

Operating and Capital Budget Fiscal Year 2016



**Town of South Windsor
Connecticut**

Adopted May 11, 2015



**TOWN OF SOUTH WINDSOR
2015 - 2016 OPERATING BUDGET**

TOWN COUNCIL

M. Saud Anwar
Mayor

Thomas Delnicki

Andrew Paterna

Edward Havens

Matthew Riley

Carolyn Mirek

Janice Snyder

Edward Havens

Stephen Wagner

Matthew Galligan
Town Manager

Mission of the Town of South Windsor: To create an environment where residents, the business community, town officials and government work together to maximize the quality of life in the community. The Town will achieve its vision by providing cost effective, quality municipal services, and by implementing progressive and innovative strategies to:

Establish a balanced economic base

Responsibly manage financial resources

Promote public safety

Provide high quality education for our children

Maintain and expand the existing infrastructure

Deliver exceptional public works services, human services, recreational and cultural services

Preserve open space and protect the environment



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of South Windsor
Connecticut**

For the Fiscal Year Beginning

July 1, 2014



Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of South Windsor, Connecticut, for its annual budget for the fiscal year beginning on July 1, 2014.

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

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

TABLE OF CONTENTS

BUDGET MESSAGE	i
BUDGET SUMMARY	
Revenue and Expenditure Comparison	1
Town Council Budget Adjustments to Town Manager Requested 2015/2016.....	2
Summary of Revenues, Expenditures, and Fund Balances	4
Five Year Budget Comparison	7
CITIZENS' GUIDE TO THE BUDGET	
Description of the Town.....	9
Municipal Government	10
Organizational Chart	11
Municipal Officials	12
Principal Officials.....	12
Public Schools.....	13
Summary of Full-Time Positions.....	14
Strategic Planning	16
Budget Process.....	18
Budget Calendar for the Fiscal Year Commencing the Following July 1	20
Fund Structure	21
Financial Policies	23
Fund Summary – Functional Relationships	26
REVENUES	
Revenue Summary Statements.....	29
Overview of Total Revenues	31
Property Taxes.....	33
Mill Rate Calculation.....	35
Revenue Descriptions	36
EXPENDITURES	
Expenditure Overview	39
Expenditure Summary Statements	40
GENERAL GOVERNMENT	
Overview	43
1110 Town Council.....	44
1121 Human Relations Commission	47
1122 Historic District Commission	49
1124 Public Building Commission	51
1125 Housing Authority	53
1126 Redevelopment Agency	55
1130 Inland Wetlands Agency/Conservation Commission.....	57
1131 Agricultural Land Preservation Advisory Commission.....	59
1132 Open Space Task Force.....	61
1135 Juvenile Firesetter Intervention and Prevention Commission.....	63
1134 Park and Recreation Commission	65
1431 Planning and Zoning Commission	67
1432 Zoning Board of Appeals	69

1465	Economic Development Commission	71
1210	Probate Court	73
1250	Registrars of Voters	75
1310	Town Manager	77
1320	Human Resources	79
1430	Planning Department	82
1440	Building Department	86
1511	Assessor	89
1512	Board of Tax Review	92
1514	Collector of Revenue	94
1532	Finance Office	96
1540	Town Clerk	99
1550	Town Attorney	102
1921	Central Services	104
1922	Information Technology	106
1923	Total Quality Management	108
1924	Health and Safety Committee	110
1925	Media	112

PUBLIC SAFETY

Overview	115
Police Department Overview	116
Police Department Organizational Chart	117
2110 Police – Administration	118
2120 Police – Operations	120
2140 Police – Support Services	123
2150 Police – Community Services	125
2200 Police – Emergency Management	127
2210 Fire Marshal	130
2220 South Windsor Volunteer Fire Department	133
2240 Hydrants and Water Lines	136
2300 Street Lights	138

PUBLIC WORKS

Overview	141
3110 Public Works – Administration	142
3111 Public Works – Engineering	144
3112 Public Works – Street Services – Highway Maintenance	147
3113 Public Works – Street Services – Fleet Services	151
3200 Public Works – Public Buildings Division	154
3240 Public Works – Refuse Disposal	158

HUMAN SERVICES

Overview	161
6110 Environmental Health	162
6260 Visiting Nurse and Community Care, Inc.	165
6210 Human Services – Administration	167
6215 Human Services – Youth and Family Services	169
6225 Human Services – Adult and Senior Services	172
6250 Human Services – Sheltered Workshops	175
6240 Human Services – Adult and Senior Services – Transportation	177

CULTURAL AND LEISURE SERVICES

Overview	179
Parks and Recreation – Mission Statement	180
Parks and Recreation – Chain of Command	181
Parks and Recreation – Budget Flowchart	182
5112 Parks and Recreation – Administration	183
5150 Parks and Recreation – Parks	186
5510 Library	190

UNCLASSIFIED

Overview	195
9001 Contingency	196
9002 Patriotic Commission	198
9003 Cemeteries	200
9008 Wood Memorial Library	202
9015 Salary Contingency	204
9004 Municipal Insurance – Casualty and Liability	206
9005 Pension	208
9006 Social Security	210
9007 Health and Life Insurance	212
9009 Other Post Employment Benefits (OPEB) – GASB 45	214
9010 Workers' Compensation	216
9011 Unemployment Compensation	218

BOARD OF EDUCATION

Overview	221
9991 Board of Education	222

DEBT SERVICE

Overview	225
Debt Service Schedule	227
Schedule of Debt	231
Schedule of Debt Limitation	232
7001 Capital Leases	233
7003 Debt Service – Interest, Bonded Indebtedness	235
7004 Debt Service – Principal Payments, Bonded Indebtedness	237

CAPITAL IMPROVEMENTS

Overview	239
8000 Capital Improvements	244
Projects Adopted by Capital Projects Committee	244

SPECIAL REVENUE FUNDS

Overview	249
Comparison of Annual Revenues – Pollution Control – Wastewater and Disposal	250
Debt Service – Pollution Control – Wastewater and Disposal	251
3252 Special Revenue – Pollution Control – Wastewater and Disposal	253
1129 Water Pollution Control Authority	256
Recreation Special Revenue Fund Overview	258
Comparison of Annual Revenues – Special Recreation Fund	260
5121 Recreation Special Revenue Fund – Day Camp	261

5122	Recreation Special Revenue Fund – 4 th R.....	264
5123	Recreation Special Revenue Fund – Veterans' Memorial Park.....	267
5124	Recreation Special Revenue Fund – Outdoor Recreation.....	270
5125	Recreation Special Revenue Fund – Indoor Recreation	272
5126	Recreation Special Revenue Fund – Social/Cultural.....	275
5127	Recreation Special Revenue Fund – Facilities.....	278
5128	Recreation Special Revenue Fund – Transfer to the General Fund.....	281
9001	Recreation Special Revenue Fund – Contingency.....	283
8000	Recreation Special Revenue Fund – Capital Improvements.....	285

STATISTICS

Miscellaneous Statistical Information.....	287
Major Employers	288
Top Ten Taxpayers	289

GLOSSARY	291
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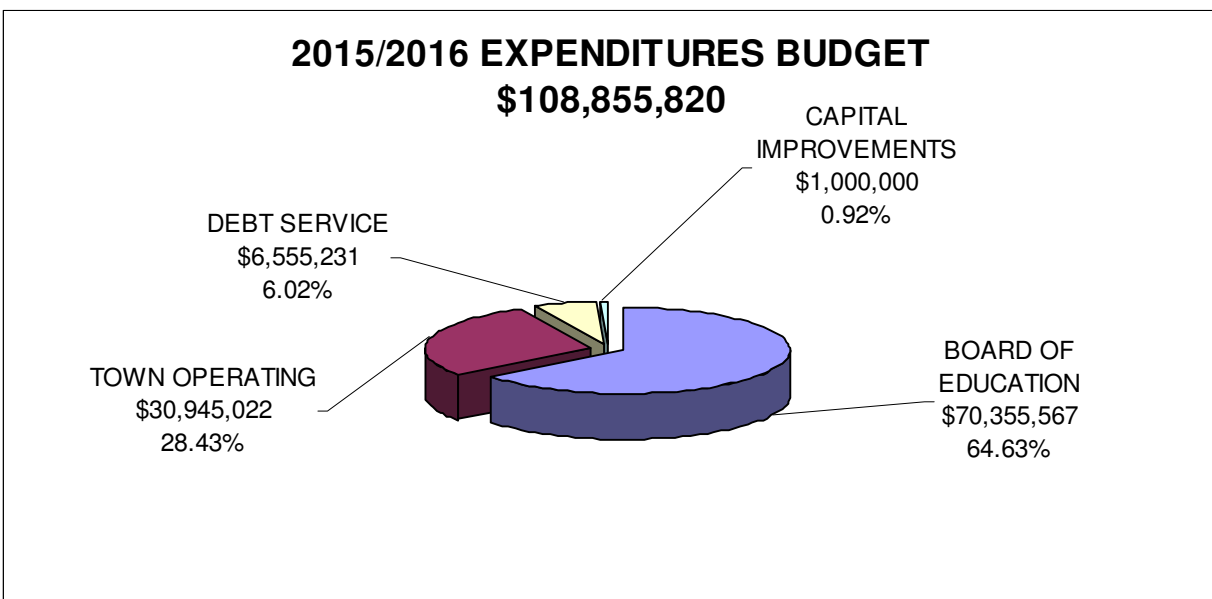
BUDGET MESSAGE

May 11, 2015

Dear South Windsor Residents:

I am pleased to present the adopted operating budget for Fiscal Year 2015-2016 approved by the Town Council at its May 11, 2015 meeting. This budget, and document for your review, represents hours of meetings, presentations, and decisions that seek to manage the cost of operations while maintaining the excellent level of services, programs, and facilities that the residents of South Windsor have become accustomed to.

The total approved Town budget for Fiscal Year 2015-2016 is \$108,855,820. This amount is shown graphically by major area below.



Introduction

Below is an explanation of the planning, review, and approval process followed by a summary of the Town's approved spending plan. In order to accurately manage the budget, it is necessary for administrative staff to engage in the budget process year-round. This involves re-evaluation of current expenditures, revenues, programs, and services, and changes in operations. The Town continually works to identify efficiencies and improvements to reduce ongoing costs and improve service delivery and responsiveness.

Formal work on the proposed budget begins in early winter each year. Department and division directors prepare proposals which include:

- Summaries of current year operations
- Trends and factors that influence their area of responsibility
- Goals accomplished and objectives for the upcoming year
- Expenditure recommendations with supporting documentation
- Status report and summary of capital project needs

- Options or alternatives to spending requests
- Additional information as needed

This information is reviewed by the department and division directors and the Town Manager. Based on these reviews, the Town Manager develops a recommended Operating, Debt, and Capital proposal which is presented and reviewed by the Town Council from March through May.

Economic and Budget Challenges

Over the past five years, the Town's budget has been reduced considerably in order to accommodate taxpayers of our community. During those tough economic times, decisions were made by the Town Council to keep the same level of service while simultaneously reducing costs. Some of the reductions made were in Capital, Equipment, and Personnel. These decisions were thoughtfully made in order to ensure that taxpayers of the Town did not see outrageous tax increases.

Ongoing concerns for this budget cycle include Connecticut's recessionary economy, unemployment rate, and the decrease of -.17% in the Grand List. This budget, with only a 1.06% increase in Town Operating Expenditures and 2.63% in Board of Education expenditures reflects the issues of cost versus taxpayer ability to afford increases.

As with other Connecticut municipalities, South Windsor has concerns regarding the effect of the motor vehicle tax bill, SB 1, proposed by the State. This proposal continues to evolve and will eliminate the municipalities' ability to assess taxes on motor vehicles owned by Town residents, since the State would take over the motor vehicle tax assessment and collection and distribute revenue back to the municipalities. This would have a devastating effect on our revenues. We will continue to monitor the situation.

Continued lobbying through the Connecticut Conference of Municipalities (CCM) ensures that our State legislatures and our Governor keep intact all of the programs that municipalities have become accustomed to in order to keep taxes down and provide capital improvements and services to our communities. We have also been very effective at lobbying through the Capitol Region Council of Governments (CRCOG) which has almost the same concerns as CCM. However, CRCOG has provided additional monies regarding transportation funds, highway funds, and regional cooperation in order to maximize efficiency and reduce cost. We will continue to be involved in those programs so that our future budgets may reflect some reduced expenditures.

Overview of Assumptions for Expenditures and Revenues

The Town Council voted to increase the Board of Education budget by \$1.8 million. The Board of Education budget is \$70,355,567. This will result in an anticipated cost/pupil of \$17,376. The General Government budget will be \$38,500,253. The new mill rate will be 36.54 (2.90% increase). If all of the actual requests of the Board of Education, Town, and Capital Projects Committee were fulfilled, the tax increase would have been in the range of 6.8%. In order to keep the tax increases at 2.90%, many of our Town and Board of Education employees will be making sacrifices. This year, the Town of South Windsor supervisors and directors will forego salary raises. I appreciate their commitment to the Town in this shared sacrifice.

Town and Board of Education projected operating expenditures equal \$101,300,589 which represents 93% of the 2015-2016 adopted General Fund Budget. This category has increased 2.14% over last year primarily due to personnel costs and contractual services. Future year increases in operating expenditures are forecasted to be 3% as a result of cost of living increases and contractual obligations.

Debt service makes up 6% of the 2015-2016 adopted General Fund Budget expenditures. Total projected expenditures for Fiscal Year 2015-2016 are \$6,555,231, which is up 7.06% over the previous year. For Fiscal Year 2016-2017, projected expenditures are \$6,870,809 and will represent an increase of \$348,700. For Fiscal Year 2017-2018, debt service is projected to slightly increase and in subsequent years, it is assumed to gradually decrease.

The 2015-2016 projected Capital Improvements budget remained at \$1 million. Funding for Capital Projects within the General Fund had been reduced significantly in prior years. This is the second year that funding has been at \$1 million and reflects the Town's commitment to maintaining core services while limiting the impact on taxpayers. In future years, increases are projected until this budget reaches the goal of \$2,750,000 annually.

Total Property Taxes are the major revenue source and account for 84% of the 2015-2016 adopted General Fund Budgeted Revenues. The current year mill rate increase is a modest 1.03 mills with a (.17%) decrease in the Grand List. The Town's seven year trend in its collection rate is 98.75%. The Collector of Revenue's Office is diligent in its responsibilities and uses all collection methods allowed by State Statute. Future year tax revenues are assumed to gradually increase. However, with the State and local economy showing only slight signs of a recovery, it is assumed that the Town's ability to maintain a 98.75% collection rate will remain regardless of the economic conditions.

Intergovernmental Revenues represent 13% of overall 2015-2016 adopted General Fund Budget Revenues. With the State's 2015-2016 budget maintaining municipal aid (please refer to Governor Malloy's section of the State of Connecticut website), there are no major changes anticipated for this revenue category.

Local Revenue, also referred to as Charges for Services, represents 1% of the 2015-2016 adopted General Fund Budgeted Revenues and is projected to remain flat during the upcoming Fiscal Year. Future assumptions anticipate these revenues may experience a slight increase as there has been discussion of additional and increased fees.

Miscellaneous items are a minimal portion of the 2015-2016 adopted General Fund Budgeted Revenues. Interest income has rebounded slightly and the projection reflects this increase with a conservative approach to uncertain future investment markets results.

Appropriation from Fund Balance and Transfers comprise 1% of the 2015-2016 adopted General Fund Budgeted Revenues. The estimated June 30, 2015 Ending Fund Balance is \$5,989,095 or 5.5%.

Grand List

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

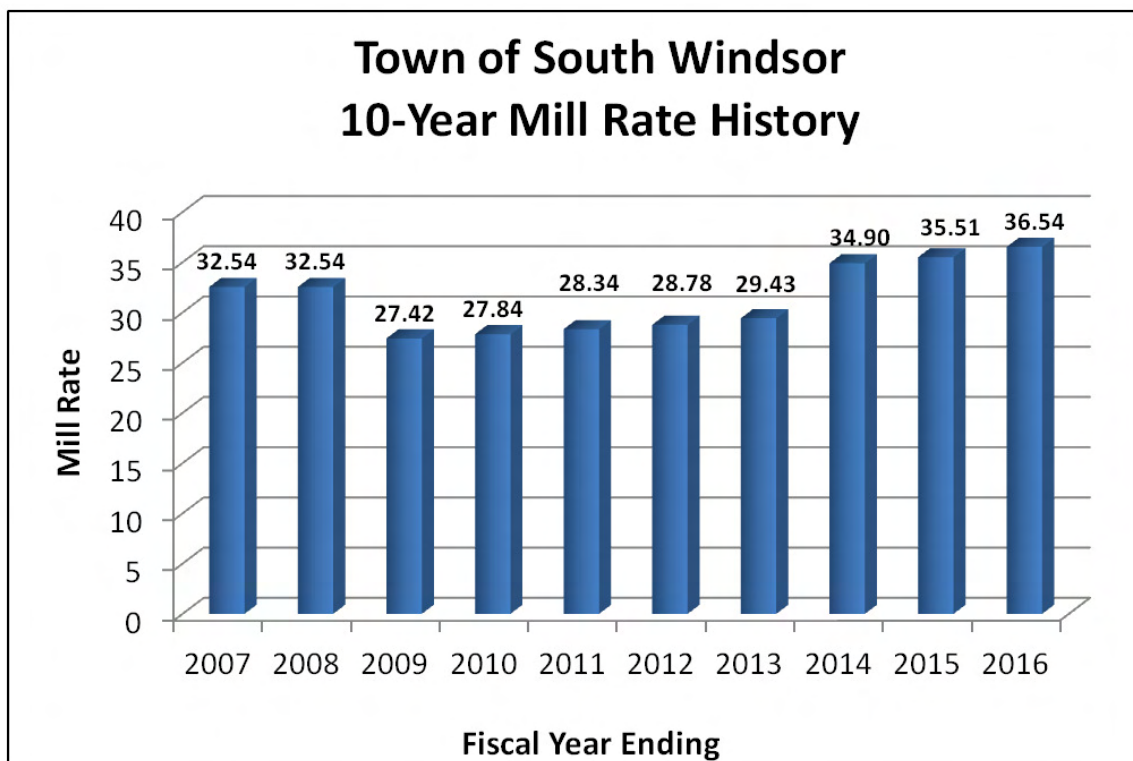
The 2014 Grand Lists reflect the following:

	Gross	Exemptions	Net	%change from 2013
Real Estate	\$2,135,729,111	\$40,108,810	\$2,095,620,301	+.75%
Personal Property	\$261,120,500	\$65,933,730	\$195,186,696	-10.2%
Motor vehicles	\$217,444,060	\$6,684,080	\$210,759,980	+.10%
Total	\$2,614,293,671	\$112,726,620	\$2,501,567,051	-.17%

We are aware of the importance of growing the Grand List, as this is primary source of revenue for the Town. The Town's overall 2014 Grand List decreased by (.17%) due to the personal property assessments. We have been very successful in growing the Grand List over the past three years due to economic development programs. With these programs, the Town Council gave tax abatements on newly constructed real property. The personal property growth was much more substantial because it is not eligible for the abatement program. These programs have been very successful, and without them we would be stagnant in our assessment this year. Our mill rate and taxes would also be greater without these programs.

Mill Rate

To support this budget, the mill rate is 36.54, an increase of 1.03 mills or 2.90%. Last year, the mill rate had increased by .61 mills. A 10-year mill rate history is presented below.



Expenditure Highlights

This budget, through the continuing implementation of various efficiencies, many of which were adopted over the past few years, maintains services at the current level while proposing a modest mill rate increase. Detailed below are the expenditure components of the budget, which illustrate the comparison between Fiscal Year 2014-2015 and Fiscal Year 2015-2016.

General Fund Expenditure Summary					
	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted	\$ Change FY 2015 to FY 2016	% Change FY 2015 to FY 2016
Town	28,696,732	30,619,750	30,945,022	325,272	1.1%
Debt	5,484,944	6,091,786	6,555,231	463,445	7.6%
Capital	167,980	1,000,000	1,000,000	0	0%
Education	67,773,113	68,555,567	70,355,567	1,800,000	2.63%
Total Expenditures	102,122,769	106,267,303	108,855,820	2,588,717	2.44%

General Government

This category provides the overall leadership and oversight of the operation for the Town and is decreasing \$53,195 or 1.49% primarily due to departments following requested zero percent budget increases, switching payroll providers, and bringing economic development in-house.

Public Safety

The Public Safety Division is made up of Police Protection, Fire Department, Office of the Fire Marshal, water lines, hydrants, and street lighting. This function of the Town will increase by \$133,451 or 1.61% and key highlights include: Police Operations and Support is increasing \$29,648, and Fire Protection is increasing by \$79,497 or 4.47%.

Public Works

This category of expenses is estimated to increase \$313,490 or 4.13%. The major factors contributing to the increase are: contracted snow plowing services, Road Salt reserves, emergency operations overtime, and department equipment. Also, the Town Council restored the Fleet Services Manager effective January 1, 2015.

Culture and Leisure

This category encompasses Parks & Recreation and Library Services and is increasing by \$88,097 or 3.14%. The overall increase is due to contractual salary increases and replacement of aging department equipment.

Health and Human Services

The Human Services Department is an agency that services children, families, adults, and seniors in our community. The Health Department is responsible for the environmental health of the Town. Overall, this division is decreasing \$12,333 or 1.27%. Due to retirements as of June 30, 2015, the Town re-organized the Human Services Department to reduce costs while maintaining the same level of service.

Debt Service

This category comprises capital leases and debt principal and interest payments for all bonds and will increase by \$463,445 or 7.61%. 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 2015 issue of \$7,160,000 in notes and

\$5,160,000 bond issue. The very 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 \$78,540 which has been added to our debt service reserve fund. The shaded areas in the table below display the Town's current bond rating.

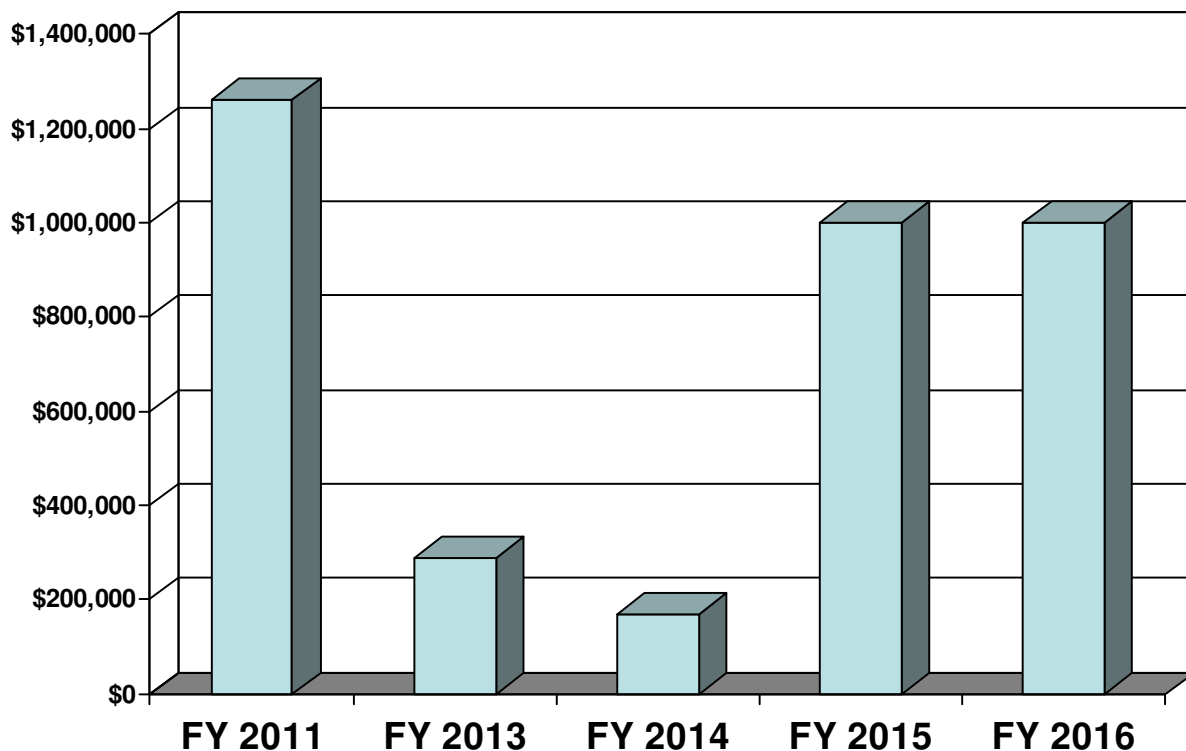
Bond Rating Grades										
	Best	High			Upper Medium			Medium		
Standard & Poor's	AAA	AA+	AA	AA-	A+	A	A-	BBB+	BBB	BBB-
Moody's	Aaa	Aa1	Aa2	Aa3	A1	A2	A3	Baa1	Baa2	Baa3

Town of South Windsor ratings indicated in shading

Capital Improvements

Capital projects shall be undertaken in order to satisfy documented needs and demands of the Town. A capital project is a physical public betterment involving facilities, land, or equipment. Current year funding remains at the same level as Fiscal Year 2014-2015. Last year's figure represented the re-establishment of a reasonable baseline in a number of areas, following several years of budgets that were primarily focused on reacting to drastic changes in the economy. The graph below shows a five-year history of adopted capital amounts.

Town of South Windsor
Approved Capital Budget
5-Year History



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 \$56,365 or .77%. The primary reason is increased premium costs for Life Insurance and Worker's Compensation coverage as projected from providers.

Revenue Highlights

Revenues are annually forecasted (estimated) based on revenue type, growth pattern, and historical assumptions. Our forecasting uses a combination of three to five year trend analysis, consensus, and human judgment. The Finance Department works closely with department heads responsible for revenue estimates to identify any changes in local, regional, or national economic conditions. Changes in the Town's environment are also considered. All assumptions, when identified, must be reasonable, valid, and current. Most current revenue estimates remained flat at prior year levels for the Fiscal Year 2015-2016 budget estimates. Detailed below are the revenue components of the budget, which illustrate the comparison between Fiscal Year 2014-2015 and Fiscal Year 2015-2016.

General Fund Revenue Summary					
	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted	\$ Change FY 2015 to FY 2016	% Change FY 2015 to FY 2016
Property Taxes	86,541,629	89,200,371	91,574,464	2,374,093	2.66%
Intergovernmental	14,900,946	14,562,492	14,672,116	109,624	0.75%
Local Revenues	1,368,736	1,442,000	1,442,000	0	0.00%
Miscellaneous	38,897	25,000	30,000	5,000	0.02%
Transfers	437,240	1,037,240	1,137,240	100,000	9.64%
Total Revenues	99,024,446	106,267,103	108,855,820	2,588,717	2.44%

Property Taxes

The combined Town, Debt, and Education budget requires \$90,070,464 from current taxes which is 82.74% of the overall budgeted revenue and has increased by \$2,374,093 due to the mill rate increase of 1.03 mills. The Town of South Windsor anticipated the collected rate at 98.75% which has been the standard for over the last five to seven years. The remaining \$1,504,000 budgeted in the property tax category includes amounts for prior year taxes, interest, and lien fees and represents 1.38% of overall revenues.

Intergovernmental Revenues

This category represents 13.4% of overall budgeted revenue and has increased \$10,624 from the prior year adopted budget.

A major line item in this category is the Education Cost Sharing grant, in the amount of \$13 million. Another important item is the Municipal Aid/Hold Harmless. This grant replaces the machinery and small equipment tax for small businesses in the State of Connecticut that has been eliminated. It has been replaced so towns like South Windsor that had strong M&E tax revenues would not be hurt by the elimination. Last Fiscal Year, we received \$1.2 million, and we will receive an estimated \$1.3 million in funding this year. We will have to lobby for these revenues from the State in the future so town taxes are not affected. We will continue to lobby issues through CCM and CRCOG, and hopefully we will continue to receive this money through Fiscal Year 2017-2018.

Also, we will be receiving Local Capital Improvement Plan (LoCIP) funds administered by the Office of Policy and Management as well as Town Road Aid which is administered by the Department of Transportation for approved projects upon completion. These are not budgeted for, as we need to apply for these funds from the State, which are approved for specific projects that may span multiple years.

Local Revenues

This category is comprised of department fees/permits and is 1.32% of overall budgeted revenue and is projected to remain flat over the previous year.

Interest and Transfers

These items comprise 1.07% of the overall budget. Both categories show a slight increase over the previous year. Interest income revenue has shown an increase in the past three years and was budgeted with a slight but conservative approach in response to uncertain investment markets.

The Council has adopted a revenue budget that includes the use of \$1,100,000 of Fund Balance surplus. It has been the Town's practice to include a portion of Fund Balance reserves in the adopted budget. Along with conservative revenue budgets, the Town Council continually reviews the revenue and expenditure activity throughout the year and works with the Town Manager and department heads to reduce spending if needed to mitigate the use of the budgeted Fund Balance reserves to pay for expenditures.

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 245.

Special Revenue Summary				
	FY 2015 Adopted	FY 2016 Adopted	\$ Change FY 2015 to FY 2016	% Change FY 2015 to FY 2016
Sewer Fund				
Revenue	4,363,970	4,363,970	0	0%
Expenditures	(3,199,353)	(3,213,740)	(14,387)	.45%
Recreation Fund				
Revenue	2,231,963	2,463,829	231,866	10.4%
Expenditures	(2,231,963)	(2,463,829)	(231,866)	10.4%

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

The Recreation Fund accounts for activities, programs, and services and is self-supporting through program user fees, sponsorships, and donations for all programmatic expenditures. This fund's budget, established in 2000, is legally adopted by the Town Council. Anticipated revenue increases are due to higher projected enrollment in programs and the upgraded state minimum wages for staff are driving up operating costs. The Council has adopted a Recreation Fund revenue budget that includes the use of \$29,732 of the Fund Balance surplus. It has been the Town's practice to include a portion of Fund Balance reserves in the adopted budget because some of the programs are affected by the weather. One example is a rainy summer. The result would be lower attendance at the Town's pool. The Director of Parks and Recreation can reduce some expenditure costs to offset the lower revenues but cannot always reduce costs to equal revenue collections due to safety concerns. Future revenue forecasts reflect steady increases in program enrollments, which are projected to offset increases in operating costs.

Future Challenges

A look ahead to 2015-2016 and beyond confirms that South Windsor will continue as an active and highly successful community. Examples of projects and initiatives over the coming year will include the following:

Financial

- Adding/reviewing fee structure
- Negotiate three union contracts: CSOs and Dispatchers (NAGE), Public Works (AFSCME), and the South Windsor Town Hall (UPSEU)
- Continue to evaluate facility safety and space needs
- Review plans for LED Street Light conversion
- Continue economic development programs with targeted focus on the Buckland Gateway, I-291 Corridor, and Industrial Park

Non-Financial

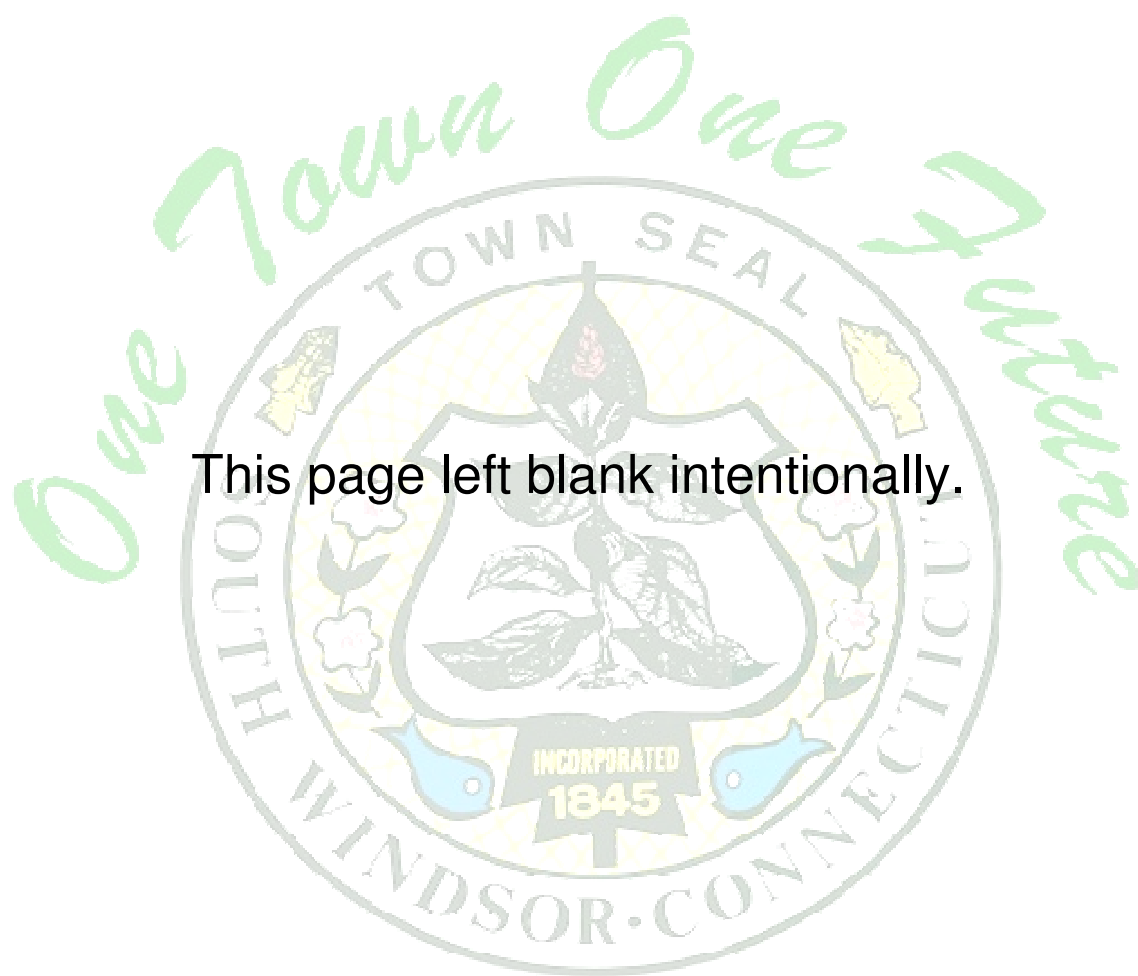
- Continue to evaluate services and programs provided to the community
- Review Emergency Operations Plan and provide continued support for Emergency Response Training (CERT)
- Study pedestrian/alternate transportation and the impact on rural character

Formulating the annual budget requires setting priorities and making daunting choices. Negotiating a budget demands give and take and a great deal of compromise. I would like to thank our Superintendent of Schools Dr. Kate Carter, our Town Manager Matthew Galligan, and our town and board employees for their sacrifices and help in finding ways to reduce costs. I also want to thank the Board of Education Chair, Mr. David Joy and all of the Board of Education members and my fellow Town Councilors for their patience and commitment to our Town.

Respectfully submitted,



M. Saud Anwar
Mayor



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BUDGET SUMMARY

REVENUE AND EXPENDITURE COMPARISON 2015 - 2016 OPERATING BUDGET

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted	\$ Change FY 2015 to FY 2016	% Change FY 2015 to FY 2016
REVENUES					
PROPERTY TAXES	86,541,629	89,200,371	91,574,464	2,374,093	2.66%
INTERGOVERNMENTAL	14,900,946	14,562,492	14,672,116	109,624	0.75%
LOCAL REVENUES	1,368,736	1,442,000	1,442,000	0	0.00%
MISCELLANEOUS	38,897	25,000	30,000	5,000	20.00%
TRANSFERS	437,240	1,037,240	1,137,240	100,000	9.64%
TOTAL REVENUES	103,287,448	106,267,103	108,855,820	2,588,717	2.44%
EXPENDITURES					
GENERAL GOVERNMENT	3,402,611	3,575,310	3,522,115	(53,195)	-1.49%
PUBLIC SAFETY	7,791,553	8,313,240	8,471,691	158,451	1.91%
PUBLIC WORKS	6,668,581	7,592,276	7,724,750	132,474	1.74%
CULTURE & LEISURE	2,596,009	2,804,170	2,847,480	43,310	1.54%
HEALTH & HUMAN SERVICES	937,142	969,310	956,977	(12,333)	-1.27%
DEBT SERVICE	5,484,944	6,091,786	6,555,231	463,445	7.61%
CAPITAL IMPROVEMENTS	167,980	1,000,000	1,000,000	0	0.00%
UNCLASSIFIED	7,300,836	7,365,644	7,422,009	56,365	0.77%
TOTAL TOWN	34,349,656	37,711,736	38,500,253	788,517	2.09%
BOARD OF EDUCATION	67,773,113	68,555,567	70,355,567	1,800,000	2.63%
TOTAL EXPENDITURES	102,122,769	106,267,303	108,855,820	2,588,517	2.44%

TOWN OF SOUTH WINDSOR
TOWN COUNCIL ADJUSTMENTS TO REQUESTED BUDGET
2015-2016

	Account Name	Amount	Description
Total Requested Budget:		111,870,404	
Less Adjustments:			
Police - Operations	Longevity	(20,000)	Reduce budget
Police - Operations	Overtime	(50,000)	Reduce budget
Police - Support Services	Overtime	(25,000)	Reduce budget
Police - Support Services	Longevity	(15,000)	Reduce budget
Police - Support Services	Maint contracts	(3,000)	Reduce budget
Police - Support Services	Department Equip	(130,000)	Reduce budget
Police - Community Services	Overtime	(5,000)	Reduce budget
Fire Protection-Fire Marshal	Part Time Salaries	(24,804)	Reduce budget for PT increased hours
Fire Protection-Fire Marshal	Rental & Leases	(15,000)	Reduce budget for new vehicle
Fire Protection-Hydrants	Utilities	(15,000)	Reduce budget for fire hydrant snow removal
General Government-Collector of Revenue	Full Time Salaries	(25,878)	Reduce budget for upgraded position
General Government-Collector of Revenue	Part Time Salaries	17,755	Increase budget for PT position
General Government-Information Technology	Maint contracts	(28,000)	Reduce Budget
Human Services - Youth & Family	Operating Material	(5,000)	Reduce budget for Operating Stars Program
Human Services - Youth & Family	Part Time Wages	(9,101)	Reduce budget for PT Outreach Specialist
Human Services - Youth & Family	Contractual Services	10,920	Increase budget for contractor
Human Services - Senior Bus Services	Department Equip	(23,000)	Reduce budget for purchase of new mini-bus
Public Works - Administration	Full Time Salaries	(65,000)	Reduce budget for new and/or upgraded positions
Public Works - Fleet Services	Department Equip	(50,000)	Reduce budget for portable lifts
Parks & Recreation - Parks & Grounds	Rental & Leases	(6,000)	Reduce budget for remote storage units
Parks & Recreation - Parks & Grounds	Fees & Memberships	(2,240)	Reduce budget for conference attendance
Parks & Recreation - Parks & Grounds	Department Equip	(23,000)	Reduce budget for new mini-van
Parks & Recreation - Parks & Grounds	Full Time Salaries	(76,447)	Reduce budget for new and/or upgraded positions
Parks & Recreation - Parks & Grounds	Operating Material	(8,000)	Reduce budget for community signage
Parks & Recreation - Parks & Grounds	Maint contracts	(2,000)	Reduce budget for outside engineering services
Parks & Recreation - Parks & Grounds	Department Equip	(36,000)	Reduce budget for new tractor
Unclassified-Capital Leases	Professional	(96,948)	Reduce budget
Unclassified-Social Security	Employee Benefits	(20,316)	Reduce budget for new and/or upgraded positions
Unclassified-Health Insurance	Employee Benefits	(23,248)	Reduce budget for new and/or upgraded positions
Unclassified-Health Insurance	Employee Benefits	(92,994)	Reduce budget assume 0% increase
Various Departments	Salaries	(275,597)	Reduce Management Salary increase 2% to 0%
General Government - Town Manager	Professional	(2,000)	Reduce budget for Education Reimbursements
General Government - Human Resources	Professional	(4,000)	Reduce budget for NPERLA Conference
General Government - Human Resources	Recruitment & Training	(3,600)	Reduce budget for Education Reimbursements
General Government - Planning	Longevity	(3,069)	Reduce budget for Earned Time Payouts
General Government - Planning	Part Time Wages	(426)	Reduce budget
General Government - Planning	Operating Material	(300)	Reduce budget
General Government - Planning	Professional	(250)	Reduce budget
General Government - Planning	Printing	(50)	Reduce budget for Bulk Printing
General Government - Planning	Recruitment & Training	(150)	Reduce budget
General Government - Planning	Office Equipment	(500)	Reduce budget
General Government - Assessor	Professional	(1,815)	Reduce budget
General Government-Collector of Revenue	Longevity	(1,712)	Reduce budget for Earned Time Payouts
General Government-Collector of Revenue	Part Time Wages	(742)	Reduce budget
General Government-Collector of Revenue	Fees & Memberships	(300)	Reduce budget for membership fees
General Government-Collector of Revenue	Recruitment & Training	(400)	Reduce budget
General Government - Finance	Overtime	(555)	Reduce budget
General Government - Finance	Professional	(365)	Reduce budget for membership fees
General Government - Town Clerk	Professional	(5,000)	Reduce budget
General Government - Town Clerk	Printing	(2,000)	Reduce budget
General Government - Information Technology	Office Equipment	(94,150)	Reduce budget for equipment purchases
General Government - Media	Office Equipment	(1,000)	Reduce budget for equipment purchases
Police - Operations	Overtime	(50,000)	Reduce budget
Police - Support Services	Longevity	(12,450)	Reduce budget for Educational Reimbursements
Police - Support Services	Operating Material	(6,000)	Reduce budget for Clothing Allowances
Police - Support Services	Vehicle & Equipment	(15,000)	Reduce budget for Fuel
Police - Support Services	Rental & Leases	(4,000)	Reduce budget for Support Leases
Police - Support Services	Maintenance Contracts	(12,500)	Reduce budget for CAD System
Police - Support Services	Department Equipment	(10,000)	Reduce budget for Security Costs
Police - Community Services	Part Time Wages	(5,000)	Reduce budget
Public Safety - Emergency Management	Professional	(38,650)	Reduce budget
Public Safety - Fire Marshal	Part Time Wages	(5,088)	Reduce budget
Public Safety - Fire Marshal	Operating Material	(500)	Reduce budget

<p align="center">TOWN OF SOUTH WINDSOR TOWN COUNCIL ADJUSTMENTS TO REQUESTED BUDGET 2015-2016</p>

	Account Name	Amount	Description
Public Safety - Fire Marshal	Fees & Memberships	(455)	Reduce budget
Public Safety - Fire Marshal	Recruitment & Training	(2,400)	Reduce budget
Public Safety - Hydrants	Utilities	(10,000)	Reduce budget
Public Safety - Street Lights	Utilities	68,000	Increase budget
Public Works - Administration	Advertising	(250)	Reduce budget
Public Works - Engineering	Temporary	(10,000)	Reduce budget
Public Works - Engineering	Professional	(1,005)	Reduce budget
Public Works - Street Services	Highway Materials	(5,000)	Reduce budget for fuel
Public Works - Fleet Services	Vehicle & Equipment	(10,000)	Reduce budget for asphalt
Public Works - Building Maintenance	Operating Material	(1,672)	Reduce budget
Public Works - Building Maintenance	Maintenance Contracts	(30,000)	Reduce budget
Public Works - Refuse	Other Purchases	(7,300)	Reduce budget
Human Services - Health	Grants & Contributions	(3,129)	Reduce budget
Human Services - Administration	Operating Material	(700)	Reduce budget
Human Services - Administration	Advertising	(248)	Reduce budget
Human Services - Administration	Fees & Memberships	(500)	Reduce budget
Human Services - Youth & Family	Professional	(4,292)	Reduce budget
Human Services - Adult & Senior	Operating Material	(900)	Reduce budget
Human Services - Adult & Senior	Other Purchases	(700)	Reduce budget
Human Services	Grants & Contributions	(1,927)	Reduce budget for MARC Contribution
Unclassified-Health Insurance	Employee Benefits	(100,000)	Reduce Insurance Contribution to Town H S A Account
Culture & Leisure - Library		(36,802)	Reduce budget
Education		(1,430,834)	Reduce budget
Total Approved Budget FY 2015-2016		<u>108,855,820</u>	

2015/2016 SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCES

	GENERAL FUND			
	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 ESTIMATED	2015/2016 PROJECTED
REVENUES				
PROPERTY TAXES	81,674,471	86,482,924	89,500,000	91,574,464
INTERGOVERNMENTAL	21,232,260	22,758,513	14,454,590	14,672,116
CHARGES FOR SERVICES	1,641,788	1,335,659	1,700,000	1,442,000
INVESTMENT EARNINGS	34,714	38,898	50,000	30,000
INVESTMENT LOSSES				
MISCELLANEOUS				500,000
TOTAL REVENUES	104,583,233	110,615,994	105,704,590	108,218,580
EXPENDITURES				
GENERAL GOVERNMENT	3,113,808	3,348,175	3,488,000	3,522,115
PUBLIC SAFETY	7,275,085	7,785,296	8,199,000	8,471,691
PUBLIC WORKS	6,333,972	6,765,546	7,753,000	7,724,750
HUMAN SERVICES	938,051	936,966	996,000	956,977
CULTURE AND RECREATION	2,558,160	2,596,778	2,605,000	2,847,480
INSURANCE AND SUNDRY	6,090,641	6,630,836	7,290,000	7,422,009
EDUCATION	71,405,984	76,012,600	68,555,000	70,355,567
DEBT SERVICE	4,418,905	5,483,521	6,255,000	6,555,231
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	102,134,606	109,559,718	105,141,000	107,855,820
EXCESS (DEFICENCY) OF REVENUES OVER EXPENDITURES	2,448,627	1,056,276	563,590	362,760
OTHER FINANCING SOURCES:				
ISSUANCE OF BONDS				
ISSUANCE OF REFUNDING BONDS				
PAYMENTS TO BOND ESCROW				
ISSUANCE OF NOTES				
ISSUANCE OF LEASES				
PREMIUM ON BONDS ISSUED		68,173		
PROCEEDS FROM CAPITAL LEASES				
TRANSFERS IN	63,367	60,310	60,000	60,000
TRANSFERS OUT	(888,605)	(831,980)	(1,664,000)	(1,022,760)
TOTAL OTHER FINANCING SOURCES	(825,238)	(703,497)	(1,604,000)	(962,760)
NET CHANGE IN FUND BALANCE	1,623,389	352,779	(1,040,410)	(600,000)
FUND BALANCE AT BEGINNING OF YEAR	5,053,337	6,676,726	7,029,505	5,989,095
FUND BALANCE AT END OF YEAR	6,676,726	7,029,505	5,989,095	5,389,095

2015/2016 SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCES

	SEWER FUND			
	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 ESTIMATED	2015/2016 PROJECTED
REVENUES				
PROPERTY TAXES				
INTERGOVERNMENTAL				
CHARGES FOR SERVICES	4,193,184	4,054,356	4,297,000	4,254,000
INVESTMENT EARNINGS	81,652	98,763	105,960	110,000
INVESTMENT LOSSES				
MISCELLANEOUS				
TOTAL REVENUES	4,274,836	4,153,119	4,402,960	4,364,000
EXPENDITURES				
GENERAL GOVERNMENT				
PUBLIC SAFETY				
PUBLIC WORKS	4,322,374	3,488,039	3,455,000	3,471,146
HUMAN SERVICES				
CULTURE AND RECREATION				
INSURANCE AND SUNDRY				
EDUCATION				
DEBT SERVICE				
CAPITAL OUTLAY				
TOTAL EXPENDITURES	4,322,374	3,488,039	3,455,000	3,471,146
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(47,538)	665,080	947,960	892,854
OTHER FINANCING SOURCES:				
ISSUANCE OF BONDS				
ISSUANCE OF REFUNDING BONDS				
PAYMENTS TO BOND ESCROW				
ISSUANCE OF NOTES				
ISSUANCE OF LEASES				
PREMIUM ON BONDS ISSUED				
PROCEEDS FROM CAPITAL LEASES				
TRANSFERS IN	23,000	23,000	23,000	23,000
TRANSFERS OUT	(969,240)	(969,639)	(522,240)	(718,240)
TOTAL OTHER FINANCING SOURCES	(946,240)	(946,639)	(499,240)	(695,240)
NET CHANGE IN FUND BALANCE	(993,778)	(281,559)	448,720	197,614
FUND BALANCE AT BEGINNING OF YEAR	1,092,614	98,836	(182,723)	265,997
FUND BALANCE AT END OF YEAR	98,836	(182,723)	265,997	463,611

2015/2016 SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCES

	RECREATION FUND			
	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 ESTIMATED	2015/2016 PROJECTED
REVENUES				
PROPERTY TAXES				
INTERGOVERNMENTAL				
CHARGES FOR SERVICES	1,722,259	1,540,138	1,605,000	2,433,919
INVESTMENT EARNINGS				
INVESTMENT LOSSES				
MISCELLANEOUS				
TOTAL REVENUES	1,722,259	1,540,138	1,605,000	2,433,919
EXPENDITURES				
GENERAL GOVERNMENT				
PUBLIC SAFETY				
PUBLIC WORKS				
HUMAN SERVICES				
CULTURE AND RECREATION	1,593,009	1,780,533	1,724,245	2,422,577
INSURANCE AND SUNDRY				
EDUCATION				
DEBT SERVICE				
CAPITAL OUTLAY				
TOTAL EXPENDITURES	1,593,009	1,780,533	1,724,245	2,422,577
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	129,250	(240,395)	(119,245)	11,342
OTHER FINANCING SOURCES:				
ISSUANCE OF BONDS				
ISSUANCE OF REFUNDING BONDS				
PAYMENTS TO BOND ESCROW				
ISSUANCE OF NOTES				
ISSUANCE OF LEASES				
PREMIUM ON BONDS ISSUED				
PROCEEDS FROM CAPITAL LEASES				
TRANSFERS IN				
TRANSFERS OUT	(23,000)	(23,000)	(23,000)	(23,000)
TOTAL OTHER FINANCING SOURCES	(23,000)	(23,000)	(23,000)	(23,000)
NET CHANGE IN FUND BALANCE	106,250	(263,395)	(142,245)	(11,658)
FUND BALANCE AT BEGINNING OF YEAR	108,419	214,669	(48,726)	(190,971)
FUND BALANCE AT END OF YEAR	214,669	(48,726)	(190,971)	(202,629)

TOWN OF SOUTH WINDSOR SUMMARY OF THE PRIOR FIVE FISCAL YEARS

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

13/14							
General Gov Oper	\$29,330,855	\$29,159,172	\$171,683	\$1,205,540	4.29%	\$1,033,857	3.68%
Board of Education	\$68,123,940	\$68,123,940	\$0	\$2,603,979	3.97%	\$2,603,979	3.97%
Debt Service	\$5,140,497	\$5,140,497	\$0	\$961,738	23.01%	\$961,738	23.01%
Capital Leases	\$342,873	\$342,873	\$0	(\$16,131)	-4.49%	(\$16,131)	-4.49%
Capital Projects	\$287,605	\$167,980	\$119,625	\$0	0.00%	(\$119,625)	-41.59%
Total Budget	\$103,225,770	\$102,934,462	\$291,308	\$4,755,126	4.83%	\$4,463,818	4.53%
Tax Increase	18.59%						

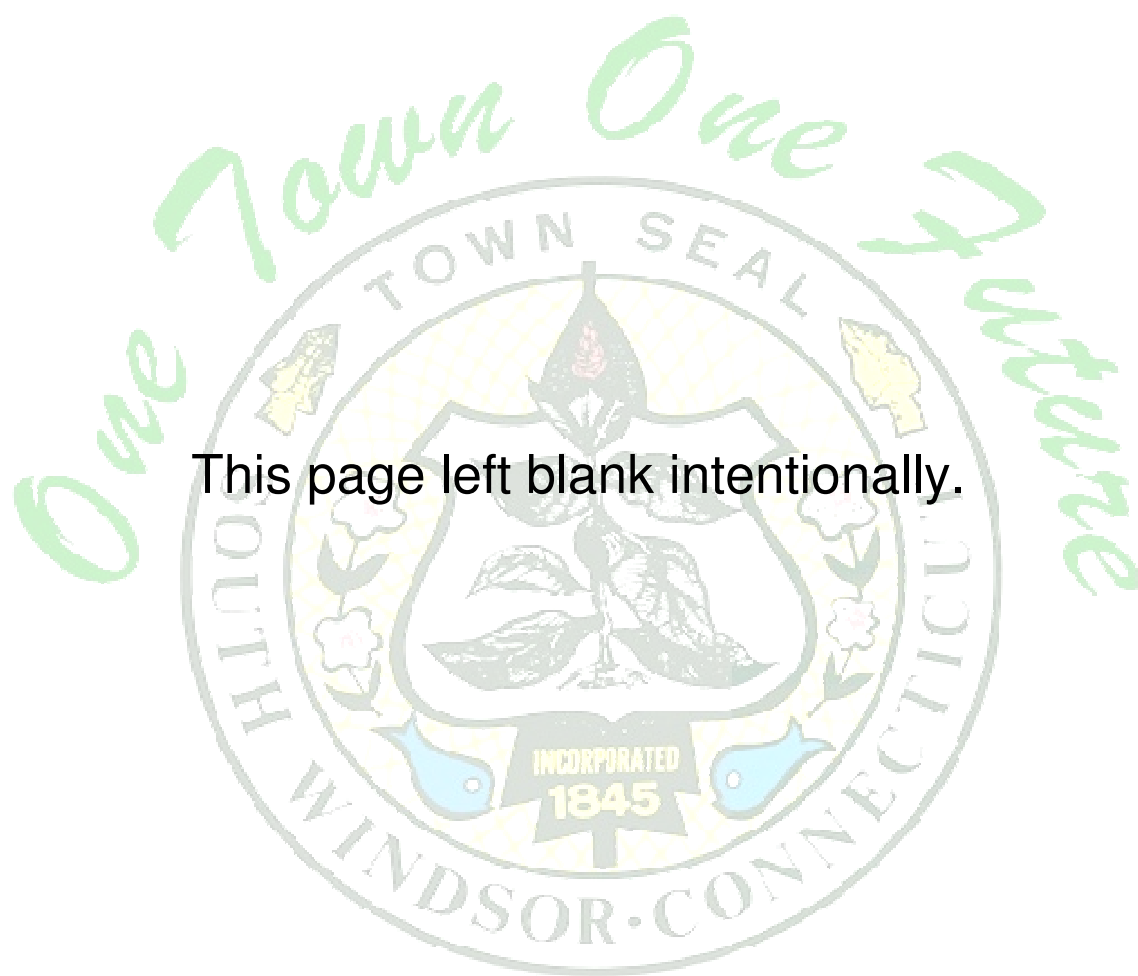
12/13							
General Gov Oper	\$28,721,093	\$28,125,315	\$595,778	\$1,725,089	6.39%	\$1,129,311	4.18%
Board of Education	\$65,515,510	\$65,519,961	(\$4,451)	\$1,515,483	2.37%	\$1,519,934	2.37%
Debt Service	\$4,178,759	\$4,178,759	\$0	\$38,455	0.93%	\$38,455	0.93%
Capital Leases	\$359,004	\$359,004	\$0	(\$278,083)	-43.65%	(\$278,083)	-43.65%
Capital Projects	\$626,605	\$287,605	\$339,000	\$0	0.00%	(\$339,000)	-54.10%
Total Budget	\$99,400,971	\$98,470,644	\$930,327	\$3,000,944	3.11%	\$2,070,617	2.15%
Tax Increase	2.27%						

11/12							
General Gov Oper	\$27,232,690	\$26,996,004	\$236,686	\$962,520	3.66%	\$725,834	2.76%
Board of Education	\$64,181,640	\$64,000,027	\$181,613	\$1,181,640	1.88%	\$1,000,027	1.59%
Debt Service	\$4,140,304	\$4,140,304	\$0	(\$245,332)	-5.59%	(\$245,332)	-5.59%
Capital Leases	\$637,087	\$637,087	\$0	(\$19,202)	-2.93%	(\$19,202)	-2.93%
Capital Projects	\$1,261,605	\$626,605	\$635,000	\$0	0.00%	(\$635,000)	-50.33%
Total Budget	\$97,453,326	\$96,400,027	\$1,053,299	\$1,879,626	1.97%	\$826,327	0.86%
Tax Increase	1.54%						

10/11							
General Gov Oper	\$27,556,396	\$26,270,170	\$1,286,226	\$1,104,331	4.17%	(\$181,895)	-0.69%
Board of Education	\$64,887,407	\$63,000,000	\$1,887,407	\$3,494,351	5.69%	\$1,606,944	2.62%
Debt Service	\$4,385,636	\$4,385,636	\$0	\$80,490	1.87%	\$80,490	1.87%
Capital Leases	\$656,289	\$656,289	\$0	\$27,720	4.41%	\$27,720	4.41%
Capital Projects	\$1,261,605	\$1,261,605	\$0	\$0	0.00%	\$0	0.00%
Total Budget	\$98,747,333	\$95,573,700	\$3,173,633	\$4,706,892	5.01%	\$1,533,259	1.63%
Tax Increase	1.80%						

Average 5-year Increase/(Decrease)

General Government	\$833,537	2.99%
Board of Education	\$1,432,502	2.24%
Debt Service	\$286,481	6.37%
Capital Leases	(\$54,867)	-8.67%
Capital Projects	(\$52,321)	69.86%



CITIZENS' GUIDE TO THE BUDGET

Description of the Town

The Town of South Windsor (the "Town") was founded in 1633 as part of Windsor and 1845 incorporated as a separate municipality. Throughout most of its history, the Town has been an agriculture community as of a result of its fertile land and abundant water resources. Today, however, South Windsor affords a blend of residential living, high-tech industry and open space.

Situated just northeast of Hartford, the Town occupies 28.5 square miles bounded by East Windsor and Ellington to the north, Vernon to the east, Manchester and East Hartford to the south, and the Connecticut River to the west. The Town is located equidistant from New York City and Boston and is only 20 miles south of Springfield, Massachusetts. South Windsor has immediate access to interstates 84, 91, and 291 and is only minutes from Bradley International Airport. Freight lines connect the Town to the entire northeast corridor.

Land use in South Windsor remains varied and diverse. Residential use accounts for nearly 85% of the total acreage while commercial and industrial land use is approximately 15%. Major industries include aircraft electromechanical systems, optical and laser technologies, assisted living/healthcare systems, financial services and printing and graphic systems.

The Town Plan of Development was initially adopted in 1968 and was revised in 2002. It is currently being updated. Comprehensive zoning regulations were first adopted in 1928 and are also revised on a periodic basis to reflect current development standards and practices. Both have resulted in a balanced economy, improved residential development and stabilized tax base. The Town has embarked on some new and exciting projects that will help shape the future. One of the most critical is the Strategic Plan, which will identify past, present and future needs in a positive and effective manner.

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

The Town has nearly 2,000 undeveloped acres of commercial and industrial land. The Town is well suited for continued growth because of (1) its proximity to the major metropolitan areas of New York City, Boston, Springfield and Hartford, (2) the immediate access to highly developed interstate highways and railways, (3) its exemplary education system and (4) its active search for industrial and commercial growth through its economic development program and tax incentives. It is anticipated that ongoing negotiations will bring additional employment opportunities to the Town in the future.

Municipal Government

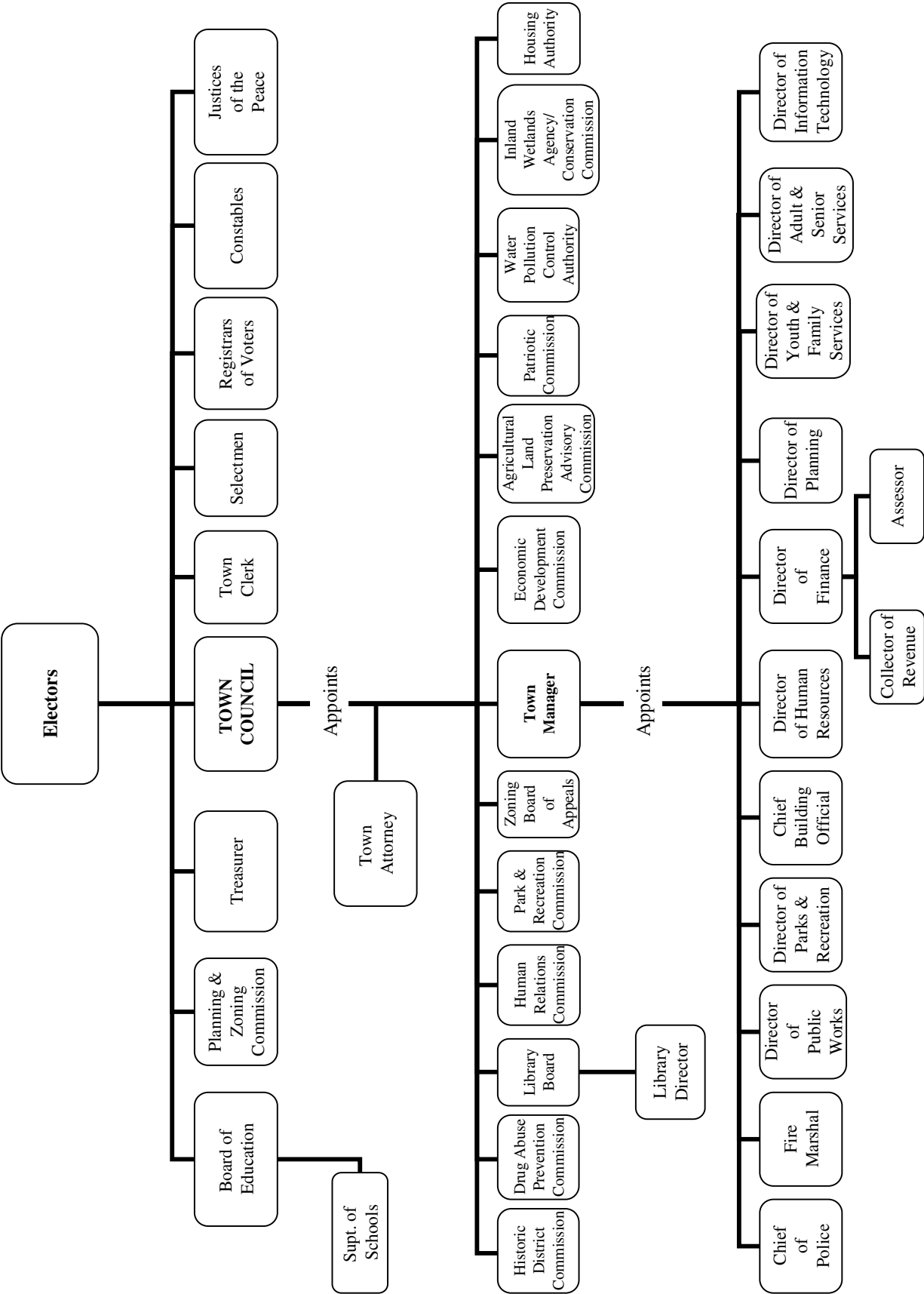
The Town of South Windsor has been organized under the Council-Manager form of government since 1960 with a nine-member Council elected at large (the "Town Council"). The legislative function is performed by a bipartisan Town Council of nine members, who are elected biennially for two-year terms. Minority political party representation is guaranteed in that no political party may have more than six members. The Town Council elects a Mayor from its membership for the two-year term. The Council appoints the Town Manager for an indefinite term. The Town Manager is the Chief Administrative Officer of the Town and serves at the pleasure of the Town Council. The Town Manager is appointed by the Town Council on the basis of professional executive training and other qualifications.

The Town Manager is directly responsible to the Council for planning, organizing and directing municipal activities, except schools and commissions appointed by the Council, and also serves as the Personnel Director.

The Town Manager appoints department heads; oversees the compliance of local laws and ordinances; provides recommendations and reports to the Council; prepares the annual budget and the annual report; keeps the Council advised on the Town's financial condition; and performs other duties prescribed by Charter, ordinance or Council resolution.

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

ORGANIZATIONAL CHART



Municipal Officials

Name	Position	Term	Length of Service
M. Saud Anwar	Mayor	2 years – Elected	3 years
Edward Havens	Deputy Mayor	2 years – Elected	37 years
Thomas Delnicki	Town Council	2 years – Elected	16 years
Carolyn Mirek	Town Council	2 years – Elected	1 year
Andrew Paterna	Town Council	Appointed	1 year
Elizabeth Pendleton	Town Council	2 years – Elected	1 year
Matthew Riley	Town Council	Appointed	Less than 1 year
Janice A. Snyder	Town Council	2 years – Elected	3 years
Stephen Wagner	Town Council	2 years – Elected	1 year
David S. Joy	Chairman, Board of Education	2 years – Elected	17 years
Barbara Pandiscia	Town Treasurer	2 years – Elected	1 year
Matthew B. Galligan	Town Manager	Appointed	19 years
Vacant	Director of Finance	Appointed	
Patricia Perry	Interim Director of Finance	Appointed	1.5 years
Keith Yagaloff & Associates	Town Attorney	Appointed	Less than 1 year
Dr. Kate Carter	Superintendent of Schools	Appointed	4 years

Principal Officials

Town Manager: Matthew B. Galligan was appointed Town Manager of South Windsor in January 1996. He graduated from Dominican College in 1974 with a Bachelor's Degree in Accounting, and he received his MBA in Accounting from Iona College in 1979.

Mr. Galligan has 31 years of experience in accounting and municipal administration. Before coming to the Town, he was Village Manager of the Village of Mamaroneck, New York; Town Manager for the Town of North Branford, Connecticut; and City Finance Director and then City Manager for the City of Newburgh, New York. Mr. Galligan also served as a municipal auditor for the State of New York and for a New York City accounting firm.

Mr. Galligan is a member of the International City Managers Association, the National Government Finance Officers Association, and the New York and Connecticut Government Finance Officers Association.

Superintendent of Schools: Dr. Kate Carter began serving as Superintendent of South Windsor's Public Schools on September 1, 2010. She served as South Windsor's Assistant Superintendent of Personnel and Administration since October 2009. Prior to her work in South Windsor, Dr. Carter served as an elementary principal for Glastonbury Public Schools and a CREC magnet school principal at Manchester Community College. Dr. Carter began her career as a high school English teacher. She has also been an adjunct English instructor at Manchester Community College. Dr. Carter has had the rare opportunity of serving as a founding principal twice in her career, first a Great Path Academy and then Nayaug Elementary School.

Dr. Carter is an active member of the South Windsor Historical Society and serves on the Board of Trustees for the Lutz Children's Museum. She earned her doctorate degree at Central

Connecticut State University. She also holds a sixth year diploma in Educational Leadership and a Master of Science degree in Education. Dr. Carter earned a Bachelor of Science degree in Environmental Conservation.

Public Schools

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

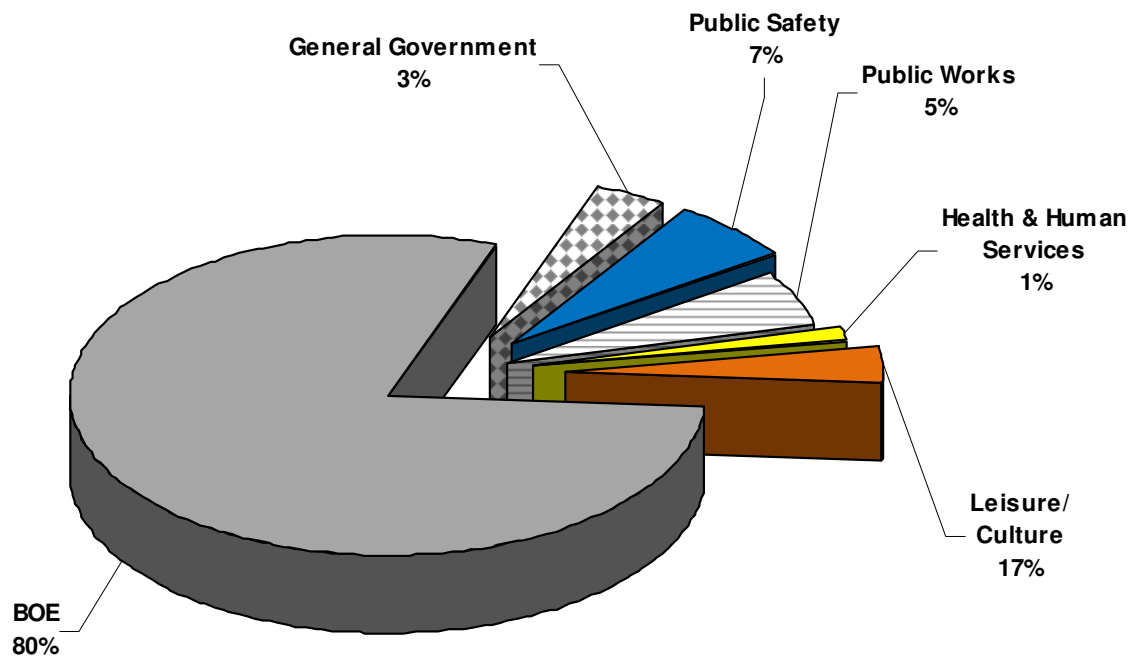
School	Enrollment 03/12/14
Wapping Elementary School	305
Philip R. Smith Elementary School	347
Pleasant Valley Elementary School	352
Orchard Hill Elementary	395
Eli Terry Elementary School	458
Timothy Edwards Middle School	979
South Windsor High School	1,361
Total	4,197

**TOWN OF SOUTH WINDSOR
SUMMARY OF FULL-TIME POSITIONS**

		FY 2013	FY 2014	FY 2015	FY 2016
GENERAL GOVERNMENT	Town Manager	3	3	3	2
	Human Resources	0	0	0	1
	Central Services	1	1	1	1
	Clerk of the Council	1	1	1	1
	Town Clerk	3	3	3	3
	Information Technology	5	5	5	5
	Planning	3	3	3	3
	Building Dept	3	3	3	3
	Assessor's Office	4	4	4	4
	Tax Office	3	3	3	3
	Finance Office	5	5	5	5
PUBLIC SAFETY	Police - Administration	3	3	3	3
	Police - Operations	37	37	39	39
	Police - Technical Services	14	14	13	13
	Police - Community Service	2	2	2	2
	Fire Marshal	1	1	1	1
PUBLIC WORKS	Public Works - Admin	1	1	1	1
	Engineering	6	6	6	6
	Highway	20	20	20	20
	Motor Repair	3	3	4	4
	Building Maintenance	4	4	4	4
	Pollution Control	11	11	12	12
	Pollution Control - Admin	2	2	2	2
HEALTH & HUMAN SERVICES	Health Department	1	1	1	1
	Social Services	3	2	1	1
	Youth & Family Services	4	4	4	4
	Senior Services	6	6	6	6
LEISURE & CULTURE	Library	13	12	12	12
	Recreation - Administration	8	8	8	8
	Parks & Recreation	13	13	14	14
EDUCATION		700	708	714	708
	TOTAL FULL-TIME	883	889	898	892

A total of six positions will be eliminated during fiscal year 2016. Town staff remained the same as previous year, but the Board of Education lost six full-time positions. Please see page [217](#) for further explanation. The chart on the following page illustrates the full-time position distribution.

FY 2016 BUDGETED FULL-TIME POSITIONS



Strategic Planning

NEEDS/PRIORITIES	RESPONSIBILITY LEAD & SUPPORT/ KEY INTERFACES	ISSUES/CONCERNS
Economic Development	Town Manager Planning & Zoning Economic Development Commission Redevelopment Agency Chamber of Commerce Inland Wetlands/ Conservation Commission WPCA	<ul style="list-style-type: none"> • Lack of utilities; Zoning constraints and limitations, i.e. multi-story • Lack of upscale housing • Increasing residential tax burden (I/C grand list too low); growth in population & increasing demand for services • Specific areas to focus on, i.e. Buckland Gateway, I-291 Corridor • Tax incentives/partnerships offered by the Town • Increased traffic: congestion, safety • Deteriorating ind.l./commercial (Rte 5, Rte 194) • Environmental impacts of development • Use of valuable land for low-tax-generating bus. • Assuring adequate funding sources • Better integration of school and town budgets • Rising costs for education • Training of staff/commission members • Increasing demands on marginal land (steep slopes, wetlands, poorly drained) • Need for better communication among land use regulatory boards & commissions • Stormwater management • Protection of environmentally sensitive areas • Destruction & fragmentation of wildlife habitat • Inadequate funding on an annual basis • Resident opposition to improvements • Operation and maintenance resources, i.e. manpower •
Education	<u>Board of Education</u> State, PTO, Town Manager Staff, Various Commissions – i.e. Human Relations, Drug & Alcohol Abuse	
Environmental Protection	<u>Inland Wetlands/ Conservation Commission</u> SWALPAC (Agricultural Preservation) Open Space Task Force Local & Regional Groups, WPCA	
Maintenance of Infrastructure	<u>Town Manager & Public Works Director</u> Board of Education Capital Projects Committee	

Strategic Planning (cont'd)

NEEDS/PRIORITIES	RESPONSIBILITY LEAD & SUPPORT/ KEY INTERFACES	ISSUES/CONCERNS
Public Safety	<u>Town Council & Department Heads</u> Fire, Police, Public Works, Ambulance, Surrounding Communities, Building Dept., Sanitarian, Environmental Health, Human Services	<ul style="list-style-type: none"> • Response time • Adequate personnel • Growing town – residential/commercial • Environmental Health issues • Fire Safety • Terrorism
Quality of Municipal Services	<u>Town Manager</u> Department Heads	<ul style="list-style-type: none"> • Staffing levels • Customer service • Space needs • Adequacy of programs • Safety of staff/facilities • Adequate facilities • Maintenance of existing facilities • Future needs • Demographic trends • Funding of improvements
Recreation	<u>Town Manager & Recreation Department</u> Planning & Zoning Board of Education Parks & Recreation Committee Human Services Community Organizations	<ul style="list-style-type: none"> • Type, amount, location, pressures of development • Population growth and lifestyle changes
Rural character	<u>Planning & Zoning</u> Open Space Task Force SWALPAC Conservation and Historic Commissions	<ul style="list-style-type: none"> • Loss of Open Space • Bond rating status • Ratio of industrial/commercial taxes
Taxes/Financial	<u>Council & Town Manager</u> Board of Education & Superintendent Economic Development State	<ul style="list-style-type: none"> • Long-term financial projection – opportunities for cost sharing/reduction between Town and BOE
Traffic	Access Management Planning & Zoning/Town Council Police	<ul style="list-style-type: none"> • Pedestrian/alternate transportation • Impact of improvements on rural character • Environmental impacts, speed; proliferation of curb cuts, mass transit, safety, congestion

Budget Process

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

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

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

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

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

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

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

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

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

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

Balanced Budget Requirement

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

Amendments and Additions to the Budget

Adoption of the Town budget sets the appropriation for each item listed separately for each department, office or commission.

Budget transfers may be necessary for any one of several reasons. At times, objectives may be realigned requiring the corresponding realignment of resources. Transfers may also be needed as a result of actual expenditures that vary from original estimates. Section 711 of the Town Charter allows for transfers of any unencumbered appropriation. The Town Council has the authority to transfer amounts, except those of the Board of Education, between departments. Transfer of funds within the same department made by requested by the Department Head with approval from the Town Manager.

Section 315 allows for the Town Council, by affirmative vote of not less than six members, to add to the annual budget appropriation a sum not to exceed \$25,000 in any one fiscal year. Any amount greater than \$25,000 that is not an emergency appropriation requires a public hearing.

Budget Calendar for the Fiscal Year Commencing the Following July 1

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

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

Fund Structure

The Town of South Windsor's General Fund has a legally adopted budget and uses the modified accrual basis of accounting for both budgeting and reporting. The modified accrual basis of accounting is accepted by the Governmental Accounting Standards Board (GASB) which set the standards for governmental accounting and financial reporting.

Funds are a method of providing an accounting mechanism in order to provide accountability over resources that have been segregated for specific activities or objectives. The Town of South Windsor uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The Town has three types of funds:

- **Governmental funds** include most of the Town's basic services are reported in these funds which focus on how money flows into and out of those funds and the balances left at year-end that are available for spending. These funds are reported using an accounting method called modified accrual accounting, which measures cash and all other financial assets that can readily be converted to cash. The governmental fund statements provide a detailed short-term view of the Town's general government.
- **Proprietary funds** are funds used to account for a government's business type activities and therefore share a common measurement focus and basis of accounting with private-sector business enterprises.
- **Fiduciary funds** are those funds used to report assets held in a trust or agency capacity for others and therefore cannot be used to support the government's own programs.

All Governmental Funds focus on current financial resources. The Town recognizes revenues when they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Town considers revenues to be available if they are collected within 60 days of the end of the current fiscal period.

Expenditures generally are recorded in the period the liability is incurred. The only exceptions are for debt service and expenditures related to compensated absences, claims, or judgments which are recorded only when payment is due.

The Town reports the following Governmental Funds:

- **General Fund** - accounts for all of the Town's revenues and expenditures, except for those specific activities that are accounted for in another fund.
- **Capital Projects Fund** - accounts for transfers, revenues and expenditures associated with the completion of major capital improvements. All projects are authorized by the Town Council, based on citizen input, staff recommendations, and the adopted ten-year Capital Improvement Plan. Unexpended Capital Project Funds do not lapse at year-end. The funds are available in subsequent years until the project is complete. All open capital projects are reviewed annually to determine their status. Any remaining balances for completed projects are closed and transferred to another project or fund balance by Council Resolution. This program is funded by General Fund appropriations, bond issues, and Federal and State grants.

- **Recreation Fund** - accounts for the operation of recreation programs. Program user fees are collected and used to cover program specific expenditures. However, this fund currently does not include the costs associated with the administration of the Recreation Department. Such costs are incorporated in the General Fund. The Recreation Fund budget is adopted by the Town Council.
- **Sewer Fund** – accounts for sewer use and assessment fees used to maintain sewer operations within the Town. The Sewer Fund budget is adopted by the Water Pollution Control Authority.
- **Special Revenue Funds** - account for the revenues and expenditures of specific activities.

The Town reports the following Proprietary Funds:

- **The Self-Health Fund** - accounts for the cost of providing and administering health and dental insurance benefits to employees and retirees of the Town and Board of Education. Funding is provided by contributions by the Town, Board of Education and plan participants.

The Town reports the following Fiduciary Funds:

- **OPEB Fund** - accounts for the accumulation of resources to be used for medical and other retirement benefits.
- **Pension Trust Fund** - accounts for the accumulation of resources to be used for retirement benefits.
- **Agency Funds** – account for monies held on behalf of students and amounts held for performance related activities.

Financial Policies

Fund Balance Policy

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

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

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

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

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

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

Pension Policy

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

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

liability over 30 years. Although it is called the Annual Required Contribution (ARC), there is actually no requirement by Governmental Accounting Standard Number 27 to make this contribution annually.

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

Investment Policy

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

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

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

Capital Improvement Plan Policy

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

Capital improvements shall meet one of the following criteria:

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

Debt Policy

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

Assumption of Additional Debt

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

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

Debt Structure

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

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

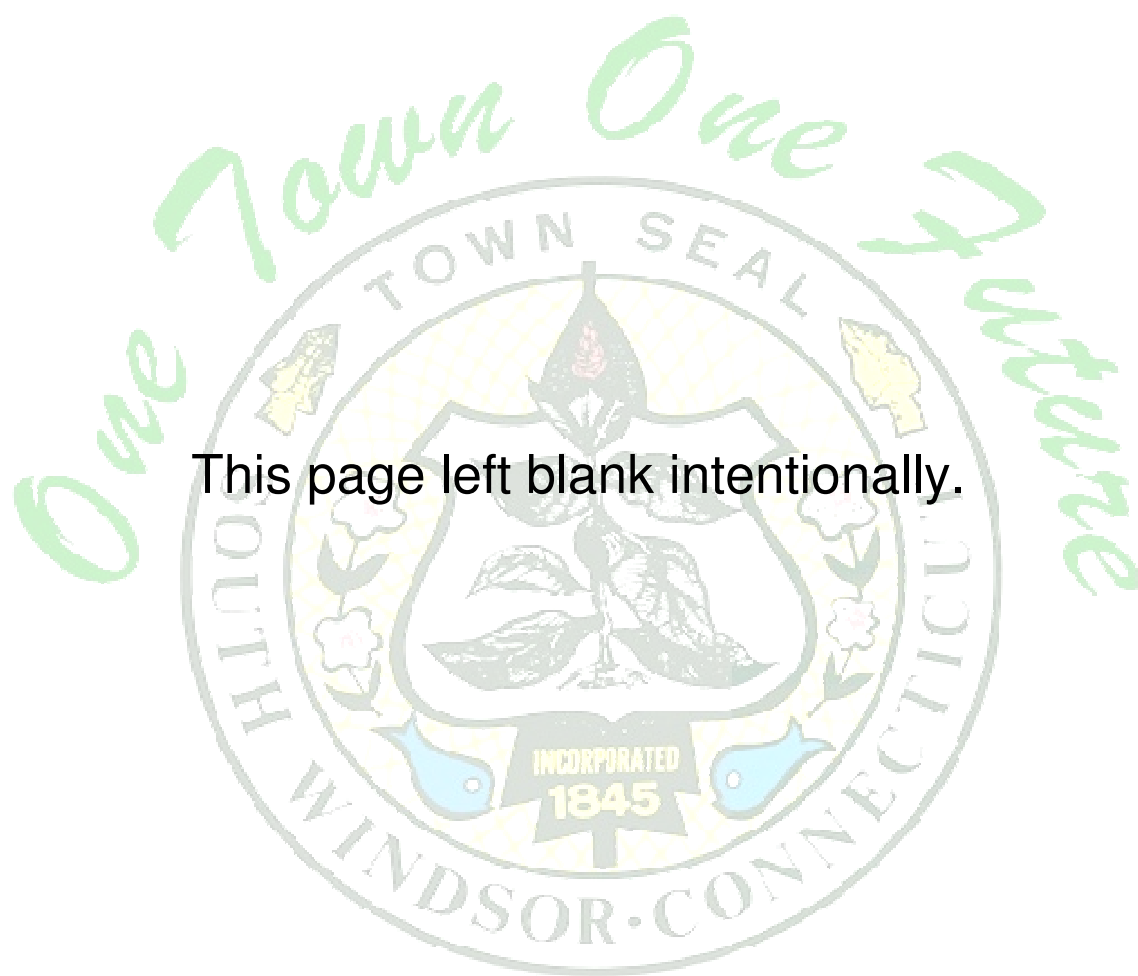
- The Town will maintain a debt schedule with 50% of outstanding principal maturing within ten years.
- The Town will limit long-term debt to those capital improvements which cannot be financed from existing fund balances or current revenues.
- The maturity of long-term debt will be consistent with,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

Functional Relationships

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

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

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



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REVENUES

REVENUE SUMMARY STATEMENT

Fiscal Year 2015-2016

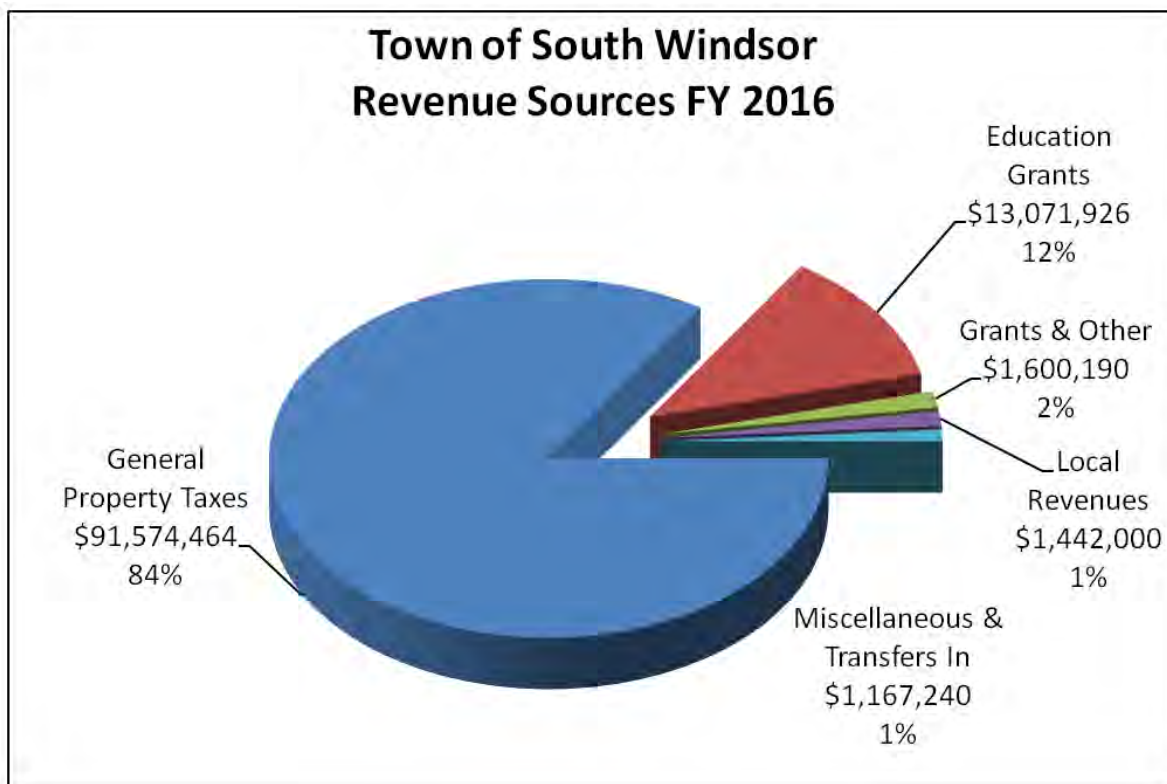
Description	2013/2014 Actual	2014/2015 Estimated	2014/2015 Adopted	2015/2016 Adopted
GENERAL PROPERTY TAXES				
CURRENT TAXES	85,137,629	87,696,371	87,696,371	90,070,464
PRIOR YEAR	600,000	600,000	600,000	600,000
INTEREST	300,000	300,000	300,000	300,000
LIENS	4,000	4,000	4,000	4,000
SUPPLE. MOTOR VEHICLE	500,000	600,000	600,000	600,000
	86,541,629	89,200,371	89,200,371	91,574,464
STATE OF CT FOR EDUCATION				
SCHOOL BUILDING GRANTS	0	0	0	0
EDUCATION COST SHARING	12,877,884	13,071,926	13,071,926	13,071,926
	12,877,884	13,071,926	13,071,926	13,071,926
STATE OF CT FOR OTHER PURPOSE				
ELDERLY TAX FREEZE	3,840	3,700	3,000	3,000
STATE IN LIEU OF TAXES	56,236	0	0	0
PROPERTY TAX RELIEF	148,281	148,759	135,000	140,000
STATE SUNDRY GRANTS	26,554	220,000	0	
YOUTH SERVICE GRANT	22,734	22,734	20,000	20,000
FEMA REIMBURSEMENTS	16,815	0	0	0
TELEPHONE ACCESS RELIEF	46,284	40,000	40,000	40,000
MUNICIPAL REVENUE SHARING	412,916	0	0	0
MRSA MUNICIPAL PROJECTS	1,181,405	1,258,566	1,258,566	1,338,190
DOT ELDERLY TRANSPORTATION	33,444	25,083	0	25,000
ADD'L VETERAN'S EXEMPTION	15,883	15,025	14,000	14,000
	1,964,392	1,733,867	1,470,566	1,580,190
INTERGOVTL (OTHER THAN STATE)				
IN LIEU OF TAXES	58,670	0	20,000	20,000
BOE APPROPRIATION REIMB	0	0	0	0
	58,670	0	20,000	20,000

REVENUE SUMMARY STATEMENT
Fiscal Year 2015-2016

Description	2013/2014 Actual	2014/2015 Estimated	2014/2015 Adopted	2015/2016 Adopted
LOCAL REVENUES				
BUILDING PERMITS	489,681	600,000	600,000	600,000
TOWN MANAGER'S RENTS/FEES	0	0	0	0
PROBATE COURT	7,615	7,153	4,000	4,000
TOWN CLERK FEES	507,597	568,000	475,000	475,000
PLANNING & ZONING FEES	15,167	15,000	5,000	5,000
GENERAL GOV. SUNDRY	128,411	120,000	100,000	100,000
POLICE	25,546	26,000	26,000	26,000
LIBRARY FINES & FEES	23,070	23,000	25,000	25,000
EDUCATION	10,000	0	0	0
ENGINEERING PERMITS	6,420	6,000	5,000	5,000
ZONING BOARD OF APPEALS	780	260	2,000	2,000
REFUSE & RECYCLING FEES	141,367	100,000	125,000	125,000
FIRE MARSHAL FEES	13,082	15,000	75,000	75,000
	1,368,736	1,480,413	1,442,000	1,442,000
MISCELLANEOUS				
GENERAL FUND INTEREST	38,897	37,000	25,000	30,000
CANCEL PR YEAR ENCUMBRANCE	0	0	0	0
PRIOR PERIOD ADJUSTMENT	0	0	0	0
BOND REFUNDING PREMIUM	0	0	0	0
	38,897	37,000	25,000	30,000
TRANSFERS				
GENERAL FUND SURPLUS	400,000	1,000,000	1,000,000	1,100,000
SEWER TAX COLLECTION SVC.	37,240	37,240	37,240	37,240
	437,240	1,037,240	1,037,240	1,137,240
TOTAL REVENUE	103,287,448	106,560,817	106,267,103	108,855,820

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 2016 budget projections for revenues are crucial to determining the ability to pay for anticipated expenditures. The chart below illustrates the five major categories of revenues.

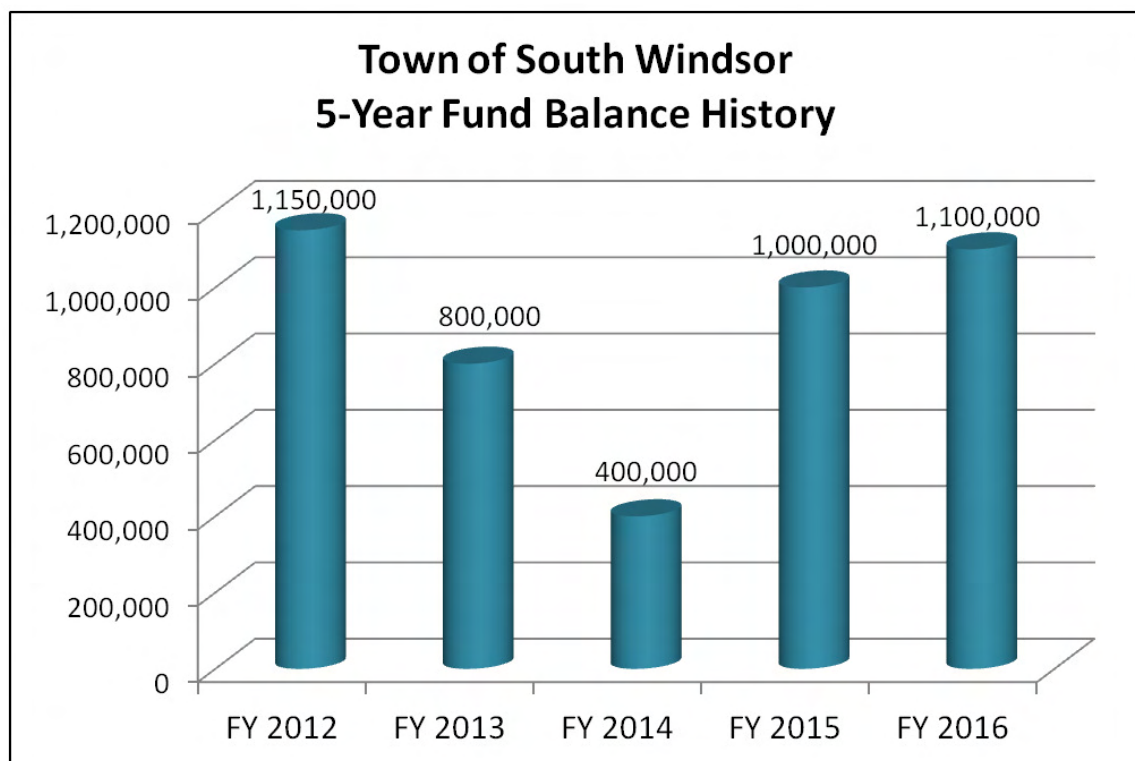


Overall, net revenue increased by \$114,624 as listed below:

Non-Education State and Federal Grants		109,624
Property Tax Relief	5,000	
MRSA Municipal Projects	79,624	
DOT Elderly Transportation	25,000	
Miscellaneous Revenues		5,000
General Fund Interest	5,000	

- The main source of revenue for the Town is *Property Taxes*. The 2014 Net Grand List reflects a decrease of .17%. The budget for Prior Year Taxes, Interest, Liens, and Supplemental Motor Vehicle Tax remains the same as the current budget. The tax rate is expressed in terms of "mills" with one mill equivalent to one dollar of tax for every one thousand dollars of assessed value. The tax levy is a computation of the total amount of budgeted tax revenue necessary to be raised from property taxes, assuming a 98.75% collection rate.

- *State Grants* are formula based revenues. South Windsor, similar to other towns, relies on grants to supplement its revenue. The 2016 estimated grant revenues are based on the State's publication Estimates of State Formula Aid to Municipalities, which outlines the impact of the Governor's Proposed Budget on each municipality. State Aid for South Windsor is projected to remain the same from the 2015 adopted budget amounts.
- *Local Revenues* represent fees from various permits and services. Due to the expected continuation of economic development in Town, the Manager Proposed revenue for building permits has remained at the current budget.
- *Interest Earnings* has increased \$5,000 over the 2015 adopted budget amount, based on actual earnings over the past several years.
- *Appropriation from Surplus/Fund Balance* is used to supplement budgeted revenues, so there is a balanced budget. For 2016, the Town Council has appropriated \$1,100,000 from Fund Balance. This amount is an increase of \$100,000 from the 2015 budget.



Property Taxes

The 2014 Grand Lists have been signed by the Assessor as of February 27, 2015.

The 2014 Grand Lists reflect the following:

	Gross	Exemptions	Net	%change from 2013
Real Estate	\$2,135,729,111	\$40,108,810	\$2,095,620,301	+.75%
Personal Property	\$261,120,500	\$65,933,730	\$195,186,696	-10.2%
Motor vehicles	\$217,444,060	\$6,684,080	\$210,759,980	+.10%
Total	\$2,614,293,671	\$112,726,620	\$2,501,567,051	-.17%

The Grand List reflects the changes in assessments and values of real property, and personal properties since the 2013 Grand List was signed by the Board of Assessment Appeals. The lists reflect the application of Town wide revaluation values to all real estate accounts and the effect the changed market has on Grand List totals. Each category having shown a mixed experienced growth as has occurred in our regional economy in recent years. This is best illustrated by the decrease in Personal Property portion of the Grand List since 2013 that was attributed to a single account moving their assets out of state, as well as the unsettled market conditions for real property that has occurred since the last revaluation year 2012 measurements.

Comparisons of the 2013 and 2014 Grand Lists

Grand List Assessments as percentage of total net assessments:

	2013 Grand List	2014 Grand List	
Real Estate	83.0%	83.8%	Indicates a shift in burden to PP & MV +.8%
Personal Property	8.6%	7.8%	Shift from RE of approximately .8%
Motor Vehicles	8.4%	8.4%	Unchanged share of lists

Any shift in tax burden that may occur will result in increases and decreases to category accounts. You may pay a proportional increase in real property, and a corresponding reduction in personal property. How an individual is affected depends upon how their individual changes compare to Town wide levels.

Top Ten Taxpayers

Principal Taxpayers – 2014 Grand List

	Name	Real Estate	Personal Property	Motor Vehicle	Grand Total	% of Grand List
1	CT Light and Power Evergreen Walk Lifestyle	\$1,992,200	\$57,897,590	-	\$59,889,790	2.39%
2	Center (Shoppes at Evergreen Walk	\$30,792,400	-	-	\$30,792,400	1.23%
3	FedEx Ground Package (FEM Sullivan Rd LLC)	\$4,344,540	\$11,361,590	-	\$15,706,130	.63%
4	Federated Retail Holdings (Macy's Warehouse)	\$11,407,900	\$3,224,000	\$44,380	\$14,676,280	.59%
5	DST Realty	\$11,825,750	\$2,704,990	-	\$14,530,740	.58%
6	Town Center of S.W.	\$12,348,800	-	-	\$12,348,800	.49%
7	Connecticut Water Co.	\$2,127,300	\$9,563,850	-	\$11,691,150	.47%
8	Ticket Network	\$6,276,560	\$4,028,000	-	\$10,304,560	.41%
9	Yankee Gas Services Co.	-	\$10,214,070	-	\$10,214,070	.41%
10	Target Corp.	\$8,860,600	\$1,138,570	-	\$9,999,170	.40%

<p style="text-align: center;">TOWN OF SOUTH WINDSOR CALCULATION OF TAXABLE GRAND LIST AND MILL RATE 2015-2016</p>

Taxable Grand List - As Filed By The Assessor's Office	\$	2,501,567,051
Less Estimated Real Estate Assessments Related To:		
Waived Taxes Less Than \$5.00	\$	55,000
South Windsor's Elderly Tax Relief Program	\$	5,267,042
Plus Estimated Real Estate Assessments Related To:		
Prorated New Construction	\$	-
Adjusted Taxable Grand List	\$	2,496,245,009
Multiplied By The Estimated Tax Collection Rate		<u>98.75%</u>
Taxable Grand List Used To Calculate Mill Rate	\$	<u><u>2,465,041,946</u></u>
Amount To Be Raised By Taxes - From Adjusted Budget	\$	90,070,764
Divide By Taxable Grand List From Above	\$	<u>2,465,041,946</u>
Mill Rate (Per \$1,000)	\$	<u><u>36.54</u></u>
Increase in Taxes		<u><u>2.90%</u></u>
Mill Rate for 2014 - 2015		35.51
Mill Rate for 2013 - 2014		34.90
Mill Rate for 2012 - 2013		29.43

Revenue Descriptions

Property Taxes

Current Taxes – property taxes due for current fiscal year.

Prior Year Taxes – property taxes due for up to fourteen previous fiscal years.

Interest – interest applied to delinquent tax payments, per State Statutes.

Lien Fees – charge to file and release liens on delinquent real estate properties, in the Town Clerk's Office.

Supplemental Motor Vehicle - property tax levied on motor vehicles, not included on the October Grand List.

State of Connecticut for Education

Education Cost Sharing (ECS) Grant – grant funding distributed according to the spending needs of the school, per statutory formula.

State of Connecticut for Other Purposes

Elderly Tax Freeze – partial reimbursement for a tax freeze for the elderly whose yearly income, excluding Social Security, does not exceed \$6,000. This grant is being phased out, so no new participants are allowed in the program since fiscal year 2009-2010.

State in Lieu of Taxes – includes the Mashantucket Pequot grant, which is a percentage of State proceeds from the Mashantucket Pequot and Mohegan Sun casinos' slot machine revenues and the State Property Pilot, which is the amount paid on State property within Town, in lieu of property taxes.

Property Tax Relief – is a distribution of State sales tax and State's portion of the Property Conveyance tax.

State Sundry Grants – Miscellaneous State grants and reimbursements. All miscellaneous grants are eliminated in the 2014 State Proposed budget.

Youth Services Grants – to assist with funding youth services programs.

FEMA Reimbursements – federal assistance to cover clean up costs associated with storms Irene and Alfred.

Telephone Access – state imposed payments from telecommunication vendors in lieu of property taxes.

Manufacturer's Equipment Pilot – Connecticut General Statutes Sec. 12-81 (72) provides for a five-year 100% property tax exemption for certain manufacturing machinery and equipment. The 2012 State budget eliminated this grant and replaced it with the Municipal Revenue Sharing grant.

Municipal Revenue Sharing Account (MRSA) Municipal Projects – purpose of this grant is to fund programs related to the construction, improvement, or maintenance of highways and bridges. This includes snow plowing, tree trimming, etc.

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

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

Local Revenues

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

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

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

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

Planning and Zoning – fees for planning and zoning applications.

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

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

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

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

Engineering Permits – fees for engineering permit applications.

Zoning Board of Appeals – fees for zoning appeals.

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

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

Miscellaneous

General Fund Interest – interest earnings on available cash balances.

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

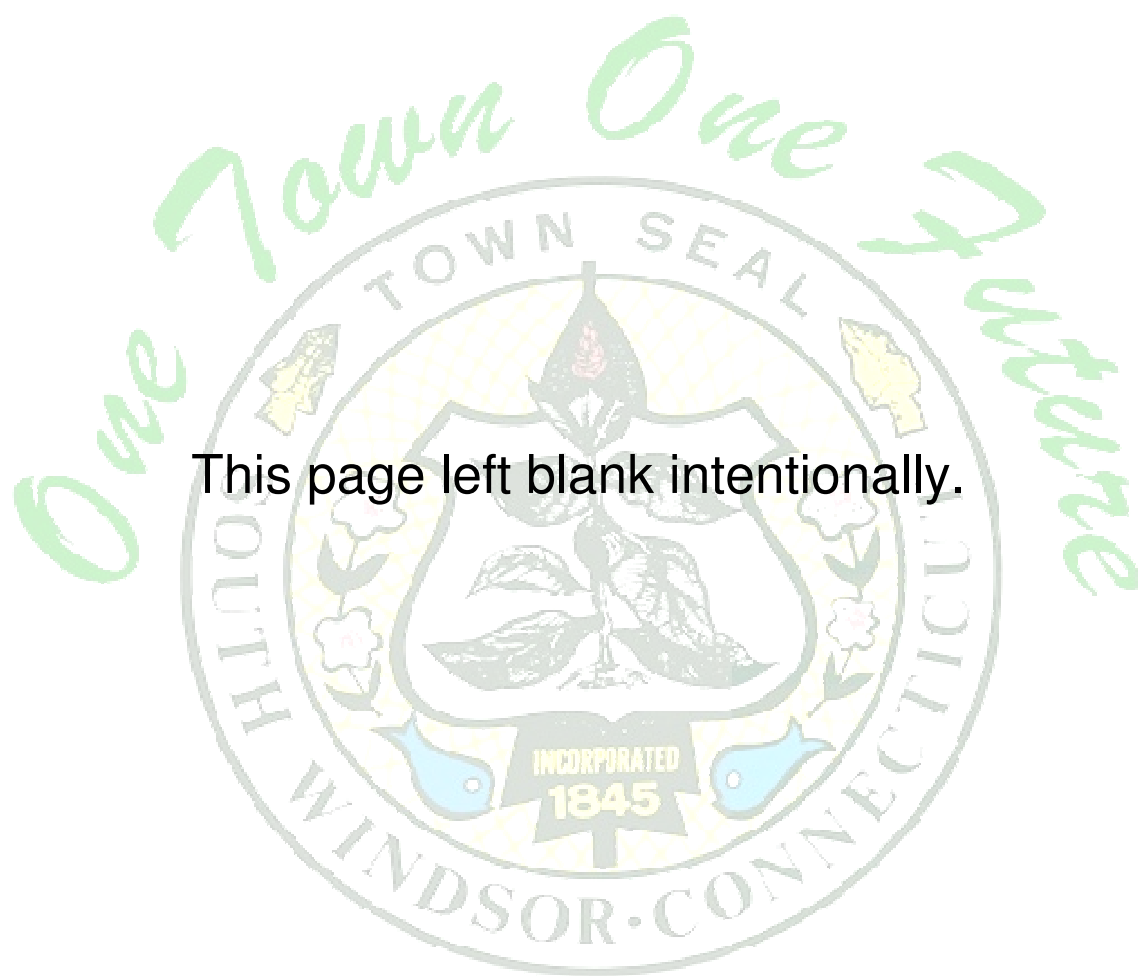
Prior Period Adjustment – audit adjustments made to a prior fiscal year.

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

Transfers

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

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



EXPENDITURES

TOWN OF SOUTH WINDSOR BUDGET INFORMATION 2015-2016				
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<u>Description</u>	<u>2014-2015 Council Approved</u>	<u>2015-2016 Council Approved</u>	<u>2015-2016 \$ Increase</u>	<u>2015-2016 % Increase</u>
Town Government	37,711,536	38,500,253	788,717	2.09%
Board of Education	<u>68,555,567</u>	<u>70,355,567</u>	<u>1,800,000</u>	<u>2.63%</u>
Total Town Budget	<u><u>106,267,103</u></u>	<u><u>108,855,820</u></u>	<u><u>2,588,717</u></u>	<u><u>2.44%</u></u>

EXPENDITURE SUMMARY STATEMENT

Fiscal Year 2015-2016

	2013-2014 ACTUAL	2014-2015 COUNCIL ADOPTED	2015-2016 COUNCIL ADOPTED	\$ CHANGE	% CHANGE
GENERAL GOVERNMENT					
TOWN COUNCIL	202,328	217,263	221,048	3,785	1.74%
HUMAN RELATIONS COMMISSION	815	2,500	2,500	0	0.00%
HISTORIC DISTRICT COMMISSION	673	1,000	1,000	0	0.00%
PUBLIC BUILDING COMMISSION	106	520	520	0	0.00%
HOUSING AUTHORITY	0	0	0	0	0.00%
S. W. REDEVELOPMENT AGENCY	295	1,000	1,000	0	0.00%
INLAND/WETLANDS COMM.	2,911	5,525	5,525	0	0.00%
LAND PRESERVATION ADVISORY	0	300	300	0	0.00%
OPEN SPACE TASK FORCE	175	500	500	0	0.00%
PARK & RECREATION COMMISSION	3,981	4,500	4,500	0	0.00%
JUVENILE FIRESETTER COMM.	1,484	1,500	1,500	0	0.00%
PLANNING & ZONING COMMISSION	8,837	7,150	7,150	0	0.00%
ZONING BOARD OF APPEALS	2,381	2,500	2,500	0	0.00%
ECONOMIC DEVELOPMENT COMM.	2,525	3,000	3,000	0	0.00%
PROBATE COURT	8,383	14,638	15,559	921	6.29%
REGISTRAR OF VOTERS	160,735	155,483	155,085	(398)	-0.26%
TOWN MANAGER	325,520	364,379	243,189	(121,190)	-33.26%
HUMAN RESOURCES	61,768	65,602	127,506	61,904	94.36%
PLANNING DEPARTMENT	223,542	228,121	241,914	13,793	6.05%
BUILDING DEPARTMENT	195,743	217,848	207,100	(10,748)	-4.93%
ASSESSOR	274,344	286,132	283,061	(3,071)	-1.07%
BOARD OF TAX REVIEW	0	0	0	0	0.00%
COLLECTOR OF REVENUE	211,543	218,024	223,646	5,622	2.58%
FINANCE OFFICE	402,330	340,559	344,175	3,616	1.06%
TOWN CLERK	210,875	227,071	223,657	(3,414)	-1.50%
TOWN ATTORNEY	231,401	175,000	175,000	0	0.00%
TOWN HALL	276,304	287,921	261,999	(25,922)	-9.00%
INFORMATION TECHNOLOGY	580,038	714,204	735,111	20,907	2.93%
TOTAL QUALITY MANAGEMENT	0	1,500	1,500	0	0.00%
HEALTH & SAFETY COMMITTEE	0	1,000	1,000	0	0.00%
MEDIA	13,574	30,570	31,570	1,000	3.27%
Total GENERAL GOVERNMENT	3,402,611	3,575,310	3,522,115	(53,195)	-1.49%

EXPENDITURE SUMMARY STATEMENT
Fiscal Year 2015-2016

	2013-2014 ACTUAL	2014-2015 COUNCIL ADOPTED	2015-2016 COUNCIL ADOPTED	\$ CHANGE	% CHANGE
PUBLIC SAFETY					
ADMINISTRATION	416,095	449,746	440,217	(9,529)	-2.12%
OPERATIONS	3,387,938	3,622,450	3,639,301	16,851	0.47%
SUPPORT SERVICES	1,747,437	1,782,919	1,793,853	10,934	0.61%
COMMUNITY SERVICES	157,912	155,399	166,791	11,392	7.33%
EMERGENCY MANAGEMENT	0	115,000	117,000	2,000	1.74%
FIRE MARSHAL	175,176	201,300	204,033	2,733	1.36%
SW VOLUNTEER FIRE DEPT.	790,962	814,220	864,596	50,376	6.19%
HYDRANTS & WATER LINES	744,522	762,706	768,400	5,694	0.75%
STREET LIGHTS	371,511	409,500	452,500	43,000	10.50%
Total PUBLIC SAFETY	7,791,553	8,313,240	8,446,691	133,451	1.61%
PUBLIC WORKS					
PUBLIC WORKS MANAGEMENT	139,830	142,192	144,041	1,849	1.30%
ENGINEERING	400,345	428,749	427,308	(1,441)	-0.34%
HIGHWAY MAINTENANCE	2,210,429	2,735,237	2,807,186	71,949	2.63%
FLEET SERVICES	749,501	869,087	920,702	51,615	5.94%
BUILDING MAINTENANCE	1,247,583	1,439,804	1,478,058	38,254	2.66%
REFUSE DISPOSAL	1,920,893	1,977,207	1,972,455	2,548	0.13%
Total PUBLIC WORKS	6,668,581	7,592,276	7,749,750	313,490	4.13%
CULTURAL & LEISURE					
PARKS & RECREATION ADMIN.	496,896	527,660	534,359	14,684	2.78%
PARK MAINTENANCE	1,072,507	1,248,873	1,285,484	36,611	2.93%
LIBRARY	1,026,606	1,027,637	1,027,637	36,802	3.58%
Total CULTURAL & LEISURE	2,596,009	2,804,170	2,847,480	88,097	3.14%
HUMAN SERVICES					
ENVIRONMENTAL HEALTH	113,807	147,530	146,150	39,768	26.96%
HUMAN SERVICES ADMINISTRATION	171,294	114,259	82,675	(1,159)	-1.01%
YOUTH AND FAMILY SERVICES	233,105	274,707	280,285	12,175	4.43%
ADULT AND SENIOR SERVICES	339,939	344,673	362,973	23,958	6.95%
MINI-BUS SERVICE	71,497	65,692	67,501	1,809	2.75%
SHELTERED WORKSHOPS	2,697	4,624	2,697	0	0.00%
PUBLIC HEALTH NURSE	4,803	17,825	14,696	0	0.00%
Total HUMAN SERVICES	937,142	969,310	956,977	(12,333)	-1.27%
DEBT SERVICE					
CAPITAL LEASES	344,447	354,235	746,665	359,308	101.43%
INTEREST, BONDED DEBT	1,443,012	1,536,905	1,585,186	48,281	3.14%
PRINCIPAL, BONDED DEBT	3,697,485	4,200,646	4,223,380	22,734	0.54%
Total DEBT SERVICE	5,484,944	6,091,786	6,555,231	463,445	7.61%

EXPENDITURE SUMMARY STATEMENT
Fiscal Year 2015-2016

	2013-2014 ACTUAL	2014-2015 COUNCIL ADOPTED	2015-2016 COUNCIL ADOPTED	\$ CHANGE	% CHANGE
CAPITAL IMPROVEMENTS					
CAPITAL IMPROVEMENTS	167,980	1,000,000	1,000,000	0	0.00%
Total CAPITAL IMPROVEMENTS	167,980	1,000,000	1,000,000	0	0.00%
UNCLASSIFIED					
CONTINGENCY	6,000	115,000	115,000	0	0.00%
S.W. PATRIOTIC COMMISSION	13,424	13,500	13,500	0	0.00%
CEMETERIES	3,000	8,000	8,000	0	0.00%
WOOD MEMORIAL LIBRARY	7,500	7,500	7,500	2,500	33.33%
MUNICIPAL INS - CASUALTY & LIAB	238,820	269,742	269,217	(525)	-0.19%
PENSION FUND	2,075,487	2,000,391	2,021,187	20,796	1.04%
SOCIAL SECURITY	910,732	1,043,580	1,039,964	5,327	0.51%
HEALTH & LIFE INSURANCE	3,365,122	3,222,822	3,249,988	127,166	3.95%
OTHER POST EMPLOYMENT BENEFITS	263,000	310,716	310,716	0	0.00%
WORKERS' COMPENSATION INS.	415,575	359,393	371,937	12,544	3.49%
UNEMPLOYMENT COMPENSATION	2,176	15,000	15,000	0	0.00%
OTHER FINANCE SOURCES	0	0	0	0	0.00%
Total UNCLASSIFIED	7,300,836	7,365,644	7,422,009	56,365	0.77%
TOTAL TOWN BUDGET	34,349,656	37,711,736	38,500,253	788,517	2.09%
TOTAL BOARD OF EDUCATION BUDGET	67,773,113	68,555,567	70,355,567	1,800,000	2.63%
TOTAL EXPENDITURES FY 2015-2016	102,122,769	106,267,303	108,855,820	2,588,517	2.44%

GENERAL GOVERNMENT

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

Account Code	Descriptions	2014-2015 Council Approved	2015-2016 Department Request	2015-2016 Manager Proposed	2015-2016 Council Approved
1110	Town Council	217,263	224,766	224,766	221,048
1121	Human Relations Commission	2,500	2,500	2,500	2,500
1122	Historic District Commission	1,000	1,000	1,000	1,000
1124	Public Building Commission	520	520	520	520
1125	Housing Authority	0	0	0	0
1126	Redevelopment Agency	1,000	1,000	1,000	1,000
1130	Inland Wetlands Agency/Conservation Commission	5,525	5,525	5,525	5,525
1131	Agricultural Land Preservation Advisory Commission	300	300	300	300
1132	Open Space Task Force	500	500	500	500
1135	Juvenile Firesetter Intervention and Prevention Commission	1,500	1,500	1,500	4,500
1134	Park and Recreation Commission	4,500	4,500	4,500	4,500
1431	Planning and Zoning Commission	7,150	7,150	7,150	7,150
1432	Zoning Board of Appeals	2,500	2,500	2,500	2,500
1465	Economic Development Commission	3,000	3,000	3,000	3,000
1210	Probate Court	14,638	15,559	15,559	15,559
1250	Registrars of Voters	155,483	155,085	155,085	155,085
1310	Town Manager	364,379	247,789	247,789	243,189
1320	Human Resources	65,602	181,006	181,006	127,506
1430	Planning Department	228,121	248,238	248,238	241,914
1440	Building Department	217,848	230,773	230,773	207,100
1511	Assessor	286,132	289,054	289,054	283,061
1512	Board of Tax Review	0	0	0	0
1514	Collector of Revenue	218,024	236,559	228,436	223,646
1532	Finance Office	340,559	347,547	347,547	344,175
1540	Town Clerk	227,071	235,547	235,547	223,657
1550	Town Attorney	175,000	175,000	175,000	175,000
1921	Central Services	287,921	261,999	261,999	261,999
1922	Information Technology	714,204	857,449	829,449	735,111
1923	Total Quality Management	1,500	1,500	1,500	1,500
1924	Health and Safety Committee	1,000	1,000	1,000	1,000
1925	Media	30,570	31,570	31,570	31,570
	Total General Government	3,575,310	3,770,436	3,734,313	3,522,115

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 program budget has increased by 1.74%.

Town Council Goals for 2015-2016

Long-Term Objectives:

The long-term objectives of the Town of South Windsor can be summarized in the following:

1. Improve appearance and functionality of Town infrastructure through various capital projects and improvements.
2. Improve efficiency of government operations by streamlining government functions. This will be achieved through continued efforts to evaluate current procedures and implement new protocols that can reduce time and cost required for business activities.
3. Improve existing public services for residents.
4. Provide citizens with quality services where needs are identified and funds are available.

Town Council Priority Action Items for 2014-2015

Short Term Goals:

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

1. Improve appearance and functionality of Town infrastructure through various capital projects and improvements. This year's infrastructure efforts include:
 - 1st of 3rd year plan for road improvement projects
 - Replace High School stadium field
2. Improve efficiency of government operations by streamlining government functions. This will be achieved through continued efforts to evaluate current procedures and implement new protocols that can reduce time and cost required for business activities. These efforts include:

Short Term Goals (cont'd):

- Participation in regional purchasing and bidding programs to obtain necessary equipment/commodities at the lowest possible prices.
 - Prioritize construction projects for first and second years of the Capital Plan based upon level of service required and cost estimates.
3. Improve existing public services for residents by:
- Monitoring effectiveness of Citizens' Dashboard Request System
 - Adding an additional police officer
 - Adding a Fleet Management Supervisor
4. Provide citizens with quality services where needs are identified. The Town of South Windsor provides a vast amount of quality services that the citizens enjoy. Through surveys, citizens have ranked these services as outstanding.
5. Hold a Town Council Strategic Planning Forum to update goals and priorities.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Council Clerk	1	1.0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Meetings attended	37	35	35	37	36
Resolution passed	118	174	150	157	163
Public Hearings	14	6	8	9	10
Ordinances passed	4	3	5	3	4

Function GENERAL GOVERNMENT
Department LEGISLATIVE
Division TOWN COUNCIL
Division Code 1110

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
48,861	49,839	11110100 00110	FULL TIME SALARIES	51,917	51,917	50,899
638	500	11110200 00210	OFFICE SUPPLIES	500	500	500
433	1,000	11110200 00221	OPERATING MATERIAL	1,000	1,000	1,000
427	2,000	11110300 00310	ADVERTISING	2,000	2,000	2,000
103,807	110,736	11110300 00320	PROFESSIONAL	112,700	112,700	110,000
5,724	8,000	11110300 00350	PRINTING	8,000	8,000	8,000
33,950	35,700	11110300 00374	FEES & MEMBERSHIPS	39,161	39,161	39,161
0	1,000	11110300 00375	RECRUITMENT & TRAINING	1,000	1,000	1,000
8,488	8,488	11110300 00380	GRANTS & CONTRIBUTIONS	8,488	8,488	8,488
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202,328	217,263		TOTAL	224,766	224,766	221,048
			PERCENTAGE CHANGE	3.45%	3.45%	1.74%

PROGRAM	HUMAN RELATIONS COMMISSION	1121
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Program Explanation:

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

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

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

Budget Change Commentary:

There is no change in the program budget.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
815	2,500	11121200 00210	OFFICE SUPPLIES	2,500	2,500	2,500
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815	2,500		TOTAL	2,500	2,500	2,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	HISTORIC DISTRICT COMMISSION	1122
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Program Explanation:

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

Budget Change Commentary:

There is no change to the program budget.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
29	0	11122200 00210	OFFICE SUPPLIES	0	0	0
644	500	11122300 00310	ADVERTISING	500	500	500
0	500	11122300 00320	PROFESSIONAL	500	500	500
<hr/>						
673	1,000		TOTAL	1,000	1,000	1,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PUBLIC BUILDING COMMISSION	1124
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Program Explanation:

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

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

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

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

Budget Change Commentary:

There is no change to the program budget.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
0	500	11124100 00113	PART TIME WAGES	500	500	500
106	20	11124200 00210	OFFICE SUPPLIES	20	20	20
<hr/>						
106	520		TOTAL	520	520	520
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	HOUSING AUTHORITY	1125
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Program Explanation:

The Housing Authority consists of five (5) members appointed by the Town Council for a period of five (5) years. The Authority has the responsibility of determining housing needs in the community, constructing housing for the elderly and low income families, and obtaining State and Federal funds for housing construction and rental assistance.

The duties and responsibilities of the Housing Authority are defined in Chapter 128 of the Connecticut General Statutes.

Budget Change Commentary:

There is no change in the program budget.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
295	1,000	11126300 00320	PROFESSIONAL	1,000	1,000	1,000
<hr/>						
295	1,000		TOTAL	1,000	1,000	1,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	REDEVELOPMENT AGENCY	1126
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Program Explanation:

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

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

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

Budget Change Commentary:

There is no change in the program budget.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
295	1,000	11126300 00320	PROFESSIONAL	1,000	1,000	1,000
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295	1,000		TOTAL	1,000	1,000	1,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	INLAND WETLANDS AGENCY/CONSERVATION COMMISSION	1130
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Program Explanation:

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

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

Code, Chapter 9, Article VII

Budget Change Commentary:

There is no change in the program budget.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
256	1,000	11130200 00221	OPERATING MATERIAL	1,000	1,000	1,000
0	825	11130200 00226	LANDSCAPING	825	825	825
1,570	1,500	11130300 00310	ADVERTISING	1,500	1,500	1,500
850	1,000	11130300 00320	PROFESSIONAL	1,000	1,000	1,000
0	200	11130300 00350	PRINTING	200	200	200
0	100	11130300 00371	MAINTENANCE CONTRACTS	100	100	100
235	900	11130300 00374	FEES & MEMBERSHIPS	900	900	900
<hr/>						
2,911	5,525		TOTAL	5,525	5,525	5,525
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
0	300	11131300 00374	FEES & MEMBERSHIPS	300	300	300
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0	300		TOTAL	300	300	300
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	OPEN SPACE TASK FORCE	1132
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Program Explanation:

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

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

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

Budget Change Commentary:

There is no change in the program budget.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
175	500	11132200 00221	OPERATING MATERIAL	500	500	500
0	0	11132300 00350	PRINTING	0	0	0
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175	500		TOTAL	500	500	500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	JUVENILE FIRESETTER INTERVENTION AND PREVENTION COMMISSION	1135
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Program Explanation:

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

Budget Change Commentary:

There is no change in the program budget.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
1,184	500	11135200 00210	OFFICE SUPPLIES	500	500	500
0	500	11135200 00221	OPERATING MATERIALS	500	500	500
300	500	11135300 00375	RECRUITMENT & TRAINING	500	500	500
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1,484	1,500		TOTAL	1,500	1,500	1,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PARK AND RECREATION COMMISSION	1134
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Program Explanation:

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

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

Budget Change Commentary:

There is no change in the program budget.

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

2013/2014	2014/2015				2015/2016	2015/2016	2015/2016
	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION		REQUEST	PROPOSED	APPROVED
	100	11134200 00210	OFFICE SUPPLIES		100	100	100
145	100	11134200 00221	OPERATING MATERIAL		100	100	100
475	400	11134300 00310	ADVERTISING		400	400	400
2,060	1,500	11134300 00320	PROFESSIONAL		1,500	1,500	1,500
575	1,000	11134300 00350	PRINTING		1,000	1,000	1,000
725	1,400	11134300 00374	FEES & MEMBERSHIPS		1,400	1,400	1,400
<hr/>							
3,981	4,500		TOTAL		4,500	4,500	4,500
			PERCENTAGE CHANGE		0.00%	0.00%	0.00%

PROGRAM	PLANNING AND ZONING COMMISSION	1431
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Program Explanation:

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

Budget Change Commentary:

There is no change in the program budget.

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

2013/2014	2014/2015				2015/2016	2015/2016	2015/2016
ACTUAL	COUNCIL	ACCOUNT #	LINE ITEM DESCRIPTION		DEPARTMENT	MANAGER	COUNCIL
	APPROVED				REQUEST	PROPOSED	APPROVED
0	0	11431200 00210	OFFICE SUPPLIES		0	0	0
449	500	11431200 00221	OPERATING MATERIAL		500	500	500
6,274	4,000	11431300 00310	ADVERTISING		4,000	4,000	4,000
1,523	1,500	11431300 00320	PROFESSIONAL		1,500	1,500	1,500
250	650	11431300 00350	PRINTING		650	650	650
342	500	11431300 00374	FEES & MEMBERSHIPS		500	500	500
<hr/>							
8,837	7,150		TOTAL		7,150	7,150	7,150
			PERCENTAGE CHANGE		0.00%	0.00%	0.00%

PROGRAM	ZONING BOARD OF APPEALS	1432
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Program Explanation:

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

Budget Change Commentary:

There is no change in the program budget.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
0	100	11432200 00221	OPERATING MATERIAL	100	100	100
2,381	2,000	11432300 00310	ADVERTISING	2,000	2,000	2,000
0	100	11432300 00350	PRINTING	100	100	100
0	300	11432300 00374	FEES & MEMBERSHIPS	300	300	300
<hr/>						
2,381	2,500		TOTAL	2,500	2,500	2,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	ECONOMIC DEVELOPMENT COMMISSION	1465
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Program Explanation:

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

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

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

Budget Change Commentary:

There is no change in the program budget.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
0	500	11465200 00221	OPERATING MATERIAL	500	500	500
0	500	11465300 00310	ADVERTISING	500	500	500
2,000	1,000	11465300 00320	PROFESSIONAL	1,000	1,000	1,000
0	200	11465300 00350	PRINTING	200	200	200
525	800	11465300 00374	FEES & MEMBERSHIPS	800	800	800
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2,525	3,000		TOTAL	3,000	3,000	3,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PROBATE COURT	1210
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Program Explanation:

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

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

Budget Change Commentary:

The Probate Court's budget increased overall by 6.29%.

Function GENERAL GOVERNMENT
Department JUDICIAL
Division PROBATE
Division Code 1210

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
8,383	14,638	11210300 00380	GRANTS & CONTRIBUTIONS	15,559	15,559	15,559
8,383	14,638		TOTAL	15,559	15,559	15,559
			PERCENTAGE CHANGE	6.29%	6.29%	6.29%

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:

There is a .26% decrease in the program budget.

Program Objectives and Goals FY 2016:

- Greater use of the available technology
- Continue to be trained as election laws change
- Develop a plan for voter outreach in addition to high school registration

Program Accomplishments FY 2015:

- Electronic check-in of voters through the use of poll-books decreased voter waiting lines

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
2	1.0	2	1.0	Registrars of Voters	2	1.0
2	1.0	2	1.0	Deputy Registrars of Voters	2	1.0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Registered Voters	14,926	15,529	15,400	15,900	15,500
Changes – all types processed	2,607	5,967	3,000	4,000	5,000

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
96,645	107,985	11250100	00113	PART TIME WAGES	107,985	107,985	107,985
757	3,346	11250100	00114	TEMPORARY	3,000	3,000	3,000
16	300	11250200	00210	OFFICE SUPPLIES	300	300	300
17,369	15,000	11250200	00221	OPERATING MATERIAL	15,000	15,000	15,000
260	600	11250300	00310	ADVERTISING	100	100	100
29,621	19,352	11250300	00320	PROFESSIONAL	15,500	15,500	15,500
6,127	600	11250300	00330	RENTAL & LEASES	3,500	3,500	3,500
85	400	11250300	00350	PRINTING	400	400	400
6,070	2,000	11250300	00360	UTILITIES	1,500	1,500	1,500
2,338	3,500	11250300	00373	REPAIR/MAINT EQUIPMENT	3,500	3,500	3,500
1,154	2,000	11250300	00374	FEES & MEMBERSHIPS	2,500	2,500	2,500
294	400	11250300	00375	RECRUITMENT & TRAINING	1,800	1,800	1,800
160,735	155,483	TOTAL			155,085	155,085	155,085
		PERCENTAGE CHANGE			-0.26%	-0.26%	-0.26%

PROGRAM	TOWN MANAGER	1310
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Program Explanation:

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

Budget Change Commentary:

The Town Manager's budget has a decrease of 33.26% which is the result of transferring the Director of Human Resources salary to the Human Resources Program and removing the line item for the Economic Development Consultant.

Program Objectives and Goals FY 2016:

- Develop a Town budget to limit the fiscal impact of State revenue reductions
- Continue to pursue grants that will enhance the Town's existing programs and infrastructure
- Monitor Town budget expenditures to ensure financial stability

Program Accomplishments FY 2015:

- Received a GFOA Award for Budget Presentation
- Increased the Town's future tax base through our Economic Development incentives
- Acquired two properties for open space preservation
- Increased Town's Moody Rating from AA3 to AA2

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	Positions	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Manager	1	1.0
1	1.0	1	1.0	Executive Secretary	1	1.0
1	1.0	1	1.0	Director of Human Resources	-	-
-	-	-	-	Economic Development Coordinator	-	-

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Town Council Meetings Attended	-	35	32	39	35
Staff Meetings Conducted	-	12	18	12	15
Various Committee/Commission Meetings	-	25	34	20	25
CCM Meetings	-	17	16	19	20
CRCOG Meetings	-	8	11	5	8
CIRMA Meetings	-	7	10	5	7
Internal and External Daily Appointments	-	502	493	510	500

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
267,487	294,573	11310100 00110	FULL TIME SALARIES	229,338	229,338	226,738
0	0	11310100 00113	PART TIME WAGES	0	0	0
0	300	11310200 00210	OFFICE SUPPLIES	300	300	300
359	900	11310200 00221	OPERATING MATERIAL	900	900	900
88	700	11310300 00310	ADVERTISING	700	700	700
53,592	62,200	11310300 00320	PROFESSIONAL	12,200	12,200	10,200
0	0	11310300 00330	RENTAL & LEASES	0	0	0
3,995	5,706	11310300 00374	FEES & MEMBERSHIPS	4,351	4,351	4,351
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325,520	364,379		TOTAL	247,789	247,789	243,189
			PERCENTAGE CHANGE	-32.00%	-32.00%	-33.26%

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 advertising for employment vacancies, pre-employment screenings, fees associated with Random Drug/Alcohol Testing program, employee activities, employee training, and employee awards.

Budget Change Commentary:

The program budget has increased by approximately 94%. Though this seems significant at face value, the overall Human Resources and Town Manager budgets actually have a combined decrease of 17% when compared to last year. The increase in this budget accounts for transferring the salary account for the Director of Human Resources position out of the Town Manager's budget and into this Program.

Program Objectives and Goals FY 2016:

- Prepare for contract negotiations of three union contracts (Public Works, Town Hall, and CSO's)
- Continue to evaluate and prepare for PPACA mandates to minimize/eliminate any possible impacts on the Town
- Continue to update various Human Resource policies as needed
- Update the Affirmative Action Plan
- As necessary and consistent with the proposed budget, recruit and fill various vacant/new staff positions
- Continue to handle union and employee issues
- Coordinate teambuilding initiatives
- Continue to coordinate employee trainings

Program Accomplishments FY 2015:

- Finalized negotiations of two union contacts (Public Works and Pollution Control)
- Coordinated and assisted in the implementation of a new payroll and human resources software
- Continued to oversee the Worker's Compensation Program and assist in getting employees back to work while also assisting the remedy of the cause of injury
- Had a successful open enrollment that included the education of the HDHP along with the transferring of all Public Works employees to the HDHP as well as updated all HDHP limits to be consistent with IRS limits and union contracts
- Continued to administer the DOT Random Testing Program and Vaccination Program for Bloodborne Pathogen Exposure
- Recruited and filled vacant full-time and part-time positions
- Continued to meet various mandated filing requirements
- Developed a Wellness Committee that concentrates its efforts on assisting employees to live healthy lifestyles
- Instituted a Lunch & Learn Series which offers employees the opportunity to eat lunch while listening to a speaker present on health related topics
- Continued to act as liaison between the Town and Town Attorney
- Graduated with my Master's Degree in Public Administration as well as received a Graduate Certificate in Human Resource Management from the University of New Haven
- Attended additional training opportunities in human resource areas

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
N/A	N/A	N/A	N/A	Director of Human Resources	1	1.0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Safety Committee Meetings	-	4	4	12	12
Staff Meetings	-	12	18	14	18
Job Advertisements	-	10	13	7	10
Training Workshops	-	12	10	10	10
Blood Drives	-	2	2	2	2
Employee Health Fair	-	1	0	1	1
FMLA Requests	-	25	26	25	25
Lunch & Learns	-	-	-	7	7

Function GENERAL GOVERNMENT
Department EXECUTIVE
Division HUMAN RESOURCES
Division Code 1320

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
		11320100 00110	FULL TIME SALARIES	139,400	139,400	93,500
866	1,580	11320200 00221	OPERATING MATERIAL	1,580	1,580	1,580
5,588	4,000	11320300 00310	ADVERTISING	6,000	6,000	6,000
44,679	48,887	11320300 00320	PROFESSIONAL	19,121	19,121	15,121
439	600	11320300 00330	RENTAL & LEASES	600	600	600
375	0	11320300 00374	FEES & MEMBERSHIPS	1,305	1,305	1,305
9,822	10,535	11320300 00375	RECRUITMENT & TRAINING	13,000	13,000	9,400
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61,768	65,602		TOTAL	181,006	181,006	127,506
			PERCENTAGE CHANGE	175.92%	175.92%	94.36%

PROGRAM	PLANNING DEPARTMENT	1430
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Program Explanation:

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

The Senior Environmental Planner is the technical agent to the Inland Wetlands Agency/Conservation Commission (IWA/CC). The Senior Environmental Planner serves as the staff advisor to the Open Space Task Force (OSTF), coordinates open space activities and provides support to the South Windsor Agricultural Land Preservation Agency (SWALPAC) 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 handle related correspondence for each agency. In addition, staff members provide assistance to other departments and Town Council on special projects as needed.

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

Budget Change Commentary:

The program budget has increased by 6.05%.

Program Objectives and Goals FY 2016:

- 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 and Open Space Task Force.
- Continue to work with the Planning and Zoning Commission on the implementation of the Plan of Conservation and Development adopted in the summer of 2013. Staff various subcommittees as required.
- Facilitate the Vibrant Community Initiative Grant that was awarded for a Preservation Planning Study for Main Street.
- Continue to work on updating of the open space mapping and documents.
- Continue to work on updating the Towns Inland Wetland Regulations
- Provide education to the Boards and Commission as needed.
- Continue to provide technical assistance to the Public Works Department, Parks and Recreation Department, Police Department and Fire Department as needed.

Program Objectives and Goals FY 2016 (cont'd):

- Provide assistance in creating GIS mapping for the general public as well as mapping for the land use agencies and continue the development of educational materials and mapping available to the public.
- Continue the ongoing scanning of all land use applications and strive to provide information more readily available for our customers.
- Develop the application to expand the use of the Town's Dashboard to assist in the review of zoning permits in the field and to assist in the enforcement of the zoning regulations.
- Continue working with "Safe Routes to School" program and the administration of the infrastructure improvements at Eli Terry School.
- Continue developing GIS skills and continue to participate in GIS steering committee
- Continue to work with volunteer groups in further developing the open space properties and constructing of new trails.
- Assist in developing a strategic plan for ongoing maintenance of open space properties working towards building a consensus of various stakeholders.
- Assist in the development of Town Owned land – including participation on the SWAAN Committee; facilitation of the multi-use field and potential Wapping Fair site for the Barton Property on Brookfield Street; assistance with additional community gardens on Town open space
- Participate on the steering committee for the CT Transit Study that is currently underway.
- Complete the "case study" for certification program for the Zoning Enforcement Officer.
- Finalize and oversee the installation of the Regional Bus Shelters
- Director of Planning to serve as the Registration Chair for the SNEAPA 2015 conference to be held in Hartford

Program Accomplishments FY 2015:

- Completed work with the PZC on the South Windsor Center Zoning Regulations resulted in the adoption of the Town's first Village District Overlay Zone which will guide future development/redevelopment of the Town Center
- Completed the adoption of an overlay zone for northern Route 5 to allow some additional flexibility for commercial development
- Continued participation in CROG Pedestrian/Bike Committee.
- Assisted the Health Department in the development and administration of the Town's Mosquito Program.
- Completed attendance by the Zoning Enforcement Officer at the CAZEO program to obtain certification as a "Zoning Enforcement Officer"
- Senior Environmental Planner served as the National Vice-Chair to the CT Envirothon and chair of the CT Council of Soil and Water Conservation
- Staff worked with the Parks and Recreation Department and the Boy Scouts to improve and expand access to open space areas with walking trails
- Staff assisted the Open Space Task Force in the hosting the CT Trails Day
- Assisted in the development of Town Owned land – participate on the SWAAN Committee creating a strategic plan for future use of the Priest Property; designing a multi-use field, with the potential to accommodate the Wapping Fair, for the Barton Property on Brookfield Street; assisting in the plans for additional community gardens on Town open space and other open space projects as they arise.
- Held an educational seminar on Low Impact Development techniques offered to the Land Use Boards
- Improved the Planning Department's web presence to include all forms, regulations and plans and create greater web presence by adding land use applications on line.
- Assisted with the implementation of the Demolition Delay Ordinance

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	1	1.0	Director of Planning	1	1.0
1	1.0	0	0.0	Town Planner	0	0
1	1.0	1	1.0	Senior Environmental Planner	1	1.0
1	.5	1	.5	Zoning Enforcement Officer	1	.5
1	1.0	1	1.0	Administrative Secretary	1	1.0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Land Use Meeting (PZC)	27	22	25	22	22
Land Use Meeting (IWA/CC)	16	11	13	20	20
Land Use Meeting (ZBA)	11	10	4	6	10
Land Use Meeting (OSTF)	9	9	6	9	9
Land Use Meeting (ADRC)	7	7	7	14	12
Land Use Meeting (Main St Sub)	-	-	6	6	0
Site Plan/Special Exception Reviews; Zone Change reviews; Text Amendments reviews	49	32	40	40	40
Subdivision Reviews	3	3	3	5	4
Other Reviews (e.g. Wetlands Minimal Impact Permits)	5	5	3	5	5
Variance Reviews	16	10	7	4	8
Zoning Permits issued (e.g. Animal Agriculture, Minor Home Occupations, Farmstands)	26	16	41	40	45
Zoning Compliance Reviews (Realtor/attorney requests)	11	9	10	10	12
Zoning Compliance Reviews (building permits- e.g. new buildings, additions, accessory structures, garages, above ground pools, in-ground pools, tenant buildouts)	271	263	278	310	300
Certificate of Occupancy issued (new residential units)	19	20	24	40	40
Certificate of Occupancy issued (new commercial space)	7	6	7	7	7
Certificate of Compliance issued (accessory structures/signs)	57/32	28/3	26/21	20/15	25/15
Sign Permits (permanent/temporary)	24/54	15/30	15/43	30/60	25/50
Zoning/Wetlands Enforcement Actions	55	58	49	42	45

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
195,354	196,850	11430100 00110	FULL TIME SALARIES	212,589	212,589	211,110
1,395	2,500	11430100 00111	OVERTIME	2,500	2,500	2,500
0	0	11430100 00112	LONGEVITY	3,069	3,069	0
19,904	20,421	11430100 00113	PART TIME WAGES	21,230	21,230	20,804
0	0	11430100 00114	TEMPORARY	0	0	0
67	250	11430200 00210	OFFICE SUPPLIES	250	250	250
357	1,250	11430200 00221	OPERATING MATERIAL	1,250	1,250	950
4,000	3,500	11430300 00320	PROFESSIONAL	3,500	3,500	3,250
0	100	11430300 00330	RENTAL & LEASES	100	100	0
0	150	11430300 00350	PRINTING	150	150	100
1,775	2,800	11430300 00374	FEES & MEMBERSHIPS	2,800	2,800	2,800
690	300	11430300 00375	RECRUITMENT & TRAINING	300	300	150
0	0	11430400 00441	OFFICE EQUIPMENT	500	500	0
223,542	228,121		TOTAL	248,238	248,238	241,914
			PERCENTAGE CHANGE	8.82%	8.82%	6.05%

PROGRAM	BUILDING DEPARTMENT	1440
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Program Explanation:

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

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

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

Budget Change Commentary:

The Building Department expense budget has decreased, with the exception of Council approved personnel increases over the last six years, despite an increase in building activity and revenue income. The Building Department staff is comprised of one Administrative Secretary a Chief Building Official and one full time Assistant Building Official. In the last four years a clerical assistant to the Administrative Secretary and a part time Building Official position have been eliminated from the Department program.

Program Objectives and Goals FY 2016:

- Utilize the Town website to promote safety through educational material and information.
- Encourage digital formatting for commercial plans conserving storage space and provide ready access to documents for emergency and construction reference.
- Continue effort to join our neighboring communities for online permitting software.
- Rehire part time Building Official to resume open permit close-out program. This program was instrumental to residential smoke/Co2 detector installation.
- Continue successful blight remediation program through existing GIS tracking options and self sufficiency through violation fees.
- Prepare staff and customers for significant accessibility, energy and building code changes.
- Contribute to efficient and timely processing of solar power installations.

Program Accomplishments FY 2015:

- Implemented Ct. Public Act to supplement blight enforcement and remediation.
- Hired part time Assistant Blight Enforcement Officer.
- Concluded archiving of documents and plans.
- Established procedures for 'Solarize South Windsor' initiative.
- Utilization of GIS program to track blight and structure referencing.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Chief Building Official	1	1.0
1	1.0	1	1.0	Assistant Building Official	1	1.0
1	1.0	1	1.0	Administrative Secretary	1	1.0
0	0	1	5hrs/wk	Blight Enforcement Officer	1	5hrs/wk
0	0	0	0	Building Inspector – PT	1	0.5

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Housing units	16	16	28	40	130
Commercial (including additions & modifications)	281	272	216	280	300
Inspections	1742	1991	1709	1730	2000
Total permits	1,926	1971	1886	1900	1990
Certificates of Occupancy	147	152	149	160	200

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
188,298	191,341	11440100 00110	FULL TIME SALARIES	198,783	198,783	195,636
0	0	11440100 00112	LONGEVITY	0	0	0
4,689	20,857	11440100 00113	PART TIME WAGES	26,000	26,000	5,474
592	600	11440200 00210	OFFICE SUPPLIES	600	600	600
768	1,050	11440200 00221	OPERATING MATERIAL	1,050	1,050	1,050
0	0	11440200 00222	VEHICLE & EQUIP SUPPLIES	340	340	340
0	0	11440200 00223	UNIFORMS & CLOTHING	0	0	0
639	1,200	11440300 00320	PROFESSIONAL	1,200	1,200	1,200
177	600	11440300 00350	PRINTING	600	600	600
582	2,200	11440300 00374	FEES & MEMBERSHIPS	2,200	2,200	2,200
195,743	217,848	TOTAL		230,773	230,773	207,100
		PERCENTAGE CHANGE		5.93%	5.93%	-4.93%

PROGRAM	ASSESSOR'S OFFICE	1511
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Program Explanation:

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

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

Budget Change Commentary:

The Assessor's Office budget decreased by \$3,071 due to annual salary increase offset by an associate's retirement.

Program Objectives and Goals FY 2016:

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

Program Accomplishments FY 2015:

- Finalized the 2014 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 updating of MUNIS system.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Assessor	1	1.0
2	2.0	2	2.0	Assistant Assessor	2	2.0
1	1.0	1	1.0	Assessment Clerk	1	1.0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Field inspections	1,922	1,926	1,922	2,000	2,000
Real Estate accounts	11,149	11,066	11,063	11,100	11,125
Motor Vehicle accounts	25,494	25,459	25,751	25,850	26,000
Personal Property accounts	1,563	1,598	1,601	1,625	1,600
Supplemental Motor Vehicle accounts	3,813	3,818	4,143	4,200	4,300
Properties transferred	670	700	810	900	950
Salas ratio analysis completed *First year after revaluation, state does not accept submitted ratios	335	379	0*	420	480
Assessment appeals court cases settled during fiscal year, note revaluation activity increase.	1	10	3	1	1

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
255,232	259,467	11511100 00110	FULL TIME SALARIES	263,014	263,014	258,521
1,009	225	11511100 00112	LONGEVITY	540	540	540
0	0	11511200 00210	OFFICE SUPPLIES	0	0	0
1,571	2,565	11511200 00221	OPERATING MATERIAL	2,575	2,575	2,575
261	300	11511300 00310	ADVERTISING	300	300	300
934	5,000	11511300 00320	PROFESSIONAL	5,000	5,000	3,500
2,416	2,500	11511300 00330	RENTAL & LEASES	2,500	2,500	2,500
1,540	1,900	11511300 00350	PRINTING	1,900	1,900	1,900
10,075	11,075	11511300 00371	MAINTENANCE CONTRACTS	10,025	10,025	10,025
577	1,900	11511300 00374	FEES & MEMBERSHIPS	2,000	2,000	2,000
730	1,200	11511300 00375	RECRUITMENT & TRAINING	1,200	1,200	1,200
274,344	286,132	TOTAL		289,054	289,054	283,061
		PERCENTAGE CHANGE		1.02%	1.02%	-1.07%

PROGRAM	BOARD OF TAX REVIEW	1512
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Program Explanation:

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

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

Budget Change Commentary:

There is no change in the program budget.

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

	2014/2015			2015/2016	2015/2016	2015/2016
2013/2014	COUNCIL			DEPARTMENT	MANAGER	COUNCIL
<u>ACTUAL</u>	<u>APPROVED</u>	<u>ACCOUNT #</u>	<u>LINE ITEM DESCRIPTION</u>	<u>REQUEST</u>	<u>PROPOSED</u>	<u>APPROVED</u>

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

PROGRAM	COLLECTOR OF REVENUE	1514
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Program Explanation:

The office of the Collector of Revenue is a division of the Finance Department. The Collector of Revenue is governed by the General Statutes of the State of Connecticut (Sec. 12-130 et seq.) to bill, collect, process, deposit and account for property taxes. This office is also responsible for billing and collecting residential and commercial sewer user fees and sewer assessments, for the Water Pollution Control Authority. 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 by \$5,622. This increase is a result of a salary increases; overtime incurred during the months of July and January; and increased fees for continuing professional education required to maintain the State's certification.

Program Objectives and Goals FY 2016:

- Continue to improve collections and streamline methods
- Increase the use of State Marshals for collecting delinquent taxes
- Review and update security measures within the Tax Office

Program Accomplishments FY 2015:

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

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Collector of Revenue	1	1.0
1	1.0	1	1.0	Deputy Collector of Revenue	1	1.0
1	1.0	1	1.0	Tax Assistant	1	1.0
1	0.5	1	0.5	Tax Assistant	1	0.5

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Tax Bills Sent	41,797	41,874	41,900	42,500	42,500
Current Taxes Collectible per Town's Audited Financial Statements	\$78,796,861	\$81,710,338	\$86,233,525	n/a	n/a
Current Taxes Collectible per Approved Budget	\$77,827,824	\$80,977,525	\$85,137,629	\$87,696,371	n/a
Current Taxes Collected	\$77,752,911	\$80,535,709	\$84,266,163	n/a	n/a
Collection Rate of Current Taxes Collectible per Town's Audited Financial Statements	98.7%	98.6%	98.6%	98.7%	98.7%
Collection Rate of Current Taxes Collectible per Approved Budget	99.9%	99.5%	98.75%	98.75%	98.75%
Prior Year Taxes Collectible per Approved Budget	\$475,000.	\$475,000	\$600,000	\$600,000	\$600,000

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
164,706	182,212	11514100 00110	FULL TIME SALARIES	200,016	174,137	172,533
2,358	2,100	11514100 00111	OVERTIME	2,400	2,400	2,400
2,170	2,962	11514100 00112	LONGEVITY	2,993	2,993	1,250
13,586	0	11514100 00113	PART TIME WAGES	0	17,755	17,013
2,627	2,000	11514300 00310	ADVERTISING	2,000	2,000	2,000
6,169	6,200	11514300 00320	PROFESSIONAL	6,300	6,300	6,300
232	750	11514300 00330	RENTAL & LEASES	750	750	750
15,537	16,500	11514300 00350	PRINTING	16,500	16,500	16,500
2,999	3,700	11514300 00374	FEES & MEMBERSHIPS	4,000	4,000	3,700
1,159	1,600	11514300 00375	RECRUITMENT & TRAINING	1,600	1,600	1,200
211,543	218,024	TOTAL		236,559	228,435	223,646
		PERCENTAGE CHANGE		8.50%	4.78%	2.58%

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, Manager, and residents. The primary responsibilities of the Finance Office staff are to maintain accurate records of all receipts and disbursements, administer financial and internal controls in accordance with established Town policies and procedures, manage available cash, process payroll and accounts payable in a timely manner, and monitor revenue and expenditure budgets. This Office also assists the Town Manager in preparing the annual budget, prepares monthly, quarterly and annual financial reports, and reports on the activity in the Pension and South Windsor Medical Insurance Funds.

Budget Change Commentary:

The Finance Office budget has increased by \$3,616 due to annual salary increases.

Program Objectives and Goals FY 2016:

- Provide Town Auditors with the information necessary to complete the audit of the June 30, 2015 financial statements
- Assist with the preparation of the 2017 budget
- Research and implement remote check deposits and Purchasing Card Program
- Continue to monitor the progress/outcome of the Office of Policy and Management's benchmarking initiative, which its purpose is to develop a Unified Chart of Accounts for Connecticut municipalities

Program Accomplishments FY 2015:

- Coordinated the bonds and bond anticipation notes issue; met with rating agencies to attain ratings for bond issue
- Achieved GFOA Distinguished Budget Presentation Award
- Provided necessary reports, schedules, information, and assistance to the Town Auditors for the audit of the June 30, 2014 financial statements
- Worked with departments to obtain financing for their approved equipment acquisitions
- Maintained and reconciled 37 Funds, consisting of 248 general ledger accounts
- Provide monthly revenue and expenditure activity to Town Council

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Finance	1	1.0
1	1.0	1	1.0	Assistant Director of Finance	1	1.0
1	1.0	1	1.0	Payroll Coordinator	1	1.0
2	2.0	2	2.0	Staff Accountant	2	2.0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Accounts payable checks issued	7,040	6,781	7,421	7,900	8,300
Purchase orders processed	2,791	2,641	2,890	2,950	3,000
Invoices processed	10,392	10,019	11,454	12,000	12,500
Total number of payroll checks and direct deposits	14,308	14,157	14,992	14,700	14,700
% of payroll that is direct deposit	77%	81%	89%	90%	90%
W-2s prepared	449	447	462	465	465
Bank accounts maintained	17	17	18	18	18
Percentage of bank deposits made within 24 hours	99%	99%	99%	99%	99%
Reconcile bank statements within 1 month of receipt	94%	94%	98%	98%	98%
Issue Audit Report within 6 months following the end of the fiscal year	December	December	December	December	November
Long Term Bonded Debt per capita	1,400	1,388	2,682	2,682	2,682
Unassigned Fund Balance as % of expenditures	3.64%	5.19%	5.13%	5%	5%

Function GENERAL GOVERNMENT
Department FINANCE
Division FINANCE OFFICE
Division Code 1532

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
347,880	334,324	11532100 00110	FULL TIME SALARIES	341,277	341,277	338,825
313	555	11532100 00111	OVERTIME	555	555	0
1,200	1,200	11532100 00112	LONGEVITY	1,200	1,200	1,200
51,600	0	11532100 00114	TEMPORARY	0	0	0
348	500	11532200 00221	OPERATING MATERIAL	500	500	500
464	1,815	11532300 00330	RENTAL & LEASES	1,850	1,850	1,850
526	2,165	11532300 00374	FEES & MEMBERSHIPS	2,165	2,165	1,800
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402,330	340,559		TOTAL	347,547	347,547	344,175
			PERCENTAGE CHANGE	2.05%	2.05%	1.06%

PROGRAM	TOWN CLERK	1540
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Program Explanation:

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

Budget Change Commentary:

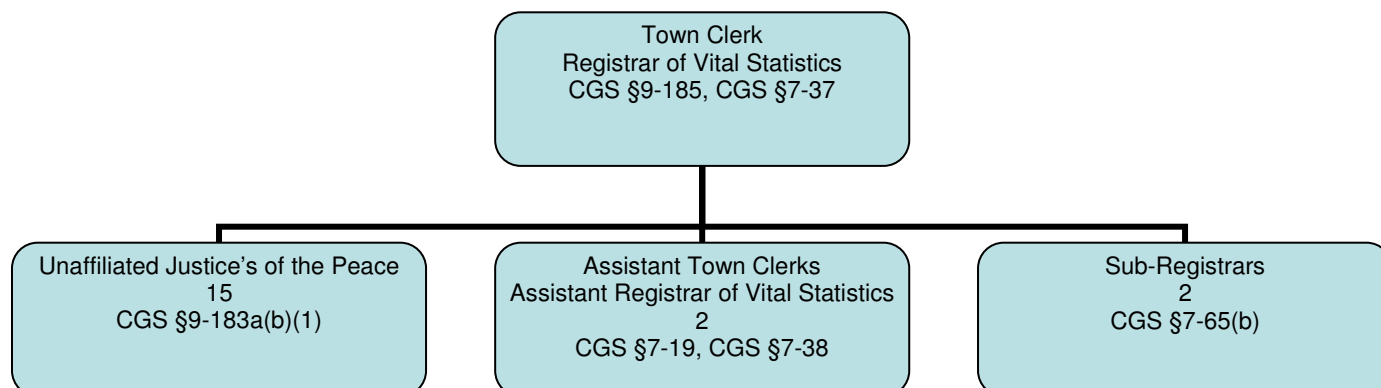
One Assistant Town Clerk position is being changed to a Deputy Position to oversee office personnel and activities so I may concentrate on other important matters in the office.

Program Objectives and Goals FY 2016:

- Continuation of index and image link of maps to our Land Records System
- Continuation of recreation of index books
- Microfilming of Land Records, Maps, Vital Records, and Veterans Discharges

Program Accomplishments FY 2015:

- On-line index and image link of maps to Land Records System
- Recreation of older Land Record Books
- Scanned and uploaded 70 newly filed maps for GIS system
- Converted and trained on our new Land Records System



Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Clerk	1	1.0
0	0	0	0	Deputy Town Clerk	1	1.0
2	2.0	2	2.0	Assistant Town Clerk	1	1.0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Number of Documents Recorded	7284	7759	7800	5561	6000
Town Fee's Collected	421,086	580,000	506,784	510,000	510,000
State Fee's Collected	988,116	992,152	1,154,041	1,200,000	1,300,000
Vital Records	933	952	975	980	985
Dog License	2472	2645	2515	2600	2700
Maps	-	-	71	40	50

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
182,953	188,321	11540100 00110	FULL TIME SALARIES	196,797	196,797	191,907
0	0	11540100 00114	TEMPORARY	0	0	0
250	250	11540200 00210	OFFICE SUPPLIES	250	250	250
0	0	11540200 00221	OPERATING MATERIAL	0	0	0
2,736	3,000	11540300 00310	ADVERTISING	3,000	3,000	3,000
19,565	29,000	11540300 00320	PROFESSIONAL	27,000	27,000	22,000
0	0	11540300 00330	RENTAL & LEASES	0	0	0
4,476	4,800	11540300 00350	PRINTING	6,800	6,800	4,800
550	400	11540300 00371	MAINTENANCE CONTRACTS	400	400	400
160	550	11540300 00373	REPAIR/MAINT EQUIPMENT	550	550	550
185	500	11540300 00374	FEES & MEMBERSHIPS	500	500	500
0	250	11540300 00375	RECRUITMENT & TRAINING	250	250	250
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210,875	227,071		TOTAL	235,547	235,547	223,657
			PERCENTAGE CHANGE	3.73%	3.73%	-1.50%

PROGRAM	TOWN ATTORNEY	1550
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Program Explanation:

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

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

Budget Change Commentary:

The program budget has a zero percent increase.

Function GENERAL GOVERNMENT
 Department LAW
 Division TOWN ATTORNEY
 Division Code 1550

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
231,401	175,000	11550300	00320	PROFESSIONAL	175,000	175,000	175,000

PROGRAM	CENTRAL SERVICES	1921
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Program Explanation:

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

Budget Change Commentary:

This budget decreased by \$25,922 or 9% due to contractual savings offset by annual salary increases.

Program Objectives and Goals FY 2016:

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

Program Accomplishments FY 2015:

- Researched and contracted with a new payroll provider resulting in significant annual savings
- Provided assistance to various Boards and Commissions
- Coordinated purchase of all annual office supplies

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Administrative Secretary	1	1.0
0	0	0	0	Clerical staff	0	0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
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	\$2,000,000	-	\$6,320,000	\$5,160,000	\$7,160,000
Bond Anticipation Notes issued	\$9,050,000	\$10,105,000	\$6,320,000	\$7,160,000	-
Debt Service as a percentage of budgeted expenditures	4.29%	4.55%	4.99%	4.99%	4.99%

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
38,379	39,023	11921100	00110	FULL TIME SALARIES	44,457	44,457	44,457
601	1,057	11921100	00111	OVERTIME	500	500	500
1,087	1,100	11921100	00112	LONGEVITY	671	671	671
0	0	11921100	00113	PART TIME WAGES	0	0	0
32,731	40,525	11921200	00210	OFFICE SUPPLIES	42,000	42,000	42,000
66,841	60,081	11921200	00221	OPERATING MATERIAL	64,500	64,500	64,500
0	1,000	11921300	00310	ADVERTISING	1,000	1,000	1,000
94,788	92,299	11921300	00320	PROFESSIONAL	56,819	56,819	56,819
30,966	39,384	11921300	00330	RENTAL & LEASES	38,600	38,600	38,600
4,724	8,600	11921300	00350	PRINTING	8,600	8,600	8,600
5,390	3,352	11921300	00371	MAINTENANCE CONTRACTS	3,352	3,352	3,352
297	0	11921300	00373	REPAIR/MAINT EQUIPMENT	0	0	0
500	0	11921300	00375	RECRUITMENT & TRAINING	0	0	0
0	1,500	11921400	00441	OFFICE EQUIPMENT	1,500	1,500	1,500
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276,304	287,921	TOTAL			261,999	261,999	261,999
		PERCENTAGE CHANGE			-9.00%	-9.00%	-9.00%

PROGRAM	INFORMATION TECHNOLOGY	1922
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Program Explanation:

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

Budget Change Commentary:

A significant part of our budget increase is a result of maintenance and service contracts of which we have little control. Computer replacement being moved from Capital Projects to the IT operating budget accounts for another portion of the increase. Great efforts have been made to implement cost saving measures including virtualization of servers and desktops and initiating regional cooperation agreements. While attempting to reduce costs, we have not lost sight of our charge to protect the integrity of the network and the data stored there.

Program Objectives and Goals FY 2016:

- Complete the third round implementation of virtual work stations and PC replacements.
- Conduct a security audit and blind exercise.
- Install, configure and go live with the fiber connection to Town Hall, Police Department, Library and Community Center.
- Continue researching new technologies to improve productivity and efficiency while reducing costs.

Program Accomplishments FY 2015:

- Complete the first and second round implementation of virtual work stations.
- Work with the Building Department and Public Works to get online payments working in those departments.
- Continue expanding the dashboards and the departments that utilize them.
- Continue researching new technologies to improve productivity and efficiency while reducing costs.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Information Technology	1	1.0
1	1.0	1	1.0	Assistant Director of Information Technology	1	1.0
1	1.0	1	1.0	Network Administrator/Project Leader	1	1.0
2	2.0	2	2.0	Information Technology Technician	2	2.0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Work Order Tickets	2422	2427	2393	3217	2899

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
296,357	321,022	11922100 00110	FULL TIME SALARIES	330,908	330,908	330,720
4,370	0	11922100 00114	TEMPORARY	0	0	0
29,325	24,500	11922200 00221	OPERATING MATERIAL	24,500	24,500	24,500
11,518	24,000	11922300 00320	PROFESSIONAL	24,000	24,000	24,000
804	1,010	11922300 00330	RENTAL & LEASES	1,010	1,010	1,010
299	2,300	11922300 00350	PRINTING	2,300	2,300	2,300
149,261	220,972	11922300 00371	MAINTENANCE CONTRACTS	275,831	247,831	247,831
0	0	11922300 00373	FEES & MEMBERSHIPS	0	0	0
2,073	1,750	11922300 00374	FEES & MEMBERSHIPS	1,750	1,750	1,750
18,507	30,150	11922300 00375	RECRUITMENT & TRAINING	30,150	30,150	30,150
67,524	88,500	11922400 00441	OFFICE EQUIPMENT	167,000	167,000	72,850
580,038	714,204		TOTAL	857,449	829,449	735,111
			PERCENTAGE CHANGE	20.06%	16.14%	2.93%

PROGRAM	TOTAL QUALITY MANAGEMENT	1923
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Program Explanation:

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

This is a town-wide initiative to work towards common goals. For almost 15 years, all new employees have been trained in Total Quality Management principles; additional training has been provided to employees to enhance Customer Service and promote teamwork within the organization; and the Town has developed a Strategic Plan by working with various Boards/Commissions. This plan is a town-wide initiative to work towards common goals.

Budget Change Commentary:

There is no change in the program budget.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
0	0	11923200 00221	OPERATING MATERIAL	0	0	0
0	1,500	11923300 00375	RECRUITMENT & TRAINING	1,500	1,500	1,500
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0	1,500		TOTAL	1,500	1,500	1,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	HEALTH AND SAFETY COMMITTEE	1924
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Program Explanation:

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

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

Budget Change Commentary:

The budget for this program remains the same.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
0	1,000	11924300 00320	PROFESSIONAL	1,000	1,000	1,000

0	1,000	TOTAL	1,000	1,000	1,000
		PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	MEDIA	1925
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Program Explanation:

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

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

Budget Change Commentary:

The only increases in the Media budget are reflections of the annual cost increases in service and maintenance contracts. Failure to renew these contracts could have potentially devastating consequences. If a piece of equipment or software were to fail, it's likely that broadcasts of any kind would be impossible without spending a great deal of money to resolve the issue.

Program Objectives and Goals FY 2016:

- Research grant opportunities to purchase new equipment.
- Produce shows with greater resident involvement.
- Finish the update of the Town website.
- Create an Economic Development website.
- Continue the effort to increase the quantity and variety of the programming being produced.
- Continue to increase the number of residents using the Town's social media sites.

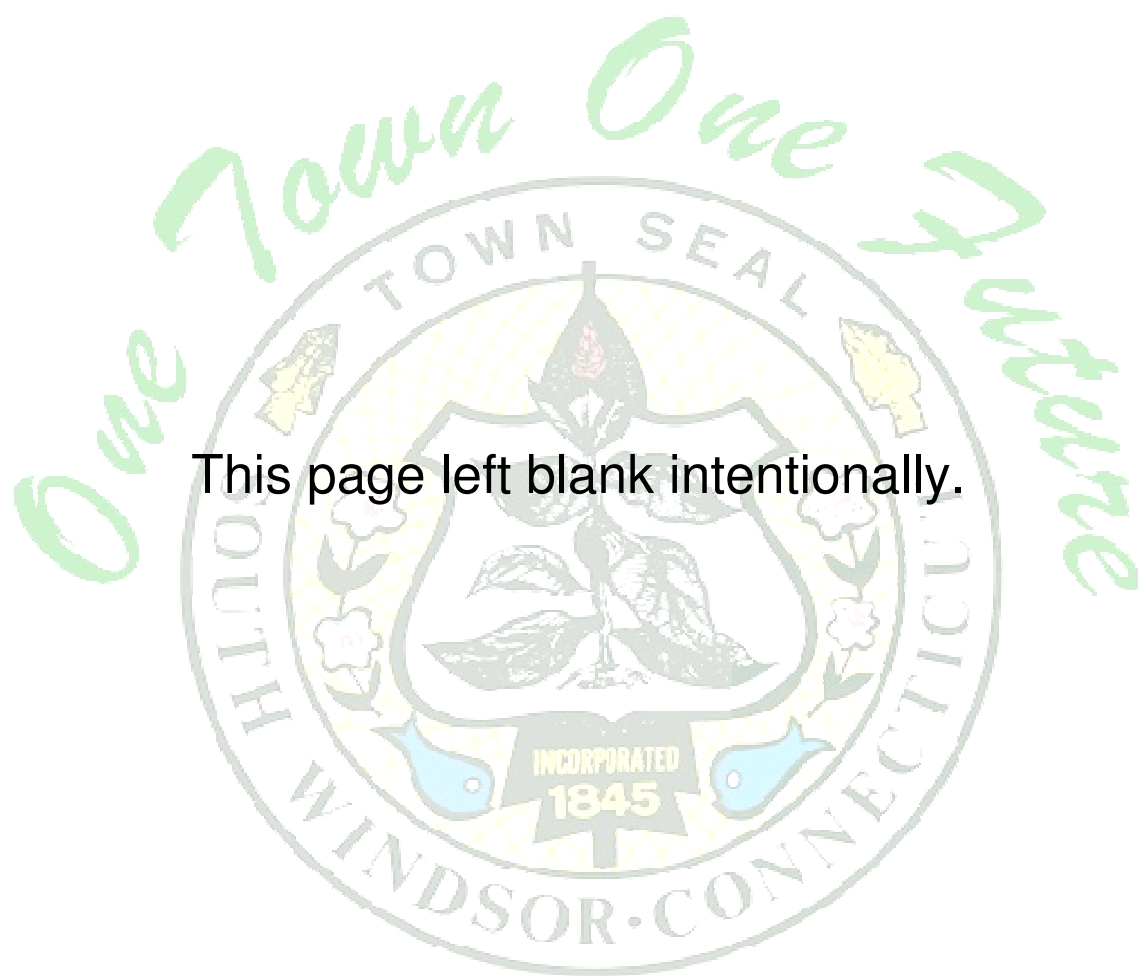
Program Accomplishments FY 2015:

- Created a preliminary design and began the update of the Town website.
- Continued to increase the number of residents using the Town's social media sites.

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Town Council Meeting	26	19	20	21	22
Special Town Meeting	8	11	12	9	8
Special Events	4	3	2	2	2
G-Media Specialty Productions	18	20	12	0	4
Social Media Posts	262	379	242	220	300

Function GENERAL GOVERNMENT
Department CENTRAL SERVICES
Division MEDIA
Division Code 1925

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
27	2,500	11925100 00110	FULL TIME SALARIES	2,500	2,500	2,500
13,299	25,195	11925300 00320	PROFESSIONAL	25,195	25,195	25,195
0	575	11925300 00375	RECRUITMENT & TRAINING	575	575	575
247	2,300	11925400 00441	OFFICE EQUIPMENT	3,300	3,300	3,300
13,574	30,570		TOTAL	31,570	31,570	31,570
			PERCENTAGE CHANGE	3.27%	3.27%	3.27%



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PUBLIC SAFETY

The Public Safety portion of the South Windsor Budget covers expenditures for the Police Department, Emergency Management, the Fire Department, the Office of the Fire Marshal, water lines and hydrants and street lighting. The South Windsor Police Department is a full time municipal police department that provides police services to the community twenty-four hours a day throughout the year. The police facility is located at 151 Sand Hill Road and serves as the headquarters for all of the agency's activities and serves as the public safety answering point (PSAP) for all 9-1-1 calls. The South Windsor Fire Department is headquartered at 1175 Ellington Road and is served by a total of three fire houses and 130 members. The South Windsor Fire Department is a fully volunteer force and is managed by a volunteer fire chief who answers to the Fire Commission. The Volunteer Fire Department is a grant agency funded through a single line item. The Fire Commission and Fire Department staff then administer the allocation of those funds. The Office of the Fire Marshal is a Town-staffed agency with one full time and four part time employees. The Fire Marshal works cooperatively with the Volunteer Fire Department as well as the Planning Department, Building Department, Public Works Department and Police Department. The Fire Marshal is charged by State Statutes with the determination of the cause and origin of fires that occur within the Town, fire safety code inspections, and engages in a number of fire prevention programs and permitting programs. Emergency medical services (EMS) are provided by a private corporation known as Ambulance Service of Manchester (ASM). This is a wholly private entity that is headquartered in the Town of Manchester. They provide EMS services from two ambulances located in South Windsor at the Police Department. ASM does not receive any funding through the Town Council. The Public Safety portion of the South Windsor Budget also provides for the funding of certain water lines and fire hydrants located throughout Town. Additionally, this portion of the budget also provides for the funding of street lights and traffic control lights throughout Town.

Account Code	Descriptions	2014-2015 Council Approved	2015-2016 Department Request	2015-2016 Manager Proposed	2015-2016 Council Approved
2110	Police – Administration	449,746	445,166	445,166	440,217
2120	Police – Operations	3,622,450	3,759,301	3,689,301	3,639,301
2140	Police – Support Services	1,782,919	2,026,803	1,853,803	1,793,853
2150	Police – Community Services	155,399	176,791	171,791	166,791
2200	Police – Emergency Management	115,000	155,650	155,650	117,000
2210	Fire Marshal	201,300	254,531	214,727	204,033
2220	South Windsor Volunteer Fire Department	814,220	864,596	864,596	864,596
2240	Hydrants and Water Lines	762,706	793,400	778,400	768,400
2300	Street Lights	409,500	409,500	409,500	452,500
	Total Public Safety	8,313,240	8,885,738	8,582,934	8,446,691

PROGRAM	POLICE DEPARTMENT – OVERVIEW	
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Program Explanation:

General Overview:

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

Budget Change Commentary:

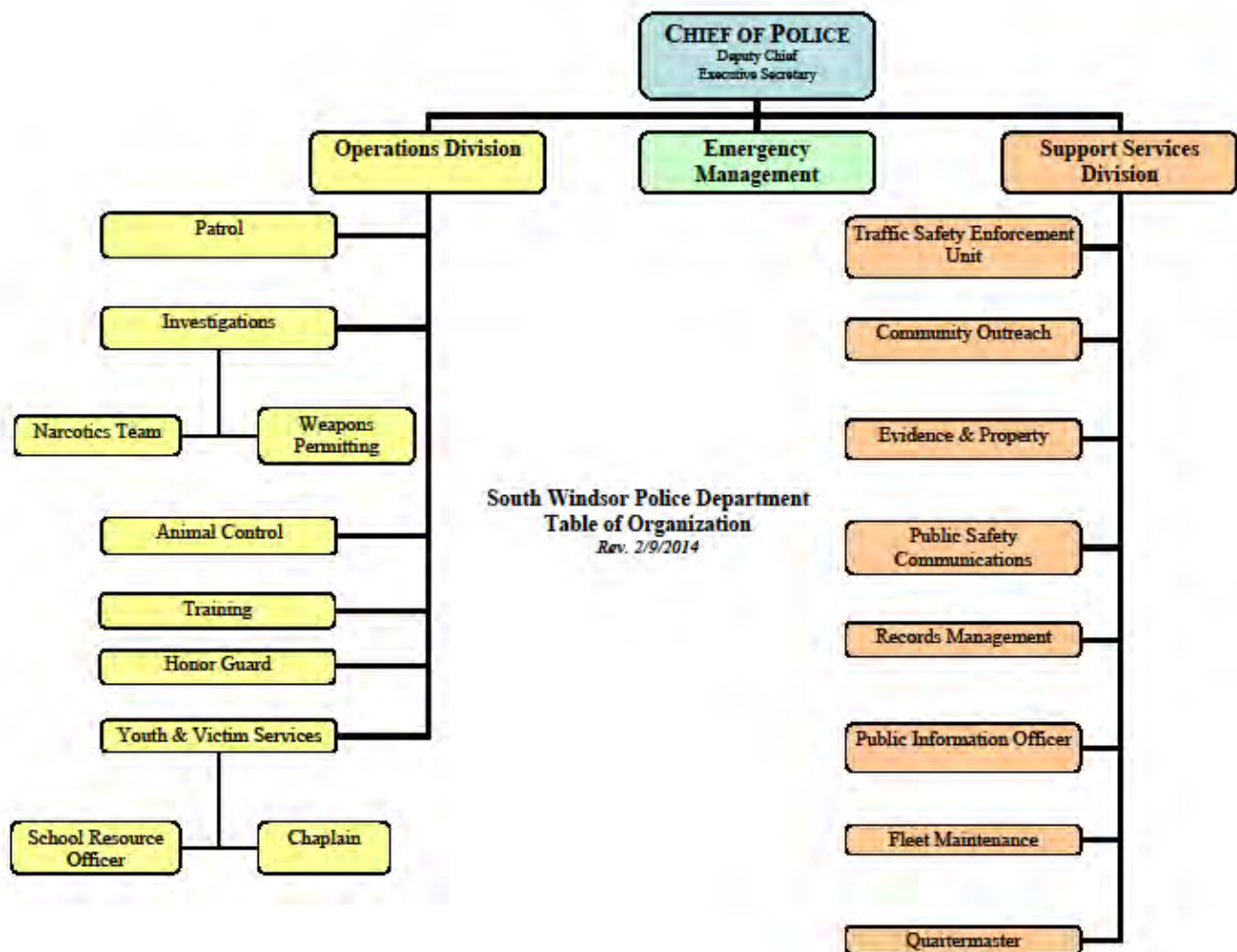
The overall police department budget increase is 0.8%. The proposed budget maintains our authorized strength of 43 sworn personnel. This budget includes salary for all employees for an additional week (week 53).

Department Objectives and Goals FY 2016:

- Continue law enforcement accreditation at the state level
- Continued support of Emergency Management initiatives
- Maintain TRACS facility and review opportunities for expanded services
- Formalize agreement with South Windsor Public Schools for police/school interaction
- Continue seeking opportunities for expanded youth programming
- Formalize fair and impartial policing policy
- Replacement of Computer Aided Dispatch and Records Management System
- Increase communications capability by adding a second channel to the communications system

Department Accomplishments FY 2015:

- Began law enforcement accreditation at the state level
- Implemented Lethality Assessment Program (LAB) for domestic assault
- Supported Community Emergency Response Team (CERT) training and programming
- Reviewed and revised operational directives for conformance to recognized best practices
- Procured licensing for on-line policy management system (PowerDMS)
- Participated in negotiations for successor agreement to police union bargaining agreement
- Integrated part time personnel into regional animal shelter operation
- Completed work with legal counsel on agency litigation
- Continued training in active shooter response
- Continued collaboration with SW Public Schools as part of Safe Schools Initiative
- Began seeking replacement for computer aided dispatch and records management systems



PROGRAM	POLICE DEPARTMENT – ADMINISTRATION	2110
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Program Explanation:

POLICE – ADMINISTRATION 3 full-time positions assigned: Chief of Police; Deputy Chief of Police; Executive Secretary

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

The part-time position of **Deputy Director of Emergency Management** has been removed from the police department's budget and transferred to its own budget, therefore the appropriate reduction is noted below.

Budget Change Commentary:

The administration portion of the budget reflects a decrease of 2%.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Chief of Police	1	1.0
1	1.0	1	1.0	Deputy Chief of Police	1	1.0
1	1.0	1	1.0	Executive Secretary	1	1.0
0	0	1	.5	Emergency Management Deputy Director – PART-TIME (transferred to different budget)	0	0

Function PUBLIC SAFETY
Department POLICE PROTECTION
Division ADMINISTRATION
Division Code 2110

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
333,367	299,425	12110100 00110	FULL TIME SALARIES	310,131	310,131	305,182
0	16,200	12110100 00113	PART TIME WAGES	0	0	0
0	0	12110100 00111	OVERTIME	0	0	0
0	0	12110100 00112	LONGEVITY	0	0	0
2,978	10,830	12110200 00221	OPERATING MATERIAL	10,830	10,830	10,830
6,924	14,000	12110300 00320	PROFESSIONAL	14,000	14,000	14,000
4,817	11,165	12110300 00374	FEES & MEMBERSHIPS	6,430	6,430	6,430
19,083	37,225	12110300 00375	RECRUITMENT & TRAINING	38,150	38,150	38,150
48,927	60,901	12110300 00380	GRANTS & CONTRIBUTIONS	65,625	65,625	65,625
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416,095	449,746		TOTAL	445,166	445,166	440,217
			PERCENTAGE CHANGE	-1.02%	-1.02%	-2.12%

PROGRAM	POLICE DEPARTMENT – OPERATIONS	2120
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Program Explanation:

POLICE – OPERATIONS DIVISION

The Operations Division is comprised of Patrol, Criminal Investigation, Youth and Victim Services. The division employs a total of 35 positions and is commanded by a lieutenant. The division is comprised of three distinct units: Patrol; Investigations; and Youth & Victim Services.

Patrol Section – 23 positions assigned: 4 Sergeants; 4 Agents; 12 Officers (3 officer positions are vacant)

Patrol personnel are first responders for all calls for service in the community. Patrol officers conduct initial and follow-up investigation of criminal incidents; respond to medical emergencies, animal problems and other miscellaneous calls for service. The patrol section is divided into three shifts or watches; midnights (11 p.m. – 7 a.m.), days (7 a.m.-3 p.m.) and evenings (3 p.m.-11 p.m.). Each watch is supervised by a sergeant.

Traffic Safety Enforcement Unit – 1 Sergeant; 2 Officers. This unit is responsible for the investigation of traffic accidents. The unit is charged with enforcing the motor vehicle code in an effort to reduce the number of roadway accidents and increase roadway safety. Members of the unit participate in Metro Traffic Services (MTS) a regional traffic safety enforcement program. The unit is active in aggressive driver enforcement, the Click it or Ticket seatbelt campaign and DUI enforcement checkpoints. Members of the unit are trained as accident reconstructionists.

Criminal Investigations Unit: - 1 Sergeant; 3 Agents. This unit handles all complex and time consuming investigations. They serve as the intelligence gathering and dissemination unit of the police department. They participate in the CRIST (Capitol Region Investigative Support Team) which serves as a regional major case investigation unit. The unit also includes a narcotics investigator who is assigned to the East Central Narcotics Task Force (ECN).

Youth and Victim Services – 1 Sergeant; 4 Officers. This unit is responsible for the School Resource Officer program which places an officer in the SW High School as well as at Timothy Edwards Middle School. Additionally, one officer splits time between SRO duties at the elementary schools and as a youth services investigator. The supervisor of the unit also serves as a full time youth services investigator. The unit deals with situations involving youth or juvenile related crime. Additionally, the unit is responsible for providing specialized services to crime victims and ensuring crime victims are connected with the resources of the State's Victim Advocate and the Office of Victim Services.

Budget Change Commentary:

The increase in the operations portion of the budget is 0.47% (\$16,851).

Assigned Positions (Operations):

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	1	1.0	Lieutenant	1	1.0
6	6.0	8	8.0	Sergeant	7	7.0
7	7.0	9	9.0	Agent	7	7.0
21	19.0	21	21.0	Officer	21	21.0

Performance Measures	Actual 2010-2011	Actual 2012-2013	Actual 2013-2014	Actual 2013-2014	Cal. Year 2014
Total Calls for Service	35073	37259	44701	34562	37756
Traffic Accident Reports(PR-1)	582	431	410	586	579
Citations Issued	2113	1976	2330	1400	1753
Medical Assist	1923	2347	2198	2176	2231
Animal	676	782	642	640	637
Alarm	1163	1211	1237	1221	1256
Criminal Arrests	711	719	685	569	655
Burglary	122	81	49	62	60
Larceny	395	395	340	358	313
Domestic	241	240	218	153	192
Assault	21	9	4	6	5
Sexual Assault	12	14	7	4	11

Function PUBLIC SAFETY
Department POLICE PROTECTION
Division OPERATIONS
Division Code 2120

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
2,896,110	3,167,450	12120100 00110	FULL TIME SALARIES	3,254,301	3,254,301	3,254,301
405,718	350,000	12120100 00111	OVERTIME	400,000	350,000	300,000
86,109	105,000	12120100 00112	LONGEVITY	105,000	85,000	85,000
3,387,938	3,622,450		TOTAL	3,759,301	3,689,301	3,639,301
			PERCENTAGE CHANGE	3.78%	1.85%	0.47%

PROGRAM	POLICE DEPARTMENT – SUPPORT SERVICES	2140
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Program Explanation:

POLICE – SUPPORT SERVICES DIVISION

The Support Services Division includes the public safety dispatch function. Public safety communications for police, fire and medical are handled through the dispatch center in the police facility. This is the state designated Public Safety Answering Point (PSAP) for South Windsor. The Division also provides for a number of other support services for the police department. The division employs a total of 13 positions.

- **Communications Section – 8 Dispatchers.** The communications center at police headquarter is the recognized PSAP (Public Safety Answering Point) for the Town of South Windsor. All 9-1-1 calls for any type emergency come to the police communications center. The center is staffed by two people 24-hours a day. Calls are tracked and managed using a computer aided dispatch system (CAD). Dispatchers are responsible for dispatching all emergency services to include police, fire, medical, mutual aid and Lifestar. The communication center is staffed with two dispatchers 24-hours a day every day of the year.
- **Police Records – 2 Police Record Specialists.** The department employs two records specialists who are responsible for the review, filing and dissemination of police record information. They are responsible for maintaining the files of home and business alarm systems and the enforcement of the Town's alarm ordinance. They organize and prepare records for public dissemination, superior court and juvenile court. They are responsible for maintaining South Windsor's criminal history database.
- **Public Information Officer** –The department's PIO is assigned to this division and is responsible for the dissemination of public information to the media. This position also serves as the supervisor for the communications center.
- **Property and Evidence** –The PIO is also charged with maintaining the department's property and evidence storage system ensuring evidence is preserved and maintained for court proceedings.
- **Facility and Equipment – 1 Community Service Officer.** This is a civilian position charged with the maintenance of the police facility and vehicles as well as the purchasing of uniforms, equipment and supplies.
- **Community Outreach** – This position is responsible for the department's community outreach programs such as child safety seat inspection and installation as well as the senior driving program and prescription drug recovery program.

Budget Change Commentary:

The increase for the support services portion of the budget is 0.61% (\$10,934).

Assigned Positions (Support Services):

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Lieutenant	1	1.0
2	2.0	0	0	Sergeant	0	0
0	0	1	1.0	Agent	1	1.0
2	2.0	2	2.0	Police Records Specialist	2	2.0
1	1.0	1	1.0	Community Service Officer (CSO)	1	1.0
8	8.0	8	8.0	Dispatcher	8	8.0

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Cal. Year 2014
9-1-1 Calls received by Answering Point (PSAP)	7,042	8,286	7,463	9,388	8,618

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
788,849	802,550	12140100 00110	FULL TIME SALARIES	837,267	837,267	837,267
20,193	0	12140100 00113	PART TIME WAGES	0	0	0
344,162	195,000	12140100 00111	OVERTIME	225,000	200,000	200,000
35,040	56,275	12140100 00112	LONGEVITY	54,214	39,214	26,764
38,534	65,970	12140200 00221	OPERATING MATERIAL	65,970	65,970	59,970
141,055	210,000	12140200 00222	VEHICLE & EQUIP SUPPLIES	210,000	210,000	195,000
68,963	66,800	12140200 00223	UNIFORMS & CLOTHING	73,300	73,300	73,300
16,631	28,764	12140200 00227	AMMUNITION & EXPLOSIVES	28,764	28,764	28,764
100	1,500	12140300 00310	ADVERTISING	1,500	1,500	1,500
0	0	12140300 00320	PROFESSIONAL	0	0	0
44,046	44,902	12140300 00330	RENTAL & LEASES	41,380	41,380	37,380
2,485	4,000	12140300 00350	PRINTING	4,000	4,000	4,000
27,297	32,311	12140300 00360	UTILITIES	32,410	32,410	32,410
21,525	41,355	12140300 00371	MAINTENANCE CONTRACTS	57,331	54,331	41,831
42,651	65,222	12140300 00373	REPAIR/MAINT EQUIPMENT	65,222	65,222	65,222
155,906	168,270	12140400 00442	DEPARTMENT EQUIPMENT	330,445	200,445	190,445
1,747,437	1,782,919	TOTAL		2,026,803	1,853,803	1,793,853
		PERCENTAGE CHANGE		13.68%	3.98%	0.61%

PROGRAM	POLICE DEPARTMENT – COMMUNITY SERVICES	2150
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Program Explanation:

POLICE – COMMUNITY SERVICES

The Community Services Officers (CSO) serve as assistant municipal animal control officers for the Town and assist the department in many other areas. CSOs may investigate certain motor vehicle accidents, provide traffic control, and assist with vehicle maintenance and communications. Community Service Officers who work as animal control officers are responsible for the enforcement of all laws and ordinances pertaining to dogs. Additionally, animal control personnel support the operations of the Tyler Regional Animal Care Shelter (TRACS). Two part-time kennel assistants assist with maintenance of the TRACS facility. These positions are employees of South Windsor but the cost of the positions is shared by South Windsor, East Hartford, and Manchester.

Budget Change Commentary:

The increase to this portion of the budget is 7.3% (\$11,392).

Assigned Positions (Community Services)

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	2.0	Community Service Officer	2	2.0
0	0	1	.5	Part-Time Kennel Assistant (Cost Share with EH & Manch)	2	1.0

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Cal. Year 2014
Animal Calls for Service	754	753	624	655	647
Dogs Impounded	60	79	63	100	142
Dogs Sold as Pets	7	24	15	24	77
Dogs Redeemed by Owner	41	44	25	41	39
Animal Bites	32	41	35	26	25

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

2013/2014	2014/2015				2015/2016	2015/2016	2015/2016	
COUNCIL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL	
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED	
120,718	123,044	12150100	00110	FULL TIME SALARIES	128,546	128,546	128,546	
0	0	12150100	00113	PART TIME WAGES	5,000	5,000	0	
18,852	10,000	12150100	00111	OVERTIME	21,000	16,000	16,000	
2,045	3,155	12150100	00112	LONGEVITY	3,145	3,145	3,145	
852	950	12150200	00221	OPERATING MATERIAL	950	950	950	
1,500	1,500	12150200	00223	UNIFORMS & CLOTHING	1,500	1,500	1,500	
663	750	12150300	00310	ADVERTISING	750	750	750	
3,851	4,550	12150300	00320	PROFESSIONAL	4,550	4,550	4,550	
180	100	12150300	00330	RENTAL & LEASES	0	0	0	
0	800	12150300	00350	PRINTING	800	800	800	
9,251	10,200	12150300	00372	REPAIR/MAINT FACILITIES	10,200	10,200	10,200	
0	150	12150300	00374	FEES & MEMBERSHIPS	150	150	150	
0	200	12150300	00380	GRANTS & CONTRIBUTIONS	200	200	200	
157,912	155,399	TOTAL			176,791	171,791	166,791	
					PERCENTAGE CHANGE	13.77%	10.55%	7.33%

PROGRAM	POLICE DEPARTMENT – EMERGENCY MANAGEMENT	2200
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Program Explanation:

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

Budget Change Commentary:

The revised program budget is a 1.07% increase.

Program Objectives and Goals FY 2016:

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

Program Accomplishments FY 2015:

- Updated and reviewed emergency operations plans (EOP).
- Initiated and trained two CERT class – approximately 40 members
- Initiated a shelter management program with the Community Center, educational system, and CERT
- Initiated EmComms plans with CERT and amateur radio operators
- Participated in two regional and state HSEEP exercises; natural disasters
- Initiated and with School Resource Officer to present Student Tools for Emergency Planning (STEP) to all 5th grade students.

Program Accomplishments FY 2015 (cont'd):

- Foundation in place for the South Windsor Community Awareness & Preparedness Oversight Committee.
- Develop and design an Emergency Operations Center (EOC) & CERT base of operations, along with a community outreach center.
- Purchase necessary equipment to support response, recovery, and preparedness efforts.
- Enhanced the current temporary emergency operation center located in the police training room with GIS and other IT equipment.
- Foster collaborative relationships with volunteer organizations, and groups.
- Foster collaborative relationships with the business community.
- Initiated disaster preparedness program for small and medium businesses.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	0	0	Assistant Director of Emergency Management	1	.5

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
-	-	12200100 00113	PART TIME WAGES	55,650	55,650	47,700
-	-	12200200 00221	OPERATING MATERIAL	30,000	30,000	17,300
-	115,000	12200300 00320	PROFESSIONAL SERVICES	10,000	10,000	7,000
	-	12200400 00442	DEPARTMENT EQUIPMENT	60,000	60,000	45,000
0	115,000		TOTAL	155,650	155,650	117,000
			PERCENTAGE CHANGE	35.35%	35.35%	1.74%

PROGRAM	FIRE MARSHAL	2210
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Program Explanation:

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

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

Budget Change Commentary:

The program budget has increased by 1.36%.

Program Objectives and Goals FY 2016:

- To complete second round of fire safety inspections of the condominiums.
- To begin 3 family housing inspections.
- To re-inspect overdue mercantile, business, and assembly occupancies.
- To continue to participate in community events to provide fire prevention education.
- To work with new business and occupancies to complete construction projects.
- To work closely with the South Windsor Volunteer Fire Department to promote fire safety education.
- To continue to promote advanced training and certification for employees.

Program Accomplishments FY 2015:

- Added one Police Officer to investigation team
- Increased condominium inspections
- Moved office to Firehouse #3
- Began fire safety booth at weekly car seat clinic

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	1	1	Fire Marshal	1	1
1	.5	1	.5	Deputy Fire Marshal	1	.5
1	.5	1	.5	Fire Inspector	1	.5
0	.5	1	.5	Fire Inspector	1	.5
0	.3	1	.3	Fire Inspector	1	.3

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Inspections	627	588	1979	2100	2300
Investigations	34	18	9	15	10
Plan Reviews	41	63	25	25	35
Training	45	37	73	50	70
Meetings	506	363	422	425	500
Juvenile Fire Setter Meeting	31	30	4	4	4
Juvenile Review Board	17	8	11	25	20
Administrative Duties	202	195	139	109	150

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
86,540	89,900	12210100 00110	FULL TIME SALARIES	93,464	93,464	91,213
74,217	90,800	12210100 00113	PART TIME WAGES	122,112	97,308	92,220
1,063	1,400	12210200 00210	OFFICE SUPPLIES	1,400	1,400	1,400
3,832	6,550	12210200 00221	OPERATING MATERIAL	7,050	7,050	6,550
2,920	3,260	12210200 00222	VEHICLE & EQUIPMENT	3,260	3,260	3,260
1,876	2,000	12210200 00223	UNIFORMS & CLOTHING	2,000	2,000	2,000
0	0	12210300 00330	RENTAL & LEASES	15,000	0	0
1,040	1,390	12210300 00374	FEES & MEMBERSHIPS	1,845	1,845	1,390
3,687	6,000	12210300 00375	RECRUITMENT & TRAINING	8,400	8,400	6,000
175,176	201,300		TOTAL	254,531	214,727	204,033
			PERCENTAGE CHANGE	26.44%	6.67%	1.36%

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.	\$292,625.00	33.8%
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.	\$210,250.00	24.3%
Administration & Management	Officer & Administrative Salaries. General offices expenses including printing, postage and supplies. Computer and computer network expenses.	\$132,225.00	15.3%
Protective Clothing & Safety	New and replacement protective clothing. Entry level and periodic medical exams. Mandated physical testing.	\$106,567.00	12.3%
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.	\$69,559.00	8.0%
Training & Education	Entry level fire fighter certification training. Mandated refresher training. Weekly department drills. Specialized rescue and fire suppression training. Leadership development.	\$39,970.00	4.6%
Fire Prevention & Safety Education	Activities related to providing the citizens of South Windsor with fire prevention education including Fire Prevention Week activities.	\$13,400.00	1.5%
	Total	\$864,596.00	100.0%

The program budget has increased by 6.19%.

Program Objectives and Goals FY 2016:

- To work closer with Town Department heads as a means of being more coordinated and cost savings, focused on building maintenance
- Increase Officer Level Training
- Continue to be involved in the Community beyond providing excellence in Fire Protection

Program Accomplishments FY 2015:

- Successfully renewed State recognition as a 'supplemental first responder'
- Maintained an Employees Assistance Program (EAP) for all members and their families
- Placed the new engine / pumper (E4) in service
- Provided an in-house FFII program that increased the number of certified Firefighters to a higher level

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
790,962	814,220	12220300 00380	GRANTS & CONTRIBUTIONS	864,596	864,596	864,596
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790,962	814,220		TOTAL	864,596	864,596	864,596
			PERCENTAGE CHANGE	6.19%	6.19%	6.19%

PROGRAM	HYDRANTS AND WATER LINES	2240
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Program Explanation:

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

Budget Change Commentary:

The program budget has increased by .75%.

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Connecticut Water Hydrants	623	623	623	630	633
MDC Hydrants	240	240	240	240	240
Town of Manchester	1	1	1	1	1
Condominium Hydrants	26	26	26	26	26

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
744,522	762,706	12240300	00360	UTILITIES	793,400	778,400	768,400
				TOTAL	793,400	778,400	768,400
				PERCENTAGE CHANGE	4.02%	2.06%	0.75%

PROGRAM	STREET LIGHTS	2300
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Program Explanation:

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

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

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

- Buckland Road at Deming Street
- Buckland Road at Cedar
- Buckland Road at Terry Office Park
- Buckland Road at Tamarack
- Buckland Road at Hemlock
- Sullivan Avenue at Geisslers Plaza
- Sullivan Avenue at Dunkin Donuts
- Ellington Road Lighted Crosswalk

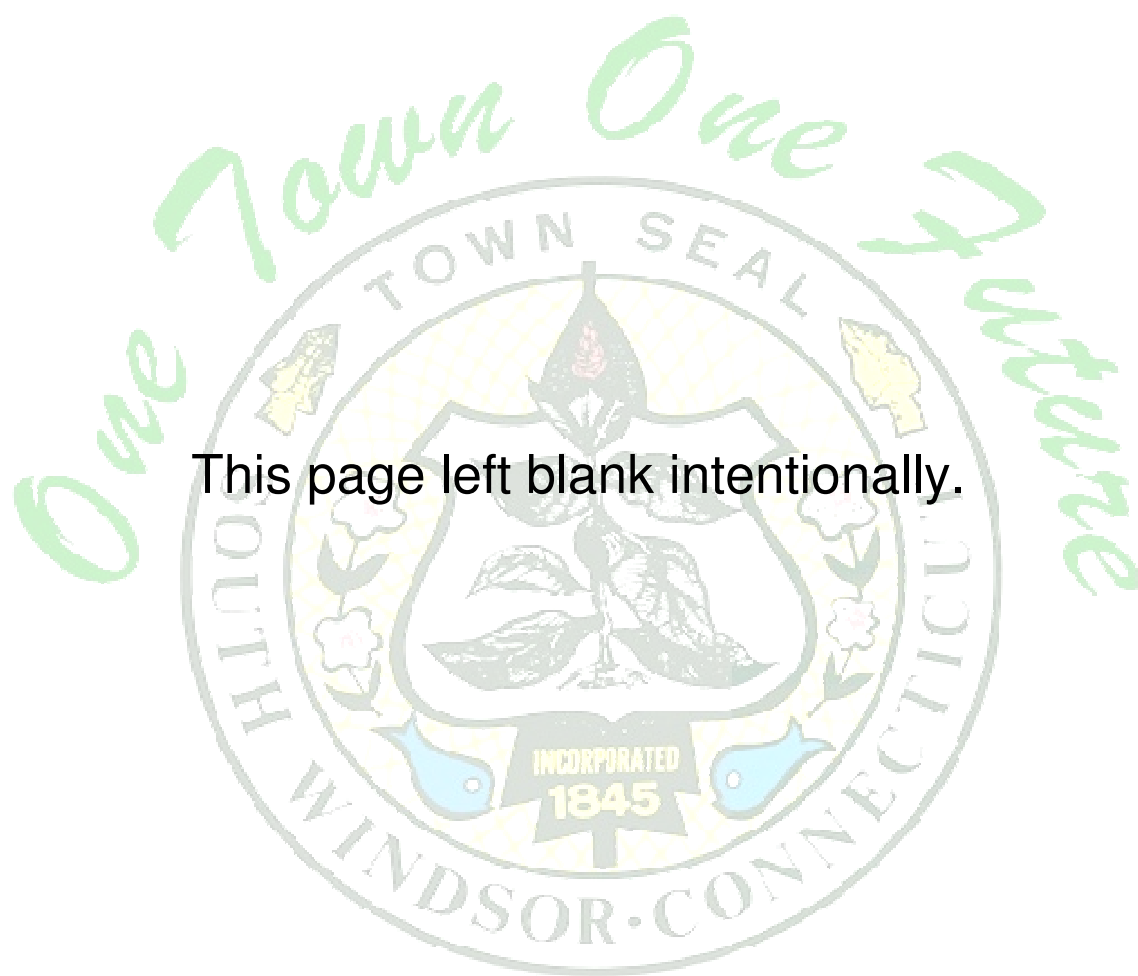
Generally, when a new traffic control light is requested, the requesting party is responsible for obtaining all required approvals as well as paying for the purchase of the equipment, the installation and all associated site work and roadway modification. This process and the associated cost may be negotiated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

Budget Change Commentary:

The streetlight budget increase is 10.50% (\$43,000). This increase is attributed to the increased cost of electricity supply by Eversource.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
369,126	405,000	12300300 00360	UTILITIES	405,000	405,000	448,000
0	0	12300300 00372	REPAIR/MAINT FACILITIES	0	0	0
2,385	4,500	12300300 00373	REPAIR/MAINT EQUIPMENT	4,500	4,500	4,500
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371,511	409,500		TOTAL	409,500	409,500	452,500
			PERCENTAGE CHANGE	0.00%	0.00%	10.50%



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 polices and programs necessary to insure delivery of essential municipal public works services and emergency operations, thus preserving the physical quality and safety of the community environment. Public Works Administration activities involve planning and direction of 46 full-time personnel in the Public Works Department engaged in a wide variety of professional, technical, and public service related programs. The Public Works Department consists of the following divisions: Street Services, Fleet Services, Building Maintenance, Engineering, Water Pollution Control, and Refuse Disposal/Recycling.

Account Code	Descriptions	2014-2015 Council Approved	2015-2016 Department Request	2015-2016 Manager Proposed	2015-2016 Council Approved
3110	Public Works – Administration	142,192	213,887	148,887	144,041
3111	Public Works – Engineering	428,749	457,727	454,727	427,308
3112	Public Works – Street Services – Highway Maintenance	2,735,237	2,812,186	2,812,186	2,807,186
3113	Public Works – Street Services – Fleet Services	868,887	982,468	932,468	920,702
3200	Public Works – Public Buildings Division	1,439,804	1,577,743	1,577,743	1,478,058
3240	Public Works – Refuse Disposal	1,977,207	1,979,755	1,979,755	1,972,455
	Total Public Works	7,592,076	8,020,766	7,905,766	7,749,750

PROGRAM	PUBLIC WORKS – ADMINISTRATION	3110
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Program Explanation:

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

Budget Change Commentary:

The budget requested reinstatement of the Executive Secretary position funding and the Assistant Director of Public Works funding (position responsibilities added to a Division Head.) The funding for the Executive Secretary position would have been used instead to hire a Project Manager position that would management training requirements for the department and provide program and project support for all divisions of Public Works. The Assistant DPW is needed to provide line authority and Organization leadership in the DPW's absence as is available in the other Departments like the Police and Recreation Departments. Both positions have not been funded for several years but are necessary to provide critical oversight of mandated and operations functions within Public Works. Here were also reductions in the advertising and professional accounts.

Program Objectives and Goals FY 2016:

- Continue to plan and delivery Critical Training and personnel development for all Public Works Personnel
- Continue to work to get Pavement Management Program back to critical funding levels to stabilize the Pavement Condition Index(PCI)
- Continue Local and Regional Partnerships to further Dashboard Technology Initiatives
- Work on Street Light Initiative and other Energy Initiatives
- Work to establish a Debris Management Site
- Continue to work with Eversource Energy (former CL&P) and PURA to affirm practical working SOP's for Emergency Response Incidents

Program Accomplishments FY 2015:

- Continued Refinement of Dashboard and GIS and GPS Technology for Leaf Collection and Snow Plow Operations
- Staff Training for CPR/First Aid, OSHA 10, Confined Space Rescue Training Exercise with SWFD, ARC Flash
- Reassessment of Level of Services due to Staff reductions and reduced recourses
- Statewide Public Works partnership while serving on Connecticut Transportation Institute Advisory Board, the CT Safety Circuit Rider program , and the CASE Winter Maintenance Study committee; SW Energy Committee

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Public Works	1	1.0
0	0	0	0	Executive Secretary/Program Coordinator(Unfunded)	0	0
0	0	0	0	Assist. Director of Public Works (Unfunded)	.2	.2

Function PUBLIC WORKS
Department PUBLIC WORKS
Division ADMINISTRATION
Division Code 3110

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
135,732	137,692	13110100 00110	FULL TIME SALARIES	209,387	144,387	140,291
0	0	13110200 00221	OPERATING MATERIAL	0	0	0
1,007	1,000	13110300 00310	ADVERTISING	1,000	1,000	750
3,091	3,500	13110300 00374	FEES & MEMBERSHIPS	3,500	3,500	3,000
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139,830	142,192		TOTAL	213,887	148,887	144,041
			PERCENTAGE CHANGE	50.42%	4.71%	1.30%

PROGRAM	PUBLIC WORKS – ENGINEERING	3111
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Program Explanation:

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

The Engineering Division is also responsible for the South Windsor GIS, which is used for storing and tracking data and features on properties and infrastructure in Town. This is used regularly by all Town departments and many citizens and businesses to respond to requests for information. We continue to work to keep our current GIS data up to date. This year the Sanitary Sewer GIS has been updated with field data collected to provide accurate information for more than 90% of the Sanitary Sewer System. GIS was used to provide maps to the Planning Department and Planning and Zoning Commission for use in updating the Plan of Conservation and Development. The Recreation Department used GIS to map the October trail run at Nevers Park. The Fire Department used it to map the parade route and event locations for their 75th Anniversary celebration. The tree Canopy over Town Roads has been mapped using GIS. Police use GIS mapping for many incidents and Town events. Snow plow routes have updated GIS maps showing bus stop locations so plow drivers can avoid piling snow in those areas.

Visit our Town Website (www.southwindsor.org) for more information on GIS, the Citizen Service Request Dashboard and Engineering capital projects.

Budget Change Commentary:

The proposed Engineering budget for 2015-2016 has changed from the approved budget for 2014-2015 as follows: salary increases for all staff.

Program Objectives and Goals FY 2016:

- Construct improvements to Nevers Road between Lake Street and the Community Center driveway.
- Begin construction of improvements to Avery Street from south of Kelly Road to north of Beelzebub Drive
- Complete the rehabilitation of the Main Street Bridge over the Podunk River.
- Complete design permitting and begin construction of sidewalks along Buckland Road and Sullivan Avenue from the Deming Street to the Town Hall and Library.
- Continue to use GIS dashboard for citizen requests for service and to show project status
- Begin designing improvements to Avery Street between Kelly Road and Orchard Hill Road
- Complete design of improvements to Abbe Road from south of Robert Drive to the East Windsor Town Line.
- Implement sidewalk program to inspect a portion of the sidewalks in Town and repair defects posing hazards.
- Pave 4 miles of local roads using bond funds approved in 2014.
- Begin reconstruction of streets in the Avery Heights (Benedict Drive) Neighborhood

Program Accomplishments FY 2015:

- Constructed improvements to sections of Dart Hill Road and Foster Street per the 2012 bond projects list.
- Designed improvements to Nevers Road between Lake Street and the Community Center driveway including replacing the culverts just south of Ayers Road.
- Designed the reconstruction of Avery Street from south of Kelly Road to north of Beelzebub Drive.
- Design and permitting for the rehabilitation of the Main Street Bridge over the Podunk River.
- Began design of sidewalks along Buckland Road and Sullivan Avenue from the Deming Street to the Town Hall.
- Began design of improvements to Abbe Road from south of Robert Drive to the East Windsor Town Line.
- Complete GIS databases for Sanitary Sewer system. Update GIS databases

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Engineer	1	1.0
2	2.0	2	2.0	Project Engineer	2	2.0
1	1.0	1	1.0	GIS Analyst	1	1.0
1	1.0	1	1.0	Engineering Assistant	1	1.0
1	1.0	1	1.0	Administrative Secretary	1	1.0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Street Excavation Permits	233	288	350	350	350
Drain Layers Permits	53	51	55	60	65
CBYD Requests	1,200	1,600	1,600	1,700	1,700
Building Permit Reviews	19	15	28	25	25
Certificate of Occupancy Inspections	22	23	23	25	25
Value of Projects Managed by Engineering (Design, Const)	\$1,866,500	\$3,550,000	\$2,068,000	\$1,883,000	\$8,543,000
GIS Dashboard Requests	375	700	900	1,100	1,200

Function PUBLIC WORKS
Department PUBLIC WORKS
Division ENGINEERING
Division Code 3111

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
386,392	392,199	13111100 00110	FULL TIME SALARIES	418,177	418,177	401,763
0	500	13111100 00111	OVERTIME	500	500	500
1,400	1,400	13111100 00112	LONGEVITY	1,400	1,400	1,400
0	0	13111100 00114	TEMPORARY	10,000	10,000	0
3,377	3,800	13111200 00221	OPERATING MATERIAL	3,800	3,800	3,800
175	350	13111200 00223	UNIFORMS & CLOTHING	350	350	350
0	100	13111200 00228	SMALL TOOLS	100	100	100
7,222	27,000	13111300 00320	PROFESSIONAL	17,000	17,000	15,995
0	100	13111300 00330	RENTAL & LEASES	100	100	100
374	300	13111300 00350	PRINTING	300	300	300
0	400	13111300 00373	REPAIR/MAINT EQUIPMENT	400	400	400
1,405	2,600	13111300 00374	FEES & MEMBERSHIPS	2,600	2,600	2,600
400,345	428,749	TOTAL		454,727	454,727	427,308
		PERCENTAGE CHANGE		6.06%	6.06%	-0.34%

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 occasional support services for the Town's Police, EMS and Fire Departments. The Division is a service driven organization that is program orientated. 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:

Some of the challenges that lie ahead of us in 2015-16:

- Customer Service is our number one focus. We are a customer service driven organization and we have many requests for service. New tree issues have emerged from storm damage and we are going to lose all of the ash trees in the State. New laws granting the Power Company ground to sky clearance rights along the Towns Right Of Way that give CL&P (Eversource Energy) the ability to remove trees that pose a potential threat to the power lines more control. They also now have the ability to involve the Town's Tree Warden in privately owned tree concerns and disputes that are not within the R.O.W.
- We are experiencing more potholes and rapidly deteriorating pavement conditions on many of the roads as our pavement inventory ages. The road infrastructure is at a critical point where timely road maintenance functions need to be performed. There needs to be a more permanent or reliable source of funding like we had when pavement maintenance was funded in the CIP account. The Voters passed a Road Work Referendum to repair roads, but the funding source to do maintenance to the roads has not been restored. We are going to address a good amount of roads made possible by referendum bond funding, but a permanent funding source for maintenance and road work still needs to be restored to the budget. Potholes and large sections of pavement are failing everywhere. These repairs are costly and will require permanent repairs that will take up valuable time and resources from the Division. .
- Drainage failures where timely road maintenance has not been performed are now showing up in subdivisions built in the 80's These are roads that have not received pavement resurfacing surface treatments for more than 25 years.
- We need to plan not only for the day to day operations but also to have the time to plan long term. Staffing levels at the garage have been partially restored and we will begin the process of identifying our priorities and continue to plan effectively to deliver prompt services.
- The road salt budget for Fiscal Year 15-16 was approved for the purchase of 2750 tons of treated salt. It is a step in the right direction to restoring a salt reserve if we have a normal season and use our previous 5 year average of 2100 tons, but it will take a while to build up a reserve. Last year we used approximately **3900** tons of salt. The previous winter we used 3500 tons of salt. We increased the budget the previous year to replenish the Towns salt reserve based on the 5 year average with additional funding. Last year the Counsel had to take money from the contingency account to purchase additional salt and we again were faced with a near empty shed. The increase helps but we had another bad winter and are left with a small reserve, which is a risk. The winter season is too unpredictable to rely solely on averages and not have a reserve. We have experienced salt shortages and delivery problems in the past.

Budget Change Commentary (cont'd)

- We need to continue replacing worn out equipment and stay on track. The Town has recognized how critical this in the delivery of services and we are on the right track. Losing a plow truck that should have been replaced is a major set back for the Department and our emergency operations service delivery suffers. If one plow route is without a servicing plow truck it equates to an 8 to 9 mile delay in snow removal services and the cost of doing business is increased dramatically.
- We need to look at the “what if’s” a little more and plan for it. The weather patterns have changed over the last few years and averages will change. Plowing equipment options and versatility need to be looked at. There needs to be some contingency planning and funding built in or budgeted for the unexpected emergency weather events.

*The total budget increase is **\$71,949.00 over last years approved budget**. The major driver for the increase is the salary account. With an increase of (\$51,387) of which includes raises and an additional 53rd pay period.

*We also have an increase of \$10,000 for State Mandated Storm water testing, reporting and inspection.

*We have a \$5,000 increase for GPS equipment for the monthly fees and the installation to additional fleet vehicles.

*There are some small increases with Vendor Provided Services for department uniforms, drainage pipe cleaning, guide rail right of way vegetation spraying, cable service, rug cleaning, and temporary worker services to rake leaves for the leaf harvest program.

*Street line painting costs for epoxy paint required us to cut the guide rail replacement program.

*Leaf machine parts have some small increases.

Program Objectives and Goals FY 2016:

- We will continue to support other Departments requests when possible and forge great working relationships.
- Continue to work with VHB to update Town’s pavement condition and software support for the pavement management program so we can continue to have solid information about the status of our road network.
- We will continue to develop and modify our written Standard Operating Procedures for all weather related emergencies and Town Garage operations.
- We also want to continue to do in house drainage improvements and road work improvements to the Town’s infrastructure.

Program Accomplishments FY 2015:

- We continue to use the Citizen Service Request Dashboard System to manage all Resident requests for service. Programs such as sign maintenance and repairs and street tree concerns are documented, tracked and completed through the system. The system is helping us organize and deliver customer service more efficiently.
- We have developed some new Standard Operational Procedures for snow removal, to include a several appendixes such as a Blizzard S.O.P. and Buildings and Lots S.O.P. This is just a beginning for us as we work toward improving our procedures and focus on the bigger picture identifying the challenges the lie ahead of us in the future. There is continuing work to done with the challenge of clearing snow piled site line issues and so much more that we can improve upon.

Program Accomplishments FY 2015 (cont'd):

- We started assessing drainage structure conditions on roads that have not received timely maintenance due to the lack of funding and are performing much need repair work in advance of collapses and significant failures.
- The Street Division continues to identify drainage problems with the Engineering Division and we are making significant repairs and improvements to these areas that have been a problem for years. This past year we did several drainage jobs on Main St. We engineered one large project in the field in which we repaired a 250 foot section of road, added 3 new drains and took care of a major icing problem that required warning signs for much of last winter.
- We did a record amount of patching on roads. Areas that were broken up and falling apart such as Nevers Road by the soccer field parking lot required a large repair. That area was so bad in the winter 2014 that it required flashing barrels to warn drivers of potholes that would not stay filled due to freeze and thaw cycles. It was repaired and will continue to provide serviceability to the High School, Community Center, Police Department and the general motoring public until the road gets reconstructed.
- The annual Leaf Program was accomplished in 26 full crew days even though we had an early snow storm and some major rain events.
- All of the Town's large plow trucks and leaf equipment have been outfitted with GPS units. This technology has been able to provide visual up to date status information for the residents to use, along with our use in the daily planning of the program. Real time data for speed and vehicle location as well as vehicle location history are new improvements in the system.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	0	0	Superintendent of Operations (unfunded)	1	1.0
1	1.0	1	1.0	Street Services Manager	1	1.0
1	1.0	1	1.0	Administrative Manager	1	1.0
0	0	1	1.0	Associate Manager	1	1.0
1	1.0	1	1.0	Administrative Secretary II	1	1.0
5	5.0	5	5.0	Maintainer III	5	5.0
11	11.0	10	10.0	Maintainer II	10	10.0
0	0	1	1.0	Maintainer 1	1	1.0
0	0	0	0	Part Time Summer Help	0	0

Performance Measures	Actual 1990-1991	Actual 2001-2002	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Road Surface Treatment Miles	12.90	7.04	2.0	7.32	2.0	5.0
Catch Basin Cleaned	944	3,015	1,677	2,048	2,300	2,200
Leaf Collection Cubic Yards	12,708	19,930	15,497	18,087	21,706	22,000
Tons of Patch Used For Potholes	114.40	11	120	221	250	300
Catch Basins repaired	65	104	90	57	120	150
Roadside Mowing Passes	3	3	4	4.5	5	5
Sweeping Days / # Sweepers	60/2	15/3	27/1	29/1	28/1	30/1
Plow Routes	18	19	21	20	21	21
Miles of Road Plowed	124.11	134	139.5	140.0	140.0	140.0

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
1,187,879	1,232,148	13112100 00110	FULL TIME SALARIES	1,280,991	1,280,991	1,280,991
171,559	157,783	13112100 00111	OVERTIME	157,783	157,783	157,783
6,495	2,190	13112100 00112	LONGEVITY	3,734	3,734	3,734
0	0	13112100 00114	TEMPORARY	0	0	0
9,984	20,682	13112200 00221	OPERATING MATERIAL	20,682	20,682	20,682
12,506	11,950	13112200 00223	UNIFORMS & CLOTHING	12,444	12,444	12,444
186,871	240,740	13112200 00224	SNOW & ICE REMOVAL	240,740	240,740	240,740
145,092	164,268	13112200 00225	HIGHWAY MATERIALS	166,688	166,688	161,688
951	3,450	13112200 00226	LANDSCAPING	3,450	3,450	3,450
4,317	10,090	13112200 00228	SMALL TOOLS	10,090	10,090	10,090
0	350	13112300 00320	PROFESSIONAL	0	0	0
284,543	354,507	13112300 00330	RENTAL & LEASES	378,505	378,505	378,505
225	0	13112300 00350	PRINTING	0	0	0
38,919	70,480	13112300 00371	MAINT CONTRACTS	70,480	70,480	70,480
0	550	13112300 00373	REPAIR/MAINT EQUIPMENT	550	550	550
2,684	3,075	13112300 00374	FEES & MEMBERSHIPS	3,075	3,075	3,075
2,794	9,575	13112300 00375	RECRUITMENT & TRAINING	9,575	9,575	9,575
41,492	25,000	13112300 00380	GRANTS & CONTRIBUTIONS	25,000	25,000	25,000
114,119	428,399	13112400 00442	DEPARTMENT EQUIPMENT	428,399	428,399	428,399
2,210,429	2,735,237		TOTAL	2,812,186	2,812,186	2,807,186
			PERCENTAGE CHANGE	2.81%	2.81%	2.63%

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

Fleet Services Division of Public Works continues supporting town departments by maintaining their vehicles and equipment. Departments such as Street Services, Park and Recreation, Building Department, Engineering Department, Building Maintenance, Human Services, Police Services, Town Hall motor pool vehicles, Pollution Control and Fire Department With the exception of Heavy Fire apparatus which the Town Garage shop is not equipped to handle or service. Fleet Services continue to strive to keep vehicles safe and to prolong longevity by providing routine services and road service when necessary. There is over 10 million dollars worth of equipment and vehicles are maintained by 3 trained and qualified technicians. Fleet Services also provides fuel for vehicles of the mentioned departments excluding Police services that provide their own fuel for their fleet at their facility.

Budget Change Commentary:

We are requesting a total budget increase of 5.96% for the following items.

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

Major Challenges:

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

Program Objectives and Goals FY 2016:

- To continue to provide and perform repair and maintenance services and extend the longevity of the increasing aging Town Fleet.
- Continue to recommend the replacement of vehicles and equipment by deterioration of major body components, safety and specific program needs.
- Investigate innovative methods to preserve critical body components on vehicles without increasing costs to budget.
- Revamp vehicle maintenance schedules to reduce service intervals to be more inline with manufacturers recommended maintenance schedules to save funding and decrease annual maintenance times.
- Continue to recycle vehicle fluids and parts where applicable to save on disposal costs.
- Continue to spec the purchase of dump trucks involved in snow removal with computerized ground speed controls to minimize road salt usage until entire fleet is outfitted with the controls.

Program Accomplishments FY 2015:

- Refurbished truck # 2052 in house at a savings of approximately \$50,000 dollars
- Sandblasted, primed and painted 8 plows for prolonging life expectancy
- Rebuilt and Painted Leaf Boxes
- Replaced 2 PTO/pump Assemblies on trucks
- Replacement of rims and tires on numerous trucks
- Keep trucks running during winter events
- Updating and organizing parts & storage areas
- Completed DEEP LUST, (leaking underground storage tanks), certification for the fuel facilities at the Town Garage.

Program Accomplishments FY 2015 (cont'd):

- Continued to provide support for maintaining and emergency repairs of vehicles and equipment for all Departments during major storms or other Town Emergency Situations.
- Tiger Mower

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	0	0	Fleet Manager	1	1
1	1.0	2	2.0	Mechanic	3	3.0
2	2.0	1	1.0	Assistant Mechanic	0	0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Maintenance – Scheduled Repairs	738	825	712	744	750
Maintenance – Unscheduled Repairs	230	81	100	301	315
Road Calls	58	14	26	67	70
Fuel – Unleaded (Gallons)	35,032	33,762	37,545	36,000	37,000
Fuel – Diesel (Gallons)	30,784	28,310	31,046	33,500	32,000
Street Department Vehicles & Equipment Beyond Life Expectancy	14	14	14	15	17
Capitol Equipment Purchases	\$43,920	\$7,390	43,920	\$75,682	\$159,682
Dump Trucks	15	15	15	16	16
Small Trucks & Pickups	21	21	21	23	24
General Fleet Vehicles	17	17	17	17	17
Buses	3	3	3	4	4
Police Department Vehicles	32	31	32	32	32
Heavy Equipment / Trailers	41	40	41	41	41

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
176,566	229,299	13113100 00110	FULL TIME SALARIES	286,883	286,883	285,117
42,146	28,821	13113100 00111	OVERTIME	28,821	28,821	28,821
1,621	2,181	13113100 00112	LONGEVITY	3,278	3,278	3,278
0	0	13113100 00114	TEMPORARY	0	0	0
34,393	29,625	13113200 00221	OPERATING MATERIAL	29,625	29,625	29,625
262,468	308,681	13113200 00222	VEHICLE & EQUIP SUPPLIES	308,681	308,681	298,681
6,151	13,650	13113200 00228	SMALL TOOLS	13,650	13,650	13,650
130,272	154,870	13113200 00232	FLEET & EQUIP REPAIR	154,870	154,870	154,870
5,262	11,760	13113300 00371	MAINTENANCE CONTRACTS	11,760	11,760	11,760
89,786	89,300	13113300 00373	REPAIR/MAINT EQUIPMENT	89,300	89,300	89,300
595	500	13113300 00374	FEES & MEMBERSHIPS	500	500	500
120	200	13113300 00375	RECRUITMENT & TRAINING	5,100	5,100	5,100
120	0	13113400 00442	DEPARTMENT EQUIPMENT	50,000	0	0
749,501	868,887		TOTAL	982,468	932,468	920,702
			PERCENTAGE CHANGE	13.07%	7.32%	5.96%

PROGRAM	PUBLIC WORKS – PUBLIC BUILDINGS DIVISION	3200
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Program Explanation:

The Public Buildings Division consists of three full-time staff members. The division utilizes three overlapping shifts that cover the hours between 7a.m. to 11p.m. daily. The Public Buildings Division currently maintains a combination of assets throughout town including Recreational Facilities, Municipal Buildings, Storage Facilities and Out Buildings totaling approximately 200,000 sq/ft. The Public Buildings Division maintains and administers multiple lease holds for farmland, agricultural use and tobacco production. The division manages and maintains over thirty utility accounts and fifteen contracts for services such as HVAC, Janitorial, Electrical, Energy, and Life Safety Service contracts. The division is responsible for large and small scale building repairs and projects as well as capitol projects implementation and management on an ongoing basis. The Division's role also includes supporting internal departments and divisions with various support functions including office upgrades, routine tasks, emergency requests and program specific projects. The division is responsible for energy management and conservation of natural gas, water, electricity and fuel oil utilities for sixteen facilities. Building Security, HVAC Automation Control, Computerized Maintenance Management Systems and Safety Data Sheet Web based applications are managed and maintained by the Public Buildings Division.

Budget Change Commentary:

The Utilities account (360) will see a \$10,000 increase for CL&P's (now called EverSource) Transmission and Distribution charges. The Emergency Operations Center operating costs are also added into this budget. Those costs are for Janitorial, Refuse, Kitchen Hood Cleaning and Inspections, Backflow Device and Sprinkler inspections, costs associated with voice and data service, water use and natural gas for the heating the building. These items total (some only six month costs only) \$31,900. There are also nominal increases from MDC and CT Water. A larger than normal increase in full-time salaries will also be seen. This year there are 53 pay periods. The remaining increases are due to annual contract cost increases as well a \$2,000 increase for overhead door repair costs primarily for the Town Garage door panels that are quickly deteriorating. The overall budget increase is 2.66%.

Financial performance is the cornerstone of the Public Buildings Division. Of the 1.4 million dollar budget last fiscal year (2013/2014) approximately half of it was allocated to utility and contracted services. The remainder of the budget was used for full-time salaries, repair of facilities and repair of major facility equipment like fire alarm systems, valves and pumps, appliances, security equipment, HVAC equipment and telecommunications equipment alike.

The Public Buildings Division continually looks for ways to reduce costs. One way we've been able to do this is through the use of energy efficiency programs for HVAC and lighting upgrades and frequent review of contracted service costs to ensure that both the cost and associated service levels are commensurate with market conditions. The division also frequently monitors and benchmarks utility usage to identify abnormalities in cost and use.

Department Challenges:

- Limited operating budget. There are assets with replacement costs that fall below the Capitol Projects threshold of \$100,000 but are also too large in cost to be supported by the operating budget.
- Capitol Asset Replacements. In 2009 a Capitol Needs Assessment study was completed which identified the need as well as costs associated with a Capitol Asset replacement schedule. To date, no funds have been allocated for Capitol Asset replacements from the assessment.

Budget Change Commentary (cont'd):

- Staffing needs. As the chart below depicts, the Division continues to take on additional maintenance tasks and responsibilities for new and newly expanded buildings and associated program support. We now maintain 25% more square footage with the same staffing levels as we had in 2008.

Program Objectives and Goals FY 2016:

- Manage services provided by vendors for contract compliance. Update State and Federal regulations program for newly installed boilers and generators NESHAP Air Emission Standards
- Manage the renovation of the Emergency Operations Center and seamlessly transition support staff into the building.
- Continue developing a "Balance Scorecard" set of key performance indicators (KPI's) and metrics that include financial goals, internal and external benchmarking energy goals as well as benchmarking Building Maintenance and contracted services performance. Internal and external Customer Satisfaction Surveys will also be part of the Scorecard. The objectives include reduction in emergency work order requests, meeting annual training goals and customer satisfaction surveys for contracted and in-house services.
- Upgrade exterior building, lot lights and interior building lighting to LED lighting (savings TBD)
- Continue the effort developing a shared services program with the Fire Departments to complete Building Maintenance related tasks for the three Fire Companies
- Continue identifying, documenting and implementing new Standard Operating Procedures (SOP's) for staff.
- Continue to build upon our recent progress utilizing the inventory module within our Computerized Maintenance Management System.

Program Accomplishments FY 2015:

- Replaced Town Hall front steps and railings as well as replaced all decorative lighting surrounding the steps and knee wall.
- Replaced the boilers at the Town Hall and Library
- Installed New Parking lot lighting at the Town Garage
- Replaced three heat pumps on the ground floor at the Police Department
- Installed redundant A/C units for the server room at the Police Department
- Completed the Generator Replacement Project at Town Buildings and BOE Buildings
- Currently working on the design development with the Architect
- Replaced employee steel entrance door, frame, threshold and closer at the Town Garage
- Painted the copula at the Rotary Pavilion
- Replaced window sills and clapboard siding as well as painted the Guard Shack at VMP
- Installed new Fire Protection and Burg systems at all Public Buildings
- Installed additional panic devices throughout the Human Services offices
- Replaced underground storage tanks at the Town Hall and Police Department and replaced them with new above ground tanks
- Replaced Police Department entrance store front glass and doors (scheduled for March)

Assigned Positions

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Facilities Manager	1	1.0
3	3.0	3	3.0	Building Maintainers	3	3.0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014/2015	Anticipated 2015-2016
Work Orders Completed	1,371	1,390	1,430	1,637	1,750
Work Order Requests	1,318	1,309	1,280	1,455	1,455
Energy Use All Buildings (kWh in Millions)	1.791	1.861	1.850	1.90	2.03

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
233,454	239,481	13200100 00110	FULL TIME SALARIES	315,240	315,240	247,227
942	1,879	13200100 00111	OVERTIME	1,879	1,879	1,879
2,622	4,680	13200100 00112	LONGEVITY	4,731	4,731	4,731
36,180	41,056	13200200 00221	OPERATING MATERIAL	43,005	43,005	41,333
2,177	5,650	13200200 00223	UNIFORMS & CLOTHING	5,650	5,650	5,650
760	900	13200200 00228	SMALL TOOLS	900	900	900
402	0	13200300 00320	PROFESSIONAL	0	0	0
2,385	2,600	13200300 00330	RENTAL & LEASES	2,600	2,600	2,600
574,064	658,853	13200300 00360	UTILITIES	698,724	698,724	698,724
289,401	338,470	13200300 00371	MAINTENANCE CONTRACTS	354,779	354,779	324,779
46,183	57,990	13200300 00372	REPAIR/MAINT FACILITIES	59,990	59,990	59,990
53,234	86,595	13200300 00373	REPAIR/MAINT EQUIPMENT	88,595	88,595	88,595
479	1,650	13200300 00374	FEES & MEMBERSHIPS	1,650	1,650	1,650
5,300	0	13200400 00442	DEPARTMENT EQUIPMENT	0	0	0
1,247,583	1,439,804		TOTAL	1,577,743	1,577,743	1,478,058
			PERCENTAGE CHANGE	9.58%	9.58%	2.66%

PROGRAM	PUBLIC WORKS – REFUSE DISPOSAL	3240
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Program Explanation:

The Refuse Disposal program provides for the curbside collection and disposal of residential refuse and recyclables through municipal contracts. The program also provides for the collection and disposal of household hazardous wastes, bulky wastes, and electronic recyclables. Program authorization is in accordance with Town Ordinances No. 79, 80, and 125.

Budget Change Commentary:

The Town has joined the Capital Regional East Operating Committee (CREOC) for the collection and disposal of household hazardous wastes. This program will replace the MDC regional program which was discontinued for non-member MDC communities. In this fiscal year, \$99,527 in administrative wages and benefits has been reallocated from Pollution Control to the Refuse/Recycling Budget. A new position involving shared services between Pollution Control and the Parks and Recreation Department was proposed to meet the need for technical services for the operation and maintenance of the swimming pool pump and filtration equipment at the Veteran's Memorial Park.

Program Objectives and Goals FY 2016:

- Continue to increase awareness of the costs of waste disposal and the savings associated with recycling
- To cooperate with State and local officials to create an infrastructure for diversion and product stewardship while reducing reliance on waste-to-energy
- Increase the use of educational materials to promote waste reduction, reuse, and recycling
- Increase awareness of alternative products for reduction of household hazardous wastes
- Increase the use of educational materials and seminars to promote backyard composting

Program Accomplishments FY 2015:

- Through the Central Connecticut Solid Waste Authority (CCSWA) selected a vendor for Textile Recycling
- Through CCSWA selected a lower cost refuse disposal alternative to the current C.R.R.A. services
- Continued as the most successful municipal recycling program in the Capital Region

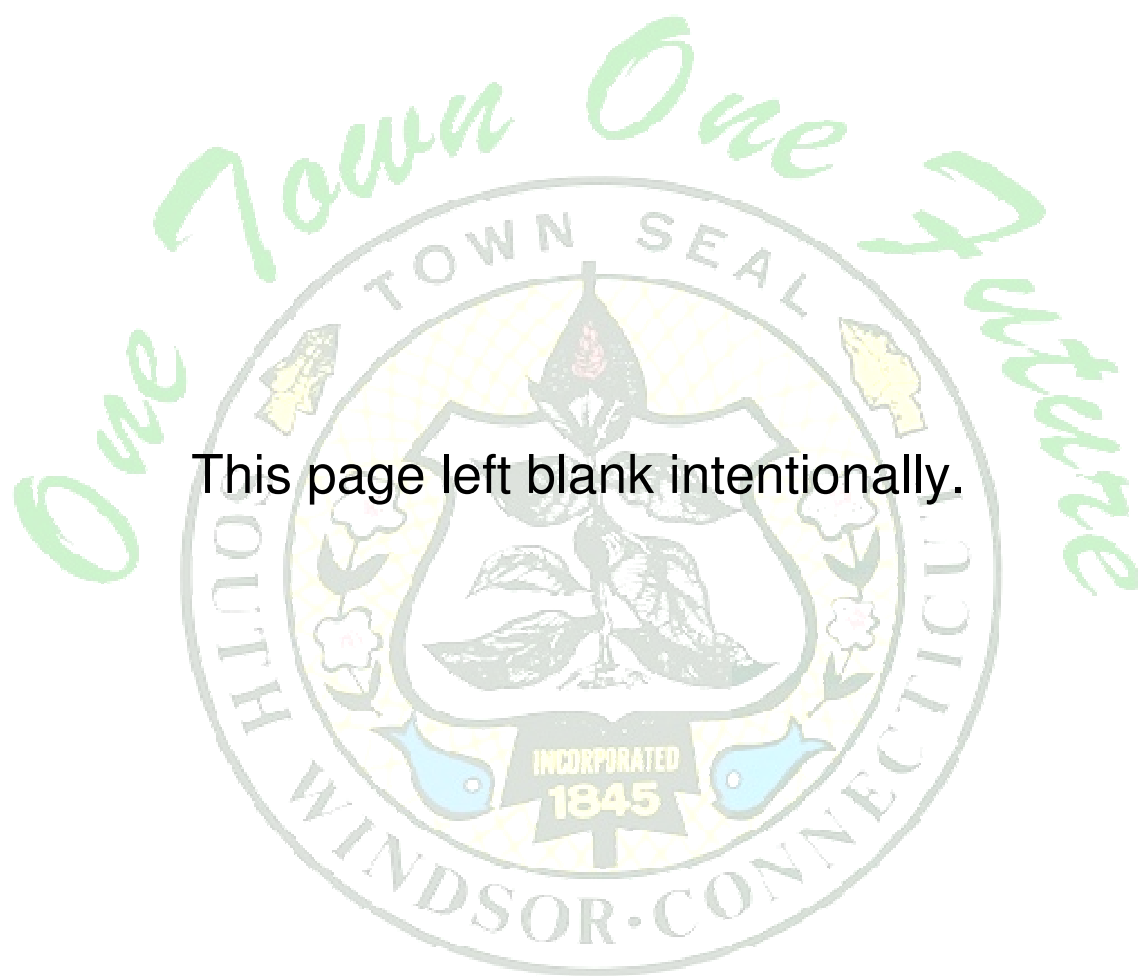
Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	.75	1	.75	Contract Compliance Officer	1	.75
1	.20	1	.20	Pollution Control Superintendent	1	.20

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Number of Residential Units	7,866	7879	7,902	7,918	7,936
Annual Refuse (tons) Per Residential Unit	1.0	.92	.92	1.0	1.0
Annual Recyclables (tons) Per Residential Unit	0.35	0.34	.34	0.35	0.35
Annual Household Hazardous Waste (tons)	3.3	3.3	3.3	3.0	3.0
Annual Bulky Waste Disposal (tons)	427	414	481	540	540
Annual Collection of Electronic Recyclables (tons)	31.5	71	68	70	70

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
0	50,726	13240100 00110	FULL TIME SALARIES	54,436	54,436	54,436
0	0	13240200 00221	OPERATING MATERIAL	0	0	0
1,391,064	1,394,739	13240300 00320	PROFESSIONAL	1,386,747	1,386,747	1,386,747
0	0	13240300 00350	PRINTING	0	0	0
5,628	2,564	13240300 00374	FEES & MEMBERSHIPS	2,685	2,685	2,685
524,201	529,178	13240300 00390	OTHER PURCHASE SERVICE	535,887	535,887	528,587
0	0	13240400 00442	DEPARTMENT EQUIPMENT	0	0	0
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1,920,893	1,977,207		TOTAL	1,979,755	1,979,755	1,972,455
			PERCENTAGE CHANGE	0.13%	0.13%	-0.24%



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HUMAN SERVICES

This division includes the Human Services Department and the Health Department. The Human Services Department is a multi-generational service agency serving children, families, adults and seniors in our community. We are comprised of two divisions: Youth and Family Services and Adult and Senior Services. Our mission is to enable South Windsor residents to achieve personal and social well-being by providing a variety of services and programs that are both pro-active and responsive to community needs. The Health Department is responsible for safeguarding the environmental health of the residents of the Town of South Windsor. This activity is conducted using the State Public Health Code, the Code of the Town of South Windsor, and other applicable guidelines. Major areas of responsibility include food service inspections and consultations, inspections of day care centers and nursery schools, supervision of septic system installation, approval of private water supplies, inspection of public swimming areas, and investigation of complaints and sources of pollution within the community.

Account Code	Descriptions	2014-2015 Council Approved	2015-2016 Department Request	2015-2016 Manager Proposed	2015-2016 Council Approved
6110	Environmental Health	147,530	187,298	187,298	146,150
6260	Visiting Nurse and Community Care, Inc.	17,825	17,825	17,825	82,675
6210	Human Services – Administration	114,259	113,100	113,100	280,285
6215	Human Services – Youth and Family Services	274,707	290,063	286,882	362,973
6225	Human Services – Adult and Senior Services	344,673	368,631	368,631	67,501
6250	Human Services – Sheltered Workshops	4,624	4,624	4,624	2,697
6240	Human Services – Adult and Senior Services – Transportation	65,692	90,501	67,501	14,696
	Total Human Services	969,310	1,072,042	1,045,861	956,977

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, Temporary Food Event Inspections, Food Service Plan Reviews, Approval and Oversight of the Repair and Installation of Subsurface Sewage Disposal Systems, Private Water Supply System Permitting, Child Care Facility Inspections, Public Pool Inspections, Environmental Complaint Investigations, Communicable Disease Control, Chronic Disease Control, Public Health Preparedness and other Core Public Health Functions.

Budget Change Commentary:

The program budget has no adjustments this fiscal year. The revenue structure of the Health Department is in need of updating; fee structures are antiquated, and the adoption of ordinances and permitting needs to be revisited.

Program Objectives and Goals FY 2016:

- Increase health department staffing to aid in delivery of public health services and programs.
- Initiate public health campaigns and outreach efforts.
- Increase department revenue by addressing current fee schedule and adoption of health ordinances.
- Expansion of health education programs.
- Lead Poisoning Prevention outreach and case management.
- Participation in the Region 2 Asthma Coalition Asthma Prevention Programs.
- Increase in number of Food Service Inspections conducted to meet statutory requirements.
- Partnership with town departments to provide efficient service to new businesses.
- Maintain current level of quality public health services.

Program Accomplishments FY 2015:

- South Windsor Well Water Study Completion.
- Radon Action Month Outreach Campaign.
- Participation in MDA#31 Public Health Planning Committee and drills.
- Participated in educational public health outreach campaigns.
- Awarded Lead Poisoning Prevention Grant from Connecticut Department of Public Health.
- Increased number of Food Service Inspections from previous years.
- Updated Health Department website with health recalls, forms and educational information.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	1	1	Environmental Health Officer	1	1
1	.175	1	.175	Director of Health	1	.175
1	.21	1	.37	Environmental Health Specialist /Food Service Inspector	1	.37

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Anticipated 2014-2015	Anticipated 2015-2016
Food Service Inspections (includes routine, re-inspections, emergency response inspections, temporary food events, complaints)	155	189	195	300	300
Food Service Plan Reviews	10	11	16	12	12
Child Care Facility Inspections (includes routine & re-inspections)	13	11	13	13	13
Pool Inspections (includes routine and re-inspections)	21	27	24	25	25
Hotel/Motel Inspections	1	2	1	2	2
Lead Poisoning/Elevated BLL Cases	1	1	6	12	12
Soil Testing Conducted (includes deep test pits and percolation testing)	31	20	23	20	20
Septic Permits Issued – New Construction	1	0	1	0	0
Septic Permits Issued- Repairs	9	12	11	12	12
B100a Reviews	10	7	10	8	8
Well Permits Issued	2	6	7	6	6
Laboratory Activities (water testing, lead testing, rabies cases, tick testing)	7	3	80	5	5
Environmental Complaint Investigations	47	40	48	35	35
Misc. Inspections and Investigations (cosmetology, tattoo parlors, GI outbreak, foodborne outbreak)	10	10	10	10	10

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
70,989	72,012	16110100 00110	FULL TIME SALARIES	162,500	162,500	71,500
7,600	32,580	16110100 00113	PART TIME WAGES	0	0	32,852
0	0	16110100 00114	TEMPORARY	0	0	0
250	800	16110200 00210	OFFICE SUPPLIES	800	800	800
515	6,140	16110200 00221	OPERATING MATERIAL	1,500	1,500	6,000
323	400	16110200 00223	UNIFORMS & CLOTHING	400	400	400
60	200	16110200 00228	SMALL TOOLS	200	200	200
29,919	29,700	16110300 00320	PROFESSIONAL	16,200	16,200	29,700
150	300	16110300 00350	PRINTING	300	300	300
924	1,398	16110300 00374	FEES & MEMBERSHIPS	1,398	1,398	1,398
3,077	4,000	16110300 00375	RECRUITMENT & TRAINING	4,000	4,000	3,000
113,807	147,530		TOTAL	187,298	187,298	146,150
			PERCENTAGE CHANGE	26.96%	26.96%	-0.94%

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:

\$3,219 was cut from this contract for this fiscal year.

Program Objectives and Goals FY 2016:

- 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 2015:

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

Assigned Staff:

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

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Geriatric Support- Visits			20	20	20
Adult Day Care- Hours			150	150	150
Home Health Aides- Visits			190	190	190
Meals on Wheels			94	94	94
Elder Wellness Program - Hours			150	150	150
Flu Vaccine- Shots Administered			222	215	215

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
4,803	17,825	16260300 00380	GRANTS & CONTRIBUTIONS	17,825	17,825	14,696
4,803	17,825		TOTAL	17,825	17,825	14,696
			PERCENTAGE CHANGE	0.00%	0.00%	-17.55%

PROGRAM	HUMAN SERVICES – ADMINISTRATION	6210
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Program Explanation:

The Department of Human Services is comprised of three divisions: Administration, Adult and Senior Services and Youth and Family Services. All divisions work collaboratively to deliver optimum service to our multi-generational clientele. Administration includes Department Director, Administrative Secretary and Clerical Assistant.

Budget Change Commentary:

This budget comes in lower than last fiscal year with no increase in salaries for staff and a decrease in operating, advertising and the fees and membership categories.

Program Objectives and Goals FY 2016:

- 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 2015:

- Successfully transitioned from reporting to the Director of Human Services to the Director of Adult and Senior Services

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	0	0	Director of Human Services	0	0
1	1.0	1	1.0	Executive Secretary/Transportation Coordinator	1	1.0
1	.80	1	.80	Clerical Assistant	1	.80

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Purchase orders processed	453	354	535	522	550
Vouchers processed	487	478	547	550	560
# of riders on senior/disabled busses (unduplicated)	491	520	574	583	590
# of medicals	382	652	830	850	875
# of miles logged on busses	51,365	57,408	62,173	68,706	74,500

Function HUMAN SERVICES
Department HUMAN SERVICES
Division ADMINISTRATION
Division Code 6210

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
135,308	74,069	16210100 00110	FULL TIME SALARIES	72,389	72,389	43,953
465	0	16210100 00111	OVERTIME	0	0	0
0	0	16210100 00112	LONGEVITY	0	0	0
23,768	27,050	16210100 00113	PART TIME WAGES	27,571	27,571	27,030
768	0	16210100 00114	TEMPORARY	0	0	0
3,865	4,700	16210200 00221	OPERATING MATERIAL	4,700	4,700	4,000
0	500	16210300 00310	ADVERTISING	500	500	252
0	0	16210300 00320	PROFESSIONAL	0	0	0
840	840	16210300 00330	RENTAL & LEASES	840	840	840
0	0	16210300 00350	PRINTING	0	0	0
180	1,000	16210300 00374	FEES & MEMBERSHIPS	1,000	1,000	500
0	0	16210300 00375	RECRUITMENT & TRAINING	0	0	0
6,100	6,100	16210300 00380	GRANTS & CONTRIBUTIONS	6,100	6,100	6,100
0	0	16210400 00441	OFFICE EQUIPMENT	0	0	0
0	0	16210400 00442	DEPARTMENT EQUIPMENT	0	0	0
171,294	114,259		TOTAL	113,100	113,100	82,675
			PERCENTAGE CHANGE	-1.01%	-1.01%	-27.64%

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 year we came 2% under budget with no increase in salary for staff. This 2% decrease is shown in the Professional line.

Program Objectives and Goals FY 2016:

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

Program Accomplishments FY 2015:

- Secured \$22,574 State of CT. Department of Education, Youth Service Bureau Grant
- Secured \$6,250 State of CT. Department of Education, YSB Enhancement Grant
- Secured \$4,999 SAMHSA, Drug-Free Communities Grant
- Secured \$1,000 Prevention Stipend through ERASE (East of the River Action for Substance Abuse Elimination)
- Secured \$4,245 State of CT. Department of Mental Health & Addiction Services, LPC Grant
- Secured \$1,500 Savings Bank of Manchester, Rising Stars Grant
- Secured \$2,500, New Alliance Foundation, Jump Start Tutoring Grant
- Raised \$5,186 from donations and fund raising effort
- Continued to provide crisis intervention, short-term counseling, referral services, juvenile justice programs, parent education and support, prevention initiatives and positive youth development programs, including the South Windsor Teen Center and the Rising Stars Summer Community Service Program.
- Provided individual and group counseling services *within* South Windsor High School and Timothy Edwards Middle School
- Held the first annual Relieve the Stress Fest at South Windsor High School.
- Revived the successful ACES (Community Service Program) for high school students.
- Provided the following positive youth development programs *within* South Windsor High School and Timothy Edwards Middle School: "It Takes One" Program for students and parents, Smoking Prevention Week, Internet Safety, Jump Start Tutoring Program, SADD – Students Against Destructive Decisions.
- Continued Collaboration with the South Windsor Police Department on successful programs like "Cops, Coffee & Conversation" series

Program Accomplishments FY 2015 (cont'd):

- Held numerous community education programs like “The Stranger You Know” Child Abuse Prevention and FOCUS Center for Autism’s “The Spectrum Unplugged”
- Parent Educator teamed up with Autism Services & Resources Connecticut to start the Northern Connecticut Parent Network
- Supported the South Windsor Mentoring Program with both staff and funding.
- Diverted youth from the juvenile justice system by coordinating the South Windsor Juvenile Review Board
- Collaborated with the South Windsor Fire Marshall’s Office, Fire Department and Police Department on the South Windsor Juvenile Fire Setter Intervention Commission and Education Program.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Youth and Family Services	1	1.0
1	1.0	1	1.0	Teen Center Coordinator	1	1.0
1	.66	1	.66	Youth and Family Counselor	1	.66
1	.50	1	.50	Parent Educator	1	.80
1	.65	1	.65	School Outreach Specialist	1	.80
9	-	9	-	Teen Center Supervisors (3-6 hours per MONTH)	9	-
1	-	1	-	Contractual Clinician (3-7 hrs per week)	1	-
1	-	1	-	Contracted Positive Youth Development Specialist (7 hours a week)	0	-

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Positive Youth Development Program Participants	1,899	2, 431	2, 797	2,000	2,500
Teen Center Participants	427	373	313	350	400
Parenting Education and Support Clients	394	408	462	450	400
Juvenile Court Diversion - Juvenile Review Board Cases	15	16	13	20	25
Individual/Family/Group Counseling Clients	63	68	70	75	80

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

2013/2014	2014/2015				2015/2016	2015/2016	2015/2016
COUNCIL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
96,756	109,430	16215100	00110	FULL TIME SALARIES	116,944	116,944	114,639
106,991	117,142	16215100	00111	PART TIME WAGES	130,904	121,803	121,803
869	0	16215100	00114	TEMPORARY	0	0	0
11,568	8,275	16215200	00221	OPERATING MATERIAL	13,275	8,275	8,275
501	300	16215300	00310	ADVERTISING	300	300	300
11,459	30,940	16215300	00320	PROFESSIONAL	20,020	30,940	26,648
1,036	2,520	16215300	00330	RENTAL & LEASES	2,520	2,520	2,520
2,076	3,000	16215300	00350	PRINTING	3,000	3,000	3,000
0	500	16215300	00372	REPAIR/MAINT FACILITIES	500	500	500
1,850	2,600	16215300	00374	FEES & MEMBERSHIPS	2,600	2,600	2,600

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 maybe 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 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 is coming under budget this year, with no increase in salaries for staff. The budget also shows decreases in areas of operating, professional services, contributions to MARC and the annual contract for services provided by the Visiting Nurse and Health Services of Connecticut.

Program Objectives and Goals FY 2016:

- Secure grant funds to purchase a new bus (80% state, 20% Town funded) for seniors and persons with disabilities
- Continue to provide outreach to the community to educate low income adults and senior citizens on services available
- Find new and creative ways to encourage “baby boomers” to participate in senior activities
- Continue to collaborate with the Parks and Recreation Department for the most efficient use of space at the Community Center

Program Accomplishments FY 2015:

- Successfully assumed duties of administrative oversight of the department as Director of Adult and Senior Services
- Successfully transitioned social services caseworker to Assistant Director of Adult and Senior Services
- Increased the transportation services for medical appointments due to higher demand
- Increased the CARES program from three to four days a week in order to provide social, mental, and physical stimulation to frail seniors
- Secured \$13,197 State of CT Social Service Block Grant funds to provide Home Management Services to older adults with income below 200% of Federal Poverty Level
- Utilized the outdoor screened in gazebo to provide an additional 50 programs with 869 people participating
- For a fourth year in a row, volunteers and members of the Senior Advisory Council read to all classrooms in all elementary schools in Town; donated 115 books using funds from DST Output

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.00	1	1.00	Director of Adult and Senior Services	1	1.00
1	1.00	1	1.00	Assistant Director of Adult and Senior Services	1	1.00
1	1.00	1	1.00	Human Service Specialist I (Caseworker)	1	1.00
1	1.00	1	1.00	Human Service Specialist I (Program Coordinator)	1	1.00
1	1.00	1	1.00	Human Service Specialist II (Program Coordinator)	1	1.00
1	.72	1	.72	Human Services Specialist I (Caseworker)	1	.80
1	.37	1	.48	CARES Program Facilitator	1	.48
1	.53	1	.53	Senior Nutrition Manager	1	.66
1	.27	1	.27	Assistant Nutrition Manager		

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Office visits (with caseworkers)	1412	2038	2,115	1800	1500
CEAP Energy Assistance Applications Processed	417	413	431	420	400
Contacts for Medicare CHOICES Counseling	199	265	102	200	150
Completed Homeowners Tax Relief and Renters Rebate Applications	351	349	500	350	300
Households Assisted with Private Fuel and Operation Fuel Funds	124	127	132	120	120
People served in food bank annually	512	520	700	500	500
Caregivers who attended monthly support group	99	83	85	95	95
# of families receiving Thanksgiving Baskets/# people in those families	169/304	196/468	210/437	158/372	200/450
Children and seniors served in the Holiday Toy/Gift Program	174	239	266	256	230
Meals served at congregate lunch site	8000	8000	7,000	7,500	7500
Trips offered at senior center	119	120	125	100	120
People who attended trips	2314	2300	2,929	2500	2500
Attendees for cards and games weekly	300	300	300	300	300
Attendees in Exercise Programs	500	500	309	300	350
Swipes in My Senior Center Program (first trackable FY 12/13)	-	32,017	30,989	30,000	33,000
Volunteers	180	185	195	195	185

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
237,123	256,608	16225100 00110	FULL TIME SALARIES	281,021	281,021	276,963
77,831	70,566	16225100 00113	PART TIME WAGES	70,111	70,111	70,111
7,800	8,900	16225200 00221	OPERATING MATERIAL	8,900	8,900	8,000
0	0	16225300 00310	ADVERTISING	0	0	0
10,835	500	16225300 00320	PROFESSIONAL	500	500	500
1,241	1,311	16225300 00330	RENTAL & LEASES	1,311	1,311	1,311
2,357	3,100	16225300 00350	PRINTING	3,100	3,100	3,100
1,188	1,188	16225300 00360	UTILITIES	1,188	1,188	1,188
0	500	16225300 00373	REPAIR/MAINT EQUIPMENT	500	500	500
1,020	700	16225300 00374	FEES & MEMBERSHIPS	700	700	700
100	300	16225300 00375	RECRUITMENT & TRAINING	300	300	300
445	1,000	16225300 00390	OTHER PURCHASE SERVICE	1,000	1,000	300
0	0	16225400 00442	DEPARTMENT EQUIPMENT	0	0	0
339,939	344,673	TOTAL		368,631	368,631	362,973
		PERCENTAGE CHANGE		6.95%	6.95%	5.31%

PROGRAM	HUMAN SERVICES – SHELTERED WORKSHOPS	6250
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Program Explanation:

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

Budget Change Commentary:

The program budget decreased by \$1,927.

Program Objectives and Goals FY 2016:

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

Program Accomplishments FY 2015:

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

Assigned Positions:

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

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Employment services		9	10	10	10
Residential service		3	3	3	3
In-Home personal support		2	3	3	3
Summer Camperships		4	5	4	4

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
2,697	4,624	16250300 00380	GRANTS & CONTRIBUTIONS	4,624	4,624	2,697
<hr/>						
2,697	4,624		TOTAL	4,624	4,624	2,697
			PERCENTAGE CHANGE	0.00%	0.00%	-41.67%

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

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

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

Budget Change Commentary:

This program budget reflects an increase of \$1,809.

Program Objectives and Goals FY 2016:

- To continue to work to meet continued needs / demands for transportation services
- To secure funding through a DOT bus replacement grant (80/20)

Program Accomplishments FY 2015:

- Secured DOT Grant to supplement our transportation program
- Unduplicated ridership increased from 575 in 2014 to 650 passengers in 2015
- Almost 20% increase in medicals from previous year

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
6	6 PT	6	6 PT	Bus Drivers	6	6 PT

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipate 2015-2016
Annual Bus Mileage	51,365	56,319	62,173	68,706	74,900
Unduplicated Ridership	491	465	575	625	650
Medicals	382	690	830	850	875

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
207	0	16240100 00111	OVERTIME	0	0	0
71,290	65,692	16240100 00113	PART TIME WAGES	67,501	67,501	67,501
0	0	16240400 00442	DEPARTMENT EQUIPMENT	23,000	0	0
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71,497	65,692		TOTAL	90,501	67,501	67,501
			PERCENTAGE CHANGE	37.77%	2.75%	2.75%

CULTURAL AND LEISURE SERVICES

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

Account Code	Descriptions	2014-2015 Council Approved	2015-2016 Department Request	2015-2016 Manager Proposed	2015-2016 Council Approved
5112	Parks and Recreation – Administration	527,660	573,584	542,344	534,359
5150	Parks and Recreation – Parks	1,248,873	1,407,931	1,285,484	1,285,484
5510	Library	1,027,637	1,064,439	1,064,439	1,027,637
	Total Cultural and Leisure Services	2,804,170	3,045,954	2,892,267	2,847,480

MISSION STATEMENT

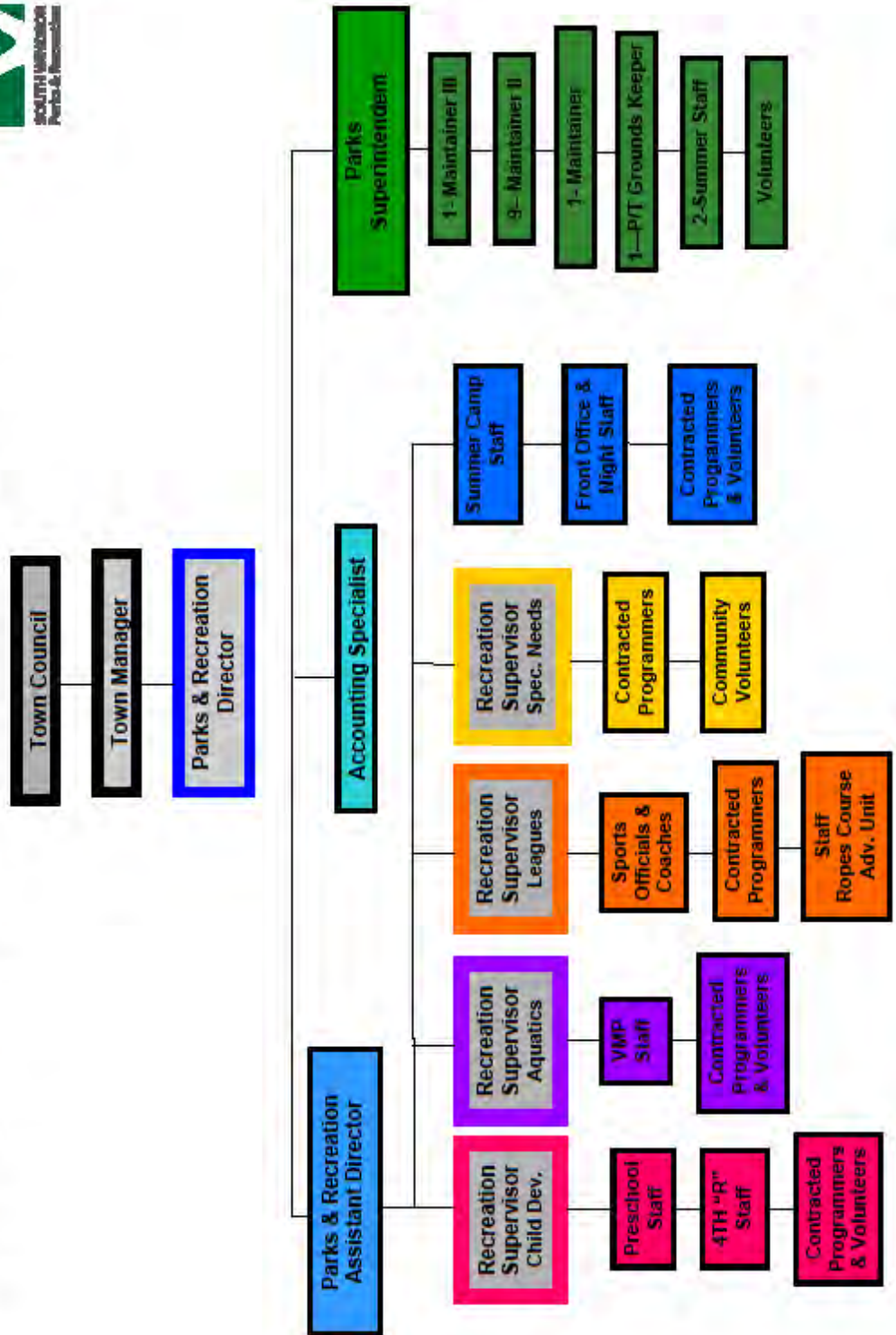
2011

“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**

Parks & Recreation Department

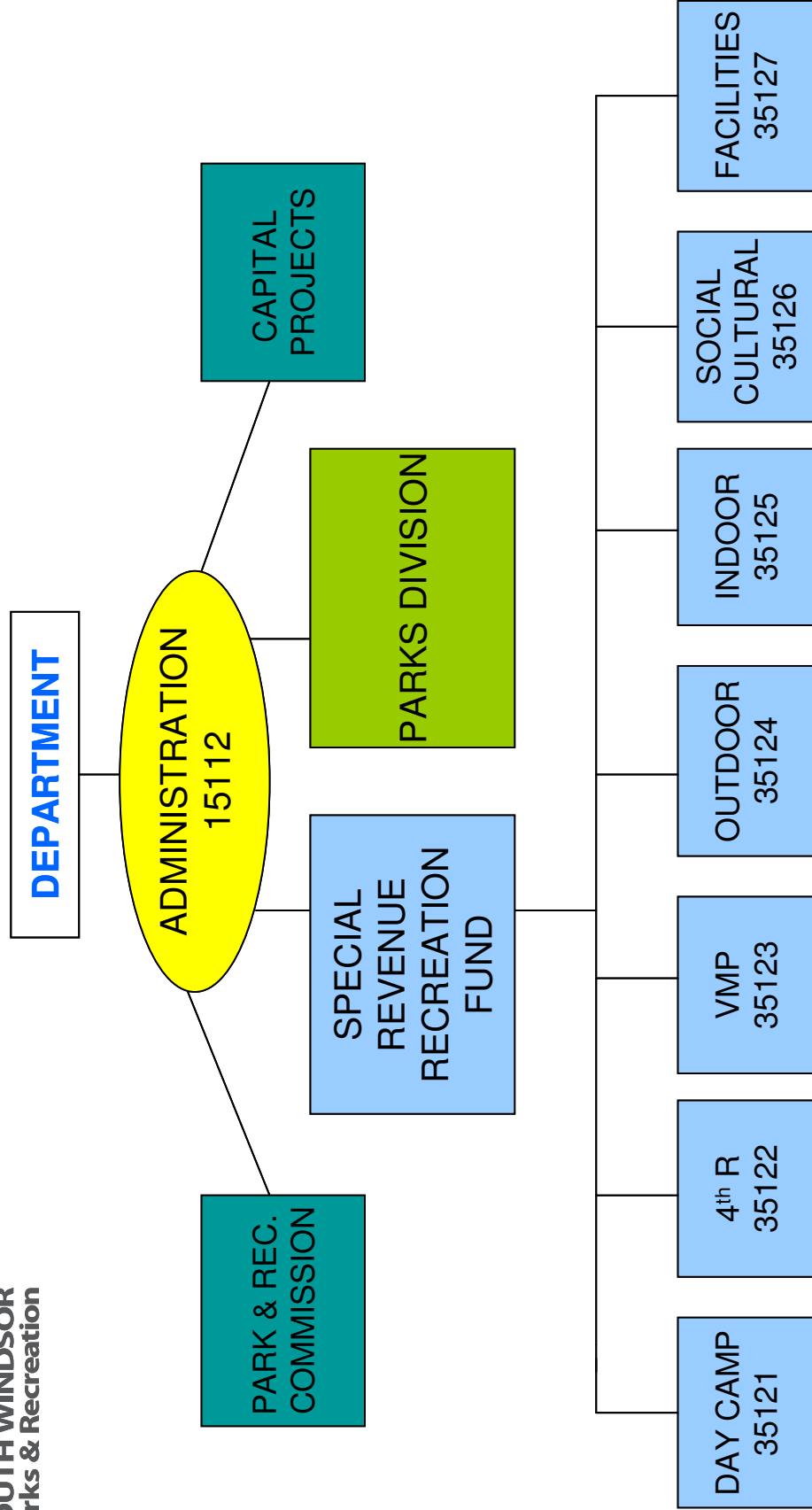




SOUTH WINDSOR
Parks & Recreation

South Windsor Parks & Recreation Department

Budget Chart of Accounts



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 anticipate 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 mid-term success of the SRRF can be best judged by the positive fund balances realized in all but one of the first fourteen years of operation. In the past, sound budgeting and staff diligence has generated enough of a SRRF fund balance to support our program growth, improvements and enhancements. The primary goal of all seven sub-accounts within the SRRF is to provide affordable, quality and self-sustaining programs and services.

The **Parks Division** is responsible for the care and maintenance of all public parks, athletic fields, school and public building grounds, and town-owned open space property. This involves the care of grass, shrubs, trees, irrigation systems, fencing, playgrounds, picnic tables, grills, tennis courts, the pools at Veterans Memorial Park, flower gardens, community gardens, sidewalks, parking lots and athletic field renovations. In addition, our parks division provides valuable resources for department activities, like our Fall Fest, as well as support services for community events like Armed Forces Day Picnic in the Park, or the Wapping Fair just to name a few.

The Parks & Recreation Department **administrative staff** consists of: the full-time positions of a Director, Assistant Director, a Parks Superintendent, four Recreation Supervisors, and an Accounting Specialist (created October, 2013). The fourth Recreation Supervisor is a newly position (September, 2014) re-structured from a vacant secretarial slot due to retirement and that individual is responsible for accommodating individuals with special needs and enhancing current, and creating new, special events for the department. These individuals effectively manage the \$2,463,829 SRRF budget representing over 300 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 Administration budget of \$534,359 and a \$1,285,484 Parks Division annual operating budget. Additionally, they oversee a parks crew of eleven full time Maintainers, and one part time Groundskeeper, supplemented by two seasonal summer helpers (all located in a separate Parks Division Budget).

Budget Change Commentary:

An overall increase of 1.3%, equating to \$6,699 is requested to properly support our administration budget.

- That increase (line item 110) is needed to support the 53rd pay period for our critical administrative staff – the staff that makes all the other departmental budgets work successfully.

Budget Change Commentary:

- For the 2015-2016 budget we had originally proposed the addition of rental fees to support remote storage in the wake of losing our critical bulk storage at the Old Post Office to the E.O.C. project, as well as replacing professional development funds cut last year and replacing our 10-year old mini-van with 148,000 miles, but these could not be supported with only a 2.8% increase. These items will likely re-appear in next year's budget proposal.

Program Objectives and Goals FY 2016:

- Investigate ways to recover some of the deep cuts made in FY 2014-2015, to maintain efficiency with well-trained staff and meet the non-wage functional needs of the office operation.
- Continue staff re-structuring with shifts in the division of responsibilities to best take advantage of identified skills and talents of existing staff to better position us for continuing growth.
- Maintain affordability with economic sensitivity in establishing user fees and charges while assuming growing expenses in the SRRF.
- Maintain, or exceed current level of service.
- Explore department storage options with the anticipated loss of the old post office.
- Expansion of community gardens (Jones Property), adult programs, and trail maintenance program ("Adopt-A-Trail").
- Revitalize the "Benefits for Businesses" program to expand on potential users and sponsorships as additional revenue sources.
- Examine rental facility fees for potential adjustments to increase revenue stream.
- Continued efforts to implement the Master Plan for Parks & Recreation – continue development of Lawrence Road Park, enhancements to VMP, improve neighborhood connector paths, renovation of outdoor tennis courts and basketball court at Rye St. Park.

Program Accomplishments FY 2015:

- Completed phase one of the skate park with the grand opening on August 23, 2014.
- Completed year one activity with our Facebook account generating 636 "likes".
- Continued re-structuring of full time staff to better address and manage the rapid department growth by creating another Recreation Supervisor programming position (formerly an administrative secretary position) responsible for accommodating Special Needs and managing and developing Special Events.
- 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
- Focused on continual improvement and enhancements to the department PrestoSports built web site making it more user-friendly and a stronger marketing tool, resulting in an increase in on-line registrations, now consistently at 65%, with periodic spikes well above 90%.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Parks & Recreation Director	1	1.0
1	1.0	1	1.0	Assistant Director of Parks & Recreation	1	1.0
1	1.0	1	1.0	Parks Superintendent	1	1.0
3	3.0	3	3.0	Recreation Supervisor	4	4.0
0	0	1	1.0	Accounting Specialist	1	1.0
2	2.0	1	1.0	Administrative Secretary	0	0
8	8.0	8	8.0	TOTAL	8	8.0

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
479,012	522,190	15112100 00110	FULL TIME SALARIES	536,499	536,499	528,514
412	660	15112100 00111	OVERTIME	675	675	675
274	0	15112100 00112	LONGEVITY	0	0	0
104	500	15112200 00210	OFFICE SUPPLIES	500	500	500
170	0	15112200 00221	OPERATING MATERIAL	0	0	0
0	0	15112200 00223	UNIFORMS & CLOTHING	0	0	0
348	600	15112200 00231	DAILY OPERATING ACTIVITY	600	600	600
6	0	15112300 00320	PROFESSIONAL	0	0	0
681	560	15112300 00330	RENTAL & LEASES	6,560	560	560
0	0	15112300 00350	PRINTING	0	0	0
0	0	15112300 00371	MAINTENANCE CONTRACTS	0	0	0
0	0	15112300 00372	REPAIR/MAINT FACILITIES	0	0	0
35	3,150	15112300 00374	FEES & MEMBERSHIPS	5,750	3,510	3,510
0	0	15112300 00375	RECRUITMENT & TRAINING	0	0	0
0	0	15112300 00390	OTHER PURCHASE SERVICE	0	0	0
	0	15112400 00441	OFFICE EQUIPMENT	0	0	0
15,855	0	15112400 00442	DEPARTMENT EQUIPMENT	23,000	0	0
<hr/>						
496,896	527,660		TOTAL	573,584	542,344	534,359
			PERCENTAGE CHANGE	8.70%	2.78%	1.27%

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

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

The Parks & Recreation Department **administrative staff** consists of: the full-time positions of a Director, Assistant Director, a Parks Superintendent, three Recreation Supervisors, a Child Development Coordinator and an Accounting Specialist. These individuals effectively manage the proposed \$2,460,834 SRRF budget representing over 300 annual programs and services delivered by hundreds of seasonal or part-time employees, contracted service specialists and volunteers. Administrators also manage the \$1,285,484 Parks Division annual operating budget. The current Parks crew consists of eleven full time Maintainers, and one part time Groundskeeper, supplemented by two seasonal summer staff. The "mantra" of this hard-working crew is "Yes we can"!

Budget Change Commentary:

Since the transition to a Parks & Recreation Department in 2010, the Parks budget was submitted at (2.32%) for FY 2011-2012, (0.19%) for FY 2012-2013, +0.23% for FY 2013-2014, and +13.6% for FY 2014-2015. That proudly represents an average increase of only 2.83% per year, yet with significant results, despite the addition of 57.9 acres of open space properties (Mannarino sub-division, King Street, Jones & Nelson Farms), the TRACS building property, skate park and another 1,000 feet of public sidewalk to maintain. The proposed 2015-2016 Parks Division operating budget requests a slight increase of 2.9%. Although this remains consistent with the previous four year average the budget is sufficient to sustain, not increase levels of service and efficiencies and meets current needs with little opportunity to address the growing demands of the community.

Due to final budget reductions in our current budget just prior to adoption last May we found it necessary to abandon the "Turf Specialist" position we had hoped to add to the unionized crew to help address the major concerns created by the anticipated expanded unfunded state mandate banning the use of pesticides on all public grounds – at all schools, public buildings and parks – and to help us continue to meet the high expectations of our facility users. For the 2015-2016 budget we had originally proposed the addition of a "Parks Manager" position to assist our Superintendent in carrying out crew supervision, turf management and coverage in the Superintendent's absence, as well as the purchase of a new piece of snow removal equipment versatile enough for clearing sidewalks, parking lots, or even streets if necessary, but these could not be supported with only a 2.9% increase.

Other significant impacts include:

- \$13,561 to provide the union contract stipulated 2% raise which in turn impacted the overtime account by another \$1,740.
- \$12,414 to cover the 53rd pay period
- A reduction of \$22,000 in our repair & maintenance of facilities line item for the gutter repairs at VMP.

Program Objectives and Goals FY 2015:

- Take over the care and maintenance of the two athletic fields at the new CREC School on Long Hill Road.
- Continued with our “Employee + Equipment = Efficiency” initiative focusing on combining staff skills and strengths with the right equipment to get the job done better and faster., by adding another zero turn landscape mower to expedite and improve the care of prime athletic fields and public grounds, and 72” snow blower attachment for our Bobcat skid steer loader for faster, more efficient snow removal on sidewalks and parking lots.
- Repair and re-level the pool gutters at VMP.
- Re-configure the Buckland Road medians with lower maintenance landscaping to save time and labor, yet provide beautification to this highly visible gateway to Town.
- Investigate potential options to improve the badly deteriorated lower parking lot at Veterans Memorial Park.
- Continue work at Nevers Park thinning the forest of unhealthy trees, opening up lines of sight, creating open “grove” areas and improving park amenities as part of our “Parks Beautification” initiative.
- Re-evaluate the “Trash in the Parks” program for potential modification.

Program Accomplishments FY 2014:

- 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. Added a Ventrac utility tractor and a snow blower attachment, a Mataway walk-behind over-seeder, a skid steer snow blower for the Bobcat, a drop spreader, a John Deere snow blower, and a Honda snow blower to replace two old deceased units and a Stihl chain saw replacement.
- Completed re-construction of the Orchard Hill softball field, transforming it into a baseball field to support the new Middle School baseball team.
- Completed site preparations with final application of compost and top soil at the Avery Street Orchard for “high tunnels” to be erected for year-round produce harvesting as part of a S.W. Food Alliance initiative supported by a \$18,000 grant from USDA, Natural Resources Conservation Services.
- Prepared parks and provided services for special events like: Fall Fest, Wapping Fair, Wreaths Across America, Memorial Day & Veterans Day at VMP.
- Prepared both Rye Street and Nevers Parks for 5 large youth baseball, lacrosse, soccer and football tournaments.
- Orchestrated the demolition and removal of the decrepit barn by Environmental Services, Inc. at the new open space property formerly the Jones Farm at 559 Avery Street.
- Added an eleventh member to the crew with the hiring of Brian Sullivan on October 20, 2014.
- Designed, built, refurbished, improved and installed signs for the Bark Park (added Chief Gary K. Tyler Memorial), Donnelley Preserve
- Installed sub-surface drainage at the new skate park at Nevers Park.
- Set up our first-ever Parks & Recreation “Giving Tree” at the gazebo at Nevers Park to benefit the SW Food Bank.
- The crew did a terrific job designing, building and installing enclosures for the three propane tanks that service the Rotary Pavilion and Rye Street Park concession. The attractive wood structures provide secure protection of the tanks and aesthetically “hide” them from public view.
- Our Bike Fleet Trailer was transported to and from all five elementary schools for the 4th grade bicycle education program conducted by the physical education department in conjunction with SW Walk & Wheel Ways.
- Repaired the Orchard Hill School soccer field which had been closed to use due to hazardous settling and uneven surface.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	0	0	Turf Specialist	0	0
1	1.0	1	1.0	Maintainer III	1	1.0
9	9.0	7	7.0	Maintainer II	9	9.0
		2	2.0	Maintainer I	1	1.0
1	0.50	1	0.50	Groundskeeper	1	0.50
2	0.46	2	0.46	Summer Staff (Seasonal full time for 12 weeks x 2 = 24 weeks total)	2	0.46
13	10.96	13	10.96	TOTAL	14	11.96

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Athletic Fields maintained (soccer, lacrosse, football)	22.5	22.5	22.5	24.5	25.5
Baseball/Softball Fields maintained	16	16	16	16	16
Acres - Routine Mowing (weekly service minimum)	154.6	154.6	154.6	164.8	166.8
Acres – Fertility Management	57.75	57.75	57.75	62.7	64.7
Acres – Pest Management	49.25	49.25	49.25	62.2	62.2
Acres – Cultural Practices (aerating, over-seeding, sod)	50.4	50.4	50.4	57.9	65.9
School Grounds maintained	8	8	8	8	8
Open Space Property	14	14	14	14	16
Public Building Grounds maintained	8	8	8	8	16
Playgrounds maintained	2	2	2	2	2
Large Equipment maintained (mowers, snow blowers, etc)	127	131	134	138	143
Trail System Maintained (miles/locations)	9.60 / 18	9.70 / 19	11.7 / 19	11.7/19	11.7/19
Linear Feet of Sidewalks edged and Snow Removal				24,000	25,000

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
534,310	627,867	15150100 00110	FULL TIME SALARIES	734,389	657,942	657,942
93,501	110,454	15150100 00111	OVERTIME	112,194	112,194	112,194
8,463	7,514	15150100 00112	LONGEVITY	7,936	7,936	7,936
22,666	18,957	15150100 00113	PART TIME WAGES	19,710	19,710	19,710
11,114	9,600	15150100 00114	TEMPORARY	10,080	10,080	10,080
108,269	126,150	15150200 00221	OPERATING MATERIAL	134,150	126,150	126,150
9,236	8,210	15150200 00223	UNIFORMS & CLOTHING	9,088	9,088	9,088
45,721	43,900	15150200 00226	LANDSCAPING	46,850	46,850	46,850
5,846	5,675	15150200 00228	SMALL TOOLS	5,675	5,675	5,675
15,994	17,265	15150300 00330	RENTAL & LEASES	17,265	17,265	17,265
44,032	71,420	15150300 00360	UTILITIES	71,420	71,420	71,420
94,587	101,051	15150300 00371	MAINTENANCE CONTRACTS	103,051	101,051	101,051
26,671	45,500	15150300 00372	REPAIR/MAINT FACILITIES	23,500	23,500	23,500
373	350	15150300 00373	REPAIR/MAINT EQUIPMENT	1,500	1,500	1,500
357	2,980	15150300 00374	FEES & MEMBERSHIPS	3,740	3,740	3,740
1,257	1,800	15150300 00375	RECRUITMENT & TRAINING	1,800	1,800	1,800
50,110	50,180	15150400 00442	DEPARTMENT EQUIPMENT	105,583	69,583	69,583
1,072,507	1,248,873		TOTAL	1,407,931	1,285,484	1,285,484
			PERCENTAGE CHANGE	12.74%	2.93%	2.93%

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 The Dictionary Project, and to offer a variety of programs and cultural experiences. The Library is an active member of regional, state, and national library associations through which we are able to purchase materials and equipment at significant discounts, subscribe to databases, and participate in continuing education and training.

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

The Children's Department serves children from pre-school ages through the beginning of high school. As part of our commitment to instill a life-long love of reading, the library offers outreach story time visits to day care centers and nursery schools in our community. In the library, we offer early literacy programs for children as young as six months, beginning readers' programs, and book discussion groups for students in 3rd-12th grade. 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. 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. 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 37th year.

The Technical Services Department assists both the Adult and Children's Departments by preparing collection materials for the public in a timely and economical way, making sure that the materials are packaged durably and in a visually appealing manner. In addition, the department maintains our bibliographic database and provides internal computer support. The Circulation Department maintains our borrower database and processes our circulation of nearly 300,000 items per year. The department oversees physical upkeep of the collections and supervises volunteers ranging from young Scouts working on badge projects to adults performing court-ordered community service. The Library Director and Business Manager provide overall planning and personnel and financial management for the organization and meet with the Library Board, which oversees Library policies and maintains fiscal authority. All members of the Library staff are regularly scheduled at public service desks.

Budget Commentary:

The program budget follows the preliminary instruction for estimating personnel costs (including a "53rd payroll") and incorporates our best estimates for fixed costs. While the proposed Operating Materials budget shows a decrease compared to previous years, by Board policy, unspent funds from other accounts may be transferred to the Materials account.

Program Goals and Objectives for FY 2016:

- Continue support of the Common Core Standards while choosing new materials
- Continue working with school librarians to promote the Nutmeg Book Club and the Summer Reading Program
- Continue working with TEMS and SWHS library media specialists to avoid duplication when purchasing online databases
- Continue and expand Outreach support to day care centers and nursery schools
- Purchase materials to expand our foreign language offerings
- Develop additional computer services to mobile users; expand use of social media
- Complete computer instructional lab and offer additional computer classes for the public
- Continue to support local and library book groups
- Continue to satisfy demand for print and audio/video content in multiple formats
- Maintain robust print collections for leisure reading and lifelong learning
- Promote reading through book groups, interlibrary loan, displays, and programs
- Evaluate new electronic products that may better serve the information needs of our community

Program Accomplishments for FY 2015:**The Children's Department:**

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

The Adult Department:

- Improved access to DVD collection through reclassification and space management
- Added Novelist Plus readers' advisory database and access to Hartford Courant 1923 – 1989
- Increased e-book and audio collections
- Developed partnership with town IT Department to maintain computer hardware and software
- Upgraded staff and public computers; upgraded computer security and wifi network
- Prepared for upgrade to fiber optic internet service
- Collaborated with local organizations, clubs, and Town Commissions to present programs and displays
- Added programming for national financial literacy program "Money Smart Week"
- Led implementation of a new integrated library system (ILS) for our regional network, CONNECT; trained patrons in its use

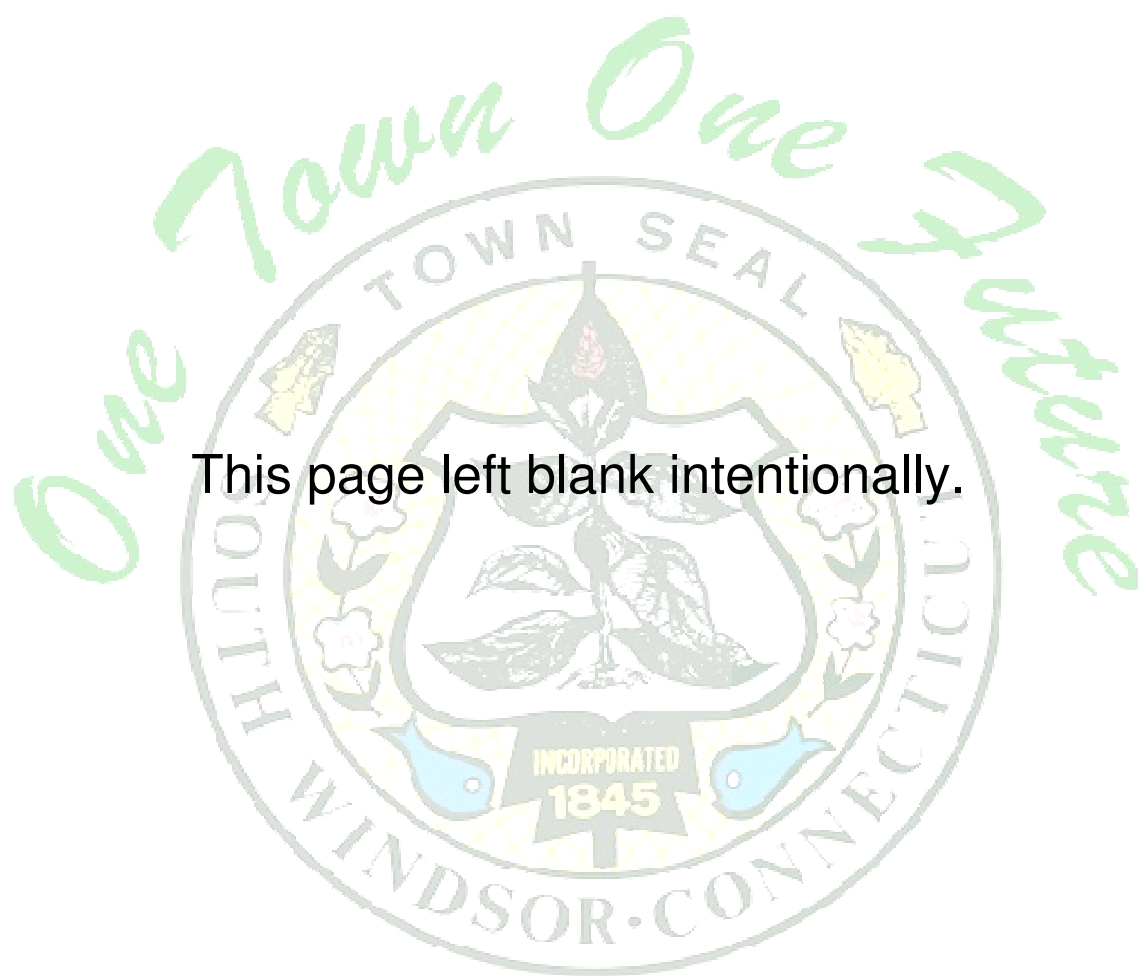
Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Library Director	1	1.0
3	3.0	3	3.0	Adult Services/Reference Librarians (*Sunday Staff – 3 librarians rotate -1/wk. = FTE 0.1)	3	3.0
3	3.0	3	3.0	Children's/YA Librarian/Outreach Librarian/Young Adult Specialist	3	3.0
3	3.0	3	3.0	Technical Services Department	3	3.0
12	6.6	12	6.6	Circulation Assistants (*Sunday Staff – 4 individuals rotate 2/week = FTE 0.2)	12	6.6
1	1.0	1	1.0	Business Manager	1	1.0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Total Circulation	284,291	283,300	277,448	275,000	277,000
Reference Questions	14,666	14,750	14,425	14,650	14,650
Library Visits	223,867	225,100	212,581	222,891	222,891
Number of Library sponsored programs (for all ages)	487	500	433	450	450
Attendance at Library sponsored programs	8,795	8,850	9,740	9,750	9,750
Weekly hours open to the public (September – May/July – August)	66.5/59.5	66.5/59.5	66.5/59.5	66.5/59.5	66.5/59.5
Items reviewed/ordered/received/processed/catalogued, or discarded	7,574	7,800	8,404	7,500	7,500

Function CULTURAL & LEISURE
Department LIBRARY
Division LIBRARY
Division Code 5510

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
625,388	656,232	15510100 00110	FULL TIME SALARIES	681,884	676,642	676,642
627	1,000	15510100 00112	LONGEVITY	1,000	500	500
152,119	152,577	15510100 00113	PART TIME WAGES	167,240	170,006	170,006
12,935	14,000	15510200 00210	OFFICE SUPPLIES	12,000	10,000	10,000
169,855	137,738	15510200 00221	OPERATING MATERIAL	136,688	107,517	107,517
317	750	15510300 00310	ADVERTISING	750	500	500
42,807	42,860	15510300 00320	PROFESSIONAL	42,845	42,845	42,845
8,862	8,732	15510300 00330	RENTAL & LEASES	8,450	8,450	8,450
722	750	15510300 00350	PRINTING	750	750	750
4,193	3,950	15510300 00360	UTILITIES	4,300	3,750	3,750
1,889	2,548	15510300 00371	MAINTENANCE CONTRACTS	2,477	2,477	2,477
6,052	5,000	15510300 00374	FEES & MEMBERSHIPS	4,555	4,200	4,200
85	0	15510300 00375	RECRUITMENT & TRAINING	0	0	0
753	1,500	15510400 00441	OFFICE EQUIPMENT	1,500	0	0
1,026,606	1,027,637		TOTAL	1,064,439	1,027,637	1,027,637
			PERCENTAGE CHANGE	3.58%	0.00%	0.00%



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UNCLASSIFIED

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

Account Code	Descriptions	2014-2015 Council Approved	2015-2016 Department Request	2015-2016 Manager Proposed	2015-2016 Council Approved
9001	Contingency	115,000	115,000	115,000	115,000
9002	Patriotic Commission	13,500	13,500	13,500	13,500
9003	Cemeteries	8,000	8,000	8,000	8,000
9008	Wood Memorial Library	7,500	10,000	10,000	7,500
9015	Salary Contingency	0	0	0	0
9004	Municipal Insurance – Casualty and Liability	269,742	269,217	269,217	269,217
9005	Pension	2,000,392	2,021,187	2,021,187	2,021,187
9006	Social Security	1,043,580	1,069,223	1,048,907	1,039,964
9007	Health and Life Insurance	3,222,822	3,466,230	3,349,988	3,249,988
9009	Other Post Employment Benefits (OPEB)	310,716	310,716	310,716	310,716
9010	Workers' Compensation	359,393	371,937	371,937	371,937
9011	Unemployment Compensation	15,000	15,000	15,000	15,000
	Total Unclassified	7,365,645	7,670,010	7,533,452	7,422,009

PROGRAM	CONTINGENCY	9001
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Program Explanation:

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

Budget Change Commentary:

The Contingency budget amount has not changed.

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Amount of Contingency Used	\$150,000	\$107,048	\$109,000	\$115,000	\$115,000

Function UNCLASSIFIED
Department CONTINGENCY
Division CONTINGENCY
Division Code 9001

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
6,000	115,000	19001300 00390	OTHER PURCHASE SERVICE	115,000	115,000	115,000
6,000	115,000		TOTAL	115,000	115,000	115,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	PATRIOTIC COMMISSION	9002
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Program Explanation:

This account provides for Town support of the Patriotic Commission.

Budget Change Commentary:

The program has a zero percent increase.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
13,424	13,500	19002300 00380	GRANTS & CONTRIBUTIONS	13,500	13,500	13,500
13,424	13,500		TOTAL	13,500	13,500	13,500
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	CEMETERIES	9003
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Program Explanation:

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

Budget Change Commentary:

This program has a zero percent increase.

Function UNCLASSIFIED
Department CEMETERIES
Division CEMETERIES
Division Code 9003

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
3,000	8,000	19003300 00380	GRANTS & CONTRIBUTIONS	8,000	8,000	8,000
3,000	8,000		TOTAL	8,000	8,000	8,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	WOOD MEMORIAL LIBRARY	9008
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Program Explanation:

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

Budget Change Commentary:

The program budget has a zero percent increase.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
7,500	7,500	19008300 00380	GRANTS & CONTRIBUTIONS	10,000	10,000	7,500
7,500	7,500		TOTAL	10,000	10,000	7,500
			PERCENTAGE CHANGE	33.33%	33.33%	0.00%

PROGRAM	SALARY CONTINGENCY	9015
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Program Explanation:

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

Budget Change Commentary:

This budget has not changed.

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Expired Union Contracts	1	3	2	2	3

Function UNCLASSIFIED
Department SALARY CONTINGENCY
Division SALARY CONTINGENCY
Division Code 9015

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
0	0	19015300 00390	OTHER PURCHASE SERVICE	0	0	0
<hr/>						
0	0		TOTAL	0	0	0
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

PROGRAM	MUNICIPAL INSURANCE – CASUALTY & LIABILITY	9004
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Program Explanation:

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

Budget Change Commentary:

The cost of insurance has decreased by \$525. CIRMA estimated increase of 3% for LAP deductible and 0% increase in policy premium. These increases were offset by consolidation of flood insurance policies.

Program Objectives and Goals FY 2016:

- 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

Program Accomplishments FY 2015:

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

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Number of claims	46	34	19	15	12
Number of CIRMA Workshops Attended	5	4	4	4	4
Number of Employees Attending	91	9	159	39	39

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
238,820	269,742	19004300 00320	PROFESSIONAL	269,217	269,217	269,217
238,820	269,742		TOTAL	269,217	269,217	269,217
			PERCENTAGE CHANGE	-0.19%	-0.19%	-0.19%

PROGRAM	PENSION	9005
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Program Explanation:

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

Budget Change Commentary:

The Pension Budget increased by \$20,927 due to employees joining the defined contribution plan. The Pension Committee continues to meet quarterly to monitor the overall performance of the plan including discussions on fees, governance, liabilities and assets.

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Covered Employees	179	175	188	189	189
Pension Plans	2	2	2	2	2

Pension Policy

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

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

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

Function UNCLASSIFIED
Department PENSION
Division PENSION CONTRIBUTIONS
Division Code 9005

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
2,075,487	2,000,391	19005100 00130	EMPLOYEE BENEFITS	2,021,187	2,021,187	2,021,187

2,075,487	2,000,391	TOTAL	2,021,187	2,021,187	2,021,187
		PERCENTAGE CHANGE	1.04%	1.04%	1.04%

PROGRAM	SOCIAL SECURITY	9006
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Program Explanation:

This account provides for the necessary Social Security contribution for Town employees. The wage bases for 2015 are \$118,500 for Social Security and unlimited for Medicare. For Social Security the rate is 6.2% and for Medicare the rate is 1.45%.

Budget Change Commentary:

The Social Security budget decreased by \$3,616 as a result of salary increases; offset by the reallocation of salaries and benefits from the Special Revenue Pollution Control/Wastewater Treatment Fund.

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Number of Full Time Employees Paid	181	181	178	172	172
Number of Part Time Employees Paid	60	51	46	50	52

Function UNCLASSIFIED
Department PENSION
Division SOCIAL SECURITY TAXES
Division Code 9006

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
910,732	1,043,580	19006100 00130	EMPLOYEE BENEFITS	1,069,223	1,048,907	1,039,964

910,732	1,043,580	TOTAL	1,069,223	1,048,907	1,039,964
		PERCENTAGE CHANGE	2.46%	0.51%	-0.35%

PROGRAM	HEALTH & LIFE INSURANCE	9007
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Program Explanation:

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

Budget Change Commentary:

The program budget reflects an increase of \$27,166, due to anticipated premium increases, and employer contributions offset by the reallocation of salaries and benefits from the Special Revenue Pollution Control/Wastewater Treatment Fund.

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Covered Employees	-	175	166	172	175
Health Insurance Plans	-	6	7	8	8
Life Insurance Plans	-	1	1	1	1
Long-Term Disability Insurance Plans	-	1	1	1	1

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
3,365,122	3,222,822	19007100 00130	EMPLOYEE BENEFITS	3,466,230	3,349,988	3,249,988

3,365,122	3,222,822		TOTAL	3,466,230	3,349,988	3,249,988
			PERCENTAGE CHANGE	7.55%	3.95%	0.84%

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

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

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

Budget Change Commentary:

This budget has not changed.

Performance Measures	Police Union Employees	All Other Town Employees	Teachers	BOE Non-Certified Staff	Total
July 1, 2011 Valuation					
Annual Required Contribution For Fiscal Year 2013	\$159,000	\$146,000	\$532,000	\$27,000	\$864,000
Expected Benefit Payouts	<u>\$(60,000)</u>	<u>\$(71,000)</u>	<u>\$(441,000)</u>	<u>\$(29,000)</u>	<u>\$(601,000)</u>
Net Budget Impact	\$99,000	\$75,000	\$91,000	\$(2,000)	\$263,000
July 1, 2013 Valuation					
Annual Required Contribution For Fiscal Year 2015	\$230,342	\$112,932	\$627,780	\$36,222	1,007,276
Expected Benefit Payouts	<u>\$(68,137)</u>	<u>\$(82,952)</u>	<u>\$(508,487)</u>	<u>\$(36,984)</u>	<u>\$(696,560)</u>
Net Budget Impact	\$162,205	\$29,980	\$119,293	\$(762)	\$310,716

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
263,000	310,716	19009100 00130	EMPLOYEE BENEFITS	310,716	310,716	310,716
263,000	310,716	TOTAL		310,716	310,716	310,716
		PERCENTAGE CHANGE		0.00%	0.00%	0.00%

PROGRAM	WORKERS' COMPENSATION INSURANCE	9010
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Program Explanation:

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

Budget Change Commentary:

This budget has increased by \$12,544 due to anticipated premium increases.

Program Objectives and Goals FY 2016:

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

Program Accomplishments FY 2015:

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

Performance Measures	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Anticipated 2014-2015
Number of claims	46	34	47	30	30
Number of CIRMA Workshops Attended	3	4	2	2	2
Number of Employees Attending	73	32	72	35	35

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
415,575	359,393	19010100 00130	EMPLOYEE BENEFITS	371,937	371,937	371,937

415,575	359,393	TOTAL	371,937	371,937	371,937
		PERCENTAGE CHANGE	3.49%	3.49%	3.49%

PROGRAM	UNEMPLOYMENT COMPENSATION	9011
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Program Explanation:

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

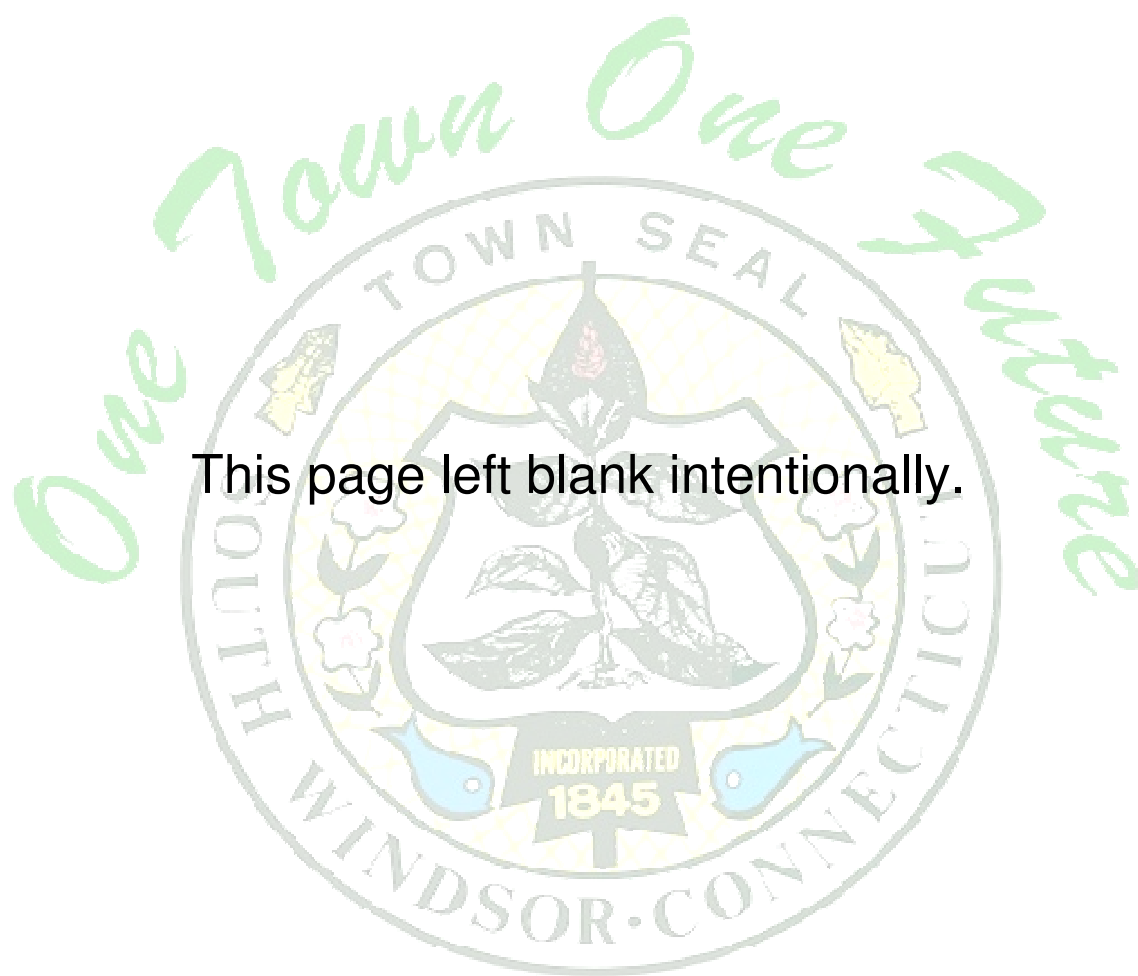
Budget Change Commentary:

This budget remains the same as previous budget year.

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Former Employee(s) Collecting Unemployment	11	8	2	2	2
Employee(s) on Unpaid Leave Collecting Unemployment	1	1	1	0	0

Function UNCLASSIFIED
Department UNEMPLOYMENT COMPENSATION
Division UNEMPLOYMENT COMPENSATION
Division Code 9011

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
2,176	15,000	19011100 00130	EMPLOYEE BENEFITS	15,000	15,000	15,000
			TOTAL	15,000	15,000	15,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%



BOARD OF EDUCATION

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

Account Code	Descriptions	2014-2015 Council Approved	2015-2016 Department Request	2015-2016 Manager Proposed	2015-2016 Council Approved
9991	South Windsor Public Schools	68,555,567	71,694,151	71,694,151	70,355,567
	Total Board of Education	68,555,567	71,694,151	71,694,151	70,355,567

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

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

Board of Education Budget Guidelines:

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

- Comply with federal and state education mandates.
- Maintain a safe, clean learning environment for all staff and students.
- Maintain fiscal responsibility by examining current staffing and programs, identifying cost avoidance measures, seeking efficiencies and analyzing historical budget data.
- Maintain fiscal responsibility by ensuring adequate funding for the healthcare reserve fund and future pension liabilities.
- Anticipate initiatives likely to be considered by the Board when developing the 2015-2018 Strategic Plan.

Superintendent's January 27, 2015 Budget Memorandum:

SUPERINTENDENT'S TRANSMITTAL MEMORANDUM

TO: Members, Board of Education
FROM: Kate Carter, Ed.D., Superintendent of Schools
RE: 2015-2016 Superintendent's Budget Proposal
DATE: January 27, 2015

I am pleased to present to the Board of Education and the entire South Windsor community the Superintendent's Budget for Fiscal Year 2015-2016. As we prepared this budget, I reflected on the positive feedback we have received over the past four budget cycles. I do not take this praise for granted and we have been steadfast in our commitment to continue to earn the support of our civic leaders and the community at large. Specifically, we endeavored to deliver a transparent, reader-friendly document that not only captures efficiencies and cost avoidance whenever possible, but also contains wise investments for our schools.

The Superintendent's Budget for fiscal year 2015-2016 is \$71,786,401 representing an increase of 4.71%.

There were six notable factors allowing for the moderate increase to the Superintendent's Budget. The proposed budget:

- Excludes \$644,950 of requests for new staff and programs submitted by our administrative team
- Excludes \$845,952 of requests to support existing programs
- Represents a variety of cost-saving measures, including personnel reductions due to retirements
- Contains cost avoidance through last year's action of directing a portion of unexpended FY 2014 funds to the pension account
- Defers immediate implementation and calls for a two-year roll-out of our goal to increase career pathway opportunities
- Defers full scale deployment and only calls for a pilot of 1:1 computing devices for ninth grade students

For the fifth consecutive year, the proposed budget increase reflects a departure from historical data. In 2010, the ten-year average of former South Windsor superintendents' proposed percentage increases was 7.58%. During my tenure the average proposed percentage increase is 3.01%. Below is recent history outlining superintendents' proposed percentage increases.

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

Not only does this data place the 2015-2016 budget increase into context, it serves as an important reminder that merely meeting the cost of contractual salary increases has not been South Windsor's history and should not be a goal for our future. Investing in our schools is an investment in our community as South Windsor's property values are inextricably linked to the quality of our schools. It is easy to be a good steward when the economy is strong, but authentic stewardship occurs when there is a commitment to investing wisely, even when times are difficult.

Last year's Board of Education Budget represented a 1.29% increase, the lowest increase in decades. I publically forecasted last year that the proposed 2015-2016 budget increase would be higher due to a variety of factors including the upcoming cycle of the teachers' contract. Last year the budget was artificially lower due to the teachers' contract only allowing for a general wage increase (GWI) without step advancement. We knew last year that the following contractual year called for both GWI as well as a step increase. The value of this step increase is approximately \$570,000. In addition to this anticipated impact, we are also experiencing the volatility associated with special education costs. Last year, the low budget increase was a result, in part, of favorable special education costs. Conversely, we are experiencing a dramatic increase in special education costs this year. The special education/pupil services budgets have risen \$864,000 from last year, representing a 6.36% increase in special programs. More details on the drivers of these special education/pupil services cost increases will be included in my public presentations of the budget.

In addition to contractual obligations, there are some notable investments within the budget. Our investments reflect three emerging themes:

1) Enhancing School Security and Student Support 2) Responding to Our Changing Demographics and 3) Remaining Competitive Regionally and Beyond. I will provide further insight into these three themes during my public presentations of the budget.

- **Enhancing School Security and Student Support**
 - Additional security staff for both the high school and middle school to further strengthen our school security posture

- An additional school psychologist to support emotional and social needs of middle and high school students
- **Responding to Our Changing Demographics**
 - An additional English Learner teacher for our growing population of students whose first language is not English
 - An additional special education teacher and nursing staff for the medically fragile, a growing population with significant needs
 - An additional half-time Board Certified Behavioral Analyst (BCBA) to address our growing population of students with autism
- **Remaining Competitive Regionally and Beyond**
 - K-5 Science, Technology, Engineering and Mathematics (STEM) Pilot
 - 1:1 Computing devices for ninth grade students
 - Additional high school staffing to create the capacity for more elective offerings/career pathways
 - Introduction to Manufacturing
 - Introduction to Allied Health
 - Journalism/Broadcast Communications
 - Sports Medicine
 - Introduction to Food Service
 - Computer Science Principles
 - Introduction to Fashion Design
 - Construction I & II
 - ASL (American Sign Language)
 - Dance and Theater
 - Italian IV Honors
 - AP Computer Programming (grant)funded)

I look forward to our collective work in furthering the goals set forth in the Board of Education's 2015-2018 Strategic Plan. While the list above does not represent the full complement of improvements I would like to include in the 2015-2016 budget, I am pleased that we were able to address some critical needs while maintaining a moderate increase. I am eager to continue our work as we endeavor to deliver an outstanding education to the children of South Windsor.

Budget Change Commentary

Descriptions	2015-2016 Superintendent Request	2015-2016 Board of Education Proposed	2015-2016 Town Council Approved
Board of Education	\$71,786,401	\$71,694,151	\$70,355,567
Subtotal – Board of Education	\$71,786,401	\$71,694,151	\$70,355,567

SOUTH WINDSOR PUBLIC SCHOOLS 2015-2016 FTE Staffing Chart

STAFF – ALL FUNDING SOURCES	2013-2014 Actual	Current Staff As of 10/01/14	Approved 2015-2016 Staff	Approved 2015-2016 Staff Changes
CERTIFIED STAFF	405.85	410.45	407.55	(2.90)
NON-CERTIFIED STAFF	302.00	303.90	300.40	(3.50)
TOTAL	707.85	714.35	707.95	(6.40)

DEBT SERVICE

Account Code	Descriptions	2014-2015 Council Approved	2015-2016 Department Request	2015-2016 Manager Proposed	2015-2016 Council Approved
7001	Capital Leases	354,235	810,491	713,543	746,665
7003	Debt Service – Interest, Bonded Indebtedness	1,536,905	1,585,186	1,585,186	1,585,186
7004	Debt Service – Principal Payments, Bonded Indebtedness	4,200,646	4,223,380	4,223,380	4,223,380
	Total Debt Service	6,091,786	6,619,057	6,522,109	6,555,231

Debt Policy

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

Assumption of Additional Debt

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

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

Debt Structure

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

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

- The Town will maintain a debt schedule with 50% of outstanding principal maturing within ten years.
- The Town will limit long-term debt to those capital improvements which cannot be financed from existing fund balances or current revenues.
- The maturity of long-term debt will be consistent with, or less than, the expected lifetime of the project.

- The Town will use special assessments, revenue bonds, and other available self-liquidating debt measures in lieu of general obligation bonds whenever possible. Sewer revenue will offset sewer-related debt service.
- General Fund Debt Service will be approximately 10% of General Fund Budget. Total capital expenditures will be approximately 5% of General Fund Budget.

DEBT SERVICE FUND
PRINCIPAL AND INTEREST
PAYMENTS SCHEDULE

<u>DEBT SERVICE FUND</u>				Series B				Series B		Series B		Clean			
<u>PRINCIPAL AND INTEREST</u>				Refunding				Refunding		Refunding		Water			
<u>PAYMENTS SCHEDULE</u>				Mar-12				Jun-14		Jun-14		Fund			
				2009	2011	2012	2012	2014	2014	2014	2014	2014	2015	2015	Loan
				Gen Purp	Gen Purp	Storm Alfred	Gen Purp	Gen Purp	Schools	Sewers	Gen Purp	Schools	Gen Purp	Schools	Sewer
PIF = Paid in Full				8/15-I	8/15-I	8/15-I	2/1-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	Monthly P & I
				2/15-P&I	2/15-P&I	2/15-P&I	8/1-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	\$139,201.81
				4,800,000	9,650,000	2,000,000	15,185,000	2,100,000	2,470,000	1,750,000	4,222,000	2,393,000	1,900,000	3,260,000	27,516,583
				3.1684%	4.1414%	1.5439%	2.5089%	3.3508%	3.3508%	3.3508%	1.4522%	1.4522%			CWL 503-C
<hr/>															
<u>Fiscal Year</u>															
2016	Principal	4,223,380	350,000	500,000	200,000	485,000	0	0	0	396,000	1,074,000				1,218,380
	Interest	1,585,185	7,875	12,500	28,000	472,494	74,750	87,225	61,075	161,130	86,020	52,558	89,517		452,042
	Total	5,808,565	357,875	512,500	228,000	957,494	74,750	87,225	61,075	557,130	1,160,020	52,558	89,517		1,670,422
				PIF	PIF										
2017	Principal	4,632,972			200,000	930,000	100,000	115,000	70,000	882,000	1,093,000				1,242,972
	Interest	1,427,837			24,000	449,044	74,750	87,225	61,075	129,180	31,845	53,000	90,269		427,449
	Total	6,060,809			224,000	1,379,044	174,750	202,225	131,075	1,011,180	1,124,845	53,000	90,269		1,670,422
<hr/>															
2018	Principal	3,713,061			200,000	935,000	100,000	125,000	75,000	534,000	176,000	100,000	200,000		1,268,061
	Interest	1,292,973			20,000	413,994	69,750	81,475	57,575	101,790	2,760	53,000	90,269		402,361
	Total	5,006,034			220,000	1,348,994	169,750	206,475	132,575	635,790	178,760	153,000	290,269		1,670,422
<hr/>															
2019	Principal	3,598,656			200,000	945,000	100,000	130,000	95,000	485,000	50,000	100,000	200,000		1,293,656
	Interest	1,188,578			16,000	378,644	64,750	75,225	53,825	91,600	500	49,000	82,269		376,766
	Total	4,787,234			216,000	1,323,644	164,750	205,225	148,825	576,600	50,500	149,000	282,269		1,670,422
				PIF											
2020	Principal	3,574,768			200,000	955,000	100,000	130,000	95,000	475,000		100,000	200,000		1,319,768
	Interest	1,086,492			12,000	340,644	59,750	68,725	49,075	79,625		47,250	78,769		350,654
	Total	4,661,259			212,000	1,295,644	159,750	198,725	144,075	554,625	0	147,250	278,769		1,670,422
<hr/>															
2021	Principal	3,606,406			200,000	960,000	100,000	125,000	100,000	475,000		100,000	200,000		1,346,406
	Interest	973,553			8,000	302,344	55,750	63,525	45,275	60,625		43,250	70,769		324,016
	Total	4,579,959			208,000	1,262,344	155,750	188,525	145,275	535,625	0	143,250	270,769		1,670,422

DEBT SERVICE FUND
PRINCIPAL AND INTEREST
PAYMENTS SCHEDULE

<u>DEBT SERVICE FUND</u>			Series B					Series B		Series B		Clean		
<u>PRINCIPAL AND INTEREST</u>			Refunding					Refunding	Refunding	Water				
<u>PAYMENTS SCHEDULE</u>			Mar-12					Jun-14	Jun-14	Fund				
			2009	2011	2012	2012	2014	2014	2014	2014	2014	2015	2015	Loan
			Gen Purp	Gen Purp	Storm Alfred	Gen Purp	Gen Purp	Schools	Sewers	Gen Purp	Schools	Gen Purp	Schools	Sewer
PIF = Paid in Full			8/15-I	8/15-I	8/15-I	2/1-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	Monthly P & I
			2/15-P&I	2/15-P&I	2/15-P&I	8/1-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	\$139,201.81
			4,800,000	9,650,000	2,000,000	15,185,000	2,100,000	2,470,000	1,750,000	4,222,000	2,393,000	1,900,000	3,260,000	27,516,583
			3.1684%	4.1414%	1.5439%	2.5089%	3.3508%	3.3508%	3.3508%	1.4522%	1.4522%			CWL 503-C
<u>Fiscal Year</u>														
2022	Principal	3,648,583			200,000	965,000	100,000	125,000	100,000	485,000		100,000	200,000	1,373,583
	Interest	861,377			4,000	263,844	53,750	61,025	43,275	36,625		39,250	62,769	296,839
	Total	4,509,959			204,000	1,228,844	153,750	186,025	143,275	521,625	0	139,250	262,769	1,670,422
			PIF											
2023	Principal	3,486,307				970,000	100,000	125,000	100,000	490,000	0	100,000	200,000	1,401,307
	Interest	749,452				225,144	51,250	57,900	40,775	12,250		36,250	56,769	269,114
	Total	4,235,759				1,195,144	151,250	182,900	140,775	502,250	0	136,250	256,769	1,670,422
			PIF											
2024	Principal	3,524,592				1,470,000	100,000	125,000	100,000			100,000	200,000	1,429,592
	Interest	656,311				188,288	48,250	54,150	37,775			34,250	52,769	240,830
	Total	4,180,903				1,658,288	148,250	179,150	137,775			134,250	252,769	1,670,422
2025	Principal	3,218,447				1,125,000	100,000	135,000	100,000			100,000	200,000	1,458,447
	Interest	580,890				157,472	45,250	50,400	34,775			32,250	48,769	211,974
	Total	3,799,337				1,282,472	145,250	185,400	134,775			132,250	248,769	1,670,422
2026	Principal	3,272,885				1,135,000	100,000	150,000	100,000			100,000	200,000	1,487,885
	Interest	505,018				127,088	42,250	46,350	31,775			30,250	44,769	182,537
	Total	3,777,903				1,262,088	142,250	196,350	131,775			130,250	244,769	1,670,422
2027	Principal	3,267,917				1,125,000	100,000	150,000	100,000			100,000	175,000	1,517,917
	Interest	425,617				94,594	39,250	41,850	28,775			28,125	40,519	152,505
	Total	3,693,534				1,219,594	139,250	191,850	128,775			128,125	215,519	1,670,422
2028	Principal	3,283,555				1,110,000	100,000	150,000	100,000			100,000	175,000	1,548,555
	Interest	347,560				63,863	36,250	37,350	25,775			25,875	36,581	121,866
	Total	3,631,115				1,173,863	136,250	187,350	125,775			125,875	211,581	1,670,422

DEBT SERVICE FUND
PRINCIPAL AND INTEREST
PAYMENTS SCHEDULE

<u>DEBT SERVICE FUND</u>			<i>Series B</i>				<i>Series B</i>		<i>Clean</i>						
<u>PRINCIPAL AND INTEREST</u>			<i>Refunding</i>				<i>Refunding</i>		<i>Water</i>						
<u>PAYMENTS SCHEDULE</u>			<i>Mar-12</i>				<i>Jun-14</i>		<i>Jun-14</i>						
			<i>2009</i>	<i>2011</i>	<i>2012</i>	<i>2012</i>	<i>2014</i>	<i>2014</i>	<i>2014</i>	<i>2014</i>	<i>2014</i>	<i>2015</i>	<i>2015</i>	<i>Loan</i>	
			<i>Gen Purp</i>	<i>Gen Purp</i>	<i>Storm Alfred</i>	<i>Gen Purp</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Sewers</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Gen Purp</i>	<i>Schools</i>	<i>Sewer</i>	
PIF = Paid in Full			8/15-I	8/15-I	8/15-I	2/1-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	Monthly P & I	
			2/15-P&I	2/15-P&I	2/15-P&I	8/1-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	\$139,201.81	
			4,800,000	9,650,000	2,000,000	15,185,000	2,100,000	2,470,000	1,750,000	4,222,000	2,393,000	1,900,000	3,260,000	27,516,583	
			3.1684%	4.1414%	1.5439%	2.5089%	3.3508%	3.3508%	3.3508%	1.4522%	1.4522%			CWL 503-C	
<u>Fiscal Year</u>															
2029	Principal	2,804,812					550,000	150,000	145,000	105,000			100,000	175,000	1,579,812
	Interest	274,885					40,350	33,000	32,475	22,525			23,500	32,425	90,610
	Total	3,079,697					590,350	183,000	177,475	127,525			123,500	207,425	1,670,422
2030	Principal	2,826,699					540,000	150,000	145,000	105,000			100,000	175,000	1,611,699
	Interest	206,772					24,000	28,125	27,763	19,113			21,000	28,050	58,722
	Total	3,033,472					564,000	178,125	172,763	124,113			121,000	203,050	1,670,422
2031	Principal	2,849,231					530,000	150,000	150,000	100,000			100,000	175,000	1,644,231
	Interest	135,941					7,950	22,875	22,688	15,438			18,000	22,800	26,191
	Total	2,985,172					537,950	172,875	172,688	115,438			118,000	197,800	1,670,422
<i>PIF</i>															
2032	Principal	1,091,217						150,000	150,000	100,000			100,000	175,000	416,217
	Interest	80,938						17,625	17,438	11,938			15,000	17,550	1,388
	Total	1,172,155						167,625	167,438	111,938			115,000	192,550	417,605
2033	Principal	675,000						150,000	145,000	105,000			100,000	175,000	
	Interest	55,300						11,625	11,438	7,938			12,000	12,300	
	Total	730,300						161,625	156,438	112,938			112,000	187,300	
2034	Principal	675,000						150,000	150,000	100,000			150,000	125,000	
	Interest	32,050						6,000	6,000	4,000			9,000	7,050	
	Total	707,050						156,000	156,000	104,000			159,000	132,050	
<i>PIF</i> <i>PIF</i> <i>PIF</i>															
2035	Principal	260,000											150,000	110,000	
	Interest	7,800											4,500	3,300	
	Total	267,800											154,500	113,300	

DEBT SERVICE FUND
PRINCIPAL AND INTEREST
PAYMENTS SCHEDULE

<u>DEBT SERVICE FUND</u>			Series B					Series B	Series B	Clean				
<u>PRINCIPAL AND INTEREST</u>			Refunding					Refunding	Refunding	Water				
<u>PAYMENTS SCHEDULE</u>			Mar-12					Jun-14	Jun-14	Fund				
			2009	2011	2012	2012	2014	2014	2014	2014	2014	2015	2015	Loan
			Gen Purp	Gen Purp	Storm Alfred	Gen Purp	Gen Purp	Schools	Sewers	Gen Purp	Schools	Gen Purp	Schools	Sewer
PIF = Paid in Full			8/15-I	8/15-I	8/15-I	2/1-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	Monthly P & I
			2/15-P&I	2/15-P&I	2/15-P&I	8/1-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	\$139,201.81
			4,800,000	9,650,000	2,000,000	15,185,000	2,100,000	2,470,000	1,750,000	4,222,000	2,393,000	1,900,000	3,260,000	27,516,583
			3.1684%	4.1414%	1.5439%	2.5089%	3.3508%	3.3508%	3.3508%	1.4522%	1.4522%			CWL 503-C
Gen Purp	Principal	25,202,000	350,000	500,000	1,400,000	14,730,000	2,100,000			4,222,000		1,900,000		
Schools	Principal	8,123,000						2,470,000			2,393,000		3,260,000	
Sewers	Principal	24,908,489							1,750,000					23,158,489
Total	Principal	58,233,489	350,000	500,000	1,400,000	14,730,000	2,100,000	2,470,000	1,750,000	4,222,000	2,393,000	1,900,000	3,260,000	23,158,489

COMBINED SCHEDULE OF BONDED DEBT THROUGH MATURITY

AS OF

February 18, 2015

<u>Fiscal</u> <u>Year</u>	<u>Principal</u> <u>Payments</u>	(1)	<u>Interest</u> <u>Payments</u>	<u>Total Debt</u> <u>Service</u>
2015-16	4,223,380		1,585,185	5,808,565
2016-17	4,632,972		1,427,837	6,060,809
2017-18	3,713,061		1,292,973	5,006,034
2018-19	3,598,656		1,188,578	4,787,234
2019-20	3,574,768		1,086,492	4,661,260
2020-21	3,606,406		973,553	4,579,959
2021-22	3,648,583		861,377	4,509,960
2022-23	3,486,307		749,452	4,235,759
2023-24	3,524,592		656,311	4,180,903
2024-25	3,218,447		580,890	3,799,337
2025-26	3,272,885		505,018	3,777,903
2026-27	3,267,917		425,617	3,693,534
2027-28	3,283,555		347,560	3,631,115
2028-29	2,804,812		274,885	3,079,697
2029-30	2,826,699		206,772	3,033,471
2030-31	2,849,231		135,941	2,985,172
2031-32	1,091,218		80,938	1,172,156
2032-33	675,000		55,300	730,300
2033-34	675,000		32,050	707,050
2034-35	260,000		7,800	267,800
	<u>\$ 58,233,489</u>		<u>\$ 12,474,529</u>	<u>\$ 70,708,018</u>

**TOWN of SOUTH WINDSOR, CONNECTICUT
SCHEDULE OF DEBT LIMITATION
FOR THE YEAR ENDED JUNE 30, 2014**

Total tax collections (including interest and lien fees) received by the Treasurer for the year ended June 30, 2014	\$ 86,233,525
Tax relief for the elderly	2,000

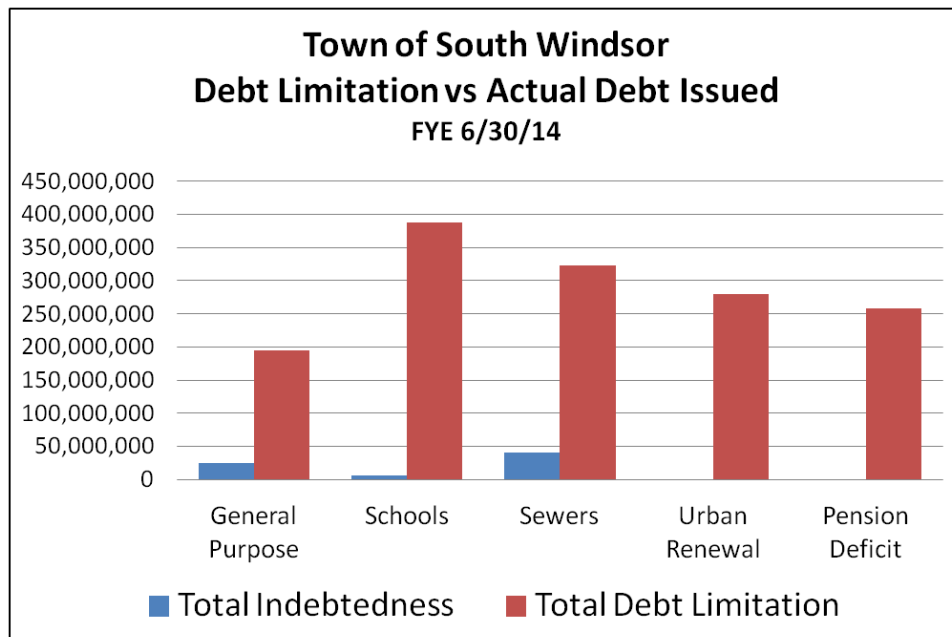
BASE	\$ 81,736,565
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	General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit
Debt limitation:					
2-1/4 times base	\$ 194,029,931	\$ -	\$ -	\$ -	\$ -
4-1/2 times base		388,059,863			
3-3/4 times base			323,383,219		
3-1/4 times base				280,265,456	
3 times base					258,706,575
Total debt limitation	\$ 194,029,931	\$ 388,059,863	\$ 323,383,219	\$ 280,265,456	\$ 258,706,575

Indebtedness:					
Bonds and notes payable	24,605,000	6,590,000	1,750,000	-	-
Bond anticipation note		-	27,157,027		
Authorized, unissued bonds	3,082	-	11,723,412		
Total indebtedness	24,608,082	6,590,000	40,630,439	-	-
Less amounts to be provided by the state and others					
Net indebtedness	24,608,082	6,590,000	40,630,439	-	-

Debt Limitation in Excess of Outstanding and Authorized Debt	\$ 169,421,849 \$ 381,469,863 \$ 282,752,780 \$ 280,265,456 \$ 258,706,575
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Note: In no case shall total indebtedness exceed seven times annual receipts from taxation \$ 603,648,675



PROGRAM	CAPITAL LEASES	7001
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Program Explanation:

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

Budget Change Commentary:

The budget increase is \$392,430, which results from an increase in the estimated annual obligation due to the State for the remediation project at 300 Rye Street and three new obligations.

Description	End Date	Fiscal Year 15/16	Fiscal Year 16/17	Fiscal Year 17/18	Fiscal Year 18/19	Fiscal Year 19/20	Fiscal Year 20/21	Fiscal Year 21/22	Fiscal Year 22/23	Fiscal Year 23/24
Fire Pumper	01/26/15	0	0	0	0	0	0	0	0	0
Fire Pumper Equipment	01/26/15	0	0	0	0	0	0	0	0	0
CT Innovations	08/12/19	43,736	45,485	47,305	49,197	51,165	0	0	0	0
Fire Ladder Truck	07/15/16	112,211	112,211	0	0	0	0	0	0	0
Fire Pumper (Real Lease)	06/01/21	81,030	81,030	81,030	81,030	81,030	81,030	0	0	0
Communicaton Equip PD	07/15/19	54,756	54,756	54,756	54,756	54,756	0	0	0	0
Sutphen Monarch Fire Pumper	08/25/23	103,657	103,657	103,657	103,657	103,657	103,657	103,657	103,657	103,657
Generators - TIP Capital	06/30/20	107,849	107,849	107,849	107,849	107,849	0	0	0	0
BOE Generator - TIP Capital	12/31/24	80,072	80,072	80,072	80,072	40,038	0	0	0	0
Boilers - TIP Capital	11/30/20	38,354	38,354	38,354	38,354	15,980	0	0	0	0
Turf Fields	12/31/22	125,000	267,000	267,000	267,000	267,000	267,000	142,000		
		746,665	890,415	780,023	781,915	721,475	451,687	245,657	103,657	103,657

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
344,447	354,235	17001300 00320	PROFESSIONAL	810,491	713,543	746,665

344,447	354,235	TOTAL	810,491	713,543	746,665
		PERCENTAGE CHANGE	128.80%	101.43%	110.78%

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 \$48,281.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
1,443,012	1,536,905	17003300 00320	PROFESSIONAL	1,585,186	1,585,186	1,585,186

1,443,012	1,536,905		TOTAL	1,585,186	1,585,186	1,585,186
			PERCENTAGE CHANGE	3.14%	3.14%	3.14%

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

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

Budget Change Commentary:

The Debt Service – Principal on Bonded Indebtedness budget decreased by \$22,734.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
3,697,485	4,200,646	17004300 00320	PROFESSIONAL	4,223,380	4,223,380	4,223,380

3,697,485	4,200,646		TOTAL	4,223,380	4,223,380	4,223,380
			PERCENTAGE CHANGE	0.54%	0.54%	0.54%

CAPITAL IMPROVEMENTS

Account Code	Descriptions	2014-2015 Council Approved	2015-2016 Department Request	2015-2016 Manager Proposed	2015-2016 Council Approved
9001	Capital Improvements	1,000,000	1,000,000	1,000,000	1,000,000
	Total Capital Improvements	1,000,000	1,000,000	1,000,000	1,000,000

Definition of Capital Projects

A Capital Project is a physical public betterment of improvement involving facilities, land, or equipment, with a substantial useful life and a cost of \$100,000 or more.

Items classified as capital projects include:

- New public buildings (including equipment needed to furnish such buildings);
- Significant alterations, additions or improvements to existing public buildings;
- Land improvements, acquisition, and development;
- Equipment replacement and/or refurbishing;
- Street reconstruction and major resurfacing;
- Pedestrian walkway construction and major rehabilitation;
- Sewer main construction and rehabilitation;
- Sanitary sewer and storm drain construction and rehabilitation; and
- Long-range planning studies.

Capital Improvement Plan Policies

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

Capital improvements shall meet one of the following criteria:

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

Capital Improvement Program

- (a) Submission – The Town Manager and Superintendent of Schools shall prepare and submit to the Capital Projects Committee a ten-year Capital Improvement Program at least six months prior to receipt of the next fiscal year's operating budget.
- (b) Contents – The Capital Improvement Program shall include: (1) a clear summary of its contents; (2) a list of all capital improvements proposed to be undertaken during the next ten fiscal years with supporting data; (3) cost estimates, method of financing, and recommended time schedules; and (4) the estimated annual cost of operating and maintaining the facilities included. The above information shall be revised and extended each year.

Capital Project Accounting

1. All capital appropriations are to be made for project purposes and be presented in specific line item format (i.e. design, project management, construction, equipment, etc.). An estimated project completion schedule shall also be included with each capital appropriation request.
2. Appropriations for the acquisition, construction, or reconstruction of “major capital facilities” are to be made to a Capital Improvement Fund instead of the General Fund, regardless of the financing source for the capital appropriation. “Major capital facilities” will be defined as any acquisition, construction, or reconstruction project which has an estimated cost of \$200,000 or more and is expected to take more than a single fiscal year to complete. Capital appropriations of less than \$200,000, and those which are expected to be completed within a single year will continue to be appropriated to the General Fund.
3. Not later than July 15 of each fiscal year, each department head having a capital appropriation in either the Capital Improvement or General Fund, for which there is an unexpended and unencumbered balance at June 30, shall provide the Finance Director with a detailed request to carry the balance forward into the new fiscal year. This request shall contain a detailed description of the work to be performed, including any variations from the original plan, and a projected schedule for completion of the project.
4. Unobligated balances in bonded capital project accounts shall be transferred to the Capital Stabilization Fund at the completion of each such capital project. These balances shall be reserved for future appropriation in accordance with the municipal finance laws.

To the extent that the Town Council has not voted to designate Capital Stabilization funds for a specific future project, the Unreserved Fund Balance in the Capital Stabilization Fund shall be available for appropriation for additional capital needs.

5. To the extent that undesigned and unreserved funds are available in the Capital Stabilization Fund at the time that the Capital Budget is submitted to the Capital Projects Committee, this fund shall be used as the priority source for capital appropriations. Free Cash shall not be used as a financing source for a capital appropriation while equal funding is available in the Capital Stabilization Fund.
6. The Finance Director shall provide the Capital Projects Committee with a quarterly and annual detailed report on the status of all capital appropriations, including a summary of all activity into and out of the Capital Stabilization fund.

Capital Improvement Program Goals

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

CIP Financing Sources

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

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

Tax-Supported Funding Sources

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

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

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

Non-Tax-Supported Funding Sources

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

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

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

Lease-Supported Funding Sources

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

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

Other Financial Policies

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

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

- The Town will maintain a debt schedule with 50% of outstanding principal maturing within ten years.

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

PROGRAM	CAPITAL IMPROVEMENTS	8000
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<p align="center">Town of South Windsor Projects Adopted by Capital Projects Committee for FY 2016 As of June 17, 2015</p>

Agency	Project	Grant/Offset	TOSW FY 15/16
Public Works-Engineering	Avery Street Reconstruction Phase II	\$2,127,000	\$200,000
Public Works-Engineering	Main Street Bridge over Podunk River	\$607,839	\$472,420
Public Works-Engineering	Abbe Road Improvements	\$531,900	\$90,000
Public Works-Buildings	HVAC Heat Pumps, Cooling Tower and Control Replacement		\$210,000
Unassigned	Funds Added To Capital and Non-Recurring		\$22,580
	TOTAL	\$3,266,739	\$1,000,000

The planned 2015-2016 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. However, there will be a non-financial impact on services by improving road conditions and increasing staff and building efficiency with the HVAC project. Details of individual projects are outlined below.

Avery Street Reconstruction Phase 2 - Kelly Rd to Orchard Hill Rd

1. Description of Project:
Avery Street is in poor condition with old deteriorated pavement and insufficient drainage. A Town application for the reconstruction of Avery Street from Kelly Road south to Orchard Hill Road was selected for funding under the CT Local Transportation Capital Improvement Program (LOTICIP). This section of road will be reconstructed to a uniform 28 feet width with new storm water drainage structures and pipes, road base, pavement and curbs. In addition, new sidewalks are proposed for pedestrians' use that will connect neighborhoods along Avery Street, such as the streets in the area of Timothy Edwards and Orchard Hill Schools. The Town is responsible for the cost of design and construction inspection. The CT LOTICIP program will fund 100% of the cost of construction and rights-of-way. We recently received approval to proceed with design from ConnDOT.
2. Estimated Total Project Cost: \$ 2,477,000
3. Other offset funding available (CT LOTICIP Grants/Reimbursements) \$ 2,127,000

Net Cost to Town: \$350,000
Previous Capital Allocation \$150,000
Requested Capital Amount \$200,000
4. Useful life of project 20 years minimum

5. Project Timeline: Planning start Summer 2015 Physical start Summer 2016
Completion Fall 2017
6. Estimated additional annual operating cost \$ 0

Main Street Bridge over the Podunk River

1. Description of Project:
The Main Street Bridge over the Podunk River was built in the early 1900's and was last renovated including widening the superstructure to the east to its current size in 1980. The older steel girders supporting the west side of the bridge deck have significant deterioration and need to be replaced. Both the Town and ConnDOT have inspected this bridge and have determined it is in need of rehabilitation. The Town has installed temporary concrete barriers on the west side of the bridge to keep vehicles off the western edge of the bridge and still maintain two lanes for traffic. The rehabilitation of this bridge will include removing and replacing the existing deck and superstructure, repairing the substructure abutments and wing walls, installing new concrete approach walls and parapet walls. Approximately 100 feet of roadway on each side of the bridge will be reconstructed and new guide rail end anchorages will be installed. The Town received a grant from the State of Connecticut Local Bridge Program for the rehabilitation of the Main Street Bridge that covers about 47.5% of the costs of design, construction and inspection.
2. Estimated Total Project Cost: \$ 1,280,260
3. Other offset funding available (CT Local Bridge Program Grants) \$ 607,839

Net Cost to Town: \$672,420
Previous Capital Allocation \$200,000
Requested Capital Amount \$472,420
4. Useful life of project 20 years minimum
5. Project Timeline: Planning start Winter 2014 Physical start Spring 2015
Completion Fall 2016
6. Estimated additional annual operating cost \$ 0

Abbe Road Improvements – Robert Drive to EW Town Line

1. Description of Project:
Abbe Road is an old Town road that does not meet current roadway design standards. The pavement is narrow and there are several short dips and hills near Robert Drive that have poor sight line. There is a history of drivers going too fast for the road geometry over the short hill north of Robert Drive and having accidents or near misses. One serious accident occurred north of Robert Drive in May 2013 when a vehicle that was going very fast over this hill lost control and crashed into trees, and there were multiple fatalities and injuries as a result. A Town application for improvements to Abbe Road from just south of Robert Drive to the Town Line was selected for funding under the CT Local Roads Accident Reduction Program. The hill north of Robert Drive will be cut down and the dip at Robert Drive filled to smooth out the vertical curves in this area so they are closer to current design standards. The pavement will be reconstructed to 24 feet wide

with new storm water drainage structures and pipes, road base, pavement and curbs. The Town is responsible for the cost of design, rights of way 10% of construction and inspection. The CT LRAR program will fund 90% of the cost of construction.

2. Estimated Total Project Cost: \$ 721,900
3. Other offset funding available (CT LOTCIP Grants/Reimbursements) \$ 531,900

Net Cost to Town: \$ 190,000
Previous Capital Allocation \$ 100,000
Requested Capital Amount \$ 90,000
4. Useful life of project 20 years minimum
5. Project Timeline: Design Summer 2014 – Fall 2015
Construction Spring 2016 - Fall 2016
6. Estimated additional annual operating cost \$ 0

HVAC Heat Pumps, Cooling Tower and Controls Replacement

1. Description of Project:
Remove 17-32 year old standard efficiency water cooled heat pumps, analog style thermostats and associated controls throughout the buildings. Remove existing cooling tower and associated controls. Purchase and install new high efficient water source heat pumps, controls, thermostats and new cooling tower.
2. Estimated Cost: \$ 210,000
3. Other offset funding available (Grants/Reimbursements) \$ 12,000

Net Cost \$ 198,000

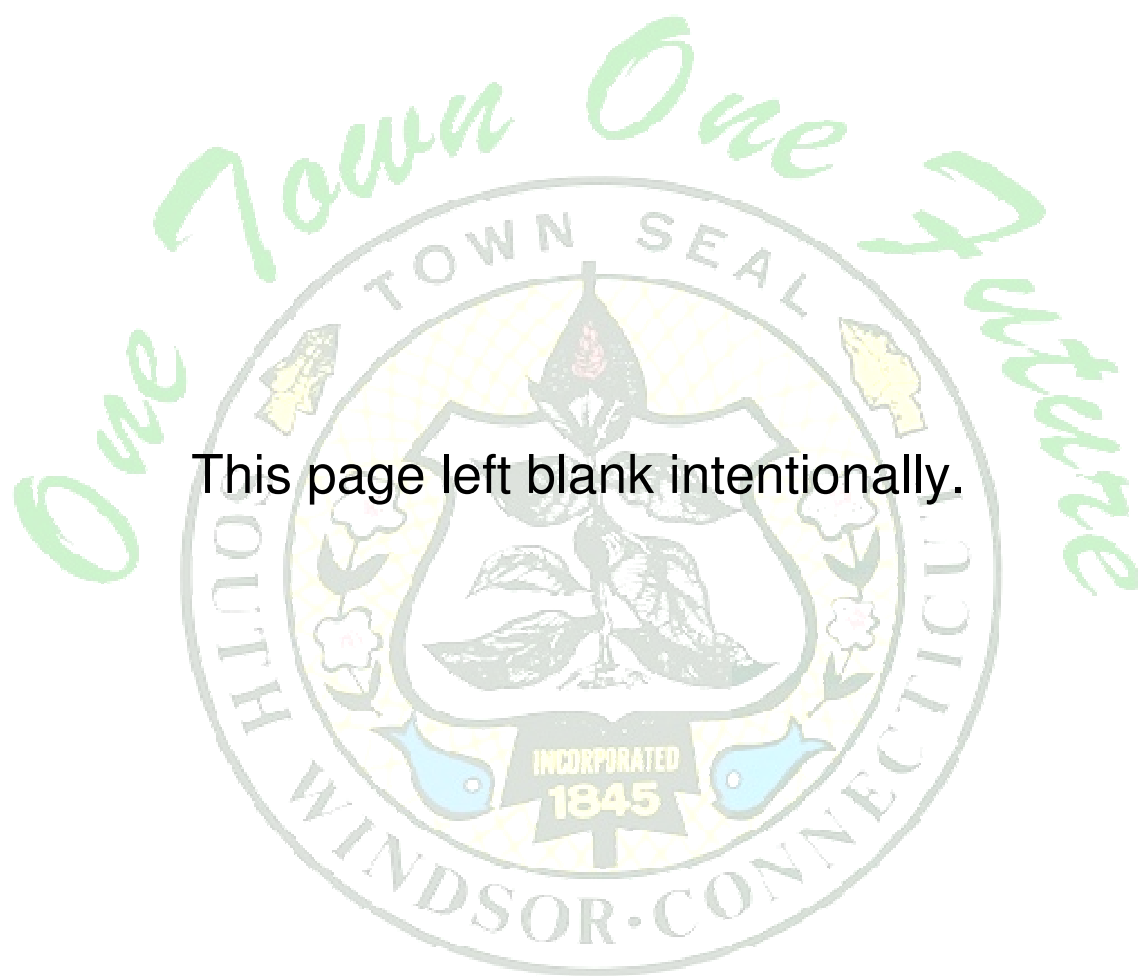
Explanation: Eversource incentives for purchasing high efficiency heat pumps and digital thermostats.
4. Useful life of project 20-25 YRS
5. Project Timeline: Planning start Fall 2015 Physical start Spring 2016
Completion Fall 2016
6. Estimated additional annual operating cost \$ 0
7. Estimated annual savings \$ 12-15,000

Explanation: Savings will be realized through lower cost of operation.

Risk Avoidance: Loss of critical and sensitive electronic data and associated equipment due to system failures. High cost associated with “emergency” purchase and installation of equipment.

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

2013/2014 ACTUAL	2014/2015 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2015/2016 DEPARTMENT REQUEST	2015/2016 MANAGER PROPOSED	2015/2016 COUNCIL APPROVED
167,980	1,000,000	18000400 00430	CAPITAL PROJECTS	1,000,000	1,000,000	1,000,000
<hr/>						
167,980	1,000,000		TOTAL	1,000,000	1,000,000	1,000,000
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%



SPECIAL REVENUE FUNDS

The Pollution Control Budget operates as a special revenue fund. It is the intent, through the implementation of user charges, to fund 100 percent of the operation, maintenance and replacement costs of the treatment system from the users of the system on a proportional basis related to flow and strength of wastewater.

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

Account Code	Descriptions	2014-2015 Council Approved	2015-2016 Department Request	2015-2016 Manager Proposed	2015-2016 Council Approved
3252	Special Revenue – Pollution Control – Wastewater & Disposal	700	700	700	700
1129	Water Pollution Control Authority	4,363,270	3,213,740	3,213,740	3,213,740
5121	Recreation Special Revenue Fund – Day Camp	499,333	635,514	635,514	635,514
5122	Recreation Special Revenue Fund – 4 th R	812,353	848,404	848,404	848,404
5123	Recreation Special Revenue Fund – Veterans' Memorial Park	355,852	357,257	357,257	357,257
5124	Recreation Special Revenue Fund – Outdoor Recreation	57,948	95,264	95,264	95,264
5125	Recreation Special Revenue Fund – Indoor Recreation	230,903	234,394	234,394	234,394
5126	Recreation Special Revenue Fund – Social/Cultural	206,722	211,775	211,775	211,775
5127	Recreation Special Revenue Fund – Facilities	38,852	39,969	39,969	39,969
5128	Recreation Special Revenue Fund – Transfer to General Fund	0	0	0	0
9001	Recreation Special Revenue Fund – Contingency	30,000	30,000	30,000	30,000
8000	Recreation Special Revenue Fund – Capital Improvements	0	0	0	0
	Total Special Revenue Funds	6,595,933	5,667,017	5,667,017	5,667,017

SPECIAL REVENUE POLLUTION CONTROL/WASTEWATER TREATMENT FUND

Comparison of Annual Revenues

DESCRIPTION	2011/2012 ACTUAL	2012/2013 ACTUAL	2013/2014 ACTUAL	2014/2015 ADOPTED	2015/2016 ADOPTED
USER CHARGES	3,561,460	3,974,563	3,954,598	3,959,250	4,070,370
SEPTIC FEES	<u>9,762</u>	<u>12,256</u>	<u>11,778</u>	<u>8,160</u>	<u>11,050</u>
SUBTOTAL	<u>3,571,222</u>	<u>3,986,819</u>	<u>3,966,376</u>	<u>3,967,410</u>	<u>4,081,420</u>
ASSESSMENTS	0	0	0	26,000	26,000
INTEREST & LIEN FEES	77,357	93,294	112,406	82,000	110,000
CONNECTION CHARGES	50,795	191,820	71,469	93,300	70,000
PERMIT FEES	3,120	2,580	2,820	3,500	3,500
GRANT REIMBURSEMENT/LOAN	0	0	0	121,660	50,000
INVESTMENT INT. EARNINGS	344	322	48	350	50
TRANSFER FROM OPERATING RESERVE	8,462	0	0	46,750	0
CANCEL PRIOR YEAR ENCUMBRANCES	6,325	23,782	0	0	0
INTERNAL SERVICES	<u>0</u>	<u>23,000</u>	<u>23,000</u>	<u>23,000</u>	<u>23,000</u>
SUBTOTAL	<u>146,403</u>	<u>334,798</u>	<u>209,742</u>	<u>396,560</u>	<u>282,550</u>
TOTAL REVENUE	<u>3,717,625</u>	<u>4,321,617</u>	<u>4,176,118</u>	<u>4,363,970</u>	<u>4,363,970</u>

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

SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

DEBT SERVICE - PRINCIPAL & INTEREST

		2013/2014	2014/2015	2015/2016
		<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>
TOWN OF VERNON				
	Principal	27,283	27,283	28,395
	Interest	1,709	1,709	597
Subtotal		<u>28,992</u>	<u>28,992</u>	<u>28,992</u>
STATE GRANT FOR UV SYSTEM				
	Principal	41,314	42,148	42,998
	Interest	6,800	5,965	5,116
Subtotal		<u>48,114</u>	<u>48,114</u>	<u>48,114</u>
SUBMERSIBLE PUMP STATION UPGRADE				
	Principal	73,277	74,756	76,265
	Interest	21,026	19,547	18,039
Subtotal		<u>94,303</u>	<u>94,303</u>	<u>94,303</u>
PLEASANT VALLEY PUMP STATION LOAN				
	Principal	19,264	19,653	20,050
	Interest	4,957	4,568	4,171
Subtotal		<u>24,221</u>	<u>24,221</u>	<u>24,221</u>
DRY PIT PUMP STATION UPGRADES				
	Interest	0	60,396	61,075
TOTAL DEBT SERVICE		<u>1,448,445</u>	<u>195,630</u>	<u>256,026</u>
I/I REMOVAL		50,000	55,000	55,000
NEVERS ROAD SEWER EXTENSION		0	0	69,000
TRUSS PIPE REHAB		0	0	231,000
AVERY STR SEWER MAIN IMPROVEMENTS		0	0	100,000
EASEMENT VEGETATION MANAGEMENT		0	0	226,000
CONCRETE PIPE FORCEMAIN REPLACEMENT		882,000	0	0
RESERVE PLANT DEBT SVC 1/20 th PAYMENT		0	0	0
REPLACE RESERVE FOR PLANT DEBT SRV PAYMENTS FOR FY 12/13		0	560,000	0
RESERVE FOR RIGHT OF WAY STUDY		0	65,000	0
SECONDARY CLARIFIER – TREATMENT PLANT		0	0	0
ARC FLASH ASSESSMENT TREATMENT PLANT		<u>0</u>	<u>0</u>	<u>0</u>
TOTAL CAPITAL IMPROVEMENTS		<u>932,000</u>	<u>680,000</u>	<u>681,000</u>

SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

	2013/2014	2014/2015	2015/2016
	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>
CONTRIBUTIONS TO RESERVE FUNDS			
OPERATING RESERVE		180,200	180,200
REPLACEMENT RESERVE		<u>72,199</u>	<u>31,625</u>
 TOTAL RESERVES		 <u>252,399</u>	 <u>211,825</u>

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

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

Budget Change Commentary:

Account 110 (Wages) will decrease by \$83,049 due to a reallocation of administrative hours from Pollution Control to the Refuse/Recycling Budget.

Program Objectives and Goals FY 2016:

- Rehabilitate 3,100 linear feet of truss pipe
- Apply for Clean Water Fund Grant to remove/repair sources of inflow/infiltration of water into sewer system
- Clean 30 miles of sewer lines
- Apply for a Clean Water Fund Planning Grant to complete a Rights-of-Way vegetation control plan
- Increase reserve capacity of Avery Street sewer main
- Extend Nevers Road sewer main
- Complete sewer reserve capacity analysis of Sullivan Avenue inverted siphon

Program Accomplishments FY 2015:

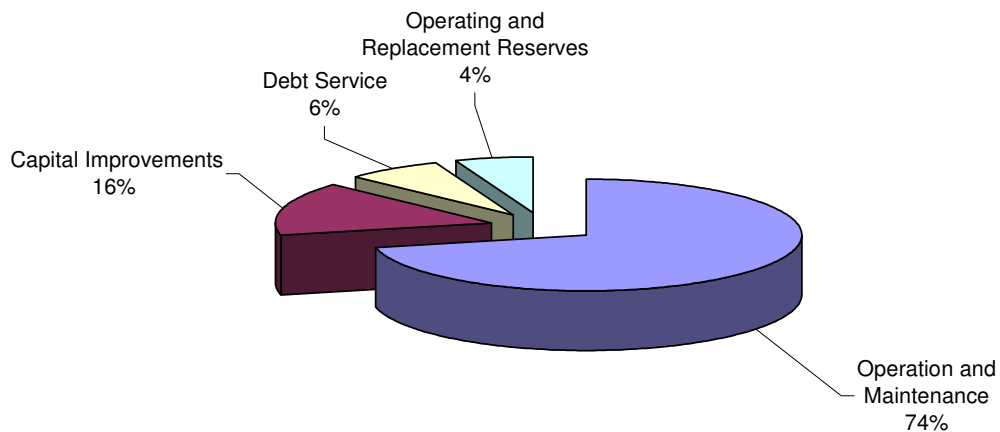
- Completed Closed Circuit TV inspection of 10,000 linear feet of sewer line to identify locations of inflow and infiltration into collection system
- Significant improvements in wastewater treatment to remove nitrogen will likely result in the Town not having to purchase any nitrogen credits
- Significant improvements in wastewater treatment have achieved a quality of effluent discharge to the Connecticut River that is close to potable water quality standards in terms of turbidity and solids concentrations
- Completed sewer easement vegetation control management study
- Completed Arc Flash Hazard Assessment Study

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	.80	1	.80	Superintendent	1	0.80
1	1.00	1	1.00	Plant Supervisor	1	1.0
1	1.0	1	1.0	Facility Mechanic	1	1.0
1	1.0	1	1.0	Laboratory Technician	1	1.0
1	1.0	1	1.0	Plant Operator III	1	1.0
4	1.0	2	1.0	Plant Operator II	5	1.0
2	1.0	4	1.0	Plant Operator I	2	1.0
0	0	0	0	Plant Operator I	1	0.75
1	0.25	1	0.25	Administrative Secretary	1	0.25

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Wastewater Treated (million gallons)	808	926	909	920	920
Average Daily Effluent Suspended Solids (mg/l)	5	5	4	4	4
Average Daily Effluent Biochemical Oxygen Demand (mg/l)	4	4	3	3	3
Average Daily Effluent Total Nitrogen (lbs.)	277	106	106	106	106
Maintenance per Million Gallons of Wastewater Treated (hrs.)	6.49	8.4	8.6	8.6	8.6
Number of Emergency Call-outs or Alarms	148	117	142	120	120
Miles of Sewer Line Cleaned	2.8	2.5	3	10	30

Pollution Control Budget FY 2016 Expenditures



SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

OPERATING EXPENDITURES

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
FULL TIME SALARIES	744,597	761,053	788,739	789,131	870,210
OVERTIME	126,400	91,447	80,532	40,211	39,866
LONGEVITY	1,263	1,500	1,675	1,820	1,820
TEMPORARY	0	0	0	0	0
EMPLOYEE BENEFITS	468,203	506,419	481,999	536,035	512,695
OFFICE SUPPLIES	728	1,121	1,258	1,000	1,200
OPERATING MATERIAL	59,272	54,236	70,680	78,000	78,000
MOTOR VEHICLE SUPPLIES	23,706	9,844	13,428	22,640	24,620
UNIFORMS & CLOTHING	7,003	5,353	6,062	7,898	13,200
FLEET & EQUIP REPAIR	63,647	65,153	134,981	54,150	57,300
ADVERTISING	0	629	306	0	0
PROFESSIONAL	246,907	209,582	151,039	172,663	155,999
RENTAL & LEASES	6,125	2,354	20,706	17,520	19,970
UTILITIES	462,590	452,130	493,590	515,550	491,450
MAINTENANCE CONTRACTS	136,014	378,046	472,467	424,200	491,900
REPAIR & MAINTAIN EQUIP.	7,107	11,626	18,409	15,200	18,750
FEES & MEMBERSHIPS	0	0	425	1,395	1,520
RECRUITMENT & TRAINING	4,164	9,098	25,980	13,200	26,500
OTHER PURCHASE SRVCS.	396,597	303,488	339,089	299,500	296,500
INTERNAL SERVICE CHRGS.	37,240	37,240	37,240	37,240	37,240
CAPITAL PROJECTS	0	0	0	162,000	75,000
DEPARTMENT EQUIPMENT	0	9,911	213,096	10,000	0
TOTAL	<u>2,791,563</u>	<u>2,910,230</u>	<u>3,351,700</u>	<u>3,199,353</u>	<u>3,213,740</u>

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

PROGRAM	WATER POLLUTION CONTROL AUTHORITY	1129
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Program Explanation:

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

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

Budget Change Commentary:

A new sewer user charge discount program will be implemented.

Program Objectives and Goals FY 2016:

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

Program Accomplishments FY 2015:

- Applied for State grants to remove sources of infiltration and inflows
- Completed Phase II Sanitary Sewer Evaluation of Inflow and financed by State Clean Water Fund Planning Grant
- Completed Project to rehabilitate manholes to reduce by 100,000 gallons per day inflow and infiltration into sewage system

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.25	1	0.25	Administrative Secretary	1	0.25

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Number of Meetings	10	11	12	12	12
Number of Public Hearings	2	1	1	1	1
Number of Applications Received	11	9	11	12	10
Number of New Residential Connections Approved	4	24	156	20	20
Number of New Commercial Connections Approved	6	6	3	5	5
Number of New or Revised Regulations	1	0	0	1	1

BOARDS AND COMMISSIONS - WATER POLLUTION CONTROL AUTHORITY

Program Description

The Authority of seven members is appointed by the Town Council pursuant to Town Ordinance No. 103 for a term of six years. The duties and responsibilities of the Water Pollution Control Authority are derived from Chapter 103 of the General Statutes and Special Act 2-260 of the 1969 General Assembly.

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

	2011/2012 <u>ACTUAL</u>	2012/2013 <u>ACTUAL</u>	2013/2014 <u>ACTUAL</u>	2014/2015 <u>ADOPTED</u>	2015/2016 <u>ADOPTED</u>
OFFICE SUPPLIES	32	105	50	50	50
ADVERTISING	638	432	650	650	650
PROFESSIONAL	0	0	0	0	0
OFFICE EQUIPMENT	0	0	0	0	0
CAPITAL OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>669</u>	<u>537</u>	<u>700</u>	<u>700</u>	<u>700</u>

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

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

PROGRAM	RECREATION SPECIAL REVENUE FUND – OVERVIEW	
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Program Explanation:

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

For the fiscal year 2015-2016, the on-going challenge is to maintain affordability in these continued tough economic times yet remain self-sustaining financially. Accounts for Day Camp, 4th R, Veterans Memorial Park, Outdoor, Indoor, Social/Cultural, and Facilities will continue to operate as the revenue supported SRRF. Under this format, programs must survive on their own merit and all direct programmatic expenses must be met. Meeting these operating costs has created the need for us to impose very nominal user fee increases for some activities. The fee increases vary depending on the magnitude of the program. These increases are necessary to meet our charge and keep pace with expenses, without compromising on the quality of our programs that you have come to expect, and we are committed to deliver. In many cases (far more than not), we were able to maintain static prices. It is imperative to remember that the SRRF budget that follows is not a request for allocations, but rather a “plan” outlining what we propose to accomplish and how we project to finance that.

Budget Change Commentary:

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

- [1] Increase of \$136,180,051 to expand the highly successful Day Camp programs to meet the demand and absorb wait lists.
- [2] Increase of \$36,051 to expand the highly successful 4th R Before & After School program to meet the demand for local affordable quality child-care.
- [3] Outdoor account increased by \$37,316 to support the addition of TEMS ski and snowboard program absorbed from the BOE.
- [4] Increase of \$13,310 in our Social/Cultural account due to the expansion of our concert series from eight to nine shows, and creating a new series of outdoor movies displayed on a new gigantic inflatable screen.
- [5] The remaining minor increases are attributable to inflationary cost of doing business (like keeping pace with increase in minimum wage), expansion of some programs, and the addition of new activities.
- [6] Maintaining affordability and containing program user fees was once again our primary focus. Since we anticipate that estimated revenues will keep pace with expenses we are not looking to tap into fund balance to remain self-sustaining programmatically.

Program Objectives and Goals FY 2016:

- Expand the highly successful Day Camp programs to meet the demand and absorb wait lists.
- Expand the highly successful 4th R Before & After School program to meet the demand for local affordable quality child-care.
- Add TEMS ski and snowboard program absorbed from the BOE
- Expand concert series from eight to nine shows, and creating a new series of outdoor movies displayed on a new gigantic inflatable screen.
- Maintain affordability and contain program user fees
- Prevent tapping into fund balance to remain self-sustaining programmatically

Program Accomplishments FY 2015:

- Trial run with the TEMS ski and snowboarding club was successful with nearly 100 participants
- Increased enrollment in our “core four” (Little explorers, Trail Blazers, Camp Discovery & Adventure Unit) day camps to maximum capacity.
- Successfully accommodated 60 additional participants in the 4th R program as a result of the BOE's all-day Kindergarten.
- Successfully transitioned from the old family pool pass format to an individual photo ID pass system at VMP.
- Increased enrollment in tennis lessons with the addition of Pee Wee and Hi-Performance levels to address ultra beginner and elite players.
- Created part time weeknight/weekend supervisory staff to better monitor programs, facilities and provide real time customer service and administrative presence.

Special Revenue Fund

Town of South Windsor
Recreation Department
March 2000

DEFINITION:

"TO ESTABLISH A FUND TO ACCOUNT FOR THE ACTIVITY OF THE RECREATION DEPARTMENT WHICH WILL BE PRIMARILY FUNDED BY FEES COLLECTED FROM INDIVIDUALS PARTICIPATING IN PROGRAMS, OR RECEIVING SERVICES."

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

SPECIAL REVENUE RECREATION FUND

Comparison of Annual Revenues

DESCRIPTION	2012/2013 ACTUAL	2013/2014 ADOPTED	2014/2015 ADOPTED	2015/2016 ADOPTED
DAY CAMP	694,625	466,386	500,507	631,030
4TH R	263,681	837,350	849,320	887,075
VETERANS' MEMORIAL PARK	304,897	314,175	326,655	329,055
OUTDOOR RECREATION	37,457	40,575	56,040	98,454
INDOOR RECREATION	206,772	209,337	225,435	236,555
SOCIAL/CULTURAL	162,704	165,547	204,325	208,141
FACILITIES	43,420	39,949	39,949	43,609
INVESTMENT INT. EARNINGS	0	0	0	0
CANCEL PRIOR YEAR ENCUMBRANCES	0	0	0	0
APPROPRIATION - FUND BALANCE	0	29,910	29,732	29,910
TOTAL REVENUE	<u><u>1,713,555</u></u>	<u><u>2,103,229</u></u>	<u><u>2,231,963</u></u>	<u><u>2,463,829</u></u>

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

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

Budget Change Commentary:

The overall Day Camp budget is up \$136,180 from fiscal year 2014-15, with an anticipated increase of \$130,523 in associated revenue due to the expected larger enrollment in our summer day camps, additional all-day Junior Adventurers Camp, more specialty camps and slight increases in user fees. The bulk (\$30,000) of the increases result from the upgraded state minimum wage rate in line items for staff wages (114) and the associated FICA/Soc.Sec.taxes (130). Additional increases appear in the software processing account (240) which is directly proportionate to anticipated new revenues collected, the introduction of new specialty camps (320) and increase transportation costs for trips (330). To meet the growth in expenses minimal user fee increases were necessary ranging from as little as \$1 to \$25 depending on the size and depth of the camp.

Program Objectives and Goals FY 2016:

- Increase enrollment opportunities for residents at all day camp sites: Little Explorers, Camp Discovery, Trailblazers ,Adventure Unit, and the new Junior Adventurers program (ages 10-12) re-establishing our “core four” to the “fab five”!. Last summer Camp Discovery (Ages 5-12) was full by May 1st, Adventure Unit (Ages 12-15) was full with waitlist for 7 of the 8 weeks.
- Increase quality of supervision in our summer camp programs that service up to 400 children per week, with some additional staff
- Develop and implement new specialty camps as opportunities arise: Mad Science Red Hot robots, Skyhawks Lacrosse, For the First Time in Forever, Live Action Flix, and Lego Flix bringing our total specialty camp offerings to 30.
- Continue to improve upon opportunities and ability to service participants with Special Needs.

Program Accomplishments FY 2015:

- Increased enrollment in our “core four” camps to maximum capacity.
- Developed and implemented two new specialty camps: Shabazz Napier Basketball Camp & Campers Achieving Maximum Potential.
- Maintained our Accreditation with The American Camp Association for our three major camps: Little Explorers, Camp Discovery & Adventure Unit. Our next inspection will take place during summer of 2016.
- Accommodated 11 unique campers with assorted special needs throughout the 10 weeks of summer camp

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
4	4	4	4	Camp Director	5	5
3	3	3	3	Asst. Camp Director	3	3
38	38	38	38	Camp Counselor	42	42
5	2.5	5	2.5	Camp Counselor Part Time	11	5.5
2	2	2	2	First Aid Responder	3	3
11	11	11	11	Special Needs One-to-One	11	11
63	60.5	63	60.5	TOTAL	75	69.5
37		49	24.5	Specialty Camp Contractors	60	30

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Anticipated 2015-2016
Adventure Unit Camper Registrations	290	332	345	297	336
Camp Discovery Campers Registrations	1752	1546	1620	1384	1440
Little Explorers Campers Registrations	314	274	288	334	368
Trailblazer Campers Registrations	0	190	296	190	296
Junior Adventurers registrations	0	0	0	0	288
Specialty Camp Registrations	350	415	370	505	715
<i>Footnote: Fluctuation in numbers is directly attributable to the school calendar and length of summer</i>					

DAY CAMP

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
OVERTIME	6,711	30,653	27,327	5,775	16,925
TEMPORARY	197,452	203,499	199,078	250,653	279,668
EMPLOYEE BENEFITS	15,729	17,071	17,218	19,617	22,689
OFFICE SUPPLIES	2,515	71	289	300	500
OPERATING MATERIAL	10,654	16,812	11,120	11,350	12,550
UNIFORMS & CLOTHING	8,151	5,187	5,301	5,920	7,505
DAILY OPERATING ACTIVITY	243	0	0	500	500
SOFTWARE FEES	13,228	17,493	24,849	20,020	31,552
ADVERTISING	13,715	13,693	14,387	25,025	25,241
PROFESSIONAL	85,834	64,992	93,918	98,353	163,054
RENTAL & LEASES	43,766	46,249	42,389	53,350	65,950
UTILITIES	0	0	0	1,110	1,260
REPAIR/MAINT EQUIPMENT	0	130	170	0	0
FEES & MEMBERSHIPS	50	2,190	2,115	2,100	2,800
RECRUITMENT & TRAINING	2,569	3,591	2,704	4,760	5,320
DEPARTMENT EQUIPMENT	0	2,828	0	0	0
OTHER	5,828	876	0	500	0
TOTAL	406,445	425,335	440,866	499,333	635,514

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

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

Budget Change Commentary:

The proposed budget is \$36,051 higher than last year’s projection due to the anticipated increase in enrollment. The bulk of that change appears in the 113 part time wages (\$22,524) and the associated FICA & social security taxes in the 130 line item, also impacted by the raise in minimum wage. Subsequent changes are realized in the 200 line item showing an increase of \$19,000, and the 300 line item with a \$7,000 decrease. The 400 accounts remained static. The 4th R also had a slight increase in the operational needs with the addition of two new staff members to accommodate the expected increase in participation. Although user fees will remain unchanged at the 2015-2016 levels, the projected revenues will once again more than cover the large cost to deliver this much needed service for our residents.

Program Objectives and Goals FY 2016:

- Maintain schedules for the early release program on specific Wednesdays in support of BOE professional development through the 4th R format
- Continue to arrange for development and accommodations created by all-day Kindergarten.
- Continue extended extra curricular activities such as art, drama, and fitness groups/instructors to provide extra learning experiences for the children enrolled.
- Collaborate with the Board of Ed for the upcoming years of new Elementary Schools and the impact of this to the 4th “R” program.
- Collaborate with High School Clubs & Organizations to provide mentors to the kids in the program to provide better community feeling.

Program Accomplishments FY 2015:

- Successfully completed the eight year of this ground-breaking municipal service as a collaborative initiative with the Board of Education.
- Brought in outside professional resources to provide the 4th “R” students experiences through hip hop dance, music lessons, paint night, and other extra curricular activities.
- The 4th “R” had a common theme across the program of “giving back” The participants and staff accomplished the following giving back projects.
 - Adopted a South Windsor Family for Christmas
 - Wrote letters and made cards a very sick child for Christmas

Program Accomplishments FY 2015 (cont'd):

- Made Holiday cards to send to Nursing homes in the area
- Sent cards to local cancer survivors for encouragement during October Breast Cancer Month
- Provided a very successful “ yes we CAN drive” where lots of food and toiletries were donated to SWFF bank
- An all time record high of 289 students were enrolled in March 2015, with an average enrollment of 280 pupils per month which represents a 7% growth over the previous year.
- Successful family nights held multiples times throughout the year to provide an opportunity for all 4th “R” families to get together for a fun, enjoyable evening to play with their kids and bring the siblings along. Some themes for these nights were Foster Family Farm corn maze, pizza parties, movie nights, magicians and talent shows.

Assigned Positions:

213-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	.75	1	.75	4 th R Program Coordinator (.75)	1	.75
5	3.45	5	3.45	4 th R Site Supervisor (.69)	5	3.45
5	3.45	5	3.45	4 th R Asst. Site Supervisor (.69)	5	3.45
20	10.35	25	17.25	4 th R Program Aide (.69)	27	18.63
1	.75	1	.75	4 th R Inclusion Coordinator (.75)	1	.75
5	2.5	5	2.5	4 th R Special Needs One-to-One (.50)	5	2.5
1	.30	0	0	Wed. Only Director (.30)	0	0
1	.20	0	0	Wed. Only Asst. Director (.20)	0	0
2	.30	0	0	Wed. Only Counselors (.15)	0	0
1	.15	0	0	Wed. Only Special Needs One-to-One (.15)	0	0
37	22.2	42	28.15	TOTAL	44	29.53

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Anticipated 2015-2016
Average monthly 4 th R enrollments	178	211	260	280	300

4TH R

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>
OVERTIME WAGES	0	1,821	3,466	0	0
PART TIME WAGES	288,016	3,910	0	0	0
TEMPORARY	0	288,823	384,018	532,431	554,955
EMPLOYEE BENEFITS	22,107	21,675	29,295	40,731	42,454
OFFICE SUPPLIES	785	440	794	2,500	3,500
OPERATING MATERIAL	30,480	48,806	60,207	95,600	101,525
UNIFORMS	2,993	2,744	11,939	3,420	4,470
SOFTWARE FEES	16,469	23,186	44,617	33,242	44,354
ADVERTISING	28,754	32,669	36,362	42,466	35,483
PROFESSIONAL	3,847	823	4,744	2,550	1,950
RENTAL & LEASES	42,581	42,894	33,242	47,803	48,103
UTILITIES	5,490	5,257	4,481	5,760	5,760
REPAIR/MAINT EQUIP	0	0	0	2,000	2,000
FEES & MEMBERSHIPS	0	0	329	140	140
RECRUITMENT & TRAINING	3,417	3,511	1,850	1,710	1,710
DEPARTMENT EQUIPMENT	1,334	9,141	6,792	2,000	2,000
OTHER	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
 TOTAL	 <u><u>446,273</u></u>	 <u><u>485,700</u></u>	 <u><u>622,135</u></u>	 <u><u>812,353</u></u>	 <u><u>848,404</u></u>

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

Providing a healthy, safe and enjoyable place for community residents to participate in summer aquatic related activities is the primary objective of this unit. An important secondary goal is to provide residents with an opportunity for instruction in swimming and lifesaving. Lessons are Red Cross-sanctioned and taught by certified instructors. Continuation of a variety of other aquatic opportunities, such as the Swim Team, Lifeguard Training, WSI, Junior Lifeguarding and water fitness classes round out the programming. The park is open seven days a week for the season beginning Memorial Day weekend and ending the last Sunday in August. Public swimming hours are 2:00-6:30pm while school is still in session and 12:00-7:30pm once school is closed, Monday - Friday and 12pm - 6:30pm Saturday and Sunday. Additional public swim hours for residents and pass-holders will be offered on Saturdays from 10am-12pm. Group swim lessons are conducted from 8am to 12pm and 5pm to 7:30pm weekdays. Private swim lessons are also available and scheduled at 30 minute intervals from 9:00 am to 7:30 pm.

Budget Change Commentary:

The overall VMP budget is basically static from fiscal year 2014-15 with an increase of only \$1,405 while generating \$3,400 more in revenue. The bulk (70%) of the increases result from the upgraded state minimum wage rate in line items for staff wages (114) and the associated FICA/Social Security taxes (130). An additional increase in department equipment (442) was required to replace the handicapped chair lift to stay in line with ADA compliance. Revenues were calculated very conservatively as we are in our second year of a transition from a household pass format to an individual pass system. The change was instituted to tighten gate control and reduce abuse of the old household pass arrangement. By maintaining a high quality facility and programs and with an extra week for summer programming due to the school calendar, we are optimistic that we will see an increase in swim lesson registrations, daily admissions and group reservations, which in turn increases our revenues helping to control user fee and maintain affordability.

Program Objectives and Goals FY 2016:

- Successfully achieve our budgetary goals by keeping our program fees affordable and ensuring quality program service to our customers through highly trained qualified staff.
- Continue the transition with new pass system in which all users have an individual pass with photo ID.
- Enhance the park with new features and amenities to attract visitors and provide a more inviting/attractive environment to keep pace with competition.
- Enhance computer operating system and software to be able to provide more customer service.
- Upgrade mechanicals to ensure compliance and maximize efficiency
- Streamline processes for registration and group visits
- Institute 45 minute private lessons as an added option to our customers
- Swim Team maintained a perfect winning record for both the Junior and Senior divisions and won the league championship for both divisions. The team also reached its maximum capacity of 175 swimmers.
- Despite a shortened season due to the school calendar, swim lessons saw high numbers in most classes and private lessons continue to be incredibly popular
- Instituted group visits for smaller groups which was met with huge success
- Staff performed CPR and saved a woman's life
- Staff made a total of 18 other saves including distressed and active drowning rescues.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	2.0	Pool Director	2	2.0
2	2.0	2	2.0	Head Lifeguard	2	2.0
18	18.0	18	18.0	Lifeguard	18	18.0
12	12.0	12	12.0	Water Safety Instructor	12	12.0
3	3.0	3	3.0	Swim Team Coach	3	3.0
1	0.5	1	0.5	Head Maintainer (.50)	1	0.5
3	3.0	3	3.0	Maintainer	3	3.0
1	0.5	0	0	Water Quality Staff	1	0.5
3	3.0	3	3.0	Gate Attendant	3	3.0
1.5	1.5	1.5	1.5	Concession Attendant	1.5	1.5
46.5	45.0	45.5	45.0	TOTAL	46.5	45.5

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Household Pass - Resident	924	894	852	0	0
Household Pass – Non-Resident	163	231	307	0	0
Individual Pass - Resident	X	X	X	1074	1915
Individual Pass – Non-Resident	X	X	X	842	925
Daily Admissions (includes group sales)	\$66,518	\$67,646	\$73,858	\$79,497	\$68,200
Swim Lessons – group registrations	607	694	699	645	870
Swim Lesson – private registrations	278	280	282	166	194
Swim Team enrollment	160	175	175	175	175
Concession Revenues	\$20,689	\$20,156	\$18,240	\$18,694	\$20,000
Gross Revenues for Facility	\$278,599	\$266,147	\$283,611	\$325,655	329,055
Special Events	3	4	6	4	4

VETERANS' MEMORIAL PARK

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
OVERTIME WAGES	0	4,739	6,951	0	0
PART TIME WAGES	922	0	0	0	0
TEMPORARY	186,508	185,731	204,209	252,283	254,804
EMPLOYEE BENEFITS	14,476	12,700	15,847	19,300	19,493
OFFICE SUPPLIES	1,548	1,559	1,927	3,630	1,925
OPERATING MATERIAL	28,571	20,997	20,830	22,028	20,152
UNIFORMS & CLOTHING	5,053	6,185	3,746	6,147	6,175
DAILY OPERATING ACTIVITY	77	0	0	200	200
SOFTWARE FEES	15,080	18,932	16,740	13,066	16,453
ADVERTISING	11,316	10,836	9,471	16,333	13,162
PROFESSIONAL	2,221	5,209	5,570	7,205	8,468
RENTAL & LEASES	2,257	3,065	2,132	1,150	1,150
PRINTING	0	63	0	0	0
UTILITIES	421	385	452	600	600
FEES & MEMBERSHIPS	988	1,012	1,495	2,230	2,025
RECRUITMENT & TRAINING	3,165	3,687	1,524	4,880	4,500
OTHER PURCHASE SERVICE	200	435	300	500	650
DEPARTMENT EQUIPMENT	0	2,395	1,651	6,300	7,500
OTHER	(135)	0	0	0	0
TOTAL	<u>272,668</u>	<u>277,930</u>	<u>292,845</u>	<u>355,852</u>	<u>357,257</u>

PROGRAM	RECREATION SPECIAL REVENUE FUND – OUTDOOR	5124
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Program Explanation:

This unit provides funding for the activities that are usual to the outdoor season, and not offered by the private sector or local independent sports organizations, such as Adult Softball, Youth & Adult Outdoor Tennis Lessons, Clinics & Tournaments and Skiing/Snowboarding for the middle school age group. These activities provide for active living, a great deal of spectator value and often serve as an introductory experience for youth not available through the local youth sports organizations. The Team Building & Leadership Center (TLC, or Challenge/Ropes Course) is also accounted for in this program.

Budget Change Commentary:

Increase in expenses of \$37,316 in the overall account due to the middle school Ski Program being added at an expense of \$32,205 along with nominally increased umpire fees and various materials and supply price increases. These will be offset by very minor increase in user fees.

Program Objectives and Goals FY 2016:

- Increase number of teams participating in Adult Softball league at progressively increasing user fees to approach the regional market price
- Increase overall participation in Tennis Tournament with easier online registration access
- Successful redevelopment of the TEMS Ski Program with growing program enrollment and added ski trips

Program Accomplishments FY 2015:

- Increase across the board in all Tennis enrollment
- Adult softball league continues to draw solid participation with 14 teams.
- Adopted the TEMS Ski Program with 89 participants

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
2	1.5	2	1.5	Tennis Lesson Instructor (Contractor - .75)	2	1.5
2	1.0	2	1.0	Hi-Performance (formerly Clinic) Instructor (Contract - .50)	2	1.0
10	0.8	10	0.8	TLC Ropes Course Facilitator (Contractor - .08)	10	0.8
8	0.9	8	0.9	Softball Umpire (Contractor - .11)	8	0.9
		1	.2	Skiing	1	.2
22	2.7	23	2.9	TOTAL	23	2.9

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Adult Softball Registered Teams (# of players)	18 (216)	20 (238)	14 (168)	14 (166)	14 (168)
Tennis Lesson Registration - Adult	39	30	35	51	45
Tennis Lesson Registration - Youth	191	205	210	196	190
Hi-Performance Registration (formerly Tennis Clinic)	12	20	20	48	45
Tennis Tournament Participants	0	0	0	32	35
TLC Ropes Course Groups	15	20	20	4	4
Skiing	0	0	0	89	100

OUTDOOR RECREATION

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED
TEMPORARY	580	0	0	1,400	1,400
EMPLOYEE BENEFITS	0	0	0	107	107
OFFICE SUPPLIES	0	0	0	0	0
OPERATING MATERIAL	3,662	2,330	1,433	2,470	2,450
UNIFORMS & CLOTHING	293	1,984	330	150	210
SOFTWARE FEES	2,249	2,778	2,163	2,182	4,758
ADVERTISING	1,413	1,500	1,268	2,802	3,938
PROFESSIONAL	25,540	15,812	19,461	46,477	71,771
RENTAL & LEASES	0	0	0	0	8,200
UTILITIES	0	0	0	360	360
REPAIR/MAINT FACILITIES	1,947	1,340	1,428	1,650	1,650
REPAIR EQUIPMENT	54	0	0	0	0
FEES & MEMBERSHIPS	655	390	440	350	420
RECRUITMENT & TRAINING	0	0	0	0	0
OTHER	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
 TOTAL	 <u><u>36,390</u></u>	 <u><u>26,134</u></u>	 <u><u>26,523</u></u>	 <u><u>57,948</u></u>	 <u><u>95,264</u></u>

PROGRAM	RECREATION SPECIAL REVENUE FUND – INDOOR	5125
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Program Explanation:

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

Budget Change Commentary:

We project a slight overall increase in expenses of only \$3,491 in this account for FY 2015-2016. With the continued growth of adult leagues and development of more opportunities for participation, there is the expectation of more games and a greater need for officials. Revenue increased by \$11,1200, as a result of the increase in number of sponsors received for youth basketball, and continued growth of adult opportunities. Youth user fees remained static while user fees for adult programming were increased between \$5 to \$30 depending on the size and depth of the activity.

Program Objectives and Goals FY 2016:

- To advocate and affect a change in the youth sports culture through the development of programs that are sensitive to other sports programs and schedules in town, and that are in the best interest of the child athlete/participant.
- Look into development of new programs for teens and adults, and alternative activities for school vacation weeks throughout the year.
- Look to continue growth of all adult sports leagues
- Increase adult participation through various tournaments and new programs (focusing on fitness and wellness).
- Increase number of sponsors in youth basketball by 20%.

Program Accomplishments FY 2015:

- Continue re-organization of the Travel Basketball program.
- Maintained successful participation in a "Rec.+" youth basketball program to bridge gap between in-house and travel to provide for those wishing to gain more experience.
- Continued to experience strong participation in all youth basketball leagues and skill development programs (nearly 1,000 participants).
- Continued to work in conjunction with SWHS to offer Challenger Basketball for Special Needs athletes
- Once again offered the opportunity for team and individual photos to all in house youth basketball and More Mighty Mite teams.
- The increase in participation levels in the Adult Volleyball Leagues may have reached capacity as gym space is essentially maxed out
- Continued growth of Adult Basketball Leagues - same number of Women's teams yet more players involved.
- Maximized use of town owned facilities for adult and youth sports leagues.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	.25	1	.25	Week night/Weekend staff (.25)	1	.25
74	7.4	74	7.4	Contractors (.10)	74	7.4
120	9.6	120	9.6	Volunteer Youth Basketball Coach – In-House (3 hours/week - .08)	120	9.6
12	3.0	12	3.0	Volunteer Youth Basketball Coach – Travel (10 hours/week - .25)	12	3.0

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Mighty Mite Hoop enrollment	197	181	224	229	230
Divisional League Play Youth Basketball enrollment	751	850	885	722	725
Instructional & Fitness Program registrations	935	1,118	1,283	1,206	1153
Men's Basketball League – team enrollment	15	18	19	12	12
Women's basketball League - team enrollment	8	8	8	8	8
Men's Volleyball League - team enrollment	17	16	17	18	18
Women's Volleyball League - team enrollment	20	20	20	22	22

INDOOR RECREATION

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>
TEMPORARY	0	0	4,272	5,437	5,437
EMPLOYEE BENEFITS	0	0	327	416	416
OFFICE SUPPLIES	0	0	0	0	0
OPERATING MATERIAL	9,302	9,160	7,117	8,465	9,120
UNIFORMS & CLOTHING	13,660	11,898	16,570	17,698	17,536
SOFTWARE FEES	10,054	12,593	11,154	9,017	11,828
ADVERTISING	10,045	10,715	6,481	11,272	9,462
PROFESSIONAL	140,865	137,933	148,709	168,488	170,245
RENTAL & LEASES	19,859	6,019	3,200	4,500	4,500
PRINTING	0	135	0	0	0
UTILITIES	0	0	0	360	360
FEES & MEMBERSHIPS	1,650	525	2,064	1,200	1,600
RECRUITMENT & TRAINING	1,823	689	3,549	4,050	3,890
DEPARTMENT EQUIPMENT	897	0	0	0	0
OTHER	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
 TOTAL	 <u><u>208,157</u></u>	 <u><u>189,667</u></u>	 <u><u>203,442</u></u>	 <u><u>230,903</u></u>	 <u><u>234,394</u></u>

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

A variety of activities and programs geared toward social interaction, the arts and first time playgroup experiences are funded in this unit. One of our most popular programs attracting more than 200 unique "little" residents on a weekly basis is the department's Preschool Programs. Other opportunities include Drama, Dance, Social Club for Special Needs, and Art Classes. Special events such as the Fishing Derby, the Summer Concert Series, Skate with Santa, Egg Hunt, Witch Way 5K, Jacob's Jog, Cartoon Character Breakfast/Hot Dog Roast and Community Band and Chorus are also a major part of this programming.

Budget Change Commentary:

A 6% increase in our Social/Cultural plan, or \$13,310 is driven by the expansion of our concert series from eight to nine shows, creating a new series of outdoor movies displayed on a new gigantic inflatable screen and software processing increase of \$2,234 in line item 240. The remainder of the budget remained the same or saw minimal increases.

Program Objectives and Goals FY 2016:

- Continue collaboration with outside groups to provide a variety of events and programs to families.
- Continue to offer diverse selection of new kid's fitness programs throughout the school year to help eliminate childhood obesity.
- Increase Adult and Family programs and special events.
- Increase the variety of programs offered for kid's dance, art and other varieties of afterschool club programs. .

Program Accomplishments FY 2015:

- Successful kick off of Fall Fest at Nevers Park, a collaboration of the morning runs in partnership with Golf Fore Kids Foundation, Farmer's Market in Partnership with SW Food Alliance, and the Fall Fest Vendor Fair and Haunted Torch Walk a partnership with SW Police Services and CT Special Olympics and Parks & Recreation special needs programming.
- Successful operation of the Second Annual Cartoon Character Pancake Breakfast and Cartoon Character Hot Dog Roast, with net proceeds to benefit special needs programming through the parks & recreation department.
- Large increase in population at, and popularity of, the Annual Egg Hunt, where 25,000 plastic eggs are distributed!
- The Summer Concert series continues to increase in popularity becoming a staple community event.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.10	1	0.10	Art Instructor (.10)	1	0.10
4	0.8	4	0.8	Concert Crew (0.2)	4	0.8
1	0.03	1	0.03	Dance Instructor (.03)	1	0.03
1	0.04	1	0.04	Drama Instructor (.04)	1	0.04
3	0.45	3	0.45	Fishing Derby Lifeguards (.15)	3	0.45
1	0.08	1	0.08	Mon. Night Social Club Supervisor (.08)	1	0.08
5	30	5	3.0	Preschool Instructor (.60)	6	3.0
3	0.39	3	0.39	Preschool Aide (.13)	3	0.39
4	0.20	4	0.20	T.E. After School Instructor (.05)	3	0.15
80	13.5	80	13.5	Volunteers for Special Events (.17)	80	13.5
105	19.32	105	19.32	TOTAL	105	18.54

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Art Class Registrations	50	50	40	70	70
Cartoon Character Breakfast Participants	0	300	350	0	350
Cartoon Character Hot Dog Roast Participants	0	250	300	350	350
Community Band Participants	56	56	60	60	60
Community Chorus Participants	46	51	51	51	51
Dance Registrations	36	36	36	36	36
Drama Registrations	36	76	63	55	55
Egg Hunt Participants	2,500	3,000	3,000	3,200	3200
Fishing Derby Participants	0	75	100	100	100
Mon. Night Social Club participants (average weekly attendance)	30	30	30	30	30
Preschool Class Registrations	1,419	1,384	1,241	1,250	1,250
Summer Concert Attendance	6,150	8,920	9,200	8,500	10,000
Skate with Santa Participants	250	300	250	250	250
TE After School Club Participants	116	114	133	219	220
Afterschool Club	0	0	0	0	30

SOCIAL/CULTURAL

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ADOPTED</u>
TEMPORARY	62,015	67,119	66,420	74,587	75,220
EMPLOYEE BENEFITS	4,901	5,037	5,053	5,706	5,754
OFFICE SUPPLIES	183	0	383	200	200
OPERATING MATERIAL	11,453	11,520	12,674	15,235	16,335
UNIFORMS & CLOTHING	584	271	0	490	490
SOFTWARE FEES	7,077	9,123	8,820	8,173	10,407
ADVERTISING	7,839	7,069	5,884	10,916	9,026
PROFESSIONAL	58,220	66,419	70,617	85,685	88,700
RENTAL & LEASES	1,857	1,274	821	1,450	1,550
UTILITIES	0	0	0	360	500
REPAIR/MAINT FACILITIES	0	149	0	500	500
FEES & MEMBERSHIPS	1,642	1,575	4,007	2,304	2,304
RECRUITMENT & TRAINING	0	208	0	216	189
OTHER PURCHASE SERVICE	632	0	0	600	600
DEPARTMENT EQUIPMENT	0	0	0	300	0
OTHER	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
 TOTAL	 <u><u>156,401</u></u>	 <u><u>169,764</u></u>	 <u><u>174,680</u></u>	 <u><u>206,722</u></u>	 <u><u>211,775</u></u>

PROGRAM	RECREATION SPECIAL REVENUE FUND – FACILITIES	5127
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Program Explanation:

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

Budget Change Commentary:

A small 3% budget increase was incurred, with small increases in 100 Account, staffing, (\$788) and a small increase in line item 240 (\$582) with an increase in software registration fees. Otherwise this account is basically flat.

Program Objectives and Goals FY 2016:

- 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.
- Further reduce the number of complimentary reservations, lost revenue, by instituting a more diverse pricing tier. For example, a slight fee (discounted from the standard fee) versus free use for local sports groups, or civic organizations.

Program Accomplishments FY 2015:

- Increase in weekend and weeknight program and facility supervision to better serve the public.
- Repainted the interior walls at Ellsworth Gymnasium.
- Purchased a new stainless steel gas grill for Rotary Pavilion to replace the existing outdated charcoal grill.
- Continued contracted custodial services to keep the Concession/Restroom/Storage building at Rye Street Park clean in season.
- Continued with our annual floor maintenance program at the Ellsworth Gymnasium.

Assigned Positions:

2013-2014		2014-2015		Position Title	2015-2016	
Positions	FTE	Positions	FTE		Positions	FTE
0	0	5	1	Weeknight/Weekend Facility Customer Service Staff (.20)	5	1
5	1.5	5	0.5	Facility Rental Monitor (.10)	5	0.5
5	1.5	10	1.5	TOTAL	10	1.5

Performance Measures	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Estimated 2014-2015	Anticipated 2015-2016
Rotary Pavilion Reservations (program & Non-program uses)	109	123	127	143	143
Community Center Reservations (non-programmatic)	115	124	133	265	250
Indoor Batting Cages (non-program use)	0	12	25	9	15

FACILITIES

	2011/2012 <u>ACTUAL</u>	2012/2013 <u>ACTUAL</u>	2013/2014 <u>ACTUAL</u>	2014/2015 <u>ADOPTED</u>	2015/2016 <u>ADOPTED</u>
PART TIME WAGES	3,790	2,646	3,802	11,490	12,222
EMPLOYEE BENEFITS	161	118	451	879	935
OPERATING MATERIAL	1,430	1,311	2,003	713	713
SOFTWARE FEES	1,984	2,333	2,128	1,598	2,180
ADVERTISING	1,464	1,500	1,256	1,997	1,744
PROFESSIONAL	17,050	17,625	8,996	5,880	5,880
RENTAL & LEASES	0	0	0	0	0
UTILITIES	740	280	0	1,100	1,100
MAINTENANCE CONTRACTS	2,363	9,345	9,286	8,295	8,295
REPAIR/MAINT FACILITIES	7,499	5,534	5,476	6,100	6,100
REPAIR/MAINT EQUIP	0	260	88	300	300
RECRUITMENT & TRAINING	245	615	404	500	500
DEPARTMENT EQUIPMENT	2,500	2,314	0	0	0
OTHER	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
 TOTAL	 <u><u>39,224</u></u>	 <u><u>43,881</u></u>	 <u><u>33,890</u></u>	 <u><u>38,852</u></u>	 <u><u>39,969</u></u>

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

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

Budget Change Commentary:

This program has a zero percent budget increase.

TRANSFER TO THE GENERAL FUND

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

PROGRAM	RECREATION SPECIAL REVENUE FUND – CONTINGENCY	9001
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Program Explanation:

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

Budget Change Commentary:

This program has a zero percent budget increase.

CONTINGENCY

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

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

This program provides funding for Capital Improvement Projects.

Budget Change Commentary:

This program has a zero percent budget increase.

CAPITAL PROJECTS

	<u>2010/2011</u> <u>ACTUAL</u>	<u>2011/2012</u> <u>ACTUAL</u>	<u>2012/2013</u> <u>ACTUAL</u>	<u>2013/2014</u> <u>ADOPTED</u>	<u>2015/2016</u> <u>ADOPTED</u>
CAPITAL PROJECTS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

STATISTICS

Town of South Windsor, Connecticut

Miscellaneous Statistical Information

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

Information Taken from CERC Profile

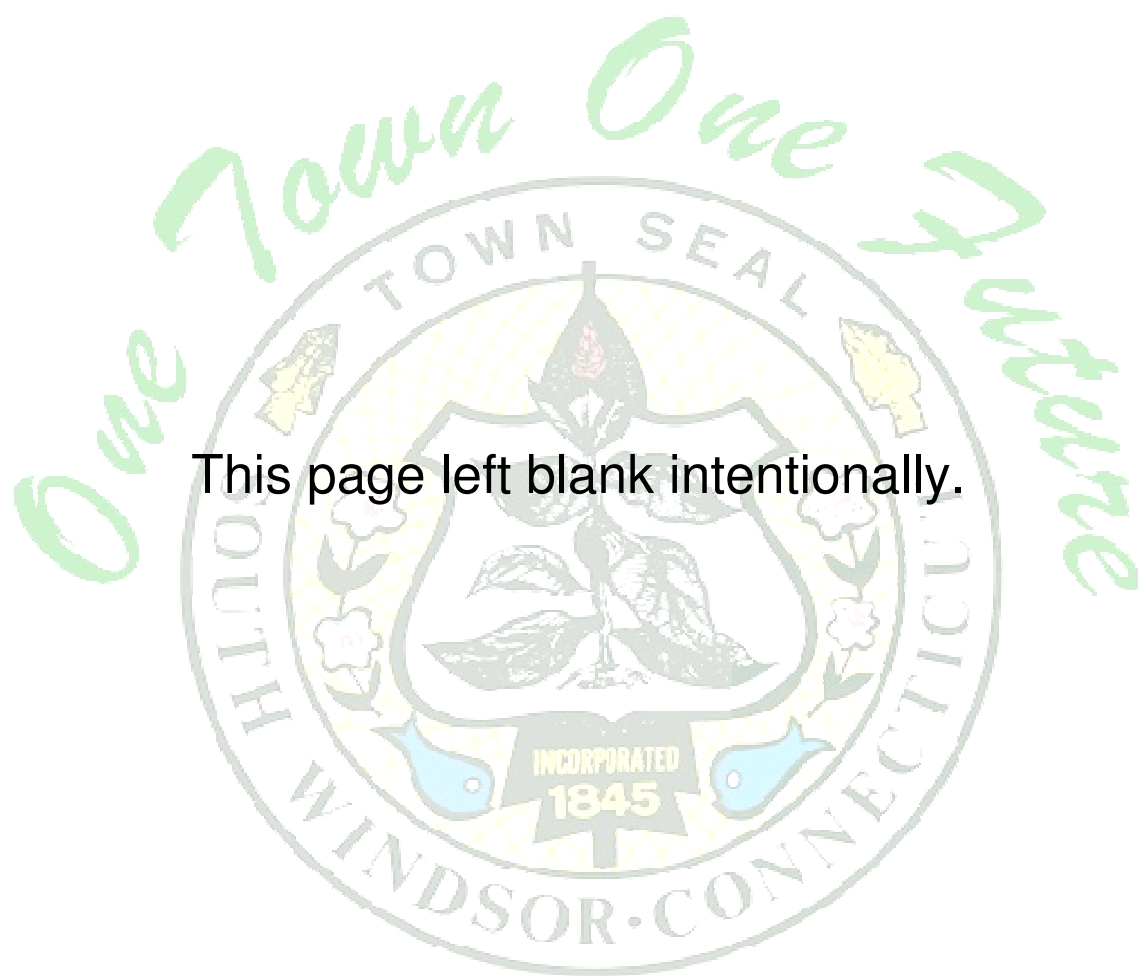
Town of South Windsor, Connecticut

Major Employers

	Employer	Nature of Business	Number of Employees
1	The Town of South Windsor	Government and Education	810
2	DST Output	Service	650
3	Ticket Network	Service	441
4	The May Company	Distributor	389
5	Target Department Stores	Retail	250
6	Lowes Home Improvement	Retail	170
7	HPC Food Services	Food Products (Wholesale)	158
8	Electro Methods	Manufacturer	155
9	Eastern Connecticut Health Network	Medical	100

Town of South Windsor, Connecticut
Top Ten Taxpayers for 2014 Grand List

	Name	Real Estate	Personal Property	Motor Vehicle	Grand Total
1	CT Light and Power	\$1,992,200	\$57,897,590	-	\$59,889,790
2	Evergreen Walk Lifestyle Center (Shoppes at Evergreen Walk	\$30,792,400	-	-	\$30,792,400
3	FedEx Ground Package (FEM Sullivan Rd LLC)	\$4,344,540	\$11,361,590	-	\$15,706,130
4	Federated Retail Holdings (Macy's Warehouse)	\$11,407,900	\$3,224,000	\$44,380	\$14,676,280
5	DST Realty	\$11,825,750	\$2,704,990	-	\$14,530,740
6	Town Center of S.W.	\$12,348,800	-	-	\$12,348,800
7	Connecticut Water Co.	\$2,127,300	\$9,563,850	-	\$11,691,150
8	Ticket Network	\$6,276,560	\$4,028,000	-	\$10,304,560
9	Yankee Gas Services Co.	-	\$10,214,070	-	\$10,214,070
10	Target Corp.	\$8,860,600	\$1,138,570	-	\$9,999,170



Glossary

Annual Budget: A budget, which is adopted by the Town Council, for a specific fiscal year.

Appropriation: A legal authorization granted by a legislative body to expend funds and/or incur obligations for specific purposes.

Balanced Budget: A budget wherein the revenues equal the expenditures for any given year.

Basis of Accounting: A term used to refer to when revenues and expenditures are recognized and reported in the financial statements.

Board of Education: The Board of Education is the elected body responsible for developing educational policy for the Tolland Public School System. It is a nine-member body whose members are elected every two years. The Board of Education hires a Superintendent to administer the school system.

Bond: The borrowing of funds from the general public, on a long-term basis, for a specific purpose. The borrowed funds, plus interest at a specified rate, are paid-off in installments on specified dates usually over twenty or thirty years.

Bond Anticipation Notes: A short-term interest-bearing note issued by a government in anticipation of issuing a bond at a later date. The note is retired from proceeds of the bond issue to which it was related.

Budget: A plan of financial operation for a definite period of time based on estimated expenditures and the proposed means of financing them.

Capital Improvement Plan: A plan for funding capital expenditures each fiscal year for a specific number of years. It identifies, by fiscal year, each project the Town intends to complete.

Contingency: A budgetary reserve set-aside for emergencies or unexpected expenditures not otherwise budgeted for. The use of contingency requires the approval of the Town Council.

Depreciation: A noncash expense that reduces the value of an asset as a result of wear and tear, age, or obsolescence. Most assets lose their value over time (in other words, they depreciate), and must be replaced once the end of their useful life is reached.

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

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

Fund: An accounting entity with a self-balancing set of accounts in which assets, all related liabilities, equity, and changes therein are recorded. Each fund is established to report on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

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

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

Grand List: The total assessed value of residential, industrial, commercial and personal property and motor vehicles using a ratio of 70%, in accordance with State statutes and recommended guidelines. The grand list is established on October 1 each year for the following fiscal year budget.

Grants: A contribution of cash or other assets from another entity to be used for expended for a specified purpose or activity. A majority of grant funds received are from the State of Connecticut and the Federal Government.

LoCIP: Local Capital Improvements Program is a State grant awarded for the purpose of assisting a municipality with the cost of State approved capital projects.

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

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

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

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

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.

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

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

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

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

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

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

LISTING OF ACRONYMS

ADA – Americans with Disabilities Act
BOE – Board of Education
CAFR – Comprehensive Financial Report
CCM – Connecticut Conference of Municipalities
CT DOT – Connecticut Department of Transportation
CGS – Connecticut General Statutes
CRRA – Connecticut Resources Recovery Authority
DECD – Department of Economic and Community Development
ECS – Education Cost Sharing
EDC – Economic Development Commission
FEMA – Federal Emergency Management Agency
GAAP – General Acceptable Accounting Principals
GASB – Governmental Accounting Standard Board
GFOA – Government Finance Officers Association
OPEB – Other Post Employment Benefits
PZC – Planning and Zoning Commission
SWVFD – South Windsor Volunteer Fire Department
WPCA – Water Pollution Control Authority
ZBA – Zoning Board of Appeals