a portion of Fund Balance reserves in the adopted budget because some of the programs are affected by the weather. One example is a rainy summer. The result would be lower attendance at the Town's pool. The Director of Recreation can reduce some expenditure costs to offset the lower revenues, but can't always reduce costs to equal revenue collections due to safety concerns. Future revenue forecasts reflect steady increases in program enrollments, which are projected to offset increases in operating costs.

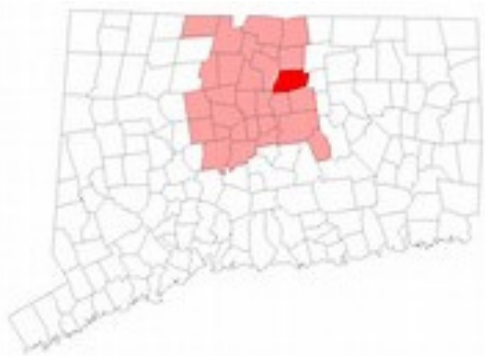
## Community Profile

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 4,188 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 four 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 (2016)</b>	25,806	<b>Revaluation</b>	October 2017
<b>Registered Voters (2016)</b>	15,045	<b>Area in square miles</b>	28
<b>Median Age (2016)</b>	44	<b>Population density (2016)</b>	919
<b>Households (2016)</b>	9,602	<b>Bond Ratings</b>	Aa2 MOODY'S AA+ STANDARD & POOR'S
<b>Median Household Income (2016)</b>	\$101,122	<b>FY 18 Mill Rate</b>	38.08

*Information Taken from CERC Profile*



## **Municipal Government**

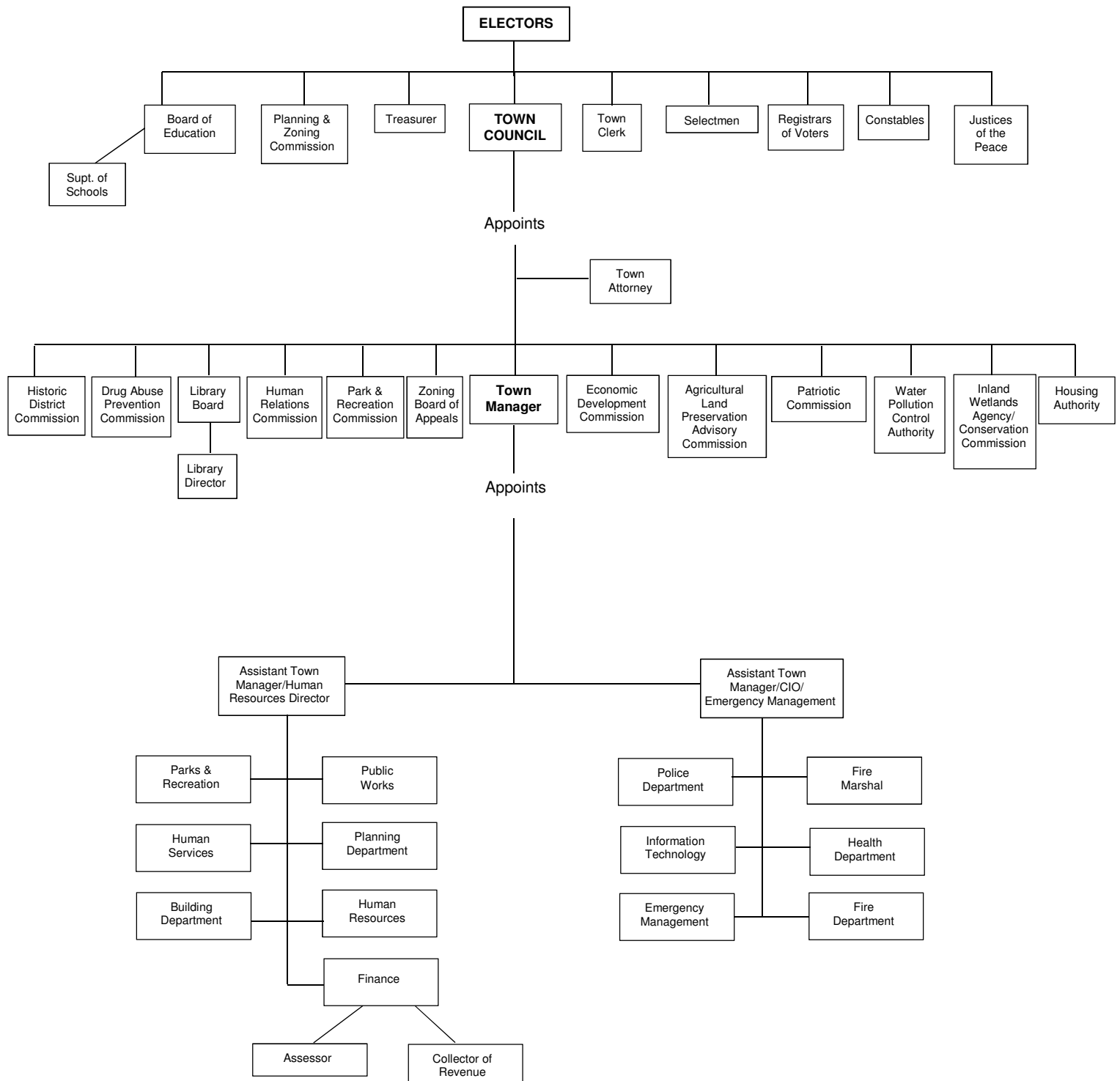
The Town of South Windsor has been organized under the Council-Manager form of government since 1960 with a nine-member Council elected at large (the "Town Council"). The legislative function is performed by a bipartisan Town Council of nine members, who are elected biennially for two-year terms. Minority 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 assistant town managers, and 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.

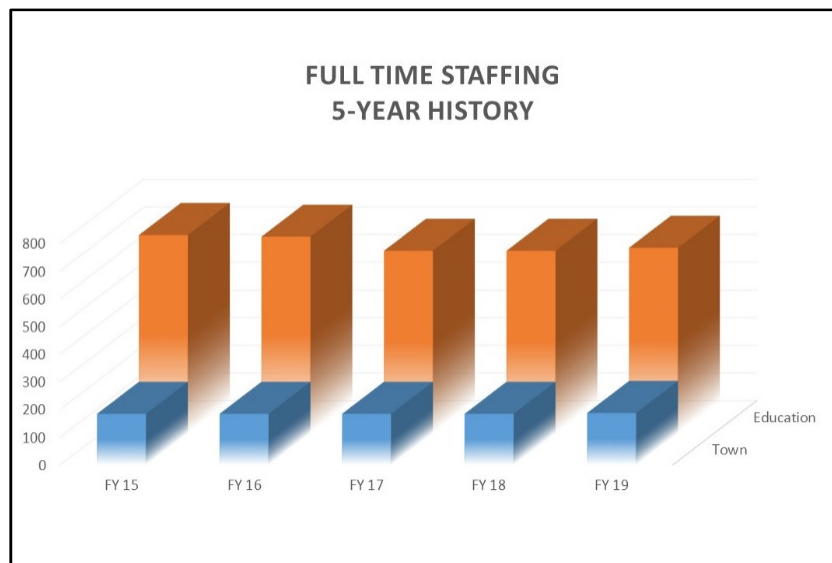
South Windsor's full time professional staff include the Town Manager, Assistant Town Manager/Director of Human Resources, Assistant Town Manager/Director of Information Technology, Director of Finance, Assessor, Collector of Revenue, Town Engineer, Director of Planning, Director of Parks and Recreation,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

## Organizational Chart



## Summary of Full-Time Positions

	Adopted FY 18	Adopted FY 19	Change	
<b>GENERAL GOVERNMENT</b>				
Town Manager	3	1	-2	In FY 2019 the Human Resources Department was broken out from the Town Manager's Office and a new Confidential Secretary position was added.
Human Resources		3	3	
Central Services	1	1	0	
Clerk of the Council	1	1	0	
Town Clerk	3	3	0	
Information Technology	5	5	0	
Planning	3	3	0	
Building Dept	3	3	0	
Assessor's Office	4	4	0	
Tax Office	3	3	0	
Finance Office	5	5	0	
	31	32	1	
<b>PUBLIC SAFETY</b>				
Police - Administration	3	4	1	
Police - Operations	39	38	-1	
Police - Technical Services	13	13	0	
Police - Community Service	2	2	0	
Fire Marshal	1	1	0	
	58	58	0	
<b>PUBLIC WORKS</b>				
Public Works - Admin	1	1	0	
Engineering	6	6	0	
Highway	20	20	0	
Motor Repair	4	4	0	
Building Maintenance	4	5	1	For FY 2019 a Maintenance Supervisor position was approved to oversee facility projects/repairs.
Pollution Control	12	12	0	
Pollution Control -Admin	2	2	0	
	49	50	1	
<b>HEALTH &amp; HUMAN SERVICES</b>				
Health Department	1	1	0	
Social Services	1	1	0	
Youth & Family Services	4	5	1	For FY 2019 a part-time position was upgraded to 37.5 hours per week.
Senior Services	6	6	0	
	12	13	1	
<b>LEISURE &amp; CULTURE</b>				
Library	12	12	0	
Recreation - Administration	8	8	0	
Parks & Recreation	14	14	0	
	34	34	0	
<b>EDUCATION</b>	657	668	11	For FY 2019 the Board of Education approved eight new certified staff and three non-certified staff Additional details on page 217
<b>TOTAL FULL-TIME</b>	<b>841</b>	<b>855</b>	<b>14</b>	



## Municipal Officials

Name	Position	Term	Length of Service
Dr. M. Saud Anwar (1)	Mayor	2 years – Elected	6 years
Andrew Paterna	Deputy Mayor	2 years – Elected	1 year
Mary Justine Hockenberry	Town Council	2 years – Elected	Less than 1 year
Rabbi Jeffrey Glickman	Town Council	2 years – Elected	Less than 1 year
Lisa M. Maneeley	Town Council	2 years – Elected	2 years
Carolyn Mirek	Town Council	2 years – Elected	4 years
Elizabeth Pendleton	Town Council	2 years – Elected	4 years
Matthew Riley	Town Council	2 years – Elected	3 years
Janice A. Snyder	Town Council	2 years – Elected	6 years
Craig Zimmerman (2)	Chairman, Board of Education	2 years – Elected	Less than 1 year
Anitha Elango	Town Treasurer	2 years – Elected	Less than 1 year
Matthew B. Galligan	Town Manager	Appointed	22 years
Patricia Perry	Director of Finance	Appointed	4 years
McGivney & Kluger	Town Attorney	Appointed	1 year
Dr. Kate Carter	Superintendent of Schools	Appointed	7 years

(1) Dr. Anwar has previously served as Mayor for a total of two years.

(2) Mr. Zimmerman has served as a member of the Board of Education for approximately 4 years but has served as Chairman for less than one year.

## 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 36 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

School	Grades	Date Occupied	Addition/ Renovation	No. of Classrooms	Enrollment 10/01/17	Capacity
Philip R. Smith Elementary School	K-5	1959	1961, 1988, 2000	21	375	576
Pleasant Valley Elementary School	K-5	1958	1988, 2000	24	494	552
Old Orchard Hill Elementary	K-5	1964	1988, 2000	23	n/a	576
Eli Terry Elementary School	K-5	1965	1966, 2000	18	436	528
Orchard Hill Elementary	PK-5	2017	N/A	32	560 (1)	576
Timothy Edwards Middle School	6-8	1968	1999	102	963	1,440
South Windsor High School (2)	9-12	1962	1966, 1991	109	1,314	1,500
Total				329	4,142	5,748

(1) Does not include 80 Pre-K students

(1) Does not include Alternative Education Program operated by SWHS at 91 Ayers Road (5 Classrooms, 125 capacity)

Source: Town of South Windsor Public Schools, Facilities Department

### School Enrollment History and Projections

	<u>Actual Enrollments</u>			
School Year (1)	<u>K-5</u>	<u>6-8</u>	<u>9-12</u>	<u>Total</u>
2008-09	2,001	1,114	1,617	4,732
2009-10	1,937	1,073	1,579	4,589
2010-11	1,850	1,089	1,546	4,485
2011-12	1,731	1,091	1,466	4,288
2012-13	1,718	1,065	1,411	4,194
2013-14	1,760	1,044	1,370	4,174
2014-15	1,753	979	1,368	4,100
2015-16	1,749	968	1,315	4,032
2016-17	1,780	965	1,326	4,071
2017-18	1,865	963	1,314	4,142
	<u>Projected Enrollments</u>			
2018-19	1,921	949	1,275	4,145
2019-20	1,939	959	1,282	4,180
2020-21	1,965	985	1,238	4,188
2021-22	2,025	1,027	1,222	4,274
2022-23	2,008	1,054	1,257	4,319

## **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 ten-year Capital Improvement Plan. This plan is reviewed and modified by the Capital Projects Committee as necessary. The Capital Projects Committee, which consists of elected officials and staff from both the Town and Board of Education,



determines the priority of each project and decides which year the projects should be completed. The ten-year Capital Improvement Plan, as recommended by the Capital Projects Committee, is submitted to the Town Council for their review and consideration as part of the Town Manager's proposed budget.

### **Balanced Budget Requirement**

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

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

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

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

### **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.

## Strategic Planning

The Town's first strategic plan was established in 2003. Recent updates in 2013 and 2017 have provided the overall 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 following items summarize the ongoing actions, goals, objectives and strategies for the Town of South Windsor during the coming year and beyond. These goals will be mirrored in each respective department with expanded details throughout the document.

## Taxes and Finance

### Action Steps

- Maintain Stable Financial Environment
- Maintain a fund balance from budget surplus
- Maintain and properly fund capital projects budget
- Create department monthly summaries

### Accomplishments

- A Tax Stabilization Fund was adopted through ordinance on February 7, 2018. The fiscal year 2019 budget includes an appropriation to this fund in the amount of 5% of new tax revenues.
- Spending freeze generated \$969k surplus ending 6/30/17.
- Refunding of 2014 outstanding debt completed on 8/10/17 generated \$70k of savings.
- RFP issued 2/13/18 for personal property audit services. This contingent based program will span three years and ensure grand list numbers of business assets are correct. Discovery from audits will increase grand list and revenue collection.
- Funding for Capital Projects in fiscal year follow Capital Projects Ordinance increase of 1% over previous year and 5% of new revenues.
- Monthly Town Manager reports have been updated to include department highlights.
- Finalized State mandated 2017 Revaluation of all real property within the Town of South Windsor.
- Maintained a tax-collection rate of 98.6%
- Increased online tax payments and knowledge of services available to taxpayers on-line.
- The Town Council implemented a fee structure revision through ordinance on July 6, 2017.

## **Education**

### Action Steps

- Follow BOE Ten-Year Strategic Plan

### Accomplishments

- Welcomed students to the New Orchard Hill Elementary School in August 2017 (Phase I of Ten-Year Plan)
- Finalized design phase of two additional elementary schools (Phase II of Ten-Year Plan)

## **Economic Development**

### Action Steps

- Hire Assistant Town Manager and/or Specialist to work with Council and Commissions.
- Provide tax incentives for businesses moving or staying in Town of South Windsor

### Accomplishments

- Created two Assistant Town Managers through resolution on 12/18/2017 and promoted two employees from within the Town in order to construct a succession plan. This staffing change let the Town Manager's focus be on economic development.

## **Maintenance of Infrastructure**

### Action Steps

- All departments will create five-year plans
- Maintain a five-year Capital Improvement Plan

### Accomplishments

- Completed street reconstruction in the Avery Heights/Benedict Drive Neighborhood
- Updated Debris Management Plan, presented at SWAC Meeting.
- Complete design, permitting and ROW to install sidewalks along Buckland Road.
- Installed a bulk tank system for lubricants. This system reduced environmental waste, increased savings with bulk purchases, and increased work order efficiency.
- Completed second phase of the Fire Code upgrades at Town Hall with the installation of new Fire Rated Ceiling on the second floor and the Lobby which included new LED lighting. Also installed a new Fire Alarm System throughout the building.
- Received a grant to replace a 20 passenger/wheelchair lift equipped bus from the DOT to enhance daily service for disabled and elderly Human Services Clients.
- Completed accessibility renovations to existing community center
- Recreation Department moved operations to Wapping School recently vacated due to Board of Education Ten-Year Master Plan and redistricting.

## **Public Safety & Traffic**

### Action Steps

- Create/review 5-year emergency management staffing plan
- Create/review 5-year vehicle/equipment plan

### Accomplishments

- Replaced 2003 Computer Aided Dispatch and Records Management System (CAD/RMS) with NexGen System in November 2017.
- Renovated the Patrol Equipment storage bay with new paint, lockers, and cabinets to support the patrol function.
- Moved into the next phase of the fiber network to improve the capabilities of Emergency Management Staff.
- Increased communications capability by adding a second channel to the Police Communications System.
- Utilized the Emergency Operations Center (EOC) for staff training and state-wide drills.
- Completed Emergency Operation Plan (EOP).
- Purchased necessary equipment to support response, recovery, and preparedness efforts.
- Enhanced GIS and EOC technology (video wall) functions to meet the needs and requirements of town agencies.

## **Recreation**

### Action Steps

- Follow Recreation Master Plan
- Identify opportunities to expand recreation facilities and programs

### Accomplishments

- Completed rehabilitation of My Friend's Place Playground and the Tyler Memorial Bark Park in preparation of their 10<sup>th</sup> anniversary celebrations.
- Officially opened the new Fairgrounds at Rye Street Park on Brookfield Street in time for the Wapping Fair held in September, 2017.
- Completed construction of the new Rotary Pavilion II at Veterans Memorial Park on time for rental season in Spring 2018.
- Completed the sound/visual reducing privacy fence project behind the High School stadium.
- Continued to work on and added to our mountain biking trail system at Rye Street Park – four trails adding 900 feet of new trails now totaling 20,750 feet or 3.76 miles!
  - The Red Trail "Dave's Back" is now 600 feet longer, 6,912 ft., or 1.309 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.
  - The Violet Trail "3-Legged Race" is 8,735 ft. or 1.7 miles is geared for beginners.

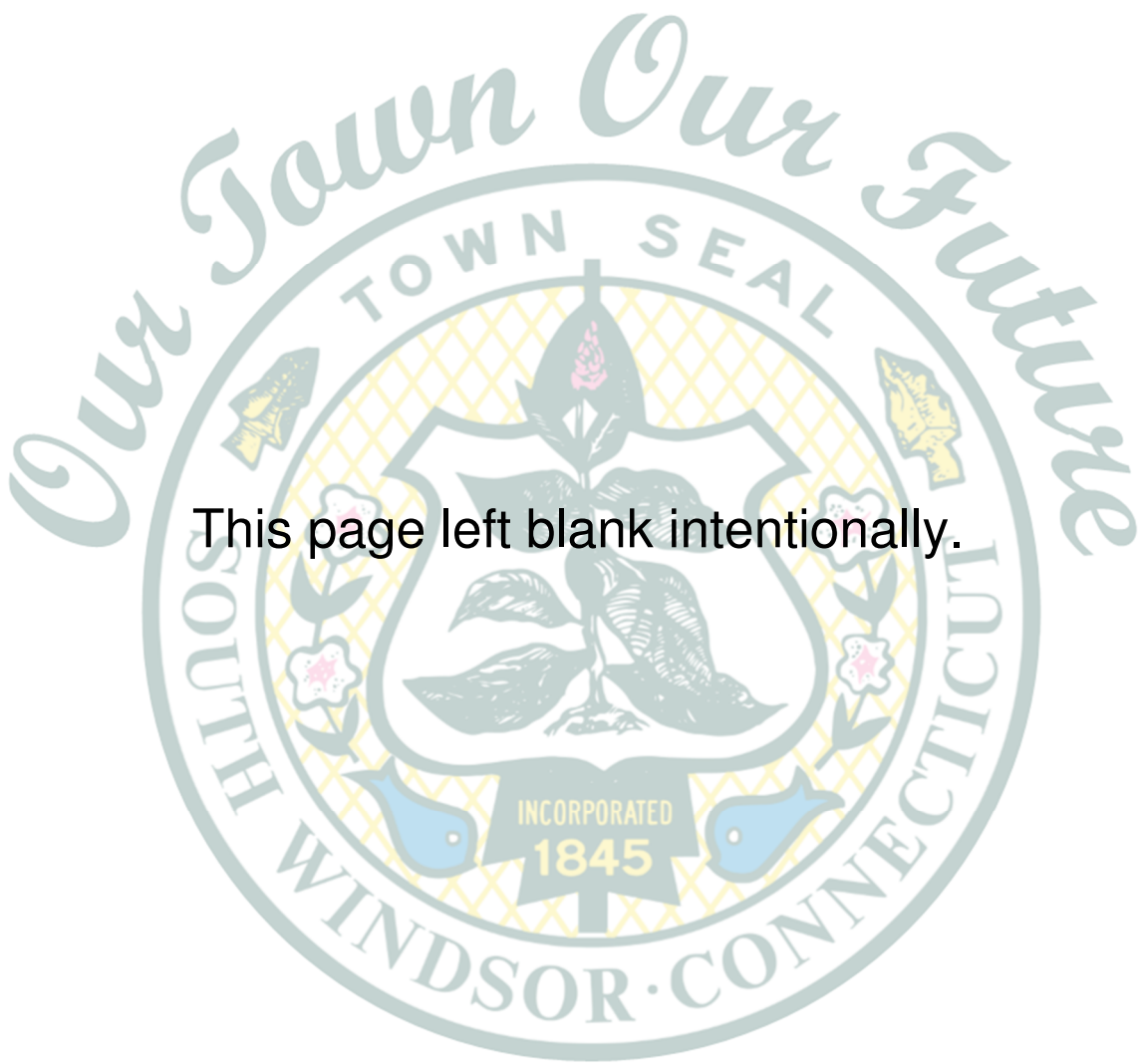
## **Environmental Protection & Rural Character**

### Action Steps

- Protect the environment, open space and preserve farmlands
- Preserve the town's historic character

### Accomplishments

- Completed the purchase of Collins Property in September 2017, a 19 acre parcel to be used as open space.
- Completed documents for the purchase of development rights of 49.7 acres at Main Street and Pleasant Valley Road.
- Facilitated the Vibrant Community Initiative Grant that was awarded for a Preservation Planning Study for Main Street completed in early 2016 to be used as a guide for Main Street as it evolves.
- 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



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## **REVENUES**

### **Revenue Summary Statement Fiscal Year 2018-2019**

				<b>\$ CHANGE</b>	<b>% CHANGED</b>
	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>FY 2018 to</b>	<b>FY 2018 to</b>
<b>Description</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>	<b>FY 2019</b>	<b>FY 2019</b>
<b>GENERAL PROPERTY TAXES</b>					
CURRENT TAXES	93,510,040	96,284,070	101,742,456	45,458,386	5.67%
PRIOR YEAR TAXES	700,000	700,000	700,000	-	0.00%
INTEREST	450,000	450,000	500,000	50,000	11.11%
LIENS	5,000	5,000	5,000	-	0.00%
SUPPLEMENTAL MOTOR VEHICLE	750,000	800,000	850,000	50,000	6.25%
	<b>95,415,040</b>	<b>98,239,070</b>	<b>103,797,456</b>	<b>5,558,386</b>	<b>5.66%</b>
<b>STATE OF CT FOR EDUCATION</b>					
SPECIAL EDUCATION	0	2,481,094	0	(2,481,094)	100.00%
EDUCATION COST SHARING GRANT	12,486,098	5,329,310	9,876,634	4,547,324	85.33%
	<b>12,486,098</b>	<b>7,810,404</b>	<b>9,876,634</b>	<b>2,066,230</b>	<b>26.45%</b>
<b>STATE OF CT FOR OTHER PURPOSE</b>					
ELDERLY TAX FREEZE	3,600	3,600	0	(3,600)	-100.00%
STATE IN LIEU OF TAXES	54,351	55,258	0	(55,258)	-100.00%
PROPERTY TAX RELIEF	150,000	150,000	0	(150,000)	-100.00%
YOUTH SERVICE GRANT	20,000	20,000	20,000	-	0.00%
TELEPHONE ACCESS RELIEF	40,000	40,000	60,000	20,000	50.00%
MRSF-MUNICIPAL REVENUE SHARING GRANT	558,715	804,258	0	(804,258)	-100.00%
MRSF-MOTOR VEHICLE PROPERTY TAX GRANTS	0	830,111	0	(830,111)	-100.00%
GRANTS FOR MUNICIPAL PROJECTS	1,338,190	0	1,338,190	1,338,190	100.00%
MUNICIPAL STABILIZATION GRANT	0	0	0	-	0.00%
PILOT-STATE OWNED PROPERTY	0	8,100	0	(8,100)	-100.00%
DOT ELDERLY TRANSPORTATION	33,444	33,444	33,444	-	0.00%
ADD'L VETERAN'S EXEMPTION	15,000	15,000	15,000	-	0.00%
	<b>2,213,300</b>	<b>1,959,771</b>	<b>1,466,634</b>	<b>(493,137)</b>	<b>-25.16%</b>
<b>INTERGOVTL (OTHER THAN STATE)</b>					
PILOT-WAPPING MEWS/FLAX HILL	20,000	20,000	25,000	5,000	25.00%
	<b>20,000</b>	<b>20,000</b>	<b>25,000</b>	<b>5,000</b>	<b>25.00%</b>

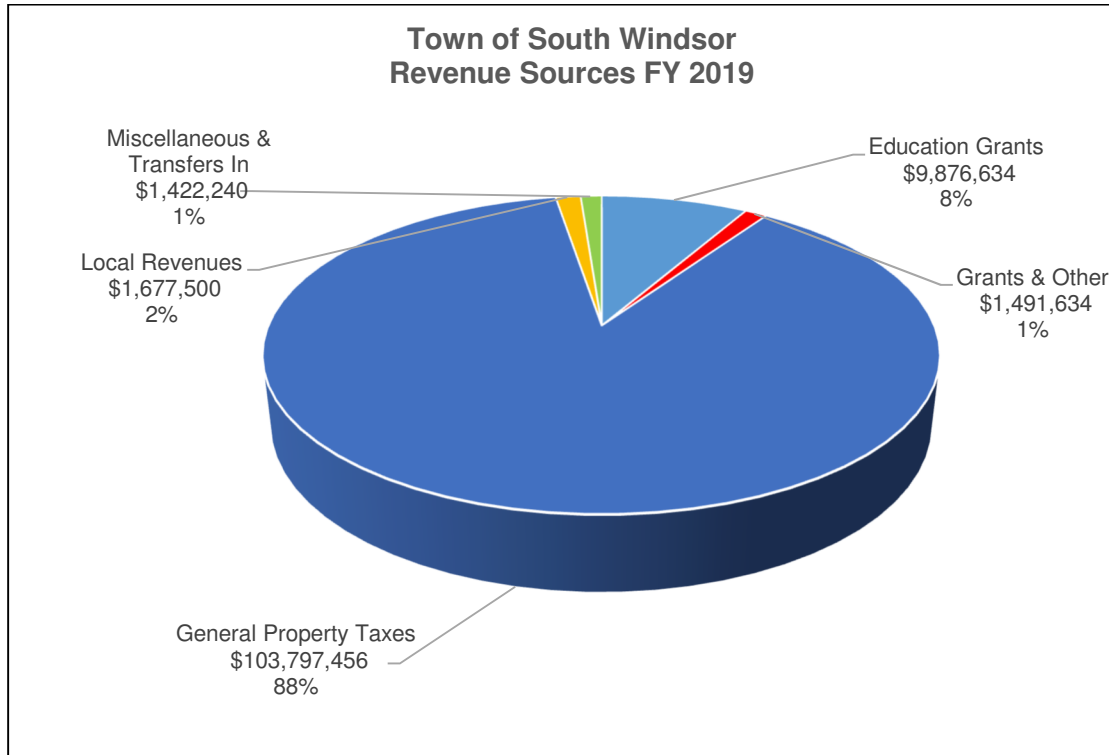
**Revenue Summary Statement (Continued)**  
**Fiscal Year 2018-2019**

Description	2016/2017 Adopted	2017/2018 Adopted	2018/2019 Adopted	\$ CHANGE FY 2018 to FY 2019	% CHANGED FY 2018 to FY 2019
<b>LOCAL REVENUES</b>					
BUILDING PERMITS	600,000	650,000	650,000	-	0.00%
PROBATE COURT	7,000	8,000	8,500	500	6.25%
TOWN CLERK FEES	500,000	525,000	550,000	25,000	4.76%
PLANNING & ZONING FEES	12,500	16,000	50,000	34,000	212.50%
GENERAL GOV. SUNDRY	120,000	120,000	150,000	30,000	25.00%
POLICE	26,000	26,000	26,000	-	0.00%
LIBRARY FINES & FEES	20,000	20,000	17,000	(3,000)	-15.00%
HEALTH PERMITS	0	0	10,000	10,000	100.00%
ENGINEERING PERMITS	5,000	5,000	5,000	-	0.00%
ZONING BOARD OF APPEALS	1,000	1,000	1,000	-	0.00%
REFUSE & RECYCLING FEES	125,000	125,000	125,000	-	0.00%
FIRE MARSHAL FEES	75,000	75,000	85,000	10,000	13.33%
	<b>1,491,500</b>	<b>1,571,000</b>	<b>1,677,500</b>	<b>106,500</b>	<b>6.78%</b>
<b>MISCELLANEOUS &amp; TRANSFERS</b>					
GENERAL FUND INTEREST	50,000	175,000	300,000	125,000	71.43%
USE OF FUND BALANCE	850,000	1,000,000	700,000	(300,000)	-30.00%
TRANSFER IN: HEALTH INSURANCE		2,000,000	0	(2,000,000)	-100.00%
TRANSFER IN: CAPITAL NON-RECURRING		350,000	385,000	35,000	10.00%
TRANSFER IN: SEWER FUND	37,240	37,240	37,240	-	0.00%
	<b>937,240</b>	<b>3,562,240</b>	<b>1,422,240</b>	<b>(2,140,000)</b>	<b>-60.07%</b>
<b>TOTAL REVENUE</b>	<b>112,563,178</b>	<b>113,162,485</b>	<b>118,265,464</b>	<b>5,102,979</b>	<b>4.51%</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 2019 budget projections for revenues are crucial to determining the ability to pay for anticipated expenditures.



**GENERAL PROPERTY TAXES** represent 87.77% of total revenues. There are a number of individual items within this category, including:

Current Taxes: This revenue is based on the 10/1/17 grand list times the mill rate of 37.67 set by the Town Council on May 7, 2018. This line item increased \$5,458,386 or 5.67% due to state mandated 10-year revaluation which was a big factor in grand list growth of 5.61%.

Prior Year Taxes: This category encompasses collections of delinquent real estate, personal property and motor vehicle accounts. Accounts are collectible for fourteen previous years per State Statutes. There has been no increase in this line item due to three-year historical average.

Interest: This category represents compounded interest on delinquent accounts per State Statute. This line item increased by \$50,000 or 11.11% due to three-year historical average.

Liens: This category represents lien fees that are filed with the Town Clerk when real estate accounts are not paid in the current year. When entire delinquency has been

cleared, a \$24 fee is paid to release lien recorded on property. There has been no increase in this line item due to three-year historical average.

Supplemental Motor Vehicle: This category represents vehicles not registered in time to be included on the 10/1/17 grand list. Bills are mailed in December for collection in January. This line item has increased \$50,000 or 6.25% over previous year due to 3-year historical average.

**STATE OF CT FOR EDUCATION** are funds received from the State of CT in support of school-related expenditures and represents 8.35% of total budgeted revenues.

Special Education: This grant was proposed in November 2017 where Boards of Education would apply to the State Department of Education (SDE) for reimbursement. The Town budgeted for this grant last year before the proposal fell through at the state level. The Town did not receive any funds from this grant nor is there any amount budgeted for fiscal year 2019.

Education Cost Sharing Grant (ECS): is distributed by the State Department of Education based on statutory factors including town wealth and district enrollment. Proposed funding for this grant has been in flux and has been subject to many changes during the most recent biennial state budget. The budgeted figure represents Governor's proposed amount to the Town as of February 6, 2018 less \$675,000 for direct payment that is sent to Magnet schools and a contingency deduction of \$375,000.

**STAE OF CT FOR OTHER PURPOSE** category includes other, non-education grants from the State of Connecticut and represents only 1.24% of entire budgeted revenue for fiscal year ending 6/30/2019. With the adoption of the most recent state biennial budget, many items in this category were not funded and have not been budgeted.

Elderly Tax Freeze: This is a partial reimbursement for the elderly whose yearly income, excluding Social Security, does not exceed \$6,000. This grant was removed from the State of CT adopted biennial budget for FY 2017 to 2019 and was not budgeted for fiscal year 2019.

State in Lieu of Taxes: This line item includes a percentage of State proceeds from the Mashantucket Pequot and Mohegan Sun slot machine earnings. There is no budget for fiscal year 2019 as the State adopted biennial budget eliminated this grant for South Windsor.

Property Tax Relief: This is a distribution of State Sales Tax and Property Conveyance Tax to reimburse towns for elderly property relief. This grant was not funded for fiscal year 2018 and there is no expectation that this grant will continue and was not budgeted for fiscal year 2019.

Youth Service Grant: This line item contains state grants for Youth Services programs. There has been no change to the budgeted level for fiscal year 2019.

Telephone Access Relief: The State imposes payment from telecommunication vendors in lieu of property taxes (per CGS 12-80A). This line item has increased \$20,000 due to three-year historical receipts.

MRSF-Municipal Revenue Sharing Grant: Initially discussed at the State level in November 2017 to divert .5% of sales tax received by the State monthly to cities and towns. This grant was not funded in the biennial budget for FY 2017 to 2019 and was not budgeted for fiscal year 2019.

MRSF-Motor Vehicle Property Tax Grants: This grant was intended to offset losses from the Motor Vehicle Mill Rate Cap instituted in fiscal year 2017. There is no budget for fiscal year 2019 as the State adopted biennial budget eliminated this grant for South Windsor.

Grants for Municipal Projects: The purpose of this grant is to fund programs related to the construction, improvement, or maintenance of highways and bridges. This line item is budgeted at the same amount as previous year and is funded through State bonding which has been approved in the biennial budget for FY 2017 to 2019.

Municipal Stabilization Grant: This was a new grant established by legislative action in November 2017 to limit overall decrease from Governor's cutbacks to proposed Town Aid to each city/town in CT by 5%. The Town had already adopted its fiscal year 2018 budget before this action was finalized. South Windsor received \$132,503 for fiscal year 2018 and proposed fiscal year 2019 figures allocate \$35,674 to the Town, but due to the uncertainty surrounding this new state grant, the funds were not budgeted.

PILOT-State Owned Property: This line item is a reimbursement from the state for property taxes lost on state-owned real property. There is no budget for fiscal year 2019 as the State adopted biennial budget eliminated this grant for South Windsor.

DOT Elderly Transportation: This grant, received quarterly, is a partial reimbursement for the Town's Adult and Senior bus transportation. There has been no change in budgeted level due to three-year history.

Additional Veteran's Exemption: This line item is reimbursement from the State for tax reductions offered to qualified veterans. It is based on total assessed value of eligible property times the mill rate. There has been no change in budgeted level due to three-year history.

## **INTERGOVERNMENTAL**

PILOT-Wapping Mews/Flax Hill: This is a payment received from the Town's two low-income elderly facilities; funds received are payment in lieu of taxes and are based on a rental income formula. There has been no change in budget level due to three-year account history.

**LOCAL REVENUES** category encompasses user fees charged based on adopted fee schedules by Town Ordinance or State Statute and represents 1.42% of total budgeted revenues. These fees are paid only by residents or businesses that are using the service.

Building Permits: This line item encompasses fees related to building permits and inspections. Actual revenues in prior years have exceeded budget expectations, but this line item remains flat due to the uncertainty that the volume and value of projects will continue.

Probate Court: South Windsor is one of three towns that make up the Greater Windsor Probate Court, which has its office located in South Windsor Town Hall. As a service to

the court, South Windsor pays 100% of the Probate Court's operating expenses and then receives reimbursement from The Town of Windsor and The Town of East Windsor. This reimbursement line was increased by \$500 or 6.25% over previous year due to historical collections.

Town Clerk Fees: The Town Clerk collects conveyance taxes, land record recordings, dog fees and other license fees. Although these fees fluctuate with the economy, this line item has been increased by \$25,000 or 4.76% due to historical trends.

Planning & Zoning Fees: This line item reflects fees for zoning, sign and code enforcement. Due to new and increased fee structure approved in February of 2018, this line item has increased \$34,000 or 212% over previous year.

General Government Sundry: This category includes miscellaneous receipts and reimbursements that do not fit into any other category. This line item has been increased by \$30,000 or 25% due to three-year historical collections.

Police: Fees charged for public safety services such as: monitoring security alarms, fingerprinting and copy charges for police records. This line item remains flat due to three-year historical average.

Library Fines & Fees: Charges for overdue or lost books and borrowed media. This line item has decreased by \$3,000 or 15% due to average collections over the past three years.

Health Permits: Fees for food service permits, well and septic permits along with other health reviews and inspections. In February 2018, the Town Council instituted a new fee structure for the Health Department. Due to this change, this line item was added to the fiscal year 2019 budget.

Engineering Permits: Fees for engineering and code review of streets, sidewalks, driveways and excavation. This line item remains flat due to three-year historical average.

Zoning Board of Appeals: Fees received for zoning appeals applications. This line item remains flat due to three-year historical average.

Refuse & Recycling Fees: This revenue are monies the Town receives for participation in various electronic and recycling programs. This line item remains at the same level as prior year.

Fire Marshal Fees: This line item is for fire-plan reviews, open burning permits and to ensure building owners are in compliance with State and local fire safety regulations. In February 2018, the Town Council instituted an increased and expanded fee structure for this department. Due to this change, this line item was increased by \$10,000 or 13.33%.

## **MISCELLANEOUS**

General Fund Interest: This line item includes interest on all Town cash and investment accounts including funds held with the State Treasury's Investment Fund (STIF). This category represents only .25% of total budgeted revenues. This line item has increased

by \$125,000 or 71.43% over previous year due to the increase in interest rates and actual account activity for past two years.

**TRANSFERS** includes transfers in from other funds and use of General Fund Surplus to supplement budgeted revenues to balance the budget. This category represents .95% of total budget revenues and overall has decreased \$2,265,000 over previous year. Line items in this category are:

Use of Fund Balance: This line item is an amount from the General Fund Unassigned Fund Balance be designated to offset current taxes. There has been great emphasis placed on reducing use of fund balance in recent years and as a response, use of fund balance has been reduced from \$1,000,000 in FY 2018 to \$700,000 in FY 2019. This is a decrease of \$300,000 or 30%.

Transfer In: With uncertainty over what the Town would receive from the state in fiscal year 2018, the transfer in line item was budgeted at 2,350,000. The Town was prepared to transfer undesignated fund balance in its Health Insurance Reserve, but due to actual receipts received from the State in fiscal year 2018, this transfer did not occur. With revenues adopted in the State of CT biennial budget this line item will not be utilized in the current year budget.

Transfer In: Capital Non-Recurring: With uncertainty over what the Town would receive from the state in fiscal year 2018, this transfer in line item was budgeted at 350,000. This line is budgeted at \$385,000, an increase of \$35,000 or 10% and will offset the expense in the Board of Education budget for portable classrooms to be placed at the Pleasant Valley School.

Transfer in From Sewer Fund: The Collector of Revenue bills and collects residential and commercial sewer fees on behalf of the Sewer Fund. This line item represents payment for those services and remains at the same level as prior year.

## Grand List

The 2017 Grand List has been signed by the Assessor as of January 31, 2018.

	<b>Gross</b>	<b>Exemptions</b>	<b>Net</b>	<b>%change from 2016</b>
Real Estate	\$ 2,458,057,060	\$ 229,669,313	\$ 2,228,387,747	<b>+3.91%</b>
Personal Property	\$ 381,763,430	\$ 82,280,205	\$ 299,483,225	<b>+24.23%</b>
Motor Vehicles	\$ 230,786,948	\$ 9,724,728	\$ 221,062,220	<b>+1.80%</b>
Total	\$ 3,070,607,438	\$ 321,762,146	\$ 2,748,845,292	<b>+5.61%</b>

The Real estate growth attributed to first full year of new residential and commercial construction as well as significant change in land value on several parcels represents .96% of the total change from 2016. (Toll Brothers, 175 Oakland Road, Gilbert Lane properties came out of use assessment, Assessment code 490, and now are building or commercial lots). Abatements in the amount of 2,420,430 were removed due to expiration and the 85 Nutmeg Road value was set at 1.00 per agreement for several years and now is 1,612,900 as agreement expired as of the 2017 grand list.

The Real estate growth attributed to changes in the market value as determined by the Revaluation mass appraisal methodology represents 2.95% of the total change from 2016. Local South Windsor sales were utilized to create models for different types of property and then data for each individual property was applied to the appropriate model to value and then verified by Revaluation staff, Assessor staff and the results were timely certified by the State through the Ratio Testing Standards.

The average change in assessment was 2 to 3%, this has been reviewed with a look back specifically at average assessment value homes in South Windsor. Of the 10,870 taxable properties in Town, 6,767 are single family dwellings, this does not include condominiums.

Please refer to chart below for value changes to those properties:

	Single family dwelling	
1,172	Value decrease	Between 1% and 54%
1,831	Value change	Between 1% decrease and 1% increase
2,645	Value increase	Between 1% and 4%
1,110	Value increase	Between 5% and 25%
9	Value Increase	More than 25%
6,767		

Value increases and decrease outliers include the following properties:

- Land that was previously under a PA 490 (use assessment) value vs fair market value and has been declassified due to change of use
- Parcels that have been merged or subdivided
- New Construction is also part of revaluation change
- Substantial improvements made to existing dwelling

The ultimate goal of a revaluation is the fair and equitable distribution of the tax burden, therefore data verification and correction in some instances may have currently produce a more accurate valuation in a situation where a property has been incorrectly valued in the past.

The Personal Property growth of 24.23% is due to the following factors: several corporate companies did not file paperwork with the Assessor's Office causing a loss of exemption, new businesses moving into Town, and the sale of several medical buildings to Prospect Medical which is no longer exempt. Several larger entities have added considerable assets during the course of October 1, 2016 to October 1, 2017. All businesses must self-report personal property to the Town by November 1<sup>st</sup> of each grand list year.

The Motor Vehicle growth of 1.80% is due to new vehicles being housed in South Windsor. This data is received from DMV registrations, this number of vehicles as well as overall value fluctuates annually and is represented by residents and businesses either moving into or leaving South Windsor as well as the change in new car values.

### Principal Taxpayers – 2017 Grand List

	<u>NAME</u>	<u>REAL ESTATE</u>	<u>PERSONAL PROPERTY</u>	<u>MOTOR VEHICLE</u>	<u>GRAND TOTAL</u>	<u>% OF LIST</u>
1	Eversource (CL&P)	1,713,100	100,055,350		101,768,450	3.70%
2	Evergreen Walk Lifestyle Ctr (Shoppes at Evergreen Walk)	31,928,600			31,928,600	1.16%
3	ALDI INC (Connecticut)	21,155,100	3,457,825	715,820	25,328,745	0.92%
4	DST OUTPUT EAST LLC		20,410,470		20,410,470	0.74%
5	DELL EQUIPMENT FUNDING LP		18,673,570		18,673,570	0.68%
6	SOUTH WINDSOR DEVELOPERS LLC	17,096,100	121,130		17,217,230	0.63%
7	MACYS RETAIL HOLDINGS LLC	11,659,200	5,379,340		17,038,540	0.62%
8	WIM CORE PORTFOLIO OWNER	12,798,400			12,798,400	0.47%
9	FOUR HUNDRED THIRTY TWO BUCKLAND CT	12,037,500	723,560		12,761,060	0.46%
10	TOWN CENTER OF SOUTH WINDSOR LLC	12,505,300			12,505,300	0.45%
	<b>GRAND TOTAL</b>	<b>120,893,300</b>	<b>148,821,245</b>	<b>715,820</b>	<b>270,430,365</b>	<b>9.84%</b>

**TOWN OF SOUTH WINDSOR  
CALCULATION OF TAXABLE GRAND LIST AND MILL RATE  
2018-2019**

<b>Taxable Grand List - As Filed By The Assessor's Office</b>	<b>\$</b>	<b>2,748,845,292</b>
<b>Less Estimated Real Estate Assessments Related To:</b>		
<b>Waived Taxes Less Than \$5.00</b>	<b>\$</b>	<b>7,330</b>
<b>South Windsor's Elderly Tax Relief Program</b>	<b>\$</b>	<b>9,815,383</b>
<b>Reserve for Crumbling Foundations/Revaluation</b>	<b>\$</b>	<b>3,653,688</b>
<b>Plus Estimated Real Estate Assessments Related To:</b>		
<b>Prorated New Construction</b>	<b>\$</b>	<b>-</b>
<b>Adjusted Taxable Grand List</b>	<b>\$</b>	<b>2,735,368,891</b>
<b>Multiplied By The Estimated Tax Collection Rate</b>		<b>98.75%</b>
<b>Taxable Grand List Used To Calculate Mill Rate</b>	<b>\$</b>	<b>2,701,176,780</b>
<b>Amount To Be Raised By Taxes - From Budget</b>	<b>\$</b>	<b>101,742,456</b>
<b>Divide By Taxable Grand List From Above</b>	<b>\$</b>	<b>2,701,176,780</b>
<b>FY 2018-2019 Mill Rate (Per \$1,000)</b>		<b>37.67</b>
<b>Decrease in Taxes</b>		<b>-1.09%</b>

3-Year Mill Rate History

Mill Rate for 2017 - 2018	38.08
Mill Rate for 2016 - 2017	37.34
Mill Rate for 2015 - 2016	36.54



## EXPENDITURES

<b>Town of South Windsor Budget Information 2018-2019</b>				
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<u>Description</u>	<u>2017-2018 Council Approved</u>	<u>2018-2019 Council Approved</u>	<u>2018-2019 \$ Increase</u>	<u>2018-2019 % Increase</u>
Town Government	41,954,568	44,237,096	2,282,529	5.44%
Board of Education	<u>71,207,917</u>	<u>74,028,368</u>	<u>2,820,451</u>	<u>3.96%</u>
Total Town Budget	<u><u>113,162,485</u></u>	<u><u>118,265,464</u></u>	<u><u>5,102,980</u></u>	<u><u>4.51%</u></u>

### Expenditure Summary Statement Fiscal Year 2018-2019

DEPARTMENT	2017-2018 COUNCIL ADOPTED	2018-2019 DEPARTMENT REQUEST	2018-2019 MANAGER PROPOSED	2018-2019 COUNCIL ADOPTED	\$ CHANGE FY 19 ADOPT TO FY 18 ADOPT	% CHANGED FY 19 ADOPT TO FY 18 ADOPT
<b>GENERAL GOVERNMENT</b>						
TOWN COUNCIL	225,661	226,974	175,974	175,974	(49,687)	-22.02%
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	2,050	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	9,150	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	20,070	20,075	20,075	20,075	5	0.02%
REGISTRAR OF VOTERS	157,468	170,000	170,000	170,000	12,532	7.96%
TOWN MANAGER	243,414	199,298	199,298	199,298	(44,116)	-18.12%
HUMAN RESOURCES	149,569	290,169	294,074	294,074	144,505	96.61%
ECONOMIC DEVELOPMENT	-	99,769	-	-	-	0.00%
PLANNING DEPARTMENT	265,252	283,769	277,654	277,654	12,402	4.68%
BUILDING DEPARTMENT	271,737	275,591	232,591	232,591	(39,146)	-14.41%
ASSESSOR	395,126	360,510	298,340	298,340	(96,786)	-24.50%
BOARD OF TAX REVIEW	-	-	-	-	-	0.00%
COLLECTOR OF REVENUE	235,911	228,610	221,517	221,517	(14,394)	-6.10%
FINANCE OFFICE	347,956	356,911	355,461	355,461	7,505	2.16%
TOWN CLERK	230,334	237,301	234,801	231,166	832	0.36%
TOWN ATTORNEY	150,000	165,000	150,000	150,000	-	0.00%
TOWN HALL	283,232	300,847	319,099	319,099	35,867	12.66%
INFORMATION TECHNOLOGY	919,431	1,033,283	1,019,264	1,019,264	99,834	10.86%
MEDIA	38,970	38,970	22,275	22,275	(16,695)	-42.84%
<b>Total GENERAL GOVERNMENT</b>	<b>3,966,626</b>	<b>4,322,101</b>	<b>4,022,918</b>	<b>4,019,283</b>	<b>52,656</b>	<b>1.33%</b>
<b>PUBLIC SAFETY</b>						
ADMINISTRATION	571,326	578,702	571,902	571,902	576	0.10%
OPERATIONS	3,818,887	4,009,547	4,009,547	4,009,547	190,660	4.99%
SUPPORT SERVICES	1,883,137	1,987,883	1,987,883	1,977,883	94,746	5.03%
COMMUNITY SERVICES	171,418	174,724	174,614	174,614	3,196	1.86%
EMERGENCY MANAGEMENT	108,571	224,431	96,168	96,168	(12,403)	-11.42%
FIRE MARSHAL	207,247	282,274	235,601	245,601	38,354	18.51%
SW VOLUNTEER FIRE DEPT.	935,344	965,377	954,105	954,105	18,761	2.01%
HYDRANTS & WATER LINES	895,780	914,500	896,500	896,500	720	0.08%
STREET LIGHTS	452,500	452,500	452,500	452,500	-	0.00%
<b>Total PUBLIC SAFETY</b>	<b>9,044,210</b>	<b>9,589,938</b>	<b>9,378,820</b>	<b>9,378,820</b>	<b>334,611</b>	<b>3.70%</b>

**Expenditure Summary Statement  
Fiscal Year 2018-2019 (continued)**

DEPARTMENT	2017-2018 COUNCIL ADOPTED	2018-2019 DEPARTMENT REQUEST	2018-2019 MANAGER PROPOSED	2018-2019 COUNCIL ADOPTED	\$ CHANGE FY 19 ADOPT TO FY 18 ADOPT	% CHANGED FY 19 ADOPT TO FY 18 ADOPT
<b>PUBLIC WORKS</b>						
PUBLIC WORKS MANAGEMENT	149,917	153,739	152,839	152,839	2,922	1.95%
ENGINEERING	451,758	550,774	470,774	470,774	19,016	4.21%
HIGHWAY MAINTENANCE	2,848,660	3,805,983	3,139,988	3,139,988	291,328	10.23%
FLEET SERVICES	950,987	1,061,149	971,409	971,409	20,422	2.15%
BUILDING MAINTENANCE	1,818,899	2,157,541	1,905,446	1,905,446	86,547	4.76%
REFUSE DISPOSAL	1,977,700	2,056,438	2,046,843	2,046,843	69,143	3.50%
<b>Total PUBLIC WORKS</b>	<b>8,197,921</b>	<b>9,785,624</b>	<b>8,687,299</b>	<b>8,687,300</b>	<b>489,379</b>	<b>5.97%</b>
<b>CULTURAL &amp; LEISURE</b>						
PARKS & RECREATION ADMIN.	289,043	668,136	605,826	605,826	316,783	109.60%
PARK MAINTENANCE	1,387,278	1,697,154	1,432,639	1,488,614	101,336	7.30%
LIBRARY	1,063,027	1,089,603	1,089,603	1,160,603	97,576	9.18%
<b>Total CULTURAL &amp; LEISURE</b>	<b>2,739,348</b>	<b>3,454,893</b>	<b>3,128,068</b>	<b>3,255,043</b>	<b>515,695</b>	<b>18.83%</b>
<b>HUMAN SERVICES</b>						
ENVIRONMENTAL HEALTH	169,626	177,232	175,232	175,604	5,978	3.52%
HUMAN SERVICES ADMINISTRATION	92,272	92,202	92,202	92,202	(70)	-0.08%
YOUTH AND FAMILY SERVICES	291,509	316,200	316,200	316,200	24,691	8.47%
ADULT AND SENIOR SERVICES	410,969	419,086	419,086	419,086	8,117	1.98%
MINI-BUS SERVICE	88,670	115,418	98,068	98,068	9,398	10.60%
SHELTERED WORKSHOPS	2,697	2,697	2,697	2,697	-	0.00%
PUBLIC HEALTH NURSE	14,696	14,696	9,500	9,500	(5,196)	-35.36%
<b>Total HUMAN SERVICES</b>	<b>1,070,439</b>	<b>1,137,531</b>	<b>1,112,985</b>	<b>1,113,357</b>	<b>42,918</b>	<b>4.01%</b>
<b>UNCLASSIFIED</b>						
CONTINGENCY	115,000	465,226	222,613	222,613	107,613	93.58%
S.W. PATRIOTIC COMMISSION	13,500	15,000	13,500	13,500	-	0.00%
CEMETERIES	8,000	12,000	8,000	8,000	-	0.00%
WOOD MEMORIAL LIBRARY	7,500	12,500	7,500	7,500	-	0.00%
MUNICIPAL INS - CASUALTY & LIAB	272,067	280,316	280,316	280,316	8,249	3.03%
PENSION FUND	2,413,411	2,488,164	2,488,164	2,488,164	74,753	3.10%
SOCIAL SECURITY	1,065,335	1,362,625	1,086,642	1,086,642	21,307	2.00%
HEALTH & LIFE INSURANCE	2,804,870	3,234,379	3,024,845	2,958,480	153,610	5.48%
OTHER POST EMPLOYMENT BENEFITS	314,861	314,861	257,000	257,000	(57,861)	-18.38%
WORKERS' COMPENSATION INS.	405,571	421,232	417,738	417,738	12,167	3.00%
UNEMPLOYMENT COMPENSATION	15,000	15,000	15,000	15,000	-	0.00%
SALARY CONTINGENCY	25,250	86,500	20,000	20,000	(5,250)	-20.79%
<b>Total UNCLASSIFIED</b>	<b>7,460,365</b>	<b>8,707,803</b>	<b>7,841,318</b>	<b>7,774,953</b>	<b>314,588</b>	<b>4.22%</b>
<b>TOTAL TOWN BUDGET</b>	<b>32,478,909</b>	<b>36,997,890</b>	<b>34,171,408</b>	<b>34,228,755</b>	<b>1,749,847</b>	<b>5.39%</b>

**Expenditure Summary Statement  
Fiscal Year 2018-2019 (continued)**

<b>DEPARTMENT</b>	<b>2017-2018 COUNCIL ADOPTED</b>	<b>2018-2019 DEPARTMENT REQUEST</b>	<b>2018-2019 MANAGER PROPOSED</b>	<b>2018-2019 COUNCIL ADOPTED</b>	<b>\$ CHANGE FY 19 ADOPT TO FY 18 ADOPT</b>	<b>% CHANGED FY 19 ADOPT TO FY 18 ADOPT</b>
<b>DEBT SERVICE</b>						
CAPITAL LEASES	1,164,339	1,233,234	1,233,234	1,233,234	68,895	5.92%
INTEREST, BONDED DEBT	1,726,105	1,955,270	2,052,564	2,052,564	326,459	18.91%
PRINCIPAL, BONDED DEBT	5,088,061	5,178,061	4,968,061	4,968,061	(120,000)	-2.36%
<b>Total DEBT SERVICE</b>	<b>7,978,505</b>	<b>8,366,565</b>	<b>8,253,859</b>	<b>8,253,859</b>	<b>275,354</b>	<b>3.45%</b>
<b>CAPITAL IMPROVEMENTS</b>						
CAPITAL IMPROVEMENTS	1,497,154	1,754,482	1,754,482	1,754,482	257,328	17.19%
<b>Total CAPITAL IMPROVEMENTS</b>	<b>1,497,154</b>	<b>1,754,482</b>	<b>1,754,482</b>	<b>1,754,482</b>	<b>257,328</b>	<b>17.19%</b>
 <b>TOTAL BOARD OF EDUCATION BUDGET</b>	 <b>71,207,917</b>	 <b>74,038,368</b>	 <b>74,098,368</b>	 <b>74,028,368</b>	 <b>2,820,451</b>	 <b>3.96%</b>
 <b>TOTAL EXPENDITURES FY 2018-2019</b>	 <b>113,162,485</b>	 <b>121,157,305</b>	 <b>118,278,117</b>	 <b>118,265,464</b>	 <b>5,102,980</b>	 <b>4.51%</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	2017-2018 Council Approved	2018-2019 Department Request	2018-2019 Manager Proposed	2018-2019 Council Approved
1110	Town Council	225,661	226,974	175,974	175,974
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	2,050	520	520
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	9,150	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	20,070	20,075	20,075	20,075
1250	Registrars of Voters	157,468	170,000	170,000	170,000
1310	Town Manager	243,414	199,298	199,298	199,298
1320	Human Resources	149,569	290,169	294,074	294,074
1430	Planning Department	265,252	283,769	277,654	277,654
1440	Building Department	271,737	275,591	232,591	232,591
1511	Assessor	395,126	360,510	298,340	298,340
1514	Collector of Revenue	235,911	228,610	221,517	221,517
1532	Finance Office	347,956	356,911	355,461	355,461
1540	Town Clerk	230,334	237,301	234,801	231,166
1550	Town Attorney	150,000	165,000	150,000	150,000
1921	Central Services	283,232	300,847	319,099	319,099
1922	Information Technology	919,431	1,033,283	1,019,264	1,019,264
1925	Media	38,970	38,970	22,275	22,275
	<b>Total General Government</b>	<b>3,966,626</b>	<b>4,322,101</b>	<b>4,022,918</b>	<b>4,019,283</b>

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

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

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

***Budget Change Commentary:***

The Town Council's budget has decreased by 22.02%.

***Program Objectives and Goals FY 2019:***

- Improve appearance and functionality of Town infrastructure through various capital projects and improvements.
- Improve efficiency of government operations by streamlining government functions.
- Improve existing public services for residents.
- Provide citizens with quality services where needs are identified and funds are available.

***Program Accomplishments FY 2018:***

- 2<sup>nd</sup> of 5 year plan for road improvement projects
- Participated in regional purchasing and bidding programs to obtain necessary equipment/commodities at the lowest possible prices.
- Restructured fee schedules for various Town departments.
- Began the process of obtaining the Sustainable CT Municipal Certification.
- Purchased Development Rights for a property on Main Street.
- Establishment of a South Windsor Volunteer Fire Tax Abatement Ordinance.

***Assigned Positions:***

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Clerk of the Council	1	1.0

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Meetings attended	31	28	23	28	28
Resolution passed	158	207	155	133	130
Public Hearings	11	13	8	8	5
Ordinances passed	3	4	3	3	3

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
51,941	52,996	11110100 00110	FULL TIME SALARIES	54,055	54,055	54,055
710	500	11110200 00210	OFFICE SUPPLIES	500	500	500
1,165	1,000	11110200 00221	OPERATING MATERIAL	1,000	1,000	1,000
617	2,000	11110300 00310	ADVERTISING	2,000	2,000	2,000
105,836	110,700	11110300 00320	PROFESSIONAL	110,990	59,990	59,990
842	8,000	11110300 00350	PRINTING	8,000	8,000	8,000
35,657	40,309	11110300 00374	FEES & MEMBERSHIPS	40,016	40,016	40,016
780	1,000	11110300 00375	RECRUITMENT & TRAINING	1,000	1,000	1,000
8,758	9,156	11110300 00380	GRANTS & CONTRIBUTIONS	9,413	9,413	9,413
206,306	225,661	TOTAL		226,974	175,974	175,974
		PERCENTAGE CHANGE		0.58%	-22.02%	-22.02%

<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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
2,347	2,500	11121200 00210	OFFICE SUPPLIES	2,500	2,500	2,500
<hr/>						
2,347	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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
86	0	11122200 00210	OFFICE SUPPLIES	0	0	0
351	500	11122300 00310	ADVERTISING	500	500	500
61	500	11122300 00320	PROFESSIONAL	500	500	500
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499	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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
0	500	11124100 00113	PART TIME WAGES	0	0	0
0	20	11124200 00210	OFFICE SUPPLIES	50	0	0
2,106	0	11124300 00320	PROFESSIONAL	2,000	520	520
0	0	11124300 00350	PRINTING	0	0	0
<hr/>						
2,106	520		TOTAL	2,050	520	520
			PERCENTAGE CHANGE	294.23%	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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
294	1,000	11130200 00221	OPERATING MATERIAL	1,000	1,000	1,000
0	825	11130200 00226	LANDSCAPING	825	825	825
1,986	3,000	11130300 00310	ADVERTISING	3,000	3,000	3,000
2,005	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
335	900	11130300 00374	FEES & MEMBERSHIPS	900	900	900
0	0	11130400 00441	OFFICE EQUIPMENT	0	0	0
<hr/>						
4,621	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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
0	500	11132200 00221	OPERATING MATERIAL	500	500	500
0	0	11132300 00350	PRINTING	0	0	0
<hr/>						
0	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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
0	100	11134200 00210	OFFICE SUPPLIES	100	100	100
0	100	11134200 00221	OPERATING MATERIAL	100	100	100
0	400	11134300 00310	ADVERTISING	400	400	400
0	1,500	11134300 00320	PROFESSIONAL	1,500	1,500	1,500
0	1,000	11134300 00350	PRINTING	1,000	1,000	1,000
972	1,400	11134300 00374	FEES & MEMBERSHIPS	1,400	1,400	1,400
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972	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 Commission 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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
0	500	11135200 00210	OFFICE SUPPLIES	500	500	500
0	500	11135200 00221	OPERATING MATERIALS	500	500	500
0	500	11135300 00375	RECRUITMENT & TRAINING	500	500	500
<hr/>						
0	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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
0	0	11431200 00210	OFFICE SUPPLIES	0	0	0
416	500	11431200 00221	OPERATING MATERIAL	500	500	500
6,510	5,000	11431300 00310	ADVERTISING	6,000	5,000	5,000
1,450	1,650	11431300 00320	PROFESSIONAL	1,650	1,650	1,650
434	500	11431300 00350	PRINTING	500	500	500
329	500	11431300 00374	FEES & MEMBERSHIPS	500	500	500
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9,139	8,150		TOTAL	9,150	8,150	8,150
			PERCENTAGE CHANGE	12.27%	0.00%	0.00%

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

Zoning regulations are designed to encourage the most appropriate use of land. The Zoning Board of Appeals acts upon all requests for variances and exceptions to insure that these changes are in the best interests of the Town and its citizens.

***Budget Change Commentary:***

There is no change in the program budget.

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
71	100	11432200 00221	OPERATING MATERIAL	100	100	100
2,542	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
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2,613	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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
54	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
635	800	11465300 00374	FEES & MEMBERSHIPS	800	800	800
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2,689	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 0.02%.



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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
14,064	20,070	11210300 00380	GRANTS & CONTRIBUTIONS	20,075	20,075	20,075
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14,064	20,070		TOTAL	20,075	20,075	20,075
			PERCENTAGE CHANGE	0.02%	0.02%	0.02%

<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 increase in the budget is due to the anticipated primary on August 14, 2018. Normally it is not budgeted for but this year, it was requested to include in the budget. The basic budget is a 0% increase.

***Program Objectives and Goals FY 2019:***

- Greater use of the available technology
- Maintain certification through continuing education

***Program Accomplishments FY 2018:***

- Increased use of Online voter registration through DMV

***Assigned Positions:***

2016-2017		2017-2018		Position Title	2018-2019	
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 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Registered Voters	14,556	14,832	15,812	15,750	16,000
Changes – all types processed	3,269	4,030	6,293	4,000	5,000

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
105,557	110,368	11250100 00113	PART TIME WAGES	111,000	111,000	111,000
1,452	3,000	11250100 00114	TEMPORARY	3,000	3,000	3,000
0	300	11250200 00210	OFFICE SUPPLIES	300	300	300
16,350	17,000	11250200 00221	OPERATING MATERIAL	21,000	21,000	21,000
0	100	11250300 00310	ADVERTISING	100	100	100
21,540	11,500	11250300 00320	PROFESSIONAL	22,000	22,000	22,000
831	4,000	11250300 00330	RENTAL & LEASES	2,000	2,000	2,000
189	400	11250300 00350	PRINTING	400	400	400
1,505	2,000	11250300 00360	UTILITIES	1,400	1,400	1,400
4,900	3,500	11250300 00373	REPAIR/MAINT EQUIPMENT	5,000	5,000	5,000
2,085	3,500	11250300 00374	FEES & MEMBERSHIPS	2,000	2,000	2,000
1,600	1,800	11250300 00375	RECRUITMENT & TRAINING	1,800	1,800	1,800
156,010	157,468		TOTAL	170,000	170,000	170,000
			PERCENTAGE CHANGE	7.96%	7.96%	7.96%

<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 overall decrease of 18.12% due to shifting the new Executive Assistant and Confidential Secretary positions to the Human Resources Department program budget. Any new line items in the budget are due to added expenses for economic development.

***Program Objectives and Goals FY 2019:***

- 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 2018:***

- Received a fourth GFOA Award for Budget Presentation
- Increased the Town's future tax base through our Economic Development Incentives
- Maintained the Town's ratings of AA+ with Standard & Poor's and AA2 with Moody's
- Maintained financial stability and fiscal integrity
- Created two Assistant Town Manager positions and promoted two employees from within the Town in order to construct a succession plan should the Town Manager retire

***Assigned Positions:***

2016-2017		2017-2018		Position Title	2018-2019	
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	0	0.0

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Town Council Meetings Attended	28	29	24	25	25
Staff Meetings Conducted	9	10	7	10	12
Various Committee/Commission Meetings	33	46	34	38	40
CCM Meetings	22	21	8	10	10
CRCOG Meetings	5	5	4	8	8
CIRMA Meetings	6	9	7	7	6
Internal and External Daily Appointments	527	422	397	425	400

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
220,703	225,113	11310100 00110	FULL TIME SALARIES	178,836	178,836	178,836
105	0	11310100 00113	PART TIME WAGES	0	0	0
763	300	11310200 00210	OFFICE SUPPLIES	300	300	300
166	900	11310200 00221	OPERATING MATERIAL	900	900	900
166	700	11310300 00310	ADVERTISING	700	700	700
11,257	10,200	11310300 00320	PROFESSIONAL	12,200	12,200	12,200
0	0	11310300 00330	RENTAL & LEASES	0	0	0
3,817	6,201	11310300 00374	FEES & MEMBERSHIPS	6,362	6,362	6,362
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236,977	243,414		TOTAL	199,298	199,298	199,298
			PERCENTAGE CHANGE	-18.12%	-18.12%	-18.12%

<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 pre-employment screenings, the Employee Assistance Programs, the Human Resources component to our payroll software, fees associated with the Random Drug/Alcohol Testing program, employee activities, employee training, employee awards, and the maintenance of our Electronic Document Management System.

***Budget Change Commentary:***

The program budget has increased by approximately 94%. The increase is due to the salary transfer of the Executive Assistant position from the Town Manager's Budget and for the hiring of the newly created Confidential Secretary position. Both the Executive Assistant and Confidential Secretary positions are shared amongst the Town Manager and Two Assistant Town Managers. There is also an increase in the salary line item because of the promotion of the Director of Human Resources to Assistant Town Manager/Human Resources Director. The Assistant Town Manager/Human Resources Director has been serving on the CRCOG HR Grant Subcommittee. One of the initiatives that South Windsor is able to benefit from as being a Pilot Town is to purchase the created Electronic Document Management System at a highly discounted rate. This will allow for all employee files that are currently held within Human Resources, Finance, the Police Department, and any supervisor file to be accessible electronically by the appropriate individuals. This will make the files more easily accessible to the necessary individuals and also save a significant amount of space.

***Program Objectives and Goals FY 2019:***

- To implement the Electronic Document Management System
- 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 participate on the CIRMA Health & Safety Committee
- 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
- To successfully negotiate a new Police Union Contract

***Program Accomplishments FY 2018:***

- 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
- Continued to assist employees that are retiring with their benefits
- Continued to meet various mandated filing requirements

**Program Accomplishments FY 2018 (cont'd):**

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

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Assistant Town Manager/Director of Human Resources	1	1.0
0	0.0	0	0.0	Executive Assistant	1	1.0
0	0.0	0	0.0	Confidential Secretary	1	1.0

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Safety Committee & Wellness Meetings	12	12	12	12	12
Staff Meetings	9	14	7	15	15
Job Advertisements	12	15	14	10	10
Training Workshops	9	7	8	8	8
Blood Drives	2	2	2	2	2
Employee Health Fair	1	1	1	1	1
FMLA Requests	23	33	24	25	25
Lunch & Learns/Wellness Seminars	7	9	11	12	12

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
95,341	107,005	11320100 00110	FULL TIME SALARIES	221,340	221,340	221,340
781	1,580	11320200 00221	OPERATING MATERIAL	10,750	10,750	10,750
0	2,000	11320300 00310	ADVERTISING	6,000	2,000	2,000
14,337	18,929	11320300 00320	PROFESSIONAL	27,904	40,029	40,029
467	700	11320300 00330	RENTAL & LEASES	600	600	600
1,052	1,355	11320300 00374	FEES & MEMBERSHIPS	2,175	1,355	1,355
19,346	18,000	11320300 00375	RECRUITMENT & TRAINING	21,400	18,000	18,000
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131,324	149,569		TOTAL	290,169	294,074	294,074
			PERCENTAGE CHANGE	94.00%	96.61%	96.61%



<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) and as committee member for the South Windsor Agricultural, Arts and Nature Center (SWAAN). 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 and the public for the processing of planning and zoning applications, agendas, and minutes for PZC, IWA/CC, ZBA, ADRC and OSTF along with maintenance of online planning department and related commission updates on the Town website.

***Budget Change Commentary:***

The program budget is increased to cover salary increases, restore professional funds and office filing equipment.

***Program Objectives and Goals FY 2019:***

- 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.
- Provide assistance in creating GIS mapping for the general public as well as mapping for the land use agencies and continue the development of educational materials and mapping available to the public.
- Continue to work with the Planning and Zoning Commission on the implementation of the Plan of Conservation and Development adopted in 2013.
- Continue to work on updating of the open space mapping and documents.
- Continue to work on updating the Town's Inland Wetlands Regulations

- Continue to provide technical assistance to the Public Works Department, Parks and Recreation Department, Police Department and Fire Department.

***Program Objectives and Goals FY 2019 (cont'd):***

- Assist the Public Works Department in developing a street tree and landscaping policy
- Continue the ongoing scanning of all land use applications and mapping to make information more readily available for our customers.
- 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 collecting the data for the ADA infrastructure update plan
- 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.
- Continue to develop a strategic plan for ongoing maintenance of open space properties working with various stakeholders.
- Continue to work on the development of Town Owned land – participation on the SWAAN Committee in executing the Strategic Plan for the Priest Farm, site assistance with additional community gardens on Town open space, and expanding the capacity of the existing community gardens.
- Administer the \$20,000 SHPO grant awarded to SWAAN for the architectural specifications of the Priest Farm
- Participate in the CRCOG steering committee regarding of a Complete Streets Study representing South Windsor's interests
- Continue to participate in the CRCOG Bicycle and Pedestrian committee representing South Windsor's interests
- Assist landowners and the CT Department of Agriculture with issues arising with the Town Council Purchase of Development Rights Program
- Director of Planning to participate on the SNEAPA Planning Committee as the registration chair for the upcoming conference in October 2018

***Program Accomplishments FY 2018:***

- Finalize the development of the multi-use field used for the Wapping Fair site (former Barton Property on Brookfield Street)
- 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.

***Program Accomplishments FY 2018 (cont'd):***

- 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; completed the construction of two-high tunnels at the Avery Street community garden site which was funded by a \$18,000.00 USDA grant, 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.
- Director of Planning spoke at the SW High School Civics Class and the Down to Earth Garden Club regarding her role as Planner for South Windsor.
- Staff assisted the South Winsor High School Envirothon Team in preparing for the State competition in May
- Staff provided technical assistance to landowners and the CT Department of Agriculture for potential farmland to be enrolled in the States' Purchase of Development Rights program.

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
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 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Land Use Meeting (PZC)	23	23	21	21	22
Land Use Meeting (IWA/CC)	17	15	14	20	22
Land Use Meeting (ZBA)	4	5	8	9	10
Land Use Meeting (OSTF)	8	9	6	8	12
Land Use Meeting (ADRC)	9	6	4	6	12
Land Use Meeting (Main St Sub)	7	0	0	0	0
Land Use Meeting (SWAAN)	10	8	8	8	10
Site Plan/Special Exception Reviews; Zone Change reviews; Text Amendments reviews	63	54	33	50	50
Subdivision Reviews	4	6	7	6	4
Other Reviews (e.g. Wetlands Minimal Impact Permits)	4	5	4	7	6
Variance Reviews	4	10	7	10	10
Zoning Permits issued (e.g. Animal Agriculture, Minor Home Occupations, Farmstands)	47	49	53	48	48
Zoning Compliance Reviews (Realtor/attorney requests)	9	19	20	18	18
Zoning Compliance Reviews (building permits- e.g. new buildings, additions, accessory structures, garages, above ground pools, in-ground pools, tenant buildouts)	234	327	179	210	240
Zoning Compliance Reviews (solar)		49	56	44	50
Certificate of Occupancy issued (new residential units including condo/apts)	89	38	120	170	120
Certificate of Occupancy issued (new commercial space)	10	16	6	12	12
Certificate of Compliance issued (accessory structures/signs)	19/29	22/30	9/29	15/30	15/30
Sign Permits (permanent/temporary)	31/60	26/62	34/64	18/45	22/50
Zoning/Wetlands Enforcement Actions	42	40	38	40	40

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
213,467	230,708	11430100 00110	FULL TIME SALARIES	237,378	237,378	237,378
3,586	4,000	11430100 00111	OVERTIME	4,000	4,000	4,000
500	1,500	11430100 00112	LONGEVITY	1,715	1,500	1,500
20,355	21,244	11430100 00113	PART TIME WAGES	26,676	26,676	26,676
0	0	11430100 00114	TEMPORARY	0	0	0
127	250	11430200 00210	OFFICE SUPPLIES	250	250	250
320	1,100	11430200 00221	OPERATING MATERIAL	1,100	1,100	1,100
0	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
2,825	1,900	11430300 00374	FEES & MEMBERSHIPS	2,800	1,900	2,900
307	200	11430300 00375	RECRUITMENT & TRAINING	200	200	200
994	500	11430400 00441	OFFICE EQUIPMENT	1,000	1,000	0
0	350	11430400 00442	DEPARTMENT EQUIPMENT	150	150	150
242,482	265,252		TOTAL	283,769	277,654	277,654
			PERCENTAGE CHANGE	6.98%	4.68%	4.68%

<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 Statutes and the Demolition Delay Ordinance. Our Department also enforces the Town's Anti-Blight Ordinance, for the appearance and integrity of structures and property.

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 a total revenue of \$739,019.36, for the 2016-17 fiscal year, 46,195,476.00 in total construction value, 2,000 permits issued and over 2,000 inspections performed. These numbers continue our challenge; to maintain productive and efficient performance of quality plan review, customer service, timely inspections and enforcement services.

***Budget Change Commentary:***

Presently the Building Department is comprised of a Chief Building Official, Assistant Building Official and an Administrative Secretary. Due to budgetary restrictions a part time clerical assistant to the Administrative Secretary and a part-time Building Official have been eliminated from this Department's program.

This Department's 2018-2019 budget increase reflects increased construction activity and the need to enhance our Department's administrative services. In addition, to maintaining present levels of education and training the Building Department must upgrade our plan filing, archiving and street file storage systems.

***Program Objectives and Goals FY 2019:***

- Funding approval for full time Assistant Building official
- Funding for part time clerical assistant
- Funding for upgrade to Street File storage and access.

***Program Accomplishments FY 2018:***

- Successful blight response and remediation programing
- Continued photo-voltaic permitting, education and community awareness
- Implementation of new ICC Code cycle
- Archive and plan purge per Ct State Library retention schedule

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
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 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Housing units	28	26	120	130	80
Commercial (including additions & modifications)	187	119	213	220	225
Inspections	1559	2,518	2,008	2100	2500
Total permits	1968	2,314	1935	2000	2200
Certificates of Occupancy	156	138	139	140	145

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
202,663	209,047	11440100 00110	FULL TIME SALARIES	211,141	211,141	211,141
0	500	11440100 00112	LONGEVITY	500	500	500
5,765	49,385	11440100 00113	PART TIME WAGES	50,019	7,019	7,019
0	0	11440100 00114	TEMPORARY	0	0	0
183	600	11440200 00210	OFFICE SUPPLIES	600	600	600
1,253	1,250	11440200 00221	OPERATING MATERIAL	1,050	1,050	1,050
6,612	340	11440200 00222	VEHICLE & EQUIP SUPPLIES	680	680	680
0	0	11440200 00223	UNIFORMS & CLOTHING	0	0	0
1,117	1,200	11440300 00320	PROFESSIONAL	2,000	2,000	2,000
0	6,615	11440300 00330	RENTAL & LEASES	6,800	6,800	6,800
0	600	11440300 00350	PRINTING	600	600	600
135	2,200	11440300 00374	FEES & MEMBERSHIPS	2,200	2,200	2,200
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217,728	271,737		TOTAL	275,591	232,591	232,591
			PERCENTAGE CHANGE	1.42%	-14.41%	-14.41%



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

The Assessor's Office 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 decreased overall by \$34,616 with the large majority of decrease due to the final phase of the revaluation being invoiced as well as anticipated appraisal costs to support and defend revaluation values in court. BAA training and clerical costs by have increased \$2,500 due to Revaluation year.

***Program Objectives and Goals FY 2019:***

- 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 and strive to maintain outstanding quality of services to residents and property owners.
- 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 and in compliance with Connecticut State Statute.
- Implement a personal property audit program to ensure fair and equitable distribution of tax burden to all business owners, continue to work with personal property filers to educate and make resources available for proper filing of declarations
- Continued progress on update of all property record card images
- Work with Town Staff and Commissions with respect to Economic Development to promote growth
- Continue to work with residents and other Town Staff and departments with regard to the crumbling foundation issue, education and following as more State and other programs become available

***Program Accomplishments FY 2018:***

- Finalized the 2017 Grand Lists with continued improvement to the records and lists under the Assessors' charge. Finalized State mandated 2017 Revaluation of all real property within the Town of South Windsor.
- Attended Board of Assessment Appeals hearings and court cases.
- Coordinate State and Local Tax Exemption Programs.
- Continued work with the Town Staff to successfully maintain multiple division records; maintain town records for the CAMA system and continued implementation and update of information on a

new Quality Data System (QDS) to more accurately and efficiently assist the residents of South Windsor.

- Inspection and re-assessment of properties affected by crumbling foundation issue and reporting of same to all agencies requesting data.

***Assigned Positions:***

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	1	1	Assessor	1	1
2	2	2	2	Assistant Assessor	1	1
0	0	0	0	Senior Assessment Technician	1	1
1	1	1	1	Assessment Clerk	1	1

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Field inspections	1,926	1,922	2,381	5,400	2,300
Real Estate accounts	11,066	11,063	11,101	11,252	11,275
Motor Vehicle accounts	25,459	25,751	25,611	25,689	25,725
Personal Property accounts	1,598	1,601	1,512	1,405	1,425
Supplemental Motor Vehicle accounts	3,818	4,143	4,146	4,070	4,125
Properties transferred	700	810	873	968	950
Salas ratio analysis completed *First year after revaluation, state does not accept submitted ratios	379	0*	500	557	0*
Assessment appeals court cases settled during fiscal year, note revaluation activity increase.	10	3	n/a	1	25

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
253,647	236,315	11511100 00110	FULL TIME SALARIES	259,390	259,390	259,390
0	500	11511100 00112	LONGEVITY	500	500	500
0	0	11511200 00210	OFFICE SUPPLIES	0	0	0
1,148	1,846	11511200 00221	OPERATING MATERIAL	2,800	2,800	2,800
122	3,050	11511300 00310	ADVERTISING	3,050	3,050	3,050
3,909	10,000	11511300 00320	PROFESSIONAL	12,900	10,000	10,000
2,163	2,500	11511300 00330	RENTAL & LEASES	2,500	2,500	2,500
3,368	1,900	11511300 00350	PRINTING	2,000	1,900	1,900
10,230	135,025	11511300 00371	MAINTENANCE CONTRACTS	71,470	13,500	13,500
1,043	1,050	11511300 00374	FEES & MEMBERSHIPS	2,250	2,250	2,250
2,640	2,940	11511300 00375	RECRUITMENT & TRAINING	3,650	2,450	2,450
278,270	395,126		TOTAL	360,510	298,340	298,340
			PERCENTAGE CHANGE	-8.76%	-24.50%	-24.50%

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

The Collector of Revenue's Office 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 budget has decreased by \$7,301 due to staffing changes. In addition, 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 2019:***

- 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 Town Constables for collecting delinquent taxes and sewer use fees
- Continue to utilize outside collections agency, TaxServ to increase collections of delinquent accounts
- Review and update security measures within the Tax Office
- Maintain a collection rate of 98.6%

***Program Accomplishments FY 2018:***

- Maintained a collection rate of 98.6%
- Increased online tax payments and knowledge of services available on line
- Streamlined office procedures to continue to improve collections
- Continued to utilize new software system – Quality Data Systems (QDS) to streamline processes and eliminate manual calculations
- Processed over 42,000 Real Estate and Property Tax bills to residents
- Provided delinquent notices to taxpayers sooner and established a timeline for future notices
- Increased the use of Town Constables for collecting delinquent taxes and sewer use fees
- Utilized outside collection agency, TaxServ for delinquent Residential Sewer User Fees

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Collector of Revenue	1	1.0
1	1.0	1	1.0	Deputy Collector of Revenue	1	1.0
1	1.0	1	1.0	Tax Assistant	1	1.0
1	0.5	1	0.5	Tax Assistant	1	0.5

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Tax Bills Sent	42,500	42,680	42,900	42,005	42,000
Current Taxes Collectible per Town's Audited Financial Statements	\$92,900,690	\$90,022,160	\$93,215,251	\$95,000,000	\$98,000,000
Current Taxes Collectible per Approved Budget	\$90,070,464	\$90,070,464	\$93,510,040	\$96,000,000	\$102,440,000
Collection Rate of Current Taxes Collectible per Town's Audited Financial Statements	98.8%	98.6%	98.6%	98.9%	98.9%
Collection Rate of Current Taxes Collectible per Approved Budget	98.75%	98.75%	98.75%	98.75%	98.75%
Prior Year Taxes Collectible per Approved Budget	\$600,000	\$600,000	\$600,000	\$600,000	\$700,000

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
200,162	180,611	11514100 00110	FULL TIME SALARIES	163,125	163,232	163,232
179	1,000	11514100 00111	OVERTIME	1,000	500	500
1,200	700	11514100 00112	LONGEVITY	700	0	0
19,808	18,500	11514100 00113	PART TIME WAGES	21,785	20,285	20,285
0	0	11514200 00210	OFFICE SUPPLIES	2,000	2,000	2,000
692	2,000	11514300 00310	ADVERTISING	4,000	4,000	4,000
9,933	6,200	11514300 00320	PROFESSIONAL	3,000	3,000	3,000
143	1,000	11514300 00330	RENTAL & LEASES	0	0	0
9,203	19,500	11514300 00350	PRINTING	19,500	19,500	19,500
0	0	11514300 00371	MAINTENANCE CONTRACTS	500	500	500
3,697	3,900	11514300 00374	FEES & MEMBERSHIPS	5,000	4,000	4,000
2,071	2,500	11514300 00375	RECRUITMENT & TRAINING	4,500	4,500	4,500
560	0	11514400 00441	OFFICE EQUIPMENT	3,500	0	0
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247,648	235,911		TOTAL	228,610	221,517	221,517
			PERCENTAGE CHANGE	-3.09%	-6.10%	-6.10%

<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 \$15,066 due to annual salary increases and adjustments.

***Program Objectives and Goals FY 2019:***

- Provide Town Auditors with the necessary information to complete the audit of the June 30, 2018 financial statements and continue to improve on criteria to submit to GFOA for consideration of the award for excellence "Comprehensive Achievement Financial Report"
- Continuously reviewing town policies and procedures and implement new security measures where necessary
- Continue to research and implement paperless accounts payable invoices cost effective for the Town
- Utilize the P-Card program to achieve benefits of the annual cash rebates
- Assist Town Manager's office with the preparation of the 2020 budget and any supplemental schedules requested
- Create internal task force to identify needs of departments and request tools to save on manual processes along with utilizing this information to upgrade current copiers where lease is up in December 2018

***Program Accomplishments FY 2018:***

- Coordinated the bonds and bond anticipation notes issue; met with Standard & Poor's to attain rating for bond issue along with reaffirming the rating from Moody's due to the State of Connecticut's bi-annual budget and the decrease of grant revenues
- Provide Town Auditors with the necessary information to complete the audit of the June 30, 2018 financial statements
- Submission to GFOA for consideration of the award of excellence on the "Comprehensive Achievement Financial Report" for the period ending June 30, 2018
- Assist Town Manager's office with the preparation of the 2019 budget and any supplemental schedules requested
- Implementation of the Purchasing Card (P-Card) Program to all eligible employees
- Annually 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, capital projects and requested financial reports
- Maintained and reconciled 46 Funds, consisting of 3,433 general ledger accounts
- Provide monthly revenue and expenditure activity along with contingency details to Town Council

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
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
1	1.0	1	1.0	General Ledger/Cash Receipts Accountant	1	1.0
1	1.0	1	1.0	Accounts Payable Accountant	1	1.0

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Accounts payable checks issued	6,913	6,690	6,135	6,150	6,175
Accounts payable ACH issued	19	710	1,626	1,670	1,690
Purchase orders processed	2,784	2,845	2,582	2,750	3,010
Invoices processed (either ACH or AP)	10,629	11,308	11,360	11,500	11,750
Total number of payroll checks and direct deposits	19,968	21,684	21,840	22,050	22,200
% of payroll that is direct deposit	89%	88%	94%	95%	96%
W-2s prepared	465	456	507	485	500
Bank accounts maintained	18	18	19	19	19
Percentage of bank deposits made within 24 hours	99%	99%	99%	99%	99%
Reconcile bank statements within 1 month of receipt	98%	98%	99%	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	2,638	3,186	3,253	3,456	3,650
Unassigned Fund Balance as % of expenditures	5.09%	7.49%	8.50%	9.0%	9.5%



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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
325,768	340,706	11532100 00110	FULL TIME SALARIES	348,011	348,011	348,011
0	500	11532100 00111	OVERTIME	500	500	500
1,400	1,200	11532100 00112	LONGEVITY	1,400	1,400	1,400
0	0	11532100 00114	TEMPORARY	0	0	0
1,267	2,500	11532200 00221	OPERATING MATERIAL	3,000	2,500	2,500
178	1,000	11532300 00330	RENTAL & LEASES	1,000	1,000	1,000
1,178	2,050	11532300 00374	FEES & MEMBERSHIPS	3,000	2,050	2,050
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329,791	347,956		TOTAL	356,911	355,461	355,461
			PERCENTAGE CHANGE	2.57%	2.16%	2.16%

<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:***

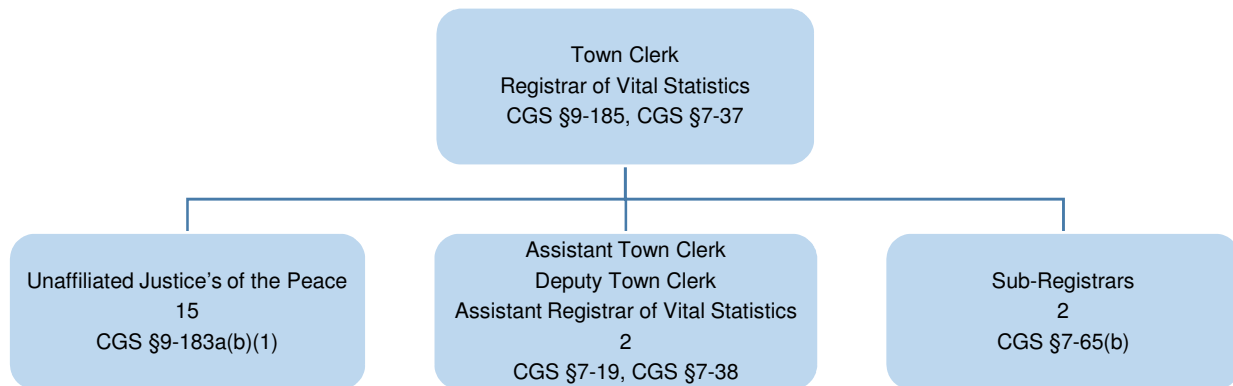
A budget increase of 3% is due to salary increases and increases in printing and advertising due to the state primaries and election this year.

***Program Objectives and Goals FY 2019:***

- Continuation of microfilming maps, veterans discharges, land records, and vital records
- Continuation of back filing map images onto the land records
- Oversee all elections and primaries, make available pertinent election information to party chairs, order all ballots, and report all election information to the Secretary of the State

***Program Accomplishments FY 2018:***

- Microfilm all land records, export to our land records web portal
- Microfilm and scan all veterans discharges, vital records and maps
- Index and link maps to our land records system
- Oversee all elections and primaries, reports to Secretary of State.



**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Clerk	1	1.0
1	1.0	1	1.0	Deputy Town Clerk	1	1.0
1	1.0	1	1.0	Assistant Town Clerk	1	1.0

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Number of Documents recorded – Calendar year	7,800	6,324	6,478	6,882	6,800
Number of Foreclosure Registrations	118	87	97	70	60
Dog Licenses Issued	2,563	2,636	2,700	2,750	2,700
Vital records recorded – calendar year	975	947	981	963	970
Marriage Licenses Issued – calendar year	500	541	539	539	540
Maps filed	71	60	80	90	75

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
193,807	197,784	11540100 00110	FULL TIME SALARIES	203,251	203,251	197,116
0	0	11540100 00114	TEMPORARY	0	0	0
10	250	11540200 00210	OFFICE SUPPLIES	250	250	250
0	0	11540200 00221	OPERATING MATERIAL	0	0	0
756	2,000	11540300 00310	ADVERTISING	3,000	2,000	3,000
19,267	24,000	11540300 00320	PROFESSIONAL	24,000	23,000	24,000
0	0	11540300 00330	RENTAL & LEASES	0	0	0
3,588	4,500	11540300 00350	PRINTING	5,000	4,500	5,000
412	500	11540300 00371	MAINTENANCE CONTRACTS	500	500	500
392	550	11540300 00373	REPAIR/MAINT EQUIPMENT	550	550	550
285	500	11540300 00374	FEES & MEMBERSHIPS	500	500	500
182	250	11540300 00375	RECRUITMENT & TRAINING	250	250	250
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218,698	230,334		TOTAL	237,301	234,801	231,166
			PERCENTAGE CHANGE	3.02%	1.94%	0.36%

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

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

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

***Budget Change Commentary:***

The program budget has a zero percent increase.

Function GENERAL GOVERNMENT  
 Department LAW  
 Division TOWN ATTORNEY  
 Division Code 1550

<u>2016/2017 ACTUAL</u>	<u>2017/2018 COUNCIL APPROVED</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>2018/2019 DEPARTMENT REQUEST</u>	<u>2018/2019 MANAGER PROPOSED</u>	<u>2018/2019 COUNCIL APPROVED</u>
166,644	150,000	11550300 00320	PROFESSIONAL	165,000	150,000	150,000
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166,644	150,000		TOTAL	165,000	150,000	150,000
			PERCENTAGE CHANGE	10.00%	0.00%	0.00%

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

The Central Services 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 \$30,796 that encompasses a few items: annual salary increase; replace conference room furniture; printing and issuing of W-2's; advertising and maintenance contracts.

***Program Objectives and Goals FY 2019:***

- 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 2018:***

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

***Assigned Positions:***

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Administrative Secretary	1	1.0

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
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	\$5,160,000	\$4,300,000	\$11,860,000	\$11,500,000	\$4,850,000
Bond Anticipation Notes issued	\$7,160,000	\$21,360,000	\$16,000,000	\$4,850,000	\$10,000,000
Debt Service as a percentage of budgeted expenditures	4.9%	5.1%	6.1%	6.6%	5.8%

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
44,477	45,380	11921100 00110	FULL TIME SALARIES	46,515	46,515	46,515
0	500	11921100 00111	OVERTIME	500	500	500
1,048	900	11921100 00112	LONGEVITY	1,615	900	900
876	0	11921100 00113	PART TIME WAGES	13,520	0	0
25,650	42,000	11921200 00210	OFFICE SUPPLIES	40,000	42,000	42,000
43,492	65,500	11921200 00221	OPERATING MATERIAL	54,600	65,500	65,500
0	1,000	11921300 00310	ADVERTISING	1,000	1,000	1,000
77,247	75,400	11921300 00320	PROFESSIONAL	77,900	75,400	75,400
34,501	38,600	11921300 00330	RENTAL & LEASES	49,513	73,600	73,600
2,652	8,600	11921300 00350	PRINTING	8,600	8,600	8,600
0	3,352	11921300 00371	MAINTENANCE CONTRACTS	4,084	4,084	4,084
0	0	11921300 00373	REPAIR/MAINT EQUIPMENT	1,000	0	0
0	0	11921300 00375	RECRUITMENT & TRAINING	0	0	0
1,328	2,000	11921400 00441	OFFICE EQUIPMENT	2,000	1,000	1,000
231,270	283,232		TOTAL	300,847	319,099	319,099
			PERCENTAGE CHANGE	6.22%	12.66%	12.66%



<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:***

The increase in our budget is largely due to additional and rising maintenance costs. The Town's GIS system as well as the new Computer Aided Dispatch software for the Police Department have been moved into our maintenance account. In addition, each and every department is becoming more and more reliant on technology to perform their jobs. In certain cases, tasks could not be completed without it and in others, the technology increases productivity and/or efficiency for either residents or staff. Finance now requires that the maintenance costs for all technology equipment and systems be held in the Information Technology budget.

***Program Objectives and Goals FY 2019:***

- Continue to implement additional security technologies to harden the Town's digital infrastructure.
- Complete the creation of a redundant data center to increase security and improve data resiliency.
- Continue researching new technologies to improve staff abilities and efficiency.

***Program Accomplishments FY 2018:***

- Conducted a Cyber Resilience Review (CRR) and have begun providing Cyber Awareness Training to all staff.
- Implemented additional security technologies based on the CRR report.
- Completed the Computer Aided Dispatch (CAD) upgrade at the Police Department.
- Built and connected the network at the new Recreation Facility (Wapping School) to the Town's network and moved/connected all Recreation staff computers.
- Moved into the next phase of the fiber network to improve the capabilities of Town staff in an ever-changing technological work environment.
- Utilized the Emergency Operations Center (EOC) for staff training as well as state-wide drills and training.

***Assigned Positions:***

2016-2017		2017-2018		Position Title	2018-2019	
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
0	0.0	0	0.0	Systems Analysis/Administrator	1	1.0
3	3.0	3	3.0	Information Technology Technician	2	2.0

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Work Order Tickets	2,393	3,217	3,275	3,239	3,225

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
303,546	298,208	11922100	00110	FULL TIME SALARIES	344,115	344,115	344,115
29,968	25,464	11922100	00114	TEMPORARY	25,464	25,464	25,464
21,635	24,500	11922200	00221	OPERATING MATERIAL	25,014	24,500	24,500
13,220	24,000	11922300	00320	PROFESSIONAL	24,504	24,000	24,000
534	30,980	11922300	00330	RENTAL & LEASES	30,980	30,980	30,980
0	2,300	11922300	00350	PRINTING	2,300	2,300	2,300
314,581	304,648	11922300	00371	MAINTENANCE CONTRACTS	371,574	371,574	371,574
0	0	11922300	00373	REPAIR/MAINT EQUIPMENT	0	0	0
425	1,750	11922300	00374	FEES & MEMBERSHIPS	1,750	1,750	1,750
17,201	23,000	11922300	00375	RECRUITMENT & TRAINING	23,000	20,000	20,000
155,592	184,581	11922400	00441	OFFICE EQUIPMENT	184,581	174,581	174,581

<b>PROGRAM</b>	<b>G-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:***

There is no change in the media budget. We would like upgrade the video equipment to provide higher quality broadcasts, but we believe we can do that with the current budget.

***Program Objectives and Goals FY 2019:***

- Research grants to purchase new equipment.
- HD Video upgrade to cameras and station equipment to air higher quality programming.
- 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 2018:***

- Completed the HD audio upgrade in the Council Chambers which drastically improved the audio for both the Council Chambers and the live stream on television.
- Continued to increase the number of residents using the Town's social media sites.

<b>Performance Data</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Actual 2016-2017</b>	<b>Estimated 2017-2018</b>	<b>Anticipated 2018-2019</b>
Town Council Meeting	21	22	20	22	21
Special Town Meeting	9	8	4	9	8
Special Events	2	2	2	2	3
G-Media Specialty Productions	0	4	3	2	3
Social Media Posts	220	300	40	80	150

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
190	2,500	11925100 00110	FULL TIME SALARIES	2,500	1,000	1,000
16,263	25,195	11925300 00320	PROFESSIONAL	25,195	10,000	10,000
0	575	11925300 00375	RECRUITMENT & TRAINING	575	575	575
19,027	10,700	11925400 00441	OFFICE EQUIPMENT	10,700	10,700	10,700
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35,480	38,970		TOTAL	38,970	22,275	22,275
			PERCENTAGE CHANGE	0.00%	-42.84%	-42.84%

## 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	2017-2018 Council Approved	2018-2019 Department Request	2018-2019 Manager Proposed	2018-2019 Council Approved
2110	Police – Administration	571,326	578,702	571,902	571,902
2120	Police – Operations	3,818,887	4,009,547	4,009,547	4,009,547
2140	Police – Support Services	1,883,137	1,987,883	1,987,883	1,977,883
2150	Police – Community Services	171,418	174,724	174,614	174,614
2200	Police – Emergency Management	108,571	224,431	96,168	96,168
2210	Fire Marshal	207,247	282,274	235,601	245,601
2220	South Windsor Volunteer Fire Department	935,344	965,377	954,105	954,105
2240	Hydrants and Water Lines	895,780	914,500	896,500	896,500
2300	Street Lights	452,500	452,500	452,500	452,500
	<b>Total Public Safety</b>	<b>9,044,210</b>	<b>9,589,938</b>	<b>9,378,820</b>	<b>9,378,820</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 5.31 %. The proposed budget fully funds our authorized strength of 43 sworn personnel. This budget includes negotiated raises for bargaining unit employees, funding for replacement patrol vehicles and equipment, and the maintenance of technology equipment including our scheduling software, cloud based digital storage, next generation 9-1-1 System and our body-worn cameras.

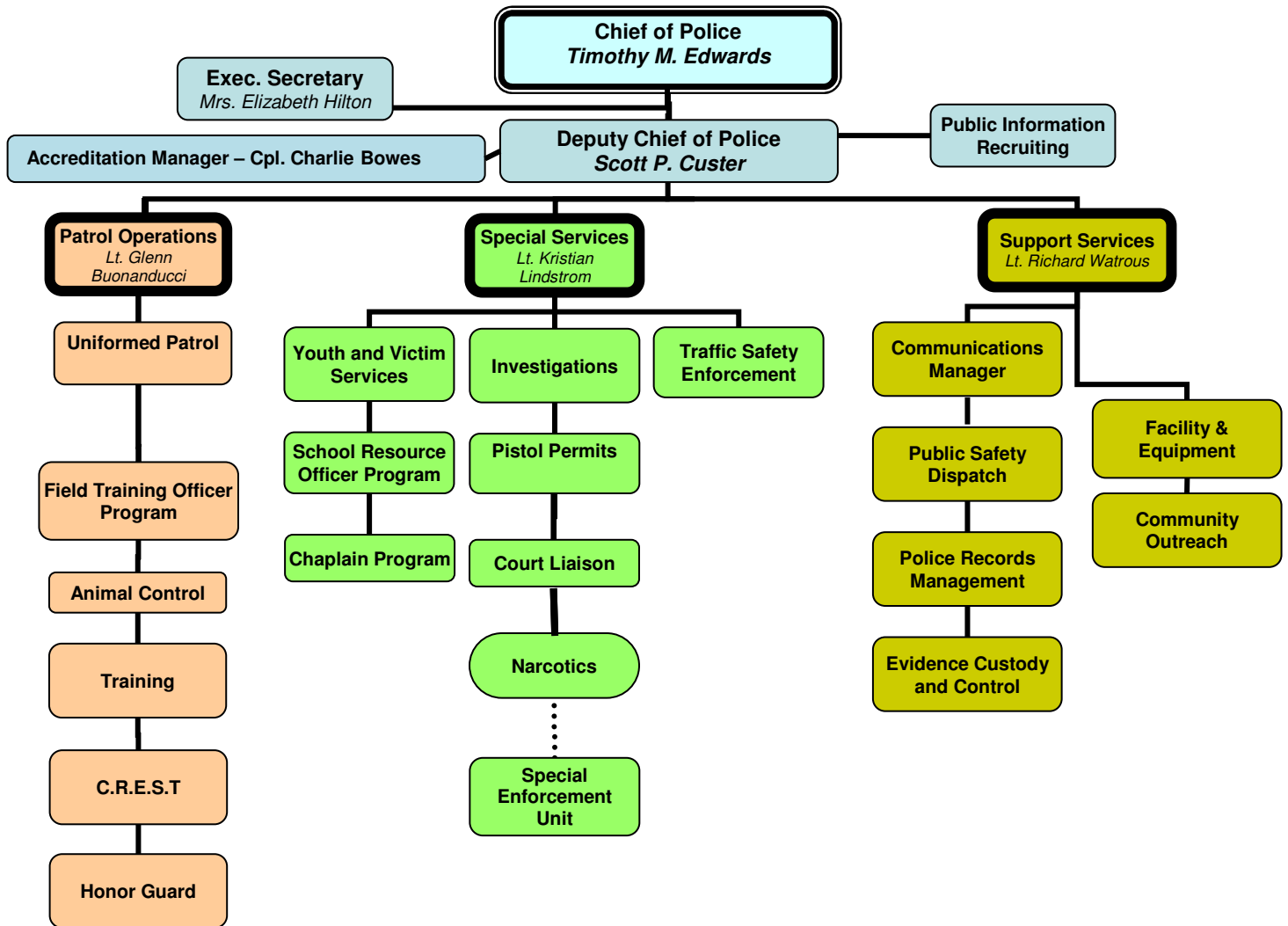
***Department Objectives and Goals FY 2019:***

- Diversity in Recruiting, Promotion and Retention of department staff, identifying future leaders and succession planning
- Working toward national C.A.L.E.A. accreditation and adopting industry best practices
- Continue seeking opportunities for greater positive community interactions with community groups and schools
- Replacement of our aging vehicle fleet replacing high mileage vehicles with reliable all-wheel drive vehicles for all-weather capability
- Secure the police/dispatch facility with a physical barrier to protect vehicles & communication equipment
- Enhancement of radio communication system to eliminate interference and secure channels
- Continue Traffic Enforcement and Education - looking for a 3<sup>rd</sup> consecutive year with no fatal accidents

***Department Accomplishments FY 2018:***

- Assigned an officer to the CT Center for Digital Investigations to enhance computer crime investigation capability
- Replacement of 2003 Computer Aided Dispatch and Records Management System (CAD/RMS) with NexGen system
- Renovated the Patrol Equipment storage bay with new paint, lockers, and cabinets to support the patrol function
- Implemented the PEER program to support officers mental health
- Trained patrol staff in Crisis Intervention Team methods for dealing with persons in crisis and de-escalation methods
- Worked with community organizations to support clothing, food, fuel and toy drives
- Continued collaboration with South Windsor Public Schools & CREC for security and traffic management
- Formalized Police Chaplain Program using national model
- Implemented a Lethality Assessment Program used at all domestic violence calls to protect victims
- Recognized as the Top Fundraiser for CT Special Olympics – Law Enforcement for fifth consecutive year
- Increased communications capability by adding a second channel to the police communications system

**South Windsor Police**  
**Table of Organization**  
**2016**  
 (Rev 04/17/2016)



<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

Police 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 a 0.0% increase due to the lower salary of our new Office Administrator. The budget reflects the salary adjustments for the Chief, Deputy Chief, CALEA manager and Office Administrator.

***Assigned Positions:***

2016-2017		2017-2018		Position Title	2018-2019	
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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
418,781	424,624	12110100 00110	FULL TIME SALARIES	424,954	424,954	424,954
241	0	12110100 00111	OVERTIME	4,050	0	0
0	0	12110100 00112	LONGEVITY	750	0	0
0	0	12110100 00113	PART TIME WAGES	0	0	0
4,291	10,830	12110200 00221	OPERATING MATERIAL	10,830	10,830	10,830
17,141	14,000	12110300 00320	PROFESSIONAL	14,000	14,000	14,000
6,831	6,430	12110300 00374	FEES & MEMBERSHIPS	9,430	7,430	7,430
38,158	38,150	12110300 00375	RECRUITMENT & TRAINING	38,150	38,150	38,150
60,037	77,292	12110300 00380	GRANTS & CONTRIBUTIONS	76,538	76,538	76,538
545,480	571,326		TOTAL	578,702	571,902	571,902
			PERCENTAGE CHANGE	1.29%	0.10%	0.10%

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

**POLICE – OPERATIONS DIVISION**

The Police 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 37 positions and is commanded by 2 lieutenants. The division is comprised of four distinct units: Patrol; Traffic, Investigations; and Youth & Victim Services.

**Patrol Section** – 24 positions assigned: 1 Lieutenant, 3 Sergeants; 3 Corporals; 14 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 Enforcement Unit** – 1 Sergeant; 2 Corporals. 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 reconstruction specialists.

**Criminal Investigations Unit:** - 1 Lieutenant, 1 Sergeant; 1 Corporal; 2 Officers. This unit handles all complex and time-consuming investigations. They serve as the intelligence gathering and dissemination unit of the police department. They participate in the CRIST (Capitol Region Investigative Support Team) which serves as a regional major case investigation unit. The unit also includes a narcotics investigator who is assigned to the East Central Narcotics Task Force (ECN). 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; 2 Officers. This unit is responsible for the School Resource Officer program which places an officer in the SW High School as well as at Timothy Edwards Middle School. The supervisor of the unit also serves as a liaison to the school system as well as coordinating the departments Crisis Intervention program and various victim's services. 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 4.99 % due to contractual salary increases and reflects the salaries of 3 Certified officers who were hired at top step per the police collective bargaining agreement as well as the reinstatement of 2 positions that were not fully funded in FY2017-2018.

**Assigned Positions (Operations):**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	2.0	Lieutenant	2	1.0
7	7.0	7	7.0	Sergeant	7	7.0
7	7.0	7	7.0	Corporal	7	7.0
21	21.0	21	21.0	Officer	21	21.0

Performance Data	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Total Calls for Service	44701	34562	33329	33671	33533
Traffic Accident Reports(PR-1)	410	427	422	432	451
Citations Issued	234	220	210	200	206
Medical Assist	2198	2176	2241	2412	2419
Animal	642	640	647	618	642
Alarm	1237	1221	1264	1175	1336
Criminal Arrests	645	569	643	550	509
Burglary	49	62	122	72	178*
Larceny	340	358	229	232	208
Domestic	218	153	195	181	160
Assault	4	6	6	19	17
Sexual Assault	7	12	12	9	16

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
2,922,767	3,283,387	12120100 00110	FULL TIME SALARIES	3,465,847	3,465,847	3,465,847
457,184	410,000	12120100 00111	OVERTIME	418,200	418,200	418,200
108,068	125,500	12120100 00112	LONGEVITY	125,500	125,500	125,500
3,488,020	3,818,887		TOTAL	4,009,547	4,009,547	4,009,547
			PERCENTAGE CHANGE	4.99%	4.99%	4.99%

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

**POLICE – SUPPORT SERVICES DIVISION**

The Police 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 increase for the support services portion of the budget is 8.2% due to contractual increases in maintenance agreements, salary increases and the proposed replacement costs of five patrol vehicles due to previous cuts to police fleet budget requests.

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

2016-2017		2017-2018		Position Title	2018-2019	
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	2013	2014	2015	2016	2017
9-1-1 Calls received by Answering Point (PSAP)	7,812	8,618	8,504	8,823	7,783

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
831,827	871,719	12140100 00110	FULL TIME SALARIES	899,178	899,178	899,178
326,237	205,000	12140100 00111	OVERTIME	205,000	205,000	205,000
23,622	44,417	12140100 00112	LONGEVITY	44,178	44,178	44,178
0	0	12140100 00113	PART TIME WAGES	0	0	0
44,994	63,320	12140200 00221	OPERATING MATERIAL	63,320	63,320	63,320
108,493	190,000	12140200 00222	VEHICLE & EQUIP SUPPLIES	138,500	138,500	138,500
91,314	76,300	12140200 00223	UNIFORMS & CLOTHING	76,300	76,300	76,300
28,528	28,764	12140200 00227	AMMUNITION & EXPLOSIVES	28,764	28,764	28,764
407	1,500	12140300 00310	ADVERTISING	1,500	1,500	1,500
0	0	12140300 00320	PROFESSIONAL	0	0	0
36,548	49,676	12140300 00330	RENTAL & LEASES	49,360	49,360	49,360
3,172	4,000	12140300 00350	PRINTING	4,000	4,000	4,000
28,595	36,697	12140300 00360	UTILITIES	36,806	36,806	36,806
47,860	78,127	12140300 00371	MAINTENANCE CONTRACTS	76,457	76,457	76,457
43,470	60,537	12140300 00373	REPAIR/MAINT EQUIPMENT	68,892	68,892	63,892
264,953	173,080	12140400 00442	DEPARTMENT EQUIPMENT	295,628	295,628	290,628
1,880,020	1,883,137		TOTAL	1,987,883	1,987,883	1,977,883
			PERCENTAGE CHANGE	5.56%	5.56%	5.03%

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

**POLICE – COMMUNITY SERVICES**

The Police Community Services Division includes the Animal Control Officers (ACO) who 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 2.0 % which includes contractual salary increases for the Animal Control Officers.

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

2016-2017		2017-2018		Position Title	2018-2019	
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	2013	2014	2015	2016	2017
Animal Calls for Service	655	637	618	642	632
Dogs Impounded	100	142	55	42	36
Dogs Sold as Pets	24	77	77	16	4
Dogs Redeemed by Owner	41	39	36	25	20
Animal Bites	26	25	22	22	16

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
128,593	131,858	12150100 00110	FULL TIME SALARIES	135,154	135,154	135,154
33,880	17,000	12150100 00111	OVERTIME	17,000	17,000	17,000
3,207	3,360	12150100 00112	LONGEVITY	3,470	3,360	3,360
0	0	12150100 00113	PART TIME WAGES	0	0	0
245	950	12150200 00221	OPERATING MATERIAL	950	950	950
1,156	1,500	12150200 00223	UNIFORMS & CLOTHING	1,500	1,500	1,500
228	750	12150300 00310	ADVERTISING	750	750	750
2,125	4,550	12150300 00320	PROFESSIONAL	4,550	4,550	4,550
0	100	12150300 00330	RENTAL & LEASES	0	0	0
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
169,434	171,418		TOTAL	174,724	174,614	174,614
			PERCENTAGE CHANGE	1.93%	1.86%	1.86%



<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 decreased by \$12,403 due to reductions in operating materials and department equipment previously purchased.

***Program Objectives and Goals FY 2019:***

- Review and update all annexes within the 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 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.
- Integrate Medical Reserve Corps (MRC) into OEM and Health Department.
- Provide support and training for MRC and CERT coordinating responses.
- 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.
- Expand upon Response and recovery policies and equipment for first responders.

**Program Objectives and Goals FY 2019 (cont'd):**

- 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.
- Provide “Stop the bleed” training for CERT members and supply equipment.
- 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.
- Replace vehicle for OEM
- Continue to expand upon all programs initiated.
- Expand upon current CERT member staffing levels and supply necessary training, tools, and equipment.
- Expand on Chemical, Biological, and Radiological training and equipment for first responders.
- Updated and reviewed Natural Hazard Mitigation Plans (NHMP).
- Continue working with School Resource Officer to present Student Tools for Emergency Planning (STEP) to all 5<sup>th</sup> grade students.

**Program Accomplishments FY 2018:**

- 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:**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	.5	1	.75	Assistant Director of Emergency Management	1	.75

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
CERT Members		40	45	50	60
CERT regular hours			2,900	3,000	3,500
CERT training hours			1,200	1,200	1,500
CERT leadership training and meetings hours			420	420	420
CERT event hours			500	500	600

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
47,548	49,920	12200100	00113	PART TIME WAGES	49,920	50,918	50,918
29,037	20,000	12200200	00221	OPERATING MATERIAL	28,000	17,000	17,000
6,271	10,000	12200300	00320	PROFESSIONAL SERVICES	14,000	10,000	10,000
140	651	12200300	00330	RENTAL & LEASES	85,511	250	250
39,256	28,000	12200400	00442	DEPARTMENT EQUIPMENT	47,000	18,000	18,000

<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 increased over the previous year by \$38,354. Major influences on this budget proposal are the restoration of the part time account and a vehicle replacement program.

***Program Objectives and Goals FY 2019:***

- Resume inspection program to meet State mandated schedule
- Resume advance training for employees
- Institute vehicle replacement program

***Program Accomplishments FY 2018:***

- Complete inventory recording of inspectable properties
- Begin mobile inspection program

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	1	1	Fire Marshal	1	1
1	.5	1	.3	Deputy Fire Marshal	1	.5
1	.5	1	.3	Fire Inspector	1	.5
1	.5	1	.3	Fire Inspector	1	.5
1	.4	1	.2	Fire Inspector	1	.5

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Inspections	2093	1546	2300	1500	2400
Investigations	23	27	10	10	10
Plan Reviews	28	21	35	35	35
Training	34	22	70	70	70
Meetings	411	463	500	500	500
Juvenile Fire Setter Meeting	6	2	4	4	4
Juvenile Review Board	19	2	20	20	20
Administrative Duties	109	154	150	150	150

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
93,087	94,979	12210100	00110	FULL TIME SALARIES	96,879	96,879	96,879
420	1,000	12210100	00111	OVERTIME	1,500	500	500
86,296	86,323	12210100	00113	PART TIME WAGES	140,675	113,702	113,702
2,929	2,000	12210200	00210	OFFICE SUPPLIES	2,000	2,000	2,000
9,153	7,750	12210200	00221	OPERATING MATERIAL	8,150	6,350	6,350
2,579	3,260	12210200	00222	VEHICLE & EQUIPMENT	3,260	3,260	3,260
2,985	3,500	12210200	00223	UNIFORMS & CLOTHING	3,500	2,400	2,400
0	0	12210300	00320	PROFESSIONAL	0	0	0
0	0	12210300	00330	RENTAL & LEASES	15,000	0	10,000
1,275	2,010	12210300	00374	FEES & MEMBERSHIPS	2,010	2,010	2,010
5,254	6,425	12210300	00375	RECRUITMENT & TRAINING	9,300	8,500	8,500

<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.	\$300,875.00	31.5%
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.	\$246,287.00	25.8%
Administration & Management	Officer & Administrative Salaries. General offices expenses including printing, postage and supplies. Computer and computer network expenses.	\$146,275.00	15.3%
Protective Clothing & Safety	New and replacement protective clothing. Entry level and periodic medical exams. Mandated physical testing.	\$100,055.00	10.4%
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.	\$97,793	10.3%
Training & Education	Entry level fire fighter certification training. Mandated refresher training. Weekly department drills. Specialized rescue and fire suppression training. Leadership development.	\$46,820.00	4.9%
Fire Prevention & Safety Education	Activities related to providing the citizens of South Windsor with fire prevention education including Fire Prevention Week activities.	\$16,000.00	1.8%
	<b>Total</b>	<b>\$954,105</b>	<b>100.0%</b>

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
900,960	935,344	12220300 00380	GRANTS & CONTRIBUTIONS	965,377	954,105	954,105
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900,960	935,344		TOTAL	965,377	954,105	954,105
			PERCENTAGE CHANGE	3.21%	2.01%	2.01%



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

The Hydrants and Water Lines 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:***

The program budget has remained relatively flat with only a \$720 increase over the previous year.

<b>Performance Data</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Actual 2016-2017</b>	<b>Estimated 2017-2018</b>	<b>Anticipated 2018-2019</b>
Connecticut Water Hydrants	623	623	633	645	651
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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
806,804	895,780	12240300 00360	UTILITIES	914,500	896,500	896,500
806,804	895,780		TOTAL	914,500	896,500	896,500
			PERCENTAGE CHANGE	2.09%	0.08%	0.08%

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

The Street Lights budget program pays for the cost of electricity for streetlights and traffic control lights throughout South Windsor. 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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
453,115	448,000	12300300 00360	UTILITIES	448,000	448,000	448,000
0	0	12300300 00372	REPAIR/MAINT FACILITIES	0	0	0
4,378	4,500	12300300 00373	REPAIR/MAINT EQUIPMENT	4,500	4,500	4,500
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457,493	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	2017-2018 Council Approved	2018-2019 Department Request	2018-2019 Manager Proposed	2018-2019 Council Approved
3110	Public Works – Administration	149,917	153,739	152,839	152,839
3111	Public Works – Engineering	451,758	550,774	470,774	470,774
3112	Public Works – Street Services – Highway Maintenance	2,848,660	3,805,983	3,139,988	3,139,988
3113	Public Works – Street Services – Fleet Services	950,987	1,061,149	971,409	971,409
3200	Public Works – Public Buildings Division	1,818,899	2,157,541	1,905,446	1,905,446
3240	Public Works – Refuse Disposal	1,977,700	2,056,438	2,046,843	2,046,843
	<b>Total Public Works</b>	<b>8,197,921</b>	<b>9,785,624</b>	<b>8,687,299</b>	<b>8,687,300</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.

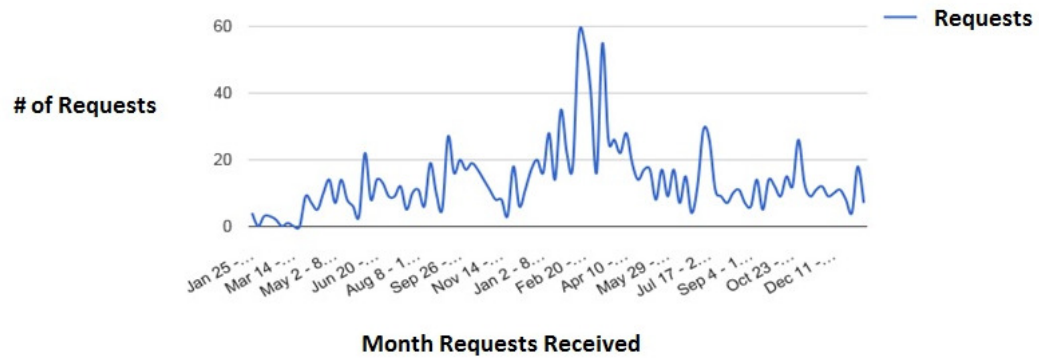
***Program Objectives and Goals FY 2019:***

- Continue to plan and deliver Critical Training and personnel development for all new and current 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) to affirm practical working SOP's Emergency Response Incidents
- Provide support to New Assistant Town Managers to maximize opportunities and success

***Program Accomplishments FY 2018:***

- Staff Training for CPR/First Aid, Confined Space Rescue Training Exercise with SWFD
- Statewide Public Works partnership while serving on Connecticut Transportation Institute Technology Center Advisory Board, the CT Safety Circuit Rider program, SW Energy Committee, NE APWA Awareness and Bereavement Committees, Support to OSTF, CIP Committee, Green SnoPro Committee
- Updated Debris Management Plan, presented at SWAC Meeting
- Continued Citizen Service Request Dashboard via the robust Connect South Windsor Mobile App thus improving transparency and service level responses
- Worked with Energy Committee to establish electrical cost saving measures
- Established NE APWA Fill A Public Works Truck Annual Food Drive Event
- Successful Projects and Program implementations

### Connect South Windsor Request Summary



#### Assigned Positions:

2016-2017		2017-2018		Position Title	2018-2019	
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 (Unfunded)	0	0

**Function** PUBLIC WORKS  
**Department** PUBLIC WORKS  
**Division** ADMINISTRATION  
**Division Code** 3110

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
143,208	146,117	13110100 00110	FULL TIME SALARIES	149,039	149,039	149,039
0	200	13110200 00210	OFFICE SUPPLIES	200	200	200
0	0	13110200 00221	OPERATING MATERIAL	0	0	0
644	1,000	13110300 00310	ADVERTISING	1,000	1,000	1,000
1,498	2,600	13110300 00374	FEES & MEMBERSHIPS	3,500	2,600	2,600
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145,350	149,917		TOTAL	153,739	152,839	152,839
			PERCENTAGE CHANGE	2.55%	1.95%	1.95%



<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 2018-2019 has changed from the approved budget for 2017-2018 as follows:

- Project Manager position included for help with Bond and Grant Project Management and Administration, GIS Projects, Engineering updates to Town web site and Communications, Pavement Management, Sidewalk complaints, MS4 Permit requirements, Miscellaneous Drainage problems and Emergency Operations. - \$75,000. The attached graph shows shows current Engineering work load for these tasks, the available staff hours and the additional staff hours needed for these tasks.
- Budget for GIS consultant services increased - \$5,000
- Budget to implement new Town wide Storm water Management Plan to comply with CT DEEP MS4 storm water permit requirements is \$10,000 in 440 line

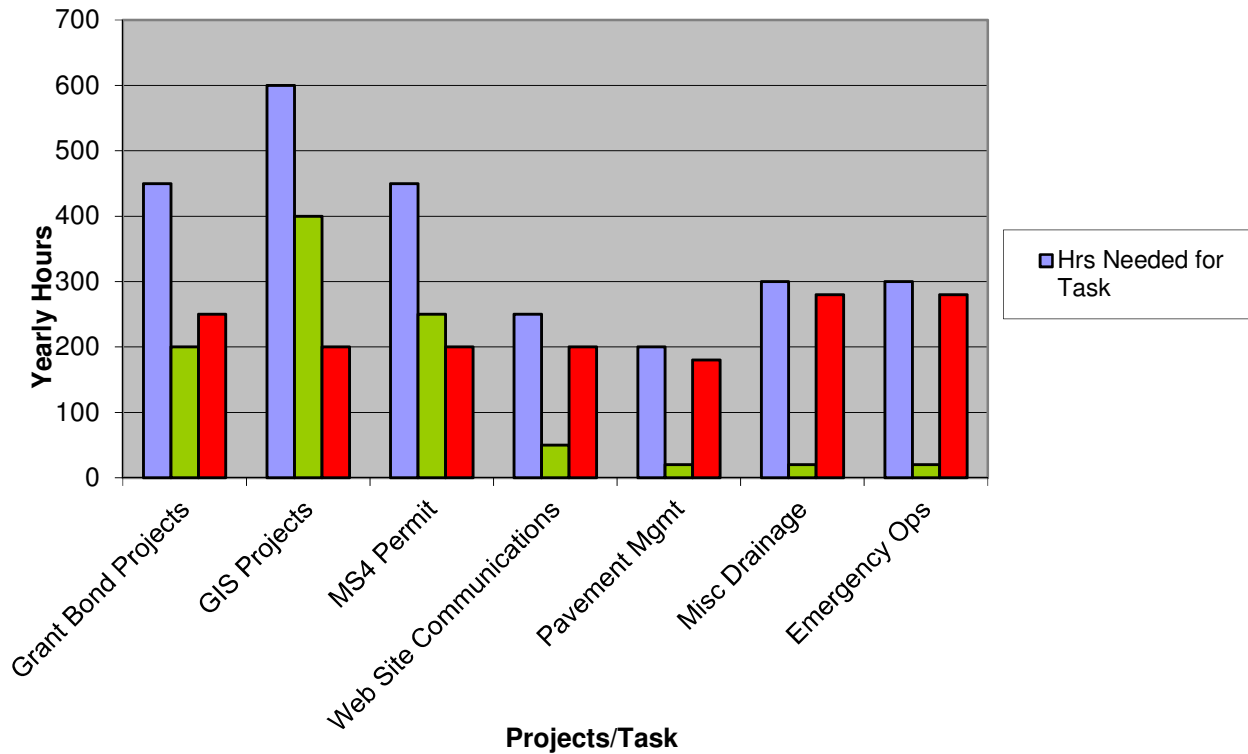
***Program Objectives and Goals FY 2019:***

- Reconstruction of Avery Street 3 from Orchard Hill Dr to Manchester Town Line
- Begin construction of sidewalks along Buckland Road and Sullivan Avenue from Deming Street to the Town Hall and Library.
- Redesign the rehabilitation of the Main Street Bridge over the Podunk River
- Design and Permitting for Eli Terry Safe Routes to School pedestrian improvements.

***Program Accomplishments FY 2018:***

- Completed reconstruction of Avery St 2 from south of Kelly Rd to Orchard Hill Dr
- Mill and repave 1.5 miles of local roads using bond funds approved in 2014.
- Reconstructed Phase 2 and 3 streets in the Avery Heights (Benedict Drive) Neighborhood
- Completed design of improvements to Avery Street 3 between Orchard Hill Road and Manchester Town Line 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.
- Continue to use GIS and Connect South Windsor dashboard for citizen requests for service and to show project

## Engineering Work Load



### Assigned Positions:

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Engineer/Assistant Director of Public Works	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	1	1.0

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Street Excavation Permits	350	286	255	300	350
Drain Layers Permits	66	95	96	95	95
CBYD Requests	1,610	2,164	2,306	2,400	2,600
Building Permit Reviews	31	28	25	32	36
Certificate of Occupancy Inspections	26	38	37	35	40
GIS Dashboard Requests	1,100	1,200	1,200	1,200	1,300
Value of projects Managed by Engineering (Design, Const)	\$2,423,000	\$4,883,000	\$5,894,400	\$6,413,860	\$4,010,000

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
416,352	424,808	13111100	00110	FULL TIME SALARIES	508,824	433,824	433,824
0	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
3,336	3,800	13111200	00221	OPERATING MATERIAL	3,800	3,800	3,800
175	350	13111200	00223	UNIFORMS & CLOTHING	350	350	350
0	100	13111200	00228	SMALL TOOLS	100	100	100
12,050	9,500	13111300	00320	PROFESSIONAL	14,500	9,500	9,500
0	100	13111300	00330	RENTAL & LEASES	100	100	100
369	300	13111300	00350	PRINTING	300	300	300
0	400	13111300	00373	REPAIR/MAINT EQUIPMENT	400	400	400
3,281	4,500	13111300	00374	FEES & MEMBERSHIPS	4,500	4,500	4,500
0	0	13111300	00440	DEPARTMENT MANDATES	10,000	10,000	10,000
4,008	6,000	13111400	00442	DEPARTMENT EQUIPMENT	6,000	6,000	6,000
440,970	451,758			TOTAL	550,774	470,774	470,774
				PERCENTAGE CHANGE	21.92%	4.21%	4.21%

<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:***

2019's budget increases are a combination of rate increases (contracted services along with union agreements) and scales of magnitude in relation to some of the program goals taken on by the Department. For instance, the line item for rip rap has been zero funded for quite some time due to a stockpile owned by the Town, however, 2017/18 proved to have a couple of projects which exhausted this stockpile of material. Outflow repair cannot commence until this stockpile is replenished and the item funded.

Some line items have been zero funded due to new approaches to the work, and others have increased 3 fold. The compost recycling program saw a 10 fold increase in return of revenue for the compost generated from the curb side leaf pick up program. This increase was realized through a different bid process and the addition of a screening process to the material. In order to screen this material, the \$5,000 yearly rental was increased to \$15,000.

The Division holds true to its conviction that funding is desperately needed to start to address the failing road surfaces around town; this is tied to the \$500,000 line item for asphalt for road rehab and milling. Historically this line item was in the Division's operating budget in order to continue to maintain the pavement quality index, and prevent the Town from experiencing the economic pitfalls of deferred maintenance. This line item was removed in 2011 and was as large as \$825,000 in 2007.

All of this equates to a 33% (\$291,328) proposed budget increase. The lion's share of this increase can be found in the Division's request for:

- \$9,016 increase to the salaries account, which includes the addition of a maintainer to the crew.
- \$82,312 is the culmination of small increases to various line items that have been historically underfunded.
- \$200,000 to reinstate road maintenance line item in operation budget.

***Program Objectives and Goals FY 2019:***

- Customer service and industry compliance remains our Division's number one focus. Federal environmental and structural mandates have created an influx of additional work to the division, which would be best served by the addition of another crew member. Specifically this new employee would assist in the sign shop, where there is a forecasted short fall in sign maintenance years out. Please see sign shop detail for further information.

### ***Program Objectives and Goals FY 2019 (cont'd):***

- The Town's 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 roads. We are reaching the critical tipping point where the cost to repair now, versus 5 years from now, will be exponentially more. It is important to implement a more reliable source of funding now, as we are currently investing 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. Last year, we had requested \$500,000 in the budget to start addressing this issue and get ahead of the downward projection we are in, and were not granted approval. 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. 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 \$200,000.

### ***Program Accomplishments FY 2018:***

- The annual leaf program was accomplished in 25 crew days moving 16,259 cubic yards of leaves. This year's leaf program experienced a precipitous drop of volume which we are hypothesizing was due to a mixture of increased contractor drop off, and the after effect of a very active gypsy moth outbreak over the summer.
- Several contracts were renegotiated over the past year which will now provide more value to the town's taxpayers.
- 2017's winter was mild with very few accumulative snow events, although the roads required a lot of salt treatments to keep safe. The Town saw a total of 57" of snow over 11 different weather events utilizing 2,659 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 4,500 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.
- McGrath cross country sewer line experienced the potential for catastrophic failure when it was observed that the storm drain line was eroding the soil from underneath the sewer main. In order to safely and efficiently attend to this issue, a work plan was developed that allowed the issue to be remediated without further undermining the structure, or overloading the slope above the manhole.
- King Street has been suffering from a chronic water-over-the-road issue that was remediated with the installation of a drywell system and two catch basins. This project proved to be challenging with existing utility conflicts.
- Our local dog pound, the Tyler Regional Animal Care shelter, was suffering from an erosion problem in the back corner of the building lot. The crews replaced the broken section of the pipe and placed erosion control stone around the outlet to prevent further incidence. While the crew was there they took the time to clean up the outfall and regrade the slopes and reseed the area. Safety fence was also installed.
- Northview Drive storm drainage system encountered a blockage that had to be jetted away, in discovery it was observed that there were roots that had to be cut out of the line and a broken section of drain line. Prior the road being repaved through an unrelated project, the crews fixed the broken sections of pipe not only on Northview Drive, but an adjacent lateral on Pleasant Valley Road. These timely repairs helped prevent further road settlements and a need to cut into the soon to be installed fresh pavement course.
- Avery Brook Channel experienced additional occurrences of 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.

**Program Accomplishments FY 2018 (cont'd):**

- The Town's sign shop assisted with the fabrication of a new sign for Parks and Recreation at the old Wapping School. They also helped with numerous other interdepartmental sign requests over the year. The sign division also helped facilitate the completion of a Road Safety Assessment plan at the corner of Nevers Road and Graham Road, a project that was started in 2014 and was brought to fruition this year.
- 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 division assisted with the removal of trees in several areas around town where roots were causing sidewalks to heave and create potential trip hazards. Our tree program also helped facilitate the completion of the previously mentioned Graham/Nevers Road Safety Assessment plan where several trees were removed to help mitigate some line of sight issues at this intersection.

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
.5	0.5	1	1.0	Superintendent of Streets	1	1.0
1	1.0	1	0.0	Street Services Manager (Asst. Superintendent of Streets)	1	0.0
.5	0.5	0	0.0	Administrative Manager (not funded)	0	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	0.0	Part Time Summer Help	0	0.0

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Road Surface Treatment Miles	5.50	28.84	6.5	7	20
Catch Basin Cleaned	1,891	1,527	1,891	1,850	1,800
Leaf Collection Cubic Yards	22,333	16,259	16,250	16,210	16,000
Tons of Patch Used For Potholes	186.67	184	187	186	180
Catch Basins repaired	150	150	150	150	150
Roadside Mowing Passes	3	4	4	4	4
Sweeping Days / # Sweepers	39/1	35/1	35/1	35/1	35/1
Plow Routes	22	21	21	21	22
Miles of Road Plowed	140.0	140.0	140	140	140

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
1,315,697	1,283,918	13112100	00110	FULL TIME SALARIES	1,393,323	1,336,456	1,336,456
134,275	182,788	13112100	00111	OVERTIME	186,446	182,788	182,788
2,300	3,900	13112100	00112	LONGEVITY	4,140	3,900	3,900
0	0	13112100	00114	TEMPORARY	0	0	0
12,822	20,682	13112200	00221	OPERATING MATERIAL	20,682	20,682	20,682
12,585	15,095	13112200	00223	UNIFORMS & CLOTHING	14,595	14,595	14,595
264,640	224,490	13112200	00224	SNOW & ICE REMOVAL	254,490	234,460	234,460
146,499	186,888	13112200	00225	HIGHWAY MATERIALS	201,888	196,888	196,888
1,893	3,450	13112200	00226	LANDSCAPING	3,450	3,450	3,450
9,682	10,090	13112200	00228	SMALL TOOLS	10,090	10,090	10,090
0	350	13112300	00320	PROFESSIONAL	350	350	350
431,498	400,780	13112300	00330	RENTAL & LEASES	415,250	400,250	400,250
0	0	13112300	00350	PRINTING	0	0	0
70,104	100,480	13112300	00371	MAINT CONTRACTS	805,480	240,480	240,480
0	550	13112300	00373	REPAIR/MAINT EQUIPMENT	750	550	550
2,643	3,225	13112300	00374	FEES & MEMBERSHIPS	3,075	3,075	3,075
4,563	13,575	13112300	00375	RECRUITMENT & TRAINING	13,575	13,575	13,575
27,041	30,000	13112300	00380	GRANTS & CONTRIBUTIONS	30,000	30,000	30,000
0	0	13112300	00440	DEPARTMENT MANDATES	0	0	0
0	0	13112400	00430	CAPITAL PROJECTS	0	0	0
447,330	368,399	13112400	00442	DEPARTMENT EQUIPMENT	448,399	448,399	448,399
2,883,572	2,848,660			TOTAL	3,805,983	3,139,988	3,139,988
				PERCENTAGE CHANGE	33.61%	10.23%	10.23%

<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:***

The department is seeking to add another mechanic to increase productivity. Although progress is made daily, there is enough work to support hiring additional staff. This will significantly reduce the need to send equipment out for repairs at much higher repair rate than keeping repairs in house. There is an increase in the Operational Support Account of \$6350.00 which will be dedicated to vehicle preservation. We have been sending town vehicles out on a rotational basis to get an anti-salt/corrosion material sprayed on the undercarriages. This has proven to be very effective at slowing degradation. There is a \$21,000 increase in the Fuel Account to cover anticipated fuel needs as well as Diesel fuel treatment (anti-gelling). This increase also include monies for DEF (Diesel Exhaust Fluid) which is required in newer Diesel engines. Last fiscal year we received our first Diesels requiring this consumable additive. There is an increase requested in the Fleet Repair Account to cover the slight increase in the Town's rolling stock. This increase will also help us keep pace with the rising cost of parts and materials.

***Program Objectives and Goals FY 2019:***

- 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.
- Install updated lift for better truck access and safety.

***Program Accomplishments FY 2018:***

- Installed an additional lift providing improved efficiencies.
- Replaced plow frame mount at huge savings and returned the vehicle back to service quicker.
- Refurbished truck 2058 installing a new body, had the frame and undercarriage sandblasted, painted and corrosion inhibitor sprayed on. This also included replacing brakes, wiring and lights.
- Recycled and sent to auction 4 surplus vehicles and miscellaneous obsolete parts and components for total of \$10,080 into the general fund.
- Installed fence to cordon off work area to reduce access to the shop and avoid potential injury.
- Reorganized the shop for more efficient work space and storage of consumables.
- Installed a bulk tank system for lubricants. Reduced environmental waste (plastic bottles), increased savings with bulk purchases, increased work order efficiency; oil can now be put into a vehicle all at once vs. quart by quart. (Some of these trucks take up to 24 quarts)



**Program Accomplishments FY 2018 (cont'd):**

- Fleet services continues to look for value added processes and efficiency in all aspects of our operation. 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.
- Revamped storage area to allow for more precise stock control and more efficient flow of work for personnel.
- Fabricated custom storm water grate at a huge cost savings to the towns’ residents

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Fleet Manager	1	1.0
0	0.0	1	1.0	Master Mechanic	1	1.0
2	2.0	1	1.0	Mechanic	1	1.0
1	0.0	1	1.0	Assist Mechanic	2	0.0

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Maintenance – Scheduled Repairs	754	738	750	765	778
Maintenance – Unscheduled Repairs	330	230	240	250	235
Road Calls	68	58	60	65	50
Fuel – Unleaded (Gallons)	32,502	35,032	42,000	42,000	42,000
Fuel – Diesel (Gallons)	36,059	30,784	28,000	28,000	28,000
Street Department Vehicles & Equipment Beyond Life Expectancy	10	14	15	10	10
Dump Trucks	16	15	17	19	19
Small Trucks & Pickups	21	21	23	28	28
General Fleet Vehicles	17	17	17	22	20
Buses	3	4	4	4	4
Police Department Vehicles	42	41	41	42	42
Heavy Equipment / Trailers	40	41	41	41	44

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
281,982	299,219	13113100 00110	FULL TIME SALARIES	369,907	303,013	303,013
48,602	39,821	13113100 00111	OVERTIME	40,617	39,821	39,821
250	3,278	13113100 00112	LONGEVITY	3,236	3,236	3,236
0	0	13113100 00114	TEMPORARY	0	0	0
45,255	30,745	13113200 00221	OPERATING MATERIAL	36,795	30,745	30,745
178,973	274,944	13113200 00222	VEHICLE & EQUIP SUPPLIES	295,944	284,944	284,944
14,211	13,650	13113200 00228	SMALL TOOLS	13,650	13,650	13,650
185,668	164,870	13113200 00232	FLEET & EQUIP REPAIR	176,540	171,540	171,540
12,620	13,560	13113300 00371	MAINTENANCE CONTRACTS	13,560	13,560	13,560
109,071	89,300	13113300 00373	REPAIR/MAINT EQUIPMENT	89,300	89,300	89,300
781	500	13113300 00374	FEES & MEMBERSHIPS	500	500	500
804	5,100	13113300 00375	RECRUITMENT & TRAINING	5,100	5,100	5,100
16,000	16,000	13113400 00442	DEPARTMENT EQUIPMENT	16,000	16,000	16,000
894,218	950,987		TOTAL	1,061,149	971,409	971,409
			PERCENTAGE CHANGE	11.58%	2.15%	2.15%

<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 two overlapping shifts that cover the hours between 7:00 a.m. to 6:00 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 forty 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/decreases will be seen in the following areas:

- An increase in the salary account for Union and Management personnel and a new position for a Building Maintenance Supervisor.
- Increase for overtime and on-call for weekday and weekend calls.
- Decrease costs in the rentals and leases account as we no longer need the Edwin Rd. storage facility for our equipment and inventory storage. Our new Maintenance Headquarters at Wapping School holds all of these items.
- A minor increase in the Operating Materials account.
- A reduction in Longevity distribution as a new employee is not eligible for Longevity until year five.
- An increase in the Utilities Account for Wapping School and Public Buildings.
- Increased cost in the Department Equipment Account to replace an eleven year old maintenance truck.
- Annual increase in the Maintenance Contract Account for annual Custodial and HVAC service contracts.

***Program Objectives and Goals FY 2019:***

- Hire a Building Maintenance Supervisor to help manage emergency service calls, contract compliance issues, and assistance with a growing list of new and overdue internal departmental projects as well as Capitol Projects Management, maintaining and updating our Asset Management Plan for the growing list of facilities my department oversees.
- Reorganize the second floor Public Works space as now that Facilities and Health Department have moved to the Edward F. Havens Jr. South Windsor Annex. The reorg would also incorporate another phase of security measures for the building, some of which have already been completed. Replace carpets in the same areas.
- Continue to upgrade interior and exterior lighting and controls with LED technology at Public Buildings
- Continue identifying, documenting and implementing new Standard Operating Procedures (SOP's) for staff.
- 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

***Program Objectives and Goals FY 2019 (cont'd):***

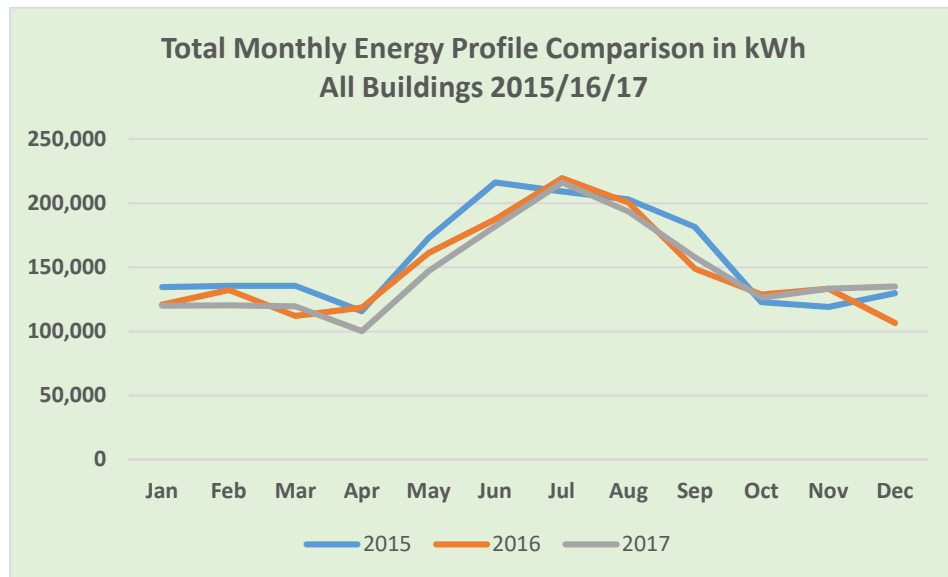
- Start planning for the installation of a VOIP phone system for Town Hall
- Continue to replace rotted clap boards and trim at VMP
- Replace windows at Wapping Community House
- Refinish slate floors at Town Hall, Stairwells and Lobby
- Complete Phase II card access installation at Town Hall
- Renovate Training Room at the Police Department
- Install security cameras and card access system for two exterior doors at the Community Center
- Rekey all interior doors at the Community Center
- Replace the HVAC cooling tower at the Community Center
- Upgrade Tax Collectors office to meet current ADA compliance
- Upgrade outdoor lighting at Wapping Community House to LED Lighting
- Repair and resurface the sidewalks in front of the Community Center
- Install a drop Box for Tax Collectors Office in front of Town Hall
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***Program Accomplishments FY 2018:***

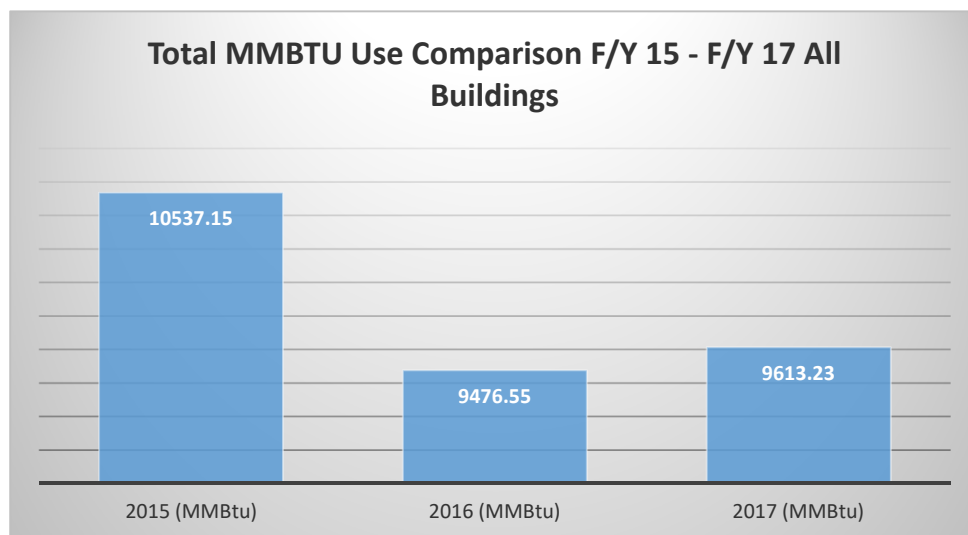
- Completed renovations in the Town Managers and Assessors Offices
- Installed Card Access system on interior doors of Town Hall
- Replaced the roof over the shower building at Veterans Memorial Park
- Replaced rotted wooded trim and clap boards on the back side of the shower building at the Veterans Memorial Park
- Upgraded Parking lot lights to LED at the Town Hall and Library
- Rebid Farmland Leases
- Repainted rooms 213 and 215 at the Community Center
- Revamped bathroom in 213-215 adding new toilet, vanity grab bars and sink
- Repainted Assessors Office, Caucus Room and meeting room in Public Works
- Replaced rotted steel exit door and glass at the Police Department
- Upgraded lighting to LED at the Tyler Regional Animal Care Facility
- Completed move into new Maintenance Offices (Work Shop, Storage Area, Lunch/Locker Room and Offices at Wapping School
- Signed new Electric Supply contract lowering the Towns electric supply rate
- Upgraded all interior and exterior lighting at the Police Department to LED lamps and fixtures
- Installed gutter guards at Rotary Pavilion and Rye St Park Concession Stand
- Upgraded outside lighting at Rye St Concession Stand to LED lighting
- Converted manual HVAC controls in lower level meeting rooms, I.T. Room and Lunch Room to digital controls enabling automatic control of HVAC temperature control in those rooms
- Installed new laminate countertop in Building Department
- Painted Town Hall Parking Lot Poles which included abating the lead paint
- Rekeyed all interior doors at Town Hall
- Installed new storefront side door at Town Hall
- Repainted men's and ladies room showers at Veterans Memorial Park
- Resurfaced sidewalks in front of Police Department
- Installed new vinyl fence (30 linear ft.) around dumpsters at the Community Center
- Completed another phase of the Fire Code upgrades at Town Hall-Installed new Fire Rated Ceiling on the second floor and the Lobby which included new LED lighting. Also installed a new Fire Alarm System throughout the building.

### Department Challenges:

We continue to request additional staff in the way of a Maintenance Supervisor. The position is 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% more square feet of building space. The list of departmental renovation and upgrades continues to grow. The list of asset repairs and replacements has also grown as we continue to expand the service offerings and associated facilities needed to run additional programs and services to the residents of the Town.



The graph above is an indication that our electrical usage over the past three years has shown to be somewhat similar year to year and season to season. Any large abnormalities in the graph would prompt an in-depth investigation as to the cause.



The graph above is a three-year comparison of all energy types used converted to British Thermal Units (Btu's) an industry standard used in Key Performance Indicators (KPI's) like this one.

### ***Assigned Positions***

2016-2017		2017-2018		Position Title	2018-2019	
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 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Work Order Requests	1,637	1,517	1,587	864	1,728
Work Orders Completed	1,455	1,434	1,319	615	1,230
Work Orders Still Open	-	83	268	209	418

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
247,939	260,025	13200100	00110	FULL TIME SALARIES	322,560	302,560	312,560
3,181	2,500	13200100	00111	OVERTIME	17,100	17,100	17,100
1,200	4,731	13200100	00112	LONGEVITY	4,231	4,231	4,231
41,602	53,933	13200200	00221	OPERATING MATERIAL	43,433	43,433	43,433
2,655	5,650	13200200	00223	UNIFORMS & CLOTHING	4,750	4,750	4,750
289	900	13200200	00228	SMALL TOOLS	900	900	900
380	0	13200300	00320	PROFESSIONAL	0	0	0
11,221	15,396	13200300	00330	RENTAL & LEASES	7,400	7,400	7,400
479,473	817,509	13200300	00360	UTILITIES	713,241	613,241	613,241
357,759	488,520	13200300	00371	MAINTENANCE CONTRACTS	446,741	446,741	446,741
126,436	72,490	13200300	00372	REPAIR/MAINT FACILITIES	64,440	64,440	64,440
90,814	95,595	13200300	00373	REPAIR/MAINT EQUIPMENT	183,595	148,000	138,000
100	1,650	13200300	00374	FEES & MEMBERSHIPS	2,650	2,650	2,650
0	0	13200400	00430	CAPITAL PROJECTS	46,500	0	0
34,669	0	13200400	00442	DEPARTMENT EQUIPMENT	50,000	0	0
0	0	13200400	00450	OTHER BUILDING COSTS	250,000	250,000	250,000
1,397,718	1,818,899	TOTAL			2,157,541	1,905,446	1,905,446
PERCENTAGE CHANGE					18.62%	4.76%	4.76%

<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. This will be the first full year where textile recycling will be offered. There will a textile container located at each of the schools, one at the Community Center and one at the Recreation offices. Tipping fees for this year have increased from \$63 per ton to \$71 per ton.

***Program Objectives and Goals FY 2019:***

- 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
- 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 2018:***

- Implemented a Textile Recycling Program
- Signed a contract extension with All American Waste through 2020

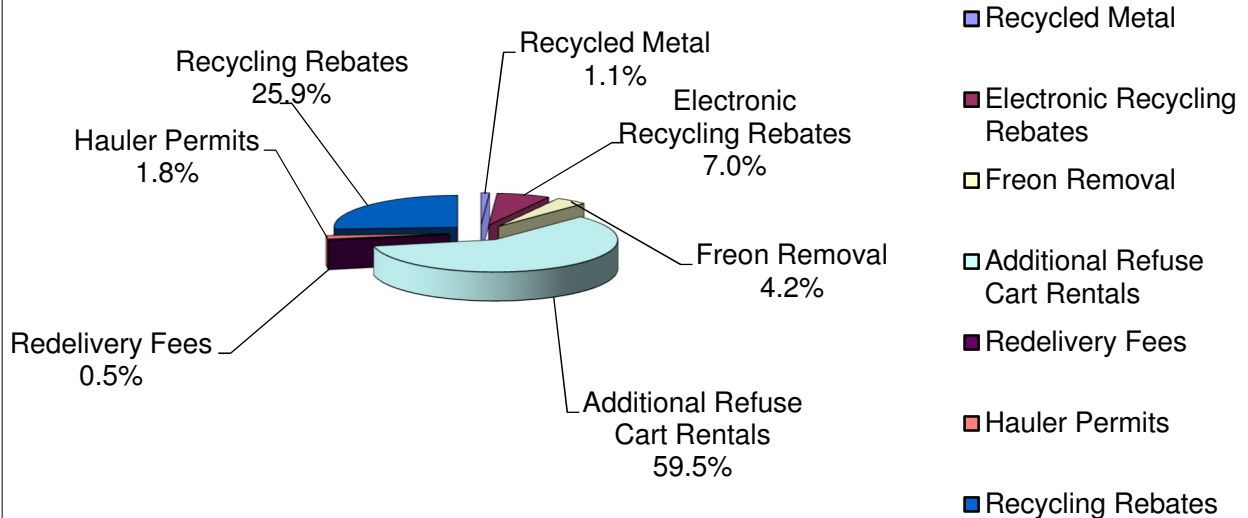
***Assigned Positions:***

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	.75	1	.75	Contract Compliance Officer	1	.75
1	.20	1	.20	Pollution Control Superintendent	1	.20

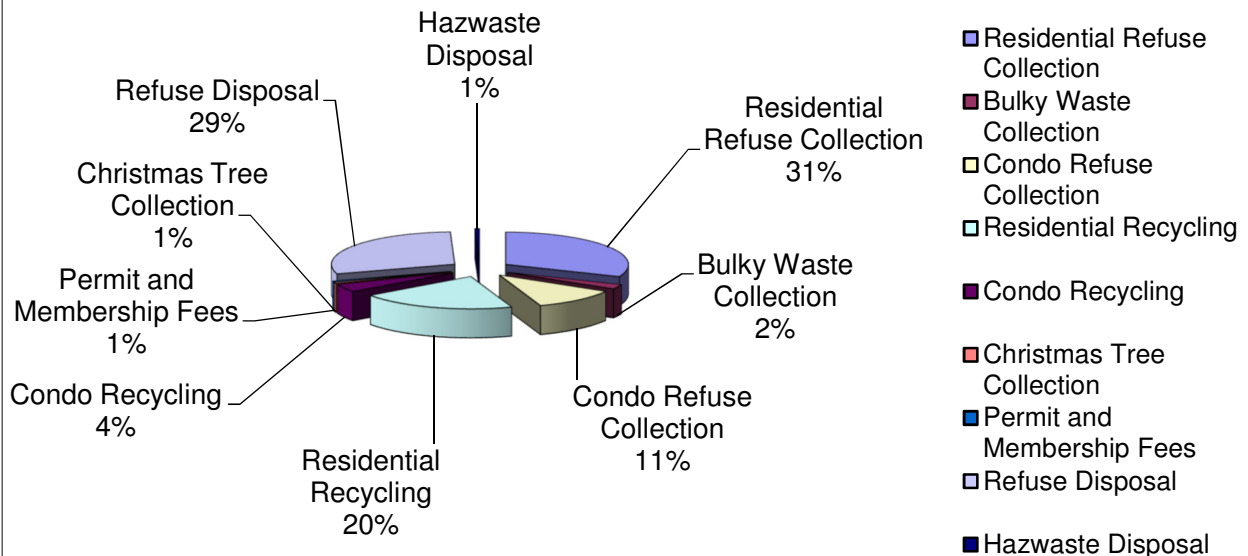
Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Number of Residential Units	7,930	7,950	7990	8009	8100
Annual Refuse (tons) Per Residential Unit	0.92	0.91	0.90	0.99	.92
Annual Recyclables (tons) Per Residential Unit	0.33	0.33	0.32	0.31	.33
Annual Household Hazardous Waste (tons)	-	-	-	11.94	15.92
Annual Bulky Waste Disposal (tons)	541	612	595.22	736	600
Annual Collection of Electronic Recyclables (tons)	52	79.47	42.73	78.96	60



## REVENUE ESTIMATE 2018/2019



## EXPENDITURE SUMMARY 2018/2019



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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
63,232	55,636	13240100 00110	FULL TIME SALARIES	54,029	54,029	54,029
0	0	13240200 00221	OPERATING MATERIAL	0	0	0
1,329,431	1,383,533	13240300 00320	PROFESSIONAL	1,416,974	1,405,879	1,405,879
0	0	13240300 00350	PRINTING	0	1,500	1,500
6,195	9,014	13240300 00374	FEES & MEMBERSHIPS	10,667	10,667	10,667
504,630	529,517	13240300 00390	OTHER PURCHASE SERVICE	574,768	574,768	574,768
0	0	13240400 00442	DEPARTMENT EQUIPMENT	0	0	0
<hr/>						
1,903,488	1,977,700		TOTAL	2,056,438	2,046,843	2,046,843
			PERCENTAGE CHANGE	3.98%	3.50%	3.50%

## 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	2017-2018 Council Approved	2018-2019 Department Request	2018-2019 Manager Proposed	2018-2019 Council Approved
6110	Environmental Health	169,626	177,232	175,232	175,604
6260	Visiting Nurse and Community Care, Inc.	14,696	14,696	9,500	92,202
6210	Human Services – Administration	92,272	92,202	92,202	316,200
6215	Human Services – Youth and Family Services	291,509	316,200	316,200	419,086
6225	Human Services – Adult and Senior Services	410,969	419,086	419,086	98,068
6250	Human Services – Sheltered Workshops	2,697	2,697	2,697	2,697
6240	Human Services – Adult and Senior Services – Transportation	88,670	115,418	98,068	9,500
	<b>Total Human Services</b>	<b>1,070,439</b>	<b>1,137,531</b>	<b>1,112,985</b>	<b>1,113,357</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 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:***

- Restore part time hours; offset by newly generated fees

***Program Objectives and Goals FY 2019:***

- Expansion of health education programs.
- Increase in number of Food Service Inspections conducted to meet minimum statutory requirements.
- Continue to increase department revenue.
- Continue matriculation towards graduate degree.
- Fully implement state mandated FDA Code transition.

***Program Accomplishments FY 2018:***

- Implemented fee schedule.
- Participated in CT Department of Public Health Assessment.
- Expanded 10 Essential Services offerings with sister agencies.
- Prepared food service establishments for FDA Food Code implementation.
- Participated on Connecticut Environmental Health Association board of directors.
- Development of Cosmetology and Tattoo inspection program.
- Developed South Windsor branch of Capitol Region Medical Reserve Corps.

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
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 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Food Service Inspections (includes routine, re-inspections, emergency response inspections, complaints)	107	160	110	150	250
Temporary Food Event Permits/Inspections (includes Farmer's Market permits)		77	76	80	85
Food Service Plan Reviews	6	10	8	5	6
Child Care Facility Inspections (includes routine & re-inspections)	3	11	3	15	5
Pool Inspections (includes routine and re-inspections)	20	32	21	25	20
Hotel/Motel Inspections	0	1	1	3	3
Lead Poisoning/Elevated BLL Cases	0	1	0	1	0
Soil Testing Conducted (includes site visits, deep test pits and percolation testing)	34	52	42	40	45
Septic Permits Issued – New Construction	4	1	2	5	4
Septic Permits Issued- Repairs	5	9	6	10	10
B100a Reviews	10	11	8	8	10
Well Permits Issued	3	4	16	10	3
Laboratory Activities (water testing, lead testing, rabies cases, tick testing)	6	18	25	20	20
Environmental Complaint Investigations	29	34	39	30	30

## 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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
58,020	67,626	16110100 00110	FULL TIME SALARIES	68,607	68,607	68,979
32,130	31,824	16110100 00113	PART TIME WAGES	38,610	38,610	38,610
0	0	16110100 00114	TEMPORARY	0	0	0
746	550	16110200 00210	OFFICE SUPPLIES	550	550	550
20,431	4,133	16110200 00221	OPERATING MATERIAL	3,490	3,490	3,490
562	600	16110200 00223	UNIFORMS & CLOTHING	600	600	600
191	200	16110200 00228	SMALL TOOLS	200	200	200
43,740	56,200	16110300 00320	PROFESSIONAL	55,700	55,700	55,700
83	300	16110300 00350	PRINTING	300	300	300
1,209	1,193	16110300 00374	FEES & MEMBERSHIPS	1,175	1,175	1,175
1,111	4,000	16110300 00375	RECRUITMENT & TRAINING	5,000	4,000	4,000
0	2,000	16110400 00396	PUBLIC HEALTH EMERGENCY PREP	2,000	2,000	2,000
0	1,000	16110400 00441	OFFICE EQUIPMENT	1,000	0	0
158,223	169,626		TOTAL	177,232	175,232	175,604
			PERCENTAGE CHANGE	4.48%	3.30%	3.52%

<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:***

The program budget has decreased by \$5,196 due to three-year historical trend.

***Program Objectives and Goals FY 2019:***

- 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 2018:***

- 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 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Actual 2016-2017</b>	<b>Estimated 2017-2018</b>	<b>Anticipated 2018-2019</b>
Geriatric Support- Visits	3	11	0	5	5
Home Health Aides- Visits	1	8	0	4	4
Meals on Wheels	13	4	0	4	4
Elder Wellness Program - Hours	101	150	110	120	120
Flu Vaccine- Shots Administered	220	196	170	150	140



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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
5,280	14,696	16260300 00380	GRANTS & CONTRIBUTIONS	14,696	9,500	9,500
5,280	14,696		TOTAL	14,696	9,500	9,500
			PERCENTAGE CHANGE	0.00%	-35.36%	-35.36%

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

The Human 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. The Human Services Director is funded in the Adult and Senior Services Division.

***Budget Change Commentary:***

This budget shows a 2% increase in salaries.

***Program Objectives and Goals FY 2019:***

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

***Program Accomplishments FY 2018:***

- Received a grant to replace a 20 passenger/wheelchair lift equipped bus from the DOT, estimated delivery is fall 2018.

***Assigned Positions:***

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Executive Secretary/Transportation Coordinator	1	1.0
1	.80	1	.80	Clerical Assistant	1	.80

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Purchase orders processed	471	492	270	150	150
Vouchers processed	462	567	414	500	500
# of riders on senior/disabled busses (unduplicated)	591	565	551	575	625
# of medicals	912	1216	1,143	1,000	1,200
# of miles logged on busses	66,009	70,354	62,846	65,000	68,000

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
49,592	51,000	16210100 00110	FULL TIME SALARIES	52,012	52,012	52,012
0	0	16210100 00111	OVERTIME	0	0	0
0	0	16210100 00112	LONGEVITY	0	0	0
27,003	28,132	16210100 00113	PART TIME WAGES	27,050	27,050	27,050
0	0	16210100 00114	TEMPORARY	0	0	0
4,130	4,700	16210200 00221	OPERATING MATERIAL	4,700	4,700	4,700
315	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
917	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
88,896	92,272		TOTAL	92,202	92,202	92,202
			PERCENTAGE CHANGE	-0.08%	-0.08%	-0.08%

<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. Professional line was decreased and reflected in part time wages, to offset cost of new Youth Counselor position that was approved 10/2017. Budget reflects increase in hours to School Outreach Specialist position by 7.5 hours. Budget reflects increase of Rising Stars summer program staff hours by 15 hours per week to reflect program needs (in FY 2016-2017 we had decreased Teen Center Supervisors from nine staff to six staff; however, there is consistent increased activity at the Teen Center on a regular basis).

***Program Objectives and Goals FY 2019:***

- 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 2018:***

- Secured \$20,160 State of CT. Department of Education, Youth Service Bureau Grant
- Secured \$5, 798 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
- Secured \$5,000 State of CT. Department of Mental Health & Addiction Services, Opioid Crisis 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
- 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:**

2016-2017		2017-2018		Position Title	2018-2019	
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 Program Coordinator	1	1.0
1	.66	1	.66	Youth and Family Counselor	1	.80
-	-	-	-	Youth and Family Counselor	1	.40
1	.80	1	.80	Parent Educator	1	.80
1	.66	1	.80	School Outreach Specialist	1	1.0
9	-	6	-	Teen Center Supervisors (3-6 hours per MONTH)	6	-

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Positive Youth Development Program Participants	1,900	1900	2,045	2, 500	2000
Teen Center Participants	275	275	252	300	280
Parenting Education and Support Clients	485	485	402	400	400
Juvenile Court Diversion - Juvenile Review Board Cases	16	16	4	19	10
Individual/Family/Group Counseling Clients	85	85	68	74	80

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
115,356	117,955	16215100 00110	FULL TIME SALARIES	120,315	120,315	120,315
122,426	134,339	16215100 00113	PART TIME WAGES	176,690	176,690	176,690
4,044	0	16215100 00114	TEMPORARY	0	0	0
10,197	10,275	16215200 00221	OPERATING MATERIAL	10,275	10,275	10,275
124	300	16215300 00310	ADVERTISING	300	300	300
14,714	20,020	16215300 00320	PROFESSIONAL	0	0	0
850	2,520	16215300 00330	RENTAL & LEASES	2,520	2,520	2,520
2,571	3,000	16215300 00350	PRINTING	3,000	3,000	3,000
500	500	16215300 00372	REPAIR/MAINT FACILITIES	500	500	500
2,299	2,600	16215300 00374	FEES & MEMBERSHIPS	2,600	2,600	2,600
273,080	291,509		TOTAL	316,200	316,200	316,200
			PERCENTAGE CHANGE	8.47%	8.47%	8.47%

<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. We are also budgeting for a minivan or transit van for our programs, over a three year lease program.

***Program Objectives and Goals FY 2019:***

- Continue to provide outreach to the community to educate low income adults and senior citizens on services available
- Create a fitness center specifically for residents 55 and over
- Continue to provide administrative oversight of the entire Human Services Department
- Finalize improvements to the 150 Nevers Road community center, utilizing grant funds, money raised from fundraisers and limited tax dollars, for Human Services use

***Program Accomplishments FY 2018:***

- Fundraised \$35,000 for our Friends of the South Windsor Senior Center 501c3 organization for building enhancements
- Received a \$40,000 grant from the Hartford Foundation for Public Giving to make the existing community center more accessible for seniors
- Received a DOT grant for a 20 passenger and wheelchair equipped bus with an expected delivery of fall 2018 to meet the demands for transportation
- For a 7th 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 donated and grant funds totaling \$1,600
- Celebrated the 10<sup>th</sup> Anniversary of the Triad for Senior Safety with a ceremony with public officials, town staff and seniors

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.00	1	1.00	Director of Human 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 (Caseworker)	1	1.00
2	1.00	2	1.00	Human Service Specialist (Program Coordinator)	2	1.00
1	.80	1	.80	Human Services Specialist I (Caseworker)	1	.80
1	.48	1	.58	CARES Program Facilitator	1	.58
1	.66	1	.66	Senior Nutrition Manager	1	.66

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Office visits (with caseworkers)	1,669	1,326	1,447	1500	1500
CEAP Energy Assistance Applications Processed	421	408	374	400	400
Contacts for Medicare CHOICES Counseling	85	118	96	175	175
Completed Homeowners Tax Relief and Renters Rebate Applications	372	497	386	400	400
Households Assisted with Private Fuel and Operation Fuel Funds	141	129	150	120	120
People served in food bank annually	489	457	401	425	425
Caregivers who attended monthly support group	82	50	39	50	50
# of families receiving Thanksgiving Baskets/# people in those families	158/372	193/457	186/405	142/373	150/400
Children and seniors served in the Holiday Toy/Gift Program	256	233	234	239	240
Meals served at congregate lunch site	7,562	8,452	8,110	8,000	8,000
Trips offered at senior center	110	133	142	115	115
People who attended trips	2,556	1,905	1,836	2,000	2,000
Attendees for cards and games weekly	300	300	300	300	300
Attendees in Exercise Programs	300	350	400	400	400
Swipes in My Senior Center Program	30,000	28,272	30,000	30,000	30,000
Volunteers	210	230	245	250	250
Newsletters distributed monthly	1,850	1,950	2,100	2,200	2,200
Number of people served in the Backpack Program (children/families)	53/104	47/118	27/59	41/76	45/80
People served in the AARP Tax Aide Program	262	273	276	275	290



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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
254,482	266,607	16225100 00110	FULL TIME SALARIES	304,125	304,125	304,125
74,719	75,363	16225100 00113	PART TIME WAGES	80,962	80,962	80,962
8,021	9,000	16225200 00221	OPERATING MATERIAL	9,000	9,000	9,000
0	0	16225300 00310	ADVERTISING	0	0	0
11,218	11,000	16225300 00320	PROFESSIONAL	16,000	16,000	16,000
1,255	1,311	16225300 00330	RENTAL & LEASES	1,311	1,311	1,311
3,500	3,500	16225300 00350	PRINTING	3,500	3,500	3,500
1,188	1,188	16225300 00360	UTILITIES	1,188	1,188	1,188
1,014	1,000	16225300 00373	REPAIR/MAINT EQUIPMENT	1,000	1,000	1,000
489	700	16225300 00374	FEES & MEMBERSHIPS	700	700	700
300	300	16225300 00375	RECRUITMENT & TRAINING	300	300	300
950	1,000	16225300 00390	OTHER PURCHASE SERVICE	1,000	1,000	1,000
0	40,000	16225400 00441	DEPARTMENT EQUIPMENT	0	0	0
357,136	410,969		TOTAL	419,086	419,086	419,086
			PERCENTAGE CHANGE	1.98%	1.98%	1.98%

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

Sheltered Workshops are covered by MARC of Manchester, which 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 2019:***

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

***Program Accomplishments FY 2018:***

- 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 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Actual 2016-2017</b>	<b>Estimated 2017-2018</b>	<b>Anticipated 2018-2019</b>
Employment services	10	15	11	12	12
Residential service	2	2	2	2	2
In-Home personal support	3	2	2	2	2
Summer Camperships	3	0	0	0	0

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
2,697	2,697	16250300 00380	GRANTS & CONTRIBUTIONS	2,697	2,697	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.

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

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

***Program Accomplishments FY 2017:***

- Secured DOT Grant to replace a 20 passenger wheelchair lift equipped bus

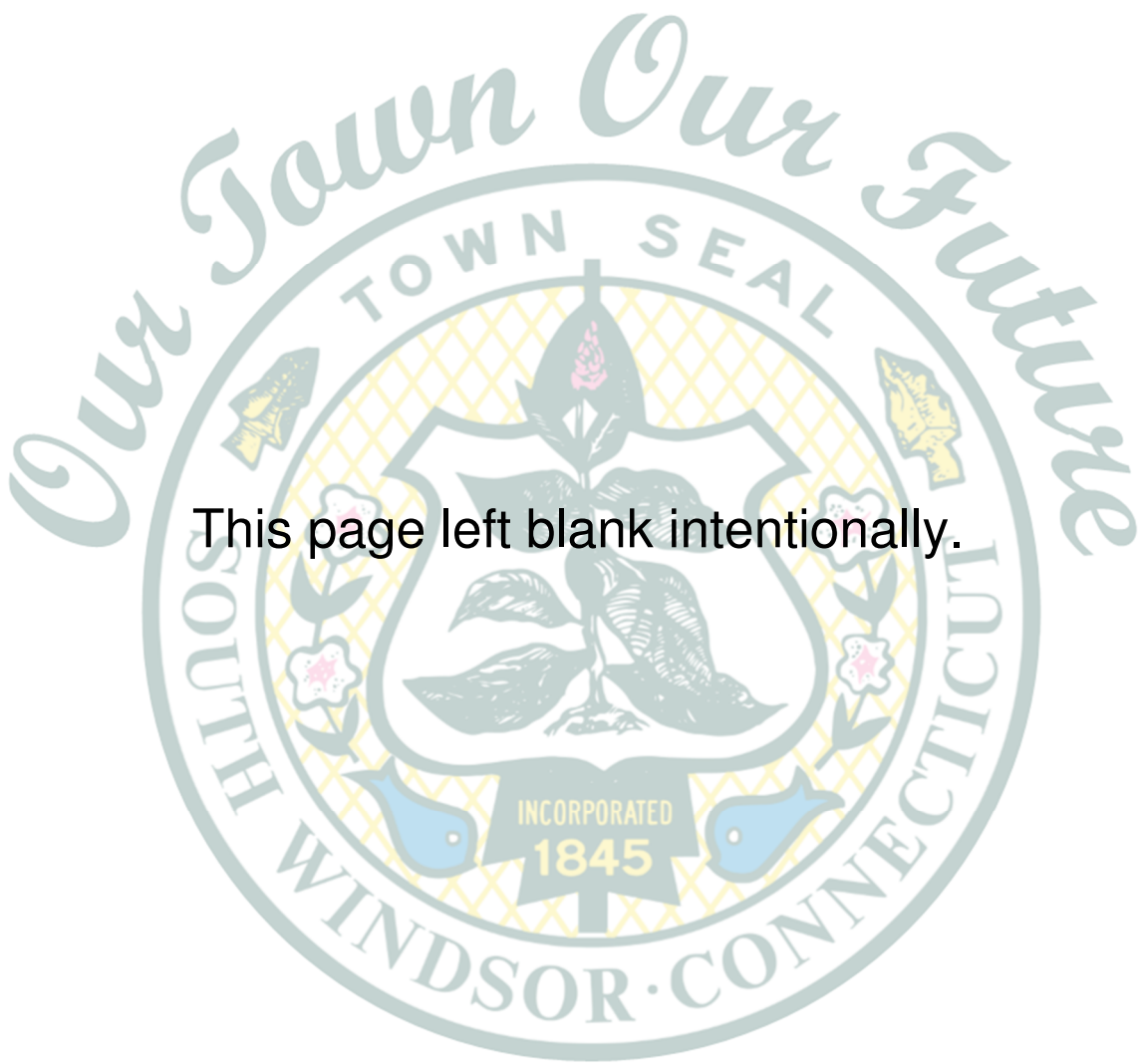
***Assigned Positions:***

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
6	6 PT	6	6 PT	Bus Drivers	6	6 PT

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Annual Bus Mileage	66,009	70,354	62,846	65,000	68,000
Unduplicated Ridership	591	565	551	575	625
Medicals	912	1,216	1,143	1,000	1,200

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
0	0	16240100 00111	OVERTIME	0	0	0
83,268	88,670	16240100 00113	PART TIME WAGES	90,418	90,418	90,418
0	0	16240400 00442	DEPARTMENT EQUIPMENT	25,000	7,650	7,650
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83,268	88,670		TOTAL	115,418	98,068	98,068
			PERCENTAGE CHANGE	30.17%	10.60%	10.60%



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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	2017-2018 Council Approved	2018-2019 Department Request	2018-2019 Manager Proposed	2018-2019 Council Approved
5112	Parks and Recreation – Administration	289,043	668,136	605,826	605,826
5150	Parks and Recreation – Parks	1,387,278	1,697,154	1,432,639	1,488,614
5510	Library	1,063,027	1,089,603	1,089,603	1,160,603
	<b>Total Cultural and Leisure Services</b>	<b>2,739,348</b>	<b>3,454,893</b>	<b>3,128,068</b>	<b>3,255,043</b>

# **Parks and Recreation 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 Administration 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 \$3,600,941 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 \$458,310 originally proposed at \$604,763 and a \$1,218,011 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 \$605,826 is needed to support our administrative budget, per Council resolution an unprecedented \$310,367 was removed in the previous year with the expectation that the Special Revenue Recreation Fund will reimburse the general fund 52% of salaries. This displays as a 109.60% 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**

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

**them of a healthy lifestyle, minimizing their quality of life and becoming a less attractive community in which to live.**

- Overall the administration account is up only \$12,165 over last years' proposed which represent s a 2.1% increase.
- \$568,407 or 92% 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 2018-2019 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 \$17,728, appears in our Administration budget with the remaining third in DPW's budget. The 2017-18 monthly rate is \$2,205, up minimally from \$2,100 from last year.
- 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 in the third and final obligation on the three-year lease/purchase agreement for our Dodge Caravan at an annual cost of \$7,864.
- We have added the expense of \$3,792 for our RICOH copier/printer lease and copying fees.

### ***Program Objectives and Goals FY 2019:***

- Recover some of the deep cuts made in FY 2017-2018, to maintain efficiency with well-trained staff and meet the non-wage functional needs of the office operation.
- Create the new non-bargaining unit position of Office/Customer Service Manager to tackle the growing needs and demands of our customers.
- Transition the current Accounting Specialist to an Accounting Clerk to assist the new Office/Customer Service Manager with financial duties.
- Heavy focus on staff development, orientation & training. It is critical and advantageous to provide quality learning experiences, professional memberships and networking opportunities to keep staff fresh, inspired and up to date on the latest trends in the industry.
- 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.
- 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.
- Increase facility rentals with the new Rotary Pavilion II at Veterans Memorial Park and the eventual remodeled cafeteria at Wapping 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 2018:***

- Successfully implemented plans to re-locate our operations to Wapping School.
- Completed year four activity with our Facebook account hitting an all-time high of 2,000 "likes"!

**Program Accomplishments FY 2018 (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.
- 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

2016-2017		Position Title	2017-2018		2018-2019	
Positions	FTE		Positions	FTE	Positions	FTE
1	1	Parks & Recreation Director	1	1	1	1
1	1	Assistant Director of Parks & Recreation	1	1	1	1
1	1	Parks Superintendent	1	1	1	1
4	4	Recreation Supervisor	4	4	4	4
1	1	Accounting Specialist (Clerk)	1	1	1	1
		Office/Customer Service Mgr. 2021-22				
0	0	Administrative Secretary	0	0	0	0
8	8	TOTAL	8	8	8	8

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
546,467	254,031	15112100 00110	FULL TIME SALARIES	621,440	560,440	560,440
0	1,431	15112100 00111	OVERTIME	1,467	1,467	1,467
0	0	15112100 00112	LONGEVITY	500	500	500
0	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
38	1,200	15112200 00231	DAILY OPERATING ACTIVITY	1,200	1,200	1,200
0	0	15112300 00320	PROFESSIONAL	0	0	0
23,738	25,031	15112300 00330	RENTAL & LEASES	34,869	34,869	34,869
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
5,766	6,000	15112300 00374	FEES & MEMBERSHIPS	7,310	6,000	6,000
0	0	15112300 00375	RECRUITMENT & TRAINING	0	0	0
0	850	15112300 00390	OTHER PURCHASE SERVICE	850	850	850
0	0	15112400 00441	OFFICE EQUIPMENT	0	0	0
1,700	0	15112400 00442	DEPARTMENT EQUIPMENT	0	0	0
577,709	289,043		TOTAL	668,136	605,826	605,826
			PERCENTAGE CHANGE	131.15%	109.60%	109.60%

<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.

We also join forces with Public works in the fall and winter for the fall leaf harvest and all aspects of snow removal. This includes the Parks crew plowing the roads with Public Works and after the storm the Parks Dept. is responsible for clearing 33,129 linear feet of public sidewalks.

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 \$3,600,941 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 \$1,697,153 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 + 7.9% FY 2016-2017 and FY 17-18 experienced a devastating reduction of 5%. For FY 2018-2019 the proposed budget increase looks like 39% but, the true number is 22.4%. This number is artificially spiked due to deep cuts in last year's budget and a transfer of \$169,267 from the Parks 100 account to be absorbed by the special revenue recreation fund per an unprecedented Town Council resolution. The more realistic 7.30% increase for FY 18/19 still only results in an average 5% increase over the last 8 years, yet with significant results, despite the addition of more responsibilities and increasingly demanding expectations. Just within the last two years 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.). For FY 2018 -2019 we have the additional responsibility of a new Orchard Hill Elementary school and still having to maintain the property at the old Orchard Hill School. The new school has not only added approximately 18 man hours of work per week it has over 200 new trees and 400 plants to maintain. With the recent successful school referenda we will soon have two more new school properties to maintain. New open space purchase of the property known as the Collins Sledding hill adds another 18 acres to our maintenance list. This will bring our Open Space mowing inventory up to 128.5 acres.

The 2018-2019 Parks Division operating budget as proposed does indicate a more assertive increase as it 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.

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

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.
- A \$16,511 increase is 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.
- 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 \$5,000.
- An increase of \$3,159 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 \$15,000 to make these necessary improvements. We also hope to spend \$10,000 for a band-aid fix to the asphalt surfaces at the Rye Street Park basketball & tennis courts. With these anticipated expenses the 372 line item increased \$8,375.
- Once again we added in a line item, 440 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 2018-2019.

### ***Program Objectives and Goals FY 2019:***

- 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, and it reduces our reliance on outside contractors that most often cost significantly more than doing the work in house. For FY 2018-19 we are looking to add a new Dodge ram 3500 truck with a plow to replace one of the aging trucks that Fleet services highly recommends replacement due to irreversible and damaging rust; one new Smithco ball field scarifier to replace our 1997 Toro that is now beyond repair; a tow behind Gang mower for the 128.5 acres of open space mowing; a new Switch-n-Go body for our chipper truck # 5070 (this is a 1991 truck with a rusting body that is still painted the antiquated yellow color, it runs good but is in need of updating and also needs to be repainted white to match the Town fleet). A severe second round cut of \$47,000 to this line item last year drastically reduced our ability to stay on track with our equipment needs to remain as efficient as possible and replace items before catastrophic failure. Putting the RIGHT equipment in the hands of the RIGHT employee to get the job done RIGHT is our goal!
- 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.
- Develop a plan for the care and maintenance of an anticipated 47.2 new acres of park property and school grounds: 11 acres formerly farmed 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 2019 (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.
- 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.
- Renovate Rye St. Park Softball infield
- Expand the irrigation system at the Little League complex
- Add a drinking fountain at Nevers Park Soccer fields
- Create a Cricket Field at the new South Windsor Fairgrounds (aka Barton Property) and new home of the Wapping Fair.
- Investigate the possibility of the in-house repurposing of Rye St. Park Tennis courts for another uses such as deck hockey and/or winter ice skating
- Lighting Rye St. Park pond or old tennis courts for ice-skating.

### ***Program Accomplishments FY 2018:***

- Rehabilitation of My Friend's Place playground and the Tyler Memorial Bark Park in preparation of their 10<sup>th</sup> anniversary celebrations.
- Officially open the new Fairgrounds at Rye Street Park on Brookfield Street in time for the Wapping Fair in September, 2017
- Completed construction of the new Rotary Pavilion II at Veterans Memorial Park on time for kicking off a rental season in Spring 2018.
- Completed the sound/visual reducing privacy fence project behind the High School stadium.
- Continued to work on and add to our mountain biking trail system at Rye Street Park - four trails adding 900 of feet of new trails now totaling 20,750 , feet or 3.76 miles! The Red Trail “Dave's Back” is now 600 feet longer 6,912 ft., or 1.309 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.
- 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 one Lesco Over-seeder, one 12 ft. Single Axle Flatbed Trailer, one Ventrex Utility Machine with snow blower and plow attachments (traded-in the Holder), and a Landscape Rake and Root/Brush Grapple accessories for the Bobcat. 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. Lastly, we replaced the Parks Superintendent vehicle with the lease/purchase of a new Dodge Durango reallocating the old Crown Victoria to the Recreation Division for more appropriate use by programming staff.
- 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, boys and girls lacrosse, soccer and youth football tournaments.
- In addition to Friday Night Lights at Rye St. Park for High School Soccer and lacrosse we hosted the first ever night game for High School football.
- 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, grew this year to 24 trees, bringing holiday cheer to local families in need that may not have had a Christmas tree otherwise.

**Program Accomplishments FY 2018 (cont'd):**

- Our Bike Fleet Trailer was transported to and from all four 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.
- Continued our "Parks Beautification" program pruning trees to improve sight lines and aesthetics, clearing brush and invasives, and we installed new heavy-duty wood guard rail fencing at the Bark Park to keep vehicles in the parking lot and off the walking trail at Nevers
- Returned ice skating to the pond at Rye St. Park

**Assigned Positions**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	0	0	Parks Manager	1	1
1	1	1	1	Maintainer III	1	1
9	9	10	10	Maintainer II	10	10
1	1	0	0	Maintainer I	1	1
1	0.50	1	0.50	Groundskeeper	.5	.5
2	0.46	2	0.46	Summer Staff (Seasonal full time for 12 weeks x 2 = 24 weeks total)	.46	.46
14	11.96	14	11.96	TOTAL	13.96	13.96

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Athletic Fields maintained (soccer, lacrosse, football)	24.5	25.5	25.5	26.5 +OH	27.5
Baseball/Softball Fields maintained	16	16	16	16	16
Acres - Routine Mowing (weekly service minimum)	164.8	166.8	183.8 +Barton	231 +Nevers, Dzen, OH	240
Acres – Fertility Management	62.7	64.7	82.7	125.4	130
Acres – Pest Management	62.2	62.2	80.2	109.4	109.4
Acres – Cultural Practices (aerating, over-seeding, sod)	57.9	65.9	83.9	131.1	136
School Grounds maintained	8	8	8	9	9 + PRS / Eli Terry
Open Space Property	14	16	17	18	19 Collins Hill
Public Building Grounds maintained	8	16	16	16	17
Playgrounds maintained	2	2	2	2+	3+
Large Equipment maintained (mowers, snow blowers, etc)	138	143	145	148	151
Trail System Maintained (miles/locations)	11.7 / 19	11.7 / 19	11.7 / 19	15.7/ 20 +Rye-Bike	16 / 20
Linear Feet of Sidewalks edged and Snow removal	24,000	25,000	27140	29,000	Actual 33,129



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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
662,411	677,066	15150100 00110	FULL TIME SALARIES	824,928	690,061	690,061
94,870	127,060	15150100 00111	OVERTIME	144,520	110,673	110,673
8,379	8,320	15150100 00112	LONGEVITY	8,461	8,461	8,461
20,036	22,113	15150100 00113	PART TIME WAGES	20,720	20,720	20,720
11,778	11,520	15150100 00114	TEMPORARY	11,520	11,520	11,520
140,875	153,970	15150200 00221	OPERATING MATERIAL	170,481	167,056	167,056
9,828	9,363	15150200 00223	UNIFORMS & CLOTHING	9,363	9,363	9,363
43,825	61,950	15150200 00226	LANDSCAPING	66,950	66,950	66,950
13,574	9,980	15150200 00228	SMALL TOOLS	10,980	10,980	10,980
14,710	17,865	15150300 00330	RENTAL & LEASES	17,865	17,865	17,865
38,309	76,430	15150300 00360	UTILITIES	79,589	79,589	79,589
82,984	103,051	15150300 00371	MAINTENANCE CONTRACTS	106,801	37,000	92,975
39,353	48,500	15150300 00372	REPAIR/MAINT FACILITIES	56,875	46,875	46,875
1,105	4,000	15150300 00373	REPAIR/MAINT EQUIPMENT	5,000	5,000	5,000
2,391	3,890	15150300 00374	FEES & MEMBERSHIPS	3,890	3,815	3,815
1,075	1,800	15150300 00375	RECRUITMENT & TRAINING	1,800	1,800	1,800
0	0	15150300 00440	DEPARTMENT MANDATES	12,500	0	0
0	0	15150400 00430	CAPITAL PROJECTS	0	0	0
97,747	50,400	15150400 00442	DEPARTMENT EQUIPMENT	144,911	144,911	144,911
1,283,250	1,387,278		TOTAL	1,697,154	1,432,639	1,488,614
			PERCENTAGE CHANGE	22.34%	3.27%	7.30%

<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 39th 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. We have absorbed the cost of CT Education Network Internet services (previously no-cost; now \$5,400 annually), but funding for the statewide delivery system between libraries is still in flux and may result in new, substantial charges in the coming year. In order to develop our library path in the digital age, we continue to utilize staff turnover to achieve new organizational patterns without adding positions.

***Program Objectives and Goals FY 2019:***

- 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
- 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
- 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
- Continue to address maintenance issues associated with a 20-year old building
- Complete a Strategic Plan for the Library's continued growth and development

***Program Accomplishments FY 2018:***

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
- Instituted animation, robotics, and general coding programs

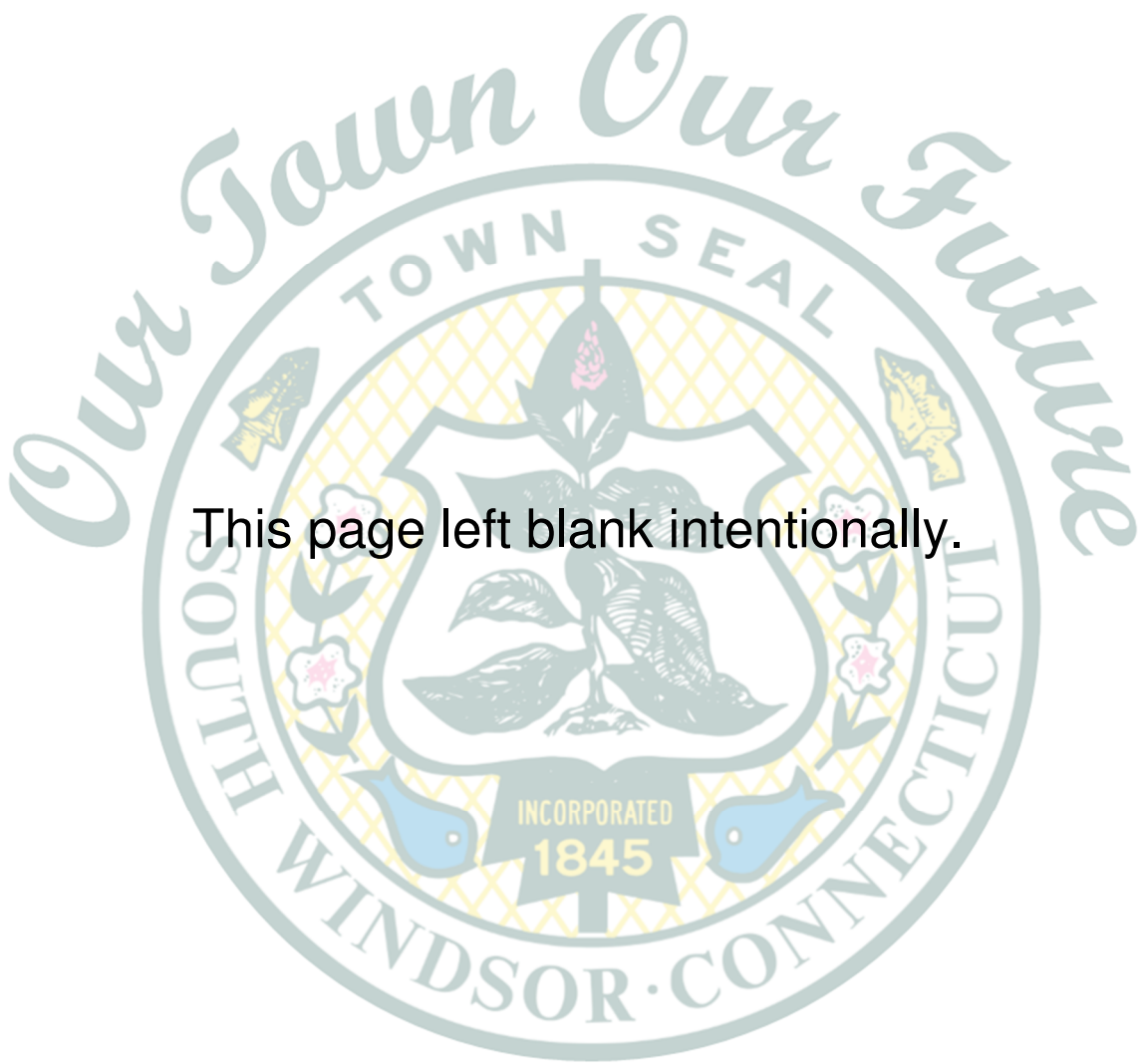
***Program Accomplishments FY 2018 (cont'd):***

The Adult Department:

- Developed regular classes to expand patrons' use of Library e-content including **OverDrive**, **hoopla!**, and other platforms
- Provided training customized for special audiences, such as Seniors and Scouts, both in the Library and at offsite locations
- 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: literature, travel, cooking, and computer science
- Collaborated with local organizations, clubs, and Town Commissions to present programs and displays
- Instituted online, print on demand reservations for the Museum Pass collection

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
588,637	620,119	15510100 00110	FULL TIME SALARIES	660,269	660,269	731,269
0	650	15510100 00112	LONGEVITY	500	500	500
160,111	219,861	15510100 00113	PART TIME WAGES	224,258	224,258	224,258
6,376	6,000	15510200 00210	OFFICE SUPPLIES	6,000	6,000	6,000
175,023	145,000	15510200 00221	OPERATING MATERIAL	116,514	116,514	116,514
0	500	15510300 00310	ADVERTISING	500	500	500
95,995	41,834	15510300 00320	PROFESSIONAL	56,230	56,230	56,230
7,370	7,871	15510300 00330	RENTAL & LEASES	7,671	7,671	7,671
688	750	15510300 00350	PRINTING	750	750	750
4,366	4,200	15510300 00360	UTILITIES	4,200	4,200	4,200
7,243	12,177	15510300 00371	MAINTENANCE CONTRACTS	7,923	7,923	7,923
4,676	4,065	15510300 00374	FEES & MEMBERSHIPS	4,788	4,788	4,788
0	0	15510300 00375	RECRUITMENT & TRAINING	0	0	0
8,944	0	15510400 00441	OFFICE EQUIPMENT	0	0	0
1,059,429	1,063,027		TOTAL	1,089,603	1,089,603	1,160,603
			PERCENTAGE CHANGE	2.50%	2.50%	9.18%



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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	2017-2018 Council Approved	2018-2019 Department Request	2018-2019 Manager Proposed	2018-2019 Council Approved
9001	Contingency	115,000	465,226	222,613	222,613
9002	Patriotic Commission	13,500	15,000	13,500	13,500
9003	Cemeteries	8,000	12,000	8,000	8,000
9008	Wood Memorial Library	7,500	12,500	7,500	7,500
9015	Salary Contingency	25,250	86,500	20,000	280,316
9004	Municipal Insurance – Casualty and Liability	272,067	280,316	280,316	2,488,164
9005	Pension	2,413,411	2,488,164	2,488,164	1,086,642
9006	Social Security	1,065,335	1,362,625	1,086,642	2,958,480
9007	Health and Life Insurance	2,804,870	3,234,379	3,024,845	257,000
9009	Other Post Employment Benefits (OPEB)	314,861	314,861	257,000	417,738
9010	Workers' Compensation	405,571	421,232	417,738	15,000
9011	Unemployment Compensation	15,000	15,000	15,000	20,000
	<b>Total Unclassified</b>	<b>7,460,365</b>	<b>8,707,803</b>	<b>7,841,318</b>	<b>7,774,953</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 program budget has increased by \$107,613 which is budgeted towards the Tax Stabilization Fund. This Ordinance was adopted by the Town Council on February 20, 2018.

<b>Performance Data</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Adopted 2016-2017</b>	<b>Estimated 2017-2018</b>	<b>Anticipated 2018-2019</b>
Amount of Contingency Used	\$115,000	\$115,000	\$115,000	\$115,000	\$222,613



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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
38,000	115,000	19001300 00390	OTHER PURCHASE SERVICE	465,226	222,613	222,613
38,000	115,000		TOTAL	465,226	222,613	222,613
			PERCENTAGE CHANGE	304.54%	93.58%	93.58%

<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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
15,058	13,500	19002300	00380	GRANTS & CONTRIBUTIONS	15,000	13,500	13,500
15,058	13,500			TOTAL	15,000	13,500	13,500
				PERCENTAGE CHANGE	11.11%	0.00%	0.00%

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

The Cemeteries 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

[illegible]

<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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
12,500	7,500	19008300 00380	GRANTS & CONTRIBUTIONS	12,500	7,500	7,500
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12,500	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:***

The Salary Contingency 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 decrease.

<b>Performance Data</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Actual 2016-2017</b>	<b>Estimated 2017-2018</b>	<b>Anticipated 2018-2019</b>
Expired Union Contracts	2	3	0	1	3



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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
0	25,250	19015300 00390	OTHER PURCHASE SERVICE	86,500	20,000	20,000
<hr/>						
0	25,250		TOTAL	86,500	20,000	20,000
			PERCENTAGE CHANGE	242.57%	0.00%	0.00%

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

The Municipal Insurance – Casualty and Liability 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 the final year of a three-year contract with CIRMA for a maximum of 3% increase each year. Year one had a zero increase, year two increased by 1.06% and year three is expected to increase by 3%.

***Program Objectives and Goals FY 2019:***

- 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 2018:***

- 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 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Actual 2016-2017</b>	<b>Estimated 2017-2018</b>	<b>Anticipated 2018-2019</b>
Number of claims	16	12	14	13	13
Number of CIRMA Workshops Attended	4	4	5	4	4
Number of Employees Attending	39	39	45	40	40

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
226,887	272,067	19004300 00320	PROFESSIONAL	280,316	280,316	280,316
226,887	272,067		TOTAL	280,316	280,316	280,316
			PERCENTAGE CHANGE	3.03%	3.03%	3.03%

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

The Pension 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 \$74,753 due to increased salaries and lowering the investment rate of return from 7.00% to 6.75%. 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 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Actual 2016-2017</b>	<b>Estimated 2017-2018</b>	<b>Anticipated 2018-2019</b>
Covered Employees	189	187	182	182	182
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 2018/2019 budget will include the ADC calculated in the July 1, 2017 actuarial valuation report.

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
2,213,574	2,413,411	19005100 00130	EMPLOYEE BENEFITS	2,488,164	2,488,164	2,488,164
2,213,574	2,413,411		TOTAL	2,488,164	2,488,164	2,488,164
			PERCENTAGE CHANGE	3.10%	3.10%	3.10%

<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 2018 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 \$21,307 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 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Actual 2016-2017</b>	<b>Estimated 2017-2018</b>	<b>Anticipated 2018-2019</b>
Number of Full Time Employees Paid	178	172	172	170	170
Number of Part Time Employees Paid	46	50	49	50	50

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
976,141	1,065,335	19006100 00130	EMPLOYEE BENEFITS	1,362,625	1,086,642	1,086,642
976,141	1,065,335		TOTAL	1,362,625	1,086,642	1,086,642
			PERCENTAGE CHANGE	27.91%	2.00%	2.00%

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

The Health and Life Insurance budget is responsible for a medical and dental insurance plan that 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 an increase of \$153,610, due to increased claims, employer contributions and also the reallocation of salaries and benefits to the Special Revenue Pollution Control/Wastewater Treatment Fund.

<b>Performance Data</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Actual 2016-2017</b>	<b>Estimated 2017-2018</b>	<b>Anticipated 2018-2019</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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
2,683,383	2,804,870	19007100 00130	EMPLOYEE BENEFITS	3,234,379	3,024,845	2,958,480
2,683,383	2,804,870		TOTAL	3,234,379	3,024,845	2,958,480
			PERCENTAGE CHANGE	15.31%	7.84%	5.48%

<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 has decreased by \$57,861 due to membership decrease offset by lowered discount rate from 7.00% to 6.75%.

<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, 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
<b>July 1, 2017 Valuation</b>					
Annual Required Contribution For Fiscal Year 2019	\$126,703	\$ 76,470	\$ 529,404	\$ 23,214	\$ 755,791
Expected Benefit Payouts	<u>\$(79,345)</u>	<u>\$(44,939)</u>	<u>\$(342,004)</u>	<u>\$(13,908)</u>	<u>\$(499,040)</u>
Net Budget Impact	\$ 47,358	\$ 12,687	\$ 174,561	\$ 9,306	\$ 256,751

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
314,861	314,861	19009100 00130	EMPLOYEE BENEFITS	314,861	257,000	257,000
			TOTAL	314,861	257,000	257,000
			PERCENTAGE CHANGE	0.00%	-18.38%	-18.38%

<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 \$15,661 or 3.86% due to anticipated premium and salary increases.

***Program Objectives and Goals FY 2019:***

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

***Program Accomplishments FY 2018:***

- 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 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Actual 2016-2017</b>	<b>Estimated 2017-2018</b>	<b>Anticipated 2018-2019</b>
Number of claims	30	30	30	30	30
Number of CIRMA Workshops Attended	2	2	2	2	2
Number of Employees Attending	35	35	36	35	35

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
390,756	405,571	19010100 00130	EMPLOYEE BENEFITS	421,232	417,738	417,738
390,756	405,571	TOTAL		421,232	417,738	417,738
		PERCENTAGE CHANGE		3.86%	3.00%	3.00%

<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.

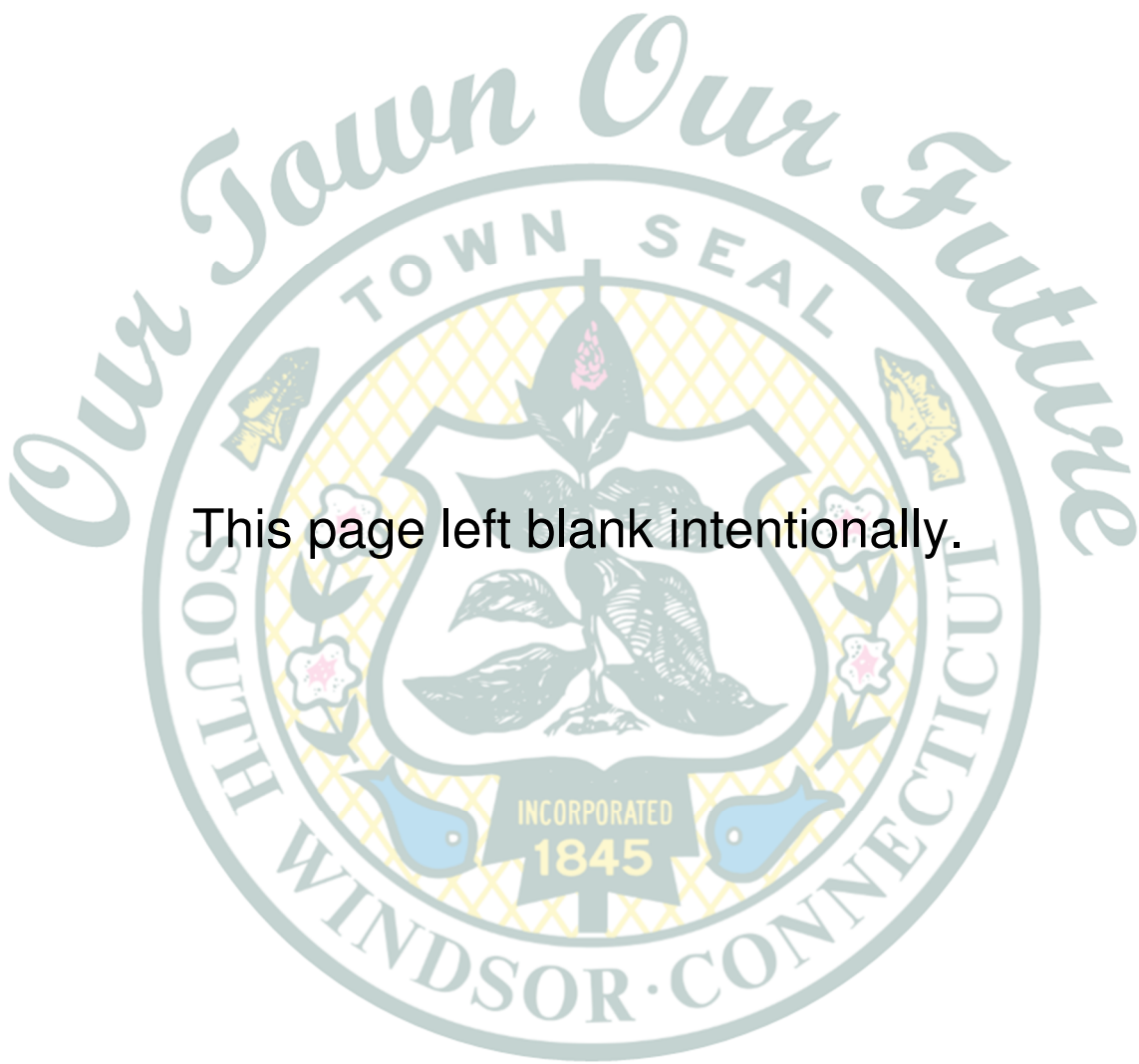
***Budget Change Commentary:***

This budget remains the same as previous budget year.

<b>Performance Data</b>	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Actual 2016-2017</b>	<b>Estimated 2017-2018</b>	<b>Anticipated 2018-2019</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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
23,883	15,000	19011100 00130	EMPLOYEE BENEFITS	15,000	15,000	15,000
23,883	15,000		TOTAL	15,000	15,000	15,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%





## BOARD OF EDUCATION

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

Account Code	Descriptions	2017-2018 Council Approved	2018-2019 Department Request	2018-2019 Manager Proposed	2018-2019 Council Approved
9991	South Windsor Public Schools	71,207,917	74,038,368	74,098,368	74,028,368
	<b>Total Board of Education</b>	<b>71,207,917</b>	<b>74,038,368</b>	<b>74,098,368</b>	<b>74,028,368</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
- Continue to implement initiatives associated with the 2015-2018 Strategic Plan

### ***Superintendent's January 23, 2018 Budget Memorandum***

#### **SUPERINTENDENT'S TRANSMITTAL MEMORANDUM**

DATE: January 23, 2018  
TO: Members, Board of Education  
FROM: Kate Carter, Ed.D., Superintendent of Schools  
RE: 2018-2019 Superintendent's Budget Proposal

I am pleased to present to the Board of Education and the entire South Windsor community the Superintendent's Budget for Fiscal Year 2018-2019. We maintained our long-standing commitment to deliver a transparent, reader-friendly document that not only captures efficiencies and cost avoidance whenever possible, but also reflects a response to our increasing enrollment. In addition, this budget demonstrates our goal to maintain fidelity to the 2015-2018 Strategic Plan.

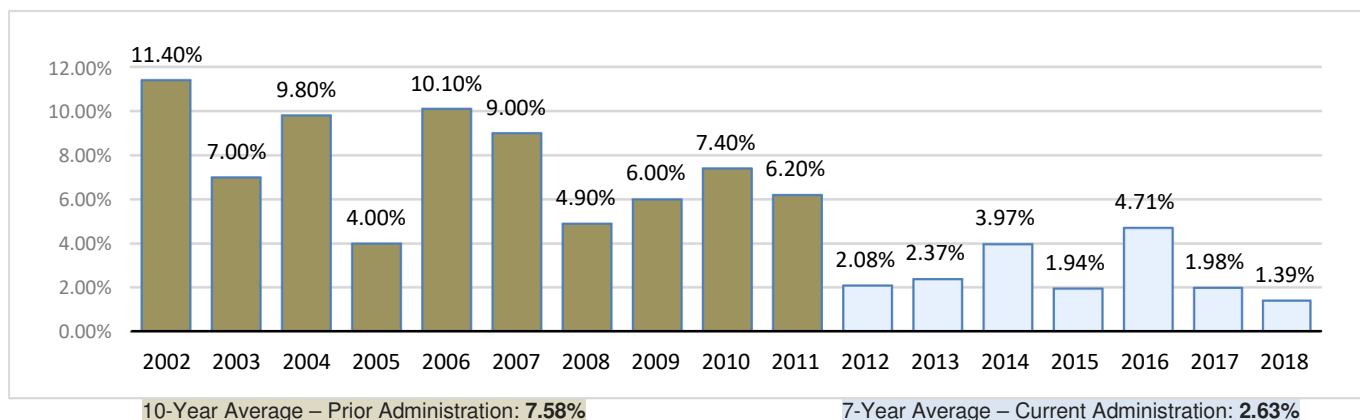
The Superintendent's Budget for fiscal year 2018-2019 is \$74,038,368, representing an increase of 3.97%.

In order to place the FY19 proposed budget into context, we must consider the impact of last year's appropriation. In response to the anticipated loss in state funding, the budget was reduced by \$1.5 million from what was an already lean budget. This resulted in the unprecedented loss of 26.1 FTEs which came on the heels of having already reduced 13.8 FTEs from closing Wapping School. That is a total of 39.9 FTEs. There has never been a loss of staffing of this magnitude in our district's history. For the first time, the South Windsor Board of Education was appropriated a below zero budget, specifically  $\square$  0.76%. It is important that we provide this context to ensure our residents understand what has already been cut so they understand why further reductions will become increasingly undesirable.

We are at a crossroads in our community. And our town leaders will need to make decisions as to which path to follow. Last year, with the uncertainty associated with the state budget crisis, many doomsday scenarios emerged that ultimately did not come to pass. While our ECS funds were not “zeroed out” all at once as some predicted last year, we must prepare for the reality that going forward we will continue to slowly lose state funding each year. The upcoming leadership changes within the governor’s office and legislature may result in a revised trajectory for funding, but the state’s current approach to the ECS formula suggests that South Windsor’s ability to pay has been understated and that the town must now take on more of the costs related to education.

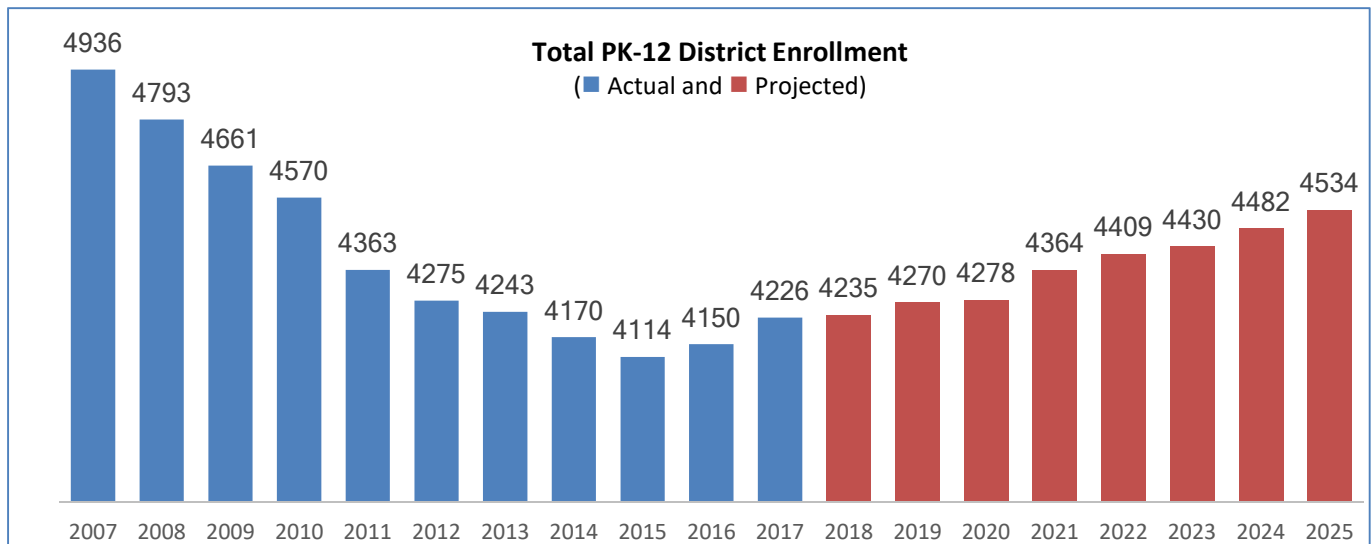
In theory this shift over time will allow for towns such as ours to adjust to this new paradigm and set tax rates accordingly. This is the crossroads at which we find ourselves: we must decide if we are going to maintain the quality of education that we have traditionally provided and that our residents have expected, or if we are going to slowly erode the quality of our school system in pace with dwindling state funds. Doing more with less is no longer a sustainable or realistic solution. This is due in part to the success we have had with doing more with less over the past several years. The problem is that our past success with implementing efficiencies has brought us closer to exhausting our options for future cost avoidance measures. Ultimately, we have to face the reality that without mitigating the loss of state funds through local tax dollars, we will simply be doing less with less.

For further context, I would like to show a historical overview of Superintendents’ Proposed Increases and our more recent efforts to bend the cost curve:



As you can see, the average proposed percentage increase of former superintendents was 7.58%. The average proposed increase during my tenure over the last seven years is 2.63%. This is not new data. In fact, I have shared this data for many years. This year, however, I am presenting this information for a different reason. It is important to juxtapose my long-term approach with the unprecedented actions that occurred last year. For many years, I have been steadfast in my commitment to slowly bend the cost curve. The key word, however, is slowly. We have endeavored to bend the cost curve without breaking it...without diminishing services or programs, but rather by finding efficiencies and cost avoidance in a methodical manner. You might liken it to turning a large ship around. It takes time, it cannot turn on a dime. I appreciate that both town governing bodies and both political parties have publically lauded our efforts. Yet, the ship that we have been trying to turn around slowly hit the proverbial iceberg last year. And that iceberg was the state budget crisis.

An important driver of this year's budget is increasing enrollment. This is a departure from our former trend of declining enrollment and has implications for the FY19 Budget. While the most significant growth is occurring at the elementary level, below is a graph depicting the overall trend of increasing enrollment districtwide:



The following expenditures represent investments that we must make in response to our increasing enrollment as well as the growing intensity of student needs:

- An additional five K-5 regular classroom teachers
- Temporary classroom space at Pleasant Valley Elementary School
- An associate principal at Pleasant Valley Elementary School
- Move the Preschool Program from Orchard Hill Elementary School to Timothy Edwards Middle School
- 1:1 devices at Timothy Edwards Middle School (in order to create the classroom space necessary to house the preschool program)
- FTE Special Education teacher
- 0.75 FTE Speech Language Pathology Assistant
- FTE Licensed Practical Nurse (LPN)

In addition to responding to the items and required staffing outlined above, there are two areas of investment within the budget that reflect our commitment to the goals communicated in our 2015-2018 Strategic Plan:

- Introduction of world language instruction at the elementary level
- Increased access to technology across the district

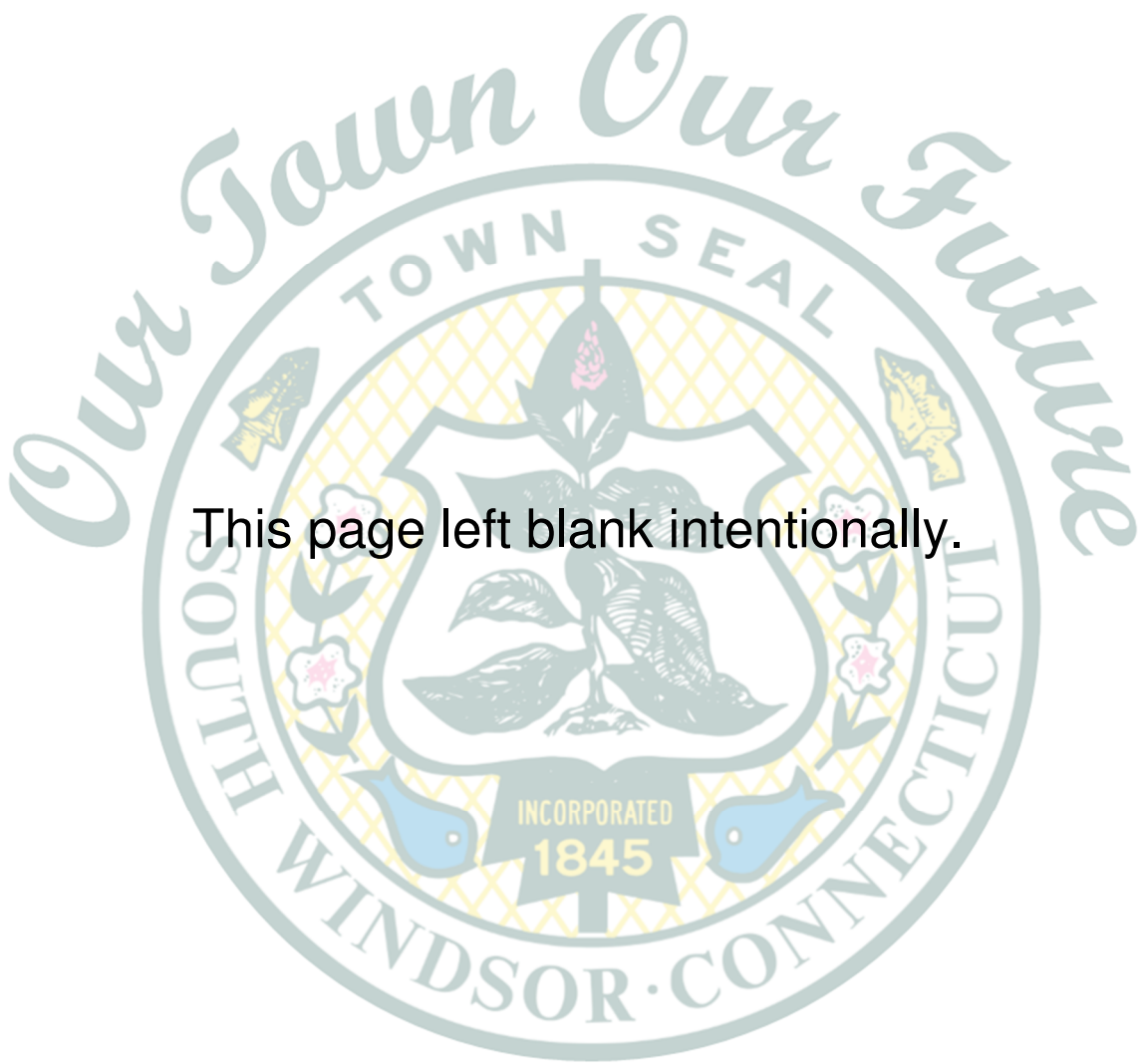
I look forward to our collective work in furthering the goals set forth in the Board of Education's 2015-2018 Strategic Plan. While the list above does not represent the full complement of improvements I would like to include in the 2018-2019 budget, I am pleased that we are able to address some critical needs while maintaining a reasonable increase. I am eager to continue our work as we endeavor to deliver an outstanding education to the children of South Windsor.

**Budget Change Commentary**

Descriptions	2018-2019 Superintendent Request	2018-2019 Board of Education Proposed	2018-2019 Town Council Approved
Board of Education	\$74,038,368	\$74,098,368	\$74,028,368
<b>Subtotal – Board of Education</b>	<b>\$74,038,368</b>	<b>\$74,098,368</b>	<b>\$74,028,368</b>

**SOUTH WINDSOR PUBLIC SCHOOLS  
2018-2019 FTE Staffing Chart**

<b>STAFF - ALL FUNDING SOURCES</b>	<b>2016-2017 Actual</b>	<b>Current Staff As of 10/01/17</b>	<b>Approved 2018-2019 Staff</b>	<b>Approved 2018-2019 Staff Changes</b>
CERTIFIED STAFF	420.55	402.45	410.45	8.00
NON-CERTIFIED STAFF	271.63	255.13	257.88	2.75
<b>TOTAL</b>	<b>692.18</b>	<b>657.58</b>	<b>668.33</b>	<b>10.75</b>



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## DEBT SERVICE

Account Code	Descriptions	2017-2018 Council Approved	2018-2019 Department Request	2018-2019 Manager Proposed	2018-2019 Council Approved
7001	Capital Leases	1,164,339	1,233,234	1,233,234	1,233,234
7003	Debt Service – Interest, Bonded Indebtedness	1,726,105	1,955,270	2,052,564	2,052,564
7004	Debt Service – Principal Payments, Bonded Indebtedness	5,088,061	5,178,061	4,968,061	4,968,061
	<b>Total Debt Service</b>	<b>7,978,505</b>	<b>8,366,565</b>	<b>8,253,859</b>	<b>8,253,859</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.

Debt Service Fund			Series B					Series B		Series B		Series B		Series B		Series B			
Principal and Interest			Refunding					Refunding		Refunding		Refunding		Refunding		Refunding			
Payments Schedule			Mar-12					Jun-14		Jun-14				Aug-17		Aug-17			
			2012	2012	2012	2014	2014	2014	2014	2015	2015	2016	2016	2017	2017	2017	2017	2018	2018
			Storm Alfred	Gen Purp	Sewers	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools
			8/15-I	2/1-I	P&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	2/15-I	2/15-I	8/15-I	8/15-I
			2/15-P&I	8/1-P&I	Monthly	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	8/15-P&I	8/15-P&I	2/15-P&I	2/15-P&I
			2,000,000	15,185,000	27,516,583	2,100,000	2,470,000	4,222,000	2,393,000	2,100,000	2,470,000	3,000,000	1,300,000	4,000,000	7,860,000	1,862,000	702,000	4,000,000	7,860,000
			1.5439%	2.5089%	2.0000%	3.3508%	3.3508%	1.4522%	1.4522%	2.5777%	2.5777%	2.4316%	2.4316%	2.6400%	2.6400%	2.4106%	2.4106%	3.1065%	3.1065%
Fiscal Year																			
2019	Principal	4,968,061	200,000	945,000	1,268,061	100,000	130,000	485,000	50,000	100,000	200,000	160,000	65,000	350,000	525,000	0		0	390,000
	Interest	2,052,563	16,000	378,644	402,360	5,000	6,500	91,600	500	49,000	82,269	86,281	37,375	144,783	267,718	48,830	18,410	146,025	271,269
	Total	7,020,623	216,000	1,323,644	1,670,421	105,000	136,500	576,600	50,500	149,000	282,269	246,281	102,375	494,783	792,718	48,830	18,410	146,025	661,269
			PIF		PIF		PIF												
2020	Principal	5,038,655	200,000	955,000	1,293,655			475,000		100,000	200,000	160,000	65,000	320,000	525,000	120,000	45,000	210,000	370,000
	Interest	1,887,393	12,000	340,644	376,766			79,625		47,250	78,769	78,281	34,125	127,283	241,468	47,630	17,960	146,025	259,569
	Total	6,926,048	212,000	1,295,644	1,670,421			554,625		147,250	278,769	238,281	99,125	447,283	766,468	167,630	62,960	356,025	629,569
2021	Principal	5,326,767	200,000	960,000	1,319,767			475,000		100,000	200,000	160,000	65,000	475,000	625,000	117,000	45,000	210,000	375,000
	Interest	1,702,212	8,000	302,344	350,654			60,625		43,250	70,769	70,281	30,875	111,283	215,218	45,260	17,060	135,525	241,069
	Total	7,028,978	208,000	1,262,344	1,670,421			535,625		143,250	270,769	230,281	95,875	586,283	840,218	162,260	62,060	345,525	616,069
2022	Principal	5,229,406	200,000	965,000	1,346,406			485,000		100,000	200,000	160,000	65,000	365,000	600,000	115,000	43,000	210,000	375,000
	Interest	1,498,373	4,000	263,844	324,016			36,625		39,250	62,769	62,281	27,625	87,533	183,968	42,940	16,180	125,025	222,319
	Total	6,727,779	204,000	1,228,844	1,670,422			521,625		139,250	262,769	222,281	92,625	452,533	783,968	157,940	59,180	335,025	597,319
			PIF																
2023	Principal	5,151,582		970,000	1,373,582			490,000		100,000	200,000	160,000	65,000	327,000	723,000	115,000	43,000	210,000	375,000
	Interest	1,303,212		225,144	296,839			12,250		36,250	56,769	54,281	24,375	69,283	153,968	40,640	15,320	114,525	203,569
	Total	6,454,793		1,195,144	1,670,421			502,250		136,250	256,769	214,281	89,375	396,283	876,968	155,640	58,320	324,525	578,569
			PIF																
2024	Principal	4,536,307		1,470,000	1,401,307					100,000	200,000	160,000	65,000	124,000	276,000	113,000	42,000	210,000	375,000
	Interest	1,130,226		188,288	269,114					34,250	52,769	51,081	23,075	52,933	117,818	37,795	14,260	104,025	184,819
	Total	5,666,532		1,658,288	1,670,421					134,250	252,769	211,081	88,075	176,933	393,818	150,795	56,260	314,025	559,819



Debt Service Fund			Series B					Series B					Series B					Series B										
Principal and Interest			Refunding					Refunding					Refunding					Refunding										
Payments Schedule (cont'd)			Mar-12					Jun-14					Jun-14					Aug-17										
			2012	2012	2012	2014	2014	2014	2014	2015	2015	2016	2016	2017	2017	2017	2017	2018	2018									
			Storm Alfred	Gen Purp	Sewers	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools									
			8/15-l	2/1-l	P&I	8/15-l	8/15-l	8/15-l	8/15-l	8/15-l	8/15-l	8/15-l	8/15-l	8/15-l	8/15-l	2/15-l	2/15-l	8/15-l	8/15-l									
			2/15-P&I	8/1-P&I	Monthly	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	8/15-P&I	8/15-P&I	2/15-P&I	2/15-P&I									
PIF = paid in full			2,000,000	15,185,000	27,516,583	2,100,000	2,470,000	4,222,000	2,393,000	2,100,000	2,470,000	3,000,000	1,300,000	4,000,000	7,860,000	1,862,000	702,000	4,000,000	7,860,000									
			1.5439%	2.5089%	2.0000%	3.3508%	3.3508%	1.4522%	1.4522%	2.5777%	2.5777%	2.4316%	2.4316%	2.6400%	2.6400%	2.4106%	2.4106%	3.1065%	3.1065%									
Fiscal Year																												
2025	Principal	4,425,591	1,125,000		1,429,591														100,000	200,000	160,000	65,000	186,000	414,000	117,000	44,000	210,000	375,000
	Interest	1,024,485	157,472		240,830														32,250	48,769	47,881	21,775	50,453	112,298	34,345	12,970	95,625	169,819
	Total	5,450,077	1,282,472		1,670,421														132,250	248,769	207,881	86,775	236,453	526,298	151,345	56,970	305,625	544,819
2026	Principal	4,471,447	1,135,000		1,458,447														100,000	200,000	160,000	65,000	186,000	414,000	122,000	46,000	210,000	375,000
	Interest	907,571	127,088		211,974														30,250	44,769	44,681	20,475	44,873	99,878	30,150	11,390	87,225	154,819
	Total	5,379,017	1,262,088		1,670,421														130,250	244,769	204,681	85,475	230,873	513,878	152,150	57,390	297,225	529,819
2027	Principal	4,465,884	1,125,000		1,487,884														100,000	175,000	160,000	65,000	186,000	414,000	122,000	46,000	210,000	375,000
	Interest	788,114	94,594		182,537														28,125	40,519	41,481	19,175	39,293	87,458	26,338	9,953	78,825	139,819
	Total	5,253,998	1,219,594		1,670,421														128,125	215,519	201,481	84,175	225,293	501,458	148,338	55,953	288,825	514,819
2028	Principal	4,477,916	1,110,000		1,517,916														100,000	175,000	160,000	65,000	186,000	414,000	120,000	45,000	210,000	375,000
	Interest	677,161	63,863		152,505														25,875	36,581	38,281	17,875	33,713	75,038	23,465	8,873	72,525	128,569
	Total	5,155,077	1,173,863		1,670,421														125,875	211,581	198,281	82,875	219,713	489,038	143,465	53,873	282,525	503,569
2029	Principal	3,976,555	550,000		1,548,555														100,000	175,000	155,000	70,000	186,000	414,000	140,000	53,000	210,000	375,000
	Interest	571,391	40,350		121,866														23,500	32,425	34,681	16,413	28,133	62,618	20,215	7,648	66,225	117,319
	Total	4,547,946	590,350		1,670,421														123,500	207,425	189,681	86,413	214,133	476,618	160,215	60,648	276,225	492,319
2030	Principal	3,994,811	540,000		1,579,811														100,000	175,000	155,000	70,000	186,000	414,000	138,000	52,000	210,000	375,000
	Interest	471,229	24,000		90,610														21,000	28,050	31,000	14,750	22,553	50,198	16,740	6,335	59,925	106,069
	Total	4,466,040	564,000		1,670,421														121,000	203,050	186,000	84,750	208,553	464,198	154,740	58,335	269,925	481,069
2031	Principal	4,012,699	530,000		1,611,699														100,000	175,000	155,000	70,000	186,000	414,000	135,000	51,000	210,000	375,000
	Interest	369,166	7,950		58,722														18,000	22,800	27,125	13,000	16,973	37,778	13,328	5,048	53,625	94,819
	Total	4,381,865	537,950		1,670,421														118,000	197,800	182,125	83,000	202,973	451,778	148,328	56,048	263,625	469,819
PIF																												



Debt Service Fund			Series B					Series B		Series B				Series B		Series B				
Principal and Interest			Refunding					Refunding		Refunding				Refunding		Refunding				
Payments Schedule (cont'd)			Mar-12					Jun-14		Jun-14				Aug-17		Aug-17				
			2012	2012	2012	2014	2014	2014	2014	2015	2015	2016	2016	2017	2017	2017	2017	2018	2018	
			Storm Alfred	Gen Purp	Sewers	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	
			8/15-I	2/1-I	P&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	2/15-I	2/15-I	8/15-I	8/15-I	
			2/15-P&I	8/1-P&I	Monthly	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	8/15-P&I	8/15-P&I	2/15-P&I	2/15-P&I	
PIF = paid in full			2,000,000	15,185,000	27,516,583	2,100,000	2,470,000	4,222,000	2,393,000	2,100,000	2,470,000	3,000,000	1,300,000	4,000,000	7,860,000	1,862,000	702,000	4,000,000	7,860,000	
			1.5439%	2.5089%	2.0000%	3.3508%	3.3508%	1.4522%	1.4522%	2.5777%	2.5777%	2.4316%	2.4316%	2.6400%	2.6400%	2.4106%	2.4106%	3.1065%	3.1065%	
Gen Purp	Principal	29,827,011	800,000	12,380,000		100,000		2,410,011		1,800,000		2,840,000		3,635,000		1,862,000		4,000,000		
Schools	Principal	19,677,000					130,000		50,000		3,060,000		1,235,000		7,000,000		702,000		7,500,000	
Sewers	Principal	20,697,127	20,697,127																	
Total	Principal	70,201,138	800,000	12,380,000	20,697,127	100,000	130,000	2,410,011	50,000	1,800,000	3,060,000	2,840,000	1,235,000	3,635,000	7,000,000	1,862,000	702,000	4,000,000	7,500,000	

**Combined Schedule of Bonded Debt Through Maturity**

**as of**

**February 15, 2018**

<u>Fiscal Year</u>	<u>Principal Payments</u>	<u>Interest Payments</u>	<u>Total Debt Service</u>
2018-19	4,968,061	2,052,563	7,020,623
2019-20	5,038,655	1,887,393	6,926,048
2020-21	5,326,767	1,702,212	7,028,978
2021-22	5,229,406	1,498,373	6,727,779
2022-23	5,151,582	1,303,212	6,454,793
2023-24	4,536,307	1,130,226	5,666,532
2024-25	4,425,591	1,024,485	5,450,077
2025-26	4,471,447	907,571	5,379,017
2026-27	4,465,884	788,114	5,253,998
2027-28	4,477,916	677,161	5,155,077
2028-29	3,976,555	571,391	4,547,946
2029-30	3,994,811	471,229	4,466,040
2030-31	4,012,699	369,166	4,381,865
2031-32	3,512,230	274,190	3,786,420
2032-33	2,279,217	194,810	2,474,027
2033-34	1,259,000	134,723	1,393,723
2034-35	1,070,000	98,831	1,168,831
2035-36	835,000	65,269	900,269
2036-37	585,000	38,756	623,756
2037-38	585,000	19,744	604,744
	<u>\$70,201,127</u>	<u>\$15,209,418</u>	<u>\$85,410,545</u>

**TOWN of SOUTH WINDSOR, CONNECTICUT**  
**Schedule of Debt Limitation**  
**For the Year Ended June 30, 2017**

Total tax collections (including interest and lien fees) received by  
the Treasurer for the year ended June 30, 2016

\$95,528,054  
2,000

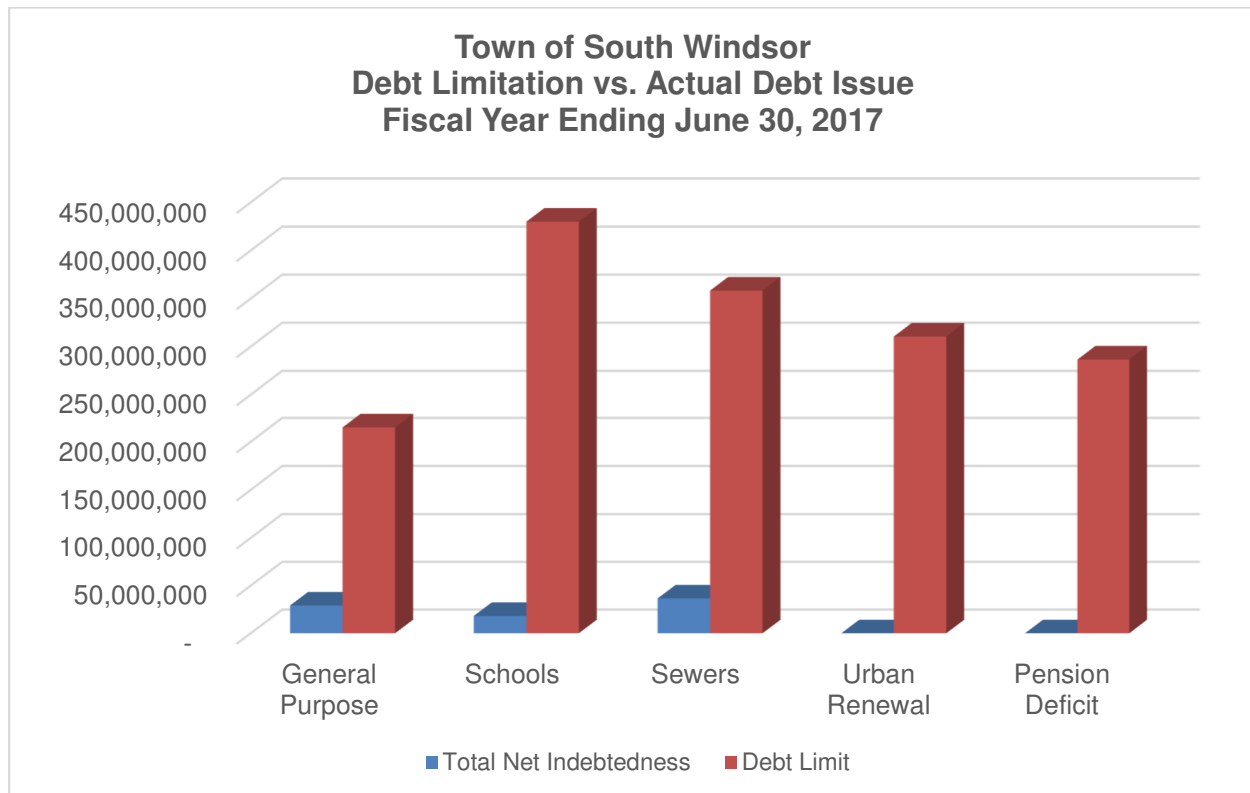
Tax relief for the elderly

BASE

**\$95,530,054**

	General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit
<b>Debt limitation:</b>					
2-1/4 times base	\$214,942,622	\$ -	\$ -	\$ -	\$ -
4-1/2 times base		429,885,243			
3-3/4 times base			358,237,703		
3-1/4 times base				310,472,676	
3 times base					286,590,162
7 times base					
<b>Indebtedness:</b>					
Bonds and notes payable	28,159,000	15,001,000	1,680,000	-	-
State of Connecticut Clean Water Fund ("CWF") Project Loan Obligation (PLO) (1)			23,085,093		
Authorized, unissued bonds	<u>7,000,000</u>	<u>13,521,724</u>	<u>19,483,417</u>	-	-
Total indebtedness	<u>35,159,000</u>	<u>28,522,724</u>	<u>44,248,510</u>	-	-
Exclusions	<u>(5,996,918)</u>	<u>(10,315,036)</u>	<u>(7,760,005)</u>	-	-
Total Net Indebtedness	<u>29,162,082</u>	<u>18,207,688</u>	<u>36,488,505</u>	-	-
Excess of Limit Over Outstanding and Authorized Debt	<u>\$185,780,540</u>	<u>\$411,677,555</u>	<u>\$321,749,198</u>	<u>\$310,472,676</u>	<u>\$286,590,162</u>

**In no case shall total indebtedness exceed seven times annual receipts from taxation (\$688,710,378)**



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

The Capital Leases 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 \$68,895, which results from one new obligation.

Description	End Date	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	Fiscal Year 26/27	Total Outstanding
CT Innovations	08/12/19	40,414	42,031	43,712	-	-	-	-	-	-	239,389
Fire Ladder Truck	07/15/26	92,577	92,577	92,577	92,577	92,577	92,577	92,577	92,577	92,577	1,169,826
Fire Pumper	06/01/21	81,030	81,030	81,030	81,030	-	-	-	-	-	567,211
PD Communication Equip	07/15/19	54,756	54,756	54,756	-	-	-	-	-	-	328,536
Sutphen Fire Pumper	08/25/23	103,657	103,657	103,657	103,657	103,657	103,657	-	-	-	735,599
Town Generators	04/21/20	107,849	107,849	89,874	-	-	-	-	-	-	413,420
BOE Generator	09/15/21	92,946	92,946	92,946	92,946	23,236	-	-	-	-	515,130
Boilers	06/24/20	47,732	47,732	47,732	-	-	-	-	-	-	203,922
Turf Fields	07/15/20	267,187	267,187	267,187	267,187	-	-	-	-	-	1,278,748
EOC Construction	11/01/24	178,824	178,824	178,824	178,824	178,824	178,824	178,824	178,824	-	1,430,594
EOC Computer Equipment	08/01/20	76,164	76,164	76,164	-	-	-	-	-	-	228,493
EOC Computer Wall Tax and Assessment Software	09/01/21	44,088	44,088	44,088	44,088	-	-	-	-	-	176,352
	07/15/21	46,010	46,010	46,010	-	-	-	-	-	-	138,030
		1,233,234	1,234,851	1,218,558	860,309	398,295	375,058	271,401	271,401	92,577	7,546,869

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
1,207,450	1,164,339	17001300 00320	PROFESSIONAL	1,233,234	1,233,234	1,233,234
1,207,450	1,164,339		TOTAL	1,233,234	1,233,234	1,233,234
			PERCENTAGE CHANGE	5.92%	5.92%	5.92%

<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 \$326,459. Increase is due to additional bonding for school and road projects, but was offset slightly by refunding completed in August 2017 and reclassifying sewer debt to the Sewer Fund.



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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
1,525,510	1,726,105	17003300 00320	PROFESSIONAL	1,955,270	2,052,564	2,052,564
<hr/>						
1,525,510	1,726,105		TOTAL	1,955,270	2,052,564	2,052,564
			PERCENTAGE CHANGE	13.28%	18.91%	18.91%

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

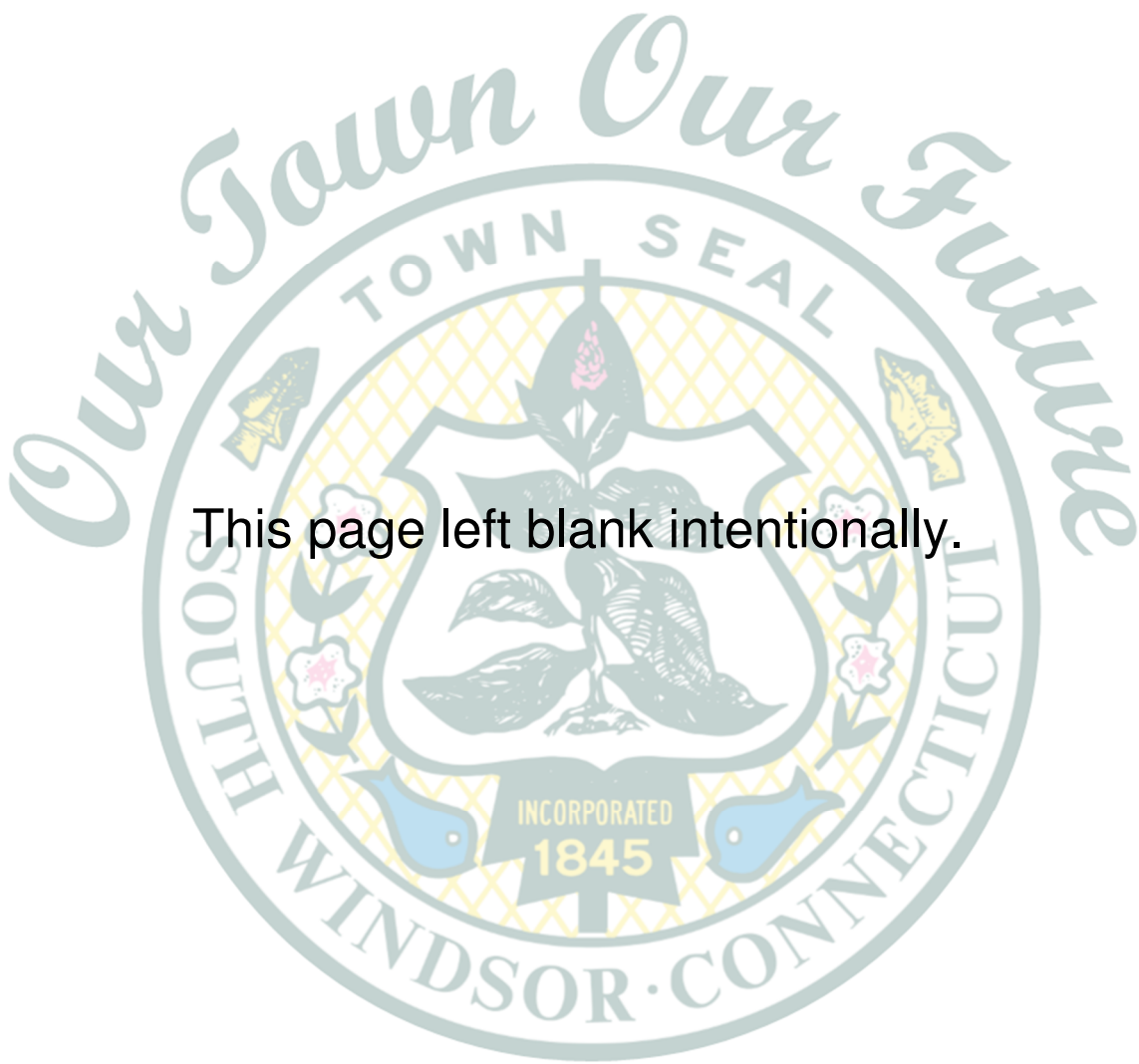
This account provides for principal payments on bonds and bond anticipation notes.

***Budget Change Commentary:***

The Debt Service – Principal on Bonded Indebtedness budget decreased by \$120,000. Decrease is due refunding completed in August 2017 and reclassifying sewer debt to the Sewer Fund.

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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
4,538,380	5,088,061	17004300 00320	PROFESSIONAL	5,178,061	4,968,061	4,968,061
4,538,380	5,088,061		TOTAL	5,178,061	4,968,061	4,968,061
			PERCENTAGE CHANGE	1.77%	-2.36%	-2.36%



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## CAPITAL IMPROVEMENTS

Account Code	Descriptions	2017-2018 Council Approved	2018-2019 Department Request	2018-2019 Manager Proposed	2018-2019 Council Approved
9001	Capital Improvements	1,497,154	1,754,482	1,754,482	1,754,482
	<b>Total Capital Improvements</b>	<b>1,497,154</b>	<b>1,754,482</b>	<b>1,754,482</b>	<b>1,754,482</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 undesignated and unreserved funds are available in the Capital Stabilization Fund at the time that the Capital Budget is submitted to the Capital Projects Committee, this fund shall be used as the priority source for capital appropriations. Free Cash shall not be used as a financing source for a capital appropriation while equal funding is available in the Capital Stabilization Fund.
6. The Finance Director shall provide the Capital Projects Committee with a quarterly and annual detailed report on the status of all capital appropriations, including a summary of all activity into and out of the Capital Stabilization fund.

### ***Capital Improvement Program Goals***

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

### ***CIP Financing Sources***

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

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

#### **Tax-Supported Funding Sources**

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

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

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

## **Non-Tax-Supported Funding Sources**

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

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

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

## **Lease-Supported Funding Sources**

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

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

## ***Other Financial Policies***

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

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

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



<b>PROGRAM</b>	<b>CAPITAL IMPROVEMENTS</b>	<b>8000</b>
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**Town of South Windsor  
Projects Adopted by Capital Projects Committee for FY 2019**

<b>Agency</b>	<b>Project</b>	<b>Grant/ Offset</b>	<b>FY 18/19</b>
Public Works-Buildings	Heat Pumps & Cooling Tower at Community Ctr.	\$10,000	\$390,000
Board of Education	Install Elevator in Ellsworth School	\$67,543	\$251,057
Information Technology	Fiber Communications Network PWG/FDHC		\$70,000
Parks & Recreation	Master Project Plan		\$150,000
Public Works-IT	GIS		\$50,000
Public Works-Engineering	Sidewalks		\$200,000
Public Works-Buildings	Public Building Security/Door Upgrades		\$200,000
Public Works-Engineering	Road Maintenance		\$388,943
Unassigned			\$54,482
	<b>TOTAL</b>		<b>\$1,754,482</b>

The planned 2018-2019 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.

**Heat Pumps & Cooling Tower Replacement at Community Center**

1. Description of Project: Replace aging standard efficiency heat pumps and associated cooling tower. All ancillary controls will be replaced as well.
2. Estimated Total Project Cost: \$400,000
3. Other offset funding available: \$10,000 EverSource grants will be utilized for installing high efficiency heat pumps.
4. Useful life of project: 20 years
5. Project Timeline: Planning start: Spring 2018  
Physical start: Fall 2018  
Completion: Fall 2019
6. Estimated additional annual operating cost: \$0

7. Estimated annual savings: \$12,000 to \$15,000

Explanation: Savings will come from operating increased energy efficient equipment and the Town will avoid any risks associated with loss of critical and sensitive electronic data and equipment upon cooling tower failure.

#### **Installation of Elevator at Ellsworth School**

1. Description of Project: Add an ADA required elevator at Ellsworth School where Board of Education Administrative Office are housed.
2. Estimated Total Project Cost: \$318,600
3. Other offset funding available: \$67,543
4. Useful life of project: 30 years
5. Project Timeline: Planning start: January 2018  
Physical start: July 2018  
Completion: September 2018
6. Estimated additional annual operating cost: \$3,000 for electricity, \$1,000 for water and \$4,000 for cleaning service.
7. Estimated annual savings: \$0  
Explanation: This is an ADA required project.

#### **Fiber Communications Network**

1. Description of Project: This project is phase three of five and will connect the Town's Fiber Network from the Public Work's garage to Fire Department Headquarters. This network will securely connect all Town Government Buildings for unified communication both voice, video and data capabilities. This project will provide WiFi access at these building locations for government computers so that Public Safety vehicles (i.e. Police, Fire and ambulance) will have a location to park and stay connected. With 24 pair of cables being pulled, we should have plenty of bandwidth to meet staff needs for the life of the lease. Currently, we are using T1's copper circuits and staff is routinely stating that they require more bandwidth and access to information only housed in town hall.
2. Estimated Total Project Cost: \$70,000
3. Other offset funding available: \$0
4. Useful life of project: 20 years
5. Project Timeline: Planning start: July 2018  
Physical start: September 2018  
Completion: June 2019
6. Estimated additional annual operating cost: \$4,000
7. Estimated annual savings: \$53,316  
Explanation: The estimated monthly contract savings is \$1,500. Not accounted for in above, but there will be additional bandwidth and capabilities in service and video surveillance that are not currently available.

## **Parks & Recreation Master Project Plan**

1. Description of Project: Construct pre-fabricated 26'x12' concrete structure which would include four all-gender restrooms, one of which would be handicap accessible, at Nevers Road Park. Fixtures will be vandal resistant and there will be radiant heating to allow facilities to be used year round.
2. Estimated Total Project Cost: \$280,000
3. Other offset funding available: \$130,000
4. Useful life of project: 30 years
5. Project Timeline: Planning start: Summer 2018  
Physical start: Fall 2018  
Completion: Fall 2018
6. Estimated additional annual operating cost: \$4,000 for cleaning and utilities

## **GIS**

1. Description of Project: GIS Project and Program Development is ongoing. Data projects that are to be accomplished during FY 2018-2019 include completion of the Storm Sewer System mapping. This includes identifying, locating and inspecting all pipes, catch basins, culverts, sedimentation chambers, detention basins, outfalls and other related water resources and infrastructure. The storm water GIS is critical for overall effective emergency management of our storm water system and complying with the new DEEP MS4 storm water permit that went into effect July 1, 2017. The identification and mapping of all underground storage tanks is needed by the Fire Marshall for managing code issues. The development of easement mapping on a town wide basis is also planned. Currently there is not a composite map for easements in town. The health department wants all well data in town updated. GIS is used by all Town departments including Public Works, Planning, Police, Fire, Recreation, The Assessor, Health, Emergency Management and the Historic District.
2. Estimated Total Project Cost: \$50,000
3. Other offset funding available: \$0
4. Useful life of project: 20 years
5. Project Timeline: Planning start: Spring 2018  
Physical start: Summer 2018  
Completion: June 2019
6. Estimated additional annual operating cost: \$0
7. Estimated annual savings: It is difficult to put a specific dollar value, but there will be time savings and the ability to effectively respond to emergency issues and savings on preparing for the new DEEP Town Storm Water Permit.  
  
Explanation: Information on system locations is critical for both daily O&M as well as during emergency events

## Sidewalks

1. Description of Project: There are about 110 miles of concrete sidewalk in South Windsor fronting on Town roads for public use. This does not include sidewalks from the streets to or around Town buildings, parks and schools. The Town has a mandate to repair or replace damaged sidewalks (that may pose a safety hazard) under the revised Town Sidewalk Ordinance, Chapter 86, Article III. The Town may be liable if someone trips and falls and is injured on a damaged sidewalk. Any sidewalk complaints are investigated and put on a list of future repairs as funds become available. We currently have a list of over 12,000 square feet of needed sidewalk repairs that we estimate will cost over \$100,000. Town staff are also working on an ADA Transition Plan that is required to bring all Town sidewalks into compliance with ADA Standards. All sidewalk repairs and any sidewalks on roads that have been reconstructed or resurfaced need to meet ADA standards. Engineering Staff inspected about 4.4 miles of sidewalks along several neighborhood roads and found about 10% of these sidewalks need to be repaired or replaced to correct safety defects. Applying this to the entire Town, it is estimated that 11 miles of sidewalk need to be repaired or replaced Town wide at an estimated cost of over \$4,000,000

This request is for \$200,000 to repair or replace a limited amount of neighborhood sidewalks that have significant damage and safety defects, in response to citizen complaints (approximately 1/2 mile). This is not funding for a proactive Town wide sidewalk inventory and repair program.

2. Estimated Total Project Cost: \$200,000
3. Other offset funding available: \$0
4. Useful life of project: 20 years
5. Project Timeline: Planning start: Spring 2018  
Physical start: Summer 2018  
Completion: Spring 2019
6. Estimated additional annual operating cost: \$10,000
7. Estimated annual savings: \$0 Savings would be found in reduced Town liability and legal costs for any claims related to trip and fall accidents that occurred on sidewalks.

## Public Building Security Door Upgrades

1. Description of Project: Based on a Town wide security assessment report prepared by the Police Department we would upgrade existing interior door locks, install card access systems to control entry points, and add video surveillance systems to monitor interior and exterior of Town buildings.
2. Estimated Total Project Cost: \$200,000
3. Other offset funding available: \$0
4. Useful life of project: 20 years
5. Project Timeline: Planning start: Summer 2018  
Physical start: Fall 2018  
Completion: Winter 2019
6. Estimated additional annual operating cost: \$0
7. Estimated annual savings: It is difficult to put a specific dollar value, but there will be Risk Avoidance: Liability associated with the loss of life and assets.

## Road Maintenance

1. Description of Project: This program is an ongoing program to maintain the town's roads in good to fair condition. Per the Pavement Management Update Report dated October 2016 the town should be spending \$2 million per year to maintain the current Pavement Conditions. The requested program funding is intended to re-establish a road maintenance program that slows the rate of road condition deterioration while attempting to balance the towns overall economic responsibilities. This will include crack sealing, chip stone treatments, thin overlays, cutting and patching bad sections of pavement that are breaking up or have settled and have poor drainage, in-place recycling of pavement and milling and overlaying streets and possibly limited base rehabilitation.
2. Estimated Total Project Cost: \$388,943
3. Other offset funding available: \$0
4. Useful life of project: 5 to 15 years depending on pavement treatment used
5. Project Timeline:   Planning start: Summer 2018  
                                  Physical start: Fall 2018  
                                  Completion:   Spring 2019
6. Estimated additional annual operating cost: \$20,000 to \$100,000
7. Estimated annual savings: Reduced costs for pothole patching and pavement repairs to small areas. This program will also extend the life of our roads between overlays.

## 5-Year Capital Expenditure Plan

Fiscal Year 2018-2019 (Current) through Fiscal Year 2022-2023

Item	Location	FY 18/19**	FY 19/20	FY 20/21	FY 21/22	FY 22/23
<b>BOARD OF EDUCATION</b>						
Elevator Install	ELLS	251,057	-	-	-	-
Oil Tank (UG) & Boilers	WAP		157,846	-	-	-
Roof	SWHS		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 the exterior masonry band (Drivit)	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
<b>SUBTOTAL BOARD OF EDUCATION</b>		<b>\$ 251,057</b>	<b>\$ 4,128,096</b>	<b>\$ 1,000,000</b>	<b>\$ 1,297,450</b>	<b>\$ 235,000</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>\$ 390,000</b>	<b>\$ 1,155,000</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ 75,000</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	-	-	-	-	-
<b>SUBTOTAL FIRE</b>		<b>\$ -</b>	<b>\$ 1,025,000</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>

**5-Year Capital Expenditure Plan (Continued)**

Continued

**Fiscal Year 2018-2019 (Current) through Fiscal Year 2022-2023**

Item	Location	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
<b>SUBTOTAL LIBRARY</b>		<b>\$</b>	<b>- \$ 675,000</b>	<b>\$</b>	<b>- \$</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	150,000	350,000	175,000	175,000	-
Pool Resurfacing	VMP		-	350,000	-	-
<b>SUBTOTAL PARKS &amp; RECREATION</b>		<b>\$ 150,000</b>	<b>\$ 1,398,700</b>	<b>\$ 525,000</b>	<b>\$ 175,000</b>	<b>\$ -</b>
<b>PUBLIC WORKS</b>						
Parking Lots	PD		\$ 150,000	\$ -	\$ -	\$ -
Road Reconstruction	AVERY ST 3		-	-	-	-
ADA Transition Plan Upgrades	TOWN		100,000	100,000	100,000	100,000
Final Closure	Land Fill		100,000	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	Town Hall Front Doors		150,000	-	-	-
Windows	TH		200,000	-	-	-
Drainage	TOWN		250,000	50,000	50,000	100,000
Drainage	Ridge Rd		250,000	-	-	-
Public Buildings Security/Doors Upgrades	TOWN BLDGS CC / PD / FHQ/ FH2	200,000	100,000	100,000	100,000	100,000
Update Fire Alarms			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	-	-	-

**5-Year Capital Expenditure Plan (Continued)**

Continued

**Fiscal Year 2018-2019 (Current) through Fiscal Year 2022-2023**

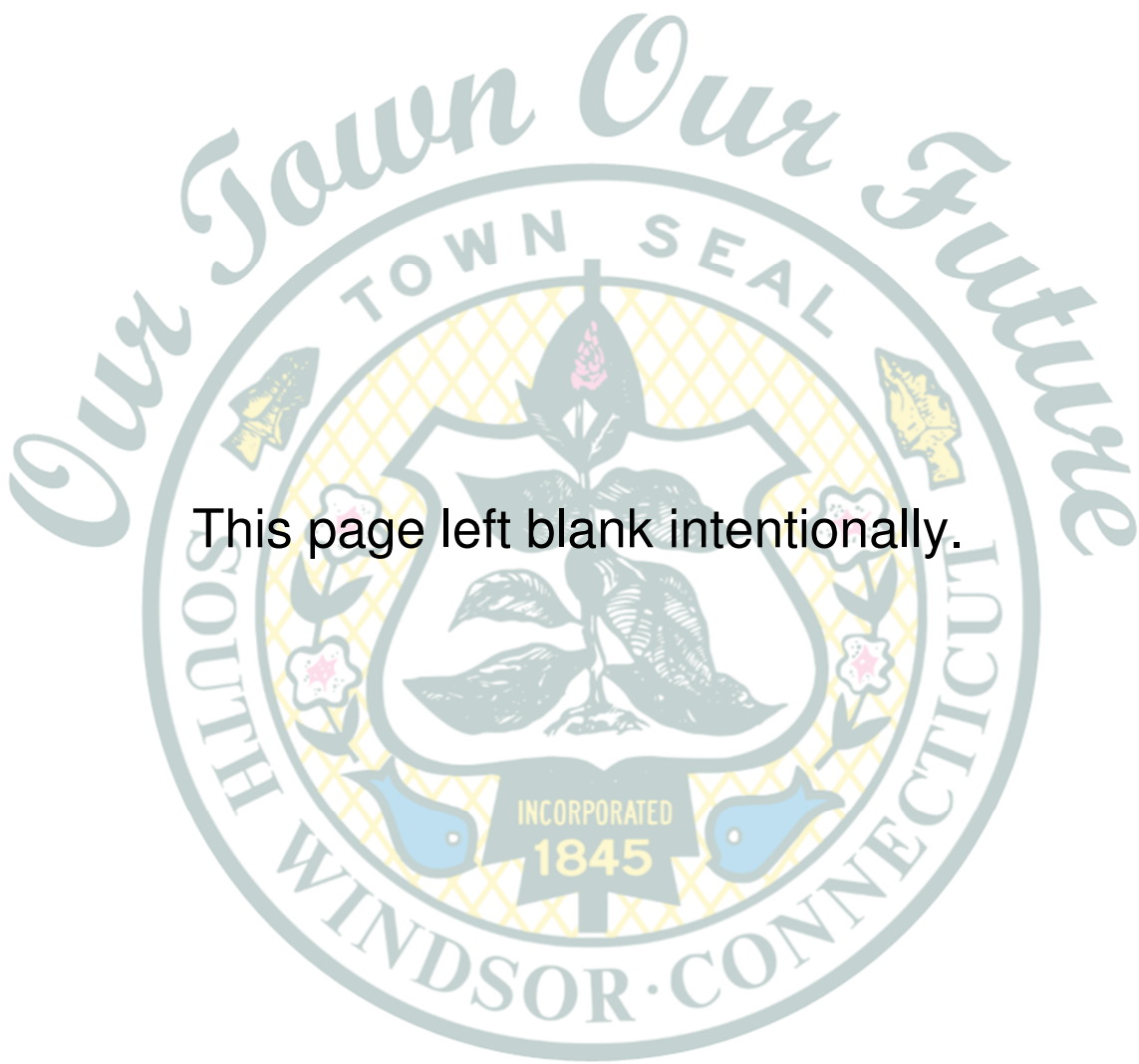
Item	Location	FY 18/19**	FY 19/20	FY 20/21	FY 21/22	FY 22/23
<b>PUBLIC WORKS (CONTINUED)</b>						
Sidewalks	TOWN		600,000	200,000	200,000	200,000
Renovations	TH		630,000	-	-	-
Road Misc Maintenance	TOWN	388,943	1,700,000	1,000,000	1,200,000	1,300,000
Drainage	PV Rd		-	100,000	650,000	-
Drainage	Avery 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	200,000	-	250,000	-	-
Drainage	Rye St	-	-	350,000	-	-
Expansion & Heated Bays	TG	-	-	-	50,000	300,000
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
<b>SUBTOTAL PUBLIC WORKS</b>		<b>\$ 788,943</b>	<b>\$ 7,178,000</b>	<b>\$ 5,025,000</b>	<b>\$ 6,317,000</b>	<b>\$ 4,505,000</b>
<b>TECHNOLOGY</b>						
GIS	TOWN	\$ 50,000	\$ 380,000	\$ 100,000	\$ 100,000	\$ 100,000
Fiber Communications Network	PWD/FDHQ	70,000	-	-	-	-
Fiber Communications Network	FHQ / LIB	-	-	-	200,000	-
Fiber Communications Network	FHQ / VMP / PLANT	-	-	-	-	200,000
<b>SUBTOTAL TECHNOLOGY</b>		<b>\$ 120,000</b>	<b>\$ 380,000</b>	<b>\$ 100,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Totals</b>		<b>\$ 1,700,000</b>	<b>\$ 15,939,796</b>	<b>\$ 6,825,000</b>	<b>\$ 8,289,450</b>	<b>\$ 5,165,000</b>
<b>Grand Total</b>						<b>\$ 37,919,246</b>

\*\* Funded through 2018-2019 General Fund Budget



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

2016/2017 ACTUAL	2017/2018 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2018/2019 DEPARTMENT REQUEST	2018/2019 MANAGER PROPOSED	2018/2019 COUNCIL APPROVED
1,264,213	1,497,154	18000400 00430	CAPITAL PROJECTS	1,754,482	1,754,482	1,754,482
1,264,213	1,497,154		TOTAL	1,754,482	1,754,482	1,754,482
			PERCENTAGE CHANGE	17.19%	17.19%	17.19%



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## 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	2017-2018 Council Approved	2018-2019 Department Request	2018-2019 Manager Proposed	2018-2019 Council Approved
3252	Special Revenue – Pollution Control – Wastewater & Disposal	3,390,369	3,690,789	3,690,789	5,254,708
1129	Water Pollution Control Authority	900	900	900	900
5121	Recreation Special Revenue Fund – Day Camp	836,740	769,208	769,208	769,208
5122	Recreation Special Revenue Fund – 4 <sup>th</sup> R	1,070,748	1,006,181	1,006,181	1,006,181
5123	Recreation Special Revenue Fund – Veterans' Memorial Park	476,652	428,870	428,870	428,870
5124	Recreation Special Revenue Fund – Outdoor Recreation	101,726	113,541	113,541	113,541
5125	Recreation Special Revenue Fund – Indoor Recreation	242,910	231,729	231,729	231,729
5126	Recreation Special Revenue Fund – Social/Cultural	315,791	315,701	315,701	315,701
5127	Recreation Special Revenue Fund – Facilities	56,293	34,391	34,391	34,391
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	700,000	0	0	0
	<b>Total Special Revenue Funds</b>				<b>8,185,229</b>

**Pollution Control/Wastewater Treatment Fund – Comparison of Annual Revenues**

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
<b>DESCRIPTION</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ADOPTED</b>
USER CHARGES	4,054,792	4,011,264	4,416,638	4,427,505	4,727,535
SEPTIC FEES	9,383	13,352	8,242	12,000	11,000
<b>SUBTOTAL</b>	<b>4,064,175</b>	<b>4,024,616</b>	<b>4,424,880</b>	<b>4,439,505</b>	<b>4,738,535</b>
ASSESSMENTS	0	5,000	59,860	16,350	30,000
INTEREST & LIEN FEES	132,533	130,085	167,540	160,000	160,000
CONNECTION CHARGES	169,416	115,541	94,982	120,000	100,000
PERMIT FEES	3,720	3,540	4,184	4,000	4,000
LIEN FEES	0	0	0	0	25,000
GRANT REIMBURSEMENT/LOAN	0	0	0	27,450	0
INVESTMENT INT. EARNINGS	29	98	98	100	150
MISCELLANEOUS REVENUE		1,346	990		1,000
TRANSFER FROM CAPITAL RESERVE	180,200	0	0	106,531	100,000
CANCEL PRIOR YEAR ENCUMBRANCES	26,834	20,741	0	20,000	0
INTERNAL SERVICES	23,000	23,000	28,350	28,350	33,000
<b>SUBTOTAL</b>	<b>535,733</b>	<b>299,350</b>	<b>356,004</b>	<b>482,781</b>	<b>453,150</b>
<b>TOTAL REVENUE</b>	<b>4,599,907</b>	<b>4,323,966</b>	<b>4,780,884</b>	<b>4,922,286</b>	<b>5,191,685</b>

## Pollution Control & Wastewater Treatment Fund

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

	<b><u>2015/2016</u></b>	<b><u>2016/2017</u></b>	<b><u>2017/2018</u></b>	<b><u>2018/2019</u></b>
	<b><u>ACTUAL</u></b>	<b><u>ACTUAL</u></b>	<b><u>ADOPTED</u></b>	<b><u>ADOPTED</u></b>
TOWN OF VERNON				
Principal	28,395	14,412	0	87,000
Interest	597	84	0	0
Subtotal	<u>28,992</u>	<u>14,496</u>	<u>0</u>	<u>87,000</u>
STATE GRANT FOR UV SYSTEM				
Principal	42,998	43,866	44,431	45,655
Interest	5,116	4,247	3,682	2,458
Subtotal	<u>48,114</u>	<u>48,113</u>	<u>48,113</u>	<u>48,113</u>
SUBMERSIBLE PUMP STATION UPGRADE				
Principal	76,265	77,804	79,375	80,977
Interest	18,039	16,499	14,929	13,327
Subtotal	<u>94,303</u>	<u>94,303</u>	<u>94,304</u>	<u>94,303</u>
PLEASANT VALLEY PUMP STATION LOAN				
Principal	20,050	20,454	20,867	21,288
Interest	4,171	3,766	3,353	2,933
Subtotal	<u>24,221</u>	<u>24,221</u>	<u>24,221</u>	<u>24,221</u>
DRY PIT PUMP STATION UPGRADES				
Principal	0	70,000	70,000	95,000
Interest	61,075	61,075	61,075	45,686
Subtotal	<u>61,075</u>	<u>131,075</u>	<u>131,075</u>	<u>140,686</u>
<b>TOTAL DEBT SERVICE</b>	<b><u>256,705</u></b>	<b><u>242,208</u></b>	<b><u>297,712</u></b>	<b><u>394,323</u></b>

## Pollution Control & Wastewater Treatment Fund

### **CAPITAL IMPROVEMENTS**

	<b><u>2015/2016</u></b>	<b><u>2016/2017</u></b>	<b><u>2017/2018</u></b>	<b><u>2018/2019</u></b>
	<b><u>ACTUAL</u></b>	<b><u>ACTUAL</u></b>	<b><u>ADOPTED</u></b>	<b><u>ADOPTED</u></b>
I/I REMOVAL	55,000	55,000	60,000	60,000
NEVERS ROAD SEWER EXTENSION	69,000	0		
TRUSS PIPE REHAB	231,000	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		
SULLIVAN AVE SIPHON REHAB		318,000		750,000
CHAPEL ROAD PHASE I REHAB			720,000	
OUTFALL STABILIZATION				60,000
BENEDICT DRIVE DESIGN				50,000
PUMP STATION ASSESSMENT STUDY				75,000
RAISE ELLINGTON ROAD MANHOLES				47,500
TOTAL CAPITAL IMPROVEMENTS	<u>681,000</u>	<u>735,000</u>	<u>1,048,625</u>	<u>1,042,500</u>

### **CONTRIBUTIONS TO RESERVE FUNDS**

OPERATING RESERVE	0			75,000
REPLACEMENT RESERVE	<u>0</u>			<u>50,000</u>
TOTAL CAPITAL & RESERVES	<u>681,000</u>	<u>735,000</u>	<u>1,048,625</u>	<u>1,167,500</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. The budget anticipates the advancement of a Technician III position to a Technician IV.

***Program Objectives and Goals FY 2019:***

- Clean and inspect 30 miles of sewer lines
- Replace Sullivan Avenue sewer siphon
- Implement Phase IV Area 1; Phase III Area 2; Phase II Area 3 and Phase III Area 4 of the Easement Vegetation Control Plan

***Program Accomplishments FY 2018:***

- Significant improvements in wastewater treatment to remove nitrogen will likely result in the Town selling rather than buying nitrogen credits
- Rehabilitated 3500' linear feet of 27"-30" sewer pipe in Chapel Road
- Implemented Phase III Area 1; Phase II Area 2; Phase I Area 3 of the Easement Vegetation Control Plan
- Replaced Benedict Drive forcemain termination manhole in Avery Street
- Reconditioned sludge tank coatings
- Upgraded SCADA programming at the treatment plant
- Implemented Commercial/Industrial outreach program

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
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	Mechanic	4	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	0	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 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Wastewater Treated (million gallons)	920	817	786	800	800
Average Daily Effluent Suspended Solids (mg/l)	4	6	4	5	5
Average Daily Effluent Biochemical Oxygen Demand (mg/l)	3	5	4	5	5
Average Daily Effluent Total Nitrogen (lbs.)	106	102	90	97	95
Maintenance per Million Gallons of Wastewater Treated (hrs.)	8.6	8.5	12.7	15	15
Number of Emergency Call-outs or Alarms	94	106	105	107	100
Miles of Sewer Line Cleaned	10	10	10	12	30



## SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

### OPERATING EXPENDITURES

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL TIME SALARIES	755,466	908,050	958,951	963,940	998,895
OVERTIME	93,102	92,574	104,121	51,969	107,319
LONGEVITY	1,300	875	700	0	0
TEMPORARY	0	0	0	0	0
EMPLOYEE BENEFITS	502,219	474,643	500,164	572,606	599,684
OFFICE SUPPLIES	1,231	676	1,289	1,600	1,600
OPERATING MATERIAL	70,893	69,837	89,493	84,000	91,450
MOTOR VEHICLE SUPPLIES	8,435	20,348	37,300	24,620	24,620
UNIFORMS & CLOTHING	15,842	6,579	6,528	15,750	15,750
FLEET & EQUIP REPAIR	129,056	91,302	63,965	65,000	83,000
ADVERTISING	1,646	923	723	0	0
PROFESSIONAL	177,075	204,854	145,673	155,999	160,252
RENTAL & LEASES	15,508	18,248	91,725	26,020	30,420
UTILITIES	415,613	419,393	453,740	491,450	501,950
MAINTENANCE CONTRACTS	463,735	473,985	474,400	464,855	497,255
REPAIR & MAINTAIN EQUIP.	14,752	20,288	71,121	19,000	29,700
FEES & MEMBERSHIPS	0	260	18	1,520	2,670
RECRUITMENT & TRAINING	14,687	10,187	13,886	25,300	23,480
OTHER PURCHASE SRVCS.	219,788	304,539	315,074	296,500	326,000
INTERNAL SERVICE CHRGS.	37,240	37,240	37,240	37,240	37,240
CAPITAL PROJECTS	150,231	71,767	10,287	43,000	65,000
DEPARTMENT EQUIPMENT	6,574	0	45,139	50,000	96,600
<b>TOTAL</b>	<b>3,094,392</b>	<b>3,226,566</b>	<b>3,421,537</b>	<b>3,390,369</b>	<b>3,692,885</b>

<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:***

Anticipating approval of a revised sewer benefit assessment policy and calculation.

***Program Objectives and Goals FY 2019:***

- Continue funding reserve funds to establish rate stabilization
- 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 Commercial/Industrial users to discuss common goals and ensure discharge compliance
- 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 2018:***

- Completed design of Miller Road sewer extension
- Completed Chapel Road pipe rehabilitation
- Completed Phase III Sanitary Sewer Evaluation of Inflow and financed by State Clean Water Fund Planning Grant
- Revised Rules and Regulation to align with State permitting
- Drafted for approval a revision of sewer benefit assessment policy

***Assigned Positions:***

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.25	1	0.25	Administrative Secretary	1	0.25

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Number of Meetings	14	12	12	14	12
Number of Public Hearings	1	3	2	3	1
Number of Applications Received	14	10	11	13	10
Number of New Residential Connections Approved	20	6	20	57	20
Number of New Commercial Connections Approved	5	5	5	1	5
Number of New or Revised Regulations	1	2	0	3	0

## 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.

	2014/2015 ACTUAL	2015/2016 ACTUAL	2016/2017 ACTUAL	2017/2018 ADOPTED	2018/2019 ADOPTED
OFFICE SUPPLIES	230	0	47	50	50
ADVERTISING	743	1,012	861	850	850
PROFESSIONAL	0	0	0	0	0
FEES & MEMBERSHIPS	0	0	0	0	0
OFFICE EQUIPMENT	149	150	0	0	0
CAPITAL OUTLAY	0	0	0	0	0
TOTAL	1,122	1,162	908	900	900

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

\*\* APPROVED BY THE WATER POLLUTION CONTROL AUTHORITY COMMISSION ON JUNE 5, 2018\*\*

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – OVERVIEW</b>	
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## **Special Revenue Recreation 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**

<b>DESCRIPTION</b>	<b>2014/2015 ACTUAL</b>	<b>2015/2016 ACTUAL</b>	<b>2016/2017 ACTUAL</b>	<b>2017/2018 ADOPTED</b>	<b>2018/2019 ADOPTED</b>
DAY CAMP	725,887	636,913	685,145	755,628	786,615
4TH R	1,380,855	951,942	979,570	983,100	1,045,065
VETERANS' MEMORIAL PARK	260,039	381,414	376,374	330,331	386,966
OUTDOOR RECREATION	59,332	62,391	60,404	90,008	130,698
INDOOR RECREATION	202,740	197,157	196,117	213,531	219,190
SOCIAL/CULTURAL	160,115	154,934	153,578	247,884	294,612
FACILITIES	53,777	48,130	38,540	52,049	66,635
INVESTMENT INT. EARNINGS	0	0	0	0	0
CANCEL PRIOR YEAR ENCUMBRANCES	8,172	11,360	35,766	0	0
APPROPRIATION - FUND BALANCE	0	0	0	29,910	29,910
CONTINGENCY	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>2,850,917</b>	<b>2,444,241</b>	<b>2,525,493</b>	<b>2,702,441</b>	<b>2,959,691</b>

**Special Revenue Recreation Fund – Comparison of Annual Expenditures**

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
<b>DESCRIPTION</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ADOPTED</b>
DAY CAMP	502,735	585,187	595,766	836,740	769,208
4TH R	678,731	703,162	717,686	1,070,748	1,006,181
VETERANS' MEMORIAL PARK	301,723	323,198	350,139	476,652	428,870
OUTDOOR RECREATION	55,067	63,289	61,170	101,726	113,541
INDOOR RECREATION	210,801	209,080	189,429	242,910	231,729
SOCIAL/CULTURAL	169,462	186,387	168,142	315,791	315,701
FACILITIES	27,247	30,287	22,344	56,293	34,391
TRANSFER TO GENERAL FUND	23,000	23,000	0	0	0
CONTINGENCY	0	0	0	30,000	30,000
CAPITAL PROJECTS	0	0	0	700,000	0
<b>TOTAL EXPENDITURES</b>	<b>1,968,766</b>	<b>2,123,590</b>	<b>2,104,678</b>	<b>3,830,860</b>	<b>2,929,621</b>

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

The Day Camp 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 dictated by the Town Council for FY 2017-2018 the overall Day Camp budget for 23018-19 was up \$16,218 from last year.** An anticipated increase of \$30,987 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, increase in cost to provide quality field trip experiences, adding more specialty camps, continuing to provide a registered nurse for our five core summer camps, and an increase in user fees to accommodate for quality staffing needs. At the new adjusted expense total of \$769,209 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, our RN services will continue to be readily available at 60 hours/week for our core five summer day camps due to accommodate the increasing needs of resident participants with special medical needs. To meet the growth in expenses minimal user fee increases were necessary ranging from as little as \$1 to \$45 depending on the size and depth of the camp.

***Program Objectives and Goals FY 2019:***

- 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.
- Continue to utilize online emergency medical forms for all day camp participants making it easier and more efficient for customers and staff. Starting this year, this same service will provide us with archiving services to meet ACA standards.
- 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: “E.Y.E.S”, “Cooking Camp”, “Cougar Cheerleading”, “Moana Camp”, “Futsal Camp” bringing our total specialty camp offerings to over 30.
- Continue to improve upon opportunities and ability to service participants with Special Needs.

***Program Accomplishments FY 2018:***

- Increased enrollment in our “Fab Five” camps to maximum capacity.
- Highest enrollment to date in Adventure Unit, Camp Discovery, Trailblazers and Junior Adventurers.
- Maintained our accreditation with the American Camp Association (ACA) of five camps: Little Explorers, Trailblazers, Camp Discovery, Junior Adventurers and Adventure Unit.
- Our five day camps became a part of CCA (Connecticut Camping Association).

**Program Accomplishments FY 2018 (cont'd):**

- Successfully grew Junior Adventurers by expanding the capacity by 20 participants per week. With a 20+ person waitlist before the season started, we were able to expand the staff of this camp and change the capacity from 40 to 60, accommodating the majority of our residents on the waitlist.
- Navigators Summer Camp for teens with special needs continued its popularity including inclusion time with Human Service's Rising Star program and an afternoon of swimming at VMP each session.
- 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:**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
5	5	5	5	Camp Director	5	5
4	4	4	4	Asst. Camp Director	5	5
50	50	55	55	Camp Counselor	57	57
9	4.5	10	5	Camp Counselor Part Time	10	5
3	3	3	3	First Aid Responder	2	2
11	11	11	11	Special Needs One-to-One	11	11
		2	1.5	Registered Nurse (2 at 30 hrs./week = 60 hours)	2	1.5
82	77.5	90	84.5	TOTAL Employees	92	86.5
60	30	60	30	Specialty Camp Contractors (.50)	60	30
		2	.32	Navigators	2	.32

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Adventure Unit Camper Registrations	297	351	387	325	350
Camp Discovery Campers Registrations	1384	1388	1527	1272	1400
Little Explorers Campers Registrations	334	233	270	217	250
Trailblazer Campers Registrations	190	386	495	431	450
Junior Adventurers registrations	0	313	355	419	365
Specialty Camp Registrations	505	484	462	499	500
Navigators			28	30	32



# DAY CAMP

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES	0	0	0	83,750	
OVERTIME	36,712	46,107	40,710	44,705	51,472
TEMPORARY	215,875	238,135	243,711	341,782	356,502
EMPLOYEE BENEFITS	17,386	24,767	21,864	29,566	31,210
OFFICE SUPPLIES	0	59	299	800	800
OPERATING MATERIAL	21,933	22,095	21,407	17,950	17,750
UNIFORMS & CLOTHING	4,239	11,356	5,324	9,805	9,755
DAILY OPERATING ACTIVITY	0	0	0	900	900
SOFTWARE FEES	28,147	31,501	31,709	37,781	23,598
ADVERTISING	19,459	19,533	20,377	30,225	23,598
PROFESSIONAL	101,697	177,269	118,680	152,577	164,127
RENTAL & LEASES	52,123	8,936	72,474	66,300	68,500
UTILITIES	0	0	1,019	1,560	1,560
REPAIR/MAINT EQUIPMENT	0	0	0	0	297
FEES & MEMBERSHIPS	2,274	2,358	12,000	12,539	12,639
RECRUITMENT & TRAINING	2,631	3,072	5,146	6,500	6,500
DEPARTMENT EQUIPMENT	259	0	1,047	0	
OTHER	0	0	0	0	0
<b>TOTAL</b>	<b>502,735</b>	<b>585,187</b>	<b>595,766</b>	<b>836,740</b>	<b>769,208</b>

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

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

***Budget Change Commentary:***

**Prior to the 35% contribution and adjustment of \$107,171.81 towards the mandated \$310,367 reimbursement for administrative salaries as dictated by the Town Council for FY 2017-2018, the proposed expenses are \$42,605 (or 4.5%) higher than last year’s projection.** This is primarily due to the increase in staffing expenses that resulted from a shift in staffing dynamics; presently there are two directors at each 4<sup>th</sup> “R” site in replacement of a director and assistant director. There are also an additional two program leaders at each site that are necessary to provide proper staffing for the growing program. In addition, the 4<sup>th</sup> “R” wages were increased this year to maintain competitive rates and attract high quality staff. The bulk of this increase appears in the 113 Part Time category, as well as in the associated FICA & social security taxes in the 130 line item. Additional increases in building lease fees as determined by the Board of Education account for the remainder of the budgetary increases. An anticipated increase in revenue of \$61,965 will offset the increase in expenses, ensuring that 4<sup>th</sup> “R” will be a self-sustaining program. User fees will increase by \$5.00/month for the AM sessions, \$8.00/month for the PM sessions, and \$13.00/month 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. Additionally, \$30,000 will be appropriated from the department’s fund balance to cover the fees for an on-site nurse should the program require one. This will ensure that 4<sup>th</sup> “R” is a fully inclusive program for all participants.

**At the new adjusted expense total of \$1,070,747.81 an appropriation from fund balance will be necessary to be self-sustaining.**

***Program Objectives and Goals FY 2019:***

- The single most impactful driver of this budget is evidenced in personnel which was greatly affected due to the increase in staff cost to maintain appropriate levels of care for the ever-expanding program.
- 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.
- Provide the 4<sup>th</sup> “R” program in the Old Orchard Hill Elementary School for the Philip R. Smith students while the new Philip R. Smith School is being built.
- Continue to collaborate with the BOE in regards to the development of the new elementary schools in future years, including working with the BOE to secure additional and dedication 4<sup>th</sup> “R” space within the new buildings.

**Program Objectives and Goals FY 2019 (cont'd):**

- Collaborate with High School Clubs & Organizations to provide mentors to the kids in the program to provide better community feeling.
- 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 2018:**

- Successfully completed the eleventh year of this ground-breaking municipal service as a collaborative initiative with the Board of Education.
- Completed a successful transition from five elementary school into four in keeping with the BOE's re-design of the elementary schools; accommodated all participants from the Wapping School 4<sup>th</sup> "R" into the 4<sup>th</sup> "R" at their new elementary schools.
- Brought in outside professional resources to provide the 4<sup>th</sup> "R" students exceptional experiences through the CT Children's Museum, Riverside Reptiles, art programs and other extracurricular activities.
- 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" a nine-year-old resident of South Windsor for Christmas through the Human Services "Adopt-a-Family" program. Together the staff we able to provide needed and wished-for items for her Christmas presents.
  - Collected 447 pairs of socks and donated them to the South Park Inn, a shelter for the homeless in Hartford, CT.
  - Made fleece "tie blankets" as a group initiative to donate through "Project Linus," which gives blankets to children who are sick and staying in hospitals for extended periods of time.
- Had an average enrollment of 300 students per month. Though this number is lower than in previous years, the program is now housed in four elementary schools instead of five, resulting in less available spots for participants. In spite of this, participant enrollment is still 150% higher in the current operating year than in year one.
- 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, paint nights, game nights, pizza parties, and an end-of-the-year pool party at the department's Veteran's Memorial Park pool facility.

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	.75	1	.75	4 <sup>th</sup> R Program Coordinator (.75)	1	.75
5	3.45	4	2.76	4 <sup>th</sup> R Site Director (.69)	8	5.52
5	3.45	4	2.76	4 <sup>th</sup> R Asst. Site Director (.69)	0	0
27	18.63	36	24.84	4 <sup>th</sup> R Program Leader (.69)	30	20.7
1	.75	1	.75	4 <sup>th</sup> R Inclusion Coordinator (.75)	0	0
5	2.5	4	2.00	4 <sup>th</sup> R Special Needs One-to-One (.50)	1	.50
44	29.53	50	33.86	TOTAL	40	27.47

Performance Data	Actual 2014-15	Actual 2015-16	Actual 2016-17	Estimated 2017-2018	Anticipated 2018-2019
Average monthly 4 <sup>th</sup> R enrollments	260	280	300	329	300

**4TH R**

	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ADOPTED</b>
FULL-TIME SALARIES	0	0	0	107,172	
OVERTIME WAGES	4,314	12,698	15,761	-	8,000
PART TIME WAGES	-	-	-	-	-
TEMPORARY	418,225	416,977	445,672	647,437	711,498
EMPLOYEE BENEFITS	32,902	33,233	35,646	49,529	55,042
OFFICE SUPPLIES	2,499	-	2,984	3,000	3,000
OPERATING MATERIAL	66,292	89,999	61,893	89,960	87,900
UNIFORMS	4,948	4,718	6,003	6,400	6,600
SOFTWARE FEES	45,795	51,446	51,588	58,986	31,352
ADVERTISING	41,978	31,908	36,232	39,324	31,352
PROFESSIONAL	1,589	11,826	8,538	3,300	3,575
RENTAL & LEASES	49,324	41,785	42,053	50,032	51,650
UTILITIES	5,316	6,051	5,636	5,760	5,760
REPAIR/MAINT EQUIP	-	-	-	1,600	1,600
FEES & MEMBERSHIPS	70	50	1,550	1,940	1,942
RECRUITMENT & TRAINING	3,520	2,470	2,130	4,308	4,910
DEPARTMENT EQUIPMENT	1,959	-	2,000	2,000	2,000
OTHER	-	-		-	
<b>TOTAL</b>	<b>678,731</b>	<b>703,162</b>	<b>717,686</b>	<b>1,070,748</b>	<b>1,006,181</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 the Veterans Memorial Park 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 be flat (\$428,944 last year compared to \$428,870 proposed). Although we anticipate generating \$56,635 more in revenue than last year's projections (\$386,966 versus \$330,31), we still estimate a substantive shortfall of \$43,224 requiring a probable appropriation from fund balance 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/Social Security taxes (130) and the addition of part time customer service staff. The other substantial increases occurred in the (442) account as \$5,000 was once again included to replace the second of two aging diving boards and (320) for Water Quality Maintenance increased dramatically from \$23,000 to \$33,800. Revenues were calculated conservatively based upon last year actual and the respected and well received changes made two years ago 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 had no choice but to begin annual incremental increases in user fees.

***Program Objectives and Goals FY 2019:***

- Continue to enhance the experience for the user with added value from Quality Service, Special events etc...
- Replace the second of two Diving Boards
- Enhance revenue with the addition of a birthday party package hosted from the new Rotary Pavilion.
- 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
- Add a smart phone with hotspot to increase communication efficiencies for facility supervisors.

***Program Accomplishments FY 2018:***

- 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:**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
2	3	2	2	Pool Director	3	2
2	2	2	2	Head Lifeguard	2	2
20	27	20	18	Lifeguard	27	20
12	12	12	12	Water Safety Instructor	12	12
3	3	3	3	Swim Team Coach	3	3
1	1	1	0.5	Head Maintainer (.50)	1	1
3	4	3	3	Maintainer	4	3
0	0	0.5	0.5	Water Quality Staff	0	0.5
3	3	3	3	Gate Attendant	3	3
1.5	1.5	1.5	1.5	Concession Attendant	1.5	1.5
2.0	2.0	1.0	1.0	Weekend Supervisor/Intern	2.0	1.0
48.5	58.5	49.0	45.0	TOTAL	58.5	49.0

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimate 2017-2018	Anticipated 2018-2019
Household Pass - Resident	0	0	0	0	0
Household Pass – Non-Resident	0	0	0	0	0
Individual Pass - Resident	1074	1915	1500	1100	775
Individual Pass – Non-Resident	842	925	964	565	475
Daily Admissions (includes group sales)	\$79,497	\$68,200	\$74,400	\$78,000	\$116,500
Swim Lessons – group registrations	645	720	664	700	800
Swim Lesson – private registrations	166	185	236	200	140
Swim Team enrollment	175	140	145	115	117
Concession Revenues	\$18,694	\$20,000	\$24,000	\$25,000	\$30,000
Gross Revenues for Facility	\$267,349	\$323,533	\$305,734	\$329,331	\$386,966
Special Events	4	4	8	8	8

# VETERANS' MEMORIAL PARK

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES				47,708	
OVERTIME WAGES	8,065	5,667	4,873	9,000	9,000
PART TIME WAGES	0	0	0	0	0
TEMPORARY	193,655	214,726	207,665	270,826	263,326
EMPLOYEE BENEFITS	15,013	18,779	16,417	20,707	20,833
OFFICE SUPPLIES	1,167	213	1,679	3,885	3,885
OPERATING MATERIAL	22,154	23,892	21,093	27,308	29,933
UNIFORMS & CLOTHING	3,177	2,617	3,690	5,685	5,685
DAILY OPERATING ACTIVITY	186	70	186	200	200
SOFTWARE FEES	20,060	22,419	22,599	16,467	11,609
ADVERTISING	14,132	12,059	13,039	13,173	11,609
PROFESSIONAL	11,096	17,311	56,934	35,968	46,768
RENTAL & LEASES	1,644	0	0	0	0
PRINTING	0	0	0	0	0
UTILITIES	414	454	419	600	600
MAINTENANCE CONTRACTS	0	0	0	5,000	5,000
REPAIRS EQUIPMENT	390	0	0	0	297
FEES & MEMBERSHIPS	2,022	2,813	294	2,025	2,025
RECRUITMENT & TRAINING	1,716	2,178	601	4,950	4,950
OTHER PURCHASE SERVICE	650	0	650	650	650
DEPARTMENT EQUIPMENT	6,182	0	0	12,500	12,500
OTHER	0	0	0	0	0
<b>TOTAL</b>	<b>301,723</b>	<b>323,199</b>	<b>350,139</b>	<b>476,652</b>	<b>428,870</b>

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

The Outdoor 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 dictated BY Council resolution for FY 2017-2018** overall expenses were increased by \$21,997, due to a substantial increase in the 114 line item due to the need for additional part time staff members and 320 trip expenses previously not accounted for in this segment of the budget. Simultaneously we anticipate an associated increase in revenue. Both of these increases are attributable to a growth in the size and scope of the middle school ski & snowboard program and the addition of the SWHS ski and snowboarding program.

***Program Objectives and Goals FY 2019:***

- Increase number of teams participating in Adult Softball league.
- 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 2018:***

- Increased enrollment across the board in all Tennis classes.
- Successfully maintained the TEMS Ski Program with 81 participants.
- Continued excellent participation in 2016 Tennis Tournament with 29 registrants.
- Unexpectedly absorbed the SWHS ski/snowboarding program based on the success of our operation of the same at TEMS.



**Assigned Positions:**

2016-2017		2017-2018		2016-2017	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
2	1.5	2	1.5	Tennis Lesson Instructor (Contractor - .75)	2	1.5
2	1.0	2	1.0	Hi-Performance (formerly Clinic) Instructor (Contract - .50)	2	1.0
10	0.8	10	0.8	TLC Ropes Course Facilitator (Contractor - .08)	10	0.8
8	0.9	8	0.9	Softball Umpire (Contractor - .11)	8	0.9
1	.2	1	.2	Skiing	3	.6
23	2.9	23	2.9	TOTAL	23	3.3

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Adult Softball Registered Teams (# of players)	14 (166)	15 (180)	15 (195)	15	18
Tennis Lesson Registration - Adult	51	46	46	38	40
Tennis Lesson Registration - Youth	196	195	195	239	230
Hi-Performance Registration (formerly Tennis Clinic)	48	56	56	70	70
Tennis Tournament Participants	32	29	29	29	29
TLC Ropes Course Groups	4	6	6	5	8
TEMS Skiing/snowboarding	89	76	76	81	90
SWHS Skiing/snowboarding	DNA	DNA	DNA	27	40

## OUTDOOR RECREATION

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES				10,182	
TEMPORARY	0	0	0	5,641	7,281
EMPLOYEE BENEFITS	0	0	0	432	557
OFFICE SUPPLIES	0	0	0	0	0
OPERATING MATERIAL	4,371	3,321	3,726	2,825	3,495
UNIFORMS & CLOTHING	345	871	681	190	190
SOFTWARE FEES	3,265	3,631	3,681	4,500	3,921
ADVERTISING	1,765	1,818	1,738	3,600	3,921
PROFESSIONAL	38,582	51,092	45,819	66,426	84,996
RENTAL & LEASES	5,145	0	4,080	4,080	4,080
UTILITIES	0	0	0	360	360
REPAIR/MAINT FACILITIES	1,124	860	910	1,450	2,700
REPAIR EQUIPMENT	0	0	0	0	0
FEES & MEMBERSHIPS	470	687	535	540	540
RECRUITMENT & TRAINING	0	1,010	0	1,500	1,500
OTHER	0	0	0	0	0
<b>TOTAL</b>	<b>55,067</b>	<b>63,289</b>	<b>61,170</b>	<b>101,726</b>	<b>113,541</b>

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

The Indoor 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 dictated by the Town Council for FY 2017-2018, the overall Indoor budget is up \$13,131 from fiscal year 2017-2018 with a slight decrease in revenue of \$1,472 from last year's projection due to dwindling actual numbers in youth basketball participation. At the new adjusted expense total of \$231,728 an appropriation from fund balance will be necessary to be self-sustaining.

***Program Objectives and Goals FY 2019:***

- To advocate and affect a change in the youth sports culture through the development of programs that are sensitive to other sports programs and schedules in town, and that are in the best interest of the child athlete/participant.
- Look into development of new programs for teens and adults, and alternative activities for school vacation weeks throughout the year.
- Look to continue growth of all adult sports leagues
- Increase adult participation through various tournaments and new programs (focusing on fitness and wellness).
- Grow girl's basketball divisions to provide more age appropriate divisions.
- Re-evaluate the youth travel basketball program for efficiencies, resources expended, appropriateness and alignment with our mission statement and core values.

***Program Accomplishments FY 2018:***

- Successfully cultivated coaching expectations and culture by a mandated in house training with local Wins for Life organization, which provided hands on drill training and philosophy guidance.
- Hosted first annual coaches game to create camaraderie and community amongst our volunteer coaches as well as a show of appreciation from us.
- We were able to run an intermediate (7<sup>th</sup> and 8<sup>th</sup> grade) girls division this season after many years of having to distribute the division into the older and younger groups due to the decline in female youth basketball registrations at this level. We partnered with local towns to add variety to competition with only three home teams.
- Continued to work in conjunction with SWHS to offer Challenger Basketball for Special Needs athletes.
- Brought in a new photography vendor to offer team and individual photos to all in house youth basketball and More Mighty Mite teams.
- The continued successful participation levels in the Adult Volleyball Leagues have reached capacity as gym space is essentially maxed out. New teams continue to ask to join the league each season as we offer one of the best run and competitive leagues in the Hartford area.
- Numerous new teams joined adult basketball this season. With continued growth as well, we are at gym space capacity.
- Maximized use of town owned facilities for adult and youth sports leagues.

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
4	1.0	1	1	Week night/Weekend staff (.25)	4	1
74	7.4	7.4	7.4	Contractors (.10)	78	7.8
120	9.6	9.6	9.6	Volunteer Youth Basketball Coach – In-House (3 hours/week - .08)	120	9.6
12	3.0	3.0	3.0	Volunteer Youth Basketball Coach – Travel (10 hours/week - .25)	12	3.0

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Mighty Mite Hoop enrollment	229	200	217	250	250
Divisional League Play Youth Basketball enrollment	722	725	632	560	550
Instructional & Fitness Program registrations	1,206	1,153	1,068	1,200	1,200
Men's Basketball League – team enrollment	12	15	15	18	19
Women's basketball League - team enrollment	8	6	5	6	5
Men's Volleyball League - team enrollment	18	18	22	20	20
Women's Volleyball League - team enrollment	22	22	21	20	22

## INDOOR RECREATION

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES				24,313	
TEMPORARY	3,979	6,500	5,786	16,528	16,054
EMPLOYEE BENEFITS	304	497	435	1,264	1,228
OFFICE SUPPLIES	210	0	0	0	0
OPERATING MATERIAL	14,089	11,918	9,228	9,260	9,670
UNIFORMS & CLOTHING	16,138	11,665	11,042	17,364	17,444
SOFTWARE FEES	13,015	14,561	14,662	10,677	6,576
ADVERTISING	8,935	7,932	8,695	8,541	6,576
PROFESSIONAL	146,284	147,333	131,990	143,123	160,536
RENTAL & LEASES	3,475	3,000	2,620	5,000	3,500
PRINTING	0	0	0	0	0
UTILITIES	0	0	0	360	360
REPAIR EQUIPMENT	0	425	0	0	2,000
FEES & MEMBERSHIPS	1,885	1,315	1,650	1,360	2,160
RECRUITMENT & TRAINING	2,487	3,935	3,321	4,220	4,428
DEPARTMENT EQUIPMENT	0	0	0	900	900
OTHER	0	0	0	0	297
<b>TOTAL</b>	<b>210,801</b>	<b>209,080</b>	<b>189,429</b>	<b>242,910</b>	<b>231,729</b>

<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 the Social/Cultural 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:***

**Prior to the 10% contribution and adjustment of \$31,607.69 towards the mandated \$310,367 reimbursement for administrative salaries dictated by the Town Council resolution for FY 2017-2018 the Social/Culture Budget anticipates an increase in expenses of \$31,518 from the 2017-2018 fiscal year.** The difference between revenue and expenses is a loss of \$21,089 for the 2018-2019 fiscal year. This shortage is primarily due to the incredible growth of our free special events, as the expenses are out-pacing incoming sponsorship dollars. To ensure quality events for our community, appropriate staffing, supplies, and other enhancements are a valuable and necessary expense, and account for the bulk of the additional expenses in this budget. At the anticipated expense total of \$315,701 an appropriation from the department's fund balance will be necessary to be self-sustaining.

***Program Objectives and Goals FY 2019:***

- Continue collaboration with outside groups to provide a variety of events and programs to families.
- Continue to offer diverse selection of new kids' 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 kids' dance, art and other varieties of afterschool club programs.
- 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 to offset the cost of our free special events for families

***Program Accomplishments FY 2018:***

- 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 fourth 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 28,000 plastic eggs are distributed!
- Successful showing of four outdoor movies at Wapping School Courtyard.
- Continued celebrating July is Parks and Rec Month with Playground Parties, VMP special events, Veterans' appreciation day, Parks Brigade, Moonlight Walks, free workouts at local fitness facilities, open gyms.

***Program Accomplishments FY 2018 (cont'd):***

- Successfully ran our second Trails for Charities Day at Nevers Park accommodating 5 different charitable causes raising over \$21,000 combined.
- The Summer Concert series continued to increase in popularity, and attendees enjoyed celebrating the 30<sup>th</sup> anniversary of concerts in SWPRD with weekly opening acts.
- Ten year anniversary celebrations of the Boundless Playground and Dog Park brought families out to enjoy entertainment and new features to both parks.
- Successfully implemented a new special event, "Grinchmas," where over 200 children and families celebrated all things "Grinchy."
- Successfully conducted the resurrected holiday decorating competition where five \$100 prizes were given out to the best decorated houses. Lindsey Limousine provided transportation for the judges free of cost!
- Over 180 Princes and Princesses attended the Father/Daughter Dance with a free dance lesson provided by Arthur Murray Dance Studio of Vernon.
- Successfully implemented a new "Kids Night Out" Program where parents dropped off their children for a four hour night full of fun activities allowing parents time to themselves.
- The Preschool Program completed a smooth transition to the new Wapping Parks and Recreation Facility prior to the start of the 2017/2018 school year.
- For the first time, the Preschool Program offered a 3-hour class option each day; all of which filled to capacity each session. The program also expanded from four 7-week sessions to four 8-week sessions.

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.10	2	0.20	Art Instructor (.10)	2	.20
1	0.03	14	0.03	Dance Instructor (.03)		
1	0.04	1	0.04	Drama Instructor (.04)		
6	3.60	6	3.60	Preschool Instructor (.60)	6	3.60
3	0.39	3	0.39	Preschool Aide (.13)	4	.52
3	0.15	2	0.10	T.E. After School Instructor (.05)	5	.25
		2	0.72	Fall Fest set up staff (.38)		
		4	1.00	Fall Fest staff (.25)		
		4	0.40	Trail Runs staff (.1)		
		3	0.15	Star Wars event staff(.05)	3	.15
		2	0.50	July is Park/Rec month staff (.25)	2	.5
		6	0.60	Skate with Santa staff (.1)	6	.6
		5	0.60	Cartoon Character Staff (.1)		
				Grinchmas Staff (.05)	10	.50
				Kids Night Out Staff (.11)	4	.44
		3	0.45	Movies staff (.15)	4	.45
		2	0.46	Concert Crew (.23)	2	.46
4	0.80	10	1.5	Concert Crew (0.15)	10	1.5
				Trails for Charities (.21)	4	.21
				Seasonal Special Events prep (.96)	2	.96
				Seasonal Special Events (.26)	4	.26
				Pooch Plunge (.053)	3	.159
				Egg Hunt (.106)	1	.106
				Father Daughter Dance (.16)	4	.16
				Letters to Santa (.53)	2	.53
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	131	19.43

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Art Class Registrations	70	70	32	43	50
Cartoon Character event	0	350	185	185	0
Community Band Participants	60	60	60	70	70
Community Chorus Participants	51	51	51	51	51
Dance Registrations	36	36	36	36	DNA
Drama Registrations	55	55	55	DNA	DNA
Fall Fest	100	250	1,500	2,000	0
Egg Hunt Participants	3,200	3,200	3,200	3,500	3500
Fishing Derby Participants	100	100	100	120	150
Grinchmas Participants				200	210
Holiday Decorating Contest				14	20
Kids Night Out Participants				24	30
Outdoor Movie Nights	0	350	300	320	400
Letters to Santa				46	182
Mon. Night Social Club participants (average weekly attendance)	30	30	30	30	30
Preschool Class Registrations	1,250	1,100	1,200	1,000	1,000
Summer Concert Attendance	8,500	10,000	10,000	10,500	10,500
Skate with Santa Participants	250	250	175	125	175
TE After School Club Participants	219	120	140	154	160
Trail Runs		142	142	105	0
Afterschool Clubs	0	10			



## SOCIAL/CULTURAL

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES				31,608	
TEMPORARY	60,941	62,466	61,652	123,737	130,390
EMPLOYEE BENEFITS	4,661	4,792	4,680	9,466	9,975
OFFICE SUPPLIES	90	0	0	200	200
OPERATING MATERIAL	13,489	20,774	12,754	17,660	20,790
UNIFORMS & CLOTHING	648	316	490	490	1,490
SOFTWARE FEES	11,652	13,038	13,127	12,394	8,838
ADVERTISING	8,101	8,659	10,726	12,465	11,108
PROFESSIONAL	66,175	75,090	62,165	101,878	124,041
RENTAL & LEASES	959	330	1,165	1,500	3,234
UTILITIES	0	0	0	360	360
REPAIR/MAINT FACILITIES	0	0	0	500	500
FEES & MEMBERSHIPS	2,094	714	1,238	2,688	2,880
RECRUITMENT & TRAINING	393	207	146	245	295
OTHER PURCHASE SERVICE	0	0	0	600	1,600
DEPARTMENT EQUIPMENT	259	0	0	0	0
OTHER	0	0	0	0	0
<b>TOTAL</b>	<b>169,462</b>	<b>186,387</b>	<b>168,142</b>	<b>315,791</b>	<b>315,701</b>

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

The purpose of the Facilities 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 dictated by Council resolution for FY 2017-2018** this account is actually down \$16,268 due to elimination of facility reservations at the Community Center to the public effective January 1, 2018 in support of our move to Wapping School..

***Program Objectives and Goals FY 2019:***

- 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.
- Complete the transition of Community Center to Human Services for Fiscal Year 2017-2018 and the transition of Parks & Recreation to Wapping. We hope to transfer and expand the room reservation function for the public to our new home at Wapping School.

***Program Accomplishments FY 2018:***

- 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 with the addition of permanent painted boundary lines for three pickle ball courts, eliminating the need to constantly apply floor tape.
- Continued contracted services to keep the Concession/restroom building at Rye Street Park clean in season.
- Completed construction of Rotary Pavilion II at Veterans Memorial Park thanks to the generosity of the SW Rotarians!
- Completed the in-house move to Wapping and began building renovations to =create our new home.

**Assigned Positions:**

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
5	1	5	1	Weeknight/Weekend Facility Customer Service Staff (.20)	5	1
5	0.5	5	0.5	Facility Rental Monitor (.10)	5	0.5
10	1.5	10	1.5	TOTAL	10	1.5

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Estimated 2017-2018	Anticipated 2018-2019
Rotary Pavilion I Reservations (program & Non-program uses)	143	143	145	150	150
Community Center Reservations (non-programmatic)	265	250	250	150	150
Indoor Batting Cages (non-program use)	9	14	15	10	15
Rotary Pavilion II Reservations @ VMP( program & Non program uses)					25

## FACILITIES

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES	0	0	0	5,634	0
PART TIME WAGES	3,256	5,318	4,651	23,311	4,399
EMPLOYEE BENEFITS	249	407	356	1,783	336
OPERATING MATERIAL	1,438	1,372	505	926	1,500
SOFTWARE FEES	2,194	2,459	2,467	2,602	1,999
ADVERTISING	1,749	1,671	1,464	2,082	1,999
PROFESSIONAL	2,086	4,731	42	1,260	720
RENTAL & LEASES	0	0	0	0	0
UTILITIES	0	0	0	1,100	1,100
MAINTENANCE CONTRACTS	6,391	8,295	7,552	8,795	8,950
REPAIR/MAINT FACILITIES	9,443	1,365	4,418	7,500	8,700
REPAIR/MAINT EQUIP	71	4,221	0	300	1,688
RECRUITMENT & TRAINING	370	448	890	1,000	1,000
DEPARTMENT EQUIPMENT	0	0	0	0	2,000
OTHER	0	0	0	0	0
<b>TOTAL</b>	<b>27,247</b>	<b>30,287</b>	<b>22,344</b>	<b>56,293</b>	<b>34,391</b>

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

The Transfer to the General Fund 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**

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
INTERNAL SERVICE CHARGES	23,000	23,000	0	0	0
<b>TOTAL</b>	23,000	23,000	0	0	0

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

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

***Budget Change Commentary:***

This program has a zero percent budget increase.

## CONTINGENCY

	2014/2015 ACTUAL	2015/2016 ACTUAL	2016/2017 ACTUAL	2017/2018 ADOPTED	2018/2019 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 Improvements.

***Budget Change Commentary:***

This program has a zero percent budget increase.

## CAPITAL PROJECTS

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
CAPITAL PROJECTS	0	0	0	700,000	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700,000</b>	<b>0</b>

## APPENDIX

### Major Employers

	Employer	Nature of Business	Number of Employees
1	The Town of South Windsor	Government and Education	794
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

	Town of South Windsor		Hartford County		State of Connecticut	
	Number	Percent	Number	Percent	Number	Percent
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
Total	13,607	100.0	439,719	100.0	1,781,417	100.0

## 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	17,981	100.0	618,464	100.0	2,462,855	100.0
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
Total	7,014	100.0	227,097	100.0	895,640	100.0

## 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
Total	8,339	100.0	224,000	100.0	906,227	100.0
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>17/18</b>							
General Gov Oper	\$33,631,876	\$32,478,909	\$1,152,967	\$1,415,487	4.39%	\$262,520	0.81%
Board of Education	\$72,752,917	\$71,207,917	\$1,545,000	\$1,000,847	1.39%	(\$544,153)	-0.76%
Debt Service	\$6,814,166	\$6,814,166	\$0	\$619,200	10.00%	\$619,200	10.00%
Capital Leases	\$1,164,339	\$1,164,339	\$0	\$28,799	2.54%	\$28,799	2.54%
Capital Projects	\$1,497,154	\$1,497,154	\$0	\$232,941	18.43%	\$232,941	18.43%
Total Budget	\$115,860,452	\$113,162,485	\$2,697,967	\$3,297,274	2.93%	\$599,307	0.53%
<b>Tax Increase</b>	<b>2.18%</b>						

<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>						

### Average 5-year Increase/(Decrease)

General Government	\$870,719	2.93%
Board of Education	\$1,137,591	1.69%
Debt Service	\$527,081	10.50%
Capital Leases	\$161,067	32.39%
Capital Projects	\$241,910	99.71%

**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 2017 Actual	FY2018 Estimated	FY2019 Adopted	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted
<b>FINANCIAL SOURCES</b>									
Property Taxes	\$ 95,396,729	\$ 99,582,698	\$103,797,456	\$ -	\$ -	\$ -	\$ 95,396,729	\$ 99,582,698	\$103,797,456
Intergovernmental	14,514,296	12,219,690	11,368,268	-	-	-	14,514,296	12,219,690	11,368,268
Local Revenues	1,833,177	2,616,068	1,677,500	7,242,163	7,219,457	8,131,376	9,075,340	9,835,525	9,808,876
Misc. Revenues	345,483	430,068	300,000	45,031	20,436	20,000	390,514	450,504	320,000
Transfers In/Use of Fund Balance	-	-	1,122,240	-	-	-	-	-	1,122,240
<b>TOTAL FINANCIAL SOURCES</b>	<b>112,089,685</b>	<b>114,848,524</b>	<b>118,265,464</b>	<b>7,287,194</b>	<b>7,239,893</b>	<b>8,151,376</b>	<b>119,376,879</b>	<b>122,088,417</b>	<b>126,416,840</b>
<b>FINANCIAL USES</b>									
General	3,594,575	3,802,032	4,019,283	-	-	-	3,594,575	3,802,032	4,019,283
Government	6,074,567	8,952,499	9,378,820	-	-	-	6,074,567	8,952,499	9,378,820
Public Safety	7,665,747	7,994,298	8,687,300	3,422,446	3,756,713	3,693,785	11,088,193	11,751,011	12,381,085
Public Works	2,920,400	2,770,070	3,255,043	2,091,672	2,953,797	2,929,621	5,012,072	5,723,867	6,184,664
Culture & Leisure	966,590	1,074,434	1,113,357	-	-	-	966,590	1,074,434	1,113,357
Health & Human Services	9,391,644	7,311,049	7,774,953	-	-	-	9,391,644	7,311,049	7,774,953
Unclassified	7,271,341	8,021,615	8,253,859	312,207	393,405	394,324	7,583,548	8,415,020	8,648,183
Debt Service	1,264,213	1,497,154	1,754,482	735,000	1,048,625	1,167,500	1,999,213	2,545,779	2,921,982
Capital	71,752,070	71,200,000	74,028,368	-	-	-	71,752,070	71,200,000	74,028,368
<b>TOTAL FINANCIAL USES</b>	<b>110,901,147</b>	<b>112,623,151</b>	<b>118,265,464</b>	<b>6,561,325</b>	<b>8,152,540</b>	<b>8,185,230</b>	<b>117,462,472</b>	<b>120,775,691</b>	<b>126,450,694</b>
Other Financing Sources									
Premium-bond issuance	739,043	350,238	-	-	-	-	739,043	350,238	-
Transfers in	52,455	53,455	-	23,000	23,000	-	75,455	76,455	-
Transfers out	(1,830,326)	(1,497,154)	-	(718,240)	(735,000)	-	(2,548,566)	(2,232,154)	-
<b>TOTAL Other financing sources (uses)</b>	<b>(1,038,828)</b>	<b>(1,093,461)</b>	<b>-</b>	<b>(695,240)</b>	<b>(712,000)</b>	<b>-</b>	<b>(1,734,068)</b>	<b>(1,805,461)</b>	<b>-</b>
Net Change in Fund Balance	959,926	2,629,065	-	725,869	(912,647)	(33,854)	1,685,795	1,716,418	(33,854)
Fund Balance - Beginning of Year	10,131,880	11,091,806	13,720,871	1,790,238	2,516,107	1,603,460	11,922,118	13,607,913	15,324,331
Fund Balance - End of Year	<u>\$ 11,091,806</u>	<u>\$ 13,720,871</u>	<u>\$13,720,871</u>	<u>\$ 2,516,107</u>	<u>\$1,603,460<sup>2</sup></u>	<u>\$1,569,606</u>	<u>\$ 13,607,913</u>	<u>\$ 15,324,331</u>	<u>\$ 15,290,477</u>

<sup>1</sup> Non-Major Funds consist of Sewer and Recreation Fund

<sup>2</sup> Town Council approved the use of \$1,010,567 from Recreation Fund Balance for the move and renovation to Wapping School.

**Comparative Budget Impact  
Actual, Adopted and Projected  
Fiscal Year 2017 through Fiscal Year 2022**

	<u>Actual 2016-2017</u>	<u>Adopted 2017-2018</u>	<u>Adopted 2018-2019</u>	<u>Projected 2019-2020</u>	<u>Projected 2020-2021</u>	<u>Projected 2021-2022</u>
<b>REVENUES</b>						
Taxes-Current	\$ 93,215,251	\$ 96,284,070	\$101,742,456	\$105,822,101	\$108,852,653	\$111,958,969
Taxes-Prior Years	2,181,478	1,955,000	2,055,000	1,900,000	1,900,000	1,900,000
Education Grants	12,231,269	7,810,404	9,876,634	9,000,000	9,000,000	9,000,000
State Grants	2,283,027	1,979,771	1,491,634	1,400,000	1,400,000	1,400,000
Local Revenues	1,833,177	1,571,000	1,677,500	1,600,000	1,600,000	1,600,000
Transfers/Misc.	<u>345,483</u>	<u>3,562,240</u>	<u>1,422,240</u>	<u>1,500,000</u>	<u>1,500,000</u>	<u>1,500,000</u>
Total Revenue	\$112,089,685	\$113,162,485	\$118,265,464	\$121,222,101	\$124,252,653	\$127,358,969
<b>EXPENDITURES</b>						
Town	\$30,613,523	\$32,478,909	\$ 34,228,755	\$ 35,255,617	\$ 36,313,285	\$ 37,402,684
Debt	7,271,341	7,978,505	8,253,859	8,550,065	8,721,066	8,895,487
Capital	1,264,213	1,497,154	1,754,482	1,789,572	1,825,363	1,861,870
Education	<u>71,752,070</u>	<u>71,207,917</u>	<u>74,028,368</u>	<u>75,626,847</u>	<u>77,392,939</u>	<u>79,198,928</u>
Total Expenditures	\$110,901,147	\$113,162,485	\$118,265,464	\$121,222,101	\$124,252,653	\$127,358,969
Grand List (stated in thousands)	2,546,423	2,602,708	2,748,845	2,817,566	2,888,005	2,960,205
Mill Rate	PP/RE 37.34	PP/RE 38.08	PP/RE 37.67	PP/RE 38.17	PP/RE 38.30	PP/RE 38.43
	MV	MV	MV	MV	MV	MV
	32.00	37.00	37.67	38.17	38.30	38.43

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

Assumptions:

- \* 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 identifying the transactions of the government by the nature of the goods or services purchased.

**Other Post Employment Benefits (OPEB):** Other post employment benefits provided by an employer to plan participants, beneficiaries and covered dependents through a plan or arrangement separate from a retirement plan. OPEB may include health care benefits, life insurance, and other assistance programs.

**Other Financing Use:** A decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditure trends. The use of the other financial uses category is limited to items so classified by GAAP.

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

**Program:** Group activities, operations or organizational units directed to attaining specific purposes or objectives.

**Revenue:** All amounts of money received by a government entity, net of refunds and other correcting transactions, other than from the issuance of debt or the liquidation of investments.

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

**State Treasurer's Investment Fund (STIF):** The State Treasurer's Investment Fund is a pool of high quality, short-term money market instruments analyzed by the Cash Management Division of the State Treasurer's Office.

**Superintendent of Schools:** The Superintendent of Schools is appointed by the Board of Education and is responsible to the Board of Education for administering the South Windsor Public School System.

**Surplus:** This term refers to the Unappropriated General Fund Balance. These funds are usually excess revenues received above those budgeted and unexpended funds from the Town and School budgets. The rating agencies of Standard and Poor's and Moody's Investors Service regard about 10% fund balance as adequate to meet the unforeseen needs of the community.

**Town Council:** The Town Council is the elected legislative body of the Town of South Windsor. The Council is composed of nine members elected at large, on a partisan basis, every two years. The Town Council hires a Town Manager to administer the affairs of the Town.

**Town Manager:** The Town Manager is appointed by the Town Council and is the Chief Administrative Officer of the town. The Town Manager has such powers and duties as the Town Charter, State Statutes, and Town Council may prescribe for the Chief Executive Officer of a municipality.

**Unassigned Fund Balance:** Available expendable financial resources in a governmental fund that are not the object of tentative management plans (i.e., commitments).

## **LISTING OF ACRONYMS**

ADA – Americans with Disabilities Act  
BOE – Board of Education  
CAFR – Comprehensive Annual Financial Report  
CCM – Connecticut Conference of Municipalities  
CT DOT – Connecticut Department of Transportation  
CGS – Connecticut General Statutes  
CRRA – Connecticut Resources Recovery Authority (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

