

Town of South Windsor

CONNECTICUT



Adopted May 6, 2019

FY 2020

Operating and Capital

BUDGET



BUDGET AWARD

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 July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, 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 we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**Town of South Windsor
Connecticut**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrell

Executive Director

COVER

Photos top to bottom:

Main Street/Connecticut River by Sergeant Michael Dobler, SWPD

Major Donnelly Park by Drew Guild, Information Technology

Main Street by Drew Guild, Information Technology

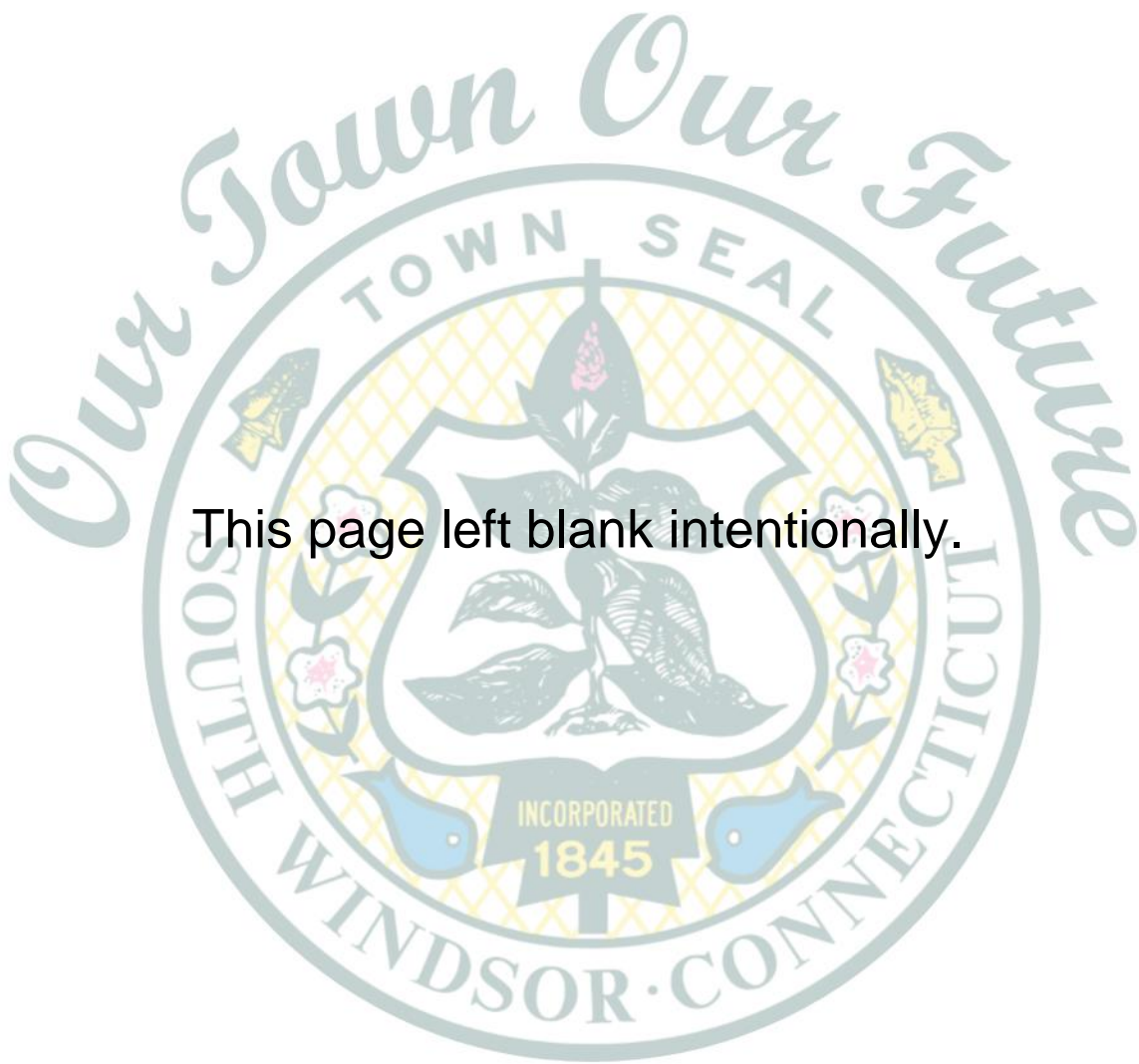
Main Street Farm by Sergeant Michael Dobler, SWPD

VIEWING ONLINE

Click headings on the Table of Contents and Reader's Guide for quick links to section or page.

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INTRODUCTION

Reader's Guide

We hope that we have developed a budget document that is easy for all to use, but comprehensive enough for the experienced reader. Following is a brief description of the major sections of the budget. Links are provided which will bring you to the beginning of each section.

Introduction	Provides a profile and brief history of the Town including information regarding population, economy, and climate. In addition, this section describes the operating structure, lists key municipal officials and facilities along with an organizational chart.
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Budget Summary	This section describes the budget process, fund structure and basis of accounting used in the budget document. A detailed assessment of major revenues and expenditures is presented.
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Department Summaries	This section provides the “nuts and bolts” of the budget. Information for each department budget is shown along with goals, accomplishments and performance measures.
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Debt Service	Here you will find an overview of debt and lease financing. Detailed schedules provide payment and debt limitation information.
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Capital Improvements	This section provides a detailed description of each capital project approved including grant reimbursements and impacts of the projects on future operating budgets.
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Special Revenue	The Town operates two special funds that operate with their own appropriated budget funded by user fees. This section provides summary information followed by cost of specific activity or function. There are also statement of purpose, goals and accomplishments.
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Appendix	This section contains supplemental information that may be of interest to readers including the Town's workforce, financial policies, budget projections and a glossary of terms.
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2020

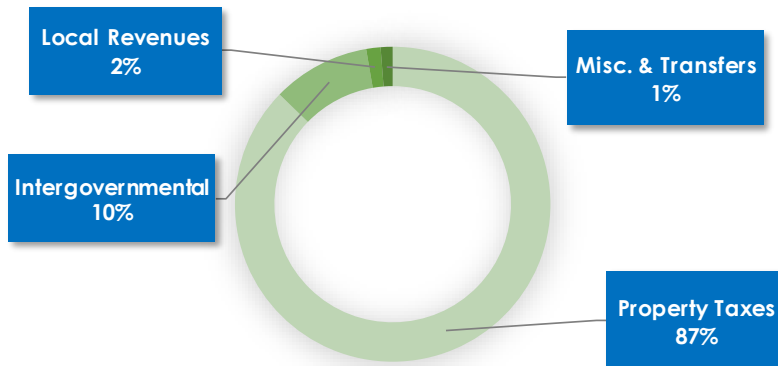
GOALS & PRIORITIES

- Properly fund Capital Projects
- Grow the Grand List
- Continue Economic Development
- Protect Open Space
- Fund long-term obligations
- Maintain current service levels

TOWN OF SOUTH WINDSOR, CT BUDGET IN BRIEF

On May 6, 2019 the Town Council approved a \$122,626,358 General Fund Budget for FY 2019—2020. This reflects a 3.69% increase in expenditures with a mill rate of 38.50% or a 1.95% increase.

REVENUE SOURCES



Property Taxes	\$ 107.0
Current, Prior Year, Interest and Lien Fees	
Intergovernmental	\$ 12.3
Education Cost Sharing and State of CT Grants	
Local Revenues	\$ 1.8
User Fees (ie Building, Health & Recording)	
Misc. & Transfers	\$ 1.5
Interest Income and Use of Fund Balance	
Total Revenues	\$ 122.6

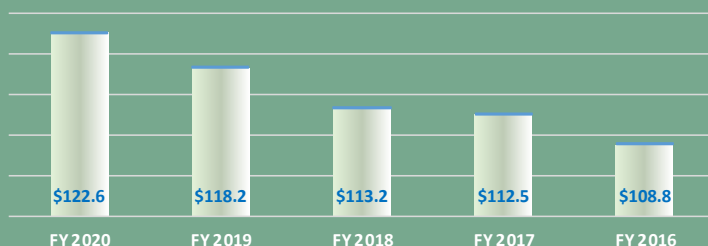
MAJOR CAPITAL PROJECTS

Recreation Master Plan Projects	\$ 235,000
Skate Park, Phase II	
Cross Town Trail	
Walk & Wheel Way Subdivision Connector	
Upgrade Emergency Communication Infrastructure	\$ 220,000
Security enhancements to Police Headquarters	\$ 55,000
Town Hall Elevator design/Engineering	\$ 50,000
Boiler Replacements & Natural Gas Conversions	\$ 966,000
Public Building Door/Security Upgrades	\$ 75,000
GIS Data Updates	\$ 100,000
Expand Fiber Communication Network	\$ 110,000

EXPENDITURE SOURCES

General Government	\$ 4.2
Public Safety	\$ 9.6
Public Works	\$ 8.8
Culture/Leisure	\$ 3.3
Human Services	\$ 1.2
Unclassified	\$ 8.6
Debt	\$ 8.9
Capital	\$ 2.6
Education	\$ 75.4
Total Expenditures	\$ 122.6

ADOPTED EXPENDITURE HISTORY



For additional information, please visit www.southwindsor.org or contact the Finance Department at 860-644-2511.

INTRODUCTION

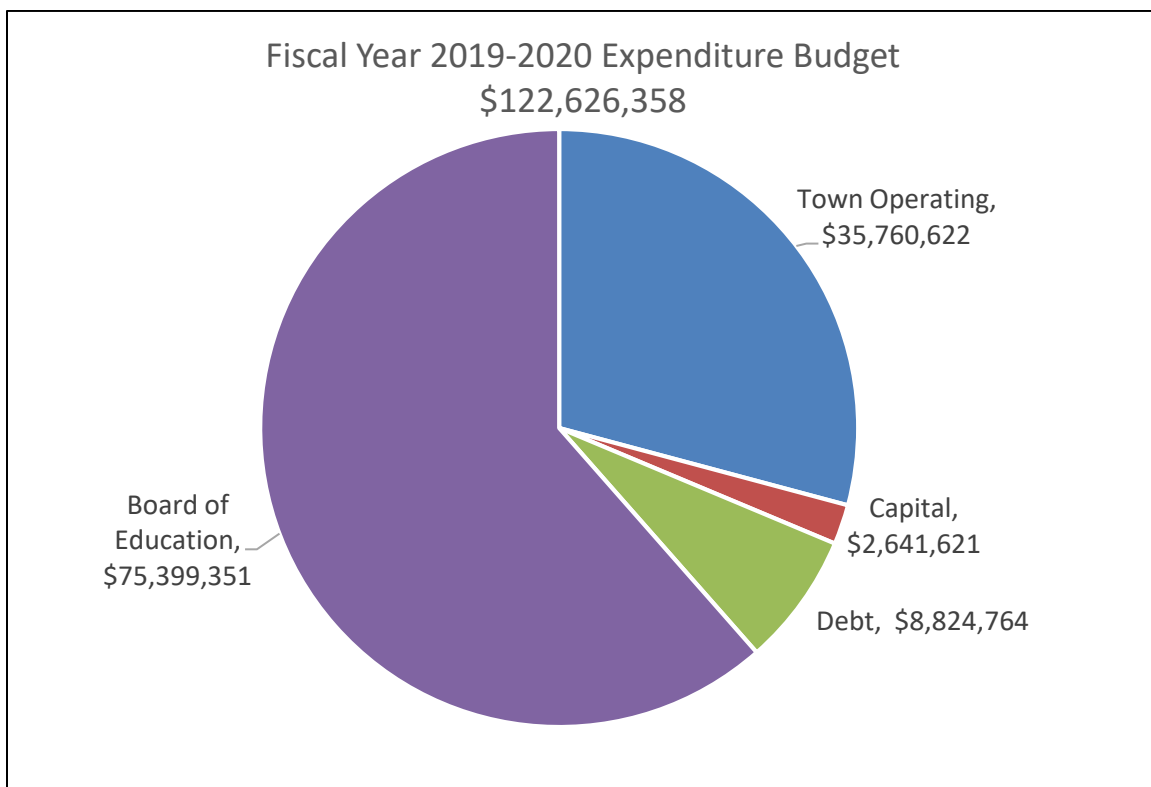
Budget Message

June 2019

Dear South Windsor Residents:

As Mayor of South Windsor, I am pleased to present the adopted operating budget for the Fiscal Year 2019-2020, approved by a unanimous vote of the Town Council at its May 6, 2019 meeting. This budget and the documentation provided represents hours of meetings, conversations, and presentations. It reflects the funding requests of Town Departments, the Board of Education, Capital Projects, and the required Town Debt Service.

The total approved Town of South Windsor budget for Fiscal Year 2019-2020 is \$122,626,358. The amounts by major category are shown below.

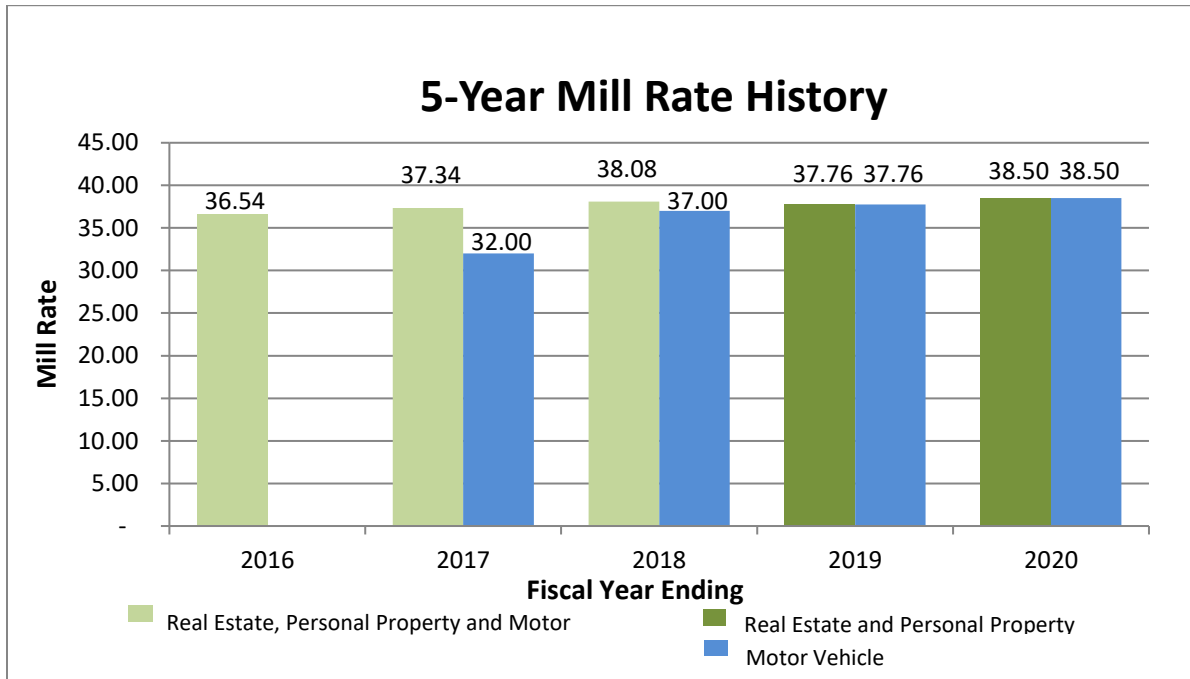


I want to share with you the following steps that were taken in formulating this budget: the initial budget request (both Town Government and Board of Education) was \$123,679,778. Working with the Town Manager, Assistant Town Managers, the Director of Finance and the Superintendent of Schools, this total was eventually reduced to \$122,626,358. This meant a total reduction of \$1,053,420 for the Fiscal Year 2019-2020. We arrived at a budget that would not cut programs or services, but did make some difficult financial adjustments in order to cut costs for taxpayers.

In addition, I want to commend the spirit of bi-partisanship that was evident in the work of the Town Council members, and the Board of Education, under the leadership of Chairperson Craig Zimmerman.

INTRODUCTION

The hard work that went into this budget resulted in a Mill Rate increase of .74 mills, and a tax increase of 1.95% for Fiscal Year 2020. Below is the five year history:



Future Challenges

With a positive outlook toward the future of the Town foremost in our minds, we are carefully planning in order to continue on the path of an active and growing community. Our goal is to support taxpayers as we move forward, and the key to our Town planning will be adopting a “smart growth” approach to economic development.

We will be examining new projects in the coming years that will include the following.

Financial

- The expansion of our Fiber Network
- Economic development using a “smart growth” approach
- Complete construction of two new elementary schools, and support the referendum (March 2020), for construction of a new Pleasant Valley School
- Continue our work on infrastructure projects (roads, bridges, drainage), as part of the \$15M referendum approved in 2018
- Continue our work on the preservation of farmland, open space, and parks, as part of the \$2M referendum approved in 2018

New Projects

- Examine energy alternative solutions to reduce energy costs (the Board of Education is in the process of writing contracts for solar panels on all new elementary schools)
- Explore new ways to share services with area towns in order to reduce spending costs
- Explore a glass-only recycling program to reduce the waste stream, and reduce costs
- Support new agriculture opportunities and examine the possible introduction of Hemp farming in South Windsor (approved by the State Legislature), to include both the growing and manufacturing potential for economic development

INTRODUCTION

In any budget negotiations there are always discussions, debates and compromise by all parties in order to make things work. I appreciate the hard work of everyone involved in the process and would like to thank our Town Manager, Matthew Galligan, our Superintendent of Schools, Dr. Kate Carter, the Town Council, the Board of Education, Town Staff, and the Administrative Staff of the Board of Education, for their patience, openness, and commitment to our Town.

I also want to congratulate and say thank you to our Town Manager, Matthew Galligan. This was his last budget presented to the Town as he enters his retirement. His 23 years of stewardship to the Town of South Windsor has been exemplary. His service to the Town of South Windsor has been truly outstanding.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Andrew Paterna". The signature is fluid and cursive, with the first name "Andrew" and last name "Paterna" clearly distinguishable.

Dr. Andrew A. Paterna
Mayor

INTRODUCTION

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.

Key Objectives

Taxes & Finance

- Maintain a stable financial environment
- Properly fund capital projects budget

FY 19 Accomplishments

- Completed a successful Bond Sale on 2/5/2019
- Achieved a collection rate of 99.06%
- Received GFOA Comprehensive Achievement Financial Report
- Reduced banking fees effective 7/1/19 through Banking/Treasury RFP
- Began three-year business personal property audit
- FYE 6/30/18 Fund Balance increased by \$2.9M

FY 20 Goals and Beyond

- Complete successful Tax Sale on delinquent properties
- Continue to improve and streamline collections to achieve collection rate of 99% or better
- Continue Bonding for referendums of Phase II Elementary Schools and Road Projects
- Complete annual compilation of Town's Grand List

Education

- Understand BOE Strategic Plan

FY 19 Accomplishments

- Support the Board of Education with their initiatives associated with the 2015-2018 Strategic Plan and 10-Year Elementary Facilities Master Plan

FY 20 Goals and Beyond

- Comply with federal and state education mandates
-

INTRODUCTION

Economic Development

- Grow Grand List and Business Development
- Maintain Infrastructure needs and priorities

FY 19 Accomplishments

- Secured 200,000SF Warehouse on Ellington Road for Coca-Cola and offered Tax Assessment Agreement to Educational PlayCare to build a 16,000SF Center on Ellington Road
- Secured HarborChase of South Windsor a 111,976SF assisted living community
- Offered a Tax Assessment Agreement to Costco Wholesale Corp. for warehouse club to be built on 16-acre property in Evergreen Walk
- Expansion of fiber optic network
- Received CIO Digital Edge Award for implementation of technology in the Emergency Operations Center
- Redesigned public access station format
- Completed reconstruction of Avery Street from Orchard Hill Drive to Manchester Town Line
- Completed construction of sidewalks along Buckland Road
- Repaired or replaced 2,890 feet of sidewalks throughout Town

FY 20 Goals and Beyond

- Hire Buxton Group to assist with development in the Sullivan Avenue corridor
- Hire dedicated Economic Development Consultant
- Implement technologies to improve Town's digital infrastructure
- Increase the number of residents using Town's social media sites
- Complete drainage improvements on Edwin Road, Ridge Road, and Deming Street
- Continue design/improvements to street projects approved in 2018 Referendum of \$18M

Public Safety/Traffic

- Create 3-5 year plan for Police, Fire, Health, and Emergency Management

FY 19 Accomplishments

- Recognized as one of the country's 100 safest communities by Safewise.com
- Celebrated 50 years of service as an organized police department
- Support Patrol Functions with updates to equipment storage bay
- Completed 3-year successor agreement to Police Union Contract
- Continued commitment to community organizations

FY 20 Goals and Beyond

- Establish a Quality of Life Unit to address noise, traffic, and crime prevention
- Complete enhancement of radio communication system

INTRODUCTION

Parks & Recreation and Human Services

- Follow the Recreation Master Plan
- Expand recreation facilities and programs

FY 19 Accomplishments

Parks & Recreation

- Added 900 feet of new trails
- Parks & Recreation – Continued Bicycle Education Program in conjunction with SW Walk & Wheel Ways

Human Services

- Implemented routine Cosmetology and Tattoo inspection program
- Developed Daycare licensing program
- Completed enhancements at Community Center including a fitness center for 55 and over

FY 20 Goals and Beyond

Parks & Recreation

- Continue efforts to implement Master Plan for Parks & Recreation
- Improve neighborhood connector paths
- Renovate tennis and basketball courts at Rye Street Park

Human Services

- Implement online Health permitting and payments
- Continue outreach to educate low income residents about available services

Environmental Protection & Rural Character

- Preserve historic character
- Protect our environment

FY 19 Accomplishments

Environmental Protection

- Received Sustainable CT Award – Bronze Level
- Assist SW Invasive Plant Committee with control measures

Rural Character

- Purchased Collins Sledding Hill (now Porter's Hill) adding 19 acres of Open Space
- Purchased farmland development rights on Shepard Properties on Main Street
- Open Space Referendum approved November 2018 for \$2M
- Open Space Task Force currently updating Open Space Master Plan
- Received a second grant for Priest Property to develop architectural plans and specifications for the Farmhouse

FY 20 Goals and Beyond

Environmental Protection

- Continue to work on Plan of Conservation and Development
- Continue updating Town's Inland Wetlands Regulations
- Develop a street tree and landscaping policy
- Update mosquito control program

Rural Character

- Update Open Space mapping/documents
- Develop plan for ongoing maintenance of open space properties

INTRODUCTION

Town Overview

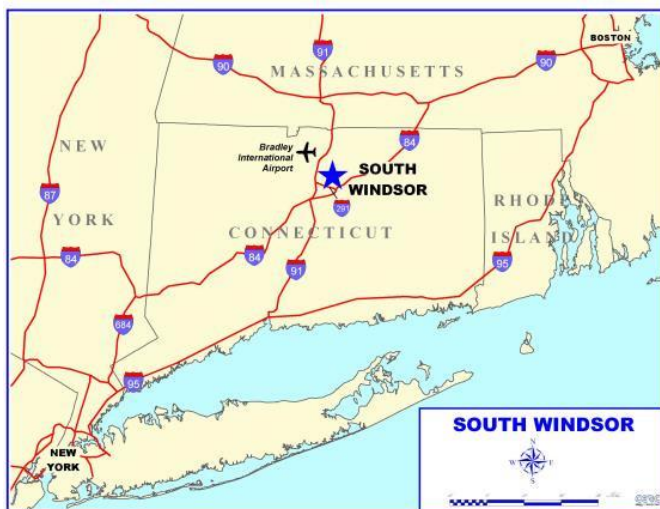
History

The Town of South Windsor (the “Town”) was founded by English settlers 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.

We are a town rich in cultural, agricultural and philosophical history. John Bissell's Ferry, the first across the Connecticut River, was in continuous operation from 1641 – 1917. The Reverend Timothy Edwards was pastor of the first church in the parish from 1694 – 1756. John Fitch Boulevard in South Windsor (also known as Route 5) was named in honor of John Fitch, actual inventor of America's first steamboat. And South Windsor is also home to the nation's oldest continually operating post office.

Community

Located just northeast of Hartford, South Windsor 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.



South Windsor is a growing community and has seen many major projects in recent years. Recently completed projects include the Shops at Evergreen Walk, a modern lifestyle center, with over 232,000 square feet. This complex project was through the regulatory process and built in just over a year's time. The developer had a tight window to work with and the Town Staff provided customized assistance to ensure this project. This was a highly complex development project and required special handling that the Town was happy to provide.

Population

The U.S. Census Bureau list South Windsor's total population in 2012 at 25,749 following several decades of strong, yet controlled, growth. Over 50% of the Town's population falls in the prime adult employment age of 25 – 64. Some 19.2% of Town residents are engaged in manufacturing, and 4.7% are in the financial, real estate and insurance industries. The town's unemployment rate is approximately 4.1%.

Median Income

The 2018 median family income in South Windsor was calculated at \$100,122. The state of CT was \$71,755. The county was \$68,027. The Per Capita Income was \$37,108 for South Windsor, \$36,412 for CT and \$32,939 for Country.

INTRODUCTION

Residential Housing

South Windsor consists of a blend of single family units, planned developments and condominiums, and multifamily units. According to the Connecticut Economic Resource Center the 2018 median sale price of a single-family home in South Windsor is \$280,000 compared to a statewide median sale price of \$269,000. A continuing growth in market values complements the Town's image as a steady, solid community.



Education

The Town's public school system provides a balanced curriculum for approximately 4,200 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.

School	Enrollment 10/01/18
Philip R. Smith Elementary School	393
Pleasant Valley Elementary School	534
Orchard Hill Elementary	615
Eli Terry Elementary School	442
Timothy Edwards Middle School	981
South Windsor High School	1,278
Total	4,239

Government

South Windsor is governed by a council/manager form of government. The Town Manager is appointed by the Town Council and the leader of the Council is designated as the Mayor, with a Deputy Mayor also chosen from amongst the Council.

The Town Council holds its elections every two years, on odd-numbered years. Each party nominates only up to six candidates for the nine Town Council positions (which are all at-large), and each voter may only vote for up to six candidates from the pool of all candidates nominated by all parties. The top nine vote-getters win seats on the Town Council; as a result the Council always has a 5-4 or 6-3 majority (assuming only two parties are participating), ensuring representation of the minority party.

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.

INTRODUCTION

South Windsor Community Profile

Demographics

Incorporated	1845
Population	25,806
Land Area	28 (sq. miles)
County	Hartford
Median Age	44
Households	9,739
Med HH Income	\$100,122

Labor Force

Residents Employed	13,405
Unemployment Rate	4.1%
Self-Employed Rate	6.4%
Employers	987

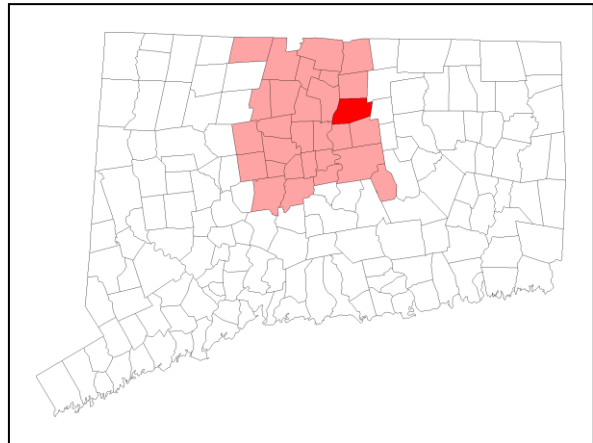
Housing

Total Units	10,378
% Single Family	71.6%
Median Price	\$280,000
Owner Occupied	85.8%

Government

Form	Council/Manager
Registered Voters	16,045
Revaluation	October 2017
Bond Ratings	Aa2/AA+
Eq. Net Grand List (2016)	\$3,624,125,847
FY 20 Mill Rate	38.50

Sources: Town Departments/2018 CERC Profile



Distribution of House Sales (2013)

	<i>Town</i>	<i>State</i>
Less than \$100,000	15	3,417
\$100,000-\$199,000	67	7,522
\$200,000-\$299,000	98	6,031
\$300,000-\$399,000	55	3,380
\$400,000-\$499,000	45	5,960

Rental (2012-2016)

	<i>Town</i>	<i>State</i>
Median Rent	\$1,152	\$1,094
Cost-burdened Renters	53.9%	52.5%

Avg. High/Low Temps	Jan. 37°/19°	July 83°/63°
Avg. Annual Sunny Days		190
Avg. Annual Rain		45 inches
Avg. Annual Snowfall		38 inches



INTRODUCTION

10/1/18 Grand List

As signed by the Assessor on January 30, 2019 reflects:

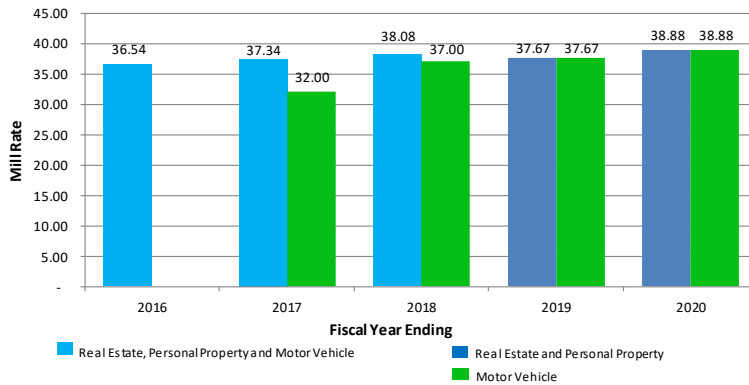
	Gross	Exemptions	Net
Real Estate	2,488,914,361	241,695,753	2,247,218,608
Personal Property	394,178,512	97,515,496	296,663,016
Motor Vehicles	234,363,918	9,162,603	225,201,315
Total	3,117,456,791	348,373,852	2,769,082,939



South Windsor Principal Taxpayers - 2018 Grand List

Name	Total Assessment	% of Total List
EverSource (CL&P)	100,370,450	3.62%
Shoppes at Evergreen Walk	31,928,600	1.15%
Aldi, Inc.	30,865,440	1.11%
Dell Equipment Funding, LP	22,933,810	0.83%
DCX Technology FKA CSC	16,084,590	0.58%
South Windsor Developers	13,368,850	0.48%
Town Center of South Windsor, LLC	13,023,700	0.47%
Yankee Gas Services Co.	12,992,070	0.47%
WIM Cor Portfolio	12,798,400	0.46%
432 Buckland Court	11,586,100	0.42%
	265,952,010	9.60%

5-Year Mill Rate History



Major Employers

	Employer	Nature of Business	Number of Employees	Percentage of Total Town Employment
1	The Town of South Windsor	Municipality	820	5.81%
2	DST Output	Services	650	4.60%
3	Ticket Network	Services	441	3.12%
4	The May Company	Distributor	389	2.75%
5	Doosan Fuel Cell America	Manufacturer	320	2.27%
6	Target Corp	Retailing	250	1.77%
7	Super Stop & Shop	Retailing	221	1.56%
8	Performance Food Group	Distributor	183	1.30%
9	Lowe's Home Improvement	Retailing	170	1.20%
10	Electro Methods	Manufacturing	155	1.10%



INTRODUCTION

List of Officials and Staff

Town Council

Andrew Paterna, Mayor

Elizabeth Pendleton, Deputy Mayor

Audrey Delnicki

Mary Justine Hockenberry

Cesar Lopez

Karen Lydecker

Lisa Maneeley

Matthew Riley

Janice Snyder

Board of Education

Craig Zimmerman, Chairman

Jessica Waterhouse, Vice Chairman

David S. Joy, Secretary

Arthur Adduci

Beth Esstman

Erica Evans

Michael Gonzalez

Michael Paré

Richard Stahr

Administration

Dr. Kate Carter, Superintendent of Schools

Sheryl L. Mortensen, Assistant Superintendent

Colin J. McNamara, Assistant Superintendent

Chris M. Chemerka, Director of Finance and Operations

Town Departments

Matthew B. Galligan, Town Manager

Andrea Cofrancesco, Director of Human Services

Scott Custer, Chief of Police

Christopher Dougan, Chief Building Official

Mary Etter, Library Director

Raymond Favreau, Director of Parks and Recreation

Michael Gantick, Director of Public Works

Jennifer Hilinski-Shirley, Collector of Revenue

Mary Huda, Assessor

Michele Lipe, Director of Planning

Heather Oatis, Environmental Health Officer

Patricia Perry, Director of Finance

Vanessa Perry, Assistant Town Manager/Human Resources Director

Scott Roberts, Assistant Town Manager/CIO

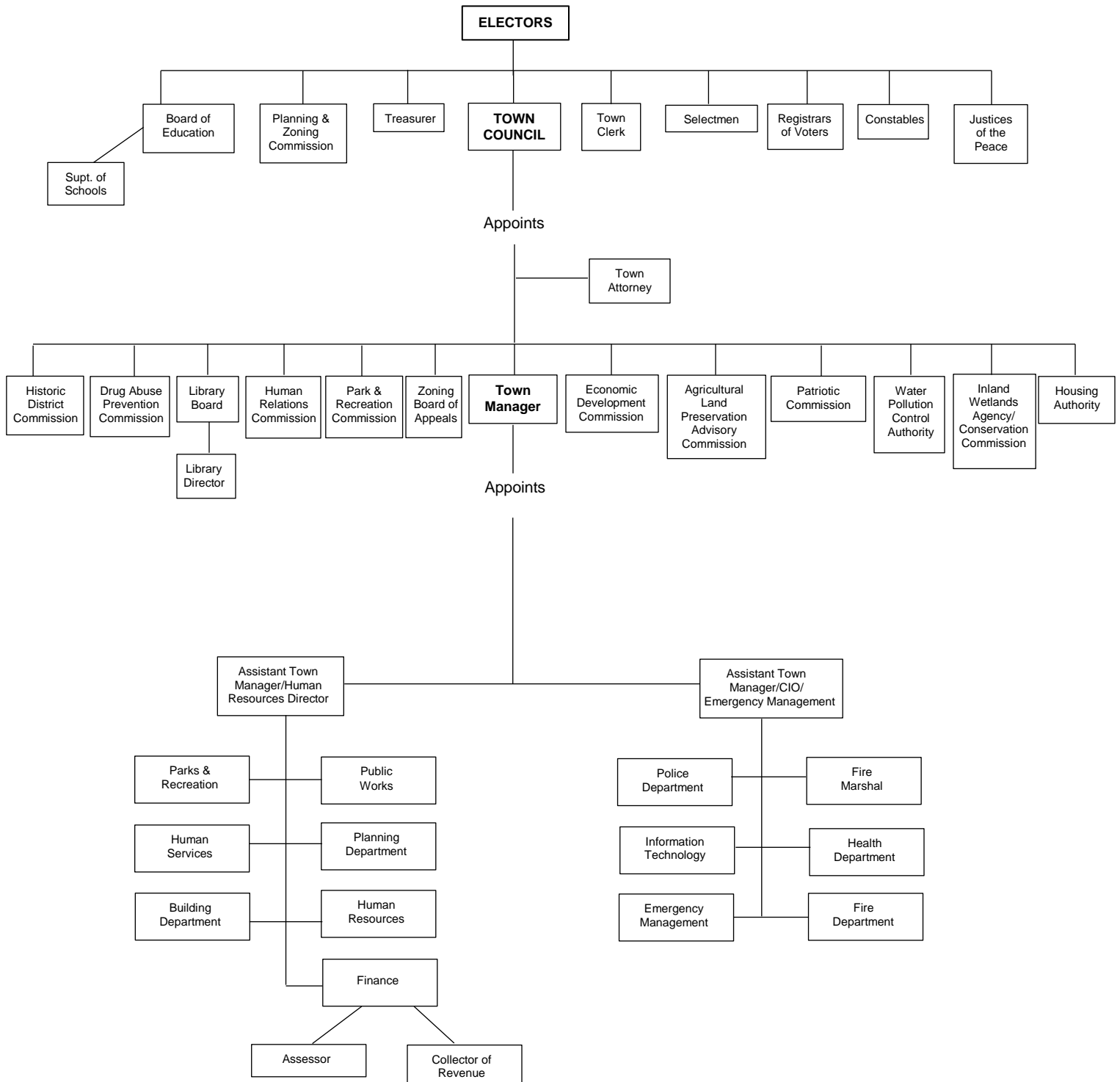
Walter Summers, Fire Marshal

Lori Trahan, Town Clerk

Listing as of May 6, 2019

INTRODUCTION

Organizational Chart



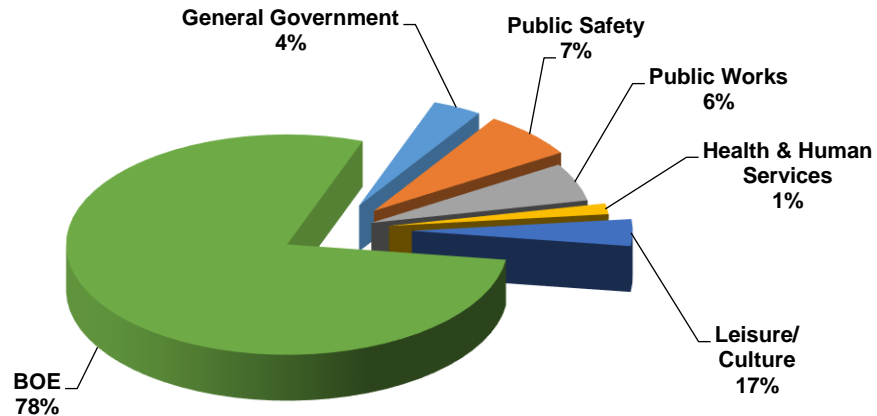
INTRODUCTION

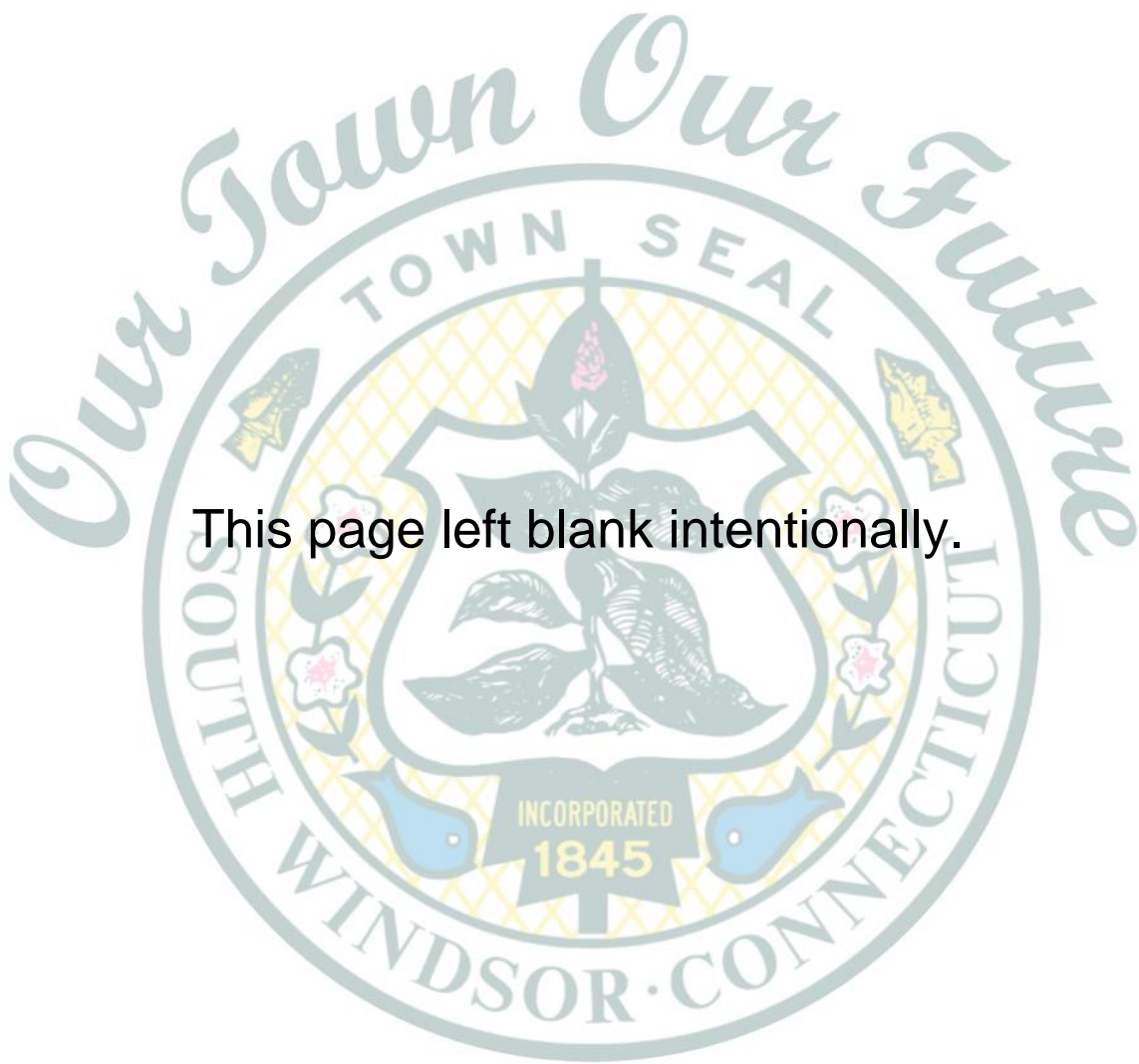
Summary of Full-Time Positions

		FY 2018 APPROVED	FY 2019 APPROVED	FY 2020 APPROVED	Change
GENERAL GOVERNMENT	Town Manager	3	1	1	0
	Human Resources	0	3	3	0
	Central Services	1	1	1	0
	Clerk of the Council	1	1	1	0
	Town Clerk	3	3	3	0
	Information Technology	5	5	5	0
	Planning	3	3	3	0
	Building Department	3	3	3	0
	Assessor's Office	4	4	4	0
	Tax Office	3	3	3	0
	Finance Office	5	5	5	0
PUBLIC SAFETY	Police - Administration	3	4	4	0
	Police - Operations	39	38	41	3
	Police - Technical Services	13	13	13	0
	Police - Community Service	2	2	2	0
	Fire Marshal	1	1	2	1
PUBLIC WORKS	Public Works - Admin	1	1	1	0
	Engineering	6	6	6	0
	Highway	20	20	20	0
	Motor Repair	4	4	4	0
	Building Maintenance	4	5	5	0
	Pollution Control	12	12	12	0
	Pollution Control - Admin	2	2	2	0
HEALTH & HUMAN SERVICES	Health Department	1	1	1	0
	Social Services	1	1	2	1
	Youth & Family Services	4	5	5	0
	Senior Services	6	6	6	0
LEISURE & CULTURE	Library	12	12	12	0
	Recreation - Administration	8	8	8	0
	Parks & Recreation	14	14	15	1
EDUCATION		657	668	698	30
TOTAL FULL-TIME		841	855	891	36

A total of 36 positions will be added during fiscal year 2020. Budget approves three additional sworn offices starting 1/1/20, promote a Deputy Fire Marshal to FT starting 1/1/20, promote an Administrative Assistant in Human Services and a Parks Foreman starting 7/1/19. Additional details can be found on individual department pages and the Board of Education section starting on page 217.

FY 2020 BUDGETED FULL-TIME POSITIONS





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BUDGET SUMMARY

Budget Process

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

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

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

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. 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. 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,

BUDGET SUMMARY

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.

BUDGET SUMMARY

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** including 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

BUDGET SUMMARY

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.

Fund Structure

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.

BUDGET SUMMARY

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.

BUDGET SUMMARY

Financial Policies

Fund Balance Policy

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

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

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

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

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

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

Pension Policy

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

A defined benefit pension plan's ARC is defined by Governmental Accounting Standard Number 27. In general, the calculation of the ARC includes benefits that are accruing annually, interest on the unfunded liability, and a payment intended to amortize the pension plan's unfunded liability

BUDGET SUMMARY

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.

BUDGET SUMMARY

Debt Policy

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

Assumption of Additional Debt

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

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

Debt Structure

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

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

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

BUDGET SUMMARY

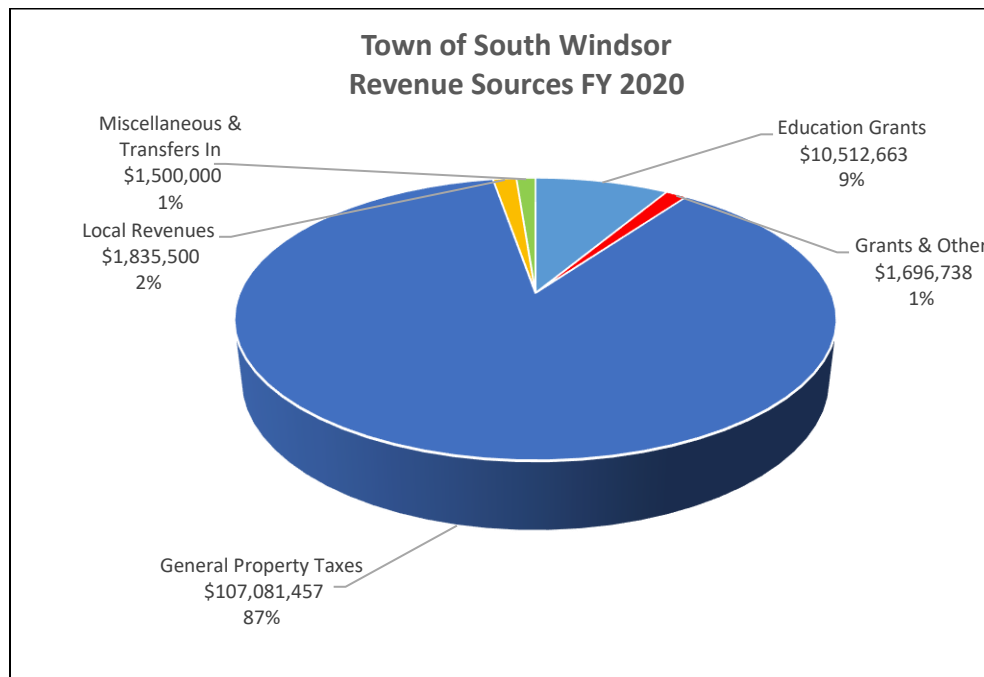
Revenue and Expenditure Comparison 2019 - 2020 Operating Budget

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	\$ Change FY 2019 to FY 2020	% Change FY 2019 to FY 2020
REVENUES					
PROPERTY TAXES	\$ 98,239,070	\$103,797,456	\$107,081,457	\$3,284,001	3.16%
INTERGOVERNMENTAL	9,790,175	11,368,268	12,209,401	841,133	7.40%
LOCAL REVENUES	1,571,000	1,677,500	1,835,500	158,000	9.42%
MISCELLANEOUS	175,000	300,000	750,000	450,000	150.00%
TRANSFERS	3,387,240	1,122,240	750,000	(372,240)	-33.17%
TOTAL REVENUES	\$113,162,485	\$118,265,464	\$122,626,358	\$4,360,894	3.69%
EXPENDITURES					
GENERAL GOVERNMENT	\$ 3,640,138	\$ 4,019,283	\$ 4,228,783	\$ 209,501	5.21%
PUBLIC SAFETY	9,012,814	9,378,820	9,629,572	250,752	2.67%
PUBLIC WORKS	7,972,920	8,687,300	8,849,532	162,232	1.87%
CULTURE & LEISURE	2,613,057	3,255,043	3,320,773	65,730	2.02%
HEALTH & HUMAN SERVICES	1,031,213	1,113,357	1,157,185	43,828	3.94%
UNCLASSIFIED	7,301,657	7,774,953	8,574,777	799,824	10.29%
TOTAL TOWN	\$ 30,945,022	\$ 34,228,755	\$ 35,760,622	\$1,531,866	4.48%
DEBT SERVICE	\$ 7,330,506	\$ 8,253,859	\$ 8,824,764	\$ 570,905	6.92%
CAPITAL IMPROVEMENTS	\$ 1,264,213	\$ 1,754,482	\$ 2,641,621	\$ 887,139	50.56%
BOARD OF EDUCATION	\$ 71,752,070	\$ 74,028,368	\$ 75,399,351	\$1,370,983	1.85%
TOTAL EXPENDITURES	\$108,855,820	\$118,265,464	\$122,626,358	\$4,360,893	3.69%

BUDGET SUMMARY

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 2020 budget projections for revenues are crucial to determining the ability to pay for anticipated expenditures.



GENERAL PROPERTY TAXES represent 87.32% of total revenues. There are a number of individual items within this category, including:

Current Taxes: This revenue is based on the 10/1/18 grand list times the mill rate of 38.50 set by the Town Council on May 6, 2019.

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. An increase of \$70,000 or 10% is budgeted due to three-year historical average.

Interest: This category represents compounded interest on delinquent accounts per State Statute. There is no increase in this line item 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 10/1/18 grand list. Bills are mailed in December for collection in January. There is no increase in this line item due to three-year historical average.

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STATE OF CT FOR EDUCATION are funds received from the State of CT in support of school-related expenditures and represents 8.57% 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 2020.

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 the Governor's proposed amount to the Town as of February 22, 2019 less \$600,000 for direct payment that is sent to Magnet School.

STATE OF CT FOR OTHER PURPOSE category includes other, non-education grants from the State of Connecticut and represents only 1.36% of entire budgeted revenue for fiscal year ending 6/30/2020. 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, was not received in FY 2019 and therefore not budgeted for FY 2020.

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 2020 as the State 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. There is no expectation that this grant will continue and was not budgeted for fiscal year 2020.

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 2020.

Telephone Access Relief: The State imposes payment from telecommunication vendors in lieu of property taxes (per CGS 12-80A). There has been no change to the budgeted level for fiscal year 2020.

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 2020.

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 2020 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 the previous year and is funded through the State.

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Municipal Stabilization Grant: This was a new grant established by legislative action in November 2017. Due to the uncertainty surrounding this new state grant, funds were not budgeted for FY 2019, but the Town received \$57,854. The budgeted figure remains at that same amount as presented in the Governor's proposed aid to the Town as of February 22, 2019.

PILOT-State Owned Property: This line item is a reimbursement from the state for property taxes lost on state-owned real property. Due to the uncertainty surrounding the funding of this grant, there was no budget for FY 2019, but the Town received \$142,250. The budgeted figure remains at that same amount as presented in the Governor's proposed aid to the Town as of February 22, 2019.

DOT Elderly Transportation: This grant, received in quarterly installments, 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 is an increase of \$5,000 or 20% 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 1.50% 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, and due to three-year history the level was raised by \$100,000 or 15.38%. With continued efforts on economic development and construction commitments the Town feels it will meet or exceed this projection.

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. There is no change to this line item.

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 4.55% due to historical trends.

Planning & Zoning Fees: This line item reflects fees for zoning, sign and code enforcement. A new and increased fee structure was approved in February of 2018, this line item remains at the same level as previous year.

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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 \$25,000 or 16.67% 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 decreased by \$2,000 due to three-year historical average.

Library Fines & Fees: Charges for overdue or lost books and borrowed media. This line item remains at the same level as previous year.

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. This line item was increased \$10,000 as collections far exceeded projections in the first year of implementation.

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. This line item remains at the same level as prior year.

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 .50% of total budgeted revenues. This line item has increased by \$450,000 or 60% 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 .61% of total budget revenues and overall has decreased \$372,240 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 \$750,000 in FY 2019 to \$450,000 in FY 2020. This is a decrease of \$500,000 or 71.43%.

Tax Stabilization Fund: In February the Town Council approved an Ordinance to create this fund to offset increases to current taxes. This new line item is budgeted at \$500,000 for FY 2020.

Transfer In: Health Insurance: With uncertainty over what the Town would receive from the state in fiscal year 2019, the transfer in line item was budgeted at 2,000,000. The Town

BUDGET SUMMARY

was prepared to transfer undesignated fund balance in its Health Insurance Reserve, but due to actual receipts received from the State in fiscal year 2019, this transfer did not occur. This line item is not budgeted for FY 2020 nor was it utilized in previous budget year.

Transfer In: Capital Non-Recurring: There is a decrease of \$385,000 or 100% in this line item. Previous year's budget required a transfer to 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 was increased \$12,760 or 34.26% due to increased workload and number of accounts.

BUDGET SUMMARY

Revenue Summary Statement Fiscal Year 2019-2020

Description	2017/2018 Adopted	2018/2019 Adopted	2019/2020 Adopted	\$ CHANGE FY 2019 to FY 2020	% CHANGED FY 2019 to FY 2020
GENERAL PROPERTY TAXES					
CURRENT TAXES	\$ 96,284,070	\$ 101,742,456	\$ 104,956,457	\$ 3,214,001	3.16%
PRIOR YEAR TAXES	700,000	700,000	770,000	70,000	10.00%
INTEREST	450,000	500,000	500,000	-	0.00%
LIENS	5,000	5,000	5,000	-	0.00%
SUPPLEMENTAL MOTOR VEHICLE	800,000	850,000	850,000	-	0.00%
	\$ 98,239,070	\$ 103,797,456	\$ 107,081,457	\$ 3,284,001	3.16%
STATE OF CT FOR EDUCATION					
SPECIAL EDUCATION	\$ 2,481,094	\$ 0	\$ 0	\$ -	0.00%
EDUCATION COST SHARING GRANT	5,329,310	9,876,634	10,512,663	636,029	6.44%
	\$ 7,810,404	\$ 9,876,634	\$ 10,512,663	\$ 636,029	6.44%
STATE OF CT FOR OTHER PURPOSE					
ELDERLY TAX FREEZE	\$ 3,600	\$ 0	\$ 0	\$ -	0.00%
STATE IN LIEU OF TAXES	55,258	0	0	-	0.00%
PROPERTY TAX RELIEF	150,000	0	0	-	0.00%
YOUTH SERVICE GRANT	20,000	20,000	20,000	-	0.00%
TELEPHONE ACCESS RELIEF	40,000	60,000	60,000	-	0.00%
MRSF-MUNICIPAL REVENUE SHARING GRANT	804,258	0	0	-	0.00%
MRSF-MOTOR VEHICLE PROPERTY TAX GRANTS	830,111	0	0	-	0.00%
GRANTS FOR MUNICIPAL PROJECTS	0	1,338,190	1,338,190	-	0.00%
MUNICIPAL STABILIZATION GRANT	0	0	57,854	57,854	0.00%
PILOT-STATE OWNED PROPERTY	8,100	0	142,250	142,250	0.00%
DOT ELDERLY TRANSPORTATION	33,444	33,444	33,444	-	0.00%
ADD'L VETERAN'S EXEMPTION	15,000	15,000	15,000	-	0.00%
	\$ 1,959,771	\$ 1,466,634	\$ 1,666,738	\$ 200,104	13.64%
INTERGOVTL (OTHER THAN STATE)					
PILOT-WAPPING MEWS/FLAX HILL	\$ 20,000	\$ 25,000	\$ 30,000	\$ 5,000	20.00%
	\$ 20,000	\$ 25,000	\$ 30,000	\$ 5,000	20.00%

BUDGET SUMMARY

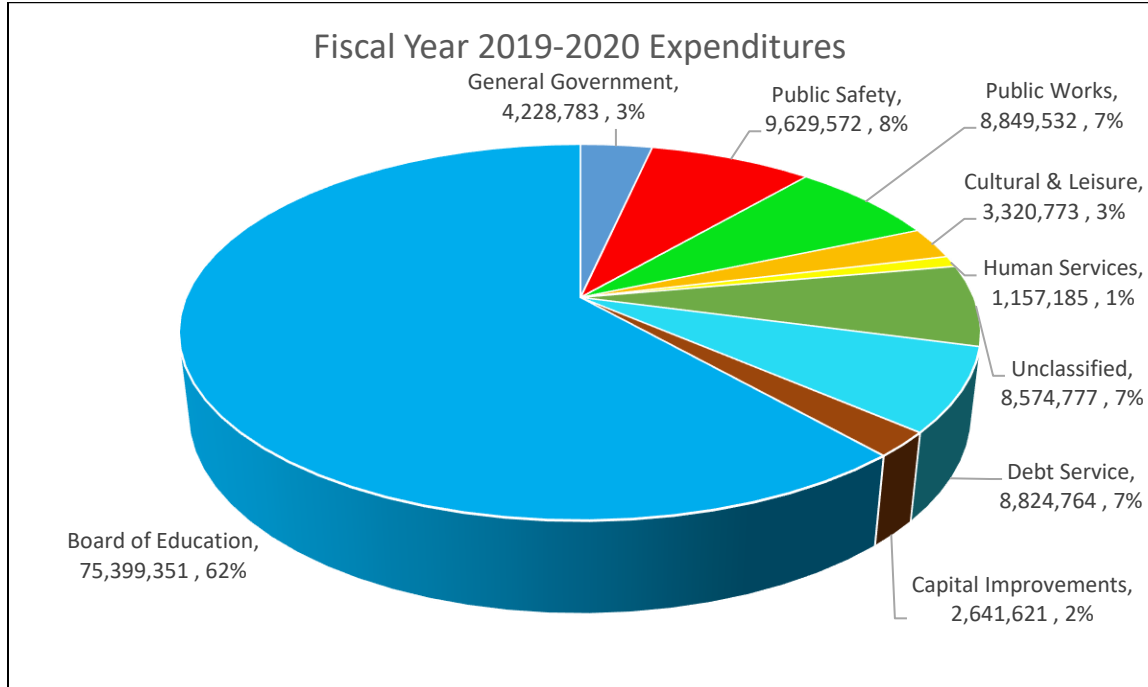
Revenue Summary Statement (Continued) Fiscal Year 2019-2020

Description	2017/2018 Adopted	2018/2019 Adopted	2019/2020 Adopted	\$ CHANGE FY 2019 to FY 2020	% CHANGED FY 2019 to FY 2020
LOCAL REVENUES					
BUILDING PERMITS	\$ 650,000	\$ 650,000	\$ 750,000	\$ 100,000	15.38%
PROBATE COURT	8,000	8,500	8,500	-	0.00%
TOWN CLERK FEES	525,000	550,000	575,000	25,000	4.55%
PLANNING & ZONING FEES	16,000	50,000	50,000	-	0.00%
GENERAL GOV. SUNDRY	120,000	150,000	175,000	25,000	16.67%
POLICE	26,000	26,000	24,000	(2,000)	-7.69%
LIBRARY FINES & FEES	20,000	17,000	17,000	-	0.00%
HEALTH PERMITS	0	10,000	20,000	10,000	50.00%
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	85,000	85,000	-	0.00%
	\$ 1,571,000	\$ 1,677,500	\$ 1,835,500	\$ 158,000	8.61%
MISCELLANEOUS & TRANSFERS					
GENERAL FUND INTEREST	\$ 175,000	\$ 300,000	\$ 750,000	\$ 450,000	60.00%
USE OF FUND BALANCE	1,000,000	700,000	200,000	(500,000)	-71.43%
USE OF TAX STABILIZATION FUND	0	0	500,000	500,000	100.00%
TRANSFER IN: HEALTH INSURANCE	2,000,000	0	0	-	0.00%
TRANSFER IN: CAPITAL NON-RECURRING	350,000	385,000	0	(385,000)	-100.00%
TRANSFER IN: SEWER FUND	37,240	37,240	50,000	12,760	34.26%
	\$ 3,562,240	\$ 1,422,240	\$ 1,500,000	77,760	5.47%
TOTAL REVENUE	\$ 113,162,485	\$ 118,265,464	\$ 122,626,358	\$ 4,360,894	3.69%

BUDGET SUMMARY

Expenditure Highlights

The Town Council approved total operating expenditures for fiscal year 2019-2020 of \$122,626,358, an increase of \$4,360,893 or 3.69% over current year. 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 \$209,501 or 5.21% primarily due to the hiring of an Economic Development Coordinator, 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 \$250,752 or 2.67% due to the creation of a new Quality of Life Unit adding three additional sworn officers starting 1/1/20, promoting a PT Deputy Fire Marshal to FT and contractual salary increases.

Public Works

This category of expenses is estimated to increase \$162,232 or 1.87%. 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 \$65,730 or 2.02%. The increase is due to contractual obligations and equipment purchases.

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.

BUDGET SUMMARY

Overall, this division is increasing \$43,828 or 3.94%. Both the Health and Human Services Administration Divisions will each promote one PT staff to FT starting July 1.

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 \$799,824 or 10.29%. The key areas increasing are Health Insurance, Pension, and Salary Contingency. The Town is self-insured and due to increasing claims and estimated increases to premium costs, the Town's Health Insurance line item will increase by 18%. The Town is committed to funding long-term obligations and is fully funding the Pension ADC for FY 2020. Known retirements and associated payouts is driving the increase of \$80,000 in the Salary Contingency line item.

Debt

This category makes up 7.20% of the total 2019-2020 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 2019-2020 are \$8,824,764, an increase of \$570,905 or 6.92% over the previous year due to borrowing for Orchard Hill Elementary School (completed project shown below), road improvement projects and fair market value buyouts on generator and boiler capital lease agreements.



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 2019 issue of \$16,000,000 in notes and \$5,250,000 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 \$73,378 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

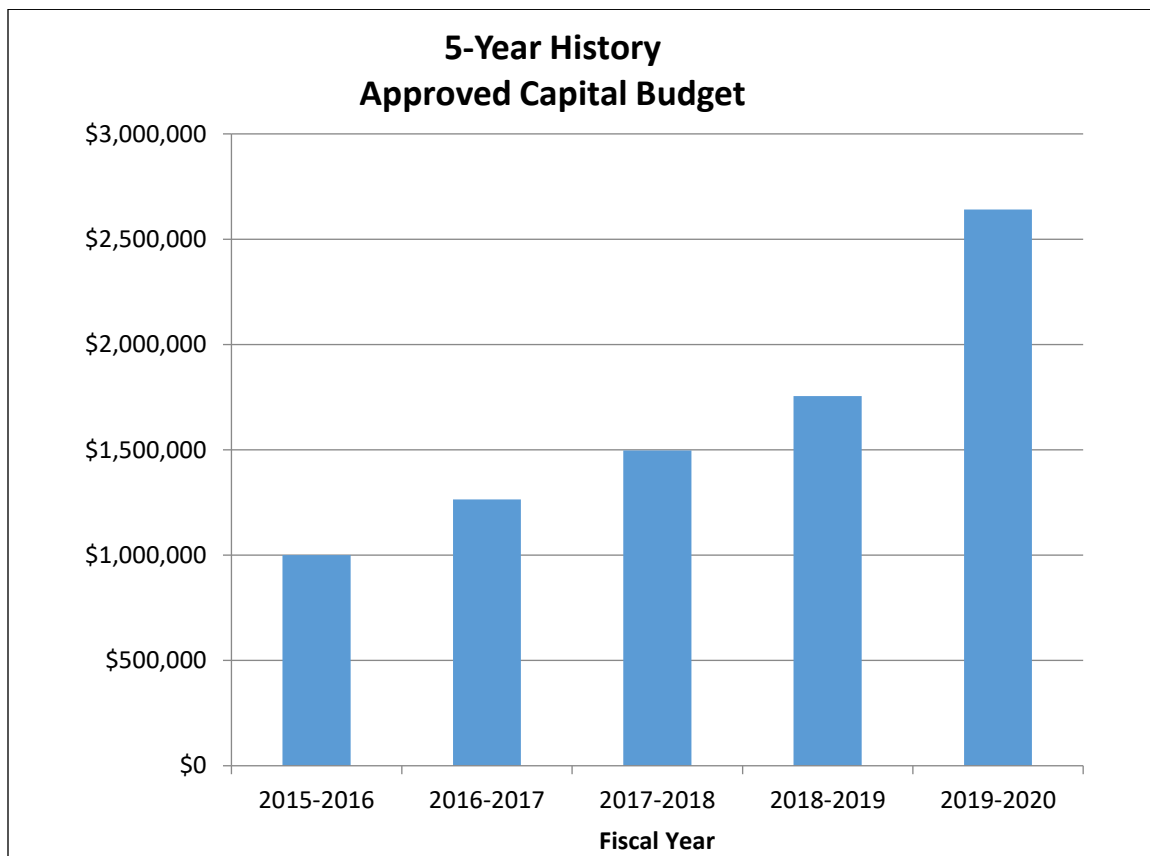
BUDGET SUMMARY

Capital

The projected budget for fiscal year 2019-2020 is \$2,641,621 or 50.56% increase over previous year. In addition to funding the approved projects from the Capital Projects Committee List, there is \$775,000 budgeted to purchase two parcels for Phase III of the 10-year Elementary School Plan.

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 \$1,370,983 for a total budget of \$75,399,351 or 61.5% of entire general operating budget for fiscal year 2019-2020 budget.

BUDGET SUMMARY

Expenditure Summary Statement Fiscal Year 2019-2020

DEPARTMENT	2018-2019 COUNCIL ADOPTED	2019-2020 DEPARTMENT REQUEST	2019-2020 MANAGER PROPOSED	2019-2020 COUNCIL ADOPTED	\$ CHANGE FY 20 ADOPTED TO FY 19 ADOPT	% CHANGED FY 20 ADOPTED TO FY 19 ADOPT
GENERAL GOVERNMENT						
TOWN COUNCIL	\$ 175,974	\$ 178,630	\$ 179,171	\$ 184,130	\$ 8,156	4.63%
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	2,000	2,000	2,000	1,480	284.62%
HOUSING AUTHORITY	-	-	-	-	-	0.00%
S.W. REDEVELOPMENT AGENCY	1,000	1,000	1,000	1,000	-	0.00%
INLAND/WETLAND COMM.	7,025	7,355	7,355	7,355	330	4.70%
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	9,400	9,400	9,400	1,250	15.34%
ZONING BOARD OF APPEALS	2,500	2,900	2,900	2,900	400	16.00%
ECONOMIC DEVELOPMENT COMM.	3,000	3,000	3,000	3,000	-	0.00%
PROBATE COURT	20,075	20,125	20,125	20,125	50	0.25%
REGISTRAR OF VOTERS	170,000	184,320	184,320	184,320	14,320	8.42%
TOWN MANAGER	199,298	199,298	199,298	199,298	-	0.00%
HUMAN RESOURCES	294,074	306,362	306,362	302,726	8,652	2.94%
ECONOMIC DEVELOPMENT	-	16,000	116,000	116,000	116,000	100.00%
PLANNING DEPARTMENT	277,654	286,560	285,560	283,385	5,731	2.06%
BUILDING DEPARTMENT	232,591	232,992	242,992	240,755	8,164	3.51%
ASSESSOR	298,340	307,130	306,430	303,769	5,430	1.82%
BOARD OF TAX REVIEW	-	-	-	-	-	0.00%
COLLECTOR OF REVENUE	221,517	227,491	228,231	223,921	2,404	1.09%
FINANCE OFFICE	355,461	370,043	369,564	365,621	10,160	2.86%
TOWN CLERK	231,166	235,108	235,108	235,108	3,942	1.71%
TOWN ATTORNEY	150,000	150,000	150,000	150,000	-	0.00%
TOWN HALL	319,099	338,062	391,812	321,812	2,713	0.85%
INFORMATION TECHNOLOGY	1,019,264	1,034,782	1,035,782	1,039,583	20,319	1.99%
TOTAL QUALITY MANAGEMENT	-	-	-	-	-	0.00%
HEALTH & SAFETY COMMITTEE	-	-	-	-	-	0.00%
MEDIA	22,275	22,275	22,275	22,275	-	0.00%
Total GENERAL GOVERNMENT	\$ 4,019,283	\$ 4,145,133	\$ 4,308,985	\$ 4,228,783	\$ 209,501	5.21%

BUDGET SUMMARY

Expenditure Summary Statement Fiscal Year 2019-2020 (continued)

DEPARTMENT	2018-2019 COUNCIL ADOPTED	2019-2020 DEPARTMENT REQUEST	2019-2020 MANAGER PROPOSED	2019-2020 COUNCIL ADOPTED	\$ CHANGE FY 20 ADOPTED TO FY 19 ADOPT	% CHANGED FY 20 ADOPTED TO FY 19 ADOPT
PUBLIC SAFETY						
ADMINISTRATION	\$ 571,902	\$ 588,967	\$ 573,217	\$ 569,497	\$ (2,405)	-0.42%
OPERATIONS	4,009,547	4,286,797	4,286,797	4,286,797	277,250	6.91%
SUPPORT SERVICES	1,977,883	1,964,427	1,950,177	1,950,177	(27,706)	-1.40%
COMMUNITY SERVICES	174,614	178,108	178,108	178,108	3,494	2.00%
EMERGENCY MANAGEMENT	96,168	110,720	40,260	54,760	(41,408)	-43.06%
FIRE MARSHAL	245,601	303,323	269,708	264,738	19,137	7.79%
SW VOLUNTEER FIRE DEPT.	954,105	974,495	974,495	974,495	20,390	2.14%
HYDRANTS & WATER LINES	896,500	934,500	898,500	898,500	2,000	0.22%
STREET LIGHTS	452,500	452,500	452,500	452,500	-	0.00%
Total PUBLIC SAFETY	\$ 9,378,820	\$ 9,793,837	\$ 9,623,762	\$ 9,629,572	\$ 250,752	2.67%
PUBLIC WORKS						
PUBLIC WORKS MANAGEMENT	\$ 152,839	\$ 158,210	\$ 158,210	\$ 156,720	\$ 3,881	2.54%
ENGINEERING	470,774	563,259	490,944	488,714	17,940	3.81%
HIGHWAY MAINTENANCE	3,139,988	3,153,015	3,123,015	3,120,404	(19,585)	-0.62%
FLEET SERVICES	971,409	992,141	972,141	971,242	(167)	-0.02%
BUILDING MAINTENANCE	1,905,446	2,037,462	1,986,392	1,985,126	79,680	4.18%
REFUSE DISPOSAL	2,046,843	2,138,696	2,128,696	2,127,327	80,484	3.93%
Total PUBLIC WORKS	\$ 8,687,300	\$ 9,042,783	\$ 8,859,398	\$ 8,849,532	\$ 162,232	1.87%
CULTURAL & LEISURE						
PARKS & RECREATION ADMIN.	\$ 605,826	\$ 665,044	\$ 579,730	\$ 572,216	\$ (33,610)	-5.55%
PARK MAINTENANCE	1,488,614	1,645,069	1,563,858	1,563,858	75,244	5.05%
LIBRARY	1,160,603	1,184,699	1,184,699	1,184,699	24,096	2.08%
Total CULTURAL & LEISURE	\$ 3,255,043	\$ 3,494,812	3,328,287	\$ 3,320,773	\$ 65,730	2.02%
HUMAN SERVICES						
ENVIRONMENTAL HEALTH	\$ 175,604	\$ 200,588	\$ 206,088	\$ 201,398	\$ 25,794	14.69%
HUMAN SERVICES ADMINISTRATION	92,202	101,548	103,721	103,201	10,999	11.93%
YOUTH AND FAMILY SERVICES	316,200	324,110	320,778	319,053	2,853	0.90%
ADULT AND SENIOR SERVICES	419,086	429,526	423,671	421,345	2,259	0.54%
MINI-BUS SERVICE	98,068	100,921	99,993	99,992	1,924	1.96%
SHELTERED WORKSHOPS	2,697	2,697	2,697	2,697	-	0.00%
PUBLIC HEALTH NURSE	9,500	14,696	9,500	9,500	-	0.00%
Total HUMAN SERVICES	\$ 1,113,357	\$ 1,174,086	\$ 1,166,448	\$ 1,157,185	\$ 43,828	3.94%

BUDGET SUMMARY

Expenditure Summary Statement Fiscal Year 2019-2020 (continued)

DEPARTMENT	2018-2019 COUNCIL ADOPTED	2019-2020 DEPARTMENT REQUEST	2019-2020 MANAGER PROPOSED	2019-2020 COUNCIL ADOPTED	\$ CHANGE FY 20 ADOPTED TO FY 19 ADOPT	% CHANGED FY 20 ADOPTED TO FY 19 ADOPT
UNCLASSIFIED						
CONTINGENCY	\$ 222,613	\$ 209,594	\$ 209,594	\$ 209,594	\$ (13,019)	-5.85%
S.W. PATRIOTIC COMMISSION	13,500	13,500	13,500	13,500	-	0.00%
CEMETERIES	8,000	12,000	12,000	12,000	4,000	50.00%
WOOD MEMORIAL LIBRARY	7,500	12,500	12,500	12,500	5,000	66.67%
MUNICIPAL INS - CASUALTY & LIAB	280,316	289,341	282,340	282,340	2,024	0.72%
PENSION FUND	2,488,164	2,566,157	2,570,731	2,526,734	38,570	1.55%
SOCIAL SECURITY	1,086,642	1,181,913	1,166,634	1,154,865	68,223	6.28%
HEALTH & LIFE INSURANCE	2,958,480	3,655,619	3,609,800	3,587,713	629,233	21.27%
OTHER POST EMPLOYMENT BENEFITS	257,000	231,439	231,439	231,439	(25,561)	-9.95%
WORKERS' COMPENSATION INS.	417,738	426,092	426,092	426,092	8,354	2.00%
UNEMPLOYMENT COMPENSATION	15,000	18,000	18,000	18,000	3,000	20.00%
SALARY CONTINGENCY	20,000	20,000	100,000	100,000	80,000	400.00%
Total UNCLASSIFIED	\$ 7,774,953	\$ 8,636,155	\$ 8,652,630	\$ 8,574,777	\$ 799,824	10.29%
TOTAL TOWN BUDGET	\$ 34,228,755	\$ 36,286,805	\$ 35,939,509	\$ 35,760,622	\$1,531,866	4.48%
DEBT SERVICE						
CAPITAL LEASES	\$ 1,233,234	\$ 1,478,106	\$ 1,478,106	\$ 1,478,106	\$ 244,872	19.86%
INTEREST, BONDED DEBT	2,052,564	1,887,395	2,058,003	2,058,003	5,439	0.26%
PRINCIPAL, BONDED DEBT	4,968,061	5,038,655	5,288,655	5,288,655	320,594	6.45%
Total DEBT SERVICE	\$ 8,253,859	\$ 8,404,156	\$ 8,824,764	\$ 8,824,764	\$ 570,905	6.92%
CAPITAL IMPROVEMENTS						
CAPITAL IMPROVEMENTS	\$ 1,754,482	\$ 2,991,621	\$ 2,891,621	\$ 2,641,621	\$ 887,139	50.56%
Total CAPITAL IMPROVEMENTS	\$ 1,754,482	\$ 2,991,621	\$ 2,891,621	\$ 2,641,621	\$ 887,139	50.56%
TOTAL BOARD OF EDUCATION BUDGET	\$ 74,028,368	\$ 75,997,196	\$ 75,938,196	\$ 75,399,351	\$1,370,983	1.85%
TOTAL EXPENDITURES FY 2018-2019	\$118,265,464	\$123,679,778	\$123,594,090	\$122,626,358	\$4,360,893	3.69%

BUDGET SUMMARY

OTHER FUNDS

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

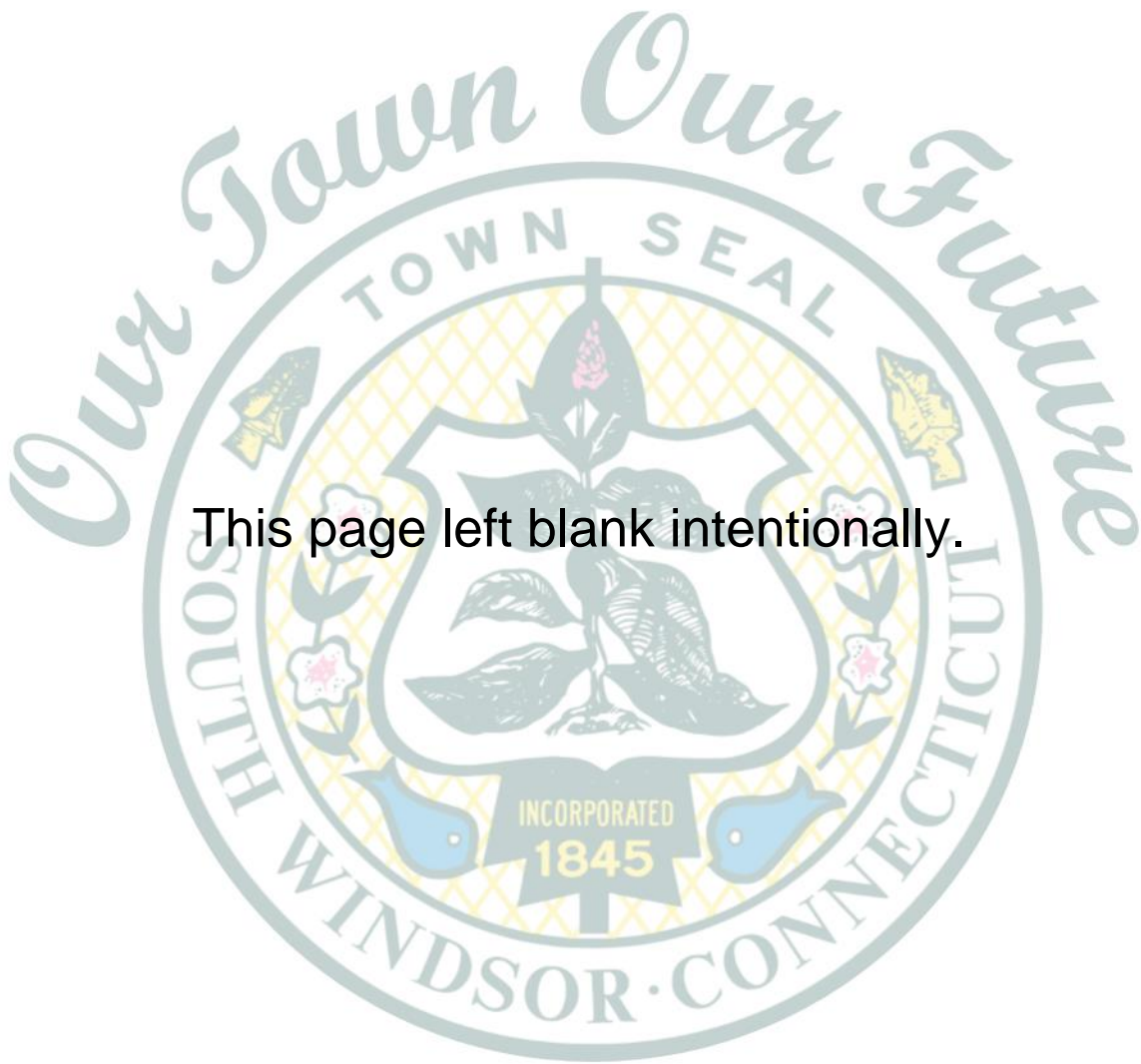
A consolidated statement is provided below with additional detail on estimated revenues and expenditures for each of the two funds starts on page 249.

Special Revenue Summary

	FY 2019 <u>Adopted</u>	FY 2020 <u>Adopted</u>	\$ Change <u>FY 19 to 20</u>	% Change <u>FY 19 to 20</u>
SEWER FUND				
Revenue	\$5,191,685	\$5,628,121	\$436,436	8.41%
Expenditures	\$5,166,513	\$5,935,587	\$769,074	14.8%
<i>**NOTE: Sewer budget was adopted by the WPCA on June 4, 2019</i>				
RECREATION FUND				
Revenue	\$2,959,691	\$3,200,029	\$240,338	8.12%
Expenditures	\$2,929,621	\$3,221,416	\$291,795	9.96%

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

The Recreation Fund accounts for activities, programs and services and is self-supporting through program user fees, sponsorships and donations for all programmatic expenditures. This fund's budget, established in 2000, is legally adopted by the Town Council. Anticipated revenue increases are due to higher projected enrollment in programs and the upgraded state minimum wages for staff are driving up operating costs. The Council has adopted a Recreation Fund revenue budget that includes the use of \$1,128,419 of Fund Balance surplus. It has been the Town's practice to include a portion of Fund Balance reserves in the adopted budget because some of the programs are affected by the weather. One example is a rainy summer. The result would be lower attendance at the Town's pool. The Director of Recreation can reduce some expenditure costs to offset the lower revenues, but 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.



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DEPARTMENT SUMMARIES

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.

Page	Descriptions	2018-2019 Council Approved	2019-2020 Department Request	2019-2020 Manager Proposed	2019-2020 Council Approved
42	Town Council	175,974	178,630	179,171	184,130
44	Human Relations Commission	2,500	2,500	2,500	2,500
46	Historic District Commission	1,000	1,000	1,000	1,000
48	Public Building Commission	520	2,000	2,000	2,000
50	Redevelopment Agency	1,000	1,000	1,000	1,000
52	Inland Wetlands Agency/Conservation Commission	7,025	7,355	7,355	7,355
54	Agricultural Land Preservation Advisory Commission	300	300	300	300
56	Open Space Task Force	500	500	500	500
58	Park and Recreation Commission	4,500	4,500	4,500	4,500
60	Juvenile Firesetter Intervention and Prevention Commission	1,500	1,500	1,500	1,500
62	Probate Court	20,075	20,125	20,125	20,125
64	Registrars of Voters	170,000	184,320	184,320	184,320
66	Town Manager	199,298	199,298	199,298	199,298
68	Human Resources	294,074	306,362	306,362	302,726
71	Economic Development Department	-	16,000	116,000	116,000
73	Planning Department	277,654	286,560	285,560	283,385
78	Planning and Zoning Commission	8,150	9,400	9,400	9,400
80	Zoning Board of Appeals	2,500	2,900	2,900	2,900
82	Building Department	232,591	232,992	242,992	240,755
85	Economic Development Commission	3,000	3,000	3,000	3,000
87	Assessor	298,340	307,130	306,430	303,769
90	Collector of Revenue	221,517	227,491	228,231	223,921
93	Finance Office	355,461	370,043	369,564	365,621
96	Town Clerk	231,166	235,108	235,108	235,108
99	Town Attorney	150,000	150,000	150,000	150,000
101	Central Services	319,099	338,062	391,812	321,812
103	Information Technology	1,019,264	1,034,782	1,035,782	1,039,583
105	G-Media	22,275	22,275	22,275	22,275
	Total General Government	4,019,283	4,145,133	4,308,985	4,228,783

DEPARTMENT SUMMARIES

PROGRAM	TOWN COUNCIL	1110
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Program Explanation:

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

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

Budget Change Commentary:

The Town Council's budget has increased by 4.63% due to salary increases and additional operating material for the Councilors.

Program Objectives and Goals FY 2020:

- Begin working with new Town Manager in July 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 2019:

- Appointed a new Town Manager in anticipation of current Town Manager's retirement
- 3rd of 5 year plan for road improvement projects
- Passed two referendums for various Public Improvements and land conservation efforts
- Participated in regional purchasing and bidding programs to obtain necessary equipment/commodities at the lowest possible prices
- Approved tax fixing agreements for a Coca-Cola facility, Costco Wholesale Corporation, and Educational PlayCare
- Purchased properties on Burgess Road and Ellington Road

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Clerk of the Council	1	1.0

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Meetings attended	28	23	28	35	28
Resolution passed	2078	155	241	150	180
Public Hearings	13	8	21	8	9
Ordinances passed	4	3	15	5	6

DEPARTMENT SUMMARIES

Function GENERAL GOVERNMENT
Department LEGISLATIVE
Division TOWN COUNCIL
Division Code 1110

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
52,976	54,055	11110100 00110	FULL TIME SALARIES	55,137	55,678	55,137
300	0	11110100 00114	TEMPORARY	0	0	0
486	500	11110200 00210	OFFICE SUPPLIES	500	500	500
791	1,000	11110200 00221	OPERATING MATERIAL	1,000	1,000	6,500
2,094	2,000	11110300 00310	ADVERTISING	2,000	2,000	2,000
112,038	59,990	11110300 00320	PROFESSIONAL	61,990	61,990	61,990
880	8,000	11110300 00350	PRINTING	7,000	7,000	7,000
35,748	40,016	11110300 00374	FEES & MEMBERSHIPS	40,503	40,503	40,503
349	1,000	11110300 00375	RECRUITMENT & TRAINING	1,000	1,000	1,000
9,015	9,413	11110300 00380	GRANTS & CONTRIBUTIONS	9,500	9,500	9,500
214,677	175,974	TOTAL		178,630	179,171	184,130
		PERCENTAGE CHANGE		1.51%	1.82%	4.63%

DEPARTMENT SUMMARIES

PROGRAM	HUMAN RELATIONS COMMISSION	1121
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Program Explanation:

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

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

<u>2017/2018</u>	<u>2018/2019</u>	<u>ACCOUNT #</u>		<u>LINE ITEM DESCRIPTION</u>	<u>2019/2020</u>	<u>2019/2020</u>	<u>2019/2020</u>
<u>ACTUAL</u>	<u>COUNCIL</u>				<u>DEPARTMENT</u>	<u>MANAGER</u>	<u>COUNCIL</u>
	<u>APPROVED</u>				<u>REQUEST</u>	<u>PROPOSED</u>	<u>APPROVED</u>
-	2,500	11121200	00210	OFFICE SUPPLIES	2,500	2,500	2,500
-	2,500			TOTAL	2,500	2,500	2,500
				PERCENTAGE CHANGE	0.00%	0.00%	0.00%

DEPARTMENT SUMMARIES

PROGRAM	HISTORIC DISTRICT COMMISSION	1122
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Program Explanation:

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

Budget Change Commentary:

There is no change to the program budget.

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

[illegible]

DEPARTMENT SUMMARIES

PROGRAM	PUBLIC BUILDING COMMISSION	1124
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Program Explanation:

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

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

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

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

Budget Change Commentary:

The program budget has increased in order to accommodate additional meeting agendas and minutes for Phase II of the 10-year Elementary Facilities Plan.

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
-	0	11124100 00113	PART TIME WAGES	0	0	0
-	0	11124200 00210	OFFICE SUPPLIES	0	0	0
1,989	520	11124300 00320	PROFESSIONAL	2,000	2,000	2,000
-	0	11124300 00350	PRINTING	0	0	0
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1,989	520		TOTAL	2,000	2,000	2,000
			PERCENTAGE CHANGE	284.62%	284.62%	284.62%

DEPARTMENT SUMMARIES

PROGRAM	REDEVELOPMENT AGENCY	1126
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Program Explanation:

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

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

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

Budget Change Commentary:

There is no change in the program budget.

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

[illegible]

DEPARTMENT SUMMARIES

PROGRAM	INLAND WETLANDS AGENCY/CONSERVATION COMMISSION	1130
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Program Explanation:

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

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

Code, Chapter 9, Article VII

Budget Change Commentary:

The program budget has increased in order to accommodate rising legal advertisement costs.

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
23	1,000	11130200 00221	OPERATING MATERIAL	100	100	100
391	825	11130200 00226	LANDSCAPING	825	825	825
2,079	3,000	11130300 00310	ADVERTISING	3,000	3,000	3,000
2,550	1,000	11130300 00320	PROFESSIONAL	2,480	2,480	2,480
9	200	11130300 00350	PRINTING	50	50	50
-	100	11130300 00371	MAINTENANCE CONTRACTS	0	0	0
743	900	11130300 00374	FEES & MEMBERSHIPS	900	900	900
-	0	11130400 00441	OFFICE EQUIPMENT	0	0	0
5,795	7,025	TOTAL		7,355	7,355	7,355
		PERCENTAGE CHANGE		4.70%	4.70%	4.70%

DEPARTMENT SUMMARIES

PROGRAM	AGRICULTURAL LAND PRESERVATION ADVISORY COMMISSION	1131
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Program Explanation:

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

Budget Change Commentary:

There is no change in the program budget.

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
-	300	11131300	00374	FEES & MEMBERSHIPS	300	300	300
-	300	TOTAL			300	300	300
		PERCENTAGE CHANGE			0.00%	0.00%	0.00%

DEPARTMENT SUMMARIES

PROGRAM	OPEN SPACE TASK FORCE	1132
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Program Explanation:

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

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

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

Budget Change Commentary:

There is no change in the program budget.

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

[illegible]

DEPARTMENT SUMMARIES

PROGRAM	PARK AND RECREATION COMMISSION	1134
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Program Explanation:

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

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

Budget Change Commentary:

There is no change in the program budget.

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
-	100	11134200 00210	OFFICE SUPPLIES	0	0	0
-	100	11134200 00221	OPERATING MATERIAL	0	0	0
-	400	11134300 00310	ADVERTISING	0	0	0
1,447	1,500	11134300 00320	PROFESSIONAL	1,500	1,500	1,500
1,249	1,000	11134300 00350	PRINTING	1,500	1,500	1,500
1,157	1,400	11134300 00374	FEES & MEMBERSHIPS	1,500	1,500	1,500
3,853	4,500	TOTAL		4,500	4,500	4,500
		PERCENTAGE CHANGE		0.00%	0.00%	0.00%

DEPARTMENT SUMMARIES

PROGRAM	JUVENILE FIRESETTER INTERVENTION AND PREVENTION COMMISSION	1135
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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.

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
495	500	11135200 00210	OFFICE SUPPLIES	500	500	500
296	500	11135200 00221	OPERATING MATERIALS	500	500	500
190	500	11135300 00375	RECRUITMENT & TRAINING	500	500	500
981	1,500		TOTAL	1,500	1,500	1,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

DEPARTMENT SUMMARIES

PROGRAM	PROBATE COURT	1210
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Program Explanation:

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

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

Budget Change Commentary:

The Probate Court's budget increased overall by \$50 or 0.25% due to increased costs for office supplies.

Function	GENERAL GOVERNMENT
Department	JUDICIAL
Division	PROBATE
Division Code	1210

[illegible]

DEPARTMENT SUMMARIES

PROGRAM	REGISTRARS OF VOTERS	1250
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Program Explanation:

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

Budget Change Commentary:

The 8% increase in the budget is due to the School Referendum in March 2020 and the Presidential Preferential Primary anticipated to be held in April 2020. In a normal primary, we anticipate the costs to be \$15,000 - \$17,000. We have taken all possible steps to monitor the anticipated costs and still provide South Windsor voters with best possible experience in the polling locations.

Program Objectives and Goals FY 2020:

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

Program Accomplishments FY 2019:

- Increased use of Online voter registration through DMV

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Registered Voters	14,832	15,812	15,508	16,000	16,500
Changes – all types processed	4,030	6,293	3,441	5,000	5,000

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
99,690	111,000	11250100 00113	PART TIME WAGES	113,220	113,220	113,220
366	3,000	11250100 00114	TEMPORARY	3,000	3,000	3,000
32	300	11250200 00210	OFFICE SUPPLIES	600	600	600
6,824	21,000	11250200 00221	OPERATING MATERIAL	23,000	23,000	23,000
-	100	11250300 00310	ADVERTISING	100	100	100
11,045	22,000	11250300 00320	PROFESSIONAL	32,000	32,000	32,000
2,969	2,000	11250300 00330	RENTAL & LEASES	2,000	2,000	2,000
339	400	11250300 00350	PRINTING	600	600	600
737	1,400	11250300 00360	UTILITIES	1,000	1,000	1,000
2,630	5,000	11250300 00373	REPAIR/MAINT EQUIPMENT	5,000	5,000	5,000
1,475	2,000	11250300 00374	FEES & MEMBERSHIPS	2,000	2,000	2,000
-	1,800	11250300 00375	RECRUITMENT & TRAINING	1,800	1,800	1,800
126,108	170,000		TOTAL	184,320	184,320	184,320
			PERCENTAGE CHANGE	8.42%	8.42%	8.42%

DEPARTMENT SUMMARIES

PROGRAM	TOWN MANAGER	1310
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Program Explanation:

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

Budget Change Commentary:

The Town Manager's budget is remaining the same.

Program Objectives and Goals FY 2020:

- 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
- Appointment of a new Town Manager by the Town Council

Program Accomplishments FY 2019:

- Received a fifth 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
- Retirement of the current Town Manager after 23 years

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	Positions	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Manager	1	1.0
1	1.0	0	0.0	Executive Secretary	0	0.0

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Town Council Meetings Attended	29	28	24	20	25
Staff Meetings Conducted	10	12	9	10	10
Various Committee/Commission Meetings	46	58	50	50	50
CCM Meetings	21	14	9	15	10
CRCOG Meetings	5	5	8	5	0
CIRMA Meetings	9	10	9	9	0
Internal and External Daily Appointments	422	430	427	425	400

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
219,180	178,836	11310100 00110	FULL TIME SALARIES	178,836	178,836	178,836
-	0	11310100 00113	PART TIME WAGES	0	0	0
-	300	11310200 00210	OFFICE SUPPLIES	300	300	300
261	900	11310200 00221	OPERATING MATERIAL	750	750	750
77	700	11310300 00310	ADVERTISING	800	800	800
10,425	12,200	11310300 00320	PROFESSIONAL	12,250	12,250	12,250
-	0	11310300 00330	RENTAL & LEASES	0	0	0
5,357	6,362	11310300 00374	FEES & MEMBERSHIPS	6,362	6,362	6,362
235,300	199,298		TOTAL	199,298	199,298	199,298
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

DEPARTMENT SUMMARIES

PROGRAM	HUMAN RESOURCES	1320
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Program Explanation:

This program of spending provides funding for personnel administration activities. The personnel related activities funded by this program includes 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 2.94%. The Human Resources Department will now be paying for AED Maintenance in the Town Hall, Community Center, Town Garage, and Treatment Plant. All employee drug testing will now be paid for in this budget. 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 Time and Attendance Software at a discounted rate. This software would allow employees and supervisors to track time more efficiently as well as reduce the amount of time inputting paper time cards into our electronic payroll system.

Program Objectives and Goals FY 2020:

- To implement Time and Attendance Software
- 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 Advisory Committee as well as the Operations and Underwriting 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 finalize negotiations of four union contracts
- Hold an Employee Health Fair in October 2019

Program Accomplishments FY 2019:

- Implemented the Electronic Document Management System
- 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
- Continued to work with the Wellness Committee that concentrates its efforts on assisting employees to live healthy lifestyles

DEPARTMENT SUMMARIES

Program Accomplishments FY 2019 (cont'd):

- Was nominated by Anthem Blue Cross & Blue Shield and was a 2019 Platinum Honoree by the Business Council of Fairfield County for the Healthy Workplace Employer Recognition Program.
- Held numerous highly attended Wellness Seminars
- Continued to handle FOI Requests appropriately
- Continued to assist in resolving union grievances
- Participated on the CRCOG HR Steering Committee
- Participated on the CT Prime Wellness Subcommittee
- Participated on the CIRMA Health & Safety Advisory Committee
- Attended additional training opportunities in human resource areas
- Successfully negotiated the Police Union contract

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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	1	1.0	Executive Assistant	1	1.0
0	0.0	1	1.0	Confidential Secretary	1	1.0

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Safety Committee & Wellness Meetings	12	12	12	11	12
Staff Meetings	14	7	9	15	15
Job Advertisements	15	14	16	17	15
Training Workshops	7	8	7	7	8
Blood Drives	2	2	2	2	2
Employee Health Fair	1	1	1	0	1
FMLA Requests	33	24	25	40	30
Lunch & Learns/Wellness Seminars	9	11	8	9	10

DEPARTMENT SUMMARIES

Function GENERAL GOVERNMENT
Department EXECUTIVE
Division HUMAN RESOURCES
Division Code 1320

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
128,952	221,340	11320100 00110	FULL TIME SALARIES	225,523	225,523	223,687
48	0	11320200 00210	OFFICE SUPPLIES	0	0	0
5,023	10,750	11320200 00221	OPERATING MATERIAL	11,460	11,460	9,660
558	2,000	11320300 00310	ADVERTISING	1,000	1,000	1,000
14,896	40,029	11320300 00320	PROFESSIONAL	43,254	43,254	43,254
225	600	11320300 00330	RENTAL & LEASES	850	850	850
960	1,355	11320300 00374	FEES & MEMBERSHIPS	3,075	3,075	3,075
8,425	18,000	11320300 00375	RECRUITMENT & TRAINING	21,200	21,200	21,200
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159,087	294,074		TOTAL	306,362	306,362	302,726
			PERCENTAGE CHANGE	4.18%	4.18%	2.94%

DEPARTMENT SUMMARIES

PROGRAM	ECONOMIC DEVELOPMENT DEPARTMENT	1330
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Program Explanation:

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

Budget Change Commentary:

This program budget has been reinstated for Fiscal Year 2019/2020. The budget includes funding for an Economic Development Coordinator, an Economic Development Consultant, and environmental costs associated with new projects.

DEPARTMENT SUMMARIES

Function GENERAL GOVERNMENT
Department EXECUTIVE
Division ECONOMIC DEVELOPMENT
Division Code 1310

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
-	0	11330100 00110	FULL TIME SALARIES			
-	0	11330100 00113	PART TIME WAGES			
-	0	11330200 00210	OFFICE SUPPLIES			
-	0	11330200 00221	OPERATING MATERIAL			
-	0	11330300 00310	ADVERTISING			
-	0	11330300 00320	PROFESSIONAL	16,000	66,000	66,000
-	0	11330300 00330	RENTAL & LEASES			
-	0	11330300 00374	FEES & MEMBERSHIPS		50,000	50,000
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-	0		TOTAL	16,000	116,000	116,000
			PERCENTAGE CHANGE	100.00%	100.00%	100.00%

DEPARTMENT SUMMARIES

PROGRAM	PLANNING DEPARTMENT	1430
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Program Explanation:

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.

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.

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 increasing \$5,731 or 2.06% to cover salary increases and restore professional funds.

Program Objectives and Goals FY 2020:

- 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.

DEPARTMENT SUMMARIES

Program Objectives and Goals FY 2020 (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 to update the Town's Accessibility 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.
- 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
- Administer the \$400,000 Community Connections grant awarded to the Town for the construction of sidewalks filling gaps along Clark Street and Pleasant Valley Road
- Continue 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.
- Assist the South Windsor High School Science Dept. in applying portions of their science curriculum to real world projects on Town-owned Open space properties.
- Continue to assist the South Windsor Invasive Plant Committee in applying control measures on select Town properties.
- Continue to assist the Health Dept. in implementing the mosquito control program.
- Assist the Parks and Recreation Dept. with wildlife nuisance issues.
- Continue to work with the Town's Boy Scout Troops to provide meaningful projects involving Town-owned land.
- Work with the Connecticut DEEP to insure compliance of construction site with the State Stormwater Management Requirements.
- Assist the Engineering Dept. in implementing the MS4 Stormwater management program.

Program Accomplishments FY 2019:

- Successfully submitted and received the Sustainable CT Award – Bronze level
- Director of Planning participated on the SNEAPA Planning Committee as the registration chair for the upcoming conference in October 2018
- Administered the \$20,000 SHPO grant awarded to SWAAN for the architectural specifications of the Priest Farm
- Participated in the CRCOG steering committee regarding of a Complete Streets Study representing South Windsor's interests
- Continued participation in CRCOG Pedestrian/Bike Committee.
- Assisted the Health Department in the development and administration of the Town's Mosquito Program.

DEPARTMENT SUMMARIES

Program Accomplishments FY 2019 (cont'd):

- 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.
- Continued participation in CAZEO programs for Zoning Enforcement Officer.
- Director of Planning and Environmental Planner spoke at the SW High School Civics Class and the seniors' regarding Planning for South Windsor.
- Staff assisted the South Windsor High School Science Department in developing and implementing a Plum Gully Brook Streambank Restoration Plan.
- 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.
- Staff assisted the South Windsor Invasive Plant Committee in controlling invasive plants around the Town Hall property.

DEPARTMENT SUMMARIES

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Land Use Meeting (PZC)	23	21	17	22	22
Land Use Meeting (IWA/CC)	15	14	11	18	18
Land Use Meeting (ZBA)	5	8	9	10	10
Land Use Meeting (OSTF)	9	6	8	10	10
Land Use Meeting (ADRC)	6	4	5	12	12
Land Use Meeting (Main St Sub)	0	0	0	0	0
Land Use Meeting (SWAAN)	8	8	8	10	10
Site Plan/Special Exception Reviews; Zone Change reviews; Text Amendments reviews	54	33	59	50	50
Subdivision Reviews	6	7	6	4	4
Other Reviews (e.g. Wetlands Minimal Impact Permits)	5	4	4	6	6
Variance Reviews	10	7	14	15	16
Zoning Permits issued (e.g. Animal Agriculture, Minor Home Occupations, Farmstands)	49	53	49	48	50
Zoning Compliance Reviews (Realtor/attorney requests)	19	20	11	18	15
Zoning Compliance Reviews (building permits- e.g. new buildings, additions, accessory structures, garages, above ground pools, in-ground pools, tenant buildouts)	327	179	163	175	175
Zoning Compliance Reviews (solar)	49	56	36	40	40
Certificate of Occupancy issued (new residential units including condo/apts)	38	120	170	120	110
Certificate of Occupancy issued (new commercial space)	16	6	12	12	10
Certificate of Compliance issued (accessory structures/signs)	22/30	9/29	17/0	15/30	15/30
Sign Permits (permanent/temporary)	26/62	34/64	28/60	22/50	22/50
Zoning/Wetlands Enforcement Actions	40	38	26	35	40

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
232,194	237,378	11430100 00110	FULL TIME SALARIES	244,034	244,034	242,125
3,211	4,000	11430100 00111	OVERTIME	4,500	4,500	4,500
500	1,500	11430100 00112	LONGEVITY	1,500	1,500	1,500
20,944	26,676	11430100 00113	PART TIME WAGES	27,476	27,476	27,210
-	0	11430100 00114	TEMPORARY	0	0	0
257	250	11430200 00210	OFFICE SUPPLIES	250	250	250
468	1,100	11430200 00221	OPERATING MATERIAL	1,100	1,100	1,100
3,950	3,250	11430300 00320	PROFESSIONAL	3,250	3,250	3,250
-	100	11430300 00330	RENTAL & LEASES	100	100	100
-	150	11430300 00350	PRINTING	150	150	150
747	2,900	11430300 00374	FEES & MEMBERSHIPS	3,000	3,000	3,000
170	200	11430300 00375	RECRUITMENT & TRAINING	200	200	200
1,000	0	11430400 00441	OFFICE EQUIPMENT	0	0	0
-	150	11430400 00442	DEPARTMENT EQUIPMENT	1,000	0	0
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263,441	277,654		TOTAL	286,560	285,560	283,385
			PERCENTAGE CHANGE	3.21%	2.85%	2.06%

DEPARTMENT SUMMARIES

PROGRAM	PLANNING AND ZONING COMMISSION	1431
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Program Explanation:

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

Budget Change Commentary:

The program budget has increased in order to accommodate rising legal advertisement costs.

DEPARTMENT SUMMARIES

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

2017/2018	2018/2019				2019/2020	2019/2020	2019/2020
COUNCIL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
-	0	11431200	00210	OFFICE SUPPLIES	0	0	0
415	500	11431200	00221	OPERATING MATERIAL	500	500	500
6,387	5,000	11431300	00310	ADVERTISING	6,000	6,000	6,000
1,696	1,650	11431300	00320	PROFESSIONAL	2,000	2,000	2,000
129	500	11431300	00350	PRINTING	500	500	500
412	500	11431300	00374	FEES & MEMBERSHIPS	400	400	400

DEPARTMENT SUMMARIES

PROGRAM	ZONING BOARD OF APPEALS	1432
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Program Explanation:

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

Budget Change Commentary:

The program budget has increased in order to accommodate rising legal advertisement costs.

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

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DEPARTMENT SUMMARIES

PROGRAM	BUILDING DEPARTMENT	1440
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Program Explanation:

The Building Department enforces the State Building Codes and ensures that properties are safe for residents and business owners 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.

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 \$1,369,385.42, for the 2017-18 fiscal year, \$64,560,645.00 in total construction value, 2,071 permits issued, and 4,225 inspections performed. These numbers challenge our commitment; to maintain productive and efficient performance of quality plan review, customer service, timely inspections and enforcement services

Budget Change Commentary:

The program budget has increased \$8,164 or 3.51% to cover salary increases and fund a temporary intern position to help with clerical duties.

Program Objectives and Goals FY 2020:

- Continue to collaborate with departments to increase blight compliance
- Support contractors and developers in the inspection process to aid in code compliance
- Deliver prompt permitting and inspections services to citizens of South Windsor

Program Accomplishments FY 2019:

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

DEPARTMENT SUMMARIES

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Housing units	26	120	161	100	90
Commercial (including additions & modifications)	119	213	82	96	78
Inspections	2,518	2,008	4225	4,000	3,780
Total permits	2,314	1935	2,071	2,000	1986
Certificates of Occupancy	138	139	135	140	128

Number and Value of Building Permits

Fiscal Year Ending 6/30	Residential		Commercial and Industrial		Total	
	Number	Value	Number	Value	Number	Value
2019 (1)	1,729	\$ 30,486,780	137	\$ 76,800,322	1,866	\$ 107,287,102
2018	1,882	29,982,123	189	34,578,522	2,071	64,560,645
2017	1,718	31,961,731	217	7,696,398	1,935	39,658,129
2016	2,066	40,043,128	248	43,856,231	2,314	83,899,359
2015	1,760	18,414,963	208	18,683,586	1,968	37,098,549

(1) As of May 17, 2019

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
204,125	211,141	11440100 00110	FULL TIME SALARIES	212,643	212,643	210,997
1,000	500	11440100 00112	LONGEVITY	0	0	0
6,641	7,019	11440100 00113	PART TIME WAGES	7,159	7,234	6,643
-	0	11440100 00114	TEMPORARY	0	10,000	10,000
-	600	11440200 00210	OFFICE SUPPLIES	600	600	600
-	1,050	11440200 00221	OPERATING MATERIAL	1,250	1,250	1,250
-	680	11440200 00222	VEHICLE & EQUIP SUPPLIES	340	340	340
-	0	11440200 00223	UNIFORMS & CLOTHING	0	0	0
319	2,000	11440300 00320	PROFESSIONAL	2,000	2,000	2,000
6,612	6,800	11440300 00330	RENTAL & LEASES	6,200	6,612	6,612
-	600	11440300 00350	PRINTING	600	600	600
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218,948	232,591		TOTAL	232,992	242,992	240,755
			PERCENTAGE CHANGE	0.17%	4.47%	3.51%

DEPARTMENT SUMMARIES

PROGRAM	ECONOMIC DEVELOPMENT COMMISSION	1465
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Program Explanation:

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

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

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

Budget Change Commentary:

There is no change in the program budget.

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

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DEPARTMENT SUMMARIES

PROGRAM	ASSESSOR'S OFFICE	1511
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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 increased \$5,430 or 1.82% due to salary increases and consulting fees for property appraisals.

Program Objectives and Goals FY 2020:

- 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 Windsor
- We will continue to educate ourselves and our public on statutory law changes applicable to assessments
- We will continue to work with other Town departments to produce the information to successfully complete elderly programs, veteran programs, farm programs, abatement programs, and any other programs assigned as part of the assessment function

Program Accomplishments FY 2019:

- Finalized the 2018 Grand Lists with continued improvement to the records and lists under the Assessors' charge.
- Attended Board of Assessment Appeals hearings and court cases.
- Coordinate State and Local Tax Exemption Programs.
- Worked with the Town Staff to successfully maintain multiple division records; maintain Town records for the CAMA system and implemented and update information on a new Quality Data System (QDS).
- Began three year Business Personal Property audit program to ensure fair and equitable distribution of tax burden with respect to self-reported business assets.

DEPARTMENT SUMMARIES

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Assessor	1	1.0
2	2.0	1	1.0	Assistant Assessor	1	1.0
0	0.0	1	1.0	Senior Assessment Technician	1	1.0
1	1.0	1	1.0	Assessment Clerk	1	1.0

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Field inspections	2,381	2,451	2,749	2,700	2,800
Real Estate accounts	11,101	11,180	11,116	11,206	11,250
Motor Vehicle accounts	25,611	25,810	25,883	25,372	25,800
Personal Property accounts	1,512	1,416	1,415	1,424	1,485
Supplemental Motor Vehicle accounts	4,146	4,172	4,168	4,200	4,210
Properties transferred	873	906	903	915	920
Salas ratio analysis completed *First year after revaluation, state does not accept submitted ratios	500	510	REVAL	525	525
Assessment appeals court cases settled during fiscal year, note revaluation activity increase.	n/a	0	4	2	1

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
211,750	259,390	11511100 00110	FULL TIME SALARIES	267,245	266,545	263,884
-	500	11511100 00112	LONGEVITY	0	0	0
2,839	0	11511100 00114	TEMPORARY	0	0	0
271	0	11511200 00210	OFFICE SUPPLIES	750	750	750
2,183	2,800	11511200 00221	OPERATING MATERIAL	3,785	3,785	3,785
724	3,050	11511300 00310	ADVERTISING	3,000	3,000	3,000
5,546	10,000	11511300 00320	PROFESSIONAL	12,100	12,100	12,100
2,112	2,500	11511300 00330	RENTAL & LEASES	2,550	2,550	2,550
1,751	1,900	11511300 00350	PRINTING	3,500	3,500	3,500
121,543	13,500	11511300 00371	MAINTENANCE CONTRACTS	5,500	5,500	5,500
689	2,250	11511300 00374	FEES & MEMBERSHIPS	3,725	3,725	3,725
2,914	2,450	11511300 00375	RECRUITMENT & TRAINING	4,975	4,975	4,975
352,322	298,340		TOTAL	307,130	306,430	303,769
			PERCENTAGE CHANGE	2.95%	2.71%	1.82%

DEPARTMENT SUMMARIES

PROGRAM	COLLECTOR OF REVENUE	1514
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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. Furthermore, this office maintains accurate accounting records and appropriate internal controls, enforces the payment of delinquent taxes in accordance with State Statutes, and provides property tax information to the citizens of South Windsor.

Budget Change Commentary:

Program budget is increasing \$2,404 or 1.09% to cover anticipated contractual increases and additional department training.

Program Objectives and Goals FY 2020:

- Continue to improve collections and streamline methods
- Continue to utilize new software system – Quality Data Systems (QDS) to streamline processes and eliminate manual calculations
- Continue the use of Town Constables for collecting delinquent taxes and sewer use fee to increase collections and minimize delinquent accounts
- Continue to utilize outside collections agency, TaxServ to increase collections of delinquent accounts
- Maintain a collection rate of 98.6%
- Continue to review and update security measures within the Collector's Office
- Complete Sale of Land for Taxes
- Work with Finance to collect other municipal revenues

Program Accomplishments FY 2019:

- 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 Residential Sewer Use Fees
- 100% Collection Rate for Commercial Sewer Fee
- Completed first phase of Sale of Land for Taxes
- Reviewed and update security measures, office policies and procedures within the Collector's Office

DEPARTMENT SUMMARIES

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Tax Bills Sent	42,680	42,900	42,000	42,267	42,000
Current Taxes Collected per Town's Audited Financial Statements	\$90,973,478	\$94,333,858	\$98,354,737	n/a	n/a
Current Taxes Collectible per Approved Budget	n/a	n/a	n/a	\$102,592,456	\$103,217,000
Collection Rate of Current Taxes Collectible per Town's Audited Financial Statements	98.9%	98.6%	98.9%	99%	99%
Prior Year Taxes Collected per Town's Audited Financial Statements	\$1,270,284	\$526,461	\$1,009,312	n/a	n/a

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
119,883	163,232	11514100 00110	FULL TIME SALARIES	168,300	169,040	164,730
53	500	11514100 00111	OVERTIME	500	500	500
500	0	11514100 00112	LONGEVITY	0	0	0
20,235	20,285	11514100 00113	PART TIME WAGES	20,691	20,691	20,691
300	0	11514100 00114	TEMPORARY	0	0	0
1,092	2,000	11514200 00210	OFFICE SUPPLIES	1,500	1,500	1,500
2,531	4,000	11514300 00310	ADVERTISING	3,000	3,000	3,000
4,462	3,000	11514300 00320	PROFESSIONAL	3,500	3,500	3,500
225	0	11514300 00330	RENTAL & LEASES	0	0	0
10,502	19,500	11514300 00350	PRINTING	19,500	19,500	19,500
450	500	11514300 00371	MAINTENANCE CONTRACTS	500	500	500
263	4,000	11514300 00374	FEES & MEMBERSHIPS	4,500	4,500	4,500
2,226	4,500	11514300 00375	RECRUITMENT & TRAINING	5,500	5,500	5,500
12,909	0	11514400 00441	OFFICE EQUIPMENT	0	0	0
175,632	221,517		TOTAL	227,491	228,231	223,921
			PERCENTAGE CHANGE	2.70%	3.03%	1.09%

DEPARTMENT SUMMARIES

PROGRAM	FINANCE OFFICE	1532
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Program Explanation:

The Finance Office manages the entire Finance Department, the Central Services Division, Capital Leases, Principal and Interest on Bonded Debt, and the Municipal Insurance Division. 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 Medical Insurance Funds.

Budget Change Commentary:

The Finance Office budget has increased by \$10,160 to cover salary increases and additional department training.

Program Objectives and Goals FY 2020:

- Provide Town Auditors with the necessary information to complete the audit of the June 30, 2019 financial statements and continue to improve on criteria to submit to GFOA for consideration of the award for excellence "Comprehensive Achievement Financial Report"
- Assist Town Manager's office with the preparation of the 2020-2021 budget and any supplemental schedules requested
- Review Town policies and procedures and implement new security measures where necessary, primarily focusing on the grant reimbursement process
- Review treasury banking and investing opportunities to better serve the Town

Program Accomplishments FY 2019:

- Submission to GFOA for consideration of the award of excellence on the "Comprehensive Achievement Financial Report" for the period ending June 30, 2018
- Achieved GFOA Distinguished Budget Presentation Award
- Assist Town Manager's office with the preparation of the 2018-2019 budget and any supplemental schedules necessary
- Coordinated the bonds and bond anticipation notes issue; conference call 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
- Implemented paperless accounts payable invoices for efficiency and cost effective for the Town
- Successfully updated all current copiers throughout the Town and executed a 5-year lease
- Provide Town Auditors with the necessary information to complete the audit of the June 30, 2018 financial statements
- Implementation of the Purchasing Card (P-Card) Program to achieve benefits of the annual cash rebates
- Annually update the Unified Chart of Accounts (UCOA) implemented by Office of Policy and Management's to compile all financial data between municipalities
- Support departments to obtain financing for their approved equipment acquisitions, capital projects and requested financial reports
- Maintained and reconciled 55 Funds, consisting of 3,585 general ledger accounts
- Receivable review for accuracy and timeliness of reimbursements
- Successful RFP issued to obtain prices and services available for banking services

DEPARTMENT SUMMARIES

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Accounts payable checks issued	6,690	6,135	5,963	6,175	6,200
Accounts payable ACH issued	710	1,626	1,328	1,500	1,500
Purchase orders processed	2,845	2,582	2,490	3,018	3,000
Invoices processed (either ACH or AP)	11,308	11,360	11,149	11,500	11,500
Total number of payroll checks and direct deposits	24,684	24,840	25,844	26,000	26,000
% of payroll that is direct deposit	88%	94%	95.22%	96%	97%
W-2s prepared	456	507	499	510	510
Bank accounts maintained	18	19	19	19	22
Percentage of bank deposits made within 24 hours	99%	99%	99%	99%	99%
Reconcile bank statements within 1 month of receipt	98%	99%	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	3,186	3,253	3,578	3,650	3,650
Unassigned Fund Balance as % of expenditures	7.49%	8.50%	9.9%	11%	12%

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
325,768	340,706	11532100 00110	FULL TIME SALARIES	362,893	362,414	358,471
0	500	11532100 00111	OVERTIME	250	250	250
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	2,500	2,500	2,500
178	1,000	11532300 00330	RENTAL & LEASES	0	0	0
1,178	2,050	11532300 00374	FEES & MEMBERSHIPS	3,000	3,000	3,000
344,558	355,461		TOTAL	370,043	369,564	365,621
			PERCENTAGE CHANGE	4.10%	3.97%	2.86%

DEPARTMENT SUMMARIES

PROGRAM	TOWN CLERK	1540
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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:

This program budget has increased by \$3,942 or 1.71% to cover salary increases and additional department training.

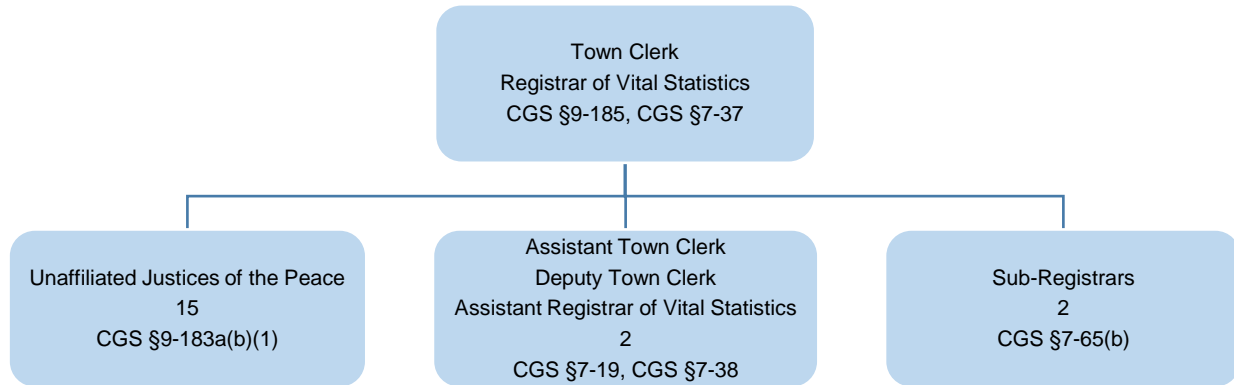
Program Objectives and Goals FY 2020:

- Continuation of back filing maps and linking to the Land Records
- Continuation of microfilming all vital and land records and maps
- Continuation of issuing dog licenses, absentee ballots and providing information on all elections

Program Accomplishments FY 2019:

- Microfilmed maps, land records and vital records
- Indexed and linked maps onto the land records
- Issued absentee ballots for the primaries and presidential election.

DEPARTMENT SUMMARIES



Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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 2015-2016	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Anticipated 2019-2020
Number of Documents Recorded – Calendar year	6,324	6,478	6,882	6,801	6,800
Foreclosure Registrations filed	87	97	70	114	100
Dog Licenses Issued	2,636	2,700	2,750	2,405	2,700
Birth, Death and Marriage licenses received	947	981	963	1,013	1,000
Marriage Licenses issued	541	539	539	535	500
Maps Filed	80	80	90	75	80

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
226,475	197,116	11540100 00110	FULL TIME SALARIES	201,058	201,058	201,058
-	0	11540100 00114	TEMPORARY	0	0	0
102	250	11540200 00210	OFFICE SUPPLIES	250	250	250
-	0	11540200 00221	OPERATING MATERIAL	0	0	0
2,141	3,000	11540300 00310	ADVERTISING	3,000	3,000	3,000
18,629	24,000	11540300 00320	PROFESSIONAL	24,000	24,000	24,000
-	0	11540300 00330	RENTAL & LEASES	0	0	0
4,327	5,000	11540300 00350	PRINTING	5,000	5,000	5,000
453	500	11540300 00371	MAINTENANCE CONTRACTS	0	0	0
374	550	11540300 00373	REPAIR/MAINT EQUIPMENT	550	550	550
305	500	11540300 00374	FEES & MEMBERSHIPS	500	500	500
184	250	11540300 00375	RECRUITMENT & TRAINING	750	750	750
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252,990	231,166		TOTAL	235,108	235,108	235,108
			PERCENTAGE CHANGE	1.71%	1.71%	1.71%

DEPARTMENT SUMMARIES

PROGRAM	TOWN ATTORNEY	1550
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Program Explanation:

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

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

Budget Change Commentary:

The program budget has a zero percent increase.

Function	GENERAL GOVERNMENT
Department	LAW
Division	TOWN ATTORNEY
Division Code	1550

2017/2018	2018/2019				2019/2020	2019/2020	2019/2020
COUNCIL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
126,262	150,000	11550300	00320	PROFESSIONAL	150,000	150,000	150,000

126,262	150,000	TOTAL	150,000	150,000	150,000
		PERCENTAGE CHANGE	0.00%	0.00%	0.00%

DEPARTMENT SUMMARIES

PROGRAM	CENTRAL SERVICES	1921
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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 \$2,713 or 0.85% due to anticipated salary increases, proposed UCONN intern costs and increased payroll processing costs. These increases were offset by deduction to previous year budgeted costs associated with copier lease buyout.

Program Objectives and Goals FY 2020:

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

Program Accomplishments FY 2019:

- Provided assistance to various Boards and Commissions
- Coordinated purchase of all annual office supplies
- Implemented the Purchasing Card Program to streamline the process of purchases by departments

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Administrative Secretary	1	1.0

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Anticipated 2018-2019	Estimated 2019-2020
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	\$16,000,000	\$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%

DEPARTMENT SUMMARIES

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

2017/2018	2018/2019				2019/2020	2019/2020	2019/2020
ACTUAL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
APPROVED	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
46,201	46,515	11921100	00110	FULL TIME SALARIES	47,445	117,445	47,445
-	500	11921100	00111	OVERTIME	500	500	500
500	900	11921100	00112	LONGEVITY	1,630	1,630	1,630
-	0	11921100	00113	PART TIME WAGES	0	0	0
3,210	0	11921100	00114	TEMPORARY	32,500	16,250	16,250
22,951	42,000	11921200	00210	OFFICE SUPPLIES	39,500	39,500	39,500
56,784	65,500	11921200	00221	OPERATING MATERIAL	57,150	57,150	57,150
-	1,000	11921300	00310	ADVERTISING	1,000	1,000	1,000
82,010	75,400	11921300	00320	PROFESSIONAL	94,300	94,300	94,300
36,502	73,600	11921300	00330	RENTAL & LEASES	48,353	48,353	48,353
6,011	8,600	11921300	00350	PRINTING	8,600	8,600	8,600
4,239	4,084	11921300	00371	MAINTENANCE CONTRACTS	4,084	4,084	4,084
-	0	11921300	00373	REPAIR/MAINT EQUIPMENT	1,000	1,000	1,000
-	0	11921300	00375	RECRUITMENT & TRAINING	0	0	0
-	1,000	11921400	00441	OFFICE EQUIPMENT	2,000	2,000	2,000
258,407	319,099	TOTAL			338,062	391,812	321,812
PERCENTAGE CHANGE					5.94%	22.79%	0.85%

DEPARTMENT SUMMARIES

PROGRAM	INFORMATION TECHNOLOGY	1922
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Program Explanation:

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

Budget Change Commentary:

This program budget is increasing by \$20,319 or 1.99% due to salary increases, additional maintenance contracts and computer equipment.

Program Objectives and Goals FY 2020:

- 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.
- Implement network monitoring/log reporting tools.

Program Accomplishments FY 2019:

- Completed our first year of cybersecurity training, greatly improving staff response to potential security threats.
- Recognized nationally for our implementation of technology in the Emergency Operations Center (EOC) Command Center with a CIO Digital Edge Award.
- Continued to expand our fiber optic network including plans for connections at both Fire Headquarters and the site for the new Eli Terry Elementary School.
- Utilized the Emergency Operations Center (EOC) for staff training as well as state-wide drills and training.

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Assistant Town Manager / Director of Information Technology / CIO	1	1.0
1	1.0	1	1.0	Systems Analysis/Administrator	1	1.0
1	1.0	1	1.0	Network Administrator/Project Leader	1	1.0
2	2.0	2	2.0	Information Technology Technician	2	2.0

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Work Order Tickets	3,217	3,275	2,865	3,462	3,600

DEPARTMENT SUMMARIES

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

2017/2018	2018/2019				2019/2020	2019/2020	2019/2020
ACTUAL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
APPROVED	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
307,046	344,115	11922100	00110	FULL TIME SALARIES	352,553	352,553	349,155
6,364	25,464	11922100	00114	TEMPORARY	25,464	25,464	25,464
17,588	24,500	11922200	00221	OPERATING MATERIAL	24,500	24,500	24,500
17,380	24,000	11922300	00320	PROFESSIONAL	26,000	26,000	33,200
18,071	30,980	11922300	00330	RENTAL & LEASES	30,980	30,980	30,980
1,318	2,300	11922300	00350	PRINTING	2,300	2,300	2,300
274,717	371,574	11922300	00371	MAINTENANCE CONTRACTS	376,303	376,303	376,303
-	0	11922300	00373	REPAIR/MAINT EQUIPMENT	0	0	0
2,767	1,750	11922300	00374	FEES & MEMBERSHIPS	2,100	2,100	2,100
4,984	20,000	11922300	00375	RECRUITMENT & TRAINING	20,000	20,000	20,000
194,580	174,581	11922400	00441	OFFICE EQUIPMENT	174,581	175,581	175,581

DEPARTMENT SUMMARIES

PROGRAM	G-MEDIA	1925
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Program Explanation:

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

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

Budget Change Commentary:

There is no change in the media budget. We would like to increase the number and diversity of our specialty programs. We feel that we can make this improvement with the current budget.

Program Objectives and Goals FY 2020:

- Increase G-Media specialty video production.
- Continue to increase the number of residents using the Town's social media sites.
- Research grant opportunities to purchase additional equipment.
- Monitor social media likes, tags, and mentions for South Windsor references.

Program Accomplishments FY 2019:

- Upgraded cameras and broadcasting equipment to HD.
- Began uploading select board and commission audio files to our streaming media website.
- Improved efficiencies in post-recording processes.
- Redesigned public access station format.
- Enabled HD viewing of G-Media content in the Town Hall Lobby.

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Town Council Meeting	22	20	20	21	20
Special Town Meeting	8	4	6	8	6
Special Events	2	2	2	3	2
G-Media Specialty Productions	4	3	3	3	5
Social Media Posts	300	40	104	150	130

Function	GENERAL GOVERNMENT
Department	CENTRAL SERVICES
Division	MEDIA
Division Code	1925

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DEPARTMENT SUMMARIES

Public Safety

The Public Safety portion of the South Windsor Budget covers expenditures for the Police Department, Emergency Management, the Fire Department, the Office of the Fire Marshal, water lines, hydrants, and street lighting. The South Windsor Police Department is a full time municipal police department that provides police services to the community twenty-four hours a day throughout the year. The Police Department is located at 151 Sand Hill Road and serves as the headquarters for all of the agency's activities and as the public safety answering point (PSAP) for all 9-1-1 calls. The Office of Emergency Management is based in the Town Hall Annex/ Emergency Operations Center and implements a comprehensive emergency management program, which includes planning, response, recovery and mitigation from natural and human made disasters. 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 three part time employees. Beginning January 1, 2020, the Office will have two full time and two 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.

Page	Descriptions	2018-2019 Council Approved	2019-2020 Department Request	2019-2020 Manager Proposed	2019-2020 Council Approved
111	Police – Administration	571,902	588,967	573,217	569,497
113	Police – Operations	4,009,547	4,286,797	4,286,797	4,286,797
116	Police – Support Services	1,977,883	1,964,427	1,950,177	1,950,177
119	Police – Community Services	174,614	178,108	178,108	178,108
121	Emergency Management	96,168	110,720	40,260	54,760
124	Fire Marshal	245,601	303,323	269,708	264,738
127	South Windsor Volunteer Fire Department	954,105	974,495	974,495	974,495
129	Hydrants and Water Lines	896,500	934,500	898,500	898,500
131	Street Lights	452,500	452,500	452,500	452,500
	Total Public Safety	9,378,820	9,793,837	9,623,762	9,629,572

DEPARTMENT SUMMARIES

PROGRAM	POLICE DEPARTMENT – OVERVIEW	
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Program Explanation:

General Overview:

The South Windsor Police Department budget is divided into four distinct sections: Administration, Operations, Support Services and Community Services. A specific description for each section of the agency is contained in the following pages. All four sections of the agency work to support the mission, objectives and goals of the department. The Police Department budget also contains the allocated \$452,000.00 for all street lighting and traffic control lights

Budget Change Commentary:

The overall police department budget increase is 3.71 %. The adopted budget fully funds our authorized strength of 43 sworn personnel and expands department staffing to 46 sworn in January 2020 to meet the growth of retail, medical services, and assisted living residences the Town has experienced. Staffing was last increased in 2004, since then the population has grown and numerous assisted-living centers and medical office buildings have increased our calls for service. As the designated First Responders we are required to go to all medical calls. Also, the growth of retail stores along Buckland Road has increased traffic and criminal activity as well. We expect further increased call volume when the planned hotels, apartments and 2 additional assisted-living centers open. We seek to spend more time on quality of life issues and proactive activity to reduce crime and promote safe driving.

This budget also 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 training software, next generation 9-1-1 System and our body-worn cameras.

Department Objectives and Goals FY 2020:

- Establish a Quality of Life unit dedicated to addressing neighborhood issues such as noise, traffic violations, car burglaries and crime prevention
- Continue seeking opportunities for greater positive community interactions with community groups, schools and recreation participants
- Diversity in Recruiting, Promotion and Retention of department staff, identifying future leaders now, promoting and preparing for succession
- Make application for national C.A.L.E.A. accreditation, continue revising older policies and adopting industry best practices
- Maintain our vehicle fleet, replacing high mileage vehicles, continue successes with reliable all-wheel drive vehicles for all-weather capability
- Work with Capital Improvement Committee for security enhancements to headquarters perimeter to protect vehicles & all communication equipment
- Complete an enhancement of our radio communication system to eliminate interference and secure channels, improve interoperability in region
- Continue Traffic Enforcement and Education- looking for a 4th consecutive year with no fatal accidents

Department Accomplishments FY 2019:

- Recruited, hired, and trained several excellent candidates to recover from a 5 FTE deficit due to retirements, resignations and an off-duty death
- Maintained a regional presence in task forces and work groups, i.e. CT Center for Digital Investigations, SWAT, Traffic, Narcotics, Child Abuse
- Completed one full year with new Computer Aided Dispatch and Records Management System (CAD/RMS) and have achieved stability

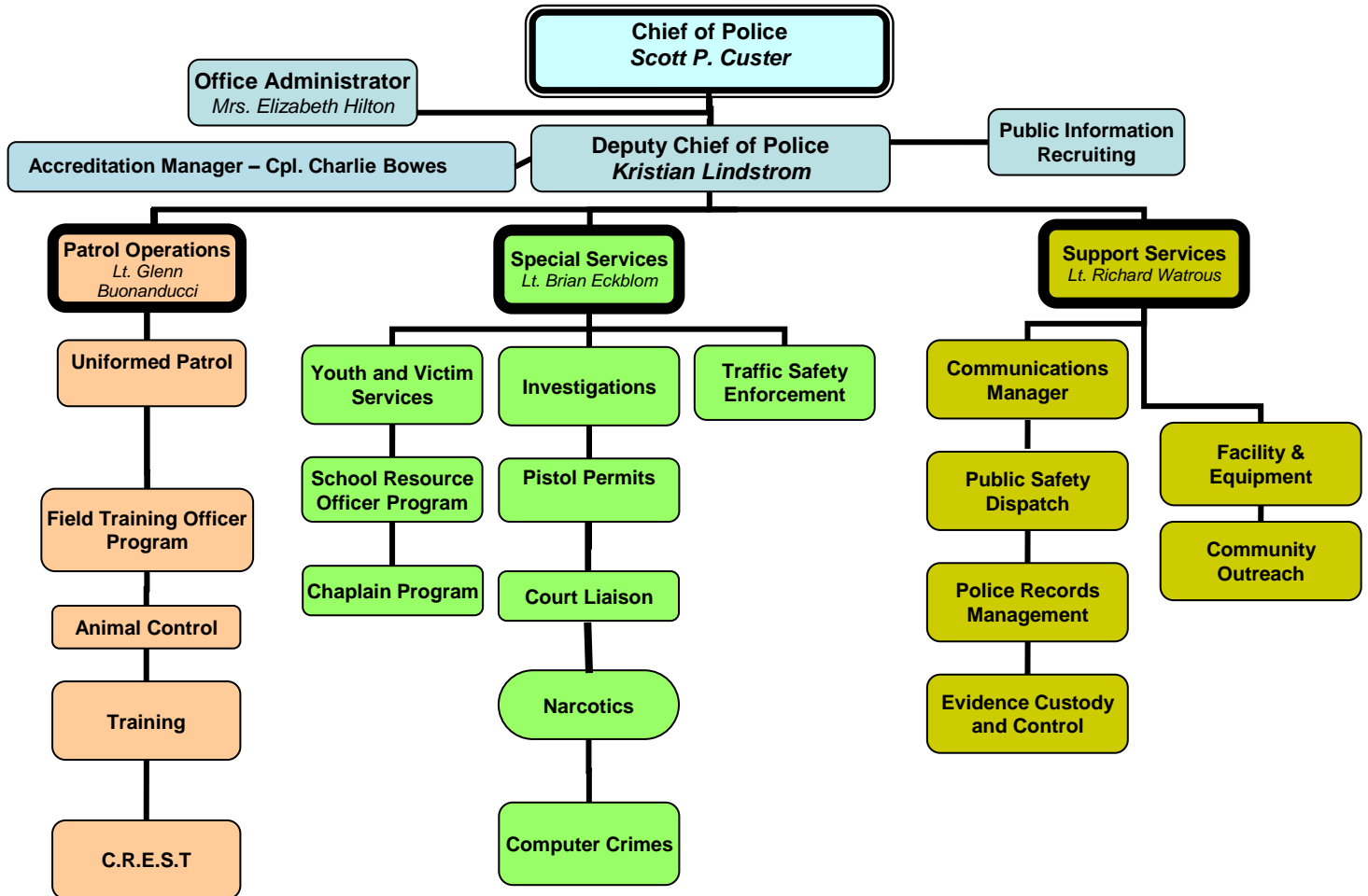
DEPARTMENT SUMMARIES

Department Accomplishments FY 2019 (cont'd):

- Renovated the lobby Training Room and improved upon the Patrol car Equipment storage bay to better support the patrol function
- Worked closely with E.A.P. and PEER program following the off-duty death of an officer to better support officers mental health
- Completed a successor agreement to the Police Union Contract
- Continued our commitment to community organizations through support for clothing, food, fuel and toy drives, Haunted Torch Walk, and others
- Continued collaboration with South Windsor Public Schools & CREC for security and traffic management
- Implemented a Lethality Assessment Program used at all domestic violence calls to protect victims
- Recognized as the country's 100 safest community by Safewise.com
- Celebrated 50 years of service as an organized police department, hosted a 50th Anniversary Open House which was very well attended

DEPARTMENT SUMMARIES

South Windsor Police Table of Organization 2018 (Rev 12/19/2018)



DEPARTMENT SUMMARIES

PROGRAM	POLICE DEPARTMENT – ADMINISTRATION	2110
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Program Explanation:

POLICE – ADMINISTRATION 4 full-time positions assigned: Chief of Police; Deputy Chief of Police; Accreditation Manager (sworn supervisory position), Office Administrator

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 .42% decrease. The adopted budget contains salary increases per anticipated bargaining unit agreements and current contractual obligations. This applies to Chief, Deputy Chief, CALEA manager and Office Administrator. Reductions to bring the overall decrease include: reduce undercover drug purchases and rewards, remove IACP training conference and seek alternatives for accreditation.

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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/Office Administrator (title change and union affiliation effective 2018)	1	1.0
0	0	0	0	Accreditation Manager- C.A.L.E.A. (transferred from Operations)	1	1.0

DEPARTMENT SUMMARIES

Function PUBLIC SAFETY
Department POLICE PROTECTION
Division ADMINISTRATION
Division Code 2110

2017/2018	2018/2019				2019/2020	2019/2020	2019/2020
ACTUAL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
454,696	424,954	12110100	00110	FULL TIME SALARIES	435,134	435,134	431,414
4,766	0	12110100	00111	OVERTIME	4,135	4,135	4,135
-	0	12110100	00112	LONGEVITY	750	750	750
-	0	12110100	00113	PART TIME WAGES	0	0	0
5,155	10,830	12110200	00221	OPERATING MATERIAL	10,830	8,080	8,080
113	0	12110200	00223	UNIFORMS & CLOTHING	0	0	0
10,468	14,000	12110300	00320	PROFESSIONAL	14,000	14,000	14,000
9,192	7,430	12110300	00374	FEES & MEMBERSHIPS	9,430	6,430	6,430
37,521	38,150	12110300	00375	RECRUITMENT & TRAINING	38,150	38,150	38,150
59,074	76,538	12110300	00380	GRANTS & CONTRIBUTIONS	76,538	66,538	66,538

DEPARTMENT SUMMARIES

PROGRAM	POLICE DEPARTMENT – OPERATIONS	2120
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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 41 positions and is commanded by 2 lieutenants. The division is comprised of four distinct units: Patrol; Traffic, Investigations; and Youth & Victim Services.

Patrol Section – 28 positions assigned: 1 Lieutenant, 4 Sergeants; 3 Corporals; 20 Officers (2 officer positions are vacant, 3 new positions budgeted eff.01/20)

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 regional animal control facility (TRACS) 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 reconstructionists.

Criminal Investigations Unit: - 1 Lieutenant, 1 Sergeant; 1 Corporal; 4 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) and an officer assigned to the regional computer crime lab (Center for Digital Investigations). 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; 1 Corporal, 1 Officer. 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 department's Crisis Intervention program and various state mandates & 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 6.91% due to contractual salary increases and reflects the salaries of four Certified officers who were hired at top salary step per the police collective bargaining agreement. This remains an overall savings to the Town, as we don't have to pay for academy tuition, 26 weeks of salary to attend the academy, and certified hires need only 8 weeks of field training. (For comparison: A certified candidate is on patrol after 8 weeks & \$13,000 of salary costs, a non-certified candidate is on patrol after 42 weeks of training at a salary cost of approx. \$52,500). This budget also requests 3 new positions funded beginning January 2020 to account for growth in the Buckland Road corridor, new housing, and other strain on patrol resources. Additionally, it allows for the promotion of current officers and corporals as part of succession planning and training. There are currently 5 supervisors

DEPARTMENT SUMMARIES

Budget Change Commentary (cont'd):

working past their “normal retirement date” and 2 additional supervisors reaching that date in FY2020/2021. This total includes the current Chief, a Lieutenant, 3 Sergeants, and two Corporals. Succession planning and an emphasis on graduate level education has been an important part of our department culture since 2015.

Assigned Positions (Operations):

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	2.0	Lieutenant	2	2.0
7	7.0	7	7.0	Sergeant	7	7.0
7	7.0	7	7.0	Corporal	9	9.0
21	21.0	21	21.0	Officer	23	23.0

Function	PUBLIC SAFETY
Department	POLICE PROTECTION
Division	OPERATIONS
Division Code	2120

[illegible]

DEPARTMENT SUMMARIES

PROGRAM	POLICE DEPARTMENT – SUPPORT SERVICES	2140
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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. Staff monitors regional frequencies, Town highway and medical channels. All routine and 911 calls are answered by an actual dispatcher rather than an auto-attendant. This is important in our service-oriented agency and hastens the delivery of services or routing of calls to the proper persons. All staff is trained in E.M.D. (Emergency Medical Dispatch) and deliver pre-arrival instructions to assist callers through medical emergencies including CPR, diabetic emergencies and childbirth. 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 headquarters is the recognized PSAP (Public Safety Answering Point) for the Town of South Windsor. All 9-1-1 calls for any type of emergency come to the police communications center. Cell phone calls improperly routed to South Windsor are transferred quickly to the correct jurisdiction. 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 and for any Town building or roadway concern. The communication center is staffed with two highly trained dispatchers 24-hours a day, every shift, 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, and case preparation at the 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. Currently the Evidence Officer also serves as Quartermaster and Community Outreach Officer (described below). He is the Elderly Services Officer and does outreach and crime prevention for seniors as well as organizes food, toy and fuel drives.
- **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. All purchasing adheres to "state bid" type programs and we actively work to find low cost solutions to our vehicle needs.
- **Community Outreach –** This job function 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 decrease for the support services portion of the budget is -1.40% due to a minimal vehicle request for FY19/20. This total decrease is realized even after factoring in contractual increases in bargaining unit salaries, new boot reimbursements, increased radio maintenance agreements and gasoline costs, and the proposed replacement costs of 3 patrol vehicles.

DEPARTMENT SUMMARIES

Assigned Positions (Support Services):

2017-2018		2018-2019		Position Title	2019-2020	
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

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
887,451	899,178	12140100 00110	FULL TIME SALARIES	919,265	919,265	919,265
261,521	205,000	12140100 00111	OVERTIME	205,000	205,000	205,000
19,028	44,178	12140100 00112	LONGEVITY	41,845	35,345	35,345
-	0	12140100 00113	PART TIME WAGES	0	0	0
45,840	63,320	12140200 00221	OPERATING MATERIAL	65,320	65,320	65,320
88,600	138,500	12140200 00222	VEHICLE & EQUIP SUPPLIES	139,500	136,750	136,750
93,765	76,300	12140200 00223	UNIFORMS & CLOTHING	83,300	83,300	83,300
28,617	28,764	12140200 00227	AMMUNITION & EXPLOSIVES	28,764	28,764	28,764
433	1,500	12140300 00310	ADVERTISING	1,500	1,500	1,500
-	0	12140300 00320	PROFESSIONAL	0	0	0
43,253	49,360	12140300 00330	RENTAL & LEASES	50,320	49,320	49,320
1,368	4,000	12140300 00350	PRINTING	3,500	2,500	2,500
32,377	36,806	12140300 00360	UTILITIES	59,812	59,812	59,812
78,192	76,457	12140300 00371	MAINTENANCE CONTRACTS	80,295	79,295	79,295
54,269	63,892	12140300 00373	REPAIR/MAINT EQUIPMENT	65,391	63,391	63,391
172,274	290,628	12140400 00442	DEPARTMENT EQUIPMENT	220,615	220,615	220,615
1,806,987	1,977,883	TOTAL		1,964,427	1,950,177	1,950,177
		PERCENTAGE CHANGE		-0.68%	-1.40%	-1.40%

DEPARTMENT SUMMARIES

PROGRAM	POLICE DEPARTMENT – COMMUNITY SERVICES	2150
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Program Explanation:

POLICE – COMMUNITY SERVICES

The Police Community Services Division includes the Animal Control Officers (ACO) serve as assistant municipal animal control officers for the Town and assist the department in many other areas. A.C.O's also assist patrol officers and 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. The kennel assistant 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 anticipated contractual salary increases for the Animal Control Officers.

Assigned Positions (Community Services)

2017-2018		2018-2019		Position Title	2019-2020	
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

DEPARTMENT SUMMARIES

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

2017/2018	2018/2019				2019/2020	2019/2020	2019/2020
ACTUAL	COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	DEPARTMENT REQUEST	MANAGER PROPOSED	COUNCIL APPROVED
131,802	135,154	12150100	00110	FULL TIME SALARIES	137,858	137,858	137,858
23,543	17,000	12150100	00111	OVERTIME	17,500	17,500	17,500
2,994	3,360	12150100	00112	LONGEVITY	3,650	3,650	3,650
-	0	12150100	00113	PART TIME WAGES	0	0	0
932	950	12150200	00221	OPERATING MATERIAL	950	950	950
349	1,500	12150200	00223	UNIFORMS & CLOTHING	1,500	1,500	1,500
114	750	12150300	00310	ADVERTISING	750	750	750
2,580	4,550	12150300	00320	PROFESSIONAL	4,550	4,550	4,550
-	0	12150300	00330	RENTAL & LEASES	0	0	0
-	800	12150300	00350	PRINTING	800	800	800
5,654	10,200	12150300	00372	REPAIR/MAINT FACILITIES	10,200	10,200	10,200
-	150	12150300	00374	FEES & MEMBERSHIPS	150	150	150
-	200	12150300	00380	GRANTS & CONTRIBUTIONS	200	200	200
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DEPARTMENT SUMMARIES

PROGRAM	EMERGENCY MANAGEMENT	2200
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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 overall revised program budget has been decreased by \$54,760 or 43.06% due to department restructure.

Program Objectives and Goals FY 2020:

- Review and update all annexes within the Emergency Operation Plans (EOP).
- Review and update EOC activation, operational and functional plans and policies.
- Training and implementation of community sheltering plan.
- Host Community Emergency Response Teams (CERT) basic core classes to increase membership.
- 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.

Program Accomplishments FY 2019:

- 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 5th 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.

DEPARTMENT SUMMARIES

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
1	.5	1	.75	Assistant Director of Emergency Management	1	.75

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
CERT Members	40	45	50	60	70
CERT regular hours	2,900	3,000	3,200	3,200	3,500
CERT training hours	1,200	1,200	1,300	1,300	1,400
CERT leadership training and meetings hours	420	420	420	420	420
CERT event hours	500	500	500	500	500

DEPARTMENT SUMMARIES

Function PUBLIC SAFETY
Department EMERGENCY SERVICES
Division EMERGENCY MANAGEMENT
Division Code 2200

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
49,890	50,918	12200100 00113	PART TIME WAGES	60,060	0	14,500
18,218	17,000	12200200 00221	OPERATING MATERIAL	17,500	16,000	16,000
9,355	10,000	12200300 00320	PROFESSIONAL SERVICES	10,500	7,600	7,600
200	250	12200300 00330	RENTAL & LEASES	2,460	2,460	2,460
25,344	18,000	12200400 00442	DEPARTMENT EQUIPMENT	20,200	14,200	14,200
103,007	96,168		TOTAL	110,720	40,260	54,760
			PERCENTAGE CHANGE	15.13%	-58.14%	-43.06%

DEPARTMENT SUMMARIES

PROGRAM	FIRE MARSHAL	2210
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Program Explanation:

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

Effective January 1, 2020, the staff of the South Windsor Fire Marshal's Office will consist of a full-time Fire Marshal, a full-time Deputy Fire Marshal, a part-time Deputy Fire Marshal and one part-time Fire Inspector. 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's adopted budget is \$264,738 a \$19,137 or 7.79% increase. This major influences on this budget proposal is the combining of two part-time positions into one full-time position. With the change in positions, the office would be staffed by two full-time employees and two part-time employees and one unfunded part-time position. The goal of creating this position is to meet the demands caused by an uptick in construction inspections, meet the needs of additional mandated inspections, meet anticipated demands, and provide consistent coverage in office.

Program Objectives and Goals FY 2020:

- Resume inspection program to meet State mandated schedule
- Continue addressing / Nexgen projects
- Continue hoarding procedure project
- Online permitting
- EOP work
- Electronic plan submittal
- Institute vehicle replacement program

Program Accomplishments FY 2019:

- Institute vehicle replacement program
- Completed mobile inspection program initiative
- Begin addressing committee

DEPARTMENT SUMMARIES

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	1	1	Fire Marshal	1	1
1	.5	1	.3	Deputy Fire Marshal (effective January 1, 2020)	2	1.5
1	.5	1	.3	Fire Inspector	1	0.5
1	.5	1	.3	Fire Inspector (effective January 1, 2020)	0	0.0
1	.4	1	.2	Fire Inspector (effective January 1, 2020)	0	0.0

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Inspections	1,546	1,418	1,875	1,900	1,900
Investigations	27	10	31	35	35
Plan Reviews	21	35	40	40	35
Training	22	70	28	70	70
Meetings	463	500	671	600	600
Juvenile Fire Setter Meeting	2	4	3	3	4
Juvenile Review Board	2	20	2	2	0

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
94,942	96,879	12210100 00110	FULL TIME SALARIES	139,222	133,785	128,815
735	500	12210100 00111	OVERTIME	500	500	500
89,641	113,702	12210100 00113	PART TIME WAGES	114,685	98,007	98,007
1,973	2,000	12210200 00210	OFFICE SUPPLIES	2,000	2,000	2,000
7,515	6,350	12210200 00221	OPERATING MATERIAL	6,350	6,350	6,350
26,103	3,260	12210200 00222	VEHICLE & EQUIP SUPPLIES	3,260	3,260	3,260
2,761	2,400	12210200 00223	UNIFORMS & CLOTHING	2,400	2,400	2,400
-	0	12210300 00320	PROFESSIONAL	0	0	0
-	10,000	12210300 00330	RENTAL & LEASES	10,896	10,896	10,896
1,625	2,010	12210300 00374	FEES & MEMBERSHIPS	2,010	2,010	2,010
3,642	8,500	12210300 00375	RECRUITMENT & TRAINING	8,500	8,500	8,500
-	0	12210400 00442	DEPARTMENT EQUIPMENT	13,500	2,000	2,000
228,936	245,601		TOTAL	303,323	269,708	264,738
			PERCENTAGE CHANGE	23.50%	9.82%	7.79%

DEPARTMENT SUMMARIES

PROGRAM	SOUTH WINDSOR VOLUNTEER FIRE DEPARTMENT	2220
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Program Explanation:

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

Budget Change Commentary:

Program	Explanation	Budget Amount	%
Buildings, Apparatus & Equipment	Management and upkeep of the three fire stations including all utilities, general repairs, cleaning and grounds. Maintenance & fuel for the nine vehicle fleet. Mandated testing for equipment such as hose, ladders, and breathing apparatus.	\$298,725.00	30.7%
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.	\$264,400.00	27.1%
Administration & Management	Officer & Administrative Salaries. General offices expenses including printing, postage and supplies. Computer and computer network expenses.	\$152,625.00	15.7%
Protective Clothing & Safety	New and replacement protective clothing. Entry level and periodic medical exams. Mandated physical testing.	\$96,375.00	9.9%
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.	\$87,275.00	9.0%
Training & Education	Entry level fire fighter certification training. Mandated refresher training. Weekly department drills. Specialized rescue and fire suppression training. Leadership development.	\$57,845.00	5.9%
Fire Prevention & Safety Education	Activities related to providing the citizens of South Windsor with fire prevention education including Fire Prevention Week activities.	\$17,250.00	1.8%
	Total	\$974,495.00	100.0%

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

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DEPARTMENT SUMMARIES

PROGRAM	HYDRANTS AND WATER LINES	2240
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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 and hydrants. 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 was adopted at \$898,500, a \$2,000 increase over the previous year. This major influences on this budget are the annual increases anticipated for CT Water and MDC fees.

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Anticipated 2019-2020
Connecticut Water Hydrants	623	623	645	651	660
MDC Hydrants	240	240	277	277	278
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

[illegible]

DEPARTMENT SUMMARIES

PROGRAM	STREET LIGHTS	2300
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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.

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
511,176	448,000	12300300 00360	UTILITIES	448,000	448,000	448,000
-	0	12300300 00372	REPAIR/MAINT FACILITIES	0	0	0
4,658	4,500	12300300 00373	REPAIR/MAINT EQUIPMENT	4,500	4,500	4,500
515,833	452,500	TOTAL		452,500	452,500	452,500
		PERCENTAGE CHANGE		0.00%	0.00%	0.00%

DEPARTMENT SUMMARIES

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.

Page	Descriptions	2018-2019 Council Approved	2019-2020 Department Request	2019-2020 Manager Proposed	2019-2020 Council Approved
134	Public Works – Administration	152,839	158,210	158,210	156,720
136	Public Works – Engineering	470,774	563,259	490,944	488,714
139	Public Works – Street Services – Highway Maintenance	3,139,988	3,153,015	3,123,015	3,120,404
142	Public Works – Street Services – Fleet Services	971,409	992,141	972,141	971,242
145	Public Works – Public Buildings Division	1,905,446	2,037,462	1,986,392	1,985,126
149	Public Works – Refuse Disposal	2,046,843	2,138,696	2,128,696	2,127,327
	Total Public Works	8,687,300	9,042,783	8,859,398	8,849,532

DEPARTMENT SUMMARIES

PROGRAM	PUBLIC WORKS – ADMINISTRATION	3110
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Program Explanation:

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

Budget Change Commentary:

The budget as submitted contains an increase of \$3,881 due to salary increases and APWA conference attendance.

Program Objectives and Goals FY 2020:

- Continue to plan and deliver Critical Training and personnel development for all new and current Public Works Personnel
- Continue Local and Regional Partnerships
- Continue to help advance Public Works professionalism in CT and New England as newly appointed Board of Directors for the New England Chapter of APWA
- Provide support to Assistant Town Managers and new Town Manager to maximize opportunities and success

Program Accomplishments FY 2019:

- 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 Board of Directors, NE APWA Awareness and Bereavement Committees, Support to OSTF, CIP Committee, Green Snow Pro Committee, SW Sustainable CT Committee
- Continued Citizen Service Request Dashboard via the robust Connect South Windsor Mobile App thus improving transparency and service level responses
- Continued work with Energy Committee and Sustainable CT Committee
- Successful projects and program implementations
- Staff training

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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

DEPARTMENT SUMMARIES

Function PUBLIC WORKS
Department PUBLIC WORKS
Division ADMINISTRATION
Division Code 3110

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
146,062	149,039	13110100 00110	FULL TIME SALARIES	153,510	153,510	152,020
-	200	13110200 00210	OFFICE SUPPLIES	200	200	200
-	0	13110200 00221	OPERATING MATERIAL	0	0	0
1,176	1,000	13110300 00310	ADVERTISING	1,000	1,000	1,000
2,720	2,600	13110300 00374	FEES & MEMBERSHIPS	3,500	3,500	3,500
149,958	152,839	TOTAL		158,210	158,210	156,720
		PERCENTAGE CHANGE		3.51%	3.51%	2.54%

DEPARTMENT SUMMARIES

PROGRAM	PUBLIC WORKS – ENGINEERING	3111
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Program Explanation:

The Engineering Division is responsible for the design and construction management of public infrastructure projects, including Town roads, storm water drainage, sanitary sewers, sidewalks, culverts and bridges. 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, questions and complaints about roads and sidewalks and other inquiries. The Engineering Division is also responsible for the South Windsor GIS, which is used for storing and tracking data and features on properties and infrastructure in Town. This is used regularly by all Town departments and many citizens and businesses to respond to requests for information. Visit our Town Website (www.southwindsor.org) for more information on GIS, the Citizen Service Request Dashboard and Engineering capital projects.

Budget Change Commentary:

The adopted Engineering budget for 2019-2020 has increased by \$17,940 or 3.81% due to temporary budget for an Engineering/GIS intern and additional plotter printer supplies.

Program Objectives and Goals FY 2020:

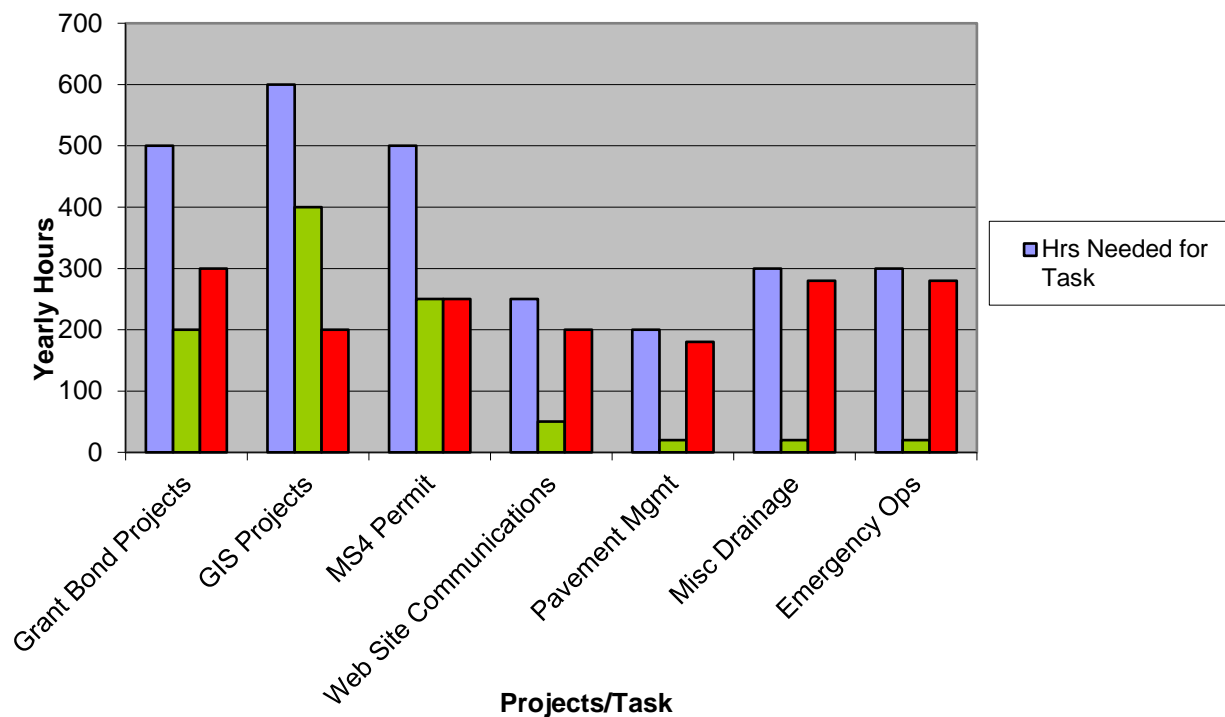
- Complete drainage improvements to Edwin Road, Ridge Road, and Deming Street
- Mill or reclaim and repave 2 miles of local roads
- Redesign the rehabilitation of the Main Street Bridge over the Podunk River
- Final design and permitting for Eli Terry Safe Routes to School pedestrian improvements
- Design of Avery Street 5 pavement rehabilitation from Talcott Ridge Road to Dart Hill Road
- Design and permitting for sidewalk connections on a portion of Clark Street and Pleasant Valley Road. Construction will be funded by the Community Connectivity Grant Program from Connecticut DOT
- Design and permitting of Nevers Road improvements from Sand Hill Road to just south of the Community Center driveway

Program Accomplishments FY 2019:

- Completed reconstruction of Avery St 3 from Orchard Hill Dr. to the Manchester Town Line
- Complete construction of 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
- Repaired or replaced 2,890 feet of sidewalks throughout Town
- Continue to use GIS and Connect South Windsor dashboard for citizen requests for service and to show project status

DEPARTMENT SUMMARIES

Engineering Work Load



Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Street Excavation Permits	286	255	190	250	300
Drain Layers Permits	95	96	94	95	95
CBYD Requests	2164	2306	2401	2450	2500
Building Permit Reviews	28	25	35	32	35
Certificate of Occupancy Inspections	38	37	39	35	38
GIS Dashboard Requests	1200	1200	1200	1200	1200
Value of projects Managed by Engineering (Design, Const)	\$4,883,000	\$5,894,400	\$6,283,860	\$2,574,000	\$2,445,000

DEPARTMENT SUMMARIES

Function PUBLIC WORKS
Department PUBLIC WORKS
Division ENGINEERING
Division Code 3111

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
424,647	433,824	13111100 00110	FULL TIME SALARIES	510,759	440,444	438,214
-	500	13111100 00111	OVERTIME	500	500	500
1,400	1,400	13111100 00112	LONGEVITY	1,400	1,400	1,400
-	0	13111100 00114	TEMPORARY	15,000	15,000	15,000
2,892	3,800	13111200 00221	OPERATING MATERIAL	4,400	4,400	4,400
143	350	13111200 00223	UNIFORMS & CLOTHING	350	350	350
78	100	13111200 00228	SMALL TOOLS	100	100	100
7,603	9,500	13111300 00320	PROFESSIONAL	9,500	9,500	9,500
26	100	13111300 00330	RENTAL & LEASES	100	100	100
221	300	13111300 00350	PRINTING	300	300	300
114	400	13111300 00373	REPAIR/MAINT EQUIPMENT	400	400	400
3,704	4,500	13111300 00374	FEES & MEMBERSHIPS	4,450	4,450	4,450
-	10,000	13111300 00440	DEPARTMENT MANDATES	10,000	8,000	8,000
9,599	6,000	13111400 00442	DEPARTMENT EQUIPMENT	6,000	6,000	6,000
450,427	470,774		TOTAL	563,259	490,944	488,714
			PERCENTAGE CHANGE	19.65%	4.28%	3.81%

DEPARTMENT SUMMARIES

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

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

Budget Change Commentary:

This program budget is decreasing \$19,584 over previous year because of select cuts to line items no longer needed due to changes in operation.

Program Objectives and Goals FY 2020:

- Customer service, innovation and industry compliance remains our Division's number one focus.
- As the Town passed a bond referendum this past fall for road resurfacing projects; the Division intends on being an integral part to the success of those projects. Street Services will assist Engineering in facilitating this work by taking on portions of the projects to help offset some of the bonded costs to stretch them further.
- Catch basin repair and storm drainage maintenance will continue to be one of our main focal points.
- Regionalize the Town's Compost Program

Program Accomplishments FY 2019:

- The annual leaf program was accomplished in 35 crew days moving 27,026 cubic yards of leaves.
- 2018's winter was mild with very few accumulative snow events until the month of March which saw historic snow falls. The Town saw a total of 48.75" of snow over 21 different weather events utilizing 3,474 tons of salt.
- Pleasant Valley Roads' drainage system had an outfall that was discovered to have lost its headwall which was falling into the Podunk River.
- Installed an engineered dry well system at the intersection of Graham and Griffin Road to help capture the run off and prevent any potential for property damage.
- In preparation for Dart Hill Road reconstruction, all of the storm drains were inspected and deficiencies were repaired. One of these deficiencies was a clogged outlet that forced storm water to back up and out of a manhole which created some sink holes. The clog was due to overgrowth of trees and Willow Tree roots. The tree was removed along with the clog and the area revetted.
- Avery Brook Channel was cleaned out of all vegetative growth in the channel along with years of built up sediment. The project utilized some ingenuity to remove the silt efficiently and without injury.
- The Town's sign shop assisted with the fabrication of a new sign for the Rotary Club. They also helped with numerous other interdepartmental sign requests over the year. There were approximately 65 street signs replaced in FY 18/19.
- 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 started to attend to Ash Trees that have been effected by the Emerald Ash Borer.

DEPARTMENT SUMMARIES

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
.5	0.5	1	1.0	Superintendent of Streets	1	1.0
1	1.0	2	2.0	Associate Manager	2	2.0
.5	0.5	0	0.0	Administrative Manager (not funded)	0	0.0
1	1.0	1	1.0	Administrative Secretary	1	1.0
5	5.0	5	5.0	Maintainer III	5	5.0
8	8.0	9	9.0	Maintainer II	10	10.0
2	2.0	1	1.0	Maintainer 1	1	1.0
0	0.0	0	0.0	Part Time Summer Help	0	0.0

Performance Data	Actual 1990-1991	Actual 2001-2002	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019
Road Surface Treatment Miles	12.90	7.04	5.50	4.97	5.15	5
Catch Basin Cleaned	944	3,015	1,891	1,527	2,001	1,600
Leaf Collection Cubic Yards	12,708	19,930	22,333	16,259	27,026	30,000
Tons of Patch Used For Potholes	114.40	111	186.67	184	196	200
Catch Basins repaired	65	104	150	150	196	175
Roadside Mowing Passes	3	3	3	4	3	4
Sweeping Days / # Sweepers	60 / 2	15 / 3	39/1	35/1	35/1	35/1
Plow Routes	18	19	22	21	21	21
Miles of Road Plowed	124.11	134	140.0	140.0	140.0	140.0

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
1,230,618	1,336,456	13112100 00110	FULL TIME SALARIES	1,349,702	1,349,702	1,347,091
128,967	182,788	13112100 00111	OVERTIME	182,788	182,788	182,788
2,450	3,900	13112100 00112	LONGEVITY	3,900	3,900	3,900
7,445	0	13112100 00114	TEMPORARY	0	0	0
21,352	20,682	13112200 00221	OPERATING MATERIAL	20,682	20,682	20,682
12,426	14,595	13112200 00223	UNIFORMS & CLOTHING	14,595	14,595	14,595
214,727	234,460	13112200 00224	SNOW & ICE REMOVAL	234,460	234,460	234,460
173,449	196,888	13112200 00225	HIGHWAY MATERIALS	196,888	196,888	196,888
1,559	3,450	13112200 00226	LANDSCAPING	3,450	3,450	3,450
7,385	10,090	13112200 00228	SMALL TOOLS	10,090	10,090	10,090
244	350	13112300 00320	PROFESSIONAL	350	350	350
299,820	400,250	13112300 00330	RENTAL & LEASES	400,230	400,230	400,230
-	0	13112300 00350	PRINTING	0	0	0
90,694	240,480	13112300 00371	MAINT CONTRACTS	240,480	210,480	210,480
306	550	13112300 00373	REPAIR/MAINT EQUIPMENT	750	750	750
1,957	3,075	13112300 00374	FEES & MEMBERSHIPS	3,075	3,075	3,075
10,693	13,575	13112300 00375	RECRUITMENT & TRAINING	13,575	13,575	13,575
32,945	30,000	13112300 00380	GRANTS & CONTRIBUTIONS	30,000	30,000	30,000
-	0	13112300 00440	DEPARTMENT MANDATES	0	0	0
-	0	13112400 00430	CAPITAL PROJECTS	0	0	0
448,843	448,399	13112400 00442	DEPARTMENT EQUIPMENT	448,000	448,000	448,000
2,685,882	3,139,988		TOTAL	3,153,015	3,123,015	3,120,404
			PERCENTAGE CHANGE	0.41%	-0.54%	-0.62%

DEPARTMENT SUMMARIES

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

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

Budget Change Commentary:

This program division budget has an overall decrease of \$167. Although there are contractual salary increases and the addition of a GPS maintenance contract, there are significant budgeted savings in the vehicle supply line item.

Program Objectives and Goals FY 2020:

- To continue to provide superior service to all of the Town's 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 out door lift for better truck access and safety and the ability to tie up a bay with long term projects.

Program Accomplishments FY 2019:

- Installed an additional lift providing improved efficiencies.
- Replaced blown engine of New Holland Tractor to protect investment of the initial purchase and develop some redundancy with our tractor quiver.
- Recycled and sent to auction 3 surplus vehicles and miscellaneous obsolete parts and components for a total of \$32,989 into the general fund.
- Added another salt brine system to a replacement truck in the fleet, which will allow us to brine more of the Town for winter weather events and have redundancy within our brine program.
- Fleet services helped implement a Town-wide GPS program for their fleet which arched beyond our previous GPS system of monitoring just Public Works Fleet vehicles. Fleet was integral in the negotiation of this contract and helped vet out several different GPS suppliers to find the best fit for the Town. The Division also helped install and create a standalone system for our Snow Plowing Contractors and assisted the vendor in development.
- Negotiated lease terms for several of Town Halls fleet vehicles realizing additional value and savings compared to typical lease arrangements.

DEPARTMENT SUMMARIES

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Fleet Manager	1	1.0
1	1.0	1	1.0	Master Mechanic	1	1.0
1	1.0	1	1.0	Mechanic	1	1.0
1	1.0	1	1.0	Assist Mechanic	1	1.0

Performance Data	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Actual 2018-2019	Anticipated 2019-2020
Maintenance – Scheduled Repairs	754	738	750	765	765
Maintenance – Unscheduled Repairs	330	230	240	250	220
Road Calls	68	58	60	65	45
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	32	32
General Fleet Vehicles	17	17	17	28	28
Buses	3	4	4	4	4
Police Department Vehicles	42	41	41	42	44
Heavy Equipment / Trailers	40	41	41	49	50

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
318,261	303,013	13113100	00110	FULL TIME SALARIES	309,945	309,945	309,046
60,528	39,821	13113100	00111	OVERTIME	39,821	39,821	39,821
-	3,236	13113100	00112	LONGEVITY	3,236	3,236	3,236
-	0	13113100	00114	TEMPORARY	0	0	0
16,965	30,745	13113200	00221	OPERATING MATERIAL	30,745	30,745	30,745
192,331	284,944	13113200	00222	VEHICLE & EQUIP SUPPLIES	284,944	264,944	264,944
13,363	13,650	13113200	00228	SMALL TOOLS	13,650	13,650	13,650
186,346	171,540	13113200	00232	FLEET & EQUIP REPAIR	171,540	171,540	171,540
9,606	13,560	13113300	00371	MAINTENANCE CONTRACTS	35,560	35,560	35,560
128,870	89,300	13113300	00373	REPAIR/MAINT EQUIPMENT	84,300	84,300	84,300
-	500	13113300	00374	FEES & MEMBERSHIPS	500	500	500
1,055	5,100	13113300	00375	RECRUITMENT & TRAINING	1,900	1,900	1,900
15,660	16,000	13113400	00442	DEPARTMENT EQUIPMENT	16,000	16,000	16,000
942,986	971,409	TOTAL			992,141	972,141	971,242
		PERCENTAGE CHANGE			2.13%	0.08%	-0.02%

DEPARTMENT SUMMARIES

PROGRAM	PUBLIC WORKS – PUBLIC BUILDINGS DIVISION	3200
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Program Explanation:

The Public Buildings Division consists of five 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:

This program budget is increasing \$79,680 or 4.18% over the previous year due to:

- An increase in the salary account for Union and Management positions
- A minor increase in the Operation Materials account for Nevers Park family bathrooms
- An increase in the Utilities Account for the electrical use at the new family bathrooms at Nevers Park, additional electrical circuits at Rotary Pavilion for various events at Nevers Park. MDC water increases
- Increase cost in the Department Equipment Account to replace an eleven year old maintenance truck.
- Annual increase in the Maintenance Contract Account for cleaning the new family bathrooms at Nevers Park, annual Custodial, Fire Alarm, Sprinkler, and HVAC service contracts.
- An increase in the 372 Maintenance Repairs Account for additional overhead door panels at the Town Garage

Program Objectives and Goals FY 2020:

- Phase one, replace rotted steel "I" Beam supports for east and west bays at the Town Garage
- 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 reorganization would incorporate phase II of security measures for the building, some of which have already been completed.
- Phase II carpets in Engineering, and Building Departments would be replaced.
- Upgrade interior and exterior lighting and controls with LED technology at the Library and or the Community Center. The current lighting is now 10 years old and savings can be captured using LED technology.
- Continue identifying, documenting and implementing new Standard Operating Procedures (SOP's) for staff.
- Install new window blinds at Town Hall, this may take three years as doing all floors in one year would be expensive.
- Design and bid and manage heat pump and cooling tower replacement project at the Community Center
- Start planning for the installation of a VOIP phone system for Town Hall
- Continue to replace rotted clap boards and trim at VMP

DEPARTMENT SUMMARIES

Program Objectives and Goals FY 2020 (cont'd):

- Phase II, refinish slate floors at Town Hall, East Stairwells
- Rekey all interior and exterior doors at the Community Center
- Replace automatic sliding doors at the main entrance of the Community Center
- Upgrade Tax Collectors office to meet current ADA compliance
- Repair and replace the sidewalks surrounding the Press Box
- Complete elevator modernization at the Library

Program Accomplishments FY 2019:

- Installed new carpet and painted phase one in Public Works offices at Town Hall
- Replaced 120 linear feet of aluminum gutters at the Town Garage
- Installed lockdown devices in Town Hall and the Library
- Installed six new cameras at the Community Center
- Installed 4 new card readers for exterior doors at the Community Center
- Installed four additional cameras at the Town Hall
- Started a quarterly Facilities/Maintenance Management Roundtable discussion to foster communication and networking for those in the facilities/maintenance management industry.
- Replaced rotted steel exterior doors at the Library, Town Garage and Tyler Regional Animal Care Facility.
- Replaced rotted steel exit door and glass at the Police Department
- Converted manual HVAC controls in the Council Chambers to direct digital controls to better control the humidity and temperature in the Council Chambers
- Renovated Training Room at the Police Department
- Renovated Ladies Room at Rotary Pavilion
- Completed the Fire Code upgrades at the Town Hall.

Department Challenges:

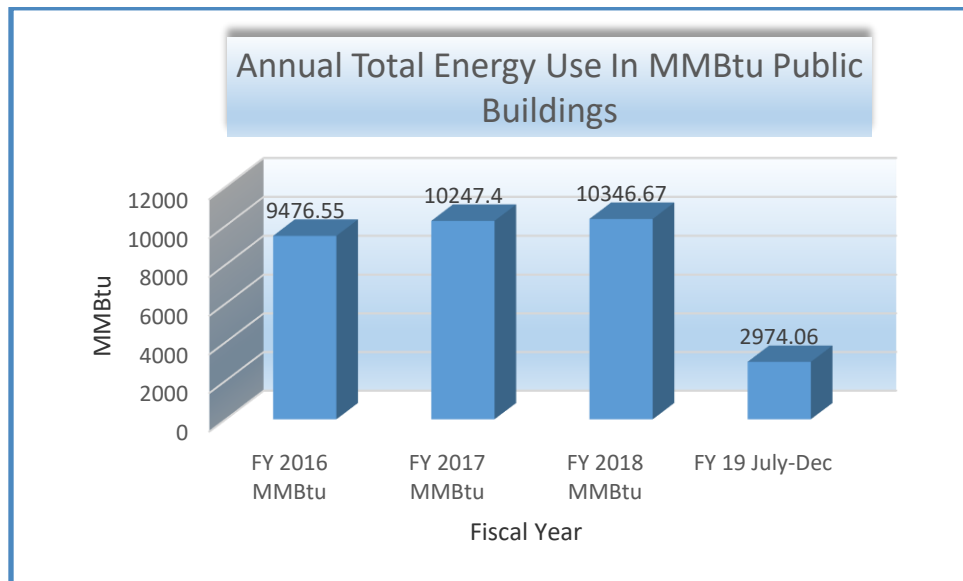
The lack of adequate operating budget funding is a concern. As the number of facilities expand and additional facilities become added to the long list of existing assets this department maintains, so too does the number of programs built around them for use by the public which then requires more maintenance and repair to these assets. In addition, the seasonal site programs are opening earlier and closing later in the season making the window in which we have to winterize and de-winterize very short. Therefore, we have had to rely on contracted services (at additional costs) as well as our in-house staff to complete these tasks.

Assigned Positions

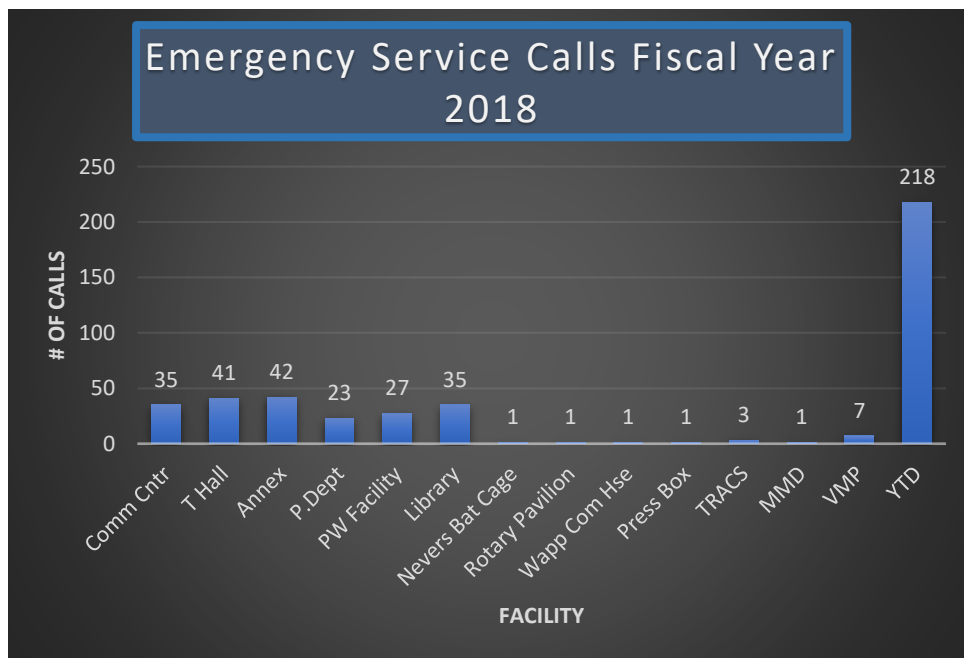
2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Facilities Manager	1	1.0
0	0.0	1	1.0	Building Maintenance Supervisor	1	1.0
3	3.0	3	3.0	Building Maintainers	3	3.0

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017/2018	July-Jan F/Y 2018-2019	Projected 2019/2020
Work Order Requests	1,517	1,575	1,481	931	1,850
Work Orders Completed	1,434	1,330	1,261	736	1,550
Work Orders Still Open	83	245	218	195	285

DEPARTMENT SUMMARIES



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.



The graph above was started in Fiscal Year 2017/2018 to illustrate the demand on our time and to benchmark our service calls which will help us predict where the majority of our calls come from. Each call requires time to call, email or text for service, a visit to the site to ensure service was complete and satisfactory, review and approve invoices and cut new purchase orders when necessary.

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
256,335	312,560	13200100 00110	FULL TIME SALARIES	326,292	325,222	333,056
10,524	17,100	13200100 00111	OVERTIME	17,100	17,100	8,000
1,400	4,231	13200100 00112	LONGEVITY	4,431	4,431	4,431
36,376	43,433	13200200 00221	OPERATING MATERIAL	45,275	45,275	45,275
543	4,750	13200200 00223	UNIFORMS & CLOTHING	4,750	4,750	4,750
410	900	13200200 00228	SMALL TOOLS	900	900	900
829	0	13200300 00320	PROFESSIONAL	0	0	0
13,465	7,400	13200300 00330	RENTAL & LEASES	12,092	12,092	12,092
594,625	613,241	13200300 00360	UTILITIES	638,741	638,741	638,741
393,266	446,741	13200300 00371	MAINTENANCE CONTRACTS	478,791	478,791	478,791
138,080	64,440	13200300 00372	REPAIR/MAINT FACILITIES	68,440	68,440	68,440
104,875	138,000	13200300 00373	REPAIR/MAINT EQUIPMENT	138,000	138,000	138,000
615	2,650	13200300 00374	FEES & MEMBERSHIPS	2,650	2,650	2,650
-	0	13200400 00430	CAPITAL PROJECTS	0	0	0
42,770	0	13200400 00442	DEPARTMENT EQUIPMENT	50,000	0	0
144,633	250,000	13200400 00450	OTHER BUILDING COSTS	250,000	250,000	250,000
1,738,746	1,905,446		TOTAL	2,037,462	1,986,392	1,985,126
			PERCENTAGE CHANGE	6.93%	4.25%	4.18%

DEPARTMENT SUMMARIES

PROGRAM	PUBLIC WORKS – REFUSE DISPOSAL	3240
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Program Explanation:

The Refuse Disposal program provides for the curbside collection and disposal of residential refuse and recyclables through municipal contracts. The program also provides for the collection and disposal of household hazardous wastes, bulky wastes, textiles and electronic recyclables. Program authorization is in accordance with Town Ordinances No. 79, 80, and 125. The Town is a member of the Capital Regional East Operating Committee (CREOC) for the collection and disposal of household hazardous wastes.

Budget Change Commentary:

This program budget is increasing \$80,484 or 3.93% due to estimated increase in tipping fees for trash and curbside recyclables.

Program Objectives and Goals FY 2020:

- Increase awareness of the costs of waste disposal and the savings associated with recycling
- 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 2019:

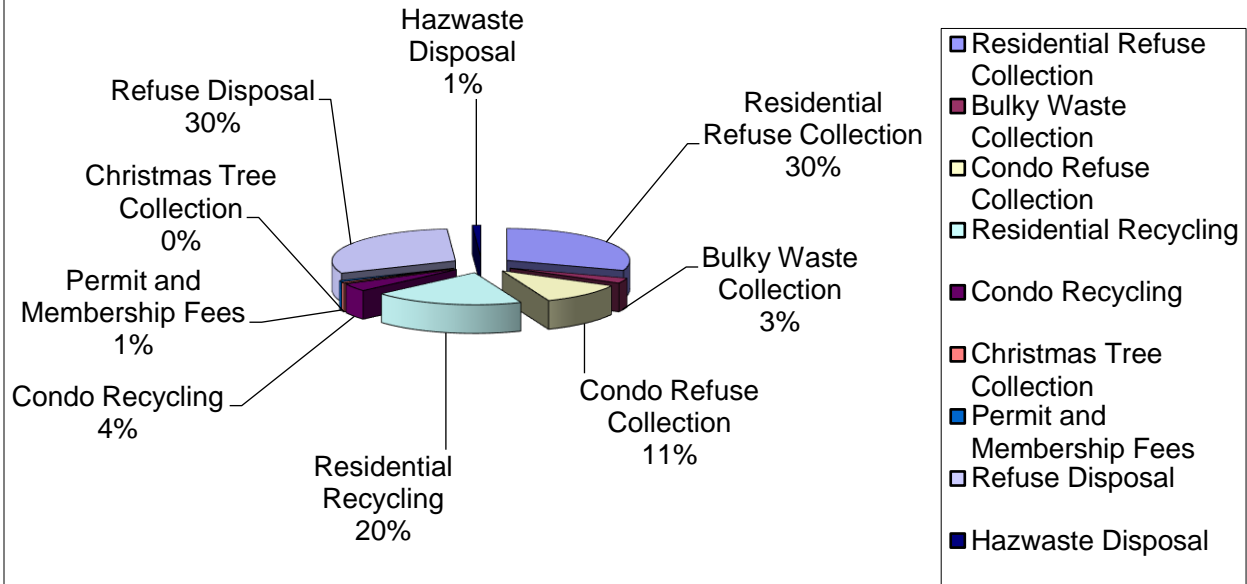
- Projected to divert over 20 tons of textiles; a 10% increase over last fiscal year
- Partnered with PaintCare to recycle old paints and stains at the Household Hazardous Waste collections
- Participated in 6 Household Hazardous Waste Collections
- Hosted 6 Electronic Recycling events

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Number of Residential Units	7,930	7,950	7990	8025	8050
Annual Refuse (tons) Per Residential Unit	0.92	0.91	0.90	0.93	.99
Annual Recyclables (tons) Per Residential Unit	0.33	0.33	0.32	0.30	.30
Textile Recycling (tons)	-	-	-	18.19	24
Annual Bulky Waste Disposal (tons)	541	612	595.22	524.08	600
Annual Collection of Electronic Recyclables (tons)	52	79.47	42.73	58.53	60

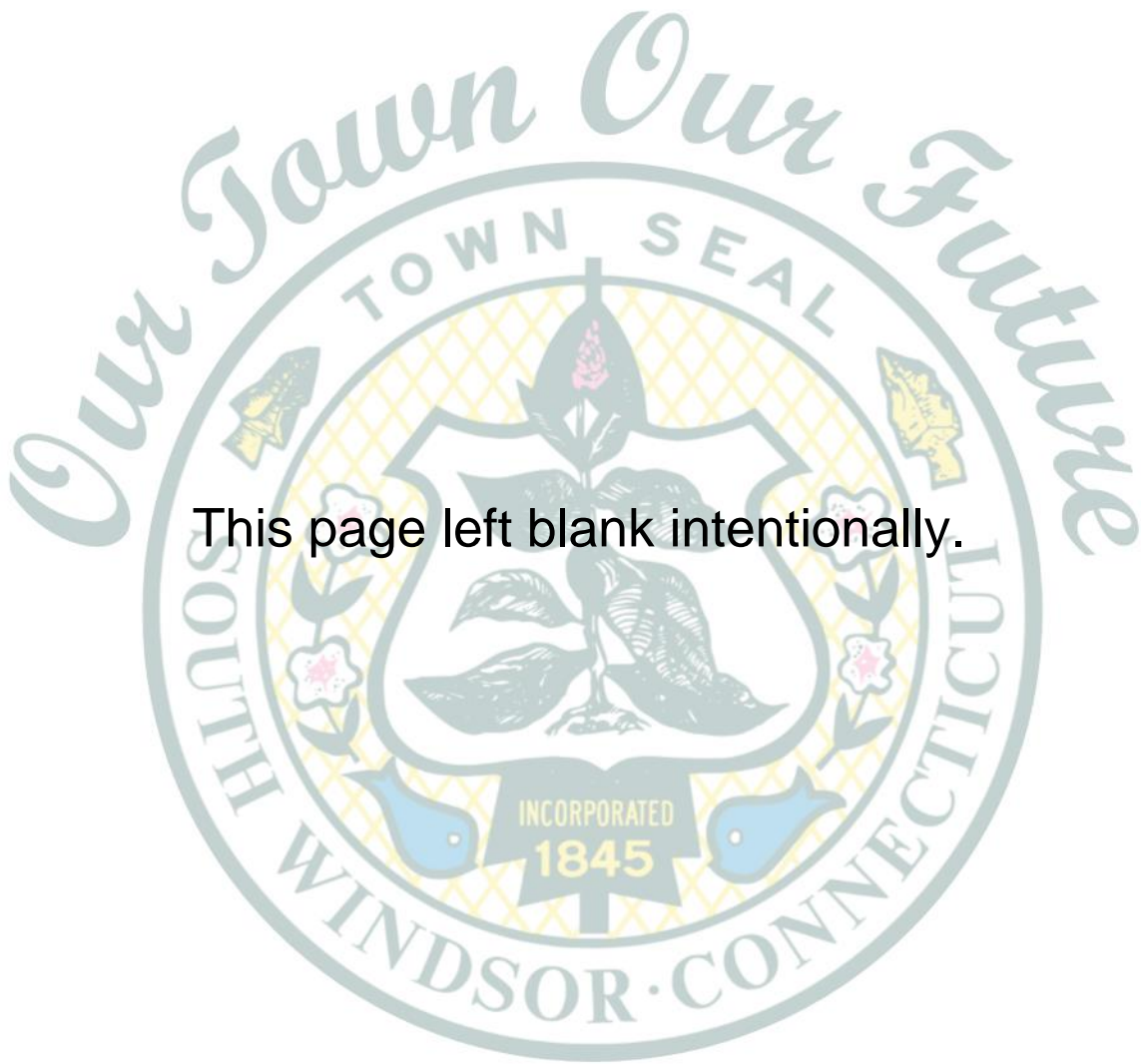
EXPENDITURE SUMMARY 2019/2020



DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
52,792	54,029	13240100 00110	FULL TIME SALARIES	56,479	56,479	55,110
-	0	13240200 00221	OPERATING MATERIAL	0	0	0
1,372,602	1,405,879	13240300 00320	PROFESSIONAL	1,433,067	1,433,067	1,433,067
-	1,500	13240300 00350	PRINTING	1,500	1,500	1,500
5,990	10,667	13240300 00374	FEES & MEMBERSHIPS	13,000	13,000	13,000
86	0	13252300 00375	RECRUITMENT & TRAINING	0	0	0
573,451	574,768	13240300 00390	OTHER PURCHASE SERVICE	634,650	624,650	624,650
-	0	13240400 00442	DEPARTMENT EQUIPMENT	0	0	0
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2,004,921	2,046,843		TOTAL	2,138,696	2,128,696	2,127,327
			PERCENTAGE CHANGE	4.49%	4.00%	3.93%



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DEPARTMENT SUMMARIES

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.

Page	Descriptions	2018-2019 Council Approved	2019-2020 Department Request	2019-2020 Manager Proposed	2019-2020 Council Approved
155	Parks and Recreation – Administration	605,826	665,044	579,730	572,216
158	Parks and Recreation – Parks	1,488,614	1,645,069	1,563,858	1,563,858
162	Library	1,160,603	1,184,699	1,184,699	1,184,699
	Total Cultural and Leisure Services	3,255,043	3,494,812	3,328,287	3,320,773

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**

DEPARTMENT SUMMARIES

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

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 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. 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: Director, Assistant Director, Parks Superintendent, four Recreation Supervisors, an Administrative Operations Manager and an Administrative Secretary. These administrators will effectively manage the \$2,972,861 proposed SRRF budget representing over 400 annual programs and services delivered by hundreds of seasonal or part-time employees, contracted service specialists and volunteers. This team also manages the Administration budget of \$572,216 and \$1,563,858 Parks Division annual operating budget.

Budget Change Commentary:

This Division Budget is decreasing by \$33,610 or -5.55%. Leasing costs for a cargo van and annual salary increases are being offset by charging the SRRF for 10% of Administration salaries

Program Objectives and Goals FY 2020:

- Create and implement a multi-year plan to address the increase in the state's minimum wage to \$15/hour over the next 3-4 years. This nearly 50% increase in labor cost will have a dramatic impact on our user fees that must be increased to meet this mandate.
- 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.

DEPARTMENT SUMMARIES

Program Accomplishments FY 2019:

- Successfully implemented plans for minor renovations at Wapping School.
- Created a non-bargaining unit Administrative Operations Manager position.
- Transitioned the current Accounting Specialist to an Administrative Secretary to assist the new Administrative Operations Manager with financial duties.
- 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

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1	Parks & Recreation Director	1	1.0
1	1.0	1	1	Assistant Director of Parks & Recreation	1	1.0
1	1.0	1	1	Parks Superintendent	1	1.0
4	4.0	4	4	Recreation Supervisor	4	4.0
1	1.0	1	1	Accounting Specialist (Clerk)	0	0.0
				Administrative Operations Mgr. 2021-22		
0	0.0	0	0	Administrative Secretary	1	1.0
8	8.0	8	8.0	TOTAL	8	8.0

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
253,802	560,440	15112100 00110	FULL TIME SALARIES	580,389	522,351	514,837
850	1,467	15112100 00111	OVERTIME	1,099	1,099	1,099
0	500	15112100 00112	LONGEVITY	0	0	0
0	500	15112200 00210	OFFICE SUPPLIES	500	500	500
538	0	15112200 00221	OPERATING MATERIAL	0	0	0
0	0	15112200 00223	UNIFORMS & CLOTHING	0	0	0
289	1,200	15112200 00231	DAILY OPERATING ACTIVITY	1,200	1,200	1,200
0	0	15112300 00320	PROFESSIONAL	0	0	0
22,384	34,869	15112300 00330	RENTAL & LEASES	37,784	29,920	29,920
0	0	15112300 00350	PRINTING	912	3,000	3,000
0	0	15112300 00371	MAINTENANCE CONTRACTS	0	0	0
0	0	15112300 00372	REPAIR/MAINT FACILITIES	0	0	0
7,376	6,000	15112300 00374	FEES & MEMBERSHIPS	7,310	7,310	7,310
0	0	15112300 00375	RECRUITMENT & TRAINING	0	0	0
510	850	15112300 00390	OTHER PURCHASE SERVICE	850	850	850
0	0	15112400 00441	OFFICE EQUIPMENT	0	0	0
0	0	15112400 00442	DEPARTMENT EQUIPMENT	35,000	13,500	13,500
<hr/>						
285,749	605,826		TOTAL	665,044	579,730	572,216
			PERCENTAGE CHANGE	9.77%	-4.31%	-5.55%

DEPARTMENT SUMMARIES

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

The Parks Division is responsible for the care and maintenance of all public parks, athletic fields, school and public building grounds, and Town-owned open space property. This involves the care of grass, shrubs, trees, irrigation systems, fencing, playgrounds, picnic tables, grills, tennis courts, the pools at Veterans Memorial Park, flower gardens, community gardens, sidewalks, parking lots and athletic field renovations and routine maintenance including mowing 128.5 acres of Town open space. 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, Park & Recreation Commission's Walk & Wheel Ways Committee and the American Legion 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 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:

This program budget is increasing by \$75,244 or 5.05% due to approved addition of one full-time Parks Foreman, contractual salary increases and department equipment.

Program Objectives and Goals FY 2020:

- 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.
- 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 invasive species; continue 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.
- Renovate Rye St. Park Softball infield
- Expand the irrigation system at the Little League complex
- Add a drinking fountain at Nevers Park Soccer fields
- 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
- Investigate lighting at Rye St. Park pond or old tennis courts for ice-skating.

DEPARTMENT SUMMARIES

Program Accomplishments FY 2019:

- Continued to work on and add 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. 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 which 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.
- Our Bike Fleet Trailer was transported to and from all four elementary schools for the 4th grade bicycle education program conducted by the physical education department in conjunction with SW Walk & Wheel Ways.
- Continued our "Parks Beautification" program pruning trees to improve sight lines and aesthetics, clearing brush and invasive plant species, 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

DEPARTMENT SUMMARIES

Assigned Positions

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
0	0.0	0	0.0	Parks Manager	1	1.0
1	1.0	1	1.0	Maintainer III	1	1.0
9	9.0	10	10.0	Maintainer II	10	10.0
1	1.0	0	0.0	Maintainer I	1	1.0
1	0.50	1	0.50	Groundskeeper	1	.5
2	0.46	2	0.46	Summer Staff (Seasonal full time for 12 weeks x 2 = 24 weeks total)	2	.46
14	11.96	14	11.96	TOTAL	16	13.96

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

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
688,273	690,061	15150100 00110	FULL TIME SALARIES	830,931	772,920	772,920
87,927	110,673	15150100 00111	OVERTIME	110,708	110,708	110,708
1,400	8,461	15150100 00112	LONGEVITY	8,868	8,868	8,868
5,670	20,720	15150100 00113	PART TIME WAGES	21,094	21,094	21,094
14,850	11,520	15150100 00114	TEMPORARY	14,400	14,400	14,400
163,510	167,056	15150200 00221	OPERATING MATERIAL	166,945	166,945	166,945
10,607	9,363	15150200 00223	UNIFORMS & CLOTHING	9,363	9,363	9,363
55,358	66,950	15150200 00226	LANDSCAPING	66,950	66,950	66,950
9,094	10,980	15150200 00228	SMALL TOOLS	10,980	10,980	10,980
381	0	15150300 00320	PROFESSIONAL	0	0	0
19,949	17,865	15150300 00330	RENTAL & LEASES	17,865	17,865	17,865
33,938	79,589	15150300 00360	UTILITIES	79,589	79,589	79,589
89,849	92,975	15150300 00371	MAINTENANCE CONTRACTS	92,975	92,975	92,975
30,957	46,875	15150300 00372	REPAIR/MAINT FACILITIES	46,875	46,875	46,875
1,473	5,000	15150300 00373	REPAIR/MAINT EQUIPMENT	5,000	5,000	5,000
1,713	3,815	15150300 00374	FEES & MEMBERSHIPS	3,815	3,815	3,815
1,025	1,800	15150300 00375	RECRUITMENT & TRAINING	1,800	1,800	1,800
0	0	15150300 00440	DEPARTMENT MANDATES	0	0	0
0	0	15150400 00430	CAPITAL PROJECTS	0	0	0
48,332	144,911	15150400 00442	DEPARTMENT EQUIPMENT	156,911	133,711	133,711
1,264,305	1,488,614		TOTAL	1,645,069	1,563,858	1,563,858
			PERCENTAGE CHANGE	10.51%	5.05%	5.05%

DEPARTMENT SUMMARIES

PROGRAM	LIBRARY	5510
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Program Explanation:

The South Windsor Public Library, established under the authority of the Library Board of Directors by the Town Charter, provides organized collections of a wide variety of materials, study and meeting facilities, and access to electronic information both at the Library and remotely. With the support of the Friends of the Library, we are able to participate in local and regional activities, such as Books for Babies, and to offer a variety of programs and cultural experiences. The Library is an active member of regional, state, and national library associations through which we are able to purchase materials and equipment at significant discounts, subscribe to databases, and participate in continuing education and training.

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

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

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

DEPARTMENT SUMMARIES

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 2020:

- 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 2019:

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 6th through 12th 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

DEPARTMENT SUMMARIES

Program Accomplishments FY 2019 (cont'd):

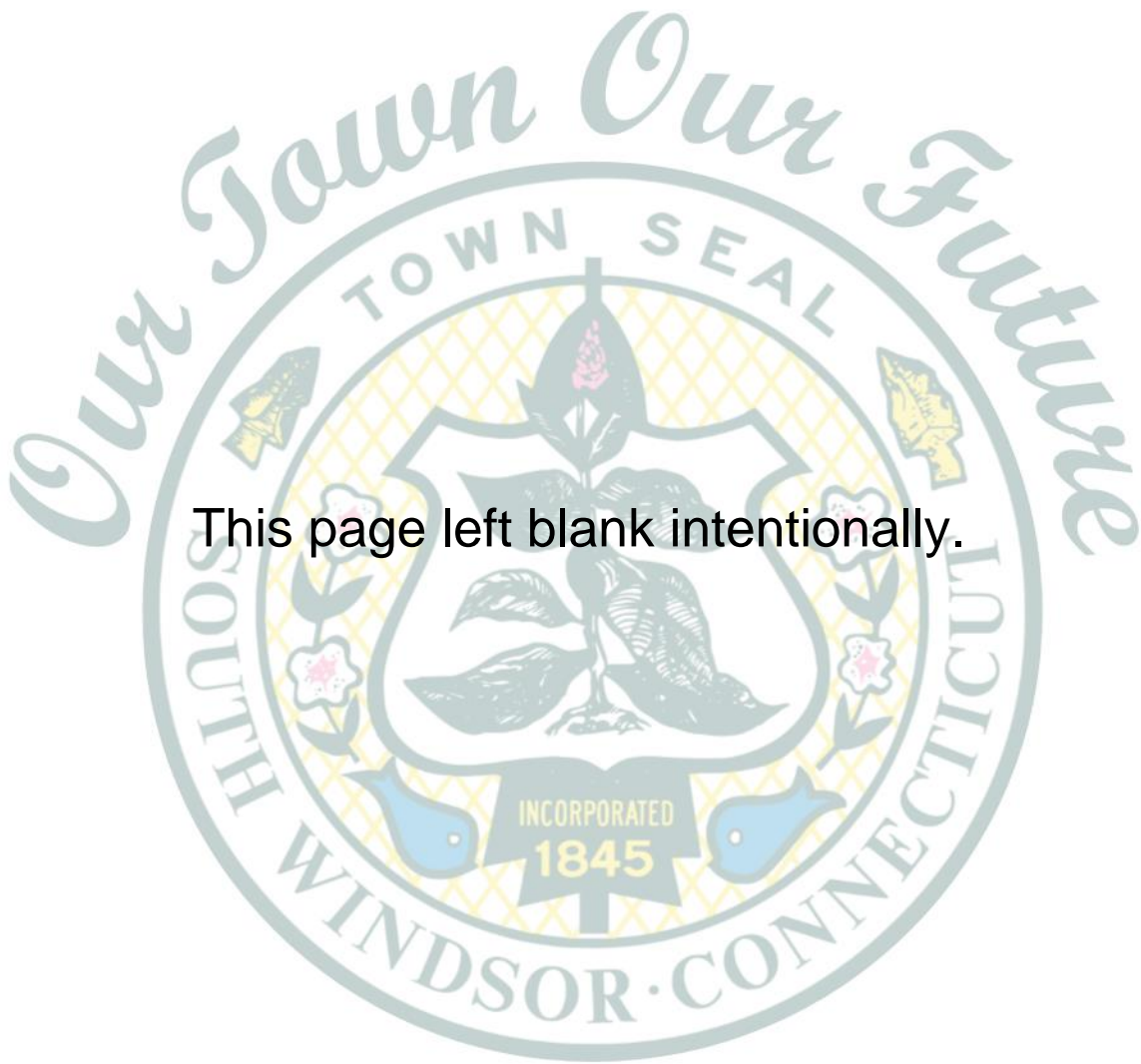
The Adult Department:

- 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

DEPARTMENT SUMMARIES

Function CULTURAL & LEISURE
Department LIBRARY
Division LIBRARY
Division Code 5510

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
622,046	731,269	15510100	00110	FULL TIME SALARIES	739,500	739,500	739,500
0	500	15510100	00112	LONGEVITY	1,000	1,000	1,000
163,084	224,258	15510100	00113	PART TIME WAGES	236,022	236,022	236,022
7,014	6,000	15510200	00210	OFFICE SUPPLIES	6,000	6,000	6,000
183,549	116,514	15510200	00221	OPERATING MATERIAL	120,134	120,134	120,134
0	500	15510300	00310	ADVERTISING	500	500	500
13,833	56,230	15510300	00320	PROFESSIONAL	55,698	55,698	55,698
7,889	7,671	15510300	00330	RENTAL & LEASES	7,946	7,946	7,946
710	750	15510300	00350	PRINTING	750	750	750
4,506	4,200	15510300	00360	UTILITIES	4,600	4,600	4,600
9,991	7,923	15510300	00371	MAINTENANCE CONTRACTS	7,634	7,634	7,634
3,983	4,788	15510300	00374	FEES & MEMBERSHIPS	3,865	3,865	3,865
40	0	15510300	00375	RECRUITMENT & TRAINING	250	250	250
46,359	0	15510400	00441	OFFICE EQUIPMENT	800	800	800
1,063,003	1,160,603	TOTAL			1,184,699	1,184,699	1,184,699
		PERCENTAGE CHANGE			2.08%	2.08%	2.08%



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DEPARTMENT SUMMARIES

Health and 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.

Page	Descriptions	2018-2019 Council Approved	2019-2020 Department Request	2019-2020 Manager Proposed	2019-2020 Council Approved
168	Environmental Health	175,604	200,588	206,088	201,398
172	Human Services – Administration	92,202	101,548	103,721	103,201
174	Human Services – Youth and Family Services	316,200	324,110	320,778	319,053
177	Human Services – Adult and Senior Services	419,086	429,526	423,671	421,345
180	Human Services – Adult and Senior Services – Transportation	98,068	100,921	99,993	99,992
182	Human Services – Sheltered Workshops	2,697	2,697	2,697	2,697
184	Visiting Nurse and Community Care, Inc.	9,500	14,696	9,500	9,500
	Total Health and Human Services	1,113,357	1,174,086	1,166,448	1,157,185

DEPARTMENT SUMMARIES

PROGRAM	ENVIRONMENTAL HEALTH	6110
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Program Explanation:

The South Windsor Health Department is responsible for protecting the community from potential health hazards by creating and maintaining conditions that keep people healthy. The public health mission is to prevent illness, promote wellness, and to protect health. In South Windsor, we strive to fulfill this mission by preventing the onset and transmission of disease, promoting awareness through education, and protecting the public through environmental health investigations and inspections. The Health Department staff is committed to enforcing the State of Connecticut Public Health Code, Connecticut General Statutes and Local Ordinances pertaining to public health. Environmental Health Services provided by the Department include: food service establishment inspections (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 (17 minimum required annually), environmental complaint investigations, communicable disease control, chronic disease control, public health preparedness and other core public health functions. One of these functions is to participate in local and regional public health emergency preparedness planning. This is accomplished by partnering with the towns in DEMHS Region 3 to collaborate on drills, exercises, and logistics for a variety of emergencies that may impact our community.

Budget Change Commentary:

Total Department budget increase is \$25,794 or 14.69% due to promotion of part-time employee to full-time Environmental Health Specialist.

Program Objectives and Goals FY 2020:

- 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
- Fully implement online permitting and payments

Program Accomplishments FY 2019:

- Expanded 10 Essential Services offerings with sister agencies.
- Continued to prepare food service establishments for FDA Food Code implementation.
- Participated on Connecticut Environmental Health Association board of directors.
- Train core group of volunteers for MRC deployment
- Work toward online permitting
- First student internship completed with department
- Wellness Seminar presentation – Do 1 Thing
- Implemented routine Cosmetology and Tattoo inspection program.
- Develop Daycare licensing program.
- Environmental Health Officer designated Noise Control Officer.

DEPARTMENT SUMMARIES

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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	1
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 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Projected 2019-2020
Food Service Inspections (includes routine, re-inspections, emergency response inspections, complaints)	160	110	156	165	350
Temporary Food Event Permits/Inspections (includes Farmer's Market permits)	77	76	189	200	200
Itinerant/Mobile Food Truck Inspections			20	50	250
Food Service Plan Reviews	10	8	6	10	10
Child Care Facility Inspections (includes routine & re-inspections)	11	3	13	15	15
Pool Inspections (includes routine and re-inspections)	32	21	18	25	25
Hotel/Motel Inspections	1	1	1	3	3
Lead Poisoning/Elevated BLL Cases	1	0	0	1	1
Septic Inspections Conducted (includes site visits, deep test pits and percolation testing)	52	42	45	40	40
Septic Permits Issued – New Construction	1	2	0	5	5
Septic Permits Issued- Repairs	9	6	3	10	10
B100a Reviews	11	8	9	8	10
Well Permits Issued	4	16	4	10	10
Laboratory Activities (water testing, lead testing, rabies cases, tick testing)	18	25	6	10	10
Environmental Complaint Investigations	34	39	25	30	35
Cosmetology Inspections				30	30
Tattoo Inspections				3	3

DEPARTMENT SUMMARIES

Health Department Strategic Plan

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

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
65,805	68,979	16110100 00110	FULL TIME SALARIES	129,548	135,048	130,358
25,313	38,610	16110100 00113	PART TIME WAGES	0	0	0
0	0	16110100 00114	TEMPORARY	0	0	0
359	550	16110200 00210	OFFICE SUPPLIES	550	550	550
3,547	3,490	16110200 00221	OPERATING MATERIAL	3,490	3,490	3,490
582	600	16110200 00223	UNIFORMS & CLOTHING	600	600	600
148	200	16110200 00228	SMALL TOOLS	200	200	200
52,214	55,700	16110300 00320	PROFESSIONAL	55,700	55,700	55,700
0	0	16110300 00330	RENTALS AND LEASES	3,000	3,000	3,000
293	300	16110300 00350	PRINTING	300	300	300
939	1,175	16110300 00374	FEES & MEMBERSHIPS	1,200	1,200	1,200
3,914	4,000	16110300 00375	RECRUITMENT & TRAINING	4,000	4,000	4,000
134	2,000	16110400 00396	PUBLIC HEALTH EMERGENCY PREP	2,000	2,000	2,000
516	0	16110400 00441	OFFICE EQUIPMENT	0	0	0
153,765	175,604		TOTAL	200,588	206,088	201,398
			PERCENTAGE CHANGE	14.23%	17.36%	14.69%

DEPARTMENT SUMMARIES

PROGRAM	HUMAN SERVICES – ADMINISTRATION	6210
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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:

Approved budget increase of \$10,999 or 11.93% is due to promotion of part-time employee to full-time Administrative Assistant position.

Program Objectives and Goals FY 2020:

- 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 2019:

- Received delivery of a 20 passenger wheelchair equipped bus (funded under FY 2018) through DOT 80/20 Grant
- Made improvements to the community center by replacing the original carpeting in two rooms and hallway, painted several areas, refurbished lobby chairs to make a more welcoming environment

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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	1.0

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Purchase orders processed	492	270	244	200	200
Vouchers processed	567	414	999	1,025	1,025
# of riders on senior/disabled busses (unduplicated)	565	551	460	550	575
# of medicals	1216	1,143	895	1,000	1,050
# of miles logged on busses	70,354	62,846	60,547	65,000	65,000

DEPARTMENT SUMMARIES

Function HUMAN SERVICES
Department HUMAN SERVICES
Division ADMINISTRATION
Division Code 6210

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
50,981	52,012	16210100	00110	FULL TIME SALARIES	88,408	90,581	90,061
0	0	16210100	00111	OVERTIME	0	0	0
0	0	16210100	00112	LONGEVITY	0	0	0
25,864	27,050	16210100	00113	PART TIME WAGES	0	0	0
0	0	16210100	00114	TEMPORARY	0	0	0
4,563	4,700	16210200	00221	OPERATING MATERIAL	4,700	4,700	4,700
340	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
1,115	1,000	16210300	00374	FEES & MEMBERSHIPS	1,000	1,000	1,000
0	0	16210300	00375	RECRUITMENT & TRAINING	0	0	0
4,000	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
87,703	92,202	TOTAL			101,548	103,721	103,201
		PERCENTAGE CHANGE			10.14%	12.49%	11.93%

DEPARTMENT SUMMARIES

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

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

Budget Change Commentary:

This budget reflects an increase of \$2,853 or 0.90% to cover costs associated with employee annual salary increases.

Program Objectives and Goals FY 2020:

- 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
- Deepen connections to other community behavioral health providers and child serving agencies
- 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 2019:

- Secured \$20,746 State of CT. Department of Education, Youth Service Bureau Grant
- Secured \$5,753 State of CT. Department of Education, YSB Enhancement Grant
- Secured \$5,342 State of CT. Department of Mental Health & Addiction Services, LPC Grant
- Secured \$1,500 Savings Bank of Manchester, Rising Stars Grant
- Continued to provide crisis intervention, short-term counseling, referral services, juvenile justice programs, parent education and support, prevention initiatives and positive youth development programs, including the South Windsor Teen Center and the Rising Stars Summer Community Service Program.
- Expanded the current prevention and positive youth development programs offered out of the Teen Center
- Increased supports services provided to the South Windsor elementary schools.
- Grown program to provide 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. Working closely with Rockville Court and SWPD
- Recruited and retained new membership for (SWAFF) South Windsor Alliance for Families.

DEPARTMENT SUMMARIES

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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	1.0	School Outreach Specialist	1	1.0
1	.66	1	.80	Youth and Family Counselor	1	.80
-	-	-	-	Youth and Family Counselor	1	.40
1	.80	1	.80	Parent Educator	1	.80
9	-	6	-	Teen Center Supervisors (3-6 hours per MONTH)	6	-
1	-	-	-	Contractual Clinician (3-7 hrs per week)	-	-

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Positive Youth Development Program Participants	1,900	2,045	1,896	2,000	2,500
Teen Center Participants	275	252	383	300	300
Parenting Education and Support Clients	485	402	329	350	350
Juvenile Court Diversion - Juvenile Review Board Cases	16	4	23	18	15
Individual/Family/Group Counseling Clients	85	68	81	70	80

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
116,629	120,315	16215100 00110	FULL TIME SALARIES	177,677	177,677	175,952
137,154	176,690	16215100 00113	PART TIME WAGES	127,178	123,846	123,846
0	0	16215100 00114	TEMPORARY	0	0	0
8,920	10,275	16215200 00221	OPERATING MATERIAL	10,275	10,275	10,275
278	300	16215300 00310	ADVERTISING	300	300	300
8,314	0	16215300 00320	PROFESSIONAL	0	0	0
1,656	2,520	16215300 00330	RENTAL & LEASES	2,580	2,580	2,580
2,991	3,000	16215300 00350	PRINTING	3,000	3,000	3,000
381	500	16215300 00372	REPAIR/MAINT FACILITIES	500	500	500
2,699	2,600	16215300 00374	FEES & MEMBERSHIPS	2,600	2,600	2,600
279,022	316,200	TOTAL		324,110	320,778	319,053
		PERCENTAGE CHANGE		2.50%	1.45%	0.90%

DEPARTMENT SUMMARIES

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

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

Budget Change Commentary:

The Adult and Senior Services Division budget has an increase of \$2,259 or 0.54% to cover costs associated with employee annual salary increases.

Program Objectives and Goals FY 2020:

- 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 2019:

- Opened a Fitness Center for residents 55 and older in the old Recreation Department office; \$1,500 in tax dollars was used; all other monies was raised through fundraising as well as donations from the South Windsor Community Foundation and MAX Challenge.
- Made enhancements in the gym by painting, putting in two windows for natural light, and sound panels for an overall better environment for exercise classes for older adults using funds from the Hartford Foundation for Public Giving
- Created a library from space previously used for counseling; counseling moved to an old recreation office.
- Replaced chairs with armchairs in four rooms that are safer for older adults
- For an 8th year in a row, volunteers and members of the Senior Advisory Council read to all classrooms in all elementary schools in Town;
- Donated over 100 books using donated and grant funds totaling \$1,700

DEPARTMENT SUMMARIES

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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 II (Caseworker)	1	1.00
2	1.00	2	1.00	Human Service Specialist I (Program Coordinator)	2	1.00
1	.80	1	.80	Human Services Specialist II (Caseworker)	1	.80
1	.48	1	.58	CARES Program Facilitator	1	.58
1	.66	1	.66	Senior Nutrition Manager	1	.66

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Office visits (with caseworkers)	1,326	1,447	1,573	1,500	1,500
CEAP Energy Assistance Applications Processed	408	374	378	400	400
Contacts for Medicare CHOICES Counseling	118	96	126	175	175
Completed Homeowners Tax Relief and Renters Rebate Applications	497	386	373	400	400
Households Assisted with Private Fuel and Operation Fuel Funds	129	150	124	120	120
People served in food bank annually	457	401	389	425	425
Caregivers who attended monthly support group	50	39	91	50	50
# of families receiving Thanksgiving Baskets/# people in those families	193/457	186/405	184/405	150/400	150/400
Children and seniors served in the Holiday Toy/Gift Program	233	234	239	237	237
Meals served at congregate lunch site	8,452	8,110	7,598	8,000	8,000
Trips offered at senior center	133	142	114	115	115
People who attended trips	1,905	1,836	1,625	2,000	2,000
Attendees for cards and games weekly	300	300	300	300	300
Attendees in Exercise Programs	350	400	425	400	400
Swipes in My Senior Center Program	28,272	30,000	30,000	30,000	30,000
Volunteers	230	245	250	250	250
Newsletters distributed monthly	1,950	2,100	2,200	2,200	2,200
Number of people served in the Backpack Program (children/families)	47/118	27/59	41/76	43/78	43/78
People served in the AARP Tax Aide Program	273	276	304	290	290

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
247,693	304,125	16225100 00110	FULL TIME SALARIES	311,139	305,879	303,771
81,776	80,962	16225100 00113	PART TIME WAGES	83,388	82,793	82,575
9,074	9,000	16225200 00221	OPERATING MATERIAL	9,000	9,000	9,000
0	0	16225300 00310	ADVERTISING	0	0	0
9,504	16,000	16225300 00320	PROFESSIONAL	16,000	16,000	16,000
1,168	1,311	16225300 00330	RENTAL & LEASES	1,311	1,311	1,311
3,029	3,500	16225300 00350	PRINTING	4,500	4,500	4,500
1,188	1,188	16225300 00360	UTILITIES	1,188	1,188	1,188
1,003	1,000	16225300 00373	REPAIR/MAINT EQUIPMENT	1,000	1,000	1,000
560	700	16225300 00374	FEES & MEMBERSHIPS	700	700	700
280	300	16225300 00375	RECRUITMENT & TRAINING	300	300	300
910	1,000	16225300 00390	OTHER PURCHASE SERVICE	1,000	1,000	1,000
39,742	0	16225400 00441	DEPARTMENT EQUIPMENT	0	0	0
395,925	419,086		TOTAL	429,526	423,671	421,345
			PERCENTAGE CHANGE	2.49%	1.09%	0.54%

DEPARTMENT SUMMARIES

PROGRAM	HUMAN SERVICES – ADULT AND SENIOR SERVICES – TRANSPORTATION	6240
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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; all 20 passenger wheelchair lift equipped.

Budget Change Commentary:

This budget reflects an increase of \$1,924 or 1.96% to cover costs associated with employee annual salary increases.

Program Objectives and Goals FY 2020:

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

Program Accomplishments FY 2019:

- Received delivery of 20 passenger wheelchair lift equipped bus, funded by DOT 80/20 grant (Town portion 20% in FY 2018)

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
6	6 PT	6	6 PT	Bus Drivers	6	6 PT

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Annual Bus Mileage	70,354	62,846	60, 547	65,000	65,000
Unduplicated Ridership	565	551	460	550	575
Medicals	1,216	1,143	895	1,000	1,050

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
12	0	16240100 00111	OVERTIME	0	0	0
85,780	90,418	16240100 00113	PART TIME WAGES	93,148	92,219	92,219
22,113	7,650	16240400 00442	DEPARTMENT EQUIPMENT	7,773	7,773	7,773
107,905	98,068		TOTAL	100,921	99,993	99,992
			PERCENTAGE CHANGE	2.91%	1.96%	1.96%

DEPARTMENT SUMMARIES

PROGRAM	HUMAN SERVICES – SHELTERED WORKSHOPS	6250
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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 2020:

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

Program Accomplishments FY 2019:

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

Assigned Positions:

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

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Employment services	15	11	10	12	11
Residential service	2	2	1	1	1
In-Home personal support	2	2	1	2	1
Summer Camperships	0	0	0	0	0

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

[illegible]

DEPARTMENT SUMMARIES

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

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

Budget Change Commentary:

There is no change in the program budget.

Program Objectives and Goals FY 2020:

- 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 2019:

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

Assigned Staff:

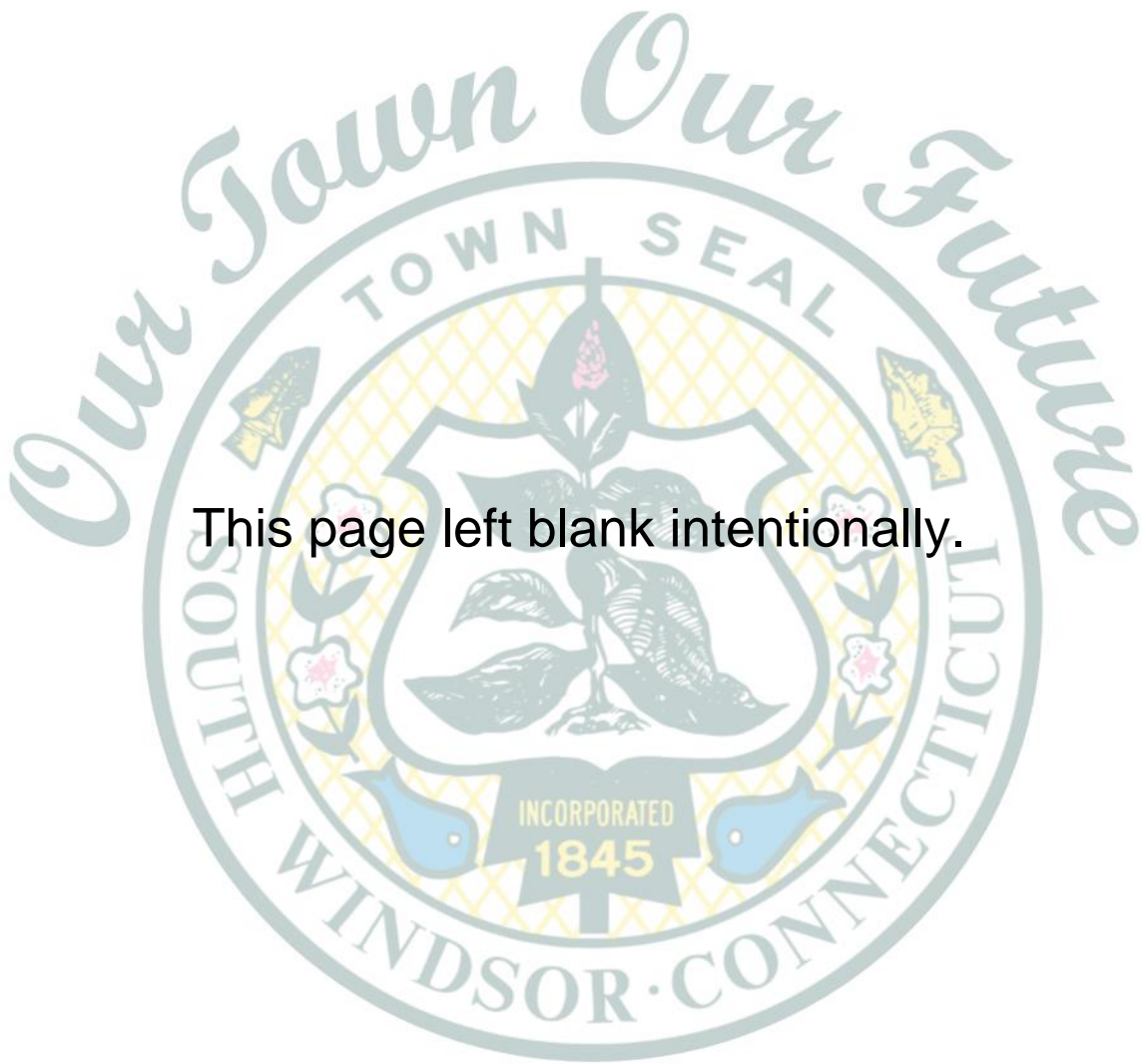
There are no Town staff members assigned to this service. Service is contracted out to regional ECHN VNHS agency.

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Geriatric Support- Visits	11	0	2	3	4
Home Health Aides- Visits	8	0	2	4	2
Meals on Wheels	4	0	3	0	0
Elder Wellness Program - Hours	150	110	120	120	120
Flu Vaccine- Shots Administered	196	170	111	140	120

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
6,894	9,500	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%



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DEPARTMENT SUMMARIES

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.

Page	Descriptions	2018-2019 Council Approved	2019-2020 Department Request	2019-2020 Manager Proposed	2019-2020 Council Approved
188	Contingency	222,613	209,594	209,594	209,594
190	Patriotic Commission	13,500	13,500	13,500	13,500
192	Cemeteries	8,000	12,000	12,000	12,000
194	Municipal Insurance – Casualty and Liability	280,316	289,341	282,340	282,340
196	Pension	2,488,164	2,566,157	2,570,731	2,526,734
198	Social Security	1,086,642	1,181,913	1,166,634	1,154,865
200	Health and Life Insurance	2,958,480	3,655,619	3,609,800	3,587,713
202	Wood Memorial Library	7,500	12,500	12,500	12,500
204	Other Post Employment Benefits (OPEB)	257,000	231,439	231,439	231,439
206	Workers' Compensation	417,738	426,092	426,092	426,092
208	Unemployment Compensation	15,000	18,000	18,000	18,000
210	Salary Contingency	20,000	20,000	100,000	100,000
	Total Unclassified	7,774,953	8,636,155	8,652,630	8,574,777

DEPARTMENT SUMMARIES

PROGRAM	CONTINGENCY	9001
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Program Explanation:

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

Budget Change Commentary:

The Contingency budget amount has decreased by \$13,019 from prior fiscal year due to decrease in contribution to the Tax Stabilization Fund. The Ordinance that created this fund states that 5% of new assessed revenues will be contributed. New assessed revenue was lower in this budget than previous year resulting in a lowered contribution.

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Amount of Contingency Used	\$115,000	\$115,000	\$8,330	\$222,613	\$209,594

DEPARTMENT SUMMARIES

Function UNCLASSIFIED
Department CONTINGENCY
Division CONTINGENCY
Division Code 9001

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
8,330	222,613	19001300 00390	OTHER PURCHASE SERVICE	209,594	209,594	209,594
8,330	222,613	TOTAL		209,594	209,594	209,594
		PERCENTAGE CHANGE		-5.85%	-5.85%	-5.85%

DEPARTMENT SUMMARIES

PROGRAM	PATRIOTIC COMMISSION	9002
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Program Explanation:

This account provides for Town support of the Patriotic Commission.

Budget Change Commentary:

The program has a zero percent increase.

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
12,415	13,500	19002300 00380	GRANTS & CONTRIBUTIONS	13,500	13,500	13,500
12,415	13,500		TOTAL	13,500	13,500	13,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

DEPARTMENT SUMMARIES

PROGRAM	CEMETERIES	9003
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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 budget has a \$4,000 or 50% increase to reflect prior year actual contribution. The Association and the Town agreed on the Fiscal Year 2019 contribution of \$12,000 and transferred unbudgeted portion from a contingency account.

DEPARTMENT SUMMARIES

Function UNCLASSIFIED
Department CEMETERIES
Division CEMETERIES
Division Code 9003

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
12,000	8,000	19003300	00380	GRANTS & CONTRIBUTIONS	12,000	12,000	12,000
12,000	8,000	TOTAL			12,000	12,000	12,000
		PERCENTAGE CHANGE			50.00%	50.00%	50.00%

DEPARTMENT SUMMARIES

PROGRAM	MUNICIPAL INSURANCE – CASUALTY & LIABILITY	9004
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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 first year of a three-year contract commencing July 1, 2019 with CIRMA for a maximum of 3% increase each year. Year one is estimated to have a zero premium increase, but budget has increased \$2,024 or 0.72% due to property and department equipment additions to the policy.

Program Objectives and Goals FY 2020:

- 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 2019:

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

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Number of claims	12	14	13	13	13
Number of CIRMA Workshops Attended	4	5	4	4	4
Number of Employees Attending	39	45	40	43	43

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

[illegible]

DEPARTMENT SUMMARIES

PROGRAM	PENSION	9005
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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 \$38,570 or 1.55% over previous year. This budget includes the full funding of the annual determined contribution (ADC), increased employer contributions based on increased employee salaries, increased employer match to the Police Department 457 due to increased employee salaries, and a newly funded employer match to eligible Management employees.

The Pension Committee continues to meet quarterly to monitor the overall performance of the Defined Benefit Plan including discussion on fees, governance, liabilities, and assets.

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Covered Employees	187	182	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 2019/2020 budget will include the ADC calculated in the July 1, 2018 actuarial valuation report.

DEPARTMENT SUMMARIES

Function UNCLASSIFIED
Department PENSION
Division PENSION CONTRIBUTIONS
Division Code 9005

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
2,448,567	2,488,164	19005100 00130	EMPLOYEE BENEFITS	2,566,157	2,570,731	2,526,734
2,448,567	2,488,164		TOTAL	2,566,157	2,570,731	2,526,734
			PERCENTAGE CHANGE	3.13%	3.32%	1.55%

DEPARTMENT SUMMARIES

PROGRAM	SOCIAL SECURITY	9006
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Program Explanation:

This account provides for the necessary Social Security contribution for Town employees. The estimated wage base for 2020 is \$136,800 for Social Security and unlimited for Medicare. The Town budgeted Social Security at the rate of 6.2% and Medicare at the rate 1.45%.

Budget Change Commentary:

The Social Security budget increased by \$68,223 as a result of annual and contractual salary increases.

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Number of Full Time Employees Paid	172	172	170	170	170
Number of Part Time Employees Paid	50	49	50	50	50

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
1,008,351	1,086,642	19006100 00130	EMPLOYEE BENEFITS	1,181,913	1,166,634	1,154,865
1,008,351	1,086,642		TOTAL	1,181,913	1,166,634	1,154,865
			PERCENTAGE CHANGE	8.77%	7.36%	6.28%

DEPARTMENT SUMMARIES

PROGRAM	HEALTH & LIFE INSURANCE	9007
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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 \$629,233, as a result of increased projected premiums of 19% based on projected claims and stop loss insurance.

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Covered Employees	155	150	142	142	142
Health Insurance Plans	8	8	8	8	8
Life Insurance Plans	1	1	1	1	1
Long-Term Disability Insurance Plans	1	1	1	1	1

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
2,809,566	2,958,480	19007100 00130	EMPLOYEE BENEFITS	3,655,619	3,609,800	3,587,713
2,809,566	2,958,480		TOTAL	3,655,619	3,609,800	3,587,713
			PERCENTAGE CHANGE	23.56%	22.02%	21.27%

DEPARTMENT SUMMARIES

PROGRAM	WOOD MEMORIAL LIBRARY	9008
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Program Explanation:

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

Budget Change Commentary:

The program budget has a \$5,000 or 66.67% increase to reflect prior year actual contribution. The Association and the Town agreed on the Fiscal Year 2019 contribution of \$12,500 and transferred unbudgeted portion from a contingency account.

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

	2017/2018	2018/2019 COUNCIL <u>APPROVED</u>	<u>ACCOUNT #</u>		<u>LINE ITEM DESCRIPTION</u>	2019/2020 DEPARTMENT <u>REQUEST</u>	2019/2020 MANAGER <u>PROPOSED</u>	2019/2020 COUNCIL <u>APPROVED</u>
	12,500	7,500	19008300	00380	GRANTS & CONTRIBUTIONS	12,500	12,500	12,500
TOTAL						12,500	12,500	12,500
PERCENTAGE CHANGE						66.67%	66.67%	66.67%

DEPARTMENT SUMMARIES

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

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

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

Budget Change Commentary:

This budget shows a reduction this year attributed to the July 1, 2017 Annual Required Contribution (ARC).

Performance Data	Police Union Employees	All Other Town Employees	Teachers	BOE Non-Certified Staff	Total
July 1, 2017 Valuation (for FY 2019 Budget)					
Annual Required Contribution For Fiscal Year 2017	\$126,703	\$76,470	\$529,404	\$23,214	755,791
Expected Benefit Payouts	<u>\$(79,345)</u>	<u>\$(63,783)</u>	<u>\$(342,004)</u>	<u>\$(13,908)</u>	<u>\$(499,040)</u>
Net Budget Impact	\$47,358	\$12,687	\$184,400	\$9,306	\$256,751
July 1, 2017 Valuation (for FY 2020 Budget)					
Annual Required Contribution For Fiscal Year 2017	\$126,703	\$76,470	\$529,404	\$23,214	755,791
Expected Benefit Payouts	<u>\$(83,369)</u>	<u>\$(67,018)</u>	<u>\$(359,350)</u>	<u>\$(14,613)</u>	<u>\$(524,352)</u>
Net Budget Impact	\$43,333	\$9,452	\$170,053	\$8,601	\$231,439

Note: July 1, 2019 Valuation will be available in the fall of 2019

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

[illegible]

DEPARTMENT SUMMARIES

PROGRAM	WORKERS' COMPENSATION INSURANCE	9010
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Program Explanation:

This budget represents the estimated cost of Workers' Compensation Insurance.

Budget Change Commentary:

This budget has increased by \$8,354 or 2.00% due to anticipated premium and salary increases.

Program Objectives and Goals FY 2020:

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

Program Accomplishments FY 2019:

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

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Number of claims	30	30	30	30	30
Number of CIRMA Workshops Attended	2	2	2	2	2
Number of Employees Attending	35	36	35	35	35

DEPARTMENT SUMMARIES

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
378,410	417,738	19010100 00130	EMPLOYEE BENEFITS	426,092	426,092	426,092
378,410	417,738		TOTAL	426,092	426,092	426,092
			PERCENTAGE CHANGE	2.00%	2.00%	2.00%

DEPARTMENT SUMMARIES

PROGRAM	UNEMPLOYMENT COMPENSATION	9011
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Program Explanation:

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

Budget Change Commentary:

This budget has increased by \$3,000 or 20% due to three-year historical average of actual claims.

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Former Employee(s) Collecting Unemployment	2	1	1	2	2
Employee(s) on Unpaid Leave Collecting Unemployment	0	0	0	0	0

Function	UNCLASSIFIED
Department	UNEMPLOYMENT COMPENSATION
Division	UNEMPLOYMENT COMPENSATION
Division Code	9011

[illegible]

DEPARTMENT SUMMARIES

PROGRAM	SALARY CONTINGENCY	9015
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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.

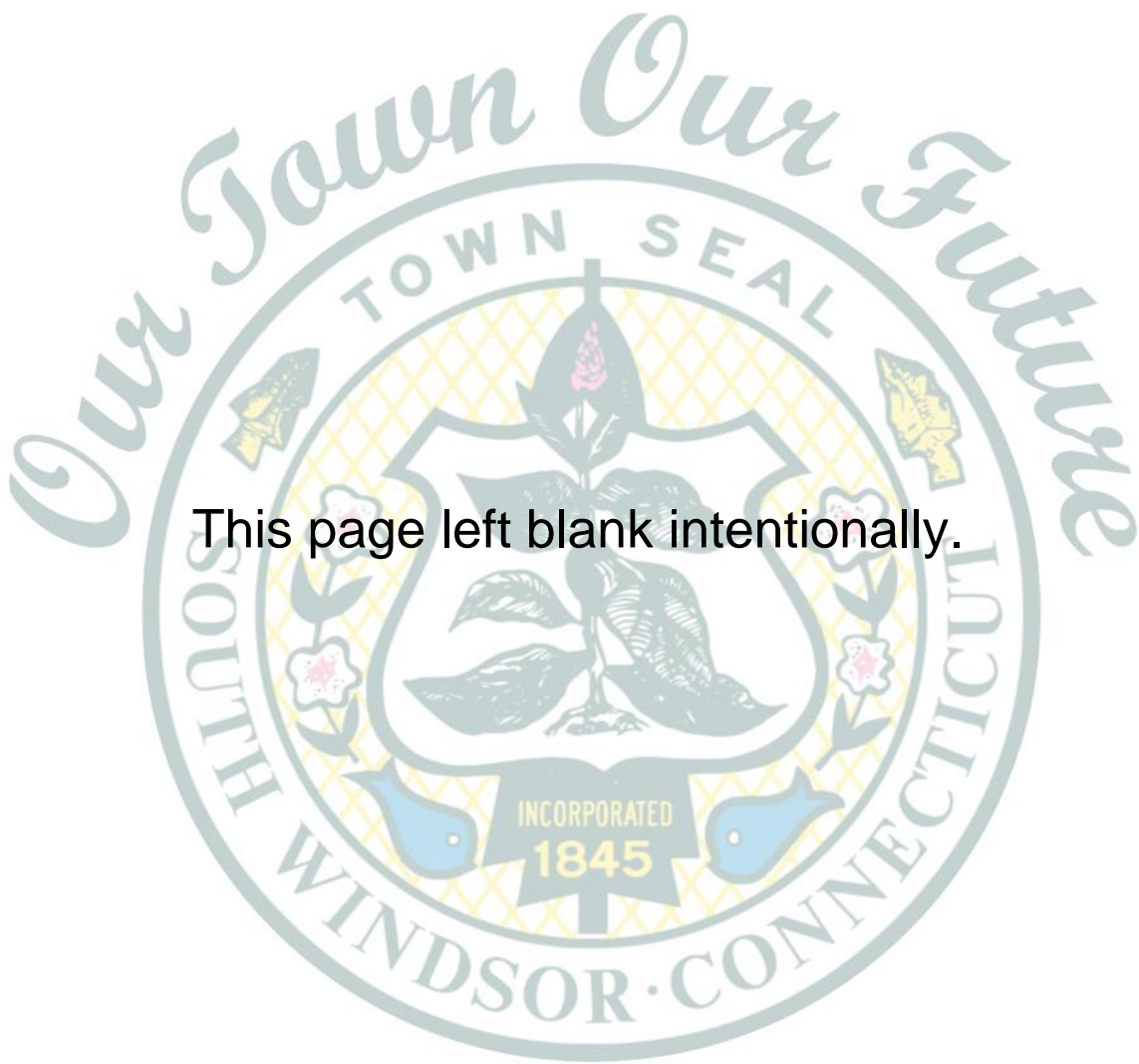
Budget Change Commentary:

The program budget has increased \$80,000 or 400% due to known retirement payouts per agreements for employees.

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Expired Union Contracts	3	0	1	4	0

Function	UNCLASSIFIED
Department	SALARY CONTINGENCY
Division	SALARY CONTINGENCY
Division Code	9015

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DEPARTMENT SUMMARIES

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.

Page	Descriptions	2018-2019 Council Approved	2019-2020 Department Request	2019-2020 Manager Proposed	2019-2020 Council Approved
214	South Windsor Public Schools	74,028,368	75,997,196	75,938,196	75,399,351
	Total Board of Education	74,028,368	75,997,196	75,938,196	75,399,351

DEPARTMENT SUMMARIES

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

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

Board of Education Budget Guidelines

The South Windsor Board of Education will develop a district budget that balances its responsibility to meet the needs of our students while maintaining fiscal responsibility. The Board will strive to provide resources to:

- Comply with federal and state education mandates
- Maintain a safe, clean learning environment for all staff and students
- Demonstrate fiscal responsibility by examining current staffing and programs, identifying cost avoidance measures, seeking efficiencies and analyzing historical budget data
- Ensure adequate funding for healthcare reserve fund and future pension liabilities
- Continue to implement initiatives associated with the 2015-2018 Strategic Plan
 - Request staffing (1.0 FTE) that will allow for the continued rollout of World Language instruction to students in grades 3 and 4

Superintendent's January 22, 2019 Budget Memorandum

SUPERINTENDENT'S TRANSMITTAL MEMORANDUM

DATE: January 22, 2019

TO: Members, Board of Education

FROM: Kate Carter, Ed.D., Superintendent of Schools

RE: 2019-2020 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 2019-2020. We maintained our long-standing commitment to deliver a transparent, reader-friendly document that not only captures efficiencies and cost avoidance measures whenever possible, but also reflects a response to our increasing enrollment. In addition, this budget demonstrates our goal of maintaining fidelity to the remaining initiatives outlined in the 2015-2018 Strategic Plan.

The Superintendent's Budget for fiscal year 2019-2020 is \$75,997,196, representing an increase of 2.66%.

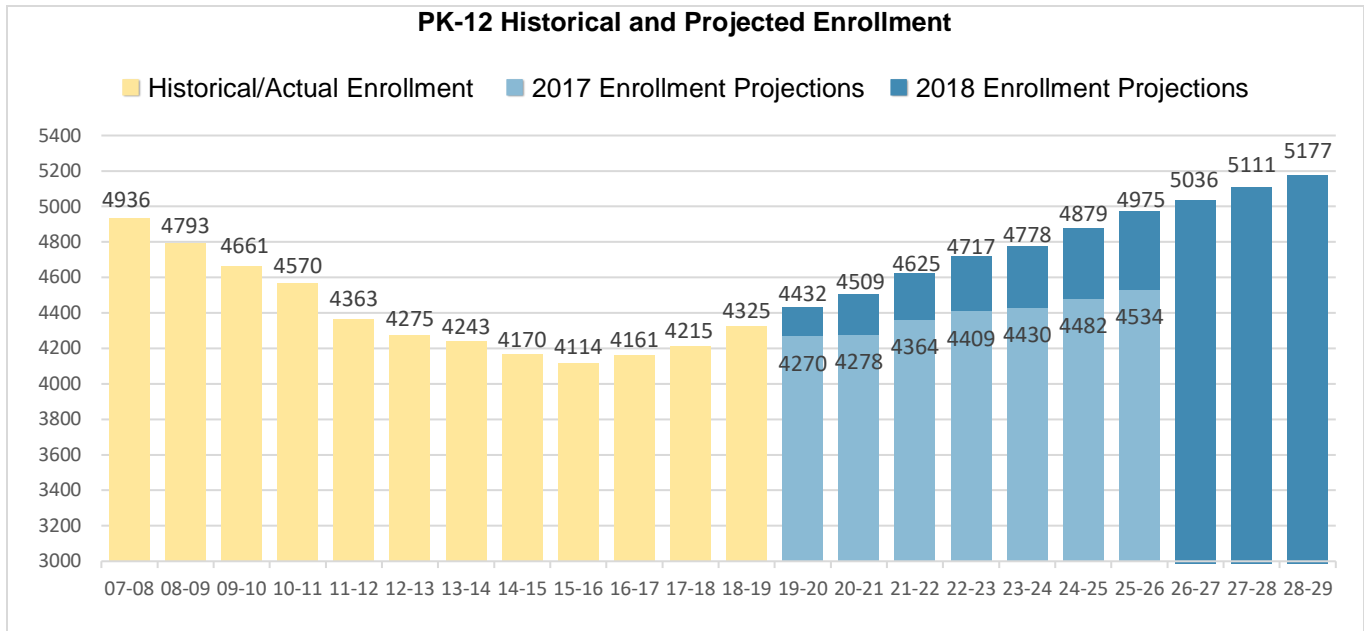
The overarching drivers of the budget increase fall into one of three categories: costs associated with contractual obligations/maintenance of operations, costs associated with increasing enrollment, and costs associated with program improvements. A breakdown of notable drivers within each category can be found on page 3. As you will see, the largest portion of the increase is driven by contractual salary obligations and increased enrollment.

While South Windsor experienced declining enrollment for more than a decade, we began to see a change in this trend in the 2016-2017 school year. Over the past two years we have experienced a significant

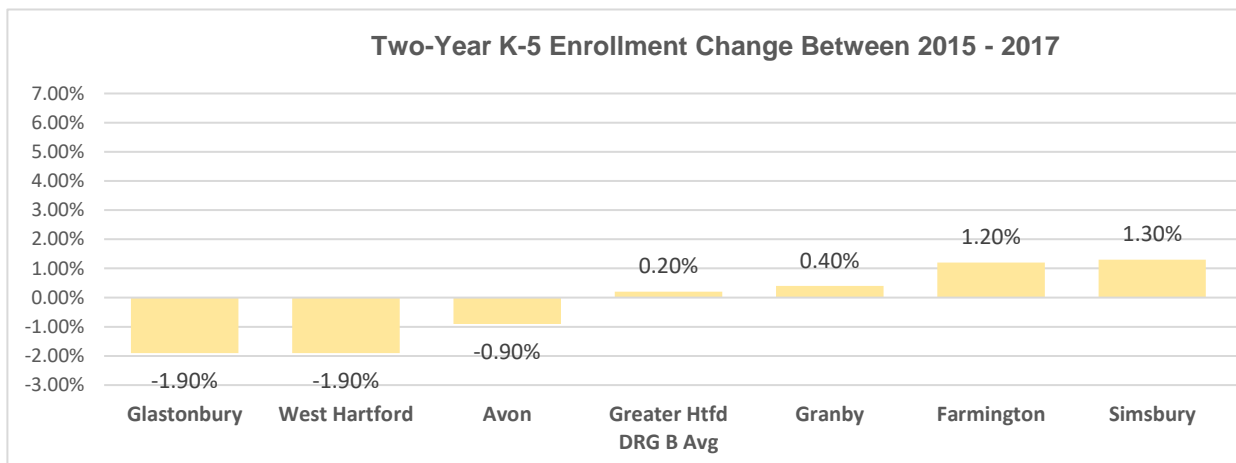
DEPARTMENT SUMMARIES

departure from this trend in our elementary schools. As a result, our demographers, Milone & MacBroom, have set a new trajectory for student enrollment.

In last year's budget memo I included a graph depicting our PK-12 projected enrollment numbers. This information has been refreshed by our demographers. The chart below illustrates last year's projections in comparison to this year's projections. Milone & MacBroom is now calling for 441 more students in 2025 than they did just one year ago.



As you can see in the chart below, South Windsor is an outlier in comparison to the other Hartford County DRG B towns. The other six towns experienced either declining enrollment or only marginal increases in enrollment. South Windsor stands in stark contrast with a 6.3% increase in its K-5 population between 2015 and 2017.

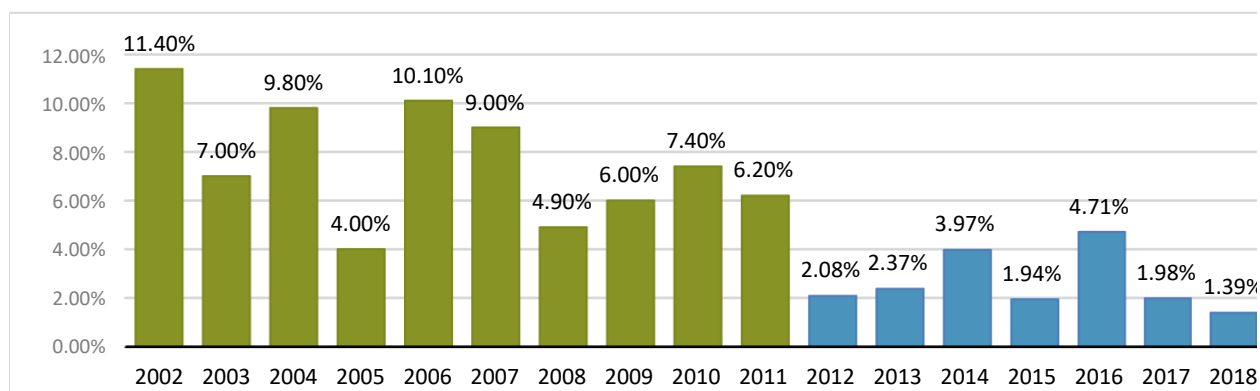


Despite the need for additional resources to respond to increasing enrollment, I am pleased that the proposed budget reflects our long-standing commitment to contain costs while meeting our responsibility to provide our students with a high quality education. On the next page is a historical overview of Superintendents' proposed increases.

DEPARTMENT SUMMARIES

10-Year Average – Prior Administration: **7.58%**

9-Year Average – Current Administration: **2.78%**



The average proposed percentage increase of former superintendents was 7.58%. The average proposed increase during my tenure over the last nine years is 2.78%. Our continued efforts to bend the cost curve are evident in the recently published comparisons of education spending by town. South Windsor's Net Current Expenditures per Pupil (NCEP) is lower than the state average as well as the DRG B average. In comparison to South Windsor, there are currently 97 districts statewide that spend more per pupil and 68 that spend less. There are 14 districts in our DRG with a higher NCEP, and only six with a lower NCEP.

In closing, I am pleased that we were able to deliver a relatively low budget increase while simultaneously responding to increasing enrollment and incorporating investments worthy of championing. With over 260 English Learner students, our multilingual families come from all around the world and represent more than 27 different languages. Yet, there is a unifying characteristic woven into this diverse tapestry: families are moving to South Windsor for the schools and the dedicated staff working inside of them. South Windsor is known for its commitment to education, and our community's support of the Board of Education's annual operating budget ensures that our staff is equipped with the resources it needs to deliver effective instruction while supporting the whole child. I look forward to our collective work as we endeavor to deliver an outstanding education to the children and families of South Windsor.

FY 2020 Budget Process Summary

2019-2020 Superintendent Request	2019-2020 Board of Education Proposed	2019-2020 Town Council Approved
\$75,997,196	\$75,938,196	\$75,399,351
2.66%	2.58%	1.85%

2019-2020 FTE Staffing Chart

STAFF - ALL FUNDING SOURCES	Actual 2017-18	Current 10/01/18	Proposed 2019-2020	Proposed Changes
Certified Staff	400.95	411.65	422.45	10.80
Non-Certified Staff	256.63	269.80	275.80	6.00
TOTAL	657.58	681.45	698.25	16.80

DEBT SERVICE

Debt Service

Page	Descriptions	2018-2019 Council Approved	2019-2020 Department Request	2019-2020 Manager Proposed	2019-2020 Council Approved
224	Capital Leases	1,233,234	1,478,106	1,478,106	1,478,106
226	Debt Service – Interest, Bonded Indebtedness	2,052,564	1,887,395	2,058,003	2,058,003
228	Debt Service – Principal Payments, Bonded Indebtedness	4,968,061	5,038,655	5,288,655	5,288,655
	Total Debt Service	8,253,859	8,404,156	8,824,764	8,824,764

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 Schedules

Debt Service Fund Principal and Interest Payments Schedule	Series B			Series B			Series B		
	Refunding		Refunding	Refunding		Refunding	Refunding		Refunding
	Mar-12		Jun-14	Aug-17		Aug-17	Aug-17		Aug-17
	2012	2012	2012	2012	2012	2012	2012	2012	2012
	Storm Alfred	Gen Purp	Sewers	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	2/15-I	8/15-I	8/1-I
<i>PIF = paid in full</i>	2/15-P&I	8/1-P&I	Monthly	2/15-P&I	2/15-P&I	2/15-P&I	8/15-P&I	2/15-P&I	2/1-P&I
	2,000,000	15,185,000	27,516,583	4,222,000	2,100,000	3,000,000	1,300,000	4,000,000	7,860,000
	1.5439%	2.5089%	2.0000%	1.4522%	2.5777%	2.4316%	2.4316%	2.6400%	3.1065%
Fiscal Year									
2020	Principal	5,288,655							
	Interest	2,058,002							
	Total	7,346,657							
2021	Principal	5,576,767							
	Interest	1,869,212							
	Total	7,445,978							
2022	Principal	5,479,406							
	Interest	1,652,873							
	Total	7,132,279							
2023	Principal	5,401,582							
	Interest	1,445,212							
	Total	6,846,793							
2024	Principal	4,786,307							
	Interest	1,259,726							
	Total	6,046,032							
2025	Principal	4,675,591							
	Interest	1,141,485							
	Total	5,817,077							

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DEBT SERVICE

Debt Service Fund		Series B		Series B		Series B		Series B		Series B		Series B		Series B		Series B	
Principal and Interest		Refunding		Refunding		Refunding		Refunding		Refunding		Refunding		Refunding		Refunding	
Payments Schedule (cont'd)		Mar-12		Jun-14		2015		2016		2017		2018		2019		2019	
		2012	2012	2012	2012	2015	2015	2016	2016	2017	2017	2018	2018	2019	2019	2019	2019
		Storm Alfred	Gen Purp	Sewers	Gen Purp	Gen Purp	Gen Purp	Gen Purp	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	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	2/15-I	8/15-I	8/15-I	8/15-I	8/1-I	8/1-I	8/1-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	8/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/1-P&I	2/1-P&I	2/1-P&I
		2,000,000	15,185,000	27,516,583	4,222,000	2,100,000	2,470,000	3,000,000	1,300,000	4,000,000	7,860,000	1,862,000	4,000,000	7,860,000	750,000	4,500,000	4,500,000
PIF = paid in full		1.5439%	2.5089%	2.0000%	1.4522%	2.5777%	2.5777%	2.4316%	2.4316%	2.6400%	2.6400%	2.4106%	2.4106%	3.1065%	3.1065%	3.1065%	3.1065%
Gen Purp		Principal	28,237,000														
Schools		Principal	22,817,000														
Sewers		Principal	19,429,066														
				19,429,066													
Total		Principal	70,483,066														
				19,429,066													

DEBT SERVICE

Combined Schedule of Bonded Debt Through Maturity

as of

February 14, 2019

Fiscal Year	Principal Payments	Interest Payments	Total Debt Service
2019-20	5,288,655	2,058,002	7,346,657
2020-21	5,576,767	1,869,212	7,445,978
2021-22	5,479,406	1,652,873	7,132,279
2022-23	5,401,582	1,445,212	6,846,793
2023-24	4,786,307	1,259,726	6,046,032
2024-25	4,675,591	1,141,485	5,817,077
2025-26	4,721,447	1,019,571	5,741,017
2026-27	4,715,884	894,489	5,610,373
2027-28	4,727,916	777,598	5,505,515
2028-29	4,226,555	665,579	4,892,133
2029-30	4,269,811	558,541	4,828,352
2030-31	4,287,699	448,229	4,735,927
2031-32	3,787,230	345,002	4,132,232
2032-33	2,554,217	257,373	2,811,590
2033-34	1,534,000	189,035	1,723,035
2034-35	1,345,000	144,894	1,489,894
2035-36	1,110,000	102,738	1,212,738
2036-37	860,000	67,288	927,288
2037-38	860,000	38,994	898,994
2038-39	275,000	9,625	284,625
	<u>\$ 70,483,066</u>	<u>\$ 14,945,464</u>	<u>\$ 85,428,529</u>

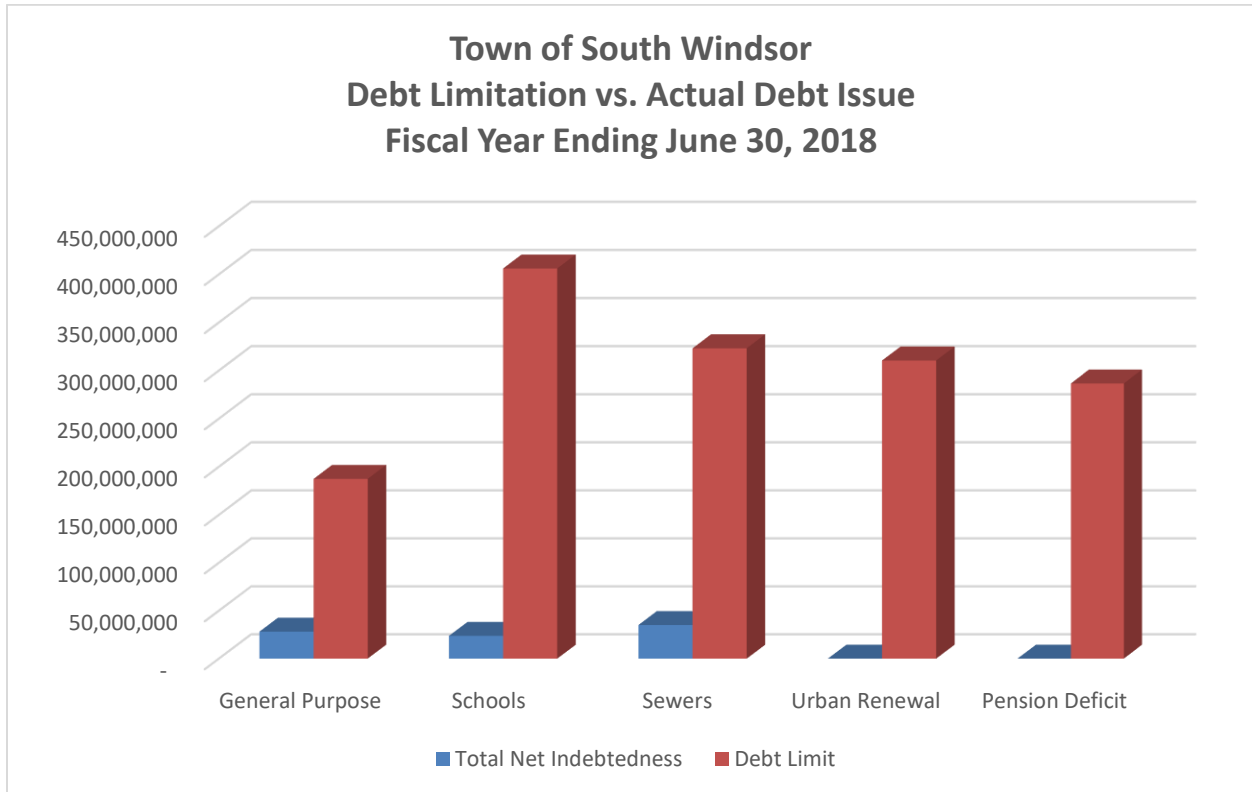
DEBT SERVICE

TOWN OF SOUTH WINDSOR, CONNECTICUT SCHEDULE OF DEBT LIMITATION FOR THE YEAR ENDED JUNE 30, 2018

Total tax collections (including interest and lien fees) received by the Treasurer for the year ended June 30, 2017	\$ 95,528,054
Tax relief for the elderly	2,000
BASE	<u>\$ 95,530,054</u>

	General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit
Debt limitation:					
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					
Indebtedness:					
Bonds and notes payable	27,547,000	21,777,000	1,656,000	-	-
State of Connecticut Clean Water Fund ("CWF"):					
Project Loan Obligation (PLO) (1)			21,697,127		
Authorized, unissued bonds	650,000	13,521,724	19,483,417	-	-
Total indebtedness	28,197,000	35,298,724	42,836,544	-	-
Exclusions	(647,417)	(11,518,946)	(7,760,005)	-	-
Total Net Indebtedness	27,549,583	23,779,778	35,076,539	-	-
Excess of Limit Over Outstanding and Authorized Debt	<u>\$187,393,039</u>	<u>\$406,105,465</u>	<u>\$32,316,164</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)



DEBT SERVICE

PROGRAM	CAPITAL LEASES	7001
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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 of \$244,872 is due to fair market value payout on three lease payments.

Performance Data:

Description	End Date	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	41,222	42,871	-	-	-	-	-	-	84,093
Fire Ladder Truck	07/15/26	92,577	92,577	92,577	92,577	92,577	92,577	92,577	92,577	740,616
Fire Pumper	06/01/21	81,030	81,030	-	-	-	-	-	-	162,060
PD Communication Equip	07/15/19	54,756	-	-	-	-	-	-	-	54,756
Sutphen Fire Pumper	08/25/23	105,421	105,421	105,421	105,421	105,421	-	-	-	527,105
Town Generators 131161-002	04/21/20	256,849	-	-	-	-	-	-	-	256,849
BOE Generator 150980-009	09/15/21	186,246	-	-	-	-	-	-	-	186,246
Boilers 150600-008	06/24/20	47,732	44,477	-	-	-	-	-	-	92,209
Turf Fields	07/15/20	267,187	267,187	-	-	-	-	-	-	534,374
EOC Construction	11/01/24	178,824	178,824	178,824	178,824	178,824	178,824	-	-	1,072,946
EOC Computer Equipment	08/01/20	76,164	76,164	-	-	-	-	-	-	152,329
EOC Computer Wall	09/01/21	44,088	44,088	44,088	-	-	-	-	-	132,264
Tax and Assessment Software	07/15/20	46,010	46,010	-	-	-	-	-	-	92,020
		1,477,806	978,650	420,910	376,822	376,822	271,401	92,577	92,577	4,087,866

DEBT SERVICE

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
1,217,274	1,233,234	17001300 00320	PROFESSIONAL	1,478,106	1,478,106	1,478,106
1,217,274	1,233,234		TOTAL	1,478,106	1,478,106	1,478,106
			PERCENTAGE CHANGE	19.86%	19.86%	19.86%

DEBT SERVICE

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

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

Budget Change Commentary:

The Debt Service – Interest on Bonded Indebtedness budget increased by \$5,439 due to new bonds for Phase I Schools, roads, and open space.

DEBT SERVICE

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
1,842,757	2,052,564	17003300 00320	PROFESSIONAL	1,887,395	2,058,003	2,058,003
			TOTAL	1,887,395	2,058,003	2,058,003
			PERCENTAGE CHANGE	-8.05%	0.26%	0.26%

DEBT SERVICE

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

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

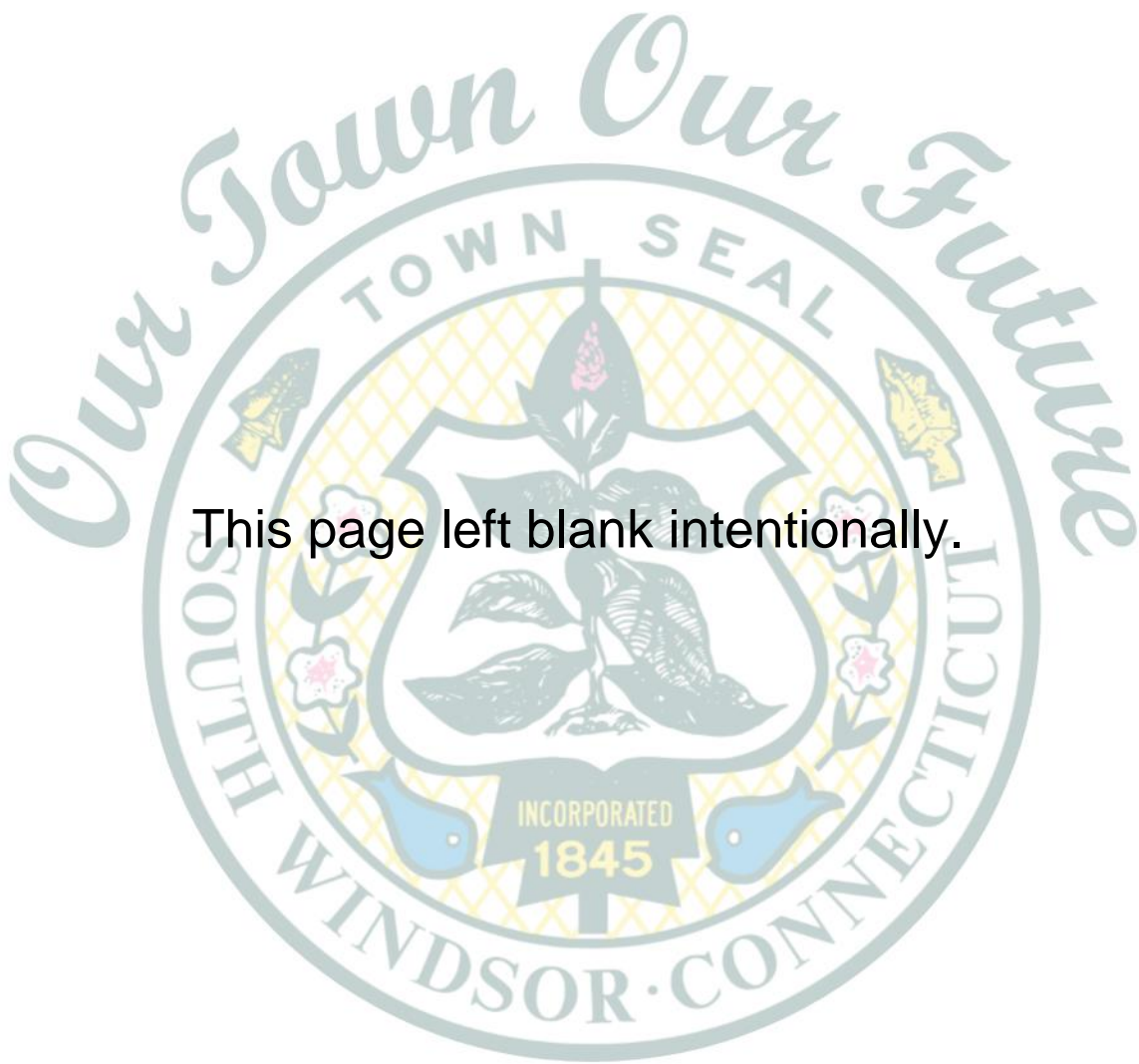
Budget Change Commentary:

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

DEBT SERVICE

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
5,062,972	4,968,061	17004300 00320	PROFESSIONAL	5,038,655	5,288,655	5,288,655
5,062,972	4,968,061		TOTAL	5,038,655	5,288,655	5,288,655
			PERCENTAGE CHANGE	1.42%	6.45%	6.45%



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CAPITAL IMPROVEMENTS

Capital Improvements

Page	Descriptions	2018-2019 Council Approved	2019-2020 Department Request	2019-2020 Manager Proposed	2019-2020 Council Approved
235	Capital Improvements	1,754,482	2,991,621	2,891,621	2,641,621
	Total Capital Improvements	1,754,482	2,991,621	2,891,621	2,641,621

CAPITAL IMPROVEMENTS

Capital Projects Overview

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.

CAPITAL IMPROVEMENTS

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.

CAPITAL IMPROVEMENTS

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.

CAPITAL IMPROVEMENTS

PROGRAM	CAPITAL IMPROVEMENTS	8000
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The planned 2019-2020 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.

Project #	Project	Grant/ Offset	Approved 2019-2020
I.	Parks & Recreation Master Plan Projects (Town)		\$ 235,000
II.	Oil Tank Replacement – Old Orchard Hill (BOE)	\$ 68,800	\$ 160,000
III.	Oil Tank Conversion to Gas (Community Center / Police Department)		\$ 200,000
IV.	Security Enhancements to Police Headquarters Complex (Police)		\$ 55,000
V.	SWHS Room B - Boilers to Natural Gas (BOE)	\$ 8,600	\$ 206,000
VI.	Public Buildings Security and Door Upgrades (Town)		\$ 75,000
VII.	Fiber Communications Network (Public Works/Fire)		\$ 110,000
VIII.	Boilers (Community Center / Police Department)	\$ 10,000	\$ 400,000
IX.	GIS (Town-Wide)		\$ 100,000
X.	Upgrade Emergency Communication Infrastructure (Emergency Management/Fire/Police/Public Works)		\$ 220,000
XI.	Town Hall – Elevator Design & Engineering (Town)		\$ 50,000
	Total		\$1,811,000**

** FY19-20 Capital Improvement Budget includes the purchase of two parcels of land on Ellington Road for Phase III of the 10-year Elementary Facilities Plan making up the budget of \$2,641,621.

Details of individual projects are outlined below:

APPROVED PROJECTS

I. Parks and Recreation Master Plan Implementation Project

Estimated Total Project Cost: \$475,000

Other offset funding available: \$240,000 DEEP

Useful life of project: 30+ years

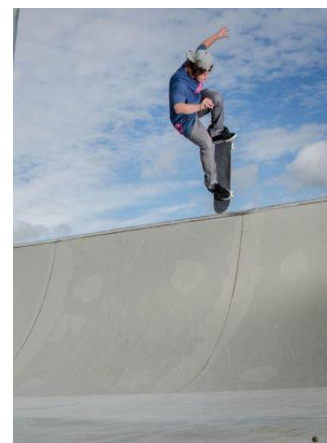
Project Timeline:	Planning start:	Summer 2019
	Physical start:	Spring 2020
	Completion:	Fall 2020

Estimated additional annual operating cost: Unknown at this time

Estimated annual savings: -0-

Explanation: Intended projects include:

- Skate Park, Phase II design work was intentionally completed at the same time as Phase I, so this project is ready for groundbreaking. Phase II will more than double the square footage of the total skating surface.
- Design work for 6.2 mile Cross-Town Trail within the Eversource power corridor
- South Windsor Walk & Wheel Ways sub-division connector paths at Skyline Dr. to Norma Dr.; Greenfield Dr. / Kupchunos Dr. to Scott Drive, Spinners Run to Natsisky Farm Rd



CAPITAL IMPROVEMENTS

II. Oil Tank Replacement – Old Orchard Hill School



Estimated Total Project Cost: \$160,000

Other offset funding available: \$68,800

Useful life of project: 30 years

Project Timeline: Planning start: May, 2019

Physical start: July, 2019

Completion: August, 2019

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation:

Replacement of this tank is required by law due to its age. It will be replaced by a double wall aboveground tank in roughly the same location.

III. Oil Tank Conversion to Gas – Community Center / Police Dept.

Estimated Total Project Cost: \$200,000

Other offset funding available: -0-

Useful life of project: 25-30 years

Project Timeline: Planning start: Fall 2019

Physical start: Spring 2020

Completion: Summer 2020

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation:

Remove one six-thousand-gallon fiberglass underground oil storage tank including soil sampling, analyzing and closeout reports to D.E.E.P., disposal of storage tank and backfilling void. Removal of all heating oil piping, pumps and outdated controls. Cost includes Eversource's engineering and construction to install natural gas service at the Community Center and the Police Department.

IV. Enhancement to Police Headquarters Complex

Estimated Total Project Cost: \$55,000

Other offset funding available: -0-

Useful life of project: 20 years

Project Timeline: Planning start: Spring 2019

Physical start: Summer 2019

Completion: Summer 2019

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation:

Secure the critical assets of the police department, including emergency vehicles, trailers, vehicles held in evidence and the communications tower that serves all Town departments and regional cellular customers. The property has no fence or physical barrier to prevent damage/theft of police vehicles and equipment. Project entails fencing the property, expanding seized vehicle storage parking, and electronic gates to secure fleet, equipment and cell towers.



CAPITAL IMPROVEMENTS

V. South Windsor High School Room B - Boilers to Natural Gas



Estimated Total Project Cost: \$206,000

Other offset funding available: \$8,600

Useful life of project: 30 years

Project Timeline: Planning start: May, 2019

Physical start: June, 2019

Completion: August, 2019

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation:

Remove and dispose of fuel tank. Supply and install gas lines to each of four boilers, supply and install four natural gas burners.

VI. Public Buildings Security and Door Upgrades

Estimated Total Project Cost: \$75,000

Other offset funding available: -0-

Useful life of project: 20-25 years

Project Timeline: Planning start: Summer, 2019

Physical start: Fall, 2020

Completion: Ongoing

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation:

Based on a Town-wide security risk assessment completed by the Police Department, new card access controlled hardware and software will be installed on interior and exterior doors to control access and provide the ability to control lockdown situations. Video surveillance systems will be installed inside and outside public buildings to monitor interior and perimeter activities at Public Buildings. Various interior and exterior doors will be repaired and or replaced based on age and or condition in order to ensure security of the buildings as well as meet Police Department recommendations. All building interior and exterior doors will be rekeyed.



VII. Fiber Communications Network



Estimated Total Project Cost: \$110,000

Other offset funding available: -0-

Useful life of project: 20 years

Project Timeline: Planning start: July, 2019

Physical start: September, 2019

Completion: November, 2019

Estimated additional annual operating cost: \$4,000
[there is a retainer fee of \$4,000 per year to repair fibers should accidents or disaster interrupt communication]

Estimated annual savings: \$53,316

Explanation:

This network will be purchased for 20 years and will securely connect all Town government buildings for unified communication both voice, video and data capabilities. We will provide Wi-Fi access at these building locations for government computers so that the 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

CAPITAL IMPROVEMENTS

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. Our neighboring towns Manchester, Glastonbury and Vernon all have or are currently constructing fiber networks.

VIII. Boilers at the Community Center and Police Department

Estimated Total Project Cost: \$400,000

Other offset funding available: \$10,000

Useful life of project: 25-30 years

Project Timeline: Planning start: Summer, 2019

Physical start: Fall, 2019

Completion: Spring, 2020

Estimated additional annual operating cost: -0-

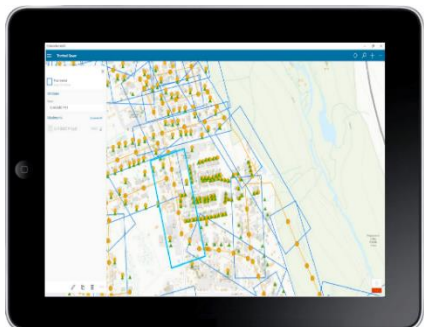
Estimated annual savings: \$8,000-\$10,000

Explanation:

Replace five (5) thirty year old oil fired boilers at the Community Center with high efficiency condensing gas boilers. Upgrade one make-up air unit for the kitchen. Replace two (2) oil fired boilers and upgrade two (2) hot water heaters at the Police Department with high efficiency condensing gas boilers. Replace near boiler piping, reconfigure piping for use with gas fired equipment. All original mechanical controls will be replaced with energy management direct digital controls for precise scheduling, alarming and monitoring the equipment.



IX. GIS



Estimated Total Project Cost: \$100,000

Other offset funding available: -0-

Useful life of project: varies/invaluable

Project Timeline: Planning start: Spring, 2019

Physical start: Summer, 2019

Completion: June, 2020

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation:

GIS Project and Program Development is ongoing. Data projects that are to be accomplished during FY2019-2020 include updating the Sanitary Sewer System & Storm Sewer System mapping. 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 Marshal 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. Create and publish a mobile data utility viewer for Town staff and approved vendors. GIS is used by all Town departments including Public Works, Planning, Police, Fire, Recreation, the Assessor, Health, Emergency Management and the Historic District.

CAPITAL IMPROVEMENTS

X. Upgrade Emergency Communications Infrastructure

Estimated Total Project Cost: \$220,000

Other offset funding available: -0-

Useful life of project: 20 years

Project Timeline: Planning start: January, 2019
 Physical start: August, 2019
 Completion: July, 2021

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation:

For Police and Fire, a listening post will be purchased and installed at the new Eli Terry School. The school sits in a low area and there is difficulty in transmitting out of the school onto the Police and Fire networks. Equipment installed at the school will listen for transmissions from Police and Fire department radios and send those signals to the Dispatch Center at the Police Station via Town-owned Fiber Optic lines. \$86,000 in equipment will be needed for this listening post. In addition, \$15,000 is requested for the construction costs associated with bringing the Town fiber into the building.

For the Fire Department, \$50,000 is requested for replacing two base station repeaters. Currently, one base station repeater is located at the Police Station and the second at the Box Mountain antenna site. Each bases station works with the other to transmit from both locations simultaneously which provides better coverage than if only one location was used. These were installed about twelve years ago, and the equipment is obsolete and cannot be serviced or expanded. These new base station repeaters would allow a third location to be utilized in the future.

For Emergency Management, \$19,000 is requested for the purchase of four interoperability radios to be purchased for use in an emergency that is calling regional assets in to assist the Town.

For Public Works, \$50,000 is requested to move department of Public Works onto a new radio system, and off of the outdated system they have shared with the Health and Human Services vans since the 1970's. This will allow for new mobile radios to be purchased and installed in each vehicle, as well as a base radio at the Public Works building, and new radios in the Health and Human Services transportation vans and at the Health and Human Services office in the Community Center.



XI. Town Hall Elevator Design and Engineering

Estimated Total Project Cost: \$50,000



Other offset funding available: -0-

Useful life of project: 20-25 years

Project Timeline: Planning start: Fall, 2019

 Physical start: Spring, 2020

 Completion: Summer, 2020

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation:

Provide design, bid and construction documents and engineering services to replace Town Hall Elevator.

CAPITAL IMPROVEMENTS

5 Year Capital Expenditure Plan Fiscal Year 2019-2020 (Current) through Fiscal Year 2024-2025 Listed by Department

Item	Location	FY 19/20	FY 20/21	FY 21/22	FY 22/23*	FY 23/24*	FY 24/25*
BOARD OF ED							
Replacement/ Repair of the exterior masonry band (Drivit) PH 2	SWHS	\$ -	\$ 876,000	\$ -	\$ -	\$ -	-
Roof	TE	-	-	689,700	1,000,000	-	-
Replacement/ Repair of the exterior masonry band (Drivit)	SWHS	-	876,000	-	-	-	-
Roof	SWHS	-	800,000	-	-	-	-
Roof	WAP	-	914,000	-	-	-	-
Safe Routes to School Improvements	ETS	-	150,000	-	-	-	-
Elevator Install	ELLS	-	251,057	-	-	-	-
Subtotal Board of Education		\$ -	\$ 3,867,057	\$ 689,700	\$ 1,000,000	\$ -	-
COMMUNITY CENTER							
Boilers	CC/PD	\$ 400,000	\$ -	\$ -	\$ -	\$ -	-
Parking Lots	CC / TG	-	625,000	-	-	-	-
Heat Pump & Cooling Tower Replacement	CC	-	390,000	-	-	-	-
Subtotal Community Center		\$ 400,000	\$ 1,015,000	\$ -	\$ -	\$ -	-
FIRE							
Roof	FHQ	\$ -	\$ -	\$ 75,000	\$ -	\$ -	-
Fire Alarm Upgrade	OOH/ELLS	-	108,000	-	-	-	-
Fire Alarm Upgrade	FHQ/FH2	-	100,000	-	-	-	-
Fire Alarm Upgrade	CC/PD	-	100,000	-	-	-	-
Generator	FHQ	-	150,000	-	-	-	-
HVAC	FH 1 & 2	-	150,000	150,000	-	-	-
Parking Lots	FHQ	-	275,000	-	-	-	-
Subtotal Fire Department		\$ -	\$ 883,000	\$ 150,000	\$ 75,000	\$ -	-
LIBRARY							
Carpeting	LIB	\$ -	\$ -	\$ 125,000	\$ 125,000	\$ -	-
Parking Lots	TH /LIB	-	250,000	-	-	-	-
Roof	LIB	-	400,000	-	-	-	-
Elevator Replacement	LIB	-	251,057	-	-	-	-
Cooling Tower Replacement	LIB	-	75,000	-	-	-	-
Subtotal Library		\$ -	\$ 976,057	\$ 125,000	\$ 125,000	\$ -	-
PARKS & REC							
Athletic Field Improvements - Irrigation	PARC	\$ -	\$ -	\$ -	\$ -	\$ -	50,000
Parks & Rec Master Plan Projects	TOWN	235,000	200,000	200,000	200,000	200,000	200,000
Rec. Center w/ Indoor Aquatics	TBD	-	-	-	-	-	15,000,000
Storage Building	Park & Rec	-	300,000	-	-	-	-
Tower - VMP	VMP	-	-	-	-	400,000	-
Parking Lots	Lower VMP	-	-	-	250,000	-	-
Parking Lots	WAP	-	-	-	245,000	-	-
Parking Lots	Rye St Park	-	-	-	-	507,000	-
Parking Lots	Upper VMP	-	-	-	-	250,000	-
Parking Lots	NEVERS PARK	-	-	-	-	-	206,000
Roof	VMP	-	-	-	-	-	50,000
Basketball Court Renovations	WAP	-	-	-	-	-	41,350
Basketball/Tennis Court Renovations	RYE ST PARK	-	-	-	142,700	-	-
Boilers	WAP	-	52,450	-	-	-	-
Boilers - Conversions to Natural Gas	Room B HS	206,000	-	-	-	-	-

CAPITAL IMPROVEMENTS

5 Year Capital Expenditure Plan (continued) Fiscal Year 2019-2020 (Current) through Fiscal Year 2024-2025 Listed by Department

Item	Location	FY 19/20	FY 20/21	FY 21/22	FY 22/23*	FY 23/24*	FY 24/25*
PARKS & REC (CONTINUED)							
Pool Redesign w/ Covers	VMP	-	3,600,000	-	-	-	-
Tennis Court Re-construction	WAP	-	1,000,000	-	-	-	-
Windows & Exterior Upgrades	Wapping Comm Hse	-	-	50,000	-	-	-
Parks & Rec Master Plan Projects	TOWN	-	150,000	-	-	-	-
Wapping School Renovation Design	WAP	-	-	-	-	-	-
Subtotal Parks & Recreation		\$ 441,000	\$ 5,302,450	\$ 250,000	\$ 837,700	\$1,357,000	\$15,547,350
POLICE							
Elevator Replacement	PD	\$ -	\$ -	\$ -	\$ 200,000	\$ -	-
Perimeter Security Systems	PD	55,000	-	-	-	-	-
Tower -TRACS	TRACS	-	-	-	-	400,000	-
Parking Lots	TRACS	-	-	100,000	-	-	-
Roof	TRACS	-	50,000	-	-	-	-
Roof	PD	-	-	-	-	200,000	-
Parking Lots	PD	-	180,000	-	-	-	-
Subtotal Police		\$ 55,000	\$ 230,000	\$ 100,000	\$ 200,000	\$ 600,000	\$ -
PUBLIC WORKS							
Heated Bays	TG	\$ -	\$ 50,000	\$ 300,000	\$ 500,000	\$ -	-
Sidewalks	Town-Wide	-	-	-	-	-	200,000
Sidewalks - Pleasant Valley & Clarke Street	PValley / Clark	-	400,000	-	-	-	-
Town Garage Bay Expansion	TG	-	-	125,000	125,000	1,000,000	-
Bridge	PValley / Podunk R	-	-	-	-	485,000	-
Drainage	PV Rd Phase 2	-	-	-	-	650,000	-
Drainage	Strong Rd	-	-	-	-	500,000	-
Drainage	Griffin Rd	-	-	-	-	430,000	-
Drainage	Abby Rd	-	-	-	-	420,000	-
Drainage	Avery Brook Channel	-	-	-	-	250,000	-
Drainage	Town-Wide	-	-	-	100,000	100,000	100,000
Drainage	1200-1474 Main St	-	-	-	-	-	700,000
Drainage	McGrath Rd 2	-	-	-	-	-	280,000
Drainage	Commerce Wy	-	-	-	-	-	275,000
Drainage	Farnham Est	-	-	-	-	-	255,000
Drainage	Scott Dr	-	-	-	-	-	180,000
Drainage	McGrath Rd 1	-	-	-	-	-	175,000
Drainage	Abbe / Miller / Haystack	-	-	-	-	-	125,000
Drainage	TRACS	-	-	65,000	-	-	-
Elevator Replacement	TH	50,000	450,000	-	-	-	-
Exterior Maintenance	Salt Shed/Town Garage	-	50,000	50,000	-	-	-
Local Small Bridges Repairs 'Four"	Town-wide	-	100,000	150,000	250,000	250,000	250,000
Retaining Wall	Annex	-	-	-	100,000	-	-
Road Maintenance	Town-Wide	-	-	-	400,000	1,000,000	1,000,000
Roof	TG	-	-	-	-	200,000	-
Roof	TH	-	-	-	-	200,000	-
Roof	SALTSHED	-	-	-	-	-	150,000
ADA Transition Plan Upgrades	TOWN	-	100,000	100,000	100,000	100,000	100,000
Final Closure	Land Fill	-	-	400,000	400,000	400,000	400,000
Oil Tank (UG)	CC	200,000	-	-	-	-	-
Oil Tank (UG)	OOH	160,000	-	-	-	-	-
Oil Tank (UG)	HS B	-	-	-	-	235,000	-
Interior Renovations	TH	-	210,000	210,000	210,000	-	-

CAPITAL IMPROVEMENTS

5 Year Capital Expenditure Plan (continued)
Fiscal Year 2019-2020 (Current) through Fiscal Year 2024-2025
Listed by Department

<u>Item</u>	<u>Location</u>	<u>FY 19/20</u>	<u>FY 20/21</u>	<u>FY 21/22</u>	<u>FY 22/23*</u>	<u>FY 23/24*</u>	<u>FY 24/25*</u>
PUBLIC WORKS (CONTINUED)							
Public Buildings Security/Doors Upgrades	TOWN BLDGS	75,000	200,000	100,000	100,000	100,000	100,000
Ramp & Walkway Upgrades	TH	-	-	-	-	400,000	-
Ventilation & VAV Upgrades	TH	-	100,000	100,000	100,000	100,000	-
Windows	TH	-	-	-	200,000	-	-
Bridge	Main St / Podunk R	-	800,000	-	-	-	-
Drainage	Town-Wide	-	310,000	-	-	-	-
Drainage	PV Rd	-	225,000	-	-	-	-
Road Misc. Pavement	Town-Wide	-	4,400,000	-	-	-	-
Road Reconstruction	Beelzebub	-	2,000,000	-	-	-	-
Road Reconstruction	Nevers Rd (South)	-	700,000	-	-	-	-
Road Reconstruction	Governors Hwy	-	620,000	-	-	-	-
Road Reconstruction	Avery St 4	-	600,000	-	-	-	-
Road and Drainage Improvements	Deming St	-	125,000	-	-	-	-
Sidewalks	Town-Wide	-	750,000	-	-	-	-
Public Buildings Security/Doors Upgrades	TOWN BLDGS	-	200,000	-	-	-	-
Road Misc. Maintenance	TOWN	-	388,943	-	-	-	-
Sidewalks	TOWN	-	200,000	-	-	-	-
Subtotal Public Works		\$ 485,000	\$12,978,943	\$1,600,000	\$2,585,000	\$6,820,000	\$ 4,290,000
TECHNOLOGY							
Fiber Communications Network	PW / FHQ	\$ 110,000	\$ -	\$ -	\$ -	\$ -	-
Fiber Communications Network	FHQ / VMP / PLANT	-	250,000	-	-	-	-
Fiber Communications Network	FH2	-	-	-	200,000	-	-
GIS	Town-Wide	100,000	100,000	150,000	100,000	100,000	100,000
Communication Upgrades	ETS/FD/PD/PW	220,000	150,000	400,000	100,000	400,000	200,000
Fiber Communications Network	PWG / FHQ	-	70,000	-	-	-	-
GIS	TOWN	-	50,000	-	-	-	-
Subtotal Technology		\$ 430,000	\$ 620,000	\$ 550,000	\$ 400,000	\$ 500,000	\$ 300,000
TOTAL BY DEPARTMENT BY FISCAL YEAR		\$1,811,000	\$25,872,507	\$3,464,700	\$5,222,700	\$9,277,000	\$20,137,350
TOTAL 5-YEAR CAPITAL IMPROVEMENT PROGRAM							\$65,785,257

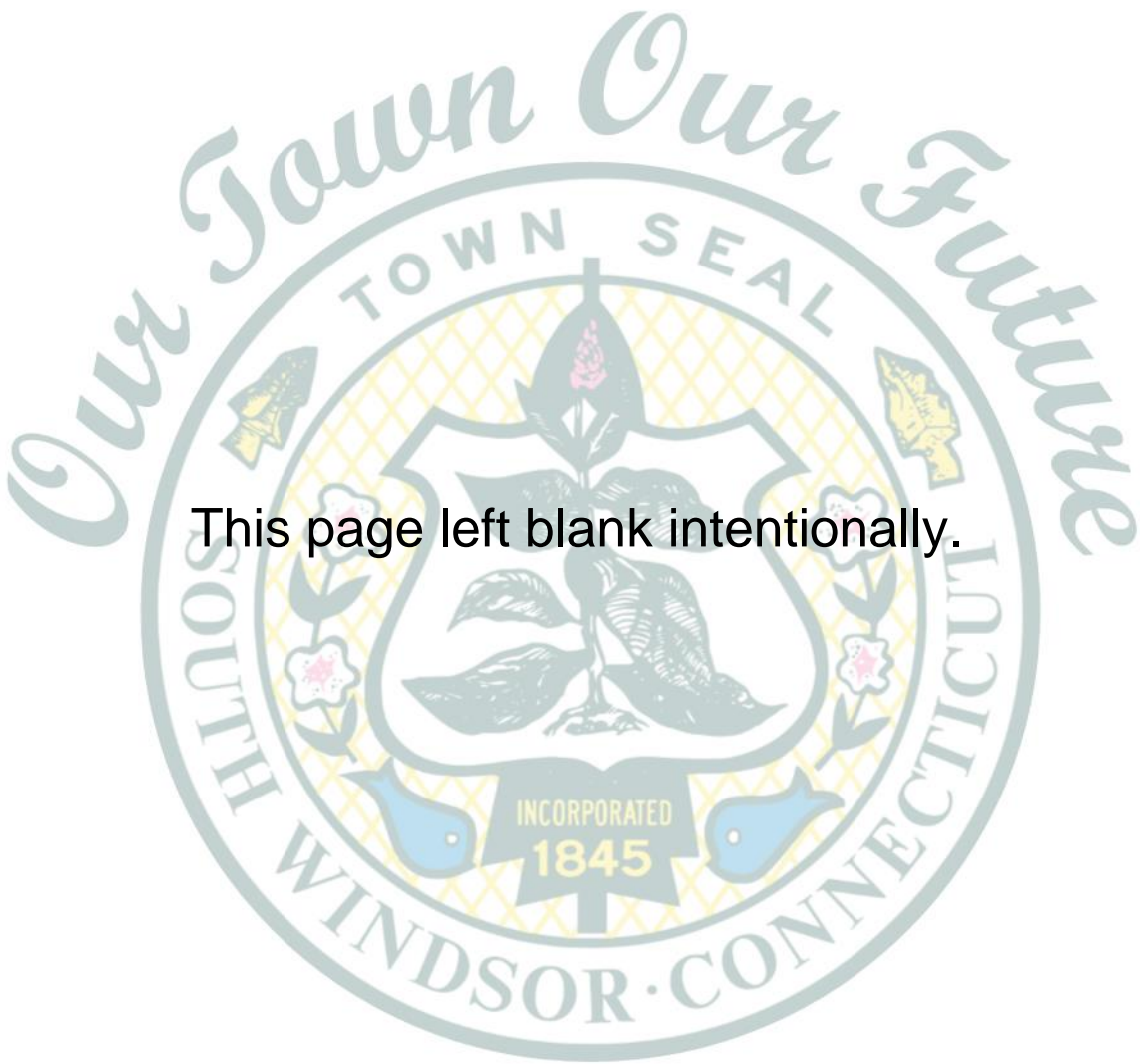
Notes

*These years need further research by staff before being published as complete.

CAPITAL IMPROVEMENTS

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

2017/2018 ACTUAL	2018/2019 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2019/2020 DEPARTMENT REQUEST	2019/2020 MANAGER PROPOSED	2019/2020 COUNCIL APPROVED
1,497,154	1,754,482	18000400 00430	CAPITAL PROJECTS	2,991,621	2,891,621	2,641,621
1,497,154	1,754,482		TOTAL	2,991,621	2,891,621	2,641,621
			PERCENTAGE CHANGE	70.51%	64.81%	50.56%



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SPECIAL REVENUE

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.

Page	Descriptions	2018-2019 Council Approved	2019-2020 Department Request	2019-2020 Manager Proposed	2019-2020 Council Approved
249	Water Pollution Control Authority	900	2,900	2,900	2,900
251	Special Revenue – Pollution Control – Wastewater & Disposal	5,191,685	5,628,121	5,628,121	3,735,335
257	Recreation Special Revenue Fund – Contracted Programs	0	308,645	308,645	308,645
259	Recreation Special Revenue Fund - Preschool	0	183,529	183,529	183,529
261	Recreation Special Revenue Fund – Day Camp	769,208	766,399	766,399	766,399
264	Recreation Special Revenue Fund – 4 th R	1,006,181	1,093,499	1,093,499	1,093,499
267	Recreation Special Revenue Fund – Veterans' Memorial Park	428,870	429,316	429,316	429,316
270	Recreation Special Revenue Fund – Outdoor Recreation	113,541	66,828	66,828	66,828
272	Recreation Special Revenue Fund – Indoor Recreation	231,729	169,848	169,848	169,848
275	Recreation Special Revenue Fund – Social/Cultural	315,701	163,606	163,606	163,606
279	Recreation Special Revenue Fund – Facilities	34,391	39,446	39,446	39,446
282	Recreation Special Revenue Fund – Transfer to General Fund	0	-	-	-
284	Recreation Special Revenue Fund – Capital Improvements	30,000	-	-	-
	Total Special Revenue Funds	8,122,206	8,852,437	8,852,437	6,959,351

SPECIAL REVENUE

Pollution Control/Wastewater Treatment Fund Comparison of Annual Revenues

DESCRIPTION	2015/2016 ACTUAL	2016/2017 ACTUAL	2017/2018 ACTUAL	2018/2019 ADOPTED	2019/2020 ADOPTED
USER CHARGES	4,011,264	4,416,638	4,727,817	4,727,535	4,946,922
SEPTIC FEES	13,352	8,242	10,400	11,000	12,000
SUBTOTAL	4,024,616	4,424,880	4,738,217	4,738,535	4,958,922
ASSESSMENTS	5,000	59,860	11,336	30,000	30,000
INTEREST & LIEN FEES	130,085	167,540	224,206	185,000	185,000
CONNECTION CHARGES	115,541	94,982	205,508	100,000	100,000
CAPACITY CHARGE	0	0	1,303	0	0
PERMIT FEES	3,540	4,184	4,820	4,000	4,000
INDUSTRIAL SURCHARGES	0	0	-	0	0
INVESTMENT INT. EARNINGS	98	98	464	150	300
MISCELLANEOUS REVENUE	1,346	990	2,035	1,000	2,000
TRANSFER FROM OPERATING RESERVE	0	0	-	100,000	0
CANCEL PRIOR YEAR ENCUMBRANCES	20,741	0	(2,248)	0	0
INTERNAL SERVICES	23,000	28,350	28,350	33,000	40,000
SUBTOTAL	299,350	356,004	475,774	453,150	387,400
TOTAL REVENUE	4,323,966	4,780,884	5,213,991	5,191,685	5,346,322

SPECIAL REVENUE

Pollution Control & Wastewater Treatment Fund

DEBT SERVICE - PRINCIPAL & INTEREST

	<u>2016/2017</u>	<u>2017/2018</u>	<u>2018/2019</u>	<u>2019/2020</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>
TOWN OF VERNON				
Principal	14,412	0	0	0
Interest	84	0	0	0
Subtotal	<u>14,496</u>	<u>0</u>	<u>0</u>	<u>0</u>
STATE GRANT FOR UV SYSTEM				
Principal	43,866	44,752	45,655	46,577
Interest	4,247	3,361	2,458	1,536
Subtotal	<u>48,113</u>	<u>48,113</u>	<u>48,113</u>	<u>48,113</u>
SUBMERSIBLE PUMP STATION UPGRADE				
Principal	77,804	79,375	80,977	82,611
Interest	16,499	14,929	13,327	11,692
Subtotal	<u>94,303</u>	<u>94,304</u>	<u>94,303</u>	<u>94,303</u>
PLEASANT VALLEY PUMP STATION LOAN				
Principal	20,454	20,867	21,288	21,728
Interest	3,766	3,353	2,933	2,503
Subtotal	<u>24,221</u>	<u>24,221</u>	<u>24,221</u>	<u>24,231</u>
DRY PIT PUMP STATION UPGRADES				
Principal	70,000	75,000	95,000	100,000
Interest	61,075	33,038	45,686	39,935
Subtotal	<u>131,075</u>	<u>108,038</u>	<u>140,686</u>	<u>139,935</u>
TOTAL DEBT SERVICE	<u>242,208</u>	<u>274,675</u>	<u>307,324</u>	<u>306,572</u>

SPECIAL REVENUE

Pollution Control & Wastewater Treatment Fund

CAPITAL IMPROVEMENTS

	<u>2016/2017</u>	<u>2017/2018</u>	<u>2018/2019</u>	<u>2019/2020</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>
I/I REMOVAL	55,000	60,000	60,000	30,000
ARC FLASH ASSESSMENT				
CLARIFIER				
NEVERS ROAD SEWER EXTENSION	0			
TRUSS PIPE REHAB	0			
AVERY STR SEWER MAIN IMPROVEMENTS	0			
RESERVE RIGHT OF WAY STUDY				
RESERVE FOR DEBT SERVICE				
EASEMENT VEGETATION MANAGEMENT	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	60,000
BENEDICT DRIVE DESIGN			50,000	
PUMP STATION ASSESSMENT STUDY			75,000	
ELLINGTON RD MANHOLE COVERS			47,500	
CLARK STREET RESERVE				0
CHAPEL ROAD PHASE II				845,000
TOTAL CAPITAL IMPROVEMENTS	<u>735,000</u>	<u>1,048,625</u>	<u>1,042,500</u>	<u>935,000</u>

CONTRIBUTIONS TO RESERVE FUNDS

OPERATING RESERVE			75,000	
REPLACEMENT RESERVE			50,000	340,000
TOTAL CAPITAL & RESERVES	<u>735,000</u>	<u>1,048,625</u>	<u>1,167,500</u>	<u>1,275,000</u>

SPECIAL REVENUE

PROGRAM	WATER POLLUTION CONTROL AUTHORITY	1129
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Program Explanation:

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

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

Budget Change Commentary:

The addition of legal service fees has been included with this budget.

Program Objectives and Goals FY 2020:

- Continue funding reserve funds to establish rate stabilization
- Work Closely with Town Council to explore more 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
- Continue to support the maintenance, improvement ,and upgrade of the treatment plant and sewer system assets
- Provide stewardship for the preservation of our navigable waters and aquatic life

Program Accomplishments FY 2019:

- Installed 1000' of sewer on Miller Road
- Increased the sewer capacity and installed a new sewer siphon in Sullivan Avenue
- Approved a revision of the sewer benefit assessment policy
- Performed an asset management study to prioritize future capital improvement projects
- Completed the Area IV of the Easement Vegetation Management program

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.25	1	0.25	Administrative Secretary	1	0.25

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Number of Meetings	12	12	12	11	12
Number of Public Hearings	3	2	3	2	1
Number of Applications Received	10	11	13	12	10
Number of New Residential Connections Approved	6	77	19	10	5
Number of New Commercial Connections Approved	5	7	2	7	5
Number of New or Revised Regulations	2	0	2	0	0

SPECIAL REVENUE

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.

	2015/2016 ACTUAL	2016/2017 ACTUAL	2017/2018 ACTUAL	2018/2019 ADOPTED	2019/2020 ADOPTED
OFFICE SUPPLIES	0	47	155	50	50
ADVERTISING	1,012	861	1,029	850	850
PROFESSIONAL	0	0	0	0	2,000
FEES & MEMBERSHIPS	0	0	0	0	0
OFFICE EQUIPMENT	150	0	0	0	0
CAPITAL OUTLAY	0	0	0	0	0
TOTAL	1,162	908	1,184	900	2,900

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

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

SPECIAL REVENUE

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

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

Budget Change Commentary:

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

Program Objectives and Goals FY 2020:

- Clean 30 miles of sewer lines
- Implement Grant funded program for the design and construction of Phase IV Sanitary Sewer Improvements I/I Remove and pipe rehabilitation
- Complete 3,500' of sewer lining on Chapel Road and reconstruct Benedict Drive force main discharge manhole on Avery Street
- Implement maintenance phases of easement vegetation control plan

Program Accomplishments FY 2019:

- Significant improvements in wastewater treatment to remove nitrogen will likely result in the Town selling rather than buying nitrogen credits
- Completed the construction of the Sullivan Avenue relief siphon
- Completed Phase IV of the Vegetation Management Plan
- Completed an asset management assessment of all 11 pump stations
- Inspected 6 miles of sewer line

SPECIAL REVENUE

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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
4	1.0	4	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	2	1.0
2	1.0	3	1.0	Pollution Control Technician III	1	1.0
1	1.0	0	1.0	Pollution Control Technician II	0	1.0
1	1.0	1	1.0	Pollution Control Technician I	2	1.0
1	0.25	1	0.25	Administrative Secretary	1	0.25

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Wastewater Treated (million gallons)	817	786	908	1,000	1,000
Average Daily Effluent Suspended Solids (mg/l)	6	4	4.4	5	5
Average Daily Effluent Biochemical Oxygen Demand (mg/l)	5	4	4.0	4	5
Average Daily Effluent Total Nitrogen (lbs.)	102	90	95.4	100	98
Maintenance per Million Gallons of Wastewater Treated (hrs.)	8.5	12.7	13.5	15	15
Number of Emergency Call-outs or Alarms	106	105	86	100	100
Miles of Sewer Line Cleaned	10	10	6	10	30

SPECIAL REVENUE

SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

OPERATING EXPENDITURES

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL TIME SALARIES	908,050	958,951	975,927	998,898	1,101,251
OVERTIME	92,574	104,121	112,108	107,320	113,539
LONGEVITY	875	700	700	0	700
TEMPORARY	0	0	0	0	0
EMPLOYEE BENEFITS	474,643	500,164	524,108	599,684	498,475
OFFICE SUPPLIES	676	1,289	1,734	1,600	1,600
OPERATING MATERIAL	69,837	89,493	81,534	91,450	131,450
MOTOR VEHICLE SUPPLIES	20,348	37,300	11,812	24,620	27,550
UNIFORMS & CLOTHING	6,579	6,528	7,810	15,750	15,750
FLEET & EQUIP REPAIR	91,302	63,965	63,490	83,000	97,000
ADVERTISING	923	723	0	0	0
PROFESSIONAL	204,854	145,673	171,320	160,252	161,500
RENTAL & LEASES	18,248	91,725	22,821	28,320	33,400
UTILITIES	419,393	453,740	567,315	501,950	549,650
MAINTENANCE CONTRACTS	473,985	474,400	467,553	497,255	567,100
REPAIR & MAINTAIN EQUIP.	20,288	71,121	44,772	29,700	32,000
FEES & MEMBERSHIPS	260	18	101	2,670	2,670
RECRUITMENT & TRAINING	10,187	13,886	13,980	23,480	24,200
OTHER PURCHASE SRVCS.	304,539	315,074	331,310	326,000	326,000
INTERNAL SERVICE CHRGS.	37,240	37,240	37,240	37,240	45,000
CAPITAL PROJECTS	71,767	10,287	41,879	65,000	45,000
DEPARTMENT EQUIPMENT	0	45,139	46,967	96,600	72,500
TOTAL	3,226,566	3,421,537	3,524,481	3,690,789	3,735,335

SPECIAL REVENUE

PROGRAM	RECREATION SPECIAL REVENUE FUND – OVERVIEW	
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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

Special Revenue Recreation Fund – Comparison of Annual Revenues

DESCRIPTION	2015/2016 ACTUAL	2016/2017 ACTUAL	2017/2018 ACTUAL	2018/2019 ADOPTED	2019/2020 ADOPTED
CONTRACTED	0	0	0	0	310,469
PRESCHOOL	0	0	0	0	174,712
DAY CAMP	636,913	685,145	630,537	786,615	725,009
4TH R	951,942	979,570	845,675	1,045,065	1,026,072
VETERANS' MEMORIAL PARK	381,414	376,374	319,984	386,966	369,241
OUTDOOR RECREATION	62,391	60,404	72,260	130,698	60,490
INDOOR RECREATION	197,157	196,117	205,284	219,190	158,483
SOCIAL/CULTURAL	154,934	153,578	157,296	294,612	90,045
FACILITIES	48,130	38,540	19,360	66,635	68,835
INVESTMENT INT. EARNINGS	0	0	0	0	0
CANCEL PRIOR YEAR ENCUMBRANCES	11,360	35,766	5,526	0	0
APPROPRIATION - FUND BALANCE	0	0	0	29,910	216,673
CONTINGENCY	0	0	0	0	30,000
TOTAL REVENUE	2,444,241	2,525,493	2,255,922	2,959,691	3,200,029

SPECIAL REVENUE

Special Revenue Recreation Fund – Comparison of Annual Expenditures

DESCRIPTION	2015/2016 ACTUAL	2016/2017 ACTUAL	2017/2018 ACTUAL	2018/2019 ADOPTED	2019/2020 ADOPTED
CONTRACTED	0	0	0	0	308,645
PRESCHOOL	0	0	0	0	183,529
DAY CAMP	585,187	595,766	767,781	769,208	766,399
4TH R	703,162	717,686	864,051	1,006,181	1,093,499
VETERANS' MEMORIAL PARK	323,198	350,139	383,506	428,870	429,316
OUTDOOR RECREATION	63,289	61,170	98,141	113,541	66,828
INDOOR RECREATION	209,080	189,429	236,841	231,729	169,848
SOCIAL/CULTURAL	186,387	168,142	216,407	315,701	163,606
FACILITIES	30,287	22,344	23,769	34,391	39,446
TRANSFER TO GENERAL FUND	23,000	0	46,591	0	-
CONTINGENCY	0	0	-	30,000	-
CAPITAL PROJECTS	0	0	700,000	0	300
TOTAL REVENUE	2,123,590	2,104,678	3,337,088	2,929,621	3,221,416

SPECIAL REVENUE

PROGRAM	RECREATION SPECIAL REVENUE FUND – CONTRACTED PROGRAMS	5115
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Program Explanation:

The Contracted Programs revenue account was established for the first time for the 2019-2020 fiscal year to separate all true contracted service providers from the other accounts that are employee-based. This assists us to more accurately determine operating costs by account and set appropriate user fees. A variety of activities and programs provided through contracted services are funded in this unit. Opportunities include Art, Drama, Dance, Specialty Camps, and Fitness classes

Budget Change Commentary:

As this is a new account, there is no change from the previous year.

Program Objectives and Goals FY 2020:

- Continue to enhance and provide a variety of recreational experiences for youth, teens, and adults through contracted service providers.
- Establishes a financial mechanism to expand the probable need for more contracted services to defray the inevitable increase in the cost to hire employees due to the state mandated increase in minimum wage to \$15/hour in the next few years.

Program Accomplishments FY 2019:

- As this is a new account, there is no change from the previous year.

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
2	0.20	2	.20	Art Instructor (.10)	3	.30
14	0.03			Dance Instructor (.03)		
1	0.04			Drama Instructor (.04)	1	.04
2	0.10	5	.25	T.E. After School Instructor (.05)	3	.15
19	.37			TOTAL		

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Art Class Registrations	70	32	43	61	61
Dance Registrations	36	36	36		
Drama Registrations	55	55	DNA	11	15
Science Club Registrations				96	100
TE After School Club Participants	120	140	154	92	92

SPECIAL REVENUE

CONTRACTED PROGRAMS

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES					14,579
PART-TIME SALARIES					11,410
OVERTIME					0
TEMPORARY					0
EMPLOYEE BENEFITS					1,980
OFFICE SUPPLIES					1,200
OPERATING MATERIAL					424
UNIFORMS & CLOTHING					0
DAILY OPERATING ACTIVITY					0
SOFTWARE FEES					7,762
ADVERTISING					9,314
PROFESSIONAL					244,016
RENTAL & LEASES					14,040
UTILITIES					60
REPAIR/MAINT EQUIPMENT					500
FEES & MEMBERSHIPS					3,360
RECRUITMENT & TRAINING					0
DEPARTMENT EQUIPMENT					0
OTHER					0
TOTAL	0	0	0	0	308,645

SPECIAL REVENUE

PROGRAM	RECREATION SPECIAL REVENUE FUND – PRESCHOOL	5120
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Program Explanation:

The Preschool program is established for the first time for the 2019-2020 fiscal year and was designed to give South Windsor's youngest residents opportunities for recreation, social connections, and early childhood development. Available class options include parent/child and independent classes. Parent/child classes provide a comfortable and developmentally appropriate introduction to a classroom setting, in which the parent/caregiver attends class with the child to help acclimate their child to the center. Independent classes are offered for a variety of age groups from two years to five years old, and provide a supportive environment in which children develop important social, emotional and independent skills. The program's "a la carte" registration process gives families the ability to customize a schedule that meets their child's individual needs.

Budget Change Commentary:

- The preschool budget experienced a \$45,530 increase in expenses as compared to the 2018-2019 fiscal year. The driving force of this increase is the \$30,000 in funds that is budgeted for new programs as the department anticipates expanding this program in the near future.
- The second most impactful increase is in the 100 Personnel Category. This category experienced an approximate 11% increase, as staff wages were increased to be responsive to the probable minimum wage increase of \$15/hour. This program will remain self-sustaining for the 2019-2020 fiscal year.

Program Objectives and Goals FY 2020:

- Continue to adapt the preschool program to stay current with the needs of families with preschool aged children.
- Explore the possibility of expanding the preschool program to serve more South Windsor residents

Program Accomplishments FY 2019:

- Successfully completed four eight-week preschool sessions with maximum participant enrollment.
- Added additional classes for 3-5 year old children based on participant feedback.
- Increased participant enrollment by approximately 7.5%

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
6	3.60	6	3.60	Preschool Instructor (.60)	6	3.60
3	0.39	4	.52	Preschool Aide (.13)	6	.78
9	3.99	10	4.12	TOTAL	12	4.38

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Preschool Class Registrations	1,100	1,200	900	969	1,000

SPECIAL REVENUE

PRESCHOOL

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES					8,669
OVERTIME WAGES					-
PART TIME WAGES					117,922
TEMPORARY					-
EMPLOYEE BENEFITS					9,679
OFFICE SUPPLIES					-
OPERATING MATERIAL					6,040
UNIFORMS					700
SOFTWARE FEES					4,368
ADVERTISING					5,241
PROFESSIONAL					30,000
RENTAL & LEASES					-
UTILITIES					600
REPAIR/MAINT EQUIP					-
FEES & MEMBERSHIPS					-
RECRUITMENT & TRAINING					309
DEPARTMENT EQUIPMENT					-
OTHER					-
					<hr/>
TOTAL	-	-	-	-	183,529

SPECIAL REVENUE

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

The Day Camp program area offers quality day and specialty camp experiences for youth ages 3 to 16 and a camp for 16 to 21 year old residents from the special needs community. 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:

An anticipated decrease of \$61,606 in associated revenue is expected due to restructuring the budget accounts. In years past, this account has included our in-house camps as well as our contracted camps. This account now only depicts the funds of our six, in-house day camps. We have reallocated staff to serve in the appropriate capacity based on where our number of campers has trended over the past 3 years. This has resulted in a decrease of staff members to comply with the increase of minimum wage. The quality and availability of our programs will not be altered by this change. We anticipate these camps' specific revenue to increase due to larger enrollment in our summer day camps, including the three-day camp under the name of Navigators for special needs participants, the large increase in minimum wage, increase in cost to provide quality field trip experiences, adding a Program Coordinator to help manage our consistent increase in campers and staff, continuing to provide a registered nurse for our five core summer camps, continued and increased inclusion support for special needs participants and an increase in user fees to accommodate for quality staffing needs. 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, 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 \$75 depending on the size and depth of the camp.

Program Objectives and Goals FY 2020:

- Increase enrollment opportunities for residents at our “Fab Five” day camp sites: Little Explorers, Camp Discovery, Trailblazers, Junior Adventurers and Adventure Unit.
- Retain American Camp Association (ACA) accreditation for all five camps, as Junior Adventurers and Trailblazers were the last of our five camps to be officially accredited as of 2016.
- Utilize our new “Weekly Wellness” initiative to instill wellness reminders and habits to all campers within our “Fab Five” camps.
- 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
- Continue to improve upon opportunities and ability to service participants with Special Needs. Including adding support staff when needed at all 6 camps.
- Remove specialty camps to new Contractor Program account number 5115.

SPECIAL REVENUE

Program Accomplishments FY 2019:

- Moved all “Fab Five” camp programs to one cohesive location at Wapping Parks and Recreation Facility
- Highest enrollment to date in Adventure Unit and Junior Adventurers, allowing us to target an “older” camper by focusing on 10 – 15 year olds.
- Maintained our accreditation with the American Camp Association (ACA) of five camps: Little Explorers, Trailblazers, Camp Discovery, Junior Adventurers and Adventure Unit.
- Successfully managed and staffed for an over enrollment of 20 additional weekly campers in Adventure Unit due to registration day software malfunction. Our registration website failed, which allowed many families to believe they were enrolled in Adventure Unit, when our system showed they were not. In order to ensure the satisfaction of our customers, we made the decision to enroll all of the families.
- 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.

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
				Program Coordinator	1	1.0
5	5.0	5	5.0	Camp Director	5	5.0
4	4.0	5	5.0	Asst. Camp Director	6	6.0
55	55.0	57	57.0	Camp Counselor	40	40.0
10	5.0	10	5.0	Camp Counselor Part Time	7	3.5
3	3.0	2	2.0	First Aid Responder	2	2.0
11	11.0	11	11.0	Special Needs One-to-One	6	6.0
2	1.5	2	1.5	Registered Nurse (2 at 30 hrs./week = 60 hours)	2	1.5
90	84.5	92	86.5	TOTAL Employees	64	56.5
60	30.0	60	30.0	Specialty Camp Contractors (.50)		
2	.32	2	.32	Navigators	2	.32

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Adventure Unit Camper Registrations	351	387	325	409	360
Camp Discovery Campers Registrations	1,388	1,527	1,272	942	1,040
Little Explorers Campers Registrations	233	270	217	215	250
Trailblazer Campers Registrations	386	495	431	455	480
Junior Adventurers Registrations	313	355	419	479	500
Navigators		28	30	32	32
TOTAL:	2,671	3,062	2,694	2,532	2,662

Specialty Camp Registrations - moved to new Contractor account 5115	484	462	499	500	500
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SPECIAL REVENUE

DAY CAMP

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES	0	0	83,715		35,087
PART-TIME SALARIES	0	0	0	0	23,600
OVERTIME	46,107	40,710	47,851	51,472	53,674
TEMPORARY	238,135	243,711	319,436	356,502	346,727
EMPLOYEE BENEFITS	24,767	21,864	28,344	31,210	33,295
OFFICE SUPPLIES	59	299	0	800	800
OPERATING MATERIAL	22,095	21,407	32,259	17,750	26,035
UNIFORMS & CLOTHING	11,356	5,324	12,536	9,755	7,380
DAILY OPERATING ACTIVITY	0	0	0	900	900
SOFTWARE FEES	31,501	31,709	18,047	23,598	18,125
ADVERTISING	19,533	20,377	17,203	23,598	21,750
PROFESSIONAL	177,269	118,680	127,166	164,127	104,000
RENTAL & LEASES	8,936	72,474	72,493	68,500	75,000
UTILITIES	0	1,019	0	1,560	1,260
REPAIR/MAINT EQUIPMENT	0	0	0	297	297
FEES & MEMBERSHIPS	2,358	12,000	4,815	12,639	11,197
RECRUITMENT & TRAINING	3,072	5,146	3,916	6,500	7,272
DEPARTMENT EQUIPMENT	0	1,047	0		0
OTHER	0	0	0	0	0
TOTAL	585,187	595,766	767,781	769,208	766,399

SPECIAL REVENUE

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

As a supplement to the three basic “R’s”, reading, writing and arithmetic, that students receive during the school day, we provided what we feel is the fourth critical “R” – Recreation – before and after their academic day. Thus the title of the program – “The 4th R”. The primary purpose of the “4th R” is to provide a local platform for keeping our youth engaged with daily physical and recreational activity, as well as 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 at each of the four elementary schools. We utilize a combination of indoor space, such as the gymnasium, cafeteria, and third location determined by the school, as well as the outdoor grounds when weather permits to provide group physical activities, creative/craft time, individual enrichment and study time, and various special events and themed days thrown in for good measure.

A secondary goal is to be a dependable and convenient program for families by providing additional coverage during school vacations, snow days, early dismissals, delayed starts and professional development days.

The “4th R” is yet another terrific example of the shared services concept as well as a continual commitment to the Town’s CARE initiative.

Budget Change Commentary:

The adopted expenses are \$87,318 greater than last year’s projection due to staff wages being increased to be responsive to the probable minimum wage increase of \$15/hour. The 300 Contracted Services category experienced an approximate 26% decrease, as the Board of Education and the 4th “R” program entered into a cost sharing agreement and the program will no longer provide monetary compensation for the use of the schools. The program’s revenue experienced a 1.8% decrease to be reflective of the number of participants in both the 4th “R” program and the vacation day program this year. To continue to be a self-sustaining program, user fees will increase by \$10.00/month for the AM sessions, \$14.00/month for the PM sessions, and \$22.00/month for the AM&PM sessions. Additionally, the full-day vacation day program fees will increase by \$5.00. All fees are still competitive with area providers, as they will experience the same increases in personnel costs. Therefore, the 4th “R” remains an affordable option for families. An appropriation from fund balance may be required to cover the fees for an on-site nurse should the program require one beyond the current needs. This will ensure that 4th “R” is a fully inclusive program for all participants.

Program Objectives and Goals FY 2020:

- The single most impactful driver of this budget is evidenced in personnel costs; this was affected due to the increase in staff cost to maintain appropriate levels of care for the ever-expanding program, as well as the projected minimum wage increase to \$15/hour.
- Continue to recruit and hire new staff, and train them effectively and appropriately to maintain the high quality of the program.
- Maintain schedules for the early release program on specific Wednesdays in support of BOE professional development through the 4th R format.
- Continue extended extracurricular activities such as art, drama, and fitness groups/instructors to provide extra learning experiences for the enrolled children.

SPECIAL REVENUE

Program Objectives and Goals FY 2020 (cont'd):

- Continue to provide the 4th “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 dedicated 4th “R” space within the new buildings.
- Collaborate with High School Clubs & Organizations to provide mentors to the kids in the program to provide better community feeling.

Program Accomplishments FY 2019:

- Successfully completed the twelfth year of this ground-breaking municipal service as a collaborative initiative with the Board of Education.
- Brought in outside professional resources to provide the 4th “R” students exceptional experiences through the CT Children’s Museum, Riverside Reptiles, art programs and other extracurricular activities.
- The 4th “R” staff participated in the Town’s Human Services “Adopt-A-Family program” in which they “adopted” two young residents of South Windsor and provided needed and wished-for items for their Christmas presents.
- Had an average enrollment of 322 students per month, a 7% increase from last year, and an impressive growth of 170% since the program’s first operating year.
- Successfully held multiple family nights throughout the year to provide an opportunity for all 4th “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:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
1	.75	1	.75	4 th R Program Coordinator (.75)	1	.75
4	2.76	8	5.52	4 th R Site Director (.69)	8	5.52
4	2.76	0	0.0	4 th R Asst. Site Director (.69)	0	0.0
36	24.84	34	23.46	4 th R Program Leader (.69)	34	23.46
1	.75	0	0.0	4 th R Inclusion Coordinator (.75)	0	0.0
4	2.0	2	1.0	4 th R Special Needs One-to-One (.50)	2	1.0
50	33.86	45	30.73	TOTAL	45	30.73

Performance Data	Actual 2015-16	Actual 2016-17	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Average monthly 4 th R enrollments	300	329	300	322	320

SPECIAL REVENUE

4TH R

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES	0	0	107,085	0	50,235
OVERTIME WAGES	12,698	15,761	2,215	8,000	8,000
PART TIME WAGES	-	-	-	-	30,000
TEMPORARY	416,977	445,672	531,491	711,498	739,047
EMPLOYEE BENEFITS	33,233	35,646	41,001	55,042	60,964
OFFICE SUPPLIES	-	2,984	500	3,000	3,000
OPERATING MATERIAL	89,999	61,893	37,453	87,900	89,550
UNIFORMS	4,718	6,003	6,289	6,600	10,080
SOFTWARE FEES	51,446	51,588	29,360	31,352	25,652
ADVERTISING	31,908	36,232	31,828	31,352	30,782
PROFESSIONAL	11,826	8,538	4,496	3,575	4,625
RENTAL & LEASES	41,785	42,053	56,953	51,650	21,690
UTILITIES	6,051	5,636	5,357	5,760	5,760
REPAIR/MAINT EQUIP	-	-	1,600	1,600	4,240
FEES & MEMBERSHIPS	50	1,550	2,250	1,942	1,942
RECRUITMENT & TRAINING	2,470	2,130	4,173	4,910	5,931
DEPARTMENT EQUIPMENT	-	2,000	2,000	2,000	2,000
OTHER	-	-	-	-	-
TOTAL	703,162	717,686	864,051	1,006,181	1,093,499

SPECIAL REVENUE

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

Providing a healthy, safe and enjoyable place for community residents to participate in summer aquatic related activities is the primary objective of 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 3:00-6:00pm while school is still in session and 12:00-7:00pm once school is closed, Monday - Friday and 11am - 6:00pm Saturday and Sunday. Additional public swim hours for residents and pass-holders only will be offered on Saturdays from 11am-12pm. Group swim lessons are conducted from 8:00am to 12:00pm and 5:00pm to 7:00pm weekdays. Private swim lessons are also available and scheduled at 30 minute intervals from 9:00 am to 7:00 pm.

Budget Change Commentary:

The overall budget is increasing \$446 over previous year due to the allocation of full-time salaries offset by decreases in recruitment and department equipment.

Program Objectives and Goals FY 2020:

- Continue to enhance the experience for the user with added value from Quality Service, Special events, etc.
- Enhance revenue with the addition of a resident only rental option that includes use of the Pool as well as the 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 2019:

- Maintained "RESIDENT" value to the facility with the successful facility changes.
- Replaced the second of two Diving Boards
- Eliminating group sales was successful in eliminating overcrowding on weekends, but detrimental to revenue generation.
- Free Special events were popular and were very successful with the patrons.

SPECIAL REVENUE

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
2	3.0	2	3.0	Pool Director	3	4.0
2	2.0	2	2.0	Head Lifeguard	2	2.0
20	27.0	20	18.0	Lifeguard (full & part time)	27	20.0
12	12.0	12	12.0	Water Safety Instructor	12	12.0
3	3.0	3	3.0	Swim Team Coach	3	3.0
1	1.0	1	0.5	Head Maintainer (.50)	1	1.0
3	4.0	3	4.0	Maintainer	3	4.0
0	0.0	0.5	0.5	Water Quality Staff	0	0.5
3	3.0	3	3.0	Gate Attendant	3	3.0
1.5	1.5	1.5	1.5	Concession Attendant	1.5	1.5
2.0	1.0	2.0	1.0	Weekend Supervisor/Intern	2.0	1.0
48.5	58.5	49.0	45.0	TOTAL	58.5	53.0

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Household Pass - Resident	0	0	0	0	0
Household Pass – Non-Resident	0	0	0	0	0
Individual Pass - Resident	1915	1500	1100	775	450
Individual Pass – Non-Resident	925	964	565	475	250
Daily Admissions (includes group sales)	\$68,200	\$74,400	\$78,000	\$116,500	\$84,150
Swim Lessons – group registrations	720	664	700	600	550
Swim Lesson – private registrations	185	236	200	200	195
Swim Team enrollment	140	145	115	68	67
Concession Revenues	\$20,000	\$24,000	\$25,000	\$20,000	\$18,000
Gross Revenues for Facility	\$323,533	\$305,734	\$329,331	\$386,966	\$369,241
Special Events	4	8	8	8	9

SPECIAL REVENUE

VETERANS' MEMORIAL PARK

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES	0	0	47,693		20,279
OVERTIME WAGES	5,667	4,873	5,241	9,000	13,300
PART TIME WAGES	0	0	0	0	0
TEMPORARY	214,726	207,665	224,479	263,326	252,020
EMPLOYEE BENEFITS	18,779	16,417	18,896	20,833	21,837
OFFICE SUPPLIES	213	1,679	235	3,885	1,485
OPERATING MATERIAL	23,892	21,093	22,445	29,933	20,720
UNIFORMS & CLOTHING	2,617	3,690	3,488	5,685	6,010
DAILY OPERATING ACTIVITY	70	186	152	200	200
SOFTWARE FEES	22,419	22,599	12,862	11,609	9,231
ADVERTISING	12,059	13,039	11,728	11,609	11,077
PROFESSIONAL	17,311	56,934	31,537	46,768	50,990
RENTAL & LEASES	0	0	0	0	0
PRINTING	0	0	0	0	0
UTILITIES	454	419	339	600	893
MAINTENANCE CONTRACTS	0	0	0	5,000	7,400
REPAIRS EQUIPMENT	0	0	0	297	0
FEES & MEMBERSHIPS	2,813	294	0	2,025	800
RECRUITMENT & TRAINING	2,178	601	2,540	4,950	5,574
OTHER PURCHASE SERVICE	0	650	650	650	0
DEPARTMENT EQUIPMENT	0	0	1,223	12,500	7,500
OTHER	0	0	0	0	0
TOTAL	323,199	350,139	383,506	428,870	429,316

SPECIAL REVENUE

PROGRAM	RECREATION SPECIAL REVENUE FUND – OUTDOOR	5124
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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:

Overall expenses were decreased \$46,713 due to the transfer of programs like tennis lessons and ski/snowboarding to the brand new Contracted Programs account number 5115.

Program Objectives and Goals FY 2020:

- 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.
- 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 2019:

- Increased enrollment across the board in all Tennis classes.
- Continued excellent participation in 2016 Tennis Tournament with 29 registrants.

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
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 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Adult Softball Registered Teams (# of players)	15 (180)	15 (195)	15	18	
Tennis Lesson Registration - Adult	46	46	38	40	0
Tennis Lesson Registration - Youth	195	195	239	230	0
Hi-Performance Registration (formerly Tennis Clinic)	56	56	70	70	0
Tennis Tournament Participants	29	29	29	29	0
TLC Ropes Course Groups	6	6	5	8	
TEMS Skiing/snowboarding	76	76	81	90	0
SWHS Skiing/snowboarding	DNA	DNA	27	40	0

SPECIAL REVENUE

OUTDOOR RECREATION

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES	0	0	10,211		3,157
TEMPORARY	0	0	0	7,281	7,269
EMPLOYEE BENEFITS	0	0	0	557	796
OFFICE SUPPLIES	0	0	0	0	0
OPERATING MATERIAL	3,321	3,726	1,197	3,495	1,960
UNIFORMS & CLOTHING	871	681	0	190	40
SOFTWARE FEES	3,631	3,681	2,094	3,921	1,512
ADVERTISING	1,818	1,738	1,270	3,921	1,815
PROFESSIONAL	51,092	45,819	77,499	84,996	45,660
RENTAL & LEASES	0	4,080	3,415	4,080	0
UTILITIES	0	0	0	360	60
REPAIR/MAINT FACILITIES	860	910	807	2,700	2,700
REPAIR EQUIPMENT	0	0	0	0	0
FEES & MEMBERSHIPS	687	535	360	540	360
RECRUITMENT & TRAINING	1,010	0	1,288	1,500	1,500
OTHER	0	0	0	0	0
TOTAL	63,289	61,170	98,141	113,541	66,828

SPECIAL REVENUE

PROGRAM	RECREATION SPECIAL REVENUE FUND – INDOOR	5125
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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 four divisions of Adult Basketball and Adult Volleyball (with separate men's and women's divisions).

Budget Change Commentary:

Overall Indoor budget is down \$61,881 from fiscal year 2018-2019 due to the transfer of the Travel Basketball program to an independent club and the transfer of the Skyhawks camps and Learn-to-Skate programs to the new Contracted Programs account 5155. A slight decrease in revenue from last year's projection due to dwindling actual numbers in youth in-house basketball participation. A slight appropriation from fund balance will be necessary to be self-sustaining.

Program Objectives and Goals FY 2020:

- Look into development of new programs for teens and adults, and alternative activities for school vacation weeks throughout the year.
- Maintain a well-balanced number of adult sports teams within the leagues to produce fair, enjoyable play and quality schedules. Continue to improve contractor officials to enhance overall experience of participants.
- Consider hosting co-ed adult sports leagues if gym space allows.
- Offer Spring/Summer youth leagues to continue promoting healthy options for youth.
- Increase adult participation through various tournaments and new programs (focusing on fitness and wellness).
- Continue to partner with local towns to support our girls' basketball divisions to provide a variety of play, healthy competition, and to potentially grow participation in these divisions.
- Transition youth travel basketball program to private status. Utilize resources previously designated to youth travel basketball program to grow new programs relevant to South Windsor's current demographic and programs that will service a larger portion of the population.

Program Accomplishments FY 2019:

- Provided more preseason support to our youth recreation basketball participants by running organized open gyms four weeks prior to tryout date. This resulted in coaches working together prior to beginning of the season to promote teamwork amongst themselves as they reflect the mission of youth recreation basketball.
- Continued to cultivate relationships with local towns to build inter-town leagues to support our 5/6 grade girls division, 7/8 grade girls division, and 9-12 grade girls division.
- Continued to work in conjunction with SWHS to offer Challenger Basketball for Special Needs athletes.
- The continued successful participation levels in the Adult Volleyball Leagues and Adult Basketball Leagues have reached capacity as gym space is essentially maxed out. New teams continue to ask to join the leagues each season as we offer some of the best run and competitive leagues in the Hartford area.
- Maximized use of Town-owned facilities for adult and youth sports leagues.

SPECIAL REVENUE

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
4	4.0	1	1.0	Week night/Weekend staff (.25)	4	1.0
74	7.4	7.4	7.4	Contractors (.10)	78	7.8
120	9.6	120	9.6	Volunteer Youth Basketball Coach – In-House (3 hours/week - .08)	120	9.6

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Mighty Mites Basketball enrollment	200	217	222	244	255
Divisional League Play Youth Basketball enrollment	725	632	560	490	500
Instructional & Fitness Program registrations	1,153	1,068	1,200	1,200	1,206
Men's Basketball League – team enrollment	15	15	18	19	23
Women's Basketball League - team enrollment	6	5	6	4	0
Men's Volleyball League - team enrollment	18	22	20	20	20
Women's Volleyball League - team enrollment	22	21	20	21	21

SPECIAL REVENUE

INDOOR RECREATION

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES	0	0	24,352		8,023
TEMPORARY	6,500	5,786	6,436	16,054	27,259
EMPLOYEE BENEFITS	497	435	492	1,228	2,694
OFFICE SUPPLIES	0	0	0	0	0
OPERATING MATERIAL	11,918	9,228	7,848	9,670	8,655
UNIFORMS & CLOTHING	11,665	11,042	14,428	17,444	15,366
SOFTWARE FEES	14,561	14,662	8,346	6,576	3,962
ADVERTISING	7,932	8,695	7,820	6,576	4,754
PROFESSIONAL	147,333	131,990	159,882	160,536	92,115
RENTAL & LEASES	3,000	2,620	3,912	3,500	1,000
PRINTING	0	0	0	0	0
UTILITIES	0	0	0	360	60
REPAIR EQUIPMENT	425	0	0	2,000	1,000
FEES & MEMBERSHIPS	1,315	1,650	0	2,160	0
RECRUITMENT & TRAINING	3,935	3,321	3,325	4,428	3,763
DEPARTMENT EQUIPMENT	0	0	0	900	900
OTHER	0	0	0	297	297
TOTAL	209,080	189,429	236,841	231,729	169,848

SPECIAL REVENUE

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

A variety of activities and programs geared toward social interaction, the arts and first time playgroup experiences are funded in the Social/Cultural unit. Special events such as the Valentine Dance, Mom and Son Dodgeball Night, Fishing Derby, the Summer Concert Series, Outdoor Movies, July is Parks and Recreation Month, Skate with Santa, Egg Hunt including Special needs hunt, Pooch Plunge, May the 4th Be With You Star Wars event, The Department's 50th anniversary celebration, Trails for Charities Day, Letters from Santa, Grinchmas, Kids Night Out, Merry and Bright Holiday Lights Contest, Challenger Basketball, Monday Night Social Club and Community Band and Chorus are also a major part of this programming.

Budget Change Commentary:

- A slight increase is realized in the 100 Personnel Category as staff wages were increased to be responsive to the probable minimum wage increase of \$15/hour.
- The difference between revenue and expenses is a loss of \$73,561 for the 2019-2020 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 \$163,606, an appropriation from the department's fund balance will be necessary to be self-sustaining.

Program Objectives and Goals FY 2020:

- 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.
- Enhance programming for Special Needs Participants
- Increase sponsor opportunities to offset the cost of our free special events for families

Program Accomplishments FY 2019:

- Large increase in attendance and egg numbers at the Annual Egg Hunt, where 30,000 plastic eggs are distributed!
- Successful showing of three outdoor movies at The Shops at Evergreen Walk's Evergreen Walk Park.
- Continued celebrating July is Parks and Rec Month with VMP special events, Veterans' appreciation day, Moonlight Walks, open gyms.
- Successfully ran our third Trails for Charities Day at Nevers Park accommodating 5 different charitable causes raising over \$20,000 combined.
- The Summer Concert series continued to increase in popularity, and attendees enjoying quality bands over 9 weeks of concerts.
- Successfully conducted the department's second annual "Grinchmas" event, where children and families celebrated all things "Grinchy." This event had an increased attendance from approximately 200 participants to approximately 400 participants this year.
- Successfully conducted the resurrected holiday decorating competition where five \$100 prizes were given out to the best decorated houses in a variety of categories. Participation increased from 16 houses to 23 houses. Lindsey Limousine provided transportation for the judges free of cost!

SPECIAL REVENUE

Program Accomplishments FY 2019 (cont'd):

- Over 200 Princes and Princesses attended the Valentine Dance with DJ, photo booth and a dance lesson provided by Arthur Murray Dance Studio of Vernon.
- Successfully ran the second annual "Kids Night Out" Program where parents dropped off their children for a three hour night full of fun activities allowing parents time to themselves.
- Large increase in Letters to Santa program with Santa's Elves personalizing and answering over 400 letters to local children in the 2 weeks prior to Christmas.
- Successfully ran first annual "Mom and Son Dodgeball Night" where 60 attendees enjoyed 2 hours of friendly dodgeball fun ending in a raffle with prizes for children and adults.
- Continued increase in participants and toys collected for "Toys for Tots" at Skate with Santa
- Continued increase in popularity of Annual Pooch Plunge at VMP where over 150 four legged participants enjoyed a late summer swim. Over \$100 collected for Tyler Regional Animal Care Shelter.
- Continued support for The South Windsor Community Band and Chorus including 2 Town supported concerts yearly. Over 100 locals continue to enjoy music with others with weekly rehearsals and multiple performances.
- Successful Challenger Basketball Program for Special Needs grades K-8 where 10 participants are paired with High School volunteers weekly to enjoy socialization and fun while learning basketball skills.
- In cooperation with Human Services supported an ever increasing in popularity Fishing Derby on Barber Hill Rd. where the pond is stocked with Trout and young and old anglers are challenged to catch the big one.
- Star Wars Fans enjoyed a well-attended "May the Fourth Be With You" at a new location at Wapping School Playground.
- Special Needs participants from the area continue to enjoy weekly visits to "Monday Night Social Club" where they join in for weekly events, crafts, celebrations, holiday parties and snacks. Weekly attendance averages 30 with holiday events drawing up to 100 and family members.

SPECIAL REVENUE

Assigned Positions:

2016-2017		2017-2018		Position Title	2018-2019	
Positions	FTE	Positions	FTE		Positions	FTE
2	0.20	2	.20	Art Instructor (.10)	0	0
14	0.03			Dance Instructor (.03)	0	0
1	0.04			Drama Instructor (.04)	0	0
2	0.10	5	.25	T.E. After School Instructor (.05)	0	0
2	0.72			Fall Fest set up staff (.38)	2	0.72
4	1.00			Fall Fest staff (.25)	4	1.00
4	0.40	4	.40	Trail Runs staff (.1)	4	.4
3	0.15	3	.15	Star Wars event staff(.05)	3	.15
2	0.50	2	.5	July is Park/Rec month staff (.25)	2	.5
6	0.60	6	.6	Skate with Santa staff (.1)	6	.6
5	0.60			Cartoon Character Staff (.1)	0	0
		10	.50	Grinchmas Staff (.05)	10	.50
		4	.44	Kids Night Out Staff (.11)	4	.44
3	0.45	4	.45	Movies staff (.15)	4	.45
2	0.46	2	.46	Concert Crew (.23)	2	.46
10	1.5	10	1.5	Concert Crew (0.15)	10	1.5
		4	.21	Trails for Charities (.21)	4	.21
		2	.96	Seasonal Special Events prep (.96)	2	.96
		4	.26	Seasonal Special Events (.26)	4	.26
		3	.159	Pooch Plunge (.053)	3	.159
		1	.106	Egg Hunt (.106)	1	.106
		4	.16	Father Daughter Dance (.16)	4	.16
		2	.53	Letters to Santa (.53)	2	.53
3	0.45	2	0.30	Fishing Derby Lifeguards (.15)	3	.45
1	0.08	1	0.075	Mon. Night Social Club Supervisor (.075)	1	.075
80	13.5	50	7.5	Volunteers for Special Events (.15)	50	7.5
20	3.4	20	3.4	Staff for Special Events (.17)	20	3.4
		4	.16	Dodge Ball (.16)	4	.16
123	22.54	131	19.43	TOTAL	149	20.69

Performance Data	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Art Class Registrations	70	32	43	0	0
Cartoon Character event	350	185	185	0	0
Challenger Basketball	10	10	10	10	10
Community Band Participants	60	60	70	70	70
Community Chorus Participants	51	51	51	51	51
Dance Registrations	36	36	36	0	0
Dodgeball			60	80	80
Drama Registrations	55	55	DNA	0	0
Fall Fest / Festival of Lights	250	1,500	2,000	0	3,000
Egg Hunt Participants	3,200	3,200	3,500	3,500	3,500
Fishing Derby Participants	100	100	120	130	130
Grinchmas Participants			200	400	400
Holiday Decorating Contest			14	23	25
July is Parks and Rec Month	200	200	200	200	200
Kids Night Out Participants			24	22	25
Outdoor Movie Nights	350	300	320	300	325
Letters to Santa		80	280	400	450
May the 4 th Be with You	30	30	40	40	40
Mon. Night Social Club participants (average weekly attendance)	30	30	30	30	30
Pooch Plunge / Doggy Dip	150	175	200	200	200
Summer Concert Attendance	10,000	10,000	10,500	10,500	10,500
Skate with Santa Participants	250	175	125	150	150
TE After School Club Participants	120	140	154	0	0
Trail Runs	142	142	105	140	140
Valentine Dance			180	220	220

SPECIAL REVENUE

SOCIAL/CULTURAL

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES	0	0	31,652		6,146
PART-TIME SALARIES	0	0	0	0	3,373
TEMPORARY	62,466	61,652	56,612	130,390	20,326
EMPLOYEE BENEFITS	4,792	4,680	4,360	9,975	2,022
OFFICE SUPPLIES	0	0	0	200	0
OPERATING MATERIAL	20,774	12,754	20,305	20,790	28,020
UNIFORMS & CLOTHING	316	490	0	1,490	860
SOFTWARE FEES	13,038	13,127	7,472	8,838	2,251
ADVERTISING	8,659	10,726	8,515	11,108	4,971
PROFESSIONAL	75,090	62,165	84,942	124,041	57,475
RENTAL & LEASES	330	1,165	1,071	3,234	4,584
UTILITIES	0	0	0	360	60
REPAIR/MAINT FACILITIES	0	0	0	500	1,500
FEES & MEMBERSHIPS	714	1,238	765	2,880	0
RECRUITMENT & TRAINING	207	146	245	295	0
OTHER PURCHASE SERVICE	0	0	468	1,600	1,600
DEPARTMENT EQUIPMENT	0	0	0	0	0
OTHER	0	0	0	0	30,418
TOTAL	186,387	168,142	216,407	315,701	163,606

SPECIAL REVENUE

PROGRAM	RECREATION SPECIAL REVENUE FUND – FACILITIES	5127
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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 Rotary Pavilions; Rotary Baseball Field; Rye Street Park Athletic Fields/Facilities; the new Indoor Batting Cages; Nevers Park Athletic Complex; Ellsworth Gym as well as shared responsibility for the Community Center to the public effective January 1, 2018 in support of our move to Wapping tennis courts and the building and sports lighting at the Little League Complex on Ayers Road. Within this account, use of these facilities is predominantly 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, for the extra staffing that will be needed for the new Rotary Pavilion II at VMP
- This account is otherwise flat due to elimination of facility reservations at the School and questionable revenue expectations for rentals at Wapping due to cafeteria remodeling delays.

Program Objectives and Goals FY 2020:

- 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 Spring 2019.
- We hope to transfer and expand the room reservation function for the public to our new home at Wapping School with a completely remodeled cafeteria.
- Complete renovations (Cafeteria, restrooms) at Wapping.

Program Accomplishments FY 2019:

- 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.

SPECIAL REVENUE

Assigned Positions:

2017-2018		2018-2019		Position Title	2019-2020	
Positions	FTE	Positions	FTE		Positions	FTE
5	1.0	5	1.0	Weeknight/Weekend Facility Customer Service Staff (.20)	5	1.0
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 2015-2016	Actual 2016-2017	Actual 2017-2018	Estimated 2018-2019	Anticipated 2019-2020
Rotary Pavilion I Reservations (program & Non-program uses)	143	145	150	150	150
Community Center Reservations (non-programmatic)	250	250	150	0	0
Indoor Batting Cages (non-program use)	14	15	10	15	20
Rotary Pavilion II Reservations @ VMP(program & Non program uses)				25	34

SPECIAL REVENUE

FACILITIES

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL-TIME SALARIES	0	0	5,660	0	1,863
PART TIME WAGES	5,318	4,651	5,266	4,399	2,954
EMPLOYEE BENEFITS	407	356	403	336	368
OPERATING MATERIAL	1,372	505	1,425	1,500	1,500
SOFTWARE FEES	2,459	2,467	1,403	1,999	1,721
ADVERTISING	1,671	1,464	1,559	1,999	2,065
PROFESSIONAL	4,731	42	38	720	1,440
RENTAL & LEASES	0	0	0	0	0
UTILITIES	0	0	0	1,100	1,250
MAINTENANCE CONTRACTS	8,295	7,552	4,419	8,950	8,950
REPAIR/MAINT FACILITIES	1,365	4,418	3,324	8,700	13,900
REPAIR/MAINT EQUIP	4,221	0	122	1,688	1,985
RECRUITMENT & TRAINING	448	890	150	1,000	1,000
DEPARTMENT EQUIPMENT	0	0	0	2,000	0
OTHER	0	0	0	0	450
TOTAL	30,287	22,344	23,769	34,391	39,446

SPECIAL REVENUE

PROGRAM	RECREATION SPECIAL REVENUE FUND – TRANSFER TO THE GENERAL FUND	5128
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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.

SPECIAL REVENUE

TRANSFER TO THE GENERAL FUND

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
INTERNAL SERVICE CHARGES	23,000	0	46,591	0	0
TOTAL	23,000	0	46,591	0	0

SPECIAL REVENUE

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

This program provides funding for Capital Improvements.

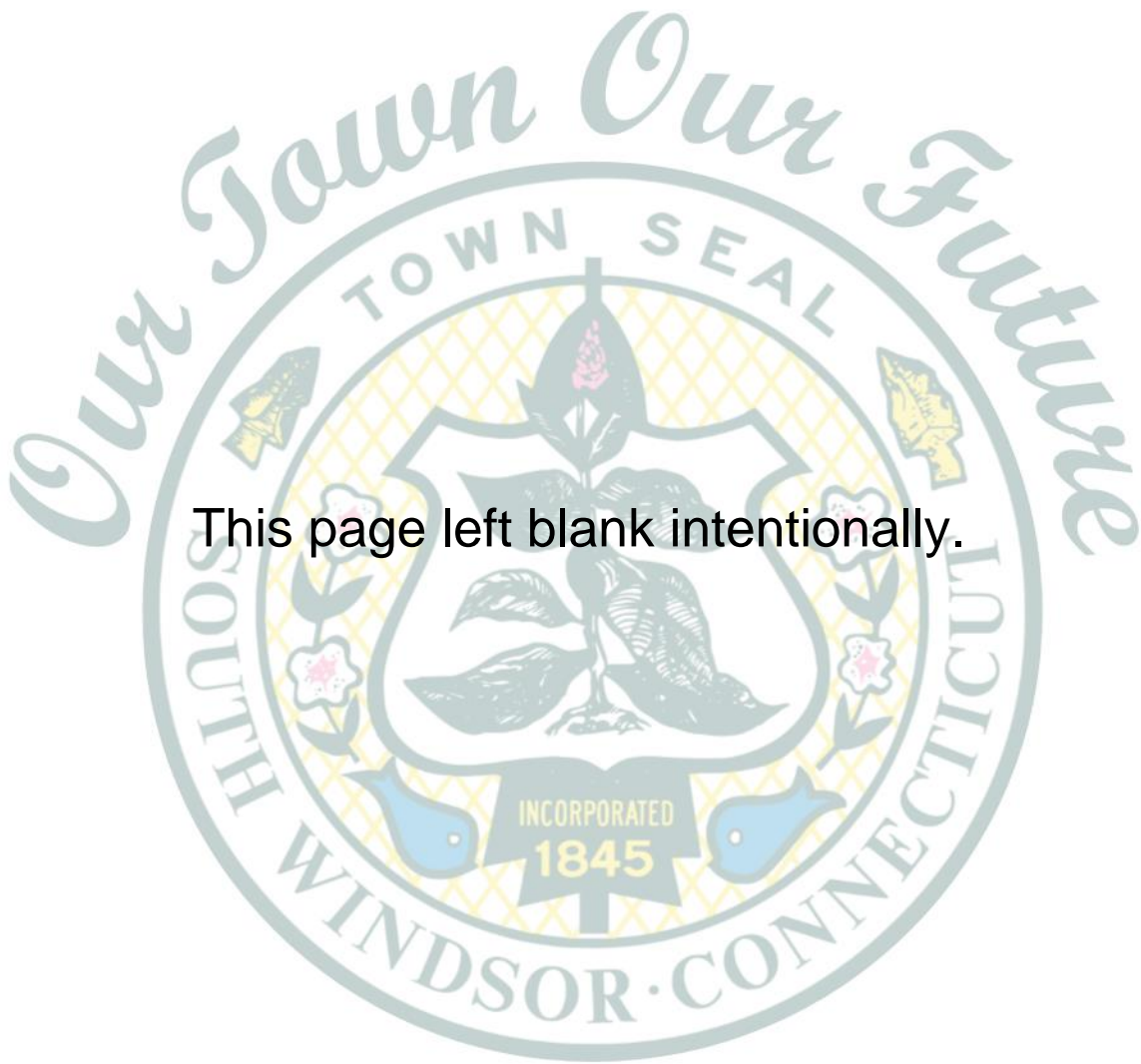
Budget Change Commentary:

This program has a zero percent budget increase.

SPECIAL REVENUE

CAPITAL PROJECTS

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
CAPITAL PROJECTS	0	0	700,000	30,000	0
TOTAL	0	0	700,000	30,000	0



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APPENDIX

Town Facilities

Town Hall
1540 Sullivan Avenue
South Windsor, CT 06074
860-644-2511

Library
1550 Sullivan Avenue
South Windsor, CT 06074
860-644-1541

Public Works
157 Burgess Road
South Windsor, CT 06074
860-648-6366

Recreation
91 Ayers Road
South Windsor, CT 06074
860-648-6355

Town Hall Annex/EOC
1530 Sullivan Avenue
South Windsor, CT 06074
860-337-6161

Police Department
151 Sand Hill Road
South Windsor, CT 06074
860-644-2551

Water Treatment Facility
1 Vibert Road
South Windsor, CT 06074
860-289-0185

Community Center
150 Nevers Road
South Windsor, CT 06074
860-648-6361

Educational Facilities

South Windsor High School
161 Nevers Road
South Windsor, CT 06074
860-648-5000

Eli Terry Elementary School
569 Griffin Road
South Windsor, CT 06074
860-648-5020

Philip R. Smith Elementary School
350 Foster Street (through August 2020)
South Windsor, CT 06074
860-648-5025

Timothy Edwards Middle School
100 Arnold Way
South Windsor, CT 06074
860-648-5030

Orchard Hill Elementary School
350 Foster Street
South Windsor, CT 06074
860-648-5015

Pleasant Valley Elementary School
591 Ellington Road
South Windsor, CT 06074
860-610-0291

Board of Education
1737 Main Street
South Windsor, CT 06074
860-291-1200

APPENDIX

Town of South Windsor, Connecticut

Demographic and Economic Statistics Last Ten Fiscal Years

Year	Population (1)	Personal Income (2)	Per Capita Personal Income (2)	Median Age (2)
2018	25,806	\$38,505	99,774	43.3
2017	25,806	\$38,505	99,774	43.3
2016	25,793	\$38,505	99,774	43.3
2015	25,789	\$38,505	99,774	43.3
2014	25,803	\$38,505	99,774	43.3
2013	25,837	\$38,505	99,774	43.3
2012	25,812	\$38,505	99,774	43.3
2011	25,779	\$38,505	99,774	43.3
2010	25,709	\$38,505	99,774	43.3
2009	26,258	\$30,996	82,807	44.2

(1) U.S. Bureau of Census, American Community Fact Finder/ State of CT – Department of Health

(2) U.S. Department of Commerce, Bureau of Census for years 2000 and 2010

Educational and Employment Statistics Last Ten Fiscal Years

Year	Educational Attainment		School Enrollment (1)	Unemployment Rate (2)
	High School	Bachelor's Degree		
2018	92.6	44.6	4,142	3.8%
2017	92.6	44.6	4,071	4.2%
2016	92.6	44.6	4,032	5.1%
2015	92.6	44.6	4,100	5.2%
2014	92.6	44.6	4,174	5.4%
2013	92.6	44.6	4,194	6.0%
2012	92.6	44.6	4,288	6.3%
2011	92.6	44.6	4,485	6.3%
2010	92.6	44.6	4,589	6.9%
2009	91.4	41.6	4,732	6.2%

(1) Town of South Windsor, Board of Education

(2) State of Connecticut, Labor Department, Office of Research and Statistics

APPENDIX

TOWN OF SOUTH WINDSOR CALCULATION OF TAXABLE GRAND LIST AND MILL RATE 2019-2020

Taxable Grand List - As Filed By The Assessor's Office	\$ 2,769,082,939
Less Estimated Real Estate Assessments Related To:	
Waived Taxes Less Than \$5.00	\$ 7,330
South Windsor's Elderly Tax Relief Program	\$ 9,815,383
Reserve for Crumbling Foundations/Revaluation	\$ 1,150,000
Firefighter Abatement	\$ 1,301,690
Plus Estimated Real Estate Assessments Related To:	
Prorated New Construction	\$ -
Adjusted Taxable Grand List	\$ 2,756,808,536
Multiplied By The Estimated Tax Collection Rate	<u>98.90%</u>
Taxable Grand List Used To Calculate Mill Rate	<u>\$ 2,726,483,642</u>
Amount To Be Raised By Taxes - From Budget	\$ 104,956,457
Divide By Taxable Grand List From Above	<u>\$ 2,726,483,642</u>
FY 2019-2020 Mill Rate (Per \$1,000)	<u>38.50</u>
Increase in Taxes	<u>1.95%</u>

3-Year Mill Rate History

Mill Rate for 2018 - 2019	37.76
Mill Rate for 2017 - 2018	38.08
Mill Rate for 2016 - 2017	37.34

APPENDIX

Five-Year Budget Summary

Fiscal Year	Proposed	Council Approved	Reduction to Requested Amount	Requested Increase \$	Requested Increase %	Actual Increase \$	Actual Increase %
18/19							
General Gov Oper	\$36,997,890	\$34,228,755	\$2,769,135	\$4,518,981	13.91%	\$1,749,846	5.39%
Board of Education	\$74,038,368	\$74,028,368	\$10,000	\$2,830,451	3.97%	\$2,820,451	3.96%
Debt Service	\$7,133,331	\$7,020,625	\$112,706	\$319,165	4.68%	\$206,459	3.03%
Capital Leases	\$1,233,234	\$1,233,234	\$0	\$68,895	5.92%	\$68,895	5.92%
Capital Projects	\$1,754,482	\$1,754,482	\$0	\$257,328	17.19%	\$257,328	17.19%
Total Budget	\$121,157,305	\$118,265,464	\$2,891,841	\$7,994,820	7.06%	\$5,102,979	4.51%
Tax Increase	-1.08%						
17/18							
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%
Tax Increase	1.98%						
16/17							
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%
Tax Increase	2.18%						
15/16							
General Gov Oper	\$31,597,645	\$30,978,144	\$619,501	\$977,895	3.19%	\$358,394	1.17%
Board of Education	\$71,694,151	\$70,355,567	\$1,338,584	\$3,138,584	4.58%	\$1,800,000	2.63%
Debt Service	\$5,808,566	\$5,808,566	\$0	\$71,015	1.24%	\$71,015	1.24%
Capital Leases	\$810,491	\$713,543	\$96,948	\$456,256	128.80%	\$359,308	101.43%
Capital Projects	\$1,000,000	\$1,000,000	\$0	\$0	0.00%	\$0	0.00%
Total Budget	\$110,910,853	\$108,855,820	\$2,055,033	\$4,643,750	4.37%	\$2,588,717	2.44%
Tax Increase	2.90%						
14/15							
General Gov Oper	\$31,369,346	\$30,619,750	\$749,596	\$2,210,174	7.58%	\$1,460,578	5.01%
Board of Education	\$69,443,581	\$68,555,567	\$888,014	\$1,319,641	1.94%	\$431,627	0.63%
Debt Service	\$5,737,551	\$5,737,551	\$0	\$597,054	11.61%	\$597,054	11.61%
Capital Leases	\$344,235	\$354,235	(\$10,000)	\$1,362	0.40%	\$11,362	3.31%
Capital Projects	\$567,980	\$1,000,000	(\$432,020)	\$400,000	238.12%	\$832,020	495.31%
Total Budget	\$107,462,693	\$106,267,103	\$1,195,590	\$4,528,231	4.40%	\$3,332,641	3.24%
Tax Increase	1.75%						

Average 5-year Increase/(Decrease)

General Government	\$1,013,917	3.28%
Board of Education	\$1,180,886	1.69%
Debt Service	\$376,026	6.51%
Capital Leases	\$178,072	34.47%
Capital Projects	\$317,300	111.47%

APPENDIX

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

	MAJOR FUND			NON-MAJOR FUNDS ⁽¹⁾			TOTAL		
	GENERAL FUND			GOVERNMENTAL FUNDS			ALL BUDGETED GOVERNMENTAL FUNDS		
	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted
FINANCIAL SOURCES									
Property Taxes	\$ 99,981,359	\$105,383,000	\$107,081,457	\$ -	\$ -	\$ -	\$ 99,981,359	\$105,383,000	\$107,081,457
Intergovernmental	12,015,226	13,135,778	12,209,401				12,015,226	13,135,778	12,209,401
Local Revenues	2,710,888	2,353,132	1,835,500	7,438,285	8,389,296	8,611,477	10,149,173	10,742,428	10,446,977
Misc. Revenues	441,324	914,263	750,000				441,324	914,263	750,000
Transfers In/Use of Fund Balance	-	-	750,000				-	-	750,000
TOTAL FINANCIAL SOURCES	\$115,148,797	\$121,786,173	\$122,626,358	\$7,438,285	\$8,389,296	\$8,611,477	\$122,587,082	\$130,175,469	\$131,237,835
FINANCIAL USES									
General									
Government	\$ 3,658,337	\$ 3,987,704	\$ 4,228,783				\$ 3,658,337	\$ 3,987,704	\$ 4,228,783
Public Safety	9,065,292	9,308,971	9,629,572				9,065,292	9,308,971	9,629,572
Public Works	7,832,799	8,507,288	8,849,532	\$3,763,217	\$4,370,813	\$5,785,587	11,596,016	12,878,101	14,635,119
Culture & Leisure	1,006,150	3,233,695	3,320,773	2,580,498	2,709,523	2,974,743	3,586,648	5,943,218	6,295,516
Health & Human Services	2,699,404	1,102,471	1,157,185				2,699,404	1,102,471	1,157,185
Unclassified	6,708,737	7,313,382	8,574,777				6,708,737	7,313,382	8,574,777
Debt Service	8,363,179	8,220,194	8,824,764				8,363,179	8,220,194	8,824,764
Capital			2,641,621				-	-	2,641,621
Education	71,207,917	74,028,368	75,399,351				71,207,917	74,028,368	75,399,351
TOTAL FINANCIAL USES	\$110,541,815	\$115,702,073	\$122,626,358	\$6,343,715	\$7,080,336	\$8,760,330	\$116,885,530	\$122,782,409	\$131,386,688
Other Financing Sources	\$ 394,300	\$ 459,378	\$ -				\$ 394,300	\$ 459,378	\$ -
Transfers in	54,483	52,240	-	\$ 46,591	\$ 45,000	\$ 148,853	101,074	97,240	148,853
Transfers out	(2,097,619)	(1,754,482)	-	(1,395,765)	(1,042,500)		(3,493,384)	(2,796,982)	-
TOTAL Other financing sources (uses)	(1,648,836)	(1,242,864)	-	(1,349,174)	(997,500)	148,853	(2,998,010)	(2,240,364)	148,853
Net Change in Fund Balance	2,958,146	4,841,236	-	(254,604)	311,460	-	2,703,542	5,152,696	-
Fund Balance - Beginning of Year	11,091,806	14,049,952	18,891,188	837,316	582,712	894,172	11,929,122	14,632,664	19,785,360
Fund Balance - End of Year	<u>\$ 14,049,952</u>	<u>\$ 18,891,188</u>	<u>\$ 18,891,188</u>	<u>\$ 582,712</u>	<u>\$ 894,172</u>	<u>\$ 894,172</u>	\$14,632,664	\$ 19,785,360	\$ 19,785,360

⁽¹⁾ Budgeted Non-Major Funds include Sewer Fund and Recreation Fund.

Explanation of changes in Fund Balance greater than 10%

⁽²⁾ General Fund estimated revenues for FY 2019 are higher than expected due to:

- collections on past due accounts scheduled for tax sale;
- received \$960k more in ECS funding; and
- building permit revenue exceeded budgeted amounts.

⁽³⁾ Sewer Fee Revenue is estimated to be \$1.4m more than anticipated due to enforcement of collection policies and settlement charges on commercial accounts.

APPENDIX

Comparative Budget Impact Actual, Adopted and Projected Fiscal Year 2018 through Fiscal Year 2023

	<u>Actual 2017-2018</u>	<u>Adopted 2018-2019</u>	<u>Adopted 2019-2020</u>	<u>Projected 2020-2021</u>	<u>Projected 2021-2022</u>	<u>Projected 2022-2023</u>
REVENUES						
Taxes-Current	\$ 98,354,737	\$102,592,456	\$105,806,457	\$107,922,586	\$110,081,038	\$112,282,659
Taxes-Prior Years	1,554,636	1,205,000	1,275,000	1,300,500	1,326,510	1,353,040
Education Grants	10,497,883	9,876,634	10,512,663	10,722,916	10,937,375	11,156,122
State Grants	1,716,447	1,491,634	1,696,738	1,730,673	1,765,286	1,800,592
Local Revenues	2,710,888	1,677,500	1,835,500	1,872,210	1,909,654	1,947,847
Transfers/Misc.	<u>495,807</u>	<u>1,422,240</u>	<u>1,500,000</u>	<u>1,530,000</u>	<u>1,560,600</u>	<u>1,591,812</u>
Total Revenue	\$115,330,398	\$118,265,464	\$122,626,358	\$125,078,885	\$127,580,463	\$130,132,072
EXPENDITURES						
Town	\$ 30,975,862	\$34,228,755	\$35,760,622	\$ 36,475,834	\$ 37,205,351	\$ 37,949,458
Debt	8,123,003	8,253,859	8,824,764	9,001,259	9,181,284	9,364,910
Capital	1,497,154	1,754,482	2,641,621	2,694,453	2,748,342	2,803,309
Education	<u>71,207,917</u>	<u>74,028,368</u>	<u>75,399,351</u>	<u>76,907,338</u>	<u>78,445,485</u>	<u>80,014,394</u>
Total Expenditures	\$111,803,936	\$118,265,464	\$122,626,358	\$125,078,885	\$127,580,463	\$130,132,072
Grand List (stated in thousands)						
	2,602,708	2,748,845	2,769,082	2,782,928	2,796,843	2,810,827
Mill Rate						
	PP/RE 38.08	PP/RE 37.67	PP/RE 38.50	PP/RE 39.20	PP/RE 39.91	PP/RE 40.63
	MV 37.00	MV 37.67	MV 38.50	MV 39.20	MV 39.91	MV 40.63

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

Assumptions:

- * Adopted budget for fiscal year 2017-2018 (based on Grand List 2016) includes the new State of Connecticut legislation implemented with a Motor Vehicle Tax Cap of 37 mills for FY18 and 42 mills for following years.
- * Grand List growth estimated at 0.5%.
- * Expenditure projections are based on an average increase of 2.00%
- * Tax collection rate assumed at current 98.75%.

APPENDIX

Functional Relationships

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

	GENERAL FUND	SEWER	RECREATION	SELF-HEALTH	OPEB	PENSION TRUST	GRANTS
FUNCTION: GENERAL GOVERNMENT							
Town Council	♦						
Registrar of Voters	♦						
Town Manager	♦						
Human Resources	♦						
Planning Department	♦						
Building Department	♦						
Assessor	♦						
Collector of Revenue	♦						
Finance Office	♦						
Town Clerk	♦						♦
Town Attorney	♦						
Town Hall	♦						
Information Technology	♦						
Media	♦						
FUNCTION: PUBLIC SAFETY							
Police	♦						♦
Emergency Management	♦						
Fire Marshal	♦						♦
Fire Department	♦						
FUNCTION: PUBLIC WORKS							
Public Works	♦						♦
Engineering	♦						
Highway Maintenance	♦						
Fleet Services	♦						
Building Maintenance	♦						
Refuse Disposal	♦						
Pollution Control & Wastewater Management		♦		♦	♦	♦	♦
FUNCTION: CULTURE & LEISURE							
Parks & Recreation Administration	♦						
Park Maintenance	♦						
Recreation Programs			♦				
Library	♦						♦

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

Glossary of Terms

Accrual: A charge for goods or work that has been done but not yet invoiced, for which provision is made at the end of a financial period.

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.

Audit: An official inspection of an individual's or organization's accounts, typically by an independent body.

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 South Windsor 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.

Bond Premium: A bond trading above its par value; a bond is at a premium when it offers a coupon rate higher than prevailing interest rates. This is because investors want a higher yield and will pay more for it.

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.

Debt: Something owed; a specific sum of money or a performance due another by agreement to pay the debt.

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.

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Encumbrance: A commitment related to unperformed contracts for goods or services. Used in budgeting, an encumbrance is not a GAAP expenditure or liability, but represents the estimated expenditure that will result if unperformed contracts in process are completed.

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

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

Full-Time Equivalent: A unit that indicates the workload of an employed person in a way that makes workloads comparable.

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 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.

Major Fund: A fund whose revenues, expenditures, assets or liabilities are at least ten percent of the total for their fund category and five percent of the aggregate of the total government.

Mill Rate: The rate applied against assessed values to determine applicable taxes.

Non-Major Fund: A fund used to account for specific revenues that are legally restricted to expenditures for particular purposes.

Object Codes: A uniform classification identifying the transactions of the government by the nature of the goods or services purchased.

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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).

APPENDIX

Listing of Acronyms

ADA – Americans with Disabilities Act
BOE – Board of Education
CAFR – Comprehensive Annual Financial Report
CCM – Connecticut Conference of Municipalities
CIRMA – Connecticut Interlocal Risk Management Agency
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
IWA/CC – Inland Wetlands Agency/Conservation Commission
MIRA – Materials Innovation and Recycling Authority (formerly CRRA)
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