



FINANCIAL PLAN AND PROGRAM OF SERVICES

ADOPTED FOR THE
FISCAL YEAR 2016-2017



**ADOPTED
FISCAL YEAR 2017
FINANCIAL PLAN
AND
PROGRAM OF SERVICES**

FOR THE FISCAL YEAR

Beginning July 1, 2016 and ending June 30, 2017

**TOWN OF WINDSOR
CONNECTICUT**



TOWN COUNCIL

Donald S. Trinks - Mayor
Jody L. Terranova – Deputy Mayor
James G. Govoni
Jill D. Jackson-Jenkins
Donald A. Jepsen, Jr.
Randy P. McKenney
Bernard S. Petkis
Alan J. Simon
Kenneth M. Wilkos

TOWN MANAGER

Peter Souza

ASSISTANT TOWN MANAGER

Jonathan Luiz



First in Connecticut. First for its citizens.

June 8, 2016

Honorable Mayor, Town Council and Citizens of Windsor:

I am pleased to transmit the Fiscal Year 2017 Adopted Budget to the Town Council and the community. The Proposed Budget was presented to the Council and a public hearing on the budget was held on April 4, 2016. The Town Council conducted several budget workshops throughout the month of April.

Revenues and expenditures in the Proposed Budget totaled \$111,636,040. During budget deliberations, the Town Council made changes that resulted in a budget of \$111,462,990, which was rejected by citizen vote at the first budget referendum held on May 10, 2016.

On May 16, 2016, the budget was adjusted downward by \$600,000 through reducing funding for the proposed Community Investment Initiative. Final approval of the budget occurred following one more budget referendum held on June 7, 2016. The budget adopted by citizen vote totals \$110,862,990. The budget yields a mill rate of 31.52.

This document reflects the Town Council's adjustments to the Proposed Budget, as adopted by the citizens of Windsor. A summary of the changes made to the Proposed Budget can be found on the following pages.

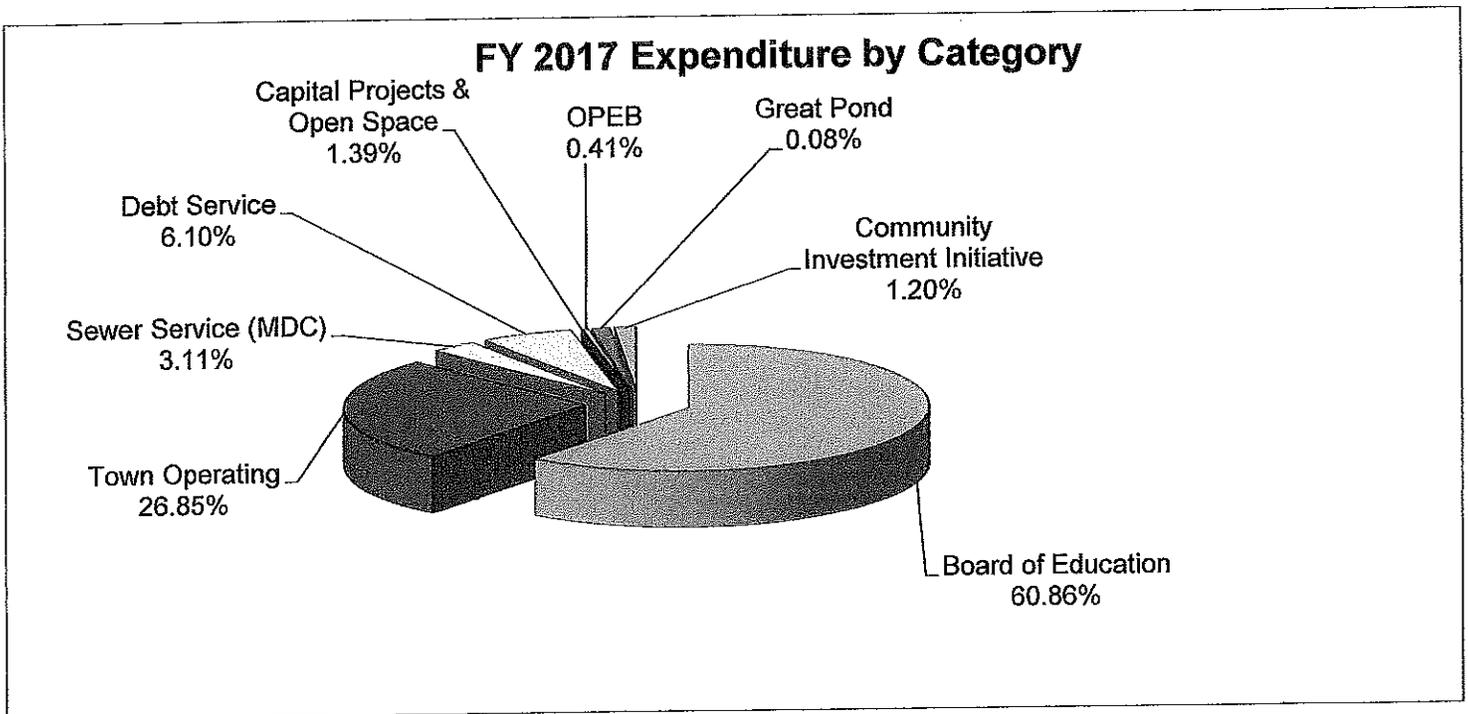
The Adopted Budget represents hundreds of hours of effort on the part of many people, including the Town Council, and I extend my appreciation to all of them.

Sincerely,

Peter Souza
Town Manager

FY 2017 ADOPTED BUDGET SUMMARY

	FY 2016 Adopted Budget	FY 2017 Adopted Budget	\$ Change	% Change
Board of Education	66,025,950	67,471,330	1,445,380	2.19%
Town Operating Budget	29,232,420	29,759,530	527,110	1.80%
Sewer Service (MDC)	3,310,640	3,443,070	132,430	4.00%
Debt Service	6,571,130	6,768,060	196,930	3.00%
Great Pond Improvement District	99,000	91,000	(8,000)	-8.08%
Other Post-Employment Benefits (OPEB)	280,000	450,000	170,000	60.71%
Community Investment Initiatives	0	1,335,000	1,335,000	100.00%
Capital Projects & Open Space	865,000	1,545,000	680,000	78.61%
Total	\$106,384,140	\$110,862,990	\$4,478,850	4.21%



CHANGES TO THE TOWN MANAGER'S FY 16-17 PROPOSED BUDGET

The Town Manager's proposed budget totaled \$111,636,040. During the budget deliberations on April 25, 2016, the Town Council made changes that resulted in a total budget of \$111,462,990. On May 16, 2016, the Town Council made further changes that resulted in a total budget of \$110,862,990. The changes are summarized below.

Budgeted Fiscal Year 2017

Revenues	From	To	Change
<u>April 25, 2016 - General Property Tax</u>			
• Decrease Current Levy revenue line	\$91,334,670	\$91,161,620	(\$173,050)
<u>May 16, 2016 - General Property Tax</u>			
• Decrease Current Levy revenue line	\$91,161,620	\$90,561,620	(\$600,000)
Total Revenues – General Fund	\$111,636,040	\$110,862,990	(\$773,050)

Expenditures	From	To	Change
<u>April 25, 2016 - Board of Education</u>			
• Decrease proposed budget	\$67,608,330	\$67,471,330	(\$137,000)
<u>April 25, 2016 – Town Support for Education</u>			
• Decrease \$530 for expected stop loss insurance savings	\$4,825,890	\$4,825,360	(\$530)
<u>April 25, 2016 – Safety Services</u>			
• Decrease \$14,300 for expected stop loss insurance savings	\$9,980,020	\$9,965,720	(\$14,300)
<u>April 25, 2016 – Recreation & Leisure Services</u>			
• Decrease \$1,320 for expected stop loss insurance savings	\$1,451,440	\$1,450,120	(\$1,320)
<u>April 25, 2016 – Human Services</u>			
• Decrease \$1,050 for expected stop loss insurance savings	\$811,630	\$810,580	(\$1,050)
<u>April 25, 2016 – Health Services</u>			
• Decrease \$880 for expected stop loss insurance savings	\$472,290	\$471,410	(\$880)

Expenditures	From	To	Change
<u>April 25, 2016 – Library Services</u> <ul style="list-style-type: none"> Decrease \$1,980 for expected stop loss insurance savings 	\$1,614,640	\$1,612,660	(\$1,980)
<u>April 25, 2016 – Development Services</u> <ul style="list-style-type: none"> Decrease \$3,520 for expected stop loss insurance savings 	\$1,804,240	\$1,800,720	(\$3,520)
<u>April 25, 2016 – Community Development</u> <ul style="list-style-type: none"> Decrease \$440 for expected stop loss insurance savings 	\$94,300	\$93,860	(\$440)
<u>April 25, 2016 – Public Works</u> <ul style="list-style-type: none"> Decrease \$7,040 for expected stop loss insurance savings Reduce the amount under "Funding Sources – Facilities Revenues by \$61,340 related to special revenue account #4103 "Parks Garage Leased Space" to reflect FY17 expenditures of \$57,940 	\$5,353,740	\$5,346,700	(\$7,040)
<u>April 25, 2016 – Information Services</u> <ul style="list-style-type: none"> Decrease \$660 for expected stop loss insurance savings 	\$448,170	\$447,510	(\$660)
<u>April 25, 2016 – Administrative Services</u> <ul style="list-style-type: none"> Decrease \$3,720 for expected stop loss insurance savings 	\$2,228,560	\$2,224,840	(\$3,720)
<u>April 25, 2016 - General Government</u> <ul style="list-style-type: none"> Decrease \$660 Town Manager's Office for expected stop loss insurance savings Increase \$50 Probate Court for additional costs 	\$991,720	\$991,110	(\$610)
<u>May 16, 2016 – General Services</u> <ul style="list-style-type: none"> Decrease \$600,000 in Community Investment Initiatives under Capital Projects 	\$13,951,070	\$13,351,070	(\$600,000)
Total Expenditures – General Fund	\$111,636,040	\$110,862,990	(\$773,050)

April 25, 2016 – Enterprise Funds:	From	To	Change
Landfill Enterprise Fund <ul style="list-style-type: none"> Decrease \$1,100 for expected stop loss insurance savings 	\$2,472,390	\$2,471,290	(\$1,100)
Resident Transfer Station Enterprise Fund <ul style="list-style-type: none"> Decrease \$160 for expected stop loss insurance savings 	\$205,430	\$205,270	(\$160)
Caring Connection Adult Day Care Enterprise Fund <ul style="list-style-type: none"> Decrease \$660 for expected stop loss insurance savings 	\$554,520	\$553,860	(\$660)
Child Development Enterprise Fund <ul style="list-style-type: none"> Decrease \$1,980 for expected stop loss insurance savings 	\$1,113,550	\$1,111,570	(\$1,980)

April 25, 2016 - Amendments To Price Guide:

Eliminated proposed deletion of "Swim Lessons – Family (maximum)" and "Swim Lessons – Two Children" (page G-16)

April 25, 2016 – General Fund Unassigned Fund Balance Appropriation:

Appropriate \$147,574 from the General Fund Unassigned Fund Balance to the Caring Connection Adult Day Care Enterprise Fund to provide funding necessary to cover the anticipated \$26,014 loss in FY16 and the \$121,560 shortfall in FY17.

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A READER'S GUIDE TO THE BUDGET

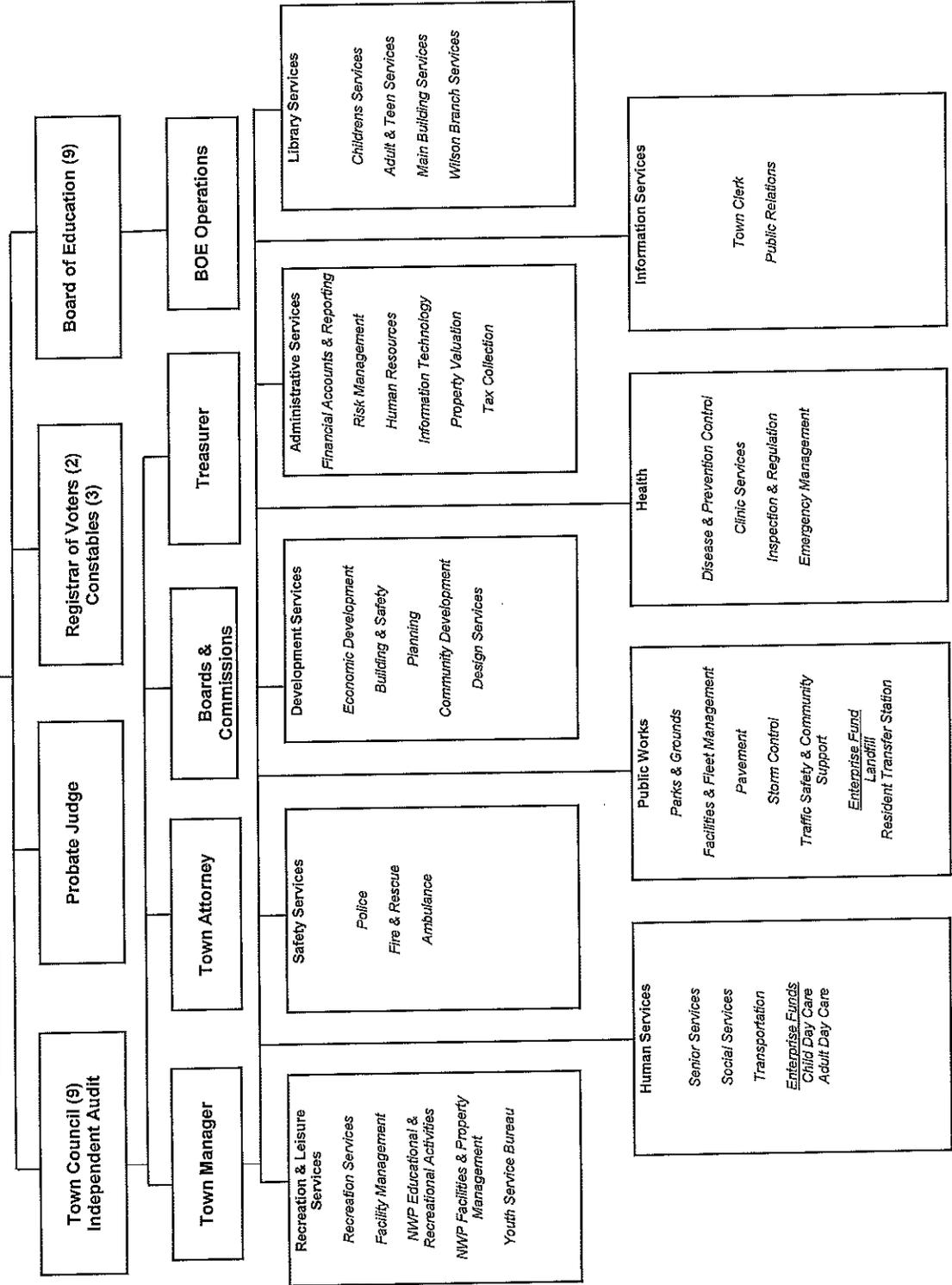
This budget is designed to serve as both a financial tool and a public communications forum. Consequently, we have worked to produce a document that is clear and complete with information that our readers want to know.

The budget may be broken down into the following components:

- 1) **Introduction.** The introductory section of the budget describes the overall philosophy upon which the budget was developed. The Town Manager's message provides an executive summary of the budget and outlines the organization's short-term and long-term strategies. The budget process gives an overview of the procedures used to prepare the budget and provides a calendar of important dates.
- 2) **Financial Summary.** Sections A (Summary of Town Funds) and B (General Fund Revenues) provide a summary of all the funds managed by the town, as well as a detailed explanation of revenues. Section C (General Fund Expenditures) lists the General Fund impact of each department and the Board of Education. Upon the recommendation of the Town Council, the community will vote on the total proposed General Fund expenditures for fiscal year 2017 including the new capital projects budget as described on pages Q-10 and Q-11.
- 3) **Support Sections.** Sections D through R are the supporting sections of the budget document. These sections explain in detail how total and General Fund expenditures were derived and what products and services will be offered to our residents. These sections also list the individual department goals and highlights.
- 4) **Non-General Fund Services.** Section S contains the budgets for the four town enterprise funds – Windsor Child Development Center, the Caring Connection Adult Day Health Center, the Resident Transfer Station, and the Windsor-Bloomfield Sanitary Landfill. Each of these funds is dependent upon revenues generated from the users of these facilities and is not funded by tax dollars. The budget for the Windsor's Office of Community Development is listed in Section L. The Community Development Office receives minimal support by town tax dollars - the Office operates almost exclusively through grant funds and loan repayments.
- 5) **Appendices.** Section T contains various informative items for the reader. For example, a summary of the town's Capital Improvement Program is provided in Appendix A and a Price Guide listing rates for various Town services is provided in Appendix G. Also, Appendix I consists of a Glossary of Budget Terms that the reader may find helpful when using this document.

We hope that you find this budget document informative and easy to read. If you have any questions or comments, please contact us at (860) 285-1800. We can also be reached via Email at townmanager@townofwindsorct.com.

Voters of Windsor





March 25, 2016

Honorable Mayor, Town Council and Citizens of Windsor,

I am pleased to submit the Fiscal Year (FY) 2016-2017 Financial Plan and Program of Services.

An overarching goal of the FY17 budget preparation process was to manage the large spike in the Grand List for FY17, and then a large decrease for FY18. This proposed budget attempts to manage this “up and down” dynamic, make re-investments in our community’s infrastructure and meet a variety of immediate and future needs for Windsor.

The upward trend of the large spike in the Grand List for FY17 is a result of a significant increase over the 10/1/14 Grand List caused by the expiration of the Walgreens real estate tax abatement, Amazon personal property investment and the delay in the start of their fixed assessment agreement to FY18.

The downward trend of the spike relates largely to a projected decrease in the 10/1/16 Grand List which impacts FY18. This is due to the beginning of the Amazon fixed assessment agreement that results in a \$33 million assessed value decrease.

As we plan for FY17 a significant question relates to the level of State Aid the town will receive. The Governor’s proposed budget from February shows a net increase of approximately \$800,000 in state aid mainly due to the proposed sharing of sales tax with municipalities. This proposed budget includes that increase with the clear understanding that this category or some other State Aid revenue category could very well be reduced.

The new statewide motor vehicle tax mill rate cap is not expected to impact Windsor in FY17 as this proposed budget will result in a tax rate of less than 32 mills. However, we will be impacted in FY18 as the cap is lowered to 29.36 mills.

The proposed budget, which includes the town’s and the board of education’s operating budgets plus the town’s sewer assessment, debt service payment and capital projects budget, is proposed to increase \$5.25 million or 4.94% in FY17.

	FY 2016 Adopted Budget	FY 2017 Proposed Budget	\$ Change	% Change
Board of Education	66,025,950	67,608,330	1,582,380	2.40%
Town Operating Budget	29,232,420	29,795,580	563,160	1.93%
Sewer Service (MDC)	3,310,640	3,443,070	132,430	4.00%
Debt Service	6,571,130	6,768,060	196,930	3.00%
Great Pond Improvement District	99,000	91,000	(8,000)	-8.08%
Other Post-Employment Benefits (OPEB)	280,000	450,000	170,000	60.71%
Community Investment Initiatives	0	1,935,000	1,935,000	100.00%
Capital Projects & Open Space	865,000	1,545,000	680,000	78.61%
Total	\$106,384,140	\$111,636,040	\$5,251,900	4.94%

Town Operating Budget

Through reallocation and/or new resources, the FY17 budget will maintain service levels and address other needs such as:

- equipment replacement needs in Police and Fire Departments
- street repaving and sidewalk repair/replacement
- maintenance of public spaces (e.g. cul-de-sacs, medians, etc.) by adding seasonal hours, materials and contract services
- fleet and public works equipment replacement
- additional part-time hours for Northwest Park environmental programming
- implementation of Narcan protocol (an antidote to combat emergency heroin overdose situations)
- wage increases to address external and internal equity for variety of positions (e.g. Library and Dial-A-Ride) as well as new state minimum wage requirements
- supporting youth mentoring program as well as arts and culture activities
- increased allocation to the Open Space Preservation Fund
- a continuation of the council's plan to incrementally increase contributions to the Other Post – Employment Benefits (OPEB) Trust Fund
- increased mandated town contribution to private schools for nursing services due to one new eligible school
- increased contribution for liability and workers compensation insurance.

Community Investment Initiatives

The proposed budget also includes a series of Community Investment Initiatives which meet a variety of needs while building financial capacity for FY18 and beyond. The budget includes a proposal to invest \$1.9 million in areas such as:

- road repaving, sidewalk replacement and pedestrian safety enhancements
- historic and community preservation (tobacco sheds, monuments, ancient cemetery)
- technology replacements and upgrades (BOE, Building Safety, Police)
- public safety radio communication system assessment
- police cruiser in-car camera/video system
- street light conversion to LED (energy and cost reduction)

These investments help us in the long-term as well as in FY18 to meet the expected decrease in the Grand List and a possible debt service increase for the Safety Complex project.

FY 2017 Expenditures

The proposed overall General Fund budget consists of the following major categories:

<u>Department</u>	<u>FY 16 Adopted</u>	<u>FY 17 Proposed</u>	<u>Change Over FY 16</u>	<u>% Difference</u>
General Services	10,785,020	13,951,070	3,166,050	29.36%
Town Support for Education	4,604,720	4,825,890	221,170	4.80%
Administrative Services	2,152,930	2,228,560	75,630	3.51%
Human Services	787,460	811,630	24,170	3.07%
Recreation & Leisure Services	1,412,430	1,451,440	39,010	2.76%
Information Services	436,140	448,170	12,030	2.76%
General Government	966,020	991,720	25,700	2.66%
Board of Education	66,025,950	67,608,330	1,582,380	2.40%
Community Development	92,500	94,300	1,800	1.95%
Library Services	1,590,340	1,614,640	24,300	1.53%
Public Works	5,277,280	5,353,740	76,460	1.45%
Development Services	1,799,370	1,804,240	4,870	0.27%
Safety Services	9,976,810	9,980,020	3,210	0.03%
Health	477,170	472,290	(4,880)	-1.02%
Total Expenditures:	106,384,140	111,636,040	5,251,900	4.94%

Overall expenditures are proposed to increase \$5.25 million, of which \$1.9 million or 37% is related to the Community Investment Initiatives that help build capacity for FY18. The expenditure increase without Community Investment Initiative equals 3.1%.

FY 2017 Revenues

Revenue forecasting is always a challenging part of developing the budget. Some of our revenue sources depend on participation levels, the ebb and flow of the economy, or they can be altered by the State of Connecticut. It is prudent to note at this early stage in our budget deliberations that the state budget process is not complete and state aid could be altered with an adopted state budget. At this time, the Governor's proposed budget calls for reductions in several of our traditional state aid categories but includes new revenue in the form of municipal sales tax sharing. Other sources of revenue require our best-informed calculations based on the past and what might occur next year. Non-property tax revenue sources are forecasted to be approximately \$570,000 higher than the FY16 adopted budget. Key revenue assumptions include:

- municipal sales tax revenue sharing budgeted at \$855,000 for FY17
- interest income is anticipated to be \$55,000 more than what was budgeted in FY16, due to small increases in our interest rate assumptions
- building permits and conveyance fees are forecasted to be flat for FY17
- Pequot-Mohegan grant is expected to be \$39,530 less than the FY16 budget
- special Education Excess Costs are budgeted \$246,000 less than in FY16
- transportation grants are expected to be \$15,390 less than the FY16 budget
- Education Cost Sharing (ECS) is expected to be \$100,000 less than the FY16 budget.

Grand List

The October 1, 2015 Grand List increased by 2.62% or \$74,570,106. Real Estate increased by approximately \$53,700,000 or 2.43%. The majority of this increase was due to the end of the real estate tax abatement on the Walgreens facility, completion of the Amazon facility and lowering of the Dollar Tree exemption per the fixed assessment agreement. Personal Property increased by approximately \$20,100,000, or 4.56%, due in part to the new Amazon facility and an increase from leasing and telecommunications companies offset by normal depreciation. After accounting for other Grand List adjustments, such as property assessment appeals and exemptions, the estimated net taxable grand list is \$71,212,000 greater than this year.

Tax Rate

When the estimated net taxable grand list is combined with the non-tax revenue and proposed expenditures, the mill rate increases to 31.79 from 30.92 which is a 2.81% increase. As proposed, all sources of property tax will comprise 83.33% of our total revenues.

FY 2016 Update

Recent deficit mitigation actions taken by the governor and state general assembly through mid-February have reduced expected general fund municipal aid by approximately \$300,000. Building permit revenues and land recording fees are projected to be greater than budgeted, and will help offset the lower state aid. Additional reductions for FY16 could be possible as state deficit mitigation efforts continue.

The overall General Fund expenditures are projected to be \$448,870 less than budgeted mainly due to partial year staff vacancies, unanticipated grant funding and storm control savings of \$111,000.

The difference in total projected FY16 revenues and expenditures results in a surplus of \$296,780. After the FY16 opening cash transfer of \$900,000 and the use of fund balance for the town green fountain of \$30,000, the fund balance is anticipated to decrease by \$633,220.

Concluding Remarks

The proposed financial plan for the Fiscal Year 2017 has been thoughtfully prepared to maximize the benefits of the upcoming spike and then descent of our FY17 and FY18 grand lists respectively. The community investment initiatives, together with the preservation of town services included in this proposed budget keep Windsor in a positive position to invest in our infrastructure and continue serving the needs of Windsor residents in a quality fashion.

I look forward to working with the town council in the coming weeks to review the proposed budget and discuss the opportunities we have in Fiscal Year 2017 and beyond. As always, town staff is ready to provide information that you need to facilitate conversations and to aid you in your decision making.

Lastly, I would like to thank the board of education's administration, the town's leadership team, the town's budget review team and, especially, our dedicated Finance Department for their work in preparing this proposed budget for fiscal year 2016-2017.

Respectfully Submitted,


Peter Souza
Town Manager

ORGANIZATION VISION, MISSION AND CORE VALUES

The Windsor Vision

To create an exceptional quality of life that engages citizens, provides commercial and leisure amenities, promotes business and employment opportunities and unsurpassed value to all taxpayers.

We are in the business of creating a context and culture that allows and inspires people to pursue their aspirations. This vision statement assumes we will listen, take our customers' concerns to heart and provide the best leadership to make those dreams come true. The Town of Windsor's elegantly simple and clear vision statement is:

“To create an environment where dreams can come true for individuals, families and businesses.”

Our core values support our organizational vision. We have identified the values by way of a series of exercises that provide insight to our priorities, hopes and beliefs. The five core values that have emerged are:

Innovation. The process of effectively and profitably taking new ideas to satisfied customers. It is a process of continual renewal involving the whole organization and is an essential part of everyday practice.

Responsiveness. Quality as defined by the customer. We exemplify responsiveness in our willingness to help customers and to provide prompt service in a dependable and accurate manner.

Passion. The excitement of doing something – vocation or avocation, art or mission, idea or ideal that we find fulfilling and deeply satisfying. People with passion *ignite* enthusiasm, *inspire* excellence and *invoke* enhanced performance.

Integrity. Saying what we mean and consistently doing what we say. It means honestly matching words and feelings with thoughts and actions, with no desire other than for the good of the community.

Partnership. There are more leaders because people can take turns assuming leadership for tasks where they have knowledge and ability. Leaders inspire and facilitate rather than just give orders that have to be obeyed. Our partnerships also extend to the community where accountability also flows in two directions.

THE BUDGET PROCESS

The process leading to the adoption of the Town of Windsor budget is participatory and encourages input from citizens, boards and commissions, town departments and the Town Council. The budget process focuses on identifying funding levels necessary to continue basic municipal services, Council priorities and community goals.

Council Priorities

At the beginning of the budget process, the Council adopts a set of priorities that focus on the use of current resources in specific areas that have been identified as the most critical. These priorities are used by the departments in formulating goals, objectives and strategies used to gauge the allocation of resources for the accomplishment of long-term goals. These priorities are also used by departments in formulating budget requests for the following fiscal year. The priorities are outlined in the Town Manager's budget message.

Capital Improvements Program

In accordance with the Town of Windsor Charter, the Town Manager shall present to the Town Council a six-year capital improvements program and shall recommend to the Council those projects to be undertaken during the first year of the program and the method of financing such projects. The six-year Capital Improvements Program may be found in Appendix A and the one-year Capital Projects budget is located in Section Q – General Services.

Council Retreat and Public Hearings

At the beginning of the budget process, the Town Council conducts a retreat to focus on the Town Manager's goals and to give direction for the ensuing year. After the Town Council retreat, public hearings are held to solicit input from the community as to its priorities for the upcoming fiscal year and to hear public opinion regarding the proposed budget once it has been submitted to the Town Council by the Town Manager and Board of Education.

Town Manager's Proposed Budget

The Town Manager is required by the Windsor Town Charter to present to the Council a proposed operating budget and a Capital Improvements Program at least thirty days before the date of the annual budget meeting of the town. The proposed budget contains a detailed allocation of projected revenues and expenditures for all of the town's various funds and a summary of the town's debt position. The Town Manager also includes a budget message that outlines the essential elements of the Town Council's and other long-term strategies and goals.

**TOWN OF WINDSOR, CONNECTICUT
FY 2017
BUDGET CALENDAR BY DEPARTMENT**

Date	Day	Step
January 28, 2016 - tentative	Thursday	Informational meeting on Proposed Budget
February 1, 2016 7:15 PM	Monday	Public Hearing by Town Council to hear budget requests from citizens.
February 10, 2016	<i>Tentative</i>	Board of Education to submit to Town Council information regarding Public Act 13-60.
February 16, 2016	<i>Tentative</i>	Town Council suggestions due to the BOE per Public Act 13-60 within 10 days of BOE submission
February – March 2016	<i>Tentative</i>	Board of Education to submit written responses to Town Council regarding suggestions made per Public Act 13-60.
February 25, 2016 - tentative	Thursday	Informational meeting on Proposed Budget
March 7-11, 2016	<i>Tentative</i>	Finance Committee Meeting
March 25, 2016	Friday	Estimated receipts and expenditures submitted to Town Council by Town Manager (proposed budget)
March 29, 2016 - tentative	Tuesday	Informational meeting on Proposed Budget
April 4, 2016 7:00 PM	Monday	Town Manager's Presentation of FY 17 Proposed Budget Public Hearing re: public opinion regarding budget as proposed by Town Manager Regular Town Council meeting
April 6, 2016 6:30- 9 PM	Wednesday	Board of Education, Revenues, Public Works, Landfill Enterprise Fund, Resident Transfer Station Enterprise Fund
April 11, 2016 6:30- 9 PM	Monday	Board of Education, Safety Services, Health Services, Library, Human Services, Child Care and Adult Day Care, Recreation & Leisure Services, Administrative Services
April 18, 2016 6:30 - 9 PM	Monday	Information Services, Development Services, Community Development, Town Support for Education, General Government, General Services, Insurance Internal Service Fund
April 20, 2016 6:30 – 9 PM	Wednesday	Public Comment, Capital Spending, Price Guide, Preliminary Deliberations
April 25, 2016 6:30 - 9 PM	Monday	Public Comment, Town Council final deliberations and vote
May 10, 2016	Tuesday	Recommended date for Adjourned Town Meeting (referendum)
May 16, 2016	Monday	Regular Town Council Meeting; Council sets tax rate
June 21, 2016	Tuesday	Tax bill mailing completed
June 30, 2016	Thursday	End of current fiscal year

GENERAL FUND BALANCE SUMMARY

(budgetary basis)

	<u>FY 2016 Estimate</u>	<u>FY 2017 Adopted</u>
Revenues		
General Property Tax	\$ 88,468,000	\$ 92,250,720
Licenses and Permits	784,330	628,560
Fines and Penalties	35,600	38,000
Revenues from Use of Assets	492,830	548,830
State School Aid	12,869,710	13,008,110
State Grants in Lieu of Taxes	1,635,990	2,543,740
Other State Grants	39,660	47,200
Revenues from Other Agencies	111,370	111,830
Charges for Current Services	869,060	760,500
Other Revenues	25,500	25,500
Opening Cash	900,000	900,000
	106,232,050	110,862,990
Total Revenues		
Expenditures and Encumbrances		
General Government	982,870	991,110
Safety Services	9,791,940	9,965,720
Recreation & Leisure Services	1,421,660	1,450,120
Human Services	756,500	810,580
Health Services	457,390	471,410
Library Services	1,581,310	1,612,660
Development Services	1,739,410	1,800,720
Community Development	92,500	93,860
Public Works	5,149,640	5,346,700
Information Services	427,610	447,510
Administrative Services	2,133,380	2,224,840
General Services	10,749,150	13,351,070
Board of Education	66,025,950	67,471,330
Town Support for Education	4,625,960	4,825,360
	105,935,270	110,862,990
Total Expenditures and Encumbrances		
Surplus (deficit)	296,780	-
Beginning Fund Balance, July 1	19,935,850	19,155,056
<u>Use of Fund Balance:</u>		
Opening Cash	(900,000)	(900,000)
Transfer on 9/08/15 for the following:		
Town Green Fountain	(30,000)	
Transfer on 4/25/16 for the following:		
Caring Connection Adult Day Enterprise Fund	(147,574)	
	\$ 19,155,056	\$ 18,255,056
Estimate Ending Fund Balance, June 30		

FINANCIAL ORGANIZATION OF ACCOUNTS

The financial operations of the town are organized into funds and account groups, each of which is a separate fiscal and accounting entity. Each type of revenue received or expenditure made by the town is accounted for through one of the funds or account groups described below.

GOVERNMENTAL FUNDS

Most town functions are financed through what are called governmental funds. There are four types of governmental funds: the General Fund, Special Revenue Fund, Capital Projects Fund and Debt Service Fund.

General Fund - The General Fund is the major operating fund of the town government and it covers the vast majority of town operations. The General Fund accounts for property taxes, other forms of locally-raised revenue and grants not elsewhere classified and the operating expenditures of the town and the Board of Education.

Special Revenue Funds - Special Revenue Funds are used to account for those types of revenues that are legally restricted to being spent for a specific purpose (except for expendable trusts or major capital projects.) These revenues must be accounted for separately from the General Fund for a variety of reasons and do not necessarily follow the same fiscal year as the General Fund. The town's Special Revenue Funds are:

Educational Grant Programs - Accounts for all specially financed education programs under grants received from the federal or state government.

Cafeteria - Accounts for revenue and expenditures of the food service operations in the Windsor Public Schools.

Community Rehabilitation Program - Accounts for block grants received from the United States Department of Housing and Urban Development and the State of Connecticut Department of Housing.

Treehouse - Accounts for revenue and expenditures for before and after school childcare provided by the school system.

Other Special Revenue Funds - Accounts for intergovernmental and private grants for various special projects administered by the town.

Capital Projects Fund - The Capital Projects Fund is used to account for the monies used for the acquisition or construction of major capital facilities (buildings, roads, etc.) The town's Capital Project Funds are:

Capital Projects - Accounts for financial resources that are restricted, committed or assigned to expenditure for capital outlay.

Capital Project – Open Space - Accounts for funds received through donations and appropriations from the General Fund for the acquisition and improvement of open space.

Debt Service Fund - The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

PROPRIETARY AND INTERNAL SERVICE FUNDS

Proprietary funds are used to account for the town's activities that are similar to those found in the private sector. These activities are not financed by taxes, but by fees charged to the users of the service. The accounting principles used for proprietary funds are very similar to those applicable to similar businesses in the private sector. The town has four proprietary funds that are called Enterprise Funds and one Internal Service Fund.

Landfill Enterprise Fund - Accounts for the operations of the Windsor-Bloomfield sanitary landfill.

Resident Transfer Station Enterprise Fund - Accounts for the operations of the Windsor residential transfer station.

Child Development Enterprise Fund - Accounts for the operations of the Milo Peck Development Center that provides day care services to town residents and to employees of businesses located in Windsor.

Adult Day Care Enterprise Fund - Accounts for the operations of the Caring Connection Adult Day Care Center that provides day care services to frail, elderly and handicapped residents of Windsor.

Insurance Internal Service Fund - Internal Service Funds are used to account for all liability, auto and fire insurance, health and workers' compensation activity including premiums and claims.

FIDUCIARY FUNDS

Fiduciary funds are used to account for assets held by the town in a trustee capacity or as an agent for individuals, private organizations or others. Generally, these are donations made to the town for a specific purpose. Expendable trust funds (principal and income may be expended in the course of their designated operations) are accounted for in essentially the same manner as governmental funds. The town has no non-expendable trust funds, but has two types of Fiduciary Funds.

Trust Funds

J. Bartash Trust - Accounts for a bequest made to the town by a former resident of Windsor.

Pension Trust - Accounts for the accumulation of resources to be used for future retirement benefits.

Other Post-Employment Benefits (OPEB) - Accounts for the accumulation of resources to be used for future retiree health benefits.

Agency Funds

Accounts for various Board of Education and Town activities. They are custodial in nature (assets equal liabilities) and are as follows:

Student Activity
Adult Education
Performance Bonds
Town Escrow
Scholarship Fund

BASIS OF ACCOUNTING

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e. when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The town considers property taxes as available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred.

The town's accounting records for the Child Development, Landfill, Resident Transfer Station and Adult Day Care Enterprise Funds are maintained on a full accrual basis. Revenues are recognized when earned and expenses are recognized when incurred.

BUDGETARY VERSUS GENERALLY ACCEPTED ACCOUNTING PRINCIPALS (GAAP) IN THE UNITED STATES OF AMERICA BASIS OF ACCOUNTING

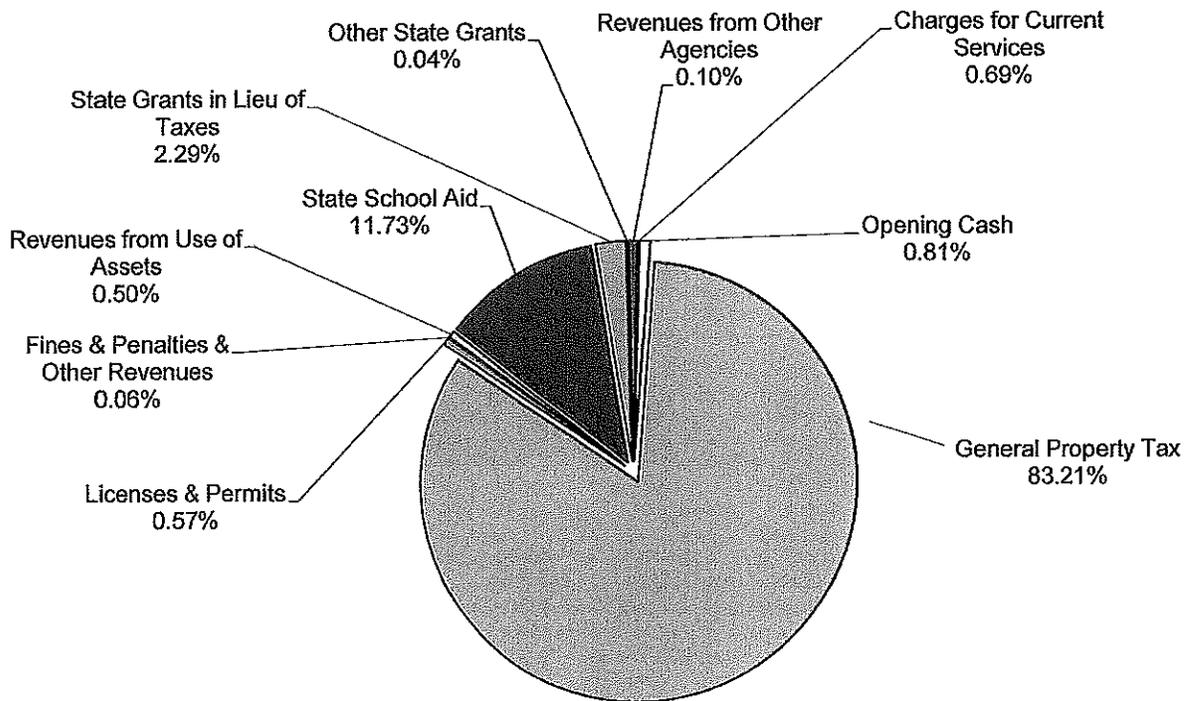
The differences between the budgetary and GAAP basis of accounting are:

- Encumbrances are recognized as a valid and proper charge against a budget appropriation in the year in which the purchase order is issued and, accordingly, encumbrances outstanding at year-end are reflected in budgetary reports as expenditures in the current year whereas they are shown as a reservation of fund balance on a GAAP basis of accounting.
- The current portion of vested compensated absences is reported as a fund liability for GAAP purposes. For budgetary purposes, compensated absences are recognized when used.
- State of Connecticut payments on behalf of the town for the teacher retirement system are reported for GAAP purposes only.

ANNUAL BUDGET GENERAL FUND REVENUE SUMMARY

Category	Revenue Source	FY 2015	FY 2016		FY 2017	
		Actual	Budget	Estimate	Proposed	Adopted
910	General Property Tax	\$87,600,034	\$88,290,620	\$88,468,000	\$93,023,770	\$92,250,720
915	Licenses and Permits	802,439	629,230	784,330	628,560	628,560
920	Fines and Penalties	43,590	40,000	35,600	38,000	38,000
925	Revenues from Use of Assets	488,166	513,830	492,830	548,830	548,830
930	State School Aid	13,384,472	13,367,400	12,869,710	13,008,110	13,008,110
935	State Grants In Lieu of Taxes	1,649,804	1,724,060	1,635,990	2,543,740	2,543,740
940	Other State Grants	103,357	45,000	39,660	47,200	47,200
950	Revenues from Other Agencies	154,012	113,750	111,370	111,830	111,830
955	Charges for Current Services	1,246,584	734,650	869,060	760,500	760,500
960	Other Revenues	31,478	25,600	25,500	25,500	25,500
965	Opening Cash	-	900,000	900,000	900,000	900,000
Total Revenues		<u>\$105,503,936</u>	<u>\$106,384,140</u>	<u>\$106,232,050</u>	<u>\$111,636,040</u>	<u>\$110,862,990</u>

FY 17 General Fund Revenues by Source



Council Action

During budget deliberations, pre and post referendums, the Town Council decreased General Fund expenditures by \$773,050; thereby decreasing the amount of revenue required from current levy under the General Property Tax category by \$773,050.

**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

Category / Account No.	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
910 GENERAL PROPERTY TAX					
51002 Current Levy	84,789,969	86,651,520	86,500,000	91,334,670	90,561,620
51004 Interim Motor Vehicle Tax	685,497	495,000	747,000	545,000	545,000
51006 Prior Year Levies	1,380,490	675,000	730,000	675,000	675,000
51008 Interest	738,640	465,000	487,000	465,000	465,000
51009 Liens & Penalties	5,438	4,100	4,000	4,100	4,100
	<u>87,600,034</u>	<u>88,290,620</u>	<u>88,468,000</u>	<u>93,023,770</u>	<u>92,250,720</u>
915 LICENSES AND PERMITS					
51200 Vendor's Licenses	1,090	350	1,000	1,000	1,000
51202 Animal Licenses	27,038	25,000	25,500	25,000	25,000
51203 Marriage Licenses	1,050	1,100	1,000	1,000	1,000
51204 Hunting & Fishing Licenses	291	200	250	230	230
51205 Engineering Permits	23,637	20,500	19,000	19,000	19,000
51206 Building Permits	707,184	545,000	700,000	545,000	545,000
51212 Lodging House Licenses	400	450	450	450	450
51213 Well Permits	-	100	100	100	100
51214 Food Permits	29,997	28,000	28,000	28,000	28,000
51216 Septic System Permits	2,955	2,500	2,500	2,750	2,750
51219 Pistol Permits	8,685	6,000	6,500	6,000	6,000
51221 Newsrack Permits/Location Fees	112	30	30	30	30
	<u>802,439</u>	<u>629,230</u>	<u>784,330</u>	<u>628,560</u>	<u>628,560</u>
920 FINES AND PENALTIES					
51401 Court Fines	32,153	25,000	20,000	25,000	25,000
51402 Parking Fines	11,437	15,000	15,600	13,000	13,000
	<u>43,590</u>	<u>40,000</u>	<u>35,600</u>	<u>38,000</u>	<u>38,000</u>
925 REVENUES FROM USE OF ASSETS					
51501 Interest: Unrestricted	117,215	115,000	120,000	170,000	170,000
51504 Cell Tower Leases	252,121	280,000	254,000	260,000	260,000
51505 Rental of Town Property	118,830	118,830	118,830	118,830	118,830
	<u>488,166</u>	<u>513,830</u>	<u>492,830</u>	<u>548,830</u>	<u>548,830</u>
930 STATE SCHOOL AID					
51701 Special Ed. - Excess Costs	1,408,758	1,500,000	1,202,050	1,254,000	1,254,000
51703 Transportation	263,073	268,460	250,850	253,070	253,070
51705 Adult Education	49,848	51,280	57,600	53,380	53,380
51710 Education Cost Sharing	11,662,793	11,547,660	11,359,210	11,447,660	11,447,660
	<u>13,384,472</u>	<u>13,367,400</u>	<u>12,869,710</u>	<u>13,008,110</u>	<u>13,008,110</u>
935 STATE GRANTS IN LIEU OF TAXES					
51903 HEART (Elderly)	207,552	200,000	203,800	200,000	200,000
51905 PILOT: State Owned Property	67,190	54,120	12,250	61,850	61,850
51906 Totally Disabled Exemption	2,605	2,700	2,780	2,700	2,700
51907 Veterans Tax Exemption	21,427	22,500	22,500	22,500	22,500
51909 Pequot-Mohegan Grant	108,632	111,560	73,660	72,030	72,030
52710 Municipal Revenue Sharing	1,242,398	1,333,180	1,321,000	2,184,660	2,184,660
	<u>1,649,804</u>	<u>1,724,060</u>	<u>1,635,990</u>	<u>2,543,740</u>	<u>2,543,740</u>
940 OTHER STATE GRANTS					
52100 Bond Interest Subsidy	2,437	-	-	-	-
52101 School Building Grant	54,375	-	-	-	-
52107 Other State Grants	46,545	45,000	39,660	47,200	47,200
	<u>103,357</u>	<u>45,000</u>	<u>39,660</u>	<u>47,200</u>	<u>47,200</u>

**ANNUAL BUDGET
GENERAL FUND
REVENUES BY TYPE**

Category / Account No.	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
950 REVENUES FROM OTHER AGENCIES					
52301 Windsor Housing Authority	11,453	11,450	11,450	11,450	11,450
52302 In Lieu of Tax Payments	6,925	6,920	6,920	6,920	6,920
52303 Telephone Property Tax	108,794	70,000	70,000	70,000	70,000
52304 Community Renewal Team	26,840	25,380	23,000	23,460	23,460
	<u>154,012</u>	<u>113,750</u>	<u>111,370</u>	<u>111,830</u>	<u>111,830</u>
955 CHARGES FOR CURRENT SERVICES					
52500 Recording Legal Documents	142,206	120,000	127,000	125,000	125,000
52501 Vital Statistics	34,717	29,000	29,500	29,000	29,000
52502 Conveyance Fees	588,002	170,000	250,000	170,000	170,000
52504 Special Police Services/Alarm Fees	425	450	450	450	450
52505 Sale of Accident Reports & Photos	3,084	1,800	3,300	3,300	3,300
52506 Animal Pound Fees	870	1,000	700	700	700
52507 Town Planning & Zoning Comm. Fees	18,211	53,000	14,450	53,000	53,000
52508 Zoning Board of Appeals Fees	1,153	900	1,500	1,000	1,000
52509 Inland Wetlands Fees	5,640	6,000	6,600	6,000	6,000
52517 Special Education Tuition from Other Towns	237,151	200,000	289,000	220,000	220,000
52518 Library Fines & Fees	24,217	26,200	25,760	25,250	25,250
52519 Recreation Fees	45,255	49,000	42,000	49,000	49,000
52521 Dial-a-Ride Fees	7,711	7,500	7,500	7,500	7,500
52522 Health Service Fees	7,650	7,500	7,500	7,500	7,500
52525 Administrative Overhead	114,260	50,000	50,000	50,000	50,000
52530 Sale of Publications & Materials	6,118	4,300	5,800	4,800	4,800
52531 Miscellaneous Service Charges	9,264	8,000	8,000	8,000	8,000
52534 Assessment Abatement Policy	650	-	-	-	-
	<u>1,246,584</u>	<u>734,650</u>	<u>869,060</u>	<u>760,500</u>	<u>760,500</u>
960 OTHER REVENUES					
52701 Sale of Capital Assets	-	500	500	500	500
52703 Other Refunds	-	100	-	-	-
52704 Miscellaneous Other Revenues	31,478	25,000	25,000	25,000	25,000
	<u>31,478</u>	<u>25,600</u>	<u>25,500</u>	<u>25,500</u>	<u>25,500</u>
965 MISCELLANEOUS REVENUES					
52752 Opening Cash	-	900,000	900,000	900,000	900,000
GRAND TOTAL	<u>105,503,936</u>	<u>106,384,140</u>	<u>106,232,050</u>	<u>111,636,040</u>	<u>110,862,990</u>

REVENUE EXPLANATION

910 GENERAL PROPERTY TAX

This category accounts for approximately 83.21% of the town's General Fund revenues in FY 17.

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
51002 Current Levy	84,789,969	86,651,520	86,500,000	91,334,670	90,561,620
51004 Interim Motor Vehicle Tax	685,497	495,000	747,000	545,000	545,000
51006 Prior Year Levies	1,380,490	675,000	730,000	675,000	675,000
51008 Interest	738,640	465,000	487,000	465,000	465,000
51009 Liens & Penalties	5,438	4,100	4,000	4,100	4,100
	<u>87,600,034</u>	<u>88,290,620</u>	<u>88,468,000</u>	<u>93,023,770</u>	<u>92,250,720</u>

This section contains revenues received from property taxes paid by citizens and from taxes received on automobiles purchased after the tax list preparation date. Interest, lien and penalty fees are payments received on delinquent accounts.

The Town of Windsor's adopted General Fund expenditures for FY 17 total \$110,862,990. Of this amount, \$90,561,620 will come from the current property tax levy, \$19,401,370 from other revenues, and \$900,000 from opening cash. The estimated Net Taxable Grand List for FY 17 is estimated at \$2,914,500,000. The proposed collection rate is 98.80%. Accordingly, the required tax levy will be 31.52 mills; or \$31.52 for each \$1,000 of assessed value. The mill rate is calculated as follows:

FY 2017 MILL RATE CALCULATION

	<u>Proposed</u>	<u>Adopted</u>
Total Expenditure	111,636,040	110,862,990
Less: Other Revenues	(19,401,370)	(19,401,370)
Less: Opening Cash	(900,000)	(900,000)
Current Property Tax Collection	91,334,670	90,561,620
Divided by Estimated Rate of Collection	98.80%	98.80%
Adjusted Tax Levy	92,443,998	91,661,559
Less: Pro Rata Assessor's Additions	(45,000)	(45,000)
Plus: Senior Tax Relief	130,000	130,000
Plus: Exemptions for Volunteer Firefighters	118,500	118,500
Gross Tax Levy	92,647,498	91,865,059
Divided by Estimated Taxable Grand List	2,914,500,000	2,914,500,000
Mill Rate	31.79	31.52

REVENUE EXPLANATION (continued)

915 LICENSES AND PERMITS

This category accounts for approximately 0.57% of the town's General Fund revenues in FY 17.

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
51206 Building Permits	707,184	545,000	700,000	545,000	545,000
All Others	95,255	84,230	84,330	83,560	83,560
	802,439	629,230	784,330	628,560	628,560

Revenue received from the sale of building permits will be \$155,000 over budget for FY 16 mainly due to new commercial projects and commercial renovations. Building permit revenue for FY 17 is anticipated to be level as compared with the FY 16 budget. The majority of other revenue sources (marriage licenses, food permits and hunting licenses) remain stable. Current rates for various licenses and permits are listed in Appendix G.

920 FINES AND PENALTIES

This category accounts for approximately 0.03% of the town's General Fund revenues in FY 17.

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
51401 Court Fines	32,153	25,000	20,000	25,000	25,000
51402 Parking Fines	11,437	15,000	15,600	13,000	13,000
	43,590	40,000	35,600	38,000	38,000

Court fines are received by state courts and distributed by the state back to the town including a surcharge for motor vehicle violations. The town does not have the authority to levy court fines.

925 REVENUES FROM USE OF ASSETS

This category accounts for approximately 0.50% of the town's General Fund revenues in FY 17.

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
51501 Interest: Unrestricted	117,215	115,000	120,000	170,000	170,000
51504 Cell Tower Leases	252,121	280,000	254,000	260,000	260,000
51505 Rental of Town Property	118,830	118,830	118,830	118,830	118,830
	488,166	513,830	492,830	548,830	548,830

Unrestricted interest is the revenue resulting from the investment of cash receipts not immediately used to meet expenditures. The town expects to achieve an overall rate of return of approximately 0.30% for FY 16 and 0.35% for FY 17. Cell tower lease revenue is decreasing due to the loss of co-locator equipment at certain locations. Rental of Town Property consists of revenue received from the Child Day Care Enterprise Fund for rent of the Windsor Discovery Center located at 114 Palisado Ave.

930 STATE SCHOOL AID

This category accounts for approximately 11.73% of the town's General Fund revenues in FY 17.

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
51701 Special Ed. - Excess Costs	1,408,758	1,500,000	1,202,050	1,254,000	1,254,000
51703 Transportation	263,073	268,460	250,850	253,070	253,070
51705 Adult Education	49,848	51,280	57,600	53,380	53,380
51710 Education Cost Sharing	11,662,793	11,547,660	11,359,210	11,447,660	11,447,660
	13,384,472	13,367,400	12,869,710	13,008,110	13,008,110

This section includes state grants received by the town for school operations as a result of formulas that are established by the state. Revenue estimates from State School Aid Grants are obtained from the governor's proposed budget. The FY 16 estimate is anticipated to come in under budget due to reductions in municipal aid as part of the mid-year deficit mitigation efforts at the State level. Decreases in revenue are anticipated from the Education Cost Sharing and Transportation grants, as well as the Special Education-Excess Costs grant for both FY 16 and FY 17.

REVENUE EXPLANATION (continued)

935 STATE GRANTS IN LIEU OF TAXES

This category accounts for approximately 2.29% of the Town's General Fund revenues in FY 17.

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
51903 HEART (Elderly)	207,552	200,000	203,800	200,000	200,000
51905 PILOT: State Owned Property	67,190	54,120	12,250	61,850	61,850
51906 Totally Disabled Exemption	2,605	2,700	2,780	2,700	2,700
51907 Veterans Tax Exemption	21,427	22,500	22,500	22,500	22,500
51909 Pequot-Mohegan Grant	108,632	111,560	73,660	72,030	72,030
52710 Municipal Revenue Sharing	1,242,398	1,333,180	1,321,000	2,184,660	2,184,660
	<u>1,649,804</u>	<u>1,724,060</u>	<u>1,635,990</u>	<u>2,543,740</u>	<u>2,543,740</u>

This section contains state grants and payments received by the town, most of which are paid to replace lost tax revenue. It is anticipated that the town will receive new revenue from State sales tax revenue sharing in the amount of \$854,000 in FY 17 as well as from municipal revenue sharing received in FY 16. Reimbursement of revenues lost as a result of property tax exemptions granted to certain eligible manufacturing facilities for real and personal property located in the Bradley Airport Development Zone are also accounted for in this category. \$12,250 is anticipated to be received in FY 16 and \$61,850 in FY 17 from this source in State Payments in Lieu of Taxes revenue. The Pequot-Mohegan grant is reduced for both FY 16 and FY 17 as part of the Governor's deficit mitigation efforts.

940 OTHER STATE GRANTS

This category accounts for approximately 0.04% of the Town's General Fund revenues in FY 17.

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
52100 Bond Interest Subsidy	2,437	-	-	-	-
52101 School Building Grant	54,375	-	-	-	-
52107 Other State Grants	46,545	45,000	39,660	47,200	47,200
	<u>103,357</u>	<u>45,000</u>	<u>39,660</u>	<u>47,200</u>	<u>47,200</u>

The School Building Grant and Bond Interest Subsidy were grants received from the State of Connecticut that were intended to reduce the cost of borrowing for school construction projects financed prior to FY 96. This revenue decreased in proportion to the decrease in debt payments on school project bonds. The state now participates during the construction phase leaving the town to borrow only its share of the project cost. FY 15 was the last year the town received revenues from these grants. The Other State Grants category consists of a state reimbursement for a portion of the town support for health services to certain private schools in town. The funding level is anticipated to increase in FY 17 due to the addition of a new school to the reimbursement formula.

950 REVENUES FROM OTHER AGENCIES

This category accounts for approximately 0.10% of the Town's General Fund revenues in FY 17.

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
52301 Windsor Housing Authority	11,453	11,450	11,450	11,450	11,450
52302 In Lieu of Tax Payments	6,925	6,920	6,920	6,920	6,920
52303 Telephone Property Tax	108,794	70,000	70,000	70,000	70,000
52304 Community Renewal Team	26,840	25,380	23,000	23,460	23,460
	<u>154,012</u>	<u>113,750</u>	<u>111,370</u>	<u>111,830</u>	<u>111,830</u>

The Telephone Property Tax represents revenue received from non-wireless telecommunications equipment that is assessed by the State of Connecticut. In Lieu of Tax Payments consists of revenues received from the City of Hartford under the Keney Park Golf Course agreement. No revenue from this source is expected for FY 16 or FY 17 as the course remains closed for renovations. Also in this category is revenue received from the Connecticut Airport Authority in lieu of taxes for property located at the airport.

REVENUE EXPLANATION (continued)

955 CHARGES FOR CURRENT SERVICES

This category accounts for approximately 0.69% of the town's General Fund revenues in FY 17.

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
52500 Recording Legal Documents	142,206	120,000	127,000	125,000	125,000
52501 Vital Statistics	34,717	29,000	29,500	29,000	29,000
52502 Conveyance Fees	588,002	170,000	250,000	170,000	170,000
52504 Special Police Services/Alarm Fees	425	450	450	450	450
52505 Sale of Accident Reports & Photos	3,084	1,800	3,300	3,300	3,300
52506 Animal Pound Fees	870	1,000	700	700	700
52507 Town Planning & Zoning Comm. Fees	18,211	53,000	14,450	53,000	53,000
52508 Zoning Board of Appeals Fees	1,153	900	1,500	1,000	1,000
52509 Inland Wetlands Fees	5,640	6,000	6,600	6,000	6,000
52517 Special Education Tuition from Other Towns	237,151	200,000	289,000	220,000	220,000
52518 Library Fines & Fees	24,217	26,200	25,760	25,250	25,250
52519 Recreation Fees	45,255	49,000	42,000	49,000	49,000
52521 Dial-a-Ride Fees	7,711	7,500	7,500	7,500	7,500
52522 Health Service Fees	7,650	7,500	7,500	7,500	7,500
52525 Administrative Overhead	114,260	50,000	50,000	50,000	50,000
52530 Sale of Publications & Materials	6,118	4,300	5,800	4,800	4,800
52531 Miscellaneous Service Charges	9,264	8,000	8,000	8,000	8,000
52534 Assessment Abatement Policy	650	-	-	-	-
	<u>1,246,584</u>	<u>734,650</u>	<u>869,060</u>	<u>760,500</u>	<u>760,500</u>

For FY 16, revenues received from the overall Charges for Current Services category are expected to be \$134,410 more than what was budgeted. This is mainly due to additional revenue from Conveyance Fees and Special Education Tuition from Other Towns. For FY 17, revenues for the overall category are expected to be \$25,850 more than the FY 16 budget, mainly due to increased revenue anticipated from Planning and Zoning fees. For FY 17, Administrative Overhead consists of \$50,000 from the Landfill Enterprise Fund. This payment is made to the town for services provided to this fund by General Fund employees.

960 OTHER REVENUES

This category accounts for approximately 0.02% of the town's General Fund revenues in FY 17.

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
52701 Sale of Capital Assets	-	500	500	500	500
52703 Other Refunds	-	100	-	-	-
52704 Miscellaneous Other Revenues	31,478	25,000	25,000	25,000	25,000
	<u>31,478</u>	<u>25,600</u>	<u>25,500</u>	<u>25,500</u>	<u>25,500</u>

This section contains miscellaneous receipts such as the sale of capital assets, miscellaneous refunds and transfers from other funds. Most of these items cannot be anticipated and are therefore budgeted at or below historic levels.

965 MISCELLANEOUS REVENUES

This category accounts for approximately 0.81% of the Town's General Fund revenues in FY 17.

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
52752 Opening Cash	-	900,000	900,000	900,000	900,000
	<u>-</u>	<u>900,000</u>	<u>900,000</u>	<u>900,000</u>	<u>900,000</u>

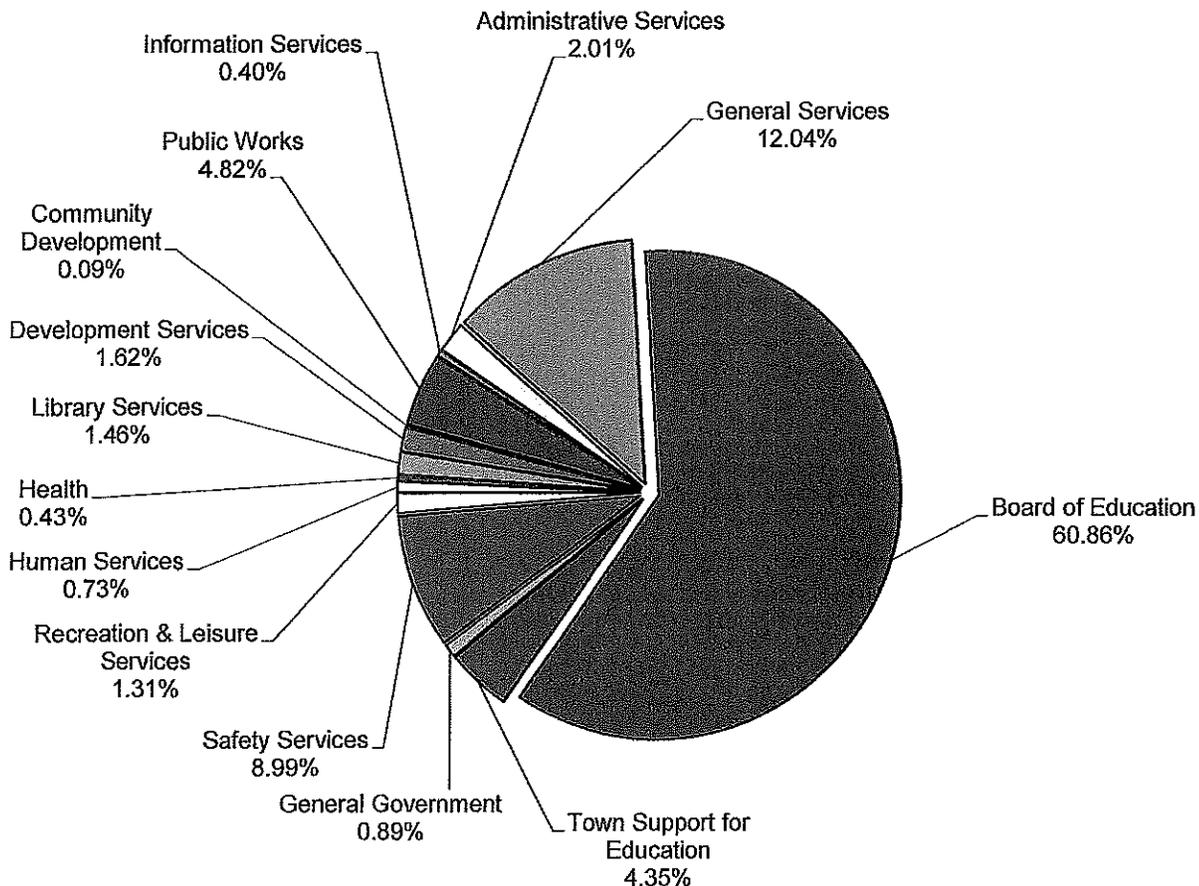
This section reflects the amount of fund balance at year-end that is appropriated for use in the following fiscal year. This reduces the amount of revenue that is raised through property taxes. For FY 16, the Opening Cash appropriation was not utilized. This was due to sufficient amounts received from the General Property Tax levy and Other Revenues, combined with an overall surplus from operating expenditures.

Fiscal Year Ended June 30	Budgetary Fund Balance	Adopted or Proposed General Fund Expenditures	Fund Balance as a Percent of Expenditures
2017 Proposed	\$ 18,255,056	\$ 110,862,990	16.47%
2016 Estimate	19,155,056	106,384,140	18.01%
2015	19,935,850	104,538,160	19.07%
2014	18,599,141	100,313,850	18.54%
2013	18,501,393	98,884,600	18.71%
2012	16,265,164	97,339,890	16.71%
2011	16,023,699	96,313,530	16.64%
2010	15,223,877	95,069,970	16.01%
2009	14,745,813	95,806,940	15.39%
2008	13,710,273	90,255,615	15.19%
2007	12,922,409	86,064,550	15.01%

**ANNUAL BUDGET
GENERAL FUND
EXPENDITURES BY SERVICE UNIT**

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Government	842,611	966,020	982,870	991,720	991,110
Safety Services	9,314,528	9,976,810	9,791,940	9,980,020	9,965,720
Recreation & Leisure Services	1,387,328	1,412,430	1,421,660	1,451,440	1,450,120
Human Services	751,438	787,460	756,500	811,630	810,580
Health	461,119	477,170	457,390	472,290	471,410
Library Services	1,501,838	1,590,340	1,581,310	1,614,640	1,612,660
Development Services	1,677,798	1,799,370	1,739,410	1,804,240	1,800,720
Community Development	92,500	92,500	92,500	94,300	93,860
Public Works	5,264,453	5,277,280	5,149,640	5,353,740	5,346,700
Information Services	419,671	436,140	427,610	448,170	447,510
Administrative Services	1,953,066	2,152,930	2,133,380	2,228,560	2,224,840
General Services	10,128,102	10,785,020	10,749,150	13,951,070	13,351,070
Board of Education	65,220,082	66,025,950	66,025,950	67,608,330	67,471,330
Town Support for Education	4,665,192	4,604,720	4,625,960	4,825,890	4,825,360
Total Expenditures:	103,679,726	106,384,140	105,935,270	111,636,040	110,862,990

FY 2017 General Fund Expenditures by Service Unit



BOARD OF EDUCATION

As required by the Town Charter, the President of the Board of Education submits a separate budget document. For more detailed information, see the Board of Education's recommended Financial Plan for FY 17.

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Operating	65,220,082	66,025,950	66,025,950	67,608,330	67,471,330

Council Action

During budget deliberations the Town Council decreased funding to the Board of Education by \$137,000.

TOWN SUPPORT FOR EDUCATION

This account provides funds to meet the cost of town services for the schools. These services include mandated assistance to private schools, property maintenance, insurance, debt service and administrative services. Many of these costs are included in the town's expenditures for education per the State of Connecticut.

Expenditure Summary	FY 2015 Actual	FY 2016		FY 2017	
		Budget	Estimate	Proposed	Adopted
Town Support for Education	4,665,192	4,604,720	4,625,960	4,825,890	4,825,360
Total	4,665,192	4,604,720	4,625,960	4,825,890	4,825,360

Funding Sources

Town Support for Education expenditures are funded solely by the General Fund.

The following products and services to education are budgeted for FY 17:

- Aid to private schools for health and welfare services per state law
- Payment of interest and principal on bonded school construction projects
- Provision for an independent audit, town attorney and town treasurer services
- Provision for property, liability and workers compensation insurance; retirement services for non-certified school employees and a portion of the Risk Management administrative expenses
- Provision for a safe learning environment in Windsor schools and the minimization of violence through police activities, counseling and other services
- Provision for grounds maintenance and snow removal for the six schools.

Budget Commentary

The overall FY 16 expenditures are expected to come in over budget by \$21,240 or 0.5%. This increase is due primarily to another school seeking aid from the town for nursing services according to the partially funded state mandate on Aid to Private Education. The overall FY 17 budget reflects an increase of \$221,170 or 4.8% more than the FY 16 budget. The majority of the increase is due to an increase in debt service totaling \$88,490, workers compensation cost increases totaling \$50,000, aid to private education increase of \$20,000 and other post employment benefit contributions totaling \$47,500 more than the previous fiscal year budget.

Council Action

During budget deliberations the Town Council decreased funding to Town Support for Education by \$530 due to the allocation of lower health insurance costs.

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TOWN SUPPORT FOR EDUCATION

	FY 2015	FY 2016		FY 2017	
	ACTUAL	BUDGET	ESTIMATED	PROPOSED	ADOPTED
Aid to Private Education:					
St. Gabriel School	35,913	35,200	35,200	36,250	36,250
Trinity Christian	20,500	21,000	21,000	21,630	21,630
Madina Academy	-	-	16,860	17,370	17,370
Loomis Chaffee School	31,000	31,800	31,800	32,750	32,750
Subtotal - Aid to Private Schools	87,413	88,000	104,860	108,000	108,000
Debt Service:					
Principal	2,172,840	2,048,170	2,048,170	2,175,000	2,175,000
Interest	591,850	426,340	426,340	388,000	388,000
Subtotal - Debt Service	2,764,690	2,474,510	2,474,510	2,563,000	2,563,000
General Government:					
Audit Fee (45%)	25,340	26,330	26,330	27,320	27,320
Town Attorney (25% of town attorney retainer)	20,740	21,160	21,160	21,580	21,580
Town Treasurer (50%)	1,957	2,480	2,170	2,240	2,240
Treasurer's Assistant (50%)	741	4,050	-	-	-
Subtotal - General Government	48,778	54,020	49,660	51,140	51,140
Risk Management:					
Automobile Liability (8%)	9,100	9,440	9,440	9,910	9,910
Umbrella Liability (39%)	57,600	57,600	57,600	57,600	57,600
Comp. General Liability (66%)	108,500	111,750	111,750	117,340	117,340
Property Protection (73%)	145,350	154,050	154,050	161,750	161,750
Cyber Liability (70%)	-	-	-	10,500	10,500
School Board Errors & Omissions (100%)	28,000	28,000	28,000	28,000	28,000
Football and Sports Accidents (100%)	15,000	15,000	15,000	15,000	15,000
Psychologists (100%)	13,000	14,000	14,000	14,700	14,700
Nurse (25%)	1,930	1,950	1,950	1,950	1,950
Workers Compensation (50%)	455,550	550,000	550,000	600,000	600,000
Excess Workers Comp. Premium (50%)	34,000	37,800	37,800	37,800	37,800
Risk Manager (40%)	-	54,750	54,750	55,730	55,640
Subtotal - Risk Management	868,030	1,034,340	1,034,340	1,110,280	1,110,190
Retirement Services:					
School Retirement	545,691	550,000	550,000	541,860	541,860
Other Post-Employment Benefits (OPEB)	62,500	87,500	87,500	135,000	135,000
Subtotal - Retirement Services	608,191	637,500	637,500	676,860	676,860
Youth Protection Services:					
Police	118,120	117,890	117,890	119,640	119,420
Recreation & Leisure Services	63,390	63,900	63,900	66,900	66,680
Subtotal - Youth Protection Services	181,510	181,790	181,790	186,540	186,100
Public Works:					
Maintenance & Snow Removal	106,580	134,560	143,300	130,070	130,070
Subtotal - Public Works	106,580	134,560	143,300	130,070	130,070
TOTAL	4,665,192	4,604,720	4,625,960	4,825,890	4,825,360

SAFETY SERVICES

Safety Services provides the citizens of Windsor with a community in which they can feel safe from physical harm and property loss due to natural disaster, fire, accidents or crime.

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,746,867	9,177,390	9,006,230	9,257,090	9,242,570
Supplies	80,187	70,370	87,250	85,090	85,090
Services	302,198	355,810	403,240	385,050	385,050
Maintenance & Repair	371,486	368,090	369,360	376,270	376,270
Grants & Contributions	33,978	28,830	36,330	36,700	36,700
Capital Outlay	289,573	321,240	501,160	265,240	265,240
Energy & Utility	368,889	453,370	389,800	353,100	353,100
Total	10,193,178	10,775,100	10,793,370	10,758,540	10,744,020

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Safety Services	9,314,528	9,976,810	9,791,940	9,980,020	9,965,720
Town Support for Education	118,120	117,890	117,890	119,640	119,420
<i>Subtotal: Safety General Fund Budget</i>	<i>9,432,648</i>	<i>10,094,700</i>	<i>9,909,830</i>	<i>10,099,660</i>	<i>10,085,140</i>
Asset Forfeitures	10,038	20,500	20,210	-	-
State & Federal Grants	35,387	17,500	221,780	92,130	92,130
Donations & User Fees	242	1,150	300	250	250
Vehicle Maintenance	-	5,000	5,000	-	-
Use of Police Private Duty Account	714,863	636,250	636,250	566,500	566,500
<i>Subtotal: Special Revenue Funds</i>	<i>760,530</i>	<i>680,400</i>	<i>883,540</i>	<i>658,880</i>	<i>658,880</i>
Total	10,193,178	10,775,100	10,793,370	10,758,540	10,744,020

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	64.00	65.92	64.02	66.00	66.00
Regular Part Time Employees	1.70	1.70	1.70	1.70	1.70
Temporary/Seasonal Employees	-	-	-	-	-
Total	65.70	67.62	65.72	67.70	67.70

Budget Commentary

The overall FY 16 expenditures are expected to come in over budget by \$18,270 or 0.2% mostly due the receipt of a grant for the Justice and Mental Health Collaboration project. The FY 16 General Fund expenditures are expected to be under budget by \$184,870 or 1.9% primarily due to the Police Department's Personal Services savings for partial year vacancies, military leave, workers compensation, disability claims and lower fuel costs. The Police Department's FY 16 General Fund Capital Outlay increase is for the Computer Aided Dispatch & Records Management System purchased with a portion of the savings in General Fund Personal Services. The overall FY 17 budget reflects a decrease of \$16,560 or 0.2% as compared to the FY 16 budget mostly due to a decrease in the use of Police Private Duty funds for Capital Outlay. The FY 17 General Fund budget reflects an increase of \$3,210 mostly due to Capital Outlay offset by savings in Energy & Utility costs.

Council Action

During budget deliberations the Town Council decreased funding to Safety Services by \$14,300 due to the allocation of lower health insurance costs.

SAFETY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,006,910	8,592,000	8,266,520	8,613,250	8,598,950
Supplies	73,812	68,770	73,900	82,230	82,230
Services	297,816	355,760	366,120	372,130	372,130
Maintenance & Repair	370,001	368,090	369,360	362,270	362,270
Grants & Contributions	33,978	28,830	36,330	36,700	36,700
Capital Outlay	163,122	109,990	289,910	160,340	160,340
Energy & Utility	368,889	453,370	389,800	353,100	353,100
Total	9,314,528	9,976,810	9,791,940	9,980,020	9,965,720

Town Support for Education and Transfer In From General Fund - Fund Balance:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	118,120	117,890	117,890	119,640	119,420
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	118,120	117,890	117,890	119,640	119,420

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	621,837	467,500	621,820	524,200	524,200
Supplies	6,375	1,600	13,350	2,860	2,860
Services	4,382	50	37,120	12,920	12,920
Maintenance & Repair	1,485	-	-	14,000	14,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	126,451	211,250	211,250	104,900	104,900
Energy & Utility	-	-	-	-	-
Total	760,530	680,400	883,540	658,880	658,880

Total Expenditures (agrees to page F-1):

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,746,867	9,177,390	9,006,230	9,257,090	9,242,570
Supplies	80,187	70,370	87,250	85,090	85,090
Services	302,198	355,810	403,240	385,050	385,050
Maintenance & Repair	371,486	368,090	369,360	376,270	376,270
Grants & Contributions	33,978	28,830	36,330	36,700	36,700
Capital Outlay	289,573	321,240	501,160	265,240	265,240
Energy & Utility	368,889	453,370	389,800	353,100	353,100
Total	10,193,178	10,775,100	10,793,370	10,758,540	10,744,020

SAFETY SERVICES
Budget Information
Fiscal Year 2013-2017

Expenditures

Expenditures by Category *	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
	Actual		Actual		Actual		Budget	Estimate	Proposed	Adopted
Personal Services	8,163,054		8,985,381		8,746,867		9,177,390	9,006,230	9,257,090	9,242,570
Supplies	65,235		61,449		80,187		70,370	87,250	85,090	85,090
Services	346,174		340,014		302,198		355,810	403,240	385,050	385,050
Maintenance & Repair	376,478		341,661		371,486		368,090	369,360	376,270	376,270
Grants & Contributions	31,577		33,448		33,978		28,830	36,330	36,700	36,700
Capital Outlay	285,511		295,618		289,573		321,240	501,160	265,240	265,240
Energy & Utility	424,786		422,972		368,889		453,370	389,800	353,100	353,100
Total	9,692,815		10,480,543		10,193,178		10,775,100	10,793,370	10,758,540	10,744,020

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

Funding Source	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
	Actual		Actual		Actual		Budget	Estimate	Proposed	Adopted
General Fund	8,928,242		9,235,555		9,314,528		9,976,810	9,791,940	9,980,020	9,965,720
Town Support for Education	117,260		124,650		118,120		117,890	117,890	119,640	119,420
Subtotal: Safety General Fund Budget	9,045,502		9,360,205		9,432,648		10,094,700	9,909,830	10,099,660	10,085,140
Project 6501 - Fire Equipment Fund	18,467		-		-		-	-	-	-
Project 9400 - Thermal Imaging Camera	30,000		-		-		-	-	-	-
Subtotal: Capital Projects Fund	48,467		-		-		-	-	-	-
Jag Grants	-		-		-		-	-	-	-
Asset Forfeitures	36,909		18,524		10,038		20,500	20,210	-	-
State & Federal Grants	36,148		97,800		35,387		17,500	221,780	92,130	92,130
LOSAP Grant (Length-of-Service Award Prog.)	58,130		58,130		-		-	-	-	-
Donations & User Fees	4,839		11,087		242		1,150	300	250	250
Vehicle Maintenance	15,195		2,181		-		5,000	5,000	-	-
Use of Police Private Duty Acct.	447,625		932,616		714,863		636,250	636,250	566,500	566,500
Subtotal: Special Revenue Funds	598,846		1,120,338		760,530		680,400	883,540	658,880	658,880
Total	9,692,815		10,480,543		10,193,178		10,775,100	10,793,370	10,758,540	10,744,020

TOTAL POLICE DEPARTMENT

(DOES NOT INCLUDE FIRE OR AMBULANCE)

Police Department personnel protect life and property by observant patrolling, enforcing laws and ordinances, giving assistance to those with physical and emotional needs and by maintaining open and positive relationships with people in the community.

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,507,876	8,915,480	8,744,550	8,989,850	8,975,550
Supplies	57,178	45,370	62,860	60,190	60,190
Services	152,904	111,290	154,990	126,260	126,260
Maintenance & Repair	201,511	212,390	208,660	215,290	215,290
Grants & Contributions	16,217	16,650	16,650	16,650	16,650
Capital Outlay	175,978	211,250	391,170	140,250	140,250
Energy & Utility	226,214	288,580	244,050	210,620	210,620
Total	9,337,878	9,801,010	9,822,930	9,759,110	9,744,810

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Police	8,459,228	9,002,720	8,821,500	8,980,590	8,966,510
Town Support for Education	118,120	117,890	117,890	119,640	119,420
<i>Subtotal: Police General Fund Budget</i>	<i>8,577,348</i>	<i>9,120,610</i>	<i>8,939,390</i>	<i>9,100,230</i>	<i>9,085,930</i>
Asset Forfeitures	10,038	20,500	20,210	-	-
State & Federal Grants	35,387	17,500	221,780	92,130	92,130
Donations & User Fees	242	1,150	300	250	250
Vehicle Maintenance	-	5,000	5,000	-	-
Use of Police Private Duty Account	714,863	636,250	636,250	566,500	566,500
<i>Subtotal: Special Revenue Funds</i>	<i>760,530</i>	<i>680,400</i>	<i>883,540</i>	<i>658,880</i>	<i>658,880</i>
Total	9,337,878	9,801,010	9,822,930	9,759,110	9,744,810

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	63.00	64.92	63.02	65.00	65.00
Regular Part Time Employees	1.70	1.70	1.70	1.70	1.70
Temporary/Seasonal Employees	-	-	-	-	-
Total	64.70	66.62	64.72	66.70	66.70

Budget Commentary

The overall FY 16 expenditures are expected to come in over budget by \$21,920 or 0.2% mostly due to the receipt of a grant for the Justice and Mental Health Collaboration project and is offset in part by savings in General Fund Personal Services and lower fuel costs. The General Fund FY 16 expenditures are expected to come in under budget by \$181,220 or 2.0% primarily due to partial year vacancies, military leave, workers compensation, disability claims and fuel costs. The FY 16 General Fund Capital Outlay line is for the Computer Aided Dispatch & Records Management System purchased with a portion of the savings in General Fund Personal Services. The overall FY 17 budget reflects a decrease of \$41,900 or 0.4% as compared to the FY 16 budget mostly due to a decrease in use of the Police Private Duty funds for Capital Outlay. The FY 17 General Fund budget reflects a decrease of \$22,130 or 0.2% mostly due to lower costs for fuel and Personal Services.

**Total Police Department
(Does not include Fire or Ambulance)**

POLICE DEPARTMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	7,767,919	8,330,090	8,004,840	8,346,010	8,331,930
Supplies	50,803	43,770	49,510	57,330	57,330
Services	148,522	111,240	117,870	113,340	113,340
Maintenance & Repair	200,026	212,390	208,660	201,290	201,290
Grants & Contributions	16,217	16,650	16,650	16,650	16,650
Capital Outlay	49,527	-	179,920	35,350	35,350
Energy & Utility	226,214	288,580	244,050	210,620	210,620
Total	8,459,228	9,002,720	8,821,500	8,980,590	8,966,510

Town Support for Education and Transfer In From General Fund - Fund Balance:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	118,120	117,890	117,890	119,640	119,420
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	118,120	117,890	117,890	119,640	119,420

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	621,837	467,500	621,820	524,200	524,200
Supplies	6,375	1,600	13,350	2,860	2,860
Services	4,382	50	37,120	12,920	12,920
Maintenance & Repair	1,485	-	-	14,000	14,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	126,451	211,250	211,250	104,900	104,900
Energy & Utility	-	-	-	-	-
Total	760,530	680,400	883,540	658,880	658,880

Total Expenditures (agrees to page F-4):

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	8,507,876	8,915,480	8,744,550	8,989,850	8,975,550
Supplies	57,178	45,370	62,860	60,190	60,190
Services	152,904	111,290	154,990	126,260	126,260
Maintenance & Repair	201,511	212,390	208,660	215,290	215,290
Grants & Contributions	16,217	16,650	16,650	16,650	16,650
Capital Outlay	175,978	211,250	391,170	140,250	140,250
Energy & Utility	226,214	288,580	244,050	210,620	210,620
Total	9,337,878	9,801,010	9,822,930	9,759,110	9,744,810

POLICE - ADMINISTRATION AND RECORDS

The Police Administration and Records division provides leadership and guidance for the Police Department, stores and retrieves data, ensures the availability of resources and provides reports, permits and licenses for the public and works with the community to provide information as required for problem identification and resolution.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	573,580	604,500	713,540	712,220
Supplies	25,740	26,090	29,200	29,200
Services	33,980	36,280	25,890	25,890
Maintenance & Repair	58,730	62,010	59,530	59,530
Grants & Contributions	-	-	-	-
Capital Outlay	-	179,920	-	-
Energy & Utility	129,340	111,750	106,660	106,660
Total	821,370	1,020,550	934,820	933,500

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	821,370	1,020,550	934,820	933,500
	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	821,370	1,020,550	934,820	933,500

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.50	6.00	6.00
Regular Part Time Employees	1.00	1.00	1.00	1.00
Temporary/Seasonal Employees	-	-	-	-
Total	6.00	6.50	7.00	7.00

Budget Commentary

The FY 16 expenditures are expected to come in over budget by \$199,180 or 24.2% primarily due to the Capital Outlay line for Computer Aided Dispatch & Records Management System purchased with a portion of the savings from partial year vacancies in officer positions in the Uniformed Patrol Division. It also includes an increase for Personal Services as a result of moving a Captain position from Support Services to Administration and Records for half the year. The FY 17 proposed budget reflects an increase of \$113,450 or 13.8% mostly due to Personal Services as a result of moving a Captain position from Support Services to Administration for a full year.

ADMINISTRATION AND RECORDS

Products & Services

Executive Management \$251,740

- Provide leadership and coordination of all department activities
- Continue to improve departmental access to the criminal justice system's information
- Assist and direct the coordination of information dissemination
- Continue to develop and maintain liaisons with local, state and federal agencies to address crime
- Manage and direct the operations of the Windsor Public Safety Answering Point (PSAP)
- Oversee the delivery of all Town of Windsor dispatch services.

Information Services \$681,760

- Provide data storage, retrieval & dissemination
- Provide information and analysis to support departmental management functions
- Provide timely responses to Freedom of Information Act requests
- Provide support for state and federal prosecution, probation and corrections efforts
- Coordinate and facilitate case closure for members of the public
- Provide criminal history information
- Issue licenses and permits in accordance with state statutes and local ordinances
- Supply accurate and regular reports of crime statistics to the public and to local, state and federal agencies
- Play an integral part in the coordination and operation of the Windsor Police Department property room.

POLICE - SUPPORT SERVICES

Support Services provides in-depth follow-up to criminal investigations, collects and preserves evidence, conducts undercover narcotic enforcement and provides community-related services to businesses, young people, families and schools.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	1,260,550	1,060,840	1,136,840	1,135,080
Supplies	3,750	3,270	5,250	5,250
Services	1,980	2,980	5,600	5,600
Maintenance & Repair	2,500	2,500	2,500	2,500
Grants & Contributions	-	-	-	-
Capital Outlay	27,000	27,000	27,500	27,500
Energy & Utility	-	-	-	-
Total	1,295,780	1,096,590	1,177,690	1,175,930

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	1,149,940	951,230	1,030,300	1,028,760
Town Support for Education	117,890	117,890	119,640	119,420
<i>Subtotal: Police General Fund Budget</i>	<i>1,267,830</i>	<i>1,069,120</i>	<i>1,149,940</i>	<i>1,148,180</i>
Asset Forfeitures	500	210	-	-
Donations	450	260	250	250
Use of Police Private Duty Account	27,000	27,000	27,500	27,500
<i>Subtotal: Special Revenue Funds</i>	<i>27,950</i>	<i>27,470</i>	<i>27,750</i>	<i>27,750</i>
Total	1,295,780	1,096,590	1,177,690	1,175,930

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	7.33	8.00	8.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	9.00	7.33	8.00	8.00

Budget Commentary

The overall FY 16 expenditures are expected to come in under budget by \$199,190 or 15.4%. This is due to Personal Services savings as a result of vacancies and moving a Captain position from Support Services to Administration and Records for half the year. The FY 16 Capital Outlay expenditure is for the replacement of a vehicle and is funded by the Police Private Duty Account. The overall FY 17 budget reflects a decrease of \$118,090 or 9.1% due to Personal Services for moving the Captain position to Administration and Records for a full year. The FY 17 Capital Outlay is for a vehicle being funded by the Special Revenue fund Police Private Duty.

SUPPORT SERVICES

Products & Services

Criminal Investigation/Crime Prevention \$905,280

- Narcotics and Weapons Investigations – Street-level and above narcotic investigations with an emphasis on reducing narcotics sales in the Town of Windsor. One (1) detective assigned to work closely with the Hartford Police Department Shooting Task Force to focus on cases that have a nexus with the Town of Windsor to apprehend those individuals who operate beyond town lines
- Gang/Gun Investigations – Investigate any/all gang and “gang-like” activity – particularly behavior related to violence or the threatened or actual use of weapons. Through intelligence gathering reduce recruitment of and membership in all gang and “gang-like” groups
- Investigate major crimes (sexual assault, burglary, robbery) with the goal of maintaining a clearance rate higher than the national average for all Part 1 crimes
- Provide crime prevention training presentations to residents and businesses with a focus on crimes against the elderly such as identity theft and scams along with office security
- Primary liaison for intelligence sharing and gathering with local, state and federal law enforcement agencies.

Evidence & Court Duties \$117,770

- Provide forensic evidence interpretation and collaboration at major crime scenes. When needed work alongside the Connecticut State Police Major Crimes Division on major case investigations
- Assist with evidence collection and crime scene processing
- Liaison with Connecticut State Police Laboratory, State Toxicology Lab and state courts related to forensic evidence
- Assist in coordinating department and court activities including prisoner transport and court paperwork.

Training/Youth Development \$47,110

- Manage department training including mandated recertification
- Provide continued development of the investigative and crime scene processing skills of all sworn police officers focusing on evidence collection including digital photography and DNA collection
- Oversee training in the use of the automated fingerprint identification system and record management system for the booking of prisoners and report writing
- Provide leadership and mentoring for the Police Cadet program and provide “job shadowing” opportunities to students from surrounding high schools. Provide internships for students from numerous colleges and universities
- Youth Commission Liaison - Provide an ex-officio member to the Youth Commission assisting with the commission’s goals and objectives
- Social and Life Skills Development - Provide instruction and presentations (Bullying, Gangs, Diversity, Drugs, Personal Safety, Sexual Assault, etc.) to school age children at the high schools, middle schools, elementary schools and other town programs.

School Resource Officer \$105,770

- Provide security and protection for students and staff members at Windsor High School
- Assist school administration with planned emergency action drills for dealing with potential outside threats such as hazardous material incidents, bombs, terrorists and active shooter(s)
- Develop intelligence to identify and prevent crimes of violence, drug use and gang activity
- Improve relationships between teenagers and officers. Become a trusted resource for both students and staff members
- Assist in the development and implementation of the school mentoring and weekend community service programs
- Serve as a primary resource for officers in cases involving school age children, particularly high school and middle school children.

POLICE - UNIFORMED PATROL

The Uniformed Patrol division provides a wide range of services including: responding to emergency telecommunications, emergency medical response, assistance to motorists and citizens, accident and crime investigation, patrolling, enforcement of laws and ordinances and support in identifying and developing responses to community needs.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	6,089,250	6,109,360	6,120,870	6,111,630
Supplies	12,730	29,310	22,640	22,640
Services	66,980	105,120	86,420	86,420
Maintenance & Repair	106,350	106,350	120,350	120,350
Grants & Contributions	-	-	-	-
Capital Outlay	184,250	184,250	80,350	80,350
Energy & Utility	154,920	129,190	99,500	99,500
Total	6,614,480	6,663,580	6,530,130	6,520,890

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	5,962,230	5,807,550	5,934,000	5,924,760
State and Federal Grants	17,500	221,780	92,130	92,130
Asset Forfeitures - Federal Sharing	20,000	20,000	-	-
Donations	500	-	-	-
Vehicle Maintenance	5,000	5,000	-	-
Use of Police Private Duty Account	609,250	609,250	504,000	504,000
<i>Subtotal: Special Revenue Funds</i>	<i>652,250</i>	<i>856,030</i>	<i>596,130</i>	<i>596,130</i>
Total	6,614,480	6,663,580	6,530,130	6,520,890

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	42.00	41.69	42.00	42.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	42.00	41.69	42.00	42.00

Budget Commentary

The FY 16 expenditures are expected to come in over budget by \$49,100 or 0.7%. This is primarily due to the receipt of the Justice and Mental Health Collaboration grant and is offset by Personal Services and fuel cost savings. The FY 16 General Fund budget is expected to come in under by \$154,680 or 2.6% mostly do to Personal Services for partial year vacancies, military leave, workers compensation and disability claims. The overall FY 17 budget reflects a decrease of \$84,350 or 1.3% as compared to the FY 16 budget mostly due to less use of the Police Private Duty fund for capital outlay. The FY 17 General Fund reflects a decrease of \$28,230 or 0.5% as compared to the FY 16 budget mostly due to lower costs for fuel and Personal Services. \$35,350 has been added to the General Fund Capital Outlay for FY 17 and is a result of reallocating savings from fuel cost.

UNIFORMED PATROL

Products & Services

EMS and Public Assistance \$1,828,430

- First responders to over 1,500 Emergency Medical Services (EMS) and fire dispatches
- Provide medical and life saving assistance and protection against further injury and property damage
- Train and develop emergency medical practice skills
- Train officers in Emergency Medical Dispatching (EMD).

Traffic Control \$1,893,740

- Participate in regional traffic initiatives such as Metro Traffic Service and the North Central Traffic Enforcement teams to increase staffing, visibility and ability to respond to specific motor vehicle complaints
- Use traffic accident data and citizen requests to help target specific traffic concerns and reduce accidents
- Partner with town departments in traffic planning & calming including the Drive Wise program
- Use Federal and State grants to fund traffic enforcement and accident reduction efforts in the areas of driving under the influence (DUI), seat belt use and distracted driving (cell phone calling/texting).

Police Private Duty \$391,810

- Provide police services at special events such as carnivals, parades and sporting events
- Provide traffic control to increase worker and motorists' safety at and around construction and other roadway work sites.

Protect Persons and Property \$2,406,910

- Patrol residential neighborhoods and business districts to protect persons and property and to reduce crime
- Respond to calls for service
- Investigate criminal complaints, identify the perpetrator(s) and arrest them
- Utilize assertive patrol techniques to identify suspicious persons, vehicles and circumstances in order to prevent crimes and develop potential suspects
- Use crime analysis as a means of detecting crime trends and predicting when and where the next crime in a series of crimes is likely to occur. Use the information to prevent crimes or make arrests
- Liaison with the state court handling all departmental business with the court including but not limited to prisoner transport and court paperwork
- Continue to work in conjunction with other town organizations (i.e., Chamber of Commerce, existing neighborhood watches) to educate individuals on crime prevention
- Maintain Windsor's low robbery rate with high visibility foot and business patrols
- Deploy regular bicycle patrols when weather permits to enforce loitering and other nuisance crimes to combat youth-related crimes and gang activity
- Sustain our ongoing community relations initiative which focuses on providing crime prevention information and extra patrols to our growing senior citizen population
- Reduce our overall crime rate to ensure that Windsor remains one of the safest towns in the region, state and country
- Collaborate with neighborhoods in the development and running of Neighborhood Watch programs.

POLICE - COMMUNICATIONS

The Communications division personnel are the first contact for citizens in need of emergency services or responders. The Communications division dispatches and coordinates public safety responses based on the needs of the community.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	879,500	859,850	904,970	903,210
Supplies	-	-	-	-
Services	-	250	-	-
Maintenance & Repair	44,310	36,540	32,410	32,410
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	32,400	32,400
Energy & Utility	-	-	-	-
Total	923,810	896,640	969,780	968,020

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	923,810	896,640	934,780	933,020
Use of Police Private Duty Account	-	-	35,000	35,000
<i>Subtotal: Special Revenue Funds</i>	-	-	<i>35,000</i>	<i>35,000</i>
Total	923,810	896,640	969,780	968,020

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	7.92	7.50	8.00	8.00
Regular Part Time Employees	0.60	0.60	0.60	0.60
Temporary/Seasonal Employees	-	-	-	-
Total	8.52	8.10	8.60	8.60

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$27,170 or 2.9% due to Personal Services and a reduction in maintenance contracts due to the purchase of a new Computer Aided Dispatch & Records Management System. The overall FY 17 budget reflects an increase of \$45,970 or 5.0% as compared to the FY 16 budget primarily due to Capital Outlay for the purchase of emergency medical dispatch software funded by the Special Revenue Fund Police Private Duty. The FY 17 General Fund budget reflects an increase of \$10,970 or 1.2% mostly due to Personal Services, including fully funding a dispatcher position for the full year as opposed to a partial year in FY 16.

COMMUNICATIONS

Products & Services

- Communications* \$968,020
- Serve as the first contact for citizens seeking a safety service response
 - Coordinate more than 46,000 calls for service per year
 - Obtain and assess information to direct Police, Fire, Emergency Medical Services (EMS) and other responses as appropriate
 - Utilize all available private, public and criminal justice information networks to search for and to disseminate information necessary to respond to emergency or criminal incidents
 - Provide emergency medical dispatch support to any caller with a medical emergency.

POLICE - ANIMAL CONTROL

The Animal Control division provides leadership in the area of animal control, enforces laws and ordinances governing animals, works with the community to resolve animal control problems and recovers, impounds and relocates stray animals.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	112,600	110,000	113,630	113,410
Supplies	3,150	4,190	3,100	3,100
Services	8,350	10,360	8,350	8,350
Maintenance & Repair	500	1,260	500	500
Grants & Contributions	16,650	16,650	16,650	16,650
Capital Outlay	-	-	-	-
Energy & Utility	4,320	3,110	4,460	4,460
Total	145,570	145,570	146,690	146,470

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate. Animal Control Expenditures are funded solely by the General Fund.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Police	145,370	145,530	146,690	146,470
User Fees	200	40	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>200</i>	<i>40</i>	<i>-</i>	<i>-</i>
Total	145,570	145,570	146,690	146,470

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.10	0.10	0.10	0.10
Temporary/Seasonal Employees	-	-	-	-
Total	1.10	1.10	1.10	1.10

Budget Commentary

The FY 16 expenditures are expected to come on budget. Unexpected repairs at the dog pound and higher than expected veterinary bills for injured animals requiring medical treatment are offset by savings in Personal Services. The overall FY 17 budget reflects an increase of \$1,120 or 0.8% mostly due to Personal Services.

ANIMAL CONTROL

Products & Services

Enforce Laws and Ordinances \$71,650

- Provide prevention and assertive enforcement efforts to keep the total number of animal complaints to fewer than 1,000
- Ensure that patrol officers are continually updated on proper protocols regarding animal issues
- Provide ongoing training to elementary school students on dog bite prevention, the humane treatment of animals and other relevant topics
- When necessary, notify the public of potential threats from wild animals and educate the public on the proper methods of interacting with wild animals
- Maintain our relationship with court officials to ensure quick resolution to serious nuisance and aggressive dog incidents as well as quality of life issues.

Operate Dog Pound/Animal Placement \$74,820

- Redeem or place 95% of the animals impounded
- Continue status as a "no kill" shelter as defined by the Humane Society of the United States (HSUS) pertaining to all adoptable pets.

FIRE AND RESCUE SERVICES

The Windsor Volunteer Fire Department minimizes the loss of life and property by providing effective fire prevention, fire suppression and rescue services.

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	238,991	261,910	261,680	267,240	267,020
Supplies	23,009	25,000	24,390	24,900	24,900
Services	127,298	221,370	225,100	234,710	234,710
Maintenance & Repair	159,975	145,700	150,700	150,980	150,980
Grants & Contributions	-	-	-	-	-
Capital Outlay	113,595	109,990	109,990	124,990	124,990
Energy & Utility	122,602	140,290	128,750	126,780	126,780
Total	785,470	904,260	900,610	929,600	929,380

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Fire and Rescue Services	785,470	904,260	900,610	929,600	929,380
	-	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-	-
Total	785,470	904,260	900,610	929,600	929,380

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	1.00	1.00	1.00	1.00	1.00

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$3,650 or 0.4 % mostly due to decreased utility and fuel costs. The FY 17 General Fund budget reflects an increase of \$25,340 or 2.8% as compared to the FY 16 budget mostly due to Capital Outlay for equipment replacement and Services for contribution to the volunteer firefighters Length of Service program.

FIRE AND RESCUE SERVICES

Products & Services

Operations & Administration \$412,670

- Respond to more than 1,300 emergency incidents
- Contract for water supply with the Metropolitan District Commission (MDC) for maintenance & service of 1,094 hydrants
- Manage, direct and monitor all fire department activities
- Prepare, administer and monitor the fire budget including maintenance contracts and new equipment purchases.

Fire Facilities & Building Maintenance \$140,640

- Maintain service and cleaning contracts for each station
- Provide all utility services for each station.

Apparatus Maintenance & Service \$98,460

- Provide routine and preventative maintenance service for 26 fire vehicles
- Provide inspection and testing of all fire apparatus
- Provide diesel and gasoline for fire apparatus
- Provide specialized maintenance programs for fire apparatus.

Recruitment, Training and Retention \$92,850

- Provide certified firefighter training (Firefighter One) at entry-level status
- Provide for advanced and specialized training for fire personnel
- Send personnel to regional fire seminars
- Send personnel to CT Fire Academy and National Fire Academy
- Provide firefighter physicals, tests and immunizations
- Conduct an annual firefighter appreciation event including years of service awards and recognition of achievements of individual firefighters
- Provide shirts, jackets and/or hats on a regular basis for retention.

Fire Prevention, Equipment and Supplies \$184,760

- Support community fire prevention programs
- Support fire prevention week by conducting fire education programs at the schools in conjunction with the Fire Marshal's office
- Supply the Fire Marshal's office with education material and manpower for their yearlong educational efforts
- Maintain and service all fire support equipment
- Replace equipment as needed to offset attrition and wear.

AMBULANCE SERVICES

Ambulance Services are contracted out with the Windsor Volunteer Ambulance Association, a private non-profit corporation, to provide emergency medical treatment and transportation to medical facilities for sick and injured citizens.

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	21,996	23,150	23,150	24,080	24,080
Maintenance & Repair	10,000	10,000	10,000	10,000	10,000
Grants & Contributions	17,761	12,180	19,680	20,050	20,050
Capital Outlay	-	-	-	-	-
Energy & Utility	20,073	24,500	17,000	15,700	15,700
Total	69,830	69,830	69,830	69,830	69,830

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Ambulance Services	69,830	69,830	69,830	69,830	69,830
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-	-
Total	69,830	69,830	69,830	69,830	69,830

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	-	-	-	-	-

Budget Commentary

The FY 16 expenditures are expected to be on budget. The FY 17 budget is expected to have no increase over the FY 16 budget. The Services line is increasing by 4.0% in FY 17 as compared to the FY 16 budget. This represents the Windsor Volunteer Ambulance's payment to the North Central Connecticut Emergency Medical Services Council for regional and hospital coordination of emergency medical dispatching. The Grants & Contributions portion of the budget represents the town's non-specific subsidy to Windsor Volunteer Ambulance.

AMBULANCE SERVICES

Products & Services

Emergency Medical Care \$69,830

- Evaluate injuries and provide treatment at the scene and en-route to the hospital
- Provide highly qualified paramedics to administer advanced care to patients suffering from life threatening illness or injury
- Educate school children and the public in Emergency Medical Services to maximize early system activation.

SAFETY SERVICES

FY 16 HIGHLIGHTS

The Windsor Police Department has experienced many changes in FY 16. A new Police Chief and an administrative restructuring process has put the department in the position to address the needs of 21st century policing. Crime rates in Windsor continue to be well below the national average for similar sized communities. Residential burglaries for FY 16 declined more than 20% (61 to 47) due to the tremendous efforts of the Detective and Patrol Divisions working together to prevent and deter criminal activity in town.

Officers of the Patrol Division were highly visible in town, conducting nearly 4,000 directed patrols and playing a key role in a variety of services to residents. An increase in the use of Bike Patrol Officers throughout town has had success in increasing positive relations within our community. The department continues to lead law enforcement in innovative policing. The department was chosen to receive a Department of Justice grant to expand its work in responding to Mental Health Crises as a potential model for national implementation. Department officers continue to reinforce safe driving practices through education and traffic enforcement.

There have been five promotions (two Lieutenants, two Sergeants, one Detective) in the department as a result of retirements in FY 16. Four new officers have also been hired and are currently at the Police Academy with an expected graduation in early FY 17. These new hires will bring the department up to authorized staffing.

The Communications Division handled more than 46,000 calls for service. Dispatchers provided immediate emergency assistance to more than 1,300 persons through the use of the Emergency Medical Dispatch (EMD) function and 40,500 distinct police calls.

With 2,541 dog licenses, nine kennel licenses, and five service dog licenses issued this year, Windsor Police investigated 694 animal complaints this past year. The Animal Control Officer has been providing an Animal Cruelty Prevention project and teaching humane treatment of animals to students in Windsor's schools.

The School Resource Officer (SRO) program continued to build relationships with our school community in an effort to address youth delinquency and encourage good decision making. In collaboration with Windsor High School, officers participated in a study circles program. Here, officers and youth can interact in a nonjudgmental setting to discuss race-related issues. Building bridges through positive interactions and communication with Windsor's youth is a high priority for the Windsor Police Department.

A statewide formal recruitment effort for volunteer firefighters called "Do you have what it takes?" was completed in FY 14 in conjunction with a grant received by the Connecticut Fire Chiefs Association. In FY 15 and FY 16 the fire department has chosen to be involved with the second phase of this effort. The second phase of "Do you have what it takes?" focuses on the use of social media, printed materials and interaction within the community. The Fire Chief has created a Recruitment and Retention committee to manage these processes. In the past year we received fifteen volunteer firefighter applications.

In FY 16, volunteer firefighters responded to nearly 1,400 fire and Poquonock medical rescue emergency service calls and logged more than 6,000 hours of training. Training sessions were held at the Connecticut Fire Academy and at new commercial buildings in town. Firefighters also attended training throughout the region.

In an effort to better manage the challenges of the volunteer fire service committees continued efforts for volunteer recruitment and retention, a town-wide apparatus specification, short and long-range fire department planning, training and officer development. As a result of these committees, there have been several retention activities including social nights, purchases of Windsor Volunteer Fire Department wear and an awards dinner. The apparatus committee has specified, acquired and placed into service a new ladder truck. The officer development committee has held several training sessions using outside instructors.

SAFETY SERVICES

<i>Key Statistics</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target
Number of Part I crimes	474	483	516	522	500
Number of motor vehicle accidents with injuries	102	90	83	68	70
Number of calls for service received by Dispatch	53,754	54,932	54,639	46,545	50,000
Number of Fire Department responses	1,175	1,249	1,390	1,400	1,400
Number of structure fires	17	25	19	20	15

<i>Performance Measures</i>	FY 2015 Actual	FY 2016 Target	FY 2016 Estimate	FY 2017 Target
Achieve a clearance rate for burglaries that is 2.5 times better than the national clearance rate. National clearance rate for burglaries was 13.6%	31%	34%	30%	34%
Clearance rate for each Part I violent crime is better than regional rate by 10% or more – the most recent regional rate (2014) was 48.7%	63%	72%	71%	70%
Motor vehicle accidents with injuries per 1,000 residents	2.9	3.2	2.3	2
Fire Department quality of service rating (based on the Good/Very Good rating in the Citizens Survey)	N/A	80%	75%	N/A

A fun fact about the value of our services...

The Windsor Volunteer Fire Department is one of the oldest fire departments in the State of Connecticut and is one of the only all-volunteer fire departments in a town the size of Windsor.

Windsor Police officers are on duty 24 hours a day, 365 days a year. During their normal patrol and response duties, they cover over 250,000 miles a year on the roads of Windsor.

FY 2017 Goals

1. Continue with planning Public Safety Complex expansion and dog pound replacement options
2. Fully implement the Computer Aided Dispatch & Records Management system and the Emergency Medical Dispatch software
3. Coordinate efforts with the Recreation Department and school district to increase Police Department involvement with youth
4. Continue to participate in the volunteer firefighter recruitment program via the Connecticut Fire Chief Association
5. Complete evaluation and assessment of town wide radio system
6. Host a public safety open house with the Police Department, Windsor Volunteer Ambulance (WVA) and Windsor Volunteer Fire Department.

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2016			FY 2017		
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures
6002	Crisis Intervention Program	773	-	-	773	-	523
6004	Bullet Proof Vest Program	2,460	-	2,460	-	2,500	2,500
6012	State Reimbursements	7,386	15,000	15,000	7,386	15,000	7,386
6026	Car Seat Program	1,262	-	260	1,002	-	1,002
6301	Narcotic Seizures - Federal	210	-	210	-	-	-
6302	Federal Sharing	81,450	-	20,000	61,450	-	61,450
6305	Asset Forfeiture - State	3,377	-	-	3,377	-	3,377
6700	Animal Shelter	34,548	-	-	34,548	-	34,548
6701	Powalka Memorial Fund	40	-	40	-	-	-
6702	K-9 Donations	3,423	200	-	3,623	250	3,873
6800	Police Private Duty	710,979	500,000	636,250	574,729	500,000	508,229
6908	Vehicle Maintenance	2,271	3,000	5,000	271	-	271
6915	Just Start Grant	1,190	-	1,190	-	-	-
6916	Neighborhood Engagement Team	134	-	-	134	-	134
6919	3M Technology Grant	5,833	-	-	5,833	-	5,833
6921	Violent Crime Grant	13,000	13,000	26,000	-	-	-
6922	Youth Services Prevention Grant	-	27,130	27,130	-	27,130	-
6923	Justice and Mental Health Collaboration Grant	-	150,000	150,000	-	50,000	-
	Total 03 Funds	868,336	708,330	883,540	683,126	594,880	629,126

#6002 - Crisis Intervention Program - Funds provided by donations for enhancement of the Crisis Intervention program including outreach activities and training.

#6004 - Bullet Proof Vest Program - The U.S. Department of Justice initiative designed to provide a critical resource to local law enforcement. Funding supports the purchase of bullet proof vests.

#6012 - State Reimbursements - Funds are received from the state for the purpose of providing safe roads and highways. These funds are used for overtime and the purchase of safety-related equipment.

#6026 - Car Seat Program - Funds are received from contributions given by individuals and businesses. Funds are used to replace materials and supplies related to safety in car seating within vehicles.

#6301 - Narcotic Seizure - Federal - Funds are received from the state and/or federal government after arrests have been made. Any assets on a perpetrator that may be used for the furtherance of their crimes (cash, cars, etc.) are seized and they are then distributed to the various law enforcement agencies that participated in the case. There are significant restrictions on the use of these funds. Funds are used for operational expenses associated with the enforcement of narcotic activity information/seizures.

#6302 - Federal Sharing - Funds received through U.S. Department of Justice on cases that involve the seizure and forfeiture of property.

#6305 - Asset Forfeiture - Funds are received from the state and/or federal government after arrests have been made. Any assets on a perpetrator that may be used for the furtherance of their crimes (cash, cars, etc.) are seized and they are then distributed to the various law enforcement agencies that participated in the case. There are significant restrictions on the use of these funds. Funds are used for operational expenses associated with asset forfeiture.

#6700 - Animal Shelter - These funds are used for the repair, maintenance and capital items associated with the upkeep of the animal shelter.

#6701 - Powalka Memorial Fund - This account was established by donations from individuals received in memory of Laura Powalka. Funds are used to care for neglected animals (veterinarian bills, etc.).

#6702 - K-9 Donations - Funds for this account were received from a private donation. Funds will be used to purchase a bullet proof vest for one police dog.

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for various events, private construction contractors, public utilities and the Windsor School District. Expenditures in FY 16 also include \$20,000 for traffic enforcement, \$146,250 for vehicle replacement and set up, \$20,000 for other capital replacement items and \$25,000 for information technology equipment. FY 17 includes \$20,000 for traffic enforcement, \$14,000 for in-car video system warranty, \$27,500 for vehicle replacement, \$25,000 for information technology equipment, \$32,400 for emergency medical dispatch software and \$20,000 for other capital replacement items.

Police Department (cont.)

- #6908 - Vehicle Maintenance** - This fund was set up to pay for the services of a part-time mechanic and maintenance assistant.
- #6915 - Just Start Grant** - Collaborative project to reduce juvenile arrests in schools.
- #6916 - Neighborhood Engagement Team** - Funds are donated by citizens and businesses in the community. Funds are used for outreach activities to promote neighborhood building and community enhancement.
- #6919 - 3M Technology Grant** - Funding provided to municipal departments from 3M to be used for the purpose of maintaining, repairing or replacing the LiveScan Booking Workstation (Fingerprint Capture Device).
- #6921 - Violent Crime Grant** - Funds received from the state used to enhance Windsor Police response to domestic violence. This program includes implementation of Lethality Assessment Program (LAP) for first responder officers and related community awareness/education initiatives.
- #6922 - Youth Services Prevention Grant** - Windsor Police Department and Windsor Public Schools will develop an outreach team. The team will provide early intervention, prevention strategies, and referral to resources and services to at risk youth students in grades 7-12. The outreach provided by this collaborative team will strive to reduce violence, reduce recidivism, and provide the skills, proactive strategies, and opportunities for these youth to become productive members of society.
- #6923 - Justice and Mental Health Collaboration Grant** - Funds are from the U.S. Department of Justice's Bureau of Justice Assistance. Funds are used to increase public safety and improve access to effective treatment for people with mental disorders involved with the criminal justice system. Grantees are given the opportunity to tailor their program to respond best to the particular needs of their community.

RECREATION AND LEISURE SERVICES

Recreation and Leisure Services is responsible for developing programs and services which enhance the quality of life in the community. This includes providing a variety of enjoyable leisure, cultural and educational pursuits in parks and facilities that are well-maintained, safe and accessible.

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,145,681	1,175,340	1,210,170	1,275,350	1,273,810
Supplies	501,285	146,880	158,420	147,580	147,580
Services	213,308	574,800	570,880	575,620	575,620
Maintenance & Repair	42,491	39,000	42,760	36,000	36,000
Grants & Contributions	14,000	14,000	14,350	14,350	14,350
Capital Outlay	12,168	4,000	4,000	-	-
Energy & Utility	106,911	106,730	115,380	111,760	111,760
Total	2,035,844	2,060,750	2,115,960	2,160,660	2,159,120

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund.

Funding Source	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Recreation & Leisure Services	1,387,328	1,412,430	1,421,660	1,451,440	1,450,120
Town Support for Education	63,390	63,900	63,900	66,900	66,680
<i>Subtotal: Rec. Svcs General Fund Budget</i>	<i>1,450,718</i>	<i>1,476,330</i>	<i>1,485,560</i>	<i>1,518,340</i>	<i>1,516,800</i>
Grants	30,295	24,350	30,590	23,700	23,700
Private Contributions	28,673	25,360	35,910	25,550	25,550
User Fees	526,158	534,710	563,900	593,070	593,070
<i>Subtotal: Special Revenue Funds</i>	<i>585,126</i>	<i>584,420</i>	<i>630,400</i>	<i>642,320</i>	<i>642,320</i>
Total	2,035,844	2,060,750	2,115,960	2,160,660	2,159,120

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	7.00	7.00	6.84	7.00	7.00
Regular Part Time Employees	8.66	8.82	8.67	9.36	9.36
Temporary/Seasonal Employees	11.75	12.33	13.11	12.99	12.99
Total FTEs	27.41	28.15	28.62	29.35	29.35

Budget Commentary

The overall FY 16 expenditures are expected to come in over budget by \$55,210 or 2.7%. This is mostly due to Personal Services for the increased enrollment in youth summer camp programs and is offset by User Fees. FY 16 increases to the summer camp program also include the summer school partnership with the Board of Education. The FY 16 General Fund expenditures are expected to be over budget by \$9,230 or 0.7% due to a water leak at Welch Park, swim lesson supplies and pool and vehicle repairs. The overall FY 17 budget is expected to increase by \$99,910 or 4.8% mostly due to Personal Services for increased enrollment in youth summer camp programs, for additional part-time hours for Northwest Park, for minimum wage increases and for the continued summer school partnership with the Board of Education. The FY 17 General Fund budget is expected to increase by \$39,010 or 2.8% mostly due to Personal Services for additional part-time hours for Northwest Park and for minimum wage increases.

Council Action

During budget deliberations the Town Council decreased funding to Recreation and Leisure Services by \$1,320 due to the allocation of lower health insurance costs.

RECREATION & LEISURE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	824,654	850,090	837,320	886,480	885,160
Supplies	365,892	41,490	42,330	43,840	43,840
Services	49,868	378,470	385,450	379,590	379,590
Maintenance & Repair	37,636	35,500	42,760	35,500	35,500
Grants & Contributions	14,000	14,000	14,000	14,000	14,000
Capital Outlay	8,352	4,000	4,000	-	-
Energy & Utility	86,926	88,880	95,800	92,030	92,030
Total	1,387,328	1,412,430	1,421,660	1,451,440	1,450,120

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	63,390	63,900	63,900	66,900	66,680
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	63,390	63,900	63,900	66,900	66,680

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	257,637	261,350	308,950	321,970	321,970
Supplies	135,393	105,390	116,090	103,740	103,740
Services	163,440	196,330	185,430	196,030	196,030
Maintenance & Repair	4,855	3,500	-	500	500
Grants & Contributions	-	-	350	350	350
Capital Outlay	3,816	-	-	-	-
Energy & Utility	19,985	17,850	19,580	19,730	19,730
Total	585,126	584,420	630,400	642,320	642,320

Total Expenditures (agrees with page G-1):

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,145,681	1,175,340	1,210,170	1,275,350	1,273,810
Supplies	501,285	146,880	158,420	147,580	147,580
Services	213,308	574,800	570,880	575,620	575,620
Maintenance & Repair	42,491	39,000	42,760	36,000	36,000
Grants & Contributions	14,000	14,000	14,350	14,350	14,350
Capital Outlay	12,168	4,000	4,000	-	-
Energy & Utility	106,911	106,730	115,380	111,760	111,760
Total	2,035,844	2,060,750	2,115,960	2,160,660	2,159,120

RECREATION AND LEISURE SERVICES

Budget Information

Fiscal Year 2013-2017

Expenditures

Expenditures by Category *	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,097,547	1,093,172	1,145,681	1,175,340	1,210,170	1,275,350	1,273,810
Supplies	176,427	161,200	501,285	146,880	158,420	147,580	147,580
Services	596,815	594,969	213,308	574,800	570,880	575,620	575,620
Maintenance & Repair	35,062	47,963	42,491	39,000	42,760	36,000	36,000
Grants & Contributions	14,000	14,000	14,000	14,000	14,350	14,350	14,350
Capital Outlay	4,265	6,106	12,168	4,000	4,000	-	-
Energy & Utility	96,764	103,366	106,911	106,730	115,380	111,760	111,760
Total	2,020,880	2,020,776	2,035,844	2,060,750	2,115,960	2,160,660	2,159,120

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,326,504	1,372,347	1,387,328	1,412,430	1,421,660	1,451,440	1,450,120
Town Support for Education	62,320	63,910	63,390	63,900	63,900	66,900	66,680
Subtotal: Rec. Svcs. General Fund Budget	1,388,824	1,436,257	1,450,718	1,476,330	1,485,560	1,518,340	1,516,800
Grants	40,623	30,530	30,295	24,350	30,590	23,700	23,700
Private Contributions	25,946	25,794	28,673	25,360	35,910	25,550	25,550
User Fees	565,487	528,195	526,158	534,710	563,900	593,070	593,070
Subtotal: Special Revenue Funds	632,056	584,519	585,126	584,420	630,400	642,320	642,320
Total	2,020,880	2,020,776	2,035,844	2,060,750	2,115,960	2,160,660	2,159,120

RECREATION

Recreation Services provides an array of enjoyable and safe programs for Windsor families and individuals.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	642,930	679,270	702,240	701,580
Supplies	82,200	85,550	83,950	83,950
Services	186,350	177,090	183,100	183,100
Maintenance & Repair	1,500	6,000	1,500	1,500
Grants & Contributions	14,000	14,350	14,350	14,350
Capital Outlay	-	-	-	-
Energy & Utility	7,900	7,700	8,200	8,200
Total	934,880	969,960	993,340	992,680

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund. Other sources of revenue, including user fees, grants or contributions are used to offset staffing, programming and facility management costs.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	557,380	560,910	574,170	573,510
Private Contributions	-	2,850	350	350
User Fees	377,500	406,200	418,820	418,820
<i>Subtotal: Special Revenue Funds</i>	<i>377,500</i>	<i>409,050</i>	<i>419,170</i>	<i>419,170</i>
Total	934,880	969,960	993,340	992,680

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	6.09	6.09	6.09	6.09
Temporary/Seasonal Employees	7.90	8.70	8.57	8.57
Total FTEs	16.99	17.79	17.66	17.66

Budget Commentary

The overall FY 16 expenditures are expected to come in over budget by \$35,080 or 3.8%. This is due to Personal Services for the increased enrollment in youth summer camp programs and is offset by User Fees. Increases to the summer camp program also include the summer school partnership with the Board of Education. The FY 16 General Fund expenditures are expected to be over budget by \$3,530 or 0.6% and is attributable to unexpected vehicle repairs. The overall FY 17 budget reflects an increase of \$58,460 or 6.3% as compared to the FY 16 budget primarily due to Personal Services for increased enrollment in youth summer camp programs, for minimum wage increases and for the continued summer school partnership with the Board of Education. The FY 17 General Fund budget reflects an increase of \$16,790 or 3.0% as compared to the FY 16 budget mostly due to Personal Services.

RECREATION

Products & Services

Aquatics \$155,100

- Provide various aquatic programs and open swim for more than 2,600 individuals and persons with disabilities
- Provide certified staff for the safety of swimmers
- Offer four family events at the outdoor pools.

Leisure Opportunities \$211,810

- Offer four 6-week sessions of evening pre-school programs in dance and arts and crafts
- Present 15 pre-school morning classes in music, dance, crafts, hot shot basketball and acting classes
- Provide outdoor winter activities
- Provide theater experiences for more than 300 youth
- Provide instructional sport opportunities for Windsor residents
- Coordinate adult programs such as dance, adult fitness, golf, tennis, volleyball, basketball and yoga
- Provide day and overnight trips for Windsor residents
- Provide after-school programming and transportation for elementary students
- Provide school vacation week programs for elementary and middle school children
- Continue lifetime sports series including skiing, tennis and golf lessons for more than 250 residents
- Continue to facilitate local youth cross country and track programs
- Provide Teen Extravaganza program for approximately 220 middle school students.

Community Centers \$214,780

- Provide safe and enjoyable facilities
- Schedule facilities for use by more than 4,450 residents and sports groups
- Provide staffing for 330 Windsor Avenue teen center
- Provide staffing for birthday parties for Windsor youth at 330 Windsor Avenue.

Summer Activities \$302,070

- Provide summer programs for youth and teens that include archery, ropes challenge course, swim lessons and sports camps
- Provide all-day summer camp programs for ages 5-13
- Incorporate Board of Education summer school program into all-day summer camp programs for grades 1-5
- Provide a theater experience for youth in the Cirillo Theater program
- Provide day trips and various activities for youth during summer vacation
- Provide family trips and outings.

Community Events \$108,920

- Provide town events to include *Flashlight Easter Egg Hunt, Movies in the Parks, Dinner with Santa* and various pool outings
- Support community events such as *Shad Derby and Youth Fishing Derby*
- Coordinate activities for *July is Recreation Month*.

FACILITIES MANAGEMENT

The Facilities Management division provides support for the operation of the L.P. Wilson Community Center (which includes Recreation, Social Services, Senior Center and the Youth Services Bureau), outdoor pools and the Community Center at 330 Windsor Avenue.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	19,100	22,510	20,470	20,470
Services	340,950	340,950	341,000	341,000
Maintenance & Repair	11,500	11,500	11,500	11,500
Grants & Contributions	-	-	-	-
Capital Outlay	4,000	4,000	-	-
Energy & Utility	56,720	63,620	58,210	58,210
Total	432,270	442,580	431,180	431,180

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate. The town and the Board of Education each contribute to the operations of the L.P. Wilson Community Center.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	417,270	427,580	416,180	416,180
User Fees	15,000	15,000	15,000	15,000
<i>Subtotal: Special Revenue Funds</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>
Total	432,270	442,580	431,180	431,180

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 16 expenditures are expected to come in over budget by \$10,310 or 2.4%. This is due to a water leak at Welch Park and increased cleaning and program supplies. The FY 17 budget reflects a decrease of \$1,090 or 0.3% primarily due to the reduction in Capital Outlay for the one-time purchase and installation of a wheelchair lift at Veterans Pool.

FACILITIES MANAGEMENT

Products & Services

L.P. Wilson Community Center \$325,950

- Provide support for repairs, utilities, custodial services and year-round operation of the center.

330 Windsor Ave. Community Center \$32,550

- Provide support for utilities at 330 Windsor Avenue.

Outdoor Pools & Parks Amenities \$72,680

- Provide support for repairs, maintenance and daily operating mechanical expenditures associated with the pools.

YOUTH SERVICES BUREAU

The Youth Services Bureau (YSB) encourages youth to strive for excellence, integrity and community spirit by providing programs that focus on enrichment activities, social skills, problem-solving capabilities, community involvement and leadership opportunities.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	144,630	147,480	156,540	156,320
Supplies	10,090	8,490	8,150	8,150
Services	11,000	18,300	13,000	13,000
Maintenance & Repair	3,000	1,000	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,200	500	500	500
Total	169,920	175,770	178,190	177,970

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	138,370	131,880	140,890	140,670
Grants	24,350	30,590	23,700	23,700
User Fees	7,200	13,300	13,600	13,600
<i>Subtotal: Special Revenue Funds</i>	<i>31,550</i>	<i>43,890</i>	<i>37,300</i>	<i>37,300</i>
Total	169,920	175,770	178,190	177,970

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	0.84	1.00	1.00
Regular Part Time Employees	0.30	0.30	0.30	0.30
Temporary/Seasonal Employees	1.80	1.80	1.80	1.80
Total	3.10	2.94	3.10	3.10

Budget Commentary

The overall FY 16 expenditures are expected to be over budget by \$5,850 or 3.4% offset by User Fees. The FY 16 General Fund expenditures are expected to come in under budget by \$6,490 or 4.7% due to a partial year vacancy and receipt of unanticipated Youth Services Bureau Enhancement grant. The overall FY 17 budget reflects an increase of \$8,270 or 4.9% due to Personal Services for summer programs offset by User Fees. The FY 17 General Fund budget reflects an increase of \$2,520 or 1.8% due to Personal Services, including minimum wage increases. It is anticipated that the Youth Services Bureau Enhancement grant will not be received in FY 17.

YOUTH SERVICES BUREAU

Products and Services

Positive Youth Development \$121,400

- Offer a variety of after-school programs for middle school and high-school youth
- Provide full day activity programs for February and April vacation weeks and school holidays
- Provide high school leadership program
- Provide enrichment field trips for middle school youth in the after-school program and high school youth in leadership program
- Provide social skills, development and support for at-risk youth referred to the high school Leader-In-Training program
- Provide transportation to the after-school program from Sage Park Middle School
- Provide six one-week social skills development programs for high school students
- Provide summer teen employment development program.

Family Events \$7,920

- Design and manage the family events, "Night of 1001 Pumpkins," "Mardi Gras Family Fest," and "A Winter Festival," as well as assisting at events run by other town departments and civic organizations
- Present three summer special events led by the leaders-in-training participants.

Prevention Programs \$19,550

- Coordinate dissemination of substance abuse prevention information and organize Red Ribbon week activities
- Educate groups in social skills development and substance abuse prevention during after-school and summer programs
- Partner with the Capital Area Substance Abuse Council (CASAC) in facilitating the Statewide Tobacco Education Program (STEP) within the summer camp
- Partner with CASAC in developing an annual Youth Summit with several other towns in the region.

Juvenile Justice \$29,100

- Coordinate community service, intervention and family assessments for juvenile offenders
- Serve on Juvenile Review Board
- Outreach and counsel to parents of at-risk-youth referred to the Juvenile Review Board.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

The Northwest Park Educational/Recreational activities division provides educational, cultural and recreational opportunities within a rustic, old-fashioned setting. Visitors can learn about the region's traditional industries, view the barnyard animals, tour the nature center, cross-country ski and snowshoe, hike the trails or picnic and barbecue at a number of locations.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	242,140	239,900	267,020	266,690
Supplies	26,660	29,880	27,650	27,650
Services	27,120	23,730	29,400	29,400
Maintenance & Repair	1,000	250	1,000	1,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,650	4,080	4,230	4,230
Total	298,570	297,840	329,300	328,970

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget. Other funding comes from contracts with Windsor and other school districts for environmental education programs, fees for various general programs, contributions from the Connecticut Valley Tobacco Historical Society and the Friends of Northwest Park.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	83,590	83,270	99,880	99,770
Town Support for Education	63,900	63,900	66,900	66,680
<i>Subtotal: Rec. Services General Fund Budget</i>	<i>147,490</i>	<i>147,170</i>	<i>166,780</i>	<i>166,450</i>
Private Contributions	21,390	26,860	21,470	21,470
User Fees	129,690	123,810	141,050	141,050
<i>Subtotal: Special Revenue Funds</i>	<i>151,080</i>	<i>150,670</i>	<i>162,520</i>	<i>162,520</i>
Total	298,570	297,840	329,300	328,970

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimated	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	1.98	1.90	2.54	2.54
Temporary/Seasonal Employees	2.52	2.50	2.51	2.51
Total FTEs	6.00	5.90	6.55	6.55

Budget Commentary

The overall FY 16 expenditures are expected to come in under budget by \$730 or 0.2%. This is primarily due to savings in Services. The FY 16 General Fund expenditures are expected to come in under budget by \$320 or 0.4%. The overall FY 17 budget reflects an increase of \$30,730 or 10.3% as compared to the FY 16 budget due primarily to Personal Services for additional part-time hours and for minimum wage increases. The FY 17 General Fund budget reflects an increase of \$16,290 or 19.5% as compared to the FY 16 budget due to the same reasons.

NORTHWEST PARK EDUCATIONAL/RECREATIONAL ACTIVITIES

Products & Services

Indoor Activities \$67,590

Plan and develop environmental education exhibits and services in the Nature Center for over 30,000 visitors per year

- Maintain an animal barn on a daily basis for heritage breed domestic livestock and poultry for the 20-70 daily visitors
- Maintain the Libby and Gordon Taylor Tobacco Museum annually to showcase the tobacco industry in Connecticut
- Maintain the Tobacco Archive Building for the preservation of historical items relating to the tobacco industry in Connecticut
- Offer a variety of environmental education products that reflect the uniqueness of Northwest Park within the Nature Center Gift Shop.

Outdoor Recreational Activities \$77,450

- Provide and maintain two picnic shelters for public use, corporations and organizations
- Provide signage, trailside benches, overlooks and boardwalks along 12-miles of nature trails used by over 10,000 hikers, cross-country skiers, snowshoe walkers, joggers and dog walkers
- Provide a wayside museum with a dinosaur tracks display that describes through signs the presence of dinosaurs in the Connecticut Valley during the Triassic and Jurassic Periods
- Provide two rope and MP3 player Braille trails for use by the visually challenged.
- Offer visitation and programs concerning maple sugaring at the Northwest Park Sugarhouse
- Offer visitation to an organic garden demonstration area that demonstrates the use of organic gardening methods
- Provide a 12,500 square foot butterfly garden that highlights the use of host and nectaring plants for native butterflies
- Provide up to 32 garden plots for use by the public.

Educational / Recreational Programs \$183,930

- Develop and present more than 80 public programs annually in environmental education and nature camps
- Develop, schedule and teach over 300 school programs annually that align with the national and state standards for science, mathematics and technology
- Provide family nature walks, adult and family nature workshops and public overnight camping overnights
- Present programs for corporate events, civic meetings and nature-oriented organizations
- Provide direct service or support for community-oriented educational and recreational events including Earth Day Action, Whose Egg Is It?, Pancake Breakfast, Country Fair, Creatures of the Night, Owl Prowl and Cabin Fever Festival
- Operate a ropes challenge course program that builds self-esteem and concentrates on fostering skills such as communication, leadership, conflict resolution, teamwork, problem solving and decision-making
- Oversee a volunteer program for more than 20 volunteers who maintain the animal barn, bluebird boxes, nature center animals, gardens and trails.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

The Northwest Park Facility/Property Management division provides for safe, clean open space and facilities at Northwest Park for the public to enjoy, while ensuring the health of wildlife and exhibit animals and performing the maintenance and management of all facilities in the 473 acre park.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	145,640	143,520	149,550	149,220
Supplies	8,830	11,990	7,360	7,360
Services	9,380	10,810	9,120	9,120
Maintenance & Repair	22,000	24,010	22,000	22,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	39,260	39,480	40,620	40,620
Total	225,110	229,810	228,650	228,320

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund. Donations from civic clubs, corporations and the Friends of Northwest Park will be used to fund the Youth Conservation Corps program.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Recreation Services	215,820	218,020	220,320	219,990
Private Contributions	3,970	6,200	3,730	3,730
User Fees	5,320	5,590	4,600	4,600
<i>Subtotal: Special Revenue Funds</i>	<i>9,290</i>	<i>11,790</i>	<i>8,330</i>	<i>8,330</i>
Total	225,110	229,810	228,650	228,320

Personnel Requirements

Full Time Equivalent (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.50	1.50	1.50	1.50
Regular Part Time Employees	0.45	0.38	0.43	0.43
Temporary/Seasonal Employees	0.11	0.11	0.11	0.11
Total FTEs	2.06	1.99	2.04	2.04

Budget Commentary

The overall FY 16 expenditures are expected to come in over budget by \$4,700 or 2.1%. This is primarily due to enhancements made to the animal barns and is offset by private contributions. The FY 16 General Fund expenditures are expected to be over budget by \$2,200 or 1.0% mostly due to repairs to a truck. The overall FY 17 budget reflects an increase of \$3,540 or 1.6% as compared to the FY 16 budget due primarily to Personal Services, including minimum wage increases. The FY 17 General Fund budget reflects an increase of \$4,500 or 2.1% as compared to the FY 16 budget due to the same reason.

NORTHWEST PARK FACILITY/PROPERTY MANAGEMENT

Products & Services

Outdoor Maintenance \$100,250

- Manage all park land for the safety, educational use and the enjoyment of the public
- Maintain over 12 miles of trails and farm roads
- Maintain six grasslands as part of an overall park management plan through mowing and prescribed burning
- Prepare 32 community garden plots
- Maintain the security and safety of all trails, structures and areas
- Coordinate the Youth Conservation Corps (YCC) to complete overall trail maintenance
- Maintain picnic pavilion, warming shed and 20 individual picnic tables for approximately 22,000 visitors per year
- Oversee mandatory and volunteer community service programs.

Building Operation/Maintenance \$128,070

- Provide the community and staff with attractive, safe and well-maintained facilities
- Maintain fire, security and HVAC systems
- Provide and maintain energy and utility services for the nature center, park residence, maple sugaring house, animal barn, tobacco museum, intern housing and other facilities
- Develop and oversee a preventative maintenance program for all park facilities.

RECREATION AND LEISURE SERVICES

FY 2016 Highlights

Recreation

The Recreation Summer Fun Playground program for children in grades 1 through 5 was successful with approximately 1,200 participants and 385 participants in the middle school Summer Fun program. Participants were engaged in sports, arts and crafts, weekly trips, swimming and learning. A basic aquatics program was successfully implemented into the Summer Fun program. To continue our goal of helping youth succeed in school the camp math and reading programs were retooled and made more enjoyable for participants.

The Recreational, Inspirational, Social and Educational (R.I.S.E) after school program for children in grades 1 through 7 is literally on the rise. There are 60 youth in the R.I.S.E program and each participant is provided help with homework, and various activities promoting healthy lifestyle. To continue our goal to help youth succeed in school 15 kindle fires were purchased for use by the participants to complete math homework.

Middle school extravaganza had approximately 1,500 participants engaging in positive social activities throughout a 5 month period.

Scholarships were provided to 121 family members totaling \$22,200 for children and families participating in summer programs. This is an increase of 18 family members totaling a \$3,200 increase in scholarships. Programs included Summer Fun Playground, sport camps, nature camps, summer-theater, swim aquatics and Youth Services Bureau summer programs.

Youth Services Bureau

A new summer program for high school youth, "Adventure Bound", featured a variety of experimental learning modules with an emphasis on character development, positive risk-taking, problem solving challenges, and enhancement of Science, Technology, Engineering and Mathematic (STEM) skills. The high school Leaders-in-Training youth ran successful family special events throughout the year.

A Youth Summit focusing on employment readiness was held in April 2016 in partnership with the Windsor Library, Windsor High School Counseling Department and the Youth Commission.

Three new specialized programs are being offered by the Youth Services Bureau. These programs use interactive activities and guided dialogue to address some of the struggles and rewards in dynamic relationships between families during the stressful years of adolescent development.

The Youth Services Bureau facilitated a parent forum to generate questions regarding positive resources and service gaps. This was a multi-town initiative in family engagement to prevent juvenile criminal behavior through the Local Inter-Agency Service Team (LIST) that includes Hartford, Bloomfield, Glastonbury, East Hartford and Windsor.

Northwest Park

The Working Farm and Heritage Breed program received great support from a local business, a civic organization and the public, which allowed for educational exhibit upgrades and a training program for the animal care volunteers.

A local scout completed his Eagle Badge work by designing and building a flag retirement area that is now being used to retire American flags through a joint effort of the Boy Scouts of America and Veterans Administration members.

The Nature Center's exhibit hall was renovated, with funding from private contributions given to Friends of Northwest Park, which included new carpeting and many hands-on educational exhibits focusing on Connecticut wildlife and geology as well as sensory items for children.

A new apiary (beekeeping area) was added to the organic garden demonstration area as a joint effort with the Connecticut Beekeepers Association.

RECREATION AND LEISURE SERVICES

<i>Key Statistics</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target
Number of recreational activities offered	718	710	714	717	715
Number of elementary school-age children registrations for after-school & vacation programs	4,100	4,500	4,610	4,750	4,750
Number of school children attending environmental education classes at Northwest Park	N/A	3,040	4,700	4,800	4,800
Number of participants at Northwest Park community events and programs	6,890	7,040	6,850	6,850	7,000
Number of middle school and high school youth registrations for after-school and vacation programs	700	500	564	546	550
Number of participants at Youth Services Bureau community events	1,400	1,400	1,200	1,320	1,320

<i>Performance Measures</i>	FY 2015 Actual	FY 2016 Target	FY 2016 Estimate	FY 2017 Target
Retention rate for youth participants in after-school programs	80%	80%	85%	90%
Retention rate for youth participants in summer programs	87%	80%	80%	80%
Percentage of total targeted enrollments achieved	75%	80%	78%	80%
Number of new programs offered	7	12	11	12
Percentage of program participant Recreation Department survey respondents that rate department programs as "good" or "very good"	95%	90%	95%	90%

A fun fact about the value of our services...

Participants of the Recreational, Inspirational, Social and Educational (R.I.S.E) afterschool program complete at least 45 minutes of educational time using Kindle Fires and at least 30 minutes of exercise each day in the program.

FY 2017 Goals

1. Investigate the possibility of providing free lunch to all Summer Fun Camp participants
2. Coordinate the distribution of information on programs and services offered by Social Services to families of Recreation and Leisure Services programs
3. Utilize local and regional naturalists to provide at least five public natural history programs at Northwest Park
4. Investigate best practices of youth assessment content and implementation
5. Participate in school district's family and community engagement efforts including summer school
6. Partner with the Police Department to increase police department involvement with youth.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	FY 2016			FY 2017			
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/17)
2002	Cirillo Youth Theatre	3,930	15,500	20,500	(1,070)	17,500	16,800	(370)
2004	Fran Elligers Memorial Fund	2,503	350	350	2,503	350	350	2,503
2007	Teen-O-Rama	106,379	375,800	388,200	93,979	403,400	402,770	94,609
2009	O'Brien Field Rental	2,100	4,000	-	6,100	4,000	-	10,100
2010	Positive Youth Development	13,288	13,300	13,300	13,288	13,600	13,600	13,288
2016	Passage Program	6,620	9,275	6,250	9,645	10,300	7,550	12,395
2018	Live-n-Learn	7,035	13,000	12,500	7,535	15,000	14,250	8,285
2062	Youth Services Bureau FY 16	-	19,460	19,460	-	N/A	N/A	N/A
NEW	Youth Services Bureau FY 17	-	N/A	N/A	N/A	19,460	19,460	-
2045	Dog Park	7,383	-	2,500	4,883	-	-	4,883
2059	YSB Enhancement Grant FY 16	-	5,810	5,810	-	N/A	N/A	N/A
2064	CASAC FY 16 *	-	5,320	5,320	-	N/A	N/A	N/A
NEW	CASAC FY 17 *	-	N/A	N/A	N/A	4,240	4,240	-
2202	NW Park Youth Conservation Corp.	1,626	7,110	6,200	2,536	3,730	3,730	2,536
2204	Northwest Park Nature Camp/Clubs	164,267	94,000	83,690	174,577	95,400	95,530	174,447
2207	Friends of Northwest Park Grant	352	13,010	13,010	352	7,020	7,020	352
2208	Northwest Park Shop	2,017	2,200	2,130	2,087	4,700	3,880	2,907
2210	NWP Environ. Education Programs	83,804	25,050	31,740	77,114	33,000	34,090	76,024
2211	Northwest Park Tobacco Museum	2,063	13,850	13,850	2,063	14,450	14,450	2,063
2325	NWP Facilities	21,020	5,600	5,590	21,030	5,600	4,600	22,030
4022	River Walkways	19,425	-	-	19,425	-	-	19,425
		443,812	622,635	630,400	436,047	651,750	642,320	445,477

*Capital Area Substance Abuse Council

#2002 - Cirillo Youth Theatre - The Cirillo Youth Theatre serves Windsor's youth with theatre opportunities within the town. Revenues are obtained through user fees, ticket sales and donations.

#2004 - Fran Elligers Memorial Fund - Donations into this fund will be used to provide scholarships and pay for expenditures associated with the Pee Wee and Junior Theater.

#2007 - Teen-A-Rama - Fees are collected from all youth and teen programs offered by the town and placed into this fund. Expenditures include staffing, basketballs, exercise & fitness equipment, contracted services for speakers and magicians, etc.

#2009 - O'Brien Field Rental - Fees collected from user groups of the field. Fees will be used to offset future maintenance costs.

#2010 - Positive Youth Development - Revenues received from the Youth Services Bureau programs are placed into this account. Funds are used to pay for a portion of salary and benefits for the Youth Services Coordinator, for a part-time support staff and for program supplies.

#2016 - Passage Program - Revenues for this program are from fees from the ROPES program. Some expenditures associated with this fund include staffing, equipment, materials and supplies and instructors.

#2018 - Live-n-Learn Program - Revenues are from adult program fees. Expenses include staffing, fitness equipment, bus rentals for trips to museums, baseball games, etc.

Recreation & Leisure Services (cont.)

- #2062/NEW - Youth Services Bureau** - Funds from the State of Connecticut Department of Education administration and direct services for youth.
- #2045 - Dog Park** - Funds from this account are used to purchase materials and supplies as determined by the dog park committee for the facility. Revenues are generated by the fundraising efforts of the committee.
- #2059 - YSB Enhancement Grant** - Funds from the State of Connecticut Department of Education to provide direct services to youth to enhance their social and emotional development and an increased sense of connection to their community.
- #2064/NEW - CASAC** - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #2202 - Northwest Park Youth Conservation Corps (YCC)** - The YCC program account provides funding to hire 3 - 4 high school seniors for nature trail and miscellaneous park upkeep during the summer months. This project is funded through donations made by Friends of Northwest Park and other organizations and businesses in Windsor.
- #2204 - Northwest Park Nature Camp** - This account supports the operation of the Nature Camp during the summer months. Funds from this account are used for part-time wages (clerical and environmental educators), temporary full-time wages (summer teaching staff), contractual services, supplies and equipment. Revenues are generated from attendance fees.
- #2207 - Friends of Northwest Park** - Funding for this account is provided by the Friends of Northwest Park to support projects, internship staffing, equipment and material requests made by Northwest Park. This account is managed by the Friends of Northwest Park.
- #2208 - Northwest Park Shop** - Revenues within this project are generated through the sale of gift shop items. This account supports the purchase of gift shop stock, exhibit development and upkeep which is managed by Northwest Park staff and volunteers.
- #2210 - Northwest Park Environmental Education** - This account generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and public workshops and classes. The funds from this account are used for part-time wages (clerical staff and environmental educators), contractual services, supplies and equipment.
- #2211 - Tobacco Museum** - This account is managed by the Tobacco Association to support, in part, the operation of the Tobacco Museum and the Tobacco Archive building. Funding is provided to offset the tour guide's wages and the museum brochures. Northwest Park is responsible for facility upkeep, energy and utility costs.
- #2325 - NWP Facilities** - Funds from this account are used to purchase general supplies used by facility rental groups.
- #4022 - River Walkways** - This account was established in 2004 with a private donation from a citizen for the development and upkeep of hiking and multi-use trails in Windsor.

HUMAN SERVICES

Human Services is responsible for promoting positive growth and development of town residents throughout their lives. This includes the planning, development, coordination and implementation of programs and services for all youth, adults, families and senior citizens.

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	702,504	744,480	732,230	764,170	763,120
Supplies	24,100	28,790	24,230	23,490	23,490
Services	56,154	47,040	55,650	51,270	51,270
Maintenance & Repair	116,395	115,260	115,450	115,500	115,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	43,068	3,000	-	3,000	3,000
Energy & Utility	57,330	62,950	56,360	49,160	49,160
Total	999,551	1,001,520	983,920	1,006,590	1,005,540

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	751,438	787,460	756,500	811,630	810,580
Grants	91,722	70,660	84,860	61,390	61,390
Donations	4,154	2,130	1,670	1,000	1,000
User Fees	52,697	54,970	56,380	59,480	59,480
<i>Subtotal: Special Revenue Funds</i>	<i>148,573</i>	<i>127,760</i>	<i>142,910</i>	<i>121,870</i>	<i>121,870</i>
Transfer from Caring Connection	99,540	86,300	84,510	73,090	73,090
Total	999,551	1,001,520	983,920	1,006,590	1,005,540

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	4.77	5.00	5.00
Regular Part Time Employees	9.88	10.22	10.40	10.39	10.39
Temporary/Seasonal Employees	-	-	-	-	-
Total FTEs	14.88	15.22	15.17	15.39	15.39

Budget Commentary

The overall FY 16 expenditures are expected to be under budget by \$17,600 or 1.8% primarily due to a partial year disability in Social Services and fuel costs in Transportation. The FY 16 General Fund expenditures are expected to be under budget by \$30,960 or 3.9% due to the same reasons as well as an extension of the Social Services Block Grant (SSBG) grant and unanticipated North Central Area Agency (NCAAA) grant funding in Social Services. The overall FY 17 budget reflects an increase of \$5,070 or 0.5% as compared to the FY 16 budget mostly due to Personal Services offset by a reduction in fuel costs in Transportation. The FY 17 General Fund budget reflects an increase of \$24,170 or 3.1% primarily due to Personal Services including a wage adjustment for Dial-A-Ride drivers as well as a reduced transfer from the Caring Connection.

Council Action

During budget deliberations the Town Council decreased funding to Human Services by \$1,050 due to the allocation of lower health insurance costs.

HUMAN SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	535,029	602,030	578,400	636,120	635,070
Supplies	15,804	15,790	12,650	13,890	13,890
Services	20,200	19,710	19,620	19,970	19,970
Maintenance & Repair	105,695	105,760	106,000	106,000	106,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	43,068	-	-	-	-
Energy & Utility	31,642	44,170	39,830	35,650	35,650
Total	751,438	787,460	756,500	811,630	810,580

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	167,475	142,450	153,830	128,050	128,050
Supplies	8,296	13,000	11,580	9,600	9,600
Services	35,954	27,330	36,030	31,300	31,300
Maintenance & Repair	10,700	9,500	9,450	9,500	9,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	3,000	-	3,000	3,000
Energy & Utility	25,688	18,780	16,530	13,510	13,510
Total	248,113	214,060	227,420	194,960	194,960

Total Expenditures (agrees with page H-1):

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	702,504	744,480	732,230	764,170	763,120
Supplies	24,100	28,790	24,230	23,490	23,490
Services	56,154	47,040	55,650	51,270	51,270
Maintenance & Repair	116,395	115,260	115,450	115,500	115,500
Grants & Contributions	-	-	-	-	-
Capital Outlay	43,068	3,000	-	3,000	3,000
Energy & Utility	57,330	62,950	56,360	49,160	49,160
Total	999,551	1,001,520	983,920	1,006,590	1,005,540

HUMAN SERVICES

Budget Information

Fiscal Year 2013-2017

Expenditures

Expenditures by Category *	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	730,331	701,176	702,504	744,480	732,230	764,170	763,120
Supplies	19,994	26,461	24,100	28,790	24,230	23,490	23,490
Services	38,117	43,642	56,154	47,040	55,650	51,270	51,270
Maintenance & Repair	115,270	109,033	116,395	115,260	115,450	115,500	115,500
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	29,202	4,223	43,068	3,000	-	3,000	3,000
Energy & Utility	54,874	57,888	57,330	62,950	56,360	49,160	49,160
Total	987,788	942,423	999,551	1,001,520	983,920	1,006,590	1,005,540

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	759,065	731,325	751,438	787,460	756,500	811,630	810,580
Grants	47,113	67,218	91,722	70,660	84,860	61,390	61,390
Donations	27,974	1,360	4,154	2,130	1,670	1,000	1,000
User Fees	48,486	47,010	52,697	54,970	56,380	59,480	59,480
<i>Subtotal: Special Revenue Funds</i>	<i>123,573</i>	<i>115,588</i>	<i>148,573</i>	<i>127,760</i>	<i>142,910</i>	<i>121,870</i>	<i>121,870</i>
Transfer From Caring Connection	105,150	95,510	99,540	86,300	84,510	73,090	73,090
Total	987,788	942,423	999,551	1,001,520	983,920	1,006,590	1,005,540

SENIOR SERVICES

Senior Services strives to help older adults enhance their capabilities and develop their potential as individuals within the community by providing programs that address the physical, cognitive, educational and emotional needs of individuals, as well as fulfilling the social aspects of life in a safe and comfortable environment.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	158,110	158,220	161,440	161,260
Supplies	13,190	12,950	13,190	13,190
Services	32,940	37,240	36,690	36,690
Maintenance & Repair	1,260	1,500	1,500	1,500
Grants & Contributions	-	-	-	-
Capital Outlay	3,000	-	3,000	3,000
Energy & Utility	4,720	4,720	5,300	5,300
Total	213,220	214,630	221,120	220,940

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	158,250	158,250	161,640	161,460
User Fees	54,970	56,380	59,480	59,480
<i>Subtotal: Special Revenue Funds</i>	<i>54,970</i>	<i>56,380</i>	<i>59,480</i>	<i>59,480</i>
Total	213,220	214,630	221,120	220,940

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.80	0.80	0.80	0.80
Regular Part Time Employees	2.28	2.28	2.28	2.28
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	3.08	3.08	3.08	3.08

Budget Commentary

The overall FY 16 expenditures are expected to come in over budget by \$1,410 or 0.7% due to Windsor Senior Center special revenue account contractual services offset by program fees. The FY 16 General Fund is anticipated to come in on budget. The overall FY 17 expenditures reflects an increase of \$7,900 or 3.7% as compared to the FY 16 budget mostly due to Personal Services as well as special revenue fund contractual services. The FY 17 General Fund budget reflects an increase of \$3,390 or 2.1% primarily due to Personal Services.

SENIOR SERVICES

Products & Services

- | | | | |
|---|------------------|---|-----------------|
| <i>Senior Center</i> | <i>\$193,980</i> | <i>Volunteer Programs</i> | <i>\$26,960</i> |
| <ul style="list-style-type: none">• Promote physical health by providing a variety of physical activities including multiple levels of aerobic, Tai Chi, dance and Yoga classes and a membership-based fitness center• Promote technological skills by providing a senior computer lab with access to the internet, a printer for word processing, a photocopier, and instruction in various software programs including a computer-based Genealogy Club• Offer educational and informational programs on a wide variety of topics including consumer awareness, personal finance, health and wellness, healthcare, life and family, home, real estate and insurance• Promote social opportunities for seniors throughout the year by celebrating holidays, birthdays and special occasions• Promote senior-specific health care with a variety of health clinics for hearing, foot care, blood pressure and skin cancer screenings• Provide a location for the hot lunch meal program Monday through Friday• Coordinate programs of senior center clubs• Operate a medical lending closet that loans equipment to residents free of charge• Work closely with Social Services caseworkers and other town departments to provide comprehensive services• Coordinate with the Health Department and the Social Services division to produce an annual senior health fair and flu shot clinic. | | <ul style="list-style-type: none">• <i>More than 160 Windsor residents volunteer their time and efforts to enhance the lifestyles of seniors and adults with disabilities through the following activities:</i><ul style="list-style-type: none">▪ Assist staff in the coordination of more than 1,000 out-of-town medical appointments per year▪ Provide front desk coverage and customer service for 30 hours a week▪ Help set up, lead and break down large monthly events▪ Organize and lead all of the senior center clubs▪ Provide staffing for the health fair▪ Process more than 450 state and federal tax returns each year▪ Receive recognition at a volunteer event. | |

TRANSPORTATION

The Transportation Unit is responsible for providing safe, reliable rides for Windsor's seniors and adults with disabilities to a variety of locations, including medical offices, grocery stores, department stores, pharmacies, the Senior Center, the Caring Connection Adult Day Health Center, and other excursions.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	204,770	204,570	217,320	217,110
Supplies	1,700	1,700	1,700	1,700
Services	5,630	5,630	5,630	5,630
Maintenance & Repair	27,000	26,950	27,000	27,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	52,980	46,980	38,900	38,900
Total	292,080	285,830	290,550	290,340

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	151,680	147,570	164,960	164,750
Grants	54,100	53,750	52,500	52,500
<i>Subtotal: Special Revenue Funds</i>	<i>54,100</i>	<i>53,750</i>	<i>52,500</i>	<i>52,500</i>
Transfer from Caring Connection	86,300	84,510	73,090	73,090
Total	292,080	285,830	290,550	290,340

Personnel Requirements

Full Time Equivalent (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.20	1.20	1.20	1.20
Regular Part Time Employees	4.71	4.88	4.88	4.88
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	5.91	6.08	6.08	6.08

Budget Commentary

The overall FY 16 expenditures are expected to come in under budget by \$6,250 or 2.1%. This is primarily due to a reduction in fuel costs. The FY 16 General Fund expenditures are expected to come in under budget by \$4,110 or 2.7% due to the same reason. The FY 16 increase for FTE's is for the North Central Area Agency on Aging (NCAAA) evening and weekend transportation grant that was not included in the FY 16 budget. The overall FY 17 budget reflects a decrease of \$1,530 or 0.5% as compared to the FY 16 budget due to a reduction in fuel costs offset by an increase in Personal Services, including a wage adjustment for part-time Dial-A-Ride drivers. The FY 17 General Fund budget reflects an increase of \$13,280 or 8.8% due to Personal Services including a wage adjustment for part-time Dial-A-Ride drivers as well as a reduced transfer from the Caring Connection. These increases are offset by a reduction in fuel costs.

TRANSPORTATION UNIT

Products & Services

- Senior Transportation* \$290,340
- Provide transportation for Windsor's seniors and adults with disabilities to in-town locations Monday through Friday and to out-of-town medical appointments Monday through Friday
 - Provide scheduled trips to grocery stores, department stores, pharmacies, banking, hairdressers, the Windsor Senior Center, and various other locations
 - Provide evening and weekend transportation to special events and Senior Center sponsored programs
 - Provide Caring Connection clients with time specific transportation to and from the facility
 - Provide trained drivers to transport Caring Connection clients on special trips throughout the year
 - Perform special tasks daily for the Human Services Department (specifically the Senior Center) and on an as needed basis for the Caring Connection
 - Support the Human Services Department when transportation or vehicles are needed.

SOCIAL SERVICES

Social Services provides case management, information and referral services to Windsor residents. These services include assessment, the development of action plans in partnership with clients and families, eligibility screening for programs and the empowerment of clients to obtain needed services. This division also promotes the social, emotional, intellectual and physical well-being of Windsor residents through community and school programs.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	381,600	369,440	385,410	384,750
Supplies	13,900	9,580	8,600	8,600
Services	8,470	12,780	8,950	8,950
Maintenance & Repair	87,000	87,000	87,000	87,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,250	4,660	4,960	4,960
Total	496,220	483,460	494,920	494,260

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Human Services	477,530	450,680	485,030	484,370
Grants	16,560	31,110	8,890	8,890
Donations	2,130	1,670	1,000	1,000
<i>Subtotal: Special Revenue Funds</i>	<i>18,690</i>	<i>32,780</i>	<i>9,890</i>	<i>9,890</i>
Total	496,220	483,460	494,920	494,260

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	2.77	3.00	3.00
Regular Part Time Employees	3.23	3.24	3.23	3.23
Temporary/Seasonal Employees	-	-	-	-
Total	6.23	6.01	6.23	6.23

Budget Commentary

The overall FY 16 expenditures are expected to come in under budget by \$12,760 or 2.6%. This is primarily due to a partial year disability. The FY 16 General Fund expenditures are expected to be under budget by \$26,850 or 5.6% due to a partial year disability, an extension of the Social Services Block Grant (SSBG) and unanticipated North Central Area Agency on Aging (NCAAA) grant funding. The overall FY 17 budget reflects a decrease of \$1,300 or 0.3% as compared to the FY 16 budget due to the reduction in grant funding. The FY 17 General Fund budget reflects an increase of \$7,500 or 1.6% primarily due to Personal Services.

SOCIAL SERVICES

Products & Services

Casework Services \$184,160

- Provide casework services and advocacy to seniors, adults with disabilities, families and individuals who reside in Windsor
- Provide information and referral services about local, state and federal social services programs to Windsor residents who may call or come in for service information
- Provide counseling, education and eligibility enrollment choices related to Medicare, Medicare supplements, Medicare Advantage plans, prescription drug plans and Medicare Savings plans
- Triage on interagency referrals from police, fire, EMS, mobile crisis and the health department.

Support Services \$72,360

- Organize and facilitate the monthly *SHARE Support Group* for adult residents in the three Windsor Housing complexes
- Plan and lead programs for the monthly *Diabetic Support Group*
- Collaborate with the Early Childhood Council and Board of Education to provide information, referrals, and services to families
- Collaborate with other agencies and civic organizations to provide outreach and basic needs programs
- Facilitate the Windsor Citizens Assisting Residents Everywhere by Sharing (CARES) group made up of volunteers who take on a wide variety of community projects for people of all ages
- Host monthly educational programs on topics relevant to adults, seniors, families and low-income residents with a focus on nutrition, mental health, financial issues and other life skills
- Advocate on the local, state and federal level for people in need of social services programs
- Recruit, coordinate, train and supervise a large number of volunteers that support social services programs
- Collaborate with the Project Santa Committee and determine eligibility for the Holiday Toy Drive
- Coordinate and distribute Loomis Chaffee gift boxes for the holidays
- Chair the planning and implementation of the annual Childhood Conversations Conference
- Actively participate in the town's emergency management training
- Coordinate the "Hello Neighbor" program, a telephone reassurance and support program that provides weekly phone calls to isolated seniors in the community.

Basic Human Needs Programs \$152,740

- Manage the Windsor Food Bank, Mobile Foodshare, Groceries to Go and Groceries to Go Home Delivery programs providing supplemental nutritious food to individuals and households in need
- Manage the annual turkey distribution program
- Screen clients and determine eligibility for the Weekend Wheels supplemental food program
- Organize and plan semi-monthly SNAP (food stamp) enrollment meetings in collaboration with Foodshare
- Determine eligibility and process applications for Windsor Fuel Bank and Operation Fuel. Assist clients with enrollment in energy assistance programs. Assist with negotiating payment arrangements to avoid shutoff of water and utilities
- Collaborate with the Windsor Food and Fuel Bank (Windsor Community Service Council) consisting of volunteers and staff liaisons who conduct food drives and raise monies to support a multitude of Windsor Social Service programs including: Food Bank, Fuel Bank and emergency assistance
- Chair the monthly Windsor Hunger Action Team meetings.

Milo Peck Child Development \$85,000

- Provide for repairs and improvements to the Milo Peck building which leases to the Child Discovery Center
- Provide space for the Windsor Head Start program.

HUMAN SERVICES

FY 2016 Highlights

Social Services

Staff & Volunteer Development- Social Services developed and implemented a training packet for volunteers. The material covers a wide variety of topics including food safety & handling for pantries, preventing back injuries, personal safety, physical safety, client sensitivity and volunteer schedules. Forty- six volunteers have completed the training curriculum so far. Sixty-four volunteers help to keep the food bank running smoothly. Volunteers have contributed more than 10,200 hours to our programs. This equates to approximately \$109,650 in personal cost savings to the general fund.

Social Services invited subject matter experts to team meetings to provide training for the purpose of increasing our social work "toolkit". Topics included the mobile crisis team: what they do & when to call them, homelessness & 2-1-1 resources, domestic violence, mindfulness training, and hoarding.

New Programs- Social Services implemented a new program, "Hello Neighbor", a telephone reassurance and support program that provides weekly phone calls to isolated seniors in the community. Volunteers are matched with a senior then the volunteer makes weekly calls to provide social engagement. Currently nine seniors are enrolled. One of the findings is that the program is mutually beneficial to the volunteer and the call recipient.

Social Services collaborated with the Windsor Housing Authority to present a Fun Fall Cleanup program at the three housing locations to make cleanup fun and keep residents' homes clean and healthy. These events helped residents prepare for their annual housing inspection.

Social Services offered a number of programs on health related topics including the Medicare Savings program, What to Expect in the ER, OOPS I Lost My Keys, Communicating Your Wishes about End of Life Care and Advance Directives and Managing Grief During the Holidays.

Senior Services

The Windsor Senior Center offered many trips, programs, events and classes to attract a variety of seniors. Trips included deep sea fishing, beach trips, the Bushnell, Goodspeed Opera House and UCONN women's basketball games. New this year were meditation classes, a multi-cultural dance group, freestyle dancing and Crafty Fingers. Special events this year include a 55+ Talent Show, and New Year's Eve, St Patrick's Day and Veteran's Day celebrations. Several new outdoor events such as courtyard luncheons at L.P. Wilson Community Center, an outdoor movie and hikes at Northwest Park were added.

Four new pickle ball courts were painted on the outdoor courts of L.P. Wilson. This sport is offered year round and is a benefit to many seniors in remaining active and fit. Also added were two new pieces of equipment to the fitness center and new chairs in the Senior Center Café.

The Senior Center collaborates with town departments and area businesses to support many of the center's offerings. For example the Windsor Public Library offers programs once a week including Book a Librarian, Bring your Gadgets to the Geeks, the Senior Book Club and a variety of computer classes such as Skype and Facebook. Relationships with Windsor elementary schools, the Windsor Family Resource Centers and Youth Services have been developed to foster a connection between our senior population and the preschool and school-aged children. This year, more than 160 Windsor Senior Center volunteers worked more than 4,360 hours to help with various activities including leading clubs, working at the receptionist desk, and driving seniors to their medical appointments. These volunteers saved the town approximately \$46,900 in staffing costs.

HUMAN SERVICES

FY 2016 Highlights (continued)

Transportation

In the first six months of FY 16, Senior Transportation provided 13,507 trips for elderly and disabled Windsor residents and Caring Connection clients. The transportation staff provided 4,569 rides for Caring Connection clients throughout this period, which is 634 more than were provided during the first six months of FY 15. Volunteers have provided 263 rides for seniors to out-of-town medical appointments.

During the first six months of FY 16, Windsor Senior Transportation provided 79 more trips for Social Services food bank programs than it provided during the first six months of FY 15 and 110 more than it provided during the first six months of FY 14.

Windsor Senior Transportation provided a total of 688 rides to special locations and events in the first six months of FY 16, including UConn Women's Basketball trips and trips to the Connecticut shoreline. Most of these are evening and weekend trips funded by the NCAAA (North Central Area Agency on Aging), Evening & Weekend Grant program.

HUMAN SERVICES

<i>Key Statistics</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target
Number of times the food bank was utilized annually (duplicated number of households)	3,625	3,670	3,493	3,276	3,400
Participants in support groups and special events (duplicated number of actual participants per group)	575	674	378	560	600
Telephone and walk-in contacts related to case management	4,794	6,023	8,556	8,600	8,600
Inquiries and requests for energy assistance from Social Services staff	1,828	1,941	1,772	2,042	1,900
New senior center memberships per year	182	94	361	350	350
Number of meals served to senior and disabled persons through the Elderly Nutrition program	13,627	13,071	9,941	10,500	11,000
Number of rides the Transportation Unit provides annually	27,136	25,962	23,953	27,014	28,000
Number of pieces of medical equipment borrowed from the lending closet	187	156	170	170	180

<i>Performance Measures</i>	FY 2015 Actual	FY 2016 Target	FY 2016 Estimate	FY 2017 Target
Total number of participants in all Social Services support and educational groups	378	600	560	600
Achieve a "good" or "very good" rating of at least 80% of those clients participating in supplemental nutritious food programs	95%	98%	98%	98%
Achieve a "good" or "very good" rating by 85% of those who responded to the annual senior citizen survey	100%	93%	98%	98%
Total number of clubs led by senior center volunteers	26	26	28	28
Achieve a 90% average satisfaction rating for overall service by those who responded to the annual senior transportation survey	99%	94%	95%	95%
Achieve a 90% average satisfaction rating regarding on time service on the senior transportation annual survey	94%	95%	95%	96%

A fun fact about the value of our services...

The Windsor Senior Services congregate meal program provided by CRT (Community Renewal Team) continues to grow. In Fiscal Year 2009, the number of meals served was 6,677 and for Fiscal Year 2015, 9,941 meals were served. This is an increase of 49% over the six year period. The hot lunch program not only promotes healthy nutrition and the ability to form positive relationships, but also provides an opportunity for socialization, giving those who attend a sense of community, increased brain health and cognitive ability, a greater sense of purpose and structure thus reducing stress.

HUMAN SERVICES

FY 2017 Goals

1. Senior and Social Services will collaborate with town departments, the Chamber of Commerce, state agencies and aging network professionals to increase consumer awareness and promote smart consumer choices for Windsor residents.
2. Human Services will increase the awareness and utilization of programs through the use of social media.
3. Senior Services will research several surrounding Senior Center operations and will complete detailed benchmarking to identify where potential operational and service delivery improvements could be made.
4. Senior Transportation Unit will offer trips to Windsor events to encourage community engagement amongst the senior population.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2016			FY 2017		
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures
2300	Windsor Senior Center	11,811	56,380	56,380	11,811	59,480	11,811
2328	Dial-a-Ride Matching Grant FY 16	-	38,000	38,000	-	N/A	N/A
NEW	Dial-a-Ride Matching Grant FY 17	-	N/A	N/A	N/A	38,000	-
2327	NCAAAA* Grant 10/01/14 - 9/30/15	-	2,500	2,500	-	N/A	N/A
2329	NCAAAA* Grant 10/01/15 - 9/30/16	-	3,750	3,750	-	1,250	-
NEW	NCAAAA* Grant 10/01/16 - 9/30/17	-	N/A	N/A	N/A	3,750	-
2326	Elderly Transportation Grant	-	9,500	9,500	-	9,500	56,489
3816	Human Services Assistance Fund	66,489	-	5,000	61,489	-	-
3822	Mental Health Committee	400	-	400	-	-	-
3840	Operation Fuel Partnering	11,556	500	2,800	9,256	2,800	6,956
3868	Parents Of Children With Disabilities	730	-	730	-	-	-
3800	NCAAAA* SS Grant 10/01/14 - 9/30/15	-	2,600	2,600	-	-	-
3801	NCAAAA* SS Grant 10/01/15 - 9/30/16	-	3,280	3,280	-	1,090	-
3882	SSBG** 10/1/14 - 3/31/16	-	16,300	16,300	-	-	-
3867	Windsor Community Service Council	690	1,670	1,670	690	1,000	690
		91,676	134,480	142,910	83,246	121,870	75,946

*North Central Area Agency on Aging

**Social Service Block Grant

#2300 - Windsor Senior Center - Revenues from programs at the Senior Center are placed into this account and are used to pay for a part-time aerobics instructor, contractual staff and program supplies for the Senior Center.

#2328/NEW - Dial-a-Ride Matching Grant - Funds received from this grant will be used to increase hours of Dial-a-Ride transportation services along with costs associated with the operation of vehicles.

#2327/2329/NEW - NCAAAA Grant - Transportation - Funds are from an evening and weekend transportation matching grant.

#2326 - Elderly Transportation Grant - Funds are from the Greater Hartford Transit District. These funds are used for Dial-a-Ride transportation services and were previously reflected in the general fund revenues.

#3816 - Human Services Assistance Fund - Funds from this account are approved for usage by the Human Services Committee for individuals who are incapacitated due to illness, disability or crisis situations.

#3822 - Mental Health Committee - This committee was established in 2004 with the purpose of helping to educate and inform citizens of mental health issues. Funds in this account are used for representatives who are hired to speak at engagements to inform the community of mental health issues.

#3840 - Operation Fuel Partnering - Funds are from the Operation Fuel Grant. These funds are used to support the Social Services Division.

#3868 - Parents Of Children With Disabilities - Funds are from Board of Education Family Resource Center. These funds are used to fund a support group, a collaborative effort with the Board of Education Family Resource Center.

#3800/3801 - NCAAAA Grant - Social Services - Funds from this account support part-time staff hours and supplies for the Groceries to Go program.

#3882 - Social Services Block Grant - Funds are used to pay for operational expenses (office supplies, etc.) in the Social Services division.

#3867 - Windsor Community Service Council - Funds are used to offset the cost of fuel for the cargo van that is used to pick up food.

HEALTH SERVICES

Health and Emergency Management is responsible for protecting and promoting the health of the people, protecting and improving the environment, providing support during natural and man-made emergencies and leading town efforts in emergency planning.

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	423,228	431,710	411,930	426,510	425,630
Supplies	30,022	32,110	32,680	33,730	33,730
Services	94,733	82,800	88,290	83,010	83,010
Maintenance & Repair	1,710	2,220	2,220	2,220	2,220
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	7,682	7,500	7,500	7,490	7,490
Total	557,375	556,340	542,620	552,960	552,080

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	461,119	477,170	457,390	472,290	471,410
Grants	77,226	54,440	60,500	55,770	55,770
Private Contributions	-	-	-	-	-
User Fees	19,030	24,730	24,730	24,900	24,900
<i>Subtotal: Special Revenue Funds</i>	<i>96,256</i>	<i>79,170</i>	<i>85,230</i>	<i>80,670</i>	<i>80,670</i>
Total	557,375	556,340	542,620	552,960	552,080

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	4.00	3.95	4.00	4.00
Regular Part Time Employees	1.06	1.10	0.88	1.10	1.10
Temporary/Seasonal Employees	-	-	-	0.26	0.26
Total	5.06	5.10	4.83	5.36	5.36

Budget Commentary

The overall FY 16 expenditures are expected to come in under budget by \$13,720 or 2.5%. This is primarily due to a partial year vacancy and reduced personnel costs in filling the position. The FY 16 General Fund expenditures are expected to be under budget by \$19,780 or 4.1% due to the same reasons. The overall FY 17 budget reflects a decrease of \$3,380 or 0.6% as compared with the FY 16 budget due primarily to savings in Personal Services. The FY 17 General Fund budget reflects a decrease of \$4,880 or 1.0% due to salary savings following a new hire. The increased Temporary/Seasonal FTE's are for an added seasonal position to assist with property maintenance ordinance duties.

Council Action

During budget deliberations the Town Council decreased funding to Health Services by \$880 due to the allocation of lower health insurance costs.

HEALTH SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	416,328	431,710	411,930	426,510	425,630
Supplies	5,108	4,750	4,750	4,950	4,950
Services	32,159	32,160	32,160	32,290	32,290
Maintenance & Repair	1,270	1,850	1,850	1,850	1,850
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	6,254	6,700	6,700	6,690	6,690
Total	461,119	477,170	457,390	472,290	471,410

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	6,900	-	-	-	-
Supplies	24,914	27,360	27,930	28,780	28,780
Services	62,574	50,640	56,130	50,720	50,720
Maintenance & Repair	440	370	370	370	370
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	1,428	800	800	800	800
Total	96,256	79,170	85,230	80,670	80,670

Total Expenditures (agrees with page I-1):

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	423,228	431,710	411,930	426,510	425,630
Supplies	30,022	32,110	32,680	33,730	33,730
Services	94,733	82,800	88,290	83,010	83,010
Maintenance & Repair	1,710	2,220	2,220	2,220	2,220
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	7,682	7,500	7,500	7,490	7,490
Total	557,375	556,340	542,620	552,960	552,080

**HEALTH SERVICES
Budget Information
Fiscal Year 2013-2017**

Expenditures

Expenditures by Category *	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	441,817	415,513	423,228	431,710	411,930	426,510	425,630
Supplies	36,382	37,524	30,022	32,110	32,680	33,730	33,730
Services	92,728	75,113	94,733	82,800	88,290	83,010	83,010
Maintenance & Repair	908	571	1,710	2,220	2,220	2,220	2,220
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	5,780	5,812	7,682	7,500	7,500	7,490	7,490
Total	577,615	534,533	557,375	556,340	542,620	552,960	552,080

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	478,212	444,901	461,119	477,170	457,390	472,290	471,410
Grants	81,189	74,844	77,226	54,440	60,500	55,770	55,770
Private Contributions	-	-	-	-	-	-	-
User Fees	18,214	14,788	19,030	24,730	24,730	24,900	24,900
Subtotal: Special Revenue Funds	99,403	89,632	96,256	79,170	85,230	80,670	80,670
Total	577,615	534,533	557,375	556,340	542,620	552,960	552,080

INSPECTION AND REGULATION

The Inspection and Regulation division protects the public's health by using scientific investigative techniques to identify and abate environmental causes of disease and by working with residents and businesses to find environmentally acceptable alternatives to development and community issues.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	225,050	207,890	223,950	223,490
Supplies	8,540	7,910	8,060	8,060
Services	32,910	32,910	32,920	32,920
Maintenance & Repair	1,200	1,200	1,200	1,200
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,950	4,950	4,850	4,850
Total	272,650	254,860	270,980	270,520

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	261,560	244,400	260,520	260,060
Grants	4,590	3,960	3,960	3,960
Private Contributions	-	-	-	-
User Fees	6,500	6,500	6,500	6,500
<i>Subtotal: Special Revenue Funds</i>	<i>11,090</i>	<i>10,460</i>	<i>10,460</i>	<i>10,460</i>
Total	272,650	254,860	270,980	270,520

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.10	2.07	2.15	2.15
Regular Part Time Employees	0.90	0.67	0.90	0.90
Temporary/Seasonal Employees	-	-	0.26	0.26
Total	3.00	2.74	3.31	3.31

Budget Commentary

The overall FY 16 expenditures are expected to come in under budget by \$17,790 or 6.5% due primarily to the hiring of a new sanitarian at a lower salary. The FY 16 General Fund expenditures are expected to be under budget by \$17,160 or 6.6% due to the same reason. The overall FY 17 budget reflects a decrease of \$1,670 or 0.6% due primarily to lower than anticipated grant monies and a decrease in Personal Services costs. The FY 17 General Fund budget reflects a decrease of \$1,040 or 0.4% due to Personal Services. The increased Temporary/Seasonal FTE's is for an added seasonal position to assist with property maintenance ordinance duties.

INSPECTION AND REGULATION

Products & Services

Food Safety \$72,890

- Issue permits and inspect 144 permanent food service establishments
- Issue permits to approximately 137 temporary food operations conducted at community events
- Conduct a plan review for all new and renovated food service establishments
- Investigate all complaints of improper food sanitation and all reports of alleged food-borne disease
- Monitor all food recalls
- Conduct educational sessions and updates for food service managers, employees, and civic groups.

Drinking Water Protection \$6,100

- Perform sanitary surveys and issue permits for private drinking water well construction or repair
- Review well water analyses required after well construction or upon the sale of dwellings with private water supplies
- Respond to water quality questions and complaints.

Waste Water Disposal \$23,340

- Investigate soil conditions, review plans, issue construction permits, inspect construction and issue discharge permits for new, repaired or reconstructed private, on-site sewage disposal systems
- Investigate complaints of improper sewage discharge or overflow and coordinate with the MDC as needed
- Review and approve building additions and new pool locations, etc. for properties served by septic systems
- Continue to monitor CT Department of Transportation compliance with glycol discharge from Bradley International Airport to Rainbow and Seymour Hollow Brooks.

Public Health Nuisances \$87,380

- Receive and investigate more than 323 complaints and issue over 250 abatement orders as necessary including, but not limited to, property maintenance, housing, refuse and litter, hazardous materials, air pollution, odors and noise
- Maintain a vacant property nuisance abatement program.

Institutional Health and Safety \$5,450

- Inspect for compliance with state regulations and licensing requirements and investigate any complaints of unsanitary conditions at 13 public and private schools, 10 day care centers, 1 migrant labor camp, 17 public/semi-public swimming pools and spas, 9 youth resident and day camps, 4 group homes, parks and public playgrounds, 1 school infirmary, 8 hotels and motels, and salons.

Emergency & Hazardous Situations \$31,900

- Coordinate with Fire and the CT Department of Energy & Environmental Protection (DEEP) in the investigation and mitigation of hazardous material incidents
- Respond to potential bio-terror incidents (63 since 2002) as a member of the town's Biohazard Assessment Response Team
- Exercise oversight of cleanup of industrial wastes at ABB Combustion Engineering and Hamilton Sundstrand and coordinate with CT DEEP, U.S. Environmental Protection Agency (EPA), U.S. Department of Energy (DOE) and U.S. (Nuclear Regulatory Commission (NRC)
- Assist the Windsor Volunteer Fire Department (WVFD) and the Fire Marshal at fire scenes, when requested
- Provide administrative, planning and staffing support for emergency management operations, including the town's Emergency Operations Center, shelter management, decontamination, public health emergency response planning for bioterrorism (BT), and other all-hazard response and mitigation activities.

Mosquito Control \$35,520

- Organize, monitor, direct and assess treatment of town-owned property by a licensed mosquito contractor to prevent mosquito breeding
- Treat approximately 4,600 town storm water drainage catch basins two to three times from June through September to prevent mosquito breeding
- Distribute over 80 mosquito "dunk packets" to Windsor residents free of charge and educate residents so that they can treat standing water on their property
- Advise residents on tick identification and infection regarding Lyme Disease.

Environmental Assessment \$7,940

- Review proposed site developments for compliance with public health, safety and environmental statutes and regulations
- Assist realtors, consultants, property owners and others with environmental and health-related questions.

DISEASE PREVENTION AND CONTROL

The Disease Prevention and Control division preserves and promotes public health by identifying, investigating and tracking diseases within the community and provides services and information that enable residents to prevent and avoid diseases and injuries.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	153,110	150,740	148,040	147,730
Supplies	9,440	11,440	11,540	11,540
Services	940	940	1,060	1,060
Maintenance & Repair	150	150	150	150
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,750	1,750	1,840	1,840
Total	165,390	165,020	162,630	162,320

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	156,530	154,160	151,720	151,410
Grants	5,010	7,010	7,010	7,010
Private Contributions	-	-	-	-
User Fees	3,850	3,850	3,900	3,900
<i>Subtotal: Special Revenue Funds</i>	<i>8,860</i>	<i>10,860</i>	<i>10,910</i>	<i>10,910</i>
Total	165,390	165,020	162,630	162,320

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.40	1.38	1.35	1.35
Regular Part Time Employees	0.07	0.08	0.07	0.07
Temporary/Seasonal Employees	-	-	-	-
Total	1.47	1.46	1.42	1.42

Budget Commentary

The overall FY 16 expenditures are expected to come in under budget by \$370 or 0.2%. The FY 16 General Fund expenditures are expected to come in under budget by \$2,370 or 1.5% due to a partial year vacancy. The overall FY 17 budget reflects a decrease of \$2,760 or 1.7% as compared to the FY 16 budget due to Personal Services savings offset by an increase in supplies for the Public Health Block Grant. The FY 17 General Fund budget reflects a decrease of \$4,810 or 3.1% due to Personal Services.

DISEASE PREVENTION AND CONTROL

Products & Services

- Community Assessment* \$40,120
- Gather and monitor local health data in order to evaluate and plan for community health needs
 - Participate in the Early Childhood Council focusing on the health and wellness of children birth to age nine and their families based on the findings of the Thriving Children Thriving Community (TC2) Committee
 - Continue working with the School-Family-Community Partnership Task Force with the goal of improving student success for all our children
 - Collaborate with local graduate school nursing, community health and public health programs to offer internship opportunities to students especially when there is an interest in community assessment.

- Epidemiological Investigations* \$72,610
- Review, record and follow-up as necessary all cases of state-mandated Reportable Diseases and Laboratory Reportable Significant Findings occurring in Windsor residents (e.g., AIDS, chickenpox, diphtheria, hepatitis, influenza deaths, lead poisoning in children and adults, Lyme disease, measles, meningococcal disease, rabies, SARS, MERS-CoV, Ebola, sexually transmitted diseases, tuberculosis, food-borne diseases, etc.) and the 14 diseases that are possible indicators of bioterrorist activity (e.g., anthrax, botulism, plague, Ricin poisoning, smallpox, Tularemia, etc.)
 - Monitor outbreaks and provide guidance for infectious diseases reported by local nursing homes, schools and day care facilities
 - Collect lab specimens, review lab reports and investigate all potential rabies contacts involving animal or human exposure and advise those involved about the risk, prevention and treatment of rabies.

- Community Programs* \$49,590
- Provide information and training related to Weapons of Mass Destruction and bioterrorism (BT), including pandemic flu, smallpox, anthrax, SARS and other potential BT agents
 - Focus on increasing public access to Automated External Defibrillators (AEDs) in the community through the Heart Start program.
 - Promote cardiovascular health and education by conducting CPR/AED and First Aid classes
 - Update AED plans for town facilities as needed to reflect American Heart Association (AHA) and American Red Cross (ARC) changes
 - Continue cholesterol reduction programs and stroke awareness supported in part by the State Department of Public Health Preventive Health Block Grant
 - As members of the Hunger Action Team, collaborate with town departments, the board of education and regional partners/agencies to address the nutritional needs of Windsor's families
 - Present or sponsor four programs on health and wellness topics which may include nutrition, heart health, Lyme disease, West Nile infection, rabies prevention, unintentional injuries and violence, mental health and stress management
 - Partner with Voices Against Lyme Disease CT to educate the public about Lyme disease
 - Promote head injury prevention and safety through a bicycle, multi-sport and ski helmet program that makes helmets available in the department for people of all ages, toddler to adult
 - Offer public education on the Vial of Life along with distribution of the product
 - Maintain links and information concerning consumer safety and alerts on the department's website
 - Sponsor visits by the Mobile Mammography Van to provide screening mammograms to women with and without insurance coverage
 - Provide OSHA-required blood-borne pathogen and airborne pathogen training and testing for town employees and assist in monitoring town compliance as required in these areas
 - Participate with other town departments on the Wellness Committee and WinWellness programs
 - Collaborate with Windsor High School to mentor students interested in careers in public health or health care
 - Collaborate with community partners with planning and implementation of the Project Santa Toy Drive and toy give-away program.

CLINIC SERVICES

Clinic Services ensures that primary health care services are available and accessible to all Windsor residents regardless of age, sex, race or economic status.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	53,550	53,300	54,520	54,410
Supplies	11,210	11,210	11,210	11,210
Services	3,170	3,170	3,290	3,290
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	67,930	67,680	69,020	68,910

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	53,550	53,300	54,520	54,410
Grants	-	-	-	-
Private Contributions	-	-	-	-
User Fees	14,380	14,380	14,500	14,500
<i>Subtotal: Special Revenue Funds</i>	<i>14,380</i>	<i>14,380</i>	<i>14,500</i>	<i>14,500</i>
Total	67,930	67,680	69,020	68,910

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	0.50	0.50	0.50	0.50
Regular Part Time Employees	0.13	0.13	0.13	0.13
Temporary/Seasonal Employees	-	-	-	-
	0.63	0.63	0.63	0.63

Budget Commentary

The overall FY 16 expenditures are expected to come in under budget by \$250 or 0.4%. The FY 16 General Fund expenditures are expected to be under budget by \$250 or 0.5%. The overall FY 17 budget reflects an increase of \$1,090 or 1.6% as compared with the FY 16 budget and is due primarily to Personal Services. The FY 17 General Fund budget reflects an increase of \$970 or 1.8% due to the same reason.

CLINIC SERVICES

Products & Services

Health Screenings

\$13,430

- In cooperation with Human Services, conduct a Senior Health Fair, which is designed to bring medical screening and a variety of health related information to more than 500 Windsor residents and caregivers
- Collaborate with Social Services and the Windsor Food and Fuel Bank staff to conduct cholesterol, blood sugar and blood pressure screening for food bank participants and other citizens who utilize services at the L. P. Wilson community center.

Immunization Clinics

\$40,350

- Administer approximately 475 doses of seasonal flu vaccine to Windsor citizens 18 years of age and older, town emergency responders and town staff
- Monitor flu vaccine supplies and assist in the distribution of these supplies to local and regional medical providers
- Expand the influenza vaccination program by offering a variety of vaccines including the new formulations of quadrivalent vaccine for the general population and High-Dose vaccine for seniors age 65 and over
- Participate as a member of the State of Connecticut Flu and Pneumonia Coalition, now the Connecticut Immunization Coalition, to plan for state-wide flu and pneumonia immunizations
- Partner with the Windsor animal control officer to support annual rabies clinics in Windsor that administer approximately 100 rabies vaccinations to dogs and cats.

Health Services

\$15,130

- Provide public health information to residents seeking access to health services by responding to their questions and referring them to health care providers and other health services
- Provide approximately 150 clinic health service visits through the Visiting Nurses and Health Services of CT at the Windsor Senior Center
- Confer with state and local health care professionals and health agencies on issues related to the provision of health services, the interpretation of public health code requirements and community public health issues
- Partner with the Windsor Public Schools and Community Health Centers (CHC) Mobile Dental Services, which provides dental services to students on site, to educate and inform the public about these services
- Collaborate with the Windsor Public Schools and the State Department of Health to explore implementation of the Tools for Schools Indoor Air Quality program.

EMERGENCY MANAGEMENT

The Emergency Management division develops, maintains and implements an up-to-date emergency operations plan for the entire town, supports the activities of the town's emergency responders as they respond to natural and man-made emergencies and is the lead department for local bioterrorism planning.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	2,920	2,120	2,920	2,920
Services	45,780	51,270	45,740	45,740
Maintenance & Repair	870	870	870	870
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	800	800	800	800
	-	-	-	-
Total	50,370	55,060	50,330	50,330

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Health Services	5,530	5,530	5,530	5,530
Grants	44,840	49,530	44,800	44,800
User Fees	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>44,840</i>	<i>49,530</i>	<i>44,800</i>	<i>44,800</i>
Total	50,370	55,060	50,330	50,330

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2016	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The overall FY 16 expenditures are expected to come in at \$4,690 or 9.3% over budget due to the utilization of existing grant funding. The FY 16 General Fund is expected to come in on budget and is not anticipated to increase for FY 17. The overall FY 17 budget reflects a slight decrease of \$40 or 0.1%.

EMERGENCY MANAGEMENT

Products & Services

Emergency Response

\$10,340

- Update the town's Emergency Operations Plan (all hazards plan) annually, distribute it to and review this plan with all town departments
- Conduct at least one exercise of the town's Emergency Operations Plan annually and submit after action reports to the State Department of Emergency Management and Homeland Security (DEMHS)
- Operate and staff the town's Emergency Operations Center during national, state, regional or town-wide emergencies
- Act as the primary local contact point with the DEMHS
- Participate in the state DEMHS high-band radio network
- Work with other town staff to ensure that the town's Emergency Operations Plan is National Incident Management System (NIMS) compliant
- Coordinate damage assessment and file state and federal records related to reimbursement for declared emergencies
- Develop a list of facilities and resources that can be used during emergency response activities
- Recruit and train volunteers to staff shelters, staff the Emergency Operations Center and to perform other emergency response activities
- Communicate emergency and non-emergency event information to residents, businesses, town staff and others via Everbridge, mobile phones, landlines, smart phones or text messages
- Debrief all incidents impacting the town so that emergency response and recovery plans can be updated.

Local Homeland Security

\$39,990

- Coordinate the Local Public Health Preparedness Planning & Coordination (LHPPC) efforts (bioterrorism planning) for Mass Dispensing Area (MDA) #31 (Windsor and South Windsor)
- Act as the recipient for local bioterrorism funding made available by the federal and state governments
- Participate in public health resources typing and inventory of personnel resource information
- Update the 3-year Training and Exercise Plan for the Region
- Assign at least one Local Health Department (LHD)/MDA representative to participate in at least 3 regional drills and exercises
- Participate in training & utilization of Connecticut's Health Alert Network (HAN) and maintain a local HAN system
- Conduct the annual CDC Operational Readiness Review (ORR) of all emergency plans for MDA #31 and develop an improvement plan based on the ORR results
- Conduct and participate in drills and exercises designed to test local, regional, state and national public health preparedness plans
- Prepare an application for Project Public Health Ready (PPHR) and meet the various required deliverables
- Serve as MDA #31 lead to provide Windsor & South Windsor residents with needed vaccine dispensing and distribution during public health emergencies
- Coordinate and schedule distance learning opportunities for public health, emergency management and police.

HEALTH SERVICES

FY 2016 Highlights

Two new food service establishments were issued food permits this year. CREC Academy of Aerospace and Engineering located at 1101 Kennedy Road opened its doors in September and began serving students. The restaurant located at 700 Poquonock Ave extensively renovated their facility under new ownership and re-opened in December under the name Windsor Asian Bistro. Also, a new Child Daycare facility within the Faith and Glory Church on Bloomfield Avenue is now open.

In FY 16, more than 100 temporary food permits will be issued by the department. Large events and fairs such as the annual Shad Derby can have more than 30 individual food vendors. These events are closely monitored and reviewed by the town sanitarians for food safety and compliance with sanitary guidelines.

The department has continued to supervise and monitor lead abatement projects and lead management plans throughout the town. Additionally, in May 2015, the department sponsored a Lead Safety Course which focused on teaching safe renovation, repair and painting procedures for town employees and personnel.

With the emergence of the very deadly and contagious Ebola Hemorrhagic Fever in October of 2014 the health department continued through 2015 to participate in information sessions and conference calls with the State Health Department and the Centers for Disease Control. Procedures and best practices, were implemented and continue to be modified to deal with those who may have been exposed to or have been infected with Ebola. This planning involved our preparedness coordinator, Emergency Services, health care providers, hospitals and several town departments who collaborated to coordinate care and services. This infection will continue to be of concern until the outbreaks are completely controlled and eliminated in Western Africa.

The annual health fair/flu clinic on October 1, 2015 and clinics for first responders and employees provided immunizations to 475 persons, compared to 445 administered in FY 15. The Senior Health Fair was well attended with 35 vendors offering a variety of services and information. At the 2015 Connecticut Immunization Coalition state wide Annual Influenza Update Conference in September, Sharon Enot presented "Partnering to Increase Influenza Vaccinations" and focused on new initiatives to encourage more people to get vaccinated each year.

Through a Preventive Health Block Grant received from the State Department of Public Health, the department continued its program in cholesterol education and screening that began in FY 09. The "Keeping You and Your Heart Healthy" classes were offered in the spring of 2016 with a registered dietitian presenting the program. More than 120 persons overall were screened this year including 31 people at the Senior Health Fair. New requirements for the grant include an on-line assessment, created by the American Heart Association and the American College of Cardiology, for all who participate in the cholesterol testing. Participants received a print out of their assessment, educational materials, counseling and were referred to their health care providers as needed.

The Project Santa Toy Drive committee, comprised of members of the Windsor Chamber of Commerce, First Town Downtown, volunteers, Windsor Social Services, Health Services, and Safety Services, was very successful due to the well-organized committee, and the generosity by local businesses, churches, families and individuals who provided toys and gifts for 147 families and 346 children. Each child who received a bike or a scooter was given a certificate for a helmet from the health department at no cost to the families.

The Emergency Management division continued their efforts of citizen emergency preparedness. This included the managing of the Everbridge notification system, continued training in the best practices of emergency management and working with the Fire Marshal's office in the use of social media for tips on being prepared for emergencies. We were fortunate this year not to have any local or regional emergencies needing the services of Emergency Management.

HEALTH SERVICES

<i>Key Statistics</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target
Number of total flu shots administered	445	475	445	475	500
Number of residential larvicide packets distributed	32	94	84	88	88
Number of public nuisance complaints received*	339	367	323	350	350
Number of people participating in cholesterol classes/being screened	29/86	31/66	17/103	30/135	30/140
Number of mandatory reportable diseases, emergency illnesses and health conditions reported and reviewed**	365	413	346	350	350
Number of animals tested for rabies/number tested positive	5/0	7/1	7/1	7/2	7/2
Number of children reported as having blood lead levels exceeding 5ug/dL ***	13	13	12	10	10
Number of clinic health visits provided by the VNA at senior health clinic	398	148	95	140	155

* Public nuisance complaints are those complaints received by the department from any source and include complaints involving housing, drinking water, sewage, water pollution, swimming pools, noise, litter, refuse, tall grass, odors and "property maintenance," to name a few.

** Consists of 80+ reportable diseases & significant laboratory findings required to be reported to the director of health.

*** Minimum blood lead level required to be reported to the director of health and requiring follow-up by health department staff.

<i>Performance Measures</i>	FY 2014 Actual	FY 2015 Actual	FY 2016 Target	FY 2016 Estimate	FY 2017 Target
Percentage of required food service inspections performed	98%	95%	95%	88%	95%
Percentage of children 9 months to 24 months of age who receive required blood lead testing*	Pending	Pending	65%	65%	65%

* The most recent data from the State of Connecticut Lead Program is from 2014 and is based on a calendar year.

A fun fact about the value of our services...

During the past year, the Town of Windsor has one of the highest food inspection frequencies within the state of Connecticut.

HEALTH SERVICES

FY 2017 Goals

1. Maintain the initial inspection frequency for all food service operations at the 95% level; conduct two educational sessions for food service managers and employees of these establishments; and conduct one food handling educational session for civic and volunteer group members who serve food at temporary events
2. Emergency Management will complete training sessions with the town and school district staff as well as work with civic and church groups to develop volunteer resources for response during town wide emergencies
3. Improve influenza vaccination rates in Windsor by increasing outreach to Windsor citizens and businesses including on-site flu vaccination clinics.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2016			FY 2017		
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures
3803	Toy Drive	285	-	-	285	-	285
3805	CPR Classes	352	800	800	352	800	352
3808	Clinic Services	30,887	14,380	14,380	30,887	14,500	30,887
3814	Bike & Ski Safety Equipment	-	3,050	3,050	0	3,100	0
3848	Public Health Emergency Readiness	2,230	-	2,230	-	-	-
3869	Public Health Block Grant FY 16	-	7,010	7,010	-	N/A	N/A
NEW	Public Health Block Grant FY 17	-	N/A	N/A	N/A	7,010	-
3853	Lead Poisoning Prevention & Control	-	3,960	3,960	-	3,960	-
3871	Bioterrorism Grant 7/01/15 - 6/30/16	-	39,990	39,990	-	N/A	N/A
NEW	Bioterrorism Grant 7/01/16 - 6/30/17	-	N/A	N/A	N/A	39,990	-
3876/3877	Regional Emergency Planning	5,030	-	2,500	2,530	-	2,530
3896	Emergency Mgmt Performance Grant	1,170	4,810	4,810	1,170	4,810	1,170
3897	Property Maintenance Remediation	20,409	24,000	6,500	37,909	6,500	37,909
		60,363	98,000	85,230	73,133	80,670	73,133

#3803 - Toy Drive - This account was set up for donations from the business community and public to support the Toy Drive. Funds are used to cover expenses related to the Toy Drive with emphasis on items needed to complete the wish list for the families who sign up for the program.

#3805 - CPR Classes - These classes are conducted by department personnel. This is an on-going account that runs from year-to-year and will continue as long as classes are offered. Fees are received from those taking classes. Funds are used to purchase books, videos, batteries and other materials used to teach CPR, AED use and First Aid and for Red Cross administrative fees.

#3808 - Clinic Services - This fund is for the Flu Clinics and TB testing for the Police Department (per OSHA requirements) that are conducted by the Health Department each year. This account is used to purchase influenza and pneumococcal vaccines and to pay for clinic supplies. Reimbursements are obtained from Medicare and various insurance companies for the shots that are administered each year. The balance in this fund is used to purchase flu and pneumonia vaccine, tuberculin material (for TB testing) and clinic supplies. Fees charged are in the Price Guide.

#3814 - Bike & Ski Safety Equipment - This fund is used for the purchase and sale of bike safety equipment. On occasion, this account can run a deficit when inventory is purchased prior to those helmets being sold.

#3848 - Public Health Emergency Readiness - Grant monies for local health departments focused on completing exercises and performance assessment tools to improve regional public health response to emergencies.

#3869/NEW - Public Health Block Grant - This is a grant from the State Department of Public Health to local health departments to perform preventive health activities in certain designated areas such as cancer, cardiovascular disease prevention, injury prevention and surveillance monitoring. This grant period ends on June 30.

#3853 - Lead Poisoning Prevention & Control - These prevention funds are made available to local health departments by the State Department of Public Health for lead poisoning prevention activities including testing children for elevated blood lead levels, environmental management services and provision for education and awareness services. Funding amounts are based on the age of housing within the town, the number of child lead cases last year, and the cost of lead inspections.

#3871/NEW - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via the State Health Department. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year.

SPECIAL REVENUE FUNDS

Health Services

#3876/3877 - Regional Emergency Planning - This grant is from the U.S. Department of Health & Human Services and the Centers for Disease Control via the State Department of Public Health. The grant is part of the Cities Readiness Initiative designed to support public health emergency regional planning, training, exercise, and evaluation services.

#3896 - Emergency Management Performance Grant - This grant is from the Department of Emergency Services & Public Protection, Division of Emergency Management & Homeland Security. This grant supports local emergency planning with funding for training, exercises and operational services.

#3897 - Property Maintenance Remediation - This fund is used for the remediation of property maintenance violations per Chapter 8, Article VII sec. 8-130(2) of the Town of Windsor Code of Ordinances. The revenues for this project will come from General Fund transfers as well through reimbursement of monies when a lien is released via property transfer or property owner repayment.

LIBRARY SERVICES

Library Services provides the community with access to informational resources in a variety of mediums, including the Internet. Educational and cultural programs are also offered.

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,085,098	1,173,030	1,165,260	1,197,330	1,195,350
Supplies	194,800	189,050	189,050	199,500	199,500
Services	146,691	120,660	120,660	121,710	121,710
Maintenance & Repair	31,833	24,230	24,230	24,230	24,230
Grants & Contributions	-	-	-	-	-
Capital Outlay	6,911	21,500	26,500	14,000	14,000
Energy & Utility	103,065	127,370	121,110	127,370	127,370
Total	1,568,398	1,655,840	1,646,810	1,684,140	1,682,160

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	1,501,838	1,590,340	1,581,310	1,614,640	1,612,660
Grants	4,680	5,500	5,500	4,000	4,000
Donations	23,096	24,500	24,500	35,500	35,500
User Fees	38,784	35,500	35,500	30,000	30,000
<i>Subtotal: Special Revenue Funds</i>	<i>66,560</i>	<i>65,500</i>	<i>65,500</i>	<i>69,500</i>	<i>69,500</i>
Total	1,568,398	1,655,840	1,646,810	1,684,140	1,682,160

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.70	9.00	9.00	9.00	9.00
Regular Part Time Employees	10.01	9.61	9.61	9.61	9.61
Temporary/Seasonal Employees	-	-	-	-	-
Total	18.71	18.61	18.61	18.61	18.61

Budget Commentary

The overall FY 16 expenditures are expected to come in under budget by \$9,030 or 0.6% primarily due to salary savings from one new full time hire. The FY 16 General Fund expenditures are expected to come in under budget by \$9,030 or 0.6% due to the same reason. The overall FY 17 budget reflects an increase of \$28,300 or 1.7% mostly due to Personal Services, including an increased pay rate for part-time positions. The FY 17 General Fund budget reflects an increase of \$24,300 or 1.5% due to the same reason.

Council Action

During budget deliberations the Town Council decreased funding to Library Services by \$1,980 due to the allocation of lower health insurance costs.

LIBRARY SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,085,098	1,173,030	1,165,260	1,197,330	1,195,350
Supplies	169,752	160,640	160,640	160,640	160,640
Services	112,995	105,070	105,070	105,070	105,070
Maintenance & Repair	27,717	24,230	24,230	24,230	24,230
Grants & Contributions	-	-	-	-	-
Capital Outlay	3,211	-	5,000	-	-
Energy & Utility	103,065	127,370	121,110	127,370	127,370
Total	1,501,838	1,590,340	1,581,310	1,614,640	1,612,660

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	25,048	28,410	28,410	38,860	38,860
Services	33,696	15,590	15,590	16,640	16,640
Maintenance & Repair	4,116	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	3,700	21,500	21,500	14,000	14,000
Energy & Utility	-	-	-	-	-
Total	66,560	65,500	65,500	69,500	69,500

Total Expenditures (agrees with page J-1):

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,085,098	1,173,030	1,165,260	1,197,330	1,195,350
Supplies	194,800	189,050	189,050	199,500	199,500
Services	146,691	120,660	120,660	121,710	121,710
Maintenance & Repair	31,833	24,230	24,230	24,230	24,230
Grants & Contributions	-	-	-	-	-
Capital Outlay	6,911	21,500	26,500	14,000	14,000
Energy & Utility	103,065	127,370	121,110	127,370	127,370
Total	1,568,398	1,655,840	1,646,810	1,684,140	1,682,160

LIBRARY SERVICES

Budget Information

Fiscal Year 2013-2017

Expenditures

Expenditures by Category *	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,115,386	1,114,670	1,085,098	1,173,030	1,165,260	1,197,330	1,195,350
Supplies	228,155	203,160	194,800	189,050	189,050	199,500	199,500
Services	111,682	113,319	146,691	120,660	120,660	121,710	121,710
Maintenance & Repair	26,827	29,673	31,833	24,230	24,230	24,230	24,230
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	5,800	3,700	6,911	21,500	26,500	14,000	14,000
Energy & Utility	98,176	109,913	103,065	127,370	121,110	127,370	127,370
Total	1,586,026	1,574,435	1,568,398	1,655,840	1,646,810	1,684,140	1,682,160

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	1,517,752	1,523,563	1,501,838	1,590,340	1,581,310	1,614,640	1,612,660
Grants	6,884	6,713	4,680	5,500	5,500	4,000	4,000
Donations	25,532	26,040	23,096	24,500	24,500	35,500	35,500
User Fees	35,858	18,119	38,784	35,500	35,500	30,000	30,000
<i>Subtotal: Special Revenue Funds</i>	<i>68,274</i>	<i>50,872</i>	<i>66,560</i>	<i>65,500</i>	<i>65,500</i>	<i>69,500</i>	<i>69,500</i>
Total	1,586,026	1,574,435	1,568,398	1,655,840	1,646,810	1,684,140	1,682,160

ADULT AND TEEN LIBRARY SERVICES

The Adult and Teen Services division provides current popular items, timely research services and easy access to online resources that enhance the town's collection of library materials.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	744,070	736,970	755,080	753,760
Supplies	113,250	113,250	112,900	112,900
Services	10,200	10,200	11,250	11,250
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	867,520	860,420	879,230	877,910

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

Donations include fundraising and gifts given by various independent organizations. The amount of funding and how it is spent may vary based on the organization's decision-making process. We anticipate that donations will be used for some programs, publicity and materials for loan. Capital Outlay is privately funded and will be used to purchase electronic equipment for teen programs. User Fees include revenue from book sales, select library fees and replacement fees for lost books. Funds will be spent on replacing lost books, purchasing video and audio items and purchasing paper/cartridges for public printers.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	844,860	837,760	855,870	854,550
Grants	1,500	1,500	-	-
Donations	11,160	11,160	12,360	12,360
User Fees	10,000	10,000	11,000	11,000
<i>Subtotal: Special Revenue Funds</i>	<i>22,660</i>	<i>22,660</i>	<i>23,360</i>	<i>23,360</i>
Total	867,520	860,420	879,230	877,910

Personnel Requirements

Full Time Equivalent (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	6.00	6.00	6.00
Regular Part Time Employees	4.84	4.64	4.64	4.64
Temporary/Seasonal Employees	-	-	-	-
Total	10.84	10.64	10.64	10.64

Budget Commentary

The overall FY 16 expenditures are expected to come in under budget by \$7,100 or 0.8% due to salary savings in Personal Services following a new hire. The FY 17 General Fund budget reflects an increase of \$11,010 or 1.3% as compared to the FY 16 General Fund budget due to Personal Services.

ADULT AND TEEN LIBRARY SERVICES

Products & Services

- Books, Magazines and More* \$421,550
- Select, acquire and catalog over 10,000 novels, non-fiction titles, audiobooks, DVDs, compact discs and downloadable audio and electronic books
 - Subscribe to 160 magazines and daily newspapers in print and nearly 100 in digital formats
 - Assist users to access and place holds on materials from a collection of 3.5 million items through LCI, a 30 member library consortium
 - Lend and ensure prompt return and reshelving of library materials
 - Maintain a database of nearly 11,000 active Windsor cardholders
 - Offer renewal of borrowed materials by email, phone, in person or online
 - Offer a friendly reception to users who visit the library
 - Provide helpful, accurate and consistent lending services to patrons and staff by managing the flow of nearly 250,000 loans per year
 - Assist patrons with managing their on-line library card accounts and on-line payment of fines and fees with credit or debit cards
 - Process 3,500 telephone renewals, manage 21,000 hold pickups and route 50,000 materials to other libraries through the statewide book delivery system
 - Solicit input and concerns from patrons and seek appropriate solutions
 - Provide on-line access to a Connecticut State supported service, ResearchIT.CT, which funds access to databases containing over 6,500 full text periodicals
 - Provide access and assistance to computer, fax machine and photocopier users for a modest charge.

- Information, Research and Referral* \$368,620
- Maintain collection of 450 research materials for direct use by customers
 - Provide in-depth research and referral services for 57,000 reference requests in person, by phone, email, social media and through one-on-one instruction
 - Assist patrons with the 28 public computers in the adult and teen areas that give users access to the library's catalog, a collection of commercial databases to which the library subscribes and to the Internet
 - Troubleshoot, maintain and upgrade 59 public and staff computers at the Main Library
 - Provide wireless internet and printing access throughout the public library building
 - Maintain a library Internet homepage that offers users frequently updated information about the Main Library and Wilson Branch Library programs
 - Recruit, train, supervise and provide opportunities for adults and teens to volunteer 4,300 hours annually.

- Cultural & Recreational Programs* \$87,740
- Plan, conduct and host cultural, educational and recreational programs such as book discussions, author visits and other instructional enrichment programs
 - Partner with Windsor Public Schools, Senior Services and local businesses to provide community outreach programs
 - Provide teens with materials, programs and information that encourage teen involvement in the community
 - Continue the federal and state tax form distribution program, that provides access to over 40,000 tax forms and publications for Windsor citizens
 - Raise community awareness of library services via press releases, newsletters, brochures, library website and social media
 - Provide meeting space for library and community programs, quiet study use and small group meetings. The five main library meeting rooms are booked approximately 4,000 times over the course of the year, accommodating nearly 15,000 users.

MAIN BUILDING SERVICES

Main Building Services provides the community with an attractive, enjoyable and safe facility for 61 hours per week for most of the year.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	26,370	26,370	27,040	27,040
Supplies	14,000	14,000	26,000	26,000
Services	85,880	85,880	85,880	85,880
Maintenance & Repair	20,080	20,080	20,080	20,080
Grants & Contributions	-	-	-	-
Capital Outlay	21,500	26,500	-	-
Energy & Utility	103,830	98,670	103,830	103,830
Total	271,660	271,500	262,830	262,830

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

User fees include revenue from copy machines. Funds will be spent on copier service fees and replacing copy paper and toner. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	250,160	250,000	250,830	250,830
Grants	4,000	4,000	-	-
Donations	-	-	-	-
User Fees	17,500	17,500	12,000	12,000
<i>Subtotal: Special Revenue Funds</i>	<i>21,500</i>	<i>21,500</i>	<i>12,000</i>	<i>12,000</i>
Total	271,660	271,500	262,830	262,830

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	0.79	0.79	0.79	0.79
Temporary/Seasonal Employees	-	-	-	-
Total	0.79	0.79	0.79	0.79

Budget Commentary

The overall FY 16 expenditures are expected to come in slightly under budget. The FY 16 Capital Outlay is for a public copier/printer in the Kidspace area, a lobby public copier and furniture and is primarily offset by User Fees. The overall FY 17 budget reflects a decrease of \$8,830 or 3.3% as compared to the FY 16 budget due to a reduction in User Fees. The FY 17 General Fund budget reflects a \$670 or 0.3% increase due to increases in Personal Services.

MAIN BUILDING SERVICES

Products & Services

- Building Maintenance* \$262,830
- Provide lighting, heat, air conditioning, telephones, elevator and water for nearly 220,000 annual visits to the Main Library
 - Clean and maintain library seven days per week
 - Maintain the library's computer system, which is comprised of the online catalog, user database and database of library materials
 - Provide printers, photocopiers and a fax machine for public use.

CHILDREN'S SERVICES

Children's Services provides a unique and caring environment that allows children and their caregivers the freedom to gather information, expand their knowledge, improve literacy and pursue recreational interests.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	246,050	245,370	251,600	251,160
Supplies	36,520	36,520	34,490	34,490
Services	11,270	11,270	11,270	11,270
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	293,840	293,160	297,360	296,920

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

Donations include fundraising and gifts given by various independent organizations. The amount of funding and how it is spent may vary based on the organization's decision-making process. We anticipate that donations will be used for some programs and publicity. User Fees include revenue from book sales, select library fees and replacement fees for lost books. Funds will be spent on replacing lost books, purchasing video and audio items and purchasing paper/cartridges for public printers.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	279,500	278,820	285,050	284,610
Grants	-	-	-	-
Donations	10,340	10,340	9,310	9,310
User Fees	4,000	4,000	3,000	3,000
<i>Subtotal: Special Revenue Funds</i>	<i>14,340</i>	<i>14,340</i>	<i>12,310</i>	<i>12,310</i>
Total	293,840	293,160	297,360	296,920

Personnel Requirements

Full Time Equivalent (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	1.75	1.95	1.95	1.95
Temporary/Seasonal Employees	-	-	-	-
Total	3.75	3.95	3.95	3.95

Budget Commentary

The overall FY 16 expenditures are expected to come in \$680 or 0.2% under budget due to savings to a partial year part-time vacancy. The FY 17 General Fund budget reflects an increase of \$5,550 or 2.0% as compared to the FY 16 General Fund budget due to Personnel Services.

CHILDREN'S SERVICES

Products & Services

Books, Magazines and More \$124,900

- Select, purchase, and reshelv 3,000 children's items and ensure the collection is accurate, relevant and in good condition
- Continue to reorganize materials to facilitate easier patron access.

Information, Research and Referral \$103,640

- Satisfy the demand for informational requests by answering nearly 15,000 inquiries on parenting, reading readiness, reader's advisory and homework/home schooling in a timely and accurate manner
- Assist over 7,000 patrons in Kidspace with computers that give them access to the library's catalog, word processing, Internet and educational games.

Cultural and Recreational Events/Programs \$68,380

- Provide over 300 regularly scheduled programs for children birth to six that feature interactive play, stories, songs, crafts and games to encourage early literacy and school readiness
- Provide summer reading programs, school vacation programs and special events for 9,000 children
- Provide over 60 programs during the school year to support early literacy at Windsor's Head Start, Discovery, nursery schools and Parent Resource Centers
- Coordinate with the Windsor Public Schools to teach all of their fourth grade students and kindergarteners about library resources as they tour the library each year. Partner with the schools on a library card drive and summer reading program.

WILSON BRANCH SERVICES

The Wilson Branch library functions as a community information and activities center offering unique programs such as the tutoring program and multi-cultural activities that enrich the lives of all Windsor residents. The branch is open 44.5 hours per week throughout the year.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	156,540	156,550	163,610	163,390
Supplies	25,280	25,280	26,110	26,110
Services	13,310	13,310	13,310	13,310
Maintenance & Repair	4,150	4,150	4,150	4,150
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	14,000	14,000
Energy & Utility	23,540	22,440	23,540	23,540
Total	222,820	221,730	244,720	244,500

* Please see Appendix D for a breakdown of each expenditure category.

Funding Sources

Donations include fundraising and gifts given by various independent organizations. The amount of funding and how it is spent may vary based on the organization's decision-making process. Donations will be used for special events and building repairs. Capital Outlay is privately funded and will be used to purchase electronic equipment for multicultural programs. "User Fees" include revenue from book sales, select library fees and replacement for lost books. Funds will be spent on replacing lost books, purchasing video and audio items and purchasing paper/cartridges for public printers.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Library Services	215,820	214,730	222,890	222,670
Grants	-	-	4,000	4,000
Donations	3,000	3,000	13,830	13,830
User Fees	4,000	4,000	4,000	4,000
<i>Subtotal: Special Revenue Funds</i>	<i>7,000</i>	<i>7,000</i>	<i>21,830</i>	<i>21,830</i>
Total	222,820	221,730	244,720	244,500

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	2.23	2.23	2.23	2.23
Temporary/Seasonal Employees	-	-	-	-
Total	3.23	3.23	3.23	3.23

Budget Commentary

The overall FY 16 expenditures are expected to come in slightly under budget. The overall FY 17 budget reflects an increase of \$21,900 or 9.8% as compared to the FY 16 overall budget mostly due to Capital Outlay for replacing 15 year old carpeting in the public portion of the branch building using special revenue funds from the Windsor Library Association and the State Library Connecticut, and for Personal Services. The General Fund FY 17 budget reflects an increase of \$7,070 or 3.3% as compared to the FY 16 General Fund budget due to Personal Services.

WILSON BRANCH SERVICES

Products & Services

- Books and More* \$90,990
- Lend and ensure prompt return and reshelving of 27,000 library materials
 - Offer renewal of borrowed materials by email, in person and by phone
 - Assist customers in reserving needed materials using their home or library computers
 - Acquire and catalog approximately 3,200 bestsellers, paperbacks, high-interest factual titles and audiovisual materials.

- Information, Research and Referral* \$43,380
- Assist 9,800 library patrons by providing information, computer assistance and community referrals
 - Provide and maintain twelve public computers for nearly 9,000 people to access resources such as the Internet, word processing and Public Access Catalog.

- Cultural and Recreational Events/Programs* \$54,970
- Provide cultural enrichment programs for adults and children
 - Operate a tutoring program to reach 65 children three afternoons and one evening each week during the school year
 - Offer 12 new intergenerational programs that are family focused.

- Building Security and Maintenance* \$55,160
- Provide lighting, heat, air conditioning, telephone and water for the Wilson Branch Library
 - Clean branch facility and grounds daily
 - Provide a safe, welcoming environment for patrons.

LIBRARY SERVICES

FY 2016 Highlights

The Windsor Public Library surveyed citizens throughout town as part of its "20-20 Vision" strategic planning process. A postage-paid, tear out survey was included in the winter issue of "There's a Lot to Do in Windsor" brochure and was distributed to every household in town. An electronic version of the survey was also available through Winput, an online link from the Town of Windsor website that offers residents the opportunity to provide input about their town. The anonymous survey asked questions about use of current library services, interest in potential new services and some general questions about respondents' age group and area where they reside.

The main library hosted two unique exhibits that attracted many visitors during the summer and fall. "Gold Star Families: 50 Years Later" consisted of a six-panel traveling exhibit created from transcripts of interviews between Central Connecticut State University nonfiction writing students and family members left behind after losing a son, brother or husband in the Vietnam War. Many of the stories had not been shared with the public before and Windsor was the first town to showcase them. The second exhibit was a collection from Dick Raphael, one of the most recognizable names in sports photography. Dick was best known as the official photographer of the Boston Celtics, Boston/New England Patriots and the Boston Red Sox. He was also one of only five living legends to photograph every Super Bowl until February 2007, when he passed away shortly after Super Bowl XLI. Pieces from his famous collection were exhibited in the library's lobby display cases while larger photos hung in the library meeting room throughout the month of October.

After four years as Teen Librarian, Andrea Ingala, was selected from a competitive pool of candidates to replace Sarah McCusker as Head of Reference and Technical Services. Shannon Schilling, relocated from Ohio to become the new Teen Librarian. She earned her Master's degree in Library and Information Science from Kent State University.

Staff at both libraries worked together to create a new summer reading program to promote literacy, community engagement and cultural enrichment across all age groups in Windsor. Designed to correspond with the "Every Hero has a Story" national theme, each participant received a sheet of challenge coupons that they could complete for a chance to win prizes that were donated by local businesses. Over 500 participants in the program completed an average of five challenges apiece from June to mid-August.

The Wilson Branch Library purchased six new computers for the public, bringing the total number to twelve. The upgrade doubled the time allotted per user session from one to two hours. Instead of having to wait for their turn to use a computer, branch patrons are now able to spend their time online doing schoolwork, applying for jobs or accessing internet databases.

The main library's Quick Picks book collection for adults expanded to include Quick Flicks. Like the book collection, new DVDs are available for a shorter loan period to patrons who don't want to have to wait to watch the latest new movies. Quick Pick books can be checked out for seven days and Quick Flicks DVDs circulate for three days. Items from these two browsing collections cannot be renewed or placed on hold and are only available to users of the Windsor Public Library.

A grand opening reception was held in September to celebrate the new Music Makerspace in the Children's section of the main library. It features an array of musical instruments such as bongos, ukuleles, keyboards and guitars for children to play, along with books, sheet music, on-line lessons, recording equipment and music apps via iPad. Funding for the new interactive space was provided by the Hartford Foundation for Public Giving, Marion Sorbo and family, Windsor Library Association and the Mom's Club of South Windsor. The reception included music from the Windsor Fife & Drum Corps.

LIBRARY SERVICES

<i>Key Statistics</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target
Volunteer hours per week	82	89	84	90	92
Total circulation of items	289,464	287,973	271,025	280,000	285,000
Circulation per capita	9.95	9.88	9.3	9.6	9.78
Ebook/Audiobook Downloads	4,746	6,696	7,144	7,400	8,000
Library visits	276,814	271,770	275,188	275,000	276,000
Computer users	55,123	54,646	55,121	55,500	55,600

<i>Performance Measures</i>	FY 2015 Actual	FY 2016 Target	FY 2016 Estimate	FY 2017 Target
Volunteer hours per capita is more than the statewide average	Windsor 0.15 Statewide 0.07	0.17	0.16	0.164
Circulation per capita exceeds statewide average	Windsor 9.3 Statewide 6.6	10.02	9.63	9.8
Library visits per capita exceed statewide average	Windsor 9.5 Statewide 5.8	9.57	9.46	9.49
Computer users exceed the statewide average	Windsor 1.89 Statewide 0.15	1.90	1.90	1.91

Note: Windsor's population of 29,069 and statewide per capita numbers are from Connecticut Public Library Annual Report 2014/2015.

A fun fact about the value of our services...

You can now receive text message notifications when items you've placed on hold are ready for pickup. Request books, DVDs, CDs, audiobooks, magazines and other materials from our 30 member regional library catalog and pick everything up in Windsor. If you are not a texter, we will continue to call or e-mail you to let you know your holds have arrived.

LIBRARY SERVICES

FY 2017 Goals

1. Incorporate results of the library's community survey into "20/20 Vision" Library Service's five year strategic plan. Communicate results and collaborate with Windsor Library Association and community stakeholders to implement at least two objectives from the plan by December 2016
2. Explore potential for offering Passport Services. Contact U.S. Dept. of State and other public libraries nationwide who currently provide the service to determine feasibility of providing it at our library by March 2017
3. Work with Fire Marshal's office and Windsor Police Department to update evacuation and continuity of operations plans. Communicate updated procedures to full and part-time staff and schedule emergency drills at both locations by October 2016
4. Participate in school district's Family & Community Engagement efforts.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	FY 2016			FY 2017		
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures
2501	Library Copy Machine Fund	35,600	11,000	17,500	29,100	12,000	29,100
2502	Windsor Library Association Grant	15,647	1,500	-	17,147	10,000	8,647
2503	Main Library Non-Print Materials	28,195	14,000	14,000	28,195	14,000	28,195
2504	Wilson Library Non-Print	7,591	4,000	4,000	7,591	4,000	7,591
2505	Connecticard	18,137	3,760	4,000	17,897	4,000	13,897
2507	Cary Nearing Book Project	10,885	-	2,500	8,385	-	5,885
2509	State Library Grant	7,594	1,100	1,500	7,194	2,500	8,294
N/A	Library Association Donation***	-	22,000	22,000	-	23,000	-
		123,649	57,360	65,500	115,509	69,500	101,609

***Not included in town system

#2501 - **Library Copy Machine Fund** - Revenues are derived from public copiers at the Main Library and the Wilson branch. Funds are used for rental/purchase, maintenance/repairs and supplies for machines used by the public (computer, copiers, faxes, etc.) and for the office copier at the Main Library.

#2502 - **Windsor Library Association Grant** - The Windsor Library Association (WLA) owns the Windsor Branch building and makes an annual payment to the town to help pay for the Wilson Branch maintenance and repairs.

#2503 - **Main Library Non-Print Materials** - Revenues are from fees and donations made to the library and reimbursements for lost library materials. Funds are used to buy non-print materials (DVDs, CDs, etc.) to replace lost materials and for miscellaneous purchases.

#2504 - **Wilson Library Non-Print Materials** - Revenues are from fees and donations made to the library and reimbursements for lost library materials. Funds are used to buy non-print materials (DVDs, CDs, etc.) to replace lost materials and for miscellaneous purchases.

#2505 - **Connecticard** - Revenues are from the state to help reimburse the library for non-residential use. Funds can be used for library materials, supplies, staff and equipment. For FY 17 no funding is expected to be received.

#2507 - **Cary Nearing Book Project** - Revenues are from a one-time donation made by Cary Neating to be used expressly for the purchase of large print books. The library will spend a portion of these funds on an annual basis until it is depleted.

#2509 - **State Library Grant** - Revenues are from the state to be used for the purchase of print material.

N/A - **Library Association Donation** - Revenues are from the Windsor Library Association annual fund drive and are to be used to help pay for library programs as well as special collections, furniture and new technology.

DEVELOPMENT SERVICES

Development Services is responsible for guiding the public and private development of land and buildings to ensure the long-term success of the community.

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,542,723	1,673,050	1,594,980	1,670,520	1,667,000
Supplies	12,761	8,660	10,860	11,180	11,180
Services	114,500	103,820	110,090	112,410	112,410
Maintenance & Repair	2,807	7,450	7,890	7,720	7,720
Grants & Contributions	-	-	-	-	-
Capital Outlay	3,712	-	11,000	-	-
Energy & Utility	24,353	25,540	23,740	21,410	21,410
Total	1,700,856	1,818,520	1,758,560	1,823,240	1,819,720

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	1,677,798	1,799,370	1,739,410	1,804,240	1,800,720
Special Revenue Funds	4,658	750	750	600	600
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400	18,400
<i>Subtotal: Other Funds</i>	<i>23,058</i>	<i>19,150</i>	<i>19,150</i>	<i>19,000</i>	<i>19,000</i>
Total	1,700,856	1,818,520	1,758,560	1,823,240	1,819,720

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	15.07	16.00	15.20	16.00	16.00
Regular Part Time Employees	-	-	0.31	0.15	0.15
Temporary/Seasonal Employees	0.99	0.86	0.66	0.81	0.81
Total	16.06	16.86	16.17	16.96	16.96

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$59,960 or 3.3% mostly due to partial year vacancies. The FY 16 Capital Outlay reflects the replacement of a wide-format color printer/copier. The overall FY 17 budget reflects an increase of \$4,720 or 0.3% as compared to the FY 16 budget mostly due to Services as a result of increasing the contracted hours for the deputy fire marshal. The FY 17 General Fund budget reflects an increase of \$4,870 or 0.3% primarily due to the same reason. The Regular Part Time FTE's for FY 16 and FY 17 are for the addition of a part-time aide in Building Safety.

Council Action

During budget deliberations the Town Council decreased funding to Development Services by \$3,520 due to the allocation of lower health insurance costs.

DEVELOPMENT SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,524,323	1,654,650	1,576,580	1,652,120	1,648,600
Supplies	11,606	8,660	10,710	11,180	11,180
Services	110,997	103,070	109,490	111,810	111,810
Maintenance & Repair	2,807	7,450	7,890	7,720	7,720
Grants & Contributions	-	-	-	-	-
Capital Outlay	3,712	-	11,000	-	-
Energy & Utility	24,353	25,540	23,740	21,410	21,410
Total	1,677,798	1,799,370	1,739,410	1,804,240	1,800,720

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	18,400	18,400	18,400	18,400	18,400
Supplies	1,155	-	150	-	-
Services	3,503	750	600	600	600
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	23,058	19,150	19,150	19,000	19,000

Total Expenditures (agrees with page K-1):

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,542,723	1,673,050	1,594,980	1,670,520	1,667,000
Supplies	12,761	8,660	10,860	11,180	11,180
Services	114,500	103,820	110,090	112,410	112,410
Maintenance & Repair	2,807	7,450	7,890	7,720	7,720
Grants & Contributions	-	-	-	-	-
Capital Outlay	3,712	-	11,000	-	-
Energy & Utility	24,353	25,540	23,740	21,410	21,410
Total	1,700,856	1,818,520	1,758,560	1,823,240	1,819,720

DEVELOPMENT SERVICES

Budget Information

Fiscal Year 2013-2017

Expenditures

Expenditures by Category *	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,557,732	1,580,218	1,542,723	1,673,050	1,594,980	1,670,520	1,667,000
Supplies	6,973	8,436	12,761	8,660	10,860	11,180	11,180
Services	340,047	95,525	114,500	103,820	110,090	112,410	112,410
Maintenance & Repair	4,909	6,837	2,807	7,450	7,890	7,720	7,720
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	3,712	-	11,000	-	-
Energy & Utility	26,082	29,133	24,353	25,540	23,740	21,410	21,410
Total	1,935,743	1,720,149	1,700,856	1,818,520	1,758,560	1,823,240	1,819,720

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,667,275	1,700,996	1,677,798	1,799,370	1,739,410	1,804,240	1,800,720
Total	1,667,275	1,700,996	1,677,798	1,799,370	1,739,410	1,804,240	1,800,720
Special Revenue Funds	250,068	753	4,658	750	750	600	600
Charges to Landfill Enterprise Funds	18,400	18,400	18,400	18,400	18,400	18,400	18,400
<i>Subtotal: Other Funds</i>	<i>268,468</i>	<i>19,153</i>	<i>23,058</i>	<i>19,150</i>	<i>19,150</i>	<i>19,000</i>	<i>19,000</i>
Total	1,935,743	1,720,149	1,700,856	1,818,520	1,758,560	1,823,240	1,819,720

BUILDING SAFETY

Building Safety provides plan review, testing and inspection services for new and existing buildings, fire safety education and customer support in an on-going effort to enhance the value and character of the community while ensuring the safety of each citizen.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	552,320	524,640	559,260	557,940
Supplies	3,930	3,930	3,930	3,930
Services	24,790	29,900	36,310	36,310
Maintenance & Repair	4,250	4,250	4,520	4,520
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	12,960	12,960	10,940	10,940
Total	598,250	575,680	614,960	613,640

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

While the Building Safety program is funded solely by the General Fund, it generates considerable non-tax revenues in the form of building permit fees each year (please see revenue section of this document.)

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	598,250	575,680	614,960	613,640
Special Revenue Funds	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	598,250	575,680	614,960	613,640

Personnel Requirements

Full Time Equivalents	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	6.00	5.50	6.00	6.00
Regular Part Time Employees	-	0.31	0.15	0.15
Temporary/Seasonal Employees	-	-	-	-
Total	6.00	5.81	6.15	6.15

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$22,570 or 3.8% primarily due to a partial year vacancy offset in part by the addition of part-time FTE's for an aide. The FY 17 budget reflects an increase of \$16,710 or 2.8% as compared to the FY 16 budget mostly due to Services as a result of increasing contracted hours for the deputy fire marshal and Personal Services including the addition of a part-time aide.

BUILDING SAFETY

Products & Services

Preventing Fire, Structural & Storm Losses \$582,900

- Conduct more than 4,500 inspections of new and existing buildings to ensure compliance with fire, building and related safety codes
- Administer the permit process including plan review, issuance of permits and maintenance of records for more than 2,000 permit applications
- Provide reference, research and consultation services on code issues to design professionals and their clients, building owners and occupants
- Present in partnership with private and other government agencies (state & local) 70 public education programs to the community related to fire safety and code compliance
- Present public education programs related to building code safety for residential use
- Provide support and technical assistance to the Zoning Board of Appeals, the Housing Code Board of Appeals and the Local Emergency Planning Commission
- Maintain and update hazardous material information at industrial and commercial facilities in support of emergency services and to improve public access to the information.

After Emergency Assistance \$30,740

- Conduct investigations of fires, alarms and building failures to determine the causes, origins, circumstances and responsibilities of fire
- Coordinate with owners, tenants and other agencies in the rehabilitation and restoration of fire-damaged, storm-damaged and abandoned structures
- Further develop relationships and protocols with other local governments and with state and federal authorities to ensure the availability of advanced investigative, laboratory and on-scene forensic services at no cost to the town.

ECONOMIC DEVELOPMENT

Economic Development promotes the town as an attractive location for new and existing businesses in order to provide jobs for residents and to ensure the future economic health of the community.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	167,030	165,650	168,760	168,540
Supplies	370	370	390	390
Services	28,500	28,530	28,400	28,400
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,000	1,000	1,090	1,090
Total	196,900	195,550	198,640	198,420

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	196,900	195,550	198,640	198,420
Special Revenue Funds	-	-	-	-
Charges to Landfill Enterprise Fund	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	196,900	195,550	198,640	198,420

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.16	0.16	0.16	0.16
Total	1.16	1.16	1.16	1.16

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$1,350 or 0.7% due to Personal Services. The FY 17 budget reflects an increase of \$1,740 or 0.9% as compared to the FY 16 budget primarily due to Personal Services.

ECONOMIC DEVELOPMENT

Products & Services

Business Retention and Expansion \$53,630

- Provide ombudsman services to Windsor businesses to assist them in being as competitive as possible
- Assist existing businesses in securing public or private-sector financing for current operations or expansions
- Conduct business visits to obtain information about the needs of existing businesses
- Recognize existing businesses for their contribution to the town
- Partner with First Town Downtown and the Windsor Chamber of Commerce to continually improve the business climate in Windsor.

Economic Development Planning & Redevelopment \$99,100

- Work with the developer to successfully complete the redevelopment of the 55-69 Mechanic Street site adjoining the commuter rail station area in Windsor Center in accordance with the approved Disposition and Redevelopment Agreement
- Advise and assist the town council, town manager and Economic Development Commission in evaluating requests for economic development incentives
- Facilitate the re-use of the town's priority redevelopment properties
- Undertake activities related to implementing the Transit Oriented Development Plan for Windsor Center
- Facilitate a review of the town's economic strategies.

Business Recruitment and Development \$45,690

- Contact prospective businesses to promote relocation to Windsor
- Assist potential new businesses in finding appropriate sites, securing financing, achieving town board and commission approvals and opening their facilities as expeditiously as feasible
- Work with the Bradley Development League (BDL), the Connecticut Economic Resource Center (CERC) and the MetroHartford Alliance to ensure that all businesses that may benefit from locating in Windsor are exposed to the town
- Utilize the Geographic Information System (GIS) and the town's website to promote Windsor
- Develop and distribute high-quality marketing materials that highlight the assets of Windsor
- Improve the perception of Windsor through events and media coverage
- Appear at trade shows and other public events to publicize the benefits of locating a business in Windsor.

PLANNING

Planning is responsible for developing and administering land use regulations, comprehensive planning, designing town projects, providing information on public and private developments, monitoring the US Census, and the development of a Geographic Information System (GIS) for mapping, information retrieval and analysis.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	399,370	399,340	404,470	403,590
Supplies	1,260	2,660	2,960	2,960
Services	27,880	23,360	25,300	25,300
Maintenance & Repair	200	140	200	200
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,540	2,440	2,600	2,600
Total	431,250	427,940	435,530	434,650

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	430,500	427,190	434,930	434,050
Special Revenue Funds	750	750	600	600
Charges to Landfill Enterprise Fund	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>750</i>	<i>750</i>	<i>600</i>	<i>600</i>
Total	431,250	427,940	435,530	434,650

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	4.00	4.00	4.00	4.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	4.00	4.00	4.00	4.00

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$3,310 or 0.8% mostly due to savings in Services for printing. The FY 17 General Fund budget reflects an increase of \$4,430 or 1.0% primarily due to Personal Services.

PLANNING

Products & Services

- Plan Review & Design Development* \$277,660
- Monitor federal, state and local plans and programs to maximize their benefit and minimize their liability to the community
 - Prioritize and facilitate future open space acquisitions
 - Design town projects (e.g., parks, landscaping, parking lots, beautification and recreational facilities)
 - Conduct environmental education and other programs
 - Review applications being submitted to the Town Planning & Zoning Commission (TPZC) to ensure compliance with the master plan, regulatory mechanisms and to encourage good development
 - Review applications to the Inland Wetlands & Watercourses Commission (IWWC) to ensure compliance with the master plan and regulatory mechanisms and to encourage development to be in reasonable harmony with the environment
 - Review applications to the Historic District Commission (HDC) to ensure compliance with the Historic District guidelines
 - Update the standards of zoning, subdivision and wetland regulations on a regular basis
 - Update and implement the Plan of Conservation and Development
 - Monitor post-2010 Census activities, the annual American Community Survey, and provide local review and input as required.

- Geographic Information System* \$47,960
- Continue updating the property map and prepare this map for use with future applications
 - Administer the Assessor's online Geographic Information System (GIS)
 - Create maps/databases and perform analysis to support town programs.

- Support Boards & Commissions* \$109,030
- Prepare agendas, perform research and analysis, collect applications and perform administrative functions for:
 - Town Planning & Zoning Commission
 - Inland Wetlands & Watercourses Commission
 - Historic District Commission
 - Conservation Commission.

DESIGN SERVICES

Design Services develops the town's infrastructure for non-building related projects in accordance with the Plan of Development (POD) and the Capital Improvements Program (CIP). It also provides engineering support services to design roads and sidewalks, prepare and update engineering maps and drawings and serves internal needs as well as those of the general public.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	554,330	505,350	538,030	536,930
Supplies	3,100	3,900	3,900	3,900
Services	22,650	28,300	22,400	22,400
Maintenance & Repair	3,000	3,500	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	-	11,000	-	-
Energy & Utility	9,040	7,340	6,780	6,780
Total	592,120	559,390	574,110	573,010

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

Design Services provides assistance associated with Landfill activities. The General Fund is therefore compensated for a portion of their salaries with charges to the Landfill Enterprise Fund.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Development Services	573,720	540,990	555,710	554,610
Special Revenue Funds	-	-	-	-
Charges to Landfill Enterprise Fund	18,400	18,400	18,400	18,400
<i>Subtotal: Other Funds</i>	<i>18,400</i>	<i>18,400</i>	<i>18,400</i>	<i>18,400</i>
Total	592,120	559,390	574,110	573,010

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	4.70	5.00	5.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	0.70	0.50	0.65	0.65
Total	5.70	5.20	5.65	5.65

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$32,730 or 5.5% due primarily to a partial year vacancy. The FY 16 Capital Outlay reflects the replacement of a wide-format color printer/copier. The FY 17 budget reflects a decrease of \$18,010 or 3.0% as compared to the FY 16 budget primarily due to Personal Services mostly as a result of salary savings from one new full time hire.

DESIGN SERVICES

Products & Services

- Road Improvements* \$171,100
- Provide survey, design and engineering support for major road improvement projects.

- Professional and Technical Advice* \$86,110
- Provide engineering and technical consulting to other departments and boards and commissions
 - Review subdivision and site plan development
 - Provide computer-aided design, drafting and design support
 - Furnish mapping and related information for the Windsor/Bloomfield Landfill's Department of Energy and Environmental Protection (DEEP) regulatory compliance.

- Information Services* \$57,400
- Provide data and information for Geographic Information System (GIS) mapping
 - Maintain and update town engineering/architectural map files
 - Provide information to the public regarding highway lines, construction projects, town properties, flood plain and subdivisions.

- Stormwater Management* \$85,020
- Implement applicable portions of the plan and monitor staff reporting requirements
 - Continue to inventory and assess the drainage system and identify and resolve local drainage issues
 - Administer and implement the provisions of the Erosion & Sediment Control Ordinance, Stormwater Management ordinance, Illicit Discharges and Connections ordinance, and associated requirements.

- Capital Improvements* \$114,800
- Obtain and develop funding opportunities in support of the Capital Improvement Program (CIP)
 - Implement CIP projects
 - Work with regional, state and federal agencies to facilitate the implementation and completion of projects in the CIP
 - Monitor major project progress and resources to ensure all specified and applicable requirements are met.

- Landfill Issues* \$18,400
- Provide technical and administrative guidance for the Windsor/Bloomfield landfill to ensure that engineering-related tasks and projects are in compliance.

- Flood Plain Management* \$11,480
- Administer and implement the provisions of the Floodplain Management Ordinance and associated requirements.

- Traffic Calming* \$28,700
- Provide technical guidance to the Traffic Committee regarding traffic counts, reports and recommendations for improving traffic operations throughout town and in implementing the traffic calming program.

Development Services

FY 2016 Highlights

Building Safety

During FY 16, Building Safety permitted and inspected the following major new construction projects:

- Amazon Distribution Center at 200 Old Iron Ore Road is 1,500,000 square feet. It became operational as of November 1, 2015
- CREC Aerospace Magnet School located at 1100 Kennedy Road was completed in September 2015. The building is 165,000 square feet and the innovative design includes carports with solar arrays
- Cutler Hall, a new 14,757 square foot medical center and dormitory at the Loomis Chaffee School began construction and should be complete by September 2016
- Baronet Coffee is relocating from Hartford to 710 Marshall Phelps, formerly Nutmeg Exhibit, and a complete renovation of the building is in process
- Leipold Inc., located at 545 Marshall Phelps Road, began a 22,771 square foot addition
- Cigna Data Center, located at 9 Griffin Road, is scheduled to complete a \$9 million dollar back-up generator project at the facility
- Telling Industries, a light gauge steel manufacturer, located at 1060 Kennedy Road began building renovations
- Mitchell-Selig Ford, located at 801 Bloomfield Avenue, completed a building addition, and added a new façade to the building
- Service Steel Aerospace, located at 827 Marshall Phelps Road, completed interior renovations and a small expansion
- *CitiTrends* renovated 15,010 square feet of retail space at 560 Windsor Avenue
- The construction within Poquonock Commons Subdivision continues to progress. Eleven single-family are completed. Four new homes, a clubhouse and the first of 42 planned townhouses will this spring
- The Windsor Estates Subdivision located off of Park Avenue was completed and the two associated new roadways, Breakwater Lane and Estuary Drive, were accepted as town-owned roadways
- Windsor Station, 55 and 69 Mechanic Street, new construction of 130 apartment units.

The *SolarizeCT* Program, initiated in 2012, continued to install solar panels throughout town. The number of permits associated with the program have continued to increase. In FY 13, seven solar permits were issued; in FY 14, 33 permits were issued; and in FY 15 114 permits were issued. 144 permits have been issued in the first 7 months of FY 16.

The Fire Marshal's Office has updated its inspection process, utilizing the new Firehouse inspection software, iPads, and the newly adopted CT State Fire Prevention Code. The department was able to increase inspections in residential and mercantile occupancies by splitting the funds in contractual services between two deputy fire marshals, which brought the town closer to our goal to achieve full compliance with the state inspection schedule.

The Fire Marshal's Office also partnered with the RedCross to provide free smoke alarms as well as free smoke alarm installations to Windsor residents in need. This program was funded through a grant and run by the Red Cross. 77 Windsor homes have taken advantage of this program.

The Fire Marshal's Office continues to increase the department's presence and follower-base on social media, maintaining both a Twitter and Pinterest account (@WindsorFMO). These accounts provide fire prevention themed messages as well as timely updates on weather forecasts and emergency preparedness.

Economic Development

Construction at the Windsor Station redevelopment site located at the formerly town-owned properties at 55 and 69 Mechanic Street broke ground in 2015 following the sale and transfer of the property. The development includes two apartment buildings, with a total of 130 apartment units, and construction is scheduled for completion by December 2016.

FY 2016 Highlights (continued)

The Economic Development Commission continued to participate with the Chamber of Commerce to reach out to major employers to meet and discuss involvement with the town and community service ideas. Also in partnership with the Chamber of Commerce, the Economic Development Department presented a program for Windsor businesses as well as a technology program in the Windsor schools regarding the recently completed Amazon Distribution Center.

As part of the Bradley Development League, continued work on a study of potential alignments for passenger rail access between the Amtrak line and Bradley International Airport and sponsored a workshop on energy programs for commercial buildings and non-profit owners.

Design Services

In FY 16, Design Services staff managed the pavement rehabilitation of both the Pigeon Hill Road and Stone Road Phase 1 projects. These two projects were coordinated using state bids for the major pavement improvements as well as smaller contracts with subcontractors for associated drainage and roadway restoration improvements. This project delivery method, with Design Services acting as the General Contractor, allowed for savings in total project construction costs, when comparing the method of bidding and awarding the project to a general contractor.

Pavement rehabilitation of Stone Road between Birchwood Road and the East Granby town-line also used a new technology called cold in-place recycling for the first time in Windsor. This will allow for staff to monitor the pavement conditions in the area and potentially allow for the addition of this new technology in the town's overall approach for cost effective pavement management techniques.

The local, state and federal environmental permitting for the Batchelder Road and Mechanic Street Streetscape Improvements was completed, allowing the project to proceed in the Spring of 2016. Receipt of a grant through the Connecticut Department of Housing Main Street Investment Grant, obtained by Economic Development staff, allowed for reimbursement of construction costs associated with new sidewalks, street lighting, and improvements at the Amtrak Freight House courtyard.

Two major stormwater management improvement projects, Portman Street Drainage Improvements and Phase 1 of the Decker's Brook Channel Maintenance project, were also completed in FY 16. The Portman Street project involved upgrades to the drainage system to alleviate historic flooding issues associated with rainfall runoff in the area. Vegetation and large trees were removed along the Decker's Brook channel from Ludlow Road to Ford Road. Large quantities of accumulated sediment were also removed from within several culverts. This resulted in restoring the stormwater carrying capacity of the channel and it preserved the structural integrity of the concrete-lined channel by reducing the potential for tree root damage to the concrete walls.

Design Services staff continued the design of upcoming capital projects including the Stone Road Phase 2 Rehabilitation Project as well as two projects recommended by the town's Athletic Field Master Plan, including design of improvements to the softball fields at the Windsor High School and improvements to the fields at the L.P. Wilson Community Center. Construction of the improvements at the L.P. Wilson Community Center is slated to begin in the Spring of 2016.

Planning

In FY 16, the Planning Department, Inland Wetlands and Watercourses Commission (IWWC), and Town Planning and Zoning Commission (TPZC) reviewed approximately 110 applications. Many of these applications were special uses, minor site plan revisions and homeowner wetland permits that did not involve the construction of significant new square footage.

Several projects were approved in FY 16 including the reapproval of 60 dwelling units at 355T Prospect Hill Road, Lord's Woods and the reapproval of 47 dwelling units at Windsor Farms on 101 Kennedy Road. Other noteworthy projects include adoption of the Plan of Conservation and Development (POCD) and 130 apartments at Windsor Station broke ground.

Development Services

<i>Key Statistics</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target
Number of public outreach efforts including meetings and direct mailings	NA	8	8	15	8
Total value of construction engineering projects awarded	\$1,695,000	\$2,876,000	\$1,950,000	\$2,040,000	\$3,735,000
Total construction value of building permits issued	\$135,583,363	\$126,240,054	\$57,779,234	\$55,764,000	\$41,923,000
Building permit fees collected	\$1,200,939	\$1,349,230	\$707,184	\$700,000	\$545,000
Existing business contacts by Economic Development staff	28	26	31	28	30
Prospective business contacts made by staff	18	15	10	12	20
Fees in-lieu of open space collected	\$10,000	\$4,000	\$2,000	\$6,000	\$4,000
Acres of open space preserved	26	51	44	133	50
Dwelling units approved by P&Z	296	130	3	33	310
Non-residential floor area approved by P&Z (square feet)	98,662	1,500,000	90,545	91,620	50,000
IWWC & P&Z Applications	114	112	101	110	110

<i>Performance Measures</i>	FY 2015 Actual	FY 2016 Target	FY 2016 Estimate	FY 2017 Target
Value of change orders as a % of original contract	2%	5%	2%	5%
Percentage of residential permits receiving follow-up inspections ensuring safety and code compliance of completed project	95%	100%	90%	95%
Percentage of residential permit holders that respond to a follow-up letter or phone call for safety and code compliance of completed project	81% HVAC 67% PLMB	75%	74% HVAC 65% PLMB	75%
Number of false fire alarms (<i>This is the total number of incidents. A property is fined once it has 3 in a calendar year, and we have successfully worked with building owners to prevent that level being reached.</i>)	76	80	65	70
Number of fire and life safety programs conducted by Fire Marshal's Office	60	85	65	65
Green energy credits earned	165	70	160	160

A fun fact about the value of our services...

In partnership with the Fire Marshal's Office, Red Cross volunteers have visited 77 homes in Windsor to help them plan for fires and other emergencies and have installed 180 smoke alarms free of charge.

DEVELOPMENT SERVICES

FY 2017 Goals

1. The Fire Marshal's Office will continue to work on a prioritized inspection schedule to bring Windsor into compliance with the state inspection schedule requirements. The Fire Marshal's Office will focus on high hazard properties first and then work towards a fully compliant inspection schedule by FY 17
2. Building Safety will prepare and educate building inspectors with the 2012 Family of International Building Codes by taking advantage of webinars, free classes offered by the state and in-house plan review training. The State of Connecticut is expected to adopt this new code in May 2016
3. Support implementation of transportation strategies for the Day Hill Corporate Area (e.g., Day Hill Road multi-use path and Transit Management Association) and Transit Oriented Development (TOD) strategies for Windsor Center (e.g., Broad Street Road "Diet" and parking management)
4. Complete the rehabilitation of the portion of Stone Road between Winterwood and Birchwood Road
5. Complete the design and request funding recommended improvements to the eastside fields at Windsor High School
6. Continue public outreach with Day Hill Road businesses to further the pedestrian circulation improvements along the Day Hill Road Corridor with construction of a new multi-use path segment
7. Monitor the pavement conditions of recent pavement rehabilitation projects and continue improving the town's overall pavement asset management program
8. Modify the Zoning Regulations to require sidewalks when their cost and use is proportional to the expansion of an existing development
9. Create a palate of options for increasing non-residential impervious coverage that continues to protect the environment while achieving multiple planning and community goals
10. Update both the Historic District design guidelines and the 1981 Historic Survey and incorporate the Historic Survey data into the town's GIS.

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2016			FY 2017		
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures
1704	Wetlands Inventory Grant	477	-	150	327	-	327
1705	Wetlands Account	2,666	-	-	2,666	-	2,666
1707	Earth Day	483	600	600	483	600	483
		3,626	600	750	3,476	600	3,476

#1704 - **Wetlands Inventory Grant** - This grant was used to conduct an inventory of inland wetlands. The inventory work has been completed and the terms of the grant allow for the remaining funds to be expended by the town for related purposes.

#1705 - **Wetlands Account** - This account was created from an escrow account held for an Inland Wetlands and Watercourses Commission (IWWC) habitat evaluation report. This account can be used to enhance inland wetlands programs and activities.

#1707 - **Earth Day** - This fund was created to accept donations to sponsor Earth Day activities and pay for other expenses, with any balance donated to the Open Space Fund.

COMMUNITY DEVELOPMENT

The Office of Community Development solicits and administers federal funds, assists with the redevelopment of targeted properties and encourages neighborhood investment through a variety of initiatives.

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	177,315	183,260	184,010	185,800	185,360
Supplies	1,094	900	900	900	900
Services	8,552	1,500	4,700	4,700	4,700
Loans	40,925	240,400	244,500	244,700	244,700
Energy & Utility	600	700	700	760	760
Total	228,486	426,760	434,810	436,860	436,420

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

The Office of Community Development's operating budget is largely dependent on securing grants. In addition, it has revolving funds which generate program income for the activity from which such income was derived.

Funding Source	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund	92,500	92,500	92,500	94,300	93,860
Small Cities Funds	40,925	260,000	264,150	212,740	212,740
Loan Repayment Fund	51,393	41,260	43,160	94,820	94,820
Project Management Fees	43,668	33,000	35,000	35,000	35,000
<i>Subtotal: Other Funds</i>	<i>135,986</i>	<i>334,260</i>	<i>342,310</i>	<i>342,560</i>	<i>342,560</i>
Total	228,486	426,760	434,810	436,860	436,420

Personnel Requirements

Full Time Equivalents	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00	2.00
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	2.00	2.00	2.00	2.00	2.00

Budget Commentary

The FY 16 expenditures are expected to come in over budget by \$8,050 or 1.9% primarily due to increased rehabilitation loan activity. The proposed FY 17 budget is increasing by \$10,100 or 2.4% and assumes a successful grant award in the summer of 2016.

Council Action

During budget deliberations the Town Council decreased funding to Community Development by \$440 due to the allocation of lower health insurance costs.

COMMUNITY DEVELOPMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	92,500	92,500	92,500	94,300	93,860
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Loans	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	92,500	92,500	92,500	94,300	93,860

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Loans	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	-	-	-	-	-

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	84,815	90,760	91,510	91,500	91,500
Supplies	1,094	900	900	900	900
Services	8,552	1,500	4,700	4,700	4,700
Loans	40,925	240,400	244,500	244,700	244,700
Energy & Utility	600	700	700	760	760
Total	135,986	334,260	342,310	342,560	342,560

Total Expenditures (agrees with page L-1):

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	177,315	183,260	184,010	185,800	185,360
Supplies	1,094	900	900	900	900
Services	8,552	1,500	4,700	4,700	4,700
Loans	40,925	240,400	244,500	244,700	244,700
Energy & Utility	600	700	700	760	760
Total	228,486	426,760	434,810	436,860	436,420

**COMMUNITY DEVELOPMENT
BUDGET INFORMATION
Fiscal Year 2013-2017**

Expenditures

Expenditures by Category *	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	171,743	186,662	177,315	183,260	184,010	185,800	185,360
Supplies	1,148	876	1,094	900	900	900	900
Services	1,764	1,887	8,552	1,500	4,700	4,700	4,700
Loans	82,818	123,888	40,925	240,400	244,500	244,700	244,700
Grants & Contributions Energy & Utility	226,354 600	- 600	- 600	700	- 700	- 760	- 760
Total	484,427	313,913	228,486	426,760	434,810	436,860	436,420

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

Funding Source	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	74,020	125,230	92,500	92,500	92,500	94,300	93,860
Small Cities Funds	300,365	-	40,925	260,000	264,150	212,740	212,740
Loan Repayment Fund	81,814	161,715	51,393	41,260	43,160	94,820	94,820
Project Management Fees	28,228	26,968	43,668	33,000	35,000	35,000	35,000
Subtotal: Other Funds	410,407	188,683	135,986	334,260	342,310	342,560	342,560
Total	484,427	313,913	228,486	426,760	434,810	436,860	436,420

COMMUNITY DEVELOPMENT

Products & Services

Neighborhood and Grant Activities \$148,420

- Solicit and administer federal and state funds including Community Development Block Grant (CDBG) - Small Cities funds
- Provide staff support to the Wilson/Deerfield Advisory Committee, the Economic Development Commission, the Human Relations Commission, the Fair Rent Commission and the Conversations on Race initiative
- Address quality of life issues in neighborhoods through various grass roots initiatives
- Administer the Neighborhood Assistance Act (NAA) Tax Credit program providing local non-profit organizations with an opportunity to leverage private donations
- Promote fair housing awareness through outreach efforts such as holding educational forums and posting notices
- Assist with the town's effort to facilitate reinvestment in targeted sites
- Continue to provide project management services to the Town of Enfield's Office of Community Development so as to cover staffing costs for the Town of Windsor's Office of Community Development.

Housing Rehabilitation Program \$288,000

- Promote neighborhood reinvestment by providing financial and technical assistance to income-eligible residential property owners for needed home repairs. Eligible activities include the correction of housing code violations, cost-effective energy conservation measures, lead and asbestos abatement, removal of underground storage tanks and modifications to improve handicap accessibility.
- Attempt to leverage additional resources for housing rehabilitation by working with Eversource Energy, the Community Renewal Team and other state funding programs.

COMMUNITY DEVELOPMENT

FY 2016 Highlights

Rehabilitated 20 residential units through the town's Housing Rehabilitation program. The scope of work includes cost effective energy conservation measures, correction of code violations, removal or encapsulation of hazardous material including lead based paint, asbestos, underground fuel storage tanks and modifications for handicap accessibility.

Administered the Neighborhood Assistance Act (NAA) Tax Credit program that assisted local non-profit organizations to leverage \$1,497 in donations from the corporate community.

The Mechanic Street and Batchelder Road sidewalk and road improvements, funded with the Connecticut Main Street Investment grant, were implemented in collaboration with the town's engineering department.

Secured funding for environmental assessments for two sites in Windsor Center through the Metro Hartford Brownfields programs.

COMMUNITY DEVELOPMENT

OUTSTANDING BALANCES ON COMMUNITY DEVELOPMENT LOANS As Of 6/30/2015

<u>Type of Loan</u>	<u>Principal Balances</u>
Amortized Payment Loans: <i>Housing Rehab. & Downpayment Assistance</i>	\$337,253
Deferred Payment Loans: <i>Housing Rehabilitation</i>	2,107,863
Forgiveness Loans: <i>Housing Rehabilitation</i>	21,194
Amortized Economic Development Loans:	<u>133,001</u>
Sub-total	<u>\$2,599,311</u>
Allowance for uncollectible loans	<u>(500,000)</u>
Loans Receivable, net	<u>\$2,099,311</u>

<i>Performance Measures</i>	FY 2015 Actual	FY 2016 Target	FY 2016 Estimate	FY 2017 Target
Number of housing rehabilitation projects	6	18	20	18

A fun fact about the value of our services...

Community Development staff coordinated the local SolarizeCT program which subsidized 38 new residential solar installations in Windsor in 2015.

FY 2017 Goals

1. Secure additional funding through the State Community Development Block Grant program to allow for the continuation of the town's Housing Rehabilitation program
2. Leverage funds for energy conservation measures to complement the town's Housing Rehabilitation program and implement additional cost effective energy conservation measures
3. Explore alternative funding sources for community development initiatives.

SPECIAL REVENUE FUNDS

Community Development

Project #	Project Name	FY 2016			FY 2017			
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/17)
1973	Rt. 159 & Windsor Ave. Redev. Proj.	2,336	-	-	2,336	-	-	2,336
		2,336	-	-	2,336	-	-	2,336

#1973 - Rt. 159 & Windsor Avenue Redevelopment Project - This represents the balance remaining for the acquisition of a Small Town Economic Assistance Program (STEAP) grant that was awarded to the town. Funds remaining will be used for incidental costs related to the parcel.

PUBLIC WORKS

The mission of the Department of Public Works is to manage and maintain the town's infrastructure, public facilities, equipment, parks and public areas and the landfill, making a positive difference in the quality of life for the residents and businesses of Windsor.

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,249,772	3,400,320	3,267,250	3,456,910	3,449,870
Supplies	466,648	537,200	549,060	554,720	493,380
Services	840,658	907,840	826,930	1,008,370	1,008,370
Maintenance & Repair	614,974	534,190	561,180	545,590	545,590
Grants & Contributions	-	-	-	-	-
Capital Outlay	35,999	10,000	33,000	24,270	24,270
Energy & Utility	1,004,503	1,068,110	1,037,210	1,035,730	1,035,730
Total	6,212,554	6,457,660	6,274,630	6,625,590	6,557,210

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate. See the Public Works program pages for explanations of funding sources.

Funding Source	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	5,264,453	5,277,280	5,149,640	5,353,740	5,346,700
Charges to Other Departments	97,419	97,000	97,900	103,450	103,450
Town Support for Education	106,580	134,560	143,300	130,070	130,070
<i>Subtotal: Public Works General Fund</i>	<i>5,468,452</i>	<i>5,508,840</i>	<i>5,390,840</i>	<i>5,587,260</i>	<i>5,580,220</i>
State Grants - Town Aid Road Improvements	189,463	495,000	440,650	590,000	590,000
Facilities Revenues	274,142	265,670	259,040	264,230	202,890
User Fees	40,000	-	-	-	-
Reimbursements	10,298	3,900	4,100	4,100	4,100
<i>Subtotal: Special Revenue Funds</i>	<i>513,903</i>	<i>764,570</i>	<i>703,790</i>	<i>858,330</i>	<i>796,990</i>
State Grants - LoCIP (Capital Outlay Fund)	230,199	184,250	180,000	180,000	180,000
Total	6,212,554	6,457,660	6,274,630	6,625,590	6,557,210

Personnel Requirements

Full Time Equivalents (FTE)	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	31.75	32.00	31.44	32.00	32.00
Regular Part Time Employees	1.95	1.95	2.25	2.30	2.30
Temporary/Seasonal Employees	3.95	3.95	4.10	4.68	4.68
Total	37.65	37.90	37.79	38.98	38.98

Budget Commentary

The overall FY 16 expenditures are expected to be under budget by \$183,030 or 2.8% mostly due to Storm Control as a result of a mild 2015/2016 winter, partial year vacancies and lower than anticipated Town Aid Road Improvements grant usage as a result of lower costs for paving materials. The FY 16 General Fund expenditures are expected to be under budget by \$127,640 or 2.4% mostly due to Storm Control as a result of a mild 2015/2016 winter, partial year vacancies and Energy & Utility savings. The overall FY 17 budget reflects an increase of \$167,930 or 2.6% primarily due to a greater use of the Town Aid Road Improvements grant. The FY 17 General Fund budget reflects an increase of \$76,460 or 1.4% mostly due to Personal Services, including adding seasonal hours in Parks and Grounds, and Supplies and Services in Parks and Grounds for replacement and maintenance of planted islands and medians. The increase for Capital Outlay is for vehicle equipment and improvements in Equipment Repair. These increases are offset in part by saving in fuel costs.

Council Action

During budget deliberations the Town Council decreased funding to Public Works by \$7,040 due to the allocation of lower health insurance costs. In addition, the amount under "Funding Sources - Facilities Revenues" was decreased by \$61,340 related to special revenue account #4103 "Parks Garage Leased Space" to reflect FY 17 expenditures of \$57,940.

PUBLIC WORKS EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,154,370	3,294,070	3,152,750	3,355,640	3,348,600
Supplies	334,375	255,200	243,670	268,640	268,640
Services	400,803	316,240	328,780	336,870	336,870
Maintenance & Repair	513,776	506,590	522,180	506,590	506,590
Grants & Contributions	-	-	-	-	-
Capital Outlay	35,999	10,000	33,000	24,270	24,270
Energy & Utility	825,130	895,180	869,260	861,730	861,730
Total	5,264,453	5,277,280	5,149,640	5,353,740	5,346,700

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	84,216	94,460	103,200	89,970	89,970
Supplies	18,694	38,600	38,600	38,600	38,600
Services	3,670	1,500	1,500	1,500	1,500
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	97,419	97,000	97,900	103,450	103,450
Total	203,999	231,560	241,200	233,520	233,520

Special Revenue & Other Fund Expenditures:

Expenditures by Category	2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	11,186	11,790	11,300	11,300	11,300
Supplies	113,579	243,400	266,790	247,480	186,140
Services	436,185	590,100	496,650	670,000	670,000
Maintenance & Repair	101,198	27,600	39,000	39,000	39,000
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	81,954	75,930	70,050	70,550	70,550
Total	744,102	948,820	883,790	1,038,330	976,990

Total Expenditures (agrees with page M-1):

Expenditures by Category	2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,249,772	3,400,320	3,267,250	3,456,910	3,449,870
Supplies	466,648	537,200	549,060	554,720	493,380
Services	840,658	907,840	826,930	1,008,370	1,008,370
Maintenance & Repair	614,974	534,190	561,180	545,590	545,590
Grants & Contributions	-	-	-	-	-
Capital Outlay	35,999	10,000	33,000	24,270	24,270
Energy & Utility	1,004,503	1,068,110	1,037,210	1,035,730	1,035,730
Total	6,212,554	6,457,660	6,274,630	6,625,590	6,557,210

**PUBLIC WORKS
BUDGET INFORMATION
Fiscal Year 2013-2017**

Expenditures

Expenditures by Category *	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	3,207,835	3,278,529	3,249,772	3,400,320	3,267,250	3,456,910	3,449,870
Supplies	408,297	603,981	466,648	537,200	549,060	554,720	493,380
Services	516,011	835,475	840,658	907,840	826,930	1,008,370	1,008,370
Maintenance & Repair	471,302	574,115	614,974	534,190	561,180	545,590	545,590
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	8,872	10,126	35,999	10,000	33,000	24,270	24,270
Energy & Utility	937,579	1,014,903	1,004,503	1,068,110	1,037,210	1,035,730	1,035,730
Total	5,549,896	6,317,129	6,212,554	6,457,660	6,274,630	6,625,590	6,567,210

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	4,927,838	5,024,965	5,264,453	5,277,280	5,149,640	5,353,740	5,346,700
Charges to Other Departments	96,012	97,856	97,419	97,000	97,900	103,450	103,450
Town Support for Education	129,532	123,568	106,580	134,560	143,300	130,070	130,070
<i>Subtotal: Public Works Gen. Fund Budget</i>	<i>5,153,382</i>	<i>5,246,389</i>	<i>5,468,452</i>	<i>5,508,840</i>	<i>5,390,840</i>	<i>5,587,260</i>	<i>5,580,220</i>
State Grants - Town Aid Road Improvements	216,267	597,003	189,463	495,000	440,650	590,000	590,000
Transfer In From General Fund - Fund Balance	-	65,000	-	-	-	-	-
Facilities Revenues & User Fees	178,416	197,685	314,142	265,670	259,040	264,230	202,890
Reimbursements	1,831	8,356	10,298	3,900	4,100	4,100	4,100
<i>Subtotal: Special Revenue Funds</i>	<i>396,514</i>	<i>868,044</i>	<i>513,903</i>	<i>764,570</i>	<i>703,790</i>	<i>858,330</i>	<i>796,990</i>
State Grants- LoCIP (Capital Outlay Fund)	-	202,696	230,199	184,250	180,000	180,000	180,000
Total	5,549,896	6,212,554	6,212,554	6,457,660	6,274,630	6,625,590	6,567,210

PARKS AND GROUNDS

Parks and Grounds performs repairs, renovations and maintenance of turf areas, athletic and recreational fields, medians, roadside rights-of-ways, playgrounds and other landscaped areas. It also maintains trees along the streets and in the parks.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	914,380	913,490	968,670	966,690
Supplies	100,500	102,300	112,720	112,720
Services	13,050	12,800	32,100	32,100
Maintenance & Repair	-	3,730	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	5,600	6,100	7,200	7,200
Total	1,033,530	1,038,420	1,120,690	1,118,710

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or on the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	895,070	891,020	986,520	984,540
Town Support for Education	134,560	143,300	130,070	130,070
<i>Subtotal: Public Works General Fund</i>	<i>1,029,630</i>	<i>1,034,320</i>	<i>1,116,590</i>	<i>1,114,610</i>
Reimbursements	3,900	4,100	4,100	4,100
<i>Subtotal: Special Revenue Funds</i>	<i>3,900</i>	<i>4,100</i>	<i>4,100</i>	<i>4,100</i>
Total	1,033,530	1,038,420	1,120,690	1,118,710

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	9.00	8.85	9.00	9.00
Regular Part Time Employees	1.00	1.00	1.00	1.00
Temporary/Seasonal Employees	3.20	3.35	3.93	3.93
Total	13.20	13.20	13.93	13.93

Budget Commentary

The overall FY 16 expenditures are expected to come in over by \$4,890 or 0.5%. This is primarily due to Town Support for Education and repairs to the wooden deck and bridge at Washington Park. The FY 16 General Fund expenditures are expected to be under budget by \$4,050 or 0.5% mostly due to a partial year vacancy. The overall FY 17 budget reflects an increase of \$87,160 or 8.4% as compared to the FY 16 budget primarily due to Personal Services as a result of moving positions between divisions to reflect existing resource cost allocations and adding seasonal hours, and Supplies and Services for replacement and maintenance of planted islands and medians. The FY 17 General Fund budget reflects an increase of \$91,450 or 10.2% due to the same reasons.

PARKS AND GROUNDS

Products & Services

Maintain Turf and Shrub Areas \$335,220

- Mow approximately 92 acres of turf area at town facilities, parks and playgrounds
- Provide for trimming of grass in the parks and other public spaces
- Cut back roadside grass and trim brush to provide clear lines of sight at intersections and along approximately 47 miles of road
- Pick up leaves from town parks, medians and around town buildings.

Irrigate Turf Areas \$33,650

- Maintain and operate irrigation systems at the town center green, main library, Veterans Cemetery and Northwest Park.

Improve Turf Areas \$58,150

- Re-seed and aerate turf at town hall, main library, Veterans Cemetery and Sage Park Middle School
- Spray for weeds and fertilize turf at these locations.

Maintain Parks Equipment \$58,710

- Maintain and repair equipment used in the maintenance of parks.

Veterans Cemetery Maintenance \$10,100

- Install cemetery headstones and other related maintenance.

Prepare Fields for Recreational Use \$42,770

- Install home plates, bases, goal posts and foul poles, rake infields and line stripe 27 athletic fields.

Maintain Safe Playground Equipment \$22,730

- Keep town playground equipment free of hazards, replace/repair damaged apparatus and maintain protective surfacing.

Maintain Medians & Planted Areas \$124,730

- Maintain perennial and/or flowering shrub beds at medians along Windsor Avenue, Broad Street, Bloomfield Avenue, Poquonock Avenue, Prospect Hill Road, Rainbow Road, Day Hill Road, International Drive, other town-maintained planted beds and cul-de-sacs islands. This includes maintaining the shrubs and trees as well as mowing the grass on approximately 3,500 feet of the newer section of International Drive.

Maintain Safe Healthy Trees \$203,600

- Inspect trees and remove dead branches
- Remove trees that are dead, diseased or severely damaged
- Spray/inject trees for pest control as needed
- Grind stumps on town property.

Repair & Move Bleachers, Picnic Tables, Banners, and Benches \$35,960

- Repair and move these items seasonally, and for various events and programs.

Public Property Litter \$24,700

- Pick up and dispose of litter from around public buildings, parks, medians and roadside areas.

Maintain Public Trail Areas \$30,000

- Improve and maintain public trails such as the Riverwalk Trails in Windsor Center and Wilson.

Install & Maintain Ice Rinks \$8,320

- Maintain three ice rinks at Welsh Park, Town Green and Sharshon Park.

Town Support for Education \$130,070

- Maintain turf, shrubs and trees at school facilities
- Prepare playing fields, tennis and outside basketball courts for practices and games
- Repair picnic tables, bleachers and benches
- Assist in the installation and removal of playground equipment
- Maintain the irrigation system at the high school and middle school.

FACILITIES MANAGEMENT

Facilities Management provides for the management, repair, maintenance and improvement of town buildings and facilities.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	287,430	286,480	294,370	293,930
Supplies	139,750	140,360	145,050	83,710
Services	202,320	201,020	192,470	192,470
Maintenance & Repair	180,990	208,250	192,390	192,390
Grants & Contributions	-	-	-	-
Capital Outlay	2,000	2,000	2,000	2,000
Energy & Utility	365,000	349,110	358,010	358,010
Total	1,177,490	1,187,220	1,184,290	1,122,510

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	814,820	830,280	816,610	816,170
Charges to Other Departments	97,000	97,900	103,450	103,450
<i>Subtotal: Public Works General Fund</i>	<i>911,820</i>	<i>928,180</i>	<i>920,060</i>	<i>919,620</i>
Facilities Revenues	265,670	259,040	264,230	202,890
<i>Subtotal: Special Revenue Funds</i>	<i>265,670</i>	<i>259,040</i>	<i>264,230</i>	<i>202,890</i>
Total	1,177,490	1,187,220	1,184,290	1,122,510

Personnel Requirements

Full Time Equivalent (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.50	0.80	0.85	0.85
Temporary/Seasonal Employees	0.75	0.75	0.75	0.75
Total	3.25	3.55	3.60	3.60

Budget Commentary

The overall FY 16 expenditures are expected to come in over budget by \$9,730 or 0.8%. The FY 16 General Fund expenditures are expected to be over budget by \$15,460 or 1.9% primarily due to Maintenance & Repair for town facilities. The overall FY 17 budget reflects an increase of \$6,800 or 0.6% as compared to the overall FY 16 budget mostly due to Maintenance & Repair offset by Facilities Revenues. The FY 17 General Fund budget reflects an increase of \$1,790 or 0.2% due to Personal Services offset by a decrease for Energy & Utility. The increase in part-time FTE's is for an in-house custodian as opposed to contracting out this service and is therefore offset by the decrease in Services.

Council Action

During budget deliberations the Town Council reduced the amount under "Funding Sources - Facilities Revenues" by \$61,340 related to special revenue account #4103 "Parks Garage Leased Space" to reflect FY 17 expenditures of \$57,940.

FACILITIES MANAGEMENT

Products and Services

Town Hall & Town Center \$246,710

- Maintain a clean and safe working environment in the town hall by managing the HVAC system, utilities, elevator and custodial services
- Ensure code compliance, effect necessary repairs and maintenance of the facility
- Perform preventive and emergency maintenance
- Provide program support to offices located at the town hall
- Manage the fleet of pool cars for employee use
- Administer and fund telecommunications services for all town offices
- Maintain decorative street lights throughout the town center.

Public Works Facilities \$189,860

- Ensure code compliance, effect necessary repairs and maintenance of the facilities, as well as the lease payment for the parks facility
- Fund utilities, supply charges, cell phones and postage.

330-332 Windsor Ave. Community Center \$119,920

- Ensure code compliance, effect necessary repairs and maintenance of the facility
- Perform preventive and emergency maintenance, including graffiti removal, exterior lighting and coordinate custodial services.

Sanitary Waste Removal \$90,880

- Pick up trash at special events
- Pay dumping fees for trash disposal and recycling
- Pay for trash barrel pickup at all town facilities and schools.

Public Safety Complex, Northwest Park, Main and Wilson Branch Libraries, Milo Peck Child Development Center, Hayden Station, Poquonock, Wilson, Rainbow, and Windsor Fire Houses, and Roger Wolcott School \$209,930

- Coordinate with town departments on code compliance, effect necessary repairs and maintenance of facilities, and utility costs at some facilities
- Perform preventive and emergency maintenance, including graffiti removal and coordinate custodial services at the listed locations
- Provide support to town employee offices, moves, etc. and maintain phone system.

Community Services & Repair of other Town Facilities \$130,830

- Respond to requests from civic groups for community event support such as Shad Derby, the Lion's Arts and Craft Fair and the Windsor Chamber of Commerce Chili Challenge
- Assist in staging town-sponsored community events on the town green, at fairs and carnivals, holiday lighting displays, Martin Luther King Day ceremony, Bridge Builder's awards and Conversations on Race forums
- Perform maintenance of bus shelters, storage sheds and park and recreation accessory buildings
- Provide electrical repairs for Veterans Cemetery
- Provide maintenance and utilities for the Clover Street Park clubhouse, Sage Park field house concession stand, ambulance facility and the employee fitness center located at 330 Windsor Avenue
- Perform preventive and emergency maintenance to the exterior of the various cell phone towers on town property
- Assist the office of Registrar of Voters with setup of polling places for elections and referendums.

Administration of Building Improvements \$134,380

- Support the Public Building Commission with information and reports
- Perform construction management function for certain town construction projects
- Administer and oversee contracts and budgets
- Manage rental properties.

PAVEMENT MANAGEMENT

Pavement Management provides safe and clean streets and sidewalks by resurfacing (paving), reconstructing and maintaining existing street pavement and sidewalks.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	828,900	818,360	738,990	737,450
Supplies	48,300	77,300	48,300	48,300
Services	546,150	445,960	622,360	622,360
Maintenance & Repair	99,200	99,200	99,200	99,200
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	1,522,550	1,440,820	1,508,850	1,507,310

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	993,300	981,820	903,850	902,310
State Grants - Town Aid Road Improvements	345,000	279,000	425,000	425,000
User Fees	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	<i>345,000</i>	<i>279,000</i>	<i>425,000</i>	<i>425,000</i>
State Grants - LoCIP (Capital Outlay Fund)	184,250	180,000	180,000	180,000
Total	1,522,550	1,440,820	1,508,850	1,507,310

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	8.00	7.84	7.00	7.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	8.00	7.84	7.00	7.00

Budget Commentary

The overall FY 16 expenditures are expected to come in under budget by \$81,730 or 5.4%. This is primarily due to the lower use of the Town Aid Road Improvements grant balance for contractor provided milling and paving based on a lower unit cost for paving materials. Funds were used for paving of small areas by the town such as the basketball court at Lancaster Park and small street areas in poor condition. The FY 16 General Fund expenditures are expected to be under budget by \$11,480 or 1.2% mostly attributable to Personal Services for a partial year vacancy. The overall FY 17 budget reflects a decrease of \$13,700 or 0.9% as compared to the FY 16 budget mostly due to Personal Services and is offset in part by a greater use of the Town Aid Road Improvements grant for pavement management, such as milling & paving, as well as additional pavement crack filling. The FY 17 General Fund budget reflects a decrease of \$89,450 or 9.0% due to Personal Services as a result of moving positions between divisions to reflect existing resource cost allocations.

PAVEMENT MANAGEMENT

Products & Services

Seal Pavement Cracks \$193,270

- Clean and seal roadway cracks to eliminate water seepage into road base on numerous streets.

Localized Pavement Repairs \$152,720

- Repair surface defects and potholes caused by poor base and sub-base material.

Pavement Preventive Maintenance/Snow Materials \$208,870

- Perform thin overlays and other related maintenance measures on certain street sections.
- Purchase additional materials for storm control.

Mill & Repave Streets \$726,960

- Perform milling of the street surface followed by resurfacing with hot-mix asphalt overlay on: Sleepy Hollow Circle, Locksmith, Pierson Lane, Lyme Street, Warren Lane, Bellflower Road, Briarwood Drive, Tanglewood Drive, West Norman Street, Ludlow Road, Clover Street, Taylor Court, Taylor Street, Eno Street, Gaylord Street, Warham Street, Nook Farms Road, Ashley Road, and Seymour Street.

Repair Curbing, Driveways & Lawns \$194,490

- Replace damaged or worn curbing at various locations throughout town.
- Repair lawns and driveway aprons damaged during snow removal.

Repair Dirt Roads \$21,000

- Grade, shape and roll town dirt roads affected by weather conditions. Install new drainage as needed.

Pavement Management System Maint. \$10,000

- Provide consultation for pavement management system to maintain system and inspect streets.

STORMWATER DRAINAGE

The Stormwater Drainage division maintains drainage channels, stormwater outlets and detention ponds. It also repairs existing drainage structures, such as catch basins, and adds new drainage structures as needed throughout the town.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	262,650	255,100	435,490	434,390
Supplies	25,500	25,500	25,500	25,500
Services	32,800	44,000	42,800	42,800
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	320,950	324,600	503,790	502,690

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	310,950	304,600	483,790	482,690
State Grants - Town Aid Road Improvements	10,000	20,000	20,000	20,000
<i>Subtotal: Special Revenue Funds</i>	<i>10,000</i>	<i>20,000</i>	<i>20,000</i>	<i>20,000</i>
Total	320,950	324,600	503,790	502,690

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	5.00	5.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	5.00	5.00

Budget Commentary

The overall FY 16 expenditures are expected to come in over budget by \$3,650 or 1.1%. The General Fund FY 16 expenditures are expected to come in under budget by \$6,350 or 2.0% due to Personal Services for a workers compensation claim. The overall FY 17 budget reflects an increase of \$182,840 or 57.0% compared to the FY 16 budget mostly due to Personal Services as a result of moving positions between divisions to reflect existing resource cost allocations and Services as a result of providing additional resources to catch basin cleaning. The FY 17 General Fund budget reflects an increase of \$172,840 or 55.6% as compared to the FY 16 budget and is due to Personal Services as a result of moving positions between divisions to reflect existing resource cost allocations.

STORMWATER DRAINAGE

Products & Services

Repair or Replace Catch Basins and Adjust Manholes \$298,340

- Repair or replace damaged catch basins and manholes in response to complaints and in conjunction with pavement overlay and road reclamation programs.

Clean Detention Ponds \$12,000

- Remove accumulated silt and vegetation in detention ponds on town maintained property.

Maintain Channels of Brooks \$6,400

- Clean debris, remove silt and vegetation and make repairs.

New Drainage Systems \$13,000

- Install new drainage structures and systems to alleviate erosion, road flooding and icing problems.

Maintain Stormwater Drainage Pipe \$99,740

- Maintain 92 miles of stormwater pipe in the town right-of-ways
- Replace pipes where they are broken or joints are separated
- Flush and purge blocked pipes to remove silt, debris and roots to enable water to flow freely.

Maintain Inlet, Outlet & Watercourses \$5,800

- Maintain and clean out natural drainage channels to eliminate problems caused by sedimentation, erosion and concrete deterioration.

Catch Basin Sand and Litter Removal & Inspection \$67,410

- Inspect and remove sand, litter and other debris from catch basins.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Traffic Safety and Community Support provides for the management of traffic safety, traffic signs, signals and pavement markings, streetlights and traffic signals, support for community events and support for elections.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	623,150	606,460	520,560	519,240
Supplies	16,600	16,600	16,600	16,600
Services	90,520	97,650	95,640	95,640
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	576,680	565,000	581,950	581,950
Total	1,306,950	1,285,710	1,214,750	1,213,430

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	1,291,950	1,264,060	1,194,750	1,193,430
State Grants - Town Aid Road Improvements	15,000	21,650	20,000	20,000
<i>Subtotal: Special Revenue Funds</i>	<i>15,000</i>	<i>21,650</i>	<i>20,000</i>	<i>20,000</i>
Total	1,306,950	1,285,710	1,214,750	1,213,430

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	7.00	6.75	6.00	6.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	7.00	6.75	6.00	6.00

Budget Commentary

The overall FY 16 expenditures are expected to come in under budget by \$21,240 or 1.6% mostly due to Personal Services for a partial year vacancy. The FY 16 General Fund expenditures are expected to come in under budget by \$27,890 or 2.2% for the same reason. The FY 17 General Fund budget reflects a decrease of \$97,200 or 7.5% as compared to the FY 16 budget due to Personal Services as a result of moving positions between divisions to reflect existing resource cost allocations.

TRAFFIC SAFETY AND COMMUNITY SUPPORT

Products & Services

Town-Wide Safety Markings \$60,000

- Install and maintain pavement markings
- Repaint crosswalks, stop lines and railroad crossings as needed.

Traffic & Safety Signing \$99,670

- Install traffic control and street name signs
- Replace vandalized, stolen or outdated signs
- Provide special street signing as requested.

Streetlights \$618,890

- Fund utility costs for 3,731 streetlights
- Maintain 808 town-owned streetlights
- Repair damaged streetlights
- Inspect/accept new streetlights in subdivisions
- Monitor and inspect contractor repairs.

Traffic Signals \$95,100

- Fund utility costs for 58 traffic signals
- Maintain traffic signals and school signs
- Conduct annual safety tests and monitor repairs.

Community Events \$80,900

- Set up and take down equipment for events which include:
 - Shad Derby
 - Northwest Park Country Fair
 - Chili Challenge
 - Fife & Drum Muster
 - Fishing Derby
 - Halloween events in town center
 - Memorial Day events
 - Library Book Fair
 - Lion's Arts & Crafts Fairs
 - St. Gabriel's and Wilson Fire Company carnivals
 - Columbus Day weekend soccer tournament
 - Block parties.

Guiderails & Barricades \$22,230

- Maintain and repair four miles of guiderails.

State-Mandated Evictions and Auctions \$16,120

- Respond to up to 45 evictions yearly
- Move and store property for evictions
- Auction unclaimed property from evictions and town surplus property.

Election Setup \$21,620

- Set up and take down equipment for referendums, primaries and elections.

24-Hour Emergency Response \$36,720

- Respond to police request to remove debris caused by motor vehicle accidents
- Remove dead animals from roads
- Respond to requests for chemical spill containment.

Traffic Engineering \$45,000

- Perform traffic engineering investigations
- Confer with State of Connecticut Department of Transportation traffic liaison
- Review traffic impacts from proposed commercial and residential developments.

Clean Streets \$80,030

- Sweep and remove sand and litter from 136 miles of roads and from town and Board of Education parking areas
- Sweep streets in support of street resurfacing as well as community events.

Sanitary Waste Removal \$37,150

- Removal of waste from town facilities and litter receptacles.
- Removal of dead animals from streets.

EQUIPMENT REPAIR

Equipment Repair provides for the repair, maintenance and replacement of Department of Public Works vehicles and heavy equipment and supports the town's fuel dispensing system.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	296,240	296,240	300,570	299,910
Supplies	60,000	60,000	60,000	60,000
Services	23,000	25,500	23,000	23,000
Maintenance & Repair	254,000	250,000	254,000	254,000
Grants & Contributions	-	-	-	-
Capital Outlay	8,000	31,000	22,270	22,270
Energy & Utility	120,830	117,000	88,570	88,570
Total	762,070	779,740	748,410	747,750

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	762,070	779,740	748,410	747,750
State Grants - Town Aid Road Improvements	-	-	-	-
User Fees	-	-	-	-
Reimbursements	-	-	-	-
<i>Subtotal: Special Revenue Funds</i>	-	-	-	-
Total	762,070	779,740	748,410	747,750

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	0.45	0.45	0.45	0.45
Temporary/Seasonal Employees	-	-	-	-
Total	3.45	3.45	3.45	3.45

Budget Commentary

The FY 16 expenditures are expected to come in over budget by \$17,670 or 2.3% primarily due to Capital Outlay for vehicle equipment and improvements. The FY 17 budget reflects a decrease of \$13,660 or 1.8% as compared to the FY 16 budget due to Energy & Utility for lower fuel costs offset in part by an increase in Capital Outlay for vehicle equipment and improvements.

EQUIPMENT REPAIR

Products & Services

- Fleet Maintenance* \$549,380
- Maintain and repair public works vehicle and equipment fleet
 - Manage inventory and parts for fleet
 - Maintain inventory, registration, emission testing and insurance cards
 - Respond to emergency breakdown of vehicles.

- Fuel Management* \$178,200
- Procure gasoline and diesel fuel for town
 - Monitor automated fuel system for town vehicles.

- Vehicle & Equipment Procurement* \$20,170
- Procure vehicles and equipment for public works.

STORM CONTROL

The Storm Control division's goal is to minimize disruptions caused by inclement weather, especially winter storms. An additional goal is to provide safe streets and other public ways, reduce delays for motorists and emergency service vehicles and allow for the efficient transportation of goods.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	187,570	91,120	198,260	198,260
Supplies	146,550	127,000	146,550	146,550
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	334,120	218,120	344,810	344,810

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Public Works	209,120	98,120	219,810	219,810
State Grants - Town Aid Road Improvements	125,000	120,000	125,000	125,000
<i>Subtotal: Special Revenue Funds</i>	<i>125,000</i>	<i>120,000</i>	<i>125,000</i>	<i>125,000</i>
Total	334,120	218,120	344,810	344,810

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	-	-	-	-

Budget Commentary

The overall FY 16 budget is expected to come in under budget by \$116,000 or 34.7% as a result of the mild 2015/2016 winter. The FY 16 General Fund expenditures are expected to come in under budget by \$111,000 or 53.1% due to the same reason. The overall FY 17 budget reflects an increase of \$10,690 or 3.2% as compared to the FY 16 budget due to Personal Services.

STORM CONTROL

Products & Services

- Clear, Safe Pavement Surfaces* \$344,810
- Respond immediately, 24-hours-a-day, to hazardous road conditions reported by the Windsor Police Department
 - Plow and sand 132 miles of roads, 189 cul-de-sacs and 39 acres of public parking lots
 - Maintain snow plowing and ice control vehicles and attachments including 24 snowplows, 19 material spreaders, three payloaders and two sidewalk plows/sanders
 - Mix and maintain a stockpile of materials for traction control
 - Maintain sand/salt barrels throughout the Town of Windsor
 - Investigate and resolve customer complaints
 - Spread traction materials or otherwise alleviate icing conditions.

PUBLIC WORKS

FY 2016 Highlights

Pavement Management & Drainage Improvements

Entire streets or sections of streets which were milled and paved included: Carriage Way, Drummer Drive, Squire Road, Riverview Terrace, Alden Road from Mayflower Road to Riverview Terrace, Shamrock Circle, Lancaster Drive, Center Street, Chelsea Lane, Cambridge Drive, Stacy Drive, Apple Tree Lane, Griswold Drive, Sawka Circle, Milo Peck Lane from Sawka Drive to Hansom Hill Road, Dunfey Lane, Grace Street from Giddings Avenue to Clover Street School, Gloria Street, Batchelder Road from the causeway to football field, Hillside Circle, Salem Circle, Diana Lane, Jonathan Circle, Sunnyfield Drive from Shelley Drive to Country Club Road, Shelley Drive, Rood Avenue from Windsor Avenue to Shelley Drive, Darwin Drive, and Lester Lane. Public Works performed the drainage improvements on these streets prior to the pavement work.

In addition to the streets, the parking areas at JFK Elementary School were milled and paved. The rear parking lot and the entrance way at Clover Street Elementary School was also completed. The parking lot off of Clover Street will be completed in the summer of 2016.

A Public Works crew completed the replacement of a failed stormwater drainage sewer on a section of Pigeon Hill Road between Amolia Farms Road and Addison Road. This collapsed storm sewer was removed and replaced.

Public Works assisted the Town Engineer's Office with the cold-mill-in-place pavement project on Stone Road by replacing stormwater structures and by replacing or adjusting the water gates in the street for the cold milling and paving processes.

The failure of a stormwater pipe in a town easement in a forested area behind homes on Lighthouse Hill Road caused significant erosion. Public Works and the Town Engineer's department developed a design for the problem, constructed the solution on steep slopes at the site, and began to address the erosion.

Facility Management

The 58-year-old centralized steam heating system for Clover Street Elementary School was replaced with a hot-water based system which took full advantage of the existing decentralized layout of the school by installing separate hot water/glycol boilers in each of the buildings which comprises the school. This allows for much greater control of the heating system and reduced energy costs. As a result of excellent bids for the project, a cooling and ventilation system was also installed throughout the school, taking advantage of the decentralized school layout.

As a part of the final component of the heating fuel conversion project at multiple schools, the underground heating oil tanks were removed at Windsor High School and Oliver Ellsworth Elementary School. At the high school, a significantly smaller underground fuel oil tank was installed to service the generator at the school.

To continue the upgrading of the HVAC equipment and systems in our facilities, the boilers at town hall were replaced. These boilers were original to the building (50 years old). Other HVAC improvements included replacing certain air handling equipment and upgrading the cooling tower controls. Existing lighting is being replaced with LED fixtures. Lighting in buildings use 30% of the electrical energy in a facility. Installing the LED lighting will reduce the electrical usage for lighting by approximately 40%.

Completed in 1903, the Loomis Fountain is located on the town green adjacent to town hall. The fountain was restored in 1983 in conjunction with Windsor's 350th birthday. The water fountain equipment is 33 years old. The fountain lights and controls for the pumps, lights and electronics are being replaced. This project will reduce operational costs of the fountain by eliminating water leaks and adding wind controls to turn the fountain automatically on and off as needed.

Pipes installed underground that carry hot and cold water between the north and south sections of the L.P. Wilson Community Center were in need of replacement. One of the factors involved in this situation was the depth of these lines upon installation in that they were affected by the freeze and thaw cycles underground, that resulted in leaks. New piping was installed deeper underground to eliminate the movement issues. This work also will save heating energy and prevent future failures.

FY 2016 Highlights (continued)

Work began on interior improvements at town hall. Phase 1 of this effort included replacement of wall coverings, carpeting and some floor tiles on the first floor and the staircase facing the parking lot of the facility.

Town Hall has 91 exterior windows which were installed as part of the original construction in 1965. These windows were made of wood with a three-piece aluminum storm window. The exterior doors were refurbished or replaced. The windows were replaced with white clad vinyl, Energy Star compliant, with a 20-year warranty. To reduce costs, the interior trim was reused, and the exterior trim was covered with aluminum to reduce future maintenance.

Parks & Grounds Management

Public Works removed the old playscapes at Custer Drive Park and Lancaster Park, as well as prepared the sites for installation of the new structures by the Recreation Department.

PUBLIC WORKS

<i>Key Statistics</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target
\$ spent on pavement management activities such as milling & paving and crack filling	\$504,540	\$811,814	\$1,033,660	\$926,340	\$1,087,030
\$ spent on snow control services from the General Fund and grant funding	\$392,967	\$494,651	\$528,140	\$317,320	\$444,850

<i>Performance Measures</i>	FY 2015 Actual	FY 2016 Target	FY 2016 Estimate	FY 2017 Target
Number of center-line miles of streets milled and paved	5.7	4.4	5.8	6.0
Average number of days to close SeeClickFix complaints regarding pothole or pavement issues	14.0	5.0	12.0	10.0
Percentage of catchbasins cleaned in accordance with the target of 1,450 per year	40%	115%	145%	140%

<i>Performance Measures</i> <i>(based on the Good/Very Good rating in the Citizens Survey)</i>	FY 2012 Actual	FY 2014 Actual	FY 2016 Actual
Percentage of citizens who rated "recycling services" as good or very good in the biennial citizen survey	76.0%	70.3%	80.6%
Percentage of citizens who rated "appearance of parks & public spaces" as good or very good in the biennial citizen survey	77.5%	76.5%	76.5%
Percentage of citizens who rated "snow removal" as good or very good in the biennial citizen survey	71.0%	70.3%	69.2%
Percentage of citizens who rated "street repair" as good or very good in the biennial citizen survey Street Repair	49.0%	47.7%	50.3%

Some fun facts about the value of our services...

Energy savings FY 10 to FY 15 – As a result of a multitude of energy reduction and facility improvement projects, town and Board of Education energy costs have been reduced by \$821,000 from FY 10 to FY 15, a 32% reduction.

New park bench at the Riverwalk – The department would like to thank Mr. & Mrs. Warren Ball for donating a decorative bench, which was installed by Public Works along the town center Riverwalk.

PUBLIC WORKS

FY 2017 Goals

1. Work with the Board of Education on the partial roof replacement at Clover Street Elementary School
2. Complete the implementation of the new time and cost tracking system
3. Work to improve the level of maintenance of the town's planted medians and islands
4. Continue the pavement resurfacing program at town facilities by finishing the pavement improvement at Clover Street Elementary School
5. Investigate various options for reducing streetlight operation costs and continue the streetlight pole replacement effort
6. Continue to work with the Public Building Commission and the applicable departments on the design for the Public Safety Complex.

SPECIAL REVENUE FUNDS

Public Works

Project #	Project Name	FY 2016			FY 2017			
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/17)
1980	Stony Hill School	2,400	5,160	5,900	1,660	5,210	5,900	970
2014	330 Windsor Avenue Maintenance	27,872	128,990	104,500	52,362	128,000	105,000	75,362
4003	Archer Road Maintenance	39,698	-	-	39,698	-	-	39,698
4009	Town Aid Road Improvements	714,655	404,230	440,650	678,235	404,000	590,000	492,235
4012	Local Cap. Improve. - Recording Fees	85,552	11,600	-	97,152	11,600	-	108,752
4018	Veterans Cemetery	3,647	3,400	4,100	2,947	3,400	4,100	2,247
4100	Rental Revenue (Properties)	7,339	8,200	9,300	6,239	8,200	9,300	5,139
4101	Train Station/Freight House	64,049	18,400	24,750	57,699	25,200	24,750	58,149
4102	Roger Wolcott Building	12,245	66,760	66,760	12,245	66,760	66,760	12,245
4103	Parks Garage Leased Space	494,122	-	114,590	379,532	-	57,940	321,592
4800	Landfill Reuse Planning	5,701	-	-	5,701	-	-	5,701
		1,457,280	646,740	770,550	1,333,470	652,370	863,750	1,122,090

#1980 - Stony Hill School - This is a former one-room school house on Windsor Avenue near the intersection of Hillcrest Road. This historical structure is maintained by the Department of Public Works. It is currently rented out for yoga classes. Funds are used to pay all expenses associated with the maintenance of this facility.

#2014 - 330 Windsor Avenue Maintenance - This revolving fund is used for repair and maintenance at the facility. Revenues are received from the Carling Connection, Recreation Department and the Chinese Restaurant on site. FY 16 revenue anticipates a transfer of \$41,100 from the General Fund Unassigned Fund Balance to pay costs related to the Carling Connection rent/utilities. Expenses include repair, maintenance and utilities.

#4003 - Archer Road Maintenance - This account was funded by a developer for the repair and maintenance of Archer Road in the Hayden Station neighborhood. Funds from the account will be used for paving/resurfacing of the street in the future.

#4009 - Town Aid Road Improvements - This is a state grant used primarily for street maintenance and repair-related activities. This account is used as a revolving fund for management of this grant. A major use of this account is for the purchase of materials for the snow and ice program. It is also used for street pavement markings, pavement preventive maintenance (such as crack filling), and catch basin cleaning.

#4012 - Local Capital Improvements, Recording Fees - This account differs from the Local Capital Improvements Program (LoCIP), which is an annual grant from the state. This account was established to receive funds that are the result of an increase in the recording fees charged by the state. These funds may be used for improvements by local governments in the state.

#4018 - Veterans Cemetery - The Department of Public Works places headstones (provided by the government) at grave sites and maintains the cemetery grounds. The town receives funding from the Department of Veterans Affairs (VA) to place the headstones in their designated area. Expenses associated with the maintenance of the cemetery are paid from this account.

#4100 - Rental Revenue properties - This revolving fund is for the receipt of rental revenue and the payment of expenses for properties owned by the town. Presently, this includes the Luddy House (town green) and Luddy Carriage House (town green). The Chamber of Commerce is located in the Luddy House. The town is actively seeking a tenant for the Luddy Carriage House because it is currently vacant.

#4101 - Train Station/Freight House - The Amtrak Train Station (Central Street) and Freight House (Mechanic Street) are properties leased from the Greater Hartford Transit District and are sub-leased by the town to others. Both buildings are presently being used by Windsor Arts Center. Larger expenditures expected in the near future include roof work at the train station.

#4102 - Roger Wolcott Building - This is the former Roger Wolcott School facility. Funds are from the Facilities Management general fund. The costs for utilities and other expenses are paid out of this account for the on-going maintenance of the building.

#4103 - Parks Garage leased space - This account is used to pay for the lease and other related expenses for the facility which replaced the former Parks Garage on Mechanic Street. Public Works equipment and materials (primarily off-season) are stored at this building. This account is funded from the sale of the former Parks Garage facility.

#4800 - Landfill Reuse Planning - A study was performed a few years ago to plan the future use of the landfill site following its capping and closing. A citizen's group worked with a consultant to develop the plan, which primarily incorporated various active and passive recreational uses. The balance shown represents the amount unspent during this planning effort.

INFORMATION SERVICES

Information Services provides records management, information, referral and response to the community, Town Council and other departments.

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	319,981	334,260	326,940	340,060	339,400
Supplies	70,060	86,120	75,860	84,080	84,080
Services	105,499	101,490	103,310	130,450	130,450
Maintenance & Repair	12,409	12,620	9,500	10,120	10,120
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,610	3,650	3,750	4,010	4,010
Total	511,559	538,140	519,360	568,720	568,060

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	419,671	436,140	427,610	448,170	447,510
Other General Fund Accounts	43,962	51,500	48,750	48,550	48,550
<i>Subtotal: Info. Services Gen. Fund</i>	<i>463,633</i>	<i>487,640</i>	<i>476,360</i>	<i>496,720</i>	<i>496,060</i>
Grants	7,500	4,000	4,000	5,000	5,000
User Fees	22,426	28,500	21,000	49,000	49,000
<i>Subtotal: Special Revenue Funds</i>	<i>29,926</i>	<i>32,500</i>	<i>25,000</i>	<i>54,000</i>	<i>54,000</i>
Other Funds	18,000	18,000	18,000	18,000	18,000
Total	511,559	538,140	519,360	568,720	568,060

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00	3.00
Regular Part Time Employees	1.02	1.10	0.88	1.10	1.10
Temporary/Seasonal Employees	-	-	-	-	-
Total	4.02	4.10	3.88	4.10	4.10

Budget Commentary

The overall FY 16 expenditures are expected to come in under budget by \$18,780 or 3.5%. This is primarily due to savings in Personal Services and Supplies in the Town Clerk's budget. The FY 16 General Fund expenditures are expected to be under budget by \$8,530 or 2.0% due to savings in Personal Services. The overall FY 17 budget reflects an increase of \$30,580 or 5.7% as compared to the FY 16 budget due to Personal Services and a planned use of Special Revenue funds to preserve the town's oldest records in the Town Clerk's office. The FY 17 General Fund budget reflects an increase of \$12,030 or 2.8% due primarily to Personal Services.

Council Action

During budget deliberations the Town Council decreased funding to Information Services by \$660 due to the allocation of lower health insurance costs.

INFORMATION SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	319,959	334,260	326,940	340,060	339,400
Supplies	26,721	24,220	23,810	29,430	29,430
Services	59,926	63,890	63,610	64,550	64,550
Maintenance & Repair	9,455	10,120	9,500	10,120	10,120
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,610	3,650	3,750	4,010	4,010
Total	419,671	436,140	427,610	448,170	447,510

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	39,570	46,000	43,050	43,050	43,050
Services	4,392	5,500	5,700	5,500	5,500
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	43,962	51,500	48,750	48,550	48,550

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	22	-	-	-	-
Supplies	3,769	15,900	9,000	11,600	11,600
Services	41,181	32,100	34,000	60,400	60,400
Maintenance & Repair	2,954	2,500	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	47,926	50,500	43,000	72,000	72,000

Total Expenditures (agrees with page N-1):

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	319,981	334,260	326,940	340,060	339,400
Supplies	70,060	86,120	75,860	84,080	84,080
Services	105,499	101,490	103,310	130,450	130,450
Maintenance & Repair	12,409	12,620	9,500	10,120	10,120
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,610	3,650	3,750	4,010	4,010
Total	511,559	538,140	519,360	568,720	568,060

**INFORMATION SERVICES
Budget Information
Fiscal Year 2013-2017**

Expenditures

Expenditures by Category *	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	347,467	302,505	319,981	334,260	326,940	340,060	339,400
Supplies	73,269	79,213	70,060	86,120	75,860	84,080	84,080
Services	117,342	111,561	105,499	101,490	103,310	130,450	130,450
Maintenance & Repair	12,591	13,885	12,409	12,620	9,500	10,120	10,120
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Energy & Utility	3,313	3,610	3,610	3,650	3,750	4,010	4,010
Total	553,982	510,774	511,559	538,140	519,360	568,720	568,060

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	424,420	396,839	419,671	436,140	427,610	448,170	447,510
Other General Fund Accounts	61,077	56,702	43,962	51,500	48,750	48,550	48,550
<i>Subtotal: Info. Services Gen. Fund</i>	<i>485,497</i>	<i>453,541</i>	<i>463,633</i>	<i>487,640</i>	<i>476,360</i>	<i>496,720</i>	<i>496,060</i>
Grants	9,318	9,789	7,500	4,000	4,000	5,000	5,000
User Fees	41,167	29,444	22,426	28,500	21,000	49,000	49,000
<i>Subtotal: Special Revenue Funds</i>	<i>50,485</i>	<i>39,233</i>	<i>29,926</i>	<i>32,500</i>	<i>25,000</i>	<i>54,000</i>	<i>54,000</i>
<i>Other Funds</i>	<i>18,000</i>						
Total	553,982	510,774	511,559	538,140	519,360	568,720	568,060

TOWN CLERK

The Town Clerk's Office is heavily regulated by state statutes. It certifies elections, records land records and maps, files and issues vital statistics and issues dog licenses and sportsmen licenses. Each of these responsibilities is mandated by state statute. The Clerk's Office also provides customer service to the citizens of Windsor by answering the main telephone line, and providing information and notary services.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	218,350	210,690	222,270	221,830
Supplies	25,920	18,650	21,980	21,980
Services	23,400	25,320	51,920	51,920
Maintenance & Repair	12,620	9,500	10,120	10,120
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,750	2,850	3,020	3,020
Total	283,040	267,010	309,310	308,870

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, funds are generated through copier user fees and grants for document preservation. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	250,540	242,010	255,310	254,870
Other General Fund Accounts	-	-	-	-
<i>Subtotal: Info. Services General Fund</i>	<i>250,540</i>	<i>242,010</i>	<i>255,310</i>	<i>254,870</i>
Grants	4,000	4,000	5,000	5,000
User Fees	28,500	21,000	49,000	49,000
<i>Subtotal: Special Revenue Funds</i>	<i>32,500</i>	<i>25,000</i>	<i>54,000</i>	<i>54,000</i>
Other Funds	-	-	-	-
Total	283,040	267,010	309,310	308,870

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	1.10	0.88	1.10	1.10
Temporary/Seasonal Employees	-	-	-	-
Total	3.10	2.88	3.10	3.10

Budget Commentary

The overall FY 16 expenditures are expected to come in under budget by \$16,030 or 5.7% due to savings in Personal Services and less anticipated expenditures for supplies. The FY 16 General Fund expenditures reflect a savings of \$8,530 or 3.4% primarily due to Personal Services as a result of a partial year vacancy. The overall FY 17 budget reflects an increase of \$26,270 or 9.3% as compared to the FY 16 budget due to Personal Services as well as planned use of Special Revenue funds to preserve the town's oldest records. The FY 17 General Fund expenditures reflect an increase of \$4,770 or 1.9% due primarily to Personal Services.

TOWN CLERK

Products & Services

Public Records \$140,650

- Record, process and maintain deeds, mortgages, liens, maps and other real property transactions off-site, as well as in the town vault
- Assist other departments in complying with the state's record retention requirements
- Facilitate the research of town land records, making it easier and more convenient by maintaining an on-line image and land index
- Protect original maps that are on file in the clerk's office by making them available as electronic images on computers
- Identify, preserve and manage historic records.

Licensing & Vital Statistics \$34,500

- Issue marriage licenses, dog and kennel licenses, and sportsmen licenses through the DEEP kiosk
- Account for and report to the state on all fees collected and licenses issued
- Receive, index and record vital records, issue certified copies to the State Vital Records Division and to resident towns
- Issue approximately 6,000 certified copies per year
- Issue burial and cremation permits and maintain a Windsor cemetery burial database.

Elections Support \$51,370

- Administer absentee ballots
- Manage a permanent absentee ballot database and outreach to disabled voters
- Record campaign finance filings for each active political party for municipal elections
- File election documents as required by the Secretary of the State
- Support Special Town Meetings according to State Statutes and the Town Charter
- Support and assist the Registrars of Voters as requested.

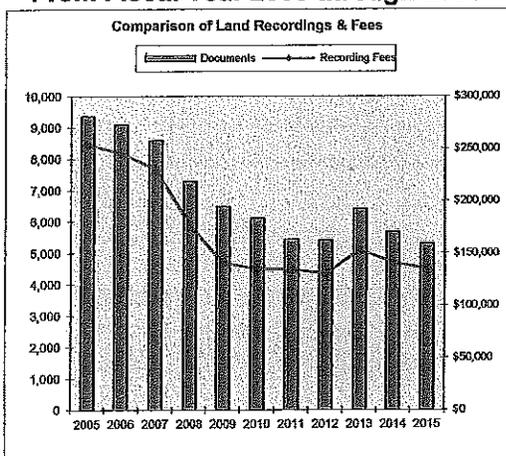
Notary/Trade Names/Veterans Records \$12,400

- Register and certify Notary and Justice of the Peace appointments
- Notarize documents in accordance with State Statutes and town policy
- Authenticate signatures of Notaries for documents submitted to foreign countries
- Provide notary applications, manuals and literature
- Issue certificates of trade name and maintain an official database
- Maintain records and a database of Veterans discharge records.

Information Assistance \$69,950

- Perform the duties of reception desk for town hall
- Keep the Town Charter and the Code of Ordinances codified, current, accurate and available to the public both in print and on the Internet
- Provide Freedom of Information assistance to staff and the public serving as municipal FOI liaison
- Act as the town information contact for telephone callers needing assistance.

Comparison of Land Recordings & Recording Fees From Fiscal Year 2005 through 2015



PUBLIC RELATIONS

The Public Relations division provides information and maintains communications between the town and the citizens of Windsor. Marketing efforts are coordinated to promote Windsor's potential for family and business success.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	115,910	116,250	117,790	117,570
Supplies	60,200	57,210	62,100	62,100
Services	78,090	77,990	78,530	78,530
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	900	900	990	990
Total	255,100	252,350	259,410	259,190

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to general fund resources allocated in the Public Relations budget, charges to other department's accounts are made for printing/copying expenses and office supply purchases.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Info. Services	185,600	185,600	192,860	192,640
Other General Fund Accounts	51,500	48,750	48,550	48,550
Subtotal: Info. Services General Fund	237,100	234,350	241,410	241,190
Grants	-	-	-	-
User Fees	-	-	-	-
Subtotal: Special Revenue Funds	-	-	-	-
Other Funds	18,000	18,000	18,000	18,000
Total	255,100	252,350	259,410	259,190

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.00	1.00	1.00

Budget Commentary

The General Fund FY 16 expenditures are expected to come in on budget whereas the overall expenditures are expected to come in under budget by \$2,750 or 1.1% due to Supplies. The FY 17 overall budget reflects an increase of \$4,310 or 1.7% as compared to the FY 16 overall budget and the General Fund is projected to increase by \$7,260 or 3.9%. The increases for FY 17 are due primarily to Personal Services and Supplies.

PUBLIC RELATIONS

Products & Services

Support to Town Manager \$85,390

- Prepare semi-monthly Town Manager Reports to provide information and updates on town projects and operations to interested community members
- Act for the town manager as a "first responder" to citizen calls, complaints, issues, problems and questions
- Research town government, state statute and town ordinance issues on an as-needed basis
- Conduct customer satisfaction surveys to solicit citizen input concerning town services and programs
- Recognize outstanding citizen and community achievements with resolutions, proclamations and certificates of appreciation.

Support to Other Departments \$38,910

- Support departments with copying, mail and supply resources to meet the daily needs of our customers
- Provide technical assistance and referral for office machinery and audio/visual equipment.

Marketing/Information Assistance \$134,890

- Encourage greater community engagement and connectivity with town services through online and mobile applications: *Winput* and *SeeClickFix*
- Assist in maintaining Windsor's website including *Windsor E-Mail Direct*, *E-Gov Direct*, *E-Calendar*, *Twitter* and video streaming
- Write and publish three seasonal brochures entitled "There's a lot to do in Windsor," produce an annual Citizen's Guide to the Windsor Town Budget, Budget in Brief, Maximum Value Government and other public relations materials promoting town services
- Collaborate with the Windsor Chamber of Commerce and Windsor real estate professionals to provide information packets to prospective and new Windsor residents and businesses
- Coordinate marketing efforts with Windsor Public School system
- Develop budget communication methods and materials to educate residents on budget process and value of town services
- Plan Memorial Day and Veteran's Day observances
- Conduct Citizen's Academy to educate citizens on town services
- Assist community groups in special event planning
- Interpret and clarify the town's graphic standards for various departments. Examine language, attitude and presentation to make sure they are consistent with organizational standards
- Promote tourism by coordinating marketing efforts with Windsor Chamber of Commerce
- Produce informational programs highlighting town services for television and video streaming
- Provide technical assistance to other departments in public relations and marketing
- Serve as a public information officer for Mass Dispensing Area #31.



2015 Citizen's Academy graduates

INFORMATION SERVICES

FY 2016 Highlights

This past fall, 12 Windsor residents completed the 8-week Citizen's Academy program that provided a behind the scenes look at the operations of the town. The class visited a different town facility each week and participated in presentations from all town departments to learn more about the town's day-to-day operations, funding, programs and services. 171 Windsor residents have completed the program since it began in 2005.

In an effort to provide an increased number of opportunities for residents to learn, ask questions and participate in the town budget process, the town partnered with the League of Women Voters and CTVotes to plan and offer five community budget forums at various times and locations throughout town.

In September 2015, the Town Clerk's office began offering customers the convenience of paying for services with a credit or debit card as fewer people now carry cash.

Election Activity:

Voters went to the polls multiple times in 2015.

1. The FY 16 budget failed to pass in the first four referendums. The budget passed at the fifth referendum on August 4th by a vote of 1,906 'Yes' to 1,332 'No' (16% turnout).
2. On November 3, 2015, 5,586 registered voters out of 19,669 participated in the Municipal Election for a 28.40% turnout. In the election the Democratic Party secured the majority of seats of the Town Council, Board of Education and Constable.

Land Activity & Revenues:

The Town Clerk's Office took in 5,499 land recordings during FY 15. This slight decrease of approximately 173 documents from the previous fiscal year was primarily due to the real estate market remaining somewhat stagnant in FY 15. The revenue generated to the General Fund from land recordings decreased due to a decrease in land documents recorded. Conveyance revenue, however, remained strong as a result of several large commercial land transfers. Below is a list showing the activity and revenue of the past years.

<u>Fiscal Year</u>	<u>No. of Docs. Filed</u>	<u>Land Revenue</u>	<u>Conveyance Tax Revenue</u>	<u>Total</u>
2005	9,373	\$253,863	\$526,571	\$780,434
2006	9,102	\$245,766	\$524,440	\$770,206
2007	8,600	\$230,660	\$676,621	\$907,281
2008	7,301	\$177,130	\$445,495	\$622,625
2009	6,488	\$140,697	\$224,391	\$365,088
2010	6,124	\$135,070	\$215,807	\$350,877
2011	5,439	\$134,520	\$174,404	\$308,924
2012	5,405	\$130,176	\$146,398	\$276,574
2013	6,406	\$153,079	\$299,813	\$452,892
2014	5,672	\$143,821	\$225,058	\$368,879
2015	5,499	\$137,436	\$587,681	\$725,117

The FY 15 Targeted Historic Document Grant was awarded to the town for the maximum amount of \$7,500. It was utilized to restore historic land deeds from the early 18th and 19th centuries that were in poor condition. In excess of 550 deeds were preserved.

INFORMATION SERVICES

<i>Key Statistics</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target
Land Recordings	6,406	5,672	5,499	5,600	5,800
Dog Licenses	2,822	2,737	2,756	2,750	2,750
Birth, Death & Marriage Certificates	832	819	822	830	825
Notarized Documents	1,801	1,628	1,660	1,700	1,600
Sportsman Licenses	333	273	292	275	275
Citizen Academy Participants	14	15	14	12	15
Referendum Participation	2,263	2,903*	2,110	3,516**	2,800

*Average of four referendums / **Average of five referendums

<i>Performance Measures</i>	FY 2015 Actual	FY 2016 Target	FY 2016 Estimate	FY 2017 Target
Number of business days to assemble land record books from receipt of documents.	1.0 day	1.0 day	1.0 day	1.0 day
Number of calendar days by which land documents are returned to the appropriate party.	6.5 days	6.0 days	8.0 days	6.0 days
Number of business days to prepare revenue reports to the state. (State requirement is 15 calendar days) *Timeline also includes Finance Department check processing time.	9.0 days	8.5 days	9.5 days	8.5 days
Number of business days to prepare revenue reports to the town departments.	4.5 days	4.0 days	4.5 days	4.0 days
Percentage of requests for copies of land documents or vital records that are responded to with 24 hours.	95%	95%	95%	95%

A fun fact about the value of our services...

Town residents now have the convenience of using a debit or credit card to pay for services in the Town Clerk's office.

FY 2017 Goals

1. Assist the Registrar of Voters with implementing electronic election night results as required by the Secretary of the State's Office
2. Organization-wide records management training for employees
3. Implement a multi-year plan to preserve the town's historical records
4. Create informational productions for use on social media, the town's website and television to educate and inform residents of the value of town services
5. Plan a 9/11 community memorial event.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2016			FY 2017			
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/17)
1304	Town Clerk Copier	118,016	40,000	17,000	141,016	40,000	44,500	136,516
1306	Historic Preservation	6,613	4,000	4,000	6,613	4,500	4,500	6,613
1308	Preservation Microfilming Grant	-	4,000	4,000	-	5,000	5,000	-
		124,629	48,000	25,000	147,629	49,500	54,000	143,129

#1304 - Town Clerk Copier - Funds are derived from fees associated with the use of the Town Clerk copier. These funds are used for the upkeep, maintenance, restoration and preservation of the Town of Windsor's records.

#1306 - Historic Preservation - Funds are derived from fees for land records. The State of CT receives a portion of these funds and the remainder is used to match funds when applying for the Connecticut State Library Historic Documents Preservation Grant.

#1308 - Preservation Microfilming Grant - This account is used for the CT State Library Historic Documents Preservation Grant program. There are two possible grants that could be received in any one fiscal year - \$4,000 for the Targeted grant or up to \$50,000 for the Competitive grant.

ADMINISTRATIVE SERVICES

Administrative Services supports town operations by providing other departments with financial, personnel and information resources needed in order to deliver products and services to the community. Administrative Services also protects town assets and its' personnel from risk of loss through risk management services.

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,716,499	1,833,100	1,826,100	1,892,120	1,888,310
Supplies	53,649	73,330	70,430	64,090	64,090
Services	202,548	245,480	234,840	265,260	265,260
Maintenance & Repair	58,301	57,970	58,760	61,800	61,800
Grants & Contributions	-	-	-	-	-
Capital Outlay	73,680	67,000	66,000	42,000	42,000
Energy & Utility	15,151	15,840	15,590	16,260	16,260
Total	2,119,828	2,292,720	2,271,720	2,341,530	2,337,720

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	1,953,066	2,152,930	2,133,380	2,228,560	2,224,840
Town Support for Education	-	54,750	54,750	55,730	55,640
<i>Subtotal: General Fund Budget</i>	1,953,066	2,207,680	2,188,130	2,284,290	2,280,480
Insurance Internal Service Fund	123,129	45,000	45,000	30,000	30,000
Enterprise Funds	18,490	13,340	13,340	13,340	13,340
Special Revenue Funds	25,143	26,700	25,250	13,900	13,900
<i>Subtotal: Other Funds</i>	166,762	85,040	83,590	57,240	57,240
Total	2,119,828	2,292,720	2,271,720	2,341,530	2,337,720

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	16.11	16.82	16.68	17.00	17.00
Regular Part Time Employees	1.41	1.70	1.58	1.65	1.65
Temporary/Seasonal Employees	1.27	0.68	1.07	0.59	0.59
Total	18.79	19.20	19.33	19.24	19.24

Budget Commentary

The overall FY 16 budget is expected to come in under budget by \$21,000 or 0.9%. This is primarily due to savings in Services and Personal Services. The FY 16 General Fund expenditures are expected to come in under budget by \$19,550 or 0.9% for the same reasons. The overall FY 17 budget is expected to increase \$48,810 or 2.1% and is due to increases in Personal Services and Services, as well as increased use of special revenue funds in the tax collections department. The FY 17 General Fund budget reflects an increase of \$75,630 or 3.5%. This is also due to increases in Personal Services and Services, as well as an increase in funding from the General Fund for the Risk Management department.

Council Action

During budget deliberations the Town Council decreased funding to Administrative Services by \$3,720 due to the allocation of lower health insurance costs.

ADMINISTRATIVE SERVICES EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,598,191	1,735,750	1,728,740	1,808,820	1,805,100
Supplies	52,567	72,850	69,940	61,360	61,360
Services	183,362	229,980	220,790	239,760	239,760
Maintenance & Repair	56,827	57,370	58,160	61,200	61,200
Grants & Contributions	-	-	-	-	-
Capital Outlay	48,680	42,000	41,000	42,000	42,000
Energy & Utility	13,439	14,980	14,750	15,420	15,420
Total	1,953,066	2,152,930	2,133,380	2,228,560	2,224,840

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	52,350	52,350	53,300	53,210
Supplies	-	480	480	530	530
Services	-	460	460	460	460
Maintenance & Repair	-	600	600	600	600
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	860	860	840	840
Total	-	54,750	54,750	55,730	55,640

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	118,308	45,000	45,000	30,000	30,000
Supplies	1,082	-	-	2,200	2,200
Services	19,186	15,040	13,590	25,040	25,040
Maintenance & Repair	1,474	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	25,000	25,000	25,000	-	-
Energy & Utility	1,712	-	-	-	-
Total	166,762	85,040	83,590	57,240	57,240

Total Expenditures (agrees with page O-1):

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,716,499	1,833,100	1,826,090	1,892,120	1,888,310
Supplies	53,649	73,330	70,420	64,090	64,090
Services	202,548	245,480	234,840	265,260	265,260
Maintenance & Repair	58,301	57,970	58,760	61,800	61,800
Grants & Contributions	-	-	-	-	-
Capital Outlay	73,680	67,000	66,000	42,000	42,000
Energy & Utility	15,151	15,840	15,610	16,260	16,260
Total	2,119,828	2,292,720	2,271,720	2,341,530	2,337,720

ADMINISTRATIVE SERVICES
Budget Information
Fiscal Year 2013-2017

Expenditures

Expenditures by Category *	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	1,720,218	1,740,852	1,716,499	1,833,100	1,826,100	1,892,120	1,888,310
Supplies	47,954	63,297	53,649	73,330	70,430	64,090	64,090
Services	178,541	233,008	202,548	245,480	234,840	265,260	265,260
Maintenance & Repair	50,407	49,934	58,301	57,970	58,760	61,800	61,800
Grants & Contributions	-	-	-	-	-	-	-
Capital Outlay	27,916	65,212	73,680	67,000	66,000	42,000	42,000
Energy & Utility	15,216	16,026	15,151	15,840	15,590	16,260	16,260
Total	2,040,252	2,168,329	2,119,828	2,292,720	2,271,720	2,341,530	2,337,720

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	1,902,336	1,985,394	1,953,066	2,152,930	2,133,380	2,228,560	2,224,840
Town Support for Education	-	-	-	54,750	54,750	55,730	55,640
Subtotal: Adm. Services Gen. Fund	1,902,336	1,985,394	1,953,066	2,207,680	2,188,130	2,284,290	2,280,480
Insurance Internal Service Fund	119,067	139,257	123,129	45,000	45,000	30,000	30,000
Enterprise Funds	18,490	43,407	18,490	13,340	13,340	13,340	13,340
Other Funds	359	271	25,143	26,700	25,250	13,900	13,900
Subtotal: Other Funds	137,916	182,935	166,762	85,040	83,590	57,240	57,240
Total	2,040,252	2,168,329	2,119,828	2,292,720	2,271,720	2,341,530	2,337,720

FINANCIAL ACCOUNTING AND REPORTING

The Financial Accounting and Reporting division ensures the proper accounting of the town's financial records and provides fiscal and related services to employees, vendors and other departments. This division also apprises the town manager, staff, town council and public of the overall fiscal status and performance of the town.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	615,130	596,280	649,360	647,530
Supplies	14,800	15,300	15,300	15,300
Services	33,460	33,700	33,990	33,990
Maintenance & Repair	46,060	47,620	49,830	49,830
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	3,700	3,700	4,060	4,060
Total	713,150	696,600	752,540	750,710

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

The General Fund is the primary funding source for the Accounting Department. A small portion for cash management and record keeping required is funded by the Insurance Internal Service Fund under the self-insurance program.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	698,150	681,600	737,540	735,710
Insurance Internal Service Fund	15,000	15,000	15,000	15,000
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>	<i>15,000</i>
Total	713,150	696,600	752,540	750,710

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.82	5.68	6.00	6.00
Regular Part Time Employees	0.47	0.33	0.40	0.40
Temporary/Seasonal Employees	0.39	0.39	0.39	0.39
Total	6.68	6.40	6.79	6.79

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$16,550 or 2.4% primarily due to savings in Personal Services. The FY 17 General Fund budget is expected to increase by \$39,390 or 5.6%. This is primarily due to funding being restored in full for the Finance Director position.

FINANCIAL ACCOUNTING AND REPORTING

Products & Services

Accounting & Analysis \$313,760

- Ensure the town's financial activities and records are properly accounted for and maintained
- Provide financial information to internal and external customers
- Prepare more than 10,000 vendor payments and produce related expenditure reports
- Manage cash receipts totaling more than \$120 million and produce accounts receivable reports for town services
- Promote cost containment by providing cost accounting services to each service unit.

Audit \$97,370

- Assist the independent auditor during fieldwork and with preparation of the annual financial statements
- Prepare records and statements required for GASB 68 and GASB 71.

Payroll & Benefits \$116,170

- Administer the town's payroll and benefits
- Communicate payroll to town staff and coordinate changes in deductions
- Manage pension and payroll deduction plans.

Cash Management \$27,210

- Monitor the cash position of the town, including the board of education, pursuant to the town's investment policy
- Invest available funds for maximum return pursuant to the town's investment policy.

Debt Management \$12,170

- Manage the issuance of general obligation bonds and bond anticipation notes pursuant to the town's debt management policy
- Prepare the official statement required for the issuance of debt
- Prepare rating agency presentations.

Budgeting \$184,030

- Coordinate the preparation of the town's annual General Fund and related budgets
- Monitor revenues and expenditures for all town funds
- Provide the technical financial assistance necessary for the preparation of the Capital Improvement Program.

HUMAN RESOURCES

Human Resources assists departments and the town manager in the recruitment, selection, retention and training of town employees. It also administers employee benefit plans including health, disability and life insurance and implements employee involvement and quality service initiatives. Equitable and cooperative labor relations are promoted by the department through collective bargaining and contract administration while ensuring compliance with state and federal labor and employment laws.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	337,180	348,830	343,220	342,560
Supplies	3,450	3,170	3,280	3,280
Services	77,210	65,900	95,350	95,350
Maintenance & Repair	6,700	6,840	7,170	7,170
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,600	2,400	2,200	2,200
Total	427,140	427,140	451,220	450,560

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

The Human Resources Program is supported solely by General Fund resources.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	427,140	427,140	451,220	450,560
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Other Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	427,140	427,140	451,220	450,560

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	0.48	-	-
Total	3.00	3.48	3.00	3.00

Budget Commentary

The FY 16 expenditures are expected to come in on budget. The FY 17 General Fund budget reflects an increase of \$24,080 or 5.6% as compared to the FY 16 budget. This is primarily due to increases in Personal Services as well as Services for funding for a job classification and compensation study for the unaffiliated full time administrative pay plan.

HUMAN RESOURCES

Products & Services

Recruitment and Selection \$91,210

- Recruit and select qualified applicants through advertising and the posting of job announcements; answering telephone, mail and walk-in inquiries; reviewing and processing applications; interviewing and testing; background and reference checking and final hiring
- Maintain hiring statistics and workforce demographic data in compliance with Equal Employment Opportunity reporting requirements.

Employee Relations \$74,270

- Administer three labor contracts for the Town of Windsor: WPDEA (Police), UPSEU Local 424, Unit 10 (public safety dispatchers) and Teamsters Local 671 (public works and clerical), coordinate grievance and labor board hearings and contract negotiations
- Provide advice and direction to administrative staff on personnel policies and regulations
- Provide assistance with employee counseling, discipline issues and coordination of grievance processing
- Update administrative and personnel policies in accordance with legal developments, governmental mandates and best practices.

Employee Benefits Administration \$80,600

- Research enhancements and cost saving measures and make recommendations as needed
- Monitor benefit trends and analyze impact of benefit modifications
- Educate employees about existing town benefits and ongoing benefit changes
- Coordinate enrollment meetings and process all changes
- Coordinate disability claims processing and verify and process all benefit invoices for payment.

Training and Employee Development \$57,650

- Conduct orientation of new full-time and part-time employees
- Identify and implement improvements in town services and programs
- Provide consultation to staff on career growth and development
- Provide tuition reimbursement for job-related courses
- Develop and implement supervisory training programs.

Unemployment Compensation \$32,850

- Provide funding for unemployment compensation, perform claims research, attend hearings and follow appeals processes.

Classification and Salary Administration \$79,700

- Develop, implement and maintain an equitable classification and pay system that accurately reflects the work performed by town employees and ensures that they are equitably compensated for their services. Conduct market surveys and analyze data.
- Develop and maintain updated job descriptions
- Select compensation consultant and coordinate administrative pay plan study; analyze results and implement recommendations.

Compliance with Regulations \$34,280

- Ensure compliance with state and federal mandates such as the Patient Protection and Affordable Care Act (PPACA), Americans with Disabilities Act (ADA), the Family Medical Leave Act (FMLA), the Department of Transportation (DOT) regulations on drug & alcohol testing, Consolidated Omnibus Budget Reconciliation Act (COBRA), Health Insurance Portability and Accountability Act (HIPAA), Connecticut Civil Union law and all state and federal labor laws.

INFORMATION TECHNOLOGY

Information Technology provides departments with networking services, application support and helpdesk services.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	322,350	324,050	330,400	329,740
Supplies	4,000	5,000	5,000	5,000
Services	75,000	73,340	76,500	76,500
Maintenance & Repair	3,000	2,500	3,000	3,000
Grants & Contributions	-	-	-	-
Capital Outlay	67,000	66,000	42,000	42,000
Energy & Utility	3,900	3,900	4,110	4,110
Total	475,250	474,790	461,010	460,350

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

Some funding for the Information Technology Program is generated via user charges to the enterprise funds. The table on the next page provides a detailed breakdown of these charges.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	436,910	436,450	447,670	447,010
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	13,340	13,340	13,340	13,340
Use of Police Private Duty Account	25,000	25,000	-	-
<i>Subtotal: Other Funds</i>	<i>38,340</i>	<i>38,340</i>	<i>13,340</i>	<i>13,340</i>
Total	475,250	474,790	461,010	460,350

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	3.00	3.00	3.00	3.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	3.00	3.00	3.00	3.00

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$460 or 0.1%. The overall FY 17 budget is expected to decrease \$14,240 or 3.0% due to Capital Outlay expenditures in the Police Private Duty fund being reflected in the police department budget. The FY 17 General Fund budget is expected to increase \$10,760 or 2.5% primarily due to Personal Services.

INFORMATION TECHNOLOGY

Products & Services

Application Management and Support \$123,860

- Provide departments with short and long-term consultation in evaluating, maintaining and updating department specific applications
- Support information systems, applications and security
- Assist departments in developing custom databases and applications
- Administer technology purchasing
- Support the police department's state, internal and mobile applications
- Provide mapping applications to assessor, development services and police departments.

Enterprise Networking and Systems \$201,180

- Provide 24-hour, 7-days-a-week access to town applications
- Manage Local Area Networks (LAN) used by town staff at offices in ten locations
- Provide 24-hour, 7-days-a-week access to the Wide Area Network (WAN)
- Support wireless hardware and software used by the Public Safety Department for mobile applications including dispatch, field reporting and querying state maintained information
- Provide system security including virus protection, patch management and filtering
- Provide data backup and recovery services for all information systems
- Provide database administration
- Provide Internet infrastructure maintenance, management and security
- Provide infrastructure support for the phone system
- Provide connectivity and access to staff via Virtual Private Network.

Support Services \$72,440

- Provide hardware and software implementation, updates and troubleshooting for town servers, end-user computers, phones, printers and peripherals
- Provide support for the multiple public access computer labs.

Capital Outlay \$62,870

- Purchase, deploy/redeploy and upgrade town hardware, computers, printers and peripherals.

Information Technology Account Charges	
Child Day Care Enterprise Fund	\$0
Adult Day Care Enterprise Fund	\$0
Landfill Enterprise Fund	\$13,340
Use of Private Duty Account	\$0
Total Charges to Other Funds	\$13,340

RISK MANAGEMENT

Risk Management evaluates and manages the risk of loss associated with town operations specific to the areas of general liability, automobile, property damage, crime, professional and fiduciary liability, workers compensation and accident and health.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	130,880	130,880	133,230	133,010
Supplies	1,200	1,200	1,330	1,330
Services	1,150	1,150	1,150	1,150
Maintenance & Repair	1,500	1,500	1,500	1,500
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	2,150	2,100	2,100	2,100
Total	136,880	136,830	139,310	139,090

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

Funding sources for FY 16 consist of the General Fund and Town Support for Education.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	52,130	52,080	68,580	68,450
Town Support for Education	54,750	54,750	55,730	55,640
<i>Subtotal: Risk Mngt. General Fund Budget</i>	106,880	106,830	124,310	124,090
Insurance Internal Service Fund	30,000	30,000	15,000	15,000
Enterprise Funds	-	-	-	-
<i>Subtotal: Other Funds</i>	30,000	30,000	15,000	15,000
Total	136,880	136,830	139,310	139,090

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total	1.00	1.00	1.00	1.00

Budget Commentary

The FY 16 expenditures are expected to come in on budget. The overall FY 17 budget reflects an increase of \$2,430 or 1.8% primarily due to an increase in Personal Services. The FY 17 General Fund budget reflects an increase of \$16,450 or 31.6% due to increased funding for this program from the General Fund versus the Insurance Internal Service Fund.

RISK MANAGEMENT

Products and Services

Insurance \$41,570

- Manage the insurance program with assistance from the Insurance Commission and town's agent of record
- Coordinate the town's claims-related activities cooperatively with insurers and third party administrators
- Review projects for safety considerations and contracts for insurance specifications
- Utilize insurance and self-insurance programs to provide protection against loss from potential legal actions against the town
- Provide technical support and advice as it pertains to risk management and safety
- Ensure the proper accounting of the Internal Service Fund's financial records.

Security and Statutory \$27,860

- Control risk of loss from crimes such as pilferage and vandalism within the organization through preventative safety activities
- Support various internal committees.

Employee Safety \$41,790

- Provide safety training programs in conjunction with the Town of Windsor Safety Team concerning regulatory compliance and safe operating procedures
- Manage self-insured workers compensation program to ensure proper and efficient handling of claims.

Loss Control \$27,870

- Inspect and evaluate various town properties for loss exposures
- Investigate property and liability losses to develop corrective actions
- Review standard operating procedures for safety and regulatory compliance
- Coordinate and conduct accident reduction activities in relation to property and liability exposures
- Investigate property and liability losses to develop corrective actions
- Review standard operating procedures for safety and regulatory compliance
- Coordinate and conduct accident reduction activities in relation to property and liability exposures.

PROPERTY VALUATION

Through the Assessor's Office, the property valuation program determines and maintains accurate and equitable valuations of all property in Windsor and provides for appropriate tax relief by administering various exemptions and benefits to qualified taxpayers.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	222,620	223,670	229,600	229,600
Supplies	5,130	4,570	5,180	5,180
Services	24,180	23,050	23,400	23,400
Maintenance & Repair	710	300	300	300
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,890	1,890	2,040	2,040
Total	254,530	253,480	260,520	260,520

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	252,830	253,230	260,270	260,270
Other Funds	1,700	250	250	250
<i>Subtotal: Other Funds</i>	<i>1,700</i>	<i>250</i>	<i>250</i>	<i>250</i>
Total	254,530	253,480	260,520	260,520

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.53	0.55	0.55	0.55
Temporary/Seasonal Employees	-	-	-	-
Total	2.53	2.55	2.55	2.55

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$1,050 or 0.4%, primarily due to savings in Services and Supplies. The FY 17 General Fund budget reflects an increase of \$7,440 or 2.9% as compared to the FY 16 budget due to Personal Services.

PROPERTY VALUATION

Products and Services

- Property Valuation* \$192,170
- Develop and maintain valuations for 12,170 real estate, 26,525 motor vehicle and 1,279 personal property accounts
 - Maintain and enhance the town Geographic Information System (GIS)/Assessment web site.

- Exemptions & Benefits* \$68,350
- Administer various exemptions to over 2,800 veteran, elderly, blind and disabled taxpayers with total benefits exceeding \$300,000.

TAX COLLECTION

The Tax Collector's Office is responsible for collecting property taxes which provide support for the educational system and town-wide municipal services.

Expenditures

Expenditures by Category *	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	204,940	202,390	206,310	205,870
Supplies	44,750	41,190	34,000	34,000
Services	34,480	37,700	34,870	34,870
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	1,600	1,600	1,750	1,750
Total	285,770	282,880	276,930	276,490

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - Admin. Services	285,770	282,880	263,280	262,840
Insurance Internal Service Fund	-	-	-	-
Enterprise Funds	-	-	-	-
Special Revenue Fund	-	-	13,650	13,650
<i>Subtotal: Other Funds</i>	-	-	13,650	13,650
Total	285,770	282,880	276,930	276,490

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.70	0.70	0.70	0.70
Temporary/Seasonal Employees	0.29	0.20	0.20	0.20
Total	2.99	2.90	2.90	2.90

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$2,890 or 1.0%. This is due to expenses related to the additional October tax billing being less than projected. The FY 17 overall budget reflects a decrease of \$8,840 or 3.1% as compared to the FY 16 budget. This is due to expenses expected to be incurred for the upcoming delinquent property tax sale offset by the elimination of the additional October tax billing from the budget. Expenses incurred in the tax sale process will be mostly recovered from the purchasers of the properties. The FY 17 General Fund budget is projected to decrease by \$22,490 or 7.9% due to the elimination of the October tax billing offset by Personal Services.

TAX COLLECTION

Products and Services

Current Tax Collection \$66,430

- Collect 95% of the total levy during normal tax-due period (July-August and January).

Delinquent Tax Collection \$147,950

- Use a variety of methods and procedures such as updating new addresses, mailing delinquent tax notices, issuing alias tax warrants through state marshals and constables, recording liens against real estate with the Town Clerk's office and conducting tax sales in an attempt to collect the balance of the total tax levy.

Parking Tickets \$2,760

- Collect parking tickets fees for the police department.

Tax Billing Preparation \$59,350

- Prepare consolidated tax statements for leasing companies and banks acting as escrow agents in anticipation of annual tax billing
- Mail more than 45,000 tax bills.

ADMINISTRATIVE SERVICES

FY 2016 Highlights

Tax Collection

In response to numerous taxpayer requests, the tax office installed credit card readers that allow taxpayers to pay with debit and credit cards at the tax office window. Tax office staff continues to work with delinquent taxpayers in setting up payment arrangements to bring their accounts current within a mutually acceptable time frame.

Finance and Accounting

The finance department assisted with the implementation of the town's compliance efforts for the federal Affordable Care Act (ACA) legislation.

Risk Management

Risk management worked with the public health nurse to train all Public Works employees in CPR and AED during FY 15. On at least one occasion while on the job, Public Works employees were able to provide and assist with medical needs until a professional rescuer arrived on scene. During FY 16, we have provided first-aid training to these same personnel to heighten their skills in assisting each other with routine medical emergencies.

The risk manager completed the Connecticut Transportation Leadership program through UCONN Connecticut Transportation Institute. In order to complete the program, the risk manager produced a video on sidewalk defects and the method Windsor uses to repair them. This video is now available to other municipal officials around the state through UCONN.

Human Resources

Coordinated and implemented the town's compliance efforts for the federal Affordable Care Act (ACA) legislation.

The department coordinated and participated in negotiations with the Windsor Police Department Employee Association (WPDEA) and the Public Safety Dispatchers bargaining units.

Several recruitments for police officer positions, a lieutenant promotion, and a public safety dispatcher position were conducted.

Information Technology

Information technology staff assisted with the Safety Services Department's transition to a new computer-aided dispatch and records management system.

New storage hardware and applications that will be the foundation for the town's disaster recovery plans and procedures were added in FY 16.

The communication link between town hall and L.P. Wilson was upgraded to fiber, greatly improving desktop access to applications and services.

Property Valuation

The assessor's office conducted a detailed field review of all business personal property accounts resulting in approximately 40 additional accounts and increased revenue to the town.

Personal property audits were conducted through an outside vendor. Six audits were completed and additional audits will be completed in FY 16.

The assessor's office helped promote the income tax preparation special assistance offered at the senior center by including information about it in their annual letter to participants of the senior tax relief program.

ADMINISTRATIVE SERVICES

<i>Key Statistics</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Target
Number of staff and public desktops supported	Staff 260 Public 80				
Mobile Devices accessing town applications	N/A	N/A	N/A	60	60
Average investment yield	0.35%	0.20%	0.20%	0.30%	0.35%
Bonded debt per capita	\$1,401	\$1,352	\$1,364	\$1,332	\$1,311
Debt as a percent of total budget	5.7%	6.1%	6.1%	6.4%	6.2%
Investment income for the General Fund	\$130,000	\$150,000	\$117,000	\$120,000	\$170,000
Number of property tax accounts monitored by the Assessor's Office – Oct 1st	40,304	40,323	40,363	40,393	40,143
Total loss time claims	13	15	23	15	15
Total Worker Compensation claims	141	134	175	125	120
Number of full time positions posted	10	15	13	15	13
Number of job applications processed	950	1,041	1,286	1,225	1,150
Full time employee turnover rate*	2.2%	4.9%	7.6%	6.5%	6.3%

*Turnover includes retirements.

<i>Performance Measures</i>	FY 2015 Actual	FY 2016 Target	FY 2016 Estimate	FY 2017 Target
Availability of network data access (% of time)	99%	99%	99%	99%
Total revenue collected in the Current Levy category as a % of what was billed	98.9%	98.8%	98.8%	98.8%
Annual Certificate of Achievement for Excellence in Financial Reporting award received by Finance department	Yes	Yes	Yes	Yes
Reduce auto, liability and property claims by 10% annually based on the previous year or the ten year average of 50 claims	47	32	49	44
Time to hire from job posting closing date to job offer	7 weeks	4.5 weeks	7 weeks	5.5 weeks
Percent of full time employees completing trial period (measures quality of hire)	100%	100%	100%	100%

A fun fact about the value of our services...

The Finance department takes advantage of a program offered by the State of Connecticut that enables us to receive all of our state grant payments by direct deposit. This allows us to receive the funds more quickly than by check, eliminates mail and check float and the need to handle paper checks.

ADMINISTRATIVE SERVICES

FY 2017 Goals

1. Continue to monitor employee benefit trends, the Affordable Care Act (ACA) provisions, and related legislation. Ensure the town is in compliance with ACA requirements and recommend measures to contain employee benefit costs while maintaining competitive benefits
2. Successfully complete negotiations of successor contracts with the WPDEA and the Public Safety Dispatchers bargaining units
3. Continue training to reduce the two major worker compensation injury types; slips, trips and falls, and materials handling, through training and making physical changes in the workplace when needed
4. Update the town's procurement policy and procedures manual to better conform to current purchasing standards and practices
5. Assisted in the acquisition and implementation of the Development Services Department software package that will bring efficiencies to the department and enhance the service delivery process
6. Continue to optimize business continuity and disaster recovery plans. Develop, implement and practice procedures to minimize down time and data loss in the event of a critical infrastructure failure
7. To address the needs of employees wearing personal protective equipment through a comprehensive hazard assessment of each task they perform
8. Coordinate completion of class and compensation study for the unaffiliated full time administration pay plan.

SPECIAL REVENUE FUNDS

Administrative Services

Project #	Project Name	FY 2016			FY 2017			
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/17)
1650	Assessor's Coin-Op Copiers	5,420	1,300	250	6,470	1,300	250	7,520
1651	Delinquent Property Tax Sale	-	-	-	-	13,650	13,650	-
		5,420	1,300	250	6,470	14,950	13,900	7,520

#1650 - Assessor's Coin-Op Copiers - Revenues are generated by fees obtained from use of the copying machine (GIS maps, etc.) This fund is used toward the purchase of supplies and for the costs associated with the copier maintenance agreements.

#1651 - Delinquent Property Tax Sale - A public auction is scheduled to be conducted by the tax collector in the Spring of 2017 for the sale of a variety of real estate properties with delinquent taxes due. Funds collected at the sale will be applied to clear the back taxes and release the tax liens. This fund listed above represents the estimated expenses and expense recoveries from the buyers for this sale.

GENERAL GOVERNMENT

General Government programs provide funds for the activities of the town's elected officials and appointed boards and commissions as well as the operations of the Town Manager's Office. General Government also includes funding for the Town Attorney, Treasurer, Probate Court and Independent Auditor.

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Expenditures					
Town Council	9,643	18,170	16,220	16,890	16,890
Boards and Commissions	8,472	16,990	15,930	16,750	16,750
Probate Court	5,991	7,040	7,040	8,030	8,080
Elections	148,894	130,970	155,970	144,870	144,870
Counsel and Legal Advice	124,741	163,990	163,990	165,270	165,270
Town Manager's Office	374,662	442,170	441,420	448,680	448,020
Town Treasurer's Office	3,038	6,860	2,470	2,570	2,570
Independent Audit	20,470	21,680	21,680	22,890	22,890
Intergovernmental Services	42,599	44,600	44,600	45,240	45,240
Community Services	104,101	113,550	113,550	120,530	120,530
Total General Fund	842,611	966,020	982,870	991,720	991,110
Town Support for Education and Charges to Other Departments	48,778	54,020	49,660	51,140	51,140
Special Revenue & Other Funds	10,950	11,330	11,330	11,330	11,330
Total Expenditures	902,339	1,031,370	1,043,860	1,054,190	1,053,580

Council Action

During budget deliberations the Town Council decreased funding to General Government by \$610. Of this amount, \$660 was decreased for the Town Manager's Office due to the allocation of lower health insurance costs and \$50 was increased for the Probate Court.

GENERAL GOVERNMENT EXPENDITURE BREAKDOWN BY FUND

General Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	479,910	533,860	550,150	543,140	542,480
Supplies	26,691	27,390	29,040	32,980	32,980
Services	217,572	274,610	273,880	279,600	279,650
Maintenance & Repair	3,200	3,200	3,200	3,200	3,200
Grants & Contributions	104,101	113,550	113,550	120,530	120,530
Capital Outlay	-	-	-	-	-
Energy & Utility	11,137	13,410	13,050	12,270	12,270
Total	842,611	966,020	982,870	991,720	991,110

Town Support for Education and Charges to Other Department Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	2,698	6,530	2,170	2,240	2,240
Supplies	-	-	-	-	-
Services	46,080	47,490	47,490	48,900	48,900
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	48,778	54,020	49,660	51,140	51,140

Special Revenue & Other Fund Expenditures:

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	200	200	200	200
Services	10,950	11,130	11,130	11,130	11,130
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	10,950	11,330	11,330	11,330	11,330

Total Expenditures (agrees with page P-1):

Expenditures by Category	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	482,608	540,390	552,320	545,380	544,720
Supplies	26,691	27,590	29,240	33,180	33,180
Services	274,602	333,230	332,500	339,630	339,680
Maintenance & Repair	3,200	3,200	3,200	3,200	3,200
Grants & Contributions	104,101	113,550	113,550	120,530	120,530
Capital Outlay	-	-	-	-	-
Energy & Utility	11,137	13,410	13,050	12,270	12,270
Total	902,339	1,031,370	1,043,860	1,054,190	1,053,580

**GENERAL GOVERNMENT
Budget Information
Fiscal Year 2013-2017**

Expenditures

Expenditures by Category *	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	541,502	518,575	482,608	540,390	552,320	545,380	544,720
Supplies	33,266	19,068	26,691	27,590	29,240	33,180	33,180
Services	291,168	313,602	274,602	333,230	332,500	339,630	339,680
Maintenance & Repair	-	-	3,200	3,200	3,200	3,200	3,200
Grants & Contributions	109,069	163,667	104,101	113,550	113,550	120,530	120,530
Capital Outlay	-	5,000	-	-	-	-	-
Energy & Utility	9,257	11,103	11,137	13,410	13,050	12,270	12,270
Total	984,262	1,031,015	902,339	1,031,370	1,043,860	1,054,190	1,053,580

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

In addition to the General Fund budget, other funding sources may become available. These items have no effect on the General Fund budget or the property tax rate.

Funding Source	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	
	Actual	Actual	Actual	Budget	Estimate	Proposed	Adopted
General Fund	924,150	915,650	842,611	966,020	982,870	991,720	991,110
Town Support For Education	49,214	49,035	48,778	54,020	49,660	51,140	51,140
<i>Subtotal: Gen. Govt. Gen. Fund</i>	<i>973,364</i>	<i>964,685</i>	<i>891,389</i>	<i>1,020,040</i>	<i>1,032,530</i>	<i>1,042,860</i>	<i>1,042,250</i>
Special Rev. & Other Funds	10,898	66,330	10,950	11,330	11,330	11,330	11,330
Total	984,262	1,031,015	902,339	1,031,370	1,043,860	1,054,190	1,053,580

TOWN COUNCIL

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	769	1,530	1,590	1,450	1,450
Services	5,327	11,140	9,130	11,340	11,340
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,547	5,500	5,500	4,100	4,100
Total	9,643	18,170	16,220	16,890	16,890

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

Town Council expenditures are funded by the General Fund and Special Revenue Funds.

Funding Source:	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Town Council	9,643	18,170	16,220	16,890	16,890
Total	9,643	18,170	16,220	16,890	16,890

Products and Services

The Town Council is the town's legislative and policy making body composed of nine volunteers elected at large for terms of two years. The mayor is selected by the other members of the council. Responsibilities include:

- Establishment and review of policies and measures that promote the health, safety and welfare of all Windsor residents
- Appropriation of funds for town services and programs
- Appointment of a town manager, town attorney, clerk of the council, town treasurer and members of various boards and commissions.

Budget Commentary

The FY 16 General Fund expenditures are expected to come in under budget by \$1,950 or 10.7% primarily due to a Clerk of the Council position vacancy. The FY 17 budget reflects a decrease of \$1,280 or 7.0% as compared to the FY 16 budget mostly due to no general election in FY 17 and lower communications costs for data.

BOARDS AND COMMISSIONS

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	589	-	400	-	-
Supplies	1,322	2,210	1,700	2,080	2,080
Services	6,121	14,720	13,770	14,520	14,520
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	900	900	900	990	990
Total	8,932	17,830	16,770	17,590	17,590

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

Board and Commission expenditures are funded by the general fund and various grant funds.

Funding Source:	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Boards and Commissions	8,472	16,990	15,930	16,750	16,750
Special Revenue Funds	460	840	840	840	840
Total	8,932	17,830	16,770	17,590	17,590

Products and Services

There are currently 23 boards, commissions and committees serving the Town of Windsor. Responsibilities include:

- Hearing appeals and rendering decisions on orders issued by the town staff
- Advising the town council, town manager and town staff on specific policies
- Conducting public hearings and granting approvals for proposed or existing activities
- Presiding over specific activities and functions as mandated in the Town Charter, State of Connecticut General Statutes and local ordinances.

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$1,060 or 5.9%. This is primarily due to Boards under-utilizing special project funding. The FY 17 budget reflects a decrease of \$240 or 1.3% as compared to the FY 16 budget to better reflect usage of special project funding and supplies (decrease in printing & posting costs).

PROBATE COURT

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	5,991	7,040	7,040	8,030	8,080
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	5,991	7,040	7,040	8,030	8,080

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

The town's required expenditures for the Probate Court are funded solely by the General Fund.

Personnel Requirements

Probate staff, including one Judge and several clerks are exempt and are not considered town employees. Probate Court salaries are paid by the state court system.

Products and Services

The Probate Court of the District of Windsor was established July 4, 1855 and was located in the Windsor Town Hall. In 2010 the Windsor Court was consolidated with the towns of South Windsor and East Windsor. In January 2011 this district court was relocated to the South Windsor Town Hall and named the Greater Windsor Probate Court. The judge of probate is elected by the residents of the three communities for a four-year term.

Responsibilities include:

- Oversight of the probate of wills and administration of estates of deceased persons
- Appointment of administrators, executors, trustees, conservators and guardians
- Presiding over the adoption process
- Ordering the commitment of mentally ill persons to private and state institutions
- Assisting and advising town staff on matters related to specific cases of individual health, safety and welfare.

The district prepares the budget based on projected costs. The participating towns get invoiced based on actual costs.

Budget Commentary

The FY 16 expenditures are expected to come in on budget. The town's share of the district court's budget for FY 17 is \$8,030, which is 45.2% of the district court budget of \$17,750. The district Probate Court requests a proportionate share as per Connecticut General Statutes 45a-8, which will be allocated between the serving towns of Windsor, East Windsor and South Windsor. The district court budget of \$17,750 is for the municipal share of the courts entire budget and does not include costs for personnel which the state pays. The municipal portion includes such items as materials and supplies, storage and network support. The figures from the Assessor's Grand List of October 1, 2015 were utilized to obtain Windsor's 45.2% proportionate figure of \$8,030.

ELECTIONS

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	114,135	101,960	121,960	108,940	108,940
Supplies	22,605	17,700	20,700	23,500	23,500
Services	6,355	5,610	7,610	6,580	6,580
Maintenance & Repair	3,200	3,200	3,200	3,200	3,200
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	2,599	2,500	2,500	2,650	2,650
Total	148,894	130,970	155,970	144,870	144,870

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

The town's required expenditures for elections are funded solely by the General Fund.

Personnel Requirements

Elections staff, including two elected registrars, two deputy registrars and election workers are exempt and are not considered town employees.

Products and Services

The Office of the Registrar of Voters is located in the Windsor Town Hall and is staffed by two elected registrars and two deputy registrars. The registrars supervise all elections and keep the records of approximately 21,000 registered voters. Funds are included for registrars, poll workers, supplies and the costs of the annual enumeration (counting of voters).

Budget Commentary

The FY 16 expenditures are expected to come in over budget by \$25,000 or 19.1% mostly due to the fourth and fifth unanticipated referendums for the FY 16 budget that were held July 14, 2015 and August 4, 2015. The FY 16 estimate includes the following elections: a budget referendum in July 2015, a budget referendum in August 2015, a municipal election in November 2015, a presidential primary in April 2016, and a budget referendum in May 2016. The FY 17 expenditures reflect a \$13,900 or 10.6% increase over the FY 16 budget due to the presidential election and the federal primary that requires more poll workers and ballots and for registrar training. The FY 17 budget includes the following elections: a federal primary in August 2016, a presidential/federal election in November 2016, and a budget referendum in May 2017.

COUNSEL AND LEGAL ADVICE

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	4,000	4,000	4,000	4,000
Services	145,481	181,150	181,150	182,850	182,850
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	145,481	185,150	185,150	186,850	186,850

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

Funding Source:	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Gen. Fund - Counsel & Legal Advice	124,741	163,990	163,990	165,270	165,270
Town Support for Education	20,740	21,160	21,160	21,580	21,580
Total: General Fund Budget	145,481	185,150	185,150	186,850	186,850

Products and Services

The town attorney is the legal advisor of the town council, board of education, town manager, other town officials and boards and commissions. Appointed by the town council for a two-year term, the town attorney protects the rights of the town in actions, suits or proceedings brought by or against it or any of its departments, officers, agencies or boards and commissions. Responsibilities include:

- Representing the town in suits, litigation, hearings and labor matters
- Advising the town on policy issues and questions of law
- Preparing or approving contracts or other instruments in which the town has an interest
- Appealing orders, decisions and judgments (upon approval of town council)
- Compromising or settling any claims by or against the town (upon approval of town council)
- Coordinating outside legal services for the town.

Budget Commentary

The breakdown of the town attorney's budget is as follows:

	FY 16	FY 17
Retainer	\$84,626	\$86,318
Litigation @ \$175/hour	48,000	48,000
Conflict contingency	5,000	5,000
Books and periodicals	4,000	4,000
Membership fees	110	110
Total Cost	\$141,736	\$143,428

The remainder of the FY 16 and the FY 17 Counsel and Legal Advice budget is for contingencies for unanticipated legal issues, property tax appeals, outside legal counsel, etc.

TOWN MANAGER'S OFFICE

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	362,448	425,340	425,620	431,960	431,300
Supplies	1,995	2,150	1,250	2,150	2,150
Services	6,428	10,470	10,700	10,370	10,370
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	3,791	4,210	3,850	4,200	4,200
Total	374,662	442,170	441,420	448,680	448,020

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

Town Manager expenditures are funded solely by the General Fund.

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Exempt - Town Manager	1.00	1.00	1.00	1.00	1.00
Regular Full Time Employees	1.50	2.00	2.00	2.00	2.00
Regular Part Time Employees	0.40	0.40	0.40	0.40	0.40
Total FTEs	2.90	3.40	3.40	3.40	3.40

Products and Services

The town manager is the Chief Executive Officer of the town and is responsible to the town council for the administration of all designated departments, agencies and offices. Responsibilities include:

Town Council

- Propose the adoption of policies to improve the health, safety and welfare of the town and uphold those policies adopted by council
- Keep council informed of the financial condition and future needs of the town
- Communicate the policies and financial plans of the town by submission of the annual budget
- Provide processes for the efficient and effective purchase of supplies using budgeted funds.

Town Staff

- Serve the needs of the community by hiring qualified and competent individuals
- Create an environment that encourages town employees to focus on the customer to deliver superior services, to strive for continuous improvement and to recommend increasingly efficient uses of resources.

Community

- Guide the balanced growth of Windsor by the promoting economic development effort
- Represent Windsor among other towns, states and regional organizations to exchange effective ideas and to promote policies
- Serve residents by keeping the community informed of town matters, encouraging dialogue between citizens and municipal officers and improving the quality and range of public service.

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$750 or 0.2%. The FY 17 budget reflects an increase of \$6,510 or 1.5% due to Personal Services.

TREASURER

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	5,436	13,060	4,340	4,480	4,480
Supplies	-	30	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	300	300	300	330	330
Total	5,736	13,390	4,640	4,810	4,810

* Please see Appendix E for a breakdown of each expenditure category.

Funding Sources

Treasurer expenditures are funded by the General Fund and Town Support for Education.

Funding Source:	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund - Treasurer	3,038	6,860	2,470	2,570	2,570
Town Support for Education	2,698	6,530	2,170	2,240	2,240
Total: Gen. Fund Budget	5,736	13,390	4,640	4,810	4,810

Personnel Requirements

Full Time Equivalents (FTE)	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-	-
Part Time and Temporary	0.03	0.21	-	-	-
Total	0.03	0.21	-	-	-

Products and Services

The town treasurer is appointed for a two-year term by the town council. Responsibilities of this office include:

- Countersigning of all town and board of education checks.

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$8,750 or 65.3%. This is due to reallocating the treasurer assistant position to the Financial Accounting and Reporting budget. The FY 17 budget reflects a decrease of \$8,580 or 64.1% as compared to the FY 16 budget due to Personal Services for the same reason.

INDEPENDENT AUDIT

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	56,300	58,500	58,500	60,700	60,700
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	56,300	58,500	58,500	60,700	60,700

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

Audit expenditures are funded by the General Fund, Town Support for Education and charges to the Enterprise Funds.

Funding Source	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
General Fund -- Audit	20,470	21,680	21,680	22,890	22,890
Town Support for Education	25,340	26,330	26,330	27,320	27,320
<i>Subtotal: Gen. Fund Budget</i>	<i>45,810</i>	<i>48,010</i>	<i>48,010</i>	<i>50,210</i>	<i>50,210</i>
<i>Charges to:</i>					
Landfill Enterprise Fund	4,490	4,490	4,490	4,490	4,490
Caring Connection Enterprise Fund	3,000	3,000	3,000	3,000	3,000
Day Care Enterprise Fund	3,000	3,000	3,000	3,000	3,000
<i>Subtotal: Other Funds</i>	<i>10,490</i>	<i>10,490</i>	<i>10,490</i>	<i>10,490</i>	<i>10,490</i>
Total	56,300	58,500	58,500	60,700	60,700

Products and Services

An annual audit is conducted by an independent public accounting firm appointed by the town council. The auditor ensures the lawful expenditure of local revenues as well as state and federal grants. The auditor also reports on management or record keeping practices that need improvement. The auditing entity does this by:

- Auditing general purpose financial statements and all governmental, proprietary, fiduciary funds and account groups of the town and board of education
- Assisting town staff in the preparation of the Comprehensive Annual Financial Report (CAFR)
- Conducting federal and state single audits and preparing required reports
- Conducting compliance audits as applicable in accordance with Generally Accepted Accounting Principles (GAAP)
- Reviewing State Department of Education reports including the ED001, ED006 and DTL forms
- Preparing a management letter that includes audit findings and recommendations affecting internal controls, accounting systems and legality of actions.

Budget Commentary

The FY 16 expenditures are expected to come in on budget. These expenditures are costs incurred for the audit of the FY 15 financial statements. The FY 17 budget reflects a \$2,200 or 3.8% increase as compared to the FY 16 budget. These funds will be used to pay for the audit of the FY 16 financial statements. The FY 17 budget represents the third year of a three-year audit service agreement that the town council approved in March 2014.

INTERGOVERNMENTAL SERVICES

Expenditures

Expenditures by Category *	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	42,599	44,600	44,600	45,240	45,240
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	42,599	44,600	44,600	45,240	45,240

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

Intergovernmental Services expenditures are funded solely by the General Fund.

Products and Services

Intergovernmental Services are funds that assist the town in developing and maintaining effective, cooperative relationships with federal, state, regional and other town governments and in obtaining maximum intergovernmental support and research for town programs. The forums and mechanisms for these cooperative relationships include:

- Ongoing review of federal and state proposed legislation, regulations, rate setting activities and regional affairs, taking appropriate steps to serve the town's interests
- Contributions to the Capitol Region Council of Governments
- Contributions to the Connecticut Conference of Municipalities for membership
- Contributions to the Greater Hartford Transit District.

Budget Commentary

Services:	FY 2016	FY 2017
	Budget	Budget
Capitol Region Council of Governments	\$21,650	\$22,000
Connecticut Conference of Municipalities	19,170	19,170
Greater Hartford Transit District	3,780	4,070
	<u>\$44,600</u>	<u>\$45,240</u>

COMMUNITY SERVICES

Expenditures

Expenditures by Category*	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-	-
Supplies	-	-	-	-	-
Services	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Grants & Contributions	104,101	113,550	113,550	120,530	120,530
Capital Outlay	-	-	-	-	-
Energy & Utility	-	-	-	-	-
Total	104,101	113,550	113,550	120,530	120,530

* See Appendix E for a breakdown of each expenditure category.

Funding Sources

Community Services consists of town expenditures that support community programs and organizations that enrich the quality of life in Windsor.

Funding Source:	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Gen. Fund - Community Services	104,101	113,550	113,550	120,530	120,530
Total	104,101	113,550	113,550	120,530	120,530

	<u>Budget</u>	<u>Adopted</u>		<u>Budget</u>	<u>Adopted</u>
	<u>FY 2016</u>	<u>FY 2017</u>		<u>FY 2016</u>	<u>FY 2017</u>
Archer Memorial A.M.E. Zion Church Supports Windsor Freedom Trail activities given that Windsor has six official Freedom Trail sites on the Connecticut Freedom Trail. <i>Requested \$4,110</i>	\$3,700	\$3,780	Fire Explorers Provides personal development and teamwork programs to Windsor youth. <i>Requested \$10,000</i>	\$10,000	\$10,000
Ascend Mentoring Provides mentoring and support services for Windsor's at risk youth and their families. <i>Requested \$10,000</i>	\$0	\$2,500	First School Society Supports maintenance efforts at the Palisado Cemetery. <i>Requested \$810</i>	\$810	\$810
Celebrate Wilson Supports an event in the Wilson section of town. <i>Requested \$1,000</i>	\$1,000	\$1,000	First Town Downtown Supports community efforts to revitalize downtown businesses. <i>Requested \$20,000</i>	\$20,000	\$20,000
Cable Television - WIN-TV Contributes to WIN-TV, Windsor's local cable station. <i>Requested \$5,000</i>	\$4,500	\$4,600	Hartford Interval House Provides services to Windsor residents who are victims of domestic violence. <i>Requested \$2,000</i>	\$2,000	\$2,000
Community Health Resources Supports mental health services for Windsor residents. <i>Requested \$12,500</i>	\$12,500	\$12,500			
Farmington River Watershed Supports the restoration and conservation of the natural resources of this watershed. <i>Requested \$1,860</i>	\$1,860	\$1,860			

COMMUNITY SERVICES (continued)

	<u>Budget</u> <u>FY 2016</u>	<u>Adopted</u> <u>FY 2017</u>		<u>Budget</u> <u>FY 2016</u>	<u>Adopted</u> <u>FY 2017</u>
Housing Education Resource Center Supports the provision of housing counseling and assistance services to Windsor residents through the Direct Services Program. <i>Requested \$2,100</i>	\$2,100	\$2,100	Tourism Grant to Chamber of Commerce Promotes tourism and increases small business opportunities. <i>Requested \$15,000</i>	\$15,000	\$15,000
Holiday Observance Supports the commemoration of Veterans and Memorial Day. <i>Requested \$5,950</i>	\$5,950	\$5,950	Voices Against Lyme Disease Based in Windsor, brings awareness and education to families, individuals and communities. <i>Requested \$3,000</i>	\$0	\$1,500
Network Against Domestic Abuse Provides free support services to Windsor residents who are victims of domestic abuse. <i>Requested \$1,350</i>	\$1,350	\$1,350	Volunteer Appreciation Provides support for the annual Town of Windsor volunteer brunch. <i>Requested \$9,500</i>	\$9,500	\$9,500
North Central Regional Mental Health Board Helps determine and monitors local mental health services. <i>Requested \$2,030</i>	\$2,030	\$2,030	Windsor Art Center Provides aesthetic and educational experiences for the region's residents and visitors. <i>Requested \$3,000</i>	\$0	\$1,500
Police Cadets Provides personal development and teamwork programs to Windsor youth. <i>Requested \$12,500</i>	\$10,000	\$10,200	Windsor Early Childhood Council Helps support early childhood programs including a resource EXPO and education/skill building classes for parents. <i>Requested \$5,500</i>	\$5,500	\$5,500
Riverfront Recapture Supports a regional effort to restore access to the Connecticut River. <i>Requested \$750</i>	\$750	\$750	Windsor Historical Society Supports outreach and education efforts to families and schools. <i>Requested \$1,500</i>	\$0	\$1,000
Rough Edges Art Productions Supports music and visual arts programming at the Plaza Building. <i>Requested \$10,000</i>	\$0	\$0			
Shad Derby Supports the activities of the Shad Fest Bureau. <i>Requested \$6,500</i>	\$5,000	\$5,100			

SPECIAL REVENUE FUNDS

Boards and Commissions

Project #	Project Name	FY 2016			FY 2017			
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/17)
5250	One Book One Windsor	1,335	-	-	1,335	-	-	1,335
5252	Bridge Builder's Award	-	840	840	-	840	-	-
		<u>1,335</u>	<u>840</u>	<u>840</u>	<u>1,335</u>	<u>840</u>	<u>840</u>	<u>1,335</u>

#5250 - One Book One Windsor - This fund's objective is to create a venue where people of different ethnicities and cultures come together and share ideas.

#5252 - Bridge Builder's Award - This fund was created to honor individuals, organizations or businesses that make outstanding contributions to enhance human relations within Windsor. The purpose of this award is to foster greater trust, understanding and solidarity among Windsor's racial, ethnic and religious groups.

GENERAL SERVICES

This section includes the general services of the current budget that are not specific to any given department.

	FY 2015	FY 2016		FY 2017	
	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Proposed</u>	<u>Adopted</u>
Expenditures					
Debt Service - Principle	2,903,840	3,566,000	3,566,000	3,514,060	3,514,060
Debt Service - Interest	713,930	530,620	530,620	691,000	691,000
Sewer Services	3,154,600	3,310,640	3,277,950	3,443,070	3,443,070
Great Pond Improvement District Transfer	103,930	99,000	95,820	91,000	91,000
Workers Comp. & Liability Insurance	910,020	1,020,460	1,020,460	1,088,190	1,088,190
Retiree Health Insurance and Actuarial Costs	768,776	729,220	729,220	844,500	844,500
Revaluation	20,000	19,000	19,000	20,000	20,000
Other Post-Employment Benefits (OPEB)	187,500	192,500	192,500	315,000	315,000
Recycling Services	420,342	432,580	432,580	444,250	444,250
Capital Projects	843,000	815,000	815,000	3,280,000	2,680,000
Tax Refunds - Prior Year	2,164	20,000	20,000	20,000	20,000
Open Space	100,000	50,000	50,000	200,000	200,000
Total Expenditures	10,128,102	10,785,020	10,749,150	13,951,070	13,351,070

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$35,870 or 0.3%. This is mainly due to savings from the Metropolitan District Commission (MDC) sewer payment. The FY 17 budget reflects an increase of \$3,166,050 and is mostly due to increased funding for capital projects, MDC sewer payments and a planned funding increase for other post-employment benefits (OPEB).

Council Action

During budget deliberations the Town Council decreased funding to General Services by \$600,000. This amount was reduced from Capital Projects - Community Investment Initiatives.

DEBT SERVICE

Debt Services are costs associated with bonds and notes sold by the town for a variety of projects. Principle is the amount allocated annually to reduce the total debt for the town. Interest is the annual cost of all borrowings.

Expenditures

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Debt Service – Principle	5,614,170	5,530,000	5,967,000	5,967,000
Debt Service – Interest	1,174,370	1,258,540	1,079,000	1,079,000
Total Debt Service	6,788,540	6,788,540	7,046,000	7,046,000

Funding Sources

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund – General Services	4,096,620	4,096,620	4,205,060	4,205,060
Use of Debt Service Fund Balance	217,410	217,410	277,940	277,940
Town Support for Education	2,474,510	2,474,510	2,563,000	2,563,000
Total	6,788,540	6,788,540	7,046,000	7,046,000

2016-2017 DEBT SUMMARY

Appendix F illustrates detailed debt schedules and summaries of principal and interest payments on all bonded projects as of June 30, 2015. The total debt authorized, including bonded debt, bond anticipation notes and authorized debt not issued will be \$40,405,000.

	Total Debt	Less Anticipated Grants	Net Debt	FY 2017 Payments		
				Principle	Interest	Total
Town	26,477,000	-	26,477,000	3,792,000	691,000	4,483,000
Schools *	13,928,000	-	13,928,000	2,175,000	388,000	2,563,000
TOTAL	40,405,000	-	40,405,000	5,967,000	1,079,000	7,046,000

* School debt service is included under Town Support for Education.

SEWER SERVICE

Expenditures

Expenditure by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Sewer Services	3,310,640	3,277,950	3,443,070	3,443,070

Funding Sources

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	3,310,640	3,277,950	3,443,070	3,443,070
Total	3,310,640	3,277,950	3,443,070	3,443,070

Metropolitan District Commission

The Metropolitan District Commission (MDC) is a non-profit municipal corporation that was established in 1929 by Special Act 511 of the Connecticut General Assembly. Member municipalities include the City of Hartford and the towns of East Hartford, West Hartford, Wethersfield, Rocky Hill, Newington, Bloomfield and Windsor. The total population served by the district is approximately 400,000. This budget provides funds for the payment of MDC charges for sewer services to the residents of Windsor. The MDC charge is based on the tax collections of Windsor in proportion to the tax collections of the other seven towns in the district.

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$32,690 or 1.0%. The FY 17 General Fund budget is expected to increase \$132,430 or 4.0% as compared to the FY 16 budget. This increase is based on MDC's budget for calendar year 2016 and their projected budget for calendar year 2017.

GREAT POND IMPROVEMENT DISTRICT TRANSFER

Expenditures

Expenditure by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Great Pond Improvement District Transfer	108,930	105,770	91,000	91,000

Funding Sources

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	99,000	95,820	91,000	91,000
Special Revenue Fund	9,930	9,950	-	-
Total	108,930	105,770	91,000	91,000

Estimated taxes collected for Great Pond Village	FY 16 Budget	FY 16 Estimate	FY 17 Budget
Real Estate & Personal Property	276,095	269,740	260,111
Total Estimated	276,095	269,740	260,111
Less: Non-Incremental Taxes	(78,095)	(78,095)	(78,095)
Total Incremental taxes	198,000	191,645	182,016
Allocation Percentage:	50%	50%	50%
Town Share	99,000	95,820	91,000
District Share (Transfer to Great Pond Special District Fund)	99,000	95,820	91,000

Great Pond Village

Great Pond Village is a multi-phased mixed-used development. In April of 2012, the Town of Windsor entered into an interlocal agreement with the Great Pond Village Improvement District which states that the town will participate with the infrastructure improvements. New taxes attributed to the expansion and growth of the Great Pond development will be shared equally. The town will keep 50% of the new taxes collected and the district will receive the other 50%, which will be used to pay the district's debt retirement for the infrastructure improvements. There will be no town debt issued for this project. The incremental taxes include real estate and personal property. There is no revenue sharing for motor vehicle taxes.

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$3,180 or 3.2%. The FY 17 General Fund budget is expected to decrease \$8,000 or 8.1% as compared to the FY 16 budget. This is due to a decrease in assessed value of one of the parcels in the District as a result of the removal of structures.

WORKER'S COMPENSATION & LIABILITY INSURANCE

Expenditures

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Worker's Comp & Liability Insurance	2,000,050	2,000,050	2,142,740	2,142,740

Funding Sources

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	1,020,460	1,020,460	1,088,190	1,088,190
Town Support for Education	979,590	979,590	1,054,550	1,054,550
<i>Subtotal: General Fund</i>	2,000,050	2,000,050	2,142,740	2,142,740
Insurance Internal Service Fund	-	-	-	-
<i>Subtotal: Other Funds</i>	-	-	-	-
Total	2,000,050	2,000,050	2,142,740	2,142,740

The Town of Windsor is exposed to various risks of loss related to torts, thefts, damage or destruction of its property, on-the-job injury to its employees and natural disasters. All are covered by some form of insurance. Due to prohibitive costs, the town has chosen to manage a certain amount of its risks internally and has set aside assets to settle those claims. To meet these obligations, the town has an Insurance Internal Service Fund out of which premiums, administrative costs and claims are paid. The Insurance Internal Service Fund receives revenue during the year from the General Fund and the town's three enterprise funds, as well as refunds and adjustments based on prior years' claims. Annual payments from the General Fund to the Insurance Internal Service Fund are made to cover the town's exposure to loss from liability, employee injury, property damage, theft and misappropriation of assets (see Section R).

The FY 17 General Services and Town Support for Education amounts are allocated as follows:

	General Services	Town Support For Education	Total
Auto	113,990	9,910	123,900
Comprehensive General Liability	60,430	117,340	177,770
Catastrophe Coverage (umbrella)	90,100	57,600	147,700
Public Official's Liability	31,500	-	31,500
Football and Sports Accidents	-	15,000	15,000
Employee Protection	75,500	-	75,500
Heart & Hypertension	-	-	-
School Board Errors & Omissions	-	28,000	28,000
Property Protection	59,820	161,750	221,570
Employee Security	6,500	-	6,500
Cyber Liability	4,500	10,500	15,000
Statutory	2,300	14,700	17,000
Nurse	5,750	1,950	7,700
Workers Comp.	600,000	600,000	1,200,000
Excess Workers Comp.	37,800	37,800	75,600
Total	1,088,190	1,054,550	2,142,740

Budget Commentary

The FY 16 expenditures are expected to come in on budget. The FY 17 General Fund budget is expected to increase \$142,690 or 7.1% as compared to the FY 16 budget. This is due to anticipated claims in the current year as well as prior year claims.

RETIREE HEALTH BENEFITS AND RETIREMENT PLAN ACTUARIAL COSTS

The Town of Windsor provides health, dental and prescription insurance coverage to retirees. Actuarial and defined benefit plan advisor costs are also included in this section of the budget. The amount of funding required by the General Fund to contribute to these costs is included in this section of the budget document.

Total Expenditures

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Budget	Approved
Retiree Health Benefits	854,260	931,000	955,000	955,000
Retirement Plan Actuarial Costs	86,530	79,650	85,500	85,500
Total	940,790	1,010,650	1,040,500	1,040,500

Funding Sources

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Budget	Approved
General Fund - General Services	729,220	729,220	844,500	844,500
Retiree Copays	211,570	187,500	196,000	196,000
Insurance Internal Service Fund	-	93,930	-	-
Total	940,790	1,010,650	1,040,500	1,040,500

Funded By General Fund - General Services - FY 2017

Retiree Health Benefits \$759,000

- Provides health, dental and prescription drug benefits to retirees of the Town of Windsor defined benefit plan as well as to retirees who participate in the Connecticut Municipal Employees Retirement System (CMERS).

Retirement Plan Actuarial Costs \$34,370

- Provides funding for annual pension plan actuarial valuations, participant statements, pension benefit calculations and audit disclosures to comply with GASB (Governmental Accounting Standards Board) statements dealing with retirement services and plan management financial analysis.

OPEB (Other Post Employment Benefits) \$11,940

- Provides funding for biennial OPEB actuarial valuation and annual audit disclosures to comply with GASB (Government Accounting Standards Board) statements dealing with other post-employment benefits.

Retirement Plan Investment Consultant Costs \$39,190

- Provides funding for investment consultant to manage defined benefit plan investments.

Budget Commentary

The FY 16 expenditures are expected to come in over budget by \$69,860 or 7.4% due to higher than expected prescription drug claims. The FY 17 General Fund budget reflects an increase of \$99,710 or 10.6% as compared to the FY 16 budget. This is due to expected claims activity as well as medical inflation.

OTHER POST-EMPLOYMENT BENEFITS (OPEB)

Expenditures

Expenditure by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Other Post-Employment Benefits	280,000	280,000	450,000	450,000

Funding Sources

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund - General Services	192,500	192,500	315,000	315,000
Town Support for Education	87,500	87,500	135,000	135,000
Transfer from Insurance Fund	-	-	-	-
Total	280,000	280,000	450,000	450,000

Other Post-Employment Benefits

Other Post-Employment Benefits (OPEB), are a form of deferred compensation consisting primarily of health insurance benefits for retirees, their spouses and beneficiaries. The town deposits, or "pre-funds" future retiree health benefits into a trust fund. Pre-funding allows actuaries to use more favorable actuarial assumptions in the valuation process, resulting in a lower liability. Additionally, a trust fund allows for assets to accumulate and earn better rates of return from higher yielding investments, as compared to those from general operating funds. Higher returns help to pay OPEB cost and increases financial and budgetary flexibility.

Budget Commentary

The FY 16 expenditures are expected to come in on budget. The FY 17 General Fund budget reflects an increase of \$170,000 as compared to the FY 16 budget. FY 17 will be the third year the town has contributed towards a multi-year strategy of funding the town's OPEB obligation. The balance in the OPEB trust fund is projected to be approximately \$740,000 on June 30, 2016.

REVALUATION

Expenditures

Expenditure by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Revaluation	19,000	19,000	20,000	20,000

Funding Sources

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund	19,000	19,000	20,000	20,000
Special Revenue Fund	-	-	-	-
Total	19,000	19,000	20,000	20,000

Budget Commentary

Revaluation is the mass appraisal of all property within the town to determine the fair market value for municipal tax purposes. The last revaluation was for the Grand List dated October 1, 2013 and implemented in FY 15. The funding for the Revaluation account for FY 17 is \$20,000, which will allow the balance to accumulate and provide funds for the next mandated revaluation which will occur for the Grand List dated October 1, 2018.

RECYCLING

The Town of Windsor contracts for curbside pick-up and disposal of recyclable materials for Windsor residences. In addition to promoting resource conservation, it helps the town meet state-mandated recycling goals. Leaf collection is also funded through this program.

Expenditures

Expenditure by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Recycling	432,580	432,580	444,250	444,250

Funding Sources

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund	432,580	432,580	444,250	444,250
Non-General Fund	-	-	-	-
Total	432,580	432,580	444,250	444,250

Funded By General Fund - General Services - FY 2017

Curbside Collection Services

\$369,000

- Contract for the curbside collection of recyclable materials for approximately 9,650 Windsor households.

Leaf Collection Services

\$58,950

- Collect 1,000 tons of residential leaves in paper bags and barrels during an eight week period in the fall.

Contract Administration & Public Education

\$16,300

- Contract with the Resident Transfer Station Enterprise Fund for the oversight and administration of contracts related to curbside recycling collection and disposal and bagged leaf collection
- Track and report quarterly and annually to the CT Department of Environmental Protection the status of residential and commercial recycling programs in Windsor.

Budget Commentary

The FY 16 expenditures are expected to come in on budget. The FY 17 budget is based on the third year of a seven year agreement for curbside collection services and a 3.0% increase for leaf collection services.

CAPITAL PROJECTS

Capital Projects are projects in the town's six year Capital Improvement Program that are financed using a variety of funding sources including bond proceeds, state and federal aid and General Fund resources. Projects or specific phases of projects that are financed out of the General Fund are referred to as "pay as you go" projects. The funding for these projects comprise one account in the General Services section of the budget.

Expenditures

Expenditure by Category	FY 2016		FY 2017	
	Adopted Budget	Estimate	Proposed	Adopted
Capital Projects – Town	10,652,611	10,652,611	36,818,308	36,218,308
Capital Projects – Schools	1,051,032	1,051,032	2,198,940	2,198,940
Total Capital Projects	11,703,643	11,703,643	39,017,248	38,417,248

Funding Sources

Funding Source	FY 2016		FY 2017	
	Adopted Budget	Estimate	Proposed	Adopted
General Services – Capital Projects	815,000	815,000	3,280,000	2,680,000
Town Support for Education	-	-	-	-
<i>Subtotal – General Fund</i>	815,000	815,000	3,280,000	2,680,000
Other Funds	10,888,643	10,888,643	35,737,248	35,737,248
Total	11,703,643	11,703,643	39,017,248	38,417,248

Budget Commentary

The town and school projects included in the proposed FY 17 Capital Improvement Program are summarized in the total above. Details can be found on page Q-11. On this page, "Other Funds" include new borrowing authorizations, state and federal grants, appropriations from the General Fund unassigned fund balance, appropriations from the Capital Projects Fund assigned fund balance, and appropriations from other town funds and private sources. The General Fund increase for FY 17 will be put toward pavement management, vehicle and equipment replacement, sidewalks, and a variety of other projects and community investments.

Council Action

During budget deliberations the Town Council decreased funding to General Services by \$600,000. This amount was reduced from Capital Projects - Community Investment Initiatives.

CAPITAL PROJECTS

Anticipated FY 2017 Capital Improvement Projects

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2017						
Pavement Management Program	1,309,330	700,000 ¹		184,330		425,000 ²
Sidewalk and Curb Replacement Program	225,000	75,000 ¹				150,000 ²
Pavement Resurfacing at Town Facilities & Schools	207,060		207,060			
Stormwater Management Improvements	304,500		304,500			
Stone Road Rehabilitation (Construction, Phase II)	430,885		430,885			
Street Reconstruction - Prospect Hill Road (Phase I) Construction, West Street to Bent Road	1,983,600			1,983,600		
Day Hill Road Resurfacing (Design)	57,200					57,200 ³
Construct Sidewalks and Pedestrian Safety Improvements	380,000					380,000 ²
Street and Traffic Sign Asset Management Program	20,250					20,250 ³
Fleet and Public Works Equipment Replacement	635,000	570,000 ¹				65,000 ²
Streetlight Replacement, Energy, and Maintenance Cost Reduction Program	787,130		412,130			375,000 ²
Town Facility Improvements - Town Hall Interior Renovations (Phase II)	386,350		386,350			
Day Hill Road Pedestrian Circulation Enhancements	300,450		300,450			
Fire Department - Engine 10 Replacement Vehicle	906,599		906,599			
Town Facility Improvements - Outdoor Pool Facilities (Design)	137,280					137,280 ³
Athletic Field Improvements - Windsor High School East Side Fields (Construction)	842,639		842,639			
Northwest Park Roof and Facility Repairs	100,000					100,000 ²
Landfill Closure	2,225,000				2,225,000	
Landfill Methane Gas Collection	270,000				270,000	
Dog Pound Relocation	945,235		945,235			
Town Facility Improvements - 330 Windsor Avenue Restrooms	25,000					25,000 ²
Historic Monument and Ancient Cemetery Preservation	125,000					125,000 ²
Replace Town-Wide Radio System (Assessment & Design)	50,000					50,000 ²
Police Department In-Car Video System	90,000					90,000 ²
Fiber Optic & Building Permit Software	75,000					75,000 ²
BOE - Network Infrastructure Upgrade	75,000					75,000 ²
BOE - Oliver Elsworth School - HVAC Improvements	2,045,940		1,973,140			72,800 ³
BOE - Kennedy School Heating System Upgrades (Design)	78,000					78,000 ³
Subtotal FY 2017	15,017,248	1,345,000	6,708,788	2,167,930	2,495,000	2,300,530
	(600,000)					(600,000)
Town Council reduction on 5/16/16						
FY 2017 Projects Anticipated to Require Voter Approval						
Expansion and Renovation of Public Safety Complex	24,000,000		24,000,000			
Subtotal FY 2017	24,000,000	0	24,000,000	0	0	0

GRAND TOTAL FY 2017

36,417,248

1,345,000

30,708,788

2,167,930

2,495,000

1,700,530

¹ General Fund (Total = \$1,345,000)

² Community Investment Initiatives (Total = \$1,935,000 from General Fund less Town Council reduction on 5/16/16 of \$600,000)

³ Capital Projects Assigned Fund Balance (Total = \$365,530)

TAX REFUNDS - PRIOR YEAR

Expenditures

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Tax Refunds Prior Year	20,000	20,000	20,000	20,000

Funding Sources

Funding Source	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
General Fund	20,000	20,000	20,000	20,000
Total	20,000	20,000	20,000	20,000

Budget Commentary

Prior year tax refunds are issued by the town if there is an adjustment to the taxable value of a property for a prior year assessment. These payments constitute an expense to the town (refunds for the current year show as a reduction of revenue). This item can vary significantly from year to year. They are mandatory payments outside the managerial control of a department.

OPEN SPACE

Expenditures - General Fund Transfer to the Open Space Fund

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Approved
Open Space	50,000	50,000	200,000	200,000

Expenditures - Open Space Special Revenue Fund

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Approved
Open Space	250,000	9,900	250,000	250,000

Budget Commentary

The Open Space Fund was created in January 2003 for the purpose of receiving payments in lieu of open space as well as donations and appropriations for the acquisition and preservation of open space. The projected fund balance in the Open Space Fund as of June 30, 2016 is \$502,760.

SPECIAL REVENUE FUNDS

General Services

Project #	Project Name	FY 2016			FY 2017			
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/17)
1630	Revaluation	69,490	19,000	-	88,490	20,000	-	108,490
1640	OPEB Actuarial Valuation	11,500	11,500	23,000	-	11,940	-	11,940
1703	Open Space Fund	456,660	56,000	9,900	502,760	204,000	250,000	456,760
1709	Great Pond Special District Fund	9,950	95,820	105,770	-	91,000	91,000	-
		547,600	182,320	138,670	591,250	326,940	341,000	577,190

#1630 - Revaluation - This fund provides the revenue needed to conduct the next revaluation, which is due to occur for the Grand List dated October 1, 2018. The funding for the revaluation account for FY 17 is proposed at \$20,000. This will allow the balance to accumulate and provide the necessary funds to pay for the next revaluation.

#1640 - Other Post-Employment Benefits (OPEB) Actuarial Analysis - This fund provides the revenue needed to conduct the biennial OPEB program actuarial analysis and plan valuation. The funding source for this is the General Fund.

#1703 - Open Space Fund - This fund is intended to create a pool of funds to be readily available for the acquisition of open space as opportunities arise. These funds can be used separately or more effectively as a match to available grants for the purchase of open space or development rights. They can also be used to improve open spaces and conduct other open space related activities.

#1709 - Great Pond Village Special District Fund - This fund provides the revenue needed to facilitate the transfer of tax increment revenues to the Great Pond Village Improvement District pursuant to the interlocal agreement with the town.

INSURANCE INTERNAL SERVICE FUND

An Internal Service Fund is a proprietary fund which is similar in nature to an enterprise fund (business-type accounting). However, it is internally rather than externally focused. An internal service fund (also called intergovernmental service fund, working capital fund, or revolving fund) is used when one service unit within the town finances the goods and/or services provided to another service unit on a cost reimbursement basis. An internal service fund allows the town to determine the total cost of providing a service by isolating the accounting for this service into separate funds and by matching the total cost of providing this service with the user charge revenues generated by it. Each service or capital project served by an internal service fund includes in its budget an amount sufficient to cover the estimated cost of the goods and/or services to be serviced from the internal service fund. Internal service funds normally recover their complete cost of operations without producing any significant profit.

Insurance Internal Service Fund - Finances both the current cost of the town's insured and self-insured programs and future obligations of the town's risk management program.

Liability Insurance: The town utilizes a variety of insurance programs to provide coverage against liability exposures. The Insurance Commission along with the town's agent of record provides coordination in the purchase of insurance policies for various coverages, high deductibles and limits. The town presently utilizes high deductibles to assist in controlling cost.

Self Insurance Workers Compensation: This program is utilized for paying first dollar claims for injuries sustained by town and Board of Education employees who qualify to receive benefits as injured employees under state law.

Each year the town allocates funds to be used to pay claims below the \$600,000 retention limit. The town purchases insurance for claims in excess of \$600,000. The funds are also used for third party claims, administrative services, excess insurance policy premium and costs associated with centralized safety and training.

Employee/Retiree Benefits: This program accounts for the town's costs for benefits including life insurance and disability for employees and health insurance costs for employees, retirees, and eligible dependents.

DESCRIPTION OF INSURANCE POLICIES

Automobile Liability - A form of liability insurance to protect the insured against claims for bodily injury and property damage arising out of the use of town-owned or operated vehicles. Our current policy is with Argonaut. The town has a \$1,000,000 policy limit.

Boiler Insurance - Coverage for loss or damage to objects, structures and personal property of the insured resulting from accidents to heating, air conditioning, cooking, power generating or driven machinery and equipment. Our current policy has a \$100,000,000 limit and a \$5,000 deductible. The policy is with Hartford Steam Boiler Insurance.

General Liability - A broad form of liability insurance to protect the insured against claims for bodily injury and property damage arising from the insured premises, operations, products, completed operations or contractual liability. Our current policy has a limit of \$1,000,000 per occurrence and a \$3,000,000 aggregate per location. Our current policy is with Argonaut.

Excess Workers Compensation - Insures against losses in excess of a self-insured retention for benefits specifically provided by the Workers Compensation or Occupational Disease Laws in the State of Connecticut. Our current self-insured retention is \$600,000 for both the Board of Education employees and town operations. The Excess Insurer which provides coverage over the retention has statutory limits (state limits). Insurance is with Safety National.

Employee Blanket Bond/Crime - Crime coverage includes Faithful Performance (F/P) and Employee Dishonesty (E/D) which indemnifies the town for a loss caused by failure of an employee and loss of money, securities or any property due to acts of fraud, dishonesty, forgery, theft, embezzlement, or willful misappropriation from a covered town employee. Current coverage for F/P & E/D has a limit of \$1,000,000 and a \$2,500 deductible. Our insurance policy is with Travelers.

Catastrophe Coverage/Umbrella - Protects the insured against claims in excess of the limits of the primary General Liability, Automobile Liability, Police Professional, Public Officials Liability, and School Board Errors and Omissions policies. Current coverage limits are \$10,000,000 per occurrence and aggregate with a self-insured retention of \$10,000. Our insurance is with Argonaut. The Town also has an additional \$5,000,000 layer with AAIC.

Public Officials Liability - Coverage against claims arising out of any actual or alleged error, misstatement, act of omission, negligence, or breach of duty by a town public official. Current coverage limits are \$1,000,000 per occurrence and aggregate with a \$10,000 deductible. Our insurance is with Argonaut.

Police Professional Liability - Coverage for alleged violations of civil rights (i.e., false arrest, excessive force) by the town's law enforcement employees. Current coverage limits are \$1,000,000 per person, per occurrence, and aggregate with a \$10,000 deductible. Our insurance is with Argonaut.

Cyber Liability – This coverage protects the Town and the Board of Education from network security liability, privacy liability, network extortion, malicious internet media, regulatory proceedings and provides for a data breach fund. Various carriers will be accessed for best product. Coverage is estimated at \$15,000 based on a January 1, 2017 policy start date.

Football and Sports Accident - Insures against excess losses resulting directly and independently of all other causes from accidental bodily injury to insured players, managers and coaches sustained while participating in a scheduled game, tournament or practice session and/or while traveling directly to or from such game or practice session. Current coverage limits depend on the injury sustained. Our current coverage is with National Fire Mutual Insurance.

Volunteer Firefighter Accident - Provides accident and specified sickness coverage for Emergency Service personnel. Our current coverage limits vary per accident or sickness. Insurance is with VFIS.

Fiduciary Liability - Provides coverage for pension plan administrators against liability from alleged mismanagement of the town employee's pension fund. Our current coverage limit is \$1,000,000 annual aggregate with a \$5,000 deductible. Our policy is with St. Paul/Travelers.

School Board Errors & Omissions - Coverage against claims arising out of any actual or alleged breach of duty, neglect, error, misstatement, misleading statement or omission committed solely in the performance of duties by an employee of the Board of Education. Our current coverage limits are \$1,000,000 per occurrence and aggregate with a \$10,000 deductible. Our insurance is with Ace.

Property Policy - Special coverage for loss or damage to town-owned property, contents and personal property of the insured, including extra expense and rental value. Our current coverage limits are replacement value on properties with a \$15,000 deductible, property coverage is for \$194,314,576. This also includes \$10,000,000 in coverage for damages caused by flood and earthquake with a \$50,000 deductible and \$25,000 deductible respectively. There is terrorism coverage as well. Our current policy is with AIG.

Inland Marine (including Watercraft Coverage) - Physical damage coverage for portable equipment including contractors and fire department equipment, computers, valuable papers, accounts receivable and watercraft. Our current coverage limits and deductibles vary per type of property insured. Our insurance is with AIG.

Nurse Professional Liability - A form of liability insurance to protect town and school nurses against claims of alleged malpractice. Our current policy has a \$1,000,000 limit with Chicago Insurance Company.

Landfill Premises Liability - A form of liability insurance to protect the town from claims at and on the landfill premises. The current policy has a \$1,000,000 limit. Our insurance is with Nautilus Insurance Company.

LIABILITY INSURANCE INSURANCE INTERNAL SERVICE FUND

The town utilizes a variety of insurance programs to provide coverage against liability exposures. The Insurance Commission along with the town's agent of record provides coordination in the purchase of insurance policies for various coverages, high deductibles and limits. The town presently utilizes high deductibles to assist in controlling costs.

	FY 2015 Actual	FY 2016		FY 2017	
		Budget	Estimate	Proposed	Approved
PUBLIC LIABILITY					
Comprehensive Gen. Liability/Auto	278,850	301,300	301,300	316,370	316,370
Catastrophe Coverage (umbrella)	147,700	147,700	147,700	147,700	147,700
Public Officials' Liability	28,000	30,000	30,000	31,500	31,500
Football and Sports Accident	15,000	15,000	15,000	15,000	15,000
<i>SubTotal - Public Liability</i>	<i>469,550</i>	<i>494,000</i>	<i>494,000</i>	<i>510,570</i>	<i>510,570</i>
EMPLOYEE PROTECTION					
Civil Defense Accident	-	-	-	-	-
Volunteer Firemen Accident	21,900	24,000	24,000	24,500	24,500
Police Professional Liability	35,000	35,000	35,000	35,000	35,000
Pension Fiduciary Liability	14,000	14,000	14,000	14,000	14,000
School Board Errors & Omissions	28,000	28,000	28,000	28,000	28,000
Heart and Hypertension	-	-	-	-	-
Special Medical Claims	2,000	2,000	2,000	2,000	2,000
<i>SubTotal - Employee Protection</i>	<i>100,900</i>	<i>103,000</i>	<i>103,000</i>	<i>103,500</i>	<i>103,500</i>
PROPERTY PROTECTION					
Property including Flood/Earth	172,000	180,000	180,000	189,000	189,000
Inland Marine including Watercraft	11,000	13,000	13,000	13,650	13,650
Boiler	16,100	18,050	18,050	18,920	18,920
<i>SubTotal - Property Protection</i>	<i>199,100</i>	<i>211,050</i>	<i>211,050</i>	<i>221,570</i>	<i>221,570</i>
SECURITY					
Cyber Liability	-	-	-	15,000	15,000
Employee Blanket Bond (Crime)	6,500	6,500	6,500	6,500	6,500
<i>SubTotal - Security</i>	<i>6,500</i>	<i>6,500</i>	<i>6,500</i>	<i>21,500</i>	<i>21,500</i>
STATUTORY					
Constable's Bond	1,000	1,000	1,000	1,100	1,100
Tax Collector's Bond	1,200	1,200	1,200	1,200	1,200
Nurse Professional	7,700	7,700	7,700	7,700	7,700
Psychologists	13,000	-	-	-	-
<i>SubTotal - Statutory</i>	<i>22,900</i>	<i>9,900</i>	<i>9,900</i>	<i>10,000</i>	<i>10,000</i>
Total - Liability Insurance	798,950	824,450	824,450	867,140	867,140

WORKERS COMPENSATION INSURANCE INTERNAL SERVICE FUND

This program is utilized for paying first dollar claims for injuries sustained by the Town of Windsor and Board of Education employees who qualify to receive benefits as injured employees under state law.

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Approved
Workers Compensation	1,311,921	1,100,000	1,100,000	1,200,000	1,200,000
Excess Workers Comp. Premium	68,440	75,600	75,600	75,600	75,600
Total - Workers Compensation	1,380,361	1,175,600	1,175,600	1,275,600	1,275,600

Budget Commentary

Each year the town allocates funds to be used to pay claims below the \$600,000 retention limit. The town's excess insurance provides protection for single claims in which cost exceeds \$600,000. The funds are also used for third party claims, administrative services, excess insurance policy premium and costs associated with centralized safety and training. The Worker's Compensation appropriation is increasing to help restore the reserve account based on claim history in recent years. The increase also includes financing older claims that have matured where employees may need to have additional medical costs and indemnity costs. The excess insurance also reflects an increase to recent claims history.

EMPLOYEE/RETIREE BENEFITS INSURANCE INTERNAL SERVICE FUND

This program accounts for the town's health insurance costs for existing retirees, employees and their dependents as well as the life insurance and disability programs offered by the town. Active employees are reflected in their individual service units whereas retirees are reflected in the General Services section of the budget document (see page Q-5).

BENEFITS	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Cost:					
Health	2,904,986	3,194,870	3,080,000	3,110,280	3,070,280
Dental	179,950	245,580	225,000	218,000	218,000
Prescriptions	712,418	687,730	690,000	735,700	735,700
Life	36,333	37,000	37,000	38,500	38,500
Disability	164,393	130,000	86,700	120,000	120,000
<i>Subtotal Benefit Cost</i>	3,998,080	4,295,180	4,118,700	4,222,480	4,182,480
Less Reimbursements:					
Employee Copay Health/Dental/Prescription	(519,201)	(578,440)	(550,750)	(590,150)	(590,150)
Retiree Copay Health/Dental/Prescription	(185,158)	(211,570)	(187,500)	(196,000)	(196,000)
Prescription Rebates	(67,523)	(50,000)	(50,000)	(50,000)	(50,000)
Landfill Allocated Costs	(99,300)	(77,500)	(77,500)	(73,500)	(72,400)
Resident Transfer Station	(16,550)	(10,850)	(10,850)	(10,290)	(10,130)
Child Day Care Allocated Costs	(182,050)	(155,000)	(139,500)	(132,300)	(130,320)
Adult Day Care Allocated Costs	(57,930)	(62,000)	(62,000)	(44,100)	(43,440)
Community Development Allocated Costs	(33,100)	(31,000)	(31,000)	(29,400)	(29,400)
Insurance Fund Allocated Costs	(16,550)	-	-	-	-
<i>Subtotal Reimbursements</i>	(1,177,362)	(1,176,360)	(1,109,100)	(1,125,740)	(1,121,840)
Total General Fund Contribution	2,820,718	3,118,820	3,009,600	3,096,740	3,060,640

Budget Commentary

The FY 16 overall employee and retiree benefit gross cost is expected to come in at \$176,480 or 4.1% under budget. The General Fund expense is expected to be \$109,220 or 3.5% under budget, after reflecting employee and retiree copays and Enterprise Fund contributions. This is due to positive claims experience and enrollment mix changes.

The FY 16 cost for health insurance for employees and retirees is expected to be \$114,870 or 3.6% under budget and the FY 16 cost for dental insurance for employees and retirees is expected to be \$20,580 or 8.4% under budget, both as a result of the reasons mentioned above.

The FY 16 prescription drug cost for employees and retirees is expected to be \$2,270 or 0.3% over budget mostly as a result of costs for a few large claims.

The FY 16 cost for life insurance is expected to come in on budget. The FY 16 disability cost is expected to come in under budget by \$43,300 or 33.3% due to fewer and less costly claims.

The FY 17 employee and retiree benefits gross budget reflects a decrease of \$72,700 or 1.7% as compared to the FY 16 budget. After deducting employee and retiree copays and Enterprise Fund contributions, the General Fund decrease is \$22,080 or 0.7% under the FY 16 budget. This is due to positive claims experience, a number of retirees becoming Medicare eligible and changing to a Medicare supplement plan, and increases to bargaining unit and unaffiliated employee's premium contributions.

The FY 17 cost for retiree and employee health insurance reflects a decrease of \$84,590 or 2.6% as compared to the FY 16 budget for the reasons mentioned above. The cost of dental insurance for employees reflects a decrease of \$27,580 or 11.2%.

The FY 17 cost for retiree and employee prescription drug coverage reflects an increase of \$47,970 or 7.0% due to medical inflation and the increasing costs of specialty medications.

The FY 17 cost for employee life insurance is increasing \$1,500 or 4.1% and the cost for disability insurance is decreasing \$10,000 or 7.7%.

Council Action

During budget deliberations the Town Council decreased the amount transferred from the General Fund and Enterprise Funds to the Insurance Internal Service Fund by \$40,000 due to the allocation of lower health insurance costs.

Landfill Enterprise Fund

**Town of Windsor
FY 2016-2017
Adopted Budget**

LANDFILL ENTERPRISE FUND

INTRODUCTION

From 1972 through July 2014, the Windsor-Bloomfield Sanitary Landfill served the solid waste disposal needs of the towns of Windsor and Bloomfield. During the summer of 2014, a final landform was approved by the State Department of Energy and Environmental Protection (DEEP) and substantially completed in July 2014. The landfill did not have the capacity to take additional external wastes through FY 15 and was closed to customers on July 1, 2014. Enhanced-operations at the Windsor Transfer Station began on July 1, 2014.

The retained earnings of the Enterprise Fund, which were approximately \$8.2 million in FY 02, ultimately increased to more than \$30 million, enough to meet the immediate closure and long term post-closure costs for the landfill.

Town staff began landfill closure and capping work in FY 15. These closure and capping efforts are expected to continue into FY 18 and must comply with state and federal closure requirements.

Work completed to date includes the installation of drainage basins and improvements to the maintenance of the landfill gas system. The gas system has been expanded to provide complete coverage to the entire waste footprint. On-going application of intermediate cover to areas of the site continues as this is a necessary component of the capping process prior to the direct application of the clay cap. Clay material and topsoil have been applied to approximately 12 acres in the south central portion of the landfill. Work will commence in the southwest portion of the landfill once the winter weather breaks in the spring of 2016.

The capping process requires that clay material is placed and compacted to the required depth and density. Consulting engineers provide quality assurance oversight to confirm that the State DEEP approved capping specifications of clay thickness and density are met. Next, a layer of topsoil mix is distributed over the clay and finished with hydro-seed. During months when placement of the clay cap is not feasible, landfill staff works on "ancillary" capping projects such as drainage basin construction and maintenance, road construction and the screening of large rocks from the main clay stockpile. The clay cap is designed to significantly reduce the amount of water allowed to infiltrate down into the solid waste. The topsoil, or vegetative support layer, is installed to allow grass to grow on the top of the landfill and to reduce erosion.

Financial Summary

No operational revenues were budgeted since FY 15. In January 2015, the town submitted a reimbursement request for \$178,560 for closure materials that were purchased in the Fall of 2014 as part of a \$2,000,000 closure grant that was awarded many years ago. The town received 90% of these funds (\$160,710) initially with the remaining 10% (\$17,850) to be received after the entire capping process has been completed and certified by the State DEEP. The FY 16 estimated budget anticipates revenues of \$297,000 which are reflected on the line item entitled "CT DEEP Reimbursement Grant" on page S-3. The proposed FY 17 budget includes a reimbursement from the grant in the amount of \$326,700 for the purchase of the topsoil needed for capping purposes in FY 17.

The FY 16 estimate and FY 17 budgets allow for additional deferred facility renovations within the maintenance and repairs lines of the proposed budget. The FY 16 budget includes funds to repair the scale office/shop roof, as well as improvements to the building insulation, overhead doors, and the heating ventilation and air conditioning (HVAC) system. The FY 17 budget includes funds to repair the existing truck scale as well as providing for some funds to improve the paved areas around the transfer station.

The FY 16 budget provided for improvements to the landfill gas collection system. Due to a change in the conditions within the landfill, these improvements are not expected to be performed in FY 16 and the costs of these improvements are now allocated within the FY 17 budget. The closure-related expense of purchasing topsoil continues to be reflected in each Supplies line of this budget and will continue to be included until the capping process has been completed.

The FY 17 budget reflects \$66,820 in Capital Outlay for the purchase of a compact wheel loader to replace the 1995 loader of the same size.

The FY 17 budgeted FTE's are decreasing by 0.15 due to reallocating supervisory oversight from the Landfill Fund to the Resident Transfer Station Fund.

Estimated Year-End Balance Available for Future Obligations

As expected, the fund's revenue was generated as interest income earned on the retained earnings. The Landfill Fund began to draw down from retained earnings to begin the capping process at the beginning of FY 15. The FY 16 budget assumed that there would be an annual net loss of \$1,926,930. The FY 16 estimate is better than budgeted by \$253,900 and reflects an annual net loss of \$1,673,030, primarily due to the delay of the landfill gas improvements that were described above. At the end of FY 17, our goal is to have approximately 60% of the clay cap installed and the estimated end-of-year retained earnings balance available for future obligations is expected to be \$25,039,271.

**TOWN OF WINDSOR
LANDFILL ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2015 *	FY 2016 *		FY 2017 *	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue					
Permits & Other Revenues	4,021	-	-	-	-
CT DEEP Reimbursement Grant **	160,704	264,000	297,000	326,700	326,700
Total Operating Revenue	164,725	264,000	297,000	326,700	326,700
Non-Operating Revenue					
Interest Income	92,880	90,000	88,000	100,000	100,000
Total Non-Operating Revenue	92,880	90,000	88,000	100,000	100,000
Total Revenue	257,605	354,000	385,000	426,700	426,700
Expenses					
Personal Services	581,848	496,620	512,430	506,920	505,820
Supplies	183,625	785,280	668,520	724,000	724,000
Services	396,312	526,700	443,610	725,030	725,030
Maintenance & Repairs	263,798	280,870	274,170	286,360	286,360
Energy & Utility	78,805	93,800	58,870	62,330	62,330
Administrative Overhead	50,000	50,000	50,000	50,000	50,000
Grants & Contributions	3,345	3,000	3,000	3,000	3,000
Capital Outlay	-	-	-	66,820	66,820
Insurance & Permit Fees	26,730	26,730	29,500	30,000	30,000
Total Expenses	1,584,463	2,263,000	2,040,100	2,454,460	2,453,360
Non-Operating Expenses					
Depreciation	17,927	17,930	17,930	17,930	17,930
Total Non-Operating Expenses	17,927	17,930	17,930	17,930	17,930
Total Expenses	1,602,390	2,280,930	2,058,030	2,472,390	2,471,290
Annual Net Operating Income/(loss)	(1,344,785)	(1,926,930)	(1,673,030)	(2,045,690)	(2,044,590)
Estimated End of Year Balances					
Available for Future Obligations	28,757,992	26,612,620	27,084,962	25,039,271	25,040,372

*Expenses in FY 15, FY 16 and FY 17 are primarily related to closure costs.

**Connecticut Department of Energy and Environmental Protection

Personnel Requirements	FY 2015 *	FY 2016 *		FY 2017 *	
	Actual	Budget	Estimate	Proposed	Adopted
Full Time Equivalents (FTE)	5.00	5.00	5.00	4.85	4.85
Regular Full Time Employees	-	-	-	-	-
Regular Part Time Employees	-	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-	-
Total	5.00	5.00	5.00	4.85	4.85

Council Action

During budget deliberations the Town Council decreased expenditures for the Landfill Enterprise Fund by \$1,100 due to the allocation of lower health insurance costs.

LANDFILL OPERATIONS

Landfill Operations is responsible for the elimination of environmental and health hazards by processing solid waste according to federal, state and local regulations.

Operating Expenses

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administrative Overhead	50,000	50,000	50,000	50,000
Insurance	26,730	29,500	30,000	30,000
Total	76,730	79,500	80,000	80,000

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time and Temporary Full Time	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 16 expenditures are expected to come in over budget by \$2,770 or 3.6% due to Insurance. The FY 17 budget reflects an increase of \$3,270 or 4.3% due to the same reason.

LANDFILL OPERATIONS

Products and Services

Administrative Overhead *\$50,000*

- Payment made to the town for services provided to the landfill by General Fund employees.

Insurance *\$30,000*

- Liability insurance for on-site premises.

LANDFILL CLOSURE POSTCLOSURE

The Landfill Enterprise Fund is required to close the landfill in compliance with various state and federal regulations. This is a highly-involved process that includes engineered components that address landfill gas, stormwater, and groundwater concerns related to the normal decomposition of wastes. Landfill staff will perform this work and their efforts will be fully-focused to finish the process now that the last receipt of waste has occurred.

Closure/Post Closure Expenses

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	496,620	512,430	506,920	505,820
Supplies	785,280	668,520	724,000	724,000
Services	526,700	443,610	725,030	725,030
Maintenance & Repair	280,870	274,170	286,360	286,360
Grants & Contributions	3,000	3,000	3,000	3,000
Capital Outlay	-	-	66,820	66,820
Energy & Utility	93,800	58,870	62,330	62,330
Total	2,186,270	1,960,600	2,374,460	2,373,360

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	5.00	5.00	4.85	4.85
Regular Part Time and Temporary Full Time	-	-	-	-
Total	5.00	5.00	4.85	4.85

Budget Commentary

The FY 16 expenditures are expected to come in lower than budget by \$225,670 or 10.3%. This is primarily due to the landfill gas improvements project, which is now budgeted to be completed in FY 17, and a lower-than-budgeted price per ton for the topsoil used for capping the landfill. The FY 17 budget reflects an increase of \$188,190 or 8.6% as compared to the FY 16 budget primarily due to the landfill gas project mentioned previously, an increase in the purchase of topsoil for the landfill cap and for replacement of a compact wheel loader. As indicated in the FY 16 budget, the FY 17 budget continues to include funds for deferred repairs to the scale office, scale and the adjacent areas. The reduction in FTE's is due to reallocating supervisory oversight from the Landfill Fund to the Resident Transfer Station Fund.

LANDFILL CLOSURE & POST-CLOSURE

Products & Services

Landfill Capping Activities \$1,379,500

- Perform grading of immediate cover over the waste materials
- Install and compact the clay cover over the intermediate cover
- Install, grade and seed the topsoil over the clay cover
- Install stormwater drainage structures on the landfill
- Maintain and repair stormwater basins on the site.

Landfill Gas Collection System \$397,100

- Make improvements to the gas collection system including installing a condensation management system, and moving the flare station to a new location
- Ongoing, long-term monitoring of the landfill gas collection system.

Engineering \$277,000

- Provide engineering and survey support services on a contractual basis
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations
- Continue compliance with the Department of Energy and Environmental Protection (DEEP) federal EPA requirements
- Assist with closure of landfill cells
- Collect and analyze stormwater samples as required by storm water regulations
- Maintain the integrity of approximately 80 groundwater and gas-monitoring wells, in addition to gas collection wells and equipment.

Equipment Purchase, Maintenance & Fueling \$208,030

- Inspect, repair and maintain heavy equipment
- Perform scheduled preventive maintenance & oil sampling on equipment to detect major failures before they occur.

Administrative & Insurance \$72,550

- Conduct regular site inspections to ensure compliance with federal and state regulations
- Maintain records according to the DEEP and the EPA regulatory requirements
- Maintain all federal and state landfill permits
- Sample, analyze and issue reports for water quality monitoring as required by federal and state environmental regulations. Continue compliance with the DEEP consent agreement including:
 - testing leachate discharges
 - managing site monitoring programs
 - continuing analysis of decomposition gases
 - conducting overall landfill engineering projects
 - complying with federal environmental requirements
 - updating the landfill capacity analysis
 - assist with closure of landfill cells
- Collect and analyze stormwater samples as required by storm water regulations
- Maintain the integrity of approximately 80 groundwater and gas-monitoring wells, in addition to gas collection wells and equipment.

Property Maintenance \$39,180

- Perform ground maintenance on approximately 200 acres of landfill property
- Maintain 13,900 feet of perimeter fence line
- Mow and plant grassed and capped areas
- Plow access roads, recycling and transfer station areas
- Provide preventive maintenance for all structures and facilities.

Resident Transfer Station Enterprise Fund

**Town of Windsor
FY 2016-2017
Adopted Budget**

RESIDENT TRANSFER STATION ENTERPRISE FUND

INTRODUCTION

Prior to July 1, 2014, the purpose of the transfer station was to provide residents with a highly-competitive low-cost outlet for their wastes which were ultimately disposed on-site in the landfill. These materials now need to be transported out of town at an additional cost and are subject to higher disposal fees that other disposal sites charge within our region.

Services

The FY 17 budget proposes the continuation of services including residential drop off of municipal solid waste (MSW), metal recycling, electronic recycling, appliances, propane tanks, other recyclable items not collected at the curb, tires, leaves and brush and the continued operation of the Take-It-Or-Leave-It facility. Oversized and bulky waste items and construction & demolition materials are accepted at the transfer station as well.

The facility is available exclusively to residents of Windsor and Bloomfield. Presently, the hours of operation are as follows: Monday & Friday 8:00am-2:45pm, Tuesday and Wednesday 10:00am-2:45pm, and Saturday 8:00am-3:45pm. Staff is recommending that no changes to hours of operation occur for FY 17.

Fees

The transfer station operates as a separate, "stand-alone" enterprise fund. The goal is to avoid operating at a financial loss, which required an increase in pricing of the various materials and services effective July 1, 2014.

The current fee for a resident to purchase an annual permit is \$145.00. A "half-year" permit is also available for \$75.00. For residents who do not have a permit, a side-window fee of \$4.00 per visit is charged for up to three bags (or 100 lbs) of kitchen-type MSW. Additional bags are charged at \$2.00 each.

The Transfer Station charges \$68.00 per ton for the disposal of brush, \$140.00 per ton for bulky wastes, and currently charges \$40.00 per mattress or box spring.

Oversized wastes (couches, chairs) are charged a "volume-based" fee (see price guide), and the fee for mattresses and box springs is set to cover the costs to manage, transport and dispose of these materials. In addition, freon-containing appliances and propane tanks are subject to a fee to cover the costs to properly manage and dispose of these wastes. This ensures that the costs for processing, hauling, and disposing of these materials are covered by the revenues generated.

Financial Summary

It is anticipated that the total revenues for the Resident Transfer Station Enterprise fund will be \$210,750 for FY 16. This amount is \$29,050 lower than budget, and is mainly driven by a reduction of permit holders, lower waste volumes, and a decline in our revenues for recycling scrap metal. Total expenses for FY 16 are estimated to be \$159,060 or \$68,210 less than budgeted. This is also due to lower waste volumes, in addition to our ability to utilize a small portion of the landfill for some of our bulky waste materials.

FY 17 revenue is projected to be \$216,670 with budgeted expenses of \$205,430 netting an annual surplus of \$11,240. The FY 17 budget reflects \$12,810 in Capital Outlay for the purchase of equipment for a compact wheel loader that the Landfill Fund will be purchasing. FY 17 Regular Full Time FTE's are included to account for supervisory oversight for the Resident Transfer Station Fund.

Because the residential transfer station operations have been modified for only approximately 18 months, we still lack enough empirical data to accurately predict how future waste streams will trend. Based on the waste stream volume to date, existing fees are still expected to meet operational expenditures. The fee schedule may be refined in the future once a more definitive pattern of use has been established.

**TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue					
Charges for Services	112,476	97,500	96,000	100,270	100,270
Permits & Other Revenues	149,771	142,300	114,750	116,400	116,400
Total Operating Revenue	262,247	239,800	210,750	216,670	216,670
Operating Expenses:					
Personal Services	59,163	69,100	42,990	62,110	61,950
Supplies	3,286	4,000	3,500	4,030	4,030
Services	13,531	24,830	46,470	49,980	49,980
Services (disposal of MSW)	18,664	72,100	41,820	50,380	50,380
Services (disposal of bulky & oversize)	6,803	41,140	7,730	9,280	9,280
Capital Outlay	-	-	-	12,810	12,810
Energy & Utility	16,200	16,100	16,550	16,840	16,840
Total Operating Expenses	117,647	227,270	159,060	205,430	205,270
Annual Income/(Loss)	144,600	12,530	51,690	11,240	11,400
Net Assets (Retained Earnings), End of Year	144,600	116,530	196,290	207,530	207,690
Personnel Requirements					
	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	0.18	-	-	0.15	0.15
Regular Part Time Employees	0.73	1.75	0.88	0.88	0.88
Temporary/Seasonal Employees	-	-	-	-	-
Total	0.91	1.75	0.88	1.03	1.03

Council Action

During budget deliberations the Town Council decreased expenditures for the Resident Transfer Station Enterprise Fund by \$160 due to the allocation of lower health insurance costs.

**TOWN OF WINDSOR
RESIDENT TRANSFER STATION ENTERPRISE FUND
OPERATING REVENUES BY SOURCE**

	FY 2015		FY 2016		FY 2017		Percent of Total Revenues
	Actual	Budget	Estimate	Proposed	Adopted		
<u>Residential Bulky & Oversize Waste</u>							
Oversize Waste (typically per item)	12,650	14,500	10,550	10,550	10,550	10,550	5%
Construction & Demolition Debris (per ton)	99,826	83,000	85,450	89,720	89,720	89,720	41%
Sub-total Residential Bulky & Oversize Waste	112,476	97,500	96,000	100,270	100,270	100,270	46%
<u>Permit Fees & Other Revenues</u>							
Permit Fees	61,710	55,000	41,900	41,900	41,900	41,900	19%
Fee for "Side Window" Transactions	21,908	17,000	16,120	16,120	16,120	16,120	7%
Sale of Scrap Metal & Cardboard	29,634	34,000	24,020	24,620	24,620	24,620	11%
Fees for Items not Disposed (Tires, etc.)	6,263	6,000	4,610	5,070	5,070	5,070	2%
Yard Waste Revenues (Non-Disposed)	13,956	14,000	11,800	12,390	12,390	12,390	6%
Recycling Administrative Payment	16,300	16,300	16,300	16,300	16,300	16,300	8%
Sub-total Permit Fees & Other Revenues	149,771	142,300	114,750	116,400	116,400	116,400	54%
TOTAL OPERATING REVENUES	262,247	239,800	210,750	216,670	216,670	216,670	100%

RESIDENT TRANSFER STATION OPERATIONS

Resident Transfer Station Operations is responsible for the processing of municipal solid waste for disposal, and receipt and processing of recyclable and compostable materials according to federal, state and local regulations.

Operating Expenses

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	69,100	42,990	62,110	61,950
Supplies	4,000	3,500	4,030	4,030
Services	96,930	88,290	100,360	100,360
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	12,810	12,810
Energy & Utility	16,100	16,550	16,840	16,840
Total	186,130	151,330	196,150	195,990

Personnel Requirements

Full Time Equivalent (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	0.15	0.15
Regular Part Time and Temporary Full Time	1.75	0.88	0.88	0.88
Total	1.75	0.88	1.03	1.03

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$34,800 or 18.7% due to reduced volumes of municipal solid waste and the corresponding reduction of expenses of these materials. The reduction in Personal Services (and corresponding FTE's) is partially offset by the inclusion of the use of seasonal contractual staff which falls within the "Services" line detail. The FY 17 budget reflects an increase of \$10,020 or 5.4% as compared to the FY 16 budget mostly due to Capital Outlay for the purchase of equipment for a compact wheel loader that the Landfill Fund will be purchasing. The FY 17 increase in Regular Full Time FTE's is due to reallocating supervisory oversight from the Landfill Fund to the Resident Transfer Station Fund.

RESIDENT TRANSFER STATION OPERATIONS

Products and Services

Solid Waste Management \$156,760

- Process permit holders and approximately 4,600 single-time users through the transfer station
- Process approximately 370 residential permit renewal applications
- Conduct regular site inspections to ensure compliance with federal and state regulations
- Coordinate the handling and processing of roll-off containers at the transfer station with the hauling contractor
- Coordinate the processing of yard waste at the site.

Recycling Service \$39,230

- Collect and market recyclable materials - metal, tires and batteries
- Manage the take-it-or-leave-it facility at the site
- Track and report quarterly and yearly the status of residential and commercial recycling to the Department of Energy and Environmental Protection (DEEP).

DISPOSAL OF BULKY AND OVERSIZE WASTE

This program manages and processes bulky (construction & demolition debris) waste and oversize waste (primarily furniture, etc.) received at the Transfer Station.

Operating Expenses

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	41,140	7,730	9,280	9,280
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Total	41,140	7,730	9,280	9,280

Personnel Requirements

Full Time Equivalent (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time and Temporary Full Time	-	-	-	-
Total	-	-	-	-

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$33,410 or 81.2% as a result of being able to continue to utilize a small amount of airspace that remains within the landfill. The FY 17 budget reflects an ability to continue to internalize the majority of these wastes throughout the entire fiscal year, but also includes a potential price increase for oversized materials that will continue to be delivered to another off-site disposal facility.

DISPOSAL OF BULKY AND OVERSIZE WASTE

Products & Services

Solid Waste Management *\$9,280*

- Weigh and process 2,800 residential vehicles per year bringing bulky and oversized waste to the facility.

Adult Day Care Enterprise Fund

**Town of Windsor
FY 2016-2017
Adopted Budget**

ADULT DAY CARE ENTERPRISE FUND

INTRODUCTION

Established in 1987, the Caring Connection was created by innovators in the field of eldercare. In alignment with its core values, the Town of Windsor responded to the need for a caregiving service that supported frail elders and their family caregivers. At that time, adult day centers were an untested and generally unknown venue in which to provide care for frail older adults. For close to 29 years, the talented staff of the Caring Connection has cared for elder citizens from Windsor and surrounding towns with passion and integrity. The Caring Connection, a medical model adult day center certified with commendation by the Connection Association of Adult Day Centers, Inc. and the Connecticut Department of Social Services, offers clients skilled nursing, sound nutrition, family counseling, personal care, socialization, transportation, and therapeutic recreation. Foot care is also available via a foot care service for an additional fee. In addition, space is allocated for speech, physical and occupational therapists to provide their services as ordered by physicians. As we look toward FY17, the Caring Connection eagerly anticipates playing a role in the fulfillment of our town's vision statement: "To create an environment where dreams can come true for individuals, families, and businesses."

The Caring Connection has experienced financial challenges the past few fiscal years due to low client participation. The enterprise lost \$204,174 in FY15. It is on pace to lose \$128,880 in FY16 (\$21,030 less than budgeted). The main reason why FY16 will end better than FY15 is an increase in the number of client days per month realized in the fall of 2015. The increase is attributed to the Caring Connection's successful implementation of an enhanced marketing/outreach plan and a mild winter (harsh winter weather discourages clients from leaving the home).

Barring unforeseen circumstances, the recent increase in client days should continue to pay dividends in FY17. For FY 17 total revenues are conservatively proposed at \$432,300. That figure is \$42,679 higher than what was received in FY 15 and \$16,730 less than what is projected in FY16. Proposed FY17 staffing patterns are identical to FY16, except that an anticipated vacancy in the full-time position of Adult Day Professional would be replaced with multiple part-time positions in the fall. The result of the change in total revenues and total expenditures is a projected FY17 end-of-year operating loss of \$122,220 – an amount 40% less than the FY15 loss and 5% less than the projected loss for FY16.

The Caring Connection is well aware that continued growth in revenues is imperative to ensuring the financial viability of the Caring Connection moving forward. With the help of town staff and an outside marketing consultant, plans to spend FY17 marketing/outreach monies have already been solidified.

The commitment of the Town Council to preserve one of the innovators of adult day services in Connecticut is much appreciated. The Caring Connection staff look forward to working with town officials and staff in an effort to sustain an environment that provides needed affordable community-based care to our clients and their family caregivers.

**TOWN OF WINDSOR
CARING CONNECTION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Operating Revenue:					
Charges For Services	362,127	414,480	424,780	404,250	404,250
Permits & Other Revenues	24,073	21,000	21,000	25,000	25,000
Total Operating Revenue	386,200	435,480	445,780	429,250	429,250
Non-Operating Revenue:					
Donations	3,313	6,000	3,000	3,000	3,000
Interest Income	108	250	250	50	50
Total Non-Operating Revenue	3,421	6,250	3,250	3,050	3,050
Total Revenue	389,621	441,730	449,030	432,300	432,300
Operating Expenses:					
Personal Services	344,749	364,450	353,890	343,120	342,460
Supplies	14,072	14,500	14,920	14,500	14,500
Services	37,425	35,550	33,250	34,750	34,750
Marketing	2,742	12,370	12,370	10,000	10,000
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	2,998	4,060	4,060	4,150	4,150
Administrative Overhead	18,360	-	-	-	-
Rent	71,710	71,710	71,710	71,710	71,710
Transfer Payment to GF Transportation Unit	99,540	86,300	84,510	73,090	73,090
Other	-	500	1,000	1,000	1,000
Total Operating Expenses	591,596	589,440	575,710	552,320	551,660
Non-Operating Expenses:					
Depreciation	2,199	2,200	2,200	2,200	2,200
Bus Replacement	-	-	-	-	-
Total Non-Operating Expenses	2,199	2,200	2,200	2,200	2,200
Total Expenses	593,795	591,640	577,910	554,520	553,860
Annual Income/(Loss)	(204,174)	(149,910)	(128,880)	(122,220)	(121,560)
Net Assets (Retained Earnings), Beginning of Year	213,540	149,910	102,866	121,560	121,560
Transfer IN - General Fund	93,500		147,574		
Net Assets (Retained Earnings), End of Year	\$ 102,866	\$ -	\$ 121,560	\$ (660)	\$ -
Personnel Requirements					
	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	3.50	4.00	3.78	3.25	3.25
Regular Part Time Employees	2.58	1.91	1.91	2.60	2.60
Total	6.08	5.91	5.69	5.85	5.85

Council Action

During budget deliberations the Town Council decreased expenditures for the Adult Day Care Enterprise Fund by \$660 due to the allocation of lower health insurance costs. In addition, the Town Council transferred \$147,574 from the General Fund Unassigned Fund Balance to the Caring Connection Adult Day Care Enterprise Fund to provide funding necessary to cover the anticipated \$26,014 loss in FY 16 and the \$121,560 shortfall in FY 17.

ADMINISTRATION

Administration coordinates the overall operation of the enterprise fund including financial management, education, community outreach, marketing, case management and supervision of paid and volunteer personnel.

Expenditures

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	108,250	106,220	106,000	105,780
Supplies	3,330	3,420	3,340	3,340
Services	2,950	7,650	8,000	8,000
Marketing	12,370	12,370	10,000	10,000
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	4,060	4,060	4,150	4,150
Administration	-	-	-	71,710
Rent Expense	71,710	71,710	71,710	1,000
Other	500	1,000	1,000	-
Total Expenses	203,170	206,430	204,200	203,980

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.00	1.00	1.00	1.00
Regular Part Time Employees	0.29	0.29	0.29	0.29
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	1.29	1.29	1.29	1.29

Budget Commentary

The FY 16 estimate is projected to come in approximately \$3,260 or 1.6% over the adopted budget. This is due primarily to a reallocation of Service line expenditures between the Administration program and the Nursing program as well as an expected increase in potential bad debt offset by a slight savings in Personal Services. The FY 17 budget reflects a increase of \$1,030 or 0.5% over the FY 16 adopted budget. This is due primarily to the change made in FY 16 for the reallocation of services.

ADMINISTRATION

Products & Services

- Administration* *\$163,350*
- Develop the budget and monitor the overall financial operation of the program including accounts receivable, accounts payable, payroll, grant-writing and administration, fundraising and donations
 - Update all policies and procedures, admissions, discharges and medical records to maintain CT Association of Adult Day Health Center's peer review certification to receive federal and state funding
 - Prepare and write grants, contracts and monthly reports for the Home Care for Elders program, Veteran's Administration, North Central Area of Aging IIIB, Alzheimer's Aide Grant, Association and Respite Care program, Reynolds Foundation, United States Department of Agriculture Child & Adult Food program, and Bank of America grants
 - Supervise and provide orientation for all personnel, volunteers and students including scheduling and conducting all mandatory in-service training
 - Provide administrative support to all areas on the interdisciplinary team
 - Provide counseling, information support and referrals to clients and caregivers
 - Provide an "hourly day center program". This program fills a community need for individuals who require only intermittent adult day services.

- Marketing* *\$10,000*
- Develop outreach efforts and market the program to the community and the private sector

- Intake, Assessment, and Case Management* *\$30,630*
- Conduct interviews of prospective clients, assessments, evaluations and interviews of all clients in conjunction with caregivers and case managers
 - Process all new referrals and intakes with admission criteria set forth by the standards of the CT Association of Adult Day Centers
 - Secure all intake, release information and medical forms with client, caregiver, case manager, physician and staff
 - Produce a monthly newsletter in conjunction with nursing, therapeutic recreation and transportation services
 - Serve as client advocate
 - Train volunteers on program offerings and issues of health and aging
 - Research grant opportunities and refer clients and caregivers to community, state and federal funding opportunities
 - Submit program articles and press releases to newspapers and area agencies.

NURSING

The nursing division provides health services including assessments, daily medical monitoring, administration of medications, care planning, coordination of medical and therapy appointments, personal services and emergency care.

Expenditures

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	174,430	179,620	170,030	169,810
Supplies	9,720	10,000	9,710	9,710
Services	29,260	22,280	23,290	23,290
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	213,410	211,900	203,030	202,810

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.75	1.78	1.25	1.25
Regular Part Time Employees	1.62	1.62	2.31	2.31
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	3.37	3.40	3.56	3.56

Budget Commentary

The FY 16 estimate is projected to come in approximately \$1,510 or 0.7% under budget due to the reallocation of more of the Services budget line to the Administration program vs. the Nursing program. These savings are offset by a reallocation of hours from the Transportation unit to the Nursing department of the Caring Connection. The FY 17 proposed budget is projected to be \$10,380 or 4.9% less than the FY 16 adopted budget due to an expected retirement and the reallocation of the Services line as mentioned above.

NURSING

Products & Services

Skilled/Non-Skilled Nursing \$145,960

- Monitor daily medical status: weight, blood pressure and pulse
- Monitor behavior modification, range of motion exercises, nail care and incontinence
- Administer emergency care
- Provide restorative and rehabilitative nursing
- Administer, order, document and store medications. Update physician orders as needed
- Supply wound and skin treatments as ordered by physician
- Prepare snack calendar and daily snacks
- Monitor meal service, diets and purchase groceries
- Arrange for all vaccines, including purified protein derivatives (tuberculosis testing) and seasonal flu for clients and staff
- Develop interdisciplinary care plans for each individual client and review with caregivers on a 6-month basis
- Monitor and provide special needs diets, provide set ups and cueing as needed
- Assist clients with activities of daily living including walking, eating, toileting, grooming and personal care.

Case Management \$26,400

- Assess and evaluate all clients for intake in conjunction with administration, caregivers, and case managers
- Develop interdisciplinary care plan with client, caregivers and social service agencies
- Review and assess clients for signs of change in mental, physical and emotional condition and report issues to caregivers, case managers and/or physicians
- Arrange for community services and discharge planning
- Serve as client advocate and report any issues to appropriate authorities.

Communication, Record Keeping, \$30,450

Training and Education

- Maintain daily documentation of care through flow sheets including meal intake, toileting, ambulation, medications, treatments, hygiene, mental status and behavior
- Write monthly summaries on each client and complete a 6-month review for each client in compliance with the State of CT Community Care client and care plans
- Provide mandatory in-services with staff
- Coordinate medical and therapy appointments, with transportation for clients.

THERAPEUTIC RECREATION

Therapeutic Recreation delivers a quality therapeutic recreation program with the objective of maintaining and bettering the capacity of lifelong skills, improving physical and emotional well-being and encouraging and fostering community involvement and individual interests.

Operating Expenses

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	81,770	68,050	67,090	66,870
Supplies	1,450	1,500	1,450	1,450
Services	3,340	3,320	3,460	3,460
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Total Expenses	86,560	72,870	72,000	71,780

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.25	1.00	1.00	1.00
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	1.25	1.00	1.00	1.00

Budget Commentary

The FY 16 adopted budget provided for a 0.25 FTE (full-time equivalent) activity assistant in addition to the full-time Therapeutic Recreation Director. Those duties are being fulfilled by a C.N.A. (listed in the nursing section). Therefore we expect to realize a savings of \$13,690 or 15.8% in this program. The FY 17 proposed budget provides for only the full-time Therapeutic Recreation Director as a cost savings measure that accounts for the \$14,560 or 16.8% reduction from the FY 16 adopted budget.

THERAPEUTIC RECREATION

Products & Services

Therapeutic Programming \$54,500

- Develop, plan and implement a therapeutic recreation program designed to meet clients' cognitive, social, physical and spiritual needs
- Produce a monthly calendar of events, including newsletter
- Involve clients in on-going intergenerational community programs with Windsor schools, Loomis Chaffee school and pre-school programs
- Integrate clients in the community via attendance at cultural events (external), restaurants and shops outside the Caring Connection
- Provide special programming for clients with Alzheimer's disease and related dementias
- Further enhance on-going therapeutic and music therapy programs.

Record Keeping/ \$17,280

Documentation/Education

- Assess, evaluate and document clients' therapeutic recreational needs as outlined by the CT Association of Adult Day Health Centers
- Complete all forms in conjunction with the care-plan and update them on a 6-month basis
- Inventory and order all supplies for art, music and therapeutic recreation programs
- Serve as a mentor to undergraduate interns from surrounding colleges and universities.

TRANSPORTATION

Transportation Services provides safe, accessible and assisted transportation for all handicapped and disabled adults.

Expenditures

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Marketing	-	-	-	-
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Administration	-	-	-	-
Rent Expense	-	-	-	-
Other	-	-	-	-
Transfer Payment to GF Transportation Unit	86,300	84,510	73,090	73,090
Total Expenses	86,300	84,510	73,090	73,090

Personnel Requirements

Full Time Equivalent (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 16 budget is projected to come in slightly under budget by \$1,790 or 2.1% due to lower than expected fuel costs. The FY 17 proposed budget reflects a \$13,210 or 15.3% reduction in transportation costs from the FY 16 adopted budget also due to the expected reduction in fuel costs and a reallocation of personnel costs to the General Fund.

TRANSPORTATION

Products & Services

Daily Transportation \$73,090

- Transfer payment to the General Fund to pay for services provided by the Transportation Unit in Human Services.

FY 2016 Highlights

The Caring Connection Adult Day Health Center continues to maintain its excellent reputation as a municipally-operated, community-based health center. The center is a member of the Connecticut Association of Adult Day Health Centers, the Connecticut Association of Not-for-Profits Agencies, and the National Council on Aging.

Clients, caregivers and the Caring Connection facility continued to receive benefits from outside funding sources in FY 16 including:

- The Home Care for Elders Program (Connecticut Community Care, Inc.)
- The North Central Area Agency on Aging (IIIB/Client Subsidies, Alzheimer's Aide Grant, Alzheimer's and Respite Care Funding)
- State of Connecticut Department of Social Services
- Veteran's Administration
- United States Department of Agriculture Adult Day Care Food Grant via State of Connecticut Department of Education
- Granger Trust
- The Reynolds Foundation
- Windsor/ Windsor Locks Rotary Clubs
- Memorial donations.

The Fiscal Year 2016 highlights include:

- Reaching the service anniversary of twenty-eight years
- Donations and fundraisers by Caring Connection staff, clients and their families to the Windsor Food Bank organizations
- Intergenerational programs with Loomis Chaffee students, Windsor High School Music program, Windsor Discovery Center and Windsor Police Cadets
- Provided the site for 3 vocational evaluations (Services for the Blind and CREC)
- Provided the site for a CREC internship (activity assistant)
- Act as a site for A.I. Prince, Central Connecticut State University and St. Joseph College nursing student clinical rotation
- Increased outreach to the community at large through several educational events.
- Provided a four session caregivers' workshop for family and friends caring for individuals with Alzheimer's Disease and related dementias
- Grew the average daily census by 30%.

Child Development Enterprise Fund

**Town of Windsor
FY 2016-2017
Adopted Budget**

CHILD DEVELOPMENT ENTERPRISE FUND

INTRODUCTION

The Windsor Discovery Center and Montessori School located at the Milo W. Peck Building has provided extraordinary educational learning experiences for over 35 years. This service started as a supplemental child care program for three and four-year-olds attending Windsor Head Start. The service has expanded over the years to include comprehensive child care and educational enrichment programs for children between the ages of six weeks and twelve years. During the school year, the center will serve more than 125 children from 111 families in the following programs: Infant/Toddler Care, Montessori Toddler, Montessori Primary, Montessori Kindergarten and Before and After Elementary Care. For the summer months, we offer a variety of summer camp programs that have separate enrollments serving an average of 68 children per week.

The programs are designed to meet the developmental needs of young children. The individual programs provide experiences that enrich and enhance each child's development. With the daily schedule, each child has opportunities to create, explore the environment, learn problem-solving and personal interaction skills, and learn concepts through first-hand experiences. Children develop a positive self-concept through a balance of child and teacher directed activities. The professional staff serves as positive role models and provides care and education that is supportive, nurturing, warm and responsive to each child's individual needs. The staff respect parents as the primary and most important provider of care and nurturing and believes that parents and teachers are partners in their child's care and education.

The FY 16 budget projects a \$41,740 loss. This is due to the fact that total revenues are projected to come in \$63,850 or 5.67% less than the adopted budget. Lower total revenues are attributable to lower summer camp enrollment, lower overall enrollment in the month of September, and an unforeseen increase in the number of families that cannot afford our full day option. Furthermore, we continue to struggle with families withdrawing their children from our programs mid-year as a result of changes in employment. In consideration of the FY 16 projected revenue, enrollment shortfalls and a teaching vacancy, a primary Montessori classroom was eliminated. As a result, total expenditures were reduced by \$45,110 or 3.93%.

An operating loss of \$20,560 is projected for the Child Development Fund for FY 17. Projected enrollment for FY 17 is based on current patterns. We will continue to offer the full and ½ day programs five days per week in the Primary Montessori classrooms, full and part time infant/toddler care, and before and after school care for elementary students at the Discovery Center. New for FY 17 is a full day Toddler Montessori program option for up to 8 children. The new program is budgeted to bring in an additional \$43,500 for the Toddler Montessori program. In addition, the FY 17 proposed revenues include a fee increase.

The FY 17 projected expenditures are based on current staffing patterns. We will maintain a \$11,500 marketing and outreach budget and research the possibility of other program options.

**TOWN OF WINDSOR
CHILD DEVELOPMENT ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES**

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	
Operating Revenue:					
Charges For Services	1,159,935	1,124,200	1,060,500	1,092,090	1,092,090
Permits & Other Revenues	519	300	300	300	300
Total Operating Revenue	1,160,454	1,124,500	1,060,800	1,092,390	1,092,390
Non-Operating Revenue:					
Donations	200	-	-	-	-
Interest Income	744	750	600	600	600
Total Non-Operating Revenue	944	750	600	600	600
Total Revenue	1,161,398	1,125,250	1,061,400	1,092,990	1,092,990
Operating Expenses:					
Personal Services	926,494	913,210	865,600	875,270	873,290
Supplies	17,031	17,550	17,550	18,550	18,550
Services	40,060	48,100	48,100	50,250	50,250
Marketing	3,779	13,500	13,500	11,500	11,500
Maintenance & Repairs	17,775	16,250	16,250	16,700	16,700
Grants and Contributions	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Energy & Utility	17,392	19,810	19,810	20,450	20,450
Administrative Overhead	45,900	-	-	-	-
Rent	118,830	118,830	118,830	118,830	118,830
Other (bad debt)	-	-	2,500	1,000	1,000
Total Operating Expenses	1,187,261	1,147,250	1,102,140	1,112,550	1,110,570
Non-Operating Expenses:					
Depreciation	1,000	1,000	1,000	1,000	1,000
Total Non-Operating Expenses	1,000	1,000	1,000	1,000	1,000
Total Expenses	1,188,261	1,148,250	1,103,140	1,113,550	1,111,570
Annual Income/(Loss)	(26,863)	(23,000)	(41,740)	(20,560)	(18,580)
Net Assets (Retained Earnings), Beginning of Year	350,111	304,176	356,248	314,508	314,508
Transfer In - General Fund Unassigned Fund Balance	33,000				
Net Assets (Retained Earnings), End of Year	356,248	281,176	314,508	293,948	295,928

Personnel Requirements

	FY 2015	FY 2016		FY 2017	
	Actual	Budget	Estimate	Proposed	Adopted
Full Time Equivalents (FTE)					
Regular Full Time Employees	10.87	11.00	9.87	10.00	10.00
Regular Part Time Employees	4.78	5.90	6.98	6.73	6.73
Temporary/Seasonal Employees	-	-	-	-	-
Total	15.65	16.90	16.85	16.73	16.73

Council Action

During budget deliberations the Town Council decreased expenditures for the Child Development Enterprise Fund by \$1,980 due to the allocation of lower health insurance costs.

INFANT/TODDLER PROGRAMS

The Milo Peck Child Development Center offers two programs for children between the ages of six weeks and three years. Full day infant/toddler child care is offered year round and Montessori Toddler is offered on a school year, full-day and half-day morning schedule, and an eight week summer camp.

Expenditures

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	249,310	322,230	324,370	323,710
Supplies	2,100	2,100	2,250	2,250
Services	7,470	7,470	4,330	4,330
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	1,000	500	500
Total Expenses	258,880	332,800	331,450	330,790

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	2.70	3.23	3.58	3.58
Regular Part Time Employees	2.62	3.67	3.31	3.31
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	5.32	6.90	6.89	6.89

Budget Commentary

FY 16 expenditures are expected to come in over budget by \$73,920 or 28.6% as a result of a change in staffing due to enrollment numbers as well as the age of the infant population. The FY 17 budget reflects an increase of \$72,570 or 28.0% as compared to the FY 16 adopted budget. This is the result of the above mentioned changes.

INFANT/TODDLER PROGRAMS

Products & Services

Infant/Toddler \$210,100

- Conduct a year-round, full and part-time program for 10 children age six weeks to three years.

Montessori Toddler \$ 120,690

- Provide one-morning half-day and one full-day, school year Montessori enrichment programs for sixteen children ages 18 months to three years.
- Provide an eight week summer camp program for eight toddlers.

PRESCHOOL/KINDERGARTEN PROGRAMS

The Milo Peck Child Development Center provides the Montessori method of education and development in a thoughtfully prepared learning environment for children three through five years of age. The school year programs and summer camps are offered on a part-time or full-time schedule. During the school year, a total of 60 children are served in these programs with an additional enrollment during the summer months.

Expenditures

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	520,580	424,350	422,130	421,030
Supplies	12,800	12,800	13,550	13,550
Services	35,250	35,250	38,900	38,900
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	1,500	500	500
Total Expenses	568,630	473,900	475,080	473,980

Personnel Requirements

Full Time Equivalent (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	7.11	5.35	5.33	5.33
Regular Part Time Employees	1.42	2.01	1.92	1.92
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	8.53	7.36	7.25	7.25

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$94,730 or 16.7%. This is due to closing a preschool classroom and reducing one full-time employee as well as reallocation of full-time staff as a result of the changes in the Montessori Toddler program. The FY 17 budget reflects a decrease of \$93,550 or 16.5% as a result of the factors stated above.

PRESCHOOL/KINDERGARTEN PROGRAMS

Products & Services

Montessori \$383,320

- Provide a Montessori educational experience for children ages three through five on a full or half-day schedule from August to June.

Preschool Camp \$51,660

- Conduct a nine-week Discovery preschool summer camp for children ages three through five.

K-1 Camp \$39,000

- Conduct a nine-week summer camp experience for children ages five and six.

ELEMENTARY PROGRAMS

The Milo Peck Child Development Center provides before and after-school child care during the school year for families whose children attend Oliver Ellsworth, Kennedy, Sage Park Middle Schools and/or private elementary schools. A full-day summer camp is offered for nine weeks during the summer months for children ages six through twelve.

Expenditures

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	143,320	119,020	128,770	128,550
Supplies	2,650	2,650	2,750	2,750
Services	18,880	18,880	18,520	18,520
Maintenance & Repair	-	-	-	-
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Energy & Utility	-	-	-	-
Other	-	-	-	-
Total Expenses	164,850	140,550	150,040	149,820

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	1.19	1.29	1.08	1.08
Regular Part Time Employees	1.86	1.30	1.51	1.51
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	3.05	2.59	2.59	2.59

Budget Commentary

The FY 16 expenditures are expected to come in under budget by \$24,300 or 14.7% due to a decrease in full-time and part-time staff usage as a result of lower enrollment in the elementary camp. The FY 17 budget reflects a decrease of \$14,810 or 9.0% as a result of the changes made in FY 16.

ELEMENTARY PROGRAMS

Products & Services

- Before and After School Elementary* \$86,380
- Provide a before and after-school program for kindergarten through sixth grade students
 - Expand to full-day sessions during inclement weather, in-service days, holidays and school vacations
 - Care is provided to children from Oliver Ellsworth, Kennedy Elementary schools, Sage Park Middle School and local private schools.

- Elementary Camp* \$63,440
- Provide a nine-week full-day summer camp experience for children ages seven through twelve that includes educational and recreational field trips, swimming, arts and crafts activities, archery, science and nature experiences, cooking and non-competitive games.

FACILITIES MANAGEMENT

The Facilities Management division ensures that the complex, which includes ten classrooms, a gymnasium, two playgrounds, a nature trail and a soccer field, are taken care of and meet safety standards.

Expenditures

Expenditures by Category	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Personal Services	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Maintenance & Repair	16,250	16,250	16,700	16,700
Grants & Contributions	-	-	-	-
Capital Outlay	-	-	-	-
Administration	-	-	-	-
Rent Expense	118,830	118,830	118,830	118,830
Energy & Utility	19,810	19,810	20,450	20,450
Other	-	-	-	-
Total Expenses	154,890	154,890	155,980	155,980

Personnel Requirements

Full Time Equivalents (FTE)	FY 2016		FY 2017	
	Budget	Estimate	Proposed	Adopted
Regular Full Time Employees	-	-	-	-
Regular Part Time Employees	-	-	-	-
Temporary/Seasonal Employees	-	-	-	-
Total FTEs	-	-	-	-

Budget Commentary

The FY 16 expenditures are expected to come in on budget. The FY 17 budget reflects an increase of \$1,090 or 0.7% due to utility and maintenance and repair cost increases.

FACILITIES MANAGEMENT

Products & Services

Management \$118,830
• Pay rental and administrative fees to the Town of Windsor.

Support Services \$37,150
• Provide custodial services and utilities for Discovery Center programs.

FY 2016 Highlights

The Milo W. Peck Child Development Center, again this year, offered a variety of programs and services for families attending the center and the community-at-large. Montessori kindergarten children participated in some intergenerational programs at the Caring Connection Adult Day Health Center. Staff provided a variety of trainings and events for family participation: *Parent Education Night* introduced participants to the Montessori approach and classroom set up; *Kindergarten Open House* was an overview of the third year within a Montessori classroom and the importance of that year; and *Meet the Parents* provided families with an opportunity for questions and answers with other families who are currently enrolled in the Kindergarten (third year) program. *Special Person Visiting Days* are planned three times per year to allow parents, relatives, and friends to explore the Montessori classroom with their child. The annual Winter Social; Kindergarten Ceremony and end of the year classroom celebrations were well attended by families and friends.

Two community open houses were held in February and May 2016 to generate interest and enrollment for next year. A sandwich board is being used to advertise specific openings at the school. This board also gives us the opportunity to highlight special events. *Find My Way* signs was erected in July 2015. The Parent Referral program instituted in January 2014 awarded 8 families a coupon for one hundred dollars for referring customers to the school. New families were offered a discounted coupon for summer camp enrollment to boost the attendance in the Elementary 4-7 grade camp.

The Toddler Montessori program is growing strong so we were able to offer 16 full and part time spaces this year. This program already has interest for FY 17. The Infant Toddler program also maintains full enrollment of 12 children during the year.

All programs at the school participate in community service projects. The families donated 118 pounds of food to the Weekend Wheels program and over 75 pounds of Halloween candy was collect to send to the Troops. For the fourth year in a row, the Montessori Kindergarten students conducted a coat drive for the "Coats for Connecticut" program. The students brought 20 coats to Swiss Cleaners for cleaning and distribution.

APPENDICES

SECTION	TITLE	PAGE
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APPENDIX "A"
Capital Improvement Program
2017-2022

Town of Windsor
FY 2016 – 2017
Adopted Budget

**TOWN OF WINDSOR, CONNECTICUT
CAPITAL IMPROVEMENT PROGRAM
FY 2017 – FY 2022**

Relationship Between Operating and Capital Projects Budgets

The Town of Windsor prepares a Capital Improvement Program separate from its operating budget. The operating budget provides for general municipal service delivery, including personnel services costs, supplies, other contractual services and certain capital equipment. Revenues for the operating budget are derived primarily from ad valorem taxes, user fees and intergovernmental sources.

The Capital Improvement Program is a financial plan for the expenditure of monies that add to, support, or improve the physical infrastructure, capital assets or productive capacity of the town. Capital projects typically have the following characteristics: expenditures that take place over two or more years, which require continuing appropriations beyond a single fiscal year; funding with debt due to significant costs that will be shared by current and future beneficiaries; systematic acquisition over an extended period of time in order to implement major operating systems or public programs; and scheduled replacement or maintenance of specific elements of physical assets. Revenues for capital projects can be derived from bond sales, current tax revenues, state and federal grants or private sources.

A proposed Capital Improvement Program (CIP) is typically submitted to the Town Council, Town Planning and Zoning Commission and other review boards in the winter. Projects that require General Fund financing and appear in the first year of the proposed CIP are incorporated into the proposed operating budget, which is submitted the following spring.

The following pages represent the schedule of projects in the proposed CIP. The General Fund financing corresponds to the Capital Projects budget in section Q of this document.

PROPOSED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2017						
Pavement Management Program	1,309,330	700,000 ¹		184,330		425,000 ²
Sidewalk and Curb Replacement Program	225,000	75,000 ¹				150,000 ²
Pavement Resurfacing at Town Facilities & Schools	207,060		207,060			
Stormwater Management Improvements	304,500		304,500			
Stone Road Rehabilitation (Construction, Phase II)	430,685		430,685			
Street Reconstruction - Prospect Hill Road (Phase II Construction, West Street to Bent Road)	1,983,600			1,983,600		
Day Hill Road Resurfacing (Design)	57,200					57,200 ³
Construct Sidewalks and Pedestrian Safety Improvements	380,000					380,000 ²
Street and Traffic Sign Asset Management Program	20,250					20,250 ³
Fleet and Public Works Equipment Replacement	635,000	570,000 ¹				65,000 ²
Streetlight Replacement, Energy, and Maintenance Cost Reduction Program	787,130		412,130			375,000 ²
Town Facility Improvements - Town Hall Interior Renovations (Phase II)	386,350		386,350			
Day Hill Road Pedestrian Circulation Enhancements	300,450		300,450			
Fire Department - Engine 10 Replacement Vehicle	906,599		906,599			
Town Facility Improvements - Outdoor Pool Facilities (Design)	137,280					137,280 ³
Athletic Field Improvements - Windsor High School East Side Fields (Construction)	842,639		842,639			
Northwest Park Roof and Facility Repairs	100,000					100,000 ²
Landfill Closure	2,225,000				2,225,000	
Landfill Methane Gas Collection	270,000				270,000	
Dog Pound Relocation	945,235		945,235			
Town Facility Improvements - 330 Windsor Avenue Restrooms	25,000					25,000 ²
Historic Monument and Ancient Cemetery Preservation	125,000					125,000 ²
Replace Town-Wide Radio System (Assessment & Design)	50,000					50,000 ²
Police Department In-Car Video System	90,000					90,000 ²
Fiber Optic & Building Permit Software	75,000					75,000 ²
BOE - Network Infrastructure Upgrade	75,000					75,000 ²
BOE - Oliver Ellsworth School - HVAC Improvements	2,045,940		1,973,140			72,800 ³
BOE - Kennedy School Heating System Upgrades (Design)	78,000					78,000 ³
Subtotal FY 2017	15,017,248	1,345,000	6,708,788	2,167,930	2,495,000	2,300,630
Town Council reduction on 5/16/16	(600,000)					(600,000)
FY 2017 Projects Anticipated to Require Voter Approval						
Expansion and Renovation of Public Safety Complex	24,000,000		24,000,000			
Subtotal FY 2017	24,000,000	0	24,000,000	0	0	0 ²
GRAND TOTAL FY 2017	38,417,248	1,345,000	30,708,788	2,167,930	2,495,000	1,700,530

¹ General Fund (Total = \$1,345,000)
² Community Investment Initiatives (Total = \$1,935,000 from General Fund less Town Council reduction on 5/16/16 of \$600,000)
³ Capital Projects Assigned Fund Balance (Total = \$365,530)

PROPOSED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2018						
Pavement Management Program	884,330	700,000		184,330		
Sidewalk and Curb Replacement Program	100,000	100,000				
Stormwater Management Improvements	218,225		218,225			
Pavement Line Striping	63,300					63,300
Street and Traffic Sign Asset Management Program	21,060					21,060
Tree Replacement Program	30,000					30,000
Fleet and Public Works Equipment Replacement	650,000	650,000				
Streetlight Replacement, Energy, and Maintenance Cost Reduction Program	329,370		329,370			
River Street Roadway Rehabilitation (Poquonock to Old River, Design)	88,259					88,259
Day Hill Road Capacity - Coordinated Signal System Installation	1,373,589			1,373,589		
Construct Sidewalks - Local Roads Within 1 Mile of School	134,749			134,749		
Traffic Signal at Windsor Avenue and Corey Street	508,909		100,000	408,909		
Day Hill Road Pedestrian Circulation Enhancements	261,968		261,968			
Facilities Fire and Security Systems Upgrade	724,564		724,564			
Town Facility Improvements - Town Hall Porcico Repairs	327,011		294,757			32,254
Fire Department - SCBA Replacement Program	1,037,312		1,037,312			
Skate Park Improvements (Design)	21,632					21,632
Landfill Closure	1,717,500				1,717,500	
Landfill Leachate Management	600,000				600,000	
BOE - Network Infrastructure Upgrade	75,000					75,000
BOE - School Windows Replacement (Poquonock School)	392,443		392,443			
BOE - Kennedy School Heating System Upgrades (Construction)	2,155,196		2,155,196			
BOE - Partial Roof Replacement at Sage Park Middle School (Design)	100,589					100,589
Subtotal FY 2018	11,815,006	1,450,000	5,648,584	1,966,828	2,317,500	432,094
FY 2018 Projects Anticipated to Require Voter Approval						
Town Facility Improvements - Parks Garage Relocation and Land Acquisition for DPW Complex	8,716,393		8,716,393			
Subtotal FY 2018	8,716,393	0	8,716,393	0	0	0

GRAND TOTAL FY 2018 20,531,399 1,450,000 14,364,977 1,966,828 2,317,500 432,094

¹ Capital Projects Fund Assigned Fund Balance (Total = \$399,640)

² Special Revenue Account - Town Clerk (Total = \$32,254)

PROPOSED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2019						
Pavement Management Program	919,330	735,000		184,330		
Sidewalk and Curb Replacement Program	105,000	105,000				
Pavement Resurfacing at Town Facilities & Schools	225,330	225,330				
Stormwater Management Improvements	304,500		304,500			
Day Hill Road Resurfacing (Construction)	1,451,575			1,451,575		
Fleet and Public Works Equipment Replacement	650,000	650,000				
Streetlight Replacement, Energy, and Maintenance Cost Reduction Program	594,207		594,207			
Construct Sidewalks - Local Roads Within 1 Mile of School	140,284		140,284			
Day Hill Road Pedestrian Circulation Enhancements	198,788		198,788			
Street and Traffic Sign Asset Management Program	21,900					21,900
Wilson Route 159 Corridor Enhancement Program (Phase I)	970,020			970,020		
Town Facility Improvements - Northwest Park Caretaker House Upgrades	143,859		143,859			
Landfill Leachate Management	930,000				930,000	
Fire Department - Engine 7 Replacement Vehicle	952,583		952,583			
Replace Town-Wide Radio System	1,920,255		1,920,255			
BOE - Network Infrastructure Upgrade	125,000					125,000
BOE - Partial Roof Replacement at Sage Park Middle School (Construction)	1,278,340		1,278,340			
FY 2019 Projects Anticipated to Require Voter Approval	10,930,951	1,715,330	5,532,796	2,605,925	930,000	146,900
None	0	0	0	0	0	0
Subtotal FY 2019						
GRAND TOTAL FY 2019	10,930,951	1,715,330	5,532,796	2,605,925	930,000	146,900

¹ Capital Projects Fund Assigned Fund Balance (Total = \$146,900)

PROPOSED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Enterprise Federal Aid	Other Sources
FY 2020					
Pavement Management Program	959,330	775,000		184,330	
Sidewalk and Curb Replacement Program	150,000	150,000			
Stormwater Management Improvements	314,850		314,850		
Pavement Line Striping	68,400				68,400
Street and Traffic Sign Asset Management Program	22,780				22,780
Fleet and Public Works Equipment Replacement	675,000	675,000			
Tree Replacement Program	50,650				50,650
Replace Stairway between Lenox Street and the Moorlands (Design)	29,831				29,831
Deerfield Avenue Rehabilitation (Design)	70,192				70,192
Wilson Route 159 Corridor Enhancement Program (Phase II)	1,008,821			1,008,821	
Town Facility Improvements - HVAC, Electricity, & Energy (Milo Peck Building)	1,251,047		1,251,047		
Town Facility Improvements - Wilson Firehouse HVAC Replacement (Design)	18,718				18,718
Town Facility Improvements - Poquonock Fire Station Roof Replacement (Design)	12,868				12,868
Northwest Park Roof and Facility Repairs	398,290		398,290		
Streetlight Replacement, Energy, and Maintenance Cost Reduction Program	565,755		565,755		
Construct Sidewalks - Local Roads Within 1 Mile of School	145,851		145,851		
Day Hill Road Pedestrian Circulation Enhancements	321,716		321,716		
Additional Fire Hydrants	123,150		123,150		
Skate Park Improvements (Construction)	190,336		190,336		
Athletic Field Improvements - Sage Park Middle School West Side (Design)	116,988				116,988
BOE - Network Infrastructure Upgrade	150,000				150,000
BOE - School Windows Replacement (Kennedy School)	529,156		529,156		
Subtotal FY 2020	7,173,527	1,600,000	3,639,951	1,193,151	0
FY 2020 Projects Anticipated to Require Voter Approval					
None	0	0	0	0	0
Subtotal FY 2020	0	0	0	0	0
GRAND TOTAL FY 2020	7,173,527	1,600,000	3,639,951	1,193,151	0

¹ Capital Projects Fund Assigned Fund Balance (Total = \$540,425)

PROPOSED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Enterprise Funds	Other Sources
FY 2021					
Pavement Management Program	969,330	775,000		184,330	
Sidewalk and Curb Replacement Program	150,000	150,000			
Pavement Resurfacing at Town Facilities & Schools	243,600		243,600		
Stormwater Management Improvements	203,000		203,000		
Street and Traffic Sign Asset Management Program	23,690				23,690
Fleet and Public Works Equipment Replacement	675,000	675,000			
Streetlight Replacement, Energy, and Maintenance Cost Reduction Program	588,363		588,363		
Replace Stairway between Lenox Street and the Moorlands (Construction)	195,703		195,703		
Town Facility Improvements - Wilson Firehouse HVAC Replacement (Construction)	241,345		241,345		
Town Facility Improvements - Poquonock Fire Station Roof Replacement (Construction)	225,202		225,202		
Construct Sidewalks - Local Roads Within 1 Mile of School	151,771		151,771		
Day Hill Road Pedestrian Circulation Enhancements	196,916		196,916		
Day Hill Capacity - Lane Widening (Lamberton to Addison, Design)	326,063		326,063		
Town Facility Improvements - Luddy House Window and Door Replacement	99,279				99,279
Additional Fire Hydrants	126,845		126,845		
Athletic Field Improvements - Sage Park Middle School West Side (Construction)	1,584,520		1,584,520		
Athletic Field Improvements - Clover Street School Improvements (Design)	66,916				66,916
BOE - Clover Street School Restroom Renovations (Design)	102,929				102,929
BOE - Network Infrastructure Upgrade	150,000				150,000
BOE - School Windows Replacement (Oliver Elsworth School)	536,916		536,916		
BOE - Sage Park Energy Efficiency Upgrades (Design)	85,166				85,166
FY 2021 Projects Anticipated to Require Voter Approval	6,932,554	1,600,000	4,620,244	184,330	0
None					
Subtotal FY 2021	0	0	0	0	0

GRAND TOTAL FY 2021 6,932,554 1,600,000 4,620,244 184,330 0 527,980

¹ Capital Projects Fund Assigned Balance (Total = \$527,980)

PROPOSED CAPITAL IMPROVEMENT PROGRAM

Project Name	Estimated Project Cost	General Fund	New Bonding Authorization	State & Federal Aid	Enterprise Funds	Other Sources
FY 2022						
Pavement Management Program	959,330	775,000		184,330		
Sidewalk and Curb Replacement Program	175,000	175,000				
Stormwater Management Improvements	253,750		253,750			
Street and Traffic Sign Asset Management Program	24,640					24,640
Fleet and Public Works Equipment Replacement	695,000	695,000				
Streetlight Replacement, Energy, and Maintenance Cost Reduction Program	611,891		611,891			
Tree Replacement Program	50,650					50,650
Pavement Line Striping	74,000					74,000
Pigeon Hill Road Rehabilitation (Lamberton to Addison Rd. Design)	54,156					54,156
River Street Roadway Rehabilitation (Poquonock to Old River, Construction)	640,996		640,996			
Street Reconstruction - Basswood Road (Design)	162,593		162,593			
Broad Street Signal Modification Design and "Road Diet"	382,936		382,936			
Town Facility Improvements - Small Facilities Heating Upgrades	141,210					141,210
Ramp Modification at I-91 & Route 75/Day Hill Road	69,792,340			69,792,340		
Construct Sidewalks - Local Roads Within 1 Mile of School	157,669		157,669			
Day Hill Road Pedestrian Circulation Enhancements	341,174		341,174			
Additional Fire Hydrants	130,650		130,650			
Athletic Field Improvements - Clover Street School Improvements (Construction)	585,640		585,640			
Athletic Field Improvements - Starshon Park Improvements (Design & Construction)	713,640		616,210			97,430
BOE - Clover Street School Restroom Renovations (Construction)	1,253,229		1,253,229			
BOE - Sage Park Energy Efficiency Upgrades (Construction)	1,847,113		1,847,113			
BOE - Poquonock School HVAC Conversion (Phase III, Design)	94,899					94,899
	79,142,506	1,645,000	6,983,861	69,976,670	0	536,985
FY 2022 Projects Anticipated to Require Voter Approval						
Town Facility Improvements - Outdoor Pool Facilities	3,666,433		3,666,433			
Subtotal FY 2022	3,666,433	0	3,666,433	0	0	0
GRAND TOTAL FY 2022	82,808,939	1,645,000	10,650,284	69,976,670	0	536,985
¹ Capital Projects Fund Assigned Fund Balance (Total = \$536,985)						
Total CIP Program	166,794,618	9,355,330	69,717,040	78,094,834	5,742,500	3,884,914

APPENDIX “B”
Special Revenue Funds

Town of Windsor
FY 2016 – 2017
Adopted Budget

SPECIAL REVENUE FUNDS

Police Department

Project #	Project Name	FY 2016			FY 2017			
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/17)
6002	Crisis Intervention Program	773	-	-	773	-	250	523
6004	Bullet Proof Vest Program	2,460	-	2,460	-	2,500	-	2,500
6012	State Reimbursements	7,386	15,000	15,000	7,386	15,000	15,000	7,386
6026	Car Seat Program	1,262	-	260	1,002	-	-	1,002
6301	Narcotic Seizures - Federal	210	-	210	-	-	-	-
6302	Federal Sharing	81,450	-	20,000	61,450	-	-	61,450
6305	Asset Forfeiture - State	3,377	-	-	3,377	-	-	3,377
6700	Animal Shelter	34,548	-	-	34,548	-	-	34,548
6701	Powalka Memorial Fund	40	-	40	-	-	-	-
6702	K-9 Donations	3,423	200	-	3,623	250	-	3,873
6800	Police Private Duty	710,979	500,000	636,250	574,729	500,000	566,500	508,229
6908	Vehicle Maintenance	2,271	3,000	5,000	271	-	-	271
6915	Just Start Grant	1,190	-	1,190	-	-	-	-
6916	Neighborhood Engagement Team	134	-	-	134	-	-	134
6919	3M Technology Grant	5,833	-	-	5,833	-	-	5,833
6921	Violent Crime Grant	13,000	13,000	26,000	-	-	-	-
6922	Youth Services Prevention Grant	-	27,130	27,130	-	27,130	27,130	-
	Justice and Mental Health	-	-	-	-	-	-	-
6923	Collaboration Grant	-	150,000	150,000	-	50,000	50,000	-
	Total 03 Funds	868,336	708,330	883,540	693,126	594,880	658,880	629,126

#6002 - Crisis Intervention Program - Funds provided by donations for enhancement of the Crisis Intervention program including outreach activities and training.

#6004 - Bullet Proof Vest Program - The U.S. Department of Justice initiative designed to provide a critical resource to local law enforcement. Funding supports the purchase of bullet proof vests.

#6012 - State Reimbursements - Funds are received from the state for the purpose of providing safe roads and highways. These funds are used for overtime and the purchase of safety-related equipment.

#6026 - Car Seat Program - Funds are received from contributions given by individuals and businesses. Funds are used to replace materials and supplies related to safety in car seating within vehicles.

#6301 - Narcotic Seizure - Federal - Funds are received from the state and/or federal government after arrests have been made. Any assets on a perpetrator that may be used for the furtherance of their crimes (cash, cars, etc.) are seized and they are then distributed to the various law enforcement agencies that participated in the case. There are significant restrictions on the use of these funds. Funds are used for operational expenses associated with the enforcement of narcotic activity information/seizures.

#6302 - Federal Sharing - Funds received through U.S. Department of Justice on cases that involve the seizure and forfeiture of property.

#6305 - Asset Forfeiture - Funds are received from the state and/or federal government after arrests have been made. Any assets on a perpetrator that may be used for the furtherance of their crimes (cash, cars, etc.) are seized and they are then distributed to the various law enforcement agencies that participated in the case. There are significant restrictions on the use of these funds. Funds are used for operational expenses associated with asset forfeiture.

#6700 - Animal Shelter - These funds are used for the repair, maintenance and capital items associated with the upkeep of the animal shelter.

#6701 - Powalka Memorial Fund - This account was established by donations from individuals received in memory of Laura Powalka. Funds are used to care for neglected animals (veterinarian bills, etc.).

#6702 - K-9 Donations - Funds for this account were received from a private donation. Funds will be used to purchase a bullet proof vest for one police dog.

#6800 - Police Private Duty - Fees for this fund are received through the use of police officers who provide traffic and crowd control for various events, private construction contractors, public utilities and the Windsor School District. Expenditures in FY 16 also include \$20,000 for traffic enforcement, \$146,250 for vehicle replacement and set up, \$20,000 for other capital replacement items and \$25,000 for information technology equipment. FY 17 includes \$20,000 for traffic enforcement, \$14,000 for in-car video system warranty, \$27,500 for vehicle replacement, \$25,000 for information technology equipment, \$32,400 for emergency medical dispatch software and \$20,000 for other capital replacement items.

Police Department (cont.)

#6908 - Vehicle Maintenance - This fund was set up to pay for the services of a part-time mechanic and maintenance assistant.

#6915 - Just Start Grant - Collaborative project to reduce juvenile arrests in schools.

#6916 - Neighborhood Engagement Team - Funds are donated by citizens and businesses in the community. Funds are used for outreach activities to promote neighborhood building and community enhancement.

#6919 - 3M Technology Grant - Funding provided to municipal departments from 3M to be used for the purpose of maintaining, repairing or replacing the LiveScan Booking Workstation (Fingerprint Capture Device).

#6921 - Violent Crime Grant - Funds received from the state used to enhance Windsor Police response to domestic violence. This program includes implementation of Lethality Assessment Program (LAP) for first responder officers and related community awareness /education initiatives.

#6922 - Youth Services Prevention Grant - Windsor Police Department and Windsor Public Schools will develop an outreach team. The team will provide early intervention, prevention strategies, and referral to resources and services to at risk youth students in grades 7-12. The outreach provided by this collaborative team will strive to reduce violence, reduce recidivism, and provide the skills, proactive strategies, and opportunities for these youth to become productive members of society.

#6923 - Justice and Mental Health Collaboration Grant - Funds are from the U.S. Department of Justice's Bureau of Justice Assistance. Funds are used to increase public safety and improve access to effective treatment for people with mental disorders involved with the criminal justice system. Grantees are given the opportunity to tailor their program to respond best to the particular needs of their community.

SPECIAL REVENUE FUNDS

Recreation & Leisure Services

Project #	Project Name	Beginning Balance (7/1/15)	FY 2016			FY 2017		
			Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/17)
2002	Cirillo Youth Theatre	3,930	15,500	20,500	(1,070)	17,500	16,800	(370)
2004	Fran Elligers Memorial Fund	2,503	350	350	2,503	350	350	2,503
2007	Teen-O-Rama	106,379	375,800	388,200	93,979	403,400	402,770	94,609
2009	O'Brien Field Rental	2,100	4,000	-	6,100	4,000	-	10,100
2010	Positive Youth Development	13,288	13,300	13,300	13,288	13,600	13,600	13,288
2016	Passage Program	6,620	9,275	6,250	9,645	10,300	7,550	12,395
2018	Live-n-Learn	7,035	13,000	12,500	7,535	15,000	14,250	8,285
2062	Youth Services Bureau FY 16	-	19,460	19,460	-	N/A	N/A	N/A
NEW	Youth Services Bureau FY 17	-	N/A	N/A	N/A	19,460	19,460	-
2045	Dog Park	7,383	-	2,500	4,883	-	-	4,883
2059	YSB Enhancement Grant FY 16	-	5,810	5,810	-	N/A	N/A	N/A
2064	CASAC FY 16 *	-	5,320	5,320	-	N/A	N/A	N/A
NEW	CASAC FY 17 *	-	N/A	N/A	N/A	4,240	4,240	-
2202	NW Park Youth Conservation Corp.	1,626	7,110	6,200	2,536	3,730	3,730	2,536
2204	Northwest Park Nature Camp/Clubs	164,267	94,000	83,690	174,577	95,400	95,530	174,447
2207	Friends of Northwest Park Grant	352	13,010	13,010	352	7,020	7,020	352
2208	Northwest Park Shop	2,017	2,200	2,130	2,087	4,700	3,880	2,907
2210	NWP Environ. Education Programs	83,804	25,050	31,740	77,114	33,000	34,090	76,024
2211	Northwest Park Tobacco Museum	2,063	13,850	13,850	2,063	14,450	14,450	2,063
2325	NWP Facilities	21,020	5,600	5,590	21,030	5,600	4,600	22,030
4022	River Walkways	19,425	-	-	19,425	-	-	19,425
			443,812	622,635	436,047	651,750	642,320	445,477

*Capital Area Substance Abuse Council

#2002 - Cirillo Youth Theatre - The Cirillo Youth Theatre serves Windsor's youth with theatre opportunities within the town. Revenues are obtained through user fees, ticket sales and donations.

#2004 - Fran Elligers Memorial Fund - Donations into this fund will be used to provide scholarships and pay for expenditures associated with the Pee Wee and Junior Theater.

#2007 - Teen-A-Rama - Fees are collected from all youth and teen programs offered by the town and placed into this fund. Expenditures include staffing, basketballs, exercise & fitness equipment, contracted services for speakers and magicians, etc.

#2009 - O'Brien Field Rental - Fees collected from user groups of the field. Fees will be used to offset future maintenance costs.

#2010 - Positive Youth Development - Revenues received from the Youth Services Bureau programs are placed into this account. Funds are used to pay for a portion of salary and benefits for the Youth Services Coordinator, for a part-time support staff and for program supplies.

#2016 - Passage Program - Revenues for this program are from fees from the ROPES program. Some expenditures associated with this fund include staffing, equipment, materials and supplies and instructors.

#2018 - Live-n-Learn Program - Revenues are from adult program fees. Expenses include staffing, fitness equipment, bus rentals for trips to museums, baseball games, etc.

Recreation & Leisure Services (cont.)

- #2062/NEW - Youth Services Bureau - Funds from the State of Connecticut Department of Education administration and direct services for youth.
- #2045 - Dog Park - Funds from this account are used to purchase materials and supplies as determined by the dog park committee for the facility. Revenues are generated by the fundraising efforts of the committee.
- #2059 - YSB Enhancement Grant - Funds from the State of Connecticut Department of Education to provide direct services to youth to enhance their social and emotional development and an increased sense of connection to their community.
- #2064/NEW - CASAC - Funds are used for substance abuse prevention programs and for positive youth development programs.
- #2202 - Northwest Park Youth Conservation Corps (YCC) - The YCC program account provides funding to hire 3 - 4 high school seniors for nature trail and miscellaneous park upkeep during the summer months. This project is funded through donations made by Friends of Northwest Park and other organizations and businesses in Windsor.
- #2204 - Northwest Park Nature Camp - This account supports the operation of the Nature Camp during the summer months. Funds from this account are used for part-time wages (clerical and environmental educators), temporary full-time wages (summer teaching staff), contractual services, supplies and equipment. Revenues are generated from attendance fees.
- #2207 - Friends of Northwest Park - Funding for this account is provided by the Friends of Northwest Park to support projects, internship staffing, equipment and material requests made by Northwest Park. This account is managed by the Friends of Northwest Park.
- #2208 - Northwest Park Shop - Revenues within this project are generated through the sale of gift shop items. This account supports the purchase of gift shop stock, exhibit development and upkeep which is managed by Northwest Park staff and volunteers.
- #2210 - Northwest Park Environmental Education - This account generates revenues through the Board of Education classes (field trips), the Gordon Taylor Scholarship Fund (in-school classes), special events, school break camps and public workshops and classes. The funds from this account are used for part-time wages (clerical staff and environmental educators), contractual services, supplies and equipment.
- #2211 - Tobacco Museum - This account is managed by the Tobacco Association to support, in part, the operation of the Tobacco Museum and the Tobacco Archive building. Funding is provided to offset the tour guide's wages and the museum brochures. Northwest Park is responsible for facility upkeep, energy and utility costs.
- #2325 - NWP Facilities - Funds from this account are used to purchase general supplies used by facility rental groups.
- #4022 - River Walkways - This account was established in 2004 with a private donation from a citizen for the development and upkeep of hiking and multi-use trails in Windsor.

SPECIAL REVENUE FUNDS

Human Services

Project #	Project Name	FY 2016			FY 2017		
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures
2300	Windsor Senior Center	11,811	56,380	56,380	11,811	59,480	11,811
2328	Dial-a-Ride Matching Grant FY 16	-	38,000	38,000	-	N/A	N/A
NEW	Dial-a-Ride Matching Grant FY 17	-	N/A	N/A	N/A	38,000	-
2327	NCAAA* Grant 10/01/14 - 9/30/15	-	2,500	2,500	-	N/A	N/A
2329	NCAAA* Grant 10/01/15 - 9/30/16	-	3,750	3,750	-	1,250	-
NEW	NCAAA* Grant 10/01/16 - 9/30/17	-	N/A	N/A	N/A	3,750	-
2326	Elderly Transportation Grant	-	9,500	9,500	-	9,500	-
3816	Human Services Assistance Fund	66,489	-	5,000	61,489	-	56,489
3822	Mental Health Committee	400	-	400	-	-	-
3840	Operation Fuel Partnering	11,556	500	2,800	9,256	2,800	6,956
3868	Parents Of Children With Disabilities	730	-	730	-	-	-
3800	NCAAA* SS Grant 10/01/14 - 9/30/15	-	2,600	2,600	-	-	-
3801	NCAAA* SS Grant 10/01/15 - 9/30/16	-	3,280	3,280	-	1,090	-
3882	SSBC** 10/1/14 - 3/31/16	-	16,300	16,300	-	-	-
3867	Windsor Community Service Council	690	1,670	1,670	690	1,000	690
		91,676	134,480	142,910	83,246	114,570	75,946

*North Central Area Agency on Aging

**Social Service Block Grant

#2300 - Windsor Senior Center - Revenues from programs at the Senior Center are placed into this account and are used to pay for a part-time aerobics instructor, contractual staff and program supplies for the Senior Center.

#2328/NEW - Dial-a-Ride Matching Grant - Funds received from this grant will be used to increase hours of Dial-a-Ride transportation services along with costs associated with the operation of vehicles.

#2327/2329/NEW - NCAAA Grant - Transportation - Funds are from an evening and weekend transportation matching grant.

#2326 - Elderly Transportation Grant - Funds are from the Greater Hartford Transit District. These funds are used for Dial-a-Ride transportation services and were previously reflected in the general fund revenues.

#3816 - Human Services Assistance Fund - Funds from this account are approved for usage by the Human Services Committee for individuals who are incapacitated due to illness, disability or crisis situations.

#3822 - Mental Health Committee - This committee was established in 2004 with the purpose of helping to educate and inform citizens of mental health issues. Funds in this account are used for representatives who are hired to speak at engagements to inform the community of mental health issues.

#3840 - Operation Fuel Partnering - Funds are from the Operation Fuel Grant. These funds are used to support the Social Services Division.

#3868 - Parents Of Children With Disabilities - Funds are from Board of Education Family Resource Center. These funds are used to fund a support group, a collaborative effort with the Board of Education Family Resource Center.

#3800/3801 - NCAAA Grant - Social Services - Funds from this account support part-time staff hours and supplies for the Groceries to Go program.

#3882 - Social Services Block Grant - Funds are used to pay for operational expenses (office supplies, etc.) in the Social Services division.

#3867 - Windsor Community Service Council - Funds are used to offset the cost of fuel for the cargo van that is used to pick up food.

SPECIAL REVENUE FUNDS

Health Services

Project #	Project Name	FY 2016			FY 2017		
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures
3803	Toy Drive	285	-	-	285	-	285
3805	CPR Classes	352	800	800	352	800	352
3808	Clinic Services	30,887	14,380	14,380	30,887	14,500	30,887
3814	Bike & Ski Safety Equipment	-	3,050	3,050	0	3,100	0
3848	Public Health Emergency Readiness	2,230	-	2,230	-	-	-
3869	Public Health Block Grant FY 16	-	7,010	7,010	-	N/A	N/A
NEW	Public Health Block Grant FY 17	-	N/A	N/A	N/A	7,010	-
3853	Lead Poisoning Prevention & Control	-	3,960	3,960	-	3,960	-
3871	Bioterrorism Grant 7/01/15 - 6/30/16	-	39,990	39,990	-	N/A	N/A
NEW	Bioterrorism Grant 7/01/16 - 6/30/17	-	N/A	N/A	N/A	39,990	-
3876/3877	Regional Emergency Planning	5,030	-	2,500	2,530	-	2,530
3896	Emergency Mgmt Performance Grant	1,170	4,810	4,810	1,170	4,810	1,170
3897	Property Maintenance Remediation	20,409	24,000	6,500	37,909	6,500	37,909
		60,363	98,000	85,230	73,133	80,670	73,133

#3803 - Toy Drive - This account was set up for donations from the business community and public to support the Toy Drive. Funds are used to cover expenses related to the Toy Drive with emphasis on items needed to complete the wish list for the families who sign up for the program.

#3805 - CPR Classes - These classes are conducted by department personnel. This is an on-going account that runs from year-to-year and will continue as long as classes are offered. Fees are received from those taking classes. Funds are used to purchase books, videos, batteries and other materials used to teach CPR, AED use and First Aid and for Red Cross administrative fees.

#3808 - Clinic Services - This fund is for the Flu Clinics and TB testing for the Police Department (per OSHA requirements) that are conducted by the Health Department each year. This account is used to purchase influenza and pneumococcal vaccines and to pay for clinic supplies. Reimbursements are obtained from Medicare and various insurance companies for the shots that are administered each year. The balance in this fund is used to purchase flu and pneumonia vaccine, tuberculin material (for TB testing) and clinic supplies. Fees charged are in the Price Guide.

#3814 - Bike & Ski Safety Equipment - This fund is used for the purchase and sale of bike safety equipment. On occasion, this account can run a deficit when inventory is purchased prior to those helmets being sold.

#3848 - Public Health Emergency Readiness - Grant monies for local health departments focused on completing exercises and performance assessment tools to improve regional public health response to emergencies.

#369/NEW - Public Health Block Grant - This is a grant from the State Department of Public Health to local health departments to perform preventive health activities in certain designated areas such as cancer, cardiovascular disease prevention, injury prevention and surveillance monitoring. This grant period ends on June 30.

#3853 - Lead Poisoning Prevention & Control - These prevention funds are made available to local health departments by the State Department of Public Health for lead poisoning prevention activities including testing children for elevated blood lead levels, environmental management services and provision for education and awareness services. Funding amounts are based on the age of housing within the town, the number of child lead cases last year, and the cost of lead inspections.

#3871/NEW - Bioterrorism Grant - This is an annual grant received from the Centers for Disease Control via the State Health Department. This grant is used for preparing and exercising public health emergency response plans. All monies in this account should be spent each grant year or the unused monies are returned to the State. Grant funds must be spent per a budget submitted to and approved by the State Department of Public Health each year.

SPECIAL REVENUE FUNDS

Health Services

#3876/3877 - Regional Emergency Planning - This grant is from the U.S. Department of Health & Human Services and the Centers for Disease Control via the State Department of Public Health. The grant is part of the Cities Readiness Initiative designed to support public health emergency regional planning, training, exercise, and evaluation services.

#3896 - Emergency Management Performance Grant - This grant is from the Department of Emergency Services & Public Protection, Division of Emergency Management & Homeland Security. This grant supports local emergency planning with funding for training, exercises and operational services.

#3897 - Property Maintenance Remediation - This fund is used for the remediation of property maintenance violations per Chapter 8, Article VII sec. 8-130(2) of the Town of Windsor Code of Ordinances. The revenues for this project will come from General Fund transfers as well through reimbursement of monies when a lien is released via property transfer or property owner repayment.

SPECIAL REVENUE FUNDS

Library Services

Project #	Project Name	Beginning Balance (7/1/15)	FY 2016		Projected Balance (6/30/16)	FY 2017		Projected Balance (6/30/17)
			Projected Revenue	Estimated Expenditures		Projected Revenue	Budgeted Expenditures	
2501	Library Copy Machine Fund	35,600	11,000	17,500	29,100	12,000	12,000	29,100
2502	Windsor Library Association Grant	15,647	1,500	-	17,147	1,500	10,000	8,647
2503	Main Library Non-Print Materials	28,195	14,000	14,000	28,195	14,000	14,000	28,195
2504	Wilson Library Non-Print	7,591	4,000	4,000	7,591	4,000	4,000	7,591
2505	Connecticut	18,137	3,760	4,000	17,897	-	4,000	13,897
2507	Cary Nearing Book Project	10,885	-	2,500	8,385	-	2,500	5,885
2509	State Library Grant	7,594	1,100	1,500	7,194	1,100	-	8,294
N/A	Library Association Donation***	-	22,000	22,000	-	23,000	23,000	-
			123,649	65,500	115,509	55,600	69,500	101,609

***Not included in town system

#2501 - Library Copy Machine Fund - Revenues are derived from public copiers at the Main Library and the Wilson branch. Funds are used for rental/purchase, maintenance/repairs and supplies for machines used by the public (computer, copiers, faxes, etc.) and for the office copier at the Main Library.

#2502 - Windsor Library Association Grant - The Windsor Library Association (WLA) owns the Wilson Branch building and makes an annual payment to the town to help pay for the Wilson Branch maintenance and repairs.

#2503 - Main Library Non-Print Materials - Revenues are from fees and donations made to the library and reimbursements for lost library materials. Funds are used to buy non-print materials (DVDs, CDs, etc.) to replace lost materials and for miscellaneous purchases.

#2504 - Wilson Library Non-Print Materials - Revenues are from fees and donations made to the library and reimbursements for lost library materials. Funds are used to buy non-print materials (DVDs, CDs, etc.) to replace lost materials and for miscellaneous purchases.

#2505 - Connecticut - Revenues are from the state to help reimburse the library for non-residential use. Funds can be used for library materials, supplies, staff and equipment. For FY 17 no funding is expected to be received.

#2507 - Cary Nearing Book Project - Revenues are from a one-time donation made by Cary Nearing to be used expressly for the purchase of large print books. The library will spend a portion of these funds on an annual basis until it is depleted.

#2509 - State Library Grant - Revenues are from the state to be used for the purchase of print material.

N/A - Library Association Donation - Revenues are from the Windsor Library Association annual fund drive and are to be used to help pay for library programs as well as special collections, furniture and new technology.

SPECIAL REVENUE FUNDS

Development

Project #	Project Name	FY 2016			FY 2017		
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures
1704	Wetlands Inventory Grant	477	-	150	327	-	327
1705	Wetlands Account	2,666	-	-	2,666	-	2,666
1707	Earth Day	483	600	600	483	600	483
		3,626	600	750	3,476	600	3,476

#1704 - **Wetlands Inventory Grant** - This grant was used to conduct an inventory of inland wetlands. The inventory work has been completed and the terms of the grant allow for the remaining funds to be expended by the town for related purposes.

#1705 - **Wetlands Account** - This account was created from an escrow account held for an IWWC habitat evaluation report. This account can be used to enhance inland wetlands programs and activities.

#1707 - **Earth Day** - This fund was created to accept donations to sponsor Earth Day activities and pay for other expenses, with any balance donated to the Open Space Fund.

Community Development

Project #	Project Name	FY 2016			FY 2017		
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures
1973	Rt. 159 & Windsor Ave. Redev. Proj.	2,336	-	-	2,336	-	2,336
		2,336	-	-	2,336	-	2,336

#1973 - **Rt. 159 & Windsor Avenue Redevelopment Project** - This represents the balance remaining for the acquisition of a Small Town Economic Assistance Program (STEAP) grant that was awarded

SPECIAL REVENUE FUNDS

Public Works

Project #	Project Name	FY 2016			FY 2017		
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/17)
1980	Stony Hill School	2,400	5,160	5,900	5,210	5,900	970
2014	330 Windsor Avenue Maintenance	27,872	128,990	104,500	128,000	105,000	75,362
4003	Archer Road Maintenance	39,698	-	-	-	-	39,698
4009	Town Aid Road Improvements	714,655	404,230	440,650	404,000	590,000	492,235
4012	Local Cap. Improve. - Recording Fees	85,552	11,600	-	11,600	-	108,752
4018	Veterans Cemetery	3,647	3,400	4,100	3,400	4,100	2,247
4100	Rental Revenue (Properties)	7,339	8,200	9,300	8,200	9,300	5,139
4101	Train Station/Freight House	64,049	18,400	24,750	25,200	24,750	58,149
4102	Roger Wolcott Building	12,245	66,760	66,760	66,760	66,760	12,245
4103	Parks Garage Leased Space	494,122	-	114,590	-	57,940	321,592
4800	Landfill Reuse Planning	5,701	-	-	-	-	5,701
		1,457,280	646,740	770,550	652,370	863,750	1,122,090

#1980 - Stony Hill School - This is a former one-room school house on Windsor Avenue near the intersection of Hillcrest Road. This historical structure is maintained by the Department of Public Works. It is currently rented out for yoga classes. Funds are used to pay all expenses associated with the maintenance of this facility.

#2014 - 330 Windsor Avenue Maintenance - This revolving fund is used for repair and maintenance at the facility. Revenues are received from the Caring Connection, Recreation Department and the Chinese Restaurant on site. FY 16 revenue anticipates a transfer of \$41,100 from the General Fund Unassigned Fund Balance to pay costs related to the Caring Connection rent/utilities. Expenses include repair, maintenance and utilities.

#4003 - Archer Road Maintenance - This account was funded by a developer for the repair and maintenance of Archer Road in the Hayden Station neighborhood. Funds from the account will be used for paving/resurfacing of the street in the future.

#4009 - Town Aid Road Improvements - This is a state grant used primarily for street maintenance and repair-related activities. This account is used as a revolving fund for management of this grant. A major use of this account is for the purchase of materials for the snow and ice program. It is also used for street pavement markings, pavement preventive maintenance (such as crack filling), and catch basin cleaning.

#4012 - Local Capital Improvements, Recording Fees - This account differs from the Local Capital Improvements Program (LoCIP), which is an annual grant from the state. This account was established to receive funds that are the result of an increase in the recording fees charged by the state. These funds may be used for improvements by local governments in the state.

#4018 - Veterans Cemetery - The Department of Public Works places headstones (provided by the government) at grave sites and maintains the cemetery grounds. The town receives funding from the Department of Veterans Affairs (VA) to place the headstones in their designated area. Expenses associated with the maintenance of the cemetery are paid from this account.

#4100 - Rental Revenue properties - This revolving fund is for the receipt of rental revenue and the payment of expenses for properties owned by the town. Presently, this includes the Luddy House (town green) and Luddy Carriage House (town green). The Chamber of Commerce is located in the Luddy House. The town is actively seeking a tenant for the Luddy Carriage House because it is currently vacant.

#4101 - Train Station/Freight House - The Amtrak Train Station (Central Street) and Freight House (Mechanic Street) are properties leased from the Greater Hartford Transit District and are sub-leased by the town to others. Both buildings are presently being used by Windsor Arts Center. Larger expenditures expected in the near future include roof work at the train station.

#4102 - Roger Wolcott Building - This is the former Roger Wolcott School facility. Funds are from the Facilities Management general fund. The costs for utilities and other expenses are paid out of this account for the on-going maintenance of the building.

#4103 - Parks Garage leased space - This account is used to pay for the lease and other related expenses for the facility which replaced the former Parks Garage on Mechanic Street. Public Works equipment and materials (primarily off-season) are stored at this building. This account is funded from the sale of the former Parks Garage facility.

#4800 - Landfill Reuse Planning - A study was performed a few years ago to plan the future use of the landfill site following its capping and closing. A citizen's group worked with a consultant to develop the plan, which primarily incorporated various active and passive recreational uses. The balance shown represents the amount unspent during this planning effort.

SPECIAL REVENUE FUNDS

Information Services

Project #	Project Name	FY 2016			FY 2017			
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/17)
1304	Town Clerk Copier	118,016	40,000	17,000	141,016	40,000	44,500	136,516
1306	Historic Preservation	6,613	4,000	4,000	6,613	4,500	4,500	6,613
1308	Preservation Microfilming Grant	-	4,000	4,000	-	5,000	5,000	-
		124,629	48,000	25,000	147,629	49,500	54,000	143,129

#1304 - Town Clerk Copier - Funds are derived from fees associated with the use of the Town Clerk copier. These funds are used for the upkeep, maintenance, restoration and preservation of the Town of Windsor's records.

#1306 - Historic Preservation - Funds are derived from fees for land records. The State of CT receives a portion of these funds and the remainder is used to match funds when applying for the Connecticut State Library Historic Documents Preservation Grant.

#1308 - Preservation Microfilming Grant - This account is used for the CT State Library Historic Documents Preservation Grant program. There are two possible grants that could be received in any one fiscal year - \$4,000 for the Targeted grant or up to \$50,000 for the Competitive grant.

Administrative Services

Project #	Project Name	FY 2016			FY 2017			
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/17)
1650	Assessor's Coin-Op Copiers	5,420	1,300	250	6,470	1,300	250	7,520
1651	Delinquent Property Tax Sale	-	-	-	-	13,650	13,650	-
		5,420	1,300	250	6,470	14,950	13,900	7,520

#1650 - Assessor's Coin-Op Copiers - Revenues are generated by fees obtained from use of the copying machine (GIS maps, etc.) This fund is used toward the purchase of supplies and for the costs associated with the copier maintenance agreements.

#1651 - Delinquent Property Tax Sale - A public auction is scheduled to be conducted by the tax collector in the Spring of 2017 for the sale of a variety of real estate properties with delinquent taxes due. Funds collected at the sale will be applied to clear the back taxes and release the tax liens. This fund listed above represents the estimated expenses and expense recoveries from the buyers for this sale.

SPECIAL REVENUE FUNDS

Boards and Commissions

Project #	Project Name	FY 2016			FY 2017			
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/17)
5250	One Book One Windsor	1,335	-	-	1,335	-	-	1,335
5252	Bridge Builder's Award	-	840	840	-	840	840	-
		1,335	840	840	1,335	840	840	1,335

#5250 - One Book One Windsor - This fund's objective is to create a venue where people of different ethnicities and cultures come together and share ideas.

#5252 - Bridge Builder's Award - This fund was created to honor individuals, organizations or businesses that make outstanding contributions to enhance human relations within Windsor. The purpose of this award is to foster greater trust, understanding and solidarity among Windsor's racial, ethnic and religious groups.

General Services

Project #	Project Name	FY 2016			FY 2017			
		Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Balance (6/30/16)	Projected Revenue	Budgeted Expenditures	Balance (6/30/17)
1630	Revaluation	69,490	19,000	-	88,490	20,000	-	108,490
1640	OPEB Actuarial Valuation	11,500	11,500	23,000	-	11,940	-	11,940
1703	Open Space Fund	456,660	56,000	9,900	502,760	204,000	250,000	456,760
1709	Great Pond Special District Fund	9,950	95,820	105,770	-	91,000	91,000	-
		547,600	182,320	138,670	591,250	326,940	341,000	577,190

#1630 - Revaluation - This fund provides the revenue needed to conduct the next revaluation, which is due to occur for the Grand List dated October 1, 2018. The funding for the revaluation account for FY 17 is proposed at \$20,000. This will allow the balance to accumulate and provide the necessary funds to pay for the next revaluation.

#1640 - Other Post-Employment Benefits (OPEB) Actuarial Analysis - This fund provides the revenue needed to conduct the biennial OPEB program actuarial analysis and plan valuation. The funding source for this is the General Fund.

#1703 - Open Space Fund - This fund is intended to create a pool of funds to be readily available for the acquisition of open space as opportunities arise. These funds can be used separately or more effectively as a match to available grants for the purchase of open space or development rights. They can also be used to improve open spaces and conduct other open space related activities.

#1709 - Great Pond Village Special District Fund - This fund provides the revenue needed to facilitate the transfer of tax increment revenues to the Great Pond Village Improvement District pursuant to the interlocal agreement with the town.

SPECIAL REVENUE FUNDS

Not Allocated to Specific Service Unit

Project #	Project Name	FY 2016			FY 2017			
		Beginning Balance (7/1/15)	Projected Revenue	Estimated Expenditures	Projected Balance (6/30/16)	Projected Revenue	Budgeted Expenditures	Projected Balance (6/30/17)
2100	L.P. Wilson Fund	236,590	533,550	559,809	210,331	533,550	450,837	293,044
5200	Community Use of Schools	10,822	35,000	35,000	10,822	36,000	36,000	10,822
		247,412	568,550	594,809	221,153	569,550	486,837	303,866

#2100 - L.P. Wilson Fund - This is the town's portion of expenses for facility maintenance/utilities at the L.P. Wilson Center and for the use of the space. The balance is being used for planned on-going maintenance projects.

#5200 - Community Use of Schools - The Board of Education charges groups for the use of school facilities. However, due to state regulations, the town is required to receive this money and it is placed into this account. In the past, the Board of Education has used these funds for custodial overtime at their facilities. These funds can also be used for facility repairs and maintenance (i.e., refinishing of gym floors).

APPENDIX “C”
Summary of Personal Services

Town of Windsor
FY 2016 – 2017
Adopted Budget

SUMMARY OF PERSONAL SERVICES

GENERAL FUND POSITIONS

	FY 2016 Approved	FY 2017 Adopted
ADMINISTRATIVE SERVICES		
Full Time	16.57	16.89
Part-time FTE	2.38	2.24
DEVELOPMENT SERVICES		
Full-time	16.00	16.00
Part-time FTE	0.86	0.96
RECREATION & LEISURE SERVICES		
Full-time	6.76	6.76
Part-time FTE	11.55	11.85
HUMAN SERVICES		
Full-time	4.75	4.88
Part-time FTE	6.08	6.08
HEALTH SERVICES		
Full-time	4.00	4.00
Part-time FTE	1.10	1.36
INFORMATION SERVICES		
Full-time	3.00	3.00
Part-time FTE	1.10	1.10
LIBRARY SERVICES		
Full-time	9.00	9.00
Part-time FTE	9.61	9.61
PUBLIC WORKS		
Full-time	32.00	32.00
Part-time FTE	5.90	6.98
SAFETY SERVICES		
Full-time	65.92	66.00
Part-time FTE	1.70	1.70
GENERAL GOVERNMENT		
Full-time	3.00	3.00
Part-time FTE	0.81	0.40
COMMUNITY DEVELOPMENT		
Full-time	0.75	0.75
TOTAL GENERAL FUND		
Full-time	161.75	162.26
Part-time FTE	40.89	42.28
Total	202.64	204.54

NON-GENERAL FUND POSITIONS

RECREATION - Special Revenue Fund		
Full-time	0.24	0.24
Part-time FTE	9.60	10.50
INSURANCE INTERNAL SVS FUND		
Full-time	0.25	0.11
ENTERPRISE FUNDS		
Full-time	20.00	18.25
Part-time FTE	9.56	10.21
HUMAN SERVICES - Special Revenue Fund & Transfer from Caring Connection for Transportation		
Full-time	0.25	0.14
Part-time FTE	4.14	4.31
COMMUNITY DEVELOPMENT		
Full-time	1.25	1.25
Part-time FTE	-	-
TOTAL NON-GENERAL FUND		
Full-time	21.99	19.99
Part-time FTE	23.30	25.02
Total	45.29	45.01

APPENDIX “D”
Employee Pay Plans

Town of Windsor
FY 2016 – 2017
Adopted Budget

APPENDIX D

TOWN OF WINDSOR
 TEAMSTERS LOCAL 671 PAY PLAN
 FY 2013-2014*

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1	34,544	37,996
GRADE 2 Clerk Typist I Laborer Mechanic's Assistant	35,942	39,897
GRADE 3	38,083	41,888
GRADE 4	39,989	43,986
GRADE 5	41,986	46,181
GRADE 6 Library Clerk Public Property Maintainer I Switchboard Operator	44,083	48,493
GRADE 7 Account Clerk I Clerk Typist II Engineering Aide Tax Clerk	46,286	50,918
GRADE 8 Account Clerk II Public Property Maintainer II	48,602	53,463
GRADE 9 Administrative Clerk Assistant Town Clerk Community Development Assistant Weigh Station Clerk	51,036	56,129
GRADE 10 Landfill Operator Public Property Maintainer III Secretary	53,581	58,934
GRADE 11 Mechanic Electrician	56,254	61,883
GRADE 12 Crew Leader Senior Engineering Aide	59,074	64,974
GRADE 13 Public Works Inspector Town Forester	62,029	68,228

*This pay plan expired on June 30, 2014 and is included for informational purposes. A salary schedule for FY 2017 will be determined when collective bargaining is concluded.

APPENDIX D

TOWN OF WINDSOR, CONNECTICUT
 UPSEU LOCAL 424, UNIT 10 PAY PLAN
 FY 2015 – 2016*

PAY GRADE	STEPS				
	1	2	3	4	5
CIVILIAN DISPATCHER	50,066	53,261	56,162	59,064	61,963

	STARTING	STEP 1 "SOLO"	STEP 2 500 Hours	STEP 3 500 Hours
Part-time Civilian Dispatcher	18.87/Hour	23.57/Hour	25.94/Hour	28.27/Hour

*This pay plan expired on June 30, 2016 and is included for informational purposes. A salary schedule for FY 2017 will be determined when collective bargaining is concluded.

**TOWN OF WINDSOR, CONNECTICUT
POLICE PAY PLAN
FY 2015-2016***

STEPS

PAY GRADE	A	B	C	D	E	F	G	H
<u>Pay Grade P1</u>								
Police Officer	65,268	68,915	72,706	76,710	80,927	85,372		
New Hires	64,621	67,244	69,973	72,813	75,768	78,843	82,042	85,372
<u>Pay Grade P2</u>			74,140	78,220	82,523	87,059	91,482	
Detective Special Services Officer								
<u>Pay Grade P3</u>			79,882	84,282	88,910	93,806	99,104	
Evidence Technician Sergeant								
<u>Pay Grade P4</u>			88,910	93,806	98,964	104,406		
Police Lieutenant								
<u>Pay Grade DW1</u>			61,025	63,715	66,462	69,448		
Animal Control Officer								

*This pay plan expired on June 30, 2016 and is included for informational purposes. A salary schedule for FY 2017 will be determined when collective bargaining is concluded.

APPENDIX D

FY 2016-2017 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

PAY GRADE	MINIMUM	MAXIMUM
GRADE 1 Associates		
Group A	37,665	70,690
Administrative Aide	Human Resource Analyst	
Assistant Assessor	Interpretive Naturalist	
Assistant Building Official	Library Assistant	
Caseworker	Payroll and Benefits Assistant	
Code Enforcement Official	Public Health Nurse	
Confidential Secretary	Recreation Program Specialist	
Engineering Assistant	Sanitarian	
Environmental Educator	Senior Center Programmer	
Environmental Planner	Transportation Coordinator	
Fire Inspector		
Group B	42,860	82,765
Accountant	Librarian	
Assistant Buildings & Facilities Manager	Library Branch Manager	
Assistant Recreation Manager	Management Analyst	
Assistant Town Planner	MIS Supervisor	
Deputy Town Clerk	Parent Resource Coordinator	
Fire Department Administrator	Project Engineer	
Human Resources Generalist	Reference & Technical Services Librarian	
Information Technology Specialist	Senior Center Coordinator	
Lead Social Worker	Social Worker	
Lending Services Manager	Youth Services Counselor	

APPENDIX D

FY 2016-2017 TOWN OF WINDSOR
ADMINISTRATIVE PAY PLAN

PAY GRADE	MINIMUM	MAXIMUM
GRADE 2	53,250	109,185
Managers/Coordinators		
Assessor	Police Captain	
Assistant Finance Director	Public Works Operations Manager	
Assistant to Town Manager	Risk Manager	
Building Official	Social Services Coordinator	
Buildings and Facilities Manager	Solid Waste Manager *	
Community Development Coordinator*	Tax Collector	
Fire Marshal	Town Clerk	
Northwest Park Manager	Town Engineer	
Partnership Program Coordinator	Youth Services Coordinator	
GRADE 3	77,560	127,660
Directors		
Assistant Town Manager	Director of Recreation and Leisure Services	
Coordinator of Information Technology	Director of Finance	
Director of Health	Economic Development Director	
Director of Human Resources	Library Director	
Director of Human Services	Police Chief	
Director of Public Works	Town Planner	

*Position contingent upon funding from State/Federal grants, capital project funds, and/or user charges.

APPENDIX D

TOWN OF WINDSOR
DAY CARE PAY PLAN
[WINDSOR DISCOVERY CENTER AND CARING CONNECTION]
FY 2016-2017

<u>CLASSIFICATION</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
Early Childhood Manager Caring Connection Manager	35,020	77,110
Early Childhood Educator II Adult Day Care Professional	30,450	59,820
Early Childhood Educator I Adult Day Care Associate	22,050	41,400

APPENDIX D

PART-TIME AND SEASONAL PAY PLAN FOR FY 2016-2017

PAY GRADE	MINIMUM	MAXIMUM
<u>GRADE I</u>	\$ 9.60	\$ 9.90
Clerical Aide I Library Page Recreation Leader I Student Aide Wading Pool Attendant		
<u>GRADE II</u>	\$ 9.60	\$11.00
Clerical Aide II Early Childhood Aide I Janitor Library Clerk I Library Monitor Lifeguard I Parts Runner Program Aide Recreation Leader II Senior Student Aide		
<u>GRADE III</u>	\$ 9.60	\$12.15
Clerical Aide III Early Childhood Aide II Library Clerk II Lifeguard II Recreation Specialist Maintenance Assistant Tax Collection Aide Undergraduate Intern Recreation Specialist		
<u>GRADE IV</u>	\$ 9.60	\$15.60
Adult Day Care Aide Assistant Head Lifeguard Clerical Assistant Deputy Fire Marshal Engineering Technician Environmental Educator Graduate Intern Instructor Library Clerk III Payroll Assistant Printer		

APPENDIX D

PAY GRADE	MINIMUM	MAXIMUM
Security Monitor Senior Activities Specialist Senior Citizen's Bus Driver		
<u>GRADE IV – Cont'd</u>		
Senior Maintenance Assistant Supernumerary Police Officer Traffic Safety Specialist		
<u>GRADE V</u>	\$10.10	\$18.00
Administrative Aide Code Enforcement Official Head Lifeguard Senior Transportation Lead Driver Youth Theater Director		
<u>GRADE VI</u>	\$11.25	\$23.50
Adult Day Care Professional Code Inspector Director of Aquatics Director of Special Programs Naturalist Substitute Librarian Accounting Assistant		

APPENDIX “E”
Code of Accounts

Town of Windsor
FY 2016 – 2017
Adopted Budget

APPENDIX E

CODE OF ACCOUNTS AGGREGATED EXPENDITURE CLASSIFICATIONS

The expenditure classifications are aggregated into seven summary expenditure classifications that describe the types of expenditures to be made in each account.

PERSONAL SERVICES

40010	Regular Full Time	41010	FICA (Social Security)	41130	Health Insurance
40020	Regular Part Time	41020	Medicare	41140	Major Medical
40040	Temporary Full Time	41110	Clothing Allowance	41150	Disability Insurance
40050	Temporary Part Time	41120	Pension (Police)	41160	Life Insurance
40060	Holiday Overtime	41125	Retirement Expense Town	41170	Workers' Compensation
40070	Training Overtime	41126	Retirement Expense BOE	41180	Unemployment Comp.
40090	Overtime	41128	Deferred Comp Match Town	41190	Other Compensation
40110	Substitutes	41129	Retirement Expense 401A	41200	Combined Insurance

SUPPLIES

- 42140 Books and Periodicals - Acquisition of technical books, newspaper subscriptions, library books and media, special reports and other publications.
- 42190 Rentals - Fees paid for the use of land, buildings and equipment.
- 42220 Materials and Supplies - Office supplies, non-inventoried tools, refills, other non-inventoried items including, but not limited to, nuts and bolts, car tires, disposable fire extinguishers and items with a useful life of less than one year.
- 42240 Postage - All postage such as stamps, bulk mailing and postage charge-backs from Information Services.

SERVICES

- 43110 Travel and Meeting Expenses - Local, regional and national meetings, including transportation, lodging, meals and registration fees. Also, business expenses related to the activity of the department.
- 43120 Advertising - Notices of public hearings, invitations to bid, recruitment ads, publishing ordinances, etc.
- 43130 Membership Fees - Professional association dues and subscriptions, league and tournament fees.
- 43140 Car Allowance - Monthly allotment for private vehicles and mileage allowances for use of private vehicles on local routine business.
- 43150 Recruitment and Training - Cost of special training schools, tuition, educational seminars, recruitment examinations, interviews and in-service training courses.
- 43160 OPEB - Cost of Other Post Employment Benefits
- 43170 MDC - Sewers - Cost of Metropolitan District Commission Sewer Service.
- 43180 Contractual Services - Cost of contracted services, consulting and technical services, etc.
- 43190 Printing - Printing, photocopying and microfilming.
- 43200 Board of Education Schools
- 43210 Board of Education Schools Capital
- 43300 Debt Service - Principal

APPENDIX E

43350 Debt Service - Interest

43400 Insurance

43500 Unclassified

MAINTENANCE AND REPAIR - (Items used in repairing and/or maintaining property carried on the town's Inventory of Assets.)

44210 Repairs and Maintenance - Activities concerning town buildings, roads, streets, drains and sidewalks.

44250 Vehicles and Heavy Equipment - Vehicles and heavy equipment and all parts attached to vehicles and heavy equipment except radios and light bars.

44270 Other Equipment Maintenance - Radios, light bars, typewriters, office equipment and all other equipment not elsewhere classified. Office machine maintenance contracts are to be classified here.

GRANTS AND CONTRIBUTIONS

45160 Grants and Contributions - Volunteer fire companies, cemetery associations, WIN-TV, Farmington River Watershed Association, etc.

CAPITAL OUTLAY - (Purchase of items which are carried on the town's inventory of assets or which are depreciated in the Enterprise accounts.)

46300 Furniture and Equipment - Office furniture and related items.

46310 Vehicles - Vehicles, heavy equipment and inventoried attachments thereto.

46320 Other Capital Equipment - All other inventoried items not elsewhere classified (e.g., lawnmowers).

46330 Land - All acreage acquired by the town.

46340 Structures - All buildings, structures and parts thereof acquired by the town.

ENERGY AND UTILITY COSTS

47100 Electricity - Charges for electrical power used in all operations including, street lighting and traffic signals.

47200 Natural Gas - Charges for gas service provided by pipeline or delivered as bottled fuel.

47210 Heating Oil - #2 and #4 fuel used in heating town-operated buildings.

47300 Super Unleaded Gasoline - Used in the operation of motor vehicles and other machinery and equipment.

47310 Regular Unleaded Gasoline - Used in the operation of motor vehicles and other machinery and equipment.

47320 Diesel Fuel - Used in the operation of motor vehicles and other machinery and equipment.

47400 Water - Charges for water service paid to the Metropolitan District Commission for town-owned properties.

47500 Telephone - Costs for telephone services.

APPENDIX “F”
Debt Management

Town of Windsor
FY 2016 – 2017
Adopted Budget

DEBT MANAGEMENT POLICY

Windsor continues to enjoy an outstanding credit rating of Aa1 by Moody's Investor Service and AAA by Standard and Poor's Corporation, which is the same as that is assigned to obligations of the United States Government. In general, bond ratings are assigned by the rating services on the basis of established standards covering four basic criteria: economic strength and diversity, debt burden, administrative process and fiscal performance. In order to maintain its debt burden in line with available resources, the town adheres to certain fundamental policies with respect to incurrence of debt:

- a) Windsor maintains its total debt service requirement to within a range of 6% - 8% of its total operating expenditures
- b) When any new bonds are issued, the future forecasted annual debt service requirements will not exceed 8% of annual operating expenditures
- c) The total amount of bonds Windsor issues will not exceed 50% of its legal debt limit
- d) The town will maintain an unassigned fund balance of between 15% - 20% of annual General Fund operating expenditures.

The town's legal debt limit is in turn based upon its tax collections for the most recently completed fiscal year including interest and lien fees, and net of state reimbursements for revenue losses. For the current fiscal year, Windsor's base for establishing its debt limit is \$87,644,075. State law establishes various debt percentage limitations based on the purposes for which the debt is issued. The following limitations are currently in effect:

- 1) General Purpose - 2.25 times the base
- 2) Schools - 4.50 times the base
- 3) Sewer - 3.75 times the base
- 4) Urban Renewal - 3.25 times the base
- 5) Unfunded Past Pension - 3.00 times the base
- 6) Total Debt - 7.00 times the base.

Per the FY 2015 Town of Windsor Consolidated Annual Financial Report, the town's total net direct and net overlapping indebtedness totals \$91,995,896 and the total debt limit is \$613,508,525.

Town of Windsor Debt Schedule FY 2016

	INTEREST RATE	SOLD	MATURITY	ORIGINAL BOND AMOUNT	BALANCE 7/1/2015	PROJECTED ADDITIONS	RETIREMENTS	BALANCE 6/30/2016
General Purpose								
2009 Refunding - Series A	2.00 - 4.00	2009	8/1/2019	2,879,000	1,183,000	-	250,000	933,000
2009 Refunding - Series B	2.50 - 4.00	2009	8/1/2019	5,927,000	2,701,000	-	476,000	2,225,000
2010 Public Improvements	2.00 - 4.00	2010	4/15/2025	3,980,000	510,000	-	255,000	255,000
2010 Refunding - Series B	3.00 - 5.00	2010	7/15/2023	6,096,000	4,037,000	-	865,000	3,172,000
2011 Public Improvements	2.50 - 3.50	2011	4/1/2024	3,450,000	1,043,000	-	269,000	774,000
2012 Public Improvements	2.00	2012	5/1/2024	4,490,000	3,365,000	-	375,000	2,990,000
2013 Public Improvements	1.25 - 2.00	2013	5/1/2025	3,450,000	3,413,000	-	341,000	3,072,000
2014 Public Improvements	2.00 - 3.00	2014	4/15/2024	3,690,000	3,320,000	-	370,000	2,950,000
2014 Refunding	2.00 - 4.00	2014	8/15/2022	3,355,000	3,320,000	-	-	3,320,000
2015 Public Improvements	2.00 - 2.50	2015	6/15/2027	3,165,000	3,165,000	-	265,000	2,900,000
2016 Bond Issue - Estimated Principal	TBD	2016	TBD	-	-	4,945,000	-	4,945,000
Sub-total				40,482,000	26,057,000	4,945,000	3,466,000	27,536,000
Schools								
2009 Refunding - Series A	2.00 - 4.00	2009	8/1/2019	6,051,000	2,482,000	-	525,000	1,957,000
2009 Refunding - Series B	2.50 - 4.00	2009	8/1/2019	3,768,000	1,724,000	-	304,000	1,420,000
2010 School Improvements	2.00 - 4.00	2010	4/15/2025	700,000	90,000	-	45,000	45,000
2010 Refunding - Series B	3.00 - 5.00	2010	7/15/2023	6,209,000	3,953,000	-	715,000	3,238,000
2011 School Improvements	2.50 - 3.50	2011	4/1/2024	1,040,000	357,000	-	81,000	276,000
2013 School Improvements	1.25 - 2.00	2013	5/1/2025	950,000	792,000	-	79,000	713,000
2014 School Improvements	2.00 - 3.00	2014	4/15/2024	1,330,000	1,200,000	-	130,000	1,070,000
2014 Refunding	2.00 - 4.00	2014	8/15/2022	915,000	905,000	-	-	905,000
2015 School Improvements+B27	2.00 - 2.50	2015	6/15/2027	2,205,000	2,205,000	-	185,000	2,020,000
2016 Bond Issue - Estimated Principal	TBD	2016	TBD	-	-	785,000	-	785,000
Sub-total				20,963,000	13,708,000	785,000	2,064,000	12,429,000
Grand-Total				61,445,000	39,765,000	5,730,000	5,530,000	39,965,000

APPENDIX F

**Town of Windsor
Debt Schedule FY 2016 - FY 2017**

Principal Payments

<u>Town Projects</u>		<u>FY 2016</u>	<u>FY 2017</u>
2009	Refunding Issue - Series A	250,000	152,000
2009	Refunding Issue - Series B	476,000	751,000
2010	Hayden Station Firehouse, Fire Truck, Day Hill Rd. & International Drive	255,000	255,000
2010	Refunding Issue - Series B	865,000	676,000
2011	Road & Facility Improvements; Vehicle & Technology Purchases	269,000	265,000
2012	Road & Facility Improvements; Stormwater Mngt.Program;Vehicle Purchase	375,000	375,000
2013	Road & Facility Improvements; Stormwater Mngt.Program; DPW Equipment	341,000	341,000
2014	Road & Facility Improvements; Emergency Dispatch Console	370,000	370,000
2014	Refunding Issue	-	
2015	Road & Facility Improvements; Tower Ladder Truck	265,000	270,000
2016	2016 Bond Issue - Estimated Principal	-	337,000
Total Principal - Town Projects		<u>3,466,000</u>	<u>3,792,000</u>
<u>School Projects</u>			
2009	Refunding Issue - Series A	525,000	318,000
2009	Refunding Issue - Series B	304,000	479,000
2010	Poquonock School HVAC Improvements	45,000	45,000
2010	Refunding Issue - Series B	715,000	719,000
2011	Poquonock School HVAC; JFK School Roof Replacement	81,000	85,000
2013	Ellsworth School Roof	79,000	79,000
	Sage Park HVAC, Ellsworth School Offices & Athletic Fields, O'Brien Field		
2014	Improvements, School Window Replacement	130,000	130,000
2014	Refunding Issue	-	
2015	Road & Facility Improvements; Tower Ladder Truck	185,000	180,000
2016	2016 Bond Issue - Estimated Principal		<u>140,000</u>
Total Principal - School Projects		<u>2,064,000</u>	<u>2,175,000</u>
Grand Total - Principal		<u><u>5,530,000</u></u>	<u><u>5,967,000</u></u>

Interest Payments

<u>Town Projects</u>		<u>FY 2016</u>	<u>FY 2017</u>
2009	Refunding Issue - Series A	37,860	31,070
2009	Refunding Issue - Series B	98,520	73,980
2010	Hayden Station Firehouse, Fire Truck, Day Hill & Internat'l Drive	12,750	7,650
2010	Refunding Issue - Series B	151,495	112,970
2011	Road & Facility Improvements; Vehicle & Technology Purchases	27,960	19,890
2012	Road & Facility Improvements; Stormwater Mngt.Program;Vehicle Purchases	97,100	59,800
2013	Road & Facility Improvements; Stormwater Mngt.Program; DPW Equipment	88,675	52,055
2014	Road & Facility Improvements; Emergency Dispatch Console	107,775	66,875
2014	Refunding Issue	112,560	112,560
2015	Road & Facility Improvements; Tower Ladder Truck	96,515	63,120
2016	2016 Bond Issue - Estimated Interest	-	91,030
Total Interest - Town Projects		<u>831,210</u>	<u>691,000</u>
<u>School Projects</u>			
2009	Refunding Issue - Series A	79,430	65,190
2009	Refunding Issue - Series B	62,880	47,220
2010	Poquonock School HVAC Improvements	2,250	1,350
2010	Refunding Issue - Series B	153,900	118,055
2011	Poquonock School HVAC Improvements; JFK School Roof Replacement	9,660	7,230
2013	Ellsworth School Roof	13,660	12,080
	Sage Park HVAC, Ellsworth School Offices & Athletic Fields, O'Brien Field		
2014	Improvements, School Window Replacement	28,075	24,175
2014	Refunding Issue	30,790	30,790
2015	Road & Facility Improvements; Tower Ladder Truck	46,685	44,120
2016	2016 Bond Issue - Estimated Interest	-	37,790
Total Interest - School Projects		<u>427,330</u>	<u>388,000</u>
Grand Total - Interest		<u><u>1,258,540</u></u>	<u><u>1,079,000</u></u>

APPENDIX “G”
Price Guide

Town of Windsor
FY 2016 – 2017
Adopted Budget

FY 17 ADOPTED

Fines and Fees	Fund	Authority	FY 2017	Last Action
DEVELOPMENT SERVICES				
Building Inspection				
Building Permit	General Fund	Resolution	\$30 for 1 st \$1,000	12/05/1997
Building Permit - After 1 st \$1,000	General Fund	Resolution	\$13 per \$1,000 (after 1 st \$1,000)	6/21/1999
Building Permit Fee Reduction Policy Significant fiscal impact projects per CGS 12-65b (b) Biotechnology firms defined by CT Bioscience Cluster Approval of any fee reduction is at the sole discretion of the Town Council	General Fund	Resolution	Based on financial impacts identified as part of the project review policy	1/17/2006
Square Footage Price Used to Calculate Cost of a New Home	General Fund	Resolution	\$75 per sq. ft.	5/05/2003
Re-Inspection Fee on Contractor Projects	General Fund	Resolution	\$25 per inspection	5/05/2003
Working Without Permits	General Fund	Resolution	A fee equal to double the permit fee	5/05/2003
ZBA Residential Application Fee	General Fund	ZBA	\$125 + \$50 per each additional variance requested on the same application	5/13/2014
ZBA Commercial/Industrial Application Fee	General Fund	ZBA	\$175 + \$50 per each additional variance requested on the same application	5/13/2014
Motor Vehicle Location Approvals	General Fund	TP+ZC	\$70	5/20/1985
Motor Vehicle Location Re-Approvals	General Fund	TP+ZC	\$35	5/20/1985
Maps - Photocopy	Special Revenue	Resolution	\$4	5/01/1989
Economic Development				
Fee For Processing Subordination requests for mortgages in the OCD portfolio	Special Revenue / Fund 10	Resolution	\$50 plus any direct Expenses Incurred	4/27/2009
Design Services				
Engineering Specifications	General Fund	Resolution	\$30	4/24/2006
Aerial Map Blueprints	General Fund	Resolution	\$5 per copy	4/24/2006
Other Maps and Blueprints	General Fund	Resolution	\$4 per copy	5/10/2011
Color Copy 24" x 36"	General Fund	Resolution	\$10 per copy	5/10/2011
<i>(Erosion & Sediment permit fees shall be reduced when Inland Wetland fees are also collected for the same activity)</i>				
Erosion And Sediment Control Permit				
Single and Two -Family Residential (not part of a subdivision)	General Fund	Resolution	\$100/lot	2/17/2009
Residential Subdivision	General Fund	Resolution	\$300 + \$100 for each lot to be disturbed	2/17/2009
Commercial, Industrial, Residential (multi-Family) or other use	General Fund	Resolution	\$300 + \$100 for each acre of area to be disturbed	5/10/2011
Storm water Management Permit				
Single and Two -Family Residential (not part of a subdivision)	General Fund	Resolution	\$100/lot	2/17/2009
Residential Subdivision	General Fund	Resolution	\$300 + \$100 for each lot to be disturbed	2/17/2009
Commercial, Industrial, Residential (multi-family) or other use	General Fund	Resolution	\$300 + \$100 for each acre of area to be disturbed	5/10/2011
Storm water Manual	General Fund	Resolution	\$30	2/17/2009
Street Cut Permits:				
Curb and Walk - All Permits	General Fund	Resolution	\$50	9/23/1991
Driveway - All Permits	General Fund	Resolution	\$25	6/08/1992
Excavation - All Permits	General Fund	Resolution	\$50	9/23/1991
Additional Charge Per Excavation - adjacent locations at the same property	General Fund	Resolution	\$25	6/04/2013
Street Light Changes - New Residential Development	General Fund	CGS 8-25	One year fee per street light at CL&P rate	1949

FY 17 ADOPTED

Fines and Fees	Fund	Authority	FY 2017	Last Action
DEVELOPMENT SERVICES (cont.)				
Fire Prevention				
Blasting Permit	General Fund	CGS 541, 29-349	\$20	10/01/1987
Storing Explosives	General Fund	CGS 541, 29-349	\$25	10/01/1987
Commercial Amusement Fee	General Fund	Resolution	\$100 fee & \$1,000 bond	6/29/1981
Inland Wetlands				
Summary Ruling:				
Residential lot containing wetlands or regulated area	General Fund	CGS 22a-36 to 22a-45	\$100 per lot plus \$100 per acre of regulated area of disturbance	7/01/2008
Modification to existing owner-occupied lot	General Fund	CGS 22a-36 to 22a-45	\$85 per lot includes \$60 CT DEEP fee	5/10/2011
Recreational regulated area affected by proposed activity	General Fund	CGS 22a-36 to 22a-45	\$100 per acre of disturbance	5/10/2011
Commercial, industrial or residential multi-family or other use	General Fund	CGS 22a-36 to 22a-45	\$300 plus \$100 per acre of regulated area of disturbance	5/10/2011
Plenary Ruling:				
Residential lot containing wetland or regulated area	General Fund	CGS 22a-36 to 22a-45	\$200 per lot plus \$100 per acre of regulated area of disturbance	5/10/2011
Recreational with regulated area affected by proposed activity	General Fund	CGS 22a-36 to 22a-45	\$200 per acre of disturbance	5/10/2011
Commercial, industrial or multi-family or other use	General Fund	CGS 22a-36 to 22a-45	\$600 plus \$100 per acre of regulated area disturbance	5/10/2011
Permit revisions as they affect wetlands/watercourses	General Fund	CGS 22a-36 to 22a-45	\$90	7/01/2008
Wetlands Permit Renewal	General Fund	CGS 22a-36 to 22a-45	\$70	7/01/2008
Amendments to Map or Regulations	General Fund	CGS 22a-36 to 22a-45	\$250 plus linear foot fee	7/01/2008
Linear Foot Fee	General Fund	CGS 22a-36 to 22a-45	Less than 500 ft: \$250 500 to 1000 ft: \$500 More than 1000 ft: \$750	5/10/2011
Cease and Desist Order	General Fund	CGS 22a-36 to 22a-45	\$250	4/01/2005
Compliance Inspections	General Fund	CGS 22a-36 to 22a-45	\$25 per staff visit	7/01/2008
Public Hearing	General Fund	CGS 22a-36 to 22a-45	\$250	4/01/2005
Activity without permit or not authorized by permit in the upland review area with no immediate danger	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	\$75 per day	5/19/2008
Activity without permit or not authorized by permit in the upland review area with immediate danger	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	\$150 per day	5/19/2008
Activity without permit or not authorized by permit in a wetland or watercourse which causes limited or correctable damage	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	\$200 per day	5/19/2008
Activity without permit or not authorized by permit in a wetland or watercourse which causes sediment to flow into the area or otherwise causes pollution to the area	Open Space Fund	Town Ordinance: Chapt. 14, Art VII	\$750 per day	5/19/2008
Excavation in filling or draining any portion of a wetland and/or watercourse without a permit	Open Space Fund	Town Ordinance: Chapter 14, Art VII	\$750 per day	5/19/2008
NOTE: A \$60 Conservation Fund fee must be added to the cost of all land use applications. Mandated by CT Department of Energy and Environmental Protection (DEEP) effective 10/1/09.				

FY 17 ADOPTED

Fines and Fees	Fund	Authority	FY 2017	Last Action
DEVELOPMENT SERVICES (cont.)				
Planning				
Subdivision Application	General Fund	TP&Z	\$100 base fee plus \$300 per lot	5/10/2011
Resubdivision	General Fund	TP&Z	\$100 base fee plus \$300 per lot	5/10/2011
Subdivision Inspection	General Fund	TP&Z	1% improvement costs	3/25/1997
Subdivision Regulations	General Fund	Resolution	\$7	5/05/2003
Plan of Conservation & Development	General Fund	TP&Z	\$35	9/14/2004
PUD - Concept Plan	General Fund	TP&Z	\$150 base fee plus \$100 per lot or D.U. plus \$25 per 1,000 sq. ft. Gross Non-Residential Floor Area	5/10/2011
Site Development Flat Fee:	General Fund	TP&Z	\$150 base fee plus	5/19/2008
plus commercial floor area - max 49,999 sq. ft.	General Fund	TP&Z	\$20 per 1,000 sq. ft.	5/19/2008
plus commercial floor area - over 50,000 sq. ft.	General Fund	TP&Z	\$25 per 1,000 sq. ft.	5/19/2008
Site Plan with Residential Lots or Dwelling Units including PUD, Special Use and Traditional Neighborhood Design Developments	General Fund	TP&Z	\$150 base fee plus \$100 per lot or D.U.	5/10/2011
Special Use - 1st Use	General Fund	TP&Z	\$150 base fee plus \$100 per lot or D.U.	5/19/2008
Special Use - Subsequent Applications with Additional Lots	General Fund	TP&Z	\$150 base fee plus \$100 per lot or D.U.	5/19/2008
Zone Map Revision	General Fund	TP&Z	\$150 Base fee plus \$100 per acre "except for zone changes to AG"	5/19/2008
Zoning Text Amendment	General Fund	TP&Z	\$250	5/15/2012
Subdivision Text Amendment	General Fund	TP&Z	\$250	5/15/2012
Revisions to Subdivisions	General Fund	TP&Z	\$150	5/19/2008
Revisions to Site Plans flat fee:	General Fund	TP&Z	\$150	5/19/2008
plus commercial floor area 10,000-49,999 sq. ft.	General Fund	TP&Z	\$20 per 1,000 sq. ft.	5/19/2008
plus commercial floor area 50,000 sq. ft. or greater	General Fund	TP&Z	\$25 per 1,000 sq. ft.	5/19/2008
Bond - Subdivision & Site Plan Performance, Reduction/Release, Maintenance	General Fund	TP&Z	\$50	5/10/2011
Non-Conforming Use	General Fund	TP&Z	\$150	5/10/2011
Build on Unpaved Street	General Fund	TP&Z	\$150	5/19/2008
Design Development - Concept plan	General Fund	TP&Z	\$100 base fee plus \$60 per Lot or D.U.	10/14/2003
Design Development - Detailed plan	General Fund	TP&Z	\$100 base fee plus \$100 per Lot or D.U.	10/14/2003
Traditional Neighborhood Design Development Concept Plan	General Fund	TP&Z	\$10,000	5/10/2011
Traditional Neighborhood Design Development Form-Based Regulation	General Fund	TP&Z	\$10,000	5/10/2011
Traditional Neighborhood Design Development Warrant	General Fund	TP&Z	\$50	5/10/2011
Amendment to Plan of Development	General Fund	TP&Z	\$250	5/15/2012
Custom GIS map	General Fund	Resolution	\$10 to \$25 + hourly labor	5/10/2011
Digital GIS Table Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011
Digital GIS Map Data	General Fund	Resolution	Media costs plus hourly labor for data conversion, if required	5/10/2011
Paper MIS Data	General Fund	Resolution	\$0.50 per page + hourly labor for data conversion, if required	5/10/2011
NOTE: A \$60 Conservation Fund fee must be added to the cost of all land use applications.				
Wetlands Map	General Fund	Resolution	Small - \$10; Large - \$20	5/10/2011
Wetlands Regulations	General Fund	Resolution	\$10	5/05/2003
Zoning Regulations	General Fund	Resolution	\$20	5/05/2003
Zoning Map - Large	General Fund	Resolution	\$20	5/05/2003
Zoning Map - Small	General Fund	Resolution	\$10	5/05/2003

FY 17 ADOPTED

Fines and Fees	Fund	Authority	FY 2017	Last Action
HEALTH SERVICES				
CPR, AED and First Aid Classes:				
NOTE: If the student has up to date materials, subtract \$10 from the cost of the class.				
Adult CPR	Special Revenue	Resolution	\$50	6/04/2013
Child CPR	Special Revenue	Resolution	\$50	6/04/2013
Infant CPR	Special Revenue	Resolution	\$40	5/10/2011
AED (Adult or Child)	Special Revenue	Resolution	\$50	6/04/2013
Basic First Aid	Special Revenue	Resolution	\$50	6/04/2013
Any Two of the Above	Special Revenue	Resolution	\$55	6/04/2013
Any Three of the Above	Special Revenue	Resolution	\$60	6/04/2013
Any Four of the Above	Special Revenue	Resolution	\$65	6/04/2013
Professional Rescuer	Special Revenue	Resolution	\$70	6/04/2013
CPR and First Aid Challenges:				
Basic First Aid	Special Revenue	Resolution	\$35	6/04/2013
CPR - Any One Component	Special Revenue	Resolution	\$35	6/04/2013
CPR or First Aid - Any Two Components	Special Revenue	Resolution	\$40	6/04/2013
CPR or First Aid - Any Three or More Components	Special Revenue	Resolution	\$45	6/04/2013
Professional Rescuer	Special Revenue	Resolution	\$45	6/04/2013
Bicycle/Multi-Sport Helmet	Special Revenue	Resolution	\$10	4/27/2009
Ski Helmets	Special Revenue	Resolution	\$25	6/04/2013
Knee and Elbow Pads (set)	Special Revenue	Resolution	\$10	4/11/2007
Flu Shots	Special Revenue	Resolution	\$30	7/01/2015
High Dose Flu Shots	Special Revenue	Resolution	\$45	7/01/2015
Pneumonic Shots	Special Revenue	Resolution	\$55	5/10/2011
Tuberculosis Testing (PPD)	Special Revenue	Resolution	\$10	7/01/2015
Food Service Permits:				
Caterer	General Fund	Resolution	\$200 per facility	4/27/2009
Convalescent Home	General Fund	Resolution	\$300 per facility	4/27/2009
Food Store (large)	General Fund	Resolution	\$300	5/19/2008
Food Store (small w/deli)	General Fund	Resolution	\$140	5/19/2008
Food Store (small w/o deli)	General Fund	Resolution	\$100	5/19/2008
Industry serving less than 100	General Fund	Resolution	\$200	5/19/2008
Industry serving more than 100	General Fund	Resolution	\$300	5/19/2008
Mobile Vendors	General Fund	Resolution	\$200	5/19/2008
Re-Inspections	General Fund	Resolution	\$150	4/27/2009
Restaurant - More Than 100	General Fund	Resolution	\$300	5/19/2008
Restaurant - Less Than 100	General Fund	Resolution	\$200	5/19/2008
Temporary Establishment	General Fund	Resolution	\$75	4/11/2007
Seasonal Establishment	General Fund	Resolution	Annual Fee/12 x # of months open	4/27/2009
Late > 30 Days	General Fund	Resolution	\$100	4/25/2001
Restaurant Plan Review	General Fund	Resolution	\$200	5/19/2008
Septic Permits:				
New System Construction: Less than 2,000 Gallons Per Day (Includes Permit, Plan Review, and Inspection)	General Fund	Resolution	\$175	7/01/2015
New System Construction: Greater than 2,000 Gallons Per Day (Includes Permit, Plan Review, and Inspection)	General Fund	Resolution	\$350	7/01/2015
Existing System Repair: Existing System (Includes Permit, Plan Review, and Inspection)	General Fund	Resolution	\$125	7/01/2015
19-13-B100a Building Addition/Use Change Review	General Fund	Resolution	\$65	5/13/2014
Soil Tests	General Fund	Resolution	\$175	5/13/2014
Other Fees:				
Property Maintenance Fines	Special Revenue	Resolution	\$100 per day	7/01/2015
Well Permits	General Fund	Resolution	\$100	4/11/2007
Residential Inspections	General Fund	Resolution	\$150 Flat Fee	5/19/2008
Radon Kit	General Fund	Resolution	\$15	7/01/2015
LIBRARY SERVICES				
Art Sales Commission	Special Revenue	Resolution	10% of sale	1/01/1996
Audio Single Disk Replacement	Special Revenue	Resolution	\$8 per disk	5/19/2008
AV Equipment	Special Revenue	Resolution	\$20 per day	5/05/2003
Book sales	Special Revenue	Resolution	Priced as marked	6/08/1992
Copy Machine and Printers	Special Revenue	Resolution	black & white \$0.20 per page; color \$0.50 per page	5/10/2011
Fax Fees	Special Revenue	Resolution	\$1.95 for first page; \$1 for each thereafter	5/19/2008

FY 17 ADOPTED

Fines and Fees	Fund	Authority	FY 2017	Last Action
LIBRARY SERVICES (cont.)				
Lost Library Card	General Fund	Resolution	\$2	5/19/2008
Lost or Damaged Library Materials	Special Revenue	Resolution	Replacement + \$5	4/27/2009
Main Library - After Hours	Special Revenue	Resolution	\$30 per hour	4/11/2007
Main Library - Meeting Rm #1	Special Revenue	Resolution	\$30 per hour	4/11/2007
Main Library - Meeting Rm #2	Special Revenue	Resolution	\$15 per hour	6/21/1999
Visitor Computer Pass	Special Revenue	Resolution	\$1 per hour w/o library card; free with card	5/10/2011
Overdue Books	General Fund	Resolution	\$0.20 per day	6/08/1992
Overdue Book Buddies	General Fund	Resolution	\$1 per day	12/15/1997
Overdue Books (max fine)	General Fund	Resolution	\$10	4/27/2009
Overdue DVD	General Fund	Resolution	\$0.20 per day	5/13/2014
Overdue Media (max fine)	General Fund	Resolution	\$10	5/11/2010
Overdue Reference	General Fund	Resolution	\$1 per day	6/08/1992
Overdue Videos	General Fund	Resolution	\$0.20 per day	5/13/2014
Projection System In Meeting Room	Special Revenue	Resolution	\$50	5/19/2008
Souvenir Bags, Books, Postcards	Special Revenue	Resolution	Priced as marked	6/08/1992
Temporary Card for Visiting Out-of-Staters	General Fund	Resolution	\$25 per six months	5/19/2008
Test Proctoring Service	Special Revenue	Resolution	\$25 per test	5/11/2010
SAFETY SERVICES (Police)				
False Alarm Penalty - 1 st 3 False Alarms	General Fund	Resolution	no penalty	5/05/2003
False Alarm Penalty - 4 th and 5 th	General Fund	Resolution	\$50 each	5/05/2003
False Alarm Penalty - 6 th and 7 th	General Fund	Resolution	\$75 each	5/05/2003
False Alarm Penalty - 8 th and 9 th	General Fund	Resolution	\$100 each	5/05/2003
False Alarm Penalty - 10 th and Each Additional	General Fund	Resolution	\$150 each	5/05/2003
Fire, False Alarm - 1 st and 2 nd	General Fund	Resolution	no penalty	5/05/2003
Fire, False Alarm - 3 rd	General Fund	Resolution	\$100 each	5/05/2003
Fire, False Alarm - 4 th	General Fund	Resolution	\$200 each	5/05/2003
Fire, False Alarm - 5 th	General Fund	Resolution	\$400 each	5/05/2003
Fire, False Alarm - 6 th and Each Additional	General Fund	Resolution	\$500 each	5/05/2003
Class I Raffle Permit	General Fund	Resolution	\$50	7/01/1980
Class II Raffle Permit	General Fund	Resolution	\$20	7/01/1980
Class III Raffle Permit	General Fund	Resolution	\$20 per day	7/01/1980
Class IV Raffle Permit	General Fund	Resolution	\$5	7/01/1980
Sale of Dog	General Fund	CGS 22-332(b)	\$5	7/01/2008
Redeem Dog	General Fund	Resolution	\$15	10/01/1986
Plus Advertising Fee	General Fund	Resolution	\$15	4/25/2001
Plus Boarding Fee	General Fund	Resolution	\$15 per day	5/05/2003
Pick up of Unwanted Dog	General Fund	Resolution	\$50	5/05/2003
Quarantined Dog	General Fund	Resolution	\$15 per day	5/15/2012
Fingerprinting	General Fund	Resolution	\$10	5/05/2003
Records Check	General Fund	Resolution	\$5	4/11/2007
Handicapped Parking Violation	General Fund	Ordinance	\$95	4/27/2005
After 7 Days	General Fund	Ordinance	\$190	4/27/2005
Failure to Install/Maintain Designated Space	General Fund	Ordinance	\$90	3/31/1986
Continued Failure	General Fund	Ordinance	\$90 per day	3/31/1986
Parking Violation	General Fund	Ordinance	\$25	5/05/2003
After 7 Days	General Fund	Ordinance	\$50	5/05/2003
Junk Car Permits	General Fund	Resolution	\$50	4/01/1997
New Pistol Permit	General Fund	Resolution	\$70	5/10/2011
News rack Permit Application Fee	General Fund	Resolution	\$25	4/11/2007
News rack Location Fee	General Fund	Resolution	\$12 per location	4/11/2007
Sale of Accident and Other Reports	General Fund	Resolution	\$0.50 per page	1/06/1992
Fee for Indigent Person	General Fund	Resolution	\$0	3/20/1978
Photocopy - Reports	General Fund	Resolution	\$0.50 per page	1/06/1992
Traffic Safety Specialist	Special Revenue	Resolution	\$9.00 - \$15.60 per hour	5/13/2014
Police Private Duty Officer:				
Non-profit, 4 Hours or Less	Special Revenue	Resolution	\$310.68	6/07/2016
Non-profit, Over 4 Hours	Special Revenue	Resolution	\$77.67 per hour	6/07/2016
Board of Education/Municipal	Special Revenue	Resolution	\$77.67 per hour	6/07/2016
Construction, 4 Hours or Less	Special Revenue	Resolution	\$360.12	6/07/2016
Construction, > 4 Hours to ≤ 8 Hours	Special Revenue	Resolution	\$720.24	6/07/2016
Construction, > 8 to ≤ 12 Hours	Special Revenue	Resolution	\$1,080.36	6/07/2016
Construction, Over 12 Hours	Special Revenue	Resolution	\$90.03	6/07/2016
Vehicle Usage Fee	Special Revenue	Resolution	\$15 per hour if cruiser is required	5/19/2008
Impounded Vehicle Storage Fee	General Fund	Resolution	\$25 per day	6/04/2013

FY 17 ADOPTED

Fines and Fees	Fund	Authority	FY 2017	Last Action
<i>SAFETY SERVICES (Police) cont</i>				
Vendor Licenses - Individual	General Fund	Resolution	\$40	6/07/2016
Vendor Licenses - Group up to 10	General Fund	Resolution	\$60	7/01/2015
<i>Fire</i>				
Vendor Licenses - Group over 10	General Fund	Resolution	\$7.50 each additional person over 10	6/07/2016
Firefighter firewatch	Special Revenue	Resolution	\$25 per hour	5/11/2010
Firefighter firewatch-municipal	Special Revenue	Resolution	\$20 per hour	5/11/2010
<i>PUBLIC WORKS</i>				
Cemetery Markers - Install Veteran Stones	Special Revenue	Resolution	\$100	4/27/2009
Installation of Street Signs - Regulatory and Other	General Fund	Resolution	\$250 per sign	4/27/2009
Installation of Street Signs - Stop Signs	General Fund	Resolution	\$250 per sign	4/27/2009
Storage of Evicted Materials	General Fund	Resolution	Fees charged by the moving vendor &/or storage facility	4/27/2009
<i>Snow Plowing and/or sanding each time on unaccepted street in subdivision(s)</i>				
Sanding Per Subdivision Street	General Fund	Resolution	\$50 per 10th of mile	4/27/2009
Subdivision Street With Base Course Only	General Fund	Resolution	\$200/10th of mile, plus \$25/cul de sac	4/27/2009
Subdivision Street With Paved Top Course	General Fund	Resolution	\$100/10th of mile, plus \$25/cul de sac	12/03/1990
<i>RECREATION & LEISURE SERVICES</i>				
Non-Resident Fee	Special Revenue	Resolution	\$10 fee per program unless otherwise noted	4/27/2005
Adult Basketball League	Special Revenue	Resolution	\$300 - \$600	5/11/2004
Adult Dance	Special Revenue	Resolution	\$70 - \$130 per course	5/11/2010
Adult Open Basketball	General Fund	Resolution	\$35 annual pass	4/11/2007
Adult Open Gym, Drop-In Fee - Resident	Special Revenue	Resolution	\$2	5/19/2008
Adult Open Gym, Drop-In Fee - Non-Resident	Special Revenue	Resolution	\$5	5/19/2008
Adult Open Volleyball	General Fund	Resolution	\$30 annual pass	5/11/2010
Adult Toning and Boxing Program	Special Revenue	Resolution	\$65 - \$150	5/11/2004
Adult Volleyball League	Special Revenue	Resolution	\$300 - \$600	5/11/2004
AM Aerobics	Special Revenue	Resolution	\$55 - \$110 per session	5/10/2011
Archery	Special Revenue	Resolution	\$55 - \$90 per session	5/10/2011
Arts and Crafts	Special Revenue	Resolution	\$30 - \$80 per course	6/07/2016
Baseball Clinic	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Basketball Clinic	Special Revenue	Resolution	\$90 - \$155	5/10/2011
Movie Night	Special Revenue	Resolution	\$2 - \$7	4/11/2007
Computer Training	Special Revenue	Resolution	\$75 - \$115	5/13/2014
Counselor in Training Program	Special Revenue	Resolution	\$80 - \$100 per 4 wk session	5/10/2011
CPR/First Aid	Special Revenue	Resolution	\$145 - \$160	5/13/2014
CPR/First Aid Recertification	Special Revenue	Resolution	\$115 - \$125	5/13/2014
Culinary Arts Program	Special Revenue	Resolution	\$100 - \$150	5/19/2008
Dance Movement Workshop	Special Revenue	Resolution	\$60 - \$130 per session	5/11/2010
Extended Playground Hours	Special Revenue	Resolution	\$25 - \$30 per week	5/13/2014
Family Trips (In-State/Out-of-State)	Special Revenue	Resolution	\$50 - \$1,500	5/19/2008
Field Hockey Clinic	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Foreign Languages	Special Revenue	Resolution	\$30 - \$75	4/27/2009
Full Day Playground	Special Revenue	Resolution	\$115 - \$130 per week	6/07/2016
Full Day Playground with Transportation	Special Revenue	Resolution	\$125 - \$145 per week	6/07/2016
Full Day Playground with Swim Lesson	Special Revenue	Resolution	\$240 - \$275 per 2 wk session	6/07/2016
Golf	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Gymnastics	Special Revenue	Resolution	\$90 - \$155 per 3 wk session	5/13/2014
Hotshots	Special Revenue	Resolution	\$60 - \$75	6/07/2016
Indoor Swim Pass - Adult - Winter	Special Revenue	Resolution	\$2.25 - \$4.25 per hour	4/27/2009
Indoor Swim Pass - Adult - Non-resident - Winter	Special Revenue	Resolution	\$2.25 - \$4.25 per hour	4/27/2009

FY 17 ADOPTED

Fines and Fees	Fund	Authority	FY 2017	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Indoor Swim Pass - Family - Winter	Special Revenue	Resolution	\$60 per 2 hours a week for 8 weeks	4/27/2009
Indoor Swim Pass - Family- Non-resident - Winter	Special Revenue	Resolution	\$60 per 2 hours a week for 8 weeks	4/27/2009
Indoor Swim Pass - Senior Citizen - Winter	Special Revenue	Resolution	\$2.00 - \$4.00 per hour	4/27/2009
Indoor Swim Pass - Senior Citizen - Non-resident	Special Revenue	Resolution	\$2.00 - \$4.00 per hour	4/27/2009
Intensive Special Needs Program	Special Revenue	Resolution	\$100 - \$200 per session	5/13/2014
Karate	Special Revenue	Resolution	\$35 - \$45 per month	4/27/2009
Kindergarten Dance	Special Revenue	Resolution	\$75 - \$150 per session	5/10/2011
Lacrosse Clinic	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Late Pickup Fee	Special Revenue	Resolution	\$10 per 15 minutes	6/07/2016
Life Guard Training	General Fund	Resolution	\$325 per course plus books	5/19/2008
Membership Pass Replacement Fee	Special Revenue	Resolution	\$5 per replacement	5/11/2004
Model Making and Crafts	Special Revenue	Resolution	\$40 - \$80	5/13/2014
Nutrition and Wellness Programs	Special Revenue	Resolution	\$50 - \$150	5/13/2014
Outdoor Adventure	Special Revenue	Resolution	\$80 - \$250	5/15/2012
Painting Class	Special Revenue	Resolution	\$45 - \$75	4/27/2009
Passage (fifth grade)	Special Revenue	Resolution	\$45 - \$75 per session	6/07/2016
PM Aerobics	Special Revenue	Resolution	\$60 - \$120 per session	6/07/2016
PM Low Impact Aerobics	Special Revenue	Resolution	\$60 - \$120 per session	6/07/2016
Pool Parties	General Fund	Resolution	\$250/Resident per party; \$350/Non-resident per party	5/19/2008
Pre-School Dance	Special Revenue	Resolution	\$75 - \$150 per session	5/10/2011
Schools Out Special	Special Revenue	Resolution	\$25-\$30 per day	5/13/2014
Ski Club	Special Revenue	Resolution	\$225 - \$430	5/10/2011
Skyhawks/Mini Hawks	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Soccer Clinic	Special Revenue	Resolution	\$85 - \$160	4/27/2009
Special Events - One Day	Special Revenue	Resolution	Free - \$10	4/11/2007
Special Needs - Adults Program	Special Revenue	Resolution	\$25 per quarter	5/11/2004
Special Needs - Youth Program	Special Revenue	Resolution	\$55 per session	5/11/2004
Special Needs Camp	Special Revenue	Resolution	\$99 per week	4/27/2009
Student Open Basketball	General Fund	Resolution	\$10	4/27/2009
Student Open Gym, Drop-In Fee - Resident	Special Revenue	Resolution	\$1	5/10/2011
Summer Youth Theater	Special Revenue	Resolution	\$100 - \$180	5/19/2008
Summer Youth Theater - Non-resident	Special Revenue	Resolution	\$140 - \$225	5/19/2008
Super Saturdays	Special Revenue	Resolution	\$25	5/11/2004
Swim Daily Fee - Non Resident - Adult	General Fund	Resolution	\$5 per day	6/21/1999
Swim Daily Fee - Non-Resident - Child	General Fund	Resolution	\$3 per day	6/21/1999
Swim Daily Fee - Non-Resident - Senior	General Fund	Resolution	\$3 per day	4/25/2001
Swim Daily Fee - Resident - Adult	General Fund	Resolution	\$2.50 per day	6/21/1999
Swim Daily Fee - Resident - Child	General Fund	Resolution	\$1.50 per day	6/21/1999
Swim Daily Fee - Resident - Senior	General Fund	Resolution	\$1.50 per day	4/25/2001
Swim Lessons - Adult	General Fund	Resolution	\$50	5/11/2004
Swim Lessons - Child	General Fund	Resolution	\$30 Mon-Thurs per two week session (make up lessons Fri)	4/27/2005
Swim Lessons - Family (maximum)	General Fund	Resolution	\$62	6/07/2016
Swim Lessons - Two Children	General Fund	Resolution	\$46 Mon-Thurs per two week session (make up lessons Fri)	6/07/2016
Swim Lessons - Non-residents	General Fund	Resolution	\$40 per child two week sessions (make up lesson on Friday)	4/27/2009
Swim Pass - Non-resident - Adult (17 and over)	General Fund	Resolution	\$70	5/05/2003
Swim Pass - Non-resident - Child (16 and under)	General Fund	Resolution	\$50	5/05/2003
Swim Pass - Non-resident - Family	General Fund	Resolution	\$120	5/05/2003
Swim Pass - Non-resident - Senior Citizen	General Fund	Resolution	\$50	5/05/2003
Swim Pass - Resident - Adult (17 and over)	General Fund	Resolution	\$35	5/05/2003
Swim Pass - Resident - Child (16 and under)	General Fund	Resolution	\$25	5/05/2003
Swim Pass - Resident - Family	General Fund	Resolution	\$60	5/05/2003
Swim Pass - Resident - Senior Citizen	General Fund	Resolution	\$25	5/11/2004
Swing and Swim	Special Revenue	Resolution	\$45 - \$50 per session	5/05/2003

FY 17 ADOPTED

Fines and Fees	Fund	Authority	FY 2017	Last Action
RECREATION & LEISURE SERVICES (cont.)				
Taking the Lead	Special Revenue	Resolution	\$20 - \$80	4/11/2007
Tai Chi Chuan	Special Revenue	Resolution	\$60 - \$100 per session	5/05/2003
Tennis Camp	Special Revenue	Resolution	\$60-\$160 per session	5/15/2012
Tennis Classes (4 sessions)	Special Revenue	Resolution	\$40 - \$75 varying number of sessions	5/13/2014
Tumbling	Special Revenue	Resolution	\$60 - \$120 per session (winter)	5/13/2014
Water Aerobics	Special Revenue	Resolution	\$60 - \$120	6/07/2016
Windsor Instructional Basketball	Special Revenue	Resolution	\$50 - \$60	7/01/2015
Windsor Sports Academy	Special Revenue	Resolution	\$90 - \$155	5/13/2014
Windsor Youth Theater	Special Revenue	Resolution	\$100 - \$180	5/19/2008
Windsor Youth Theater - Non-resident	Special Revenue	Resolution	\$140 - \$225	5/19/2008
Yoga	Special Revenue	Resolution	\$60 - \$80 per session	4/11/2007
Youth Band	Special Revenue	Resolution	\$150- \$200 plus bus fee	5/13/2014
Indoor Swim Lessons	Special Revenue	Resolution	\$40	4/27/2009
Windsor Challenge Course - Youth Group	Special Revenue	Resolution	\$200 - \$5,000 depending on group size	5/15/2012
Windsor Challenge Course - Adult Group	Special Revenue	Resolution	\$300 - \$5,800 depending on group size	5/15/2012
Windsor Challenge Course - Corporate Group	Special Revenue	Resolution	\$500 - \$6,500 depending on package and group size	5/15/2012
Indoor Driving Range	Special Revenue	Resolution	\$8 - \$15	4/27/2009
Youth Wrestling	Special Revenue	Resolution	\$45 - \$75	4/27/2009
Babysitting Course	Special Revenue	Resolution	\$115 - \$125	7/01/2015
Full Day Playground, Swim Lessons And Transportation	Special Revenue	Resolution	\$260 - \$300	6/07/2016
Half Day Playground	Special Revenue	Resolution	\$65 - \$85	5/11/2010
Indoor Golf - Resident	Special Revenue	Resolution	\$10 per half hour/\$15 per hour	6/04/2013
Indoor Golf - Non-resident	Special Revenue	Resolution	\$15 per half hour/\$20 per hour	6/04/2013
Scuba Classes	Special Revenue	Resolution	\$270 - \$350	6/07/2016
Indoor Archery	Special Revenue	Resolution	\$50 - \$75	7/01/2015
Softball Clinic	Special Revenue	Resolution	\$40 - \$150	5/15/2012
Volleyball Clinic	Special Revenue	Resolution	\$40 - \$100	5/15/2012
R.I.S.E Elementary School Age	Special Revenue	Resolution	\$180 - \$190 per month	6/07/2016
R.I.S.E Middle School Age	Special Revenue	Resolution	\$180 - \$190 per month	6/07/2016
Rentals:				
Auditorium	General Fund	Resolution	\$80 per hour	5/11/2010
Cafeteria	General Fund	Resolution	\$75 per hour	5/11/2010
Classrooms	General Fund	Resolution	\$30 - \$45 per hour	5/11/2010
Gymnasium (full)	General Fund	Resolution	\$75 per hour	5/11/2010
Indoor Playscape Party - Resident	Special Revenue	Resolution	\$125 - \$735 per party	6/07/2016
Park Pavilion Rental (Washington/Sharshon)	Special Revenue	Resolution	\$25 per 4 hours	4/11/2007
Rental of Storage Space at L.P. Wilson facility	General Fund	Resolution	\$1.50 - \$2.00 per sq. ft.	5/11/2004
Soccer Field Permits - Not Sponsored	General Fund	Resolution	\$25 per 4 hours	5/15/2012
Softball Field Permits - Co-Sponsored	General Fund	Resolution	\$25 per 4 hours	5/15/2012
Softball Field Permits - Not Sponsored	General Fund	Resolution	\$25 per 4 hours	5/15/2012
Tournament Permit	General Fund	Resolution	\$100 per field	5/10/2011
Windsor Jesters	General Fund	Resolution	\$140 per month	4/24/2006
O'Brian Field Use:				
Field Use Fee: Resident	Special Revenue	Resolution	\$25 per hour	3/02/2015
Field Use Fee: Non-Resident	Special Revenue	Resolution	\$125 per hour	3/02/2015
Stadium Lights	Special Revenue	Resolution	\$50 per hour	3/02/2015
Scoreboard/PSA	Special Revenue	Resolution	\$25 per hour	3/02/2015
Field Marshall	Special Revenue	Resolution	\$15 per hour	3/02/2015
Facility Deposit	Special Revenue	Resolution	\$300	3/02/2015
Youth Services Bureau				
Counseling Fee Schedule:			See chart below	5/11/2004
Up to \$21,000	Special Revenue	Resolution	\$10	4/27/2009
Over \$21,000	Special Revenue	Resolution	\$25	4/27/2009
Summer Adventures	Special Revenue	Resolution	\$100 - \$230 per week	4/27/2009
Teen Adventure Club	Special Revenue	Resolution	\$25 - \$50 per session	7/01/2015
Youth Adventures After School	Special Revenue	Resolution	\$65 - \$80	5/10/2011
Leader-in-Training Program	Special Revenue	Resolution	\$25 - \$75 per session	7/16/2013
Adventure Schools Out Special	Special Revenue	Resolution	\$20 - \$30	5/19/2008

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Fines and Fees	Fund	Authority	FY 2017	Last Action
Northwest Park				
Public Programs	Special Revenue	Resolution	\$2/person to \$1,500/person depending on activity	5/15/2012
Pavilion Full Day Rental - Resident	General Fund	Resolution	\$50	4/11/2007
Pavilion Rental - Non-resident	General Fund	Resolution	\$100 + \$100 sec. deposit	5/06/2002
Pavilion Half Day Rental - Resident	General Fund	Resolution	\$25	4/11/2007
Pavilion Half Day Rental - Non-resident	General Fund	Resolution	\$50 + \$100 sec. deposit	4/11/2007
Warming Shed Full Day Rental - Resident	General Fund	Resolution	\$45 + \$100 security deposit for inside and outside rental	5/15/2012
Warming Shed Full Day Rental - Non-resident	General Fund	Resolution	\$150 + \$100 security deposit for inside and outside rental	5/15/2012
Warming Shed Half Day Rental - Resident	General Fund	Resolution	\$25 + \$100 security deposit for inside and outside rental	5/15/2012
Warming Shed Half Day Rental - Non-resident	General Fund	Resolution	\$75 + \$100 security deposit for inside and outside rental	5/15/2012
Community Gardens	General Fund	Resolution	\$35 per season	4/27/2009
Community Gardens - Non-resident	General Fund	Resolution	\$45 per season	4/24/2006
Interpretive Center Rental - Resident	General Fund	Resolution	\$60 per 2 hours + \$100 security deposit	4/27/2009
Interpretive Center Rental - Non-resident	General Fund	Resolution	\$80 per 2 hours + \$100 sec dep.	5/19/2008
XC Ski Rental	Special Revenue	Resolution	\$10 resident; \$15 non-resident	5/15/2012
School Programs - Excluding Windsor BOE	Special Revenue	Resolution	\$75 per hour and up	5/15/2012
School Programs - Non-Windsor	Special Revenue	Resolution	\$85 per hour and up	5/15/2012
Nature Camp - Half Day - Resident	Special Revenue	Resolution	\$85 per week	4/27/2005
Nature Camp - Half Day - Non-resident	Special Revenue	Resolution	15% greater than resident fee	5/15/2012
Nature Camp - Whole Day - Resident	Special Revenue	Resolution	\$155 - \$310 per week	5/15/2012
Nature Camp - Whole Day - Non-resident	Special Revenue	Resolution	15% greater than resident fee	5/15/2012
Late Registration Fee	Special Revenue	Resolution	\$10 - \$15	6/07/2016
Teen Zone	Special Revenue	Resolution	\$150 - \$800	6/07/2016
Non-resident registration period for all Northwest Park nature camp programs will begin one week following resident registrations.				
Note: Children ages 2 and under can participate in community events at no charge.				
HUMAN SERVICES				
Senior Services				
Sit and Stretch	Special Revenue	Resolution	\$30 - \$40	4/27/2009
Sit and Stretch-Drop-In	Special Revenue	Resolution	\$5 - \$7	4/27/2009
Shape Up and Workout	Special Revenue	Resolution	\$40 - \$50 per session	4/27/2009
Shape Up and Workout Drop-In	Special Revenue	Resolution	\$5 - \$7	4/27/2009
Strength, Stretch and Balance with Yoga	Special Revenue	Resolution	\$30 - \$40 per session	6/07/2016
Strength, Stretch and Balance with Yoga - Drop In	Special Revenue	Resolution	\$5 - \$7 per class	6/07/2016
Enrichment Programs	Special Revenue	Resolution	\$5-\$15	4/27/2009
Ballroom Dancing	Special Revenue	Resolution	\$50 - \$70 per session	5/10/2011
Ballroom Dancing, Drop-in	Special Revenue	Resolution	\$5 - \$7	5/10/2011
Computer Classes	Special Revenue	Resolution	\$15 - \$30 per course	4/27/2009
Computer Classes - Non-resident	Special Revenue	Resolution	\$23 - \$38 per course	4/27/2009
Special Events - One Day	Special Revenue	Resolution	\$2-\$15	4/27/2009
Extended Trips	Special Revenue	Resolution	Going Rate	5/10/2011
Parties	Special Revenue	Resolution	\$2 - \$ 30 per party	4/27/2009
Tai Chi Beginner	Special Revenue	Resolution	\$40 - \$55 per session	4/27/2009
Tai Chi Beginner-Drop-in	Special Revenue	Resolution	\$5 - \$7	4/27/2009
Tai Chi Advanced	Special Revenue	Resolution	\$40 - \$55	4/27/2009
Tai Chi Advanced-Drop-in	Special Revenue	Resolution	\$5 - \$7	4/27/2009
Trips Day	Special Revenue	Resolution	Going Rate	5/10/2011
Water Aerobics	Special Revenue	Resolution	\$64 - \$98 per session	4/27/2009
Water Aerobics - Non-resident	Special Revenue	Resolution	\$96 - \$114 per session	4/27/2009
Yoga	Special Revenue	Resolution	\$32 - \$44 per session	4/27/2009
Yoga - Drop-in	Special Revenue	Resolution	\$5 - \$7 per class	4/27/2009

FY 17 ADOPTED

Fines and Fees	Fund	Authority	FY 2017	Last Action
Senior Services (cont.)				
Fitness Center Membership - 3 Months	Special Revenue	Resolution	\$30	4/11/2007
Fitness Center Membership - 6 Months	Special Revenue	Resolution	\$45	4/11/2007
Fitness Center Membership - 1 Year	Special Revenue	Resolution	\$75	4/11/2007
Senior Center Membership Fee - 1 Year	Special Revenue	Resolution	\$10	4/11/2007
Senior Center Membership Fee - Non-resident - 1 Year	Special Revenue	Resolution	\$20	4/11/2007
Fitness Center Membership - Non-resident - 3 months	Special Revenue	Resolution	\$60	4/27/2009
Fitness Center Membership - Non-resident - 6 months	Special Revenue	Resolution	\$90	4/27/2009
Fitness Center Membership - Non resident - 1 Year	Special Revenue	Resolution	\$150	4/27/2009
Zumba Gold	Special Revenue	Resolution	\$40 - \$55 per session	5/11/2010
Zumba Gold Drop In	Special Revenue	Resolution	\$5 - \$7	5/11/2010
Yoga for Beginners	Special Revenue	Resolution	\$25 - \$35 per session	5/11/2010
Yoga for Beginners Drop In	Special Revenue	Resolution	\$5 - \$7	5/11/2010
Personal Training	Special Revenue	Resolution	\$40 - \$50 per class	5/11/2010
Seated Qi Gong	Special Revenue	Resolution	\$40 - \$55 per session	5/11/2010
Seated Qi Gong Drop In	Special Revenue	Resolution	\$5 - \$7	5/11/2010
INFORMATION SERVICES				
Town Clerk				
Animal Licenses:				
Spayed Female or Neutered Male Dog	General Fund	CGS 22-340	\$8	5/05/2003
Unsprayed Female or Unneutered Male Dog	General Fund	CGS 22-340	\$19	4/27/2005
New Owner of Already Licensed Dog	General Fund	CGS 22-338	\$1	10/01/1989
Hunting & Fishing Licenses - Resident:				
Hunting	General Fund	CGS 26-28	\$19	4/14/2010
Junior Hunting - ages 12 - 15	General Fund	PA-14-201	\$11	6/07/2016
Junior Hunting - ages 16 - 17	General Fund	PA-14-201	\$5.50	6/07/2016
Fishing	General Fund	CGS 26-28	\$28	4/14/2010
Hunting & Fishing	General Fund	CGS 26-28	\$40	1/01/2015
Trapping	General Fund	CGS 26-28	\$34	4/14/2010
Pheasant Tags	General Fund	CGS 26-28	\$28	10/01/2009
Resident - Over 65 - Lifetime	General Fund	CGS 26-28	\$0	4/24/2006
Handicapped	General Fund	CGS 26-28	\$0	1/01/1992
Junior Trapping	General Fund	CGS 26-28	\$11	4/14/2010
Hunting & Fishing Licenses - Non-resident:				
Hunting	General Fund	CGS 26-28	\$91	4/14/2010
Junior Hunting	General Fund	CGS 26-28	\$28	10/01/2009
Fishing	General Fund	CGS 26-28	\$55	4/14/2010
Hunting & Fishing	General Fund	CGS 26-28	\$110	4/14/2010
Three Day Fishing	General Fund	CGS 26-28	\$22	4/14/2010
Legal Documents: Land Records:				
First Page Fee	General Fund	CGS 7-34a	\$10	7/01/1989
Historic Preservation Fee	General Fund	PA-00-146	\$3	7/01/2000
Open Land Preservation	General Fund	PA-05-228	\$40	7/01/2009
MERS - Release & Assignment of Mortgage	General Fund	PA -13-247	\$159	07/15//2013
MERS - All Other Documents	General Fund	PA-13-247	\$159	7/15/2013
Legal Documents - Each Additional Page	General Fund	CGS 7-34a	\$5	7/01/1989
Foreclosure Registration Act (Vacant Property Registration)	General Fund	PA-11-201	\$53	10/01/2011
Trade Names - First Page	General Fund	CGS 7-34a	\$5	7/01/1989
Trade Names - Each Additional Page	General Fund	CGS 7-34a	\$5	7/01/1989
Subdivision Maps (Indexing, 3 or more Parcels)	General Fund	CGS 35-1	\$20	5/19/2008
Maps (Indexing)	General Fund	CGS 7-31	\$10	5/19/2008
Sales Ratio	General Fund	CGS 7-34a	\$2	7/01/1982
Documents With No Known Last Address of Grantee	General Fund	CGS 7-34a	\$5	7/01/1982
Notary Public - Certificate of Appointment	General Fund	CGS 3-94	\$10	7/01/1982
Notary Public - Notarization of Signature	General Fund	Resolution	\$2 per signature	4/27/2009
Local Conveyance Tax	General Fund	CGS 12-494	\$0.0025 times sale price	5/05/2003

FY 17 ADOPTED

Fines and Fees	Fund	Authority	FY 2017	Last Action
Town Clerk (cont.)				
Sale of Publications and Materials:				
Agenda, Including Minutes and Backup	General Fund	Resolution	\$71.50 per year	5/10/2011
Agenda, With Minutes	General Fund	Resolution	\$33 per year	5/10/2011
Agenda Only	General Fund	Resolution	\$16.50 per year	5/10/2011
CD - Computer Stored Public Record	General Fund	CGS 1-212	Cost of hourly salary for formatting and cost of storage device	4/27/2009
Lamination of Wallet Size Items	General Fund	Resolution	\$1	3/21/1988
Photocopies:				
Land Records - Per Page	Special Revenue	P.A. 00-92	\$1 per page	10/01/2000
Miscellaneous - Per Page	Special Revenue	P.A. 89-251	\$0.50 per page	4/27/2009
Certification of a Photocopied Document	Special Revenue	PA 07-133	\$2 per document	5/19/2008
Photocopy document to be certified - per page (excludes .50 Copy Fee)	Special Revenue	P.A. 00-92	\$1 per page	10/01/2000
Hand Held Scanners	General Fund	P.A. 09-229	\$20 per visit	5/11/2010
Street Map	General Fund	Resolution	\$2 MDC map, or free street map	5/05/2003
Town Charter	General Fund	Resolution	\$10	6/21/1999
Town Code of Ordinances - Binder	General Fund	Resolution	\$75	4/27/2005
Town Code of Ordinances - No Binder	General Fund	Resolution	\$60	4/27/2005
Town Code Supplemental Service	General Fund	Resolution	\$1 per 2 sided page	6/21/1999
Vital Statistics:				
Birth Certificate -- Certified	General Fund	PA 07-133	\$20 per document	10/01/2009
Birth Certificate - Certified - Wallet Size	General Fund	CGS 7-74	\$15 per document	10/01/2009
Death Certificate -- Certified	General Fund	PA 07-133	\$20 per document	10/01/2009
Marriage License	General Fund	CGS 7-73	\$30	7/01/1992
Marriage Certificate	General Fund	PA 07-133	\$20 per document	10/01/2009
Burial and Cremation Permit	General Fund	CGS 7-74	3 per document	5/19/2008
OTHER				
Registrars				
Voter List	General Fund	CGS 1-15	\$0.50 per page	4/27/2009
Electronic Voter List Tape (Subject to Approval of Registrars of Voters)	General Fund	CGS 1-212	\$0.03 per name	4/27/2009
Financial Reporting				
Bad Check Fee	General Fund	SS52-565a(l)	\$25	6/04/2013
Assessment Abatement Policy				
Application Filing Fee - Economic Development assessment abatement incentive	General Fund	Resolution	\$500	5/15/2012
Application Filing Fee - assessment rehabilitation abatement incentive	General Fund	Ordinance	\$50	5/15/2012
TOWN HALL ROOM RENTAL				
Roger Ludlow Room North - Capacity 40	General Fund	Resolution	\$35 per hour	4/24/2006
Roger Ludlow Room South - Capacity 40	General Fund	Resolution	\$35 per hour	4/24/2006
Roger Ludlow Rooms North and South	General Fund	Resolution	\$55/hr or \$200/half day	4/24/2006
Council Chambers - Capacity 200 - 300	General Fund	Resolution	\$75/hr or \$300/half day	4/24/2006
Council Chambers w/Full Production/Technical Director	General Fund	Resolution	\$250/hr \$600/half day	4/24/2006
Additional Services:				
Monitor & VCR/DVD Player	General Fund	Resolution	\$30	4/27/2005
One Microphone and PA System	General Fund	Resolution	\$55 per hour	4/27/2005
Council Chambers Video Projector	General Fund	Resolution	\$50 per hour	4/24/2006
An additional 50% charge will apply for room/equipment reservations after regular business hours or on weekends. EXCEPTION: Council Member's request for facilities, use by a Board or Commission, or town government-related program.				
ENTERPRISE FUNDS				
Adult Day Care				
Daily Care	08-3-32-343	Resolution	\$81.60 per day	5/19/2008
Half Daily Care	08-3-32-343	Resolution	\$50 per half day	4/24/2006
Hourly Day Care Services	08-3-32-343	Resolution	\$20 per hour	5/13/2014
Late Fee	08-3-32-343	Resolution	\$25 per 15 minutes	4/27/2005

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Fines and Fees	Fund	Authority	FY 2017	Last Action
Child Day Care				
Infant/Toddler	05-3-3-31-340	Resolution	\$1,410 per month	6/07/2016
Infant/Toddler 2 days	05-3-3-31-340	Resolution	\$602 per month	7/01/2015
Infant/Toddler 3 days	05-3-3-31-340	Resolution	\$903 per month	7/01/2015
Elementary Before & After School	05-3-3-31-340	Resolution	\$495 per month	5/11/2010
Elementary After School	05-3-3-31-340	Resolution	\$395 per month	5/15/2012
Elementary Before School	05-3-3-31-340	Resolution	\$340 per month	5/15/2012
Elementary After 1 Day/Month	05-3-3-31-340	Resolution	\$98 per month	5/15/2012
Elementary After 2 Day/Month	05-3-3-31-340	Resolution	\$175 per month	5/15/2012
Elementary After 3 day/Month	05-3-3-31-340	Resolution	\$230 per month	5/15/2012
Elementary After 4 Day/Month	05-3-3-31-340	Resolution	\$330 per month	5/15/2012
Elementary Summer Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	\$215 per week	6/07/2016
Elementary Summer Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$235 per week	5/13/2014
Montessori Toddler Camp 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	\$165 per week	6/07/2016
K-1 Camp 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	\$215 per week	6/07/2016
K-1 Camp - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$235 per week	5/13/2014
Montessori Toddler	05-3-3-31-340	Resolution	\$615 per month	6/07/2016
Montessori Toddler Extended Day	05-3-3-31-340	Resolution	\$1,300 per month	6/07/2016
Montessori Toddler Full Day	05-3-3-31-340	Resolution	\$1,410 per month	6/07/2016
Montessori ½ Day	05-3-3-31-340	Resolution	\$590 per month	6/07/2016
Montessori ½ Day Daily Rate	05-3-3-31-340	Resolution	\$30 per day	7/01/2015
Montessori ½ Day 2 Day Rate	05-3-3-31-340	Resolution	\$258 per month	7/01/2015
Montessori ½ Day 3 Day Rate	05-3-3-31-340	Resolution	\$387 per month	7/01/2015
Montessori Extended Day	05-3-3-31-340	Resolution	\$1,080 per month	6/07/2016
Montessori Full Day	05-3-3-31-340	Resolution	\$1,195 per month	6/07/2016
Montessori Full Day 2 days	05-3-3-31-340	Resolution	\$516 per month	7/01/2015
Montessori Full Day 3 days	05-3-3-31-340	Resolution	\$774 per month	7/01/2015
After Hours - 5:30 PM - 6:00 PM	05-3-3-31-340	Resolution	\$10 per day	6/07/2016
Late Payment Fee (assessed on 25th of month)	05-3-3-31-340	Resolution	\$10	7/01/2015
Finance Charge for Late Payments	05-3-3-31-340	Resolution	10% monthly on unpaid balances	5/10/2011
Hourly Rate	05-3-3-31-340	Resolution	\$9.50 per hour	6/07/2016
Registration Fees	05-3-3-31-340	Resolution	\$25 per year	7/01/2015
Summer Camp Preschool - 8:30 AM - 4:30 PM	05-3-3-31-340	Resolution	\$245 per week	7/01/2015
Summer Camp Preschool - 6:45 AM - 5:30 PM	05-3-3-31-340	Resolution	\$275 per week	7/01/2015
Summer Camp Preschool - 8:30 AM - 12:00 PM	05-3-3-31-340	Resolution	\$150 per week	7/01/2015
Sibling Discount (applies to lowest tuition) 2nd Child	05-3-3-31-340	Resolution	10%	6/07/1982
Sibling Discount (applies to lowest tuition) 3rd Child	05-3-3-31-340	Resolution	20%	7/01/2015
Landfill & Resident Transfer Station				
Commercial/Out-of-Town Business Vehicle Permit	04-4-48-480	Resolution	\$30 - \$70 per vehicle depending on gvw	6/08/1992
Residential Permits	04-4-48-480	Resolution	\$145/year; or \$75 each half year	5/13/2014
Demolition and Bulky Waste	04-4-48-480	Resolution	\$140 per ton	5/13/2014
Small Business Recycling Drop-Off	04-4-48-480	Resolution	\$40 per ton	7/01/1991
Tires	04-4-48-480	Resolution	\$4.00/tire	5/13/2014
Contaminated Soil	04-4-48-480	Resolution	\$20 - \$70 per ton	5/11/2004
Special Waste	04-4-48-480	Resolution	\$65 - \$80 per ton	5/11/2004
Sale of Leaf Compost	04-4-48-480	Resolution	\$5-\$15 per cubic yd	10/07/1996
Commercial Scrap Metal	04-4-48-480	Resolution	\$0 up to \$25 per ton	5/06/2002
Scrap Metal, Requiring Removal of Refrigerant Gases	04-4-48-480	Resolution	\$15 per small appliance \$25 per large appliance	1/01/2015
Oversized MSW (per item)	04-4-48-480	Resolution	\$5 - \$50 per item	1/01/2015
Sale of Wood Mulch	04-4-48-480	Resolution	\$3-\$12 per cubic yd	10/07/1996
Penalty for Disposal of Unacceptable Waste Items	04-4-48-480	Resolution	\$20 - \$50 per item	5/13/2014
One-time transaction	04-4-48-480	Resolution	\$4.00 up to 3 bags/cans \$2.00 for single bag/can	5/13/2014
Propane Tanks	04-4-48-480	Resolution	\$4.00 each	5/13/2014
Treewaste	04-4-48-480	Resolution	\$68.00 per ton	5/13/2014
Leaves	04-4-48-480	Resolution	\$0 - \$40 per ton	5/13/2014

APPENDIX “H”
Charter Provisions Concerning
Annual Budget

Town of Windsor
FY 2016 – 2017
Adopted Budget

CHARTER PROVISIONS CONCERNING ANNUAL BUDGET

CHAPTER 8. FINANCE AND TAXATION

Sec. 8-1. Departmental estimates.

It shall be the duty of the town manager to compile preliminary estimates for the annual budget. The head of each department, office or agency of the town supported wholly or in part from town funds, or for which a specific town appropriation is made (except the board of education) shall, at least ninety (90) days before the end of the fiscal year file with the town manager, on forms provided by the town manager a detailed estimate of the expenditures to be made by said department or agency and the revenue (other than tax revenues) to be collected thereby in the ensuing fiscal year.

Sec. 8-2. Duties of town manager on budget.

Not later than thirty (30) days before the date of the annual budget meeting of the town, the town manager shall present to the council:

- (a) Estimates of revenue, presenting in parallel columns the itemized receipts collected in the last-completed fiscal year, the receipts estimated to be collected during the remainder of the current fiscal year and estimates of the receipts to be collected in the ensuing fiscal year;
- (b) Itemized estimates of expenditures, presenting in parallel columns the actual expenditures for each department, office or agency for the last-completed fiscal year, the expenditures as estimated for the current fiscal year and the manager's recommendations of the amounts to be appropriated for the ensuing fiscal year. The town manager shall present reasons for these recommendations. The president of the board of education shall have the same duties and follow the same procedure with respect to the budget for the board of education;
- (c) A program previously considered and acted upon by the Town Planning and Zoning Commission, in accordance with section 8-24 of the general statutes, as amended, concerning municipal improvements, of proposed capital projects for the ensuing fiscal year and for the fiscal years thereafter. Estimates of the cost of such projects shall be submitted by each department, office or agency annually in the form and manner prescribed by the town manager. The town manager shall prepare a six-year capital improvements program and shall recommend to the town council those projects to be undertaken during the first year of such program and the method of financing the same. The town council will establish by ordinance a capital improvement committee with at least one representative from the Public Building Commission to advise and assist the town manager in preparing said program for the second through the sixth year of such program.
- (d) Nothing herein shall preclude the town council from approving any capital project not included in the above described program.
- (e) Times of performance specified in this section are not of the essence, but are goals to be achieved for the orderly processing of the town budget.

Sec. 8-3. Powers and duties of council on budget.

The format of the supporting documentation for the estimates presented to the town council under sections 8-2 (a) and 8-2 (b) shall be determined by the town council before January 15. The town council shall hold one or more public hearings not later than fifteen (15) days before the annual budget meeting at which any elector or taxpayer may have an opportunity to be heard regarding appropriations for the ensuing fiscal year. Following receipt of the estimates from the town manager and the president of the board of education and the holding of such public hearing or hearings, the town council shall prepare a budget which complies with any minimum standards or requirements of the state tax department and shall recommend the same to the town

APPENDIX H

budget meeting of the town. Sufficient copies of said budget shall be made so as to be available for general distribution in the office of the town clerk and the town manager, and at least five (5) days prior to said annual budget meeting the town council shall cause to be published in a newspaper having circulation in the town a summary of the budget showing anticipated revenues by major sources, proposed expenditures by functions or departments, and the amount to be raised by taxation. The budget shall become effective when approved by said annual budget meeting and an official copy shall be filed with the town clerk.

CHAPTER 9. THE TOWN MEETING

Sec. 9-1. Annual budget meeting and special meetings.

(a) Upon town council approval of its recommended annual budget, it shall set a date for an adjourned town meeting vote on the voting machines. If any budget recommendation fails to pass, the council shall make adjustments and resubmit such adjusted budget recommendations to a vote on the voting machines until approved by the voters at which time the final budget shall be considered adopted.

This procedure for the adoption for the annual town budget shall be in lieu of the petition procedures set forth in *Connecticut General Statutes* § 7-7.

(b) Special town meetings shall be called by the town council when required under the terms of this Charter. The procedure for calling a special town meeting shall be as provided in the *Connecticut General Statutes*.

Sec. 9-2. Procedure.

All town meetings shall be called to order by the town clerk or in the absence of the town clerk, by the town manager or the mayor of the council. A moderator shall be elected and all business conducted in the manner now or hereafter provided by the general statutes, except as in this charter otherwise provided. It shall be the duty of the town clerk to serve as clerk of all town meetings but in the absence of the town clerk, an acting clerk may be designated by the meeting.

Sec. 9-3. Appropriation - manner of approval.

(a) Any appropriation in excess of one (1) per cent of the tax levy in the fiscal year for which the appropriation is made in addition to or supplementary to the annual budget appropriation, the issuance of bonds or notes in excess of two (2) per cent of the tax levy for the fiscal year in which the borrowing is made except notes in anticipation of taxes to be paid within the fiscal year in which issued and any ordinance providing for the sale of real estate of the town valued in excess of ten thousand dollars (\$10,000.00) used or reserved for town purposes or any appropriation for the purchase of real estate valued in excess of ten thousand dollars (\$10,000.00) for such purposes, shall become effective only after it has been adopted at a town meeting by the vote of a majority of those present and entitled to vote at such meeting, except that any appropriation in excess of three (3) percent of the tax levy for the fiscal year for which the appropriation is made in addition to or supplementary to the annual budget appropriation and any bond issue or issuance of notes or other borrowing in excess of three (3) percent of the tax levy for the fiscal year for which the borrowing is made in any fiscal year shall only require approval by referendum vote on the voting machines at any regular or special election. The town meeting shall not act upon any proposal for the sale or purchase of real estate or the issuance of bonds or other borrowing, except upon the recommendation of the town council contained in a resolution of said town council nor act upon any appropriation which has not been acted upon by the town council. The town meeting shall not increase the amount of any appropriation above the amount recommended by the town council or make any appropriation not recommended by the town council and shall not increase the amount of any bond issue above the amount recommended by the council.

(b) The annual budget shall be adopted in accordance with the procedures set forth in § 9-1.

(c) If the voters disapprove the budget appropriation recommended by the town council, the annual budget appropriation for the then existing fiscal year shall be continued until the new budget appropriation is adopted.

APPENDIX “I”
Glossary

Town of Windsor
FY 2016 – 2017
Adopted Budget

APPENDIX I

GLOSSARY OF TERMS

ACCOUNTING SYSTEM: The total set of records and procedures which are used to record, classify and report information on the financial status and operations of an entity.

ACCRUAL BASIS OF ACCOUNTING: The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).

APPROPRIATION: An authorization made by the legislative body of a government that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

ASSESSED VALUATION: A valuation set upon real estate and certain personal property by the Town Assessor as a basis for levying property taxes.

ASSETS: Property owned by a government that has a monetary value.

BOND: A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date[s]) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt.

BUDGET DOCUMENT: The official written statement prepared by the budget office and supporting staff which presents the proposed budget to the legislative body.

BUDGET MESSAGE: A general discussion of the proposed budget presented in writing as a part of or supplemental to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the Town Manager and budget officer (if not the chief executive).

CAPITAL ASSETS: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

CAPITAL IMPROVEMENT PROGRAM: A plan for capital expenditures to be incurred each year over a fixed period of several future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year and the method of financing those expenditures.

CAPITAL OUTLAYS: Expenditures for the acquisition of capital assets.

CAPITAL PROJECTS: Projects that purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

CASH BASIS: The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

CONTINGENCY ACCOUNT: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

DEBT SERVICE: Payment of interest and repayment of principal to holders of a government's debt instruments.

DEFICIT: (1) The excess of an entity's liabilities over its assets. (See Fund Balance). (2) The excess of expenditures or expenses over revenues during a single accounting period.

DEPRECIATION: (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration,

APPENDIX I

action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

ENTERPRISE FUND: A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

EXPENDITURES: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

FULL FAITH AND CREDIT: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds.)

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND BALANCE: The excess of a fund's assets over its liabilities. A negative fund balance is sometimes called a deficit.

GENERAL FUND: The fund supported by taxes, fees and other revenues that may be used for any lawful purpose.

GENERAL OBLIGATION BONDS: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds that are to be repaid from taxes and other general revenues.

GRANT: A contribution of assets (usually cash) from one governmental unit or other organization to another unit or organization. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

MATURITIES: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

MILL: The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.

MODIFIED ACCRUAL BASIS: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

OBJECT OF EXPENDITURE: Expenditure classifications based upon the types of categories of goods and services purchased. Typical objects of expenditures include:

- personal services (salaries and wages);
- contracted services (maintenance contracts);
- supplies and materials; and
- capital outlays.

OPERATING BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates).

OPERATING TRANSFER: Routine and/or recurring transfers of assets between funds.

APPENDIX I

REVENUE: The term designates an increase to a fund's assets which:

- does not increase a liability (e.g., proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital.

REVENUE ESTIMATE: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

SPECIAL ASSESSMENT: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

TAX LEVY: The total amount to be raised by general property taxes.

TAX RATE: The amount of taxes (mills) levied for each \$1,000 of assessed valuation.