



Town of South Windsor, CT

Operating & Capital Budget

FY 2020/2021



Adopted May 18, 2020



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of South Windsor
Connecticut**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrell

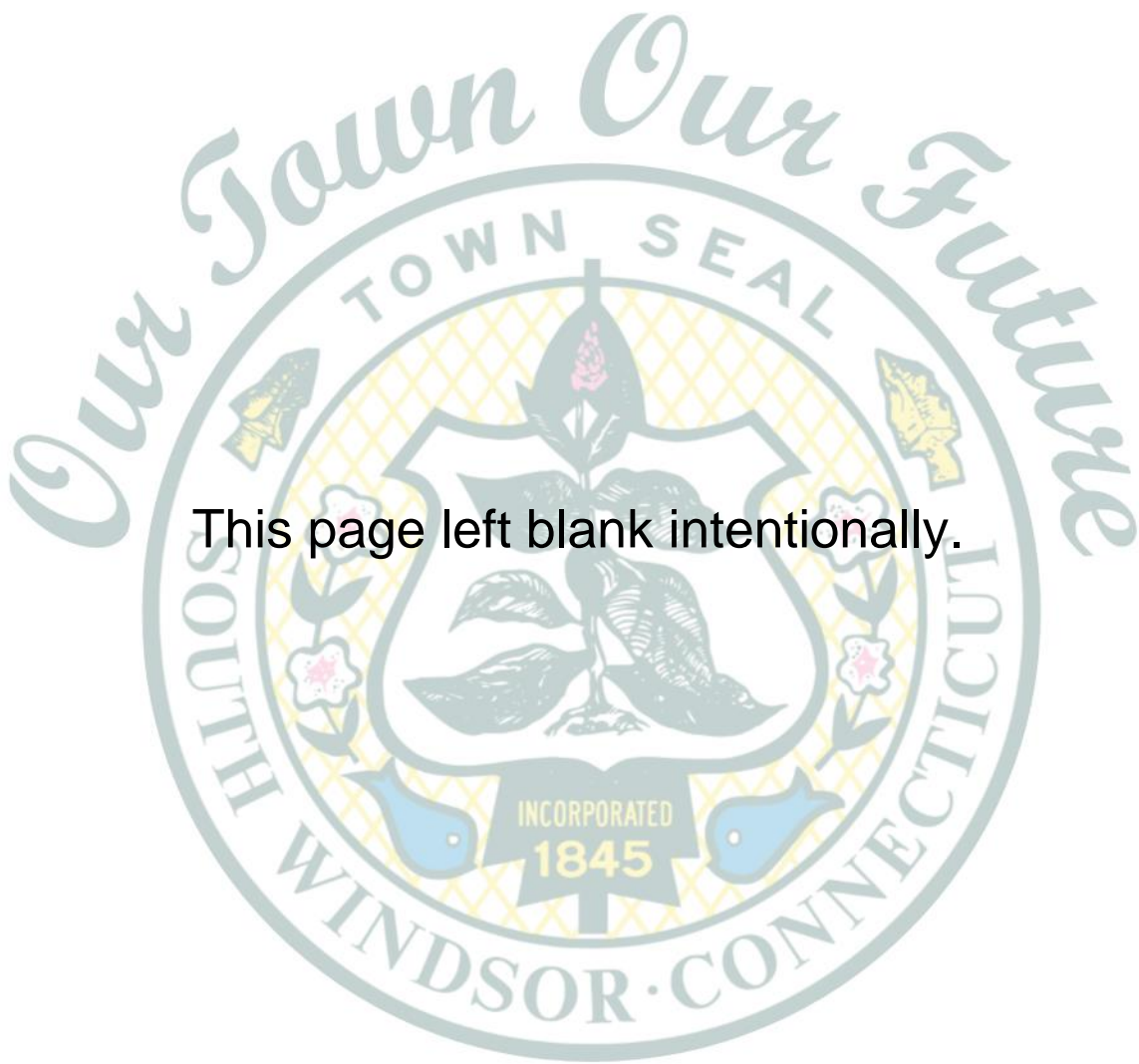
Executive Director

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, 2019. 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.

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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.

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.

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.

Debt Service

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

Capital Improvements

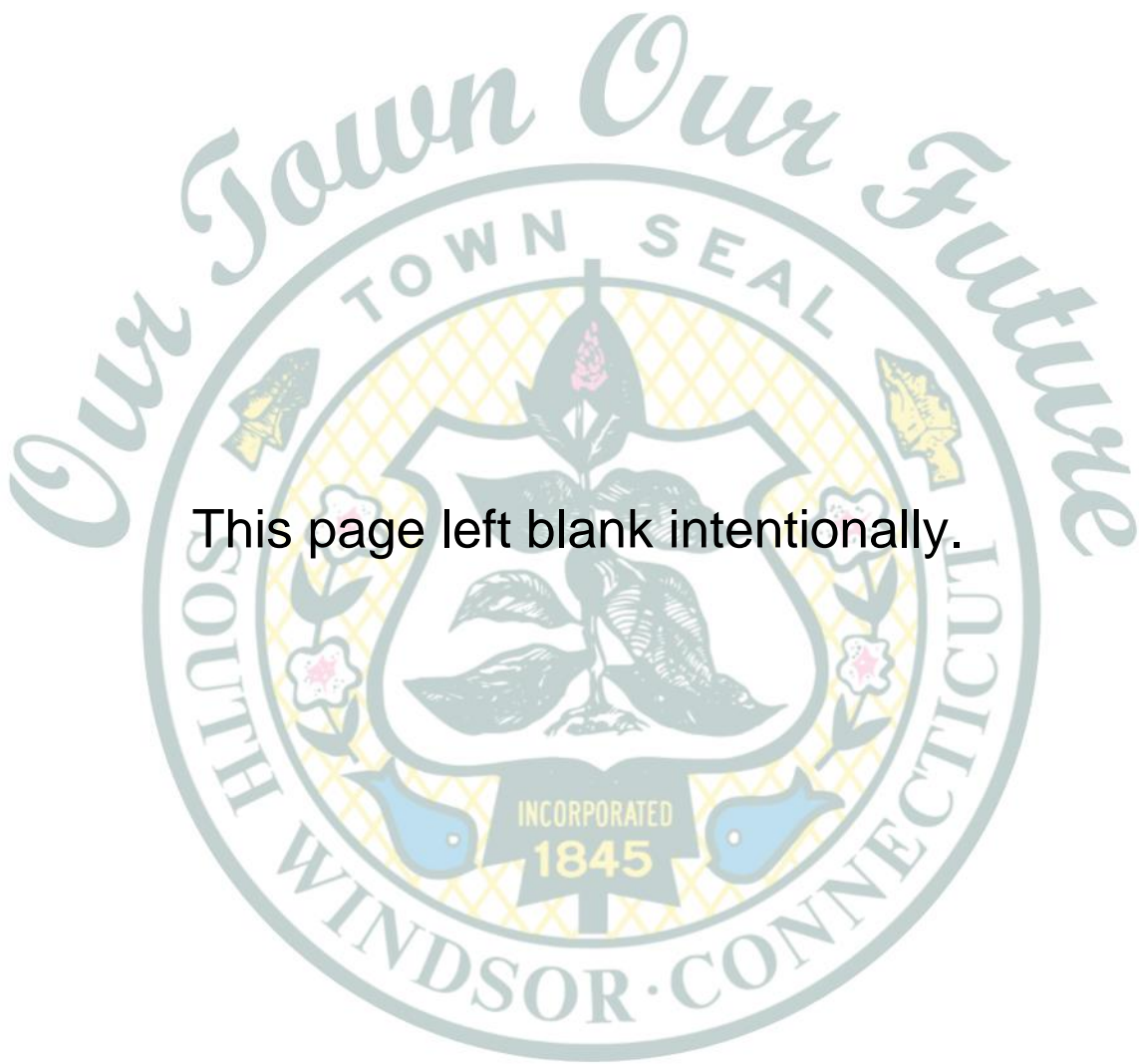
This section provides a detailed description of each capital project approved including grant reimbursements and impacts of the projects on future operating budgets.

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.

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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BUDGET SUMMARY

Budget Message

June 24, 2020

Dear South Windsor Residents:

As Mayor of South Windsor, I am pleased to present the adopted operating budget for the Fiscal Year 2020/2021, approved by the South Windsor Town Council at its May 18, 2020 Virtual Town Council Meeting. This budget and the documentation provided represents hours of work by many members of the Town staff and the Board of Education. 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 2020/2021 is \$124,347,922.

Future increases to our assessments are expected in upcoming fiscal years due to economic development projects such as:

- Evergreen Crossing
- Harbor Chase Development
- Buckland Road Gateway Development
- I-291 Corridor Projects such as the Home Depot Distribution Center

These increases will help South Windsor prepare and manage its way through unpredictable State revenues while continuing the services that make our community one of the best.

The State of CT previously adopted bills that call for a Motor Vehicle Mill Rate Cap (MVMR) and Expenditure increase cap. Both caps are still in effect, but neither affect the Town in this budget cycle. The MVMR cap remains at 45 mills for the October 1, 2017 Grand List and beyond. The proposed mill rate on vehicles in this budget is 37.88 mills. Not following the Expenditure Cap could result in decreased revenues from the State. Currently, there are no proposed State revenues tied to this cap. This budget follows the adopted Strategic Plan, maintains current service levels while identifying cost-saving measures and assumes:

- No contribution to the Teachers' Retirement System
- Fully fund OPEB at 100% and Pension at 100% of ADC
- Fully contribute premium equivalency for Health Insurance
- Fund Accounts for costs associated with State Mandates
- No use of Fund Balance
- Use of Tax Stabilization Fund at \$500,000

The following chart defines the proposed budget by major category for Fiscal Year 2020/2021.

	19/20 Approved	20/21 Adopted	\$ Change	% Change
Town	\$35,760,622	\$37,143,593	\$1,382,971	3.86%
Debt	\$8,824,764	\$9,701,540	\$876,776	9.94%
Capital	\$2,641,621	\$2,103,438	(\$538,183)	-20.37%
Board of Education	\$75,399,351	\$75,399,351	\$0	0%
Total Expenditures	122,626,358	\$124,347,922	\$1,721,564	1.40%

BUDGET SUMMARY

The total increase to the budget is \$1,721,564. Budget increase drivers are the following:

- Debt Service: \$876,766 due to bonding of Phase II schools
- Town Salaries and Benefits: \$711,755 due to contractual increases
- Professional Services: \$133,043

These expenditures are what I consider some of the main drivers of the budget and areas that I believe will help improve the level of service in the future. Our Capital plan is on track to start taking better care of our infrastructure. The continued growth of the Capital Improvements fund is allowing the Town to accomplish more projects than have been done in recent history. Capital projects not only invest in our community but also address required maintenance of our current assets.

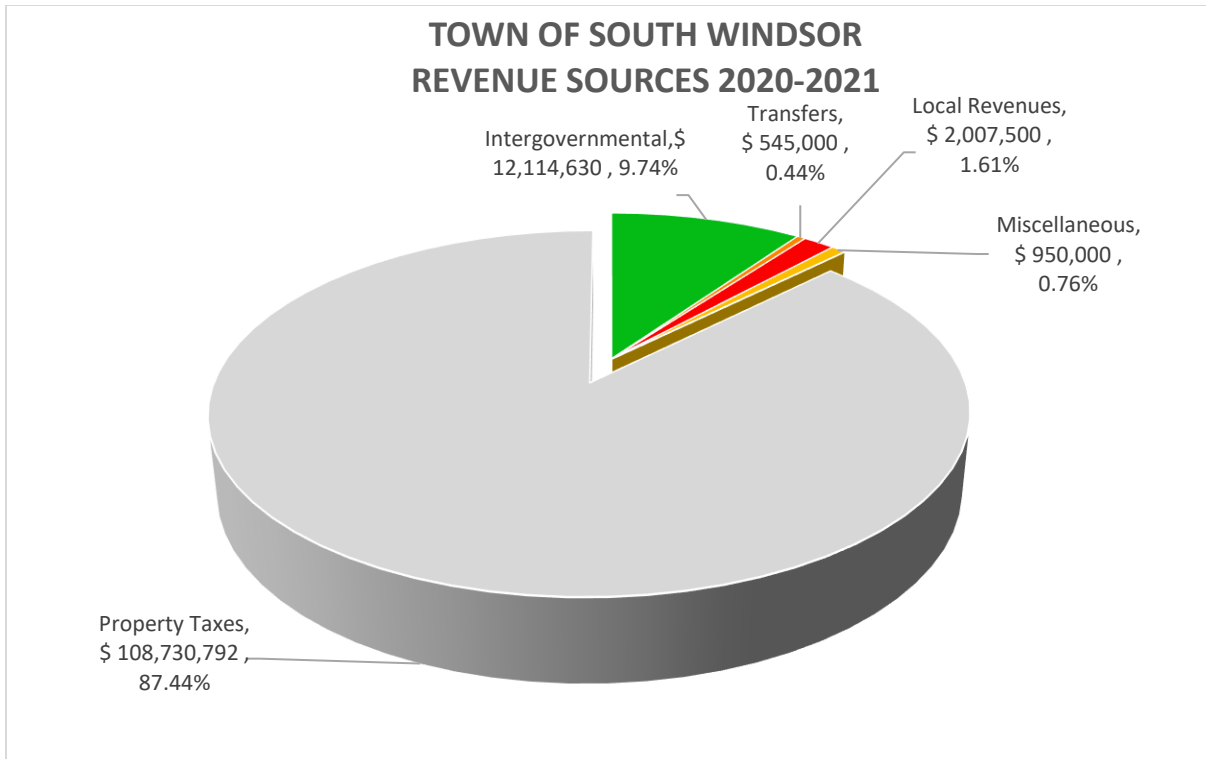
Town Operations

Budget guidelines given in late December 2019 asked Department Heads to follow the Strategic Plan, limit increases, and add new staff only when necessary and would be beneficial to the community. Total Department Requested expenditures excluding Debt and Capital totaled \$38,294,031, but after Town Manager and Town Council reductions, the approved total is \$37,143,593

Board of Education

The Board of Education is dedicated to providing a quality school system and meeting mandated expenditures required by the State Department of Education and the State Legislature. During this period of time, the Board of Education has had surpluses and used them wisely in their pension and health funds. Also, with the help of the Town Council, a Special Education Fund was created so that if there are surpluses, they will be able to retain those funds to balance the budget. I think the Board of Education has been a great steward over their financial situation, and I commend them for spending their surpluses appropriately. I want to thank the Superintendent of Schools for being a leader in controlling their costs and using their surplus in a sound financial manner.

BUDGET SUMMARY



Property Taxes

- Combined tax revenue accounts increased \$1,649,335 or 1.54% over previous year adopted budget

State of CT Revenue

- Total State Aid is proposed at \$12,083,630 or 9.71% of total proposed revenues
- Educational Cost Sharing (ECS) is estimated at \$10,500,000 (which factors the direct payment to magnet schools) a slight decrease over the previous year's adopted budget.
- Proposed Grants for Municipal Projects at \$1,338,190 remains constant based on estimates and anticipated monies allocated in the current year
- Municipal Stabilization grant at \$57,854 was received in the current fiscal year, but due to uncertainty at the state level, was not included in the budget.
- PILOT- State Owned Property at \$142,250 was received in the current fiscal year, is budgeted at the same rate

Local Revenues

- This category has increased by \$172,000 based on 3-year actuals and incorporates the new fee structure adopted in February 2018 by the Town Council

Miscellaneous/Transfers

- Miscellaneous/Transfers has decreased \$5,000 or -.33% due to decrease in Sewer Tax Collection Fee.
- Use of Fund Balance is not being used in lieu of the newly created Tax Stabilization Fund with budgeted usage of \$500,000, the maximum allowed by the adopted Ordinance

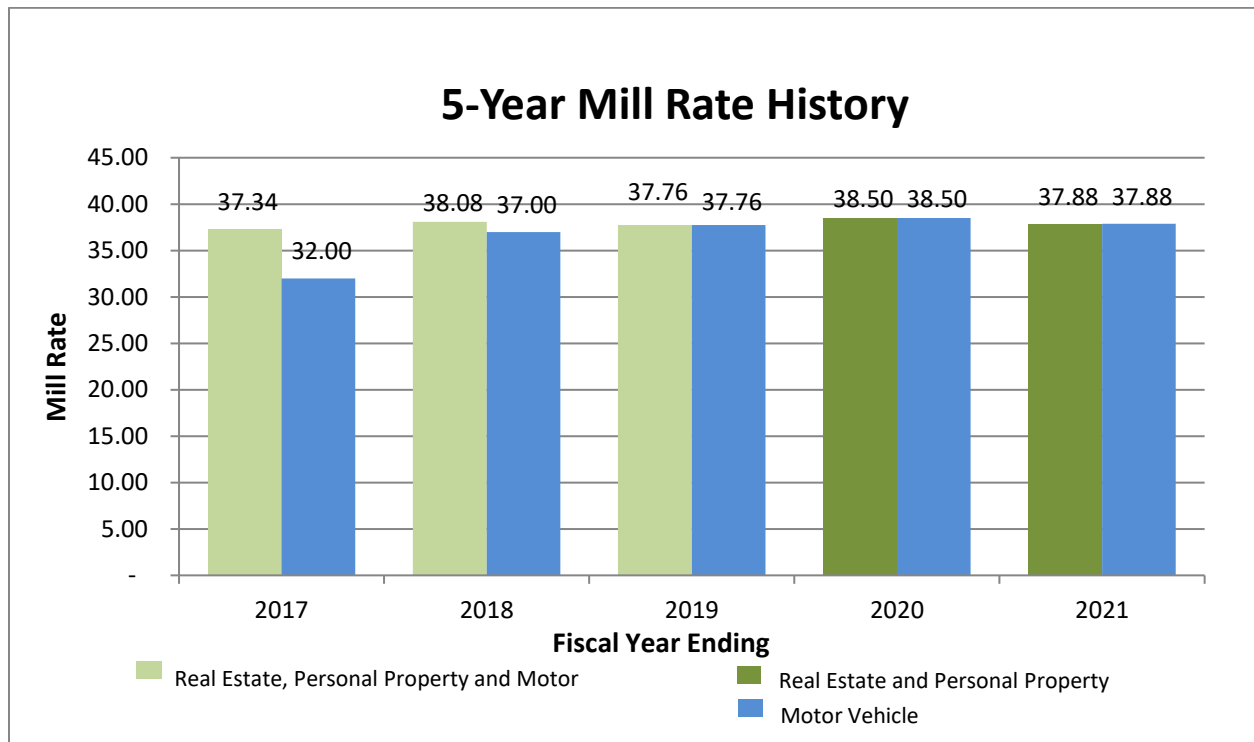
BUDGET SUMMARY

Grand List

- Without our strong and effective economic development programs, we would not be in as strong of a position. This helps provide new revenues, jobs, and allows us to fund the much needed programs that our residents deserve.
- Tax decrease to support proposed expenditures will result in a proposed mill rate of 37.88 or -1.62% decrease for real estate, personal property, and motor vehicles.
- The Assessor signed the Grand List on January 31, 2020 with a 3.07% overall increase. A historical summary of changes displayed by Grand List year is portrayed in the graph below.

Mill Rate

- Proposed mill rate is 37.88 mills at 99% collection rate.



Future Challenges

As we accept the many challenges ahead in this time of a Global Pandemic, we will not let COVID-19 set us back. As a community, we continue to move forward. Thanks to the “smart growth” economic development program, our grand list grew by approximately \$3 million this year. As a result, we were able to CUT TAXES by 1.62%, REDUCED the mill rate to 37.88 (FY 2020 was 38.50), and keep sewer fees with NO increase for this year.

Financial Challenges

- The expansion of our Fiber Network
- Continue our “smart growth” Economic Development program
- Complete the construction of Eli Terry School, Philip R. Smith School, and begin construction for the new Pleasant Valley School

BUDGET SUMMARY

- Continue our work on infrastructure projects (roads, bridges) 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

- Begin planning and construction of the NEW Pleasant Valley School as this Town has shown its commitment to education over the last ten years. You have made South Windsor a place to be in the State of Connecticut.
- Advocate for renewable energy solutions to reduce energy costs in projects such as: solar panels on new school buildings, and Virtual Net Metering solar projects. Our goal is 100% electricity for Town buildings to be produced by renewable energy by 2024!
- Explore new ways to share services with area towns in order to reduce spending costs
- Expand and develop our South Windsor composting facility
- Support new agricultural opportunities and assist hemp farming in South Windsor, which will include both the growing and manufacturing processes

This has been a difficult yet rewarding year as we continue our fight and meet the challenge of COVID-19. It has brought many changes to our Town and the State of Connecticut. In the midst of this “new normal”, the Town Staff in all departments has performed with excellence.

I appreciate the hard work of everyone involved in the budget process and would like to thank our Town Manager, Michael Maniscalco, our Assistant Town Managers, Vanessa Perry and Scott Roberts, 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.

We must also take steps to address the issues of Social Justice and Racial Equity as we strive to support every citizen in our community.

Respectfully, and With Appreciation,



Dr. Andrew A. Paterna
Mayor

BUDGET SUMMARY

TOWN OF SOUTH WINDSOR FISCAL YEAR 2020-2021 Town Council Budget Policy Statement

OBJECTIVE:

The objective of this Budget Policy Statement is to provide guidance from the Town Council to the Town Manager and Board of Education during the creation and presentation of the Annual South Windsor Town Budget. Although not specifically named in the Charter, the intent of this Budget Policy Statement is to provide guidance to those who are charged with proposing and presenting the General Government and Education Budget recommendations to the South Windsor Town Council.

GENERAL STATEMENT:

The Town of South Windsor's annual budget should consider the financial impact on residents.

GUIDELINES: (The budgets must be made public and be presented as early as possible)

- Include taxpayers in the budget process as early as possible utilizing public hearings, Town website, local newspaper notices, Citizens Guide to Budget (website), and Town Council and Board of Education meetings.
- The budgets presented should reflect the guidelines presented here as well as projected available revenue, anticipated State funding, and current economic conditions.
- The Town Manager and the Superintendent will present their respective budgets at a Town Forum.
- The Town Manager's budget will incorporate the recommendations of the Capital Projects Committee.

2020-2021 BUDGET GOALS: (Not in order of priority)

1. Efforts should be made NOT to use the fund balance to lower the annual mill rate or pay for Town operating expenses (***ref. #1 strategic plan***).
2. Continue efforts to achieve and an AAA credit rating (***ref. #1 strategic plan***).
3. Total staffing levels should remain consistent with the previous year (***ref. #4 strategic plan***).
4. Support efforts for public health, safety, and welfare for all residents in all age groups (***ref. #5 and #6 strategic plan***).
5. The Town Council will support the implementation of ongoing infrastructure projects, including the redevelopment of Town-owned facilities (***ref. #4 strategic plan***).
6. The Town Council will support contractual educational requirements and meet increased enrollment needs (***ref. #2 strategic plan***).
7. The Town Council will support the Capital Projects Committee's update of the Town's long-term Capital Improvement Plan (***ref. #1 and #4 strategic plan***).
8. Conservatively estimate state revenues to be prepared for shortfalls in state funding (***ref. #1 strategic plan***).
9. Continue to support investment in new technologies and updates to IT when they result in efficiencies and enhancement of services to the public (***not referenced in the Strategic Plan***).

BUDGET SUMMARY

The Council for its part will:

1. Continue to support the Town Manager's labor negotiation efforts to realize efficiencies and cost-savings for taxpayers.
2. Seek cost-savings by pursuing regional sharing of services and include Town departments and the Board of Education.
3. Replenishing our tax stabilization fund (1% of economic development tax dollars to the tax stabilization fund) (Consistent with Town Ordinance #222 - Chapter 2, Article 1, Section 2.4).

Approved by Town Council on January 6, 2020.

BUDGET SUMMARY

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 \$105,986. The state of CT was \$73,781. The county was \$69,936. The Per Capita Income was \$37,108 for South Windsor, \$36,412 for CT and \$32,939 for Country.

BUDGET SUMMARY

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 \$281,100 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 4,400 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.

District Enrollment	Actual 10/01/19	Actual 10/01/18	# Difference 2019 v. 2018	% Difference 2019 v. 2018
Grades K-5	2,076	1,985	91	4.6%
Grades 6-8	1,050	987	63	6.4%
Grades 9-12	1,316	1,307	9	0.7%
Total	4,442	4,279	163	3.8%

All numbers based on official October 1 PSIS data collection reported to CSDE.

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.

BUDGET SUMMARY

South Windsor Community Profile

Demographics

Incorporated	1845
Population	24,871
Land Area	28 (sq. miles)
County	Hartford
Median Age	44
Households	9,691
Med HH Income	\$105,986

Labor Force

Residents Employed	13,861
Unemployment Rate	3.4%
Self-Employed Rate	7.0%
Employers	991

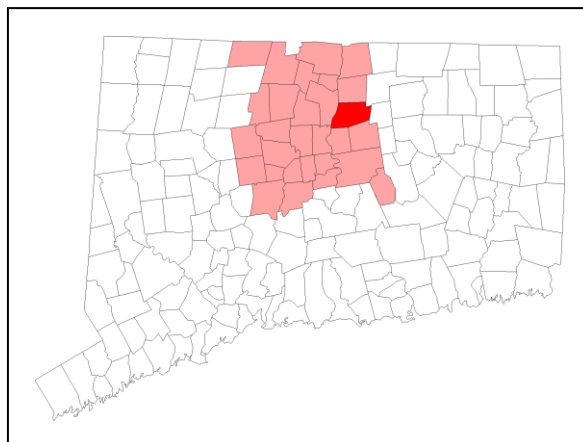
Housing

Total Units	10,346
% Single Family	72.8%
Median Price	\$281,100
Owner Occupied	86.0%

Government

Form	Council/Manager
Registered Voters	16,045
Revaluation	October 2017
Bond Ratings	Aa2/AA+
Eq. Net Grand List (2018)	\$4,276,879,349
FY 20 Mill Rate	37.88

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



BUDGET SUMMARY

List of Officials and Staff

Town Council

Andrew Paterna, Mayor

Elizabeth Pendleton, Deputy Mayor

Audrey Delnicki

Erica Evans

Mary Justine Hockenberry

Cesar Lopez

Karen Lydecker

Lisa Maneeley

Janice Snyder

Town Departments

Michael Maniscalco, Town Manager

Bonnie Armstrong, Town Clerk

Andrea Cofrancesco, Director of Human Services

Scott Custer, Chief of Police

Jeffrey Doolittle, Town Engineer/Assistant Director of Public Works

Christopher Dougan, Chief Building Official

Mary Etter, Library Director

Raymond Favreau, Director of Parks and Recreation

Jennifer Hilinski-Shirley, Collector of Revenue

Mary Huda, Assessor

Michele Lipe, Director of Planning

Clayton Major, Facilities Manager

Anthony Manfre, Superintendent of Pollution Control

Heather Oatis, Environmental Health Officer

Patricia Perry, Director of Finance

Vanessa Perry, Assistant Town Manager/Human Resources Director

Scott Roberts, Assistant Town Manager/CIO

Vincent Stetson, Superintendent of Streets

Walter Summers, Fire Marshal

Listing as of May 18, 2020



BUDGET SUMMARY

Listing of Officials and Staff

Board of Education

Craig Zimmerman, Chairman

Jessica Waterhouse, Vice Chairman

Beth Esstman, Secretary

Arthur Adduci

Anitha Elango

Michael Gonzalez

Marek Kozikowski

James O'Brien

Michael Paré

Administration

Dr. Kate Carter, Superintendent of Schools

Sheryl L. Mortensen, Assistant Superintendent

Colin J. McNamara, Assistant Superintendent

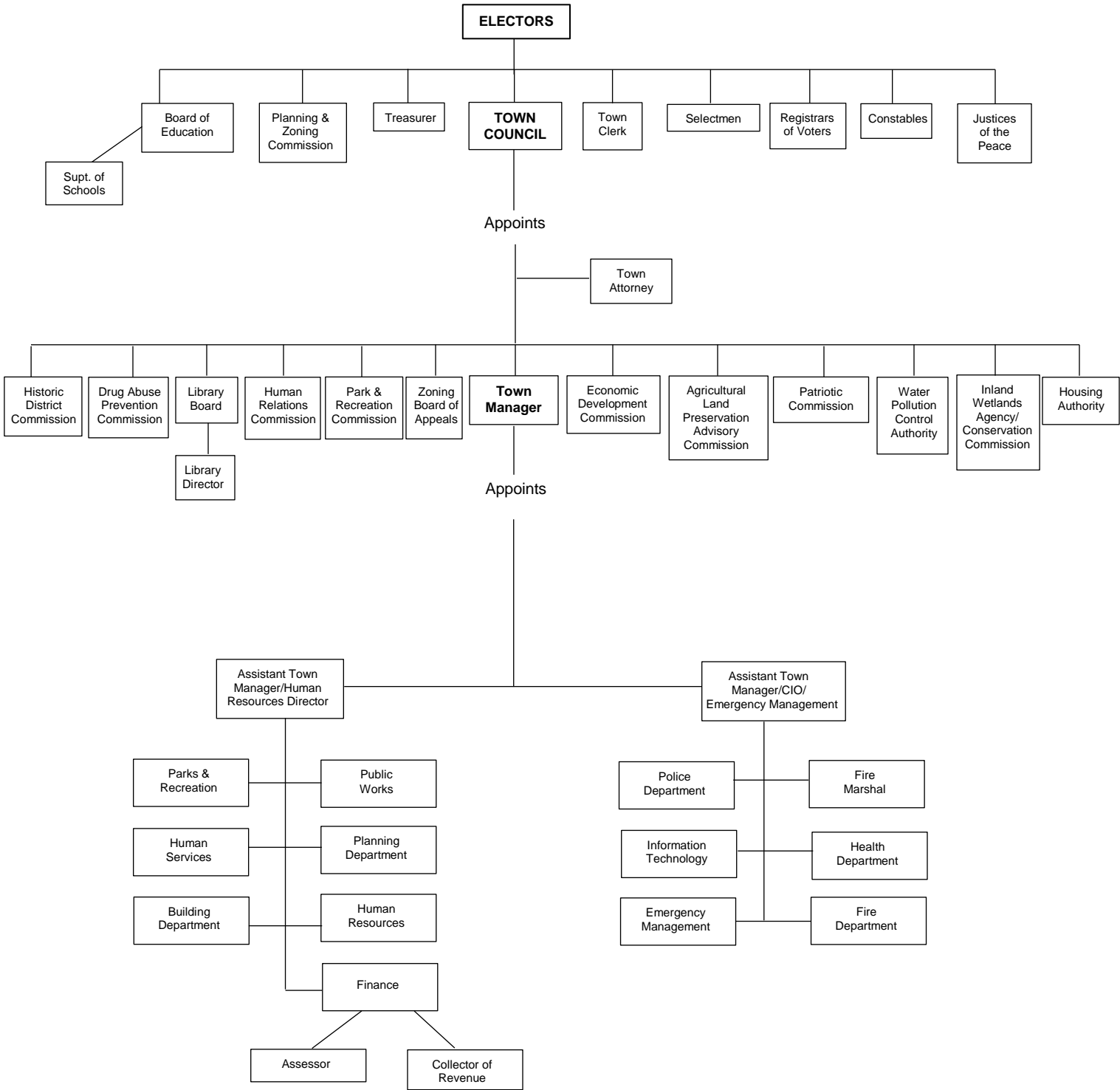
Chris M. Chemerka, Director of Finance and Operations

Listing as of May 18, 2020



BUDGET SUMMARY

Organizational Chart

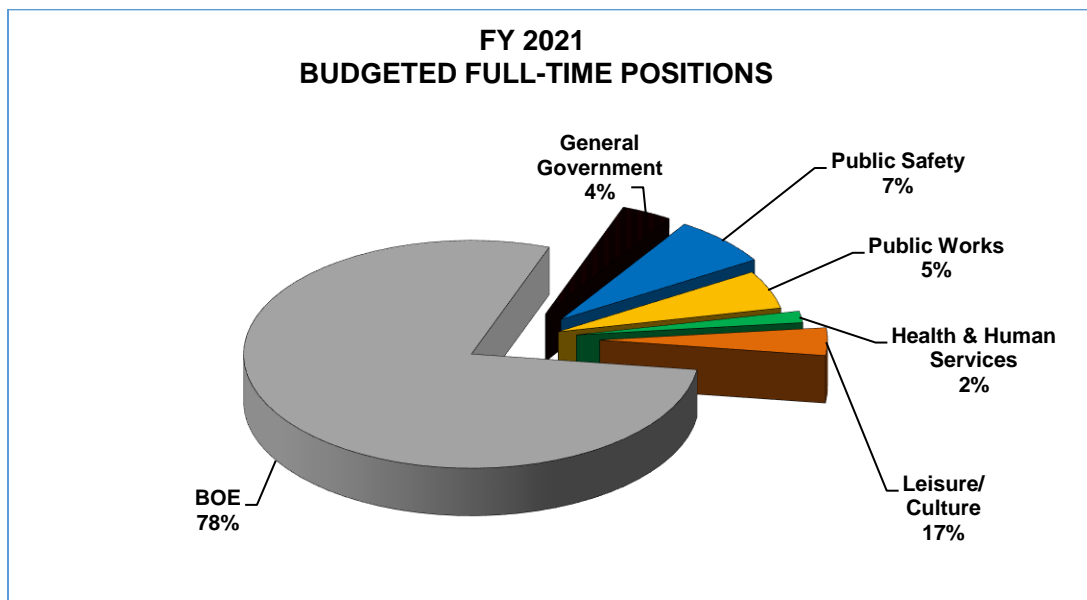


BUDGET SUMMARY

SUMMARY OF FULL-TIME POSITIONS

		FY 2019 APPROVED	FY 2020 APPROVED	FY 2021 APPROVED	Change
GENERAL GOVERNMENT	Town Manager	1	1	1	0
	Human Resources	3	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 Dept	3	3	4	1
	Assessor's Office	4	4	4	0
	Tax Office	3	3	3	0
	Finance Office	5	5	5	0
PUBLIC SAFETY	Police - Administration	4	4	4	0
	Police - Operations	38	43	43	0
	Police - Technical Services	13	13	13	0
	Police - Community Service	2	2	2	0
	Fire Marshal	1	3	3	0
PUBLIC WORKS	Public Works - Admin	1	1	0	-1
	Engineering	6	6	6	0
	Highway	20	20	20	0
	Motor Repair	4	4	5	1
	Building Maintenance	5	5	5	0
	Pollution Control	12	12	12	0
	Pollution Control - Admin	2	2	2	0
HEALTH & HUMAN SERVICES	Health Department	1	2	2	0
	Social Services	1	2	2	0
	Youth & Family Services	5	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	15	16	1
EDUCATION		668	698	721	23
	TOTAL FULL-TIME	855	895	920	25

A total of 3 positions will be added during Fiscal Year 2021. Budget approves a new Assistant Building Official in the Building Department, a new Fleet Mechanic in the Motor Repair Division, and a new Maintainer I in the Parks & Recreation Division. All three positions are effective 7/1/20. Additional details can be found on individual department pages and the Board of Education section starting on page 212.



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, which consists of elected officials and staff from both the Town and Board of Education,

BUDGET SUMMARY

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 11% to 20% 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 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

BUDGET SUMMARY

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 2020/2021 budget will include the ADC calculated in the July 1, 2019 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

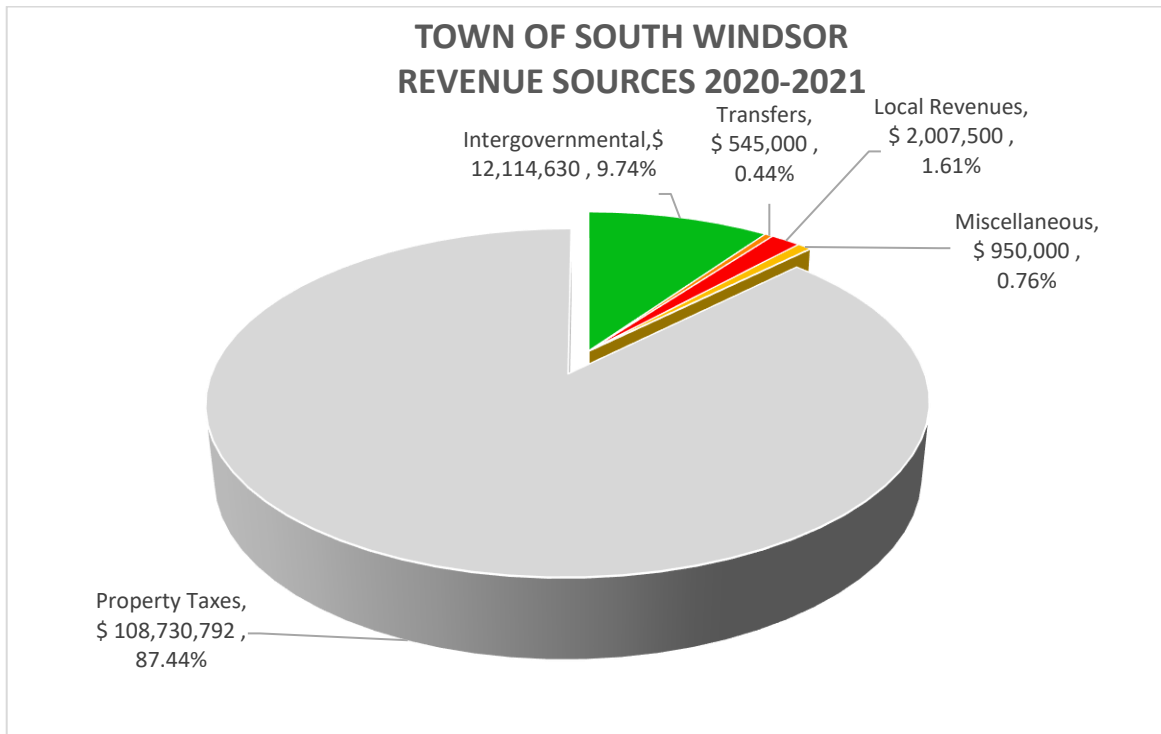
Revenue and Expenditure Comparison 2020 - 2021 Operating Budget

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	\$ Change FY 2020 to FY 2021	% Change FY 2020 to FY 2021
REVENUES					
PROPERTY TAXES	\$103,797,456	\$107,081,457	\$108,730,792	\$ 1,649,335	1.54%
INTERGOVERNMENTAL	11,368,268	12,209,401	12,114,630	(94,771)	-0.78%
LOCAL REVENUES	1,677,500	1,835,500	2,007,500	172,000	9.37%
MISCELLANEOUS	300,000	750,000	950,000	200,000	26.67%
TRANSFERS	1,122,240	750,000	545,000	(205,000)	-27.33%
TOTAL REVENUES	\$118,265,464	\$122,626,358	\$124,347,922	\$ 1,721,564	1.40%
EXPENDITURES					
GENERAL GOVERNMENT	\$ 4,019,283	\$ 4,228,783	\$ 4,464,302	\$ 235,519	5.57%
PUBLIC SAFETY	9,378,820	9,629,572	10,150,140	520,568	5.41%
PUBLIC WORKS	8,687,300	8,849,532	8,937,653	88,121	1.00%
CULTURE & LEISURE	3,255,043	3,320,773	3,505,743	184,970	5.57%
HEALTH & HUMAN SERVICES	1,113,357	1,157,186	1,214,472	57,286	4.95%
UNCLASSIFIED	7,774,952	8,574,777	8,871,283	296,506	3.46%
TOTAL TOWN	\$ 34,228,755	\$ 35,760,622	\$ 37,143,593	\$ 1,382,971	3.87%
DEBT SERVICE	\$ 8,253,859	\$ 8,824,764	\$ 9,701,540	\$ 876,776	9.94%
CAPITAL IMPROVEMENTS	\$ 1,754,482	\$ 2,641,621	\$ 2,103,438	\$ (538,183)	-20.37%
BOARD OF EDUCATION	\$ 74,028,368	\$ 75,399,351	\$ 75,399,351	\$ 0	0%
TOTAL EXPENDITURES	\$118,265,464	\$122,626,358	\$124,347,922	\$ 1,721,564	1.40%

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 2021 budget projections for revenues are crucial to determining the ability to pay for anticipated expenditures.



GENERAL PROPERTY TAXES represent 87.44% of total revenues. There are a number of individual items within this category, including:

Current Taxes: This revenue is based on the 10/1/19 grand list times the mill rate of 37.88 proposed by the Town Manager.

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 \$30,000 or 3.9% 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. An increase of \$2,000 is budgeted 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 10/1/19 grand list. Bills are mailed in December for collection in January. An increase of \$50,000 or 5.8% is budgeted due to three-year historical average.

BUDGET SUMMARY

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.

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, 2020 \$11,408,078 less a contingency of \$908,078 for potential mid-cycle reductions and 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 1.27% of entire budgeted revenue for fiscal year ending 6/30/2021. 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 2020 to 2021, was not received in FY 2020 and therefore not budgeted for FY 2021.

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 2021 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 2021.

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 2021.

Telephone Access Relief: The State imposes payment from telecommunication vendors in lieu of property taxes (per CGS 12-80A). There has been a reduction of \$25,000 to this line item due to three-year actuals.

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. Due to uncertainty for this funding, it was not budgeted for fiscal year 2021.

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 2021 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.

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 2021, but the Town received \$57,854 during fiscal year 2020.

PILOT-State Owned Property: This line item is a reimbursement from the state for property taxes lost on state-owned real property. The Town budgeted and received \$142,250 during the current fiscal year and is estimated the same amount for fiscal year 2021.

BUDGET SUMMARY

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 \$1,000 or 3.3% 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 \$125,000 or 16.6%. 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 4.3% due to historical trends.

Planning & Zoning Fees: This line item reflects fees for zoning, sign and code enforcement. Due to three-year historical trend, this line item has been reduced by \$25,000.

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 \$75,000 or 42.9% 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 \$4,000 due to three-year historical average.

Library Fines & Fees: Charges for overdue or lost books and borrowed media. This line item decreased by \$3,000 due to three-year historical average.

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 \$5,000 as collections far exceeded projections in the first year of implementation.

BUDGET SUMMARY

Engineering Permits: Fees for engineering and code review of streets, sidewalks, driveways and excavation. This line item was increased by \$4,000 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 was decreased by \$45,000 due to three-year historical average.

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 was increased by \$15,000 due to historical average.

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 .70% of total budgeted revenues. This line item has increased by \$200,000 or 26.7% 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 surplus funds to supplement budgeted revenues to balance the budget. This category represents .34% of total budget revenues and overall has decreased \$205,000 over previous year. Line items in this category are:

Use of Fund Balance: This line item is an amount from the General Fund Unassigned Fund Balance be designated to offset current taxes. There has been great emphasis placed on reducing use of fund balance in recent years and as a response, **there is no use of this surplus for fiscal year 2021.**

Tax Stabilization Fund: In February 2018 the Town Council approved an Ordinance to create this fund to offset increases to current taxes. This line item remains at \$500,000.

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 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 2021 nor was it utilized in previous budget year.

Transfer In: Capital Non-Recurring: There is no budget for this line item in fiscal year 2021.

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 decreased \$5,000 or .1% due to historical average.

BUDGET SUMMARY

Revenue Summary Statement Fiscal Year 2020-2021

Description	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
GENERAL PROPERTY TAXES				
CURRENT TAXES	\$ 97,249,399	\$101,742,456	\$104,956,457	\$106,523,792
PRIOR YEAR	1,009,312	700,000	770,000	800,000
INTEREST	537,396	500,000	500,000	500,000
LIENS	7,928	5,000	5,000	7,000
SUPPLE. MOTOR VEHICLE	1,105,338	850,000	850,000	900,000
	\$ 99,909,373	\$103,797,456	\$107,081,457	\$108,730,792
STATE OF CT FOR EDUCATION				
SCHOOL BUILDING GRANTS	\$ 0	\$ 0	\$ 0	\$ 0
EDUCATION COST SHARING	10,497,883	9,876,634	10,512,663	10,500,000
	\$ 10,497,883	\$ 9,876,634	\$ 10,512,663	\$ 10,500,000
STATE OF CT FOR OTHER PURPOSE				
ELDERLY TAX FREEZE	\$ 3,947	\$ 0	\$ 0	\$ 0
STATE IN LIEU OF TAXES	54,351	0	142,250	142,250
PROPERTY TAX RELIEF	0	0	0	0
STATE SUNDRY GRANTS	35,400	0	0	0
YOUTH SERVICE GRANT	20,160	20,000	20,000	20,746
TELEPHONE ACCESS RELIEF	44,374	60,000	60,000	35,000
MUNICIPAL REVENUE SHARING		0	0	0
MUNICIPAL STABILIZATION	132,503	0	57,854	0
MRSA MUNICIPAL PROJECTS	1,338,190	1,338,190	1,338,190	1,338,190
DOT ELDERLY TRANSPORTATION	41,805	33,444	33,444	33,444
ADD'L VETERAN'S EXEMPTION	18,034	15,000	15,000	14,000
	\$ 1,688,764	\$ 1,466,634	\$ 1,666,738	\$ 1,583,630
INTERGOVTL (OTHER THAN STATE)				
IN LIEU OF TAXES	\$ 27,612	\$ 25,000	\$ 30,000	\$ 31,000
	\$ 27,612	\$ 25,000	\$ 30,000	\$ 31,000

BUDGET SUMMARY

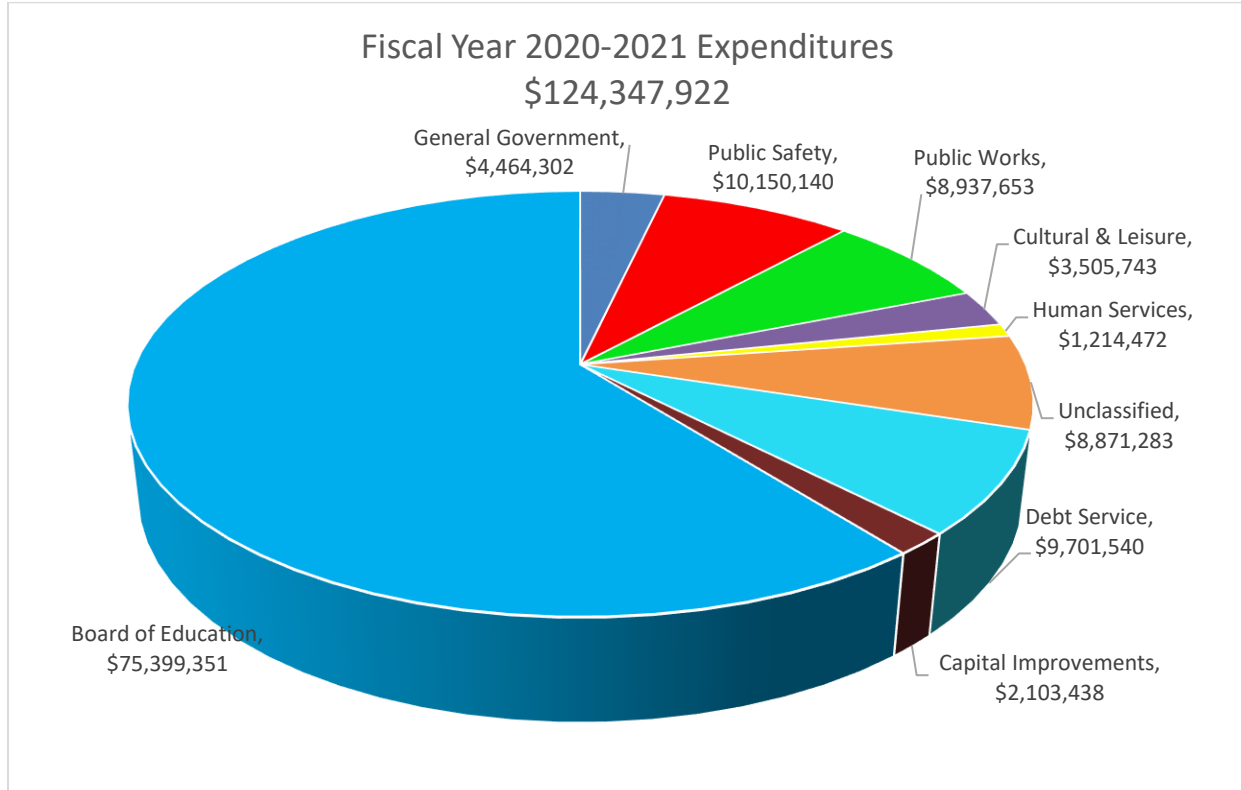
Revenue Summary Statement (Continued) Fiscal Year 2020-2021

Description	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
LOCAL REVENUES				
BUILDING PERMITS	1,272,717	650,000	750,000	875,000
PROBATE COURT	7,297	8,500	8,500	8,500
TOWN CLERK FEES	639,460	550,000	575,000	600,000
PLANNING & ZONING FEES	56,120	50,000	50,000	25,000
GENERAL GOV. SUNDRY	356,973	150,000	175,000	250,000
POLICE	24,112	26,000	24,000	20,000
LIBRARY FINES & FEES	17,243	17,000	17,000	14,000
ENGINEERING PERMITS	8,295	5,000	5,000	9,000
HEALTH DEPARTMENT PERMITS	22,837	10,000	20,000	25,000
ZONING BOARD OF APPEALS	1,300	1,000	1,000	1,000
REFUSE & RECYCLING FEES	105,790	125,000	125,000	80,000
FIRE MARSHAL FEES	215,987	85,000	85,000	100,000
	2,728,131	1,677,500	1,835,500	2,007,500
MISCELLANEOUS				
GENERAL FUND INTEREST	441,324	300,000	750,000	950,000
CANCEL PR YEAR ENCUMBRANCE			-	0
PRIOR PERIOD ADJUSTMENT				0
BOND REFUNDING PREMIUM				0
	441,324	300,000	750,000	950,000
TRANSFERS				
USE OF GENERAL FUND		700,000	200,000	0
USE OF TAX STABILIZATION		0	500,000	500,000
TRANSFER IN FROM CN&R	0	385,000		0
PREMIUM ON BOND REFUNDING		0		0
SEWER TAX COLLECTION SVC.	37,240	37,240	50,000	45,000
	37,240	1,122,240	750,000	545,000
TOTAL REVENUE	115,330,327	118,265,464	122,626,358	124,347,922

BUDGET SUMMARY

Expenditure Highlights

The Town Council adopted operating expenditures for fiscal year 2020-2021 is \$124,347,922, which is an increase of \$1,721,564 or 1.40% 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 \$235,519 or 5.57% primarily due to the hiring of a Building Inspector, 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 \$520,568 or 5.41% due to contractual salaries, department equipment and increasing water costs.

Public Works

This category of expenses is estimated to increase \$88,121 or 1.00%. The major factors contributing to the increase are: additional staff mechanic, utilities, contracted snow plowing services, emergency operations overtime and department equipment; offset by the removal of the Public Works Management Department.

Culture and Leisure

This category encompasses Parks & Recreation and Library Services and is increasing by \$184,970 or 5.57%. The increase is due to the request for an additional Parks Maintainer position, contractual obligations and equipment purchases.

BUDGET SUMMARY

Health & Human Services

The Human Services Department is an agency that serves children, families, adults, and seniors in our community. The Health Department is responsible for the environmental health of the Town. Overall, this division is increasing \$57,287 or 4.95%.

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 \$296,506 or 3.46%. The key areas increasing are Health Insurance, Social Security and Pension. 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 3.4%. The Town is committed to funding long-term obligations and is fully funding the Pension ADC for FY 2021. New positions and contractual salary obligations is driving the increase of \$81,763 in the Social Security line item.

Debt

This category makes up 7.63% of the total 2020-2021 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 2020-2021 are \$9,701,540, an increase of \$876,776 or 9.94% over the previous year due to borrowing for Phase II elementary schools, 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 2020 issue of \$18,000,000 in notes and \$13,500,000 bond issue. The low interest rates achieved in these sales saved the Town a significant amount of money, not just in this budget cycle, but for the remainder of the repayment of debt from these two issues. Additionally, this issue provided a bond premium of \$196,640 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

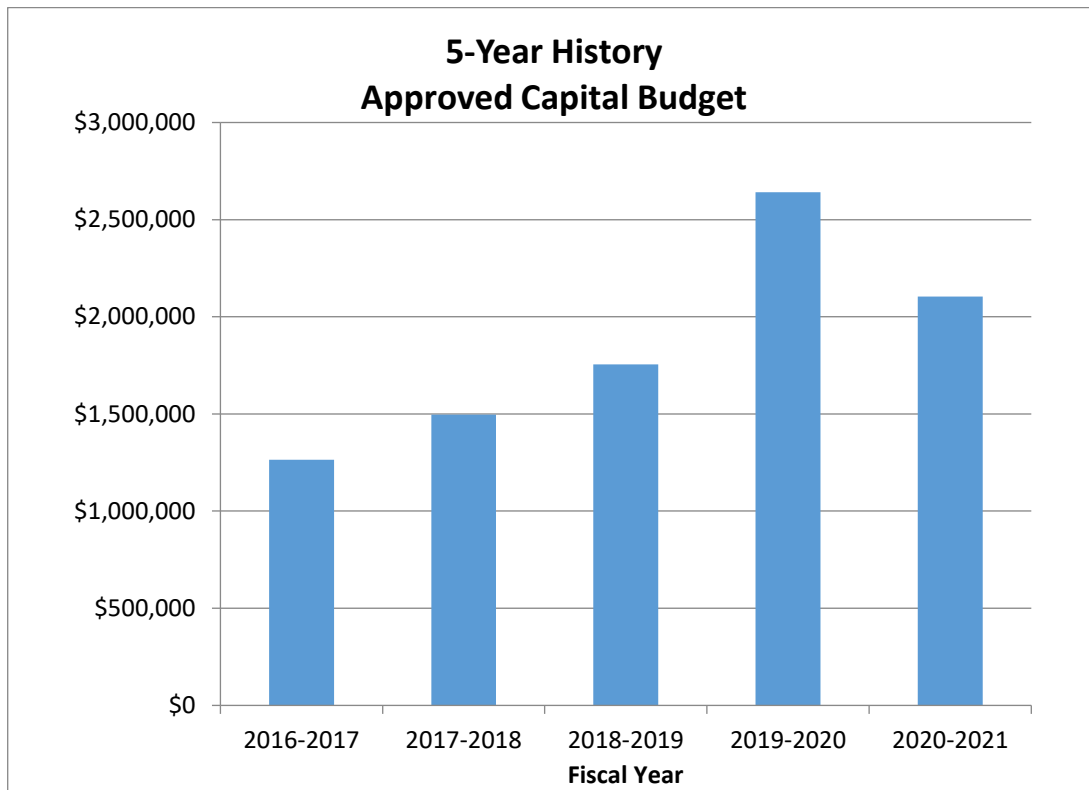
BUDGET SUMMARY

Capital

The projected budget for fiscal year 2020-2021 is \$2,103,438 a -20.37% decrease over previous year. Selected projects were moved forward in the five-year CIP plan and \$300,000 of requested projects were funded with surplus from fiscal year 2020.

The 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 Board of Education approved a budget of \$75,399,351, which remains flat over previous year.

BUDGET SUMMARY

Expenditure Summary Statement Fiscal Year 2020-2021

DEPARTMENT	2019-2020 COUNCIL ADOPTED	2020-2021 DEPARTMENT REQUEST	2020-2021 MANAGER PROPOSED	2020-2021 COUNCIL ADOPTED	\$ CHANGE FY 20 ADOPTED TO FY 21 ADOPTED	% CHANGED FY 20 ADOPTED TO FY 21 ADOPTED
GENERAL GOVERNMENT						
TOWN COUNCIL	\$ 184,130	\$ 195,292	\$ 195,292	\$ 195,292	\$ 11,162	6.06%
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	2,000	2,050	2,050	2,050	50	2.50%
S.W. REDEVELOPMENT AGENCY	1,000	1,000	1,000	1,000	-	0.00%
INLAND/WETLAND COMM.	7,355	7,455	7,455	7,455	100	1.36%
LAND PRESERVATION ADVISORY	300	300	300	300	-	0.00%
OPEN SPACE TASK FORCE	500	500	500	500	-	0.00%
PARKS & RECREATION COMMISSION	4,500	4,900	4,900	4,900	400	8.89%
JUVENILE FIRESETTER COMM.	1,500	1,500	1,500	1,500	-	0.00%
PLANNING & ZONING COMMISSION	9,400	34,500	9,500	9,500	100	1.06%
ZONING BOARD OF APPEALS	2,900	3,200	3,200	3,200	300	10.34%
ECONOMIC DEVELOPMENT COMM.	3,000	3,300	3,300	3,300	300	10.00%
PROBATE COURT	20,125	20,375	20,375	20,375	250	1.24%
REGISTRAR OF VOTERS	184,320	187,584	187,584	187,584	3,264	1.77%
TOWN MANAGER	199,298	209,188	209,188	209,188	9,890	4.96%
HUMAN RESOURCES	302,726	318,628	318,628	318,628	15,902	5.25%
ECONOMIC DEVELOPMENT	116,000	115,769	115,769	115,769	(231)	-0.20%
PLANNING DEPARTMENT	283,385	316,518	316,112	316,112	32,727	11.55%
BUILDING DEPARTMENT	240,755	290,021	298,940	298,940	58,185	24.17%
ASSESSOR	303,769	424,986	324,623	324,623	20,854	6.86%
COLLECTOR OF REVENUE	223,921	227,523	227,523	227,523	3,602	1.61%
FINANCE OFFICE	365,621	380,847	380,458	380,458	14,837	4.06%
TOWN CLERK	235,108	213,360	228,566	228,566	(6,542)	-2.78%
TOWN ATTORNEY	150,000	200,000	175,000	175,000	25,000	16.67%
TOWN HALL	321,812	267,330	267,330	267,330	(54,482)	-16.93%
INFORMATION TECHNOLOGY	1,039,583	1,199,626	1,102,389	1,102,389	62,806	6.04%
175th ANNIVERSARY CELEBRATION	-	25,000	25,000	25,000	25,000	100.00%
MEDIA	22,275	34,320	34,320	34,320	12,045	54.07%
Total GENERAL GOVERNMENT	\$ 4,228,783	\$ 4,688,573	\$ 4,464,302	\$ 4,464,302	\$ 235,519	5.57%

BUDGET SUMMARY

Expenditure Summary Statement Fiscal Year 2020-2021 (continued)

DEPARTMENT	2019-2020 COUNCIL ADOPTED	2020-2021 DEPARTMENT REQUEST	2020-2021 MANAGER PROPOSED	2020-2021 COUNCIL ADOPTED	\$ CHANGE FY 20 ADOPTED TO FY 21 ADOPTED	% CHANGED FY 20 ADOPTED TO FY 21 ADOPTED
PUBLIC SAFETY						
ADMINISTRATION	\$ 569,497	\$ 613,795	\$ 610,795	\$ 610,795	\$ 41,298	7.25%
OPERATIONS	4,286,797	4,429,558	4,429,558	4,429,558	142,761	3.33%
SUPPORT SERVICES	1,950,177	2,278,550	2,173,729	2,173,729	223,552	11.46%
COMMUNITY SERVICES	178,108	184,866	186,870	186,870	8,762	4.92%
EMERGENCY MANAGEMENT	54,760	54,485	19,985	19,985	(34,775)	-63.50%
FIRE MARSHAL	264,738	324,615	324,615	324,615	59,877	22.62%
SW VOLUNTEER FIRE DEPT.	974,495	1,033,088	1,011,088	1,011,088	36,593	3.76%
HYDRANTS & WATER LINES	898,500	966,000	966,000	966,000	67,500	7.51%
STREET LIGHTS	452,500	452,500	427,500	427,500	(25,000)	-5.52%
Total PUBLIC SAFETY	\$ 9,629,572	\$ 10,337,457	\$ 10,150,140	\$ 10,150,140	\$ 520,568	5.41%
PUBLIC WORKS						
PUBLIC WORKS MANAGEMENT	\$ 156,720	\$ 163,517	\$ -	\$ -	\$ (156,720)	-100.00%
ENGINEERING	488,714	596,050	510,475	510,475	21,761	4.45%
HIGHWAY MAINTENANCE	3,120,404	3,284,630	3,157,757	3,157,757	37,353	1.20%
FLEET SERVICES	971,242	1,086,531	1,041,125	1,041,125	69,883	7.20%
BUILDING MAINTENANCE	1,985,126	2,022,947	1,982,947	1,982,947	(2,179)	-0.11%
REFUSE DISPOSAL	2,127,327	2,286,349	2,286,349	2,245,349	118,022	5.55%
Total PUBLIC WORKS	\$ 8,849,532	\$ 9,440,024	\$ 8,978,653	\$ 8,937,653	\$ 88,121	1.00%
CULTURAL & LEISURE						
PARKS & RECREATION ADMIN.	\$ 572,216	\$ 660,881	\$ 649,711	\$ 649,711	\$ 77,495	13.54%
PARK MAINTENANCE	1,563,858	1,720,547	1,652,976	1,652,976	89,118	5.70%
LIBRARY	1,184,699	1,203,056	1,203,056	1,203,056	18,357	1.55%
Total CULTURAL & LEISURE	\$ 3,320,773	\$ 3,584,484	\$ 3,505,743	\$ 3,505,743	\$ 184,970	5.57%
HUMAN SERVICES						
ENVIRONMENTAL HEALTH	\$ 201,398	\$ 202,484	\$ 195,466	\$ 195,466	\$ (5,932)	-2.95%
HUMAN SERVICES ADMINISTRATION	103,201	137,865	137,865	137,865	34,664	33.59%
YOUTH AND FAMILY SERVICES	319,053	333,208	328,015	328,015	8,962	2.81%
ADULT AND SENIOR SERVICES	421,345	437,440	431,540	431,540	10,195	2.42%
MINI-BUS SERVICE	99,992	115,416	111,389	111,389	11,397	11.40%
SHELTERED WORKSHOPS	2,697	2,697	2,697	2,697	-	0.00%
PUBLIC HEALTH NURSE	9,500	9,500	7,500	7,500	(2,000)	-21.05%
Total HUMAN SERVICES	\$ 1,157,185	\$ 1,238,610	\$ 1,214,472	\$ 1,214,472	\$ 57,287	4.95%

BUDGET SUMMARY

Expenditure Summary Statement Fiscal Year 2020-2021 (continued)

DEPARTMENT	2019-2020 COUNCIL ADOPTED	2020-2021 DEPARTMENT REQUEST	2020-2021 MANAGER PROPOSED	2020-2021 COUNCIL ADOPTED	\$ CHANGE FY 20 ADOPTED TO FY 21 ADOPTED	% CHANGED FY 20 ADOPTED TO FY 21 ADOPTED
UNCLASSIFIED						
CONTINGENCY	\$ 209,594	\$ 231,105	\$ 161,505	\$ 161,505	\$ (48,089)	-22.94%
S.W. PATRIOTIC COMMISSION	13,500	13,500	13,500	13,500	-	0.00%
CEMETERIES	12,000	16,000	12,000	12,000	-	0.00%
WOOD MEMORIAL LIBRARY	12,500	12,500	12,500	12,500	-	0.00%
MUNICIPAL INS - CASUALTY & LIAB	282,340	281,306	276,306	276,306	(6,034)	-2.14%
PENSION FUND	2,526,734	2,550,580	2,550,580	2,550,580	23,846	0.94%
SOCIAL SECURITY	1,154,865	1,236,628	1,236,628	1,236,628	81,763	7.08%
HEALTH & LIFE INSURANCE	3,587,713	3,877,957	3,877,957	3,877,957	290,244	8.09%
OPEB	231,439	231,439	231,439	231,439	-	0.00%
WORKERS' COMPENSATION INS.	426,092	385,868	385,868	385,868	(40,224)	-9.44%
UNEMPLOYMENT COMPENSATION	18,000	18,000	13,000	13,000	(5,000)	-27.78%
SALARY CONTINGENCY	100,000	150,000	100,000	100,000	-	0.00%
Total UNCLASSIFIED	\$ 8,574,777	\$ 9,004,883	\$ 8,871,283	\$ 8,871,283	\$ 296,506	3.46%
TOTAL TOWN BUDGET	\$ 35,760,622	\$ 38,294,031	\$ 37,184,593	\$ 37,143,593	\$ 1,382,971	3.87%
DEBT SERVICE						
CAPITAL LEASES	\$ 1,478,106	\$ 1,195,186	\$ 1,195,186	\$ 1,195,186	\$ (282,920)	-19.14%
INTEREST, BONDED DEBT	2,058,003	2,288,469	2,374,587	2,374,587	316,584	15.38%
PRINCIPAL, BONDED DEBT	5,288,655	6,131,767	6,131,767	6,131,767	843,112	15.94%
Total DEBT SERVICE	\$ 8,824,764	\$ 9,615,422	\$ 9,701,540	\$ 9,701,540	\$ 876,776	9.94%
CAPITAL IMPROVEMENTS						
CAPITAL IMPROVEMENTS	\$ 2,641,621	\$ 2,784,143	\$ 2,784,143	\$ 2,103,438	\$ (538,183)	-20.37%
Total CAPITAL IMPROVEMENTS	\$ 2,641,621	\$ 2,784,143	\$ 2,784,143	\$ 2,103,438	\$ (538,183)	-20.37%
TOTAL BOARD OF ED. BUDGET	\$ 75,399,351	\$ 77,427,907	\$ 77,427,907	\$ 75,399,351	-	0.00%
TOTAL EXPENDITURES FY 2020-2021	\$122,626,358	\$128,121,503	\$127,098,183	\$124,347,922	\$ 1,721,564	1.40%

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 241.

Special Revenue Summary

	FY 2020	FY 2021	\$ Change	% Change
	<u>Adopted</u>	<u>Adopted</u>	<u>FY 20 to 21</u>	<u>FY 20 to 21</u>
SEWER FUND				
Revenue	\$5,320,222	\$5,504,943	\$184,721	3.47%
Expenditures	\$5,430,807	\$5,388,961	(\$41,816)	-.77%
<i>**NOTE: Sewer budget was adopted by the WPCA on June 2, 2020</i>				
RECREATION FUND				
Revenue	\$3,230,029	\$2,986,109	(\$243,920)	-7.5%
Expenditures	\$3,221,416	\$2,962,947	(\$258,469)	-8.1%

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.

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	2019-2020 Council Approved	2020-2021 Department Request	2020-2021 Manager Proposed	2020-2021 Council Approved
40	Town Council	184,130	195,292	195,292	195,292
42	Human Relations Commission	2,500	2,500	2,500	2,500
44	Historic District Commission	1,000	1,000	1,000	1,000
46	Public Building Commission	2,000	2,050	2,050	2,050
48	Redevelopment Agency	1,000	1,000	1,000	1,000
50	Inland Wetlands Agency/Conservation Commission	7,455	7,455	7,455	7,455
52	Agricultural Land Preservation Advisory Commission	300	300	300	300
54	Open Space Task Force	500	500	500	500
56	Park and Recreation Commission	4,500	4,900	4,900	4,900
58	Juvenile Firesetter Intervention and Prevention Commission	1,500	1,500	1,500	1,500
60	Probate Court	20,125	20,375	20,375	20,375
62	Registrars of Voters	184,320	187,584	187,584	187,584
64	Town Manager	199,298	209,188	209,188	209,188
66	Human Resources	302,726	318,628	318,628	318,628
69	Economic Development Department	116,000	115,769	115,769	115,769
71	Planning Department	283,385	316,518	316,112	316,112
76	Planning and Zoning Commission	9,400	34,500	9,500	9,500
78	Zoning Board of Appeals	2,900	3,200	3,200	3,200
80	Building Department	240,755	290,021	298,940	298,940
83	Economic Development Commission	3,000	3,300	3,300	3,300
85	Assessor	303,769	424,986	324,623	324,623
88	Collector of Revenue	223,921	227,523	227,523	227,523
91	Finance Office	365,621	380,847	380,458	380,458
94	Town Clerk	235,108	213,360	228,566	228,566
97	Town Attorney	150,000	200,000	175,000	175,000
99	Central Services	321,812	267,330	267,330	267,330
101	Information Technology	1,039,583	1,199,626	1,102,389	1,102,389
103	175 th Anniversary	0	25,000	25,000	25,000
105	G-Media	22,275	34,320	34,320	34,320
	Total General Government	4,228,783	4,688,573	4,464,302	4,464,302

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 6.06% due to salary increases, professional costs, and additional operating material for the Councilors.

Program Objectives and Goals FY 2021:

- Update the Town Council's Strategic Plan
- 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 2020:

- 4th of 5 year plan for road improvement projects
- Received Silver Award through Sustainable CT
- 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

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Clerk of the Council	1	1.0

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Meetings attended	23	28	40	43	34
Resolution passed	155	241	147	210	188
Public Hearings	8	21	8	13	12
Ordinances passed	3	15	3	9	7

DEPARTMENT SUMMARIES

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

2018/2019	2019/2020				2020/2021	2020/2021	2020/2021
ACTUAL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
APPROVED	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
54,076	55,137	11110100	00110	FULL TIME SALARIES	59,735	59,735	59,735
225	900	11110100	00114	TEMPORARY	900	900	900
-	500	11110200	00210	OFFICE SUPPLIES	500	500	500
833	6,500	11110200	00221	OPERATING MATERIAL	10,075	10,075	10,075
597	2,000	11110300	00310	ADVERTISING	2,000	2,000	2,000
63,726	61,990	11110300	00320	PROFESSIONAL	63,990	63,990	63,990
4,175	6,100	11110300	00350	PRINTING	7,000	7,000	7,000
36,055	40,503	11110300	00374	FEES & MEMBERSHIPS	40,592	40,592	40,592
120	1,000	11110300	00375	RECRUITMENT & TRAINING	1,000	1,000	1,000
9,362	9,500	11110300	00380	GRANTS & CONTRIBUTIONS	9,500	9,500	9,500

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

	2019/2020				2020/2021	2020/2021	2020/2021
2018/2019	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
-	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 \$50 due to historical actuals which include additional meeting agendas and minutes for the 10-year Elementary Facilities Plan.

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
-	0	11124100 00113	PART TIME WAGES	0	0	0
-	0	11124200 00210	OFFICE SUPPLIES	50	50	50
1,170	2,000	11124300 00320	PROFESSIONAL	2,000	2,000	2,000
-	0	11124300 00350	PRINTING	0	0	0
<hr/>						
1,170	2,000		TOTAL	2,050	2,050	2,050
			PERCENTAGE CHANGE	2.50%	2.50%	2.50%

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

	2019/2020			2020/2021	2020/2021	2020/2021
2018/2019	COUNCIL			DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		REQUEST	PROPOSED	APPROVED
150	1,000	11126300	00320	PROFESSIONAL	1,000	1,000
150	1,000			TOTAL	1,000	1,000
				PERCENTAGE CHANGE	0.00%	0.00%

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:

There is no change in the program budget.

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 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
3,572	7,455		TOTAL	7,455	7,455	7,455
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 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:

The program budget has increased by \$400 or 8.89% to accommodate advertising costs.

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
-	0	11134200 00210	OFFICE SUPPLIES	0	0	0
-	0	11134200 00221	OPERATING MATERIAL	0	0	0
-	0	11134300 00310	ADVERTISING	400	400	400
1,998	1,500	11134300 00320	PROFESSIONAL	1,500	1,500	1,500
379	1,500	11134300 00350	PRINTING	1,500	1,500	1,500
1,332	1,500	11134300 00374	FEES & MEMBERSHIPS	1,500	1,500	1,500
3,709	4,500	TOTAL		4,900	4,900	4,900
		PERCENTAGE CHANGE		8.89%	8.89%	8.89%

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
-	500	11135200 00210	OFFICE SUPPLIES	500	500	500
-	500	11135200 00221	OPERATING MATERIALS	500	500	500
-	500	11135300 00375	RECRUITMENT & TRAINING	500	500	500
-	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 1.24% 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 1.77% increase in the budget is due to the anticipated personnel increases. 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 2021:

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

Program Accomplishments FY 2020:

- Increased use of Online voter registration through DMV

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
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 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Registered Voters	15,812	15,508	16,456	16,700	17,000
Changes – all types processed	6,293	3,441	5,252	5,000	5,000

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
105,483	113,220	11250100 00113	PART TIME WAGES	115,484	115,484	115,484
735	3,000	11250100 00114	TEMPORARY	3,000	3,000	3,000
35	600	11250200 00210	OFFICE SUPPLIES	600	600	600
18,250	23,000	11250200 00221	OPERATING MATERIAL	24,000	24,000	24,000
-	100	11250300 00310	ADVERTISING	100	100	100
31,273	32,000	11250300 00320	PROFESSIONAL	32,000	32,000	32,000
3,166	2,000	11250300 00330	RENTAL & LEASES	2,000	2,000	2,000
-	600	11250300 00350	PRINTING	600	600	600
730	1,000	11250300 00360	UTILITIES	1,000	1,000	1,000
2,600	5,000	11250300 00373	REPAIR/MAINT EQUIPMENT	5,000	5,000	5,000
1,289	2,000	11250300 00374	FEES & MEMBERSHIPS	2,000	2,000	2,000
-	1,800	11250300 00375	RECRUITMENT & TRAINING	1,800	1,800	1,800
163,560	184,320		TOTAL	187,584	187,584	187,584
			PERCENTAGE CHANGE	1.77%	1.77%	1.77%

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 has an overall increase of \$9,890 or 4.96%. This is due to the addition of the Connecticut Council of Small Towns membership as well as one-time employment contract obligations. Without the one-time employment contract increases, the overall department decrease would be \$9,110.

Program Objectives and Goals FY 2021:

- 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 in order to better position the community for a AAA credit rating from Standard & Poor's
- Ensure implementation of referendum funds to both maintain and enhance the quality of life and services for residents

Program Accomplishments FY 2020:

- Received a sixth GFOA Award for Budget Presentation
- Increased the Town's future tax base by 3% grand list growth 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
- Appointed a new Town Manager by the Town Council effective July 2019

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	Positions	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Manager	1	1.0

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Town Council Meetings Attended	28	24	20	20	24
Staff Meetings Conducted	12	9	10	18	24
Various Committee/Commission Meetings	58	50	50	50	50
CCM Meetings	14	9	15	5	8
CRCOG Meetings	5	8	5	10	5
CIRMA Meetings	10	9	9	5	0
Internal and External Daily Appointments	430	427	425	500	500

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
175,329	178,836	11310100 00110	FULL TIME SALARIES	176,154	176,154	176,154
-	0	11310100 00113	PART TIME WAGES	0	0	0
-	300	11310200 00210	OFFICE SUPPLIES	300	300	300
762	750	11310200 00221	OPERATING MATERIAL	750	750	750
-	800	11310300 00310	ADVERTISING	700	700	700
4,664	12,250	11310300 00320	PROFESSIONAL	23,250	23,250	23,250
-	0	11310300 00330	RENTAL & LEASES	0	0	0
4,597	6,362	11310300 00374	FEES & MEMBERSHIPS	8,034	8,034	8,034
185,353	199,298		TOTAL	209,188	209,188	209,188
			PERCENTAGE CHANGE	4.96%	4.96%	4.96%

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 5.25%. A new mandate from the Federal Motor Carrier Safety Administration now requires the Town to use the Drug & Alcohol Clearinghouse to conduct both online and manual queries for prospective employees in positions that require a CDL. This mandate will also require us to test a higher percentage of current employees who are already enrolled in the DOT Random Drug Testing Program.

Program Objectives and Goals FY 2021:

- 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
- As necessary and consistent with the proposed budget, recruit and fill various vacant/new staff positions
- Continue to advise the Town's Health & Safety Committee
- Continue to participate on the CIRMA Risk Management Advisory Committee, CIRMA Operations & Underwriting Committee, and CCM Education Advisory Council
- Continue to handle union and employee issues
- Coordinate teambuilding initiatives
- Continue to coordinate employee trainings
- Continue to work with State Agencies and other programs to provide individuals with work evaluation experiences and internships
- To successfully negotiate one new union contract and successfully arbitrate another
- Continue to coordinate wellness initiatives to assist in maintaining health insurance claims

Program Accomplishments FY 2020:

- Successfully implemented Time and Attendance Software
- Received an award from the Healthy Workplace Employer Recognition Program as a 2020 Platinum Honoree for creating a Healthy Workplace
- Updated the Affirmative Action Plan
- Held the Employee Health Fair in 2019
- 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 Drug Testing Program and Vaccination Program for Bloodborne Pathogen Exposure
- Enrolled in the Drug & Alcohol Clearinghouse effective January 6, 2020
- 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 2020 (cont'd):

- 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
- Attended additional training opportunities in human resource areas
- Successfully negotiated three union contracts

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Assistant Town Manager/Director of Human Resources	1	1.0
1	1.0	1	1.0	Executive Assistant	1	1.0
1	1.0	1	1.0	Confidential Secretary	1	1.0

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Safety Committee & Wellness Meetings	12	12	11	10	12
Staff Meetings	7	9	14	18	16
Job Advertisements	14	16	9	13	11
Training Workshops	8	7	7	8	8
Blood Drives	2	2	2	2	2
Employee Health Fair	1	1	0	1	0
FMLA Requests	24	25	35	36	38
Lunch & Learns/Wellness Seminars	11	8	10	8	9

DEPARTMENT SUMMARIES

Function GENERAL GOVERNMENT
Department EXECUTIVE
Division HUMAN RESOURCES
Division Code 1320

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
221,053	223,687	11320100 00110	FULL TIME SALARIES	233,689	233,689	233,689
21	0	11320200 00210	OFFICE SUPPLIES	0	0	0
9,927	9,660	11320200 00221	OPERATING MATERIAL	11,460	11,460	11,460
-	1,000	11320300 00310	ADVERTISING	1,000	1,000	1,000
40,460	43,254	11320300 00320	PROFESSIONAL	46,334	46,334	46,334
45	850	11320300 00330	RENTAL & LEASES	850	850	850
1,163	3,075	11320300 00374	FEES & MEMBERSHIPS	3,095	3,095	3,095
42,395	21,200	11320300 00375	RECRUITMENT & TRAINING	22,200	22,200	22,200
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315,064	302,726		TOTAL	318,628	318,628	318,628
			PERCENTAGE CHANGE	5.25%	5.25%	5.25%

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 a decrease of \$50,231 or-30.26% due to consultant fees.

DEPARTMENT SUMMARIES

Function GENERAL GOVERNMENT
Department EXECUTIVE
Division ECONOMIC DEVELOPMENT
Division Code 1310

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
-	0	11330100 00110	FULL TIME SALARIES	0	0	0
-	0	11330100 00113	PART TIME WAGES	0	0	0
-	0	11330200 00210	OFFICE SUPPLIES	0	0	0
-	0	11330200 00221	OPERATING MATERIAL	0	0	0
-	0	11330300 00310	ADVERTISING	0	0	0
-	116,000	11330300 00320	PROFESSIONAL	115,769	115,769	115,769
-	0	11330300 00330	RENTAL & LEASES	0	0	0
-	0	11330300 00374	FEES & MEMBERSHIPS	0	0	0
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-	116,000		TOTAL	115,769	115,769	115,769
			PERCENTAGE CHANGE	-30.26%	-30.26%	-30.26%

DEPARTMENT SUMMARIES

PROGRAM	PLANNING DEPARTMENT	1430
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Program Explanation:

The Director of Planning is the technical agent of the Planning and Zoning Commission (PZC). The Director of Planning is responsible for the review of all development proposals and makes recommendations regarding consistency with local regulations and the community and environmental impact of proposed land uses. The Director also serves as staff to the Architectural Design Review Board (ADRC) and as committee member for the South Windsor Agricultural, Arts and Nature Center (SWAAN). The Director provides direction for the State mandated Plan of Conservation and Development and recommends the continual adaptation of South Windsor Zoning Regulations to reflect those goals.

The Senior Environmental Planner is the technical agent to the Inland Wetlands Agency/Conservation Commission (IWA/CC). The Senior Environmental Planner serves as the staff advisor to the Open Space Task Force (OSTF), coordinates open space activities and provides support to the South Windsor Agricultural Land Preservation Agency (SWALPAC) and South Windsor Agricultural, Arts and Nature Center (SWAAN), as needed. Additionally the Senior Environmental Planner provides direct support to South Windsor's Eagle Scout program benefiting community environmental projects.

The Zoning Enforcement Officer (ZEO) and Director of Planning provide staff and technical assistance to the Zoning Board of Appeals (ZBA) and enforce the zoning code for the Town of South Windsor.

The Planning Department is responsible for the dissemination of information regarding land use statistics, community demographics and provides general land use development assistance to residents and developers. The Department acts as direct link for the public to the GIS mapping system for zoning, wetlands and property information. The staff responds to complaints and engages in enforcement for both zoning and wetlands violations. This Department is also responsible for the retention of all land use files for the three agencies, PZC, IWA/CC and ZBA, and handles related correspondence for each agency. In addition, staff members provide assistance to other departments and Town Council on special projects as needed.

Secretarial assistance is provided to this department and the public for the processing of planning and zoning applications, agendas, and minutes for PZC, IWA/CC, ZBA, ADRC and OSTF along with maintenance of online Planning Department and related commission updates on the Town website.

Budget Change Commentary:

The program budget is increasing \$32,727 or 11.55% to cover salary increases, scanning/record management projects and phase 1 funding of a housing study.

Program Objectives and Goals FY 2021:

- Continue to provide technical assistance to the Planning and Zoning Commission, Inland Wetland Agency/Conservation Commission, Zoning Board of Appeals, Architecture and Design Review Committee, Open Space Task Force and South Windsor Agricultural, Arts and Nature Center.
- Continue to work with the Planning and Zoning Commission on the implementation of the Plan of Conservation and Development adopted in 2013.
- Continue to work on updating of the open space mapping and documents.
- Continue to work on updating the Town's Inland Wetlands Regulations
- Provide 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 provide technical assistance to the Public Works Department, Parks and Recreation Department, Police Department and Fire Department.

DEPARTMENT SUMMARIES

Program Objectives and Goals FY 2021 (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 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
- Develop the Planning Department's web presence with the Town's new website.
- Assist the South Windsor High School Science Department 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 Department in implementing the mosquito control program.
- Assist the Parks and Recreation Department with wildlife nuisance issues.
- Continue to work with the Towns Boy Scout Troops/volunteer groups 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 Department in implementing the MS4 Stormwater management program.
- Continue to provide technical assistance to landowners and the CT Department of Agriculture for potential farmland to be enrolled in the State's Purchase of Development Rights program.
- Continued participation in CAZEO programs for Zoning Enforcement Officer
- Continue the development of the View Permit on-line permitting software

Program Accomplishments FY 2020:

- Successful submitted and received the Sustainable CT Award – Silver level
- Successfully completed the application for a Four Year Moratorium for Affordable Housing Developments in accordance with CGS 8-30G
- Continued participation in CRCOG Pedestrian/Bike Committee
- Continued participation on the CCAPA Awards Committee.
- Assisted the Health Department in the development and administration of the Town's Mosquito Program.
- Senior Environmental Planner served as the Chair and National Vice-Chair to the CT Envirothon and Chairman of the CT Council of Soil and Water Conservation.

DEPARTMENT SUMMARIES

Program Accomplishments FY 2020 (cont'd):

- Staff worked with the Parks and Recreation Department and the volunteer groups 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/Environment 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.
- Updated Town website to include all pending and recently approved land use application on line.

DEPARTMENT SUMMARIES

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
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 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Land Use Meeting (PZC)	21	17	26	24	22
Land Use Meeting (IWA/CC)	14	11	17	19	22
Land Use Meeting (ZBA)	8	9	10	7	11
Land Use Meeting (OSTF)	6	8	10	10	12
Land Use Meeting (ADRC)	4	5	9	11	15
Land Use Meeting (Main St Sub)	0	0	0	0	0
Land Use Meeting (SWAAN)	8	8	9	10	10
Site Plan/Special Exception Reviews; Zone Change reviews; Text Amendments reviews	33	59	50	58	54
Subdivision Reviews	7	6	6	5	6
Other Reviews (e.g. Wetlands Minimal Impact Permits; Temp & Cond permits, In-Law)	4	4	22	18	28
Variance Reviews	7	14	18	6	6
Zoning Permits issued (e.g. Animal Agriculture, Minor Home Occupations, Farmstands)	53	49	47	40	50
Zoning Compliance Reviews (Realtor/attorney requests)	20	11	18	16	15
Zoning Compliance Reviews (building permits- e.g. new buildings, additions, accessory structures, garages, above ground pools, in-ground pools, tenant buildouts)	179	163	163	175	175
Zoning Compliance Reviews (solar)	56	36	45	70	75
Certificate of Occupancy issued (new residential units including condo/apts)	120	170	106	100	125
Certificate of Occupancy issued (new commercial space)	6	12	13	10	10
Certificate of Compliance issued (accessory structures/signs)	9/29	17/0	12/27	15/30	15/30
Sign Permits (permanent/temporary)	34/64	28/60	26/68	38/55	40/60
Zoning/Wetlands Enforcement Actions	38	27	22	35	38

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
237,377	242,125	11430100 00110	FULL TIME SALARIES	254,891	254,484	254,484
7,111	4,500	11430100 00111	OVERTIME	6,500	6,500	6,500
500	1,500	11430100 00112	LONGEVITY	500	500	500
26,120	27,210	11430100 00113	PART TIME WAGES	28,428	28,428	28,428
-	0	11430100 00114	TEMPORARY	7,000	7,000	7,000
247	250	11430200 00210	OFFICE SUPPLIES	250	250	250
275	1,100	11430200 00221	OPERATING MATERIAL	1,100	1,100	1,100
2,275	3,250	11430300 00320	PROFESSIONAL	13,250	13,250	13,250
-	100	11430300 00330	RENTAL & LEASES	100	100	100
-	150	11430300 00350	PRINTING	150	150	150
2,901	3,000	11430300 00374	FEES & MEMBERSHIPS	3,000	3,000	3,000
200	200	11430300 00375	RECRUITMENT & TRAINING	200	200	200
-	0	11430400 00441	OFFICE EQUIPMENT	1,000	1,000	1,000
-	0	11430400 00442	DEPARTMENT EQUIPMENT	150	150	150
277,007	283,385		TOTAL	316,518	316,112	316,112
			PERCENTAGE CHANGE	11.69%	11.55%	11.55%

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 \$100 or 1.06% due to historical actuals for Fees & Memberships.

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
-	0	11431200 00210	OFFICE SUPPLIES	0	0	0
447.99	500	11431200 00221	OPERATING MATERIAL	500	500	500
5,686.88	6,000	11431300 00310	ADVERTISING	6,000	6,000	6,000
1,550.00	2,000	11431300 00320	PROFESSIONAL	27,000	2,000	2,000
462.50	500	11431300 00350	PRINTING	500	500	500
477.00	400	11431300 00374	FEES & MEMBERSHIPS	500	500	500
8,624.37	9,400		TOTAL	34,500	9,500	9,500
			PERCENTAGE CHANGE	267.02%	1.06%	1.06%

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.

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
-	100	11432200 00221	OPERATING MATERIAL	100	100	100
3,115	2,800	11432300 00310	ADVERTISING	3,100	3,100	3,100
-	0	11432300 00350	PRINTING	0	0	0
-	0	11432300 00374	FEES & MEMBERSHIPS	0	0	0
-	0	11432400 00441	OFFICE EQUIPMENT	0	0	0
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3,115	2,900		TOTAL	3,200	3,200	3,200
			PERCENTAGE CHANGE	10.34%	10.34%	10.34%

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.

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

The Building Department processed a total revenue of **\$1,287,860.35**, for the 2018-19 fiscal year, **\$120,336,597.00** in total construction value, 2,156 permits issued and over 4,000 inspections performed. These numbers continue our challenge to maintain productive and efficient performance, of quality plan review, customer service, timely inspections and enforcement services.

Budget Change Commentary:

The Department's 2020-2021 budget increase reflects increased construction activity and the need to enhance our Department's administrative services and meet the expectations from our citizenry for timely inspections and public safety. In addition to maintaining present levels of education and training, the Building Department must upgrade our plan filing, archiving, and street file storage systems.

Program Objectives and Goals FY 2021:

- Funding approval for full-time Assistant Building Official
- Funding for part-time Clerical Assistant
- Funding for upgrade to Street File storage and access
- Go live online permitting with Viewpoint

Program Accomplishments FY 2020:

- Successful blight response and remediation programming
- Continued photo-voltaic permitting, education and community awareness
- Implementation of new ICC Code cycle
- Archive and plan purge per CT State Library retention schedule
- Town purchase of Viewpoint Cloud online permitting software

DEPARTMENT SUMMARIES

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
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
0	0.0	0	0.0	Building Department Administrator	1	1.0
1	1.0	1	1.0	Administrative Secretary	0	0.0
1	5hrs/wk	1	5hrs/wk	Blight Enforcement Officer	1	5hrs/wk

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Housing units	120	136	140	160	150
Commercial (including additions & modifications)	213	240	280	265	225
Inspections	2,008	2,524	3,200	4,000	4,352
Total permits	1,935	2,100	2,156	2,800	2,900
Certificates of Occupancy	139	140	156	170	160

DEPARTMENT SUMMARIES

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

2018/2019	2019/2020				2020/2021	2020/2021	2020/2021
COUNCIL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
202,438	210,997	11440100	00110	FULL TIME SALARIES	217,807	278,700	278,700
-	0	11440100	00112	LONGEVITY	0	0	0
6,263	6,643	11440100	00113	PART TIME WAGES	48,914	6,940	6,940
-	10,000	11440100	00114	TEMPORARY	10,000	0	0
249	600	11440200	00210	OFFICE SUPPLIES	600	600	600
1,099	1,250	11440200	00221	OPERATING MATERIAL	1,000	1,000	1,000
-	340	11440200	00222	VEHICLE & EQUIP SUPPLIES	300	300	300
-	0	11440200	00223	UNIFORMS & CLOTHING	0	0	0
-	2,000	11440300	00320	PROFESSIONAL	2,000	2,000	2,000
6,612	6,612	11440300	00330	RENTAL & LEASES	6,600	6,600	6,600
-	600	11440300	00350	PRINTING	600	600	600
626	1,713	11440300	00374	FEES & MEMBERSHIPS	2,200	2,200	2,200

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:

The budget has increased by \$300 due to historic actuals.

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 \$20,854 due to salary increases and professional fees for appraisals.

Program Objectives and Goals FY 2021:

- 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 2020:

- Finalized the 2019 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).
- Created tax billing file through administrative system for July 2019, encompassing 11,000 Real Property bills, 1,425 Personal Property bills and 25,560 MV records. In December Assessors department created the Supplemental MV billing file for January 2019 collection on 4,075 MV Records.
- Began three year Business Personal Property audit program to ensure fair and equitable distribution of tax burden with respect to self-reported business assets. Currently in second year of 150 accounts over threshold being audited.
- Expanded on-line filing opportunities for all Business Personal Property account filers, well received by the Accounting community and those with multiple business interests within the Town of South Windsor.

DEPARTMENT SUMMARIES

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Assessor	1	1.0
1	1.0	1	1.0	Assistant Assessor	1	1.0
1	1.0	1	1.0	Senior Assessment Technician	1	1.0
1	1.0	1	1.0	Assessment Clerk	1	1.0

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Field inspections	2,451	2,749	767	800	2800
Real Estate accounts	11,180	11,116	11,208	11,211	11,240
Motor Vehicle accounts	25,810	25,883	25,557	25,650	25,800
Personal Property accounts	1,416	1,415	1,426	1,446	1,485
Supplemental Motor Vehicle accounts	4,172	4,168	4,078	4,100	4,150
Properties transferred	906	903	816	850	920
Salas ratio analysis completed *First year after revaluation, state does not accept submitted ratios	510	REVAL	582	600	575
Assessment appeals court cases settled during fiscal year, note revaluation activity increase.	0	4	3	2	2

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
272,562	263,884	11511100	00110	FULL TIME SALARIES	276,056	275,693	275,693
500	0	11511100	00112	LONGEVITY	500	500	500
320	0	11511100	00114	TEMPORARY	0	0	0
112	750	11511200	00210	OFFICE SUPPLIES	750	750	750
2,294	3,785	11511200	00221	OPERATING MATERIAL	5,080	5,080	5,080
265	3,000	11511300	00310	ADVERTISING	3,050	3,050	3,050
12,439	12,100	11511300	00320	PROFESSIONAL	113,200	13,200	13,200
1,985	2,550	11511300	00330	RENTAL & LEASES	3,800	3,800	3,800
1,964	3,500	11511300	00350	PRINTING	3,500	3,500	3,500
457	5,500	11511300	00371	MAINTENANCE CONTRACTS	10,000	10,000	10,000
1,391	3,725	11511300	00374	FEES & MEMBERSHIPS	3,725	3,725	3,725
2,071	4,975	11511300	00375	RECRUITMENT & TRAINING	5,075	5,075	5,075
-	0	11511400	00441	OFFICE EQUIPMENT	250	250	250
296,360	303,769			TOTAL	424,986	324,623	324,623
					PERCENTAGE CHANGE	39.90%	6.86%
						6.86%	6.86%

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:

The Collector of Revenue's budget increased \$3,602 or 1.61% due to salary increases and costs associated with the Sale of Land for Taxes.

Program Objectives and Goals FY 2021:

- Continue to improve collections and streamline methods while maintaining and/or improving security measures as necessary
- Continue the use of Town Constables and/or Collection Agencies for the collection of delinquent taxes and sewer use fees to minimize delinquent accounts
- Complete Sale of Land for Taxes
- Maintain a tax collection rate of 99%
- Maintain a commercial sewer collection rate of 100%
- Work with Finance and Public Works to collect other municipal revenues

Program Accomplishments FY 2020:

- Completed the Town's first Sale of Land for Taxes, increasing revenue \$1.5 million dollars since commencement
- Deposit checks remotely, availability to funds sooner while reducing costs of courier service
- Maintained tax collection rate of 99%
- Increased access to information for residents thru website, e notifications and updated messages on our phone system
- Assisted residents with payment plans for their taxes and/or sewer use fees to bring their accounts current in accordance with Delinquent Policy

DEPARTMENT SUMMARIES

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
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	Collector of Revenue Clerk	1	1.0
1	.50	1	.50	Collector of Revenue Clerk	1	.50

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Tax Bills Mailed	42,900	42,005	42,267	41,933	42,000
Current Taxes Collectible per Approved Budget	n/a	98,002,138	101,104,405	105,417,149*	n/a
Collection Rate of Current Taxes Collectible per Approved Budget	98.6%	98.9%	99.24%	99%	99%
Prior Year Taxes Collectible per Approved Budget	526,461	1,306,971	1,690,790	1,583,303*	775,000
Tax Bills Mailed	42,900	42,005	42,267	41,933	42,000

*Collections as of 06/23/2020

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
147,400	164,730	11514100 00110	FULL TIME SALARIES	173,035	173,035	173,035
774	500	11514100 00111	OVERTIME	250	250	250
-	0	11514100 00112	LONGEVITY	0	0	0
16,338	20,391	11514100 00113	PART TIME WAGES	20,988	20,988	20,988
-	0	11514100 00114	TEMPORARY	0	0	0
359	1,500	11514200 00210	OFFICE SUPPLIES	500	500	500
1,035	3,000	11514300 00310	ADVERTISING	2,500	2,500	2,500
250	5,000	11514300 00320	PROFESSIONAL	6,000	6,000	6,000
235	0	11514300 00330	RENTAL & LEASES	0	0	0
15,250	19,500	11514300 00350	PRINTING	19,500	19,500	19,500
-	500	11514300 00371	MAINTENANCE CONTRACTS	0	0	0
375	3,000	11514300 00374	FEES & MEMBERSHIPS	750	750	750
2,100	5,500	11514300 00375	RECRUITMENT & TRAINING	2,500	2,500	2,500
20,000	300	11514400 00441	OFFICE EQUIPMENT	1,500	1,500	1,500
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204,116	223,921		TOTAL	227,523	227,523	227,523
			PERCENTAGE CHANGE	1.61%	1.61%	1.61%

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 \$14,837 or 4.06%. Union contractual and Management Agreement salaries increase by \$8,277 and a fifty-third pay period in this fiscal year adds \$7,060 offset by a decrease of \$500 to Office Supplies and Equipment.

Program Objectives and Goals FY 2021:

- Provide Town Auditors with the necessary information to complete the audit of the June 30, 2020 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 procedures and reporting for long-range budgeting process.

Program Accomplishments FY 2020:

- Submission to GFOA for consideration of the award of excellence on the "Comprehensive Achievement Financial Report" for the period ending June 30, 2019
- Achieved GFOA Distinguished Budget Presentation Award
- Assist Town Manager's office with the preparation of the 2019-2020 budget and any supplemental schedules necessary
- Successful RFP issued to obtain new Bond Advisor for future bond and note issues.
- Coordinated the bonds and bond anticipation notes issue; conference call with Standard & Poor's to attain rating for bond issue
- Implemented paperless accounts payable invoices for efficiency and cost effective for the Town
- Provide Town Auditors with the necessary information to complete the audit of the June 30, 2019 financial statements
- Expanded usage 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

DEPARTMENT SUMMARIES

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-20201	
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 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Accounts payable checks issued	6,135	5,963	5,904	6,175	6,200
Accounts payable ACH issued	1,626	1,328	1,381	1,400	1,500
Purchase orders processed	2,582	2,490	2,722	2,800	2,900
Invoices processed (either ACH or AP)	11,360	11,149	10,460	11,000	11,000
Total number of payroll checks and direct deposits	24,840	25,844	27,939	26,000	26,000
% of payroll that is direct deposit	94%	95%	95%	96%	97%
W-2s prepared	507	499	502	505	500
Bank accounts maintained	19	19	19	20	20
Percentage of bank deposits made within 24 hours	99%	99%	99%	99%	99%
Reconcile bank statements within 1 month of receipt	99%	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	2,632	2,816	2,773	2,800	2,800
Unassigned Fund Balance as % of expenditures	8.50%	9.9%	18.4%	19%	19%

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
348,012	358,471	11532100 00110	FULL TIME SALARIES	374,197	373,808	373,808
37	250	11532100 00111	OVERTIME	250	250	250
1,400	1,400	11532100 00112	LONGEVITY	1,400	1,400	1,400
-	0	11532100 00114	TEMPORARY	0	0	0
648	2,500	11532200 00221	OPERATING MATERIAL	2,500	2,500	2,500
725	0	11532300 00330	RENTAL & LEASES	0	0	0
319	3,000	11532300 00374	FEES & MEMBERSHIPS	2,500	2,500	2,500
351,141	365,621		TOTAL	380,847	380,458	380,458
			PERCENTAGE CHANGE	4.16%	4.06%	4.06%

DEPARTMENT SUMMARIES

PROGRAM	TOWN CLERK	1540
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Program Explanation:

The Town Clerk's Office is responsible for performing a variety of functions as dictated by the Connecticut State Statutes in addition to performing functions as provided by the Town Charter. These duties include, but are not limited to, recording and maintaining all land records, maps, vital records, veterans' discharges and minutes of the Town Council and other Boards and Commissions.

Employees of the Town Clerk's Office are election officials and are responsible for numerous duties as prescribed by the Secretary of the State including the following: issuing absentee ballots, publishing legal notices and warnings of elections, notification to political parties for nomination of delegate selection, SEEC filings, the design and printing of all ballots, certifying nominating petitions, and providing election and referendum results to the Secretary of the State.

The Office maintains all ordinances as they are passed and is responsible for the maintenance of the online charter and code and for the codification of ordinances.

The Town Clerk is the Registrar of Vital Statistics and performs all duties as prescribed by the Department of Public Health. The Office also reports to the following state agencies: Department of Agriculture, Public Records Administrator, State Library, Department of Revenue Services, and DEEP.

Budget Change Commentary:

The Town Clerk's budget decreased by \$6,542 or -2.78% due to a decrease in full time salaries.

Program Objectives and Goals FY 2021:

- Explore options to replace the outdated Dog Licensing System. The IT Department was able to create a special workaround to make it compatible with Windows 10 so it would be functional for the 2020-2021 licensing period. There are no guarantees, however, that it will continue to be functional past that time period.
- Replace the cash register with a Fee Station that includes a monitor, computer, printer and cash drawer for greater accuracy, speed, and detailing.
- Continue to microfilm all vitals, land records, and maps.
- Continue to perform the numerous duties associated with elections, primaries, and referendums including, but not limited to, ordering ballots, issuing absentee ballots, and providing results to the Secretary of the State's office.
- Assess, monitor and communicate with the Information Technology department to determine necessary upgrades to systems and hardware.
- Attend Connecticut Town Clerk Association conferences, seminars and training sessions to ensure our staff has the most current and up-to-date information for customers, other Town staff, and residents.

Program Accomplishments FY 2020:

- All maps recorded in the Town Clerk's office were indexed and imaged for online reference.
- Installed and connected DYMO Label Writers to all front office computers for greater accuracy in the Absentee Ballot issuing and reporting process.
- Ordered all ballots and issued absentee ballots for the Municipal Election, Referendum and Presidential Primary and provided results to the Secretary of State's office.

DEPARTMENT SUMMARIES

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
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	0	0.0
1	1.0	1	1.0	Assistant Town Clerk	2	2.0

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Number of documents recorded	6,170	7,149	6,300	6,500	6,500
Foreclosure Registrations Filed	97	70	86	90	90
Dog Licenses Issued	2,700	2,750	2,284	2,300	2,300
Marriage Licenses issued	215	146	203	200	200
Maps Filed	80	90	81	80	80

**Numbers changed to reflect FYE versus Calendar Year

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
200,447	201,058	11540100 00110	FULL TIME SALARIES	178,110	193,316	193,316
-	0	11540100 00114	TEMPORARY	0	0	0
250	250	11540200 00210	OFFICE SUPPLIES	750	750	750
-	0	11540200 00221	OPERATING MATERIAL	0	0	0
1,944	3,000	11540300 00310	ADVERTISING	3,000	3,000	3,000
20,964	24,000	11540300 00320	PROFESSIONAL	25,000	25,000	25,000
-	0	11540300 00330	RENTAL & LEASES	0	0	0
4,818	5,000	11540300 00350	PRINTING	5,000	5,000	5,000
348	0	11540300 00371	MAINTENANCE CONTRACTS	0	0	0
136	550	11540300 00373	REPAIR/MAINT EQUIPMENT	500	500	500
285	500	11540300 00374	FEES & MEMBERSHIPS	250	250	250
185	750	11540300 00375	RECRUITMENT & TRAINING	750	750	750
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229,377	235,108		TOTAL	213,360	228,566	228,566
			PERCENTAGE CHANGE	-9.25%	-2.78%	-2.78%

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 increased \$25,000 or 16.67% due to ongoing legal cases.

DEPARTMENT SUMMARIES

Function GENERAL GOVERNMENT
 Department LAW
 Division TOWN ATTORNEY
 Division Code 1550

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
273,869	150,000	11550300	00320	PROFESSIONAL	200,000	175,000	175,000

273,869	150,000		TOTAL	200,000	175,000	175,000
			PERCENTAGE CHANGE	33.33%	16.67%	16.67%

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 decreased by \$54,482 due to the removal of bond consultant and UCONN intern costs out of this department.

Program Objectives and Goals FY 2021:

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

Program Accomplishments FY 2020:

- Provided assistance to various Boards and Commissions
- Coordinated purchase of all annual office supplies
- Expanded the Purchasing Card Program to all departments
- Renewed Copier Lease for all departments

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Administrative Secretary	1	1.0

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Anticipated 2019-2020	Estimated 2020-2021
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	\$11,860,000	\$11,500,000	\$16,000,000	\$13,500,000	\$10,000,000
Bond Anticipation Notes issued	\$16,000,000	\$5,500,000	\$5,250,000	\$18,000,000	\$10,000,000
Debt Service as a percentage of budgeted expenditures	5.5%	6.0%	6.0%	6.0%	6.6%

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
47,231	47,445	11921100 00110	FULL TIME SALARIES	49,397	49,397	49,397
-	500	11921100 00111	OVERTIME	500	500	500
700	1,630	11921100 00112	LONGEVITY	700	700	700
-	0	11921100 00113	PART TIME WAGES	0	0	0
-	16,250	11921100 00114	TEMPORARY	0	0	0
22,265	39,500	11921200 00210	OFFICE SUPPLIES	30,000	30,000	30,000
56,186	57,150	11921200 00221	OPERATING MATERIAL	57,150	57,150	57,150
391	1,000	11921300 00310	ADVERTISING	1,000	1,000	1,000
80,348	94,300	11921300 00320	PROFESSIONAL	66,300	66,300	66,300
60,477	48,353	11921300 00330	RENTAL & LEASES	50,683	50,683	50,683
2,619	8,600	11921300 00350	PRINTING	8,600	8,600	8,600
-	4,084	11921300 00371	MAINTENANCE CONTRACTS	0	0	0
-	1,000	11921300 00373	REPAIR/MAINT EQUIPMENT	1,000	1,000	1,000
-	0	11921300 00375	RECRUITMENT & TRAINING	0	0	0
-	2,000	11921400 00441	OFFICE EQUIPMENT	2,000	2,000	2,000
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270,217	321,812		TOTAL	267,330	267,330	267,330
			PERCENTAGE CHANGE	-16.93%	-16.93%	-16.93%

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 budget increased \$62,805 or 6.04% as we continue to manage industry-wide increases by interchanging technology and through strategic purchasing practices. The main factor in our budget increase is the addition of the yearly maintenance cost for the online permitting software to the IT maintenance budget. IT has also allocated funds in the equipment budget to cover other department's requests for additional technology resources.

Program Objectives and Goals FY 2021:

- Continue to implement additional security technologies to harden the Town's digital infrastructure
- Finalize the office backup solution to greatly improve data resiliency. (Air-gap)
- Hold internal Information Technology drill to restore a complete datacenter due to cryptolocker.
- Rewire the data wiring in the Town Hall in order to install a VOIP system.
- Continue researching new technologies to improve staff abilities and efficiency.

Program Accomplishments FY 2020:

- Completed our second year of cybersecurity training, greatly improving staff response to potential security threats.
- Completed the network re-wiring of the Police Department and Community Center.
- Completed the phone system conversion to VOIP in the Police Department and Community Center.
- Completed the replacement of the core network switches in the Town buildings.
- Implemented network monitoring/log reporting tools
- Continued to expand our fiber optic network including plans to complete the ring that connects the major Town buildings
- Utilized the Emergency Operations Center (EOC) for staff training as well as state-wide drills and training.

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
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 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Work Order Tickets	3,275	2,865	3,485	4,578	4,000

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
363,497	349,155	11922100 00110	FULL TIME SALARIES	363,946	363,946	363,946
13,293	25,464	11922100 00114	TEMPORARY	25,364	25,364	25,364
16,456	24,500	11922200 00221	OPERATING MATERIAL	24,500	24,500	24,500
22,951	33,200	11922300 00320	PROFESSIONAL	35,000	35,000	35,000
26,195	30,980	11922300 00330	RENTAL & LEASES	3,900	3,900	3,900
324	2,300	11922300 00350	PRINTING	2,300	2,300	2,300
373,402	376,303	11922300 00371	MAINTENANCE CONTRACTS	524,365	437,128	437,128
-	0	11922300 00373	REPAIR/MAINT EQUIPMENT	0	0	0
2,213	2,100	11922300 00374	FEES & MEMBERSHIPS	2,100	2,100	2,100
21,199	20,000	11922300 00375	RECRUITMENT & TRAINING	20,000	20,000	20,000
176,016	175,581	11922400 00441	OFFICE EQUIPMENT	198,151	188,151	188,151
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1,015,547	1,039,583		TOTAL	1,199,626	1,102,389	1,102,389
			PERCENTAGE CHANGE	15.39%	6.04%	6.04%

DEPARTMENT SUMMARIES

PROGRAM	175th ANNIVERSARY	1923
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Program Explanation:

The 175th Anniversary account will cover the costs of the associated events for the Town's anniversary.

Budget Change Commentary:

This is a new budget program.

Function	GENERAL GOVERNMENT
Department	CENTRAL SERVICES
Division	175TH ANNIVERSARY
Division Code	1923

	2019/2020			2020/2021	2020/2021	2020/2021
2018/2019	COUNCIL			DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		REQUEST	PROPOSED	APPROVED
-	0	11923200	00221	OPERATING MATERIAL	25,000	25,000
-	0	TOTAL		25,000	25,000	25,000
		PERCENTAGE CHANGE		100%	100%	100%

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:

This budget is increasing \$12,045 or 54.07% due to rising costs of maintenance contracts for additional public meetings being filmed. We would like to increase the number and diversity of our specialty programs.

Program Objectives and Goals FY 2021:

- 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 for more filming of Town meetings and upgrade our current equipment like a new projector.
- Monitor social media likes, tags, and mentions for South Windsor references.

Program Accomplishments FY 2020:

- Began filming more Town meetings like Park and Recreation Commission and Planning and Zoning Commission.
- Improved efficiencies in post-recording processes.

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Town Council Meeting	20	20	21	20	21
Special Town Meeting	4	6	10	8	7
Special Events	2	2	5	5	4
G-Media Specialty Productions	3	3	3	3	4
Town Website Homepage Hits	108,012	106,558	102,333	101,000	110,000

DEPARTMENT SUMMARIES

Function GENERAL GOVERNMENT
Department CENTRAL SERVICES
Division MEDIA
Division Code 1925

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
1,840	1,000	11925100 00110	FULL TIME SALARIES	1,000	1,000	1,000
-	10,000	11925300 00320	PROFESSIONAL	10,045	10,045	10,045
-	575	11925300 00375	RECRUITMENT & TRAINING	575	575	575
16,804	10,700	11925400 00441	OFFICE EQUIPMENT	22,700	22,700	22,700
18,644	22,275	TOTAL		34,320	34,320	34,320
		PERCENTAGE CHANGE		54.07%	54.07%	54.07%

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	2019-2020 Council Approved	2020-2021 Department Request	2020-2021 Manager Proposed	2020-2021 Council Approved
111	Police – Administration	569,497	613,795	610,795	610,795
113	Police – Operations	4,286,797	4,429,558	4,429,558	4,429,558
116	Police – Support Services	1,950,177	2,278,550	2,173,729	2,173,729
119	Police – Community Services	178,108	184,866	186,870	186,870
121	Emergency Management	54,760	54,485	19,985	19,985
123	Fire Marshal	264,738	324,615	324,615	324,615
126	South Windsor Volunteer Fire Department	974,495	1,033,088	1,011,088	1,011,088
128	Hydrants and Water Lines	898,500	966,000	966,000	966,000
130	Street Lights	452,500	452,500	427,500	427,500
	Total Public Safety	9,629,572	10,337,457	10,150,140	10,150,140

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 6.96%. The proposed budget fully funds our newly authorized strength of 46 sworn personnel. The allocation of 46 sworn officers began in January 2020 to meet the significant 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 and traffic. The Police Department holds the First Responder (R-1) designation and we are required to go to all medical calls. The increase in traffic and growth of retail stores along Buckland Road necessitates that we explore creating a district solely for the Buckland corridor. We expect further increased call volume when the planned hotels, apartments and 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 2021:

- 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
- Prepare internal processes for future 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
- Continue Traffic Enforcement and Education- looking for a 5th consecutive year with no fatal accidents

Department Accomplishments FY 2020:

- Completed an enhancement of our radio communication system to eliminate interference and secure channels, improve interoperability in region
- Recruited, hired, and trained several excellent candidates to recover from a staffing deficit due to retirements, resignations and new position allocations.
- Maintained a regional presence in task forces and work groups, i.e. CT Center for Digital Investigations, SWAT, Traffic, Narcotics, Child Abuse

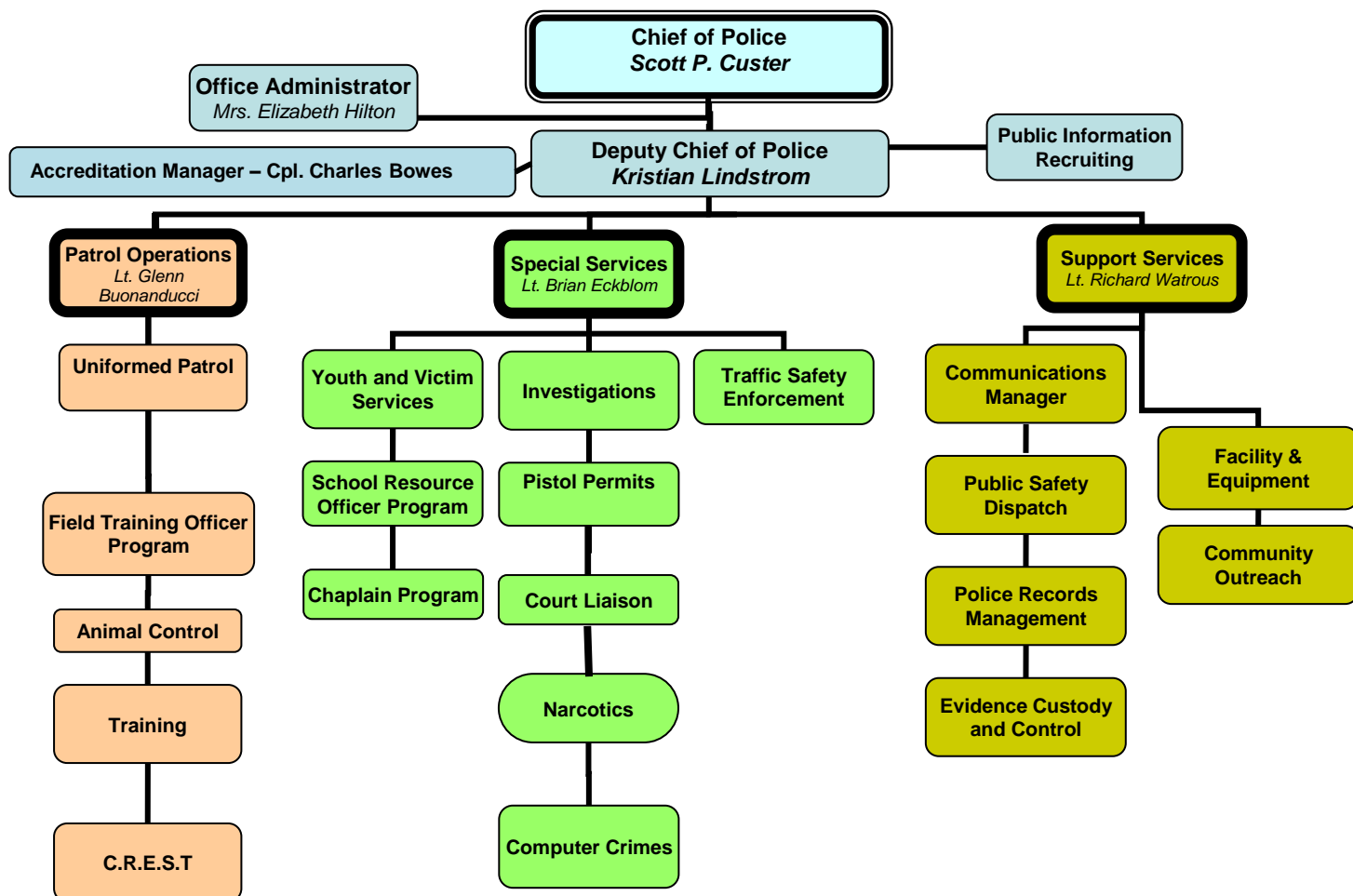
DEPARTMENT SUMMARIES

Department Accomplishments FY 2020 (cont'd):

- Renovated the Watch Commanders office and Traffic Office, to better support the patrol function and traffic services
- Continued to work closely with E.A.P. and PEER program to maintain employee mental health and encourage a healthy outlook
- Created a Police Mountain Bike program to augment the patrol function courtesy of the Hartford Evergreen Masonic Lodge donation
- 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
- Continued to support Domestic Violence victims via a Lethality Assessment Program used at all domestic violence calls to protect victims
- Recognized as the Connecticut's 36th safest community by the National Council for Home Safety and Security

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 a 7.25% increase due to salary increases per bargaining unit agreements and current contractual obligations. This applies to Chief, Deputy Chief, CALEA manager and Office Administrator. There is an increase for both tuition to a CALEA conference and an application fee for national accreditation. Accreditation and demonstrating adherence to industry "best practices" helps reduce liability and supports effective risk management.

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
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
1	1.0	1	1.0	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

2018/2019	2019/2020				2020/2021	2020/2021	2020/2021
ACTUAL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
APPROVED	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
489,716	431,414	12110100	00110	FULL TIME SALARIES	456,052	456,052	456,052
2,701	4,135	12110100	00111	OVERTIME	4,000	4,000	4,000
1,634	750	12110100	00112	LONGEVITY	750	750	750
-	0	12110100	00113	PART TIME WAGES	0	0	0
5,638	8,080	12110200	00221	OPERATING MATERIAL	11,475	8,475	8,475
-	0	12110200	00223	UNIFORMS & CLOTHING	0	0	0
13,178	14,000	12110300	00320	PROFESSIONAL	14,000	14,000	14,000
6,775	6,430	12110300	00374	FEES & MEMBERSHIPS	9,430	9,430	9,430
39,111	38,150	12110300	00375	RECRUITMENT & TRAINING	39,750	39,750	39,750
56,828	66,538	12110300	00380	GRANTS & CONTRIBUTIONS	78,338	78,338	78,338

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 – 31 positions assigned: 1 Lieutenants, 4 Sergeants; 3 Corporals; 23 Officers (2 officer positions are vacant, 3 new positions were 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; 1 Corporal, 1 Officer. This unit is responsible for the investigation of traffic accidents and is supervised by the Special Services Lieutenant. The unit is charged with enforcing the motor vehicle code in an effort to reduce the number of roadway accidents and increase roadway safety. Members of the unit participate in Metro Traffic Services (MTS) a regional traffic safety enforcement program. The unit is active in aggressive driver enforcement, the Click it or Ticket seatbelt campaign and DUI enforcement checkpoints. Members of the unit are trained as accident reconstructionists.

Criminal Investigations Unit: - 1 Lieutenant, 1 Sergeant; 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 – 2 Officers. This unit is responsible for the School Resource Officer program, which places an officer in the SW High School as well as at Timothy Edwards Middle School. The Special Services Lieutenant supervises the unit and 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 3.33% due to contractual salary increases and reflects the salaries of the 3 new positions fully funded for FY20/21. The increase is staff from 43 to 46 is 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 7 supervisors working past their "normal retirement date" in FY20/21. 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.

DEPARTMENT SUMMARIES

Assigned Positions (Operations):

2018-2019		2019-2020		Position Title	2020-2021	
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

	2019/2020				2020/2021	2020/2021	2020/2021
2018/2019	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
3,181,878	3,726,797	12120100	00110	FULL TIME SALARIES	3,867,058	3,867,058	3,867,058
414,670	435,000	12120100	00111	OVERTIME	437,000	437,000	437,000
91,359	125,000	12120100	00112	LONGEVITY	125,500	125,500	125,500
<hr/>							
3,687,907	4,286,797	TOTAL			4,429,558	4,429,558	4,429,558
PERCENTAGE CHANGE					3.33%	3.33%	3.33%

DEPARTMENT SUMMARIES

PROGRAM	POLICE DEPARTMENT – SUPPORT SERVICES	2140
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Program Explanation:

POLICE – SUPPORT SERVICES DIVISION

1 Lieutenant serves as division commander, 1 Sergeant was transferred into the division in January 2020 in preparation for the Corporal's retirement.

The Support Services Division includes the public safety dispatch function. Public safety communications for police, fire and medical are handled through the dispatch center in the police facility. This is the State designated Public Safety Answering Point (PSAP) for South Windsor. 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 headquarter 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 – 1 Corporal.** 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 increase for the support services portion of the budget is 11.46% due to an increased vehicle request for FY20/21, and contractual raises for all bargaining unit members. Two vehicles were removed from our fleet due to safety concerns in FY19/20 and were not replaced. In addition to bargaining unit salaries, the budget includes the costs of a new boot reimbursement requirement, contractual increases in radio maintenance agreements, software costs, uniforms for new officers and replacement of worn equipment and gasoline costs.

DEPARTMENT SUMMARIES

Assigned Positions (Support Services):

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Lieutenant	1	1.0
0	0.0	1	0.5	Sergeant	1	1.0
1	1.0	1	1.0	Corporal	0	0.0
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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
898,219	919,265	12140100 00110	FULL TIME SALARIES	1,074,188	1,074,188	1,074,188
214,228	205,000	12140100 00111	OVERTIME	205,000	205,000	205,000
22,132	35,345	12140100 00112	LONGEVITY	44,178	44,178	44,178
-	0	12140100 00113	PART TIME WAGES	0	0	0
37,345	65,320	12140200 00221	OPERATING MATERIAL	65,820	55,820	55,820
122,820	136,750	12140200 00222	VEHICLE & EQUIP SUPPLIES	138,500	138,500	138,500
102,498	83,300	12140200 00223	UNIFORMS & CLOTHING	86,400	86,400	86,400
27,456	28,764	12140200 00227	AMMUNITION & EXPLOSIVES	29,314	29,314	29,314
-	1,500	12140300 00310	ADVERTISING	1,500	0	0
-	0	12140300 00320	PROFESSIONAL	0	0	0
38,908	49,320	12140300 00330	RENTAL & LEASES	44,703	44,703	44,703
2,183	2,500	12140300 00350	PRINTING	4,000	4,000	4,000
30,458	59,812	12140300 00360	UTILITIES	60,050	36,729	36,729
78,836	79,295	12140300 00371	MAINTENANCE CONTRACTS	93,165	93,165	93,165
110,625	63,391	12140300 00373	REPAIR/MAINT EQUIPMENT	64,037	59,037	59,037
347	0	12140300 00374	FEES & MEMBERSHIPS	0	0	0
245,426	220,615	12140400 00442	DEPARTMENT EQUIPMENT	367,695	302,695	302,695
1,931,480	1,950,177		TOTAL	2,278,550	2,173,729	2,173,729
			PERCENTAGE CHANGE	16.84%	11.46%	11.46%

DEPARTMENT SUMMARIES

PROGRAM	POLICE DEPARTMENT – COMMUNITY SERVICES	2150
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Program Explanation:

POLICE – COMMUNITY SERVICES

The Animal Control Officers (ACO) serve as assistant municipal animal control officers for the Town and assist the department in many other areas. A.C.O's 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 \$8,762 or 4.92%, which includes anticipated contractual salary increases for the Animal Control Officers.

Assigned Positions (Community Services)

2018-2019		2019-2020		Position Title	2020-2021	
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

2018/2019	2019/2020				2020/2021	2020/2021	2020/2021
COUNCIL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
135,154	137,858	12150100	00110	FULL TIME SALARIES	140,616	143,320	143,320
16,437	17,500	12150100	00111	OVERTIME	21,000	21,000	21,000
2,015	3,650	12150100	00112	LONGEVITY	4,150	4,150	4,150
-	0	12150100	00113	PART TIME WAGES	0	0	0
255	950	12150200	00221	OPERATING MATERIAL	950	500	500
1,047	1,500	12150200	00223	UNIFORMS & CLOTHING	1,500	1,500	1,500
307	750	12150300	00310	ADVERTISING	750	500	500
3,026	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
10,200	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

DEPARTMENT SUMMARIES

PROGRAM	EMERGENCY MANAGEMENT	2200
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Program Explanation:

The mission of the South Windsor Office of Emergency Management 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, Community Emergency Response Team (CERT) training, all within the scope of the National Incident Management System (NIMS), the National Response Framework (NRF) and the National Recovery Framework (NRF) to town staff, volunteers, and members of the community.

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

Budget Change Commentary:

The revised program budget has been decreased to a total allocation of \$19,985.

Program Objectives and Goals FY 2021:

- Assist the Town in responding to the Pandemic
- Assist MDA #31 in responding to the Pandemic.
- 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.

Program Accomplishments FY 2020:

- Assisted the Town in responding to the Pandemic.
- Purchase/inventory necessary PPE to support response, recovery, and preparedness efforts
- 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.

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.5	0	0	Fire Inspector / Emergency Management Coordinator	1	0

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
43,980	14,500	12200100 00113	PART TIME WAGES	0	0	0
		12200200 00210	OFFICE SUPPLIES	500	500	500
16,717	16,000	12200200 00221	OPERATING MATERIAL	8,000	3,000	3,000
		12200200 00223	UNIFORMS & CLOTHING	625	625	625
8,626	7,600	12200300 00320	PROFESSIONAL	6,000	2,000	2,000
235	2,460	12200300 00330	RENTAL & LEASES	4,860	360	360
17,950	14,200	12200300 00374	FEES & MEMBERSHIPS	500	500	500
-	-	12200300 00375	RECRUITMENT & TRAINING	3,000	2,000	2,000
-	-	12200300 00392	CERT-EQUIPMENT/SUPPLIES	7,000	3,000	3,000
-	-	12200300 00394	CERT-UNIFORMS	1,000	1,000	1,000
-	-	12200300 00398	CERT-TRAINING	5,000	2,000	2,000
-	-	12200400 00442	DEPARTMENT EQUIPMENT	13,000	2,000	2,000
-	-	12200300 00444	SHELTER SUPPLIES/EQUIP	5,000	3,000	3,000
87,507	54,760		TOTAL	54,485	19,985	19,985
			PERCENTAGE CHANGE	-0.50%	-63.50%	-63.50%

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.

The staff of the South Windsor Fire Marshal's Office consists of a full-time Fire Marshal, a full-time Fire Inspector/Emergency Management Coordinator, two part-time Deputy Fire Marshals, and a 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 major influences on this budget proposal is full year funding of the full time Fire Inspector/Emergency Management Coordinator. With the change in positions, the office would be staffed by two full-time employees and three part-time employees. The new full time employee will have half of the position dedicated to emergency management, while the salary is fully funded in this program budget. This position will assist in responding to the Pandemic, meeting the demands caused by an uptick in construction inspections, the needs of additional mandated inspections, and assist in emergency management functions.

Program Objectives and Goals FY 2021:

- Assisting Town in responding to the Pandemic.
- Resume inspection program to meet State mandated schedule
- Continue addressing / Nexgen projects
- Online permitting
- EOP work
- Electronic plan submittal
- Institute vehicle replacement program

DEPARTMENT SUMMARIES

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Fire Marshal	1	1.0
1	0.5	1	0.5	Fire Inspector / Emergency Management Coordinator	1	1.0
1	0.5	1	0.5	Deputy Fire Marshal	1	0.5
1	0.5	1	0.5	Deputy Fire Marshal	1	0.5
1	0.3	1	0.3	Fire Inspector	1	0.3

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Inspections	1,418	1,875	2,647	2,700	2,800
Investigations	10	31	36	35	35
Plan Reviews	35	40	16	35	35
Training	70	28	70	70	70
Meetings	500	671	459	600	600

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
96,878	128,815	12210100 00110	FULL TIME SALARIES	166,935	166,935	166,935
947	500	12210100 00111	OVERTIME	500	500	500
101,220	98,007	12210100 00113	PART TIME WAGES	101,610	101,610	101,610
3,531	2,000	12210200 00210	OFFICE SUPPLIES	2,000	2,000	2,000
6,124	6,350	12210200 00221	OPERATING MATERIAL	7,500	7,500	7,500
2,933	3,260	12210200 00222	VEHICLE & EQUIP SUPPLIES	3,260	3,260	3,260
1,895	2,400	12210200 00223	UNIFORMS & CLOTHING	3,500	3,500	3,500
-	0	12210300 00320	PROFESSIONAL	0	0	0
9,887	10,896	12210300 00330	RENTAL & LEASES	14,100	14,100	14,100
1,583	2,010	12210300 00374	FEES & MEMBERSHIPS	2,010	2,010	2,010
6,002	8,500	12210300 00375	RECRUITMENT & TRAINING	8,500	8,500	8,500
-	2,000	12210400 00442	DEPARTMENT EQUIPMENT	14,700	14,700	14,700
230,999	264,738		TOTAL	324,615	324,615	324,615
			PERCENTAGE CHANGE	22.62%	22.62%	22.62%

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.	\$289,175	28.6%
Volunteer Retention & Recruitment	Reimbursement for expenses (\$8.00 per incident). Accident & Disability Insurance. Length of Service Award Program. Annual Dinner and Spouse Appreciation Night. Dress Uniforms.	\$279,050	27.5%
Administration & Management	Officer & Administrative Salaries. General offices expenses including printing, postage and supplies. Computer and computer network expenses.	\$159,000	15.7%
Protective Clothing & Safety	New and replacement protective clothing. Entry level and periodic medical exams. Mandated physical testing.	\$118,650.00	11.5%
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.	\$83,608.00	8.1%
Training & Education	Entry level fire fighter certification training. Mandated refresher training. Weekly department drills. Specialized rescue and fire suppression training. Leadership development.	\$64,355.00	6.2%
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	1.7%
	Total	\$1,011,088	100.0%

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

	2019/2020				2020/2021	2020/2021	2020/2021
2018/2019	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
<u>ACTUAL</u>	<u>APPROVED</u>	<u>ACCOUNT #</u>		<u>LINE ITEM DESCRIPTION</u>	<u>REQUEST</u>	<u>PROPOSED</u>	<u>APPROVED</u>
954,105	974,495	12220300	00380	GRANTS & CONTRIBUTIONS	1,033,088	1,011,088	1,011,088

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 and to condominium associations for hydrant fees, snow removal around hydrants, and annual maintenance of Town-owned hydrants.

Budget Change Commentary:

The program budget is proposed at \$966,000. The major influence on this budget is the annual increases anticipated for Connecticut Water and MDC fees.

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Anticipated 2020-2021
Connecticut Water Hydrants	623	623	645	651	660
MDC Hydrants	240	240	277	277	277
Town of Manchester	1	1	1	1	1
Condominium Hydrants	26	26	26	26	26

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
881,906	898,500	12240300	00360	UTILITIES	966,000	966,000	966,000
				TOTAL	966,000	966,000	966,000
				PERCENTAGE CHANGE	7.51%	7.51%	7.51%

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.

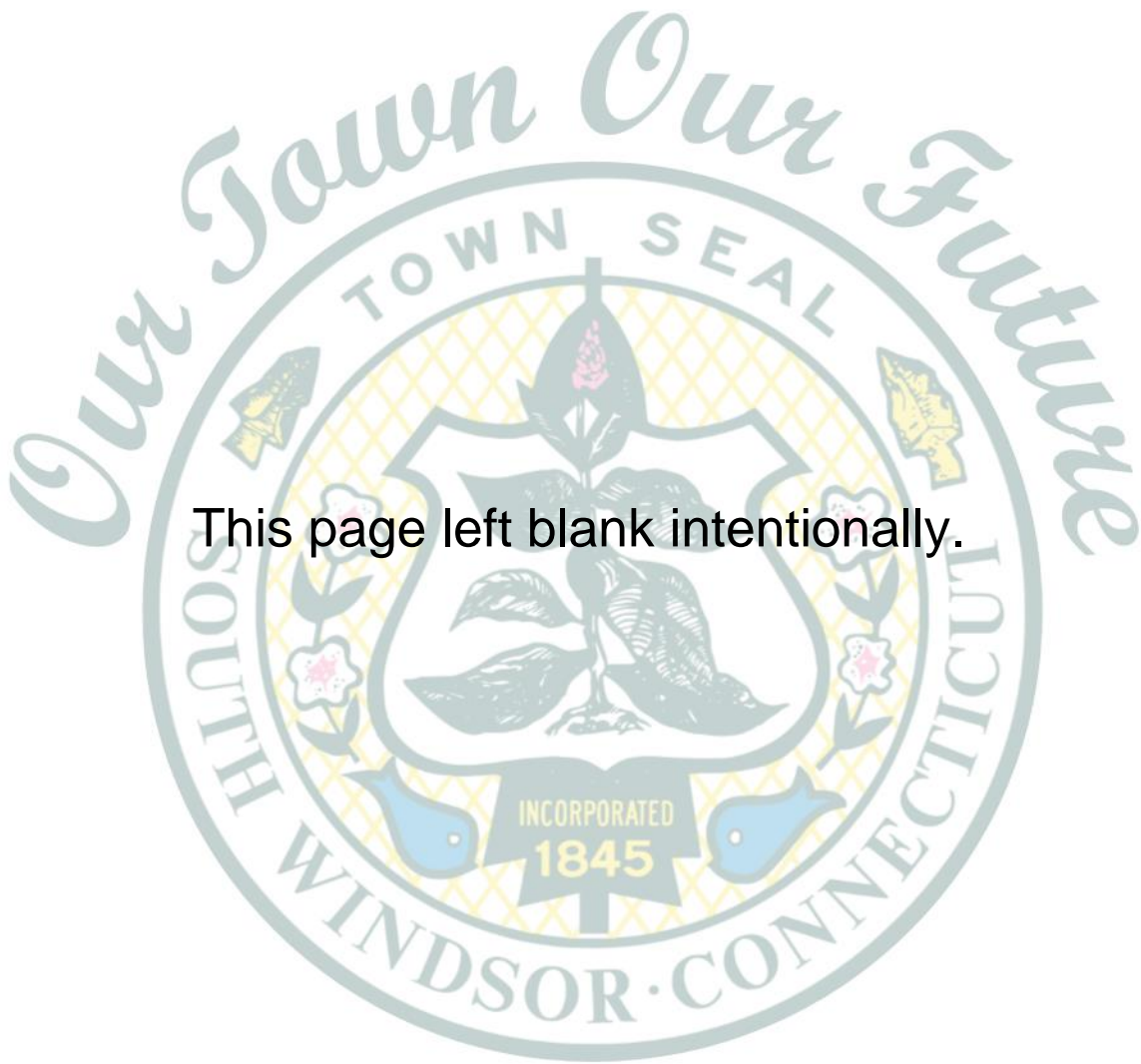
Budget Change Commentary:

The program budget has decreased by \$25,000 or -5.52% due to savings from a Virtual Net Metering agreement that will offset supply and generation costs.

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
334,604	448,000	12300300 00360	UTILITIES	448,000	423,000	423,000
-	0	12300300 00372	REPAIR/MAINT FACILITIES	0	0	0
7,871	4,500	12300300 00373	REPAIR/MAINT EQUIPMENT	4,500	4,500	4,500
342,474	452,500	TOTAL		452,500	427,500	427,500
		PERCENTAGE CHANGE		0.00%	-5.52%	-5.52%



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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	2019-2020 Council Approved	2020-2021 Department Request	2020-2021 Manager Proposed	2020-2021 Council Approved
134	Public Works – Administration	156,720	163,517	0	0
136	Public Works – Engineering	488,714	596,050	510,475	510,475
139	Public Works – Street Services – Highway Maintenance	3,120,404	3,284,630	3,157,757	3,157,757
143	Public Works – Street Services – Fleet Services	971,242	1,086,531	1,041,125	1,041,125
146	Public Works – Public Buildings Division	1,985,126	2,022,947	1,982,947	1,982,947
150	Public Works – Refuse Disposal	2,127,327	2,286,349	2,286,349	2,245,349
	Total Public Works	8,849,532	9,440,024	8,978,653	8,937,653

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 ensure delivery of essential municipal public works services- thus preserving the physical quality of the community environment. As designated First Responders, the Public Works Department's role in both Natural and other Emergency incidents ensures the public's safety prior to, during and after the incident response and recovery.

Budget Change Commentary:

This budget has been set to zero and the duties and goals distributed amongst the other Public Works Programs.

Program Objectives and Goals FY 2021:

- Continue to plan and delivery Critical Training and personnel development/mentoring for all new and current Public Works Personnel
- Continue Local and Regional Partnerships
- Continue implementation of Emergency Management Mobile Collector App and updates to SOP's
- Continue to work on implementing the Public Works' Strategic Pan Initiatives to ensure the community, safety , health , and committed levels of service
- Continue to help advance Public Works professionalism in CT and New England as Board of Director for the New England Chapter of APWA
- Continue to provide support to Assistant Town Managers and new Town Manager to maximize opportunities and success

Program Accomplishments FY 2020:

- 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, Statewide Chloride Task Force Group, Support to OSTF, CIP Committee, Green Snow Pro Committee, SW Sustainable CT Committee, Recognition as NE APWA Member of the Year
- Successful Projects and Program implementations
- High level of customer service delivery
- Staff Training and mentoring

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Public Works	0	0
0	0	0	0	Executive Secretary (Unfunded)	0	0

DEPARTMENT SUMMARIES

Function PUBLIC WORKS
Department PUBLIC WORKS
Division ADMINISTRATION
Division Code 3110

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
149,040	152,020	13110100 00110	FULL TIME SALARIES	158,817	0	0
-	200	13110200 00210	OFFICE SUPPLIES	200	0	0
-	0	13110200 00221	OPERATING MATERIAL	0	0	0
-	1,000	13110300 00310	ADVERTISING	1,000	0	0
2,560	3,500	13110300 00374	FEES & MEMBERSHIPS	3,500	0	0
151,600	156,720		TOTAL	163,517	0	0
			PERCENTAGE CHANGE	4.34%	-100.00%	-100.00%

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 (<https://www.southwindsor-ct.gov/>) for more information on Engineering, GIS and Connect South Windsor – the citizen service request dashboard.

Budget Change Commentary:

The proposed Engineering budget for 2020-2021 has changed from the approved budget for 2019-2020 as follows:

- Full-time salaries increased by \$17,461
- Operating Budget increased \$800 for plotter supplies for the TH Annex
- Professional Budget decreased \$4,500 for GIS consulting services that are covered in the GIS Capital Budget project
- State Mandates increased \$12,000 for MS4 Stormwater Permit requirements

Program Objectives and Goals FY 2021:

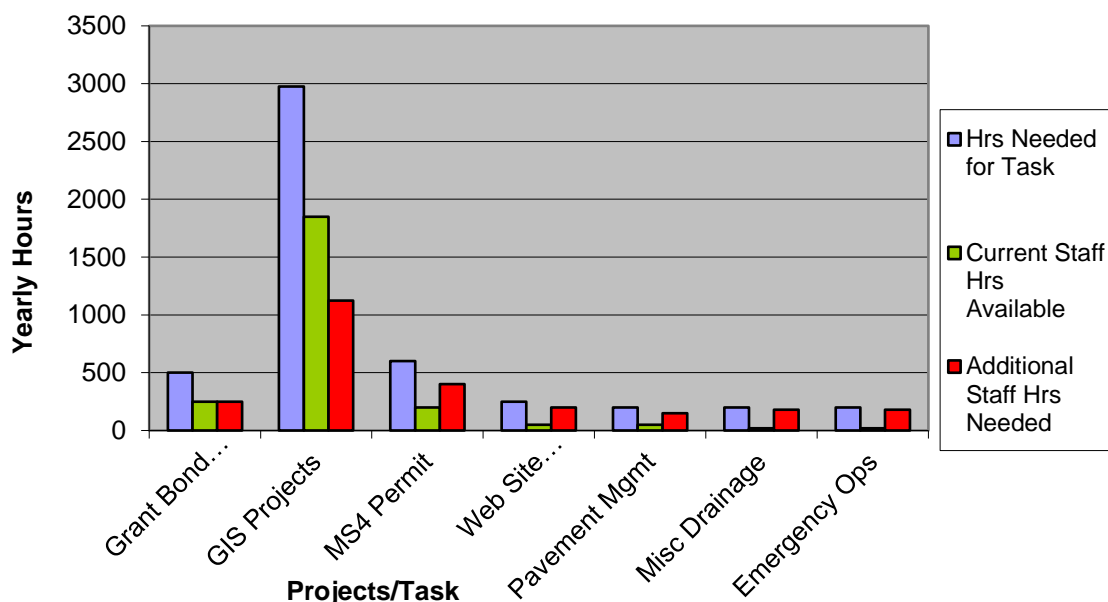
- Mill or Reclaim and Repave 2.5 miles of local roads
- Final Design and Construction of Nevers Road improvements from Sand Hill Road to just south of the Community Center driveway
- Final Design and Construction of Avery Street 5 pavement rehabilitation from Talcott Ridge Road to Dart Hill Road
- Design and Permitting for the reconstruction of Beelzebub Road
- Repair or replace about 5000 feet of sidewalks throughout Town
- Redesign the reconstruction of the Main Street Bridge over the Podunk River
- Final Design and Permitting for Eli Terry Safe Routes to School pedestrian improvements
- Final Design and Bidding for sidewalk connections on portions of Clark Street and Pleasant Valley Road. Construction will be funded by the Community Connectivity Grant Program from Connecticut DOT

DEPARTMENT SUMMARIES

Program Accomplishments FY 2020:

- Complete drainage improvements to Edwin Road, Ridge Road and Deming Street
- Milled and repaved 2.25 miles of local roads
- Completed 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 5,025 feet of sidewalks throughout Town
- Continued to use GIS and Connect South Windsor dashboard for citizen requests for service and to show project status

Engineering Work Load



Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
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

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Street Excavation Permits	255	190	197	200	200
Drain Layers Permits	96	94	136	100	95
CBYD Requests	2306	2401	2100	2200	2250
Building Permit Reviews	25	35	58	45	40
Certificate of Occupancy Inspections	37	39	53	40	40
CSR Dashboard Requests	1200	1200	1000	1000	1000
Value of projects Managed by Engineering (Design, Const)	\$5,894,400	\$6,283,860	\$2,092,000	\$1,750,000	\$4,915,000

DEPARTMENT SUMMARIES

Function PUBLIC WORKS
Department PUBLIC WORKS
Division ENGINEERING
Division Code 3111

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
446,114	438,214	13111100 00110	FULL TIME SALARIES	526,930	455,675	455,675
346	500	13111100 00111	OVERTIME	500	500	500
1,400	1,400	13111100 00112	LONGEVITY	1,400	1,400	1,400
-	15,000	13111100 00114	TEMPORARY	15,000	15,000	15,000
3,484	4,400	13111200 00221	OPERATING MATERIAL	5,200	5,200	5,200
175	350	13111200 00223	UNIFORMS & CLOTHING	350	350	350
71	100	13111200 00228	SMALL TOOLS	100	100	100
7,929	9,500	13111300 00320	PROFESSIONAL	5,000	5,000	5,000
-	100	13111300 00330	RENTAL & LEASES	100	100	100
458	300	13111300 00350	PRINTING	300	300	300
-	400	13111300 00373	REPAIR/MAINT EQUIPMENT	400	400	400
870	4,450	13111300 00374	FEES & MEMBERSHIPS	4,450	4,450	4,450
10,335	8,000	13111300 00440	DEPARTMENT MANDATES	20,000	20,000	20,000
4,585	6,000	13111400 00442	DEPARTMENT EQUIPMENT	16,320	2,000	2,000
475,765	488,714	TOTAL		596,050	510,475	510,475
		PERCENTAGE CHANGE		21.96%	4.45%	4.45%

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:

The Street Services Division is pleased to fulfill the Town Councils request for minimal budget increases.

It is important to note that although this budget allows us to maintain current levels of service, it does not allow for a more proactive approach towards road maintenance and will most certainly expose the Town's infrastructures to further neglect, resulting in escalated costs of repair or replacement in the future. The lack of a request this year, for additional significant funding in our operation budget for large scale road repair projects in this years' budget, does not mean there is no longer a need. Rather, we are working with the Town Manager and his team to try and provide the Town Council and its residents the most reasonable budget allowed barring outside influences out of the Towns control. This approach has been consistent in recent history and may assist in keeping reasonable budget increases but does not address the need for our aging infrastructure. It is important to note here that this strategy may prove more costly in the future to our constituents. Be it noted, that in prior years we have brought to light the proven theory and impact of the cost of deferred maintenance.

Speaking particularly to this years' budget increase of \$37,353 or 1.20%. This increase was derived from making a few select cuts to line items no longer needed due to changes in operation and a modest projected increase to Union and Management wages.

Program Objectives and Goals FY 2021:

- Customer service, innovation and industry compliance remains our Division's number one focus, followed closely by realizing the most efficiency and value for our residents' tax paying dollars.
- The Town passed a bond referendum in 2018 for road resurfacing projects; the Street Services Division continues on be an integral part to the success of those bond repaving projects. Street Services will continue to assist Engineering in facilitating this work by taking on portions of the projects to help offset some of the bonded costs to stretch our bond dollars further. Following up on last years' plans to help assist the Town realize as much value out of the bonding funds for road resurfacing projects, the Streets department replaced over 100 catch basin tops prior to the road being resurfaced. If this work were to be completed by the contractor it would have added a considerable amount to the overall cost of the project.
- Catch basin repair and storm drainage maintenance will continue to be one of our main focal points, followed closely by hazardous tree removals and significant site specific road repairs.
- The annual leaf program was accomplished in 38 crew days moving over 20,000 cubic yards of leaves. This year's leaf program experienced numerous weather events early on in the program with the program finally being completed nearly a month later than usual. The lack of public outcry is a testament to our departments' ability to communicate a positive message that we will be by to pick up the leaves when we are able, and that we truly appreciate all the residents patience and understanding.

DEPARTMENT SUMMARIES

Program Accomplishments FY 2020:

- Regionalization of the Compost program continues to develop. We have adopted bulk rates and started to advertise and market this new service to all viable consumers in the area. We have also revamped our compost process with the addition of a windrow turner that significantly reduces the amount of time it takes to create the compost. Beyond this we are developing more materials out of our waste stream to be turned into a viable product. Most recently taking all of our stockpiled wood chips and turning them into a mulch product to be sold to local landscape contractors.
- 2019/2020's winter is not yet over, but insofar we have experienced 8 weather events and utilized 1,444 tons of salt. This is about half our salt inventory.
- Pleasant Valley Roads' wearing surface has been severely compromised and with a lack of ample funding to repair it was necessary to perform some site specific milling and filling. This was accomplished utilizing a contractor and their milling machine followed up by our own crews lawing down a fresh wearing surface with our paving box. This approach has been well accepted by residents in Town and may not be the best approach to failing roads, but is a step in the right direction. We also utilized this technique on Abbe Road and Graham Road as well.
- The Tyler Regional Animal Shelter's parking lot has been in very poor condition for many years now. Working with the Police Department as a funding source, the existing parking lot asphalt was removed, regraded, realigned and repaved with new curb and drainage elements. While we were performing this work we also removed some hazardous trees around the parking area.
- Dart Hill Road reconstruction proved to be more costly than anticipated due to the engineering reports and data that supports a full depth reconstruction. In an effort to extend the life of Dart Hill Road, low areas and failing sections of Dart Hill were either shimmed, or milled and filled; with the balance of the road being crack sealed prior to rubberized chip seal.
- The Town Garage Employee Parking lot was brought up as a safety concern among the employee safety committee and it was deemed necessary to regrade and repave a portion of the lot to prevent any future liabilities. The crew continued with this project and removed the existing asphalt, regraded and compacted the substrate, and repaved the entrance to the employee lot at a huge cost savings for the Town. It is our plan that the crews can help the Town repave most of their parking lots in house when the opportunity arises.
- Avery Brook Channel experienced numerous tree issues due to severe weather events. Although this issue was addressed in 2016 with a vegetative management plan being developed, the program was ultimately never funded. With the advent of this weather event in 2019 and multiple hazardous trees hanging over the channel and residents yards, a work plan was developed with our tree contractor and utilizing our operations budget a portion of the VMP was performed, not only removing the hazardous trees, but a large portion of the hard wood that was determined needing removal to avoid channel collapse or falling trees. This project was successful and well received by all of the abutting residents of the channel.
- The Town's sign shop has responded to 38 sign issue requests since the turn of this fiscal year. On top of addressing downed signs the sign shop fabricates and installs dozens if not hundreds of signs for various factions of the Town. Beyond this the sign shop also manages and updates the entire Town's sign inventory replacement program, replacing on average 165 signs a year. It is important to note though that our sign replacement program should be replacing on average 265 signs per year in order to stay ahead of the degradation curve. Due to this fact we are requesting an additional maintainer to help with the production rate in the sign shop to avoid the need for a costly mass replacement in the future and to mitigate legal liabilities the Town may be exposed to for having substandard signs.

Program Accomplishments FY 2020 (cont'd):

- 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 also accelerated its ash tree removal program utilizing specialized equipment, only 3

DEPARTMENT SUMMARIES

separate days over 125 ash trees were removed from the road side that will ultimately end up dead and brittle with a high probability to fall into the road.

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Superintendent of Streets	1	1.0
1	0.0	1	1.0	Associate Manager	1	1.0
0	0.0	0	0.0	Administrative Manager (not funded)	0	0.0
1	1.0	1	1.0	Associate Manager	1	1.0
1	1.0	1	1.0	Administrative Secretary II	1	1.0
5	5.0	5	5.0	Maintainer III	5	5.0
9	9.0	10	9.0	Maintainer II	9	9.0
1	1.0	1	2.0	Maintainer 1	3	2.0

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Road Surface Treatment Miles	4.97	5.15	1.09	1.09	5.00
Catch Basin Cleaned	1527	2001	934	934	1800
Leaf Collection Cubic Yards	16,259	27,026	20,000	20,000	30,000
Tons of Patch Used For Potholes	184	196	160	160	200
Catch Basins repaired	150	196	199	199	175
Roadside Mowing Passes	4	3	3	3	4
Sweeping Days / # Sweepers	35/1	35/1	33/1	33/1	35/1
Plow Routes	21	21	21	21	21
Miles of Road Plowed	140.0	140.0	140.0	140.0	140.0

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
1,294,028	1,347,091	13112100 00110	FULL TIME SALARIES	1,477,273	1,398,950	1,398,950
135,747	182,788	13112100 00111	OVERTIME	182,788	182,788	182,788
5,640	3,900	13112100 00112	LONGEVITY	3,900	3,900	3,900
4,706	0	13112100 00114	TEMPORARY	0	0	0
18,588	20,682	13112200 00221	OPERATING MATERIAL	20,682	20,682	20,682
19,217	14,595	13112200 00223	UNIFORMS & CLOTHING	21,119	21,119	21,119
240,663	234,460	13112200 00224	SNOW & ICE REMOVAL	234,460	234,460	234,460
192,726	196,888	13112200 00225	HIGHWAY MATERIALS	196,888	193,438	193,438
814	3,450	13112200 00226	LANDSCAPING	3,450	3,450	3,450
4,414	10,090	13112200 00228	SMALL TOOLS	10,090	10,090	10,090
-	350	13112300 00320	PROFESSIONAL	350	0	0
354,374	400,230	13112300 00330	RENTAL & LEASES	398,450	398,450	398,450
613	0	13112300 00350	PRINTING	0	0	0
230,010	210,480	13112300 00371	MAINT CONTRACTS	240,480	210,480	210,480
-	750	13112300 00373	REPAIR/MAINT EQUIPMENT	750	0	0
2,553	3,075	13112300 00374	FEES & MEMBERSHIPS	3,075	3,075	3,075
9,121	13,575	13112300 00375	RECRUITMENT & TRAINING	12,875	8,875	8,875
22,864	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
429,353	448,000	13112400 00442	DEPARTMENT EQUIPMENT	448,000	438,000	438,000
2,965,429	3,120,404		TOTAL	3,284,630	3,157,757	3,157,757
			PERCENTAGE CHANGE	5.26%	1.20%	1.20%

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 Division is equipped to provide emergency road service if necessary. There is over 10 million dollars' worth of equipment and vehicles maintained by 3 qualified and certified technicians. Fleet services also provides fuel for all departments excluding Police Services that provide their own fuel at police headquarters.

Budget Change Commentary:

The Fleet Department is pleased to submit this years' budget with a moderate increase that reflects the salary line item. We are putting in for an additional assistant mechanic because of the large fleet that keeps growing. We have been the same staff level as far back as the early 80's as you can imagine how much the industry has changed as well as the size of the fleet. The Fleet Division prides itself on putting out top-notch work in a timely fashion. We are able to save the Town a substantial amount of money by keeping the work in house as outside labor has soared well over \$100 an hour. This also allows us to control the quality of the work with safety being the number one priority. We need more help to ensure that all equipment is getting the proper attention that it needs. Our job is to make sure the other departments can do their job with safe, properly working equipment. We conducted a VEU's study (Vehicle Equivalency Units). This has been a proven Public Works study to show the size of a fleet and how many hours that are dedicated to each group of vehicles. The formula is to show how much personnel you should have. The study shows that we are short by two employees.

Program Objectives and Goals FY 2021:

- Communicate and educate departments on the amortization schedule (when is the best time to budget for equipment/vehicles) while making sure we get the proper tool for the job.
- Extract the most out of RTA. With the addition of the bar code scanner system and the auto loader feature, this allows us to effectively schedule PM's while giving departments flexibility to get repairs done around their time sensitive schedules.
- Modernize the shop. Giving Technicians the equipment to expedite tasks while being able to control the quality of the work at the 90% in house completion rate.
- Offer more training to keep our technicians up to date with this fast paced industry (protecting our investment)

Program Accomplishments FY 2020:

- Repowered a new leaf machine chassis with a preexisting engine. This cuts cost on purchasing a complete unit while replacing the worn drum and housing.
- Install a new designed Fisher road plow to prevent problems that were occurring to frame extensions in the past.
- Have the auto loader function installed to merge mileage from Fuelmaster to RTA for real time pm scheduling.
- Numerous hours of data entry to get vehicles, equipment and parts into RTA system.
- Kicked off the paperless work order system.
- Refined RTA fleet software by implementing the bar code scanner for increased productivity (allows technicians more time to repair vehicles and less time doing paperwork) as well as gives us the ability to track inventory and parts warranty.

DEPARTMENT SUMMARIES

Program Accomplishments FY 2020 (cont'd):

- Shop improvements such as a new safety wall that has a designated walkway to ensure safety of our employees and vendors. The wall also provides not only a safety barrier but also a place to house the computer mounts that the Techs will have at each of their workstations. This improves the flow of the shop without having the congestion of Techs trying to reach online materials (paperless work orders) needed to complete their tasks.
- Install remanufactured engine in parks Toro 5900 to preserve the life expectancy. This was done to prevent clustering of the budget with three large mower purchases this year as the Toro mowers are in desperate need for replacement.
- Spec out multi use vehicles (hook lift/ roll off trucks) to maximize the use of the vehicles which leads to less single-handed pieces of equipment.
- Revamp the Amortization schedule. Make the schedule easier to read and added indication points to prepare department heads for future replacement needs.

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
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	0.0
1	1.0	1	1.0	Mechanic	2	2.0
1	1.0	1	1.0	Assist Mechanic	2	2.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Projected 2019-2020	Anticipated 2020-2021
Maintenance – Scheduled Repairs	738	750	765	765	1032
Maintenance – Unscheduled Repairs	230	240	250	220	200
Road Calls	58	60	65	65	45
Fuel – Unleaded (Gallons)	35,032	42,000	42,000	42,000	42,000
Fuel – Diesel (Gallons)	30,784	28,000	28,000	28,000	28,000
Street Department Vehicles & Equipment Beyond Life Expectancy	14	15	10	10	17
Dump Trucks	21	17	19	19	19
Small Trucks & Pickups	21	23	32	32	33
General Fleet Vehicles	17	17	28	28	28
Buses	4	4	4	4	4
Police Department Vehicles	41	41	42	42	44
Heavy Equipment / Trailers	41	41	49	49	52

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
304,063	309,046	13113100 00110	FULL TIME SALARIES	387,346	385,940	385,940
46,169	39,821	13113100 00111	OVERTIME	39,821	39,821	39,821
284	3,236	13113100 00112	LONGEVITY	4,369	4,369	4,369
-	0	13113100 00114	TEMPORARY	0	0	0
22,859	30,745	13113200 00221	OPERATING MATERIAL	30,745	30,745	30,745
224,316	264,944	13113200 00222	VEHICLE & EQUIP SUPPLIES	286,674	264,674	264,674
13,661	13,650	13113200 00228	SMALL TOOLS	13,650	13,650	13,650
175,354	171,540	13113200 00232	FLEET & EQUIP REPAIR	179,716	179,716	179,716
15,788	35,560	13113300 00371	MAINTENANCE CONTRACTS	40,010	40,010	40,010
106,148	84,300	13113300 00373	REPAIR/MAINT EQUIPMENT	84,300	62,300	62,300
-	500	13113300 00374	FEES & MEMBERSHIPS	0	0	0
5,672	1,900	13113300 00375	RECRUITMENT & TRAINING	3,900	3,900	3,900
15,868	16,000	13113400 00442	DEPARTMENT EQUIPMENT	16,000	16,000	16,000
930,182	971,242		TOTAL	1,086,531	1,041,125	1,041,125
			PERCENTAGE CHANGE	11.87%	7.20%	7.20%

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 7a.m. to 6 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 fifty 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:

The overall program budget decrease is \$2,179. Budget changes will be seen in the following areas:

- An increase in the salary account for Union and Management personnel.
- A nominal increase in the Operating Materials account for operating supplies
- An overall decrease in the Utilities Account specifically related to electricity use as a direct result of the virtual net metering program.
- A decrease in the Longevity Account
- Increased cost in the Maintenance Contracts Account for annual contractual agreements
- An increase in the Repair Maintenance Equipment Account to cover costs associated with electrical, mechanical and flooring repairs at VMP as well as Phase 1 window replacements at Wapping Community House.
- An increase in the Department Equipment Account to replace a 10 year old maintenance vehicle

Program Objectives and Goals FY 2021:

- Replace rotted steel "I" Beam supports for east and west bays at the Town Garage
- Start and complete the west bay garage alteration construction
- Replace 50 year old Town Hall elevator
- Replace Library Roof
- Replace Community Center roof
- Phase III carpet and painting in Public works offices
- Upgrade interior and exterior lighting and controls with LED technology at the Library and or the Community Center parking lot.
- Continue identifying, documenting and implementing new Standard Operating Procedures (SOP's) for staff.
- Replace outdated Building Automation System Controllers at the Town Garage
- Phase I Clerks Office Renovations
- Complete the heat pump and cooling tower replacement project at the Community Center and Police Department
- Plan for the installation of a VOIP phone system for Town Hall
- Final Phase, refinish slate floors at Town Hall, East Stairwells
- Install card access system at the Town Garage

DEPARTMENT SUMMARIES

Program Accomplishments FY 2020:

- Replace automatic sliding doors at the main entrance of the Community Center
- Installed new VOIP phone systems at the Police Department and Community Center
- Complete elevator modernization at the Library
- Complete design of the Town Hall Elevator
- Installed new Fire Alarm at the Library
- Completed Phase II slate floor refinishing
- Installed card access, cameras and temperature controls at Nevers Lavs
- Install 3 new cameras at the Town Garage
- Installed six new cameras at the Community Center
- Phase II carpets in Engineering, and Building Departments would be replaced
- Installed 4 new card readers for exterior doors at the Community Center
- Installed four additional cameras at the Town Hall
- Continued 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 space needs study for 2nd floor at Town Hall
- Installed Natural Gas at the Community Center and Police Department
- Install new air curtain at the Community Center
- Remove underground heating oil storage tank at the Community Center

Department Challenges:

Maintaining the level of service and expectations associated with the growing number of capital projects is becoming exceptionally difficult to maintain. As more and more capital projects are being approved, the challenge to complete them without error becomes more difficult.

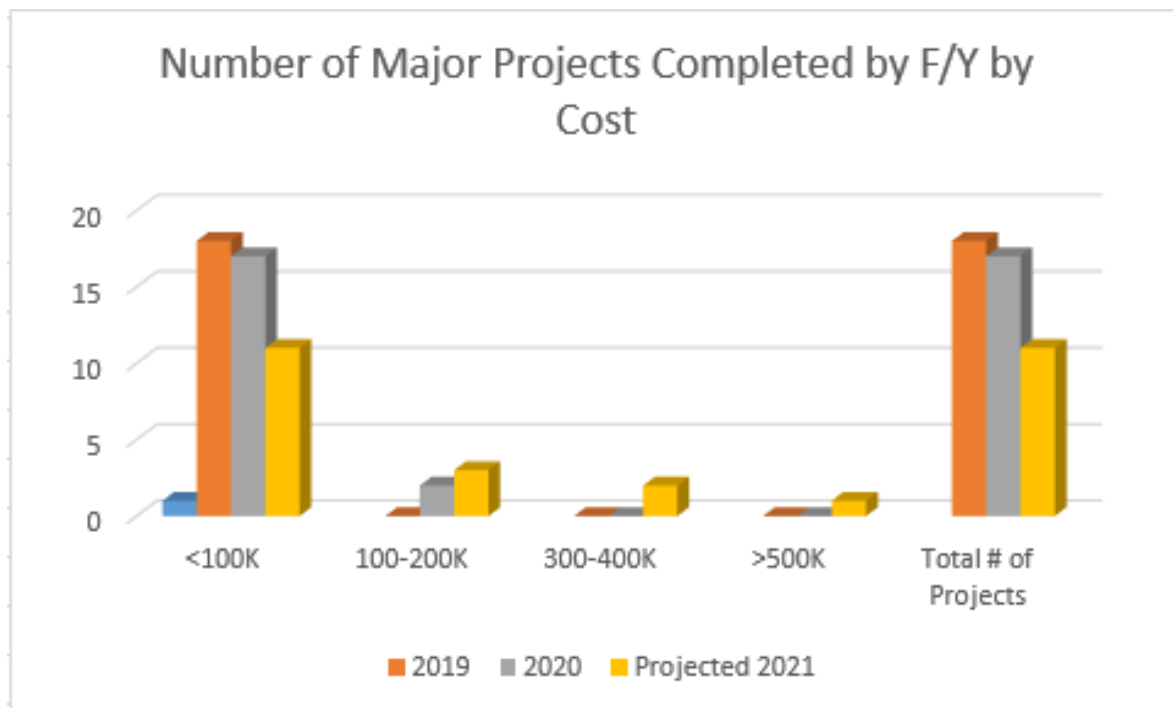
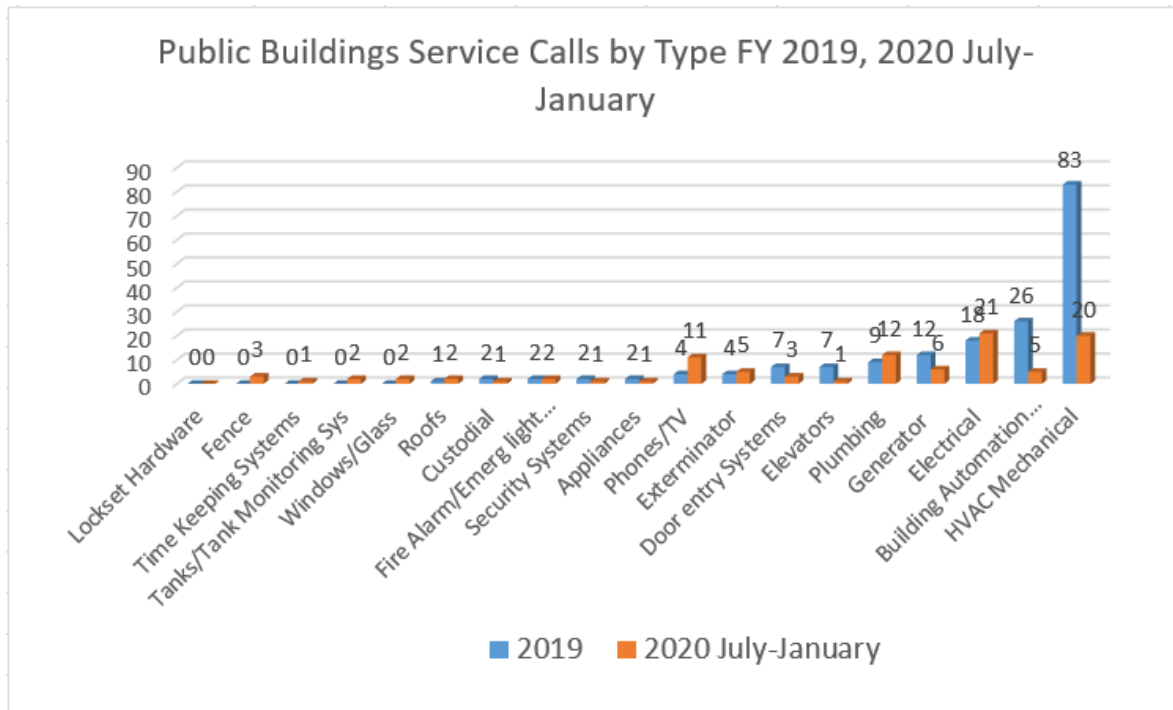
Assigned Positions

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Facilities Manager	1	1.0
1	1.0	1	1.0	Building Maintenance Supervisor	1	1.0
3	3.0	3	3.0	Building Maintainers	3	3.0

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Projected 2019-2020	Anticipated 2020-2021
Work Order Requests	1,575	1,473	1,611	861	1,750
Work Orders Completed	1,330	1,289	1,486	801	1,620
Work Orders Still Open	245	184	125	60	130

DEPARTMENT SUMMARIES

The following graph below was started in Fiscal Year 2019-2020 to illustrate the demand that emergency service calls have on the department's time and to benchmark the service calls which will help us predict and reduce the number of calls for service required throughout the year. Each call requires staff time to call, email or text and most times make multiple visits to the site to ensure service was completed. Administrative time is then needed to ensure the work is billed correctly and the invoice(s) approved in a timely manner.



DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
322,427	333,056	13200100 00110	FULL TIME SALARIES	343,593	343,593	343,593
11,756	8,000	13200100 00111	OVERTIME	17,100	17,100	17,100
1,400	4,431	13200100 00112	LONGEVITY	1,400	1,400	1,400
41,788	45,275	13200200 00221	OPERATING MATERIAL	46,854	46,854	46,854
1,151	4,750	13200200 00223	UNIFORMS & CLOTHING	2,500	2,500	2,500
872	900	13200200 00228	SMALL TOOLS	900	900	900
36	0	13200300 00320	PROFESSIONAL	0	0	0
9,714	12,092	13200300 00330	RENTAL & LEASES	12,092	12,092	12,092
507,779	638,741	13200300 00360	UTILITIES	589,041	589,041	589,041
451,032	478,791	13200300 00371	MAINTENANCE CONTRACTS	480,443	480,443	480,443
51,824	68,440	13200300 00372	REPAIR/MAINT FACILITIES	68,440	68,440	68,440
132,837	138,000	13200300 00373	REPAIR/MAINT EQUIPMENT	152,934	152,934	152,934
553	2,650	13200300 00374	FEES & MEMBERSHIPS	2,650	2,650	2,650
-	0	13200400 00430	CAPITAL PROJECTS	0	0	0
-	0	13200400 00442	DEPARTMENT EQUIPMENT	55,000	15,000	15,000
186,437	250,000	13200400 00450	OTHER BUILDING COSTS	250,000	250,000	250,000
1,719,606	1,985,126		TOTAL	2,022,947	1,982,947	1,982,947
			PERCENTAGE CHANGE	1.91%	-0.11%	-0.11%

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.

Budget Change Commentary:

The Town Council approved executing a 10-year refuse and recycling contract with All American waste that will help stabilize the collection and disposal rates of both refuse and recycling. The cost of collection services remains unchanged from fiscal year 2019/2020, however, refuse disposal costs will increase \$73 per ton to \$80.

Program Objectives and Goals FY 2021:

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

Program Accomplishments FY 2020:

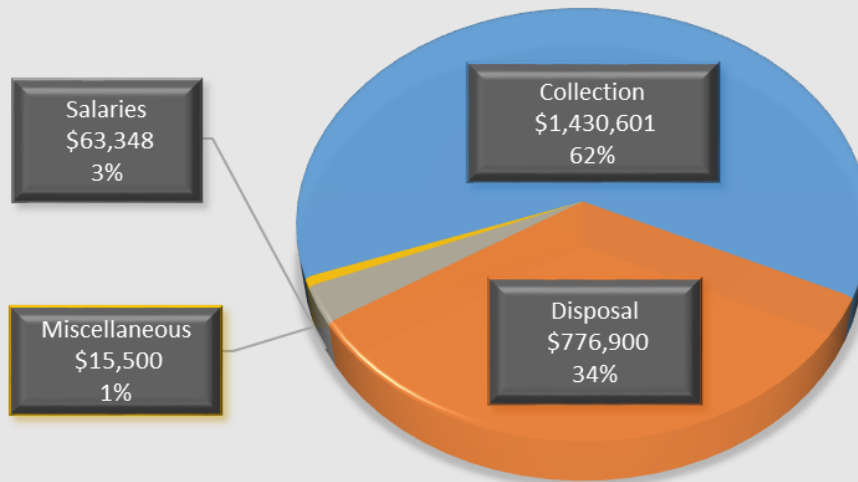
- Projected to divert 1,600 tons of recycled materials from the refuse waste stream resulting in a \$120,000 savings in tipping fees
 - Projected to divert over 60 tons of textiles; a 175% increase over last fiscal year.
- Negotiated a 10 year contract extension for the collection and disposal of the Town's refuse and recycling with All American Waste

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	.75	1	.75	Contract Compliance Officer	1	.75
1	.20	1	.20	Pollution Control Superintendent	1	.20
2	.95	2	.95	Total	2	.95

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Number of Residential Household	7,990	8,025	8,095	8,110	8,175
Number of Condominium Household	1,608	1,608	1,608	1,608	1,608
Annual Refuse (tons) Per Residential Household	0.90	0.93	.92	.95	.95
Annual Recyclables (tons) Per Residential Household	0.32	0.30	.28	.28	.30
Textile Recycling (tons)	-	18.19	35.89	60	60
Annual Bulky Waste Disposal (tons)	595.22	524.08	639.49	576	650

**PROPOSED FISCAL YEAR 2020/2021
REFUSE AND RECYCLING BUDGET**



DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
54,006	55,110	13240100 00110	FULL TIME SALARIES	61,348	61,348	61,348
		13240100 00111	OVERTIME	2,000	2,000	2,000
-	0	13240200 00221	OPERATING MATERIAL	0	0	0
1,368,880	1,433,067	13240300 00320	PROFESSIONAL	1,430,601	1,430,601	1,389,601
1,634	1,500	13240300 00350	PRINTING	2,500	2,500	2,500
19,141	13,000	13240300 00374	FEES & MEMBERSHIPS	13,000	13,000	13,000
-	0	13252300 00375	RECRUITMENT & TRAINING	0	0	0
600,288	624,650	13240300 00390	OTHER PURCHASE SERVICE	776,900	776,900	776,900
2,043,949	2,127,327	TOTAL		2,286,349	2,286,349	2,245,349
		PERCENTAGE CHANGE		7.48%	7.48%	5.55%

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	2019-2020 Council Approved	2020-2021 Department Request	2020-2021 Manager Proposed	2020-2021 Council Approved
155	Parks and Recreation – Administration	572,216	660,881	649,711	649,711
158	Parks and Recreation – Parks	1,563,858	1,720,547	1,652,976	1,652,976
163	Library	1,184,699	1,203,056	1,203,056	1,203,056
	Total Cultural and Leisure Services	3,320,773	3,584,484	3,505,743	3,505,743

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:

Effective July 1, 2010 the Recreation Department was merged with the Parks & Grounds Division formerly of Public Works to form a more traditional, and we have since proven to be a more efficient and effective Parks & Recreation Department. The rationale behind this re-structuring was to shift priorities to raise the standard of care for all publicly accessible space and better connect the programming aspect and maintenance element for enhanced customer service and satisfaction.

The Recreation Division has the responsibility of planning and managing the Town's recreation and leisure services. The primary purpose of the division is to provide activities and programs of sufficient quantity and quality to meet the needs of the community. Administration is funded with a tax based line item budget, while all recreational activities, programs and services are self-supporting through appropriate program user fees and contributions administered through a Special Revenue Recreation Fund (SRRF) initiated in fiscal year 2000-2001. The long-term success of the SRRF can be best judged by the positive fund balances realized in all but one of the previous nineteen years of operation. In the past, sound budgeting and staff diligence has generated enough of a SRRF fund balance to support our program growth, improvements and enhancements. The primary goal of all nine sub-accounts within the SRRF is to provide affordable, quality and self-sustaining programs and services.

The Parks Division is responsible for the care and maintenance of all public parks, athletic fields, school and public building grounds, and town-owned open space property. This involves the care of grass, shrubs, trees, irrigation systems, fencing, playgrounds, picnic tables, grills, tennis courts, the pools at Veterans Memorial Park, flower gardens, community gardens, sidewalks, parking lots and athletic field renovations. In addition, our parks division provides valuable resources for department activities, like our Pumpkin Roll, 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 (created July 1, 2018 as an upgrade to the Accounting Specialist position), an Administrative Secretary (created July 1, 2018 to replace the Accounting Specialist) and a Customer Service Clerk (created July 1, 2019 by combining a number of part time positions). These administrators will effectively manage the \$2,969,308 proposed SRRF budget representing over 400 annual programs and services delivered by hundreds of seasonal or part-time employees, contracted service specialists and volunteers. Contracting with these specialists and utilizing volunteers allows the Department to realize a substantial savings while maintaining and enhancing program quality. Administrators also manage the proposed Administration budget of \$649,711 and a proposed \$1,652,976 Parks Division annual operating budget. Also, they oversee a parks crew of eleven full time Maintainers, and one part time Groundskeeper, supplemented by two seasonal summer helpers (all located in a separate Parks Division Budget).

Budget Change Commentary:

- Overall the administration account is up \$79,735 over last years' proposed which represents a 15% increase.
- \$605,742 or 92% of this budget segment (line item 100 personnel) is needed to support our critical administrative staff – the staff that makes all the other departmental budgets work successfully. All full time salaries were increased by 2.5% or an adjustment to pull them in line with their level of responsibility and/or their comparable colleagues. This accounts for the greater portion of the overall increase.
- For the 2020-2021 budget we must include the continuation of rental fees to support 3,400 SF local commercial space for remote storage until such time that we can construct a permanent building. Leasing began back in October, 2015.

DEPARTMENT SUMMARIES

Program Objectives and Goals FY 2021:

- **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. Residents can expect to see incremental increases in user fees and charges annually until the \$15/hour threshold is reached.**
- 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 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 remodeled cafeteria at Wapping to increase revenue stream.
- Continued efforts to implement the Master Plan for Parks & Recreation – continue development of Lawrence Road Park, enhancements to VMP, improve neighborhood connector paths, renovation of outdoor tennis courts and basketball court at Rye St. Park.

Program Accomplishments FY 2020:

- Successfully implemented renovations at Wapping School.
- Created a bargaining unit Customer Service Clerk position by combining a number of part time positions with salary funded through the SRRF and benefits subsidized by the General Fund.
- 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.
- 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
- Completed creation of a new Community gardens site at the former Nelson Property on Deming Street. Municipal water supply was installed and the field will be plowed and staked for spring 2020.

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Parks & Recreation Director	1	1.0
1	1.0	1	1.0	Assistant Director of Parks & Rec.	1	1.0
1	1.0	1	1.0	Parks Superintendent	1	1.0
4	4.0	4	4.0	Recreation Supervisor	4	4.0
0	0.0	0	0.0	Accounting Specialist (Clerk)	0	0.0
1	1.0	1	1.0	Administrative Operations Mgr.	1	1.0
0	0.0	1	1.0	Administrative Secretary	1	1.0
0	0.0	1	1.0	Customer Service Clerk	1	1.0
8	8.0	10	10.0	TOTAL	10	10.0

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
557,905	514,837	15112100 00110	FULL TIME SALARIES	605,742	594,572	594,572
357	1,099	15112100 00111	OVERTIME	2,199	2,199	2,199
0		15112100 00112	LONGEVITY	0	0	0
692	500	15112200 00210	OFFICE SUPPLIES	500	500	500
0	0	15112200 00221	OPERATING MATERIAL	0	0	0
0	0	15112200 00223	UNIFORMS & CLOTHING	0	0	0
1,021	1,200	15112200 00231	DAILY OPERATING ACTIVITY	1,200	1,200	1,200
0	0	15112300 00320	PROFESSIONAL	0	0	0
36,961	29,920	15112300 00330	RENTAL & LEASES	41,433	41,433	41,433
0	3,000	15112300 00350	PRINTING	912	912	912
0	0	15112300 00371	MAINTENANCE CONTRACTS	0	0	0
0	0	15112300 00372	REPAIR/MAINT FACILITIES	0	0	0
6,106	7,310	15112300 00374	FEES & MEMBERSHIPS	5,125	5,125	5,125
0	0	15112300 00375	RECRUITMENT & TRAINING	2,920	2,920	2,920
707	850	15112300 00390	OTHER PURCHASE SERVICE	850	850	850
0	0	15112400 00441	OFFICE EQUIPMENT	0	0	0
0	13,500	15112400 00442	DEPARTMENT EQUIPMENT	0	0	0
603,748	572,216		TOTAL	660,881	649,711	649,711
			PERCENTAGE CHANGE	15.50%	13.54%	13.54%

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 265 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 and Food Alliance sub-committees and the Patriotic Commission 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 Division is responsible for clearing approximately 33,500 linear feet of public sidewalks.

The Parks & Recreation Department **administrative staff** consists of the full-time positions of Director, Assistant Director, Parks Superintendent, Parks Manager four Recreation Supervisors, an Administrative Operations Manager, an Administrative Secretary and a Customer Service Clerk. These individuals effectively manage the proposed \$2,969,308 SRRF budget representing over 400 annual programs and services delivered by hundreds of seasonal or part-time employees, contracted service specialists and volunteers. Administrators also manage the proposed \$1,708,047 Parks Division annual operating budget. The current Parks crew consists of eleven full time Maintainers, and one part time Groundskeeper, supplemented by two seasonal summer staff. The "mantra" of this hard-working crew is "Yes we can"!

Budget Change Commentary:

For FY 2020-2021, the proposed budget increase is \$89,118 or 5.70%. Despite the addition of more responsibilities and increasingly demanding expectations our 10-year average increase is at 5.9% with significant results. Just within the last year, we are now responsible for 83.61 new acres of Town property resulting from the purchase of open space like Porters Hill, the 11 acres across from Ayers Rd., Deming gardens and 1355 Ellington Road, or an increase in the level of service required at numerous existing sites. This will bring our Open Space mowing inventory well over 300 acres. We will have the additional responsibility of the new Philip R. Smith and Eli Terry schools, and the increased maintenance to these schools may cause a serious issue to our Division without added staff to care for them. We estimate that the new schools will add approximately 54 man hours of work per week to care for the elaborately landscaped grounds. With the Pleasant Valley school referenda on March 10th, we will likely soon have a fourth new school property to maintain. The 2020-2021 Parks Division operating budget as proposed was developed to more efficiently maintain levels of service and better meet current needs with an opportunity to address the growing demands of the community.

Other significant impacts include:

- Full time salaries increased 2% to meet the union contract stipulated raises for crew members
- Uniform services for the union have increased for the past couple years; we are going out to bid to help keep cost in check for the next few years.
- There is a slight increase to our tree budget because of our many open space tree issues, and to coincide with additional acquired acreage.

DEPARTMENT SUMMARIES

Budget Change Commentary (cont'd):

- The overtime account is up slightly due to both the contractual salary increase of 2% and additional man hours to cover anticipated emergencies in an attempt to avoid a major shortfall as was experienced in previous years, and to service the local sports tournaments and special events on weekends.
- Seasonal staff wages were upgraded to meet the state mandated increase in minimum wage.
- Department equipment carries a slight increase of \$11,000 over last year's allocation due to the critical necessity to replace our large gang mowers necessary to maintain turf growth.
- All other line items are static.

Program Objectives and Goals FY 2021:

- Albeit difficult under current budget constraints we will try to continue with our "Employee + Equipment = Efficiency" initiative focusing on combining staff skills and strengths with the right equipment to get the job done better and faster. By replacing worn equipment and adding new equipment, we expedite and improve the care of prime athletic fields and public grounds, and it reduces our reliance on outside contractors that most often cost significantly more than doing the work in house. For FY 2020-21 we are looking to replace two of our past due Toro wide area mowers, a 2005 and a 2007 that do the lion share of our mowing. These machine have passed their cost-effective life expectancy and are costing Fleet Services more money than they should, not to mention excessive down time for the Parks Division. Putting the RIGHT equipment in the hands of the RIGHT employee to get the job done RIGHT is our goal!
- Add a utility vehicle to help maintain trails that are hard to get to and also be very advantageous during special events.
- 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 the grounds at the new Philip R. Smith and Eli Terry schools.
- Continue work at Nevers, Lawrence Rd. and Rye Street Parks by 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.
- With a local resident volunteer and disc golf designer lay-out and install in-house a disc golf course at Lawrence Rd. Park
- Continue our "Parks Beautification" program pruning trees to improve sight lines and aesthetics, clearing brush and invasives, and 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 as phase 2 of a multi-phase initiative.
- Completely renovate the Pepin (AKA Major A) little league baseball field and add an irrigation system with some cost-sharing with the Little League organization.
- Install solar powered pedestrian activated flashing crosswalk signage on Nevers Rd. to improve the safety for access to Porter's Hill for winter sledding and special events like Kite Nite and the Pumpkin Roll.
- Finish the base of the Soccer / lacrosse practice wall at Rye St. Park.
- 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.
- Rebuild the failing foot bridge at Porters Hill
- Continue to work at the Priest Property and make the property more esthetically pleasing and a place to visit instead of a place to avoid
- Investigate in-house demolition of the house and two small out building at the newly purchased property at 1355 Ellington Rd. as a cost-saving measure.
- The Parks Division plans to remove the old and install new pavers at the Town Hall and Library main entrance.

DEPARTMENT SUMMARIES

Program Accomplishments FY 2020:

- Installed 400 feet of wood guard rails at Lawrence Rd. Park. Not only is this rail esthetically pleasing, it will define the existing lot and restrict vehicle access to unauthorized areas of the park.
- Continued to work on and add to our mountain biking trail system at Rye Street Park – a sixth loop – “JC Squirrel” was added to bring the total distance over 5 miles!
- 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 two zero turn mowers and two one-ton dump trucks with plows that will replace two very old dump trucks.
- Prepared parks and provided services for special events like: Fall Fest, Wapping Fair, Wreaths Across America, Memorial Day & Veterans Day at VMP, the second annual Resolution Run, multiple sports groups tournaments, Strawberry and Apple Festivals.
- Parks and Recreation celebrated 50 years this year at Rotary baseball field.
- We were able to replace one of our oldest truck in the Parks fleet (a 1991 International truck) with a chipper box, with a 2019 Chevy 4x4 - CK56403 with a switch & go body. This gives us a chipper box, flat bed and a roll off dumpster all in one truck.
- With a grant from Senator Anwar, we were able to go out to bid for new fence fabric and post repairs at Wapping tennis courts and replacement of 1000-watt sodium lights for new high efficiency LED Lights and one additional light for the newly renovated Wapping basketball court.
- The Parks Division installed two new basketball hoops and backboards at the Wapping outdoor court.
- We installed 400 feet of all new 6-foot fence with privacy slats to replace the failed 6-foot wooden fence at VMP.
- A big savings to the Town was replacing the old outdated failing pulsar tab chlorinators with liquid chlorine at VMP as our prime disinfectant. We anticipate savings of approximately \$10,000-\$12,000 and it is a much safer alternative than the pulsar tabs that were used in the past.
- Another big savings is the transfer of funds to pollution control for care of the pool water and filtration system. We project a savings of approximately \$23,000.
- Prepared both Rye Street and Nevers Parks for five large youth tournaments accommodating baseball, boys' lacrosse, girls' lacrosse, soccer and football.
- Took on a project that many said would not work: creating a drainage swale at South Windsor Fairgrounds (aka Barton Property) and new home of the Wapping Fair to rectify a major flooding issue.
- Added our first year-round family-friendly public restroom facility with drinking fountain at Nevers Park to service the athletic fields and the new Porter's Hill property across the street.
- Parks department installed a new paver patio at the Nevers Park restroom facility along with new picnic tables and umbrellas.
- Installed a paved walkway at the new Town-owned Porters Hill to the sledding hill bridge.
- Complete renovation of Rotary baseball in from field laser graded to laying new sod. We will be keeping a close eye on a possible drainage issues along the third base line.
- By popular demand we repeated the holiday set up of the Parks & Recreation with a new and improved 30 foot "Giving Tree" at Nevers Park to benefit the SW Food Bank. The decade-old tree with a brand new value of \$25,000 was donated by our friends at Evergreen Walk!
- 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 invasives, and we installed new heavy-duty wood guardrail fencing at the new Rotary Pavilion at VMP to keep vehicles in the parking lot and separated from pedestrian traffic.
- Beautification efforts on the not yet named park at the fishing derby area off Barber Hill Rd.
- One of our bigger successes this year, thanks to approved funding from the Town Council, was the joint effort of the Parks Division along with American Ramp Co. was the construction of phase II at the Skate Park at Nevers Park.

DEPARTMENT SUMMARIES

- The Parks department's takes great pride in doing almost all of the site work at our big projects, which included: the Skate Park, Nevers bathrooms and Porters Hill.
- Thanks to a grant put together by Roy Norman along with CT Water we were able to tap into the main water line on Deming St. and installed 600 feet of water line and yard hydrants. Now Deming gardens is no longer an idea - its real - second community garden options for residents!

Assigned Positions

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	1	1.0	Parks Manager	1	1.0
1	1	1	1.0	Maintainer III	1	1.0
10	10	8	8.0	Maintainer II	8	8.0
0	0	2	2.0	Maintainer I	3	3.0
1	0.5	1	0.5	Groundskeeper	1	0.5
2	0.46	2	0.46	Summer Staff (Seasonal full time for 12 weeks x 2 = 24 weeks total)	2	0.46
14	11.96	15	12.96	TOTAL	16	13.96

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Athletic Fields maintained (soccer, lacrosse, football)	25.5	26.5	27.5	27.5	28.5
Baseball/Softball Fields maintained	16	16	16	16	16
Acres - Routine Mowing (weekly service minimum)	183.8	231	240	240	265
Acres – Fertility Management	82.7	125.4	130	130	153
Acres – Pest Management	80.2	109.4	109.4	109.4	130
Acres – Cultural Practices (aerating, over-seeding, sod)	83.9	131.1	136	136	150
School Grounds maintained	8	9	9	9	New Eli / New PRS
Open Space Property	17	18	19	19	22
Public Building Grounds maintained	16	16	17	17	17
Playgrounds maintained	2	2+	3+	3+	4
Large Equipment maintained (mowers, snow blowers, etc.)	145	148	151	151	151
Trail System Maintained (miles/locations)	11.7 / 19	15.7/ 20 +Rye-Bike	16 / 20	16 / 20	17 / 20.5
Linear Feet of Sidewalks edged and Snow removal	27140	29,000	Actual 33,129	Actual 33,129	Actual 33,500

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
704,223	772,920	15150100 00110	FULL TIME SALARIES	859,551	852,328	852,328
96,114	110,708	15150100 00111	OVERTIME	110,708	106,235	106,235
1,150	8,868	15150100 00112	LONGEVITY	8,868	8,868	8,868
9,126	21,094	15150100 00113	PART TIME WAGES	21,094	21,094	21,094
20,078	14,400	15150100 00114	TEMPORARY	14,400	14,400	14,400
158,558	166,945	15150200 00221	OPERATING MATERIAL	158,935	153,935	153,935
13,082	9,363	15150200 00223	UNIFORMS & CLOTHING	14,038	14,038	14,038
53,977	66,950	15150200 00226	LANDSCAPING	68,000	68,000	68,000
10,723	10,980	15150200 00228	SMALL TOOLS	9,630	9,630	9,630
0	0	15150300 00320	PROFESSIONAL	0	0	0
21,359	17,865	15150300 00330	RENTAL & LEASES	18,490	18,490	18,490
76,577	79,589	15150300 00360	UTILITIES	80,197	73,822	73,822
97,573	92,975	15150300 00371	MAINTENANCE CONTRACTS	116,935	111,935	111,935
45,638	46,875	15150300 00372	REPAIR/MAINT FACILITIES	46,875	46,875	46,875
1,595	5,000	15150300 00373	REPAIR/MAINT EQUIPMENT	5,000	5,000	5,000
4,625	3,815	15150300 00374	FEES & MEMBERSHIPS	5,480	5,480	5,480
899	1,800	15150300 00375	RECRUITMENT & TRAINING	1,800	1,800	1,800
0	0	15150300 00440	DEPARTMENT MANDATES	12,500	0	0
0	0	15150400 00430	CAPITAL PROJECTS	0	0	0
155,233	133,711	15150400 00442	DEPARTMENT EQUIPMENT	168,046	141,046	141,046
1,470,530	1,563,858		TOTAL	1,720,547	1,652,976	1,652,976
			PERCENTAGE CHANGE	10.02%	5.70%	5.70%

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.

The Library's collections and services continue to evolve as we incorporate new technological capabilities with traditional resources and preferred ways of accessing information.

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 continue to sponsor the "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 41st 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. Personnel requests include the “53rd payroll” as well as planned increases; the change is tempered by the retirements of some senior staff members during the past year. Transport of materials between libraries is a still-unsettled challenge that may result in unplanned expense. In addition, our library network (Library Connection, Inc.) will introduce a new cost allocation model for the first time in over ten years, resulting in an increase in our costs.

Program Objectives and Goals FY 2021:

- **Support an informed citizenry** by creating better access to information regarding local, national, and world affairs. Specific activities will develop and highlight areas of the collection related to these topics and will create programming to allow our patrons to learn about community activities and fully participate in them.
- **Foster Community connections and community engagement** through cooperative activities with other South Windsor agencies and organizations.
- **Explore 21st Century work opportunities** by providing access to resources for furthering career competencies at all stages of work life and by providing opportunities for collaboration between organizations engaged in preparing an evolving workforce.
- **Support Young Learners and Their Families** by providing more opportunities for early literacy activities ad for hands-on, multi-age, and intergenerational learning and play.

Program Accomplishments FY 2020:

- Our primary focus during the fiscal year was the completion of a new Strategic Plan, accomplished with the guidance of Maxine Bleiweis & Associates and the assistance of a Federal LSTA Grant administered by the CT State Library. This exercise resulted in a new Mission statement for the Library:

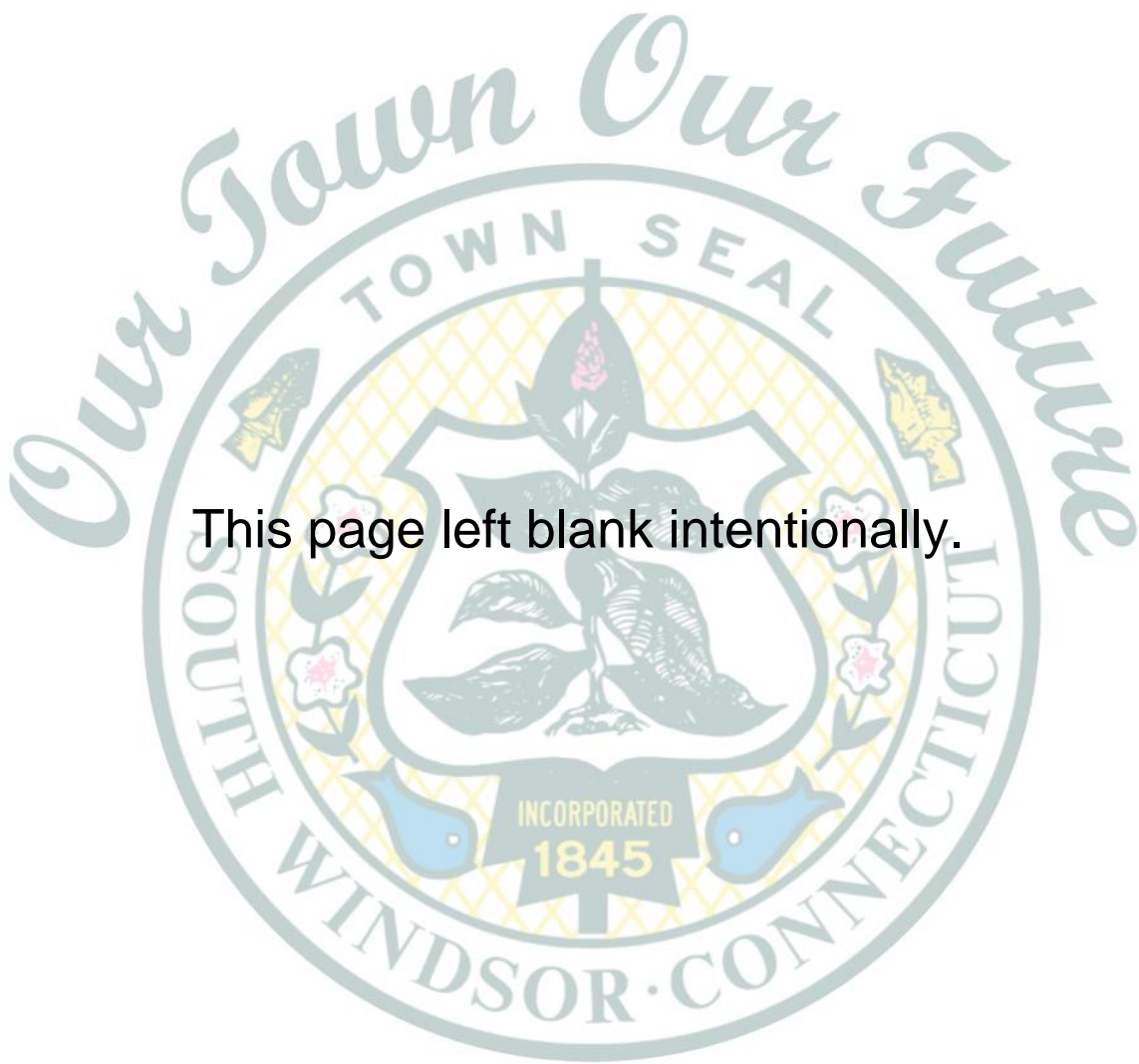
The Mission of the South Windsor Public Library is to create welcoming experiences for people of all ages in our diverse region that will foster opportunities for community connections, promote individual growth, and provide access to resources that spark creativity.

As a result of the planning effort, our activities for the coming years will focus on specific areas of service found in the above Objectives and Goals for the coming years.

DEPARTMENT SUMMARIES

Function CULTURAL & LEISURE
Department LIBRARY
Division LIBRARY
Division Code 5510

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
656,221	739,500	15510100	00110	FULL TIME SALARIES	751,704	751,704	751,704
0	1,000	15510100	00112	LONGEVITY	1,000	1,000	1,000
191,740	236,022	15510100	00113	PART TIME WAGES	233,583	233,583	233,583
24,380	6,000	15510200	00210	OFFICE SUPPLIES	6,000	6,000	6,000
182,261	120,134	15510200	00221	OPERATING MATERIAL	123,109	123,109	123,109
907	500	15510300	00310	ADVERTISING	150	150	150
46,423	55,698	15510300	00320	PROFESSIONAL	62,134	62,134	62,134
8,225	7,946	15510300	00330	RENTAL & LEASES	6,038	6,038	6,038
0	750	15510300	00350	PRINTING	1,000	1,000	1,000
4,580	4,600	15510300	00360	UTILITIES	6,000	6,000	6,000
8,812	7,634	15510300	00371	MAINTENANCE CONTRACTS	7,623	7,623	7,623
3,047	3,865	15510300	00374	FEES & MEMBERSHIPS	4,565	4,565	4,565
0	250	15510300	00375	RECRUITMENT & TRAINING	150	150	150
38,647	800	15510400	00441	OFFICE EQUIPMENT	0	0	0
1,165,241	1,184,699	TOTAL			1,203,056	1,203,056	1,203,056
		PERCENTAGE CHANGE			1.55%	1.55%	1.55%



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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	2019-2020 Council Approved	2020-2021 Department Request	2020-2021 Manager Proposed	2020-2021 Council Approved
168	Environmental Health	201,398	202,484	195,466	195,466
171	Human Services – Administration	103,201	137,865	137,865	137,865
173	Human Services – Youth and Family Services	319,053	333,208	328,015	328,015
176	Human Services – Adult and Senior Services	421,345	437,440	431,540	431,540
179	Human Services – Adult and Senior Services – Transportation	99,992	115,416	111,389	111,389
181	Human Services – Sheltered Workshops	2,697	2,697	2,697	2,697
183	Visiting Nurse and Community Care, Inc.	9,500	9,500	7,500	7,500
	Total Health and Human Services	1,157,185	1,238,610	1,214,472	1,214,472

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:

- Promote Environmental Health Officer to Director of Health upon completion of Master's Degree of Public Health in November 2020
- Promote Environmental Health Specialist to Environmental Health Officer simultaneously; Specialist position to remain unfilled for remainder of budget year.

Program Objectives and Goals FY 2021:

- Expansion of health education programs.
- Increase in number of Food Service Inspections conducted to meet minimum statutory requirements.
- Continue to increase department revenue.
- Complete matriculation towards graduate degree.
- Fully implement state mandated FDA Code transition – upon State passage
- Continue to respond to COVID-19 pandemic through information sharing, case monitoring, contact tracing, and implementation of mass-vaccination when available.

Program Accomplishments FY 2020:

- Increase part time Environmental Health Specialist to full time
- Fully implement online permitting and payments
- Continued to prepare food service establishments for FDA Food Code implementation.
- Participated on Connecticut Environmental Health Association board of directors.
- Responded to COVID-19 pandemic by monitoring active cases, performing contact tracing, disseminating PPE, and preparing for mass-vaccination.

DEPARTMENT SUMMARIES

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Environmental Health Officer	1	1.0
1	1.0	1	1.0	Environmental Health Specialist (unfunded after 11/2020)	0	0.0
1	0.175	1	0.175	Health Director	1	1.0
1	0.175	1	0.175	Medical Advisor	1	0.175

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Projected 2020-2021
Food Service Inspections (includes routine, re-inspections, emergency response inspections, complaints)	110	156	121	140	160
Temporary Food Event Permits/Inspections (includes Farmer's Market permits)	76	189	114	150	77
Itinerant/Mobile Food Truck Inspections	20	42	50	55	
Food Service Plan Reviews	8	6	5	3	5
Child Care Facility Inspections (includes routine & re-inspections)	3	13	6	15	11
Pool Inspections (includes routine and re-inspections)	21	18	22	25	30
Hotel/Motel Inspections	1	1	1	3	3
Lead Poisoning/Elevated BLL Cases	0	0	0	0	1
Septic Inspections Conducted (includes site visits, deep test pits and percolation testing)	42	45	33	40	50
Septic Permits Issued – New Construction	2	0	1	5	5
Septic Permits Issued- Repairs	6	3	8	10	10
B100a Reviews	8	9	12	10	11
Well Permits Issued	16	4	3	10	4
Laboratory Activities (water testing, lead testing, rabies cases, tick testing)	25	6	34	10	10
Environmental Complaint Investigations	39	25	52	35	50
Cosmetology Inspections			15	30	30
Tattoo Inspections			2	3	4

DEPARTMENT SUMMARIES

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

2018/2019	2019/2020				2020/2021	2020/2021	2020/2021
ACTUAL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
APPROVED	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
68,979	130,358	16110100	00110	FULL TIME SALARIES	153,139	147,621	147,621
383	0	16110100	00111	OVERTIME	500	0	0
28,853	0	16110100	00113	PART TIME WAGES	0	0	0
0	0	16110100	00114	TEMPORARY	0	0	0
518	550	16110200	00210	OFFICE SUPPLIES	600	600	600
4,778	3,490	16110200	00221	OPERATING MATERIAL	2,090	2,090	2,090
886	600	16110200	00223	UNIFORMS & CLOTHING	600	600	600
507	200	16110200	00228	SMALL TOOLS	200	200	200
47,837	55,700	16110300	00320	PROFESSIONAL	31,700	31,700	31,700
0	3,000	16110300	00330	RENTALS AND LEASES	4,080	4,080	4,080
231	300	16110300	00350	PRINTING	300	300	300
1,112	1,200	16110300	00374	FEES & MEMBERSHIPS	1,275	1,275	1,275
4,315	4,000	16110300	00375	RECRUITMENT & TRAINING	5,000	5,000	5,000
1,528	2,000	16110400	00396	PUBLIC HEALTH EMERGENCY PREP	2,000	2,000	2,000

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 Administrative Secretary positions which are shared by all of Human Services staff. The Human Services Director is funded in the Adult and Senior Services Division.

Budget Change Commentary:

This budget shows a 2.5% cost of living increase for non-union employee and 2.15% increase per Union contract for Administrative Secretary.

Program Objectives and Goals FY 2021:

- 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 2020:

- Made improvements to the Community Center by completing the gym (room 214) and signage in front of the building.
- Rented the Banquet Hall to the community.

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Executive Secretary/Transportation Coordinator	1	1.0
0	0.0	1	1.0	Administrative Secretary	1	1.0
1	.80	0	0	Clerical Assistant	0	0.0

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Purchase orders processed	270	244	244	250	250
Vouchers/Procurement Card/Refunds processed	414	999	1,201	1,200	1,200
# of riders on senior/disabled busses (unduplicated)	551	460	587	600	625
# of medicals	1,143	895	1,009	1,100	1,100
# of miles logged on busses	62,846	60,547	68,286	70,000	70,000

DEPARTMENT SUMMARIES

Function HUMAN SERVICES
Department HUMAN SERVICES
Division ADMINISTRATION
Division Code 6210

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
52,020	90,061	16210100	00110	FULL TIME SALARIES	94,725	94,725	94,725
0	0	16210100	00111	OVERTIME	0	0	0
0	0	16210100	00112	LONGEVITY	0	0	0
27,500	0	16210100	00113	PART TIME WAGES	0	0	0
0	0	16210100	00114	TEMPORARY	0	0	0
4,184	4,700	16210200	00221	OPERATING MATERIAL	4,700	4,700	4,700
412	500	16210300	00310	ADVERTISING	500	500	500
0	0	16210300	00320	PROFESSIONAL	30,000	30,000	30,000
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
6,799	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
92,870	103,201	TOTAL			137,865	137,865	137,865
		PERCENTAGE CHANGE			33.59%	33.59%	33.59%

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 a 2.5% cost of living increase for full time staff and part time staff that work 53 weeks. 1% increase for Teen Center Supervisors, \$1 increase per hour for Teen Center staff making minimum wage (State mandated).

Program Objectives and Goals FY 2021:

- Continue to secure local, state and federal grants to support our programs
- Work closely with the Department of Children and Families as Youth Service Bureaus move under their guidance from the Department of Education
- Take on the Rockville Local Interagency Service Team (LIST) grant
- 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 2020:

- Secured \$20,746 State of CT Department of Children and Families, Youth Service Bureau Grant
- Secured \$10,734 State of CT Department of Children and Families, YSB Enhancement Grant
- Secured \$21,667 State of CT Court Support Services, Rockville Local Interagency Service Team Grant
- Secured \$5,342 State of CT Department of Mental Health & Addiction Services, LPC Grant
- Secured \$5,000 State of CT Department of Mental Health & Addiction Services, SOR Opioid Response 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.
- Made adjustments to current positions that better meet the needs of the South Windsor residents
- Offered a Narcan and Suicide Prevention training to the community
- Expanded the current prevention and positive youth development programs offered at the Teen Center
- Provided educational seminars to South Windsor school staff and Youth and Family board members on topics such as restorative practices, suicide prevention and childhood trauma
- Presented an in-service to the Board of Education members on the Juvenile Review Board

DEPARTMENT SUMMARIES

Program Accomplishments FY 2020 (cont'd):

- Diverted youth from the juvenile justice system by coordinating the South Windsor Juvenile Review Board, working closely with Rockville Court and South Windsor Police Department
- Recruited and retained new membership for (SWAFF) South Windsor Alliance for Families.

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
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	1.0	1	1.0	School Outreach Specialist	1	1.0
1	.66	1	.80	Youth and Family Counselor	1	.80
		1	.40	Youth and Family Counselor	1	.40
1	.80	1	.80	Parent Educator/Youth Counselor	1	.80
9	-	6	-	Teen Center Supervisors (3-6 hours per MONTH)	6	-

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Positive Youth Development Program Participants	2,045	1,896	2,109	2,000	2,000
Teen Center Participants	252	383	329	300	300
Parenting Education and Support Clients	402	329	449	380	350
Juvenile Court Diversion - Juvenile Review Board Cases	4	23	16	14	15
Individual/Family/Group Counseling Clients	68	81	85	87	80

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
172,504	175,952	16215100 00110	FULL TIME SALARIES	185,938	183,274	183,274
113,144	123,846	16215100 00113	PART TIME WAGES	128,015	126,986	126,986
0	0	16215100 00114	TEMPORARY	0	0	0
10,001	10,275	16215200 00221	OPERATING MATERIAL	10,275	10,275	10,275
128	300	16215300 00310	ADVERTISING	300	300	300
0	0	16215300 00320	PROFESSIONAL	0	0	0
1,089	2,580	16215300 00330	RENTAL & LEASES	2,580	1,580	1,580
1,929	3,000	16215300 00350	PRINTING	3,000	2,500	2,500
0	500	16215300 00372	REPAIR/MAINT FACILITIES	500	500	500
2,242	2,600	16215300 00374	FEES & MEMBERSHIPS	2,600	2,600	2,600
301,036	319,053		TOTAL	333,208	328,015	328,015
			PERCENTAGE CHANGE	4.44%	2.81%	2.81%

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 increased 2.42% due to annual staff increases.

Program Objectives and Goals FY 2021:

- Continue to provide outreach to the community to educate low income adults and senior citizens on services available
- Continue to provide administrative oversight of the entire Human Services Department
- Increase the number of members in our Fit for Life Fitness Center for residents 55 and older
- Using remaining funds in our Friends of the South Windsor Senior Center account (all donated monies), replace the carpeting in the senior lounge

Program Accomplishments FY 2020:

- Finalized the enhancements in the gym (room 214) by replacing the original flooring and by installing handrails using the last of the grant funds from the Hartford Foundation for Public Giving
- Installed handrails in the hallways using funds from the Friends of the South Windsor Senior Center account (all donated funds)
- Coordinated with the South Windsor Community Foundation (501c3 organization) to become fiduciary for the South Windsor Food and Fuel Bank, which will allow groups and other businesses to make donations that otherwise would not be made due to the 501c3 status
- Offered Silver Sneakers classes, which is provided at no cost to those with insurance that accepts Silver Sneakers, and is a minimal drop in fee for those without Silver Sneakers.
- The Senior Center's Adventure Club offered 38 activities and 12 hikes for active older adults
- A Senior Theater program was offered with 17 participants in a one-act play. 30 hours of practice, and a combined total of over 200 people attending two shows (matinee and evening).
- Two new grant programs were offered: Aging Mastery Program (AMP), a 10-week comprehensive program that celebrates the gift of longevity and Tai Ji Quan for Better Balance that incorporates Tai Chi movements for better balance and strength to decrease the risk for falls in older adults.

DEPARTMENT SUMMARIES

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
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 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Office visits (with caseworkers)	1,447	1,573	1,317	1,400	1,400
CEAP Energy Assistance Applications Processed	374	378	337	350	375
Contacts for Medicare CHOICES Counseling	96	126	100	125	140
Completed Homeowners Tax Relief and Renters Rebate Applications	386	373	329	350	350
Households Assisted with Private Fuel and Operation Fuel Funds	150	124	159	140	140
People served in food bank annually	401	389	372	400	400
Caregivers who attended monthly support group in 10 months	39	91	75	80	50
# of families receiving Thanksgiving Baskets/# people in those families	186/405	184/405	186/426	175/380	180/400
Children and seniors served in the Holiday Toy/Gift Program	234	239	224	225	200
Meals served at congregate lunch site	8,110	7,598	8,695	8,000	8,000
Trips offered at senior center	142	114	144	125	125
People who attended trips	1,836	1,625	1,745	1,800	1,800
Attendees for cards and games weekly	300	300	325	325	325
Attendees in Exercise Programs	400	425	400	400	400
Swipes in My Senior Center Program	30,000	30,000	30,000	30,000	30,000
Volunteers	245	250	250	250	250
Newsletters distributed monthly	2,100	2,200	2,200	2,250	2,250
Number of people served in the Backpack Program (children/families)	27/59	41/76	43/78	31/50	35/60
People served in the AARP Tax Aide Program	276	304	303	300	275

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
297,814	303,771	16225100 00110	FULL TIME SALARIES	317,345	316,645	316,645
87,788	82,575	16225100 00113	PART TIME WAGES	86,284	86,084	86,084
9,503	9,000	16225200 00221	OPERATING MATERIAL	9,000	9,000	9,000
0	0	16225300 00310	ADVERTISING	0	0	0
10,782	16,000	16225300 00320	PROFESSIONAL	16,000	11,000	11,000
1,022	1,311	16225300 00330	RENTAL & LEASES	1,311	1,311	1,311
3,438	4,500	16225300 00350	PRINTING	4,500	4,500	4,500
1,188	1,188	16225300 00360	UTILITIES	0	0	0
898	1,000	16225300 00373	REPAIR/MAINT EQUIPMENT	1,000	1,000	1,000
676	700	16225300 00374	FEES & MEMBERSHIPS	700	700	700
256	300	16225300 00375	RECRUITMENT & TRAINING	300	300	300
1,005	1,000	16225300 00390	OTHER PURCHASE SERVICE	1,000	1,000	1,000
0	0	16225400 00441	DEPARTMENT EQUIPMENT	0	0	0
414,370	421,345		TOTAL	437,440	431,540	431,540
			PERCENTAGE CHANGE	3.82%	2.42%	2.42%

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:

Budget reflects 2.5% cost of living increase for bus driver salaries and additional increases for drivers with longevity.

Program Objectives and Goals FY 2021:

- To accept delivery of a 12 passenger bus (2 wheelchair equipped) buses from the DOT5310 grant, which funds 80% of the cost.
- To continue to meet the needs of residents (older adults and people with disabilities) for transportation services

Program Accomplishments FY 2020:

- Received confirmation that we were approved for a grant for a 12 passenger wheelchair lift equipped bus, funded by DOT 80-20 grant (Town portion \$6,500; rental income \$6,500)

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
6	6 PT	6	6 PT	Bus Drivers	6	6 PT

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Annual Bus Mileage	62,846	60,547	68,286	70,000	70,000
Unduplicated Ridership	551	460	587	600	625
Medicals	1,143	895	1,009	1,070	1,100

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
0	0	16240100 00111	OVERTIME	0	0	0
91,745	92,219	16240100 00113	PART TIME WAGES	107,643	103,616	103,616
7,753	7,772	16240400 00442	DEPARTMENT EQUIPMENT	7,773	7,773	7,773
99,498	99,991	TOTAL		115,416	111,389	111,389
		PERCENTAGE CHANGE		15.43%	11.40%	11.40%

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 2021:

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

Program Accomplishments FY 2020:

- South Windsor residents received employment services, residential services, and in-home personal supports.

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 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Employment services	11	10	7	11	13
Residential service	2	1	4	3	4
In-Home personal support	2	1	5	5	5

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

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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:

This budget has decreased by \$2,000.

Program Objectives and Goals FY 2021:

- 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 2020:

- 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 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Geriatric Support- Visits	0	2	0	1	1
Home Health Aides- Visits	0	2	0	1	1
Meals on Wheels	0	3	7	0	1
Elder Wellness Program - Hours	110	120	110	110	110
Flu Vaccine- Shots Administered	170	111	99	100	100

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
5,190	9,500	16260300 00380	GRANTS & CONTRIBUTIONS	9,500	7,500	7,500
5,190	9,500	TOTAL		9,500	7,500	7,500
		PERCENTAGE CHANGE		252.24%	178.09%	178.09%

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	2019-2020 Council Approved	2020-2021 Department Request	2020-2021 Manager Proposed	2020-2021 Council Approved
186	Contingency	209,594	231,105	161,505	161,505
188	Patriotic Commission	13,500	13,500	13,500	13,500
190	Cemeteries	12,000	16,000	12,000	12,000
192	Municipal Insurance – Casualty and Liability	282,340	281,306	276,306	276,306
194	Pension	2,526,734	2,550,580	2,550,580	2,550,580
196	Social Security	1,154,865	1,236,628	1,236,628	1,236,628
198	Health and Life Insurance	3,587,713	3,877,957	3,877,957	3,877,957
200	Wood Memorial Library	12,500	12,500	12,500	12,500
202	Other Post Employment Benefits (OPEB)	231,439	231,439	231,439	231,439
204	Workers' Compensation	426,092	385,868	385,868	385,868
206	Unemployment Compensation	18,000	18,000	13,000	13,000
208	Salary Contingency	100,000	150,000	100,000	100,000
	Total Unclassified	8,574,777	9,004,883	8,871,283	8,871,283

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 requested is \$161,505. This total is made up of \$115,000 for unforeseen events and 2% of new assessed revenues or \$46,505 toward the Tax Stabilization Fund..

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Amount of Contingency Used	\$80,400	\$31,330	\$48,205	\$101,200	\$50,000

DEPARTMENT SUMMARIES

Function UNCLASSIFIED
Department CONTINGENCY
Division CONTINGENCY
Division Code 9001

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
11,000	209,594	19001300 00390	OTHER PURCHASE SERVICE	231,105	161,505	161,505
11,000	209,594	TOTAL		231,105	161,505	161,505
		PERCENTAGE CHANGE		44.81%	1.20%	1.20%

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
13,499	13,500	19002300 00380	GRANTS & CONTRIBUTIONS	13,500	13,500	13,500
13,499	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:

The program has a zero percent increase.

DEPARTMENT SUMMARIES

Function UNCLASSIFIED
Department CEMETERIES
Division CEMETERIES
Division Code 9003

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
14,000	12,000	19003300	00380	GRANTS & CONTRIBUTIONS	16,000	12,000	12,000
14,000	12,000			TOTAL	16,000	12,000	12,000
				PERCENTAGE CHANGE	33.33%	0.00%	0.00%

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 second year of a three-year contract that commenced July 1, 2019 with CIRMA for a maximum of 3% increase each year. Year two is estimated to have a zero premium increase, but budget has decreased \$6,034 or .2.14% due to property and department equipment reductions to the policy.

Program Objectives and Goals FY 2021:

- 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 2020:

- 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 defensive driving, social media policies and workplace violence

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Number of claims	14	13	13	13	13
Number of CIRMA Workshops Attended	5	4	4	4	4
Number of Employees Attending	45	40	40	43	43

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
254,069	282,340	19004300 00320	PROFESSIONAL	281,306	276,306	276,306
			TOTAL	281,306	276,306	276,306
			PERCENTAGE CHANGE	-0.37%	-2.14%	-2.14%

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. This includes Defined Benefit, Defined Contribution and 457 Deferred Contribution Plans.

Budget Change Commentary:

The Pension Budget increased by \$23,846 or .94% 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 discussions on fees, governance, liabilities and assets.

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Covered Employees	182	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 2020/2021 budget will include the ADC calculated in the July 1, 2019 actuarial valuation report.

DEPARTMENT SUMMARIES

Function UNCLASSIFIED
Department PENSION
Division PENSION CONTRIBUTIONS
Division Code 9005

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
3,418,889	2,526,734	19005100 00130	EMPLOYEE BENEFITS	2,550,580	2,550,580	2,550,580
3,418,889	2,526,734		TOTAL	2,550,580	2,550,580	2,550,580
			PERCENTAGE CHANGE	0.94%	0.94%	0.94%

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 \$81,763 as a result of annual and contractual salary increases.

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Number of Full Time Employees Paid	173	184	187	194	196
Number of Part Time Employees Paid	50	51	51	51	51

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
1,056,767	1,154,865	19006100 00130	EMPLOYEE BENEFITS	1,236,628	1,236,628	1,236,628
			TOTAL	1,236,628	1,236,628	1,236,628
			PERCENTAGE CHANGE	7.08%	7.08%	7.08%

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 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 \$290,244, as a result of projected premium increase of 4% based on expected claims and stop loss insurance.

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Covered Employees	160	160	160	168	170
Health Insurance Plans	8	8	8	8	8
Life Insurance Plans	1	1	2	2	2
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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
2,040,596	3,587,713	19007100 00130	EMPLOYEE BENEFITS	3,877,957	3,877,957	3,877,957
2,040,596	3,587,713		TOTAL	3,877,957	3,877,957	3,877,957
			PERCENTAGE CHANGE	8.09%	8.09%	8.09%

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:

This program requested budget is \$12,500. The program has a zero percent increase.

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
12,500	12,500	19008300 00380	GRANTS & CONTRIBUTIONS	12,500	12,500	12,500
TOTAL				12,500	12,500	12,500
PERCENTAGE CHANGE				0.00%	0.00%	0.00%

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:

There is no change in this program budget.

Performance Data	Police Union Employees	All Other Town Employees	Teachers	BOE Non- Certified Staff	Total
July 1, 2017 Valuation					
Annual Required Contribution For Fiscal Year 2019	\$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

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

	2019/2020			2020/2021	2020/2021	2020/2021
2018/2019	COUNCIL			DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
256,751	231,439	19009100 00130	EMPLOYEE BENEFITS	231,439	231,439	231,439
<hr/>						
256,751	231,439	TOTAL		231,439	231,439	231,439
		PERCENTAGE CHANGE		0.00%	0.00%	0.00%

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:

The requested budget is \$385,868 which is a \$40,223 decrease over previous year approved budget based on three-year historical average and CIRMA budget indications.

Program Objectives and Goals FY 2021:

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

Program Accomplishments FY 2020:

- 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 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Number of claims	30	30	30	30	30
Number of CIRMA Workshops Attended	2	2	2	2	2
Number of Employees Attending	36	35	35	35	35

DEPARTMENT SUMMARIES

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
379,198	426,091	19010100 00130	EMPLOYEE BENEFITS	385,868	385,868	385,868
TOTAL				385,868	385,868	385,868
PERCENTAGE CHANGE				-9.44%	-9.44%	-9.44%

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 program has a decrease of \$5,000 over previous year adopted budget due to three-year historical average of actual claims.

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Former Employee(s) Collecting Unemployment	1	2	4	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.

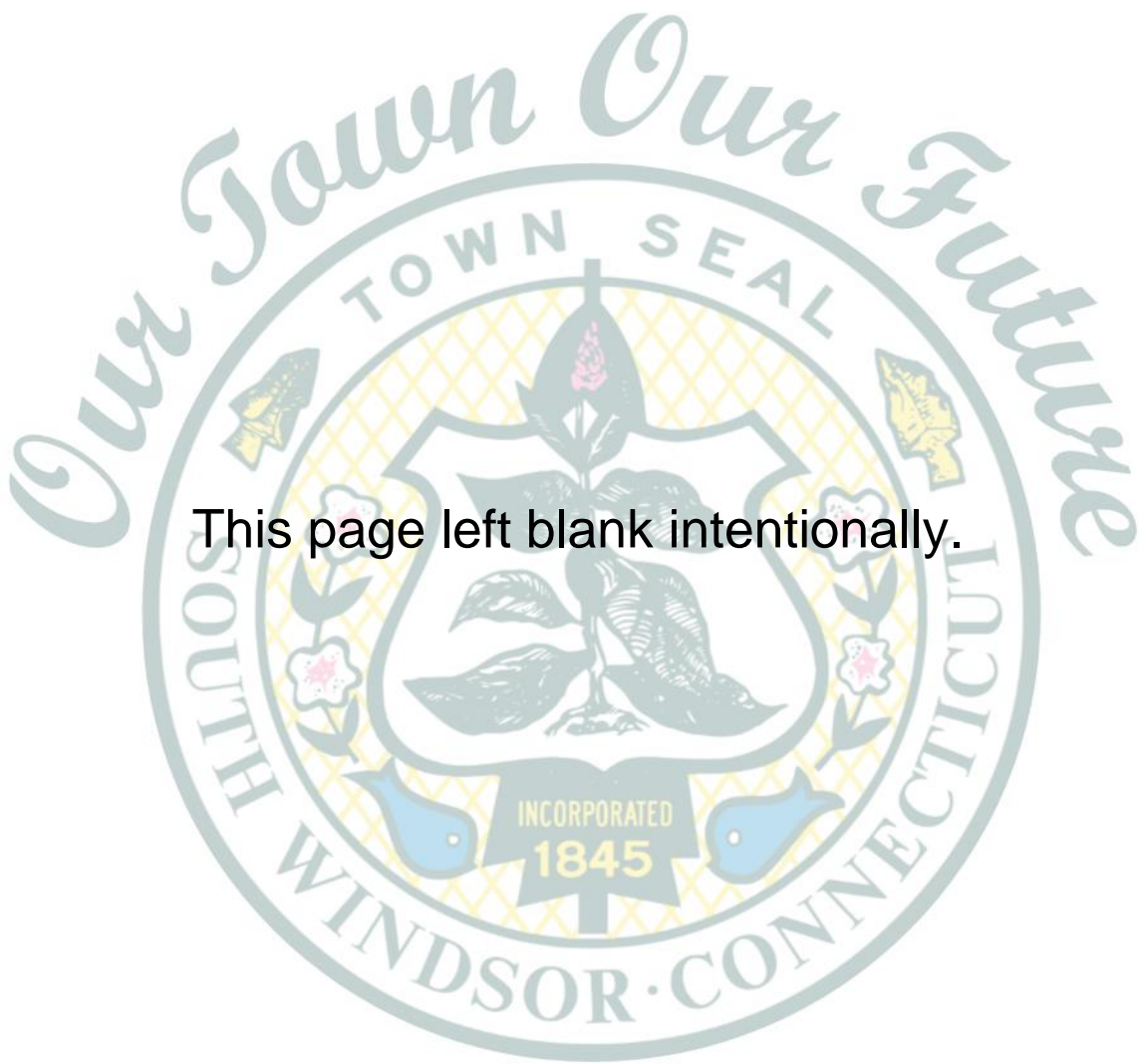
Budget Change Commentary:

There is no change in this program budget.

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Expired Union Contracts	0	1	1	4	0

Function	UNCLASSIFIED
Department	SALARY CONTINGENCY
Division	SALARY CONTINGENCY
Division Code	9015

[illegible]



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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	2019-2020 Council Approved	2020-2021 Department Request	2020-2021 Manager Proposed	2020-2021 Council Approved
212	South Windsor Public Schools	75,399,351	77,427,907	77,427,907	75,399,351
	Total Board of Education	75,399,351	77,427,907	77,427,907	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 Guideline

The South Windsor Board of Education will develop a district budget that balances its responsibility for meeting the needs of South Windsor Public Schools' students while maintaining fiscal responsibility by examining current staffing and programs, identifying cost avoidance measures, seeking efficiencies and analyzing historical budget data. The Board will strive to provide resources which:

- Comply with federal and state education mandates
- Maintain a safe, clean learning environment for all staff and students
- Ensure adequate funding for the healthcare reserve fund and future pension liabilities
- Respond to needs associated with increasing enrollment
- Continue to implement initiatives associated with the 2019-2022 Strategic Plan
 - Request staffing (1.0 FTE) to support the completion of the Elementary World Language program for students in grades 1-5
 - Request staffing (2.0 FTE) to support the roll-out of certified Library Media Specialists at all elementary schools

Superintendent's January 28, 2020 Budget Memorandum

SUPERINTENDENT'S TRANSMITTAL MEMORANDUM

DATE: January 28, 2020
TO: Members, Board of Education
FROM: Kate Carter, Ed.D., Superintendent of Schools
RE: Superintendent's FY 2021 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 2020-2021. We continue to maintain 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 the necessary response to our increasing enrollment. In addition, this budget maintains our fidelity to the initiatives outlined in the 2019-2022 Strategic Plan.

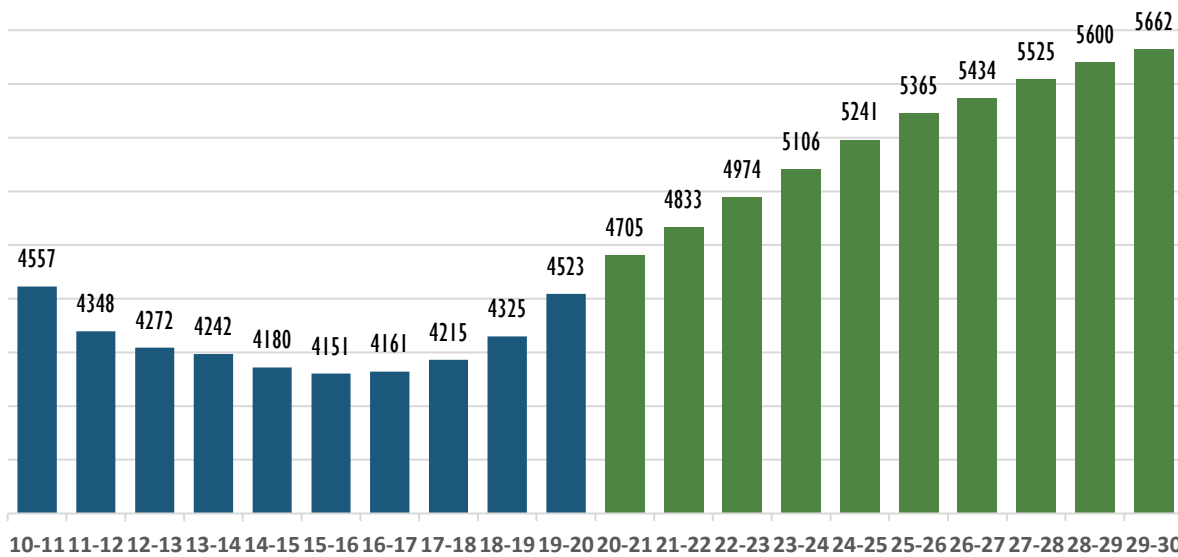
The Superintendent's Budget for fiscal year 2020-2021 is \$77,427,907, representing an increase of 2.69%.

The overarching drivers of the budget increase fall into one of four categories: contractual obligations and maintenance of operations; increasing enrollment; special education mandates; and the Strategic Plan. A breakdown of notable drivers within each category can be found on page 4. As you will see, the largest portion of the increase is driven by contractual salary obligations and increased enrollment.

As of January 15, 2020, the total PK-12 enrollment for South Windsor Public Schools is the highest it has been in ten years with 4,574 students. Demographers project that our PK-12 enrollment will increase by an additional 25% in the next ten years. Table 1 below reflects twenty years of enrollment: actual enrollment for the past ten years, and projected enrollment for the next ten years.

DEPARTMENT SUMMARIES

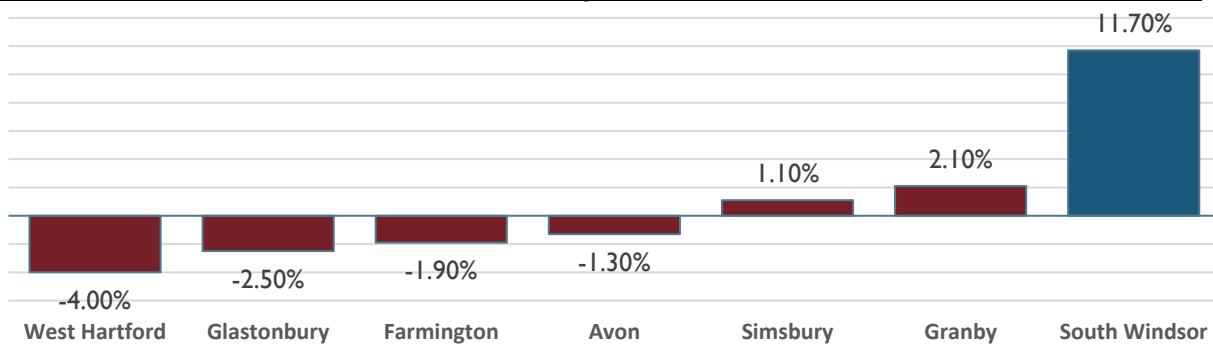
Table 1: PK-12 Historical and Projected Enrollment



The blue bars reflect actual October 1st enrollment; green bars represent enrollment projections provided by Milone & MacBroom in November 2019.

South Windsor continues to be an outlier in comparison to the enrollment growth among other Hartford County DRG B towns. Between October 1, 2015 and October 1, 2018, the other towns experienced either declining enrollment or only marginal increases in enrollment. South Windsor stands in stark contrast with an 11.7% increase in its K-5 population during this period. Table 2 highlights the K-5 enrollment trend among Hartford County DRG B towns.

Table 2: K-5 Enrollment Trend in Hartford County DRG B Towns: October 1, 2015 – October 1, 2018

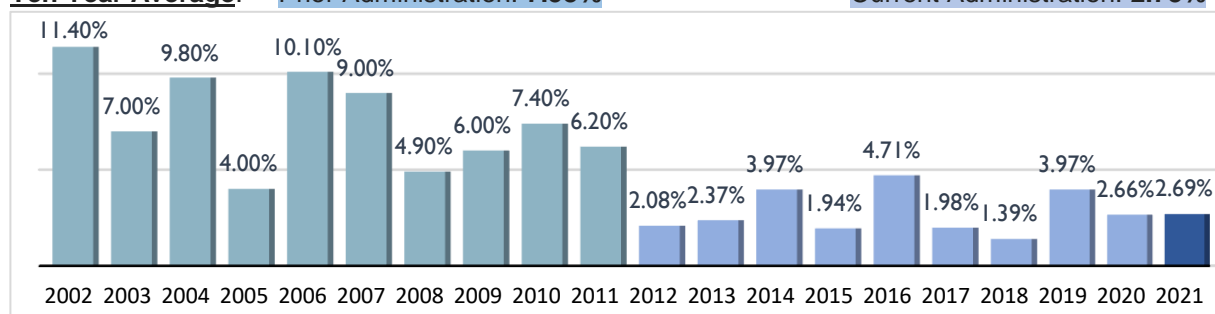


In addition to the resources required to respond to increasing enrollment, I am pleased that the proposed budget also delivers the resources required to provide a high quality education while addressing the needs of the whole child. We maintained fidelity to strategic planning initiatives such as the completion of an elementary world language program; the roll-out of K-5 certified library media specialists; the advancement in instructional technology at all levels; the launch of a new elementary math program; and the investment in social and emotional resources for students, particularly at the high school.

In addition to our commitment to implement strategic planning initiatives, we have also remained steadfast in our commitment to contain costs and deliver a fiscally responsible budget. Below is a historical overview of Superintendents' proposed increases. As noted, the ten-year average during my tenure is 2.78%, nearly 5% lower than the ten-year average of the district's prior administration.

DEPARTMENT SUMMARIES

Ten Year Average: Prior Administration: **7.58%** Current Administration: **2.78%**



Our continued efforts to bend the cost curve are also evident in the recently published comparisons of education spending by town. For the second consecutive year, South Windsor's per pupil spending has gone down. South Windsor's FY 2019 Net Current Expenditures per Pupil (NCEP) is lower than the state average as well as the DRG B average. Within our DRG, there are now 18 districts with a higher NCEP and only 2 with an NCEP lower than ours. Moreover, there are 122 districts statewide that spent more per pupil than South Windsor and only 43 that spent less. Said another way, **74% of Connecticut school districts spent more per pupil than South Windsor.**

In closing, I am proud to live and work in a community that champions public education. Together, our talented and dedicated staff - in partnership with engaged parents, committed town leaders and supportive community members - deliver an outstanding education to the children and families we serve. The Superintendent's Budget for FY 2021 reflects our community's values while balancing the administration's commitment to fiscal responsibility.

FY 2021 Budget Summary

2020-2021 Superintendent Request	2020-2021 Board of Education Proposed	2020-2021 Town Council Approved*
\$77,427,907	\$77,427,907	\$75,399,351
2.69%	2.69%	0.00%

*At the Town Council's May 18, 2020 regular meeting, the Town Council approved the Board of Education Budget as recommended by the Board of Education and Superintendent of Schools at a zero percent increase totaling \$75,399,351. The recommendation to lower the original appropriation request by \$2,028,556 for FY 2021 was made to the Board of Education and approved at their April 28, 2020 regular meeting. The recommendation was made to provide relief to the taxpayer without compromising the education system by utilizing previously established reserve accounts (Healthcare, Special Education Non-Lapsing and Medicaid) to support FY 2021 district needs in place of an increased appropriation.

2020-2021 FTE Staffing Chart

STAFF - ALL FUNDING SOURCES	Actual 2018-2019	Current 10/01/2019	Proposed 2020-2021	Proposed Changes
Certified Staff	411.65	427.35	447.15	19.80
Non-Certified Staff	269.80	277.30	274.30	(3.00)
TOTAL	681.45	704.65	721.45	16.80

DEBT SERVICE

Debt Service

Page	Descriptions	2019-2020 Council Approved	2020-2021 Department Request	2020-2021 Manager Proposed	2020-2021 Council Approved
222	Capital Leases	1,478,106	1,195,186	1,195,186	1,195,186
224	Debt Service – Interest, Bonded Indebtedness	2,058,003	2,288,469	2,374,587	2,374,587
226	Debt Service – Principal Payments, Bonded Indebtedness	5,288,655	6,131,767	6,131,767	6,131,767
	Total Debt Service	8,824,764	9,615,422	9,701,540	9,701,540

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			Series B								Series B		Series B		Series B				
Principal and Interest			Refunding								Refunding		Refunding		Refunding				
Payments Schedule			Jun-14								Aug-17		Aug-17		Jun-19				
			2012	2012	2014	2015	2015	2016	2016	2017	2017	2017	2017	2018	2018	2019	2019	2019	2020
			Storm Alfred	Sewers	Gen Purp	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools
			8/15-I	P&I	8/15-P&I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	2/15-I	2/15-I	8/15-I	8/15-I	8/1-I	8/1-I	2/1-I	8/1-I
			2/15-P&I	Monthly	2/15-I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	8/15-P&I	8/15-P&I	2/15-P&I	2/15-P&I	2/1-P&I	2/1-P&I	8/1-P&I	2/1-P&I
PIF = paid in full			2,000,000	27,516,583	4,222,000	1,900,000	3,260,000	3,000,000	1,300,000	4,000,000	7,860,000	1,862,000	702,000	4,000,000	7,500,000	750,000	4,500,000	9,155,000	13,500,000
			1.5439%	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%	1.6196%	2.4112%
FY																			
2021	Principal	6,131,767	200,000	1,319,767	475,000	100,000	200,000	160,000	65,000	475,000	625,000	117,000	45,000	210,000	375,000	35,000	215,000	840,000	675,000
	Interest	2,374,587	8,000	350,654	60,625	43,250	70,769	70,281	30,875	111,283	215,218	45,260	17,060	135,525	241,069	23,856	143,144	417,850	389,869
	Total	8,506,353	208,000	1,670,421	535,625	143,250	270,769	230,281	95,875	586,283	840,218	162,260	62,060	345,525	616,069	58,856	358,144	1,257,850	1,064,869
2022	Principal	5,729,406	200,000	1,346,406	485,000	100,000	200,000	160,000	65,000	365,000	600,000	115,000	43,000	210,000	375,000	35,000	215,000	540,000	675,000
	Interest	2,141,942	4,000	324,016	36,625	39,250	62,769	62,281	27,625	87,533	183,968	42,940	16,180	125,025	222,319	22,106	132,394	383,350	369,563
	Total	7,871,348	204,000	1,670,422	521,625	139,250	262,769	222,281	92,625	452,533	783,968	157,940	59,180	335,025	597,319	57,106	347,394	923,350	1,044,563
PIF																			
2023	Principal	5,641,582		1,373,582	490,000	100,000	200,000	160,000	65,000	327,000	723,000	115,000	43,000	210,000	375,000	35,000	215,000	535,000	675,000
	Interest	1,912,355		296,839	12,250	36,250	56,769	54,281	24,375	69,283	153,968	40,640	15,320	114,525	203,569	20,356	121,644	356,475	335,813
	Total	7,553,937		1,670,421	502,250	136,250	256,769	214,281	89,375	396,283	876,968	155,640	58,320	324,525	578,569	55,356	336,644	891,475	1,010,813
PIF																			
2024	Principal	5,336,307		1,401,307		100,000	200,000	160,000	65,000	124,000	276,000	113,000	42,000	210,000	375,000	35,000	215,000	1,345,000	675,000
	Interest	1,682,976		269,114		34,250	52,769	51,081	23,075	52,933	117,818	37,795	14,260	104,025	184,819	18,606	110,894	309,475	302,063
	Total	7,019,282		1,670,421		134,250	252,769	211,081	88,075	176,933	393,818	150,795	56,260	314,025	559,819	53,606	325,894	1,654,475	977,063
2025	Principal	5,255,591		1,429,591		100,000	200,000	160,000	65,000	186,000	414,000	117,000	44,000	210,000	375,000	35,000	215,000	1,030,000	675,000
	Interest	1,502,426		240,830		32,250	48,769	47,881	21,775	50,453	112,298	34,345	12,970	95,625	169,819	16,856	100,144	250,100	268,313
	Total	6,758,017		1,670,421		132,250	248,769	207,881	86,775	236,453	526,298	151,345	56,970	305,625	544,819	51,856	315,144	1,280,100	943,313
2026	Principal	5,321,447		1,458,447		100,000	200,000	160,000	65,000	186,000	414,000	122,000	46,000	210,000	375,000	35,000	215,000	1,060,000	675,000
	Interest	1,324,896		211,974		30,250	44,769	44,681	20,475	44,873	99,878	30,150	11,390	87,225	154,819	16,156	95,844	197,850	234,563
	Total	6,646,342		1,670,421		130,250	244,769	204,681	85,475	230,873	513,878	152,150	57,390	297,225	529,819	51,156	310,844	1,257,850	909,563

Debt Service Fund			Series B								Series B		Series B		Series B				
Principal and Interest			Refunding								Refunding		Refunding		Refunding				
Payments Schedule (cont'd)			Jun-14								Aug-17		Aug-17		Jun-19				
			2012	2012	2014	2015	2015	2016	2016	2017	2017	2017	2017	2018	2018	2019	2019	2019	2020
			Storm Alfred	Sewers	Gen Purp	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools
			8/15-I	P&I	8/15-P&I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	2/15-I	2/15-I	8/15-I	8/15-I	8/1-I	8/1-I	2/1-I	8/1-I	
			2/15-P&I	Monthly	2/15-I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	8/15-P&I	8/15-P&I	2/15-P&I	2/15-P&I	2/1-P&I	2/1-P&I	8/1-P&I	2/1-P&I	
PIF = paid in full			2,000,000	27,516,583	4,222,000	1,900,000	3,260,000	3,000,000	1,300,000	4,000,000	7,860,000	1,862,000	702,000	4,000,000	7,500,000	750,000	4,500,000	9,155,000	13,500,000
			1.5439%	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%	1.6196%	2.4112%
FY																			
2027	Principal	5,340,884		1,487,884		100,000	175,000	160,000	65,000	186,000	414,000	122,000	46,000	210,000	375,000	35,000	215,000	1,075,000	675,000
	Interest	1,145,183		182,537		28,125	40,519	41,481	19,175	39,293	87,458	26,338	9,953	78,825	139,819	15,369	91,006	144,475	200,813
	Total	6,486,067		1,670,421		128,125	215,519	201,481	84,175	225,293	501,458	148,338	55,953	288,825	514,819	50,369	306,006	1,219,475	875,813
2028	Principal	5,372,916		1,517,916		100,000	175,000	160,000	65,000	186,000	414,000	120,000	45,000	210,000	375,000	35,000	215,000	1,080,000	675,000
	Interest	991,648		152,505		25,875	36,581	38,281	17,875	33,713	75,038	23,465	8,873	72,525	128,569	14,538	85,900	90,600	187,313
	Total	6,364,565		1,670,421		125,875	211,581	198,281	82,875	219,713	489,038	143,465	53,873	282,525	503,569	49,538	300,900	1,170,600	862,313
2029	Principal	4,886,555		1,548,555		100,000	175,000	155,000	70,000	186,000	414,000	140,000	53,000	210,000	375,000	35,000	215,000	535,000	675,000
	Interest	851,941		121,866		23,500	32,425	34,681	16,413	28,133	62,618	20,215	7,648	66,225	117,319	13,663	80,525	52,900	173,813
	Total	5,738,496		1,670,421		123,500	207,425	189,681	86,413	214,133	476,618	160,215	60,648	276,225	492,319	48,663	295,525	587,900	848,813
2030	Principal	4,934,811		1,579,811		100,000	175,000	155,000	70,000	186,000	414,000	138,000	52,000	210,000	375,000	40,000	235,000	530,000	675,000
	Interest	726,454		90,610		21,000	28,050	31,000	14,750	22,553	50,198	16,740	6,335	59,925	106,069	12,700	74,613	31,600	160,313
	Total	5,661,265		1,670,421		121,000	203,050	186,000	84,750	208,553	464,198	154,740	58,335	269,925	481,069	52,700	309,613	561,600	835,313
2031	Principal	4,957,699		1,611,699		100,000	175,000	155,000	70,000	186,000	414,000	135,000	51,000	210,000	375,000	40,000	235,000	525,000	675,000
	Interest	590,841		58,722		18,000	22,800	27,125	13,000	16,973	37,778	13,328	5,048	53,625	94,819	11,500	67,563	10,500	140,063
	Total	5,548,540		1,670,421		118,000	197,800	182,125	83,000	202,973	451,778	148,328	56,048	263,625	469,819	51,500	302,563	535,500	815,063
2032	Principal	4,462,230		1,644,230		100,000	175,000	150,000	75,000	186,000	414,000	133,000	50,000	210,000	375,000	40,000	235,000		675,000
	Interest	471,565		26,191		15,000	17,550	23,250	11,250	11,393	25,358	9,645	3,660	47,325	83,569	10,300	60,513		126,563
	Total	4,933,795		1,670,421		115,000	192,550	173,250	86,250	197,393	439,358	142,645	53,660	257,325	458,569	50,300	295,513	0	801,563
2033	Principal	3,229,217		416,217		100,000	175,000	150,000	75,000	186,000	414,000	129,000	49,000	210,000	375,000	40,000	235,000		675,000
	Interest	369,047		1,388		12,000	12,300	18,750	9,000	5,813	12,938	5,715	2,175	41,025	72,319	9,100	53,463		113,063
	Total	3,598,264		417,605		112,000	187,300	168,750	84,000	191,813	426,938	134,715	51,175	251,025	447,319	49,100	288,463	0	788,063
			PIF						PIF			PIF							

Debt Service Fund
Principal and Interest

Payments Schedule (cont'd)

Debt Service Fund			Series B								Series B		Series B							
Principal and Interest			Refunding								Refunding	Refunding	Refunding							
Payments Schedule (cont'd)			Jun-14								Aug-17	Aug-17	Jun-19							
	2012	2012	2014	2015	2015	2016	2016	2017	2017	2017	2017	2018	2018	2019	2019	2019	2020			
	Storm Alfred	Sewers	Gen Purp	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools			
	8/15-I	P&I	8/15-P&I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	2/15-I	2/15-I	8/15-I	8/15-I	8/1-I	8/1-I	2/1-I	8/1-I			
	2/15-P&I	Monthly	2/15-I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	8/15-P&I	8/15-P&I	2/15-P&I	2/15-P&I	2/1-P&I	2/1-P&I	8/1-P&I	2/1-P&I			
PIF = paid in full	2,000,000	27,516,583	4,222,000	1,900,000	3,260,000	3,000,000	1,300,000	4,000,000	7,860,000	1,862,000	702,000	4,000,000	7,500,000	750,000	4,500,000	9,155,000	13,500,000			
	1.5439%	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%	1.6196%	2.4112%			
FY																				
2034	Principal	2,209,000			150,000	125,000	150,000	75,000			126,000	48,000	210,000	375,000	40,000	235,000	675,000			
	Interest	288,598			9,000	7,050	14,250	6,750			1,890	720	34,463	60,600	7,900	46,413	99,563			
	Total	2,497,598			159,000	132,050	164,250	81,750			127,890	48,720	244,463	435,600	47,900	281,413	0 774,563			
										PIF	PIF									
2035	Principal	2,020,000			150,000	110,000	150,000	75,000					210,000	375,000	40,000	235,000	675,000			
	Interest	230,956			4,500	3,300	9,750	4,500					27,900	48,881	6,700	39,363	86,063			
	Total	2,250,956			154,500	113,300	159,750	79,500					237,900	423,881	46,700	274,363	0 761,063			
					PIF	PIF														
2036	Principal	1,785,000					175,000	75,000					210,000	375,000	40,000	235,000	675,000			
	Interest	175,300					5,250	2,250					21,075	36,694	5,450	32,019	72,563			
	Total	1,960,300					180,250	77,250					231,075	411,694	45,450	267,019	0 747,563			
							PIF	PIF												
2037	Principal	1,535,000											210,000	375,000	40,000	235,000	675,000			
	Interest	125,506											14,250	24,506	4,150	24,381	58,219			
	Total	1,660,506											224,250	399,506	44,150	259,381	0 733,219			
2038	Principal	1,535,000											220,000	365,000	40,000	235,000	675,000			
	Interest	82,869											7,425	12,319	2,800	16,450	43,875			
	Total	1,617,869											227,425	377,319	42,800	251,450	0 718,875			
													PIF	PIF						
2039	Principal	950,000													40,000	235,000	675,000			
	Interest	39,156													1,400	8,225	29,531			
	Total	989,156													41,400	243,225	0 704,531			
															PIF	PIF				
2040	Principal	675,000															675,000			
	Interest	15,188															15,188			
	Total	690,188															690,188			
																	PIF			

Debt Service Fund			Series B								Series B		Series B		Series B				
Principal and Interest			Refunding								Refunding		Refunding		Refunding				
Payments Schedule (cont'd)			Jun-14								Aug-17		Aug-17		Jun-19				
			2012	2012	2014	2015	2015	2016	2016	2017	2017	2017	2017	2018	2018	2019	2019	2019	2020
			Storm Alfred	Sewers	Gen Purp	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools
			8/15-I	P&I	8/15-P&I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	2/15-I	2/15-I	8/15-I	8/15-I	8/1-I	8/1-I	2/1-I	8/1-I
			2/15-P&I	Monthly	2/15-I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	8/15-P&I	8/15-P&I	2/15-P&I	2/15-P&I	2/1-P&I	2/1-P&I	8/1-P&I	2/1-P&I
PIF = paid in full			2,000,000	27,516,583	4,222,000	1,900,000	3,260,000	3,000,000	1,300,000	4,000,000	7,860,000	1,862,000	702,000	4,000,000	7,500,000	750,000	4,500,000	9,155,000	13,500,000
			1.5439%	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%	1.6196%	2.4112%
Gen Purp	Principal	24,277,000	400,000		1,450,000	1,600,000		2,520,000		2,965,000		1,742,000		3,790,000		715,000		9,095,000	
Schools	Principal	34,897,000					2,660,000		1,105,000		5,950,000		657,000		6,740,000		4,285,000		13,500,000
Sewers	Principal	18,135,411	18,135,411																
Total	Principal	77,309,411	400,000	18,135,411	1,450,000	1,600,000	2,660,000	2,520,000	1,105,000	2,965,000	5,950,000	1,742,000	657,000	3,790,000	6,740,000	715,000	4,285,000	9,095,000	13,500,000

DEBT SERVICE

Combined Schedule of Bonded Debt Through Maturity

as of

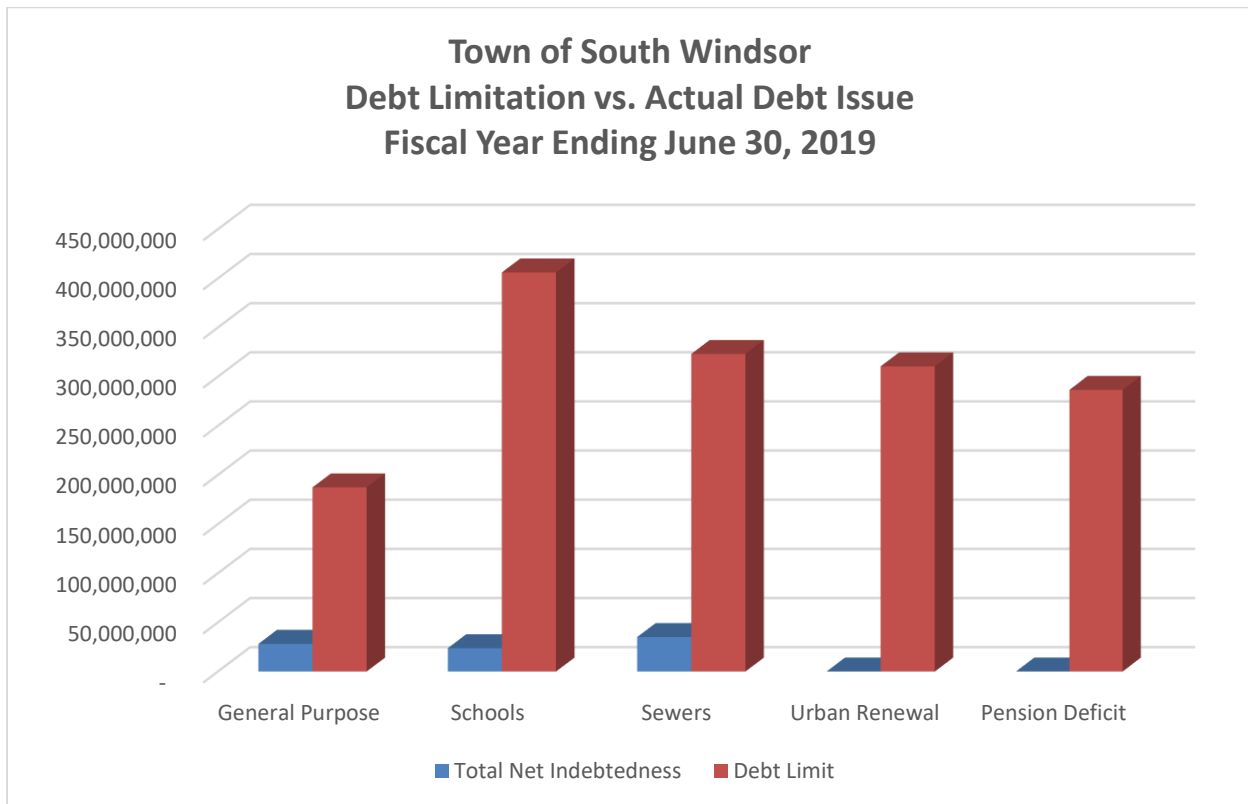
February 14, 2020

	<u>Existing Debt</u>		
Fiscal Year	<u>Principal Payments</u>	<u>Interest Payments</u>	<u>Total Debt Service</u>
2020-21	6,131,767	2,374,587	8,506,353
2021-22	5,729,406	2,141,942	7,871,348
2022-23	5,641,582	1,912,355	7,553,937
2023-24	5,336,307	1,682,976	7,019,282
2024-25	5,255,591	1,502,426	6,758,017
2025-26	5,321,447	1,324,896	6,646,342
2026-27	5,340,884	1,145,183	6,486,067
2027-28	5,372,916	991,648	6,364,565
2028-29	4,886,555	851,941	5,738,496
2029-30	4,934,811	726,454	5,661,265
2030-31	4,957,699	590,841	5,548,540
2031-32	4,462,230	471,565	4,933,795
2032-33	3,229,217	370,435	3,599,652
2033-34	2,209,000	288,598	2,497,598
2034-35	2,020,000	230,956	2,250,956
2035-36	1,785,000	175,300	1,960,300
2036-37	1,535,000	125,506	1,660,506
2037-38	1,535,000	82,869	1,617,869
2038-39	950,000	39,156	989,156
2039-40	675,000	15,188	690,188
	<u>\$ 77,309,411</u>	<u>\$ 17,044,821</u>	<u>\$ 94,354,232</u>

DEBT SERVICE

TOWN of SOUTH WINDSOR, CONNECTICUT SCHEDULE OF DEBT LIMITATION FOR THE YEAR ENDED JUNE 30, 2019

Total tax collections (including interest and lien fees) received by the Treasurer for the year ended June 30, 2018					<u>\$99,764,305</u>
	General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit
Debt limitation:					
2-1/4 times base	\$224,469,686	\$ -	\$ -	\$ -	\$ -
4-1/2 times base		448,939,373			
3-3/4 times base			374,116,144		
3-1/4 times base				324,233,991	
3 times base					299,292,915
7 times base					
Indebtedness:					
Bonds payable	26,912,000	22,817,000	1,561,000	-	-
Bond anticipation notes		16,000,000			
CWF notes payable			20,281,146		
Authorized, unissued bonds	<u>1,602,583</u>	<u>54,122,907</u>	<u>11,723,412</u>	-	-
Total indebtedness	28,514,583	92,939,907	33,565,558	-	-
Exclusions		<u>(22,529,252)</u>	-	-	-
Total Net Indebtedness	28,514,583	70,410,655	33,565,558	-	-
Excess of Limit Over Outstanding and Authorized Debt	<u>\$195,955,103</u>	<u>\$378,528,718</u>	<u>\$340,550,586</u>	<u>\$324,233,991</u>	<u>\$299,292,915</u>



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 decrease is \$282,920 due to the completion of two leases.

Performance Data:

Description	End Date	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	42,871	-	-	-	-	-	-	42,781
2018 Fire Ladder Truck	07/15/26	92,577	92,577	92,577	92,577	92,577	92,577	92,577	648,039
Fire Pumper-Eng 3	06/01/21	81,030	-	-	-	-	-	-	81,030
PD Communication Equip	07/15/19	-	-	-	-	-	-	-	0
2014 Sutphen Fire Pumper-Eng 4	08/25/23	105,421	105,421	105,421	-	-	-	-	421,684
BOE Generator 150980-009	09/15/21	116,536	-	-	-	-	-	-	116,536
Boilers 150600-008	06/24/20	44,477	-	-	-	-	-	-	44,477
Turf Fields	07/15/20	267,187	-	-	-	-	-	-	267,187
EOC Construction	11/01/24	178,824	178,824	178,824	178,824	178,824	-	-	894,121
EOC Computer Equipment	08/01/20	76,164	-	-	-	-	-	-	76,164
EOC Computer Wall	09/01/21	44,088	44,088	-	-	-	-	-	88,176
Tax and Assessment Software	07/15/20	46,010	-	-	-	-	-	-	46,010
2020 Fire Vehicles (Assumed)		100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
		1,195,186	420,910	376,822	376,822	271,401	92,577	92,577	2,826,296

DEBT SERVICE

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
1,199,570	1,478,106	17001300 00320	PROFESSIONAL	1,195,186	1,195,186	1,195,186
1,199,570	1,478,106		TOTAL	1,195,186	1,195,186	1,195,186
			PERCENTAGE CHANGE	-19.14%	-19.14%	-19.14%

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 \$316,584. The increase is due to bonding for Phase II Elementary School Projects.

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

[illegible]

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.

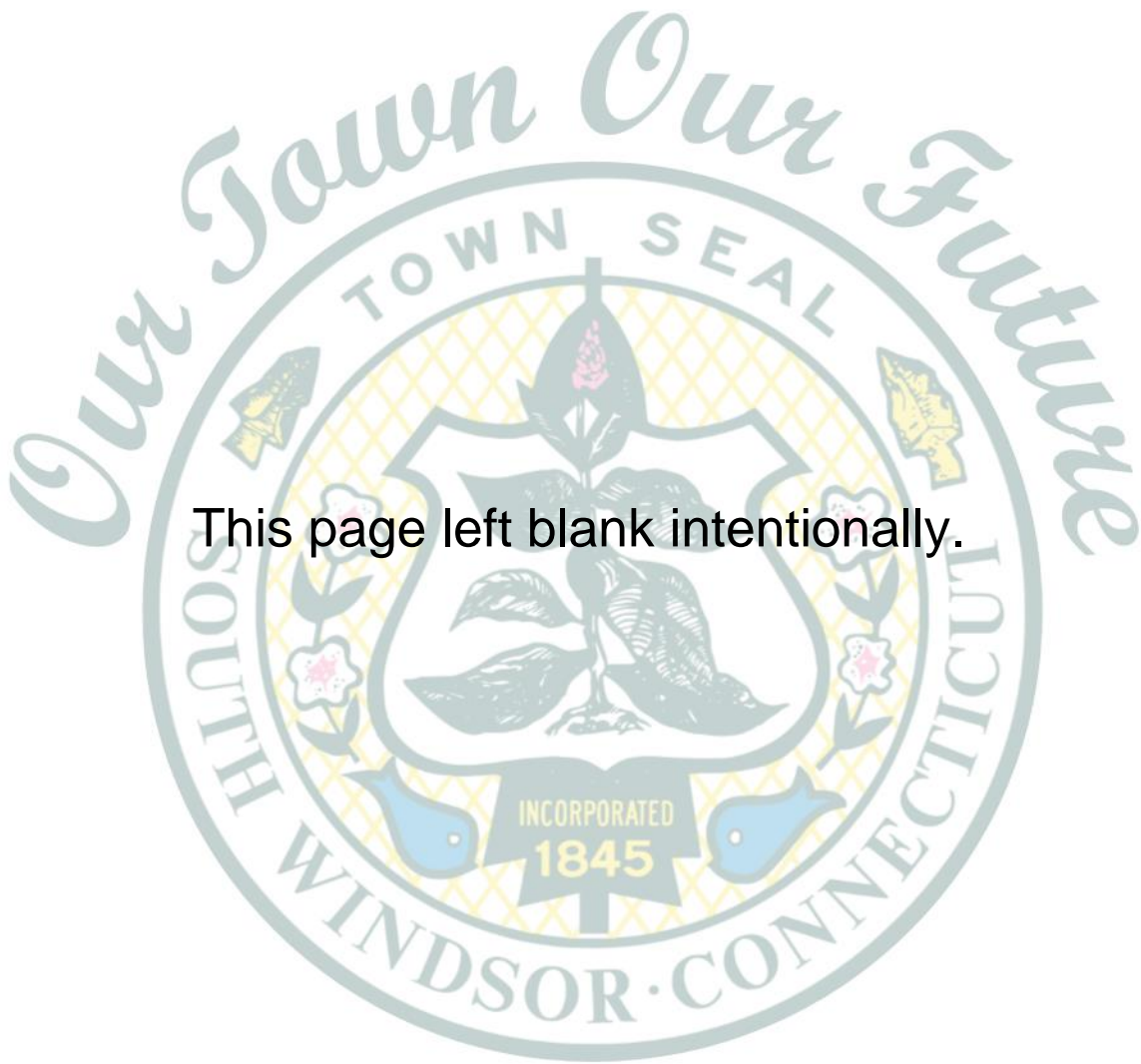
Budget Change Commentary:

The Debt Service – Principal on Bonded Indebtedness budget increased by \$843,112. The increase is due to bonding for Phase II Elementary School Projects..

DEBT SERVICE

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

2018/2019 ACTUAL	2019/2020 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2020/2021 DEPARTMENT REQUEST	2020/2021 MANAGER PROPOSED	2020/2021 COUNCIL APPROVED
4,968,061	5,288,655	17004300 00320	PROFESSIONAL	6,131,767	6,131,767	6,131,767
			TOTAL	6,131,767	6,131,767	6,131,767
			PERCENTAGE CHANGE	15.94%	15.94%	15.94%



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CAPITAL IMPROVEMENTS

Capital Improvements

Page	Descriptions	2019-2020 Council Approved	2020-2021 Department Request	2020-2021 Manager Proposed	2020-2021 Council Approved
233	Capital Improvements	2,641,621	2,784,143	2,784,143	2,103,438
	Total Capital Improvements	2,641,621	2,784,143	2,784,143	2,103,438

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 2020-2021 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 Name	2021 Town Committee Recommended	Grants/Other Funding	FY 21 General Fund Adopted Capital Budget
Replacement Masonry Band	\$ 876,000	\$ -	\$ 876,000
Fire Alarm Upgrades	\$ 108,000	\$ -	\$ 108,000
Park & Rec Master Plan Projects	\$ 200,000	\$ (200,000)	\$ -
Pool Redesign & Covers	\$ 50,000	\$ (50,000)	\$ -
Tennis Court Re-Construction Design	\$ 50,000	\$ -	\$ 50,000
Showmobile (portable stage trailer)	\$ 165,000	\$ (165,000)	\$ -
Fiber Communication Network	\$ 200,000	\$ (100,000)	\$ 100,000
Assessor - CAMA Revaluation	\$ 50,000	\$ (50,000)	\$ -
Town Hall VOIP System	\$ 130,000	\$ -	\$ 130,000
Perimeter Security	\$ 55,000	\$ -	\$ 55,000
Fire Alarm Upgrades	\$ 100,000	\$ -	\$ 100,000
Fire Alarm Upgrades	\$ 100,000	\$ -	\$ 100,000
Security Upgrades	\$ 60,000	\$ -	\$ 60,000
ADA Transition Plan	\$ 50,000	\$ -	\$ 50,000
Communication Upgrades	\$ 125,000	\$ -	\$ 125,000
Police Portable Radios	\$ 206,500	\$ (206,500)	\$ -
Generator	\$ 150,000	\$ (150,000)	\$ -
Elevator Replacment	\$ 450,000	\$ (260,000)	\$ 190,000
Security & Door Upgrades	\$ 100,000	\$ (50,562)	\$ 49,438
GIS	\$ 50,000	\$ -	\$ 50,000
Traffic Signal Upgrades	\$ 100,000	\$ (40,000)	\$ 60,000
	\$ 3,375,500	\$ (1,272,062)	\$ 2,103,438

Details of individual projects will be outlined below:

APPROVED PROJECTS

I. Elevator Replacement-Town Hall

Estimated Total Project Cost: \$450,000

Other offset funding available: \$260,000 LoCIP

Useful life of project: 20+ years

Project Timeline: Planning start: July, 2020
 Physical start: October, 2021
 Completion: December, 2021

Estimated additional annual operating cost: Unknown at this time

Estimated annual savings: -0-

Explanation: Complete removal and replacement of the original 52-year old hydraulic elevator. The new elevator will be larger and meet current building code and ADA requirements.



CAPITAL IMPROVEMENTS

II. Masonry Band Replacement at South Windsor High School

Estimated Total Project Cost: \$876,000

Other offset funding available: -0-

Useful life of project: 30 years

Project Timeline: Planning start: April, 2020
 Physical start: July, 2020
 Completion: September, 2020

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: This is the second phase of replacement of the decorative masonry band on the exterior walls of the high school. This product (Drivit) has deteriorated due to water intrusion and will be replaced with corrected flashing and caulking to prevent recurrence of the problem.



III. Fiber Communication Network-Town Garage to Fire Head Quarters

Estimated Total Project Cost: \$200,000

Other offset funding available: \$100,000

Useful life of project: 20 years

Project Timeline: Planning start: July, 2020
 Physical start: September, 2020
 Completion: November, 2020

Estimated additional annual operating cost: -0-

Estimated annual savings: \$4,000 per year

Explanation: This network will be purchased for 20 years and will securely connect all town Gov't buildings for unified communication both voice, video and data capabilities. We will provide WiFi access at these building locations for Gov't computers so that the public safety vehicles (i.e. Police, Fire and ambulance) will have a location to park and stay connected. With 24 pair of cables being pulled we should have plenty of bandwidth to meet staff needs for the life of the lease. Currently, we are using T1's copper circuits and staff is routinely stating that they require more bandwidth and access to information only housed in town hall.

Annual savings will come from not having to pay a retainer fee to repair fibers should accidents or disasters interrupt communication.

IV. Parks and Recreation Master Plan

Estimated Total Project Cost: \$200,000

Other offset funding available: \$200,000

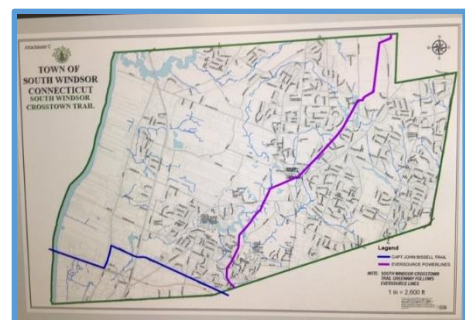
Useful life of project: 20 years

Project Timeline: Planning start: July, 2020
 Physical start: September, 2020
 Completion: June, 2021

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: Projects will include a 6.2 Cross Town Trail Design, Walk & Wheel Way Subdivision Connectors and re-paving of the Nevers Park Pavilion Roadway.



CAPITAL IMPROVEMENTS

V. Perimeter Security

Estimated Total Project Cost: \$55,000

Other offset funding available: -0-

Useful life of project: 20 years

Project Timeline: Planning start: July, 2020 2019
Physical start: September, 2020
Completion: January, 2021

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.



VI. Fire Alarm Upgrades – Fire Stations 1 & 2

Estimated Total Project Cost: \$100,000

Other offset funding available: -0-

Useful life of project: 20-25 years

Project Timeline: Planning start: July, 2020
Physical start: August, 2020
Completion: October, 2020

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: Upgrade building fire alarm systems that are original to both buildings. New equipment will meet current codes and increase protection of building and contents.

VII. Upgrade Fire Department Building Security

Estimated Total Project Cost: \$60,000

Other offset funding available: -0-

Useful life of project: 20 years

Project Timeline: Planning start: August, 2020
Physical start: October, 2020
Completion: March, 2021

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: This is phase one of three-phase project. Buildings will be retro-fitted with electronic fob access on the controller and main entry doors. Additional doors and re-core locks will be completed in future phases.



CAPITAL IMPROVEMENTS

VIII. GIS

Estimated Total Project Cost: \$50,000

Other offset funding available: -0-

Useful life of project: 20-25 years

Project Timeline: Planning start: July, 2020
 Physical start: August, 2020
 Completion: January, 2021

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: A complete GIS inventory and mapping will be completed for the Town's Stormwater Drainage System to meet requirements of the CT DEEP Municipal Stormwater Permit.

IX. Traffic Signal Updates

Estimated Total Project Cost: \$100,000

Other offset funding available: \$40,000

Useful life of project: varies/invaluable

Project Timeline: Planning start: Spring, 2020
 Physical start: Summer, 2020
 Completion: Winter, 2020

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

X. Pool Redesign & Covers

Estimated Total Project Cost: \$50,000

Other offset funding available: \$50,000

Useful life of project: varies/invaluable

Project Timeline: Planning start: Spring, 2020
 Physical start: Summer, 2020
 Completion: Winter, 2020

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: Complete study to evaluate renovations at Veterans Memorial Park.



XI. Security & Door Upgrades

Estimated Total Project Cost: \$100,000

Other offset funding available: \$50,562

Useful life of project: 20 years

Project Timeline: Planning start: August, 2020
 Physical start: September, 2020
 Completion: December, 2020

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: Install interior and exterior cameras to provide 24/7 video surveillance. Replace locksets and hardware to provide a means to secure facilities during a lockdown event



CAPITAL IMPROVEMENTS

XII. Mobile Performance Unit - Showmobile

Estimated Total Project Cost: \$165,000

Other offset funding available: \$165,000

Useful life of project: 20 years

Project Timeline: Planning start: Spring, 2020
 Physical start: Summer, 2020
 Completion: Summer, 2020

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: Mobile stage for concerts and shows. May be rentable to groups to generate income.



XIII. Upgrade Emergency Communication Infrastructure

Estimated Total Project Cost: \$125,000

Other offset funding available: -0-

Useful life of project: 20 years

Project Timeline: Planning start: Spring, 2020
 Physical start: Summer, 2020
 Completion: Winter, 2021

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: Perform preliminary work to install a new communication tower at Veteran's Memorial Park. Work will include: civil engineering, drawings and permitting.



XIV. Police Portable Radios

Estimated Total Project Cost: \$206,500

Other offset funding available: \$206,500

Useful life of project: 10 years

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

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: Replace 61 portable radios for Police Department Staff. Current equipment is at end-of-life and spare parts are not available for repairs.

CAPITAL IMPROVEMENTS

XV. ADA Transition Plan

Estimated Total Project Cost: \$50,000

Other offset funding available: -0-

Useful life of project: 10 years

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

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: An Architectural/Engineering study will be completed to evaluate all public buildings for compliance with ADA Laws and building deficiencies.

XVI. Fire Alarm Upgrades – Community Center & Police Department

Estimated Total Project Cost: \$100,000

Other offset funding available: -0-

Useful life of project: varies/invaluable

Project Timeline: Planning start: Spring, 2020
Physical start: Summer, 2020
Completion: Winter, 2021

Estimated annual savings: -0-

Explanation: Remove and replace obsolete fire alarm systems at the Nevers Road Community Center and Police Headquarters.



XVII. Generator and Switchgear Replacement at Fire Department

Estimated Total Project Cost: \$150,000

Other offset funding available: \$150,000

Useful life of project: 15 years

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

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: Replace existing generator and equipment at Fire Station.

XVIII. Fire Alarm Upgrades at Old Orchard Hill & Ellsworth (BOE)

Estimated Total Project Cost: \$108,000

Other offset funding available: -0-

Useful life of project: 30 years

Project Timeline: Planning start: March 2020
Physical start: July 2020
Completion: August 2020

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: Upgrade of Fire alarm systems to meet present Life Safety Code.



CAPITAL IMPROVEMENTS

XIX. Tennis Court Re-Construction Design

Estimated Total Project Cost: \$50,000

Other offset funding available: -0-

Useful life of project: varies/invaluable

Project Timeline: Planning start: Summer, 2020

Physical start: Fall, 2020

Completion: Spring, 2021

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: Planning study to reconstruct tennis courts at Wapping School.



XX. Revaluation – Assessor’s Office

Estimated Total Project Cost: \$50,000

Other offset funding available: \$50,000

Useful life of project: 5 years

Project Timeline: Planning start: Spring 2020

Physical start: Fall, 2020

Completion: Summer, 2021

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: Conduct state mandated town-wide revaluation of all real property. Use mass appraisal model and field review to bring property values in line with current market.

XXI. Town Hall VOIP System

Estimated Total Project Cost: \$130,000

Other offset funding available: -0-

Useful life of project: 20 years

Project Timeline: Planning start: Spring, 2020

Physical start: Summer, 2020

Completion: Winter, 2021

Estimated additional annual operating cost: -0-

Estimated annual savings: -0-

Explanation: Replace current Town Hall phone system with direct inward dialing (DID).

CAPITAL IMPROVEMENTS

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

2017/2018	2019/2020				2020/2021	2020/2021	2020/2021
ACTUAL	COUNCIL	ACCOUNT #	LINE ITEM DESCRIPTION		DEPARTMENT	MANAGER	COUNCIL
	APPROVED				REQUEST	PROPOSED	APPROVED
1,754,482	2,641,621	18000400 00430	CAPITAL PROJECTS		2,784,143	2,784,143	2,103,438
1,754,482	2,641,621		TOTAL		2,784,143	2,784,143	2,103,438
			PERCENTAGE CHANGE		5.40%	5.40%	-20.37%

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	2019-2020 Council Approved	2020-2021 Department Request	2020-2021 Manager Proposed	2020-2021 Council Approved
245	Water Pollution Control Authority	2,900	2,900	2,900	2,900
247	Special Revenue – Pollution Control – Wastewater & Disposal	5,731,335	4,994,629	5,932,071	5,386,061
247	Recreation Special Revenue Fund –Summary				
256	Recreation Special Revenue Fund – Contracted Services	308,645	309,426	309,426	309,426
258	Recreation Special Revenue Fund - Preschool	183,529	165,793	165,793	165,793
260	Recreation Special Revenue Fund – Day Camp	766,399	716,222	716,222	716,222
263	Recreation Special Revenue Fund – 4 th R	1,093,499	973,264	973,264	973,264
266	Recreation Special Revenue Fund – Veterans' Memorial Park	429,316	377,492	377,492	377,492
269	Recreation Special Revenue Fund – Outdoor Recreation	66,828	69,780	69,780	69,780
271	Recreation Special Revenue Fund – Indoor Recreation	169,848	168,258	168,258	168,258
274	Recreation Special Revenue Fund – Social/Cultural	163,606,	140,980	140,980	140,980
279	Recreation Special Revenue Fund – Facilities	39,446	41,732	41,732	41,732
282	Recreation Special Revenue Fund – Transfer to General Fund	0	0	0	0
286	Recreation Special Revenue Fund – Capital Improvements	300	0	0	0
	Total Special Revenue Funds	8,955,651	8,538,741	8,927,918	8,381,908

SPECIAL REVENUE

Pollution Control/Wastewater Treatment Fund Comparison of Annual Revenues

DESCRIPTION	2016/2017 ACTUAL	2017/2018 ACTUAL	2018/2019 ADOPTED	2019/2020 ADOPTED	2019/2020 ADOPTED
USER CHARGES	\$4,416,638	\$4,727,817	\$4,727,535	\$4,946,922	\$5,073,493
SEPTIC FEES	8,242	10,400	11,000	12,000	10,000
SUBTOTAL	\$4,424,880	\$4,738,217	\$4,738,535	\$4,958,922	\$5,083,493
ASSESSMENTS	\$ 59,860	\$ 11,336	\$ 30,000	\$ 30,000	\$ 15,000
INTEREST & LIEN FEES	167,540	224,206	185,000	185,000	100,000
CONNECTION CHARGES	94,982	205,508	100,000	100,000	200,000
CAPACITY CHARGE	0	1,303	0	0	60,000
PERMIT FEES	4,184	4,820	4,000	4,000	6,000
GRANT REIMBURSEMENT/LOAN	0	-	0	0	0
INVESTMENT INT. EARNINGS	98	464	150	300	450
MISCELLANEOUS REVENUE	990	2,035	1,000	2,000	5,000
TRANSFER FROM OPERATING RESERVE	0	-	100,000	0	0
CANCEL PRIOR YEAR ENCUMBRANCES	0	(2,248)	0	0	0
INTERNAL SERVICES	28,350	28,350	33,000	40,000	35,000
SUBTOTAL	\$ 356,004	\$ 475,774	\$ 453,150	\$ 361,300	\$ 421,450
TOTAL REVENUE	\$4,780,884	\$5,213,991	\$5,191,685	\$5,320,222	\$5,504,943

SPECIAL REVENUE

Pollution Control & Wastewater Treatment Fund

DEBT SERVICE - PRINCIPAL & INTEREST

	<u>2017/2018</u>	<u>2018/2019</u>	<u>2019/2020</u>	<u>2020/2021</u>
	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ADOPTED</u>
TOWN OF VERNON				
Principal	\$ 0	\$ 0	\$ 0	\$ 82,696
Interest	0	0	0	0
Subtotal	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 82,696</u>
STATE GRANT FOR UV SYSTEM				
Principal	\$ 44,752	\$ 45,655	\$ 46,577	\$ 47,517
Interest	3,361	2,458	1,536	596
Subtotal	<u>\$ 48,113</u>	<u>\$ 48,113</u>	<u>\$ 48,113</u>	<u>\$ 48,113</u>
SUBMERSIBLE PUMP STATION UPGRADE				
Principal	\$ 79,375	\$ 80,977	\$ 82,611	\$ 84,279
Interest	14,929	13,327	11,692	10,025
Subtotal	<u>\$ 94,304</u>	<u>\$ 94,303</u>	<u>\$ 94,303</u>	<u>\$ 94,303</u>
PLEASANT VALLEY PUMP STATION LOAN				
Principal	\$ 20,867	\$ 21,288	\$ 21,718	\$ 22,156
Interest	3,353	2,933	2,503	2,064
Subtotal	<u>\$ 24,221</u>	<u>\$ 24,221</u>	<u>\$ 24,221</u>	<u>\$ 24,221</u>
DRY PIT PUMP STATION UPGRADES				
Principal	\$ 75,000	\$ 95,000	\$ 100,000	\$ 100,000
Interest	33,038	45,686	39,935	39,935
Subtotal	<u>\$ 108,038</u>	<u>\$ 140,686</u>	<u>\$ 139,935</u>	<u>\$ 139,935</u>
TOTAL DEBT SERVICE	<u>\$ 274,675</u>	<u>\$ 307,324</u>	<u>\$ 306,572</u>	<u>\$ 389,268</u>

SPECIAL REVENUE

Pollution Control & Wastewater Treatment Fund (continued)

CAPITAL IMPROVEMENTS

	<u>2017/2018</u>	<u>2018/2019</u>	<u>2019/2020</u>	<u>2020/2021</u>
	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ADOPTED</u>
I/I REMOVAL	\$ 60,000	\$ 60,000	\$ 30,000	\$ 60,000
ARC FLASH ASSESSMENT				
CLARIFIER				
NEVERS ROAD SEWER EXTENSION				
TRUSS PIPE REHAB				
AVERY STR SEWER MAIN IMPROVEMENTS				
RESERVE RIGHT OF WAY STUDY				
RESERVE FOR DEBT SERVICE				
EASEMENT VEGETATION MANAGEMENT	268,625			
PHASE IV SYSTEM IMPROVEMENTS				
SULLIVAN AVE SIPHON REHAB		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		
MANHOLE REPLACEMENT		47,500		\$ 100,000
CLARK STREET RESERVE			800,000	
CHAPEL ROAD 2A			845,000	
CHAPEL ROAD 2B				845,000
TOTAL CAPITAL IMPROVEMENTS	<u>\$1,048,625</u>	<u>\$1,042,500</u>	<u>\$1,735,000</u>	<u>\$ 1,005,000</u>
CONTRIBUTIONS TO RESERVE FUNDS				
OPERATING RESERVE		\$ 75,000		
REPLACEMENT RESERVE		50,000	\$ 150,000	\$ 0
TOTAL CAPITAL & RESERVES	<u>\$1,048,625</u>	<u>\$1,167,500</u>	<u>\$1,885,000</u>	<u>\$ 1,005,000</u>

SPECIAL REVENUE

PROGRAM	WATER POLLUTION CONTROL AUTHORITY	1129
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Program Explanation:

The Authority of seven members and two alternates are appointed by the Town Council pursuant to Town Ordinance No. 103 for staggered terms. 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 WPCA total budget remains unchanged from Fiscal Year 2019/2020.

Program Objectives and Goals FY 2021:

- Continue funding reserve funds to establish rate stabilization
- 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 resources
- Complete the Ellington Road force main extension to serve the I-291 Corridor to continue economic development in this area
- Begin rehabilitation of the Clark Street, Benedict Drive and Pleasant Valley Pump Stations

Program Accomplishments FY 2020:

- Completed Quality Based Selection Process for engineering services for the rehabilitation of 3 pump stations
- Completed Ellington Road force main design
- Secure \$8,000,000 from the Connecticut DEEP Clean Water Fund for the upgrade of Clark Street, Benedict Drive and Pleasant Valley Pump Stations

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.25	1	0.25	Administrative Secretary	1	0.25
1.0	.25	1.0	.25	Total	1.0	.25

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Number of Meetings	12	12	12	12	11
Number of Public Hearings	2	3	3	2	1
Number of Applications Received	11	13	16	20	12
Number of New Residential Connections Approved	77	19	6	2	10
Number of New Commercial Connections Approved	7	2	8	6	5
Number of New or Revised Regulations	0	2	0	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.

	2016/2017 ACTUAL	2017/2018 ACTUAL	2018/2019 ADOPTED	2019/2020 ADOPTED	2020/2021 ADOPTED
OFFICE SUPPLIES	47	155	50	50	200
ADVERTISING	861	1,029	850	850	900
PROFESSIONAL	0	0	0	2,000	1,800
FEES & MEMBERSHIPS	0	0	0	0	0
OFFICE EQUIPMENT	0	0	0	0	0
CAPITAL OUTLAY	0	0	0	0	0
TOTAL	908	1,184	900	2,900	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 pursuant to authority conferred by Chapter 103 of the General Statutes, Revision of 1958, as amended and supplemented; Town Ordinances No. 50, No. 95, No. 102, and as amended by Ordinances No. 73, No. 70, No. 67, No. 63; and as authorized under the Rules and Regulations promulgated by the Water Pollution Control Authority.

Budget Change Commentary:

As the sewer lines age, they deteriorate and become more susceptible to root intrusion, developing cracks and eventually pipe failures. As a proactive approach, we have created a new line item for sewer line inspection services to supplement and enhance our current program. This budget also reflects updates to the Supervisory Control and Data Acquisition (SCADA) server and software for the treatment plant and pump station controls. We have also budgeted for a significant savings in electrical costs due to solar energy that is being supplied to the treatment plant.

Program Objectives and Goals FY 2021:

- Complete design work for the rehabilitation of Clark Street, Benedict Drive and Pleasant Valley Pump Stations
- Complete the Ellington Road sanitary sewer force main to serve the I-291 corridor
- Complete the relining of Chapel Road sewer with an additional 2,100' (Phase 2B)
- Inspect 25 miles of sewer line as part of an on-going preventative maintenance program

Program Accomplishments FY 2020:

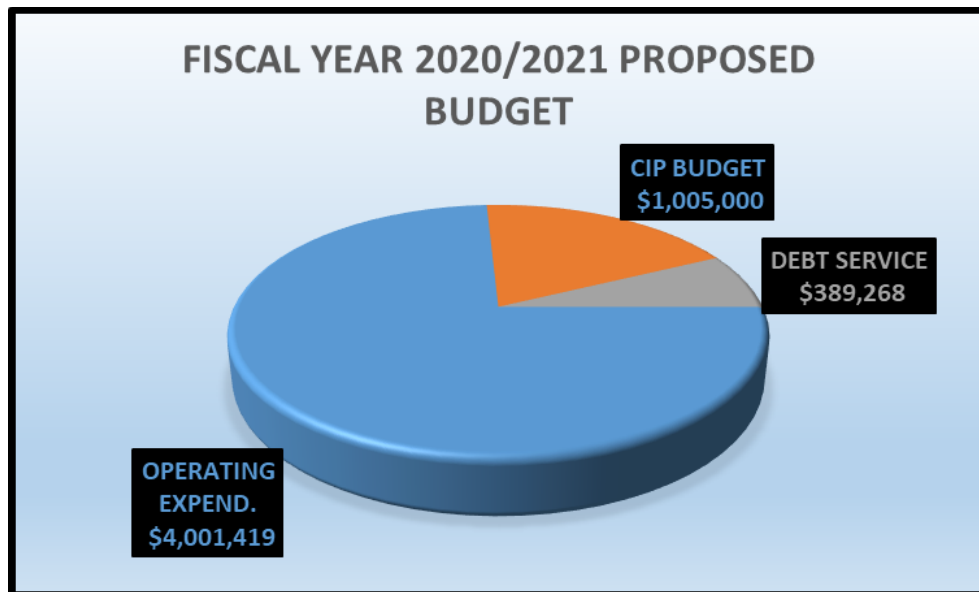
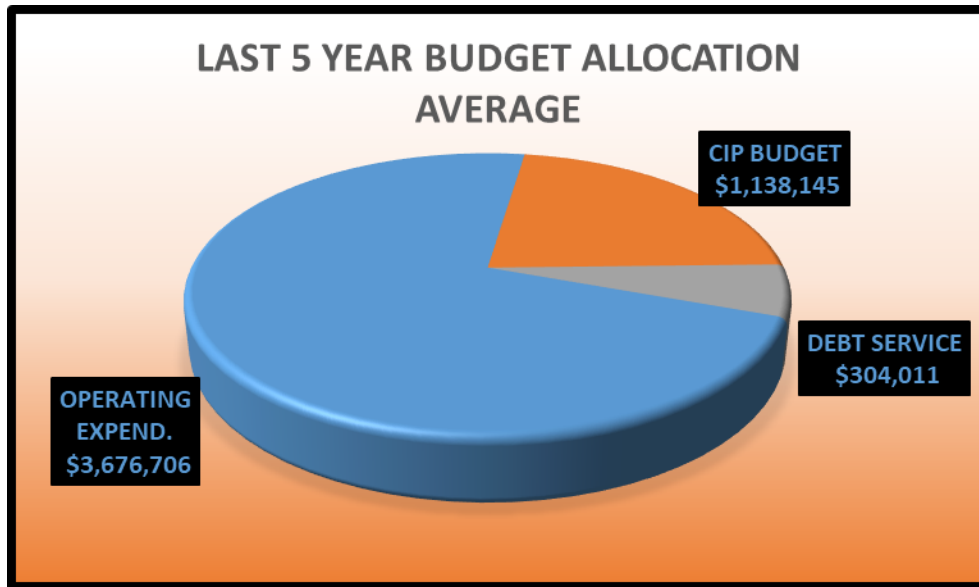
- Re-armored the treatment plant effluent outfall structure
- Identified and raised 24 manholes that were subgrade and not visible
- 99% Biochemical Oxygen Demand removal from influent wastewater
- 99% Total Suspended Solids removal from influent wastewater
- Implementation of advanced dissolved oxygen blower controls into the SCADA system to limit low dissolved oxygen events and emergency call outs for aeration basins
- Installation of submersible mixing pumps in aeration basin outfall channel to mitigate septic conditions. This work has resulted in a much more stable, steady operational process and will significantly lengthen the life span of very expensive equipment downstream.

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1.0	.8	1.0	.8	Superintendent	1.0	.8
1.0	1.0	1.0	1.0	Plant Supervisor	1.0	1.0
1.0	1.0	1.0	1.0	WPC Lead Operator – Collection System	1.0	1.0
1.0	1.0	1.0	1.0	WPC Lead Operator - Maintenance	1.0	1.0
1.0	1.0	1.0	1.0	WPC Lead Operator - Operations	1.0	1.0
5.0	5.0	5.0	5.0	WPC Operator III	6.0	6.0
1.0	1.0	0.0	0.0	WPC Operator II	1.0	1.0
1.0	1.0	2.0	2.0	WPC Operator I	0.0	0.0
1.0	1.0	1.0	1.0	Laboratory Analyst	1.0	1.0
1.0	.75	1.0	.75	Administrative Secretary	1.0	.75
14	13.55	14	13.55	Total	14	13.55

SPECIAL REVENUE

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020	Anticipated 2020-2021
Wastewater Treated (million gallons)	786	908	1,088	900	1,000
Avg. Daily Effluent Suspended Solids (mg/l)	4	4	5	5	5
Avg. Daily Effluent Biochemical Oxygen Demand (mg/l)	4	4	5	5	5
Average Daily Effluent Total Nitrogen (lbs.)	90	95	95	90	95
Number of Emergency Call-outs or Alarms	105	86	55	80	100
Miles of Sewer Line Inspected	10	6	8	12	25



SPECIAL REVENUE

SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

OPERATING EXPENDITURES

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTED
FULL TIME SALARIES	\$ 958,951	\$ 975,927	\$ 998,898	\$1,101,251	\$1,081,700
OVERTIME	104,121	112,108	107,320	113,539	114,472
LONGEVITY	700	700	0	700	700
TEMPORARY	0	0	0	0	0
EMPLOYEE BENEFITS	500,164	524,108	599,684	498,475	522,872
OFFICE SUPPLIES	1,289	1,734	1,600	1,600	2,000
OPERATING MATERIAL	89,493	81,534	91,450	131,450	118,950
MOTOR VEHICLE SUPPLIES	37,300	11,812	24,620	27,550	23,100
UNIFORMS & CLOTHING	6,528	7,810	15,750	15,750	15,750
FLEET & EQUIP REPAIR	63,965	63,490	83,000	97,000	115,000
ADVERTISING	723	0	0	0	0
PROFESSIONAL	145,673	171,320	160,252	161,500	160,100
RENTAL & LEASES	91,725	22,821	28,320	33,400	33,400
UTILITIES	453,740	567,315	501,950	549,650	456,000
MAINTENANCE CONTRACTS	474,400	467,553	497,255	567,100	674,300
REPAIR & MAINTAIN EQUIP.	71,121	44,772	29,700	32,000	32,300
FEES & MEMBERSHIPS	18	101	2,670	2,670	1,900
RECRUITMENT & TRAINING	13,886	13,980	23,480	24,200	23,750
OTHER PURCHASE SRVCS.	315,074	331,310	326,000	326,000	326,000
INTERNAL SERVICE CHRGS.	37,240	37,240	37,240	45,000	45,000
CAPITAL PROJECTS	10,287	41,879	65,000	45,000	168,000
DEPARTMENT EQUIPMENT	45,139	46,967	96,600	72,500	76,500
TOTAL	\$3,421,537	\$3,524,481	\$3,690,789	\$3,846,335	\$3,991,794

SPECIAL REVENUE

PROGRAM RECREATION SPECIAL REVENUE FUND – OVERVIEW

Program Explanation:

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

For Fiscal Year 2020-2021, the on-going challenge is to maintain affordability in these strained economic times yet remain self-sustaining financially. Accounts for Contracted Services, Preschool, Day Camp, 4th R, Veterans Memorial Park, Outdoor, Indoor, Social/Cultural, and Facilities will continue to operate as the revenue supported SRRF. Under this format, programs must survive on their own merit and all direct programmatic expenses must be met. Meeting these operating costs has created the need for us to impose nominal user fee increases for many activities. The fee increases vary depending on the magnitude of the program. These increases are necessary to meet our charge and keep pace with expenses, without compromising on the quality of our programs that you have come to expect, and we are proud and committed to deliver. In some cases, we were able to maintain static prices. It is imperative to remember that the SRRF budget that follows is not a request for allocations, but rather a “plan” outlining what we propose to accomplish and how we project to finance that.

Budget Change Commentary:

Historically, the SRRF has been extremely successful with only one year in twenty experiencing a net loss for the year. In FY2003-2004 we ended short of 100% cost recovery by \$55,023 due to horrific weather conditions that devastated our daily admission and concession revenue at VMP. This loss was easily absorbed by the cumulative SRRF fund balance set aside as contingency assuring continued self-sufficiency and avoided a tax-based bail-out. Throughout its double-decade existence, the SRRF has also been tapped into to assist with the General Fund budget, and this trend continues. Back in FY 2002-2003 we attempted to create a capital account (450) to begin saving for department improvements and implementation of the master plan that were simply not being funded through the General Fund CIP budget. A percentage of the year-end fund balance would be tucked aside for this purpose. This included visions for projects like the Boundless playground, the ropes course and skate park. We peaked at **\$90,000**, which was eventually utilized for the aforementioned projects as intended, before we pulled the plug on this mechanism due to a new Council mandate for FY 2003-2004 requiring us to reimburse the Department of Public Works (DPW) for services they were providing to us in support of our programs. We simply couldn't afford both the capital investment strategy and the DPW reimbursements. At that time these annual internal service charges were estimated at \$127,840, too big a hit in one shot so we were allowed to develop an eight-year phase-in plan. That lasted three years (reimbursements for FY2003-2004 at **\$14,080**; FY 2004-2005 at **\$32,503**, and FY 2005-2006 at **\$45,525**) before that too was eliminated as unsustainable in FY 2006-2007. In FY 2011-2012 a random **\$100,000** was transferred from SRRF to the General Fund for administrative purposes. An unprecedented **\$310,367** was added as an expense and distributed on a percentage basis across all seven accounts with the expectation that the Special Revenue Recreation Fund balance will and did reimburse the general fund for 52% of administrative salaries in FY 2017-2018. For fiscal year 2018-2019 we were asked to contribute 10% of our administrative salaries or **\$56,000** plus **\$55,000** for one full time employee (year 1 of a 3-year commitment) to the General Fund. The 2019-2020 budget will reimburse the General Fund 10%, or **\$58,148** for full time administrative salaries plus **\$56,100** (year 2 of a 3-year commitment). Another 10% or **\$59,674** is earmarked for transfer towards salaries in the upcoming FY 2020-2021. That is in addition to the two full time salaries we are also currently funding out of the SRRF (**\$94,361** which includes year 3 of the 3-year commitment, plus a new hire), and a **\$100,000** transfer to the Town's CIP budget. I realize that we have to “do our part”, but please be aware that this is an extremely dangerous practice that will not be sustainable even with dramatic increases in user fees in the future. Our fear is that we will become unaffordable for many of our residents, depriving them of a

SPECIAL REVENUE

healthy lifestyle, minimizing their quality of life and becoming a less attractive community in which to live. In addition, and without the benefit of the typical town-wide capital improvement planning and funding processes, another **\$700,000** from the accumulated fund balance as of FY2017-2018 was allocated and since expended for the re-purposing of the Wapping School as our new home for parks and recreation. Since inception, the SRRF has contributed **\$1,771,758** to the General Fund from its fund balance.

The proposed bill to increase the minimum wage to \$15/hour from the previous \$10.10/hour by 2023 was passed by the General Assembly on May 17, 2019 and signed into law by the Governor on May 28, 2019. The approved phase-in looks like this: (1) October 1, 2019: \$11.00, (2) September 1, 2020: \$12.00, (3) August 1, 2021: \$13.00, (4) July 1, 2022: \$14.00, (5) June 1, 2023: \$15.00. But... it doesn't end there. The state will establish a cost of living indexing (Employment Cost Index) thereafter beginning October 15, 2023, and every October 15th the Commissioner of Labor is to announce an increased minimum wage effective January of 2024 and every subsequent January.

As such, our SRRF budget was developed assuming this schedule. This nearly 50% increase will have detrimental impact on our payroll budget necessary to deliver our programs and services. The vast majority of our 200+ employees are seasonal between the age of 15 and 23, students seeking supplemental funds in their quest for an education that will advance them from a "learning" minimum wage to an eventual higher-paying "living" wage elsewhere. The impact is not just at the entry level however. The wage compression created has a tremendous "trickle up", or domino effect on proportionate wage increases necessary for veteran and supervisory seasonal employees and eventually impacts compensation for our full time professional staff. We can't have senior management making the same or less than the folks they supervise while taking on the added responsibilities of their positions. Just to maintain our current level of service we will be looking at an estimated additional \$400,000 in labor cost alone to meet the \$15 threshold. Undoubtedly we will be paying more for products and services from our vendors who will raise their prices to cover their increased operating cost. Couple this with shrinking state aid, increasing unfunded mandates, new proposed sales taxes on services like day camps and swim lessons, highway tolls, restrictive work scheduling requirements and a required budget cap of 2.5% and ... "we have a problem Houston." The cumulative impact of all these unfunded mandates and additional financial liabilities will get passed onto local tax-payers.

So, how do we recover this additional cost? How will this affect your expectations of parks & recreation? What does this mean to our loyal customers and patrons? Some impacts you can expect to see include:

- ✓ Incremental increases in user fees for programs and services over the next three to four years challenging our ability to remain affordable
- ✓ Reduction in services to our residents, like closing one half hour earlier each day of the week at VMP, effective this summer.
- ✓ Less funding available for financial assistance to accommodate families in need
- ✓ Decrease in our capacity to employ seasonal help, and as a result...
- ✓ ... Increase in the use of contracted service providers
- ✓ Fewer dollars to maintain our parks and facilities, and...
- ✓ Do we reach a point where we need to return to a partially tax-subsidized recreation division which is currently self-sustaining?

Some of these responses and actions you will already see publicized in our upcoming magazine. These are steps we truly do not want to take, but we do not have a choice. Although we must comply with the highly anticipated state mandates, we have the moral and professional obligation to provide a level of service that delivers a quality of life that our residents have come to enjoy and expect. We will do our best to achieve that, but there will be bumps in the road along the way.

SPECIAL REVENUE

Program Objectives and Goals FY 2021:

- Develop new strategies and methods to generate other revenue sources to help control skyrocketing labor cost. Some preliminary ideas are: eliminating programs that are a financial burden, look at ways to increase shared services, create new profitable programs, rely more heavily on contracted service providers and less on employee driven programs, regionalizing services, charging for services that were previously free of charge, increase grant chasing, bolster sponsorships, etc.
- Collaborate with the Board of Ed for the upcoming years of new Elementary Schools and the impact of this to the 4th “R” program and grounds maintenance.
- Find ways to adjust to the rapidly changing demographics and population explosion.
- Increase outside user groups for the ropes course to add to the continued use of ropes course by BOE, Parks and Rec. and Human Services.
- With new additional program space at Wapping we will strive to increase adult participation through various tournaments and new programs (focusing on fitness, health and wellness).
- Increase and enhance Adult and Family programs and special events.
- Continue to enhance programming for Special Needs Participants
- Again, tapping into fund balance will be necessary to remain self-sustaining programmatically

Program Accomplishments FY 2020:

- Increased enrollment opportunities to meet the demand and absorb wait lists for residents at our “Fab Five” day camp sites: Little Explorers, Camp Discovery, Trailblazers, Junior Adventurers and Adventure Unit.
- Completed the necessary remodeling efforts at Wapping (specifically room 33 and the cafeteria) to re-open rentals for private functions to the public.
- Created two new accounts within the SRRF – Contracted Programs # 5115 and Preschool Programs #5120 for improved accountability, identification and management. Added to the traditional accounts Day Camp, 4th R, VMP, Outdoor, Indoor, Social/Cultural and Facilities we now have nine accounts.
- Completed initial re-purposing renovations at the Wapping Parks & Recreation Facility.
- Successfully maintained American Camp Association (ACA) Accreditation for all five camps for summer 2019.
- Successfully presented our 50th Anniversary celebration at Nevers Park despite dreadful weather conditions. Visitors daring to brave the elements enjoyed food vendors, games, contests, raffles, live performance by the Coyote River Band and a spectacular 3-D fireworks display.
- Added new activities/initiatives: Badminton, Great American Day of Camp, Money-Saver Monday at VMP, Adult Computer Programming Classes, Family Camp Out, Fall Tennis Lessons, Expanded Preschool offerings, Futsal, Egg-streme Flashlight Egg Hunt for Adults and privatized Travel basketball.
- Created a new full time Customer Service Clerk position by combining a number of part time front line staff positions with no additional financial impact to the SRRF, but with significant improvement to customer service levels.
- Continued to offer popular free events during July is Parks and Rec Month including, Sunset Walks, Farmer’s Market, Concerts, Friday Flicks, Sundae Sundays, Veterans Appreciation at VMP, Senior Sunday at VMP and Noodle Night at VMP.
- Developed and conducted a more efficient and resident-friendly lottery system for 4th R registration and wait listing.

SPECIAL REVENUE

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	2016/2017 ACTUAL	2017/2018 ACTUAL	2018/2019 ADOPTED	2019/2020 ADOPTED	2020/2021 ADOPTED
CONTRACTED	0	0	0	310,469	321,335
PRESCHOOL	0	0	0	174,712	166,640
DAY CAMP	685,145	630,537	786,615	725,009	748,223
4TH R	979,570	845,675	1,045,065	1,026,072	973,740
VETERANS' MEMORIAL PARK	376,374	319,984	386,966	369,241	371,511
OUTDOOR RECREATION	60,404	72,260	130,698	60,490	58,910
INDOOR RECREATION	196,117	205,284	219,190	158,483	160,070
SOCIAL/CULTURAL	153,578	157,296	294,612	90,045	88,135
FACILITIES	38,540	19,360	66,635	68,835	67,635
INVESTMENT INT. EARNINGS	0	0	0	0	0
CANCEL PRIOR YEAR ENCUMBRANCES	35,766	5,526	0	0	0
APPROPRIATION - FUND BALANCE	0	0	29,910	216,673	29,910
CONTINGENCY	0	0	0	30,000	0
TOTAL REVENUE	2,525,493	2,255,922	2,959,691	3,230,029	2,986,109

SPECIAL REVENUE

Special Revenue Recreation Fund – Comparison of Annual Expenditures

DESCRIPTION	2016/2017 ACTUAL	2017/2018 ACTUAL	2018/2019 ADOPTED	2019/2020 ADOPTED	2020/2021 ADOPTED
CONTRACTED	0	0	0	308,645	309,426
PRESCHOOL	0	0	0	183,529	165,793
DAY CAMP	595,766	767,781	769,208	766,399	716,222
4TH R	717,686	864,051	1,006,181	1,093,499	973,264
VETERANS' MEMORIAL PARK	350,139	383,506	428,870	429,316	377,492
OUTDOOR RECREATION	61,170	98,141	113,541	66,828	69,780
INDOOR RECREATION	189,429	236,841	231,729	169,848	168,258
SOCIAL/CULTURAL	168,142	216,407	315,701	163,606	140,980
FACILITIES	22,344	23,769	34,391	39,446	41,732
TRANSFER TO GENERAL FUND	0	46,591	0	-	-
CONTINGENCY	0	-	30,000	-	-
CAPITAL PROJECTS	0	700,000	0	300	-
TOTAL REVENUE	2,104,678	3,337,087	2,929,621	3,221,416	2,962,947

SPECIAL REVENUE

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

The Contracted Services 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/Wellness classes, and Adult education programs.

Budget Change Commentary:

At the time of this writing we had expended 60% of this newly created account within 60% of the fiscal year calendar with no other comparable historical data on which to base any comments or critical decisions. We will reevaluate the 2019-2020 actuals for considerations in developing the 2021-2022 fiscal year budget.

Program Objectives and Goals FY 2021:

- Continue to enhance and provide a variety of recreational experiences for youth, teens, and adults through contracted service providers.
- **Continue to lean on this 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.**
- Investigate ways to diversify offerings

Program Accomplishments FY 2020:

- Established 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.
- Successfully provided a variety of programs through contracted services, offered both in the summer and throughout the school year.

Assigned Positions:

2019-2020		Position Title	2020-2021	
Positions	FTE		Positions	FTE
3	.15	After School Instructor (.05)	9	.45
2	.2	Art Instructor (.10)	2	.2
28	14	Camps, Specialty (.50)	29	14.5
0	0	Dance Instructor (.03)	1	.03
0	0	Drama Instructor (.04)	1	.04
7	1.4	Fitness/Wellness (.20)	7	1.4
5	3.25	Miscellaneous (.65)	5	3.25
1	.5	Preschool Instructor (.5)	1	.5
0	0	Science Instructor (.10)	1	.1

Performance Data	Actual 2019-2020	Anticipated 2020-2021
After School Participants	211	262
Art Class Registrations	47	48
Camps, Specialty Participants	228	418
Dance Registrations	12	72
Drama Registrations	0	20
Fitness/Wellness Participants	189	214
Miscellaneous Participants	565	689
Preschool Participants	32	35
Science Club Registrations	79	0

SPECIAL REVENUE

CONTRACTED PROGRAMS

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTED
FULL-TIME SALARIES				14,579	-
PART-TIME SALARIES				11,410	5,944
OVERTIME				0	0
TEMPORARY				0	0
EMPLOYEE BENEFITS				1,980	455
OFFICE SUPPLIES				1,200	0
OPERATING MATERIAL				424	424
UNIFORMS & CLOTHING				0	0
DAILY OPERATING ACTIVITY				0	0
SOFTWARE FEES				7,762	9,640
ADVERTISING				9,314	9,640
PROFESSIONAL				244,016	265,714
RENTAL & LEASES				14,040	16,778
UTILITIES				60	60
REPAIR/MAINT EQUIPMENT				500	500
FEES & MEMBERSHIPS				3,360	0
RECRUITMENT & TRAINING				0	271
DEPARTMENT EQUIPMENT				0	0
OTHER				0	0
TOTAL	0	0	0	308,645	309,426

SPECIAL REVENUE

PROGRAM	RECREATION SPECIAL REVENUE FUND – PRESCHOOL	5120
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Program Explanation:

This 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 an \$8,408 decrease in total expenses as compared to the 2019-2020 fiscal year. This change was a result of a budget designed to be more reflective of the current number of preschool classes running each session, as well as the participants enrolled per class. **The biggest increase in costs is realized in the personnel category, as teacher and assistant salaries increased by approximately 8.2% to be responsive to the state minimum wage increase.** The increase in expenses is partially off-set by the decrease in customer service staff wages, as positions were re-structured within the department. To be a self-sustaining program, user fees will increase by \$5 for 1-hour parent/child classes, \$6 for 1.25-hour parent/child classes, \$12 for 1.5 hour independent classes, and \$20 for 3-hour independent classes.

Program Objectives and Goals FY 2021:

- Continue to adapt the preschool program to stay current with the needs of families with preschool aged children.

Program Accomplishments FY 2020:

- Successfully completed four eight-week preschool sessions with maximum participant enrollment.
- Added a fourth dedicated preschool classroom, therefore expanding class offerings with one additional three-hour independent class and six additional 1.5 hour independent classes.
- Increased participant enrollment by approximately 7%

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
3	1.98	4	2.64	Preschool Instructor (.60)	4	2.64
3	1.38	4	1.84	Preschool Aide (.46)	4	1.84
6	3.36	8	4.48	TOTAL	8	4.48

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Anticipated 2020-2021
Preschool Class Registrations	1,200	900	969	1,037	1,100

SPECIAL REVENUE

PRESCHOOL

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTED
FULL-TIME SALARIES				8,669	-
OVERTIME WAGES				-	-
PART TIME WAGES				117,922	107,694
TEMPORARY				-	-
EMPLOYEE BENEFITS				9,679	8,239
OFFICE SUPPLIES				-	240
OPERATING MATERIAL				6,040	6,500
UNIFORMS				700	1,560
SOFTWARE FEES				4,368	4,999
ADVERTISING				5,241	4,999
PROFESSIONAL				30,000	30,000
RENTAL & LEASES				-	-
UTILITIES				600	600
REPAIR/MAINT EQUIP				-	-
FEES & MEMBERSHIPS				-	-
RECRUITMENT & TRAINING				309	962
DEPARTMENT EQUIPMENT				-	-
OTHER				-	-
TOTAL	-	-	-	183,529	165,793

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:

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 static roster of staff members to help comply with the increase of minimum wage. The quality and availability of our programs will not be altered by this change. We anticipate revenue to increase due to anticipated larger enrollment across the board, including the three-day Navigators camp for special needs participants. The major drivers of this budget are: the large increase in minimum wage, increase in cost to provide quality field trip experiences, maintaining a Program Coordinator to help manage our increase in campers, 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 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 2021:

- Increase enrollment opportunities for residents at our “Fab Five” day camp sites: Little Explorers, Camp Discovery, Trailblazers, Junior Adventurers and Adventure Unit.
- Retain American Camp Association (ACA) accreditation for all five camps, as Junior Adventurers and Trailblazers were the last of our five camps to be officially accredited as of 2016.
- Continue to utilize online emergency medical forms for all day camp participants making it easier and more efficient for customers and staff. Starting this year, this same service will provide us with archiving services to meet ACA standards.
- Utilize a full time RN to appropriately handle all medical and first aid needs of Little Explorers, Camp Discovery, Trailblazers, Junior Adventurers and Adventure Unit.
- Increase quality of supervision in our summer camp programs that service up to 400 children per week.
- 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 2020:

- Moved all “Fab Five” camp programs to one cohesive location at Wapping Parks and Recreation Facility
- Maintained our accreditation with the American Camp Association (ACA) of five camps: Little Explorers, Trailblazers, Camp Discovery, Junior Adventurers and Adventure Unit.
- 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:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Program Coordinator	1	1.0
5	5.0	5	5.0	Camp Director	5	5.0
6	6.0	5	5.0	Asst. Camp Director	5	5.0
40	40.0	57	57.0	Camp Counselor	57	57.0
7	3.5	10	5.0	Camp Counselor Part Time	10	10.0
2	2.0	2	2.0	First Aid Responder	2	2.0
6	6.0	11	11.0	Special Needs One-to-One	11	11.0
2	1.5	2	1.5	Registered Nurse (2 at 30 hrs./week = 60 hours)	2	2.0
64	56.5	92	86.5	TOTAL Employees	92	92.0
		60	30.0	Specialty Camp Contractors (.50)	60	60.0
2	.32	2	.32	Navigators	2	.32

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Anticipated 2020-2021
Adventure Unit Camper Registrations	387	325	409	319	320
Camp Discovery Campers Registrations	1,527	1,272	942	948	950
Little Explorers Campers Registrations	270	217	215	211	215
Trailblazer Campers Registrations	495	431	455	457	460
Junior Adventurers Registrations	355	419	479	467	470
Navigators	28	30	32	25	25
TOTAL:	3,062	2,694	2,532	2,427	2,440

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

DAY CAMP

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTED
FULL-TIME SALARIES	0	83,715		35,087	-
PART-TIME SALARIES	0	0	0	23,600	-
OVERTIME	40,710	47,851	51,472	53,674	55,280
TEMPORARY	243,711	319,436	356,502	346,727	346,778
EMPLOYEE BENEFITS	21,864	28,344	31,210	33,295	30,757
OFFICE SUPPLIES	299	0	800	800	800
OPERATING MATERIAL	21,407	32,259	17,750	26,035	27,685
UNIFORMS & CLOTHING	5,324	12,536	9,755	7,380	7,320
DAILY OPERATING ACTIVITY	0	0	900	900	900
SOFTWARE FEES	31,709	18,047	23,598	18,125	22,447
ADVERTISING	20,377	17,203	23,598	21,750	22,447
PROFESSIONAL	118,680	127,166	164,127	104,000	103,680
RENTAL & LEASES	72,474	72,493	68,500	75,000	78,000
UTILITIES	1,019	0	1,560	1,260	1,260
REPAIR/MAINT EQUIPMENT	0	0	297	297	594
FEES & MEMBERSHIPS	12,000	4,815	12,639	11,197	11,259
RECRUITMENT & TRAINING	5,146	3,916	6,500	7,272	7,015
DEPARTMENT EQUIPMENT	1,047	0		0	0
OTHER	0	0	0	0	0
TOTAL	595,766	767,781	769,208	766,399	716,222

SPECIAL REVENUE

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

As a supplement to the three basic “R’s” (reading, writing and arithmetic) that students receive during the school day, we provide what we feel is the fourth critical “R” – Recreation – before and after their academic day. Given this, the title of the program – “The 4th R” – is a natural fit.

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:

After careful review of the past five years’ actual expenditures, appropriate adjustments have been made. The only substantial spike is noticed in the 330, Rentals & Leases account where the previous \$21,690 had to increase to \$62,650 due to the Board of Education’s re-introducing rental fees negotiated at \$59,000 per year for the use of space within the four elementary schools. This line item had been anticipated to be waived during budget deliberations last year. The program staff wages also increased by approximately 8.8% in order to be responsive to the minimum wage increase. The increase in expenses is partially off-set by the decrease in customer service staff wages, as positions were re-structured within the department, as well as an approximate 10.9% decrease in the operating material budget in the 200 Category. Most other accounts remained stagnant. To continue to be a self-sustaining program, user fees will increase by \$19.00/month for the AM sessions, \$50.00/month for the PM sessions, and \$31.00/month for the AM&PM sessions. 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. This will ensure that 4th “R” is a fully inclusive program for all participants.

Program Objectives and Goals FY 2021:

- The most impactful drivers of this budget is evidenced in personnel costs and program space rental costs. The personnel costs were affected due to the increase in cost to maintain appropriate wages for staff based on the current minimum wage, as well as to maintain levels of care for the ever-expanding program.
- 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 extra-curricular 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 2021 (cont'd):

- Provide a smooth transition for all participants as the program re-locates to the newly built Philip R. Smith and Eli Terry elementary schools.
- 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 2020:

- Successfully completed the thirteenth 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, magicians, art programs and other extracurricular activities.
- Had an average enrollment of 273 students per month, 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 participation in the new SWPRD event "HallowEEEn Hullabaloo," carnivals, Olympic game nights, pizza parties, and an end-of-the-year pool party at the department's Veteran's Memorial Park pool facility.
- Provided a bus trip for 4th "R" families to attend a UCONN men's basketball game at Gampel Pavilion.
- 4th "R" staff members competed in the second annual "Color Wars," a friendly and fun competition aimed at enhancing staff relationships, team unity, and ability to effectively work together to solve problems.
- 4th "R" participants worked together in groups to create gingerbread house masterpieces that were displayed in the Wood Memorial Library's Gingerbread Festival from late November-mid December.

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1	.75	1	.75	4 th R Program Coordinator (.75)	1	.75
8	5.52	8	5.52	4 th R Site Director (.69)	8	5.52
0	0.0	0	0.0	4 th R Asst. Site Director (.69)	0	0.0
34	23.46	34	23.46	4 th R Program Leader (.69)	34	23.46
0	0.0	0	0.0	4 th R Inclusion Coordinator (.75)	0	0.0
2	1.0	2	1.0	4 th R Special Needs One-to-One (.50)	2	1.0
45	30.73	45	30.73	TOTAL	45	30.73

Performance Data	Actual 2016-17	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Anticipated 2020-2021
Average monthly 4 th R enrollments	329	300	322	273	275

SPECIAL REVENUE

4TH R

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTED
FULL-TIME SALARIES	0	107,085	0	50,235	-
OVERTIME WAGES	15,761	2,215	8,000	8,000	8,000
PART TIME WAGES	-	-	-	30,000	-
TEMPORARY	445,672	531,491	711,498	739,047	673,521
EMPLOYEE BENEFITS	35,646	41,001	55,042	60,964	52,136
OFFICE SUPPLIES	2,984	500	3,000	3,000	3,000
OPERATING MATERIAL	61,893	37,453	87,900	89,550	79,750
UNIFORMS	6,003	6,289	6,600	10,080	10,080
SOFTWARE FEES	51,588	29,360	31,352	25,652	29,212
ADVERTISING	36,232	31,828	31,352	30,782	29,212
PROFESSIONAL	8,538	4,496	3,575	4,625	5,625
RENTAL & LEASES	42,053	56,953	51,650	21,690	62,650
UTILITIES	5,636	5,357	5,760	5,760	5,760
REPAIR/MAINT EQUIP	-	1,600	1,600	4,240	4,240
FEES & MEMBERSHIPS	1,550	2,250	1,942	1,942	1,942
RECRUITMENT & TRAINING	2,130	4,173	4,910	5,931	6,136
DEPARTMENT EQUIPMENT	2,000	2,000	2,000	2,000	2,000
OTHER	-	-	-	-	-
TOTAL	717,686	864,051	1,006,181	1,093,499	973,264

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 this unit. An important secondary goal is to provide residents with an opportunity for instruction in swimming and lifesaving. Lessons are Red Cross-sanctioned and taught by certified instructors. Continuation of a variety of other aquatic opportunities, such as the Swim Team, Lifeguard Training, WSI, 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 8am to 12pm and 5pm 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:

Although we anticipate generating \$2,270 additional revenue over last year's projections (\$369,241 versus \$371,511), we still estimate a substantive shortfall of \$5,981 requiring a probable appropriation from fund balance to be self-sustaining. **To help meet the increases resulting from the upgraded state minimum wage rate in line items for staff wages (114) and the associated FICA/Social Security taxes (130).** 1.5 positions were eliminated. The other substantial change occurred in the (320) for Water Quality Maintenance decreased dramatically from \$50,990 to \$25,990 as pollution control now only sends one staff member to the pool instead of two who works with one member of the parks crew. Revenues were calculated conservatively based upon last year actual and the respected and well received changes made three years ago that placed the emphasis on resident satisfaction. Fees were increased by \$5 for all individual season passes, daily admission rates remained the same as last year, and we will re-introduce the Family Pass option providing a 24% discount over last years' exclusive individual pass structure. These measures were taken in an attempt to help offset minimum wage staffing costs and the need to cover the loss of group sales and non-resident weekend/Holiday daily admissions and pass sales resulting from resident imposed policy changes. Under these new policies, to sustain the operation moving forward we had no choice but to begin annual incremental increases in user fees.

Program Objectives and Goals FY 2021:

- Continue to enhance the experience for the user with added value from Quality Service, Special events, etc.
- Enhance revenue with the addition of a family pool pass option for both resident families and non-residents. This pass can have four people on it and two additional people can be added at an additional cost.

Program Accomplishments FY 2020:

- Continued to enhance the experience for the user with added value from Quality Service, Special events, etc.
- Enhanced revenue with the addition of a resident only rental option that includes use of the Pool as well as the Rotary Pavilion.
- Continued 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.
- Upgraded mechanicals to ensure compliance and maximize efficiency with the transition from pulsar tablet to liquid chlorine.
- Added a smart phone with hotspot to increase communication efficiencies for facility supervisors.

SPECIAL REVENUE

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
3	4	3	4	Pool Director	2	3
2	2	2	2	Head Lifeguard	2	2
27	20	27	20	Lifeguard (full & part time)	27	20
12	12	12	12	Water Safety Instructor	12	12
3	3	3	3	Swim Team Coach	3	3
1	1	0	0	Head Maintainer (.50)	0	0
3	4	3	4	Maintainer	3	4
0	0.5	0	0.5	Water Quality Staff	0.5	0.5
3	3	3	3	Gate Attendant	3	3
1.5	1.5	1.5	1.5	Concession Attendant	1.5	1.5
2.0	1.0	2.0	1.0	Weekend Supervisor/Intern	1.0	1.0
58.5	53.0	58.5	53.0	TOTAL	57.0	51.0

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Proposed 2020-2021
Household Pass - Resident	0	0	0	0	250
Household Pass – Non-Resident	0	0	0	0	85
Individual Pass - Resident	1500	1100	775	1042	385
Individual Pass – Non-Resident	964	565	475	490	155
Daily Admissions (includes group sales)	\$74,400	\$78,000	\$116,500	\$47,460	\$65,050
Swim Lessons – group registrations	664	700	600	671	550
Swim Lesson – private registrations	236	200	200	211	195
Swim Team enrollment	145	115	68	66	68
Concession Revenues	\$24,000	\$25,000	\$20,000	\$18,000	\$18,000
Gross Revenues for Facility	\$305,734	\$329,331	\$386,966	\$369,686	\$371,361
Special Events	8	8	8	7	7

SPECIAL REVENUE

VETERANS' MEMORIAL PARK

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTEDD
FULL-TIME SALARIES	0	47,693		20,279	0
OVERTIME WAGES	4,873	5,241	9,000	13,300	13,300
PART TIME WAGES	0	0	0	0	0
TEMPORARY	207,665	224,479	263,326	252,020	244,871
EMPLOYEE BENEFITS	16,417	18,896	20,833	21,837	19,750
OFFICE SUPPLIES	1,679	235	3,885	1,485	1,485
OPERATING MATERIAL	21,093	22,445	29,933	20,720	21,170
UNIFORMS & CLOTHING	3,690	3,488	5,685	6,010	6,010
DAILY OPERATING ACTIVITY	186	152	200	200	200
SOFTWARE FEES	22,599	12,862	11,609	9,231	11,091
ADVERTISING	13,039	11,728	11,609	11,077	11,091
PROFESSIONAL	56,934	31,537	46,768	50,990	25,990
RENTAL & LEASES	0	0	0	0	0
PRINTING	0	0	0	0	0
UTILITIES	419	339	600	893	893
MAINTENANCE CONTRACTS	0	0	5,000	7,400	7,400
REPAIRS EQUIPMENT	0	0	297	0	297
FEES & MEMBERSHIPS	294	0	2,025	800	800
RECRUITMENT & TRAINING	601	2,540	4,950	5,574	4,994
OTHER PURCHASE SERVICE	650	650	650	0	650
DEPARTMENT EQUIPMENT	0	1,223	12,500	7,500	7,500
OTHER	0	0	0	0	0
TOTAL	350,139	383,506	428,870	429,316	377,492

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, Community Gardens and a new Adult Corn Hole League. These activities provide for active living and a great deal of spectator value and socialization. The Team Building & Leadership (TLC, or Challenge/Ropes Course) is also accounted for in this program.

Budget Change Commentary:

Overall expenses were relatively flat due to static participation rates.

Program Objectives and Goals FY 2021:

- Increase number of teams participating in Adult Softball league.
- Advertise and promote our new Adult Corn Hole League
- Investigate other outdoor program options to strengthen public offerings and bolster this account
- 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 reassemble a new team of facilitators.

Program Accomplishments FY 2020:

- In general, maintaining the status quo was a challenge in the absence of a full-time Recreation Supervisor who resigned at the peak of one of their major responsibilities.
- Transitioned contract from CT ASA, USSSA which dramatically improved quality and reliability of softball umpires.
- **Relocated youth and adult tennis lessons and tournaments as well as TEMS and SWHS ski programs from this account to the new Contracted Services account number 35115 where it is more appropriate.**

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
2	1.5	0	0.0	Tennis Lesson Instructor (Contractor - .75)	0	0.0
2	1.0	0	0.0	Hi-Performance (formerly Clinic) Instructor (Contract - .50)	0	0.0
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
3	0.6	0	0.0	Skiing	0	0.0
25	4.2	18	1.7	TOTAL	18	1.7

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021
Adult Softball Registered Teams (# of players)	15 (195)	15	18	14	16
Tennis Lesson Registration - Adult	46	38	40	0	0
Tennis Lesson Registration - Youth	195	239	230	0	0
Hi-Performance Registration (formerly Tennis Clinic)	56	70	70	0	0
Tennis Tournament Participants	29	29	29	0	0
TLC Ropes Course Groups	6	5	8	3	8
TEMS Skiing/snowboarding	76	81	90	0	0
SWHS Skiing/snowboarding	DNA	27	40	0	0

SPECIAL REVENUE

OUTDOOR RECREATION

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTEDD
FULL-TIME SALARIES	0	10,211		3,157	0
TEMPORARY	0	0	7,281	7,269	15,000
EMPLOYEE BENEFITS	0	0	557	796	1,149
OFFICE SUPPLIES	0	0	0	0	0
OPERATING MATERIAL	3,726	1,197	3,495	1,960	3,320
UNIFORMS & CLOTHING	681	0	190	40	40
SOFTWARE FEES	3,681	2,094	3,921	1,512	1,871
ADVERTISING	1,738	1,270	3,921	1,815	1,870
PROFESSIONAL	45,819	77,499	84,996	45,660	41,950
RENTAL & LEASES	4,080	3,415	4,080	0	0
UTILITIES	0	0	360	60	60
REPAIR/MAINT FACILITIES	910	807	2,700	2,700	2,700
REPAIR EQUIPMENT	0	0	0	0	0
FEES & MEMBERSHIPS	535	360	540	360	320
RECRUITMENT & TRAINING	0	1,288	1,500	1,500	1,500
OTHER	0	0	0	0	0
TOTAL	61,170	98,141	113,541	66,828	69,780

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 with separate men's and women's divisions for Adult Volleyball.

Budget Change Commentary:

The 2020-2021 budget has stayed similar to the 2019-2020 budget with only slight variations. This is after the substantial decrease of \$71,305 by removing Travel Basketball from the 2019-2020 budget. A slight decrease in revenue from last year's projection due to dwindling actual numbers in some of the youth in-house basketball participation. Our More Might Mites experienced a drop in numbers for the girl's side. **Mighty Mites and More Mighty Mites staff payroll has increased due to mandated minimum wage changes.** The Senior Girls Division is struggling with numbers, with substantial decreases over the last two years, supporting only two teams for the 2019-2020 season. Our Women's Adult Basketball league has struggled with numbers in previous years, with just four registered last year, and no women's basketball teams returned this year. Men's Basketball League is holding steady at 13 teams as are both the Men's and Women's Volleyball leagues with 20 teams in each respective league.

Program Objectives and Goals FY 2021:

- Look into development of new programs for teens and adults, and alternative activities for school vacation weeks throughout the year.
- Increase number of teams in our adult basketball league.
- Offer Spring/Summer youth leagues to continue promoting healthy options for youth.
- 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.
- Continue to transition 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. Create new contract between SWPR and Travel Basketball.

Program Accomplishments FY 2020:

- 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 most Youth Basketball Leagues as some have reached capacity resulting in maximized gym space. New teams continue to ask to join the adult volleyball league and many of our youth basketball divisions continue to have waitlists despite the few divisions that are struggling.
- Maximized use of town owned facilities for adult and youth sports leagues.

SPECIAL REVENUE

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
4	1	1	1.0	Week night/Weekend staff (.25)	4	1.0
74	7.4	7.4	7.4	Contractors (.10)	65	6.5
120	9.6	120	9.6	Volunteer Youth Basketball Coach – In-House (3 hours/week - .08)	110	8.8

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Anticipated 2020-2021
Mighty Mites Basketball enrollment	217	222	244	255	230
Divisional League Play Youth Basketball enrollment	632	560	490	500	600
Instructional & Fitness Program registrations	1,068	1,200	1,200	1,206	0
Men's Basketball League – team enrollment	15	18	15	13	16
Women's Basketball League - team enrollment	5	6	4	0	0
Men's Volleyball League - team enrollment	22	20	20	20	20
Women's Volleyball League - team enrollment	21	20	21	20	20

SPECIAL REVENUE

INDOOR RECREATION

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTED
FULL-TIME SALARIES	0	24,352		8,023	0
TEMPORARY	5,786	6,436	16,054	27,259	36,704
EMPLOYEE BENEFITS	435	492	1,228	2,694	2,808
OFFICE SUPPLIES	0	0	0	0	0
OPERATING MATERIAL	9,228	7,848	9,670	8,655	8,749
UNIFORMS & CLOTHING	11,042	14,428	17,444	15,366	13,462
SOFTWARE FEES	14,662	8,346	6,576	3,962	4,802
ADVERTISING	8,695	7,820	6,576	4,754	4,802
PROFESSIONAL	131,990	159,882	160,536	92,115	90,224
RENTAL & LEASES	2,620	3,912	3,500	1,000	1,000
PRINTING	0	0	0	0	0
UTILITIES	0	0	360	60	60
REPAIR EQUIPMENT	0	0	2,000	1,000	1,000
FEES & MEMBERSHIPS	1,650	0	2,160	0	0
RECRUITMENT & TRAINING	3,321	3,325	4,428	3,763	3,750
DEPARTMENT EQUIPMENT	0	0	900	900	600
OTHER	0	0	297	297	297
TOTAL	189,429	236,841	231,729	169,848	168,258

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, Dodgeball Throwdown, Fishing Derby, the Summer Concert Series, Outdoor Movies, July is Parks and Recreation Month, Skate with Santa, Egg Hunt including Special needs hunt, Family Camp Out, Halloween Hullabaloo, Doggy Dips, May the 4th Be With You Star Wars event, Trails for Charities Day, Letters to Santa, Pumpkin Roll, Grinchmas, Kite Night, Kids Night Out, Kindness Campaign, Merry and Bright Holiday Lights Contest, Challenger Basketball, Resolution Run, Trailblazer Poker Ryed, 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 mandated minimum wage increase scheduled to reach \$15/hour by June 1, 2023.**
- The difference between revenue and expenses is a projected loss of \$52,845 for the 2020-2021 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 \$141,980, an appropriation from the department's fund balance will likely be necessary to be self-sustaining.
- The significant difference between last year and this year is due to the one-time expenditure for our department's 50th anniversary celebration allocated in line item 00450 in FY 2019-2020.

Program Objectives and Goals FY 2021:

- Continue collaboration with outside groups to provide a variety of events and programs to families.
- Continue to offer a diverse selection of new youth programs throughout the year to keep them active and engaged and less electronics dependent.
- 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.
- Continue to deliver quality special events for all ages and abilities.

Program Accomplishments FY 2020:

- Large increase in attendance and egg numbers at the Annual Egg Hunt, where 30,000 plastic eggs were distributed! Large increase in attendance at Special Needs egg hunt and over 400 nonperishable items donated for the SW food pantry
- 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, etc.
- Successfully ran our fifth 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.

SPECIAL REVENUE

Program Accomplishments FY 2020 (cont'd):

- Successfully conducted the department's third annual "Grinchmas" event, where children and families celebrated all things "Grinchy." This event had an increased attendance from approximately 200 participants in its first year to approximately 400 participants this year. This is the first year that the "Grinchmas" event received \$1,000 from a partnership with PM Pediatrics.
- Successfully conducted the resurrected holiday decorating competition where five \$100 prizes were given out to the best decorated houses in a variety of categories. 16 houses in town participated. Lindsey Limousine provided transportation for the judges free of cost!
- Over 200 Princes and Princesses attended the 2nd annual Valentine Dance with DJ, photo booth and a dance lesson provided by Arthur Murray Dance Studio of Vernon.
- Successfully ran the third 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.
- From Dec. 2 to 18, 289 letters were placed in Santa's mailbox located at Nevers Park at the corner of Nevers and Sand Hill Roads and they received a personalized response from the jolly ole fellow via parks & rec. elves! Additionally, over 100 non-perishable items were donated to South Windsor Food Bank at our larger-than-life "giving tree" at the same site.
- Successfully ran second annual "Dodgeball Throwdown" where 80 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 -130 folks enjoyed free admission and donated 80 a new unwrapped toys for distribution to needy families by Human Services. Thank you to Dzen Realty & Dzen Commercial Roofing!
- Continued increase in popularity of Annual Doggy Dips at VMP where over 150 four legged participants enjoyed a late summer swim. Over \$100 was collected for the 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 delivered our popular Fishing Derby on Barber Hill Rd. where the pond is stocked with Trout and young and old anglers totaling 125 were challenged to catch the big one.
- Star Wars Fans enjoyed a well-attended "May the Fourth Be With You" at a new location at the Wapping 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.
- Increased sponsorships for Special Events
- Hosted first annual Halloween Hullaboo, sharing candy and prizes with over 300 children as they walked through our "Wapping Neighborhood" receiving treats at doors decorated and hosted by local civic groups. When you count in the parents and grandparents 1,043 people enjoyed the evening.
- Hosted the second annual Kite Night on Porters' Hill, enjoying the beautiful new addition to Nevers Parks with over one hundred families and hundreds of colorful kites.
- Introduced a new special event, Family Camp Out, where 32 individuals from 11 families pitched tents and spent the night in our very own Rye Street Park. Families participated in camping and nature activities, complete with s'mores and stories around the bonfire. Red Heat Tavern cooked dinner for the families!
- Initiated first ever SW Parks and Recreation Kindness Campaign, placing over 200 hearts on residents' lawns recognizing nominations for acts of kindness.
- Sixty bikers participated in our 2nd annual Trailblazer Poker Ryed highlighting Rye Street Parks multiple challenging mountain bike trails. That represents a 33% growth from year one!

SPECIAL REVENUE

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
2	.20	2	.20	Art Instructor (.10)	0	0
		0	0	Dance Instructor (.03)	0	0
1	.04	0	0	Drama Instructor (.04)	0	0
5	.25	3	.15	T.E. After School Instructor (.05)	0	0
		0	0	Fall Fest set up staff (.38)	0	0
		0	0	Fall Fest staff (.25)	0	0
		3	0.4	Halloween Hullabaloo (.13)	3	0.4
4	.40	0	0	Trail Runs staff (.1)	0	0
3	.15	3	.15	Star Wars event staff(.05)	3	.15
2	.5	2	.26	July is Park/Rec month staff (.13)	2	.26
		3	.32	Kite Night (.1)	3	.32
6	.6	7	.74	Skate with Santa staff (.1)	7	.74
		0	0	Cartoon Character Staff (.1)	0	0
10	.50	10	.50	Grinchmas Staff (.05)	10	.50
4	.44	4	.44	Kids Night Out Staff (.11)	4	.44
		3	.48	Movies staff (.16)	3	.48
		2	.32	Concert Crew (.16)	2	.32
4	.45	2	.48	Concert Crew (.24)	2	.48
2	.46	8	1.92	Concert Crew (0.16)	8	1.92
10	1.5	5	1.06	Trails for Charities (.21)	5	1.06
4	.21	4	.21	Seasonal Special Events prep (.96)	4	.21
2	.96	2	.53	Seasonal Special Events (.26)	2	.53
4	.26	6	.56	Doggy Dip (formerly Pooch Plunge) (.09)	6	.56
3	.159	3	.32	Egg Hunt (.106)	3	.32
1	.106	3	.32	Valentine Dance (.106)	3	.32
4	.16	3	1.6	Letters to Santa (.53)	3	1.6
2	.53	3	.36	Fishing Derby Lifeguards (.12)	3	.36
2	0.30	3	.19	Mon. Night Social Club Supervisor (.064)	3	.19
1	0.075	1	.075	Volunteers for Special Events (.15)	1	.075
50	7.5	50	7.5	Staff for Special Events (.17)	50	7.5
		4	.53	Trailblazer Poker Ryed (.13)	4	.53
20	3.4	5	0.4	Dodge Ball (.08)	5	.4
131	19.43	152	20.575		147	20.23

SPECIAL REVENUE

Performance Data	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Anticipated 2020-2021
Art Class Registrations	32	43	0	Contracted	Contracted
Cartoon Character event	185	185	0	0	0
Challenger Basketball	10	10	10	10	10
Community Band Participants	60	70	70	70	70
Community Chorus Participants	51	51	51	51	51
Dance Registrations	36	36	0	0	0
Dodgeball		60	80	80	120
Drama Registrations	55	DNA	11	Contracted	Contracted
Fall Fest / Festival of Lights	1,500	2,000	3,000	0	0
Family Camp Out				40	50
Egg Hunt Participants	3,200	3,500	3,500	3,500	3,500
Fishing Derby Participants	100	120	130	130	130
Grinchmas Participants		200	400	400	400
Halloween Hullabaloo				300	300
Holiday Decorating Contest		14	23	16	20
July is Parks and Rec Month	200	200	200	200	200
Kids Night Out Participants		24	22	22	24
Kite Night				110	110
Kindness Campaign				200	200
Outdoor Movie Nights	300	320	300	325	325
Letters to Santa	80	280	400	450	400
May the 4 th Be with You	30	40	40	40	40
Mon. Night Social Club participants (average weekly attendance)	30	30	30	30	30
Pooch Plunge / Doggy Dip	175	200	200	200	200
Pumpkin Roll			50	EEE	50
Resolution Run			650	700	700
Summer Concert Attendance	10,000	10,500	10,500	10,500	10,500
Skate with Santa Participants	175	125	150	150	150
TE After School Club Participants	140	154	58	Contracted	Contracted
Trail Blazer Poker Ryed			37	46	46
Trails for Charities	142	105	140	200	200
Valentine Dance		180	220	220	200
Afterschool Clubs					

SPECIAL REVENUE

SOCIAL/CULTURAL

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTED
FULL-TIME SALARIES	0	31,652		6,146	0
PART-TIME SALARIES	0	0	0	3,373	29,032
TEMPORARY	61,652	56,612	130,390	20,326	0
EMPLOYEE BENEFITS	4,680	4,360	9,975	2,022	2,221
OFFICE SUPPLIES	0	0	200	0	0
OPERATING MATERIAL	12,754	20,305	20,790	28,020	33,425
UNIFORMS & CLOTHING	490	0	1,490	860	860
SOFTWARE FEES	13,127	7,472	8,838	2,251	2,568
ADVERTISING	10,726	8,515	11,108	4,971	7,193
PROFESSIONAL	62,165	84,942	124,041	57,475	58,755
RENTAL & LEASES	1,165	1,071	3,234	4,584	3,766
UTILITIES	0	0	360	60	60
REPAIR/MAINT FACILITIES	0	0	500	1,500	1,500
FEES & MEMBERSHIPS	1,238	765	2,880	0	0
RECRUITMENT & TRAINING	146	245	295	0	0
OTHER PURCHASE SERVICE	0	468	1,600	1,600	1,600
DEPARTMENT EQUIPMENT	0	0	0	0	0
OTHER	0	0	0	30,418	0
TOTAL	168,142	216,407	315,701	163,606	140,980

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 public tennis courts and the building and sports lighting at the Little League Complex on Ayers Road. Within this account, use of these facilities is 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:

- This account is relatively static at \$41,732 versus the \$39,446 projection last year.
- A minor increase in the 100 account provides for staff that will be needed to handle anticipated increased facility reservations.
- We hope to recover from the loss of facility reservations and the associated revenue at the Community Center back in January 2018 in support of our move to Wapping School and cafeteria remodeling efforts.

Program Objectives and Goals FY 2021:

- Now that we have four new facilities up and running – Rotary Pavilion II at VMP, Nevers Restrooms, Wapping Banquet Hall and Skate Park, phase II at Nevers Park – we anticipate fully utilizing the Facilities account budget that in recent years has gone unexpended. Simultaneously, we plan to create a much needed revenue stream to not only offset expenses in this account, but contribute anticipated net gains to help defray losses in SRRF accounts that struggle to break even.
- 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 Banquet Hall at Wapping by Spring, 2020.
- Tint windows at the Ellsworth gym now that the ancient and crumbling shades have been removed.

Program Accomplishments FY 2020:

- Establishment of the Weekend/Weeknight Supervisor position, this year with slight scheduling modifications on weekends, has proven to be very successful. It provided parks, facilities and programs the extra TLC and proper supervision to better serve the public.
- Continued with our annual floor maintenance program at the Ellsworth Gymnasium.
- Continued contracted services to keep the Concession/restroom building at Rye Street Park clean in season.
- Completed construction of a new restroom facility at Nevers Park thanks to the generosity of the SW Rotarians!
- Completed building renovations of the cafeteria, offices, fitness room and converting classrooms into all-purpose rooms to create our new home at Wapping.
- Expanded the room reservation function for the public to our new home at Wapping School
- Completed construction of phase II at the skate park at Nevers.

SPECIAL REVENUE

Assigned Positions:

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
5	1	5	1	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	Actual 2018-2019	Anticipated 2019-2020
Rotary Pavilion I Reservations (program/Non-program)	143	96	75	89	100
Community Center Reservations (non-programmatic)	250	247	0	0	0
Indoor Batting Cages (non-program use)	14	15	10	15	20
Rotary Pavilion II Reservations @ VMP (program/ Nonprogram)				7	20
Wapping Banquet Hall			0	0	20
Wapping, party room 33			0	17	20
Wapping Kitchen			0	0	25

SPECIAL REVENUE

FACILITIES

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTED
FULL-TIME SALARIES	0	5,660	0	1,863	0
PART TIME WAGES	4,651	5,266	4,399	2,954	5,944
EMPLOYEE BENEFITS	356	403	336	368	455
OPERATING MATERIAL	505	1,425	1,500	1,500	1,500
SOFTWARE FEES	2,467	1,403	1,999	1,721	2,029
ADVERTISING	1,464	1,559	1,999	2,065	2,029
PROFESSIONAL	42	38	720	1,440	1,440
RENTAL & LEASES	0	0	0	0	0
UTILITIES	0	0	1,100	1,250	1,250
MAINTENANCE CONTRACTS	7,552	4,419	8,950	8,950	9,750
REPAIR/MAINT FACILITIES	4,418	3,324	8,700	13,900	13,900
REPAIR/MAINT EQUIP	0	122	1,688	1,985	1,985
RECRUITMENT & TRAINING	890	150	1,000	1,000	1,000
DEPARTMENT EQUIPMENT	0	0	2,000	0	0
OTHER	0	0	0	450	450
TOTAL	22,344	23,769	34,391	39,446	41,732

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

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ACTUAL	ACTUAL	ADOPTED	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 – CONTINGENCY	
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Program Explanation:

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

Budget Change Commentary:

There is a decrease of \$30,000 as no contingency is budgeted for FY 2021.

SPECIAL REVENUE

CONTINGENCY

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTED
OTHER PURCHASE SERVICE	0	0	0	30,000	
TOTAL	0	0	0	30,000	0

SPECIAL REVENUE

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

This program provides funding for Capital Improvements.

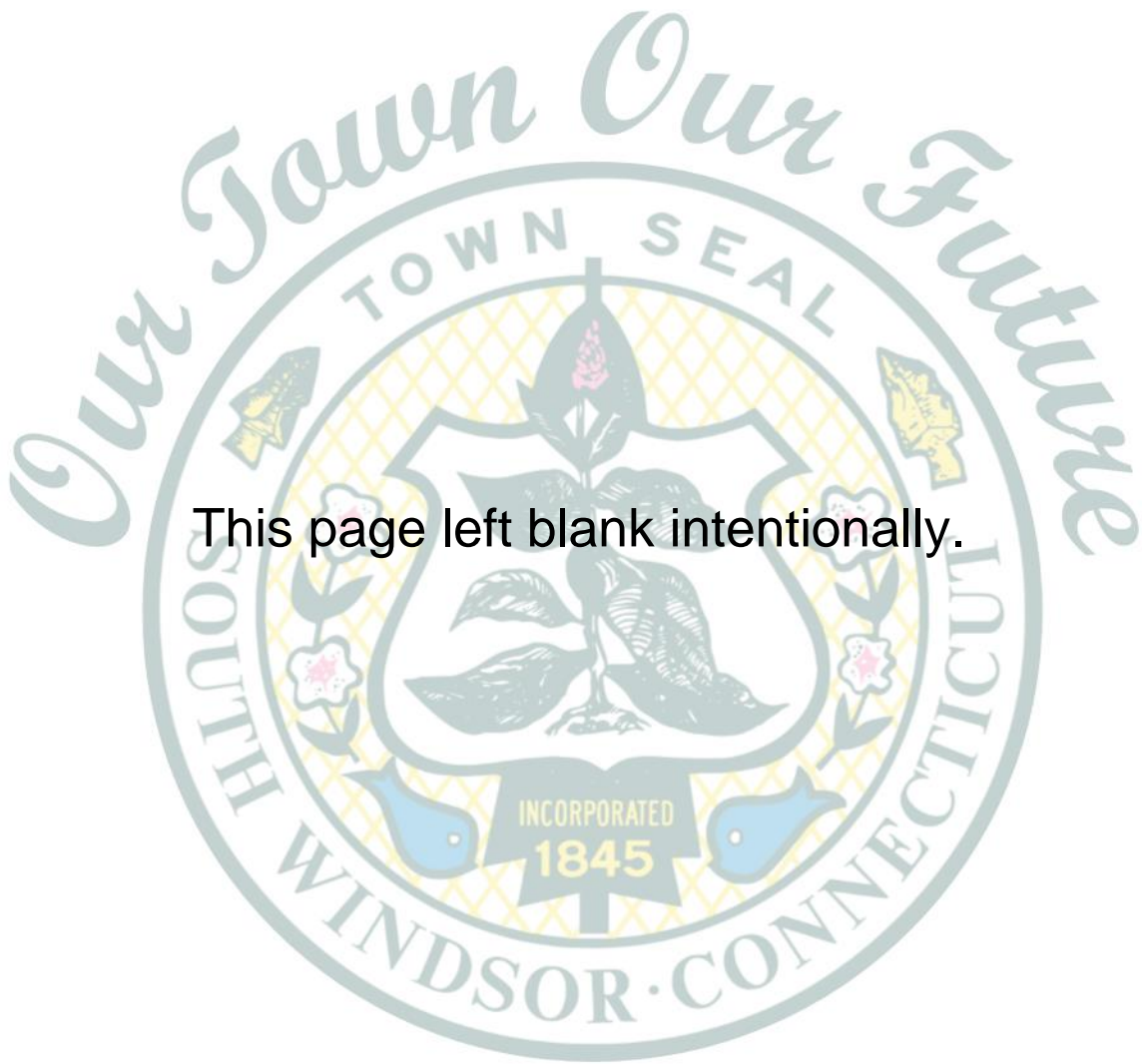
Budget Change Commentary:

This program has a zero percent budget increase.

SPECIAL REVENUE

CAPITAL PROJECTS

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ACTUAL	ACTUAL	ADOPTED	ADOPTED	ADOPTED
CAPITAL PROJECTS	0	0	700,000	0	0
TOTAL	0	0	700,000	0	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

Parks and 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
380 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)
2019	25,806	\$38,505	99,774	43.3
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

(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		
2019	92.6	44.6	4,239	3.0%
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%

(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 2020-2021

Taxable Grand List - As Filed By The Assessor's Office	\$ 2,853,993,034
Less Estimated Real Estate Assessments Related To:	
Waived Taxes Less Than \$5.00	\$ 7,330
South Windsor's Elderly Tax Relief Program	\$ 9,915,383
Reserve for Crumbling Foundations/Revaluation	\$ 1,950,000
Firefighter Abatement	\$ 1,401,690
Plus Estimated Real Estate Assessments Related To:	
Prorated New Construction	\$ -
Adjusted Taxable Grand List	\$ 2,840,718,631
Multiplied By The Estimated Tax Collection Rate	99.00%
Taxable Grand List Used To Calculate Mill Rate	\$ 2,812,311,445
Amount To Be Raised By Taxes - From Budget	\$ 106,523,792
Divide By Taxable Grand List From Above	\$ 2,812,311,445
FY 2020-2021 Mill Rate (Per \$1,000)	37.88
Decrease in Taxes	-1.62%

3-Year Mill Rate History

Mill Rate for 2019 - 2020	38.50
Mill Rate for 2018 - 2019	37.76
Mill Rate for 2017 - 2018	38.08

APPENDIX

Five Year Budget Summary

Fiscal Year	Proposed	Council Approved	Reduction to Requested Amount	Requested Increase \$	Requested Increase %	Actual Increase \$	Actual Increase %
19/20							
General Gov Oper	\$36,286,805	\$35,760,622	(\$526,183)	\$2,058,050	6.01%	\$1,531,867	4.48%
Board of Education	\$75,997,196	\$75,399,351	(\$597,845)	\$1,968,828	2.66%	\$1,370,983	1.85%
Debt Service	\$6,926,050	\$7,346,658	\$420,608	(\$94,575)	-1.35%	\$326,033	4.64%
Capital Leases	\$1,478,106	\$1,478,106	\$0	(\$2,711,340)	-219.86%	\$244,872	19.86%
Capital Projects	\$2,991,621	\$2,641,621	(\$350,000)	(\$4,746,103)	-270.51%	\$887,139	50.56%
Total Budget	\$123,679,778	\$122,626,358	\$1,053,420	(\$3,525,140)	-2.98%	\$4,360,894	3.69%
Tax Increase	1.95%						

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%						

Average 5-year Increase/(Decrease)

General Government	\$1,028,174	3.17%
Board of Education	\$1,368,757	1.93%
Debt Service	\$321,821	5.11%
Capital Leases	\$224,774	37.78%
Capital Projects	\$328,324	22.52%

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 2019 Actual	FY 2020 Estimated	FY 2021 Adopted	FY 2019 Actual	FY 2020 Estimated	FY 2021 Adopted	FY 2019 Actual	FY 2020 Estimated	FY 2021 Adopted
FINANCIAL SOURCES									
Property Taxes	\$105,582,085	\$108,438,050	\$108,730,792	\$ -	\$ -	\$ -	\$105,582,085	\$108,438,050	\$108,730,792
Intergovernmental	13,521,958	13,383,940	12,114,630				13,521,958	13,383,940	12,114,630
Local Revenues	2,484,022	2,751,077	2,007,500	8,032,290	7,367,606	8,491,052	10,516,312	10,118,683	10,498,552
Misc. Revenues	1,019,772	892,000	950,000				1,019,772	892,000	950,000
Transfers In/Use of Fund Balance	-	-	545,000				-	-	545,000
TOTAL FINANCIAL SOURCES	122,607,837	125,465,067	124,347,922	8,032,290	7,367,606	8,491,052	130,640,127	132,832,673	132,838,974
FINANCIAL USES									
General									
Government	3,920,342	3,987,704	4,464,302				3,920,342	4,326,520	4,464,302
Public Safety	8,838,487	9,308,971	10,150,140				8,838,487	9,282,114	10,150,140
Public Works	8,370,277	8,507,288	8,937,653	3,881,768	3,766,462	5,388,961	12,252,045	12,112,560	14,326,614
Culture & Leisure	3,111,541	3,233,695	3,505,743	2,296,900	1,988,567	2,992,947	5,408,441	5,194,421	6,498,690
Health & Human Services	1,104,145	1,102,471	1,214,472				1,104,145	1,079,058	1,214,472
Unclassified	7,459,924	7,313,382	8,871,283				7,459,924	7,562,700	8,871,283
Debt Service	8,264,684	8,220,194	9,701,540				8,264,684	8,664,320	9,701,540
Capital			2,103,438				-	-	2,103,438
Education	72,322,324	74,028,368	75,399,351				72,322,324	74,699,351	75,399,351
TOTAL FINANCIAL USES	113,391,724	115,702,073	124,347,922	6,178,668	5,755,029	8,381,908	119,570,392	122,921,044	132,729,830
Other Financing Sources	136,379	459,378	-				136,379	-	-
Transfers in	436,198	52,240	-	25,798	45,000		461,996	104,700	-
Transfers out	(1,754,482)	(1,754,482)	-	(1,155,538)	(1,613,568)		(2,910,020)	(4,255,189)	-
TOTAL Other financing sources (uses)	(1,181,905)	(1,242,864)	-	(1,129,740)	(1,568,568)	-	(2,311,645)	(4,150,489)	-
Net Change in Fund Balance	8,034,208	4,841,236	-	723,882	44,009	109,144	8,758,090	5,761,140	109,144
Fund Balance - Beginning of Year	14,049,952	14,049,952	27,801,291	1,514,912	2,238,794	2,282,803	15,564,864	24,322,954	30,084,094
Fund Balance - End of Year	\$ 22,084,160	⁽²⁾ <u>\$ 18,891,188</u>	\$ 27,801,291	\$ 2,238,794	\$ 2,282,803	\$ 3,391,947	\$ 24,322,954	\$ 30,084,094	\$ 30,193,238

⁽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 2020 are higher than expected due to:

Tax Sale held in September 2019 raised over \$1.3M;
received \$713k more in ECS funding; and
building & Fire Marshal permit revenue exceeded budgeted amounts.

APPENDIX

Comparative Budget Impact Actual, Adopted and Projected Fiscal Year 2019 through Fiscal Year 2024

	<u>Actual 2018-2019</u>	<u>Adopted 2019-2020</u>	<u>Adopted 2020-2021</u>	<u>Projected 2021-2022</u>	<u>Projected 2022-2023</u>	<u>Projected 2023-2024</u>
REVENUES						
Taxes-Current	\$102,592,456	\$105,806,457	\$107,423,792	\$107,784,880	\$110,321,578	\$112,909,009
Taxes-Prior Years	1,205,000	1,275,000	1,307,000	1,300,000	1,300,000	1,300,000
Education Grants	9,876,634	10,512,663	10,500,000	12,000,000	12,000,000	12,000,000
State Grants	1,491,634	1,696,738	1,614,630	1,650,000	1,650,000	1,650,000
Local Revenues	1,660,500	1,835,500	2,007,500	2,500,000	2,500,000	2,500,000
Transfers/Misc.	<u>300,000</u>	<u>1,500,000</u>	<u>1,495,000</u>	<u>1,600,000</u>	<u>1,600,000</u>	<u>1,600,000</u>
Total Revenue	\$117,126,224	\$122,626,358	\$124,347,922	\$126,834,880	\$129,371,578	\$131,959,009
EXPENDITURES						
Town		\$	\$			
	\$ 32,987,308	35,760,622	37,143,593	\$ 37,886,464	\$ 38,644,194	\$ 39,417,078
Debt	8,220,194	8,824,764	9,701,540	9,895,570	10,093,482	10,295,351
Capital	1,754,482	2,641,621	2,103,438	2,145,506	2,188,416	2,232,185
Education	<u>74,026,917</u>	<u>75,399,351</u>	<u>75,399,351</u>	<u>76,907,338</u>	<u>78,445,484</u>	<u>80,014,394</u>
Total Expenditures	\$116,988,901	\$122,626,358	\$124,347,922	\$126,834,880	\$129,371,578	\$131,959,009
Grand List (stated in thousands)	2,748,845	2,769,082	2,853,993	2,868,262	2,882,604	2,897,017
	PP/RE/MV	PP/RE	PP/RE	PP/RE	PP/RE	PP/RE
Mill Rate	37.76	38.50	37.88	37.97	38.67	39.39
		MV	MV	MV	MV	MV
		38.50	37.88	37.97	38.67	39.39

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

Assumptions:

- * Adopted budget for fiscal year 2020-2021 (based on Grand List 2019)
- * Grand List growth estimated at 0.5%.
- * Expenditure projections are based on an average increase of 2.00%
- * Tax collection rate assumed at current 99.00%.

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