

# Town of South Windsor Connecticut



Fiscal Year 2021-2022  
DRAFT Operating and Capital Budget  
Adopted May x, 2021

*Equal Opportunity Employer*





**TOWN OF SOUTH WINDSOR  
2021 - 2022 DRAFT OPERATING BUDGET**

**TOWN COUNCIL**

Andrew Paterna  
Mayor

Erica Evans

Karen Lydecker

Mary Justine Hockenberry

Lisa Maneeley

Philip Koboski

Elizabeth Pendleton

Cesar Lopez

Janice Snyder

Michael Maniscalco  
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*

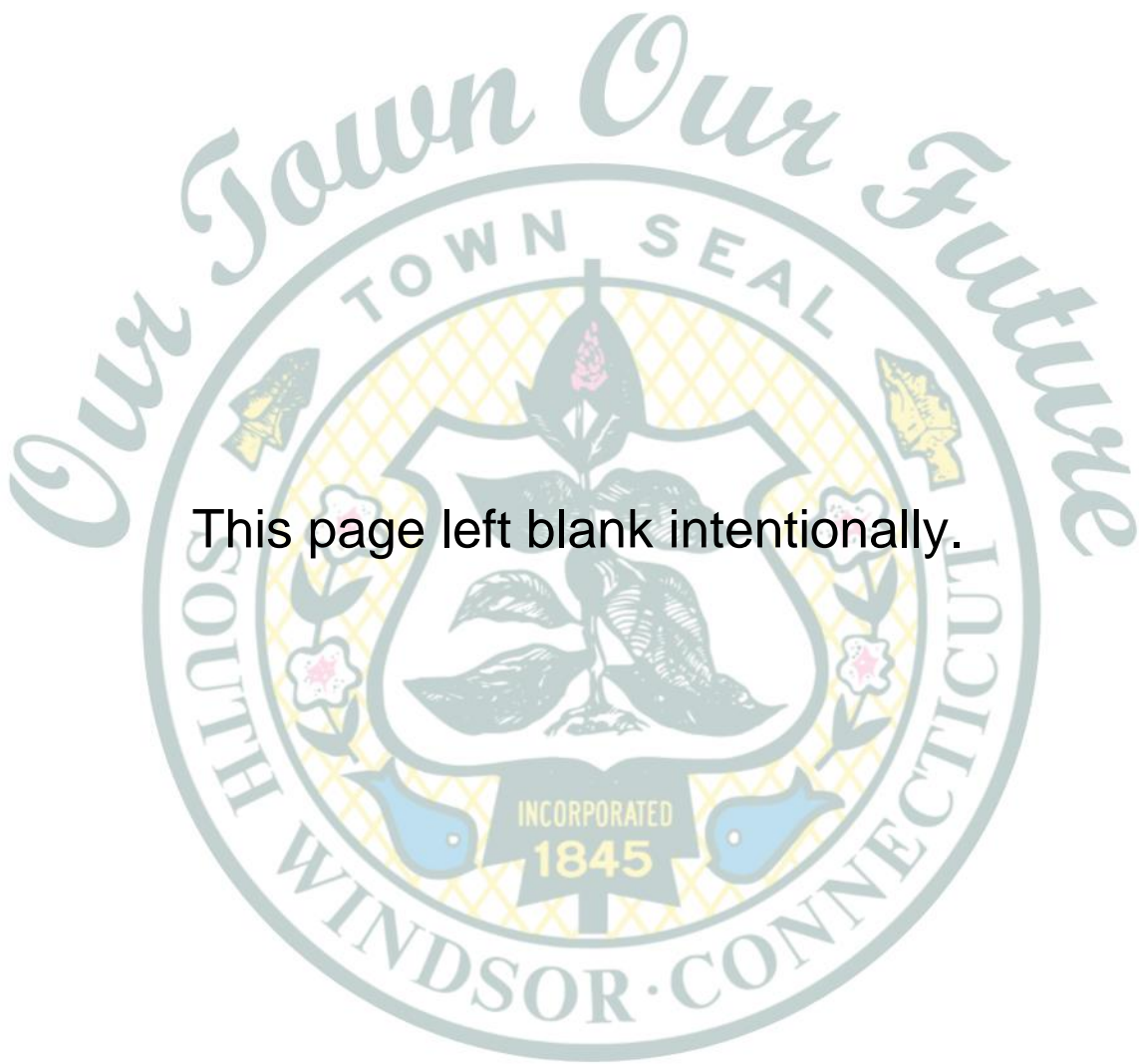
*Deliver exceptional public works services, human services, recreational and cultural services*

*Preserve open space and protect the environment*



## TABLE OF CONTENTS

<b>Introduction .....</b>	<b>1</b>
Reader's Guide.....	1
Budget Message.....	3
Town Council Budget Policy Statement .....	8
Town Overview .....	10
South Windsor Community Profile .....	12
List of Officials and Staff.....	13
Organizational Chart.....	15
Summary of Full-Time Positions .....	16
<b>Budget Summary .....</b>	<b>17</b>
Budget Process .....	17
Financial Policies.....	22
Revenue and Expenditure Comparison .....	25
Overview of Total Revenues .....	26
Expenditure Highlights.....	32
<b>Department Summaries.....</b>	<b>39</b>
General Government.....	39
Public Safety.....	105
Public Works.....	129
Cultural and Leisure Services .....	149
Health and Human Services.....	161
Unclassified .....	179
Education.....	205
<b>Debt Service .....</b>	<b>207</b>
Debt Policy .....	207
Debt Schedules .....	208
Combined Schedule of Bonded Debt Through Maturity.....	212
Capital Leases .....	214
<b>Capital Improvements.....</b>	<b>221</b>
Capital Projects Overview .....	222
<b>Special Revenue Funds.....</b>	<b>227</b>
Pollution Control/Wastewater Treatment Fund .....	228
Comparison of Annual Revenues.....	228
Pollution Control & Wastewater Treatment Fund.....	229
Special Revenue Recreation Fund.....	236
Special Revenue Recreation Fund – Comparison of Annual Revenues .....	239
Special Revenue Recreation Fund – Comparison of Annual Expenditures.....	240
<b>Appendix .....</b>	<b>273</b>
Town Facilities .....	273
Educational Facilities.....	273
Demographic and Economic Statistics.....	274
Educational and Employment Statistics .....	274
Mill Rate.....	275
Functional Relationships .....	276
Glossary of Terms .....	278
Listing of Acronyms .....	281



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## INTRODUCTION

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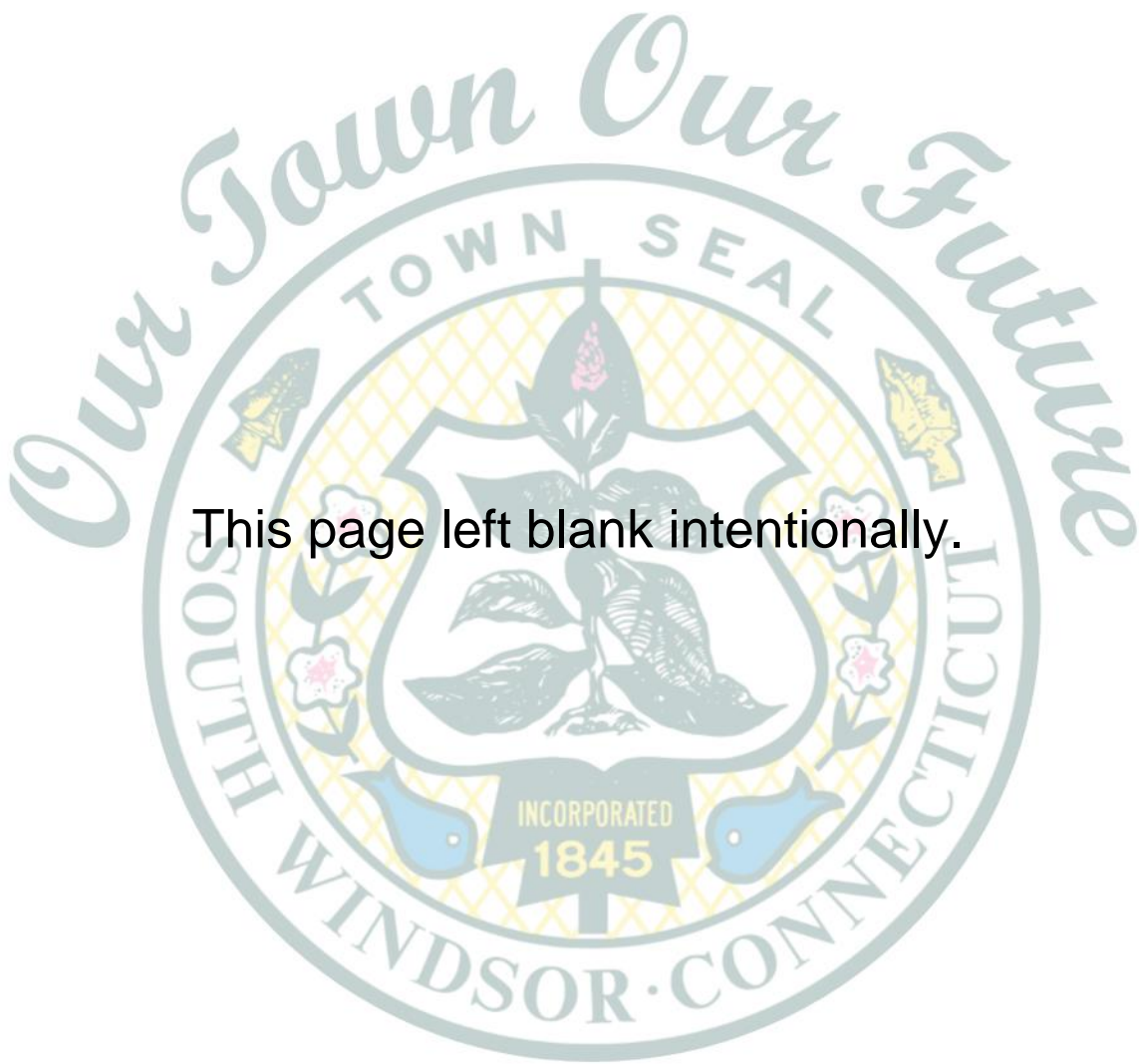
### Reader's Guide

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

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

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## INTRODUCTION

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### Budget Message

March 22, 2021

Dear Mayor and Town Council Members:

It is an honor and a pleasure to present to you the Fiscal Year 2021-2022 Town of South Windsor Budget. The budget process starts long before this letter and includes countless hours of deliberation and work among staff to craft not only a balanced budget, but a fiscal plan that meets the needs of constituents while demonstrating fiscal responsibility. I would like to take the opportunity to thank all of the staff who have worked hard to develop this budget.

Municipal budgets have become a balancing act. They require the balancing of expenditures with local and state revenue projections along with future and approved debt. Stagnant aid from the State of Connecticut has created an additional challenge for most of Connecticut's municipalities. In order to keep the same level of services, this budget was carefully crafted to ensure that residents did not see a tax increase. The Governor's proposed budget of state aid for South Windsor was announced on February 10, 2021 with a slight increase due to COVID reimbursements for the Board of Education. While we budget for State aid, like in previous administrations, this plan conservatively accounts for revenues from the State of Connecticut in order to safeguard the community from the fiscal uncertainty in our capital.

The Town Council, along with the Economic Development Commission, Redevelopment Agency, and Town staff, has been working diligently to bring in new businesses to the Town of South Windsor. There continues to be countless projects in various stages that will increase assessments in upcoming fiscal years. This helps create jobs and expand the needed tax base to help grow the Town out of some slow economic times. Tax abatements are currently expiring, and the Grand List is moving forward with new tax revenues from the expired abatements and new projects that are now on our tax rolls. Last year, the Grand List grew by 3.07% because of those economic development policies. This year, the Grand List grew by 3.64% which includes all exemptions, even the crumbling foundation assessments which has been a very serious issue in this region. The increase has generated some additional revenue and will allow the Town to position itself to meet the financial challenges of State budget reductions while continuing to deliver services to our citizens. Although this is great news for the Town, and it is due to the hard work put in by the Town Council, Boards, Commissions, and Town staff, there is much work to be done in order to maintain the level of service our residents have come to expect. We must stay focused on our strategic planning goals and continue to revisit that strategic plan to ensure its appropriateness for the Town of South Windsor in the 21<sup>st</sup> century. This budget meets current goals and positions us to develop and take on new ones.

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

- Buckland Road Gateway Development
- I-291 Corridor Projects such as the Home Depot Distribution Center
- Residential Projects: Kilkenney Estates II, Chestnut Hill and Vintage Estates II

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

## INTRODUCTION

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

- Fully fund Pension and OPEB ADC at 100%
- Increase Capital Projects per ordinance
- Fully contribute premium equivalency for Health Insurance
- Fund Accounts for costs associated with State Mandates
- No use of Fund Balance
- Use of Tax Stabilization Fund at \$500,000
- Transfer in from Capital Non-Recurring at \$500,000

## EXPENDITURES

The following chart defines the proposed budget by major category for Fiscal Year 2021-2022.

	20/21 Approved	21/22 Proposed	\$ Change	% Change
Town	\$37,143,593	\$37,587,921	\$444,328	1.20%
Debt	\$ 9,701,540	\$ 10,584,405	\$ 882,865	9.10%
Capital	\$ 2,103,438	\$ 2,174,472	\$71,034	3.38%
Board of Education	\$75,399,351	\$77,958,844	\$2,559,493	3.39%
<b>Total Expenditures</b>	<b>\$124,347,922</b>	<b>\$128,305,642</b>	<b>\$3,957,720</b>	<b>3.18%</b>

The total increase to the budget is \$3,957,720. Budget increase drivers are the following:

- Debt Service: \$882,865 due to bonding of Phase II schools and Roads;
- Pension and OPBE increases of \$125,425 due to Actuarial assumption changes;
- Contractual Salary increases \$203,897
- Capital: \$71,034

These expenditures are what I consider some of the main drivers of the budget and areas that I believe will help improve the level of service in the future. Our Capital plan is on track to start taking better care of our infrastructure. The continued growth of the Capital Improvements fund is allowing the Town to accomplish more projects than have been done in recent history. Capital projects not only invest in our community but also address required maintenance of our current assets. The Capital Improvement budget proposal is \$2,174,472, an increase over the current budget by \$71,034 which is in compliance with the Town Ordinance.

### Town Operations

Budget guidelines given in late December 2020 asked Department Heads to follow the Strategic Plan, limit increases, and no new staff requests. Total Department Requested expenditures

## INTRODUCTION

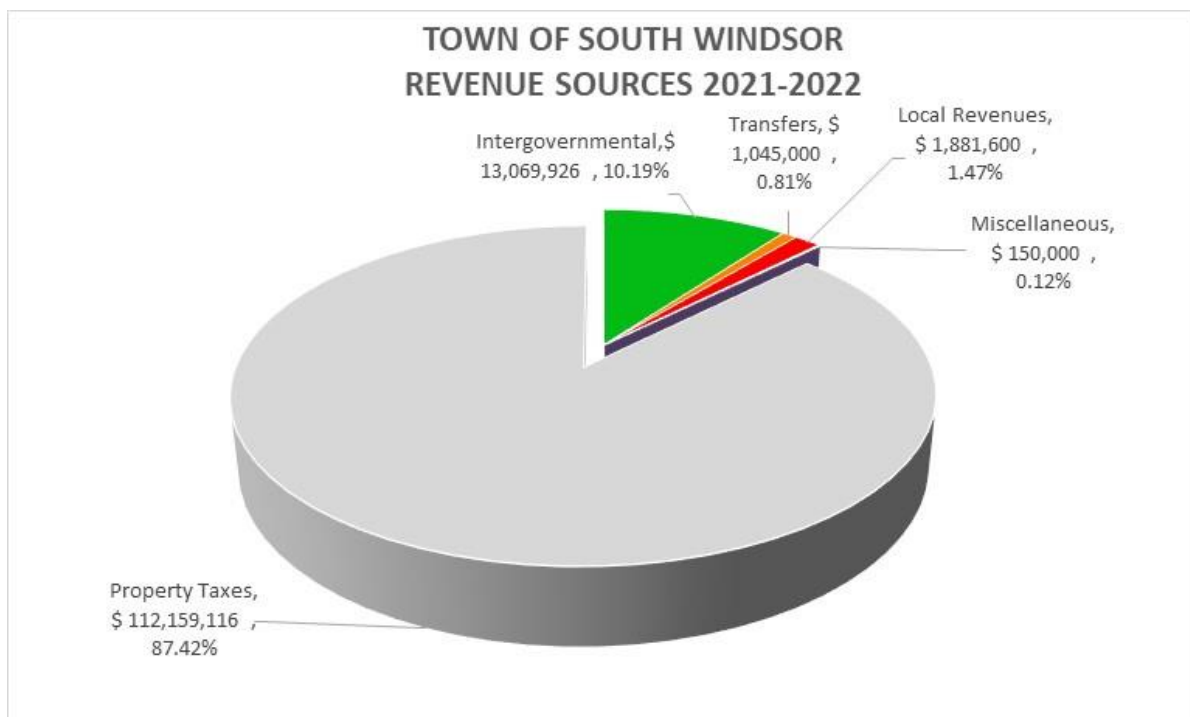
excluding Debt and Capital totaled \$38,102,353. In an effort to develop a responsible budget cognizant of its impact on taxpayers, I have cut \$514,432. Although department requests were justified, reductions were needed in order to balance decreasing non-tax revenues, the increase in debt, and maintain an efficient and effective community.

### **Board of Education**

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

The Superintendent and Town Manager have always been committed to working together to explore options that will reduce future costs. We will continue this tradition in the upcoming months to allow us to better serve the community in the most cost-effective manner.

## REVENUES



### **Property Taxes**

- Combined tax revenue accounts increased \$3,428,324 or 3.15% over previous year adopted budget

### **State of CT Revenue**

- Total State Aid is proposed at \$13,069,926 or 10.18% of total proposed revenues

## INTRODUCTION

- Educational Cost Sharing (ECS) is estimated at \$10,990,000 (which factors the direct payment to magnet schools) a slight increase over the previous year's adopted budget.
- Proposed Grants for Municipal Projects at \$1,776,486 remains constant based on estimates and anticipated monies allocated in the current year
- Municipal Stabilization grant at \$57,854 was received in the current Fiscal Year, is budgeted at the same rate
- PILOT- State Owned Property at \$142,250 was received in the current Fiscal Year, is budgeted at the same rate

### Local Revenues

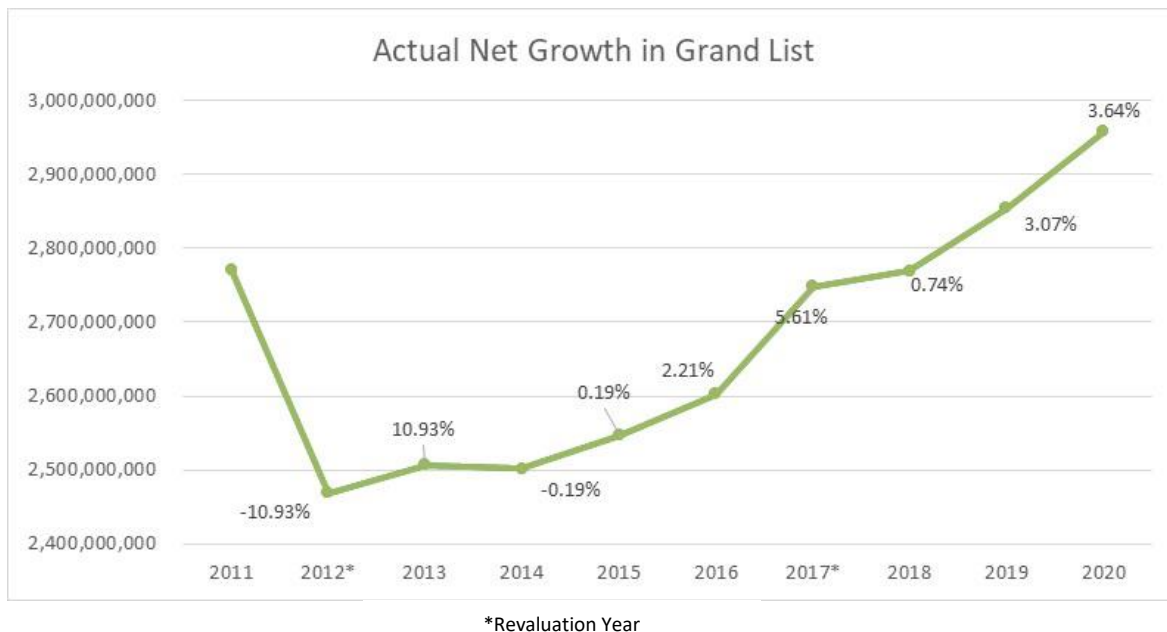
- This category has decreased by \$125,900 based on 3-year actuals and incorporates the new fee structure adopted in February 2018 by the Town Council

### Miscellaneous/Transfers

- Miscellaneous/Transfers has decreased \$800,000 or -84.21% due to interest income based on market rates.
- Use of Fund Balance is not being used in lieu of the newly created Tax Stabilization Fund which is budgeted at \$500,000, the maximum allowed by the adopted Ordinance. There is also a budgeted transfer in from Capital Non-Recurring in the amount of \$500,000.

### Grand List

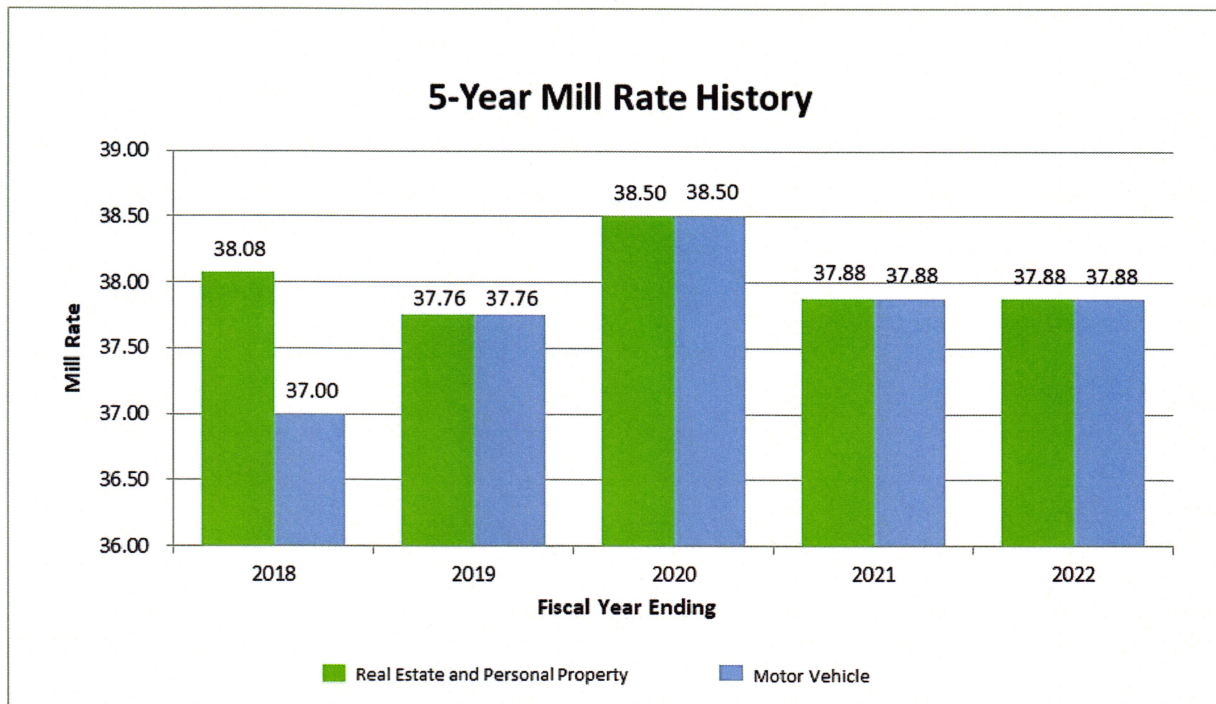
- Without our strong and effective economic development programs, we would not be in as strong of a position. This helps provide new revenues, jobs, and allows us to fund the much needed programs that our residents deserve.
- Due to the Grand List growth, there is no tax increase to support proposed expenditures which leaves the proposed mill rate of 37.88 flat over prior year for real estate, personal property, and motor vehicles.
- The Assessor signed the Grand List on January 29, 2021 with a 3.64% overall increase. A historical summary of changes displayed by Grand List year is portrayed in the graph below.



## INTRODUCTION

### Mill Rate

- Proposed mill rate remains the same as previous Fiscal Year at 37.88 mills using a 99% collection rate.



### Conclusion

Over the prior year and into the coming year, the Town will continue to mold and shape our financial picture in order to gain favor from credit rating agencies with the intention of obtaining a AAA credit rating. With the approval of four schools, the Town of South Windsor will be faced with borrowing significant amounts of money. It is all of our job to place the community into the best financial situation so that we can obtain the best borrowing rates possible, saving taxpayers money.

The Town of South Windsor remains a community seen as a desirable place to work and live in Connecticut. We have been fortunate to bring strong financial and economic growth to the Town, we still preserve our open space, provide great recreational and cultural amenities, have sensitivity in our Plan of Conservation and Development, and have a strong educational system which makes South Windsor a much sought-after community.

I would like to thank all of our elected and appointed officials and Town employees that have worked very hard over this past year to bring this new budget document to the Town residents and the Town of South Windsor. Staff and I stand ready to help the Town Council through deliberations, as we want to make sure that we maintain a vibrant municipal government that meets the needs of all residents in the Town of South Windsor.

Respectfully submitted,

  
Michael Maniscalco, MPA  
Town Manager

## **INTRODUCTION**

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### **TOWN OF SOUTH WINDSOR FISCAL YEAR 2021-2022 Town Council Budget Policy Statement**

#### **GENERAL STATEMENT**

The Town of South Windsor's annual budget is a document that creates a financial plan for the fiscal year and determines the financial impact on property owners. Per the Town Charter, Section 704, the Town Council will review and approve or amend the proposed Board of Education Budget, General Government Budget, Capital Budget, and Debt. The purpose of this budget policy statement is to provide guidance to the Town Manager concerning the creation and presentation of the proposed annual budget.

#### **OBJECTIVE**

1. The budget will be presented to the Town Council and residents as early as possible.
2. The proposed budgets shall be presented utilizing the safest method possible during the COVID-19 Pandemic consistent with guidance from DPH and the CDC.
3. Ensure taxpayers have input in the budget process by utilizing public hearings (WebEx Virtual), Town website, local newspaper notices, Citizens Guide to the Budget (website), and Town Council and Board of Education meetings/public input.
4. Maintain transparency through various forms of distribution of the budget documents in a safe manner.
5. Budgets presented should reflect the guidelines and goals presented here as well as projected revenue, anticipated State of CT funding, and current economic conditions, including COVID-19 related expenses.
6. Propose a budget that maintains or increases the current level of services.
7. Utilize additional revenue realized from the Grand List to offset tax increases to taxpayers.

#### **2021-2022 BUDGET GOALS**

- A. Continue to ensure public safety, health, and welfare for all residents of all ages and to meet the diverse needs of our community (ref - #5 & #6 Strategic Plan).
- B. Sustain the financial stability of the Town with a continued effort to strive for a AAA credit rating (ref - #1 Strategic Plan).
- C. Preclude using the "Fund Balance" to lower the annual mill rate or pay for the Town's operating expenses (ref - #1 Strategic Plan).
- D. Realize efficiencies and cost savings through review and analysis of the current operational practices that may be redundant, no longer necessary, or can be delivered in a cost-efficient manner (ref - #4 Strategic Plan).
- E. Maintain or reduce personnel service costs, where possible, through the possibilities of reorganization, attrition, and/or labor negotiations (ref - #4 Strategic Plan).
- F. Appropriate sufficient funding for the Capital Improvement Plan after the Town Council evaluates and approves the proposed budget and projects for maintenance, service, or repairs (ref - #3, #4, #6 Strategic Plan).
- G. Continue to support investments and updates in Information Technology for efficiencies and enhancements of services to the staff and public.

## INTRODUCTION

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- H. Estimate state revenues and consider the state's possible reductions in funding (ref - #1 Strategic Plan).
- I. Seek cost-savings by pursuing regional sharing of services.
- J. Support the continued efforts to grow the tax stabilization fund (ref - #1 Strategic Plan).
- K. Work to realize efficiencies and cost savings for taxpayers.

Date Approved by Town Council: Monday, March 15, 2021

## INTRODUCTION

### Town Overview

#### History

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

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

#### Community

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



South Windsor is a growing community and has seen many major projects in recent years. Recently completed projects in the Shops at Evergreen Walk include luxury apartments, a daycare, hotel and assisted living facility. Sullivan Avenue and Ellington Road have seen major warehouse facilities added in the past several years.

#### Population

The CERC 2019 Town Profile lists South Windsor's total population in 2020 at 24,871 following several decades of strong, yet controlled, growth. Over 50% of the Town's population falls in the prime adult employment age of 25 – 64. Some 19.2% of Town residents are engaged in manufacturing, and 4.7% are in the financial, real estate and insurance industries. The Town's unemployment rate is approximately 3.4%

#### Median Income

The 2019 median family income in South Windsor was calculated at \$105,986. The State of CT was \$73,781. The county was \$69,936. The Per Capita Income was \$37,108 for South Windsor, \$36,412 for CT and \$32,939 for Country.

#### Residential Housing

South Windsor consists of a blend of single family units, planned developments and condominiums, and multifamily units. According to the Connecticut Economic Resource Center

## INTRODUCTION

the 2018 median sale price of a single-family home in South Windsor is \$281,100 compared to a statewide median sale price of \$270,100. A continuing growth in market values complements the Town's image as a steady, solid community.



### Education

The Town's public school system provides a balanced curriculum for approximately 4,440 students. There are more than a dozen local colleges and universities in the area for both undergraduate and graduate studies. The public school system consists of four schools for pupils in grades Pre-K through 6, one middle school for pupils in grades 6-8 and one high school for pupils in grades 9-12. The schools are governed by a nine-member elected Board of Education.

District Enrollment	Actual 10/01/20	Actual 10/01/19	# Difference 2020 v. 2019	% Difference 2020 v. 2019
Grades K-5	2,075	2,076	-1	-0.04%
Grades 6-8	1,078	1,050	28	2.6%
Grades 9-12	1,291	1,302	-11	-0.84%
Total	4,444	4,428	16	3.8%

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

### Government

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

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

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

## INTRODUCTION

### South Windsor Community Profile

#### Demographics

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

#### Labor Force

Residents Employed	14,264
Unemployment Rate	3.4%
Self-Employed Rate	7.0%
Employers	991

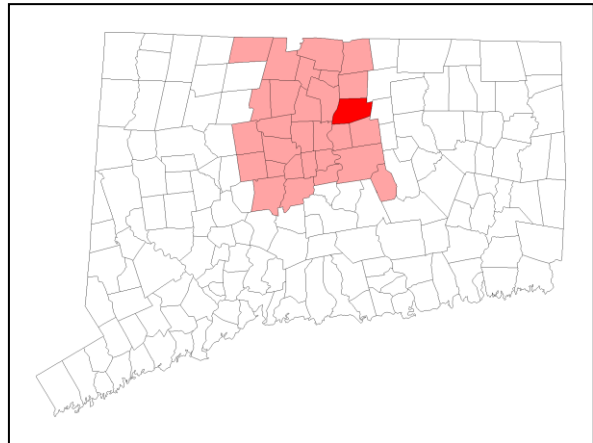
#### Housing

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

#### Government

Form	Council/Manager
Registered Voters	16,045
Revaluation	October 2017
Bond Ratings	Aa2/AA+
Eq. Net Grand List (2016)	\$4,276,879,349
FY 20 Mill Rate	37.88

Sources: Town Departments/2019 CERC Profile



#### Distribution of House Sales (2013)

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

#### Rental (2012-2016)

	<i>Town</i>	<i>State</i>
Median Rent	\$1,128	\$1,123
Cost-burdened Renters	51.0%	52.3%

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



## INTRODUCTION

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### List of Officials and Staff

#### Town Council

Andrew Paterna, Mayor

Elizabeth Pendleton, Deputy Mayor

Erica Evans

Mary Justine Hockenberry

Philip Koboski

Cesar Lopez

Karen Lydecker

Lisa Maneeley

Janice Snyder

#### Town Departments

Michael Maniscalco, Town Manager

Bonnie Armstrong, Town Clerk

Andrea Cofrancesco, Director of Human Services

Jeffrey Doolittle, Town Engineer/Assistant Director of Public Works

Christopher Dougan, Chief Building Official

Mary Etter, Library Director

Jennifer Hilinski-Shirley, Collector of Revenue

Mary Huda, Assessor

Molly Keays, Director of Parks and Recreation

Kristian Lindstrom, Chief of Police

Michele Lipe, Director of Planning

Clayton Major, Facilities Manager

Anthony Manfre, Superintendent of Pollution Control

Heather Oatis, Environmental Health Officer

Patricia Perry, Director of Finance

Vanessa Perry, Assistant Town Manager/Human Resources Director

Scott Roberts, Assistant Town Manager/CIO

Vincent Stetson, Superintendent of Streets

Walter Summers, Fire Marshal

*Listing as of March 1, 2021*



## INTRODUCTION

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### Listing of Officials and Staff (continued)

#### Board of Education

Craig Zimmerman, Chairman

Jessica Waterhouse, Vice Chair

Beth Esstman, Secretary

Arthur Adduci

Anitha Elango

Michael Gonzalez

Marek Kozikowski

James O'Brien

Michael Paré

#### Administration

Dr. Kate Carter, Superintendent of Schools

Colin J. McNamara, Assistant Superintendent

Tracie D. Peterson, Assistant Superintendent

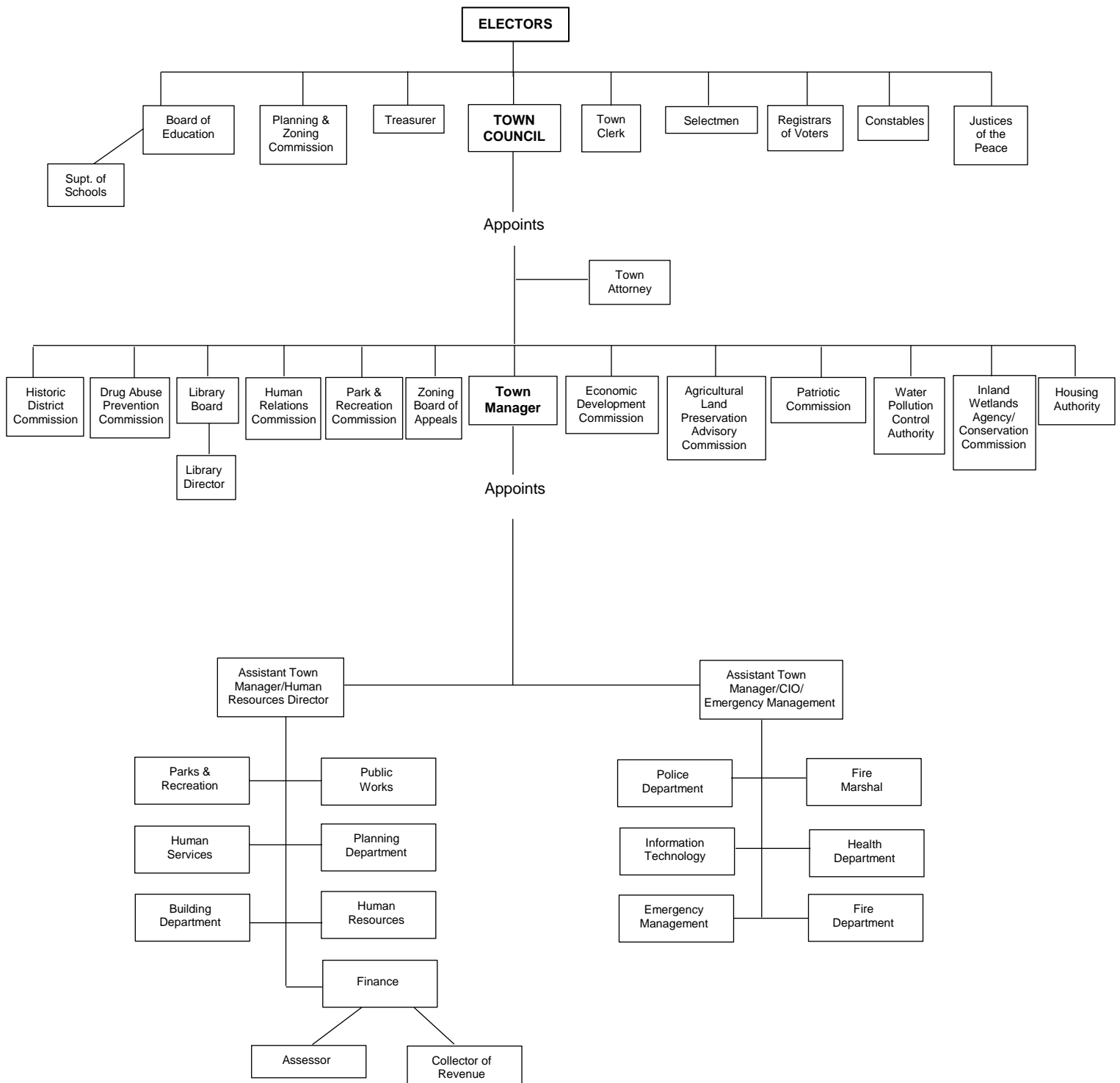
Chris M. Chemerka, Director of Finance and Operations

*Listing as of March 1, 2021*



# INTRODUCTION

## Organizational Chart

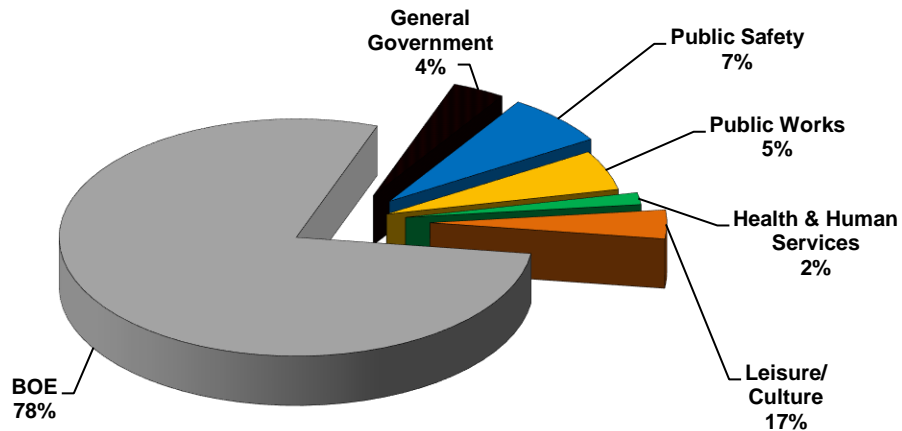


## INTRODUCTION

### Summary of Full-Time Positions

		FY 2020 APPROVED	FY 2021 APPROVED	FY 2022 PROPOSED	Change
GENERAL GOVERNMENT	Town Manager	1	1	2	1
	Human Resources	3	3	2	-1
	Central Services	1	1	1	0
	Clerk of the Council	1	1	1	0
	Town Clerk	3	3	3	0
	Information Technology	5	5	5	0
	Planning	3	3	3	0
	Building Dept	3	4	4	0
	Assessor's Office	4	4	4	0
	Tax Office	3	3	3	0
	Finance Office	5	5	5	0
PUBLIC SAFETY	Police - Administration	4	4	4	0
	Police - Operations	43	43	43	0
	Police - Technical Services	13	13	13	0
	Police - Community Service	2	2	2	0
	Fire Marshal	3	3	3	0
PUBLIC WORKS	Public Works - Admin	1	0	0	0
	Engineering	6	6	6	0
	Highway	20	20	20	0
	Motor Repair	4	5	5	0
	Building Maintenance	5	5	5	0
	Pollution Control	12	12	12	0
	Pollution Control - Admin	2	2	2	0
HEALTH & HUMAN SERVICES	Health Department	2	2	2	0
	Social Services	2	2	2	0
	Youth & Family Services	5	5	5	0
	Senior Services	6	6	6	0
LEISURE & CULTURE	Library	12	12	12	0
	Recreation - Administration	8	8	8	0
	Parks & Recreation	15	16	16	0
EDUCATION		698	721	721	0
	<b>TOTAL FULL-TIME</b>	<b>895</b>	<b>920</b>	<b>920</b>	<b>0</b>

**FY 2022  
BUDGETED FULL-TIME POSITIONS**



## **BUDGET SUMMARY**

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### **Budget Process**

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

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

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

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

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

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

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

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

Annually, the Town Council adopts a ten-year Capital Improvement Plan. This plan is reviewed and modified by the Capital Projects Committee as necessary. The Capital Projects Committee,

## BUDGET SUMMARY

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

### Balanced Budget Requirement

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

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

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

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

### Amendments and Additions to the Budget

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

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

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

## BUDGET SUMMARY

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### Basis of Budgeting

The Town of South Windsor maintains a legally adopted budget for its General Fund Budget in accordance with provisions of the Town Charter and the Connecticut General Statutes. All of the budgeted funds use the modified accrual accounting method and is adopted with accordance to the Generally Accepted Accounting Principles (GAAP). The modified accrual basis of accounting recognizes revenues as soon as they are both measurable and available. Available represents revenues is collectible within the current period revenues susceptible to accrual must be collected within 60 days, following the end of the fiscal year. This generally includes property taxes, expenditure-reimbursement type grants, certain intergovernmental revenues and operating transfers, and excludes licenses and permits, charges for services, assessment and miscellaneous revenues that are generally not measurable until received. Expenditures are generally recognized when a liability is incurred. The exceptions to this general rule are principal and interest on general long term debt and compensated absences currently recognized when payment is due.

Throughout the fiscal year, the Town utilizes encumbrance accounting where purchase orders, contracts or other commitments are recorded as expenditures in order to reserve a portion of the applicable appropriation. Encumbrances are recognized as a valid charge against a budget appropriation in the year in which the purchase order, contract or other commitment is issued. At year end remaining encumbered appropriations in the Town's budgetary funds are carried forward to the following year until the commitment is fulfilled. In addition, generally, all unencumbered appropriations lapse at year-end with the exception of those for the capital projects funds.

### Basis of Accounting

For government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

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

All Governmental Funds focus on current financial resources. The Town recognizes revenues when they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the

## BUDGET SUMMARY

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current period. For this purpose, the Town considers revenues to be available if they are collected within 60 days of the end of the current fiscal period.

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

### Fund Structure

*The Town reports the following Governmental Funds:*

- **General Fund** - accounts for all of the Town's revenues and expenditures, except for those specific activities that are accounted for in another fund.
- **Capital Projects Fund** - accounts for transfers, revenues and expenditures associated with the completion of major capital improvements. All projects are authorized by the Town Council, based on citizen input, staff recommendations, and the adopted ten-year Capital Improvement Plan. Unexpended Capital Project Funds do not lapse at year-end. The funds are available in subsequent years until the project is complete. All open capital projects are reviewed annually to determine their status. Any remaining balances for completed projects are closed and transferred to another project or fund balance by Council Resolution. This program is funded by General Fund appropriations, bond issues, and Federal and State grants.
- **Recreation Fund** - accounts for the operation of recreation programs. Program user fees are collected and used to cover program specific expenditures. However, this fund currently does not include the costs associated with the administration of the Recreation Department. Such costs are incorporated in the General Fund. The Recreation Fund budget is adopted by the Town Council.
- **Sewer Fund** – accounts for sewer use and assessment fees used to maintain sewer operations within the Town. The Sewer Fund budget is adopted by the Water Pollution Control Authority.
- **Special Revenue Funds** - account for the revenues and expenditures of specific activities.

*The Town reports the following Proprietary Funds:*

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

## BUDGET SUMMARY

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*The Town reports the following Fiduciary Funds:*

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

## BUDGET SUMMARY

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### Financial Policies

#### Fund Balance Policy

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

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

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

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

General Fund Unassigned Fund Balance at June 30<sup>th</sup> should be in the range of 11% to 20% of annual General Fund expenditures for that fiscal year. In the event that the balance falls below the established minimum, the Town shall develop a plan to replenish the fund balance to the 5% minimum level within two years.

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

#### Pension Policy

The overall goal of this policy is to ensure that the Actuarial Determined Contribution (ADC) is fully funded each year.

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

## BUDGET SUMMARY

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

The current Defined Benefit Pension Plan consists of Town and Board of Education employees, so this policy applies to both. The Town and Board of Education will work towards fully funding the ADC, which is identified in their annual actuarial valuation reports. The ADC shall be fully funded in all fiscal years beginning after June 30, 2010. The budgets approved for fiscal years after June 30, 2010 shall include an amount equal to the ADC reflected in the most recent actuarial valuation report. For example, the 2019/2020 budget will include the ADC calculated in the January 1, 2019 actuarial valuation report.

### **Investment Policy**

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

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

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

### **Capital Improvement Plan Policy**

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

Capital improvements shall meet one of the following criteria:

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

## BUDGET SUMMARY

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### **Debt Policy**

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

### **Assumption of Additional Debt**

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

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

### **Debt Structure**

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

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

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

## BUDGET SUMMARY

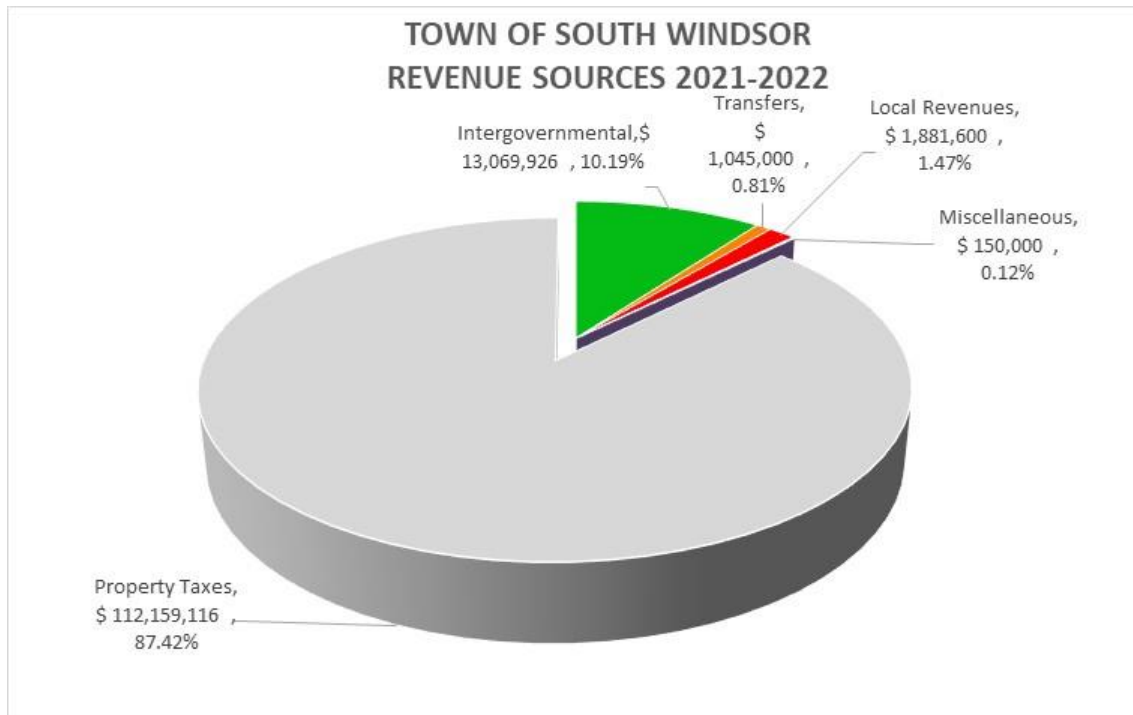
### Revenue and Expenditure Comparison 2021 - 2022 Operating Budget

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed	\$ Change FY 2021 to FY 2022	% Change FY 2021 to FY 2022
<b>REVENUES</b>					
PROPERTY TAXES	\$107,081,457	\$108,730,792	\$112,159,116	\$ 3,428,324	3.15%
INTERGOVERNMENTAL	12,209,401	12,114,630	13,069,926	955,296	7.88%
LOCAL REVENUES	1,835,500	2,007,500	1,881,600	(125,900)	-6.27%
MISCELLANEOUS	750,000	950,000	150,000	(800,000)	-84.21%
TRANSFERS	750,000	545,000	1,045,000	500,000	91.74%
<b>TOTAL REVENUES</b>	<b>\$122,626,358</b>	<b>\$124,347,922</b>	<b>\$128,305,642</b>	<b>\$ 3,957,720</b>	<b>3.18%</b>
<b>EXPENDITURES</b>					
GENERAL GOVERNMENT	\$ 4,228,783	\$ 4,464,302	\$ 4,506,721	\$ 42,420	0.95%
PUBLIC SAFETY	9,629,572	10,150,140	10,260,652	110,512	1.09%
PUBLIC WORKS	8,849,532	8,937,653	9,064,108	126,455	1.41%
CULTURE & LEISURE	3,320,773	3,505,743	3,602,871	97,128	2.77%
HEALTH & HUMAN SERVICES	1,157,186	1,214,472	1,235,905	21,433	1.76%
UNCLASSIFIED	8,574,777	8,871,283	8,917,664	46,381	.052%
<b>TOTAL TOWN</b>	<b>\$ 35,760,622</b>	<b>\$ 37,143,593</b>	<b>\$ 37,587,921</b>	<b>\$ 444,328</b>	<b>1.20%</b>
<b>DEBT SERVICE</b>	<b>\$ 8,824,764</b>	<b>\$ 9,701,540</b>	<b>\$ 10,584,405</b>	<b>\$ 882,865</b>	<b>9.10%</b>
<b>CAPITAL IMPROVEMENTS</b>	<b>\$ 2,641,621</b>	<b>\$ 2,103,438</b>	<b>\$ 2,174,472</b>	<b>\$ 71,034</b>	<b>3.38%</b>
<b>BOARD OF EDUCATION</b>	<b>\$ 75,399,351</b>	<b>\$ 75,399,351</b>	<b>\$ 77,958,844</b>	<b>\$ 2,559,493</b>	<b>3.39%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$122,626,358</b>	<b>\$124,347,922</b>	<b>\$128,305,642</b>	<b>\$ 3,957,720</b>	<b>3.18%</b>

## BUDGET SUMMARY

### Overview of Total Revenues

The Town of South Windsor must provide a balanced budget, so estimated revenues must equal estimated expenditures. With this in mind, the 2022 budget projections for revenues are crucial to determining the ability to pay for anticipated expenditures.



**GENERAL PROPERTY TAXES** represent 87.42% of total revenues. There are a number of individual items within this category, including:

Current Taxes: This revenue is based on the 10/1/20 grand list times the mill rate of 37.88 proposed by the Town Manager.

Prior Year Taxes: This category encompasses collections of delinquent real estate, personal property and motor vehicle accounts. Accounts are collectible for fourteen previous years per State Statutes. A decrease of \$400,000 or 50% is budgeted due to enforced collection policies and recent tax sales which have both lowered the total receivable balance due for collection.

Interest: This category represents compounded interest on delinquent accounts per State Statute. Due to enforced collections and lowered receivable balances, this account has a decrease of \$75,000 or 15.0%.

Liens: This category represents lien fees that are filed with the Town Clerk when real estate accounts are not paid in the current year. When entire delinquency has been cleared, a \$24 fee is paid to release lien recorded on property. A decrease of \$3,000 is budgeted in this line item due to enforced collection policies.

Supplemental Motor Vehicle: This category represents vehicles not registered in time to be included on the 10/1/20 grand list. Bills are mailed in December for collection in January. There is no change in this line item due to three-year historical average.

## BUDGET SUMMARY

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

Education Cost Sharing Grant (ECS): is distributed by the State Department of Education based on statutory factors including town wealth and district enrollment. Proposed funding for this grant has been in flux and has been subject to many changes during the most recent biennial state budget. The budgeted figure represents the Governor's proposed amount to the Town as of February 10, 2021 \$11,408,078 less a contingency of \$418,078 for direct payment that is sent to Magnet School.

**STATE OF CT FOR OTHER PURPOSE** category includes other, non-education grants from the State of Connecticut and represents only 1.60% of entire budgeted revenue for Fiscal Year ending 6/30/2022. With the adoption of the most recent state biennial budget, many items in this category were not funded and have not been budgeted.

Elderly Tax Freeze: This is a partial reimbursement for the elderly whose yearly income, excluding Social Security, does not exceed \$6,000. This grant was removed from the State of CT adopted biennial budget for FY 2020 to 2021. Although the town has received this grant, it remains an unbudgeted item.

State in Lieu of Taxes: This line item includes a percentage of State proceeds from the Mashantucket Pequot and Mohegan Sun slot machine earnings. There is no budget for Fiscal Year 2022 as the State eliminated this grant for South Windsor.

Property Tax Relief: This is a distribution of State Sales Tax and Property Conveyance Tax to reimburse towns for elderly property relief. There is no expectation that this grant will continue and was not budgeted for Fiscal Year 2022.

Youth Service Grant: This line item contains state grants for Youth Services programs. There has been no change to the budgeted level for Fiscal Year 2022.

Telephone Access Relief: The State imposes payment from telecommunication vendors in lieu of property taxes (per CGS 12-80A). There has been no change to the budgeted level for Fiscal Year 2022.

Grants for Municipal Projects: The purpose of this grant is to fund programs related to the construction, improvement, or maintenance of highways and bridges. This line item has been increased \$438,296 due to historical payments received and the Governor's proposed amount to the Town as of February 10, 2021.

Municipal Stabilization Grant: This was a new grant established by legislative action in November 2017. Due to the uncertainty surrounding this new state grant, funds were not budgeted for FY 2022, but the Town received \$57,854 during Fiscal Year 2021.

PILOT-State Owned Property: This line item is a reimbursement from the state for property taxes lost on state-owned real property. The Town budgeted and received \$142,250 during the current Fiscal Year and is estimated the same amount for Fiscal Year 2022.

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

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

## BUDGET SUMMARY

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### INTERGOVERNMENTAL

PILOT-Wapping Mews/Flax Hill: This is a payment received from the Town's two low-income elderly facilities; funds received are payment in lieu of taxes and are based on a rental income formula. There is an increase of \$2,000 or 6.45% in budget level due to three-year account history.

**LOCAL REVENUES** category encompasses user fees charged based on adopted fee schedules by Town Ordinance or State Statute and represents 1.50% of total budgeted revenues. These fees are paid only by residents or businesses that are using the service.

Building Permits: This line item encompasses fees related to building permits and inspections. The town is conservatively budgeting this revenue at \$750,000, a decrease from the previous year of \$125,000. With continued efforts on economic development and construction commitments the Town feels it will meet or exceed this projection.

Probate Court: South Windsor is one of three towns that make up the Greater Windsor Probate Court, which has its office located in South Windsor Town Hall. As a service to the court, South Windsor pays 100% of the Probate Court's operating expenses and then receives reimbursement from The Town of Windsor and The Town of East Windsor. There is a decrease of \$500 to this line item.

Town Clerk Fees: The Town Clerk collects conveyance taxes, land record recordings, dog fees and other license fees. Although these fees fluctuate with the economy, this line item has been budgeted at the same level as previous year.

Planning & Zoning Fees: This line item reflects fees for zoning, sign and code enforcement. Due to three-year historical trend, this line item has been reduced by \$5,000.

General Government Sundry: This category includes miscellaneous receipts and reimbursements that do not fit into any other category. This line item remains the same as previous Fiscal Year.

Police: Fees charged for public safety services such as: monitoring security alarms, fingerprinting and copy charges for police records. This line item remains the same as previous Fiscal Year.

Public Works Compost: This line item encompasses fees for the sale of compost to commercial business. This is a new line item for FY 2022 based on projected collections in previous year.

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

Health Permits: Fees for food service permits, well and septic permits along with other health reviews and inspections. In February 2018, the Town Council instituted a new fee structure for the Health Department. This line item was decreased \$5,000 due to historical trends.

Engineering Permits: Fees for engineering and code review of streets, sidewalks, driveways and excavation. This line item remains the same as previous Fiscal Year.

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

## BUDGET SUMMARY

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Refuse & Recycling Fees: This revenue are monies the Town receives for participation in various electronic and recycling programs. This line item was decreased by \$10,000 due to three-year historical average.

Fire Marshal Fees: This line item is for fire-plan reviews, open burning permits and to ensure building owners are in compliance with State and local fire safety regulations. In February 2018, the Town Council instituted an increased and expanded fee structure for this department. This line item was decreased by \$50,000 due to historical average.

### MISCELLANEOUS

General Fund Interest: This line item includes interest on all Town cash and investment accounts including funds held with the State Treasury's Investment Fund (STIF). This category represents only .12% of total budgeted revenues. This line item has decreased dramatically by \$800,000 or -84.2% over previous year due to the decrease in interest rates due to the pandemic and actual account activity for the past Fiscal Year.

**TRANSFERS** includes transfers in from other funds and use of surplus funds to supplement budgeted revenues to balance the budget. This category represents .34% of total budget revenues and overall has increased \$500,000 over previous year. Line items in this category are:

Use of Fund Balance: This line item is an amount from the General Fund Unassigned Fund Balance be designated to offset current taxes. There has been great emphasis placed on reducing use of fund balance in recent years and as a response, **there is no use of this surplus for Fiscal Year 2022.**

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

Transfer In: Capital Non-Recurring: This line item has been budgeted at \$500,000 and is the driver of the overall category increase.

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

## BUDGET SUMMARY

### Revenue Summary Statement Fiscal Year 2021-2022

Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
<b>GENERAL PROPERTY TAXES</b>				
CURRENT TAXES	\$101,910,660	\$105,514,546	\$106,523,792	\$110,430,116
PRIOR YEAR	1,364,397	1,062,452	800,000	400,000
INTEREST	1,080,346	779,403	500,000	425,000
LIENS	10,434	4,512	7,000	4,000
SUPPLE. MOTOR VEHICLE	1,148,467	1,181,099	900,000	900,000
	<b>\$105,514,304</b>	<b>\$108,542,012</b>	<b>\$108,730,792</b>	<b>\$112,159,116</b>
<b>STATE OF CT FOR EDUCATION</b>				
SCHOOL BUILDING GRANTS	\$ 0	\$ 0	\$ 0	\$ 0
EDUCATION COST SHARING	\$ 11,439,569	\$ 11,225,870	\$ 10,500,000	\$ 10,990,000
	<b>\$ 11,439,569</b>	<b>\$ 11,225,870</b>	<b>\$ 10,500,000</b>	<b>\$ 10,990,000</b>
<b>STATE OF CT FOR OTHER PURPOSE</b>				
ELDERLY TAX FREEZE	\$ 1,794	\$ 1,902	\$ 0	\$ 0
STATE IN LIEU OF TAXES	142,250	142,250	142,250	142,250
PROPERTY TAX RELIEF			0	0
STATE SUNDRY GRANTS	37,358	29,300	0	25,000
YOUTH SERVICE GRANT	20,746	20,746	20,746	20,746
TELEPHONE ACCESS RELIEF	37,746	34,305	35,000	35,000
MUNICIPAL STABILIZATION	57,854	57,854	0	0
GRANTS FOR MUNICIPAL PROJECTS	1,338,190	1,776,486	1,338,190	1,776,486
DOT ELDERLY TRANSPORTATION	33,444	33,444	33,444	33,444
ADD'L VETERAN'S EXEMPTION	14,555	14,245	14,000	14,000
	<b>\$ 1,683,937</b>	<b>\$ 2,110,532</b>	<b>\$ 1,583,630</b>	<b>\$ 2,046,926</b>
<b>INTERGOVTL (OTHER THAN STATE)</b>				
IN LIEU OF TAXES	\$ 30,035	\$ 31,070	\$ 31,000	\$ 33,000
	<b>\$ 30,035</b>	<b>\$ 31,070</b>	<b>\$ 31,000</b>	<b>\$ 33,000</b>

## BUDGET SUMMARY

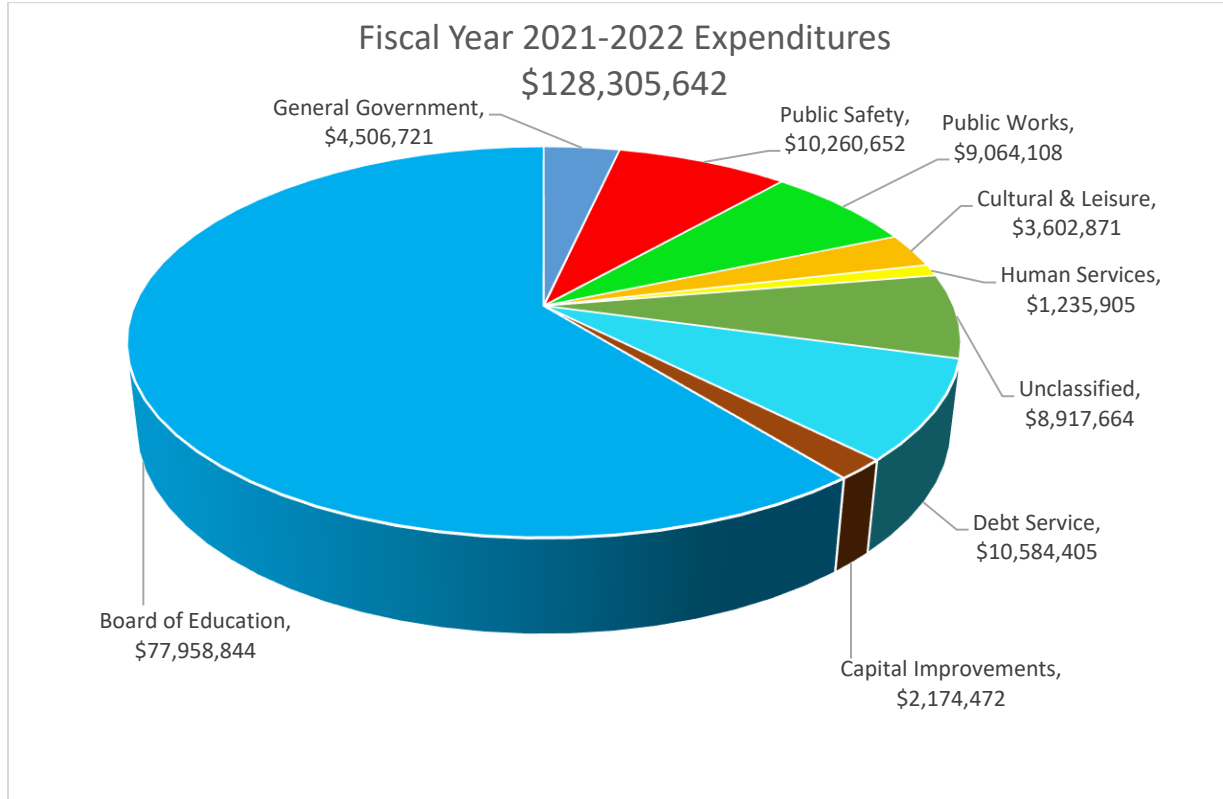
### Revenue Summary Statement (Continued) Fiscal Year 2021-2022

Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
<b>LOCAL REVENUES</b>				
BUILDING PERMITS	\$ 1,258,005	\$ 1,346,549	\$ 875,000	\$ 750,000
PROBATE COURT	12,332	9,427	8,500	8,000
TOWN MANAGER RENTS				9,600
TOWN CLERK FEES	673,845	786,172	600,000	600,000
PLANNING & ZONING FEES	14,719	19,008	25,000	20,000
GENERAL GOV. SUNDRY	277,547	278,925	250,000	250,000
POLICE	18,428	19,569	20,000	20,000
PW COMPOST	0	0	0	60,000
LIBRARY FINES & FEES	13,958	14,678	14,000	14,000
ENGINEERING PERMITS	10,530	12,460	9,000	9,000
HEALTH DEPARTMENT PERMITS	28,663	31,050	25,000	20,000
ZONING BOARD OF APPEALS	1,300	650	1,000	1,000
REFUSE & RECYCLING FEES	75,369	71,619	80,000	70,000
FIRE MARSHAL FEES	113,284	252,057	100,000	50,000
	<b>\$ 2,497,980</b>	<b>\$ 2,842,164</b>	<b>\$ 2,007,500</b>	<b>\$ 1,881,600</b>
<b>MISCELLANEOUS</b>				
GENERAL FUND INTEREST	\$ 1,019,772	\$ 860,223	\$ 950,000	\$ 150,000
CANCEL PR YEAR ENCUMBRANCE		-	0	
PRIOR PERIOD ADJUSTMENT			0	
BOND REFUNDING PREMIUM			0	
	<b>\$ 1,019,772</b>	<b>\$ 860,223</b>	<b>\$ 950,000</b>	<b>\$ 150,000</b>
<b>TRANSFERS</b>				
USE OF GENERAL FUND			\$ 0	
USE OF TAX STABILIZATION			500,000	\$ 500,000
TRANSFER IN FROM CN&R	\$ 385,000		0	500,000
PREMIUM ON BOND REFUNDING		\$ 574,216	0	
SEWER TAX COLLECTION SVC.	37,240	45,000	45,000	45,000
	<b>\$ 422,240</b>	<b>\$ 619,216</b>	<b>\$ 545,000</b>	<b>\$ 1,045,000</b>
<b>TOTAL REVENUE</b>	<b>\$122,607,837</b>	<b>\$126,231,087</b>	<b>\$124,347,922</b>	<b>\$128,305,642</b>

## BUDGET SUMMARY

### Expenditure Highlights

The Town Manager proposed operating expenditures for Fiscal Year 2021-2022 is \$128,305,642, an increase of \$3,957,720 or 3.18% over current year. The chart below details expenditures by category.



#### General Government

This category provides the overall leadership and oversight of operation for the Town and is increasing by \$42,420 or .95% primarily due to the lease buyout of three pooled vehicles in the Town Hall line item and IT maintenance contracts.

#### Public Safety

The Public Safety Division is made up of Police Protection, Fire Department, Fire Marshal, water lines, hydrants, and street lighting. This function of the Town will increase by \$110,512 or 1.09% due to contractual salaries, overtime and department equipment.

#### Public Works

This category of expenses is estimated to increase \$126,455 or 1.41%. The major factor contributing to the increase is the increasing cost for residential refuse collection tipping fees.

#### Culture and Leisure

This category encompasses Parks & Recreation and Library Services and is increasing by \$97,128 or 2.77%. The increase is due to not allocating any salary expense to the Recreation Special Revenue Fund, operating materials and utilities.

## BUDGET SUMMARY

### Health & Human Services

The Human Services Department is an agency that serves children, families, adults, and seniors in our community. The Health Department is responsible for the environmental health of the Town. Overall, this division is increasing \$21,433 or 1.76%.

### 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 \$46,381 or .52%. The key areas increasing are Liability Insurance costs due to new a new standalone Cyber Policy and Pension & OPEB costs due to actuarial assumption changes to the discount rate and mortality tables.

### Debt

This category makes up 8.25% of the total 2021-2022 adopted General Fund budget expenditures which comprises capital leases and debt principal and interest payments for all bonds. Total projected debt service expenditures for Fiscal Year 2021-2022 are \$10,584,405, an increase of \$882,865 or 9.10% over the previous year due to borrowing for Phase II elementary schools, and road improvement projects.



The Town is diligent in sustaining high credit ratings from Standard & Poor's and Moody's Investor Services. These credit ratings have helped us achieve favorable interest rates in our recent February 2021 issue of \$6,000,000 in notes and \$27,000,000 bond issue. The low interest rates achieved in these sales saved the Town a significant amount of money, not just in this budget cycle, but for the remainder of the repayment of debt from these two issues. The shaded areas in the graph below display the Town's current bond rating.

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

*Town of South Windsor ratings indicated in shading*

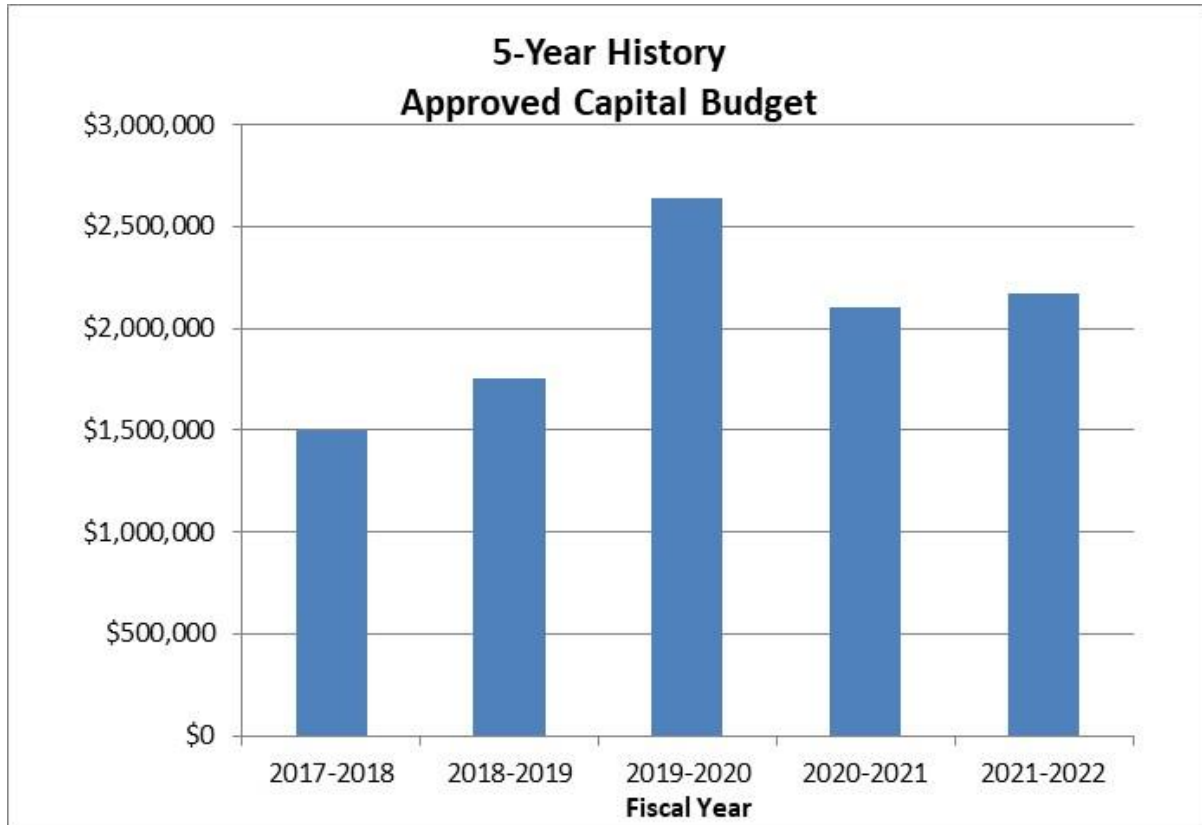
## BUDGET SUMMARY

### Capital

The projected budget for Fiscal year 2021-2022 is \$2,174,472 a \$71,034 or 3.38% increase over previous year.

The Capital Improvement Fund was established to finance all or part of the cost of construction, reconstruction, or acquisition of specific capital improvements or specific capital equipment. Capital improvement means any physical improvement and any related preliminary studies and surveys, lands or rights of lands, furnishings, equipment, machinery or apparatus for any physical improvement having an estimated cost in excess of \$25,000.

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



### Education

This category provides a district budget which complies with federal and state mandates while maintaining a safe, clean learning environment for all staff and students. The Board of Education approved a proposed budget of \$77,958,844 a \$2,559,493 or 3.18% over current year.

## BUDGET SUMMARY

### Expenditure Summary Statement Fiscal Year 2021-2022

DEPARTMENT	2020-2021 COUNCIL ADOPTED	2021-2022 DEPARTMENT REQUEST	2021-2022 MANAGER PROPOSED	\$ CHANGE FY 21 ADOPTED TO FY 22 PROPOSED	% CHANGED FY 21 ADOPTED TO FY 22 PROPOSED
<b>GENERAL GOVERNMENT</b>					
TOWN COUNCIL	\$ 195,292	\$ 194,896	\$ 194,896	\$ (396)	-0.20%
HUMAN RELATIONS COMMISSION	2,500	2,500	2,500	-	0.00%
HISTORIC DISTRICT COMMISSION	1,000	1,000	1,000	-	0.00%
PUBLIC BUILDING COMMISSION	2,050	2,050	2,050	-	0.00%
S.W. REDEVELOPMENT AGENCY	1,000	1,000	1,000	-	0.00%
INLAND/WETLAND COMM.	7,455	7,455	7,455	-	0.00%
LAND PRESERVATION ADVISORY	300	300	300	-	0.00%
OPEN SPACE TASK FORCE	500	500	500	-	0.00%
PARKS & RECREATION COMMISSION	4,900	4,900	4,900	-	0.00%
JUVENILE FIRESETTER COMM.	1,500	1,500	1,500	-	0.00%
PLANNING & ZONING COMMISSION	9,500	9,500	9,500	-	0.00%
ZONING BOARD OF APPEALS	3,200	3,200	3,200	-	0.00%
ECONOMIC DEVELOPMENT COMM.	3,300	3,300	3,300	-	0.00%
PROBATE COURT	20,375	20,375	20,375	-	0.00%
REGISTRAR OF VOTERS	187,584	187,894	187,894	310	0.17%
TOWN MANAGER	209,188	199,425	249,424	40,236	19.23%
HUMAN RESOURCES	318,628	322,164	284,092	(34,536)	-10.84%
ECONOMIC DEVELOPMENT	115,769	115,769	65,769	(50,000)	-43.19%
PLANNING DEPARTMENT	316,112	311,528	311,528	(4,584)	-1.45%
BUILDING DEPARTMENT	298,940	300,497	298,497	(443)	-0.15%
ASSESSOR	324,623	324,956	324,956	334	0.10%
COLLECTOR OF REVENUE	227,523	229,200	226,006	(1,517)	-0.67%
FINANCE OFFICE	380,458	382,169	382,169	1,711	0.45%
TOWN CLERK	228,566	234,672	234,172	5,606	2.45%
TOWN ATTORNEY	175,000	175,000	175,000	-	0.00%
TOWN HALL	267,330	303,791	303,791	36,460	13.64%
INFORMATION TECHNOLOGY	1,102,389	1,152,622	1,152,622	50,233	4.56%
175th ANNIVERSARY CELEBRATION	25,000	-	-	(25,000)	100.00%
MEDIA	34,320	58,325	58,325	24,005	69.94%
<b>Total GENERAL GOVERNMENT</b>	<b>\$ 4,464,302</b>	<b>\$ 4,550,487</b>	<b>\$ 4,506,721</b>	<b>\$ 42,420</b>	<b>0.95%</b>

## BUDGET SUMMARY

### Expenditure Summary Statement Fiscal Year 2021-2022 (continued)

DEPARTMENT	2020-2021 COUNCIL ADOPTED	2021-2022 DEPARTMENT REQUEST	2021-2022 MANAGER PROPOSED	\$ CHANGE FY 21 ADOPTED TO FY 22 PROPOSED	% CHANGED FY 21 ADOPTED TO FY 22 PROPOSED
<b>PUBLIC SAFETY</b>					
ADMINISTRATION	\$ 610,795	\$ 611,979	\$ 605,029	\$ (5,766)	-0.94%
OPERATIONS	4,429,558	4,637,780	4,637,780	208,222	4.70%
SUPPORT SERVICES	2,173,729	2,150,877	2,146,635	(27,094)	-1.25%
COMMUNITY SERVICES	186,870	192,644	190,394	3,524	1.89%
EMERGENCY MANAGEMENT	19,985	30,486	21,487	1,502	7.52%
FIRE MARSHAL	324,615	341,416	338,239	13,624	4.20%
SW VOLUNTEER FIRE DEPT.	1,011,088	1,011,088	1,011,088	-	0.00%
HYDRANTS & WATER LINES	966,000	1,022,500	954,500	(11,500)	-1.19%
STREET LIGHTS	427,500	427,500	355,500	(72,000)	-16.84%
<b>Total PUBLIC SAFETY</b>	<b>\$ 10,150,140</b>	<b>\$ 10,426,270</b>	<b>\$ 10,260,652</b>	<b>\$ 110,512</b>	<b>1.09%</b>
<b>PUBLIC WORKS</b>					
PUBLIC WORKS MANAGEMENT	-	-	-	-	
ENGINEERING	\$ 510,475	\$ 524,580	\$ 511,080	\$ 605	0.12%
HIGHWAY MAINTENANCE	3,157,757	3,182,194	3,161,444	3,687	0.12%
FLEET SERVICES	1,041,125	1,056,819	1,046,819	5,694	0.55%
BUILDING MAINTENANCE	1,982,947	2,074,324	1,994,765	11,818	0.60%
REFUSE DISPOSAL	2,245,349	2,333,972	2,350,000	104,651	4.66%
<b>Total PUBLIC WORKS</b>	<b>\$ 8,937,653</b>	<b>\$ 9,171,889</b>	<b>\$ 9,064,108</b>	<b>\$ 126,455</b>	<b>1.41%</b>
<b>CULTURAL &amp; LEISURE</b>					
PARKS & RECREATION ADMIN.	\$ 649,711	\$ 707,499	\$ 701,806	\$ 52,095	8.02%
PARK MAINTENANCE	1,652,976	1,702,116	1,689,169	36,193	2.19%
LIBRARY	1,203,056	1,211,896	1,211,896	8,840	0.73%
<b>Total CULTURAL &amp; LEISURE</b>	<b>\$ 3,505,743</b>	<b>\$ 3,621,511</b>	<b>\$ 3,602,871</b>	<b>\$ 97,128</b>	<b>2.77%</b>
<b>HUMAN SERVICES</b>					
ENVIRONMENTAL HEALTH	\$ 195,466	\$ 208,757	\$ 208,757	\$ 13,291	6.80%
HUMAN SERVICES ADMINISTRATION	137,865	118,066	118,066	(19,799)	-14.36%
YOUTH AND FAMILY SERVICES	328,015	336,163	336,163	8,148	2.48%
ADULT AND SENIOR SERVICES	431,540	427,350	427,350	(4,190)	-0.97%
MINI-BUS SERVICE	111,389	133,069	133,069	21,680	19.46%
SHELTERED WORKSHOPS	2,697	5,000	5,000	2,303	85.39%
PUBLIC HEALTH NURSE	7,500	7,500	7,500	-	0.00%
<b>Total HUMAN SERVICES</b>	<b>\$ 1,214,472</b>	<b>\$ 1,235,905</b>	<b>\$ 1,235,905</b>	<b>\$ 21,433</b>	<b>1.76%</b>

## BUDGET SUMMARY

### Expenditure Summary Statement Fiscal Year 2021-2022 (continued)

DEPARTMENT	2020-2021 COUNCIL ADOPTED	2021-2022 DEPARTMENT REQUEST	2021-2022 MANAGER PROPOSED	\$ CHANGE FY 21 ADOPTED TO FY 22 PROPOSED	% CHANGED FY 21 ADOPTED TO FY 22 PROPOSED
<b>UNCLASSIFIED</b>					
CONTINGENCY	\$ 161,505	\$ 163,115	\$ 163,115	\$ 1,610	1.00%
S.W. PATRIOTIC COMMISSION	13,500	13,500	13,500	-	0.00%
CEMETERIES	12,000	16,000	16,000	4,000	33.33%
WOOD MEMORIAL LIBRARY	12,500	12,500	12,500	-	0.00%
MUNICIPAL INS - CASUALTY & LIAB	276,306	297,969	297,969	21,663	7.84%
PENSION FUND	2,550,580	2,564,236	2,564,236	13,656	0.54%
SOCIAL SECURITY	1,236,628	1,238,952	1,238,952	2,324	0.19%
HEALTH & LIFE INSURANCE	3,877,957	3,932,085	3,845,457	(32,500)	-0.84%
OTHER POST EMPLOYMENT BENEFITS	231,439	343,208	343,208	111,769	48.29%
WORKERS' COMPENSATION INS.	385,868	389,727	389,727	3,859	1.00%
UNEMPLOYMENT COMPENSATION	13,000	25,000	20,000	7,000	53.85%
SALARY CONTINGENCY	100,000	100,000	13,000	(87,000)	-87.00%
<b>Total UNCLASSIFIED</b>	<b>\$ 8,871,283</b>	<b>\$ 9,096,292</b>	<b>\$ 8,917,664</b>	<b>\$ 46,381</b>	<b>0.52%</b>
<b>TOTAL TOWN BUDGET</b>	<b>\$ 37,143,593</b>	<b>\$ 38,102,353</b>	<b>\$ 37,587,921</b>	<b>\$ 444,328</b>	<b>1.20%</b>
<b>DEBT SERVICE</b>					
CAPITAL LEASES	\$ 1,195,186	\$ 704,888	\$ 743,035	\$ (452,151)	-37.83%
INTEREST, BONDED DEBT	2,374,587	2,761,962	2,761,964	387,377	16.31%
PRINCIPAL, BONDED DEBT	6,131,767	7,079,406	7,079,406	947,639	15.45%
<b>Total DEBT SERVICE</b>	<b>\$ 9,701,540</b>	<b>\$ 10,546,256</b>	<b>\$ 10,584,405</b>	<b>\$ 882,865</b>	<b>9.10%</b>
<b>CAPITAL IMPROVEMENTS</b>					
CAPITAL IMPROVEMENTS	\$ 2,103,438	\$ 2,174,472	\$ 2,174,472	\$ 71,034	3.38%
<b>Total CAPITAL IMPROVEMENTS</b>	<b>\$ 2,103,438</b>	<b>\$ 2,174,472</b>	<b>\$ 2,174,472</b>	<b>\$ 71,034</b>	<b>3.38%</b>
<b>TOTAL BOARD OF EDUCATION BUDGET</b>	<b>\$ 75,399,351</b>	<b>\$ 77,919,738</b>	<b>\$ 77,958,844</b>	<b>\$ 2,559,493</b>	<b>3.39%</b>
<b>TOTAL EXPENDITURES FY 2021-2022</b>	<b>\$124,347,922</b>	<b>\$ 128,742,820</b>	<b>\$128,305,642</b>	<b>\$ 3,957,720</b>	<b>3.18%</b>

## BUDGET SUMMARY

### OTHER FUNDS

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

A consolidated statement is provided below with additional detail on estimated revenues and expenditures for each of the two funds starts on page 227.

#### Special Revenue Summary

	<b>FY 2021 <u>Adopted</u></b>	<b>FY 2022 <u>Proposed</u></b>	<b>\$ Change <u>FY 21 to 22</u></b>	<b>% Change <u>FY 21 to 22</u></b>
<b>SEWER FUND</b>				
Revenue	\$5,504,943	\$6,054,266	\$549,323	9.97%
Expenditures	\$5,388,961	\$5,513,351	\$124,390	2.30%
<i>**NOTE: FY 2021 Sewer budget was adopted by the WPCA on June 2, 2020</i>				
<b>RECREATION FUND</b>				
Revenue	\$2,986,109	\$3,097,442	\$111,333	3.72%
Expenditures	\$2,992,947	\$3,029,950	\$37,003	1.23%

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

The Recreation Fund accounts for activities, programs and services and is self-supporting through program user fees, sponsorships and donations for all programmatic expenditures. This fund's budget, established in 2000, is legally adopted by the Town Council.

## DEPARTMENT SUMMARIES

### General Government

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

Page	Descriptions	2020-2021 Council Approved	2021-2022 Department Request	2021-2022 Manager Proposed	2021-2022 Council Approved
40	Town Council	195,292	194,896	194,896	-
42	Human Relations Commission	2,500	2,500	2,500	-
44	Historic District Commission	1,000	1,000	1,000	-
46	Public Building Commission	2,050	2,050	2,050	-
48	Redevelopment Agency	1,000	1,000	1,000	-
50	Inland Wetlands Agency/Conservation Commission	7,455	7,455	7,455	-
52	Agricultural Land Preservation Advisory Commission	300	300	300	-
54	Open Space Task Force	500	500	500	-
56	Park and Recreation Commission	4,900	4,900	4,900	-
58	Juvenile Firesetter Intervention and Prevention Commission	1,500	1,500	1,500	-
60	Probate Court	20,375	20,375	20,375	-
62	Registrars of Voters	187,584	187,894	187,894	-
64	Town Manager	209,188	199,425	249,424	-
66	Human Resources	318,628	322,164	284,092	-
69	Economic Development Department	115,769	115,769	65,769	-
71	Planning Department	316,112	311,528	311,528	-
74	Planning and Zoning Commission	9,500	9,500	9,500	-
76	Zoning Board of Appeals	3,200	3,200	3,200	-
78	Building Department	298,940	300,497	298,497	-
81	Economic Development Commission	3,300	3,300	3,300	-
83	Assessor	324,623	324,956	324,956	-
86	Collector of Revenue	227,523	229,200	226,006	-
88	Finance Office	380,458	382,169	382,169	-
91	Town Clerk	228,566	234,672	234,172	-
94	Town Attorney	175,000	175,000	175,000	-
96	Central Services	267,330	303,791	303,791	-
98	Information Technology	1,102,389	1,152,622	1,152,622	-
100	175 <sup>th</sup> Anniversary	25,000	-	-	-
102	G-Media	34,320	58,325	58,325	-
	<b>Total General Government</b>	<b>4,464,302</b>	<b>4,550,487</b>	<b>4,506,721</b>	<b>-</b>

## DEPARTMENT SUMMARIES

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

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

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

### ***Budget Change Commentary:***

The Town Council's budget has decreased by 0.2% due to an adjustment in fees and memberships.

### ***Program Objectives and Goals FY 2022:***

- Update the Town Council's Strategic Plan
- Improve appearance and functionality of Town infrastructure through various capital projects and improvements.
- Improve efficiency of government operations by streamlining government functions.
- Improve existing public services for residents.
- Provide citizens with quality services where needs are identified and funds are available.
- Move to a hybrid meeting format when safe to do so due to COVID-19.

### ***Program Accomplishments FY 2021:***

- 5<sup>th</sup> of 5 year plan for road improvement projects.
- Participated in regional purchasing and bidding programs to obtain necessary equipment/commodities at the lowest possible prices.
- Issued a Matching Mini-Grant of \$5,000 to the Wood Memorial Library to help fund the replacement of antiquated and malfunctioning security and fire systems.
- Began receiving applications for flags to be flown on the Community Flagpole located at the Town Center intersection.
- Approved projects totaling \$20,565,625 for a referendum vote in March 2021.
- Held meetings virtually due to COVID-19.

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Clerk of the Council	1	1.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Meetings attended	28	40	33	30	32
Resolution passed	241	147	231	206	206
Public Hearings	21	8	7	12	12
Ordinances passed	15	3	6	10	8

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
57,117	59,735	11110100	00110	FULL TIME SALARIES	59,778	59,778	
900	900	11110100	00114	TEMPORARY	900	900	
352	500	11110200	00210	OFFICE SUPPLIES	500	500	
516	10,075	11110200	00221	OPERATING MATERIAL	10,075	10,075	
1,094	2,000	11110300	00310	ADVERTISING	2,000	2,000	
88,559	63,990	11110300	00320	PROFESSIONAL	63,990	63,990	
5,273	7,000	11110300	00350	PRINTING	7,000	7,000	
36,542	40,592	11110300	00374	FEES & MEMBERSHIPS	40,153	40,153	
-	1,000	11110300	00375	RECRUITMENT & TRAINING	1,000	1,000	
9,255	9,500	11110300	00380	GRANTS & CONTRIBUTIONS	9,500	9,500	
199,606	195,292	TOTAL			194,896	194,896	0
		DOLLAR CHANGE			(396)	(396)	
		PERCENTAGE CHANGE			-0.20%	-0.20%	-100.00%

## DEPARTMENT SUMMARIES

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

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

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

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

***Budget Change Commentary:***

There is no change in the program budget.

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
795	2,500	11121200	00210	OFFICE SUPPLIES	2,500	2,500	
795	2,500			TOTAL	2,500	2,500	0
				DOLLAR CHANGE	0	0	
				PERCENTAGE CHANGE	0.00%	0.00%	-100.00%

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

There is no change to the program budget.

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

[illegible]

## DEPARTMENT SUMMARIES

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

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

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

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

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

***Budget Change Commentary:***

There is no change in the program budget.

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
-	0	11124100 00113	PART TIME WAGES	0	0	
-	50	11124200 00210	OFFICE SUPPLIES	50	50	
1,287	2,000	11124300 00320	PROFESSIONAL	2,000	2,000	
-	0	11124300 00350	PRINTING	0	0	
<hr/>						
1,287	2,050		TOTAL	2,050	2,050	0
			DOLLAR CHANGE	0	0	
			PERCENTAGE CHANGE	0.00%	0.00%	-100.00%

## DEPARTMENT SUMMARIES

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

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

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

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

***Budget Change Commentary:***

There is no change in the program budget.

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
200	1,000	11126300	00320	PROFESSIONAL	1,000	1,000	
200	1,000			TOTAL	1,000	1,000	0
				DOLLAR CHANGE	0	0	
				PERCENTAGE CHANGE	0.00%	0.00%	-100.00%

## DEPARTMENT SUMMARIES

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

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

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

Code, Chapter 9, Article VII

***Budget Change Commentary:***

There is no change in the program budget.

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
13	100	11130200 00221	OPERATING MATERIAL	100	100	
-	825	11130200 00226	LANDSCAPING	825	825	
1,783	3,000	11130300 00310	ADVERTISING	3,000	3,000	
1,115	2,480	11130300 00320	PROFESSIONAL	2,480	2,480	
-	50	11130300 00350	PRINTING	50	50	
-	100	11130300 00371	MAINTENANCE CONTRACTS	100	100	
65	900	11130300 00374	FEES & MEMBERSHIPS	900	900	
-	0	11130400 00441	OFFICE EQUIPMENT	0	0	
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2,976	7,455		TOTAL	7,455	7,455	0
			DOLLAR CHANGE	0	0	
			PERCENTAGE CHANGE	0.00%	0.00%	-100.00%

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

There is no change in the program budget.

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
-	300	11131300 00374	FEES & MEMBERSHIPS	300	300	
<hr/>						
-	300		TOTAL	300	300	0
			DOLLAR CHANGE	0	0	
			PERCENTAGE CHANGE	0.00%	0.00%	-100.00%

## DEPARTMENT SUMMARIES

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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

	2019/2020	2020/2021			2021/2022	2021/2022	2021/2022
	COUNCIL	COUNCIL			DEPARTMENT	MANAGER	COUNCIL
	ACTUAL	APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
	-	500	11132200 00221	OPERATING MATERIAL	500	500	
	-	0	11132300 00350	PRINTING	0	0	

## DEPARTMENT SUMMARIES

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

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

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

***Budget Change Commentary:***

There is no change in the program budget.

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
-	0	11134200 00210	OFFICE SUPPLIES	0	0	
849	0	11134200 00221	OPERATING MATERIAL	0	0	
-	400	11134300 00310	ADVERTISING	400	400	
855	1,500	11134300 00320	PROFESSIONAL	1,500	1,500	
-	1,500	11134300 00350	PRINTING	1,500	1,500	
1,575	1,500	11134300 00374	FEES & MEMBERSHIPS	1,500	1,500	
3,279	4,900		TOTAL	4,900	4,900	0
			DOLLAR CHANGE	0	0	
			PERCENTAGE CHANGE	0.00%	0.00%	-100.00%

## DEPARTMENT SUMMARIES

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PROGRAM	JUVENILE FIRESETTER INTERVENTION AND PREVENTION COMMISSION	1135
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***Program Explanation:***

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

***Budget Change Commentary:***

There is no change in the program budget.

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
-	500	11135200 00210	OFFICE SUPPLIES	500	500	
-	500	11135200 00221	OPERATING MATERIALS	500	500	
-	500	11135300 00375	RECRUITMENT & TRAINING	500	500	
<hr/>						
-	1,500		TOTAL	1,500	1,500	0
			DOLLAR CHANGE	0	0	
			PERCENTAGE CHANGE	0.00%	0.00%	-100.00%

## DEPARTMENT SUMMARIES

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

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

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

***Budget Change Commentary:***

There is no change in the program budget.

Function	GENERAL GOVERNMENT
Department	JUDICIAL
Division	PROBATE
Division Code	1210

[illegible]

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

The 0.17% increase in the budget includes the increased cost of the maintenance contract for the tabulators. The contract is a state mandate. The budget also includes the increase for part-time employees. The increase is offset by lowering the number of poll workers for the November Municipal election.

***Program Objectives and Goals FY 2022:***

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

***Program Accomplishments FY 2021:***

- Due to COVID-19, the accomplishment for 2020 was a safe environment for the voters and poll workers during the August Presidential Preference Primaries and the November Presidential Election

***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
2	1.0	2	1.0	Registrars of Voters	2	1.0
2	1.0	2	1.0	Deputy Registrars of Voters	2	1.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Registered Voters	15,508	16,472	16,666	17,800	17,500
Changes – all types processed	3,441	2,205	3,598	7,000	3,500

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
103,512	115,484	11250100 00113	PART TIME WAGES	117,794	117,794	
218	3,000	11250100 00114	TEMPORARY	3,000	3,000	
809	600	11250200 00210	OFFICE SUPPLIES	600	600	
15,956	24,000	11250200 00221	OPERATING MATERIAL	24,000	24,000	
-	100	11250300 00310	ADVERTISING	100	100	
20,010	32,000	11250300 00320	PROFESSIONAL	30,000	30,000	
2,791	2,000	11250300 00330	RENTAL & LEASES	2,000	2,000	
-	600	11250300 00350	PRINTING	600	600	
711	1,000	11250300 00360	UTILITIES	1,000	1,000	
2,600	5,000	11250300 00373	REPAIR/MAINT EQUIPMENT	5,000	5,000	
623	2,000	11250300 00374	FEES & MEMBERSHIPS	2,000	2,000	
-	1,800	11250300 00375	RECRUITMENT & TRAINING	1,800	1,800	
147,230	187,584		TOTAL	187,894	187,894	0
			DOLLAR CHANGE	310	310	
			PERCENTAGE CHANGE	0.17%	0.17%	-100.00%

## DEPARTMENT SUMMARIES

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

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

### ***Budget Change Commentary:***

The Town Manager's budget has an overall decrease of 4.67% due to the removal of one-time employment contract obligations from the prior Fiscal Year.

### ***Program Objectives and Goals FY 2022:***

- Develop a Town budget to limit the fiscal impact on Town Residents while maintaining or enhancing the quality of services.
- Continue to pursue grants that will enhance the Town's existing programs and infrastructure.
- Monitor Town budget expenditures to ensure financial stability in order to better position the community for a AAA credit rating from Standard & Poor's.
- Ensure implementation of referendum funds to both maintain and enhance the quality of life and services for residents.
- Continue to adapt to situations related to the COVID-19 pandemic to ensure the safety of the community and staff.

### ***Program Accomplishments FY 2021:***

- Received a seventh GFOA Award for Budget Presentation.
- Increased the Town's future tax base by 3.64% grand list growth through our Economic Development Incentives.
- Maintained the Town's ratings of AA+ with Standard & Poor's and AA2 with Moody's.
- Maintained financial stability and fiscal integrity.
- Implemented regulations in Town buildings to keep staff and visitors safe during the COVID-19 pandemic.

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	Positions	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Manager	1	1.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Town Council Meetings Attended	24	20	25	20	20
Staff Meetings Conducted	9	10	36	15	15
Various Committee/Commission Meetings	50	50	52	50	50
CCM Meetings	9	15	4	10	10
CRCOG Meetings	8	5	6	5	5
CIRMA Meetings	9	9	1	5	5
Internal and External Daily Appointments	427	425	558	500	500

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
296,486	176,154	11310100 00110	FULL TIME SALARIES	176,281	226,280	
-	0	11310100 00113	PART TIME WAGES	0	0	
-	300	11310200 00210	OFFICE SUPPLIES	300	300	
388	750	11310200 00221	OPERATING MATERIAL	750	750	
-	700	11310300 00310	ADVERTISING	800	800	
11,747	23,250	11310300 00320	PROFESSIONAL	13,250	13,250	
-	0	11310300 00330	RENTAL & LEASES	0	0	
5,197	8,034	11310300 00374	FEES & MEMBERSHIPS	8,044	8,044	
313,818	209,188		TOTAL	199,425	249,424	0
			DOLLAR CHANGE	(9,763)	40,236	
			PERCENTAGE CHANGE	-4.67%	19.23%	-100.00%

## DEPARTMENT SUMMARIES

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

This program of spending provides funding for personnel administration activities. The personnel related activities funded by this program includes pre-employment screenings, the Employee Assistance Programs, the Human Resources component to our payroll software, fees associated with the Random Drug/Alcohol Testing program, employee activities, employee training, employee awards, and the maintenance of our Electronic Document Management System.

### ***Budget Change Commentary:***

The program budget has increased by approximately 1.11%. This increase is associated with an increase in the Advertising line item as additional funding is necessary to be able to advertise open positions in various new forums to maximize our recruitment efforts.

### ***Program Objectives and Goals FY 2022:***

- Continue to concentrate on the health and wellbeing of employees through this COVID-19 pandemic.
- Continue to update various Human Resource policies as needed.
- As necessary and consistent with the proposed budget, recruit and fill vacant/new staff positions.
- Continue to advise the Town's Health & Safety Committee.
- Participate on the CIRMA Risk Management Advisory Committee, CIRMA Operations & Underwriting Committee, CCM Education Advisory Council, and Lockton's Municipal Advisory Committee.
- Continue to handle union and employee issues.
- Coordinate teambuilding initiatives.
- Continue to coordinate employee trainings.
- Continue to work with State Agencies and other programs to provide individuals with work evaluation experiences and internships.
- To successfully negotiate three union contracts.
- Continue to coordinate wellness initiatives to assist in maintaining health insurance claims.

### ***Program Accomplishments FY 2021:***

- Successfully navigated the COVID-19 related laws and executive orders that were put in place.
- Continued to oversee the Workers' Compensation Program and assist in getting employees back to work while also assisting the remedy of the cause of injury.
- Continued to administer the DOT Random Testing Program and Vaccination Program for Bloodborne Pathogen Exposure.
- Recruited and filled vacant full-time and part-time positions.
- Continued to assist employees that are retiring with their benefits.
- Continued to meet various mandated filing requirements.
- Continued to work with the Wellness Committee that concentrates its efforts on assisting employees to live healthy lifestyles.
- Continued to handle FOI Requests appropriately.
- Continued to assist in resolving union grievances.
- Attended additional training opportunities in human resource areas.
- Continued to try and resolve one open union contract and started the negotiations on another.

## DEPARTMENT SUMMARIES

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Assistant Town Manager/Director of Human Resources	1	1.0
1	1.0	1	1.0	Executive Assistant	1	1.0
1	1.0	1	1.0	Confidential Secretary	1	1.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Safety Committee & Wellness Meetings	12	11	11	11	12
Staff Meetings	9	14	26	40	52
Job Advertisements	16	9	24	28	11
Training Workshops	7	7	7	6	8
Blood Drives	2	2	1	0	2
Employee Health Fair	1	0	1	0	1
FMLA Requests	25	35	26	30	38
Lunch & Learns/Wellness Seminars	8	10	12	5	9

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
233,552	233,689	11320100 00110	FULL TIME SALARIES	233,865	195,793	
-	0	11320200 00210	OFFICE SUPPLIES	0	0	
2,171	11,460	11320200 00221	OPERATING MATERIAL	11,460	11,460	
415	1,000	11320300 00310	ADVERTISING	4,000	4,000	
31,417	46,334	11320300 00320	PROFESSIONAL	46,634	46,634	
431	850	11320300 00330	RENTAL & LEASES	850	850	
4,195	3,095	11320300 00374	FEES & MEMBERSHIPS	3,155	3,155	
10,571	22,200	11320300 00375	RECRUITMENT & TRAINING	22,200	22,200	
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282,753	318,628		TOTAL	322,164	284,092	0
			DOLLAR CHANGE	3,536	(34,536)	
			PERCENTAGE CHANGE	1.11%	-10.84%	-100.00%

## DEPARTMENT SUMMARIES

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PROGRAM	ECONOMIC DEVELOPMENT DEPARTMENT	1330
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***Program Explanation:***

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

***Budget Change Commentary:***

There is no change in the program budget.

## DEPARTMENT SUMMARIES

**Function** GENERAL GOVERNMENT  
**Department** EXECUTIVE  
**Division** ECONOMIC DEVELOPMENT  
**Division Code** 1310

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
-	0	11330100 00110	FULL TIME SALARIES	0	0	
-	0	11330100 00113	PART TIME WAGES	0	0	
-	0	11330200 00210	OFFICE SUPPLIES	0	0	
-	0	11330200 00221	OPERATING MATERIAL	0	0	
-	0	11330300 00310	ADVERTISING	0	0	
192,100	115,769	11330300 00320	PROFESSIONAL	115,769	65,769	
-	0	11330300 00330	RENTAL & LEASES	0	0	
50,000	0	11330300 00374	FEES & MEMBERSHIPS	0	0	
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242,100	115,769		TOTAL	115,769	65,769	0
			DOLLAR CHANGE	0	(50,000)	
			PERCENTAGE CHANGE	0.00%	-43.19%	100.00%

## DEPARTMENT SUMMARIES

<b>PROGRAM</b>	<b>PLANNING DEPARTMENT</b>	<b>1430</b>
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### ***Program Explanation:***

The Director of Planning is the technical agent of the Planning and Zoning Commission (PZC). The Director of Planning is responsible for the review of all development proposals and makes recommendations regarding consistency with local regulations and the community and environmental impact of proposed land uses. The Director also serves as staff to the Architectural Design Review Board (ADRC) and as committee member for the South Windsor Agricultural, Arts and Nature Center (SWAAN). The Director provides direction for the State mandated Plan of Conservation and Development and recommends the continual adaptation of South Windsor Zoning Regulations to reflect those goals. The Senior Environmental Planner is the technical agent to the Inland Wetlands Agency/Conservation Commission (IWA/CC). The Senior Environmental Planner serves as the staff advisor to the Open Space Task Force (OSTF), coordinates open space activities and provides support to the South Windsor Agricultural Land Preservation Agency (SWALPAC) and South Windsor Agricultural, Arts and Nature Center (SWAAN), as needed. The Zoning Enforcement Officer (ZEO) and Director of Planning provide staff and technical assistance to the Zoning Board of Appeals (ZBA).

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

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

### ***Budget Change Commentary:***

The program budget is decreasing \$4,584 or -1.45% due to a reduction in Professional Fees.

### ***Program Objectives and Goals FY 2022:***

- Continue to provide technical assistance and hold virtual meetings for all the land use Commissions and Committees
- Continue participating in the Long Term Recovery Committee as the community responds to COVID limitations.
- Complete the Affordable Housing Study and work with the Planning and Zoning Commission on incorporating into the POCD.
- Continue to work on updating the Town's Inland Wetlands Regulations
- Continue the ongoing scanning of all land use applications and mapping to make information more readily available for our customers.
- Continue working on the "Safe Routes to School" program and the administration of the infrastructure improvements at Eli Terry School.
- Administer the \$400,000 Community Connections grant awarded to the Town for the construction of sidewalks filling gaps along Clark Street and Pleasant Valley Road

## DEPARTMENT SUMMARIES

### **Program Objectives and Goals FY 2022 (cont'd):**

- Assist the Engineering Department in implementing the MS4 Stormwater management program.
- Continue the refinement of the View Permit on-line permitting software

### **Program Accomplishments FY 2021:**

- Successfully awarded the application for a Four Year Moratorium for Affordable Housing Developments in accordance with CGS 8-30G
- Completed the development of the VIEWPOINT on-line permitting for all land use applications.
- Updated Town website to include all pending and recently approved land use application on line.
- Provided technical assistance to citizens and land use professionals despite the technical and logistical challenges incurred due to the COVID pandemic

### **Assigned Positions:**

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Planning	1	1.0
1	1.0	1	1.0	Senior Environmental Planner	1	1.0
1	.5	1	.5	Zoning Enforcement Officer	1	.5
1	1.0	1	1.0	Administrative Secretary	1	1.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Land Use Meeting (PZC)	17	26	22	23	22
Land Use Meeting (IWA/CC)	11	17	17	18	22
Land Use Meeting (ZBA)	9	10	4	8	11
Land Use Meeting (OSTF)	8	10	9	10	12
Land Use Meeting (ADRC)	5	9	6	10	15
Land Use Meeting (SWAAN)	8	9	7	1	8
Site Plan/Special Exception Reviews; Zone Change reviews; Text Amendments reviews	59	50	43	40	45
Subdivision Reviews	6	6	4	6	6
Other Reviews (e.g. Wetlands Minimal Impact Permits; Temp & Cond permits, In-Law)	4	22	27	28	28
Variance Reviews	14	18	4	4	6
Zoning Permits issued (e.g. Animal Agriculture, Minor Home Occupations, Farmstands)	49	47	44	42	50
Zoning Compliance Reviews (Realtor/attorney requests)	11	18	18	14	16
Zoning Compliance Reviews (building permits- e.g. new buildings, additions, accessory structures, garages, above ground pools, in-ground pools, tenant buildouts)	163	163	167	147	160
Zoning Compliance Reviews (solar)	36	45	77	75	75
Certificate of Occupancy issued (new residential units including condo/apts)	170	106	69	50	30
Certificate of Occupancy issued (new commercial space)	12	13	7	9	10
Certificate of Compliance issued (accessory structures/signs)	17/0	12/27	101/112	89/13	15/30
Sign Permits (permanent/temporary)	28/60	26/68	27/44	18/14	40/60
Zoning/Wetlands Enforcement Actions	27	22	26	10	20

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
239,694	254,484	11430100 00110	FULL TIME SALARIES	254,874	254,874	
5,990	6,500	11430100 00111	OVERTIME	6,500	6,500	
700	500	11430100 00112	LONGEVITY	500	500	
27,902	28,428	11430100 00113	PART TIME WAGES	28,454	28,454	
-	7,000	11430100 00114	TEMPORARY	7,000	7,000	
47	250	11430200 00210	OFFICE SUPPLIES	250	250	
583	1,100	11430200 00221	OPERATING MATERIAL	1,100	1,100	
551	13,250	11430300 00320	PROFESSIONAL	8,250	8,250	
-	100	11430300 00330	RENTAL & LEASES	100	100	
-	150	11430300 00350	PRINTING	150	150	
912	3,000	11430300 00374	FEES & MEMBERSHIPS	3,000	3,000	
189	200	11430300 00375	RECRUITMENT & TRAINING	200	200	
-	1,000	11430400 00441	OFFICE EQUIPMENT	1,000	1,000	
-	150	11430400 00442	DEPARTMENT EQUIPMENT	150	150	
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276,568	316,112		TOTAL	311,528	311,528	0
			DOLLAR CHANGE	(4,584)	(4,584)	
			PERCENTAGE CHANGE	-1.45%	-1.45%	-100.00%

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

There is no change in the program budget.

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

[illegible]

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

There is no change in the program budget.

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
-	100	11432200 00221	OPERATING MATERIAL	100	100	
1,081	3,100	11432300 00310	ADVERTISING	3,100	3,100	
-	0	11432300 00350	PRINTING	0	0	
-	0	11432300 00374	FEES & MEMBERSHIPS	0	0	
-	0	11432400 00441	OFFICE EQUIPMENT	0	0	
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1,081	3,200		TOTAL	3,200	3,200	0
			DOLLAR CHANGE	0	0	
			PERCENTAGE CHANGE	0.00%	0.00%	-100.00%

## DEPARTMENT SUMMARIES

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

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

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

The Building Department processed a total revenue of **\$1,242,788.67**, for Fiscal Year 2019-2020, **\$83,992,223.00** in total construction value, 2,125 permits issued and over 2,210 inspections performed. These numbers continue our challenge to maintain productive and efficient performance, of quality plan review, customer service, timely inspections and enforcement services.

### ***Budget Change Commentary:***

The budget has increased \$1,557 or 0.52% due to lease payments for a department vehicle. The Department's 2021-2022 budget goals reflect increased construction activity and the need to enhance our Department's administrative services and meet the expectations from our citizenry for timely inspections and public safety. In addition to maintaining present levels of education and training, the Building Department must upgrade our plan filing, archiving and street file storage systems.

### ***Program Objectives and Goals FY 2022:***

- Hire a full-time Assistant Building official (position approved in the FY 2021 Budget)
- Upgrade to Street File storage and access
- Participate in conversion of DocStar Software, for historical record retrieval.

### ***Program Accomplishments FY 2021:***

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

## DEPARTMENT SUMMARIES

### *Assigned Positions:*

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Chief Building Official	1	1.0
1	1.0	1	1.0	Assistant Building Official	1	1.0
0	0.0	1	1.0	Building Department Administrator	1	1.0
1	1.0	0	0.0	Administrative Secretary (position promoted to Administrator above)	0	0.0
1	5hrs/wk	1	5hrs/wk	Blight Enforcement Officer	1	5hrs/wk

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Housing units	136	140	29	<b>40</b>	30
Commercial (including additions & modifications)	240	280	265	300	340
Inspections	2,524	3,200	2,210	2,000	2,000
Total permits	2,100	2,156	2,156	2,125	2,600
Certificates of Occupancy	140	156	156	138	120

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
210,498	278,700	11440100 00110	FULL TIME SALARIES	277,825	277,825	
-	0	11440100 00112	LONGEVITY	0	0	
25,607	6,940	11440100 00113	PART TIME WAGES	6,942	6,942	
-	0	11440100 00114	TEMPORARY	0	0	
486	600	11440200 00210	OFFICE SUPPLIES	600	600	
-	1,000	11440200 00221	OPERATING MATERIAL	1,000	1,000	
-	300	11440200 00222	VEHICLE & EQUIP SUPPLIES	300	300	
-	0	11440200 00223	UNIFORMS & CLOTHING	0	0	
604	2,000	11440300 00320	PROFESSIONAL	2,000	1,000	
6,612	6,600	11440300 00330	RENTAL & LEASES	9,030	9,030	
-	600	11440300 00350	PRINTING	600	600	
263	2,200	11440300 00374	FEES & MEMBERSHIPS	2,200	1,200	
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244,071	298,940		TOTAL	300,497	298,497	0
			DOLLAR CHANGE	1,557	(443)	
			PERCENTAGE CHANGE	0.52%	-0.15%	-100.00%

## DEPARTMENT SUMMARIES

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

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

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

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

***Budget Change Commentary:***

There is no change in the program budget.

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
-	0	11465200 00221	OPERATING MATERIAL	0	0	
-	0	11465300 00310	ADVERTISING	0	0	
1,454	2,500	11465300 00320	PROFESSIONAL	2,500	2,500	
-	0	11465300 00350	PRINTING	0	0	
580	800	11465300 00374	FEES & MEMBERSHIPS	800	800	
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2,034	3,300		TOTAL	3,300	3,300	0
			DOLLAR CHANGE	0	0	
			PERCENTAGE CHANGE	0.00%	0.00%	-100.00%

## DEPARTMENT SUMMARIES

PROGRAM	ASSESSOR'S OFFICE	1511
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### ***Program Explanation:***

The Assessor's Office is a division within the Finance Department. Under the provisions of Connecticut State Statute 12-55, the Assessor is responsible for the annual compilation of the Town's Grand List through a process of discovery, listing and valuation of all taxable and exempt property within the municipal boundaries. Other requirements include the annual processing of property tax exemptions and abatements, 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 based on percentage of completion. Motor Vehicles, registered with the CT DMV after October 1 and before the following August 1, are assessed and compiled into a Supplemental Motor Vehicle List annually. This list, becomes part of the previously completed Grand List and is billed in January of the following year.

### ***Budget Change Commentary:***

The Assessor's Office budget has increased \$334 or 0.10% due contractual salary increases.

### ***Program Objectives and Goals FY 2022:***

- Annually the office creates a fair and equitable Grand List and maintains the records necessary to value and calculate assessments for all real estate, personal property, and motor vehicles owned and located in the Town of South Windsor.
- Annually the office processes all State mandated and local option exemptions and tax credit programs for both individual taxpayers and commercial business entities.
- Continue to educate staff and the public on statutory law changes applicable to assessment with emphasis placed on those homeowners affected by crumbling foundation and the correct and timely filing of Personal Property declarations.
- We continue to work efficiently with all Town departments to provide information to successfully complete all exemption programs; credits and improve our contactless options for taxpayers to conduct their business with the department. Also, to provide excellent customer service and support to all despite challenging pandemic restrictions.

### ***Program Accomplishments FY 2021:***

- Finalized the 2020 Grand List timely with emphasis on continued improvement to accuracy of all data.
- Created tax billing file for July 2020, totaling 41,661 records which includes 3,354 Supplemental Vehicles
- Completed second year of Business Personal Property audit program to ensure fair and equitable distribution of tax burden regarding self-reported business assets. Cycle started prior to pandemic and work continued throughout despite remote working of Assessor staff and the vendor.
- Expanded on line filing opportunities for all Business Personal Property filers, well received by all business owners and those with multiple business interests within the Town of South Windsor.

## DEPARTMENT SUMMARIES

### **Assigned Positions:**

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Assessor	1	1.0
1	1.0	1	1.0	Assistant Assessor	1	1.0
1	1.0	1	1.0	Senior Assessment Technician	1	1.0
1	1.0	1	1.0	Assessment Clerk	1	1.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022**
Field inspections	2,749	767	589	379	425
Real Estate accounts	11,116	11,208	11,206	11,211	11,213
Motor Vehicle accounts	25,883	25,557	25,372	25,650	24,820
Personal Property accounts	1,415	1,426	1,424	1,446	1,460
Supplemental Motor Vehicle accounts	4,168	4,078	4,055	3,354	4,150
Properties transferred	903	816	796	850	900
Sales ratio analysis completed	REVAL	582	586	600	610
Assessment court cases settled	4	3	3	2	2
Personal Property Audits		150	150	150	40

\*\* Anticipated 2021- 22 affected by pandemic including limit on interior inspections and increase in sales volume

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
263,769	275,693	11511100 00110	FULL TIME SALARIES	276,026	276,026	
500	500	11511100 00112	LONGEVITY	500	500	
-	0	11511100 00114	TEMPORARY	0	0	
-	750	11511200 00210	OFFICE SUPPLIES	750	750	
1,307	5,080	11511200 00221	OPERATING MATERIAL	5,090	5,090	
-	3,050	11511300 00310	ADVERTISING	2,240	2,240	
170	13,200	11511300 00320	PROFESSIONAL	13,200	13,200	
1,650	3,800	11511300 00330	RENTAL & LEASES	4,100	4,100	
2,327	3,500	11511300 00350	PRINTING	3,850	3,850	
800	10,000	11511300 00371	MAINTENANCE CONTRACTS	10,000	10,000	
2,096	3,725	11511300 00374	FEES & MEMBERSHIPS	3,925	3,925	
3,443	5,075	11511300 00375	RECRUITMENT & TRAINING	5,075	5,075	
-	250	11511400 00441	OFFICE EQUIPMENT	200	200	
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276,062	324,623		TOTAL	324,956	324,956	0
			DOLLAR CHANGE	334	334	
			PERCENTAGE CHANGE	0.10%	0.10%	-100.00%

## DEPARTMENT SUMMARIES

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

The Collector of Revenue's Office is a division of the Finance Department. The Collector of Revenue is governed by the General Statutes of the State of Connecticut (Sec. 12-130 et seq.) to bill, collect, process, deposit and account for property taxes. This office is also responsible for billing and collecting residential and commercial sewer user fees and sewer assessments, for the Water Pollution Control Authority. 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 has increased by \$1,677 or 0.74% as a result of contractual union agreements offset by a decrease of \$1,300 to Office Supplies and Equipment.

### ***Program Objectives and Goals FY 2022:***

- Annually the Collector of Revenue is tasked with collecting and maintaining accurate records for real estate, personal property and motor vehicle taxes along with residential sewer fees, commercial sewer fees and assessments in accordance with state statutes.
- Continue the use of statutory allowed collection tools which include the use of Town Constables, State Marshals, Collection Agencies, wage garnishment and/or bank levy for the collection of delinquent taxes and sewer use fees to minimize delinquent accounts
- Complete Sale of Land for Taxes
- Maintain a tax collection rate of 99% and a commercial sewer collection rate of 100%
- Work with Finance to collect other municipal revenues

### ***Program Accomplishments FY 2021:***

- Collection rate of 99.31% an increase from FY 2019 of 99.24%
- In compliance with Executive Order, implemented a deferment by application program for the July 2020 and January 2021 installment of taxes
- Increased access to information for residents thru website, e notifications, press releases and updated messages on our phone system
- Assisted residents with payment plans for their taxes and/or sewer use fees to bring their accounts current in accordance with Delinquent Policy

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
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	0	1.0
1	1.0	1	1.0	Collector of Revenue Clerk	2	2.0
1	.50	1	.50	Collector of Revenue Clerk	1	.50

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Tax Bills Mailed	42,005	42,267	41,980	42,000	42,000
Current Taxes Collectible*	98,002,138	101,104,405	106,858,961	76,636,586**	n/a
Collection Rate of Current Taxes Collectible*	98.9%	99.24%	99.31%	99%	99%
Prior Year Taxes Collectible*	1,306,971	1,690,790	1,878,652	760,240*	750,000

\*Per approved budget

\*\*Collections as of 01/21/2020

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
166,203	173,035	11514100 00110	FULL TIME SALARIES	176,337	173,143	
69	250	11514100 00111	OVERTIME	250	250	
-	0	11514100 00112	LONGEVITY	0	0	
4,630	20,988	11514100 00113	PART TIME WAGES	20,988	20,988	
-	0	11514100 00114	TEMPORARY	0	0	
97	500	11514200 00210	OFFICE SUPPLIES	200	200	
1,067	2,500	11514300 00310	ADVERTISING	2,500	2,500	
4,200	6,000	11514300 00320	PROFESSIONAL	6,000	6,000	
240	0	11514300 00330	RENTAL & LEASES	0	0	
18,881	19,500	11514300 00350	PRINTING	19,500	19,500	
150	0	11514300 00371	MAINTENANCE CONTRACTS	0	0	
225	750	11514300 00374	FEES & MEMBERSHIPS	750	750	
1,159	2,500	11514300 00375	RECRUITMENT & TRAINING	2,175	2,175	
327	1,500	11514400 00441	OFFICE EQUIPMENT	500	500	
197,247	227,523		TOTAL	229,200	226,006	0
			DOLLAR CHANGE	1,677	(1,517)	
			PERCENTAGE CHANGE	0.74%	-0.67%	-100.00%

## DEPARTMENT SUMMARIES

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

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

### ***Budget Change Commentary:***

The Finance Office budget has increased by \$1,211. Union contractual and Management Agreement salaries increase by \$2,411 offset by a decrease of \$700 in Longevity and \$500 in Fees & Memberships.

### ***Program Objectives and Goals FY 2022:***

- Provide Town Auditors with the necessary information to complete the audit of the June 30, 2021 financial statements and continue to improve on criteria to submit to GFOA for consideration of the award for excellence "Comprehensive Achievement Financial Report".
- Assist Town Manager's office with the preparation of the 2021-2022 budget and any supplemental schedules requested.
- Review town policies and procedures and implement new security measures where necessary, primarily focusing on the Federal Procurement process.
- Review procedures and reporting for long-range budgeting process.

### ***Program Accomplishments FY 2021:***

- Submission to GFOA for consideration of the award of excellence on the "Comprehensive Achievement Financial Report" for the period ending June 30, 2020.
- Achieved GFOA Distinguished Budget Presentation Award.
- Assist Town Manager's office with the preparation of the 2020-2021 budget and any supplemental schedules necessary.
- Coordinated the bonds and bond anticipation notes issue; conference call with Standard & Poor's to attain rating for bond issue.
- Provide Town Auditors with the necessary information to complete the audit of the June 30, 2020 financial statements.
- Expanded usage of the Purchasing Card (P-Card) Program to achieve benefits of the annual cash rebates.
- Annually update the Unified Chart of Accounts (UCOA) implemented by Office of Policy and Management's to compile all financial data between municipalities.
- Support departments to obtain financing for their approved equipment acquisitions, capital projects and requested financial reports.
- Maintained and reconciled 55 Funds, consisting of 3,593 general ledger accounts.
- Receivable review for accuracy and timeliness of reimbursements.

## DEPARTMENT SUMMARIES

### **Assigned Positions:**

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Finance	1	1.0
1	1.0	1	1.0	Assistant Director of Finance	1	1.0
1	1.0	1	1.0	Payroll Coordinator	1	1.0
1	1.0	1	1.0	General Ledger/Cash Receipts Accountant	1	1.0
1	1.0	1	1.0	Accounts Payable Accountant	1	1.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Accounts payable checks issued	5,963	5,904	6,175	6,314	6,400
Accounts payable ACH issued	1,328	1,381	1,412	1,526	1,600
Purchase orders processed	2,490	2,722	2,800	2,800	2,900
Invoices processed (either ACH or AP)	11,149	10,460	11,162	11,275	11,500
Total number of payroll checks and direct deposits	25,844	27,939	26,000	26,000	26,000
% of payroll that is direct deposit	95%	95%	96%	98%	99%
W-2s prepared	499	502	505	511	515
Bank accounts maintained	19	19	20	22	22
Percentage of bank deposits made within 24 hours	99%	99%	99%	99%	99%
Reconcile bank statements within 1 month of receipt	99%	99%	99%	99%	99%
Issue Audit Report within 6 months following the end of the fiscal year	December	December	December	December	December
Long Term Bonded Debt per capita	2,816	2,773	2,800	2,800	2,800
Unassigned Fund Balance as % of expenditures	9.9%	18.4%	19%	19%	19%

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
337,833	373,808	11532100 00110	FULL TIME SALARIES	376,219	376,219	
104	250	11532100 00111	OVERTIME	250	250	
1,400	1,400	11532100 00112	LONGEVITY	700	700	
957	0	11532100 00114	TEMPORARY	0	0	
1,691	2,500	11532200 00221	OPERATING MATERIAL	2,500	2,500	
-	0	11532300 00330	RENTAL & LEASES	0	0	
505	2,500	11532300 00374	FEES & MEMBERSHIPS	2,000	2,000	
0	500	11532300 00375	RECRUITMENT & TRAINING	500	500	
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342,952	380,958		TOTAL	382,169	382,169	0
			DOLLAR CHANGE	1,211	1,211	
			PERCENTAGE CHANGE	0.32%	0.32%	-100.00%

## DEPARTMENT SUMMARIES

PROGRAM	TOWN CLERK	1540
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### ***Program Explanation:***

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

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

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

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

### ***Budget Change Commentary:***

The Town Clerk's budget has an overall increase of 2.5% due salary increases as well as increased costs associated with the recording of documents on the land records.

### ***Program Objectives and Goals FY 2022:***

- Examine the feasibility of adding E-recording as an option for recording documents.
- Continue to explore options to replace the outdated Dog Licensing System.
- Apply for a grant from the Connecticut State Library to continue the process of microfilming minutes filed by Boards & Commissions.
- Continue to microfilm all land records, marriage, death and birth records, veteran's discharges and maps.
- Continue to attend conferences, seminars and training sessions to ensure our office has the most current and up-to-date information for customers, Town Staff, and residents.

### ***Program Accomplishments FY 2021:***

- Purchased and implemented a Fee Station to replace the cash register for greater speed and accuracy when entering documents into the land records system as well as providing detailed reports for financial reporting.
- Implemented numerous changes to procedures and office operations based on Executive Orders issued by the Governor and directives from the Department of Public Health.
- Successfully executed all Town Clerk duties associated with the Primary held on August 11th and the Presidential Election held on November 3rd. With the addition of COVID-19 as a valid reason for an absentee ballot, our office saw a 400% increase in absentee ballot applications for the November election. Of those South Windsor residents who voted in the November Presidential election, 41% voted by absentee ballot.
- Gave the oath of office and distributed certificates to all newly elected and appointed Justices of the Peace for the term January 4, 2021 to January 6, 2025.

## DEPARTMENT SUMMARIES

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Clerk	1	1.0
1	1.0	0	0.0	Deputy Town Clerk	0	0.0
1	1.0	2	2.0	Assistant Town Clerk	2	2.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Number of documents recorded	7,149	6,300	6,283	7,500	7,500
Foreclosure Registrations Filed	70	86	68	70	70
Dog Licenses Issued	2,750	2,284	2,156	2,200	2,200
Marriage Licenses Issued	146	203	128	140	150
Maps Filed	90	81	68	60	70

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
209,856	193,316	11540100 00110	FULL TIME SALARIES	197,322	197,322	
-	0	11540100 00114	TEMPORARY	0	0	
169	750	11540200 00210	OFFICE SUPPLIES	500	500	
-	0	11540200 00221	OPERATING MATERIAL	0	0	
1,558	3,000	11540300 00310	ADVERTISING	3,000	2,500	
20,176	25,000	11540300 00320	PROFESSIONAL	28,000	28,000	
-	0	11540300 00330	RENTAL & LEASES	0	0	
5,088	5,000	11540300 00350	PRINTING	5,000	5,000	
-	0	11540300 00371	MAINTENANCE CONTRACTS	0	0	
280	500	11540300 00373	REPAIR/MAINT EQUIPMENT	100	100	
346	250	11540300 00374	FEES & MEMBERSHIPS	250	250	
149	750	11540300 00375	RECRUITMENT & TRAINING	500	500	
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237,623	228,566		TOTAL	234,672	234,172	0
			DOLLAR CHANGE	6,106	5,606	
			PERCENTAGE CHANGE	2.67%	2.45%	-100.00%

## DEPARTMENT SUMMARIES

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

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

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

***Budget Change Commentary:***

There is no change to this budget.

## DEPARTMENT SUMMARIES

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Function      GENERAL GOVERNMENT  
 Department    LAW  
 Division       TOWN ATTORNEY  
 Division Code   1550

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
238,529	175,000	11550300 00320	PROFESSIONAL	175,000	175,000	

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238,529	175,000	TOTAL	175,000	175,000	0
		DOLLAR CHANGE	0	0	
		PERCENTAGE CHANGE	0.00%	0.00%	-100.00%

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

This budget is increasing by \$36,460 due to the buyout of three leased vehicles that are used as Town Pooled Vehicles.

***Program Objectives and Goals FY 2022:***

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

***Program Accomplishments FY 2021:***

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

***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Administrative Secretary	1	1.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Number of Boards and Commissions minutes are prepared for	5	5	5	5	5
General Obligation Bond rating (Moody's/Standard & Poor's)	Aa2/AA+	Aa2/AA+	Aa2/AA+	Aa2/AA+	Aa2/AA+
General Obligation Bonds issued	\$11,500,000	\$16,000,000	\$13,500,000	\$27,000,000	\$10,000,000
Bond Anticipation Notes issued	\$5,500,000	\$5,250,000	\$18,000,000	\$6,000,000	\$10,000,000
Debt Service as a percentage of budgeted expenditures	7.0%	6.9%	7.2%	7.8%	8.2%

## DEPARTMENT SUMMARIES

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

2019/2020	2020/2021				2021/2022	2021/2022	2021/2022
ACTUAL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
47,792	49,397	11921100	00110	FULL TIME SALARIES	49,605	49,605	
11	500	11921100	00111	OVERTIME	250	250	
700	700	11921100	00112	LONGEVITY	700	700	
-	0	11921100	00113	PART TIME WAGES	0	0	
1,207	0	11921100	00114	TEMPORARY	0	0	
29,711	30,000	11921200	00210	OFFICE SUPPLIES	30,000	30,000	
57,700	57,150	11921200	00221	OPERATING MATERIAL	57,150	57,150	
182	1,000	11921300	00310	ADVERTISING	1,000	1,000	
65,143	66,300	11921300	00320	PROFESSIONAL	66,300	66,300	
46,996	50,683	11921300	00330	RENTAL & LEASES	89,786	89,786	
3,629	8,600	11921300	00350	PRINTING	6,000	6,000	
-	0	11921300	00371	MAINTENANCE CONTRACTS	0	0	
-	1,000	11921300	00373	REPAIR/MAINT EQUIPMENT	1,000	1,000	
-	0	11921300	00375	RECRUITMENT & TRAINING	0	0	
1,321	2,000	11921400	00441	OFFICE EQUIPMENT	2,000	2,000	
254,392	267,330	TOTAL			303,791	303,791	0
DOLLAR CHANGE					36,460	36,460	
PERCENTAGE CHANGE					13.64%	13.64%	-100.00%

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

The increase of \$50,233 or 4.56% is largely due to the addition of the Tax and Assessment software to our maintenance account, additions to our security technology, along with other contractual obligations for maintenance of critical hardware and software. In an effort to minimize these increases, we continuously research, re-evaluate, and replace solutions based on cost.

***Program Objectives and Goals FY 2022:***

- Upgrade the Town's email system.
- Overhaul of the Town's Storage Area Network.
- Continue to implement additional security technologies to harden the Town's digital infrastructure.
- Finalize the offline backup solution to greatly improve data resiliency. (Air-gap)
- Hold internal Information Technology drill to restore a complete datacenter due to cryptolocker.
- Continue researching new technologies to improve staff abilities and efficiency.

***Program Accomplishments FY 2021:***

- Provided continuity of operations for all departments throughout COVID-19 by relocating offices, configuring and maintaining remote access devices/solutions for a significant portion of Town staff, along with implementing and supporting virtual meetings for staff as well as boards and commissions which we have averaged approximately 20 every month.
- Completed the network re-wiring of the Town Hall.
- Assisted in the installation and configuration of the Town Hall VOIP system.
- Implemented additional network security tools.
- Continued to expand our fiber optic network including the start of the final phase required to complete the ring that connects the major Town buildings, along with a spoke that will greatly improve communications and safety at the new Eli Terry Elementary School.

***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Assistant Town Manager / Director of Information Technology / CIO	1	1.0
1	1.0	1	1.0	Systems Analysis/Administrator	1	1.0
1	1.0	1	1.0	Network Administrator/Project Leader	1	1.0
2	2.0	2	2.0	Information Technology Technician	2	2.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Work Order Tickets	2,865	3,485	3,785	3,600	3,700

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
367,566	363,946	11922100 00110	FULL TIME SALARIES	364,220	364,220	
6,406	25,364	11922100 00114	TEMPORARY	28,376	28,376	
18,023	24,500	11922200 00221	OPERATING MATERIAL	24,500	24,500	
19,419	35,000	11922300 00320	PROFESSIONAL	35,000	35,000	
27,768	3,900	11922300 00330	RENTAL & LEASES	1,050	1,050	
2,259	2,300	11922300 00350	PRINTING	2,300	2,300	
373,489	437,128	11922300 00371	MAINTENANCE CONTRACTS	486,924	486,924	
-	0	11922300 00373	REPAIR/MAINT EQUIPMENT	0	0	
1,475	2,100	11922300 00374	FEES & MEMBERSHIPS	2,100	2,100	
12,923	20,000	11922300 00375	RECRUITMENT & TRAINING	20,000	20,000	
157,236	188,151	11922400 00441	OFFICE EQUIPMENT	188,151	188,151	
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986,564	1,102,389		TOTAL	1,152,622	1,152,622	0
			DOLLAR CHANGE	50,233	50,233	
			PERCENTAGE CHANGE	4.56%	4.56%	-100.00%

## DEPARTMENT SUMMARIES

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<b>PROGRAM</b>	<b>175<sup>th</sup> ANNIVERSARY</b>	<b>1923</b>
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***Program Explanation:***

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

***Budget Change Commentary:***

This budget was only approved for the previous Fiscal Year.

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
207	25,000	11923200 00221	OPERATING MATERIAL	0	0	
<hr/>						
207	25,000		TOTAL	0	0	0
			DOLLAR CHANGE	(25,000)	(25,000)	
			PERCENTAGE CHANGE	100.00%	100.00%	100.00%

## DEPARTMENT SUMMARIES

<b>PROGRAM</b>	<b>G-MEDIA</b>	<b>1925</b>
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### ***Program Explanation:***

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

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

### ***Budget Change Commentary:***

The increase of \$24,005 or 69.94% is due to rising costs of maintenance contracts for additional public meetings being filmed. We would like to increase the number and diversity of our specialty programs.

### ***Program Objectives and Goals FY 2022:***

- Make improvements to the G-Media production studio.
- Increase G-Media specialty video production.
- Continue to increase the number of residents using the Town's social media sites.
- Monitor social media likes, tags, and mentions for South Windsor references.

### ***Program Accomplishments FY 2021:***

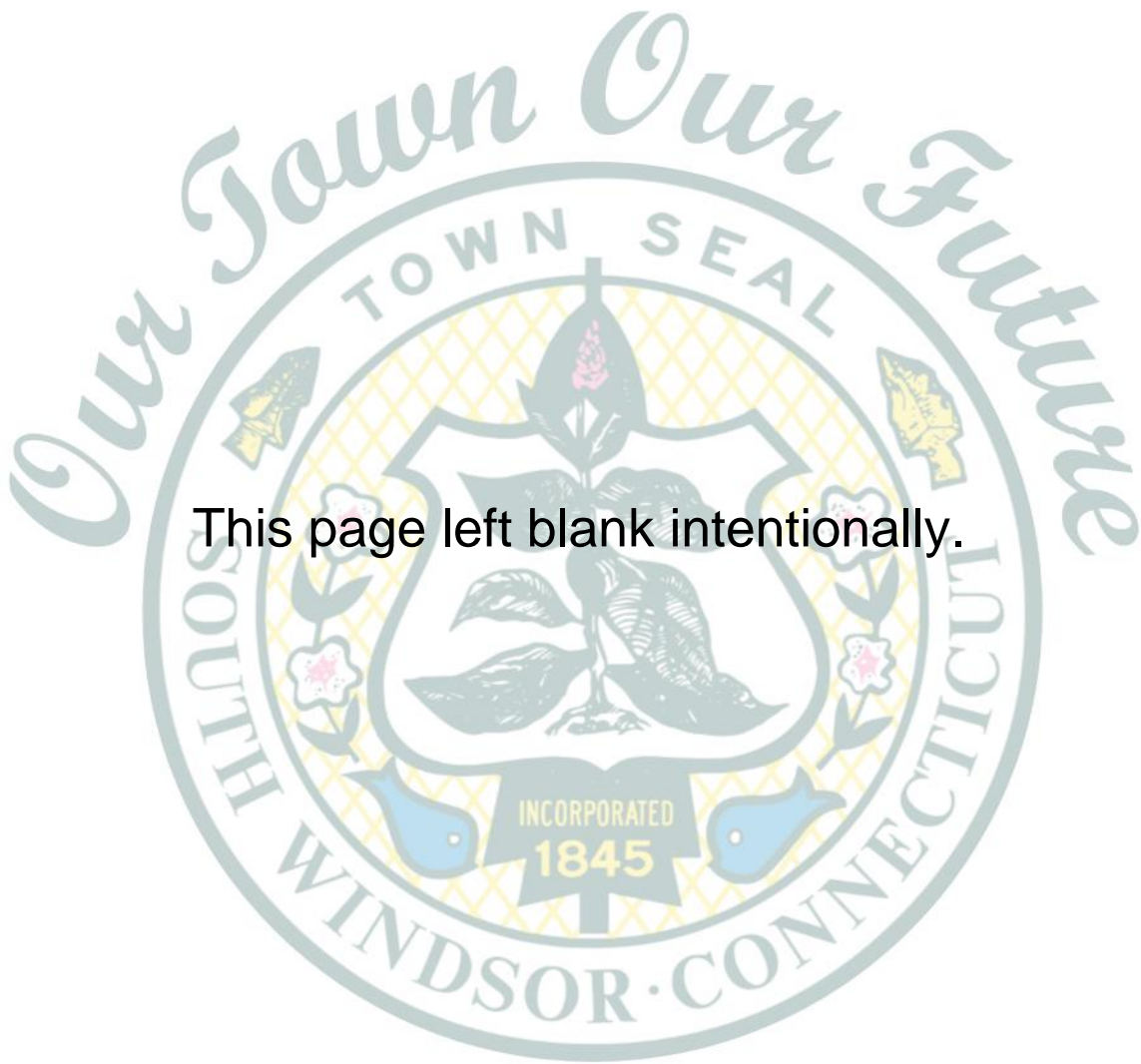
- Upgraded and installed equipment in order to record and broadcast from the Town Council Chambers and Madden Room simultaneously.
- Successfully maintained continuity of operations for public meetings during COVID-19.
- Installed equipment in order to hold hybrid public meetings.
- Filmed and broadcast 60 meetings.

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Town Council Meeting	20	21	21	21	21
Special Town Meeting	6	10	10	7	8
Other Public Meetings	-	-	20	120*	130
Special Events	2	5	5	7	5
Town Website Hits (July 1 – June 30)	106,558	102,333	106,857	110,000	107,000

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
	1,000	11925100 00110	FULL TIME SALARIES	1,000	1,000	
	10,045	11925300 00320	PROFESSIONAL	34,050	34,050	
	575	11925300 00375	RECRUITMENT & TRAINING	575	575	
	22,700	11925400 00441	OFFICE EQUIPMENT	22,700	22,700	
-	34,320		TOTAL	58,325	58,325	0
			DOLLAR CHANGE	24,005	24,005	
			PERCENTAGE CHANGE	69.94%	69.94%	-100.00%



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## DEPARTMENT SUMMARIES

### Public Safety

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

Page	Descriptions	2020-2021 Council Approved	2021-2022 Department Request	2021-2022 Manager Proposed	2021-2022 Council Approved
109	Police – Administration	610,795	611,979	605,029	-
111	Police – Operations	4,429,558	4,637,780	4,637,780	-
114	Police – Support Services	2,173,729	2,150,877	2,146,635	-
117	Police – Community Services	186,870	192,644	190,394	-
119	Emergency Management	19,985	30,486	21,487	-
121	Fire Marshal	324,615	341,416	338,239	-
123	South Windsor Volunteer Fire Department	1,011,088	1,011,088	1,011,088	-
125	Hydrants and Water Lines	966,000	1,022,500	954,500	-
127	Street Lights	427,500	427,500	355,500	-
	<b>Total Public Safety</b>	<b>10,150,140</b>	<b>10,426,270</b>	<b>10,260,652</b>	<b>-</b>

## DEPARTMENT SUMMARIES

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

#### **General Overview:**

The South Windsor Police Department budget is divided into four distinct sections; Administration, Operations, Support Services and Community Services. A specific description for each section of the agency is contained in the following pages. All four sections of the agency work to support the mission, objectives and goals of the department. The Police Department budget also contains the allocated \$427,500.00 for all street lighting and traffic control lights. This account remains unchanged from previous years.

#### ***Budget Change Commentary:***

The overall Police Department budget increase is 1.36%. The proposed budget fully funds our authorized strength of 46 sworn personnel which currently meets the growth of industrial, retail, medical services, and assisted living residences the town has experienced. In addition, The Police Accountability Act that was approved by the Connecticut Legislature in 2020 also brings with it many new mandates whose inherent costs are covered in this budget. Staffing was last increased in FY20, in response to a growing population and numerous assisted-living centers and medical office buildings that have increased our calls for service. As the designated First Responders, we are required to go to all medical calls. Additionally, the Buckland and I-291 corridors continue to develop creating increased traffic and criminal activity. We expect further increased call volume when the planned hotels, apartments and additional assisted-living centers open. As we emerge from an unprecedented year including a global pandemic and historic socio-political unrest, we seek to continue to address quality of life issues and proactively work to reduce crime and promote safe driving. In calendar year 2020, the Police Department drove over 400,000 miles and responded to over 29,000 calls for service. This budget includes negotiated raises for bargaining unit employees, funding for replacement patrol vehicles and equipment, and the maintenance of technology equipment including our scheduling software, cloud based training software, next generation 9-1-1 System and our body-worn cameras.

#### ***Department Objectives and Goals FY 2022:***

- Re-establish a strong sense of police legitimacy with the Community through community events, outreach, and by increasing non-confrontational contacts with members of the community
- Absorb and integrate the various components of the Police Accountability Act to streamline policy, practice, and services provided to the community
- To achieve maximum staffing while continuing to diversify the composition of our staff through effective entry level hiring and appropriate promotion and retention of existing personnel
- After years of preparation, we plan to make application for national C.A.L.E.A. accreditation, continue revising older policies, and adopting industry best practices that suit the needs of the community
- To explore, and possibly add, hybrid additions to our vehicle fleet by replacing high mileage vehicles, continue successes with reliable all-wheel drive vehicles for all-weather capability
- To improve physical security and begin to address physical space needs of headquarters through Capital Improvements and other resources in order to satisfy the needs of personnel and protect infrastructure
- Continue Traffic Enforcement and Education- looking for a 5<sup>th</sup> consecutive year with no fatal accidents

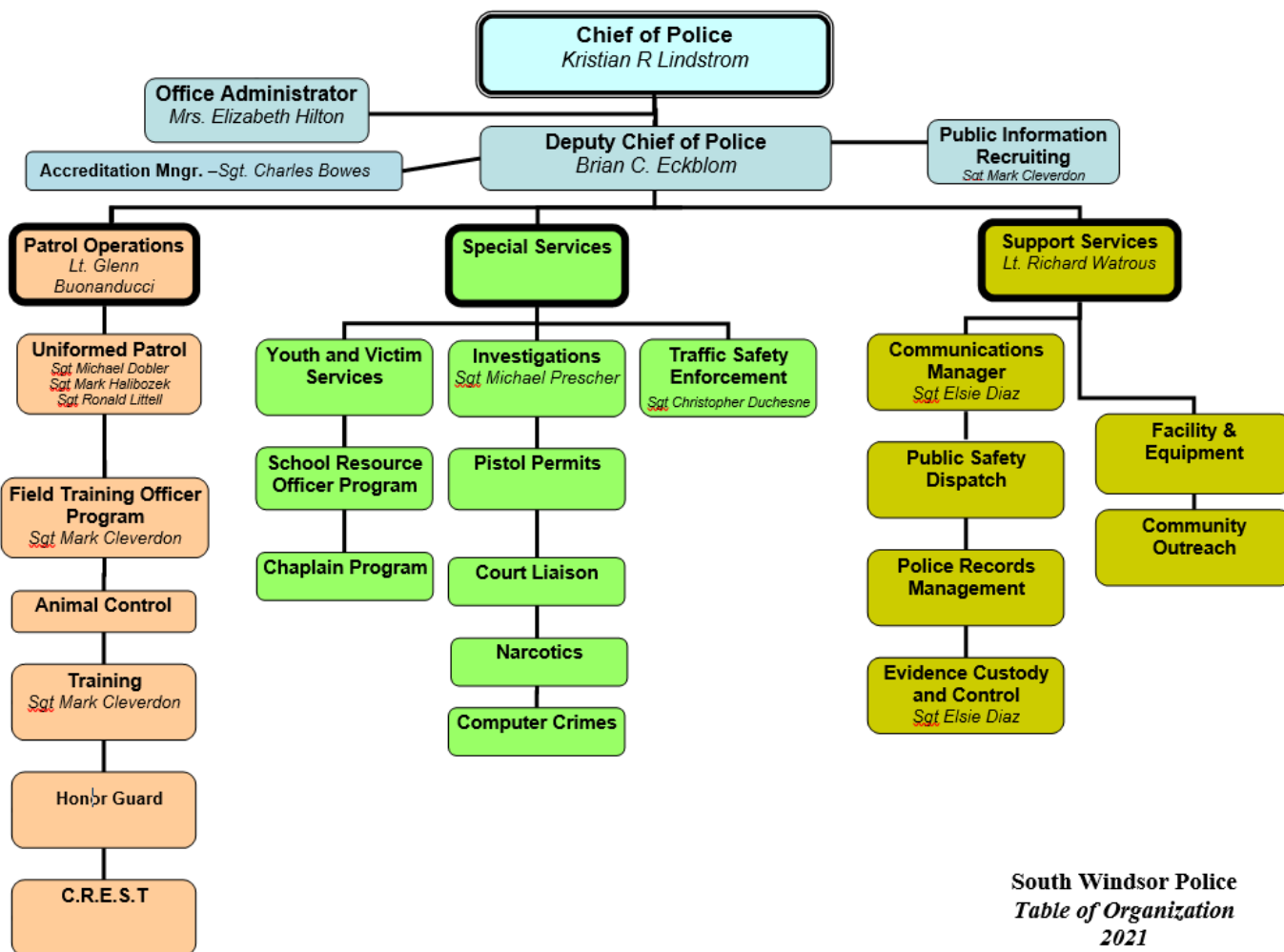
## DEPARTMENT SUMMARIES

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### ***Department Accomplishments FY 2021:***

- Police personnel saved the lives of 9 people (the majority of whom were suffering from an acute opioid overdose). These people would not be alive today had it not been for the prompt response and actions of police personnel
- Recruited, hired, and trained several excellent candidates to bring the agency to within one FTE of full staff
- Maintained a regional presence in task forces and work groups, i.e. CT Center for Digital Investigations, SWAT, Traffic, Narcotics, Child Abuse
- Internal cellular communication capabilities were upgraded and improved to allow better access to resources in the field and better efficiency in completing various online tasks
- Maintained 24/7 public safety service to the Community through the COVID-19 global pandemic with over 150 in person contacts with confirmed COVID-19 positive patients
- Entered into Power Purchase agreement with Titan Energy for alternative energy solar arrays in the form of covered parking areas at police headquarters
- Continued our commitment to community organizations through support for clothing, food, fuel and toy drives, and other events during pandemic
- Continued collaboration with South Windsor Public Schools & CREC for security and traffic management
- Recognized as the country's 12 best community to reside in the United States by Money Magazine

## DEPARTMENT SUMMARIES



South Windsor Police  
Table of Organization  
2021  
(Rev 01/19/2021)

## DEPARTMENT SUMMARIES

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

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

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

***Budget Change Commentary:***

The administration portion of the budget reflects a 0.19% increase due to salary adjustments and anticipated bargaining unit agreements and current contractual obligations. This applies to the Chief, Deputy Chief, CALEA manager and Office Administrator. There are ongoing and increasing expenses new to the Administration budget most notably are added expenses for mandated Mental Health Examinations and Drug Testing as required under the Police Accountability Act. Our pursuit of accreditation is still in progress and is also now mandated by the Accountability Act. It will require ongoing expenses each year for assessment fees, conferences, and required legacy costs. Accreditation and demonstrating adherence to industry "best practices" helps reduce liability insurance and supports effective risk management.

***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Chief of Police	1	1.0
1	1.0	1	1.0	Deputy Chief of Police	1	1.0
1	1.0	1	1.0	Executive Secretary/Office Administrator (title change and union affiliation effective 2018)	1	1.0
1	1.0	1	1.0	Accreditation Manager- C.A.L.E.A. (transferred from Operations)	1	1.0

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
432,507	456,052	12110100 00110	FULL TIME SALARIES	452,242	447,242	
3,039	4,000	12110100 00111	OVERTIME	4,000	4,000	
2,131	750	12110100 00112	LONGEVITY	750	750	
-	0	12110100 00113	PART TIME WAGES	0	0	
4,788	8,475	12110200 00221	OPERATING MATERIAL	8,475	5,975	
138	0	12110200 00223	UNIFORMS & CLOTHING	0	0	
18,264	14,000	12110300 00320	PROFESSIONAL	17,550	18,100	
4,590	9,430	12110300 00374	FEES & MEMBERSHIPS	9,930	9,930	
33,201	39,750	12110300 00375	RECRUITMENT & TRAINING	39,750	39,750	
57,134	78,338	12110300 00380	GRANTS & CONTRIBUTIONS	79,282	79,282	
555,793	610,795		TOTAL	611,979	605,029	0
			DOLLAR CHANGE	1,184	(5,766)	
			PERCENTAGE CHANGE	0.19%	-0.94%	-100.00%

## DEPARTMENT SUMMARIES

PROGRAM	POLICE DEPARTMENT – OPERATIONS	2120
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### ***Program Explanation:***

#### **POLICE – OPERATIONS DIVISION**

The Police Operations Division budget includes the Special Services Division personnel costs. The division employs a total of 41 positions and is commanded by 2 lieutenants. The division is comprised of several distinct units, some with ancillary responsibilities: Patrol; Traffic, Investigations; Training and Recruiting; and Youth & Victim Services. The Youth & Victim Services unit includes two School Resource Officers. Other duties covered by the personnel within this division are Public Information/Media Relations, Honor Guard Supervision, Police Chaplain program, Motorcycle Operators, Police Bicycle Operators, and Field Training Program Supervision.

#### **Patrol Section – 28 positions assigned: 1 Lieutenant, 3 Sergeants; 3 Corporals; 21 Officers**

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

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

**Criminal Investigations Unit - 1 Lieutenant, 1 Sergeant; 1 Corporal; 4 Officers.** This unit handles all complex and time-consuming investigations. They serve as the intelligence gathering and dissemination unit of the police department. They participate in the CRIST (Capitol Region Investigative Support Team), which serves as a regional major case investigation unit. The unit also includes a narcotics investigator who is assigned to the East Central Narcotics Task Force (ECN) and an officer assigned to the regional computer crime lab (Center for Digital Investigations). The Lieutenant supervises all of the staff assigned to the Criminal Investigations Unit, Youth and Victim Advocate, School Resource Officers and Vice & Narcotics investigator. He also oversees the department's Peer Support Team, Sex Offender registry compliance, and liaises with our local Community Health Provider- Community Health Resources.

**Training and Recruiting – 1 Sergeant.** This position oversees the recruiting process, academy training for new hires, in-service training for all employees, and field training for recent academy graduates. This position is also responsible for all media relations and public information needs.

**Youth and Victim Services – 2 Officers.** This unit is responsible for the School Resource Officer program, which places an officer in the SW High School as well as at Timothy Edwards Middle School. The supervisor of the unit (Lieutenant) also serves as a liaison to the school system as well as coordinating the departments Crisis Intervention program and various state mandates & victim's services. The unit deals with situations involving youth or juvenile related crime. Additionally, the unit is responsible for providing specialized services to crime victims and ensuring crime victims are connected with the resources of the State's Victim Advocate and the Office of Victim Services.

## DEPARTMENT SUMMARIES

### ***Budget Change Commentary:***

The increase for the Operations portion of the budget is 4.70 % due to contractual salary increases and reflects the salaries of 1 sworn position yet to be filled. The “vacant” position remains near the top of the pay scale to allow for a certified officer to be hired. This possibility creates an overall savings to the Town, as we don’t have to pay for academy tuition, 26 weeks of salary to attend the academy, and certified hires need only 8 weeks of field training. (For comparison: A certified candidate is on patrol after 8 weeks & \$13,000 of salary costs, a non-certified candidate is on patrol after 42 weeks of training at a salary cost of approx. \$52,500). Additionally, current staffing allows for the promotion of current personnel to maintain a continuity of service and to maintain succession planning and training. There are currently 5 supervisors working past their “normal retirement date” and 2 additional supervisors reaching that date in FY20/21. This total includes a Lieutenant, 3 Sergeants, and one Corporal. Succession planning and an emphasis on graduate level education has been an important part of our department culture since 2015.

### ***Assigned Positions (Operations):***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	2.0	Lieutenant	2	2.0
7	7.0	6	6.0	Sergeant	7	7.0
9	9.0	5	5.0	Corporal	6	6.0
26	26.0	26	26.0	Officer	26	26.0

Function	PUBLIC SAFETY
Department	POLICE PROTECTION
Division	OPERATIONS
Division Code	2120

[illegible]

## DEPARTMENT SUMMARIES

PROGRAM	POLICE DEPARTMENT – SUPPORT SERVICES	2140
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### *Program Explanation:*

#### **POLICE – SUPPORT SERVICES DIVISION**

*1 Lieutenant serves as division commander.*

The Support Services Division includes the public safety dispatch function. Public safety communications for police, fire and medical are handled through the dispatch center in the police facility. This is the State designated Public Safety Answering Point (PSAP) for South Windsor. Staff monitors regional frequencies, town highway and medical channels. All routine and 911 calls are answered by an actual dispatcher rather than an auto-attendant. This is important in our service-oriented agency and hastens the delivery of services or routing of calls to the proper persons. All staff are trained in E.M.D. (Emergency Medical Dispatch) and deliver pre-arrival instructions to assist callers through medical emergencies including CPR, diabetic emergencies, and childbirth. During the COVID-19 pandemic, all calls continue to be personally screened by Dispatchers for COVID-19 risk factors so that responding personnel can don the appropriate level of PPE immediately upon arrival at the scene. The Division also provides for a number of other support services for the police department. The division employs a total of 13 positions.

- **Communications Section – 8 Emergency Telecommunicators.** The communications center at police headquarter is the recognized PSAP (Public Safety Answering Point) for the Town of South Windsor. All 9-1-1 calls for any type emergency come to the police communications center. Cell phone calls improperly routed to South Windsor are transferred quickly to the correct jurisdiction. Calls are tracked and managed using a computer aided dispatch system (CAD). Dispatchers are responsible for dispatching all emergency services to include police, fire, medical, mutual aid, and Lifestar. It is also the after-hours answering point for calls to Public Works for any town building or roadway concern. The communication center is staffed with two highly trained dispatchers 24-hours a day, every shift, every day of the year.
- **Police Records – 2 Police Record Specialists.** The department employs two records specialists who are responsible for the review, filing and disseminating police record information. They are responsible for maintaining the files of home and business alarm systems and the enforcement of the Town's alarm ordinance. They organize and prepare records for public dissemination, and case preparation at the superior court and juvenile court. They are responsible for maintaining South Windsor's criminal history database as well as handling all pistol permit applications.
- **Property and Evidence – 1 Sergeant.** The Property Officer is charged with maintaining the department's property and evidence storage system ensuring evidence is preserved and maintained for court proceedings, as well as disposing of drugs from our heavily used lobby drug drop-box. Currently the Evidence Officer also serves as Quartermaster and Community Outreach Officer (described below). This Sergeant is the Elderly Services Officer and does outreach and crime prevention for seniors as well organizes food, toy and fuel drives.
- **Facility and Equipment – 1 Support Services Technician.** This is a civilian position charged with the maintenance of the police facility and all fleet vehicles as well as the purchasing of uniforms, equipment and supplies. All purchasing adheres to "state bid" type programs and we actively work to find low cost solutions to our vehicle needs.
- **Community Outreach –** This job function is collaterally assigned (Sergeant) and handles the department's community outreach programs such as the Elderly Services outreach, organizing Food and Toy Drives, and other community participation, as well as the DEA prescription drug recovery program.

### ***Budget Change Commentary:***

The decrease for the support services portion of the budget is 1.05% due to balancing the importance of vehicle requests and the equipment needs mandated by the Police Accountability Act. This total decrease is realized even after factoring in contractual increases in bargaining unit salaries, new boot reimbursements, increased radio maintenance agreements and gasoline costs, and the proposed replacement costs of 4 hybrid patrol vehicles.

## DEPARTMENT SUMMARIES

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

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Lieutenant	1	1.0
1	1.0	1	1.0	Sergeant	1	1.0
2	2.0	2	2.0	Police Records Specialist	2	2.0
1	1.0	1	1.0	Support Services Technician (SST)	1	1.0
8	8.0	8	8.0	Emergency Telecommunicator (Dispatcher)	8	8.0

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
926,247	1,074,188	12140100 00110	FULL TIME SALARIES	952,871	952,871	
200,179	205,000	12140100 00111	OVERTIME	205,000	205,000	
22,398	44,178	12140100 00112	LONGEVITY	48,236	48,236	
-	0	12140100 00113	PART TIME WAGES	0	0	
170,373	55,820	12140200 00221	OPERATING MATERIAL	56,820	56,820	
95,511	138,500	12140200 00222	VEHICLE & EQUIP SUPPLIES	104,340	104,340	
80,848	86,400	12140200 00223	UNIFORMS & CLOTHING	90,745	90,745	
25,897	29,314	12140200 00227	AMMUNITION & EXPLOSIVES	29,314	29,314	
-	0	12140300 00310	ADVERTISING	1,500	750	
-	0	12140300 00320	PROFESSIONAL	0	0	
37,203	44,703	12140300 00330	RENTAL & LEASES	56,576	53,084	
-	4,000	12140300 00350	PRINTING	2,500	2,500	
26,900	36,729	12140300 00360	UTILITIES	38,389	38,389	
51,349	93,165	12140300 00371	MAINTENANCE CONTRACTS	137,219	137,219	
32,287	59,037	12140300 00373	REPAIR/MAINT EQUIPMENT	62,337	62,337	
-	0	12140300 00374	FEES & MEMBERSHIPS	0	0	
198,476	302,695	12140400 00442	DEPARTMENT EQUIPMENT	365,030	365,030	
1,867,668	2,173,729		TOTAL	2,150,877	2,146,635	0
			DOLLAR CHANGE	(22,852)	(27,094)	
			PERCENTAGE CHANGE	-1.05%	-1.25%	-100.00%

## DEPARTMENT SUMMARIES

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

**POLICE – COMMUNITY SERVICES**

The Animal Control Officers (ACO) serve as assistant municipal animal control officers for the Town and assist the department in many other areas. A.C.O's also assist patrol officers and may investigate certain motor vehicle collisions, provide traffic control, and assist with vehicle maintenance and communications. The Animal Control Officers are responsible for the enforcement of all laws and ordinances pertaining to dogs and domesticated animal investigations. Additionally, animal control personnel support the operations of the Tyler Regional Animal Care Shelter (TRACS). Three part-time kennel assistants assist with maintenance of the TRACS facility. The kennel assistants are employees of South Windsor but the cost of their positions is shared by the towns of South Windsor, East Hartford, and Manchester.

***Budget Change Commentary:***

The increase to this portion of the budget is 3.09%, which includes anticipated contractual salary increases for the Animal Control Officers.

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

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
2	2.0	2	2.0	Animal Control Officer	2	2.0
1	0.5	2	1.0	Part-Time Kennel Assistant (Cost Share with EH & Manch)	3	1.5

## DEPARTMENT SUMMARIES

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

2019/2020	2020/2021				2021/2022	2021/2022	2021/2022
ACTUAL	COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	DEPARTMENT REQUEST	MANAGER PROPOSED	COUNCIL APPROVED
137,941	143,320	12150100	00110	FULL TIME SALARIES	143,779	143,779	
29,324	21,000	12150100	00111	OVERTIME	25,600	25,600	
2,336	4,150	12150100	00112	LONGEVITY	4,165	4,165	
-	0	12150100	00113	PART TIME WAGES	0	0	
235	500	12150200	00221	OPERATING MATERIAL	950	500	
1,184	1,500	12150200	00223	UNIFORMS & CLOTHING	1,500	1,500	
53	500	12150300	00310	ADVERTISING	750	500	
576	4,550	12150300	00320	PROFESSIONAL	4,550	3,000	
-	0	12150300	00330	RENTAL & LEASES	0	0	
-	800	12150300	00350	PRINTING	800	800	
7,850	10,200	12150300	00372	REPAIR/MAINT FACILITIES	10,200	10,200	
-	150	12150300	00374	FEES & MEMBERSHIPS	150	150	
-	200	12150300	00380	GRANTS & CONTRIBUTIONS	200	200	
179,499	186,870	TOTAL			192,644	190,394	0
DOLLAR CHANGE					5,774	3,524	
PERCENTAGE CHANGE					3.09%	1.89%	-100.00%

## DEPARTMENT SUMMARIES

<b>PROGRAM</b>	<b>EMERGENCY MANAGEMENT</b>	<b>2200</b>
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### ***Program Explanation:***

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

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

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

### ***Budget Change Commentary:***

The total program budget request is \$30,486.

### ***Program Objectives and Goals FY 2022:***

- Assist the Town in responding to the Pandemic
- Assist Health Department in vaccinating our residents.
- Review and update all annexes within the Emergency Operation Plans (EOP).
- Review and update EOC activation, operational and functional plans and policies.
- Tabletop EM drill
- Community Emergency Response Teams (CERT) training.

### ***Program Accomplishments FY 2021:***

- Assisted the Town in responding to the Pandemic.
- Purchase/inventory necessary PPE to support response, recovery, and preparedness efforts.
- Received Emergency Management Performance Grant (EMPG) with finance department.
- Documented and filed FEMA Grant for Pandemic.
- Documented and filed FEMA Grant for Storm Isaias.
- Assisted in COVID testing sites.

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.5	1	0.5	Emergency Management Coordinator / Fire Inspector	1	0.5

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
538	0	12200100 00113	PART TIME WAGES	0	0	
-	500	12200200 00210	OFFICE SUPPLIES	500	500	
67,278	3,000	12200200 00221	OPERATING MATERIAL	10,500	3,000	
-	625	12200200 00223	UNIFORMS & CLOTHING	625	625	
3,000	2,000	12200300 00320	PROFESSIONAL	2,000	2,000	
340	360	12200300 00330	RENTAL & LEASES	360	360	
-	500	12200300 00374	FEES & MEMBERSHIPS	500	500	
-	2,000	12200300 00375	RECRUITMENT & TRAINING	5,001	3,502	
-	3,000	12200300 00392	CERT-EQUIPMENT/SUPPLIES	3,000	3,000	
-	1,000	12200300 00394	CERT-UNIFORMS	1,000	1,000	
-	2,000	12200300 00398	CERT-TRAINING	2,000	2,000	
11,031	2,000	12200400 00442	DEPARTMENT EQUIPMENT	2,000	2,000	
-	3,000	12200300 00444	SHELTER SUPPLIES/EQUIP	3,000	3,000	
82,187	19,985		TOTAL	30,486	21,487	0
			DOLLAR CHANGE	10,501	1,502	
			PERCENTAGE CHANGE	52.54%	7.52%	-100.00%

## DEPARTMENT SUMMARIES

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

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

The staff of the South Windsor Fire Marshal's Office consists of a full-time Fire Marshal, a full time Emergency Management Coordinator/Fire Inspector, 2 part-time Deputy Fire Marshals, and a part-time Fire Inspector. Our staff is charged to perform various duties, many of which are mandated by the Connecticut General Statutes. These duties include inspection of all properties, with the exception of one and two-family homes for smoke alarms only. The Fire Marshal is required to perform investigations as they pertain to the cause and origin of fires that are in the Town of South Windsor. Our staff is mandated to issue permits for hazardous operations, which include but are not limited to the installation of permanent propane tanks and piping, heating fuel storage tanks, gasoline and diesel fuel storage tanks, blasting permits, and commercial fireworks displays.

***Budget Change Commentary:***

The budget increase is \$16,801 or 5.18 due to a full year funding for the full-time Emergency Management Coordinator/Fire Inspector position approved in the FY 2021 Budget. This position will assist in responding to the Pandemic, meeting the demands caused by an uptick in construction inspections, the needs of additional mandated inspections, and assist in emergency management functions. The position is also eligible for educational reimbursement and is reflected in the training line item.

***Program Objectives and Goals FY 2022:***

- New employee orientation
- Inspection program to meet State mandated schedule
- Cloud base inspection software upgrade
- Improving online permitting
- Capital project work – Communication upgrades
- New large construction project inspection

***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Fire Marshal	1	1.0
1	0.5	1	1.0	Fire Inspector / Emergency Management Coordinator	1	1.0
1	0.5	1	0.5	Deputy Fire Marshal	1	0.5
1	0.5	1	0.5	Deputy Fire Marshal	1	0.5
1	0.3	1	0.3	Fire Inspector	1	0.3

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Inspections	1,875	2,647	1,184	1,200	1,800
Investigations	31	36	45	25	30
Plan Reviews	40	16	26	35	35
Training	28	70	46.5	60	100
Meetings	671	459	541	600	600

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
117,768	166,935	12210100 00110	FULL TIME SALARIES	171,313	171,313	
-	500	12210100 00111	OVERTIME	500	500	
86,446	101,610	12210100 00113	PART TIME WAGES	101,683	99,561	
2,111	2,000	12210200 00210	OFFICE SUPPLIES	2,000	2,000	
5,950	7,500	12210200 00221	OPERATING MATERIAL	8,700	8,700	
2,652	3,260	12210200 00222	VEHICLE & EQUIP SUPPLIES	2,260	2,260	
2,530	3,500	12210200 00223	UNIFORMS & CLOTHING	2,500	2,500	
-	0	12210300 00320	PROFESSIONAL	0	0	
10,881	14,100	12210300 00330	RENTAL & LEASES	25,950	26,895	
2,179	2,010	12210300 00374	FEES & MEMBERSHIPS	2,010	2,010	
1,876	8,500	12210300 00375	RECRUITMENT & TRAINING	10,500	8,500	
2,000	14,700	12210400 00442	DEPARTMENT EQUIPMENT	14,000	14,000	
234,394	324,615		TOTAL	341,416	338,239	0
			DOLLAR CHANGE	16,801	13,624	
			PERCENTAGE CHANGE	5.18%	4.20%	-100.00%

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

<b>Program</b>	<b>Explanation</b>	<b>Budget Amount</b>	<b>%</b>
Buildings, Apparatus & Equipment	Management and upkeep of the three fire stations including all utilities, general repairs, cleaning and grounds. Maintenance & fuel for the nine vehicle fleet. Mandated testing for equipment such as hose, ladders, and breathing apparatus.	\$289,175.00	28.6%
Volunteer Retention & Recruitment	Reimbursement for expenses (\$8.00 per incident). Accident & Disability Insurance. Length of Service Award Program. Annual Dinner and Spouse Appreciation Night. Dress Uniforms.	\$279,050.00	27.6%
Administration & Management	Officer & Administrative Salaries. General offices expenses including printing, postage and supplies. Computer and computer network expenses.	\$159,000.00	15.7%
Protective Clothing & Safety	New and replacement protective clothing. Entry level and periodic medical exams. Mandated physical testing.	\$118,650.00	11.7%
Fire & Rescue Operations	New and replacement equipment related to providing current and enhanced fire suppression and rescue services. Communications equipment including radios, pagers and phones.	\$83,608	8.3%
Training & Education	Entry level fire fighter certification training. Mandated refresher training. Weekly department drills. Specialized rescue and fire suppression training. Leadership development.	\$64,355.00	6.4%
Fire Prevention & Safety Education	Activities related to providing the citizens of South Windsor with fire prevention education including Fire Prevention Week activities.	\$17,250.00	1.7%
	<b>Total</b>	<b>\$1,011,088.00</b>	<b>100.0%</b>

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
985,571	1,011,088	12220300 00380	GRANTS & CONTRIBUTIONS	1,011,088	1,011,088	
985,571	1,011,088		TOTAL	1,011,088	1,011,088	0
			DOLLAR CHANGE	0	0	
			PERCENTAGE CHANGE	0.00%	0.00%	-100.00%

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

The program budget is proposed at \$1,022,500. The major influences on this budget are the annual increases anticipated for CT Water, additional CWC hydrant from new developments, and MDC fees.

<b>Performance Data</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Actual 2016-2020</b>	<b>Actual 2020-2021</b>	<b>Anticipated 2021-2022</b>
Connecticut Water Hydrants	623	623	645	651	660
MDC Hydrants	240	240	277	277	277
Town of Manchester	1	1	1	1	1
Condominium Hydrants	26	26	26	26	26

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
874,986	966,000	12240300 00360	UTILITIES	1,022,500	954,500	
874,986	966,000		TOTAL	1,022,500	954,500	0
			DOLLAR CHANGE	56,500	(11,500)	
			PERCENTAGE CHANGE	5.85%	-1.19%	-100.00%

## DEPARTMENT SUMMARIES

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

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

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

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

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

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

***Budget Change Commentary:***

The program budget has a zero percent increase.

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
297,989	423,000	12300300 00360	UTILITIES	423,000	348,000	
-	0	12300300 00372	REPAIR/MAINT FACILITIES	0	0	
9,860	4,500	12300300 00373	REPAIR/MAINT EQUIPMENT	4,500	7,500	
307,849	427,500		TOTAL	427,500	355,500	0
			DOLLAR CHANGE	0	(72,000)	
			PERCENTAGE CHANGE	0.00%	-16.84%	-100.00%

## DEPARTMENT SUMMARIES

### Public Works

Public Works, as first responders per Presidential Order and as established under Section C604 of the Town Charter, involves overall management, direction, and control of policies and programs necessary to insure delivery of essential municipal public works services and emergency operations, thus preserving the physical quality and safety of the community environment. Public Works Administration activities involve planning and direction of 46 full-time personnel in the Public Works Department engaged in a wide variety of professional, technical, and public service related programs. The Public Works Department consists of the following divisions: Street Services, Fleet Services, Building Maintenance, Engineering, Water Pollution Control, and Refuse Disposal/Recycling.

Page	Descriptions	2020-2021 Council Approved	2021-2022 Department Request	2021-2022 Manager Proposed	2021-2022 Council Approved
130	Public Works – Administration	-	-	-	-
132	Public Works – Engineering	510,475	524,580	511,080	-
135	Public Works – Street Services – Highway Maintenance	3,157,757	3,182,194	3,161,444	-
138	Public Works – Street Services – Fleet Services	1,041,125	1,056,819	1,046,819	-
141	Public Works – Public Buildings Division	1,982,947	2,074,324	1,994,765	-
145	Public Works – Refuse Disposal	2,245,349	2,333,972	2,350,000	-
	<b>Total Public Works</b>	<b>8,937,653</b>	<b>9,171,889</b>	<b>9,064,108</b>	<b>-</b>

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

This division was eliminated during the previous Fiscal Year.

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
253,701	0	13110100 00110	FULL TIME SALARIES	0	0	
-	0	13110200 00210	OFFICE SUPPLIES	0	0	
-	0	13110200 00221	OPERATING MATERIAL	0	0	
745	0	13110300 00310	ADVERTISING	0	0	
3,076	0	13110300 00374	FEES & MEMBERSHIPS	0	0	
257,522	0		TOTAL	0	0	0
			DOLLAR CHANGE	0	0	
			PERCENTAGE CHANGE	0.00%	0.00%	0.00%

## DEPARTMENT SUMMARIES

PROGRAM	PUBLIC WORKS – ENGINEERING	3111
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### ***Program Explanation:***

The Engineering Division is responsible for the design and construction management of public infrastructure projects, including Town roads, storm water drainage, sanitary sewers, sidewalks, culverts and bridges. We 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 issues Street Excavation permits, Drain Layers permits, marks sewers for Call Before You Dig requests, reviews building permit requests and preforms Certificate of Occupancy site inspections. 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. Visit our Town Website ([www.southwindsor-ct.gov](http://www.southwindsor-ct.gov)) for more information on Engineering, GIS and Connect South Windsor – the citizen service request dashboard.

### ***Budget Change Commentary:***

The proposed Engineering budget for 2021-2022 has changed from the approved budget for 2020-2021 as follows:

- Temporary Salaries budget decreased \$3,000
- Professional budget increased by \$9,200 for Nearmap GIS aerial photos and data
- Fees and Memberships budget decreased \$900
- Equipment budget increased by \$12,320 to replace Truck 26 with first year payment of a three year lease-purchase payment plan.

### ***Program Objectives and Goals FY 2022:***

- Mill or Reclaim and Repave 3 miles of local roads and the Police Station rear parking areas
- Reconstruction of Avery Street phase 5 from Talcott Ridge Road to Dart Hill Road
- Reconstruction of the Main Street Bridge over the Podunk River
- Construction of sidewalk connections on portions of Clark Street and Pleasant Valley Road. Funded by the CT DOT Community Connectivity Grant Program
- Repair or replace about 5450 feet of sidewalks throughout Town
- Final Design and Permitting for the reconstruction of Beelzebub Road
- Final Design for Eli Terry Safe Routes to School pedestrian improvements

### ***Program Accomplishments FY 2021:***

- Milled and Repaved 2.67 miles of local roads and the Fire Station 1 parking lot
- Reconstructed the south end of Nevers Road from Sand Hill Road to the Community Center driveway
- Repaired or replaced 3750 feet of sidewalks throughout Town
- Used GIS and Connect South Windsor dashboard for citizen requests for service

## DEPARTMENT SUMMARIES

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Engineer/Assistant Director of Public Works	1	1.0
2	2.0	2	2.0	Project Engineer	2	2.0
1	1.0	1	1.0	GIS Analyst	1	1.0
1	1.0	1	1.0	Engineering Assistant	1	1.0
1	1.0	1	1.0	Engineering Technician	1	1.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Street Excavation Permits	190	197	130	150	160
Drain Layers Permits	94	136	41	45	50
CBYD Requests	2401	2100	2580	2400	2400
Building Permit Reviews	35	58	39	35	40
Certificate of Occupancy Inspections	39	53	47	40	40
Value of projects Managed by Engineering (Design, Const)	\$6,283,860	\$2,092,000	\$1,750,000	\$2,130,000	\$6,200,000

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
437,409	455,675	13111100 00110	FULL TIME SALARIES	452,860	452,860	
-	500	13111100 00111	OVERTIME	500	500	
1,400	1,400	13111100 00112	LONGEVITY	700	700	
4,496	15,000	13111100 00114	TEMPORARY	12,000	12,000	
3,890	5,200	13111200 00221	OPERATING MATERIAL	5,200	5,200	
275	350	13111200 00223	UNIFORMS & CLOTHING	350	350	
-	100	13111200 00228	SMALL TOOLS	100	100	
716	5,000	13111300 00320	PROFESSIONAL	14,200	5,700	
59	100	13111300 00330	RENTAL & LEASES	100	100	
-	300	13111300 00350	PRINTING	300	300	
-	400	13111300 00373	REPAIR/MAINT EQUIPMENT	400	400	
545	4,450	13111300 00374	FEES & MEMBERSHIPS	3,550	3,550	
8,000	20,000	13111300 00440	DEPARTMENT MANDATES	20,000	15,000	
1,897	2,000	13111400 00442	DEPARTMENT EQUIPMENT	14,320	14,320	
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458,687	510,475		TOTAL	524,580	511,080	0
			DOLLAR CHANGE	14,105	605	
			PERCENTAGE CHANGE	2.76%	0.12%	-100.00%

## DEPARTMENT SUMMARIES

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

The Street Services Division of the Public Works Department supports all of Town Divisions with Emergency Response Support Services, project assistance and execution, maintenance of the Towns largest and most valuable assets, and seasonal programming such as Snow Removal Services, Curbside leaf pick up program, Bulk compost services just to name a few.

### ***Budget Change Commentary:***

Wage increases have increased the budget - funds have been reallocated to increase our levels of service and find additional value within our capital assets. Total budget increase of 0.77% over last year, or \$24,437. We are pleased to be able to provide this minimal increase as directed, but need to note here that this level of minimal budget increase over the long term are extremely detrimental to the proactive maintenance practices typical for a Town of this size and caliber. For example, we have the same staffing level of maintainers (15) as we did in 1978, nearly 42 years ago! The Town, our service levels, and expectations have grown exponentially, yet the work force; has remained flat - and our budget has contracted proportionally.

### ***Program Objectives and Goals FY 2022:***

- Continue to provide unparalleled services in the industry
- Continue to provide innovative, sustainable and practical solutions
- Continue to be a proactive organization
- Continue to cultivate a culture of inclusivity, empathy and community
- Collaborate to create a financial plan and funding source for our aging infrastructure with long term vision and commitment
- Collaborate to adopt new policy that will insulate our infrastructure from accelerated degradation

### ***Program Accomplishments FY 2021:***

- Experienced some legacy employees retiring and internal promotions
- Replaced odor control bio filter medium for WPC, provided inhouse woodchips
- Detention basin maintenance program implemented with support and acquisition of proper equipment
- Enhanced our compost operations with the addition of a sister Towns leaves to increase inventory
- Continued to provide service in a pandemic, creating and implementing protocols to keep our staff safe and healthy
- Assisted Town departments with providing COVID testing services
- Hilton Drive Headwall Repair-complete replacement project with extensive planning and coordination
- PVR Culvert Headwall-spalls and missing mortar repaired
- Created mulch out of a renewable resource, wood chips
- Formulated and executed Debris Management Site and assisted in FEMA reimbursement saving the Town extensive repair costs.
- Revamped our hazardous waste material process to minimize disposal fees.

## DEPARTMENT SUMMARIES

### **Assigned Positions:**

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Superintendent of Streets	1	1.0
1	1.0	1	1.0	Manager	1	1.0
1	1.0	1	1.0	Associate Manager	1	1.0
1	1.0	1	1.0	Administrative Secretary	1	1.0
5	5.0	5	5.0	Maintainer 3	5	5.0
9	9.0	9	9.0	Maintainer 2	9	9.0
3	2.0	3	2.0	Maintainer 1	3	3.0

Performance Data	Actual 1990-1991	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Actual 2020-2021	Estimated 2021-2022
Road Surface Treatment Miles	12.90	4.97	5.15	1.09	2.39	5
Catch Basin Cleaned	944	1527	2001	934	2,450	2,250
Leaf Collection Cubic Yards	12708	16,259	27,026	20,000	29,050	30,000
Tons of Patch Used for Potholes	114.40	184	196	160	160	200
Catch Basins repaired	65	150	196	199	100	100
Roadside Mowing Passes	3	4	3	3	3	4
Sweeping Days / # Sweepers	60 / 2	35/1	35/1	33/1	33/1	35/1
Plow Routes	18	21	21	21	21	24
Miles of Road Plowed	124.11	140.0	140.0	140.0	140.0	141.0

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
1,263,197	1,398,950	13112100 00110	FULL TIME SALARIES	1,422,287	1,422,287	
107,532	182,788	13112100 00111	OVERTIME	182,788	182,788	
6,207	3,900	13112100 00112	LONGEVITY	3,900	3,900	
3,628	0	13112100 00114	TEMPORARY	0	0	
10,184	20,682	13112200 00221	OPERATING MATERIAL	20,682	20,682	
17,549	21,119	13112200 00223	UNIFORMS & CLOTHING	21,119	21,119	
203,052	234,460	13112200 00224	SNOW & ICE REMOVAL	234,460	214,460	
155,949	193,438	13112200 00225	HIGHWAY MATERIALS	193,438	193,438	
2,543	3,450	13112200 00226	LANDSCAPING	3,450	3,450	
4,448	10,090	13112200 00228	SMALL TOOLS	10,090	10,090	
-	0	13112300 00320	PROFESSIONAL	350	350	
349,846	398,450	13112300 00330	RENTAL & LEASES	298,450	298,450	
-	0	13112300 00350	PRINTING	0	0	
180,916	210,480	13112300 00371	MAINT CONTRACTS	210,480	210,480	
-	0	13112300 00373	REPAIR/MAINT EQUIPMENT	750	0	
2,555	3,075	13112300 00374	FEES & MEMBERSHIPS	3,075	3,075	
7,528	8,875	13112300 00375	RECRUITMENT & TRAINING	8,875	8,875	
15,189	30,000	13112300 00380	GRANTS & CONTRIBUTIONS	30,000	30,000	
-	0	13112300 00440	DEPARTMENT MANDATES	0	0	
-	0	13112400 00430	CAPITAL PROJECTS	0	0	
443,473	438,000	13112400 00442	DEPARTMENT EQUIPMENT	538,000	538,000	
2,773,794	3,157,757		TOTAL	3,182,194	3,161,444	0
			DOLLAR CHANGE	24,437	3,687	
			PERCENTAGE CHANGE	0.77%	0.12%	-100.00%

## DEPARTMENT SUMMARIES

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

The Fleet Services Department provides support to all other departments by maintaining their vehicles and equipment. The amortization schedule alongside of the scheduled routine maintenance ensures the other departments have safe, dependable vehicles and the knowledge on when to budget for replacement equipment. We provide fuel for all of the departments except the police but we bid fuel for them as well. Fleet service has four technicians that provide a superior service and prides themselves in the work that they perform.

### ***Budget Change Commentary:***

The Fleet Department is pleased to submit this year's budget with a minimal increase that reflects some of the rising costs to vehicles parts and shop operating costs. Even with COVID-19 playing a factor in the time delay on which parts get to us it is important that we stock the everyday essentials. I believe this has been key to keeping our department successful on delivering our services in a timely manner. With that being said, there has been some price hikes on certain items. Trying to look into the future can be difficult but by watching the trending pattern, it is believed that we will impacted by a rise in fuel prices over the next year.

### ***Program Objectives and Goals FY 2022:***

- Add to line up of accessories for our very versatile new hook lift truck.
- Continue to provide a superior service even while running two split shifts

### ***Program Accomplishments FY 2021:***

- Restore a 30 year old sander and retro fit it onto a skid for our new hook lift truck. It cost the sum of \$5,500 to \$6,000 to revamp and the purchase price of the new one is \$25,000 plus.
- Fabricate new leaf boxes so that can be used in more trucks universally.
- Fabricated discharge tubes for leaf machines.
- Added weight boxes to truck 46 to aide in the snow removal process.
- Installed new pins and bushing in the loader arms.
- Retro fitted the hydraulic system on truck 51 to replace the worn controls and valve to the updated air controls.
- Installed a new floor in the sweeper.
- Resealed the entire front and side of the engine in truck 65.
- Up-fitted 47 to be able to utilize the brine tank so we have a spare truck.

## DEPARTMENT SUMMARIES

### **Assigned Positions:**

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Fleet Manager	1	1.0
1	1.0	1	0.0	Master Mechanic	1	0.0
1	1.0	1	1.0	Mechanic	3	3.0
1	1.0	2	2.0	Assist Mechanic	1	1.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Maintenance – Scheduled Repairs	750	765	765	765	1,032
Maintenance – Unscheduled Repairs	240	250	220	220	205
Road Calls	60	65	65	65	45
Fuel – Unleaded (Gallons)	42,000	42,000	42,000	42,000	42,000
Fuel – Diesel (Gallons)	28,000	28,000	28,000	28,000	28,000
Street Department Vehicles & Equipment Beyond Life Expectancy	15	10	10	10	14
Dump Trucks	17	19	19	19	20
Small Trucks & Pickups	23	32	32	32	33
General Fleet Vehicles	17	28	28	28	28
Buses	4	4	4	4	4
Police Department Vehicles	41	42	42	42	44
Heavy Equipment / Trailers	41	49	49	49	52

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
346,465	385,940	13113100 00110	FULL TIME SALARIES	389,256	389,256	
26,866	39,821	13113100 00111	OVERTIME	39,821	39,821	
257	4,369	13113100 00112	LONGEVITY	4,369	4,369	
-	0	13113100 00114	TEMPORARY	0	0	
7,256	30,745	13113200 00221	OPERATING MATERIAL	30,775	30,775	
177,774	264,674	13113200 00222	VEHICLE & EQUIP SUPPLIES	267,675	257,675	
5,213	13,650	13113200 00228	SMALL TOOLS	13,650	13,650	
109,064	179,716	13113200 00232	FLEET & EQUIP REPAIR	183,163	183,163	
35,742	40,010	13113300 00371	MAINTENANCE CONTRACTS	40,010	56,010	
27,629	62,300	13113300 00373	REPAIR/MAINT EQUIPMENT	68,200	68,200	
-	0	13113300 00374	FEES & MEMBERSHIPS	0	0	
-	3,900	13113300 00375	RECRUITMENT & TRAINING	3,900	3,900	
20,599	16,000	13113400 00442	DEPARTMENT EQUIPMENT	16,000	0	
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756,865	1,041,125		TOTAL	1,056,819	1,046,819	0
			DOLLAR CHANGE	15,694	5,694	
			PERCENTAGE CHANGE	1.51%	0.55%	-100.00%

## DEPARTMENT SUMMARIES

PROGRAM	PUBLIC WORKS – PUBLIC BUILDINGS DIVISION	3200
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### ***Program Explanation:***

The Public Buildings Division consists of five full-time staff members. The Division utilizes two overlapping shifts that cover the hours between 7a.m. to 6 p.m. daily. The Public Buildings Division currently maintains a combination of assets throughout town including Recreational Facilities, Municipal Buildings, Storage Facilities and Out Buildings totaling approximately 200,000 sq/ft. This Division maintains and administers multiple leaseholds for farmland, agricultural use and tobacco production. The Division manages and maintains over forty utility accounts and fifty contracts for services such as HVAC, Janitorial, Electrical, Energy, and Life Safety Service contracts. The Division is responsible for large and small scale building repairs and projects as well as capital projects implementation and management on an ongoing basis. The Division's role also includes supporting internal departments and divisions with various support services including office upgrades, routine tasks, emergency requests and program specific projects. The Division is responsible for energy management and conservation of natural gas, water, electricity and fuel oil for seventeen facilities. Building security, HVAC automation control, computerized maintenance management systems, card access and surveillance systems, utility tracking systems, and web based safety training systems and documentation are all managed and maintained by the Public Buildings Division.

### ***Budget Change Commentary:***

Budget increases/decreases will be seen in the following areas:

- An increase in the salary account for Union and Management personnel.
- An overall increase of \$70,675 in the Utilities Account specifically related to electricity, fuel oil, (limited) janitorial cleaning and annual water and sewer costs associated with the potential purchase of the facility located at 1645 Ellington Rd. A reduction in the Utilities Account in the amount of \$ 27,657 for Public Buildings as a direct result of switching to Natural Gas at the Community Center and Police Department, reduction in telephone service costs associated with new telephone systems that use Voice Over Internet Protocol (VOIP) technology and an overall decrease in internet services due to wide area network fiber connections throughout Town.
- An increase in the Longevity Account for one employee who has met the criteria to receive longevity payments.
- Increased cost in the Maintenance Contracts Account for annual contractual agreements for both HVAC and Custodial contracts.
- A \$5,000 increase in the Repair Maintenance Equipment Account to cover costs associated with electrical, mechanical and plumbing repairs directly associated with the potential purchase of the facility located at 1645 Ellington Rd.
- A \$7,992 reduction in the Rental and Leases Account due to the end of a lease purchase program for two fleet vehicles.
- An increase in the Department Equipment Account of \$32,000 to purchase two leased fleet vehicles.
- An overall increase in the department budget of \$91,377.

### ***Program Objectives and Goals FY 2022:***

- Continue to replace rotted steel "I" Beam supports for east and west bays at the Town Garage.
- Complete Fire Department generator installation.
- Complete Town Hall elevator replacement.
- Replace Community Center roof.
- Replace Public Works Roof.
- Replace lower level carpet at the Police Department.
- Complete ADA Upgrade Engineering.

## DEPARTMENT SUMMARIES

### ***Program Objectives and Goals FY 2022 (cont'd):***

- Continue identifying, documenting and implementing new Standard Operating Procedures (SOP's) for staff.
- Continue to replace outdated Building Automation System Controllers at the Town Garage.
- Complete final phase of Town Hall stripping and sealing on East stairwell.
- Repair Veterans Memorial Park shower floors.
- Complete phone system installations in the Town Hall, Annex and Fire Marshal's Offices.
- Start engineering of the proposed Parks and Recreation Storage and Building Maintenance Office building.
- Replace Fire Alarm Systems at the Community Center and Police Departments.

### ***Program Accomplishments FY 2021:***

- Re-keyed Town Garage interior and exterior doors.
- Installed card access system at the garage.
- Signed contract, started elevator replacement and new concrete ramp installation at the Town Hall.
- Wired the Town Hall for new ethernet cabling for the new phone system and computer data network.
- Completed phase three of the new carpet installation in the Public Works Department in Town Hall.
- Replaced all of the sidewalks in front of the Police Department building.
- Replaced 5 rotted steel "I Beam" supports for the unheated bays at the Town Garage.
- Completed the heated bay alterations at the Town Garage.
- Completed phone system replacements at the Town Hall, Annex and Fire Marshal's Office.
- Upgrades all interior and exterior lighting at the Library.
- Installed automatic door operators at the main entrance of Town Hall.
- Solicited Bids for Leased Farmland, Janitorial services and HVAC services.

### ***Department Challenges:***

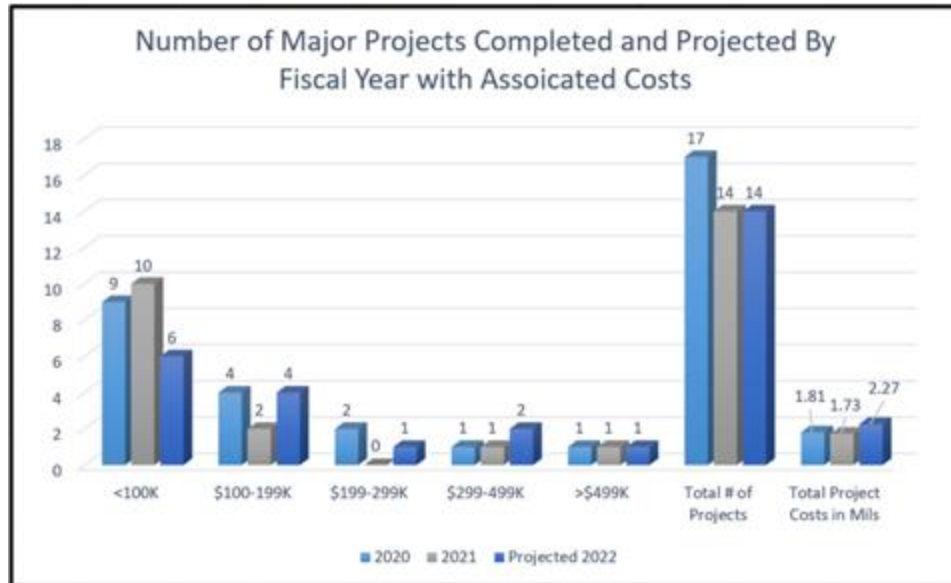
None at this time although I do expect that a huge increase of the demands on my time especially if some or all of the CIP and referendum projects are approved and/or passed.

### ***Assigned Positions***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Facilities Manager	1	1.0
1	1.0	1	1.0	Building Maintenance Supervisor	1	1.0
3	3.0	3	3.0	Building Maintainers	3	3.0

Performance Data	Actual FY 2018-2019	Actual FY 2019/2020	July-Jan F/Y 2020-2021	Projected FY 2021/2022
Work Order Requests	1,611	1,584	942	1,880
Work Orders Completed	1,486	1,510	864	1,728
Work Orders Still Open	125	74	78	156

## DEPARTMENT SUMMARIES



## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
334,928	343,593	13200100 00110	FULL TIME SALARIES	344,275	344,275	
13,853	17,100	13200100 00111	OVERTIME	17,100	17,100	
1,400	1,400	13200100 00112	LONGEVITY	1,900	1,900	
44,686	46,854	13200200 00221	OPERATING MATERIAL	46,854	46,854	
1,181	2,500	13200200 00223	UNIFORMS & CLOTHING	2,500	2,500	
369	900	13200200 00228	SMALL TOOLS	900	900	
2,658	0	13200300 00320	PROFESSIONAL	0	0	
8,220	12,092	13200300 00330	RENTAL & LEASES	4,100	4,100	
514,762	589,041	13200300 00360	UTILITIES	629,559	525,000	
576,003	480,443	13200300 00371	MAINTENANCE CONTRACTS	498,443	498,443	
76,453	68,440	13200300 00372	REPAIR/MAINT FACILITIES	70,933	70,933	
92,581	152,934	13200300 00373	REPAIR/MAINT EQUIPMENT	158,110	208,110	
2,923	2,650	13200300 00374	FEES & MEMBERSHIPS	2,650	2,650	
-	0	13200400 00430	CAPITAL PROJECTS	0	0	
-	15,000	13200400 00442	DEPARTMENT EQUIPMENT	47,000	47,000	
163,823	250,000	13200400 00450	OTHER BUILDING COSTS	250,000	225,000	
1,833,838	1,982,947		TOTAL	2,074,324	1,994,765	0
			DOLLAR CHANGE	91,377	11,818	
			PERCENTAGE CHANGE	4.61%	0.60%	-100.00%

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

The budget increase is \$88,623 or 3.95%. A 10 year contract for the collection and disposal of refuse and recycling was executed in July 2020 with All American Waste. This has stabilized the Town's collection and disposal rates for the foreseeable future. The cost of collection services remains unchanged from Fiscal Year 2020-2021. The most significant increases to this year's budget are the projected increases in refuse tons and the devalued recycling market. During the COVID-19 pandemic, residential refuse production has increased 11% due to more people working remotely. We are still faced with depressed recycling markets which we are projecting to increase the Town's disposal cost in Fiscal Year 2021-2022.

***Program Objectives and Goals FY 2022:***

- Continue to increase awareness of recycling opportunities.
- Increase the use of educational materials to promote waste reduction, reuse, and recycling.
- Increase awareness of alternative products for reduction of household hazardous wastes.
- Coordinate efforts with DEEP to ensure registration of all haulers working within the Town.
- Increase diverting recyclable and compostable material from the waste stream

***Program Accomplishments FY 2021:***

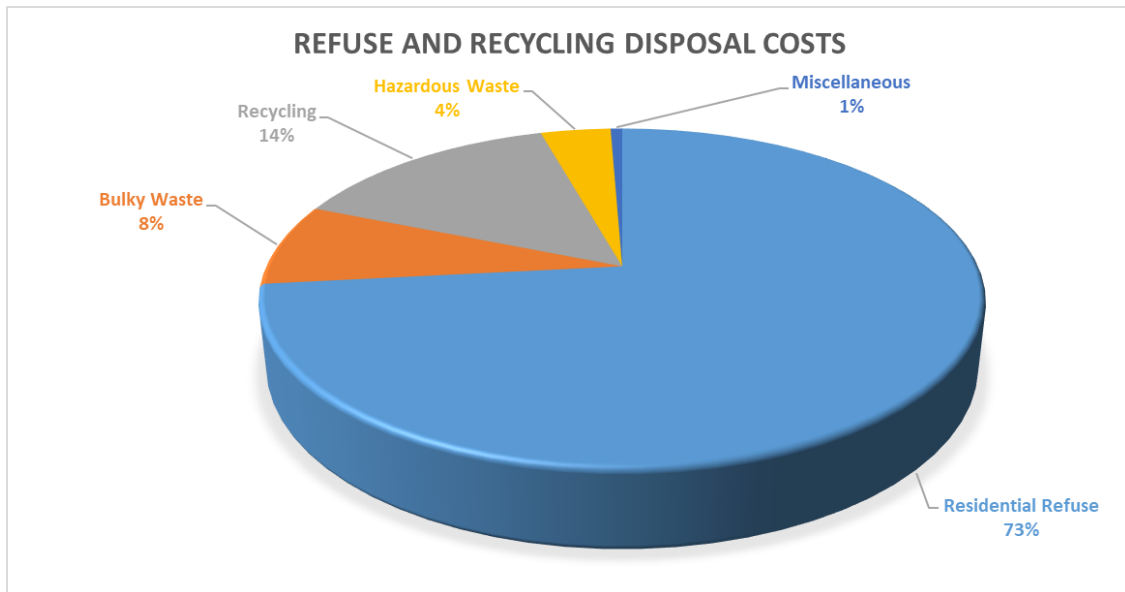
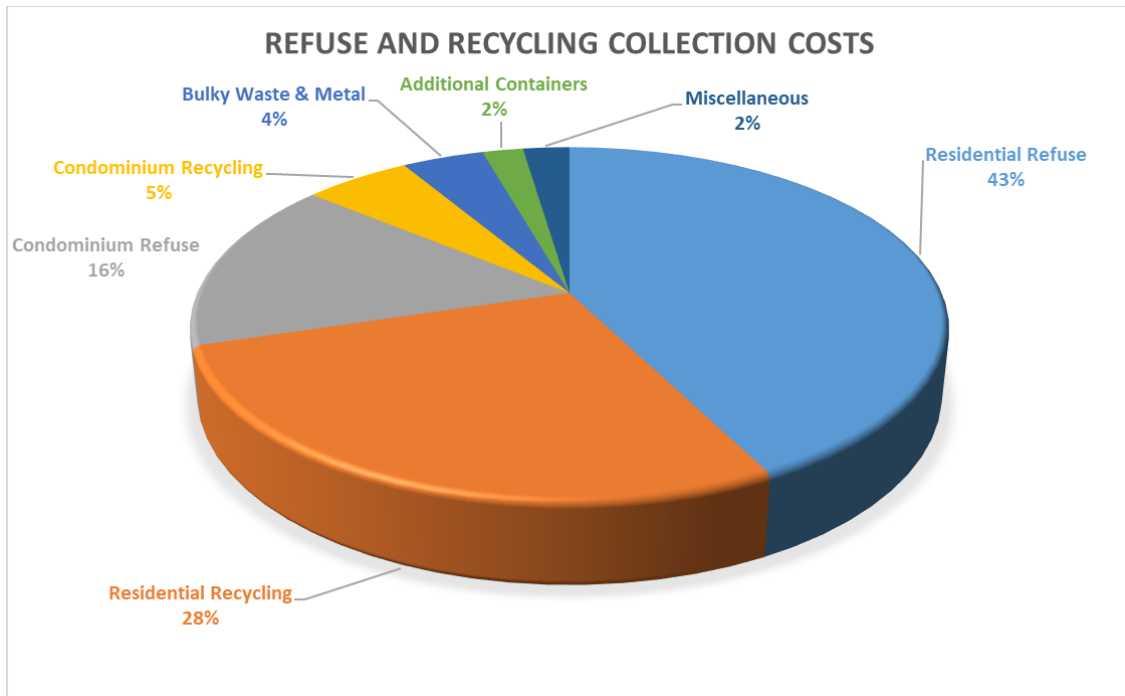
- 50% increase in household hazardous waste billing units this year over last Fiscal Year.
- Despite cancelling the September electronic recycling event the collection rate remained strong.
- Coordinated backyard composter and rain barrel sale to help reduce food waste in the refuse waste stream and conserve water use

***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	.20	1	.20	Superintendent of Pollution Control	1	.20
1	.75	1	.75	Administrative Secretary	1	.75
<b>2</b>	<b>.95</b>	<b>2</b>	<b>.95</b>	<b>Total</b>	<b>2</b>	<b>.95</b>

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Single Family Stops	8,025	8,095	8,142	8,175	8,225
Condominium Units	1,608	1,608	1,608	1,608	1,608
Refuse Tons	7,488	7,401	7,544	7,800	8,000
Refuse Tons per Household	0.93	0.91	0.93	0.95	0.97
Recycled Tons	2,426	2,303	2,280	2,300	2,400
Recycled per Household (tons)	0.3	0.28	0.28	0.28	0.29
Textile Recycling (tons)	18	36	55	20	50
Bulky Waste Disposal (tons)	524	639	663	700	650
Electronic Recycling (tons)	59	76	39	40	60

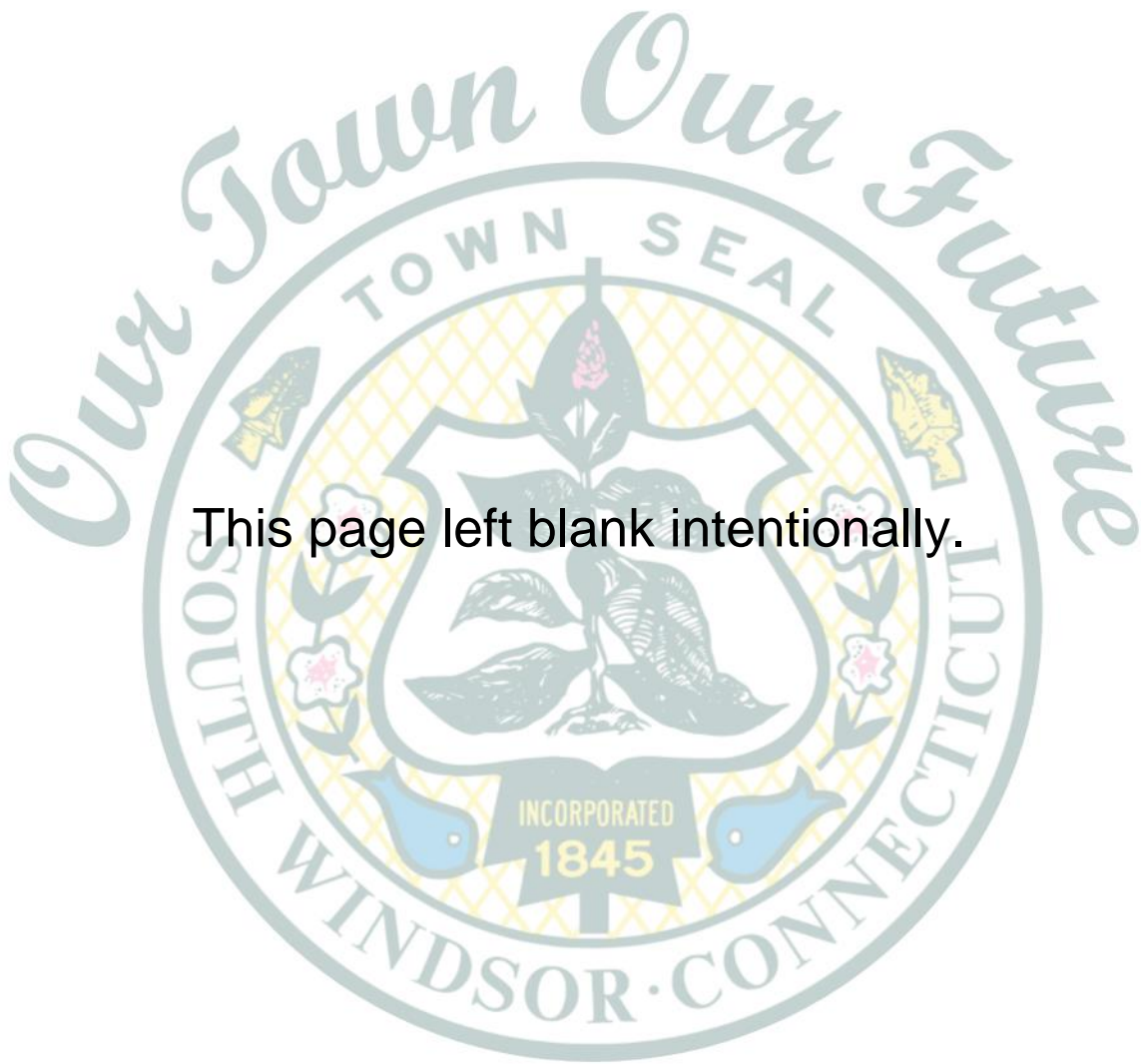
## DEPARTMENT SUMMARIES



## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
57,318	61,348	13240100 00110	FULL TIME SALARIES	62,244	62,244	
-	2,000	13240100 00111	OVERTIME	2,223	2,223	
-	0	13240200 00221	OPERATING MATERIAL	0	0	
1,439,741	1,389,601	13240300 00320	PROFESSIONAL	1,423,955	1,416,955	
678	2,500	13240300 00350	PRINTING	2,500	2,500	
1,615	13,000	13240300 00374	FEES & MEMBERSHIPS	13,900	13,900	
-	0	13252300 00375	RECRUITMENT & TRAINING	0	0	
583,862	776,900	13240300 00390	OTHER PURCHASE SERVICE	829,150	852,178	
-	0	13240400 00442	DEPARTMENT EQUIPMENT	0	0	
<hr/>						
2,083,214	2,245,349		TOTAL	2,333,972	2,350,000	0
			DOLLAR CHANGE	88,623	104,651	
			PERCENTAGE CHANGE	3.95%	4.66%	-100.00%



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## DEPARTMENT SUMMARIES

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### Cultural and Leisure Services

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

Page	Descriptions	2020-2021 Council Approved	2021-2022 Department Request	2021-2022 Manager Proposed	2021-2022 Council Approved
151	Parks and Recreation – Administration	649,711	707,499	701,806	-
154	Parks and Recreation – Parks	1,652,976	1,702,116	1,689,169	-
158	Library	1,203,056	1,211,896	1,211,896	-
	<b>Total Cultural and Leisure Services</b>	<b>3,505,743</b>	<b>3,621,511</b>	<b>3,602,871</b>	<b>-</b>

# **Parks and Recreation Mission Statement**

2011

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



**SOUTH WINDSOR  
Parks & Recreation**

## DEPARTMENT SUMMARIES

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

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

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

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

The Parks & Recreation Department administrative staff currently consists of the full-time positions of: Director, Assistant Director, Parks Superintendent, four Recreation Supervisors, an Administrative Operations Manager (created July 1, 2018 as an upgrade to the Accounting Specialist position), an Administrative Secretary (created July 1, 2018 to replace the Accounting Specialist), and a Customer Service Clerk (created July 1, 2019 by combining a number of part time positions). These administrators will effectively manage the \$2,999,950 proposed SRRF budget representing over 400 annual programs and services delivered by hundreds of seasonal or part-time employees, contracted service specialists and volunteers. Contracting with these specialists and utilizing volunteers allows the Department to realize a substantial savings while maintaining and enhancing program quality. Administrators also manage the proposed Administration budget of \$707,499 and a proposed \$1,702,116 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:***

- Overall the administration account increased \$57,788 or 8.89% over last years' approved budget.
- Budgeted full-time salaries account for \$638,986 or 92% of the entire budget.
- For the 2021-2022 budget, we must include the continuation of rental fees to support 3,400 sq/ft local commercial space for remote storage until such time that we can construct a permanent building. Leasing began back in October 2015.
- Year three of a three-year lease purchase on a Ford Transit 250 cargo van at \$10,193 rounds out the major impacts.

## DEPARTMENT SUMMARIES

### ***Program Objectives and Goals FY 2022:***

- Create and implement a multi-year plan to address the increase in the state's minimum wage to \$15/hour over the next 3-4 years. This nearly 50% increase in labor cost will have a dramatic impact on our user fees that must be increased to meet this mandate. Residents can expect to see incremental increases in user fees and charges annually until the \$15/hour threshold is reached.
- Heavy focus on staff development, orientation and training. It is critical and advantageous to provide quality learning experiences, professional memberships and networking opportunities to keep staff fresh, inspired and up to date on the latest trends in the industry.
- Maintain affordability with economic sensitivity in establishing user fees and charges while assuming growing expenses in the SRRF.
- Maintain, or exceed current level of service.
- Expansion of adult programs and trail maintenance program ("Adopt-A-Trail").
- Institute phase II of our newly created "Power Teams" to tackle problem solving and quality improvement initiatives. Topics to be targeted in the coming year are: Adult Programming, Financial Assistance, Programs in Parks, Programming "Holes" and Sponsorship.
- Increase facility rentals with the new Rotary Pavilion II at Veterans Memorial Park and the remodeled cafeteria at Wapping to increase revenue stream.
- Continued efforts to implement the Master Plan for Parks & Recreation – continue development of Lawrence Road Park, enhancements to VMP, improve neighborhood connector paths, renovation of outdoor tennis courts and basketball court at Rye St. Park.

### ***Program Accomplishments FY 2021:***

- Successfully implemented renovations at Wapping School.
- Customer Service Clerk position as well as part time positions with salary funded through the SRRF and benefits subsidized by the General Fund.
- Tremendous and better-than-expected progress has been made in our assertive team effort to address areas of concern and quality improvements identified in our annual review workshops.
- Maintained affordability with economic sensitivity in establishing user fees and charges while assuming growing expenses in the SRRF.
- Maintained current level of service despite substantial budgetary impact.
- Continued to develop a more aggressive schedule for athletic field renovation, maintenance and expansion.

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Parks & Recreation Director	1	1.0
1	1.0	1	1.0	Assistant Director of Parks & Rec.	1	1.0
1	1.0	1	1.0	Parks Superintendent	1	1.0
4	4.0	4	4.0	Recreation Supervisor	4	4.0
1	1.0	1	1.0	Administrative Operations Mgr.	1	1.0
1	1.0	1	1.0	Administrative Secretary	1	1.0
1	1.0	1	1.0	Customer Service Clerk	1	1.0
10	10.0	10	10.0	TOTAL	10	10.0

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
506,732	594,572	15112100 00110	FULL TIME SALARIES	638,986	626,486	
287	2,199	15112100 00111	OVERTIME	1,522	1,522	
0	0	15112100 00112	LONGEVITY	0	0	
244	500	15112200 00210	OFFICE SUPPLIES	500	500	
1,894	0	15112200 00221	OPERATING MATERIAL	0	0	
0	0	15112200 00223	UNIFORMS & CLOTHING	0	0	
545	1,200	15112200 00231	DAILY OPERATING ACTIVITY	1,200	1,200	
0	0	15112300 00320	PROFESSIONAL	0	0	
27,659	31,240	15112300 00330	RENTAL & LEASES	41,433	31,240	
1,852	912	15112300 00350	PRINTING	3,000	3,000	
0		15112300 00360	UTILITIES	1,920	1,920	
0	0	15112300 00371	MAINTENANCE CONTRACTS	0	0	
0	0	15112300 00372	REPAIR/MAINT FACILITIES	0	0	
7,831	5,125	15112300 00374	FEES & MEMBERSHIPS	5,125	5,125	
0	2,920	15112300 00375	RECRUITMENT & TRAINING	2,920	2,920	
147	850	15112300 00390	OTHER PURCHASE SERVICE	700	700	
0	0	15112400 00441	OFFICE EQUIPMENT	0	0	
10,193	10,193	15112400 00442	DEPARTMENT EQUIPMENT	10,193	27,193	
557,385	649,711		TOTAL	707,499	701,806	0
			DOLLAR CHANGE	57,788	52,095	
			PERCENTAGE CHANGE	8.89%	8.02%	-100.00%

## DEPARTMENT SUMMARIES

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

The Parks Division is responsible for the care and maintenance of all public parks, athletic fields, school and public building grounds, and Town-owned open space property. This involves the care of grass, shrubs, trees, irrigation systems, fencing, playgrounds, picnic tables, grills, tennis courts, the pools at Veterans Memorial Park, flower gardens, community gardens, sidewalks, parking lots and athletic field renovations and routine maintenance including mowing 265 acres of town open space. Open space and environmental stewardship has become one of the Parks Division's major focuses. 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, and Town Conservation Officer, Park & Recreation Commission's Walk & Wheel Ways and Food Alliance sub-committees and the Patriotic Commission has created an environmental synergy with controlled development of public lands in Town.

We also join forces with Public Work's in the fall and winter for the fall leaf harvest and all aspects of snow removal. This includes the Parks crew plowing the roads with Public Works, and after the storm the Parks Division is responsible for clearing approximately 34,000 linear feet of public sidewalks.

The Parks & Recreation Department administrative staff consists of the full-time positions of Parks & Recreation Director, Parks Superintendent, Parks Manager, 12 full-time Maintainers, 1 year-round part-time Groundskeeper and usually 2 summer help. Administrators also manage the proposed \$1,702,116 Parks Division annual operating budget. The "mantra" of this hard-working crew is "Yes we can"!

### ***Budget Change Commentary:***

For FY 2021-2022 the proposed budget increase is 2.97% (or, \$49,140). Despite the addition of more responsibilities and increasingly demanding expectations. Just within the last year, we are adding another 3.5 new acres of Town property at 1355 Ellington Rd. This will increase our Open Space mowing inventory well over 305 acres. We will have the additional responsibility of the new Philip R. Smith and Eli Terry schools. The increased maintenance at these schools will be labor intensive and may very well become a serious issue without added staff to care for them. The new schools have added approximately 60 man hours of work per week to care for the elaborately landscaped grounds and configuration of the facilities. With the approved referenda of Pleasant Valley school, we will soon have a fourth new school property to maintain and with current staff levels, our fear is things will start to fail. The 2021-2022 Parks Division operating budget as proposed was developed to more efficiently maintain current levels of service and needs with some opportunity to address the growing demands of the community.

### ***Program Objectives and Goals FY 2022:***

- To continue to keep up with the growth of the Town with our current staff and the expectation that the people have grown accustomed to allowing the Town to be named the #12 Town and striving to climb the ladder.
- The implementation of the Cross-Town Trail design and to have shovel ready plans that will help to expedite a Grant to complete the trails.
- Develop an RFP for the replacement of Wapping tennis courts and the plans to repair the settlement issues of the three pools at VMP.
- Demolition of the house at 1355 Ellington Road and installation of a new parking lot mimicking the Clark Street lot that will add another access point to Wapping Park.
- Add new Parks signs to Deming Gardens, John J. Mitchell Fair Grounds at Rye Street Park and the fishing pond on Barber Hill Road.
- Move the Tobacco Valley Flyers Club to a new home allowing for more space at our current compost site at the Town garage.
- Implementation of the Parks Master Plan.

## DEPARTMENT SUMMARIES

### ***Program Accomplishments FY 2021:***

- Developed a plan for the care and maintenance of the grounds at the new Philip R. Smith and Eli Terry schools.
- Continue work at Nevers Road Park, Lawrence Road, and Rye Street Parks thinning the forest of unhealthy trees, opening up lines of sight, creating open “grove” areas, and improving park amenities as part of our “Parks Beautification” initiative.
- Continue our “Parks Beautification” program pruning trees to improve sight lines and aesthetics, clearing brush and invasives, and continue installing heavy-duty wood guard rail fencing at targeted areas of the parks to keep vehicles in the parking lots and off the athletic fields as phase II of a multi-phase initiative.
- Completely renovate the Pepin (a.k.a. Major A) little league baseball field. We completely removed the regraded the field so we no longer have a drop of over 18” from the 3<sup>rd</sup> to the 1<sup>st</sup> base lines, add an irrigation system and replaced all of the fence and bull pens. This was accomplished with all in-house labor saving the Town well over \$120,000.
- Complete renovation to Rye Street Park softball field converting into a true skinned infield.
- Installed solar powered pedestrian activated flashing crosswalk signage on Nevers Road to improve the safety for access to Porter’s Hill for activities such as sledding and special events like Kite Night and the Pumpkin Roll.
- Investigate the possibility of the in-house repurposing of Rye Street Park Tennis courts for other uses such as deck hockey, pickle ball, and/or winter ice-skating.
- Replaced the failing foot bridge at Porter’s Hill.
- Remove all the out buildings and regrade those areas at the Priest Property and make the property more esthetically pleasing and a place to visit instead of a place to avoid.
- Completed all necessary paper work needed for the in-house demolition of the house and two small out building at the newly purchased property at 1355 Ellington Rd. as a cost-saving measure.
- With the help of a grant from Senator Anwar and Mayor Paterna, we were able to go out to bid for new fence fabric and post repairs at Wapping tennis courts and replacement of 1000-watt sodium lights with new high efficiency LED Lights and two additional lights for the newly renovated Wapping Basketball court.
- In cooperation with Public Works, we were able to tag onto the bid process and get all of the Rotary Pavilion lot and driveway repaved along with the two lots off of that road. In addition we had enough funds left to pave the new gravel lot at Nevers Road, nearly doubling the number of parking spaces.
- Removed 6 years of old wood chips at the Bark Park, and with donated funds of \$24,000 by the Jaycees, and resurfaced the dog park with 1,100 yards of new certified mulch.

### ***Assigned Positions***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	1	1	Parks Manager	1	1
1	1	1	1	Maintainer III	1	1
8	8	8	8	Maintainer II	8	8
2	2	3	3	Maintainer I	3	3
.5	.5	.5	.5	Groundskeeper	.5	.5
.46	.46	.46	.46	Summer Staff (Seasonal full time for 12 weeks x 2 = 24 weeks total)	.46	.46
12.96	12.96	13.96	13.96	TOTAL	13.96	13.96

## DEPARTMENT SUMMARIES

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Athletic Fields maintained (soccer, lacrosse, football)	26.5	27.5	27.5	28.5	29.5
Baseball/Softball Fields maintained	16	16	16	16	18
Acres - Routine Mowing (weekly service minimum)	231	240	240	265	268.5
Acres – Fertility Management	125.4	130	130	153	155
Acres – Pest Management	109.4	109.4	109.4	130	130
Acres – Cultural Practices (aerating, over-seeding, sod)	131.1	136	136	150	152
School Grounds maintained	9	9 + PRS / Eli Terry	9 + PRS / Eli Terry	New Eli / New PRS	New Eli / New PRS
Open Space Property	18	19	19	22	25.5
Public Building Grounds maintained	16	17	17		
Playgrounds maintained	2+	3+	3+	4	4
Large Equipment maintained (mowers, snow blowers, etc.)	148	151	151\	154	157
Trail System Maintained (miles/locations)	15.7 / 20	16 / 20	16 / 20	17 / 20.5	17 / 20.5
Linear Feet of Sidewalks edged and Snow removal	29,000	Actual 33,129	Actual 33,129	Actual 33,500	Actual 34,000

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
730,811	852,328	15150100 00110	FULL TIME SALARIES	867,397	864,897	
62,142	106,235	15150100 00111	OVERTIME	106,224	106,224	
5,162	8,868	15150100 00112	LONGEVITY	8,874	7,074	
6,984	21,094	15150100 00113	PART TIME WAGES	22,464	22,464	
16,122	14,400	15150100 00114	TEMPORARY	14,400	14,400	
182,484	153,935	15150200 00221	OPERATING MATERIAL	168,342	168,342	
12,302	14,038	15150200 00223	UNIFORMS & CLOTHING	13,624	13,624	
48,834	68,000	15150200 00226	LANDSCAPING	68,000	68,000	
6,738	9,630	15150200 00228	SMALL TOOLS	9,630	9,630	
0	0	15150300 00320	PROFESSIONAL	0	0	
21,456	18,490	15150300 00330	RENTAL & LEASES	18,490	18,490	
66,908	73,822	15150300 00360	UTILITIES	82,035	82,035	
78,013	111,935	15150300 00371	MAINTENANCE CONTRACTS	111,935	111,935	
11,378	46,875	15150300 00372	REPAIR/MAINT FACILITIES	46,875	41,875	
6,357	5,000	15150300 00373	REPAIR/MAINT EQUIPMENT	5,000	5,000	
3,093	5,480	15150300 00374	FEES & MEMBERSHIPS	5,230	4,230	
735	1,800	15150300 00375	RECRUITMENT & TRAINING	1,800	1,800	
0	0	15150300 00440	DEPARTMENT MANDATES	0	0	
0	0	15150400 00430	CAPITAL PROJECTS	0	0	
144,414	141,046	15150400 00442	DEPARTMENT EQUIPMENT	151,796	149,149	
1,403,932	1,652,976		TOTAL	1,702,116	1,689,169	0
			DOLLAR CHANGE	49,140	36,193	
			PERCENTAGE CHANGE	2.97%	2.19%	-100.00%

## DEPARTMENT SUMMARIES

PROGRAM	LIBRARY	5510
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### ***Program Explanation:***

Fiscal Year 2019- 2020 marked the first year of a new Strategic Plan for the South Windsor Public Library, shifting the focus of our activities to those that supported new priorities:

- Support an informed citizenry
- Foster community connections and community engagement
- Explore 21<sup>st</sup> Century work opportunities
- Support young learners and their families
- Begin succession planning

We were enthusiastic about the new Mission Statement:

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

None of our plans included response to a global pandemic!

When COVID-19 forced a shutdown of community services in March of 2020, our attention shifted to finding ways to keep both staff and our patrons healthy while attempting to remain a vital service provider in the community.

We remained closed to the public from mid-March until April 27, limiting staff presence in the building while accomplishing some major collection development projects and maintaining telephone and online services. Beginning in April, we introduced curbside pick-up of requested materials, an option that will remain while the pandemic continues. As of July 22, we reopened to the public, but with hours limited to weekdays and with interior rearrangements designed to maintain social distancing, encourage short visits only, and allow quicker, more efficient access to information and services. Sanitizing of high-touch surfaces multiple times each day and quarantining of library materials were added to daily routines.

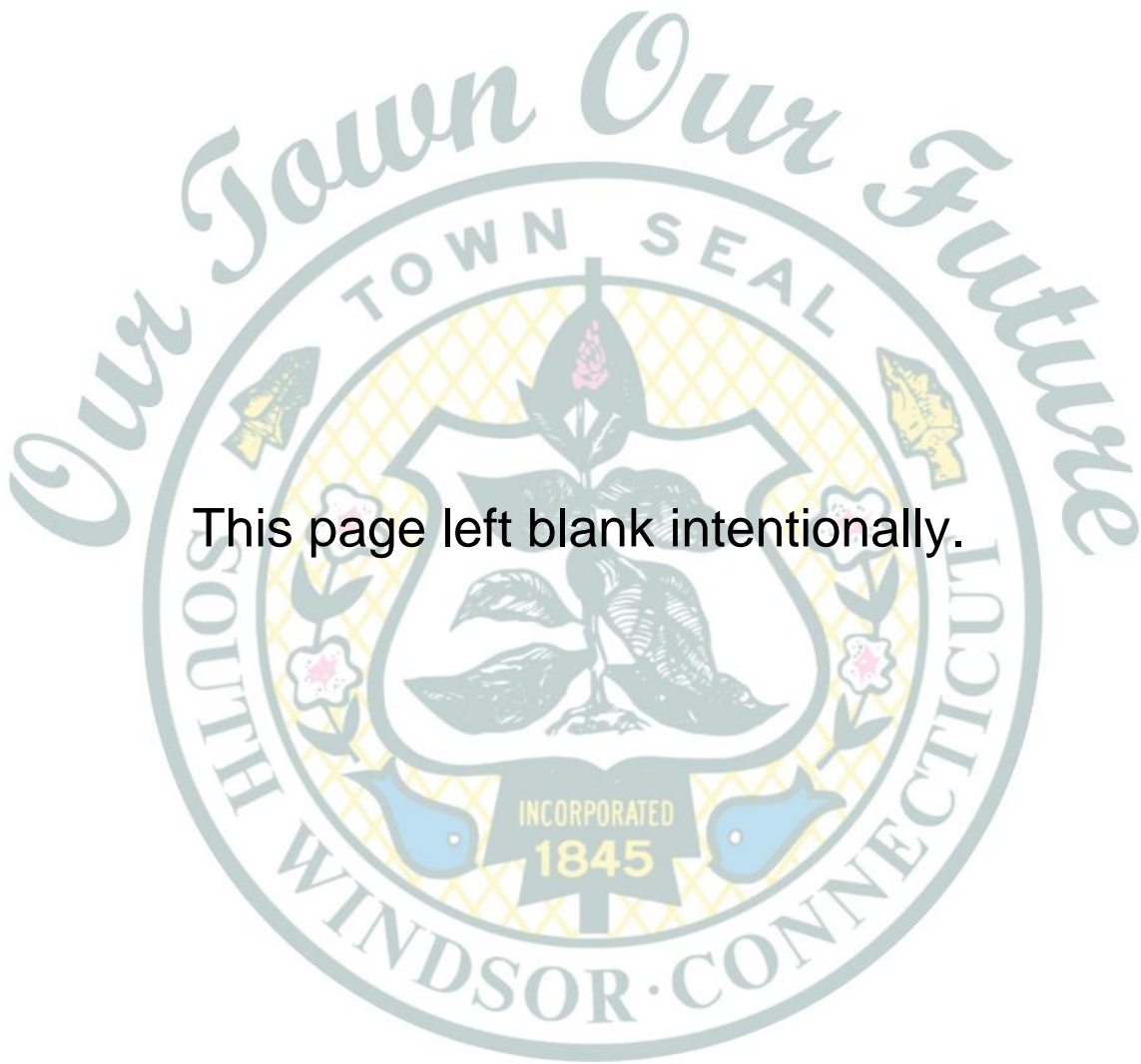
The cooperation of the patrons we serve and consistent care by the Library staff and the Public Buildings Department have allowed the Library to remain open to the public two-thirds of regular operating hours with an average of 200 visitors/day. Curbside service and “inside” usage has maintained borrowing at 70% of last year’s activity. Although in-person library programming and use of meeting space by community groups is suspended to discourage crowds, virtual programming flourishes and new initiatives have begun. This includes: a series of discussions and related programming on racial equity in collaboration with the Black Lives Matter Sub-Committee of the Town Council and the Human Relations Commission; development of new marketing strategies; the design of a new website; closer coordination with other Town departments, specifically prior to the November 2020 election and in responding to the pandemic itself with improved access to information for South Windsor citizens.

The budget increase of .073% includes the 2% directed salary adjustments and a slight increase in our library network fees, but adds no new positions or programs. Our primary goal for the new Fiscal Year will be a return to full-service/full schedule operation with emphasis on the priority areas identified above through our strategic planning process.

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
708,107	751,704	15510100	00110	FULL TIME SALARIES	747,585	747,585	
820	1,000	15510100	00112	LONGEVITY	1,000	1,000	
198,427	233,583	15510100	00113	PART TIME WAGES	240,742	240,742	
15,471	6,000	15510200	00210	OFFICE SUPPLIES	6,000	6,000	
224,210	123,109	15510200	00221	OPERATING MATERIAL	123,109	123,109	
1,021	150	15510300	00310	ADVERTISING	150	150	
626	62,134	15510300	00320	PROFESSIONAL	67,934	67,934	
7,422	6,038	15510300	00330	RENTAL & LEASES	6,038	6,038	
2,709	1,000	15510300	00350	PRINTING	1,000	1,000	
4,595	6,000	15510300	00360	UTILITIES	6,000	6,000	
6,777	7,623	15510300	00371	MAINTENANCE CONTRACTS	7,623	7,623	
2,553	4,565	15510300	00374	FEES & MEMBERSHIPS	4,565	4,565	
1,810	150	15510300	00375	RECRUITMENT & TRAINING	150	150	
8,395	0	15510400	00441	OFFICE EQUIPMENT	0	0	
1,182,943	1,203,056	TOTAL			1,211,896	1,211,896	0
		DOLLAR CHANGE			8,840	8,840	
		PERCENTAGE CHANGE			0.73%	0.73%	-100.00%



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## DEPARTMENT SUMMARIES

### Health and Human Services

This division includes the Human Services Department and the Health Department. 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. 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.

Page	Descriptions	2020-2021 Council Approved	2021-2022 Department Request	2021-2022 Manager Proposed	2021-2022 Council Approved
162	Environmental Health	195,466	208,757	208,757	-
165	Human Services – Administration	137,865	118,066	118,066	-
167	Human Services – Youth and Family Services	328,015	336,163	336,163	-
170	Human Services – Adult and Senior Services	431,540	427,350	427,350	-
173	Human Services – Adult and Senior Services – Transportation	111,389	133,069	133,069	-
175	Human Services – Sheltered Workshops	2,697	5,000	5,000	-
177	Visiting Nurse and Community Care, Inc.	7,500	7,500	7,500	-
	<b>Total Health and Human Services</b>	<b>1,214,472</b>	<b>1,235,905</b>	<b>1,235,905</b>	<b>-</b>

## DEPARTMENT SUMMARIES

PROGRAM	ENVIRONMENTAL HEALTH	6110
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### ***Program Explanation:***

The South Windsor Health Department is responsible for protecting the community from potential health hazards by creating and maintaining conditions that keep people healthy; particularly COVID-19 this past year. The public health mission is to prevent illness, promote wellness, and to protect health. In South Windsor, we strive to fulfill this mission by preventing the onset and transmission of disease, promoting awareness through education, and protecting the public through environmental health investigations and inspections. The Health Department staff is committed to enforcing the State of Connecticut Public Health Code, Connecticut General Statutes and Local Ordinances pertaining to public health. Environmental Health Services provided by the Department include: food service establishment inspections (350 required annually), temporary food event inspections (100+ required annually), food service plan reviews (5-10 annually), approval and oversight of the repair and installation of subsurface sewage disposal systems (25 annually), private water supply system permitting (5-8 annually), child care facility inspections (13 required annually), public pool inspections (17 minimum required annually), environmental complaint investigations, communicable disease control, chronic disease control, public health preparedness and other core public health functions. One of these functions is to participate in local and regional public health emergency preparedness planning. This is accomplished by partnering with the towns in DEMHS Region 3 to collaborate on drills, exercises, and logistics for a variety of emergencies that may impact our community.

### ***Budget Change Commentary:***

This budget is increasing \$13,291 or 6.80% due to a buyout of the department leased vehicle, which is offset by the eliminations of educational reimbursement and stipend for Director of Health.

### ***Program Objectives and Goals FY 2022:***

- Expansion of health education programs.
- Increase in number of Food Service Inspections conducted to meet minimum statutory requirements.
- Continue to increase department revenue.
- Fully implement state mandated FDA Code transition – upon State passage.

### ***Program Accomplishments FY 2021:***

- Transitioned from a part-time Health Department to full-time Health Department
- Coordinated two flu-vaccination clinics
- Coordinated four COVID-19 testing events for the public and town staff
- Coordinated multiple COVID-19 vaccination events for the public, town staff, and Board of Education
- Received Epidemiology and Laboratory Capacity Enhancing Detection grant
- Approved for grant-funding to hire three part-time contact tracers/compliance monitors to support COVID-19 response
- Developed COVID-19 town-specific website for the public as resource
- Worked with Emergency Management, Town Manager's Office, Information Technology, Geographic Information Systems, Police Department, Mass Dispensing Area 31, and the Community Emergency Response Team (CERT) to coordinate COVID-19 pandemic.
- Participated on Connecticut Environmental Health Association board of directors.
- Completed subdivision septic soil testing for a large subdivision without sewer access.
- Distributed thousands of pieces of PPE to local primary care, home health care, senior living communities, and dental offices.

## DEPARTMENT SUMMARIES

### Assigned Positions:

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Health	1	1.0
1	1.0	1	1.0	Environmental Health Officer	1	1.0
1	0.175	1	0.175	Medical Advisor	1	0.175
0	0.0	3	1.0	Contact Tracer/Compliance Monitor (grant-funded)	3	1.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Projected 2021-2022
Food Service Inspections (includes routine, re-inspections, emergency response inspections, complaints)	156	121	92	100	150
Temporary Food Event Permits/Inspections (includes Farmer's Market permits)	189	114	63	50	100
Itinerant/Mobile Food Truck Inspections	20	42	46	10	45
Food Service Plan Reviews	6	5	1	2	5
Child Care Facility Inspections (includes routine & re-inspections)	13	6	8	11	15
Pool Inspections (includes routine and re-inspections)	18	22	13	20	20
Hotel/Motel Inspections	1	1	2	3	3
Lead Poisoning/Elevated BLL Cases	0	0	0	1	1
Septic Inspections Conducted (includes site visits, deep test pits and percolation testing)	45	33	120	50	50
Septic Permits Issued – New Construction	0	1	1	5	5
Septic Permits Issued – Repairs	3	8	5	10	10
B100a Reviews	9	12	3	11	10
Well Permits Issued	4	3	2	4	5
Laboratory Activities (water testing, lead testing, rabies cases, tick testing)	6	34	9	10	15
Environmental Complaint Investigations	25	52	53	50	55
Cosmetology Inspections		15	4	30	20
Tattoo Inspections		2	4	4	5

## DEPARTMENT SUMMARIES

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

2019/2020	2020/2021				2021/2022	2021/2022	2021/2022
COUNCIL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
129,688	147,621	16110100	00110	FULL TIME SALARIES	160,972	160,972	
180	0	16110100	00111	OVERTIME	0	0	
0	0	16110100	00113	PART TIME WAGES	0	0	
0	0	16110100	00114	TEMPORARY	0	0	
341	600	16110200	00210	OFFICE SUPPLIES	600	600	
805	2,090	16110200	00221	OPERATING MATERIAL	2,090	2,090	
572	600	16110200	00223	UNIFORMS & CLOTHING	600	600	
131	200	16110200	00228	SMALL TOOLS	200	200	
54,766	31,700	16110300	00320	PROFESSIONAL	19,700	19,700	
0	4,080	16110300	00330	RENTALS AND LEASES	17,020	17,020	
86	300	16110300	00350	PRINTING	300	300	
770	1,275	16110300	00374	FEES & MEMBERSHIPS	1,275	1,275	
3,871	5,000	16110300	00375	RECRUITMENT & TRAINING	4,000	4,000	
772	2,000	16110400	00396	PUBLIC HEALTH EMERGENCY PREP	2,000	2,000	
0	0	16110400	00441	OFFICE EQUIPMENT	0	0	
191,983	195,466	TOTAL			208,757	208,757	0
					DOLLAR CHANGE	13,291	13,291
					PERCENTAGE CHANGE	6.80%	-100.00%

## DEPARTMENT SUMMARIES

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

The Human Services Director has administrative oversight of the Human Services Department which includes both the Adult and Senior Division and Youth and Family Division. The only staff shown in the Administration budget is for our Executive Secretary/Transportation Coordinator and Administrative Secretary positions which are shared by all of Human Services staff. The Human Services Director is funded in the Adult and Senior Services Division.

***Budget Change Commentary:***

This budget has an overall decrease of \$19,799 or -14.36% due to a reduction in the Professional Line shows offset by a 2% cost of living increase for non-union employee and 2.35% increase per Union contract for Administrative Secretary.

***Program Objectives and Goals FY 2022:***

- 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 2021:***

- Rented the Banquet Hall to the community.

***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Executive Secretary/Transportation Coordinator	1	1.0
0	0.0	1	1.0	Administrative Secretary	1	1.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Purchase orders processed	244	244	170	100	175
Vouchers/Procurement Card/Refunds processed	999	1201	916	600	1000
# of riders on senior/disabled busses (unduplicated)	460	587	536	587	600
# of medicals	895	1,009	801	700	700
# of miles logged on busses	60,547	68,286	50,765	33,056	65,000

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
90,575	94,725	16210100	00110	FULL TIME SALARIES	94,926	94,926	
0	0	16210100	00111	OVERTIME	0	0	
489	0	16210100	00112	LONGEVITY	0	0	
0	0	16210100	00113	PART TIME WAGES	0	0	
0	0	16210100	00114	TEMPORARY	0	0	
3,891	4,700	16210200	00221	OPERATING MATERIAL	4,700	4,700	
290	500	16210300	00310	ADVERTISING	500	500	
0	30,000	16210300	00320	PROFESSIONAL	10,000	10,000	
840	840	16210300	00330	RENTAL & LEASES	840	840	
0	0	16210300	00350	PRINTING	0	0	
734	1,000	16210300	00374	FEES & MEMBERSHIPS	1,000	1,000	
0	0	16210300	00375	RECRUITMENT & TRAINING	0	0	
4,799	6,100	16210300	00380	GRANTS & CONTRIBUTIONS	6,100	6,100	
0	0	16210400	00441	OFFICE EQUIPMENT	0	0	
0	0	16210400	00442	DEPARTMENT EQUIPMENT	0	0	
<hr/>							
101,618	137,865			TOTAL	118,066	118,066	0
				DOLLAR CHANGE	(19,799)	(19,799)	
				PERCENTAGE CHANGE	-14.36%	-14.36%	-100.00%

## DEPARTMENT SUMMARIES

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

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

### ***Budget Change Commentary:***

This budget is increasing \$8,148 or 2.48% due to a 2% cost of living increase for full-time staff and part-time staff that work 52 weeks. \$1 increase for Teen Center staff that make minimum wage. This budget reflects the changes to positions approved by Town Manager and Town Council during FY 2021.

### ***Program Objectives and Goals FY 2022:***

- Continue to secure local, state and federal grants to support our programs.
- Work closely with the Connecticut Youth Services Association and with the Department of Children and Families.
- Continue to provide a safe, supervised, social setting after school and evenings for youth at the Teen Center.
- Evaluate our current prevention programs to ensure that they are addressing emerging community needs.
- Build and strengthen our counseling services as the needs for mental health services increase across State.
- Continue to provide services and programs for South Windsor Schools that will benefit youth and families long-term.
- Assess needs to plan community education programs, health and wellness programs and positive youth development programs.
- Applied for grant through Hartford Foundation for Public Giving to create an enhanced space for youth programming behind the community center.

### ***Program Accomplishments FY 2021:***

- Secured \$20,746 State of CT. Department of Children and Families, Youth Service Bureau Grant.
- Secured \$10,734 State of CT. Department of Children and Families, YSB Enhancement Grant.
- Secured \$5,342 State of CT. Department of Mental Health & Addiction Services, LPC Grant.
- Secured \$5,000 State of CT Department of Mental Health & Addiction Services, SOR Opioid Response Grant.
- 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.
- Developed new COVID-19 restriction appropriate programming in person and online.
- Moved all Youth Counselors to telehealth services within days of schools closing due to COVID-19.
- Made adjustments to current part-time positions that better meet the needs of the South Windsor residents (Clinical Coordinator and Youth Counselor, both full time).
- First Organization in the state to organize and facilitate an online Narcan Training.
- Contracted with Peace At Home Parenting to Provide Parent Education online.
- Grown program to provide education & seminars to South Windsor school staff on pertinent topics.
- Provided educational opportunities to those that serve on our various boards and groups to best address the needs of youth in South Windsor.

## DEPARTMENT SUMMARIES

### ***Program Accomplishments FY 2021 (cont'd):***

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

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Youth and Family Services	1	1.0
1	1.0	1	1.0	Teen Center Program Coordinator	1	.80
1	1.0	1	1.0	School Outreach Specialist	1	1.0
1	.80	1	.80	Youth and Family Counselor	1	1.0
-	-	1	.40	Youth and Family Counselor	1	.40
-	-	1	1.0	Clinical Coordinator	1	1.0
6	-	6	-	Teen Center Supervisors (3-6 hours per MONTH)	6	-

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Positive Youth Development Program Participants	1, 896	2, 109	624	250	1,000
Teen Center Participants	383	329	180	40	200
Parenting Education (moved to counseling in 2019)	329	449	-	-	-
Juvenile Court Diversion - Juvenile Review Board Cases	23	16	5	2	6
Individual/Family/Group Counseling Clients	81	85	115	90	80

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
172,477	183,274	16215100 00110	FULL TIME SALARIES	237,801	237,801	
96,359	126,986	16215100 00113	PART TIME WAGES	80,607	80,607	
0	0	16215100 00114	TEMPORARY	0	0	
4,388	10,275	16215200 00221	OPERATING MATERIAL	10,275	10,275	
119	300	16215300 00310	ADVERTISING	300	300	
0	0	16215300 00320	PROFESSIONAL	0	0	
1,062	1,580	16215300 00330	RENTAL & LEASES	1,580	1,580	
48	2,500	16215300 00350	PRINTING	2,500	2,500	
0	500	16215300 00372	REPAIR/MAINT FACILITIES	500	500	
2,746	2,600	16215300 00374	FEES & MEMBERSHIPS	2,600	2,600	
277,199	328,015		TOTAL	336,163	336,163	0
			DOLLAR CHANGE	8,148	8,148	
			PERCENTAGE CHANGE	2.48%	2.48%	-100.00%

## DEPARTMENT SUMMARIES

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

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

### ***Budget Change Commentary:***

The Adult and Senior Services Division budget has included a 2% staff increase.

### ***Program Objectives and Goals FY 2022:***

- Continue to provide outreach to the community to educate low income adults and senior citizens on services available.
- Continue to provide administrative oversight of the entire Human Services Department.
- Increase the number of members in our Fit for Life Fitness Center for residents 55 and older.
- Adjust to reopening with safety measures in place to accommodate social distancing.

### ***Program Accomplishments FY 2021:***

- New floor was installed in the senior lounge using funds from Friends of the SW Senior Center.
- Handicapped push buttons were installed in one ladies and one men's room for easier access for those with disabilities; funding from Friends of the SW Senior.
- Lighting installed in lobby display cases with a newly established "Veteran's Corner".
- Staff was creative with meeting the needs of residents during a global pandemic: in driveways and outside, in large meeting rooms with protective measures.
- Telephone calls were made to over 1,000 people to connect to those most at risk.
- Drive thru events were offered 1-2 times per week to keep people socially engaged, totaling over 11,000 visits since August.
- Staff delivered meals on wheels during shutdown due to COVID-19, five days per week, to 25 people.

## DEPARTMENT SUMMARIES

### Assigned Positions:

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.00	1	1.00	Director of Human Services	1	1.00
1	1.00	1	1.00	Assistant Director of Adult and Senior Services	1	1.00
1	1.00	1	1.00	Human Service Specialist II (Caseworker)	1	1.00
2	1.00	2	1.00	Human Service Specialist I (Program Coordinator)	2	1.00
1	.80	1	.80	Human Services Specialist I (Caseworker)	1	.80
1	.58	1	.58	CARES Program Facilitator	1	.58
1	.66	1	.66	Senior Nutrition Manager	1	.66

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Office visits (with caseworkers)	1,573	1,317	1,660	1,000	1,200
CEAP Energy Assistance Applications Processed	378	337	312	375	375
Contacts for Medicare CHOICES Counseling	126	100	134	120	130
Completed Homeowners Tax Relief and Renters Rebate Applications	373	329	310	350	350
Households Assisted with Private Fuel and Operation Fuel Funds	124	159	126	120	120
People served in food bank annually	389	372	414	400	400
Caregivers who attended monthly support group in 10 months	91	75	80	50	50
# of families receiving Thanksgiving Baskets/# people in those families	184/405	186/426	182/401	180/400	180/400
Children and seniors served in the Holiday Toy/Gift Program	239	224	175	141	138
Meals served at congregate lunch site	7,598	8,695	8,818	8,000	8,000
Trips offered at senior center	114	144	136	-	75
People who attended trips	1,625	1,745	1,591	-	1,000
Attendees for cards and games weekly	300	325	325	-	325
Attendees in Exercise Programs	425	400	467	400	400
Swipes in My Senior Center Program	30,000	30,000	19,000	500	1,000
Volunteers	250	250	265	265	265
Newsletters distributed monthly	2,200	2,200	2,200	2,200	2,200
Number of people served in the Backpack Program (children/families)	41/76	43/78	31/50	10/10	35/60
People served in the AARP Tax Aide Program	304	303	181	100	200
Drive thru events/attendees	-	-	-	67/11,000	20/4,000
Zoom Programs/attendees	-	-	75/1,375	225/4,125	112/2,060

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
293,798	316,645	16225100 00110	FULL TIME SALARIES	314,067	314,067	
68,222	86,084	16225100 00113	PART TIME WAGES	84,472	84,472	
8,580	9,000	16225200 00221	OPERATING MATERIAL	9,000	9,000	
0	0	16225300 00310	ADVERTISING	0	0	
13,138	11,000	16225300 00320	PROFESSIONAL	11,000	11,000	
1,265	1,311	16225300 00330	RENTAL & LEASES	1,311	1,311	
2,327	4,500	16225300 00350	PRINTING	4,500	4,500	
0	0	16225300 00360	UTILITIES	0	0	
866	1,000	16225300 00373	REPAIR/MAINT EQUIPMENT	1,000	1,000	
665	700	16225300 00374	FEES & MEMBERSHIPS	700	700	
99	300	16225300 00375	RECRUITMENT & TRAINING	300	300	
260	1,000	16225300 00390	OTHER PURCHASE SERVICE	1,000	1,000	
0	0	16225400 00441	DEPARTMENT EQUIPMENT	0	0	
389,221	431,540		TOTAL	427,350	427,350	0
			DOLLAR CHANGE	(4,190)	(4,190)	
			PERCENTAGE CHANGE	-0.97%	-0.97%	-100.00%

## DEPARTMENT SUMMARIES

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

The Town provides Bus Transportation Services to senior citizens (60+) and persons with disabilities. Destinations include senior center, sheltered workshops, medical appointments including dialysis and weekly shopping / errands.

**Assets:** Four buses; three 20 passenger and one 14 passenger wheelchair lift equipped.

***Budget Change Commentary:***

This budget is increasing by \$21,680 or 19.46% due to: 2% cost of living increase, first year of a three-year lease for a replacement car (state contract pricing) and for 20% of cost of new bus.

***Program Objectives and Goals FY 2022:***

- To continue to meet the needs of residents (older adults and people with disabilities) for transportation services.
- Apply for a grant under the DOT Section 5310 for a replacement bus.

***Program Accomplishments FY 2021:***

- Accepted delivery of a 12 passenger bus (2 wheelchair equipped) bus from the DOT5310 grant, which funds 80% of the cost (\$51,200 DOT; \$13,436 Town funds)

***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
6	6 PT	6	6 PT	Bus Drivers	6	6 PT

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Annual Bus Mileage	60,547	68,286	50,765	33,056	65,000
Unduplicated Ridership	460	587	536	120	500
Medicals	895	1,009	801	700	1,000

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
	0	16240100 00111	OVERTIME	0	0	
	103,616	16240100 00113	PART TIME WAGES	108,069	108,069	
	7,773	16240400 00442	DEPARTMENT EQUIPMENT	25,000	25,000	
0	111,389		TOTAL	133,069	133,069	0
			DOLLAR CHANGE	21,680	21,680	
			PERCENTAGE CHANGE	19.46%	19.46%	-100.00%

## DEPARTMENT SUMMARIES

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

MARC of Manchester provides employment training, socialization and independent living skills for developmentally disabled populations.

***Budget Change Commentary:***

This budget increase is \$2,303 due to an increase to the MARC Program.

***Program Objectives and Goals FY 2022:***

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

***Program Accomplishments FY 2021:***

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

***Assigned Positions:***

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

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimate 2020-2021	Anticipated 2021-2022
Employment services	10	7	14	14	15
Residential service	1	4	8	8	8
In-Home personal support	1	5	5	5	6

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
2,697	2,697	16250300	00380	GRANTS & CONTRIBUTIONS	5,000	5,000	
				TOTAL	5,000	5,000	0
				DOLLAR CHANGE	2,303	2,303	
				PERCENTAGE CHANGE	85.39%	85.39%	-100.00%

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

There is no change in the program budget.

***Program Objectives and Goals FY 2022:***

- 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 2021:***

- Services delivered efficiently, professionally and conveniently for our senior populations until March 2020 (COVID-19).

***Assigned Staff:***

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

<b>Performance Data</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Actual 2019-2020</b>	<b>Estimated 2020-2021</b>	<b>Anticipated 2021-2022</b>
Geriatric Support- Visits	2	0	1	0	0
Home Health Aides- Visits	2	0	1	0	0
Meals on Wheels	3	7	0	0	0
Elder Wellness Program - Hours	120	110	110	68	86
Flu Vaccine- Shots Administered	111	99	100	0	100

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

[illegible]

## DEPARTMENT SUMMARIES

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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.

Page	Descriptions	2020-2021 Council Approved	2021-2022 Department Request	2021-2022 Manager Proposed	2021-2022 Council Approved
180	Contingency	161,505	163,115	163,115	-
182	Patriotic Commission	13,500	13,500	13,500	-
184	Cemeteries	12,000	16,000	16,000	-
186	Municipal Insurance – Casualty and Liability	276,306	297,969	297,969	-
188	Pension	2,550,580	2,564,236	2,564,236	-
190	Social Security	1,236,628	1,238,952	1,238,952	-
192	Health and Life Insurance	3,877,957	3,932,085	3,845,457	-
194	Wood Memorial Library	12,500	12,500	12,500	-
196	Other Post Employment Benefits (OPEB)	231,439	343,208	343,208	-
198	Workers' Compensation	385,868	389,727	389,727	-
200	Unemployment Compensation	13,000	25,000	20,000	-
202	Salary Contingency	100,000	100,000	13,000	-
	<b>Total Unclassified</b>	<b>8,871,283</b>	<b>9,096,292</b>	<b>8,917,664</b>	<b>-</b>

## DEPARTMENT SUMMARIES

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

The Contingency budget is established to provide for unexpected expenses occurring in the Fiscal Year.

***Budget Change Commentary:***

The Contingency budget requested is \$163,115 an increase of \$1,610 or 1%. This total is made up of \$115,000 for unforeseen events and 5% of new assessed revenues or \$48,115 toward the Tax Stabilization Fund.

<b>Performance Data</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Actual 2019-2020</b>	<b>Estimated 2020-2021</b>	<b>Anticipated 2021-2022</b>
Amount of Contingency Used	\$31,330	\$48,205	\$106,200	\$75,000	\$50,000

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
48,200	161,505	19001300 00390	OTHER PURCHASE SERVICE	163,115	163,115	
48,200	161,505		TOTAL	163,115	163,115	0
			DOLLAR CHANGE	1,610	1,610	
			PERCENTAGE CHANGE	1.00%	1.00%	-100.00%

## DEPARTMENT SUMMARIES

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PROGRAM	PATRIOTIC COMMISSION	9002
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***Program Explanation:***

This account provides for Town support of the Patriotic Commission.

***Budget Change Commentary:***

The program has a zero percent increase.

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
12,999	13,500	19002300 00380	GRANTS & CONTRIBUTIONS	13,500	13,500	
12,999	13,500		TOTAL	13,500	13,500	0
			DOLLAR CHANGE	0	0	
			PERCENTAGE CHANGE	0.00%	0.00%	-100.00%

## DEPARTMENT SUMMARIES

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

The Cemeteries Grant is allocated to the South Windsor Cemetery Association for upkeep of the South Windsor Cemetery.

***Budget Change Commentary:***

This program budget has a \$4,000 or 33% increase per the request of the Association.

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
14,000	12,000	19003300	00380	GRANTS & CONTRIBUTIONS	16,000	16,000	
14,000	12,000			TOTAL	16,000	16,000	0
				DOLLAR CHANGE	4,000	4,000	
				PERCENTAGE CHANGE	33.33%	33.33%	-100.00%

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

The Town is in the third year of a three-year contract that commenced July 1, 2019 with CIRMA for a maximum of 3% increase each year. Year three is estimated to have a 3% premium increase, but budget has increased \$21,663 or 7.84% due to policy adds and a new Cyber Insurance Policy.

***Program Objectives and Goals FY 2022:***

- Coordinate review of water damage losses to determine ways to minimize exposure.
- Continue to obtain third-party reimbursements for damages to Town property.
- Continue to assess risk exposures in Town facilities and take remedial action.
- Assess cyber and drone risk exposure for Town and BOE.

***Program Accomplishments FY 2021:***

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

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Number of claims	14	13	18	11	10
Number of CIRMA Workshops Attended	5	4	4	4	4
Number of Employees Attending	45	40	40	43	43

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

2019/2020	2020/2021				2021/2022	2021/2022	2021/2022
COUNCIL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
236,668	276,306	19004300	00320	PROFESSIONAL	297,969	297,969	

236,668	276,306	TOTAL	297,969	297,969	0
		DOLLAR CHANGE	21,663	21,663	
		PERCENTAGE CHANGE	7.84%	7.84%	-100.00%

## DEPARTMENT SUMMARIES

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

The Pension account funds the Town's share of pension costs for all employees, not including Board of Education employees. This includes Defined Benefit, Defined Contribution and 457 Deferred Contribution Plans.

***Budget Change Commentary:***

The Pension Budget increased by \$13,656 or .54% over previous year. This budget includes the full funding of the annual determined contribution (ADC), increased employer contributions based on increased employee salaries, increased employer match to the Police Department 457 due to increased employee salaries and a newly funded employer match to eligible Management employees.

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

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Covered Employees	182	182	180	175	175
Pension Plans	2	2	2	2	2

**Pension Policy**

The overall goal of this policy is to ensure that the Actuarial Determined Contribution (ADC) is fully funded each year.

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

The current Defined Benefit Pension Plan consists of Town and Board of Education employees, so this policy applies to both. The Town and Board of Education will work towards fully funding the ADC, which is identified in their annual actuarial valuation reports. The ADC shall be fully funded in all fiscal years beginning after June 30, 2010. The budgets approved for fiscal years after June 30, 2010 shall include an amount equal to the ADC reflected in the most recent actuarial valuation report. For example, the 2021/2022 budget will include the ADC calculated in the July 1, 2020 actuarial valuation report.

Function	UNCLASSIFIED
Department	PENSION
Division	PENSION CONTRIBUTIONS
Division Code	9005

2019/2020	2020/2021				2021/2022	2021/2022	2021/2022
COUNCIL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
2,799,152	2,550,580	19005100	00130	EMPLOYEE BENEFITS	2,564,236	2,564,236	

2,799,152	2,550,580	TOTAL	2,564,236	2,564,236	0
		DOLLAR CHANGE	13,656	13,656	
		PERCENTAGE CHANGE	0.54%	0.54%	-100.00%

## DEPARTMENT SUMMARIES

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

This account provides for the necessary Social Security contribution for Town employees. The estimated wage base for 2021 is \$142,800 for Social Security and unlimited for Medicare. The Town budgeted Social Security at the rate of 6.2% and Medicare at the rate 1.45%.

***Budget Change Commentary:***

The Social Security budget increased by \$2,324 as a result of annual and contractual salary increases.

<b>Performance Data</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Actual 2019-2020</b>	<b>Estimated 2020-2021</b>	<b>Anticipated 2021-2022</b>
Number of Full Time Employees Paid	184	187	194	194	196
Number of Part Time Employees Paid	51	51	51	51	51

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
1,105,145	1,236,628	19006100 00130	EMPLOYEE BENEFITS	1,238,952	1,238,952	
1,105,145	1,236,628		TOTAL	1,238,952	1,238,952	0
			DOLLAR CHANGE	2,324	2,324	
			PERCENTAGE CHANGE	0.19%	0.19%	-100.00%

## DEPARTMENT SUMMARIES

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

The Health and Life Insurance budget is responsible for a medical and dental insurance plan 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 \$54,128, as a result of as a result of projected premium increase based on expected claims and stop loss insurance.

<b>Performance Data</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Actual 2019-2020</b>	<b>Estimated 2020-2021</b>	<b>Anticipated 2021-2022</b>
Covered Employees	160	160	160	166	165
Health Insurance Plans	8	8	8	8	8
Life Insurance Plans	1	1	2	2	2
Long-Term Disability Insurance Plans	1	1	1	1	1

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

2019/2020	2020/2021				2021/2022	2021/2022	2021/2022
COUNCIL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
2,704,618	3,877,957	19007100	00130	EMPLOYEE BENEFITS	3,932,085	3,845,457	

2,704,618	3,877,957	TOTAL	3,932,085	3,845,457	0
		DOLLAR CHANGE	54,128	(32,500)	
		PERCENTAGE CHANGE	1.40%	-0.84%	-100.00%

## DEPARTMENT SUMMARIES

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PROGRAM	WOOD MEMORIAL LIBRARY	9008
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***Program Explanation:***

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

***Budget Change Commentary:***

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

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

2019/2020	2020/2021			2021/2022	2021/2022	2021/2022
ACTUAL	COUNCIL			DEPARTMENT	MANAGER	COUNCIL
	APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
12,500	12,500	19008300 00380	GRANTS & CONTRIBUTIONS	12,500	12,500	
12,500	12,500		TOTAL	12,500	12,500	0
			DOLLAR CHANGE	0	0	
			PERCENTAGE CHANGE	0.00%	0.00%	-100.00%

## DEPARTMENT SUMMARIES

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

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

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

***Budget Change Commentary:***

The program budget reflects an increase of \$111,769 or 48.29% due to actuarial assumption changes to the discount rate and mortality tables as reflected in the 7/1/2019 Actuarial Valuation.

<b>Performance Data</b>	<b>Police Union Employees</b>	<b>All Other Town Employees</b>	<b>Teachers</b>	<b>BOE Non- Certified Staff</b>	<b>Total</b>
<b>July 1, 2019 Valuation</b>					
Annual Required Contribution For Fiscal Year 2019	\$168,067	\$110,738	\$691,166	\$85,908	1,055,879
Expected Benefit Payouts	<u>\$(116,588)</u>	<u>\$(109,441)</u>	<u>\$(425,807)</u>	<u>\$(60,835)</u>	<u>\$(712,671)</u>
Net Budget Impact	\$51,478	\$1,297	\$265,359	\$25,073	\$343,208

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

[illegible]

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

The requested budget is \$389,727 which is a \$3,859 increase over previous year approved budget.

***Program Objectives and Goals FY 2022:***

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

***Program Accomplishments FY 2021:***

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

<b>Performance Data</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Actual 2019-2020</b>	<b>Estimated 2020-2021</b>	<b>Anticipated 2021-2022</b>
Number of claims	30	30	30	30	30
Number of CIRMA Workshops Attended	2	2	2	2	2
Number of Employees Attending	36	35	35	35	35

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

2019/2020	2020/2021				2021/2022	2021/2022	2021/2022
COUNCIL	COUNCIL				DEPARTMENT	MANAGER	COUNCIL
ACTUAL	APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	REQUEST	PROPOSED	APPROVED
381,868	385,868	19010100	00130	EMPLOYEE BENEFITS	389,727	389,727	

381,868	385,868	TOTAL	389,727	389,727	0
		DOLLAR CHANGE	3,859	3,859	
		PERCENTAGE CHANGE	1.00%	1.00%	-100.00%

## DEPARTMENT SUMMARIES

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

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

***Budget Change Commentary:***

This program has a \$12,000 or 92.31% increase over previous year to account for potential claims from part-time employees due to cancellation of programming due to COVID-19.

<b>Performance Data</b>	<b>Actual 2016-2017</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Estimated 2019-2020</b>	<b>Anticipated 2020-2021</b>
Former Employee(s) Collecting Unemployment	1	2	4	2	2
Employee(s) on Unpaid Leave Collecting Unemployment	0	0	0	0	0

Function	UNCLASSIFIED
Department	UNEMPLOYMENT COMPENSATION
Division	UNEMPLOYMENT COMPENSATION
Division Code	9011

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #		LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
25,704	13,000	19011100	00130	EMPLOYEE BENEFITS	25,000	20,000	
25,704	13,000			TOTAL	25,000	20,000	0
				DOLLAR CHANGE	12,000	7,000	
				PERCENTAGE CHANGE	92.31%	53.85%	-100.00%

## DEPARTMENT SUMMARIES

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

The Salary Contingency account represents funds reserved for union contracts that have not yet been resolved and for any other salary adjustments that may occur during the Fiscal Year.

***Budget Change Commentary:***

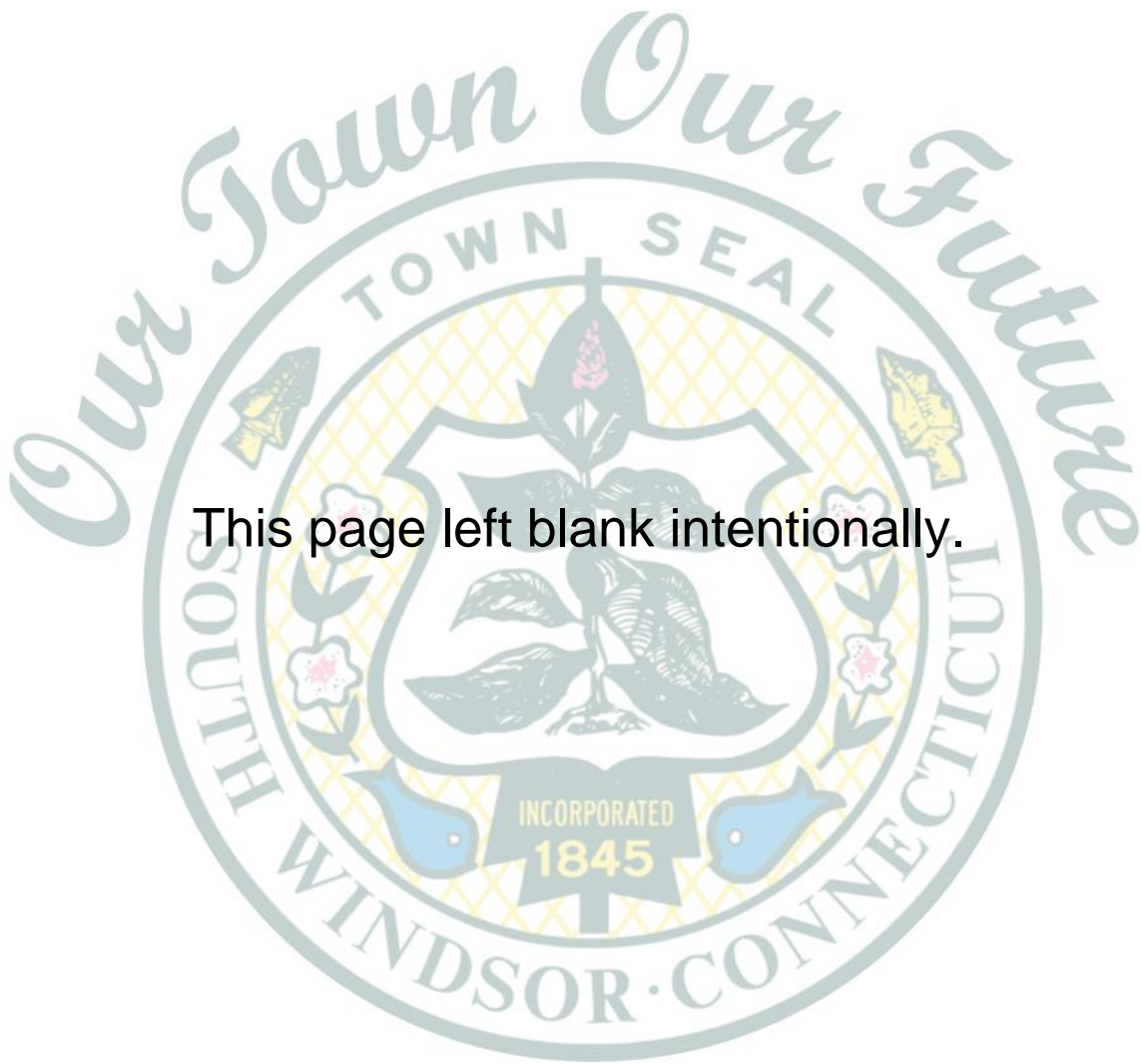
There is no change to this budget.

<b>Performance Data</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Actual 2019-2020</b>	<b>Estimated 2020-2021</b>	<b>Anticipated 2021-2022</b>
Expired Union Contracts	0	1	1	4	1

## DEPARTMENT SUMMARIES

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
0	100,000	19015300 00390	OTHER PURCHASE SERVICE	100,000	13,000	
0	100,000		TOTAL	100,000	13,000	0
			DOLLAR CHANGE	0	(87,000)	
			PERCENTAGE CHANGE	0.00%	-87.00%	-100.00%



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## DEPARTMENT SUMMARIES

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### Education

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

Page	Descriptions	2020-2021 Council Approved	2021-2022 Department Request	2021-2022 Manager Proposed	2021-2022 Council Approved
206	South Windsor Public Schools	75,399,351	77,919,738	77,958,844	-
	<b>Total Board of Education</b>	<b>75,399,351</b>	<b>77,919,738</b>	<b>77,958,844</b>	<b>-</b>

## DEPARTMENT SUMMARIES

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<b>PROGRAM</b>	<b>SOUTH WINDSOR PUBLIC SCHOOLS</b>	<b>9991</b>
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This will be completed by the Board of Education once the final budget is approved.

## DEBT SERVICE

### Debt Service

Page	Descriptions	2020-2021 Council Approved	2021-2022 Department Request	2021-2022 Manager Proposed	2021-2022 Council Approved
214	Capital Leases	1,195,186	704,888	743,035	-
216	Debt Service – Interest, Bonded Indebtedness	2,374,587	2,761,962	2,761,964	-
218	Debt Service – Principal Payments, Bonded Indebtedness	6,131,767	7,079,406	7,079,406	-
	<b>Total Debt Service</b>	<b>9,701,540</b>	<b>10,546,256</b>	<b>10,584,405</b>	<b>-</b>

#### Debt Policy

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

#### Assumption of Additional Debt

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

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

#### Debt Structure

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

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

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

## Debt Schedules

Debt Service Fund			Series B								Series B		Series B		Series B						
Principal and Interest			Refunding								Refunding		Refunding		Refunding						
Payments Schedule			Jun-14								Aug-17		Aug-17		Jun-19						
			2012 Storm Alfred	2012 Sewers	2014 Gen Purp	2015 Gen Purp	2015 Schools	2016 Gen Purp	2016 Schools	2017 Gen Purp	2017 Schools	2017 Gen Purp	2017 Schools	2018 Gen Purp	2018 Schools	2019 Gen Purp	2019 Schools	2019 Gen Purp	2020 Schools	2021 Gen Purp	2021 Schools
			8/15-I	P&I	8/15-P&I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	2/15-I	2/15-I	8/15-I	8/15-I	8/1-I	8/1-I	2/1-I	8/1-I	8/1-I	8/1-I
			2/15-P&I	Monthly	2/15-I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	8/15-P&I	8/15-P&I	2/15-P&I	2/15-P&I	2/1-P&I	2/1-P&I	8/1-P&I	2/1-P&I	2/1-P&I	2/1-P&I
PIF = paid in full			2,000,000	27,516,583	4,222,000	1,900,000	3,260,000	3,000,000	1,300,000	4,000,000	7,860,000	1,862,000	702,000	4,000,000	7,500,000	750,000	4,500,000	9,155,000	13,500,000	4,000,000	23,000,000
			1.5439%	2.0000%	1.4522%	2.5777%	2.5777%	2.4316%	2.4316%	2.6400%	2.6400%	2.4106%	2.4106%	3.1065%	3.1065%	3.1065%	3.1065%	1.6196%	2.4112%	1.9261%	1.9261%
FY																					
2022	Principal	7,079,406	200,000	1,346,406	485,000	100,000	200,000	160,000	65,000	365,000	600,000	115,000	43,000	210,000	375,000	35,000	215,000	540,000	675,000	200,000	1,150,000
	Interest	2,761,962	4,000	324,016	36,625	39,250	62,769	62,281	27,625	87,533	183,968	42,940	16,180	125,025	222,319	22,106	132,394	383,350	369,563	91,855	528,165
	Total	9,841,368	204,000	1,670,422	521,625	139,250	262,769	222,281	92,625	452,533	783,968	157,940	59,180	335,025	597,319	57,106	347,394	923,350	1,044,563	291,855	1,678,165
			PIF																		
2023	Principal	6,991,582		1,373,582	490,000	100,000	200,000	160,000	65,000	327,000	723,000	115,000	43,000	210,000	375,000	35,000	215,000	535,000	675,000	200,000	1,150,000
	Interest	2,497,918		296,839	12,250	36,250	56,769	54,281	24,375	69,283	153,968	40,640	15,320	114,525	203,569	20,356	121,644	356,475	335,813	86,750	498,813
	Total	9,489,500		1,670,421	502,250	136,250	256,769	214,281	89,375	396,283	876,968	155,640	58,320	324,525	578,569	55,356	336,644	891,475	1,010,813	286,750	1,648,813
			PIF																		
2024	Principal	6,686,307		1,401,307		100,000	200,000	160,000	65,000	124,000	276,000	113,000	42,000	210,000	375,000	35,000	215,000	1,345,000	675,000	200,000	1,150,000
	Interest	2,214,538		269,114		34,250	52,769	51,081	23,075	52,933	117,818	37,795	14,260	104,025	184,819	18,606	110,894	309,475	302,063	78,750	452,813
	Total	8,900,845		1,670,421		134,250	252,769	211,081	88,075	176,933	393,818	150,795	56,260	314,025	559,819	53,606	325,894	1,654,475	977,063	278,750	1,602,813
			PIF																		
2025	Principal	6,605,591		1,429,591		100,000	200,000	160,000	65,000	186,000	414,000	117,000	44,000	210,000	375,000	35,000	215,000	1,030,000	675,000	200,000	1,150,000
	Interest	1,979,989		240,830		32,250	48,769	47,881	21,775	50,453	112,298	34,345	12,970	95,625	169,819	16,856	100,144	250,100	268,313	70,750	406,813
	Total	8,585,580		1,670,421		132,250	248,769	207,881	86,775	236,453	526,298	151,345	56,970	305,625	544,819	51,856	315,144	1,280,100	943,313	270,750	1,556,813
			PIF																		
2026	Principal	6,671,447		1,458,447		100,000	200,000	160,000	65,000	186,000	414,000	122,000	46,000	210,000	375,000	35,000	215,000	1,060,000	675,000	200,000	1,150,000
	Interest	1,748,458		211,974		30,250	44,769	44,681	20,475	44,873	99,878	30,150	11,390	87,225	154,819	16,156	95,844	197,850	234,563	62,750	360,813
	Total	8,419,905		1,670,421		130,250	244,769	204,681	85,475	230,873	513,878	152,150	57,390	297,225	529,819	51,156	310,844	1,257,850	909,563	262,750	1,510,813
			PIF																		
2027	Principal	6,690,884		1,487,884		100,000	175,000	160,000	65,000	186,000	414,000	122,000	46,000	210,000	375,000	35,000	215,000	1,075,000	675,000	200,000	1,150,000
	Interest	1,514,745		182,537		28,125	40,519	41,481	19,175	39,293	87,458	26,338	9,953	78,825	139,819	15,369	91,006	144,475	200,813	54,750	314,813
	Total	8,205,630		1,670,421		128,125	215,519	201,481	84,175	225,293	501,458	148,338	55,953	288,825	514,819	50,369	306,006	1,219,475	875,813	254,750	1,464,813

**Debt Service Fund**  
**Principal and Interest**  
**Payments Schedule (cont'd)**

			Series B								Series B	Series B	Series B							
			Refunding								Refunding	Refunding	Refunding							
			Jun-14								Aug-17	Aug-17	Jun-19							
		2012 Storm Alfred	2012	2014	2015	2015	2016	2016	2017	2017	2017	2017	2018	2018	2019	2019	2019	2020	2021	2021
			Sewers	Gen Purp	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools
		8/15-I	P&I	8/15-P&I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	2/15-I	2/15-I	8/15-I	8/15-I	8/1-I	8/1-I	2/1-I	8/1-I	8/1-I	8/1-I
		2/15-P&I	Monthly	2/15-I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	8/15-P&I	8/15-P&I	2/15-P&I	2/15-P&I	2/1-P&I	2/1-P&I	8/1-P&I	2/1-P&I	2/1-P&I	2/1-P&I
<b>PIF = paid in full</b>		2,000,000	27,516,583	4,222,000	1,900,000	3,260,000	3,000,000	1,300,000	4,000,000	7,860,000	1,862,000	702,000	4,000,000	7,500,000	750,000	4,500,000	9,155,000	13,500,000	4,000,000	23,000,000
		1.5439%	2.0000%	1.4522%	2.5777%	2.5777%	2.4316%	2.4316%	2.6400%	2.6400%	2.4106%	2.4106%	3.1065%	3.1065%	3.1065%	3.1065%	1.6196%	2.4112%	1.9261%	1.9261%
<b>FY</b>																				
2028	Principal	6,722,916	1,517,916		100,000	175,000	160,000	65,000	186,000	414,000	120,000	45,000	210,000	375,000	35,000	215,000	1,080,000	675,000	200,000	1,150,000
	Interest	1,307,211	152,505		25,875	36,581	38,281	17,875	33,713	75,038	23,465	8,873	72,525	128,569	14,538	85,900	90,600	187,313	46,750	268,813
	Total	8,030,127	1,670,421		125,875	211,581	198,281	82,875	219,713	489,038	143,465	53,873	282,525	503,569	49,538	300,900	1,170,600	862,313	246,750	1,418,813
2029	Principal	6,236,555	1,548,555		100,000	175,000	155,000	70,000	186,000	414,000	140,000	53,000	210,000	375,000	35,000	215,000	535,000	675,000	200,000	1,150,000
	Interest	1,140,504	121,866		23,500	32,425	34,681	16,413	28,133	62,618	20,215	7,648	66,225	117,319	13,663	80,525	52,900	173,813	42,750	245,813
	Total	7,377,058	1,670,421		123,500	207,425	189,681	86,413	214,133	476,618	160,215	60,648	276,225	492,319	48,663	295,525	587,900	848,813	242,750	1,395,813
2030	Principal	6,284,811	1,579,811		100,000	175,000	155,000	70,000	186,000	414,000	138,000	52,000	210,000	375,000	40,000	235,000	530,000	675,000	200,000	1,150,000
	Interest	988,016	90,610		21,000	28,050	31,000	14,750	22,553	50,198	16,740	6,335	59,925	106,069	12,700	74,613	31,600	160,313	38,750	222,813
	Total	7,272,827	1,670,421		121,000	203,050	186,000	84,750	208,553	464,198	154,740	58,335	269,925	481,069	52,700	309,613	561,600	835,313	238,750	1,372,813
2031	Principal	6,307,699	1,611,699		100,000	175,000	155,000	70,000	186,000	414,000	135,000	51,000	210,000	375,000	40,000	235,000	525,000	675,000	200,000	1,150,000
	Interest	825,404	58,722		18,000	22,800	27,125	13,000	16,973	37,778	13,328	5,048	53,625	94,819	11,500	67,563	10,500	140,063	34,750	199,813
	Total	7,133,102	1,670,421		118,000	197,800	182,125	83,000	202,973	451,778	148,328	56,048	263,625	469,819	51,500	302,563	535,500	815,063	234,750	1,349,813
2032	Principal	5,812,230	1,644,230		100,000	175,000	150,000	75,000	186,000	414,000	133,000	50,000	210,000	375,000	40,000	235,000		675,000	200,000	1,150,000
	Interest	692,627	26,191		15,000	17,550	23,250	11,250	11,393	25,358	9,645	3,660	47,325	83,569	10,300	60,513		126,563	32,750	188,313
	Total	6,504,857	1,670,421		115,000	192,550	173,250	86,250	197,393	439,358	142,645	53,660	257,325	458,569	50,300	295,513	0	801,563	232,750	1,338,313
2033	Principal	4,579,217	416,217		100,000	175,000	150,000	75,000	186,000	414,000	129,000	49,000	210,000	375,000	40,000	235,000		675,000	200,000	1,150,000
	Interest	574,922	1,388		12,000	12,300	18,750	9,000	5,813	12,938	5,715	2,175	41,025	72,319	9,100	53,463		113,063	30,500	175,375
	Total	5,154,139	417,605		112,000	187,300	168,750	84,000	191,813	426,938	134,715	51,175	251,025	447,319	49,100	288,463	0	788,063	230,500	1,325,375
			<b>PIF</b>			<b>PIF</b>			<b>PIF</b>											
2034	Principal	3,559,000			150,000	125,000	150,000	75,000			126,000	48,000	210,000	375,000	40,000	235,000		675,000	200,000	1,150,000
	Interest	477,598			9,000	7,050	14,250	6,750			1,890	720	34,463	60,600	7,900	46,413		99,563	28,000	161,000
	Total	4,036,598			159,000	132,050	164,250	81,750			127,890	48,720	244,463	435,600	47,900	281,413	0	774,563	228,000	1,311,000
									<b>PIF</b>		<b>PIF</b>									

Debt Service Fund  
Principal and Interest  
Payments Schedule (cont'd)

Debt Service Fund			Series B								Series B		Series B		Series B						
Principal and Interest			Refunding								Refunding		Refunding		Refunding						
Payments Schedule (cont'd)			Jun-14								Aug-17		Aug-17		Jun-19						
			2012 Storm Alfred	2012 Sewers	2014 Gen Purp	2015 Gen Purp	2015 Schools	2016 Gen Purp	2016 Schools	2017 Gen Purp	2017 Schools	2017 Gen Purp	2017 Schools	2018 Gen Purp	2018 Schools	2019 Gen Purp	2019 Schools	2019 Gen Purp	2020 Schools	2021 Gen Purp	2021 Schools
			8/15-I	P&I	8/15-P&I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	2/15-I	2/15-I	8/15-I	8/15-I	8/1-I	8/1-I	2/1-I	8/1-I	8/1-I	8/1-I
			2/15-P&I	Monthly	2/15-I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	8/15-P&I	8/15-P&I	2/15-P&I	2/15-P&I	2/1-P&I	2/1-P&I	8/1-P&I	2/1-P&I	2/1-P&I	2/1-P&I
PIF = paid in full			2,000,000	27,516,583	4,222,000	1,900,000	3,260,000	3,000,000	1,300,000	4,000,000	7,860,000	1,862,000	702,000	4,000,000	7,500,000	750,000	4,500,000	9,155,000	13,500,000	4,000,000	23,000,000
			1.5439%	2.0000%	1.4522%	2.5777%	2.5777%	2.4316%	2.4316%	2.6400%	2.6400%	2.4106%	2.4106%	3.1065%	3.1065%	3.1065%	3.1065%	1.6196%	2.4112%	1.9261%	1.9261%
FY																					
2035	Principal	3,370,000				150,000	110,000	150,000	75,000					210,000	375,000	40,000	235,000		675,000	200,000	1,150,000
	Interest	401,394				4,500	3,300	9,750	4,500					27,900	48,881	6,700	39,363		86,063	25,250	145,188
	Total	3,771,394				154,500	113,300	159,750	79,500					237,900	423,881	46,700	274,363	0	761,063	225,250	1,295,188
						PIF	PIF														
2036	Principal	3,135,000						175,000	75,000					210,000	375,000	40,000	235,000		675,000	200,000	1,150,000
	Interest	325,488						5,250	2,250					21,075	36,694	5,450	32,019		72,563	22,250	127,938
	Total	3,460,488						180,250	77,250					231,075	411,694	45,450	267,019	0	747,563	222,250	1,277,938
								PIF	PIF												
2037	Principal	2,885,000												210,000	375,000	40,000	235,000		675,000	200,000	1,150,000
	Interest	255,444												14,250	24,506	4,150	24,381		58,219	19,250	110,688
	Total	3,140,444												224,250	399,506	44,150	259,381	0	733,219	219,250	1,260,688
2038	Principal	2,885,000												220,000	365,000	40,000	235,000		675,000	200,000	1,150,000
	Interest	190,869												7,425	12,319	2,800	16,450		43,875	16,000	92,000
	Total	3,075,869												227,425	377,319	42,800	251,450	0	718,875	216,000	1,242,000
														PIF	PIF						
2039	Principal	2,300,000														40,000	235,000		675,000	200,000	1,150,000
	Interest	120,156														1,400	8,225		29,531	12,000	69,000
	Total	2,420,156														41,400	243,225	0	704,531	212,000	1,219,000
																PIF	PIF				
2040	Principal	2,025,000																	675,000	200,000	1,150,000
	Interest	69,188																	15,188	8,000	46,000
	Total	2,094,188																	690,188	208,000	1,196,000
																			PIF		
2041	Principal	1,350,000																		200,000	1,150,000
	Interest	27,000																		4,000	23,000
	Total	1,377,000																		204,000	1,173,000
																				PIF	PIF

Debt Service Fund				Series B						Series B		Series B		Series B							
Principal and Interest				Refunding						Refunding		Refunding		Refunding							
Payments Schedule (cont'd)				Jun-14						Aug-17		Aug-17		Jun-19							
	2012 Storm Alfred	2012	2014	2015	2015	2016	2016	2017	2017	2017	2017	2018	2018	2019	2019	2019	2020	2021	2021		
	Sewers	Gen Purp	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	Gen Purp	Schools	
	8/15-I	P&I	8/15-P&I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	8/15-I	2/15-I	2/15-I	8/15-I	8/15-I	8/1-I	8/1-I	2/1-I	8/1-I	8/1-I	8/1-I		
	2/15-P&I	Monthly	2/15-I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	2/15-P&I	8/15-P&I	8/15-P&I	2/15-P&I	2/15-P&I	2/1-P&I	2/1-P&I	8/1-P&I	2/1-P&I	2/1-P&I	2/1-P&I		
PIF = paid in full	2,000,000	27,516,583	4,222,000	1,900,000	3,260,000	3,000,000	1,300,000	4,000,000	7,860,000	1,862,000	702,000	4,000,000	7,500,000	750,000	4,500,000	9,155,000	13,500,000	4,000,000	23,000,000		
	1.5439%	2.0000%	1.4522%	2.5777%	2.5777%	2.4316%	2.4316%	2.6400%	2.6400%	2.4106%	2.4106%	3.1065%	3.1065%	3.1065%	3.1065%	1.6196%	2.4112%	1.9261%	1.9261%		
Gen Purp	Principal	25,665,000	200,000	975,000	1,500,000	2,360,000		2,490,000		1,625,000		3,580,000		680,000		8,255,000		4,000,000			
Schools	Principal	55,697,000			2,460,000		1,040,000	5,325,000		612,000		6,365,000		4,070,000		12,825,000		23,000,000			
Sewers	Principal	16,815,644	16,815,644																		
Total	Principal	98,177,644	200,000	16,815,644	975,000	1,500,000	2,460,000	2,360,000	1,040,000	2,490,000	5,325,000	1,625,000	612,000	3,580,000	6,365,000	680,000	4,070,000	8,255,000	12,825,000	4,000,000	23,000,000

## DEBT SERVICE

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### Combined Schedule of Bonded Debt Through Maturity

as of

February 15, 2021

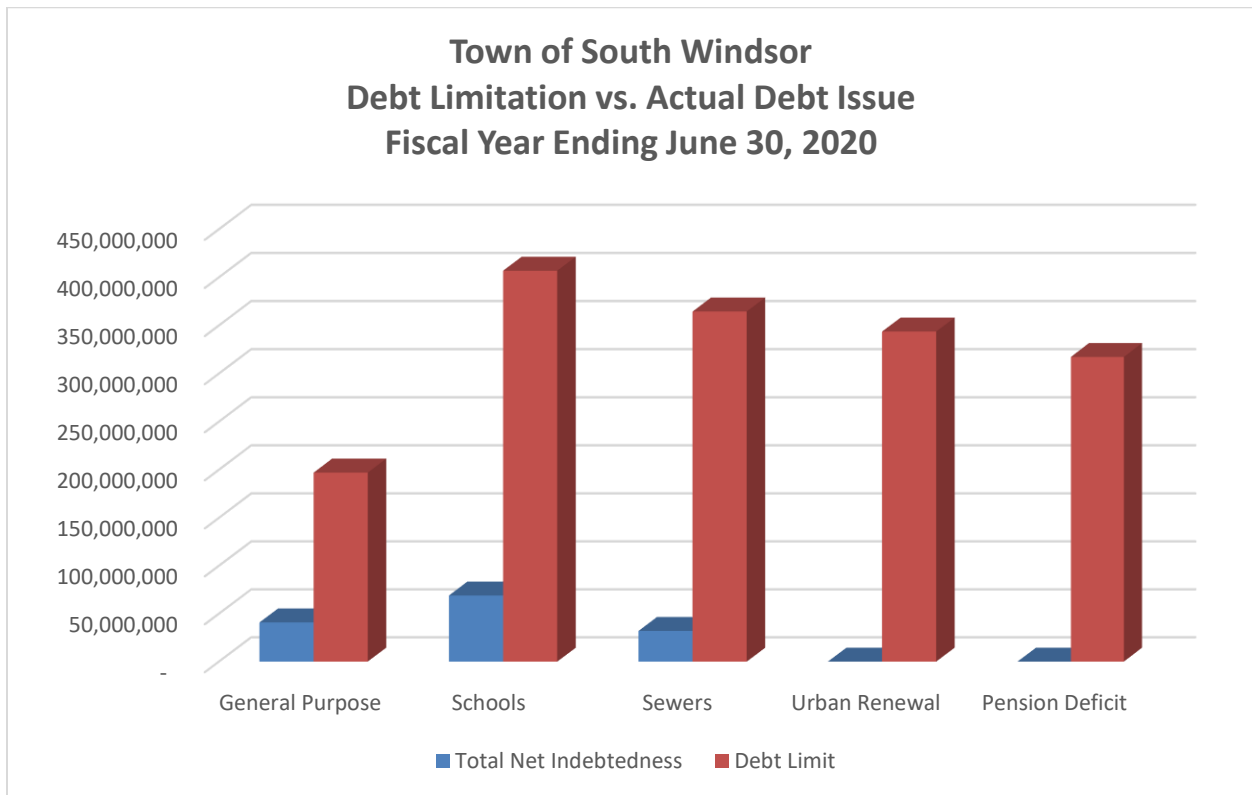
	<u>Existing Debt</u>		
Fiscal Year	<u>Principal Payments</u>	<u>Interest Payments</u>	<u>Total Debt Service</u>
2021-22	7,079,406	2,761,962	9,841,368
2022-23	6,991,582	2,497,918	9,489,500
2023-24	6,686,307	2,214,538	8,900,845
2024-25	6,605,591	1,979,989	8,585,580
2025-26	6,671,447	1,748,458	8,419,905
2026-27	6,690,884	1,514,745	8,205,630
2027-28	6,722,916	1,307,211	8,030,127
2028-29	6,236,555	1,140,504	7,377,058
2029-30	6,284,811	988,016	7,272,827
2030-31	6,307,699	825,404	7,133,102
2031-32	5,812,230	692,627	6,504,857
2032-33	4,579,217	574,922	5,154,139
2033-34	3,559,000	477,598	4,036,598
2034-35	3,370,000	401,394	3,771,394
2035-36	3,135,000	325,488	3,460,488
2036-37	2,885,000	255,444	3,140,444
2037-38	2,885,000	190,869	3,075,869
2038-39	2,300,000	120,156	2,420,156
2039-40	2,025,000	69,188	2,094,188
2040-41	1,350,000	27,000	1,377,000
	<u>\$ 98,177,644</u>	<u>\$ 20,113,429</u>	<u>\$ 118,291,073</u>

## DEBT SERVICE

### TOWN of SOUTH WINDSOR, CONNECTICUT SCHEDULE OF DEBT LIMITATION FOR THE YEAR ENDED JUNE 30, 2020

<b>Total tax collections (including interest and lien fees) received by the Treasurer for the year ended June 30, 2019</b>					<u><u>\$105,748,886</u></u>
	General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit
<b>Debt limitation:</b>					
2-1/4 times base	\$237,934,994	\$ -	\$ -	\$ -	\$ -
4-1/2 times base		475,869,987			
3-3/4 times base			396,558,323		
3-1/4 times base				343,683,880	
3 times base					317,246,658
7 times base					
<b>Indebtedness:</b>					
Bonds payable	24,277,000	34,897,000	1,461,000	-	-
Bond anticipation notes	2,000,000	16,000,000			
CWF notes payable			18,836,584		
Authorized, unissued bonds	<u>14,602,583</u>	<u>18,093,655</u>	<u>11,723,412</u>	-	-
Total indebtedness	40,879,583	68,990,655	32,020,996	-	-
Exclusions	-	-	-	-	-
Total Net Indebtedness	40,879,583	68,990,655	32,020,996	-	-
Excess of Limit Over Outstanding and Authorized Debt	<u>\$ 197,055,411</u>	<u>\$ 406,879,332</u>	<u>\$364,537,327</u>	<u>\$ 343,683,880</u>	<u>\$ 317,246,658</u>

**In no case shall total indebtedness exceed seven times annual receipts from taxation (\$740,242,202)**



## DEBT SERVICE

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

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

### ***Budget Change Commentary:***

The budget decrease is \$490,298 due to the completion of seven leases.

### ***Performance Data:***

Description	End Date	Fiscal Year 21/22	Fiscal Year 22/23	Fiscal Year 23/24	Fiscal Year 24/25	Fiscal Year 25/26	Fiscal Year 26/27	Fiscal Year 27/28	Fiscal Year 28/29	Fiscal Year 29/30	Fiscal Year 30/31	Total Outstanding
2018 Fire Ladder Truck-Eng 6	07/15/26	92,577	92,577	92,577	92,577	92,577	92,577					555,462
2014 Sutphen Fire Pumper-Eng 4	08/25/23	105,421	105,421	105,421	-	-	-	-				316,263
EOC Construction	11/01/24	178,824	178,824	178,824	178,824	-	-	-				715,297
EOC Computer Wall	09/01/21	44,088		-	-	-	-	-				44,088
Police Radios	09/01/24	39,023	39,023	39,023	39,023							156,092
Fire Department Generator		25,000	25,000	25,000	25,000	25,000						125,000
SWVFD Scotpacks		110,461	110,461	110,461	110,461	110,461						552,303
2020 FD Rescue Truck		109,494	109,494	109,494	109,494	109,494	109,494	109,494	109,494	109,494	109,494	1,094,940
		704,888	660,800	660,800	555,379	337,532	202,071	109,494	109,494	109,494	109,494	3,559,445

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

[illegible]

## DEBT SERVICE

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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 \$387,377. Increase is due to bonding for Phase II Elementary School Projects and Road Projects.

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

[illegible]

## DEBT SERVICE

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

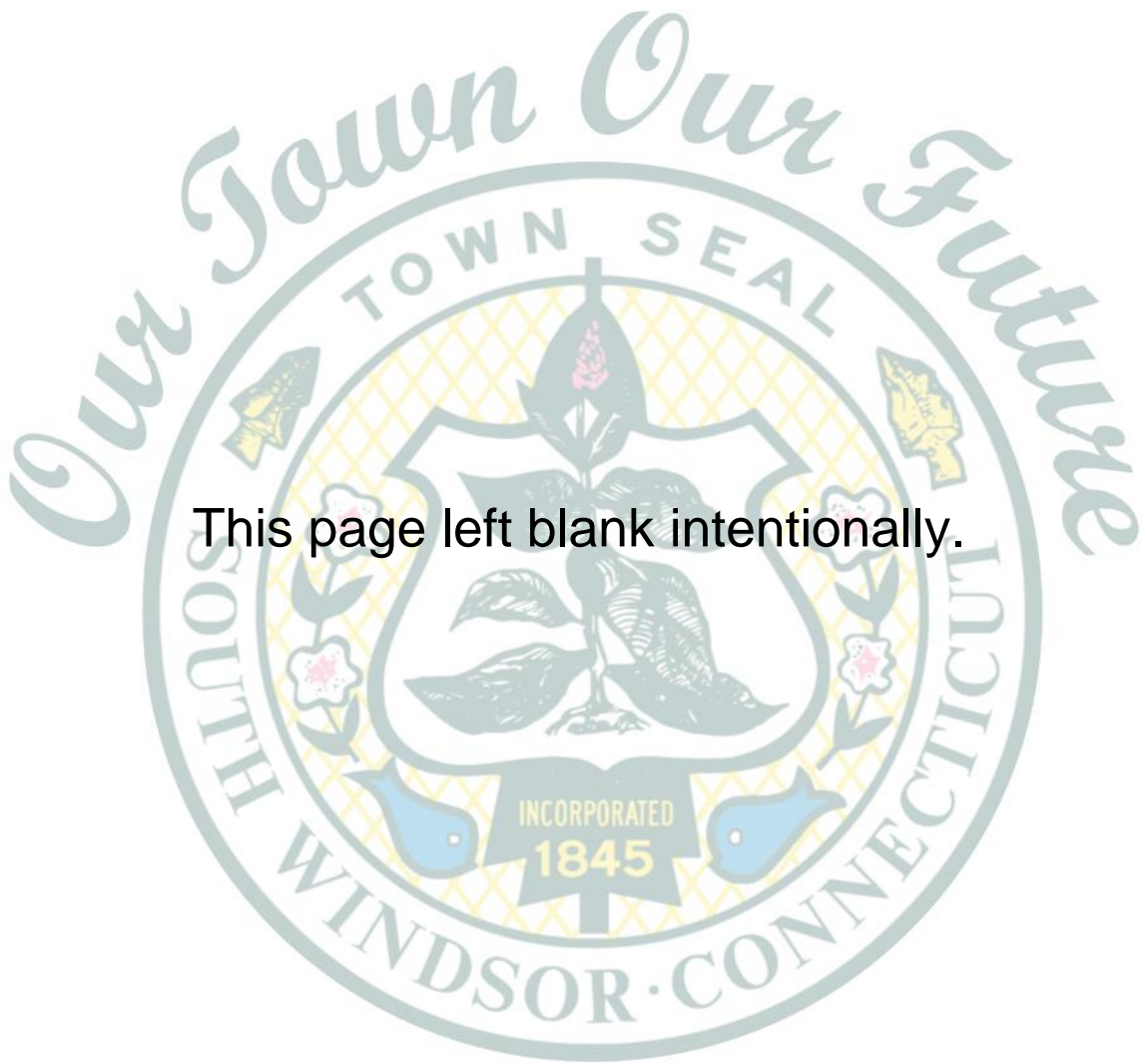
This account provides for principal payments on bonds and bond anticipation notes.

***Budget Change Commentary:***

The Debt Service – Principal on Bonded Indebtedness budget increased by \$947,639. Increase is due to bonding for Phase II Elementary School Projects and Road Projects.

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

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## CAPITAL IMPROVEMENTS

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### Capital Improvements

Page	Descriptions	2020-2021 Council Approved	2021-2022 Department Request	2021-2022 Manager Proposed	2021-2022 Council Approved
225	Capital Improvements	2,103,438	2,174,472	2,174,472	-
	<b>Total Capital Improvements</b>	<b>2,103,438</b>	<b>2,174,472</b>	<b>2,174,472</b>	<b>-</b>

## CAPITAL IMPROVEMENTS

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### Capital Projects Overview

#### *Definition of Capital Projects*

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

Items classified as capital projects include:

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

#### *Capital Improvement Plan Policies*

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

Capital improvements shall meet one of the following criteria:

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

#### *Capital Improvement Program*

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

#### *Capital Project Accounting*

1. All capital appropriations are to be made for project purposes and be presented in specific line item format (i.e. design, project management, construction, equipment, etc.). An estimated project completion schedule shall also be included with each capital appropriation request.

## CAPITAL IMPROVEMENTS

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

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

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

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

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

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

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

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

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

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

## CAPITAL IMPROVEMENTS

---

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

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

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

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

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

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

### **Lease-Supported Funding Sources**

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

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

### ***Other Financial Policies***

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

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

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

## CAPITAL IMPROVEMENTS

<b>PROGRAM</b>	<b>CAPITAL IMPROVEMENTS</b>	<b>8000</b>
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The planned 2021-2022 capital projects will maintain, improve, or replace existing infrastructure. These scheduled projects are routine in nature and will have a negligible impact on future operating costs. Details of individual projects will be outlined below:

<b>Project #</b>	<b>Project</b>	<b>Grant/ Offset</b>	<b>Requested 2021-2022</b>
	To Be Determined		\$2,174,472

### Projects to be Determined

1. Description of Project:
2. Estimated Total Project Cost:
3. Other offset funding available:
4. Useful life of project: \_
5. Project Timeline:   Planning start:  
                                  Physical start:  
                                  Completion:
6. Estimated additional annual operating cost
7. Estimated annual savings:  
Explanation:

## CAPITAL IMPROVEMENTS

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

2019/2020 ACTUAL	2020/2021 COUNCIL APPROVED	ACCOUNT #	LINE ITEM DESCRIPTION	2021/2022 DEPARTMENT REQUEST	2021/2022 MANAGER PROPOSED	2021/2022 COUNCIL APPROVED
2,941,621	2,103,438	18000400 00430	CAPITAL PROJECTS	2,174,472	2,174,472	
<hr/>						
2,941,621	2,103,438		TOTAL	2,174,472	2,174,472	0
			DOLLAR CHANGE	71,034	71,034	
			PERCENTAGE CHANGE	3.38%	3.38%	-100.00%

## SPECIAL REVENUE

### Special Revenue Funds

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

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

Page	Descriptions	2020-2021 Council Approved	2021-2022 Department Request	2021-2022 Manager Proposed	2021-2022 Council Approved
231	Water Pollution Control Authority	2,900	2,900	2,900	-
233	Special Revenue – Pollution Control – Wastewater & Disposal	5,654,971	5,513,351	5,513,351	-
233	Recreation Special Revenue Fund – Summary				-
241	Recreation Special Revenue Fund – Contracted Services	309,426	310,862	310,862	-
244	Recreation Special Revenue Fund - Preschool	165,793	171,444	171,444	-
246	Recreation Special Revenue Fund – Day Camp	716,222	706,356	706,356	-
249	Recreation Special Revenue Fund – 4 <sup>th</sup> R	973,264	1,001,275	1,001,275	-
252	Recreation Special Revenue Fund – Veterans' Memorial Park	377,492	387,839	387,839	-
255	Recreation Special Revenue Fund – Outdoor Recreation	69,780	70,050	70,050	-
257	Recreation Special Revenue Fund – Indoor Recreation	168,258	164,454	164,454	-
260	Recreation Special Revenue Fund – Social/Cultural	140,980	145,938	145,938	-
264	Recreation Special Revenue Fund – Facilities	41,732	41,732	41,732	-
267	Recreation Special Revenue Fund – Transfer to General Fund	-	-	-	-
269	Recreation Special Revenue Fund - Contingency	30,000	30,000	30,000	-
271	Recreation Special Revenue Fund – Capital Improvements	-	-	-	-
	<b>Total Special Revenue Funds</b>	<b>8,650,458</b>	<b>8,546,201</b>	<b>8,546,201</b>	<b>-</b>

## SPECIAL REVENUE

### Pollution Control/Wastewater Treatment Fund Comparison of Annual Revenues

DESCRIPTION	2017/2018 ACTUAL	2018/2019 ACTUAL	2019/2020 ACTUAL	2020/2021 ADOPTED	2021/2022 PROPOSED
USER CHARGES	\$4,727,817	\$4,986,299	\$4,745,398	\$5,073,493	\$5,570,816
SEPTIC FEES	10,400	26,392	19,893	10,000	20,000
<b>SUBTOTAL</b>	<b>\$4,738,217</b>	<b>\$5,012,691</b>	<b>\$4,765,291</b>	<b>\$5,083,493</b>	<b>\$5,590,816</b>
ASSESSMENTS	\$ 11,337	\$ 14,898	\$ 32,561	\$ 15,000	\$ 15,000
INTEREST & LIEN FEES	224,206	86,560	84,050	100,000	90,000
CONNECTION CHARGES	205,508	129,559	335,699	200,000	200,000
CAPACITY CHARGE	1,303	50,439	67,869	60,000	60,000
PERMIT FEES	4,820	7,840	4,160	6,000	6,000
SEWER INDUSTRIAL CHARGES	-	112,044	71,287	0	50,000
INVESTMENT INT. EARNINGS	464	449	251	450	450
MISCELLANEOUS REVENUE	2,035	2,873	7,601	5,000	7,000
TRANSFER FROM OPERATING RESERVE	-	0	0	0	0
CANCEL PRIOR YEAR ENCUMBRANCES	(2,248)	10,918	119,825	0	0
INTERNAL SERVICES	46,591	25,798	13,695	35,000	35,000
<b>SUBTOTAL</b>	<b>\$ 494,016</b>	<b>\$ 441,378</b>	<b>\$ 736,998</b>	<b>\$ 421,450</b>	<b>\$ 463,450</b>
<b>TOTAL REVENUE</b>	<b>\$5,232,233</b>	<b>\$5,454,069</b>	<b>\$5,502,289</b>	<b>\$5,504,943</b>	<b>\$6,054,266</b>

## SPECIAL REVENUE

### Pollution Control & Wastewater Treatment Fund

#### DEBT SERVICE - PRINCIPAL & INTEREST

	<u>2018/2019</u>	<u>2019/2020</u>	<u>2020/2021</u>	<u>2021/2022</u>
	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>PROPOSED</u>
TOWN OF VERNON				
Principal	\$ 0	\$ 0	\$ 82,685	\$ 93,771
Interest	0	0	0	0
Subtotal	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 82,685</u>	<u>\$ 93,771</u>
STATE GRANT FOR UV SYSTEM				
Principal	\$ 45,655	\$ 46,577	\$ 47,517	\$ 4,002
Interest	2,458	1,536	596	8
Subtotal	<u>\$ 48,113</u>	<u>\$ 48,113</u>	<u>\$ 48,113</u>	<u>\$ 4,009</u>
SUBMERSIBLE PUMP STATION UPGRADE				
Principal	\$ 80,977	\$ 82,611	\$ 84,279	\$ 85,980
Interest	13,327	11,692	10,025	8,324
Subtotal	<u>\$ 94,303</u>	<u>\$ 94,303</u>	<u>\$ 94,303</u>	<u>\$ 94,303</u>
PLEASANT VALLEY PUMP STATION LOAN				
Principal	\$ 21,288	\$ 21,718	\$ 22,156	\$ 22,604
Interest	2,933	2,503	2,064	1,617
Subtotal	<u>\$ 24,221</u>	<u>\$ 24,221</u>	<u>\$ 24,221</u>	<u>\$ 24,221</u>
DRY PIT PUMP STATION UPGRADES				
Principal	\$ 95,000	\$ 100,000	\$ 98,000	\$ 97,000
Interest	45,686	39,935	37,955	36,005
Subtotal	<u>\$ 140,686</u>	<u>\$ 139,935</u>	<u>\$ 135,955</u>	<u>\$ 133,005</u>
<b>TOTAL DEBT SERVICE</b>	<b><u>\$ 307,324</u></b>	<b><u>\$ 306,572</u></b>	<b><u>\$ 385,277</u></b>	<b><u>\$ 349,310</u></b>

## SPECIAL REVENUE

### Pollution Control & Wastewater Treatment Fund (continued)

#### CAPITAL IMPROVEMENTS

	<u>2018/2019</u> <u>ADOPTED</u>	<u>2019/2020</u> <u>ADOPTED</u>	<u>2020/2021</u> <u>ADOPTED</u>	<u>2021/2022</u> <u>PROPOSED</u>
I/I REMOVAL	\$ 60,000	\$ 60,000	\$ 30,000	\$ 60,000
ARC FLASH ASSESSMENT				
CLARIFIER				
NEVERS ROAD SEWER EXTENSION				
TRUSS PIPE REHAB				
AVERY STR SEWER MAIN IMPROVEMENTS				
RESERVE			340,000	
PUMP STATION UPGRADE STUDY		75,000		
EASEMENT VEGETATION MANAGEMENT	268,625			
PHASE IV SYSTEM IMPROVEMENTS				
SULLIVAN AVE SIPHON REHAB		750,000		
CHAPEL ROAD PHASE I REHAB				
OUTFALL STABILIZATION		60,000	60,000	
BENEDICT DRIVE DESIGN				
PUMP STATION UPGRADES		50,000		
MANHOLE REPLACEMENT		47,500		100,000
CLARK STREET RESERVE				
CHAPEL ROAD 2A	720,000			
CHAPEL ROAD 2B			845,000	845,000
TOTAL CAPITAL IMPROVEMENTS	<u>\$1,048,625</u>	<u>\$1,042,500</u>	<u>\$1,275,000</u>	<u>\$1,005,000</u>

#### **CONTRIBUTIONS TO RESERVE FUNDS**

OPERATING RESERVE				
REPLACEMENT RESERVE				
TOTAL CAPITAL & RESERVES	<u>\$1,048,625</u>	<u>\$1,042,500</u>	<u>\$1,275,000</u>	<u>\$1,005,000</u>

## SPECIAL REVENUE

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

The Water Pollution Control Authority of seven (7) members and two (2) alternates is appointed by the Town Council for a term of six (6) years. The duties and responsibilities of the Authority are derived from Chapter 103 of the General Statutes, Revision of 1958, as amended and supplemented, Special Act 2-260 of the General Assembly, and Town Ordinance 98.

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

### ***Budget Change Commentary:***

The WPCA total budget remains unchanged from Fiscal Year 2020-2021.

### ***Program Objectives and Goals FY 2022:***

- Continue funding reserve funds to establish rate stabilization.
- Continue to support the maintenance, improvement, and upgrade of the treatment plant and sewer system assets.
- Provide stewardship for the preservation of our navigable waters and aquatic resources.
- Begin rehabilitation of the Clark Street, Benedict Drive and Pleasant Valley Pump Stations.
- Continue to work with Connecticut DEEP Clean Water Fund for the upgrade of Clark Street, Benedict Drive and Pleasant Valley Pump Stations.

### ***Program Accomplishments FY 2021:***

- Completed the Ellington Road force main extension to serve the I-291 Corridor to continue economic development in this area.
- Completed the engineering design for the Chapel Road, Benedict Drive, and Pleasant Valley Pump Station upgrades.
- Maintained a zero increase in sewer user fees.

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	0.25	1	0.25	Administrative Secretary	1	0.25
<b>1.0</b>	<b>.25</b>	<b>1.0</b>	<b>.25</b>	<b>Total</b>	<b>1.0</b>	<b>.25</b>

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Number of Meetings	12	12	12	11	11
Number of Public Hearings	3	3	2	1	1
Number of Applications Received	13	16	13	9	12
Number of New Residential Connections Approved	19	6	1	12	10
Number of New Commercial Connections Approved	2	8	3	6	6
Number of New or Revised Regulations	2	0	0	0	0

## SPECIAL REVENUE

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### 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.

	2017/2018 ACTUAL	2018/2019 ACTUAL	2019/2020 ACTUAL	2020/2021 ADOPTED	2021/2022 PROPOSED
OFFICE SUPPLIES	155	54	155	200	200
ADVERTISING	1,029	1,160	2,157	1,800	1,800
PROFESSIONAL	0	0	112	900	900
FEES & MEMBERSHIPS	0	0	0	0	0
OFFICE EQUIPMENT	0	0	0	0	0
CAPITAL OUTLAY	0	0	0	0	0
TOTAL	1,184	1,214	2,424	2,900	2,900

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

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

## SPECIAL REVENUE

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

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

### ***Budget Change Commentary:***

We continue to take a proactive approach to rehabilitating our aging infrastructure. Cured-in-Place Pipe (CIPP) is a big component to our asset management program. This technology is a cost effective way to renew pipe segments that have reached their useful life expectancy. As part of this year's capital improvement budget, we are planning to complete Phase IV of the Sanitary Sewer Evaluation Study rehabilitation recommendations which include CIPP relining and manhole rehabilitation. Significant labor hours will also be invested in the cleaning and inspection of our sewer pipes to identify areas in need of rehabilitation.

### ***Program Objectives and Goals FY 2022:***

- Complete design work for the rehabilitation of Clark Street, Benedict Drive and Pleasant Valley Pump Stations.
- Complete what is known as Phase IV of the Sanitary Sewer Evaluation Study rehabilitation recommendations.
- Inspect 30 miles of sewer line.
- Clean 30+ miles of sewer line.

### ***Program Accomplishments FY 2021:***

- 99% Biochemical Oxygen Demand removal from influent wastewater.
- 99% Total Suspended Solids removal from influent wastewater.
- Completed a 1,000 linear foot force main extension on Ellington Road to serve the I-291 corridor.
- Relined 4,000 linear feet of sewer pipe in the Chapel Road area.
- Inspect 30 miles of sewer line as part of an on-going preventative maintenance program.

### ***Assigned Positions:***

2018-2019		2019-2020		Position Title	2020-2021	
Positions	FTE	Positions	FTE		Positions	FTE
1.0	0.8	1.0	0.8	Superintendent	1.0	0.8
1.0	1.0	1.0	1.0	Plant Supervisor	1.0	1.0
1.0	1.0	1.0	1.0	WPC Lead – Operations	1.0	1.0
1.0	1.0	1.0	1.0	WPC Lead – Maintenance	1.0	1.0
1.0	1.0	1.0	1.0	WPC Lead – Collection System	1.0	1.0
5.0	5.0	5.0	5.0	WPC Operator III	7.0	7.0
1.0	1.0	0.0	0.0	WPC Operator II	0.0	0.0
1.0	1.0	2.0	2.0	WPC Operator I	0.0	0.0
1.0	1.0	1.0	1.0	Laboratory Analyst	1.0	1.0
1.0	0.25	1.0	0.25	Administrative Secretary	1.0	0.25
<b>14</b>	<b>13.05</b>	<b>14</b>	<b>13.05</b>	<b>Total</b>	<b>14</b>	<b>13.05</b>

## SPECIAL REVENUE

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Wastewater Treated (million gallons)	908	1,088	908	850	900
Avg. Daily Effluent Suspended Solids (mg/l)	4	5	5	5	5
Avg. Daily Effluent Biochemical Oxygen Demand (mg/l)	4	5	5	5	5
Average Daily Effluent Total Nitrogen (lbs.)	95	95	94	95	95
Number of Emergency Call-outs	86	55	62	85	90
Miles of Sewer Line Inspected (CCTV)	6	8	7	30	30
Miles of Sewer Line Cleaned	3	9	10	35	35

## SPECIAL REVENUE

### SPECIAL REVENUE POLLUTION CONTROL & WASTEWATER TREATMENT FUND

#### OPERATING EXPENDITURES

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
FULL TIME SALARIES	973,789	998,898	1,101,251	1,081,700	1,097,114
OVERTIME	112,418	107,320	113,539	114,472	116,856
LONGEVITY	700	0	700	700	700
TEMPORARY	0	0	0	0	0
EMPLOYEE BENEFITS	523,808	599,684	498,475	522,872	538,558
OFFICE SUPPLIES	1,734	1,600	1,600	2,000	2,000
OPERATING MATERIAL	81,534	91,450	131,450	118,950	138,950
MOTOR VEHICLE SUPPLIES	11,812	24,620	27,550	23,100	25,213
UNIFORMS & CLOTHING	7,810	15,750	15,750	15,750	15,750
FLEET & EQUIP REPAIR	63,490	83,000	97,000	115,000	115,000
ADVERTISING	0	0	0	0	0
PROFESSIONAL	171,320	160,252	161,500	160,100	164,100
RENTAL & LEASES	22,821	28,320	33,400	33,400	33,400
UTILITIES	567,315	501,950	549,650	456,000	486,000
MAINTENANCE CONTRACTS	467,553	497,255	567,100	674,300	673,300
REPAIR & MAINTAIN EQUIP.	44,772	29,700	32,000	32,300	32,300
FEES & MEMBERSHIPS	101	2,670	2,670	1,900	2,150
RECRUITMENT & TRAINING	13,980	23,480	24,200	23,750	23,750
OTHER PURCHASE SRVCS.	331,310	326,000	326,000	326,000	326,000
INTERNAL SERVICE CHRGS.	37,240	37,240	45,000	45,000	45,000
CAPITAL PROJECTS	41,879	65,000	45,000	168,000	40,000
DEPARTMENT EQUIPMENT	46,967	96,600	72,500	76,500	280,000
<b>TOTAL</b>	<b>3,522,352</b>	<b>3,690,789</b>	<b>3,846,335</b>	<b>3,991,794</b>	<b>4,156,141</b>

## SPECIAL REVENUE

### PROGRAM RECREATION SPECIAL REVENUE FUND – OVERVIEW

#### *Program Explanation:*

The Special Revenue Recreation Fund (SRRF) was officially established by the Town Council in May 2000, and first became effective for the Fiscal Year 2000-2001 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 2021-2022, the on-going challenge is to maintain affordability in these strained economic times yet remain self-sustaining financially. Accounts for Contracted Services, Preschool, Day Camp, 4th R, Veterans Memorial Park (VMP), Outdoor, Indoor, Social/Cultural, and Facilities will continue to operate as the revenue supported SRRF. Under this format, programs must survive on their own merit and all direct programmatic expenses must be met. Meeting these operating costs has created the need for us to impose nominal user fee increases for many activities. The fee increases vary depending on the magnitude of the program. These increases are necessary to meet our charge and keep pace with expenses, without compromising on the quality of our programs that you have come to expect, and we are proud and committed to deliver. In some cases, we were able to maintain static prices. It is imperative to remember that the SRRF budget that follows is not a request for allocations, but rather a “plan” outlining what we propose to accomplish and how we project to finance that.

#### *Budget Change Commentary:*

Historically, the SRRF has been extremely successful with only one year in twenty experiencing a net loss for the year. In Fiscal Year 2003-2004, we ended short of 100% cost recovery by \$55,023 due to horrific weather conditions that devastated our daily admission and concession revenue at VMP. This loss was easily absorbed by the cumulative SRRF fund balance set aside as contingency assuring continued self-sufficiency and avoided a tax-based bail-out. Throughout its double-decade existence, the SRRF has also been tapped into to assist with the General Fund budget, and this trend continues. In FY 2011-2012 a random **\$100,000** was transferred from SRRF to the General Fund for administrative purposes. An unprecedented **\$310,367** was added as an expense and distributed on a percentage basis across all seven accounts with the expectation that the Special Revenue Recreation Fund balance will and did reimburse the general fund for 52% of administrative salaries in FY 2017-2018. For Fiscal Year 2018-2019, we were asked to contribute 10% of our administrative salaries or **\$56,000** plus **\$55,000** for one full time employee (year 1 of a 3-year commitment) to the General Fund. The 2019-2020 budget will reimburse the General Fund 10%, or **\$58,148** for full time administrative salaries plus **\$56,100** (year 2 of a 3-year commitment). Another 10% or **\$59,674** was earmarked for transfer towards salaries in FY 2020-2021. That is in addition to the two full time salaries we are also currently funding out of the SRRF (**\$94,361** which includes year 3 of the 3-year commitment, plus a new hire), and a **\$100,000** transfer to the Town’s CIP budget. Now for the Fiscal Year 2021-2022, we have completed our commitment to contribute to two full time salaries and now only one remains in the amount of **\$36,593**. I realize that we have to “do our part”, but please be aware that this is an extremely dangerous practice that will not be sustainable even with dramatic increases in user fees in the future. Our fear is that we will become unaffordable for many of our residents, depriving them of a healthy lifestyle, minimizing their quality of life and becoming a less attractive community in which to live. In addition, and without the benefit of the typical town-wide capital improvement planning and funding processes, another **\$700,000** from the accumulated fund balance as of Fiscal Year 2017-2018 was allocated and since expended for the re-purposing of the Wapping School as our new home for parks and recreation. Since inception, the SRRF has contributed **\$1,771,758** to the General Fund from its fund balance.

The proposed bill to increase the minimum wage to \$15/hour from the previous \$10.10/hour by 2023 was passed by the General Assembly on May 17, 2019 and signed into law by the Governor on May 28., 2019.

## SPECIAL REVENUE

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

The approved phase-in looks like this: (1) October 1, 2019: \$11.00, (2) September 1, 2020: \$12.00, (3) August 1, 2021: \$13.00, (4) July 1, 2022: \$14.00, (5) June 1, 2023: \$15.00. But, it doesn't end there. The state will establish a cost of living indexing (Employment Cost Index) thereafter beginning October 15, 2023, and every October 15th the Commissioner of Labor is to announce an increased minimum wage effective January of 2024 and every subsequent January.

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

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

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

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

### ***Program Objectives and Goals FY 2022:***

- Develop new strategies and methods to generate other revenue sources to help control skyrocketing labor cost. Some preliminary ideas are: eliminating programs that are a financial burden, look at ways to increase shared services, create new profitable programs, relay more heavily on contracted service providers and less on employee driven programs, regionalizing services, charging for services that were previously free of charge, increase grant chasing, bolster sponsorships, etc.
- Collaborate with the Board of Education for the upcoming years of new Elementary Schools and the impact of this to the 4<sup>th</sup> "R" program and grounds maintenance.
- Find ways to adjust to the rapidly changing demographics and population explosion.
- Increase outside user groups for the ropes course to add to the continued use of ropes course by BOE, Parks and Recreation and Human Services.

## **SPECIAL REVENUE**

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### ***Program Objectives and Goals FY 2022 (cont'd):***

- With new additional program space at Wapping, we will strive to increase adult participation through various tournaments and new programs (focusing on fitness, health and wellness).
- Increase and enhance Adult and Family programs and special events.
- Continue to enhance programming for Special Needs Participants.
- Tapping into fund balance will be necessary to remain self-sustaining programmatically.

### ***Program Accomplishments FY 2021:***

- Created, maintained and enforced CDC regulations to provide health safety within a NEW summer camp when we were unable to run our normal 5 camps due to COVID-19.
- Successfully maintained American Camp Association (ACA) Accreditation for all five camps for summer 2019.
- Offered a first-ever full-day 4<sup>th</sup> R program on distance learning days during the hybrid school model. Twenty participants took advantage of this offering. Staff supported students with their school work and their distance-learning instructional model, as well as provided fun and engaging program before and after the instructional time period.
- Continued the elimination of VMP group sales which resulted in appreciable attendance reduction on weekends, the impact it made in loss revenue has motivated price increases for resident and non-resident fees for daily admissions, season passes, swim lessons and the swim team.
- Continued to cultivate relationships with local towns to build inter-town leagues to support our 5/6 grade girls division, 7/8 grade girls division, and 9-12 grade girls division.
- Successful showing of four outdoor movies; Drive In Style in the SWHS student parking lot.
- Hosted first ever Drive Boo, sharing candy and prizes with over 300 children as they drove through our "Drive Boo" receiving treats at stops decorated and hosted by local civic groups. Over 600 adults and children enjoyed the event.
- The Summer Concert series was Live Streamed from Telefunken Soundstage. The concerts were well received on Facebook and YouTube with viewers enjoying 9 high quality concerts.
- Successfully conducted the holiday decorating competition virtually where three \$100 prizes were given out to the best decorated houses in a variety of categories. 17 houses in town participated. Created a map for all residents to enjoy the decorated homes and also to allow them to participate as judges for the first ever community selected winner.

## **Special Revenue Recreation Fund**

Town of South Windsor  
Recreation Department  
March 2000

### **DEFINITION:**

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

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

## SPECIAL REVENUE

### Special Revenue Recreation Fund – Comparison of Annual Revenues

DESCRIPTION	2017/2018 ACTUAL	2018/2019 ACTUAL	2019/2020 ACTUAL	2020/2021 ADOPTED	2021/2022 PROPOSED
CONTRACTED	0	6,172	65,396	321,335	322,595
PRESCHOOL	0	0	22,279	166,640	173,480
DAY CAMP	630,537	749,519	610,377	748,223	815,623
4TH R	845,675	982,729	539,172	973,740	1,004,500
VETERANS' MEMORIAL PARK	319,984	397,701	174,920	371,511	373,621
OUTDOOR RECREATION	72,260	28,384	39,786	58,910	62,370
INDOOR RECREATION	205,284	208,540	191,450	160,070	157,883
SOCIAL/CULTURAL	157,296	215,060	88,661	88,135	89,825
FACILITIES	19,360	16,394	11,804	67,635	67,635
INVESTMENT INT. EARNINGS	0	0	0	0	0
CANCEL PRIOR YEAR ENCUMBRANCES	5,526	0	0	0	0
APPROPRIATION - FUND BALANCE	0	0	0	0	0
CONTINGENCY	0	40,619	24,019	29,910	29,910
<b>TOTAL REVENUE</b>	<b>2,255,922</b>	<b>2,645,118</b>	<b>1,767,866</b>	<b>2,986,109</b>	<b>3,097,442</b>

## SPECIAL REVENUE

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

DESCRIPTION	2017/2018 ACTUAL	2018/2019 ACTUAL	2019/2020 ACTUAL	2020/2021 ADOPTED	2021/2022 PROPOSED
CONTRACTED	0	417	208,706	309,426	310,862
PRESCHOOL	0	417	70,452	165,793	171,444
DAY CAMP	758,811	734,305	558,198	716,222	706,356
4TH R	864,574	713,325	564,426	973,264	1,001,275
VETERANS' MEMORIAL PARK	377,048	335,171	224,765	377,492	387,839
OUTDOOR RECREATION	98,141	96,483	17,058	69,780	70,050
INDOOR RECREATION	236,841	191,852	106,337	168,258	164,454
SOCIAL/CULTURAL	216,407	204,173	114,592	140,980	145,938
FACILITIES	23,769	16,502	17,729	41,732	41,732
TRANSFER TO GENERAL FUND	46,591	25,798	13,695	-	-
CONTINGENCY	-	45,000	-	30,000	30,000
CAPITAL PROJECTS	700,000	0	-	-	-
<b>TOTAL REVENUE</b>	<b>3,322,183</b>	<b>2,363,444</b>	<b>1,895,958</b>	<b>2,992,947</b>	<b>3,029,950</b>

## SPECIAL REVENUE

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – CONTRACTED SERVICES</b>	<b>5115</b>
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### ***Program Explanation:***

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

### ***Budget Change Commentary:***

This budget is increasing \$1,426 due to increases for software and advertising.

### ***Program Objectives and Goals FY 2022:***

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

### ***Program Accomplishments FY 2021:***

- Established a financial mechanism to expand the probable need for more contracted services to defray the inevitable increase in the cost to hire employees due to the state mandated increase in minimum wage to \$15/hour in the next few years.
- Successfully provided a variety of programs through contracted services, offered both in the summer and throughout the school year.

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
3	0.15	9	0.45	After School Instructor (.05)	9	0.45
2	0.2	2	0.2	Art Instructor (.10)	2	0.2
0	0	1	0.1	Badminton Instructor (.10)	1	0.1
28	14	29	14.5	Camps, Specialty (.50)	29	14.5
0	0	1	0.1	Cooking Instructor (.10)	1	0.1
0	0	1	0.03	Dance Instructor (.03)	1	0.03
0	0	1	0.04	Drama Instructor (.04)	1	0.04
7	1.4	7	1.4	Fitness/Wellness (.20)	7	1.4
5	3.25	5	3.25	Miscellaneous (.65)	5	3.25
1	0.5	1	0.5	Preschool Teachers (.5)	1	0.5
0	0	1	0.1	Science Instructor (.10)	1	0.1
46	19.5	56	20.47	TOTAL	56	20.47

## SPECIAL REVENUE

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Performance Data	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
After School Participants	211	262	204
Art Class Registrations	47	48	48
Camps, Specialty Participants	228	418	440
Dance Registrations	12	72	96
Drama Registrations	0	20	20
Fitness/Wellness Participants	189	214	293
Miscellaneous Participants	565	689	1020
Preschool Participants	32	35	20
Science Club Registrations	79	0	0
TOTAL	1,363	1,758	1,941

## SPECIAL REVENUE

### CONTRACTED PROGRAMS (ESTABLISHED FY 2020)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
FULL-TIME SALARIES			11,376	-	-
PART-TIME SALARIES			-	5,944	5,944
OVERTIME			0	0	0
TEMPORARY			0	0	0
EMPLOYEE BENEFITS			0	455	455
OFFICE SUPPLIES			46	0	0
OPERATING MATERIAL			75	424	424
UNIFORMS & CLOTHING			0	0	0
DAILY OPERATING ACTIVITY			0	0	0
SOFTWARE FEES		417	1,242	9,640	9,678
ADVERTISING			3,623	9,640	9,678
PROFESSIONAL			181,994	265,714	267,074
RENTAL & LEASES			10,350	16,778	16,778
UTILITIES			0	60	60
REPAIR/MAINT EQUIPMENT			0	500	500
FEES & MEMBERSHIPS			0	0	0
RECRUITMENT & TRAINING			0	271	271
DEPARTMENT EQUIPMENT			0	0	0
OTHER			0	0	0
<b>TOTAL</b>	<b>0</b>	<b>417</b>	<b>208,706</b>	<b>309,426</b>	<b>310,862</b>

## SPECIAL REVENUE

<b>PROGRAM</b>	<b>RECREATION SPECIAL REVENUE FUND – PRESCHOOL</b>	<b>5120</b>
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### ***Program Explanation:***

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

### ***Budget Change Commentary:***

The most impactful change to the preschool budget is realized in the 100 Personnel category, with an overall increase of 4.5% from Fiscal Year 2020/2021. This is directly related to the need to increase staff wages due to the scheduled increase in minimum wage, effective 8/1/21. Most other accounts remained stagnant. To continue to be a self-sustaining program, user fees will increase by \$5.00/session for 1.5-hour long independent classes, and by \$8.00/session for 3-hour long independent classes. All fees are still competitive with similar programs in the area, as they will experience the same increases in personnel costs. Therefore, the SWPRD preschool program remains an affordable option for families.

### ***Program Objectives and Goals FY 2022:***

- Continue to adapt the preschool program to stay current with the needs of families with preschool aged children.
- Continue to adjust the program to account for health and safety protocols are related to the national pandemic.

### ***Program Accomplishments FY 2021:***

- Successfully provided a safe, fun, engaging and developmentally appropriate program for preschoolers while adhering to all health and safety protocols in the midst of the national pandemic.

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
4	2.64	2	1.32	Preschool Instructor (.66)	3	1.98
4	1.84	2	.92	Preschool Aide (.46)	3	1.38

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Preschool Class Registrations	900	969	1,037	168*	500*

\*Numbers significantly lower than average due to the national COVID-19 pandemic.

## SPECIAL REVENUE

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### PRESCHOOL (ESTABLISHED FY 2020)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
FULL-TIME SALARIES			6,768	-	-
OVERTIME WAGES			-	-	-
PART TIME WAGES			52,565	107,694	112,548
TEMPORARY			-	-	-
EMPLOYEE BENEFITS			1,207	8,239	8,610
OFFICE SUPPLIES			-	240	240
OPERATING MATERIAL			3,479	6,500	6,500
UNIFORMS			-	1,560	1,560
SOFTWARE FEES		417	1,227	4,999	5,204
ADVERTISING			3,622	4,999	5,204
PROFESSIONAL			969	30,000	30,000
RENTAL & LEASES			-	-	-
UTILITIES			579	600	600
REPAIR/MAINT EQUIP			-	-	-
FEES & MEMBERSHIPS			-	-	-
RECRUITMENT & TRAINING			36	962	978
DEPARTMENT EQUIPMENT			-	-	-
OTHER			-	-	-
<b>TOTAL</b>	<b>-</b>	<b>417</b>	<b>70,452</b>	<b>165,793</b>	<b>171,444</b>

## SPECIAL REVENUE

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

The Day Camp program area offers quality day and specialty camp experiences for youth ages 3 to 12 and a camp for 16 to 21 year old residents from the special needs community. These offerings provide valuable childcare for the youth of South Windsor through a safe and enjoyable environment. The major emphasis is on providing a memorable leisure opportunity and a valuable childcare alternative for social interaction, skill development and creative expression at a competitive price.

### ***Budget Change Commentary:***

In years past, this account has included our in-house camps as well as our contracted camps. This account now only depicts the funds of our six, in-house day camps. We have reallocated staff to serve in the appropriate capacity based on where our number of campers has trended over the past 3 years. This has resulted in a static roster of staff members to help comply with the increased minimum wage. The quality and availability of our programs will not be altered by this change. We anticipate revenue to increase due to anticipated larger enrollment across the board, including the three-day Navigators camp for special needs participants. The major drivers of this budget are: the large increase in minimum wage, increase in cost to provide quality field trip experiences, maintaining a Program Coordinator to help manage our increase in campers, continuing to provide a registered nurse for our five core summer camps, continued and increased inclusion support for special needs participants and an increase in user fees to accommodate for quality staffing needs. The bulk of the increases result from the upgraded state minimum wage rate in line items for staff wages (114) and the associated FICA/Soc.Sec taxes (130). Additional increases appear in the software processing account (240) which is directly proportionate to anticipated new revenues collected, and increase transportation costs for trips (330). Additionally, our RN services will continue to be readily available at 60 hours/week for our core five summer day camps to accommodate the increasing needs of resident participants with special medical needs. To meet the growth in expenses, minimal user fee increases were necessary ranging from as little as \$1 to \$75 depending on the size and depth of the camp.

### ***Program Objectives and Goals FY 2022:***

- Retain American Camp Association (ACA) accreditation for all five camps, as Junior Adventurers and Trailblazers were the last of our five camps to be officially accredited as of 2016.
- Increase quality of supervision in our summer camp programs that service up to 400 children per week.
- Continue to improve upon opportunities and ability to service participants with Special Needs. Including adding support staff when needed at all 6 camps.
- Increase enrollment opportunities for residents at our “Fab Five” day camp sites: Little Explorers, Camp Discovery, Trailblazers, Junior Adventurers and Adventure Unit.

### ***Program Accomplishments FY 2021:***

- Continued to utilize online emergency medical forms for all day camp participants making it easier and more efficient for customers and staff. Starting this year, this same service will provide us with archiving services to meet ACA standards.
- Utilized a full time RN to appropriately handle all medical and first aid needs at Camp Evolution and participants with special needs.
- Implemented Bene’s Hibernation Station, a concession stand for camp participants.
- Tremendous emphasis on meeting the COVID Challenge:
  - Created, maintained and enforced CDC regulations to provide health safety within a NEW summer camp when we were unable to run our normal 5 camps due to COVID-19.
  - Successfully implemented a summer camp that had campers and staff in cohorts to reduce the transmission of germs.

## SPECIAL REVENUE

### **Program Accomplishments FY 2021 (cont'd):**

- Ran two sites which allowed us to have more participants and safer space.
- Implemented drive through style parent drop off and pick up to help reduce person to person contact.

### **Assigned Positions:**

2019-2020		2020-2021 *Camp Evolution		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Program Coordinator	1	1.0
5	5.0	4	4.0	Camp Director	5	5.0
5	5.0	0	0.0	Asst. Camp Director	5	5.0
57	57.0	30	30.0	Camp Counselor	57	57.0
10	5.0	10	10.0	Camp Counselor Part Time	10	10.0
2	2.0	0	0.0	First Aid Responder	2	2.0
11	11.0	3	3.0	Special Needs One-to-One	11	11.0
2	1.5	4	2.0	Registered Nurse (2 at 30 hrs./week = 60 hours)	2	2.0
92	86.5	52	50.0	TOTAL Employees	92	92.0
60	30	0	0.0	Specialty Camp Contractors (.50)	60	30.0
2	0.32	0	0.0	Navigators	2	0.32

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Adventure Unit Camper Registrations	325	409	319	N/A	320
Camp Discovery Campers Registrations	1,272	942	948	N/A	950
Little Explorers Campers Registrations	217	215	211	N/A	215
Trailblazer Campers Registrations	431	455	457	N/A	460
Junior Adventurers Registrations	419	479	467	N/A	470
Navigators	30	32	25	N/A	25
Camp Evolution (Substitute camp due to COVID-19)	N/A	N/A	N/A	594	N/A
TOTAL:	2,694	2,532	2,427	594	2,440

## SPECIAL REVENUE

### DAY CAMP

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
FULL-TIME SALARIES	83,715	14,246	28,249	-	-
PART-TIME SALARIES	0	-	-	-	-
OVERTIME	47,076	44,313	40,000	55,280	55,280
TEMPORARY	311,879	344,530	270,583	346,778	327,852
EMPLOYEE BENEFITS	27,706	30,619	24,216	30,757	29,310
OFFICE SUPPLIES	0	203	147	800	800
OPERATING MATERIAL	32,259	21,720	21,464	27,685	33,685
UNIFORMS & CLOTHING	12,536	9,577	3,615	7,320	7,320
DAILY OPERATING ACTIVITY	0	-	2,192	900	900
SOFTWARE FEES	18,047	21,585	19,957	22,447	24,469
ADVERTISING	17,203	18,223	15,939	22,447	24,469
PROFESSIONAL	127,166	122,990	58,050	103,680	103,680
RENTAL & LEASES	72,493	93,310	69,597	78,000	78,000
UTILITIES	0	0	0	1,260	1,260
REPAIR/MAINT EQUIPMENT	0	0	0	594	594
FEES & MEMBERSHIPS	4,815	7,834	2,384	11,259	11,606
RECRUITMENT & TRAINING	3,916	5,155	1,803	7,015	7,131
DEPARTMENT EQUIPMENT	0		0	0	0
OTHER	0	0	0	0	0
<b>TOTAL</b>	<b>758,811</b>	<b>734,305</b>	<b>558,198</b>	<b>716,222</b>	<b>706,356</b>

## SPECIAL REVENUE

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

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

The primary purpose of the “4th R” is to provide a local platform for keeping our youth engaged with daily physical and recreational activity, as well as to offer an alternative, centrally coordinated, convenient, safe and affordable before and after school option for our residents. The program operates from 7:00am up to the start of the school day and then again from school dismissal to 6:00pm at each of the four elementary schools. We utilize a combination of indoor space, such as the gymnasium, cafeteria, and third location determined by the school, as well as the outdoor grounds when weather permits to provide group physical activities, creative/craft time, individual enrichment and study time, and various special events and themed days thrown in for good measure. A secondary goal is to be a dependable and convenient program for families by providing additional coverage during school vacations, snow days, early dismissals, delayed starts and professional development days. The “4th R” is yet another terrific example of the shared services concept as well as a continual commitment to the Town’s CARE initiative.

### ***Budget Change Commentary:***

The most impactful change to the “4th R” budget is realized in the 100 Personnel category, with an overall increase of 3.5% from Fiscal Year 2020/2021. This is directly related to the need to increase staff wages due to the scheduled increase in minimum wage, effective 8/1/21. Most other accounts remained stagnant. To continue to be a self-sustaining program, user fees will increase by \$3.00/month for the AM sessions, \$5.00/month for the PM sessions, and \$8.00/month for the AM&PM sessions. All fees are still competitive with area providers, as they will experience the same increases in personnel costs. Therefore, the “4th R” remains an affordable option for families. An appropriation from fund balance may be required to cover the fees for an on-site nurse should the program require one. This will ensure that “4th R” is a fully inclusive program for all participants.

### ***Program Objectives and Goals FY 2022:***

- Continue to offer a safe, fun, engaging and high quality program for participants while adapting to and accounting for ever-changing health and safety protocols in response to the national pandemic.
- Continue to work closely with the BOE in regards to the instructional model and timeframe for their school day, and offer the “4th R” program in conjunction with the school day.

### ***Program Accomplishments FY 2021:***

- Tremendous emphasis was on meeting the COVID challenge-
  - The “4th R” program successfully provided a safe, fun, engaging and high quality environment for elementary aged participants before and after school in the midst of a national pandemic. All appropriate health and safety measures in response to this pandemic were adhered to within the program without interruption to program service delivery.
  - Adjusted and adapted to the multitude of changes to the school model and schedule, including a hybrid model and an extended early release model without interruption to program service delivery.
  - Offered a first-ever full-day program on distance learning days during the hybrid school model. Twenty participants took advantage of this offering. Staff supported students with their school work and their distance-learning instructional model, as well as provided fun and engaging program before and after the instructional time period.

## SPECIAL REVENUE

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1	.75	1	.75	"4 <sup>th</sup> R" Program Coordinator (.75)	1	.75
8	5.52	8	5.52	"4 <sup>th</sup> R" Site Director (.69)	8	5.52
34	23.46	22	15.18	"4 <sup>th</sup> R" Program Leader (.69)	28	19.32
2	1.00	3	1.50	"4 <sup>th</sup> R" Inclusion One-On-One (.50)	3	1.50
		2	1.00	"4 <sup>th</sup> R" Nurse (.50)	2	1.00

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Average monthly 4 <sup>th</sup> R enrollments	300	322	273	136*	200*

\*Numbers significantly lower than average due to the national COVID-19 pandemic.

## SPECIAL REVENUE

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### 4TH R

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
FULL-TIME SALARIES	107,085	186,106	40,302	-	-
OVERTIME WAGES	2,334	2,967	1,848	8,000	8,000
PART TIME WAGES	-	-	-	-	-
TEMPORARY	531,683	482,068	361,659	673,521	697,206
EMPLOYEE BENEFITS	41,214	37,323	28,298	52,136	53,948
OFFICE SUPPLIES	500	403	701	3,000	3,000
OPERATING MATERIAL	37,453	27,093	37,442	79,750	79,850
UNIFORMS	6,289	6,600	5,650	10,080	10,080
SOFTWARE FEES	29,360	30,801	35,750	29,212	30,135
ADVERTISING	31,828	31,295	1,472	29,212	30,135
PROFESSIONAL	4,496	1,660	-	5,625	5,805
RENTAL & LEASES	56,953	63,421	42,214	62,650	62,650
UTILITIES	5,357	7,992	6,359	5,760	5,760
REPAIR/MAINT EQUIP	1,600	-	-	4,240	4,240
FEES & MEMBERSHIPS	2,250	90	949	1,942	2,220
RECRUITMENT & TRAINING	4,173	3,004	1,783	6,136	6,246
DEPARTMENT EQUIPMENT	2,000	-	-	2,000	2,000
OTHER	-	-	-	-	-
<b>TOTAL</b>	<b>864,574</b>	<b>713,325</b>	<b>564,426</b>	<b>973,264</b>	<b>1,001,275</b>

## SPECIAL REVENUE

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

Providing a healthy, safe and enjoyable place for community residents to participate in summer aquatic related activities is the primary objective of this unit. An important secondary goal is to provide residents with an opportunity for instruction in swimming and lifesaving. Lessons are Red Cross sanctioned and taught by certified instructors. Continuation of a variety of other aquatic opportunities, such as the Swim Team, Lifeguard Training, WSI, and water fitness classes round out the programming. The park is open seven days a week for the season beginning Memorial Day weekend and ending the last Sunday in August. Public swimming hours are 3:00-6:00pm while school is still in session and 12:00-7:00pm once school is closed, Monday - Friday and 11am - 6:00pm Saturday and Sunday. Additional public swim hours for residents and pass-holders only will be offered on Saturdays from 11am-12pm. Group swim lessons are conducted from 8am to 12pm and 5pm to 7:00pm weekdays. Private swim lessons are also available and scheduled at 30 minute intervals from 9:00 am to 7:00 pm.

### ***Budget Change Commentary:***

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

### ***Program Objectives and Goals FY 2022:***

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

### ***Program Accomplishments FY 2021:***

- Continued to enhance the experience for the user with added value from Quality Service.
- Continued the elimination of group sales which resulted in appreciable attendance reduction on weekends, the impact it made in loss revenue has motivated price increases for resident and non-resident fees for daily admissions, season passes, swim lessons and the swim team.
- Due to COVID-19, the facility was forced to open six weeks later than usual with dramatically limited capacity. Offered two types of private lessons: Parent/child and child skill development with an instructor 1 v. 1.

## SPECIAL REVENUE

### Assigned Positions:

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
3	4	2	2	Pool Director	2	2
2	2	2	2	Head Lifeguard	2	2
27	20	27	20	Lifeguard (full & part time)	27	20
12	12	12	12	Water Safety Instructor	12	12
3	3	3	0	Swim Team Coach	3	3
0	0	0	0	Head Maintainer (.50)	0	0
3	4	3	4	Maintainer	4	4
0	0.5	0.5	0.5	Water Quality Staff	.5	.5
3	3	3	3	Gate Attendant	3	3
1.5	1.5	1.5	1.5	Concession Attendant	1.5	1.5
2.0	2.0	1.0	1.0	Weekend Supervisor/Intern	1.0	1.0
56.5	52.00	55.0	46.0	TOTAL	56.0	49.0

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021*	Anticipated 2021-2022
Household Pass - Resident	0	0	0	0	250
Household Pass – Non-Resident	0	0	0	0	85
Individual Pass - Resident	1100	775	1042	0	385
Individual Pass – Non-Resident	565	475	490	0	155
Daily Admissions (includes group sales)	\$78,000	\$116,000	\$47,460	\$90,000	\$65,050
Swim Lessons – group registrations	700	600	671	0	550
Swim Lesson – private registrations	200	200	211	100	195
Swim Team enrollment	115	68	66	0	68
Concession Revenues	\$25,000	\$20,000	\$18,000	\$0	\$18,000
Gross Revenues For Facility	\$329,331	\$386,966	\$369,686	\$95,000	\$371,361
Special Events	8	8	7	0	7

\*Numbers significantly lower than average due to the national COVID-19 pandemic.

## SPECIAL REVENUE

### VETERANS' MEMORIAL PARK

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
FULL-TIME SALARIES	47,693	7,973	15,829	0	0
OVERTIME WAGES	4,754	5,493	3,799	13,300	13,300
PART TIME WAGES	0	0	0	0	0
TEMPORARY	220,045	213,104	143,575	244,871	253,975
EMPLOYEE BENEFITS	17,358	16,873	11,452	19,750	20,447
OFFICE SUPPLIES	235	134	94	1,485	1,485
OPERATING MATERIAL	22,445	23,046	10,030	21,170	21,170
UNIFORMS & CLOTHING	3,488	3,939	1,043	6,010	6,080
DAILY OPERATING ACTIVITY	152	0	0	200	200
SOFTWARE FEES	12,862	12,577	9,891	11,091	11,209
ADVERTISING	11,728	11,638	10,143	11,091	11,209
PROFESSIONAL	31,537	30,280	12,956	25,990	26,080
RENTAL & LEASES	0	0	0	0	0
PRINTING	0	0	0	0	0
UTILITIES	339	271	437	893	893
MAINTENANCE CONTRACTS	0	0	0	7,400	7,400
REPAIRS EQUIPMENT	0	0	0	297	297
FEES & MEMBERSHIPS	0	1,016	0	800	800
RECRUITMENT & TRAINING	2,540	2,012	599	4,994	5,144
OTHER PURCHASE SERVICE	650	1,060	0	650	650
DEPARTMENT EQUIPMENT	1,223	5,757	4,917	7,500	7,500
OTHER	0	0	0	0	0
<b>TOTAL</b>	<b>377,048</b>	<b>335,171</b>	<b>224,765</b>	<b>377,492</b>	<b>387,839</b>

## SPECIAL REVENUE

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

The Outdoor unit provides funding for the activities that are usual to the outdoor season, and not offered by the private sector or local independent sports organizations, such as Adult Softball, Community Gardens and a new Adult Corn Hole League. These activities provide for active living and a great deal of spectator value and socialization. The Team Building & Leadership Center (TLC, or Challenge/Ropes Course) is also accounted for in this program.

### ***Budget Change Commentary:***

Overall expenses were relatively flat due to static participation rates.

### ***Program Objectives and Goals FY 2022:***

- Increase number of teams participating in Adult Softball league.
- Investigate other outdoor program options to strengthen public offerings and bolster this budget account.
- Restructure ropes course advertising, scheduling, and Town engagement to ultimately increase group visits. Reengage use of ropes course by BOE, Parks and Recreation, and Human Services.
- Develop and re-assemble a new team of facilitators.

### ***Program Accomplishments FY 2021:***

- Had 16 teams' registrations for Adult Softball.
- Relocated youth and adult tennis lessons and tournaments as well as TEMS and SWHS ski programs from this account to the new Contracted Services account number 35115 where it is more appropriate.

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
1		1		Tennis Lesson Instructor (contractor)	2	
1		1		Hi-Performance (Instructor)	2	
10		8		TLC Ropes Course Facilitator (contractor)		

Performance Data	Actual 2017-2018	Estimated 2018-2019	Actual 2019-2020	Estimated 2020-2021
Adult Softball Registered Teams (# of players)	15	18	14	16
Tennis Lesson Registration - Adult	38	40	26	25
Tennis Lesson Registration - Youth	239	230	156	170
Hi-Performance Registration (formerly Tennis Clinic)	70	70	82	85
Tennis Tournament Participants	29	29	0	0
TLC Ropes Course Groups	5	8	3	8
TEMS Skiing/snowboarding	81	90	0	0
SWHS Skiing/snowboarding	27	40	0	0

## SPECIAL REVENUE

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### OUTDOOR RECREATION

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
FULL-TIME SALARIES	10,211	2,168	2,458	0	0
TEMPORARY	0	0	0	15,000	15,000
EMPLOYEE BENEFITS	0	0	0	1,149	1,148
OFFICE SUPPLIES	0	0	13	0	0
OPERATING MATERIAL	1,197	2,140	1,776	3,320	3,320
UNIFORMS & CLOTHING	0	2,000	0	40	40
SOFTWARE FEES	2,094	2,900	2,199	1,871	1,871
ADVERTISING	1,270	1,550	1,449	1,870	1,871
PROFESSIONAL	77,499	83,214	7,525	41,950	42,220
RENTAL & LEASES	3,415	0	0	0	0
UTILITIES	0	0	0	60	60
REPAIR/MAINT FACILITIES	807	2,190	1,638	2,700	2,700
REPAIR EQUIPMENT	0	0	0	0	0
FEES & MEMBERSHIPS	360	320	0	320	320
RECRUITMENT & TRAINING	1,288	0	0	1,500	1,500
OTHER	0	0	0	0	0
<b>TOTAL</b>	<b>98,141</b>	<b>96,483</b>	<b>17,058</b>	<b>69,780</b>	<b>70,050</b>

## SPECIAL REVENUE

PROGRAM	RECREATION SPECIAL REVENUE FUND – INDOOR	5125
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### ***Program Explanation:***

The Indoor unit provides funding for the activities sponsored by the Department during the more commonly called indoor season. This account includes the very popular league programming such as the ten divisions of Youth Basketball (from grades K through 12), as well as four divisions of Adult Basketball and with separate men's and women's divisions for Adult Volleyball.

### ***Budget Change Commentary:***

The FY 2021-2022 budget has stayed similar to the FY 2020-2021 budget with only slight variations. This is after the substantial decrease of participation and program offerings due to the COVID-19 Pandemic. In an effort to maintain and urge participants to again register we are limiting increases in program fees.

### ***Program Objectives and Goals FY 2022:***

- Look into development of new programs for teens and adults, and alternative activities for school vacation weeks throughout the year.
- Increase number of teams in our adult basketball league.
- Offer Spring/Summer youth leagues to continue promoting healthy options for youth.
- Continue to partner with local towns to support our girls' basketball divisions to provide a variety of play, healthy competition, and to potentially grow participation in these divisions.
- Continue to transition travel basketball program to private status. Utilize resources previously designated to youth travel basketball program to grow new programs relevant to South Windsor's current demographic and programs that will service a larger portion of the population. Create new contract between SWPR and Travel Basketball.

### ***Program Accomplishments FY 2021:***

- Continued to cultivate relationships with local towns to build inter-town leagues to support our 5/6 grade girls division, 7/8 grade girls division, and 9-12 grade girls division.
- Continued to work in conjunction with SWHS to offer Challenger Basketball for Special Needs athletes.
- Continued successful participation levels in the Adult Volleyball Leagues and most Youth Basketball Leagues as some have reached capacity resulting in maximized gym space. New teams continued to ask to join the adult volleyball league and many of our youth basketball divisions continued to have waitlists despite the few divisions that are struggling.
- Maximized use of town owned facilities for adult and youth sports leagues.

## SPECIAL REVENUE

### **Assigned Positions:**

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
4	1	4	1	Week night/Weekend staff (.25)	4	1
78	7.8	65	6.5	Contractors (.10)	65	6.5
120	9.6	110	8.8	Volunteer Youth Basketball Coach – In-House (3 hours/week - .08)	110	8.8

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Anticipated 2020-2021	Anticipated 2021-2022
Mighty Mites Basketball enrollment	222	244	255	230	250
Divisional League Play Youth Basketball enrollment	560	490	500	600	620
Instructional & Fitness Program registrations	1,200	1,200	1,206	0	0
Men's Basketball League – team enrollment	18	15	13	10	8
Women's basketball League - team enrollment	6	4	0	0	0
Men's Volleyball League - team enrollment	20	20	20	20	20
Women's Volleyball League - team enrollment	20	21	20	20	20

## SPECIAL REVENUE

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### INDOOR RECREATION

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
FULL-TIME SALARIES	24,352	4,342	6,258	0	0
TEMPORARY	6,436	6,761	3,894	36,704	30,215
EMPLOYEE BENEFITS	492	517	298	2,808	2,311
OFFICE SUPPLIES	0	0	33	0	0
OPERATING MATERIAL	7,848	5,622	7,651	8,749	8,655
UNIFORMS & CLOTHING	14,428	19,600	8,962	13,462	14,366
SOFTWARE FEES	8,346	6,857	4,713	4,802	4,736
ADVERTISING	7,820	7,760	3,622	4,802	4,736
PROFESSIONAL	159,882	133,126	70,897	90,224	92,115
RENTAL & LEASES	3,912	2,700	0	1,000	1,000
PRINTING	0	0	0	0	0
UTILITIES	0	0	0	60	360
REPAIR EQUIPMENT	0	1,200	0	1,000	1,000
FEES & MEMBERSHIPS	0	2,155	0	0	0
RECRUITMENT & TRAINING	3,325	713	8	3,750	3,763
DEPARTMENT EQUIPMENT	0	500	0	600	297
OTHER	0	0	0	297	900
<b>TOTAL</b>	<b>236,841</b>	<b>191,852</b>	<b>106,337</b>	<b>168,258</b>	<b>164,454</b>

## SPECIAL REVENUE

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

A variety of activities and programs geared toward social interaction, the arts and first time playgroup experiences are funded in the Social/Cultural unit. Special events such as the Valentine Dance, Dodgeball Throwdown, Fishing Derby, the Summer Concert Series, Outdoor Movies, July is Parks and Recreation Month, Skate with Santa, Egg Hunt, including Special needs hunt, Family Camp Out, Halloween Hullabaloo, Doggy Dips, May the 4th Be With You Star Wars event, Trails for Charities Day, Letters to Santa, Pumpkin Roll, Grinchmas, Kite Night, Kids Night Out, Kindness Campaign, Merry and Bright Holiday Lights Contest, Challenger Basketball, Resolution Run, Trailblazer Poker Ryed, Monday Night Social Club and Community Band and Chorus are also a major part of this programming. Although it was a challenge to offer all of the typical programs and events, in an effort to create safe and fun events during the current health crisis, Live Streamed Concerts, Friday Flicks-Drive In Style, Ice Cream in the Park, Fall Yard Decorating Contest, Egg-Tober and Drive Boo were well attended and successful.

### ***Budget Change Commentary:***

A slight increase is realized in the 100 Personnel Category as staff wages were increased to be responsive to the mandated minimum wage increase scheduled to reach \$15/hour by June 1 of 2023.

### ***Program Objectives and Goals FY 2022:***

- Continue collaboration with outside groups to provide a variety of events and programs to families.
- Continue to offer a diverse selection of new youth programs throughout the year to keep them active and engaged and less electronics dependent.
- Increase and enhance Adult and Family programs and special events.
- Enhance programming for Special Needs Participants.
- Increase sponsor opportunities to offset the cost of our free special events for families.
- Continue to deliver quality special events for all ages and abilities.

### ***Program Accomplishments FY 2021:***

- Tremendous emphasis was on meeting the COVID challenge:
  - Successful showing of four outdoor movies-Drive In Style in the SWHS student parking lot.
  - Hosted first ever Drive Boo, sharing candy and prizes with over 300 children as they drove through our "Drive Boo" receiving treats at stops decorated and hosted by local civic groups. Over 600 adults and children enjoyed the event.
  - The Summer Concert series was Live Streamed from Telefunken Soundstage. The concerts were well received on Facebook and YouTube with viewers enjoying 9 high quality concerts.
  - Successfully conducted the holiday decorating competition virtually where three \$100 prizes were given out to the best decorated houses in a variety of categories. 17 houses in town participated. Created a map for all residents to enjoy the decorated homes and also to allow them to participate as judges for the first ever community selected winner.
  - Fifteen families participated in our first ever Fall Yard Decorating contest. Yards were festively decorated with both spooky and fall like decorations.
  - 122 bags of 36 Halloween themed eggs were delivered for Egg-Tober to homes for a different spin on egg hunts!
  - Santa, The Grinch and Cindy Lou Who gathered together in Wapping Parking Lot for the first ever Holiday Hello in order to greet children from a distance safely in their cars. Each child received a holiday treat from SWPRD elves! Dzen Tree Farm sponsored this new event.

## SPECIAL REVENUE

### **Program Accomplishments FY 2021:**

- Continued celebrating July is Parks and Rec Month with Ice cream in the park and Moonlight Walks.
- From December 1 to 21, 2020, 608 letters were placed in Santa's mailbox located at Nevers Park at the corner of Nevers and Sand Hill Roads, and they received a personalized response from the jolly ole fellow via Parks & Recreation elves!
- Continued popularity of Annual Doggy Dips at VMP where over 100 four legged participants enjoyed a late summer swim. Over \$100 was collected for the Tyler Regional Animal Care Shelter.
- Continued support for The South Windsor Community Band and Chorus including 2 Town-supported concerts yearly. Over 100 locals continue to enjoy music with others with weekly rehearsals and multiple performances.
- Star Wars Fans enjoyed a well-attended "May the Fourth Be With You" at a new location at the Wapping Playground.
- Special Needs participants from the area continue to enjoy weekly visits to "Monday Night Social Club" where they join in for weekly events, crafts, celebrations, holiday parties and snacks. Weekly attendance averages 30 with holiday events drawing up to 100 and family members.
- Increased sponsorships for Special Events.

### **Assigned Positions:**

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
2	.20	0	0	Art Instructor (.10)		
0	0	0	0	Dance Instructor (.03)		
0	0	0	0	Drama Instructor (.04)		
3	.15	0	0	T.E. After School Instructor (.05)		
0	0	0	0	Fall Fest set up staff (.38)	0	0
0	0	0	0	Fall Fest staff (.25)	0	0
3	0.4	3	0.4	Halloween Hullabaloo (.13)	0	0
0	0	0	0	Trail Runs staff (.1)	0	0
3	.15	3	.15	Star Wars event staff(.05)	4	.2
2	.26	2	.26	July is Park/Rec month staff (.13)	2	.26
3	.32	3	.32	Kite Night (.1)	0	0
7	.74	7	.74	Skate with Santa staff (.1)	0	0
0	0	0	0	Cartoon Character Staff (.1)	0	0
10	.50	10	.50	Grinchmas Staff (.05)	0	0
4	.44	4	.44	Kids Night Out Staff (.11)	0	0
3	.48	3	.48	Movies staff (.16)	3	.48
2	.32	2	.32	Concert Crew (.16)	0	0
2	.48	2	.48	Concert Crew (.24)	0	0
8	1.92	8	1.92	Concert Crew (0.16)	0	0
5	1.06	5	1.06	Trails for Charities (.21)	0	0
4	.21	4	.21	Seasonal Special Events prep (.96)	0	0
2	.53	2	.53	Seasonal Special Events (.26)	0	0
6	.56	6	.56	Doggy Dip (formerly Pooch Plunge) (.09)	6	.56
3	.32	3	.32	Egg Hunt (.106)	0	0
3	.32	3	.32	Valentine Dance (.106)	0	0
3	1.6	3	1.6	Letters to Santa (.53)	3	2.4
3	.36	3	.36	Fishing Derby Lifeguards (.12)	0	0
3	.19	3	.19	Mon. Night Social Club Supervisor (.064)	3	.19
1	.075	1	.075	Volunteers for Special Events (.15)	0	0
50	7.5	50	7.5	Staff for Special Events (.17)	0	0
4	.53	4	.53	Trailblazer Poker Ryed (.13)	0	0
5	0.4	5	.4	Dodge Ball (.08)	0	0
<b>152</b>	<b>20.575</b>	<b>147</b>	<b>20.23</b>			

## SPECIAL REVENUE

Performance Data	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Art Class Registrations	43	0	Contracted	Contracted	
Cartoon Character event	185	0	0	0	0
Challenger Basketball	10	10	10	10	0
Community Band Participants	70	70	70	70	70
Community Chorus Participants	51	51	51	51	51
Dance Registrations	36	0	0	0	
Dodgeball	60	80	80	120	0
Drama Registrations	DNA	11	Contracted	Contracted	Contracted
Fall Fest / Festival of Lights					600
Family Camp Out	2,000	3,000	0	0	0
Egg Hunt Participants			40	50	0
Fishing Derby Participants	3,500	3,500	3,500	3,500	0
Grinchmas Participants					122
Halloween Hullabaloo					15
Holiday Decorating Contest	120	130	130	130	0
July is Parks and Rec Month	200	400	400	400	0
Kids Night Out Participants			300	300	0
Kite Night	14	23	16	20	17
Kindness Campaign					600
Outdoor Movie Nights	200	200	200	200	100
Letters to Santa	24	22	22	24	0
May the 4 <sup>th</sup> Be with You			110	110	0
Mon. Night Social Club participants (average weekly attendance)			200	200	0
Pooch Plunge / Doggy Dip	320	300	325	325	325
Pumpkin Roll	280	400	450	400	608
Resolution Run	40	40	40	40	40
Summer Concert Attendance	30	30	30	30	30
Skate with Santa Participants	200	200	200	200	100
TE After School Club Participants		50	EEE	50	0
Trail Blazer Poker Ryed		650	700	700	0
Trails for Charities	10,500	10,500	10,500	10,500	10,500
Valentine Dance	125	150	150	150	0
Afterschool Clubs					

\*Numbers significantly lower than average due to the national COVID-19 pandemic.

## SPECIAL REVENUE

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### SOCIAL/CULTURAL

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
FULL-TIME SALARIES	31,652	5,891	6,032	0	0
PART-TIME SALARIES	0	0	0	29,032	30,272
TEMPORARY	56,612	63,989	0	0	0
EMPLOYEE BENEFITS	4,360	4,899	3,105	2,221	2,275
OFFICE SUPPLIES	0	0	33	0	0
OPERATING MATERIAL	20,305	21,720	15,370	33,425	35,525
UNIFORMS & CLOTHING	0	1,568	0	860	860
SOFTWARE FEES	7,472	8,517	5,975	2,568	2,695
ADVERTISING	8,515	8,242	4,069	7,193	7,430
PROFESSIONAL	84,942	85,606	73,921	58,755	58,855
RENTAL & LEASES	1,071	350	1,690	3,766	3,766
UTILITIES	0	0	0	60	60
REPAIR/MAINT FACILITIES	0	0	0	1,500	1,500
FEES & MEMBERSHIPS	765	2,565	823	0	0
RECRUITMENT & TRAINING	245	427	70	0	800
OTHER PURCHASE SERVICE	468	200	3,505	1,600	1,600
DEPARTMENT EQUIPMENT	0	201	0	0	0
OTHER	0	0	0	0	300
<b>TOTAL</b>	<b>216,407</b>	<b>204,173</b>	<b>114,592</b>	<b>140,980</b>	<b>145,938</b>

## SPECIAL REVENUE

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

The purpose of the Facilities account, initiated Fiscal Year 1997-1998, is to provide a formalized and structured financial format to efficiently manage reservations, rentals and public use of Parks & Recreation Department authorized facilities. This includes reservations and rentals of the Rotary Pavilions; Rotary Baseball Field; Rye Street Park Athletic Fields/Facilities; the new Indoor Batting Cages; Nevers Park Athletic Complex; Ellsworth Gym as well as shared responsibility for public tennis courts and the building and sports lighting at the Little League Complex on Ayers Road. Within this account, use of these facilities is predominantly for non-programmatic independent activities, typically for local groups and organizations, as well as for private functions. This account provides for planned repairs, maintenance, replacement and improvement of equipment and supplies necessary for quality accommodation of resident users.

***Budget Change Commentary:***

We do anticipate an increase in the rate of reservations as the pandemic diminishes; nonetheless, this account is flat.

***Program Objectives and Goals FY 2022:***

- Now that we have four new facilities up and running – Rotary Pavilion II at VMP, Nevers Park Restrooms, Wapping Banquet Hall and Skate Park phase II at Nevers Park – we anticipate fully utilizing the Facilities account budget that in recent years has gone unexpended. Simultaneously, we plan to create a much needed revenue stream to not only offset expenses in this account, but contribute anticipated net gains to help defray losses in SRRF accounts that struggle to break even.
- Continue increase in weekend and weeknight program and facility supervision to better serve the public. The hope is that more consistent and quality customer service will generate more reservations and as a result additional revenue.
- Begin accepting resident reservations for the new Banquet Hall at Wapping by Spring 2021 (subject to COVID-19 restrictions).

***Program Accomplishments FY 2021:***

- Continued with our annual floor maintenance program at the Ellsworth Gymnasium.
- Completed building renovations of the cafeteria, offices, fitness room and converting classrooms into all-purpose rooms to create our new home at Wapping School.
- Expanded the room reservation function for the public to our new home at Wapping School.
- Completed construction of phase II at the skate park at Nevers Park.

## SPECIAL REVENUE

### ***Assigned Positions:***

2019-2020		2020-2021		Position Title	2021-2022	
Positions	FTE	Positions	FTE		Positions	FTE
5	1.0	5	1.0	Weeknight/Weekend Facility Customer Service Staff (.20)	5	1.0
5	0.5	0	0.0	Facility Rental Monitor (.10)	0	0.0
10	1.5	5	1.0	Total	5	1.0

Performance Data	Actual 2019-2020	Estimated 2020-2021	Anticipated 2021-2022
Rotary Pavilion I Reservations (program/Non-program)	100	20	65
Community Center Reservations (non-programmatic)	0	0	0
Indoor Batting Cages (non-program use)	20	0	0
Rotary Pavilion II Reservations @ VMP( program/Non program)	20	0	34
Wapping Banquet Hall	20	0	40
Wapping, party room 33	20	0	40
Wapping Kitchen	25	0	25

## SPECIAL REVENUE

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### FACILITIES

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
FULL-TIME SALARIES	5,660	712	1,472	0	0
PART TIME WAGES	5,266	5,531	3,186	5,944	5,944
EMPLOYEE BENEFITS	403	423	244	455	455
OPERATING MATERIAL	1,425	749	178	1,500	1,500
SOFTWARE FEES	1,403	1,197	1,008	2,029	2,029
ADVERTISING	1,559	1,552	1,449	2,029	2,029
PROFESSIONAL	38	0	3,236	1,440	1,440
RENTAL & LEASES	0	0	0	0	0
UTILITIES	0	0	0	1,250	1,250
MAINTENANCE CONTRACTS	4,419	5,001	5,464	9,750	9,750
REPAIR/MAINT FACILITIES	3,324	1,262	1,042	13,900	13,900
REPAIR/MAINT EQUIP	122	0	0	1,985	1,985
RECRUITMENT & TRAINING	150	74	0	1,000	1,000
DEPARTMENT EQUIPMENT	0	0	0	0	0
OTHER	0	0	450	450	450
<b>TOTAL</b>	<b>23,769</b>	<b>16,502</b>	<b>17,729</b>	<b>41,732</b>	<b>41,732</b>

## SPECIAL REVENUE

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PROGRAM	RECREATION SPECIAL REVENUE FUND – TRANSFER TO THE GENERAL FUND	5128
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***Program Explanation:***

The Transfer to the General Fund program is the amount to be reimbursed to the General Fund for some of the Recreation Department's Administration expenses.

***Budget Change Commentary:***

This program has a zero percent budget increase.

## SPECIAL REVENUE

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### TRANSFER TO THE GENERAL FUND

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
INTERNAL SERVICE CHARGES	46,591	25,798	13,695	0	0
<b>TOTAL</b>	<b>46,591</b>	<b>25,798</b>	<b>13,695</b>	<b>0</b>	<b>0</b>

## SPECIAL REVENUE

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PROGRAM	RECREATION SPECIAL REVENUE FUND – CONTINGENCY	
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***Program Explanation:***

The Recreation Contingency budget is established to provide for unexpected expenses occurring in the Fiscal Year.

***Budget Change Commentary:***

This program has a zero percent budget increase.

## SPECIAL REVENUE

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### CONTINGENCY

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
OTHER PURCHASE SERVICE	0	45,000	0	30,000	30,000
<b>TOTAL</b>	<b>0</b>	<b>45,000</b>	<b>0</b>	<b>30,000</b>	<b>30,000</b>

## SPECIAL REVENUE

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

This program provides funding for Capital Improvements.

***Budget Change Commentary:***

This program has a zero percent budget increase.

## SPECIAL REVENUE

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### CAPITAL PROJECTS

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
CAPITAL PROJECTS	700,000	0	0	0	0
<b>TOTAL</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## APPENDIX

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### Town Facilities

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

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

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

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

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

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

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

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

### Educational Facilities

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

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

Philip R. Smith Elementary School  
949 Avery Street  
South Windsor, CT 06074  
860-648-5025

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

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

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

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

## APPENDIX

### Town of South Windsor, Connecticut

#### Demographic and Economic Statistics Last Ten Fiscal Years

Year	Population (1)	Personal Income (2)	Per Capita Personal Income (2)	Median Age (2)
2019	25,806	\$38,505	99,774	43.3
2018	25,806	\$38,505	99,774	43.3
2017	25,806	\$38,505	99,774	43.3
2016	25,793	\$38,505	99,774	43.3
2015	25,789	\$38,505	99,774	43.3
2014	25,803	\$38,505	99,774	43.3
2013	25,837	\$38,505	99,774	43.3
2012	25,812	\$38,505	99,774	43.3
2011	25,779	\$38,505	99,774	43.3
2010	25,709	\$38,505	99,774	43.3

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

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

#### Educational and Employment Statistics Last Ten Fiscal Years

Year	Educational Attainment		School Enrollment (1)	Unemployment Rate (2)
	High School	Bachelor's Degree		
2019	92.6	44.6	4,239	3.0%
2018	92.6	44.6	4,142	3.8%
2017	92.6	44.6	4,071	4.2%
2016	92.6	44.6	4,032	5.1%
2015	92.6	44.6	4,100	5.2%
2014	92.6	44.6	4,174	5.4%
2013	92.6	44.6	4,194	6.0%
2012	92.6	44.6	4,288	6.3%
2011	92.6	44.6	4,485	6.3%
2010	92.6	44.6	4,589	6.9%

(1) Town of South Windsor, Board of Education

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

## APPENDIX

### TOWN OF SOUTH WINDSOR CALCULATION OF TAXABLE GRAND LIST AND MILL RATE 2021-2022

Taxable Grand List - As Filed By The Assessor's Office	\$	2,957,851,058
Less Estimated Real Estate Assessments Related To:		
Waived Taxes Less Than \$5.00	\$	7,330
South Windsor's Elderly Tax Relief Program	\$	9,915,383
Reserve for Crumbling Foundations/Revaluation	\$	1,950,000
Firefighter Abatement	\$	1,401,690
Plus Estimated Real Estate Assessments Related To:		
Prorated New Construction	\$	-
Adjusted Taxable Grand List	\$	2,944,576,655
Multiplied By The Estimated Tax Collection Rate		99.00%
Taxable Grand List Used To Calculate Mill Rate	\$	2,915,130,888
Amount To Be Raised By Taxes - From Budget	\$	110,430,116
Divide By Taxable Grand List From Above	\$	2,915,130,888
FY 2021-2022 Mill Rate (Per \$1,000)		37.88
Increase in Taxes		0%

#### 3-Year Mill Rate History

Mill Rate for FY 2020 - 2021	37.88
Mill Rate for FY 2019 - 2020	38.50
Mill Rate for FY 2018 - 2019	37.76

## APPENDIX

### ***Functional Relationships***

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

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

## APPENDIX

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

### Glossary of Terms

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

**Annual Budget:** A budget, which is adopted by the Town Council, for a specific fiscal year.

**Appropriation:** A legal authorization granted by a legislative body to expend funds and/or incur obligations for specific purposes.

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

**Balanced Budget:** A budget wherein the revenues equal the expenditures for any given year.

**Basis of Accounting:** A term used to refer to when revenues and expenditures are recognized and reported in the financial statements.

**Board of Education:** The Board of Education is the elected body responsible for developing educational policy for the South Windsor Public School System. It is a nine-member body whose members are elected every two years. The Board of Education hires a Superintendent to administer the school system.

**Bond:** The borrowing of funds from the general public, on a long-term basis, for a specific purpose. The borrowed funds, plus interest at a specified rate, are paid-off in installments on specified dates usually over twenty or thirty years.

**Bond Anticipation Notes:** A short-term interest-bearing note issued by a government in anticipation of issuing a bond at a later date. The note is retired from proceeds of the bond issue to which it was related.

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

**Budget:** A plan of financial operation for a definite period of time based on estimated expenditures and the proposed means of financing them.

**Capital Improvement Plan:** A plan for funding capital expenditures each fiscal year for a specific number of years. It identifies, by fiscal year, each project the Town intends to complete.

**Contingency:** A budgetary reserve set-aside for emergencies or unexpected expenditures not otherwise budgeted for. The use of contingency requires the approval of the Town Council.

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

**Depreciation:** A noncash expense that reduces the value of an asset as a result of wear and tear, age, or obsolescence. Most assets lose their value over time (in other words, they depreciate), and must be replaced once the end of their useful life is reached.

## APPENDIX

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

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

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

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

**Fund:** An accounting entity with a self-balancing set of accounts in which assets, all related liabilities, equity, and changes therein are recorded. Each fund is established to report on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

**Fund Balance:** The difference between assets and liabilities reported in governmental funds.

**Generally Accepted Account Principles (GAAP):** The conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

**General Fund:** A fund structure that accounts for all of the Town's revenues and expenditures, except for specific activities accounted for in another fund.

**Grand List:** The total assessed value of residential, industrial, commercial and personal property and motor vehicles using a ratio of 70%, in accordance with State statutes and recommended guidelines. The grand list is established on October 1 each year for the following fiscal year budget.

**Grants:** A contribution of cash or other assets from another entity to be expended for a specified purpose or activity. A majority of grant funds received are from the State of Connecticut and the Federal Government.

**LoCIP:** Local Capital Improvements Program is a State grant awarded for the purpose of assisting a municipality with the cost of State approved capital projects.

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

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

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

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

## APPENDIX

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

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

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

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

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

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

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

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

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

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

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

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

## APPENDIX

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### Listing of Acronyms

ADA – Americans with Disabilities Act  
BOE – Board of Education  
CAFR – Comprehensive Annual Financial Report  
CCM – Connecticut Conference of Municipalities  
CDC – Centers for Disease Control and Prevention  
CIRMA – Connecticut Interlocal Risk Management Agency  
CT DOT – Connecticut Department of Transportation  
CGS – Connecticut General Statutes  
CRRRA – Connecticut Resources Recovery Authority (now MIRA)  
DECD – Department of Economic and Community Development  
ECS – Education Cost Sharing  
EDC – Economic Development Commission  
FEMA – Federal Emergency Management Agency  
FY – Fiscal Year  
GAAP – General Acceptable Accounting Principals  
GASB – Governmental Accounting Standard Board  
GFOA – Government Finance Officers Association  
IWA/CC – Inland Wetlands Agency/Conservation Commission  
MIRA – Materials Innovation and Recycling Authority (formerly CRRRA)  
OPEB – Other Post Employment Benefits  
PZC – Planning and Zoning Commission  
SWVFD – South Windsor Volunteer Fire Department  
WPCA – Water Pollution Control Authority  
VMP – Veterans Memorial Park  
ZBA – Zoning Board of Appeals